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**Sent:** Sunday, June 25, 2023 4:17 PM

**To:** [testimony@ashland.or.us](mailto:testimony@ashland.or.us) <[testimony@ashland.or.us](mailto:testimony@ashland.or.us)>

**Subject:** CFA Candidate Sites - 6/27/23 Planning Commission CFA Discussion

It would appear that the designation of the Croman Mill CFA would largely eliminate the majority of the industrial lands included in Croman Mill Master Plan. If so, that change will mean that the city of Ashland will no longer have, among its inventory of developable lands, moderately sized industrial sites. Industrial sites of a moderate size are rare in the Rogue Valley, except for those in White City and, as such, is a unique asset to the city and southern Jackson County.

Vacant industrial lands that can meet the needs of larger scale development are a fundamental requirement to diversify the local economy. The fact that that this type of development has not happened on the Croman Mill site does not justify changing the land use laws to allow for commercial and residential development. Industrial development occurs at a slow pace; it can take decades to see industrial sites develop. One only need to look at White City and its slow rate of development. Retaining these lands for industrial use is pivotal to the city's economic diversification.

The fact that the combined total housing potential of the proposed candidate CFA's can readily meet the 30% housing need threshold indicates that a sizable portion of Croman site can (and should) be retained for industrial use. It should also be noted that there is significant additional redevelopable lands owned by SOU, which are currently excluded from the Transit Triangle CFA, that could be included if there was any concern about meeting the State's standard.

The fact that some of SOU's lands are included in an approved Master Plan should not be used to justify excluding lands from the Transit Triangle CFA. The Transit Triangle is, and has long been recognized as a priority area for the type of mixed-use development envisioned in the CFA rules. Further, SOU has the potential to leverage its ownership to secure private and public (i.e. State grant) funding. The potential should not be constrained by a decades old master plan.

Finally, it bears asking if the Croman CFA is designated as proposed, would the city, in the future, undertake an UGB amendment to meet its industrial land needs? Would the Billings Ranch be among those lands considered?

Gary Shaff  
516 Herbert St

June 26, 2023

Dear Members of the Ashland Planning Commission,

Re: Economic Diversification Strategy

The merits of transforming the city transportation system to make bicycling a practical, safe and efficient way for people of all ages and abilities to get around town was not acknowledged in the [Economic Diversification Strategy](#) developed by ECONorthwest. A safe city transportation system that meets the needs of all users would accomplish many of the strategies that they identified and recommended including:

- reducing the cost of housing for Ashland's young families and workers, who now must live out-of-town
- creating a "base camp" for outdoor recreation
- responding to climate change by reducing pollution
- economic diversification

Each merit is briefly discussed below.

**Reducing the cost of housing:** Transportation accounts for roughly 20 to 30 percent of household expenditures depending upon household size and income. It is estimated that a single person household in Ashland spends roughly \$10,000 per year on transportation (including insurance, maintenance, fuel, and car payments). ( [Cost of Living in Ashland, Oregon – 24/7 Wall St. \(247wallst.com\)](#)) This expense is second only to the cost of housing. In comparison, the cost to bicycle is minuscule. Transforming the transportation system to conform to the requirements of the Transportation Planning Rule, would make it safe and convenient to live car-free in Ashland. It would be a game changer for the city's young families and workforce and their ability to afford to live here.

**Base Camp:** While most of the attention is on mountain biking and the trails in the city's watershed, even mountain bikers use the city's (and ODOT's) roads to get around town. An on-street transportation system that meets the needs of mountain bikers also would meet the needs of everyone; people of all ages and abilities whether residents or visitors. Due to the city's small geographic size, a bicycle ride is an easy way to go shopping, run errands, visit friends and family, get to the library or school, grab an ice cream, and most other trip types.

**Climate Change:** Choosing a bike over a car for just one trip per day reduces the average person's [carbon emissions from transportation by 67 percent](#). (See also: <https://drive.google.com/file/d/1ncSbM9gIM-kX-cSr9i83Yw6UAcstDRvb/view?pli=1> <https://www.sciencedaily.com/releases/2021/02/210208104624.htm> and <https://www.peopleforbikes.org/news/tackling-climate-change-one-ride-at-a-time>).

It is estimated, based upon [research](#) in other metropolitan areas, that roughly half of Ashland residents would choose to bicycle if they didn't have to share the roads with cars. Protected bike lanes on major streets make possible. This is the reason that the community has been so vocal in its support for their addition to major streets. If half of Ashland's residents bicycled for just one trip per day instead of driving, annual transportation emissions in the city would fall by one-third or almost 28,000 metric tons and would translate into a 9% reduction in total citywide pollution.

**Economic Diversification:** The authors, on Page 75, suggest that “bikeways to or through downtown” be developed. The notion that bikeways be developed only “to” the downtown rather than through is not different to the existing bike facilities serving the downtown. Protected bike lanes are essential to both downtown and on all major streets. People riding bicycles, just as those driving cars, require safe, convenient and efficient facilities. Additionally, ECONorthwest didn’t acknowledge the virtual absence of bicycle parking in the downtown which the city’s Transportation Advisory Committee is currently investigating.

Here are a few examples where cities have reaped the financial benefit to providing bike infrastructure including protected bike lanes:

- Bikers out-consumed drivers at bars, restaurants and convenience stores. See Bloomberg article: [Cyclists and Pedestrians Can End Up Spending More Each Month Than Drivers](#)
- [Salt Lake City cuts car parking, adds bike lanes, sees retail boost](#)

Please take this information into account as you explore ways to make Ashland a better, more unique, attractive, and inviting place for residents and visitors.

Thank you,  
Vicki Orendurff  
Streets For Everyone Team  
Ashland Climate Collaborative

June 27, 2023

TO: Ashland Planning Commission

FROM: Bob Cortright<sup>1</sup>

SUBJECT: CLIMATE FRIENDLY AREA STUDY SUGGESTIONS

As you review the draft study of Climate Friendly Areas (CFAs) please consider and focus on the goal and intended outcome of this work: which is that at least 30% of the city's total housing units would be located in CFAs. For Ashland, that means by 2041 a total of about 3500 housing units would be in CFA neighborhoods. It is not clear from the CFA study whether the city will achieve this goal.

I have two suggestions for your consideration:

1. **Direct city staff to calculate how much of the city's future housing growth will need to be located in CFAs to meet the 30% goal.** As noted above, the CFA study indicates that about 3500 housing units will be needed in CFAs. However, while the study estimates the housing capacity of proposed CFAs, it does not indicate how much housing is currently located in these areas. That's significant because the city expects only about 900 additional housing units to be built in the city by 2041. (Packet, page 175) Consequently, unless there are about 2600 housing units currently in these CFAs and "abutting areas"<sup>2</sup> it's unclear that the city will reach the 30% goal.

Census information is readily available to estimate how much housing is currently in these areas. In addition, the city should estimate how much housing is expected in each of these areas under existing adopted plans. Local and regional transportation plans include detailed housing allocations to specific areas - transportation analysis zones - TAZs which provide this information.

2. **Encourage the city staff to use the alternative path allowed by CFEC rules to prepare a more realistic estimate of the capacity of proposed CFAs.** The draft study uses the "prescriptive" path in the CFEC rules to estimate housing capacity of proposed CFAs. It should be apparent that the prescriptive method- which assumes

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<sup>1</sup> Retired Transportation Planner. For 25 years, I served as the lead transportation planner for the Oregon Department of Land Conservation and Development (DLCD). I currently work with several environmental and climate advocacy groups in Oregon to support efforts to revise state, regional and local land use and transportation plans to meet state goals to reduce climate pollution.

<sup>2</sup> CFEC rules allow the city to count "abutting" or adjoining areas with high density residential that are outside of CFAs as part of CFAs for purposes of meeting the 30% goal. The idea is to include areas that are "close enough" to CFAs so that they function as part of a CFA because people might walk or bike to the CFA. The CFEC rule requires that such areas be within a 1/2 mile "walking distance" of a CFA in order to qualify.

that lands within CFAs will be uniformly developed or redeveloped at high densities (50-70 units per acre) dramatically overestimates the capacity of these areas to accommodate new development over the next 20 years.

While the CFEC rules include the “prescriptive method” they also allow cities to use alternative methods that better reflect local plans and conditions. In January, 1000 Friends and I wrote to metropolitan cities alerting them to likely problems with DLCDs “prescriptive method” and [recommending use of the alternative option](#) allowed by the CFEC rules. As the city moves forward, you should take advantage of this alternative approach to use local knowledge and information to develop a more reasonable and realistic estimate of the capacity of these areas to accommodate new housing over the next 20-25 years.



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January 11, 2022

**TO:** City Planners for Oregon's larger metropolitan cities  
(Albany, Ashland, Bend, Corvallis, Central Point, Eugene, Grants Pass, Keizer, Medford, Salem, Springfield)

**FROM:** Mary Kyle McCurdy, Deputy Director, 1000 Friends of Oregon  
Bob Cortright, Retired Transportation Planner

**SUBJECT:** CLIMATE FRIENDLY AREA HOUSING CAPACITY ANALYSIS  
RECOMMENDATIONS

As you conduct CFA studies over the next few months, we urge you to carefully review existing plans and other local information to accurately assess the capacity of potential Climate Friendly Areas (CFAs) to accommodate 30% of the city's total housing needs. We encourage you to use an "alternative method" for calculating CFA capacity as allowed for in the Climate Friendly & Equitable Communities (CFEC) rules. We would be happy to follow up with you to discuss these suggestions.

### Background / Summary

To meet greenhouse gas (GHG) reduction goals, Oregon's urban areas need to locate most new housing (and other supporting uses including employment) in walkable, mixed use, "climate-friendly" areas - where people can meet daily needs with much less driving. Over the next year, your cities will be preparing studies to identify potential "climate friendly areas" (CFAs) that can accommodate 30% of your city's total housing needs. We are concerned that the "prescriptive path" outlined in DLCD's rule (OAR 660-012-315(2)) and the CFA Methods Guide that DLCD asks you to use could dramatically overestimate the housing capacity of potential CFAs because it makes unrealistic assumptions about future densities and redevelopment and, consequently, will produce much less real capacity for housing in climate friendly areas than is needed to meet GHG reduction goals.

Accordingly, we recommend that you carefully review and evaluate whether estimates produced using the CFEC prescriptive method are reasonable and realistic based on your adopted city plans, actions you plan to take to encourage and diversify housing in

these areas, and your knowledge of local markets and trends. If you find that the prescriptive method significantly overestimates the capacity of potential CFAs, we encourage you to take advantage of CFEC rule provisions (in OAR 660-012-320) that allow you to use an “alternative method” to produce a more realistic estimate of CFA capacity.

## Recommendations

The standard scope of work for CFA studies involves several tasks and preparation of accompanying technical memos that will be produced over the next two to three months. Our recommendations center on Task 2, which is intended to estimate the number of housing units needed to meet the 30% target and calculate the development capacity of potential CFAs. We have the following recommendations for completing this work.

### **Recommendation #1: Estimate the amount of existing and future housing in CFAs.**

**Task 2 technical memos should provide detailed information about the amount of existing and future housing in CFA study areas.** We recommend that this analysis include the following information:

1. The number of existing housing units that are located in CFA study areas.
2. The number of future housing units that are expected to locate in CFAs based on existing adopted plans and any actions the city has committed to take to increase housing in CFAs.
3. The number of **new** housing units that will need to be located in CFAs over the next 20-30 years to meet the CFEC goal to locate 30% of all housing.

Information about existing and planned housing and jobs in CFA study areas should be readily available from the housing and employment allocations included in your most recent local or regional transportation system plan. These allocations are part of adopted plans and reflect each region’s or city’s best estimate of the likely outcome of adopted plans over the next 20-25 years.

The approach outlined in DLCD’s CFA methods guide might not provide this information because it asks only for a calculation of the total number of housing units that need to be located in CFAs to meet the 30% goal.<sup>1</sup> But what is most useful for local planners

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<sup>1</sup> The CFA Methods Guide and Rule 315(2) direct locals to calculate the total number of housing units needed in CFAs without identifying how many existing housing units are in CFAs:

and officials to know is how much new housing needs to be located in CFAs to meet the goal for 30% of all housing to be located in CFAs. (That's because planning is mostly about how we plan for new development.) If we don't calculate how many existing housing units are in CFAs, we won't know how much new housing needs to happen in those areas to meet the 30% goal. That's critical because our goal is not just providing "capacity," or the potential, for housing in CFAs, but rather to use many tools to actually get at least 30% of all housing located in CFAs over the next 20-25 years. If we don't, we won't provide the type of healthy, walkable, mixed-use neighborhoods with abundant and diverse housing needed to meet Oregon's climate goals.

This approach is important because Oregon is far short of where we need to be to meet our climate goals: In 2018, DLCDC estimated that most metropolitan areas have only about 15% of all housing in walkable, mixed use, CFA-like areas, and that adopted plans would make only small (2-3%) improvements. Making up the difference, i.e., going from 15 - 20% of all housing in CFAs to 30%, is a large task because progress depends mostly, if not entirely, on where we locate new housing and jobs. Filling that gap means that approximately 50% of all new housing will need to be located in CFAs. That's a change from existing plans, which anticipate that most new development will be located outside CFAs.

**Recommendation #2: Evaluate whether estimates of zoned capacity are reasonable.**

**As part of Task 2, cities should evaluate whether the results of the prescriptive estimate of “zoned capacity” in CFAs are realistic and achievable given existing local plans and local knowledge about development potential over the next 20-30 years.**

Again, we're concerned that the prescriptive path outlined in the CFEC rule could dramatically overestimate the capacity for development in CFAs because it makes unrealistic assumptions about future densities and rates of infill and redevelopment. DLCDC's guidance for this analysis says basically that cities should estimate zoned building capacity by assuming that every parcel in a proposed CFA - vacant or developed - will be built or redeveloped to the highest allowed density:

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“The total number of housing units necessary to meet all current and future housing needs shall be determined from the local government's most recently adopted and acknowledged housing capacity analysis, by adding the total number of existing dwelling units identified in the buildable land inventory to the anticipated number of future needed housing units over the planning period of the housing capacity analysis” OAR 660-012-0315(1). CFA Methods Guide, page 20



"zoned building capacity" ... simply means the largest building footprint area in square feet allowed by the land use regulations (zoning ordinances) that apply to each parcel in the CFA.

Capacity Calculations Are Done Regardless of Existing Development

It is important to note here that *net developable area is calculated "regardless of existing development"* (OAR 660-012-315(2)(a)). What this means is that the area for each parcel is calculated as if the parcel was not developed. In this sense, under the prescriptive path in the rule and for the purposes of the capacity calculations, every lot in the CFA is treated as developable if it is vacant and redevelopable if it has existing development.

(p. 14) <sup>2</sup>

City planners have considerable information and knowledge about densities of recent and new development and extent of redevelopment that is occurring or is likely to occur in different parts of the city. This includes the housing, economic, and transportation elements of adopted plans which are, as mentioned above, reflected in detailed housing and employment allocations included in adopted transportation system plans. Planners should, as part of the Task 2 analysis, compare the results of the prescriptive method with forecasts in adopted plans and local knowledge about market conditions to assess whether the prescriptive estimates make sense.

**Recommendation #3. Consider an alternative method for calculating CFA capacity.**

**If cities find that the prescriptive method overestimates housing capacity of CFAs, they should opt for use of an alternative method for calculating CFA capacity as allowed for in CFEC Rule 320**

As outlined above, the CFEC prescriptive analysis is a new and untried method that we believe could significantly overestimate the housing capacity of potential CFAs, which could also impact the accuracy of a city's Goal 10 housing needs analysis. Relying on this method is likely to result in providing much less actual capacity for housing in CFAs than will be needed to meet the 30% target in the CFEC rules.

Fortunately, the CFEC rules provide an option<sup>3</sup> that allows local governments to propose and use an "alternative method" for estimating capacity of CFAs if it is "equal or

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<sup>2</sup> See TPR Rule 315(2) which includes detailed guidance for estimating housing capacity in CFAs.

<sup>3</sup> Rule 320(10) "A local government may provide an alternative methodology for zoned residential building capacity calculations that differs from OAR 660-012-0315(2). The methodology must clearly describe all assumptions and calculation steps, and must demonstrate that the methodology provides an equal or better system for determining the zoned residential building capacity sufficient to accommodate at least

better” than the prescriptive method. We believe that a local method that considers adopted local plans and market trends and that makes ambitious but attainable estimates for future housing densities and redevelopment rates would meet this obligation. This could also result changes to the geographic size of a CFA and/or designation of additional CFAs, such as neighborhood-scale CFAs. Further, at its “office hours” discussion on December 13th, DLCD staff advised that the scope of work for CFA studies would allow cities to opt for and use an alternative method as provided in 320.

## **Follow Up**

We appreciate that CFA studies and planning represent an additional planning task for already overworked local planners. We - and other advocates - will be following the CFA studies closely to assure that the CFEC rules and Oregon’s underlying climate goals are met on time, and we have and will continue to advocate for funding for implementation. We hope to provide timely and constructive comments on your CFA studies. We'd welcome the opportunity to meet with you to discuss the suggestions in this memo. Also, we request that you add us to your city’s distribution list for CFA Study Technical Memos and other related materials. ([23cort@gmail.com](mailto:23cort@gmail.com) and [mkm@friends.com](mailto:mkm@friends.com) )

Thank you.

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30 percent of the total identified number of housing units necessary to meet all current and future housing needs within climate-friendly areas. The alternative methodology shall be supported by studies of development activity in the region, market studies, or similar research and analysis.”

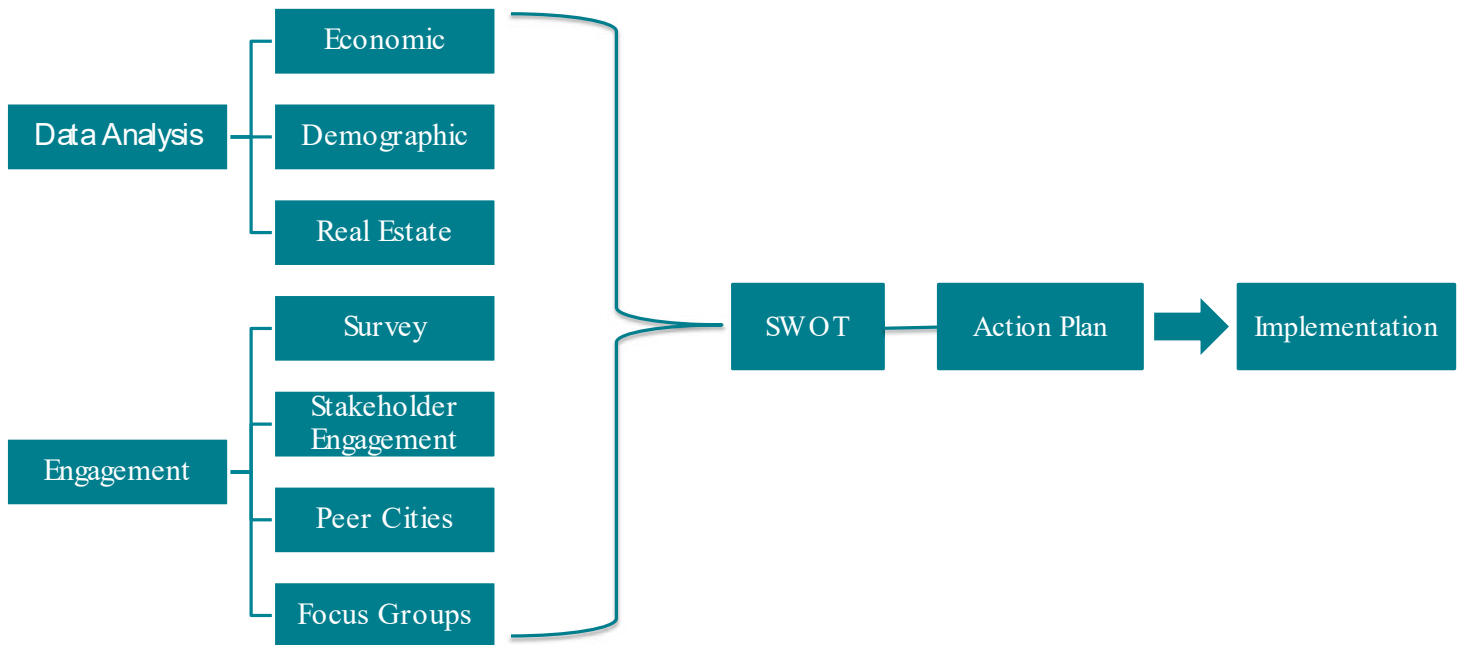
# Ashland Economic Diversification Ashland Chamber of Commerce

City of Ashland  
Planning Commission Study Session  
June 27, 2023

**ECONorthwest**  
ECONOMICS • FINANCE • PLANNING

Develop an economic plan that **leverages existing strengths, addresses weaknesses, and explores exciting new initiatives** to further diversify the local economy.

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- 231 Survey Respondents



- 45 Stakeholder Conversations



- 4 Focus Groups



- 4 Peer City Conversations

# Wide Range of Input

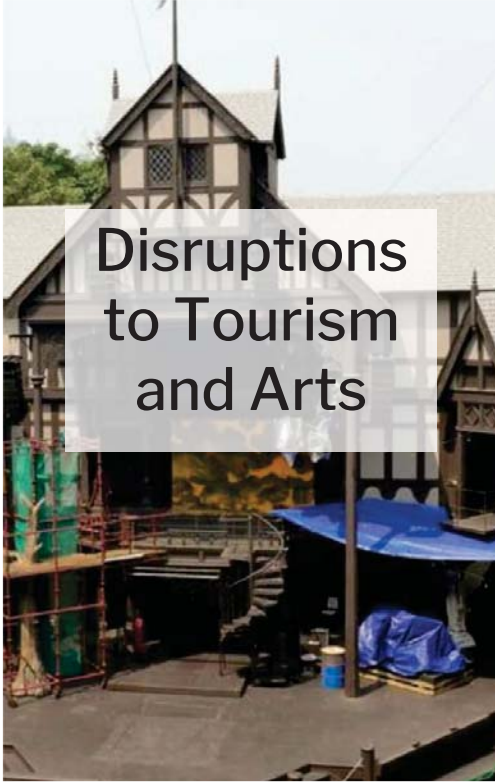


# What are Ashland's greatest strengths?

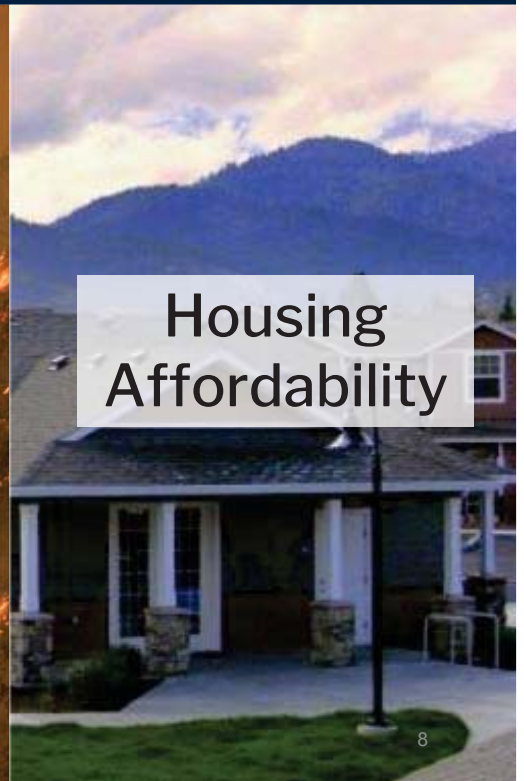




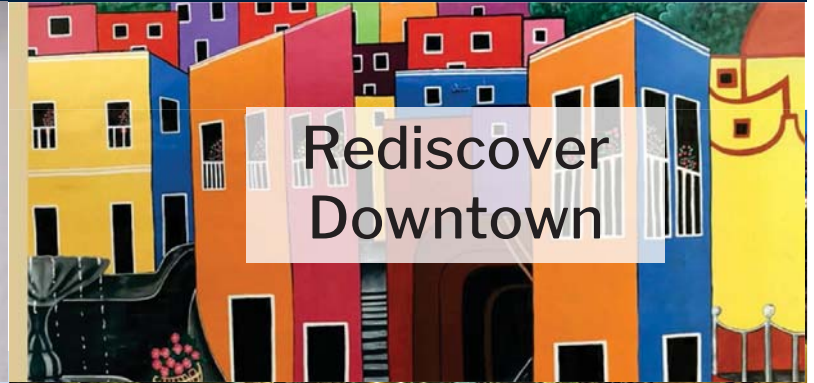
## What are Ashland's greatest weaknesses?



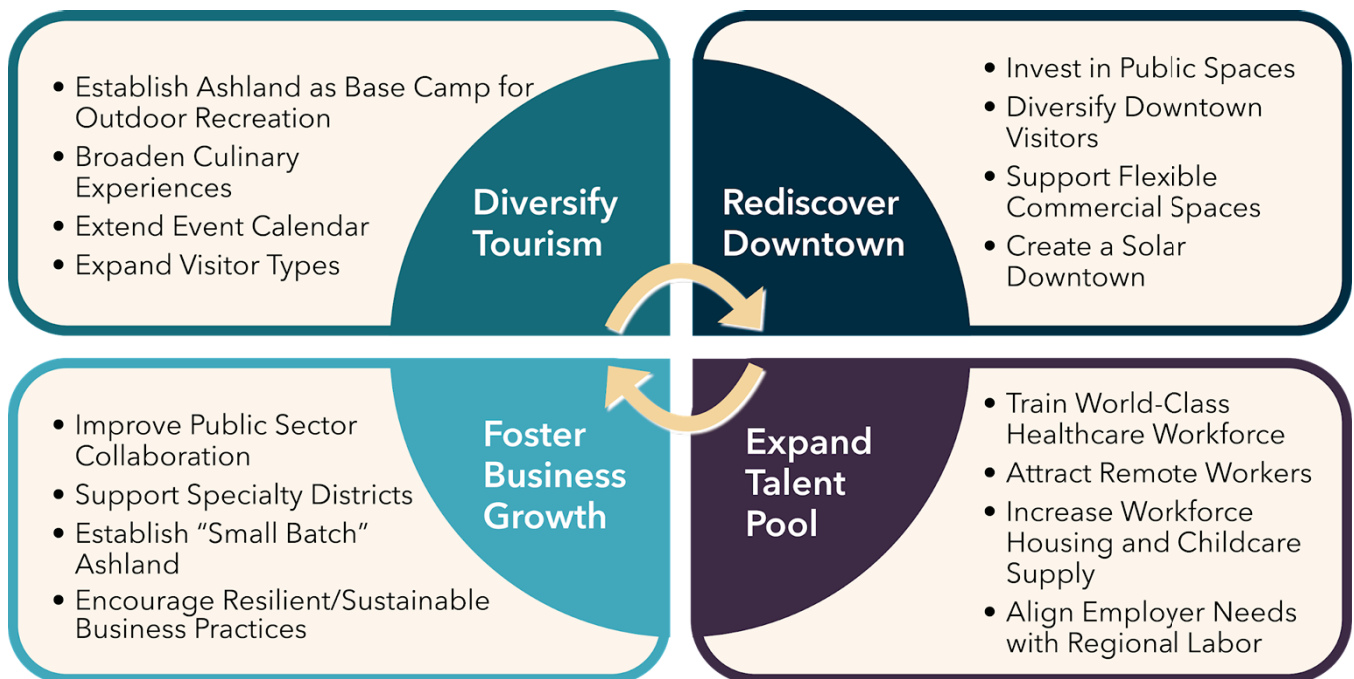
## What are Ashland's greatest threats?



# What are Ashland's greatest opportunities?



## Strategy Groupings - Four Pillars





# THE COMMITTEE

## Membership

- Experienced business leaders have been selected to lead each pillar committee. The chair or co-chairs of the committee worked with chamber leadership to identify the first goal for the committee to work on.
- Chair (with chamber consultation) identifies the community members that could help the most on achieving the identified goal
- The committees are intentionally small (5-7) so that they can be flexible and nimble but also utilizing SMES (subject matter experts) as needed

## Rotating Members

- Once the goal is complete, the chair may choose to change membership that best fits the next identified goal (SMES)
- While the chair or co-chairs will remain the same to encourage continuity of the vision and increase efficiency, rotating membership will
  - Encourage more participation due to the smaller time commitment
  - Allow for goals to be specifically targeted with subject matter experts
  - Involve a greater number of committee members with the project

## Pillar One: Foster Business Growth - Four focus areas

A strong economy is one in which innovative, responsible business owners are supported and trusted to execute on their vision. Currently Ashland's economy is facing some headwinds as the risk of change can dampen the potential for positive growth. But the risk of not allowing for growth is already showing in the inability for businesses to expand in the city or for many Ashland workers to live in town. Action is needed – though much of it depends more on mindset than money.

This pillar is a continuation of the successful Business Retention and Expansion (BRE) program the Chamber has run for more than 15 years.

### 1. Improve Public Sector Collaboration

The key to Ashland developing the variety of firms needed for a dynamic, balanced economy is allowing young companies to find space, establish themselves and grow. Based on data and stakeholder discussions, there are currently challenges to business retention and growth. Unfortunately, many come from the public sector. This challenge is not unique to Ashland, as many communities struggle to balance the fears of existing residents with the hope of future workers and residents that would also like to benefit from opportunities in Ashland. We believe the two biggest barriers are simple: culture and clarity. Of specific concern is clarity, with businesses expressing frustration that expectations shift during a permitting process or are left to discretionary actors facing political pressure.





## 2. Support Specialty Districts

A balanced economy can also be reflected in a city's geography and having different areas with identities that each exert their own gravity. In addition to Downtown, there are three districts that show strong potential to continue developing into distinct, mixed-use areas of the city: University District, Railroad District, and the Croman Mill District. Each brings its own potential to expand past residential and commercial into areas like research, flex industrial, entertainment or small manufacturing.

1. **University District** – Southern Oregon University has the potential to transform not only a few properties on its campus, but its role within the city. We are excited to see the plans developing for some strategic locations into dense, mixed-use buildings that cater to students, young professionals and even seniors. The organization can establish an anchor for both residential and commercial development. The Chamber is already working with SOU on a University District committee.
1. **Railroad District** – Already a popular part of the city, with some strategic investments this area could act as a walkable, nearby counterbalance to the Downtown and provide the opportunity to define a separate cluster of retail and nightlife activities.
1. **Croman Mill District** – Perhaps the property with the most potential to redefine its area, the former Croman Mill site can provide the type of residential and commercial development at scale to significantly expand the growth of the city.



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## 3. Establish Small Batch Ashland



Key ingredients to a thriving micro-batch community are:

- (1) A strong customer base that has disposable incomes and values authentic goods;
- (2) A city brand that signifies quality and craft; and
- (3) A culinary community that supports restaurateurs and food entrepreneurs.

These are all elements that few cities outside of Ashland have in high concentration.

To better support current (or future) small food and beverage manufacturers, the city can provide the tools for those entrepreneurs to easily scale production. By partnering with an operator of a co-working or makerspace, a small facility could be developed with the equipment (bottling, labeling, etc.) that can be a common barrier to growth.

This same model can be created for the visual arts producer underscoring the creative class that chooses to live in Ashland and could better thrive with more collaboration and support. This also ties into the Revitalize the Downtown pillar to more effectively use commercial properties.

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## 4. Resilient/Sustainable Business Practices

- A resilient economy is only as strong as its individual businesses, and one strategy to make the entire local economy more flexible is to help those businesses develop plans to manage disruptions. Many businesses have adjusted their operations over the previous three years in response to the ongoing challenges of the pandemic.
- Expand the *Chamber's Emergency Preparedness Tool Kit* and the *SmokeWise Ashland Website* in partnership with Ashland Fire & Rescue and Jackson County Emergency Preparedness
- Expand the successful *Language of Business* series to help small businesses find needed resources for business growth and expansion
- Provide technical assistance for businesses and expand partnerships
- Encourage businesses to develop continuity of operations plans



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## Pillar Two: Diversify Tourism - Four focus areas

As noted in the SWOT analysis, tourism may be Ashland's biggest strength but is also has weaknesses. From the location quotient analysis, it is clear that tourism generates significant employment in the service industry, lodging and retail services. Specifically, concerns relate to the previous overreliance on specific institutions to drive visitors to the city, primarily the Oregon Shakespeare Festival have created new opportunities for expansion and growth.

The last few years have revealed how the tourism industry will need to continue to evolve to maintain the level of visitors to which Ashland is accustomed. In terms of sectors, outdoor recreation and culinary experiences are an obvious area for growth that have already been successful particularly in the last decade but have even more opportunities for growth. With regard to the structure of the tourist season, the key objective is to more evenly spread visitation throughout the year to avoid smoke disruptions. Additionally, younger visitors appear to favor a more diverse array of activities and amenities.

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## 1. Outdoor Recreation

- Outdoor Recreation has always been as a regional attraction. The Rogue Valley provides a wide variety of hiking, rafting, biking, snow sports and other ways to enjoy the area's distinct natural beauty. Ashland's unique role in this industry's ecosystem is its ability to provide quality lodging, quality food options, and ample shopping.
- Encourage amenities that signal to outdoor recreation enthusiasts that their needs are being considered (private/public bike storage, trail information, river conditions, dog boarding needs).
- Expand opportunities for children to participate in outdoor activities. (Day camps, trails, climbing)
- Partner with event coordinators to bring wider variety of events into the downtown and other areas of the city. Build live music, food around them.

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## 2. Broaden Culinary Experiences:

- Ashland has a strong reputation of great restaurants, spectacular vineyards, and specialty item like high-quality chocolate. With a growing interest in how products are made and access to fresh ingredients, more visitors would take advantage of unique opportunities for culinary experiences while in the area.
- Cross-promote the various existing experiences that exist (wine tours, farm visits, etc.) to visitors coming for different reasons (theater, outdoor recreation, etc.) by continuing and expanding partnering with Rogue Valley Vintners, Rogue Valley Food Trail and established culinary entities that can collaborate.
- Explore experiences such as cooking classes, coffee roasting, chocolate making, etc. that local experts could host and cater to both visitors as well as residents.

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### 3. Extend the Event Calendar



- Plan more spring, fall, and winter events. Create new fall event for 2023, spring 2024.  
*Ashland Mystery Fest – October 20-22, 2023*
- Market experiences like fall foliage, continue to promote holiday shopping and family travel, winter skiing or spring break trips to pull more visitors in during non-summer months.
- Support performing arts businesses that attempt to expand their offerings into other seasons.
- Create opportunities for pop-up music events throughout the year especially in the Downtown.
- Leverage partners and opportunities in the off-season such as new winery events with Rogue Table and Rogue Valley Vintners.
- Bring back elements of the former Ashland Culinary festival such as chef demos, winemaker and beer dinners and pairings and tours. 4.

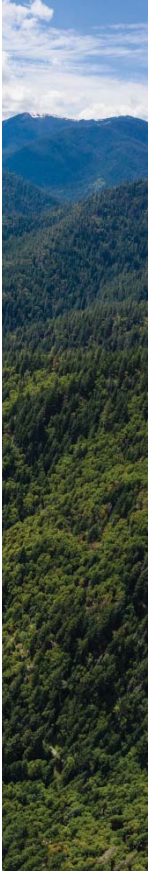
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### 4. Expand Visitor Types

- Ashland has a strong potential to evolve its visitor given the foundation of its new brand launched by Travel Ashland in 2021 that provides a platform for targeting established personas, interests such as the outdoors, wine and culinary, family fun and the way in which they travel.

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## Pillar Three: Rediscover Downtown - Four focus areas

**Objective:** *Create a Vibrant Downtown through investing in public spaces, diversifying our visitors, and building flexible commercial spaces.*

The core of every city is its downtown. Downtowns create economic efficiencies through the concentration and specialization of firms. Moreover, the economic health of a downtown area typically reflects the overall economic health of a locality. In short, downtown is the living room of a town and reflects the overall community.

Ashland's downtown is a key asset to the local economy in multiple ways, some of which have been maximized, and others which remain underleveraged. For tourists, the downtown brings together performing arts, shopping, dining, and park amenities all within a walkable area. For residents, there is a symbolic value to the downtown. Even if they may not be attending performances or shopping regularly at some of the stores, they appreciate certain elements (farmers markets, holiday shopping, etc.) at certain times of the year.

A targeted approach to update and invigorate downtown will not only support the tourist market in attracting more and more diverse visitors, but also strengthen an asset that may prove attractive to future residents. Young professionals have come to assume that a central business district will be walkable, mixed use and full of bars and restaurants to appreciate after work hours.

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### 1. Invest in Public Spaces

- The downtown is emerging not only from a period of pandemic-induced dormancy, but also a transition from a focus on a certain era of OSF visitors to a broader group with broader needs. It is an opportune time to explore updating the look and feel of the public spaces.
- Ashland's downtown is welcoming and walkable downtown with a series of wide, tree-lined sidewalks and pedestrian-friendly crosswalks. There is a need for additional investment in the public space: bump out crosswalks, bike infrastructure, contemporary wayfinding, improved lighting, landscaping, maintenance and public art.
- There is also need for strategic façade improvements and related public-facing private investments that help to maintain the charm of the downtown but create a more contemporary feel.
- To add a more unique, authentic vibrancy, additional creative placemaking could be used to partner with artist, entrepreneurs and the community to activate underutilized spaces. For the downtown to maintain and grow its number of visitors, there is a need to expand the tourist base to include more young families, people of color, and customers of different types of goods and services.
- Maintain public safety

22



## 2. Diversify Downtown Visitors



- This action ties in with the Diversify Tourism pillar but expands beyond overnight visitors to include residents of Ashland and the Rogue Valley and day visitors.
- These events and draws can be short term in duration and specific to a particular type of demographic
- Working closely with locals interested in creating more events but needing streamlining of permitting is critical
- Creating events and assisting others through process and promotions

23



## 3. Support Flexible Commercial Spaces

- The traditional separation of spaces into specific uses has been eroding over the last decade as some business owners are rethinking what a store, bar, office, etc. means.
- Current business owners may need more flexible or outdoor spaces; for example a retail location that includes space in the back for fabrication, a restaurant that would like to put outdoor seating in parking spaces, artist studios that also include a gallery, co-working spaces that want to partner with a bottle shop, bars that want to allow for live music, art galleries that are wine bars or restaurants that are just take-out windows.
- The pandemic particularly showed how vibrant Ashland's outdoor spaces can be with some minimal flexibility.

24



## 4. Create a Solar Downtown

Climate change haunts Ashland. While there are few things that can directly mitigate the risk of future wildfires, the city can embrace the challenge of minimizing its carbon footprint and meeting the ambitious targets identified in the City's climate action plan. The city can mobilize its downtown building owners to embrace rooftop solar and demonstrate the potential of renewable energy. Given the number of visitors that come to the downtown, the city has an opportunity to educate and empower visitors to embrace the challenge ahead. Engaging digital signage can show in real time the power that could be generated by collective action from a cohort of responsible business owners. Not only would this help Ashland in its efforts to demonstrate its modern sensibility, but it would support a burgeoning local solar industry.

25



## Pillar Four: Expand Talent Pool - Four focus areas

Without qualified workers, Ashland employers will be unable to expand and develop the next generation of local leadership in the private sector. Labor attraction, availability, and skills sets are already hindering growth. The causes are both obvious and obscure, but one is clear: lack of workforce housing. The lack of supply and cost of existing housing causes a large number of Ashland workers to live in other communities. This impacts traffic (and related environmental effects), reliability during weather emergencies, enrollment levels at local schools, local political representation, and commitment to the long-term viability of Ashland. There are various approaches that Ashland and the region can and are taking to address this structural challenge.

26



## 1. Train World-Class Healthcare Workforce

**Objective:** *Identify the root causes/drivers related to the barriers to workforce growth and development in the healthcare sector for our region and make recommendations for improvements.*

- The healthcare industry generates a significant array of accessible and in-demand careers that provide family-sustaining wages. Ashland has large local employers, a growing senior population that will require additional assistance in the future, and local educational resources to train the future of healthcare.
- The healthcare community is also aware of the changes underway in the industry: more outpatient services, a focus on wellness and functional medicine, and development of regional approaches to patient attraction. Fully leveraging the opportunities available in health care may be the most direct approach to generating quality jobs that allow workers to live in Ashland and the Rogue Valley.

27

## 2. Attract Remote Workers



One of the traditional assumptions of job creation is that local job growth depends on local company growth. This has been diminished by the economic adjustments that took place during the pandemic. For an increasing number of workers, the workplace is wherever they can open a laptop and connect to the internet. Ashland is the type of place that can benefit from these changes, with the features that attract many remote workers: strong quality of life amenities and a fast internet connection. The benefit to Ashland is more talented young workers that support other local businesses and may settle down and start families.

## 3. Increase Workforce Housing & Childcare Supply

The lack of childcare in Ashland and the region were cited as significant hindrances to employee attraction and retention.

28





## 4. Align Employer Needs with Regional Labor

One of the challenges in the local labor market is a disconnect from what employers need and the skill set of local workers. In some cases, this relates to midcareer workers and in others with young workers. To benefit both workers and employers, more can be done to align needs and resources to develop those skills, either via educational institutions or via employer training programs.

29

## Partnerships are critical to the success of the plan

- Each pillar includes Ashland businesses, government and regional partners
- The Ashland Chamber – convenes, facilitates and pursues needed changes after clearly defining obstacles to growth and identifying opportunities to pursue
- Public/private organizations and non profits participate on each pillar – SOREDI, SCORE, Rogue Workforce Partnership, Rogue Valley Food Systems, Rogue Valley Vintners, Travel Southern Oregon, and others
- Education – Southern Oregon University, Rogue Community College
- Government – City of Ashland, Jackson County, SBA/SBDC, Travel Oregon, Business Oregon, staff and elected officials at all levels where appropriate
- This plan is meant to leverage our strengths as a community and region

30

Thank you  
Questions?



## CEAP Goals

### CEAP Goal #1: REDUCE GREENHOUSE GAS EMISSIONS!

- For the Community: Reduce GHG emissions 8% per year on average, every year to 2050.
- *We are not meeting our goals!*

How are We  
Doing?

POORLY!

1. Community “Natural” Gas Consumption Rose 10% from 2015 to 2020
2. Gas Meters in Ashland increased 5% from 2015 to 2020
  - 2015 - 6598 Residential + 807 Commercial = 7375 Gas Meters
  - 2020 – 6903 Residential + 842 Commercial = 7745 Gas Meters

Methane is the  
SECOND Most  
Important GHG

“Natural” Gas is composed primarily of methane, which is 80x more potent than CO<sub>2</sub>.

Reducing the use of “natural” gas is important because:

- It is a mechanism to reach our CEAP goals and reduce community greenhouse gas emissions.
- There are risks to public health when using “natural gas” in a house.

Health Impacts  
of Methane  
Exposure

- Up to a 40% increased risk of childhood asthma exacerbations and wheezing.
- Up to a 24% increased risk of new asthma.



How did we get here?

1. The Rogue Climate Action Team (RCAT) youth bring Ordinance Proposal to City Council & Council Directs CEPAC to Study Ordinance.
2. US 9th District Court rules Berkeley Ordinance not in compliance with federal statute.
3. RCAT proposes change in ordinance to:
  - A) New Ordinance to include new *Residential* construction only
  - B) Resolution to further study options re: Commercial, Industrial, and substantial remodels



How did we get here?

4. RCAT and CEPAC have identified 3 alternative options for an ordinance applying to new residential construction:
  - Emissions based strategy
  - Local Amendment to the State Building Code
  - Apply Restrictions in New Rights-of-Way

## What is the Ask of Council?

CEPAC (May 24, 2023 ) moves (10-1) to ask City Council to:

1. Direct City Staff (particularly Legal and planning ) to work with CEPAC to bring an appropriate ordinance and resolution back to council ASAP
2. Direct that resources (hours) be given to such an effort
3. Direct CEPAC and RCAT to develop a stakeholder engagement plan.

## Timeline

- Today... Council directs City Planning and Legal Resources to study ordinance and work with CEPAC to draft Ordinance/Resolution
- ASAP... CEPAC and RCAT start stakeholder engagement process planning
- July 12 - Staff and Working Group bring ordinance/resolution to CEPAC Meeting
- Late July, Early August - Formal stakeholder engagement
- Aug - CEPAC votes on final Ordinance/Resolution
- Aug 09 or Sept 05 Council Meeting – First reading of Ordinance.



Where Do  
Ashland Emissions  
Come From?

25% from Residential ,  
Commercial, Industrial Energy  
use:

- 13% Residential
- 11% Commercial
- 1% industrial

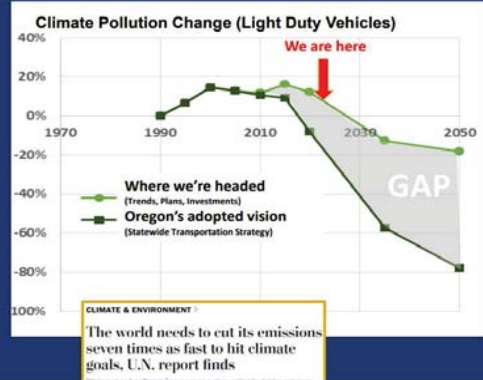




# Climate Friendly Areas (CFAs) Study

Planning Commission Study Session  
June 27, 2023

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



## 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







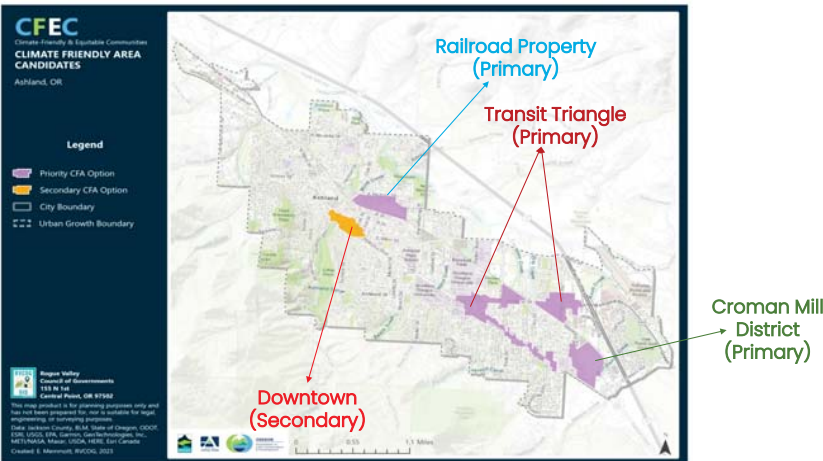
## What is a Climate Friendly Area?

- 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



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

## CF&EC Implementation Timeline



Candidate CFAs



- Approx. 92 acres total
- Masterplan Adopted 2008
- Remains Largely Undeveloped
- *Clean-Up Plan in process*
- Townmakers, LLC currently looking at code changes to develop approx. 65 acres.

- By prescriptive methodology:
- 5,142 new dwelling units
  - 79 dwelling units per acre
  - 148 percent of needed housing

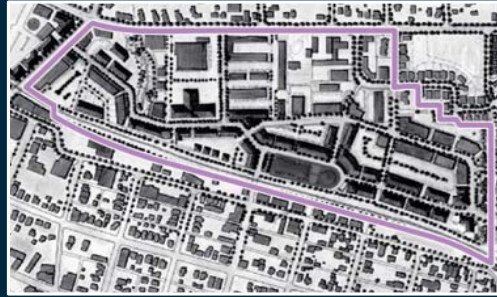
Croman Mill District



Image 3 - Railroad Property



Image 4 - Railroad Property Master Plan *DRAFT*



- Approx. 57 acres.
- Southern portion largely undeveloped.
- Clean-up Plan under development.
- 2001 Masterplan not adopted, Street plan adopted.

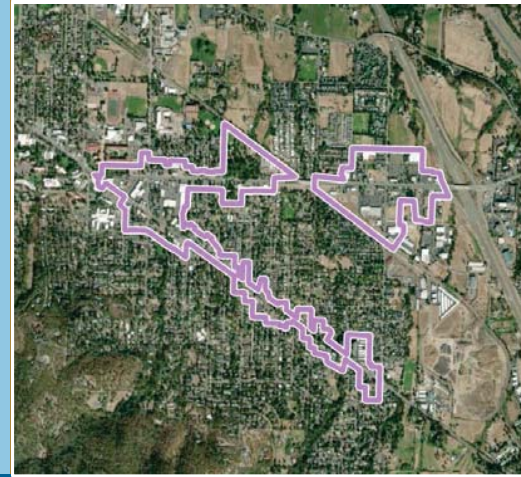
**By the *prescriptive* methodology:**

- 2,226 new dwelling units
- 58 dwelling units per acre
- 64 percent of needed housing.

### Railroad Property



### Transit Triangle



#### Transit Triangle

- Approximately 167 acres
- Undeveloped or underdeveloped
- Largely auto-dependent uses in "strip development" pattern
- Likely a center of future growth

**By the *prescriptive* methodology:**

- 7,524 new dwelling units
- 52 dwelling units per acre
- 207 percent of needed housing.



#### Downtown

- Largely Developed without off-street parking requirements
- National Register-Listed Historic District

Given the level of development and the historic status, the Downtown was considered a potential *secondary* CFA and was not analyzed under the lens of the prescriptive CFA methodology.

### Downtown



The prescriptive methodology set forth in the CFEC rules and associated guidance looks at the full potential developability or re-developability of a CFA – less an allowance for streets – as though it will redevelop from bare ground without consideration for existing buildings, code-required on-site stormwater detention, parking that might be voluntarily provided (*though no longer required*), or any project-specific open space, plaza space or landscaping. Under this methodology, the potential build-out of the Croman Mill District by itself is envisioned at a density of 79 dwelling units per acre yielding 5,142 dwelling units and more than providing for the 30 percent of current and future housing required under the CFEC rules.

### Prescriptive Methodology





While Croman by itself could satisfy the CFEC requirements based upon the methodology prescribed, for staff the underlying assumptions of that methodology do not seem totally in line with real world experience.

- In those areas where there is some measure of existing development such as in the downtown, it is neither realistic nor desirable to assume that all existing development will be razed in pursuit of this new vision.
- While parking is no longer required, it seems safe to assume that developers, tenants, buyers and financial institutions will at least in the near-term want some parking to accommodate the motor vehicles.
- Even with increased height and no limits on density, in the near-term developers will likely work within the framework and scale they are familiar with in southern Oregon.

With these factors in mind, staff believe that the combination of CFAs under consideration here are a more realistic attempt to not only meet the CFEC requirements, but also to achieve their underlying intent. To that end, staff note that, if future development were to provide only 15 dwelling units per acre density which is one of the minimum development metrics under the CFEC rules, the combined potential CFA's identified in the study would yield 3,770 units. The projected housing need required to be addressed under CFEC for Ashland is 3,469 units.



## Prescriptive Methodology

on 1.44 acres = 28.47 units per acre density



### Anti-Displacement Mitigation Strategies

These are consultant-recommendations based on a state-provided menu of strategic options. Staff are working to update this section as a number of the recommendations are already in place in Ashland, including:

- A03: Density bonuses for affordable [Already in place]
- A14: Re-Examine Mandated Ground Floor Use [Recent process]
- B10: Public Facility Planning [Looking at TIF for Croman]
- C01: Reduce or exempt SDCs for needed housing [Already in place for affordable housing.]
- E03: Vertical Housing Development Zone Tax Abatement [Already in place]



## Next-Up: Parking



## Climate Friendly Areas (CFAs) Study

Planning Commission Study Session  
June 27, 2023

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

### Climate-Friendly & Equitable Communities Timeline

**'Parking A'**  
< 1/2 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



**CFEC**  
Climate Friendly & Equitable Communities

CLIMATE FRIENDLY AREA  
CANDIDATES  
Ashland, OR

Legend:

- Candidate CFA
- City Boundary
- Urban Growth Boundary

**Zoning**

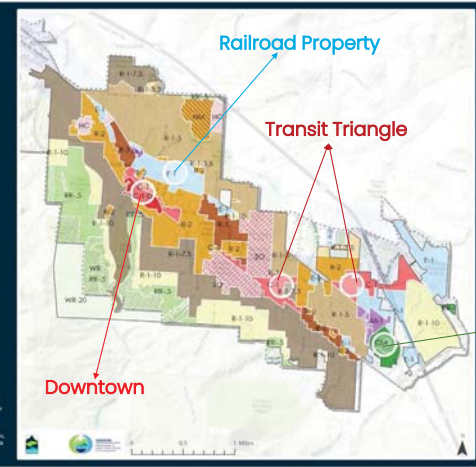
CL-1	RM-1.5
CL-2	RM-2
CL-3	RM-3
CL-4	RM-4
CL-5	RM-5
CL-6	RM-6
CL-7	RM-7
CL-8	RM-8
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CL-98	RM-98
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CL-100	RM-100

**Regional Policy**  
Council of Governments  
133 N. 1st  
Central Point, OR 97102

This map is provided as a planning resource only and does not constitute a final plan. It is intended for informational purposes only. It is not intended to be used for legal purposes. It is not intended to be used for legal purposes. It is not intended to be used for legal purposes.

DATA: Jackson County, BLM, State of Oregon, ORCA, EPA, USGS, BIA, Bureau of Land Management, P.C. 1617/1618A, NOAA, USGS, HERS, 811 Canada

Created & Modified: 8/1/2024



Croman Mill District

Candidate CFAs

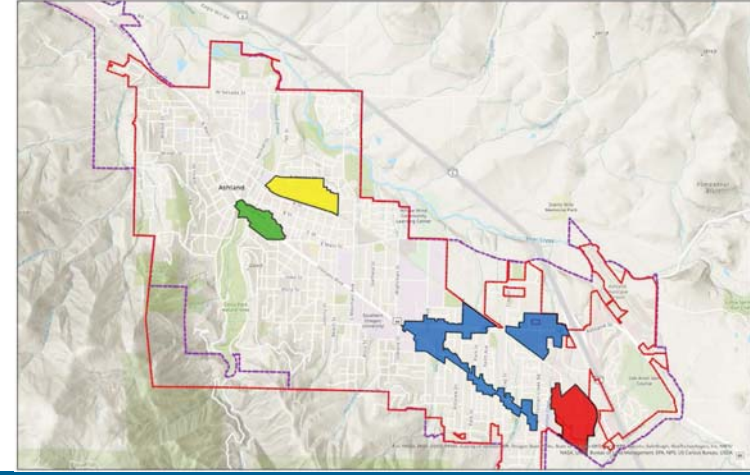


## Two Categories of Rulemaking

Performance monitoring and reporting under both

Regional plans to achieve pollution reduction targets

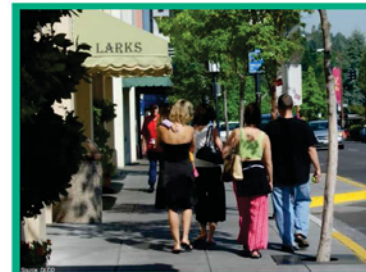
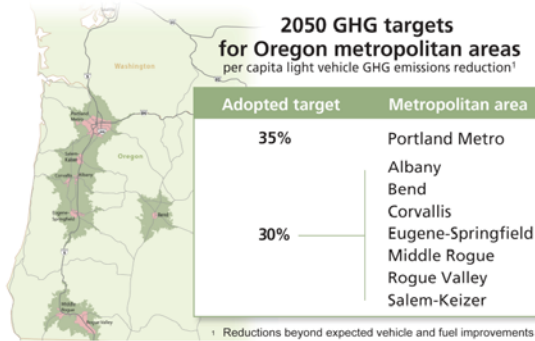
Land use and transportation rules reducing pollution and promoting equity



Potential CFAs being analyzed



## Meeting Oregon's Climate Pollution Reduction Targets



## Additional rule provisions Climate-Friendly Areas

- Sized so zoned building capacity in combined Climate-Friendly Area(s) can accommodate 30+% of community housing needs  
(or 25 acres for cities 5,000-10,000 population)
- May include abutting high density residential or employment areas
- Local governments may choose prescriptive or outcome-based standards (next slide)



Population	Climate Friendly Area Size	Prescriptive Option		Outcomes Option
		Minimum Density (for single-use residential)	Maximum Allowed Building Height No Less Than (for at least one CFA per community if multiple CFAs)	Target Development Level
5,001 – 9,999	25+ acres	15 dwelling units/net acre	50 feet	20 homes and jobs/net acre
→ 10,000 – 24,999	Could fit 30% of housing	15 dwelling units/net acre	50 feet	20 homes and jobs/net acre
25,000 – 49,999	Could fit 30% of housing	20 dwelling units/net acre	60 feet	30 homes and jobs/net acre
50,000+	Could fit 30% of housing	25 dwelling units/net acre	85 feet	40 homes and jobs/net acre



### Stronger planning for:

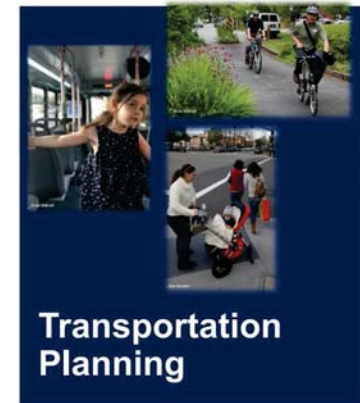
- Pedestrian
- Bicycle
- Public Transportation

Also plan for freight, car travel

### Connected, safe, and complete networks

### Prioritize:

- Climate friendly areas
- Neighborhoods with underserved populations
- Access to key destinations



## Transportation Planning





Inventory existing conditions, key destinations, and gaps

Plan for a complete, low stress network, prioritized projects

Require bicycle parking

Identify priority transit corridors

## Transportation Planning

### Specific Provisions



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

- Projects across a city must work to meet climate goals

**Measuring success**

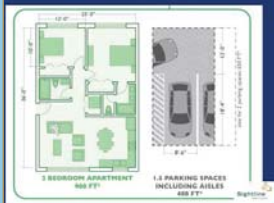
- Look at two or more measures, not only moving cars

**Significant street expansions**

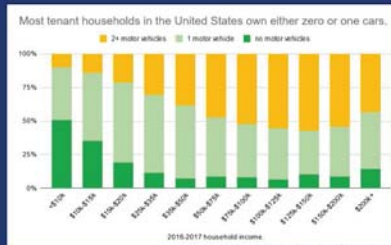
- Review alternatives
- Engage the public

## Transportation Planning

### Project Selection



## 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

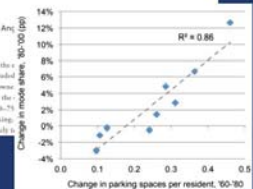
Parking uses huge amount of land, making areas less walkable

Parking behaviour: Bundled parking and travel behavior in American cities  
Michael Manville, Moises Ponski

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

Michael Manville  
University of California, Los Angeles  
mman25@ucla.edu

Abstract: This article estimates the effect of parking when prior to the bundled housing—on household vehicle ownership. Using Housing Survey, I show that the parking being vehicle-free are 96–75 households without bundled parking, cities can consider one more to fully a



Parking mandates can lead to more car ownership and driving





## Improving Parking Management

- No parking mandates near frequent transit
- No mandates for shelters, small units, affordable or public housing, childcare, facilities for people with disabilities
- Mandates no higher than one space/unit multifamily **Now in Effect**
- Cities choose an approach: **By 12/31/23\***

<b>1</b> <b>Repeal parking mandates</b>	<b>2</b> Adopt at least three fair parking policies (e.g. unbundling, flexible commute benefit)	<b>3</b> Remove mandates for more dev't types and near climate-friendly areas
--	--	--



Option 1 660-012-0420	Options 2 and 3 660-012-0425 through 0450	
Repeal parking mandates	Reduce parking burdens – reduced mandates based on shared parking, solar panels, EV charging, car sharing, parking space accessibility, on-street parking, garage parking. Must unbundle parking for multifamily units near frequent transit. May not require garages/carports.	
	Climate-friendly area parking – remove mandates in and near climate-friendly areas or adopt parking management policies; unbundle parking for multifamily units	
	Cities pop. 100,000+ adopt on-street parking prices for 5% of on-street parking spaces by September 30, 2023 and 10% by September 30, 2025	
no additional action needed	<b>Option 2</b> <b>enact at least three of:</b> <ol style="list-style-type: none"> <li>1. Unbundle parking for residential units</li> <li>2. Unbundle leased commercial parking</li> <li>3. Flexible commute benefit for businesses with more than 50 employees</li> <li>4. Tax on parking lot revenue</li> <li>5. No more than ½ parking space/unit mandated for multifamily development</li> </ol>	<b>Option 3</b> No mandates for a variety of specific uses, small sites, vacant buildings, studios/one bedrooms, historic buildings, LEED or Oregon Reach Code developments, etc. No additional parking for changes in use, redevelopments, expansions of over 30%. Adopt parking maximums. No mandates within ½ mile walking distance of Climate-Friendly Areas. Designate district to manage on-street residential parking.



Land used for parking in downtown Corvallis

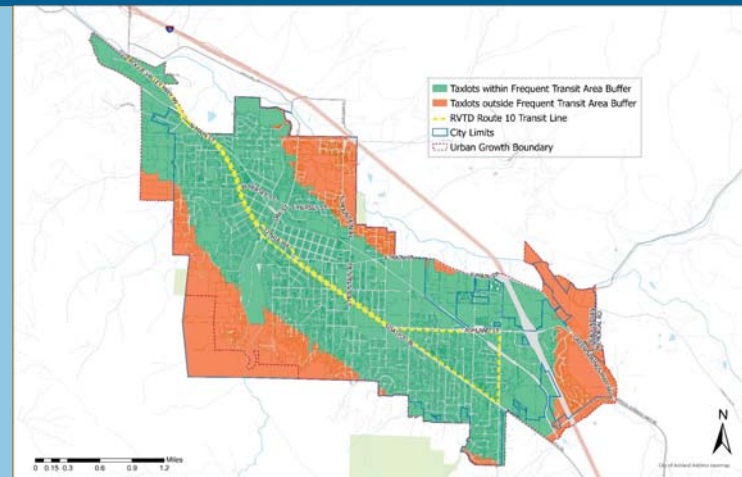
## Other Parking Provisions

### Best Practices

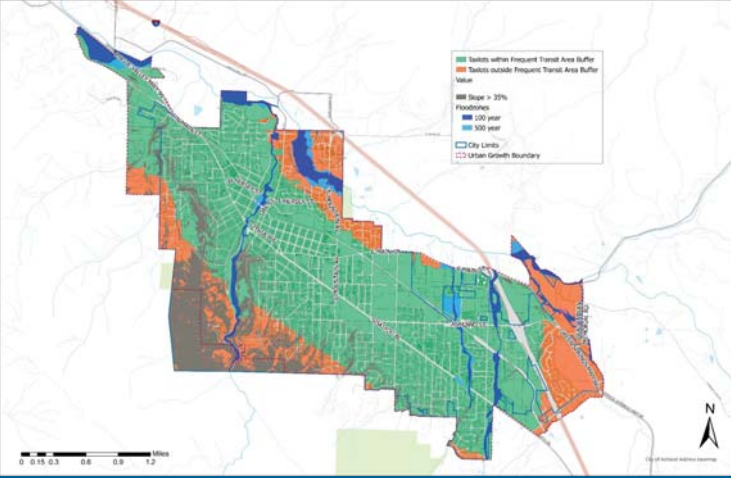
- Facilitate shared parking
- Convert underused parking
- Larger parking lots provide tree canopy or solar panels
- No garage requirements
- Incentives for car share, EV charging, accessible housing units
- Some parking maximums

### 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



*“Reduced Parking Mandates” Now in Effect*



## Electric Vehicle Charging



New multifamily and multi-use development must include electrical conduit to serve 40% of parking spaces

Minimum five residential units  
Charging stations, wiring, and power not required  
Implemented through Building Codes



## Kestrel Park Cottages



## ASHLAND

### 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

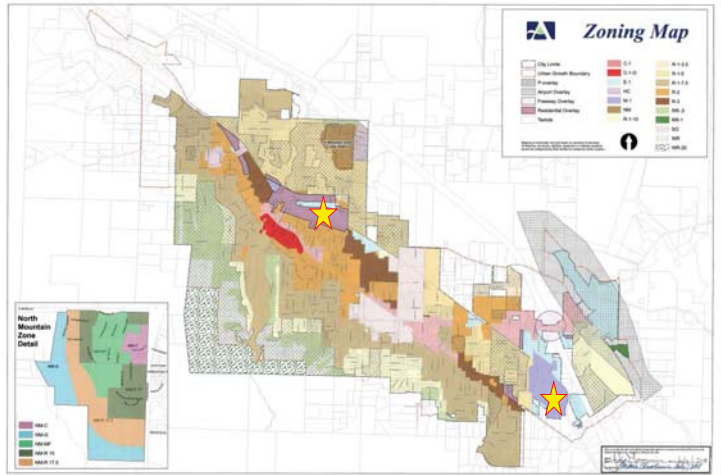
Consultant: [3J Consulting](#)

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



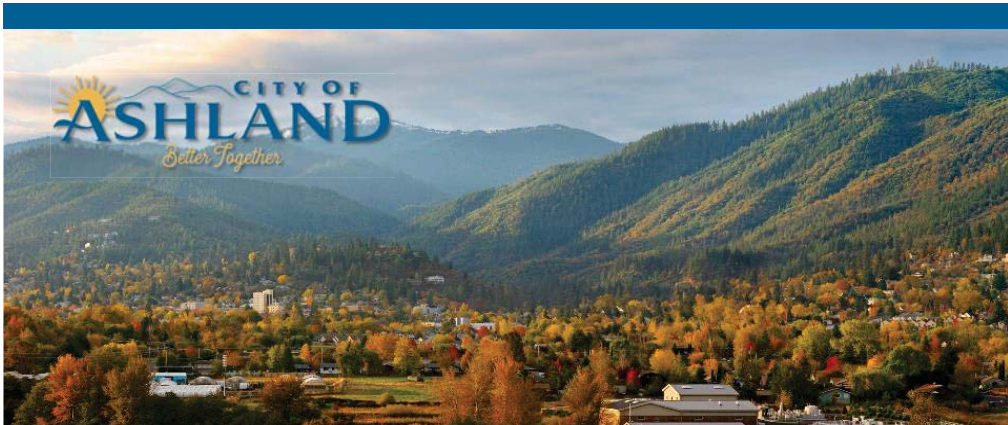




Zoning Map



ANY QUESTIONS?



CITY OF  
**ASHLAND**  
Better Together

## Climate-Friendly & Equitable Communities

Transportation Commission Update  
March 16, 2023