

Housing Strategies: Enhancing livability for all residents by promoting and preserving a range of housing choices in Medford.

- **Increase Opportunities for Downtown Housing:** Implement strategies and recommendations from the Liberty Park Neighborhood Plan and City Center Revitalization Plan. Implementing these strategies will create affordable and workforce housing opportunities as well as diversity housing types. Develop partnerships with private developers in order to produce a targeted number of housing in all categories. Utilize incentives for development through the Construction Excise Tax, Urban Renewal Funds, and other funding sources. Provide guidance to the Housing Advisory and Grants Commission on setting priorities and establishing a targeted goal for number of units produced. Establish a goal for the development of 100 units affordable to households with incomes up to 120% of AMI as detailed in the most recent Downtown Market Study.

 - ***Mayor, Council and MURA Board: Downtown redevelopment. Review and approve changes to development standards, e.g. Adopt new parking policies that encourage downtown residential development.***
 - ***Department Lead:*** Development Services & Urban Renewal
 - ***Biennium Deliverable:*** Establish targeted number of units. Award funds and other economic incentives to deliver units. Complete one “Barnum” project (acquire, renovate, construct) with partners. Collaborate with MURA on other residential seismic retrofit projects in downtown.
 - ***Funding:*** Incentive funding provided through; Construction Excise Tax, Urban Renewal Funds, Community Development Block Grants, General Fund Grants, System Development Deferral program, FEMA seismic mitigation grant, and tax abatements.
 - ***Future Deliverables:*** Provide update on number of targeted units and funding sources to continue providing housing.

- **Increase Opportunities for Housing:** Convene major employers to assess economic vulnerabilities resulting from housing shortages and explore partnership opportunities to develop housing options within their project areas.

 - ***Mayor and Council: Review and consider staff recommendations regarding deliverables identified below.***
 - ***Department Lead:*** Development Services & Urban Renewal
 - ***Biennium Deliverable:*** Identify City surplus property and convert to housing units. Staff to provide options for Council consideration on additional System Development Charge credits for housing and Accessory Dwelling Units (ADUs). Implement regulatory reforms recommended by Housing Advisory Commission/TA Grant Technical Advisory Group. Complete two rounds of Housing Opportunities Fund (HOF) requests for proposals. Explore feasibility and benefits of creating a “Housing and Community Development Foundation” with local employers and the development community in order to sustain a stable work force. Identify infrastructure constraints that discourage residential development in existing/older neighborhoods and develop a strategic plan to address those deficiencies.
 - ***Funding:*** Incentive funding provided through; Construction Excise Tax, Urban Renewal Funds, Community Development Block Grants, General Fund Grants and System Development Deferral program. Seek to establish funding sources through local improvement districts.

- *Future Deliverables:* Provide update on number of targeted units and funding sources to continue providing housing. Assess feasibility of establishing an employee housing assistance program. Update the City of Medford Housing Element in concurrently with the next Portland State University Projections in 2021.
- **Homeless System Action Plan (HSAP):** Implement goals and actions identified in the HSAP that increase the supply of affordable and supportive housing. Address unsheltered homelessness and encampments along with increasing temporary housing programs that lead to permanent housing and placements. Increase collaboration with non-profits, faith based organizations, business community and other government agencies to implement solutions from HSIP. Implementation of the HSAP will be coordinated with the Continuum of Care.
 - ***Mayor and Council: Adopt plan by October 1, 2019. By November 2019, Council to set priorities for Community Development Block Grants and General Fund Grants. Issue grants based on Council priorities.***
 - *Department Lead:* Housing and Community Development
 - *Biennium Deliverable:* Staff to offer recommended priorities based on need, timing, funding and ability to complete this action within the targeted timeframe. Based on staff recommendations, Council to set priorities for Community Development Block Grants and General Fund Grants. Issue grants based on Council priorities. Report on progress on the HSIP along with CoC.
 - *Funding:* Amount TBD. Funding available through Community Development Block Grants, General Fund Grants and contributions by other agencies.
 - *Future Deliverables:* Provide update on goals and actions contained within the HSIP.

Community & Employee Engagement: Bring community stakeholders together to discuss common vision for what Medford is going to strive to accomplish. Engagement includes involving and informing citizens about the vision, mission and goals for the City. Expand engagement to include employees who will become knowledgeable about all aspects of City services and provide leadership growth opportunities.

- **By July 18, in association with adoption of the 2019-21 Biennial Budget, Council to express support and approve funds to move community engagement forward e.g. OKC MAPS Model**
- **Develop a broad-based vision with community stakeholders:** Development of a vision for what Medford could become in the next 20-40 years. Identify broad goals with community partners and develop potential funding options for implementation.
 - ***Mayor and Council Role: Approve and serve as supportive hosts at public events***
 - ***Department Lead:*** City Manager's Office
 - ***Biennium Deliverable:*** Community Vision Master Plan
 - ***Funding:*** \$200,000 – Available from funds identified in 2019-21 biennial budget Issue
 - ***Future Deliverables:*** Implementation and funding strategies - 21-23 Biennium
- **Community Engagement:** Proactively share information and increase engagement and trust through external communications and community building. This will be accomplished through the implementation of the Strategic Communications and Marketing Plan. Additionally, efforts to identify and broaden stakeholder groups in order achieve a more robust dialog on issues and opportunities.
 - ***Department Lead:*** City Manager's Office
 - ***Biennium Deliverable:*** The Communications and Marketing Manager will compile all metrics and create a yearly report. Metrics will be used to guide communication budget and existing and new communication efforts, Operation Care, and Citizens Academy. These efforts will measure and track citizen engagement results, e.g. # of people engaged, online, in person, via emails, surveys, Facebook live events, and other identified methods. Staff will research metrics used by outside organizations that determine livability items that are used by national publications.
 - ***Funding:*** \$200,000 – Available from funds identified in 2019-21 biennial budget
 - ***Future Deliverables:*** Based on yearly report and evaluation of strategies and tactics listed in the Strategic Communications and Marketing Plan.
- **Government Partnership Engagement:** Seek to expand partnerships with state and local government agencies along with educational organizations in order to align agency collaboration.
 - ***Mayor and Council: Invite and participate in collaboration with, RCC, SOU, Jackson County, RVCOG, 549C and additional agencies.***
 - ***Department Lead:*** City Manager's Office
 - ***Biennium Deliverable:*** Establish regular meetings with partners
 - ***Funding:*** Varies: Costs for meetings are contained within the Mayor/Council budget
 - ***Future Deliverables:*** Identify ways to collaborate on addressing community and regional challenges

- **Employee Engagement:** Deliver consistent, relevant, and timely communications to our employees. Expand leadership opportunities within.
 - *Department Lead:* All City Departments
 - *Biennium Deliverable:* Establish Leadership Program. Staff response and feedback along with periodic surveys.
 - *Funding:* Varies: Costs are contained within each department's training budgets.
 - *Future Deliverables:* Based on evaluation from employee input.

Public Infrastructure: Proactively plan for and respond to identified infrastructure needs by providing facilities essential for citizens and visitors to live, work and play in a manner that is financially and environmentally sustainable.

- **Mayor and Council:** *Council to express support and funding allocation to complete the following essential activities.*
- **Bear Creek Master Plan** – Update the plan to include a vision for all of Bear Creek within City limits. The plan should address lighting, vegetation management, water quality within the creek, park settings, events that promote use by residents and visitors, potential to add security cameras to various locations and a two-sided approach to Bear Creek (meaning both sides of the creek are addressed). The Master Plan should be visionary and include a section on redevelopment of existing businesses along its frontage. One example is whether or not the mall can be repurposed to create more green space along the creek, and/or hotel or event center to attract visitors to the area.
 - *Department Lead:* Parks, Recreation and Facilities
 - *Supporting Departments:* Police, Fire and Development Services
 - *Biennium Deliverable:* Identification of items related to safety, lighting and vegetation management. Present to Council costs and funding sources
 - *Funding:* TBD
 - *Future Deliverables:* Final Master Plan in the 21-23 Biennium
- **Determine feasibility of a potential Aquatics Facility with Event/Recreation Center** - Council directed staff to present facility options, costs for construction and operations and funding options. Information will be presented in the 3rd quarter of 2019.
 - *Department Lead:* Parks, Recreation and Facilities
 - *Supporting Departments:* City Manager's Office and Finance
 - *Biennium Deliverable:* Facility plan along with funding options
 - *Funding:* \$730,550 for the facility plan; \$1,015,500 construction reserve
 - *Future Deliverables:* Council approved funding options. Possible construction beginning in first year of 21-23 Biennium
- **Citywide space needs assessment/City Hall utilization strategy** - ORW has completed this study that will require analysis and direction by Council.
 - *Department Lead:* Parks, Recreation and Facilities
 - *Supporting Departments:* City Manager's Office and Finance
 - *Biennium Deliverable:* Comprehensive evaluation of current department space needs resulting in a space utilization plan of how City buildings can be used to meet present and future needs. The deliverable may change based on Council feedback from the study session.
 - *Funding:* \$14,000
 - *Future Deliverables:* TBD based on study session feedback

- **Public Works' Infrastructure** - As new development comes into the City, it's critical to ensure that the transportation, storm drain and sewer systems have enough capacity to handle future demand. These issues were addressed in newly adopted Transportation System and Sewer Master Plans (the Storm Drain Master Plan is under development).
 - **Mayor and Council:** *Council to review and approve recommendation from Transportation Commission on prioritization of 6-year capital improvement list of street projects.*
 - *Department Lead:* Public Works
 - *Supporting Departments:* Development Services
 - *Biennium Deliverable:* Completed projects
 - *Funding:* \$1,085,800 for 8 projects that increase sewer capacity. Funding will be developed for street and road improvements through recommendation by Transportation Commission.
 - *Future Deliverables:* Additional projects constructed per Sewer Master Plan, Transportation System Plan and Storm Drain Plan.

- **City Wayfinding Program** – Establish design standards for a city-wide wayfinding program that places an emphasis on identifying entry into Medford along with the downtown area. Prioritize sites and install signage.
 - *Department Lead:* Planning
 - *Supporting Departments:* Public Works
 - *Biennium Deliverable:* Updated wayfinding program that provides signage for entrances into Medford along with the downtown area.
 - *Funding:* \$30,000 is contained within the Planning Department 2019-21 Biennial Budget for implementation of this program.
 - *Future Deliverables:* Additional signage will be needed in the 2021-22 Biennium for those areas that have been identified for signage, but were not within the 2019-21 budgeted amount.

- **I-5 Viaduct.** The viaduct has served to divide the City and separates the community. While the Oregon Department of Transportation (ODOT) is responsible for the roadway and has taken the lead on how to address the viaduct, its impact on the City is so great the City needs to aggressively and actively participant in defining the solution. Issues that need to be addressed include easy access to downtown to support both the Economic Development and Downtown Revitalization Council goals as well as address livability around the viaduct. One example could be a food truck/cart pod that would attract people to the area.
 - *Department Lead:* City Manager's Office
 - *Supporting Departments:* Development Services
 - *Biennium Deliverable:* Identify the City's vision for I-5 and the viaduct and prepare a plan that turns the current negatives surrounding the viaduct to positives. The vision should incorporate the area surrounding Biddle, Riverside, Central and the Viaduct.
 - *Funding:* None proposed by the City
 - *Future Deliverables:* TBD in conjunction with ODOT

Economic Development: The City will play an active role in maintaining and enhancing Medford's diverse economy with an emphasis on a full spectrum of family wage jobs.

- **Regional Economic Development Strategy (2 points):** Collaborate with SOREDI, private business, government and educational partners to develop a regional economic strategy identifying targeted industries that best align with regional assets and strengths that will become the guiding document for future business development.
 - **Mayor and Council:** *Participate in development of the strategy. Completion by SOREDI expected on January 2020. Review implementation strategies specific for Medford. Adopt into the Medford Comprehensive Plan by June 2020.*
 - **Department Lead:** City Manager
 - **Supporting Department:** Planning
 - **Biennium Deliverable:** Regional Economic Strategy with action plan. Staff to identify specific action items related to the City of Medford and present those items for Council consideration for implementation.
 - **Funding:** Funding for study has been accomplished. Funding for implementation has been requested from the 2019 Oregon Legislature.
 - **Future Deliverables:** Measurable outcomes from strategy and action plan that will require action in the 21-23 Biennium

- **Develop a policy framework that integrates economic health, social sustainability and environmental stewardship to inform economic and community development strategies and guide interdepartmental collaboration:** Adopt triple bottom line analysis of planning, development, and infrastructure investment opportunities
 - **Mayor and Council:** *Adopt a policy framework by July 2020 applicable to Council, City staff and Boards & Commissions.*
 - **Department Lead:** City Manager
 - **Supporting Departments:** Development Services, MURA, and Parks & Recreation
 - **Biennium Deliverable:** Sustainability policy framework and implementation strategy
 - **Funding:** Departments listed
 - **Future deliverables:** Process amendments to incorporate sustainability framework in practice.

- **Identify and Remove Barriers to Economic Development:** Complete a comprehensive review of the Development Code to identify barriers for development. Review would include creating a database of property within the Urban Growth Boundary which would identify vacant and underutilized opportunities. Review potential opportunities to create additional Urban Renewal Areas.
 - **Department Lead:** Development Services
 - **Supporting Department:** MURA staff
 - **Biennium Deliverable:** Available Employment Development Site Opportunities Map including existing vacant development land and re-developable employment land by 2020
 - Internal review of Land Development Code (e.g. minimum off street parking requirements) and other city regulations to identify regulatory barriers completed by July 2021

- Identify 2-3 new Urban Renewal Agency districts and complete initial feasibility studies by July 2021
- Identify known infrastructure-related development constraints and develop strategic plan to address those constraints by July 2021
- Complete update and refinement of the Downtown 2050 Plan and work with partners to develop marketing strategies for redevelopment projects in downtown
- Conduct outreach and education with local and non-local development community to promote Opportunity Zone projects
- Develop CDBG-funded micro-lending and business incubation program, partner with local lending institutions (if possible and beneficial) to leverage additional funding to support small, local startup businesses in targeted industries
- Assess feasibility of a public maker-space
- Emphasize the value of place-making in Economic Development strategies
- *Funding:* Funding for review is contained within the 2019-21 biennial budget for the departments listed. Determine appropriate funding source for new UR districts feasibility analysis consistent with statutory limitations on existing TIF.
- *Future Deliverables:*
 - Formally create and begin to administer 2-3 new Urban Renewal Agency districts
 - Update City's Economic Element and incorporate an Economic Development Strategy into that document

Downtown Redevelopment: The City will seek opportunities to assist with the development and redevelopment opportunities within the downtown core area.

- **Liberty Park Plan:** Implement the strategies from the Liberty Park Plan that will assist with creating housing and redevelopment. Seek opportunities to connect Liberty Park to other areas through public infrastructure improvements. Develop and implement strategies for improvements to Riverside Avenue.
 - **MURA Board:** *By October 1, identify and prioritize projects. Direct staff to amend the City Center Revitalization Plan.*
 - **Department Lead:** MURA staff
 - **Supporting Departments:** Development Services and City Manager's Office
 - **Biennium Deliverable:** Completion and adoption of Liberty Park Plan. MURA Board to prioritize projects listed within plan and dedicate funding for implementation.
 - **Funding:** \$15-\$18 million from MURA with possible funding coming from Public Works for infrastructure.
 - **Future Deliverables:** Staff anticipates that the implementation of the plan will require two biennium's. Projects identified by the Liberty Park Plan.
- **Reimagine Parking District:** Develop an updated strategy to provide both public and private parking opportunities. Review opportunities to develop more robust and responsive parking options, including an assessment of potential expansion of the Parking District to address both business, student, and residential needs.
 - **Department Lead:** City Manager's Office
 - **Supporting Departments:** Planning Department and MURA Staff
 - **Biennium Deliverable:** Parking District Capacity Plan
 - **Funding:** Undefined, but contained within the Parking Fund.
 - **Future Deliverables:** Actions defined within the Capacity Plan; improved signage, improved metering, location based standards, expanded hours of use of city owned lots.
- **Seismic Retrofit Program:** Continue working with property owners within the Urban Renewal District in providing financial assistance as a match for seismic retrofitting of buildings that will provide housing or economic improvements.
 - **Department Lead:** Urban Renewal
 - **Supporting Departments:** Development Services
 - **Biennium Deliverable:** Provide matching funds for either engineering studies or actual improvements to six buildings during the biennium.
 - **Funding:** \$2,000,000 from Urban Renewal along with grants from the State and Federal Sources.
 - **Future Deliverables:** Evaluation of the program will determine impacts and consideration for future renewal of this program.

DOWNTOWN REDEVELOPMENT

- **Public/Private Partnerships:** Create Public/Private Partnerships for the development of City and privately owned downtown properties for housing and/or retail. Create a streamlined development process to assist private property owners and developers. Update already established City plans that will help develop clean, safe and inviting spaces. Leverage existing, near-term and long-term opportunities to focus on economic development and Bear Creek Greenway as a recreational amenity. Update land-use and design standards for MURA and Downtown areas that establishes a compatible use to achieve Council goals. Seek to replicate where appropriate throughout Medford.
 - *Department Lead:* Urban Renewal
 - *Supporting Departments:* City Manager's Office and Development Services
 - *Biennium Deliverable:* Development Services staff to create a streamlined review process for projects within the downtown area. Review and update the Medford 2050 to assist with the direction on development. Review and implement appropriate items within the Bear Creek Master Plan. Identify all City owned properties to market for possible development.
 - *Funding:* City to possibly provide property as matching funds for development project.
 - *Future Deliverables:* Evaluation of the program will determine impacts and consideration for future renewal of this program.

Health and Safety: Proactively address the health and safety needs of the community by providing a high quality of service and collaboration with community partners to implement initiatives aimed at improving challenges related to a growing city.

- **Neighborhood Livability Partnership:** Continue with the support of this program which partners with other government agencies and non-profits to address residential properties that are out of compliance.
 - *Department Lead:* Police
 - *Support Departments:* Legal, Community Development, Jackson County, and local non-profits.
 - *Biennium Deliverable:* Substantial improvements to identified properties, which assists with livability issues within their neighborhoods. Staff estimates addressing 12 of these properties per biennium.
 - *Funding:* Program funding is currently contained within various departments' budgets. Abatement costs are recovered.
 - *Future Deliverables:* Reduction on number of problem properties and increased safety within those neighborhoods.

- **Address Livability Issues:** Implementation of the Livability Team that will focus on issues around the Bear Creek Greenway, Downtown and nuance properties. Continue to partner with Jackson County, Oregon Department of Transportation and non-profits on Greenway Health and Safety Operations.
 - *Department Lead:* Police
 - *Supporting Departments:* Fire, and Parks & Recreation
 - *Biennium Deliverable:* Increase patrols in the downtown and greenway. Link at least 40 individuals to available services. Removal of 10-acres non-native vegetation which will reduce fire hazards and provide safety along the greenway.
 - *Funding:* \$150,000 for the biennium has been budgeted by the various departments for other action items. Additional funds are needed to address the removal of non-native vegetation.
 - *Future Deliverables:* Five percent reduction in the amount of illegal camping as a result of the efforts, nuance properties are abated and an increase in community use of Bear Creek Greenway Park areas.

- **Homeless System Action Plan (HSAP):** Implement goals and actions identified in the HSAP that address health and safety issues. Addressing unsheltered homelessness and encampments along with expanding diversion and prevention strategies through establishing partnerships and funding.
 - ***Mayor and Council: Adopt plan by October 1, 2019. By November 2019, Council to set priorities for Community Development Block Grants and General Fund Grants. Issue grants based on Council priorities.***
 - *Department Lead:* Housing and Community Development
 - *Support Departments:* City Manager's Office, Police, Fire, CoC and partners.

- *Biennium Deliverable:* Staff to recommend priorities based on health and safety needs. Report on progress on the HSIP along with CoC.
- *Funding:* Amount TBD. Funding available through Community Development Block Grants, General Fund Grants and contributions by other agencies.
- *Future Deliverables:* Provide update on goals and actions contained within the HSIP.

- **Public Safety Level of Service:** Update strategic and operational plans for both Fire & Rescue and Police Department. Plans are to identify recommendations on levels of service and expectations by Mayor and Council.
 - ***Mayor and Council: Adopt Level of Service along with Strategic Plans for both Fire & Rescue and Police. Identify resources if additional staffing is needed for future biennium.***
 - *Department Lead:* Fire & Rescue, Police Department
 - *Support Departments:* City Manager's Office and Finance
 - *Biennium Deliverable:* Medford Fire & Rescue Strategic Plan: Level of Service, Alternative Responses, Services Boundaries and Facilities Plan. Medford Police Department Strategic Plan: Level of Service
 - *Funding:* \$150,000 for Fire & Rescue plan have been provided through the 2019-21 Biennial Budget and is contained within the City Manager's Budget. The Police Department plan has funding within the 2019-21 budget.
 - *Future Deliverables:* Fire & Rescue – Level of Service, service boundaries, and alternative responses to medical calls. Police – Level of Service.

- **Emergency Management:** Complete an update to the City of Medford Emergency Operations Plan. Complete necessary training for elected officials, staff and volunteers. Plan needs to include access to east and west areas of Medford for Police, Fire, Public Works and other organizations as necessary, address first and second response teams, identify additional public works infrastructure that could be needed (e.g., eastside service center for Public Works that includes a fueling station) and include a business resumption plan for City offices and staff.
 - ***Mayor and Council: Adopt an update to the City of Medford Emergency Operations Plan. Complete all necessary National Incident Management System training.***
 - *Department Lead:* Emergency Management Coordinator and Public Works
 - *Support Departments:* All City Department's
 - *Biennium Deliverable:* Updated Emergency Operations Plan. Training for all elected officials and identified City Staff. Recommendations and implementation of an East Medford Service Center.
 - *Funding:* Is contained within the 2019-21 Biennial Budget for Emergency Management. \$3,000,000 to design and construct Phase 1 of an eastside Public Works facility that may include constructing site access and fencing, installation of utilities, construction of a second fueling facility and fuel storage.
 - *Future Deliverables:* Fire & Rescue – Maintenance of City of Medford Emergency Operations Plan. Updated contacts to be updated/transitioned into digital system, Everbridge. Table top exercises to be performed involving all-hazards within the City's plan. Public Works – completion on future phases of East Medford Service Center