



Work Session

WS

Milwaukie City Council



CITY OF MILWAUKIE
COUNCIL WORK SESSION

City Hall Conference Room
10722 SE Main Street
www.milwaukieoregon.gov

AGENDA

JULY 5, 2017

Page #

1. **4:00 p.m. Finalize Vision Action Plan** **1**
Staff: David Levitan, Senior Planner
2. **5:00 p.m. Adjourn Work Session**
3. **5:00 p.m. EXECUTIVE SESSION**
Upon adjournment of the Work Session the City Council will meet in Executive Session pursuant to Oregon Revised Statute (ORS) 192.660(2)(h) to consult with counsel concerning the legal rights and duties of a public body with regard to current litigation or litigation likely to be filed.

Americans with Disabilities Act (ADA) Notice

The City of Milwaukie is committed to providing equal access to all public meetings and information per the requirements of the ADA and Oregon Revised Statutes (ORS). Milwaukie City Hall is wheelchair accessible and equipped with Assisted Listening Devices; if you require any service that furthers inclusivity please contact the Office of the City Recorder at least 48 hours prior to the meeting by email at ocr@milwaukieoregon.gov or phone at 503-786-7502 or 503-786-7555. Most Council meetings are streamed live on the City's website and cable-cast on Comcast Channel 30 within Milwaukie City Limits.

Executive Sessions

The City Council may meet in Executive Session pursuant to ORS 192.660(2); all discussions are confidential and may not be disclosed; news media representatives may attend but may not disclose any information discussed. Executive Sessions may not be held for the purpose of taking final actions or making final decisions and are closed to the public.

Meeting Information

Times listed for each Agenda Item are approximate; actual times for each item may vary. Council may not take formal action in Study or Work Sessions. Please silence mobile devices during the meeting.

 CITY OF MILWAUKIE
COUNCIL WORK SESSION

City Hall Conference Room
10722 SE Main Street
www.milwaukieoregon.gov

MINUTES

JULY 5, 2017

Mayor Mark Gamba called the Council meeting to order at 4:01 p.m.

Present: Council President Lisa Batey; Councilors Angel Falconer, Wilda Parks, Shane Abma

Staff: City Manager Ann Ober Planning Director Denny Egner
City Recorder Scott Stauffer Senior Planner David Levitan
Community Development Director Alma Flores Assistant Planner Mary Heberling
Public Works Director Peter Passarelli

Press: Raymond Rendleman, *Clackamas Review*

Finalize Vision Action Plan

Mr. Levitan introduced Kirstin Greene and Anais Mathez, consultants with Cogan Owens Green, and Ben Russo, Vision Advisory Committee (VAC) member. He asked for Council feedback on the Draft Community Vision and Action Plan.

Ms. Greene noted that the VAC had recommended that Council adopt the Draft Vision and Action Plan. She reviewed the quadruple bottom line framework, discussed the work done by the VAC, and noted the large amount of community involvement. **Mr. Russo** commented that the Draft Vision reflected the voices of the community.

Ms. Mathez discussed the top eight actions, known as "Superactions," and the related supporting actions. **Mr. Levitan** reviewed the questions for Council to consider.

Mayor Gamba believed that Superaction 7, Adopt a Climate Action Plan, was more of a process. He noted his concerns about losing the specifics in broad categorizations.

The group discussed the vision matrix layout, action steps, and Superactions. Council agreed it made sense to roll the Council goals into the Superaction items. The group noted how the framework could be used in the future.

Council President Batey and the group discussed concerns about the use of buzzwords such as "Vision Zero". **Ms. Greene** reviewed the Superactions and it was the group consensus to change the word "subsidize" to "adjust" in action "Place 2.2" under Superaction 1, Address Housing Affordability in Milwaukie.

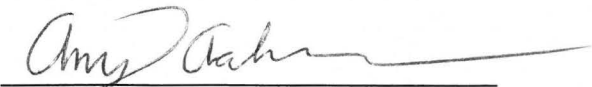
The group discussed the priorities between the actions in the Vision and Action Plan and the Council goals. They observed the need to be realistic in what could be accomplished and appreciated having the community's goals. The group discussed possible partnerships and the long-term nature of the vision. **Ms. Ober** and **Mayor Gamba** suggested that the top goals could be identified with timelines.

The group briefly discussed the status of Superaction 3, Complete Milwaukie Bay Park, and how the Vision Zero concept relates to Superaction 4, Continually Improve our Transportation System.

Council and **Mr. Levitan** reviewed changes proposed by Council to the Draft Vision and Action Plan and noted the adoption timeline.

Mayor Gamba adjourned the Work Session at 5:10 p.m.

Respectfully submitted,



Amy Aschenbrenner, Administrative Specialist II

This page intentionally left blank.



MILWAUKIE

Dogwood City of the West

Memorandum

To: City Council

From: Alma Flores, Community Development Director

CC: Ann Ober, City Manager

Date: June 29, 2017

Re: Community Development Department Projects - City Council Update for July 5, 2017

Community Development/Economic Development

- North Milwaukie Industrial Area Plan
- Grocery Store Recruitment
- Milwaukie Station Food Cart Pod
- Kellogg for Coho RFQ
- Vertical Housing Development Zone

Engineering

- Private Development
- Permitting and Inspections
- Traffic Control Requests
- 42nd Avenue SSMP and ADA Ramps
- **Washington Street Storm and Main Street Water Quality**
- 2016 Sidewalk and ADA Ramp Enhancement
- 99E Hwy / McLoughlin Blvd Utility Relocation
- Kellogg Creek Bridge Replacement
- **Kronberg Park Multi-Use Trail**

Planning

- Annexations
- Visioning and Comprehensive Plan Update
- Land Use and Development Review
- Planning Commission/Design and Landmarks Committee

Building

- Building Review for June to come.

Community Development/Economic Development

North Milwaukie Industrial Area Plan

- A [draft Framework Plan and Implementation Strategy](#) is available on the website and was the discussion item at the public hearing before Planning Commission June 27, 2017 to consider recommendations to City Council. Prior to the public hearing, the final Public Open House was held with approximately 20 attendees. The next public hearing is scheduled before City Council on July 18, 2017 with a follow up meeting on August 1, 2017 to consider adoption of the NMIA Plan. Please visit www.northmilwaukie.com for project documents and updates.

Grocery Store Recruitment

- The city continues to actively recruit a new grocery store to help fill the gap in Milwaukie; however, the vacancy at Milwaukie Marketplace is still under a lease and in bankruptcy proceedings. The City is pursuing resolve for this issue and has reached out to potential grocers for consideration of the site. Different rationale has been given for why or why not that would be an ideal location for their respective companies. In the meantime, the former grocery store space is not currently available.

Milwaukie Station Food Cart Pod

- Construction is now complete and four carts are on site at the Milwaukie Station Food Cart Pod at 11301 SE 21st Ave! Additional carts will begin moving on to the site in late June/early July for a soft opening and will be open for business with limited hours. The Grand Opening is set for Friday, August 4th. Please stay tuned for additional information. Information about Milwaukie Station and available spaces can be found at www.milwaukieoregon.gov/foodcarts.

Coho Point at Kellogg Creek RFQ

- The Request for Qualifications for the Coho Point at Kellogg Creek opportunity site was released and closed on May 25, 2017. The City received 9 proposals for consideration and the review committee ranked the proposals. The review committee invited the top 4 proposals for the interview process. The review committee has made a recommendation that will be presented to council on July 11 in executive session for a decision on the negotiation and disposition of the property.

Vertical Housing Development Zone (VHDZ)

- The City is pursuing designation of downtown, central Milwaukie, and the Tacoma Station area for a VHDZ which would provide a tax incentive for vertical development in zones that allow for mixed use development near transit. Council will vote on the tool at the July 5 council session.

Engineering

Private Development

Public Improvement Projects

- Mission Park Subdivision - 14 lot subdivision near 52nd on the South side of King Rd. Construction plans are currently being reviewed.
- Eagle & 21st development – Eagle street is being extended east to provide access to 3 new houses fronting Eagle Street and 21st Avenue. Construction plans are currently being reviewed.
- Front Street development – Front street is being extended east from Stanley avenue to provide access to 2 new houses fronting Front Street. Construction plans are currently being reviewed.
- 21st & Washington Development – Traffic impact analysis phase. Application will be submitted soon.
- Improvements have begun for 5445 SE King Road partition.

Permitting and Inspections – June 2017

Right-of-Way Permits

- Issued – 5
- In Review – 6

Right-of-Way Inspections

- Resulted – 26
- Scheduled – 4

Franchise Permits

- Issued – 22
- In Review – 8

Traffic Control Requests

- SE Aspen street and SE Juniper Street stop sign
- Crosswalk improvements at King and Home Avenue
- Mid-Block crosswalk at Lake Road/31st Place
- No parking signs installation at 5326 SE Jackson Street, Milwaukie Oregon
- Stop sign installation at 33rd Avenue/SE Wister street.

42nd Avenue Street Surface and Maintenance Program (SSMP) and ADA ramps.

- Construction scheduled to commence during the early fall of 2017.

2016 Sidewalk and ADA Ramp Enhancement

- The project is close to 100% complete with a few punch list items needed to be addressed.

Washington Street Storm and Main Street Water Quality

- Authorization to enter into a personal services contract with ESA for engineering services will be presented to Council at their July 18th session.

99E HWY / McLoughlin Blvd Utility Relocation

- The project is close to 100% complete with a few punch list items needed to be addressed.

Kellogg Creek Bridge Replacement

- Meeting was conducted with the community on June 21st with regards to the tree removal.
- Engineering will be presenting to the council costs of an alternative design if the bridge is to be constructed in the same alignment as the existing bridge to minimize impact on the existing park condition.
- Construction is expected to commence on October 2017.

Kronberg Multi-Use Trail

- Authorization to enter into a personal services contract with OTAK, Inc for engineering services will be presented to Council at their July 5th session.

Planning

Annexations

- The expedited annexation for the property located at 9100 SE 55th Ave is scheduled for the July 5 City Council meeting.

Visioning and Comprehensive Plan Update

- The City Council will be reviewing the final draft of the Vision Statement and Action Plan at their July 5 work session. Adoption is scheduled for the August 1 Council meeting.

Land Use and Development Review

- Land Use Applications¹:
 - S-2017-002 (master file) – The Planning Commission approved a 19-lot subdivision at 4217-4219 SE Railroad Ave on June 13. The associated zone change from Residential R-7 to R-5 and removal of the property from the Historic Resources inventory list are scheduled for a hearing and decision by City Council on July 18 (sub-files CPA-2017-001 and ZA-2017-002).
 - S-2016-002 (master file) – The application for a 4-lot subdivision at 4543 SE Logus

¹ Only those land use applications requiring public notice are listed here.

Rd is scheduled for public hearing by the Planning Commission on July 25.

- PD-2017-001 (master file) – The continued public hearing for a 92-unit Planned Development subdivision on the Turning Point Church site at 13333 SE Rusk Rd is still tentatively scheduled for July 25.
- VR-2017-008 – The application is for a variance to the rear yard setback for an addition to the existing house. The application is Type II and asking for a 15 ft rear yard setback versus a 20 ft setback. Referrals and public notice were sent on June 23rd.

Design and Landmarks Committee

- The Design and Landmarks Committee will meet on July 10 to continue its work on updating the Downtown Design Guidelines.

Building

Building permit update for June will be in the next update.



**MILWAUKIE CITY COUNCIL
STAFF REPORT**

Agenda Item: **WS 1.**
Meeting Date: **7/5/17**

To: Mayor and City Council

Through: Ann Ober, City Manager

Subject: **Update on Community Vision Action Plan**

From: David Levitan, Senior Planner

Date: July 5, 2017

ACTION REQUESTED

Review the content and format of the draft Vision Action Plan, in advance of the scheduled August 1 adoption of the Vision Statement and Action Plan.

HISTORY OF PRIOR ACTIONS AND DISCUSSIONS

January 19, 2016: Council asked staff to explore a visioning process that would include an action plan component to address issues that may not fit into the comprehensive plan and to include a more robust outreach element.

February 18, 2016: Visioning consultant Steven Ames gave a presentation on community visioning, including recent visioning projects that he had worked on and the basic tenets of the "Oregon Model" for visioning. Council provided feedback on the potential scope of the visioning process, which Mr. Ames summarized in a March 11 memo.

May 3, 2016: The Council heard an update on the status of the Community Vision and Action Plan, including staff's proposal for a Visioning Advisory Committee.

July 5, 2016: The Council heard the Steering Committee's recommendation for 14 members for the VAC and provided input on a potential 15th member.

August 16, 2016: Staff and consultants from Cogan Owens Greene provided an update on community outreach efforts in August, including stakeholder interviews and summer outreach, and briefed the Council on incorporating a quadruple bottom line approach to sustainability (People, Places, Planet, and Prosperity).

October 20, 2016: Staff updated the Council on the status of the Community Conversations and other public outreach efforts, and discussed the November 2 Vision Town Hall.

November 10, 2016: Staff provided a summary of the November 2 Vision Town Hall and discussed upcoming work items and meetings for the VAC and Steering Committee.

February 7, 2017: Staff updated the Council on the status of the Vision Statement and Action Plan and on upcoming public engagement opportunities, including the February 15 Town Hall.

March 21, 2017: The Council reviewed current drafts of the Vision Statement and Action Plan, in preparation for their April 23 Goal Setting Retreat.

ANALYSIS

Staff and consultants last updated the Council on the status of the Vision Action Plan at their [March 21 work session](#). Since that time, significant work has been done to refine the Vision Statement and implementing Action Plan that are scheduled to be presented to the Council for adoption at their August 1 regular session. In advance of that meeting, this work session serves to update the Council on the work that has occurred on the Action Plan over the last three months, and to review the proposed content, format, and final steps for the Action Plan document.

Refinements Made to Action Plan Items Since March 21

During the March 21 work session, the Council reviewed a draft of the Action Plan that was the product of work done by the Vision Advisory Committee (VAC) at the [March 1 VAC Meeting](#). The VAC reviewed the Top 10 action items for each of the Action Plan's 12 goal areas, based on community feedback received in the January pre-Town Hall survey, February 15 Town Hall, and from Department Heads, and edited and consolidated several action items. The VAC also identified additional community partners to engage in implementing action items, and developed an initial list of metrics for measuring success.

Action Plan Community Conversations

In late March and early April, staff and its consultants held a series of "Community Conversations" to solicit feedback on the VAC's revised version of the Action Plan. Staff met with all 7 neighborhood district associations (NDA's), the Milwaukie Rotary Club, three classes of Milwaukie High School students, and Hillside Manor residents. A total of approximately 225 people attended the Community Conversations, representing a broad cross-section of Milwaukie residents, business owners, and other stakeholders.

April 23 Council Goal Setting Retreat

On [April 23](#), the City Council held a retreat to establish its Council goals for the 2017-2018 biennium. Working from drafts of the Vision Statement and Action Plan, the Council established 3 goals for 2017-2018. All three goals- improving housing affordability, completing a climate action plan, and finishing development of Milwaukie Bay Park- have been prominently mentioned by Milwaukie community members over the past year, and are featured as action items in the Action Plan

May Steering Committee and Vision Advisory Committee Meetings

In April, staff and consultants analyzed feedback from the Community Conversations and incorporated community guidance into an updated Action Plan. This was presented to the Steering Committee (which includes Mayor Gamba and Councilor Parks) on May 2 and to the VAC on May 3. The version reviewed by the Steering Committee and VAC can be found on pages 2-13 of the [May 3 VAC meeting packet](#). A summary of major changes that had been made since the March 1 VAC meeting can be found on pages 14-17 of the packet, with further Steering Committee recommendations from their May 2 meeting found on pages 18-21. Both the VAC and Steering Committee worked on refining the action items and associated community partners and metrics, which were reviewed by staff and consolidated into the version distributed to the community via an online survey.

May Online Survey: Prioritizing the Action Plan

On May 10, staff distributed an online survey via its 400-person email list and the City's social media channels. The survey asked respondents to rank their top 2 action item priorities for each of the 12 goal areas, as well as their top priority overall. A total of 216 people filled out the survey, which, given the length and complexity of the survey, was an encouraging response. The top 2 priorities for each goal area **can be found in bold** in Attachment 3 to this staff report.

June 21 VAC Meeting

On [June 21](#), the VAC met for the 7th and final time to review the content and proposed format for the Action Plan. They made a few changes to the language of the "Super Actions (see below for more detail on the "Super Action" concept) and elevated actions relating to transit and Vision Zero as near term priorities. Staff also explained the proposed transition from the Vision to the Comprehensive Plan, including the development of a Comprehensive Plan Review Committee.

June Department Head Review

Concurrent with the VAC's final review, staff circulated a draft of the Action Plan to City Department heads on June 20 for their final review. Staff asked Department heads to weigh in on those action items that listed their department as the lead department for implementation. Department heads were asked to add detail to the implementation status categories (discussed in further detail below), and any funding or staffing needs associated with implementation of the action items.

Format of the Vision Action Plan (Super Actions)

In reviewing the priority Action Plan items that were identified by the community in the May online survey and earlier public events, staff worked with the consultant team to organize community priorities into eight major categories, which staff is referring to as "Super Actions". These Super Actions include the Council's three goals for 2017/2018 and an additional five groupings. When taken as a whole, these Super Actions reflect the tasks that the Milwaukie community believes the City should take in the near term (0-3 years) to help achieve the ideal Milwaukie of 2040, as identified in the Vision Statement.

Proposed "Super Actions"

Council Goals	Address Housing Affordability in Milwaukie
	Complete Milwaukie Bay Park
	Adopt a Climate Action Plan
Leading Action Plan Items	Cultivate a Sense of Community, Culture, and Belonging by Encouraging Public Involvement, Diversity, Equity, and Inclusion
	Support Local Businesses and Entrepreneurship through Training, Programs and Partnerships
	Create Complete Neighborhoods that Offer a Range of Amenities and Enhance Local Identity and Character
	Make Milwaukie a Model of Environmental Stewardship, Resilience and Disaster Preparedness
	Continually Improve our Transportation System so that it Provides Safety and Connectivity for All Users

Attachment 2 includes a list of the eight Super Actions and their associated priority action items (as well as lower priority action items that staff intends to address through the Comprehensive Plan Update). The action items fall into one of four implementation categories:

- Underway (including those programs that require expansion or amplification)
- New
- Associated with Council Goals
- Address through Comprehensive Plan

Staff is proposing that the Action Plan be focused and formatted around the eight Super Actions, as shown in the draft layout included in Attachment 1. The individual action items listed under each Super Action represent the short-term priorities for achieving that Super Action: actions that should be city priorities in the next three years. The full list of action items that have been developed by the community over the past several months will be included in Appendix 1 (Attachment 3), and will be reviewed on a biennial basis in coordination with the Council's goal setting and community survey process (see below for further detail).

There has been some discussion of the Council goals being included as steps in achieving the identified Super Actions, as opposed to their own Super Actions. For example, Council Goal 1 (Housing Affordability) could fall under the "Create Complete Neighborhoods" Super Action; Council Goal 2 (Milwaukie Bay Park) could fall under "Cultivate a Sense of Community" Super Action; and Council Goal 3 (Climate Action Plan) could fall under the "Resiliency/Environmental Stewardship" Super Action. The wording of the Super Actions could also be revised to better capture the Council Goals, if the Council wants to pursue this option; it is included in the list of questions for Council.

Process for Future Action Plan Updates

As noted above, the short-term priority action items associated with each Super Action will be included in the main Action Plan document. That leaves a number of additional action items that were developed and recommended by the community but that represent a slightly less urgent set of community priorities. These items can be addressed through biennial Action Plan updates. As proposed, this will take place during the Council's biennial goal setting. A process will be developed to allow the community to elevate existing action items from the appendix to the main Action Plan for that two-year period, as well as to propose additional action items for either the main Action Plan or for the appendix. The group of Super Actions could then be updated or strengthened to reflect future Council goals and the other major priorities identified by the community during an Action Plan report-out and update process.

The inaugural version of the Action Plan is unique in that it is being developed immediately prior to a major update to the Comprehensive Plan. By the time the Action Plan is updated in 2019, staff is expecting to have completed its work on the Comprehensive Plan. As such, the first update to the Action Plan will include an assessment of those action items that were addressed through the Comprehensive Plan.

Questions for Council

In advance of the proposed August 1 adoption of the Vision Statement and Action Plan, staff has the following questions:

- 1) Are you comfortable with the proposed format, which will feature priority (short term) action items in the Action Plan, centered around the group of eight Super Actions, with the complete list of action items included in the appendix?
- 2) Should the Council Goals be included as their own separate Super Actions, or folded into broader Super Actions?
- 3) Are there additional action items that you would like to elevate from the appendix to the main Action Plan for the initial two-year period?
- 4) Are there any additional action items that Council believes are missing from the Action Plan or the appendix?
- 5) Does the Council want an additional opportunity to review the final draft of the Action Plan prior to adoption, or would review by the Steering Committee be adequate?

REVIEW AND COORDINATION

The staff report has been reviewed by the Planning Director and the City Manager.

FISCAL IMPACTS

None.

WORK LOAD IMPACTS

None.

STAFF RECOMMENDATION

Consistent with the VAC's recommendation of June 21, staff recommends that the Council review the current draft of the Action Plan and provide feedback on any changes that they would like to see to the format or content. The Action Plan and Vision Statement are scheduled to be presented for adoption at Council's August 1 regular session. Staff is also requesting that the Council formally recognize the contributions made by the Vision Advisory Committee and Youth Vision Action Team on August 1.

ATTACHMENTS

1. Proposed Layout for Vision and Action Plan
2. Matrix of Super Actions and their Associated Priority Action Items
3. List of All Front-Running Action Items (Action Plan Appendix)



MILWAUKIE ALL ABOARD

July 5 Council Review Draft

This page is intentionally left blank.

ACKNOWLEDGEMENTS

Vision Advisory Committee

Shannah Anderson
Misty Collard Adcox
Douglas Craig
Chris Davis
Barbara Eiswerth
Angel Falconer
Zara Logue
Bryce Magorian
Jessica Neu
Howie Oakes
Ben Rousseau
Adrianna Stanley
Alejandra Torres
Arianna Van Bergen

Youth Vision Action Team

Odalis Aguilar-Aguilar
Maxwell Bernardi
Tyrenna Jacobs
Sarai Rodriguez

Staff

David Levitan, *Senior Planner*
Denny Egner, *Planning Director*
Mary Heberling, *Assistant Planner*

Consultants

Kirstin Greene, *Cogan Owens Greene*
Anais Mathez, *Cogan Owens Greene*
Daniel Franco-Nunez, *IZO Marketing*
Anthony Veliz, *IZO Marketing*

Steering Committee

Scott Archer, *North Clackamas Parks and Recreation District*
Denny Egner, *Planning Director*
Alma Flores, *Community Development Director*
Mark Gamba, *Mayor*
Jordan Imlah, *Public Affairs Coordinator*
David Levitan, *Senior Planner*
Mitch Nieman, *Assistant to the City Manager*
Ann Ober, *City Manager*
Wilda Parks, *City Councilor*
Cindy Quintanilla, *North Clackamas School District*
Jason Wachs, *Neighborhood Outreach Coordinator*

City Council

Shane Amba, *City Councilor*
Lisa Batey, *City Councilor*
Scott Churchill, *City Councilor*
Angel Falconer, *City Councilor*
Mark Gamba, *Mayor*
Wilda Parks, *City Councilor*

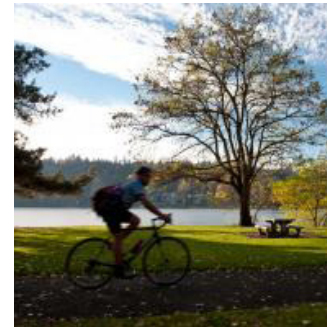
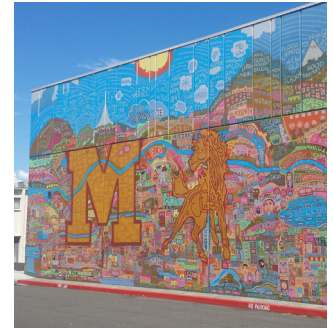


INTRODUCTION

Along with the rest of the Portland Region, the City of Milwaukie is growing. By 2040, Milwaukie's population is expected to increase by 12 percent—an additional 2,500 new residents. While growth can be a positive, it also means change. The challenge—and opportunity—is to create strategies to accommodate change while preserving community assets like Milwaukie's small town character, rivers, creeks, parks, schools, thriving local businesses and public spaces. The City of Milwaukie is committed to managing growth in a planned and cost-effective way to retain and enhance those Milwaukie attributes that community members value.

In 2016, the City of Milwaukie launched a community-wide engagement process to develop a Vision and Action Plan. The intent of this Vision and Action Plan is twofold: to describe what Milwaukie residents, business owners and employees want the community to be like in the year 2040, and to help guide investments in the years to come. Working within the framework of sustainable community planning, the Vision and Action Plan uses a “quadruple bottom line” approach to identify strategies and priorities that manage growth in a considerate, equitable and cost-effective way. The quadruple bottom line refers to maximizing results for every dollar spent for community, environment, economy and culture. The focus is on City services in collaboration with partner service providers such as North Milwaukie Parks and Recreation District and North Clackamas School District. The results of the process also will help inform the update of the Comprehensive Plan, the City's primary long-range physical planning document.

To guide the process, a citizen-based Vision Advisory Committee (VAC) was formed and made up of volunteer community members. Over 30 applications were submitted for 15 positions. Committee representation was diverse in terms of age, interests and background, and neighborhood representation. Supported with community feedback, the VAC was instrumental in helping shape the topics and themes in the vision and developing action items, metrics and partners.



The results in this document reflect significant community outreach that occurred over the course of a year. A thousand community members were engaged through various events and activities. A Youth Vision Action Team, made up of four Milwaukie High School students, helped extend the impact of these efforts. This included:

- 15 Summer Fairs and Events
- 20 Stakeholder Interviews
- 18 Community Conversations in Fall 2016
- 4 Web-Based Surveys
- 2 Town Halls
- 3 Place it! Workshops with Urban Designer James Rojas
- 7 Vision Advisory Committee meetings
- 5 Steering Committee/ Department Leadership meetings
- 10 Community Conversations in Spring 2017

Quadruple Bottom Line

Creating strategies that frame a sustainable vision and manage growth in a considerate, equitable and cost-effective way ensures that Milwaukie will continue to be a healthy, thriving community for generations to come. Using a quadruple bottom line approach to guide decision-making fosters innovative thinking about how the Milwaukie community can be improved to achieve multiple objectives and provide the greatest benefits for People, Place, Planet and Prosperity. The Vision and Action Plan applies this approach to frame the development of action items and identify priorities.



Development Process

Based on community guidance, Vision Advisory Committee members worked closely with staff and the consulting team to develop (3) three major goal area statements for each of the (4) elements of the quadruple bottom line (People, Place, Planet and Prosperity) for a total of 12 goals. From these goals, VAC members generated a list of 6-10 action items to help implement that goal. This work was based upon the extensive feedback from web-based surveys, community conversations, Town Hall events and Vision Advisory Committee deliberations. A matrix of all these action items, organized by goal within the quadruple bottom line framework, can be found in Appendix A. The matrix in Appendix A also includes implementing partners and agencies, as well as potential metrics for evaluation over time.



Intended use of document

The Vision and Action Plan is intended to serve as a resource of near-term community priorities that was established through the visioning process. The vision and action plan process informed the City Council's biennial goal setting process. Going forward, the City Council, City Manager and Department Heads will utilize the Action Plan to develop and expand programs and policies that help meet the identified Vision for Milwaukie in 2040. Future updates are expected to be completed in conjunction with annual citizen surveys, biennial updates to the City Council's goal setting process and should draw upon the complete set of leading Goals and Actions included in Appendix A.

2017-2018 Council Goal Setting

In April 2017, the City Council held a retreat to establish its Council goals for the 2017-2018 biennium. Working from drafts of the Vision Statement and Action Plan at that time, the Council established three goals for 2017-2018. Aspects of all three goals- improving housing affordability, completing a climate action plan, and finishing development of Milwaukie Bay Park- have been frequently mentioned by Milwaukie community members over the past year. Accordingly, these three Council Goals are included with the Vision and Action Plan "super action" items in the Action Plan that follows.

VISION

Based on feedback from the community and the Vision Advisory Committee, the City of Milwaukie's vision for 2040 is:

In 2040, Milwaukie is a flourishing city that is entirely equitable, delightfully livable, and completely sustainable. Its residents enjoy secure and meaningful work, a comprehensive educational system, and affordable housing. A complete network of sidewalks, bike lanes, and paths along with well-maintained streets and a robust transit system connect our neighborhood centers. Art and creativity are woven into the fabric of the city.

Milwaukie's neighborhoods are the centers of daily life, with each containing amenities and community-minded local businesses that meet residents' needs. Our industrial areas are magnets for innovation, and models for environmentally-sensitive manufacturing and high wage jobs. Our residents can easily access the training and education needed to win those jobs.

Milwaukie nurtures a verdant canopy of beneficial trees, promotes sustainable development, and is a net-zero energy city. The Willamette River, Johnson Creek, and Kellogg Creek are free flowing, and accessible. Their ecosystems are protected by a robust stormwater treatment system and enhanced by appropriate riparian vegetation. Milwaukie is a resilient community, adaptive to the realities of a changing climate, and prepared for emergencies, such as the Cascadia Event.

Milwaukie's government is transparent and accessible, and it maintains policy that works to reduce disparities based on race and class. It strongly encourages engagement and participation by all and nurtures a deep sense of community through celebrations and collective action. Residents have the resources necessary to access the help they need. In this great city, we strive to reach our full potential in the areas of education, environmental stewardship, commerce, culture, and recreation; and are proud to make it a destination for residents and visitors alike.

GOAL STATEMENTS



People: Arts, Community, Education, Happiness, Health, Innovation, Safety

1

Milwaukie is an inclusive community of diverse people from a variety of backgrounds that honors our differences and shared similarities. We are engaged and come together in many ways through various events and community gathering places, where we can celebrate our interests and passions.

2

Milwaukie is a diverse community that provides opportunities and support for all of its residents through a variety of resources and enriching activities. We encourage and support a vibrant local economy that contributes to a high quality of life where residents can live, work, learn, and play.

3

The City of Milwaukie is an open portal where information is readily available, easily exchanged, and responsive. Residents feel empowered and have opportunities to engage and share ideas.



Place: Housing, Infrastructure, Mobility, Neighborhoods, Parks

1

Milwaukie has a complete, clean and attractive network of sidewalks, bike lanes and paths that enable accessibility, mobility, and safety for all. Streets are tree-lined, well-lit and designed to promote a healthy and active lifestyle. There is a seamless transition between walking, biking, and transit to key amenities and neighborhood centers.

2

Milwaukie invests in housing options that provide affordability, high quality development and good design, promoting quality living environments. It maintains the small neighborhood feel through creative use of space with housing options that embrace community inclusion and promote stability.

3

Milwaukie collaborates with community partners to create and preserve spaces to inspire the public to be engaged with the city's past and future. Art and innovation is weaved into the fabric of the city.



Planet: Ecosystems, Energy, Environment, Resilience

1

The entire city nurtures a connected canopy of trees planted and stewarded by its residents. Smart and focused development honors and prioritizes life-sustaining natural resources.

2

Milwaukie has free flowing, accessible, pristine waterways that are protected by a robust stormwater treatment system. The Willamette waterfront is easily accessed by the public and offers a wide variety of activities and events that can be enjoyed by all.

3

Milwaukie is a model city that produces more energy through renewable sources than it uses. It is a prepared and resilient community, adaptive to the realities of a changing climate.



Prosperity: Business, Entrepreneurship, Income, Innovation, Investment, Jobs

1

Milwaukie offers numerous pathways to prosperity through an excellent education system and training programs that are connected to local business. Residents of all ages and backgrounds feel supported to pursue and attain success in our local community.

2

Milwaukie's neighborhoods are the center of daily life, with amenities and community-minded local businesses that meet the daily needs of residents. They form a network of unique, interconnected local hubs that together make Milwaukie the livable, equitable, and sustainable community that it is.

3

Downtown Milwaukie is a vibrant destination for both residents and visitors from throughout the region. Our industrial areas provide a high density of living-wage jobs across a number of different industries. The City is nimble and responsive to the needs of residents and businesses, with programs and policies that are financially sound, encourage job creation, and help support a strong and resilient local economy.

SUPERACTIONS

Building from a comprehensive action matrix, the community, City department heads and partner agencies identified priority action items under each goal statement. These priority actions were elevated into eight Superactions (numbering does not indicate prioritization). These Superactions are cross-cutting, unifying 2017 City Council Goals with leading 2040 Vision and Action Plan Items across the Quadruple Bottom Line framework.

1

**Address Housing Affordability
in Milwaukie**

8

**Cultivate a Sense of Community, Culture,
and Belonging by Encouraging Public
Involvement, Diversity, Equity, and Inclusion**

2

**Make Milwaukie a Model of
Resiliency, Environmental
Stewardship and Disaster-
Preparedness**

7

Adopt a Climate Action Plan



3

Complete Milwaukie Bay Park

6

**Support Local Businesses and
Entrepreneurship through Training,
Programs and Partnerships**

4

**Continually Improve our Transportation
System so that it Provides Safety and
Connectivity for All Users**

5

**Create Complete Neighborhoods that Offer
a Range of Amenities and Enhance Local
Identity and Character**



Indicates 2017-2018 Council Goal



Address Housing Affordability in Milwaukie

Matrix Reference	Associated Priority Actions (Established by Town Halls, Survey, Council)	Status
Place 2.1	Aim to provide improved housing affordability and stability for all City residents, with a variety of housing types, price ranges, and subsidized units available in all neighborhoods.	New; Council Goal
Place 2.2	Streamline permitting and subsidize system development charges for creative uses of space such as Accessory Dwelling Units, Tiny Homes, and Cottage Clusters.	New; Council Goal
Place 2.7	Update the Development Code to allow more “missing middle” housing types (duplexes, triplexes and cottage clusters, tiny houses) in established neighborhoods, and permit mixed-use buildings in neighborhood hubs.	Initiate with Comprehensive Plan

2

Make Milwaukie a Model of Resiliency, Environmental Stewardship and Disaster-Preparedness

Matrix Reference	Associated Priority Actions (Established by Town Halls, Survey, Council)	Status
Planet 1.1	Implement city programs, incentives and development code amendments that promote sustainable development and help to better integrate the built environment and natural environment.	Initiate with Comprehensive Plan
Planet 1.2	Create a citywide composting program for residents and businesses.	New
Planet 2.1	Develop a Natural Resource Plan and funding mechanism for the restoration of Kellogg and Johnson Creeks, including the removal of the Kellogg Dam.	Initiate with Comprehensive Plan
Planet 2.2	Implement a plan and funding strategy for stormwater improvements that focuses on natural stormwater management and ensures that by 2040 all stormwater is treated before it is discharged into our creeks and river.	Initiate with Comprehensive Plan
Planet 3.5	Ensure that the City's infrastructure and facilities can reasonably withstand natural or man-made disasters and that the City can continue to provide services during an emergency event.	Underway
Planet 3.7	Promote household and neighborhood-level emergency preparedness by expanding the role and capacity of Community Emergency Response Teams (CERTs).	Underway



Complete Milwaukie Bay Park

Matrix Reference	Associated Priority Actions (Established by Town Halls, Survey, Council)	Status
Place 3.2	Complete Phase 3 of Milwaukie Bay Park to create an amphitheater space for the performing arts, and promote the park as a community destination with year-round programming.	New; Council Goal
Place 3.4	Make improvements to Milwaukie Bay Park in a manner that celebrates the river and increases opportunities for waterfront events and access for boats and other water-related recreational activities.	New; Council Goal

4

Continually Improve our Transportation System so that it Provides Safety and Connectivity for All Users

Matrix Reference	Associated Priority Actions (Established by Town Halls, Survey, Council)	Status
Place 1.1	Improve walkability and bikeability within the network by creating dedicated bike paths and walking trails that connect transit, neighborhood business hubs and public spaces, including Milwaukie Bay Park.	Underway
Place 1.2	Utilize the Safe Access for Everyone (SAFE) Program to fill in sidewalk gaps and construct Americans with Disabilities Act (ADA) improvements in support of the Safe Routes to School Program and encourage alternative construction materials for permeability and aesthetics.	Underway
Place 1.4	Implement Vision Zero in an effort to eliminate traffic deaths and life-changing injuries on Milwaukie's streets.	New
Place 1.6	Implement road paving and funding strategies that improve road maintenance in Milwaukie.	Underway
Place 1.9	Research and examine funding strategies for innovative local transit options that complement the regional transit network and help connect residents and employees to local amenities, employment areas and neighborhoods throughout the city.	New

5

Create Complete Neighborhoods that Offer a Range of Amenities and Enhance Local Identity and Character

Matrix Reference	Associated Priority Actions (Established by Town Halls, Survey, Council)	Status
Place 2.5	Create neighborhood plans that define neighborhood character, identify community needs and priorities, and develop strategies for better integrating infill housing into neighborhoods.	Initiate with Comprehensive Plan
Place 3.1	Improve parks and green spaces that are safe, green and clean, with amenities like restrooms, seating areas, play structures, walking paths, parking and indoor recreational facilities.	Underway
Prosperity 2.1	Identify and support the development of neighborhood economic hubs that are walkable and provide amenities and commercial services for neighborhood residents.	Initiate with Comprehensive Plan
Prosperity 2.2	Incentivize development of opportunity sites and other vacant and underutilized properties that can help meet the needs of neighborhood residents.	Underway
Prosperity 2.3	Partner with local vendors to provide access to healthy, fresh food throughout Milwaukie's neighborhoods.	New

6

Support Local Businesses and Entrepreneurship through Training, Programs and Partnerships

Matrix Reference	Associated Priority Actions (Established by Town Halls, Survey, Council)	Status
People 2.1	Promote small business development through mentoring, incubation and entrepreneurial programs as well as loans and grants distributed across Milwaukie's neighborhoods	Underway
People 2.2	Encourage businesses that provide family-wage jobs	Underway
People 3.1	Expand the role of the Ledding Library as an integral community resource center, including the creation of a city concierge position that provides information about programs and resources, services offered by partner agencies, and local employment opportunities and application assistance	New
Prosperity 1.1	Partner with local schools and businesses to create an internship and career development program that highlights Milwaukie industries and helps students develop skills that meet the needs of Milwaukie businesses.	New
Prosperity 1.2	Market the city as a center for business incubation, and target businesses that are a good match for Milwaukie's established and emerging industry clusters and business space.	Underway
Prosperity 1.3	Create incentives for Milwaukie businesses that hire local residents and provide job training and continuing education opportunities for their employees.	New
Prosperity 3.1	Support and retain existing small businesses in our downtown and other business districts and attract new businesses that contribute to an open, inviting, and diverse atmosphere.	Underway

7

Adopt a Climate Action Plan

Matrix Reference	Associated Priority Actions (Established by Town Halls, Survey, Council)	Status
Planet 1.4	Implement city programs, incentives and development code amendments that promote sustainable development and help to better integrate the built environment and natural environment.	Initiate with Comprehensive Plan
Planet 3.1	Encourage energy and water efficiency and the use of renewable sources by offering rebates, incentives, and permit fee reduction or waivers.	New
Planet 3.2	Develop a Climate Action and Energy Plan that aims to reduce the impacts of city activities on climate change and achieve net-zero energy status by 2040	New; Council Goal

8

Cultivate a Sense of Community, Culture, and Belonging by Encouraging Public Involvement, Diversity, Equity, and Inclusion

Matrix Reference	Associated Priority Actions (Established by Town Halls, Survey, Council)	Status
People 1.1	Continue to support neighborhood block parties, tool libraries, book exchanges, community gardens, “barn-raising” type activities and other neighborhood events and resources that serve to bring residents together	Underway
People 1.2	Continue to provide city staff support and funding for events and celebrations that showcase the community, such as the Sunday Parkways, Umbrella Parade, Earth Day/ Arbor Day, and the NDA summer concert series	Underway
People 1.3	Develop additional Police Department programs that help build relationships with the community.	New
People 2.4	Expand the City’s volunteer program to organize and promote community volunteer events, projects and other opportunities, connecting volunteers and resources with those in need.	Underway
People 3.2	Update the City’s comprehensive city-wide communications strategy to encourage community engagement and employ a variety of methods for exchanging information, from large Town hall meetings to emerging online tools	Initiate with Comprehensive Plan
People 3.6	Increase the number of City informational materials translated into Spanish and other languages	Underway
Prosperity 3.4	Develop a new public plaza in the south downtown area that can be used for year-round events and enhance the Milwaukie Farmer’s Market.	Underway

APPENDICES

Appendix A. Vision and Action Plan Matrix

Appendix B. Town Hall Reports

Appendix C. Community Conversations Reports

Appendix D. Final Survey Results (May 2017)

Appendix E. List of Acronyms

Super Actions		Associated Priority Actions (Established by Town Halls, Survey, Council)		
		Underway (may need to expand program)	New (or Council Goal)	Address through Comp Plan
Council Goals	Address Housing Affordability in Milwaukie		Place 2.1- Improved housing affordability Place 2.2- Streamline permitting/SDC's	Place 2.7- Missing Middle Housing
	Complete Milwaukie Bay Park		Place 3.2- Phase 3 of Milwaukie Bay Park Place 3.4- Focus MBP on waterfront	
	Adopt a Climate Action Plan		Planet 3.2- Develop Climate Action Plan Planet 3.1- Energy and water efficiency	Planet 1.4- Tree Ordinance
Leading 2040 Vision and Action Plan Items	Cultivate a Sense of Community, Culture, and Belonging by Encouraging Public Involvement, Diversity, Equity, and Inclusion	People 1.1- Neighborhood Events People 1.2- Community Events People 2.4- Expand Volunteer Program People 3.6- Engage community in public art	People 1.3- Community Policing Program Prosperity 3.4- Public plaza in South of Downtown Area	People 3.2- Communications Strategy
	Support Local Businesses and Entrepreneurship through Training, Programs and Partnerships	People 2.1- Promote Small Business Dev. Prosperity 1.2- Market business incubation Prosperity 3.1- Support downtown/biz districts	People 2.2- Encourage Family Wage Jobs People 3.1- Ledding Library as Resource Prosperity 1.1- Internship/Career Program Prosperity 1.2- Incentives to hire local	
	Create Complete Neighborhoods that Offer a Range of Amenities and Enhance Local Identity and Character	Place 3.1- Improve parks and green spaces Prosperity 2.2- Opportunity Sites	Prosperity 2.3- Healthy and fresh food throughout city	Place 2.5- Create neighborhood plans Prosperity 2.1- Neighborhood economic hubs
	Make Milwaukie a Model of Environmental Stewardship, Resiliency, and Disaster Preparedness	Planet 2.2- Natural Stormwater Mgmt Planet 3.5- Resilient City Infrastructure Planet 3.7- Promote emergency preparedness (CERT)	Planet 1.2- Citywide composting program	Planet 1.1- Sustainable Development Planet 2.1- Natural Resource Plan
	Continually Improve our Transportation System so that it Provides Safety and Connectivity for All Users	Place 1.2- Utilize SAFE program Place 1.6- Road maintenance strategies	Place 1.4- Implement Vision Zero	Place 1.1- Improve walk/bike network Place 1.9 – Innovative local transit options (NEW)



People Theme 1

Goal Area Statement	Category	New Goal #	Old Goal #	Survey Rank	Action	Status	Lead City Department	Potential Partners by Action	Metric
Milwaukie is an inclusive community of diverse people from a variety of backgrounds that honor our differences and shared similarities. We are engaged and come together in many ways through various events and community gathering places, where we can celebrate our interests and passions.	Events and Sense of Community	1.1	1.3	1 (111)	Continue to support neighborhood block parties, tool libraries, book exchanges, community gardens, “barn-raising” type activities and other neighborhood events and resources that serve to bring residents together	Underway	CMO	Neighborhood District Associations (NDA’s), Milwaukie Parks and Recreation Board	# of events, transactions or exchanges
		1.2	1.6	2 (78)	Continue to provide city staff support and funding for events and celebrations that showcase the community, such as the Umbrella Parade, Earth Day/Arbor Day, Sunday Parkways, and the NDA summer concert series	Underway	CMO	Downtown Milwaukie Business Association (DMBA), Clackamas County Arts Alliance, NDA’s, artMOB, Regional Arts and Culture Council, Milwaukie Rotary Club	# of events held # of staff support hours
		1.3	3.6	4 (64)	Develop additional Police Department programs that help build relationships with the community.	New	Police	Police Department, NDAs, NCSD, Waldorf School, Churches, Ledding Library	Police satisfaction survey results.
		1.4	1.4	5 (48)	Continue efforts to engage children, teenagers and seniors in community events	Underway	CMO, Planning, Library	NDA's, MFS, Milwaukie Senior Center, North Clackamas School District (NCSD), Waldorf School, AARP, Age Friendly Coalition	# of programs and/or participants
	Diversity, Equity and Inclusion	1.5	1.1	3 (61)	Develop City procurement practices that prioritize regional vendors and products and businesses owned by women, veterans, people of color, those with disabilities, and the LGBTQ community	New	Finance	State OMWESB, Metro	% of OMWESB contracts Distance (# of miles) between vendors and City
		1.6	1.2	4 (49)	Encourage and financially support cultural events that reflect and celebrate the diversity of the community	New	CMO	Latino network, Metropolitan Family Services NW (MFS), CAUSA, Clackamas County Equity, Diversity and Inclusion Council, Metro	# of events per year categorized as “Cultural Event” (Add to Temporary Event Permit application form)
		1.7	1.5	7 (37)	Form a committee dedicated to equity, diversity, and inclusion that evaluates City decisions and actions based on City standards and reviews programs and policies for protected classes	Initiate with Comprehensive Plan	CMO	MFS, Metro	# of committee meetings # of participants from minority groups



People Theme 2

Goal Area Statement	Category	New Goal #	Old Goal #	Survey Rank	Actions	Status	Lead City Department	Potential Partners by Action	Metric
<i>Milwaukie is a diverse community that provides opportunities and support for all of its residents through a variety of resources and enriching activities. We encourage and support a vibrant local economy that contributes to a high quality of life where residents can live, work, learn, and play</i>	Business Support and a Vibrant Local Economy	2.1	2.2	1 (128)	Promote small business development through mentoring, incubation and entrepreneurial programs as well as loans and grants distributed across Milwaukie’s neighborhoods	Underway	Economic Development, CMO	Clackamas Workforce Partnership, local credit unions, NDA's, Business Oregon, Clackamas Community College (CCC) Small Business Development, Mercy Corps Northwest, Ascent Funding, Microenterprise Services of Oregon, Hispanic Chamber of Commerce	# of entrepreneurs funded
		2.2	2.3	2 (96)	Encourage businesses that provide family-wage jobs	Underway	Economic Development	DMBA, large industrial employers, Chamber of Commerce, Clackamas County Economic Development	% of City firms that pay family wage jobs
		2.3	2.4	5 (40)	Encourage and promote shared co-working spaces for small and sole proprietorship local businesses	New	Economic Development	DMBA, large industrial building owners, Chamber of Commerce	SF of co-working spaces in City
	Public Participation and Community Involvement	2.4	2.1	3 (67)	Expand the City’s volunteer program to organize and promote community volunteer events, projects and other opportunities, connecting volunteers and resources with those in need.	Underway	CMO	Hands-on Portland, Ledding Library, NCPRD, Historical Society, Habitat for Humanity, NDA’s, Rotary Club, artMOB	Volunteer hours
		2.5	2.5	6 (38)	Provide a welcome guide for Milwaukie newcomers that lists City resources, community-based organizations and activities and volunteer opportunities	New	CMO, Library	Chamber of Commerce, NCSD, NDA’s, NCPRD, Ledding Library, MFS, Rotary Club, Wichita Center, Realtors	# of welcome guides distributed
		2.6	2.6	4 (52)	Create a Youth Advisory Council that serves to educate and provide input on issues affecting Milwaukie’s youth	New	CMO	NCSD, NCPRD, other local schools	# of meetings and participants



People Theme 3

Goal Area Statement	Category	New Goal #	Old Goal #	Survey Rank	Actions	Status	Lead City Department	Potential Partners by Action	Metric
The City of Milwaukie is an open portal where information is readily available, easily exchanged, and responsive. Residents feel empowered and have opportunities to engage and share ideas.	Accessible and Transparent Information	3.1	3.7	1 (129)	Expand the role of the Ledding Library as an integral community resource center, including the creation of a city concierge position that provides information about programs and resources, services offered by partner agencies, and local employment opportunities and application assistance	New	Library	Ledding Library, NCSD, Waldorf School, Clackamas County, State of Oregon, Chamber of Commerce, Northwest Housing Alternatives (NHWA), Microenterprise Services of Oregon (MESO), IRCO	# of people served
		3.2	3.5	2 (85)	Update the City’s comprehensive city-wide communications strategy to encourage community engagement and employ a variety of methods for exchanging information, from large Town Hall meetings to emerging online tools	Initiate with Comprehensive Plan	CMO, Planning	NDA’s, Waldorf School, NCSD, Willamette Falls Media Center, IAP2, Metro, social media	# of community meetings held # FB/Twitter/IG followers
		3.3	3.1	3 (74)	Continually improve the City’s website to be transparent, simple, user-friendly and interactive, with information easy to obtain	Underway	CMO, ISD	Social media platforms	Website traffic metrics Community survey results on website quality.
		3.4	3.4	7 (21)	Place information kiosks and booths in parks, public spaces and neighborhood centers throughout the City.	New	CMO	NCPRD, NDA’s, Farmer’s Market, Ledding Library, Clackamas County, Wichita Center	# of kiosks
	Engagement Opportunities for Everyone	3.5	3.2	6 (24)	Provide childcare services and activities for children at City meetings and events	New	CMO, Planning	MFS, Wichita Center, Waldorf School, NCSD	# of City events with childcare
		3.6	3.3	5 (25)	Increase the number of City informational materials translated into Spanish and other languages	Underway	CMO, Community Development, Public Works, Library	Hispanic Metropolitan Chamber, Wichita Center, International Refugee Center of Oregon (IRCO)	# of pages translated
		3.7	1.7	6 (43)	Ensure continued City government transparency and accessibility through an ongoing evaluation program, incorporated into the Citizen Involvement Section of the Comprehensive Plan.	Initiate with Comprehensive Plan	CMO, Planning	[City], NDA's	Community survey results (% rating good or very good)



Place Theme 1

Goal Area Statement	Category	New Goal #	Old Goal #	Survey Rank	Actions	Status	Lead City Department	Potential Partners by Action	Metric
Milwaukie has a complete, clean and attractive network of sidewalks, bike lanes and paths that enable accessibility, mobility, and safety for all. Streets are tree-lined, well-lit and designed to promote a healthy and active lifestyle. There is a seamless transition between walking, biking, and transit to key amenities and neighborhood centers.	Walkability, Bikeability, and Safety	1.1	1.5	1 (106)	Improve walkability and bikeability within the network by creating dedicated bike paths and walking trails that connect transit, neighborhood business hubs and public spaces, including Milwaukie Bay Park.	Underway	Public Works (Streets), Engineering, CMO	Safe Routes to School partners, SAFE, Clackamas County, NCPRD, NDAs, Bike Loud, Better Block PDX, The Streets Trust, Oregon Walks, TriMet, ODOT, PSAC, PARB	Miles of bike paths and sidewalks % of b paths within ½ mile of identified hubs
		1.2	1.2	2 (78)	Utilize the Safe Access for Everyone (SAFE) Program to fill in sidewalk gaps and construct ADA improvements in support of the Safe Routes to School Program and encourage alternative construction materials for permeability and aesthetics	Underway	Engineering, Public Works (Streets)	ODOT, TriMet, Safe Routes to School partners, SAFE, Metro, NCSD, NDA’s, PSAC	% of sidewalk gaps closed # of students that walk or bike to school
		1.3	1.3	4 (72)	Make pedestrian and bicycle safety improvements along and across the 224 and 99E corridors and major arterials, such as separated paths, bridges and tunnels.	Underway	Engineering, Public Works (Streets), Planning	ODOT, Oregon Walks, Clackamas County, NCPRD, NDAs, Bike Loud, Better Block PDX, The Streets Trust, Oregon Walks, TriMet, ODOT, PSAC	# of designated crossings of 99/224 Linear feet of bike lanes or multi-use paths added
		1.4	1.1	7 (21)	Implement Vision Zero in an effort to eliminate traffic deaths and life-changing injuries on Milwaukie's streets.	New	Engineering, Public Works (Streets)	TriMet, ODOT, Metro, The Streets Trust, Oregon Walks, NDAs, Portland, Clackamas County, Public Safety Advisory Committee (PSAC)	# of serious accidents and traffic fatalities
		1.5	3.9	4 (24)	Develop walking and cycling tour maps connecting points of interest such as parks, plazas, art installations and historical markers.	Underway; update	CMO, Engineering, Planning	artMOB, NDAs, Milwaukie Historical Society Museum, NCPRD, Bike Milwaukie, Metro	# of maps
	Complete Streets that are Well Maintained	1.6	1.4	3 (76)	Implement road paving and funding strategies that improve road maintenance in Milwaukie	Underway	Engineering, Public Works (Streets)	PSAC, Urban Renewal Program, Street Surface Management Program (SSMP), Clackamas County	Dollars spent on SAFE/SSMP improvements Miles of roads paved
		1.7	1.6	5 (29)	Establish a street tree planting program and provide opportunities for residents to purchase and maintain appropriate trees on public rights of way and required planter strips	New	Engineering, Public Works (Streets), CMO	Milwaukie Tree Board, Friends of Trees, NCPRD, Audubon Society, Columbia Land Trust	# of trees planted
		1.8	1.7	6 (27)	Incorporate “Dark Sky” friendly street lighting to minimize light pollution.	New	Public Works (Streets)	Oregon Planners Network, Dark Sky Alliance, Portland General Electric (PGE), City of Portland (PBOT)	% of street lights that are dark skies compliant
		1.9	N/A	N/A	Research and examine funding strategies for innovative local transit options that complement the regional transit network and help connect residents and employees to local amenities, employment areas, and neighborhoods throughout the city.	Initiate with Comprehensive Plan	Planning, Engineering	TriMet, Clackamas County, large employers, large apartment complexes	Cost per mile for service # of partners interested



Place Theme 2

Goal Area Statement	Category	New Goal #	Old Goal #	Survey Rank	Actions	Status	Lead City Department	Potential Partners by Action	Metric
Milwaukie invests in housing options that provide affordability, high quality development and good design, promoting quality living environments. It maintains the small neighborhood feel through creative use of space with housing options that embrace community inclusion and promote stability.	Housing Affordability	2.1	2.1	1 (73)	Aim to provide improved housing affordability and stability for all City residents, with a variety of housing types, price ranges, and subsidized units available in all neighborhoods	Council Goal	Planning, Community Development	Clackamas County, Habitat for Humanity, NHPWA, Portland Housing Center, Portland for Everyone, State, Oregon Opportunity Network, Clackamas Housing Authority, Metro, Catholic Charities, Reach CDC, Network for Oregon Affordable Housing, AARP, Neighborhood Economic Development Corporation	# of units at 0-120% AMI built per neighborhood % residents that are housing cost burdened
		2.2	2.3	4 (58)	Streamline permitting and subsidize system development charges for creative uses of space such as Accessory Dwelling Units, Tiny Homes, and Cottage Clusters	New; implement Council Goal	Building, Planning, Engineering	Oregon Planners Network, Department of Land Conservation and Development (DLCD), Metro, Portland for Everyone, OON	# ADUs, tiny homes and college clusters
		2.3	2.8	6 (31)	Create city programs that encourage more affordable housing, such as land banking and the collection of a construction excise tax, and continuously evaluate their impacts on housing costs	New; implement Council Goal	Planning, Community Development	League of Oregon Cities, Metro, Clackamas County	CET funds created, homes underwritten
		2.4	2.6	7 (29)	Annex land within the City's Urban Growth Management Area land that helps meet the Milwaukie's housing and employment needs	Underway	Planning	Clackamas County, Metro, State of Oregon, DLCD	Acres annexed, # of homes and businesses
	Housing Diversity, Quality Design, and Neighborhood Compatibility	2.5	2.7	2 (66)	Create neighborhood plans that define neighborhood character, identify community needs and priorities, and develop strategies for better integrating infill housing into neighborhoods	Initiate with Comprehensive Plan	Planning	NDAs, Creative architects and planning and design consultants, Milwaukie residents, Milwaukie homeowners, Milwaukie renters, 50+ housing; LGBTQ housing; accessibility for disabled persons	# neighborhood or district plans
		2.6	2.2	3 (61)	Ensure quality housing design standards that include energy efficiency, shared greenspace and community garden development	Initiate with Comprehensive Plan	Planning	Model planning and building code agencies, Oregon Opportunity Network (OON), Oregon Housing and Community Services (OHCS)	# energy efficient homes, # of community gardens
		2.7	2.4	5 (55)	Update the Development Code to allow more "missing middle" housing types (duplexes, triplexes and cottage clusters, tiny houses) in established neighborhoods, and permit mixed-use buildings in neighborhood hubs.	Initiate with Comprehensive Plan	Planning, Community Development	NDA's, small local businesses	# of missing middle housing types, mixed use buildings in neighborhood hubs
		2.8	3.5	4 (24)	Update the City's historic resources inventory and develop local incentives for preservation and restoration	Initiate with Comprehensive Plan	Planning, Community Development	Milwaukie Historical Society Museum, State Historic Preservation Office (SHPO), Clackamas County	# of resources added, protected, and lost
		2.9	2.5	8 (26)	Support the development of more senior, veterans and special needs housing, including Aging in Place Villages and transitional and safe-house communities	Initiate with Comprehensive Plan	Planning, Community Development	AARP, Clackamas County HHS, Milwaukie Senior Center, Habitat for Humanity, NW Housing Alternatives, Rebuilding Center, Restore, Age Friendly Coalition, NOAH, OHCS	# of senior and special needs housing



Place Theme 3

Goal Area Statement	Category	New Goal #	Old Goal #	Survey Rank	Actions	Status	Lead City Department	Potential Partners by Action	Metric
Milwaukie collaborates with community partners to create and preserve spaces to inspire the public to be engaged with the city's past and future. Art and innovation is weaved into the fabric of the city.	Parks and Gathering Spaces, including Milwaukie Bay Park	3.1	3.8	1 (126)	Improve parks and green spaces that are safe, green and clean, with amenities like restrooms, seating areas, play structures, walking paths, parking and indoor recreational facilities	Underway; engage partner agencies	CMO (Parks), Planning	NDAs, NCPRD, PARB	# of parks built out to their master plan Acres of parks/places per neighborhood
		3.2	3.3	2 (119)	Complete Phase 3 of Milwaukie Bay Park to create an amphitheater space for the performing arts, and promote the park as a community destination with year-round programming.	Council Goal	CMO	PARB, NCSD, Landscape architects, NCPRD	# of programs
		3.3	3.1	3 (60)	Create a program to fund the development of community gathering places and improvements to neighborhood plazas and parks that offer diverse programming (education, sports, arts, history) in public spaces.	New	CMO, Community Development	Business Community, Large Employers, Parks Committee, NDA's, Milwaukie High School, Waldorf School, Clackamas Arts Alliance, Oregon Arts Commission, Milwaukie Academy of the Arts, Confederated Tribe of the Grand Ronde, Native American Youth and Family Center (NAYA), NCPRD	# of gathering places in each neighborhood
		3.4	Planet 2.2	3 (74)	Make improvements to Milwaukie Bay Park in a manner that celebrates the river and increases opportunities for waterfront events and access for boats and other water-related recreational activities	Council Goal	CMO, Engineering, Planning	PARB, NCPRD, Clackamas County, NDA's, OMB	Periodic one day tallies of park visitors and motorized and non-motorized boat launches
	Milwaukie Supports the Arts	3.5	3.2	8 (13)	Encourage partnerships between local businesses and artists to provide opportunities for art installations	Underway	Economic Development, CMO (artMOB liaison)	artMOB, Chamber of Commerce, DMBA, CCAA, RACC	# of art installations in area businesses
		3.6	3.4	6 (16)	Engage the community when creating programs and spaces for public art	New	CMO	Performing arts organizations, music and dance schools, Oregon Bluegrass Association, Old Time Fiddlers, Chamber Music NW, CCAA, artMOB, MAA, NCSD, RACC	# of community-based processes around public art
		3.7	3.6	6 (16)	Expand art programming throughout the City of Milwaukie through grants, scholarships and funding	New	CMO	artMOB, Business Community, NCSD, RACC, CCAA	# of dollar amounts toward arts
		3.8	3.7	9 (10)	Support space acquisition for open art studios that pool resources and promote local artists	New	CMO, Economic Development	artMOB, CCAA, RACC, DMBA	# of spaces Dollars allocated for acquisition



Planet Theme 1

Goal Area Statement	Category	New Goal #	Old Goal #	Survey Rank	Actions	Status	Lead City Department	Potential Partners by Action	Metric
<i>The entire city nurtures a connected canopy of trees planted and stewarded by its residents. Smart and focused development honors and prioritizes life-sustaining natural resources.</i>	Sustainable Development and Environmental Stewardship	1.1	1.4	1 (75)	Implement city programs, incentives and development code amendments that promote sustainable development and help to better integrate the built environment and natural environment	Initiate with Comprehensive Plan	Planning, CMO	Planning Commission, Tree Board, NDA leadership, PGE	% open space in development projects #/% trees preserved # and \$ amount of incentives awarded
		1.2	1.7	2 (67)	Create a citywide composting program for residents and businesses	New; under discussion	City Manager’s Office/Finance	Metro, local garbage franchises, NDA’s	# and % of households and businesses that compost
		1.3	1.6	5 (49)	Develop educational programs for city residents and businesses that focus on native vegetation, landscaping basics, and the economic and environmental value provided by native trees and plants	New	Public Works (Storm), Planning, CMO	Tree Board, PARB, Friends of Trees, local arborists and permaculturists, Audubon Society, Columbia Land Trust	# of classes offered # of residents served # of properties participating
	Trees, Garden and Vegetation	1.4	1.1	3 (64)	Develop a strong tree ordinance that incentivizes tree protection, has equitable tree replacement standards, and provides adequate flexibility for property owners	Initiate with Comprehensive Plan	Planning, CMO	Tree Board, Planning Commission, Friends of Trees, UO/OSU	% of trees over 6” DBH preserved in subdivision and partition applications
		1.5	1.5	6 (42)	Create a robust urban forestry plan that inventories the city’s tree canopy and vegetation and implements a community-driven tree planting program	Initiate with Comprehensive Plan	Planning, Engineering, CMO	Tree Board, UO/OSU, NCPRD, Friends of Trees, Tree City USA, Watershed Council, NCSD and other local schools	Tree canopy percentage (initial and periodic updates) # of trees planted
		1.6	1.2	4 (62)	Support the creation of more community gardens and urban orchards across all neighborhoods	New	CMO, Planning	PARB, Tree Board, NDA's, Milwaukie Community Gardens, NCPRD, Portland Fruit Tree Program, Schoolyard Farms, Clackamas County Gleaners, NCSD	#/sf of community gardens and urban orchards created
		1.7	1.3	7 (38)	Expand the Backyard Habitat program and pursue other ecosystem programs that support local wildlife.	Underway	CMO	Backyard Habitats, Audubon Society, Columbia Land Trust	# of certified homes



Planet Theme 2

Goal Area Statement	Category	New Goal #	Old Goal #	Survey Rank	Actions	Status	Lead City Department	Potential Partners by Action	Metric
<i>Milwaukie has free flowing, accessible, pristine waterways that are protected by a robust stormwater treatment system. Stewardship over the Willamette waterfront ensures that this natural resource can be enjoyed for generations.</i>	Protect the Willamette and our Local Creeks	2.1	2.1	1 (106)	Develop a Natural Resource Plan and funding mechanism for the restoration of Kellogg and Johnson Creeks, including the removal of the Kellogg Dam	Initiate with Comprehensive Plan	Planning, Engineering, Public Works (Storm), CMO	PSU Engineering program, Johnson Creek Watershed Council, Metro, Clackamas County, NCU Watershed Council, state and federal agencies, NCSD, NCPRD	Development and adoption of plan # of restoration/clean-up events
		2.2	2.3	2 (88)	Implement a plan and funding strategy for stormwater improvements that focuses on natural stormwater management and ensures that by 2040 all stormwater is treated before it is discharged into our creeks and river	Initiate with Comprehensive Plan	Public Works (Storm), Engineering	Clackamas County	MS4 Permit Effluent Concentrations (TSS, Nitrates, Lead, Zinc) # Outreach Events # Catch Basin Screenings # Street Sweeping Days # of bioswales
		2.3	2.4	4 (56)	Restore wetlands and riparian vegetation adjacent to our creeks and river	Underway; engage partners	Public Works (Storm), CMO	Johnson Creek Watershed Council, North Clackamas Urban Watersheds Council, Wetlands Conservancy	SF of wetlands/riparian restored # of clean-up days
		2.4	2.5	5 (40)	Educate and address the impacts that local industries have on water and air quality	Underway	Public Works (Storm), Planning, CMO	DEQ, local businesses	# air and water quality monitoring stations Youth asthma cases (%)
		2.5	2.6	6 (38)	Encourage stewardship of our local creeks through educational programs and civic events such as clean-up days	Underway	Public Works (Storm), CMO	PARB, Tree Board, JC/NCU Watershed Councils, North Clackamas Schools, Waldorf School, NCPRD	# clean-up days # volunteers # educational events



Planet Theme 3

Goal Area Statement	Category	New Goal #	Old Goal #	Survey Rank	Actions	Status	Lead City Department	Potential Partners by Action	Metric
Milwaukie is a model city that produces more energy through renewable sources than it uses. It is a prepared and resilient community, adaptive to the realities of a changing climate.	Energy and Conservation, including Adoption of a Climate Action Plan	3.1	3.1	2 (74)	Encourage energy and water efficiency and the use of renewable sources by offering rebates, incentives, and permit fee reduction or waivers.	New	Finance, Planning	PGE, Metro, NW Natural	# rebates issued to City residents and businesses # fee reductions and waivers
		3.2	3.3	3 (66)	Develop a Climate Action and Energy Plan that aims to reduce the impacts of city activities on climate change and achieve net-zero energy status by 2040	Council Goal	CMO, Planning	TriMet, Metro, National Renewable Energy Laboratory, PGE, NW Natural	Net energy consumption/sf for homes and businesses (set benchmarks for every 5 years)
		3.3	3.2	5 (51)	Work with local property owners to solarize the city’s industrial parks and other large buildings with the potential to provide large-scale renewable energy	New; implements Council Goal	Economic Development, CMO	OSCEA, Energy Trust, Business owners, property owners, PGE, Metro, Solar Oregon	Kilowatt-hours of solar energy panels installed per year
		3.4	3.4	7 (20)	Create a program that focuses on ways individual households and businesses can reduce their carbon footprint.	New; implements Council Goal	CMO, Planning	PGE, NW Natural, Vancouver BC Green Block Initiative	# of households and businesses participating
		N/A	3.7	8 (13)	Improve city communications and outreach on energy programs, conservation efforts and opportunities for sustainable business practices and certification	Recommending to remove (outreach covered under People)	CMO, ISD	B Lab, Clackamas County, Social Media channels, PGE, NW Natural	# of city outreach events CERT website analytics (# of unique visitors) # of B-Corps in Milwaukie
	Milwaukie is a Resilient Community	3.5	3.5	1 (81)	Ensure that the City’s infrastructure and facilities can reasonably withstand natural or man-made disasters and that the City can continue to provide services during an emergency event	Underway	Engineering, Planning, Building	Clackamas Fire, Metro, Clackamas County, Clackamas River Water, PGE, NW Natural	# of facilities/utilities that have been assessed and improved Miles/Feet of pipes with mechanical connections # of wells that have been hardened
		3.6	3.6	4 (53)	Develop programs that improve the resiliency of City residents and businesses in the event of a major disaster such as the Cascadia Earthquake	Initiate with Comprehensive Plan	Public Works, Engineering, Planning, CMO	PGE, NW Natural, Clackamas Fire, State of Oregon, FEMA, NDA’s, CERT program	# of rooftop solar systems (with backup batteries)
		3.7	3.8	6 (39)	Promote household and neighborhood-level emergency preparedness by expanding the role and capacity of Community Emergency Response Teams (CERTs)	Underway	CMO, Police	NDA’s, Clackamas Fire, CERT program	# of CERT graduates # of CERT trainings offered



Prosperity Theme 1

Goal Area Statement	Category	New Goal #	Old Goal #	Survey Rank	Actions	Status	Lead City Department	Potential Partners by Action	Metric
Milwaukie offers numerous pathways to prosperity through an excellent education system and training programs that are connected to local business. Residents of all ages and backgrounds feel supported to pursue and attain success in our local community.	Partnerships, Education and Training	1.1	1.2	1 (120)	Partner with local schools and businesses to create an internship and career development program that highlights Milwaukie industries and helps students develop skills that meet the needs of Milwaukie businesses.	New; engage partners	Economic Development, CMO	CCC, NCSD, Wichita Center, local businesses, North Clackamas Chamber of Commerce, NWFS, Clackamas Workforce Partnership	# of students and businesses involved in internship program
		1.2	1.5	2 (108)	Market the city as a center for business incubation, and target businesses that are a good match for Milwaukie's established and emerging industry clusters and business space.	Underway	CMO, Economic Development	Chamber of Commerce, Industry Groups, local business incubators and accelerators, Clackamas County Economic Development, NWFS, Greater Portland Inc.	# of businesses added in Milwaukie's identified business clusters/strengths
		1.3	1.3	3 (74)	Create incentives for Milwaukie businesses that hire local residents and provide job training and continuing education opportunities for their employees.	New	Economic Development	Clackamas County, Clackamas Workforce Partnership, B Lab (B Corps), DMBA, Chamber of Commerce	\$ amount of incentives awarded # Milwaukie residents hired
		1.4	1.1	5 (17)	Host Career Connections Conventions that connect local residents to resources that enrich their professional lives.	New	Economic Development	CCC, Worksource Oregon, Clackamas Workforce Partnership, NCSD, Chamber of Commerce, NDA's, Recruiting Agencies, Rotary, Veterans Groups, Northwest Family Services (NWFS), Small Business Administration (SBA)	# of events, participants, vendors/partners, types of services offered



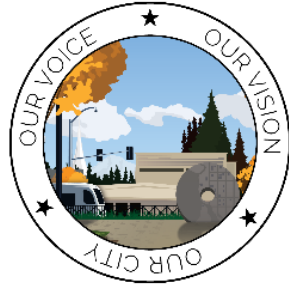
Prosperity Theme 2

Goal Area Statement	Category	New Goal #	Old Goal #	Survey Rank	Actions	Status	Lead City Department	Potential Partners by Action	Metric
<i>Milwaukie’s neighborhoods are the center of daily life, with amenities and community-minded local businesses that meet the daily needs of residents. They form a network of unique, interconnected local hubs that together make Milwaukie the livable, equitable, and sustainable community that it is.</i>	Complete Neighborhood Hubs	2.1	2.1	1 (131)	Identify and support the development of neighborhood economic hubs that are walkable and provide amenities and commercial services for neighborhood residents.	Initiate with Comprehensive Plan	Planning, Economic Development	Metro and State Grant Programs	% of city housing units within 20-minute walkshed or bikeshed of neighborhood hub or other commercially zoned property
		2.2	2.4	2 (97)	Incentivize development of opportunity sites and other vacant and underutilized properties that can help meet the needs of neighborhood residents.	Underway	Economic Development, Finance, Planning	Clackamas County Economic Development, Metro, ODOT, Clackamas County, NCPRD, private property owners	# of housing units developed SF of open space added
		2.3	2.2	3 (82)	Partner with local vendors to provide access to healthy, fresh food throughout Milwaukie’s neighborhoods.	New	Economic Development	Food businesses, brokers, developers, produce growers, farmers, property owners	% of homes within one mile of businesses selling fresh fruits and vegetables
		2.4	2.3	4 (77)	Allow increased residential density and commercial development in neighborhood hubs that respects neighborhood character and provides affordable housing, open/green space, a wide mix of uses, and neighborhood amenities.	Initiate with Comprehensive Plan	Planning, Community Development	NDA’s, developers	% of affordable units in project proposals SF of community space/plazas in proposals



Prosperity Theme 3

Goal Area Statement	Category	New Goal #	Old Goal #	Survey Rank	Actions	Status	Lead City Department	Potential Partners by Action	Metric
<i>Downtown Milwaukie is a vibrant destination for both residents and visitors from throughout the region. Our industrial areas provide a high density of living-wage jobs across a number of different industries. The City is nimble and responsive to the needs of residents and businesses, with programs and policies that are financially sound, encourage job creation, and help support a strong and resilient local economy.</i>	City Programs and Marketing	3.1	3.4	1 (132)	Support and retain existing small businesses in our downtown and other business districts and attract new businesses that contribute to an open, inviting, and diverse atmosphere.	Underway	Economic Development	DMBA, Chamber of Commerce	# of businesses helped by Economic Development Department
		3.2	1.4	4 (71)	Formalize a city economic development program that emphasizes job retention and supports development of locally owned businesses.	Underway	Economic Development	B Lab (B Corps), DMBA, Chamber of Commerce, NWFS, Clackamas Workforce Partnership	# of Family wage jobs
		3.3	3.1	4 (42)	Create a “Buy Local” or “Best for Milwaukie” initiative that encourages residents to support local businesses.	New	Economic Development, CMO	Chamber of Commerce, DMBA, NDA's	# of participating businesses
	Downtown and Industrial Areas	3.4	3.2	2 (119)	Develop a new public plaza in the south downtown area that can be used for year-round events and enhance the Milwaukie Farmer’s Market.	Underway	CMO, Planning, Community Development	Celebrate Milwaukie Inc, TriMet, DMBA, private developers	# of events held in downtown plaza
		3.5	3.5	3 (57)	Work to increase the amount of housing in Downtown Milwaukie and other mixed use zones.	Underway	Planning, Economic Development, Community Development	Developers	# of new housing units in mixed use zones
		3.6	3.3	4 (42)	Preserve and enhance the city’s manufacturing and industrial areas along Highway 99-E, Highway 224, and Johnson Creek Blvd.	Underway (NMIA); expand with Comprehensive Plan	Economic Development, Community Development, Planning	Clackamas County, large industrial users, Chamber of Commerce	# of businesses and employees in industrial areas



MILWAUKIE
ALL ABOARD

VAC-Recommended

Milwaukie Community Vision and Action Plan

City Council Worksession
Milwaukie City Hall
July 5, 2017

From Vision to Action



The Quadruple Bottom Line Framework



The Vision Advisory Committee!

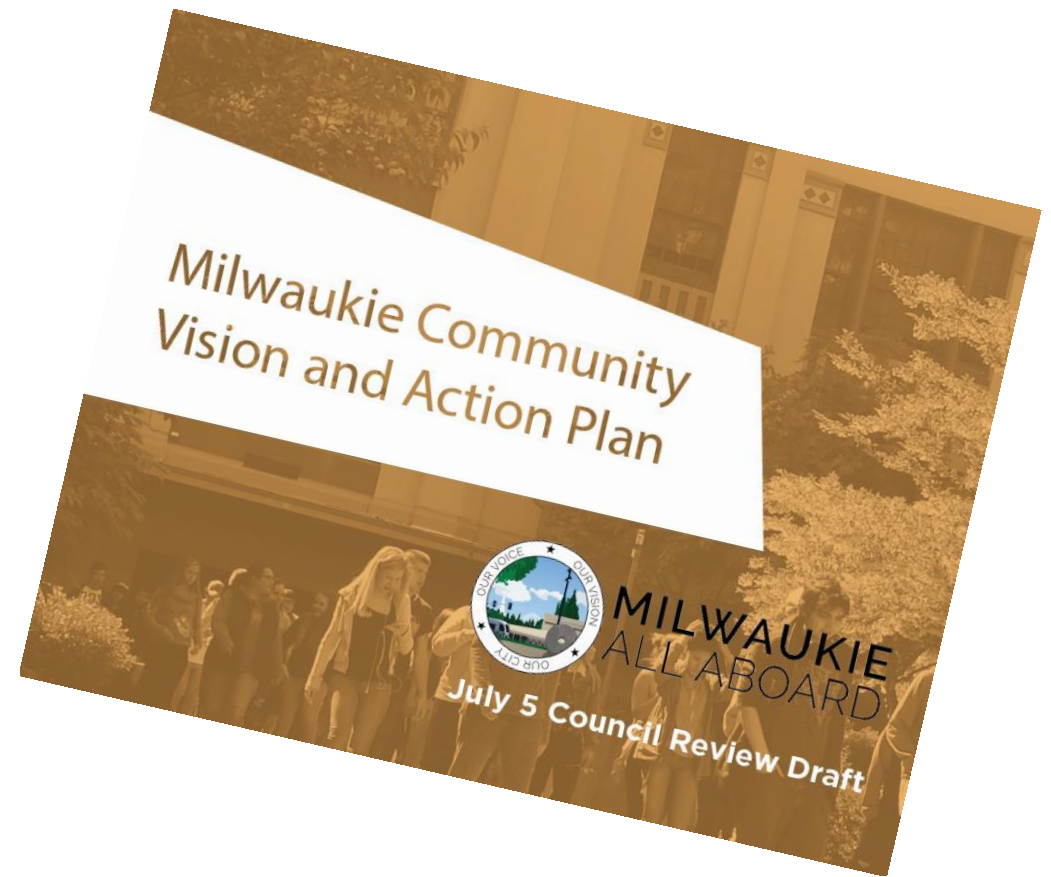
- Identified major themes
- Crafted the Vision Statement
- Developed Goal Statements
- Facilitated discussion at community and Town Hall events
- Reviewed community feedback
- Proposed and refined Action Items
- Recommended Implementing Partners and Evaluation Metrics





Intended Use of the Vision and Action Plan

- Resource of near-term community priorities
- Updates to be completed with annual citizen surveys and City Council's goals



1

**Address Housing Affordability
In Milwaukee**

8

**Cultivate a Sense of Community, Culture,
and Belonging by Encouraging Public
Involvement, Diversity, Equity, and Inclusion**

2

**Make Milwaukee a Model of
Resiliency, Environmental
Stewardship and Disaster-
Preparedness**

7

Adopt a Climate Action Plan



3

Complete Milwaukee Bay Park

6

**Support Local Businesses and
Entrepreneurship through Training,
Programs and Partnerships**

4

**Continually Improve our Transportation
System so that It Provides Safety and
Connectivity for All Users**

5

**Create Complete Neighborhoods that Offer
a Range of Amenities and Enhance Local
Identity and Character**



Indicates 2017-2018 Council Goal



Adopt a Climate Action Plan

Matrix Reference	Associated Priority Actions (Established by Town Halls, Survey, Council)	Status
Planet 1.4	Implement city programs, incentives and development code amendments that promote sustainable development and help to better integrate the built environment and natural environment.	Initiate with Comprehensive Plan
Planet 3.1	Encourage energy and water efficiency and the use of renewable sources by offering rebates, incentives, and permit fee reduction or waivers.	New
Planet 3.2	Develop a Climate Action and Energy Plan that aims to reduce the impacts of city activities on climate change and achieve net-zero energy status by 2040	New; Council Goal

VAC Reflections

"The final plan feels very clear and should be well received."

"The survey results made it feel very real. The priorities seem to be in line with the process."

"... Looking forward to seeing the actions in practice."

"Very impressed with this process. The plan pulled together all the major elements..."

"Impressed by the Council and City staff...very motivating."



Questions for your review

1. Are you comfortable with the proposed format?
2. Should the Council Goals be included as their own separate Super Actions, or folded into broader Super Actions?
3. Additional action items?
4. Action items missing?
5. Further review?



Thank You!



VISION

Based on feedback from the community and the Vision Advisory Committee, the City of Milwaukie's vision for 2040 is:

In 2040, Milwaukie is a flourishing city that is entirely equitable, delightfully livable, and completely sustainable. It is a safe and welcoming community whose residents enjoy secure and meaningful work, a comprehensive educational system, and affordable housing. A complete network of sidewalks, bike lanes, and paths along with well-maintained streets and a robust transit system connect our neighborhood centers. Art and creativity are woven into the fabric of the city.

Milwaukie's neighborhoods are the centers of daily life, with each containing amenities and community-minded local businesses that meet residents' needs. Our industrial areas are magnets for innovation, and models for environmentally-sensitive manufacturing and high wage jobs. Our residents can easily access the training and education needed to win those jobs.

Milwaukie nurtures a verdant canopy of beneficial trees, promotes sustainable development, and is a net-zero energy city. The Willamette River, Johnson Creek, and Kellogg Creek are free flowing, and accessible. Their ecosystems are protected by a robust stormwater treatment system and enhanced by appropriate riparian vegetation. Milwaukie is a resilient community, adaptive to the realities of a changing climate, and prepared for emergencies, such as the Cascadia Event.

Milwaukie's government is transparent and accessible, and is committed to promoting tolerance and inclusion and eliminating disparities. It strongly encourages engagement and participation by all and nurtures a deep sense of community through celebrations and collective action. Residents have the resources necessary to access the help they need. In this great city, we strive to reach our full potential in the areas of education, environmental stewardship, commerce, culture, and recreation; and are proud to call it home.



MILWAUKIE ALL ABOARD

Draft Vision Statement (March 21, 2017)

Deleted: 13

In 2040, Milwaukie is a flourishing city that is entirely equitable, delightfully livable, and completely sustainable. It is a safe and welcoming community whose residents enjoy secure and meaningful work, a comprehensive educational system, and affordable housing. A complete network of sidewalks, bike lanes, and paths along with well-maintained streets and a robust transit system connect our neighborhood centers. Art and creativity are woven into the fabric of the city.

Commented [LD1]: Where did we settle on adding the part about safety?

Are we incorporating Angel's request to incorporate more specific language about community policing and governance? Can it be added just after the "tolerance and inclusion" in the last paragraph?

Deleted: s

Milwaukie's neighborhoods are the centers of daily life, with each containing amenities and community-minded local businesses that meet residents' needs. Our industrial areas are magnets for innovation, and models for environmentally-sensitive manufacturing and high wage jobs. Our residents can easily access the training and education needed to win those jobs.

Milwaukie nurtures a verdant canopy of beneficial trees, promotes sustainable development, and is a net-zero energy city. The Willamette River, Johnson Creek, and Kellogg Creek are free flowing, and accessible. Their ecosystems are protected by a robust stormwater treatment system and enhanced by appropriate riparian vegetation. Milwaukie is a resilient community, adaptive to the realities of a changing climate, and prepared for emergencies, such as the Cascadia Event.

Milwaukie's government is transparent and accessible, and is committed to promoting tolerance and inclusion and eliminating disparities. It strongly encourages engagement and participation by all and nurtures a deep sense of community through celebrations and collective action. Residents have the resources necessary to access the help they need. In this great city, we strive to reach our full potential in the areas of education, environmental stewardship, commerce, culture, and recreation; and are proud to call it home.

Deleted: to

Deleted: based on race and class

Deleted: nd promoting tolerance and inclusion

Commented [LD2]: Talk about community policing here?

Commented [KG3]: We agreed to put that detail in the goal area statements or actions.