



MEDFORD IN THE 21ST CENTURY

VISION STRATEGIC PLAN

ADOPTED OCTOBER 17, 2002
BY THE MEDFORD CITY COUNCIL



MEDFORD IN THE 21ST CENTURY
VISION STRATEGIC PLAN

PRESENTED TO THE MEDFORD CITY COUNCIL
SEPTEMBER 2002
BY THE VISION STEERING COMMITTEE

LINDSAY D. BERRYMAN
CRAIG STONE
DEBRA LEE
DENNIS HOFFBUHR
JANE CARPENTER
CURT BENNETT
JULIE PETRETTO
PEDRO CABRERA

BOB STROSSER
LAURA HISAMOTO
RUSS DALE
MICHELE CARLTON
DAVID MEADOR
EVA AVERY
JIM WRIGHT

ADOPTED BY THE MEDFORD CITY COUNCIL
OCTOBER 17, 2002

LINDSAY D. BERRYMAN, MAYOR
BILL MOORE, COUNCIL PRESIDENT
BOB STROSSER, COUNCIL VICE PRESIDENT
JIM KEY
SAL ESQUIVEL
SKIP KNIGHT
JOHN MICHAELS
ED CHUN
CLAUDETTE MOORE

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Vision Strategic Plan**

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GROWTH MANAGEMENT

Vision Statement

“The City is a leader in regional efforts to manage growth in the Bear Creek Valley and cooperates with other jurisdictions to enhance livability, protect agricultural land uses at the urban fringe and preserve open space within and between communities.”

The primary means for the City of Medford to deal with growth are working within the State of Oregon Land Use Planning program. This is done through the development, adoption and implementation of the Comprehensive Plan. The Comprehensive Plan is the policy document for land use over a twenty-year period. The primary implementation tool is the Land Development Code (referenced following Element Actions).

Element 1. A positive community outlook is enhanced by such assets as our schools, our climate and our commitment to balancing growth to protect our quality of life.

- Action 1.1 Determine how to implement the placement of the parks and schools designations on the City of Medford GLUP map and then do so.
- Action 1.2 Develop new zoning standards and design guidelines for both the Southeast overlay area and appropriate areas within the city.
- Action 1.3 Develop new Transit Oriented Development (TOD) code provisions.
- Action 1.4 Adopt the Public Facilities Element of the Comprehensive Plan.
- Action 1.5 Participate in the Regional Problem Solving planning process. Identify a fifty-year growth horizon, buffer areas between adjoining cities, resource land preservation areas. Already the participants have agreed to a coordinated periodic review, the mandated plan update process (2012) and to work on valley wide agricultural buffering standards.

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- Action 1.6 Update the zone change criteria for the Land Development Code.
- Action 1.7 The City Council has directed that our urban service agreement with Jackson County be revised to enable the City of Medford to administer the lands in the urban growth boundary.
- Action 1.8 The City Council has requested that all enclave areas in the urban growth boundary be annexed to Medford.
- Action 1.9 The Site Plan and Architectural Commission have undertaken the project to update the City Sign Code.
- Action 1.10 The following implementation list is quoted from the applicable Comprehensive Plan Elements.

Linkage to other Vision Strategic Planning Efforts

Parks, Recreation & Natural Environment – Strategy 2
Public Safety – Strategy 3

Implementation 8-A (2): Prepare a hillside development ordinance for consideration by the City Council that requires subdivision and site design to be compatible with, and complementary to, sloping sites, and that preserves appropriate hillside open space and viewsheds.

Implementation 12-F (1): Undertake efforts to educate the public in wild land fire safety.

Implementation 1-A (3): Prepare *hillside design standards* that require subdivision and site design to be compatible with, and complementary to sloping sites, for consideration by the City Council.

Implementation 1-C (1): Prepare amendments to the *Comprehensive Plan* and *Land Development Code* for consideration by the City Council that provide requirements for inclusion of open space in residential development plans, ranging from providing usable outdoor open space in all multiple-family projects, to buffering agricultural uses, to preserving open space in environmentally sensitive areas such as hilltops or ridgelines, wetlands, creeksides, wildlife habitats, etc.

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Element 2. Downtown Medford is a vibrant and enjoyable regional center that includes a mix of residential, commercial, educational, cultural, recreational and public uses that provide activities around the clock, seven days a week.

- Action 2.1 Assist MURA in developing the City Center 2050 plan.
- Action 2.2 Develop a format for the City Center Plan to be included in the Comprehensive Plan.
- Action 2.3 Develop new land development code sections for the downtown including a new zoning designation, design standards, and historic ordinances.
- Action 2.4 The following implementation list is quoted from the applicable Comprehensive Plan Elements.

Linkage to other Vision Strategic Planning Efforts
Housing – Strategy 10

Implementation 11-E (1): Prepare and implement design guidelines for Site Plan and Architectural Commission and Historic Commission review of properties in the downtown to assure that exterior alterations and new construction are compatible with the historic character. (See the “Facade Treatment Recommendations” of the 1994 *Medford City Center Design Concept* for an example.) (MURA is working on this?)

Implementation 5-C (4): Investigate methods for promoting additional housing in the downtown through the removal of any barriers that may impede such development, as recommended by the *Downtown Vision Plan*, including preparing appropriate amendments to the *Land Development Code* for consideration by the City Council.

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Element 3. Artists and college students live, work and attend classes downtown while being involved in the City's cultural and civic life.

Action 3.1 Work with Rogue Community College to ensure that the future growth of the campus occurs in downtown.

Action 3.2 MURA will identify strategies to add additional parking spaces in downtown.

Linkage to other Vision Strategic Planning Efforts
Education – Strategy 8
Housing – Strategy 10

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Element 4. Downtown Medford is connected to major commercial centers north and south of town by pedestrian and bike trails along Bear Creek. A rail linkage is in the planning stage.

- Action 4.1 Assist MURA in developing the Bear Creek Master Plan.
- Action 4.2 Develop strategies along with MURA and other partners in implementing the Bear Creek Master Plan.
- Action 4.3 Do an analysis of the West Medford SFR-10 zoned lands to determine the impact of that zoning in that neighborhood.

Linkage to other Vision Strategic Planning Efforts
Parks, Recreation & Natural Environment – Strategy 2
Transportation – Strategy 9

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Element 5. Medford is a series of well-planned neighborhoods, connected by all modes of transportation and a system of open space and parks.

- Action 5.1 Implement the City of Medford Parks Plan.
- Action 5.2 Adopt the Public Facilities element of the Comprehensive Plan.
- Action 5.3 Develop and adopt a TSP for the City of Medford.
- Action 5.4 The following implementation list is quoted from the applicable Comprehensive Plan Elements.

Linkage to other Vision Strategic Planning Efforts
Parks, Recreation & Natural Environment – Strategy 2
Transportation – Strategy 9

Implementation 10-A (2): Develop a design manual showing examples of energy conservation in subdivision planning, site layout, landscaping and building design.

Implementation 10-A (3): Provide examples for developers to follow that reduce motor vehicle transportation needs by using mixed uses, urban infill projects, etc.

Implementation 10-D (1): Develop for consideration by the City Council, amendments to the *Land Development Code* that require consideration of passive solar energy techniques in subdivision design, including house orientation, street and lot layout, vegetation and protection of solar access. (This sounds like one of the existing criteria for land division approval.)

Implementation 1-A (1): Prepare *community design guidelines*, which will guide the development and architectural review process, for consideration by the City Council. Emphasize such elements as mixed uses, parkways with shade trees, pedestrian ways, bicycle lanes, alley access, rear yard garages, and varied setbacks.

Implementation 1-B (1): Institute a neighborhood-planning program that arranges the community into *neighborhood planning areas*, and promotes the formulation of neighborhood identities.

Implementation 1-B (6): Identify existing single-family residential areas zoned SFR-10 that may be suitable for down zoning, to reduce the

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concentration of SFR-10 zoning in any one particular area, by promoting a mix of housing types throughout the community, and to preserve those single-family neighborhoods in danger of having an excessive number of duplexes. If suitable areas are identified, prepare a zone change proposal for initiation by the Planning Commission.

Implementation 1-C (2): Prepare an inventory of areas within designated residential areas suitable for preservation as open space, such as, but not limited to hilltops or ridgelines, wetlands, creek sides, wildlife habitats, etc., and potential sites for future city parks.

Implementation 6-A (5): Initiate an amendment to the *Comprehensive Plan* for consideration by the City Council that would add an *Urban Medium Density Residential* designation, with which SFR-10 zoning would be consistent, including designation of such areas on the GLUP Map. Consider changing the name of SFR-10 to a title that would place more emphasis on the duplex use rather than the single-family use. DONE!

Implementation 1-B (1): Require special design for development within the Village Center, affecting such elements as building location and orientation, lighting, signage, parking, outdoor storage and display, greenway/wetlands treatment, etc.

Implementation 3-A (1): Adopt a special overlay zoning district for the SE Area, and specify the permitted zoning districts and residential densities for each land use category on the *Southeast Plan Map*. Require development design and ultimate approval by the City to be through the Planned Unit Development (PUD) ordinance. DONE!

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Element 6. A range of housing and neighborhood-level retail and business services define each neighborhood's character.

- Action 6.1 Complete a market assessment of the demand for housing, commercial and industrial lands.
- Action 6.2 Identify potential sites for additional land uses to meet the twenty-year supply requirement for land.
- Action 6.3 The following implementation list is quoted from the applicable Comprehensive Plan Elements.

Linkage to other Vision Strategic Planning Efforts
Housing – Strategy 10

Implementation 3-C (1): Identify areas where up zoning would best support infrastructure improvements, including transit.

Implementation 5-A (1): Establish a system for reviewing all residential projects for compliance with the *Housing Element* goals and policies, including achievement of maximum permitted densities, and prepare a yearly report to decision makers.

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Element 7. Accessible neighborhood centers provide safe, convenient recreation, business and community services.

- Action 7.1 Do an assessment of where changes can be made to our land development code to assist the market demand.
- Action 7.2 Do an assessment of the GLUP map to determine if any changes should be made to refine where commercial and industrial lands should go.

Linkage to other Vision Strategic Planning Efforts



Economic Development & Telecommunications – Strategy 5
Transportation – Strategy 9

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GROWTH MANAGEMENT
Action Plan Table

Action	Responsible Parties	Time Line	Human Resources	Challenges	Milestone/ Evaluation	Fiscal Resources	Action Completed
Element 1. A positive community outlook is enhanced by such assets as our schools, our climate and our commitment to balancing growth to protect our quality of life.							
Action 1.1: Determine how to implement the placement of the parks and schools designations on the City of Medford GLUP map and then do so.	Planning Dept., Parks Dept., with Planning Commission and Council approval	Staff discussion 4/02 Implement ?	Planning Staff, Parks Staff	Understanding the implications, options, pro's & con's of this action.	Updated GLUP Map	Absorbable within current budget	
Action 1.2: Develop new zoning standards and design guidelines for both the Southeast overlay area and appropriate areas within the city.	Planning Parks Dept., PW's Dept., Fire Dept., S.E. Advisory Committee, with Planning Commission and Council approval	9 / 02	Planning Staff	Balancing city / public interest with private sector desires.	New zoning standards and design guidelines completed	TGM grant / Absorbable within current budget	
Action 1.3 Develop new Transit Oriented Development (TOD) code provisions.	Planning Dept., Public Works Dept., with Planning Commission and Council approval	At end of TSP project	Planning Staff, PW Staff	Applying TOD principles to a mid-size city.	Adopted TOD code provisions	TGM grants	

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Action	Responsible Parties	Time Line	Human Resources	Challenges	Milestone/ Evaluation	Fiscal Resources	Action Completed
Action 1.4 Adopt the Public Facilities Element of the Comprehensive Plan.	Planning Dept., with Planning Commission and Council approval	3/02	Planning Staff		Adoption of Public Facilities Element	Absorbable within current budget	
Action 1.5 Participate in the Regional Problem Solving planning process. Identify a fifty-year growth horizon, buffer areas between adjoining cities, resource land preservation areas. Already the participants have agreed to a coordinated periodic review, the mandated plan update process (2012) and to work on valley wide agricultural buffering standards.	Mayor, City Council, Planning Staff, Planning Commission and City Council approval	Phase One Completed Phase Two 6/02 Phase Three Ongoing	Planning Staff	Identifying the needs / desires of Medford & blend them with the Regional governments desires.	Adoption of Regional Problem Solving Plan	Absorbable within current budget for Phases 1&2 while Phase 3 may require an appropriation	
Action 1.6 Update the zone change criteria for the Land Development Code.	Planning Staff, Planning Commission & City Council approval	3/02 PC Hearing 4/02 CC Hearing	Planning Staff, Legal Counsel	Educating customers to the need & the new standards for zone change review and approval	Adoption of updated zone change criteria	Absorbable within current budget	

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Action	Responsible Parties	Time Line	Human Resources	Challenges	Milestone/ Evaluation	Fiscal Resources	Action Completed
Action 1.7 The City Council has directed that our urban service agreement with Jackson County be revised to enable the City of Medford to administer the lands in the urban growth boundary.	Planning Staff with PC and CC approval	7/03	Planning Staff, Building Staff, PW Staff, Legal Staff	Understanding Jackson County needs & balancing them with City desires.	Adoption of revised agreement	Absorbable within current budget	
Action 1.8 The City Council has requested that all enclave areas in the urban growth boundary be annexed to Medford.	Planning Staff with PC and CC approval	PC review 2/02 CC hearing 4/02	Planning Staff, PW's Staff, Legal Staff	Revising city codes. Establishing a public relations program to help property owners being annexed understand why this occurred.	Completed annexation of all enclave areas	Absorbable within current budget	
Action 1.9 The Site Plan & Architectural Commission have undertaken the project to update the City Sign Code.	Planning Staff, SPAC, PC, and CC approval		Planning Staff, Legal Staff	Identifying staff to accomplish this project.	Adoption of updated City Sign Code	Absorbable within current budget	

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Action	Responsible Parties	Time Line	Human Resources	Challenges	Milestone/ Evaluation	Fiscal Resources	Action Completed
Action 1.10 The following implementation list is quoted from the applicable Comprehensive Plan Elements.							
Implementation 8-A (2): Prepare a hillside development ordinance for consideration by the City Council that requires subdivision and site design to be compatible with, and complementary to, sloping sites, and that preserves appropriate hillside open space and viewsheds.	Planning Staff, Southeast Implementation Advisory Committee, PC & CC approval	10/02	Planning Staff, PW Staff, Parks Staff, Legal Staff	Finding staff resources / possible consultant resources.	Completed hillside development ordinance	Absorbable within current budget / may need money for consulting	
Implementation 1-A (3): Prepare <i>hillside design standards</i> that require subdivision and site design to be compatible with, and complementary to sloping sites, for consideration by the City Council.	Planning Staff, PC & CC approval	After previous item	Planning Staff, PW Staff, Parks Staff, Legal Staff	See prior item.	Adoption of hillside design standards	Absorbable within current budget	
Implementation 12-F (1): Undertake efforts to educate the public in wild land fire safety.	Fire Dept.	Ongoing	Fire Staff			Absorbable within current budget	

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Action	Responsible Parties	Time Line	Human Resources	Challenges	Milestone/ Evaluation	Fiscal Resources	Action Completed
<p>Implementation 1-C (1): Prepare amendments to the <i>Comprehensive Plan</i> and <i>Land Development Code</i> for consideration by the City Council that provide requirements for inclusion of open space in residential development plans, ranging from providing usable outdoor open space in all multiple-family projects, to buffering agricultural uses, to preserving open space in environmentally sensitive areas such as hilltops or ridgelines, wetlands, creeksides, wildlife habitats, etc.</p>	<p>Planning Staff, PC & CC approval</p>		<p>Planning Staff, PW Staff, Parks Staff, Legal Staff</p>	<p>See previous item dealing with hillsides.</p>	<p>Adoption of amendments by Council</p>	<p>Absorbable within current budget</p>	

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Action	Responsible Parties	Time Line	Human Resources	Challenges	Milestone/ Evaluation	Fiscal Resources	Completed Action
Element 2. Downtown Medford is a vibrant and enjoyable regional center that includes a mix of residential, commercial, educational, cultural, recreational and public uses that provide activities around the clock, seven days a week.							
Action 2.1 Assist MURA in developing the City Center 2050 plan.	MURA, Planning Staff, PC, Historic Commission & CC approval	MURA to identify	MURA Staff, Planning Staff	Education of policy makers as to the unique character of downtown & why this area needs special attention.	Adoption of MURA 2050 Plan	Absorbable within current budget	
Action 2.2 Develop a format for the City Center Plan to be included in the Comprehensive Plan.	MURA, Planning Staff	MURA to identify	MURA Staff, Planning Staff	Coordination between staff members.	Format developed to include MURA 2050 into Comp. Plan	Absorbable within current budget	
Action 2.3 Develop new land development code sections for the downtown including a new zoning designation, design standards, and historic ordinances.	MURA, Planning Staff, PC, Historic Commission & CC approval	MURA to identify	MURA Staff, Planning Staff	Education of policy makers as to the unique character of downtown & why this area needs special ordinances.	Adoption of land development codes for downtown	Absorbable within current budget	

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Action	Responsible Parties	Time Line	Human Resources	Challenges	Milestone/ Evaluation	Fiscal Resources	Completed Action
<p>Action 2.4 The following implementation list is quoted from the applicable Comprehensive Plan Elements.</p>							
<p>Implementation 11-E (1): Prepare and implement design guidelines for Site Plan and Architectural Commission and Historic Commission review of properties in the downtown to assure that exterior alterations and new construction are compatible with the historic character. (See the “Facade Treatment Recommendations” of the 1994 <i>Medford City Center Design Concept</i> for an example.)</p>	<p>Planning Staff, SPAC, Historic Commission, PC and CC approval</p>	<p>MURA to identify</p>	<p>MURA Staff, Planning Staff</p>	<p>This is a companion project to Action 2.3.</p>	<p>Review guidelines implemented</p>	<p>Absorbable within current budget</p>	


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Action	Responsible Parties	Time Line	Human Resources	Challenges	Milestone/ Evaluation	Fiscal Resources	Completed Action
<p>Implementation 5-C (4): Investigate methods for promoting additional housing in the downtown through the removal of any barriers that may impede such development, as recommended by the <i>Downtown Vision Plan</i>, including preparing appropriate amendments to the <i>Land Development Code</i> for consideration by the City Council.</p>	<p>MURA, Planning Staff, Neighborhood Resource Coordinator, PC & CC approval</p>	<p>MURA to identify</p>	<p>MURA Staff, Planning Staff, CMO Staff</p>		<p>Complete investigation</p>	<p>Absorbable within current budget</p>	


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Action	Responsible Parties	Time Line	Human Resources	Challenges	Milestone/ Evaluation	Fiscal Resources	Action Completed
Element 3. Artists and college students live, work and attend classes downtown while being involved in the City’s cultural and civic life.							
Action 3.1 Work with Rogue Community College to ensure that the future growth of the campus occurs in downtown.	MURA, City Council	Ongoing	CMO Staff; MURA Staff			Absorbable within current budget	
Action 3.2 MURA will identify strategies to add additional parking spaces in downtown.	MURA	Ongoing	MURA Staff		Completed strategies	Allocations will be made with each project budget	

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Action	Responsible Parties	Time Line	Human Resources	Challenges	Milestone/ Evaluation	Fiscal Resources	Action Completed
Element 4. Downtown Medford is connected to major commercial centers north and south of town by pedestrian and bike trails along Bear Creek. A rail linkage is in the planning stage.							
Action 4.1 Assist MURA in developing the Bear Creek Master Plan.	MURA, Planning Staff, PC and CC approval	Ongoing	MURA Staff, Planning Staff		Master Plan adopted by Council	Project budget funded	
Action 4.2 Develop strategies along with MURA and other partners in implementing the Bear Creek Master Plan.	MURA, Parks Staff	After 4.1	MURA Staff, Parks Staff	Once 4.1 is completed begin project.	Bear Creek Master Plan implemented	Allocations will be made with each project budget	
Action 4.3 Do an analysis of the West Medford SFR-10 zoned lands to determine the impact of that zoning in that neighborhood.	Planning Staff, Neighborhood Resource Coordinator, PC and CC approval	8/02	Planning Staff, Neighborhood Resource Coord.	2 phase project 1. Study zoning implications 2. Identify other factors for neighborhood revitalization. Develop action plan.	Completed analysis	Allocations will be made with each project budget	

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Action	Responsible Parties	Time Line	Human Resources	Challenges	Milestone/ Evaluation	Fiscal Resources	Action Completed
Element 5. Medford is a series of well-planned neighborhoods, connected by all modes of transportation and a system of open space and parks.							
Action 5.1 Implement the City of Medford Parks Plan.	Parks Comm., CC		Parks Staff		Parks Master Plan implemented	Allocations will be made with each project budget	
Action 5.2 Adopt the Public Facilities element of the Comprehensive Plan.	Planning Staff, PC & CC approval	4/02	Planning Staff	Split out transportation from this element.	Adoption of the Public Facilities element	Allocations will be made with each project budget	
Action 5.3 Develop and adopt a TSP for the City of Medford.	PW Staff, Planning Staff, PC & CC approval		PW Staff, Planning Staff	Addressing state agency concerns and blending Medford issues.	Adoption of the TSP	Allocations will be made with each project budget	
Action 5.4 The following implementation list is quoted from the applicable Comprehensive Plan Elements.							
Implementation 10-A (2): Develop a design manual showing examples of energy conservation in subdivision planning, site layout, landscaping and building design.	Planning Staff, Building Staff	? 04	Planning Staff, Building Staff		Manual developed	Allocations will be made with each project budget	

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Action	Responsible Parties	Time Line	Human Resources	Challenges	Milestone/ Evaluation	Fiscal Resources	Action Completed
<p>Implementation 10-A (3): Provide examples for developers to follow which reduce motor vehicle transportation needs by using mixed uses, urban infill projects, etc.</p>	<p>Planning Staff, PW Staff</p>	<p>? 04</p>	<p>Planning Staff, PW Staff</p>	<p>Coordination with TSP project.</p>	<p>Examples Developed</p>	<p>Allocations will be made with each project budget</p>	
<p>Implementation 10-D (1): Develop for consideration by the City Council, amendments to the <i>Land Development Code</i> that require consideration of passive solar energy techniques in subdivision design, including house orientation, street and lot layout, vegetation and protection of solar access. (Completed with the exception of the solar access provision.)</p>	<p>Planning Staff, Building Staff, PC & CC approval</p>		<p>Planning Staff, Building Staff</p>	<p>Determine if this is a priority for the CC.</p>	<p>Adopted amendments</p>	<p>Allocations will be made with each project budget</p>	


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Action	Responsible Parties	Time Line	Human Resources	Challenges	Milestone/ Evaluation	Fiscal Resources	Action Completed
<p>Implementation 1-A (1): Prepare <i>community design guidelines</i>, which will guide the development and architectural review process, for consideration by the City Council. Emphasize such elements as mixed uses, parkways with shade trees, pedestrian ways, bicycle lanes, alley access, rear yard garages, and varied setbacks.</p>	<p>Planning Staff, Parks Staff, PW Staff, PC, SPAC & CC approval</p>	<p>Ongoing</p>	<p>Planning Staff, Parks Staff, PW Staff</p>	<p>There is an existing SPAC guidelines handout that needs to be refined and expanded.</p>	<p>Community design guidelines developed</p>	<p>Allocations will be made with each project budget</p>	
<p>Implementation 1-B (1): Institute a neighborhood-planning program that arranges the community into <i>neighborhood planning areas</i>, and promotes the formulation of neighborhood identities.</p>	<p>Neighborhood Resource Coordinator</p>		<p>Neighborhood Resource Coordinator, Planning Staff</p>		<p>Program instituted</p>	<p>Allocations will be made with each project budget</p>	


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Action	Responsible Parties	Time Line	Human Resources	Challenges	Milestone/ Evaluation	Fiscal Resources	Action Completed
<p>Implementation 1-B (6): Identify existing single-family residential areas zoned SFR-10 that may be suitable for down zoning, to reduce the concentration of SFR-10 zoning in any one particular area, by promoting a mix of housing types throughout the community, and to preserve those single-family neighborhoods in danger of having an excessive number of duplexes. If suitable areas are identified, prepare a zone change proposal for initiation by the Planning Commission.</p>	See Action 4.3						
<p>Implementation 1-C (2): Prepare an inventory of areas within designated residential areas suitable for preservation as open space, such as, but not limited to hilltops or ridgelines, wetlands, creek sides, wildlife habitats, etc., and potential sites for future city parks.</p>	Parks Staff, Parks & Rec. Commission		Parks Staff		Inventory Completed	Allocations will be made with each project budget	

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Action	Responsible Parties	Time Line	Human Resources	Challenges	Milestone/ Evaluation	Fiscal Resources	Action Completed
<p>Implementation 6-A (5): Initiate an amendment to the <i>Comprehensive Plan</i> for consideration by the City Council that would add an <i>Urban Medium Density Residential</i> designation, with which SFR-10 zoning would be consistent, including designation of such areas on the GLUP Map. Consider changing the name of SFR-10 to a title that would place more emphasis on the duplex use rather than the single-family use. Completed!</p>							
<p>Implementation 1-B (1): Require special design for development within the Village Center, affecting such elements as building location and orientation, lighting, signage, parking, outdoor storage and display, greenway/wetlands treatment, etc.</p>	<p>Planning Staff, Southeast Implementation Adv. Comm., PC & CC approval</p>	<p>8/02</p>	<p>Planning Staff, Parks Staff, PW Staff</p>	<p>Bring together multiple property owners to establish a common vision. Bring their ideas & balance with Southeast Plan.</p>	<p>Design completed</p>	<p>Allocations will be made with each project budget</p>	


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Action	Responsible Parties	Time Line	Human Resources	Challenges	Milestone/ Evaluation	Fiscal Resources	Action Completed
<p>Implementation 3-A (1): Adopt a special overlay zoning district for the SE Area, and specify the permitted zoning districts and residential densities for each land use category on the <i>Southeast Plan Map</i>. Require development design and ultimate approval by the City to be through the Planned Unit Development (PUD) ordinance. Completed!</p>							

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Action	Responsible Parties	Time Line	Human Resources	Challenges	Milestone/ Evaluation	Fiscal Resources	Action Completed
Element 6. A range of housing and neighborhood-level retail and business services define each neighborhood’s character.							
Action 6.1 Complete a market assessment of the demand for housing, commercial and industrial lands.	Planning Staff, Neighborhood Resource Coordinator, Economic Development Coordinator		Planning Staff, Neighborhood Resource Coordinator, Economic Develop. Coordinator	Identify a scope of work that gets useable data and an assessment.	Assessment completed	\$20-25k	
Action 6.2 Identify potential sites for additional land uses to meet the twenty-year supply requirement for land.	Planning Staff, Neighborhood Resource Coordinator, Economic Development Coordinator	Dependent upon market analysis 6.1	Planning Staff, Neighborhood Resource Coordinator, Economic Develop. Coordinator	Balancing availability between underutilized land / buildings with vacant land.	Sites identified	Allocations will be made with each project budget	

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Action	Responsible Parties	Time Line	Human Resources	Challenges	Milestone/ Evaluation	Fiscal Resources	Completed Action
Action 6.3 The following implementation list is quoted from the applicable Comprehensive Plan Elements.							
Implementation 3-C (1): Identify areas where up zoning would best support infrastructure improvements, including transit.	Planning Staff, PW Staff	TSP related	Planning Staff, PW Staff	Implement once TOD ordinances are completed.	Areas Identified	Allocations will be made with each project budget	
Implementation 5-A (1): Establish a system for reviewing all residential projects for compliance with the <i>Housing Element</i> goals and policies, including achievement of maximum permitted densities, and prepare a yearly report to decision makers. Completed!							

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Action	Responsible Parties	Time Line	Human Resources	Challenges	Milestone/ Evaluation	Fiscal Resources	Action Completed
Element 7. Accessible neighborhood centers provide safe, convenient recreation, business and community services.							
Action 7.1 Do an assessment of where changes can be made to our land development code to assist the market demand. See Action 6.1	Planning Staff, Neighborhood Resource Coordinator, Economic Development Coordinator	After 6.1	Planning Staff, Neighborhood Resource Coord. Economic Develop. Coord.			Allocations will be made with each project budget	
Action 7.2 Do an assessment of the GLUP map to determine if any changes should be made to refine where commercial and industrial lands should go.	Planning Staff, Economic Development Coordinator	? After 6.1	Planning Staff, Economic Develop. Coord.	This is a major project that will tax resources / time.		Allocations will be made with each project budget	

MEDFORD IN THE 21ST CENTURY
Vision Strategic Plan

PARKS, RECREATION AND NATURAL ENVIRONMENT
Vision Statement

“Medford has a system of attractive, safe, clean, accessible, interconnected parks throughout the city that provide a variety of passive and active recreational activities.”

Element 1. Parkland for current and future growth has been acquired through careful planning and public/private collaborative efforts.

- Action 1.1 The Parks Master Plan has been completed and has identified future park and recreation needs to the year 2010.
- Action 1.2 Parks System Development fees have been established to assist with future purchases and development of parklands.
- Action 1.3 The City aggressively seeks grants and donations for the purchase and development of park and recreational facilities.
- Action 1.4 The City continues to work with sport organizations and special interest groups and involves them in the planning and financial involvement in the development of park and recreation facilities.
- Action 1.5 The City of Medford and the Medford and Phoenix-Talent School Districts continue to provide school park sites through interagency agreements.
- Action 1.6 Develop an implementation plan to acquire and develop the parks and facilities identified in the parks master plan.
- Action 1.7 The City Council establishes a budget line item for matching funds for playground equipment/development.

Linkage to other Vision Strategic Planning Efforts
Growth Management – Strategy 1
Education – Strategy 8
Transportation – Strategy 9

MEDFORD IN THE 21ST CENTURY

Vision Strategic Plan

Element 2. The City has preserved and enhanced its urban and natural environments through creative beautification and by protecting and maintaining creeks, preserving and planting more trees, protecting historic sites, and identifying and managing wetlands.

Beautification

Action 2.1 Develop a yearly Mayor's award for outstanding landscaping in the community. Categories would include single-family residences, multi-family residences, commercial and government properties.

Action 2.2 Develop with Landscape Architects and Water Commission an educational program for wise use of water and plant selection for our climate zone.

Action 2.3 Develop a series of landscape plans appropriate for city rights of ways on arterial and collector streets within the community.

Action 2.4 Develop landscape maintenance standards for city maintained rights of way.

Creeks

Action 2.5 Develop criteria for the type and level of use desired in greenways (preservation of natural corridors, passive recreation, natural storm water systems, alternative transportation).

Action 2.6 Establish policies for greenways acquisition/ownership and restoration/maintenance responsibilities.

Action 2.7 Develop master plan, including funding, to implement criteria and policies for greenways.

Trees

Action 2.8 Continue to plant 100 new street trees each year on arterial and collector streets.

Action 2.9 Develop a community education program highlighting the benefits of trees.

Action 2.10 Develop a grant program targeting residential streets with significant trees.

MEDFORD IN THE 21ST CENTURY

Vision Strategic Plan

Action 2.11 Develop a tree preservation program ensuring significant trees are retained for future generations.

Action 2.12 Develop and implement a five-year pruning cycle for trees in the rights of ways on arterials and collectors and in parklands.

Historic Areas

Action 2.13 Support the efforts of the Medford Historic Commission and Southern Oregon Historical Society to preserve local history.

Wetlands

Action 2.14 Continue ongoing maintenance and preservation of wetlands within existing parkland.

Action 2.15 Review identified wetlands in the Urban Growth Boundary and develop an acquisition/preservation plan for significant wetlands within the community.

Linkage to other Vision Strategic Planning Efforts
Arts and Culture – Strategy 6

MEDFORD IN THE 21ST CENTURY
Vision Strategic Plan

Element 3. Medford has diverse and abundant sports and recreational activities and facilities for families, youth and adults.

- Action 3.1 Acquire the Heitkamp property and develop a master plan for a sports park.
- Action 3.2 Implement the Heitkamp sports park master plan.
- Action 3.3 Develop the Santo Community Center master plan.
- Action 3.4 Develop an implementation plan to fund on additional community center in Medford (to include indoor swim pool and gymnasium).

Linkage to other Vision Strategic Planning Efforts

- Growth Management – Strategy 1
- Public Safety – Strategy 3
- Human Services – Strategy 4
- Education – Strategy 8

MEDFORD IN THE 21ST CENTURY
Vision Strategic Plan

Element 4. The restoration and enhancement of Bear Creek and the Bear Creek Greenway has made it the “crown jewel” in the park and open space system, connecting several areas of Medford and the Rogue Valley.

- Action 4.1 Medford continues to support the Bear Creek Greenway concept and the completion of the pedestrian/bicycle path from Central Point to Ashland by providing the dollar match for the extension of pathway from Barnett Road to South Stage Road.
- Action 4.2 The Parks and recreation Department continues its involvement with the Master Plan effort to develop a creek-side plan within the Urban Growth Boundary.
- Action 4.3 The City cooperates with other jurisdictions to encourage them to complete the Greenway sections within their corporate limits.

Linkage to other Vision Strategic Planning Efforts
Growth Management – Strategy 1
Transportation – Strategy 9

**MEDFORD IN THE 21ST CENTURY
Vision Strategic Plan**

Element 5. Prescott Park is an integral element in the park system providing a variety of outdoor educational, recreational and community activities.

Action 5.1 The master plan for the development of Prescott Park has been completed and approved by the Parks and Recreation Commission.

Action 5.2 Develop a priority list of projects for development. Volunteer as well as grant sources will be explored for completion of the projects.

Action 5.3 Implement priority list of projects.

Action 5.4 Include Roxy Ann Park in the City of Medford municipal boundary.

MEDFORD IN THE 21ST CENTURY
Vision Strategic Plan

Element 6. Medford protects its air, water and land by promoting transportation alternatives, careful planning and recruiting nonpolluting industries.

Action 6.1 Support the efforts and planning of the Transportation element of the Vision Plan.


Action 6.2 Support the efforts and planning of the Economic Development and Telecommunications element of the Vision Plan.

Action 6.3 Support the efforts and planning of the Growth Management element of the Vision Plan.

Linkage to other Vision Strategic Planning Efforts
Transportation – Strategy 9
Economic Development – Strategy 5
Growth Management – Strategy 1

**MEDFORD IN THE 21ST CENTURY
Vision Strategic Plan**

PARKS RECREATION AND NATURAL ENVIRONMENT
ACTION PLAN TABLE

Action	Responsible Parties	Time Line	Human Resources	Challenges	Milestone/ Evaluation	Fiscal Resources	Action Complete
Strategy 1: Parkland for current and future growth has been acquired through careful Master Planning and public/private collaborative efforts.							
Action 1.1 The Parks Master Plan has been completed and has identified future park and recreation needs to the year 2010.	Council, City Manager's Office, Parks Staff and Parks Commission	11/1997	Parks and Recreation Commission & Parks and Recreation Staff	Obtaining resources to implement plan	Master Plan Completed	Updating the plan in 2003, \$15,000-\$20,000	
Action 1.2 Parks System Development fees have been established to assist with future purchases and development of parklands.	Parks and Recreation Staff	Reviewed yearly	Parks and Recreation Commission & Parks and Recreation Staff	Establish a fair fee supported by development community	Review each budget year	\$2,000-\$4,000 for consultant to review fees on a biannual basis	
Action 1.3 The City aggressively seeks grants and donations for the purchase and development of parklands	Parks and Recreation Staff Grants specialist	Done yearly	Grants specialist Parks and Recreation Staff	Finding appropriate grant sources, completing compelling applications, and dedicating staff resources to grant writing	As grants are completed	Staff time to complete applications	

**MEDFORD IN THE 21ST CENTURY
Vision Strategic Plan**

Action	Responsible Parties	Time Line	Human Resources	Challenges	Milestone/ Evaluation	Fiscal Resources	Action Complete
Action 1.4 The City continues to work with sport and special interest groups to involve them in the planning and development of facilities.	Parks and Recreation Staff	As projects come forward	Parks and Recreation Staff, volunteers, and volunteer organizations	Obtaining agreement on responsibilities	Evaluate projects when completed	Varies from project to project	
Action 1.5 The City of Medford and the Medford & Phoenix/Talent School Districts continue to provide school parks through interagency agreements.	Parks and Recreation and School District Staff	Ongoing	Parks and Recreation and School District Staff	Maintaining and developing plans and agreements for new school sites	Renew agreements as they expire; add new school parks when they are developed	Development and maintenance costs for new schools	
Action 1.6 Develop an implementation plan to acquire and develop the park Master Plan	Council with CMO & Parks and Recreation Staff	Next 6 years	Parks and Recreation Commission & Parks and Recreation Staff	Securing funding to implement plan	Implemented program	\$12,440,000 to implement plan over next 6 years	

**MEDFORD IN THE 21ST CENTURY
Vision Strategic Plan**

Action	Responsible Parties	Time Line	Human Resources	Challenges	Milestone/ Evaluation	Fiscal Resources	Action Complete
Action 1.7 The City Council establish a budget line item for matching funds for playground equipment and development	City Council Parks & Rec.	Ongoing	Parks & Rec.	Securing funding			

**MEDFORD IN THE 21ST CENTURY
Vision Strategic Plan**

Action	Responsible Parties	Time Line	Human Resources	Challenges	Milestone/ Evaluation	Fiscal Resources	Action Complete
Strategy 2: The City has preserved and enhanced its urban and natural environments through creative beautification and by protecting and maintaining creeks, preserving and planting more trees, protecting historic sites and identifying and managing wetlands.							
BEAUTIFICATION							
Action 2.1 Develop a yearly Mayor's Award for outstanding landscaping in the community. Categories to include single family, multi-family, commercial and government.	Mayor & Parks and Recreation Staff	Complete by 6/2003	Parks and Recreation Staff & donate time by local landscaped professionals	Obtaining volunteers to do evaluations of landscapes	Presentation of first awards	\$1,000.00 biannually for plaques and awards	
Action 2.2 Develop with landscape architects and the city Water Commission an educational program for wise use of water & plant selection for our climate zone.	Parks and Recreation & Water Commission Staff	Complete by 8/2003	Parks and Recreation, Water Commission Staff, and Local Landscape Architects	Obtaining volunteer time to put program together	Completed educational program	Costs to prepare educational component	

**MEDFORD IN THE 21ST CENTURY
Vision Strategic Plan**

Action	Responsible Parties	Time Line	Human Resources	Challenges	Milestone/ Evaluation	Fiscal Resources	Action Complete
Action 2.3 Develop a series of landscape plans appropriate for City rights-of-way on arterial and collector streets within the community	Council, CMO & Parks and Recreation Staff	8/2002	Parks and Recreation Staff	Developing efficient, aesthetically easy to maintain areas	Completed and approved plans	Minimal to develop plan Actual cost of maintaining landscape areas to be developed	
Action 2.4 Develop landscape maintenance standards for City maintained rights-of-way	Council, CMO & Parks and Recreation Staff	10/2002	Parks and Recreation Staff	Developing acceptable maintenance standards according to the community	Completed plan	Minimal to prepare criteria	
<u>CREEKS</u>							
Action 2.5 Develop criteria for the type and level of use desired in green-ways (preservation of natural corridors, passive recreation, natural stormwater systems, and alternative transportation)	Council, Parks and Planning Staff	6/2002	Parks and Recreation, Planning & Public Works Staff	Developing consensus on creek usage	Completed criteria	Minimal to prepare criteria	


**MEDFORD IN THE 21ST CENTURY
Vision Strategic Plan**

Action	Responsible Parties	Time Line	Human Resources	Challenges	Milestone/ Evaluation	Fiscal Resources	Action Complete
Action 2.6 Establish policies for greenway acquisition/ownership and restoration/maintenance responsibilities	Council, CMO, Parks and Planning Staff	6/2002	Parks and Recreation & Planning Staff	Developing a plan that can be funded and supported by the City	Establishment of policy	Minimal to develop policies Actual cost will be implemented	
Action 2.7 Develop a Master Plan to implement criteria and policies for Greenway	Council, CMO, & Parks and Recreation Staff	10/2002	CMO, Parks and Finance Staff	Obtaining funding to implement program	Approval of plan	Dollar amounts yet to be determined	
<u>TREES</u>							
Action 2.8 Continue to plant 100 new street trees each year on arterial and collector streets	Parks and Recreation Staff	Each Fall Season	Parks and Recreation Staff	Determine where trees should be planted	Planting of trees each Fall	\$60,000 biannual budget to purchase and install trees	
Action 2.9 Develop a community education program highlighting the benefits of trees	Tree Committee & Parks and Recreation Staff	12/2002	Parks and Recreation Staff	Developing a concise and informative program	Completion of education program flyers/T.V. spots	Yet to be determined	

**MEDFORD IN THE 21ST CENTURY
Vision Strategic Plan**

Action	Responsible Parties	Time Line	Human Resources	Challenges	Milestone/Evaluation	Fiscal Resources	Action Complete
Action 2.10 Develop a grant program targeting residential streets with significant sized tree planting	Council, CMO & Parks and Recreation Staff	6/2003	Council, CMO & Parks and Recreation Staff	Crafting a program to entice residents to participate financially	Consensus on need for program	Yet to be determined	
Action 2.11 Develop a tree preservation program ensuring significant trees are retained for future generations	Council, Tree Committee & Parks and Recreation Staff	6/2003	Council, CMO, Tree Committee & Parks and Recreation Staff	Developing consensus on "significant" trees and if they are protected on private property	Consensus on need for preservation plan	Inventory of "significant" trees	
Action 2.12 Develop and implement a five year pruning plan on trees in the rights-of-way on arterial and collector streets and in parks	Parks and Recreation Staff	2002	Parks and Recreation Staff, CMO	Completion of tree inventory and obtaining funding to accomplish tank	Consensus on need for pruning program	Yet to be determined	

**MEDFORD IN THE 21ST CENTURY
Vision Strategic Plan**

Action	Responsible Parties	Time Line	Human Resources	Challenges	Milestone/ Evaluation	Fiscal Resources	Action Complete
<u>HISTORIC AREAS</u>							
Action 2.13 Support the efforts of the Medford Historic Commission and Southern Oregon Historical Society to preserve local historical sites	Medford Planning Dept. Staff, SOHS, and Historical Commission	Ongoing	Medford Planning Dept. Staff, SOHS, and Historical Commission	Determining significant sites worth preserving	Actions objective achieved	Not material	
<u>WETLANDS</u>							
Action 2.14 Continue ongoing maintenance and preservation of wetlands within existing parks	Parks and Recreation Staff	12/2001	Parks and Recreation Staff	None significant	Ongoing	Expanded (part of existing parks budget)	
Action 2.15 Review existing wetlands in Urban Growth Boundaries and develop an acquisition/preservation plan for significant wetlands within the community.	Council, CMO, Parks and Recreation, Planning and Public Works Staff	6/2003	Council, CMO, Parks and Recreation, Planning and Public Works Staff	Finding resources to obtain and maintain wetlands	Consensus on need for program	Yet to be determined	



**MEDFORD IN THE 21ST CENTURY
Vision Strategic Plan**

Action	Responsible Parties	Time Line	Human Resources	Challenges	Milestone/ Evaluation	Fiscal Resources	Action Complete
Strategy 3: Medford has diverse and abundant sports and recreational activities with facilities for families, youth and adults.							
Action 3.1 Acquire the Heitkamp property and develop a Master Plan for a sports park	Parks and Recreation Staff	11/2002	Parks and Finance Staff	Funding acquisition more than originally conceived in Parks Master Plan	Purchase of property	\$4.8 million	
Action 3.2 Implement the Heitkamp Sports Park Master Development Plan	Parks and Recreation Staff	6/2012	Council, CMO, Parks Staff, Volunteers and business community	Acquiring dollars to develop park	Each completed section	\$15 million	
Action 3.3 Develop the Santo Community Center Master Plan	Parks and Recreation Staff	6/2007	Parks Staff, Council, CMO, volunteers and business community	Acquiring dollars to develop center	Completed projects of Master Plan	\$3.8 million	
Action 3.4 Develop an implementation plan to fund one additional community center (to include indoor pool and gymnasium)	Parks and Recreation Staff	6/2007	Council, CMO, Parks Staff, volunteers and business community	Acquiring dollars to develop center	Completed project	\$7.5 million	

**MEDFORD IN THE 21ST CENTURY
Vision Strategic Plan**

Action	Responsible Parties	Time Line	Human Resources	Challenges	Milestone/ Evaluation	Fiscal Resources	Action Complete
Strategy 4: The restoration and enhancement of Bear Creek and the Bear Creek Greenway has made it the “Crown Jewel” in the park and an open space system, connecting several areas of Medford and the Rogue Valley.							
Action 4.1 Medford continues to support the Bear Creek Greenway concept and the completion of the pedestrian/bicycle path from Central Point to Ashland by providing the funds for the extension of the pathway from Barnett Rd. to S. Stage Rd.	Parks and Recreation Staff	12/2002	Parks and Recreation Staff	Not material	Completion of section of path to the south of stage	\$86,000	
Action 4.2 The Parks and Recreation Dept. continues its involvement with the Master Plan effort to develop a creekside plan within the urban growth boundaries.	Urban Renewal Staff	12/2002	Parks and Urban Renewal Staff and volunteers	Developing a plan acceptable to the community	Completion of rough draft	Implementation plan will follow	
Action 4.3 Cooperate with other jurisdictions to encourage them to complete the Greenway within their corporate limits	Communities along Bear Creek		Parks and Recreation Staff	Encouraging them to complete their sections	Completed pathway	None	

**MEDFORD IN THE 21ST CENTURY
Vision Strategic Plan**

Action	Responsible Parties	Time Line	Human Resources	Challenges	Milestone/Evaluation	Fiscal Resources	Action Complete
Strategy 5: Prescott Park is an integral element in the park system providing a variety of outdoor educational, recreational and community activities.							
Action 5.1 The Master Plan for the development of Prescott Park has been completed and approved by the Parks and Recreation Commission.	Parks and Recreation Staff		Parks and Recreation Staff	Not material	Completed Plan	Expended, None needed	
Action 5.2 Develop a priority list of projects for development. Volunteers as well as grant sources will be explored for completion of the projects.	Parks and Recreation Staff		Parks and Recreation Staff & Grant Specialist	Obtaining grants for development	Securing grants	None needed	
Action 5.3 Implement priority list of projects.	Parks and Recreation Staff	2005 (?)	Parks and Recreation Staff, Grant Specialist and volunteers	Obtaining funding	Completion of projects on priority list.	\$250,000	
Action 5.4 Include Roxy Ann Park in the City of Medford municipal boundary	Parks and Recreation Staff	2005/06	Parks & Recreation, Planning	Obtaining DLCD approval for inclusion of Roxy Ann Park Include Roxy Ann Park in the RPS as a growth area with a parks/school comprehensive plan designation	UGB Adoption expected in 2005/06	Absorbable within staff	

MEDFORD IN THE 21ST CENTURY
Vision Strategic Plan

PUBLIC SAFETY ACTION PLAN

Vision Statement

“Medford is a vibrant, safe and enjoyable community for all its citizens, including young people and seniors.”

Element 1. The police actively participate with citizens to achieve a closely-knit community through neighborhood watch, community-oriented policing, schools and other neighborhood-level programs.

- Action 1.1 Sustain active Neighborhood Watch programs involving area residents and businesses, police beat officers and needed police staff along with related resource partners.
- Action 1.2 Continue Community Oriented Policing as the core philosophy of policing in and for Medford. Serve as problem solvers and resource brokers for residents and visitors.
- Action 1.3 Continue strong partnerships with schools and other youth oriented agencies and organizations. Strive for early intervention and prevention of problems involving young people.
- Action 1.4 Keep “at the table” with local and regional efforts to improve neighborhood livability and viability.

Linkage to other Vision Strategic Planning Efforts
Education – Strategy 8

MEDFORD IN THE 21ST CENTURY
Vision Strategic Plan

Element 2. Those blighted buildings that provide an environment for illegal or undesirable activities have been eliminated.

- Action 2.1 Continue linkage with appropriate enforcement agencies related to housing safety and sanitation to include Building Department, Fire Department, Planning Department, City Attorney, public health agencies, HUD (Housing and Urban Development), Oregon Adult and Family Services (AFS) and local community action non-profits.
- Action 2.2 Sustain priority approach to blight house abatement within MPD.
- Action 2.3 Take direct action, working with other City departments, to address emergency mitigation and cleanup of blighted premises.

Linkage to other Vision Strategic Planning Efforts
Housing – Strategy 10

MEDFORD IN THE 21ST CENTURY
Vision Strategic Plan

Element 3. Young people have meaningful activities and opportunities to become involved in their community, diverting them from boredom and delinquency.

Action 3.1 Keep Police staff aware of available youth activity resources. Refer as appropriate.

Action 3.2 Offer in-house options for interested young people to be involved with local police such as MPD Explorers, DARE, youth group activity provision.

Linkage to other Vision Strategic Planning Efforts
Education – Strategy 8

MEDFORD IN THE 21ST CENTURY
Vision Strategic Plan

Element 4. Parents feel secure in permitting their children to engage in youth activities, move about in the neighborhood and utilize community facilities such as parks and neighborhood shops.

- Action 4.1 Sustain police or citizen volunteers' presence in high-use or challenging park and recreation areas.
- Action 4.2 Offer instruction and policy advice to youth service providers as they establish volunteer programs. Offer assistance in program development and leadership screening.
- Action 4.3 Provide safety awareness education and training to youth activity participants.
- Action 4.4 Assign focus patrols during youth-oriented events.
- Action 4.5 Assist in youth events planning to assure highest levels of safety and security to participants.
- Action 4.6 Offer parental education regarding positive and negative opportunities and challenges for local youth.

Linkage to other Vision Strategic Planning Efforts
Education – Strategy 8

MEDFORD IN THE 21ST CENTURY
Vision Strategic Plan

Element 5. Appropriate signage, traffic safety devices, lack of visual obstructions and enforcement of traffic laws help make all modes of travel safe and enjoyable for all age levels.

- Action 5.1 Police Traffic Team enforces traffic laws in Medford, focusing on crash prevention and complaint mitigations.
- Action 5.2 Traffic safety education is regularly offered by MPD and other safety agencies. Examples include “DUII Victim Panel”, “Seat Belt School”, school bus safety training, school-based traffic classes, Spanish-language driver’s license classes, news media releases relating to traffic safety.
- Action 5.3 Target enforcement of traffic violations using automated systems, speed-reader boards, focused stings (pedestrian right of way, DUII, etc.).
- Action 5.4 Be active contributors to the regional “Traffic Safety Committee”.
- Action 5.5 Provide crash investigation and reconstruction service for purposes of engineering improvements and case preparation.

Linkage to other Vision Strategic Planning Efforts
Transportation – Strategy 9

**MEDFORD IN THE 21ST CENTURY
Vision Strategic Plan**

PUBLIC SAFETY
Action Plan Table

Action	Responsible Parties	Time Line	Human Resources	Challenges	Milestone/ Evaluation	Fiscal Resources	Action Complete
Strategy 1: The police actively participate with citizens to achieve a closely-knit community through neighborhood watch, community-oriented policing, schools and other neighborhood-level programs.							
Action 1.1: Sustain active <u>Neighborhood Watch</u> programs involving area residents and businesses, police beat officers and needed police staff along with related resource partners.	MPD	Ongoing	MPD CSO's, Beat Officers. TIU Staff and neighborhood volunteers	Sustaining interest in the long term by individual watch group participants.	Surveys indicate sense of safety, well-being and absence of serious crime in immediate neighborhood. Crime rate mitigation.	\$21,965	
Action 1.2: Continue <u>Community Oriented Policing</u> as the core philosophy of policing in and for Medford. Serve as problem solvers and resource brokers for residents and visitors.	MPD as lead agency. Actual problem solving is handled by the most appropriate public, private, non-profit or volunteer entity as "brokered" by MPD	Ongoing Daily business approach for police.	Every member and volunteer of MPD.	Sustaining balance – retaining capacity to handle emergencies, crimes and special requests while using the same resources for problem-solving.	Continued expressions of satisfaction with City services and quality survey results.	\$503,032	

**MEDFORD IN THE 21ST CENTURY
Vision Strategic Plan**

Action	Responsible Parties	Time Line	Human Resources	Challenges	Milestone/ Evaluation	Fiscal Resources	Action Complete
Action 1.3: Continue strong <u>partnerships</u> with <u>schools</u> and other youth oriented agencies and organizations. Strive for early intervention and prevention of problems involving young people.	MPD with District 549-C (to include faculty and staff, parents, students and school neighbors)	Ongoing	Primary: 3 SRO's, 2 CSO's, 5 GSD officers. Secondary: All of MPD's staff on an as-needed basis.	1. Funding for staff 2. Capacity of supporting entities to assist (egs: Juvenile Department, DA, Social Service agencies 3. Balance of staff utilization	Absence of school violent crime, reduction of gang-related crimes, sense of safety in and around schools, higher attendance rates and educational success rates.	\$266,240	
Action 1.4: Keep "at the table" with local and regional efforts to <u>improve neighborhood livability and viability</u> .	MPD as lead. All interested entities as participants as focused issues arise.	Ongoing	Each beat officer, each dispatcher, specialty MPD staff as needed.	Similar to other areas: Balancing resources to demands and expectations.	Sense of safety, comfort in living in a particular area, higher home prices reflecting better livability.	\$115,200	
Action 1.5: Connect <u>senior citizens and police</u> in a continuing basis to educate, listen and assist in crime prevention and control relating to the needs and issues of the retired/senior community	MPD	Ongoing	Primarily CSO's with Detective and Patrol support as needed.	Sustaining awareness and currency with issues. Demands constant reeducation of clients.	Reduction in victimization and losses. Improved livability.	\$10,134	

**MEDFORD IN THE 21ST CENTURY
Vision Strategic Plan**

Action	Responsible Parties	Time Line	Human Resources	Challenges	Milestone/ Evaluation	Fiscal Resources	Action Complete
Strategy 2: Those blighted buildings that provide an environment for illegal or undesirable activities have been eliminated.							
Action 2.1: Continue <u>linkage with appropriate enforcement agencies</u> related to housing safety and sanitation.	MPD with Building Department, Fire Dept., Planning Dept., City Attorney, public health agencies, HUD (Housing and Urban Development), Oregon Adult and Family Services (AFS) and local community action non-profits	Ongoing	Primarily one CSO and Beat officers who are assigned to the affected neighborhood. Other City departments contribute staff and expertise as needed to get the job done.	Juggling the multiple demands and priorities of each involved agency.	Reduced complaints, substandard housing enforcement action, less fire loss.	\$21,834	
Action 2.2: Sustain priority approach to <u>blight house abatement</u> within MPD.	Same as above.	Ongoing	Same as above. CSO is primary staff	Maintaining the satisfaction levels of aggrieved parties as the process of resolution unfolds... which can be tedious as due process is applied.	Reduction of complaints about blight houses.	\$30,400	

**MEDFORD IN THE 21ST CENTURY
Vision Strategic Plan**

Action	Responsible Parties	Time Line	Human Resources	Challenges	Milestone/ Evaluation	Fiscal Resources	Action Complete
<p>Action 2.3: Take <u>direct action</u>, working with other City departments, to address emergency mitigation and cleanup of blighted premises.</p>	<p>MPD working closely with Fire and Building as co-lead agencies.</p>	<p>Ongoing</p>	<p>Beat officers and CSO staff are primary staff with much assistance from Fire and Building, as required.</p>	<p>Finding absentee landlords and connecting with them to gain compliance. Assuring that renters still have a place to live if the building is condemned.</p>	<p>Reduced complaints, substandard housing enforcement action, less fire loss.</p>	<p>Costs reflected in Actions 1&2 (above)</p>	

**MEDFORD IN THE 21ST CENTURY
Vision Strategic Plan**

Action	Responsible Parties	Time Line	Human Resources	Challenges	Milestone/ Evaluation	Fiscal Resources	Action Complete
Strategy 3: Young people have meaningful activities and opportunities to become involved in their community, diverting them from boredom and delinquency							
Action 3.1: Keep Police staff aware of available <u>youth activity resources</u> . Refer as appropriate.	Providers keeping MPD in the loop as to their offerings and capacity to serve.	Ongoing	All MPD staff understanding what is available.	Remaining aware of the breadth and depth of programs.	Lower youth crime rates and victimization reports.	Minimal cost... handled in briefing with low related printing costs.	
Action 3.2: Offer <u>in-house options</u> for interested young people to be involved with local police	MPD staff and Explorers, DARE, youth group activity provision.	Ongoing	3 MPD officers serving as Post advisors.	Supervision of enthusiastic youth in a police setting.	Recruiting future police staff and community leaders at an early age.	\$64,000	

**MEDFORD IN THE 21ST CENTURY
Vision Strategic Plan**

Action	Responsible Parties	Time Line	Human Resources	Challenges	Milestone/ Evaluation	Fiscal Resources	Action Complete
Strategy 4: Parents feel secure in permitting their children to engage in youth activities, move about in the neighborhood and utilize community facilities such as parks and neighborhood shops.							
Action 4.1: Sustain police or citizen volunteer <u>presence</u> in high-use or challenging park and recreation areas.	All MPD	Ongoing. More emphasis on seasonal-use areas when activity levels rise.	CSO's in target locations such as parks and bike paths. All MPD staff as appropriate.	Balance! Being where we need to be for preventative purposes while still handling continuing calls for police services.	Lower crime rates. High community satisfaction per survey data.	\$25,920	
Action 4.2: Offer <u>instruction and policy advice</u> to youth service providers as they establish volunteer programs. Offer assistance in program development and leadership <u>screening</u> .	MPD	Ongoing	Police staff in general with particular support from GSD and SRO personnel and from our Police Cultural Outreach Coordinator.	Availability of staff.	Community satisfaction with youth opportunities. Mitigation of youth crime rates and victimization.	\$1,480	
Action 4.3: Provide safety awareness <u>education and training</u> to youth activity participants.	MPD	Ongoing	CSO's, SRO's and GSD staff with support from TIU.	Time.	Mitigation of youth crime rates and victimization.	\$5,120	
Action 4.4: Assign <u>focus patrols</u> during youth-oriented events.	MPD	As needed.	Beat officers, Overtime call back staff. CSO's	Correctly estimating need and staffing appropriately.	Safety and a pleasant for participants.	\$14,400	

**MEDFORD IN THE 21ST CENTURY
Vision Strategic Plan**

Action	Responsible Parties	Time Line	Human Resources	Challenges	Milestone/ Evaluation	Fiscal Resources	Action Complete
Action 4.5: Assist in <u>youth events planning</u> to assure highest levels of safety and security to participants.	MPD	As needed. Needs enough advanced notice to plan well.	Patrol and GSD supervisors.	Resource coordination.	An event that was safe and successful.	Incorporated in above listed costs.	
Action 4.6: Offer <u>parental education</u> regarding positive and negative opportunities and challenges for local youth.	MPD with SCF and school staffs.	As needed.	Primarily SRO's and GSD with TIU support.	Enough time to meet parents' needs. Can be time intensive when working with individual family units.	Keep kids out of trouble and safe from harm.	Incorporated in above listed costs	

**MEDFORD IN THE 21ST CENTURY
Vision Strategic Plan**

Action	Responsible Parties	Time Line	Human Resources	Challenges	Milestone/ Evaluation	Fiscal Resources	Action Complete
Strategy 5: Appropriate signage, traffic safety devices, lack of visual obstructions and enforcement of traffic laws help make all modes of travel safe and enjoyable for all age levels.							
Action 5.1: Police Traffic Team <u>enforces traffic laws</u> in Medford, focusing on crash prevention and complaint mitigations.	MPD	Ongoing	One traffic sergeant, 5 motorcycle officers, patrol officers	More needs and/or requests for enforcement than people to do it.	Reduced traffic crash frequency and severity, enforcement volumes consistent, reduced complaints or enforcement service demands.	\$336,611	
Action 5.2: <u>Traffic safety education</u> is regularly offered by MPD and other safety agencies.	MPD, ODOT, City Public Works, Mercy Flights, Fire	Ongoing	Staff participating in: "DUII Victim Panel", "Seat Belt School", safety training, school-based traffic classes, Spanish-language driver's license classes, news media releases relating to traffic safety.	Sustaining public interest and program effectiveness.	Fewer and less severe crashes, reduced property losses, greater survey satisfaction.	\$1,920	

**MEDFORD IN THE 21ST CENTURY
Vision Strategic Plan**

Action	Responsible Parties	Time Line	Human Resources	Challenges	Milestone/ Evaluation	Fiscal Resources	Action Complete
Action 5.3: <u>Target enforcement</u> of traffic violations using automated systems, speed-reader boards, focused stings (pedestrian right of way, DUUI, etc.).	MPD	Ongoing	MPD Traffic Team, community volunteers, part-time staff, patrol officers.	Match focused patrol to real problems. Use resources effectively.	Fewer and less severe crashes, reduced property losses, greater survey satisfaction.	\$11,780	
Action 5.4: Be active contributors to the regional " <u>Traffic Safety Committee</u> ".	MPD, Public Works, ODOT, community members.	Regularly scheduled meetings	One MPD officer assigned to Committee. All staff contributing data.	Remain current on traffic issues. Try to be proactive in enforcement and design planning.	Measured public satisfaction.	\$846	
Action 5.5: Provide <u>crash investigation and reconstruction</u> service for purposes of engineering improvements and case preparation.	MPD with assistance from Public Works and Fire.	On-call, as needed plus training and skills maint. time	Five designated MPD officers selected for advanced training and on-call, as needed.	Skills maintenance.	Successful prosecution of serious cases and exoneration of innocent parties.	\$72,409	

MEDFORD IN THE 21ST CENTURY
Vision Strategic Plan

HUMAN SERVICES

Vision Statement

“All Medford’s citizens receive the services they need to reach their full potential and to improve their quality of life.”

Element 1. The City values and supports the work of existing and emerging human service providers to fully serve citizens.

- Action 1.1 Adopt a Council Goal to “establish criteria for grant program and safety-net services policy.”
- Action 1.2 Develop a Mission Statement that defines Council’s commitment to and priorities for, support of the work of human services providers.
- Action 1.3 Pass a Council Resolution (No. 1999-198) that establishes the policy framework for the annual (soon to be biennial) operating and capital improvement grant application priorities and process.
- Action 1.4 Develop Grant Program Guidelines that outline the grant application and funding process and define eligibility criteria.
- Action 1.5 Establish and implement an outreach plan that ensures that the annual City grant process is made known to as many existing and emerging human service providers as possible within Jackson County.
- Action 1.6 Develop and share with human services providers an application elements checklist to ensure that every aspect of the formal request has been duly completed and that disqualification will not occur as a result of oversight.

Linkage to other Vision Strategic Planning Efforts

Cultural Diversity – Strategy 7

Housing – Strategy 10

Also linkage to:

City of Medford Consolidated Plan

City of Medford Comprehensive Plan

MEDFORD IN THE 21ST CENTURY
Vision Strategic Plan

Element 2. Citizens are secure in their knowledge that service agencies provide safety-net services, including, but not limited to, emergency care, rape crisis intervention, substance abuse treatment, medical care, legal services, shelter for women and children, and programs for the homeless.

- Action 2.1 Grant Application Guidelines are revised to include, as a further applicant responsibility, development of an outreach plan that identifies a mechanism to provide a periodic and broad-based public awareness campaign for the service(s) the applicant will provide to the citizens.
- Action 2.2 City of Medford grant support staff develop a screening tool to ensure that within each grant cycle, every safety-net service identified in Strategy 2 is delivered by Jackson County government and other non-for-profit providers. Should this not be the case, a Request for Proposal (RFP) specific to any lacking safety-net service(s) would be triggered in the following grant cycle.
- Action 2.3 City grants support staff analyze the Health and Human Services delivered by Jackson County government and make annual recommendation to the Grants Subcommittee regarding apparent gaps in service delivery.
- Action 2.4 The Grants Subcommittee review process includes a staff recommendation regarding the most effective provision of every safety-net service identified in Strategy 2, and that in its recommendation to the Budget Committee and City Council, each safety-net service is available from at least one provider agency, including those operated under both public and private auspices.

Linkage to other Vision Strategic Planning Efforts
Education – Strategy 8

Also linkage to City of Medford Comprehensive Plan

MEDFORD IN THE 21ST CENTURY

Vision Strategic Plan

Element 3. Basic healthcare, including mental health and substance abuse treatment, as well as equal justice, affordable housing, transportation, and job opportunities are available to all citizens.

- Action 3.1 Grant Application Guidelines are revised to include, as a further applicant responsibility, the development of an outreach plan. Its function would be to identify a method to provide periodic and broadly disseminated public awareness of the services the applicant will provide to the citizens of Medford.
- Action 3.2 City grant support staff will develop a screening tool to ensure that within each grant cycle, every public health, mental health, and substance abuse treatment program identified in Strategy 3 is offered by Jackson County government. Should this not be the case, an RFP specific to any lacking Strategy 3 public health, mental health and substance abuse treatment would be triggered in the following cycle.
- Action 3.3 City grants support staff analyze the Health and Human Services programs operated by Jackson County government and other not-for-profit providers and make recommendations to the Grants Subcommittee specific to apparent gaps in Strategy 3 services availability.
- Action 3.4 The Judge of the Municipal Court, supported by the Clerk and deputies, will evaluate any social, cultural, linguistic, gender, age, and disability barriers that may exist and develop action plans to eliminate any identified.

Linkages to other Vision Strategic Planning Efforts

Housing – Strategy 10

Transportation – Strategy 9

Economic Development & Telecommunications - Strategy 5

Cultural Diversity – Strategy 7

MEDFORD IN THE 21ST CENTURY
Vision Strategic Plan

Element 4. Easy access to services is enhanced through community centers and information and referral services.

- Action 4.1 The City's web page contains a linkage to soon-to-be available web sites developed by RVCOG and Community Works called "Help Link Oregon" that list safety net and social service providers.
- Action 4.2 Annually, the July issue of the City of Medford Newsletter will include reference to the Community Works publication of up-to-date social services directory. The directory will also be available throughout the year in the City Manager's office.
- Action 4.3 The Santo Community Center and Service Integration Centers in Medford will conspicuously post, in several high activity areas, the Community Works publication and have copies available for distribution throughout the year.

Linkages to other Vision Strategic Planning Efforts




Education – Strategy 8

Public Safety – Strategy 3




Growth Management – Strategy 1

**MEDFORD IN THE 21ST CENTURY
Vision Strategic Plan**


**HUMAN SERVICES
Action Plan Table**

Action	Responsible Parties	Time Line	Human Resources	Challenges	Milestone/ Evaluation	Fiscal Resources	Action Complete
Element 1: The City values and supports the work of existing and emerging human service providers to fully serve citizens.							
Action 1.1: Adopt a Council Goal to “establish criteria for grant program and safety-net services policy.”	Council, supported by CMO staff	03/99	City Manager Office staff, Grants Subcommittee, Budget Committee, Council	Obtaining agreement on process and priorities; defining roles and relationships	Goal adopted	Expended, None	
Action 1.2: Develop a Mission Statement that defines Council’s commitment to and priorities for support of the work of human services providers.	Same as above	12/99	Same as above	Same as above	Mission Statement developed	Expended, None	
Action 1.3: Pass a Council Resolution (No. 1999-198) that establishes the policy framework for the annual (soon to be biennial) operating and capital improvement grant application priorities and process	Same as above	12/99	Same as above	Same as above	Adoption of Resolution	Expended, None	


**MEDFORD IN THE 21ST CENTURY
Vision Strategic Plan**

Action	Responsible Parties	Time Line	Human Resources	Challenges	Milestone/ Evaluation	Fiscal Resources	Action Complete
Action 1.4: Develop Grant Program Guidelines that concisely outline the grant application and funding process and define eligibility criteria.	CMO staff, with Council approval	01/00	CMO staff and Council	Dedicating staff resources to project	Developed program in place	Expended, None	
Action 1.5: Establish and implement an outreach plan that ensures that the annual City grant process is made known to as many existing and emerging human service providers as possible within Jackson County.	CMO staff	11/00	CMO staff	Dedicating staff resources to project	Outreach plan implemented	Expended, None	
Action 1.6: Develop and share with human services providers an application elements checklist to ensure that every aspect of the formal request has been duly completed and that disqualification will not occur as a result of oversight.	CMO staff	11/00	CMO staff	Dedicating staff resources to project	Checklist completed and in use	Expended, None	

**MEDFORD IN THE 21ST CENTURY
Vision Strategic Plan**

Action	Responsible Parties	Time Line	Human Resources	Challenges	Milestone/ Evaluation	Fiscal Resources	Action Complete
<p>Element 2: Citizens are secure in their knowledge that service agencies provide safety-net services, including emergency care, rape crisis intervention, substance abuse treatment, medical care, legal services, shelter for women and children, and programs for the homeless.</p>							
<p>Action 2.1: Grant Application Guidelines are revised to include, as a further applicant responsibility, development of an outreach plan that identifies a program to provide a periodic and broad-based public awareness campaign for the service(s) the applicant will provide to the citizens.</p>	<p>Deputy City Manager</p>	<p>11/01</p>	<p>Grants staff</p>	<p>Dedicating staff resources</p>	<p>FY 2003 Grant Program Guidelines contain the necessary revision</p>	<p>Immaterial</p>	


**MEDFORD IN THE 21ST CENTURY
Vision Strategic Plan**

Action	Responsible Parties	Time Line	Human Resources	Challenges	Milestone/ Evaluation	Fiscal Resources	Action Complete
<p>Action 2.2: City of Medford grant support staff develop a screening tool to ensure that within each grant cycle, every safety-net service identified in Strategy 2 is delivered by Jackson County government. Should this not be the case, a Request for Proposal (RFP) specific to any lacking safety-net service(s) would be triggered in the following grant cycle.</p>	Deputy City Manager	12/01	Grants staff	Same as above	FY 2003 grant application review process contains the necessary screening step	Immaterial	
<p>Action 2.3: City grants support staff analyze the Health and Human Services delivered by Jackson County government and make annual recommendation to the Grants Subcommittee regarding apparent gaps in service delivery.</p>	Deputy City Manager	Ongoing	Grants staff, Grants Subcommittee Budget Committee	Same as above	Grants Subcommittee review process contains the necessary staff recommendation	Immaterial	


**MEDFORD IN THE 21ST CENTURY
Vision Strategic Plan**

Action	Responsible Parties	Time Line	Human Resources	Challenges	Milestone/ Evaluation	Fiscal Resources	Action Complete
<p>Action 2.4: The Grants Subcommittee review process includes a staff recommendation regarding the most effective provision of every safety-net service identified in Strategy 2, and that in its recommendation to the Budget Committee and City Council, each safety-net service is available from at least one provider agency, including those operated under both public and private auspices</p>	<p>Deputy City Manager</p>	<p>03/02</p>	<p>Grants staff, Grants Subcommittee, Budget Committee</p>	<p>Same as above</p>	<p>FY 2003 grant application review process contains the necessary staff recommendation</p>	<p>Immaterial</p>	



**MEDFORD IN THE 21ST CENTURY
Vision Strategic Plan**

Action	Responsible Parties	Time Line	Human Resources	Challenges	Milestone/ Evaluation	Fiscal Resources	Action Complete
<p>Element 3: Basic healthcare, including mental health and substance abuse treatment, as well as equal justice, affordable housing, transportation, and job opportunities are available to all citizens.</p>							
<p>Action 3.1: Grant Application Guidelines are revised to include, as a further applicant responsibility, the development of an outreach plan. Its function would be to identify a method to provide periodic and broadly disseminated public awareness of the services the applicant will provide to the citizens of Medford.</p>	<p>Deputy City Manager</p>	<p>12/01</p>	<p>Grants Specialist</p>	<p>Time pressure, deadlines</p>	<p>Included in Guidelines</p>	<p>Immaterial</p>	


**MEDFORD IN THE 21ST CENTURY
Vision Strategic Plan**

Action	Responsible Parties	Time Line	Human Resources	Challenges	Milestone/ Evaluation	Fiscal Resources	Action Complete
<p>Action 3.2: City grant support staff will develop a screening tool to ensure that within each grant cycle, every public health, mental health, and substance abuse treatment program identified in Strategy 3 is offered by Jackson County government. Should this not be the case, an RFP specific to any lacking Strategy 3 public health, mental health and substance abuse treatment would be triggered in the following cycle.</p>	Deputy City Manager	12/01	Grants Specialist	Time pressure, deadlines	Included in Guidelines	Immaterial	

**MEDFORD IN THE 21ST CENTURY
Vision Strategic Plan**

Action	Responsible Parties	Time Line	Human Resources	Challenges	Milestone/ Evaluation	Fiscal Resources	Action Complete
<p>Action 3.3: City grants support staff analyze the Health and Human Services programs operated by Jackson County government and other not-for-profit providers and make recommendations to the Grants Subcommittee specific to apparent gaps in Strategy 3 services availability.</p>	Deputy City Manager	02/02	Grants Specialist	Time pressure, deadlines	Included in grants review process	Immaterial	
<p>Action 3.4: The Judge of the Municipal Court, supported by the Clerk and deputies, will evaluate any social, cultural, linguistic, gender, age, and disability barriers that may exist and develop action plans to eliminate any identified.</p>	Deputy City Manager	07/02	Municipal Judge, Court staff	Time pressure, deadlines	Action Plan to address deficiencies completed	Possible independent consultancy costs: \$5,000	

**MEDFORD IN THE 21ST CENTURY
Vision Strategic Plan**

Action	Responsible Parties	Time Line	Human Resources	Challenges	Milestone/ Evaluation	Fiscal Resources	Action Complete
Element 4: Easy access to services is enhanced through community centers and information and referral services.							
<p>Action 4.1: The City’s web page contains a linkage to soon-to-be available web sites developed by RVCOG and Community Works called “Help Link Oregon” that list safety net and social service providers.</p>	Deputy City Manager	07/01/02	Information Services Department, Grants Specialist	Competing priorities; constraints of time	Active Website	Absorbable within existing budget	
<p>Action 4.2: Annually, the July issue of the City of Medford Newsletter will include reference to the Community Works publication of up-to-date social services directory. The directory will also be available throughout the year in the City Manager’s office.</p>	Deputy City Manager	07/01/02	Assistant to the City Manager, Grants Specialist	Immaterial	Newsletter published with necessary information	Absorbable within existing budget	

**MEDFORD IN THE 21ST CENTURY
Vision Strategic Plan**

Action	Responsible Parties	Time Line	Human Resources	Challenges	Milestone/ Evaluation	Fiscal Resources	Action Complete
<p>Action 4.3: The Santo Community Center and Service Integration Centers in Medford will conspicuously post, in several high activity areas, the Community Works publication and have copies available for distribution throughout the year.</p>	<p>Deputy City Manager</p>	<p>07/01/02</p>	<p>Grants Specialist, Parks and Recreation staff</p>	<p>Immaterial</p>	<p>Information posted and available for pickup/ distribution</p>	<p>Absorbable within existing budget.</p>	

ECONOMIC DEVELOPMENT AND TELECOMMUNICATIONS

Vision Statement

“Local economic growth benefits from the latest global technological and telecommunications advancements to create and maintain a thriving regional economy that is a shining example to the rest of the nation.”

Element 1. Economic success is due in large part to regional public-private and cross-institutional partnerships, including those with nonprofit organizations, Rogue Community College and Southern Oregon University.

- Action1.1 Facilitate a process with the two local institutions of higher learning in cooperation with the local school districts to address the curricula needed to provide needed workers for future employment demands.
- Action 1.2 Work in cooperation with the Workforce Investment Council to identify the needs of local employers in order to fill the gaps in our current training programs.
- Action 1.3 Assist the local institutions in the implementation of training programs needed to address employer- employee needs.

Linkage to other Vision Strategic Planning Efforts
Education – Strategy 8

MEDFORD IN THE 21ST CENTURY
Vision Strategic Plan

Element 2. The City's infrastructure, composed of both information and physical grids is modern, up-to-date and adequate to serve existing and new business industry.

- Action 2.1 Facilitate the installation of broad bandwidth communications infrastructure within the service area of the City to include residential and business to assist the development of home businesses and entrepreneurship.
- Action 2.2 Promote the area as an electronic commerce friendly area as an effort to grow more environmentally friendly businesses that are technologically based or supportive.
- Action 2.3 Work closely with the local bandwidth providers in efforts to reach out to the education community to assist in making them "wired" in efforts to supply the next generation of workers.

Linkages to other Vision Strategic Planning Efforts
Growth Management – Strategy 1

MEDFORD IN THE 21ST CENTURY
Vision Strategic Plan

Element 3. A qualified workforce serves existing and potential new business.

- Action 3.1 Assist the Job Council, Employment Office, Workforce Council, school districts, and secondary education with identifying the needs of future job positions in order to address course material needed to train a new wave of employees.
- Action 3.2 Seek out and identify those underutilized, underemployed workers that are available for more technically skilled positions and provide avenues for them to acquire more meaningful, productive positions.
- Action 3.3 Coordinate with the colleges, universities and state a means by which to identify skills gaps through an assessment process with the business and public communities.

Linkages to other Vision Strategic Planning Efforts
Education – Strategy 8

MEDFORD IN THE 21ST CENTURY
Vision Strategic Plan

Element 4. State of the art training provides opportunities for all residents to update their work skills.

Action 4.1 Facilitate enhanced training through the elementary, high school, community colleges and universities.

Action 4.2 Promote advanced, modern facilities in which to provide the needed training.

Action 4.3 Assist in identifying the training needs and requirements of the local community, currently and for the future.

Linkages to other Vision Strategic Planning Efforts

Education – Strategy 8

Arts & Culture – Strategy 6

**MEDFORD IN THE 21ST CENTURY
Vision Strategic Plan**

Element 5. City policies and incentives support its ability to nurture existing businesses and attract those new businesses the community favors.

- Action 5.1 Support the expansion of the Enterprise Zone in efforts to make the area more attractive to business expansion and new business recruitment.
- Action 5.2 Apply for and support the awarding of an Electronic Commerce Zone designation for the City.
- Action 5.3 Facilitate the ability to fast track the permitting process whenever necessary. This exhibits a can-do attitude and pro-business environment for the City.
- Action 5.4 Promote and facilitate the completion of a Ready Site, virtual building and property.
- Action 5.5 Encourage the building of speculative buildings in order for the City to be ready with available property for expansions and attractions.
- Action 5.6 Promote the Highly Underutilized Business (HUB) Zone and its advantages for the City.
- Action 5.7 Promote the Foreign Trade Zone and the benefits for international trade that it presents.

Linkages to other Vision Strategic Planning Efforts
Cultural Diversity – Strategy 7
Education – Strategy 8

MEDFORD IN THE 21ST CENTURY
Vision Strategic Plan

Element 6. Medford is a model, connected city with state-of-the-art technological infrastructure capable of carrying important information to every location.

Action 6.1 Ensure that the local bandwidth providers are aggressively pursuing their market plans so that we are being placed at the top of the collective, competitive mountain.

Actions 6.2 Either through fiber or high-speed cable modem ensure that affordable infrastructure is made available to each and every household and business in the community.

Linkages to other Vision Strategic Planning Efforts

Education – Strategy 8

Public Safety – Strategy 3

Growth Management – Strategy 1

Human Services – Strategy 4

Arts & Culture – Strategy 6

MEDFORD IN THE 21ST CENTURY
Vision Strategic Plan

Element 7. Medford is the regional financial center of Southern Oregon.

- Action 7.1 Assist the retail community in placing value added businesses to the community.
- Actions 7.2 Facilitate the development of enhanced commercial services and encourage the location of additional financial institutions as well as the expansion of existing institutions.
- Action 7.3 Assist with programs that encourage import investments and programs and services that will bring additional import funds to our local financial endeavors and institutions.
- Action 7.4 Encourage the investment of venture capital funds into local projects.

Linkages to other Vision Strategic Planning Efforts
Cultural Diversity – Strategy 7

MEDFORD IN THE 21ST CENTURY
Vision Strategic Plan

Element 8. Medford is an active catalyst in positioning the City and region in a targeted approach to attract new business, industry and tourism.

- Action 8.1 Conduct a SWOT and develop plan of targeted industry recruitment.
- Action 8.2 Develop and implement an overall economic development plan that includes but is not limited to new business attraction, retention and expansion, industrial development, tourism cooperative advertising, regional development team building, business visits and conference and trade show participation.
- Action 8.3 Provide a total program concept and rationale for economic development that fits the vision of the City and its goals and objectives for job growth and development as well as community development and environmental protection.

Linkages to other Vision Strategic Planning Efforts

Cultural Diversity – Strategy 7

Arts & Culture – Strategy 6

Education – Strategy 8

**MEDFORD IN THE 21ST CENTURY
Vision Strategic Plan**

ECONOMIC DEVELOPMENT AND TELECOMMUNICATIONS
Action Plan Table

Action	Responsible Parties	Time Line	Human Resources	Challenges	Milestone/ Evaluation	Fiscal Resources	Action Complete
Element 1: Economic success is due in large part to regional public-private and cross-institutional partnerships, including those with nonprofit organizations, Rogue Community College and Southern Oregon University.							
Action 1.1: Facilitate a process with the two local institutions of higher learning to address the curricula needed to provide needed workers for future employment demands.	ED Staff	On-going	ED Staff	Obtaining valid data as to employer needs Funding for courses	Annual review	Staff time	
Action 1.2 Work in cooperation with the Workforce Investment Council to identify the needs of local employers in order to fill gaps in our current training programs.	ED Staff	On-going	ED Staff	Coming to consensus on issues Feedback from employers	Annual review	Staff time	
Action 1.3 Assist local institutions in the implementation of training programs needed to address employer/employee needs	Ed Staff	On-going	ED Staff	Funding for education Training funds from the state	Annual review	Staff time	

**MEDFORD IN THE 21ST CENTURY
Vision Strategic Plan**

Action	Responsible Parties	Time Line	Human Resources	Challenges	Milestone/ Evaluation	Fiscal Resources	Action Complete
Element 2: The City's infrastructure, composed of both information and physical grids is modern, up-to-date and adequate to serve existing and new business industry.							
Action 2.1 Facilitate the installation of broad bandwidth communications infrastructure within the service area of the City to include residential and business to assist the development of home businesses and entrepreneurship.	ED Staff	2004	ED Staff	Coordination with carriers	Quarterly updates	Staff time	
Action 2.2 Promote the area as an electronic commerce friendly area as an effort to grow more environmentally friendly businesses that are technologically based or supportive.	ED Staff	Ongoing	ED Staff	Coordination with site selectors Advertising/ travel funds	Ongoing	Staff time Advertising/ travel Funds \$35,000	
Action 2.3 Work closely with the local bandwidth providers in efforts to reach out to the education community to assist in making them "wired" in efforts to supply the next generation of workers.	ED Staff	Ongoing	ED Staff	Coordination with providers and end users	Ongoing	Staff time	


**MEDFORD IN THE 21ST CENTURY
Vision Strategic Plan**

Action	Responsible Parties	Time Line	Human Resources	Challenges	Milestone/ Evaluation	Fiscal Resources	Action Complete
Element 3: A qualified workforce serves existing and potential new business.							
Action 3.1 Assist the Job Council, Employment Office, Workforce Council, school districts, and secondary education with identifying the needs of future job positions in order to address course material needed to train a new wave of employees.	ED Staff	Ongoing	ED Staff	Coordination with agencies Identifying the needs of employers Funding sources	Annual review	Staff time	
Action 3.2 Seek out and identify those underutilized, underemployed workers that are available for more technically skilled positions and provide avenues for them to acquire more meaningful, productive positions.	ED Staff	Ongoing	ED Staff	Identifying the employees and positions Developing programs and implementing programs Funding	Annual review	Staff time	
Action 3.3 Coordinate with the colleges, universities and state a means by which to identify skills gaps through an assessment process with the business and public communities.	ED Staff	Ongoing	ED Staff	Funding for assessments Coordination with agencies Private input	Annual review	Staff time	

**MEDFORD IN THE 21ST CENTURY
Vision Strategic Plan**

Action	Responsible Parties	Time Line	Human Resources	Challenges	Milestone/ Evaluation	Fiscal Resources	Action Complete
Element 4: State of the art training provides opportunities for all residents to update their work skills.							
Action 4.1 Facilitate enhanced training through the elementary, high school, community colleges and universities.	ED Staff	Ongoing	ED Staff	Coordination with schools and between schools Determination of requirements for training Identifying needs Funding	Annual review	Staff time	
Action 4.2 Promote advanced, modern facilities in which to provide the needed training.	ED Staff	Ongoing	ED Staff	Locating suitable facilities Installation of infrastructure Funding	Quarterly review	Staff time	
Action 4.3 Assist in identifying the training needs and requirements of the local community, currently and for the future.	ED Staff	Ongoing	ED Staff	Support from private sector Coordination with education providers Funding for studies	Annual review	Staff time	

**MEDFORD IN THE 21ST CENTURY
Vision Strategic Plan**

Action	Responsible Parties	Time Line	Human Resources	Challenges	Milestone/ Evaluation	Fiscal Resources	Action Complete
Element 5: City policies and incentives support its ability to nurture existing businesses and attract those new businesses the community favors							
Action 5.1 Support the expansion of the Enterprise Zone in efforts to make the area more attractive to business expansion and new business recruitment.	ED Staff Council	Ongoing	ED Staff	Identifying most suitable property Coordination of agencies for blanket expansion	As needed	Staff time	
Action 5.2 Apply for and support the awarding of the Electronic Commerce Zone designation for the City.	ED Staff	Feb 15, 2002	ED Staff	Coordinating community support Only 4 awarded statewide	None	Staff time	
Action 5.3 Facilitate the ability to fast track the permitting process whenever necessary. This exhibits a can-do attitude and pro-business environment for the City.	ED Staff Building, Planning, Fire, Public Works	Ongoing	ED Staff	Coordination with customers and departments	As needed	Staff time	
Action 5.4 Promote and facilitate the completion of a Ready Site, virtual building and property.	ED Staff Building, Planning, Fire, Public Works	July 2002	ED Staff	Coordination with departments and developers	Upon completion and every two years	Staff time	

**MEDFORD IN THE 21ST CENTURY
Vision Strategic Plan**

Action	Responsible Parties	Time Line	Human Resources	Challenges	Milestone/ Evaluation	Fiscal Resources	Action Complete
Action 5.5 Encourage the building of speculative buildings in order for the City to be ready with available property for expansions and attractions.	ED Staff	Ongoing	ED Staff	Coordination with developers Funding	Evaluate upon completion of first building	Staff time	
Action 5.6 Promote the HUB Zone and its advantages for the City.	ED Staff	Ongoing	ED Staff	Advertising and promotion Funding	Ongoing	Staff time Funds included in advertising budget	
Action 5.7 Promote the Foreign Trade Zone and the benefits for international trade that it presents.	ED Staff	Ongoing	ED Staff	Advertising and promotion Funding	Ongoing	Staff time Funds included in advertising budget	




**MEDFORD IN THE 21ST CENTURY
Vision Strategic Plan**

Action	Responsible Parties	Time Line	Human Resources	Challenges	Milestone/ Evaluation	Fiscal Resources	Action Complete
Element 6: Medford is a model, connected city with state –of-the-art technological infrastructure capable of carrying important information to any location.							
Action 6.1 Ensure that the local bandwidth providers are aggressively pursuing their market plans so that we are being placed at the top of the collective, competitive mountain.	ED Staff	Ongoing	ED Staff	Coordination with carriers and providers	Quarterly updates	Staff time	
Action 6.2 Either through fiber or high-speed cable modem, ensure that affordable infrastructure is made available to each and every household and business in the community.	ED Staff	Ongoing	ED Staff	Coordination with carriers and providers	As needed	Staff time	

**MEDFORD IN THE 21ST CENTURY
Vision Strategic Plan**

Action	Responsible Parties	Time Line	Human Resources	Challenges	Milestone/ Evaluation	Fiscal Resources	Action Complete
Element 7: Medford is the regional financial center of Southern Oregon.							
Action 7.1 Assist the retail community in placing value added businesses to the community	ED Staff	Ongoing	ED Staff	Working with site consultants and local entities	Ongoing	Staff time	
Action 7.2 Facilitate the development of enhanced commercial services and encourage the location of additional financial institutions as well as the expansion of existing institutions.	ED Staff	Ongoing	ED Staff	Coordination with site consultants Coordination with local entities for expansions	Ongoing	Staff time	
Action 7.3 Assist with programs that encourage import investments and programs and services that will bring additional import funds to our local financial endeavors and institutions.	ED Staff	Ongoing	ED Staff	Coordination with local agencies Coordination with site selectors	As needed	Staff time	
Action 7.4 Encourage the investment of venture capital funds into local projects.	ED Staff	Ongoing	ED Staff	Identifying the venture capitalists Facilitating their investments locally	Ongoing	Staff time	

**MEDFORD IN THE 21ST CENTURY
Vision Strategic Plan**

Action	Responsible Parties	Time Line	Human Resources	Challenges	Milestone/ Evaluation	Fiscal Resources	Action Complete
Element 8: Medford is an active catalyst in positioning the City and region in a targeted approach to attract new business, industry and tourism.							
Action 8.1 Conduct a SWOT and develop plan for targeted industry recruitment.	ED Staff	Summer 2001	ED Staff	Process itself	Annual review	Staff time	
Action 8.2 Develop and implement an overall economic development plan that includes but is not limited to new business attraction, retention and expansion, industrial development, tourism cooperative advertising, regional development team building, business visits and conference and trade show participation.	ED Staff	Summer 2000	ED Staff	Identifying market and potential	Annual review	Staff time	
Action 8.3 Provide a total program concept and rationale for economic development that fits the vision of the City and its goals and objectives.	ED Staff	Summer 2000	ED Staff	Formulation of programs and identification of market and compatibility to vision	Annual review	Staff time	

ARTS AND CULTURE
VISION STATEMENT

“Medford is a dynamic community, where artists, arts and culture flourish, enhancing the livability, beauty and economic vitality of the region.”

ACTION PLAN STRATEGIES

Element 1 The City has a philosophy of support for and appreciation of the arts.

- Action 1.1 An Arts Committee, originally established as a subcommittee of the Parks and Recreation Commission, will become a full commission to provide its voluntary leadership for the establishment of an aggressive public arts program.
- Action 1.2 This Committee has developed a Master Plan for the public art purchase and siting, which has been funded initially through a \$50,000 allocation from City Council Vision Funds.
- Action 1.3 The adopted Master Plan has a funding component for ongoing public art and designates 1.5% of future city building and facility remodeling projects for public art purchase or incorporation of art into the project.
- Action 1.4 The Master Plan calls for a \$50,000 allocation from the City budget on a biannual basis for purchase and maintenance of public art.
- Action 1.5 The City Council has funded a project Coordinator for the Art in Bloom program.

MEDFORD IN THE 21ST CENTURY
Vision Strategic Plan

Action 1.6 The City of Medford has purchased over the years a collection of art from well-known and respected local artists. That collection is being posted on the city website for all to access. The artwork in the building is also available for public enjoyment.

Action 1.7 The Arts Commission is developing a plan for a revolving display of art at other public sites in order for more citizens to enjoy the City of Medford's collection of paintings, print, sculpture and metal works.

Linkage to other Vision Strategic Planning Efforts
Education – Strategy 8

MEDFORD IN THE 21ST CENTURY
Vision Strategic Plan

Element 2. The City and private organizations work together to make financial investments in the arts and cultural programs of the community.

- Action 2.1 The Art in Bloom Committee seeks grants from local corporations, as well as foundations to assist the city in funding the Art in Bloom event.
- Action 2.2 The Arts Council of Southern Oregon provides a liaison to the Arts Commission who assists with jurying art projects and art events.
- Action 2.3 The City of Medford has worked with community businesses and corporations in sponsoring free public summer concerts at the Bear Creek Amphitheater (10 per summer).
- Action 2.4 The Bear Creek Amphitheater was constructed with the assistance of donated labor and materials.
- Action 2.5 The City of Medford should aggressively seek donations of labor and materials to construct a stage backdrop at the Bear Creek Amphitheater.
- Action 2.6 The City of Medford should work toward the purchase of a pedestrian bridge to allow the parking lot at the Little League fields to be used for events at the amphitheater.

Linkage to other Vision Strategic Planning Efforts

- Parks, Recreation & Natural Environment – Strategy 2
- Cultural Diversity – Strategy 7

MEDFORD IN THE 21ST CENTURY
Vision Strategic Plan

Element 3. A downtown Arts and Cultural district centered on the Craterian Ginger Rogers Theater includes buildings for ongoing arts, cultural programs and living space for artists.

Action 3.1 The Art in Bloom event showcases both the Rogue Gallery and Craterian Theater as main venues for displays, demonstrations and performances.

Linkage to other Vision Strategic Planning Efforts
Cultural Diversity – Strategy 7
Education – Strategy 8

MEDFORD IN THE 21ST CENTURY
Vision Strategic Plan

Element 4. A new library is an integral element in the downtown Arts and Cultural District.

Action 4.1 A member of the Medford Arts Committee sits on the subcommittee charged with public art displays for the new downtown library.

Action 4.2 The new library is one of the downtown venues considered for a revolving display of city owned art.

Linkage to other Vision Strategic Planning Efforts
Education – Strategy 8

**MEDFORD IN THE 21ST CENTURY
Vision Strategic Plan**

Element 5. The City has aesthetic principles and standards for buildings and encourages the incorporation of art in public and private projects.

- Action 5.1 All city building, facility projects and remodels will include 1.5% of project cost for purchase, installation or incorporation of art in the project.
- Action 5.2 All State of Oregon building, facility projects and remodels incorporate 1% of project cost for purchase, installation of incorporation of art in the project.
- Action 5.3 The Medford Arts Committee will work with the Oregon State Department of Transportation and Medford Public Works to determine if public works projects may incorporate art into the structures (bridges, medians, etc.)

MEDFORD IN THE 21ST CENTURY
Vision Strategic Plan

Element 6. The community supports arts education and programs for children.

- Action 6.1 One component of the Art in Bloom Program is the Children’s Art Tent, where children are exposed to hands-on art projects with the guidance of professional artists and art teachers.
- Action 6.2 The City of Medford works with Grace Christian School and McLaughlin Middle School in displaying youth art in City Hall and the Lausmann Annex.
- Action 6.3 The City of Medford serves as a school business partner to McLoughlin Middle School. As one of the cooperative efforts, McLoughlin art classes’ paint and decorate the front entry lobby area of City Hall for the Christmas holiday.
- Action 6.4 The Medford Parks and Recreation Department offers art classes for youth. Many of which are under contract with local art businesses.
- Action 6.5 The Medford Arts Commission in conjunction with the Parks and Recreation Department is placing the City owned art inventory on the city web page for viewing by schools or others involved in youth art education.
- Action 6.6 The Parks and Recreation Department through a \$600 United Way grant and the assistance of the Rogue Gallery provided a hands-on arts education project for youth at Bear Creek Park and Bear Creek Skate Park. All art materials were donated from community businesses.

Linkage to other Vision Strategic Planning Efforts
Education – Strategy 8

**MEDFORD IN THE 21ST CENTURY
Vision Strategic Plan**



Element 7. The City encourages downtown and neighborhood beautification.

Action 7.1 The Medford Urban Renewal Agency encourages art as an integral part of downtown beautification. They have agreed to purchase artistic banners to provide an overall arts theme for downtown.

Action 7.2 Art in Bloom demonstrates the many ways art and horticulture can help transform and beautify downtown. This encourages private follow-up of themes they introduce for the festival, as well as develops community pride in the downtown area.

**MEDFORD IN THE 21ST CENTURY
Vision Strategic Plan**


ARTS AND CULTURE
Action Plan Table

Action	Responsible Parties	Time Line	Human Resources	Challenges	Milestone/ Evaluation	Fiscal Resources	Action Complete
Element 1: The City has a philosophy of support for and appreciation of the arts.							
Action 1.1: An Arts Committee, originally established as a subcommittee of the Parks & Recreation Commission, will become a full commission to provide its voluntary leadership for the establishment of an aggressive public arts program.	City Council and Parks & Recreation staff	1/17/02 Commission status before City Council	Council, City Manager, Parks & Recreation staff and volunteer committee members	Obtain agreement on art and siting issues	Completed Committee established commission to begin on 1/17/02	None expended; some minor commission expenses may be reflected in the Advisory Services Budget	
Action 1.2: This Committee has developed a Master Plan for the public art purchase and siting, which has been funded initially through a \$50,000 allocation from City Council Vision Funds.	City Council, City Manager, Parks & Recreation staff, and volunteer commission members	Completed first art purchase from Art in Bloom festival 5/2001	Council, City Manager, Parks & Recreation staff, Arts Commission	Committee researched other art programs to compile a comprehensive document for Council consideration	Completed document approval by Council resolution 11/2001	\$50,000 already allocated from Vision funds by Council for art purchase	

**MEDFORD IN THE 21ST CENTURY
Vision Strategic Plan**

Action	Responsible Parties	Time Line	Human Resources	Challenges	Milestone/ Evaluation	Fiscal Resources	Action Complete
<p>Action 1.3: The adopted Master Plan has a funding component for ongoing public art and designates 1.5% of future city building and facility remodeling projects for public art purchase or incorporation of art into the project.</p>	<p>City Council, City Manager, Parks & Recreation staff, Arts Commission, MURA and Public Works staff when qualified projects surface</p>	<p>Master Plan completed and awaiting future city building/remodeling projects</p>	<p>Parks & Recreation staff, Arts Commission City Council and City Manager staff</p>	<p>Explain sufficient parameters which would be eligible³ for 1.5% funding work with Public Works and MURA not funded with SDC (system development charges)</p>	<p>Completed 1.5% for art adopted in Art Master Plan The first City project affected could be the Santo Community Center</p>	<p>1.5% of qualified city building/remodel project costs Not yet expended \$3,750 estimated for art at the Santo Community Center</p>	
<p>Action 1.4: The Master Plan calls for a \$50,000 allocation from the City budget on a biannual basis for purchase and maintenance of public art.</p>	<p>City Council, City Manager, Parks & Recreation staff and Finance staff</p>	<p>Completed and included in FY02/03 budgets</p>	<p>City Council, City Manager, Budget Committee, Parks & Recreation staff and Arts Commission</p>	<p>Monitor acquisition and spending for public art</p>	<p>Completed Master Plan approved 11/2001</p>	<p>\$50,000 biennially</p>	


**MEDFORD IN THE 21ST CENTURY
Vision Strategic Plan**

Action	Responsible Parties	Time Line	Human Resources	Challenges	Milestone/ Evaluation	Fiscal Resources	Action Complete
Action 1.5: The City Council has funded a project Coordinator for the Art in Bloom program.	City Council, City Manager, Parks & Recreation staff and Finance staff	Completed and included in FY 02/03 budgets	City Council, City Manager, Budget Committee and Parks & Recreation staff	Oversee payments; provide staff liaison for Art in Bloom Committee; work towards 501C3 status so less reliant on City funding	Successful event First held on Mother's Day 2001	\$28,000 already budgeted biannually for coordinator salary	
Action 1.6: Medford has purchased a collection of art from well-known local artists. The collection is being posted on the city website for all to access, as well as displayed at City Hall	Parks & Recreation staff, Arts Commission and volunteers	Projected completion of website display of art is 5/2002	Parks & Recreation staff, Art Commission and Information Services staff	Display art for easy viewing by the public; deacquisitioning of art purchased by former Arts Commission	City art collection inventoried and placed on city website projected for 5/2002	None anticipated	
Action 1.7: The Arts Committee is developing a plan for a revolving display of city art at public sites for citizens to view the City's collection	Parks & Recreation staff, Arts Commission, volunteers and city legal staff	Timeline initiated 1/2002 for a 1 year term	Parks & Recreation staff and Arts Commission members	Hold harmless agreements	After first year of display	None anticipated Volunteer to arrange and transport art.	

**MEDFORD IN THE 21ST CENTURY
Vision Strategic Plan**

Action	Responsible Parties	Time Line	Human Resources	Challenges	Milestone/ Evaluation	Fiscal Resources	Action Complete
Element 2: The City and private organizations work together to make financial investments in the arts and cultural programs of the community.							
Action 2.1: The Art in Bloom Committee actively seeks grants from local corporations, as well as foundations to assist in funding the Art in Bloom festival	Parks & Recreation staff, Art Commission liaison, and Art in Bloom Committee	Ongoing	Parks & Recreation staff, Art Commission liaison, and Art in Bloom committee	Obtain funding in the soft RV economy of 2002	Last year's Art in Bloom event achieved full funding with a surplus	\$28,000 budgeted biennially for Art in Bloom Coordinator	
Action 2.2: The Arts Council of Southern Oregon provides a liaison to the Arts Commission and assists with jurying art projects at art event	Parks & Recreation staff, Art Commission and Art in Bloom committee	Ongoing	Parks & Recreation staff, Art Commission and Art in Bloom committee	None envisioned	Art in Bloom jury process established for 2/2002	None expected	
Action 2.3: The City of Medford has worked with community businesses and corporations in sponsoring free public summer concerts at the Bear Creek Amphitheater	Parks & Recreation staff	Funding secured by 6/2002	Parks & Recreation staff, Arts Commission and Parks & Recreation Commission	Competition with others for limited local funding resources	Amount of sponsorships secured by 6/2002 to fund 10 concerts	Approximately \$8,000 budgeted biennially for concert coordinator	

**MEDFORD IN THE 21ST CENTURY
Vision Strategic Plan**

Action	Responsible Parties	Time Line	Human Resources	Challenges	Milestone/ Evaluation	Fiscal Resources	Action Complete
Action 2.4: The Bear Creek Amphitheater was constructed with the assistance of donation for labor and materials.	Parks & Recreation staff, former Arts Commission and community volunteers	Completed	Parks & Recreation staff, Arts Commission and donation of heavy equipment and fill dirt	Shape and cap a former landfill area to create an Amphitheatre	Completion of a well used facility	Not an established amount	
Action 2.5: The City of Medford should aggressively seek donations of labor and materials to construct a stage backdrop at Bear Creek Amphitheater	Parks & Recreation staff, community service groups and volunteers	Within 2 years	Parks & Recreation staff, community service groups and volunteers	Obtaining committed volunteers and donation of materials	Completion of backdrop by 2004	Permits and staff time to develop and oversee project	
Action 2.6: The City of Medford should work toward the purchase of a pedestrian bridge to allow the parking lot at the Little League fields to be used for events at the Bear Creek Amphitheater.	City Council, City Manager, Budget Committee, Planning, Parks & Recreation staff and Parks & Recreation Commission	Within 3 years	Parks & Recreation staff, City Council, City Manager, Budget Committee, Parks & Recreation Commission	Obtaining funding source; would require paving of Little League parking lots and environmental issues	Completion of bridge or identification of funding source	Unknown at this time, but estimated at \$250,000	

**MEDFORD IN THE 21ST CENTURY
Vision Strategic Plan**

Action	Responsible Parties	Time Line	Human Resources	Challenges	Milestone/ Evaluation	Fiscal Resources	Action Complete
Element 3: A downtown Arts and Cultural District centered on the Craterian Ginger Rogers Theater includes buildings for ongoing arts and cultural programs and living space for artists.							
Action 3.1: The Art in Bloom event showcases both the Rogue Gallery and Craterian Theater as main venues for displays, demonstrations and performances	Parks & Recreation staff, Art Commission liaison, and Art in Bloom committee	Each Mother's Day weekend	Parks & Recreation staff, Arts Commission liaison, and Art in Bloom Committee	None Identified	Completion of a successful Art in Bloom festival	\$14,000 for Art in Bloom coordinator	

**MEDFORD IN THE 21ST CENTURY
Vision Strategic Plan**

Action	Responsible Parties	Time Line	Human Resources	Challenges	Milestone/ Evaluation	Fiscal Resources	Action Complete
Element 4. A new library is an integral element in the downtown Arts and Cultural District.							
Action 4.1: A member of the Medford Arts Commission sits on the subcommittee charged with public art displays for the new downtown library	Parks & Recreation staff and Arts Commission	Ongoing	Arts Commission	None other than limited budget for library	Art in place upon library completion	None identified involving city resources	
Action 4.2: The new library is also one of the downtown venues considered for a revolving display of city owned art	Parks & Recreation staff, Arts Commission and City legal staff	After library construction is complete	Parks & Recreation staff, Arts Commission and City legal staff	Hold harmless agreement	Upon completion of library	None identified	


**MEDFORD IN THE 21ST CENTURY
Vision Strategic Plan**

Action	Responsible Parties	Time Line	Human Resources	Challenges	Milestone/ Evaluation	Fiscal Resources	Action Complete
Element 5. The City has aesthetic principles and standards for building and encourages incorporation of art in public and private projects.							
Action 5.1: All City building and facility remodeling projects will include 1.5% of project costs for purchase, installation or incorporation of art in the project	Parks & Recreation staff, Arts Commission, Finance staff and department effected by the project	Ongoing	Parks & Recreation staff, Finance staff, Arts Commission and department effected by building project	Arts Committee working with architects for planning art early in the process	When the first project is completed Santo Community Center may be the first project	1.5% of project costs	
Action 5.2: All State of Oregon building and facility projects and remodels incorporate 1% of project costs for purchase, installation or incorporation of art in the project	City staff would not be involved with state projects other than Planning and Building staff	Ongoing	Possibly city planning and building depts.	None that are evident	Upon completion of a state project	None	
Action 5.3: The Arts Commission will work with Oregon State DOT and the Public Works department to determine if projects will incorporate art into structures (bridges, medians, etc.)	Parks & Recreation staff, Public Works staff and Arts Commission	Ongoing	Parks & Recreation staff, Public Works staff and Arts Commission	Project designers to identify if funds for public art can be included into the project	Upon completion of the project	Varying by project, but would come from Public Art fund	

**MEDFORD IN THE 21ST CENTURY
Vision Strategic Plan**

Action	Responsible Parties	Time Line	Human Resources	Challenges	Milestone/ Evaluation	Fiscal Resources	Action Complete
Element 6: The community supports arts education and programs for children.							
Action 6.1: One component of the Art in Bloom festival is the children’s art tent where youth are exposed to hands-on art projects with the guidance of professional artists and art teachers	Parks & Recreation staff and Art in Bloom committee	Ongoing each Mother’s Day weekend	Parks & Recreation staff, Art in Bloom committee, volunteer artists, Rogue Gallery	Recruitment of qualified volunteers and donated art materials	Successful Art in Bloom event	\$28,000 budgeted biennially for Art in Bloom coordinator	
Action 6.2: The City of Medford works with Grace Christian School in displaying youth art in City Hall and the Lausmann Annex.	Parks & Recreation staff, City Manager, individual departments	Ongoing Art Rotated	Parks & Recreation staff, City Manager, ind. Departments and Susan Whipple – art teacher at Grace Christian	None	None	None identified	
Action 6.3: The City of Medford serves as a school business partner to McLoughlin Middle School. As one of the cooperative efforts, McLoughlin art classes’ paint and decorate the front entry lobby area of City Hall for the Christmas Holiday	City Recorder’s Office	Each December	City Recorder’s Office, art teachers and their students	None	Upon completion of the project	None identified	

**MEDFORD IN THE 21ST CENTURY
Vision Strategic Plan**

Action	Responsible Parties	Time Line	Human Resources	Challenges	Milestone/ Evaluation	Fiscal Resources	Action Complete
Action 6.4: The Medford Parks & Recreation dept. offers art classes for youth. Many of which are contractual arrangements made with local art businesses. (ie. Hot Pots)	Recreation Supervisor and part-time staff	Ongoing	Recreation staff	None	Completion of seasonal classes (fall, winter, spring and summer)	None Fee based on program	
Action 6.5: The Medford Arts Commission in conjunction with the Parks & Recreation department is placing city owned art inventory on the city website for viewing by schools or others involved in youth art education.	Parks & Recreation staff, Information Services staff and Arts Commission	2/2002	Parks & Recreation staff, Information Services staff and Arts Commission	Develop user friendly format with existing template parameters	Art photos completed; all art located	None identified	
Action 6.6: The Parks & Recreation dept. through a United Way grant and assistance of the Rogue Gallery provided a hands on art education project for youth at the Bear Creek Skate Park	Parks & Recreation staff	Completed Summer, 2001	Parks & Recreation staff, United Way, Rogue Gallery, volunteers and community businesses who donated material	None	Completed	\$600 grant from United Way; the only city costs identified is Parks & Recreation staff	

**MEDFORD IN THE 21ST CENTURY
Vision Strategic Plan**

Action	Responsible Parties	Time Line	Human Resources	Challenges	Milestone/ Evaluation	Fiscal Resources	Action Complete
Element 7. The City of Medford encourages downtown and neighborhood beautification.							
Action 7.1 The Medford Urban Renewal Agency encourages art as an integral part of downtown beautification. They have agreed to purchase artistic banners to provide an overall arts theme to the downtown district.	MURA	Unsure	MURA and Public Works staff	None	When banners are purchased and placed on existing banner poles	Unsure	
Action 7.2: Art in Bloom demonstrates the many ways art and horticulture can help transform and beautify the downtown district. This encourages private follow-up of themes introduced for the festival, as well as helps develop community pride in Medford (i.e. the Orchard Heater Art featured at the 2001 festival is being initiated as an artistic fundraiser)	Art in Bloom committee	Ongoing A private Orchard Heater Art project will be placed in 2002	MURA, HOMA and Parks and Recreation staff	Obtaining downtown merchants to take part in the transformation	When Neighborhood Walk surveys highlight the downtown as a point of pride	Uncertain; none	

MEDFORD IN THE 21ST CENTURY
Vision Strategic Plan

CULTURAL DIVERSITY

Vision Statement

“We promote, value and honor a diverse community through increased knowledge and acknowledgment of our history and awareness and inclusion of others.”

ACTION PLAN STRATEGIES

Element 1. Diversity is recognized as including age, gender, religion, sexual preference, race, ethnicity, economic, family structure and the disabled.

Action 1.1 Issue Administrative Regulation establishing Equal Employment Opportunity/Affirmative Action Plan.

Action 1.2 Adopt an ordinance confirming the Council’s support of Medford’s growing multicultural community (ORD 2000-57).

Linkage to other Vision Strategic Planning Efforts

MEDFORD IN THE 21ST CENTURY
Vision Strategic Plan

Element 2. City leadership, elected and appointed, reflects the diversity of our community.

- Action 2.1 Adopt ordinance establishing the Multicultural Commission (ORD 2000-57).
- Action 2.2 Utilize locally focused multicultural media to promote involvement in city leadership.
- Action 2.3 Development of diversity recruitment strategy.
- Action 2.4 Support participation of Multicultural Commission at the annual Multicultural Fair.
- Action 2.5 Complete annual, anonymous ethnicity survey of Boards and Commission applicants.

MEDFORD IN THE 21ST CENTURY
Vision Strategic Plan

Element 3. The City promotes, values and honors diversity, guaranteeing equal rights and opportunity for all citizens.

Action 3.1 Issue Administrative Regulation regarding Equal Employment Opportunity/Affirmative Action Program (AR 85-4).

Action 3.2 Conduct review of all employment related documentation to ensure EEO/AAP notated.

Action 3.3 Establish Citizens Advisory Committee (ORD 8341).

Action 3.4 Utilize locally focused multicultural media to advertise position openings.

Linkage to other Vision Strategic Planning Efforts
Public Safety – Strategy 3

MEDFORD IN THE 21ST CENTURY
Vision Strategic Plan

Element 4. The City is a full partner in promoting multicultural diversity in the schools, government, business and community events.

Action 4.1 Allocate funds for partnership opportunities with community events that include a focus on cultural diversity.

Linkage to other Vision Strategic Planning Efforts

MEDFORD IN THE 21ST CENTURY
Vision Strategic Plan

Element 5. In recruiting new businesses, the public and private sectors cultivate a diverse workforce, embrace diverse values, incorporate diversity initiatives in the workplace, market our community's diversity and promote minority-owned businesses.

Action 5.1 Support Economic Development Plan and efforts to retain and expand local minority-owned businesses.

Linkage to other Vision Strategic Planning Efforts

Economic Development & Telecommunications – Strategy 5

MEDFORD IN THE 21ST CENTURY
Vision Strategic Plan



Element 6. Resources and educational programs promote diversity at all levels.

Action 6.1 Support Education Vision element.


Linkage to other Vision Strategic Planning Efforts
Education – Strategy 8

**MEDFORD IN THE 21ST CENTURY
Vision Strategic Plan**





CULTURAL DIVERSITY
Action Plan Table

Action	Responsibility	Time Line	Human Resources	Challenges	Milestone/ Evaluation	Fiscal Resources	Action Completed
Element 1: Diversity is recognized as including age, gender, religion, sexual preference, race, ethnicity, economic, family structure and the disabled.							
Action 1.1: Issue Administrative Regulation regarding Equal Employment Opportunity/ Affirmative Action Program	City Manager	Issued 7/12/85	CMO Staff		Completed	Expended, None	
Action 1.2: Adopt an ordinance confirming the Council's support of Medford's growing multicultural community (ORD 2000-57)	CMO Staff; with Council Approval	4/6/00	CMO Staff		Completed	Absorbable within current budget	


**MEDFORD IN THE 21ST CENTURY
Vision Strategic Plan**

Action	Responsible Parties	Time Line	Human Resources	Challenges	Milestone/ Evaluation	Fiscal Resources	Action Completed
Element 2: City leadership, elected and appointed, reflects the diversity of our community.							
Action 2.1: Adopt ordinance (ORD 2000-57) establishing the Multicultural Commission	CMO Staff with council approval	Adopted 4/6/00	CMO Staff		Commission performance to be reviewed April 2002	Expended, None	
Action 2.2: Utilize locally focused multicultural media to promote involvement in city leadership	CMO Staff; Multicultural Commission	Ongoing	CMO Staff	Low number of locally focused multicultural media for advertisements; no budget currently allocated for additional paid advertisements		Increased funds for advertising of boards & commission openings	
Action 2.3: Development of a diversity recruitment strategy	Human Resources	Ongoing	HR Staff			Absorbable within current budget	
Action 2.4: Support participation of Multicultural Commission at the annual Multicultural Fair	CMO Staff; Multicultural Commission	Ongoing	CMO Staff		Commission goals include performance measurement based on increased number of multicultural applicants for open positions	Absorbable within current budget	
Action 2.5: Complete annual, anonymous ethnicity survey of Boards & Commission applicants	CMO Staff	Ongoing	CMO Staff	Low applicant responses to survey	Comparative results from each year to monitor effectiveness of advertising and outreach efforts	Absorbable within current budget	

**MEDFORD IN THE 21ST CENTURY
Vision Strategic Plan**

Action	Responsible Parties	Time Line	Human Resources	Challenges	Milestone/ Evaluation	Fiscal Resources	Action Completed
Element 3: The City promotes, values and honors diversity, guaranteeing equal rights and opportunity for all citizens.							
Action 3.1: Issue Administrative Regulation (85-4) regarding Equal Employment Opportunity/ Affirmative Action Program	City Manager	Issued 7/12/85	CMO Staff; Human Resources Staff		Review and revision (if necessary) of 7/85 Admin Reg 85-4	Absorbable within current budget	
Action 3.2: Conduct review of all employment related documentation to ensure EEO/AAP included.	Human Resources Staff	04/02	Human Resource Staff	Allocation of staff resources to complete analysis		Absorbable within current budget	
Action 3.3: Establish Communications Advisory Committee (CAC)	City Council	4/17/97	CMO Staff	As complaints diminish over time, purpose and duties of committee may need to be reviewed	Established in April 1997; decrease in complaints	CMO Staff 6-8 hours per month	
Action 3.4: Utilize locally focused multicultural media to advertise position openings	Human Resources Staff	Ongoing	Human Resource Staff	Low number of locally focused multicultural media for advertisements	Evaluation of diverse applicants to position opening	Increased funds for advertising of position openings	

**MEDFORD IN THE 21ST CENTURY
Vision Strategic Plan**

Action	Responsible Parties	Time Line	Human Resources	Challenges	Milestone/ Evaluation	Fiscal Resources	Action Completed
Element 4: The City is a full partner in promoting multicultural diversity in the schools, government, business and community events.							
Action 4.1: Allocate funds for partnership with community events that include a focus on cultural diversity	City Council	6/30/02	CMO Staff	Setting guidelines for selection of events; determination of degree of cultural diversity necessary to be eligible for funds	Increase in number and participation in targeted events	Indeterminate but not material	

Action	Responsible Parties	Time Line	Human Resources	Challenges	Milestone/ Evaluation	Fiscal Resources	Action Completed
Element 5: In recruiting new businesses, the public and private sectors cultivate a diverse workforce, embrace diverse values, incorporate diversity initiatives in the workplace, market our community's diversity and promote minority-owned businesses.							
Action 5.1: Support Economic Development efforts to retain and expand local minority-owned businesses	CMO/ Economic Development	Ongoing	CMO/ Economic Development			Absorbable within current budget	

Action	Responsible Parties	Time Line	Human Resources	Challenges	Milestone/ Evaluation	Fiscal Resources	Action Completed
Element 6: Resources and educational programs promote diversity at all levels.							
Action 6.1: Support Education Vision Element	City Council, City Manager	Ongoing	City Staff		Competing priorities		

MEDFORD IN THE 21ST CENTURY
Vision Strategic Plan

EDUCATION

Vision Statement

“The City of Medford values an excellent, stimulating, caring, safe school system that includes students and their families in the learning process.”

Element 1. Ongoing partnerships with public, private and alternative educational sources provide varied life-long learning opportunities.

- Action 1.1 Facilitate the inclusion of life long learning and training programs with the local community college and university as well as the high schools.
- Action 1.2 Address the possibility of distant learning opportunities with the local educational institutions.
- Action 1.3 Establish a strong partnership between the City Council and local school boards regarding the siting and zoning for schools.
- Action 1.4 City will provide periodic training opportunities for local school board members on land-use issues.

Linkage to other Vision Strategic Planning Efforts

Arts & Culture – Strategy 6

Economic Development & Telecommunications – Strategy 5

MEDFORD IN THE 21ST CENTURY
Vision Strategic Plan

Element 2. Community centers are available for adult education.

- Action 2.1 Facilitate the installation of high speed data capabilities and broad bandwidth into the community centers to provide the technology available for the demands of bringing our adult education system into the technological age and meet future demands.
- Action 2.2 Promote the inclusion of adequate hardware and software installation that will provide for the basics of adult education that may be currently missing in our community.

Linkages to other Vision Strategic Planning Efforts
Economic Development & Telecommunications – Strategy 5

**MEDFORD IN THE 21ST CENTURY
Vision Strategic Plan**

EDUCATION
Action Plan Table

Action	Responsibility	Time Line	Human Resources	Challenges	Milestone/ Evaluation	Fiscal Resources	Action Completed
Element 1: Ongoing partnerships with public, private and alternative educational sources provide varied life-long learning opportunities							
Action 1.1 Facilitate the inclusion of life long learning and training programs with the local community college and university as well as the high schools.	ED Staff	Ongoing	ED Staff	Coordination with educational institutions and private entities Funding	As needed	Staff time	
Action 1.2 Address the possibility of distant learning opportunities with the local educational institution.	ED Staff	Ongoing	ED Staff	Coordination of programs and opportunities Funding	As needed	Staff time	
Action 1.3 Establish a strong partnership between the City Council and local school boards regarding siting and zoning for schools	City Council Local School Boards	Ongoing	Staff of City and School Boards	Appropriate levels of coordination and cooperation.	Siting and zoning issues are expeditiously resolved	Staff Time	
Action 1.4 City will provide periodic training opportunities for local school board members on land-use issues	City Council Planning Dept.	Ongoing	Staff of City and School Boards	Appropriate levels of coordination and cooperation.	Siting and zoning issues are expeditiously resolved	Staff Time	

**MEDFORD IN THE 21ST CENTURY
Vision Strategic Plan**

Action	Responsibility	Time Line	Human Resources	Challenges	Milestone/ Evaluation	Fiscal Resources	Action Completed
Element 2: Community centers are available for adult education.							
Action 2.1 Facilitate the installation of high- speed data capabilities and bread bandwidth into the community centers to provide the technology available for the demands of bringing our adult education system into the technological age and meet future demands.	ED Staff	Ongoing	ED Staff	Coordination with carriers and providers Identification of proper facilities and locations Coordination with educational institutions	As needed	Staff time	
Action 2.2 Promote the inclusion of adequate hardware and software installation that will provide for the basics of adult education that may be currently missing in our community.	Ed Staff	Ongoing	ED Staff	Coordination with schools and higher learning Coordination with carriers and providers Identification of programs Funding	As needed	Staff time	

MEDFORD IN THE 21ST CENTURY
Vision Strategic Plan

TRANSPORTATION

Vision Statement

“Medford is served by a safe, accessible, efficient and well planned transportation system.”

Connections to Other Efforts

The Rogue Valley Metropolitan Planning Organization (RVMPO) has nearly completed the Regional Transportation Plan (RTP) and the City of Medford is currently developing a Transportation System Plan (TSP). Both of these documents establish levels-of-service (LOS), contain lists of specific transportation projects, and project available transportation funding 20 years into the future.

Element 1. An efficient arterial street system provides north-south and east-west travel as well as alternatives to use of the freeway for local travel.

- Action 1.1 Develop a Regional Transportation Plan (RTP) which provides sufficient arterial and collector streets for Medford.
- Action 1.2 Develop a Transportation System Plan (TSP) which provides sufficient arterial and collector streets for Medford.

Linkage to other Vision Strategic Planning Efforts

Growth Management – Strategy 1

Economic Development & Telecommunications – Strategy 5

**MEDFORD IN THE 21ST CENTURY
Vision Strategic Plan**

Element 2. The City provides sidewalks on all its streets and a network of bike paths and bike lanes.

- Action 2.1 Continue to construct sidewalks with Community Development Block Grant (CDBG) funds in eligible neighborhoods.
- Action 2.2 Construct bike paths and bike lanes in accordance with the Transportation Improvement Projects (TIPs) included in the RTP and TSP.
- Action 2.3 Continue to enforce existing ordinances which require sidewalks on all new streets.
- Action 2.4 Use limited sidewalk construction funds to leverage funding from other sources for sidewalk construction.
- Action 2.5 Establish a Sidewalk Master Plan listing of sidewalk projects to be implemented, in order of priority.

Linkage to other Vision Strategic Planning Efforts
Growth Management – Strategy 1
Human Services – Strategy 4
Public Safety – Strategy 3

MEDFORD IN THE 21ST CENTURY
Vision Strategic Plan

Element 3. Shopping and work opportunities are close to neighborhoods, minimizing travel and congestion.

Action 3.1 Change the General Land Use Plan (GLUP) to allow development of shopping and job centers adjacent to residential areas.

Linkage to other Vision Strategic Planning Efforts

Growth Management – Strategy 1

Economic Development & Telecommunications – Strategy 5

Human Services – Strategy 4

MEDFORD IN THE 21ST CENTURY
Vision Strategic Plan

Element 4. Medford works in partnership with the region to provide frequent transit service with longer hours of operation and more passenger amenities.

Action 4.1 Encourage Rogue Valley Transit District (RVTD) to increase frequency of transit service, extend hours of operation, and add passenger amenities.

Linkage to other Vision Strategic Planning Efforts
Growth Management – Strategy 1
Human Services – Strategy 4

MEDFORD IN THE 21ST CENTURY
Vision Strategic Plan

Element 5. The Bear Creek Greenway is complete with pedestrian and bicycle routes and connects with other east-west linear routes.

Action 5.1 Complete construction of the Greenway in Medford.

Action 5.2 Cooperate with other jurisdictions to encourage them to complete the Greenway within their corporate limits.

Linkage to other Vision Strategic Planning Efforts

Growth Management – Strategy 1

Parks, Recreation & Natural Environment – Strategy 2

MEDFORD IN THE 21ST CENTURY
Vision Strategic Plan

Element 6. The transportation system is enhanced through a combination of planning, community education, secure funding and diligent implementation.

- Action 6.1 Complete the RTP and TSP.
- Action 6.2 Update the RTP and TSP frequently to ensure the resultant transportation system supports changes in travel patterns and land uses.
- Action 6.3 Adjust fees and charges as necessary to implement the TIPs.
- Action 6.4 Continue to provide staff support to the Joint Transportation Subcommittee (JTS), Citizens Planning Advisory Committee (CPAC), Rogue Valley Metropolitan Planning Organization (RVMPO), Rogue Valley Advisory Committee on Transportation (RVACT), and any other organization which desires information regarding the City of Medford's transportation plans.

Linkage to other Vision Strategic Planning Efforts
Growth Management – Strategy 1

MEDFORD IN THE 21ST CENTURY
Vision Strategic Plan

Element 7. Medford has convenient and affordable air service in and out of the valley.

Action 7.1 Support the efforts of Jackson County to establish more convenient and less expensive air service at the Jackson County airport.

Linkage to other Vision Strategic Planning Efforts
Economic Development & Telecommunications – Strategy 5

**MEDFORD IN THE 21ST CENTURY
Vision Strategic Plan**

Element 8. The community has access to competitive freight and passenger rail service.

Action 8.1 Ensure the RTP and TSP acknowledge and preserve rail options for the City of Medford.

Linkage to other Vision Strategic Planning Efforts

Economic Development & Telecommunications – Strategy 5

MEDFORD IN THE 21ST CENTURY
Vision Strategic Plan

Element 9. Medford is served well by the inter- and intra-state highway system through an effective partnership with state and federal highway agencies.

Action 9.1 Continue participation in RVACT, RVMPO, and other forums which provide opportunities to interact with ODOT and the Federal Highway Administration.

Action 9.2 Continue to lobby Congress and the State Legislature for funding of state and federal highway projects that benefit Medford.

Linkage to other Vision Strategic Planning Efforts

Growth Management – Strategy 1

Economic Development & Telecommunications – Strategy 5

MEDFORD IN THE 21ST CENTURY

Vision Strategic Plan

Abbreviations

add'l	additional
Assoc	Association
CDBG	Community Development Block Grant
Cmte	Committee
CPAC	Citizens Planning Advisory Committee
Dept	Department
Div	Division
Engr	Engineering
fed	Federal
FHWA	Federal Highway Administration
GLUP	General Land Use Plan
JTS	Joint Transportation Subcommittee
LCDC	Land Conservation and Development Commission
LOC	League of Oregon Cities
LOS	Level of Service
OAR	Oregon Administrative Regulation
ODOT	Oregon Department of Transportation
pax	passengers
PWD	Public Works Department
regs	regulations
reps	representatives
RTP	Regional Transportation Plan

**MEDFORD IN THE 21ST CENTURY
Vision Strategic Plan**

RVACT	Rogue Valley Advisory Committee on Transportation
RVCOG	Rogue Valley Council of Governments
RVMPO	Rogue Valley Metropolitan Planning Organization
RVTD	Rogue Valley Transit District
r/w	right-of-way
SDCs	System Development Charges
TGM	Transportation Growth Management
TIP	Transportation Improvement Projects (list)
TPAU	Transportation Planning and Analysis Unit
TPR	Transportation Planning Rule
TSP	Transportation System Plan
VMT	Vehicle miles traveled (per capita)

**MEDFORD IN THE 21ST CENTURY
Vision Strategic Plan**

TRANSPORTATION
Action Plan Table

Action	Responsible Parties	Time Line	Human Resources	Challenges	Milestone/ Evaluation	Fiscal Resources	Action Completed
Element 1: An efficient arterial street system provides north-south and east-west travel as well as alternatives to use of the freeway for local travel.							
Action 1.1: Develop a Regional Transportation Plan (RTP) which provides sufficient arterial and collector streets for Medford	RVMPO, PWD Engr Div Traffic Section	2002	RVCOG, ODOT TPAU	State VMT reduction law, air quality conformance, resistance to specific street improvements	Adoption of RTP by City Council, LCDC	Contributions from RVCOG members & federal \$ allocated to RVMPO	
Action 1.2: Develop a Transportation System Plan (TSP) that provides sufficient arterial and collector streets for Medford.	PWD, Planning Dept	2003	TGM grant (sic), LOS study	TGM grant, State VMT reduction law, resistance to specific street improvements, LOS policy	Adoption of TSP by City Council, LCDC	City funds, TGM grant	

**MEDFORD IN THE 21ST CENTURY
Vision Strategic Plan**

Action	Responsible Parties	Time Line	Human Resources	Challenges	Milestone/ Evaluation	Fiscal Resources	Action Completed
Strategy 2: The City provides sidewalks on all its streets and a network of bike paths and bike lanes.							
Action 2.1: Continue to construct sidewalks with Community Development Block Grant (CDBG) funds in eligible neighborhoods.	PWD, Grants coordinator, Budget Cmte	Annual	PWD, Grants coordinator, contractors	Project prioritization	Sidewalks constructed	CDBG funds	
Action 2.2: Construct bike paths and bike lanes in accordance with the Transportation Improvement Projects (TIPs) included in the RTP and TSP.	PWD	Ongoing	PWD, developers, contractors	Resistance to add'l costs, need for add'l r/w	All collectors & arterials have bike lanes	City street funds, federal & state grants, developer financing	
Action 2.3: Continue to enforce existing ordinances which require sidewalks on all new streets.	PWD, Planning Dept, Planning Commission	Ongoing	Developers	Resistance by private developers to spending \$ for sidewalks	All new streets constructed w/sidewalks	Developer financing	
Action 2.4: Use limited sidewalk construction funds to leverage funding from other sources for sidewalk construction.	PWD	Ongoing	Grants, neighborhoods	Competition, unwillingness of homeowners to spend \$	Sidewalks built, non-City \$ used for sidewalks	City street funds, residents' contributions, fed & state grants	

**MEDFORD IN THE 21ST CENTURY
Vision Strategic Plan**

Action	Responsible Parties	Time Line	Human Resources	Challenges	Milestone/ Evaluation	Fiscal Resources	Action Completed
<p>Action 2.5: Establish a Sidewalk Master Plan listing of sidewalk projects to be implemented in order of priority.</p>	<p>Public Works</p>	<p>2002- RTP 2003- TSP</p>	<p>Public Works</p>	<p>Safe school walk routes for one mile radius of elementary schools for arterial and collector streets is included in the RTP. For all other streets would require major staff resource for updating and would need to be included as a work element for the TSP.</p> <p>Funding</p>	<p>Establishment of a council-approved Sidewalk Master Plan</p>	<p>Indeterminate But substantial \$1M for only arterial streets</p> <p>Up to \$10M for all streets in city</p>	

**MEDFORD IN THE 21ST CENTURY
Vision Strategic Plan**

Action	Responsible Parties	Time Line	Human Resources	Challenges	Milestone/ Evaluation	Fiscal Resources	Action Completed
Element 3: Shopping and work opportunities are close to neighborhoods, minimizing travel and congestion.							
Action 3.1: Change the General Land Use Plan (GLUP) to allow development of shopping and job centers adjacent to residential areas.	Planning Dept	2003	Planning; Economic Development	State law re:GLUP changes	GLUP changed	Allocations made with each project budget	

Action	Responsible Parties	Time Line	Human Resources	Challenges	Milestone/ Evaluation	Fiscal Resources	Action Completed
Element 4: Medford works in partnership with the region to provide frequent transit service with longer hours of operation and more passenger amenities.							
Action 4.1: Encourage Rogue Valley Transit District (RVTD) to increase frequency of transit service, extend hours of operation, and add passenger amenities.	RVTD	Outside of City control	Federal grants	Expense	Frequencies increased, hours extended, pax amenities added	RVTD levy, fed & state grants, RVTD service revenues	

**MEDFORD IN THE 21ST CENTURY
Vision Strategic Plan**

Action	Responsible Parties	Time Line	Human Resources	Challenges	Milestone/ Evaluation	Fiscal Resources	Action Completed
Element 5: The Bear Creek Greenway is complete with pedestrian and bicycle routes and connects with other east-west linear routes.							
Action 5.1: Complete construction of the Greenway in Medford.	Parks Dept	12/2002	Bear Creek Greenway Assoc?	Expense, environmental regs	Construction complete	\$86,000	
Action 5.2 Cooperate with other jurisdictions to encourage them to complete the Greenway within their corporate limits.	Mayor & City Council	Outside of City control		Influencing others to devote resources	Construction complete		

Action	Responsible Parties	Time Line	Human Resources	Challenges	Milestone/ Evaluation	Fiscal Resources	Action Completed
Element 6: The transportation system is enhanced through a combination of planning, community education, secure funding and diligent implementation.							
Action 6.1: Complete the RTP and TSP.	PWD & Planning Dept	RTP-2002 TSP-2003	Staff, RVCOG, ODOT TPAU	State regs, expense	RTP & TSP complete	see 1.1 & 1.2	
Action 6.2 Update the RTP and TSP frequently to ensure the resultant transportation system supports changes in travel patterns and land uses.	RVCOG (RTP) PWD & Planning Dept (TSP)	Bi-annually	Staff, RVCOG	State regs, expense	RTP & TSP updated biannually	See 1.1 & 1.2	

**MEDFORD IN THE 21ST CENTURY
Vision Strategic Plan**

Action	Responsible Parties	Time Line	Human Resources	Challenges	Milestone/ Evaluation	Fiscal Resources	Action Completed
Action 6.3 Adjust fees and charges as necessary to implement the TIPs.	PWD & Finance Dept	Annually	Staff	Public bias against increased fees	Fees & SDCs adjusted annually	none required	
Action 6.4 Continue to provide staff support to the Joint Transportation Subcommittee (JTS), Citizens Planning Advisory Committee (CPAC), Rogue Valley Metropolitan Planning Organization (RVMPO), Rogue Valley Advisory Committee on Transportation (RVACT), and any other organization which desires information regarding the City of Medford's transportation plans.	PWD & Planning Dept	Continuous	Staff	Staff workload & priorities	Committees well informed	Staff time paid for by general and enterprise funds of the City	

**MEDFORD IN THE 21ST CENTURY
Vision Strategic Plan**

Action	Responsible Parties	Time Line	Human Resources	Challenges	Milestone/ Evaluation	Fiscal Resources	Action Completed
Element 7: Medford has convenient and affordable air service in and out of the valley.							
Action 7.1 Support the efforts of Jackson County to establish more convenient and less expensive air service at the Jackson County airport.	Jackson County Airport	Outside of City control	Air transport companies	Economic reality, federal regulations, what is “more convenient” and “less expensive”?	More frequent service and lower fares		

Action	Responsible Parties	Time Line	Human Resources	Challenges	Milestone/ Evaluation	Fiscal Resources	Action Completed
Element 8: The community has access to competitive freight and passenger rail service.							
Action 8.1 Ensure the RTP and TSP acknowledge and preserve rail options for the City of Medford.	RVMPO, PWD Engr Div Traffic section	2002 (RTP) 2003 (TSP)	RVCOG, ODOT, rail companies	None noted	rail options included in RTP and TSP	see 1.1 & 1.2	

**MEDFORD IN THE 21ST CENTURY
Vision Strategic Plan**

Action	Responsible Parties	Time Line	Human Resources	Challenges	Milestone/ Evaluation	Fiscal Resources	Action Completed
Element 9: Medford is served well by the inter- and intra-state highway system through an effective partnership with state and federal highway agencies							
Action 9.1 Continue participation in RVACT, RVMPO, and other forums which provide opportunities to interact with ODOT and the Federal Highway Administration.	PWD, city reps on RVMPO, RVACT, etc.	Continuous	ODOT, FHWA, LOC, PWD, assigned City reps	ODOT and FHWA operate in an extremely complex regulatory environment, lack of funds	Partnerships considered effective	staff time funded by general and enterprise funds of the City	
Action 9.2 Continue to lobby Congress and the State Legislature for funding of state and federal highway projects that benefit Medford.	PWD, lobbyists	Continuous	Lobbyists	Lack of political stature, limited state & federal funds	Projects which benefit Medford funded	Enterprise funds of the City are assessed for lobbyist costs	

HOUSING

Vision Statement

“Medford has an abundant variety of attractive, safe, clean housing choices that suit a range of lifestyles, ages, and income levels without discrimination.”

Element 1. Revitalization of older housing and residential neighborhoods provides a range of home ownership and rental housing options.

- Action 1.1 Create a City of Medford Neighborhood Resource Program to help address affordable housing issues and to administer the CDBG program.
- Action 1.2 Retain existing affordable housing by supporting rehabilitation programs through Community Development Block Grant funding.
- Action 1.3 Develop neighborhood revitalization plan for the City.
- Action 1.4 Facilitate the creation of a regional Affordable Housing Coalition.
- Action 1.5 Establish HUD-defined Neighborhood Revitalization areas. Facilitate the development and promotion of Officer/Teacher Next Door Programs.
- Action 1.6 Review and revise zoning ordinances within the City to spread out the concentration of duplexes, assisted housing and multifamily dwellings and to prevent sprawl.
- Action 1.7 Establish a City Housing Advisory Commission.
- Action 1.8 Increase home ownership in declining neighborhoods by 10% annually.
- Action 1.9 Institute a neighborhood planning program that arranges the community into neighborhood planning areas with their own neighborhood action plans, and promotes the formulation of neighborhood entities.

MEDFORD IN THE 21ST CENTURY
Vision Strategic Plan

Action 1-10 Prepare an amendment to the *Land Development Code* for consideration by the City Council that would permit accessory dwelling units (ADUs) in single family residential areas.

Linkages to Other Vision Strategic Planning Efforts
Growth Management- Strategy 1

Also Linkages to Consolidated Plan and Comprehensive Plan

MEDFORD IN THE 21ST CENTURY
Vision Strategic Plan

Element 2. New housing in all price ranges is available in well-planned, mixed-use neighborhoods.

- Action 2.1 Conduct a study to determine the feasibility of a land trust.
- Action 2.2 Review and update, where appropriate land use and development policies contained in the Comprehensive Plan, and zoning and building ordinances.
- Action 2.3 Explore the possibility of creating a Vertical Housing Zone under the new state legislation.
- Action 2.4 Develop a housing location policy for new development of housing within the city.
- Action 2.5 Promote the development of mixed-use housing through the use of incentives such as density bonuses.
- Action 2.6 Designate areas that will be conveniently located close to pedestrian, bicycle or transit routes for higher density residential development.
- Action 2.7 Enact special design requirements to ensure that new higher density developments are compatible with existing housing in the neighborhood.
- Action 2.8 Identify and prepare a zone change proposal for existing single-family residential areas zoned SFR-10 that may be suitable for down zoning, to reduce the concentration of SFR-10 in any one particular area, by promoting a mix of housing types throughout the community and to preserve those neighborhoods in danger of having an excessive number of duplexes.
- Action 2.9 Prepare an amendment to the Land Development Code for consideration by the City Council that would encourage construction of duplexes on corner lots in single-family residential areas.

MEDFORD IN THE 21ST CENTURY
Vision Strategic Plan

Action 2.10 Allocate a percentage of CDBG funds annually to a Low Income Housing Trust Fund to be used to purchase parcels for a landbanking program to have a supply of vacant land available to support the development of public-purpose housing.

Linkages to other Vision Strategic Planning Efforts

Growth Management- Strategy 1

Transportation- Strategy 9

Human Services- Strategy 4

Also Linkages to the Consolidated Plan and the Comprehensive Plan

MEDFORD IN THE 21ST CENTURY
Vision Strategic Plan

Element 3. A strong economic base encourages and cultivates family wage jobs and the ability for everyone to secure housing within their income levels.

Action 3.1 Fund a housing and economic market analysis for Jackson County/ City of Medford.

Action 3.2 Attract new businesses and encourage the expansion of existing businesses that pay family wage jobs.

Action 3.3 Investigate means to provide a jobs/housing balance in conjunction with new commercial or industrial development.

Linkage to other Vision Strategic Planning Efforts
Economic Development and Telecommunications Strategy 5

Linkages to Comprehensive Plan and Consolidated Plan

MEDFORD IN THE 21ST CENTURY
Vision Strategic Plan

Element 4. The City and community housing organizations reduce homelessness and economic hardship by working together to provide affordable housing, capitalizing on state and other public and private funding resources.



- Action 4.1 Provide assistance through operating grants and staff support to non-profit organizations that assist the homeless and help prevent homelessness.
- Action 4.2 Encourage development of transitional housing by non-profits.
- Action 4.3 Encourage housing development organizations and social service organizations to continue to develop supportive housing for low-income special needs populations and for low income and moderate-income elderly.
- Action 4.4 Develop an information clearinghouse/database on rental and homeownership for consumers providing information on resources and affordability.
- Action 4.5 Continue to network and explore affordable housing programs with state and local agencies.
- Action 4.6 Establish a fair housing program that outlines existing enforcement procedures, and uses existing resources for promotional activities such as workshops, advertisements, public service announcements, landlord-tenant counseling, and provision of informational materials in public places and city offices.

Linkage to other Vision Strategic Planning Efforts
Human Services- Strategy 4



Linkages to Consolidated Plan and Comprehensive Plan

**MEDFORD IN THE 21ST CENTURY
Vision Strategic Plan**


HOUSING
Action Plan Table

Action	Responsible Parties	Time Line	Human Resources	Challenges	Milestone/ Evaluation	Fiscal Resources	Action Completed
Element 1: Revitalization of older housing and residential neighborhoods provides a range of home ownership and rental housing options.							
Action 1.1: Establish a City of Medford Neighborhood Resource Program to help address city affordable housing issues and to administer CDBG.	City Manager's Office	7/01	CMO Staff Council	Coordination/ Resources	Completed	CDBG and General funds of approximately \$300,000 biennially.	
Action 1.2: Retain existing affordable housing by supporting rehabilitation programs through CDBG funding	CMO Staff; with Council Approval	Ongoing	CMO Staff	Funding	Rehabilitate 100 units annually	CDBG funds/other resources	
Action 1.3: Develop Neighborhood Revitalization Plan for the City	CMO Staff with council approval	7/02	CMO Staff Planning	Coordination	An action plan including prioritization of neighborhood projects.	Indeterminate but not material incrementally	
Action 1.4: Facilitate the creation of a regional affordable housing coalition.	CMO Staff; ACCESS, Housing Authority, Community Works, RVCDC, etc.	9/02	Nonprofits, realtors, developers, city and county staff	Coordination of agencies/ Leadership/ Resources	Coalition is created and functioning.	Indeterminate, but not material incrementally.	

**MEDFORD IN THE 21ST CENTURY
Vision Strategic Plan**

Action	Responsible Parties	Time Line	Human Resources	Challenges	Milestone/ Evaluation	Fiscal Resources	Action Completed
Action 1.5: Establish HUD-defined Neighborhood Revitalization areas. Facilitate the development and promotion of Officer/Teacher Next Door Programs.	CMO Staff; HUD	10/01-ongoing	CMO Staff/ HUD staff	Staff time	Three HUD-defined Neighborhood Revitalization areas formed; Program promoted for officers and teachers.	Indeterminate, but not material incrementally	
Action 1.6: Review and revise zoning ordinances within the City to spread out the concentration of multifamily dwellings/duplexes and to prevent sprawl.	CMO Staff/Planning Department	12/01-12/02	CMO Staff and Planning Staff	Changing existing zoning in well-established neighborhoods.	Zoning ordinances promote smart growth and lessen concentration of any one type of housing in any one area.	Indeterminate, but not material incrementally.	
Action 1.7: Establish a City Housing Advisory Commission.	CPAC; Planning Department; CMO with Council Approval	12/01-4/02	CMO Staff; Planning Staff	Interest level/politics	Establishment of City Housing Commission.	Absorbable within current budget	
Action 1.8: Increase homeownership in declining neighborhoods by 10%.	ACCESS; Consumer Credit Counseling Services; CMO staff	Ongoing	Nonprofit staff/realtors banks	Funds/ Resources	Develop 30 homeownership opportunities annually through down payment programs and homeownership workshops.	CDBG funds/private funds; indeterminate and substantial	

**MEDFORD IN THE 21ST CENTURY
Vision Strategic Plan**

Action	Responsible Parties	Time Line	Human Resources	Challenges	Milestone/ Evaluation	Fiscal Resources	Action Completed
Action 1.9 Institute a neighborhood-planning program that arranges the community into neighborhood planning areas with their own neighborhood action plans, and promotes the formulation of neighborhood entities.	CMO and Planning Staff	5/02-5/04	Neighborhood residents/ CMO and Planning staff	Time/ neighborhood interest level	20 neighborhood planning areas and action plans established and adopted.	Indeterminate but insubstantial	
Action 1.10 Prepare an amendment to the <i>Land Development Code</i> for consideration by the City Council that would permit accessory dwelling units in single-family residential areas.	City of Medford Planning Commission and Planning Department	1995	Planning Commission and Planning Department	None	An amendment to the <i>Land Development Code</i> permits the development of ADUs within the City limits.	Complete	

Action	Responsible Parties	Time Line	Human Resources	Challenges	Milestone/ Evaluation	Fiscal Resources	Action Completed
Element 2: New housing in all price ranges is available in well-planned, mixed-use neighborhoods.							
Action 2.1: Conduct study to determine the feasibility of a land trust	CPAC; Planning Commission; Planning, Building and CMO staff; Council	Unknown	Planning Staff, Building staff and CMO staff	Time /Resources	Updated land use and development policies supporting affordable housing	Indeterminate, but not material incrementally	

**MEDFORD IN THE 21ST CENTURY
Vision Strategic Plan**

Action	Responsible Parties	Time Line	Human Resources	Challenges	Milestone/ Evaluation	Fiscal Resources	Action Completed
Action 2.2: Review and update, where appropriate, land use and development policies contained in the Comprehensive Plan, zoning and building ordinances.	Planning Commission and Staff	12/02	Planning Commission and Staff	Time /Resources	Housing location policy in place to aid nonprofit and private developers in making location decisions.	Indeterminate, but not material incrementally	
Action 2.3: Explore the possibility of creating a Vertical Housing Zone under the new state legislation.	Planning Commission and Staff	Ongoing	Planning Commission and Staff	Time/interest	New higher density developments are located near transit and bike routes.	Indeterminate, but not material incrementally	
Action 2.4: Develop a housing location policy for new development including affordable housing.	Planning Commission and staff	Unknown	Planning Commission and Staff	Interest/ Resources/ Time	Special design requirements are in place to preserve neighborhood integrity.	Indeterminate, but not material incrementally	
Action 2.5: Promote mixed use development through the use of incentives.(i.e. density bonuses)	Planning Staff/Public Works Staff/Council	Ongoing	Planning and Public Works Staff	Interest/ Commitment	Local incentives are in place and promoted to support mixed use development to nonprofit and private developers	Indeterminate, but not material incrementally	

**MEDFORD IN THE 21ST CENTURY
Vision Strategic Plan**

Action	Responsible Parties	Time Line	Human Resources	Challenges	Milestone/ Evaluation	Fiscal Resources	Action Completed
Action 2.6: Designate areas conveniently located close to pedestrian, bicycle and transit routes for higher density residential development.	CMO/ Planning Staff	4/02	CMO and Planning Staff	Interest	The creation of vertical housing zones within the City of Medford mixed used development.	Indeterminate, but not material incrementally	
Action 2.7: Enact special design requirements to ensure that new higher density developments are compatible with existing housing in the neighborhoods.	ACCESS; CMO staff	Unknown	CMO staff	Interest Funding	Study completed.	Indeterminate, but not material incrementally.	

**MEDFORD IN THE 21ST CENTURY
Vision Strategic Plan**

Action	Responsible Parties	Time Line	Human Resources	Challenges	Milestone/ Evaluation	Fiscal Resources	Action Completed
<p>Action 2.8: Identify and prepare a zone change proposal for existing single-family residential areas zoned SFR-10 that may be suitable for down zoning, to reduce the concentration of SFR-10 in any one particular area, by promoting a mix of housing types throughout the community and to preserve those neighborhoods in danger of having an excessive number of duplexes.</p>	<p>Planning Commission and Planning Department Staff</p>	<p>12/01-12/02</p>	<p>Planning Commission and Department staff</p>	<p>Time Interest</p>	<p>Zoning change spreads out the concentration of any one type of housing in any one particular area.</p>	<p>Indeterminate, but not material incrementally.</p>	
<p>Action 2.9: Prepare an amendment to the Land Development Code for consideration by the City Council to encourage construction of duplexes on corner lots in single-family residential areas.</p>	<p>Planning Commission and Planning Department staff</p>	<p>Unknown</p>	<p>Planning Commission and Planning Department Staff</p>	<p>Time/interest</p>	<p>An amendment is drafted to encourage duplex development on corner lots to be considered for adoption by Council</p>	<p>Indeterminate but not material incrementally.</p>	

**MEDFORD IN THE 21ST CENTURY
Vision Strategic Plan**

Action	Responsible Parties	Time Line	Human Resources	Challenges	Milestone/ Evaluation	Fiscal Resources	Action Completed
<p>Action 2.10: Allocate a percentage of CDBG funding annually to a Low Income Housing Trust Fund to be used to purchase parcels for a land-banking program to have a supply of vacant land available for the development of public-purpose housing.</p>	<p>CMO staff</p>	<p>Unknown</p>	<p>CMO Staff</p>	<p>Being able to purchase enough land at affordable prices for development.</p>	<p>A bank of 10 or more parcels of land available for housing development for lower income populations within the City limits.</p>	<p>Indeterminate</p>	

**MEDFORD IN THE 21ST CENTURY
Vision Strategic Plan**

Action	Responsible Parties	Time Line	Human Resources	Challenges	Milestone/ Evaluation	Fiscal Resources	Action Completed
Strategy 3: A strong economic base encourages and cultivates family wage jobs and the ability for everyone to secure housing within their income levels.							
Action 3.1: Fund a housing and economic market analysis for City of Medford.	Council	6/30/02	CMO Staff	Funding	Market analysis completed	\$20,000; the city's share will be less with partners	
Action 3.2: Attract new businesses and encourage the expansion of existing businesses that pay family wage jobs.	CMO staff Ec. Dev.	Ongoing	CMO staff Ec. Dev.	Resources	50 family wage jobs created annually	Indeterminate	
Action 3.3: Investigate means to provide a jobs/housing balance in conjunction with new commercial or industrial development.	CMO staff (ED and NRC)	Ongoing	CMO staff- ED and NRC	Coordination, leadership, interest	Housing would be located nearer to jobs and to public transit for less traffic congestion.	Indeterminate	

**MEDFORD IN THE 21ST CENTURY
Vision Strategic Plan**

Action	Responsible Parties	Time Line	Human Resources	Challenges	Milestone/ Evaluation	Fiscal Resources	Action Completed
Element 4: The City and community housing organizations reduce homelessness and economic hardship by working together to provide affordable housing, capitalizing on state and other public and private funding resources.							
Action 4.1: Provide assistance to nonprofit organizations that assist the homeless and help prevent homelessness.	Nonprofit organizations; CMO staff; Council	Ongoing	Nonprofit organizations CMO staff	Resources Funding	Emergency services to 2153 households	CDBG operating funds/ Other HUD funds	
Action 4.2: Encourage the development of transitional housing by nonprofits.	Community nonprofits/ CMO staff/ Council	Ongoing	Community nonprofits	Resources Funding	20 youths housed/transitional housing for 12 women/children	CDBG funding	
Action 4.3: Encourage housing organizations to continue to develop supportive housing for low-income special needs populations and for low income and moderate-income elderly.	Community nonprofits/ CMO staff/ Council	Ongoing	Community nonprofits	Resources Funding	25-50 units constructed for low income disabled populations.	\$145,000 in CDBG funding in 2001/2002	
Action 4.4: Develop and update an information clearinghouse and database on rental and homeownership for consumers.	Homeless Task Force; CMO staff; all housing agencies	Ongoing	Housing agency staff	Coordination; Leadership: Resources	An information clearinghouse on housing issues and resources is complete and available locally.	Indeterminate but not material incrementally	

**MEDFORD IN THE 21ST CENTURY
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Action	Responsible Parties	Time Line	Human Resources	Challenges	Milestone/ Evaluation	Fiscal Resources	Action Completed
Action 4.5: Continue to network and explore affordable housing programs and grant opportunities with state and local agencies.	CMO staff	Ongoing	CMO staff	Time	City is aware of financial and technical resources available for affordable housing.	Indeterminate but not material incrementally	
Action 4.6: Establish a fair housing program that outlines existing enforcement procedures and uses existing resources for promotional activities such as workshops, advertisements, PSAs, landlord-tenant counseling, and provision of informational materials in public places and city offices.	CMO staff and CDBG subrecipients	Ongoing	CMO staff and CDBG subrecipients	None	People have a greater awareness of their rights around housing issues.	CDBG funds; indeterminate	



MEDFORD IN THE 21ST CENTURY

Spring/Summer 1999

A VISION FOR OUR FUTURE

The Visions and accompanying Elements in these pages represent the best thinking and highest aspirations of many citizens of Medford.

The process began with a 15-member task force appointed by the City Council in June 1997 to ascertain whether a Vision for the City was needed. Community surveys affirmed the public's overwhelming support for a Vision. The process concluded two years later when the Medford Vision Steering Committee reported the results of these efforts to the City Council.

The project made its public debut in February, 1999, when more than 300 people attended the Kick-Off event at the Ginger Rogers Craterian Theater. Nearly everyone signed up to participate in one of seven TAC's (Technical Advisory Committees) that met the following month to make specific recommendations for Arts, Culture and the Environment; Cultural Diversity and Human Services; Economic Development and Telecommunications; Housing and Growth Management; Parks, Recreation and Open Space; Public Safety; and Transportation.

Additionally, the City and the *Medford Mail Tribune* co-sponsored a Youth Vision project that asked the young people of our community to express their visions and aspirations for Medford's future. Nearly 550 responses from a broad range of age groups and perspectives were received and publicized in the newspaper. A few are reproduced in this report.

High-schoolers also participated in Medford Unplugged, a free-flowing town hall meeting where they discussed the future issues that most concern them.

The results of the community surveys, TAC and Youth recommendations were considered carefully by the Steering Committee and synthesized into the following document. The overall and each specific Vision for the City are followed by distinct elements that are necessary to make the Visions realities.

Thanks to the many people who took the time and effort to participate in this exciting and inspirational process, Medford is poised to reach its potential as an ideal community in which to live, work and play.

"I want my neighborhood to be good and safe and I want police."

Dave, 8
Washington Elementary



"Our homes should have a lot of love."

Joana, 13
McLoughlin Middle School



LEADING VISION

We envision Medford as an outstanding livable community — the financial, medical, tourist and business hub of Southern Oregon and Northern California, blending family lifestyles, diverse educational, artistic and cultural resources and a strong sense of environmental stewardship with robust economic activity to create a vibrant place for people to live, work, learn, invest, grow, play, and visit.

K E Y E L E M E N T S

- Leadership to develop and carry out the City's vision is characterized by the commitment of its elected and appointed leaders and involvement by citizens to produce meaningful, measurable outcomes.
- Medford is carefully balanced with appropriate housing densities and open space to avoid urban sprawl, define and establish character within and between neighborhoods and other valley communities and provide a quality living environment for all its citizens.
- Downtown Medford is a vibrant and enjoyable regional center.
- Bear Creek is an important community asset and feature that connects Medford and ties it to the Bear Creek Valley.
- Neighborhoods are clean, safe environments for all citizens, including children and senior citizens; they form the backbone of Medford's social infrastructure and are the focus of community involvement and participation.
- Aesthetic values are apparent in all facets of community expression.
- Excellent, life-long educational opportunities are available and accessible to all.

The City is a leader in regional efforts to manage growth in the Bear Creek Valley and cooperates with other jurisdictions to enhance livability, protect agricultural land uses at the urban fringe and preserve open space within and between communities.

GROWTH MANAGEMENT

- A positive community outlook is enhanced by such assets as our schools, our climate and our commitment to balancing growth to protect our quality of life.
- Downtown Medford is a vibrant and enjoyable regional center that includes a mix of residential, commercial, educational, cultural, recreational and public uses that provide activities around the clock, seven days a week.
- Artists and college students live, work and attend classes downtown while being involved in the City's cultural and civic life.
- Downtown Medford is connected to major commercial centers north and south of town by pedestrian and bike trails along Bear Creek. A rail linkage is in the planning stage.
- Medford is a series of well-planned neighborhoods, connected by all modes of transportation and a system of open space and parks.
- A range of housing and neighborhood-level retail and business services define each neighborhood's character.
- Accessible neighborhood centers provide safe, convenient recreation, business and community services.

Medford has a system of attractive, safe, clean, accessible, interconnected parks throughout the City that provide a variety of passive and active recreational activities.

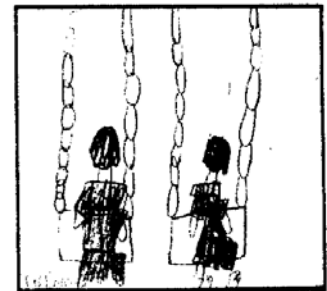
PARKS, RECREATION & NATURAL ENVIRONMENT

- Park land for current and future growth has been acquired through careful master planning and public/private collaborative efforts.
- The City has preserved and enhanced its urban and natural environments through creative beautification and by protecting and maintaining creeks, preserving and planting more trees, protecting historic sites, and identifying and managing wetlands.
- Medford has diverse and abundant sports and recreational activities and facilities for families, youth and adults.
- The restoration and enhancement of Bear Creek and the Bear Creek Greenway has made it the "crown jewel" in the park and open space system, connecting several areas of Medford and the Rogue Valley.
- Prescott Park is an integral element in the park system providing a variety of outdoor educational, recreational and community activities.
- Medford protects its air, water and land by promoting transportation alternatives, careful planning and recruiting nonpolluting industries.



"I think people should be able to go out and have peace and quiet in the country."

Felicia, 12
McLoughlin Middle School



"I think Medford needs more Mother Nature."

Christian, grade 2
Wilson Elementary



"I do not want to
have no fighting."

Alex, Grade 2
Wilson Elementary



"We need to make
more bike paths.
They could go to lots of
places. We could have
bike path police."

Jessica, 10
Jefferson Elementary

PUBLIC SAFETY

Medford is a vibrant, safe and enjoyable community for all citizens, including young people and seniors.

- The police actively participate with citizens to achieve a closely knit community through neighborhood watch, community-oriented policing, schools and other neighborhood-level programs.
- Those blighted buildings that provide an environment for illegal or undesirable activities have been eliminated.
- Young people have meaningful activities and opportunities to become involved in their community, diverting them from boredom and delinquency.
- Parents feel secure in permitting their children to engage in youth activities, move about in the neighborhood and utilize community facilities such as parks and neighborhood shops.
- Appropriate signage, traffic safety devices, lack of visual obstructions and enforcement of traffic laws help make all modes of travel safe and enjoyable for all age levels.

HUMAN SERVICES

All Medford's citizens receive the services they need to reach their full potential and to improve their quality of life.

- The City values and supports the work of existing and emerging human service providers to fully serve the citizens.
- Citizens are secure in their knowledge that service agencies provide safety net services, including emergency care, rape crisis intervention, substance abuse treatment, medical care, legal services, shelter for women and children and programs for the homeless.
- Basic healthcare, including mental health and substance abuse treatment, as well as equal justice, affordable housing, transportation, and job opportunities are available to all citizens.
- Easy access to services is enhanced through community centers and information and referral services.

ECONOMIC DEVELOPMENT & TELECOMMUNICATIONS

Local economic growth benefits from the latest global technological and telecommunications advancements to create and maintain a thriving regional economy that is a shining example to the rest of the nation.

- Economic success is due in large part to regional public-private and cross-institutional partnerships, including those with nonprofit organizations, Rogue Community College and Southern Oregon University.
- The City's infrastructure, composed of both information and physical "grids", is modern, up-to-date and adequate to serve existing and new business and industry.
- A qualified workforce serves existing and potential new businesses.
- State of the art training provides opportunities for all residents to update their work skills.
- City policies and incentives support its ability to nurture existing businesses and attract those new businesses the community favors.
- Medford is a model connected city with a state-of-the-art technological infrastructure capable of
- Medford is the regional financial center of Southern Oregon.
- Medford is an active catalyst in positioning the City and region in a targeted approach to attract new business, industry and tourism.

Medford is a dynamic community where artists, arts and culture flourish, enhancing the livability, beauty and economic vitality of the region.

ARTS & CULTURE

- The City has a philosophy of support for and appreciation of the arts.
- The City and private organizations work together to make financial investments in the arts and cultural programs of the community.
- A downtown Arts and Cultural district centered on the Craterian Ginger Rogers Theater includes buildings for ongoing arts and cultural programs and living space for artists.
- A new library is an integral element in the Downtown Arts and Cultural district.
- The City has aesthetic principles and standards for buildings and encourages the incorporation of art in public and private projects.
- The community supports arts education and programs for children.
- The City encourages downtown and neighborhood beautification.

We promote, value and honor a diverse community through increased knowledge and acknowledgment of our history and awareness and inclusion of others.

CULTURAL DIVERSITY

- Diversity is recognized as including age, gender, religion, sexual preference, race, ethnicity, economic, family structure and the disabled.
- City leadership, elected and appointed, reflects the diversity of our community.
- The City promotes, values and honors diversity, guaranteeing equal rights and opportunity for all citizens.
- The City is a full partner in promoting multicultural diversity in the schools, government, business and community events.
- In recruiting new businesses, the public and private sectors cultivate a diverse workforce, embrace diverse values, incorporate diversity initiatives in the workplace, market our community's diversity and promote minority-owned businesses.
- Resources and educational programs promote diversity at all levels.

The City of Medford values an excellent, stimulating, caring, safe school system that includes students and their families in the learning process.

EDUCATION

- The City cooperates with school districts in developing and maintaining neighborhood school parks.
- The community nurtures resilient children who are capable of critical thinking and problem-solving and able to avert violence.
- Youth-city groups and mentoring programs promote student safety and civic education.
- Ongoing partnerships with public, private and alternative educational sources provide varied life-long learning opportunities.
- Adequate and appropriate counseling and treatment decrease delinquency and anti-social behavior.
- Early childhood education is available to all children and families.
- Community centers are available for adult education.
- Awareness and understanding of cultural diversity enhances the education process.
- Downtown is a cultural and education center in partnership with Rogue Community College and Southern Oregon University
- An expanded, modern library is a resource center for the entire community.

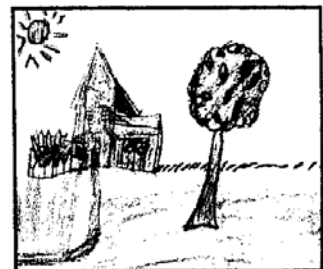
"I think people should be able to go out and have peace and quiet in the country."

Felicia, 12
McLoughlin Middle School



"There should be a lot of care for our parks?"

Olivia, 12
Oak Grove



TRANSPORTATION *Medford is served by a safe, accessible, efficient and well-planned transportation system.*

- An efficient arterial street system provides north-south and east-west travel as well as alternatives to use of the freeway for local travel.
- The City provides sidewalks on all its streets and a network of bike paths and bike lanes.
- Shopping and work opportunities are close to neighborhoods, minimizing travel and congestion.
- Medford works in partnership with the region to provide frequent transit service with longer hours of operation and more passenger amenities.
- The Bear Creek Greenway is complete with pedestrian and bicycle routes and connects with other east-west linear routes.
- The transportation system is enhanced through a combination of planning, community education, secure funding and diligent implementation.
- Medford has convenient and affordable air service in and out of the valley.
- The community has access to competitive freight and passenger rail service.
- Medford is served well by the inter- and intra-state highway system through an effective partnership with state and federal highway agencies.

HOUSING *Medford has an abundant variety of attractive, safe, clean housing choices that suit a range of lifestyles, ages and income levels without discrimination.*

- Revitalization of older housing and residential neighborhoods provides a range of home ownership and rental housing options.
- New housing in all price ranges is available in well-planned, mixed-use neighborhoods.
- A strong economic base encourages and cultivates family wage jobs and the ability for everyone to secure housing within their income levels.
- The City and community housing organizations reduce homelessness and economic hardship by working together to provide affordable housing, capitalizing on state and other public and private funding resources.

MEDFORD CITY COUNCIL

- Lindsay D. Berryman
- Jim Key
- Curt Bennett
- Skip Knight
- Bill Moore
- Sal Esquivel
- Matt Hart
- Bob Strosser
- John Michaels

VISION STEERING COMMITTEE

- Eva Avery
- Curt Bennett
- Lindsay D. Berryman
- Pedro Cabrera
- Michelle Carlton
- Jane Carpenter
- Russ Dale
- Laura Hisomoto
- Dennis Hoffbuhr
- Debra Lee
- Scott Morris
- Julie Petretto
- Craig Stone
- Matt Tidwell
- Jim Wright
- Cogan Owens Cogan
Consultants

“As we move into anew century it will become increasingly important for us to consider the welfare of the environment and the community. . . We should limit urban development to keep Medford as nice a place to live in as it is now. . . If we cover every inch of land with subdivisions and malls, Medford would produce a great deal of pollution and with less trees not be as pleasant a place to live. . . . It is important to find a way to prevent over-development and destroying the environment.”

Trevor, 15

CITY CENTER 2050 PLAN

THE VISION

The purpose of the City Center 2050 Plan is to valid a 50 year vision for the City Center and incorporate that vision into the City's Comprehensive Plan, as a vibrant city center that uniquely represents our community and our heritage as a traditional transit oriented mixed-use regional center for government, cultural activities, housing, and commerce.

The City Center vision has been succinctly presented in a series of seven related planning topics that address the downtown's regional position, growth, urban design, housing, historic preservation, transportation, and partnership objectives and the visions for each of these topics. These seven topics form the policy framework on which the City Center 2050 Plan is built. It is expected that this policy framework is sufficiently flexible enough to accommodate social and economic change throughout the 50-year planning horizon.

THE POLICY FRAMEWORK

The seven planning topics were identified as key focus areas critical to the revitalization and redevelopment of a sustainable city center. The seven planning topics, the policy framework, and their definition (vision) are:

1. REGIONAL POSITION

Downtown is the Rogue Valley's largest integrated mixed-use urban center, a vibrant, enjoyable, and highly regarded regional hub for residential, business, retail, finance, government, arts and entertainment, and education; and it is the Rogue Valley's largest transit oriented district with convenient multi-modal access to all areas of the region.

Over the course of the past 40 years the City Center has undergone a sequence of changes that have resulted in an uncertainty of its role in the community. altered its primary purpose for existing, which was as a regional retail center. For the City Center to experience revitalization it is necessary that it re-invent itself.

Throughout these past years the City Center has retained its regional position in a number of categories; government and office. Most recently it has strengthened its regional position through the addition of cultural and educational facilities,

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such as the Craterian Theater and Rogue Community College. For the City Center to secure its position as a regional center it must continue to strengthen its position in the following areas:

1. Culture and Entertainment;
2. Government;
3. Education;
4. Office; and
5. Residential

2. GROWTH

Downtown's position as a vibrant and attractive integrated 24-hour urban center is firmly established as part of the City's urban centered growth management objective, with plans and programs to assure the sustained growth and development of the downtown as the Rogue Valley's largest urban service center. Downtown is not only the heart of Medford, but also the Rogue Valley, and is a unique irreplaceable component to the City's identity and sense of community.

For the City Center to realize, and retain, its regional position it is imperative that it participate in the continued growth of the City. For the City Center to grow it is equally imperative that the market, regulatory, and political constraints to that growth be understood and revitalization and redevelopment strategies set in place to provide the necessary incentives. These strategies have a dual purpose; not only do they facilitate improvement of the City Center, but they also relieve growth pressures to expand the UGB.ⁱ

The City Center's growth opportunities include office, retail, and residential, each of which has a distinct role.

Office. The 1980 Gruenⁱⁱ study encouraged the creation of a critical office mass sufficient to solidify the downtown as the office center of the Rogue Valley. The study went on to say that if the downtown was unsuccessful in obtaining more office space that it would stagnate and continue to fail to capture its market share of office uses. It was estimated that the downtown could absorb an average 16,500 square feet of additional office space per year.

In 1994 the Hyatt/Palma Report supported the findings of the Gruen study and set a target of 115,000 square feet of office space over the next five-years, or 23,000 square feet per yearⁱⁱⁱ. This increase in office space could take the form of new construction or renovation of existing commercial space to office use.

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Retail. Over the years the City Center's retail function has been decimated by the development of the Rogue Valley Mall and other outlying shopping centers. These retail centers have removed all of the major retail tenants from the downtown, which in-turn has encouraged many of the smaller retailers to follow. A countervailing force to the retail exodus has been the attraction of retail incubators, owner-occupied merchants, to the downtown. The cost of rehabilitated space in the downtown is often comparable to the cost of a one-year lease in a new shopping center. This situation has resulted in a small but perceptible trend of owner-occupant merchants moving to the downtown. Current market conditions preclude the likelihood of the downtown becoming the regional shopping center that it was decades ago. However, it should also be noted that as cities mature there has been a return of major retailers.

For retail to improve it is necessary that the office and service uses in the City Center continue to grow.

Housing. Over time housing will prove to be a key to the long-term sustainability of the City Center revitalization. As national and local demographics change the demand for quality downtown housing will increase.

3. URBAN DESIGN

Downtown is the region's most recognizable and enjoyable integrated urban center with its traditional historic character, a comprehensive network of sidewalks, bike and pedestrian ways, attractive streetscapes, ground-level retail, a network of parks and plazas, and convenient transportation linkages to surrounding neighborhoods.

4. HOUSING

Downtown is a vibrant 24-hour urban center with a large residential community supported by convenient services within easy walking distance.

5. HISTORIC PRESERVATION

Throughout the downtown it is visibly evident that Medford's heritage is a major contributor to the community's livability and identity. The historic architecture and traditional designs of the downtown have

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been preserved through renovation, and enhanced and complemented by new development, making downtown a truly unique and enjoyable urban place for both residents and visitors, while providing a competitive advantage over, and setting apart the downtown from other commercial centers.

6. TRANSPORTATION

Downtown is a balanced multi-modal urban center with easy access to all areas of the Rogue Valley. Within the downtown there is provided a full range of transportation opportunities with an emphasis on the quality of travel and preservation of a highly livable and pedestrian downtown environment.

7. PARTNERSHIPS

The revitalization and redevelopment of the downtown is a long-term program supported by a unique public-private partnership that recognizes past investments and works to leverage public, institutional, commercial, and private investments, and to share the benefits and risks of future downtown investments to achieve a common objective, and a healthy and vibrant downtown.

CITY CENTER 2050 CONCEPT PLAN

The City Center Concept Plan is an essential component of the City Center 2050 Plan and is derived from the goals defined in the Policy Framework. The Development Concept provides a structure for organizing activities and relationships, organizing transportation and circulation patterns, and for identifying stronger linkages between the districts of the City Center and adjacent neighborhoods. The organizational Concept ensures those different activities and elements (such as services, residential areas and retail uses) support, rather than compete, with one another, thus serving as a model for how the city at large can be structured to support.

The overall organizational Concept maintains the urban grid pattern of streets, and it emphasizes the functional role of major connectors/arterials and pedestrian-oriented streets.

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The Development Concept envisions creating a high intensity "urban" experience, including taller buildings with a variety of activities linked along attractive, pedestrian-oriented streets, and the preservation of the City Center's historic core. Pedestrian-orientation is created by highlighting the ground floor of buildings with active pedestrian-oriented street frontages. Parking should be located behind buildings or in parking structures and should incorporate ground-floor retail uses or other pedestrian-oriented activity adjacent to streets. Surface parking lots adjacent to streets should be avoided. Building frontages should create transparent, visual links through use of windows, entries and window display areas at ground-floor building spaces and their adjoining sidewalks. The street environment should be enhanced for the pedestrian with wide, attractive sidewalks and streetscape amenities (street trees, benches, awnings, and lighting details). Buildings should be located on the property line at the back of sidewalks.

GOALS, POLICIES, AND ACTION STRATEGIES

The primary goal of City Center 2050 Plan is to:

"To encourage and support the continued investment within the City Center as necessary to achieve a 50-year vision of as an attractive and highly desirable mixed-use urban center that is representative of our community's heritage and future. "

The Plan's primary goal is supported by secondary goals, policies and action strategies based on the policy framework. The following is a list of the secondary goals, policies, and action strategies extending from the policy framework:

1. REGIONAL POSITION

Vision

Downtown is the Rogue Valley's largest integrated mixed-use urban center, a vibrant, enjoyable, and highly regarded regional hub for residential, business, retail, finance, government, arts and entertainment, and education; and it is the Rogue Valley's largest transit oriented district with convenient multi-modal access to all areas of the region.

Goals

1. To assure that all City land use plans, policies and regulations take into

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- consideration revitalization and development of the City Center as the area's major transit-oriented regional service center.
2. To maintain in the City's *Comprehensive Plan* the *City Center 2050 Plan* for the downtown that defines its position as the City's, and the region's, primary high density mixed-use, transit-oriented service center.
 3. To recruit and retain uses in the downtown such as conference, hotel, and convention facilities, business and government administrative offices, arts and education facilities, and other uses that reinforce the critical mass of the City Center as a regional service center.
 4. To encourage and support the development of a coordinated and comprehensive marketing program promoting the City Center as a vibrant and enjoyable regional service center for residential, business, finance, government, arts and entertainment, and education.
 5. To approve design and development criteria that assures a high quality, attractive, vibrant, and sustainable City Center that will be visited and enjoyed throughout many generations.

Policies

1. The Urban Renewal Agency's actions shall support and facilitate implementation of the *City Center Plan*, a special plan within the *City of Medford Comprehensive Plan*.
2. Regional and City planning efforts, including the *Regional Transportation Plan*, and *City of Medford Transportation System Plan*, shall acknowledge and address the downtown as a major regional transit oriented service center.
3. The City's participation in downtown events such as the Pear Blossom, Jazz Jubilee, Christmas Tree Lighting, and the Cruise' In shall include the marketing of downtown as a vibrant and enjoyable regional service center.
4. A variety of land use measures and development incentives shall be adopted to achieve a mix of uses and quality development appropriate for an active, vibrant, and sustainable city center that serves as both the heart of Medford and the regional service center for the Rogue Valley.
5. Coordinate with Rogue Community College in the preparation of a master

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Vision Strategic Plan

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plan for their downtown campus.

Strategies and Actions

- 1.1 Adopt the City Center 2050 Plan as part of the City's Comprehensive Plan.
Time Frame: 2 years
Lead Responsibility: MURA/Planning/Public Works
- 1.2 Develop, and fund, a marketing program that reinforces the continued revitalization of the City Center as a regional center.
Time Frame: 2 years
Lead Responsibility: MURA
- 1.3 Prepare and fund a recruitment and retention program that targets uses supportive of the City Center's Regional Position goals.
Time Frame: 2 years
Lead Responsibility: MURA/City
- 1.4 Prepare and adopt a new zoning ordinance that reinforces the City Center as a regional transit oriented center.
Time Frame: 2 years
Lead Responsibility: MURA/Planning/Public Works
- 1.5 As part of the City's urban centered growth policy designate the City Center core area as a Preferred Development District with incentives to encourage appropriate development.
Time Frame: 2 years
Lead Responsibility: Planning
- 1.6 Incorporate City Center Transportation Goals/Policies in the *Regional Transportation Plan* and the *City of Medford Transportation System Plan* that address the downtown as a regional center.
Time Frame: 2 years
Lead Responsibility: Planning/Public Works
- 1.7 In partnership with Rogue Community College coordinate the completion of a downtown campus master plan.
Time Frame: 2 years
Lead Responsibility: MURA/City/RCC

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2. GROWTH

Vision

Downtown's position as a vibrant and attractive integrated 24-hour urban center is firmly established as part of the City's urban centered growth management objective, with plans and programs to assure the sustained growth and development of downtown as the Rogue Valley's largest urban service center. Downtown is not only the heart of Medford, but also the Rogue Valley, and is a unique irreplaceable component to the City's identity and sense of community.

Goals

1. To develop a comprehensive, urban centered growth management program for the City of Medford that identifies the City Center as a preferred development district to encourage, through the use of appropriate incentives, revitalization and redevelopment within the City Center.
2. To prepare and maintain a *City Center 2050 Plan* as part of the *Comprehensive Plan* that facilitates the continued and sustained growth of the city center as the primary mixed-use, transit oriented regional service center of the Rogue Valley.
3. To develop sustainable programs and incentives, which encourage and support the renovation and redevelopment of the City Center's residential, civic, cultural, educational, business and tourist land uses consistent with the *City Center 2050 Plan*.
4. To retain and strengthen the critical mass of the City Center's retail, office and residential activity.
5. To increase and strengthen the critical mass of office square footage, and to improve the quality of the office environment.
6. To increase and strengthen the number of housing units in a downtown to provide a quality residential environment.
7. To increase the number of hotel rooms, and conference and convention facilities in the downtown.
8. To retain, expand, and support arts, education, cultural, and entertainment activities in downtown.
9. Consider the future expansion of the *City Center 2050 Plan* to include

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adjacent areas, particularly to the north and south.

Policies

1. The City shall develop a variety of regulatory measures and incentives to achieve an overall mix of land uses appropriate to creating an active transit oriented downtown, placing special emphasis on achieving a critical mass of key uses in terms of number and geographical placement consistent with the *City Center 2050 Plan*.
2. The City shall encourage the retention and development of hotels and hotel related services in the downtown as necessary to strengthen its role as a regional service center.
3. The City shall encourage the retention and expansion of education, arts and cultural facilities in the City Center, and ensure that education, arts and entertainment uses become a significant component of the City Center's land use mix.
4. The City shall designate the downtown as a preferred development district, with appropriate and sustainable incentive programs to encourage the use of vacant or under-utilized land and buildings within the City Center, consistent with the *City Center 2050 Plan*.
5. Efforts should be made to accomplish the following growth objectives:
 - a. Retail, new retail construction and/or renovation activity, as measured in square footage within the City Center, should be equivalent to 5% of total retail construction activity throughout the City.
 - b. Office, new office construction and/or renovation activity, as measured in square footage within the City Center, should be equivalent to 5% of total office construction throughout the City.
 - c. Residential, new residential construction and renovation activity, as measured in square footage within the City Center, should be equivalent to 1% of total residential construction throughout the City.
6. To develop programs and incentives that retain and promote the establishment of a variety of retail consumer and service businesses, so that the planned needs of

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Draft 1/14/2002

the area's residential and working population will be satisfied.

Strategies and Actions

- 2.1** Develop a marketing program that reinforces the continued revitalization and growth of the downtown as part of the City's urban centered growth policy.

Time Frame: 2 years

Lead Responsibility: MURA/City

- 2.2** Prepare a hotel/convention center study for the City Center to determine feasibility and timing for a convention and conference facility.

Time Frame: 2 years

Lead Responsibility: MURA/City

- 2.3** Prepare an urban centered growth management program that recognizes and manages three distinct types of development activity: City Center core area redevelopment and revitalization; infill development; and urban fringe development.

Time Frame: 2 years

Lead Responsibility: Planning

- 2.4** Designate the City Center as a Preferred Development District.

Time Frame: 2 years

Lead Responsibility: Planning

- 2.5** Incorporate Transportation Goals/Policies in the Regional Transportation Plan and the City of Medford Transportation System Plan that address the downtown as a transit-oriented district.

Time Frame: 2 years

Lead Responsibility: Planning/Public Works

- 2.6** In partnership with Rogue Community College assist with the completion of a downtown campus plan that identifies the long-term needs of a sustainable downtown campus.

Time Frame: 2 years

Lead Responsibility: MURA/City/RCC

- 2.7** Prepare an annual report of City Center Growth activity addressing office, retail, and residential activity.

Time Frame: 2 years

Lead Responsibility: MURA/Planning

MEDFORD IN THE 21ST CENTURY

Vision Strategic Plan

CITY CENTER 2050 PLAN
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3. URBAN DESIGN

Vision

Downtown is the region's most recognizable and enjoyable integrated urban center with its traditional historic character, a comprehensive network of sidewalks, bike and pedestrian ways, attractive streetscapes, ground-level retail, a network of parks and plazas, and convenient transportation linkages to surrounding neighborhoods.

Goals

1. To reinforce the specific physical qualities that constitute the unique urban character of downtown, including the grid street system, the variety of building forms, pedestrian scale along the streetscape, and the sensitive mix of old and new buildings.
2. To establish and support specialized districts with individual identities based on the scale of buildings, intensity of activity, and predominant uses providing a varied and diverse texture within the downtown. Downtown has five (5) unique districts, each with a distinct character, function, and identity. These districts are:
 - a. Downtown Central - the traditional and historic core of Medford's downtown.
 - b. Government Center - the district where municipal, county, state and federal offices are concentrated.
 - c. In-Town Village - the residential neighborhood northwest of downtown.
 - d. Northside - the northern gateway to downtown.
 - e. Southside - the southern gateway to downtown, where arts and education uses dominate. This district is the location of Rogue Community College.
3. To assure that all elements of downtown planning exemplify the best of urban design. It is important that all development activity, whether new or renovation, should be of high architectural quality.
4. To enhance the public perception of safety through design standards that

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reinforce crime prevention programs.

5. To preserve the pedestrian character and scale of the streetscape by limiting building heights to the historic eighty-foot height limit.
6. To encourage and support programs to keep downtown clean and well maintained, including the formation of a downtown business improvement district.
7. To enhance and encourage the pedestrian environment of the City Center new development should present its primary orientation to the sidewalk and street.
8. To develop a strong urban design plan, which unifies the downtown, protects and enhances the downtown's historic character, traditional pedestrian environment, and articulates a vision of the regional significance of downtown and the City of Medford.
9. To sensitively incorporate Bear Creek and the Bear Creek Greenway as a natural asset into the urban design plan for the downtown and to acknowledge the values of this asset in downtown's development as a regional hub.
10. To develop programs and incentives improving the visual appearance of downtown's skyline, particularly as it appears from the I-5 viaduct and surrounding neighborhoods.
11. To develop an integrated pedestrian network throughout the downtown that is attractive, safe and promotes a sense of place and orientation unique to downtown.
12. To improve the design and maintenance of public spaces, including streets, sidewalks, parks, and plazas.
13. To develop programs and incentives encouraging retail use on the ground level within the retail core.
14. To develop a system of landmarks, including gateways, special signage, public art, public fixtures and ornaments.
15. Provide gateways to the downtown to strengthen the identity the City Center.

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Policies

1. Prepare and implement plans and criteria for downtown street improvements that reinforce the identity of downtown, provide orientation, identify special streets and districts, and encourage pedestrian movement and use of public transit. These streetscape plans and criteria should reflect the individual role, character, and importance of the various streets of the downtown.
2. Undertake public investment or other special cooperative action, where necessary, to achieve a high level of amenity, to achieve a special treatment, or to ensure a continuity of streetscape improvements.
3. The City should encourage the preparation of a joint private-public security plan for downtown with participation by all interested parties.
4. Emphasis should be placed on development of pedestrian-oriented streets with wide sidewalks, extra lighting, and streetscape amenities.
5. To complete and implement the In-Town Village Plan.
6. To complete and incorporate relevant sections of the Bear Creek Master Plan as part of the City Center 2050 Plan.

Strategies and Actions

- 3.1 Investigate the formation of a Business Improvement District to manage the marketing, maintenance, and management of the City Center.
Time Frame: 2 years
Lead Responsibility: MURA/HMA/City
- 3.2 Develop a marketing program that reinforces the urban design character of the downtown as a mixed-use, transit oriented regional center.
Time Frame: 2 years
Lead Responsibility: MURA/City
- 3.3 Prepare a recruitment and retention program that targets uses supportive of the downtown as a regional center.
Time Frame: 2 years
Lead Responsibility: MURA/City/RCC
- 3.4 Develop streetscape standards that encourage pedestrian movement throughout the downtown.

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Time Frame: 2 years

Lead Responsibility: MURA/Planning/Public Works

3.5 Prepare new land development regulations that establish minimum standards for the achievement of an urban, mixed-use, transit oriented regional center.

Time Frame: 2 years

Lead Responsibility: MURA/Planning

3.7 Coordinate with the transit district in identifying and implementing the long-term transit needs of the downtown.

Time Frame: 2 years

Lead Responsibility: MURA/City/RVTD

3.8 Complete the In-Town Village Plan and incorporate as part of the City Center 2050 Plan.

Time Frame: 2 years

Lead Responsibility: MURA/City

3.9 Complete the Bear Creek Master Plan and incorporate into the City Center 2050 Plan.

Time Frame: 2 years

Lead Responsibility: MURA/City

4. HISTORIC PRESERVATION

Vision

Throughout the downtown it is visibly evident that Medford's heritage is a major contributor to the community's livability. The historic architecture and traditional designs of the downtown have been preserved through renovation, and enhanced and complemented by new development, making downtown a truly unique and enjoyable urban place for both residents and visitors, while providing a competitive advantage over, and setting apart the downtown from other commercial centers.

Goals

1. Development policies and activities must place a high priority on retaining and restoring the City's historic, aesthetic, and cultural heritage as represented in downtown's historic assets, while encouraging sensitive and compatible new development.

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2. Design criteria and standards expressing the appropriate relationship between historic buildings and new development should be established in order to protect individual historic buildings.
3. Develop an effective and expedient preservation review process that encourages both historic preservation and new development within the Downtown Historic District.
4. Develop appropriate incentives, requirements, and assistance to encourage preservation, adaptive re-use, and new development.
5. Development and rehabilitation priority should be placed on older architecture, giving the downtown a unique visual appeal.

Policies

1. Design standards and criteria shall protect and enhance the unique historic character and traditional design of the downtown.
2. The *Uniform Conservation Building Code* should be considered as an alternative resource for the renovation of historic buildings in the downtown.
3. Complete the preparation and adoption of a seismic review process that encourages preservation and adaptive re-use of historic buildings.
4. Design conflicts between new development and preservation should be resolved on a case-by-case basis.
5. Focus public improvements and urban design changes in areas that maximize enhancement of downtown's image and historic character.

Strategies and Actions

- 4.1 Complete a seismic review process for older buildings in the City Center.
Time Frame: 2 years
Lead Responsibility: MURA/City
- 4.2 Adopt the *Uniform Conservation Building Code* as an alternative to the UBC.
Time Frame: 2 years
Lead Responsibility: MURA/City

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4.3 Prepare a new zoning ordinance that includes design criteria and standards for the downtown consistent with the City Center 2050 Plan.

Time Frame: 2 years

Lead Responsibility: MURA/City

4.4 Prepare code amendments that provide SDC credits for historic renovations and historically compatible new development.

Time Frame: 2 years

Lead Responsibility: MURA/City

4.5 Prepare changes to the zoning ordinance to facilitate the processing of development projects within the City Center.

Time Frame: 2 years

Lead Responsibility: MURA/City

5. HOUSING

Vision

Downtown is a vibrant 24-hour urban center with a large residential community supported by convenient services within easy walking distance.

Goals

1. To plan, encourage and support the construction of high quality downtown housing, over a wide price range that is available to all economic groups.
2. To establish an annual target of new dwelling units to be constructed in the downtown.
3. To develop criteria for the preferred location of residential mixed-use projects.
4. To complete a downtown housing study to determine the annual demand for downtown housing by housing type, cost, and affordability.

Policies

1. As part of the City's urban centered growth program undertake a variety of public and private programs to achieve increases in residential units in the City Center.

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2. Encourage residential in-fill and major new residential development that is consistent with the urban design objectives of the City Center 2050 Plan.
3. Encourage residential use as part of mixed-use projects.
4. Encourage development of upper-story residential units through renovation of space in older buildings above retail space, where appropriate and feasible.
5. Encourage improvement and development of residential areas adjacent to and near downtown.
6. Encourage mixed income projects. City assisted housing projects in downtown should contain a minimum of 10 - 20% affordable units.

Strategies and Actions

- 5.1 Complete a City Center housing market analysis that addresses City Center housing demand and supply characteristics and a City Center Housing Implementation Plan.
Time Frame: 2 years
Lead Responsibility: MURA/City
- 5.2 Prepare a new zoning ordinance that includes design criteria and standards for downtown housing.
Time Frame: 2 years
Lead Responsibility: MURA/City
- 5.3 Prepare criteria and code amendments that provide SDC credits for City Center Housing.
Time Frame: 2 years
Lead Responsibility: MURA/City

6. TRANSPORTATION

Vision

Downtown is a balanced multi-modal urban center with easy access to all areas of the Rogue Valley. Within the downtown there is provided a full range of

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transportation opportunities with an emphasis on the quality of travel and preservation of a highly livable downtown environment.

Transportation Goals

General Transportation Goals

1. The *Rogue Valley Regional Transportation Plan* and the *City of Medford Transportation System Plan* shall identify the City Center as a transit-oriented development district that functions as a mixed-use, pedestrian friendly regional transportation hub that promotes a balance between the downtown street network, public transit, and bicycle and pedestrian space.
2. To manage vehicular access to the City Center by improving north-south and east-west connectivity through the downtown by adding additional streets, or extending existing streets.
3. Integrate the Bear Creek Bikeway into the bicycle and pedestrian systems of the City Center.
4. Support transportation improvements that improve transportation services to, within, and through the City Center and that do not adversely impact the urban design and transportation goals and policies of this Plan.

Vehicular Goals

5. To provide for safe and convenient automobile access to the downtown, while emphasizing increased transit access, encouraging pedestrian movement, and protecting the quality of the downtown's historic and pedestrian character.
6. To improve the visual appearance of arterial streets within the downtown that carries the major share of vehicular and pedestrian traffic.

Pedestrian Goals

7. To designate the City Center as a pedestrian district that includes a comprehensive and attractive pedestrian system that:
 - a. Offers appropriate accommodations to facilitate pedestrian movement downtown;
 - b. Is supported by a pedestrian oriented mixed-use environment;

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- c. Includes linkages to all downtown districts and the surrounding residential neighborhoods; and
- d. Provides a safe and secure pedestrian environment.

Transit Goals

- 8. To cooperate and coordinate with the Rogue Transit District in their efforts to improve transit services in, and to, the downtown facilitating the City Center's function as a regional transportation hub.
- 9. Assure transit-supportive and pedestrian oriented development along regional and local transit corridors in the City Center.
- 10. Prepare zoning regulations that supports transit-oriented development in the City Center.

Parking Goals

- 11. To recognize that parking is an important element to retaining and attracting new business in the City Center and to ensure that each district has an adequate amount of properly located off-street parking in the, including a plan and program to effectively pay for, manage and maintain such parking.
- 12. Expand the Parking District to include all property within the City Center.
- 13. Establish a Downtown Parking Authority to manage public parking within the City Center.

Transportation Policies

Vehicular Policies

- 1. Encourage, through automobile traffic, to circumvent downtown.
- 2. Establish and facilitate a safe, comprehensive, compatible, and convenient bicycle system within the downtown.

Pedestrian Policies

- 3. A system of pedestrian ways shall be developed to link all areas of downtown and surrounding areas. The pedestrian system shall:
 - a. Provide sufficient and attractive pedestrian space for standing and

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movement and to regulate the location, type, and use of structures within the sidewalk area to assure adequate pedestrian space;

- b. Provide sufficient sidewalk space at corners, transit stops, and along streets that are designated to carry high volumes of pedestrian traffic;
- c. Encourage private development to supplement rights-of-way where needed, with widened sidewalks, and pedestrian resting and congregating areas; and
- d. Provide pedestrian services and information systems, including information kiosks, telephones, and newspaper vendors.

Transit

- 4. Encourage excellence in the design of public transit facilities in downtown that compliments the City Center's historic architecture.
- 5. The City Center shall be designated and developed as a transit-oriented development district. The City shall coordinate with Rogue Valley Transit District in the preparation of specific transit-oriented development plans and regulations for the City Center.
- 6. Develop a "trolley" service to link the north and south I-5 interchange areas.

Parking

- 7. Develop special zoning standards for surface parking lots that place limits on the development of surface parking lots, including assurances that surface parking lots are properly screened within the context of the urbanized City Center environment.
- 8. Prohibit or restrict off-street parking access directly onto pedestrian-oriented and high volume vehicular access streets.
- 9. Require new development to include provisions for adequate parking. The use of shared parking concepts shall be supported in determining parking adequacy.
- 10. Parking structures developed by the City shall be strategically located to serve future development and designed to include uses other than parking.

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Strategies and Actions

- 6.1 Complete City of Medford Transportation System Plan that addresses the goals and policies of the City Center 2050 Plan.
Time Frame: 2 years
Lead Responsibility: Planning/Public Works
- 6.2 Evaluate the conversion of Main Street and Eighth Street to two-way. If feasible set an implementation schedule.
Time Frame: 5 years
Lead Responsibility: Public Works
- 6.3 Develop shared parking standards for the City Center as part of the Land Development Code.
Time Frame: 2 years
Lead Responsibility: MURA/Planning
- 6.4 In cooperation with RVTD evaluate implementation of Central Avenue as a transit corridor linking the North and South Interchanges.
Time Frame: 2 years
Lead Responsibility: Planning/Public Works
- 6.5 Evaluate transit oriented development opportunities around the existing transit station.
Time Frame: 2 years
Lead Responsibility: RVTD/MURA/Planning
- 6.6 Develop design standards for transit facilities located within the City Center.
Time Frame: 2 years
Lead Responsibility: RVTD/MURA
- 6.7 Include in the Transportation System Plan the designation of the City Center as a transit-oriented development district.
Time Frame: 2 years
Lead Responsibility: RVTD/Planning/Public Works

6. PARTNERSHIPS

Vision

The revitalization and redevelopment of the downtown is a long-term program supported by a unique public-private partnership that recognizes past investments and works to leverage public, institutional, commercial, and private investments,

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and to share the benefits and risks of future downtown investments to achieve a common objective, and a healthy and vibrant downtown.

Goals

1. To develop and enact an incentive program that reinforces the adopted goals and objectives of the *City Center Plan* that specifically addresses:
 - a) Historic Preservation;
 - a) Seismic Improvements;
 - b) Streetscape Improvements; and
 - c) Retention and Recruitment.
2. To develop an efficient and flexible administrative process that expedites and encourages investment in the downtown.
3. To encourage and support the establishment of a continuing leadership and management program that ensures downtown objectives are achieved.
4. To encourage and support the formation of a Business Improvement District to support the maintenance and management needs of downtown.

Policies

1. Establish a streamlined administrative process as an incentive for development projects that comply with adopted design guidelines.
2. Create a public-private management organization to manage and coordinate downtown activities, such as:
 - a) Promotional activities;
 - b) Maintenance and security programs;
 - c) Parking management;
 - d) Business retention and recruitment;
 - e) Planning, design, and project review; and
 - f) Public infrastructure improvements.
3. The City shall leverage its financial resources with other private and public funding sources to the greatest extent possible to achieve the objectives of the downtown plan.

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Strategies and Actions

7.1

IMPLEMENTATION

Without a way to translate ideas and strategies in to real actions, the planning process will fail. *This has been evident from the failures of past planning efforts. A well-defined implementation program is as critical to the success of the City Center as is a good plan. If the Plan is to fulfill its potential as a guiding tool for the continued revitalization of the City Center it must be supported by a sustainable implementation program.*

This Plan identifies five key implementation strategies to guide the City Center toward realizing its vision for the future:

- 1. Identify a lead organization to spearhead implementation.**
The revitalization of the City Center requires a “champion” to capitalize on the efforts to date and ensure that the steps toward implementing the City Center 2050 Plan are executed.
- 2. Develop a realistic time frame for implementation of key actions.**
Not all of the goals and policies contained in the Plan can (or should) happen immediately. *The Strategy Action Plan offers a guide for staging the City Center initiatives in a manner that catalyzes and leverages future actions. Importantly, some priority actions should be undertaken quickly to demonstrate public and private commitment to improving the City Center.*
- 3. Create a set of benchmarks by which to measure progress.**
Measuring progress toward the goals set forth in the Strategic Action Plan is an important tool for implementation of the Plan. Periodic assessments help to identify barriers and determine if “mid-course” corrections are needed. In addition, demonstrated/quantifiable success helps to sustain or increase enthusiasm, awareness and commitment to the City Center 2050 Plan.
- 4. Create a process for ongoing review and update.**
The City Center will certainly grow and change over the course of 50 years. Market conditions shift, public opinion and policies change, and unforeseen technological advances will alter the priorities of the City Center. To ensure successful implementation of the Plan, an organized, efficient process for review and update is essential. Based on the benchmark evaluations, the review and

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update process would help the City Center re-assess the overall vision, re-prioritize strategies and action, and add new goals, strategies as needed.

5. Develop funding sources for priority projects and programs.

The implementation process will be most successful if there are sufficient resources to develop projects and execute programs. The City Center must establish and maintain funding from a variety of sources, including private investment, tax increment funds, Federal and State grants, corporate donations, bonds, impact fees and the City's general fund.

ⁱ *Tools of the Trade*, Transportation and Growth Management Program, Oregon Department of Transportation, Oregon Department of Land Conservation and Development, 1995, pp1.3

ⁱⁱ *Downtown Medford Market Opportunities*, A Report to the City of Medford, Gruen Gruen & Associates, August 1982

ⁱⁱⁱ *Medford City Center Vision Plan*, Hyett/Palma, 1994

MEDFORD IN THE 21ST CENTURY

Vision Strategic Plan

Presentation Speech to Medford City Council
September 19, 2002

Our city embarked over 5 years ago seeking community input for a Vision of Medford in the 21st Century. After many meetings and hundreds of citizen participants a Vision Document was created. In the beginning of this process it was recognized there was, and would be, a need for an "Action Plan" or an Implementation Strategy that would bring any Vision to Fruition.

Before you is that document, this Strategic Plan is a detailed plan of actions needed to take place to bring forth the desired results that our community and the citizens of Medford have envisioned. City staff has worked on this plan for the past 18 months; the Vision Steering Committee has reviewed the plan with suggested additions and changes. We are all aware some of these desired results will take years to implement while others have already been achieved. I commend the actions that this and previous councils have already taken as a result of the visioning process. I would reference the ongoing neighborhood revitalization plan, including the Westside Coalition, the Beatty/Manzanita Project and the hiring of Louise Dix. Speaking for the Salvation Army we are proud to be an integral part of the Beatty/Manzanita neighborhood and the potential in helping create a positive, revitalized neighborhood. Your activities with the Multicultural Fair, the Arts Commission, Art in Bloom, park expansion and community policing are just a few of the issues you have already started to act upon.

This document will help give direction to successors of public office and key management alike. The Strategic Plan will help future council members along with replacements for people like Greg Jones in helping them know the desires and needed actions in helping create the city the citizens of Medford desire.

This Strategic Plan is truly the working document that brings the rhetoric, dreams, discussions and ideas to fruition. This document should be fundamental in staff and council goal setting sessions and long-range planning in the years to come. This Strategic Plan is a key difference between a Vision that is just a dream and one that becomes reality. Representing the Steering Committee, appointed by the council, we proudly endorse and forward on this Strategic Plan for the Council's approval, adoption and implementation in helping addressing economic, cultural and livability issues within our community.

I thank you for the opportunity to be a small part in this process. I commend the efforts that expanded the direction and outlook of our city from 8-10 decision makers to thousands of residents of Medford. To each of you, I applaud and Thank you for your efforts and time commitment to our city, I wish each of you good luck, good health and God's fortunes."

Curt Bennett
Vision Steering Committee Member
September 19, 2002

CITY OF MEDFORD
INTER-OFFICE MEMORANDUM

To: Mayor & Council

From: Jef Faw, Deputy City Manager
Chair, Vision Strategic Plan Drafting Team

Subject: Medford in the 21st Century
Vision Strategic Plan

Date: October 21, 2002

EXECUTIVE SUMMARY

In the summer of 1997, the residents of the City of Medford came together to focus on the future of the community. At that time, a citizen task force was formed to begin developing a Vision for the City of Medford. The visioning process concluded two years later when the Medford Vision Steering Committee reported the results of these efforts to the City Council. The overarching Vision summarization and each distinct element necessary to bring the Vision to ultimate fruition are embodied in this document and contained in the appendix; **Medford in the 21st Century - A Vision for our Future.**

In support of the successful development of the Vision Statement, the City Council directed the development of a Vision Strategic Plan. It set as one of its key goals for fiscal year 2002 the development of a strategic action plan to achieve each of the Vision's key elements. To accomplish the goal, the City Manager appointed a team of department heads and City Manager's office staff to address the Vision clusters within their areas of primary responsibility:

Growth Management	Rob Scott
Natural Environment	Greg Jones
Public Safety	Eric Mellgren
Human Services	Jef Faw
Education	Bill Hoke
Arts and Culture	Greg Jones
Cultural Diversity	Glenda Owens
Econ. Development/ Telecommunications	Bill Hoke
Transportation	Cory Crebbin
Housing	Louise Dix

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As their initial challenge, the Vision Strategic Plan Drafting Team decided on a strategic planning model that was suitable for the City's purposes. They chose to address each of the ten Vision elements individually and formulate action plans that consist of various, sequential activities that when followed, would lead to the Vision's attainment. An Action Plan Table was then developed for each strategy that summarizes the activity required, affixed responsibility, projected timeline, identified staff resources necessary as well as challenges to attainment and set evaluation benchmarks. Finally, staff was charged with attempting to project the fiscal resources that would be required to bring each plan component to successful conclusion. It should be emphasized that much of the detail of action plans, including that of timelines, are the estimates of the author and will be subject to modification, based on Council prioritization and level of resources that can be devoted to each.

The yearlong effort at fashioning a Vision strategic action plan for the City is embodied in this document. The Vision Steering Committee was reconvened in late summer of 2002 to review and provide constructive input to staff's initial draft. Its comments and recommendations are embodied in this document that is being forwarded to the City Council for discussion, and ultimate adoption. The final draft is expected to be a key tool in the Council's FY 2004/2005 Biennial Budget Goal Setting session, set for October 9th. 2002.

I wish to extend my gratitude to the above members of the Vision Strategic Plan Drafting Team for most ably rising to the challenge of developing an Action Plan to achieve the community's aspirations for livability in the 21st century. I also wish to thank Mayor Lindsay Berryman for her guidance on the strategic planning framework, her support throughout the planning process and her service as Chair of the Steering Committee's review of the first draft.

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MEMO

DATE: 8/26/02
TO: THE CITY OF MEDFORD VISION COMMITTEE
FROM: DAVID MEADOR, TEEN REPRESENTATIVE

First, I would like to say "thank you" for the privilege that is mine to serve with this committee. The experience will be very helpful to me later in life, I'm sure, and I'm glad that you choose to involve teens in the process. I don't always feel as though I contribute my fair share, especially since I often have to leave meetings early due to my Tuesday night commitment to the Civil Air Patrol.

Because I do leave early, I have taken this opportunity to put in print a few thoughts. If I am to represent the interests of area youth to this committee, I feel as though the best thing I can do would be to encourage city leadership to continue doing more of what the leadership is already doing. By that, I mean things like encouraging smart growth, developing useful public spaces, and creating an environment conducive to job creation.

I have watched the "Medford Unplugged" videos a couple of times. These are the videos that were made to supposedly reflect the wants and needs of area teens. Although I may misunderstand the views expressed in those videos, I did not feel as though they represented my own opinion, or the perspectives of the teens with whom I am acquainted. The big problem, some of the teens in the video claimed, was that city government had overstepped its boundaries in closing a teen dance club. The remedy, according to these interviewees, was an extra effort on the part of the City to replace the teen club and offer more and more activities, events and sites for area teens.

Now I'm open to debate on this subject, but I personally don't feel that the City of Medford is responsible for entertaining its teen citizens 7/24. I think that obligation is best left to the many other good organizations focused on teens in Medford: the YMCA, the Boys' Club, Scouts, our many church youth groups, our schools and their sports programs, and the teens' families, of course. These are just a few of the organizations that provide support and encouragement to the teens who make an effort to take advantage themselves of such programs.

What I think the City SHOULD do is, among other things: continue to provide useful public spaces to which the many youth-oriented groups might turn for their own use. I'm talking about parks, the library, playgrounds, ballfields, etc. These are resources that no single organization is likely to be able to afford, and it is the proper role of the City to develop such resources. More land, better facilities, more options.

Also, I think the City SHOULD encourage growth that is well-planned and classy. To discourage growth is to discourage the economy and job availability and these things all depress the climate for teens who are deciding "Should I stay here, or head off to Portland or ??"

Likewise, I think the City SHOULD continue to work at attracting new business and industry. Only if there is growing business will our economy keep generating wealth. Without wealth, there can be few options for teens and their families, who will then have to deal with unemployment and

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8/26/02

MEMO

not just the shutdown of the local dance club. Introducing teens to career options through job fairs sponsored by local business would continue to be helpful in this regard.

So I just want to encourage you to go for it and keep working to make Medford a dynamic, growing City where government works to provide good public facilities, encourages growth, and attracts business.

Thank you for considering my views.

8/26/02

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