

**MILWAUKIE CITY COUNCIL
WORK SESSION
DECEMBER 20, 1999**

Mayor Tomei opened the work session at 5:30 p.m. in the City Hall Conference Room.

Present were Councilors Kappa, King, Lancaster, and Marshall.

Staff Present: City Manager Bartlett; Assistant City Managers Bennett and Richards; Public Works Director Stepan; Neighborhood Services Director Gregory; and Public Information Specialist Wheeler.

Information Sharing

1. The group confirmed that Mayor Tomei would continue as the City of Milwaukie representative on the Complete Communities Steering Committee.
2. **Mayor Tomei** suggested preparing a proclamation recognizing Monroe Sweetland on his 90th Birthday and a notice for the *Clackamas Review*.
3. **Mayor Tomei** noted that she had received a letter from Richard Raynor regarding the ESD proposal on Lake Road.
4. **Councilor Marshall** and **Councilor King** attended the Emperor's Birthday Party at the Japanese Consulate.
5. **Councilor Kappa** announced the Water Providers Consortium would begin strategic planning in January focusing on source water protection and community design. It is also preparing a program for the June 2000 Oregon Livability Conference.
6. **Councilor King** briefly discussed the Johnson Creek Watershed Council's Year 2000 Goals.
7. **Councilor Marshall** signed up for the Concurrency Group Transportation Subcommittee.
8. **Mayor Tomei** announced that Elaine Cogan was selected as the Complete Communities consultant. The group discussed the challenges of reaching the diverse Clackamas County population.
9. **Councilor Kappa** discussed the lack of industrial lands in Clackamas County, constraints resulting from water issues, and lack of infrastructure. **Councilor Marshall** noted that North Clackamas County would have difficulty

meeting Metro's 2040 job projections and pointed out what he believed was a significant imbalance between housing costs and wages.

10. **Councilor King** and **Councilor Lancaster** commented that Bartlett's response to Dolly Macken-Hambright's concerns with Milwaukie Dispatch were appropriate.
11. The group discussed enforcement of signs in the right-of-way. **Bartlett** cautioned against only removing garage sales signs on certain days of the week since that would send a mixed message on the City's enforcement of state laws restricting sign placement. The City attempts to be uniform in its procedures with enforcement being random. He also pointed out that Milwaukie, as the road authority, could be liable if garage sale signs obscured a traffic control sign or caused a hazard in the public right-of-way. The group discussed signs in relationship to the First Amendment. The Planning Commission does not see this as a high priority item on its work schedule, and it also made the point that downtown businesses generally agree with the established rules. **Councilor Marshall** had observed some garage sales that seemed to be ongoing and suggested that staff check their business license status.

Community Open Forum

Juanita Curry, Mrs. Milwaukie 2000, introduced herself and told the City Council she was available to appear at local events. The group agreed to read a proclamation recognizing Curry at the next regular session.

Ed Zumwalt, provided several recent *Oregonian* articles on urban planning. He read a short statement directed to Metro that stressed the people's desire for slow growth. He discussed the importance of the Milwaukie Middle School site as a community asset and urged that it not used for high density development. Growth on that site will suffocate the surrounding neighborhood and would indicate serious ethical and social troubles. It is not acceptable for citizens to be steamrolled by the City Council and personal agendas and visions. He suggested that the Charter might need to be reviewed in order to protect the people. He supported the waterfront concept. Crandall talks about capitalizing on Milwaukie's amenities, but the greatest amenity of this community is its children. He noted the youth advocates were very devoted to their cause. There is so much that could be done on the waterfront to draw business, he did not feel the Middle School site needed to be developed. If the tax base needs to be improved, develop on the north and south ends of town, but leave the Middle School site alone.

Councilor Kappa was concerned about redevelopment money if the City does acquire the Middle School site.

Zumwalt said the north and south ends of town could produce the funds, and the waterfront will attract people. He suggested development behind the Safeway unless it was already locked into being a transit center.

Mayor Tomei pointed out that the north end was industrial, and the City needs to be mindful of the job opportunities that area could provide.

Zumwalt indicated his support of the Riverdale School District in the vacant Pendleton site but was concerned with the number of jobs it might take away. He recommended the development plan include a restaurant with an historical theme.

Councilor Kappa noted there were three trucking companies in the north industrial area with union contracts that provide family wage jobs. He said he would be very cautious about eliminating those types of jobs.

Zumwalt understood the burden of publicly-owned property but recommended keeping the ball parks. He also did not support moving City Hall to maintain retail continuity. Why does the downtown have to look like a strip mall? He urged the City Council look beyond redeveloping the Middle School site and consider housing on the south end. He also had concerns with Spring Creek and maintaining the water level in Scott Park Lake.

Councilor King said the plan is not etched in stone. She believed the concept plan showed some housing north of the transit center and residential units above retail.

Councilor Kappa added the concept of the town center is to place density in the downtown instead of the neighborhoods. Mixed use zoning supports this.

Joe Loomis reported that he and others in support of youth athletics have been attending Neighborhood District Association (NDA) meetings. Comments from the public have been generally very positive toward the desires of the group to maintain the Middle School site as a youth and community facility. He had requested that Councilor Lancaster ask some questions of the Parks District, but Lancaster indicated he had not gotten a response. Loomis said his group did not feel the District was responding positively toward youth. He asked Councilors their points of view regarding the Middle School site.

Councilor Kappa consistently supported youth activities, but he was concerned about the cost of supporting a community recreational facility. Will voters pay for it? There are other options that should be considered beyond this single function, and the answer might be blending some uses. He noted his involvement with Milwaukie Together and support of the skateboard park.

Loomis was willing to have a dialogue, but he believed it was time for the City of Milwaukie to step up and do something for its youth. Chief Kanzler has commented on the importance of keeping youth engaged.

Councilor Marshall felt his stance on the importance of youth was clear. During the previous riverfront plan, he fought to keep housing from the Middle School site. The problem is how to fund improvements, and that is up to the voters and taxpayers. He saw engaging urban youth as a very complex issue. Voters have supported tax-cutting initiatives that have significantly reduced youth programs, and there will likely be more of these types of measures in upcoming elections. He also questioned at what point the government took over responsibility from the parents.

Councilor Kappa added there are other funding demands such as road repair.

Loomis said his group represents a lot of people who are willing to put in many volunteer hours. The Milwaukie City Council is more open than the School Board, and he felt taxpayers would be giving if they felt their money would not be wasted.

John Denny discussed the Kids First of Milwaukie organization. If the City comes up with a downtown development plan that is fair to youth, he could guarantee 3,000 to 4,000 votes in support.

Dave Worsley pointed out that the youth sports groups were a driving force in the passage of the Parks District bond measure, and this is a chance to correct what happened with the District. He believed voters would support a measure that provided for the community's children.

Bonnie Petty said the group does not want the Kellogg Lake ballfields included in future plans.

Alex Walsh thought Rowe Middle School would only become more crowded if there were apartments at the Milwaukie Middle School site. He asked: Do you want happy kids? Or do you want disappointed kids?

Councilor King noted her campaign for City Council was based on no high density, and, with community support, that can happen.

Councilor Lancaster applauded the organization and asked the group to show the City Council their concept of what a world class sports center would look like in Milwaukie.

Public Works Director

M. Bennett introduced **Sue Stepan**, Public Works Director.

Vision Statement

Gregory introduced Jennifer Koozer, Project Intern.

Gregory reviewed the process that began in January 1998 with Neighborhood visioning. The City Council began its Strategic Directions project in September 1999 with the resulting draft mission and vision statements going to the public for review and comment. She discussed the expanded communication efforts undertaken to increase the dialogue between citizens and the Council. The public reviews were completed by December 9, 1999, and the seventy-one responses were tabulated for Council consideration.

Overall, most respondents liked the statements; however, there were certain sections that elicited very polarized comments. These were: Natural Environment, Transportation, Built Environment, and Economic Development. Thirteen respondents listed access to quality education as important, so the City Council may wish to respond by including a new section. There was no strong sense from the public on the draft Mission Statement.

Staff was seeking direction on the final edits prior to City Council adoption. Once adopted, staff would assess its current efforts, review what needs to be done by whom and when, allocate resources, and identify key partnerships.

Councilor King referred to staff report pages WS.3.5 through 3.7. She wanted the phrase "environmentally sensitive" used more frequently. She suggested the following: *"Milwaukie has preserved the best from its past and cultivated opportunities in its future by sustainable planning strategies while representing citizen values and remaining a strong partner and voice in the region."* She wanted a strong emphasis on Milwaukie's being an environmentally sensitive community. She also suggested including references to Mt. Scott, Kellogg, and Johnson Creeks.

Councilor King recommended deleting WS.3.8, *"Happy residents and inspired visitors enjoy a dynamic downtown that connects to a uniquely accessible riverfront"*, entirely.

Councilor Lancaster felt it was important that the statements not to be too specific. Each needs to be clear and straightforward and make sense to the reader.

Councilor Marshall made three comments: remove the "2020" and "21st Century" timeframe references so the document will continue to be a tool for future Councils; remove "happy residents" and "inspired visitors"; and make the document shorter, more succinct, and perhaps more general. He also felt the City Council needed to commit to an adoption timeframe and suggested

additional work sessions if necessary. He made a motion to that effect. The group concurred that the document needed to be adopted no later than the end of January 2000.

The Council agreed to removed "*In the year 2020*" from the statement on staff report page WS.3.5. Members also agreed to remove WS.3.8 and WS.3.9 in its entirety.

Councilor King referred to Lancaster's document and urged adding language related to "*sustainability-based planning*" in the second paragraph.

Public Safety

Mayor Tomei felt it was important to make the connection between education and crime prevention.

Councilor Lancaster commented that prevention is proactive and enforcement is reactive. He indicated he did not like using terms like "*lowest crime rate in the metro area...*"

Councilor Marshall moved to accept Councilor Lancaster's document as written. **Councilor King**, however, wanted additional time to review it and prepare her own statements.

Councilor Kappa recommended a separate section on education.

Economic Development

Mayor Tomei liked the statement on staff report page WS.3.32 -- "*Creates a diverse and stable economic base that provides employment opportunities and dependable revenue sources.*"

Councilor Marshall saw Metro's housing and job quotas as a cause for polarized citizen comments. There is a portion of the population saying that is not something they want. He agreed that the City needed to move forward to a certain degree in order to upgrade the community.

Councilor Kappa stated that there needed to be an economic base to support City services. The City Council has some fiduciary responsibilities to maintain that economic base, and he felt that needed to be stated in the document.

Mayor Tomei agreed because she felt the City of Milwaukie was at a crossroad. There were several times the City could have redeveloped the waterfront or purchased Crystal Lake Park, but backed down when it was time to make tough choices. This City Council has a chance to do something good for the community.

Councilor Kappa said it was important to capitalize on opportunities and enhance Milwaukie's tax base and expressed concern with the significant efforts to cut government spending. He felt the document needed to recognize the need for a vital economy while keeping small town flavor.

The group discussed the term "living wage." **Councilor Lancaster** felt it was government's role to remove obstacles to economic development but not to tell a company what to pay its employees. He had serious concerns about making statements that might discourage business development.

Councilor King said, philosophically, some entity needs to say it will be supportive and help promote a business that pays a family wage.

Councilor Kappa felt strongly that, even though every family may not have a living wage, they need to be provided with an opportunity to move up the economic scale. He suggested that kind of policy could be expressed through the City's zoning ordinance.

The group discussed the enterprise zone and certain requirements companies agree to in order to get tax benefits.

The Council supported Lancaster's statement on Economic Development as written.

Transportation

Councilor Marshall recommended removing the word "rail" and using instead "*providing a variety of choices.*"

Mayor Tomei felt putting forth the concept of regional connections was important.

Councilor Lancaster felt that would be covered by using the term "*well-planned.*"

Councilor King recommended linking neighborhood livability with fostering connections that allow for regional accessibility.

The group agreed to eliminate the examples of transportation choices -- "*rail, waterways, transit, streets, sidewalks, and pathways.*"

Natural Environment

The Council agreed the words "*quiet*" and "*peaceful*" should be removed because they were too subjective.

Councilor King and **Mayor Tomei** agreed they would like to add reference to an "environmentally sensitive City."

Built Environment

Councilor Kappa referred to staff report page WS.3.29. He liked the statement "A careful community-guided review of all development preserves the quality of our environment. Variety in housing, business, and industry reflects the majority vision."

Councilor Marshall liked Lancaster's statement because it was succinct.

Mayor Tomei felt reference to ensuring "a variety of housing choices" needed to be included.

Councilor Lancaster commented that neighborhood preservation would dictate the housing choices.

Bartlett suggested that staff take Lancaster's document, work session comments, and any other written Council comments and prepare a review copy for the January 3, 2000 work session. The public hearing on adoption of the Mission and Vision is currently scheduled for January 4. Staff will also prepare a section on quality education as expressed through community comments.

Councilor Kappa was curious, since the City does not provide direct education, how the Council would interpret the citizens' statements. Do they expect some kind of future partnership?

Mission Statement

Councilor King suggested "Milwaukie a great place to live."

Councilor Kappa liked "Creating a quality small town."

Mayor Tomei and **Councilor King** also like "A world class small town."

The group weighed the interpretation of "A great place to live" vs. "A nice place to live."

General Direction

- Change all statements to present tense.
- Delete all timeframe references, i.e., "2020."
- Work with Lancaster's document for basic framework.
- Councilor King will write and submit her draft.

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- Add a section on Quality Education.
- Add references to creeks and waterways.
- Delete the words "happy" and "inspired" on staff report page WS.3.8 when referring to residents and visitors.

The meeting ended at 8:10 p.m.

Pat DuVal
Pat DuVal, Recorder

Correction: Meeting Location Address

CITY OF MILWAUKIE
CITY COUNCIL WORK SESSION AGENDA
DECEMBER 20, 1999

MILWAUKIE CITY HALL

Conference Room
10722 SE Main Street

WORK SESSION – 5:30 p.m.

Discussion Items:

	<u>Time</u>	<u>Topic</u>	<u>Presenter</u>
1.	5:30 p.m.	Dinner and Information Sharing	Group
2.	6:00 p.m.	Open Community Forum	
3.	6:30 p.m.	Review Draft Vision and Mission	Bartlett/Gregory
4.	8:00 p.m.	Adjourn	

The Council may vote in work session on non-legislative issues.

At the end of the work session, the Council may hold an Executive Session under the authority of Oregon Revised Statutes 192.660 as needed.

*For assistance/service per the Americans with Disabilities Act (ADA)
dial TDD 786-7555.*

The Council requests that all pagers and cell phones be either set on silent mode or turned off during the meeting.



To: Mayor and City Council

Through: Dan Bartlett, City Manager; Charlene Richards, Assistant City Manager

From: Michelle Gregory, Neighborhood Services Manager; Jennifer Koozer, Intern

Subject: Review of City-wide Vision and Mission

Date: Wednesday, December 15, 1999

Action Requested

Direct staff on changes to be made for final drafting of City Vision and Mission toward adoption in January 2000.

Background

In January of 1998 the City Council directed staff to begin a visioning process in Milwaukie neighborhoods. All seven of Milwaukie's officially recognized neighborhoods did the visioning process throughout the course of that year and then presented their Visions to the City Council in the Spring of 1999.

Concurrently, Council embarked upon a strategic planning process that involved itself, the City's Boards and Commissions, the City staff and the feedback of partnering agencies, organizations and individuals within the community and the region. The outcome of this process was the Council's current set of Goals and Objectives.

This strategic process and the neighborhood visioning efforts were augmented by several other efforts to expand and facilitate communication between the City and its Citizens. These efforts have also fed the visioning process. Some of these include:

- an expanded *PILOT* with space for the neighborhoods
- televising Council work sessions
- added agenda time at both Council meetings and work sessions for discussions with citizens
- town hall forums on topics of critical import to the community
- project specific open houses, focus groups and workshops
- an enhanced outreach component to the budget process
- a general implementation of community-based, stakeholder-driven planning and problem-solving principles.

All these efforts provided the foundation for Council's development of the Draft City-wide Vision and Mission. The Draft Vision and Mission were initially developed at the Council Retreat of September 18th, 1999. They were then reviewed at a Community Leadership meeting on October 9th, 1999. At that meeting, the group felt it was necessary to expand the review period to December 9th so the community at large could have a final review opportunity. Over the last two months the community has reviewed and commented on the draft Vision and Mission.

Seventy-one Copies of the draft have been edited and returned. Herewith are the comments of the community.

Concurrence

Review of the draft Vision and Mission does not conflict with the activities of other departments. Adoption of the Vision and Mission may impact the activities of other departments.

Fiscal Impact

The fiscal impacts of the Vision and Mission at this stage are none. As the vision and mission are adopted they will guide the budget process and will influence how the City decides to allocate its non-dedicated funds. The vision and mission may also influence the city's eligibility for grants and other funding opportunities from outside agencies by demonstrating a commitment to those issues associated with funding opportunities.

Work Load Impacts

The work load impacts of developing the draft vision and mission have been absorbed. As the vision and mission are adopted work load impacts will be a function of Council direction to implement the Vision and its related Council goals. Areas of staffing likely to be heavily affected by the vision and mission because of new program development or new practices: Management, Finance, Planning, Building, Public Works Administration, Police, Neighborhood Services, Program Services and Information Systems. Areas of staffing not likely to be as

affected by the vision and mission but nonetheless responsible for carrying it out: Library, Records and Information Management, Court, Public Works Operations and the Water division.

Alternatives

Review of the Draft Vision and Mission can be postponed.

Council Staff Report -- (Review of City-wide Vision and Mission)
(12/16/99)

City of Milwaukie

Draft Vision Statement:

Summary of Edits from Citizens

Citizens were provided copies of the Draft Vision statement, yellow and green highlighters, and were instructed to:

- (1) highlight in green those parts that they liked
- (2) highlight in yellow those parts that they didn't like
- (3) leave alone areas of the document that they felt neutral about
- (4) write in any additional comments
- (5) Return edited copies to the City Neighborhoods Office or the Library.

Seventy-one citizens returned their edited copies of the document. A few respondents prepared their own individual statements, which have been reviewed in the context of this format and integrated to categorize their support for specific issues. City staff then tallied responses by breaking the Vision down sentence by sentence, for the preface statement and section by section for the subject areas. Overall, many more segments were highlighted green than yellow, meaning that generally citizens liked the draft Vision. But there were areas of polarization, which should be considered carefully, and there were several additional comments.

The following pages summarize citizens' review of each sentence of the Vision Preface and each section of the Subject areas of the Vision Statement. (The Mission statement tallies follow in the next section of this report - See page 17.)

- Generally, a phrase is shown in the "like" or "dislike" column if four or more citizens had highlighted it. Phrases in **bold** received six or more comments.
- The following areas should be reviewed most carefully, because comments were more complex or opinions were split:
 - Preface, sentence 2 that starts: "Happy residents . . ."
 - Preface, sentence 3: "Our neighborhoods are . . ."
 - Natural Environment Section
 - Transportation Section
 - Built Environment Section
 - Economic Development Section
- Also important to note, is the fact that a new section of concern was identified by at least 13 respondents who listed access to quality **Education**, particularly for children, as an important component of the Vision.

In the year 2020, Milwaukie has preserved the best from its past and cultivated the opportunities in its future by carrying the values of its citizens forward and remaining a strong partner in the region.

*Reminder: a phrase qualified for the "like" or "dislike" column if four or more citizens had highlighted it. Text in **bold** received six or more highlights.*

LIKE	DISLIKE
Whole Sentence Highlighted: 3	Whole Sentence Highlighted: 0
<ul style="list-style-type: none"> • Preserved the best from its past • Carrying the values of its citizens forward 	<ul style="list-style-type: none"> • 2020

In the year 2020, Milwaukie has preserved the best from its past and cultivated the opportunities in its future by carrying the values of its citizens forward and remaining a strong partner in the region.

ADDITIONAL COMMENTS WRITTEN IN
? Replace "in the year 2020" with "it is hoped that"
[2020] ???
[2020] evolving living document
[best from its past] what is left?
[carrying the values] We talked at length about this--do we mean listen to----accommodate changing needs of citizens
[in the year 2020] why a date?
[partner] to whom?
[values of its citizens] what are those values?
3 more reasons (?) Use reader friendly language. Clearer language. Vocabulary definition.
after "strong partner" insert "and voice"
after "strong partner" insert "and voice"
City Council and Public Dept. Heads still do not listen and represent residents
delete "forward"
delete "has"
delete "in its future"
delete "in the year 2020"
I like "unique identity" concept
insert "[illegible] citizens" after "partner"
insert "and requirements" after values
insert "Milwaukie and a major leader in the" before "region"
insert "with the citizens approval" after "future"
replace "carrying the" with "incorporate"
replace "carrying the" with "incorporating"
replace "cultivated the" with "taken advantage of"
replace "cultivated" with "cultivates"
replace "cultivated" with "maximized"
replace "cultivated" with "takes" or "creates" or "makes"
replace "has preserved with "preserve"
replace "has" with "continues to be"
replace "has" with "will have"
replace "has" with "will have"
replace "in its future" with "for its future"
replace "in" with "by"
replace "preserved" with "preserves"
replace "the opportunities in its future" with "key opportunities"
revise to read as follows: The year 2020 shows the City of Milwaukie reflecting the best of its historic past while creating future opportunities. The citizenry stand on their values, making a model partnership with government, regional and local."
Rewrite as follows: "In the year 2020, Milwaukie has created an outstanding community combining the best from its past and cultivating the opportunities of the future by carrying the values of its citizens forward and remaining a strong partner in the growth of this region"

... IN THE YEAR 2020 ... (continued from previous page)

rewrite as follows: "Milwaukie preserves the best from its past and cultivates future opportunities by representing citizens' values and remain a strong partner and voice in the region."

Scale down the vision. This is more of a wish list not a vision. How we get there--->GOAL. The vision of the people of Milwaukie is to create and development. [Delete whole paragraph (?)]

too many words. Who, where, why, what, when and how

what values? Is there consensus?

why 2020? Why not 2040? 2050?

Happy residents and inspired visitors enjoy a dynamic downtown that connects to a uniquely accessible riverfront.

*Reminder: a phrase qualified for the "like" or "dislike" column if four or more citizens had highlighted it. Text in **bold** received six or more highlights.*

LIKE	DISLIKE
Whole Sentence Highlighted: 6	Whole Sentence Highlighted: 2
<ul style="list-style-type: none"> • happy residents • dynamic downtown that connects to a uniquely accessible riverfront. 	<ul style="list-style-type: none"> • happy • dynamic • inspired • uniquely accessible riverfront

Happy residents and inspired visitors enjoy a dynamic downtown that connects to a uniquely accessible riverfront.

ADDITIONAL COMMENTS WRITTEN IN
[uniquely accessible riverfront] Walking under a noisy road?
delete "happy"
delete "happy"
delete "happy" Not everyone will be happy . .
delete "happy" and "inspired"
delete whole paragraph (?)
insert [illegible] after "visitors"
replace "dynamic" with "dramatically changed"
replace "dynamic" with "healthy"
replace "happy residents and inspired visitors enjoy a dynamic" with "longtime and new residents and welcomed visitors enjoy a inviting"
replace "happy residents and inspired visitors" with "residents and visitors"
replace "happy" with "engaged"
replace "happy" with "enthused"
replace "happy" with "involved and concerned"
replace "happy" with "involved"
replace "happy" with "satisfied"
replace "happy" with "secure"
replace "happy" with "involved"
replace "uniquely accessible" with "unique and accessible"
replace "uniquely accessible" with "unique and accessible" (existing wording doesn't make sense)
replace "uniquely" with "unique and"
replace "uniquely" with "unique ideni=g" (?)
revise to read as follows: "Residents and visitors alike embrace the reality: a downtown section subtly connected to our riverfront heritage with safe, peaceful neighborhoods."
rewrite as follows: "[?] residents and visitors enjoy a dynamic city that connects to a uniquely downtown and riverfront"
rewrite as follows: "Involved residents and excited visitors enjoy a dynamic city with a downtown that connects to a uniquely accessible riverfront."
There's nothing downtown. How about a park improvement.

Our neighborhoods are peaceful enclaves
of safety and affordability.

*Reminder: a phrase qualified for the "like" or "dislike" column if four or more citizens had highlighted it. Text in **bold** received six or more highlights.*

LIKE	DISLIKE
Whole Sentence highlighted: 7	Whole Sentence Highlighted: 1
<ul style="list-style-type: none"> • neighborhoods are peaceful enclaves of safety and affordability 	<ul style="list-style-type: none"> • enclaves • affordability

Our neighborhoods are peaceful enclaves of safety and affordability.

ADDITIONAL COMMENTS WRITTEN IN
[affordability] This should mean that historic Milwaukie has its old houses, not a lot of cramped development.
[affordability] does this mean we will cater to low income housing?
City is spending too much money on speculative ventures. Too much traffic in neighborhoods and traffic will increase.
delete "enclaves of"
delete affordability. Insert "aesthetically pleasing variety of housing choices"
delete affordability. Sounds like cheap and low quality developers make more money on larger houses. That is why most new houses are quite large. The lots are getting smaller and the houses are oversized for these small lots . . . Making for more flooding and hurting the environment. This needs to be discouraged as well as the trend for 3 car garages. Conservatism and quality in our housing choices (in building and remodeling) can be balanced producing practical and attractive places to live.
delete whole paragraph (?)
insert "and attractive" after "peaceful"
insert "by keeping historic homes" after "affordability"
insert "clean," before "peaceful"
insert "We work together to make" before "our"
insert "within Milwaukie" after "neighborhoods"
move "peaceful" to come before "neighborhoods"
replace "peaceful enclaves of safety and affordability" with "peaceful, safe, and affordable"
rewrite as follows: "Our neighborhoods are clean, peaceful, safe and affordable."
rewrite as follows: "Our neighborhoods are peaceful, safe and affordable."
rewrite as follows: "Our residents enjoy safe and affordable neighborhoods."
Should be! Not all achieved yet.

Our strong community-based planning ethic perfects how we live, work, play and travel to and from our land amid the Willamette-Johnson Creek watershed.

*Reminder: a phrase qualified for the "like" or "dislike" column if four or more citizens had highlighted it. Text in **bold** received six or more highlights.*

LIKE	DISLIKE
Whole sentence highlighted: 6	Whole sentence highlighted: 0
<ul style="list-style-type: none"> • strong community-based planning ethic 	<ul style="list-style-type: none"> • Willamette-Johnson Creek watershed (respondents felt this was not inclusive enough - should also refer to Kellog and Mt. Scott creeks) • Perfects

Our strong community-based planning ethic perfects how we live, work, play, and travel to and from our land amid the Willamette-Johnson Creek watershed.

ADDITIONAL COMMENTS WRITTEN IN
[planning] City dictates and we conform
[Willamette-Johnson Creek] insert "Kellogg"
[Willamette-Johnson Creek] insert "Kellogg"
delete whole paragraph (?)
insert "and educate our children" somewhere in "live, work, play and travel"
insert "will" after "ethic"
insert "without allowing [illegible] to be a major part of community traffic" after "watershed"
Is a strong community based planning really considered? What is this, Metro?
replace "community" with "Milwaukie"
replace "ethic perfects" with "drives"
replace "land amid" with "city situated in"
replace "land amid" with "city"
replace "land" with "city"
replace "land" with "homes"
replace "our" with "city"
replace "perfects" with "affects"
replace "perfects" with "affects"
replace "perfects" with "impacts"
replace "strong" with "focused" (?)
replace "the" with "our"
replace "to and from our land" with "within our neighborhoods"
replace "Willamette-Johnson Creek watershed" with "many watersheds"
replace "Willamette" with "Kellogg"
replace "Willamette-Johnson Creek watershed" with "Kellogg Creek Basins" ?
revise to read as follows: "Our planning ethic gives access to public lands attached to the Willamette-Johnson Creek watershed."
rewrite as follows: "Our strong community-based planning drives how we live, work, play and travel"
This is a tough one, what about Mt. Scott and Kellogg Creeks?
use busses more so that air is cleaner
we are also part of the Mt Scott Creek and Kellogg Creek watersheds
what about Kellogg Creek?

Our children are thriving and proud of the place we have made.

*Reminder: a phrase qualified for the "like" or "dislike" column if four or more citizens had highlighted it. Text in **bold** received six or more highlights.*

LIKE	DISLIKE
Whole sentence highlighted: 14	Whole sentence highlighted: 4
<ul style="list-style-type: none"> • children • proud 	<ul style="list-style-type: none"> • have made

Our children are thriving and proud of the place we have made.

ADDITIONAL COMMENTS WRITTEN IN
delete whole paragraph (?)
delete whole sentence
delete whole sentence. Too wordy. Given.
insert "for them" after "made"
insert "hope will be that our" before "children"
insert "well educated" before "thriving"
insert "well educated" before "thriving"
insert "well-educated," before "thriving"
insert "well-educated," before "thriving"
insert "well-educated," before "thriving"
insert "without allowing [illegible] to be a major part of community traffic" after "watershed"
like to replace the word "made" with a word that expresses stewardship and add (for them). Example: Our children are thriving and proud of the place we have fostered/raised/grown/nurtured/created . . . for them.
move sentence to end of paragraph (?)
replace "and proud of the place we have made" with "because the City included the health and welfare of children in youthful activities."
replace "and proud of the place we have made" with "proudly in the community we nurture"
replace "community" with "Milwaukie"
replace "have made" with "live"
replace "proud of" with "contribute to"
replace "to and from our land" with "within our neighborhoods"
revise to read as follows: "Our planning ethic gives access to public lands attached to the Willamette-Johnson Creek watershed."
rewrite as follows: "Our children thrive and are proud of their community."
used to be true.

We balance economic vitality, human health
and respect for the natural environment by achieving
success in these areas:

*Reminder: a phrase qualified for the "like" or "dislike" column if four or more citizens highlighted it. Text in **bold** received six or more highlights.*

LIKE	DISLIKE
Whole Sentence highlighted: 12	Whole Sentence highlighted: 0
<ul style="list-style-type: none"> • economic vitality, human health and respect for the natural environment 	

We balance economic vitality, human health and respect for the natural environment by achieving success in these areas:

ADDITIONAL COMMENTS WRITTEN IN
[achieving success] successful. Not sure about the "s" on action words.
[balance] [respect] we don't sell our resources for special interests
delete "by achieving success in these areas"
delete whole paragraph (?)
I strongly believe that there is an essential element missing from the statement. That element is the concept of sustainability. It is vital that we make commitments and choices to preserve the options future generations will need to secure the quality of life we now enjoy.
insert "as approved by the citizens of Milwaukie" at end of paragraph
insert "attempt to" before "balance"
insert "health" before "economic" and delete "human health"
insert "should" before "balance"
move to page 2 (?)
replace "human" with "personal"
replace "these" with "the following"
replace "vitality" with "and"
revise to read as follows: "In doing so, the community demonstrates and nurtures respect for a natural environment, in turn generating vitality toward good health."

Public Safety

A sense of safety, security, and mobility throughout the community.

Collaboration between police and community, schools, and other agencies.

Lowest crime rate in the metro area through prevention.

Immediate and effective emergency response.

*Reminder: a phrase qualified for the "like" or "dislike" column if four or more citizens had highlighted it. Text in **bold** received six or more highlights.*

LIKE	DISLIKE
Whole Section Highlighted: 11	Whole Section Highlighted: 0
<ul style="list-style-type: none"> • safety, security • collaboration between police and community, schools, and other agencies • immediate and effective emergency response • lowest crime rate in the metro area through prevention 	<ul style="list-style-type: none"> • a sense of • lowest

Public Safety

A sense of safety, security, and mobility throughout the community.

Collaboration between police and community, schools, and other agencies.

Lowest crime rate in the metro area through prevention.

Immediate and effective emergency response.

ADDITIONAL COMMENTS WRITTEN IN
[. . .emergency response] What about plan to switch to Clark County 911?
[lowest crime rate . . .] the idea is good
[lowest crime rate . . .] will this be the case still with all the development? Probably not.
[lowest] keep general idea--worry about "ests"
[prevention] education, community policing involvement. Of what?
delete "a sense of"
delete "a sense"
delete "a sense" (?)
I feel the biggest choice of police job is catching traffic violators. There's a lot more to community than health and safety than that (robbery?)
insert "and community involvement" after "prevention"
insert "and community policing" after "prevention"
insert "and everyone communicating with neighbors" after "prevention"
insert "and supervised citizen involvement and neighborhood and youth activities" after "prevention"
insert "education, community service and other means of" before "prevention"
insert "resources" after "response"
insert "sheriff, fire, governmental agencies, 911 coordinated center" after "police"
insert "with a primary commitment to equal enforcement and justice for all without regard to age, sex, ethnicity" after "prevention"
local dispatch an issue
need educated, professional, experienced protective services
needs to be shortened. Delete first sentence.
police walking around the neighborhoods
replace "a sense of" with "total"
replace "between" with "of"
replace "collaboration between" with "unity of"
replace "lowest" with "lower"
replace "prevention" with "citizen involvement, prevention, education, and supervised youth activities"
replace "prevention" with "preventative attitudes"
revise to read as follows: "Public Safety: Communication and collaboration between the community and government services embrace all problems. The city is a safe secure niche. Police, fire, schools and all support agents give Milwaukie the lowest metro area incident rate, a pro-active end through through prevention."
rewrite 2nd sentence as follows: "Collaborative police, community, schools, and other agencies."
Rewrite second sentence as follows: "Police, fire, community, schools, and other agencies work together to achieve a sense of safety, effective enforcement, crime prevention, and effective emergency response." or "Collaboration between police, fire, schools and the community to achieve safety, crime prevention, effective enforcement and emergency response."
we want more than a perception of safety

Natural Environment

Milwaukie is known as a place of trees, protected waterways, wetlands, and wildlife habitat with a network of parks, trails, and open spaces.

The community values clean air, water, and peaceful (quiet) surroundings.

*Reminder: a phrase qualified for the "like" or "dislike" column if four or more citizens highlighted it. Text in **bold** received six or more highlights.*

LIKE	DISLIKE
Whole section highlighted: 18	Whole section highlighted: 0
<ul style="list-style-type: none"> • trees, protected waterways • parks, trails and open spaces • The community values clean air, water and peaceful (quiet) surroundings. 	<ul style="list-style-type: none"> • (quiet) • network

Natural Environment

Milwaukie is known as a place of trees, protected waterways, wetlands, and wildlife habitat with a network of parks, trails, and open spaces.

The community values clean air, water, and peaceful (quiet) surroundings.

ADDITIONAL COMMENTS WRITTEN IN
[clean air] sewer plant
[first sentence] good
[wildlife] beaver, fish and birds
delete "(quiet)"
delete "(quiet)"
delete "known as"
delete "Milwaukie is known as"
insert "an environmentally active sensitive city" after "known as" (?)
insert "clean" before "peaceful"
insert "Milwaukie maintains its quality of life through sustainable use of energy and natural resources. Recognizing that population growth, resource consumption, and lifestyle choices determine the options left for future generations. The natural environment is biologically and ecologically diverse and able to provide the resource benefits, products, and services needed for the indefinite future." at the end of the paragraph
insert "Protection of" before "Natural Environment"
Milwaukie is seen as a place of trees--encourage planting and preservation. The key word is encourage and educate. Forget the idea of enforcement of these "rules and regulations." It'd be a nightmare of recordkeeping and would be hard to enforce fairly. Other people I talk to agree. Please reconsider. Each neighborhood could target and prioritize streets (busy streets first) and plant trees in the public right of way. New development should have green strip next to curb to allow for street tree planting. It also makes for a nice buffer for pedestrians from street traffic.
Not with all the housing development. Lets work to get Springwater Trail to Milwaukie.
replace "peaceful (quiet)" with "natural"
replace "peaceful (quiet)" with "peaceful, quiet"
replace "The community" with "Highly"
revise last sentence to read as follows: "The community values the environment, working towards cleaner air, water, and protection of the natural surroundings such as the JC watershed and the Springcreek Corridor."
revise to read as follows: "Natural Environment: Noted for its natural backdrop, the community takes a positive stand on protecting the environment. Clean air and water values go unchallenged. Commitment to planning and labor ensures our surroundings. Protection and creation of waterways, wetlands, wildlife habitat, parks, trails, and open spaces have become a guideline for any development."
sustainability
This means that the community wants to maintain as much open space as possible. Not high density housing! Not light rail! Not New York City! This is a small quaint community. We need to be careful and understand the consequences of decisions and individual agendas.
too much whistle blowing from trains
tree ordinance as presented is too restrictive, too big brother, too top down
tree ordinance or tree issue is a split yes/no. Public property is a positive. Private property is a sensitive issue.

... NATURAL ENVIRONMENT (continued from previous page)
walkways running paths bikeways integrated
walkways, pathways, running paths integrated
Why wait forever--why not start somewhere? Doing these connecting trails and greenspace with volunteer labor and help from the city. This is much preferred than spending countless hours and \$ in enforcement and you'll get quicker results in having beautiful tree lined streets.

WS. 3 23

Transportation

Milwaukie has a system that allows for safe, efficient, and effective mobility for everyone by offering choices such as rail, waterways, transit, streets, sidewalks, and pathways.

Is efficient, effective and preserves neighborhood livability.

Ensure regional connections.

*Reminder: a phrase qualified for the "like" or "dislike" column if four or more citizens had highlighted it. Text in **bold** received six or more highlights.*

LIKE	DISLIKE
Whole Section Highlighted: 8	Whole Section Highlighted: 0
<ul style="list-style-type: none">Milwaukie has a system that allows for safe, efficient, and effective mobility for everyoneStreets, sidewalks and pathwaysPreserves neighborhood livability	<ul style="list-style-type: none">effectivefor everyone byRail, waterways, transit

Transportation

Milwaukie has a system that allows for safe, efficient, and effective mobility for everyone by offering choices such as rail, waterways, transit, streets, sidewalks, and pathways.

Is efficient, effective and preserves neighborhood livability.

Ensure regional connections.

ADDITIONAL COMMENTS WRITTEN IN
"Get north-south traffic out of Milwaukie and consider using waterfront."
"Represent the citizens of Milwaukie by getting [illegible] thru traffic out of Milwaukie."
[Milwaukie has a system] Do we? What is it?
[Milwaukie has a system] Should happen but too many people refuse to use public transportation.
[rail] conflicted connections
[rail] unless commuter rail specified!
[rail] where do you catch a train in Milwaukie?
[regional connections] Needs to be a bridge to connect Lake Oswego to Milwaukie
[regional connections] Some people are strongly against light rail. They don't realize what it would be like to not be able to drive or protect air quality.
[sidewalks] badly need one along Railroad Ave.
[waterways] usable
[waterways] usable
automotive traffic could be improved
delete "efficient"
delete "Ensure regional connections."
delete "is efficient, effective"
delete "Milwaukie has"
delete "rail" No light rail
Don't forget needed incentives for people working and living in close proximity--in other words good balance of jobs and residential in same area; also provide incentive to educate employers to hire people from same or nearby area, cutting down on commute time. If this was widely accepted as smart and practical, it would significantly reduce congestion. Of course other methods like toll roads for congested roads at peak traffic times especially for people who travel long distances to get to work. Ideally they should not live in Beaverton and work on the east side of Portland or vice versa.
haven't voted Max out yet!
insert " bikeways" after "rail"
insert "bike lanes" after "sidewalks"
insert "by having citizens approval" after "livability"
insert "commuter" before "rail"
insert "mass" before "transit" ?
insert "Protects neighborhoods from passthrough regional traffic" at end of paragraph
insert "public" before "transit"
insert "Safe and efficient" before "Transportation"
insert "trails" after "sidewalks" (?)
insert "with regional connections" after "pathways"
insert "without jeopardizing the quality of our neighborhoods" at end of paragraph.
insert " that eliminate through traffic while [illegible] residents with local through traffic only" after "regional connections"

... TRANSPORTATION (continued from previous page)
McLaughlin traffic is terrible to enter
more efficient connections
rail underground. Rails below ground do not cut neighborhoods and cities in half. Underground provides pure transport to and from neighborhoods and across the urban landscape without the eyesore.
replace "a system" with "connective systems"
replace "everyone" with "citizens"
replace "pathways" with "trails"
replace "transit" with "buses"
revise last sentence to read as follows: "The transportation system will be managed proactively to ensure regional connections and support a balance between mobility and accessibility.
revise to read as follows: "Transportation: Milwaukie's transportation concept allows for safe, efficient, and effective mobility. Travel with choice: light rail, bus or auto, waterways, sidewalks or walking paths."
Roads safety issue. Visibility--speeds & neighborhoods want to be a part of development process.
This does not mean a rubber stamp for rail and Metro! It has to make sense!
walkways, pathways, bicycle, runner path integrated with natural resources and built environment.
waterways usable connected
Will allow port. And Metro to dictate for the almighty \$\$\$. Does not represent residents and property owners when necessary.

Cultural Resources

Provide an opportunity for the community to pursue artistic, intellectual, and historical endeavors.

*Reminder: a phrase qualified for the "like" or "dislike" column if four or more citizens had highlighted it. Text in **bold** received six or more highlights.*

LIKE	DISLIKE
Whole Section Highlighted: 20	Whole Section Highlighted: 0
<ul style="list-style-type: none"> • historical 	

Cultural Resources

Provide an opportunity for the community to pursue artistic, intellectual, and historical endeavors.

ADDITIONAL COMMENTS WRITTEN IN
bike lanes
educational
I wish more of this would happen--murals, sculpture, etc. We must have some artists around. Help inspire them.
insert "Diverse" before "Cultural Resources"
insert "educational" after "intellectual"
insert "educational" after "intellectual"
insert "educational" before "intellectual" (?)
insert "library" after "intellectual" (?)
Keep Jr. High for this use.
libraries: community focus; citizen enrichment
Library is a must--is the anchor for downtown maybe a town square
need quality recreational opportunities--be it Little League or the Clackamas Water Park
replace "artistic, intellectual" with "artistic, educational, intellectual, recreational"
replace "artistic, intellectual, and historical" with "historical, intellectual, and artistic"
replace "endeavors" with "pursuits"
replace "intellectual" with "youth activities" Keep the Milwaukie Jr. High for youth sports!
replace "Provide an opportunity for the community to pursue" with "Support community pursuit of"
replace "Provide an opportunity" with "Encourage resources"
replace "provide an opportunity" with "provides opportunities"
replace "pursue" with "enjoy"
revise to read as follows: "Cultural Resources: Woven into the community is an intellectual blend of artistry reflecting our past, present and future."
Service, space, built environments to support wide range of activities. Outdoor, art, quartet performances, seasonal Christmas fall spring summer association sponsored events. Areas to support community gardens, retirement gatherings.
weak
When do we get more of this up and moving?

Built Environment

Preserves and enhances the character and quality of our neighborhoods, businesses and industrial areas through careful review of new development and property maintenance.

Provides the opportunity for a variety of housing choices.

*Reminder: a phrase qualified for the "like" or "dislike" column if four or more citizens had highlighted it. Text in **bold** received six or more highlights.*

LIKE	DISLIKE
Whole Section Highlighted: 14	Whole Section Highlighted: 0
<ul style="list-style-type: none"> • preserves and enhances the character and quality of our neighborhoods • property maintenance 	<ul style="list-style-type: none"> • new development • provides the opportunity for a variety of housing choices

Built Environment

Preserves and enhances the character and quality of our neighborhoods, businesses and industrial areas through careful review of new development and property maintenance. Provides the opportunity for a variety of housing choices.

ADDITIONAL COMMENTS WRITTEN IN
[Build Environment] Real estate
[careful review] Is careful review the case for this waterfront deal? Let's not throw \$ at something that may look bad or be falling apart 20 years from now.
[character and quality] High standards
[property maintenance] we can get better with more involvement with little or no cost
[property maintenance] could be better
[variety of housing choices] Be very careful here
[variety of housing choices] Hopefully not copycat houses which the builder does to save \$ and not new low quality and low standards in housing.
Again, if this is an effort to introduce high density housing, wrong direction
delete "through careful review of new development and property maintenance"
Development that compliments public amenities such as setbacks, private plazas, covered walkways. Development responsible to public needs as responsible citizen vs
Get out of the development process.
Increase tax base not rate
insert "An Attractive" before "Built Environment"
insert "and has had consideration of established businesses security and well-fare" after "maintenance"
insert "Cultivate a sense of order in the development of design context of neighborhoods." at end of paragraph
insert "existing" before "property maintenance" (?)
insert "Provides the opportunity for increasing home value" at end of paragraph
insert "The design of new development is compatible with the character and style of adjacent buildings" at end of paragraph
insert "which are appropriate to the community" after "housing choices"
join the two sentences into one with "and"
livability decreases as Milwaukie allows other agencies to dictate.
mention historic preservation
mention zoning to preserve character of older neighborhoods
need quality affordable housing
replace "careful" with "ongoing"
replace "maintenance" with "management"
replace "the opportunity" with "opportunities"
replace last sentence with "Provide the opportunity to maintain existing housing without changing the mix of housing by preserving the past."
revise to read as follows: "Built Environment: A careful community-guided review of all development preserves the quality of our environment. Variety in housing, business, and industry reflects the majority vision."
Signage is very important must keep eye on this no! electric signs.
single family housing - low density
zoning

Economic Development

Ensures a diverse and stable economic base that provides living wage jobs, dependable revenue sources.

Supports and participates in the development of business partnerships.

Capitalizes on Milwaukie's strategic location while establishing regional significance and becoming a destination location.

LIKE	DISLIKE
Whole Section Highlighted: 5	Whole Section Highlighted: 5
<ul style="list-style-type: none"> • Capitalizes on Milwaukie's strategic location while establishing regional significance and becoming a destination location. 	<ul style="list-style-type: none"> • Supports and participates in the development of business partnerships • Capitalizes on Milwaukie's strategic location while establishing regional significance and becoming a destination location.

Economic Development

Ensures a diverse and stable economic base that provides living wage jobs, dependable revenue sources.

Supports and participates in the development of business partnerships.

Capitalizes on Milwaukie's strategic location while establishing regional significance and becoming a destination location.

ADDITIONAL COMMENTS WRITTEN IN
[2nd sentence] Do they?
[3rd sentence] For what?
[destination location] low key
[ensures a diverse . . .] difficult for a city to do
[Ensures a diverse and stable economic base that provides living wage jobs, dependable revenue sources.] ??????
[last sentence] This is part of the development plan that still needs work
[living wage jobs] major discussion on this
[revenue sources] The priority must be given to the community, not more taxes
Bridge to Milwaukie from Lake Oswego would improve downtown Milwaukie economic environment.
delete "living wage" and insert "and" after "jobs"
delete 3rd sentence and rewrite 2nd sentence as follows: "Supports and participates in the development business and regional partnerships, capitalizing on Milwaukie's strategic location.
insert "and" after "jobs"
insert "with a waterskiing of jet ski tournament on the river during the summer. 1 day a year" at the end of the paragraph.
Livability issue increase tax base not tax rate annexation
more jobs?
need a healthy business district where you can purchase your needs at competitive prices
need access (economic and emotional) to quality health care
need education that affords adults the possibility of upward mobility and children preparation to develop their full potential--this includes the Ledding Library
replace "business partnerships" with "retail business partnerships that attract visitors from throughout the region"
replace "business partnerships" with "retail businesses that attract customers/visitors from throughout the Metropolitan Region.
replace "Economic Development" with "A Healthy Economy"
replace "ensures" with "promote" (?)
replace "Milwaukie's" with "our"
replace "promotes" with "provides"
replace "provides" with "promotes"
replace "regional significance" with "small town community"
revise last sentence to read as follows: "Capitalizes on Milwaukie's strategic location while establishing regional significance through sustainable development as the fundamental definition of social progress, business direction and environmental protection."

... ECONOMIC DEVELOPMENT (continued from previous page)
revise to read as follows: "Economic Development: "Milwaukie's strategic location tells of its significance. Economic development proves diverse and stable. Dependable employment ensures financial growth within the community."
rewrite first sentence as follows: "Creates a diverse and stable economic base that provides employment opportunities and dependable revenue sources."
rewrite first sentence as follows: "Encourages a diverse and stable economic base that promoting employment opportunities that supports dependable revenue sources" (?)
setastd gov doest provid anything but we can set goals & va. Divers opportunity. (?)
sustainability
The council, Planning Commission, (and staff if so directed) can work, plan, strive to maintain a business climate that: encourages employers to locate and grow their business here; provides an educated workforce where there are quality jobs that pay livable wages
The Oregonian could help people looking for jobs by displaying a code for the location of the job. This would encourage people to find jobs in the area where they live or want to live.
Will be out of the property purchases and property speculation business

Community Building and Communication **WS. 3 33**

Keeps a mutual commitment from city leadership, staff, citizens, businesses, and other partners to build community leadership that encourages civic responsibility, reflects the diversity of its citizens, draws on the talents of individuals, and anticipates the needs of future generations.

*Reminder: a phrase qualified for the "like" or "dislike" column if four or more citizens had highlighted it. Text in **bold** received six or more highlights.*

LIKE	DISLIKE
Whole Section Highlighted: 12	Whole Section Highlighted: 0
• Encourages civic responsibility	

Community Building and Communication

Keeps a mutual commitment from city leadership, staff, citizens, businesses, and other partners to build community leadership that encourages civic responsibility, reflects the diversity of its citizens, draws on the talents of individuals, and anticipates the needs of future generations.

ADDITIONAL COMMENTS WRITTEN IN
Personal. (?) delete "staff".
[Keeps] from
delete "keeps"
In my opinion, citizen participation is here to stay. To ignore citizen participation is to risk scuttling a project or program before it has a chance to begin. Yet citizen participation carries with it distinct risks--such as the coach and parents--end running the neighborhood process--and appealing to Counsel to side track new considerations for the soon to be abandon Junior High. On the grid iron, the ref would penalize the coach for clipping. For citizen participation to afford optimal benefit for the neighborhoods and the city, we need to help them: approach issues city wide and region wide as well as provincially; achieve some level of accountability for their decisions/actions; maintain continuity or representation.
insert "and employees" after "individuals"
insert "Strong" before "Community Building . . ."
Let's have a mayor that has some power, not a City Manager that is accountable to no one!
no more recalls unless for criminal action
no more recalls--unless absolutely necessary (criminal action or such)
re: City Attorney's firm making \$160,000 for the year, when \$140,000 was budgeted. How many hours is he spending a year on Milwaukie business? Would it make more sense to have a self-employed attorney meaning the \$ goes all to him instead of the firm taking their cut? It's almost like the "firm" is acting as an employment agency and the value of this attorney is paid at a marked up rate or premium rate. I don't see Milwaukie as finding ways to cut their expenses.
replace "Keeps a" with "A"
revise to read as follows: "Community Building: Continual focus on goals merges the city leadership, their staff, business operators, and citizens into a community action partnership, responsible for solutions, today and in the future."
rewrite as follows: Keeps a mutual commitment from city leadership, staff, citizens, businesses and other partners to build community. Encourages civic responsibility and reflects the diversity of its citizens by drawing on the talents of individuals, and anticipates the needs of future generations.
strong public participation
sustainability
The Mayor, City Council and Milwaukie city employees will represent its citizens and neighborhood associations by taking specific action to insure the citizens of Milwaukie are satisfied with Mayor, City Council, etc.

Infrastructure

Sustains basic City services that offer adequate and well-maintained supply and capacity for current and future users at a fair cost to all those who benefit.

*Reminder: a phrase qualified for the "like" or "dislike" column if four or more citizens had highlighted it. Text in **bold** received six or more highlights.*

LIKE	DISLIKE
Whole section highlighted: 14	Whole section highlighted: 1
• Fair cost to all those who benefit	• Adequate (replace with "quality" etc.)

Infrastructure

Sustains basic City services that offer adequate and well-maintained supply and capacity for current and future users at a fair cost to all those who benefit.

ADDITIONAL COMMENTS WRITTEN IN
[adequate] ?? illegible
[basic] What is basic that is not commercial
[fair cost] responsible
brake out for roads, water, building
delete "adequate and"
delete "all"
delete "future users"
delete "to all those who benefit" (?)
Development to pay for itself.
efficient system that is equitable, ie adequately identify cost of sprawl
Goes to first page
insert "Update streets and utilities to increase livability, beauty and safety. Aids in educating citizens and youth in preservation of ground water and surface water cleanliness." at end of paragraph
insert "Well maintained" after "Infrastructure"
Jumps the gun on spending without necessary channeling as set up in City's own guidelines.
need more input from neighborhoods
replace "sustains" with "improves"
replace "adequate" with "outstanding"
replace "adequate" with "quality"
replace "adequate" with "quality"
replace "adequate" with "quality"
replace "adequate" with "quality"
replace "adequate" with "quality"
replace "adequate" with "superior" or "high quality"
replace "adequate" with "unique" (?)
replace "all those who benefit" with "existing residents while knowing the impact of increased [illegible] to a minimum"
replace "fair" with "responsible"
replace "fair" with "responsible"
replace "fair" with "responsible"
replace "fair" with "responsible" (?)
replace "Infrastructure" with "Services"
replace "Infrastructure" with "streets, sidewalks, all utilities to include water, power, sewer, gas, garage"
revise to read as follows: "Infrastructure: Sustains basic city services, adequate and well maintained with capacity for current and future use at a fair cost."

Fiscal and Organizational Accountability WS. 3 37

Shows value in everything we do by developing and communicating realistic performance expectations and demonstrating the return on the taxpayers' investment through specific accountability systems.

Provides effective public service that is reliable and supported by professional, caring, and responsive staff who are trusted in the community.

*Reminder: a phrase qualified for the "like" or "dislike" column if four or more citizens had highlighted it. Text in **bold** received six or more highlights.*

LIKE	DISLIKE
Whole Section Highlighted: 7	Whole Section Highlighted: 1
<ul style="list-style-type: none">• taxpayers' investment• accountability• reliable• trusted	<ul style="list-style-type: none">• realistic performance expectations

Fiscal and Organizational Accountability

Shows value in everything we do by developing and communicating realistic performance expectations and demonstrating the return on the taxpayers' investment through specific accountability systems. Provides effective public service that is reliable and supported by professional, caring, and responsive staff who are trusted in the community.

ADDITIONAL COMMENTS WRITTEN IN
[accountability systems] could use more of this
[accountability systems] could use more of this
[accountability systems] The 20 million bond on the Public Safety Bldg and buying "state of the art" equipment for emergency communications and then later deciding to sell the system shows the taxpayers are wasting some of their money. Who's responsible for this? The taxpayer is getting pretty stretched especially when the different layers of govt want your money all at once. There needs to be more communication with the schools who are requesting bond measures. My \$400 increase in property taxed discourages me from voting for any increase. Priorities need to be determined between the schools and city and county bond measures. We can't pay for them all at the same time. Improving downtown Milwaukie is going to be expensive. To ask the taxpayer to pay for this as well as the "practice" gym and "competition" gym for all the high schools seems to be unrealistic and doomed for failure.
[accountability systems] where--how
[accountability] yes
[reliable] Unreliable. Speculative ventures deplete \$100,000+ of our money per year
[responsive staff] do not represent residents and businesses
employee recognition
hire highly trained and highly skilled people
I think my taxpayers investment exceed any kind of accountability as I'm getting at the present rate taxed out of my house and home with taxes rising 12-15% annually I get = a 3% wage increase. It's not a difficult math problem.
insert "[illegible]" after "accountability systems"
insert "and accountability to the citizens" after "value"
insert "Continually work to change political and economic systems so that they consistently reward economically efficient, socially beneficial and environmentally sustainable behavior" at end of paragraph.
insert "to the citizens [illegible]" after "expectations"
Keep this a livable small town with charm and character. This means keeping old houses, trees, and land (ie, Hagger's Farm, Spring Creek, Scott Lake). We have already ruined this town with the Milwaukie Market Place, let's not put something that hideous downtown.
no public subsidy for new development
replace "in the community" with "by the community"
replace "in the community" with "by the community"
replace "in the community" with "by the community"
replace "in the community" with "by the community"
replace "professional, caring and responsive staff, who are trusted" with "capable, professional, caring and responsive staff who are trusted and proactive"
replace "Shows" with "Show"
replace "shows" with "show"

... FISCAL AND ORGANIZATIONAL ACCOUNTABILITY (continued from previous page)
replace "specific" with "measurable"
replace "trusted in the community" with "responsive to the citizens of Milwaukie by acting with the approval of the residents and neighborhood associations. Show very strong support of the Milwaukie citizens when dealing with other government departments ie, Portland, Clackamas County, Metro, ODOT, state government, etc.
Represent residents of Milwaukie, not Portland, Metro, Clackamas County, etc.
revise to read as follows: "Fiscal and Organizational Accountability: Provides effective public service that is reliable and supported by professional, caring and responsive staff."
Some very good city staff that deserve recognition because of their ethics and high standards
support staff in professional growth and ethics
Very, very important: Add a statement that promotes housing opportunity/affordability/choices

City of Milwaukie

Draft Mission Statements:

Summary of Edits from Citizens

Milwaukie: Creating a Quality Small Town Community
--

LIKE	DISLIKE
14	0

Milwaukie: Growing a 21st Century Small Town.

LIKE	DISLIKE
2	9

Milwaukie: Creating a Dynamic 21st Century Small Town.
--

LIKE	DISLIKE
2	8

Milwaukie: A 21st Century Small Town Growing with Grace.
--

LIKE	DISLIKE
7	9

There was very little consensus on the mission statement. No single statement emerges with a high degree of support from a total of seventy respondents. However the first choice "Milwaukie: Creating a quality, small town community" did receive the greatest number of green highlights and zero yellow highlights. There were several additional comments on the mission statements. There were also several respondents who did not edit this section of the document at all. This may be indicative of neutrality, indifference toward the mission statement or the need for one, or confusion about what they were suppose to do with this part of the document.

MISSION STATEMENT
—LIKES—

21st Century Small Town
A Quality Small Town Community
Creating a Dynamic
Creating a Dynamic 21st Century Small Town
Creating a Dynamic 21st Century Small Town
Creating a Quality Small Town Community
Creating a Quality Small Town Community
Creating a Quality Small Town Community
Dynamic
Milwaukie: A 21st Century Small Town Growing with Grace
Milwaukie: A 21st Century Small Town Growing with Grace
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Milwaukie: A 21st Century Small Town Growing with Grace
Milwaukie: A 21st Century Small Town Growing with Grace
Milwaukie: A 21st Century Small Town Growing with Grace
Milwaukie: Creating a Quality Small Town Community
Milwaukie: Creating a Quality Small Town Community
Milwaukie: Creating a Quality Small Town Community
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Milwaukie: Creating a Quality Small Town Community
Milwaukie: Creating a Quality Small Town Community
Milwaukie: Growing a 21st Century Small Town
Milwaukie: Growing a 21st Century Small Town
Small Town
Small Town

WS. 3 42

**MISSION STATEMENT
—DISLIKES—**

21st Century
21st Century
A 21st Century Small Town Growing with Grace
A 21st Century Small Town Growing with Grace
A 21st Century Small Town Growing with Grace
creating
Creating a Dynamic 21st Century Small Town
Creating a Dynamic 21st Century Small Town
Creating a Dynamic 21st Century Small Town
Dynamic 21st Century
grace
Grace
Growing
Growing a 21st Century Small Town
Growing a 21st Century Small Town
Growing a 21st Century Small Town
Milwaukie: A 21st Century Small Town Growing with Grace
Milwaukie: A 21st Century Small Town Growing with Grace
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Milwaukie: A 21st Century Small Town Growing with Grace
Milwaukie: A 21st Century Small Town Growing with Grace
Milwaukie: A 21st Century Small Town Growing with Grace
Milwaukie: Creating a Dynamic 21st Century Small Town
Milwaukie: Creating a Dynamic 21st Century Small Town
Milwaukie: Creating a Dynamic 21st Century Small Town
Milwaukie: Creating a Dynamic 21st Century Small Town
Milwaukie: Creating a Dynamic 21st Century Small Town
Milwaukie: Creating a Quality Small Town Community
Milwaukie: Growing a 21st Century Small Town
Milwaukie: Growing a 21st Century Small Town
Milwaukie: Growing a 21st Century Small Town
Milwaukie: Growing a 21st Century Small Town
Milwaukie: Growing a 21st Century Small Town
Milwaukie: Growing a 21st Century Small Town
Small Town
small town
Small Town Growing

MISSION STATEMENT
—ADDITIONAL COMMENTS WRITTEN IN—

[1st option] insert "for the 21st Century" at end
[2nd option] replace "growing" with "committed" insert "unique" before "small town"
[3rd option] replace "dynamic" with "unique"
[3rd option] replace "dynamic" with "unique"
[small town growing] the more we grow, the more we lose our "small town"
[small town] Not conducive to the Milwaukie Development Plan for the waterfront.
[small] Define small, might limit growth . . .
A Place of Life Long Residency
A Town of Community Investment
A Town of Generational for All Generations
atmosphere
By 2005 "21st Century" will be outdated and sound pathetic.
Comment: Milwaukie does not need to become like Portland or Beaverton.
Committed to a Quality Small Town
Creating a Quality Small Town
delete "growing" Not really growing.
Delete "Milwaukie:"
delete "small town"
Forging a Dynamic Small Town Community
Growing a Small Town
I found no mention of education and improved schools for our children.
identity: small town that has everything
insert "Community" after "Small Town"
Lifelong/Lifetime Small Town Pride
maintain unique small town feel
Maybe if we could get some Christian influence involved. This isn't church vs state it's vs city isn't that a redeemable quality to strive for?
Milwaukie: A 20th Century Small Town Growing with Grace into the 21st
Milwaukie: A Dynamic Small Town Growing with Grace
Milwaukie: Building a Quality Community
Milwaukie: Building a Quality Town
Milwaukie: Committed to a Quality Community
Milwaukie: Committed to a Quality Town
Milwaukie: Creating a Quality Community
Milwaukie: Creating a Quality Small Town
Milwaukie: Creating a Quality Small Town Community
Milwaukie: Growing a Small Town
More contingency planning.
None of these are great, but don't like "21st Century"
Nothing for kids.
Pretty words, but how are we really going to get here in 2020 without helping people here in need now!
quality well-planned change

... MISSION STATEMENT ADDITIONAL COMMENTS WRITTEN IN (continued from previous page)
Question: What are the qualities that make Milwaukie unique? How can we enhance that? Also would be nice to know what model to follow ie another town, and pitfalls to avoid.
replace "Small" with "progressive" or "unique"
revise to read as follows: "Milwaukie: Committed to a Quality Small Town Community" (but delete "small town" (??))
revise to read as follows: "Milwaukie: Creating a Quality Small Town Community That Encourages Long-Time Residents That Value a Sense of Community"
Small Town Pride/Values for a Lifetime
Small Town Values for a Lifetime
Small Town Values for a Lifetime
Small Town Values for a Lifetime
Small Town Values for a Lifetime
Small Town Values for a Lifetime
Small Town!
Split on tree ordinance--yes/no
The farmer's market is great--events on the river would be great.
These sound more like slogans than mission statements.
What about "A World Class Small Town" instead of a specific time frame?
What's with the 21st century? Yuck!

**COMMENTS NOT RELATED TO
SPECIFIC SUBJECT AREAS OF THE DRAFT**

Education
What about kids and schools?
What about support and cooperation with N Clackamas schools?
11/4/99 Watched and have been watching groups of kids gathering after 12 in the TC area Ledding library Park. Watched older people hesitant to walk where gang clumps are! (The youth Center slowed this down for a while cause the center kids monitored the others). Need youth centers. People are uncertain around the gangs. Look at the smoking and drug use [illegible] downtown--how do you plan to change this? We need a youth center. We need an outlet in the downtown area to handle and provide alternatives for all the youth (ours and not ours) that are all over the transit center and the library. We still desparately need a youth center (2 or 3) strategically located.
Define terms, as used by most people, not double or misleading statements. Examples from draft: Who is inclusive in these terms? City of Milwaukie; Milwaukie; Citizens; Partner; Region/Regional; Responsive; Visitors; Downtown . . .
Eliminate all buzz words and pie in the sky terms that are so open ended or impossible to define. Example: "Best from the past" --name that best and worst. "Cultivate the opportunities"--name the opportunities. "Values of its citizens" . . .
I'm running out of time and getting madder as I read on this vision is like looking at hell (you define hell)
As residents of the North west corner of Clackamas County, we can work to support, enhance and strengthen North Clackamas School district . . .

City of Milwaukie
Draft Vision Statement

SAMPLE
OF WHAT
WAS DISTRIBUTED
TO CITIZENS.

In the year 2020, Milwaukie has preserved the best from its past and cultivated the opportunities in its future by carrying the values of its citizens forward and remaining a strong partner in the region. Happy residents and inspired visitors enjoy a dynamic downtown that connects to a uniquely accessible riverfront. Our neighborhoods are peaceful enclaves of safety and affordability. Our strong community-based planning ethic perfects how we live, work, play and travel to and from our land amid the Willamette-Johnson Creek watershed. Our children are thriving and proud of the place we have made. We balance economic vitality, human health and respect for the natural environment by achieving success in these areas:

PUBLIC SAFETY

A sense of safety, security, and mobility throughout the community.

Collaboration between police and community, schools, and other agencies.

Lowest crime rate in the metro area through prevention.

Immediate and effective emergency response.

NATURAL ENVIRONMENT

Milwaukie is known as a place of trees, protected waterways, wetlands, and wildlife habitat with a network of parks, trails, and open spaces.

The community values clean air, water, and peaceful (quiet) surroundings.

TRANSPORTATION

Milwaukie has a system that allows for safe, efficient, and effective mobility for everyone by offering choices such as rail, waterways, transit, streets, sidewalks, and pathways.

Is efficient, effective and preserves neighborhood livability.

Ensure regional connections.

CULTURAL RESOURCES

Provide an opportunity for the community to pursue artistic, intellectual, and historical endeavors.

BUILT ENVIRONMENT

Preserves and enhances the character and quality of our neighborhoods, businesses and industrial areas through careful review of new development and property maintenance.

Provides the opportunity for a variety of housing choices.

ECONOMIC DEVELOPMENT

Ensures a diverse and stable economic base that provides living wage jobs, dependable revenue sources.

Supports and participates in the development of business partnerships.

Capitalizes on Milwaukie's strategic location while establishing regional significance and becoming a destination location.

COMMUNITY BUILDING AND COMMUNICATION

Keeps a mutual commitment from city leadership, staff, citizens, businesses, and other partners to build community leadership that encourages civic responsibility, reflects the diversity of its citizens, draws on the talents of individuals, and anticipates the needs of future generations.

INFRASTRUCTURE

Sustains basic City services that offer adequate and well-maintained supply and capacity for current and future users at a fair cost to all those who benefit.

FISCAL AND ORGANIZATIONAL ACCOUNTABILITY

Shows value in everything we do by developing and communicating realistic performance expectations and demonstrating the return on the taxpayers' investment through specific accountability systems.

Provides effective public service that is reliable and supported by professional, caring, and responsive staff, who are trusted in the community.

Draft Mission Statement
(Options)

The criteria used to develop these statements were: *statement embodies a community identity, reflects the common good and common expectations, provides a framework for civility, is short and memorable to Citizens, is a reference check for Staff in implementation of their direction from Council.*

Milwaukie: Creating a Quality Small Town Community.

Milwaukie: Growing a 21st Century Small Town.

Milwaukie: Creating a Dynamic 21st Century Small Town.

Milwaukie: A 21st Century Small Town Growing with Grace.