Planning Commission Meeting Agenda

ASHLAND PLANNING COMMISSION AND CITY COUNCIL

JOINT STUDY SESSION

Tuesday, April 22, 2025

Note: Anyone wishing to speak at any Planning Commission meeting is encouraged to do so. If you wish to speak, please rise and, after you have been recognized by the Chair, give your name and complete address for the record. You will then be allowed to speak. Please note the public testimony may be limited by the Chair.

I. CALL TO ORDER

7:00 p.m., Civic Center Council Chambers, 1175 E. Main Street

II. ANNOUNCEMENTS

1. Staff Announcements
2. Advisory Committee Liaison Reports

IV. PUBLIC FORUM

Note: To speak to an agenda item in person you must fill out a speaker request form at the meeting and will then be recognized by the Chair to provide your public testimony. Written testimony can be submitted in advance or in person at the meeting. If you wish to discuss an agenda item electronically, please contact PC-public-testimony@ashland.or.us by April 22, 2025 to register to participate via Zoom. If you are interested in watching the meeting via Zoom, please utilize the following link: https://zoom.us/j/93401903957

V. DISCUSSION ITEMS

1. Economic Opportunities Analysis – CAI Consultant Presentation

2. Southern Oregon University Masterplan "Light Update"

VII. OPEN DISCUSSION

VIII. ADJOURNMENT

If you need special assistance to participate in this meeting, please contact Derek Severson at planning@ashlandoregon.gov or 541.488.5305 (TTY phone number 1.800.735.2900). Notification at least three business days before the meeting will enable the City to make reasonable arrangements to ensure accessibility to the meeting in compliance with the Americans with Disabilities Act.

Planning Commission Meeting Agenda

ASHLAND PLANNING COMMISSION
SPECIAL MEETING
Tuesday, April 22, 2025

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I. CALL TO ORDER

8:30 p.m., Civic Center Council Chambers, 1175 E. Main Street

II. CONSENT AGENDA

1. Approval of Minutes
   a. February 25, 2025 Special Meeting
   b. April 8, 2025 Regular Meeting

III. PUBLIC FORUM

Note: To speak to an agenda item in person you must fill out a speaker request form at the meeting and will then be recognized by the Chair to provide your public testimony. Written testimony can be submitted in advance or in person at the meeting. If you wish to discuss an agenda item electronically, please contact PC-public-testimony@ashland.or.us by April 22, 2025 to register to participate via Zoom. If you are interested in watching the meeting via Zoom, please utilize the following link: https://zoom.us/j/93401903957

V. UNFINISHED BUSINESS

1. Approval of Findings for PA-T2-2024-00053, 231 Granite Street

VI. OPEN DISCUSSION

VII. ADJOURNMENT

Next Meeting Date: April 29, 2025

If you need special assistance to participate in this meeting, please contact Derek Severson at planning@ashlandoregon.gov or 541.488.5305 (TTY phone number 1.800.735.2900). Notification at least three business days before the meeting will enable the City to make reasonable arrangements to ensure accessibility to the meeting in compliance with the Americans with Disabilities Act.

DISCUSSION ITEMS

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1. Economic Opportunities Analysis - CAI Consultant Presentation

Memo

DATE: April 22, 2025
TO: Planning Commission and City Council
FROM: Brandon Goldman, Community Development Director
RE: Economic Opportunities Analysis – CAI Consultant presentation

The City of Ashland is currently undertaking an Economic Opportunity Analysis (EOA), prepared by Community Attributes Inc. (CAI) and substantially funded through a grant from the Oregon Department of Land Conservation and Development (DLCD). This work is being conducted in collaboration with the City of Medford in order to align regional data and analysis, leverage Federal, State, and regional economic research, and provide consultants with a broader understanding of Southern Oregon's economic trends through stakeholder engagement conducted across both jurisdictions.

The EOA is a technical planning document required under ORS 197.712 and **OAR 660-009**, implementing Statewide Planning Goal 9: Economic Development. Its core purpose is to evaluate whether Ashland has an adequate supply of employment land to accommodate forecasted job growth over the next twenty years. In addition to quantifying land supply, the EOA also identifies potential gaps in zoning or infrastructure that may hinder economic development and provides a factual foundation upon which future economic policies can be based.

As part of this effort, the City of Ashland expanded the scope of work beyond the technical analysis typically associated with an EOA. Public outreach and stakeholder interviews have been integrated to ensure that the consultant team can develop preliminary findings and contextual background that go beyond land inventory and employment forecasts. This broader lens allows the City to better understand current challenges and opportunities, and to gather input that may inform future strategic planning efforts, including the development of goals and policies to support economic resilience, diversification, and inclusive growth.

Ashland's EOA will not propose goal or policy amendments to the Economic Element of the Comprehensive Plan. Rather, it is to be adopted as a technical document within the

Comprehensive Plan to provide a factual basis for future policy discussions. When considered alongside the City's adopted Housing Production Strategy, Housing Capacity Analysis, the Chamber of Commerce's recently prepared Economic Diversification Strategy, and the anticipated findings from the EOA stakeholder engagement process, Ashland will be well positioned to initiate a broader economic strategy planning process in the coming biennium as part of its Strategic Plan initiative.

The draft materials provided in the Planning Commission's packet represent preliminary discussion drafts. These documents are not final. They will be revised based on comments from City staff, additional stakeholder input, and results of public outreach that is currently ongoing. The public review process is structured to ensure that the final EOA reflects local priorities and conditions, and that the analysis is meaningful for both current planning and future policymaking.

Per the DLCD grant agreement, the final Economic Opportunity Analysis must be completed prior to the end of this fiscal year. Public hearings are scheduled before the Planning Commission on May 27, 2025, City Council on June 3, 2025. These public hearings will provide formal opportunities for review and consideration of the final EOA report prior to its adoption.

Attachments:

- *Discussion Draft*: Cities of Medford and Ashland Joint EOA Analysis
- *Discussion Draft*: City of Ashland Local EOA Analysis
- CAI Presentation Slides - 4/22/2025

City of Ashland
Local EOA Analysis

Discussion Draft

March 21, 2025

Prepared by:

CAI
COMMUNITY ATTRIBUTES INC

Prepared for:

Better Together

Community Attributes Inc. tells data-rich stories about communities that are important to decision makers.

President and CEO
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KEY FINDINGS

Opportunities & Challenges

- Ashland is a mid-sized community of 21,500 and an important city in the Rogue Valley, a region of 310,000 people in Southwest Oregon that includes Jackson and Josephine Counties.
- Unlike the region, Ashland grew modestly over the past 15 years, with recent, slight declines since 2022.
- Preliminary findings suggest that some of Ashland's key strengths include a high quality of life, the presence of higher education institutions, niche manufacturing industries, and a strong arts culture built around the Oregon Shakespeare Festival. Further engagement will further fill out the Strengths, Weaknesses, Opportunities and Threats analysis.
- Similarly, some of Ashland's key challenges include an aging population, housing affordability concerns, and an economic reliance on seasonal tourism.

Demographics & Housing

- Ashland's population grew from 20,095 in 2010 to 21,642 in 2022, reflecting a compound annual growth rate (CAGR) of 0.6%. The population declined slightly to 21,579 in 20234.
- 42% of all households in Ashland are two-person households. The second largest group of households are one-person households.
- The median annual household income in Ashland was $71,800 in 2023. This is comparable to Jackson County's median income of $71,400, but lower than Oregon's median annual income of $80,400.
- In Ashland, 59% of households earn above 80% of the Area Median Income (AMI). Income disparities exist between homeowners (70% earn above AMI) and renters (40% earn below 50% AMI).
- Single-family homes comprise 59% of Ashland's total housing inventory (6,784 out of 11,499 units). This is slightly lower than Oregon's proportion of single-family homes (62%). Multi-unit structures of five or more units make up approximately 17% of the housing stock.
- Of Ashland's total housing stock (7,167 housing units), 63% (or 4,508 units) are rental units.
- As of 2023, renters in Ashland pay a median of $1,367 per month, which is slightly lower than the median rate for renters across the state ($1,450). Homeowners in Ashland, however, pay a median of $2,398 monthly, which is over $1,000 higher than Ashland's renters and is slightly higher than the median monthly home cost for homeowners at the state level ($2,080).

Employment & Industry

- Ashland had 8,470 jobs in 2023, up from 7,954 in 2013, reflecting a 0.6% CAGR over the decade.

- The Information sector grew at 1.8% CAGR (+31 jobs), while Retail Trade expanded by 0.5% CAGR (+67 jobs).
- Industries with declining employment included Wholesale Trade (-3.7% CAGR, -50 jobs), Education (-1.6% CAGR, -19 jobs), and Accommodation and Food Services (-1.1% CAGR, -72 jobs).
- Employment projections indicate total job growth of 17% from 2023 to 2043 (0.8% per year), with Leisure and Hospitality expected to add the most jobs (+566), while Finance, Insurance, and Real Estate (FIRE) is projected to grow at the fastest rate (2.0% CAGR).
- The city's jobs to housing unit ratio is 0.74, compared to 0.85 in the Rogue Valley. This may indicate a shortage of local job opportunities relative to available housing.
- In 2022, Ashland experienced an inflow of 1,685 workers from other communities. Industries with the highest inflow of labor in Ashland are Accommodation and Food Services (+638), Educational Services (+596), and Retail Trade (+354).

Land Use & Zoning

- Ashland's total land area is 4,256 acres (gross land area, including all rights-of-way). Ashland's land area net of rights-of-way is estimated to be 3,553 acres, of which 46% are zoned for single-family residential uses.
- Commercial-zoned land represents about 4% of Ashland's land area (net rights-of-way), while industrial land represents only 1%. Ashland's Employment district makes up 8%, or 285 acres. Some of the land zoned for commercial, industrial, or employment uses are subject to overlays which may limit the uses or development potential on these parcels.
- The Croman Mill District (68 acres) and North Mountain Neighborhood District (53 acres) offer mixed uses, which includes employment potential, but are subject to development regulations.

Market Conditions

- Retail built space increased from 702,000 square feet in 2007 to 788,000 square feet in 2024, maintaining the largest share of commercial inventory. Office space grew from 350,000 square feet in 2007 to 500,000 square feet in 2024.
- Retail lease rates peaked at $29.73 per square foot in 2018 before declining to $20.99 in 2024, with a vacancy rate of 2.0%. This vacancy rate is lower than the 2024 average vacancy rate for retail in the Rogue Valley of 3.05%. The Rogue Valley's lease rates also show a different pattern than that of Ashland, with the peak lease rate from 2008-2024 occurring in 2022, with $17.06 per square foot, before dropping slightly to $16.55 in 2024.
- Office lease rates peaked at $22.68 per square foot in 2021 but declined to $18.96 by 2023. Vacancy rates fluctuated but remained low, ending at 2.5% in

2024. This is lower than the 2024 average vacancy rate for office space in the Rogue Valley region of 4.73%.

- Industrial lease rates peaked at $13.59 per square foot in 2023 before declining to $10.47 in 2024. Industrial vacancy rates increased from near 0% in 2019 to 26.7% in 2024. In the Rogue Valley region, Industrial vacancy also was low in 2019, reaching a low of 0.65% in 2020, before increasing. However, the Rogue Valley's vacancy rate remains much lower than that of Ashland in 2024, with the 2024 annual average falling at 3.93%.

INTRODUCTION

Background and Purpose

The City of Ashland, Oregon, is working to complete an Economic Opportunity Analysis (EOA), in compliance with Oregon State Goal 9. The EOA, as a strategic planning document, ensures that there is enough available land and adequate public improvements to realize economic growth for the next 20-year horizon.

Ashland, Oregon, is located in Jackson County in the southwestern part of the state, nestled in the foothills of the Siskiyou Mountains. The city is bisected by Ashland Creek, which flows into the Bear Creek Valley, and it covers an area of about 6.6 square miles. Ashland's Urban Growth Boundary (UGB) encompasses the city itself and extends into surrounding areas to allow for future development.

This Local EOA describes the existing conditions within Ashland's community and economy by analyzing local demographic and economic data. Findings and data from this local analysis work in tandem with findings in the Medford and Ashland Joint Analysis Report, findings from community engagement, and Medford's local buildable land inventory, with each item coming together to inform Ashland's complete Economic Opportunity Analysis.

Methods

This local analysis collects and analyzes quantitative data surrounding economic and demographic conditions in Ashland. Quantitative analysis draws upon several sources, including publicly available secondary data sources such as:

- U.S. Census Bureau American Community Surveys (ACS)
- U.S. Department of Housing and Urban Development (HUD)
- U.S. Census Bureau Longitudinal Employer-Household Dynamics (LEHD)
- State of Oregon Population Research Center at Portland State University
- U.S. Department of Housing and Urban Development Comprehensive Housing Affordability Strategy (CHAS)
- Medford Open Data Portal and Zoning Code
- Jackson County Multi-Jurisdictional Natural Hazard Mitigation Plan
- Oregon Employment Department (OED)
- Oregon Prospector
- Costar

Organization of this Report

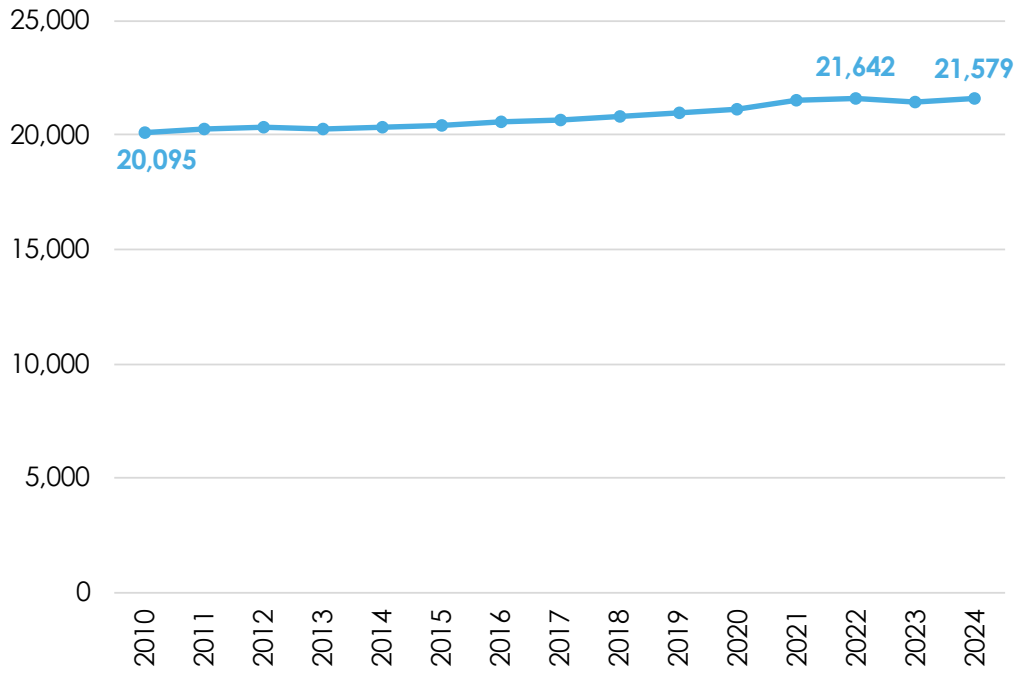
The remainder of this report is organized as follows.

- **People and Housing** includes demographic data about Ashland's population and housing inventory as well as the city's unique land use and geographic considerations.
- **Employment and Industry** explores jobs and industries in Ashland in detail, including recent trends.
- The **Commercial Real Estate** section includes market data, including inventory, vacancy, and rents, broken up by market sector.
- **Strengths, Weaknesses, Opportunities, and Threats (SWOT) Analysis** includes a preliminary list of considerations for Ashland's economic future, which will be built out following additional engagement work.

People and Housing

Exhibit 1 displays the population trend in Ashland from 2010 to 2024. The population grew steadily from 20,095 in 2010 to 21,642 in 2022, reflecting a compound annual growth rate (CAGR) of 0.6%. From 2022 to 2024, the population declined slightly to 21,579, with a CAGR of .6 between 2020 and 2024.

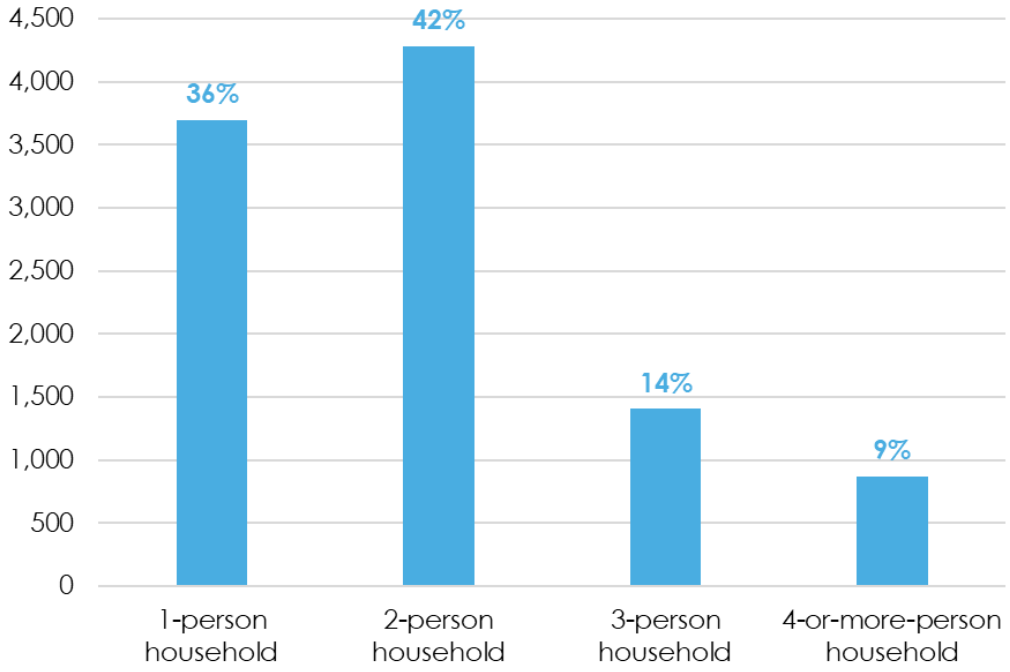
Exhibit 1. Historic Population, Ashland, 2010 – 2024



Sources: State of Oregon, Population Research Center at Portland State University, 2010-2023; CAI, 2025.

In 2023, two-person households accounted for 42% of all households in Ashland (**Exhibit 2**). One-person households accounted for the second largest group of households, with more than one third, or 36%. Three-person households represented 13%, while households with four or more people made up 21% of the total. The average household size for renters in Ashland averaged 1.85 persons per household while the average household size for homeowners was 2.11 persons per household.

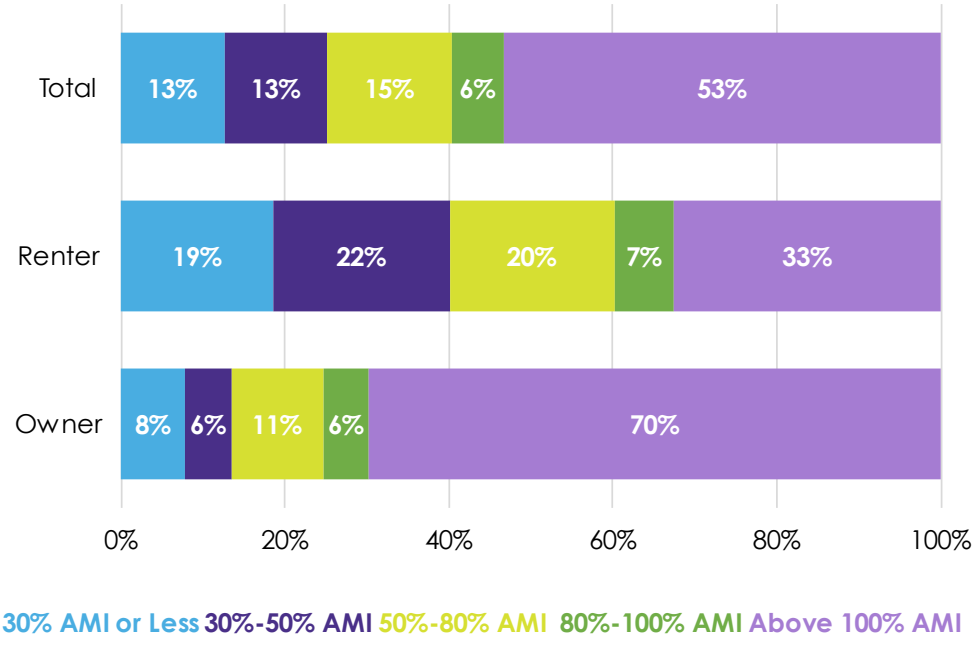
Exhibit 2. Households by Household Size, Ashland, 2023



Source: ACS 5-Year Estimates, 2023; CAI, 2025.

The annual median household income (AMI) in Ashland was $71,800 in 2023, with the majority of households (59%) making above 80% AMI in 2021 (**Exhibit 3**). Among renter-occupied households, 61% earn 80% or less than Area Median Income. For home-owner households, 70% earn above the AMI.

Exhibit 3. Household Income by AMI, Ashland, 2021

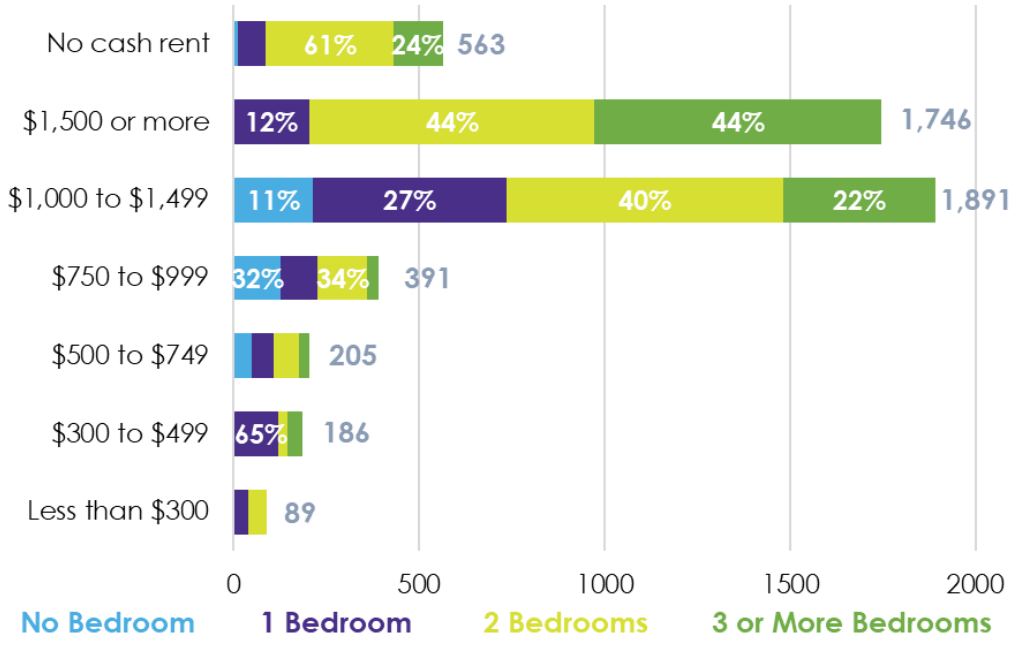


Source(s): CHAS 2017-2021; CAI 2025

Of Ashland's total housing stock (7,167 housing units), 63% (or 4,508 units) are rental units. As of 2023, renters in Ashland pay a median of $1,367 per month, which is slightly lower than the median rate for renters across the state ($1,450). Homeowners in Ashland, however, pay a median of $2,398 monthly, which is over $1,000 higher than Ashland's renters and is slightly higher than the median monthly home cost for homeowners at the state level ($2,080).

The majority of rental units in Ashland, at about 81%, cost more than $1,000 a month (**Exhibit 4**). The largest grouping of rental units in Ashland (1,891) fall within the $1,000 - $1,500 rental range. Of these, most (62%) are large units with 2 or more bedrooms. The second largest range is housing units for $1,500 or more in rent, with 1,746 units. 88% of these units have 2 or more bedrooms. A greater proportion of lower-cost rental units are also smaller in size. Among units with rents between $300 and $499, 65% are studios, or no bedroom units.

Exhibit 4. Housing Units by Rental Rate, Ashland



Source: ACS 5-Year Estimates, 2023; CAI, 2025.

The majority (59%) of housing units in Ashland are single family homes labeled in **Exhibit 5** as 1 detached unit in structure.

The majority of housing units in Ashland (59%) are single family homes (1 detached unit in structure), accounting for 6,784 out of a total of 11,499 units. 1 attached unit structures, such as townhouses, also account for a large portion (13%) or units, totaling 1,521 units. Other common structure sizes include three-to-four-unit structures (6% or 706 units), five-to-nine-unit structures (5% or 545 units). All other structure types account for less than 5% each of total housing units, which mobile homes and alternative housing account for the least, at 120 (1%) and 56 (<1%) units respectively.

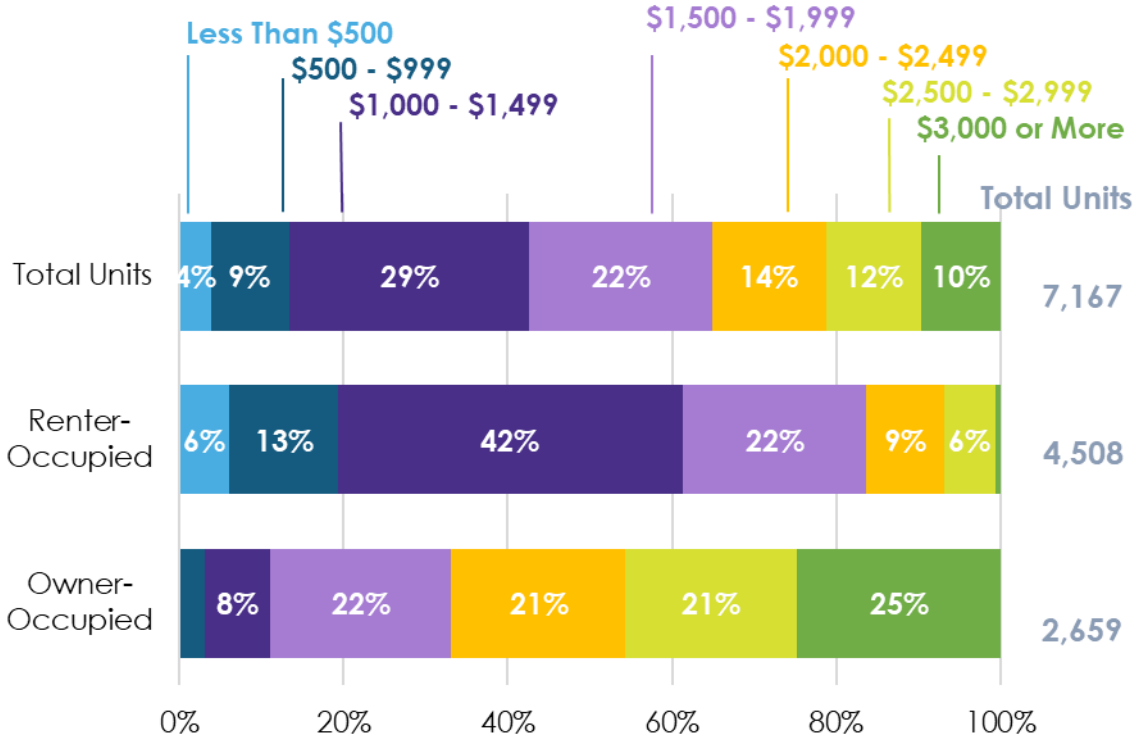
Exhibit 5. Housing Units by Structure Size, Ashland, 2023

Structure Size/Type	Count	% of Total
1 Detached Unit in Structure	6,784	59%
1 Attached Unit in Structure	1,521	13%
2 Units in Structure	499	4%
3 to 4 Units in Structure	706	6%
5 to 9 Units in Structure	545	5%
10 to 19 Units in Structure	309	3%
20 to 49 Units in Structure	443	4%
50 or More Units in Structure	516	4%
Mobile Homes	120	1%
Boat, RV, Van, Etc	56	0%
Total Units	**11,499**	

Sources: ACS 5-Year Estimates, 2023; CAI, 2024.

Exhibit 6 illustrates the distribution of monthly housing costs for renter-occupied and owner-occupied units in Ashland in 2023. The median cost of housing for households in Ashland is $1,883 monthly. Among all housing units, the largest share (29%) falls within the $1,000 to $1,499 range, followed by 22% in the $1,500 to $1,999 range. Renters are most concentrated in the $1,000 to $1,499 category (42%). Lower-cost rental units (less than $1,000) make up a combined 13% of renter-occupied units. Median housing costs for renters ($1,367) is lower than that of homeowners ($2,398). Similarly, only 3% of owner-occupied households pay less than $1,000 monthly.

Exhibit 6. Monthly Housing Costs by Tenure, Ashland, 2023

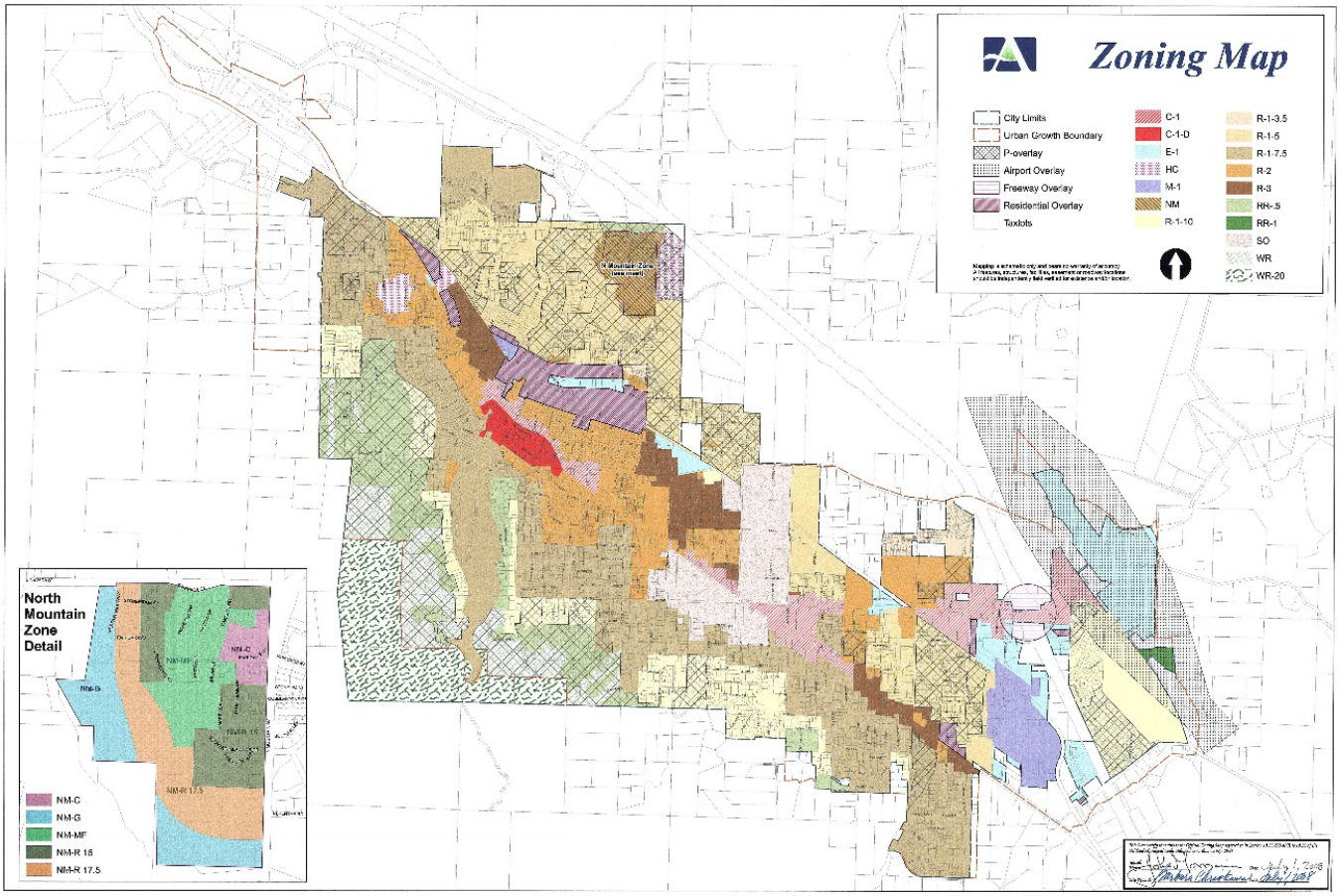


Source: ACS 5-year Estimates, 2023; CAI, 2025.

Land Use and Geographic Considerations

Ashland's zoning and land use patterns reveal key trends affecting land use intensity and employment growth. Ashland's Comprehensive Plan and zoning map identify land use needs within the city and its urban growth boundary (**Exhibit 7**). With 4,256 total acres, the City of Ashland has a variety of land uses but is zoned primarily for single family residential uses. More dense residential uses, along with commercial uses, are located along Siskiyou Blvd, running diagonally through the center of the city. Several neighborhood districts, such as the North Mountain Neighborhood District and the Southern Oregon University District show that Ashland allows for mixed uses in specialized cases. In 2018, the city annexed 5.38 acres of commercial zoned land and in 2021, it further annexed 7.91 acres of residential.

Exhibit 7. Ashland Zoning Map



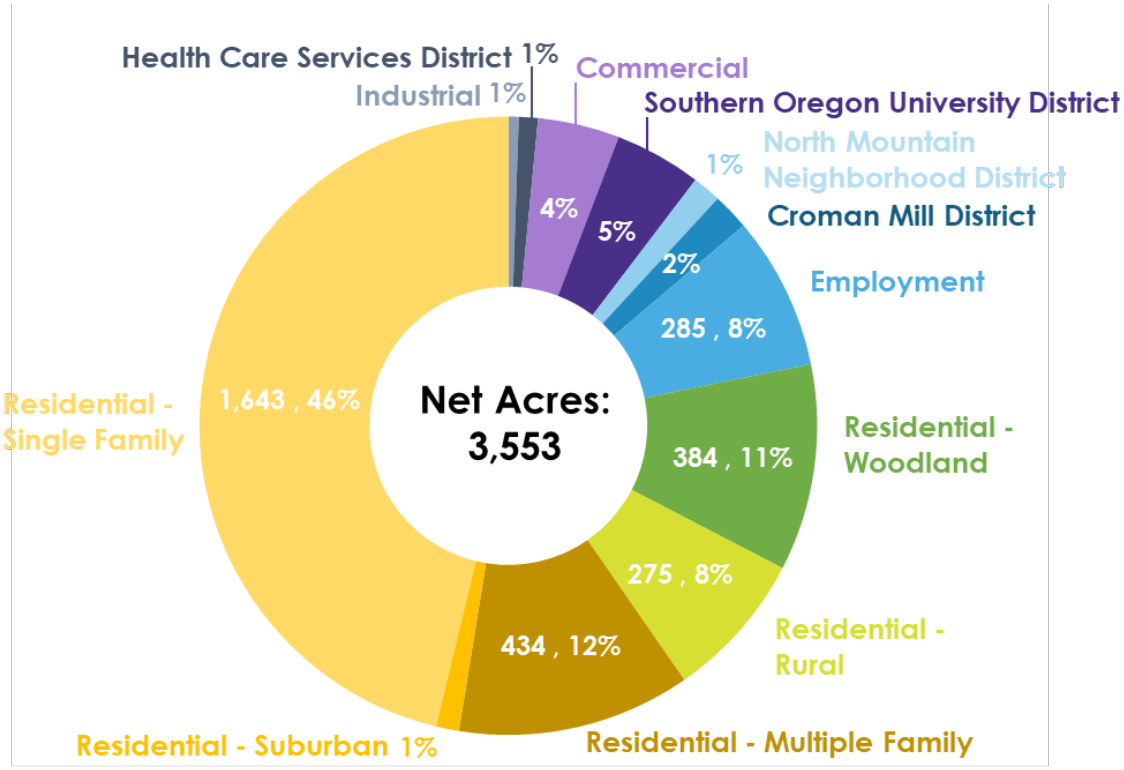
Sources: Ashland Open Data Portal, 2024.

Ashland's total land area is 4,256 acres (gross land area, including all rights-of-way). When rights-of-way is removed from the land area estimates, Ashland's net land area is 3,553 acres. A substantial portion of this land is

dedicated to residential uses, particularly single-family residential (46%) (**Exhibit 8**). Land (net of rights-of-way) zoned as Ashland's Employment district (285 acres) accounts for 8% of total land use, while commercial-zoned land (152 acres) represents an even smaller share. The North Mountain Neighborhood District (53 acres) and the Croman Mill District (68 acres) provide additional employment potential but are governed by performance standards and overlays that could regulate their development intensity.

Only 19 acres or 1% of Ashland's land (net) are zoned as industrial. Similarly, the Health Care Services District (36 acres) is a key employment center, but is limited in acreage.

Exhibit 8. Ashland Land by Zoning Designation, 2024



Source: Ashland Open Data Portal, 2024; CAI, 2025.

A zoning overlay is a special zoning distinction that applies additional regulations or incentives to its designated areas, modifying the base zoning requirements to achieve specific planning goals. Zoning overlays can play a role in limiting development potential by adding additional standards to the given acreage.

The overlay table below (**Exhibit 9**) indicates that a significant portion of land zoned for the employment district intersects with residential, airport,

freeway, and performance standards overlays, which may impose regulatory restrictions on expansion. For example:

- 32% of the land zoned as the Employment district is overlayed by the residential overlay and a further 30% is overlayed by the airport overlay. These overlays may limit the types of uses and industries that develop in these areas.
- The North Mountain Neighborhood District and Health Care Services Districts are often impacted by the Performance Standards Option Overlay, which may limit or add barriers for high-intensity employment uses.
- Airport and freeway overlays also impact some of Ashland's commercial-zoned land, though 84% of commercially zoned land is not impacted by an overlay.

Exhibit 9. Zoning Overlays, Ashland, 2024

Zoning Designation	Overlay Type	Intersection Acres	Share of Land Use Type
Commercial	Airport	20	10%
	Freeway	13	6%
Total Acreage: 209	No Overlay	176	84%
Croman Mill District	Performance Standards Option	5	6%
Total Acreage: 70	No Overlay	65	94%
Employment	Residential	114	32%
	Airport	109	30%
	Freeway	8	2%
	Performance Standards Option	2	1%
Total Acreage: 359	No Overlay	127	35%
Health Care Services District	Performance Standards Option	24	54%
Total Acreage: 44	No Overlay	20	46%
North Mountain Neighborhood District	Performance Standards Option	65	100%
Total Acreage: 65	No Overlay	-	0%
Residential - Multiple Family	Performance Standards Option	28	5%
	Residential	0	0%
Total Acreage: 565	No Overlay	537	95%
Residential - Rural	Performance Standards Option	250	82%
	Airport	7	2%
Total Acreage: 306	No Overlay	49	16%
Residential - Single Family	Performance Standards Option	552	28%
	Airport	43	2%
Total Acreage: 1,995	No Overlay	1,448	73%
Residential - Woodland	Performance Standards Option	168	43%
Total Acreage: 392	No Overlay	224	57%

Source: Ashland Open Data Portal, 2024; CAI, 2025.

Climate

The City of Ashland completed and Addendum to Jackson County's Multi-Jurisdictional Natural Hazard Mitigation Plan in 2024. It describes Ashland's climate and describes hazard probability and vulnerability within the City.

Ashland has a mild climate with four distinct seasons, influenced by its location on the West Coast and within the surrounding mountains. Situated at approximately 2,000 feet above sea level, the city is framed by Mt. Ashland to the south, rising to 7,500 feet, and the Cascade Range to the north and east. Ashland receives an average of 19.5 inches of rainfall annually, and less than 0.5 inches per year.

Wildfire is rated as both high probability and high vulnerability. The city is located in the Wildland-Urban Interface (WUI), with dense vegetation and dry conditions contributing to high wildfire risk.

Similarly, Severe Weather (such as Extreme Heat, Windstorm, Winter Storm) is also rated high probability since climate change has increased the frequency of extreme heat and severe storms. It is rated high vulnerability noting that vulnerable populations, such as seniors and low-income households, face greater challenges due to lack of cooling systems and unideal housing conditions.

The Emerging Infectious Diseases hazard is informed by the region's history with diseases such as COVID-19. It is rated both high probability and high vulnerability with the city's population demographics, including older adults and individuals with pre-existing health conditions, increasing vulnerability.

Earthquake hazard is also rated high probability, high vulnerability as Ashland is located near the Cascadia Subduction Zone, with potential for severe ground shaking and widespread damage. Older infrastructure and buildings in the city not retrofitted to seismic standards are particularly vulnerable.

Drought hazard is rated high probability, high vulnerability as well as climate change has led to reduced water availability, increased demand, and prolonged dry periods. Ashland relies on Reeder Reservoir and supplemental Talent-Ashland-Phoenix (TAP) water during shortages.

Finally, Air Quality is the last hazard which is rated both high probability and high vulnerability. Air quality issues are linked to increased frequency and severity of wildfire smoke and climate change impacts, including higher ground-level ozone and fine particulate matter. Vulnerable populations, such

as those in older homes or without HVAC systems, are disproportionately affected.

Exhibit 10. Climate Hazards Analysis, Ashland, 2024-2029

Hazard	History	Vulnerability	Maximum Threat	Probability	Total Threat Score	Hazard Rank	Hazard Tiers
Wildfire	18	45	100	70	233	#1	Top Tier
Extreme Heat Event	18	40	80	70	208	#2	
Emerging Infectious Disease	16	40	100	49	205	#3	
Earthquake - Coscadia	2	50	100	49	201	#4	
Winter Storm	20	50	60	70	200	#5	
Drought	20	50	60	63	193	#6	Middle Tier
Windstorm	20	50	50	70	190	#7	
Air Quality	18	40	60	63	181	#8	
Landslide	10	35	80	56	181	#9	
Flood	20	30	60	70	180	#10	
Earthquake - Crustal	2	25	70	21	118	#11	Bottom Tier
Volcanic Event	2	5	50	7	64	#12	

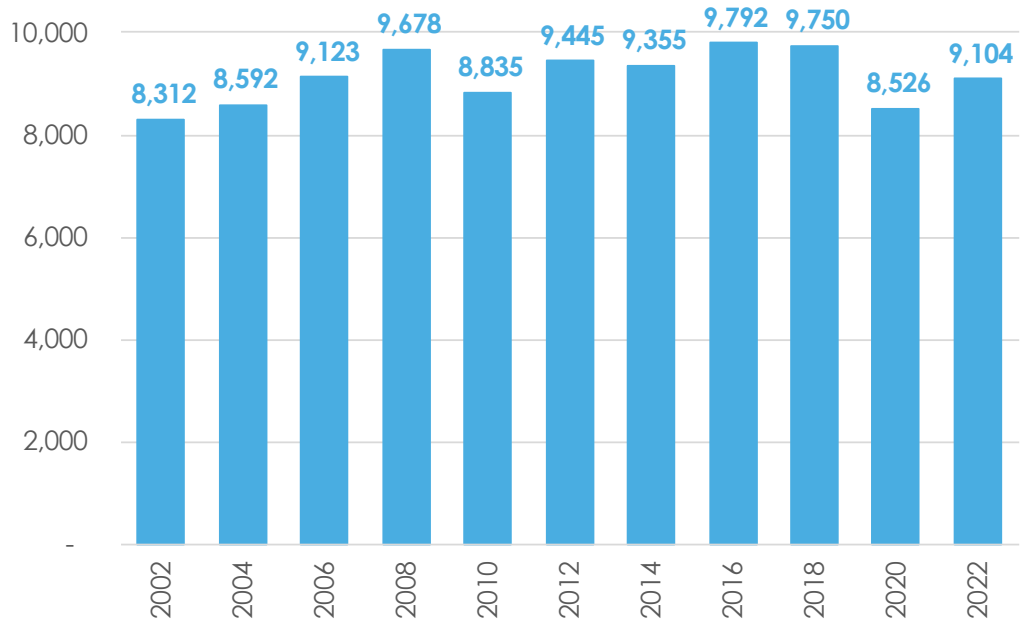
Sources: City of Ashland Addendum to the Jackson County Multi-Jurisdictional Natural Hazard Mitigation Plan, 2024.

Employment and Industry

Jobs and Industries

Total jobs in Ashland have fluctuated over time, experiencing periods of growth and decline. From 2002 to 2008, employment increased steadily, reaching a peak of 9,678 jobs (**Exhibit 11**). This was followed by a decline to 8,835 jobs in 2010. Employment rebounded after 2010, with job numbers generally remaining above 9,000, reaching another high of 9,792 in 2018. A decline occurred between 2019 and 2020, bringing total jobs down to 8,526. Since then, employment has partially recovered, reaching 9,104 jobs in 2022.

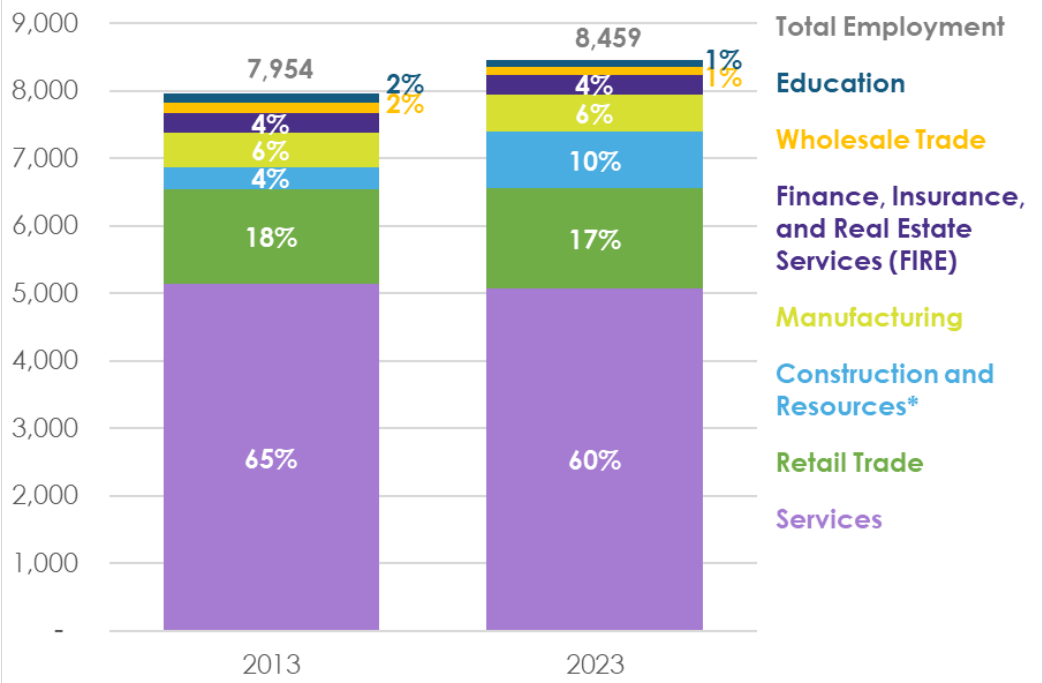
Exhibit 11. Total Job Growth, Ashland, 2001 to 2024



Sources: Longitudinal Employer-Household Dynamics (LEHD) On the Map, 2002-2022; CAI 2025

As of 2023, the top major industry sectors in Ashland by employment are Services and Retail trade (**Exhibit 12**2). Between 2013 and 2023, total employment across industries grew modestly from 7,954 to 8,470, reflecting a 0.6% compound annual growth rate (CAGR) and a net increase of 505 jobs.

Exhibit 12. Jobs by Major Industry Sector, Ashland, 2013 & 2023



Sources: State of Oregon Employment Department, 2013 & 2023; CAI 2025
Note: Construction & Resources covers a broad range of NAICS based on data available, including: Agriculture, Forestry, Fishing and Hunting, Mining, Quarrying, and Oil and Gas Extraction, Utilities, Construction, Transportation, and Warehousing, Management of Companies and Enterprises

The most significant growth was seen in Agriculture, Mining, Construction, Transportation, and Warehousing, and Management of Companies (grouped under Resources, Infrastructure and Enterprises), which expanded at 9.9% CAGR, adding 516 jobs (**Exhibit 13**). Manufacturing experienced slight growth at 0.7% CAGR, increasing by 35 jobs, while Retail Trade saw a 0.5% CAGR gain of 67 jobs. The Information sector grew at 1.8% CAGR, adding 31 jobs, and Real Estate and Rental and Leasing expanded by 1.8% CAGR, gaining 20 jobs.

However, several industries faced declines. Wholesale Trade saw the steepest drop, contracting at -3.7% CAGR, losing 50 jobs, while Educational Services shrank by -1.6% CAGR, with 19 jobs lost.[1] Administrative and Support

[1] Data from the Oregon Employment Department only includes covered employment, which may underestimate private school employment.

Services, as well as Accommodation and Food Services, declined by -1.1% CAGR, losing 30 and 72 jobs, respectively. The Finance and Insurance sector experienced a -0.5% CAGR decline, shedding 8 jobs, and Health Care and Social Assistance remained nearly stagnant, decreasing slightly by 0.0% CAGR with 5 jobs lost. The Arts, Entertainment, and Recreation sector also contracted by -1.1% CAGR, losing 72 jobs. Despite the overall job increase, the data highlights an ongoing shift where industries related to agriculture, infrastructure, and technology services are growing, while sectors such as wholesale trade, education, and administrative support face declines.

Exhibit 13. Employment by 2-Digit NAICS Industry Sector, Ashland, 2013 & 2023

Industry	2-Digit NAICS	2013	2023	CAGR	Change
Construction & Resources*	11, 21, 22, 23, 48 & 49, 55	329	845	9.9%	516
Manufacturing (31-33)	31-33	511	546	0.7%	35
Wholesale Trade	42	161	111	-3.7%	-50
Retail Trade (44 & 45)	44-45	1,404	1,471	0.5%	67
Information	51	158	189	1.8%	31
Finance and Insurance	52	178	170	-0.5%	-8
Real Estate and Rental and Leasing	53	109	130	1.8%	21
Professional, Scientific, and Technical Services	54	339	398	1.6%	59
Administrative and Support and Waste Management	56	275	245	-1.1%	-30
Educational Services	61	124	105	-1.6%	-19
Health Care and Social Assistance	62	1,359	1,354	0.0%	-5
Arts, Entertainment, and Recreation	71	677	605	-1.1%	-72
Accommodation and Food Services	72	1,912	1,860	-0.3%	-52
Other Services (except Public Administration)	81	418	430	0.3%	12
Unclassified	99	0	11		11
Total		**7,954**	**8,470**	**0.6%**	**516**

Sources: State of Oregon Employment Department, 2013 & 2023; CAI 2025
Note: Construction & Resources in this case covers a broad range of NAICS data from OED, including: Agriculture, Forestry, Fishing and Hunting, Mining, Quarrying, and Oil and Gas Extraction, Utilities, Construction, Transportation, and Warehousing, Management of Companies and Enterprises

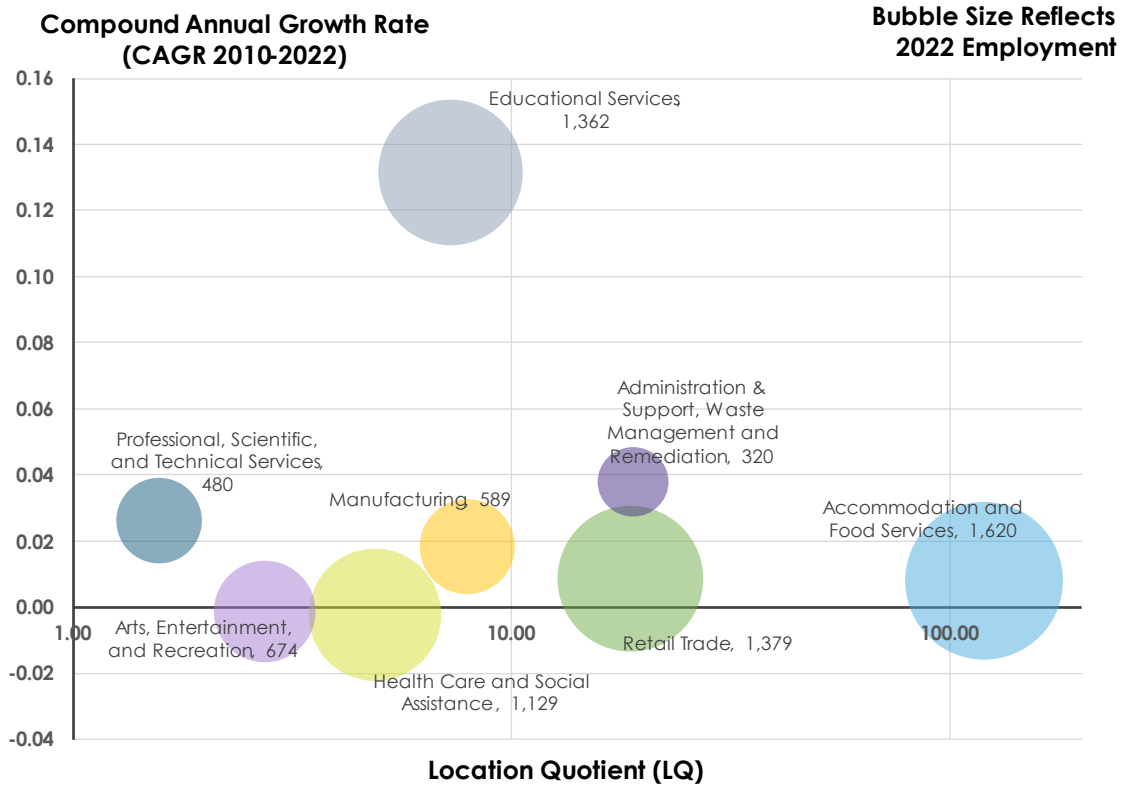
Exhibit 144 highlights the top industries in Ashland based on their Location Quotient (LQ) and Compound Annual Growth Rate (CAGR) from 2010 to 2022. The bubble size represents total employment in 2022, illustrating the relative scale of each sector.

Industries with an LQ above 1.0 are more concentrated in Ashland compared to the national average, indicating regional specialization. Accommodation and Food Services (1,620 jobs) and Retail Trade (1,379 jobs) both have a high LQ, reflecting Ashland's strong tourism and hospitality sector. Educational

Services (1,362 jobs) also stands out with a high LQ and the strongest growth rate, exceeding 14% annually.[2]

Other notable industries include Health Care and Social Assistance (1,129 jobs) and Arts, Entertainment, and Recreation (674 jobs). Manufacturing (589 jobs) and Professional, Scientific, and Technical Services (480 jobs) show steady growth but remain less concentrated compared to other sectors. Ashland's economic strengths lie in its education, tourism, arts, and service industries, with emerging opportunities in professional and technical services.

Exhibit 14. Top Industries by Location Quotient, Ashland, 2022



Sources: LEHD On the Map, 2022; BLS, 2022; CAI 2025

[2] LEHD data includes both public and private data for educational services, and thus shows a higher value as compared to data given through OED in Exhibit 15.

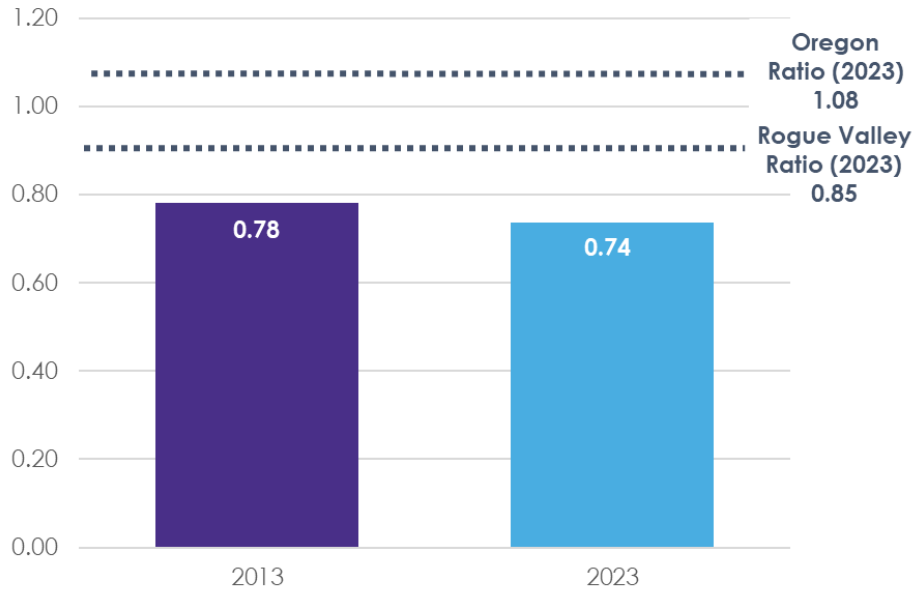
Workforce

The jobs-to-housing units ratio metric describes the degree to which a community is an employment center (a higher ratio value) versus more of a bedroom community (a lower ratio). For a city, comparing this metric to a larger region or statewide is helpful context.

Ashland's jobs-to-housing unit ratio is 0.74 in 2023, down slightly from 0.78 in 2013 (**Exhibit 15**). The decreasing ratio over the decade points to a slight increase in the gap between housing availability and employment in the city. Ashland's ratio is lower than that of the Rogue Valley (0.85), which suggests that on net more people leave Ashland daily to work in other places than vice versa. This suggests that Ashland does not serve as a primary employment center in the Rogue Valley.

Both Ashland and the Valley's ratios are lower than that of the state of Oregon as a whole at 1.08 statewide, reflecting both Jackson and Josephine counties' relatively lower labor force participation rate. Jackson County's labor force participation rate was 57.4% in 2024; Josephine's was just 49.6%, compared to 62.2% statewide and 63.0% nationwide.

Exhibit 15. Job to Housing Unit Ratio, Ashland, 2013 and 2023



Source: American Community Survey, 2013, 2023; State of Oregon Employment Department, 2013, 2023; U.S. Bureau of Labor Statistics, 2013, 2023; CAI, 2025.

Exhibit 16 shows Ashland's labor inflow and outflow by industry. Overall, there were an estimated 9,104 jobs in Ashland in 2022, and 7,419 of Ashland's residents also worked in Ashland, leaving an inflow of 1,685 workers from outside of Ashland filling the remaining positions. Industries with the highest inflow of labor in Ashland are Accommodation and Food Services (638), Educational Services (596), and Retail Trade (354). Top industries for labor outflow of Ashland are Health Care and Social Assistance (-162) and Construction (-143). While outflow is higher for the health care industry than other industries in Ashland, health care is also one of the top employing industries in Ashland with an estimated 1,129 jobs, which made up about 12% of Ashland's jobs in 2022.

Exhibit 16. Labor Inflow & Outflow by Industry, Ashland, 2022

Industry Sectors	Jobs in Ashland	% of Total Jobs in Ashland	Jobs of Ashland Residents	% of Total Resident Jobs	Inflow / (Outflow)
Accommodation and Food Services	1,620	18%	982	13%	638
Educational Services	1,362	15%	766	10%	596
Retail Trade	1,379	15%	1,025	14%	354
Arts, Entertainment, and Recreation	674	7%	334	5%	340
Manufacturing	589	6%	423	6%	166
Professional, Scientific, and Technical Services	480	5%	349	5%	131
Information	244	3%	159	2%	85
Other Services (excluding Public Administration)	377	4%	293	4%	84
Administration & Support, Waste Management and Remediation	320	4%	315	4%	5
Mining, Quarrying, and Oil and Gas Extraction	7	0%	4	0%	3
Real Estate and Rental and Leasing	118	1%	120	2%	(2)
Utilities	-	0%	11	0%	(11)
Wholesale Trade	143	2%	163	2%	(20)
Finance and Insurance	140	2%	168	2%	(28)
Management of Companies and Enterprises	51	1%	96	1%	(45)
Public Administration	188	2%	271	4%	(83)
Transportation and Warehousing	64	1%	155	2%	(91)
Agriculture, Forestry, Fishing and Hunting	40	0%	172	2%	(132)
Construction	179	2%	322	4%	(143)
Health Care and Social Assistance	1,129	12%	1,291	17%	(162)
	9,104		**7,419**		**1,685**

Sources: U.S. Census Bureau Longitudinal Employer-Household Dynamics (LEHD), 2021; CAI, 2024.

Employment Forecasts

Forecast employment in Ashland is based on estimates of covered employment from 2013-2023 provided by the State of Oregon Employment Department (OED), as well as Bureau of Labor Statistics (BLS) Quarterly Census of Employment and Workers (QCEW) covered employment estimates for Jackson and Josephine Counties. These were utilized to apportion the OED published Rogue Valley Forecast for the period 2023-2033. The resulting Ashland forecast adapts Jackson County's portion of projected regional growth to the city based on the trajectory of sectoral shares of countywide employment projected into the future. The Compound Annual Growth Rate (CAGR) represents resulting year over year growth for the twenty year period 2023-2043.[3]

Exhibit 17 summarizes projected employment growth within Ashland's Urban Growth Boundary (UGB) through the year 2043. Total employment is projected to increase from 8,470 in 2023 to 9,870 by 2043, a total increase of 1,400 jobs or 17%. The Leisure and Hospitality sector is projected to add the most jobs (an estimated 566) over this time frame, representing a compound annual growth rate (CAGR) of 1.0%. Finance, Insurance and Real Estate (FIRE) is projected to grow the fastest from 2023-2043, with a CAGR of 2.0% and Health Care is the second fastest growing, with a CAGR of 1.2%. Information is projected to decrease the most over the period, with a projected loss of 42 jobs.

[3] Covered employment does not include all workers in an economy, most notably excluding sole proprietors.

Exhibit 17. Employment Forecasts, Ashland Urban Growth Boundary, 2043.

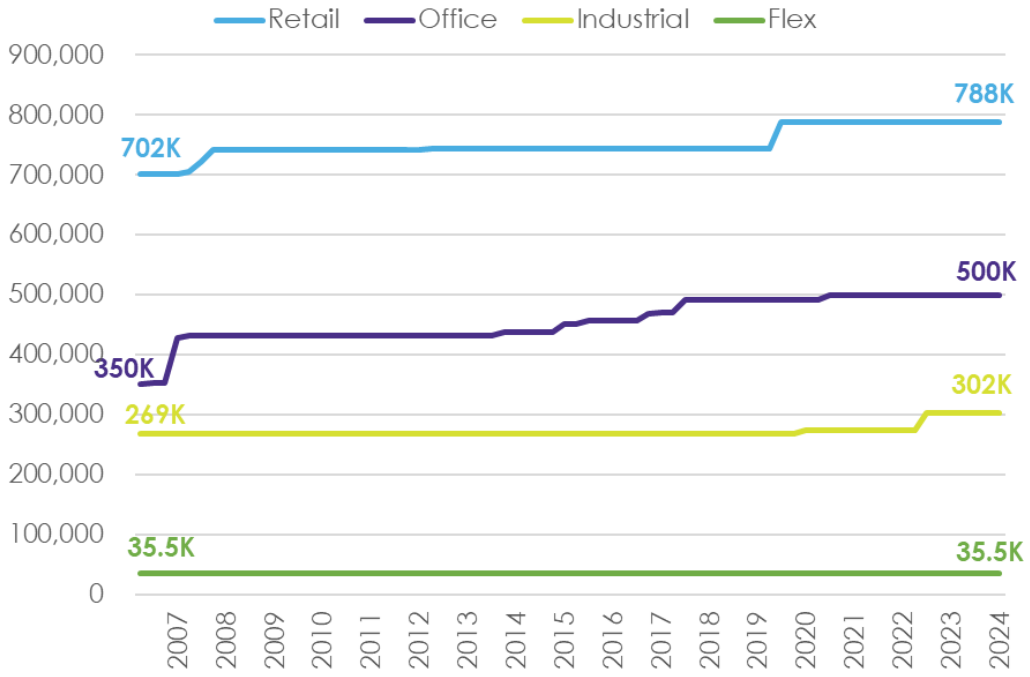
Industry	2013	2023	2033	2043	CAGR
Leisure & Hospitality	2,589	2,465	2,734	3,031	1.0%
Retail	1,404	1,471	1,458	1,445	-0.1%
Health Care	1,359	1,354	1,531	1,732	1.2%
Professsional & Business Services	636	700	755	813	0.8%
Manufacturing	511	546	555	564	0.2%
Other Services	418	430	460	493	0.7%
Construction, Resources & WTU	307	788	870	960	1.0%
FIRE	287	300	367	449	2.0%
Wholesale	161	111	116	121	0.5%
Information	158	189	167	147	-1.3%
Education	124	105	110	115	0.5%
Unclassified	0	11	0	-	-100.0%
Total	**7,954**	**8,470**	**9,122**	**9,870**	**0.8%**

Source(s): State of Oregon Employment Department, 2013 & 2023; BLS, 2023; CAI, 2025.

Market Conditions

Commercial real estate inventory in Ashland from 2007 to 2024 shows varying trends across sectors (**Exhibit 18**). Retail space increased from 702,000 square feet in 2007 to 788,000 square feet in 2024, maintaining its position as the largest category. Office inventory grew from 350,000 square feet in 2007 to 500,000 square feet in 2024. Industrial inventory increased gradually, starting at 269,000 square feet in 2007 and reaching 302,000 square feet in 2024. The Flex category remained consistent throughout the period at 35,500 square feet. This data illustrates steady growth across most typologies, with Retail and Office inventories showing the largest expansions, while Flex inventory remained unchanged over the observed period.

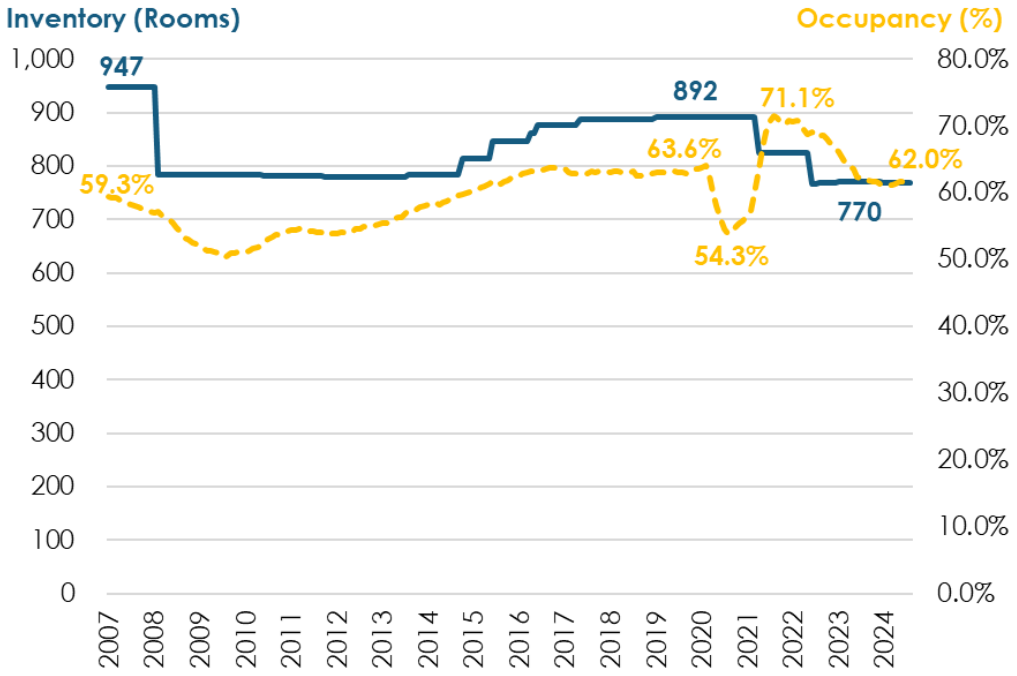
Exhibit 18. Square Footage of Inventory by Typology, Ashland, 2007-2024



Source(s): Costar, 2024; CAI, 2025.

Hospitality real estate inventory in Ashland, measured by the number of rooms, decreased from 947 rooms in 2007 to 770 rooms in 2024 (**Exhibit 19**). After an initial decline in inventory in 2008, the number of rooms grew modestly, peaking at 892 rooms in 2020 before declining again. Occupancy rates began at 59.3% in 2007, peaked at 71.1% in 2019, and declined to 62.0% in 2024, with a significant dip to 54.3% in 2020. Despite some recovery in occupancy rates post-2020, both inventory and occupancy remain below their earlier peaks.

Exhibit 19. Hospitality Real Estate Inventory (by Rooms) and Occupancy (Annually-Smoothed), Ashland, 2007-2024



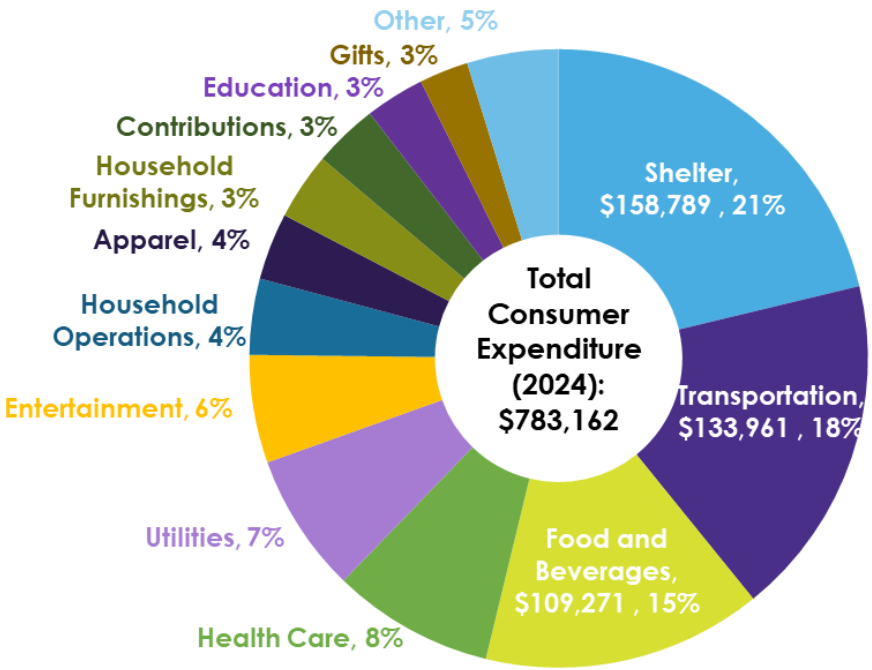
Source(s): Costar, 2024; CAI, 2025.

Retail

Consumer and retail expenditures in Ashland for 2024 demonstrate the distribution of spending across various categories (**Exhibit 20**). Shelter accounts for the largest share of expenditures at $158,789 (21%), followed by Transportation at $133,961 (18%) and Food and Beverages at $109,271 (15%). Health Care and Utilities represent 8% ($63,154) and 7% ($54,590) of spending, respectively. Entertainment makes up 6%, while categories such as Household Operations, Household Furnishings, and Apparel each account for 4%.

Smaller shares of expenditures are attributed to Contributions, Education, Personal Care, and Miscellaneous, each ranging between 2% and 3%. These figures indicate a focus on essential spending areas such as housing, transportation, and food, with lower proportions allocated to discretionary categories.

Exhibit 20. Consumer and Retail Expenditures, Ashland, 2024

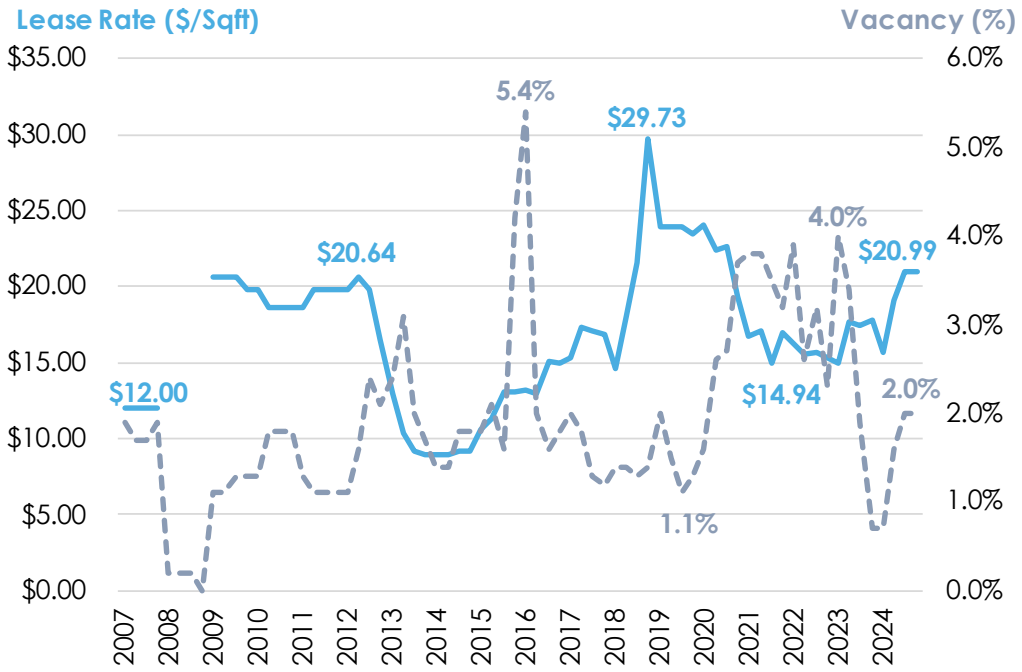


Source(s): Oregon Prospector, 2024; CAI, 2025.

Exhibit 21 explores retail lease rates and vacancy trends in Ashland from 2007 to 2024. Retail lease rates started at $12.00 per square foot in 2007, reached a peak of $29.73 per square foot in 2018, and declined to $20.99 per square foot as of 2024. Retail vacancy rates fluctuated, beginning at 5.4% in 2007, reaching a low of 1.1% in 2020, and ending at 2.0% in 2024, with a temporary increase to 4.0% in 2023.

This reflects a different trend to that seen in the Rogue Valley region. Annual average vacancy rates for retail in the Rogue Valley fluctuated from 2.4%-3.9% from 2009-2024, landing at 3.05% in 2024. Lease rates peaked in the Rogue Valley in 2022, with $17.06 per square foot, before dropping slightly to $16.55 in 2024.

Exhibit 21. Retail Lease and Vacancy Rate, Ashland, 2007-2024



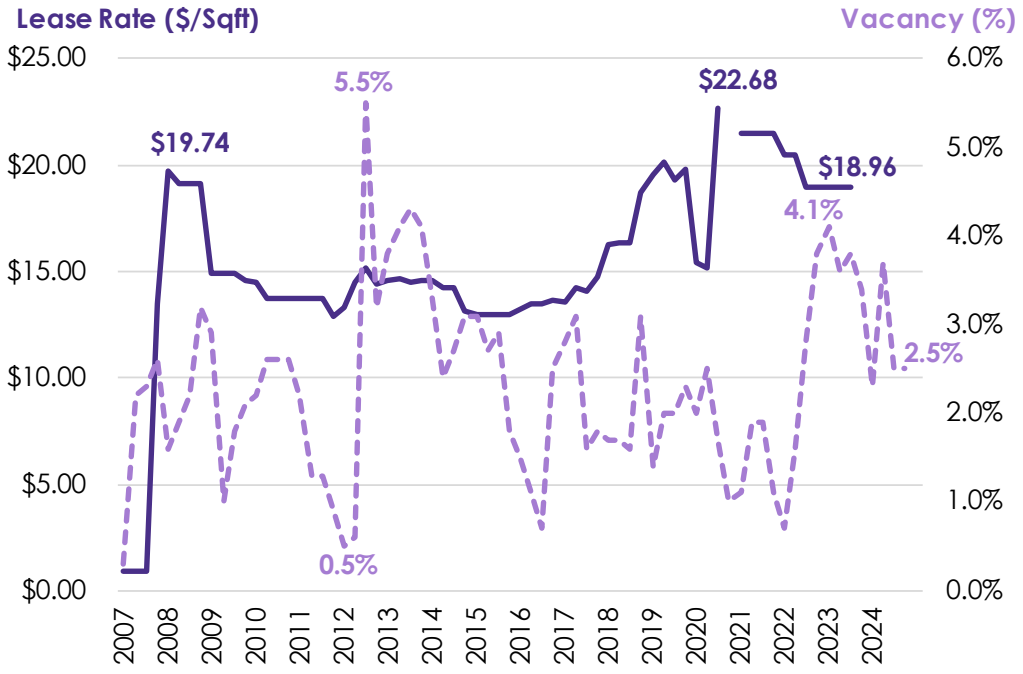
Source(s): Costar, 2024; CAI, 2025.

Office

Exhibit 22 highlights fluctuations in office lease and vacancy rates in Ashland from 2007 to 2024. Office lease rates began at $19.74 per square foot in 2007, peaked at $22.68 per square foot in 2021, and ended at $18.96 per square foot in 2023. Lease values for late 2020 and for 2024 are not available. Office vacancy rates started at 5.5% in 2007, dropped to a low of 0.5% in 2012, and ended at 2.5% in 2024, with a temporary increase to 4.1% in 2023.

The trend for office leases in the Rogue Valley vary from Ashland's experience. Office leases in the Rogue Valley fluctuate from $12.15 to $15.39 from 2008-2023. However, after 2023, office leases increase sharply, reaching an annual average of $24.91 for 2024. Ashland's vacancy rate in 2024 (2.5%) is lower than the 2024 average vacancy rate for office space in the Rogue Valley region of 4.73%. This vacancy represents an increase from 2.65%, the average annual vacancy for the office sector in the Rogue Valley in 2021.

Exhibit 22. Office Lease and Vacancy Rate, Ashland, 2007-2024



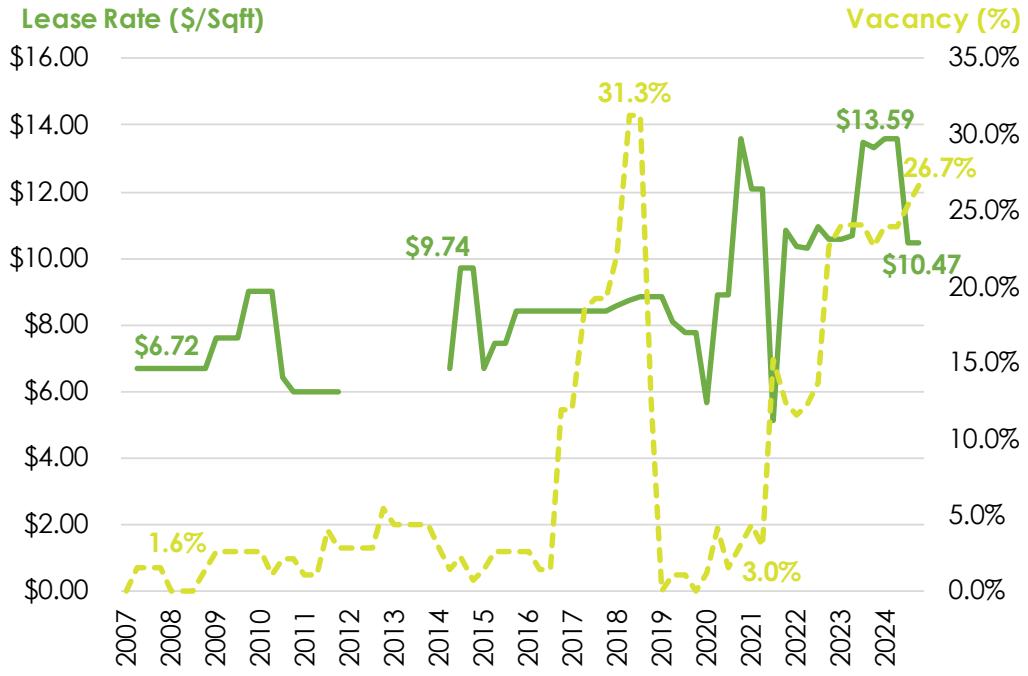
Source(s): Costar, 2024; CAI, 2025.

Industrial

Industrial lease rates and vacancy trends in Ashland from 2007 to 2024 demonstrate variability over time (**Exhibit 23**). Lease rates, beginning at $6.72 per square foot in 2007, peaked at $13.59 per square foot in 2023, and fell to $10.47 per square foot as of 2024. Industrial vacancy rates started at 1.6% in 2007, and remained low (or near 0) until 2017, where the vacancy rate began increasing rapidly. Industrial vacancy reached a local peak at 31.3% in 2018, quickly falling back to a near 0 value in 2019. Industrial vacancy began another climb in 2021, reaching and elevated 26.7% in 2024.

In the Rogue Valley region, Industrial vacancy also was low in 2019, reaching a low of 0.65% in 2020, before increasing. However, the Rogue Valley's vacancy rate remains much lower than that of Ashland in 2024, with an annual average of 3.93% in 2024.

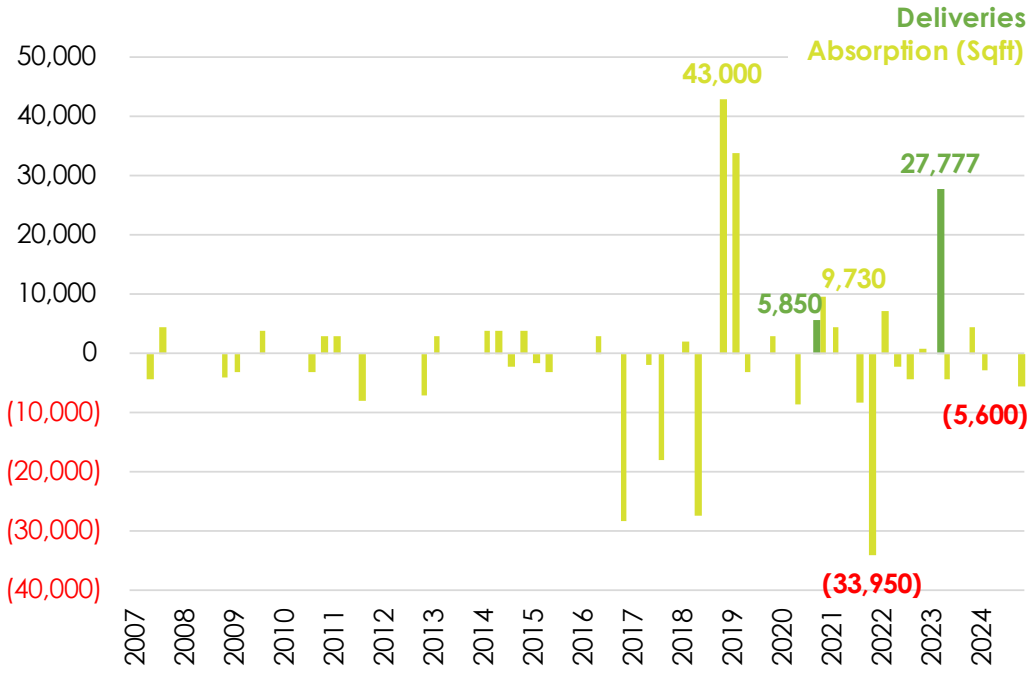
Exhibit 23. Industrial Lease and Vacancy, Ashland, 2007-2024



Source(s): Costar, 2024; CAI, 2025.

Exhibit 24 explores industrial deliveries (by square foot) and net absorption in Ashland from 2010 to 2023. Two significant deliveries occurred over this time period with almost 5,900 industrial square feet delivered in 2020 and another 27,800 square feet delivered in 2023. While absorption was largely uneventful from 2007 to 2016, in 2017 it began to show more variation, alternating negative and positive fluctuation. In 2019, absorption was positive 43,000 square feet, while in late 2021, it showed almost -34,000. However, following the large delivery in 2022, absorption largely kept up, showing only small fluctuations. In 2024, net absorption was slightly negative at -5,600 square feet.

Exhibit 24. Industrial Absorption and Deliveries, Ashland, 2010-2023



Source(s): Costar, 2024; CAI, 2025.

Strengths, Weaknesses, Opportunities, Threats (SWOT) Analysis

This SWOT analysis assesses Ashland's internal strengths and weaknesses, as well as external opportunities and threats. This preliminary list will be vetted and augmented through upcoming community and stakeholder engagement.

Strengths

This preliminary list of strengths highlights internal advantages and positive attributes that contribute to Ashland's economic success.

- A high quality of life, supported by access to quality healthcare, strong public schools, and public fiber network
- Strategic location along Interstate 5
- Growing population and increasing labor force participation
- A highly educated population
- Home to higher education, including Southern Oregon University and Rogue Community College
- Home to the Oregon Shakespeare Festival, which attracts thousands of visitors annually
- Natural beauty, a popular park system, regional attractions and tourism related to outdoor recreation
- A niche manufacturing industry which includes manufacturing medical equipment, agricultural products, and green technology
- A well-established arts and culture scene known throughout the region

Weaknesses

This preliminary list of weaknesses identifies internal challenges or limitations that hinder Ashland's economic progress.

- Housing affordability concerns in which expensive housing and living costs make it difficult for younger workers and families to stay in Ashland, impacting workforce sustainability.
- An aging population, which may impact workforce availability
- A large portion of Ashland's economy relies on seasonal tourism
- Fewer job opportunities outside services, tourism, healthcare, making it harder to retain young professionals
- Ashland has little available land for large-scale business or industrial expansion
- SOU saw a drop in enrollment post-COVID and has not returned to pre-pandemic numbers

- Ashland has experienced declines in the Education and Arts, Entertainment, and Recreation sectors
- Challenges in retaining young talent

Opportunities

This preliminary list of opportunities explores external factors or trends that could be leveraged for growth or improvement in Ashland's economy.

- Opportunity Sites – Croman Mill, Railroad Site, University District, Downtown, housing development
- Encouraging diversification of Ashland's industries, including growing education, healthcare, small scale manufacturing, and creative entrepreneurship
- Influx of professionals who are leaving larger cities for affordable, high-quality living in Ashland
- Capitalizing on the trend of more remote workers in Ashland
- The surrounding Rogue Valley wine region and farm-to-table movement present opportunities for agritourism and culinary growth
- Ashland can further position itself as a leader in renewable energy, eco-tourism, and sustainability initiatives
- Expanding art galleries, music festivals, theater productions, and creative industries beyond the Oregon Shakespeare Festival to draw year-round visitors and residents
- Supporting growth in industries surrounding arts and culture, such as digital arts, film industry, visual arts, culinary arts
- Investment in Mt. Ashland Ski Area, hiking trails, and nature-based activities can help attract more visitors in the off-season
- Leaning further into outdoor recreation industries, activities, and events
- Growth in healthcare and healthcare adjacent industries such as senior care, functional medicine, and wellness

Threats

This preliminary list of threats examines external challenges or risks that could negatively impact Ashland's goals.

- Cultural institutions are more sensitive to economic downturns and funding challenges
- Seasonal tourism creates a strain on city infrastructure
- Other small, artsy cities (such as Bend, OR, or Santa Fe, NM) are competing for tourists, arts funding, and business investment.
- Wildfire risks and other climate change impacts, including air quality issues, reduced water availability, extreme heat and potential economic disruptions.

- Lack of new development, investment in the downtown or investment in infrastructure
- Lack of available and affordable childcare options

Cities of Medford and Ashland Joint EOA Analysis

Discussion Draft

March 20, 2025

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Better Together

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Key Findings

Existing Conditions in Medford, Ashland, and Jackson County

Community Demographics

- Jackson County, along with cities Medford and Ashland, are experiencing demographic shifts, including a growing proportion of seniors. As of 2022, this aging trend is more pronounced in Ashland than in Medford.
- Jackson County, Medford, and Ashland each experienced an increase in racial diversity over time. Medford has the higher proportion of non-white residents in 2022, surpassing both Jackson County and the state of Oregon, while the share of non-white residents is lower in Ashland.
- As of 2022, a majority of both Medford and Jackson County's non-white populations identify as Mexican, while Ashland's non-white population is more ethnically varied.
- While Medford and Ashland's median household income is lower than that of the county or the state, median household income increased at similar rates for all four areas from 2010-2023.

Housing and Affordability

- As of 2022, Medford and Ashland both have more renters compared to homeowners while Jackson County and the state have more homeowners than renters.
- Since 2010, Oregon, Jackson County, Medford and Ashland have all seen household income increase while cost burden due to housing decreased. However, as of 2022, roughly 40% of households in each of the four regions still are experiencing cost burden due to housing.
- Renters, facing higher rates of cost burden than homeowners, comprise a larger share of households in Medford and Ashland compared to Jackson County and the state, forming the majority in both cities.

National, State, and Regional Trends

Macroeconomic Indicators and Oregon's Economy

- Nationally, the unemployment rate in 2024 matches pre-pandemic level lows.
- The Consumer Price Index (CPI) has consistently climbed upward since 2018, reaching a local high at the end of 2024.
- Since 2020, the population of both Medford and Ashland has grown much more quickly than the state or Jackson County. Medford's growth rate was the highest of these four.

- Overall, Oregon has experienced steady population growth, with Jackson and Josephine Counties ranking near the middle in terms of population growth compared to other counties in the state.
- Both Oregon and Jackson County economies are heavily reliant on the Services sector, comprising nearly half of all jobs. Jackson County shows an emphasis on Retail Trade, underscoring the region's role as a commercial center along the I-5.

Southern Oregon and the Rogue River Valley

- For the Jackson and Josephine 2-County region, Services and Trade, Transportation, & Utilities are the top industries by employment, followed by Education and Health Services.
- Jackson County's employment has grown steadily for the past 20+ years, with the Construction, Education and Resources industries growing the most from 2010 to 2022.
- Jackson County's top earning industries include Management, Finance and Insurance, and Information. Average annual wages in the County generally are lower than wages at the State level.
- Retail consistently leads in real estate inventory in Medford, Ashland, and Jackson County, showing steady growth over time. Meanwhile, Office and Industrial inventories generally maintained moderate levels with slight upward trends.

Industry and Workforce

- Jackson County has a specialized workforce, with industries such as Sporting Goods, Healthcare Services, and Food and Beverage Locations growing and providing jobs.
- 62% of Ashland's population and 28% of Medford's are educated with a bachelor's degree or higher.
- Medford serves as a primary employment hub in the Rogue Valley, attracting commuters from the surrounding region. In contrast, Ashland's workforce remains more localized, and Ashland residents travel all over the valley to work.

Climate

- While the southwestern region shows climate risk for wildfires or extreme heat, especially in rural areas, Medford and Ashland, in contrast, show lower risk levels for climate hazards.

INTRODUCTION

The City of Medford and the City of Ashland each are working to complete an Economic Opportunity Analysis (EOA) to comply with Oregon State Goal 9. The EOA, as a strategic planning document, ensures that there is enough available land and adequate public improvements to realize economic growth for the next 20-year horizon.

As the largest cities in Jackson County, which share close proximity, Medford and Ashland's economies are both impacted by similar trends at the national, state, regional, and county level. This joint analysis memorandum outlines these large-scale economic trends to set the context for each local economy.

Methods

This Joint EOA focuses on quantitative data collection and analysis to explore national, regional, state, and county trends impacting Medford and Ashland's economies. This quantitative analysis draws upon several sources, including publicly available secondary data sources such as:

- U.S. Census Bureau American Community Surveys (ACS)
- U.S. Department of Housing and Urban Development (HUD)
- U.S. Census Bureau Longitudinal Employer-Household Dynamics (LEHD)
- U.S. Bureau of Labor Statistics (BLS)
- U.S. Federal Reserve Bank
- Oregon Employment Department Quarterly Covered Employment and Wages (QCEW)
- Jackson County Open Data Portal
- Esri Environment Climate Resilience Planning

Organization of this Report

The remainder of this report is organized into two main sections of analysis.

- The **Overview of Existing Conditions** section provides local demographic context and trends within Jackson County, Medford, and Ashland, enabling direct comparisons.
- The **National, State, and Regional Trends** section presents economic data at broader geographic levels, highlighting trends and headwinds that influence Medford and Ashland on a larger scale.

Overview of Existing Conditions

This section uses demographic data to describe the existing conditions within Jackson County, and the two cities of Medford and Ashland within. By analyzing key data points, including age, race, household income, housing affordability, housing tenure, and cost burden, this overview provides essential context and allows for comparisons within these geographies of interest.

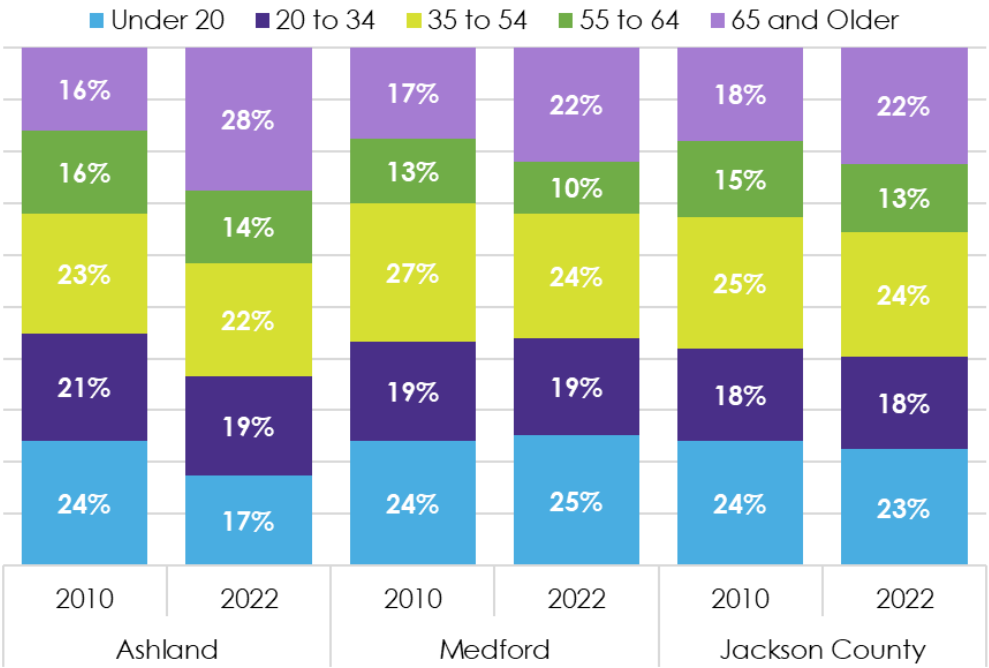
Community Demographics

Jackson County, along with cities Medford and Ashland, are experiencing demographic shifts, including a growing proportion of seniors. As of 2022, this aging trend was more pronounced in Ashland than in Medford.

Exhibit 1 compares the population by age group in Jackson County, Medford, and Ashland between 2010 and 2022. In 2010, approximately 58% of Jackson County's population was of working age (20 to 64 years), with around one-quarter 19 and under and around 18% over the age of 65. As of 2022, the working-age population decreased to about 54%, while the population 65+ grew to over 22%. However, through all these shifts, Jackson County's median age remains 42 in 2010 and in 2022.

Similar trends are evident in Medford and Ashland. In Medford, the working-age population shrank by about 6% from 2010-2022, while the 65+ population increased by almost 5%. Ashland saw a more pronounced shift, with the 65+ population growing from 16% of the population in 2010 to almost 28% in 2022. Over the same period, Ashland's working-age population decreased by about 6% and the population 19 and under dropped by about 8%, leaving Ashland with the smallest proportion of residents aged 19 and younger in 2022 at 17%. Overall, Medford's median age actually dropped slightly from 41.6 in 2010 to 39.5 in 2022. In Ashland, the median age of 39.5 in 2010 increased to 48.2 in 2022.

Exhibit 1. Change in Age Distribution, Jackson County, Medford, and Ashland, 2010 and 2022

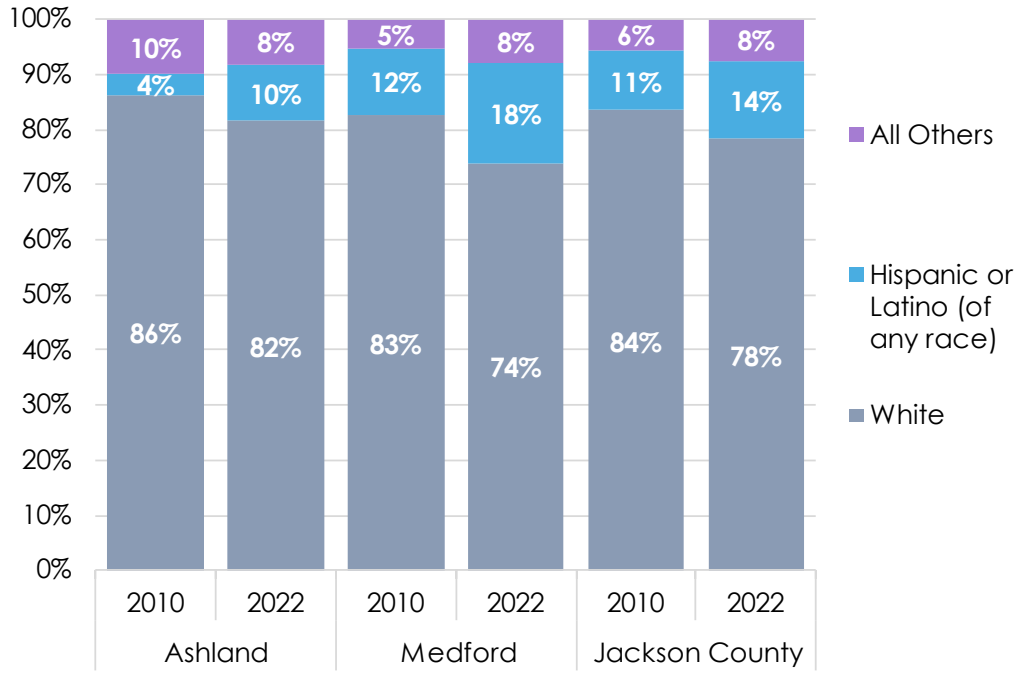


Sources: American Community Survey, 2010 & 2022, CAI 2024.

Jackson County, Medford, and Ashland each experienced an increase in racial diversity since 2010. Medford has the higher proportion of non-white residents in 2022, surpassing both Jackson County and the state of Oregon, while the share of non-white residents is lower in Ashland.

Exhibit 2 compares the racial makeup of Jackson County, Medford, and Ashland in 2010 and 2022. While all areas show a majority of residents who identify as white, generally, Jackson County, Medford, and Ashland are all more homogeneous than Oregon as a whole. All three areas have seen an increase in racial diversity from 2010 to 2022, with Jackson County's non-white population growing by 6%, Medford's growing by about 9% and Ashland's growing by 4%. In all three areas, the largest non-white racial cohort by 2022 is the Hispanic and Latino population, which makes up 18% of Medford's population and 10% of Ashland's by 2022. 2% of Medford and Ashland's populations identify as Asian, 1% identifies as Black or African American, and 1% of Medford's population identifies as Indian. 4% of Medford's population and 5% of Ashland's population identify as multi-racial.

Exhibit 2. Race and Ethnicity, Jackson County, Medford, and Ashland, 2010 and 2022

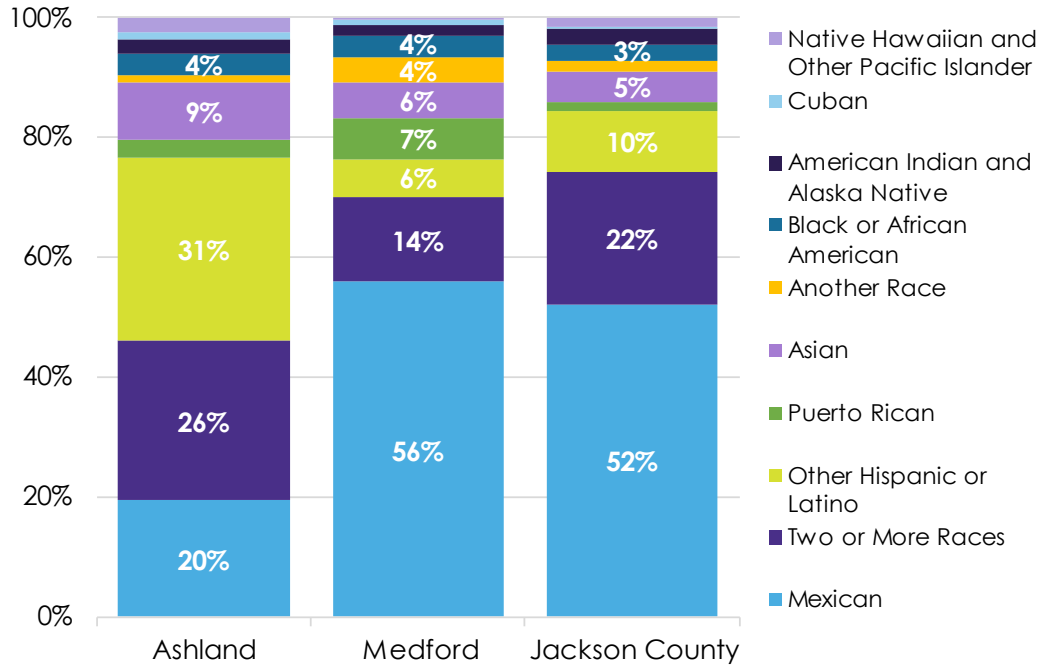


Sources: American Community Survey 2010 & 2022; CAI, 2024.

As of 2022, a majority of both Medford and Jackson County's non-white populations identify as Mexican, while Ashland's non-white population is more ethnically varied.

In 2022, 52% of Jackson County's non-white population identified as Mexican, representing the largest non-white group (**Exhibit 3**). Medford had a similar proportion, with 56% identifying as Mexican. Meanwhile, in Ashland the largest group of non-white residents, with 31%, identified as Other Hispanic or Latino and 26% identified as Mexican. Medford has a higher share of residents who identify as Puerto Rican (7%) while Ashland shows a higher proportion of Asian residents (9%). In both Medford and Ashland, 4% of their non-white population identifies as Black or African American, 2% identifies as American Indian or Alaskan Native, and 1% identifies as Cuban. Finally, Native Hawaiian or Pacific Islanders make up 2% of Ashland's nonwhite population in 2022 and 0.3% of Medford's.

Exhibit 3. Non-White Population, Jackson County, Medford, and Ashland, 2022

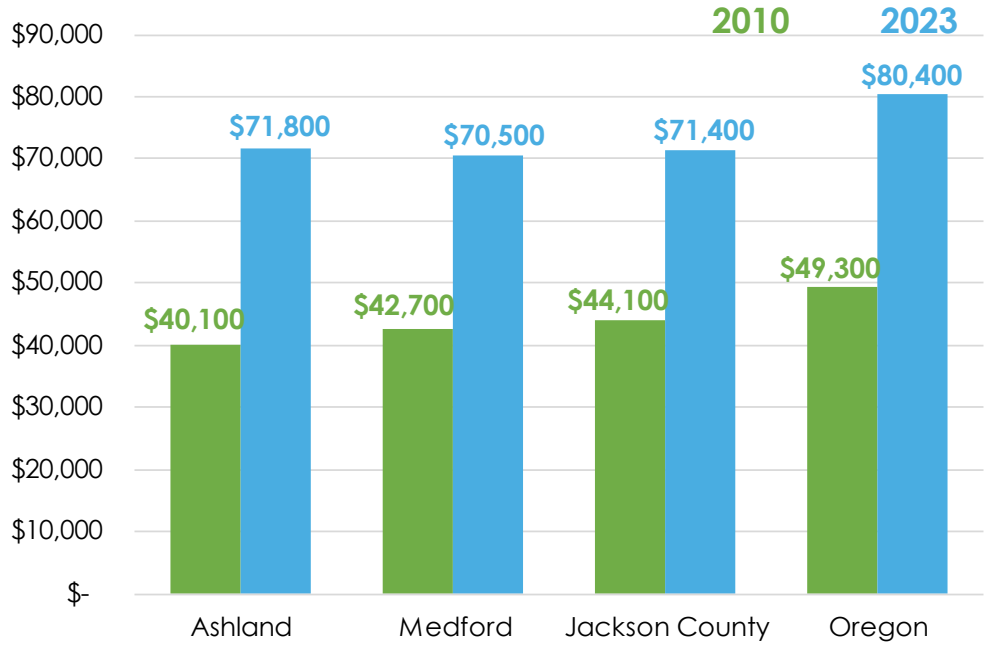


Sources: American Community Survey 2010 & 2022; CAI, 2024.

While Medford and Ashland's median household income is lower than that of the county or the state, median household income increased at similar rates for all four areas from 2010-2023.

Exhibit 4 illustrates the change in median household income (adjusted for inflation) for Oregon, Jackson County, Medford, and Ashland from 2010 to 2023. During this period, all four areas experienced a compound annual growth rate (CAGR) of approximately 4%. As of 2023, Jackson County, Medford, and Ashland were all lower than the statewide median household income ($80,400). Jackson County's median household income of $71,400 was slightly higher than in Medford ($70,500) and slightly lower than Ashland ($71,800).

Exhibit 4. Median Household Income (Adjusted for Inflation), Oregon, Jackson County, Medford, and Ashland, 2010 and 2023

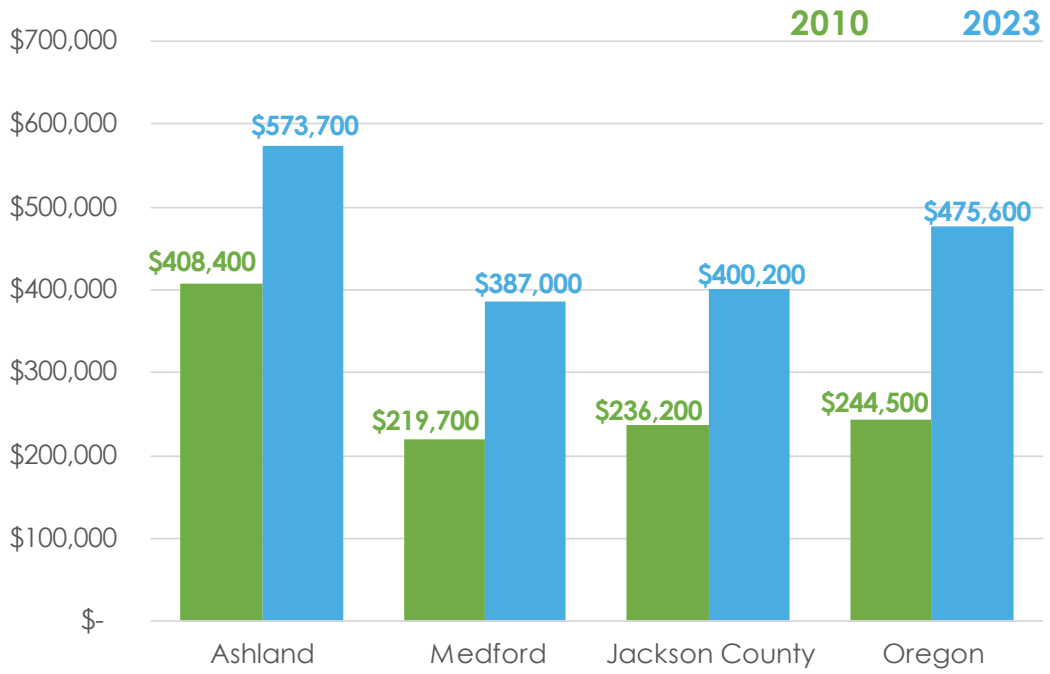


Sources: American Community Survey 2010 & 2022, CAI 2024

Housing and Affordability

The real estate market in Southern Oregon shows significant growth in median home values from 2010 to 2023 across Ashland, Medford, and Jackson County (**Exhibit 5)**. Ashland median home values and increased from $408,400 in 2010 to $573,700 in 2023. Medford also experienced considerable growth, with the median home value rising from $219,700 in 2010 to $387,000 in 2023. Slightly higher than Medford, Jackson County saw an increase in median home values, from $236,200 in 2010 to $400,200 in 2023. At the state level, Oregon's median home value grew from $244,500 in 2010 to $475,600 in 2023. These figures indicate a widespread upward trend in home values across all regions, with Ashland continuing to have the highest property values.

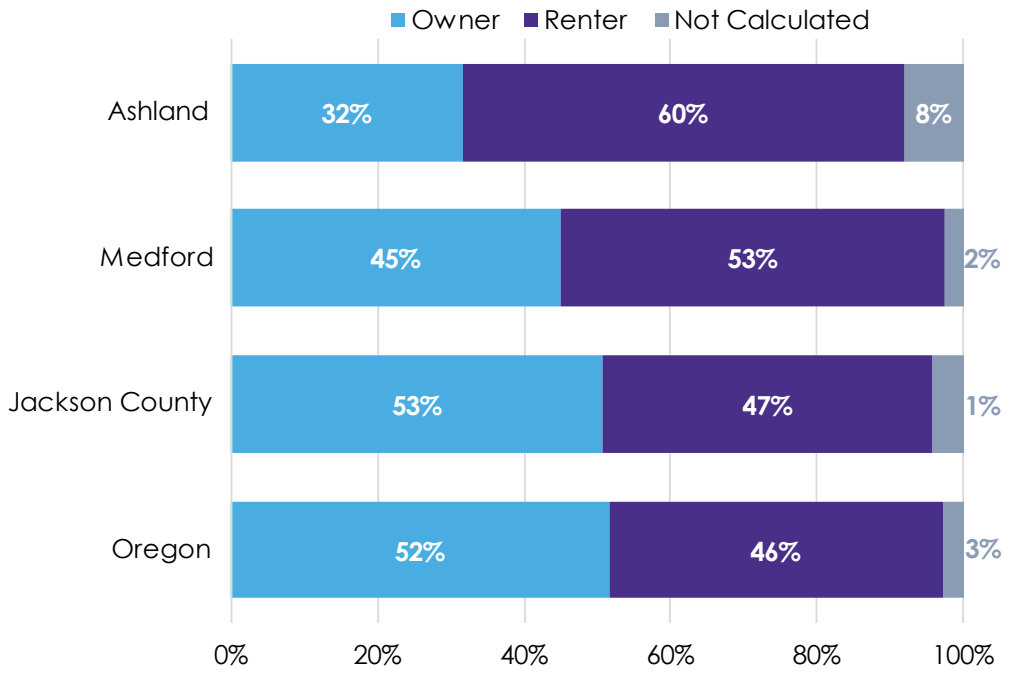
Exhibit 5. Median Home Value, Ashland, Medford, Jackson County, 2010 and 2023



As of 2022, Medford and Ashland both have more renters compared to homeowners while Jackson County and the state have more homeowners than renters.

Exhibit 6 compares housing tenure by geography. The majority of households in Jackson County (51%) and the state of Oregon (53%) are owner occupied. Medford and Ashland, however, both have a higher rate of renters compared to homeowners, with Ashland (57%) higher than Medford (53%).

Exhibit 6. Housing Tenure, Oregon, Jackson County, Medford and Ashland, 2022

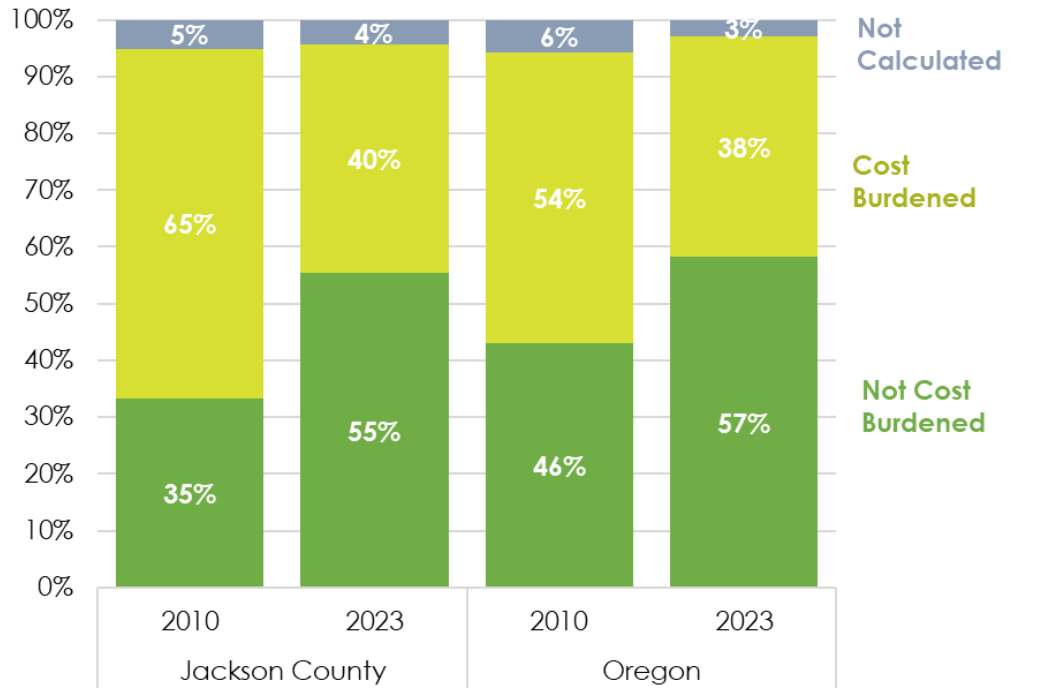


Sources: American Community Survey, 2022; CAI 2024.

Since 2010, Oregon, Jackson County, Medford and Ashland have all seen household income increase while cost burden due to housing decreased. However, as of 2022, roughly 40% of households in each of the four regions still are experiencing cost burden due to housing.

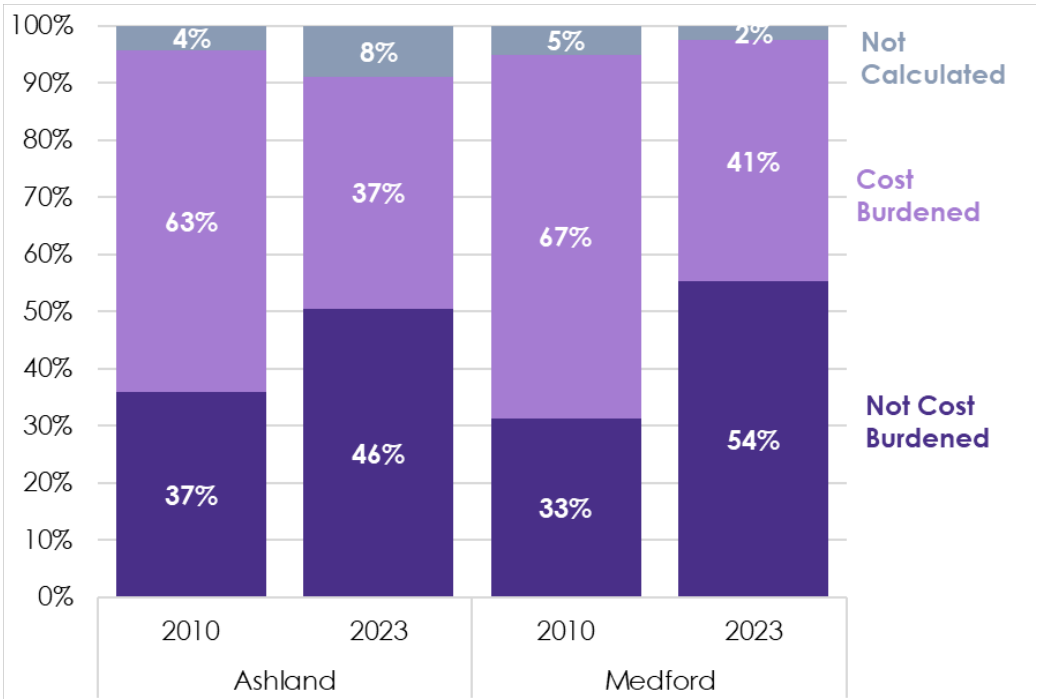
Exhibit 7 and 8 compare housing cost burden status in Oregon, Jackson County, Medford and Ashland over time. From 2010 to 2022, the rate of cost burden has decreased in Jackson County and in both cities, reflective of a similar pattern across the state of Oregon. Oregon's proportion of cost burdened households dropped from 54% to 39% and Jackson County's dropped even more significantly, from 65% to 40%. This means that for all geographies, housing has become more affordable over time and in 2022 a smaller proportion of occupied households are experiencing cost burden due to housing than was measured in 2010. Similarly to Jackson County, Medford and Ashland each saw the proportion of cost burdened households decrease by 26% from 2010 to 2022. By 2022, all geographies report that roughly 40% of their occupied households still experience cost-burden.

Exhibit 7. Housing Cost Burden, Oregon & Jackson County, 2010 & 2023



Sources: American Community Survey, 2010 & 2023; CAI 2024.

Exhibit 8. Housing Cost Burden, Medford and Ashland, 2010 & 2023



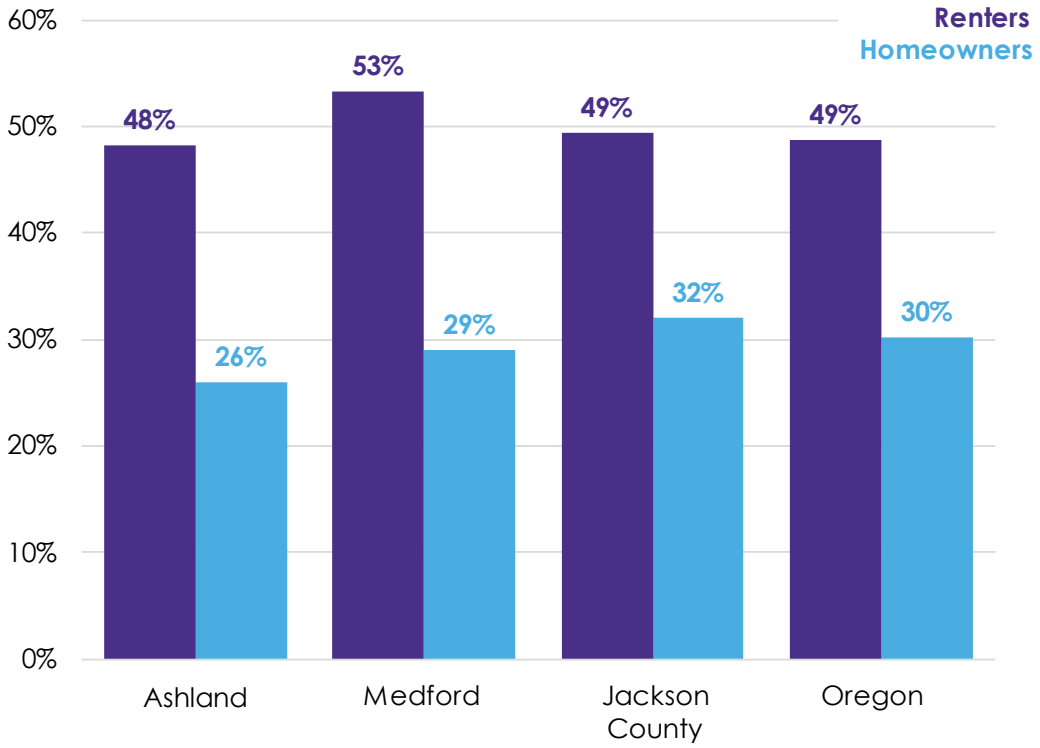
Sources: American Community Survey, 2010 & 2023; CAI 2024.

Renters, facing higher rates of cost burden than homeowners, comprise a larger share of households in Medford and Ashland compared to Jackson County and the state, forming the majority in both cities.

Exhibit 9 breaks down the share of cost burdened households by tenure (owner vs. renter) for Oregon, Jackson County, Medford, and Ashland. Across geographies, the cost-burdened share among homeowners is relatively low compared to renters, ranging from 26% in Ashland to 33% in Jackson County. For renters, a significant proportion of households are cost-burdened, with rates between 49% in Ashland and 53% in Medford. Across the state, higher rates of cost burden for renters suggest that renters are generally facing greater financial strain when it comes to affording their housing compared to homeowners.

Between 2010 and 2023, there was a decline in the share of cost-burdened homeowners in both Ashland and Medford (**Exhibit 10**). In Ashland, cost-burdened homeowners fell from 34% in 2010 to 21% in 2023, while in Medford, the rate declined from 39% to 25%. Over the same period, cost-burdened renters also saw some relief, though to a lesser extent. Cost-burdened renters in Ashland dropped from 59% to 55% and in Medford from 56% to 54%. Cost burden for both homeowners and renters continued downwards in both Medford and Ashland between 2019 and 2021, despite lowered interest rates due to the COVID-19 pandemic.

Exhibit 9. Share of Households Experiencing Cost Burden by Tenure, Oregon, Jackson County, Medford, and Ashland, 2023



Sources: American Community Survey, 2023; CAI 2024.

Exhibit 10. Change in Cost Burdened Households by Tenure, Ashland and Medford, 2010-2023

	2010	2019	2021	2023
Ashland				
Cost Burdened Homeowners	34%	30%	26%	21%
Cost Burdened Renters	63%	59%	55%	55%
Medford				
Cost Burdened Homeowners	39%	28%	27%	25%
Cost Burdened Renters	67%	56%	54%	56%

Sources: American Community Survey, 2010-2023; CAI 2024.

National, State, and Regional Trends

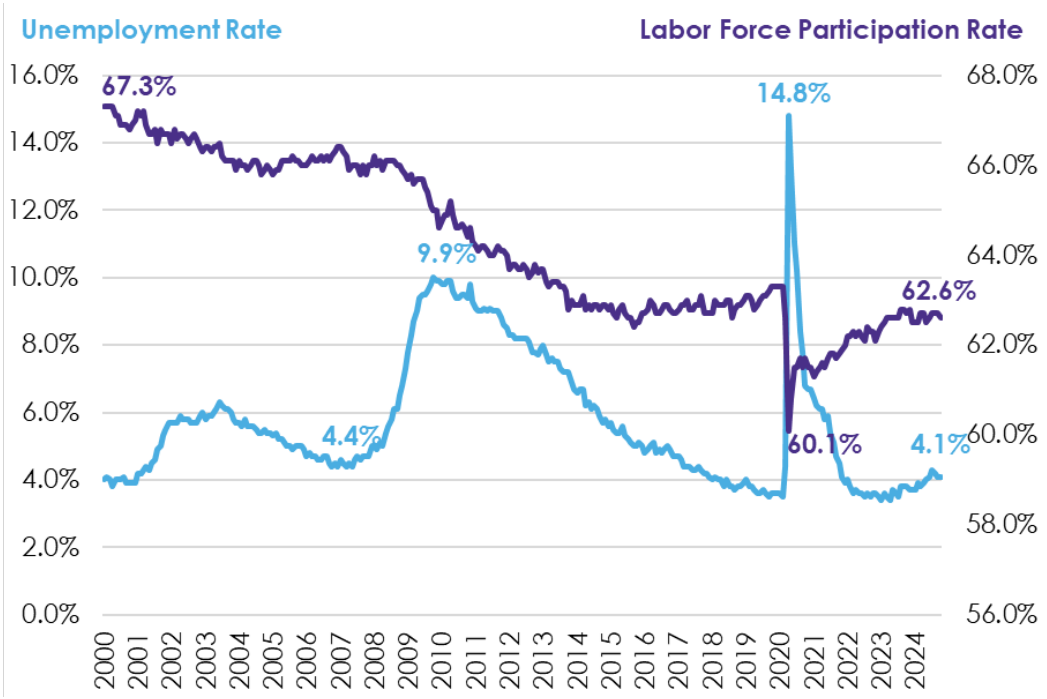
This section presents economic data for the region, state, and nation. These geographies influence local economic conditions, shaping trends and contributing to potential economic challenges and opportunities.

Macroeconomic Indicators

Nationally, the unemployment rate in 2024 matches pre-pandemic level lows, while the Consumer Price Index (CPI) has consistently climbed upward since 2018, reaching a local high at the end of 2024.

Exhibit 11 below shows the national labor force participation and unemployment levels over time. The labor force participation rate has steadily declined since 2000, falling from 67.3% and reaching a low of 60.1% in early 2020 amid the COVID-19 pandemic. The unemployment rate increased during two recent economic downturns, rising to 9.9% after the 2008 financial crisis and to 14.8% in April 2020 due partially to pandemic-related job losses. Since then, the unemployment rate has fallen lower than pre-pandemic levels, reaching 4.1% in 2024. As of October of 2024, labor force participation in the U.S. increased to 62.6%, though this remains lower than early 2000s levels. These trends indicate a resilient job market while also suggesting a longer-term structural decline in labor force participation, possibly due to aging demographics.

Exhibit 11. U.S. Unemployment Rate and Labor Force Participation

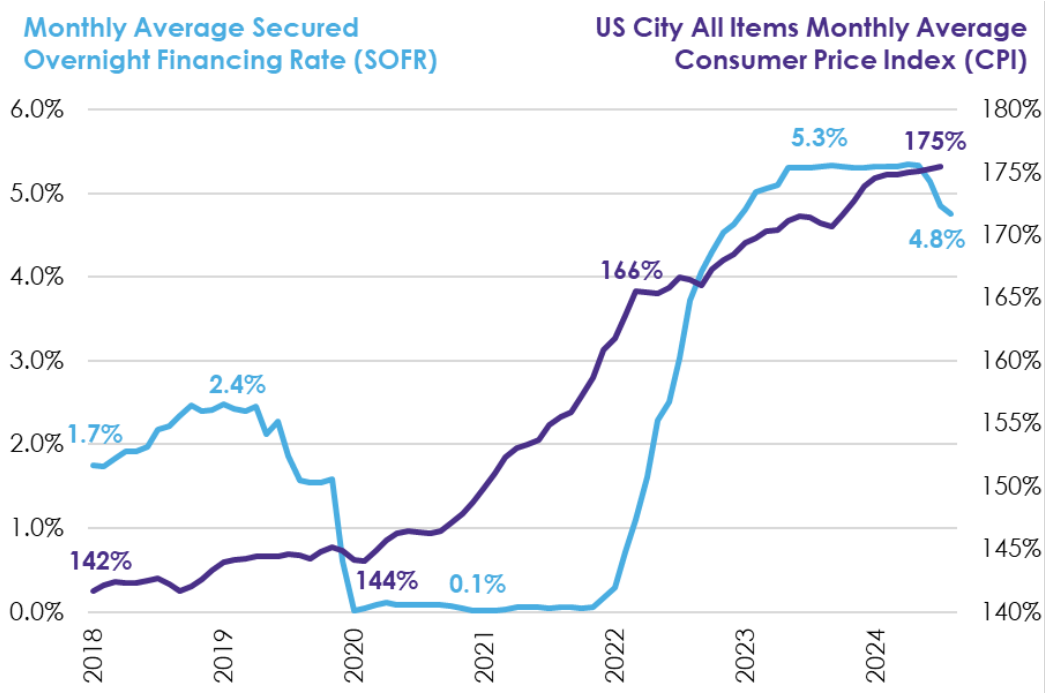


Sources: U.S. Bureau of Labor Statistics, 2024; CAI, 2024.

Exhibit 12 compares trends in the Monthly Average Secured Overnight Financing Rate (SOFR) and the Consumer Price Index (CPI) for U.S. cities from 2018 to early 2024. In 2020, amid the pandemic, SOFR dropped to near-zero levels (0.1%) while the CPI began to increase. SOFR remained low until mid-2022, when it increased to a peak of 5.31% in 2023 as the Federal

Reserve tightened monetary policy. Concurrently, the CPI increased from 144% in the beginning of 2020 up to 166% by the end of 2022. This reflects an 15% average annual growth rate 2020-2022, signifying increased inflation. Following 2022, CPI continued to climb, though at a lower average annual rate of 5% from the end of 2022 to 2024. As of late 2024, CPI remains high compared to pre-pandemic levels, at 175%, while SOFR decreased to 4.8%.

Exhibit 12. Monthly Average Secured Overnight Financing Rate (SOFR) and Consumer Price Index (CPI), United States, (2018-2024)



Sources: U.S. Federal Reserve Bank, 2024; U. S. Bureau of Labor Statistics, 2024; CAI, 2024.
Note: CPI Base Period: December 1999 = 100

Oregon's Economy

Since 2020, the population of both Medford and Ashland has grown much more quickly than the state or Jackson County. Medford's growth rate was the highest of these four.

Exhibit 13 analyzes population trends for Oregon State and selected geographies – Jackson County, Josephine County, the City of Medford, and the City of Ashland – over time. The State of Oregon's population has shown consistent long-term growth, increasing from 2.6 million in 1980 to 4.3 million in 2023. However, the recent compound annual growth rate (CAGR) of 0.2% (2020-2023) signals a notable slowdown since the pandemic.

At the local level, Jackson County experienced steady historical growth but saw a slight population decline between 2020 and 2023 (-0.1% CAGR),

suggesting stagnation or out-migration. In contrast, Medford displayed strong recent growth, achieving a 3.0% CAGR, with its population rising from 83,115 in 2020 to 90,887 in 2023. Josephine County exhibited moderate but steady growth with a 0.9% CAGR, increasing to 88,814 in 2023. The City of Ashland grew from 21,105 to 21,457 over the same period for a CAGR of 0.6%. The increasing populations in Medford and Ashland, while Jackson County's population decreased overall, may suggest increasing urbanization.

Exhibit 13. Estimated Population History and Growth In Jackson County, Josephine County, Medford and Ashland, 1980-2023

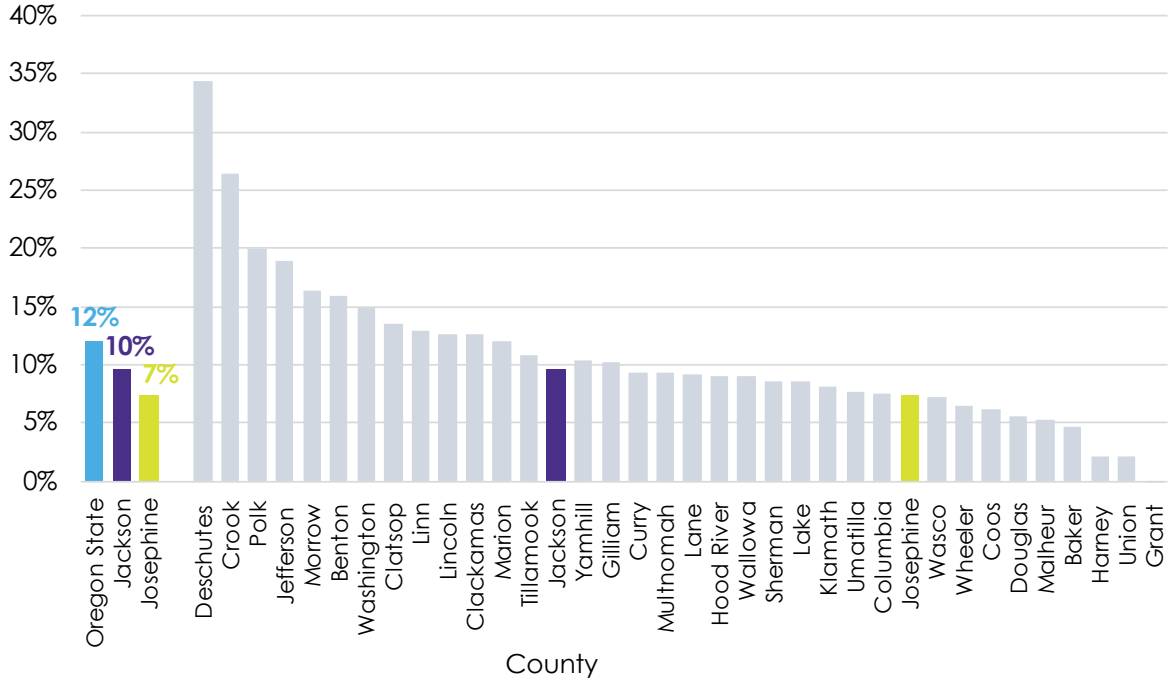
Geography	1980	2000	2020	2023	CAGR (2020-2023)
Oregon State	**2,633,156**	**3,421,399**	**4,268,055**	**4,296,626**	**0.2%**
Jackson County	132,456	181,269	223,240	222,762	-0.1%
City of Medford			83,115	90,887	3.0%
City of Ashland			21,105	21,457	0.6%
Josephine County	58,855	75,726	86,560	88,814	0.9%

Sources: University of Portland Population Research Center, 2023; CAI, 2024.

Overall, Oregon has experienced steady population growth, with Jackson and Josephine Counties ranking near the middle in terms of population growth compared to other counties in the state.

Exhibit 14 examines total change in population across Oregon counties and the state from 2010 to 2023, with a focus on Oregon State, Jackson County, and Josephine County. Oregon experienced a 12% growth in statewide population during this period. Jackson County's population grew by 10% in this timeframe, reflecting moderate but slower growth compared to rapidly expanding counties like Deschutes County (34%) and Crook County (26%). In contrast, Josephine County grew by 7%, below the statewide average.

Exhibit 14. Total Population Change in Oregon, Oregon Counties and Statewide, 2010-2023



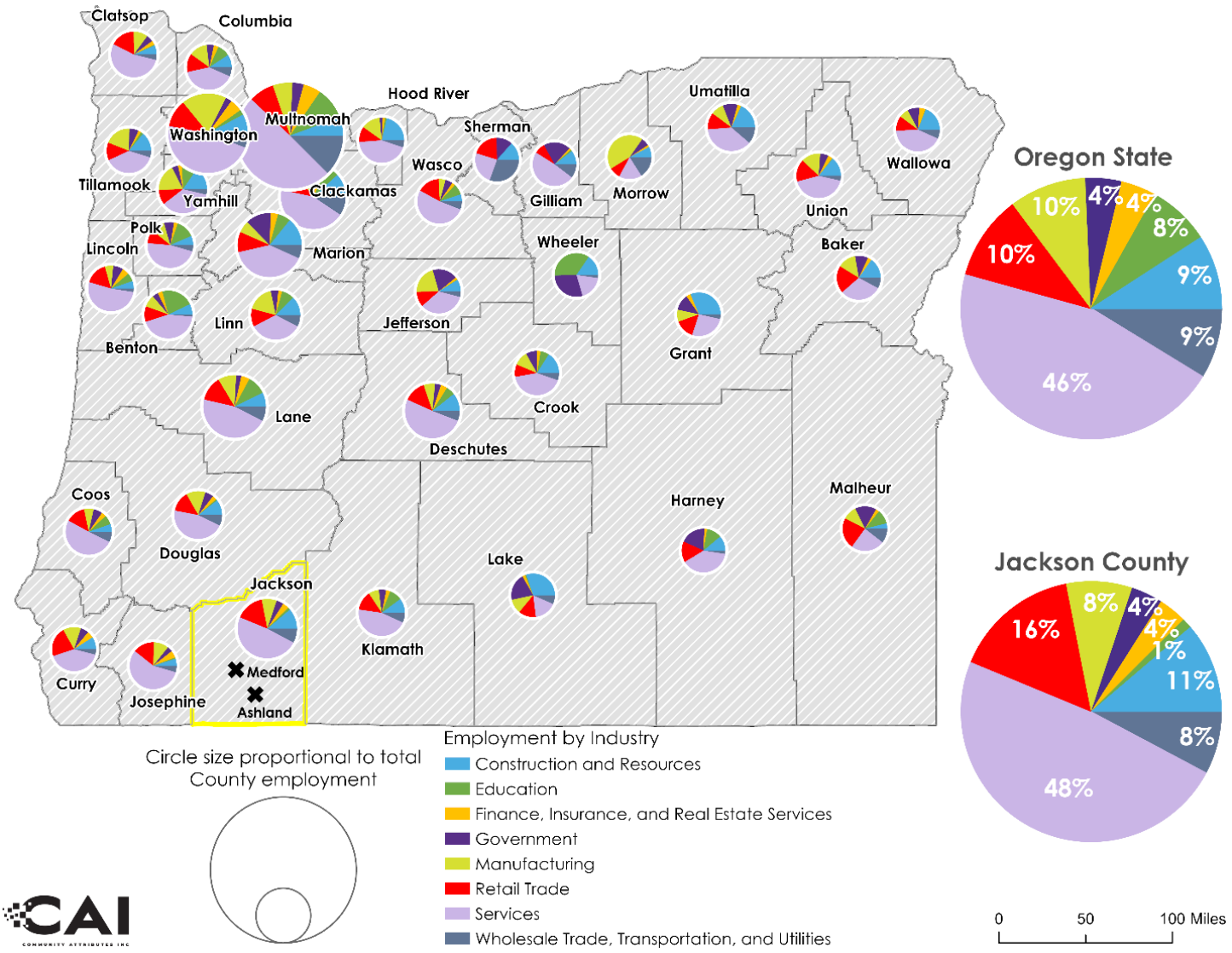
Sources: University of Portland Population Research Center, 2023; CAI, 2024.

Both Oregon and Jackson County economies are heavily reliant on the Services sector, comprising nearly half of all jobs. Jackson County shows an emphasis on Retail Trade, underscoring the region's role as a commercial center along the I-5.

Exhibit 15 illustrates employment distribution across Oregon State and Jackson County by industry, with pie charts representing the proportional distribution of employment sectors in each county. The circle size corresponds to the total employment of the county, allowing for a visual comparison of employment volume across counties.

At the state level, the largest share of employment is in the Services sector (46%), followed by Retail Trade (10%), and Construction and Resources (10%). Education, Finance, Insurance, and Real Estate Services, and Government make up smaller proportions of the workforce. Employment in Jackson County heavily mirrors that of the state, showing a heavy reliance on Services (48%) along with notable employment in Retail Trade (16%). While most counties in Oregon follow this same trend, some counties have clear specializations. For example, Lake County shows a high concentration of construction and resources employment while Wheeler County shows heavy reliance on the education industry for employment.

Exhibit 15. Employment by Industry, Oregon Counties and Statewide, 2023



Sources: U.S. Bureau of Labor Statistics, 2023; CAI, 2024.

Southern Oregon and the Rogue River Valley

The Rogue Valley, located in southwestern Oregon on the California border, is a prominent geographic and economic region defined by the Rogue River and its tributary systems. Encompassing Jackson and Josephine counties, the valley serves as a cultural and economic nexus in Southern Oregon. Key urban centers within the region include Medford, Ashland, and Grants Pass, which collectively support the valley's role as a hub for commerce, industry and regional development.

For the Jackson and Josephine 2-County region, Services and Trade, Transportation, & Utilities are the top industries by employment, followed by Education and Health Services.

Exhibit 16 covers the aggregated industries and the corresponding NAICS codes used in **Exhibit 17**.

Exhibit 16. Industry Aggregates and Corresponding NAICS Codes, 2023

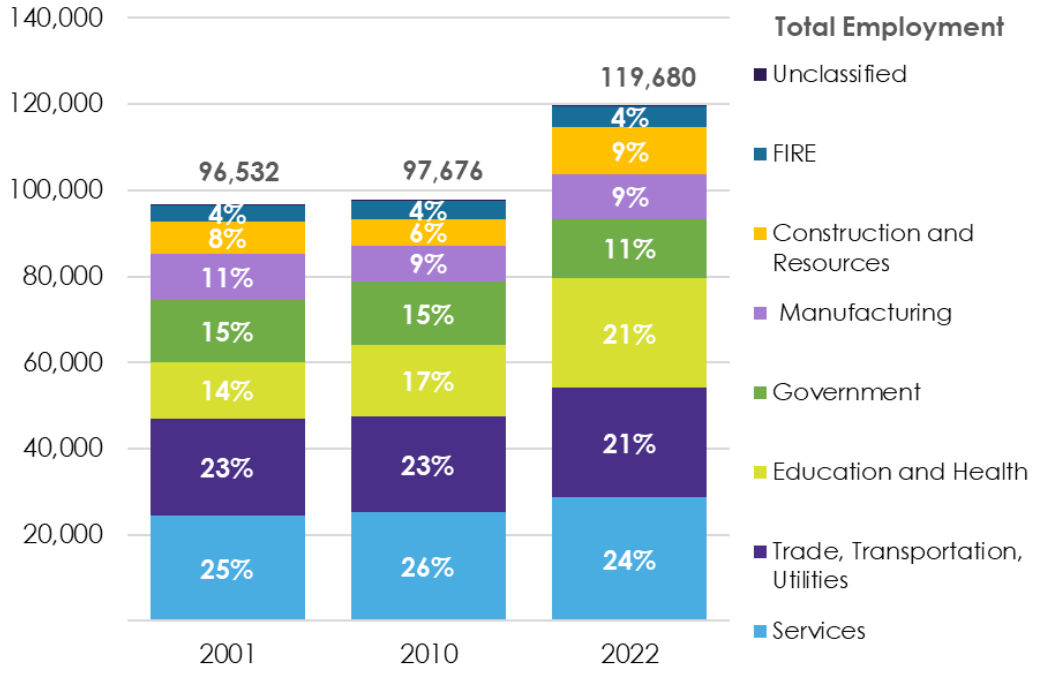
Industry Aggregates	Covered NAICS
Services	51, 54-56, 71-72, 81
Trade, Transportation, Utilities	22, 42, 44-45, 48-49
Education and Health	61-62
Government	Government
Manufacturing	31-33
Construction and Resources	11, 21, 23
FIRE	52-53
Unclassified	99

Source: CAI, 2025.

Exhibit 17 shows the distribution of employment across major industry sectors in the Jackson and Josephine 2-county region in 2000, 2010, and 2022. Total employment increased from 96,532 in 2000 to 119,680 in 2022, reflecting an overall increase in jobs regionally.

The Services sector consistently represented the largest share of employment, although its proportion declined slightly from 25% in 2001 to 24% in 2022. Similarly, the share of employment in Trade, Transportation and Utilities remained steady at 23% in both 2001 and 2010 before slightly decreasing to 21% in 2022. The proportion of jobs in Education and Health grew the most from 2001 to 2022, increasing by 6%, while jobs in Government make up 4% less of all jobs in 2022 than in previous years. Manufacturing jobs have made up 9% of all employment in the region since 2010, the proportion of jobs in Construction and Resources has fluctuated, making up 9% of jobs in 2022, and jobs in Finance, Insurance and Real Estate maintained a steady 4% since 2001.

Exhibit 17. Covered Employment by Major Industry Sector, Jackson and Josephine 2-County Region, 2001, 2010, & 2022



Sources: Oregon Employment Department, 2001, 2010 & 2022; CAI 2024.
Note: The years and the major industry sectors categories utilized in this data set are different than those utilized in Exhibit 13, which may result in discrepancies between estimates across exhibits.
Note 2: FIRE industry group includes Finance, Insurance and Real Estate.

Jackson County's employment has grown steadily for the past 20+ years, with the Construction, Education and Resources industries growing the most from 2010 to 2022.

Exhibit 18 shows employment changes across industries in Jackson County between 2010 and 2022. Over this time period, total covered employment in Jackson County grew from 75,449 to 89,799, representing a net increase of 14,350 jobs and a compound annual growth rate (CAGR) of 1.5%. This includes all part-time and full-time employment, and excludes any workers not covered by unemployment insurance, including self-employment individuals, independent contractors, military personnel, and certain farm workers and religious organizations.

Notable contributors to this growth include the Health Care and Social Assistance sector, which added 4,755 jobs, expanding from 11,806 to 16,561 jobs, with a CAGR of 2.9%. Construction was the next largest contributor, adding 2,439 jobs and showing a CAGR of 5.4%. Natural Resources and Mining also grew, adding 1,343 jobs to Jackson County at a CAGR of 4.0%

from 2010-2022, and Professional, Scientific, and Technical Services show a net gain of 1,037 jobs with a CAGR of 3.6%.

Exhibit 18. Employment Change Over Time by Industry, Jackson County, 2010 & 2022

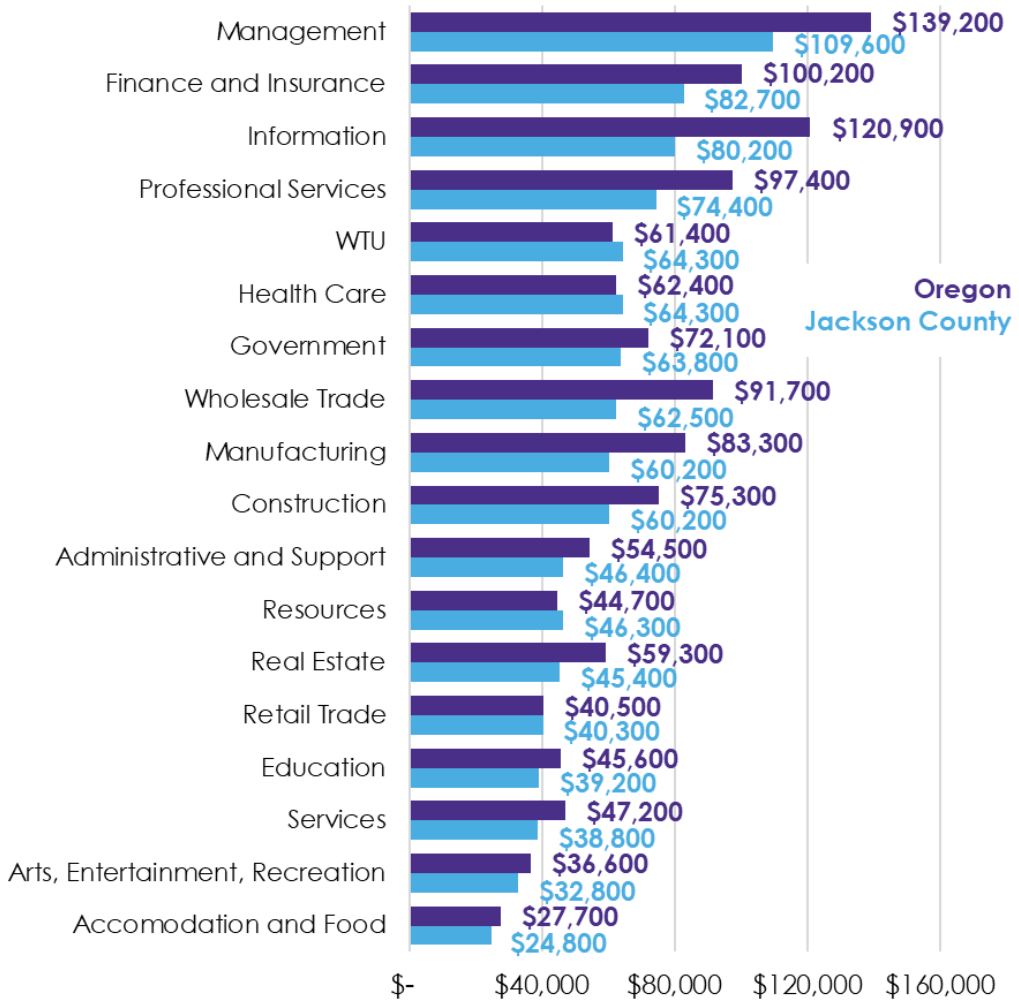
Industry	NAICS Code	2010	2022	Net Change (2010-2022)	CAGR (2010-2022)	Employment Forecast* (2035)	Average Wages 2010	Average Wages 2022
Construction	23	2,789	5,228	2,439	5.4%	10,327	$38,235	$60,220
Educational Services	61	617	996	379	4.1%	1,673	$24,597	$39,183
Natural Resources and Mining	11, 21	2,258	3,601	1,343	4.0%	5,971	$25,398	$46,280
Professional, Scientific, and Technical Services	54	1,948	2,985	1,037	3.6%	4,740	$38,935	$74,399
Health Care and Social Assistance	62	11,806	16,561	4,755	2.9%	23,896	$43,095	$64,298
Transportation, Warehousing & Utilities	48	2,555	3,351	796	2.3%	4,495	$40,163	$64,346
Real Estate and Rental and Leasing	53	975	1,253	278	2.1%	1,644	$23,209	$45,359
Accommodation and Food Services	72	7,315	8,963	1,648	1.7%	11,170	$15,268	$24,771
Manufacturing	31-33	6,052	7,392	1,340	1.7%	9,180	$40,386	$60,222
Wholesale Trade	42	2,190	2,497	307	1.1%	2,878	$42,815	$62,535
Administrative and Support and Waste Management	56	3,109	3,530	421	1.1%	4,051	$24,574	$46,357
Retail Trade	44	12,574	14,010	1,436	0.9%	15,751	$26,565	$40,323
Arts, Entertainment, and Recreation	71	1,426	1,427	1	0.0%	1,428	$22,187	$32,805
Other Services	81	2,820	2,755	(65)	-0.2%	2,686	$22,936	$38,787
Finance and Insurance	52	2,216	2,140	(76)	-0.3%	2,061	$45,957	$82,652
Government		11,444	10,502	(942)	-0.7%	9,569	$41,885	$63,764
Management of Companies and Enterprises	55	1,667	1,440	(227)	-1.2%	1,229	$59,493	$109,628
Information	51	1,677	981	(696)	-4.4%	549	$39,820	$80,218
Unclassified	99	11	188	177	26.7%	4,071	$44,817	$70,055
Total		**75,449**	**89,799**	**14,350**	**1.5%**	**108,440**	**$38,935**	**$60,222**

Sources: Oregon Employment Department, 2001, 2010 & 2022; CAI 2024.

Jackson County's top earning industries include Management, Finance and Insurance, and Information. Average annual wages in the County generally are lower than wages at the State level.

Exhibit 19 compares average annual wages across industry sectors in Oregon and Jackson County in 2022. Jobs in the Management industry earned the highest average wages, with $139,200 in Oregon and $109,600 in Jackson County. In contrast, Accommodation and Food Services represented the lowest-paying sector, with average wages of $32,800 statewide and $27,700 locally. In nearly every industry, wages in Jackson County are lower than state averages. For example, wages for Professional Services were $97,400 in Jackson County, compared to $120,900 at the state level. A few sectors, such as Retail Trade and Education, show a much smaller wage difference, with retail workers earning $40,300 in Jackson County compared to $40,500 statewide.

Exhibit 19. Wages by Occupation, Oregon & Jackson County, 2022



Sources: Oregon Employment Department, 2022; CAI 2024.

Retail consistently leads in real estate inventory in Medford, Ashland, and Jackson County, showing steady growth over time. Meanwhile, Office and Industrial inventories generally maintained moderate levels with slight upward trends.

Exhibit 20-22 show total real estate inventory (in square feet) and total hospitality rooms over time in Jackson County, segmented by property types: Retail, Office, Industrial, Flex, and Hospitality. Retail the highest real estate inventory category in Jackson County, Medford and Ashland, followed by Office inventory.

Industrial inventory is higher in Jackson County than it is in either Medford or Ashland. Hospitality room counts remain relatively steady in all regions, with Jackson County's inventory of rooms increasing slightly (by about 100

rooms) and Medford and Ashland's inventory of rooms decreasing slightly (by about 100 rooms) from 2007 to 2023.

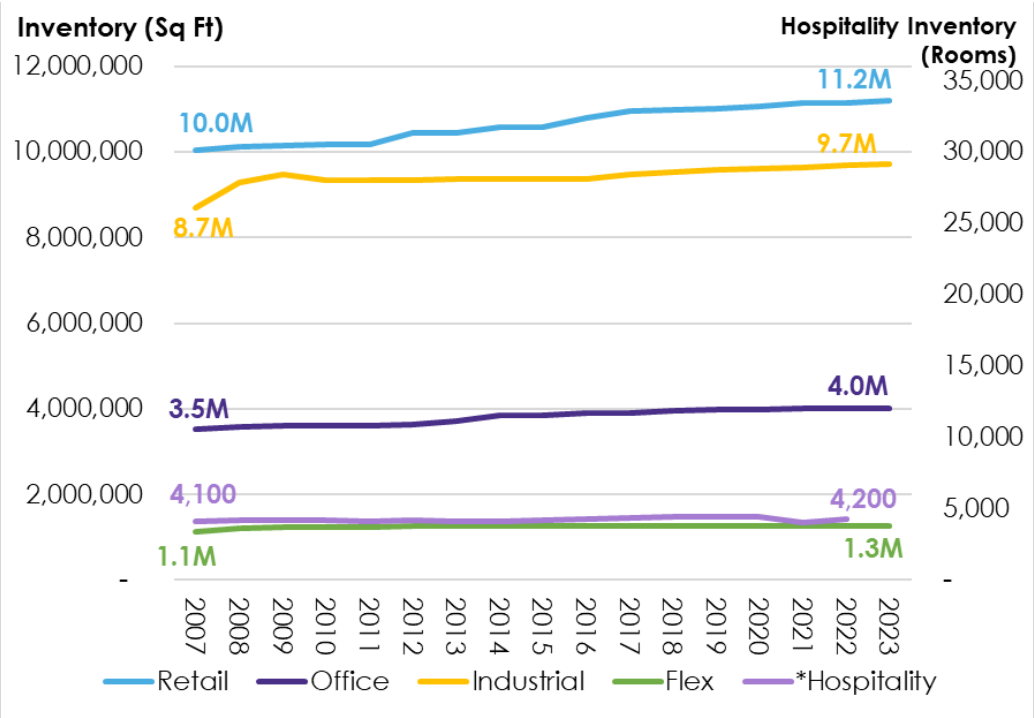
In all three locations, Flex space was the least common. Flex inventory grew slightly in Jackson County from 2007 to 2023 (by approximately 200,000 square feet) but remained stagnant in both Medford and Ashland.

Exhibit 20 shows Jackson County's retail inventory increasing from 10 million square feet in 2007 to 11.2 million square feet in 2023. Office inventory also grew steadily over the same time period, rising from 8.7 million square feet to 9.7 million square feet. Industrial inventory in Jackson County grew by about 1 million square feet from 2007 to 2023, reaching 4 million square.

Inventory in Medford largely mirrors these county-wide trends but at a smaller scale. Retail inventory in Medford increased from 6.4 million square feet in 2008 to 7.2 million square feet in 2023, reflecting its role as a retail and commercial hub (**Exhibit** 21).

Ashland's commercial real estate inventory is smaller than the other regions (**Exhibit** 22). Hospitality inventory in Ashland reached 770 rooms as of 2023, playing a proportionally higher role in Ashland's economy than it does in either Medford and Jackson County.

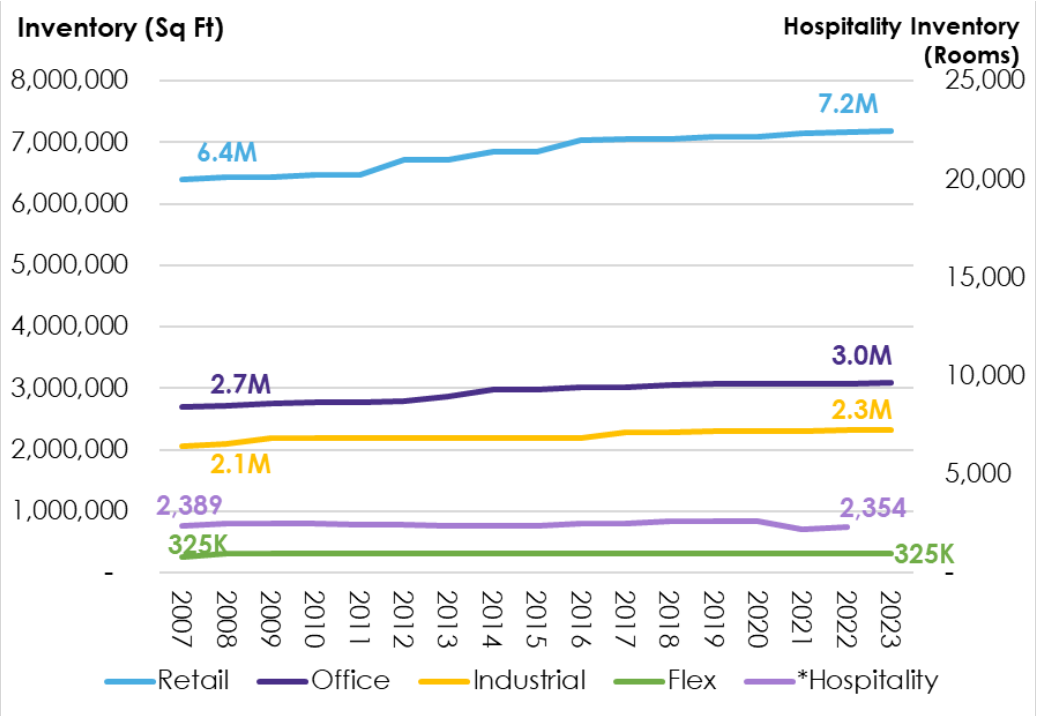
Exhibit 20. Commercial Real Estate Inventory, Jackson County, 2007-2023



Sources: Costar, 2007-2023; CAI 2024.

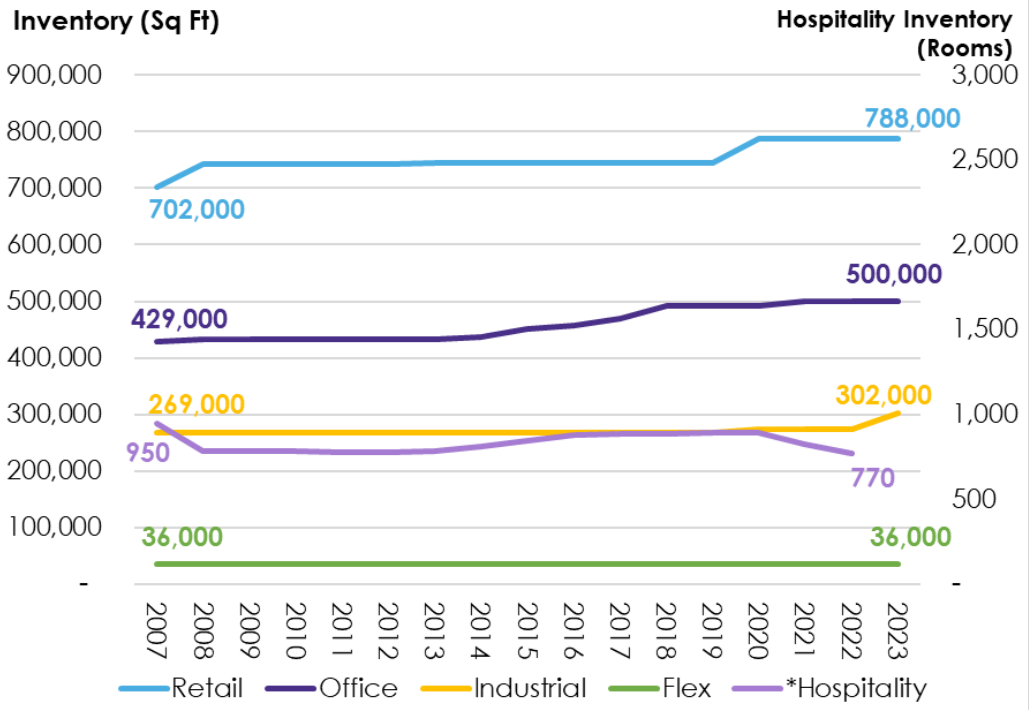
Note: Hospitality reports its inventory by number of rooms, reflected on the secondary vertical axis to the right.

Exhibit 21. Commercial Real Estate Inventory, Medford, 2007-2023



Sources: Costar, 2007-2023; CAI 2024.
Note: Hospitality reports its inventory by number of rooms, reflected on the secondary vertical axis to the right.

Exhibit 22. Commercial Real Estate Inventory, Ashland, 2007-2023



Sources: Costar, 2007-2023; CAI 2024.
Note: Hospitality reports its inventory by number of rooms, reflected on the secondary vertical axis to the right.

Industry and Workforce

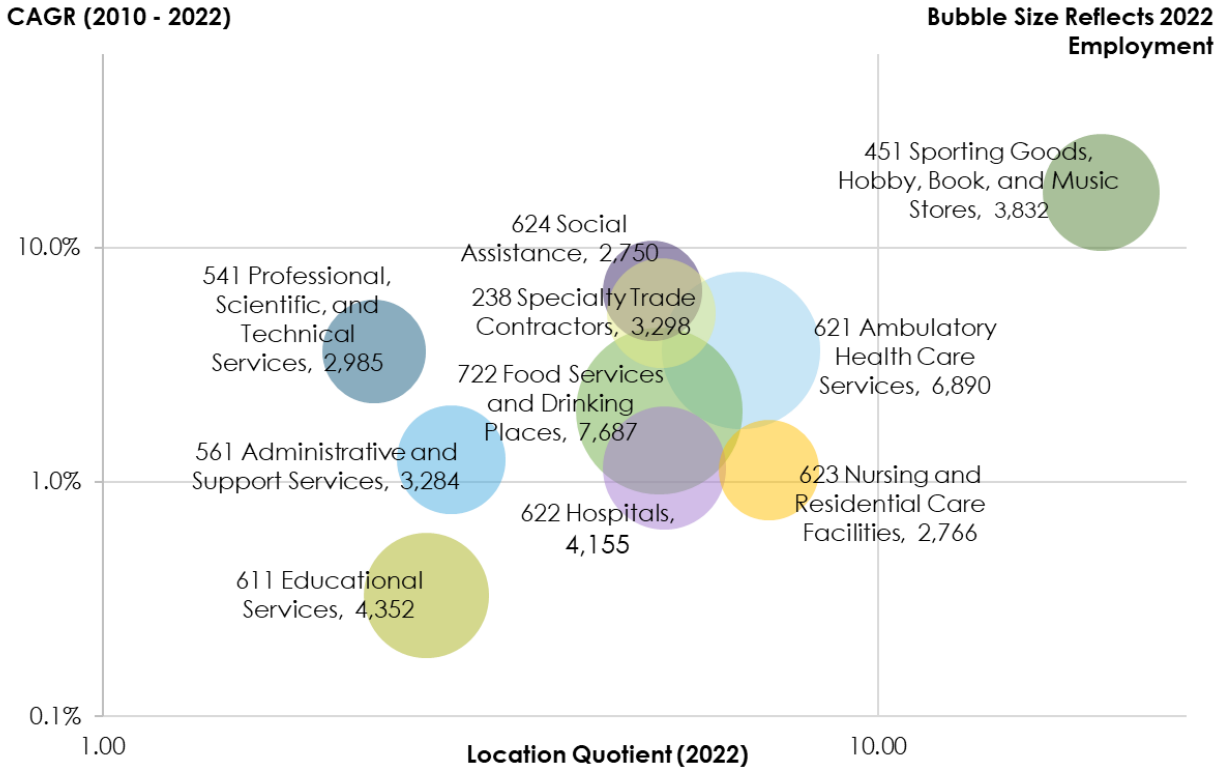
Jackson County has a specialized workforce, with industries such as Sporting Goods, Healthcare Services, and Food and Beverage Locations growing and providing jobs.

Exhibit 23 shows Jackson County's top ten largest industries in terms of employment (bubble size) by annualized growth between 2010 and 2022 (CAGR) and by industry concentration in 2022 (Location Quotient). This chart highlights regional specialization, workforce distribution, and growth trends across various sectors, indicating Jackson County overall has a highly specialized workforce compared nationally.

The Sporting Goods, Hobby, Book, and Music Stores industry, or NAICS Code 451, not only has seen significant growth since 2010 (with a CAGR greater than 10.0%), but it also has a high concentration of employment in Jackson County compared to the nation, with an LQ above 10.0. Jackson County's other fastest growing industries from 2010-2022 are Social Assistance (NAICS Code 624) with a CAGR of 6.6%, and Specialty Trade Contractors (NAICS Code 238) with a CAGR of 5.3%.

Jackson County also specializes in Nursing and Residential Care Facilities (NAICS Code 623), which shows an LQ value of 7.24, and Ambulatory Health Care Services (NAICS Code 621), which has an LQ value of 6.66. This industry also has high employment, at around 6,900 workers. The Food Services and Drinking Places industry (NAICS Code 722) is significant in Jackson County as well, demonstrating a high LQ (5.23) along with the highest employment in the County with around 7,700 workers in 2022.

Exhibit 23. Top 10 Industries (at 3-digit NAICS) by Employment, Location Quotient, and Growth, Jackson County



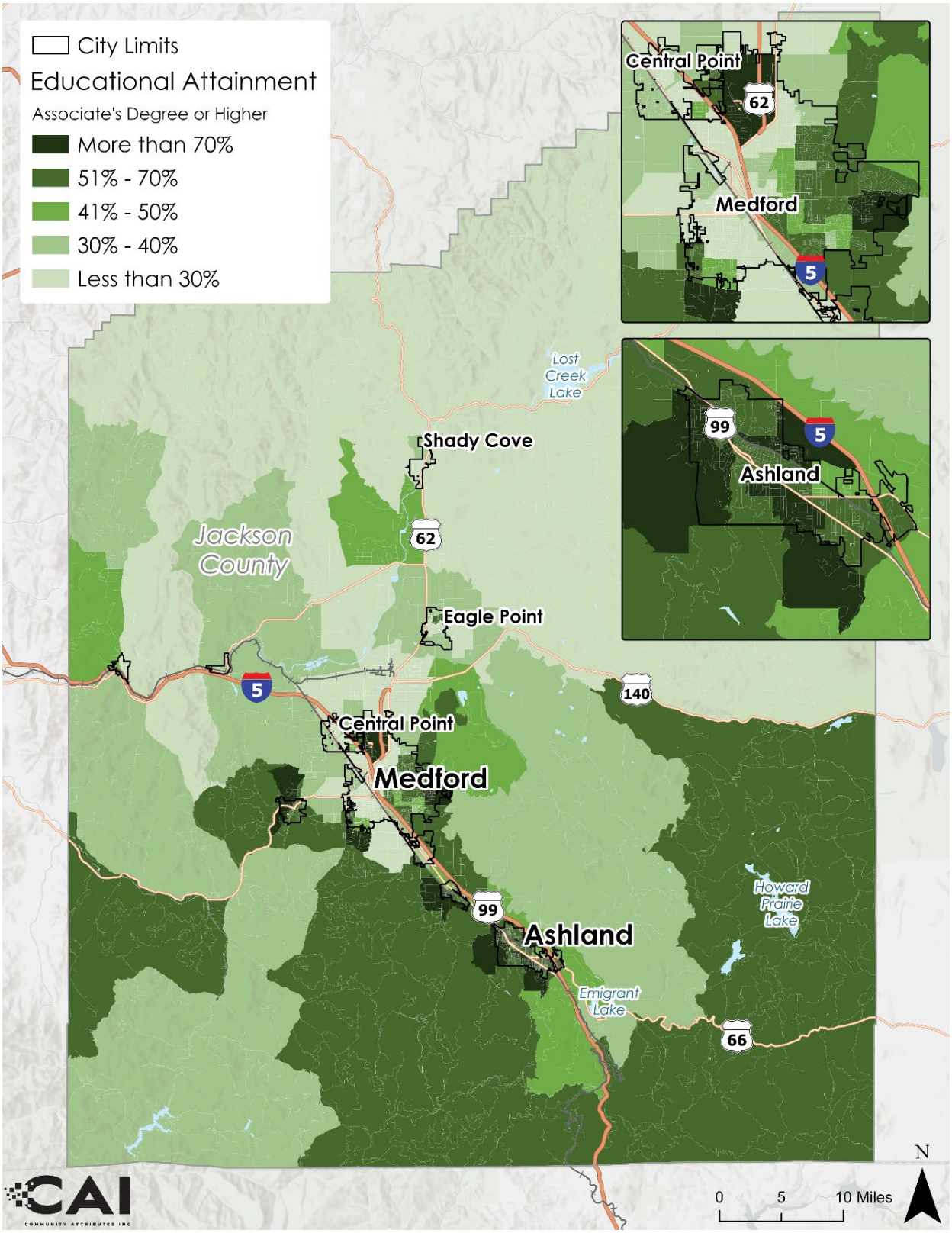
Sources: Oregon Employment Department 2010 & 2022; U.S. Bureau of Labor Statistics, 2022; CAI 2024.

62% of Ashland's population and 28% of Medford's are educated with a bachelor's degree or higher.

Exhibit 24 illustrates educational attainment across Jackson County, showing variations in residents' education levels. In Ashland, approximately 66% of residents hold an associate degree or higher, 62% have a bachelor's degree or higher, and 14% possess a high school equivalent or lower. Medford shows lower attainment levels, with 37% of residents holding an associate degree or higher, 28% achieving a bachelor's degree or higher, and 37% having a high school equivalent or lower. Surrounding suburban and semi-rural areas average 41% of residents with an associate degree or higher, 33% with a bachelor's degree or higher, and 35% with a high school equivalent or

lower. Rural areas, particularly in the northern part of the county, on average have the lowest educational attainment, with 29% holding an associate degree or higher, 22% with a bachelor's degree or higher, and 36% possessing a high school equivalent or lower.

Exhibit 24. Educational Attainment by Block Group, Jackson County, 2022

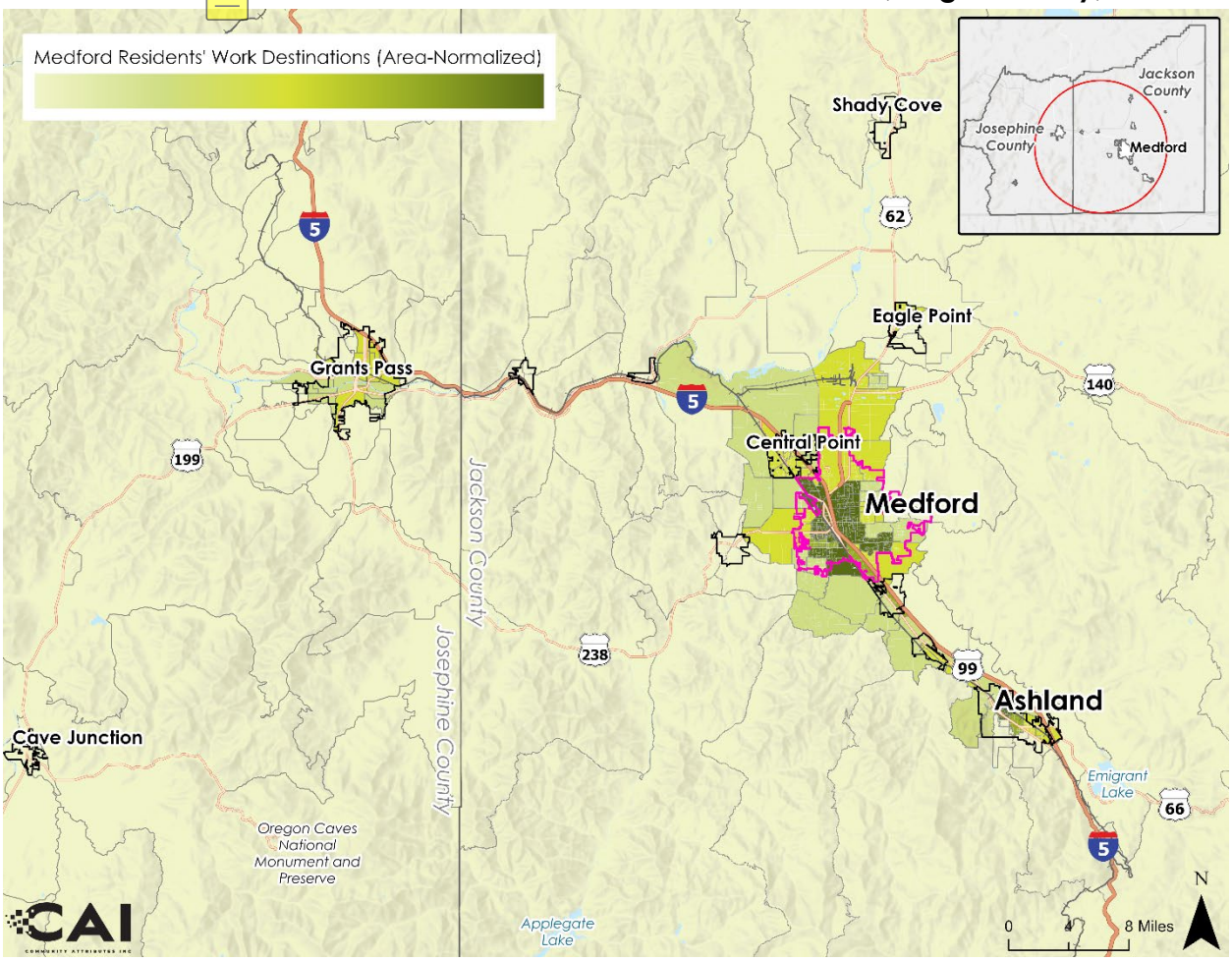


Sources: Jackson County Open Data Portal, 2024; U.S. Census Bureau ACS 5-Year 2018-2022 Estimates; CAI, 2024.

Medford serves as a primary employment hub in the Rogue Valley, attracting commuters from the surrounding region. In contrast, Ashland's workforce remains more localized, and Ashland residents travel all over the valley to work.

Exhibit 25 illustrates the work destinations for residents of Medford, Oregon, within the Rogue Valley region. The darker shades indicate areas with higher concentrations of Medford residents commuting for work, while lighter areas show lower concentrations. Most Medford residents work within and north of Medford near Central Point, highlighting it as a major employment center. Southeast Ashland also attracts a significant number of Medford residents for work. A smaller number commute to other cities in Rogue Valley, like Grants Pass and Ashland.

Exhibit 25. Medford Residents Work Destinations, Rogue Valley, 2021

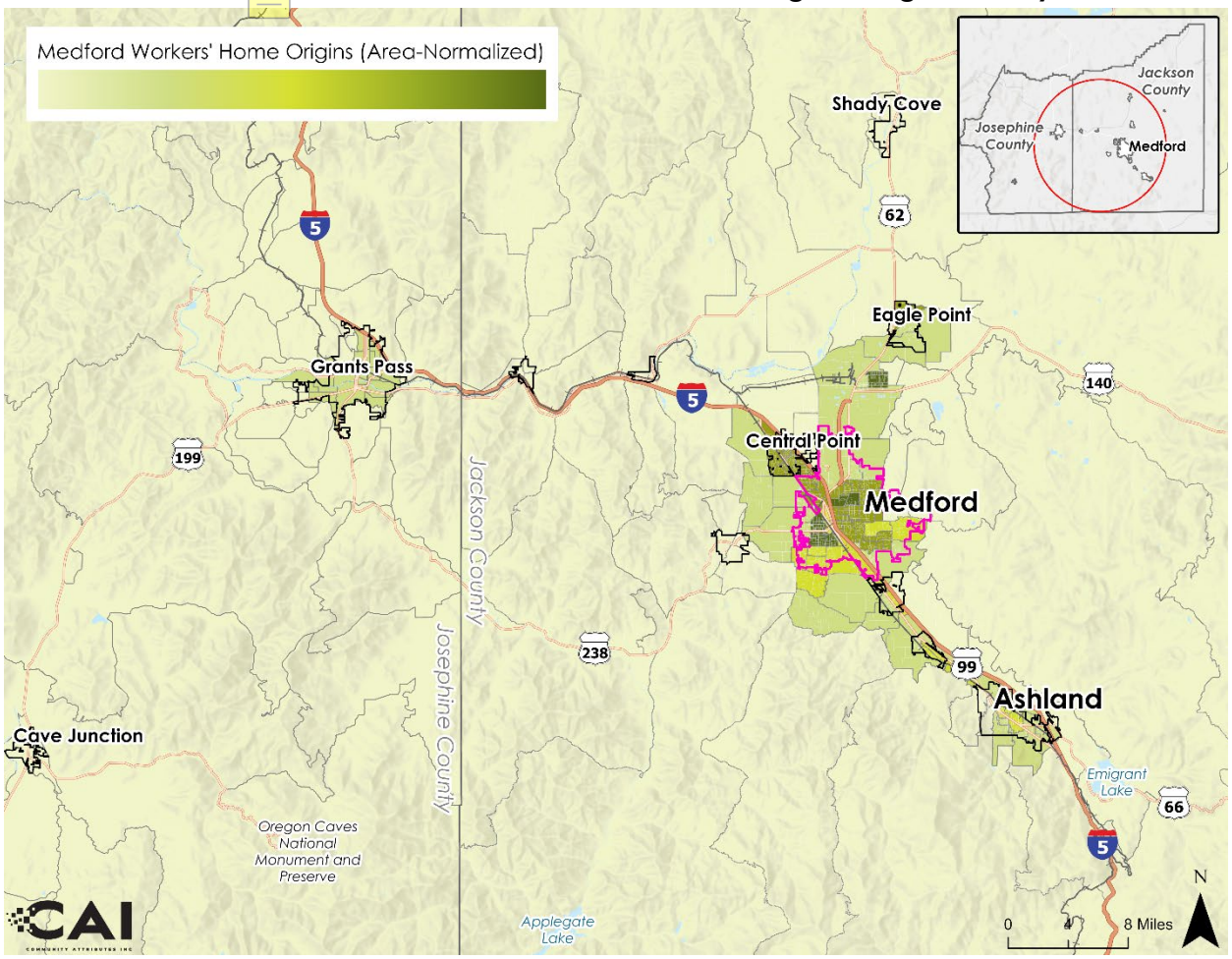


Sources: U.S. Census Bureau Longitudinal Employer-Household Dynamics (LEHD), 2021; CAI, 2024.

Exhibit 26 illustrates the home origins of workers commuting to Medford, Oregon, within the Rogue Valley. Darker shades represent areas with higher concentrations of residents who work in Medford, while lighter areas indicate

lower concentrations. A significant portion of Medford's workforce lives within Medford itself and extends northward toward Central Point. Surrounding areas in Jackson County, including Eagle Point and rural regions west of Medford, also contribute to the workforce. Although most workers reside within close proximity, some commute from further locations like Grants Pass, indicating Medford's regional role as an employment hub in the Rogue Valley.

Exhibit 26. Medford Workers Home Origins, Rogue Valley, 2021



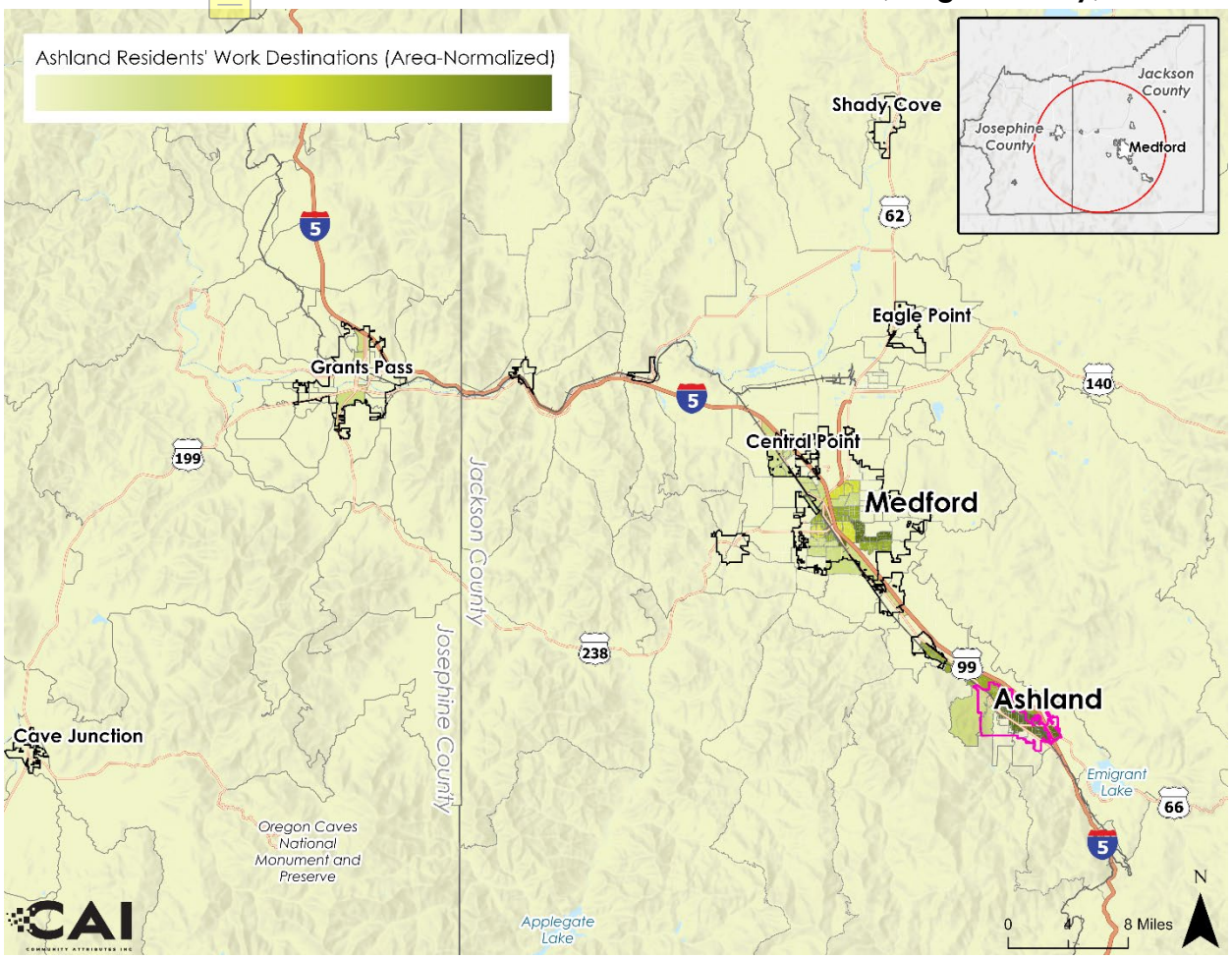
Sources: U.S. Census Bureau Longitudinal Employer-Household Dynamics (LEHD), 2021; CAI, 2024.

Exhibit 27 illustrates the primary work destinations for residents of Ashland, Oregon, within the Rogue Valley region. The darker shades indicate areas with higher concentrations of Ashland residents commuting for work, while lighter areas show lower concentrations. Ashland residents primarily commute to Medford for work, making it the main employment hub in the Rogue Valley. Central Point and Grants Pass also attract a significant number of Ashland commuters. Fewer Ashland residents work in rural areas of Jackson County, and very few commute to more remote areas like Cave

Junction. Rogue Valley urban centers play major roles as primary employment destinations for Ashland's workforce.

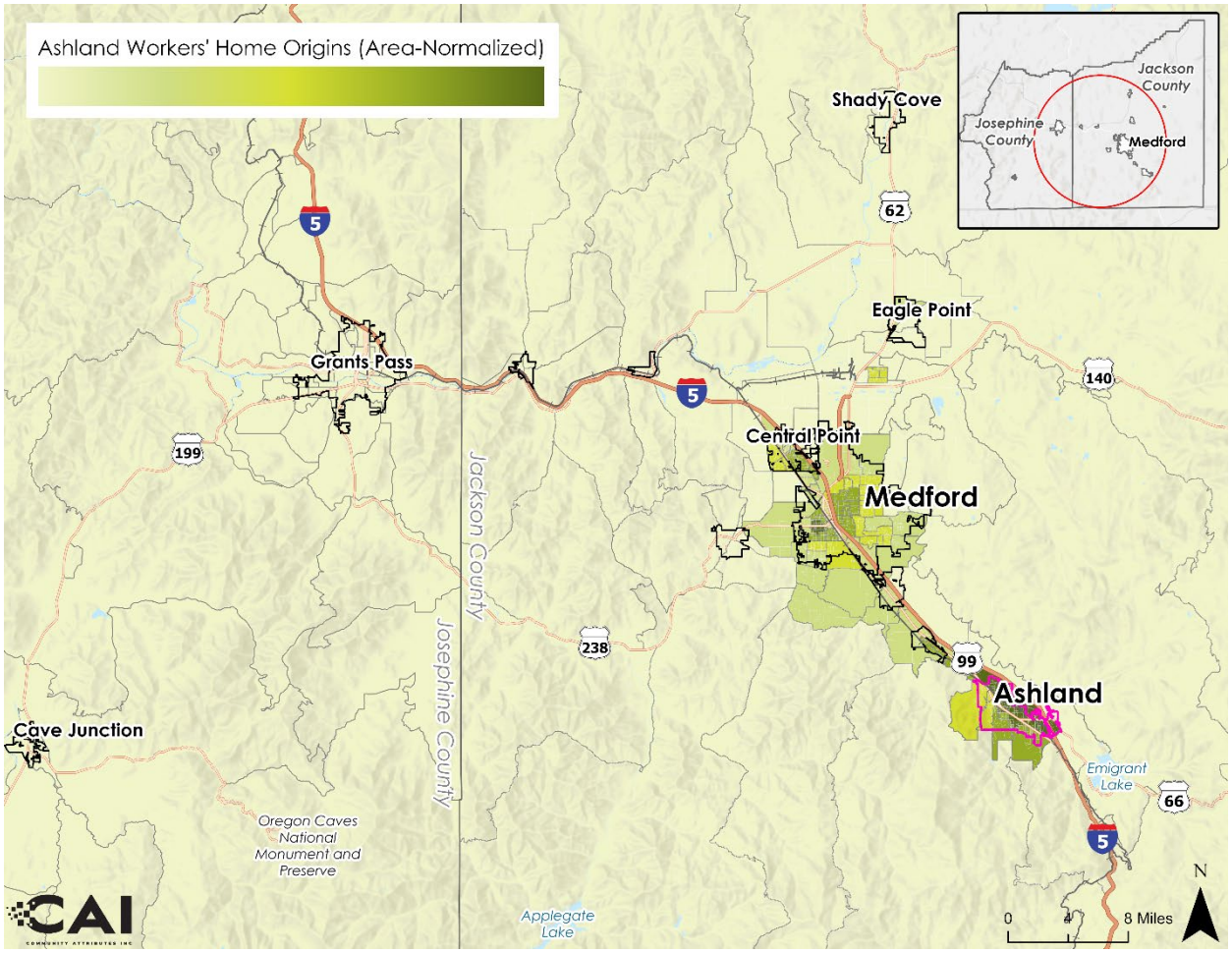
Exhibit 28 illustrates the home origins of workers commuting to Ashland, Oregon, within the Rogue Valley. Darker shades represent areas with higher concentrations of residents who work in Ashland, while lighter areas indicate lower concentrations. Ashland is the primary source of its workforce, with additional workers coming from Medford and areas to the east. The lightest regions, such as Cave Junction and remote areas in Josephine County, contribute very few workers to Ashland, indicating distance as a limiting factor for commuting.

Exhibit 27. Ashland Residents Work Destinations, Rogue Valley, 2021



Sources: U.S. Census Bureau Longitudinal Employer-Household Dynamics (LEHD), 2021; CAI, 2024.

Exhibit 28. Ashland Workers Home Origins, Rogue Valley, 2021



Sources: U.S. Census Bureau Longitudinal Employer-Household Dynamics (LEHD), 2021; CAI, 2024.

Climate Change

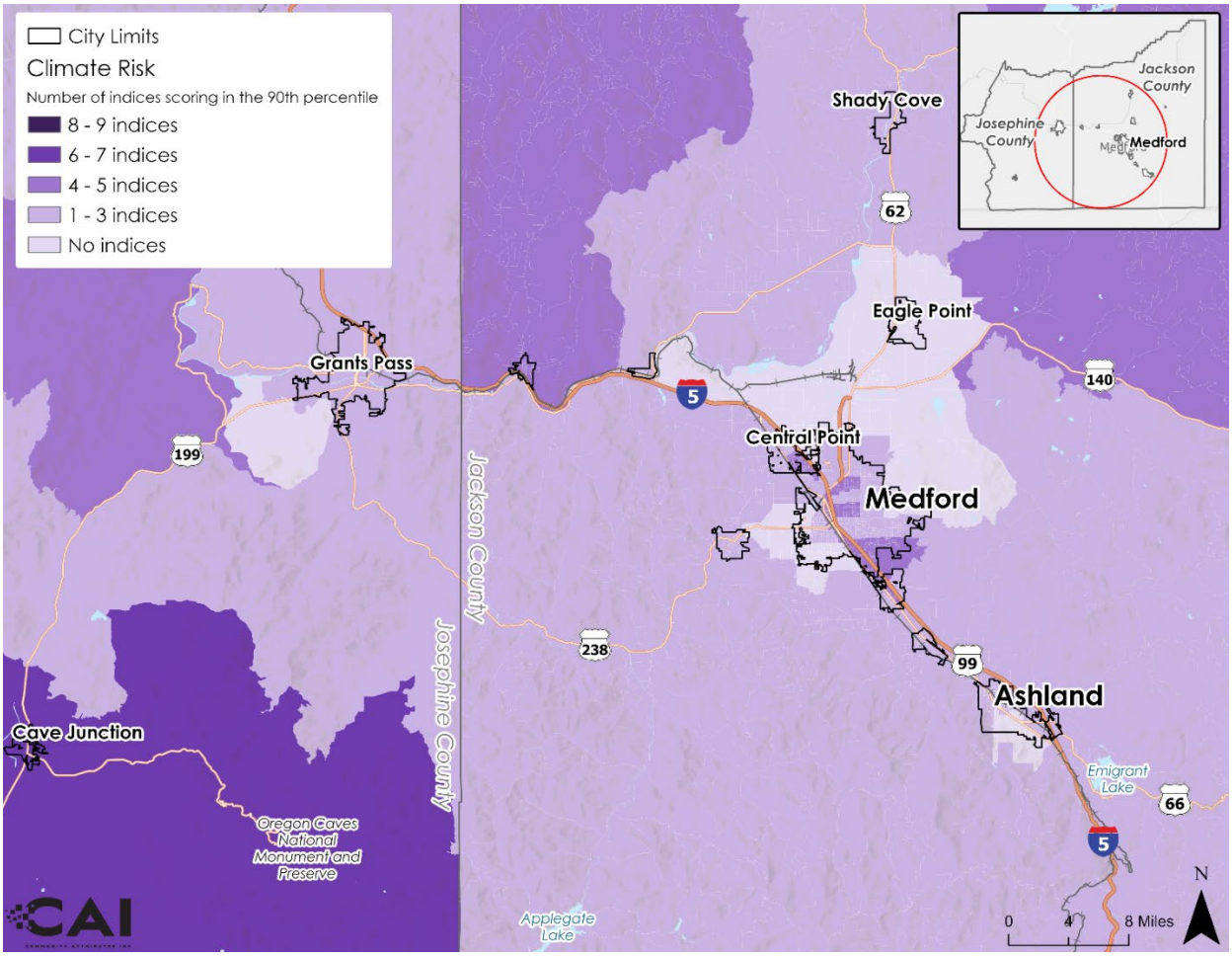
While the southwestern region shows climate risk for wildfires or extreme heat, especially in rural areas, Medford and Ashland, in contrast, show lower risk levels for climate hazards.

In 2024, an addendum to Jackson County's Multi-Jurisdictional Natural Hazard Mitigation Plan describes the climate and describes hazard probability and vulnerability within Jackson County. Due to its bowl-like shape, the Rogue Valley often experiences air stagnation and atmospheric temperature inversions, which trap pollution, especially from November through February.

Exposure, demographic, and environmental attributes were used to create composite indices, called intervention indices, for four climate hazards: extreme heat, wildfire, inland flooding, and sea level rise. These indices help prioritize and plan mitigation strategies for climate change risks. The intervention indices are used to rank census tracts based on their need for specific interventions. **Exhibit 29** is visualized by tallying the interventions with index values at or above the 90th percentile. Each intervention that meets this threshold (based on county tracts) is assigned a value of one. The total score for each tract is the sum of these high-percentile interventions. The darker shades indicate areas with a higher number of climate hazards scoring in the 90th percentile, which signals a greater need for intervention.

The southwestern region, especially around Cave Junction and the Illinois Valley, shows the highest climate risk, with 8-9 indices in the 90th percentile. This indicates that multiple climate hazards, notably wildfire and extreme heat, are major concerns in these rural, forested, and mountainous areas. In contrast, Medford and Ashland have lower risk levels, with 1-5 indices in the 90th percentile. Of these Medford has more spaces within its boundaries which rank higher than a 3 on the climate risk indices. Although these urban areas still face climate risks, they are generally less vulnerable than some of the surrounding rural areas, likely due to better infrastructure and resources for mitigation.

Exhibit 29. Climate Risk Map, Rogue Valley, 2022



Sources: Esri Environment Climate Resilience Planning Census Tracts, 2024; CAI, 2024.

CAI Consultant Presentation for 04/22/25 Planning Commission Meeting

CITY OF ASHLAND

ECONOMIC OPPORTUNITY ANALYSIS

PLANNING COMMISSION & CITY COUNCIL JOINT STUDY SESSION

CAI
COMMUNITY ATTRIBUTES INC

April 22, 2025

Better Together

CONTENTS

1 PROJECT BACKGROUND

2 PRELIMINARY FINDINGS: Buildable Lands and Economic Conditions in Ashland

3 PRELIMINARY FINDINGS DISCUSSION

4 VISION AND GOALS DISCUSSION

5 NEXT STEPS

INTRODUCTIONS

What is an Economic Opportunity Analysis (EOA)?

A technical study that compares projected demand for land for industrial and other employment uses to the existing supply of such land.

The Economic Opportunities Analysis process helps communities implement their local economic development objectives and forms the basis for industrial and other employment development policies in the comprehensive plan.

*Content is Ruled by **OAR 660-009-0015***

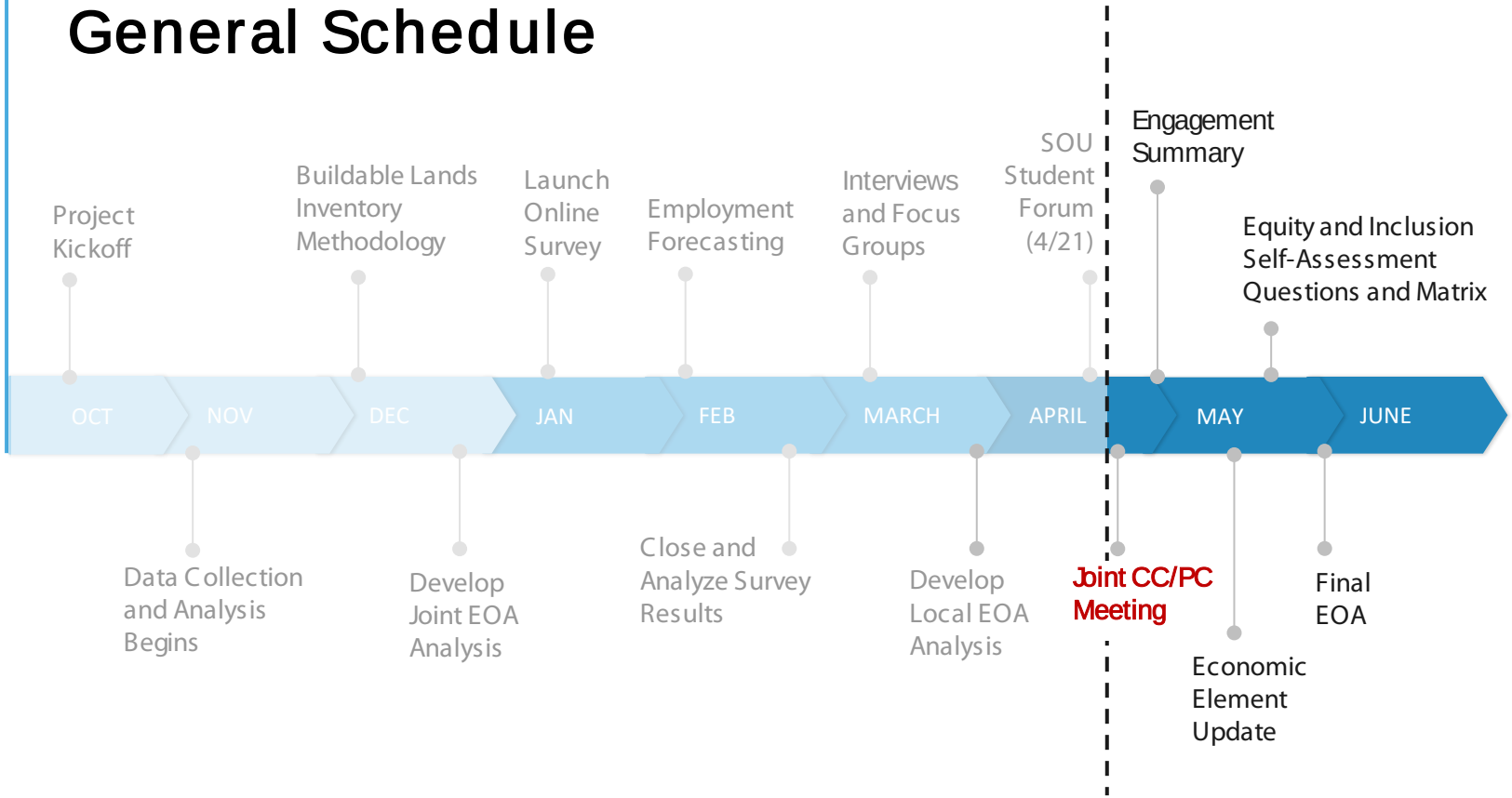
Elements of an EOA:

1. Review of national, state, regional, county and local trends
2. Identification of required site types (sites to accommodate employment growth)
3. Inventory of industrial and other employment lands
4. Assessment of community economic development potential

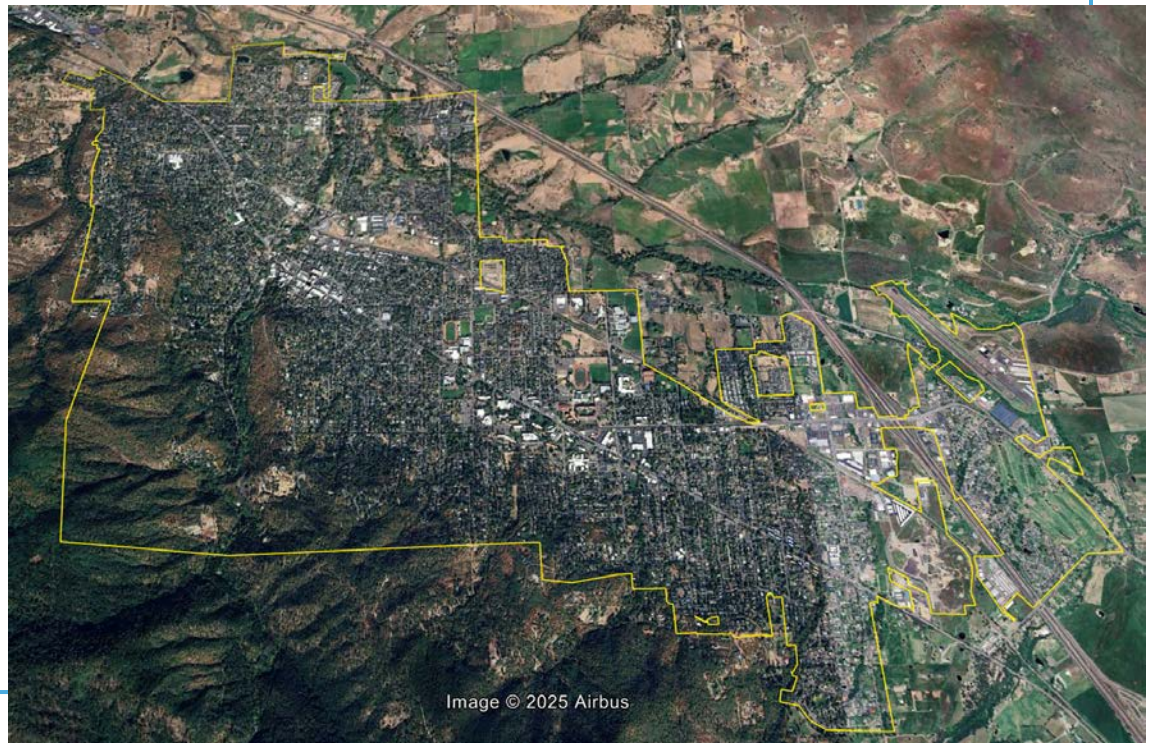
Project Scope of Work

- Task 1 Project Kickoff & Management
- Task 2. Inclusive Outreach Plan
- Task 3. Medford/Ashland Joint Analysis - National, State, & Regional
- Task 4. Ashland Community Visioning, Outreach, Goals & Strategies
- Task 5. Industrial and Commercial Buildable Land Inventory (BLI)
- Task 6. Ashland Local EOA with Equity Considerations & Climate Impacts
- Task 7. Economic Element Update, Goals, Policies, and Actions
- Task 8. Final EOA Document Deliverable, Public Process and Adoption
- Task 9. Equity and Inclusion Self-Assessment

General Schedule



PRELIMINARY FINDINGS: BUILDABLE LANDS INVENTORY



Citywide

The 2024 BLI found a combined total area within Ashland's political boundaries (City + UGB) of **4,958 acres**.

Of this, there was a total of **542 acres of "employment land"** (including Industrial, Commercial, Employment, Downtown Commercial, and Croman Mill Employment, Ind. & Mixed Use) were found within the City + UGB.

Table 4 - Total Net Buildable acreage (V&PV) UGB & City Limits

BLI_STATUS	# of Parcels	Gross Acreage	Net Buildable Acres
Vacant	363	393	250
Partially Vacant	420	592.4	380.4
Vacant/Airport	10	115.2	per plan
Vacant/UnDevelopable	86	244.7	0
Vacant /Open Space or Park	411	619.1	0
Vacant /Parking	80	22.4	0

Developable Land

A total of **630 net buildable acres** of land were found within the City + UGB that are developable across all Comprehensive Plan designations, out of a **gross buildable area of 985 acres**.

Table 7 - Total Net Buildable Acreage by Comprehensive Plan (V&PV) UGB & City Limits

Comprehensive Plan	# of Parcels	Net Buildable Acres	Gross Acres
Airport	10	Per Airport Master Plan	115.2
Commercial	24	15.2	25.3
Croman Mill	22	61.1	85.7
Downtown	8	0.4	2.9
Employment	89	90.0	136.7
HC	3	1.2	1.8
HDR	54	10.8	13.6
Industrial	6	14.6	16.3
LDR	46	15.1	38.7
MFR	115	41.3	63.5
Normal Neighborhood	14	12.4	20.5
NM	32	69.7	87.9
SFR	303	185.8	301.3
SFRR	48	96.7	157.9
SOU	3	1.8	2.3
Suburban R	6	7.5	8.0
Woodland	10	6.6	23.2
Totals	783	630.4	985.4

Comprehensive Plan Categories

This analysis extracts and examines net buildable acreage (vacant + partially developed) for these five **"employment land"** Comp Plan land use categories:

- **Downtown (Commercial)**
- **Croman Mill (Industrial, Employment & Mixed Use)**
- **Commercial**
- **Employment**
- **Industrial**

03 EMPLOYMENT LAND SUPPLY

Table 7 - Total Net Buildable Acreage by Comprehensive Plan (V&PV) UGB & City Limits

Comprehensive Plan	# of Parcels	Net Buildable Acres	Gross Acres
Airport	10	Per Airport Master Plan	115.2
Commercial	24	15.2	25.3
Croman Mill	22	61.1	85.7
Downtown	8	0.4	2.9
Employment	89	90.0	136.7
HC	3	1.2	1.8
HDR	54	10.8	13.6
Industrial	6	14.6	16.3
LDR	46	15.1	38.7
MFR	115	41.3	63.5
Normal Neighborhood	14	12.4	20.5
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SFR	303	185.8	301.3
SFRR	48	96.7	157.9
SOU	3	1.8	2.3
Suburban R	6	7.5	8.0
Woodland	10	6.6	23.2
Totals	783	630.4	985.4

Total Supply

Total **net buildable supply** for all **"employment land"** categories was **181 acres** per the 2024 BLI analyzed for this work.

Net buildable supply is exclusive of constrained areas, such as steep slopes, wetlands, and special flood hazard areas.

Gross buildable supply, including constrained areas, totaled 267 acres across 140 parcels.

03 EMPLOYMENT LAND SUPPLY

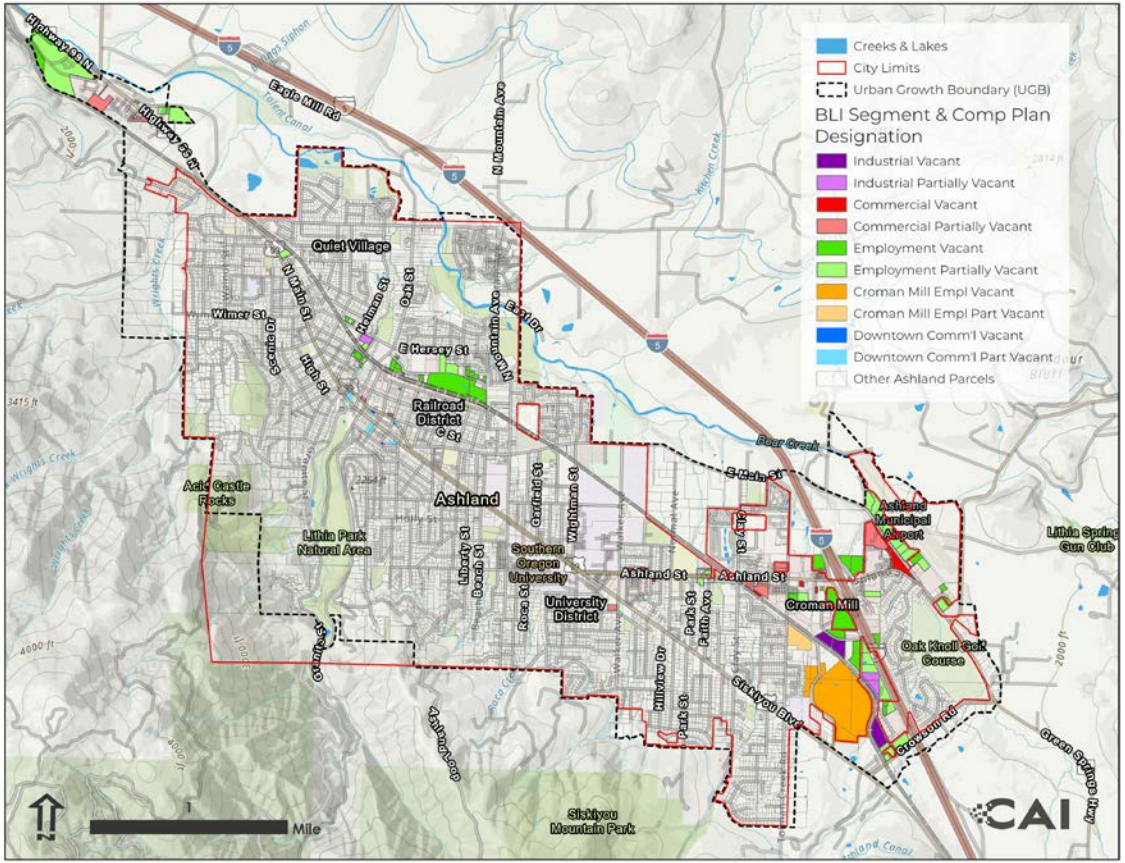
Comp Plan Category	Number of Parcels	Gross Acreage	Net Buildable Acreage	Percent Constrained
Croman Mill (Employment, Ind. & MU)	13	85.7	61.1	29%
Downtown (Commercial)	8	2.9	0.44	85%
Employment	89	136.7	90	34%
Commercial	24	25.3	15.2	40%
Industrial	6	16.3	14.6	10%
Total	**140.0**	**266.9**	**181.3**	**32%**

Distribution By Category

The 2024 BLI found that most land supply was in the Employment and Croman Mill Comp Plan categories.

The least constrained parcels were Industrial and Croman Mill. Industrial and Employment had the lowest built FARs.

Downtown Commercial parcels represented a small fraction of supply, were heavily constrained, had much higher FARs.



Supply Location

The 2024 BLI found that Ashland's core employment land supply was located mainly in the City limits (69%, by Net Buildable Ac).

Most was located in SE Ashland, adjacent to the Central Oregon & Pacific railroad ROW

Major nodes were located:

- South of the airport on East Main St.;
- Along I-5 and the railroad line from Croman Mill down to Crowson;
- North of the Railroad District in central Ashland, and;
- Around Jackson Rd. and Hwy 99

Overview

In this section, future commercial and industrial employment growth is modeled and converted into an approximation of land demand to accommodate this growth.

Step 1: Total and industry sector growth is represented by a twenty-year **employment forecast** for the Ashland UGB (2023-2043).

Step 2: This employment growth is then **mapped to generalized land use** typologies (commercial and industrial) corresponding to Ashland's General Com Plan designations for employment land.

Step 3: Finally, **demand for employment land** is modeled based on typical employment densities by land use derived from development in other like Oregon cities.

Forecast Employment

Covered Employment Forecast Total and by Sector, Ashland UGB, 2023 – 2043

Industry	2013	2023	2033	2043	20 Year Growth	CAGR
Leisure & Hospitality	2,589	2,465	2,734	3,031	566	1.0%
Retail	1,404	1,471	1,458	1,445	(26)	-0.1%
Health Care	1,359	1,354	1,531	1,732	378	1.2%
Construction, Resources & WTU	307	788	870	960	172	1.0%
Professsional & Business Services	636	700	755	813	113	0.8%
Manufacturing	511	546	555	564	18	0.2%
Other Services	418	430	460	493	63	0.7%
FIRE	287	300	367	449	149	2.0%
Information	158	189	167	147	(42)	-1.3%
Wholesale	161	111	116	121	10	0.5%
Education	124	105	110	115	10	0.5%
Unclassified	0	11	0	-	(11)	-100.0%
Total	**7,954**	**8,470**	**9,122**	**9,870**	**1,400**	**0.8%**

- Ashland's largest sector in both existing employment and nominal forecast growth is Leisure & Hospitality
- Retail, while a major employer, is project to contract slightly
- Health Care, the third-largest current employer, is projected to grow at the strongest compound annual growth rate (CAGR) except for FIRE*

* FIRE *includes Finance, Insurance, & Real Estate sectors.*

Employment Growth by Land Use Type

Industry	20 Year Growth	Generalized Land Use
Leisure & Hospitality	566	Commercial
Retail	(26)	Commercial
Health Care	378	Commercial
Construction, Resources & WTU	172	Industrial
Professsional & Business Services	113	Commercial
Manufacturing	18	Industrial
Other Services	63	Commercial
FIRE	149	Commercial
Information	(42)	Commercial
Wholesale	10	Industrial
Education	10	Commercial
Unclassified	(11)	Commercial
Total	**1,400**	

Employment growth is mapped to generalized land use types corresponding broadly to Ashland's "employment lands" Comprehensive Plan designations.

Generalized Land Use	2023 Employment	2043 Employment	Employment Growth
Commercial	7,025	8,225	1,200
Industrial	1,445	1,645	200
Total	**8,470**	**9,870**	**1,400**

Land Demand

Generalized Land Use	20 Year Growth	Employment Density (EPA)	Net Land Demand (Ac)
Commercial	1,200	20	60
Industrial	200	10	20
Total	**1,400**	**-**	**80**

- For absorption of vacant land, this analysis converted forecast growth by land use to land demand using **benchmark assumptions for employment density** as documented in other Oregon cities of similar size or composition to Ashland*.

- Total land demand based upon this method was **80 acres** (net of any additional required acreage for ROWs, public facilities, etc.), including **60 acres of commercial** land and **20 acres of industrial** land.

** In a 2023 report, Johnson Economics estimated an average employment density of 18 employees per acre (EPA) for the Croman Mill site with its projected mix of retail, office, industrial, and residential.*

Overview

With a **total net buildable supply of 181 acres** of “employment lands”, and only **80 total acres of demand** projected for industrial and commercial uses, Ashland has a likely **surplus of over 100 acres** within the City + UGB urbanized area.

But does Ashland have the right kind of sites? The following slides examine **supply versus demand by category** more closely, and seeks to **characterize needed sites types** based on potential target industries.

Demand Versus Supply by Category Scenario

	Supply	Demand		
Comp Plan Category	**Net Buildable Acres**	**Industrial Demand (Ac)**	**Commercial Demand (Ac)**	**Surplus (Deficit)**
Croman Mill (Employment, Ind. & MU)	61.1	5	5	51
Downtown (Commercial)	0.44	-	5	(5)
Employment	90	1	35	54
Commercial	15.2	-	15	0
Industrial	14.6	14	-	1
Total	**181.3**	**20**	**60**	101

For **industrial land**, 14 of the 20 acres likely to be needed for the 20 year time horizon could be accommodated on existing Industrial zoned land; another 6 acres could be accommodated on some combination of Employment and Croman Mill lands.

Demand Versus Supply by Category Scenario

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Employment	90	1	35	54
Commercial	15.2	-	15	0
Industrial	14.6	14	-	1
Total	**181.3**	**20**	**60**	101

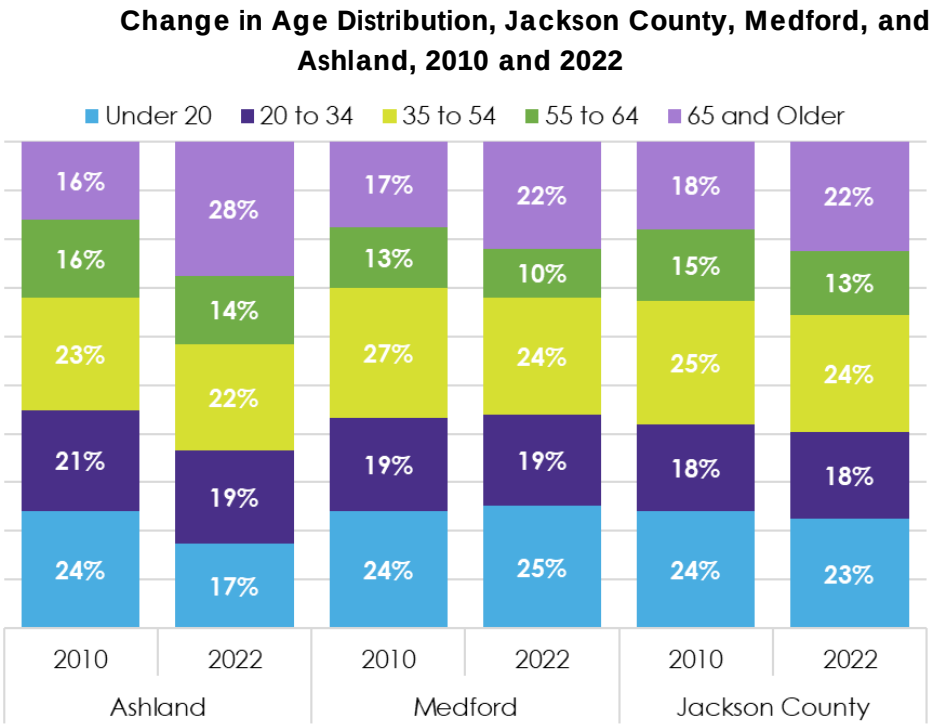
For **commercial land**, there may be a modest shortage or mismatch in demand and supply of Downtown Commercial and base Commercial-zoned sites; however, the surplus supply of Employment and Croman Mill lands may be sufficient to absorb the excess demand if the right mix of site sizes and characteristics are present or provided for.

B L I

DICSUSSION

PRELIMINARY FINDINGS: ASHLAND'S ECONOMY

ASHLAND'S DEMOGRAPHICS

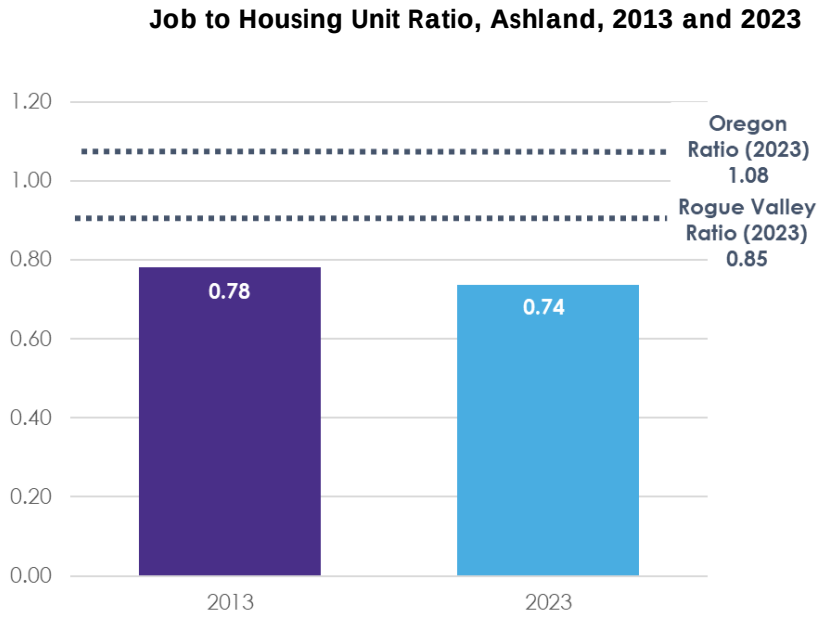


Sources: American Community Survey, 2010 & 2022, CAI 2024.

- Ashland's population has grown steadily, though slowly (growing at an annual average of 0.6% from 2020 – 2023 compared to Medford's 3.0%)
- Ashland's population tends to be older, more educated, and more homogenous than that of the region
- Ashland's annual median household income (AMI) was $71,800 in 2023

ASHLAND'S DEMOGRAPHICS

- Ashland's Job-to-housing-unit ratio is lower than that of the region or the state (2023).
- The Median Home Value in Ashland has been growing since 2010, reaching $573,700 in 2023.
- 49% of Ashland's Renters and 26% of Ashland's homeowners were Cost Burdened (2023).
- 60% of households in Ashland were Renters (2023)



Source: American Community Survey, 2013, 2023; State of Oregon Employment Department, 2013, 2023; U.S. Bureau of Labor Statistics, 2013, 2023; CAI, 2025.

ASHLAND'S ECONOMY

- Ashland shows about 8,500 jobs in 2023
- Top industry sectors in Ashland by employment are **Accommodation and Food Services**, **Retail Trade** and **Health Care** (2023)
- Industries housed under the Construction & Resources* group are growing the fastest (9.9% CAGR), suggesting trends towards economic diversification

Employment by 2-Digit NAICS Industry Sector, Ashland, 2013 & 2023

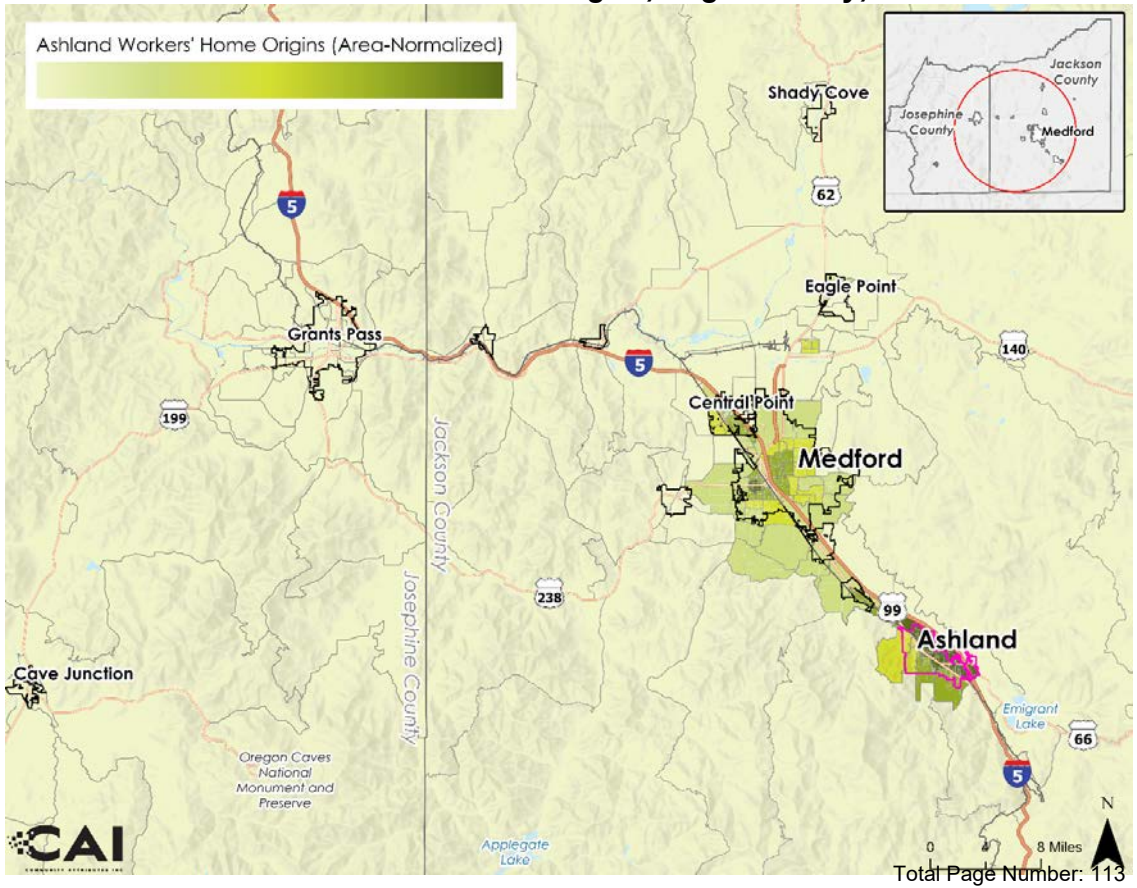
Industry	2-Digit NAICS	2013	2023	CAGR	Change
Construction & Resources*	11, 21, 22, 23, 48 & 49, 55	329	845	9.9%	516
Manufacturing (31-33)	31-33	511	546	0.7%	35
Wholesale Trade	42	161	111	-3.7%	-50
Retail Trade (44 & 45)	44-45	1,404	1,471	0.5%	67
Information	51	158	189	1.8%	31
Finance and Insurance	52	178	170	-0.5%	-8
Real Estate and Rental and Leasing	53	109	130	1.8%	21
Professional, Scientific, and Technical Services	54	339	398	1.6%	59
Administrative and Support and Waste Management	56	275	245	-1.1%	-30
Educational Services	61	124	105	-1.6%	-19
Health Care and Social Assistance	62	1,359	1,354	0.0%	-5
Arts, Entertainment, and Recreation	71	677	605	-1.1%	-72
Accommodation and Food Services	72	1,912	1,860	-0.3%	-52
Other Services (except Public Administration)	81	418	430	0.3%	12
Unclassified	99	0	11		11
Total		**7,954**	**8,470**	**0.6%**	**516**

Sources: State of Oregon Employment Department, 2013 & 2023; CAI 2025
Note: Construction & Resources in this case covers a broad range of NAICS data from OED, including: Agriculture, Forestry, Fishing and Hunting, Mining, Quarrying, and Oil and Gas Extraction, Utilities, Construction, Transportation, and Warehousing, Management of Companies and Enterprises

ASHLAND'S ECONOMY

- Estimates from 2022 suggest that 37% of Ashland's workers come from Ashland itself.
- The other 63% largely come from other urban centers in the region like **Medford**, **Phoenix**, **Talent**, and **Central Point**.
- Industries which likely see the most inflow are **Accommodation and Food Services**, **Education**, **Retail Trade** and **Arts & Entertainment**.
- Conversely, as many as 62% of Ashland's working residents commute to work elsewhere.

Ashland Workers Home Origins, Rogue Valley, 2021



STRENGTHS

- A high quality of life, supported by access to quality healthcare, strong public schools, and public fiber network
- Strategic location along Interstate 5
- Growing population and increasing labor force participation
- A highly educated population
- Home to higher education, including Southern Oregon University and Rogue Community College
- Home to the Oregon Shakespeare Festival, which attracts thousands of visitors annually
- Natural beauty, a popular park system, regional attractions and tourism related to outdoor recreation
- A niche manufacturing industry which includes manufacturing medical equipment, agricultural products, and green technology
- A well-established arts and culture scene known throughout the region

WEAKNESSES

- Housing affordability concerns in which expensive housing and living costs
- Workforce availability
- Heavy economic reliance on on seasonal tourism
- Relatively few job opportunities outside services, tourism, healthcare
- Ashland has little available land for large-scale business or industrial expansion
- SOU saw a drop in enrollment post-COVID and has not returned to pre-pandemic numbers
- Declining employment in the Education and Arts, Entertainment, and Recreation sectors
- Challenges in retaining young talent

OPPORTUNITIES

- Opportunity Sites – Croman Mill, Railroad Site, University District, Downtown, housing development
- Encouraging diversification of Ashland's industries, including growing education, healthcare, small scale manufacturing, and creative entrepreneurship
- Influx of professionals who are leaving larger cities for affordable, high-quality living in Ashland
- Capitalizing on the trend of more remote workers in Ashland
- The surrounding Rogue Valley wine region and farm-to-table movement present opportunities for agritourism and culinary growth
- Ashland can further position itself as a leader in renewable energy, eco-tourism, and sustainability initiatives
- Expanding art galleries, music festivals, theater productions, and creative industries beyond the Oregon Shakespeare Festival to draw year-round visitors and residents
- Supporting growth in industries surrounding arts and culture, such as digital arts, film industry, visual arts, culinary arts
- Investment in Mt. Ashland Ski Area, hiking trails, and nature-based activities can help attract more visitors in the off-season
- Leaning further into outdoor recreation industries, activities, and events
- Growth in healthcare and healthcare adjacent industries such as senior care, functional medicine, and wellness

THREATS

- Wildfire risks and other climate change impacts, including air quality issues, reduced water availability, extreme heat and potential economic disruptions.
- Lack of new development / investment in the downtown or in infrastructure

Exhibit 1. Climate Hazards Analysis, Ashland, 2024-2029

Hazard	History	Vulnerability	Maximum Threat	Probability	Total Threat Score	Hazard Rank	Hazard Tiers
Wildfire	18	45	100	70	233	#1	Top Tier
Extreme Heat Event	18	40	80	70	208	#2	
Emerging Infectious Disease	16	40	100	49	205	#3	
Earthquake - Coscadia	2	50	100	49	201	#4	
Winter Storm	20	50	60	70	200	#5	
Drought	20	50	60	63	193	#6	Middle Tier
Windstorm	20	50	50	70	190	#7	
Air Quality	18	40	60	63	181	#8	
Landslide	10	35	80	56	181	#9	
Flood	20	30	60	70	180	#10	
Earthquake - Crustal	2	25	70	21	118	#11	Bottom Tier
Volcanic Event	2	5	50	7	64	#12	

Sources: City of Ashland Addendum to the Jackson County Multi-Jurisdictional Natural Hazard Mitigation Plan, 2024.

- Lack of available and affordable childcare options
- Cultural institutions are more sensitive to economic downturns and funding challenges
- Seasonal tourism creates a strain on city infrastructure
- Other small, artsy cities (such as Bend, OR, or Santa Fe, NM) are competing for tourists, arts funding, and business investment.

SWOT

DICSUSSION

What is this SWOT Analysis missing?

Is there anything that feels like it doesn't belong in this SWOT Analysis?

What other reactions do you have to the data presented?

ASHLAND'S ECONOMIC FUTURE

DISCUSSION

What is your vision for Ashland's economy of the future?

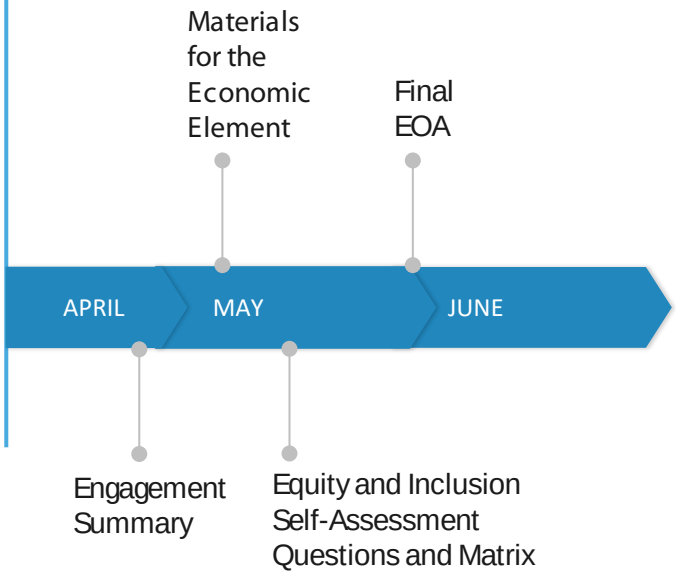
What economic opportunities should Ashland consider as it develops the EOA?

What goals should Ashland strive for when it comes to its future economy?

NEXT STEPS

- Engagement Summary
- Aggregate all work into the Final EOA Document
- Materials for an updated Economic Element in the Comprehensive Plan
- Equity and Inclusion Self-Assessment Questions and Matrix

Upcoming Milestones



THANK YOU!

CAI
COMMUNITY ATTRIBUTES INC

Better Together

DISCUSSION ITEMS

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2. Southern Oregon University Masterplan "Light Update"

Staff Memo

Memo

DATE: April 22, 2025
TO: City Council & Planning Commission
FROM: Derek Severson, *Planning Manager*
RE: Joint Study Session
Southern Oregon University Masterplan "Light Update"

Background

Oregon Statewide Planning Goal 2 – Land Use Planning and Chapter 197 of the Oregon Revised Statutes both require that the planning activities of colleges and universities as state agencies be coordinated with cities to ensure compatibility with the city's Comprehensive Plan and local land use ordinances. To that end, Ashland has adopted Southern Oregon University's master plans by ordinance as supporting documents to the Comprehensive Plan and has created a specific chapter in the land use ordinance (AMC 18.3.6) which details regulations specific to the Southern Oregon (SO) University District to reflect the master plan.

- In August of 1990, the Ashland City Council adopted the "***Southern 2000 Campus Master Plan"*** as prepared by Southern Oregon State College with amendments by the City of Ashland.
- In February of 2000, the Ashland City Council adopted the "***Southern Oregon University Campus Master Plan – 2000-2010***" as prepared by Southern Oregon University with amendments by the City of Ashland.
- In May of 2010, the Ashland City Council adopted the "***Southern Oregon University Campus Master Plan Update***" as prepared by Southern Oregon University with amendments by the City of Ashland.

Master plans of this nature are typically prepared on a ten-year planning horizon. SOU began conversations with Planning staff about updating their current Master Plan prior to 2020, but this process was delayed due to the pandemic. The University team has now submitted an application to update their Master Plan looking primarily to address planned projects, changes to the campus since the last update, and issues that are foreseen to arise over the planning horizon.

Tonight's Discussion

Tonight's meeting is informational and provides the Council and Planning Commission an opportunity to become familiar with the proposed master plan and ask questions or raise issues in advance of the public hearing. Staff will provide a brief presentation to give an overview of the existing master plan, changes that have been approved since adoption, and identify some key issues including:

- **Cascade Housing Complex Replacement:** The 194,000 s.f. Cascade student housing complex is being demolished, and the plan considers the possibility of redeveloping the site to a "*a maximum of five stories including residential living, educational instruction space and mixed-use… including; the establishment of common areas, classrooms, medical offices, daycare, support uses (e.g. haircare, nailcare), and retirement living and/or medical facilities…. Alternatively, the design of a new facility could have a lower architectural profile creating an expansive footprint*." The master plan envisions this development being completed through an as-yet-undetermined public/private partnership similar to the new Shasta and McLoughlin dormitories, and specific details are not available.
- **"Zoning if Transferred" Map:** The University is looking at selling some surplus properties. Under current regulations, even if sold they remain "SO"-zoned and subject to the master plan and would require Conditional Use Permit to develop privately. As proposed, these surplus properties would have their zoning changed to align with the surrounding neighborhoods (R-1-7.5 on Roca, R-3 along Henry, and R-2 on Mountain near Siskiyou). They would remain subject to the Master Plan and SO overlay zone while under university-ownership but if transferred to private ownership would be governed by the underlying zoning. (*This is similar to the HC overlay zone, where properties not being developed for Healthcare are considered under R-2 zoning regulations*).
- **Site Design Review:** Under existing requirements, projects on campus that meet the thresholds for Site Design Review (*i.e. new buildings and additions*) are subject to Site Design Review to consider compliance with applicable criteria and standards, including the University's design standards, and traffic impact analyses where triggered. With this proposed update, there will be the opportunity to determine what building size may be reviewed and approved administratively, what building size automatically triggers a public hearing, and whether solar canopy installations over parking lots (which are on a menu of required parking lot treatments in AMC

18.4.3.080.B.5.a and in state law) might be exempted from Site Design Review requirements where they comply with specific design parameters.

- **Maximum Parking Requirements:** As currently regulated, there are no minimum parking requirements in the city and maximum parking requirements apply to the University. Parking for the University is considered in terms of broader campus parking management. There will likely be discussion with the master plan whether specific sites could be excluded from parking maximums.
- **Height Limits/Design Standards:** The master plan as provided envisions a general four-story height limit for campus construction, with some site-specific allowances - up to five-stories for the Cascade redevelopment, and "as tall as the highest building in Ashland" for the University District site at the corner of Ashland Street and Walker Avenue. *[The tallest building in Ashland is the Ashland Springs Hotel, which is nine stories (approximately 110 feet).]*
- **Zoning & Design Guidelines Water Resource Protection Zones:** The Farm/Center For Sustainability includes both a mapped wetland and a piped reach of creek with a Water Resource Protection Zone, and properties on Roca Street contain sections of Roca Creek. As Ashland's water resource protection zones ordinance (AMC 18.3.11) implements state law for the protection of water resources, staff believe strongly that these water resources should be recognized in the overlay as subject to protections of the water resources ordinance.
- **Signage:** Ashland's sign regulations typically consider signage appropriate for a business in a single location and have some conditional allowances for signage installed for public purpose that have been used for the school system, Southern Oregon University and the Oregon Shakespeare Festival. The master plan process will include consideration of how to better address sign regulations at the campus level rather than treating the full campus like a single business.
- **Demolition/Relocation of Buildings (AMC 15.04):** Currently, SOU is subject to the Demolition/Relocation Review ordinance which includes demolition debris diversion requirements to limit materials being landfilled, and the standards and criteria for older buildings which generally call for a demonstration that rehabilitation is not financially feasible before demolition is allowed. Given that the University is subject to state requirements for demolition and considerations of the feasibility of rehabilitation typically occur at the state legislature, SOU has proposed that future demolitions not also be subject to local regulation under AMC 15.04 but would still meet the demolition debris diversion requirements.

- **Trees, Tree Protection & Tree Removal:** The removal of significant trees by the city on its own lands requires a Tree Removal Permit, whereas the Tree Ordinance (AMC 18.5.7) exempts the Parks Department from similar requirements based on having an arborist on staff who oversees on-going tree management and reports to the City and its Tree Management Advisory Committee annually on tree removals. This master plan update will consider whether a similar arrangement is appropriate for the University.
- **Parking Lot Treatment:** New parking lot standards are a state requirement under the Climate Friendly & Equitable Communities (CFEC) rulemaking, and include requirements for tree canopy coverage with specific planting & irrigation standards under ANSI 300 *or the installation of solar carports*. This master plan update will consider how to apply these new requirements in anticipation of the University's intention to eventually install solar canopies over all of its parking lots for power generation.

SOU's team for the master plan update process will be present tonight to speak about the update and answer questions.

Legislative public hearings before the Planning Commission and Council will follow, and the Master Plan will ultimately be adopted by Ordinance and include an updated SOU Master Plan as a supporting document to the Comprehensive Plan, along with any necessary modifications to the Chapter 18.3.6 "Southern Oregon University District", which regulates land uses on the campus in keeping with the master plan, and any associated updates to other zoning codes and maps.

Tonight's discussion is intended to give the Council and Planning Commission some advanced background on the masterplan, with the opportunity to identify issues and raise specific questions, leading into the upcoming legislative public hearings which will occur on June 10th (Planning Commission) and June 17th (City Council).

References & Attachments

SOU Campus Master Plan Update 2010-2020

Attachment 1: Application Submittal Materials

Attachment 2: Memo from Planning Manager re: Potential Personal Confict

Applicant Submittal

April 4, 2025

Brandon Goldman
City of Ashland, Community Development Director
51 Winburn Way
Ashland OR. 97520

RE: Southern Oregon University 2025-35 Facilities Master Plan and Zone changes

Dear Director Goldman,

Please find attached our application for the 2025-35 Master Plan together with the fee of $6,172. Our packet also includes the Master Plan document (which itself includes a chapter addressing development code provisions as the last Master Plan did), proposed Findings addressing the Type III Legislative adoption of the Master Plan, Zone changes and Comprehensive Plan amendments. I have also included some proposed changes to relevant provisions of the AMC per our past discussions to clarify where the Master Plan relates to certain sections of the LDO.

Our team looks forward to the joint study session on April 22nd to discuss this proposal in more detail with the Council and the Planning Commission. If you have any questions or we need to update anything before that date, please do not hesitate to call.

This has been a very positive and collaborative process to date and I know everyone on the SOU team has appreciated the open process and engagement by you and your staff.

Sincerely,

Alan Harper, Planner / Master Plan Coordinator

Southern OREGON UNIVERSITY

2025

FACILITIES MASTER PLAN AMENDMENT

Total Page Number: 134

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FACILITIES MASTER PLAN AMENDMENT **1**

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SOU's Land Acknowledgment

We acknowledge that Southern Oregon University is located within the ancestral homelands of the **Shasta, Takelma, and Latgawa** peoples who lived here since time immemorial. These Tribes were displaced during rapid Euro-American colonization, the Gold Rush, and armed conflict between 1851 and 1856. In the 1850s, discovery of gold and settlement brought thousands of Euro-Americans to their lands, leading to warfare, epidemics, starvation, and villages being burned. In 1853 the first of several treaties were signed, confederating these Tribes and others together – who would then be referred to as the Rogue River Tribe. These treaties ceded most of their homelands to the United States, and in return they were guaranteed a permanent homeland reserved for them. At the end of the Rogue River Wars in 1856, these Tribes and many other Tribes from western Oregon were removed to the Siletz Reservation and the Grand Ronde Reservation. Today, the Confederated Tribes of Grand Ronde Community of Oregon and the Confederated Tribes of Siletz Indians are living descendants of the Takelma, Shasta, and Latgawa peoples of this area. We encourage YOU to learn about the land you reside on, and to join us in advocating for the inherent sovereignty of Indigenous people.

Chapter 1—Introduction

Substantial changes have occurred in higher education since the adoption of the Southern Oregon University Master Plan in 2010. In 2013, the Oregon University System and the Chancellor's Office were eliminated by the Oregon Legislature and each university became self-governed with an independent board of trustees. The state also created a Higher Education Coordinating Commission. These changes substantially altered the funding model for higher education in Oregon as well as the model for capital construction for Oregon's Technical and Regional Universities (TRUs).

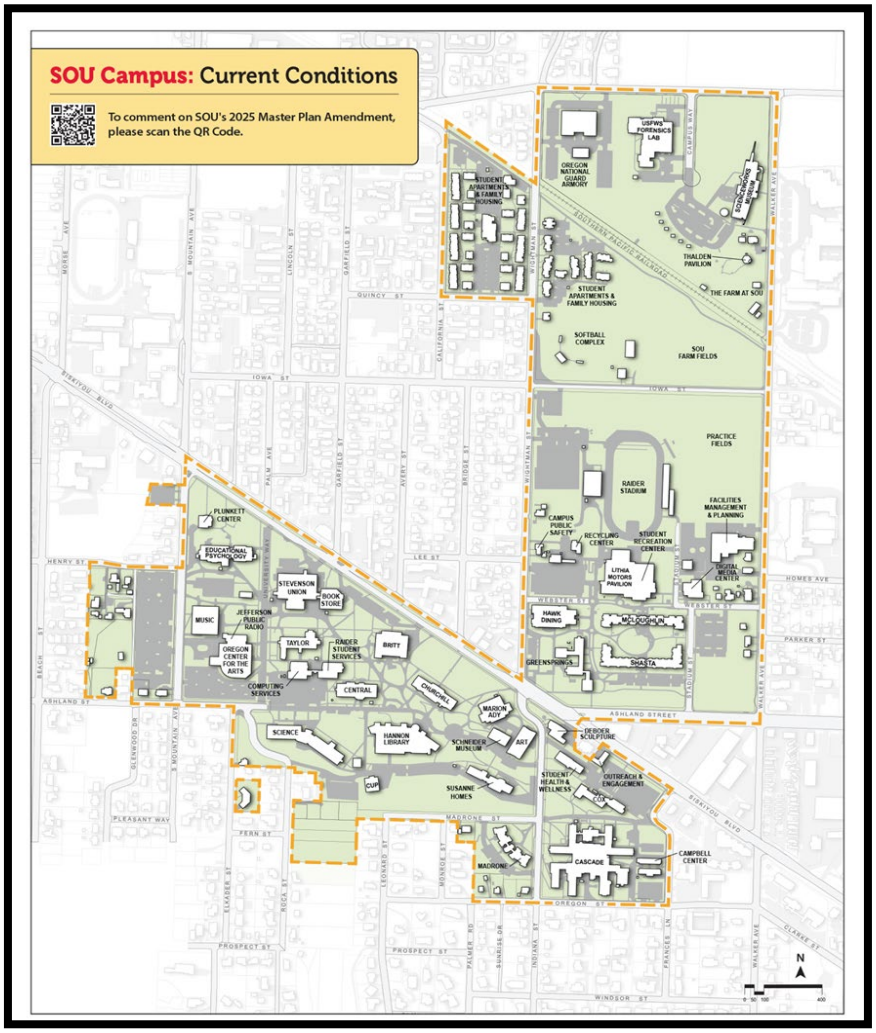
This 2025-35 Southern Oregon University Campus Facilities Master Plan (2025-35 Master Plan) is an update from the 2010-2020 SOU Master Plan and is prepared as a guide for campus facility development that is likely to occur during this cycle. This Facilities Master Plan seeks to embrace the current economic realities faced by SOU. With the State of Oregon's support of public universities and the reality that student tuition cannot continue to climb, this plan also addresses SOU's desire to create non-traditional revenue and cost containment methods for the long-term stability of SOU as well as put in place opportunities for SOU to build its reserve to face difficult times as we recently did during the pandemic.

SOU has intentionally not undergone extensive Visioning and Imagining exercises, as was done leading into the 2010-2020 Plan. This 2025-2035 Master Plan is designed to update changes from the 2010 plan that have occurred on campus as well as identify those projects which the University believes will occur in this cycle. Some Future Development areas are identified for desired projects which are, as yet, undefined and unfunded. The eventual design and use of these Future Development areas and potential projects, will likely require additional discussions and better development of the campus needs that each will address. It is anticipated that in the future, prior to the next iteration of a campus Facilities Master Plan, SOU will engage stakeholders and the community again, in a new strategic Visioning process. This 2025-35 Master Plan is broken down into sections that address the main facilities elements of the SOU campus, each with a map (See, Appendix A) identifying existing and future facilities:

- Capital Improvements generally;
- Academic Facilities;
- Housing Facilities;
- Athletic Facilities and
- Sustainability Infrastructure.

Understanding the 2025-35 Facilities Master Plan Maps

The maps are integral parts of this Master Plan. They both aide in the understanding of the future development of campus facilities and also help identify what is known about each project. To capture where we are going in the next decade, it is at times important to understand where we are today. Below is the map of the existing SOU campus:



Additionally, this Master Plan addresses some zoning and development code issues (See Appendix A, Map 6, Zoning if Transferred) which will help SOU and the City work together in the upcoming ten years.

This plan has been created by a Project Team tasked with identifying the facility needs that fit the goals and clear objectives of the University over this next ten-year period. This Facilities Master Plan supersedes the previous 2010-2020 Plan. In many ways, this 2025-35 Master Plan reflects where the University knows it is headed, while also anticipating the unknown demands on our campus, and provides the flexibility to respond to opportunities during this next ten-year period.

Who We Are

Southern Oregon University is a regionally-engaged learning community committed to being the educational provider of choice for learners throughout their lives.

WE INSPIRE curiosity and creativity, compel critical thinking, foster discovery, and cultivate bold ideas and actions.

WE ACHIEVE student success, professional preparation, and civic engagement through service excellence, evolving technologies, and innovative curriculum.

WE FOSTER access, equity, inclusion and diversity in thought and practice.

WE PREPARE our learners to be responsible, engaged citizens in our democracy.

WE PROMOTE economic vitality, sustainability, cultural enrichment, and social well-being in our region, the state, the nation, and the world.

Purpose of the Master Plan

The 2025 Master Plan serves several purposes. It is a guide to facility development, it anticipates student and faculty needs, and it creates certainty of process and understanding between SOU and the City of Ashland. This Master Plan supports the evolving academic and professional development needs of students by identifying facilities such as the Creative Industries Project and The Farm; it anticipates housing needs for the future such as the redevelopment of the Cascade future development area; and it fosters our culture and values by engaging tribal communities, celebrating and supporting our thriving Athletics programs, and embracing sustainability and renewable resources.

The Project Team conducted interviews with many stakeholders including Athletics staff; the SOU Native Nations Liaison; Sustainability Director; Facilities Management; University Housing staff; the Deans of Arts and Communication including Center for the Arts; Education, Leadership, Health, and Humanities; Social Sciences; Science and Business; Honors College; and the Dean of Undergraduate Studies and the University Library.

Outreach

The Project Team held two comment forums, both on-campus events, that were held on October 3, 2024 and October 10, 2024 to present the basic elements of this 2025-35 Master Plan. The goal of these sessions was to communicate the known projects for the next ten years, facilities challenges facing the University and the potential disposal of some University-owned property. During these forums participants could ask questions and concerns. SOU stakeholders and the surrounding community were invited by email and flyers. Based on stakeholder and community feedback, the Project Team included additional future development projects to the Master Plan and clarified the labeling and presentation of several items.

In addition to these forums, SOU created a website in order to make it easy for any interested party to submit comments to the Project Team. Examples of this successful outreach include the addition of more family housing for students on the map as well as refined places for public art.

The Project Team has also worked with Associated Students of Southern Oregon University (ASSOU) Leadership to discuss changes in the 2025-35 Master Plan.

Internal Comment Example

"The Hawk could improve the consistency and quality of offerings. The dorms could have maintenance promptly repair broken laundry machines. The dorm HVAC could be better explained to students and adjustments supported. The fire alarms could be monitored and false alarms fined to improve sleep quality for students."

External Comment Example

"It would be helpful to have more than a map to look at and guess the intention. Could some text be added to the website to explain the maps? Is student population increasing? Decreasing? What majors are seeing greater/less interest? Providing some context around the uni's patterns and goals would help us provide better feedback."

City of Ashland Goals

Statewide planning Rules (OAR 660-30) direct State institutions such as SOU to coordinate with local jurisdictions on campus facilities. This recognizes the unique longevity, growth, and renovation needs for University facilities and the unique role of a university campus within any city. The City of Ashland has created a zoning designation for the SOU campus properties (Southern Oregon University District) that governs the use and development of this area. The specific provisions of that use and development, contained in this Master Plan, are intended to govern how the campus grows and functions. Once adopted by the City of Ashland, the provisions in [Chapter 7] of this Master Plan become the primary governing rules for SO -zoned property, including the future zoning of some property should it be transferred out of University System ownership.

In addition to the use and development provisions, the City works in partnership with SOU to create effective transportation systems, infrastructure and services. Together, both SOU and the City work together to benefit the surrounding businesses and community as a whole.

SOU's direct academic programs involve over 5,000 individuals and create a large positive economic impact. Our graduates provide a workforce multiplier for the region and we offer many other campus outreach programs.

Contributing to Ashland and the Rogue Valley

Youth Programs/Summer Camps

SOU hosts and provides programming for more than 5,000 youth through our Youth Programs and Summer Camps, which include summer youth classes, the Black Youth Summer Institute, Konaway Nika Tillicum for Native American/ Indigenous students, Summer ACADEMY, and Academia Latina.

Oregon Center for the Arts at SOU

The OCA at SOU educates students, artist-practitioners, and scholars in a learning environment that cultivates SOU's values of creativity, collaboration, discovery and diversity. Cumulatively, among music, theater, special events, concerts and others events, more than 16,000 members of the community stepped onto SOU for a cultural connection, including:

- 10,500 theater goers
- 1,300 musical concert series attendees
- 3,800 chamber music concert attendees

SOU Community Preschool

The Community Preschool at SOU provides a play-based environment for community members where experiential learning is encouraged. Its play-based curriculum bridges theory into practice and is guided by professional staff through careful observation and planning based on children's strength, interests and needs.

Employer for the Community

SOU employers nearly 750 faculty, classified and unclassified staff and administrators, making it one of the largest employers in Jackson County.

Hannon Library

The 122,830 square foot Hannon Library offers access to an ever-growing number of resources for instructional, research, and general information needs. The collections complement the educational programs of SOU and include materials in a variety of formats. Students and community members have access to 340,000 print volumes and 115,000 e-books, 296,000 government publications, and 1,689 periodical, serial, and newspaper subscriptions.

Jefferson Public Radio

JPR is a regional public radio broadcasting network serving over a million potential listeners in a 60,000 square-mile area in Southern Oregon and Northern California. JRP is owned by SOU and is headquartered on the Ashland Campus.

Schneider Museum of Art

The Schneider Museum of Art is a vital force in the intellectual life of Southern Oregon University that promotes an understanding of the visual arts within a liberal arts education. SMA serves both an academic and community audience and builds a challenging environment that engages with the visual arts through exhibitions and programs supporting interdisciplinary study, research and discourse. The museum is open year-round and The museum's permanent collection is primarily focused on works on paper from the twentieth century and beyond, and includes artists Mark Tobey, David Siqueiros, Jack McLarty, George Inness, and Alexander Calder. Other works in the collection: lithographs by William Hogarth, Pre-Columbian ceramics from Costa Rica, Native American baskets, and woven artifacts from New Guinea.

SOU Food Pantry

The SOU Food Pantry ensures that SOU students have food and other basic necessities to alleviate the effects of hunger and poverty, easing the burden on the greater Ashland community.

The Osher Lifelong Learning Institute (OLLI)

OLLI at SOU is a member-driven educational community of more than 1700 adults, primarily aged 50 and older who live in the Ashland area. OLLI brings its participants into connection with courses, activities, events and excursions each year during SOU's fall, winter and spring terms.

History

Southern Oregon University began as Ashland Academy in 1872, and went through several changes prior to being an official state normal school in 1887. The school was closed due to lack of funding in 1890-95 but reopened in 1899. In 1904, the school became a full state school but funding was again eliminated in 1909, leading to the facility being closed. Finally, in 1926 the school was reestablished in its current location.

The initial school facility was Churchill Hall, followed by Britt Hall in 1936 and Susanne Homes 1947 (original section). In 1939 three state normal schools were designated Colleges of Education by the state.

Naming Heritage

In 1956, the Southern Oregon College of Education became Southern Oregon College, and in 1975 the name changed to Southern Oregon State College. The current moniker of Southern Oregon University was adopted in 1997. Throughout that time, while the name had changed, the mission of serving the educational needs of our students and helping make Ashland a vibrant community remained steadfast.

Bright Future

This 2025-35 Master Plan looks to a bright future honoring this legacy and charting a course to serve the students of a new era. Each section of this Master Plan addresses elements of campus and charts a path forward: Educational/Academic Facilities, Housing, Athletics, Sustainability, Future Development Areas, and Zoning and Development Standards.

A Master Plan is by its nature a forward-looking document but it is also an opportunity to reflect on the 2010-2020 Master Plan and identifies certain elements (completed, continuing, and discontinued), which will inform decisions for this next period of time. Each section of this Master Plan identifies some significant changes that have occurred in the past fifteen years such as upgrades to Churchill Hall and the Performing Arts / JPR Building, the creation of the Lithia Motors Pavilion and creation of Raider Village (Shasta Hall and McLoughlin Hall).

Changes Since 2010 Master Plan

Some projects identified in the 2010-2020 Master Plan have not been pursued and are now considered to be non-viable. These include the Arboretum, Faculty Housing facilities, and the stand-alone Jefferson Public Radio facility. Other priorities from that previous Master Plan have provided significant benefits to the SOU community, such as the pedestrian crossing upgrades along Siskiyou Blvd. and the SOU Solar Initiative. Solar power generation has continued through this past decade and is a significant part of SOU's ongoing success (see Sustainability, Chapter 5).

Some larger ideas discussed in the past, such as creating a special overlay zoning district with the City of Ashland, tentatively titled the "University District," or the construction of Faculty Housing, are no longer included. This idea of an overlay zoning district was discussed in the 2000 Master Plan and again is referenced in the 2010-2020 Master Plan. The potential benefits of providing for a pattern of development and redevelopment of property near or adjacent to the University is something that the University looks forward to discussing in the future, but is beyond the scope of a Facilities Master Plan.

By its nature, the creation of a University District zoning overlay will impact not only the University but our neighbors, so a larger process of engagement is critical and should be done through the leadership of the City. In 2018 the City did create the Transit Triangle District, which encompassed some of the area

Spotlight: Improved Safety

In 2012, as part of the North Campus Village ("NCV") residence halls project, SOU commissioned a traffic engineering study to analyze the vehicle and pedestrian traffic flow along and across Siskiyou Blvd and Ashland Street within the SOU campus boundaries. The consultants recommended installation of a new diagonal crosswalk at the major Siskiyou-Indiana-Wightman intersection as well as the installation of pedestrian-activated flashing crossing signals at other select locations along Siskiyou Blvd and Ashland St.

As part of the NCV construction project, SOU upgraded the traffic signals and installed the diagonal crosswalk at Siskiyou-Indiana-Wightman. As recommended by the traffic study, SOU also installed pedestrian -activated flashing crossing signals at Siskiyou Blvd & University Ave, Siskiyou Blvd & Garfield St, Siskiyou Blvd & Bridge St, Ashland St & Stadium St, and Siskiyou Blvd & Frances Lane.

Since the signalization and crosswalk improvements, pedestrian safety along Siskiyou has improved dramatically, with only 17 incidents down from 47 Motor Vehicle/Pedestrian incidents (as reported by Ashland Police Department) over this 12-year period.

bordering the University. Current discussions with the City indicated that this Transit Triangle District may evolve into a Climate Friendly Area, consistent with the state-wide Climate Friendly and Equitable Community Rules adopted by the State of Oregon. Faculty Housing was an approved element of the 2010-20 Master Plan but funding and design never occurred and has been removed. Related issues such as identifying the appropriate land use zone for property transferred by the University to a private party is addressed as part of the process of legislative adoption for this Master Plan by the City ("Zoning if Transferred" Map, Appendix A.)

Transportation System

Since the 2010-20 Master Plan the University has seen a significant reduction in enrollment, a significant increase in on-line or hybrid learning and a corresponding reduction in transportation impacts and needs. In recent years there has been a reduction in requested parking passes and no new parking facilities created. It is possible to get a discount for having a carpooling parking pass and the SOU community can get RVTD passes (free for faculty, staff, and discounted for students). RVTD reports increases in SOU pass usage. In light of current needs, no new or altered vehicle system elements (parking, roads or access points) are proposed to be changed.

Consistent with our goals of sustainability and multi-model transportation, SOU continues to encourage bicycle use. There are 13 covered bike parking locations on campus providing 260 spots. Understanding that the primary use of bicycles by the SOU community and that the center of campus is encouraged to be 'walkable', these bike shelters are located primarily around the perimeter of the academic campus and at residence halls. The most recent residence halls (Shasta and McLoughlin) have included bike hangers in each room to provide this option to student bike owners. This is a recognition of security preferences and value of today's bike. We will continue to review the needs of bike users and update our policies (currently evaluating how to address e-bikes in regard to safety and security) to reflect changing usage and equipment. This will also include working to add secure bike parking to the new Creative Industries project on the west side of campus that would be open to the public for visitors to that side of campus, including for theater or concert events.

Pedestrian connectivity and safety continue to be a focus for SOU (See Spotlight on Pedestrian Safety Crossing Siskiyou.) Facilities staff continue to work tirelessly to maintain the quality of pathways throughout campus as those are impacted by weather, landscaping and ordinary wear and tear. One significant project outlined in this Master Plan is within the Athletics core of campus - an improved pedestrian way from Raider Village to the new Softball Complex. This will connect the elements of the campus sporting facilities to the main residence and dining hub providing a comfortable and well signed spine through the north end of campus.

SOU prides itself in being a walk friendly and bike friendly campus and will continue to build on existing programs and initiatives through the length of this Master Plan.

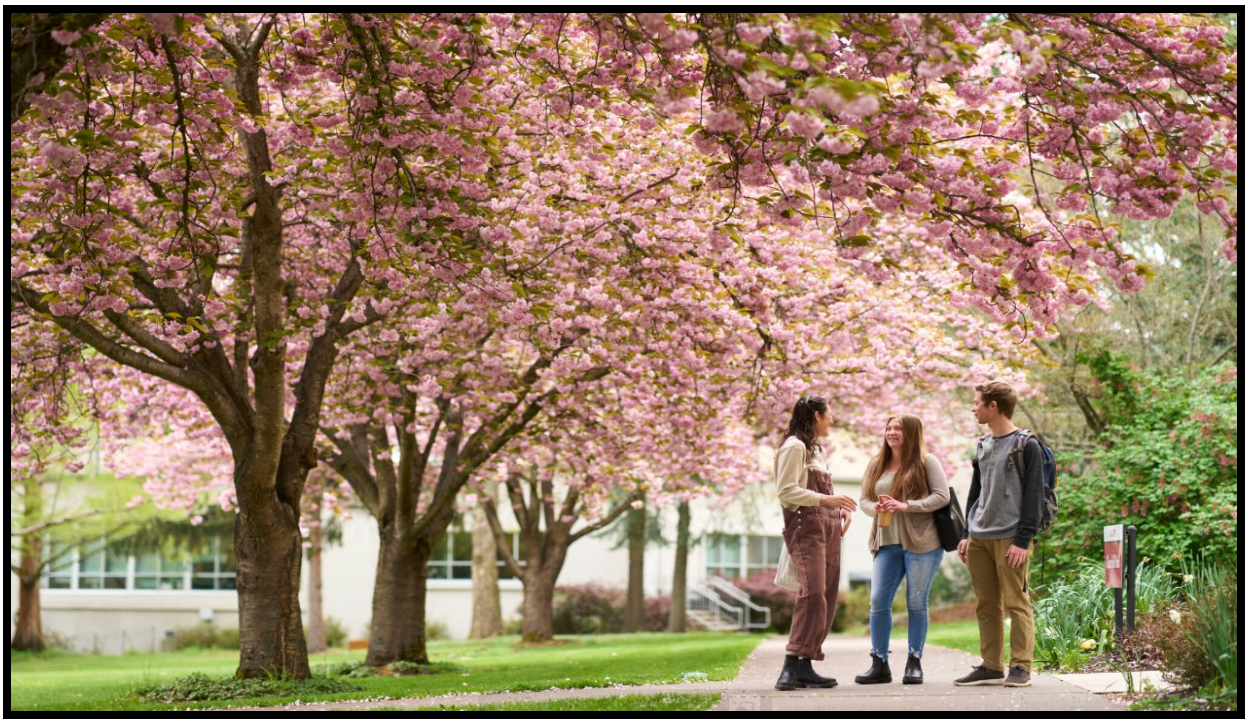
Chapter 2—Academic Facilities

Where We Have Been

The 2010-20 Facilities Master Plan identified several SOU buildings in need of upgrades & re-investment. Churchill, Britt, Central, McNeal, Science, Theater Arts, and Cascade were identified on that list. SOU has been able to address all of these buildings since 2010 and has also made significant improvements to Taylor Hall. A Map of Academic Facilities and supporting buildings is attached as Appendix A and a full list of facilities and information about each is set forth in Appendix B.

Significant Changes to SOU Buildings Since 2010

Academic Buildings	Reno Dates	Work Scope	Notes
Churchill Hall	2011	Seismic upgrade and complete systems replacement (HVAC, plumbing, electrical), new fire & life safety systems, ADA upgrades, new windows, new interior finishes throughout	
Britt Hall	2019-24 (4 phases)	Seismic upgrade and complete systems replacement (HVAC, plumbing, electrical), new fire & life safety systems, ADA upgrades, new roof, new interior finishes throughout	
Central Hall	2022-current	Seismic upgrade and complete systems replacement (HVAC, plumbing, electrical), new fire & life safety systems, ADA upgrades, new interior finishes, new roof, exterior refurbish	Upper floor TI buildout scheduled for 2025
McNeal	2017-18	Building replaced by the new Lithia Motors Pavilion and Student Recreation Center	
Science Building	2015-16	Seismic upgrade and complete systems replacement (HVAC, plumbing, electrical), new fire & life safety systems, ADA upgrades, new windows, new roof, exterior waterproofing, all new interior finishes and equipment	
Theater Arts (Oregon Center for the Arts)	2017-18	Interior renovations to the existing building. Building additions to add new program spaces and faculty offices. New interior finishes	A new wing was added to the existing building for new JPR studios & offices.
Taylor Hall	2013 & 2022	Replacement of all windows, new exterior finishes, renovation of public restrooms, ADA upgrades, upgrades to lobbies & corridors, Anthropology dept. renovation	
North Campus Village (New Res Halls)	2011-12	Two all-new residence halls (Shasta & McLoughlin-700 beds) and a new Dining/Kitchen facility (Hawk Dining) were constructed on the north campus	Replacement of Cascade was envisioned in the 2010 MP
Cascade Complex	2024	Abatement & hazardous materials removal in progress. Complete demolition to be completed in 2025	Replacement of the Cascade complex was anticipated in the 2010 MP



Where We Are Going

This Master Plan anticipates significant work (beyond maintenance and repair) to several existing buildings in this 2025-35 cycle:

Academic Buildings	Anticipated dates	Work Scope	Notes
Music (Creative Industries)	2025-27	Complete renovation of the existing building and an approx. 10,000 sq. ft. addition for a new teaching theater, new ADA restrooms & support spaces	
Education-Psychology	2025-27	Exterior rehabilitation (new windows & doors, skylights, exterior waterproofing, interior renovations	No change in building footprint anticipated
Digital Media Center (DMC)	2027-28	Interior renovations and an approx. 4,000 sq. ft. addition	
Susanne Homes	Future Dev TBD	Partial demolition of the west wing, complete renovation of original building.	
The Farm Administration Building	Future Dev TBD	Demolition of old the farmhouse (155 Walker Ave). Construction of a new multi-purpose building for food prep, education, and administration	

SPOTLIGHT: The Farm at SOU

Located at the far north end of the SOU campus, adjacent to the ScienceWorks Hands-on Museum, The Farm at SOU is a center for sustainability. The student-led organic farm produces healthy, sustainably harvested food for the SOU community. It is a hub for education, student and faculty research and community outreach to Ashland and the entire Rogue Valley. Our projects are inspiring a generation of ecologically-committed leaders who promote a vision of living and working sustainably in community and on the land. The Farm at SOU is and was conceived as a learning laboratory where students from all disciplines can dream big. Student research and projects on this site have already included work on K-12 curriculum to teach watershed restoration, research on solar technologies in agricultural landscapes, the role of visual art in environmental activism, and research on soil water retention. The Farm hosts Farm to School programs through a collaboration with Rogue Valley Farm to School.

As shown on the Academic Facilities Map in Appendix A, The Farm has significant investment and anticipated development.

Pending projects include the new farmhouse (2,200 sq. ft), classrooms, exhibition space, offices, restrooms, a pollinator garden, and a commercial kitchen.

These improvements have been designed and will be incorporated around the existing Thalden Pavilion. Together with the Ashland School District and ScienceWorks, SOU commissioned plans for the phases of improving The Farm which are incorporated into this Master Plan and attached as Appendix A.

The Farm currently employs up to 12 students at one time. The Farm is critical to two SOU degrees as well as a Certificate in Environmental Horticulture and Horticultural Business. In addition to restoration ecology, hydrology, soil science, and agroecology, the following courses are taught exclusively at The Farm:

- Sustainable Food Systems: The Land
- Sustainable Food Systems: The Harvest
- Sustainable Food Systems: The Planting
- Propagation, Integrated Pest Management
- Irrigation Management
- Greenhouse Management

Creative Industries

The Creative Industries represent a dynamic economic and occupational subsector that encompasses a broad spectrum of activities focused on culture, entertainment, arts, and information. This project will transform the existing Music Building into a state-of-the-art collaborative learning environment, equipping students with professional-grade facilities and tools to thrive in the Creative Industries economy.

The renovation will include a seismic upgrade, full replacement of mechanical, electrical, and plumbing systems, new life-safety systems (fire alarms and sprinklers), substantial ADA accessibility improvements, and energy efficiency enhancements. A key component of the project is a 10,000-square-foot expansion, featuring a new teaching studio and support facilities to enhance hands-on learning opportunities.

This upgraded facility will enable students to integrate creativity and innovation into their educational experiences and career pathways. SOU's Creative Industries curriculum emphasizes STEM competencies while prioritizing creative production and storytelling. Students will be

prepared for diverse careers across music, performing arts, film and video, digital media, design, software development, television, radio, video gaming, eSports, virtual and augmented reality, product design, fashion, architecture, advertising, strategic communication, publishing, journalism, and more.

The skills cultivated within this program are not only essential for success in creative fields but also applicable across numerous economic sectors, highlighting the versatility and adaptability of creative development and production. This project is a critical step in preparing students to lead and innovate in the fast-evolving Creative Industries landscape.

Education-Psychology Building Renovation

Education-Psychology Building is a 47,000 sq. ft. 3-story academic building that was constructed in 1973. The facility is home to the Education and Psychology departments and houses numerous classrooms, faculty offices and the community pre-school. The facility is substantially unchanged since it was constructed 52 years ago.

SOU will rehabilitate the Ed-Psych "exterior envelope" over the next 2-3 years. Work scope will include new roofing, replacing the existing skylights, replacing exterior doors and windows, re-sealing patio decks and stair landings, and re-pointing and re-sealing the exterior brick veneer.

The building footprint will remain unchanged. The building appearance will be substantially unchanged after this envelope rehabilitation project is completed

Digital Media Center

SOU's current Digital Media Center (DMC) is a vital hub for Creative Industries development and media literacy education in Southern Oregon. The DMC boasts unparalleled production resources in the region, including a sound recording booth, an equipment check-out facility, and a 1,000-square-foot multi-cam studio equipped with an LED lighting grid and green screen. These facilities have established the DMC as a key partner for local news organizations, K-12 media educators, and Southern Oregon Public Broadcasting Service (SOPBS).

As part of the Creative Industries Project, many current DMC functions will be merged into the new facility. Once the Creative Industries space is online, the existing DMC building will be repurposed for other academic and athletic uses, maximizing the value of SOU's infrastructure.

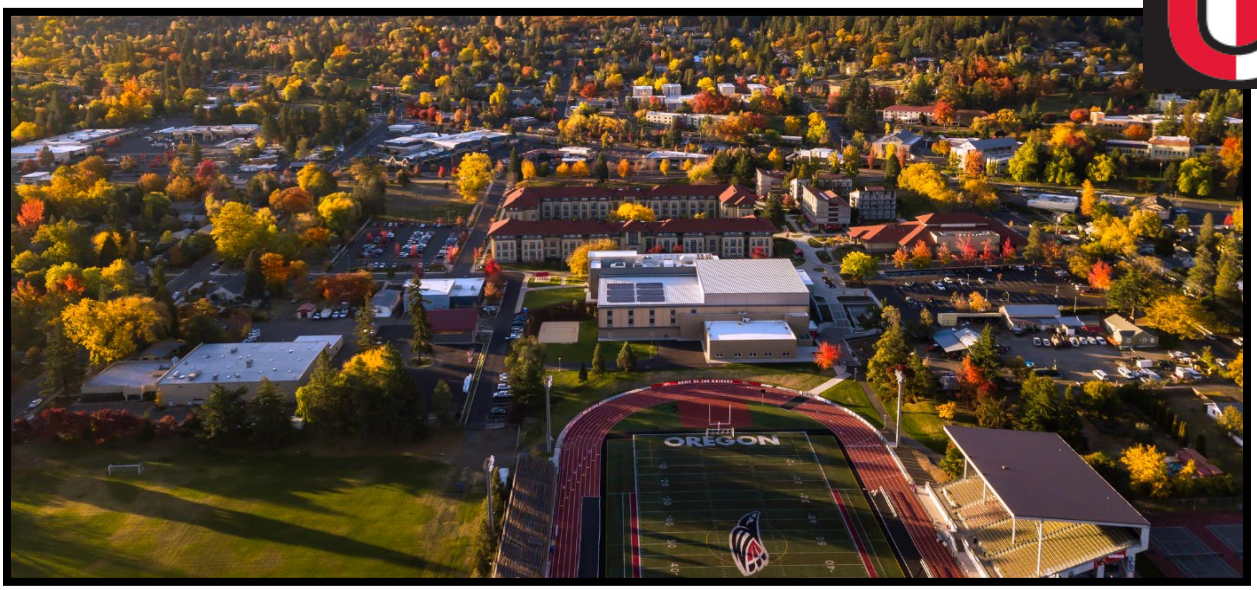
Susanne Homes Building

Susanne Homes, constructed in two phases (1947 and 1958), is another example of SOU's evolving campus needs. Originally designed as a dormitory to foster independent student living, its decades-old infrastructure—including obsolete and failing plumbing systems, steam heating, single-pane windows, community restrooms, and undersized electrical service—can no longer support student housing. Since 2018, the building has been partially occupied by the Honors College and SOU Service Center.

A high-level architectural review suggests that the 1958 addition should be demolished, while the original 1947 wing has potential for renovation into academic space. Although design and funding for a renovation have not yet begun, the deteriorating infrastructure necessitates future planning.

SOU's ability to fund academic structures largely relies on State bonding approved by the Oregon Legislature for maintenance, repairs, new construction, demolition, and substantial remodels. With significant deferred maintenance across campus, SOU has strategically allocated available funds to prioritize safe and effective learning environments. While the rising costs of renovation reflect the evolving nature of higher education and increasingly complex building operations, SOU remains committed to addressing these challenges.

Beyond maintenance, SOU has embraced innovation to meet the needs of modern students, offering flexible modalities such as online synchronous and asynchronous classes. These advancements require significant investment in physical spaces and technology to support delivery. Despite these shifts, SOU upholds the value of in-person instruction and human interaction, ensuring that the majority of courses continue to foster direct engagement in well-maintained and technologically advanced learning spaces.



Chapter 3—Athletics

Student-athletes play a substantial role in the fabric of SOU. With over 450 student-athletes, our athletic programs are key to SOU's recruitment and retention of students. Our student-athletes maintain higher-than-average grade point averages and tend to be some of our most involved students in both on- and off-campus activities.

SOU has a vision to provide student-athletes, alumni, donors, and fans with competitive facilities and outstanding game-day experiences.

A significant part of making this vision a reality was replacing McNeal Pavilion with the current Lithia Motors Pavilion and renovating Raider Stadium. These were key initiatives of the 2010 Master Plan which have been achieved.

Where We Have Been

The aging McNeal Pavilion was SOU's marquee athletics facility for nearly sixty years and was replaced with a state-of-the-art three-story building. The $22 million secured by SOU in 2012, however, was based on renovating, not replacing, the pavilion. When architects and engineers determined that a full replacement was necessary for safety reasons, the state allocation was simply not enough to construct a new facility and house all necessary programs. SOU's national championship football program, among others, like track and field, was without a locker room in the current plan. The "finished" 100,000 square-foot Lithia Motors Pavilion was not large enough to accommodate all the needs of a growing athletic program for men and women competing in thirteen sports (now nineteen), as well as academic offices and classrooms. To mitigate space issues, SOU simultaneously renovated Raider Stadium. This ensured that SOU

could remain competitive in the recruitment of student-athletes and compliant with federally mandated Title IX requirements for gender equity.

The new Lithia Motors Pavilion is now providing both competition space and locker room space for men's and women's indoor sports (basketball, volleyball, and wrestling), men's and women's soccer, office space for athletic administration, as well as other academic programs. The building also continues to house the Bob Riehm Arena offering 1,400 seats for spectators attending SOU basketball, volleyball, and wrestling competitions. There are also four classrooms for students enrolled in the Outdoor Adventure Leadership Program and Health and Physical Education.

The Raider Stadium renovation project ensured that outdoor sports (in particular football and track and field/cross country) had coach offices, locker rooms for the men's and women's teams, meeting and conference areas, a training room, and a weightlifting area for all programs. Improvements have extended beyond the Stadium to Wightman Street, where three dilapidated tennis courts have been converted into sand volleyball courts used by our new Beach Volleyball team. The continued rehabilitation of this area may include upgrades to make the remaining space multi-functional for other similar sports such as Pickleball.

Where We Are Going

As shown on the Athletic Facilities Map, our facilities will continue to be centered around the Lithia Motors Pavilion. The vision for the SOU Athletics District includes a new pedestrian mall that flows seamlessly between Raider Village, the Lithia Motors Pavilion, and Raider Stadium and it will extend to connect to the Softball Complex. This proposed pedestrian walkway and plaza space will use pavers and other natural materials to unite the Athletics District and direct the SOU community to athletic events.

Proposed Improvements during this Master Plan include a Softball Complex (Spotlight below), a small expansion to the Lithia Motors Pavilion, a Practice Building, and upgraded facilities for concessions and food trucks.

This Master Plan anticipates the continued growth and success of our Athletics programs. We have identified areas that will serve this growth and where future development will take place.

SOU does anticipate the use of Future Development Areas shown on the Athletics Map, to be developed under the Design and Development Guidelines and will be in furtherance of our educational Mission. The full design, programming, and funding of such areas are as-yet undetermined. One example of a need that may be addressed with such future development is that our current roster of 110 wrestlers, between our men's and women's teams, would benefit from a potential new facility (labeled as Future Development), located between the Lithia Motors Pavilion and the Beach Volleyball courts. Similarly, we appreciate and embrace the passionate Raider fans who attend events at Raider Stadium and want to make this an amazing experience for attendees. This is why the development of a tailgating area has been identified for Future Development, but because there is no current design, timing, or funding for the project, it has been designated for Future Development.

SOU also anticipates needed upgrades for Raider Stadium. This facility was built in the 1980s and needs additional renovations. An assessment of every aspect—from bleachers to bathrooms to the press box—will be undertaken to move forward with making this facility the center of a quality game-time or graduation experience.

The Athletics District is an exciting hub of student life and community engagement with SOU. Investments in these facilities will continue to pay off, creating academic opportunities and top-notch venues for our student-athletes.

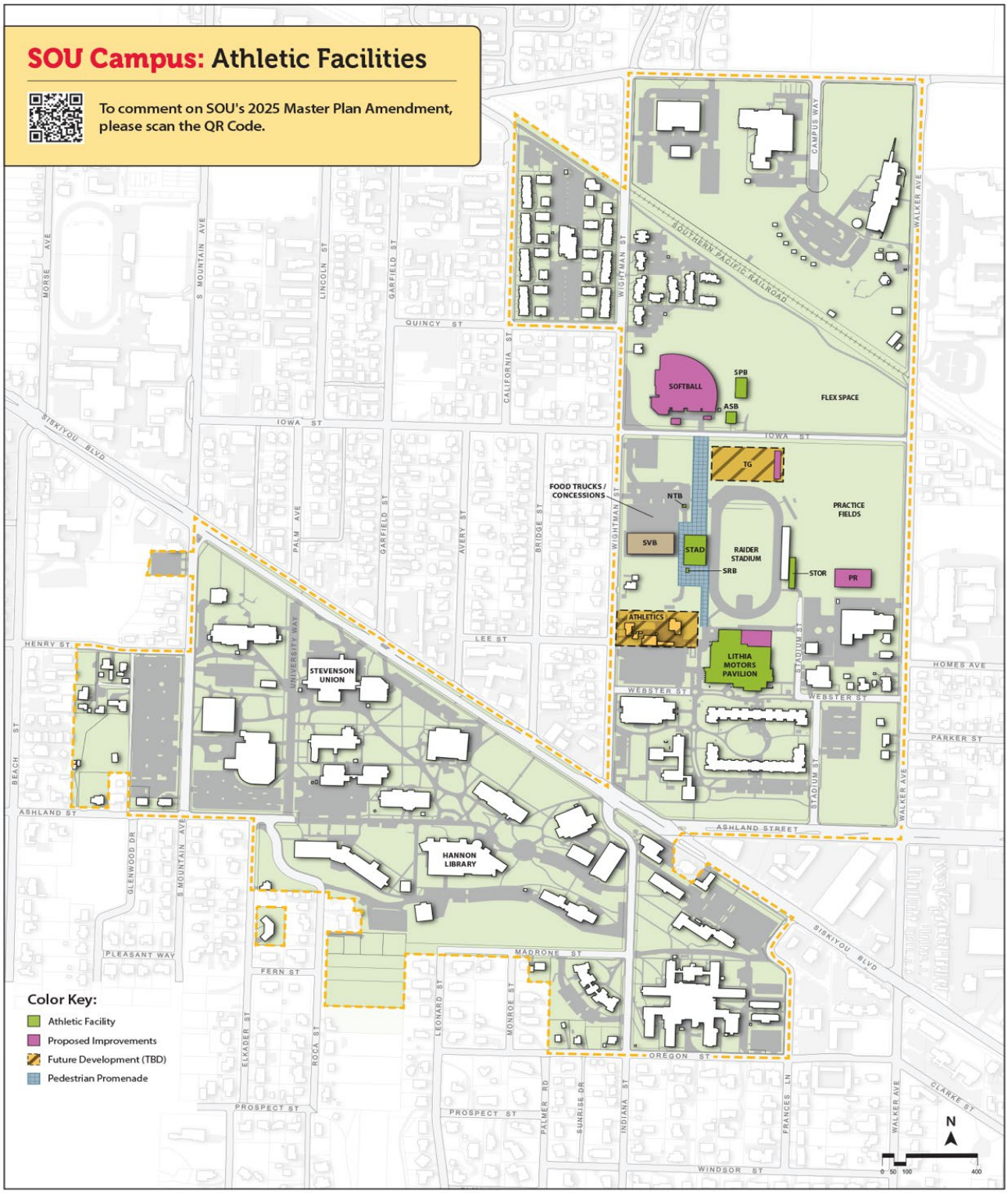
SPOTLIGHT: Softball Complex

Since the reintroduction of softball as an intercollegiate sport and the field conversion from baseball to softball, the SOU softball program has won several Conference Championships and three National Titles (2019, 2021 and 2023). The SOU softball program is one of the most popular sports with fans, SOU alumni, and community members.

Historically an underutilized baseball field, this portion of the Athletics District was revived in 2001 and the outfield and dirt infield were modified to softball field dimensions. The distance from the dugouts to the playing field remains at baseball field distances.

There is a seating capacity of 500 in the existing bleachers. The bleachers and press box have not been changed or upgraded since being installed or slightly improved in 2001 for the softball field conversion. The previous concession stand building has been converted to the team's locker room.

The City-approved plans for the new Softball Complex include new ADA facilities, increased seating capacity, a new entry plaza connecting the Softball Complex to Raider Village, new dugouts, concession facilities, a press box, and a renovated field to NCAA standards, including appropriate lighting and a scoreboard.



Building Key:

ATHLETICS

ASB	Athletics Services Building
NTB	North Ticket Booth
PR	Practice Building
SPB	Softball Practice Building
STAD	Stadium Facility
SRB	Stadium Retail Booth
STOR	Stadium Storage Facility
SVB	Sand Volleyball
TG	Tailgate Area / Food Trucks

Southern OREGON UNIVERSITY

Chapter 4—Housing

While SOU continues to modernize its curriculum and offer modalities like online learning, we strongly believe there is tremendous value to having in-person learning. We offer a variety of housing types and styles on campus including family housing. If SOU did not offer on-campus housing, there be further strain on local market rate housing which already has extremely low vacancy rates and, due to Ashland's limited public transportation, may price some students out of having a collegiate in-person learning experience.

Our campus housing provides a socially rich and academically supported experience. Living on campus gives the advantage of being closer to classes and participating in SOU activities. Living on campus leads to making more friends, having better success in any course of study, and creating a tremendous sense of community.

In addition to creating a strong experience, living on campus reduces the impacts created by commuting to SOU and also helps to alleviate some of the demand on housing surrounding campus. As shown on Housing Facilities Map in Appendix A, we currently have 962 unrestricted beds available for housing in residence halls and 178 seasonally available beds in Greensprings. SOU also has 166 apartments at SAFH ranging from studios to four bedroom units, as shown on the Housing Map.

Where We Have Been

The on-campus residence hall experience has changed significantly over the years. The modern housing experience reflects more privacy, independence, and better amenities than units built decades ago. Aging facilities such as Cascade and Greensprings have come with a host of issues. Cascade was approved for demolition as part of the last Master Plan and will be completed in 2025. Greensprings continues to suffer infrastructure challenges as a result of its age and initial design. One of the most significant developments during the past fifteen years was the creation of Raider Village and construction of Shasta and McLoughlin Halls. These additions have been critical to providing housing that meets the current expectations and needs of our students.

McLoughlin Hall

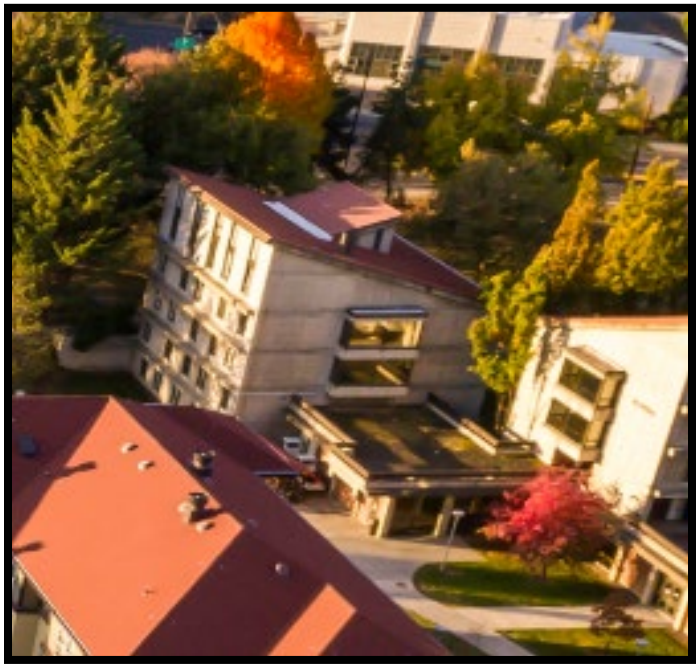
SOU broke ground on Raider Village in April 2012 and officially opened in fall of 2013. McLoughlin Hall is part of Raider Village and features a suite design with both single and double rooms available. It's primarily a community for returning and transfer students but is open to all students. McLoughlin Hall is also home to the Multicultural Community on the second floor. The purpose of this Multicultural Themed Housing Community is to provide a space for students of different cultures and backgrounds to live, study, and intentionally engage with and explore their unique histories.

Shasta Hall

Shasta Hall is part of Raider Village and features a semi-suite design with both single and double rooms available. This is primarily a first-year community, but open to all students. Shasta Hall is also home to The Garden

(LGBTQIA+) Community on the 2nd floor. The purpose of The Garden (LGBTQIA+) Themed Housing community is to provide a safe space for LGBTQIA+ students and allies to live, study, and engage together.

Greensprings



The Greensprings complex is currently used for seasonal housing because of the deferred maintenance challenges impacting these facilities. The failure of critical infrastructure in the 1960s structures has limited its current use. The physical limitations include a lack of air-conditioning, no ADA-compliant amenities, and outdated electrical and plumbing systems. The layout of units, ceiling height, and outdated resident common areas are also sub-optimal and not what current students desire. We believe that prior to 2035 we may no longer be able to house students at any time of year due to the failing facilities which include heating for the building.

We recognize that this facility is located at the heart of campus and could meet many future needs if funding became available. Various options are being explored, including keeping the existing concrete structures and creating new interior spaces and infrastructure. A critical first step will be understanding the seismic condition of the current buildings and suitability for renovation. With such substantial work pending and no current plans beyond the current use, the rehabilitation of Greensprings is included as part of this 2025-35 Master Plan.

Where We Are Going

Student Apartments and Family Housing

Student Apartments & Family Housing serves members of the SOU community who would benefit from this living situation. This is also an area that we heard addressed many times during our listening sessions with the community and SOU stakeholders. As a result of these conversations, a Future Development Area for expanding the Student Apartment and Family Housing has been added to the Housing Map. It is designated as Future Development because there is no current design or funding for this project. But it has clearly been identified as a need, being the type of housing most in demand with an extensive waiting list for available units. These units provide a flexible and economical option for members of the SOU community and particularly older students and those with families.

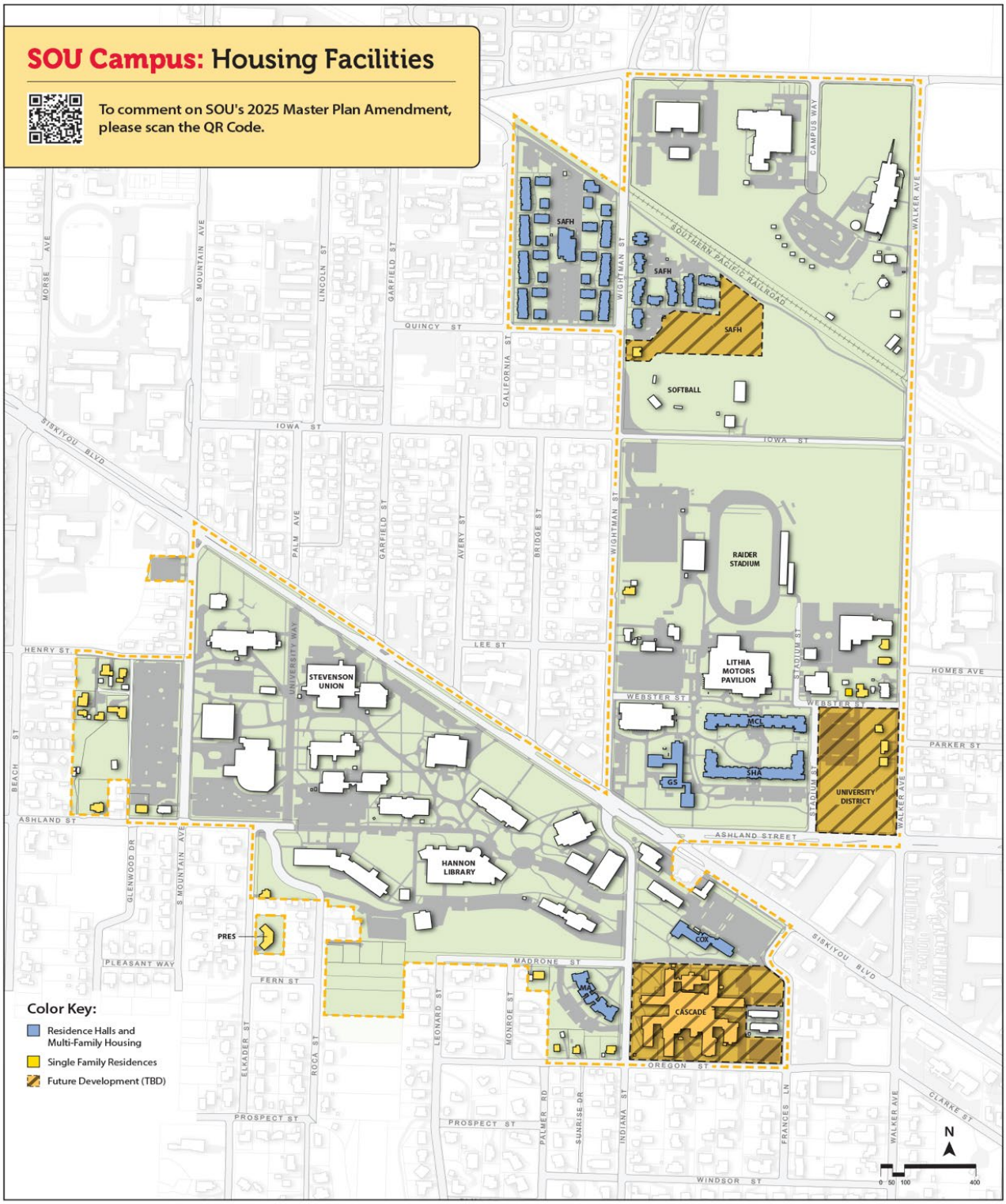
SPOTLIGHT: Cascade Future Development Area

As part of the 2010-20 Master Plan, the Cascade Complex was identified as having significant limitations and in need of massive renovation if it were to continue to serve as a residence hall. The scope of deficiencies and cost of even minimal upgrades made it unsustainable to continue its historic use. SOU discontinued use of Cascade as a residence hall in 2012. The building was used as flex space to support numerous capital renovations to other buildings on campus.

Aspen, Baker, and Cedar also functioned as SOU Conference space until the heating hot water infrastructure failed in late 2023. As part of the approval process for Shasta and McLoughlin Halls, Cascade was identified for demolition, with those facilities as replacements. The assessments and process for demolition are underway and this area is identified for future development. Funding for demolition was allocated to SOU in 2022, through the American Rescue Plan Act (ARPA) and will be completed in 2025. With the completion of the demolition of the old Cascade facility comes the opportunity to create something innovative and special. The options for the future of this area are vast, and discussed under the Future Development section of this Master Plan.

University District Lot

We also expect that the University District Future Development project will include housing facilities. The development of this important gateway to the SOU campus is too undefined in scope, design, or funding to discuss in detail. At some time in the future, should this project advance, we expect that there will be more opportunities to discuss the design and uses of this area. While being the most undefined of all potential projects identified in this Master Plan, we could see a housing component at this site should SOU grow to the extent that this project is likely.



Building Key:

HOUSING

COX	Cox Residence Hall
GS	Greensprings Residence Hall
MCL	McLoughlin Residence Hall
MA	Madrone Residence Hall
PRES	President's Residence
SAFH	Student Apartments and Family Housing
SHA	Shasta Residence Hall

HOUSING TYPE	QUANTITY	NOTES
Residence Halls		
Total Beds Available	962	Unrestricted
Greensprings Beds Available	178	Seasonal (4 Months)
Student Apartments and Family Housing		
Studios	8	
One Bedroom	5	
Two Bedroom	97	
Three Bedroom	52	
Four Bedroom	4	
Single Family Residences		
Total Houses	23	13 Rented

Southern OREGON UNIVERSITY

Chapter 5—Future Development Areas

Generally

As shown on the Capital Improvements Map, there are areas that SOU anticipates will be developed for certain uses in the future. At this time, because there is no specific design nor funding, these projects are identified as "Future Development." The University anticipates more discussion as the design of projects in these areas evolves, but it would be the intent of the University to develop projects within the approved Development and Design Guidelines contained in this 2025-35 Master Plan. These designated parts of campus are identified on both the Capital Improvements Map as well as the Maps for each type of use anticipated (Housing, Athletics, etc.)

Housing- Future Development

Faculty housing is no longer anticipated to be a project undertaken by the University. Land identified as potential faculty housing in the 2010-20 Master Plan is now targeted for rezoning and potential sale. While this is no longer a part of the Master Plan, the idea of housing for members of the SOU community, of all ages, continues to be an integral part of SOU's mission.

Student Apartments and Family Housing (SAFH)

One of the key comments during the open forums on this Master Plan (from student leadership) was an identification that the most in-demand housing for students is Family Housing, which is available at the complex of apartment housing located at the north-west extension of SOU. It is an excellent resource for a member of the SOU community, making higher education possible while having a working spouse and children. Identified on the Housing Map as SAFH – Student Apartments and Family Housing – this area imagines an expansion of the existing SAFH development. The University has identified this as an area that could meet this need and would be compatible with the adjacent new Softball Complex.

Cascade Housing Complex

Surrounding the Campbell Center (where the Osher Lifelong Learning Institute (OLLI) program is housed), the Cascade project is one of the most exciting projects on the horizon at SOU. It is identified as a Future Development because the design and funding models are just now beginning to be developed. The Cascade building was identified in the 2010-20 Master Plan as an aging facility, where demolition was a likely outcome for this resource and it is currently in the process of being demolished. The removal of this old facility will make way for a new housing facility and creates an opportunity for a new campus dynamic.

Retirement today looks very different than it did just decades ago. As people transition from full-time careers, today's active and engaged retirees are looking for dynamic places to live, learn, and play. Across the nation, communities and campuses are embracing a cohort of older people who want to be part of a college environment. A new facility on the Cascade site could provide a living environment where everyone is involved in not just OLLI courses, but other campus academic courses, concerts, art installations, and athletic events. The educational opportunities for a new residence are limitless. Similar in many ways to the newest student housing (McLoughlin and Shasta residence halls), SOU envisions that this project would be a public/private partnership. It has the potential to generate revenue and welcome a whole new demographic of SOU students and community members. It is easy to imagine a facility that is not just for living but incorporates educational spaces where students are engaged with and learning from older students and residents. Residents are anticipated to be part of the SOU community, just as students living in Shasta Hall or student and their families living in SAFH apartments are today.

The University expects that development partners would work within the Design and Development Guidelines within this Master Plan and with the City of Ashland. Determining the viability, programming, and design for this facility is a top priority for the University.

Academic Facilities- Future Development

Native Nations Gathering Space, Native Gardens, Learning Garden

Southern Oregon University, in this 2025-2035 Master Plan, identifies several spaces on campus to honor and respect the history and land stewardship of the Indigenous people who lived here since time immemorial.

We know that our community benefits from the sharing and fostering of the deep cultural traditions and teachings made available to us by Indigenous communities. As a University, we actively look for ways to continuously develop this connection and recognition. The 2025-35 Master Plan is just one way in which we illustrate this commitment. In partnership with Native students, Native community members and our Native Nations Liaison, the University has identified three Future Development Areas to intentionally create space: The Learning Garden, the Native Garden, and the Native Nations Gathering Space.

The Learning Garden is proposed to be located in the heart of the Educational and Academic core of campus while the Native Garden is proposed to be located near The Farm at SOU. Both of these projects will foster Indigenous Traditional Ecological Knowledge (ITEK), implementing and promoting biodiversity, soil health, and ecosystem resiliency. Each area will feature hands-on learning and engagement through workshops, demonstrations, and cultural events.

The Native Nations Gathering Space is designated for a location within the North Campus Zone, which contains most of the residential and recreational elements of campus. While there are no current plans for specific development within this envelope, this space is envisioned to enhance the partnership and collaboration between the SOU community and the local Indigenous communities.

Athletics- Future Development

Field House

Between the Lithia Motors Pavilion and Raider Stadium, Athletics has identified an area for a future facility. The popularity of certain programs with student athletes justifies considering where growth for indoor programming might occur. There is currently no design nor funding for this project.

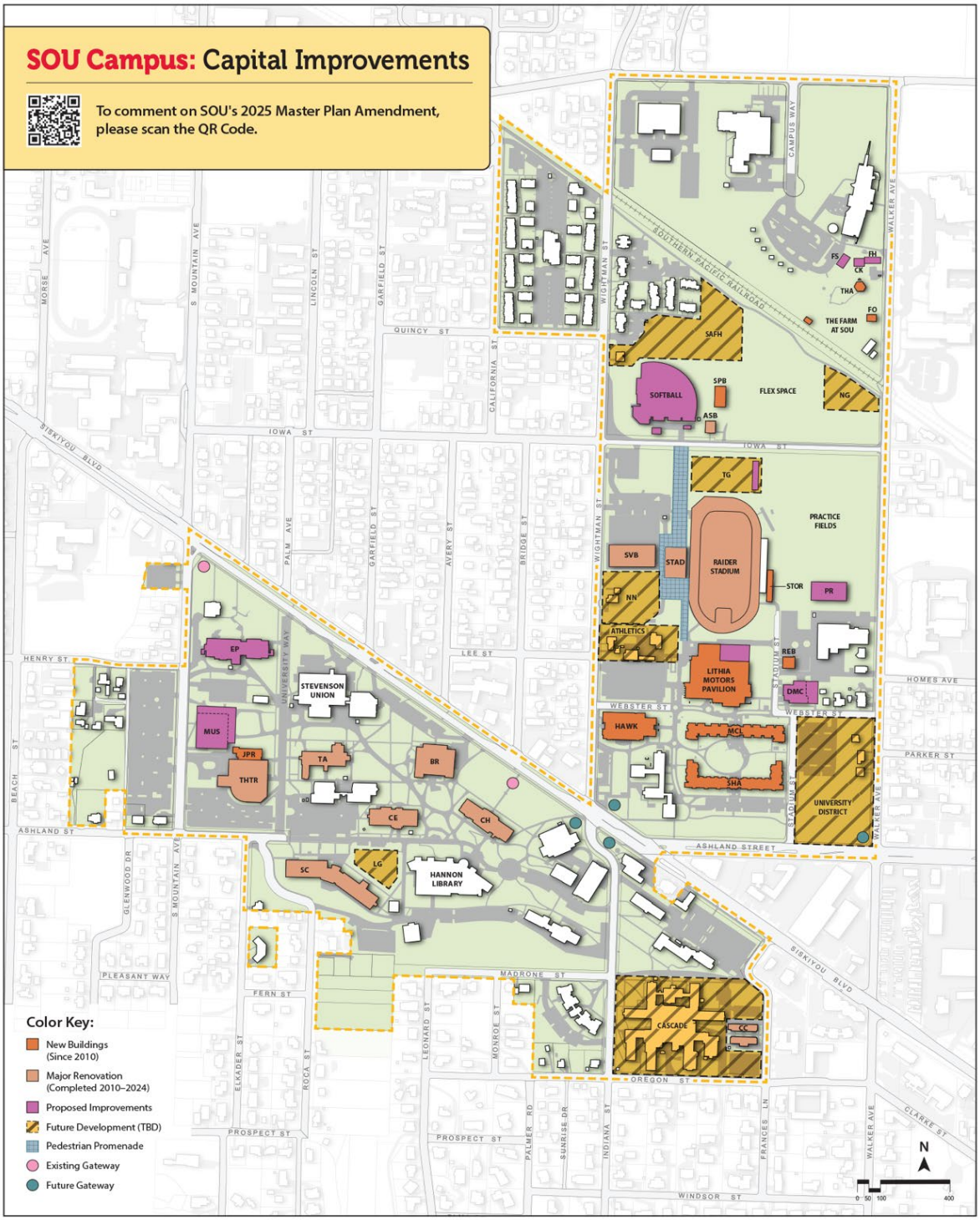
Tailgate area

Fantastic game day experiences are an important way for Ashland and all Raider fans to come to campus and be part of SOU. Located between Raider Stadium and the new Softball Complex, this area is identified for creating a place for game day experiences. Temporary food carts and concessions are existing uses and are will be connected by a new pedestrian mall, but this specific area is reserved for a more dynamic experiential area expanding and enhancing these offerings.

Mixed Use / Other – Future Development

University District Property

After the potential new Cascade project, the University District Property is the most dynamic and far-reaching. This property is truly a blank slate on the edge of campus. Located at the corner of Walker Avenue and Ashland Street, this area, when developed, will become a significant gateway and signature feature of the SOU community. It is easy to imagine a project here embracing campus needs for housing, support services, academic space, or other retail opportunities that would transition from adjacent commercial uses to campus residence halls. With the widest range of potential, SOU believes it should have the widest range of development options and standards. The City has indicated that new zoning standards related to responsible infill and density may be appropriate here – if Ashland is to preserve its current boundaries, creative infill will be required, which the City has chosen to pursue in many elements of its Development Code. As such, the Design and Development standards in this Master Plan have specific provisions addressing flexibility in the development of this University District property.



Building Key:

ASB	Athletics Services Building
BR	Britt Hall
CC	Campbell Center (OLLI)
CE	Central Hall
CH	Churchill Hall
CK	Commercial Kitchen / Processing
DMC	Digital Media Center
EP	Education / Psychology
FH	New Farmhouse
FO	Farm Operations
FS	Farm Storage
HAWK	Hawk Dining
JPR	Jefferson Public Radio
LG	Learning Garden
MCL	McLoughlin Residence Hall
MUS	Music Building / Creative Industries
NG	Native Garden / Greenhouse
NN	Native Nations Gathering Space
PR	Practice Building
REB	Recreation Equipment Building
SAFH	Student Apartments and Family Housing
SC	Science Building
SHA	Shasta Residence Hall
SPB	Softball Practice Building
STAD	Stadium Facility
STOR	Stadium Storage Facility
SVB	Sand Volleyball
TA	Taylor Hal
TG	Tailgate Area / Food Trucks
THA	Thalden Pavilion
THTR	Theatre (Oregon Center for the Arts)

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Chapter 6—Sustainability

SOU has an extensive history of environmental initiatives and sustainability practices. Climate and Sustainability have only become more important to our communities and to our world over the past fifteen years since the last Master Plan was approved. As part of the 2010 Master Plan, SOU outlined certain goals relating to achieving carbon net zero, developing a strong economy, ensuring sustainable use of natural resources, and preserving those resources. As discussed in that 2010 Master Plan, SOU adopted its own Climate Action Plan and related goals. See https://sustainability.sou.edu/climate-action/. SOU is a GOLD-rated university under the Sustainability Tracking Assessment & Rating System (STARS), a program run by the Association for the Advancement of Sustainability in Higher Education.

In 2019 Southern Oregon University received the national "Excellence and Innovation Award" from the American Association of State Colleges and Universities for developing "a comprehensive and impactful sustainability program by collaborating across operations, academics, and engagement." This outstanding partnership continues as Southern Oregon University uses our land, buildings, and infrastructure as a living laboratory for hands-on learning in multiple disciplines including: hydrology, land use planning, restoration, sustainability management, climate and energy, project management, and art installation. Campus projects are intimately connected to the curriculum. Our students leave SOU knowing they can make a difference in the world, because they already have made a difference using the SOU campus as their lab.

In addition to the positive environmental impacts, SOU is also hoping our sustainability measures and goals will help to mitigate future costs. Our solar generation and energy efficiency goals, for example, will allow us to stabilize future costs and mitigate our need to raise fees to meet the continuously rising energy costs.

Where We Have Been

Transportation

SOU currently has 16 vehicle charging ports (8 double stations) on campus. These charging stations are located both at residential buildings and adjacent to workplace buildings. There are plans to continue to expand the number of electric vehicle charging ports on campus.

Recycling Program and Center

A recycling program with an on-campus recycling center for glass, plastics, paper, cardboard, and cans was founded by students in 2011 as part of a capstone project focused on diverting waste from landfill. This is supported by indoor and outdoor central collection points. Minimizing waste production and supporting reuse is our priority. Having a recycling center on campus helps ensure that the highest quality materials for recycling leave the campus. We also recycle a number of other materials and products including ink toner and cartridges, batteries, lamps, lightbulbs, electronic appliances and equipment, books, plants, oil, furniture, wood, scrap metal, marker pens, regular pens, and spray cans.

Energy Efficiency

SOU's proactive approach includes upgrading to energy-efficient lighting, boilers, and HVAC systems and installing new meters to better track energy consumption.

SOU upgraded the mechanical equipment at the Central Plant Building on campus in 2019. Boilers 1 and 2 were replaced with high-efficiency Hurst boilers with high-efficiency Riello Burners. Boilers 3 and 4 had the burners replaced with the same high-efficiency Riello Burners. A new Riello control system was installed to operate the boilers more efficiently. A new water softener system was installed to help reduce chemical usage. The existing 800-ton and 500-ton centrifugal chillers were replaced with two 800-ton, higher-efficiency centrifugal chillers. The roof-mounted, three-cell cooling tower was replaced with a larger-capacity, high-efficiency, two-cell cooling tower. One of the two existing condenser water pumps was replaced with a larger-capacity pump.

The operation of the HVAC system for each campus building on the University's direct digital control (DDC) system is scheduled based on the building occupancy information. When a building is not occupied, the temperature controls go into "unoccupied" status, with a lower setback temperature during the heating season and a higher setback temperature during the cooling season. HVAC systems are also upgraded during renovation projects across campus.

LED lighting became the SOU campus standard in 2016 and all new construction and renovation projects since 2016 have incorporated LED lighting. Projects with lighting retrofits throughout the building include the Theatre Building, The Lithia Motors/SRC, Britt Hall, and the Recycling Center. Other renovation projects with partial LED retrofits include the Music Building, Taylor Hall, the Science Building, the Osher Lifelong Learning Institute, and Raider Stadium. SOU has been gradually replacing exterior campus lighting with LED fixtures and more than half of the campus has been retrofitted with LED since 2016.

Solar

For a small public university, solar is a strong story for SOU. Ideally located in the Rogue Valley, the focus on solar energy dates back to 2000. The analysis of potential solar energy production was a significant goal of the 2010-20 Master Plan.

SOU currently has ten solar arrays on campus, totaling 696 kW of solar capacity, plus an array at the Higher Education Center in Medford and a pole-mounted array installed last year by a nonprofit on land leased from SOU. SOU's first solar array was installed on its Library in 2000. This 6kw solar array has 24 solar panels. In January 2019, SOU expanded and added an additional 55.65 kW of solar to the site, increasing the system's capacity to 62.37 kW.

In 2013, students allocated $85,000 from the student Green Fund to install a 32 kW solar array on the Stevenson Union.

In 2014, McLoughlin Hall and Shasta Hall both had solar panels added to their roof spaces. McLoughlin Hall has a 73.7kW solar photovoltaic (PV) system and solar thermal panels. Shasta Hall incorporates an 82.5 kW.

In October 2018, the Student Recreation Center/Lithia Motors Pavilion added a 63 kW solar PV system to its facilities. The solar array contributes to the SRC/Lithia Motors Pavilion's LEED Gold Certification as one of its many green building features.

Designed with solar energy in mind, SOU's Recreation Storage Building boasts a south-facing roof with an optimal tilt to maximize the region's solar resource. The building showcases a 24.14 kW system. This was SOU's first net zero building, generating more electricity than it uses. Two more solar arrays came online in 2021, The Farm Storage with a 15,48 kW array and the Stadium Storage building with a 49.68kW array. Both net zero buildings mark a total of 3 net zero buildings on campus. In June 2024, SOU installed a 241 kW solar array in addition to the existing one on Lithia' Motors Pavilion, making it the largest solar array in the City of Ashland.

Clean renewable energy is supported by numerous programs such as Oregon's Clean Energy Targets greenhouse gas emission reduction targets as well as City of Ashland Climate and Energy Action Plan. Solar Arrays are an ideal form of clean energy in the Rogue Valley with the abundance of sunlight and SOU has taken the initiative of working to become the first publicly funded university to generate on campus 100% of its electrical usage. Solar Array locations are identified on the Photovoltaic Array Map (see Appendix A) and design standards are included in the Zoning and Design Guidelines chapter of this Master Plan.

Stormwater, Fire Resiliency, and Biodiversity

SOU has a long history of pursing and achieving distinction relating to our efforts in managing landscaping and biodiversity. We continue to earn recognition as a Tree Campus USA—an honor we've held since 2014—and SOU was the first Bee Campus USA in 2014.

Our landscape planning relies heavily on ecological design practices, incorporating regionally-adapted, native, and drought-tolerant plant species. Our ongoing lawn conversion projects aim to increase plant biodiversity, continue to attract a greater number of bird and pollinator species as well as transition to a more drought-tolerant campus in recognition of the changing climate.

In 2019, a student project, funded by the Student Green Fund, led to the creation of a self-sustaining bioswale in parking lot 36, effectively managing stormwater and significantly reducing contaminants in local waterways. Additionally, it serves as a practical model for eco-friendly water management, enhancing the campus's landscape and providing educational opportunities in environmental

science. There is also a stormwater drainage project at parking lot 4. Together these projects show our ability to innovate, educate and be environmentally conscious all at the same time.

Our projects capture stormwater and incorporate drought-tolerant, native plant species. Our irrigation development projects serve the long-term goal of reducing our irrigation water use through data-driven and sensor-based technologies. Low-volume/high-efficiency sprinklers, weather-based control systems, and lawn-replacement projects all contribute to operate with the least possible impact to our local watershed.

Where we are going

Sustainability is more than just a design feature or construction element at SOU; it is part of the culture. We continue to set goals that illustrate this commitment and pave the way for our future, both environmentally and as a cost-containment measure. Some of these key goals are set forth below.

Transportation system goals

- Achieve a 100% electric campus fleet
- Expand the number of electric vehicle charging stations on campus
- Improve commuter transport-related greenhouse gas

Recycling Program and Center goals

- Enhance waste reduction and recycling on campus to minimize landfill waste
- Foster awareness and participation in waste reduction and SOU's recycling programs

Energy Efficiency Goals

- Achieve 100% daytime electricity use through renewable electricity generation on campus by 2035
- Improve energy efficiency by 25% within 10 years (base year 2022)
- Reduce Scope 1 and Scope 2 emissions by 50% by 2033 (base year 2022)

Solar Energy Goals

SOU has the goal to generate 100% of its daytime electricity use on campus by solar and be the first public university to do so. It is aiming to have this in place by 2035. See Appendix A for the location of existing and proposed arrays. The future development as outlined in this Master Plan will not only address energy efficiency but will create shading of parking areas and improve water conservation.

Stormwater, Fire Resiliency, and Biodiversity Goals

- SOU's landscape and biodiversity is managed in a way that helps prepare for the changing climate, including transitioning to more drought-tolerant areas as well as ensuring fire resilience.
- To continue to enhance pollinator areas and maintain our certification for Bee Campus USA
- To explore rainwater capture and use, specifically as part of any new solar canopy system.
- To continue to care for the trees on campus and maintain certification for Tree Campus USA.
- SOU will continue to pursue its Climate Action Plan published 2010 and updated in 2021/2022 https://sustainability.sou.edu/climate-action/. The City of Ashland's Climate and Energy Action Plan, published in 2017, includes an assessment of Ashland's changing climate. We anticipate that during this 2025-2035 Master Plan, efforts towards climate change resiliency will only intensify.

Sustainability lies at the heart of our vision for the future of this campus, driving environmental stewardship, social responsibility, and economic resilience. By integrating innovative green infrastructure, fostering inclusive and equitable community engagement, and optimizing resource efficiency, we aim to create a campus that not only reduces its ecological footprint but also enriches the lives of its students, faculty, staff and surrounding community. Southern

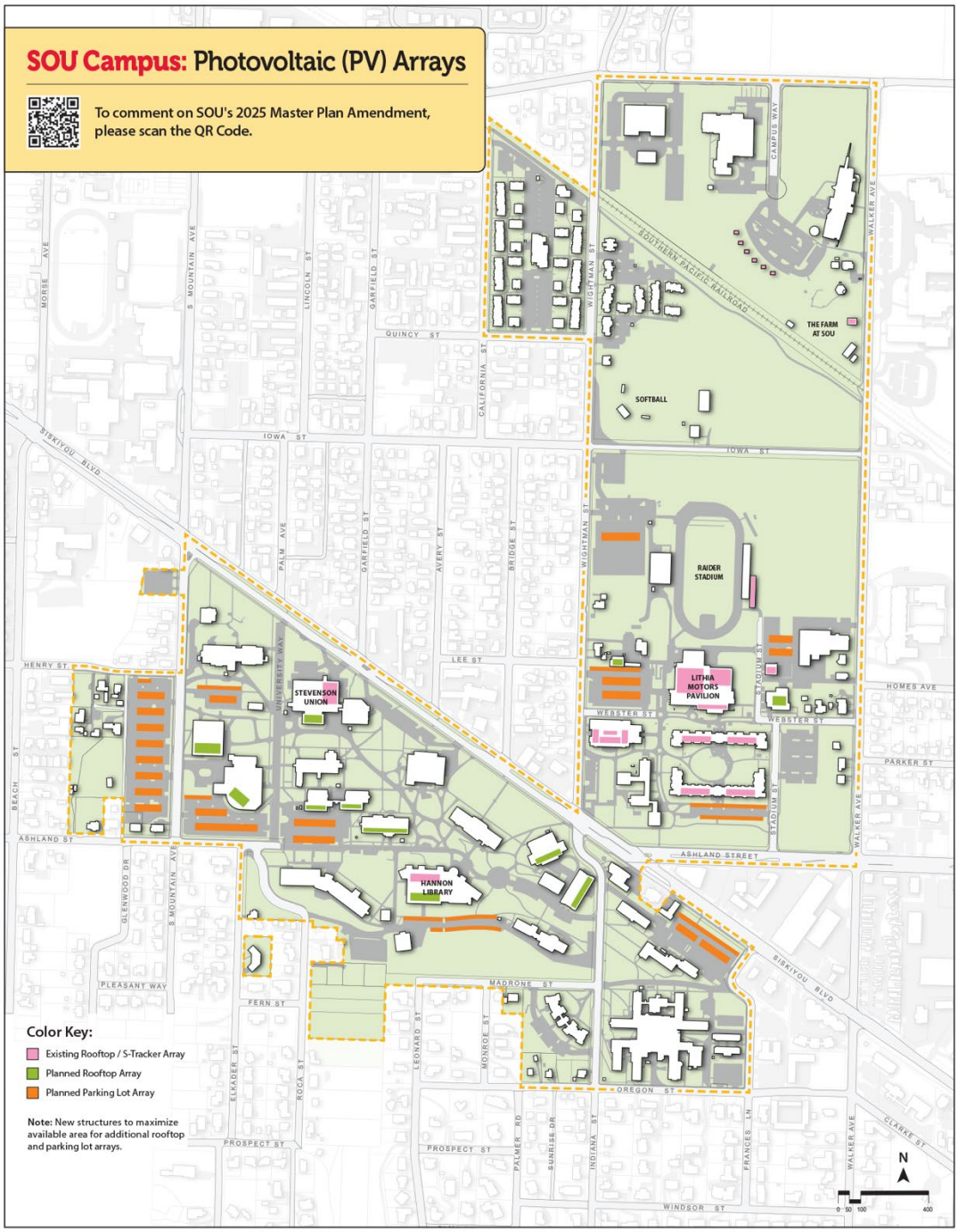
Oregon University (SOU) has long embraced sustainability as a core principle, weaving it into every aspect of campus operations, academics, and community engagement. The achievements outlined in this Master Plan reflect SOU's commitment to environmental stewardship, innovation, and leadership in addressing the challenges of our changing climate. From energy efficiency and solar power expansion to sustainable landscaping, waste reduction, and the transformative learning experiences provided by The Farm, SOU has established itself as a pioneer in sustainable higher education.

Through strategic investments in sustainable practices, we are preparing for a future that balances growth with environmental integrity, enhances social well-being, and promotes long-term financial stability. This master plan commits to leading by example, cultivating a culture of sustainability that extends beyond our campus borders and inspires change at local, national, and global levels.

Looking forward, this Master Plan builds on that legacy with ambitious yet attainable goals to enhance energy efficiency, achieve carbon net zero, expand renewable energy use, and foster a campus culture centered on resilience, ecological responsibility, and social equity. At the heart of these efforts is a commitment to social justice—ensuring that sustainability initiatives empower all members of our campus and surrounding community, reduce environmental disparities, and promote inclusivity. By aligning our actions with the principles of equity, SOU aims to create solutions that serve the most vulnerable populations, address systemic inequities, and amplify the voices of historically marginalized groups.

Whether through curriculum that equips students to tackle social and environmental challenges, partnerships with local organizations, or a focus on community resilience, SOU prioritizes a holistic approach to sustainability. These efforts underscore our belief that environmental justice and social justice are inextricably linked, and that a truly sustainable future is one where all people thrive.

Together, we can ensure that this campus thrives as a model for sustainable development—a place where innovation, creativity and education fuel a more equitable and resilient world. This Master Plan embodies SOU’s enduring commitment to shaping a more sustainable, equitable, and just world.



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Chapter 7—Zoning and Design Guidelines

The design guidelines for development under this Facilities Master Plan update are intended to serve several goals:

- Provide for buildings at a density appropriate both to a significant university and to the scale of the Ashland community;
- Ensure that the scale and articulation of buildings enhance the 'sense of place' of the campus and support walking within the campus environment;
- Provide direction and certainty to the future development within the SO Zone;
- Express the permanence and long-term role of the University in the community.

Application of Master Plan Development Standards

The design guidelines in this Master Plan apply within the SO zone and have been adopted by Ordinance. These guidelines apply to projects and uses related to the educational function of the University and those accessory uses such as Athletic facilities, Housing facilities, Offices, Classrooms and a variety of other facilities described and anticipated in this Master Plan. Development of the SOU campus shall comply with the provisions of the Southern Oregon University District Overlay in the Ashland Municipal Code (AMC) 18.3.6.

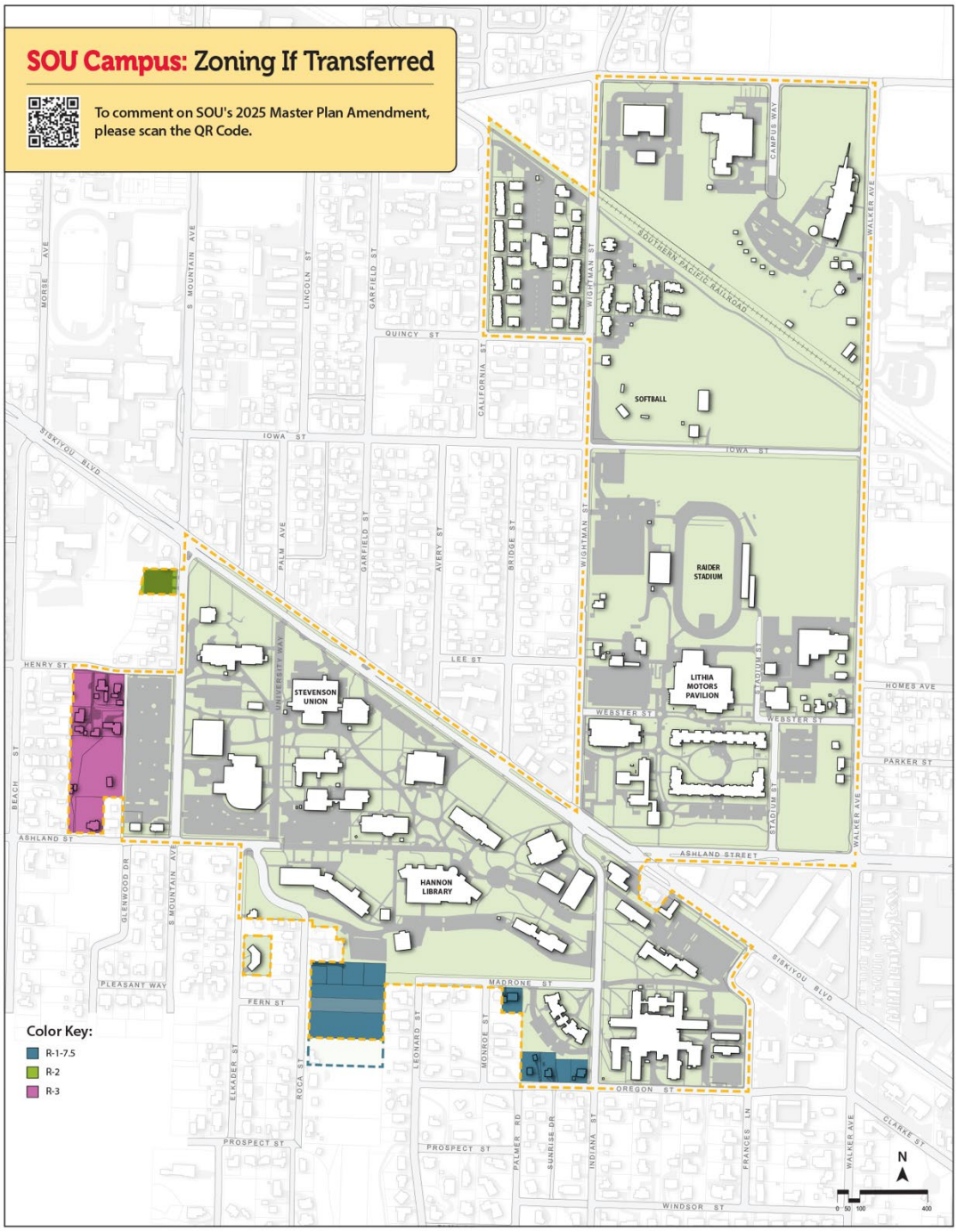
Zoning

Property owned by the University is currently zoned SO and the uses and development of this property are addressed in AMC 18.3.6. In the past, property that is transferred from University ownership into private ownership has been required to go through the often challenging process of legislatively amending the zoning designation for that specific lot and the related land use maps of the City. SO zoning uses and standards, as addressed in City Code and in this Master Plan, are not appropriate once property is transferred to private ownership. To address this future contingency, SOU is seeking to rezone certain property as part of this Master Plan. These lots will obtain a new residential zone designation but still be subject to the SO District overlay and standards until such a time as the property is no longer owned by the University.

The University has identified properties that are under-utilized (listed on the Zoning if Transferred Map), which could conceivably be transferred in the next ten years. Adoption of this 2025-35 Master Plan by the City is a Type IV, legislative approval process, so it is the process necessary to address the potential zoning of property that may be transferred to private parties. Rezoning these lots will provide certainty of future zoning and allow the City

the opportunity to evaluate appropriate zoning of all parcels at one time, rather than lot by lot. This process is also an opportunity to address one lot which is currently zoned SO but has already been transferred from the University to a private party on Roca Street (668n Roca St.) and who are joining in the application for review of this Master Plan solely for the purposes of the proposed change in zoning from SO to R 1.75, consistent with other similarly situated lots adjacent to it.

The zoning of properties identified on the Zoning If Transferred Map will, upon completion of a transfer of any designated lot from the University / State of Oregon to a private party, will no longer be subject to the SO District overlay. (which by its terms applies only to University owned property.)



ZONING IF TRANSFERRED: R-1-7.5

LOCATION	MAP	TAX LOT
Roca St.	39 1E 15BB	1500
"	"	1501
"	"	1502
"	"	1503
"	"	1600
"	"	6800
"	"	Fern St R.O.W.
Madrone St.	39 1E 15BB	9200
Oregon St.	39 1E 15BA	1200
"	"	1201
"	"	1700
"	"	1701

ZONE CHANGE PENDING: R-1-7.5

LOCATION	MAP	TAX LOT
668 Roca St.	39 1E 15BB	6900

ZONING IF TRANSFERRED: R-2

LOCATION	MAP	TAX LOT
Parking Lot 34	39 1E 09DD	400
"	"	500

ZONING IF TRANSFERRED:R-3

LOCATION	MAP	TAX LOT
Henry St.	39 1E 09DD	5300
"	"	5500
"	"	5600
"	"	5700
"	"	5800
"	"	5801
"	"	6000
"	"	6100
"	"	6198
"	"	6199
"	"	6200

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Site Design Review

Projects as outlined in this 2025-35 Master Plan are anticipated to follow the standards of this Chapter. The City of Ashland has various levels of land use site plan review. For projects expressed in this Master Plan, within the areas identified on the applicable Maps, and within the design parameters of this Chapter and Master Plan, the following review process levels apply:

For projects 15,000 SF or less - Type I review

For projects greater than 15,000 - Type II review

Project Design Standards

Development density within a university campus is a complex issue, with advantages and disadvantages at both ends of the spectrum.

All new construction and major renovations by the University will strive to meet a minimum of Silver LEED standards. For projects serving the University built and operated by private partner, the University will encourage the builder to meet the LEED Silver standards.

Several factors specific to SOU support campus development at medium densities:

- SOU is relatively land-locked, and both the cost of land and the fact that the campus is surrounded by established neighborhoods limit the potential for expansion of the campus. Any future growth of campus will likely need to be accommodated within this limited land area.
- The nature of academic programs warrants durable construction at a scale that is cost effective and supports individual academic programs under one roof.
- Creating a cohesive campus community that is dense enough to support short walking distances – and ultimately improved transit – requires a density higher than low residential densities.

However, the University also recognizes that the land is located within a community with existing neighborhoods and that its developments ought to be of a compatible scale with those neighboring uses. This is recognized by the SO Zoning provisions calling for Type II or CUP approval processes for projects with potentially significant impacts to surrounding properties.

Building Massing and Orientation

Thoughtful orientation of buildings supports several important development goals. Orientation of entries to the pedestrian circulation system increases the walkable nature of the campus. A generally east-west orientation can help support energy efficiency in building design. And the treatment of building scale – how it is articulated and expressed – can help larger institutional

buildings be compatible with nearby residential uses. To accomplish the goals described above, the following guidelines apply to new campus construction and major renovations under this Master Plan.

Maximum Building Height

New construction will be limited to four story construction, except as specifically noted in this 2025-35 Master Plan document. Specific height in feet will be dependent on specific construction types.

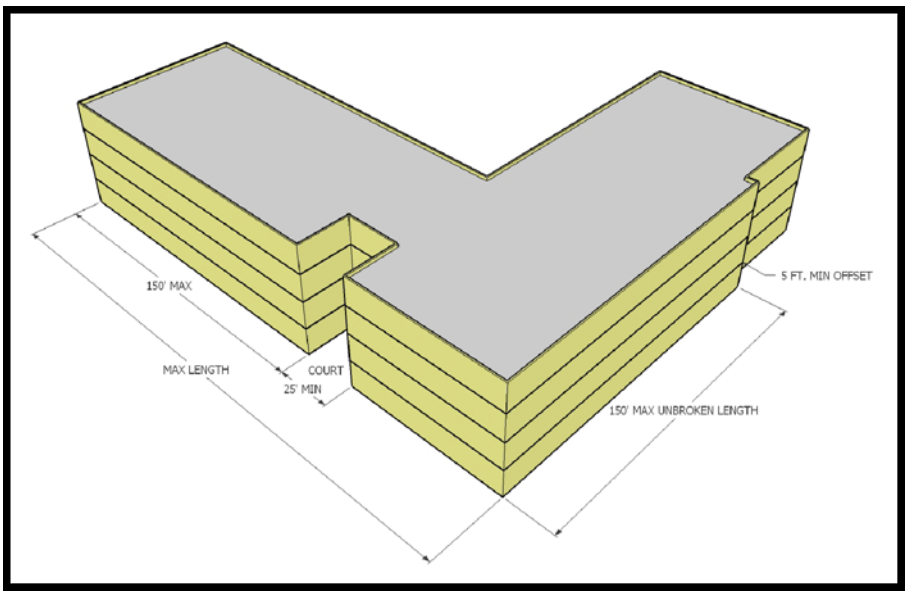
In areas adjacent to existing residential neighborhoods, building height will typically be lower in order to make an appropriate transition to the surrounding context. However, in order to create a campus that is compact, walkable, and more supportive of transit, single story buildings are strongly discouraged in all campus areas.

Maximum Building Size

In order to avoid potentially monotonous conditions, individual buildings shall be limited in overall length and footprint [i.e. ground area covered] as follows [See Figure 16]:

- 300’ maximum length for academic buildings
- 250’ maximum length for residential buildings
- 45,000 SF maximum footprint for buildings with retail uses open to the public
- No SF maximum footprint for academic or residential buildings

Figure 16: Building Length and Articulation Guidelines



Building Articulation

For any building longer than 200 feet, the plan shall include design elements to prevent unbroken wall lengths greater than 150 feet. These elements shall be an offset or 'jog' in the plan or a significant recessed entry or court of at least 25' in width.

Building Entries

Buildings that face a major street shall have a significant entry facing the street. Buildings facing the main campus open space shall have a major pedestrian entry facing that open space. Where a building faces both a significant street and the main campus open spaces, entries shall be provided to both. Entries shall be strongly articulated and clearly understandable as entries.

Development Along Siskiyou Boulevard

Any development or redevelopment along the south side of Siskiyou Boulevard shall seek to reinforce a strong relationship between the campus and the boulevard, through an appropriate combination of the following strategies:

- Development of a strongly articulated façade and pedestrian entries facing Siskiyou Boulevard.
- Minimization of service functions on the Siskiyou Boulevard face of the building, and enhanced screening of these functions where they exist.
- Improved, consistent and significant signage acknowledging that visitors have entered the campus.

Building Orientation

Wherever consistent with other design goals, such as street orientation, align buildings with the longer dimension in the east-west configuration, to improve potential for building design to capture energy savings related to passive solar management.

Setbacks

Where campus development occurs across a street from off-campus private housing, buildings shall be set back from the public right-of-way by at least 15 feet, to provide a buffering landscape.

Where campus development is across from commercial development and includes ground-floor non-residential uses, buildings shall be allowed and encouraged to be sited at the back of

the public right-of-way, to encourage a pedestrian-oriented urban streetscape pattern but also balanced with the historical pattern of campus development and building placement.

Materials and Character

Materials and construction systems shall be selected for long-term durability, and shall be generally consistent with existing campus buildings. While there is not a clear established palette of materials for campus buildings, preference should be given to materials similar to the more significant buildings on campus – such as Churchill Hall and Hannon Library – including red brick, concrete, and stucco. Scale, materials, and massing should be used to create an appropriate transition from the campus to adjacent neighborhoods. Rooftop mechanical equipment will be screened from street view.

Lighting

Integrate architectural lighting as cohesive elements of building designs in order to contribute to the atmosphere of the built environment and enhance safety. Exterior lighting will promote safe pedestrian environments along roadways, at intersections, and in public spaces.

Signage on Campus

SOU requires an effective system of visual communication that projects a uniform institutional identity, while at the same time integrating well with the present and future campus environment.

Good signage provides a harmonious and aesthetically pleasing arrangement in the following three areas of design:

1. **Communication:** What signs say, to whom, and for what purpose; how they say it; where the signs are located and how well signs communicate.
2. **Graphic Design:** How typography, maps, diagrams, iconic and coded symbols, and colors are used to organize information and emphasize messages to help create an overall visual identity.
3. **Sign Design:** How signs are fabricated and installed, their size and shape, how they are maintained and integrated within the campus physical environment and how they work within the City of Ashland.

All SOU signage shall be requested, designed and installed by Facilities Services to ensure all sign standards are followed. The SOU Sign Plan contained within this Master Plan governs the signs placed on property within the SO District overlay. All signs and sign structures shall comply with the standards identified in this Master Plan. When consistent with this Master Plan,

signage may be installed; any sign not within the size, display, or location standards in this Master Plan must have prior approval of the City of Ashland.

Signs that already exist upon adoption of the sign plan will continue to be approved signs. If an existing sign is replaced, then the sign plan policies apply. All signs shall be installed in a manner that does not damage existing buildings or structures or alter character defining features of buildings or structures. Additional care should be taken with the installation of signs on historic structures. Permanent signs required by building code shall be installed consistent with applicable regulations, standards, and guidelines. Signage along ODOT jurisdiction roadways will comply with any applicable standards and process prior to installation.

All other sign requests not included in this document must be submitted to SOU Facility Services for review and approval prior to installation. Any signs that exceed size limits or specific location standards shall be submitted to the City of Ashland for review and approval by the City.

Maximum Sign Sizes

Building Identification: 10 square feet.

Scoreboards: Any replacement of existing scoreboards may be the size of the current scoreboards at the Raider Stadium scoreboard and as approved for the Softball Complex.

Reader / Information boards: 9'-9" maximum height as described in this Master Plan. Display features, if visible from ODOT jurisdiction/roadway, shall comply with all applicable ODOT standards and shall go through any applicable ODOT approval process prior to installation.

Panel Boards; (3 feet square)
Sandwich Boards; (3 feet square)
Directional Signs; (ODOT Standards)
You are Here; (5 feet square unless otherwise placed in approved locations.)

Sign Area Calculations

Sign area shall include the entire area within a single perimeter composed of squares or rectangles.

When signs are constructed of individual elements, the area of all sign elements, which together convey a single, complete message, shall be considered as a single sign. The sign area is determined by calculating the area enclosed by the smallest single rectangle that will enclose the outside dimensions of the background panel or surface. The sign area is also determined by

calculating the area enclosed by the smallest single rectangle that will enclose the outside dimensions of the sign display.

SOU Banner Plan

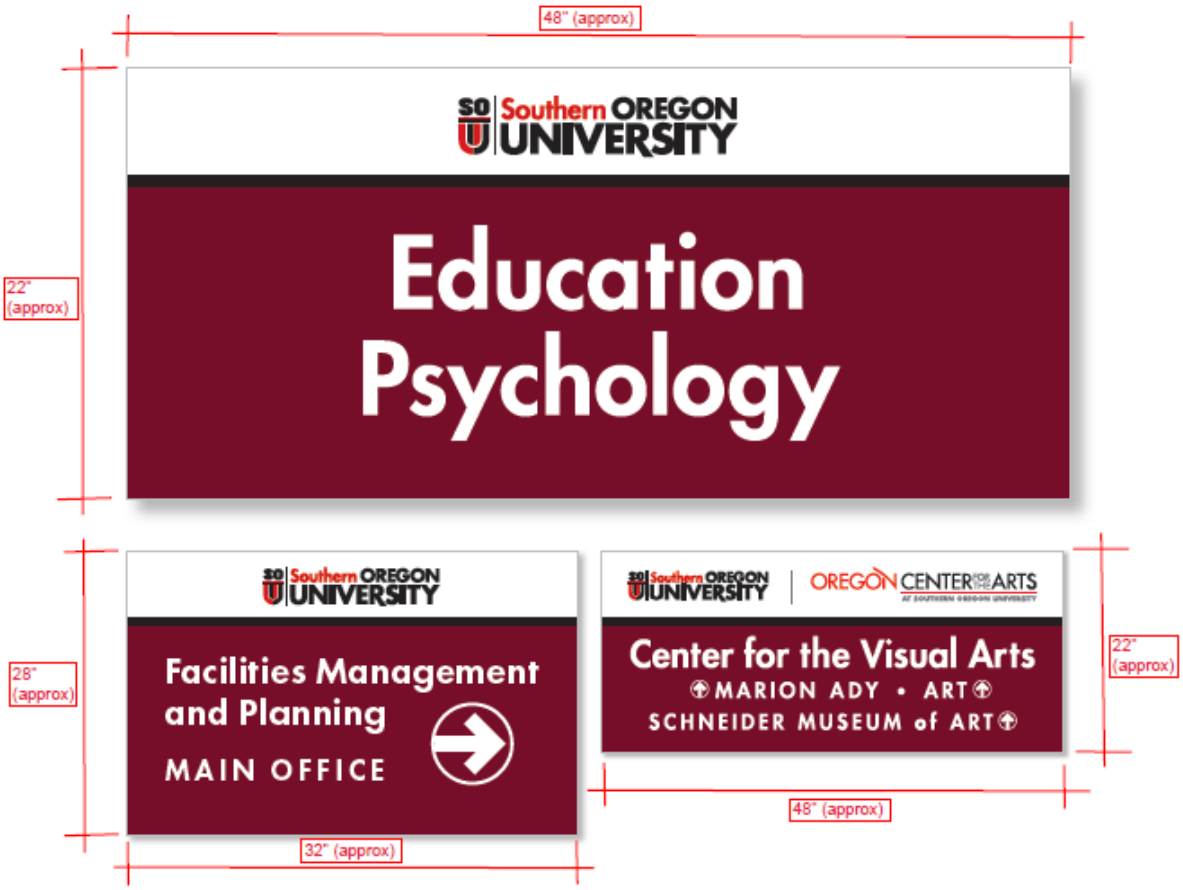
The SOU Banner Plan, as established by the SOU Facilities department, identifies the parameters for artwork, message, and placement to guarantee that banners are used for SOU-appropriate information and represent the University with an overall institutional message. Any banners visible from an ODOT Right-of-Way must also comply with the applicable ODOT regulations.

As temporary signage, banners meeting the SOU Banner Plan may, upon prior approval by Facilities, be installed for an established limited period of time. The University uses outdoor lamp post banners to create a sense of place and as a method of celebrating SOU achievements and the University's strategic mission. Nothing in this chapter permits the use of the public Right-of-Way facilities for signage without prior approval of the City.

Sign Graphic Standards

The graphic standards for SOU signage will provide uniformity throughout campus. Message design, nomenclature, and application will be standardized according to this Master Plan (see SOU Graphic Identity Guidelines). Message legibility is considered from the perspective of a variety of users: visitors, university community, vendors and service visitors, people with vision impairment and people with mobility impairment, and other users. SOU may revise and change the graphic design, logo, and messaging within any sign provided that specifications on size, display or location in this Master Plan are still met.

SOU Graphic Identity Guidelines:



SOU Signage Design Standards

- SOU logo (horizontal configuration) must appear in white field at top of sign.
- Main purpose of sign appears in white on burgundy field separated from white field by black band. Color field CMYK formula is 12 cyan, 95 magenta, 59 yellow, 54 black.
- Typeface (font) required for SOU signage is Futura, which is available in multiple weights for flexible applications.
- Wayfinding arrows must appear exactly as shown above, and may be rotated in increments of 45 degrees to indicate direction.
- Lowest edge of any pole mounted sign must be at least 24" above ground level. Top of sign maximum 60" above ground level.
- SOU Marketing and Facilities Management Planning must be consulted prior to the creation of any new signage. Every effort will be made to address special circumstances or concerns.

Monument / Gateway Signs

At the gateways to campus, the primary entry and directional signs should be consistent in scale and materials. The base or backdrop for these monument signs should be constructed of durable materials and selected for compatibility with existing campus architecture. The preferred composition shall include steel, natural stone, concrete, or masonry, sited to blend with the natural topography. Earthen berms may be used to blend the sign base into the natural grade where adjacent slopes warrant their use. The entry portals to the campus are an important part of the wayfinding experience and appropriate design of these gateways should enhance the sense of arrival for SOU visitors. There are five (5) identified gateways, two existing and three potential future gateways, as identified on the Master Plan Educational Facilities Map.

Smart Kiosks

SOU may place electronic smart kiosks internally and externally facing which will have the ability to change a digital screen for purposes like, way finding, campus information, campus events, security, and emergency purposes. The smart kiosks will be similar in design but not limited to the design and size of the kiosk.

Kiosks for gateway entry, direction or informational signs within campus will be the Smart City Kiosk (Smart City Kiosk with 55" Display and Speakers from Peerless-AV. 84.1 x 35.4 x 9.9" / 2137 x 899 x 252 mm) or similar.

Sign Locations

Signs will be placed in standard locations where they can easily be found. Wherever possible, signs will be placed together in a unified system to avoid clutter to the landscape. Site signage will be located so as not to become an obstacle or to conflict with exit signs or pedestrian traffic.

Signs will be placed to allow safe pedestrian clearance, vertically and laterally. Sandwich boards shall not be placed on the sidewalk along Siskiyou Blvd. **No sign shall be placed within the public Right-of-Way (including sidewalks) or within the areas adjacent to intersections defined by the City of Ashland as a "Clear Vision Triangle."**

Site location should avoid conflict with door openings or vehicular operations. Signs will be located wherever possible in the "natural line of vision." Consideration of those with limited head mobility and reduced peripheral vision will be given. Interior signage will be placed where it can easily be found, with consideration for tactile signs where possible.

Certain permitted signage, such as scoreboards or electronic reader boards, shall be allowed only in areas identified in this 2025-35 Master Plan. Any signage that is not in compliance with this Master Plan shall be approved by the City of Ashland through the normal process for obtaining a sign permit.

Sign Requests

Requests for signs can be made through the SOU Marketing Department.

Food Trucks

The perpetual operation of food trucks and seating may occur within the designated area for food trucks in this Master Plan (See, Maps). Temporary operation of food trucks and seating or the operation of a food truck and accessory seating lasting no more than 72 hours (including set-up and take-down) are permitted in the SO zone. Food truck vendors shall obtain a business license, register for, and pay applicable food and beverage tax, and receive any requisite inspections from the Building and Fire Departments and the Jackson County Environmental Public Health Department.

Tree Preservation and Removal

Climate change in the Rogue Valley has applied extreme stress to many of SOU's legacy trees, including campus Douglas Fir, Ponderosa Pine, Sequoia, Ash & Oak species. Drought, prolonged excessive heat, the flat-headed fir borer, the emerald ash borer and the pine beetle have put unprecedented strain on SOU's tree population. Despite our best efforts and practices, some of SOU's trees do fall ill and die or become so unsafe that they must be removed. The decision to remove a tree is not taken lightly. SOU adheres to the following principles when deciding the fate of a tree:

- Identify the affliction;
- Contract with a licensed arborist to confirm diagnosis and recommend a care plan;
- Implement an appropriate care plan to be performed by SOU landscapers or a licensed arborist. Appropriate personnel will be decided on a case-by case basis jointly between the SOU Landscape Supervisor and contracted arborist;
- Selectively prune & remove dead or dying branches to boost afflicted tree's survival chances;

- If a tree has died, it shall be removed as quickly as possible by SOU landscapers or a licensed arborist. Appropriate personnel will be decided on a case-by-case basis jointly between the SOU Landscape Supervisor and contracted arborist;
- SOU will replant a minimum of (1) tree for each tree that is removed.

Healthy trees shall be maintained wherever possible but can be removed if:

- The tree is unavoidably within the footprint of a remodeled or newly constructed building;
- The tree is causing significant damage to a building or infrastructure that cannot be economically remediated, other than through tree removal;
- The tree is deemed unsafe by a licensed arborist.

SOU shall have a certified arborist on staff or have a contract arborist (two year minimum agreement) who will maintain a comprehensive list of all significant trees as defined by Ashland Municipal Code 18.6.1.030, and who will document the reason for the removal of any such tree. The arborist shall maintain all supporting documentation demonstrating the need for removal.

The staff or contract arborist will deliver to the City an annual report (similar to what is provided at the time of this Master Plan by the City Parks Department) and documentation to the City. SOU will remove significant trees only upon consultation with licensed arborist (either on staff or contract). SOU will maintain records of any significant tree removal and arborists consultation and recommendations. The annual report will summarize significant tree removals on campus. Locations shall be marked on a campus map and an accompanying spreadsheet shall detail: location, species, cause of death (if applicable), reason for removal, actions taken for replacement.

Parking Lot Trees

The 2010 SOU Campus Master Plan established that: "Parking areas shall be shaded by deciduous trees, buffered from adjacent non-residential uses and screened from non-residential uses" and that new parking areas comply with City standards for parking lot shading and landscaping.

With SOU's commitment to becoming the 1st publicly funded university to generate enough solar power to completely offset our daytime electrical consumption (estimated at 7.2GW), SOU will be installing parking lot canopies with solar arrays. This is consistent with the recently adopted Climate Initiatives adopted by the State and being implemented at the City level. Pursuing this Sustainability goal requires a change in SOU's practices to prepare our parking lots

to be solar canopy ready. Parking lot design moving forward will prioritize maximum solar exposure to the South and limit tree plantings in traditional planter wells that used to be distributed throughout a parking lot. New parking facilities will comply with State and City standards for the number, location and maintenance of trees within parking areas and / or the creation of solar arrays.

Solar Arrays

Solar Arrays are supported by the Oregon Climate Initiative. SOU has taken the initiative of becoming the first publicly funded university to completely offset its electrical usage with solar power generation. Solar Array locations are identified on the Photovoltaic (PV) Array Map below (and in Appendix A) and equipment as described generally herein may be installed as rooftop or parking lot canopies. It is anticipated that while the technology of solar energy capture may evolve even through the duration of this Master Plan, SOU may continue to install similar equipment in these locations. Further, solar is anticipated to be an option on any new facilities, new development, or new parking areas on campus and is hereby approved to be installed in those locations consistent with the standards of this Master Plan.

Arrays within the areas identified on the Photovoltaic (PV) Map and meeting the following standards are permitted:

- painted steel canopies
- max length: approx. 120 ft
- max width: approx. 45 ft.
- max height: approx. 25 ft.

Demolition or Relocation of Buildings

As an enduring university institution, SOU has continually adapted to the needs of the community and its students. The combination of perpetual ownership and public benefit mission has

required an evolution of facilities, including the demolition and replacement of buildings. A university campus of this size is substantially different from the development and ownership of other individually owned lots within the City. As such, the provisions of Demolition and Relocation Standards of AMC 15.04 will generally not apply to redevelopment within the SO District overlay, except it is required to salvage or recycle construction and demolition debris. Prior to Demolition of facilities, SOU shall submit a plan for the salvage or recycling of construction and demolition debris to the City of Ashland Demolition Review Committee for conformance with City standards, which will reasonably approve or modify this Plan in accordance with those standards.

Art Installations

SOU believes that art in public places promotes visually diverse and culturally rich environments that enhance public spaces and contribute to the lives of Ashland's residents and visitors. Selection of art for permanent installation on Campus will be made by a SOU Arts Selection Committee. The installation of permanent artwork on Campus shall follow the guidelines of Art in Public Places legislation.

Temporary installations of artwork are an important part of the University culture and contribute to an environment of innovation and growth. Temporary installations of art shall be located in designated areas established in this Master Plan (see Academic Facilities Map) pursuant to approval by the SOU Arts Section Committee.

Water Resource Protection Zones

Nothing in this Master Plan exempts property within the SO District from the standards of AMC 18.3 as it implements State policy, providing that SOU may work with the City and state and federal agencies such as DSL or the Army Corps. to identify applicable Water Resources.

Future Development Areas – Special Standards

This 2025-35 Master Plan contemplates several distinct areas of Future Development, as shown on the Capital Improvements Map: The University District lot, the Cascade Housing Facility redevelopment, expanded Family Housing, a Native Nations Facility and Gardens, as well as a new Athletics Field House and Tailgating area. Unlike other designated projects which have a fixed scope, purpose, and funding – the University anticipates these general projects to happen in the area shown but does not currently have project designs. As discussed in more detail in

the chapter on Future Development, these projects will either be built to the standards of this Chapter or pursuant to a Conditional Use Permit, pursuant to City Code.

University District Lot – Corner of Walker St. and Ashland St.

The University and the City share common goals of in-fill, increased density, and efficient development where possible. The City has promoted higher density and innovative development in many ways such as with its Transit Triangle district and its Cottage Cluster ordinance. The University anticipates that the University District Lot and privately owned property surrounding will create a focal hub of living and working in Ashland, centrally located between the historic downtown and larger commercial / employment areas to the south of town (such as the Croman area). Building height is limited to the height of the tallest existing building in Ashland. While these standards differ from surrounding current development, the option of vertical development could contribute to this node of Ashland. Parking needs, if any will be evaluated on a campus-wide basis.

Cascade Housing

For the Cascade Future Development Area. While not intended to substantially alter the nature of the surrounding neighborhood the density may be higher than the density of the prior Cascade Complex which was approximately 194,000 square feet of student housing. A maximum of five stories including residential living, educational instruction space and mixed-use is allowed including; the establishment of common areas, classrooms, medical offices, daycare, support uses (e.g. haircare, nailcare), and retirement living and/or medical facilities which may or may not be required to be licensed by the State of Oregon. Parking needs, if any will be evaluated on a campus-wide basis. Alternatively, the design of a new facility could have a lower architectural profile creating an expansive footprint.

Student Apartment and Family Housing

The existing demand for units with the existing Student Apartment and Family Housing area is very high. The University and the City share a common value in addressing the housing crisis facing all members of the Ashland community. Adequate housing stock is a national, state and local issue but it is acute to Ashland because of the livability here and the demands of both the University and the tourism industry. The City has promoted higher density and innovative housing development. Expansion of the SAFH units, as shown on the Housing Map may be a maximum of four-story housing units. Residential living and mixed-use is allowed including; the establishment of common areas, classrooms, daycare, and support uses (e.g. laundry, university services, and counseling). Maximum parking standards for this intensity of residential use shall be followed for this project.

Native Nations

The Native Nations Future Development Area reflects a desire to create a meeting and programming space for Native Nations activities for the campus and to liaise with the community at large. The University envisions a remodel of the existing single-family residential home or a new facility to accommodate the meeting and programming needs. A maximum of a three-story building may be considered that would meet with the character of the surrounding university athletic property and the multi-family housing that is being built near it. Parking needs, if any will be evaluated on a campus-wide basis.

Learning Garden

For the Learning Garden area identified in Attachment A, Map 2, Capital Improvements, LG the University desires to create an educational space and gathering space for projects will foster Indigenous Traditional Ecological Knowledge (ITEK), implementing and promoting biodiversity, soil health, and ecosystem resiliency. This area will feature hands-on learning and engagement through workshops, demonstrations, and cultural events. The university envisions a new facility to accommodate the meeting and programming needs. A maximum of three-story building may be installed with both indoor and outdoor spaces and meet with the architecture of the academic buildings surrounding it. No minimum or maximum parking on-site shall be required.

Native Garden & Greenhouse

For the Native Garden & Greenhouse area identified in Attachment A, Map 2, Capital Improvements, NG, the University desires to create an educational gardening space with a greenhouse to jumpstart a vision for Indigenous Traditional Ecological Knowledge (ITEK), implementing and promoting biodiversity, soil health, and ecosystem resiliency. This area is currently raw land that is planted and has water and electricity. The university envisions a new facility to accommodate the meeting and programming needs. A greenhouse will be installed and outdoor gardens will be planted. The university may install adjacent parking. No minimum or maximum parking on-site shall be required.

Conclusion

Like all development codes, these Design Guidelines will provide specific standards and direction to the University and its stakeholders. Renovation, development and wayfinding will all be improved by having this understanding with the City. While Master Plans cannot capture

all the future changes that may occur on a dynamic campus, it will provide the base standards for a new decade of success and positive growth.

2025 Facilities Master Plan Amendment

Acknowledgments

We would like to acknowledge the following individuals and groups for their help in compiling this plan.

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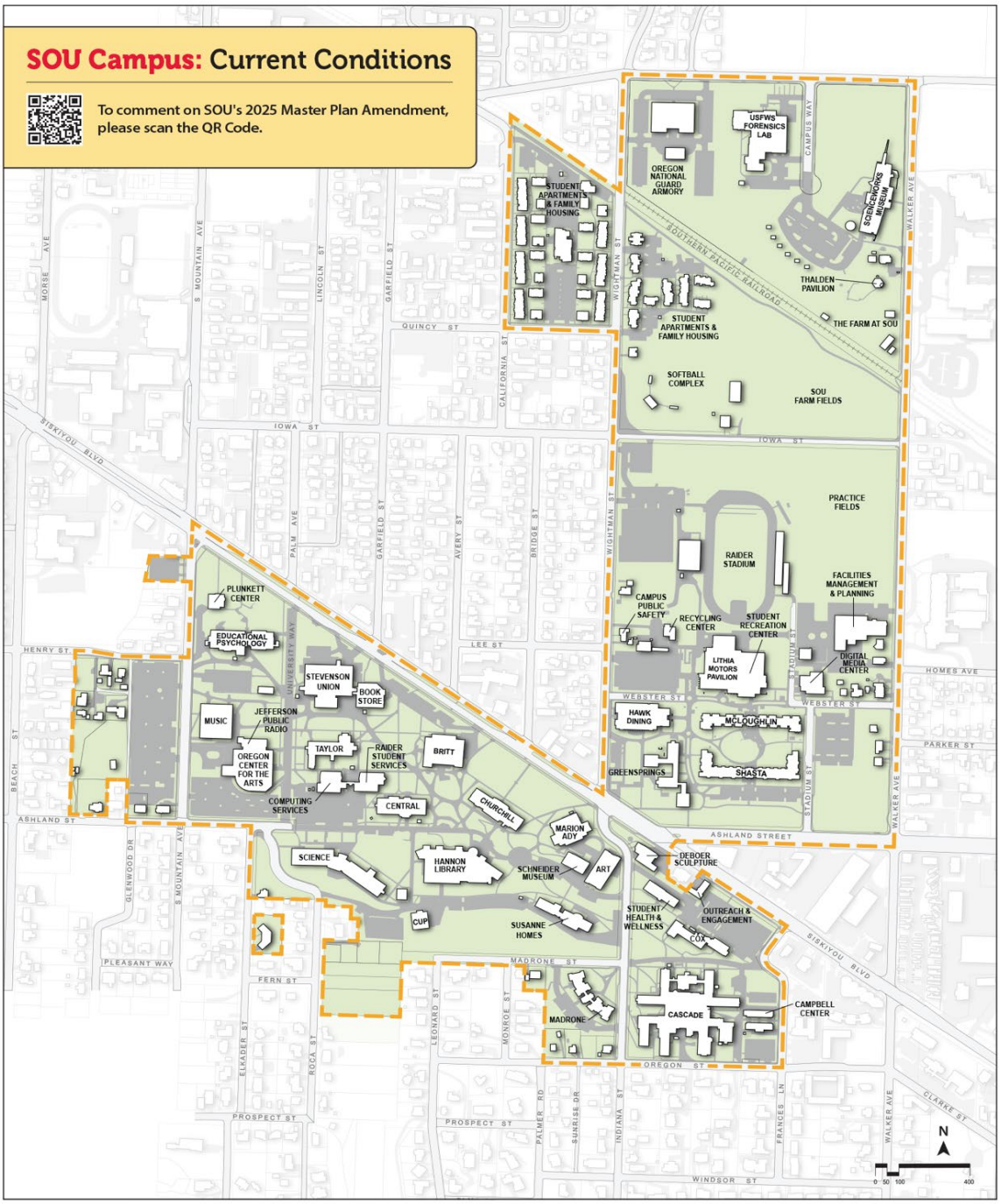
SPECIAL THANK YOU TO
Faculty & Staff
Associated Students of Southern Oregon University (ASSOU)
Tiana Gilliland, President ASSOU
Dr. Vince Smith, Dean School of Science & Business
Becs Walker, Director of Sustainability
Kenwani'cahee Kravitz, Native Nations Liaison
Patricia Syquia, Attorney for the office of General Counsel

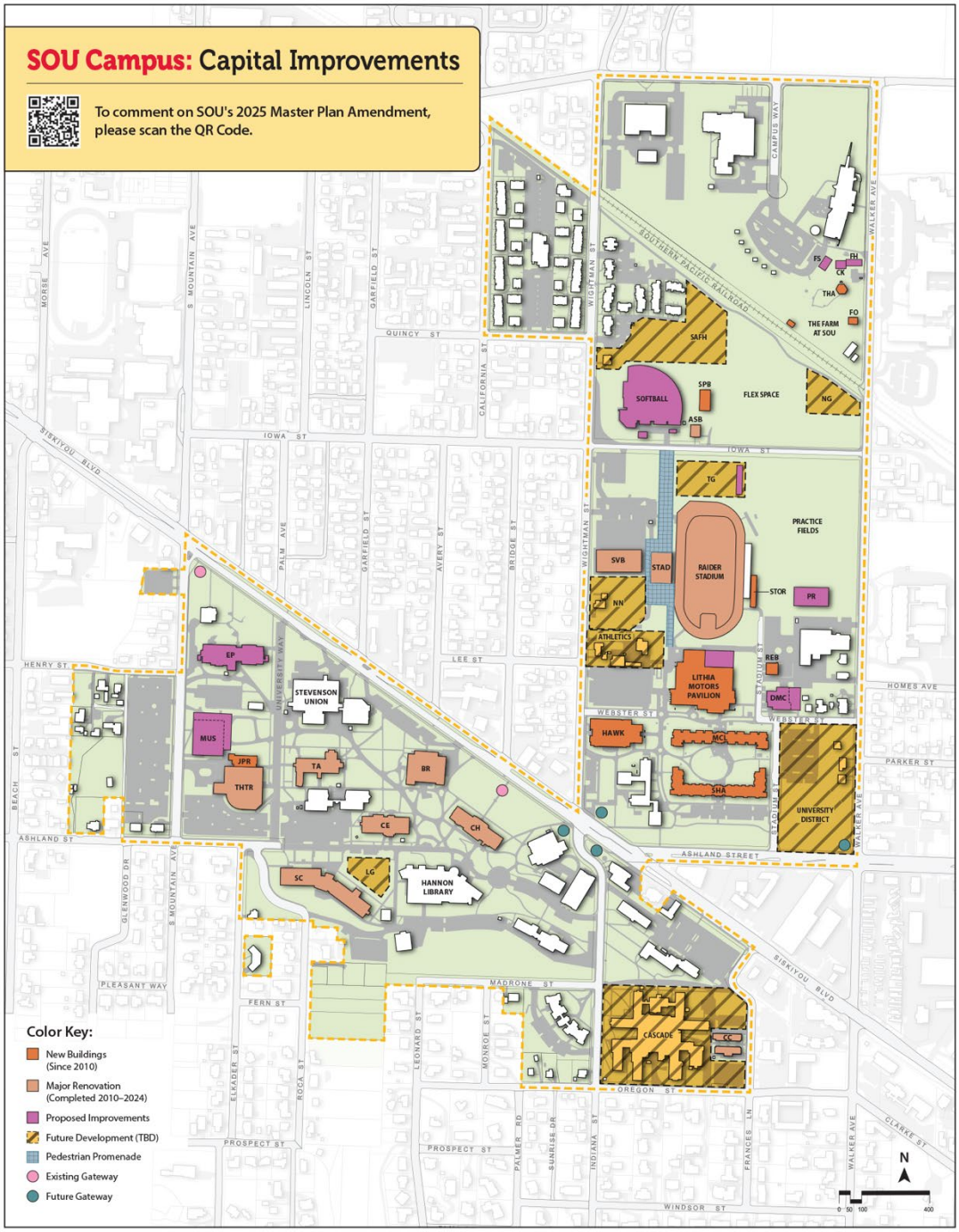
Appendix A — Maps

1) Current Conditions



Draft 11/01/2024

2) Capital Improvements



Building Key:

ASB	Athletics Services Building
BR	Britt Hall
CC	Campbell Center (OLLI)
CE	Central Hall
CH	Churchill Hall
CK	Commercial Kitchen / Processing
DMC	Digital Media Center
EP	Education / Psychology
FH	New Farmhouse
FO	Farm Operations
FS	Farm Storage
HAWK	Hawk Dining
JPR	Jefferson Public Radio
LG	Learning Garden
MCL	McLoughlin Residence Hall
MUS	Music Building / Creative Industries
NG	Native Garden / Greenhouse
NN	Native Nations Gathering Space
PR	Practice Building
REB	Recreation Equipment Building
SAFH	Student Apartments and Family Housing
SC	Science Building
SHA	Shasta Residence Hall
SPB	Softball Practice Building
STAD	Stadium Facility
STOR	Stadium Storage Facility
SVB	Sand Volleyball
TA	Taylor Hal
TG	Tailgate Area / Food Trucks
THA	Thalden Pavilion
THTR	Theatre (Oregon Center for the Arts)

3) Academic Facilities

Building Key:

INSTRUCTIONAL

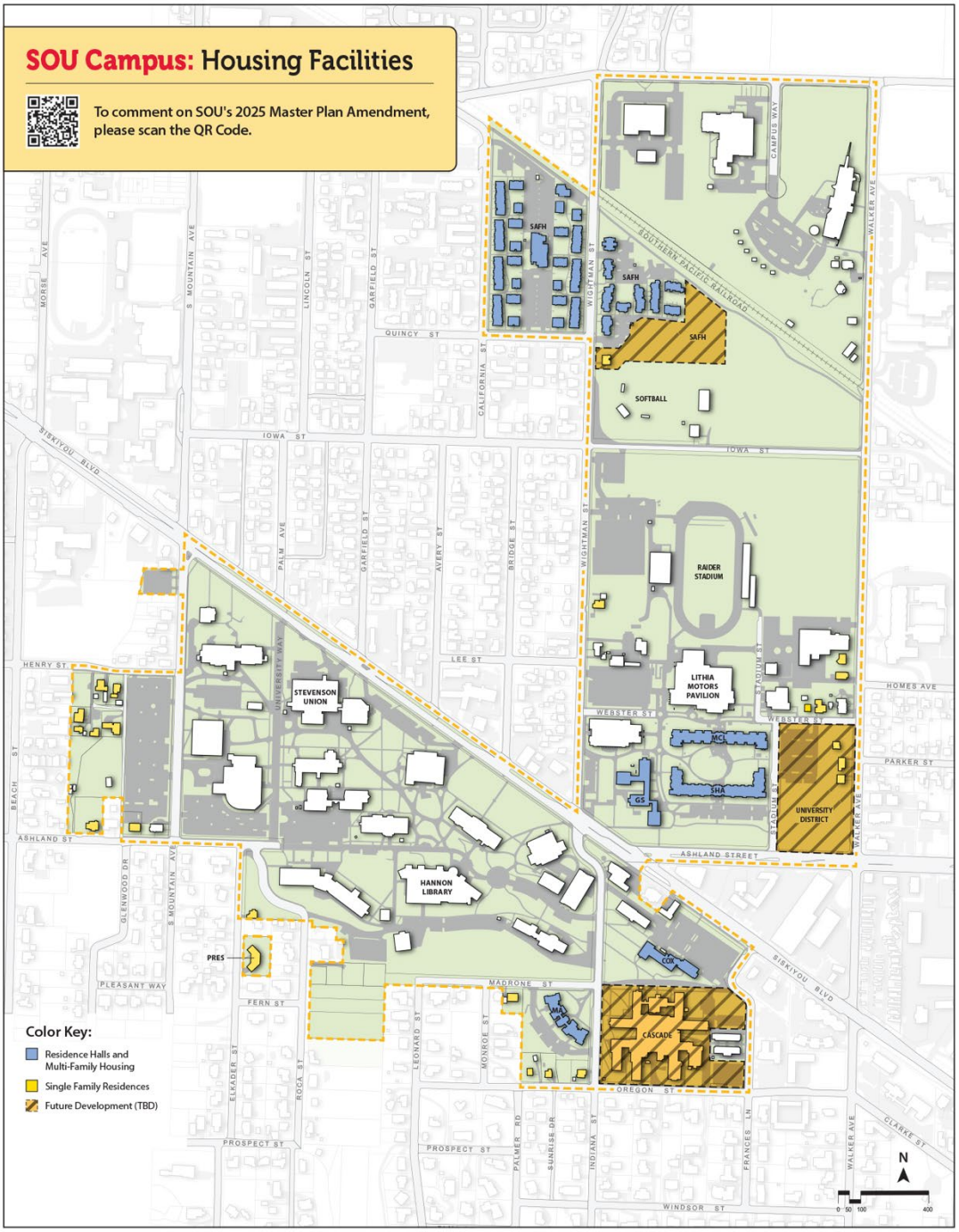
AB	Art Building
DB	Art East (DeBoer Sculpture)
BR	Britt Hall
CC	Campbell Center (OLLI)
CE	Central Hall
CH	Churchill Hall
CS	Computing Services
DMC	Digital Media Center
EP	Education / Psychology
FO	Farm Operations
LG	Learning Garden
MA	Marion Ady
MUS	Music Building / Creative Industries
NG	Native Garden / Greenhouse
SCH	Schneider Art Museum
SC	Science Building
SCG	Sours Life Sciences Greenhouse
SUS	Susanne Homes Hall
TA	Taylor Hall
THA	Thalden Pavilion
THTR	Theatre (Oregon Center for the Arts)

SUPPORT

ASB	Athletics Services Building
BKS	Book Store
CPS	Campus Public Safety
CUP	Central Utility Plant
ECP	Extended Campus Programs
FA	Farm Admin Building
FMP	Facilities Management & Planning
HAWK	Hawk Dining
HAZ	Hazardous Materials Storage Building
IRR	Irrigation Filter Building
JPR	Jefferson Public Radio
MOD	Modular Office Building
MOT	Motor Pool Shop
NTB	North Ticket Booth
OFC	Offices (521 South Mountain)
PLC	Plunkett Center
REB	Recreation Equipment Building
REC	Recycling Center
SPB	Softball Practice Building
SRB	Stadium Retail Booth
STAD	Stadium Facility
STOR	Stadium Storage Facility
SHWC	Student Health & Wellness Center

Southern OREGON UNIVERSITY

4) Housing Facilities



Building Key:

HOUSING

COX	Cox Residence Hall
GS	Greensprings Residence Hall
MCL	McLoughlin Residence Hall
MA	Madrone Residence Hall
PRES	President's Residence
SAFH	Student Apartments and Family Housing
SHA	Shasta Residence Hall

HOUSING TYPE	QUANTITY	NOTES
Residence Halls		
Total Beds Available	962	Unrestricted
Greensprings Beds Available	178	Seasonal (4 Months)
Student Apartments and Family Housing		
Studios	8	
One Bedroom	5	
Two Bedroom	97	
Three Bedroom	52	
Four Bedroom	4	
Single Family Residences		
Total Houses	23	13 Rented

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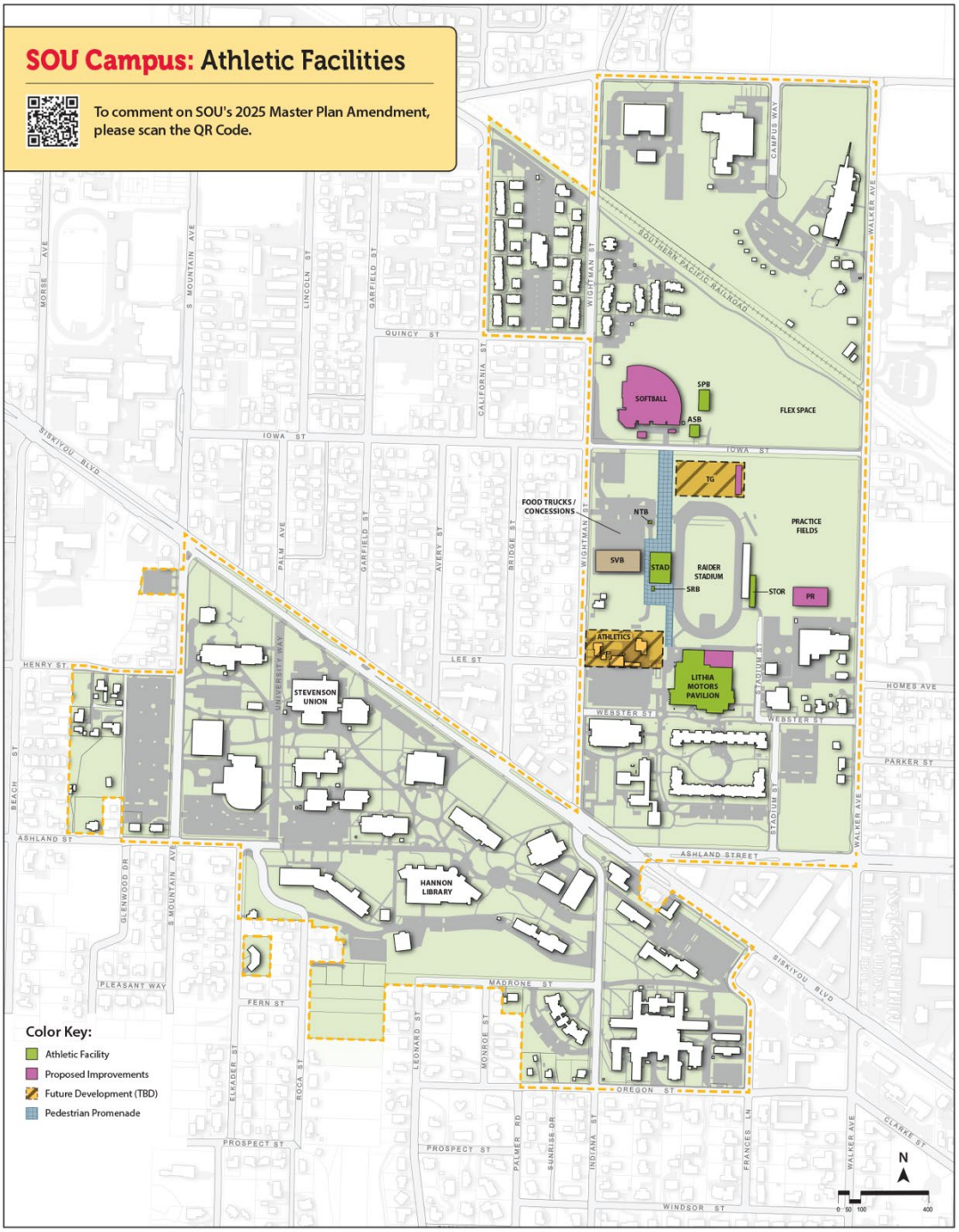
5) Athletic Facilities



Building Key:

ATHLETICS

ASB	Athletics Services Building
NTB	North Ticket Booth
PR	Practice Building
SPB	Softball Practice Building
STAD	Stadium Facility
SRB	Stadium Retail Booth
STOR	Stadium Storage Facility
SVB	Sand Volleyball
TG	Tailgate Area / Food Trucks

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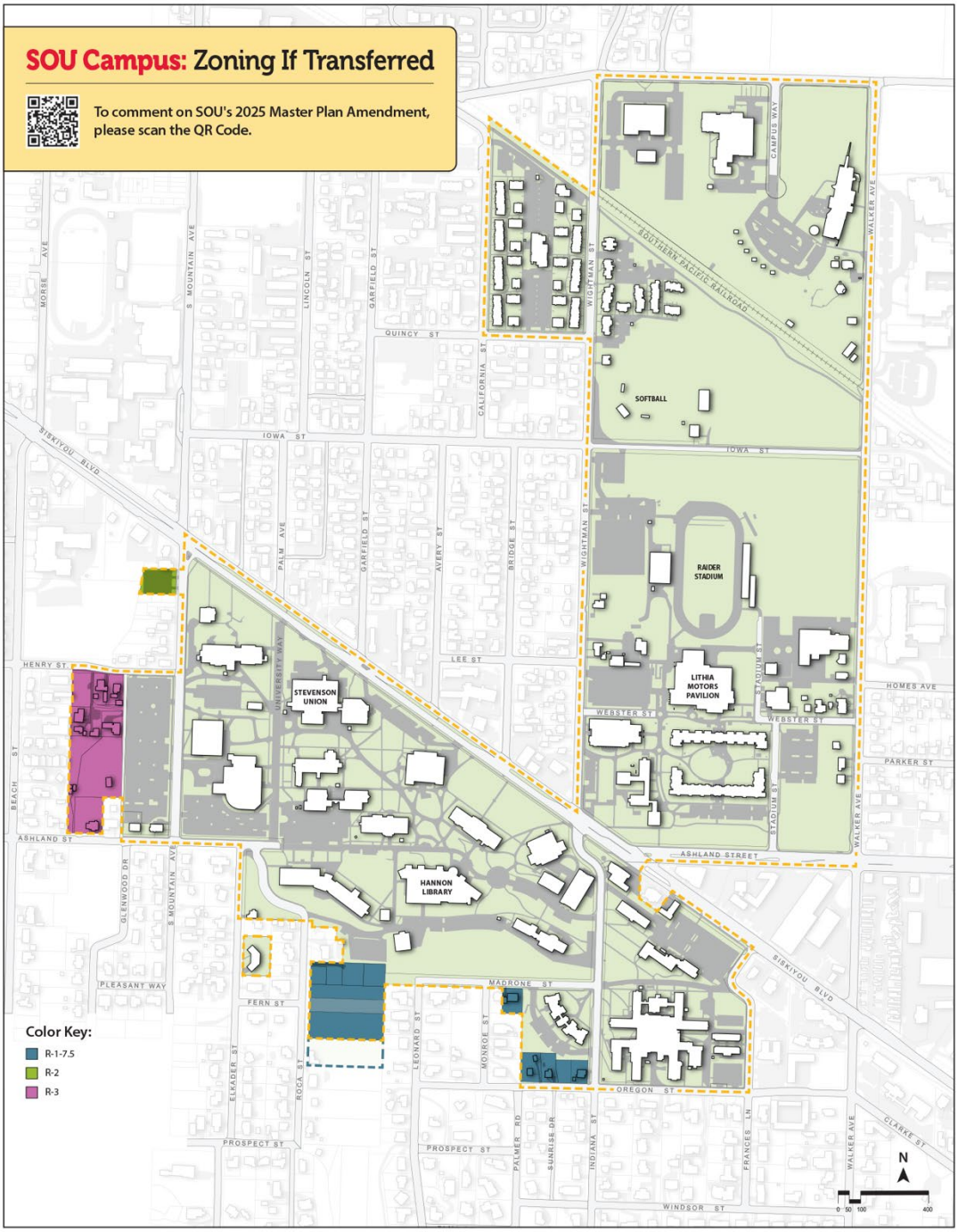
6) Zoning if Transferred



ZONING IF TRANSFERRED: R-1-7.5

LOCATION	MAP	TAX LOT
Roca St.	39 1E 15BB	1500
"	"	1501
"	"	1502
"	"	1503
"	"	1600
"	"	6800
"	"	Fern St R.O.W.
Madrone St.	39 1E 15BB	9200
Oregon St.	39 1E 15BA	1200
"	"	1201
"	"	1700
"	"	1701

ZONE CHANGE PENDING: R-1-7.5

LOCATION	MAP	TAX LOT
668 Roca St.	39 1E 15BB	6900

ZONING IF TRANSFERRED: R-2

LOCATION	MAP	TAX LOT
Parking Lot 34	39 1E 09DD	400
"	"	500

ZONING IF TRANSFERRED:R-3

LOCATION	MAP	TAX LOT
Henry St.	39 1E 09DD	5300
"	"	5500
"	"	5600
"	"	5700
"	"	5800
"	"	5801
"	"	6000
"	"	6100
"	"	6198
"	"	6199
"	"	6200

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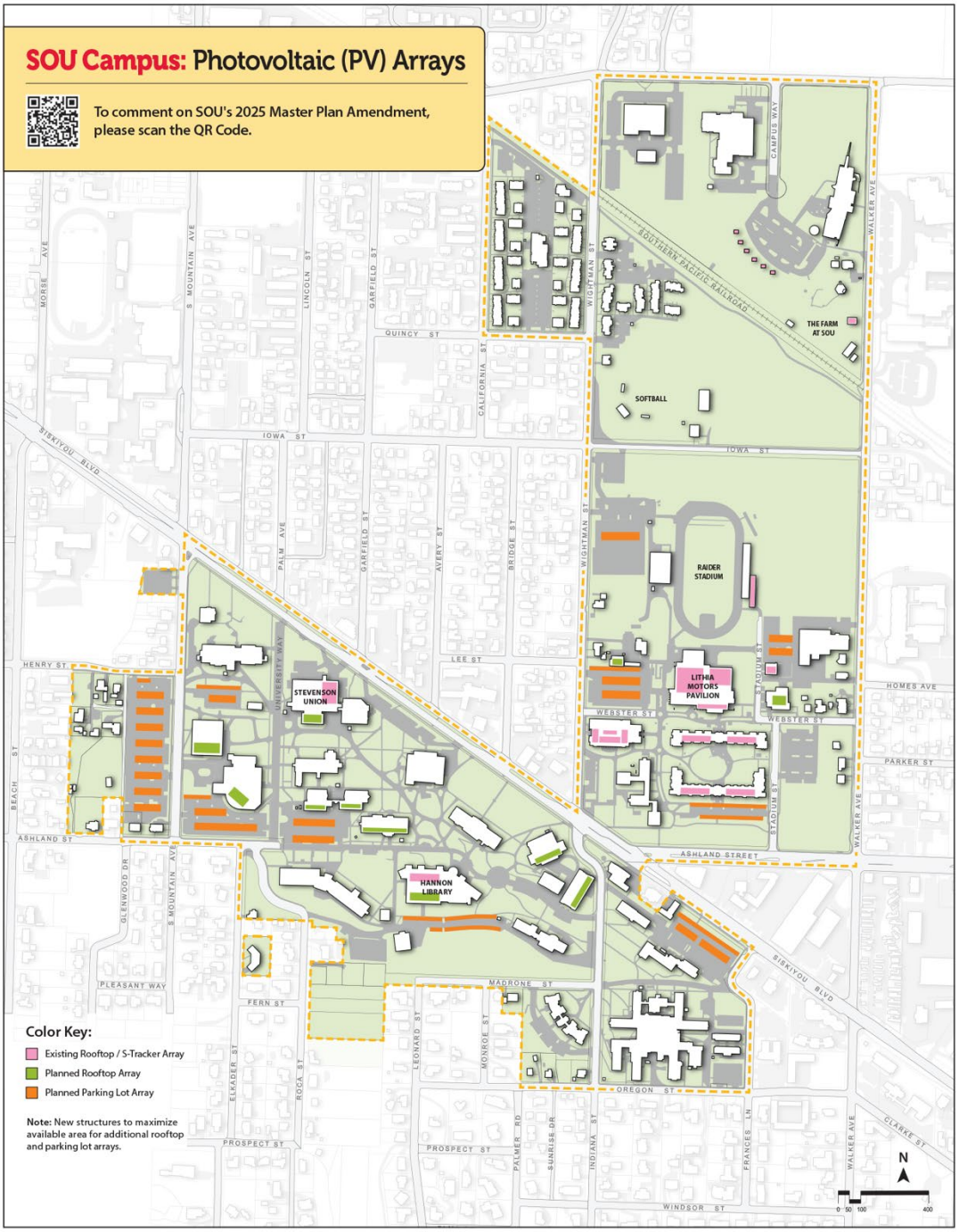
7) Photovoltaic EV Arrays



Southern Oregon University

Appendix B — Campus Facilities Details

Education & General (E & G) Buildings

Institution	Building ID	Building Name	Primary Building Use	Building GSF	% E & G	Year Built	Last Renovation	Master Plan Notes
SOU	B0035	ART BUILDING	Classrooms, Offices, Studios	19,254	100	2000		HVAC Upgrades scheduled 2025
SOU	B0128	ART EAST (DEBOER SCULPTURE)	Offices, Studios, Shops	6,870	100	1961	1997	
SOU	B0002	BRITT HALL	Classrooms, Offices	49,969	100	1936	2022-2024	Complete Building Renovation
SOU	B0182	CAMPBELL CENTER (OLLI)	Classrooms, Offices	5,311	100	1967	2019	
SOU	B0153	CAMPUS PUBLIC SAFETY	Offices, Storage	2,241	100	1958		Building in Poor Condition, Possible redevelopment of Site
SOU	B0012	CASCADE COMPLEX	Residence Halls	194,467	100	1964	1992(kitch-Din)	Complex to be demolished in 2025
SOU	B0013	CENTRAL HALL	Classrooms, Offices	56,544	100	1950	2022-2025	Complete Renewal to be completed 2025
SOU	B0018	CENTRAL HEAT PLANT	Utilities	9.918	100	1957	2019	
SOU	B0001	CHURCHILL HALL	Classrooms, Offices	36,098	100	1926	2011	Complete Building Renovation in 2012
SOU	B0006	COMPUTING SERVICES	Classrooms, Offices	32,770	100	1990		
SOU	B0056	DIGITAL MEDIA CENTER (DMC)	Classrooms, Offices	8,385	100	2003		Renovation & Small Addition planned for this MP cycle
SOU	B0020	EDUCATION/ PSYCHOLOGY	Classrooms, Offices	47,266	100	1973		Major Renovation planned in this MP cycle
SOU	B0191	EXTENDED CAMPUS PROGRAMS	Offices	2,384	100	1958		Building in Poor Condition, Possible redevelopment of Site
SOU	B0191	FACILITIES MANAGEMENT & PLANNING	Shops, Offices, Storage	34,375	100	1994		
SOU	B0222	FARM AT SOU - ADMIN BUILDING	Offices	1,612	100	1939		possible replacement in this MP cycle
SOU	B0222	FARM AT SOU - OPERATIONS BUILDING	Maintenance, Produce coolers	640	100	2019		
SOU	B0019	HANNON LIBRARY	Stacks, Classrooms, Offices	127,210	100	1967	2003	
SOU	B0060	HAZARDOUS WASTE STORAGE BUILDING	Storage	220	100	2007		
SOU	B0025	IRRIGATION FILTER BUILDING	Utilities	100	100	1970		
SOU	B0037	JEFFERSON PUBLIC RADIO (JPR)	Offices & Studios	6,468	100	2018		
SOU	various	JPR-REMOTE TRANSMITTER SITES	Utilities	2,356	100	various		
SOU	B0015(LITHIA), B0036(SRC)	LITHIA PAVILION-STUDENT REC CENTER	Gyms, Classrooms, Offices	94,021	100	2018		
SOU	B0009	MARION ADY	Classrooms, Offices, Studios	36,431	100	1958	2000	HVAC upgrades Planned for 2025
SOU	B0059	MEDFORD HIGHER EDUCATION CENTER	Classrooms, Offices, Labs	68,510	0.5	2008		
SOU	B0220	MODULAR OFFICE BUILDING	Offices	1,792	100	2011		

continues . . .

Institution	Building ID	Building Name	Primary Building Use	Building GSF	% E & G	Year Built	Last Renovation	Master Plan Notes
SOU	B0154	MOTOR POOL SHOP	Vehicle Maintenance	2,420	100	1958		Possible redevelopment of site in this MP cycle
SOU	B0027	MUSIC BUILDING	Recital Hall, Classrooms, Offices	45,461	100	1970		Major Renovation-addition planned for this MP cycle
SOU	B0221	HAWK DINING	Food Service, Dining Hall	24,324	10	2012		
SOU	B0179	PLUNKETT CENTER	Offices	6,378	50	1890	1985	
SOU	B0016	PRESIDENTS RESIDENCE (610 ELKADER)	Residence	5,285	30	1950		
SOU	B033B	RECREATION EQUIPMENT BUILDING	Storage	3,391	1	2019		
SOU	B0155	RECYCLING CENTER	Trash Sorting & Recycling	960	1	1958	2019	
SOU	B0029	SCHNEIDER ART MUSEUM	Galleries, Offices	6,035	1	1985		Possible expansion or replacement in this MP cycle
SOU	B0010	SCIENCE BUILDING	Classrooms, Offices, Labs	80,998	1	1958	2016	
SOU	B0031	SOURS LIFE SCIENCES GREENHOUSE	Greenhouse	2,162	1	1980	2018	
SOU	B0033AB	STADIUM STORAGE FACILITY	Storage	1,920	33	2021		
SOU	B0014	STUDENT HEALTH & WELLNESS CENTER	Offices, Councelling, Clinical	11,016	100	1964		
SOU	B0005	SUSANNE HOMES HALL	Classrooms, Offices	39,163	100	1947		Possible renovation/adaptive reuse in this MP cycle
SOU	B0004	TAYLOR HALL	Classrooms, Offices	45,867	100	1965	2020	
SOU	B0028	THEATRE (OREGON CENTER FOR THE ARTS)	Performance, Shops, Offices	51,346	100	1981	2018	
SOU	B0118	521 SOUTH MOUNTAIN	Tutoring, Offices	2,436	100	1950		former rental house
				1,164,466				
Auxiliaries								
	B6852	STEVENSON UNION	Mtg rooms, food service, offices	95,600	0	1972		Possible renovation in this MP cycle
	B6837	STADIUM FACILITY	Weight rm, locker rms, offices, seating	26,173	0	1983		
	B1917	ATHLETICS SERVICES BUILDING	Softball team room. Toilet rooms	1,380	0	1985		
		SOFTBALL PRACTICE BUILDING	Batting cages, storage	3,391	0	2014		
	B1916	NORTH TICKET BOOTH	Ticket sales	98	0	1983		
				126,642				
Residence Halls								
	B6858	COX HALL	Conference housing	43,826	0	1958		
	B6826	GREENSPRINGS	Residence Halls	84,799	0	1968		

continues . . .

Institution	Building ID	Building Name	Primary Building Use	Building GSF	% E & G	Year Built	Last Renovation	Master Plan Notes
	B6865	MADRONE HALL	Residence Hall	38,444	0	2005		
		SHASTA HALL	Residence Hall	106,582	0	2005		
		MCLOUGHLIN HALL	Residence Hall	89,729	0	2013		
				363,380				
SAFH Multi-Family Housing Complex								
	B6686	Family Housing Unit #2	Apartments	4,308	0	1990		
	B6683	Family Housing Unit #22	Apartments	4,308	0	1990		
	B6822	Family Housing Unit #13	Apartments	2075	0	1990		
	B4624	Family Housing Unit #6	Apartments	10,298	0	1990		
	B6821	Family Housing Unit #12	Apartments	10,398	0	1990		
	B4754	Family Housing Unit #18	Apartments	10,398	0	1990		
	B4679	Old Mill Village Unit H	Apartments	4008	0	1996		
	B6688	Family Housing Unit #4	Apartments	6732	0	1990		
	B6685	Family Housing Unit #1	Apartments	3,419	0	1990		
	B6819	Family Housing Unit #10	Apartments	5,280	0	1990		
	B6861	Family Housing Unit #16	Apartments	5,280	0	1990		
	B4849	Old Mill Village Unit C	Apartments	4,008	0	1996		
	B4678	Old Mill Village Unit G	Apartments	4,008	0	1996		
	B6860	Family Housing Unit #15	Apartments	7,790	0	1990		
	B6849	Old Mill Village Unit F	Apartments	6,680	0	1996		
	B6847	Old Mill Village Unit D	Apartments	2,906	0	1996		
	B4750	Old Mill Village Unit A	Apartments	4,008	0	1996		
	B4752	Old Mill Village Unit B	Apartments	5,526	0	1996		
	B6848	Old Mill Village Unit E	Apartments	5,708	0	1996		
	B4753	Old Mill Village Unit I	Apartments	5,600	0	1996		
	B4755	Family Housing Unit #19	Apartments	2,458	0	1990		
	B4625	Family Housing Unit #7	Apartments	2,458	0	1990		
	B6682	Family Housing Unit #21	Apartments	8,548	0	1990		
	B6818	Family Housing Unit #9	Apartments	8,548	0	1990		
	B6680	Family Housing Unit #20	Apartments	3,632	0	1990		
	B6687	Family Housing Unit #3	Apartments	3,632	0	1990		
	B4623	Family Housing Unit #5	Apartments	3,632	0	1990		
	B6726	Family Housing Unit #8	Apartments	3,632	0	1990		

continues . . .

Institution	Building ID	Building Name	Primary Building Use	Building GSF	% E & G	Year Built	Last Renovation	Master Plan Notes
	B6820	Family Housing Unit #11	Apartments	3,640	0	1990		
	B4677	Family Housing Unit #14	Apartments	3,640	0	1990		
	B1915	Family Housing Unit #17	Apartments	3,640	0	1990		
	B1919	FH Maintenance Bldg	Shop + Storage	2,020	0	1990		
	B6684	FH Community Bldg	mtg rooms, daycare, laundry, Offices	8,501	0	1990	Addition/remod-el 2004	
				170,719				
Houses (rentals & vacant)								
	B1507	1555 Webster St	house	1,630	0			SOU acquired 1966
	B2011	381 Walker Ave	house	1,124	0			SOU acquired 1970
	B2192	1049 Ashland St	house	2,200	0	1900		
	B1887	1066-1066 1/2 Henry St	house + convert-ed garage	1,428	0			SOU acquired 1973
	B1920	1038 Henry St	house	1,529	0			SOU acquired 1979
	B2279	393 Walker Ave	house	1,144	0			SOU acquired 1970
	B1881	1077 Ashland St	house	2,200	0	1940		
	B2010	1060 Henry St	house	1,396	0	1935		
	B2278	1551 Webster St	house	765	0			SOU acquired 1969
	B1884	380 Wightman St	house	3,128	0			SOU acquired 1979
	B1888	1040 Henry St	house	633	0	1950		
	B1889	1058 Henry St	house	754	0	1950		
	B1882	697 Indiana St	house	2,180	0			SOU acquired 1969
	B1933	580 Elkader	house	1,056	0	1961		
	B1883	164 Wightman St	house	798	0	1950		
	B1892	435 Walker Ave	house	850	0			SOU acquired 1966
	B2283	455 Walker Ave	house	2,710	0			SOU acquired 1966
	B1513	1352 Madrone St	house	1,333	0			SOU acquired 1973
	B1922	421 Walker Ave	house	1,732	0			SOU acquired 1966
		1349 Oregon St	house	667	0	1948		
		1383 Oregon St	house	2,296	0			SOU acquired 1964
	B1923	1056 Henry St	house	1,396	0	1890		
	B1891	467 Walker Ave	house	2,224	0			SOU acquired 1966
				35,173				
	Summary	Square Footage						
	E&G Buildings	1,164,466						
	Auxiliaries	126,642						
	Residence Halls	363,380						
	Family Housing Complex	170,719						
	Houses	35,173						
	SOU total(gsf)	1,860,380						

END

Appendix C — The Farm Design and Site Plan Documents

PHASE 1 IMAGERY

SOU SUSTAINABLE FARM
SOUTHERN OREGON UNIVERSITY

SCHEMATIC DESIGN

IMAGES

L 6

PHASE 2 IMAGERY

SOU SUSTAINABLE FARM
SOUTHERN OREGON UNIVERSITY

SCHEMATIC DESIGN

IMAGES

L 7

PHASE 3 IMAGERY

SOU SUSTAINABLE FARM
SOUTHERN OREGON UNIVERSITY

SCHEMATIC DESIGN

IMAGES

L 8

155 Walker Ave

THE FARM
AT SOUTHERN OREGON UNIVERSITY
A CENTER FOR SUSTAINABILITY

- Classroom/Lab
- Offices
- Sustainability Demonstration (ScienceWorks)
- Equipment Storage
- Commercial Kitchen
- Restrooms
- 3,960 Square feet

Southern Oregon University
Board of Trustees

RESOLUTION

Delegation of Authority for the Sale of Real Property

Whereas, Southern Oregon University (SOU), on July 1, 2015, became an independent university with its own governing Board of Trustees.

Whereas, the State of Oregon has substantially changed its investment in Oregon universities and their ability to obtain funding for capital construction during the last decade;

Whereas, SOU has experienced a shift in student population over the past decade, including a significant number of students taking online courses that do not require the same level of academic facilities;

Whereas, upon an evaluation of current real estate owned by SOU, it has determined that there are specific properties in the university's portfolio that have no near-term or long-term plans to be used by the university;

Whereas, the university is facing a one-time revenue downturn related to the failure of the Federal Government's Free Application for Federal Student Aid (FAFSA) systems update, which has adversely impacted our ability to recruit new students;

Whereas, SOU has the lowest financial reserves of any university in the State of Oregon and has less than twenty-five days of operating expenses, which places the SOU in an insecure financial condition;

Whereas, Oregon Revised Statute 352.113 (2) provides that the Board of Trustees may authorize the disposal of real property;

Whereas, the Board of Trustees may delegate the disposal of real property to the President of the University or his designee in accordance with the Bylaws and Board Statement of Delegation of Authority.

Now, therefore, the Board of Trustees of Southern Oregon University approves the following:

1. Resolved, the Board of Trustees authorizes the President or his designee to dispose of and sell for the financial benefit of the university the properties listed in Attachment A to this resolution;

2. Be it further resolved that the President or his designee is authorized to negotiate and enter into transactions they believe will be in the best interests of the university in disposing of properties in Attachment A;

3. Be it further resolved that the President or his designee may take all necessary direct, indirect, and ancillary actions necessary to facilitate the sale of the property, including but not limited to working with the City of Ashland, Jackson County, and any neighboring or impacted landowners regarding land use designations, property line adjustments, and property vacations that may be required to facilitate a sales transaction;

4. It is further resolved that any proceeds generated by the sale of the properties listed in Attachment A may only be used to close the current year budget gap of any approved budget by the Board of Trustees and for university-ending fund balance reserves.

VOTE:

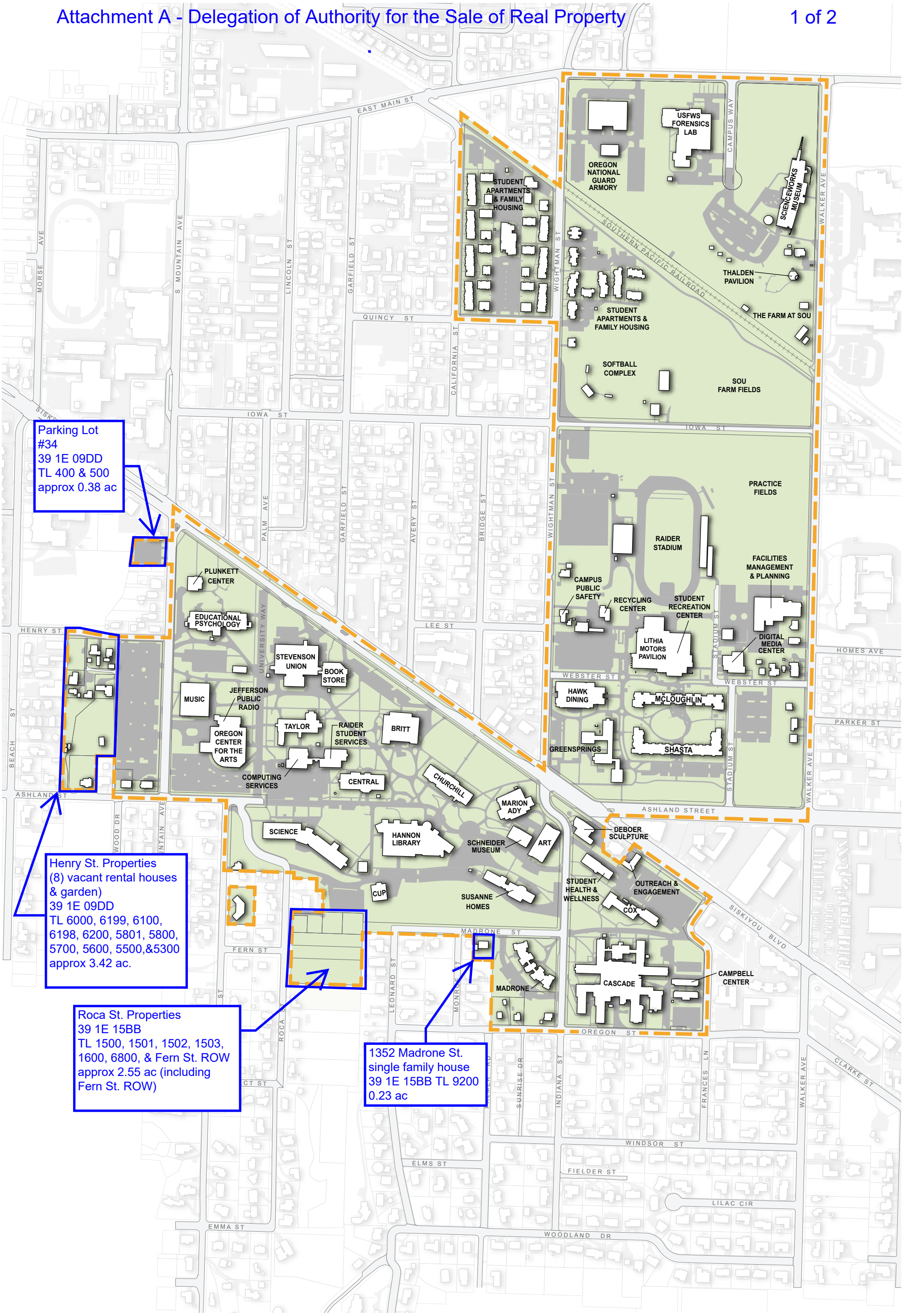
Barry	Yes
Chavez	Yes
Clough	Yes
Franks	Yes
Lee	Yes
Medina	Absent
Mendoza	Absent
Santos	Yes
Schepmann	Absent
Sharma	Yes
Shelby	Yes
Taitano	Yes
Thalden	Yes
Thorndike	Absent

DATE: October 18, 2024

Recorded by,

Sabrina Prud'homme

University Board Secretary



Southern OREGON UNIVERSITY

CAMPUS MAP

January 31, 2024

	ADDRESS	TAX LOT	ACCOUNT #	ACREAGE
PARKING LOT #34				
Parking Lot #34	S Mountain Avenue	391E09DD 400	1-007530-1	0.20
Parking Lot #34	349 S Mountain Ave	391E09DD 500	1-007531-9	0.18
Total Parking Lot #34 Acreage				**0.38**
HENRY STREET PROPERTIES				
Single Family Home (Rental)	1049 Ashland St	391E09DD 5300	1-007579-8	0.46
Vacant (Garden)	Ashland St	391E09DD 5500	1-007581-1	1.08
Vacant (Garden)	Beach St	391E09DD 5600	1-007582-0	0.46
Single Family Home	1060 Henry St	391E09DD 5700	1-007583-8	0.24
Single Family Home	1040 Henry St	391E09DD 5800	1-007584-6	0.33
Single Family Home	1038 Henry St	391E09DD 5801	1-007585-2	0.14
Vacant Lot	1038 Henry St	391E09DD 6000	1-007587-9	0.28
Single Family Home	1056 Henry St	391E09DD 6100	1-007589-5	0.19
Right of Way	Henry St	391E09DD 6198	1-098869-0	0.01
Right of Way	Henry St	391E09DD 6199	1-098868-9	0.03
Single Family Home	1066 Henry St	391E09DD 6200	1-007590-1	0.22
Total Henry Street Acreage				**3.44**
ROCA STREET PROPERTIES				
Vacant Lot	630 Roca St	391E15BB 1500	1-008887-0	0.22
Vacant Lot	620 Roca St	391E15BB 1501	1-082901-6	0.13
Vacant Lot	624 Roca St	391E15BB 1502	1-082902-4	0.16
Vacant Lot	628 Roca St	391E15BB 1503	1-082903-2	0.25
Vacant Lot	Fern St	391E15BB 1600	1-008888-8	0.45
Vacant Lot	648 Roca St	391E15BB 6800	1-008938-1	0.89
Total Roca Street Acreage				**2.10**
1352 MADRONE				
Single Family Home (Rental)	1352 Madrone	391E15BB 9200	1-008962-4	0.23
Total Madrone Street Acreage				**0.23**

SOU – code changes related to the 2025-35 Master Plan:

Process and Type I or II review existing code:
18.5.2.030

A. Type I Review. Except as provided by 18.5.2.030, subsections B - G, below, applications for Site Design Review are subject to the Type I procedure, pursuant to section 18.5.1.050.

B. C-1, E-1, HC, and M-1 Zones. In the C-1, E-1, HC, and M-1 zones, but not within the Downtown Design Standards or Detail Site Review overlays, new structures or additions greater than 15,000 square feet in gross floor area, or greater than 50 percent of an existing building's gross floor area are subject to Type II review.

C. Downtown Design Standards Overlay. In the Downtown Design Standards overlay, new structures or additions greater than 2,500 square feet in gross floor area, or greater than ten percent of an existing building's gross floor area are subject to Type II review.

D. Detail Site Review Overlay. In the Detail Site Review overlay, new structures or additions greater than 10,000 square feet in gross floor area, or longer than 100 feet in length or width are subject to Type II review.

E. Residential Site Review. Residential structures or additions greater than 10,000 square feet in gross floor area, other than single-family homes or accessory uses on individual lots, are subject to Type II review.

F. Croman Mill District. In the Croman Mill district, new structures or additions greater than 15,000 square feet in gross floor area are subject to Type II review.

G. Landscape and Irrigation Plan Amendments. Minor amendments to landscape and irrigation plans approved pursuant to chapter 18.4.4 to improve fire safety, public safety, water conservation, or energy efficiency may be processed as Ministerial or Type I actions.

H. **Southern Oregon University District Site Review.** In the SO District, new structures or additions greater than 15,000 square feet in gross floor area (footprint of building) are subject to Type II review. All other development shall be reviewed as a Type I review for compliance with the current University Master Plan development standards.

18.5.7.020

C. Exempt from Tree Removal Permit. The following activities are exempt from the requirement for a tree removal permit in subsections 18.5.7.020.A and B, above:

1. Those activities associated with the establishment or alteration of any park under the Ashland Parks and Recreation Commission. However, the Parks and Recreation Department shall provide an annual plan in January to the Tree Commission outlining proposed tree removal and topping activities, and reporting on tree removal and topping activities that were carried out in the previous year.

2. Removal of trees in single-family residential zones on lots occupied only by a detached single-family dwelling and associated accessory structures including an accessory residential unit, or by a duplex, where the property is less than twice the minimum lot size or otherwise ineligible to be partitioned or subdivided, except as otherwise regulated by chapter 18.3.10, Physical and Environmental Constraints Overlay, and chapter 18.3.11, Water Resources Protection Zones (Overlays).

3. Removal of trees in multifamily residential and health care zones on lots occupied only by a detached single-family dwelling and associated accessory structures including an accessory residential unit, or by a duplex, where the property cannot be further developed with additional dwelling units other than an accessory residential unit or a duplex, except as otherwise regulated by chapter 18.3.10, Physical and Environmental Constraints Overlay, and chapter 18.3.11, Water Resources Protection Zones (Overlays).

4. Removal of trees less than six inches DBH in any zone, excluding those trees located within the public right-of-way or required as conditions of approval with landscape improvements for planning actions.

5. Removal of trees less than 18 caliper inches in DBH on any public school lands, Southern Oregon University, and other public land, excluding heritage trees.

6. Removal of trees within the wildfire lands area of the City, as defined on adopted maps, for the purposes of wildfire fuel management consistent with the fuel modification area standards in section 18.3.10.100, and in accord with the requirements of chapter 18.3.10, Physical and Environmental Constraints Overlay, and chapter 18.3.11, Water Resources Protection Zones (Overlays).

7. Removal of dead trees.

8. Those activities associated with tree trimming for safety reasons, as mandated by the Oregon Public Utilities Commission, by the City's Electric and Telecommunication Utility. However, the Utility shall provide an annual plan to the Tree Commission outlining tree trimming activities and reporting on tree trimming activities that were carried out in the previous year. Tree trimming shall be done, at a minimum, by a journeyman tree trimmer, as defined by the Utility, and will be done in conformance and to comply with OPUC regulations.

9. Removal of street trees within the public right-of-way subject to street tree removal permits in AMC 13.16.

10. Those activities associated with tree trimming or removal at the airport, within the Airport (A) overlay zone for safety reasons, as mandated by the Federal Aviation Administration. The Public Works Department shall provide an annual report to the Tree Commission outlining tree trimming activities and reporting on tree trimming activities that were carried out in the previous year.

11. Those activities associated with the tree removal and maintenance of trees within the SO zone consistent with the current Southern Oregon University Master Plan. However, SOU shall provide an annual plan from its staff arborist or contract arborist in January to the Tree Commission outlining proposed tree removal and topping activities, and reporting on tree removal and topping activities that were carried out in the previous year.}

Demo Code

15.04.216

A. For demolition or relocation of structures erected more than forty-five (45) years prior to the date of the application:

1. The applicant must demonstrate that either subsection A.1.a or A.1.b of this section applies:

a. The structure cannot be rehabilitated or reused on site as part of any economically beneficial use of the property. In determining whether an economically beneficial use can be made of the property, the Demolition Review Committee may require the applicant to:

(1) Furnish an economic feasibility report prepared by an architect, developer, or appraiser, or other person who is experienced in rehabilitation of buildings that addresses the estimated market value of the property on which the building lies, both before and after demolition or removal; or

(2) Market the property utilizing a marketing plan approved by the Demolition Review Committee or by advertising the property in the Ashland Daily Tidings or Medford Mail Tribune at least eight (8) times and at regular intervals for at least ninety (90) days and by posting a for sale sign on the property, four (4) to six (6) square feet in size and clearly visible from the street, for the same ninety (90) day period.

b. The structure proposed for demolition is structurally unsound despite efforts by the owner to properly maintain the structure.

2. In addition to subsection A.1.a or A.1.b of this section, the applicant must also:

a. Submit a redevelopment plan for the site that provides for a replacement or rebuilt structure for the structure being demolished or relocated. The replacement or rebuilt structure must be a minimum of 1,000 square feet, unless the structure being demolished or relocated is less than 1,000 square feet. If the structure is less than 1,000 square feet, the replacement structure must be a minimum of 500 square feet. The redevelopment plan must indicate in sufficient detail the nature, appearance and location of all replacement or rebuilt structures. No replacement structure is required, however, if:

(1) The applicant agrees to restrict the property to open space uses and a finding is made that such restriction constitutes a greater benefit to the neighborhood than redevelopment would; or

(2) The structure being demolished or relocated is a nonhabitable accessory structure.

b. Demonstrate, if the application is for a demolition, the structure cannot be practicably relocated to another site.

3. If a permit is issued and the redevelopment plan:

a. Requires a site review permit, no demolition or relocation may occur until the site review permit has been issued, unless the site is restricted to open space uses as provided in subsection A.2 of this section.

b. Does not require a site review permit, no demolition or relocation may occur until the building permit has been issued for the replacement or rebuilt structure, unless the site is restricted to open space uses as provided in subsection A.2 of this section.

4. The Demolition Review Committee may require the applicant to post with the City a bond, or other suitable collateral as determined by the City Manager, ensuring the safe demolition of the structure and the completed performance of the redevelopment plan.

B. For demolition or relocation of structures erected less than forty-five (45) years from the date of the application:

1. The applicant:

a. Has the burden of proving the structure was erected less than forty-five (45) years from the date of the application. Any structure erected less than forty-five (45) years from the date of the application, which replaced a structure demolished or relocated under this section, shall be considered a structure subject to the standards in this section.

b. Must submit a redevelopment plan for the site that provides for a replacement or rebuilt structure being demolished or relocated. The replacement or rebuilt structure must be a minimum of 1,000 square feet, unless the structure being demolished or relocated is less than 1,000 square feet. If the structure is less than 1,000 square feet, the replacement structure must be a minimum of 500 square feet. The redevelopment plan must indicate in sufficient detail the nature,

appearance and location of all replacement or rebuilt structures. No replacement structure is required, however, if:

(1) The applicant agrees to restrict the property to open space uses and a finding is made that such restriction constitutes a greater benefit to the neighborhood than redevelopment would; or

(2) The structure being demolished or relocated is a nonhabitable accessory structure.

2. If a permit is issued and the redevelopment plan:

a. Requires a site review permit, no demolition or relocation may occur until the site review permit has been issued, unless the site is restricted to open space uses as provided in this subsection B.

b. Does not require a site review permit, no demolition or relocation may occur until a building permit has been issued for the structure or structures to be replaced or rebuilt, unless the site is restricted to open space uses as provided in this subsection B.

C. For any demolition approved under this section, the applicant is required to salvage or recycle construction and demolition debris, in accordance with a demolition debris diversion plan that complies with the requirements adopted by the Demolition Review Committee. The applicant shall submit such a plan with the application for demolition.

D. For any demolition within the SO district, SOU shall comply with the demolition provisions within the adopted Master Plan.

18.3.6 Southern Oregon University District

18.3.6.020

A. This chapter applies to properties designated as SO on the Zoning Map. The Southern Oregon University (SOU) district implements the Campus Master Plan Update for Southern Oregon University dated*** ~~April 12~~, 2025~~10~~, with all conditions added by the Planning Commission and City Council, as adopted and incorporated into the Comprehensive Plan by Ordinance No. 3014 *** on ~~June 1, 2010~~****. It can be applied to all areas now or hereinafter owned by the State of Oregon acting by and through the State Board of Higher Education, and located within the SOU boundary, as shown on the SOU Plan, adopted by SOU and approved by the City. The District shall not apply to properties transferred by SOU and no longer owned by SOU.

B. This chapter, together with chapters 18.5.2 Site Design Review, 18.4.3 Parking, Access, and Circulation, and 18.3.11 Water Resource Protection Zones~~18.4.7 Signs~~ are the only portions of this ordinance to be effective within the SOU zone; except that areas within 50 feet of privately owned land are subject to a Type II Site Plan review process.~~chapter 18.5.4 Conditional Use Permits~~. In addition, the creation or vacation of public streets or public ways shall be subject to mutual agreement between the City and SOU and all other applicable laws.

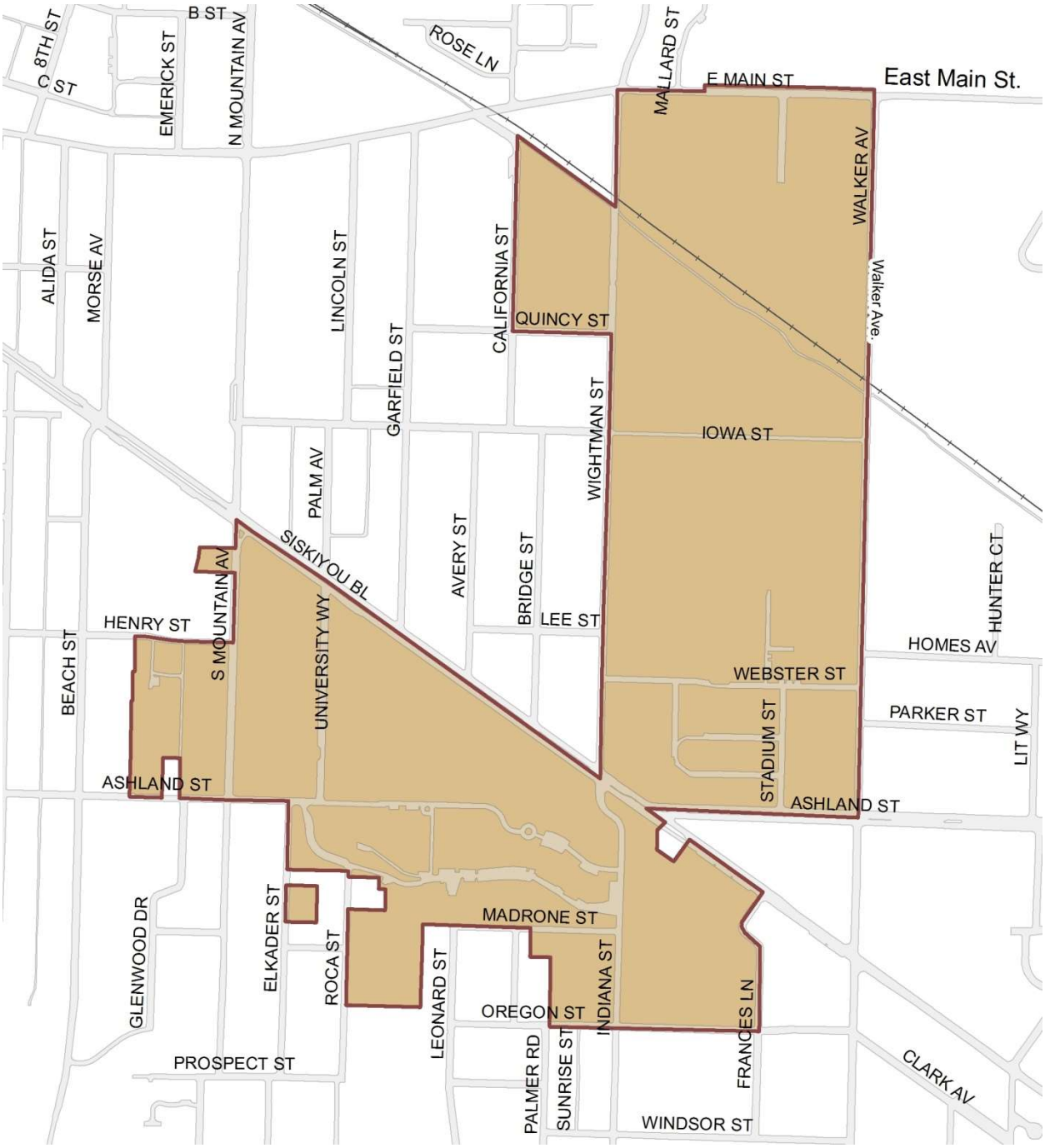


Figure 18.3.6.020. Southern Oregon University District

18.3.6.030Permitted Uses

Permitted uses are as follows.

A. Uses permitted outright are all those which are directly and indirectly related to the educational functions of SOU, provided that such uses are indicated and located in conformance with the adopted and City approved SOU Master Plan~~, and are greater than 50 feet from privately owned property~~.

B. Wireless Communication Facilities authorized pursuant to chapter 18.4.10Wireless Communication Facilities.

18.3.6.040

Uses subject to approval of a conditional use permit, per chapter 18.5.4, are as follows.

A. Any use, site design, or construction or alteration of same not agreed upon in advance by the City and SOU in the SOU Master Plan.

~~**B.** Any use, site design, or construction within 50 feet of privately owned property.~~

B~~C~~. Any construction over ~~40~~ 70 feet in height.

C~~D~~. Wireless Communication Facilities not permitted outright and authorized pursuant to chapter 18.4.10 Wireless Communication Facilities.}

SOU 2025-35 Facilities Master Plan – Proposed Findings of Fact

April 4, 2025

Subject Property: 1250 Siskiyou Blvd.
Entire SOU Campus / owned properties

Applicants and Owners:
Southern Oregon University

Pre-application conference report – February 19, 2025

Request for Type III approval – Legislative Code Amendments and Zone Changes

Project Summary:

This request is for the review and integration of the SOU 2025-35 Facilities Master Plan by the City as part of its legislative code and for the rezoning and change to the Comprehensive Plan map of certain property which may be or have been transferred from SOU ownership to third parties. By Administrative Rule, Oregon universities periodically update their facilities master plans and coordinate with their respective cities. SOU and Ashland are somewhat unique in the long-standing working relationship outlining future development of the SOU campus and coordinating standards for that development within campus as part of the City development code. The SOU campus properties are subject to AMC 18.3.6, which implements the Facilities Master Plan.

The 2025-35 Master Plan replaces the 2010-2020 Master Plan and is intended to be the basis for development of identified projects during the next ten years. After many meetings with City staff, this Master Plan and related legislative changes seek to address issues identified since the adoption of the last Master Plan as well as outline future projects.

SOU has sought input and communicated with stakeholders, the City and our community. We have created a web site to take input, conducted multiple open-forums for stakeholder input, met with City staff multiple times, had a formal pre-application conference and presented this application to the City Transportation Advisory Committee. Every avenue of input has been valuable and has informed modifications to the Master Plan, following each round of input.

Higher education and college campuses must constantly evolve. SOU continues to work tirelessly to build a solid foundation and to also innovate. These goals are reflected in the 2025-35 Master Plan. This Master Plan identifies those projects that have a degree of certainty – need, funding and design – while also outlining Future Development opportunities and some base standards to apply to those yet defined projects. Part of maintaining a solid foundation for the University financial stability and this may include the sale of certain properties, thus this Master Plan identifies those lots considered for potential sales and proposes changes to the underlying

zoning and Comprehensive Map designation, while maintaining the SO District overlay until those properties are sold.

Legislative Change, Zone Change and Comprehensive Plan Map Amendment.

SOU is seeking a modification of the applicable AMC provisions related to the 2025-35 Master Plan. These include modifications to AMC 18.3.6, which addresses the SO District and implements the Master Plan, and to other sections of the AMC which address issues identified in this round of Master Plan changes. These include, AMC 15.04.216 (demolition), 18.5.7.020 (tree removal) and 18.5.2.030 (side design review process). Attached are specific proposed code changes as per staff's request. SOU is also requesting a zone change and Comprehensive Map amendment for several lots identified in the Master Plan which have been or may be transferred out of SOU ownership.

These changes require a Type III Legislative Process pursuant to AMC 18.5.9.020B. Legislative changes are appropriate to address changes in circumstance and conditions as well as address needs in the community. The SOU Master Plan was previously drafted and adopted in 2010. The 2025-35 Master Plan clarifies and addresses many issues unique to the management and development of the college campus and facilities; these include, tree removal, building demolition, signage, and the site design review for new projects depending on size and impacts. Specific projects outlined in the 2025-35 Master Plan embrace critical new areas of study such as Digital Media and Sustainability, they will enhance Athletics offerings and pedestrian connectivity through the Athletics zone and they also lay the framework for innovation and community building, such as a new Cascade Housing Community and Native Nations Gathering spaces. All of this important work requires the adoption of this 2025-35 Master Plan.

Sharp drops in enrollment and the integration of on-line learning have substantially changed SOU. As outlined in the SOU Board of Trustees Resolution (attached) dated October 18, 2024, there is a significant need to protect the financial strength of the University and the Trustees have approved the sale of certain property, further identified in the 2025-35 Master Plan. This change in circumstance and need of the University leads to the changing of those certain properties from SO zoning and SOU Comprehensive Map designations to residential zones, while maintaining the SO District designation until the time the lots may be sold. In conjunction, those lots rezoned to either R-2 or R-3 will have a new Comprehensive Map designation of Multi-Family Residential and those lots rezoned to be R-1-8 will have a Comprehensive Map designation of Single Family Residential.

While much of this area to be rezoned was previously identified as suitable for development of some sort of housing by the University in prior Master Plans, there is no ability for the University to do so currently and has a significant need for the funds from a sale. At the same time, the community (the State and the nation) has a significant need for new housing. The 2021 Housing Capacity Analysis (ECONorthwest) highlights the community needs for substantially more multi-family development to address the needs and demographics of our population through 2041. While the impacts and the number of units maybe similar to what the University could have developed under the current standards, the ability to address this pressing need in the near future will only happen if transferred to a private party.

Conclusion and Decision

SOU has provided all the necessary materials to support the adoption of the 2025-35 Facilities Master Plan, related Legislative changes and zone change / Comprehensive Map amendments as proposed. There is a significant need and changes in circumstances since the previous Master Plan which require the adoption of these actions.

Staff Memo -
Disclosure of Potential Conflict of Interest

Memo

DATE: April 22, 2025
TO: City Council & Planning Commissioners
FROM: Derek Severson, *Planning Manager*
RE: Potential Personal Conflict

Background

The Planning Division has received a land use application to amend the Southern Oregon University Master Plan. This will be a legislative action reviewed by the Planning Commission and approved by the City Council with adoption of an ordinance. Staff would have an advisory role, and make recommendations to both bodies.

At the City Attorney's direction I'm providing the following statement for the record:

1. My half-sister is a full-time hourly SOU employee. The SOU Master Plan is a legislative action, and I do not believe my sister's employment by SOU creates an actual conflict.
2. After consulting the City Attorney, I will continue to work on this application, providing input to the Staff Advisor in preparing analysis and recommendations to the Planning Commission and City Council.
3. If at any point it becomes clear that the Master Plan directly affects my half-sister's employment *(e.g., funding a position she might hold)*, I will inform the Community Development Director and City Attorney and recuse myself from further involvement with the application.
4. I will reassess if unforeseen circumstances arise and discuss with the Director/Staff Advisor and City Attorney.

REFERENCES & ATTACHMENTS

Attachment #1: Email Exchange with the City Attorney

COMMUNITY DEVELOPMENT DEPARTMENT
51 Winburn Way
Ashland, Oregon 97520
ashland.or.us
Tel: 541.488.5305
Fax: 541.552.2050
TTY: 800.735.2900

Outlook

RE: Question re: Potential Conflict

From Doug McGeary <doug.mcgeary@ashland.or.us>
Date Mon 2025-02-10 05:50 PM
To Derek Severson <derek.severson@ashland.or.us>; Brandon Goldman <brandon.goldman@ashland.or.us>
Cc Carmel Zahran <carmel.zahran@ashland.or.us>; Dana Smith <dana.smith@ashland.or.us>

Hi Derek,
Being punctiliously scrupulous I see. Good job.

Under ORS 244.120, a potential conflict of interest arises when a public official's decision could result in a financial benefit or detriment to the official, their relatives, or an associated business. For an actual conflict of interest to exist under Oregon law, the decision must result in such a benefit or detriment. The City of Ashland's ethics code, however (and of course), is stricter than state law, including conflicts that could impair independent judgment, even if financial interests aren't involved.

Your half-sister is an hourly employee at SOU and she does not appear to have a direct financial stake in the outcome of the Master Plan. Moreover, the Master Plan is legislative in nature, and while the decision likely affects SOU as a whole, it does not appear to provide a unique benefit to your half-sister. Thus, this situation, if it applies at all, most likely would fall within a potential conflict of interest, rather than an actual conflict.

You must also assess whether their personal interest outweighs the City's interest under Ashland's ethics code. If you simply can't make the decision, whether for financial or personal reasons, then that is an

actual conflict according to which you must recuse yourself from taking further action.

I believe it's a stretch to consider your situation a conflict at all. Given that your role is purely advisory and you're not making final decisions, the connection is even more tenuous. But you are taking this seriously, and if you are erring on the side of caution, I recommend that:

1. You file a statement for the record acknowledging that your half-sister is a full-time hourly SOU employee, that the Master Plan is a legislative action, and that you do not believe this creates an actual conflict. I'm not thinking your disclosure is necessarily required at the hearing; you could simply add it to the record.
2. Since this is a legislative action, you may continue providing analysis and recommendations to the Planning Commission and City Council.
3. However, if at any point it becomes clear that the Master Plan directly affects you half-sister's employment (e.g., funding a position she might hold), a recusal would be appropriate.
4. You should reassess if circumstances change. Let me know if that happens.

Hopefully this helps.

Douglas M McGeary
Acting City Attorney
City of Ashland
20 E. Main Street
Ashland, Oregon 97520
(541) 552-2091

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From: Derek Severson <derek.severson@ashland.or.us>
Sent: Monday, February 10, 2025 11:07 AM
To: Doug McGeary <doug.mcgeary@ashland.or.us>; Brandon Goldman <brandon.goldman@ashland.or.us>
Cc: Carmel Zahran <carmel.zahran@ashland.or.us>; Dana Smith <dana.smith@ashland.or.us>
Subject: Question re: Potential Conflict

We've completed a pre-application conference with Southern Oregon University for a legislative action to update their Master Plan, and we anticipate an application will be submitted in short order. This would be a legislative action reviewed by the Planning Commission and approved by the City Council with adoption of an ordinance. Staff would have an advisory role, and make recommendations to both bodies.

My half-sister is a full-time hourly employee of the University, and I suspect that, barring budget issues, her employment will continue while this application is in process and beyond.

I'm not sure how a legislatively-adopted Master Plan guiding the next ten years of development at the University directly might benefit my half-sister, or that staff's advisory role gets entirely into the arena of conflict of interest, so... I wanted to notify you and Brandon in order to satisfy reporting requirements of ORS 244.120 and look for some guidance on the issue (i.e. Should I provide a note for the record? Should I not have any direct involvement in the application?).

Thanks, as always.

Derek Severson, Planning Manager

Pronouns He/him/his

City of Ashland

Community Development

51 Winburn Way, Ashland, Oregon 97520

541.552.2040 | TTY 800.735.2900

derek.severson@ashlandoregon.gov

Online ashlandoregon.gov; social media (Facebook @CityOfAshlandOregon | Twitter @CityofAshland)

This email transmission is official business of the City of Ashland, and it is subject to Oregon Public Records Law for disclosure and retention. If you have received this message in error, please contact me at 541.552.2040.

Planning Commission Meeting Agenda

ASHLAND PLANNING COMMISSION
SPECIAL MEETING
Tuesday, April 22, 2025

Note: Anyone wishing to speak at any Planning Commission meeting is encouraged to do so. If you wish to speak, please rise and, after you have been recognized by the Chair, give your name and complete address for the record. You will then be allowed to speak. Please note the public testimony may be limited by the Chair.

I. CALL TO ORDER

8:30 p.m., Civic Center Council Chambers, 1175 E. Main Street

II. CONSENT AGENDA

1. Approval of Minutes
   a. February 25, 2025 Special Meeting
   b. April 8, 2025 Regular Meeting

III. PUBLIC FORUM

Note: To speak to an agenda item in person you must fill out a speaker request form at the meeting and will then be recognized by the Chair to provide your public testimony. Written testimony can be submitted in advance or in person at the meeting. If you wish to discuss an agenda item electronically, please contact PC-public-testimony@ashland.or.us by April 22, 2025 to register to participate via Zoom. If you are interested in watching the meeting via Zoom, please utilize the following link: https://zoom.us/j/93401903957

V. UNFINISHED BUSINESS

1. Approval of Findings for PA-T2-2024-00053, 231 Granite Street

VI. OPEN DISCUSSION

VII. ADJOURNMENT

Next Meeting Date: April 29, 2025

If you need special assistance to participate in this meeting, please contact Derek Severson at planning@ashlandoregon.gov or 541.488.5305 (TTY phone number 1.800.735.2900). Notification at least three business days before the meeting will enable the City to make reasonable arrangements to ensure accessibility to the meeting in compliance with the Americans with Disabilities Act.

Planning Commission Minutes

Note: Anyone wishing to speak at any Planning Commission meeting is encouraged to do so. If you wish to speak, please rise and, after you have been recognized by the Chair, give your name and complete address for the record. You will then be allowed to speak. Please note the public testimony may be limited by the Chair.

February 25, 2025
Special Meeting
***DRAFT* Minutes**

I. CALL TO ORDER:

Chair Verner called the meeting to order at 7:00 p.m. at the Civic Center Council Chambers, 1175 E. Main Street. Commissioner Perkinson attended the meeting via Zoom.

Commissioners Present:
Lisa Verner
Eric Herron
Gregory Perkinson
Russell Phillips
Susan MacCracken Jain
Kerry KenCairn

Staff Present:
Brandon Goldman, Community Development Director
Derek Severson, Planning Manager
Michael Sullivan, Executive Assistant

Absent Members:
John Maher

Council Liaison:
Doug Knauer

II. ANNOUNCEMENTS

1. Staff Announcements:

Community Development Director Brandon Goldman made the following announcements:

- The Housing and Human Services Advisory Committee will hold a community resource fair at the Ashland Library on February 26, 2025.
- The April 22, 2025 Study Session will be a joint meeting with the City Council to review the SOU Masterplan update and the City's recent Economic Opportunity Analysis.
- The Council approved a carbon pollution impact fee at its February 18, 2025 meeting, which will go into effect in January, 2026. They also approved Ordinance 3245, which are amendments to Chapter 2.11 and will introduce universal standards for Advisory Committees.
- An appeal of the Kestrel Park Phase III subdivision will be received by the Council at its March 4, 2025 meeting.
- Following the recent snow storm, the City has suspended enforcement of the removal of hazard trees if they became damaged during the storm. This suspension will end on April 30, 2025.

2. Advisory Committee Liaison Reports – None

In compliance with the Americans with Disabilities Act, if you need special assistance to participate in this meeting, please email planning@ashland.or.us. Notification 72 hours prior to the meeting will enable the City to make reasonable arrangements to ensure accessibility to the meeting (28 CFR 35.102-35.104 ADA Title 1).

IV. PUBLIC FORUM – None

V. UNFINISHED BUSINESS

1. **Approval of Findings for PA-T1-2024-00255, 110 Terrace Street.**

Ex Parte Contact

No ex parte contact was disclosed.

Decision

Commissioner KenCairn/Phillips m/s to approve the Findings as presented. Roll Call Vote: All AYES. Motion passed 6-0.

VI. OTHER BUSINESS

1. **Climate-Friendly Areas Code Update Discussion with 3J Consulting & JET Planning**

Consultant Presentation and Discussion

Elizabeth Decker of JET Planning provided an update on the firms' ongoing code audit and proposed updates to align with the state's Climate-Friendly and Equitable Communities (CFEC) guidelines, which includes the implementation of Climate-Friendly Areas (CFAs). CFAs, in addition to zoning code updates, parking reform, and an updated Transportation System Plan (TSP), also included the following guidelines that appropriate cities must adopt:

- Allow multifamily residential (with ground-floor mixed-use)
- Allow townhouses
- Allow commercial, office and civic uses
- Allow at least 50-foot building height
- Require at least a minimum density of 15 du/ac
- Apply no maximum density

Ms. Decker stated that the two CFAs proposed are in the Railroad Property and the commercial section of the Transit Triangle (see attachment #1), and that the Commission could also consider the following optional code updates:

- **Remove maximum density in C-1 and E-1 zones citywide?**
    - The Commission expressed concern about the potential unintended consequences of removing maximum density in these zones.
- **Companion changes to downtown (C-1-D) zoning for similar CFA-scale development,**

In compliance with the Americans with Disabilities Act, if you need special assistance to participate in this meeting, please email planning@ashland.or.us. Notification 72 hours prior to the meeting will enable the City to make reasonable arrangements to ensure accessibility to the meeting (28 CFR 35.102-35.104 ADA Title 1).

Better Together

without CFA designation

  - The Commission was generally in favor of increasing building height allowances to 60ft and removing density maximums. The Commission wanted to discuss this further with the Council.
- **Consider whether to limit other auto-oriented uses**
  - The Commission generally agreed to limit, but not eliminate, auto-oriented uses within CFAs and determined to continue this discussion at a later date.
- **Consider whether to limit large-scale storage uses**
  - The Commission generally agreed that this could be permitted in mixed-use buildings.
- **Consider any changes to industrial and employment uses in E-1**
  - The Commission generally agreed not to limit industrial uses within CFAs as it could have unintended consequences on small, owner-operated businesses.
- **Consider whether to limit applicability of solar setbacks within CF Overlay**
  - The Commission generally agreed that solar and height setbacks should be limited or removed in CFAs except near residential buildings on the periphery of those CFAs.
- **Consider any specific design goals for the CF Overlay, beyond Detail Site Review Overlay and walkable urban design standards**
  - Commissioner MacCracken Jain suggested design standards that promote outdoor spaces as part of the townhouse, and that there should be intent behind developing whole neighborhoods rather than developing building-by-building.

2. **Walkable Design Standards Code Update Discussion with Cascadia Partners**

Pauline Ruegg provided a brief presentation on the Walkable Design Standards Code Audit her team at Cascadia Partners conducted, stating that this project focused on land use requirements and guidelines from the Department of Land Conservation and Development (DLCD) to support compact, pedestrian friendly, mixed-use land use development patterns. Walkable Design Standard code changes included promoting clear transitions in residential properties to public areas; a higher percentage of ground-floor windows on residential and commercial buildings; and requiring weather protection along a percentage of the ground floor façade of a certain depth to support use of sidewalk in all weather conditions. Ms. Ruegg also provided information regarding areas where the City abides by, exceeds, or falls short of Oregon Administrative Rules (OARs) (see attachment #2).

Ms. Ruegg provided the following questions to facilitate the Commission's discussion:

- **What questions do you have about the CFEC rules and model code?**
- **Are there any code concepts that you have major concerns about?**
- **What issues related to walkable design are a high priority for you?**

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The Commission was generally in favor of the suggestions made by the consultants. Commissioner KenCairn suggested that guidelines regarding street orientation include language for groupings of houses that do not have street frontage.

The Commission discussed the difficulty in promoting affordability while enforcing guidelines that increase development costs, and emphasized the need to include clear and objective development standards.

VII. OPEN DISCUSSION

The Commission expressed interest in reviewing the TSP update in conjunction with the new Walkability Design Standards. Mr. Goldman informed them that the TSP has a two-year development process and would not be completed by the time the Walkability Design Standards are implemented.

VIII. ADJOURNMENT

Meeting adjourned at 9:12 *p.m.*

Submitted by,
Michael Sullivan, Executive Assistant

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Better Together

Planning Commission Minutes

Note: Anyone wishing to speak at any Planning Commission meeting is encouraged to do so. If you wish to speak, please rise and, after you have been recognized by the Chair, give your name and complete address for the record. You will then be allowed to speak. Please note the public testimony may be limited by the Chair.

April 8, 2025
REGULAR MEETING
***DRAFT* Minutes**

I. CALL TO ORDER:

Chair Verner called the meeting to order at 7:00 p.m. at the Civic Center Council Chambers, 1175 E. Main Street. Commissioner Perkinson attended the meeting via Zoom.

Commissioners Present:
Lisa Verner
Eric Herron
Gregory Perkinson
Russell Phillips
Susan MacCracken Jain
John Maher

Staff Present:
Brandon Goldman, Community Development Director
Derek Severson, Planning Manager
Veronica Allen, Associate Planner
Michael Sullivan, Executive Assistant

Absent Members:
Kerry KenCairn

Council Liaison:
Doug Knauer

II. ANNOUNCEMENTS

1. Staff Announcements:

Community Development Director Brandon Goldman made the following announcements:

- The City Council approved an application requesting the annexation and development of 300 Clay St.
- The Council will deliberate over the new biennium budget for its next several meetings.

2. Advisory Committee Liaison Reports – None

III. CONSENT AGENDA

A. Approval of Minutes

1. February 11, 2025 Regular Meeting
2. March 11, 2025 Regular Meeting

Chair Verner pulled approval of the February 11, 2025 Regular Meeting minutes as they had been mistakenly been included in the agenda.

Commissioners Herron/MacCracken Jain m/s to approve the consent agenda with the removal of the February 11, 2025 Regular Meeting minutes. Voice Vote: All AYES. Motion passed 6-0.

In compliance with the Americans with Disabilities Act, if you need special assistance to participate in this meeting, please email planning@ashland.or.us. Notification 72 hours prior to the meeting will enable the City to make reasonable arrangements to ensure accessibility to the meeting (28 CFR 35.102-35.104 ADA Title 1).

IV. PUBLIC FORUM – None

V. TYPE II PUBLIC HEARING – CONTINUED

PLANNING ACTION: PA-T2-2024-00053
SUBJECT PROPERTY: 231 Granite Street
PROPERTY OWNERS: Stephanie & Bryan DeBoer
APPLICANTS: Carlos Delgado Architect
DESCRIPTION: A request for a Physical and Environmental (P&E) Constraints permit to construct a new single-family dwelling in steep slopes greater than 25% within the hillside overlay area, including exceptions to the hillside design standards. The proposal includes a Type 2 variance due to the proposed driveway grade exceeding 18%. The applicant also requests a tree removal permit to remove 67 trees, 63 of which are between 6" and 12" Diameter at Breast Height (DBH), 8 of which are dead, and 4 are significant trees which are larger than 12" DBH. **COMPREHENSIVE PLAN DESIGNATION:** Low Density Residential; **ZONING:** RR-.5; **MAP:** 39 1E 08 DA; **TAX LOTS:** 1800

Chair Verner reminded the Commission that the Public Hearing for this item had been closed on March 11, 2025 and that the Public Record had closed on April 1, 2025. She pointed to the public comments that the Commission had received from parties of record before the record was closed, which were included in the meeting packet. The Commission determined not to include comments submitted by non-parties of record submitted during that same timeframe.

Deliberations

Chair Verner pointed to a set of draft conditions that the Commission could consider for this project, if approved (see attachment #1).

The Commission determined that an exception to AMC 18.3.10.090.E.2 for the vertical height of the house should have a maximum of 25ft. Commissioner Maher expressed concern with the applicant's terracing plans.

The Commission removed specific mention of Thornton Engineering from Condition #4.L.

After reviewing the applicant's rebuttal on page 64 of the packet, the Commission determined to remove proposed condition #4.M as the subject 34-36inch madrone was found to be within the legal access utility easement and would need to be removed.

In compliance with the Americans with Disabilities Act, if you need special assistance to participate in this meeting, please email planning@ashland.or.us. Notification 72 hours prior to the meeting will enable the City to make reasonable arrangements to ensure accessibility to the meeting (28 CFR 35.102-35.104 ADA Title 1).

Commissioner Phillips proposed rounding up the driveway grade limit on Condition #9.F from 23.8% to 24%. The Commission agreed.

Commissioner Perkinson expressed the opinion that the site should be developed with greater attention to fire-wise criteria. Commissioner Herron suggested amending Condition #8, such that it read: *"All measure installed for the purposes of long-term erosion control* ***and fire mitigation*** *including but not limited to vegetative cover, rock walls, retaining walls and landscaping shall be maintained with perpetuity on all areas in accordance with AMC 18.62.089.B.7."* The Commission agreed.

Commissioners Perkinson/Phillips m/s to approve the application and issue the exception, variance, and tree removal requests with the following amended conditions: that the exception to AMC 18.3.10.090.E.2 for vertical height of the house not exceed 25ft, including the roof; that Thornton Engineering be removed from Condition #4.L; to remove Condition #4.M; to round up the driveway grade limit in Condition #9.F from 23.8% to 24%; to amend Condition #8 such that it read: *"All measure installed for the purposes of long-term erosion control and fire mitigation including but not limited to vegetative cover, rock walls, retaining walls and landscaping shall be maintained with perpetuity on all areas in accordance with AMC 18.62.089.B.7."*
Roll Call Vote: Commissioners Perkinson, Herron, Phillips, MacCracken Jain, and Verner: AYE. Commissioner Maher: NAY. Motion passed 5-1.

IV. <u>TYPE III PUBLIC HEARING</u>

PLANNING ACTION: PA-T3-2024-00012
SUBJECT PROPERTY: 2320 Ashland St
APPLICANT: City of Ashland
DESCRIPTION: A request to modify the officially adopted maps for the locally adopted Ashland Modified Floodplain to be consistent with the original studies conducted and City Council Approvals. The amendment would remove the Local Ashland Floodplain along Hamilton Creek from Mistletoe Road downstream to Interstate Five. This amendment would have no change on the FEMA flood zones, and those regulations would stay in full effect.

<u>Staff Presentation</u>

Senior Planner Aaron Anderson stated that the application was a request to modify the officially adopted maps for the locally adopted Ashland Modified Floodplain to be consistent with the original studies conducted and City Council Approvals. The amendment would remove the Local Ashland Modified Floodplain along Hamilton Creek from Mistletoe Road downstream to Interstate-5. He added that this amendment would have no change on the Federal Emergency Management Agency (FEMA) flood zones and the related flood administration regulations. The reason for this

In compliance with the Americans with Disabilities Act, if you need special assistance to participate in this meeting, please email planning@ashland.or.us. Notification 72 hours prior to the meeting will enable the City to make reasonable arrangements to ensure accessibility to the meeting (28 CFR 35.102-35.104 ADA Title 1).

amendment is because it came to Staff's attention that the stretch of Hamilton Creek, while shown on the official maps since 2010, was adopted in error. The amendment would impact 12 properties within the city limits and two properties that are within the UGB but outside of the City (see attachment #2).

The Public Hearing and Public Record were closed at 8:31 p.m.

Commissioners Perkinson/Herron m/s to recommend that the City Council approve the removal of the Ashland Modified Floodplain from this portion of Hamilton Creek. Roll Call Vote: All AYES. Motion passed 6-0.

V. OPEN DISCUSSION

Commissioner MacCracken Jain asked if a letter the Commission received required any action (see attachment #3). Mr. Goldman responded that this letter had included the Commission as one of the recipients, but that any action would be taken by the Public Arts Advisory Committee.

Commissioner Herron reminded the rest of the Commission to register with the Oregon Government Ethics Commission.

VI. ADJOURNMENT

Meeting adjourned at 8:34 *p.m.*

Submitted by,
Michael Sullivan, Executive Assistant

In compliance with the Americans with Disabilities Act, if you need special assistance to participate in this meeting, please email planning@ashland.or.us. Notification 72 hours prior to the meeting will enable the City to make reasonable arrangements to ensure accessibility to the meeting (28 CFR 35.102-35.104 ADA Title 1).

ATTENTION

For attachments to the Minutes listed in the Consent Agenda, please use the links below:

February 25, 2025 Minutes:
https://ashlandor.portal.civicclerk.com/event/461/files/agenda/1237

April 8, 2025 Minutes:
https://ashlandor.portal.civicclerk.com/event/450/files/agenda/1238

UNFINISHED BUSINESS

Approval of Findings for PA-T2-2025-00053, 231 Granite Street

BEFORE THE PLANNING COMMISSION

April 22, 2025

IN THE MATTER OF PLANNING ACTION #PA-T2-2024-00053, A PHYSICAL AND ENVIRONMENTAL (P&E) CONSTRAINTS REVIEW PERMIT FOR THE CONSTRUCTION OF A NEW SINGLE-FAMILY RESIDENTIAL HOME ON A VACANT PARCEL AT 231 GRANITE STREET. IN ADDITION TO THE P&E PERMIT, THE DEVELOPMENT REQUIRES A VARIANCE TO FLAG DRIVE STANDARDS OF AMC 18.5.3.060.F FOR BOTH MAXIMUM DRIVEWAY GRADE AND LENGTH, A TREE REMOVAL PERMIT FOR THE REMOVAL OF 74 TREES INCLUDING NINE SIGNIFICANT TREES, AND AN EXCEPTION TO THE DEVELOPMENT STANDARDS FOR HILLSIDE LANDS.	)	**FINDINGS, CONCLUSIONS & ORDERS.**
OWNERS: BRYAN & STEPHANIE DEBOER **APPLICANT:** CARLOS DELGADO, ARCHITECT	)	

RECITALS:

1) The subject property is tax lot #1800 of Assessor's Map 39-1E-08-DA and has a site address of 231 Granite Street.

2) The property is zoned Rural Residential (RR-.5) and is 2.182 acres in size.

3) The subject property was created prior to the current Physical & Environmental Constraints Ordinance (AMC 18.3.10) and has an average slope of approximately 27 percent. As provided at AMC 18.3.10.090.A.1.a, "*Existing parcels without adequate buildable area less than or equal to 35-percent shall be considered buildable for one single-family dwelling and an accessory residential unit or a duplex…*"

4) The application proposes the construction of a new single-family residential home which requires a Physical & Environmental (P&E) Constraints Review Permit due to the site's topography. The application also requires a Variance to the flag drive standards in AMC 18.5.3.060.F, a Tree Removal Permit to remove 74 trees including nine significant trees, and an Exceptions to the Development Standards for Hillside Lands.

5) On January 31, 2025, the application was deemed complete, and in accordance with AMC 18.5.1.050.B.4 a Notice of Complete application and public meeting was posted on February 19, 2025 at the entrance of the access easement along Granite Street in clear view from the public right-of-way that accesses the subject property. Notice was also mailed to all property owners of record within 200 feet of the subject parcel.

6) The Planning Commission, following proper public notice, held a public hearing on March 11, 2025. The meeting was conducted in person and electronically via Zoom. Public testimony was received, and exhibits were presented. Prior to the closing of the public hearing, members

of the public requested that the hearing be continued. As provided under ORS 197.767.6.a-e, the Planning Commission voted to close the hearing but leave the public record open to allow for new information from parties of record for seven days (until March 18 at 4:30 p.m.), rebuttal from parties of record for the next seven days (until March 25 at 4:30 p.m.), and for a final seven days, only the applicant could provide their final legal arguments, but not new evidence, in response to all previously submitted information (until April 1 at 4:30 p.m.). The Planning Commission reconvened for deliberation on April 8, 2025 at 7:00 p.m. The Chair provided her summation of all conditions of approval recommended by the Staff Advisor, Commissioners and through public comments contained within the whole record. Following deliberations, the Planning Commission approved the application subject to a number of modified conditions pertaining to the appropriate development of the site.

7) The criteria for approval for a Physical & Environmental (P&E) Constraints Review Permit are described in the Ashland Municipal Code (AMC) 18.3.10.050 which requires that all of the following criteria are met:

   A. Through the application of the development standards of this chapter, the potential impacts to the property and nearby areas have been considered, and adverse impacts have been minimized.

   B. That the applicant has considered the potential hazards that the development may create and implemented measures to mitigate the potential hazards caused by the development.

   C. That the applicant has taken all reasonable steps to reduce the adverse impact on the environment. Irreversible actions shall be considered more seriously than reversible actions. The Staff Advisor or Planning Commission shall consider the existing development of the surrounding area, and the maximum development permitted by this ordinance.

8) The criteria for approval for an Exception to the Development Standards for Hillside Lands are described in the Ashland Municipal Code (AMC) 18.3.10.090.H which require that all of the following criteria are met:

   1. There is demonstrable difficulty in meeting the specific requirements of this chapter due to a unique or unusual aspect of the site or proposed use of the site.

   2. The exception will result in equal or greater protection of the resources protected under this chapter.

   3. The exception is the minimum necessary to alleviate the difficulty.

   4. The exception is consistent with the stated Purpose and Intent of chapter 18.3.10, Physical and Environmental Constraints Overlay, and section 18.3.10.090, Development Standards for Hillside Lands.

9) The criteria for approval for a Variance are described in the Ashland Municipal Code (AMC) 18.5.5.050 which require that all of the following criteria are met

   1. The variance is necessary because the subject code provision does not account for special

or unique physical circumstances of the subject site, such as topography, natural features, adjacent development, or similar circumstances. A legal lot determination may be sufficient evidence of a hardship for purposes of approving a variance.

2. *The variance is the minimum necessary to address the special or unique physical circumstances related to the subject site.*
3. *The proposal's benefits will be greater than any negative impacts on the development of the adjacent uses and will further the purpose and intent of this ordinance and the Comprehensive Plan of the City.*
4. *The need for the variance is not self-imposed by the applicant or property owner. For example, the variance request does not arise as result of a property line adjustment or land division approval previously granted to the applicant.*

10) The criteria for approval of a Tree Removal Permit are described in the Ashland Municipal Code (AMC) 18.5.7.040.B.2 which require that all of the following criteria are met:

a. *The tree is proposed for removal in order to permit the application to be consistent with other applicable Land Use Ordinance requirements and standards, including but not limited to applicable Site Development and Design Standards in part 18.4 and Physical and Environmental Constraints in part 18.3.10.*
b. *Removal of the tree will not have a significant negative impact on erosion, soil stability, flow of surface waters, protection of adjacent trees, or existing windbreaks.*
c. *Removal of the tree will not have a significant negative impact on the tree densities, sizes, canopies, and species diversity within 200 feet of the subject property. The City shall grant an exception to this criterion when alternatives to the tree removal have been considered and no reasonable alternative exists to allow the property to be used as permitted in the zone.*
d. *Nothing in this section shall require that the residential density to be reduced below the permitted density allowed by the zone. In making this determination, the City may consider alternative site plans or placement of structures of alternate landscaping designs that would lessen the impact on trees, so long as the alternatives continue to comply with the other provisions of this ordinance.*
e. *The City shall require the applicant to mitigate for the removal of each tree granted approval pursuant to section 18.5.7.050. Such mitigation requirements shall be a condition of approval of the permit.*

SECTION 1. EXHIBITS

For the purposes of reference to these Findings, the attached index of exhibits, data, and testimony will be used.

Staff Exhibits lettered with an "S"
Proponent's Exhibits, lettered with a "P"
Opponent's Exhibits, lettered with an "O"
Hearing Minutes, Notices, and Miscellaneous Exhibits lettered with an "M"

SECTION 2. CONCLUSORY FINDINGS

Now, therefore, the Planning Commission of the City of Ashland finds, concludes, and recommends as follows:

2.1 The Planning Commission finds that it has received all the information necessary to render a decision based on the complete application materials, staff report, public hearing testimony and exhibits; and by their reference each of these are incorporated herein as if set out in full.

2..2 The Planning Commission finds that AMC Title 18 Land Use regulates the development of land envisioned by the Comprehensive Plan to encourage efficient use of land resources among other goals. The Planning Commission finds that there is substantial evidence in the record to make findings that each of the requested actions have been shown to meet the relevant approval criteria or to meet those approval criteria through the imposition of certain binding conditions of approval.

2.3. The Planning Commission finds that the purpose of the Hillside Ordinance is to: "*Provide for safe, orderly, and beneficial development of districts characterized by diversity of physiographic conditions and significant natural features; to limit alteration of topography and reduce encroachment upon, or alteration of, any natural environment and to provide for sensitive development in areas that are constrained by various natural features*."

The Planning Commission notes that AMC 18.3.10.090.A.1 generally provides that all development is to occur on lands defined as having a buildable area. Slopes greater than 35 percent are considered to be unbuildable except that existing parcels without adequate buildable area less than or equal to 35 percent shall be considered buildable for one single-family dwelling and an accessory residential unit or a duplex. In this instance, the subject parcel was created prior to the adoption of the hillside regulations, and the Commission finds that it does not have an adequate building area of less than or equal to 35 percent when considering the need to minimize broader disturbance by limiting development of the site to an area as near the driveway as possible while also providing for access and circulation.

The Planning Commission finds that the home has been located to minimize hillside disturbance by limiting cuts and fill for construction. The application notes that through the application of the requirements of the Hillside Ordinance; the oversight of a geotechnical expert, a civil engineer and a structural engineer; and the implementation of erosion control, tree protection/preservation, and wildfire fuels management plans, potential adverse impacts have been minimized.

The Commission recognizes that development of the 2.18-acre site is focused in the area nearest the location of the vehicular access, and this retains the majority of the large property in an undeveloped state. The construction of a single-story residence with a basement reduces the building height and limits visual impacts to adjacent properties. The residence is cut into the hill's slope without the use of substantial amounts of fill. The proposed development minimizes fire hazard through the implementation of a fire management plan, minimizes slope failure through the implementation of appropriate drainage and retaining wall construction. The proposed development has stepped structural retaining walls to lessen the impact of a structure on the lot through the use of terracing, and erosion control plant materials.

The application notes that the site is heavily treed, and the plan seeks to reduce fuel loads in the wildfire land overlay adjacent to the construction while protecting healthy, preservable trees to reduce adverse impacts. Adequate fire truck apparatus access is proposed. There will be residential sprinklers, and a nearby private fire hydrant is present within the neighborhood accessed on the private driveway. The property owners have proposed a small outdoor pool area that can provide emergency firefighting water outflow. The proposed fire safety measures demonstrate all reasonable steps have been taken to reduce adverse impacts on the environment. The application further notes the pool is a small lap pool, and the majority of the area where the pool is placed has existing grade slopes of less than 25 percent and is within an area of excavation for the construction of the house that will provide a contractor staging area during the construction of the residence.

The Commission finds that the proposed site disturbance is substantially less than allowed. For this property, the required percentage of the site to remain undisturbed is 52 percent [27% average slope + 25% = 52% required to be retained in a natural state], ensuring that development is balanced with environmental preservation by limiting excessive grading and modification of the site. For the proposal, there is 18,738 square feet of disturbance proposed on the 94,960 square foot lot, which equates to 80 percent (75,969 square feet) of the lot being retained in a natural state. This is substantially greater than the minimum percentage required.

The Planning Commission concludes that the proposal meets all applicable criteria and standards for a Physical & Environmental (P&E) Constraints Review Permit as provided at AMC 18.3.10. The least-steep portion of the lot is near the end of the flag drive and the application has made every effort to minimize the impacts to the site by locating the home as close to the driveway access as possible, in this area of least-steep slopes. The Planning Commission finds that the application includes erosion and sediment control plans as well as a geotechnical report and that by following the recommendations in both, that the potential hazards will have been mitigated. The Planning Commission finds that the landscaping plan and erosion control plan will minimize any adverse impacts, that irreversible actions have been considered more seriously than reversible actions and that the single-family home retains substantially more of the site in its natural state that required by ordinance.

2.4 The Planning Commission notes that the application as originally submitted involved two Exceptions to the Development Standards for Hillside Lands. The first of these was to AMC 18.3.10.090.E.2.c which requires that downhill building wall heights greater than 20 feet require at least a six-foot step back. The applicant had asserted that this standard was limited to the wall face, and that the height measurement considered in the standard did not include the fascia and roofing above. As such, while they had proposed an 18-foot 9-inch wall face, with the inclusion of the fascia and roof above, the total height above natural grade was 23-feet 10-inches tall without the requisite setback. The Planning Commission, however, finds that excluding the fascia and roof measurements from the wall height would run counter to the intent of the standard which seeks to have the structure step back meaningfully with the hillside. The Commission therefore finds that the proposal as presented requires an Exception. In considering this Exception, the Commission notes that the application asserts that the building step backs are minimal to keep the building shorter and closer to parallel with the slope of the lot, without interfering with the ridgeline, explaining that the lot is one long, consistent linear hill with rock outcroppings, and the proposed

structure has differentiated it's masses to mimic these smaller masses. The applicant further asserts that the design minimizes alteration of the area of natural slope retention and protects the topographic character and integrity of the hillside lands. The proposal reduces the amount of cutting and scarring, and when considering the difficulty of constructing in the neighborhood, the proposal is sensitive to the adjacent properties and the impacts of construction by locating the residence on the lesser slopes of the property. The applicant concludes that the Exception allows for a reasonable use that complements the natural and visual character of the city on a challenging site. The Planning Commission concludes that in this instance, the Exception is merited subject to a condition that with final grading, the total height of the wall, fascia and foot above shall not exceed 25 feet.

The second Exception requested involved AMC 18.3.10.090.E.2.d, which requires that, "*Continuous horizontal building planes shall not exceed a maximum length of 36 feet. Planes longer than 36 feet shall include a minimum offset of six feet*." The applicant had initially requested an Exception to provide only a four- to five-foot offset where six feet was required, however subsequent to the close of the public hearing, the applicant provided revised designs providing the full required offset while the record remained open to the submittal of new materials. As such, the Planning Commission finds that the second Exception is no longer necessary and has included a condition (#9e) below requiring that the building permit drawings reflect the revised design.

2.5 The Planning Commission further notes that the application requires a Variance to the flag drive standards in AMC 18.5.3.060.F which speaks to the maximum grade and length of flag driveways. AMC 18.5.3.060.F specifically provides that, "*Flag drive grades shall not exceed a maximum grade of 15 percent. Variances may be granted for flag drives for grades in excess of 15 percent but no greater than 18 percent; provided, that the cumulative length of such variances across multiple sections of the flag drive does not exceed 200 feet. Such variances shall be required to meet all of the criteria for approval in chapter 18.5.5 Variances.*"

The Planning Commission notes that the driveway is via an existing shared access easement to utilize an existing long, steep, partially paved private driveway. The proposed driveway improvement to serve the subject property is approximately 197 feet in total length and has an average slope of approximately 24 percent.

The Planning Commission finds that the lot configuration, site topography and existing natural features are unique circumstances which prevent meeting the standard. The existing driveway serving the lot exceeds 15 percent grade and is a legal, non-conforming situation. The average existing grade is 27 percent, and there is no feasible area to mitigate the driveway grade with switchbacks given the narrow 33.04-foot width of the flagpole access to the property and no alternative access available.

The Commission further finds that allowing access via the existing easement to this otherwise landlocked parcel is the minimum necessary to address the unique physical circumstances related to accessing the subject property. The Commission finds that allowing the driveway will provide access to serve a single-family residence on a legal, residentially-zoned lot of record. The Commission notes that with the proposal, one additional home serving a lot with a pre-existing

easement, will be served from the shared driveway. The Commission further notes that the proposal has been reviewed by the Fire Marshal, and as proposed the residence will have a fire suppression system to mitigate fire risk, and that the driveway grade and the final driveway design will be reviewed by the Fire Marshal for compliance with all applicable fire codes. To ensure compliance with the requirements for a fire suppression system, driveway grade and turnout, adequate hydrant pressure, and fuels management, the Commission has included conditions of approval (#10, 11, &12) addressing these criteria.

The Commission notes that staff have provided a March 22, 1992 letter from Planning Director John McLaughlin to the record which discussed access to the subject property in the early 1990's. This letter stated that access from Granite Street would be the "*most appropriate*" means to access the subject property if an access easement were to be acquired. The alternative access considered at the time, via a driveway from Strawberry Lane, was noted as requiring a Variance to allow for more parcels to take access off a private easement than was allowed. A subsequent August 12, 1992 letter from McLaughlin stated, "*To summarize the above statements, if an easement is granted for access to lot 1800 from the existing drive from Granite Street, the City will allow this as the driveway to this parcel, even though it exceeds the current allowable grades. Further, a minor land partition survey will be required for the parcels to approve the boundary line adjustment previously made illegally. Once these are complete, parcels 1800 and 1801 become buildable parcels, subject to all development requirements of the City regarding driveway surfacing and hydrant/sprinkler requirements.*" The required partition plat was recorded as P-43-1996 on April 12, 1996. Based on this historical information, the Commission finds that the driveway grade was recognized as an issue with the lot's creation, that the lot creation predates the current hillside standards, and that the need for a Variance has not been self-imposed by the current property owners.

The Commission finds that the driveway's location is determined by the existing private drive and the lot's flagpole configuration, which extends to the established driveway access. The natural slope within the flagpole area averages 24%, making it impossible for the applicant to comply with the standard requirement for a driveway on slopes less than 15%. The Commission finds that as the proposed building envelope is situated immediately adjacent to the end of the flag pole along the east property line, it is evident that the proposed building location minimizes the length of the driveway to the greatest extent feasible while still providing necessary vehicular and emergency vehicle access to the property. The Commission concludes that the requested flag drive Variance is the minimum necessary deviation to facilitate development of the site while ensuring compliance with safety and accessibility requirements. The Variance criteria are met, as the standard code provisions for maximum driveway grade and length do not account for the unique physical characteristics and topography of the site which is recognized as a pre-existing legal lot of record.

2.6 The Planning Commission notes that there are 74 tree removals proposed as part of the application, including nine significant trees. The application materials explain that there are hundreds of trees on the property and that the design of the project has sought to minimize required tree removals. The application states that those trees identified for removal are because they are "*…within the building envelope/footprint…within the proposed driveway or within the identified*

area of disturbance." The application asserts that, "*The tree assessment retains most of the site slope stabilizing trees…The property will remain heavily treed following the removal of the small diameter fuels, the dead trees and the trees in poor condition. Tree protection zones are included on the tree protection plan including preservation plans for tree conservation during construction.*" With that said, the application includes a request for a Tree Removal Permit to remove 74 trees including nine significant trees to develop the site and reduce wildfire fuels in the area of disturbance.

The Tree Management Advisory Committee (TMAC) reviewed the initial application which identified the removal of 67 trees at their regular monthly meeting. While expressing that the number of trees proposed for removal was substantial, the TMAC recognized that all trees proposed for removal were either within the building envelope or very close to required excavation.

The most significant tree near the project, a 36-inch diameter at breast height (d.b.h.) Madrone, is on an adjacent property and it initially appeared that the Tree Protection Plan provided adequate protection to its critical root zone. Revised submittals received on March 18, 2025 included several trees that were not originally identified on the tree inventory, including two ten- to 12-inch d.b.h. Madrones on the property line, as well as a revised location for the 36-inch Madrone that is also on or near the property line but within the access easement and thus necessary to remove. The Planning Commission finds that while the 36-inch d.b.h. Madrone and seven additional trees that were to be removed were not initially identified in the applicant's submittals, their presence was raised during the hearing and subsequent to the close of the hearing, they were identified in revised submittals while the record remained open and therefore received due process. The applicant's narrative and final argument submittals made clear that the 36-inch d.b.h. Madrone tree was within the driveway easement, and that its removal was necessary to construct the driveway and to provide access to the property. The Planning Commission concludes that the driveway construction will significantly impact the 36-inch d.b.h. Madrone's root system, and that its removal is necessary in order to provide driveway access to this otherwise landlocked property.

2.7 The Planning Commission discussed the applicant's voluntary proposal to provide a public pedestrian access easement across the property along the TID Trail. While such a dedication is not a requirement for the development of a single-family home, the Commission recognized the public benefit of formalizing trail access in this location. As a result, the proposal has been included as Condition of Approval #14, reflecting the applicant's willingness to dedicate the easement and the Commission's support for securing long-term public access along the trail corridor.

2.8 The Planning Commission notes that after the hearing was closed but the while the record remained open, six comments were received from non-parties of record. The Planning Commission finds that because the hearing was closed and the record left open to new submittals only from parties of record who had participated orally or in writing while the hearing was open, these six comments must be excluded from the record and were not considered by the Planning Commission.

The Planning Commission further notes that while the record remained open to new submittals, on March 18th Planning staff provided memos to the record responding directly to a number of public comments that had been submitted. Staff responses are adopted here as findings of the

Commission as if set forth in full.

2.9 In summary, the applicants have submitted substantial findings addressing all the relevant approval criteria and applicable standards for the planning action, the requested Exception and the Variances. The application addresses the unique factors requiring the need for the requested Variance due to the site's topography and the fact that the lot is pre-existing with little to no slopes under 25 percent to develop, and much of the lot having 25 to 30 percent slopes, or greater, along with the requirement to take access via a pre-existing easement from Granite Street, which is an existing driveway with considerable slope, greater than the maximum allowed 15 percent driveway grade. This driveway location allows for access to an otherwise land-locked property from an existing driveway.

2.10 The Commission finds that with the conditions below attached, the proposal satisfies the applicable approval criteria. The Planning Commission finds that the proposal meets all applicable criteria for a Physical & Environmental (P&E) Constraints Review Permit as provided at AMC 18.3.10.050, for an Exception to the Development Standards for Hillside Lands in AMC 18.3.10.090.H, for a Variance as provided at AMC 18.5.5.050, and for a Tree Removal Permit to remove 74 trees, including nine significant trees, as provided at AMC 18.5.7.040.

SECTION 3. DECISION

3.1 Based on the whole record of the public hearing on this matter, and all materials submitted by staff, the applicant and other participants, the Planning Commission concludes that the applicant's site planning, building design, engineering and landscape planning have adequately addressed the criteria and standards for the approval of a Physical & Environmental (P&E) Constraints Review Permit with an associated Exception to the Development Standards for Hillside Lands to allow a downhill wall height exceeding 20 feet, a Variance to the flag drive standards for maximum grade and length in AMC 18.5.3.060.F, and a Tree Removal Permit to remove a total of 74 trees, including nine significant trees. Therefore, the Planning Commission approves the application, with the attached conditions of approval, noting that this decision is supported by evidence contained within the whole record.

1. That all proposals of the applicant become conditions of approval.
2. A Verification Permit shall be applied for and approved by the Ashland Planning Division prior to site work, tree removal, building demolition, and/or storage of materials. The Verification Permit is to inspect the identification of the 74 trees to be removed and the installation of tree protection fencing for the remaining trees on and adjacent to the site. The tree protection shall be chain link fencing six feet tall and installed in accordance with 18.61.200.B.
3. All recommendations of the Tree Management Advisory Committee, where consistent with the applicable ordinances and standards and with final approval of the Staff Advisor, shall be conditions of approval unless otherwise modified herein.
4. Prior to building permit issuance:

a. The plans submitted for the building permit shall be in substantial conformance with those approved as part of this application. If the plans submitted for the building permit are not in substantial conformance with those approved as part of this application, an application to modify the Variance and Physical and Environmental Constraints Review permit approval shall be submitted and approved prior to issuance of a building permit.

b. Identification of all easements, including public and private utility easements, mutual access easements, public pedestrian access easements, and fire apparatus access easements shall be identified on building permit plans.

c. Solar setback calculations demonstrating that all new construction complies with Solar Setback Standard A in the formula [(Height –6)/(0.445 + Slope) = Required Solar Setback] and elevations or cross section drawings clearly identifying the highest shadow producing point(s) and the height(s) from natural grade shall be met.

d. Lot coverage calculations including all building footprints, driveways, parking, and circulation areas. Lot coverage shall be limited to no more than 20 percent as required in AMC 18.2.5.030.C.

e. Storm water from all new impervious surfaces and runoff associated with peak rainfalls must be collected on site and channeled to the City storm water collection system (i.e., curb gutter at public street, public storm pipe or public drainage way) or through an approved alternative in accordance with Ashland Building Division policy BD-PP-0029. On-site collection systems shall be detailed on the building permit submittals.

f. A revised Tree Protection Plan consistent with the standards described in 18.4.5 be submitted for approval by the Staff Advisor. The tree protection fencing shall be installed according to the approved plan prior to any site work, storage of materials onsite or issuance of the building permit. The plan shall identify the location and placement of fencing around the drip lines of trees identified for preservation. The amount of fill and grading within the drip line shall be minimized. Cuts within the drip line shall be noted on the tree protection plan and shall be executed by handsaw and kept to a minimum. No fill shall be placed around the trunk/crown root.

g. No construction shall occur within the tree protection zone including dumping or storage of materials such as building supplies, soil, waste, equipment, or parked vehicles.

h. A landscaping and irrigation plan to include irrigation details satisfying the requirements of the Site Design and Use Standards Water Conserving Landscaping Guidelines and Policies shall be provided.

i. The tree protection and temporary erosion control measures (i.e. silt fence and bale barriers) shall be installed according to the approved plan and approved by the Staff Advisor prior to any site work, storage of materials, issuance of an excavation permit and issuance of a building permit. The erosion control measures shall be installed as identified in the Marquess & Associates' report dated December 5, 2024 and as approved by Public Works.

j. A written verification from the project geotechnical expert addressing the consistency of the building permit submittals with the geotechnical report recommendations (e.g. grading plan, storm drainage plan, foundation plan, etc.) shall be submitted with the building permit.

k. Applicant shall provide documentation for the access easement.

l. Applicant shall have the retaining wall designed by the project engineer to conform with AMC 18.3.10.090.B.

5. Mitigation trees, to be planted on-site, off-site, or payment in lieu, shall be planted at the rate of 1:1 of regulated tree removals.

6. A preconstruction conference to review the requirements of the Hillside Development Permit shall be held prior to site work, the issuance of an excavation permit or the issuance of a building permit, whichever action occurs first. The conference shall include the Planning Department, Building Department, the project engineer, project geotechnical experts (i.e. Marquess & Associates), landscape professional, arborist (i.e. Canopy) and the general contractor. The applicant or applicant's' representative shall contact the Planning Department to schedule the preconstruction conference.

7. The foundation plans of the house shall be stamped by an engineer or architect with demonstrable geotechnical design experience in accordance with AMC 18.3.10.090.F.

8. All measures installed for the purposes of long-term erosion control and fire mitigation, including but not limited to vegetative cover, rock walls, retaining walls and landscaping shall be maintained in perpetuity on all areas in accordance with 18.3.10.090.B.7.a.

9. Prior to Certificate of Occupancy:

   a. The landscaping and irrigation for re-vegetation of cut/fill slopes and erosion control shall be installed in accordance with the approved plan. Vegetation shall be installed in such a manner as to be substantially established within one year of installation.

   b. All landscaping in the new landscaped areas shall be installed according to the approved plan and tied into the onsite irrigation system.

   c. Marquess & Associates shall provide a final report indicating that the approved grading, drainage and erosion control measures were installed as per the approved plans, and that all scheduled inspections were conducted by the project geotechnical expert periodically throughout the project.

   d. The flag drive shall be paved to 12 feet, have a vertical clearance of 13-feet, 6-inches and be able to withstand 44,000 lbs. of pressure. The flag drive shall be constructed so as to prevent surface drainage from flowing over the private property lines and / or public way in accordance with 18.76.060.B.

   e. The house shall be constructed as shown on the amended plans submitted on March 12, 2025, with the 6-foot horizontal offset, per AMC 18.3.10.090.E.2.

   f. Applicant shall provide a surveyor's map that confirms the driveway grade does not exceed 24 percent and that the length of the portion of the driveway in excess of 35 percent slopes does not exceed 100 feet, per AMC 18.3.10.090.A.2.

10. Requirements of the Ashland Fire Department shall be met, including that all addressing shall be approved, that fire apparatus access be provided, that a final approval of the access plan (turnouts, etc.) be obtained, that a fires suppression system be installed in the home, that a new fire hydrant and pump be installed, if necessary, and that a fuel break is required.
11. Prior to bringing combustible materials on site, applicants shall provide documentation of fire hydrant location within 600 feet of the southwest corner of the house and of the access (easement). Fire sprinklers shall be installed in the house as required by the Ashland fire department.
12. A Fire Prevention and Control Plan addressing the General Fuel Modification Area requirements in AMC 18.3.10.100.A.2 shall be provided prior to bringing combustible materials onto the property. New landscaping proposed shall comply with these standards and shall not include plants listed on the Prohibited Flammable Plant List per Resolution 2018-028.
13. Final grading and retaining wall plans shall meet the terracing requirements of AMC 18.3.10.090.B.4.b to the satisfaction of the Staff Advisor.
14. Prior to issuance of building permits for the proposed residence, applicants/property owners shall execute and deliver to the City a perpetual public trail easement in favor of the City of Ashland along the existing "Ditch Trail", which generally follows the Talent Irrigation District's (TID) "Ashland Canal" as it traverses the subject property (Tax Lot 1800). Applicants shall also provide a centerline legal description of the Easement Area to be appended to the easement document and reflecting an easement area 10-feet in width and shall include the traveled portion of the existing Ditch Trail crossing the property. This condition was voluntarily offered by the applicants/property owners and this public trail easement is not an exaction required by the City and is not subject to constitutional takings concerns or nexus/proportionality analysis.

_____	April 22, 2025
Planning Commission Approval	Date