

MEDFORD 2040 VISION & ACTION PLAN



MEDFORD 2040
COMMUNITY VISION

MEDFORD2040.ORG

January 2022

Dear Mayor Sparacino and Members of the City Council:

On behalf of the Medford 2040 Vision Task Force, it is my pleasure to present our final report including a recommended Medford 2040 Vision and Action Plan. This report is the result of a year of work by our Task Force, and more importantly the valuable input of over 1,100 Medford area community members who participated in this visioning process. The result is a roadmap for our community's future guided by a Vision Statement and an Action Plan to implement it.

As our Task Force presents this report for your consideration and adoption, we wish to acknowledge the exemplary participation of the Medford community in its development. Throughout the process, community members gave their time and perspectives which was integral to the content and development of this vision plan. This input came from a diversity of geographic, cultural, and economic interests which adds to the meaningful nature of this final product.

There are two key components to this plan. First, as already adopted by the City Council, a Vision Statement with five focus areas that describe Medford in 2040. This vision is the aspirational foundation derived from our community's input. The Vision Statement will serve as the consistent guide throughout the vision's implementation.

Second, is an Action Plan that serves as a blueprint for achieving the Vision Statement. The Action Plan, based on concepts within the Vision Statement, outlines strategies and actions to bring the vision to life. In addition, it designates 22 community organizations as Lead Partners with responsibility of championing implementation of assigned actions. We are honored that all of these organizations have agreed to help bring this vision to life.

We recognize a plan's success is dependent on establishing an effective implementation approach. To this end, we are recommending an implementation framework that: (1) ensures the Vision and Action Plan is a "living document" adjusting for changing dynamics, resources, and trends while maintaining the course toward the preferred vision; (2) establishes a City Council appointed community oversight committee to promote accountability; and (3) recommends the allocation of resources to support the implementation program.

In summary, this Vision and Action Plan is a roadmap to the community's preferred vision. There will undoubtedly be challenges along the way. In some cases, it will take public and private partnerships to address them. With others, finding resources for selected actions may initially hinder their implementation due to lack of funding or competing priorities. We recognize may take time and creativity to bring this vision to fruition. With the roadmap however, our community will know the direction to go when the resources are available.

This plan reflects our community's spirit and optimism toward the future. We believe it can be realized if the community invests in its development and commits to its completion.

Sincerely,
Daniel Bunn, Chair
Medford 2040 Vision Task Force





TABLE OF CONTENTS

I. INTRODUCTION.....	1
II. MEDFORD 2040 VISION STATEMENT.....	3
III. MEDFORD 2040 VISION ACTION PLAN.....	6
A. FOSTERING ECONOMIC GROWTH AND RESILIENCY	7
B. ENHANCING HOMETOWN	10
C. CONNECTING COMMUNITY	13
D. FOSTERING SAFETY & WELLNESS	17
E. PROMOTING RECREATIONAL OPPORTUNITY.....	19
IV. VISION IMPLEMENTATION FRAMEWORK.....	21
V. COMMUNITY ENGAGEMENT SUMMARY	24
VI. ACKNOWLEDGMENTS	30



I. INTRODUCTION



Medford 2040 is a plan for the future, developed by people who live, work, and seek services in the community. Over a year in the making, the Vision Statement and Action Plan represent a collaborative and proactive effort on behalf of Medford residents, businesses, and government to shape the growth and development of the community over the next 20 years. The Vision is a picture of the community in the year 2040 as seen by community members from diverse backgrounds, cultures, and interests. The scope of this endeavor is far reaching and covers five topic areas:

- a. Fostering economic growth & resiliency
- b. Enhancing hometown
- c. Connecting community
- d. Fostering safety & wellness
- e. Promoting recreational opportunity

The Medford 2040 Vision Statement, shared in the next section, serves as the foundation for this picture of the future. It was developed by a Vision Task Force with extensive community input considered throughout the process. The Vision Action Plan brings life to this Vision through a broad range of projects, programs, and initiatives.

What Does The 2040 Vision Mean For Medford?

When fully implemented, the Vision will make Medford a community where all residents, businesses, and visitors enjoy a sense of community. It will be place where the quality of life and



I. INTRODUCTION (CONTINUED)

inclusiveness make it people of all generations, races, income levels, and cultures are proud to call their hometown. As regional hub, Medford will offer a diverse economic base that supports businesses, employment opportunities, a strong educational system. Neighborhoods will be attractive, safe, and accessible. Residents and visitors will be able to embrace and access the area's natural surroundings and enjoy the many outdoor recreational opportunities within and outside the City.

How Will The Community Be Involved?

Just as developing the Vision and Action Plan required input from Medford's diverse communities, so too will implementation. Volunteer groups, non-profit organizations, businesses, and local government will share responsibility for bringing the Vision to life and ensuring the outcomes of this diverse community investment reach and benefit all who live, work, play, and seek services in Medford.

Community members will be integral in bring the Vision to life – by participating in the work of an implementation committee, providing feedback during the Vision update forums, and assisting in the realization of the Vision actions themselves. The implementation committee will also be keeping community members informed of the plan's progress, and opportunities to participate in vision-related activities.

What Is In This Report?

This report includes the Vision Statement and Action Plan, a framework for the implementation of this vision, and a summary of the public engagement processes which contributed to this plan. The following is a brief overview of the key sections of the report that will allow you to go directly to those areas that are of most interest.

1. **Vision Statement:** Includes the full text of the Medford 2040 Vision Statement with five focus areas as developed by Medford citizens, which provides the basis for the Action Plan.
2. **Vision Action Plan:** A list of the strategies and actions developed by the community to help bring the Vision to life.
3. **Vision Implementation Framework:** Describes the processes for monitoring, coordinating, and updating the Vision Action Plan including the role of a City Council appointed implementation committee.
4. **Public Engagement Summary:** Overview of the public involvement activities that helped develop and update the Vision Statement and Action Plan.
5. **Acknowledgments:** Lists of community members, organizations, and businesses who have helped develop the Vision and Action Plan through January 2022.

II. VISION STATEMENT



The Vision Statement below provides a description of Medford in the year 2040. Based on community input, the Vision Statement consists of two elements. First, Medford: a Hometown for All, is a one paragraph statement describing the kind of community Medford strives to be by the year 2040. Second, five focus area statements – listed on the following pages – provide more detailed language to guide future community planning in those specific areas.

Core Vision Statement

Medford: A Hometown for All

In the year 2040, Medford is a vibrant, diverse, welcoming, and inclusive urban community that embraces, celebrates, and preserves the stunning beauty of its environment. As a flourishing regional hub whose diverse economic base provides unmatched business, education, and employment opportunities, Medford maintains a safe, healthy, and family-friendly atmosphere with a thriving and engaged community. All generations and cultures work together to foster prosperity for all.

Focus Area Vision Statements

Fostering Economic Growth & Resiliency

In the year 2040, Medford has a diverse, sustainable, and innovative economic base that provides for successful businesses and competitive wages. Start-ups, small businesses, and Fortune 500 Companies have the opportunity for organic growth and access to geographic markets from local to global.



II. VISION STATEMENT (CONTINUED)

Exceptional professional, educational, and training opportunities provide a constant source pipeline for skilled workforce to pursue successful career paths. The development, retention, and growth of a variety of business types and sizes is fostered through quality planning efforts and affordable business services and utilities. Medford residents enjoy quality senior living and full spectrum of family support services.

An interstate highway system, rail access, and an international commercial air service airport provide convenient and affordable travel and shipping options. Medford's economy grows and diversifies with the times, allowing anchor industries and modern business models to develop and expand as needed, when needed. Medford has a vast and affordable residential and employment real estate market to serve business and corporate campus activity.

Downtown Medford is a vibrant core business and residential district offering a mix of retail, cultural, entertainment, and culinary attractions for residents and visitors.

Enhancing Hometown

In the year 2040, Medford is a place we are proud to call home because of the quality of life, sense of community, inclusive environment, and rich history. It is a place where people of all generations, races, income levels, and cultures are welcomed and embraced as valued citizens in the broader community.

A diverse blend of housing options, strong K-12 schools, access to higher education, childcare, job opportunities within the diversity of locally owned businesses, quality healthcare, and commitment to sustainability provide a foundation for lifelong living in Medford. In addition, diverse recreational and cultural amenities offer opportunities to experience the richness of life through the arts, community events, sports, shopping, libraries, and dining options.

Medford neighborhoods are attractive, safe, and accessible for their residents. Gathering places, such as parks and a vibrant downtown, serve as linkage to the rich heritage we enjoy and are centers for families and individuals to interact and build community.

Connecting Community

In the year 2040, Medford connects community, both socially and physically, to promote inclusivity and accessibility.

Clean and safe gathering places where people interact and build relationships are located throughout the city such as public squares, parks, restaurants, and places of worship. We encourage social connection through public festivals, concerts, and events. The City of Medford facilitates public awareness and diverse participation in its decisions and actions.

Attractive and intuitive physical connections provide effective access to the places within Medford. Multi-modal and active transportation choices allow widely accessible mobility within the region and promotes a cohesive community. Our robust public transit and wayfinding systems support businesses, schools, and tourism.

II. VISION STATEMENT (CONTINUED)

Fostering Safety & Wellness

In the year 2040, people feel safe in their homes, neighborhoods, and public places.

Seniors and people who experience disabilities enjoy ease of mobility and activity through inclusive and thoughtful planning. Community resources, both public and private, are allocated to support vulnerable populations in addressing health and wellness.

Proactive emergency planning bolsters resiliency; and provides preventative and responsive measures for public safety during times of crisis.

As a regional hub for high quality healthcare services community members have equal access to health care, prevention services, and education.

Promoting Recreational Opportunity

In the year 2040, Medford, as the Heart of the Rogue Valley, celebrates our success as a premier recreation destination in the Northwest.

With an exceptional climate and natural beauty, Medford is the recreational hub of the West offering a number of world class assets, drawing people from all over to enjoy the natural wonders of Southern Oregon. Residents and visitors enjoy the opportunity to play and compete in sports leagues and competitions and participate in year-round family-oriented activities that are accessible to all.

Our incredible park system and premier facilities offer abundant opportunities for safe and healthy living for residents and draw visitors. Medford leads in developing excellent indoor and outdoor recreational opportunities, with an unparalleled quality of life for all.

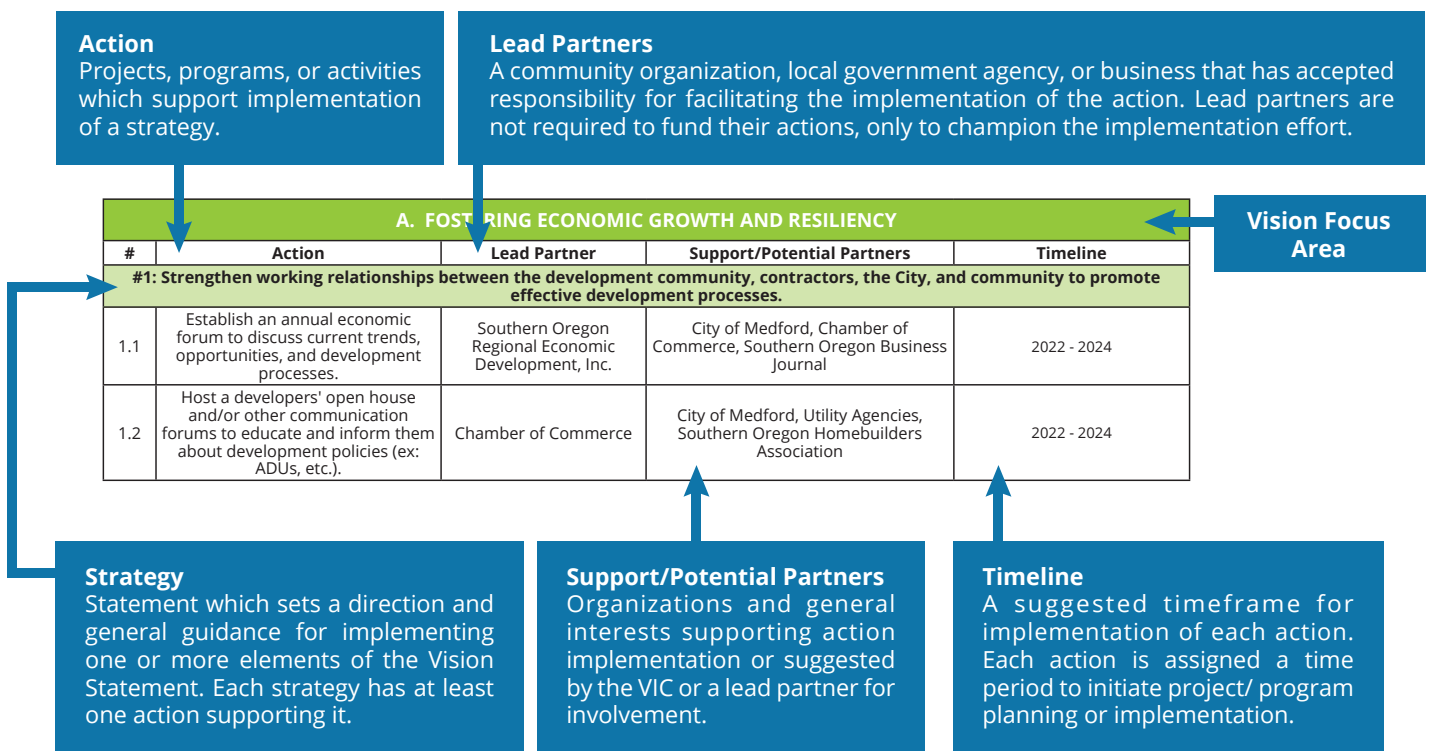


III. VISION ACTION PLAN

The Medford 2040 Vision Action Plan outlines strategies and actions to bring the Vision Statement to life. It was developed through community involvement and is periodically updated to keep current with changing community resources, opportunities, and long-term needs. The Vision Action Plan implementation will be championed by Lead Partners who take responsibility for moving actions forward. Potential partner organizations are listed as suggested implementation participants for the Lead Partners but other organizations may be engaged. As described in the next section, any proposed update to the Action Plan must have a basis in the Vision Statement and receive an appropriate level of community review.

The Vision Action Plan is presented in the following matrix which lists 29 strategies, and 85 actions. Each action is assigned to a prioritization timeframe that indicates by when the project should be started (not when it should be completed). Other revisions may occur after the publication of this report. Current versions of the Vision Action Plan are available online on the Medford 2040 website (Medford2040.org). The Action Plan matrix on the following pages is divided into the five Vision Statement focus areas and organized by color.

Action Plan Matrix Overview:





III. VISION ACTION PLAN MATRIX

A. FOSTERING ECONOMIC GROWTH AND RESILIENCY

#	Action	Lead Partner	Support/Potential Partners	Timeline
#1: Strengthen working relationships between the development community, contractors, the City, and community to promote effective development processes.				
1.1	Establish an annual economic forum to discuss current trends, opportunities, and development processes.	Southern Oregon Regional Economic Development, Inc.	City of Medford, Chamber of Commerce, Southern Oregon Business Journal	2022 - 2024
1.2	Host a developers' open house and/or other communication forums to educate and inform them about development policies (ex: ADUs, etc.).	Chamber of Commerce	City of Medford, Utility Agencies, Southern Oregon Homebuilders Association	2022 - 2024
1.3	Regularly benchmark development strategies with comparable cities.	City of Medford	League of Oregon Cities, Department of Land Conservation and Development, Consultants	2022 - 2024
1.4	Identify and promote potential sites for development across the City.	Southern Oregon Regional Economic Development, Inc.	Site Selection Consultants, Business Oregon	2022 - 2024
#2: Recruit and foster development opportunities and assist companies to navigate planning and permitting processes.				
2.1	Maintain a quick, effective, and transparent system to navigate planning and permitting processes.	City of Medford	Southern Oregon Regional Economic Development, Inc., Southern Oregon Builders Association	2022 - 2024
#3: Invest in physical, public, and programmatic infrastructure to support business growth.				
3.1	Facilitate a feasibility study for expanded internet and cellular connectivity citywide.	City of Medford	Regional Connectivity Providers, Business Oregon	2022 - 2024
3.2	Explore incentives to promote businesses' ability to retrofit and improve ADA compliance.	City of Medford	Southern Oregon Regional Economic Development, Inc., Southern Oregon Builders Association	2025 - 2028
3.3	Establish and maintain economic and employment data sets to inform business and policy decision-making.	City of Medford	Chamber of Commerce, Southern Oregon Business Journal, Southern Oregon University, Business Oregon's Economic Analysis team, Oregon Employment Department	2022 - 2024
3.4	Gather information from local businesses to support business growth and attraction.	Chamber of Commerce	Southern Oregon Regional Economic Development, Inc.	2022 - 2024

A. FOSTERING ECONOMIC GROWTH AND RESILIENCY (CONTINUED)

3.5	Support the development and implementation of a regional center of excellence in wildfire resiliency (see the Comprehensive Economic Development Strategy).	Southern Oregon Regional Economic Development, Inc.	Fire Districts (practitioners), Higher Ed Consortium (Southern Oregon University, Rogue Community College, Oregon Institute of Technology, Klamath Community College)	2025 - 2028
#4: Encourage organic mixed-use development through zoning, regulatory, and other policy initiatives.				
4.1	Identify the drivers and challenges of fostering mixed use development.	City of Medford	Southern Oregon Builders Association	2022 - 2024
#5: Support, promote, and enhance community career development for local employment.				
5.1	Establish workforce training programs to provide residents with skills needed by existing and potential Medford-based companies.	Rogue Workforce Partnership	Southern Oregon Education Service District, Rogue Community College, Southern Oregon University, vocational technology providers	2022 - 2024
5.2	Promote the region as a destination for emerging and top talent in not-for-profit, public, and private sectors.	Southern Oregon Regional Economic Development, Inc.	City of Medford, Local Employers of Choice (ex: Dutch Bros, Lithia, Asante, Providence, etc.)	2025 - 2028
#6: Promote social investments and planning services to create an environment that is safe and secure for every member of the community, from childcare to senior living services.				
6.1	Create a regionally coordinated and funded grant program for human services organizations.	United Way	City of Medford, grant makers in Rogue Valley	2025 - 2028
#7: Pursue funding opportunities that will promote and modernize transportation and multi-modal access systems.				
7.1	Implement the City of Medford Transportation System Plan. Projects include the South Stage Interchange, the MegaCorridor, and the Crater Lake Highway Interchange/Connection.	City of Medford	~	2022 -2024
7.2	Coordinate long term infrastructure planning with the airport authority.	City of Medford	Jackson County	2025 - 2028
7.3	Seek and obtain funding to support Rogue Valley Transportation District expansion and integration in new developments.	Rogue Valley Transportation District	City of Medford	2022 -2024



III. VISION ACTION PLAN MATRIX (CONTINUED)

A. FOSTERING ECONOMIC GROWTH AND RESILIENCY (CONTINUED)

#	Action	Lead Partner	Support/Potential Partners	Timeline
#8: Foster zoning policies commensurate with sustainable growth vision.				
8.1	Regularly review and update zoning code to be consistent with a sustainable growth vision from the Medford 2040 Vision Plan.	City of Medford	Business Community, Chamber of Commerce, Land Use and Transit Committee	2022 - 2024
#9: Invest in downtown revitalization and activities to enhance economic development efforts and quality of life.				
9.1	Complete the City Center Revitalization Plan.	Medford Urban Renewal Agency	Travel Medford	2025 - 2028
9.2	Invest in infrastructure that makes downtown more walkable and accessible.	Medford Urban Renewal Agency	Travel Medford, Downtown Medford Association	2025 - 2028
9.3	Develop business incentives and initiatives to promote physical improvements in the downtown core.	Medford Urban Renewal Agency	Downtown Medford Association	2022 -2024
9.4	Develop residential and "live/work" opportunities.	Medford Urban Renewal Agency	Development Community	2025 - 2028
9.5	Support second-story residential opportunities.	Medford Urban Renewal Agency	Development Community	2025 -2028



B. ENHANCING HOMETOWN

#	Action	Lead Partner	Support/Potential Partners	Timeline
#10: Build partnerships to address challenges associated with homelessness through programmatic and resource development initiatives.				
10.1	Create a Regional Homelessness Commission with the goal of respectfully and intentionally engaging diverse voices, especially those who experience homelessness, through stakeholder-driven solutions.	Jackson County Continuum of Care	Rogue Retreat, ACCESS, Maslow	2022 - 2024
10.2	Reduce the number of homeless encampments including near Bear Creek, Downtown, and Interstate-5.	City of Medford	Jackson County, Rogue Retreat, ACCESS, Maslow Project, St. Vincent, Faith-based community organizations	2022 - 2024
#11: Develop partnerships with neighborhood schools to foster wrap-around services for all community members and promote participation for community improvements.				
11.1	Develop a strategic neighborhood partnership plan with local elementary schools, focusing on wrap-around services for students and family and community engagement.	Southern Oregon Education Service District	Medford School District, Jackson Elementary, Kids Unlimited, On Track, Rogue Valley YMCA, City of Medford, Head Start, Kid Time	2025 - 2028
11.2	Enhance and promote communication strategies between the City and school district for multi-generational community outreach, especially to retirement-aged residents.	Medford School District	City of Medford	2022 - 2024
#12: Establish resources and policies to build mixed-affordability housing in safe communities.				
12.1	Assess current mixed, affordable housing policies, procedures, and best practices, and recommend next steps.	City of Medford	Housing Authority of Jackson County, Chamber of Commerce, Southern Oregon Economic Development Inc., Rogue Community College, Medford Planning Commission, Southern Oregon Builders Association, Home Builders Association, Lenders	2022 - 2024
12.2	Work in partnership with City staff, appointed and elected officials, to develop resources and policies that support mixed-affordable housing.	Chamber of Commerce	Housing Authority of Jackson County, Chamber of Commerce, Southern Oregon Economic Development Inc., Rogue Community College, Southern Oregon Builders Association, Oregon Disaster Recovery Plan	2025 - 2028



III. VISION ACTION PLAN MATRIX (CONTINUED)

B. ENHANCING HOMETOWN (CONTINUED)				
#	Action	Lead Partner	Support/Potential Partners	Timeline
#13: Communicate diverse stories of the people who contributed to Medford's regional history through creative avenues.				
13.1	Engage community partners to identify unique and diverse stories of the Medford region.	Southern Oregon Historical Society	Southern Oregon University, Rogue Community College, Medford Downtown Association	
13.2	Establish festivals and cultural events that highlight Medford's diverse community.	Downtown Medford Association	Medford Arts Commission	
13.3	Promote and invest in public art that reflects the diverse community.	Downtown Medford Association	Travel Medford	
#14: Create and support employment that provides career opportunities with competitive wages and benefits.				
14.1	Expand community forums and venues to connect people to employment possibilities.	Rogue Workforce Partnership	Rogue Community College	2022 - 2024
14.2	Increase higher education's offerings of micro-credentialing that is aligned to workforce needs.	Rogue Community College	Southern Oregon University, Rogue Workforce Partnership	2022 - 2024
14.3	Attract companies that bring high wage jobs through promotion or business incentives.	Southern Oregon Regional Economic Development, Inc.	City of Medford, Business Oregon	2022 - 2024
#15: Invest in high-quality early childhood education, ensuring strong starts for all of Medford's children.				
15.1	Research and identify existing public and private early childhood education options and providers.	Southern Oregon Education Service District	Head Start, Rogue Valley YMCA, Montessori Schools, Kid Time, Discovery Center	2022 - 2024
15.2	Conduct comparative research on how other communities invest in early childhood options.	Southern Oregon Education Service District	Consultant	2022 - 2024
15.3	Organize a forum for early education stakeholders that can receive the results of the research from 15.1 and 15.2 and strategize next steps.	Southern Oregon Education Service District	Rogue Community College Southern Oregon University	2025 - 2028





III. VISION ACTION PLAN MATRIX (CONTINUED)

C. CONNECTING COMMUNITY				
#	Action	Lead Partner	Support/Potential Partners	Timeline
#16: Foster a vibrant downtown open all week with shopping and entertainment to attract people from around the region.				
16.1	Amend Central Business District zoning downtown to limit street level, non-visitor focused uses.	City of Medford	Chamber of Commerce, Downtown Medford Association, Travel Medford	2025 - 2028
16.2	Develop incentives for extended business hours downtown including nights and weekends.	Downtown Medford Association	Chamber of Commerce, City of Medford, Medford Economic Improvement District	2025 2028
16.3	Organize and sponsor many downtown events, including subsidized performances in private bars and restaurants.	Downtown Medford Association	Travel Medford	2022 - 2024
16.4	Investigate feasibility and viability of undergrounding all facilities and proceed with targeted investments.	City of Medford	Pacific Power	2029+
16.5	Enhance sidewalk availability and conditions to maintain a safe and clean public space.	City of Medford	Downtown Medford Association, Clean Sweep Program, Medford Economic Improvement District	2022 - 2024
16.6	Establish regular downtown street fairs and/or markets that promote local businesses.	Downtown Medford Association	Heart of Medford, Travel Medford, Medford Economic Improvement District, Chamber of Commerce	2022 - 2024
16.7	Form an Economic Improvement District (or similar) to encourage economic vitality in a clean and safe urban environment.	Downtown Medford Association	Clean Sweep Program, City of Medford	2022 - 2024
#17: Develop a wayfinding system that makes it clear and easy to navigate to Medford.				
17.1	Establish districts with thematic colors/ designs/etc., signpost different areas, and encourage architectural differentiation.	City of Medford	Heart of Medford, Downtown Medford Association, Chamber of Commerce, Travel Medford, Medford Urban Renewal Agency	2002 - 2024
17.2	Develop interactive, real-time, electronic wayfinding.	Travel Medford	Downtown Medford Association, Clean Sweep Program, City of Medford, Medford Urban Renewal Agency	2025 - 2028
17.3	Clarify parking standards and signage.	City of Medford	Medford Urban Renewal Agency, Medford Parking Commission	2022 - 2024

C. CONNECTING COMMUNITY (CONTINUED)

#18: Enhance multi-modal transportation options to and from downtown.

18.1	Improve lighting and safety for public parking facilities to encourage use.	City of Medford	Pacific Power, Downtown Medford Association	2022 - 2024
18.2	Collaborate with Rogue Valley Transportation District on their long term plan to establish regional transportation connections.	Rogue Valley Transportation District	Rogue Valley Metropolitan Planning Organization	2022 - 2024
18.3	Create an application to highlight and easily book entertainment and restaurants, connect to available parking options, offer directions and travel times.	Travel Medford	Chamber of Commerce, Downtown Medford Association, Theaters (Craterian, Jefferson Live)	2025 - 2028
18.4	Employ highly visible docents to greet people, give directions, and report or address livability issues.	Clean Sweep Program	Medford School District, Downtown Medford Association	2025 - 2028
18.5	Build a network of separated paths downtown to encourage non-vehicle movement.	City of Medford	Medford Urban Renewal Agency, Downtown Medford Association	2029+
18.6	Connect the urban core with neighborhoods and recreational trails.	City of Medford	Neighborhood Associations, Jackson County	2025 - 2028

#19: Foster public event planning and implementation processes that are easily negotiated.

19.1	Identify an organization to act as the umbrella event sponsor (carries master liability policy, applies for permits, etc.) where groups can apply competitively for the content of the events.	Chamber of Commerce	City of Medford	2022 - 2024
19.2	Hold year round master event days at parks or central places coordinated by City and event non-profit on weekends or holidays.	City of Medford	Travel Medford, Downtown Medford Association	2025 - 2028

#20: Create and support activities that promote neighborhood cohesion.

20.1	Provide standardized materials to throw a block party - "Block party in a box."	City of Medford	City of Medford	2025 - 2028
------	---	-----------------	-----------------	-------------



III. VISION ACTION PLAN MATRIX (CONTINUED)

C. CONNECTING COMMUNITY (CONTINUED)

#	Action	Lead Partner	Support/Potential Partners	Timeline
20.2	Explore and consider formation of neighborhood associations to serve as a focal point for input on hyper-local priorities for public improvements (street trees, sidewalk improvements, etc.).	City of Medford	Faith-based organizations, Schools, Neighborhood Watch Chapters	2025 - 2028
20.3	Prioritize community-wide service projects that are hands-on opportunities to break down barriers among community members.	City of Medford	United Way, ACCESS, Rotary, and other service clubs, philanthropy, etc	2025 - 2028







III. VISION ACTION PLAN MATRIX (CONTINUED)

D. FOSTERING SAFETY & WELLNESS				
#	Action	Lead Partner	Support/Potential Partners	Timeline
#21: Improve housing access and security.				
21.1	Promote the development of all housing types throughout the City through incentivized land use requirements, development cost mitigation, and site plan approvals.	City of Medford	~	2022 - 2024
21.2	Promote and support innovative housing opportunities such as "tiny homes" and accessory dwelling units.	City of Medford	Rogue Retreat	2022 - 2024
#22: Improve the quality of life for vulnerable populations within the City.				
22.1	Develop a public-private partnership to prioritize and provide resources and navigation services to vulnerable populations.	Jackson County Continuum of Care	ACCESS	2022 - 2024
22.2	Consider people of all levels of ability in urban design and planning.	City of Medford	City of Medford Housing Advisory Commission	2022 - 2024
22.3	Implement the City's Diversity, Equity, and Inclusion Action Plan when adopted.	City of Medford	Commission on Access, Diversity, Equity, and Inclusion, City of Medford Housing Advisory Commission	2022 - 2024
#23: Organize and develop integrated approaches to emergency management.				
23.1	Develop, organize, and coordinate crisis management training and implementation within Medford and adjacent communities.	City of Medford	Jackson County Emergency Management, Josephine County Emergency Management, Oregon Emergency Management, FEMA Region 10, Oregon State Fire Marshall, Mercy Flights Inc., Rogue Valley Council of Governments, League of Oregon Cities	2022 - 2024
23.2	Develop inter-agency protocols to provide seamless approaches to crisis interventions.	City of Medford	Private security organizations, Jackson County Emergency Management, Josephine County Emergency Management, Oregon Emergency Management, FEMA Region 10, Oregon State Fire Marshall, Mercy Flights Inc., Rogue Valley Council of Governments, League of Oregon Cities	2022 - 2024

D. FOSTERING SAFETY & WELLNESS (CONTINUED)

23.4	Actively participate in developing and improving corrections and treatment centers.	City of Medford	Jackson County, Jackson County Emergency Management, Josephine County Emergency Management, Oregon Emergency Management, FEMA Region 10, Oregon State Fire Marshall, Mercy Flights Inc., Rogue Valley Council of Governments, League of Oregon Cities	2022 - 2024
#24: Improve access to and ease of use of complex systems of health care services.				
24.1	Develop community health care navigator programs to direct people to resources and understand how to access their healthcare benefits.	Jefferson Regional Healthcare Alliance	ACCESS, Community Works	2022 - 2024
24.2	Enhance the accessibility of health care education and training to produce more skilled health care professionals.	Rogue Community College	Southern Oregon University, Medford School District	2022 - 2024
#25: Improve the environmental quality in the City of Medford through zoning, policies, and practices.				
25.1	Review and revise laws to improve exclusion zone for malodorous crops.	City of Medford	Jackson County	2022 - 2024
25.2	Develop a regional water plan including conservation, preservation, and infrastructure.	Medford Water Commission	Rogue River Valley Irrigation District	2022 - 2024
25.3	Promote and incentivize renewable energy programs.	Pacific Power	Avista	2022 - 2024





III. VISION ACTION PLAN MATRIX (CONTINUED)

E. PROMOTING RECREATION OPPORTUNITY				
#	Action	Lead Partner	Support/Potential Partners	Timeline
#26: Expand and improve the usability of greenways and trails as recreational and leisure facilities.				
26.1	Foster trail, pathway, and related facility development.	City of Medford	Medford Parks and Recreation Foundation, Jackson County, Oregon Department of Transportation	2022 - 2024
26.2	Expand connections between downtown and greenway that promote accessibility.	City of Medford	Oregon Department of Transportation, Downtown Medford Association	2029+
26.3	Expand separated multi-use paths connecting major parts of town.	City of Medford	Bicycle Advisory Commission	2022 - 2024
26.4	Promote and revitalize the Bear Creek Greenway as a safe and family-friendly area for recreation.	Bear Creek Greenway Foundation	Rogue Retreat, City of Medford, Downtown Medford Association	2022 - 2024
#27: Promote the building, expansion, and maintenance of premier facilities.				
27.1	Complete construction of the Rogue Community Credit Union Complex as well as facilities identified Leisure Services Plan.	City of Medford	Travel Medford, Medford Parks and Recreation Foundation	2022 - 2024
27.2	Develop new facilities for indoor and outdoor sports and recreation.	Southern Oregon Sports Commission	City of Medford	2025 - 2028
27.3	Create multi-use conference/meeting facilities.	Travel Medford	Chamber of Commerce, Southern Oregon Historical Society, Downtown Medford Association, Hotel Association	2022 - 2024
#28: Brand Medford as the hub of recreational and competitive sports on the West Coast.				
28.1	Secure professional agency to develop, create, and launch the branding effort.	Travel Medford	Downtown Medford Association, City of Medford	2022 - 2024
28.2	Secure and promote events.	Travel Medford	Downtown Medford Association	2022 - 2024
#29: Help residents overcome physical and economic barriers in accessing recreational and cultural programs and services.				
29.1	Develop transportation opportunities to and from programs and services.	Rogue Valley Transportation District	United Way of Jackson County, Rogue Valley Transportation District	2025 - 2028
29.2	Promote walkable and bikeable neighborhoods to improve access to opportunities and increase pedestrian safety.	City of Medford	Home Builders Association, Medford Bicycle Advisory Commission	2025 - 2028

E. PROMOTING RECREATION OPPORTUNITY (CONTINUED)

29.3	Support youth and family non-profits to raise funds and awareness in order to access recreational and cultural programs and services.	Medford Parks and Recreation Foundation	City of Medford	2022 - 2024
------	---	---	-----------------	-------------



IV. VISION IMPLEMENTATION FRAMEWORK



The success of the Medford 2040 Vision Action Plan will depend on a committed and effective implementation framework. To this end, the framework described below is designed to: (1) keep the action plan a living document by allowing flexibility to adapt to changing needs while protecting the integrity of a vision built on extensive community participation; and (2) establish a structure and process that fosters accountability for moving the plan forward.

At the core of the framework is a citizen-led Medford 2040 Vision Implementation Committee (VIC) that tracks and facilitates the program of the Vision Action Plan. The committee is also responsible for recommending plan revisions to the Medford City Council as may be needed to optimize vision implementation.

VIC membership reflects the broad interests and population of the community. The members include representatives of the Vision Action Plan's lead partners with two of more actions, other key community interests, and the public-at-large.

All VIC meetings are open to the public as an advisory committee to the Medford City Council. Public notice of each meeting will be provided by the City of Medford and will be listed on the Medford 2040 website.

A Steering Committee comprised of members of the VIC, acts as an executive advisory group. The Steering Committee helps identify issues for full committee discussion, sets agendas, addresses issue arising between VIC meetings, and makes recommendations for action.

The charge, detailed membership structure, and staffing of the VIC are described below.



IV. VISION IMPLEMENTATION FRAMEWORK (CONTINUED)

Charge

To monitor and support implementation of the adopted Vision Action Plan, encourage lead partner action implementation, recommend modifications to the Plan, and promote public awareness and input related to its progress.

The committee's activities include:

- A minimum of three committee meetings per year.
- An annual written progress report to the Medford City Council on the Vision Action Plan's progress.
- Recommend, as necessary, proposed changes to the Vision Action Plan for City Council consideration.
- Providing a public forum or other format to report and receive input on the Vision Action Plan.
- Maintain ongoing two-way communication with lead partners to track and encourage action implementation.
- Advise on community awareness and engagement efforts.

Membership

The Vision Implementation Committee (VIC) members are appointed by the City Council. Membership reflects the composition of the Medford population with a cross-section of interests and lead partners.

Member terms are three years with one-third of the terms ending each year – initial appointments will have staggered terms by one, two, and three years. The Chair and the members will be considered for reappointment by the City Council via the same application process used to appoint volunteer boards or commission members. Lead partner organizations will select their own representatives but must be approved by the City Council.

The VIC Chair, appointed by the City Council, should be representative of the public-at-large and serve a three-year term. The Chair does not represent a lead partner or any special interest. A Vice-Chair Is selected by the Chair to act in his/her absence.

The membership includes the following representatives:

1. Public-at-Large (Chair)
2. All Lead Partners with Two or More Assigned Actions
3. Latino/a/x Community
4. Medford City Council Liaison
5. Four Community Members, with one from each Council Ward

The Steering Committee membership consists of the following VIC members:

1. Chair
2. Vice-Chair
3. Lead partners with the first and second largest number of assigned actions

Vision Action Plan Updates

As noted above, in order to keep the Vision Action Plan a viable plan for implementation purposes, the VIC may recommend revisions to the Medford City Council. These proposals may originate with Medford citizens, businesses, organizations, or lead partners. Recommendations from the VIC become effective upon the City Council's approval.

Since the Medford 2040 Vision and Action Plan was developed through extensive community input, any substantive language change to an action or strategy has the potential to impact the integrity of the original plan. Therefore, three Action Plan update processes have been established to allow for different types of revisions while maintaining a community connection and foundation:

1. Minor Action Revisions (Annual)

Annually, the Vision Implementation Committee may recommend non-substantive Action Plan updates to the City Council. Examples of such revisions would include lead partner and potential partner changes or action language modifications that do not modify the intent of the action.

2. New/Revised Actions (Annual)

Annually, the Vision Implementation Committee may recommend new or substantially revised actions to the City Council. After consideration and development by the Committee, proposals that support the Vision Statement and an existing strategy will be provided for public comment as part of the annual public review and input opportunity. Subsequently, after considering the public input received, the Committee will decide whether to recommend the proposed action to the City Council for approval and incorporation into the Vision Action Plan.

3. New/Revised Strategy (Every Five Years)

Every five years, the Vision Implementation Committee may recommend new or revised strategies to the City Council. Since strategies provide the direction, or backbone, of the Vision Action Plan, inclusive and meaningful public participation is necessary to maintain the integrity of this community-based plan. To this end, any public outreach effort will need to be community-wide and allow multiple venues for citizen involvement in the identification, development, and recommendation of new or revised strategies. The annual opportunity for new or revised actions will be incorporated into the Strategy Review process.

Staff Support

Staff support for the VIC and facilitating any public review processes is provided by the City of Medford. This support includes, but is not limited to:

- Communications with VIC membership regarding meeting logistics, meeting packets, and any other committee coordination
- Meeting facilitation and logistics including for the public forum or other public communications
- Preliminary development of VIC and Steering Committee's meeting agendas
- Preparing meeting notifications, summaries, media releases, VIC report drafts, lead partner communications
- Communications with lead partners on behalf of the VIC
- Coordinating and supporting a public awareness program for the Vision's implementation
- Coordination with the City Council

V. COMMUNITY ENGAGEMENT SUMMARY



The Medford 2040 Vision process was founded on community engagement to inform and review the Vision Statement and Action Plan. Guided by the Medford 2040 Vision Task Force, the goal of community engagement activities was to help ensure the final Vision Statement and Action Plan reflect the collective perspectives of the people who live, work, recreate, and seek services in the Medford area. Over 2,700 surveys and comments were collected from community members to develop the Vision.

Community Engagement Plan

At the start of the Vision development process, the project team developed a community engagement plan to guide how City of Medford staff and consultants would conduct outreach and involvement of community members in the Medford 2040 Community Vision process. The plan identified opportunities for community input throughout the Medford 2040 Vision development process and the engagement tools to be used to share information and collect feedback. The plan also established a general schedule of project activities.

Task Force

To develop a recommended Vision Statement and Action Plan, based on input from the community, the Medford City Council appointed a 20-person Vision Task Force. The Vision Task Force was comprised of community representatives who served as the primary advisory group and author of the recommended Vision Statement and Action Plan for City Council consideration and adoption. To this end, Vision Task Force members represented a variety of interests including:

- At-large community members
- Transportation
- Latino/a/x community
- Education
- Hospital/medical community
- Housing advocacy
- Interfaith community
- Real estate
- Business community
- Development community
- Workforce
- City of Medford
- Neighborhoods

V. COMMUNITY ENGAGEMENT SUMMARY (CONTINUED)

Outreach Tools

The following section describes tools the project team used to engage community members in the Medford 2040 Vision process. The project team selected tools to meet the needs of all audiences and to be in compliance with COVID-19 safety guidelines.

Share Information

Several venues were utilized throughout the process to share information about the Medford 2040 Vision development activities and status. These are included in the table below.

Tool	Description
Project website	A project website medford2040.org hosted project information, latest news items and documented Task Force meeting materials.
Email updates	Information was shared through 15 e-newsletters, including the City's monthly e-newsletter.
Social media	Information was shared on City of Medford social media accounts, including Facebook, Instagram, and Twitter.
Utility bill inserts	Information was shared in four bill inserts sent to Medford utility customers.
Partner channels	The Project Team asked community partners to help distribute project information and announcements.
Media releases	Major project activities were announced in four media releases distributed to local media outlets.

Key Community Input Opportunities

In addition to sharing information about the Medford Vision 2040 process, specific opportunities were offered and promoted for community members to give their input. These opportunities are listed below.

Tool	Description
Project website	Community members could submit comments at any time through a form on the project website medford2040.org.
Community surveys	The Project Team distributed surveys on four occasions to collect detailed input on key components of the Community Vision. As an incentive for participation, people who completed a survey could enter for a chance to win a \$50 Amazon gift card.
Task Force meetings	The Project Team presented public input for Task Force members to discuss, assess, and make recommendations. Task Force meetings were open for community members to observe.
Community workshop	The Project Team hosted a virtual community workshop in September 2021 to share information about and collect feedback on the draft Action Plan.



Speakers Bureau

The Vision Task Force members also participated in presentations and information-gathering sessions with organizations in the Medford community. The Speakers Bureau allowed the Vision Task Force members an opportunity to bring the vision development process to these organizations at regular meetings. Community members could request a Speakers Bureau presentation for their organization at any time. The objectives of Speakers Bureau meetings included:

- Make engagement easy for audiences
- Expand the visibility and participation in the Medford 2040 Vision process
- Use existing organizations and formats to reach leaders and interest groups
- Encourage participation in community input opportunities

Task Force members presented at 25 meetings with the organizations listed below:

- | | |
|--|--|
| • Medford Airport Stakeholder | • Medford Rogue Rotary |
| • One Rogue Valley | • Southern Oregon Education Leadership Council |
| • Latino/a/x Interagency Committee | • ACCESS Board |
| • Medford School District School Board | • Britt Board |
| • Asante Executive Team | • Pacific Power regional employees |
| • Rogue Valley Country Club Board of Directors | • Rogue Valley Clean Cities Coalition |
| • Medford Transportation Commission | • Medford Chamber Board |
| • Pallet Wine clients and their teams | • Medford Bear Creek Valley Rotary Club |
| • Harry and David | • Southern Oregon Sports Commission |
| • Downtown Medford Association | • Jackson County Home Builder's Association |
| • Rogue Retreat | • Metropolitan Planning Organization's Public Advisory Council |
| • Rogue Community College Board of Education | • Providence Medical Center Leaders |
| • Rogue Community College Foundation Board | |

V. COMMUNITY ENGAGEMENT SUMMARY (CONTINUED)

Key Community Input Opportunities

As noted above, while community members were able to engage in the Medford 2040 Vision throughout the development process, there were four opportunities when the Task Force solicited comments from the community to inform development or respond to draft products. The following table delineates each opportunity including the date, objective(s), how the input informed the process, and the number of responses.

Subject	Community Satisfaction	Vision Statement Input	Vision Statement Feedback	Action Plan Feedback
Dates	Jan 2021	March/April 2021	April/May 2021	Aug/Sept 2021
Objectives	1) Collect a baseline understanding of community members' thoughts and feelings about Medford as a place today	1) Understand the elements of Medford that community members value and want to carry into the future 2) Understand the challenges the Medford community needs to overcome in the future 3) Inform development of the Medford 2040 Community Vision Statement	1) Collect community feedback on the draft Vision Statement to ensure it addresses the values of community members and the challenges we need to overcome 2) With community input as a foundation, develop potential strategies and actions to implement the Vision Statement	1) Collect community feedback on the draft Action Plan to ensure it is heading the right direction to achieve the Vision Statement 2) Solicit ideas for partnerships that could help facilitate implementation of the Action Plan
How the input was used	The Vision Task Force used this information to inform discussions of how the community wants Medford to look and feel in the future	The Vision Task Force used this information to develop the draft Vision Statement.	The Vision Task Force used this information to make refine to the Vision Statement (located on page "#").	The Task Force used this information to refine the actions and strategies in the draft Action Plan (located on page "#").
Responses	1,050	578	448	655



V. COMMUNITY ENGAGEMENT SUMMARY (CONTINUED)

Respondent Demographics

Community surveys at each stage of the process included questions about survey respondents to help the Vision Task Force understand who in the community participated, their relationship to Medford, and how they learned about the survey. The results of this survey are not scientific, meaning they are not predictive of the opinions of Medford community members.

Relationship to Medford	Community Satisfaction	Vision Statement Input	Vision Statement Feedback	Action Plan Feedback
Reside	845 / 73.48%	402 / 70.28%	329 / 73.44%	260 / 66.16%
Work	609 / 52.96%	280 / 48.95%	233 / 52.01%	207 / 52.67%
School	47 / 4.09%	26 / 4.55%	18 / 4.02%	28 / 7.12%
Shop, recreate, entertainment	455 / 39.57%	232 / 40.56%	148 / 33.04%	112 / 28.5%
Other	340 / 29.57%	177 / 30.94%	117 / 26.12%	67 / 17.05%

Years active in Medford	Community Satisfaction	Vision Statement Input	Vision Statement Feedback	Action Plan Feedback
Less than 1 year	31 / 2.70%	11 / 1.92%	15 / 3.35%	16 / 4.08%
1 – 5 years	175 / 15.22%	67 / 11.71%	78 / 17.41%	81 / 20.66%
6 – 10 years	132 / 11.48%	63 / 11.01%	62 / 13.84%	86 / 21.94%
11 – 20 years	185 / 16.09%	107 / 18.71%	68 / 15.18%	57 / 14.54%
More than 20 years	627 / 54.52%	324 / 56.64%	225 / 50.22%	152 / 38.78%

Gender	Community Satisfaction	Vision Statement Input	Vision Statement Feedback	Action Plan Feedback
Female	641 / 66.36%	365 / 66.73%	181 / 65.34%	219 / 56.01%
Male	307 / 31.78%	169 / 30.90%	80 / 28.88%	156 / 39.9%
Transgender	2 / 0.21%	3 / 0.55%	1 / 0.36%	0 / 0%
Non-binary	7 / 0.72%	3 / 0.55%	10 / 3.61%	10 / 2.56%
Self-describe	9 / 0.93%	7 / 1.28%	5 / 1.81%	6 / 1.53%

Age	Community Satisfaction	Vision Statement Input	Vision Statement Feedback	Action Plan Feedback
Youth	3 / 0.31%	2 / 0.37%	1 / 0.36%	0 / 0%
18 – 25	48 / 4.94%	21 / 3.85%	16 / 5.78%	33 / 8.46%
26 – 35	171 / 17.61%	94 / 17.25%	39 / 14.08%	110 / 28.21%
36 – 45	254 / 16.16%	132 / 24.22%	67 / 24.19%	86 / 22.05%
46 – 65	360 / 37.08%	207 / 37.98%	94 / 33.94%	101 / 25.90%
Seniors 65+	135 / 13.90%	89 / 16.33%	60 / 21.66%	60 / 15.38%

V. COMMUNITY ENGAGEMENT SUMMARY (CONTINUED)

Respondent Demographics *Continued*

Language spoken at home	Community Satisfaction	Vision Statement Input	Vision Statement Feedback	Action Plan Feedback
Mandarin	2 / 0.21%	1 / 0.18%	1 / 0.36%	2 / 0.52%
English	901 / 94.25%	543 / 99.27%	264 / 95.65%	373 / 96.13%
Russian	1 / 0.10%	2 / 0.37%	10 / 3.62%	5 / 1.29%
Spanish	12 / 1.26%	35 / 6.40%	15 / 5.43%	26 / 6.7%
Vietnamese	1 / 0.10%	1 / 0.18%	0 / 0.00%	0 / 0%
Other or multiple	39 / 4.08%	18 / 3.29%	9 / 3.26%	9 / 2.32%

Race / Ethnicity	Community Satisfaction	Vision Statement Input	Vision Statement Feedback	Action Plan Feedback
American Indian or Alaska Native	15 / 1.58%	8 / 1.47%	9 / 3.33%	12 / 3.1%
Asian American	11 / 1.16%	3 / 0.55%	5 / 1.85%	7 / 1.81%
Black or African American	3 / 0.32%	6 / 1.10%	6 / 2.22%	6 / 1.55%
Latino/a/x or Hispanic	42 / 4.44%	28 / 5.13%	18 / 6.67%	26 / 6.72%
Native Hawaiian or Pacific Islander	5 / 0.53%	1 / 0.18%	0 / 0.00%	5 / 1.29%
White or Caucasian	779 / 82.26%	443 / 81.14%	200 / 74.07%	303 / 78.29%
Multiple races / ethnicities	52 / 5.49%	34 / 6.23%	13 / 4.81%	14 / 3.62%
Self-describe	40 / 4.22%	23 / 4.21%	19 / 7.04%	14 / 3.62%

Household income	Community Satisfaction	Vision Statement Input	Vision Statement Feedback	Action Plan Feedback
Less than \$25,000	97 / 10.43%	43 / 8.16%	13 / 4.98%	8 / 2.08%
\$25,000 - \$50,000	189 / 20.32%	103 / 19.54%	70 / 26.82%	57 / 14.81%
\$50,000 - \$75,000	190 / 20.43%	112 / 21.25%	51 / 19.54%	89 / 23.12%
\$75,000 - \$100,000	199 / 21.40%	95 / 18.03%	44 / 16.86%	93 / 24.16%
\$100,000 - \$200,000	214 / 23.01%	135 / 25.62%	60 / 22.99%	114 / 29.61%
More than \$200,000	41 / 4.41%	39 / 7.40%	23 / 8.81%	24 / 6.23%

ZIP code	Vision Statement Input
97504	252 / 44.06%
97501	148 / 25.87%
97502	57 / 9.97%
97524	21 / 3.67%
97520	20 / 3.50%
97530	18 / 3.15%
97540	10 / 1.75%
Other	50 / 8.74%

ZIP code	Vision Statement Feedback
97504	200 / 45.87%
97501	118 / 27.06%
97502	41 / 9.40%
97520	13 / 2.98%
97524	13 / 2.98%
97530	12 / 2.75%
97535	8 / 1.83%
Other	31 / 7.11%

ZIP code	Action Plan Feedback
97504	151 / 39.84%
97501	78 / 20.58%
97502	11 / 2.90%
97520	10 / 2.64%
97524	7 / 1.85%
97503	7 / 1.85%
97403	6 / 1.58%
Other	109 / 28.76%

ZIP code not collected for Community Satisfaction Survey.



VI. ACKNOWLEDGMENTS

In 2021, over 45 community members, businesses, organizations, and local governments contributed time, services, goods, and funding to help make the Medford 2040 Vision process a success. The following lists identify many of these generous and committed individuals and organizations whose participation is greatly appreciated.

Vision Task Force

Daniel Bunn, Chair	Community-at-large
Christina Kruger	Vice-Chair, Community-at-large
Al Densmore	Community-at-large
Allen Purdy	Development Community
Bill Thorndike	Community-at-large
Bret Champion	Education
Brian Sjothun	City of Medford
Cara Carter	Housing Advocacy
Carol Fiddler	Interfaith Community
Cathy Kemper-Pelle	Education
Chris Pizzi	Hospital/Medical Community
Dennie Conrad	Hospital/Medical Community
Eli Matthews	Business Community
Jerry Brienza	Transportation
Lilia Caballero	Latino/a/x Community
Linda Donovan	Community-at-large
Marta Tarantsey	Neighborhoods
Mike Montero	Community-at-large
Milo Salgado	Workforce
Tom Fischer	Real Estate



Lead Partner Organizations

Bear Creek Greenway Foundation
City of Medford
Clean Sweep Program
Downtown Medford Association
Jackson County Continuum of Care
Jefferson Regional Healthcare Alliance
Medford Chamber of Commerce
Medford Parks and Recreation Foundation
Medford School District
Medford Urban Renewal Agency
Medford Water
Pacific Power
Rogue Community College
Rogue Valley Transportation District
Rogue Workforce Partnership
Southern Oregon Education Service District
Southern Oregon Historical Society
Southern Oregon Regional Economic Development, Inc.
Southern Oregon Sports Commission
Travel Medford
United Way

City Council

Mayor:

Randy Sparacino

Ward 1 Councilors:

Alex Poythress

Sarah Spansail

Ward 2 Councilors:

Clay Bearnson

Tim D'Alessandro

Ward 3 Councilors:

Chad Miller

Kevin Stine

Ward 4 Councilors:

Eric Stark

Michael Zarosinski

Project Team

Donna Holtz, City of Medford

Kristina Johnsen, City of Medford

Winnie Shepard, City of Medford

Amelia Wallace, Jensen Strategies, LLC

Emily Rehder, Jensen Strategies, LLC

Erik Jensen, Jensen Strategies, LLC

Josh Nadel, Jensen Strategies, LLC

Seth Baker, Maul Foster & Alongi



[MEDFORD2040.ORG](https://medford2040.org)