

**TO:** Ashland City Council  
**FROM:** 2200 Ashland St. Master Plan Ad hoc Committee  
**DATE:** November 12, 2024  
**SUBJECT:** **2200 Ashland St. Master Plan Recommendations**

**The Committee**

City Council appointed the 2200 Ashland St. Master Plan Ad hoc Committee to develop a Master Plan, which can serve as the basis for cost estimates and as a tool to leverage new funding for renovations and operations. The Committee was comprised of neighbors, people who have lived experienced with homelessness, advocates, and three non-voting members of City Council.

|                               |                   |
|-------------------------------|-------------------|
| Jason Houk                    | Member            |
| Rachel Jones                  | Member            |
| Matthew McMillan              | Member            |
| Debbie Neisewander            | Member            |
| Avram Sacks                   | Member            |
| Trina Sanford                 | Member            |
| Allison Wildman               | Member            |
| Tonya Graham, Mayor           | Non-voting Member |
| Gina DuQuenne, City Councilor | Non-voting Member |
| Bob Kaplan, City Councilor    | Non-voting Member |

**The Charge**

The Committee’s charge was to develop a master plan for the use of the 2200 Ashland St. property that

1. provides services to people experiencing homelessness,
2. furthers the community’s goals regarding homeless services and affordable housing,
3. enhances the experience of the surrounding area.

**The Timeline**

The Committee began its work in June 2024 and concludes with this report presented for a City Council Study Session on November 18 and Council action on December 3, 2024.



## The Role of the 2200 Ashland St. Master Plan

Having a property master plan is the foundation for

- Prioritizing site use
- Detailed facility design, for which cost estimates can be determined, and
- Seeking funding for site improvements and program operations.

All three steps above (prioritizing, designing, and funding) will take time, and thus mean a phased approach to implementing services.

Some components of the master plan will be immediate. For example, the site will continue to be used as a Severe Weather/Smoke Shelter, and it will be available as a community space in case of emergencies. These pre-determined uses are incorporated into the master plan and supported within the current City Budget.

## The Limitations of the 2200 Ashland St. Master Plan

The 2200 Ashland St. Master Plan is only a small part of what is needed to address and prevent homelessness in Ashland and the surrounding region. **The need is much greater than can be met on this property.**

The services described in the 2200 Ashland St. Master Plan are intended to complement and not duplicate or compete with other services, as each plays a different role in addressing community needs.

## Acknowledging the Challenges

As individuals, families, and interconnected sectors of the greater Ashland community, we recognize that the condition we call “homelessness” has many challenges. It is through the transparent examination of steps - and mis-steps - that the 2200 Ashland St. Master Plan Ad hoc Committee believes well-planned and well-managed efforts can create positive outcomes for everyone.

## The Recommendations

The recommendations from the 2200 Ashland St. Master Plan Ad hoc Committee are based on the committee’s understanding of the directive to produce a Master Plan that

- Serves people experiencing homelessness, beyond just a severe weather shelter
- Does not foster negative impacts on the surrounding area

Attached, please find the Ad hoc Committee recommendations for 2200 Ashland St. **Site Use** (pgs. 3-4) and **Site Management** (pg. 5), as well as **Other Considerations** (pg. 6).

## 2200 Ashland St. Site Use

### A. Severe Weather/Smoke Shelter

As directed by Council, 2200 Ashland St. shall be used to provide safe and secure shelter from severe weather and smoke, with every reasonable attempt made to provide adequate storage for personal belongings. Persons shall abide by City-approved rules and be allowed to access the service without an appointment. The Severe Weather/Smoke Shelter will be prioritized for facility improvements to eliminate barriers to providing this essential service.

### B. Indoor Day Services by Appointment

Except for the Severe Weather/Smoke Shelter, any services provided on site shall be by appointment or pre-registration. The following indoor, daytime, by-appointment services are appropriate to be provided at this property:

1. Offices for social service providers to meet with clients
2. Laundry
3. Showers
4. Day storage

### C. Transitional Housing

The property is appropriate to help meet the need for Transitional Housing, including Bridge Housing, as defined below:

- Transitional Housing provides up to 24 months of training, counseling, and support for clients to then move into a subsidized housing program with ongoing case management or housing without subsidy.
- Bridge Housing provides short-term housing for individuals who can be self-sufficient (e.g., they have a housing voucher or are enrolled in a subsidized housing program) but are seeking a rental unit.

The following facilities are appropriate for Transitional/Bridge Housing at the site:

1. Boarding Rooms in the existing building.
2. Tiny Home Village, where individuals or couples can reside in self-contained tiny homes, complete with bathrooms and kitchens.
3. Multi-floor Efficiency Apartments, also for individuals or couples, but making for more efficient use of the space.



#### D. Space for Training and Meetings

The site allow scheduling of appropriate space for training and meetings related to housing and homeless services.

#### E. Administrative Offices

The site allow for a limited number of office spaces for administrative use by organizations addressing housing and homeless services.

#### F. Maintenance

The property be fenced and well-maintained. The detailed Facility Plan should include placement of additional trees, as well as upgraded fire-safe landscaping. Continuous weed abatement and regular maintenance is necessary to ensure that the property is visually appealing, in keeping with the standards of other City buildings and properties and the goal of ensuring this property meets the goal of enhancing the experience of the surrounding area.

#### G. Amenities

The property include a multipurpose space that can be used for classes and meetings, as well as activities in response to a community emergency (e.g., flood, fire, earthquake).

The site include an adequate number of indoor restrooms to meet the needs for use, including the needs of participants at the Severe Weather/Smoke Shelter.

Other amenities be offered, including bicycle racks, visually appealing screening of any outdoor recycling or garbage bins (enclosed and locked), informational signage, and low-impact night lighting to be continuously illuminated. In addition, the City of Ashland should improve or replace the dilapidated shed attached to the west side of the building.

#### H. Prohibited Uses

Except for the Severe Weather/Smoke Shelter, the 2200 Ashland St. property shall not include:

1. Camping (including tents, cars, or other vehicles)
2. Low-barrier and/or congregate shelter
3. Porta-potties that are not fully screened and roofed
4. Service trailers
5. Drop-in services
6. Pallet houses

Exceptions may be made, particularly in response to a community emergency (e.g., flood, fire, earthquake).

## 2200 Ashland St. Site Management

*Details regarding policies, rules, expectations, and responsibilities, referenced below are further discussed in "Other Considerations" on page 6.*

- A. The City of Ashland shall provide strong and continuous contract management for program providers, with approval of program and site management policies before delivering services. Policies should include standards for client services, security, exit planning, and staff training.
- B. All clients (residents and non-residents) shall be provided a client bill of rights and supported with best practices in social services and coordination with other community resources to help them achieve self-sufficiency.
- C. The City of Ashland shall establish an ongoing 2200 Ashland St. advisory committee.
- D. Expectations shall be laid out in seeking service providers who will work with the City and surrounding area to deliver high-quality services and mitigate any concerns that arise.
- E. Clients served at this location shall abide by clearly communicated rules.
- F. Clients shall agree to a code of conduct and sign a behavior contract that describes expectations and protocols for completing or terminating services.
- G. This site is not suited to host or serve individuals who are unable to abide by the code of conduct and behavior contract. Services at this site appropriately focus on serving those who are taking steps toward self-sufficiency and are identified as such through a simple provider referral. This process will help ensure appropriate matching of needs and services.
- H. Residential stays shall be for a duration sufficient for individuals to prepare for self-sufficient living; likely no longer than 24 months.
- I. Residents shall be supported through services offered at this site in activities to increase their ability to be self-sufficient in stable housing.

## Other Considerations

2200 Ashland St. is just one City-owned property, with a dedicated purpose to serve people experiencing homelessness. The location of this property and existence of a major homeless services center that is equipped to handle crisis situations within one mile of the site were major factors in shaping these recommendations.

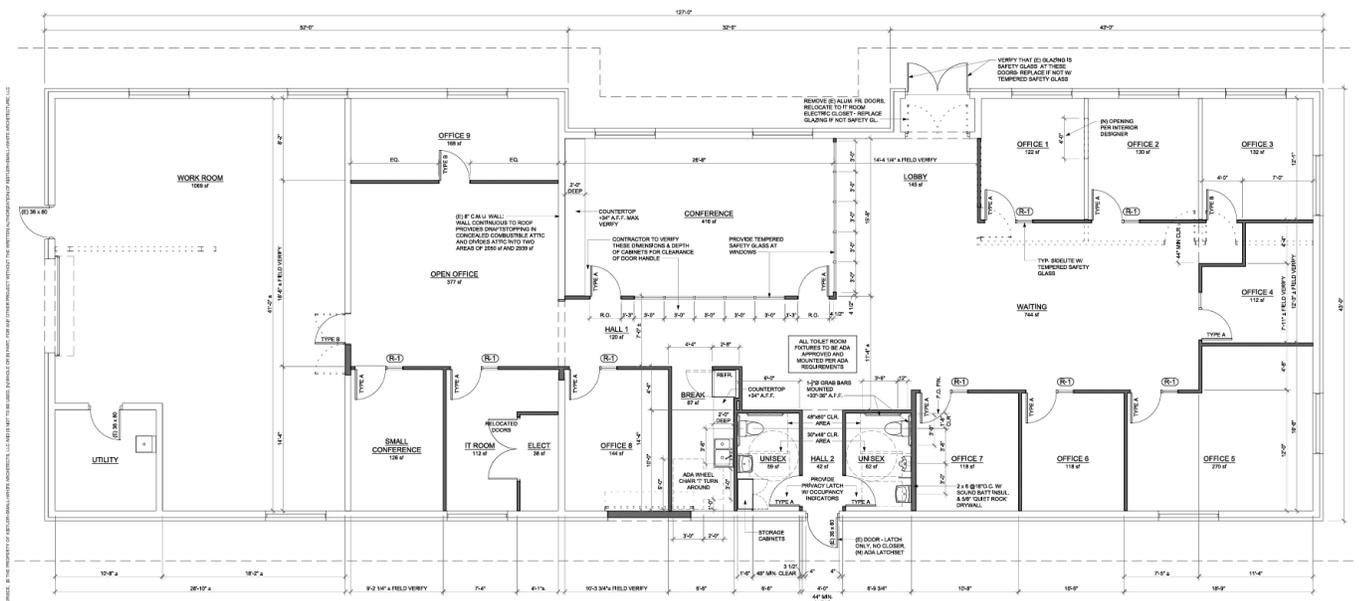
The site cannot meet all needs, or even the most critical needs of people experiencing homelessness. Anything located at the site should be well designed and complement other services offered by community partners. To that end, the following recommendations are offered:

- A. Services at 2200 Ashland St. be coordinated with other resources throughout the region to facilitate effective access to a network of homeless services.
- B. The City of Ashland use the action framework provided in the August 2024 Homeless Services Assessment Report to implement other viable and promising actions to help resolve and/or reduce homelessness, without further concentrating homeless services in south Ashland.
- C. The City of Ashland fill the staff position approved by Council to assist the City in advancing a coordinated and well-articulated approach to homelessness services, including supporting implementation of the recommendations within this document.
- D. The City of Ashland develop a communications and engagement plan for use with key stakeholders, including those in the surrounding area and potential clients to be served on the site.
- E. To expedite implementation, the City Council extend or otherwise re-charter the Ad hoc Committee with representatives from the surrounding area, as well as people with lived experience of homelessness to assist the City with the development of the following:
  1. A Site Plan Design that incorporates elements of these recommendations;
  2. A checklist for program and site management requirements (e.g., standards for client services, security, exit planning, and staff training);
  3. A client "bill of rights," code of conduct, and behavior contract;
  4. A set of site rules;
  5. The role of an ongoing 2200 Ashland St. Advisory Committee;
  6. Components of a communications and engagement plan for use with key stakeholders, including those in the surrounding area and potential clients to be served on site; and
  7. Interim uses for the site.

Attachment: 2200 Ashland St. site map and floor plan of existing building



Land: 52,272 sq. ft. (1.20 acres)



5,333 sq. ft. finished interior