

## Adopted 2023-25 Council Biennial Goals

### Public Infrastructure

*Proactively plan for and invest in infrastructure needs by providing facilities essential for residents and visitors to live, work and play in a manner that is financially and environmentally sustainable.*

**Council Commitment Statement:** The Mayor and Council will provide policy direction on priorities and identify funding sources as well as determine level of participation to support development, including the City's role when working with other service agencies.

#### Goal #20: Prioritize transportation system plans and projects as the City continues to grow.

#	Action	Projects/Tasks	Reference Source	Lead Department	Support Depts. / Community Partners
20.1	In coordination with ODOT, complete the Foothill Road BUILD Project.	Assist ODOT with project coordination, construction inspection and public outreach.	Transportation System Plan, Medford 2040 (7.1)	Public Works	City Manager's Office and Communications Division, ODOT, Jackson County
20.2	Participate in South Stage Road Overcrossing/Interchange Study process.	Provide City input and coordination to ensure the project stays on task and is completed.	Medford 2040 (7.1)	Public Works	ODOT, City Manager's Office, Various City Departments, Jackson County, City of Phoenix
20.3	Initiate or complete Transportation Capital Improvement Projects in an effort to meet existing and future transportation system needs.	<ol style="list-style-type: none"> <li>1. Owen Drive Extension (Springbrook Rd. - Torrent St.)</li> <li>2. Stevens Street (Crater Lake Avenue - Wabash Avenue)</li> <li>3. Manzanita Street (Riverside Avenue - Court Street)</li> <li>4. Table Rock Road (Merriman Road. - I-5)</li> <li>5. Complete Safe Routes to School projects</li> <li>6. Complete sidewalk infill projects at 44 locations</li> <li>7. Selected street paving and overlays</li> </ol>	Transportation System Plan, Medford 2040 (7.1 & 29.2)	Public Works	Various City Departments
20.4	Address current and increased transportation demand in the Barnett Road/South Medford interchange area without adding infrastructure.	<ol style="list-style-type: none"> <li>1. Work with private employers, consider and develop a wide range of potential Transportation Demand Management (TDM) strategies.</li> <li>2. Host study session to review TDM Strategies</li> <li>3. Amend comprehensive plan to implement TDM measures.</li> </ol>	Transportation System Plan	Planning/Public Works	City Manager's Office, Planning, ODOT

## Adopted 2023-25 Council Biennial Goals

### Public Infrastructure

*Proactively plan for and invest in infrastructure needs by providing facilities essential for residents and visitors to live, work and play in a manner that is financially and environmentally sustainable.*

**Council Commitment Statement:**The Mayor and Council will provide policy direction on priorities and identify funding sources as well as determine level of participation to support development, including the City's role when working with other service agencies.

#### Goal #21: Enhance multi-modal transportation options.

#	Action	Projects/Tasks	Reference Source	Lead Department	Support Depts. / Community Partners
21.1	Promote walkable and bikeable neighborhoods to improve accessibility and increase pedestrian safety throughout our community.	<ul style="list-style-type: none"> <li>• Complete Safe Routes to School projects</li> <li>• Complete sidewalk infill projects at 44 locations</li> <li>• When opportunities allow and where appropriate, incentivize and/or require new development to include multi-use path expansions</li> </ul>	Transportation System Plan, Medford 2040 (26.2, 26.3, 29.2)	Public Works Planning	Legal, MURA, Home Builders Association, Medford Bicycle Advisory Commission, Oregon Department of Transportation
21.2	Invest in infrastructure that makes downtown more walkable and accessible.	<ol style="list-style-type: none"> <li>1. Main Street Multimodal restriping project</li> <li>2. Evaluate opportunities for separated paths downtown to encourage non-vehicle movement</li> <li>3. When opportunities allow and where appropriate, incentivize and/or require new development to include multi-use path expansions</li> </ol>	Medford 2040 (9.2, 18.5, 18.6)	Public Works	Planning, Legal, MURA, Travel Medford, Downtown Medford Association

#### Goal #22: Plan, fund, partner and develop park and recreation facilities that meet the needs of a growing population and stimulate the local economy.

#	Action	Projects/Tasks	Reference Source	Lead Department	Support Depts. / Community Partners
22.1	Complete construction of the Rogue Credit Union Community Complex "Rogue X"	<ol style="list-style-type: none"> <li>1. Grand Opening event</li> <li>2. Generate \$7 million in economic impact annually</li> </ol>	Leisure Services Plan, 2021-23 Council Goal	Parks, Recreation and Facilities	City Manager's Office and other various City Departments
22.2	Continue investing in park and public amenity improvements to promote community recreation opportunities.	<ol style="list-style-type: none"> <li>1. Brescott Trail Development</li> <li>2. Bear Creek Greenway Riparian Restoration</li> <li>3. Sports Park turf replacement</li> <li>4. Greenway solar lighting installation</li> <li>5. Implement Greenway Fire Management Plan</li> <li>6. Midway Neighborhood Park Development</li> <li>7. Howard School Park Renovation</li> <li>8. Howard Memorial Sports Park Development</li> <li>9. Addysen Park Development</li> <li>10. Identify public art opportunities at Rogue X</li> </ol>	Leisure Services Plan, 2021-23 Council Goals, Medford 2040	Parks, Recreation and Facilities	Various City Departments, Medford Parks & Recreation Foundation

## Adopted 2023-25 Council Biennial Goals

### Public Infrastructure

*Proactively plan for and invest in infrastructure needs by providing facilities essential for residents and visitors to live, work and play in a manner that is financially and environmentally sustainable.*

**Council Commitment Statement:** The Mayor and Council will provide policy direction on priorities and identify funding sources as well as determine level of participation to support development, including the City's role when working with other service agencies.

#### Goal #23: Initiate and complete important and necessary updates to essential collection and treatment systems.

#	Action	Projects/Tasks	Reference Source	Lead Department	Support Depts. / Community Partners
23.1	Complete a new Wastewater Treatment Facilities Plan and comply with all other DEQ NPDES permit conditions.	As required by the DEQ issued NPDES permit and to comply with the Federal Clean Water Act: 1. Complete and adopt the new facility plan 2. Start design work for a Phase 1 facility improvements 3. Determine funding sources and a financial plan to complete Phase 1 upgrades 4. Complete other DEQ NPDES studies and requirements	Finance Plan, DEQ NPDES Permit	Public Works	Finance, DEQ, EPA, Cities of Phoenix, Talent, Jacksonville, Central Point, and Eagle Point
23.2	Initiate or complete Storm Drain Capital Improvement Projects listed in the 2023-2025 Biennial Budget.	1. Regional Downtown Stormwater Facility (ARPA funds). 2. Small Stormwater projects in several locations. 3. Storm Drain Cured In-Place Pipe (CIPP) rehabilitation	Storm Drain Master Plan, City Center Revitalization Plan	Public Works	Various City Departments, MURA
23.3	Initiate or complete Sanitary Sewer Capital Improvement projects in the 2023-2025 Biennial Budget.	1. Bord-Springbrook SS Improvements 2. SS Improvements in Alleys @ Academy Way 3. SS Improvements – east of Jack Nicklaus Road 4. SS Improvements – Jack Nicklaus to Arnold Palmer Way 5. SS Improvements – Winter Nell Circle to Littrell Drive 6. SS Improvements – Velia Street to Ramada Avenue 7. Sanitary Sewer Cured In-Place Pipe (CIPP) rehabilitation	Sanitary Sewer Master Plan	Public Works	Various City Departments, Private Consulting Engineers

## Adopted 2023-25 Council Biennial Goals

### City Center Revitalization

*Prioritize investments in the downtown area to enhance economic development efforts and quality of life.*

**Council Commitment Statement:** The Mayor and Council will review and provide policy and funding direction on programs and projects to make downtown a vibrant core business and residential district that offers a mix of retail, cultural, entertainment, and culinary attractions for residents and visitors.

#### Goal #1: Align infrastructure investments to revitalize Downtown and enhance economic development efforts.

#	Action	Projects/Tasks	Reference Source	Lead Department	Support Depts. / Community Partners
1.1	Evaluate and update Parking District program to optimize utilization, consider expansion, and enhance sustainability.	<ol style="list-style-type: none"> <li>1. Adopt new parking management plan</li> <li>2. Consider parking benefit district</li> </ol>	Medford 2040 (17.3, 18.1), 2021-23 Council Goal, Parking Management Plan	City Manager's Office	Medford Urban Renewal Agency (MURA), Downtown Medford Association (DMA), Medford Chamber
1.2	Support implementation of Wayfinding program in Downtown area to make it clear and easy to navigate.	<ul style="list-style-type: none"> <li>• Fund remaining phases of Wayfinding program</li> </ul>	Medford 2040 (17.1), City Wayfinding Plan, 2021-23 Council Goal	Planning	Public Works, DMA, Medford Chamber
1.3	Support implementation of Downtown Destination Program.	<ul style="list-style-type: none"> <li>• Review flexible alternative methods to promote development in downtown spaces</li> </ul>	Medford 2040 (1.2)	Building Safety	Development Services, MURA, DMA
1.4	Promote and invest in public art that reflects the diverse community.	<ol style="list-style-type: none"> <li>1. Identify funding</li> <li>2. Initiate public art solicitation program</li> </ol>	Medford 2040 (13.3)	Parks, Recreation, and Facilities	Public Art Selection Committee, MURA

#### Goal #2: Focus on completing projects and responsibilities associated with Medford Urban Renewal.

#	Action	Projects/Tasks	Reference Source	Lead Department	Support Depts. / Community Partners
2.1	Implement City Center Revitalization Plan.	<ol style="list-style-type: none"> <li>1. Implement projects identified in Liberty Park Plan as funding allows</li> <li>2. Continue to offer seismic and sprinkler assistance to property rehabilitation projects</li> <li>3. Evaluate and market Downtown City property for redevelopment</li> <li>4. Align MURA support with City Housing goals</li> <li>5. Transfer MURA properties to City</li> </ol>	Urban Renewal Plan, Liberty Park Plan, Medford 2040 Plan (9.2, 9.3, 9.4, 9.5, 12.1)	MURA	City Manager's Office, City Legal, Planning and Public Works Departments

**Adopted 2023-25 Council Biennial Goals**

**City Center Revitalization**

*Prioritize investments in the downtown area to enhance economic development efforts and quality of life.*

**Council Commitment Statement:** The Mayor and Council will review and provide policy and funding direction on programs and projects to make downtown a vibrant core business and residential district that offers a mix of retail, cultural, entertainment, and culinary attractions for residents and visitors.

**Goal #3: Complete and adopt the updated Downtown 2040 Plan to identify future improvements.**

#	Action	Projects/Tasks	Reference Source	Lead Department	Support Depts. / Community Partners
3.1	Develop an updated vision for Downtown, by outlining goals, policies, regulations, and projects that support economic growth, new housing, and placemaking into the future.	<ul style="list-style-type: none"> <li>• Set goals for plan</li> <li>• Evaluate development and zoning standards</li> <li>• Review and adopt plan into Comprehensive Plan</li> </ul>	City Center 2050 Plan, Urban Renewal Plan, Transportation System Plan, Housing Capacity Analysis, Medford 2040 Plan (18)	Planning	MURA, City Legal and Public Works Departments, DMA

## Adopted 2023-25 Council Biennial Goals

### Community Engagement

*Promote community connections and maintain transparency through consistent communication and collaboration efforts.*

**Council Commitment Statement:** Mayor and Council will help build pride, trust and awareness within the community by actively participating in communication initiatives related to key issues, policy decisions, and actions taken by the City Council.

#### Goal #4: Increase awareness about City services and promote trust with community members through consistent communication efforts.

#	Action	Projects/Tasks	Reference Source	Lead Department	Support Depts. / Community Partners
4.1	Prioritize coordinated and consistent communication with the public through the use of regular publications, the website, social media accounts and more.	<ul style="list-style-type: none"> <li>• Annually review City's Strategic Communications and Marketing Plan</li> </ul>	Strategic Communications and Marketing Plan, MPD Strategic Plan (2.1), Leisure Services Plan, City Diversity, Equity, and Inclusion Action Plan, MFD Strategic Plan (11.2)	Communications	All Departments
4.2	Continue to provide annual and bi-annual outreach programs for citizens to promote engagement with the City.	<ol style="list-style-type: none"> <li>1. City's Citizen Academy - Annually Spring</li> <li>2. Latino Citizen Academy - Annually Fall</li> <li>3. Barks programs and events</li> <li>4. Community outreach events (fire safety training in schools, Drug Take Back event, etc.)</li> <li>5. Council Town Halls and Meet and Greets</li> </ol>	Strategic Communications and Marketing Plan, MPD Strategic Plan (1.2, 1.3), MFD Strategic Plan (11.3), City Access, Diversity, Equity and Inclusion Plan, Leisure Services Plan	Communications	All Departments
4.3	Regularly monitor community satisfaction.	<ol style="list-style-type: none"> <li>1. Operation CARE event</li> <li>2. Work with research firm to conduct citywide surveys</li> </ol>	Strategic Communications and Marketing Plan, MPD Strategic Plan (1.4), Leisure Services Plan	Communications	All Departments

## Adopted 2023-25 Council Biennial Goals

### Community Engagement

*Promote community connections and maintain transparency through consistent communication and collaboration efforts.*

**Council Commitment Statement:** Mayor and Council will help build pride, trust and awareness within the community by actively participating in communication initiatives related to key issues, policy decisions, and actions taken by the City Council.

#### Goal #5: Continue to strengthen working relationships with local, regional and state agencies and nonprofit organizations.

#	Action	Projects/Tasks	Reference Source	Lead Department	Support Depts. / Community Partners
5.1	Actively participate in developing and improving corrections and treatment centers.	1. Participate in joint meetings with Jackson County and other community partners 2. Support efforts to fund corrections and behavioral health/substance abuse treatment centers	Medford 2040 Plan (23.4), MPD Strategic Plan, 2021-23 Council Goal	Council, City Manager's Office	All City Departments
5.2	Foster collaboration among local organizations and government entities through the Vision Implementation Committee (VIC).	1. Participate in regularly held VIC meetings 2. Annually review Medford 2040 Plan and adopt updates	Medford 2040 Plan, 2021-23 Council Goal	City Manager's Office	Communications
5.3	Monitor state & federal legislative actions to develop agendas.	1. Annually develop and approve legislative agendas 2. Participate in discussions with state and federal lobbyists 3. Meet with state and federal representatives Combine with 16.2(6) & 17.3 (3)	2021-23 Council Goal	Council, City Manager's Office	All City Departments
5.4	Conduct meetings with local partners to collaborate on joint projects and coordinate communication efforts.	1. Participate in meetings with community partners such as the Medford School District, Jackson County, Downtown Medford Association, local service providers, etc. 2. Actively participate in Council appointed liaison assignments	2021-23 Council Goal, Medford 2040 Plan (11.2)	City Manager's Office	All City Departments

## Adopted 2023-25 Council Biennial Goals

### Community Engagement

*Promote community connections and maintain transparency through consistent communication and collaboration efforts.*

**Council Commitment Statement:** Mayor and Council will help build pride, trust and awareness within the community by actively participating in communication initiatives related to key issues, policy decisions, and actions taken by the City Council.

#### Goal #6: Support outreach to diverse populations to enhance support and develop culturally relevant communications.

#	Action	Projects/Tasks	Reference Source	Lead Department	Support Depts. / Community Partners
6.1	Implement the City's Diversity, Equity, and Inclusion Action Plan.	1. Receive annual reports on plan implementation. 2. Provide feedback and direction to involved commissions or committees.	2021-23 Council Goal, Kaleidoscope Assessment on Access, Diversity, Equity, and Inclusion (2022)	City Manager's Office	All Departments
6.2	Strengthen communication and outreach initiatives with non-English speaking community groups.	1. Increase message accessibility through language translation tools, messages and QR codes. 2. Identify and use engagement tools that resonate with these audiences.	Strategic Communications and Marketing Plan, City Access, Diversity, Equity and Inclusion Plan, MFD Strategic Plan	City Manager's Office	All Departments



## Adopted 2023-25 Council Biennial Goals

### Economic and Community Development

*The City will play an active role in maintaining and enhancing Medford's diverse economy.*

**Council Commitment Statement:** The Mayor and Council will review policy options, provide direction for economic incentives and identify financial resources for targeted incentives while balancing safety and flexibility with predictability and efficiency.

#### Goal #7: Strengthen working relationships with the development community to promote effective development processes.

#	Action	Projects/Tasks	Reference Source	Lead Department	Support Depts. / Community Partners
7.1	Maintain a quick, effective, and transparent system to navigate planning and permitting processes.	1. Convene Development Process Ad hoc Committee 2. Regularly review and update zoning code 3. Regularly benchmark development strategies with comparable cities	Medford 2040 Plan (1.3, 2.1, 8.1)	Development Services	City Manager's Office, Various City Departments, Southern Oregon Regional Economic Development, Inc., Southern Oregon Builders Association
7.2	Engage with developers, engineering consultants, contractors and other key stakeholders to improve collaboration and relationships with the development community.	1. Hold Technical Advisors meetings with listed partners 2. As needed, host a meeting with SE developers and other area specific groups 3. Attend monthly TRADCO meeting hosted by Chamber 4. Attend & participate in annual Utility Providers meeting	Medford 2040 Plan	Development Services	City Manager's Office, Utility Providers, Development Groups

#### Goal #8: Encourage mixed-use development through zoning, regulatory, and other policy initiatives.

#	Action	Projects/Tasks	Reference Source	Lead Department	Support Depts. / Community Partners
8.1	Identify drivers/challenges that foster mixed use and/or affordable housing development.	1. Develop policies supporting mixed-use affordable housing. 2. Market City owned site ready opportunities	Medford 2040 Plan (12.1)	Development Services	Various City Departments

## Adopted 2023-25 Council Biennial Goals

### Economic and Community Development

*The City will play an active role in maintaining and enhancing Medford's diverse economy.*

**Council Commitment Statement:** The Mayor and Council will review policy options, provide direction for economic incentives and identify financial resources for targeted incentives while balancing safety and flexibility with predictability and efficiency.

#### Goal #9: Participate in regional economic development efforts.

#	Action	Projects/Tasks	Reference Source	Lead Department	Support Depts. / Community Partners
9.1	Review opportunities to create new Urban Renewal Districts	1. Review initial screen and consultant report 2. Provide direction to Council on initiation	2021-23 Council Goals, Medford 2040 Plan	MURA	
9.2	Evaluate future growth opportunities with Southern Oregon Regional Economic Development, Inc.	<ul style="list-style-type: none"> <li>• 1. Regular updates to Council from SOREDI staff</li> <li>2. Participate in SOREDI One Rogue Valley Plan</li> <li>3. Increase City involvement with SOREDI Executive Committee</li> <li>4. Evaluate contract and determine performance measures</li> </ul>	2021-23 Council Goals, Medford 2040 Plan	City Manager's Office	MURA and other various City departments
9.3	Promote efforts to provide Career and Technical Education (CTE) programs.	1. Collaborate with the Medford School District & RCC 2. Support Southern Oregon Employment Center	Council Survey Input	City Manager's Office	Development Services, MURA
9.4	Support Development of South Valley Employment Center and high tech endeavors.	1. Assist with infrastructure planning 2. Coordinate with City of Phoenix, Jackson County, property owners	Council Survey Input	City Manager's Office	Development Services, MURA
9.5	Explore dedicating a City staff person to liaison with community groups and organizations to retain, expand, and bring new businesses to Medford.	<ul style="list-style-type: none"> <li>• Complete evaluation for new position and identify funding source</li> </ul>	Council Survey Input	City Manager's Office	Development Services, MURA
9.6	Evaluate need for a feasibility study to expand internet and cellular connectivity citywide.	<ul style="list-style-type: none"> <li>• Identify community partners and funding source for potential feasibility study</li> </ul>	Medford 2040 Plan (3.1)	City Manager's Office	Regional Connectivity Providers, Business Oregon
9.7	Establish and maintain economic and employment data sets to inform business and policy decision-making.	1. Issue and award RFP for Economic Opportunities Analysis (EOA) 2. Complete EOA 3. Council to adopt economic Comprehensive plan amendment	Medford 2040 Plan (3.3)	Planning	Chamber of Commerce, Oregon Employment Department, Business Oregon's Economic Analysis Team

## Adopted 2023-25 Council Biennial Goals

### Envision 2040

*Intentionally plan for future investment needs to ensure Medford maintains a safe, healthy, and family-friendly atmosphere with a thriving and engaged community.*

**Council Commitment Statement:** Mayor and Council will review and provide policy direction on strategic investments which will: Foster Economic Growth & Resiliency, Enhance Hometown, Connect Community, Foster Safety & Wellness and Promote Recreational Opportunity.

#### Goal #10: Parks & Recreation - Level of Service

#	Action	Projects/Tasks	Reference Source	Lead Department	Support Depts. / Community Partners
10.1	Update Leisure Services Plan	1. Review and approve updated Leisure Services Plan 2. 10-year Capital Facility Plan 3. Establish Level of Service goals <ul style="list-style-type: none"> <li>• Acres per 1,000 population</li> <li>• Parkland proximity</li> <li>• Evaluate capacity to build and maintain parkland and right-of-ways.</li> </ul>	Leisure Services Plan, Medford 2040 (29.3)	Parks, Recreation & Facilities	Various City Departments

#### Goal #11: Funding and Developing Transportation Projects

#	Action	Projects/Tasks	Reference Source	Lead Department	Support Depts. / Community Partners
11.1	Funding strategies for future large-scale projects	<ul style="list-style-type: none"> <li>• Work with neighboring local governments to evaluate funding options including local gas tax, increased street utility fees, localized increased system development charges, and other strategies to finance large scale transportation projects</li> </ul>	Transportation System Plan, 2021-23 Council Goals	Public Works	City Manager's Office, other local governments
11.2	Projects required to enable development	<ul style="list-style-type: none"> <li>1. Coordinate with and influence ODOT to complete the South Stage Road Overcrossing/Interchange Study</li> <li>2. Work with ODOT to further develop and influence needed projects in the South Medford interchange to include dual right-turn lanes from Garfield St. to Barnett Road and lengthening the south bound I-5 off ramp at Exit 27</li> <li>3. Coordinate with and influence ODOT to continue to develop plans and alternatives for improvements to the North Medford Interchange</li> <li>4. Identify needed projects within the city that if not built will hinder future development and growth</li> </ul>	Transportation System Plan	Public Works	City Manager's Office, Planning, ODOT, City of Phoenix

## Adopted 2023-25 Council Biennial Goals

### Envision 2040

*Intentionally plan for future investment needs to ensure Medford maintains a safe, healthy, and family-friendly atmosphere with a thriving and engaged community.*

**Council Commitment Statement:** Mayor and Council will review and provide policy direction on strategic investments which will: Foster Economic Growth & Resiliency, Enhance Hometown, Connect Community, Foster Safety & Wellness and Promote Recreational Opportunity.

#### Goal #12: Housing

#	Action	Projects/Tasks	Reference Source	Lead Department	Support Depts. / Community Partners
12.1	Evaluate creation of City or regional housing revenue source(s)	• Evaluate creation of City or regional housing millage and/or bond measure. (Combine with 18.1 #5)	Council Input	City Manager's Office	Building Safety, MURA, Planning, Development Community
12.2	Homeless Services Operations Funding	• Identify sustainable funding source for Navigation Center, Urban Campground and other homeless services	Homeless System Action Plan	City Manager's Office	Planning

#### Goal #13: Facilities

#	Action	Projects/Tasks	Reference Source	Lead Department	Support Depts. / Community Partners
13.1	Fire Station 15	• Determine funding source for construction	MFD Strategic Plan	Fire	City Manager's Office, Legal, Finance
13.2	Central Fire Station & Administration	1. Establish Council priority 2. Determine location for facility 3. Conceptual design	MFD Strategic Plan	Fire	City Manager's Office, Legal, Finance
13.3	East Police Substation	1. Establish Council priority 2. Determine location for facility 3. Conceptual design	MPD Strategic Plan	Police	City Manager's Office, Legal, Finance
13.4	Review of current City facilities and long term needs.	1. Identify how to utilize Annex & Service Center after Medford Water vacates 2. Revise City Space Needs Study 3. Establish CIP list and funding mechanisms	2018 City Space Needs Asset Plan	Parks, Recreation and Facilities	Various City Departments

## Adopted 2023-25 Council Biennial Goals

### Envision 2040

*Intentionally plan for future investment needs to ensure Medford maintains a safe, healthy, and family-friendly atmosphere with a thriving and engaged community.*

**Council Commitment Statement:** Mayor and Council will review and provide policy direction on strategic investments which will: Foster Economic Growth & Resiliency, Enhance Hometown, Connect Community, Foster Safety & Wellness and Promote Recreational Opportunity.

### Goal #14: Planning for the Future

#	Action	Projects/Tasks	Reference Source	Lead Department	Support Depts. / Community Partners
14.1	New Urban Renewal District	1. Determine boundaries of new district(s) 2. Fund new Urban Renewal Plan	2021-23 Council Goals	MURA	City Manager's Office, Planning, Public Works
14.2	Climate Adaptation and Resiliency Plan	1. Provide local match for state and federal grants that support the development of a climate action plan 2. Continue to fund fuels reduction programs along riparian corridors and WUI 3. Pursue state and federal funding to expand EV charging infrastructure and provide local match 4. Complete a study of city facility vulnerabilities to climate change and identify resiliency measures to be funded in future budget cycles 5. Prioritize existing funding for housing development projects that improve energy efficiency and energy resilience	2021-23 Council Goals	Planning	Various City Departments

## Adopted 2023-25 Council Biennial Goals

### Health & Safety

*Address the health and safety needs of our residents and visitors while collaborating with community partners to implement initiatives aimed at addressing challenges and reducing risks.*

**Council Commitment Statement:** The Mayor and Council will review progress and provide policy direction on the approved public safety strategic plans and collaborate with regional partners on areas of enforcement and treatment while proactively participating with emergency planning.

#### Goal #15: Expand Fire and Police Departments to proactively address livability challenges and strengthen fire and EMS service throughout the community.

#	Action	Projects/Tasks	Reference Source	Lead Department	Support Depts. / Community Partners
15.1	Address safety concerns in Downtown Medford and surrounding areas.	1. Review and approve policies aimed at reducing the number of illegal encampments including near Bear Creek, Downtown and Interstate 5 2. Review and promote monthly and annual operation reports provided by Police and Fire departments 3. Closely monitor implementation of Fire and Police Strategic Plans 4. Provide direction to City Manager regarding community concerns related to public safety	MPD Strategic Plan (1.4, 3.1), MFD Strategic Plan (3.6) Medford 2040 Plan (10.2), Homeless System Action Plan, Council Handbook	Police and Fire Departments	City Manager's Office, Communications, Human Resources, Legal, MPD Command Staff, Community Engagement Division, Downtown Medford Association, Chronically Homeless Outreach Partnership (CHOP),
15.2	Provide adequate resources when responding to increased calls for service and maintain full-service police and fire departments.	1. Evaluate effectiveness of expanded personnel in each department 2. Identify funding needs to ensure approved expansions continue into future biennium's 3. Monitor progress of new EMS program outlined in MFR strategic plan 4. Analyze need for new IT position(s) to address increased use of technology equipment, systems and maintenance outlined in police and fire strategic plans	MPD Strategic Plan (4.1, 10.7), MFD Strategic Plan (3.4, 3.5, 6.1)	Police and Fire Departments	City Human Resources Department

## Adopted 2023-25 Council Biennial Goals

### Health & Safety

*Address the health and safety needs of our residents and visitors while collaborating with community partners to implement initiatives aimed at addressing challenges and reducing risks.*

**Council Commitment Statement:** The Mayor and Council will review progress and provide policy direction on the approved public safety strategic plans and collaborate with regional partners on areas of enforcement and treatment while proactively participating with emergency planning.

#### Goal #16: Collaborate with regional partners to serve the community and improve service delivery.

#	Action	Projects/Tasks	Reference Source	Lead Department	Support Depts. / Community Partners
16.1	Partner with community stakeholders to address regional correctional and treatment facility development.	<ol style="list-style-type: none"> <li>1. Actively support and participate in Ad hoc committee and associated initiatives</li> <li>2. Participate in community conversations on this topic</li> </ol>	Council Survey Responses and Input, MPD Strategic Plan (11.2, 12.1, 12.2), Medford 2040 Plan (23.4), Community Engagement Goals	Police Department	City Council, City Manager's Office, Jackson County Commissioners, Regional Law Enforcement Partners, Neighboring Cities
16.2	Support Public Safety departments as they engage with local, state and federal response partners, stakeholder groups, and policymakers to increase department efficiencies and continue to implement best management practices.	<ol style="list-style-type: none"> <li>1. Review staff recommendations and determine use of Opioid funds</li> <li>2. Review and approve response time policy</li> <li>3. Review and report on Municipal Court efforts to increase efficiencies in court system</li> <li>4. Encourage regional partner participation of large-scale drug trafficking investigations.</li> <li>5. Participate in local, state, and federal technical committees to collaborate on various community risk reduction programs - MFR.</li> <li>6. Identify opportunities to engage with lawmakers to address legislative shortcomings. Combine with 5.3.</li> <li>7. Support participation in community awareness prevention campaigns</li> </ol>	MPD Strategic Plan (2.1,6.1), MFD Strategic Plan (5.1, 5.2, 5.3), Community Engagement	Police Department	Regional Law Enforcement and Emergency Response agencies, Jackson County, City Manager's Office and Legal departments

## Adopted 2023-25 Council Biennial Goals

### Health & Safety

*Address the health and safety needs of our residents and visitors while collaborating with community partners to implement initiatives aimed at addressing challenges and reducing risks.*

**Council Commitment Statement:** The Mayor and Council will review progress and provide policy direction on the approved public safety strategic plans and collaborate with regional partners on areas of enforcement and treatment while proactively participating with emergency planning.

#### Goal #17: Continue to prioritize community emergency preparedness by strengthening operational readiness through planning, training and outreach.

#	Action	Projects/Tasks	Reference Source	Lead Department	Support Depts. / Community Partners
17.1	Participate in emergency management training and exercises to maintain emergency situational awareness.	•Attend and support annual training and exercises provided by Emergency Manager	MFD Strategic Plan (8.1, 8.2), Medford 2040 Plan (23.1, 23.2)	Emergency Management	Various City Departments
17.2	Review and support continuous improvement of various Emergency Management Plans.	•Adopt emergency management plans and related updates as needed	MFD Strategic Plan (7.1,7.3)	Emergency Management	Various City Departments
17.3	Advocate for policies and/or regulations that would enhance mitigation efforts.	1. Review and endorse the Jackson County Smoke Management Community Response Plan 2. Support grant mitigation projects and initiatives presented by Emergency Manager 3. Prioritize Emergency management mitigation efforts in state and federal legislative agendas. Combine with 5.3. 4. Participate in regional emergency management initiatives	MFD Strategic Plan (7.2,9.2, 9.3), Medford 2040 Plan (23.1)	Emergency Management	All department heads, Community Stakeholders, JCEM, OEM



## Adopted 2023-25 Council Biennial Goals

### Housing

*Preserve and promote the development of a range of safe and affordable housing choices in Medford that meet the needs of our current and future residents.*

**Council Commitment Statement:** The Mayor and Council will consider policy and funding initiatives to increase housing production.

#### Goal #18: Increase housing opportunities throughout Medford with an emphasis on providing housing options for households earning 80-120 percent of area median income.

#	Action	Projects/Tasks	Reference Source	Lead Department	Support Depts. / Community Partners
18.1	Implement incentive programs, regulatory reforms, and outreach programs to support housing production.	<p><b>Policy Initiatives:</b></p> <ol style="list-style-type: none"> <li>1. Set annual priorities for the Housing Opportunity Fund (HOF), Community Development Block Grant (CDBG), and General Fund Grant (GFG) programs</li> <li>2. Develop policy to identify maximum number of housing units eligible to receive property tax incentives</li> <li>3. Complete at least one round of citywide up-zonings</li> <li>4. Develop &amp; implement technical assistance program for middle housing developers</li> <li>5. Support implementation of housing foundation (combined with 12.1)</li> </ol> <p><b>Funding Initiatives:</b></p> <ol style="list-style-type: none"> <li>6. Annually award Housing Opportunity Fund requests</li> <li>7. Implement N. Central Avenue development project.</li> <li>8. Evaluate HOME Program</li> <li>9. Market economic incentives in an effort to increase housing supply</li> <li>10. Promote and support innovative housing opportunities such as "tiny homes" and accessory dwelling units</li> </ol>	2021-23 Council Goals, Council Survey Input, Medford 2040 Plan, Housing Capacity Analysis, Housing Production Strategies, 2023 Residential Market Strategy	Planning/MURA	City Manager's Office, Building Safety, Public Works, Communications Division, Development Community
18.2	Implement Housing Production Strategy.	<ol style="list-style-type: none"> <li>1. Establish biennial housing targets</li> <li>2. Monitor capacity analysis results, report biannually to Council</li> </ol>	2021-23 Council Goals, Housing Production Strategy, Housing Capacity Analysis, 2023 Residential Market Strategy	Planning	City Manager's Office, Building Safety, MURA, Public Works, Development Community
18.3	Increase supply of safe, affordable housing options.	<ul style="list-style-type: none"> <li>• Continue to implement the Lead Hazard Control and Medford Healthy Homes program</li> </ul>	2021-23 Council Goals, The Consolidated Plan	Planning	Building Safety

## Adopted 2023-25 Council Biennial Goals

### Housing

*Preserve and promote the development of a range of safe and affordable housing choices in Medford that meet the needs of our current and future residents.*

**Council Commitment Statement:** The Mayor and Council will consider policy and funding initiatives to increase housing production.

#### Goal #19: Continue implementation of the Homeless System Action Plan to increase access to shelter and transitional/permanent supportive housing.

#	Action	Projects/Tasks	Reference Source	Lead Department	Support Depts. / Community Partners
19.1	Support transitional housing initiatives and access to services.	<ol style="list-style-type: none"> <li>1. Annually award CDBG and General Fund grants to support local services</li> <li>2. Identify barriers to transitional/permanent supportive housing</li> <li>3. Support Rogue Retreat in their completion of Project Turnkey/Redwood Inn</li> <li>4. Identify additional funding sources for HSAP implementation</li> </ol>	2021-23 Council Goals, Homeless System Action Plan, Executive Order 23-02	Planning/City Manager's Office	Building Safety, MURA, Parks, Recreation and Facilities, Homeless Service Providers
19.2	Participate in the Regional Multi-Agency Coordinating Council during the Governor's declared emergency on homelessness.	<ul style="list-style-type: none"> <li>• Complete development of The Crossings Urban Campground</li> </ul>	Homeless System Action Plan, Executive Order 23-02	City Manager's Office	MURA, Planning, Public Works and Rogue Retreat