

COUNCIL RESOLUTION No. 10-2025

A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF MILWAUKIE, OREGON, ADOPTING COUNCIL GOALS FOR 2025-2027.

WHEREAS establishing Council goals helps prioritize resources and capacity to address areas that are not yet embedded within the current work of the city; and

WHEREAS Council has traditionally set goals of two or three-year duration and this Council has expressed a desire to better align goal setting with the city's biennial budget timeline to allow for strategic investment; and

WHEREAS Council discussed goal ideas and gathered community input between November 2024 and January 2025, including through a town hall meeting on January 7, 2025, and a community feedback survey on the Engage Milwaukie website; and

WHEREAS Council has hereby identified the following goals to serve as the city's primary objectives for the remainder of the fiscal year 2024-2025 biennium and the fiscal year 2026-2027 biennium (calendar years 2025, 2026, and 2027).

ECONOMIC DEVELOPMENT: Support Milwaukie's business districts and invest in Neighborhood Hubs.

PARKS AND GREENSPACE: Deliver Milwaukie Bay Park and expand equitable access to green space, including the future restored Kellogg Creek Natural Area.

AFFORDABILITY: Identify opportunities to provide utility relief and support more income-restricted housing development in Milwaukie.

Now, Therefore, be it Resolved by the City Council of the City of Milwaukie, Oregon, that these City Council goals outlined above and in Exhibit A are adopted for calendar years 2025, 2026, and 2027.

Introduced and adopted by the City Council on **February 4, 2025**.

This resolution is effective immediately.



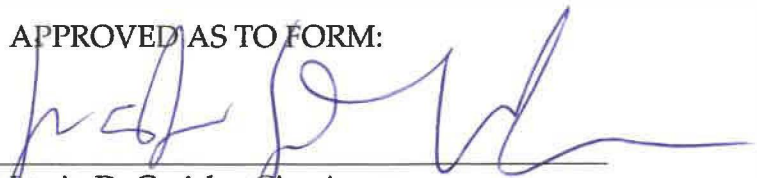
Lisa M. Batey

ATTEST:



Scott S. Stauffer, City Recorder

APPROVED AS TO FORM:



Justin D. Gericke, City Attorney

Goal title	ECONOMIC DEVELOPMENT: Support Milwaukie's Business Districts and invest in Neighborhood Hubs	
	<i>Council actions</i>	<i>Staff actions</i>
<p>2025 actions <i>FOCUS: Support downtown momentum; Business engagement and fact finding</i></p>	<ul style="list-style-type: none"> • COUNCIL GOAL ACTION PLANNING: Articulate economic development priorities and objectives, <i>in collaboration with the Milwaukie Redevelopment Commission Community Advisory Committee (MRCCAC)</i> <ul style="list-style-type: none"> • Refresh Urban Renewal Area (URA) 5-year action plan • Establish regular business engagement tables (URA, North Milwaukie Industrial Area (NMIA), International Way, and neighborhood businesses) 	<ul style="list-style-type: none"> • Hire Economic Development coordinator <ul style="list-style-type: none"> • Build relationships with business groups • Plan for investments in downtown placemaking, beautification, and streetscape improvements • Scope and explore planning/code work that supports economic development (e.g., corridor planning) • Continue URA business support grant program and begin work to replicate program citywide, funded by Construction Excise Tax (CET)
<p>2026 actions <i>FOCUS: Neighborhood Hubs + Business support, attraction, and retention</i></p>	<ul style="list-style-type: none"> • Select priority Neighborhood Hubs for placemaking investment based on market analysis • Explore opportunities for additional URAs to support economic development beyond downtown • Direct staff on planning/code work to undertake to support economic development • Continue business engagement and host Annual Business Summit • Explore tools for incentivizing business action in line with other city values (e.g., depaving) 	<ul style="list-style-type: none"> • Conduct market analysis around Neighborhood Hubs • Launch city-wide business grants funded by CET • Review Business Tax code and fees and propose adjustments that allow for greater business assistance while supporting financial stability • Explore transportation enhancements needed to support workforce and business needs and climate goals (informed by updated Transportation System Plan (TSP)) • Continue investing in downtown and launch downtown streetscape capital improvement project • Develop vacant storefront tool kit • Implement placemaking investments in Hubs
<p>2027 actions <i>FOCUS: Institutionalizing business support as a city function</i></p>	<ul style="list-style-type: none"> • Champion transportation investments that support economic development • Continue business engagement and host Annual Business Summit 	<ul style="list-style-type: none"> • Implement Business Tax changes

Goal title	PARKS AND GREENSPACE: Deliver Milwaukie Bay Park and expand equitable access to greenspace, including the future restored Kellogg Creek Natural Area	
	Council actions	Staff actions
2025 actions <i>FOCUS: Get Milwaukie Bay Park back on track and secure funding for Kellogg project</i>	<ul style="list-style-type: none"> • COUNCIL GOAL ACTION PLANNING: Articulate parks and greenspace priorities and objectives, <i>in collaboration with the Parks and Recreation Board (PARB)</i> • Continue dialogue with North Clackamas Parks and Recreation District (NCPRD) Board to advance Milwaukie Bay Park (MBP) • Advocate for MBP and Kellogg Creek Dam Removal and Restoration Project (Kellogg project) funding at regional, state and federal levels 	<ul style="list-style-type: none"> • Support MBP planning and funding efforts • Support Kellogg project planning and funding efforts • Continue engagement with NCPRD to ensure adequate maintenance and investment in Milwaukie parks • Begin scoping for greenspace strategy, including: <ul style="list-style-type: none"> • Mapping and equity analysis • Launch Good Neighbor grant program
2026 actions <i>FOCUS: Plan for the greenspace system Milwaukie wants</i>	<ul style="list-style-type: none"> • Continue advocacy for MBP and Kellogg project • Engage community in conversations around park priorities and concerns • Engage in conversations, as timely, about parks governance 	<ul style="list-style-type: none"> • Help build Milwaukie Bay Park! • Renegotiate cooperative intergovernmental agreement (IGA) with NCPRD • Develop comprehensive greenspace strategy
2027 actions <i>FOCUS: Clarify future of parks governance</i>	<ul style="list-style-type: none"> • Continue to engage and make decisions around parks governance and long-term strategy 	<ul style="list-style-type: none"> • Begin implementation of greenspace strategy

Goal title	AFFORDABILITY: Identify opportunities to provide utility relief and support more income-restricted housing development in Milwaukie	
	Council actions	Staff actions
<p>2025 actions <i>FOCUS:</i> Planning and analysis to identify most impactful actions</p>	<ul style="list-style-type: none"> • COUNCIL ACTION PLAN: Define Council’s affordability priorities and strategy, <i>in collaboration with Community Utility Advisory Committee (CUAC)</i> • Advocate for ratepayers with non-city utilities (e.g., electric, gas, broadband) 	<ul style="list-style-type: none"> • Complete utility rate design work and explore ways to deepen discounts • Review and update fee schedule as part of financial stability strategy <ul style="list-style-type: none"> • Review permit rates for different customer classes and alignment with city values (e.g., climate) • Update stormwater impervious surface area data for utility billing • Update utility billing code to reflect needed efficiencies • Conduct a cost/benefit analysis of new affordability ideas (rebates, discounts, and exemptions) • Begin Sparrow development • Adopt affordable housing code improvements (part of the city’s Housing Production Strategy)
<p>2026 actions <i>FOCUS:</i> Implementation and awareness raising</p>	<ul style="list-style-type: none"> • Continue advocacy for affordability • Develop land banking strategy 	<ul style="list-style-type: none"> • Develop and implement communications strategy <ul style="list-style-type: none"> • Outreach programming at the library, city events, etc. • Mailers, social media, etc. • Develop FY27-28 budget that allows for implementation of affordability mechanisms prioritized by Council via its strategy • Update city’s land banking strategy with a focus on acquisition of land for affordable housing development (part of the city’s Housing Production Strategy) • Complete Sparrow development • Review and make changes to the city’s R-HD zone to support housing production (part of the city’s Housing Production Strategy)
<p>2027 actions <i>FOCUS:</i> Institutionalize affordability programs</p>	<ul style="list-style-type: none"> • Continue advocacy • Plan for institutionalization of affordability work 	<ul style="list-style-type: none"> • (If funding allows) Acquire property for next affordable housing development • Continued implementation of communication strategy