# 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 22, 2025**

**Planning Commission & City Council Joint Study Session**

**Minutes**

## I. CALL TO ORDER:

Chair Verner called the joint meeting to order at 7:01 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
John Maher

**Councilors Present:**
Tonya Graham
Eric Hansen
Gina DuQuenne
Bob Kaplan
Jeff Dahle

**Absent Commissioners:**
None

**Absent Councilors:**
Dylan Bloom

**Council Liaison:**
None

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

## II. ANNOUNCEMENTS

### 1. Staff Announcements:

Community Development Director Brandon Goldman made the following announcements:

- He reminded the Commission that it will have a Special Meeting on April 29, 2025 to review the upcoming Climate Friendly Areas (CFA) zoning and code updates.
- The Commission will review an application for the annexation of 1511 Highway 99 North and its proposed 210-unit development on May 13, 2025.

- The City has begun developing a Transportation System Plan (TSP) update.
- Terms for Planning Commissioners and Advisory Committee members now expire on December 31, previously April 30.
- Councilor Doug Knauer resigned from the Council on April 15, 2025, leaving the Council Liaison position on the Commission vacant. The Council will appoint a new liaison at a future meeting.
- May 3rd is Hazardous Waste Day for the City, with Green Debris Day on May 4th, and Spring Clean Day on May 14th.

2. **Advisory Committee Liaison Reports** – None

**IV.** **PUBLIC FORUM** – None

**V.** **DISCUSSION ITEMS**

1. **Economic Opportunity Analysis – CAI Consultant Presentation**

Mr. Goldman stated that the EOA was being initiated in compliance with Statewide Planning Goal 9 and forecasts future employment and economic growth for the City and would help inform decisions going forward. It is a result of regional and local collaboration with the consultant group Community Attributes Inc (CAI) conducting an analysis with Medford to align data to predict the next 20 years of growth. The EOA's next steps will include City staff input and public outreach, including meetings with focus groups and a Public Hearing with the Commission on May 27th and another with the Council on June 3rd.

**Consultant Presentation**

Elliot Weiss and Kourtney Cena of CAI described an EOA as a technical study that compares projected demand for land for industrial and other employment uses to the existing supply of such land, while assisting communities in implementing their local economic development objectives and forms the basis for industrial and other employment development policies in the Comprehensive Plan.

Mr. Weiss detailed how CAI reviewed the City's Buildable Land Inventory (BLI), and found that the City had a total of 542 acres of employment land and 630 net buildable acres within the Urban growth Boundary (UGB). The consultant team described the City's population as growing at a .6% annual rate, with the demographics tending towards older, more educated, and less diverse than that of the region's average. Mr. Weiss concluded by describing the various opportunities, threats, strengths, weaknesses the City has, such as a workforce that largely works outside the City, but that the City has access to regional attractions and outdoor recreation (see attachment #1).

**Discussion**

The Commission and Council discussed a number of topics related to CAI's findings, including:

- The data used to create this 20-year forecast.
- Land that is partially developed and could accommodate new developments or redevelopment.
- The decline of IT jobs within the City as it relates to the rest of the region.
- Which sectors the City can focus on to improve growth, such as childhood development.
- Whether there are any pitfalls of conducting a joint study with Medford versus other cities of a comparable size to Ashland.
- The number of residents who commute to jobs outside the City or are retired from the workforce.
- How the City's relative homogeny and large population of senior residents effects things like homeownership.
- The need to encourage more opportunity for people to live and work in the City.
- The large number of renters who are cost-burdened.
- The perceived difficulty of developing in the City and the high cost of building materials.

**2. Southern Oregon University Masterplan "Light Update"**

Planning Manager Derek Severson explained that state law requires the City to work with universities to develop their Masterplans and outlined the timeline of this project going forward.

Alan Harper and Robert Patridge introduced themselves as representatives of SOU and outlined the difficulties the university has faced in recent years, including decreases in enrollment, student housing, and the number of students seeking parking permits. They spoke about facilities with inadequate living standards, such as the Greensprings Housing complex which has unusable piping and is not ADA compliant, and also the recently demolished Cascade building. Mr. Harper related how SOU is requesting that the City allow for buildings of up to 70ft within the SOU district.

They emphasized the importance of connectivity between the various SOU facilities, stating that many residents are unaware that the Pavilion and the Farm by Science-Works are part of SOU. Mr. Harper stated that connectivity and open-space will help build culture and character for SOU, and that there is also a strong emphasis on sustainability in the new Masterplan. He stated that SOU owns various unused parcels that it has begun to sell near campus which could be turned into needed housing for the City, and that developing mixed-use buildings on campus could help retain students.

**Discussion**

The Commission and Council discussed various aspects of the SOU Masterplan, including:

- The potential for an increased building height of 70ft on campus and how this could potentially lead to greater student retention. It was suggested that SOU should seek private funding for such a project.
- Encouraging and incentivizing alternative modes of transportation to campus, such as public transit and cycling.
- The proposed Cascade project oriented towards housing more senior residents, as well as the importance of seeking and retaining a more youthful student body too. Mr. Patridge emphasized that senior students would be fully integrated into the SOU community as full-time students and that there will be a series of public hearings as SOU selects a partner to develop this plan.
- The concern about the strain that future developments could put on City facilities, such as Parks and the Fire and Police Departments, particularly since SOU does not pay property tax to offset the potential new demand for services.
- The increase of proposed and aspirational solar facilities provided that there is adequate utility capacity.

## VI. ADJOURNMENT

*Joint Meeting with City Council adjourned at* 9:27 *p.m.*

*Submitted by,*
*Michael Sullivan, Executive Assistant*

CITY OF ASHLAND

# ECONOMIC OPPORTUNITY ANALYSIS

PLANNING COMMISSION & CITY COUNCIL JOINT STUDY SESSION

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:

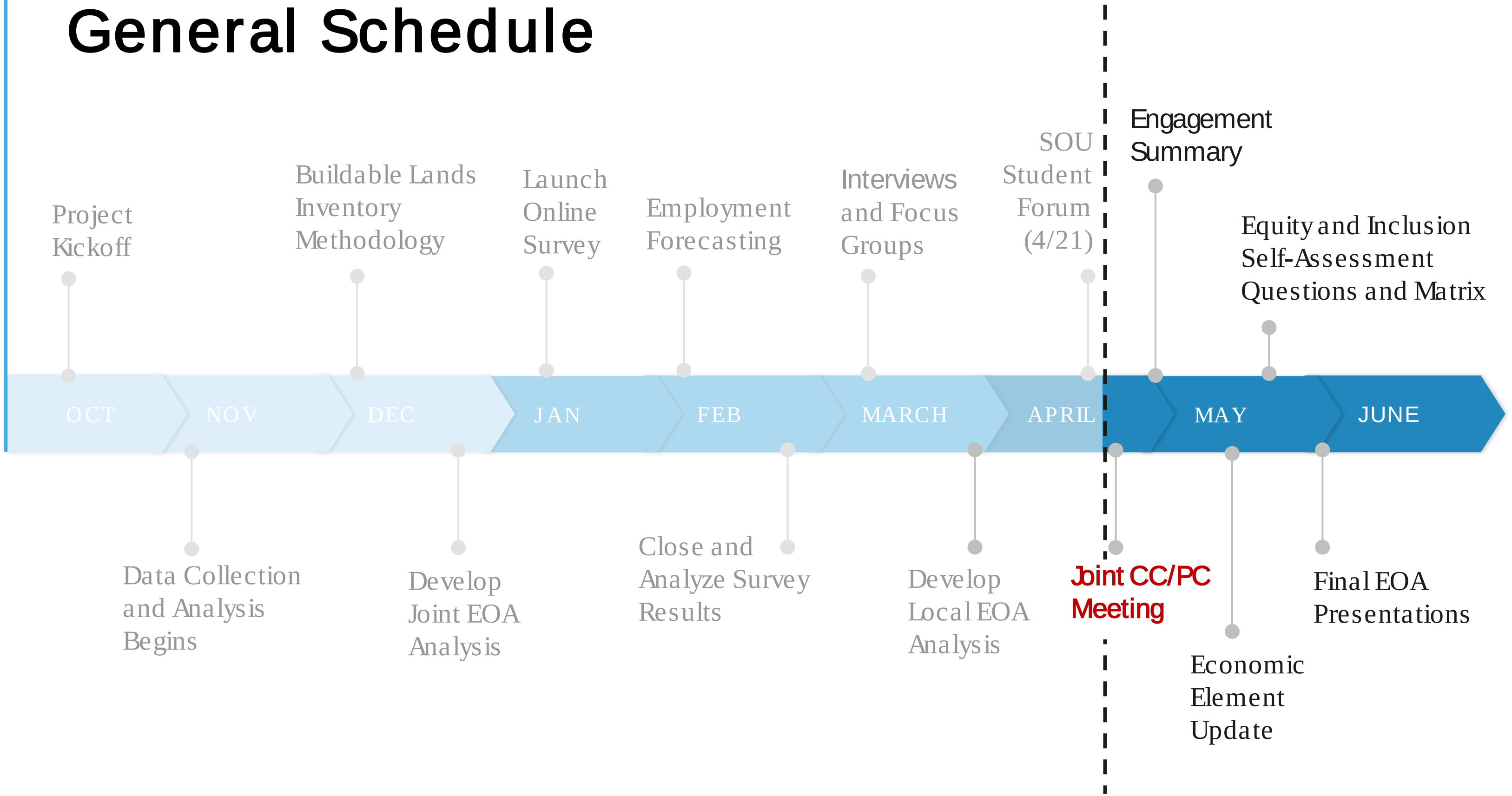
1. Review of national, state, regional, county and local trends
2. Identification of required site types (sites to accommodate employment growth)
3. Inventory of industrial and other employment lands
4. Assessment of community economic development potential

# 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

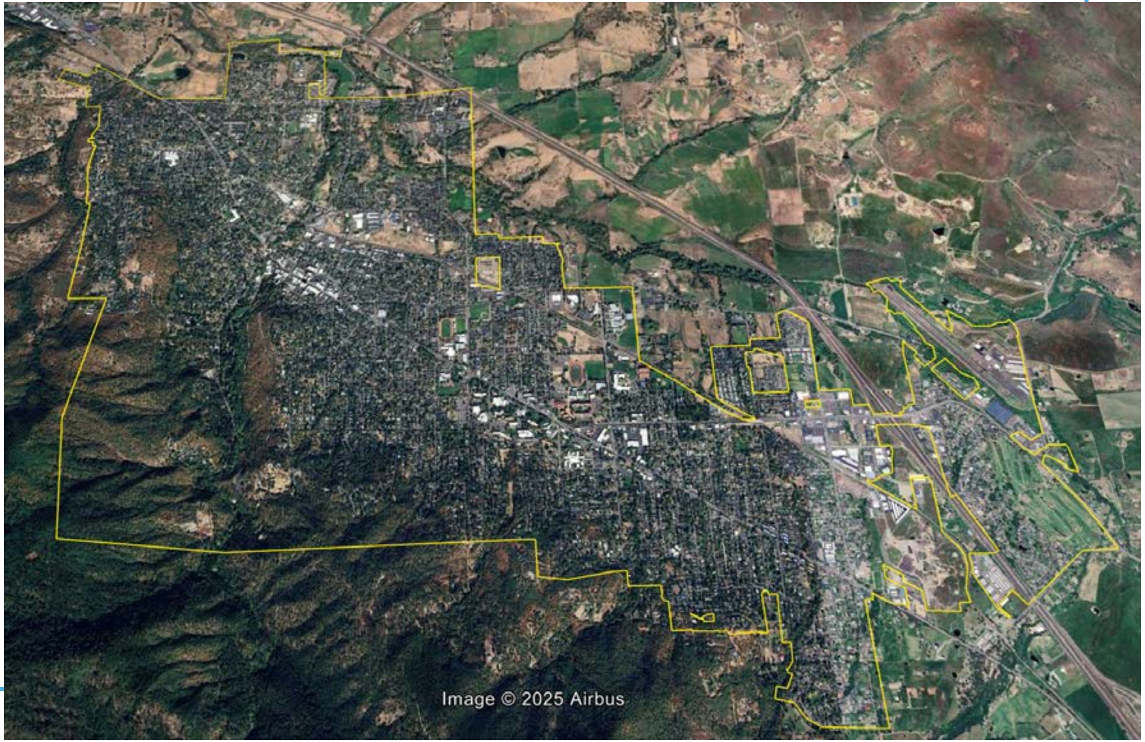
# PROJECT BACKGROUND

## General Schedule



# PRELIMINARY FINDINGS: BUILDABLE LANDS INVENTORY

# 01 BLI INTRODUCTION




## 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.

# 01BLI INTRODUCTION

*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**.

# 02 METHODOLOGY

*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*

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## 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%** |

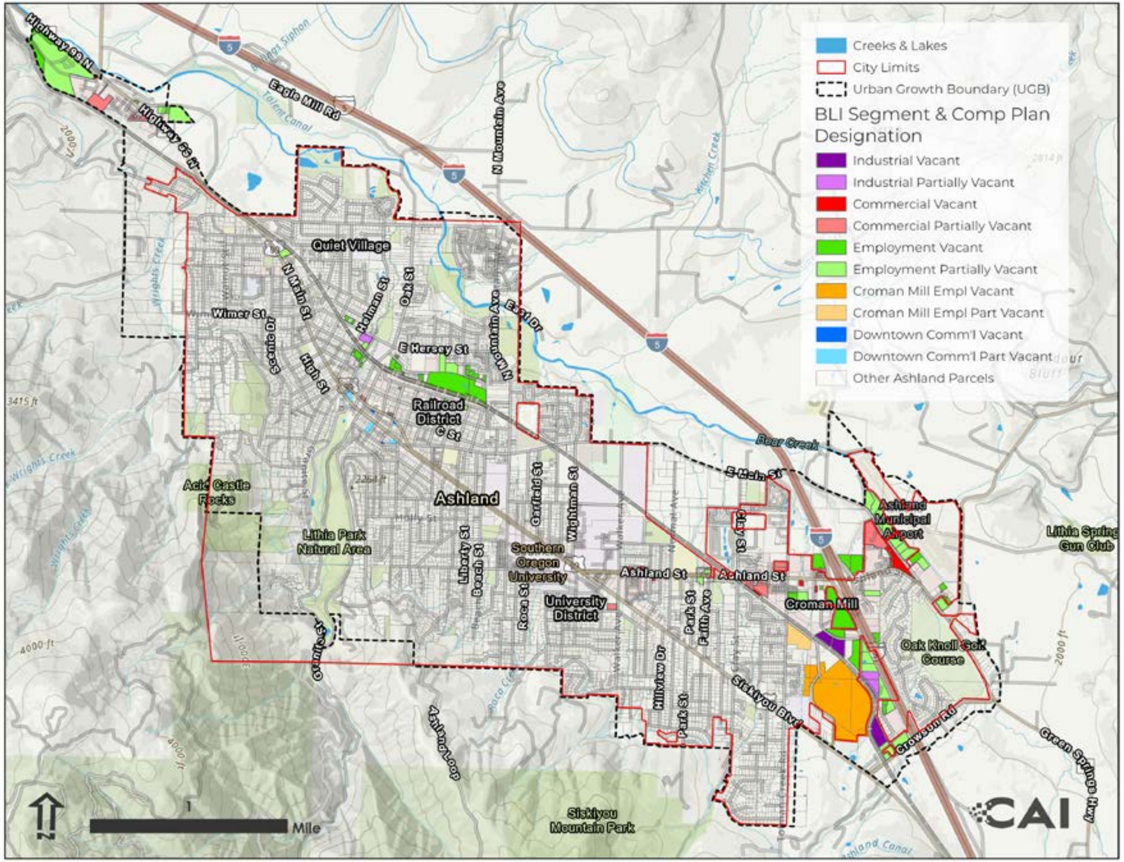
## Distribution By Category

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.

# 03 EMPLOYMENT LAND SUPPLY




## 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

# 04 EMPLOYMENT LAND DEMAND

## 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** |

# 04 EMPLOYMENT LAND DEMAND

## 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.*

# 05 RECONCILING SUPPLY & DEMAND

## 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.

# 05 RECONCILING SUPPLY & DEMAND

## 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.

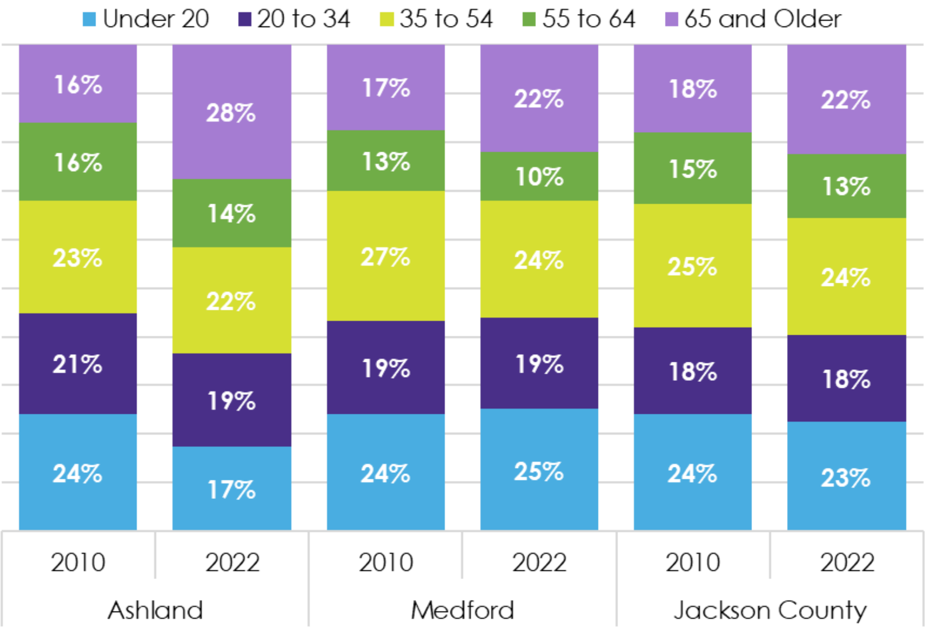
# BLI

## DICSUSSION

# PRELIMINARY FINDINGS: ASHLAND'S ECONOMY

# ASHLAND'S DEMOGRAPHICS

**Change in Age Distribution, Jackson County, Medford, and Ashland, 2010 and 2022**



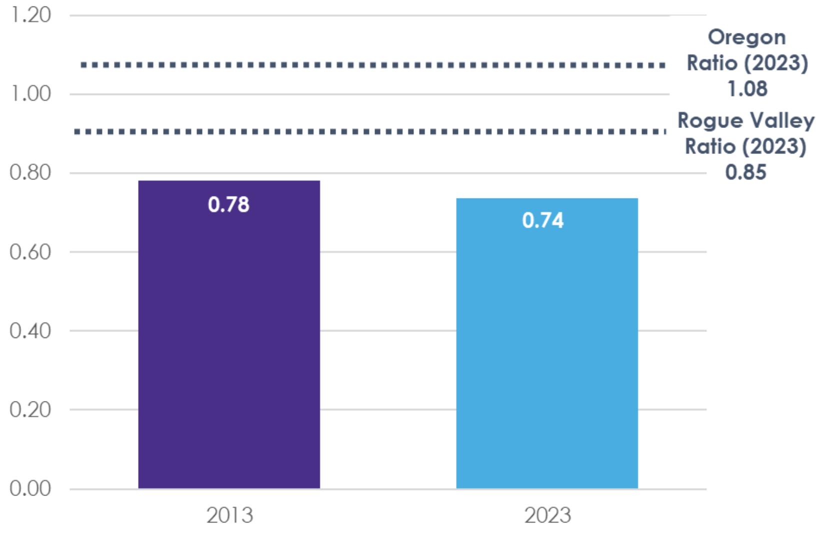

*Sources: American Community Survey, 2010 & 2022, CAI 2024.*

- 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)

**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.*

# 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**

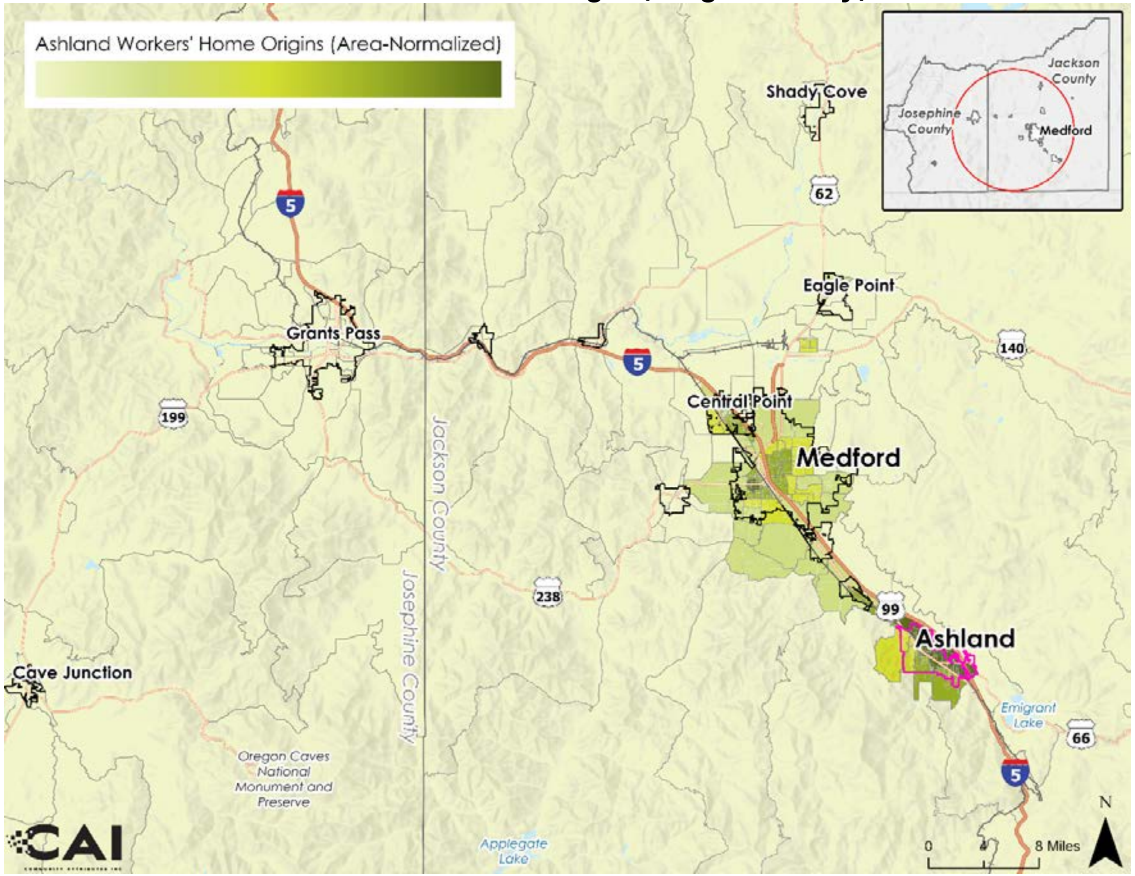
| Industry | 2-Digit NAICS | 2013 | 2023 | CAGR | Change |
|---|---|---|---|---|---|
| Construction & Resources* | 11, 21, 22, 23, 48 & 49, 55 | 329 | 845 | 9.9% | 516 |
| Manufacturing (31-33) | 31-33 | 511 | 546 | 0.7% | 35 |
| Wholesale Trade | 42 | 161 | 111 | -3.7% | -50 |
| Retail Trade (44 & 45) | 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?

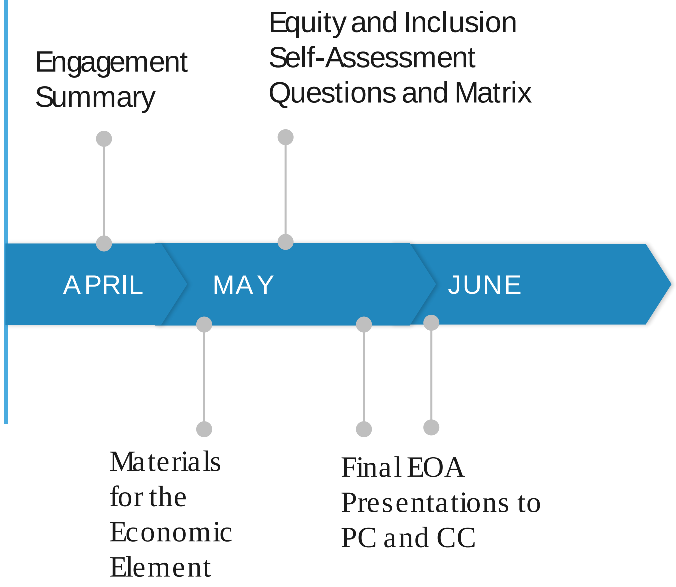
What economic opportunities should Ashland consider as it develops the EOA?

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