CITY OF ASHLAND

CITY OF ASHLAND STRATEGIC PLAN WORKSHOP

AGENDA

8:15 am | Welcome + Agenda

9:30 am | Project Goals, Process + Timeline

10:15 am | BREAK

10:25 am | Environmental Scan

11:30 am | Visioning Exercise

12:00 pm | LUNCH

12:30 pm | Visioning Exercise

1:30 pm | Communications + Engagement

1:50 pm | Wrap-up + Next Steps

2:00 pm | Adjourn

ROLES

Facilitator → Guide the team towards meeting outcomes

Council → Ask questions, make decisions, together as one body

Staff → Quality information, identify trade-offs, listen

OUTCOMES

- Build shared context
- Align on purpose + process
- Begin shaping shared vision
- Set the stage for engagement + action

RULES

- Honesty + respect
- Clear + regular communication
- Tangible + actionable items
- Efficiency
- Keep the community as our touchstone
- Listen carefully for understanding
- Refer to our City values
- Sense of humor
- Constructive feedback/engagement + be adaptable
- Be open to the process
- We won't know where we are until we get there
- Be brave
- Clear articulation of our outcomes
- Be able to say no, and find ways to get to yes -- trade-offs.
- Respect rules + Staff as subject matter experts-- also respect the policy direction of Council.

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TEAM

Tonya Graham, Mayor
Dylan Bloom, City Council
Jeff Dahle, City Council
Gina DuQuenne, City Council
Eric Hansen, City Council
Bob Kaplan, City Council
Derek Sherrell, City Council
Jim Bachman Parks & Recreation Commission Chair

Sabrina Cotta, City Manager
Jordan Rooklyn, Deputy City Manager
Alissa Kolodzinski, City Recorder
Dorinda Cottle, Communications Officer
Bryn Morrison, Interim Finance Director
Rachel Dials, Interim Parks Director
Dan Moulin, Operations Chief (Deputy Police Chief)
Scott Fleury, Public Works Director
Brandon Goldman, Community Development Director

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CITY OF ASHLAND STRATEGIC PLAN WORKSHOP

History let's us know where we came from...

HISTORY OF

KEY

GOALS/ RESULTS

PROJECTS/ STRATEGIES

KEY EVENTS

PEOPLE

PRODUCTS/ SERVICES/ SITES

LEARNING

In the Beginning...

Regional hub for settlers

Services + utilities develop because we had nothing else

- Ashland PD chartered 1874
- Late 1800's Chautauqua original emphasis and arts and education and (kind of) predecessor of OSF that started with Angus Bowmer in 1935
- 1807 Ashland community hospital
- 1855 Rogue Indian Wars
- Railroad town connecting North to South in Ashland
- 1960's Ski area @ Mt. Ashland - once owned by City
- 1908 - Park commission created for Lithia Park
- 1908 - Normal school
- 1916 Lithia Park
- Reaper Gulch Power Plant - Hybrid Power - City Owned
- 1920's Lumber mills
- 1929 Hosler Dam
- 1959 Fire
- 1920's first hospital

1990's Ashland becomes a TOP 10 destination

2009-2010
Equity Migrants - Ashland was a draw for Bay Area retirees

- OSF - Outdoor Rec Ashland becomes top 10 for outdoor biking, mtn biking
- 2017 Climate + Energy Action Plan Approved
- Businesses were really innovative through COVID
- WTP Loan 2025

Ashland is a progressive community for utilities

- 1973 SB 100 - 1st comp plan
- 1974 flood
- 1979 Electricity tax
- 1935 Shakespeare Festival
- Post WWII growth leads to significant land use changes (restrictions?) in 1972.
- Creation of the PCT trail
- Lumber mills close
- 1993 Food + Bev Tax
- 1997 Flood - Plaza flooded out + destroyed culvert
- 1997 City Re-acquired ambulance service
- 1992 - Mt. Ashland association
- 2003 TLT - Ashland was one of the first
- Sirens installed - Emergency Management
- 2001- Solar policies (creating a different form of energy, but shifts dev.)
- 2000 First AFN customer
- 2010 OSF wins an Oscar!
- 2008 - Recession
- 2014 - "The Tap" - No snow pack = no water
- OSF temp. closes
- 2017 Climate Energy Action plan
- 2020 City Manager form of government
- COVID-19 Pandemic - OSF closed down - tourism declines
- Tourism dips 2023-2024
- 2021 - Almeda Fire
- 2020 Increase in social services
- 2025 - CWPP
- Official parks department 2026

Demographics shifting - aging community

- 1970's SOU + County operate Mt. Ashland
- Angus Bowmer construction - shifted the culture to artisans
- Brian Almquist City Manager
- John - Planner
- Tax law measures 5+ 50
- Historic district on National Registry (1990's)
- 2007 Parks fee transfered to school district - NOW funded from general fund
- Ashland did not earmark expansion areas - committed to dev. "In, not out"
- Largest growing senior demographic in the State
- 2021 - significant decrease in City staff
- OLLI - funded by OSHA foundation for senior education
- 2020 Bee City, tree city, natural gas ordinance
- Senior services funded through Parks

1970's Cultural hub shift

- 1965 Ashland Municipal airport
- Ashland Food Coop
- 1970's Housing plentiful and affordable
- LITHIA WATER a draw for people (piped in 1927)
- Parks + open space planning
- 1994 adopted first Parks operating levy
- 2000's Watershed national model
- 2003 - 2008 Housing Boom
- 2005 Parks are within 1/ 4 mile of every home
- 2007 City transfers Sr. Services program to Parks + Recreation
- Aged population drives 911 calls up significantly

Valuation flat

- 2010 housing development decreases

- Late 60's - I-5 Goods/ services moving through
- Late 60's - I-5 Goods/ services moving through
- 2008 Schools closing
- School open enrollment + COVID = Declining performance
- Ashland voted top 10 cities to film movies

DATELINE

1970 | 1980 | 1990 | 2000 | 2010 | 2020 | 2026

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STRATEGIC PLAN WORKSHOP

CONTEXT MAP

TRENDS

- Fire - generational value shifts
  - Time-off, scheduling shifts
  - This is City-wide
- PTO, shifts in priorities is difficult to manage with 7 unions
- Decreased interest in local gov service
  - Lack of respect
- Job tenure + retention
- managing urgency of service demands
- Remote work - hybrid model for Ashland
- Exchange of time/$ -- pay for what is produced
- Political unfunded mandates take a toll on staff capacity
- Consolidation of service locations
  - Collab + Innovation = Better service delivery

POLITICAL FACTORS

- Continuous unfunded mandates
- Legislatures not considering the local gov agencies
  - Cities are not pushing back
- Polarization
- Risk of special interest groups - shifts focus from core services
- Paralysis for elected officials with decision-making because "we can do no right"
- ODOT funding-- people do not understand what the lack of funding means
- Challenging to educate the community on what the City has control over
- CM form of government with two governing/ elected bodies
- Citizens put forward Citizen initiated initiatives
  - Push back on loan for the water treatment plant
  - Parks initiative
- Federal government uncertainty -- trickles down to State and local government agencies
  - This impacts our federal employees that work here

ECONOMIC CLIMATE

- Macroeconomic factors relevant to what people can and cannot afford
  - Housing affordability
  - Infrastructure factors
  - PERS
  - Regulatory requirements
  - Health care-- systems strained without adequate resources
- Constrained investments, strained hiring
- Measures 5 + 50 - fixed revenue sources
- Recruitment - we could benefit from regional industry (spill over from Bend for example) - put some energy in being proactive
- Insurance availability on home sales/ prices/ rebuilds
- There will always be significant economic tension between incumbents + new entrants
- Projects + initiatives will only move forward if it makes $ sense

THEMES

- Preparing for uncertainty - be nimble, partnerships, innovative, flexible
- Children + families
- Recreation
- Managing Change
- Good paying jobs
- Diverse economy
- Systems
- Resilience - multiple areas
- Clear Vision/ Strategic Plan
- Financial tensions

CUSTOMER NEEDS

- Projects need to make sense for businesses to engage
- Review of current regulations (remove what no longer works or is misaligned with current goals)
- Fun things for our teens
- Toddler care
- Families
- Wage paying jobs/ industry
- Housing diversity
- Be friendlier
- Strong community anchors SOU, OSF, ASD, ACH
- Childcare and rec programs for kids and families
- Massive wildfire risk reductions
- Sustainable jobs
- Reliable services options
- Disaster resilience
- Workforce housing (for teacher, nurses, acct., etc.)
- Emergency recovery plan
- Regional reliance (keep dollars local
- Ways to give back, volunteerism
- Access to nature + outdoors
- Accessible housing for families and service workers
- Central location for City services

- Transparency
- Public safety, security, quality of life, trust in City staff and electeds
- Food security
- Resource coordination
- Opportunities to come together in person
- To get it's groove back
- Meet climate goals to protect our children's future

TECHNOLOGY FACTORS

- Shifting service delivery - embracing tech, better process, better service + delivery
- Requires IT infrastructure investment
- AI - will it replace jobs? - we do not know the impacts of AI
- Technology upfront costs without longevity (Ex. AED now are not supported by the tech)

UNCERTAINTIES

- AI-- the what-ifs. How will it impact our workforce? Our community? How will we utilize it? Implement it? Embrace it? Train staff on it?
- Economic climate
- Tariffs
- Healthcare - insurance reimbursements, brick and mortar providers, and coverage
- Workforce stability
- Climate impacts - this always evolving
- Failure of the rule of law

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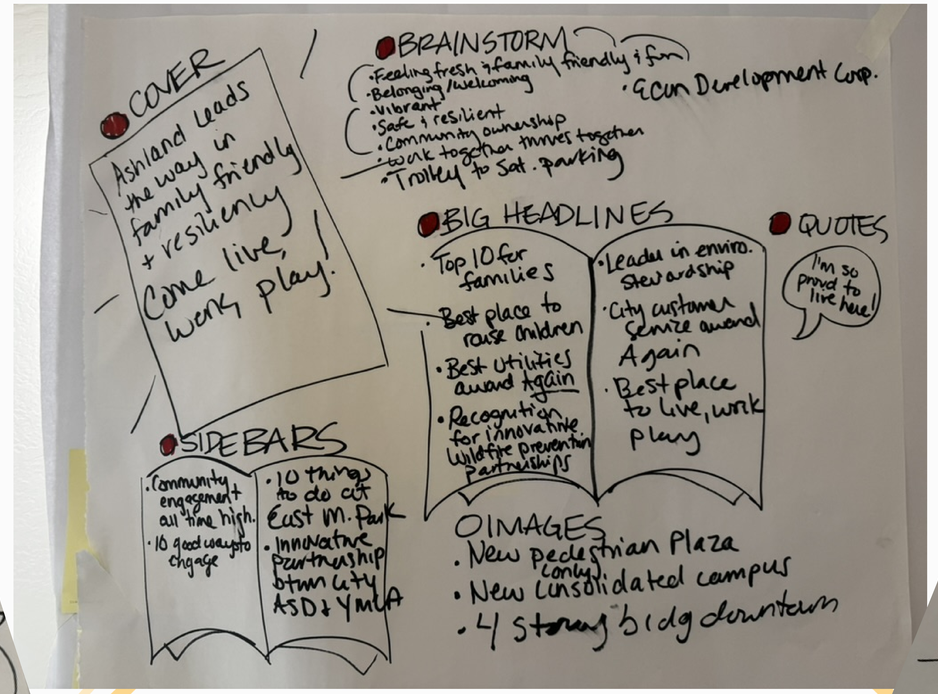

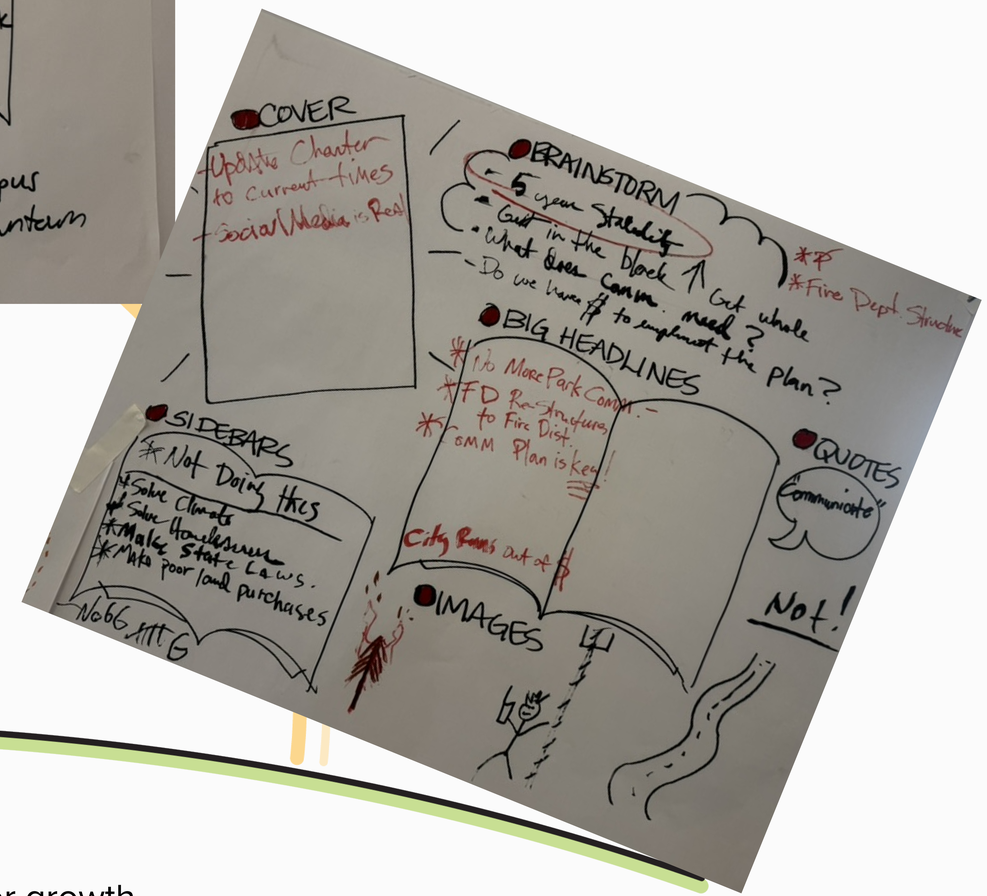

VISION THEMES

- Vibrant, family-centered
- Grounded in reality, remove barriers for growth
- Economic diversity + growth
- Culture + recreation
- Climate + resiliency
- 21st Century government
- Communications + engagement

ASHLAND

ORGANIZATIONAL TRENDS

- CITYWIDE FIRE – NEW GENERATION VALUES MORE TIME OFF SCHEDULING SHIFTS, SHIFTS IN PRIORITIES COMP/BENEFITS / BARGAINING
- DECREASED INTEREST IN LOCAL GOVT SERVICE – LACK OF RESPECT
- JOB TENURE + RETENTION — TRAINING + WORKFORCE DEV
- MANAGING URGENCY OF SERVICE DEMANDS
- REMOTE WORK – HYBRID MODEL FOR ASHLAND
- EXCHANGE OF TIME/$ → PAY FOR WHAT'S PRODUCED
- CONSOLIDATION OF SERVICES & LOCATIONS
  - ↳ COLLAB + INNOVATION = BETTER SERVICE, ONE-STOP SERVICE

Addressing deferred maintenance

TECHNOLOGY FACTORS

- CHANGE UPFRONT COST TO NEW TECH WITH LONGEVITY
- SHIFTING SERVICE DELIVERY – EMERGING TECH, BETTER PROCESS, BETTER SERVICE DELIVERY
- REQUIRES IT INFRASTRUCTURE INVES
- COST EFFICIENCIES
- ~~CHALLENGING~~
- ~~OPEN~~
- HOW WILL AI REPLACE JOBS
  - WHAT HAPPENS TO WORKFORCE THAT GETS REPLACED
  - ↳ HOW CAN WE EMBRACE + TRAIN ON

ECONOMIC CLIMATE

- MACRO ECON. FACTORS INFLUENCING WHAT WE CAN AFFORD (HOUSING AFFORDABILITY, INFRASTRUCTURE) HEALTHCARE
- INFLATIONARY FACTORS
- PERS
- REGULATORY REQUIREMENTS
- CONSTRAINED INVESTMENT
- MEASURES 5 + 50 – FIXED REVENUE SOURCES
- BENEFIT FROM REGIONAL INDUSTRY RECRUITMENT – CONFERENCES/FESTIVAL

Insurance availability on home sales/prices/rebuild

ASHLAND COMMUNITY NEEDS

- Control London & City Services
- Transparency
- there will always be significant tension between incumbents + new entrants
- Projects/Int: will only move forward if it makes $ sense
- Fun things for our Teens
- Toddler care
- Families
- wage paying jobs/industry
- housing diversity
- Sustainable Jobs
- Reliable services
- options
- Nature & Outdoors
- Affordable Housing for families and service workers
- Ways to give Back – & Volunteering Groups
- Food Security
- Resource Coordi
- Projects need to make sure for bee to engage
- Disaster resilience incl energy
- EMERGENCY RECOVERY PLAN
- Regional Reliance (stop dollar bond, lessen dependent on I-5)
- Opportunities to come together in person
- To Get Hs GROOVE BACK
- Review of current regulations (remove what no longer works or is misaligned w/ current goals)
- Strong community partnerships: SOU, OSF, ASD, ACH
- Wildfire prepared MSF
- child care and rec. programs for kids and families
- More Trails
- Workforce Housing (for teachers, nurses, docs, etc.)

POLITICAL FACTORS

- UNFUNDED MANDATES – TIMELINE
  - ↳ CITIES NOT PUSHING BACK
- POLARIZATION
- RISK OF SPECIAL INTEREST GROUPS – SHIFTS FOCUS FROM CORE SERVICES
- DECISION-MAKING PARALYSIS
- ODOT FUNDING
- FEDERAL FUNDING
- CHALLENGING TO EDUCATE COMMUNITY ON WHAT CITY HAS CONTROL OVER
- CM FORM OF GOVT
- ~~TWO ELECTED BODIES~~
- CITIZEN BALLOT INITIATIVES

UNCERTAINTIES

- ECONOMIC CLIMATE
- TARIFFS
- HEALTHCARE — BACK + MORTAR PROVIDERS, REIMBURSEMENT, COVERAGE
- WORKFORCE STABILITY
- FEDERAL GOVT UNCERTAINTY
- CLIMATE IMPACTS
- FAILURE OF RULE OF LAW

THEMES

- PREPARING FOR UNCERTAINTY – BE NIMBLE, PARTNERSHIPS, INNOVATING, FLEXIBLE
- CHILDREN + FAMILIES
- RECREATION
- MANAGING CHANGE
- GOOD PAYING JOBS
- DIVERSE ECONOMY
- SYSTEMS
- RESILIENCE – MULTIPLE AREAS
- CLEAR VISION/STRATEGIC PLAN
- FINANCIAL TENSIONS

CITY OF ASHLAND
GRAPHIC HISTORY
PROJECTS STRATEGIES
KEY EVENTS
PEOPLE
SITES/ SERVICE
1875 ROGUE INDIAN WARS
REGIONAL HUB FOR SETTLERS
SERVICES + UTILITIES DEVELOP BECAUSE WE HAD NOTHING HERE
LATE 1800S CHAUTAUQUA
FOR LITHIA PARK
1916 - LITHIA PARK
REAPER GOLD POWER PLANT - HYDRO POWER CITY OWNED
1907 ASHLAND COMM. HOSPITAL
FIRST AMBULANCE
RAILROAD TOWN - CONNECTING NORTH TO SOUTH IN ASHLAND
ASHLAND MILLS
1929 HOGLER DAM
1920
2003 - 2007/8 HOUSING BOOM
1920s LUMBER MILLS
In the beginning...
1935 - OR SHAKESPEARE FEST.
LATE 60S - I-5 - GOODS/SERVICES MOVING THROUGH
1960S - SKI AREA @ MT. ASHLAND - ONCE OWNED BY CITY
905 LUMBER MILLS CLOSE
1994 PARKS OP LEVY
FIRE - 1989
1973 SB100
1ST COMP PLAN
ASH. MUN. AIRPORT 1946
PIPED IN 1927 LITHIA WATER
1992 MT. ASHLAND ASSOC.
2000s HISTORIC DIST. ON NAT'L REGISTER
CULTURAL HUB
4TH FLOOD
ELECTRICITY TAX 1999
NEW INFRASTRUCTURE
HOUSING PLENTIFUL + AFFORDABLE
TAX LAW MEASURES 5 + 50
PARKS + OPEN SPACE PLANNING
1997 FLOOD
EMERGENCY PREP
NEW INFRASTRUCTURE + MAINT
2001 SOLAR
ACTING + PAGAVE
1993 FOOD + BEV TAX
SOU THEN COUNTY OPERATE MT ASHLAND
ASHLAND FOOD COOP
HIPPIES
CONSTRUCTION OF BARNES BOWNER
RECESSION + HOUSING
DRAW FOR BAY AREA RETIREES 2009/2010
EQUITY MIGRANTS
DOL STOPS
VALUATION FLAT
2007 City transfers Sr. Svs. Program to Parks & Recreation
2014 "THE TAP"
NO SNOW PACK - NO WATER
REGIONAL PLAN ADOPTED
- DON'T CONVERT RESERVE AREAS
2008-10 SCHOOLS CLOSING
- DEMOGRAPHICS SHIFT
- HOUSING AFFORDABILITY
OSF
OUTDOOR REC
TOP 10
OUTDOOR MAG + LIVE
IN 911 CALLS
PANDEMIC
SENIOR GROWTH RATE
OSF CLOSED
ASHLAND MANAGED WELL
BUSINESSES INNOVATIVE
TOURISM
MAIN STREET SUFFERED
2020 CITY MANAGER FORM OF GOVT
1/3 OF CITY WORKFORCE
CULTURE + TIME
2017 CLIMATE ENERGY ACTION PLAN
SOCIAL SERVICES
PEOPLE STAYING IN HOTELS
2024 TURGEN DRIVE
OFFICIAL PARKS DEPT. 2025
CWPP 2025
SCHOOL OPEN ENROLLMENT DROPS + COVID
SCHOOL ENROLLMENT
PERFORMANCE
2000 First AFN weather
OSF won A OSCAR
• Tree City
• Bee City
• Natural Gas Drawback
Ashland Top 10 to Film Movies
1970
1980
1990
2020
2026
1975
Scott 2006
2019

CITY OF ASHLAND

STRATEGIC PLANNING WORKSHOP

WORKSHOP GOALS

- BUILD SHARED CONTEXT
- ALIGN ON PURPOSE + PROCESS
- BEGIN SHAPING SHARED VISION
- SET THE STAGE FOR ENGAGEMENT + ACTION

AGENDA

8:15	WELCOME + AGENDA OVERVIEW
9:30	PROJECT GOALS, PROCESS + TIMELINE
10:15	BREAK
10:25	ENVIRONMENTAL SCAN
11:30	VISIONING EXERCISE
12:00	LUNCH
12:30	VISIONING EXERCISE
1:30	COMMUNICATIONS + ENGAGEMENT STRATEGY
1:50	WRAP-UP + NEXT STEPS
2:00	ADJOURN

GUIDELINES FOR SUCCESS

- HONESTY + RESPECT
- CLEAR + REGULAR COMMUNICATION
  - RESPECT ROLES + SUBJECT MATTER EXPERTISE
- TANGIBLE + ACTIONABLE ITEMS + CLEAR OUTCOMES
- EFFICIENCY
- KEEP COMMUNITY AS OUR TOUCHSTONE
  - WHAT'S IN THE BEST INTEREST OF COMMUNITY
- LISTEN CAREFULLY FOR UNDERSTANDING
- REFER TO OUR CITY VALUES
- SENSE OF HUMOR
- CONSTRUCTIVE ENGAGEMENT – BE OPEN TO THE PROCESS
- WE WON'T KNOW WHERE WE ARE UNTIL WE GET THERE
- BE BRAVE – BE ABLE TO SAY NO + FIND WAYS TO GET TO YES