

**CITY OF MILWAUKIE
CITY COUNCIL WORK SESSION
MAY 12, 1998**

The work session came to order at 5:00 p.m. in the second floor conference room at Milwaukie City Hall.

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

Staff present: City Manager Bartlett; Assistant City Manager Richards; City Attorney Coleman; Interim Community Development Director Swanson; Fire Chief Bruegman; and Neighborhood Services Coordinator Gregory.

Enterprise Zone Administration

Renate Mengelberg, Clackamas County Department of Transportation and Development (DTD), and **Pat Allen**, Oregon Economic Development Department (OEDD), updated the City Council on the proposed Enterprise Zone Administration procedures.

Bartlett referred to packet page C4 showing Enterprise Zone sites. The land selected is zoned industrial. The purpose of the work session was to consider scheduling a joint meeting with the Clackamas County Board of Commissioners and come to consensus on the proposed administrative procedures. A draft proposal was in the Council packet, and the Board of Commissioners basically approved it as written. The City Council may agree or suggest changes.

Allen said, from a state's point of view, it was not necessary to take a specific action such as adopting a resolution or holding a joint meeting to approve the administrative procedures.

The Zone encompasses all of the industrial land in the northern Clackamas County that is not part of a renewal district. In Enterprise Zones, companies making qualifying investments do not have to pay property taxes on those capital investments. The basic requirement is job creation. If a company within the Zone expands, 10% has to be added to the existing employment. The basic exemption is for three years, and, if an employer creates jobs that are 150% of the average County wage calculated on the median, then the company is entitled to a five-year break. The average wage in the County today is about \$27,200, so the 150% figure would be \$40,000. Benefits are included in calculating the salary. Jobs are full time and not less than 32 hours per week. Leased employees can be counted but not temporary employees.

Councilor King asked about unions. **Allen** said typically a union would have a collective bargaining agreement with the company that addresses the way in which people are hired.

Bartlett commented the City of Milwaukie is currently leasing five employees. In the City's case, it is being done for technical employees for whom the City cannot pay market rates or justify hiring full time. Many data processing people are leased and work among several employers. The City currently has a permit tech, one planner, and several information system techs who are leased employees. Qualified people can be on the job more quickly this way rather than going out for recruitment.

Allen said temporary employees cannot be counted toward the threshold. **Carl Jacob** had asked for a comparison of full and part time jobs created. Part time jobs may be increased, but since these are not reported for qualification purposes, there is no tracking.

Councilor Kappa asked if employers wishing to avoid paying benefits could take the leased employee alternative. These could be perceived as positions filled with transitory people.

Allen said there could be a scenarios in which this could happen, but, in order to participate in the zone, the company must pay 150% minimum wage or \$9.00 per hour. To get the five-year break the person must be paid \$40,000 including benefits. In a manufacturing situation, for example, a skill base is being built, so the company probably does not want to be going through a great number of employees.

Councilor Kappa asked about the water quality issues in relation to Title 3 and Johnson Creek. **Bartlett** said it would not apply unless the facility expanded. Most of the parcels in the prime industrial zone area are removed from the creek and separated by the railroad track, which provides a buffer.

Allen commented Title 3 will happen whether or not there is an Enterprise Zone, and he felt the Zone would help make a change for the better.

Councilor King summarized: a company in the Enterprise Zone gets a tax break in order to get established if it provides good income jobs. After a period of three to five years, the tax benefit is gone, and the property goes back on the tax rolls.

Allen said, over the long-term, there might be either a small net loss or gain. He discussed the ability to re-apply with new investments during the ten-year life of the zone. At the end of ten years, if the program were still in existence, the jurisdictions would be eligible to re-apply and compete with others for a zone designation.

Allen said it was important to keep in mind that Enterprise Zones are foremost an expansion and retention tool. There are no vast tracts of undeveloped land. The Zone helps make existing developed parcels more competitive and puts more jobs closer to where people live.

Allen discussed an administrative piece that would need to be done in the near future that had to do with a further modification to the agreement on zone administration. The City has the ability within the zone statute to look at the applications and individually select them. Through the whole process, the City Council and Board of Commissioners have been clear that each liked the fact that there are a set of standards to be met. The best way to continue that philosophy is to simply amend the agreement and allow the zone manager to grant the five-year designations to those qualifying companies. The alternative would be for the Board and City Council to conduct a public hearing on each application before granting exemptions. He recommended approving the administrative amendment.

Mengelberg, Clackamas County Department of Transportation and Development, spoke as the designated zone manager. She reviewed packet page A3 with the proposed administrative process. Interested companies prepare a Precertification Application, and the zone manager notifies the City, DTD Director, Assessor, and Employment, Training and Business Services (ETBS) of a pending application. The application fee is .1% of the estimated cost of the investment. If all parties agree, the zone manager forwards the application to the state. The company then goes about its expansion or modification and receives its tax abatement for the previous calendar year.

Mengelberg discussed the marketing approach. The passive approach is indirect and information goes out through people or organizations that come into contact with businesses such as city and county planning departments and chambers of commerce. The Board of County Commissioners felt it was best to also incorporate a proactive approach that would involve an active outreach with components such brochures, surveys, and videos.

Mayor Tomei referred to the third bullet on packet page A.4 and asked why mapping all vacant parcels and underdeveloped sites in the zone might be controversial. **Mengelberg** said some businesses could be offended. **Bartlett** added there were some businesses on Johnson Creek Blvd. which, if identified, might be encouraged to clean up their properties and make some money.

Mengelberg there would be an incentive for a developer to build and pass the tax abatement benefit to the tenant.

Councilor King asked what the zone impact would be to Wichita Feed and Hardware. **Allen** said that is a retail establishment, so its taxes should not be increased because commercial and industrial properties are taxed on the basis of income generated as opposed to market value of the property.

Mengelberg said the Commissioners felt it was important to collect a .1% fee to cover application-processing costs. **Allen** added this was the maximum fee allowed by the state, and most zones do not collect this fee. Most jurisdictions waive these fees and systems development charges as an incentive package.

Allen said the zone manager has been designated, and under that concept the zone manager is presenting the administration process and marketing program for City Council consideration.

It was the consensus to administer the program with these rules and guidelines.

Councilor Kappa referred to an earlier letter from Commissioner Lindquist regarding implementation of the City's Transportation System Plan (TSP) Action Plans to I-205 and working to fully fund the Johnson Creek Blvd. Project from 36th to I-205 in the next Regional Transportation Plan. The Regional Town Center is already making some recommendations for transportation issues, and he asked how these fit with the City's plans. There seemed to be some different priorities.

Bartlett said they all become merged after the Periodic Review process, and the City's Plan extends to its boundary. Some changes may be necessary during the Review and planning coordination process. Resolution of these discrepancies is the purpose of the joint process and hearings. He believed there was a Development Agency proposal for the area between 82nd Avenue and I-205.

Mayor Tomei asked about the child care issue previously discussed by the City Council. **Allen** said it will be at the top of his agenda when the administrative pieces are in place. He said he would commit to reporting during the summer on that issue.

Bartlett added that discussions with the North Clackamas Chamber of Commerce have been delayed because of staff turnover.

Councilor King had several livability questions regarding noise, light, and hazardous waste. **Allen** explained the Enterprise Zone really only applies to taxing activities and does not have any impact on the land use. **Bartlett** added the Zone does not free the company from any other regulatory burdens and design standards.

Tree Ordinance

Donald Hammang, Gary Michael, and Mike Miller, former Tree Committee members, were present to discuss the program.

Bartlett said \$40,000 were budgeted for the Tree Program, and the packet provided background information on the project. This Council needs to consider the action plan, compliance strategies, and how to proceed. The question is how to maintain the public right-of-way when the responsibility falls on the property owner. Several cities have taken the approach that on major public thoroughfares, the governments hire staff to provide a consistent maintenance program.

He referred to staff report page WSC.2 with the rough action plan based on Council's goal *Tree Ordinance – Just do it*. There was some communication between City Attorney Beery and McKeever Morris Consultant Keith Liden, but at no point has the packet gone to the City Attorney for a complete review. He suggested the following: May and June City Attorney Review; June to September public input and education; October hold public hearings on proposed ordinance and begin recruiting Board members; and 1999 begin enforcement.

Mayor Tomei reviewed the process that began in 1993 as a subcommittee of the Planning Commission. The version in this meeting's packet was a result of the previous Council's direction. She proposed to take what was written and to have the City Attorney review it completely.

Councilor Kappa was concerned about rushing into adopting an ordinance without considering financial impacts to property owners. **Mayor Tomei** felt sufficient time would be built in for education and public input. **Councilor Kappa** strongly objected to adopting an ordinance without at least a year's education.

Councilor King asked if the Council had deleted any portions of the ordinance Committee members wished to see reinstated.

Michael responded the Committee was happy with the final version, and the Planning Commission approved it. It was mostly format that Liden had dealt with, and he divided the process into two sections. He understood the previous Council was concerned with penalties and whether the group should be designated a board or commission. The proposed penalties were very much in line with what other cities were doing. He agreed that the City Attorney should begin a review of the document as soon as possible. He did not wish to see the penalty softened too much. The phasing in is fine, but the City needs to do something to keep trees from being needlessly cut in the rights-of-way.

Councilor King said this does not prevent people from cutting trees on private property. **Michael** said the proposed ordinance does address trees on private property. Private property owners do not need to hire an arborist to prune trees on their property but should hire one to verify if a tree needs to be removed from the public right-of-way.

Hammang stated that trees in the right-of-way were essentially under public care, so there is a right to exercise some control. **Bartlett** said the City Attorney will be asked to define who owns trees in the public right-of-way and who has the maintenance responsibilities and the right to remove them. **Hammang** said his experience in other cities was that right-of-way trees were public property. **Bartlett** said there are certain variables such as how the City received the property grant.

Miller made a presentation to the Planning Commission about 18 months ago, and the Planning Commission reviewed the Program and returned it to the City Council. Since that time, thirty to forty healthy streets trees have disappeared from the public right-of-way. There is nothing to prevent a person from cutting a tree in the right-of-way.

Hammang was startled to find the Community Development Department could not regulate tree cutting, and he noted there were a number of trees cut to make way for development in the Hector Campbell Neighborhood.

Councilor King appreciated the point of view that people should not be made to spend a lot of money, but she felt it was critical to move forward.

Councilor Kappa asked how low income residents could pay for a professional and to have the trees pruned.

Bartlett had spoken with other cities and determined the best method would be to revise the ordinance and take the program in house. Former Public Works Director Corbett, a licensed arborist, recommended the City find a way to fund a professional program on the major thoroughfares. He provided information on ways other communities have cut costs. Staff cannot apply the ordinance prospectively. He suggested the City Attorney and Consultant Liden work on the ordinance and program development.

Councilor Marshall recommended moving forward by developing a budget decision package on the costs of qualifying for a Tree City USA designation and completing the Neighborhood District Association (NDA) review of the program.

Hammang added that regionally it has been decided that trees are a public amenity.

Councilor Marshall agreed the City should not move forward too quickly but should make it clear the process is underway and identify the steps to be taken. He felt the timelines were realistic.

Councilor Kappa wanted the program to be presented in a positive light and not as something property owners would be forced to do. **Mayor Tomei** said the program would go to the NDAs between June and September. There will be a lot of opportunities for citizen input.

Bartlett said he would contact both Liden and the City Attorney to begin work.

Councilor King suggested reconvening the Tree Committee after the City Attorney's review. **Councilor Kappa** preferred it be called a "board."

Mayor Tomei was concerned that Liden's comments, based on the previous Council's comments, were no longer valid.

Bartlett suggested a legal review of staff report pages 37 - 59 based on court cases and to point out enforcement problems. He also recommended not assuming that the Community Development Director would administer the entire program because some of it might go to the street program. **Bartlett** said the Urban Forestry Board is created by the ordinance. The substantive point is that the current Council does not support the previous ordinance and program amendment.

Mayor Tomei directed that Hammang, Michael, and Miller be on the mailing list.

Councilor Kappa said he would like to include Doug Leitz of Milwaukie Floral in any mailing.

Michael appreciated the Council's taking quick action. There is a substantial amount of educational material available, and he suggested starting the process on a positive note.

Councilor Lancaster suggested compiling material for an informational campaign.

Staff was directed to re-activate the previous Tree Committee and move forward with the City Attorney review.

Councilor Marshall recommended directing the Citizens Utility Advisory Board (CUAB) and/or Budget Committee to explore the feasibility of having a \$1 per month forestry fee similar to the \$4 storm water fee customers pay on their utility bills. This could be combined with other application fees to help offset arborist's costs.

Bartlett suggested a Budget Committee subcommittee work on this.

Councilor Marshall recommended putting information on the Urban Forestry Program in the new City newsletter.

Miller thought the City of Lake Oswego might be interested in contracting with the City of Milwaukie for an arborist.

Councilor Lancaster suggested the Committee coordinate these activities with PGE. **Mayor Tomei** said PGE had a representative on the previous Committee, and she was very helpful.

Michael was encouraged by a meeting with the Milwaukie Downtown Development Association (MDDA) on creating a downtown image that involved enhancing street tree maintenance.

Councilor King asked if there could be a moratorium on tree cutting. **Coleman** said the Council could adopt an ordinance as a preliminary step to the proposed type of tree program under discussion.

City Council directed the **City Attorney** to look into a moratorium on cutting trees unless they posed a hazard. **Coleman** agreed, if his initial thought were correct, to prepare an ordinance for the June 2 meeting.

Urban Service Agreements

Bartlett referred to staff report WS.B.9 that outlined significant changes to Oregon planning laws. Special Districts now have responsibilities in public facilities planning. The purpose was for cities, counties, and special districts to come to some sort of agreement to provide cost-effective, economical service delivery with fewer contested annexation programs.

Councilor King asked if these agreements were the reason for annexation measures being on many ballots. **Bartlett** said that was correct; some fear uncontrolled annexations.

Bartlett continued. After a long series of meetings, most of the special districts and cities agreed; however, the Commissioners decided the County would no longer participate. There are certain factors regarding who the service provider will be; how planning coordination would be assigned; who would plan for and build facilities such as treatment plants; and who would manage and administer provision of services. There are a number of factors that need to be in the agreement such as financing, service delivery costs, physical factors, urban reserve areas, and annexation. Milwaukie's Comprehensive Plan states that it will work toward a unified system of governance and is the City's policy directive

when negotiating intergovernmental and service agreements with special districts. He discussed the fire service agreement with Clackamas Fire District #1 and water purchase from Clackamas River Water.

He referred to staff report page one with the question: "*Do you agree that we should continue to work toward urban service agreements?*" as the key to annexation. The group responded "yes."

It was agreed that Mayor Tomei and Councilor Lancaster would represent the City of Milwaukie on the ORS 195 Committee after Councilor King relinquished her position.

Bartlett referred to staff report page WS.B.2 with a list of those participating on the SB 122 Planning Group: Dan Bartlett, Kent Squires (Oak Lodge Sanitary), Chief Randy Bruegman, Chief Jim Cannici, Dale Jutila (Clackamas River Water), Bill Brandon (Happy Valley), and Ron Partch (Gladstone).

Swanson reviewed the group's history. The previous process failed due to both a lack of citizen input and the will to conclude. The current proposal is to include affected residents and business people in a short-term brainstorming process to identify major issues, deal with values and concerns, and develop recommendations for future service agreements. The purpose would be to focus on attaining a result in a series of three meetings beginning in June and not getting bogged down in the process. This group of active local governments can draft agreements and exhibit leadership in northern Clackamas County.

The group discussed potential citizen members, and **Councilor Kappa** suggested Jean Schreiber and Craig Lomnicki based on their experience. **Councilor Marshall** was not supportive of the suggestion.

Swanson said it was more important for the participants to be problem solvers with the ability to make quick judgements rather than having technical expertise.

Councilor Marshall recommended asking Neighborhood District Association and Land Use Committee chairs.

Mayor Tomei suggested Jean Michel, but he declined.

Councilor Marshall recommended each Councilmember contact one person and discuss appointments at the next regular session.

Mayor Tomei said she would contact Dale Harlan, George Van Bergen, and John Littlehales, and **Councilor King** suggested someone contact the Milwaukie Downtown Development Association (MDDA).

Councilor Kappa understood that Champ Husted was no longer participating on the South/North Light Rail Citizens Advisory Committee. **Bartlett** was not aware of this and said he would contact Husted and Darlene Weil in the event a new appointee was needed.

Clackamas Regional Center Master Plan

Swanson updated the City Council on the process and asked for direction on how it wished staff to proceed. Subcommittees have been meeting since last December in an attempt to reach a consensus on the recommendations. He reviewed the "*Key Decision Report*" prepared by the subcommittees in which five major issues were identified with the most notable at this time being Top O' Scott Golf Course. The group discussed the Cities of Milwaukie and Happy Valley having joint hearings with the Clackamas County Board of Commissioners. The other issues were: land uses on the west side of 82nd Avenue; the 82nd Avenue Corridor from Johnson Creek Boulevard to Causey Avenue; collector road extensions through the Top O' Scott Golf Course; and west side of 82nd Avenue parallel street options

Councilor King asked if the City of Milwaukie would make land use decisions on the east side of 82nd Avenue. **Swanson** said the cities would sit as one with the Clackamas County Board of Commissioners and listen to public testimony.

Bartlett referred to the Urban Growth Boundary Map which showed the Clackamas Regional Center Master Plan dividing future Milwaukie and Happy Valley annexations in half. The concept of working through the process cooperatively was that land use actions could be adopted by all parties and continue in the spirit of the Urban Growth Management Agreement. Businesses wanted assurances that if they did go through this process that someday the City would not annex and change the zoning. He asked if the Council wanted to press forward.

The Council indicated it wished to continue with the process and directed staff to schedule a joint work session with Happy Valley to discuss the five major issues.

Bartlett said Clackamas County CEO Rhodes was working to schedule a joint briefing of Happy Valley and Milwaukie Councils and Planning Commissions. **Mayor Tomei** suggested a regular Planning Commission meeting night during mid-summer.

Councilor King asked for clarification on how the cities of Happy Valley and Milwaukie impacted each other. **Bartlett** said at this point, the annexation measures going on the ballots have not impacted the City of Milwaukie. Happy Valley's mixed use zoning is much different than Milwaukie's in that it has no commercial, retail, or office space. Happy Valley is looking at future

annexations, but it does not have a zoning ordinance beyond residential. This is the crux of the controversy. He discussed the traditional commercial zones in Milwaukee.

In summary, Council directed staff to schedule meetings and for the City to stay involved.

Council Goals and Action Plan

Citizen Involvement

1. Gregory proposed a monthly newsletter based on Council direction with a report on costs by June 1 and implementation by July 1.
2. The Citizen Involvement Board report was scheduled for July 1 with the first year's plan prepared for Council consideration by September 1.
3. The telephone hotline to establish an interactive, voice-operated information system with planning to begin mid-August and implementing on October 1.
4. Regular Neighborhood District Association (NDA) meetings with first session to present the format and process on July 1.

Councilor Kappa felt there should be regular work sessions with the boards and commissions in addition to the NDAs. **Bartlett** understood from the goal setting session that the City Council wanted to meet with the NDAs periodically as a group and not in a training setting.

Councilor Marshall suggested regularly scheduling thirty minutes at each Council work session to discuss NDA issues and concerns.

Councilor Kappa said he would prefer something on a more permanent basis. **Gregory** commented the quarterly meetings usually provide information on such things as NDA activities, officers, newsletter content, Council-related issues, and leadership development.

Mayor Tomei said the Council wants something different. The purpose of the quarterly leadership meetings seems to be discussion of internal topics.

Councilor King said Council had discussed having a brief presentation period at the beginning of each regular session. **Bartlett** suggested establishing reports on a rotating basis. Staff will contact the NDAs and begin the rotation in July.

Councilor Kappa suggested expanding this to include boards and commissions on a rotating basis.

Councilor Marshall asked why it was taking so long to get the revised newsletter implemented. **Bartlett** said it was a significant effort, and, for Gregory, it is an issue of staff time.

Councilor King asked if the NDAs were concerned about giving up their newsletters. **Gregory** said she understood the NDAs were drafting a letter to the City Council.

Councilor Marshall asked if the revised newsletter would be done in July. **Bartlett** said there are budget issues related to beginning the revised newsletter before the end of this fiscal year.

Councilor Kappa did not want the quality of the current version to suffer.

Gregory discussed the newsletter concept that would include Council and Neighborhood columns. This would be in place of the *Pilot*.

Bartlett added that the approved 1998 – 1999 Budget included a Public Information Officer position. He discussed the increased postage costs since the revised newsletter would not be mailed with the utility bills.

Annexation

Bartlett discussed annexations and the urban service agreement element of the action plan. In the Linwood/Stamley area, the City is working with Clackamas Service District #1 on failing septic systems. This could be a non-remonstrance health hazard annexation. The County has clearly said it wants the City to take the lead. By doing that, the City could develop a plan with the County.

There are both advantages and disadvantages to annexing that area that include high police costs, but it is open for redevelopment. With some investment and renewal, it is an area in which housing stock could be upgraded and provide a link to the Clackamas Regional Center.

Councilor Kappa urged that an annexation plan and strategy be developed. There are other areas that could be annexed and increase the City's tax base.

Bartlett said the City needs to complete its urban services agreement with an annexation plan based on the concurrence of neighboring special districts. It could be made binding by a vote of the people. He discussed the dual interest areas and the cost of an economic feasibility study.

Councilor Marshall asked if the County would help with the costs, and **Bartlett** said it would help provide sewer services. Some of the areas are already sewered and have Clackamas River Water service.

Councilor Marshall asked about police services. **Bartlett** said the Enhanced Law Enforcement District would go away, but the City would get property taxes to either hire new officers, transfer County officers, or contract for services with the County. The County is at less than one officer per thousand, and the City of Milwaukie has 1.66 officers per thousand.

Mayor Tomei suggested an annexation work session including maps, pictures and previous financial studies.

Councilor Kappa felt good police service was the key to any effective annexation effort.

Comprehensive Plan Review

Bartlett said the Community Development Department was not at a staffing level to begin this type of project. Contracting with a firm like W&H Pacific would likely cost about \$50,000.

Councilor Kappa had significant issues with flaglot development. It is the worst design element in the City. He suggested a developer be required to purchase enough property, five acres for example, to plan for good connectivity.

Councilor Marshall suggested discussing this topic at the next work session. He was willing to move forward on that concept and separate it from the Comprehensive Plan. **Bartlett** said this approach could cost a lot less money than a complete Comprehensive Plan Review.

Councilor Marshall asked the Periodic Review timeline, and **Bartlett** said he would get that information.

Council Works As a Team

The group discussed Council photos in each facility. **Councilor Lancaster** felt it would be a better use of funds to have the Council photos in the newsletter based on the number of people who actually go to City Hall, and **Mayor Tomei** agreed. A majority of the group felt individual photos would be valuable to the community. **Councilor King** agreed to contact a photographer whose fees were relatively low.

Ensure That All Employees Demonstrate a Customer Service Attitude

Bartlett discussed City-wide customer service training and the Milwaukie University program. He suggested working with Bud Kass to develop training for the fall.

Councilor Lancaster discussed linking recognition with customer service.

Councilor King said she enjoyed reading comments from residents and employees about instances of outstanding work in the *Manager's Musings*.

Councilor Marshall asked the others what customer service meant to them.

Councilor King said to her it was manners and a willingness to be up front; not leave people waiting; returning phone calls; and not chewing gum. She liked real people answering the phones.

Councilor Lancaster said customer service was an attitude. Residents are the City's most important customers, and employees need to respond positively. Behavior that is rewarded will be repeated, and he hoped this was included in employee performance evaluations.

Councilor Marshall said employees work for the citizens and the community, and each person should be responsive without being subservient.

Councilor King suggested conflict resolution training. **Bartlett** said code enforcement personnel have had this type of training, and several recently completed mediation training. He reviewed previous training and the City-wide values as they relate to employee performance.

Downtown Goal

Bartlett discussed the City's relationship with the Milwaukie Downtown Development Association (MDDA) and the feasibility of a downtown Enterprise Zone to encourage investment.

Have Fun

The group discussed possible ways to do this.

Image – Create a Marketable Image for the City

The group agreed to discuss this at the next work session.

Ensure Milwaukie Citizens Have Adequate Information about the Light Rail Decision

The Light Rail Town Hall meeting was scheduled for May 27, 6:30 p.m. in the Milwaukie High School Commons. **Bartlett** suggested a special meeting on June 30 for the light rail public hearing. Planning staff would like a joint session with the Planning Commission to discuss the Functional Plan Compliance Report on that date also.

Funding Park Acquisition

Richards was researching alternate funding sources, and a Council work session was tentatively scheduled for May 26 with implementation of a new land acquisition process in July. He was discussing the Jr. High School site with North Clackamas #12 Superintendent Naso, and Council had already given direction on the riverfront.

Regional Government/Urban Service Agreements

This topic had already been discussed and open committee assignments were completed. **Bartlett** recommended additional meetings after the urban services group meets.

Riverfront

At the work session on May 19, 1998, **Bartlett** had scheduled time to consider the Request for Qualifications to develop the Master Plan.

Niche Concept

Bartlett was working to schedule a joint work session between the Council and MDDA. He understood the Council wanted to discuss working with the downtown on revitalization.

Sewage Treatment

The Public Works Director was working with Clackamas Service District Director Michael Read, and **Bartlett** foresaw improved cooperation between the five affected cities and the District. He understood the efforts had resulted in a promise of change in that staff is willing to work with the City in the unsewered areas and on abandoning the Kellogg Treatment Plant within 15 – 20 years. The District also agreed to involve Oak Lodge Sanitary in its planning. Staff and the Citizens Utility Advisory Board (CUAB) need to assess the City's options with both Districts and present alternatives for Council's decision.

Councilor Marshall understood the City did not have a riverfront plan that excluded the Kellogg Treatment Plant. He did not feel the City should work on a Plan that included the Plant.

Bartlett said the Request for Qualifications will ask for that.

City Streets – More Curbs and Sidewalks

The Citizens Utility Advisory Board (CUAB) and Budget Subcommittee would look at financing options for Council direction in September. Staff will prepare a five-year plan for Council approval in January 1999.

Traffic Safety and Transportation Board

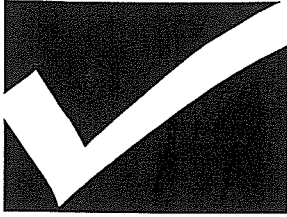
The Board now has four appointed members, so meetings can be scheduled.

Tree Ordinance

Direction has been given.

Pat DuVal

Pat DuVal, City Recorder



City Council Work Session

May 12, 1998
5:00 PM to 8:30 PM

Please bring: Urban Forestry Packet
Enterprise Zone Packet
Urban Service Agreement Packet
Clackamas Regional Center Packet

----- Agenda Topics -----

Welcome and Introductions		5:00-5:05 PM
Enterprise Zone Administrative Procedures	Pat Allen & Renate Mengelberg	5:05-5:15 PM
Council Discussion		5:15-5:30 PM
Urban Forestry Ordinance	Council Discussion	5:30-6:00 PM
Urban Service Agreements	Dan Bartlett	6:00-6:15 PM
Council Discussion		6:15-6:30 PM
Clackamas Regional Center Issues	Mike Swanson	6:30-7:00 PM
Council Discussion		7:00-7:30 PM
Council Goals : Review Draft Action Plans		7:30-8:30 PM
Executive Session under ORS 192.660 for Personnel Evaluation, if meeting goes faster than expected.		

Other information



*** MEMORANDUM ***
May 7, 1998

To: Mayor and City Council
From: Dan Bartlett, City Manager *Dan*
Re: Enterprise Zone Administration

Action Requested

We need to consider the proposed Enterprise Zone Administration Procedures and meet with the Board of Commissioners to jointly approve the procedures.

Background

On April 21, 1998, the County Commissioners considered the attached Administration Procedures and indicated to their staff that the procedures were acceptable. Economic Development staff from the Department of Transportation and Development (DTD) and Oregon Department of Economic Development (OEDD) have asked to review the proposed procedures with Council.

Milwaukie co-sponsored a successful Enterprise Zone application with Clackamas County. We have entered into an intergovernmental agreement with the County to have DTD administer the zone. The Enterprise Zone provides property tax abatement for businesses that meet State Law and local zone conditions.

Additional background material is attached from prior Council work sessions that describe the zone and its requirements. This includes:

- Enterprise Zone Administration Procedures
- Johnson Creek Enterprise Zone Discussion: A presentation paper done by Pat Allen, Oregon Economic Development Department, to explain the potential zone in Fall of 1997.
- Enterprise Zone Application, Resolutions, Minutes: This portion of the packet includes the map of the affected property, poverty area maps, and Council policy on the zone application. This also includes a letter from Commissioner Lindquist identifying the County's response to Milwaukie's requests.

cc: File
cm2121/hd

MILWAUKIE CITY HALL
10722 SE MAIN STREET
MILWAUKIE, OREGON 97222
PHONE: (503) 786-7555 • FAX: (503) 652-4433

CLACKAMAS COUNTY BOARD OF COMMISSIONERS

STUDY SESSION WORKSHEET

Requested:

Date/Time of Presentation: Tuesday, April 21, 1998
2:45 – 3:30 PM

**Time Set by CA
for Presentation:**

Department:

Department of Transportation and Development

Presenter(s):

Renate Mengelberg, Pat Allen

SUBJECT:

Proposed Milwaukie/North Clackamas Enterprise Zone Administration Procedures

FACTS:

The Milwaukie/North Clackamas County Enterprise Zone was officially formed last December. The City of Milwaukie and Clackamas County jointly sponsored the Zone. Since then the County and the City have concluded an intergovernmental Agreement which designates Tom VanderZanden as the Zone Manager for this coming year. A consistent policy should be developed on how to process applications, market the Zone, and deal with administrative issues. Precision Castparts will submit its Precertification Application form soon. The memo attached outlines options for your consideration.

QUESTION(S) PRESENTED FOR CONSIDERATION:

- 1) Does the Commission endorse the suggested policy of charging the .1% application fee to offset the costs of administering and marketing the program?
- 2) Does the Board endorse the proposed administrative procedures and phased in marketing approach?
- 3) How often and at which stages in the process does the Commission want to be kept informed?

RECOMMENDATION(S):

- 1) Endorse the recommendation to implement the full .1% Precertification Application Fee authorized in state statute to recover administrative expenses.
- 2) Endorse the proposed Enterprise Zone administration process and marketing approach.

ALTERNATIVE(S):

1. Make the precertification application fee refundable if the application is denied, impose a flat \$200 fee, or do not impose an application fee at all.
2. Outline a different administration procedure.

SCHEDULE FOR STUDY SESSION:

Dated:

Division Director Approval:

Department Director Approval:

CA Approval:

Proposed Clackamas County Enterprise Zone Administration Process

- 1) The Zone Manager (or designee) meets with any companies interested in the program to determine if they can qualify.
- 2) The Zone Manager (or designee) will help them with the **Precertification Application** and involves the Assessors office as needed.
- 3) The Zone Manager (or designee) notifies the City of Milwaukie, and Assessors Office, DTD Director and ETBS that a **Precertification Application** is pending.
- 4) The business submits their **Precertification Application** with an application fee of 0.1% of the estimated cost of the investment to the Zone Manager (or designee) .
- 5) The Zone Manager (or designee) calls a meeting to discuss the **Precertification Application** with the applicant, Assessor, ETBS and City of Milwaukie representative.
- 6) The Zone Manager (or designee) sends a notice of precertification approval to the City of Milwaukie and Clackamas County Board of Commissioners.
- 7) If all agree, and the applicant meets the criteria of the program, the Zone Manager and Assessor officially approve the **Precertification Application** and sign it on the spot.
- 8) The Zone Manager (or designee) mails out reminder notices and the **Oregon Enterprise Zone Tax Exemption Application Form** in January to all precertified businesses that have completed construction by the end of December.
- 9) The precertified business files the **Oregon Enterprise Zone Tax Exemption Application Form** paperwork with the County Assessor by April 1.
- 10) The business receives the tax abatement from the County Assessor for the previous calendar year.

Proposed Enterprise Zone Marketing Program

Passive approach:

The Zone Manager or his Designee will:

- ◆ Work with the Assessor's office to update plat maps and assessment records so that affect tax lots are easily identified. This will alert planning staff and customers that come to the Milwaukie and Clackamas County Planning counters to the zone.
- ◆ Create a GIS Layer of the Enterprise zone and encourage GIS staff to add it to maps they create routinely, if applicable.
- ◆ Map all vacant parcels in the Zone (very few). It would be potentially controversial, but useful to also identify underdeveloped sites. Discuss the program with property owners of vacant properties. Also share this information with industrial real estate brokers and industries considering locating in the area.
- ◆ Have information on the Zone on Clackamas Counties Web site and make it available to any web sites that promote Milwaukie (and Portland?). Make sure it is linked to other logical sites such as OEDD, PDC, etc.
- ◆ Meet with industrial real estate agents active in the area. Educate them on the program and have them help market it to their potential clients.
- ◆ Talk to business park owners, managers, and leasing agents about the program and highlight the tenant improvement abatement option.
- ◆ Instruct all current planners to give prospective businesses a brochure on the Enterprise Zone program. Have them notify the Zone Manager about any building permit applications or possible expansions.
- ◆ Have the Zone Manager attend design review meetings to discuss the program with any businesses located in the zone.
- ◆ Make sure the Zone is included on any updates of county and city and chamber maps.
- ◆ Develop a marketing brochure to distribute at the county and city planning departments, assessors office, chambers of commerce, etc.
- ◆ Give prospective businesses the "Oregon Enterprise Zone" handbook. Include application forms, and flyers outlining the county program with maps of the zone, requirement of the 3 and 5 year program, and the application process.



Proactive approach:

The Zone Manager or his Designee will:

- ◆ Mail an enterprise zone brochure to all businesses in the zone.
- ◆ Conduct a survey of businesses currently in the zone to find out their long-range expansion plans. Meet individually with those that are planning expansions to explain the program. Work with them throughout the process.
- ◆ Develop a presentation on the program and take it planning staffs of both organizations, and to business groups in the area such as the North Clackamas Chamber, North Clackamas and Milwaukie Rotary, etc.
- ◆ Work with Ron Oberg to create a video explaining the program. Make many copies to distribute to interested businesses, Milwaukie and Clackamas County Planning Lobbies and libraries. Play it often on cable TV.
- ◆ Write press releases on any businesses that use the program.

Johnson Creek Enterprise Zone Discussion

Attachment B

(B-1)

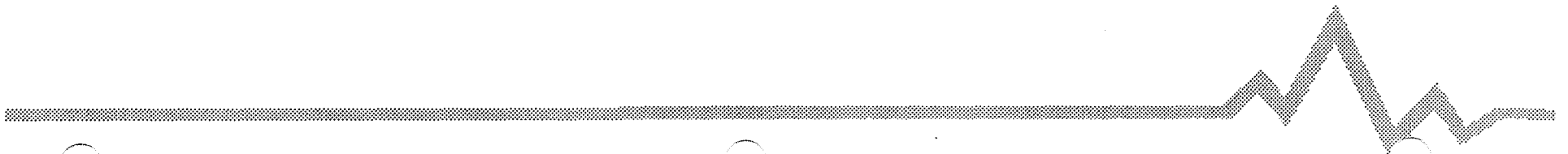


Objective

General information to City Council

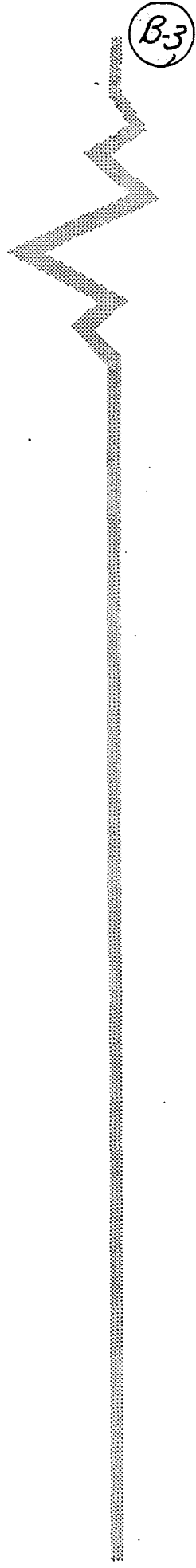
Answer questions/identify issues

Guidance to County staff for application preparation



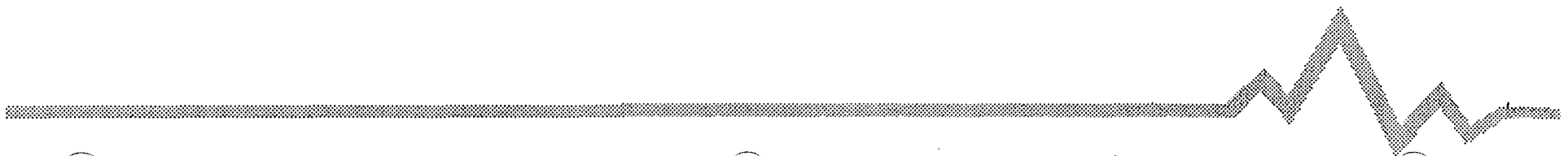
Precision Castparts Situation

- PCC Structural expansion plan
- Competitive environment (Tri-Cities, Ohio)



Johnson Creek Industrial Area

- Significant industrial enclave
- Need for suitable industrial land within the UGB
- Not currently developed to full potential

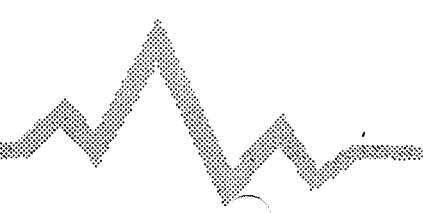


Enterprise Zones in Oregon

- 3-5 year property tax abatement
- Stimulates capital investment that wouldn't otherwise occur
- Results in increased tax revenue (long-run)
- Results in increased employment
- Preserves employment of a significant local company

Enterprise Zone Requirements

- \$25,000 minimum capital investment
 - 10% employment increase if already in the zone
 - Increase must be at 150% of county avg. wage for 5-yr abatement
 - Avg. wage is \$25,706; 150% is \$38,559
 - Company enters First Source Hiring Agreement with ETBS
-



Enterprise Zone Mechanics

- Potential Co-sponsors: Milwaukie, Portland
- Co-sponsorship vs. Consent
- Zone management
- Management fee is one-tenth percent of each project (\$15,000 per \$15 million certified).

Cost-Benefit Discussion

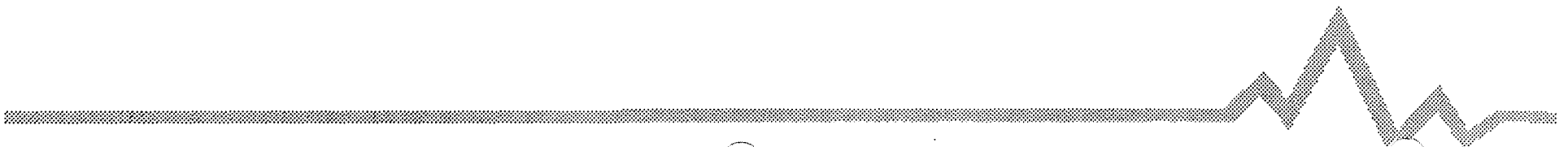
- Company with \$15 million qualifying investment avoids \$640,000 to \$1 million prop. tax.
 - City/County get investment that (arguably) would not happen otherwise
 - \$15 million initial investment is fully taxed at approximately \$14.8 million depreciated value in year six.
-

Issues

- Should local governments provide tax benefits?
- Would this investment occur anyway?
- Jobs/housing balance and transportation planning impacts.

Potential Council Actions

- Indicate interest in seeing an application (as part of broad public input process)



**Oregon Economic Development Department
Draft Application for Enterprise Zone Designation**

1. BACKGROUND INFORMATION FOR APPLICATION**A. Name of Proposed Zone:**

The Milwaukie/North Clackamas County Enterprise Zone

B. Submittal Date: November 24, 1997**C. Contact Person:**

Renate Mengelberg, Planner, Business Services Section, 902 Abernethy Road Oregon City, Oregon 97045 Phone: 650-3238 Fax: 650-3987

D. Sponsoring Governments:

Cities
City of Milwaukie

County
Clackamas County

Appendix with approved resolutions of consent:
Will be attached once approved

E. Any other City or County Jurisdiction in which Any Part of the Proposed Zone Would Be Located (including relevant counties for zoned that would be entirely within city limits):

None

F. Size of Proposed Zone:

The estimated area of the zone totals approximately 1 square mile

G. Basic Descriptors of Proposed Zone:

Located entirely within a primary Statistical Area (MSA)?

☒ Yes Metropolitan
☐ No

Do 75% of zone inhabitants reside inside incorporated areas?

☒ Yes
☐ No

Is it a Magnet Enterprise Zone?

☐ Yes
☒ No

What Type of Enterprise Zone?

☒ Urban
☐ Nonurban

Oregon Economic Development Department

Enterprise Zone Application

2. Measures of Economic Need and Hardship (Mandatory that at least of A-D equal or exceed 200* other responses are optional).

[illegible]

Oregon Economic Development Department
Enterprise Zone Application

Page 3

2. MEASURES OF ECONOMIC HARDSHIP (CONTINUED)

F. Summary of Other Economic Statistics and Circumstances (e.g. Local Closures, special Designations, joint Factors):

The Portland Metropolitan areas is experiencing strong employment growth and development. Nevertheless, the areas in the proposed enterprise zone contain significant opportunities for redevelopment. There are many low intensity uses and rents that are up to 30% below the market average. A number of significant properties currently stand vacant despite their proximity to attractive transportation and workforce resources. Additionally the recent closure of the last Pendleton Woolen Mills plant in Oregon and the recent bankruptcy filing of Americold and the previous closure of the Murphy Plywood building leave significant, potentially under-utilized buildings in the area.

3. SIGNIFICANT SUITABLE LAND (MANDATORY) - show that there is significant vacant or improvable land within the proposed enterprise zone suitable for use and development by eligible business firms, I.E. zoned for industrial uses, Sufficient infrastructure, services, etc. - relative to total area and to overall supply of land in local area:

The Enterprise Zone being proposed consists of all industrial oriented zones within the city of Milwaukie and the unincorporated North Clackamas Area outside the Clackamas Industrial Area Urban renewal district. Neighboring zoning consists of residential or commercial zones. Most of the sites in the proposed zone have been developed 10-40 years ago and have great redevelopment potential. The few vacant parcels available total less than 20 acres.

The proposed Enterprise zone has excellent transportation access. It is served in all areas by either a major arterial or a major highway. The Johnson Creek Area is served by Johnson Creek Boulevard, which is built to withstand industrial traffic and has been recently widened and improved Johnson Creek Boulevard. This Boulevard links directly to an interchange onto I-205 within 1 mile of the Enterprise zone area. The International Way area is served by Highway 224, a 4 lane limited access Expressway with direct access to I-205 under 3 miles away. The North Milwaukie and McLoughlin areas are served by Highway 99E with access to I-205, I-5 and I-84

All areas are served with the necessary sewer and water infrastructure through the City of Milwaukie, Clackamas County Service District 1, City of Portland and Clackamas River Water

(See Proposed Enterprise zone map and Regional map attached)

4. PRE-EXISTING ENTERPRISE ZONE - Respond if wising and able to continue from or terminating zone:

Name of previous or soon-to-terminate enterprise zone: Not applicable

Any change to the existing policies of previous or soon-to-terminate zone: Not applicable

C4

Milwaukie/North Clackamas Enterprise Zone

*Clackamas
County*





GEOGRAPHIC INFORMATION SYSTEMS

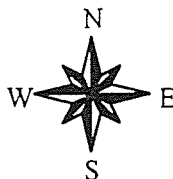
DEPARTMENT OF TRANSPORTATION
AND DEVELOPMENT

902 ABERNETHY ROAD

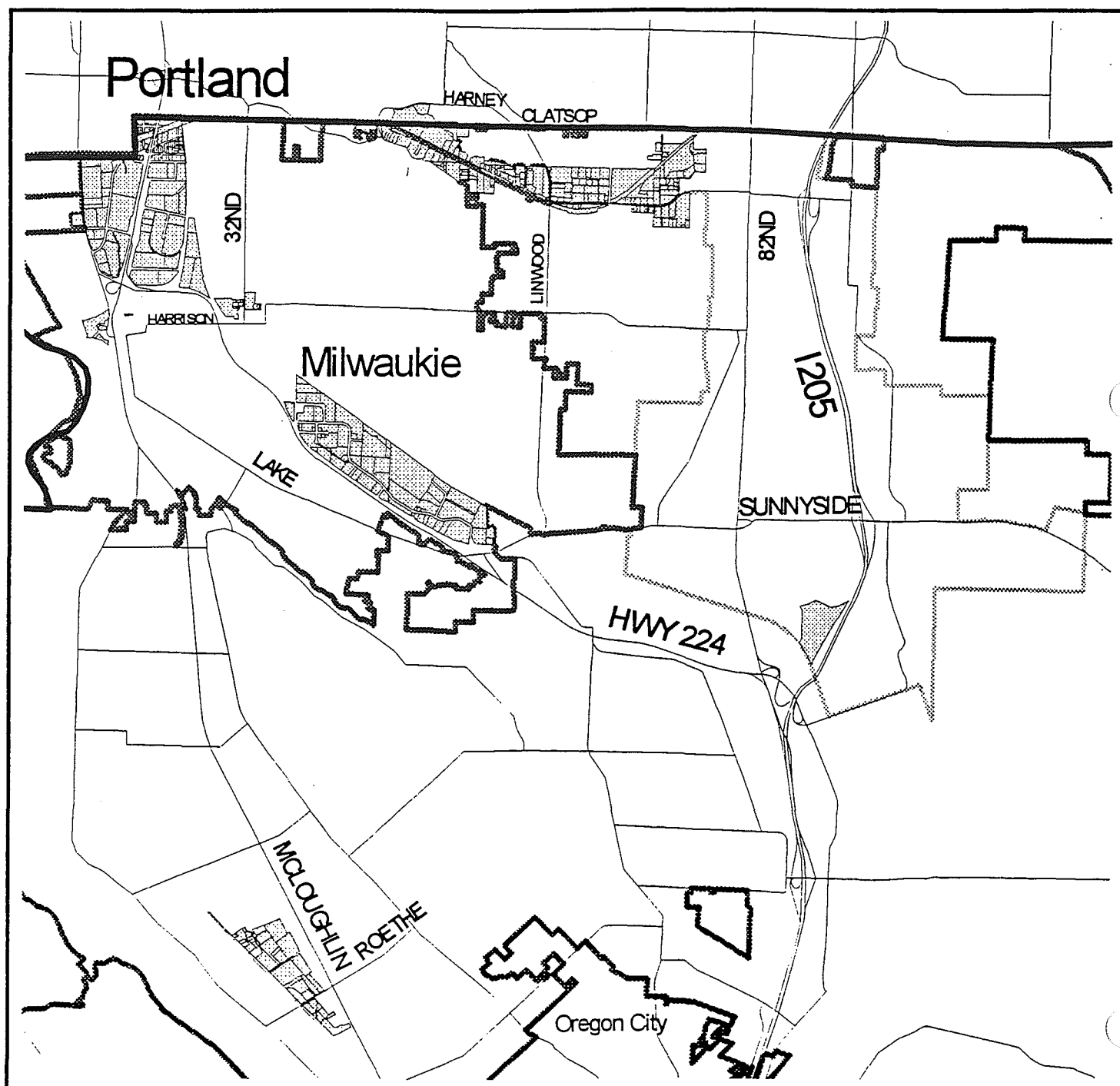
OREGON CITY, OR 97045

Renate.Gis.Projects: 6.5x11 Vertical Enterprise Zone
October 28, 1997

-  Sites in Enterprise Zone
-  County (black) or City (Gray) Boundary
-  Arterials
-  Clackamas Regional Center Boundary



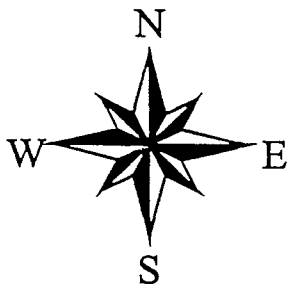
This map and other information have been
compiled only for preliminary and general purposes.
They are not intended to be complete and
accurate for any other purposes. Specifically, this
information is not intended to be complete for
purposes of land use restriction, zoning, title, size
and suitability of the property for specific uses.



Poverty



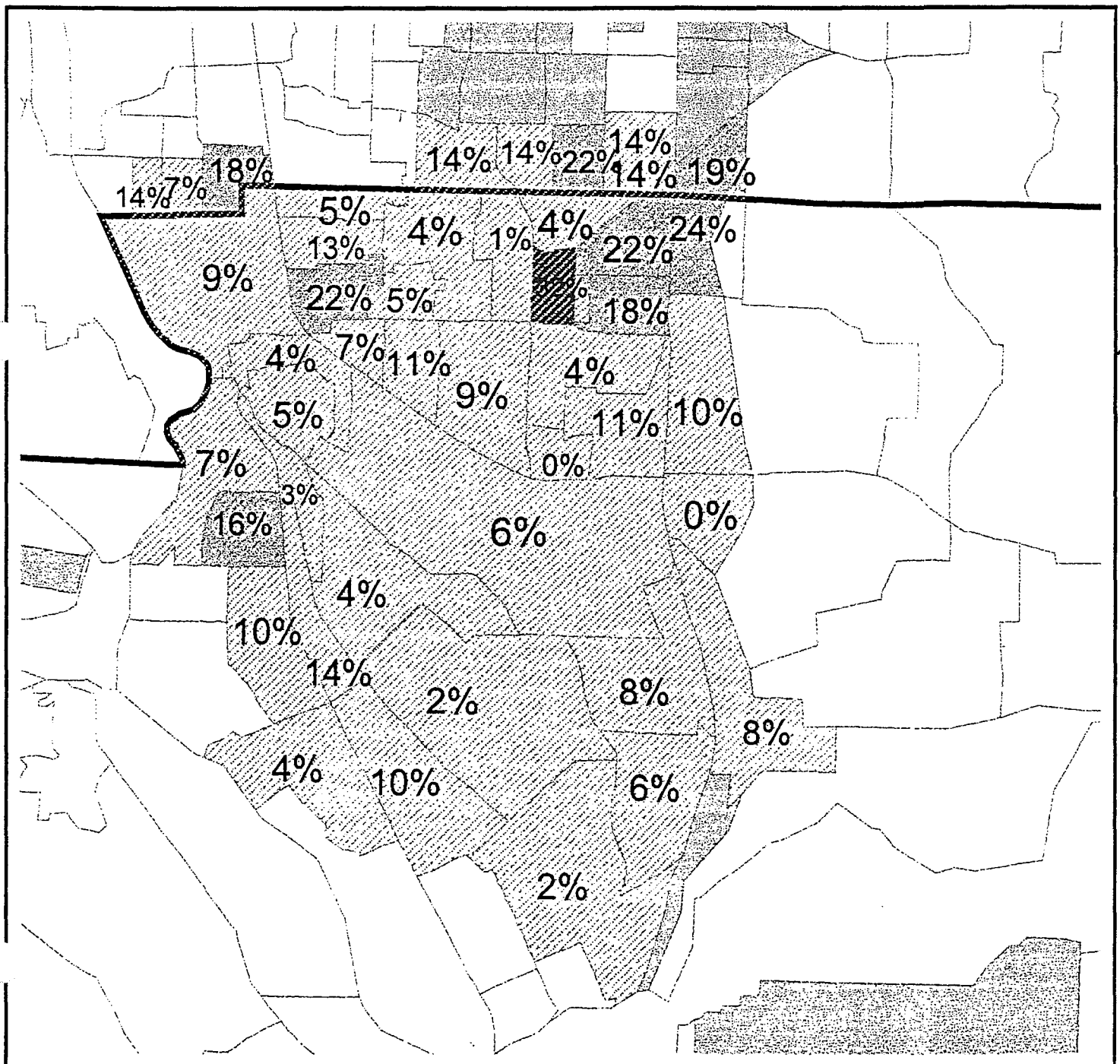
GEOGRAPHIC INFORMATION SYSTEMS



- Study Area
- County Line
- 1990 Areas with high poverty rates (over 20%)
- 0 - 15%
- 15 - 30%
- 31+%

DEPARTMENT OF TRANSPORTATION
AND DEVELOPMENT
902 ABERNETHY ROAD
OREGON CITY, OR 97045
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Poverty Layout 9/1/97

This map and other information have been compiled only for preliminary and general purposes. They are not intended to be complete and accurate for any other purposes. Specifically, this information is not intended to be complete for purposes of land use restriction, zoning, title, size and suitability of the property for specific uses.



(C6)

file

CITY OF MILWAUKIE
RESOLUTION NO. 7-1998

A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF MILWAUKIE, OREGON, APPROVING AN INTERGOVERNMENTAL AGREEMENT FOR ENTERPRISE ZONE MANAGEMENT BETWEEN THE CITY OF MILWAUKIE AND CLACKAMAS COUNTY AND AUTHORIZING AN AMENDMENT TO THE ZONE BOUNDARY.

WHEREAS, on November 18, 1997 the City Council adopted Resolution Number 37-1997; Co-Sponsoring an application for designation of an Enterprise Zone, and

WHEREAS, the Oregon Economic Development Department has approved that application; and

WHEREAS, there is a need to agree to an initial Zone Manager; and

WHEREAS, there is a need to put in place temporary conditions for the five-year abatement; and

WHEREAS, the City of Portland has demonstrated an interest in amending the zone boundary; and

WHEREAS, Milwaukie and Clackamas County acknowledge that they have authority to enter into this Intergovernmental Agreement pursuant to the powers contained in their respective Charters and ORS 190.010;

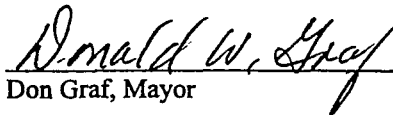
NOW, THEREFORE, BE IT RESOLVED by the City Council of the City of Milwaukie that:

Section 1: The Intergovernmental Agreement between the City of Milwaukie and Clackamas County, attached hereto and incorporated herein, is hereby approved.


Section 2: The City Council of the City of Milwaukie hereby authorizes the Mayor to sign said agreement on behalf of the City.

Section 3. The City Council of the City of Milwaukie hereby authorizes the amendment of the Enterprise Zone Boundary to include the immediately adjacent industrial land in the City of Portland and requests that the City of Portland and Clackamas County do the same.

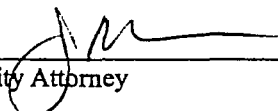
This Resolution introduced and adopted by the City Council this 3rd day of March 1998.


Don Graf, Mayor

ATTEST:


Pat DuVal, City Recorder

APPROVED AS TO FORM:


City Attorney

CITY OF MILWAUKIE**RESOLUTION NUMBER 37-1997****A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF MILWAUKIE, CO-SPONSORING AN APPLICATION FOR DESIGNATION OF AN ENTERPRISE ZONE**

WHEREAS, the County of Clackamas and the City of Milwaukie are interested in an enterprise zone to encourage new business investment, job creation, higher incomes for local residents, greater diversity of economic activity; and

WHEREAS, the proposed enterprise zone has a total area of 1 square mile, and it meets other statutory limitations on size and configuration; it is depicted on the drawn-to-scale map (Exhibit 1); and

WHEREAS, the proposed enterprise zone contains significant land that is designated for industrial use, and that is sufficiently accessible, serviced or serviceable, and ready for use and further development, and

WHEREAS, the County of Clackamas and the City of Milwaukie appreciates the impacts that a designated enterprise zone would have and the property tax exemptions that eligible business firm might receive therein, as governed by Oregon Revised Statutes (ORS) 285.560 to 285.617, and

WHEREAS, the County of Clackamas and the City of Milwaukie have held a series of public hearings on the creation of an enterprise zone, with (describe testimony), and informational meetings have been held with business and citizen groups throughout the area.

NOW THEREFORE, BE IT RESOLVED by the City Council of the City of Milwaukie that:

- 1) The County of Clackamas and the City of Milwaukie proposes and applies for designation of an Oregon enterprise zone to be named: The Milwaukie/North Clackamas County Enterprise Zone; and
- 2) Clackamas County Department of Transportation and Development staff is authorized to submit the application for the County of Clackamas and the City of Milwaukie and to make any and all substantive or technical changes to the application materials, as necessary, after adoption of this resolution.
- 3) The County of Clackamas and the City of Milwaukie will be give priority to the use in the proposed enterprise zone, if designated, of any economic development or job training funds received from the federal government.
- 4) The County of Clackamas and the City of Milwaukie commits, upon designation, to jointly sign a Memorandum of Understanding that:

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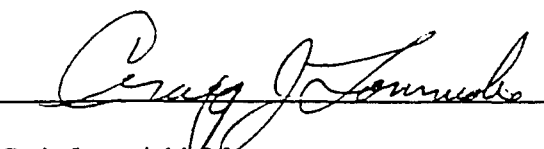
- Appoints as local enterprise zone manager a Clackamas County Department of Transportation and Development employee that will administer the Enterprise Zone.
- Develops a detailed description of the zone managers tasks, and methods to insure accountability and coordination.
- Develops additional requirements of companies wishing to participate in the program such as:
 - For the three year program an employer must pay 150% of the state minimum wage. Benefits can be counted to meet this threshold.
 - For the five year program companies must pay wages at 150% of the County median wage of jobs created. Benefits can be counted to meet this threshold.

5) The County of Clackamas and the City of Milwaukie will jointly comply with the requirements and provisions of ORS 285.577.

6) The County of Clackamas and the City of Milwaukie commits to prepare, within six months of designation, a list or map of local lands and buildings owned by the state or by municipal corporations within the enterprise zone that are not being used or designated for a public purpose and that have appropriate land use zoning, and to have such real property made available for lease or purchase by precertified or qualified business firms pursuant to ORS 285.580.

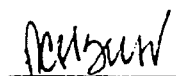
7) The County of Clackamas and the City of Milwaukie commits to prepare, within six months of designation, an index or indices identifying all of the land within the proposed enterprise zone pursuant to ORS 285.577(1)(h), and thereafter, to maintain the accuracy of such index or indices.

This Resolution introduced and adopted by the City Council this 18 day of November, 1997


Craig Lomnicki, Mayor

ATTEST:


Pat DuVal, City Recorder


City Attorney

It was moved by Councilmember Trotter and seconded by Councilmember Tomei to adopt the resolution approving substitute projects be added to the Local Greenspaces and Trails Project List with revision of "Exhibit D" to "Exhibit A" in Section 2 and adding Lewelling Wetland as contingency project. Motion passed unanimously.

RESOLUTION NO. 36-1997:

A RESOLUTION OF THE CITY OF MILWAUKIE RIVERFRONT PROJECT INFEASIBLE FOR THE CITY OF MILWAUKIE'S LOCAL GREENSPACES AND TRAILS PROJECT LIST TO BE FUNDED BY METRO'S GREENSPACES BOND MEASURE AND APPROVING SUBSTITUTE PROJECTS.

Suspend Council Rules

It was moved by Councilmember Kappa and seconded by Councilmember Schreiber to suspend Council Rules and continue the meeting beyond 11:00 p.m. Motion passed unanimously.

OTHER BUSINESS

Consider Establishing Enterprise Zone – Johnson Creek Boulevard -- Resolution

Bartlett presented the staff report. He understood the Clackamas County Board of Commissioners adopted a similar resolution. He discussed the proposed intergovernmental agreement should the Enterprise Zone application be approved by the State.

Mayor Lomnicki asked how similar the resolutions were. **Pat Allen**, Oregon Economic Development Department, understood they were identical. He discussed developing an intergovernmental agreement with Clackamas County as Zone co-sponsors.

Councilmember Kappa said his concerns with road improvements and storm water issues could be addressed at the meeting with the Commissioners.

Councilmember Tomei said, after the resolution was adopted, she wanted to address child care and wage issues. **Allen** said that was appropriate. **Councilmember Tomei** was also concerned that local people be hired. **Allen** said that could be addressed at a finer level of detail.

C10

Councilmember Schreiber commented the Council would have to be in agreement before negotiating with the Commissioners. She understood Allen would work with the City and County on the process. **Allen** said the application was due in Salem on Monday. The application is the legal authority from which details will be developed into a program.

It was moved by Councilmember Kappa and seconded by Councilmember Trotter to adopt the resolution co-sponsoring an application for designation of an Enterprise Zone.

Councilmember Trotter asked **Councilmember Tomei** if her concerns were with the conditions rather than the Zone itself. **Councilmember Tomei** said that was correct.

Motion passed unanimously.

RESOLUTION NO. 37-1997:

A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF MILWAUKIE, CO-SPONSORING AN APPLICATION FOR DESIGNATION OF AN ENTERPRISE ZONE.

Permission to Advertise for the Home Avenue/Monroe Street Drainage Project

Brink presented the staff report. Staff asked for authorization to advertise bids for the project that would help eliminate a long-standing drainage problem at the intersection of Home Avenue and Monroe Street. The estimated project cost at this time was \$80,000.

Councilmember Schreiber asked if there would be resident involvement with the project. **Brink** said to date it has been limited to one property owner and a presentation to the Hector Campbell Neighborhood Association.

It was moved by Councilmember Kappa and seconded by Councilmember Tomei to authorize staff to advertise the Home Avenue/Monroe Street Drainage Project for bid.

Councilmember Kappa said, because of a potential conflict of interest, he would not vote on the bid award itself.

Motion passed unanimously.

PUBLIC HEARING

Consider Application for Oregon Economic Development Department Enterprise Zone – Johnson Creek Boulevard

Mayor Lomnicki called the public hearing on the application to order at 7:18 p.m.

The purpose of the hearing was to consider public comment on the application. **Mayor Lomnicki** reviewed the conduct of the hearing.

Report: **Pat Allen**, Regional Development Officer, Oregon Economic Development Department, presented the staff report. He provided an overview of the program and process. The Enterprise Zone provides a three to five year tax abatement incentive to encourage capital investment when certain requirements are met. The abatement can be extended to five years if there is a 150% increase of the average county wage which is \$25,706.

The business must submit its application to the Zone Manager and the Clackamas County Tax Assessor before proceeding with its capital investment project. The business must provide an annual certification verifying its compliance with Enterprise Zone requirements.

Allen indicated the industrially zoned land in the area and the proposed Enterprise Zone. To qualify, the applicant must be an industrial business. He noted the designation did not change the underlying zoning. The City of Milwaukie and Clackamas County would be joint sponsors. He referred to a September 17, 1997, letter from Ed Lindquist, Clackamas County Board of Commissioners Chair, indicating the County was willing to work with Milwaukie to improve Johnson Creek Blvd. between I-205 and 36th Avenue. The County was also open to considering the North Clackamas County Chamber of Commerce as a potential Zone Manager.

Allen said the current proposal was based on State standards, but local restrictions can be established. He discussed the feasibility of including a supplier program. Requirements could be added in the future if the Zone sponsors concur. He had met with several taxing districts and the Ardenwald Neighborhood District Association, and no one raised any issues or concerns. The groups were also informed of the upcoming public comment opportunities. The Clackamas County Board of Commissioners will consider the application at its November 13th meeting, and the Milwaukie City Council will make its decision on November 18th.

Councilmember Kappa said there were clearly some parcels that could not be developed because of flood plain and wetlands impacts.

Councilmember Tomei discussed the average County wage. **Allen** said the company can include benefits in calculating the total average wage. Most companies manage total employee costs, and these are the figures provided to the Tax Assessor and Zone Manager.

Councilmember Tomei was concerned about providing jobs with family wages and averaging highly paid positions with minimum wage positions to attain the 150%. **Allen** said it would be difficult to hire one a person at a high wage to offset minimum wages for a five-year period.

Councilmember Kappa asked for clarification of Lindquist's letter regarding funding of Johnson Creek Blvd. projects. **Allen** did not feel he could comment beyond the content of the letter.

Bartlett referred to staff report page 84. That segment would have to be included in the next Regional Transportation Plan (RTP), and there would be City/County matches in an amount dependent upon the extent of funding.

Mayor Lomnicki noted part of the City's Transportation System Plan (TSP) was outside the present City limits. The letter indicates the County's willingness to work with the City on an investment strategy. One of the downsides of the Enterprise Zone would be negative traffic impacts, and the County has expressed a willingness to work cooperatively on this problem.

Councilmember Kappa wanted to exactly know the County's intent. He discussed the poor conditions of the riparian areas. **Allen** said the Enterprise Zone must adhere to federal, state, and local regulations.

Councilmember Tomei referred to staff report page 78 and asked if child care and transit pass benefits would be included. **Allen** said this was the City of Portland's local restrictions, and the City of Milwaukie and Clackamas County could consider similar language.

Councilmember Tomei referred to staff report page 77 and asked if Milwaukie could include job skill training. **Allen** cautioned that some companies could view the requirements as too restrictive and decide not to take advantage of the Enterprise Zone opportunities.

Mayor Lomnicki asked if the sponsors could create new conditions in the future and if new requirements could be imposed on companies already part of the Zone. **Allen** said he understood that once a company makes its capital spending decisions based on certain requirements, it would be allowed to continue under those conditions. A company participating at a later time would have to meet newly imposed restrictions.

Mayor Lomnicki felt it was important to consider the requirements that would best benefit the community at this time.

Mayor Lomnicki asked for a description of the Zone Manager's responsibilities. **Allen** said he would provide the City Council with a complete booklet. The Zone Manager would be required to make reports to the State and administer pre-approvals with the County Tax Assessor.

Mayor Lomnicki understood from the proposed resolution that Clackamas County Business Services was appointed Zone Manager. It appears this person will have complete authority to make technical or substantive changes to the application. He asked for clarification of the Zone Manager's responsibilities. **Allen** said "substantive changes" refers to the application form itself. The document upon which the City Council bases its decision on November 18th will be the same document that goes to the State.

Mayor Lomnicki said the Tax Assessor verifies property improvements. **Allen** added the Zone Manager is responsible for making reports on wage and other similar Zone requirements.

Councilmember Schreiber asked Allen if he had drafted the resolution. **Allen** said it was a standard form. He recommended designating the Zone Manager by position rather than name and added the City and County could jointly designate an individual.

Councilmember Schreiber was concerned about signing a five-year agreement. **Bartlett** said more flexibility could be added.

Councilmember Schreiber expressed concern about a process for the sponsors to appeal or negotiate. **Allen** suggested entering into a concurrent intergovernmental agreement (IGA) with Clackamas County defining basic administrative ground rules.

Councilmember Kappa referred to staff report pages 16 and 17 regarding eligibility and hiring requirements. It appeared there could be a lot of temporary hiring. **Allen** said the intent of the company is to hire regular, full-time employees, but he would research the question.

Mark Damien, Vice President of Human Resources, PCC Structural. He discussed the company's 45-year history which began with a small, grassroots business and has grown to sixty sites in the United States and Europe. He noted the business decline in the early 1990's and the resulting impact on wages. There are other regions and states that are offering incentives, but PCC hopes to grow in Milwaukie. He discussed diversification plans. The company would use vendors and shops in the area giving them an opportunity to expand their businesses also.

Councilmember Schreiber asked Damien to address employee benefits. **Damien** said in comparison to other similar companies, PCC has an employee turnover rate of less than 6%. Employees receive educational reimbursements, a 401K Plan with a 50% match, and medical plans. In the last two years, the company has absorbed premium increases. He discussed PCC's training standards.

Councilmember Tomei noted the company's profits had increased 166% in the past ten years. **Damien** said that was based on the entire corporation.

Councilmember Tomei referred to a *Willamette Week* article regarding PCC's falling behind in wages. **Damien** discussed pay ranges and added that some employees bump back a pay range to stay on a particular shift.

Councilmember Tomei asked how many temporaries PCC hires. **Damien** said PCC uses a temporary agency for screening purposes, and a person could be hired as a regular employee within four to six months.

Councilmember Tomei noted a preponderance of employees earned \$12.84 - \$16.29 per hour. She asked how long most of these employees had worked for PCC. **Damien** said most of them have worked for the company between twelve and sixteen years.

Mayor Lomnicki commented the Council was not there to judge PCC and its operations. He asked if there were any conditions so odious to make PCC back out of the application. **Damien** suggested the City Council give Allen a "wish list" and determine if any were prohibitive. He added that on-site child care was a large expense and could be addressed through tax breaks or other benefit changes.

Councilmember Kappa asked Damien to expand on his comments regarding employee turnover. **Damien** said, in the manufacturing environment, the national average turnover was 18 - 21% with hourly turnover usually somewhat higher.

Correspondence: None.

Audience Testimony: **Kathleen Briggs**, 5202 SE Monroe. She is a long-time Milwaukie resident and PCC employee. The company is growing, and traditionally it promotes from within. Acceptance of the Enterprise Zone would allow for needed expansion and increase the employment base. **Briggs** was proud of the area and hoped to see it improve as much as the west side.

Councilmember Kappa asked Briggs if she had worked her way up through the ranks. **Briggs** started working for PCC in 1979, has moved up nine positions, and was able to go to school. She has become a skilled worker for the company.

Councilmember Tomei asked Briggs what she did. **Briggs** said she was a production scheduler in the wax department and added she was paid appropriately for her job duties.

John Wyatt, North Clackamas Chamber of Commerce, 7740 SE Harmony Rd. He read a letter into the record as formal testimony on behalf of the Chamber. The Chamber indicated its support of the Enterprise Zone creation. This type of economic development tool was consistent with the Chamber's mission of providing "innovative leadership to ensure a successful business climate and promote the quality of life in Clackamas County."

Councilmember Schreiber asked Wyatt as a member of the banking community if he thought the Enterprise Zone would encourage investment. **Wyatt** responded it would.

Councilmember Kappa asked what kinds of small businesses would benefit. **Wyatt** said small machine shops, for example, that currently supply PCC could expand. He noted there was a large light manufacturing community in Clackamas County.

Damien added, from an investment standpoint, a small business owner might need the Enterprise Zone to meet increased volume demands.

Bonita Entwistle, 3200 SE Silver Lake Lane, Space 30. She indicated she was a single parent who has been a PCC employee for 10 years. Employees are able to grow in their jobs at PCC and remain in a community that is important to them.

Councilmember Tomei asked Entwistle if she would like on-site child care. **Entwistle** said she would.

Councilmember Kappa asked Entwistle if she had also come up through the ranks. **Entwistle** said she had and added she had been given the opportunity for computer training and cross-training.

Analise Hummel, 2802 SE Monroe. She had attended a workshop on alternatives to growth and learned that if employees had to pay true costs for things like schools, a fair family wage would be \$589,000 a year. Capitalism causes poverty; slavery was a capitalist way for some to get extremely rich on the backs of others. She asked what kind of waste was produced by this manufacturer. **Hummel** did not believe tax abatements should be allowed. She asked where all these employees would come from. The worst phenomenon is the temporary worker. She asked if the Enterprise Zone would go to a vote of the people. The area is dilapidated, and she asked if this Zone was the reason it was not a light rail alignment. She asked if there would be age discrimination in getting a job at PCC.

Mayor Lomnicki said this hearing was not an inquiry into PCC management practices. Johnson Creek Blvd. was never discussed as a light rail alignment. He pointed out that by testifying at the public hearing, Hummel was part of the process. He did not believe it was Council's intent to take the matter to a vote.

Councilmember Schreiber referred to staff report page one in which "employee" was defined as a person who works "more than 32 hours per week" but not temporary or seasonal jobs.

Mayor Lomnicki said, in order for a company to receive these advantages, it must follow certain specific requirements.

Hummel asked about the tax abatement. **Councilmember Schreiber** said the company applying would need to make a major contribution to the community. **Mayor Lomnicki** said the company would make an investment to its physical plant and receive a tax abatement on those improvements. It will be included on the tax roles when the Zone expires.

Hummel asked if Milwaukie residents would get the new jobs and relieve traffic problems. **Mayor Lomnicki** said there would be a first preference for qualified people from this area. **Hummel** asked where people would live if they came from out of the area.

Ruby Stapleton, 8920 SE 58th Avenue, Portland. She asked how the Enterprise Zone would impact her property value. She complained about businesses parking cars on an adjoining property. She understood that the bike path could be a light rail line in the future.

Allen said, over the long term, property values would increase in the area; however, taxes on residential units in an Enterprise Zone may not be impacted. He noted that companies looking for a tax break might displace marginal businesses.

Mayor Lomnicki recommended Stapleton talk to Public Works Director Brink.

Closure of Public Hearing: **Mayor Lomnicki** closed the public testimony portion of the hearing at 8:45 p.m.

Discussion and Decision by Council: **Councilmember Tomei** felt it was a very solemn responsibility to give tax breaks, and she wanted to be sure the community would benefit and employees would make family wages. She referred to staff report page 72 regarding minimum job quality thresholds. The section included reference to 150% of minimum wage after one year of employment. **Allen** cautioned Council about taking part of the Portland plan and mixing it with State requirements.

Bartlett calculated 150% of minimum wage as just under \$9.00/hour, and PCC's wage distribution was over that.

Councilmember Tomei wanted to make sure employees would earn a family wage if the company was given a tax break and recommended guaranteed percentage.

Mayor Lomnicki said, in reality, some employees may earn \$45,000 and others \$23,000. He suggested a structure that would put a majority of the newly-hired employees in the true average.

Councilmember Schreiber said it also depends on whether the industry was one that required a high level of technical skills with a higher pay range. Studies have shown that on-site child care is not what keeps women at their jobs because many of them feel the need for a personal transition between the workplace and family responsibilities. She preferred employees had an opportunity to grow and train on the job with a cafeteria list of opportunities in the areas of health and education.

Allen suggested setting a minimum threshold at 150% of minimum wage including benefits. This would help smaller companies offer benefits to employees at the lower end of the pay scale. For the five-year break, he suggested 150% of the County mean within eighteen months of the hire date.

Councilmember Trotter thought the benefit package concept would help start-up companies in the Enterprise Zone.



Councilmember Kappa wanted clarification of both the County's transportation offer and the environmental issues.

Bartlett expected a common set of watershed protection rules since the City of Portland joined as a full member of the Surface Water Commission.

Mayor Lomnicki suggested the letter from the County Commissioners be formalized in a resolution and identify areas of mutual concern from the TSP and RTP. Lindquist's letter referred to reviewing the most appropriate ways to provide for ongoing Zone Management "after initial zone establishment." **Mayor Lomnicki** suggested a meeting be scheduled in six months to address the issue.

Councilmember Schreiber said the letter from Lindquist enters into other discussion points which may not be the base of discussion regarding the Zone itself. She was concerned about adding requirements such as child care.

Councilmember Tomei supported child care in the larger companies.

Councilmember Schreiber commented that some employees might be more interested in a better pension package than child care as part of their benefits package.

Councilmember Tomei argued for the importance of child care and did not feel it was unrealistic if the company were getting a tax break.

Councilmember Trotter commented on the proposed IGA with Clackamas County listing areas of common concerns. He asked if daycare was applicable to new hires or those already employed by the company. **Allen** said the Portland Program was designed to attract new businesses to the area. He discussed his experiences as Chair of the Clackamas County Commission on Children and Families and suggested a more comprehensive strategic plans to meet broader needs.

Councilmember Trotter pointed out PCC was a large, existing company with sufficient money for capitalizing. He was concerned the tax break would be consumed if the sponsors demanded child care.

Councilmember Kappa asked if a daycare facility could be located in an Enterprise Zone and offer a reduced rate. **Councilmember Trotter** said local laws allow daycare centers in all zones.

Allen suggested looking at daycare in a broader sense, such as tailoring a piece for daycare providers to offer some meaningful assistance to that kind of business.



CLACKAMAS COUNTY

Board of Commissioners

September 17, 1997

Craig Lomnicki, Mayor
City of Milwaukie
10722 SE Main
Milwaukie, OR 97222

ED LINDQUIST
CHAIR

JUDIE HAMMERSTAD
COMMISSIONER

BILL KENNEMER
COMMISSIONER

Dear Craig:

The County Commissioners are happy to hear that Milwaukie is interested in working with the County to set up an Enterprise Zone. Through partnership, we can meet the needs of Milwaukie and Clackamas County current and future industries.

In an effort to work together to deal with common issues that will arise from our application for an Enterprise Zone, the County will:

Expand the proposed zone boundaries to include Milwaukie Industrial areas along McLoughlin and International Way.

Work with you to implement all the City's TSP Action Plans all the way to I-205 including working to fully fund the Johnson Creek Blvd. Project from 36th to I-205 in the next Regional Transportation Plan.

Work with you to determine what measures, if any beyond applicable state and federal law, would help deal with industrial wastewater impacts on the Johnson Creek watershed.

After initial zone establishment, review with the City the most appropriate ways to provide for ongoing Zone Management. In addition to direct County provision of this service, we would be happy to consider the North Clackamas County Chamber of Commerce or any other qualified entity as a potential Zone Manager.

Work with the City and its franchise holders to ensure state-of-the-art utility service in the industrial areas.

We see this as a great chance to enter into a partnership with the City and industries for future job growth in the industrial areas of North Clackamas County.

Sincerely,

A handwritten signature in black ink, appearing to read "Ed Lindquist", is written over a circular stamp that partially overlaps the signature.

Ed Lindquist, Chair
Clackamas County Commissioner

Councilmember Kappa asked if a daycare facility could be included as part of an Enterprise Zone. **Allen** said it could not and suggested the Enterprise Zone could work with the City of Milwaukie on daycare issues in the County.

It was moved by Councilmember Kappa and seconded by Mayor Lomnicki to direct that Allen and staff provide the City Council with recommendations addressing these concerns at the November 18, 1997, meeting.

Mayor Lomnicki suggested making the child care issue a part of the IGA with Clackamas County rather than a requirement of the Zone.

Allen said he would prepare a public hearing follow up for the City Council.

Councilmember Trotter suggested a legislative draft so the amendments would be clear.

Motion passed unanimously.

OTHER BUSINESS

Establish Custodial Account and Life Insurance Transfer Authorization – Public Employees Benefit Services Corporation (PEBSCO) Section 457 Deferred Compensation and Establishing Custodial Account – International City Management Association Retirement Corporation (ICMA-RC) Section 457 Deferred Compensation – Resolutions

Richards presented the staff report on the Section 457 Deferred Compensation Plans. These amendments would reflect changes to the Internal Revenue Code shifting ownership interest of assets accumulated under these plans from the employer to the employee and /or beneficiaries. Both resolutions refer to the City Manager's designee as the administrator.

Councilmember Kappa referred to staff report page 32 regarding administrative costs. **Richards** said that was a reference to a loan program, and the City chose not to do that.

It was moved by Councilmember Kappa and seconded by Councilmember Tomei to adopt the resolution establishing custodial account, employer account number:30. **Motion passed unanimously.**



1

*** MEMORANDUM ***

May 7, 1998

To: Mayor and City Council
From: Dan Bartlett, City Manager
Re: Council Goals Action Plans

Action Requested

Please review the attached draft action plans prepared by staff. I would like Council to have a discussion concerning these plans and future work sessions to complete those plans which are listed as Council activities.

Background

Council held a retreat where they listed their goals. Those goals receiving votes have been forwarded to staff to complete "milestone" action plans. These are the major check points for reporting progress to the City Council.

In some cases, I have left the action plans blank and suggested that Council "brainstorm" what they want staff to be doing. In other cases, I have delayed response from staff due to other pressing priorities. These action plans will be drafted and shared with Council at future work sessions.

cc: File
cm2125/hd

MILWAUKIE CITY HALL
10722 SE MAIN STREET
MILWAUKIE, OREGON 97222
PHONE: (503) 786-7555 • FAX: (503) 652-4433

2

City Council Goal Setting Session April 4, 1998

DRAFT: ACTION PLAN DRAFT

Key:

★ = orange dot

● = all other dots

✓ = one vote

★	●	Comment:
	✓	Annexation
		Annexation – affordable
		Annexation – cost effective
		Annexation – don't compromise livability
		Annexation – marketable image; market Milwaukie as a desirable place; what is incentive?
		Annexation – services equal to or better than County

ACTION PLAN

ACTION	WHO	DUE DATE
Objective: Complete Urban Service Agreements		
Participate in citizen involvement process with special districts and adjoining cities.	Council, Citizens	Fall 1998
Prepare draft urban service agreements.	City Manager, Departmental Staff, City Attorney	January 1999
Objective: Consider annexing dual interest areas	Council	
Review Urban Growth Management Agreement	Council, Community Development	

	Director, City Attorney	
Conduct public involvement process	Council, City Staff	
Prepare Annexation Documents	Community Development, City Attorney	
File with Boundary Commission or County Commissioners	City Recorder	

Estimated Costs:

Hard to determine at this time. Primarily staff time but would need economic feasibility report for each area at \$5-20,000 per report. Also would need public contact time with each area and every property owner. Say \$40,000-\$60,000, if contracted.

4

Proposed deleting

		Budget — re-establish cost effective proposals
--	--	--

✓	✓✓✓✓	Citizen Involvement -- Put together a monthly newsletter <ul style="list-style-type: none"> • Mayor and Council comments • page for each NDA • go to each household by mail • include Council meeting summary • upcoming events
✓	✓	Citizen involvement
✓		Citizen Involvement -- Establish Citizen Involvement Commission
	✓✓	Citizen Involvement -- Telephone hotline -- 2-way incoming and outgoing about what's happening, complaints, thoughts, etc.
	✓	Citizen Involvement -- Regular work sessions with NDAs
		Citizen Involvement -- Create a citizen group that helps staff and Council ensure that citizens will be involved
		Citizen Involvement -- Discussion of brainstorming method
		Citizen Involvement -- Get people to apply for boards
		Citizen Involvement -- Incorporate partners who currently in business of communication (NCPRD, Milwaukie Center, etc.) to help defray costs
		Citizen Involvement -- NDA Chairs into an advisory committee under the board and commission structure
		Citizen Involvement -- NDA time at Council meetings -- 3-5 minute reports; three at each session
		Citizen Involvement -- NDAs to have some responsibility for public involvement. Are we adding another layer of government?
		Citizen Involvement -- Newsletter medium valid? <u>Pilot</u> has low readership.
		Citizen Involvement -- Why didn't a greater % of people vote?
		Citizen Involvement -- Would NDAs still have their own publications and/or costs to communicate

ACTION PLAN

ACTION	WHO	DUE DATE
Objective:	Michelle, Please complete a drat plan for this Goal	
Objective:		

6

Estimated Costs:

✓	✓	Comp Plan Review
		Comp Plan -- Slow down growth
		Comp Plan -- NDA analysis; refer maximum density

ACTION PLAN

ACTION	WHO	DUE DATE
Objective: Conduct a Comp Plan Review		
Conduct a Council and Planning Commission Work Session on the existing Comp. Plan.		
Develop a list of issues for review		
Assign staff to develop position papers		
Hold Planning Commission Hearings		
Hold City Council Hearings		
Adopt Comp. Plan Changes		
Objective: NDA analysis; refer maximum density		
Complete Neighborhood Visions		
Develop Livability Indicators		
Conduct a Council and Planning Commission Work Session		
Assign staff to develop position papers		
Hold Planning Commission Hearings		
Hold City Council Hearings		
Adopt Comp. Plan Changes		

Estimated Costs:

Cost depend on if the work is done in house or through contract. This could easily get up into the \$50,000 range if contracted for a full review and re-write.

8

✓✓✓	Council works as a team – not pursue individual interests
✓	Council -- Pictures at City Hall – all City Buildings

ACTION PLAN

ACTION	WHO	DUE DATE
Objective: Council works as a team		
Conduct Council Retreat to discuss ground rules and procedure	Council, Management Team	Soon
Objective: Council -- Pictures at City Hall – all City Buildings		
Get Cost Estimate	City Recorder	April 17

Estimated Costs:

Quote from Contemporary Images:

\$350.00 = Photo session, selection of proofs, finished photos for each individual Council member

This is based on one 8x10 for each City bldg (City Hall, Library, PSB & JCB)

May also want black & white prints for press releases, etc. at \$3 ea.

\$20 = Frame and mat per photo

Timeframe = 4 weeks total from session appointments, selecting proofs, printing, to framing.

✓✓✓	Customer Service Attitude -- Image for City Government
	Customer Service -- All employees know what is going on with the Council -- way the citizens can count on what is happening
	Customer Service Attitude <ul style="list-style-type: none"> • how information is conveyed • employees standing around • be courteous • dialogue with neighbors

ACTION PLAN

ACTION	WHO	DUE DATE
Objective: Ensure that all employees demonstrate a Customer Service Attitude		
Interview Council to determine known problems	Consultant or City Manager	
Review existing Customer Service Training with Council	Asst. City Manager	
Develop revised Customer Service Training	Asst. City manager and City Manager	
Add training to Milwaukie University Courses	Asst. City Manager	
Verify that all employees have attended basic or refresher training	Asst. City Manager	

Estimated Costs:

Training would run about \$5-7,000 if contracted. This would come from the Human Resources budget that is requested at \$21,000.

10

I would suggest that this be deleted and tied to our on-going partnership with MDDA.

		Downtown — Growth Regional or Town Center?
		Downtown — McMennimans?

		Fun -- City Spirit
	✓	Fun -- Start each meeting with humor -- Council talent show
	✓	Fun -- Ways to have fun

ACTION PLAN

ACTION	WHO	DUE DATE
Objective:	Leave this one for a Council activity	
Objective:		

Estimated Costs:

12

	✓✓	Image -- Create a marketable image; develop marketable image for City
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ACTION PLAN

ACTION	WHO	DUE DATE
Objective:	Council Activity	
Objective:		

Estimated Costs:

✓		Light Rail – Ways to educate public
	✓	Light Rail – Information and debate panel
	✓	Light Rail – Public opinion poll

ACTION PLAN

ACTION	WHO	DUE DATE
Objective: Ensure that Milwaukie Citizens have adequate information about the Light Rail Decision		
Plan a Town Hall Meeting on Light Rail with speakers from both sides of the issue	Neighborhood Services Coordinator	April 24, 1998
Conduct Town Hall Meeting	City Council, Tri-Met, Metro, City staff	June 5, 1998
<u>Make decision at Public Hearing</u>	<u>Council</u>	<u>July 7, 1998</u>

Estimated Costs:

✓✓	Park and open space umbrella
✓✓	Park and Recreation Board Goal 2 years – set up a quick purchase process
✓✓	Parks -- more creative way to approach acquisition
✓	Parks -- Concentrate on buying park land instead of improving
✓	Parks -- Jr. High property/riverfront
✓	Parks -- Set up fund to buy property within weeks
✓	Parks -- Work on Teen Center
	Parks -- Define what is being done for kids and families
	Parks -- Snapshot of benefits of staying in NCPRD

ACTION PLAN

ACTION	WHO	DUE DATE
Objective: <u>Ensure that all potential park and open space land for acquisition is reviewed and processed for purchase in the least amount of time with one access point.</u>	Charlene, Please complete this action plan.	
<u>Research alternative funding sources and estimate timelines</u>	<u>Charlene Richards</u>	<u>May 4 - May 15, 1998</u>
<u>Worksession with City Council</u>	<u>Charlene Richards</u> <u>City Council</u>	<u>May 26, 1998</u>
<u>Develop alternatives and present to PARB for recommendation to Council</u>	<u>Charlene Richards</u> <u>PARB</u>	<u>June 1, 1998 (PARB)</u>
<u>Finalize land acquisition process for Council adoption</u>	<u>Charlene Richards</u> <u>City Attorney</u>	<u>June 2 - June 12, 1998</u>
<u>Council adopt new land acquisition process</u>	<u>City Council</u>	<u>June 23, 1998</u>
<u>Commence using new process</u>	<u>City</u> <u>Staff/Contractors</u>	<u>July 1, 1998</u>
Objective:		

Estimated Costs:

15

(16)

		Regional Government – recognize partnerships
	✓✓	Regional Government – Take a strong role with County and Metro
	✓	Regional Government -- Deal with SB 122 – consolidated services
		Regional Groups – Be a strong member; for example Metro

ACTION PLAN

ACTION	WHO	DUE DATE
Objective: Complete Urban Service Agreements		
Participate in citizen ' involvement process with special districts and adjoining cities.	Council, Citizens	Fall 1998
Prepare draft urban service agreements.	City Manager, Departmental Staff, City Attorney	January 1999
Objective: Take a strong role with County and Metro		
Conduct a work session on intergovernmental issues	Council and Management Team	
Assign Council Members to open committee assignments	Council	

Estimated Costs:

✓✓	Riverfront – expand riverfront plan to include sewage treatment plant; share information with County
✓✓	Riverfront – revisit Comp Plan; mixed use or service scenario; design review if mixed use
✓	Riverfront/Downtown – Council has never given staff clear direction on how to work with businesses re: niche concept
	Riverfront – Do we need to revisit Riverfront Plan
	Riverfront – Is redevelopment of downtown responsibility of government? Or should MDDA develop concept? Should government facility concept?
	Riverfront – Poll citizens in what they want and what they will buy into

ACTION PLAN

ACTION	WHO	DUE DATE
Objective: Expand riverfront plan to include sewage treatment plant		
Hold a Work Session to define where we are and where we want to go.	Council, City Manager, Asst. City Manager, Parks Board, Planning Commission	
Conduct a request for proposal or request for qualifications to conduct Master Planning Process	Asst. City Manager	
Conduct a public involvement process to develop a Master Plan	Consultant, Asst. City Manager	
Adopt the Master Plan	Parks Board, Planning Commission, City Council	
Objective: Give staff clear direction on how to work with businesses re: niche concept		
Hold joint work session with MDDA and Council	Council, MDDA, City Staff	

Develop additional action plan actions and City position paper		
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Estimated Costs:

✓	Sewage Treatment – Analysis of long-term options
	Sewage Treatment – Short issue summary
	Sewage Treatment – Who are partners?

ACTION PLAN

ACTION	WHO	DUE DATE
Objective: Analysis of long-term options	Jim, Please complete this action plan.	
<u>Assessment of options w/CCSD#1</u>	<u>PW</u>	<u>May-Jun 98</u>
<u>Assessment of options with Oak Lodge</u>	<u>PW</u>	<u>Jul-Aug 98</u>
<u>Options Presentation to Council & Council Direction</u>	<u>PW</u>	<u>Sep-Oct 98</u>
<u>Agreement w/ affected parties on goals and timeline</u>	<u>Council</u>	<u>Nov 98-Jun 99</u>
<u>Coordination w/ CUAB</u>	<u>PW</u>	<u>Nov 98 - Jun 99</u>
<u>Agreement w/ affected parties on preferred option and timeline</u>	<u>Council</u>	<u>Jul 99-Jun 00</u>

Estimated Costs: \$30 - \$50 million

✓	Streets – More curbs and sidewalks
	Streets – Do something now!
	Streets – Fill holes at EOP
	Streets -- Facilitate Public Works Projects <i>[moved from a stand alone egg to this category]</i>

ACTION PLAN

ACTION	WHO	DUE DATE
Objective: More curbs and sidewalks	Jim, Please complete this action plan.	
<u>Assess current C/SW situation</u>	<u>PW</u>	<u>Aug 98</u>
Objective:		
<u>Options for C/SW construction standards & Council direction</u>	<u>PW</u>	<u>Jun 98</u>
<u>Options for financing C/SW construction & Council direction</u>	<u>PW</u>	<u>Jun 98</u>
<u>Options for C/SW construction & Council direction</u>	<u>PW</u>	<u>Sep 98</u>
<u>Coordination w/ NDAs & Schools on C/SW construction options</u>	<u>PW</u>	<u>Oct - Dec 98</u>
<u>Five Year Plan for C/SW construction and Council approval</u>	<u>PW</u>	<u>Jan - Feb 99</u>

Estimated Costs: C/SW - \$50/LF; C - \$15/LF; SW - \$35/LF (assumes a Type C concrete curb and 5' wide concrete sidewalk)

✓✓	Traffic – Jump start TSTB
	Traffic – Extend/widen streets for 3' - 5' bike/ped lane
	Traffic – less tolerance on exceeding speed limit
	Traffic – Mandatory driver education for violators
	Traffic – OR 99E improvements downtown
	Traffic – Revisit NTMP rule regarding speed (85/5; 85/10)
	Traffic -- Calming

ACTION PLAN

ACTION	WHO	DUE DATE	
Objective: Jump start TSTB	Jim, Please complete this action plan		
<u>Obtain quorum</u>	<u>Council</u>	<u>Apr 98</u>	
Objective:			
<u>Hold first meeting w/ new members</u>	<u>TSTB, Staff</u>	<u>May 98</u>	
<u>Council direction to TSTB</u>	<u>Council</u>	<u>May 98</u>	
<u>Determine TSTB annual goals</u>	<u>TSTB</u>	<u>Jul 98</u>	
<u>Semi-annual report to Council</u>	<u>TSTB</u>	<u>Dec 98/Jun 99</u>	

Estimated Costs:

(22)

✓✓✓	Tree Ordinance – Just do it!
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ACTION PLAN

ACTION	WHO	DUE DATE
Objective: Adopt a City Tree Ordinance or <i>[Become a "Tree City"]</i> ???		
Conduct a Council Work Session on the Existing Draft Ordinance to determine what needs to be done next	Council	May 5, 1998 May 12, 1998
Complete City Attorney Review of draft Tree Ordinance	City Attorney	May - June 1998
Develop a Budget Decision Package with enough funds to qualify for a Tree City USA designation	City Manager	Done
Complete Neighborhood District Association reviews of the final Ordinance	Neighborhood Services and others.	June - September 1998
Hold Public Hearing and Adopt Ordinance	Council	September 1998
Recruit Board members	Mayor and Council	October 1998
Start Board meeting process	Assigned staff	October 1998
Begin Public Education Program	Assigned staff	October - December 1998
Begin Urban Forest Inventory	Assigned staff	November 1998 to ???
Begin Ordinance Enforcement	Assigned staff	January 1999 - ongoing

Estimated Costs:

At this time, a rough estimate of achieving a Tree City USA designation would be \$40-60,000. The Arbor Foundation expects an expenditure of \$2.00 per capita to qualify along with an Ordinance or Urban Forestry Commission.