



Social Equity and Racial Justice Advisory Committee Meeting Agenda

ASHLAND SOCIAL EQUITY AND RACIAL JUSTICE ADVISORY COMMITTEE

REGULAR MEETING AGENDA

Thursday, October 3, 2024

I. CALL TO ORDER

(5 min)

1. Land Acknowledgment - We acknowledge and honor the aboriginal people on whose ancestral homelands we work - the Ikirakutsum Band of the Shasta Nation, as well as the diverse and vibrant Native communities who make their home here today. We denounce the egregious acts of the colonizers and government and recognize the horrific impacts that still exist today. We honor the first stewards in the Rogue Valley and the lands we love and depend on: Tribes with ancestral lands in and surrounding the geography of the Ashland Watershed include the original past, present and future indigenous inhabitants of the Shasta, Takelma and Athabaskan people. We also recognize and acknowledge the Shasta village of K'wakhakha - "Where the Crow Lights" - that is now the Ashland City Plaza.
2. Labor Acknowledgment - We also pause to recognize and acknowledge the labor upon which our country, state, and institutions are built. We remember that our country is built on the labor of enslaved people who were kidnapped and brought to the U.S. from the African continent and recognize the continued contribution of their survivors. We also acknowledge all immigrant labor, including voluntary, involuntary, trafficked, forced, and undocumented peoples who contributed to the building of the country and continue to serve within our labor force. We acknowledge all unpaid care-giving labor. To the people who contributed this immeasurable work and their descendants, we acknowledge their indelible mark on the space in which we gather today. It is our collective responsibility to critically examine these histories, to repair harm, and to honor, protect, and sustain their contribution to our society.

II. REPORTS AND PRESENTATIONS

(40 min)

1. Presentation from City of Ashland Planning Department Staff on the Climate Friendly Area re-zoning project

III. APPROVAL OF MINUTES

(5 min)

1. Minutes of the 8/1/2024 Regular Meeting

IV. UNFINISHED BUSINESS

(30 min)

1. SERJAC strategic planning--
 1. Brief recap of the reorganization proposal and how it ties into strategic planning: How should we consider Parks and Planning? Should those commissions also be assigned a liaison?
 2. Overview of strategic planning process: how do we want to work?
 3. Brainstorm/Homework: each member could contribute at least one short-term, mid-term, and long-term goal (to continue in November meeting)

V. NEW BUSINESS

(10 min)

1. Pride Parade - October 5, 2024



Social Equity and Racial Justice Advisory Committee Meeting Agenda

2. Indigenous People's Day at SOU, Oct. 19 and 20

VI. ADJOURNMENT

(5 min)

1. Wrap up / Assign any action items

In compliance with the Americans with Disabilities Act, if you need special assistance to participate in this meeting, please email kerrick.gooden@ashlandoregon.gov. 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).





Climate-Friendly & Equitable Communities

CLIMATE FRIENDLY AREA CANDIDATES

Ashland, OR

Legend

- Priority CFA Option
- Secondary CFA Option
- City Boundary
- Urban Growth Boundary

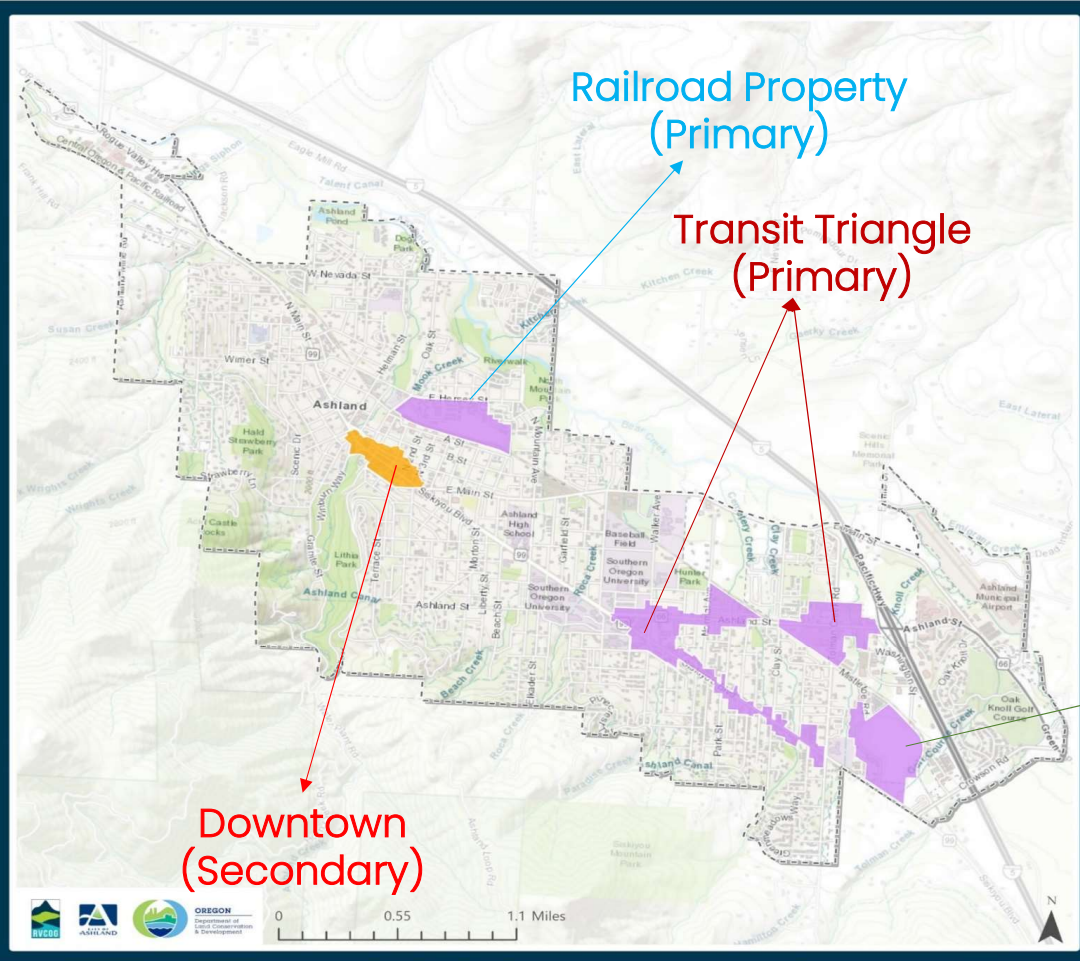


Rogue Valley
Council of Governments
155 N 1st
Central Point, OR 97502

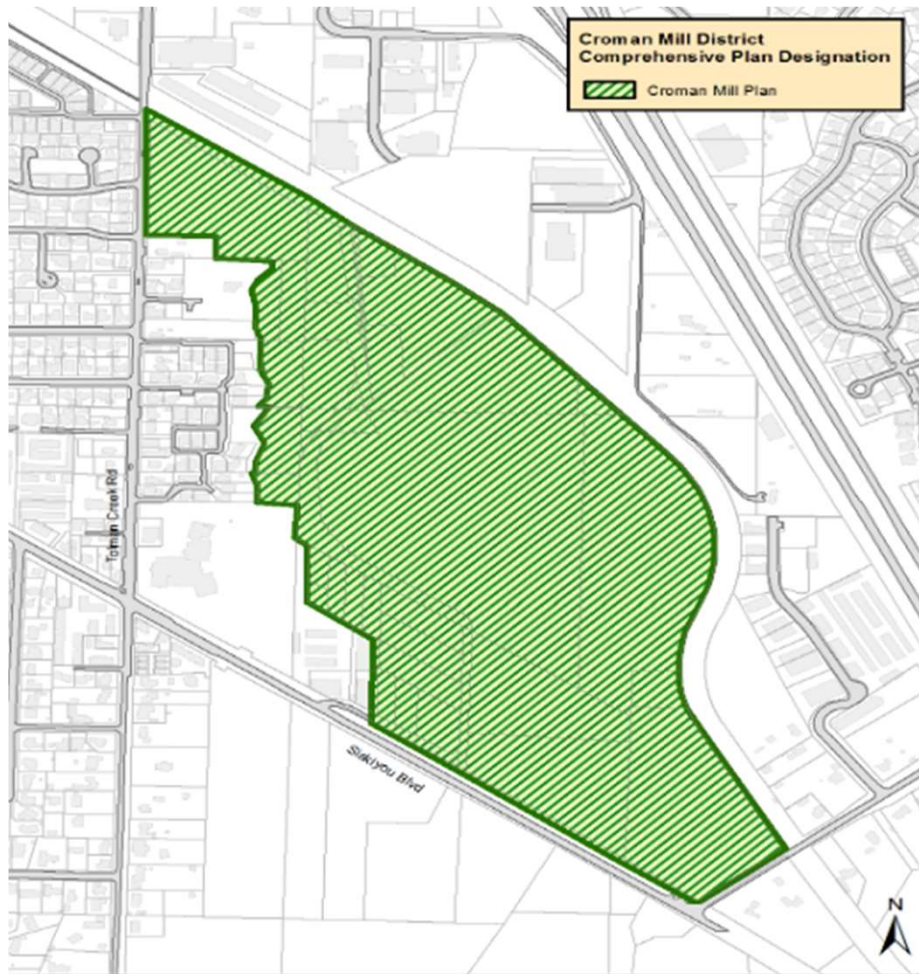
This map product is for planning purposes only and has not been prepared for, nor is suitable for legal, engineering, or surveying purposes.

Data: Jackson County, BLM, State of Oregon, ODOT, ESRI, USGS, EPA, Garmin, GeoTechnologies, Inc., METI/NASA, Maxar, USDA, HERE, Esri Canada

Created: E. Memmott, RVCOG, 2023



Candidate CFAs



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

By prescriptive methodology:

- **5,142 new dwelling units**
- 79 dwelling units per acre
- 148 percent of needed housing



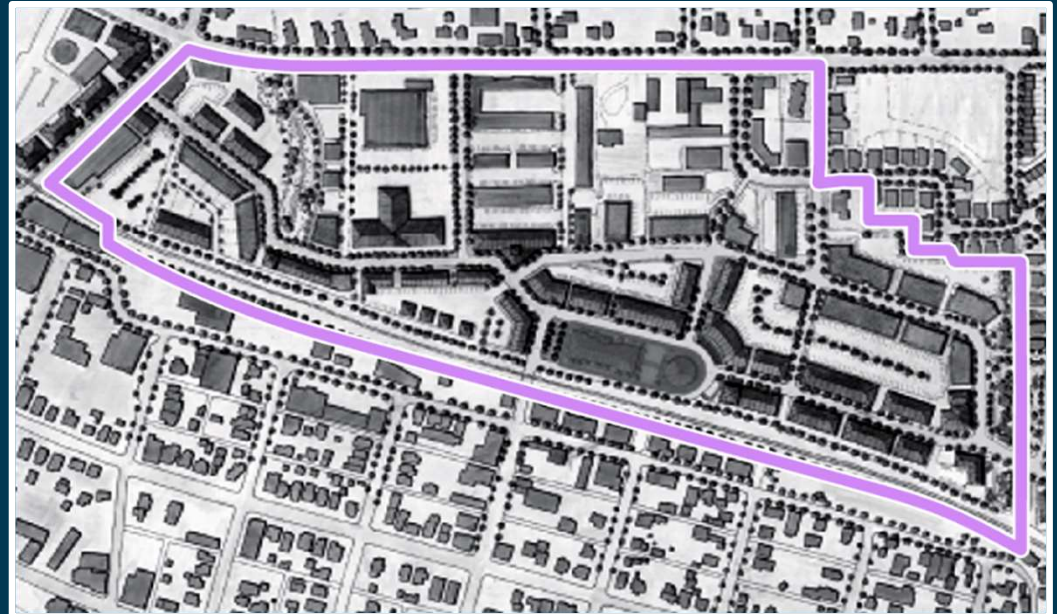
Croman Mill District

Image 3 - Railroad Property



Image 4 - Railroad Property Master Plan

DRAFT



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

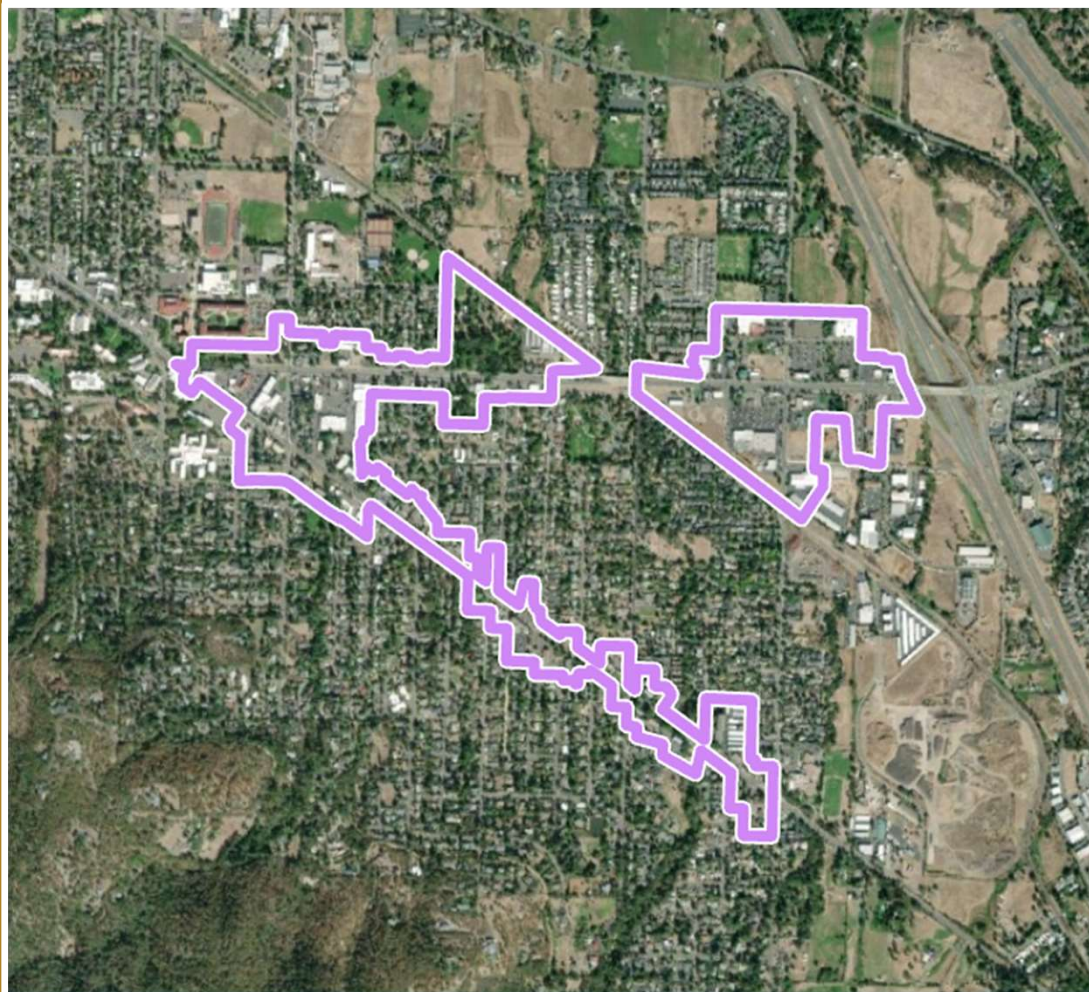
By the prescriptive methodology:

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



Railroad Property

Transit Triangle



Transit Triangle

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

By the prescriptive methodology:

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





Downtown

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

Given the level of development and the historic status, the Downtown is being looked at as a CFA, but was not analyzed under the lens of the prescriptive CFA methodology given it is nearly built out.



Downtown

Designation of Climate-Friendly Areas

What's a climate-friendly area and who's required to designate them?

A climate-friendly area (CFA) is a neighborhood where people can meet most of their daily needs without being forced to drive. They are urban mixed-use areas that contain, or are planned to contain, a mixture of housing, jobs, businesses, and services. These areas are served, or planned for service, by high quality pedestrian, bicycle, and transit infrastructure to provide frequent and convenient connections to key destinations within the city and region. In most cases, climate-friendly areas will provide additional



opportunities for housing and employment locations in addition to currently zoned residential and employment areas.

Certain cities in Oregon's seven largest metropolitan areas outside of the Portland metropolitan area (Albany, Bend, Corvallis, Eugene-Springfield, Grants Pass, Medford-Ashland-Central Point, and Salem-Keizer) are required to adopt zoning to enable this type of development. Cities within the Portland metropolitan area will continue to implement similar and previously-adopted programs.

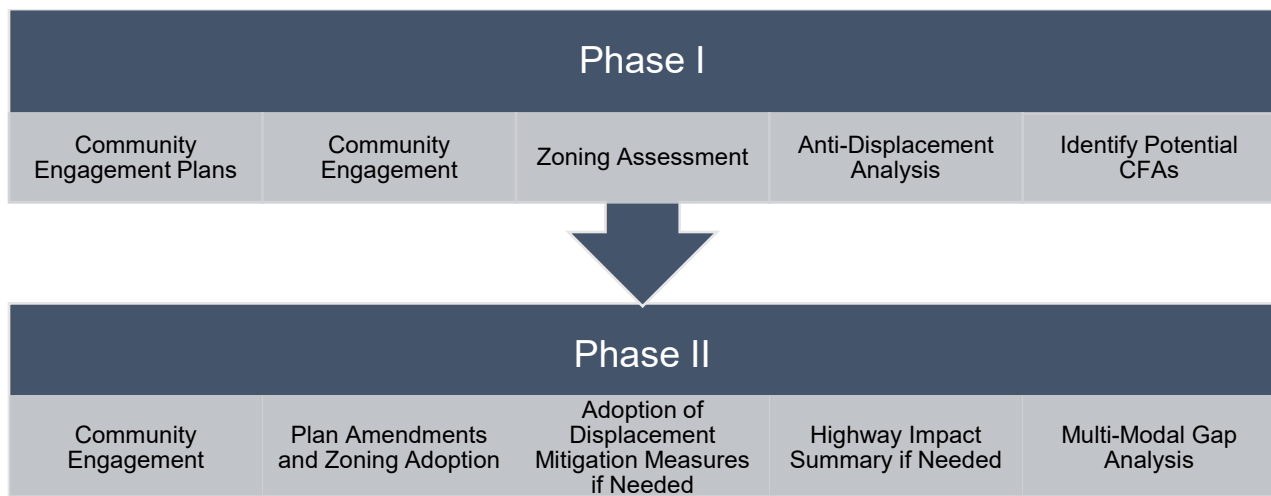
What's the purpose of the community engagement plans required for the designation of climate-friendly areas?

- To gather community input on CFA studies and zoning, with an emphasis on reaching out to underserved populations in order to identify and prioritize equitable outcomes.
- To meet state and local public participation and equitable engagement requirements.
- To help cities evaluate the potential for displacement of underserved populations prior to the designation and zoning of climate-friendly areas. Then, to help cities identify mitigation policies concurrent with or prior to zoning climate-friendly areas, when necessary to avoid displacement.

What is the process for designating climate-friendly areas?

The designation process for climate-friendly areas is divided into two phases:

1. **Phase 1, CFA studies** will identify potential CFAs and evaluate development standards that may be applied within them. The studies must be prepared and submitted for review and comment no later than December 31, 2023. The CFA study is not a land use decision.
2. **Phase 2, CFA locations and development standards** must be adopted. This phase begins with a decision of which of the studied areas will be climate-friendly areas. Cities are not limited to considering only the potential CFAs identified in the study phase. Then cities will likely need to amend zoning in these areas to comply with applicable standards ("likely" because some cities may currently have development standards that comply with CFA requirements). Additionally, cities must adopt a climate-friendly element to their comprehensive plans. The second phase must be completed by December 31, 2024, unless a time-extension request is approved.



For Phase 1 – completion of the CFA study – cities will:

1. Develop a community engagement plan to be integrated throughout both phases.
2. Identify potential CFAs based on **locational criteria**. This will involve:
 - a) Evaluate downtown areas, planned or existing urban centers, neighborhood centers, transit corridors, and similar areas;
 - b) Identify significant **infrastructure bottlenecks** that would impact the ability to realize more intense development;
 - c) Determine if high-quality transit, bicycle, and pedestrian services are present, or may be provided;
 - d) Look for significant **natural hazards** (floodplain, slopes, etc.) that could prevent more intense development; and
 - e) Determine if potential CFAs would meet the minimum size requirements.
3. Evaluate existing development standards and the level of change needed.
4. Evaluate whether **displacement of underserved populations** would be likely to result from designation of each CFA and identify mitigation measures that could prevent displacement. (“Displacement” occurs when current residents are priced out of their current homes, often through redevelopment and higher housing costs.)
5. **Submit the study** containing the information identified above, by December 31, 2023.

Other Considerations for Phase 1:

- Cities with a population **between 5,000 to 10,000** only need to designate one climate-friendly area that is at least 25 acres.
- Cities with a population **above 10,000** must designate climate-friendly areas sufficient in size to accommodate at least 30% of identified current and future housing needs.
- The **size of CFAs** for cities over 10,000 are based upon zoned residential building capacity.
- Cities may designate **one or many CFAs**. Cities over 10,000 need to demonstrate that the CFA or CFAs cumulatively provide sufficient zoned residential building capacity to accommodate at least 30% of the current and projected future housing needs.
- Studies are submitted to the Oregon Department of Land Conservation and Development (DLCD) for review and feedback on the study.
- CFA studies will be available for **public review and comment** concurrent with the DLCD’s review (within 90 days of report submittal).
- The **studies are not land use decisions** and may not be appealed.

CFA studies will provide information regarding each of the CFA candidate areas to inform the community's decision-making process to determine which CFAs should be designated (see Table 2 below for an example of what that might look like).

For Phase 2 – CFA zoning and comprehensive plan amendments – cities will:

1. **Review and select** CFAs, based on CFA study information, and guidance from the community.
2. Perform **multi-modal gap analysis** on transit, bicycle, and pedestrian services and infrastructure.
3. Complete a **highway impact summary**, if applicable.
4. Determine **development standards** for each CFA.
5. Adopt **displacement mitigation** policies if need.
6. Prepare development codes and a **climate-friendly element** to the comprehensive plan for consideration and adoption through public hearings.
7. Conduct public hearings and **adopt CFA zoning** and comprehensive plan amendments.

Other Considerations for Phase 2:

- Each city will use its own local process to decide which areas will be CFAs. The typical process or processes will require changes to zoning maps, development code requirements, and comprehensive plans.
- Cities of 25,000 or more may designate some CFAs with less intensive development standards, if they wish to.
- CFA zoning includes:
 - A variety of **outright-permitted** residential, commercial, service, and employment uses.
 - May include abutting high-intensity residential or employment areas.
 - Prioritization for locating **public-serving facilities** and the location of parks, plazas, and open space areas. Where feasible, street trees and other landscaping should be provided in CFAs.
 - Block length standards that facilitate **pedestrian connectivity**.
 - Development limitations are based on **allowed building height** and other site development requirements rather than residential density limits.
 - Reduced **parking requirements**.
- Community engagement will center consideration of **equitable outcomes** for underserved populations.
- A **highway impacts summary** may need to determine potential traffic generation from CFAs
- CFAs need to be designated prior to updating a Transportation System Plan

Resources

Kevin Young, Senior Urban Planner, DLCD – the language of these rules, deadlines, etc.
kevin.young@dlcd.oregon.gov (503) 602-0238.

Disclaimer

This document is an overview of the new administrative rules that apply to climate-friendly area designation. The rules are contained in the Oregon Administrative Rules in OAR 660-012-0310 through 660-012-0325, as well as OAR 660-012-0012(4)(c) and (5)(b) and (c) (deadlines), and OAR 660-008-0010 and 660-008-0050 (housing rule components). Nothing in this document should be construed as Oregon Administrative Rules. A current copy of the adopted Oregon Administrative Rules should be acquired from the [Oregon Secretary of State](https://www.oregon.gov/OSD/) and used to fulfill planning requirements.

Table 1: Two Options for Land Use Requirements in Climate Friendly Areas

		Option 1 Prescriptive Standards		Option 2 Outcome-Oriented Standards
Cities and Urbanized County Areas (by population)	Sizing of CFA Areas	Minimum Residential Density Requirement	Maximum Building Height No Less Than	Target Development Levels
5,001 – 9,999	At least 25 acres	15 dwelling units/net acre	50 feet	20 homes and jobs/net acre
10,000 – 24,999	At least 30% of total housing need	15 dwelling units/net acre	50 feet	20 homes and jobs/net acre
25,000 – 49,999	At least 30% of total housing need	20 dwelling units/net acre	60 feet ⁴	30 homes and jobs/net acre
50,000 – 99,999	At least 30% of total housing need	25 dwelling units/net acre	85 feet ⁴	40 homes and jobs/net acre
100,000 +	At least 30% of total housing need	30 dwelling units/net acre	85 feet ⁴	50 homes and jobs/net acre

Table 2: Example of How a City Might Summarize Findings by Study Area for CFA Studies

Considerations Regarding CFA Candidate Area 1 – Downtown Planwell	
Would CFA designation be consistent with prior or current planning efforts for this area?	
Yes, the older portion contains a good mix of employment and residential uses, with an abundance of on-street parking, and few parking lots. With downtown transit center, connectivity to the hospital and other major employers is excellent.	
Area (at least 25 acres required if primary CFA)	
78 acres	
Meets minimum 750 foot width with or without abutting parks, high density residential or employment uses/zoning	
Yes, the downtown meets this standard with or without abutting riverfront and other parkland.	
Are there abutting high intensity residential or employment uses that could be included as part of the CFA?	
Abutting historic garden apartment residential neighborhood to the south has an average residential density of 27 dwelling units/acre. The area is approximately 20 acres in size.	
Are parks, plazas, or open space areas located within or near the CFA area? Does the Parks Master Plan identify the need for parks or open space areas within or near the CFA?	
- The riverfront park extends for roughly one mile along the river frontage through downtown. The park contains plazas, a water feature, play structures, a connected bike path, and lawn areas for public recreation and enjoyment. - On the opposite side of the downtown, central park provides approximately four acres of shaded lawns, play areas, and other public amenities.	
Are public-serving government facilities located within the CFA? Are there plans to locate such facilities in the CFA in the future?	
Yes, city hall and the county courthouse are both located within this CFA, along with some additional government facilities.	
Current status and feasibility of needed upgrades to pedestrian, bicycle, and transit facilities and services?	
- No bike lanes on highway through downtown, but existing bike lanes on parallel collector streets and sharrows on low speed downtown streets. Also bike path along river provides good access. - Adequate sidewalks throughout downtown. On-street parking along many streets buffers pedestrians on sidewalk. - Transit center is located in this area and within walking distance of the entire downtown. Connected to all priority transit corridors.	
Presence of identified hazard area, and degree to which hazard development requirements could restrict CFA zoning?	
Portion of downtown is located within 100-year floodplain. Development code allows development if base floor elevation is one foot above base flood elevation. Could remove this area from CFA and meet area and dimensional standards.	
If contiguous, but outside city limits and within UGB, can the area comply with OAR 660-012-0310(e)(A) – (E)?	
N/A – area is within city limits	
Preliminary infrastructure evaluation – Any water, sewer, or stormwater impediments to CFA-level of development that would be challenging to address beyond the scope of capital improvement plans or improvements required with development?	

Trunk sewer line to southeast portion of downtown would need to be upsized to accommodate primary CFA development. Project is identified in Sewer Master Plan, tentatively scheduled for improvement in Fiscal Year 27-28.	
Is there the potential for the displacement of members of underserved groups that could result from CFA designation?	
Yes, the northwest portion of downtown contains a greater than average proportion of low-income residents.	
If yes to prior question, what are some potential mitigation strategies to avoid displacement that would be feasible for Planwell to implement?	
"Housing Planwell CDC" is planning a subsidized affordable housing development in the northwest area, with funding from OHCS and local construction excise tax revenues. - The city's housing division administers a naturally occurring affordable housing (NOAH) no-interest revolving loan fund that could be used to support the preservation of existing NOAH housing in the CFA.	
Are the current land use requirements in this study area close to the land use requirements necessary to comply with OAR 660-012-0320 (either primary or secondary)?	
Considering as primary CFA - Building height allowances would need to be raised 20 feet, addition of minimum residential density requirements, and changes to on-site parking requirements.	
What is the preliminary estimate of the number of residential dwelling units that could be accommodated in this area?	
If primary CFA standard were adopted (per OAR 660-012-0320(8)(a), (b), or (c); or (9)(a),(b), or (c))	If secondary CFA standards were adopted for one of the lesser standards (optional)
Roughly 4,760 dwelling units (buildings to 85 feet)	Roughly 3,430 dwelling units (buildings to 50 feet)

Memo

DATE: October 3, 2024
TO: Social Equity & Racial Justice Advisory Committee
FROM: Derek Severson, *Planning Manager*
RE: Preliminary Discussion of Climate Friendly Areas

Background

As you may recall, in 2022 the State of Oregon adopted new [Climate Friendly & Equitable Communities \(CFEC\)](#) rules. These rules seek to [reduce greenhouse gas emissions from automobiles](#) in Oregon's eight metropolitan areas by focusing development in pedestrian-friendly, mixed-use areas similar to traditional downtowns in order to encourage walking, biking and transit and reducing the need to drive, while also supporting greater usage of electric vehicles. So far, to comply with these rules, Ashland has:

- Eliminated minimum off-street parking requirements city-wide, as have most of the metropolitan areas in Oregon.
- Created a [study of four potential Climate Friendly Areas \(CFAs\)](#) which could accommodate at least 30 percent of Ashland's future population. The Department of Land Conservation & Development (DLCD) review comments on this study are available on-line here: https://www.oregon.gov/lcd/CL/Documents/AshlandCFA_DLCDComments.pdf.
- Begun implementing state building codes which require infrastructure to support electrical vehicle charging in multi-family developments greater than five units. 40 percent of voluntarily provided parking spaces must have conduit in place to support the installation of electric car charging stations.
- Received a grant, to be administered by DLCD, to support the mapping, code work and public engagement necessary to formally adopt and re-zone CFAs and complete associated gaps analyses, highway impact studies, walkable design standards and findings.

Climate Friendly Area Identification & Re-Zoning

The four CFAs considered in Ashland's initial study were:

- **The former Croman Mill site** – The former Croman Mill site is currently governed by the Croman Mill District overlay under AMC 18.3.2 which was adopted in 2008. The properties here total approximately 92-acres in the southeastern corner of the city including the former mill site and adjacent properties. The district is served by Siskiyou Boulevard at the south end and Mistletoe Road from the north. Development under the adopted district plan has yet to occur. The current plan calls for office and industrial uses for most of the site, with a residential center and mixed-use zones allowed within the former mill site. This site was seen as an excellent CFA location due to its redevelopment potential, large size, and proximity to quality transit service and bicycle and pedestrian infrastructure. There are some complexities in that the site is currently in the process of environmental clean-up regulated by the Oregon Department of Environmental Quality (DEQ), and concurrent with the city's consideration of the site as a CFA there is a developer (Townmakers, LLC) looking at re-zoning, adopting a new masterplan and fully developing the

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65-acre portion comprising the former mill site. This CFA candidate site does not include any property within Ashland's four National Register-listed historic districts.

- **The Transit Triangle** – The Transit Triangle is the triangle formed by Ashland Street/Highway 66, Tolman Creek Road, and Siskiyou Boulevard, all of which are transit routes. The Transit Triangle has an area of approximately 167 acres which could accommodate significant housing capacity with redevelopment. Currently, this area is within the TT-overlay which was intended to facilitate re-development of more/smaller rental housing and businesses to create an environment that was friendly to walking, biking, and using transit. The existing overlay includes parking reductions, additional height allowances, and the elimination of density maximums very similar to the new CFEC rules. If selected as CFA, the CFEC rules would supplant the existing TT-overlay, and there would need to be some boundary adjustments to clearly separate this CFA from Southern Oregon University properties governed by the SOU Masterplan. The Transit Triangle does not include any property within Ashland's four National Register-listed historic districts.
- **The Railroad Property** – The Railroad Property and its surrounding areas total approximately 57-acres in the center of the city, just a few blocks north of downtown. The site rests between the railroad tracks and Hersey Street, bounded on the west by Oak Street and on the east roughly by the course of Mountain Creek. The northern half of the site is developed with commercial and employment uses, but the majority of the southern portion of the site remains undeveloped. The Union Pacific Railroad has a plan for environmental clean-up of their portion of the property; clean-up is currently slated to begin in the Spring of 2025. A master plan for the site was created in 2001, but was never adopted. It showed a pedestrian-focused mixed-use area intermingled with civic uses adjacent to the existing northern commercial area enhanced with new local streets connecting to East Hersey Street. While the masterplan was never formally adopted, the envisioned street system plan which formed the backbone of the plan was adopted into the city's Transportation System Plan and has provided a guide for the site's development since 2001. This CFA candidate site does not include any property within Ashland's four National Register-listed historic districts, but it is just north of and adjacent to the Railroad Addition Historic District.
- **The Downtown** - Ashland's National Register-listed downtown already closely resembles the vision of what a CFA should look like when it has reached maturity, and in fact DLCD has used photos of downtown Ashland for illustrative purposes in discussing CFAs. The downtown largely developed without off-street parking requirements and is almost completely built-out. There have been relatively few new construction projects over the last 20 years. The downtown initially seems an obvious choice as a CFA, but one requirement of CFAs is that the maximum allowed building height be at least 50 feet/four stories. Staff and the Historic Preservation Advisory Committee have some concerns that designation as a CFA could result in a weakening of historic district or downtown development standards or created pressure to redevelop the downtown to the detriment of the existing historic resources or the district as a whole due to additional height allowances. Staff's primary interest in studying CFA designation to this point has been to explore whether a secondary designation might be possible to avoid detrimental impacts to the district while seeking prioritization of the downtown in future transportation improvements. Inclusion of the downtown as a selected CFA is not necessary to meet the CFEC requirements to accommodate 30 percent of Ashland's future population.

The next required step for Ashland under the CFEC rules is to formally select CFAs, re-zone them on official maps, and adopt ordinances and design standards in keeping with the new rules. This step is required to be completed by the end of 2024, although Ashland has requested an extension through June of 2025. The Department of Land Conservation & Development (DLCD) is providing consultant services to complete this work through a technical

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assistance grant, and Ashland is currently working with 3-J Consulting, LLC to complete the CFA zoning, code adoption and associated public engagement work. Subconsultants supporting this effort include JET Planning for an audit of current codes, EcoNorthwest for a market analysis, and the Rogue Valley Council of Governments (RVCOG) and Oregon Department of Transportation (ODOT) who will be assisting with a multi-modal gaps analysis for the selected CFA(s) and a required highway impact study. Cascadia Partners is leading a state effort to develop model walkability standards which will need to be applied citywide. Ashland staff are serving on a Technical Advisory Committee (TAC) lead by Cascadia Partners to help craft model walkability standards, and Cascadia is also working directly with the city to audit our codes and identify any specific standards that may need to be modified. The CFEC rules require that new walkability standards be applied city-wide rather than limiting them just to the selected CFA(s).

Generally, the zoning requirements for designated CFAs include that there be no maximum residential densities and a minimum density for single-use residential developments of at least 15 dwelling units per acre (*the C-1-D district currently has a maximum residential density of 60 d.u./acre and no minimum*); that the maximum height allowance be at least 50 feet/four stories (*the C-1-D district currently has a height limit of 40 feet, with up to 55 feet allowed through a conditional use permit*); and that allowed uses be residential, office, retail and similar pedestrian-oriented commercial and public uses (*generally similar to the current C-1-D district*) and civic uses. There have been suggestions that the city consider implementing CFA strategies significantly beyond what is minimally required (i.e. minimum densities of at least 20 d.u./acre and/or heights of 60 feet/five stories or more) and the Planning Commission and Council will ultimately need to carefully consider these options when selecting CFAs.

Advisory Committee Meetings & Climate Friendly Area Open House

A copy of the project's Public Involvement Plan has been included in your packets. To kick-off the next step in implementing the CFEC rules, preliminary discussions of the Climate Friendly Area adoption process have happened with the Council, Planning Commission, Historic Preservation Advisory Committee, Climate and Environment Policy Advisory Committee, Transportation Advisory Committee, and the Housing & Human Services Advisory Committee at their regular meetings in September. There was also a public open house on September 17th where staff and the consultant team explained the Climate Friendly Area adoption project, discussed general requirements and the specific potential CFAs, and answered questions from 25-30 attendees. An on-line survey to gather public input will also be available on the city's project website at <http://www.ashlandoregon.gov/climatefriendly>.

Once a code audit and market study have been completed and the recommendations from Advisory Committees and public input have been collected and incorporated into a draft ordinance, they will be presented to the Planning Commission and City Council at study sessions in October and November. Based on Planning Commission and Council input at these study sessions, final recommendations for CFA selection and ordinance adoption will be brought back to the Planning Commission and Council for public hearings and ordinance adoption, along with required walkability design standards updates, multi-modal gaps analyses, highway impacts studies and written findings. Part of the basis for the extension requested was to ensure that the items which proceed after final CFA selection, such as the gaps analyses, and the walkability standards, for which model standards are still being crafted at the state level, can be completed and adopted in a single cohesive package.

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Discussion Topics

The CFA project will remove density maximums and allow additional height within the designated CFA's and will require that cities allow single-use residential (i.e. apartments or townhomes) within the CFA's as long as they meet at least a minimum density of 15 dwelling units per acre. One issue raised during the open house last month was the need to require affordable housing within the CFAs. It should be noted that state law prevents cities from imposing affordable housing requirements except under very limited circumstances (i.e. with annexation or up-zoning requested by a developer) but the intent of these changes is to create additional capacity for housing within the designated CFAs and to develop these areas in a manner that would make it easier both to find housing near work in areas where the ability to walk, bike and use transit would make it easier to live without needing a car.

Any feedback from the Social Equity and Racial Justice Advisory Committee on housing or other issues with any of the CFAs would be greatly appreciated. Planning staff and the consultant team look forward to your discussion on September 26th!

Attachments

DLCD Overview of Climate Friendly Area Designations
Ashland's Final CFA Study (Approved)
Maps of Potential CFA Areas Studied

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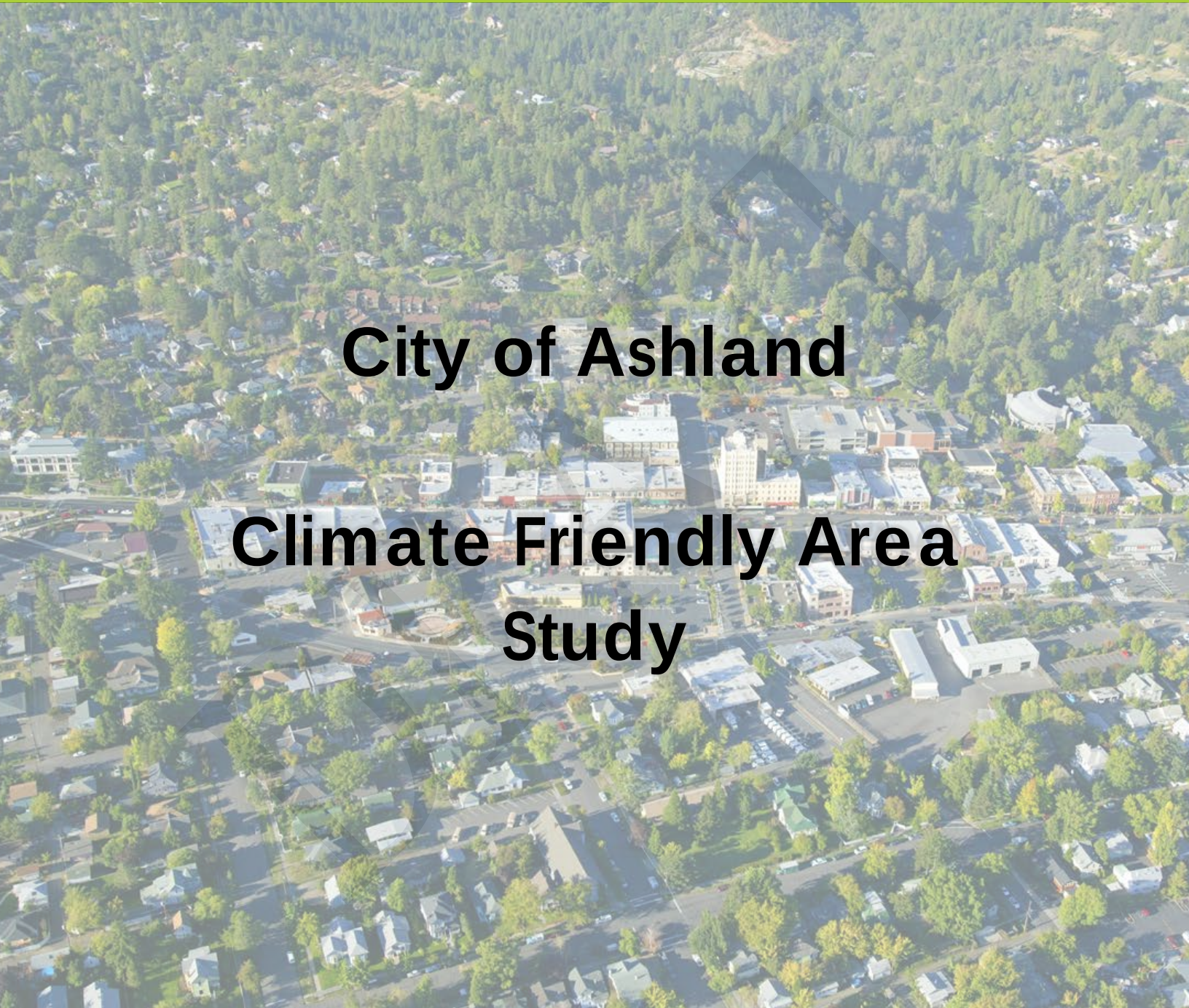
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City of Ashland

Climate Friendly Area Study

Produced by the Rogue Valley Council of Governments, in collaboration with the City of Ashland and 3J Consulting

2023

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Climate Friendly Area Project Staff

Brandon Goldman, Director of Community Development, City of Ashland

Derek Severson, Planning Manager, City of Ashland

James Schireman, Associate Land use Planner, RVCOG

Yazeed Alrashdi, Associate Transportation Planner, RVCOG

Anais Mathez, Project Manager, 3J Consulting

Scott Fregonese, Senior Project Manager, 3J Consulting



Disclaimer:

The following study analyzes CFA candidates within the City of Ashland and explores paths forward and potential scenarios should the city designate a Climate Friendly Area. By no means does this study alter the current zoning, land uses, or other development regulations governed by the City of Ashland.



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Chapter 1: Climate Friendly Area Regulations and Methodology Background

Introduction

Rogue Valley Council of Governments, in collaboration with the City of Ashland and the project consultant, 3J Consultant, is conducting a study of potential Climate Friendly Areas (CFA) in accordance with the Climate Friendly and Equitable Communities (CFEC) rulemaking (OAR 660-012-0310). The State rules were initiated by the Land Conservation and Development Commission (LCDC) in response to Governor Brown's Executive Order 20-04 directing state agencies to take urgent action to meet Oregon's climate pollution reduction targets. The rules encourage climate-friendly development by facilitating areas where residents, workers, and visitors can meet most of their daily needs without having to drive. A CFA aims to contain a variety of housing, jobs, businesses, and services. A CFA also supports alternative modes of transit by being in close proximity to high-quality pedestrian, bicycle, and transportation infrastructure.

Phase 1 of this project is the CFA study which identifies candidate CFAs and analyzes what zones are most aligned to the CFEC rules, and what adjustments to them would be required.

Phase 2 will encompass the actual designation of the Climate Friendly Areas under consideration, and the adoption of maps and ordinances necessary to implement the CFEC initiative. Cities may use CFA areas from the study or any other qualifying area.

Climate Friendly and Equitable Communities Rulemaking

The Climate-Friendly and Equitable Communities rulemaking is part of Oregon's longstanding effort to reduce pollution from the transportation system, especially greenhouse gases that are causing a change in climate and associated weather-related disruptions, including drought, wildfires, and warming temperatures with greater variation overall.

The rules encourage climate-friendly development in Climate-Friendly Areas (CFAs). Other provisions of the rulemaking call for new buildings to support the growing electric vehicle transformation, reduce or eliminate one-size-fits-all parking mandates, and increase local planning requirements to address critical gaps in our walking, biking, and transit networks. The rules ask communities to identify transportation projects needed to meet our climate goals.



Climate Friendly Areas Overview

A CFA is an area where residents, workers, and visitors can meet most of their daily needs without having to drive. They are urban mixed-use areas that contain, or are planned to contain, a greater mix and supply of housing, jobs, businesses, and services. These areas are served, or planned to be served, by high quality pedestrian, bicycle, and transit infrastructure to provide frequent, comfortable, and convenient connections to key destinations within the city and region. CFAs typically do not require large parking lots and are provided with abundant tree canopy.

A key component of Oregon's plan to meet our climate pollution reduction and equity goals is facilitating development of urban areas in which residents are less dependent on the single occupant vehicle. Before the automobile became common in American life, cities grew more efficiently, with a variety of uses in city centers and other areas that allowed for working, living, and shopping within a walkable or transit accessible area. Over the last 100 years, the automobile and planning practices have served to separate activities, creating greater inequities within cities and widespread dependence upon climate-polluting vehicles to meet daily needs. CFAs will help to reverse these negative trends, with some actions taking place in the short term, and others that will occur with development and redevelopment over time.

The rules require cities (and some urbanized county areas) with a population over 5,000, and that are located within Oregon's seven metropolitan areas outside of the Portland metropolitan area, to adopt regulations allowing walkable mixed-use development in defined areas within their urban growth boundaries. Associated requirements will ensure high quality pedestrian, bicycle, and transit infrastructure is available within these areas to provide convenient transportation options, and cities and counties will prioritize them for location of government offices and parks, open space, and similar amenities.

Implementation Timeline

The rules provide a two-phased process for local governments to first study potential CFAs, and then, in a second phase, to adopt development standards for the area, or areas, that are most promising.

Key CFA Study Dates:

- June 30, 2023 – CFA Study Funding Expires
- December 31, 2023 – CFA Studies Due
- December 31, 2024 – Adopt CFA land use standards and any map changes*

** Local governments may request an alternative date for the adoption of land use standards, as provided in OAR 660-012-0012(4)(c).*



Goals

The purpose of this study is to identify candidate CFA areas that meet the size and locational criteria required by OAR 660-012-0310(1). Relevant zoning codes will be reviewed, and suggestions will be made regarding any changes that are necessary to bring zoning codes into compliance with CFEC rules. It is the intention of the project management team that the candidate CFA selection prioritize community context reflecting the most feasible zoning code changes, little to no infrastructure investment, and alignment with citizen interests. The City of Ashland may move forward with the identified CFA area(s) into Phase 2, or they can use what they learned from the study to choose a new area or areas for adoption.

Methodology

The methodology was developed by the Department of Land Conservation and Development (DLCD) and was adapted to perform this CFA study. The Climate-Friendly Areas Methodology Guide goes over the steps to perform the CFA study. The study goes through each of the eight steps highlighted in the methodology guide, including locating and sizing CFA areas, evaluating existing code, identifying zoning changes, calculating CFA Capacity and equity analysis. While the technical analysis team was responsible for overseeing the steps reliant on GIS or analysis of the land use code, Step 1: Public Engagement Plan, was drafted and prepared by 3J Consulting.



The diagram above shows a workflow for conducting a CFA study. This is not the only order in which the Steps can be performed, but it is a recommended sequence for the purpose of clarity and efficiency.

To understand the context of the steps listed above, a summary of the rules, a CFA's purpose, and what requirements should exist or be adopted in CFA areas is necessary. According to DLCD, "a CFA is an area where residents, workers, and visitors can meet most of their daily needs without having to drive. They are urban mixed-use areas that contain, or are planned to contain, a greater mix and supply of housing, jobs, businesses, and services."

The following is a summary of the steps, rules, and regulations on the specifications of siting a CFA. The CFA designation process first requires a study of potential candidate areas, ultimately ending in an area(s) being designated as the City's Climate Friendly Area. This process, slated to conclude by December 2023, is known as phase 1. Phase 2: Adoption requires that cities implement the necessary changes to the land use code to make the zones within the proposed CFA compliant with state regulations, as provided in OAR 660-012-0310 through -0320.



Community Engagement Plan

This step is planned, drafted, and prepared by 3J Consulting, in coordination with city staff and the technical analysis team. While the Community Engagement deliverables are distinctly separate from the technical CFA Study, this study does take into account the community feedback from public meetings throughout the study phases.

Local governments must develop a community engagement plan for the designation of CFAs that includes a process to study potential CFA areas and to later adopt associated amendments to the comprehensive plan and zoning code following the provisions of OAR 660-012-0120 through -0130:

- Engagement and decision-making must be consistent with statewide planning goals and local plans
- Cities and counties must center the voices of underserved populations in all processes at all levels of decision-making, consider the effect on underserved populations, work to reduce historic and current inequities, and engage in additional outreach activities with underserved populations
- Cities and counties must identify federally recognized sovereign tribes whose ancestral lands include the planning area and engage with affected tribes

The community engagement plan must be consistent with the requirements for engagement-focused equity analysis in OAR 660-012-0135(3). Equity analysis is required for a variety of transportation planning actions under Division 12, including study and designation of CFAs. The purpose of an equity analysis is to identify potentially inequitable consequences or burdens of proposed projects and policies on impacted communities in order to improve outcomes for underserved populations.

The equity analysis must include robust public engagement, including a good-faith effort to:

- Engage with members of underserved populations to develop key outcomes, including reporting back information learned from the analysis and unresolved issues
- Gather qualitative and quantitative information from the community—including lived experience—on potential benefits and burdens on underserved populations
- Recognize where and how intersectional discrimination compounds disadvantages
- Analyze proposed changes for impacts on and alignment with desired key community outcomes and performance measures under OAR 660-012-0905
- Adopt strategies to create greater equity and minimize negative consequences
- Report back and share the information learned from the analysis and unresolved issues with people engaged



Locate and Size Candidate CFAs

Every potential CFA must follow the Climate Friendly and Equitable Communities (CFEC) rulemaking (OAR 660-012-0310) requirements in order to be properly located and sized. The rules regarding location for potential CFAs are universal for all cities.

The CFEC rules of OAR 660-012-0310 that must be followed in the CFA location process are:

- CFA locations must be able to support development consistent with the land use requirements of OAR 660-012-0320.
- CFAs must be located in existing or planned urban centers (including downtowns, neighborhood centers, transit-served corridors, or similar districts).
- CFAs must be served by (or planned to be served by) high quality pedestrian, bicycle, and transit services.
- CFAs may not be located in areas where development is prohibited.
- CFAs may be located outside city limits but within a UGB following OAR 660-012-0310 (e).
- CFAs must have a minimum width of 750 feet, including internal rights of way that may be unzoned.

While the allowed land uses and denser environment will largely influence the choice of a CFA, development feasibility is another important criterion to consider. The area chosen to be CFA should not have infrastructure problems or limitations that could prevent the development of Climate Friendly Areas. The infrastructure capacity of a candidate CFA will be discussed with city staff to determine if it is a sufficient choice or to move forward with another candidate area.

City population is the primary determinant regarding CFA size requirements. There are two categories for sizing a CFA: cities over 5,000 and cities over 10,000 in population. Ashland's population falls under the second option for cities with populations greater than 10,000. Cities with a population greater than 10,000 must designate a minimum of one CFA that accommodates 30% of their current and projected housing, the overall area being at least 25 acres in size. In addition, all CFAs must have a minimum width of 750 feet.



In discussing CFA requirements with city staff, the technical analysis team opted to utilize the prescriptive standards as written by DLCDC. The following table 1 shows the prescriptive standards requirements that must be incorporated in the development code, in accordance with the City's population.

Table 1. Prescriptive Standards

Population	Minimum Residential Density	Max Building Height
5,001-24,999	15 dwelling units/net acre	No less than 50 ft
25,000-49,999	20 dwelling units/net acre	No less than 60 ft
50,000 or more	25 dwelling units/net acre	No less than 85 ft

Because the city of Ashland falls within the 5,001 – 24,999 category, phase 2 will require adoption of rules for a minimum residential density of 15 dwelling units/net acre and a maximum building height of no less than 50 ft in height.



Evaluate Existing Code

The land use requirements established in OAR 660-012-0320, as shown below, are pivotal in determining how much a base zone already aligns with CFA requirements.

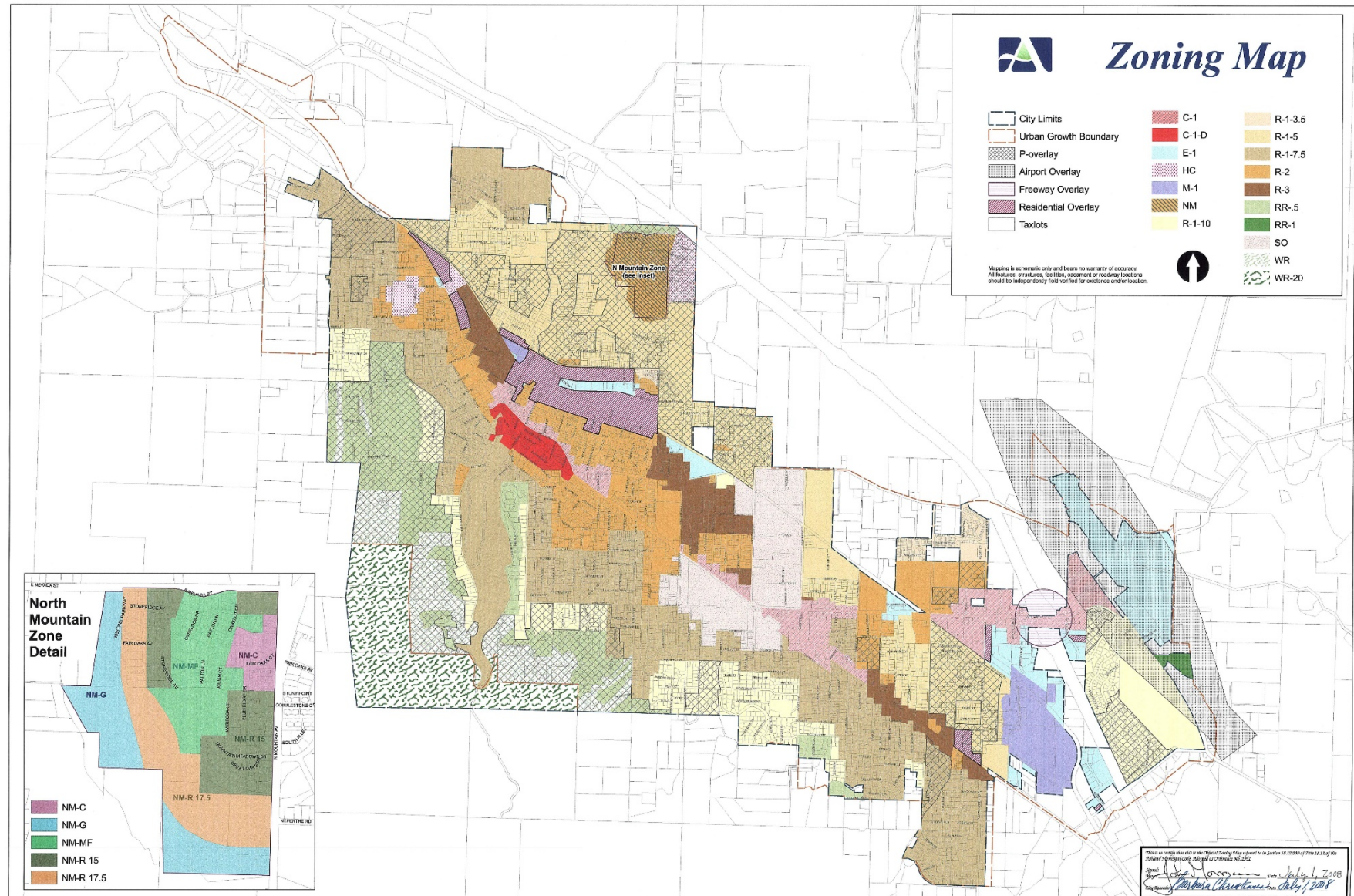
Land Use Requirement for CFAs:

- Development regulations for a CFA shall allow single-use and mixed-use development within individual buildings or on development sites, including the following **outright permitted uses**:
 - Multifamily Residential
 - Attached Single-Family Residential
 - Other Building Types that comply with minimum density requirements
 - Office-type uses
 - Non-auto dependent retail, services, and other commercial uses
 - Child Care, schools, and other public uses
- Maximum density limitations must be prohibited
- Maximum block length standards must apply depending on acreage of site
- Local governments shall establish maximum block length standards as follows:
 - Development sites < 5.5 acres: maximum block length = 500 feet or less
 - Development sites > 5.5 acres: maximum block length = 350 feet or less
- Local governments shall prioritize locating government facilities that provide direct service to the public within climate-friendly areas and shall prioritize locating parks, open space, plazas, and similar public amenities in or near climate-friendly areas that do not contain sufficient parks, open space, plazas, or similar public amenities.
- Streetscape requirements in CFAs shall include street trees and other landscaping, where feasible.
- Local governments shall adopt policies and regulations in CFAs that implement the following:
 - Transportation review process in OAR 660-012-0325
 - Land use requirements in OAR 660-012-0330
 - Parking requirements in OAR 660-012-0435
 - Bicycle parking requirements in OAR 660-012-0630
- Local governments may choose to **either** adopt density minimums and height maximums (Option A – Prescriptive Standards) **or** adopt alternative development regulations to meet performance standards (Option B – Outcome-Oriented Standards)

The following map 1 is the city's zoning map, and helps convey where zones are located throughout the city of Ashland.

Map 1. City of Ashland Zoning Map

Available as an interactive map online at gis.ashland.or.us/planning/





Identify Zoning Changes

Zoning in CFAs may need to change if the existing zoning does not meet the land use requirements in OAR 660-012-0320. During phase 1 of the study, cities do not need to adopt the land use requirements, but evaluation of necessary land use reforms may influence a base zone's viability of being a potential CFA candidate. Essentially, an existing zone that meets a large proportion of the CFA criteria will likely feature the characteristics that define climate friendly areas, while zones that require intense reform may not incentivize development due to lack of compatible land uses or alternative transit infrastructure.

During the adoption phase, slated to occur in 2024, local governments will have to make and adopt all necessary zoning changes and will need to provide DLCDD with documentation that all adopted and applicable land use requirements for CFAs are consistent with OAR 660-012-0320.

Calculate CFA Capacity

The proposed CFA(s) must meet the residential housing capacity threshold expressed in OAR 660-012-0315(1). The target threshold to meet is at least 30% of current and projected housing needs citywide. The total number of units necessary to meet all current and projected housing needs is derived from the most recent adopted and acknowledged housing capacity analysis (HCA; also known as a housing needs analysis or HNA) as follows:

$$\begin{aligned} &\textbf{\textit{Total number of units needed citywide}} \\ &= \\ &\quad \textbf{\textit{current number of existing units}} \\ &+ \\ &\quad \textbf{\textit{projected number of units to meet future needs}} \end{aligned}$$

After calculating the Total Units Needed, the technical analysis team proceeded to calculate the potential housing unit capacity of the proposed CFA site. The following page goes over the equation that will be used to calculate the Housing Unit Capacity.



Calculate Housing Unit Capacity

The following method was adapted from DLCD's Climate-Friendly Areas methodology guide. The calculation follows the prescriptive path requirements as described in the methodology guide. Total Housing Unit Capacity in the CFA is estimated using the following variables:

1. The Net Developable Area in sq. ft. (a)
2. The maximum number of building floors (f)
3. The assumed percentage of residential use (r)
4. The average size of a housing unit in sq. ft. (s)

Using these, the housing unit capacity (U) in any part of a CFA can be given by a simple formula:

$$\text{Housing Unit Capacity (U)} = \frac{(\text{Net Developable Area} * \text{Maximum floors} * \text{Resident use percentage})}{\text{Average Housing Unit}}$$

Note: In the above formula, the results are rounded up to the nearest integer.

The values to use for Assumed Percentage of Residential Use (r) and Average Size of a Housing Unit (s) are given in the rules. Net Developable Area and Maximum Building Floor factors in the above calculation require some additional sub-calculations. Each uniquely zoned area of the CFA will have its own calculations of these factors and the above housing unit formula. Then they are summed for the CFA to give the total Housing Unit Capacity.



Equity Analysis

Local governments must determine if rezoning the potential CFA would be likely to displace residents who are members of state and federal protected classes and identify actions to mitigate or avoid potential displacement.

The CFA Study must include plans for achieving fair and equitable housing outcomes within CFAs following the provisions in OAR 660-008-0050(4)(a)-(f). CFA studies must include a description of how cities will address each of the following factors:

- Location of Housing: How the city is striving to meet statewide greenhouse gas emission reduction goals by creating compact, mixed-use neighborhoods available to members of state and federal protected classes.
- Fair Housing: How the city is affirmatively furthering fair housing for all state and federal protected classes.
- Housing Choice: How the city is facilitating access to housing choice for communities of color, low-income communities, people with disabilities, and other state and federal protected classes.
- Housing Options for residents Experiencing Homelessness: How the city is advocating for and enabling the provision of housing options for residents experiencing homelessness and how the city is partnering with other organizations to promote services that are needed to create permanent supportive housing and other housing options for residents experiencing homelessness.
- Affordable Homeownership and affordable Rental Housing: How the city is supporting and creating opportunities to encourage the production of affordable rental housing and the opportunity for wealth creation via homeownership, primarily for state and federal protected classes that have been disproportionately impacted by past housing policies.
- Gentrification, Displacement, AND Housing Stability: How the city is increasing housing stability for residents and mitigating the impacts of gentrification, as well as the economic and physical displacement of existing residents resulting from investment or redevelopment.

Please note, the equity analysis was performed with the guidance of DLCD's [Anti-Displacement and Gentrification Toolkit](#). The Toolkit provides an in-depth resource for local government to address racial and ethnic equity in housing production, including a list of strategies to mitigate the impacts of gentrification and displacement. The toolkit helps and guides local governments to establishing a framework for creating housing production strategies with a particular focus on the unintended consequences of those strategies.



Chapter 2: Candidate Climate Friendly Area Analysis

This section reviews the analysis components that were performed to derive the results of the study. The technical analysis team began with initial candidate location suggestions from City Staff, then calculated the housing capacity of the proposed CFAs boundary, and readjusting the CFAs size as needed to accommodate the housing unit capacity.

The zoning analysis focuses on the land use requirements in OAR 660-012-0320 and compares them with the city codes to find suitable zones that are fully or partially compliant with the CFA land use requirements. The zoning analysis informs the team of the land use compatibility of the proposed CFAs. Zoning analysis and identifying zoning changes go hand-in-hand. If existing development standards do not meet CFA requirements, then identify the necessary changes to the specific zones and how to bring them into compliance with the land use requirements or OAR 660-012-0320.

The GIS analysis helps determine the status of transportation infrastructure that is within or around the proposed CFA and whether the proposed area satisfies the transportation connectivity aspect of the regulations. A CFA site must be served by, or planned to be served by, high quality pedestrian, bicycle, and transit services according to OAR 660-012-0310.

Capacity analysis determines whether the potential CFA, or a combination of CFAs, can accommodate 30% of citywide current and projected housing need. If identified CFA candidate area(s) are not sufficient to accommodate at least 30% of housing need, resizing the proposed CFA area or identifying additional candidate CFA areas must be performed.

Equity analysis must determine if rezoning the potential CFA would be likely to displace residents who are members of state and federal protected classes and identify actions to mitigate or avoid potential displacement. Chapter 2 of this study includes plans for achieving fair and equitable housing outcomes within CFAs following the provisions in OAR 660-008-0050.

Overall, the analysis steps are intertwined with each other. Locating a CFA candidate, calculating Housing Needs, Zoning analysis, GIS analysis, Capacity analysis are the steps to designate the appropriate CFA area within the city.

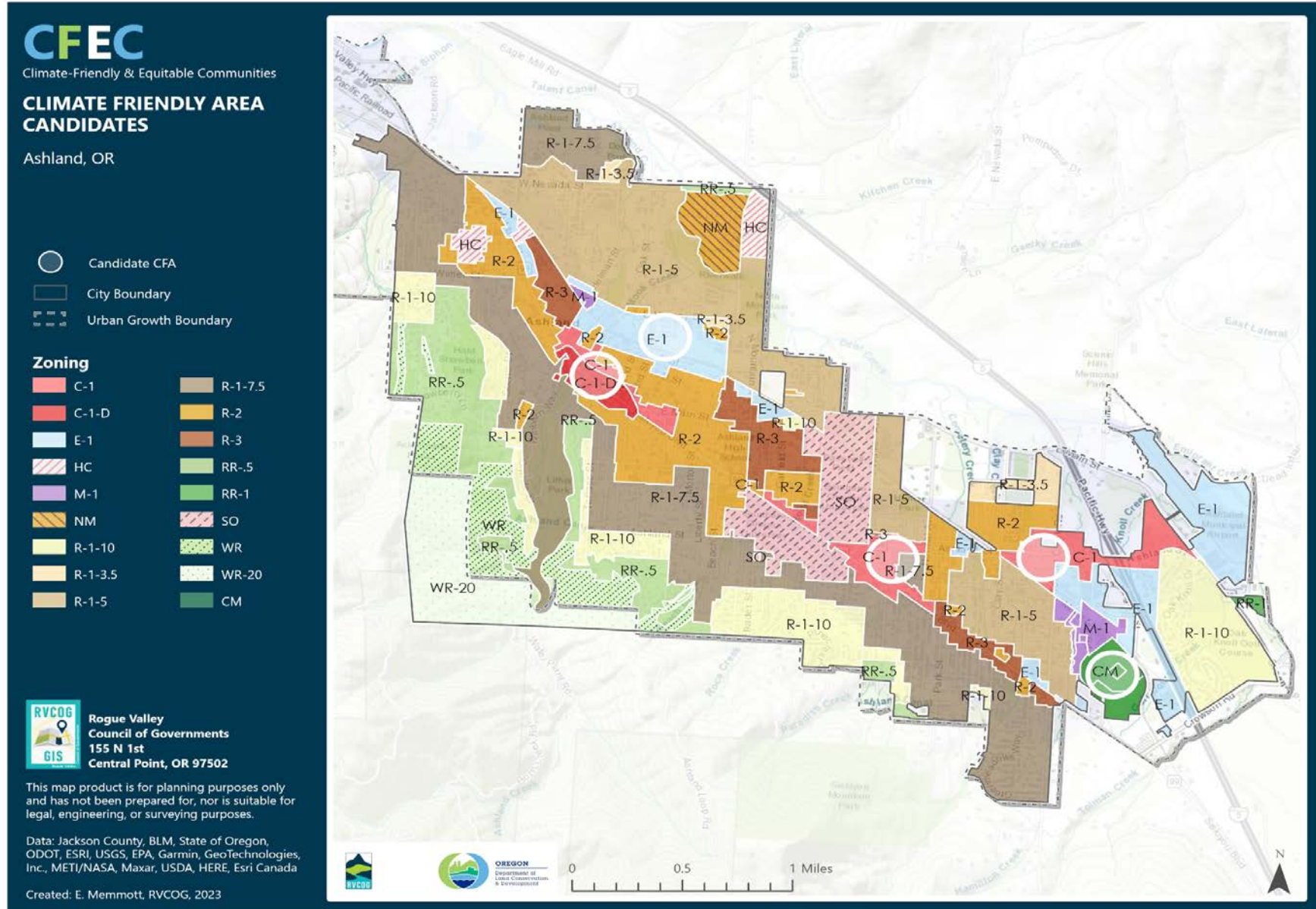


Locate and Size Candidate CFAs

City Guidance

City staff have highlighted several priority CFA candidates, shown in Map 2 below. Staff selected these areas not only for their designated zoning's alignment to the CFA requirements, but also factored in development potential. The Croman Mill and Railroad Property sites are largely undeveloped and present strong cases for rapid CFA-related changes. The Transit Triangle is one of the priority CFA options within the city and has the potential to be improved through redevelopment and development of vacant properties. The prior approval of the Transit Triangle code amendments are largely compatible with CFA, as such this transit served area has considerable redevelopment potential supporting the CFA goals. Conversely, the Downtown area is largely built out, is a National Register Historic District, indicating barriers to potential redevelopment. However, the current built environment is similar to what is expected of CFAs and the C1-D (downtown Commercial) zone could be adapted to comply with CFA guidelines with little trouble and may serve as useful tracts for CFA expansion in the future.

Map 2. CFA Candidates





Calculate Housing Units Needed

As outlined in the methodology guide, the proposed CFA(s) must meet the residential housing capacity threshold expressed in OAR 660-012-0315(1). The threshold to meet is that the cumulative capacity of the CFA(s) is at least 30% of current and projected housing needs citywide. And this is derived by the following formula:

$$\begin{aligned} &\textbf{\textit{Total number of units needed citywide}} \\ &= \\ &\textbf{\textit{current number of existing units}} \\ &+ \\ &\textbf{\textit{projected number of units to meet future needs}} \end{aligned}$$

The most recent Housing Capacity Analysis for the City of Ashland was published in May of 2021 and projects housing needs and trends out to 2041. This analysis estimates there are currently 10,705 dwellings in the city, with a projected need of 858 units more by 2041.

$$\textbf{\textit{10,705 + 858 = 11,563 projected housing units needed by 2041}}$$

Based on these estimates, the city of Ashland will need to locate and size CFA(s) that encapsulate 30% of 11,563 dwellings, or **3,469** units.



Zoning Analysis

Zoning Code Review

Existing zoning codes were compared to the CFA requirements to identify those zones that are most closely aligned with CFEC rules. Shown in Table 2 below, zones were scored for each criterion with 2 points for full compliance, 1 point for conditional or mixed compliance. Zones also earned 1 additional point for having 40-foot building height maximums, while zones that have 35-foot maximums earned no additional points. Green cells are those in compliance. Yellow cells are those that have partial or conditional compliance or are closer to the 50-foot building height maximum, and overall are closer to compliance than other options.

Any zone can be adjusted to be made CFEC-compliant, so CFAs are possible anywhere in the city, but those zones that would take more legislative changes and create more dramatic changes to the built environment relative to what is currently in the area are not prioritized.

The Croman Mill site was master planned in 2008 and this document includes several subzones that are analyzed in Table 3. Much of the area is currently planned for non-residential uses, but City staff have informed the RVCOG team that the property owner is presently working with a developer, TownMakers LLC, to re-envision the area and propose major plan amendments which would newly incorporate residential development throughout the area. While each subzone was scored individually, for the purpose of analyzing prospective zoning changes the entire site has been attributed the attributes and scores of the Mixed-Use subzone.

The Transit Triangle Overlay was also analyzed for its impact on relevant base zones and their CFA suitability.

Overall, the scoring matrix indicates the suitability of the zones regarding the land use requirements. However, the scores are only the first step of the analysis and the results they produce are only one factor among several that the study analyzes. Therefore, a high scoring zone alone does not determine a CFA candidate area. The location of the zones and surrounding transportation infrastructure must be factored in the 2nd step of the study.



Table 2. Zoning Code Analysis

Y - Yes, Permitted Outright C - Conditional M - Mixed N - Not Permitted N/A - Not Applicable	Scoring Matrix Y = 2 C/M = 1 N = 0 40 ft = 1 35 ft = 0	Residential						Commercial			Industrial
		Single Family	Suburban	Low Density MF	High Density MF	Rural	Woodland	Commercial	Downtown	Employment	Industrial
		R-1	R-1-3.5	R-2	R-3	RR	WR	C-1	C-1-D	E-1	M-1
Single Use		Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
Mixed Use		N	N	N	N	N	N	Y	Y	Y	N
Multi-Family		N	Y	Y	Y	N	N	C	C	C	N
Single -Family Attached		C	C	C	C	C	C	C	C	C	N
Office		N	N	C	C	N	N	Y	Y	Y	Y
Non-Auto Retail/Services/Commercial		N	N	C	N	N	N	Y	Y	C	C
Childcare		C	C	C	C	C	C	Y	Y	Y	Y
Schools		C	C	C	C	C	C	N	N	N	N
Other Public Uses		N	N	N	N	N	N	M	M	Y	Y
Government Facilities		C	C	N	N	C	C	Y	Y	Y	Y
Parks, Open Space, and Other Similar		Y	Y	Y	Y	Y	Y	N	N	N	N
Maximum Block Length		Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
Density Minimum (15 Dwelling Units/Acre)		N	N	N	Y	N	N	N	N	N	N
Density Maximums Prohibited		N	N	N	N	N	N	N	N	N	N
Maximum Building Height (>= 50ft)		N	N	N	C	N	N	C	C	C	N
Maximum Building Height		35	35	35	35	35	35	40	40	40	40
Score		10	12	13	15	10	10	20	20	19	14



Table 3. Croman Mill Zoning Analysis

Y - Yes, Permitted Outright C - Conditional M - Mixed N - Not Permitted N/A - Not Applicable	Scoring Matrix Y = 2 C/M = 1 N = 0 40 ft = 1 35 ft = 0	Neighborhood Center	Mixed Use	Office/ Employment	Compatible Industrial	Open Space
		NC	MU	OE	CI	OS
Single Use		Y	Y	N	N	N
Mixed Use		Y	Y	N	N	N
Multi-Family		Y	Y	N	N	N
Single -Family Attached		Y	Y	N	N	N
Office		N	Y	Y	Y	N
Non-Auto Retail/Services/Commercial		Y	M	M	M	N
Childcare		Y	Y	Y	Y	N
Schools		C	C	C	C	N
Other Public Uses		Y	Y	Y	Y	Y
Government Facilities		Y	C	C	C	Y
Parks, Open Space, and Other Similar		N	N	N	N	Y
Maximum Block Length		Y	Y	Y	Y	Y
Density Minimum (15 Dwelling Units/Acre)		N	N	N	N	N
Density Maximums Prohibited		N	N	N	N	N
Maximum Building Height (>= 50ft)		Y	Y	Y	Y	N
Maximum Building Height		50	50	75	75	N/A
Score		21	21	13	13	8

Observations:

- Single- and mixed -uses are permitted outright in all zones, but single use multi-family residential is only available in higher density residential zones
- Government facilities, parks, open space, plazas, and similar public amenities vary throughout, but are generally more available in the Commercial zones
- Maximum block length applies to all zones except C-1 and C-1-D
- Most zones permit a portion of the required outright permitted uses (multifamily and single family attached residential, office uses, non-auto dependent retail/services/commercial, childcare, schools, and other public uses), but no zones permit all of them outright
- The more greens and yellows, the more CFA-ready a zone is with less modification.
- The Croman Mill District has the most qualifications for a CFA

Identify Zoning Changes

Zones were evaluated in more depth to determine the specific changes that are needed to bring them into compliance with CFEC rules. The purpose of the initial zoning code evaluation was to identify those zones that are the most CFA-ready, as a way to ensure that CFA-related changes occur where they will fit well within the existing built environment and simplify the City's process of updating zoning codes.

CFA Compatible Zones

Croman Mill (CM)	
Single Use	Y
Mixed Use	Y
Multi-Family	Y
Single -Family Attached	Y
Office	Y
Non-Auto Retail/Services/Commercial	M
Childcare	Y
Schools	C
Other Public Uses	Y
Government Facilities	C
Parks, Open Space, and Other Similar	N
Maximum Block Length	Y
Density Minimum (15 Dwelling Units/Acre)	N
Density Maximums Prohibited	N
Maximum Building Height (≥ 50 ft)	Y
Maximum Building Height	50
Score	21

Croman Mill District

The CM District Mixed Use Zone (CM-MU) is close to CFA-compliance. It permits outright all residential uses and already meets the building height maximum requirement.

To be in line with CFA rules, the CM-MU zone would need to be expanded to the entire site and must permit outright non-auto retail/service/commercial, schools, and civic uses. Parks and open space must be allowed, density minimums of 15 du/acre or more enforced, and density maximums prohibited.

Residential – High Density

Residential - High Density (R-3)	
Single Use	Y
Mixed Use	Y
Multi-Family	Y
Single -Family Attached	C
Office	C
Non-Auto Retail/Services/Commercial	N
Childcare	C
Schools	M
Other Public Uses	N
Government Facilities	N
Parks, Open Space, and Other Similar	Y
Maximum Block Length	Y
Density Minimum (15 Dwelling Units/Acre)	M
Density Maximums Prohibited	N
Maximum Building Height (≥ 50 ft)	C
Maximum Building Height	35
Score	16

The R-3 zone meets many of the CFA land use requirements, except for the 50 ft building height maximum and a portion of the permitted uses. To meet the CFEC requirements, the City of Ashland would have to adjust the currently permitted outright building height maximum from 35 ft (40 ft conditional) to 50 ft and change single-family attached, office uses, childcare, schools, and other public uses from conditional to permitted outright uses. An increase of residential density from 13.5 dwellings per acre would need to be changed to a minimum density of 15 du/acre with no maximum residential density. Non-auto dependent retail/services/commercial and civic uses must be permitted, and density maximums must be prohibited.

Commercial Downtown – Central Business District

Commercial - Central Business District (C-1-D)	
Single Use	Y
Mixed Use	Y
Multi-Family	C
Single -Family Attached	C
Office	C
Non-Auto Retail/Services/Commercial	Y
Childcare	Y
Schools	N
Other Public Uses	M
Government Facilities	Y
Parks, Open Space, and Other Similar	N
Maximum Block Length	N
Density Minimum (15 Dwelling Units/Acre)	N
Density Maximums Prohibited	N
Maximum Building Height (≥ 50 ft)	C
Maximum Building Height	40
Score	15

The Downtown Commercial District is Ashland's Central Business District (CBD), and is the city's nexus for employment, services, and transportation. It is more suitable as a CFA than most other zones because it already has conditional building height maximums of 55 ft and permits mixed uses, government facilities, parks, open space, and other similar public amenities outright. The residential density is currently 60 dwellings per acre, yet there are no minimum density requirements. To meet the full CFA requirements in this area, Ashland would need to mandate a minimum density of at least 15 dwelling units/acre, remove the density maximum, and permit outright building heights of 50 feet or more.

Commercial - Employment

Commercial - Employment (E-1)	
Single Use	Y
Mixed Use	Y
Multi-Family	C
Single -Family Attached	C
Office	C
Non-Auto Retail/Services/Commercial	C
Childcare	Y
Schools	M
Other Public Uses	Y
Government Facilities	Y
Parks, Open Space, and Other Similar	N
Maximum Block Length	Y
Density Minimum (15 Dwelling Units/Acre)	N
Density Maximums Prohibited	N
Maximum Building Height (≥ 50 ft)	C
Maximum Building Height	40
Score	18

The E-1 zone allows for a significant cross section of CFA requirements, but there are several uses like multi-family and single-family attached residential, and schools that would need to be permitted outright to qualify as a CFA. Within a designated CFA, parks and open space also need to be allowed, residential density minimums established, and density maximums prohibited. Like other Ashland zones, building height maximums would also need to be raised from a 40' height to 50'. E-1 zoned properties are also included within the Transit Triangle Overlay, which is discussed later in the document.



Other Residential Zones (R-1, R-1-3.5, R-2, RR, WR)

The lower-density residential zones share a lot in common with each other. They allow single- and mixed-uses and parks. They all partially or conditionally allow single-family attached, childcare, and schools. All except for R-2 do not currently allow office or non-auto retail/service/commercial uses. With the exception of R-2, these lower-density residential zones do not have density minimums except when brought into the City through annexation or as a zone change. The R-2 zone requires a minimum density of 80% the base density. These residential zones have maximum building heights of 35 ft.

Despite their low scores in our analysis, like all zones, these can be made compliant with CFEC rules with certain changes. All office, non-auto retail/service/commercial, childcare, schools, and civic uses would need to be permitted outright making these areas similar to Ashland's commercial zones. To be designated as qualified CFAs density minimums of 15 dwelling units per acres would need to be established and enforced density maximums must be prohibited and building height maximums would have to be raised to a minimum of 50 ft.

Other Commercial and Industrial Zones (C-1, M-1)

C-1 and M-1 zones both score very well in our analysis, but there are other factors that have left them as lower priorities. C-1 scored essentially the same as C-1-D and it would need the same changes to become CFA-ready. The C-1-D receives preference because it encompasses the part of the city with the highest density of jobs and built housing potential, but the adjacent C-1 areas would make good candidates to expand the CFA geographically if needed. C-1 also features prominently in the Transit Triangle Overlay, which is discussed in the next section.

The M-1 zone scored fairly well in our analysis, but it is not prioritized because industrial uses are not as easily relocated as other uses and the goal of the CFA project is to avoid creating undue burdens on the local economy. Additionally, industrial uses do not coexist with residential uses the same way that commercial uses do. That being said, if a portion of the M-1 zone is required to form the ideal CFA form, non-auto retail/services/commercial and schools will need to be permitted outright. Multi-family and single-family attached residential must be permitted along with parks and open space. Density minimums of 15 dwelling units or more must be created and building height maximums need to be raised to 50 ft. Density maximums would have to be prohibited, as well.



Y - Yes, Permitted Outright C - Conditional M - Mixed N - Not Permitted N/A - Not Applicable	Scoring Matrix Y = 2 C/M = 1 N = 0 40 ft = 1 35 ft = 0	Transit Triangle			
		Base Zones			
		Commercial	Employment	Low Density Residential	High Density Residential
		C-1	E-1	R-2	R-3
Single Use		Y	Y	Y	Y
Mixed Use		Y	Y	Y	Y
Multi-Family		M	M	M	M
Single -Family Attached		C	C	C	C
Office		C	C	Y	Y
Non-Auto Retail/Services/Commercial		Y	C	C	N
Childcare		Y	Y	C	C
Schools		N	M	M	M
Other Public Uses		M	Y	N	N
Government Facilities		Y	Y	N	N
Parks, Open Space, and Other Similar		N	Y	Y	Y
Maximum Block Length		N	N	Y	Y
Density Minimum (15 Dwelling Units/Acre)		Y	Y	N	Y
Density Maximums Prohibited		N	N	N	N
Maximum Building Height (>= 50ft)		Y	Y	N	N
Maximum Building Height		50	50	40	40
Score		18	21	15	16

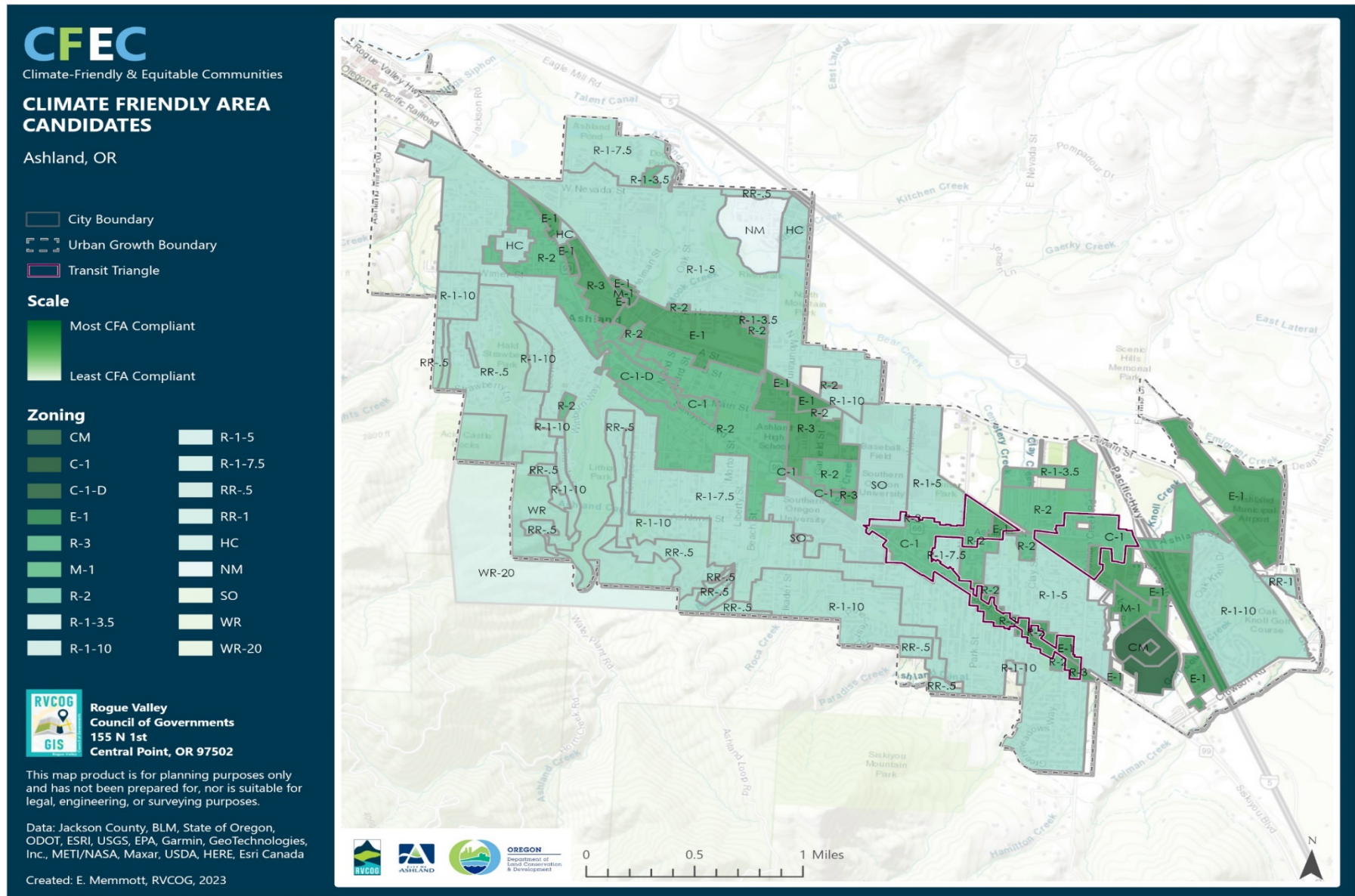
Transit Triangle Overlay

Table 4.
Transit Triangle Zoning Analysis

The Transit Triangle Overlay (TTO) is intended to diversify the mix of housing and business types along major transit routes. Table 4 above shows that the overlay enhances the C-1 and E-1 zones within the TTO and significantly improves their scores in our analysis. However, for the TTO, multi-family residential uses are permitted only for rental and not for purchase. The main improvements to the C-1 and E-1 zones are the increased building height maximums, density minimums, and parks/open space. Within the TTO, the C-1 and E-1 zones have excellent scores and are some of the best candidate areas for CFA locations.

Map 3 on page 29 showcases the zones illustrates which best fit the CFA requirements. No zones are currently in compliance with CFEC rules, but Tables 2 and 3 show that the Croman Mill, Residential – High Density (RHD), and Commercial – Central Business District (CBD) zones stand out as being the closest. Small changes to permitted uses and the building height maximum would bring most into compliance.

Map 3. Zoning Analysis





CFA Capacity Calculation

Candidate CFA locations have been identified and prioritized, and this step evaluates each area's housing capacity. If the proposed CFA's boundaries do not encompass 30% or more of current and future dwellings, there will be a need for boundaries to be adjusted or the creation one or more additional CFAs. Additional CFA candidates that have been identified will be considered first for CFA expansion if need be and the evaluation process will begin at Step 2 for these sites.

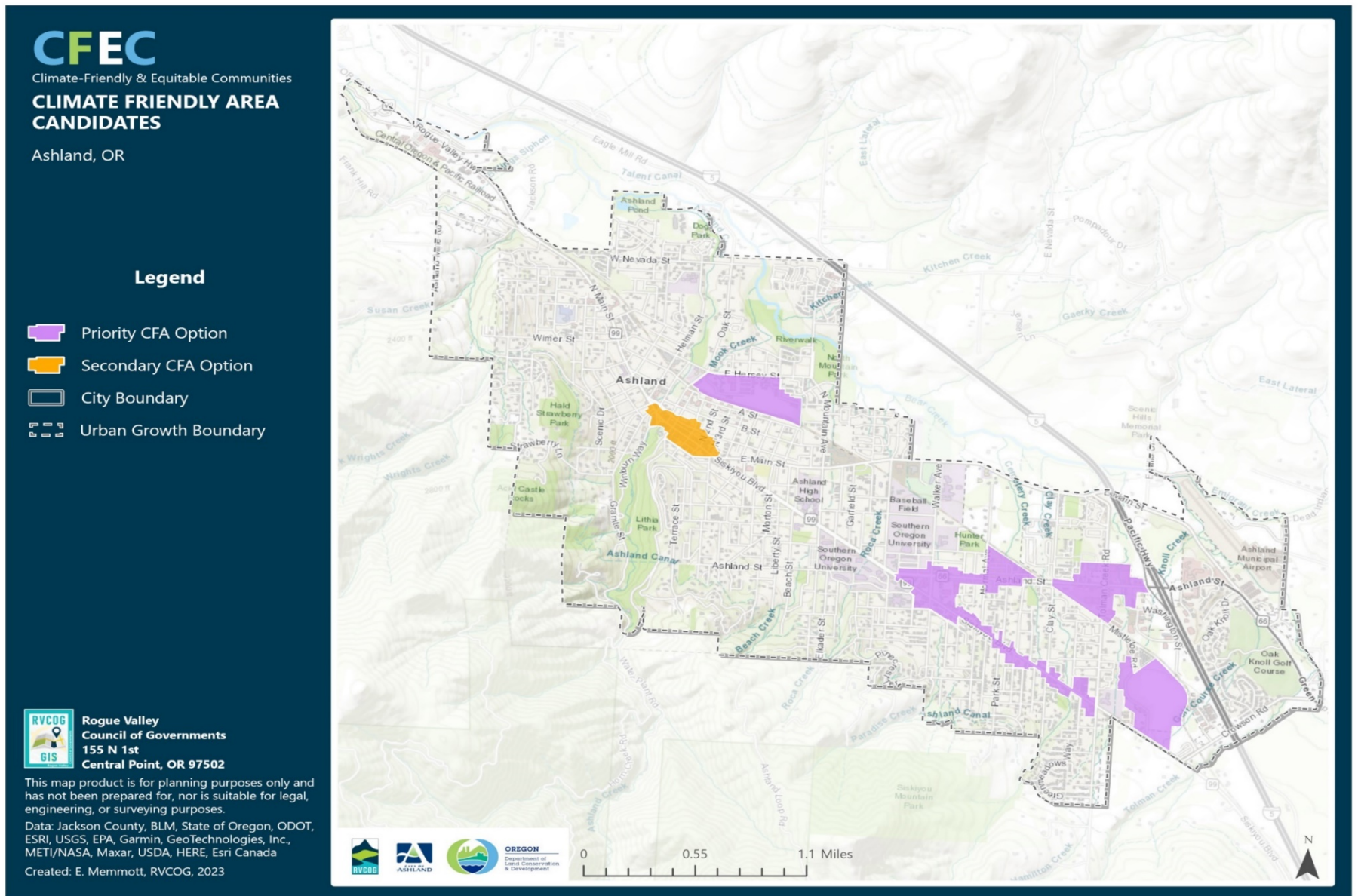
City Guidance

City staff have highlighted several priority CFA candidates, shown in Map 4 below. Staff selected these areas not only for their designated zoning's alignment to the CFA requirements, but also factored in development potential as an additional factor. The Croman Mill and Railroad Property sites are largely undeveloped and present strong cases for rapid CFA-related changes. The Transit Triangle is one of the priority CFA options within the city and do have the potential to be improved within the existing uses and make it more compatible as CFA requirement and it could look like a secondary downtown. Conversely, the Downtown area is largely built out, indicating a barrier to potential redevelopment. However, the current built environment is similar to what is expected of CFAs and could be adapted to CFA guidelines with little trouble and may serve as useful tracts for CFA expansion in the future.

City staff have highlighted several priority CFA candidates, shown in Map 4 below. Staff's selections were made based not only on how well the designated zoning aligns with CFA requirements but also considering the potential for development. Among these areas, the Croman Mill and Railroad Property sites stand out due to their underdeveloped nature, making them suitable for rapid CFA-related changes. Another noteworthy candidate area is the Transit Triangle Overlay, which holds a prime position among the CFA options within the city. There is potential to enhance this area while maintaining its existing uses, thereby making it more compatible with CFA requirements.

In contrast, the historic Downtown area is already extensively developed, posing a challenge for potential redevelopment. Despite this, its current built environment closely resembles what is envisioned for CFAs. With some adjustments, it could be brought in line with CFA guidelines without significant difficulty. As such, it could serve as a valuable location for potential CFA expansion in the future.

Map 4. Priority CFA Candidates



Croman Mill

The Croman Mill site is approximately 92 Acres in the southeastern corner of the city (Image 1). It is served by Siskiyou Blvd. at the south end and Mistletoe Rd. in the north. A master plan for the site was adopted in 2008, but development has yet to occur (Image 2). The plan calls for office and industrial uses for most of the site. Also, there is residential center and mixed-use zones allowed within the Croman Mill site.

The Croman Mill site is viewed as an excellent CFA location due to its redevelopment potential, large size, and proximity to quality transit service and bicycle and pedestrian infrastructure.

Railroad Property

The Railroad Property site is 57 Acres in the center of the city, just a few blocks north of downtown (Image 3). The site rests between the rail line and E Hersey St. The northern half of the site is developed with commercial, and employment uses, but the majority of the southern portion of the site is undeveloped.

The 2001 master plan for the site shows a pedestrian-focused mixed-use area intermingled with civic uses adjacent to the existing northern commercial area enhanced with new local streets connecting to E Hersey St (Image 4).

Image 1 - Croman Mill

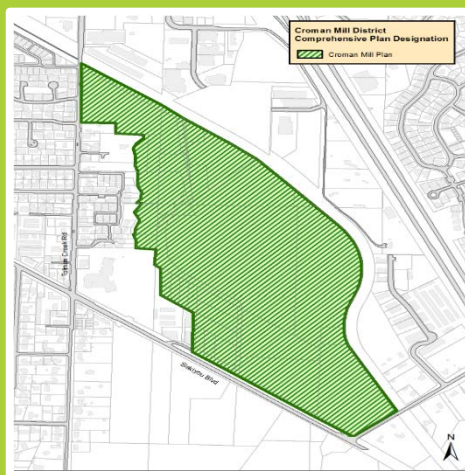


Image 2 - Croman Mill Planned Zones

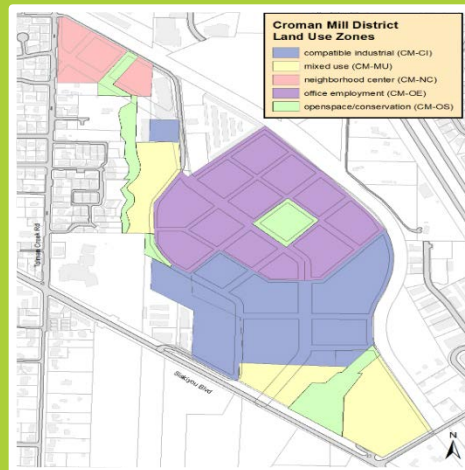
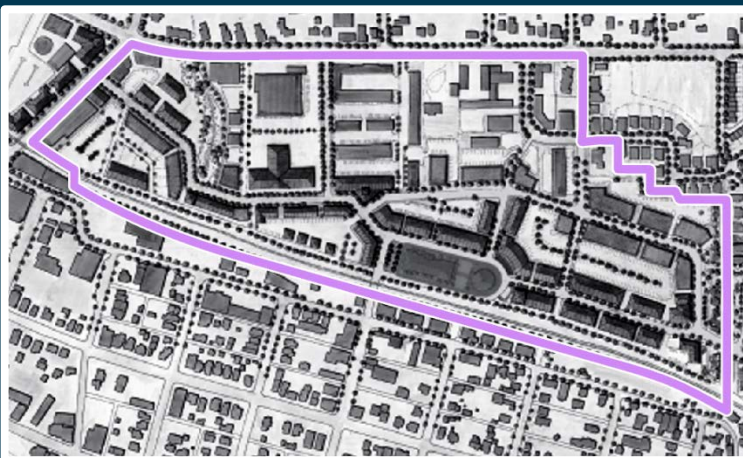


Image 3 - Railroad Property



Image 4 - Railroad Property Master Plan



Transit Triangle Overlay

The Transit Triangle is intended to facilitate a mix of housing types and businesses along major transit corridors on Siskiyou Blvd., Ashland St., and Tolman Creek Rd. The goal is to create an environment that is friendly to walking, biking, and using transit. The Transit Triangle, as written, is close to meeting CFA requirements and as a result it is considered one of the priority CFA options the city can consider. The Transit Triangle has an area of 167 acres and that area could theoretically have a considerable additional housing capacity.

Downtown

The downtown area closely resembles the vision of what a CFA can look like when it has reached maturity and there would be few adjustments needed to make it CFA-compliant. However, it is almost completely built out and there have been very few new construction projects in the area over the last 20 years.

However, the community has expressed interest in implementing CFA strategies significantly beyond what is minimally required, and the downtown area stands out as an obvious place to include in any expansion efforts.

Image 5 – Transit Triangle

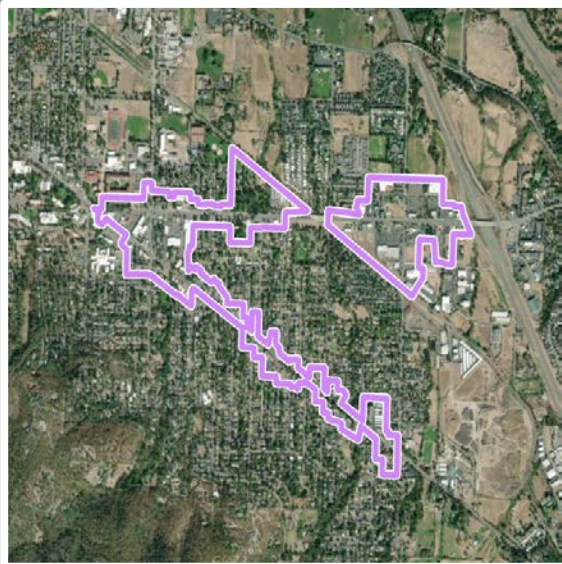


Image 6 – Downtown





Calculate Housing Unit Capacity

This method was adapted from the DLCD Climate-Friendly Areas Methods Guide. The calculation follows the prescriptive path described in the methods guide. Total Housing Unit Capacity in CFA is estimated using the following variables:

- The Net Developable Area in sq. ft. (a)
- The maximum number of building floors (f)
- The assumed percentage of residential use (r)
- The average size of a housing unit in sq. ft. (s)

Using these, the housing unit capacity (U) in any part of a CFA can be given by a simple formula:

$$\text{Housing Unit Capacity (U)} = \frac{(\text{Net Developable Area} * \text{Maximum floors} * \text{Resident use percentage})}{\text{Average Housing Unit}}$$

Note: In the above formula, the results are rounded to the nearest integer.

Net Developable Area and Maximum Building Floor factors in the above calculation requires some additional sub-calculations. The values to use for Assumed Percentage of Residential Use (r) and Average Size of a Housing Unit (s) are given in the rules.

Each uniquely zoned area of the CFA will have its own calculations of these factors and the above housing unit formula. Then they are summed for the CFA area to give the total Housing Unit Capacity.



Evaluation

Assumptions

Both the Croman Mill District and Railroad Property sites have significant development opportunities, and while they are master planned, specific lots have not been identified. Additionally, while ongoing master planning efforts are underway (Croman Mill District revisions), there are several changes being worked on at the moment that could significantly affect the layout of these sites, the details of which will not be available for some time. Therefore, it is prudent to use city standards to determine gross and net block areas. The Right-of-Way (ROW) set aside is 20%, as that is the DLCD standard. We use the street network plans when available to measure out the undevelopable area and subtract it from the overall area. The same standards will be applied for the Transit Triangle area to calculate the housing capacity of the site.

These calculations are based on the block level and do not count for interior lot setbacks. All sites are within 0.5 miles of a frequent transit corridor according to OAR 660-012-0440, and parking minimums cannot be mandated within this area. Values shown below may differ slightly from actual values due to rounding.

Note that 30% of projected needed housing for the city is **3,469**.

<i>Equations</i>			
Gross Block Area	=	Block Length x Block width	
Net Block Area	=	Gross Block Area – deductibles (ex. Alleys)	
Net Developable Area	=	Net Site Area – (Green space, ROW, Streets, etc.)	
Building Floors	=	(Building Height Max -10) / 10	
Housing Units	=	Net Site Area x Percent Residential Use x Floors / Avg. Housing Unit Size	
Units per Acre	=	Housing Units / Net Area	

<i>City Standards</i>			
Block Length			400 ft
Block Perimeter			1,600 ft
Gross Block Area	400 ft x 400 ft =	3.67 Acres:	160,000 sq. ft
Right-of-Way Set-Aside	(DLCD rule of thumb)		20%

<i>DLCD CFA Standards</i>	
Percent Residential Use	30%
Average Housing Unit Size	900 ft



Calculations

<i>Croman Mill</i>		
Site Area		92.69 Acres
Green Space		10.1 Acres
Street Network	<i>Approximately</i>	20 Acres
Net Developable Area	65 Acres:	2,821,010 sq. ft
Housing Units Capacity		5,142
Percentage from Needed Housing	<i>(Housing Unit Capacity/Needed Housing).</i>	148%
Units Per Acre		79

Croman Mil District Results

5,142 units is more than the Needed Housing Units the city will need to meet the CFA requirement of 30% of projected needed housing units, which is **3,469**. The Croman Mill site has the potential to host 28% more than the required 30% of projected needed housing units. Please note that this calculation accounts for the individual Housing Unit capacity of all the different planned land use zones, mainly because different zones allow for different building heights, within the Croman Mill site .

The cumulative housing unit capacity across the site results in a total of 5,142 dwellings. Despite this capacity based on maximum building size, minimum unit size, and maximum lot coverage, City Staff anticipates that the more realistic development scenario would be closer to the minimum residential density of 15 dwellings per acre, rather than the maximum calculated feasibility of up to 80 units per acre. Thus, utilizing 15 units per acre across the 65 net developable acres of the Croman Mill District would lead to a more limited capacity of 975 dwellings. In assessing the designated CFA sites, City Staff would aim to ensure that the 3,469 dwelling units required within CFAs are achievable at the minimum residential density required, rather than the maximum density achievable.



<i>Transit Triangle Overlay</i>		
Site Area		162.89 Acres
Green Space	<i>Approximately</i>	7.51 Acres
R.O.W	<i>(DLCD Standard)</i>	20 %
Net Developable Area	148 Acres	6,447,752 sq. ft
Housing Units Capacity		7,524
Percentage from Needed Housing	<i>(Housing Unit Capacity/Needed Housing).</i>	217 %
Units Per Acre		52

Transit Triangle Overlay Results

The Transit Triangle overlay is capable of hosting around 7,524 units within it if developed in its entirety at the maximum allowable residential density afforded within a CFA. This site alone can meet and exceed the Projected Needed Housing for the city. Please note that this calculation accounts for the individual Housing Unit capacity of all the different planned land use zones, mainly because different zones allow for different building heights, within the Transit Triangle Overlay and

The sum of all the housing unit capacity for the site gives us 7,524 units based on maximum development capacity. However, the Southern Oregon University zone (SO) portion within the Transit Triangle Overlay is not accounted for in the calculations of the housing unit capacity. That zone is being governed by the Southern Oregon University Masterplan. To avoid further complicating overlapping zones and overlays, the SO zone is excluded from the CFA. City Staff have further determined a revised residential density for the Transit Triangle Area, exclusive of the SO zone, based on the scenario where the area is developed at the CFA minimum residential density of 15 dwelling units per acre. This calculation results in an estimated total of 2,220 dwelling units.



<i>Railroad Property</i>			
Site Area			57.27 Acres
Green Space	<i>Approximately</i>		6.41 Acres
Street Network	<i>Approximately</i>		12.52 Acres
Net Developable Area	38.34 Acres		1,670,090 sq. ft
Housing Units Capacity			2,226
Percentage from Needed Housing	<i>(Housing Unit Capacity/Needed Housing).</i>		64%
Units Per Acre			58

Railroad Property Results

The calculated **2,226** housing units of the Railroad Property are not independently enough to meet the CFA requirement of 30% projected needed housing units. The site is short of 1,243 units from being compliance with the CFA requirements were it the sole CFA within the city. Therefore, an expansion of some kind must be considered.

One option for the city is to contemplate were the railroad site to be the primary CFA would be enlarging the boundaries of the Railroad site to encompass the developed residential and commercial regions nearby, which could bridge the existing gap were this site to be the exclusive CFA within Ashland. CFAs. Alternatively, the city has the option to label the Railroad site as a secondary CFA site, with the primary CFA sites being the Croman Mill District and/or Transit Triangle Overlay area. Collectively, these sites would fulfill the CFA requirement to accommodate 30% of Ashland's housing needs.



Conclusion

The Croman Mill and Transit Triangle sites both can provide ample room for CFA development to fulfill the requirement of the CFEC rules for 30% of projected needed housing units. The specific boundaries that have been analyzed could change in a variety of minor ways without bringing the unit count below the necessary threshold.

The Railroad property falls short in covering 30% of the Projected Needed Housing for the city. In any case, resizing the boundary could help increase the housing capacity of the site and bring it closer to compliance with the 30% requirement of the CFEC, or best-case scenario it will bring the railroad property to a full compliance with the 30% requirement of the CFEC.

The downtown area has been included in this discussion because it remains relevant to the CFA transformation and may end up included in a broad CFA overlay that encompasses the major employment, commercial, and higher-density residential areas of the city, even if it is not needed to meet the housing requirement.

Overall, the city of Ashland does have a few options when designating a CFA site. The site will need to be fully compliant with the CFEC land use regulations, and most of the sites do not need major updates to bring them up to compliance with the CFEC regulations. Both Transit Triangle and Croman Mill sites are compatible with the 30% projected needed housing in the city. However, the railroad property does not have the capacity to host the full 30% of the projected needed housing, but it could act as a secondary CFA and as a safety buffer for the projected housing units for the primary CFA(s). City Staff highlights that if the potential CFA candidate areas, namely the Croman Mill District, the Transit Triangle Overlay area, and the Railroad site, are individually developed to meet the minimum density requirement set for designated CFAs (which is 15 units per acre), their combined residential development capacity even at this minimum would successfully meet the CFA mandate of accommodating a minimum of 30% of Ashland's housing demands.



Chapter 3: Anti-Displacement Mitigation Strategies

CFA Redevelopment Outcomes

Due to the nature of the regulations, an area designated as a climate friendly area gains the capability to be redeveloped for a wide variety of uses and dense housing types. While these factors intend to promote nodes not reliant on personal automobile use, they also have the capability of creating modernized, attractive, and competitively priced developments which can subsequently displace protected classes. This trend, known as gentrification, can become a component of a climate friendly areas if cities do not carefully analyze a CFA's location and consider proper phase 2 protections to ensure the developments remains accessible to all populations.

Anti-Displacement Map Analysis

Recognizing this potential threat, DLCD has prepared an anti-displacement guide. This guide classifies areas by neighborhood type which are characterized by their income profile, vulnerable classes, amount of precarious housing, housing market activity, and overall neighborhood demographic change. Each area is identified through the DLCD anti-displacement map, which can be found here: [Anti-Displacement Map](#)

Each neighborhood type is categorized as one of the following:

Affordable and Vulnerable

The tract is identified as a low-income tract, which indicates a neighborhood has lower median household income and whose residents are predominantly low-income compared to the city average. The neighborhood also includes precariously housed populations with vulnerability to gentrification and displacement. However, housing market in the neighborhood is still stable with no substantial activities yet. At this stage, the demographic change is not under consideration.

Early Gentrification

This type of neighborhood represents the early phase in the gentrification. The neighborhood is categorized as a low-income tract having vulnerable people and precarious housing. The tract has a hot housing market, yet no considerable changes are found in demographics related to gentrification.

Active Gentrification

These neighborhoods are identified as low-income tracts with a high share of vulnerable people and precarious housing. The tracts are experiencing substantial changes in housing price or having relatively high housing costs found in their housing markets. They exhibit gentrification-related demographic change. The latter three neighborhoods on the table are designated as high-income tracts. They have hot housing market as they have higher rent and home value with higher appreciation rates than the city average. They also do not have precarious housing anymore. However, Late Gentrification type still has vulnerable people with experiences in gentrification related demographic changes.



Late Gentrification

This type of neighborhood does not have predominantly low-income households, but still have vulnerable population to gentrification. Their housing market exhibits high housing prices with high appreciations as they have relatively low share of precarious housing. The neighborhood has experienced significant changes in demographics related to gentrification.

Becoming Exclusive

The neighborhoods are categorized as high-income tracts. Their population is no longer vulnerable to gentrification. Precarious housing is not found in the neighborhoods. However, the neighborhoods are still experiencing demographic change related to gentrification with hot housing market activities.

Advanced Exclusive

The neighborhoods are identified as high-income tracts. They have no vulnerable populations and no precarious housing. Their housing market has higher home value and rent compared to the city average, while their appreciation is relatively slower than the city average. No considerable demographic change is found in the neighborhoods.

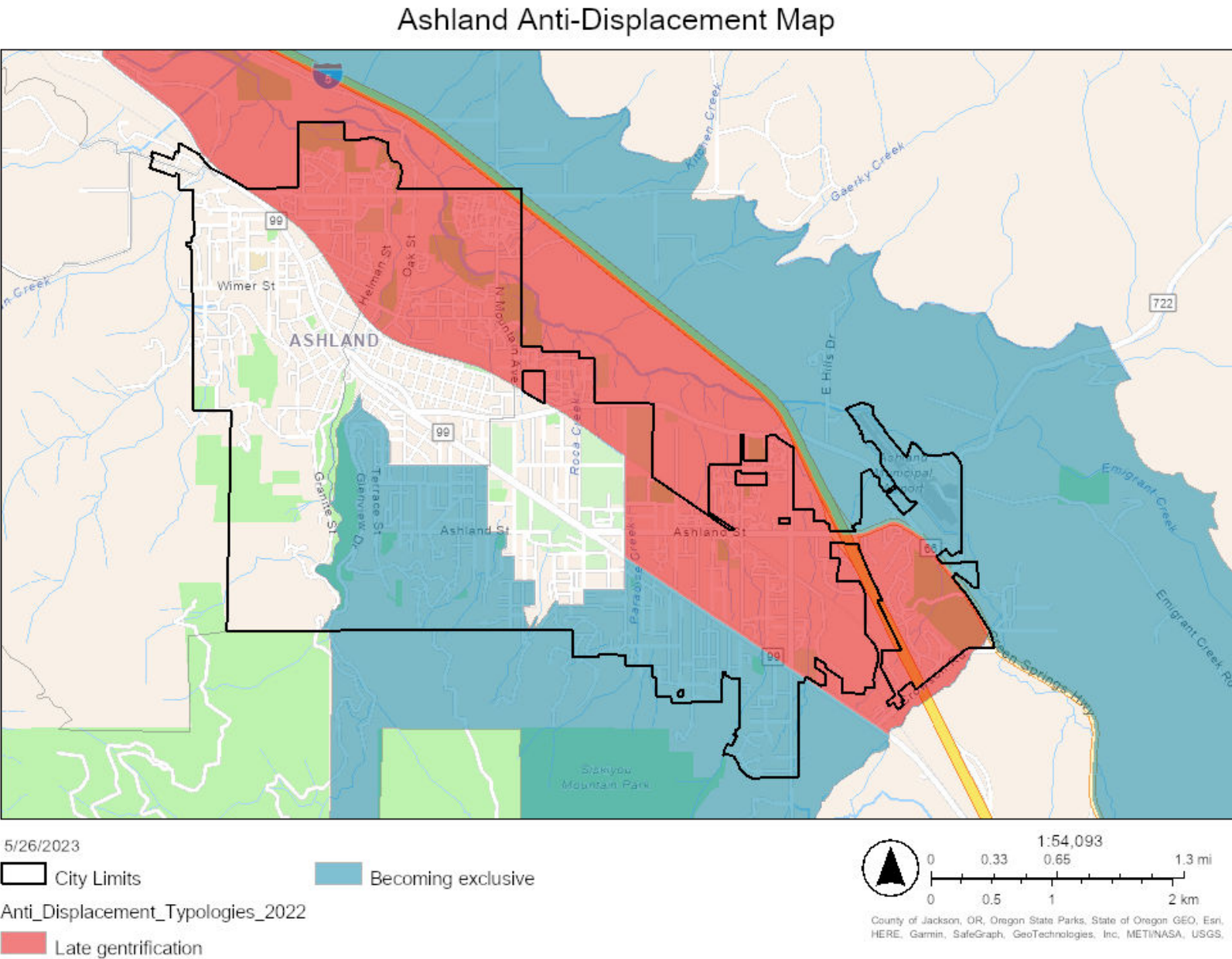
Unassigned

The unassigned tracts have not experienced any remarkable changes in demographics or housing markets. The neighborhood has been stable with unnoticeable change, yet this does not necessarily mean that there is no need for extra care compared to other neighborhoods with assigned types. Planners need to engage with the communities to make sure the neighborhood is stable while aligning with community needs and desires.

Neighborhood Types Present Within the Proposed CFA

As proposed, the candidate CFA for Ashland currently lies within a census tract 18 of Jackson County, which is identified by the neighborhood type: **Late Gentrification**, see the following map.

Map 5. DLCD Anti-Displacement Map





Suggested Strategies

It is important to note that while the project's scope of work directly referenced DLCD's housing production strategies (HPS) as a component of the anti-displacement analysis, the City of Ashland has an approved Housing Production Strategy report which satisfies DLCD's requirements and aims to ensure sustainable and equitable residential development within the city. Because the housing production study was put out for public comment on May 23rd, 2023, the technical analysis in this report utilized DLCD's HPS for the purposes of the Climate Friendly Area analysis. Nonetheless, the technical analysis team recommends use of the in-depth HPS report produced by the City of Ashland for phase 2 of the CFA study.

Referring to DLCD's housing production strategies, which can be found [here](#), RVCOG has identified the following strategies to ensure that a climate friendly area acts as an equitable community. In selecting strategies RVCOG prioritized strategies color coded as green for the **Late Gentrification** neighborhood type for their likeliness to generate little to no adverse impact, factoring in local context and feasibility as well.

Category A: Zoning and Code Changes

A03: Density or height bonuses for affordable housing.

Cities could consider introducing a height and density bonus for developments which introduce units between 30% - 120% of the average median income (AMI). RVCOG suggests using the CFA thresholds as a potential model for such bonuses, in the case of Ashland potentially allowing an increased 10 feet of maximum height and additional 5 dwellings per acre. City Staff notes that Ashland presently allows an affordable housing density bonus of up to two market rate units for every qualifying affordable housing unit provided, accommodating up to a 35% increase in residential density.

A07: Single Room Occupancy

Single room units, such as junior accessory dwelling units, present a new housing typology not commonly considered among residential zones. Enabling this use as a permitted accessory component of a multi-unit development could provide developers with the opportunity to provide unique housing arrangements and a variety of units at different price points. (New State Law)

A14: Re-examine Mandated Ground Floor Use

The City of Bend has determined that while lively streetscape in a dense environment is a worthy goal, mandating that ground floors be occupied by commercial uses when the surrounding market forces can't support such a use can contribute to decreased development or loss of area for dwellings. City Staff notes that HB 2984, passed in the 2023 State Legislative Session, allows the conversion of buildings from commercial use to housing without a zone change or conditional-use permit. It prohibits local governments from requiring more parking and limits collection of system development charges. This statewide legislation effectively allows residential ground floor use within commercial buildings.



Category B: Reduce regulatory Impediments

B10: Public Facility Planning

Factoring that some of the proposed CFA sites are largely vacant, assisting in providing public facilities could make these sites more attractive for development. Furthermore, assisting in providing public facilities may enable the city to prioritize key connections or better plan for expansion in the future.

B07: Flexible Regulatory Concessions for Affordable Housing

Considering that cities within the 10,000-24,999 population range are in one of the lower ranges for prescriptive CFA standards, enabling affordable housing to move into some of the upper thresholds could present a unique advantage further attract affordable housing. Furthermore, this strategy enables a CFA to evolve directly in response to its City's population growth, possibly resulting in a CFA pre-emptively meeting the next threshold's requirements.

B19: Survey Applicant on Development Program Decision-Making

User feedback can help illustrate frustrations or pitfalls in the planning process not seen by staff. Utilizing a survey as litmus test for ease of development within a CFA can serve as an asset not only to the CFA, but the City's Planning department as a whole. City Staff notes that in February 2023 the City Community Development Department surveyed all individuals that obtained a Planning Permit, or Building Permit, from 2018-2022. The City is in the process of establishing a Development Process Management Advisory Committee made up developers, builders, architects, and private planners, to assist in reviewing the survey and to recommend areas to improve the permitting process and reduce barriers to the development of needed housing.

Category C: Financial Incentives

C01: Reduce or exempt System Development Charges (SDCs) for needed housing.

SDC's are often seen as necessary yet prohibitive cost associated with new development. Granting exemptions for needed dense and affordable housing helps clear the way for development, while commercial developers seeking to capitalize on attractive areas by constructing recreational or tourism oriented, or general luxury developments can bear a larger part of the burden when it comes to needed infrastructural growth. City Staff notes that Ashland presently waives all SDCs for qualified affordable housing.

C04: Incentivize Manufactured and Modular Housing.

Manufactured and modular housing could be a popular option in vacant CFA areas as it can be constructed for less cost and added on to as a larger population occupies the CFA. Modular housing also supports homeownership rather rented housing, a notion that could ensure a CFA acts as equitable community for permanent residents and doesn't become an area merely for vacation rentals. City Staff notes the City's adopted Housing Production Strategy includes a strategic action to create a Manufactured Park Zone to preserve existing parks and potentially identify opportunities for additional manufactured home parks. Manufactured and Modular housing are presently permitted outright on



individual residentially zoned lots within the City with the exception of designated National Register Historic Districts.

Category D: Financial Resources

D02: Low Income Housing Tax Credit (LIHTC).

Federal tax credits represent an external opportunity for an affordable housing development to feasibly occur within a city. Disclaiming these opportunities to developers comes at little cost to the city, and can facilitate mixed income housing that contributes to a more diverse set of demographics within a CFA.

D09: Demolition Taxes

A demolition tax can ensure that new development within a CFA introduces a greater density than the existing structure or be forced to be pay a tax to fund a housing trust fund. Demolition taxes help mitigate the effects of higher density, aging housing being replaced by lower density, newer, market-rate homes, which could occur if the CFA is sited in a more historic area of a community, or the introduction of the CFA regulation induces more affluent populations seeking proximity to mixed uses.

D09: Construction Excise Tax

Seeing as the CFA's are located on vacant land, a construction excise tax (CET) seems to be an apt solution to ensure development of a CFA accrues funds for affordable housing projects both within the CFA and elsewhere. City Staff notes the City's adopted Housing Production Strategy includes a strategic action to evaluate establishing a CET to support affordable housing development within the community.

Category E: Tax Exemption and Abatement

E03: Vertical Housing Development Zone Tax Abatement

This housing production strategy authorized ORS 307.841 directly aligns with the live work environment that's meant to appear within CFA's and is natural candidate to assist in mixed use development. The effectiveness of this strategy could be somewhat bound by a CFA's respective height limits but coupled with affordable housing density bonuses could be quite effective. City Staff notes that Ashland presently established a Vertical Housing Development Zone to correspond with the Transit Triangle Overlay area. As this Transit Triangle area is a candidate for a CFA, this strategy is in already place within one of the potential CFA areas under consideration.

E04 & E05: Multiple Unit Tax Exemptions (Property and Limited taxes)

Similar to the Vertical Housing Tax Abatement, the multiple unit tax exemptions could serve as a symbiotic strategy to the type of development intended to occur within a CFA. Whether this strategy seeks to aid in overall feasibility by being a long-term exemption or aid in the initial

E10: Delayed tax Exemptions

Delayed tax exemptions can be seen as a viable strategy to allow new development recoup construction costs and establish a profitable base before falling below 80% AMI. This strategy could benefit initial



developments in CFA's, and later assist them in serving a new economic bracket when the area becomes more developed.

Category F: Land, Acquisition, Lease, and Partnerships

F17: Designated Affordable Housing Sites

Designating CFA's partly or entirely as affordable housing sites can ensure the best use of the land in the future. While price control measures may ward off developers initially, highlighting tax exemptions and streamlined planning process coupled with the relative newness of the CFA regulations may highlight these areas as feasible location for affordable housing.

F19: Affordable Housing Preservation Inventory

Identifying and inventorying areas currently hosting affordable housing enables staff to examine what contextual factors have led them to appear in their community, and informs areas to proceed with caution when expanding the CFA.

City staff are encouraged to review and evaluate the list of strategies when it comes time for phase 2 zoning reform.

City Staff emphasizes that the strategic actions outlined in the approved Ashland Housing Production Strategies will be evaluated in the context of identifying and implementing Climate Friendly Areas (CFAs). A new CFA land use designation would be crafted with the primary goal of encouraging the development of transit supported mixed-use, higher-density environments that actively diminish the dependence on fossil fuels. The evaluation process will pay particular attention to addressing the potential displacement of existing affordable housing within any designated CFA area while simultaneously seizing the opportunities to foster necessary housing options within the designated areas. This comprehensive approach underscores the city's commitment to both sustainable urban development and the preservation of affordable housing for its residents.



Appendix A: Acronyms

Regulatory:

- LCDC = Land Conservation & Development Commission
- DLCD = Department of Land Conservation & Development
- OAR = Oregon Administrative Rules
- CFA = Climate Friendly Area
- CFEC = Climate Friendly & Equitable Community

Technical:

- HNA = Housing Needs Assessment
- HCA = Housing Capacity Analysis
- HPS = Housing Production Strategy
- NDA = Net Developable Area
- HUC = Housing Units Captured
- MF = Multifamily Housing
- SF = Single Family Housing



Appendix B: References

- [Climate-Friendly Areas Methods Guide](#) by DLCD.
- [CFA Anti-Displacement Analysis](#) by DLCD.
- [Housing Production Strategy](#) by DLCD.
- The cover picture used in the study document is by Fred Stockwell



Climate Friendly Areas Study

City of Ashland, OR



Rogue Valley
Council of Governments

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City of Ashland
Climate Friendly Areas Public Involvement Plan
April 2024

Introduction

The Climate-Friendly and Equitable Communities program aims to reduce climate pollution, provide more transportation and housing choices, and promote more equitable land use planning outcomes. The program strengthens Oregon's transportation and housing planning in regions with populations over 50,000 people.

A climate-friendly area is a mixed-use area with housing, jobs, businesses, and services located near one another. Climate-friendly areas allow residents, employees, and visitors to meet more of their daily needs with shorter and fewer driving trips.

Goal and Objectives:

The overall goal of this process is to draft updated zoning and development code and zoning maps amendments related to the designation of Climate Friendly Areas (CFAs) within Ashland, Oregon.

To do so, we will review the analysis and recommendations from phase one of this work, namely *The City of Ashland Climate Friendly Area Study* completed by the Rogue Valley Council of Governments (RVCOG), in compliance with OAR 660-012-0315(4) and (5) and reviewed by the Oregon Department of Land Conservation and Development (DLCD).

Secondly, a market feasibility study is conducted to inform CFA code regulations and to evaluate impacts that land use code modifications in accordance with the Climate Friendly & Equitable Communities (CFEC) rules can be expected to have on market-viable development in CFAs.

From the analysis, select one or more Climate-Friendly Areas to collectively accommodate 30% of the city's housing. Additionally, prepare adoption-ready zoning and development standards implementing the CFA requirements, including map updates and written findings.

To ensure community feedback is integrated, public outreach will be conducted through a variety of methods to engage internal and external stakeholders, including those representing typically underserved communities.

Overarching Community Engagement Objectives

The public involvement process aims to meet the following objectives:

- Inform the community with timely, transparent, and accurate information.
- Educate community members about planning and decision-making processes.
- Consult and involve the community in the identification, refinement and prioritization of policy updates needed to guide growth and development in Ashland. Ensure community members understand how decisions are made, their concerns are heard, and they know how their feedback influenced decisions.
- Partner with city and agency representatives to ensure officials are engaged in the planning process and key decisions.
- Reach a diversity of stakeholders who reflect Ashland's greater community.

Community Demographics

An updated demographic profile is the backbone of a truly inclusive process. It serves as a foundation for engagement design, by identifying key community partners and guiding events and materials. It also allows the project team to assess the success of the process and adjust as necessary. This process aims to execute extensive and equitable community engagement surrounding the Climate Friendly Areas Code Reform. To ensure full and fair participation by all potentially affected community members in the decision-making process, engagement activities and tools will focus on meeting underserved groups where they are.

Population, Race and Ethnicity

The population of Ashland as of 2020 was 21,360. 82.8 percent of the population identifies as White, followed by 9 percent of Two or more races, 3.6 percent Other race, 2.2 percent Asian, 1.1 percent Black or African American, 0.9 percent American Indian and Alaska Native, and 0.3 percent Native Hawaiian and Other Pacific Islander. 7.6 percent of the population identifies as Hispanic or Latino.

Census data indicates that 8.3 percent of Ashland residents speak a language other than English at home, with 5.5 percent of the population speaking Spanish at home.

Ashland sees 17.3 percent of the population as 19 years and under, 49.7 percent between 20 and 54, and 40.5 percent are 55+ years old.

Income

In 2022, ACS data showed the median household income in Ashland was \$64,767 which is lower than the state median (\$75,657). About 42 percent of Ashland households earn less than \$50,000 annually.

As of 2022, 17.9 percent of Ashland residents are experiencing poverty compared to Oregon's 12.1 percent. Ensuring we plan for a lack of access to technology to participate in engagement activities, as well as transportation and childcare needs during engagement activities should be considered when taking an equitable approach.

People with Disabilities

2022 ACS data indicates that 10 percent of the population experiences a disability. Engagement activities should be made accessible and easy to participate in. Accessibility in engagement will consider vision and hearing impairment accommodations, physical accessibility to engagement spaces, and transportation access to these locations.

Stakeholders and Partners

Community members and stakeholders will have multiple opportunities to participate in the Climate Friendly Areas Code Reform process. This Public Involvement Plan describes ways in which the city will engage with key stakeholders and the community in the process.

The community engagement process will build upon the outreach already completed to engage key stakeholder groups through a variety of strategies. Project success requires robust engagement within communities that are generally underrepresented or who are directly impacted by the policies being considered.

Engagement Activities

The following table summarizes primary community engagement activities, their intended audience, and partners needed to carry out the activities while using the IAP2 engagement spectrum.

The IAP2 Spectrum is an internationally recognized model developed to help clarify the role of the public in planning and decision making, and how much influence the community has over planning or decision-making processes. The model identifies 5 levels of community engagement, ordered as follows by increasing impact on decision-making: (1) inform; (2) consult; (3) involve; (4) collaborate; and (5) empower.

Engagement Tool/Activity	IAP2 Spectrum	Description	Audience
Climate and Environment Policy Advisory Committee Meeting	Inform Consult Involve	City staff will schedule 1 virtual meeting and provide notice, agendas, and summaries to present the project scope, goals, findings, and recommendations. The consultant will coordinate with City staff on meeting arrangements and facilitate the meetings, including developing additional materials to present the public involvement plan, draft audit, and market feasibility study. Meeting materials will be provided in English and Spanish.	Public Interest Groups
Social Equity and Racial Justice Advisory Committee Meeting	Inform Consult Involve	City staff will schedule 1 virtual meeting and provide notice, agendas, and summaries to present the project scope, goals, findings, and recommendations. The consultant will coordinate with City staff on meeting arrangements and facilitate the meetings, including developing additional materials to present the public involvement plan, draft audit, and market feasibility study. Meeting materials will be provided in English and Spanish.	Public Interest Groups
Transportation Advisory Committee Meeting	Inform Consult Involve	City staff will schedule 1 virtual meeting and provide notice, agendas, and summaries to present the project scope, goals, findings, and recommendations. The consultant will coordinate with City staff on meeting arrangements and facilitate the meetings, including developing additional materials to present the public involvement plan, draft audit, and market feasibility study. Meeting materials will be provided in English and Spanish.	Public Interest Groups

Historic Preservation Advisory Committee Meeting	Inform Consult Involve	City staff will schedule 1 virtual meeting and provide notice, agendas, and summaries to present the project scope, goals, findings, and recommendations. The consultant will coordinate with City staff on meeting arrangements and facilitate the meetings, including developing additional materials to present the public involvement plan, draft audit, and market feasibility study. Meeting materials will be provided in English and Spanish.	Public Interest Groups
Housing and Human Services Policy Advisory Committee Meeting	Inform Consult Involve	City staff will schedule 1 in-person meeting and provide notice, agendas, and summaries to present the project scope, goals, findings, and recommendations. The consultant will coordinate with City staff on meeting arrangements and facilitate the meetings, including developing additional materials to present the public involvement plan, draft audit, and market feasibility study. Meeting materials will be provided in English and Spanish.	Public Interest Groups
Stakeholder Interviews	Inform Consult Involve	City staff will identify and provide introductions to five (5) development interest stakeholders. The consultant will schedule interviews with identified parties, conduct the meetings, and prepare a written summary. The summary will be provided in English and Spanish.	Stakeholders
Public Meeting	Inform Consult Involve	City staff will schedule one (1) public meeting to present the project scope, goals, findings, and recommendations. Topics covered will include required CFA statutes and administrative rules, code audit findings, market study findings, and code concepts. The consultant will coordinate with City staff on meeting arrangements and facilitate the public meeting. Materials will be provided in both English and Spanish and in-person translation services will be made available upon request. The consultant will also prepare one (1) online survey to allow participation from people who are unable to attend the meeting. The survey will be provided in both English and Spanish.	Public

**ASHLAND SOCIAL EQUITY AND RACIAL JUSTICE ADVISORY COMMITTEE
REGULAR MEETING
MINUTES
August 1, 2024**

I. CALL TO ORDER

(These are draft minutes until approved by the committee)

Emily called the meeting to order. Emily Simon was present via Zoom, and attending in-person were John Tyler, Tara Houston, Allison Mendel, Jeff Dahle, Gina DuQuenne, Kerrick Gooden, and guests: Kenyon, Victoria, and Holden

1. Land Acknowledgment - We acknowledge and honor the aboriginal people on whose ancestral homelands we work — the Ikirakutsum Band of the Shasta Nation, as well as the diverse and vibrant Native communities who make their home here today. We denounce the egregious acts of the colonizers and government and recognize the horrific impacts that still exist today. We honor the first stewards in the Rogue Valley and the lands we love and depend on: Tribes with ancestral lands in and surrounding the geography of the Ashland Watershed include the original past, present and future indigenous inhabitants of the Shasta, Takelma and Athabaskan people. We also recognize and acknowledge the Shasta village of K'wakhakha – "Where the Crow Lights" – that is now the Ashland City Plaza.

Tyler read the land acknowledgement

2. Labor acknowledgment - We also pause to recognize and acknowledge the labor upon which our country, state, and institutions are built. We remember that our country is built on the labor of enslaved people who were kidnapped and brought to the U.S. from the African continent and recognize the continued contribution of their survivors. We also acknowledge all immigrant labor, including voluntary, involuntary, trafficked, forced, and undocumented peoples who contributed to the building of the country and continue to serve within our labor force. We acknowledge all unpaid care-giving labor. To the people who contributed this immeasurable work and their descendants, we acknowledge their indelible mark on the space in which we gather today. It is our collective responsibility to critically examine these histories, to repair harm, and to honor, protect, and sustain their contribution to our society.

II. APPROVAL OF MINUTES

Before approval of minutes, DuQuenne addressed the committee introducing her guests: Kenyon, Holden, and Victoria. DuQuenne spoke of her appreciation of the new direction SERJAC is considering in tonight meeting.

1. Approval of Minutes of the 6/6/2024 Regular Meeting

Houston/Tyler moved/seconded to approve the minutes of 6/6/2024.

Discussion: none

Vote: Motion passed unanimously.

III. NEW BUSINESS

1. Co-Chair vote (10 minutes)
Emily is stepping down.
Allison Mendel and Tara Houston have put their names forward as co-chairs.

Simon spoke of stepping down as co-chair and is looking forward to new leadership and continuing on to serve SERJAC as a committee member. Houston and Mendel both spoke of their roles as committee members and r and the committee will decide on that tonight.

Simon/Tyler moved/seconded to step down as co-chair and for Mendel and Houston to replace Simon as co-chairs. Motion passed.

2. Meeting time change (10 minutes)

To avoid a standing conflict Allison has, we need to shift our meeting earlier on Thursdays. If the meetings can start at 4:30pm, her conflict can be managed.

Houston spoke of the proposal to change the regular meeting time of SERJAC from 5pm to 4:30 on the first Thursdays of each month.

Tyler/Mendel motioned/seconded to change the regular meeting time to 4:30 on the first Thursdays of the month.

Disuccsion: Mendel mentioned needing this change to help manager other obligations if she will be able to co-chair.

Vote: Motion passed unanimously.

3. Bias incident reporting Hotline (5-10 minutes)

Update from Simon and Councilor Dahle

Simon spoke of the Bias Incident Reporting Hotline as a state-run phone number and website run by the Oregon Department of Justice to give the opportunity for investigation into incidents that do not rise to the level of being a crime and to provide support to those individuals affected. Immediate funding and advocacy is available to assist those who need assistance. Simon spoke that the City of Ashland used to have this link posted on the front page of its website, but noticed after the new website conversion it is now only on the police department page. Simon advocated for a location for this link closer to the homepage.

Dahle spoke that he reached out to the City's Public Information Officer (PIO) about the link and found the current location of the link on the police page. Dahle also found that the link, ashlandoregon.gov/biascrimereport, came up first on the list when using the website search function with words such as 'bias' and 'reporting'. This link can also be used by SERJAC for inclusion in any materials, publications, or its web page. Dahle spoke that he is willing, per committee recommendation, to follow up with the police chief to see about moving the link up in it's list of links on its page, but felt otherwise encouraged that it could be easily found when searched.

Houston voiced concern that the link uses the term crime instead of incident and proposed change to reporting bias incidents. Dahle said this could be changed by the PIO to whatever the committee feels is best. Tyler agreed the term incident was more broad and Houston agreed the intent was to support people who have experienced incidents that may not have risen to level of crime. Dahle clarified with the group and agreed to recommend changing the name of the link to ashlandoregon.gov/biasincidentreport and tp update the language on the police page as well.

Simon asked if the group had the energy to get the word out about this. DuQuenne offered to approach the Ashland Chamber of Commerce and reflected that students at SOU were present in the meeting. Victoria suggested a sticker for branding. Mendel found that the Oregon Department of Justice has images and suggestions on postings which could be utilized in social media or distributions. DuQuenne reflected the City has Instagram, Facebook, and Nextdoor accounts that could be utilized for promotion.

Dahle asked if the committee had a top 10-15 organizations list to get such promotions out. Houston and Mendel reflected on a list in-process including Peace House, Ashland Together, etc. Simon clarified with Dahle that he would follow up to promote this on City's social media, and that the committee will continue to curate the list of organizations for such communications.

Houston asked who would steward such a list and/or where such information would be held. Gooden reflected that such a list could be held by the staff liaison on an internal drive as administrative support. DuQuenne and Dahle reflected that other committees have utilized Google Drive to share documents internally as a working group and that the committee chairs may be best to administrate those accounts.

4. SERJAC structure change proposal (45 minutes)

Discuss proposal that SERJAC change its structure to better support the work of all committees in the City of Ashland.

Houston reviewed the original charge of SERJAC, its current challenges, and the proposal as drafted (in the agenda packet). The proposal would be for SERJAC to meet quarterly instead of monthly and would attend other meetings as a 'SERJ Liason'. In this proposal, SERJ would be more of an advisory support to other committees rather than to the council. Houston explained the difference between voting and ex-officio members of those committees and expressed value in being able to vote. Mendel reflected on the responsibility of fully serving on other committees and the ex-officio status might allow the SERJ liason to simply offer the equity lens as needed. DuQuenne mentioned the barrier of other committees that may already be at their maximum number of members. Love suggested a trial of being ex-officio members first before attempting to be full members and agreed with Mendel. Dahle appreciated the intent of the proposal and spoke of committees that have invited other committees to attend to provide input. DuQuenne appreciated the notion of visiting other committees as SERJAC members have the equity lens to provide to other committees. Simon spoke that the ex-officio status might be the best way to proceed and that the City Council may be considering a review of the resolution that has set the charge for committees. Simon spoke that next steps could include talking to other committees as it is important to have buy-in, and for the co-chairs to continue to attend the Committee Chair Meetings that happen on the fourth Friday of the month - the next one being August 23, 2024.

Houston spoke of considering these visits to other committees as SERJ liaisons to other committees rather than as members. Dahle agreed and encouraged the attendance of co-chairs at the monthly meeting all committee chairs

DuQuenne spoke of new chairs in other committees that may need help to maintain social equity and racial justice lens.

Victoria asked about forming outcomes and objectives for the committee. Houston suggested using the next meeting for strategic planning. Simon stressed the need for Council and other committees buy-in on any direction SERJAC takes.

Dahle suggested that SERJAC consider its guiding document and update its objectives to develop a cohesive plan. To implement the proposal as presented would take changing the Ashland Municipal Code, but attending other committee meetings is already welcome and supported. Victoria spoke in support of creating a plan to refine the committee's work to include the liaison piece being discussed. Mendel spoke that Council would need to revise the charge.

Simon spoke of quarterly meetings as important in maintaining continuity while serving the City in attending other committees. DuQuenne spoke that meeting quarterly would help SERJAC be more robust when they do meet. Mendel suggested the time between this meeting and the next one in October will allow more work to be done in the interim. Houston suggested members consider what other committee meetings they would want to attend.

Simon stressed the importance of utilizing Gooden as staff liaison in communications to prevent an unnoticed serial meeting via e-mail. Houston and Mendel will both attend the Aug 23 committee chair meeting. Houston will draft a new version of the proposal.

IV. ADJOURNMENT

No meeting in September due to lack of quorum. Next meeting date: Thursday, October 3, 2024

Houston thanked the guests for their attendance and participation.

There is not quorum for meeting scheduled in September.

The next meeting is scheduled for October 3, 2024.

The meeting was adjourned.

SERJAC Structure Proposal

Meeting: August 1, 2024, revised 9.11.2024

Proposal written by: Tara A Houston

The Charge

In September 2022, Resolution No. 2022-24, established the SERJAC as a Standing Advisory Committee to the City Council. SERJAC is responsible for assisting the City with the following:

- Encouraging understanding and celebration of the diversity of the City's population and visitors and promote amicable intergroup relations within the City.
- Recommending policies, measures and practices to bring about social and racial equity and a greater inclusion for all who live, work or visit in the City, including counter measures to systematic racism, homophobia, sexism, classism and other racial and social inequities impacting Black, Indigenous, people of color, LGBTQ+ and disabled persons, as well as other marginalized persons in the Ashland community.
- Recommending efforts to increase economic opportunities for Black, Indigenous, people of color, LGBTQ+ and disabled persons, as well as other marginalized persons in the Ashland community.
- Advising on diversity, equity, and inclusion (DEI) and human rights training for the City of Ashland's staff, commissions/boards, other advisory committees and the City Council.
- To seek, at least every two (2) years, a broad spectrum of input from community members on emerging issues and needs of the Ashland community as they relate to diversity, equity, inclusion, human rights and intergroup.

The Challenges

- Advising on training is being managed through City resources and no longer in the purview of SERJAC.
- This Committee experiences high membership turnover. Recruiting is an issue because the charge is relatively vague.
- There is no clear charge for activities or pipeline for issues to address.
- Working in issues around DEI requires a skillset which can be difficult to maintain in a high-turnover membership.
- Some of the charges require skills and specialties outside of membership training and expertise, particularly increasing economic opportunities for historically marginalized populations

The Structural Shift Proposed (Amended)

- In alignment with the original SERJAC charge, each committee member will be assigned at least one liaison position with a regularly meeting City of Ashland Committee including Climate and Environment, Historic Preservation, Housing & Human Services, Public Arts, and/or Transportation. Planning, Parks & Rec and other committees/commissions should be discussed by SERJAC membership.
- SERJ Liaisons would NOT be full participating members of the committees. Rather, through collaborative conversation with support from the full SERJAC membership, each liaison is charged to advise on committee work through a social equity and racial justice lens. The intention of each liaison position is to build a bridge between City of Ashland Committees/Commissions and SERJAC.
- Regular attendance at meetings for the assigned committee/commission is expected of SERJAC members. Liaison contact information should be shared with committee/commission leadership and membership.
- Liaisons should invite periodic presentations and/or conversations from other committees/commissions at SERJAC meetings.

The Opportunities

- A clear and meaningful message is sent: that all City of Ashland business is conducted with an eye toward social equity and racial justice.
- By ensuring that all City Committee business is conducted with folks dedicated to applying a social equity and racial justice lens, the goals stated at the founding of SERJAC could be realized in a sustainable and ongoing way.
- Messaging about membership becomes clearer, hopefully lessening the need for constant recruitment.
- Members of each City Advisory Committee who are working with social justice and racial equity at the heart of what they do would have a support and advocacy space, where companionship, learning, and collaboration are the goal.

The Context

- This conversation and direction was suggested by Emily Simon, who opened the discussion to Tara Houston, Allison Mendel, and Gina DuQuenne.
- Everyone on the current SERJ Advisory Committee is invited to suggest, edit, and amend the current proposal.
- Special shout out to our new Staff Liaison, Kerrick Goodwin, who stepped onto a moving platform.



Council Study Session

December 18, 2023

Agenda Item	City Council Standing Advisory Committees Workplans Review			
From	Tonya Graham		Mayor	
Contact	tonya@council.ashland.or.us			
Item Type	Requested by Council ☒ Update ☐ Request for Direction ☐ Presentation ☐ Consent ☐ Public Hearing ☐ New Business ☐ Old Business ☐			

SUMMARY

This is a review of all the Standing Advisory committees workplans. This includes Social Equity and Racial Justice Advisory Committee (SERJ), Housing and Human Services Advisory Committee (HHSAC), Public Arts Advisory Committee (PAAC), Historic Preservation Advisory Committee (HPAC), Climate & Environment Policy Advisory Committee (CEPAC), Transportation Committee, and Forest Lands Advisory Committee.

POLICIES, PLANS & GOALS SUPPORTED

Current Vision and Values

- Excellence in governance and city services
- Respect for the citizens we serve, for each other and for the work we do

BACKGROUND AND ADDITIONAL INFORMATION

Resolution 2022-24 Creating Standing Advisory Committees to the City Council passed on September 20, 2022. On May 16, 2023, the Council updated the Standing Advisory Committee structure with the adoption of Resolution 2023-06. Below is the information provided by the Committees and Commissions on accomplishments and future goals:

Social Equity and Racial Justice Advisory Committee (SERJ)

Current SERJAC Action Plan

- Assist the City in identifying SERJ-related holidays and community events and recommending ways to participate in these holidays and events.
- Support Ashland Together with Sundown to Sunrise collaboration with ORP and speaker series launching February 12, 2024 at Carpenter Hall.

Adopted 2024 SERJAC ACTION PLAN

- Interact with other Committees in their work as it intersects with SERJAC goals.
- Compile list of local DEI partners, including information on areas of focus and impact metrics (Houston)
- Obtain DEI training for SERJAC members. (Simon)
- Conduct Listening Sessions with Ashland residents to capture documentation describing status of diversity, equity and inclusion. Utilize information obtained in Listening Sessions to inform and expand 2024 Action Plan. (Geraghty)
- Develop DEI training program for local businesses and their staff with a focus on being authentically welcoming to all people. (DuQuenne)





Council Study Session

- Understand scope of consultant's DEI internal assessment and organize recommendations into phased plan with assigned liaison and budget specifications. (Spring 2024)

Housing and Human Services Advisory Committee (HHSAC)

2023 Committee goals developed at the annual HHSAC retreat in December 2022.

- Explore impacts and opportunities for the preservation and development of Manufactured Home parks (barriers and inducements) and manufactured home park ownership. Address the Manufactured Home Park Zone strategy as identified in the Housing Production Strategy document as a priority action in the implementation schedule for 2024.
- Encourage collaboration and communication regarding emergency shelter needs. Participate in planning and coordination around sheltering events and community engagement.
- Construction Excise Tax-explore the impacts of instituting a construction excise tax (this is a strategy identified in the Housing Production Strategy document).
- Workforce and Affordable Housing. Explore options to increase the supply of affordable workforce housing to provide for the needs of the City's working households and families. This work could include exploration, community engagement and implementation of strategies identified in the Housing Production Strategy
- Housing Production Strategy Education Events/Affordable Housing Education Events/ Partner with SERJ on Fair Housing and Equity, Diversity, and Inclusion trainings and translation of City of Ashland information and handouts.

At the regular meeting in June 2023, the HHSAC added another goal that they would like to work on in the immediate future.

- The Committee established a workgroup that will explore property management issues in Ashland and suggest potential solutions. The work group would like to research what is already working and functioning in Portland, OR. regarding property management issues and present ideas of how to recreate that system in Ashland to the City Council.

Public Arts Advisory Committee (PAAC)

The PAAC reviewed ongoing projects in February, May, and July 2023, but has not yet conducted a formal goal setting for 2023/2024. The following are PAAC priority projects and initiatives - some originate from the community and other are initiatives of committee members:

- Support community-driven effort to fund and create a permanent, public art installation entitled "Ancestor's Future: Crystallizing Our Call" by Micah Blacklight inspired by the Say Their Names Memorial
- Support community-driven effort to fund and create a public mural installation at the Elks Building in Downtown Ashland entitled "Where the Crow Lights" by John Pugh
- Implement the Council/ODOT MOU to promote local artist or community designed artwork on Traffic Controller Boxes with funding assistance from the City of Ashland (similar to the utility box art project)
- Designation of the Downtown Historic District as the next Marking Ashland Places (MAP II) district, in concert with the Historic Preservation Advisory Committee





Council Study Session

- Establish a location for a hub art piece within the district, propose a budget for a public artwork, and call for artists and request proposals for the design and installation of the selected work of public art
- Designate locations for “spokes” of historic events related to the hub in areas of historic importance to be considered within the MAP as an element in the request for proposals
- Street Crossing Art installation – develop public art in or adjacent to crosswalks utilizing thermoplastic material for selected crosswalks. Proposed locations are:
- Southern Oregon University District in collaboration with the SOU Art Department and students
- Crosswalk from the plaza to the entrance of Lithia Park
- Coordinated with Public Works
- Review and consider recommended updates of the 2007 Public Arts Master Plan
- Evaluate ongoing maintenance needs and costs for existing public art collections in cooperation with Public Works Department plans, and review of City Insurance coverage for the Public Art collection
- Evaluate public reception of revised online StoryMap for the self-guided Public Art Walking Tour
- Discuss and consider public art projects for southeast Ashland (discussion during PAAC study session in January 2024)

Historic Preservation Advisory Committee (HPAC)

HPAC has considered committee priorities over the last several months beginning with their annual retreat in January. These priorities would be a focus of HPAC meetings when there are not multiple land use actions on their agenda to review, including:

- Continue to review and provide recommendations regarding proposed developments within Ashland’s designated Historic Districts which are subject to Planning Action approval.
- Continue to review and provide recommendations regarding proposed building permits within Ashland's designated Historic Districts via HPAC's weekly review board.
- Continue to present Ashland Historic Preservation Week activities annually to recognize projects which exemplify the values of Ashland's historic preservation program and to promote the value of preservation to the broader community.
- Implement Residential Site Design Review. With the passage of House Bill 2001, which required cities to allow accessory residential units and duplexes with the same procedural requirements for review as detached single-family homes, HPAC no longer reviews a substantial portion of the new construction in the four National Register-listed historic districts which previously required review. HPAC members would like to see residential Site Design Review requirements implemented so that the designs for new Duplexes, Single Family Residences and Accessory Residential Units in the districts could be reviewed for compliance with Historic District Development Standards.
- Update the city’s Historic Preservation Plan. The current Preservation Plan was completed in 2008 using consultant services funded by a Certified Local Government (CLG) grant. The plan speaks to the cities planned preservation activities from 2009–2018, and HPAC members





Council Study Session

believe it is due for an update. In the absence of available consultant services funds, HPAC has considered revisiting the plan and updating it as a subcommittee project.

- Update Historic Surveys. The documents inventorying the four existing historic districts are decades old, and do not reflect new development within the districts or buildings which were not eligible to be considered historic resources at the time the districts were adopted but may now be considered historic due to their age. In addition, there may be additional areas, such as Quiet Village, which are now qualified for nomination as historic districts.
- Digitize Text & Photos of Existing Historic Surveys/Make Available On-Line. Photos were taken on film originally. This would require obtaining negatives from the consultant who prepared the original historic district survey documents, having them scanned, and then creating a user-friendly, searchable webpage. It might also involve the creation of a “story map” through the city’s geographic information system (GIS).
- Updating the HPAC Webpage. Committee members would like to see the committee’s webpage updated to be more comprehensive and user friendly and to contain all documents relating to the historic districts and historic preservation in Ashland in a single convenient on-line location.
- Continuing education opportunities for HPAC members.

Climate & Environment Policy Advisory Committee (CEPAC)

Climate and Environment Policy Advisory Commission 2023 Accomplishments:

- Recruited and filled 11 of 12 voting members and 2 non-voting youth members.
- Staff is finalizing the USDA Home Energy Efficiency Loan Program with on bill financing. Anticipate finalizing loan documents in early 2024.
- Collaborated with staff in researching and engaging the citizenry about possible natural gas reductions to meet our CEAP goals.
- Reviewed relevant city planning documents and processes to ensure CEAP conformity. These included: City Building fuel conversion planning, Master Electric Plan, Water Management and Conservation Plan.
- Reviewed and recommended funding sources for staff to pursue.
- Provided critical feedback and endorsement on transportation/bike line efforts on N. Mountain and Ashland St.
- Attended and provided feedback on other committee meetings.

Climate and Environment Policy Advisory Commission 2024 Goals:

- Launch and promote USDA Home Energy Loan.
- Provide a comprehensive review to the Council on natural gas ordinance options.
- Explore additional opportunities for the city including: a small engine /lawn/yard/landscape) replacement incentive, Pay As You Save program options, and expanded public engagement on climate opportunities for residents.
- Reinvigorate the Home Energy Score regional program.
- Continue to provide critical feedback, input and support on transportation/bike lane opportunities.





Council Study Session

- Maintain working relationships with other commissions.
- Explore additional federal and state funding opportunities.

Transportation Committee

The City of Ashland Transportation Committee will be discussing and developing a formal workplan at the July 20th monthly meeting. Staff has developed an outline of work elements to be discussed at the Committees meeting. The bulleted list below represents most work activities anticipated within the 2023-2025 Biennium.

- I. Transportation System Plan Update
 - A. Vision Zero Resolution and Action Plan
- II. Capital Improvement Projects(Protected Bike Lanes/Multimodal Analysis)
 - A. Ashland Street Rehab
 - B. North Mountain Rehab
 - C. B Street Bike Boulevard
 - 1. Safety Analysis
 - 2. Design
 - D. Oak Street Rehabilitation
- III. Traffic Safety, Parking, Signage, Striping, etc. – Continuous
 - A. Public Education and Outreach Program
 - 1. Collaboration with Council, CEPAC, Housing Committee and Planning Commission
 - B. Traffic Calming Program
 - C. Traffic Crash and Near Miss Review (twice annually)
 - D. Bike Parking Inventory (downtown)
 - E. Transit Support as needed (RVTD)
- IV. Council Directed Projects for Review
 - A. Bird Scooter Program Review
 - B. Parklet Program Review
 - C. Downtown Revitalization Grants
 - D. ODOT Collaboration
 - E. Bike Boxes (North Mountain and other)

Planning Commission

The Ashland Planning Commission has not completed an annual goal setting process, yet remains engaged in the following activities which have previously been established as a Planning Commission function, or as initiated by the City Council:

- Review Applications for Planning Approval: Process and decide on all Type II planning applications, including site reviews, subdivisions, commercial developments, conditional use permits, and variance requests, within the established regulatory timeframes.
- Review Proposed Type III Planning Actions: Thoroughly evaluate and provide recommendations on all proposed Type III planning actions, including annexations, and zone changes, ensuring they meet the city's zoning and development standards.





Council Study Session

- Review Legislative Actions and Ordinance Changes: Conduct regular reviews of proposed legislative actions and ordinance changes relating to Land Use, including proposed changes to the Croman Mill District, ensuring proposed amendments align with current city planning and development policies and Council Goals.
- Address Climate Friendly Area (CFA) Land Use Designations: Implement land use designations that comply with the State of Oregon Climate Friendly Equitable Communities Act, focusing on integrating these designations into the Ashland Land Use Ordinance.
- Update Economic Opportunities Analysis (EOA): Complete an update of the Economic Opportunities Analysis, ensuring it accurately reflects current economic conditions and opportunities in Ashland.
- Address Manufactured Home Park Zone in Housing Production Strategy: Develop and integrate plans for a Manufactured Park Zone as identified in the Housing Production Strategy, aligning with the city's overall housing and land use plans.
- Evaluate impacts of recent City and State legislation: Assess the effects of recent legislative changes, particularly focusing on the implications of the elimination of parking mandates, on city planning, traffic patterns, and urban development. This evaluation should aim to inform any necessary adjustments in planning and zoning regulations to effectively adapt to these changes.
- Evaluate Recommendations of the Development Process Management Advisory Committee: Thoroughly review the findings and recommendations of the Development Process Management Advisory Committee, focusing on streamlining development processes. Based on this evaluation, formulate and present well-considered recommendations to the City Council regarding potential amendments to improve efficiency and effectiveness in the development process.

DISCUSSION QUESTIONS

Please direct any work plan questions to the appropriate Commission or Committee staff liaison or member.

REFERENCES & ATTACHMENTS

- City Council Liaison Assignments – Oct. 3, 2023
- Resolution No. 2023-06 A Resolution Updating and Consolidating Resolutions 2022-24 and 2022-32 Establishing City Council and Management Advisory Committees



City Council Liaison Assignments

October 3, 2023

Commissions & Standing Advisory Committees	2023 Primary Assignment	2023 Second Assignment
Parks & Recreation Commission (City Charter)	Hansen	Dahle
Planning Commission	Hyatt	
Climate and Environmental Policy	Kaplan	Dahle
Forest Lands	Bloom	
Historic Preservation	Dahle	
Housing and Human Services	Kaplan	Bloom
Public Arts	DuQuenne	
Social Equity and Racial Justice	DuQuenne	Dahle
Transportation	Hansen	Bloom

City Council Ad Hoc Committees	2023 Primary Assignment	2023 Second Assignment
Ashland Water Advisory (AWAC)	Kaplan	
Early Learning Committee	Hyatt	Bloom
Other City Committees		
Ashland Senior Advisory Committee	Kaplan	

Regional Boards & Committees	2023 Primary Assignment	2023 Second Assignment
Chamber of Commerce / Travel Ashland	DuQuenne	Hansen
Continuum of Care (CoC)	Bloom	
Crisis Response Network	DuQuenne	
Rogue Valley Council of Governments (RVCOG)	Kaplan	
Rogue Valley Metropolitan Planning Organization (RVMPO)	Graham	
Rogue Valley Transportation District (RVTD)	Hansen	Bloom (pending)
Southern Oregon Regional Economic Development Inc.	Hyatt	Dahle

Community Relationships

Oct. 3, 2023

Assigned members of the Ashland City Council serve as Community Liaisons to specific anchor institutions in the Ashland community. Unlike typical Council Liaison assignments where the Councilor is expected to regularly attend committee or commission meetings, the Community Liaison would be expected to open a line of communication with the leadership of the organization and check in quarterly to understand how things might be changing for that organization, learn about new activities, and discuss any challenges. The purpose of this structure is to help the City Council as a body understand the current reality of the City's primary community partners as we, and they, navigate this time of great change. As Community Liaisons, Ashland City Council members would share similar information with those community organizations at their request.

Community Organizations	2023 Primary Assignment	2023 Second Assignment
Ashland Community Hospital	Dahle	
Ashland School District	Hyatt	
Mount Ashland	Hansen	
Opportunities for Housing, Resources & Assistance	Bloom	
Oregon Shakespeare Festival (OSF)	Graham	Kaplan
Rogue Valley Mountain Bike Association (RVMBA)	Hansen	
Southern Oregon University (SOU)	Graham	DuQuenne

RESOLUTION NO. 2023-06

**A RESOLUTION UPDATING AND CONSOLIDATING RESOLUTIONS 2022-24 AND
2022-32 ESTABLISHING CITY COUNCIL AND MANAGEMENT ADVISORY
COMMITTEES**

RECITALS:

- A. Whereas the citizens of Ashland have a strong history of voluntary service to their community, including on advisory bodies to the City of Ashland (City); and
- B. Whereas Ashland citizens have important practical and technical knowledge on issues and topics important to sustaining the quality of life in the city and on the operational effectiveness of the City of Ashland organization; and
- C. Whereas the City Council of the City of Ashland has an interest in promoting continued community participation in advising the City Council and City management.
- D. Whereas on September 20, 2022, the City Council adopted Resolution 2022-24 establishing the following Standing Advisory Committees:
 - Climate and Environment Advisory Committee (CEAC)
 - Historic Preservation Advisory Committee (HPAC)
 - Housing and Human Services Advisory Committee (HHSAC)
 - Public Arts Advisory Committee (PAAC)
 - Social Equity and Racial Justice Advisory Committee (SERJAC)
- E. Whereas on November 1, 2022 the City Council adopted Resolution 2022-32 also establishing the following Standing Advisory Committees:
 - Transportation Advisory Committee (TAC)
 - Forest Lands Advisory Committee (FLAC)
- F. Whereas the City Council wishes to update and consolidate the actions included in Resolutions 2022-24 and 2022-32 establishing Standing Advisory Committees.

**NOW, THEREFORE, THE CITY COUNCIL OF THE CITY OF ASHLAND, OREGON,
RESOLVES AS FOLLOWS:**

SECTION 1. The City Council replaces Resolutions 2022-22 and 2022-32 with this resolution updating and consolidating their actions to create City Council Advisory Committees and Management Advisory Committees.

SECTION 2. Procedure and Guidance for advisory committees to the City Council and City staff include the following:

- A. Each advisory committee shall serve solely as an advisory body whose actions or recommendations shall not be considered as City policy or the establishing of City policy or as final decisions of the City and are therefore not subject to administrative or judicial appeal.

Each advisory committee will provide service that does not conflict with the functioning of City departments or other government agency and shall have no executive or administrative powers or civil rights investigatory or enforcement authority. Attendance at an orientation or training session for standing advisory committee members, when offered, is required before they are permitted to further exercise voting rights at committee meetings. The City Manager will provide at least an annual orientation or training session update to all standing advisory committees and will be responsible for assigning City staff support for the work of the advisory committees.

Except as otherwise expressly stated, standing advisory committees shall observe policies and meeting and conduct rules consistent with those set forth for commissions and boards in AMC 2.10, Uniform Policies and Operating Procedures for Advisory Commissions and Boards, including its meeting and attendance, and code of ethics provisions.

- B. Advisory committee members shall serve as individuals exercising their own best judgement and not as delegates for their respective organization or groups. Committees and their members are not official representatives of the City of Ashland and may not present their committees recommendations or their personal opinions or points of view as representative of the City's policy or operational perspectives. Prior to speaking publicly on behalf of their respective advisory committee, members must secure the permission of their committee to represent the activities or recommendations of their committee.
- C. A quorum of each standing advisory committee shall consist of more than one-half ($\frac{1}{2}$) of the total number of its current Council-confirmed voting members, but in no case fewer than three (3) members. Appointed voting and alternative members of a standing advisory committee may not name a substitute or alternate member to attend a meeting of their advisory committee on their behalf. Nonvoting ex-officio members, staff, and liaisons do not count toward the quorum.

Appointed voting and alternate members of a standing advisory committee need not be physically present at a meeting if another means of attendance (e.g., telephonic, internet, etc.) has been established by the membership and public meetings law requirements are met. At least a majority of the quorum is necessary to adopt any motion; some motions may require the affirmative vote of at least two-thirds of the members present.

A voting or alternative member of a standing advisory committee should provide at least a 48-hour notice to both their committee's chairperson and the City Manager appointed

ex-officio committee staff support member regarding any planned absence from a scheduled meeting of the advisory committee. In the event an unexpected or emergency absence, the member should notify their advisory committee's chairperson, or the appointed staff support individual within a reasonable time in advance of the meeting.

If the members in attendance do not constitute a quorum, staff or invitees may make informational presentations provided (1) Notes describing the presentations and discussions are made and posted on the City website; (2) no motion, debate or vote or any other official business other than adjournment takes place; and (3) all topics advertised are automatically added to the agenda for the next regularly scheduled meeting.

- D. Standing advisory committees may request voluntary testimony but may not compel an individual or organization to appear before it or respond to questions.
- E. Advisory bodies may consult with other city advisory committees on matters of mutual interest in the course of developing recommendations to bring to the City Council or City Management. It will be the responsibility of advisory committee chairpersons to work or meet informally as needed to coordinate the activities or coordination of matters between their committee and other advisory committees.
- F. Standing advisory committee members (voting, alternative and non-City staff ex-officio) will be appointed by the Mayor with the consent of the City Council. Council confirmed standing advisory committee appointments shall have three (3) year terms. Members of city commissions with corresponding responsibilities as the standing advisory committees will be invited by the City Recorder to confirm their interest in appointment by the Mayor without the necessity of submitting a formal new appointment application. New applicants must submit formal application with the City Recorder for Committee appointment. All regular terms commence with appointment and shall expire on April 30 of the third year. In the case that a new committee member is appointed to fill the remainder of a recently vacated voting position, the new member will be eligible for re-appointment at the end of the partial term they are completing. The City Manager will appoint all ex-officio City staff support committee members which shall not have a vote on advisory committee matters. The Mayor, with City Council confirmation, will appoint Council liaisons to each of the standing advisory committees. Council liaisons shall be non-voting ex-officio members of the corresponding committees.
- G. Standing advisory committees shall be governed by AMC 2.10 – Uniform Policies and Operating Procedures for Advisory Commission and Boards. Council liaisons will be assigned for standing advisory committees per AMC 2.04.100. Standing advisory committees will be reviewed by the City Council approximately every three years as to their assigned responsibilities, level of effectiveness and the need for their continued role and existence.
- H. In keeping with the diversity, equity, and inclusion goals of the City of Ashland, efforts will be made to ensure that information regarding standing advisory committee vacancies and the application process is readily available and advisory committees are made up of

residents that represent the diverse populations within the City. All committees shall assist the City of Ashland in ensuring that city programs related to the charge of the committee are equitable for all community members, including low-income, young people, persons of color, the elderly, and those living with disabilities. Standing advisory committees may have up to two additional voting, ex-officio student/youth members who are of high school or college age (see also Section I below).

- I. Unless otherwise stipulated below, voting and alternate standing advisory committee members will be comprised of individuals who reside within the City except one (1) member from each advisory committee may be an at-large member living within the City's urban growth boundary. Unless otherwise provided, all nonvoting ex-officio members are not required to be residents within the City or the urban growth boundary. Voting and alternate members must be over eighteen (18) years of age.
- J. All standing advisory committees serve at the pleasure of the City Council and shall deliver to the Council an annual report on their activities and accomplishments in the preceding year and provide to the Council for its approval the priorities and workplan for the succeeding year. Standing advisory committees are expected to work with and advise the City Management and City Attorney to insure their committee recommendations are aligned with City Council priorities and can be implemented within the City's resources and legal authority.

Commissions transitioning under this resolution to become either standing advisory committees, or potentially to MAC status, are requested to complete any current work to develop recommendations for the City Council and advance them for consideration. These recommendations may advance either as a direct final report or presentation to the City Council or may be advance to the corresponding advisory committee or City Manager for reporting to the City Council.

- K. The City Attorney is directed to return to the City Council in a timely manner with any updates, changes, or deletions to the Ashland Municipal Code to establish the here identified standing advisory committees as replacements for their corresponding city commissions or boards and to establish them as "Regular" advisory bodies per AMC 2.04.

SECTION 3. Standing Advisory Committees to the City Council are established and responsible for the purposes indicated in the following:

- A. Climate and Environment Policy Advisory Committee (CEPAC)
A Climate and Environment Advisory Committee (CEAC) is established by the City Council. The CEAC should reflect and represent a wide range of community interests and perspectives. Such interests should include, but not be limited to, climate change and environment, public health, energy efficiency and renewable energy, low and moderate-income households needs, economic development, social equity, and sustainable economic development.

The CEAC will consist of up to twelve (12) voting members. The CEAC will strive to include at least two (2) voting members who are 35 years old or younger at the time of appointment. Three of the voting member positions are reserved for one (1) representative of the solid waste franchisee for the City; and one (1) representative from Southern Oregon University (SOU) administration/faculty; one (1) representative from the Ashland School District administration/facility. The City Manager will appoint one (1) nonvoting ex-officio member to provide support to the committee.

The CEAC shall be responsible for assisting the City in the following:

- i. Making recommendations on strategies, actions and programs related to the implementation and updating of the Climate and Energy Action Plan in furtherance of its climate mitigation and adaption goals and strategies per AMC 9.40, recognizing that the Council may also request advice on other environmental matters from time to time. The issues the Climate and Environmental Policy Advisory Committee shall advise Council on include, but are not limited to:
 - A. Recommendations for the City of Ashland's Climate and Energy Action Plan (CEAP) and any updates to the CEAP.
 - B. Modifications to benchmarks, targets, or actions contained in the climate plan as needed to incorporate the best available science and practices to achieve the City of Ashland's climate-related goals and targets.
 - C. The process for considering amendments and updates to the CEAP.
 - D. Monitoring CEAP implementation progress for the community and for the City operations.
 - E. Ensuring that the CEAP incorporates long-term social, economic, and environmental goals.
 - F. Climate education
- ii. Recommending CEAP implementation steps or improvements on behalf of the community and for City operations
- iii. Providing information to staff and the City Council to ensure that benchmarks, targets, or actions develop for, or by the City of Ashland incorporate the best available science and practices to achieve the intended climate or environmental related goals and targets.
- iv. Providing recommendations to ensure the City of Ashland's climate and environmental planning incorporates long-term social, economic, and environmental goals, including social equity for low-income households, persons of color, the young and elderly, and those with disabilities.
- v. Educating and advocating for Ashland's environmental goals, including its Community Climate Recovery Goals.

B. Forest Land Advisory Committee (FLAC)

The Forest Lands Advisory Committee (FLAC) is established and shall consist of up to nine (9) voting members, including a member of the Ashland Parks Commission, and up

to eight (8) nonvoting ex-officio members who will participate as needed. The ex-officio, non-voting member positions are reserved for representatives from the USDA Forest Service Ashland Ranger District, the Oregon Department of Forestry, the City's Director of Public Works, Director of Community Development, Fire Chief, Police Chief, and Director of Parks and Recreation Department or their designees. The City Manager will also appoint one (1) nonvoting ex-officio member to provide support to the committee.

The FLAC shall be responsible for assisting the City in the following:

- i. Supporting the implementation of the Ashland Forest Plan, originally developed and adopted by the City of Ashland in June, 1992, including City adopted updates or revisions.
- ii. Recommending integrated, interdisciplinary approaches and programs for the development of forest ecosystem management plans and related activities in the Ashland watershed.
- iii. Developing a strong community volunteer program to assist in the implementation of the Ashland Forest Plan.
- iv. Recommending forest management practices to the City Council and City staff.
- v. Helping to ensure that plans integrate forest management needs and concerns of the City and of private land owners in the wildland urban interface.
- vi. Promoting public knowledge and acceptance of the Ashland Forest Plan's programs.

C. Historic Preservation Advisory Committee (HPAC)

An Historic Preservation Advisory Committee (HPAC) is established by the City Council. The HPAC will consist of up to nine (9) voting members, and two nonvoting ex-officio members including the Chairperson of the Planning Commission, and one (1) representative appointed by the City Manager to provide support to the committee from the City's Community Development Department. To qualify the HPAC's as the City of Ashland's Certified Local Government (CLG) Commission, the majority of appointments for voting members of the HPAC, to the extent volunteer members are available in the City, will have direct historic preservation experience or meet the professional qualifications (including archaeology, architectural history, conservation, cultural anthropology, curation, engineering, folklore, historic architecture, historic landscape architecture, historic preservation planning and history) under Oregon State Historic Preservation Office requirements.

The HPAC shall be responsible for assisting the City in the following:

- vii. Recommending to the Planning Commission and the City Council, areas or properties of significant historical value and interest for consideration to be designated historical properties.
- viii. Recommending ordinances and other measures designed to protect and foster interest in the improvement of designated historical properties.
- ix. Reviewing literature and sources of funding concerning the protection and improvement of designated historic properties.
- x. Advising City staff and the Planning Commission concerning the improvement of designated historic properties in connection with Type II and Type III Planning Action involving new construction or alterations to existing historic resources.
- xi. Advising applicants and staff upon request on sign permits, building permits and other projects involving new construction or alterations within Ashland's designated Historic Districts.
- xii. Advising the Planning Commission, the Ashland Park Commission, other city advisory commissions, boards and committees, and city departments regarding historic components of government projects under consideration within Ashland's designated Historic Districts.
- xiii. Advising City staff and the Planning Commission on project applications for funding.
- xiv. Assisting in promoting public support for the preservation and recognition of Ashland's historic past.
- xv. Advising City staff and the Planning Commission on aesthetic standards for historic areas.

D. Housing and Human Services Advisory Committee (HHSAC)

A Housing and Human Services Advisory Committee (HHSAC) is established by the City Council. The mission of the HHSAC is to assess and make recommendations to the City for addressing the continuum of housing and human services needs for the purpose of enhancing community health and well-being. Members will be from a broad spectrum of citizens including individuals with a background in social services, unhoused and marginal income population services, economic and housing development, universal housing design, and elderly and disabled persons needs.

The HHSAC will consist of nine (9) voting members, one (1) nonvoting ex-officio liaison from Southern Oregon University (SOU), and one (1) nonvoting ex-officio member appointed by the City Manager to provide housing program support.

The HHSAC shall be responsible for assisting the City in the following:

- i. Assessing the making recommendations on the continuum of housing and human services needs of the community and funding strategies relating to housing and human services.
- ii. Advising the City Council on programs that assist in addressing the unmet utility, medical, transportation, and food needs of seniors, children and families in Ashland, and other related human services programs.
- iii. Making recommendations to the City Council on Community Development Block Grant (CDBG), City of Ashland Social Service Grants, and Housing Trust Fund and related allocations.
- iv. Assisting in identifying federal, state, county, and private funding for implementation of housing and human services programs.
- v. Fostering public knowledge of and support for official city housing and human services Programs.
- vi. Enhancing cooperation between the public and private sectors by promoting integrated approaches that provide suitable housing, a healthy living environment, and expanded economic opportunities for low and moderate-income persons.
- vii. Evaluate, reviewing, and recommending to the Planning Commission and City Council innovative land use strategies targeted to promote a broad variety of needed housing types.
- viii. Monitoring housing discrimination complaints and corrective actions within the City, and advising the City Council on potential measures to be taken to further equal opportunity to all persons to live in suitable housing facilities regardless of race, color, religion, sexual orientation, gender identity, national origin, source of income, or familial status.

E. Public Arts Advisory Committee (PAAC)

A Public Arts Advisory Committee (PAAC) is established by the City Council. The mission of the PAAC is to enhance the cultural and aesthetic quality of life in Ashland by actively supporting the placement of public art in public spaces and serving to preserve and develop public access to the arts. The continued vitality of the arts in the City of Ashland is a vital part of the future of the City as well as of its citizens. The arts are an important part of the cultural and economic life of the entire community of Ashland and enrich the participants in the arts as well as those who observe them.

The PAAC will consist of nine (9) voting members of which six (6) voting members will be from a broad spectrum of citizens including artists and those with a background in the

arts, arts organizations, education, structural and landscape architecture. Up to three (3) of these six (6) voting members of the PACC may reside outside the City limits. The three (3) remaining voting members of the PAAC will be citizens at-large and residents of the City. The City Manager may also appoint two (2) non-voting ex-officio members to the PAAC, one (1) of which will be from the City's Public Works Department, to provide support to the committee.

The PAAC shall adhere to and fill the role of the Public Art Commission as it may be designated in AMC 2.29 – Public Art. The PAAC shall also be responsible for assisting the City in the following:

- i. Providing advice to ensure the arts continue to be of value as an integral part of Ashland.
- ii. Assisting in promoting the arts in Ashland to enrich the lives of its citizens through education and demonstration.
- iii. Advising the City Council and City management on standards and guidelines for selecting, commissioning, placing, maintaining, and removing public art.
- iv. Advising the City of Ashland on how best to assist local organizations that provide local leadership on arts related matters to make the arts a more important part of community life.
- v. Assisting the City council, the Ashland Parks Commission, Historic Preservation Advisory Committee, and the Planning Commission in using public art to enhance existing development in public parks and other public lands and in public structures.
- vi. Advising the Planning Commission, the Ashland Parks Commission, other city advisory commission and committees, and city departments regarding artistic components of all municipal government projects under consideration by the City. The PAAC may also serve as a resource for assessing the artistic components of land use developments.
- vii. Advising the City Council on policies and programs to enhance and encourage the planning, placement, and maintenance of public displays of art in locations open to the public within the community.
- viii. Encouraging connections with other local, regional, and national organizations working for the benefit of art and preservation of artistic values.
- ix. Recognizing and encourage groups and organizations that enrich Ashland life by bringing cultural and artistic values and artifacts to the City.
- x. Assist in the pursuit of gifts and grants for support of arts programs and activities and the procurement of public art.

F. Transportation Advisory Committee (TAC)

A Transportation Advisory Committee (TAC) is established by the City Council. The TAC shall provide advice and guidance to the City Council, other Standing Advisory Committees, and City departments on transportation matters.

The TAC will consist of up to nine (9) voting members and ten (10) ex-officio members who will participate as needed. Voting members will all be members of the community at large and will represent a balance of interest in all modes of transportation. The ex-officio, non-voting member positions are reserved for four (4) representatives from the City's Community Development, Police, Fire and Rescue Departments, and Parks and Recreation Departments; one (1) representative from Southern Oregon University (SOU) administration/faculty; one (1) representative from the Ashland School District administration/facility; one (1) representative from the Oregon Transportation Department; one (1) representative from the Rogue Valley Transportation District; one (1) representative from the Jackson County Roads Department; and, the City's Director of Public Works (1), or their designee, to provide support to the committee.

The TAC shall assist the City in by reviewing and advising on issues or topics as they relate to all modes of transportation, including the following:

- i. Transportation safety policies and programs
- ii. Long range transportation plans and ancillary transportation plans (sidewalk and safe routes to school, transit, traffic, parking, etc.);
- iii. Type III Planning Actions during the pre-application process;
- iv. The transportation section of the City's Capital Improvements Program (CIP);
- v. Multi-modal transportation issues; and
- vi. Traffic implementation designs.

The Committee may also advocate to promote all modes of transportation to ensure that modal equity is a reality in Ashland.

The TAC may assign subcommittees to focus on specific transportation topics of concern and report their information to the full TAC for final review and recommendations. Subcommittees will be established for a specified purpose and duration and will consist of at least three voting members appointed by the TAC. The TAC Chair and Director of Public Works shall determine what matters warrant subcommittee involvement, and meetings shall be convened on an as-needed basis.

G. Social Equity and Racial Justice Advisory Committee (SERJAC)

A Social Equity and Racial Justice Advisory Committee (SERJAC) is established by the City Council. The SERJAC will consist of nine (9) voting members and one (1) nonvoting ex-officio member designated by the City Manager to provide support to the committee. Voting members will include members from a broad spectrum of community interests and perspectives, specifically including individuals with backgrounds in race and social equity work and a representative cross section of historically marginalized or underrepresented groups, such as Black, Aboriginal peoples, people of color, LGBTQ+, the elderly and disabled persons.

The SERJAC shall be responsible for assisting the City in the following:

- i. Encouraging understanding and celebration of the diversity of the City's population and visitors and promote amicable intergroup relations within the City.
- ii. Recommending policies, measures, and practices to bring about social and racial equity and a greater inclusion for all who live, work, or visit in the City, including counter measures to systematic racism, homophobia, sexism, classism, and other racial and social inequities impacting Black, Indigenous, people of color, LGBTQ+, and disabled persons, as well as other marginalized persons in the Ashland community.
- iii. Recommending efforts to increase economic opportunities for Black, Indigenous, people of color, LGBTQ+, and disabled persons, as well as other marginalized persons in the Ashland community.
- iv. Advising on diversity, equity, and inclusion (DEI) and human rights training for the City of Ashland's staff, commissions/boards, other advisory committees, and the City Council.
- v. To seek, at least every two (2) years, a broad spectrum of input from community members on emerging issues and needs of the Ashland community as they relate to diversity, equity, inclusion, human rights, and intergroup relations.

SECTION 4. Management Advisory Committees (MAC) may be established to serve at the request of the City Manager or Department Heads to provide technical advice, and community support and input that can assist in preparing recommendations to enhance City operations or program implementation or for City Council consideration.

MACs are generally intended to be project or program specific but can meet as often and as long as necessary to meet their requested role or functions. Some MACs may meet only occasionally when requested, while others may meet regularly or semi-regularly over extended periods of time per the role assignment or needed term for their assistance. Membership on MACs will be established based on the type of advice sought and availability of potential qualified participants, urgency of issue or program being addressed, timeframe for the committee's role/participation, availability of City staff support resources, and/or other circumstances or considerations

affecting the ability for effective MAC role participation. The rules of procedure, if necessary, for each MAC will also be established by the City Manager or appointing Department Director at the time of the corresponding MAC's establishment. The City Council may refer issues or tasks to consideration by a MAC by vote of the City Council request to the City Manager. MACs may include project or program topics related, but not limited to the following:

- Airport Operations
- City Band
- System Development Charges
- Transportation
- Trees and Urban Forest
- Wildfire Safety

SECTION 5. This resolution is effective upon adoption.

ADOPTED by the City Council this 16th day of May, 2023.

ATTEST:

DocuSigned by:
Melissa Huhtala
A02A82A0E5F2482...
Melissa Huhtala, City Recorder

SIGNED and APPROVED this 16 day of May, 2023.

Tonya Graham
Tonya Graham, Mayor

Reviewed as to form:

Doug McGear
Doug McGear, Interim City Attorney



Council Business Meeting

Date: July 16, 2024

Agenda Item	Committee Workplan Update
From	Sabrina Cotta
Contact	sabrina.cotta@ashland.or.us

SUMMARY

This is a mid-year update of all the Standing Advisory committees workplans. This includes Social Equity and Racial Justice

Advisory Committee (SERJ), Housing and Human Services Advisory Committee (HHSAC), Public Arts Advisory Committee (PAAC), Historic Preservation Advisory Committee (HPAC), and Transportation Committee. The Climate & Environment Policy Advisory Committee (CEPAC) chair did not provide any updates.

POLICIES, PLANS & GOALS SUPPORTED

Current Vision and Values

- Excellence in governance and city services
- Respect for the citizens we serve, for each other and for the work we do

BACKGROUND AND ADDITIONAL INFORMATION

Resolution 2022-24 Creating Standing Advisory Committees to the City Council passed on September 20, 2022. On May 16, 2023, the Council updated the Standing Advisory Committee structure with the adoption of Resolution 2023-06. Below is the information provided by the Committees as a mid-year update. This also includes an update from the Planning Commission and Parks and Recreation Commission.

Social Equity and Racial Justice Committee Action Plan:

Interact with other committees in their work as it intersects with SERJAC goals

1. One of our members has been attending these meetings.

Compile list of local DEI partners, including information on areas of focus and impact metrics (Houston)

1. Not completed

Obtain DEI training for SERJAC members (Simon)

1. Completed

Obtain DEI training for city council members (Geraghty)

1. Not completed (and I believe should be removed from the action plan)

Conduct Listening Sessions with Ashland residents to capture documentation describing status of diversity, equity and inclusion. Utilize information obtained in Listening Sessions to inform and expand 2024 Action Plan (Geraghty)

1. Not completed and currently no plans to continue with this project

Develop DEI training program for local businesses and their staff with a focus on being authentically welcoming to all people (DuQuenne)

1. Not completed

Understand scope of consultants DEI internal assessment and organize recommendations into proposed plan with assigned liaison and budget specifications (Spring 2024)





Council Business Meeting

1. Completed

Housing and Human Services Advisory Committee

During the first half of 2024, the Housing and Human Services Advisory Committee completed or addressed the following items in pursuit of the current workplan:

- *Reviewed and recommended appointment of members to the council requested ad-hoc Subcommittee to address the development of the Homeless Services Masterplan Report.*
- *Reviewed applications and made recommendations regarding the allocation of \$134,000 in Social Service Grant funding to twelve non-profit organizations.*
- *Reviewed applications and made recommendations regarding the allocation of \$350,000 in Affordable Housing Trust Fund Grant funding to three affordable housing organizations and one homeless services providers.*
- *Reviewed applications and made recommendations regarding the allocation of \$179,575 in Community Development Block Grant funding to two non-profit organizations.*
- *Worked with Homeless Services Masterplan Subcommittee on community engagement and data collection to help inform the development of the masterplan.*
- *Provided a mid-cycle update as requested by Council at a Study Session on the development of the masterplan.*

Key Long Range Projects

- **Develop an Equitable Housing Plan-Not yet Started**
 1. *This Housing Production Strategy is proposed for adoption in 2024.*
 2. *The Equitable Housing Plan must be adopted concurrent with the 2025-2029 CDBG Consolidated.*
 3. *Development of the Plan was pre-empted by the request to develop a Homeless masterplan report and the purchase and development of 2200 Ashland street as an every night low barrier emergency shelter.*
- **Rent Burden-Education and Outreach Event – underway.**
 1. *The HHSAC has heard from a variety of community members regarding potential topics and formats for the annual educational event, topics range from information about ADU development, community education on the Community Land Trust Model, and workforce and middle housing.*
 2. *The HHSAC began developing a plan for this year's event at their regular meeting in June.*
- **Manufactured Home Park Zoning Ordinance – underway.**
 1. *This project will be undertaken by the Planning Commission and planning staff and will go before the HHSAC for review and recommendation.*
- **Consolidated Plan for the Use of Community Development Block Grant Funding**
 1. *City Staff is in the initial stages of developing a five-year plan for the use of CDBG funding. The HHSAC will primarily be engaging in Community input for development of goals and priorities for the use of funding and for reviewing and making a recommendation for the draft plan.*
- **Review and recommendation of the Homeless Services Masterplan Report – The Advisory Committee will review and make a recommendation to the Council at their regular meeting on July 18th.**

Public Arts Advisory Committee

Note, mid-year updates in BLUE, ITALICIZED font.

The PAAC reviewed ongoing projects in February, May, and July 2023 and *set priorities during a January 19, 2024 Study Session*, but has not yet conducted a formal goal setting for 2023/2024. The following are PAAC priority projects and initiatives - some originate from the community and other are initiatives of committee members:



HOW TO WRITE A STRATEGIC PLAN

Sushma Raman

<http://carrcenter.hks.harvard.edu/>

Outline

- Introductions / Overview
- Strategic Planning: Why?
- Strategic Planning: How, What, Who, When?
- Overcoming Challenges and Pitfalls
- Sample Strategic Plans
- Q & A

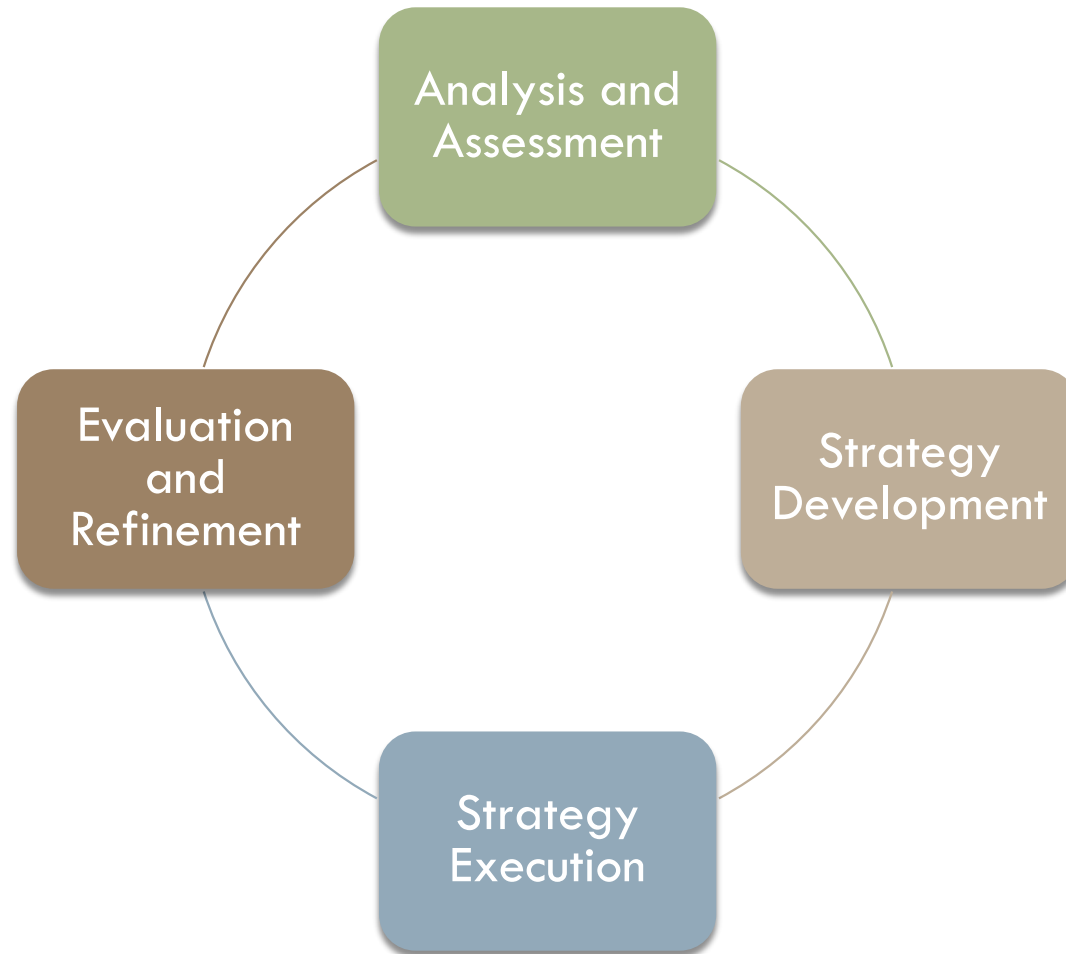
About me

- Adjunct Lecturer at HKS
- Two decades' experience in the nonprofit and philanthropic sector, designing and leading large global and national initiatives and organizations
- Board experience on boards and advisory boards
- www.sushmaraman.com
- www.linkedin.com/in/sushmaraman

What is a strategic plan and why is it needed?

- A roadmap to launch and grow your organization
- Process as important as product (perhaps more important)
- Aligns stakeholders around strategic priorities
- Communicates your goals, strategies and programs
- Engages, motivates, and retains external and internal audiences (e.g., board, staff, donors, etc.)

Process, not just a Product



Analysis and Assessment

- Scanning the field:
 - Builds knowledge on trends, best practices, existing initiatives, gaps, etc.
 - Builds buy-in through stakeholder engagement
 - Enables the organization to position itself in a larger landscape
 - Clarifies the unique value-add of the organization or initiative within a complex marketplace

Strategy Development

- A process, not simply a product
- Dynamic, not static
- Engages board, staff, funders, clients, community
- Helps organization align mission, programs, capacity

Key Components

- Executive Summary
- Mission and Vision
- Environmental Analysis / SWOT
- Goals, Priorities and Strategies
- Additional components: financial plan, evaluation, staffing / operational plan

Mission, Vision, Values

- Mission Statement: your purpose
- Harvard Kennedy School:
 - ▣ http://www.hks.harvard.edu/ocpa/pdf/HKS_Facts_Current.pdf
- Ford Foundation:
 - ▣ <http://www.fordfoundation.org/about-us/mission>
- Open Society Foundation:
 - ▣ <http://www.opensocietyfoundations.org/about/mission-values>

Environmental Analysis

- Reviewing literature
- Identifying and analyzing similar organizations working on the issue or in the same geographic region
- Interviewing experts in your field and related fields
- PEST: political, economic, social, technological factors that affect your organization's mission and approach
- SWOT: your organization's strengths and weaknesses, as well as opportunities and threats

Goals, Priorities and Strategies

- Outlines the goals, priorities, and strategies to meet the mission
- 3 -4 overarching goals aligned with mission
- Priorities, activities, objectives, strategies are in more depth, have more specificity – each goal could have a few different objectives / strategies associated with it
- Need to find balance between aspirational and forward looking versus specific and tangible

Other components

- Financials (how do your financials align with your aspirations?)
- Staffing
- Evaluation (what will success look like?)
- One page summary / Key highlights / dashboard to track progress

Executive Summary

- Can be the most important part of the document – may be the only portion read by external stakeholders
- Should succinctly convey the future direction, priorities and impact
- Write this last!

Overcoming Challenges and Pitfalls

- Challenge of consensus over clarity
- Challenge of who provides input versus who decides
- Preparing a long, ambitious, 5 year plan that sits on a shelf
- Finding a balance between process and a final product
- Communicating and executing the plan
- Lack of alignment between mission, action, and finances

Examples of strategic plans

- <http://foundationcenter.org/about/FoundationCenter2020.pdf>
- <http://www.state.gov/documents/organization/223997.pdf>
- [http://www.amnesty.org/sites/impact.amnesty.org/files/POL%2050 002 2010%20Public%20ISP.pdf](http://www.amnesty.org/sites/impact.amnesty.org/files/POL%2050%20002%202010%20Public%20ISP.pdf)

Q & A

SMART

GOALS

S

PECIFIC

Make your goal specific and positive.



M

EASURABLE

You should be able to measure your progress.



A

TTAINABLE

Set realistic goals that are challenging but achievable.



R

ELEVANT

Ensure the goal serves your personal core values.



T

IME-BOUND

Specify a deadline, or a series of deadlines.



SMART GOALS DO'S & DON'TS



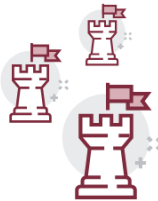
Be specific in your goal setting



Allow vague goal setting habit



Include your team members in company goals



make team or company-wide goals in silos



Set stretch-goals that challenge team limitations



Set unachievable goals that will lead to team frustration



Select relevant goals that relate to your strategic planning



Chase attractive or irrelevant goals that may distract the organization



Set a timeframe to your goals (regardless of what it is)



Expect perfection



Be flexible and prepared to adjust goals when necessary



Lose sight of the big picture when establishing project goals

SMART Goals Template

Crafting SMART goals helps you identify the aspects of your project that are realistic and achievable; this exercise also helps you set a deadline. When writing SMART goals, use concise language and include only relevant information. This worksheet is designed to help you succeed, so be positive when answering the questions.

INITIAL GOAL	Write the goal that you have in mind.
SPECIFIC S	What do you want to accomplish? Who needs to be included? When do you want to do this? Why is this a goal?
MEASURABLE M	How can you measure progress and know if you've met your goal?
ACHIEVABLE A	Do you have the skills required to achieve the goal? If not, can you obtain them? What is the motivation for achieving this goal? Is the amount of effort required on par with what the goal will achieve?
RELEVANT R	Why am I setting this goal now? Is it aligned with our overall objectives?
TIME-BOUND T	What's the deadline and is it realistic?
SMART GOAL	Review your answers above and craft a new goal statement based on them.

THE SOCIAL CHANGE ECOSYSTEM MAP (2020)

In our lives and as part of organizations, workplaces and movements, many of us play different roles in pursuit of equity, shared liberation, inclusion, and justice. And yet, we often get overwhelmed, lost, and burned out. Some of us are newcomers to ongoing social change efforts and don't know where to start. Still others are catalyzed into action in the midst of a crisis in our community.

The Social Change Ecosystem Map is a framework that can help individuals, networks, and organizations align with social change values, individual roles, and the broader ecosystem.

What you're reading now is the most recent version of the social change ecosystem framework created by Deepa Iyer (BMP's Senior Director of Strategic Initiatives). Deepa first developed the map in 2018, and this 2020 version incorporates her new and revised text. Below you'll find a *Frequently Asked Questions* section. Following that are the three components of the framework: the map, the description of roles, and a reflection guide.

The Social Change Ecosystem Map



 @deepaviyer
 @BuildingMovementProject

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 @dviyer
 @BldingMovement

Frequently Asked Questions

Who developed the framework?

My name is Deepa Iyer, and I'm a writer, facilitator, and activist. Learn more about my original concept of the social change ecosystem map [here](#). As I utilized the framework with others, it began to evolve; see more about that [here](#). You're working with the most current version of the framework.

What are the components of the framework?

The map, the description of the roles, and the reflection guide can all be found in this document. If you'd like to access individual components, you can find them [here](#).

How do I use this framework?

It's a three-step process: (1) identify your values and cause in the middle circle; (2) map your roles and those played by your ecosystem; and (3) reflect, observe, and plan.

Who can use this framework?

Anyone. Individuals can use it to reflect, assess, and plan. Organizations can use it at staff and board retreats, team-building meetings, orientations, and strategy sessions. Workplaces can use it to assess their effectiveness. Coalitions and networks can use it to clarify different lanes. People new to equity and inclusion issues can use it to identify how to begin. Those of us who have been doing social change work for some time can use it when we feel fatigued or overwhelmed.

When should this framework be used?

As an individual, you can use it when you need a re-set, when you feel stuck, burned out or confused, or when you don't know how to begin. I use it often when there is a community crisis and don't know how to respond. For example, people have been using the framework to figure out their roles during COVID-19, in the struggle for Black liberation, and for post-election response.

What are the permissions and restrictions on using this framework?

This framework is for individual and public use - **with boundaries**. Due to creative and commercial infringements that occurred in 2020, I have placed new parameters on the use of the map. As of October 2020, all previous licenses are revoked. Please read the permissions and restrictions below and if you have any questions or doubts, please email me (diyer@buildingmovement.org). Please do not send direct messages on Twitter or Instagram; email is the most effective route.

This is Permitted:

- ✓ You can use the map, framework and the guide **individually and internally within your organization, workplace, faith group, board, or campus/school** for meetings, retreats, orientations, check-ins, evaluations, workshops, classes, self-discovery/group discovery sessions, leadership mapping and more, with the following attribution: *Deepa Iyer, Building Movement Project. SM, © 2020 Deepa Iyer. All rights reserved. All prior licenses revoked.*
- ✓ You can **share, post, and repost** the map online on your social media platforms and within emails, newsletters, internal communications and as part of a list of resources **as long as you include** the full and original image of the map, the [original link](#) and the following attribution: *Deepa Iyer, Building Movement Project. SM, © 2020 Deepa Iyer. All rights reserved. All prior licenses revoked.*

This is Not Permitted:

- × **No adaptations or remixes.** This includes but is not limited to changing the colors, the text or the roles, adding artwork or new elements, or visually reorganizing the roles.
NOTE: I'm open to the possibility of collaborating with all you visionaries and storytellers if we can come to an explicit agreement before you alter and create. Please contact me via email.
- × **No public-facing workshops.** Please contact me first to discuss/partner.
- × **No commercial use is permitted.** The map or any derivations of its content can never be used to accrue money for yourself or your organization, ie., charging people or asking for donations in a session that includes the map or framework; or making and selling products based on or including the map or framework.

The Social Change Ecosystem Map



 @deepaviyer
 @BuildingMovementProject

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 @BldingMovement

Characteristics of the Roles

Weavers: I see the through-lines of connectivity between people, places, organizations, ideas, and movements.

Experimenters: I innovate, pioneer, and invent. I take risks and course-correct as needed.

Frontline Responders: I address community crises by marshaling and organizing resources, networks, and messages.

Visionaries: I imagine and generate our boldest possibilities, hopes and dreams, and remind us of our direction.

Builders: I develop, organize, and implement ideas, practices, people, and resources in service of a collective vision.

Caregivers: I nurture and nourish the people around me by creating and sustaining a community of care, joy, and connection.

Disruptors: I take uncomfortable and risky actions to shake up the status quo, to raise awareness, and to build power.

Healers: I recognize and tend to the generational and current traumas caused by oppressive systems, institutions, policies, and practices.

Storytellers: I craft and share our community stories, cultures, experiences, histories, and possibilities through art, music, media, and movement.

Guides: I teach, counsel, and advise, using my gifts of well-earned discernment and wisdom.

REFLECTION GUIDE for SOCIAL CHANGE ECOSYSTEM MAP

The Roles

- What values call to you? Circle the ones in the middle of the map that connect with you or add more/others. When do you feel most aligned with these values?

- What are you seeking to change? Is it a system of power, a mindset or a policy? You can also choose to write in a particular issue, campaign, or crisis that calls to you to take action (i.e. COVID-19, solidarity with Black communities, campaign to center immigrants, post-election response).

- Locate yourself on the map and put your name inside the circles that you find yourself playing most frequently. Add other circles if needed and label them with roles (not job titles). Recognize that you can be playing multiple roles, and that these roles can even shift depending on the context. Write the roles below and identify their characteristics (check the definitions for ideas).

• What role(s) do you feel comfortable and natural playing, and why? What role(s) make you come alive, and why? Are there any differences between these two responses for you to explore? Reflect on how your roles embody the values you identified earlier.

• What is the impact of playing these roles on you - physically, energetically, emotionally, or spiritually? What/who sustains you?

• In your role(s), how often do you vision and dream? What is the effect of repetition and redundancy, or compromise and sacrifice in the roles you play?

• How does your role connect to your privilege and power? For example, are there roles where you might be taking too much space (or not enough)?

- What story emerges about you when you review the map and your reflections?

- How could you stretch yourself? Where can you take bolder risks?

• Social change can be fulfilling but it can also be draining at times. It's natural to feel burn out and fatigue. People who have been subjected to generations of oppression carry trauma that shows up in behaviors and responses. And, in times of crisis, we can cycle through fogginess, exhaustion, and numbness. All of these responses are natural. We can also learn more about their roots and triggers, and build sustainability plans to tend to ourselves – and each other. *Below*, reflect on a time when you felt fatigued from social change work. What led to that experience & how did you cope? Knowing what you know now about your roles and your ecosystem, reflect on activities that you can take to sustain yourself through challenging times (ex. setting boundaries, relying on a mentor, asking for help, switching roles, or taking breaks). Then, think about a person in your ecosystem that you can support and check in on regularly.

Ecosystems and Connections

Social change cannot happen at an individual level when we work in silos. It happens when we are connected to others. Our bodies, nature, and organizations all comprise of ecosystems. As [Grace Lee Boggs](#) reminds us: “We never know how our small activities will affect others through the invisible fabric of our connectedness. In this exquisitely connected world, it's never a question of 'critical mass.' It's always about critical connections.”

- Who are you connected to? What roles do they play? Start with your immediate ecosystem (usually your organization) and then zoom out to include mentors, supporters, co-conspirators, friends, and colleagues outside of your organization. If you are working with the map from an organizational lens, you can have staff/volunteers map themselves, or you can map partners/allies that are part of a coalition or network.

- The middle circle in the map identifies the values of the communities and the world we seek to create. Which resonate with your ecosystem and why? How does your ecosystem create the conditions for justice, liberation, solidarity and inclusion to be realized?

- What observations emerge about your team, organization, network, or movement when you review the complete ecosystem, and your role in it?

- An effective, healthy, and sustainable social change ecosystem requires people playing diverse roles. Is your map imbalanced in any way? If so, how could the ecosystem provide support, alter objectives, or course correct?

- Often, social change ecosystems are prone to maintaining cultures of overwork, productivity, and performance at the cost of individual well-being and long-term sustainability. Does the mapping process provide insights into the culture of your ecosystem? Are there roles that need to be strengthened in order to cultivate a more sustainable culture?

Alignment and Aspirations

- There are times when we all feel confused and lost about the roles that we should play, especially during community crises. When you don't feel in alignment with my roles, how can you re-set? Who can you turn to for guidance? When you are in right relationship between your roles and values, how do you feel?

- Based on the reflections above, set 2 goals for yourself to try out before your next check-in. Identify 1 SMART (Specific, Measurable, Achievable, Relevant, Timely) goal and 1 [B-HAG](#) (Big, Hairy, Audacious, as defined by Jim Collins) goal. Check in every quarter to reflect on what's changed, and if possible, work with a partner, coach, or team-member for accountability and momentum.



THE FOUR ROLES OF SOCIAL ACTIVISM



THIS INFORMATION IS ADAPTED
FROM AN ARTICLE BY **BILL MOYER**



WHAT IS YOUR ROLE?

Activists need to become aware of the roles they and their organizations are playing in the larger social movement.

There are four different roles activists and social movements need to play in order to successfully create social change.

Each role has different purposes, styles, skills, and needs and can be played effectively or ineffectively.

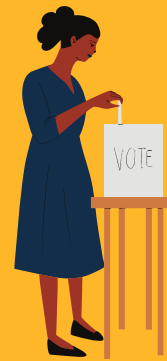
What are the Four Roles?

Citizen, Reformer, Rebel, Change Agent

- Social movements require *all four roles*
- Understanding a social movement's need to have all four roles played effectively can help reduce antagonism and promote cooperation among different groups of activists and organisations.



CITIZEN



EFFECTIVE

- Promotes positive national values, principles, symbols (eg. democracy, justice)
- Normal citizen
- Grounded in centre of society
- Promotes active citizen-based society
- The active citizen is the source of legitimate political power
- Examples: King and Mandela



INEFFECTIVE

- Naive citizen: Believes the 'official policies' and does not realise that the powerholders & institutions serve special elite interests at the expense of the majority and the common good

OR

- Super-patriot: Gives automatic obedience to powerholders and the country

REFORMER



EFFECTIVE

- Parliamentary: Uses official mainstream institutions to get the movement's goals
- Variety of means: lobbying, lawsuits, referenda, rallies, etc.
- Professional Opposition Organisations (POOs) are the key movement agencies & nurture grassroots
- Watchdogs successes to assure enforcement & protect against backlash



INEFFECTIVE

- Dominator/patriarchal model of organisational structure
- Organisational maintenance over movement needs
- Dominator style disempowers grassroots
- "Realistic Politics": Promotes minor reforms rather than social changes
- Co-optation: POO staff identify more with official powerholders than with movement's grassroots

REBEL



EFFECTIVE

- Protest: Says NO! to violations of values
- Nonviolent direct action and attitude
- Target: Powerholders and their institutions
- Puts issue and policies in public spotlight
- Actions have strategy and tactics
- Empowered, exciting, courageous, risky
- Holds relative, not absolute, truth



INEFFECTIVE

- Anti-authority, anti-organisation structures
- A lonely voice on society's fringe
- Any means necessary: disruptive tactics
- Tactics without realistic strategy
- Ideological totalism: Holds absolute truth & moral, political superiority
- Strident, egocentric; self needs before movement needs

CHANGE AGENT



EFFECTIVE

- Organises People Power: creating participatory democracy for the common good
- Educates and involves majority of citizens and whole society on the issue
- Involves pre-existing mass-based grassroots organisations/networks
- Long-term tactics & structures
- Promotes paradigm shift

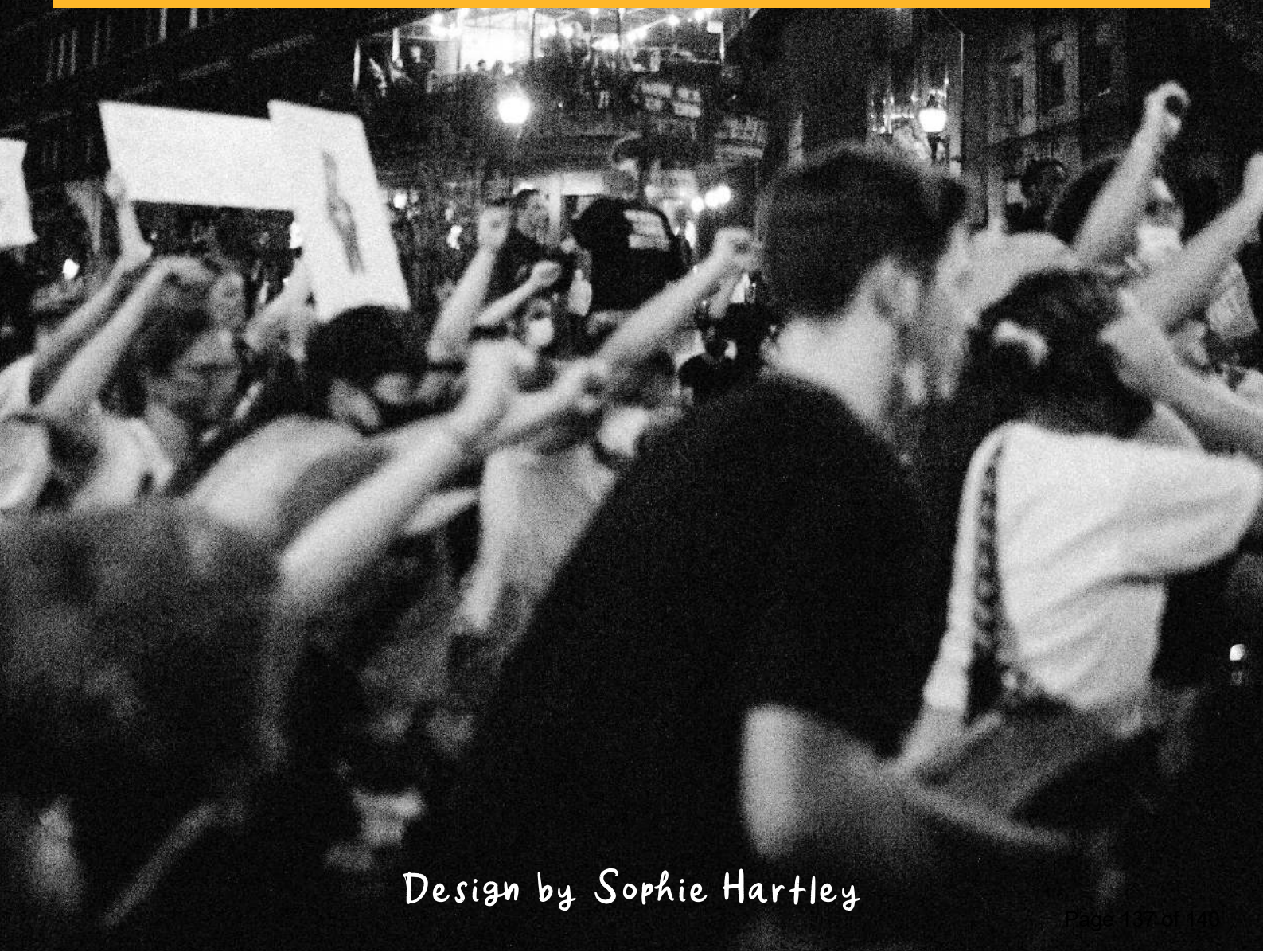


INEFFECTIVE

- Too utopian: Visions of perfectionist alternatives in isolation from practical political & social action
- Promotes only minor reform
- Leadership based on patriarchy & control, not participatory democracy
- Single issue tunnel vision
- Ignores activists' needs
- Unconnected to social & political social change and paradigm shift

Find out more at
commonslibrary.org

THE COMMONS
Social Change Library



Design by Sophie Hartley



[Events](#)

[Applications](#)

[Resources](#)

[Contact Us](#)

[DONATE](#)

Sat, Oct 05 | Ashland

SOPride Parade For Fun and For Free



Time & Location

Oct 05, 2024, 10:00 AM

Ashland, Ashland, OR 97520, USA

About the event

Be a spectator and line the streets of downtown Ashland as we celebrate US, or fill out an application, sign, grab your friends and be US!!!!

[RSVP](#)

[Events](#)[Applications](#)[Resources](#)[Contact Us](#)[DONATE](#)

Sat, Oct 05 | Lithia Park

Pride at the Bandshell



Time & Location

Oct 05, 2024, 11:00 AM – 1:00 PM

Lithia Park, Winburn Way, Ashland, OR 97520, USA

About the event

Drag, Aerial, D.J., Vendors, Food Trucks

M.C Lady Lucy LaVicious

[RSVP](#)

Southern Oregon University INDIGENOUS PEOPLE'S DAY

Honor the past 🌱 Empower the Present 🌿 Inspire the Future

October 19th & 20th, 2024

Stevenson Union - SOU Campus - Ashland, OR

Speakers - Food - Indigenous Artisans Market - Dancers-Activities

Saturday, October 19th

Grand Entry 10:30 AM

Dancers invited to join in grand entry procession, regalia encouraged

Welcoming 11:00 AM - Noon

Salmon lunch: Noon - 4:00 PM (\$10 a plate, cash only)

Guest speakers & open sharing: 1:00 PM - 4:00 PM

Sunday, October 20th | 10:30 AM - 4:00 PM

Indian Tacos & frybread hosted by SOU NASU (cash only)

Guest speakers & open sharing all day

Artisan Market: Sat. & Sun. | 10:30 AM - 4:00 PM

Indigenous relatives are invited to bring songs,
dances & stories to share during open sharing times

For more information or to be a vendor contact
Kenwani Kravitz at: kravitzk@sou.edu or at (541) 552-6937



NATIVE AMERICAN STUDENT UNION

