



Work Session

WS

Milwaukie City Council

COUNCIL WORK SESSION

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

REVISED AGENDA

JUNE 19, 2018

(Revised on June 15, 2018)

	Page #
1. 4:00 p.m. 2018 Solid Waste Rates Staff: Reba Crocker, Right-of-Way and Contract Coordinator	1
2. 4:10 p.m. Review of Comprehensive Plan Block 1 Goals and Policies Staff: David Levitan, Senior Planner	14
3. 5:00 p.m. Homeless Solutions Coalition Presentation Staff: Alma Flores, Community Development Director	78
4. 5:30 p.m. Adjourn	

EXECUTIVE SESSION

Upon adjournment of the Work Session, Council will meet in Executive Session pursuant to Oregon Revised Statute (ORS) 192.660 (2)(a) to consider the employment of a public officer, employee, staff member or individual agent. (added to the agenda on June 15, 2018)

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Executive Sessions

The City Council will 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.



COUNCIL WORK SESSION

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

MINUTES

JUNE 19, 2018

Mayor Mark Gamba called the Council meeting to order at 4:02 p.m.

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

Staff: Assistant City Manager Kelly Brooks
Assistant Planner Mary Heberling
City Manager Ann Ober
City Recorder Scott Stauffer

Community Development Director Alma Flores
Planning Director Denny Egner
Right-of-Way and Contract Coordinator Reba Crocker
Senior Planner David Levitan

1. 2018 Solid Waste Rates

Ms. Crocker noted the following people were in the audience: Andy Kahut, Hoodview Disposal and Recycling Inc.; Dean Kampfer, Waste Management; and Beth Vargas Duncan, Oregon Refuse and Recycling Association (ORRA).

Ms. Crocker noted past Council actions, including an increase in drop box rates and a voluntary residential food scraps program. She reviewed current solid waste rates and noted the projected rate of return (ROR) was 4%. She explained that to achieve the desired ROR of 10%, a rate increase was recommended. She provided details of the proposed service rates to achieve a 10% ROR across all service levels.

Council President Batey asked why the large gallon container rates were more expensive for residential than for commercial. **Ms. Crocker** explained that commercial did not receive yard debris service, while residential did. She also noted that yard debris service now included food scraps, resulting in a higher tipping fee.

Councilor Abma reported that he would recuse himself at the public hearing on solid waste rates since he worked on solid waste issues at Metro. He asked if the 10% ROR was guaranteed. **Ms. Crocker** replied that the ROR was not guaranteed, but that the Milwaukie Municipal Code (MMC) had a range of 8% to 12%. She noted other nearby jurisdictions had a similar range. The group discussed how the ROR was calculated and that cities usually do not go out to bid for solid waste handling services.

Mayor Gamba noted concerns about the lack of a market for recycling. He asked if Seattle, Washington, and Las Vegas, Nevada, marketed their recycling to China or elsewhere. **Ms. Vargas Duncan** reported that local businesses had stopped sending their recycling to China due to the high likelihood that portions would be sent back at a high cost. She noted the inability to ship recycling to China was an international event.

Mayor Gamba believed that Seattle and Las Vegas used an advanced sorting system, and wondered if they could sort more efficiently. **Mr. Kampfer** discussed the situation in China and noted the regional lack of infrastructure to process materials.

Councilor Abma asked how long the 10% ROR had been in place. **Mr. Kampfer** said it had been the industry standard for some time. The group discussed the risks associated with the ROR.

Council President Batey noted that the rate discussion in 2015 had been substantive. She thought that another in-depth conversation would be helpful.

2. Review of Comprehensive Plan Block 1 Goals and Policies

Mr. Levitan presented an overview of Block 1 goals and policies and the community engagement work that had been done, including a town hall event and an online survey.

It was noted that Councilor Falconer arrived at the meeting at 4:28 p.m.

Mr. Levitan reviewed the Community Engagement goals and policies, discussing the goals and policies, Planning Commission comments, and preliminary survey feedback. He reported that staff recommended a revision to Policy 1.3.1 to call out the Planning Commission's role as the Community Involvement Advisory Committee (CIAC) for land use and transportation planning. The group discussed the survey feedback related to inclusion and representation in Neighborhood District Associations (NDAs). **Mr. Egner** suggested Council could evaluate board and committee outreach efforts during their annual reviews. **Councilor Parks** noted that NDAs did not meet with Council annually. The group discussed communication and the lack of consistency across the NDAs.

Mr. Levitan reviewed the Economic Development and Urban Growth Management goals and policies, discussing Planning Commission comments, and survey feedback.

Mr. Levitan reviewed the History, Arts, and Culture policies and goals. He noted that this would be a new section of the Comprehensive Plan. He discussed the Planning Commission comments and survey feedback. **Council President Batey** and **Mr. Egner** discussed asked how much historic preservation detail in the form of inventories and lists the City wanted to include in the Comprehensive Plan. **Mayor Gamba** and **Council President Batey** remarked that the historic inventory list could not prevent owners from tearing down historic buildings. The group discussed how to preserve historic homes.

Mr. Levitan discussed the next steps in drafting Block 1 policies and goals.

Mayor Gamba and **Mr. Egner** commented that the City's vision should be used to evaluate the Comprehensive Plan policies and goals.

Council President Batey reported that the Lewelling neighborhood hub discussion had gone well. She clarified that the City would not be purchasing land and building neighborhood hubs. The group discussed where the hubs could be located and what needed to happen before the hubs were built.

3. Homeless Solutions Coalition Presentation

Nancy Ide, Oregon City Commissioner and co-founder of the Homeless Solutions Coalition of Clackamas County (HSCCC) introduced herself and Dan Fowler, former Mayor of Oregon City, and Jennifer Vernam, with Providence Health & Services.

Mr. Fowler provided background about the HSCCC. **Ms. Ide** noted HSCCC supporters in the audience and explained how groups worked together to address homelessness. She discussed HSCCC's work to-date. She and **Mr. Fowler** noted that the HSCCC consisted representatives from of over 140 groups. **Ms. Ide** noted that the four major HSCCC partners were Clackamas County, the City of Oregon City, Providence Health & Services, and the faith community.

Ms. Vernam, **Mr. Fowler**, and **Ms. Ide** explained how the HSCCC came up with their vision statement, goals, and values. They clarified that the HSCCC was a volunteer organization focused on connecting community partners. They discussed current and future work groups that focused on areas such as outdoor restrooms, warming shelters, needle exchanges, and food coordination. **Ms. Ide** thanked Council for their work on affordable housing, and noted the HSCCC was here for support.

Councilor Parks asked how the team saw itself growing. **Ms. Ide** and **Mr. Fowler** noted the potential for satellite offices and/or subcommittees in the future.

Councilor Parks and **Mr. Fowler** noted the number of groups working on homelessness and housing affordability issues. They remarked on the possible role of the HSCCC in connecting services to the individual, not focusing on affordable housing.

Councilor Abma asked about how the HSCCC had approached fundraising. **Ms. Ide** reported that everything had either been donated or provided by in-kind contributions.

Ms. Ide asked Council to consider supporting a resolution in support of the HSCCC.

Ms. Ober noted that Ms. Flores and Councilor Falconer would be participating in the HSCCC meetings on behalf of the City of Milwaukie.

Mayor Gamba announced that upon adjournment of the Work Session Council would meet in Executive Session pursuant to Oregon Revised Statute (ORS) 192.440(2)(a) to consider the employment of a public officer, employee, staff member or individual agent.

Mayor Gamba adjourned the Work Session at 5:38 p.m.

Respectfully submitted,



Amy Aschenbrenner, Administrative Specialist II

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COUNCIL STAFF REPORT

To: Mayor and City Council
Ann Ober, City Manager

Reviewed: Haley Fish, Finance Director

From: Reba Crocker, Right-of-Way Contract Coordinator

Subject: **Discussion of Solid Waste Rates for fiscal year 2019**

Date Written: June 19, 2018

ACTION REQUESTED

Discussion of the solid waste rates for fiscal year 2019.

HISTORY OF PRIOR ACTIONS AND DISCUSSIONS**June 2014**

Council and Staff discussed current solid waste rate structure and concluded that no rate increase was necessary to sustain the system.

June 2015

Council approved a solid waste rate increase for residential and commercial accounts.

June 2016

Council approved adjustments to the commercial rates to equalize the Rate of Return (ROR) across all service levels and create a new class of service for special waste required to be disposed of outside the Metro region.

September 2016

The City held a curbside bulky waste event.

July 2017

Council approved a solid waste rate increase to drop box services added a voluntary residential food scraps recovery program.

August 2017

The City held a curbside bulky waste event.

October 2017

Council approved a curbside bulky waste event for 2018.

ANALYSIS

The City Council annually reviews and adopts solid waste rates charged by the City's haulers. The process is as follows:

- The City's franchised solid waste haulers submit financial information to Clackamas County identifying revenues and expenses for the previous year relating to the provision of garbage, recycling and yard debris collection services, on or around March 15.

- The County, through an intergovernmental agreement with the City, consults with a CPA to consolidate the information to create a ROR composite for the City.
- Costs are adjusted to eliminate amounts that may be allowable for tax purposes, but that are not allowed for rate determination.
- The composite is used to evaluate the financial health of the system and set the solid waste rates. Chapter 13.24(2) of the City's municipal code states "Rates shall be adequate to provide an expected operating margin for the subsequent rate year equal to 10% of composite city-wide gross revenues; however, the City shall not be required to change rates if the expected operating margin in the current year falls between 8% and 12% of gross revenues. The 10% target, and the 8% to 12% range of return on gross revenues is considered sufficient to reflect the level of business risk assumed by the franchisee, to allow investment in equipment, and to ensure quality collection service."
- The ROR is reviewed and rate adjustments are evaluated against the aforementioned 8% to 12% ROR acceptable range, with the target goal of a 10% ROR when rates are adjusted.
- County Staff discusses the ROR with the solid waste haulers and presents the information to City Staff.
- City Staff reviews the information and prepares the information for City Council.
- City Council discusses the information and adopts solid waste rates.

The largest impact to the ROR is the "National Sword 2017" enacted by the Chinese government banning unsorted post-consumer plastics and paper. China was the largest buyer of recyclable materials. While the full effects of this action are yet to be determined, all projections show the cost to process these materials has increased drastically. Over the last eight months we have seen the cost of processing increase four-fold. This has caused a major disruption through the State's recycling programs.

This year the County's analysis of the ROR also recognizes the following: an increase in contracted labor of 4%; an increase to health insurance costs of 7%; and an increase in tipping fees of 2.63% (Metro has adopted an increase of \$2.50 per ton effective on July 1, 2018).

The City's initiatives such as the curbside bulky waste event, the introduction of a voluntary residential food scraps program and the commercial food scraps program all have an impact on the ROR. The approximate cost of the curbside event was \$71,000 in 2016 and \$67,000 in 2017. As discussed during the 2017 rate setting, the cost of a residential food scraps program is approximately 25 cents per month, per residential account.

These items are a factor in projecting a ROR for 2018. Without an increase to rates the overall ROR is projected to be 4.33%.

In reviewing the projected ROR, staff understands that last August there was an increase to drop box and compactor services. Due to these increases only in effect for five months, the City's contractor (Clackamas County with analysis from a CPA), believes that those services will provide a ROR of 10% without increases. However, residential services and other commercial services will require an increase in rates to reach the targeted 10% ROR. By equalizing these services, the projection is that the overall, ROR will be approximately 10% as prescribed by the City's code.

BUDGET IMPACTS

The City will continue to receive franchise fees, based on gross revenues, from the three haulers.

WORKLOAD IMPACTS

None.

COORDINATION, CONCURRENCE, OR DISSENT

The City's three haulers support the proposed increase in rates.
County staff concurs with an increase in rates.

STAFF RECOMMENDATION

City staff has reviewed the proposal presented and agrees that it is consistent with the City's municipal code.

ALTERNATIVES

1. Defer adjustments to a later date.

ATTACHMENTS

1. Rate of Return Composite.
 - a. This analysis includes:
 - i. calendar year 2017 actuals,
 - ii. a projection for calendar year 2018 with no rate increase, and
 - iii. and a projection for calendar year 2018 including the proposed rate increase.
2. History of solid waste rates.
3. Resolution adopting solid waste rates.
4. Rate Schedule.
5. Written Testimony received.

**Return on Revenues - Adjusted
January 1 to December 31, 2017**

	Residential Service	Commercial Service	Drop Box	Grand Totals
Collection & Service Revenues	2,427,967	1,334,891	1,059,479	4,822,337
Direct Costs of Operations	1,760,837	1,037,185	909,833	3,707,855
Disposal Expense	457,133	515,829	416,221	1,389,183
Labor Expense	699,804	255,463	292,903	1,248,170
Truck Expense	401,390	125,062	127,621	654,073
Equipment Expense	76,420	74,269	21,802	172,491
Franchise Fees	106,113	59,084	45,030	210,227
Other Direct Expense	19,977	7,478	6,256	33,711
Indirect Costs of Operations	387,575	142,381	48,724	578,680
Management Expense	96,473	32,992	10,215	139,680
Administrative Expense	100,747	35,811	11,739	148,297
Other Overhead Expenses	190,356	73,578	26,770	290,704
Total Cost	2,148,412	1,179,566	958,557	4,286,535
Less Unallowable Costs	2,559	1,762	449	4,770
Allowable Costs	2,145,853	1,177,804	958,108	4,281,765
Franchise Income	282,114	157,087	101,371	540,572
Customer Count / Yards / Haul	6,514	81,653	1,297	
Revenues	2,427,967	1,334,891	1,059,479	4,822,337
Direct Costs of Operations	1,760,837	1,037,185	909,833	3,707,855
Indirect Costs of Operations	387,575	142,381	48,724	578,680
Total Cost	2,148,412	1,179,566	958,557	4,286,535
Less Unallowable Costs	2,559	1,762	449	4,770
Allowable Costs	2,145,853	1,177,804	958,108	4,281,765
Franchise Income	282,114	157,087	101,371	540,572
Return on revenues	11.62%	11.77%	9.57%	11.21%

**Return on Revenues - Projected without rate increase
January 1 to December 31, 2018**

	Residential Service	Commercial Service	Drop Box	Grand Totals
Collection & Service Revenues	2,427,967	1,334,635	1,059,479	4,822,081
Direct Costs of Operations	1,950,407	1,157,987	927,429	4,035,824
Disposal Expense	617,822	626,061	421,700	1,665,583
Labor Expense	728,685	266,034	305,020	1,299,739
Truck Expense	401,390	125,062	127,621	654,073
Equipment Expense	76,420	74,269	21,802	172,491
Franchise Fees	106,113	59,084	45,030	210,227
Other Direct Expense	19,977	7,478	6,256	33,711
Indirect Costs of Operations	390,054	143,286	49,020	582,359
Management Expense	97,500	33,356	10,329	141,186
Administrative Expense	102,198	36,351	11,920	150,469
Other Overhead Expenses	190,356	73,578	26,770	290,704
Total Cost	2,340,461	1,301,273	976,449	4,618,183
Less Unallowable Costs	2,559	1,762	449	4,770
Allowable Costs	2,337,902	1,299,511	976,000	4,613,413
Franchise Income	90,065	35,124	83,479	208,668
Customer Count / Yards / Hauls	6,514	81,653	1,297	
Revenues	2,427,967	1,334,635	1,059,479	4,822,081
Direct Costs of Operations	1,950,407	1,157,987	927,429	4,035,824
Indirect Costs of Operations	390,054	143,286	49,020	582,359
Total Cost	2,340,461	1,301,273	976,449	4,618,183
Less Unallowable Costs	2,559	1,762	449	4,770
Allowable Costs	2,337,902	1,299,511	976,000	4,613,413
Franchise Income	90,065	35,124	83,479	208,668
Return on revenues	3.71%	2.63%	7.88%	4.33%

<i>Return on Revenues - Projected with rate increase January 1 to December 31, 2018</i>				
	Residential Service	Commercial Service	Drop Box	Grand Totals
Collection & Service Revenues	2,610,307	1,453,215	1,089,724	5,153,246
Direct Costs of Operations	1,959,524	1,163,916	928,941	4,052,382
Disposal Expense	617,822	626,061	421,700	1,665,583
Labor Expense	728,685	266,034	305,020	1,299,739
Truck Expense	401,390	125,062	127,621	654,073
Equipment Expense	76,420	74,269	21,802	172,491
Franchise Fees	115,230	65,013	46,542	226,785
Other Direct Expense	19,977	7,478	6,256	33,711
Indirect Costs of Operations	390,054	143,286	49,020	582,359
Management Expense	97,500	33,356	10,329	141,186
Administrative Expense	102,198	36,351	11,920	150,469
Other Overhead Expenses	190,356	73,578	26,770	290,704
Total Cost	2,349,578	1,307,202	977,961	4,634,741
Less Unallowable Costs	2,559	1,762	449	4,770
Allowable Costs	2,347,019	1,305,440	977,512	4,629,971
Franchise Income	263,288	147,774	112,212	523,274
Customer Count / Yards / Hauls	6,514	81,653	1,297	
Revenues	2,610,307	1,453,215	1,089,724	5,153,246
Direct Costs of Operations	1,959,524	1,163,916	928,941	4,052,382
Indirect Costs of Operations	390,054	143,286	49,020	582,359
Total Cost	2,349,578	1,307,202	977,961	4,634,741
Less Unallowable Costs	2,559	1,762	449	4,770
Allowable Costs	2,347,019	1,305,440	977,512	4,629,971
Franchise Income	263,288	147,774	112,212	523,274
Return on revenues	10.09%	10.17%	10.30%	10.15%

History of Rates in Milwaukie

Red Indicates an increase or change

Proposed
increase

1-Jul-14 1-Jul-15 1-Aug-16 1-Aug-17 1-Jun-18

Residential

Monthly	12.30	12.85	12.85	12.85	15.25	2.40	19%
On Cal	13.05	13.60	13.60	13.60	14.60	1.00	7%
20 Gal	25.00	26.00	26.00	26.00	28.40	2.40	9%
32/35 Gal (most common)	28.85	29.90	29.90	29.90	32.40	2.50	8%
60 Gal	38.25	39.40	39.40	39.40	42.05	2.65	7%
90 Gal	45.10	46.35	46.35	46.35	49.15	2.80	6%
Extra Can/Cart			29.90	29.90	32.40	2.50	8%
Extra yard			2.60	2.60	2.60		

Commercial

20 Gal Multifamily	20.65	21.65		21.70	24.10	2.40	11%
32 Gal Court Apts	24.35	25.40	26.05	26.05	27.90	1.85	7%
x2 32 gal			52.10	52.10	57.10	5.00	10%
Extra Can/Cart			21.85	21.85	24.05	2.20	10%
35 Gal Commercial	24.90	25.95	26.05	26.05	28.55	2.50	10%
60 Gal Commercial	36.20	37.35	37.50	37.50	40.15	2.65	7%
90 Gal Commercial	39.05	40.30	40.55	40.55	43.35	2.80	7%
1 yard	92.30	94.34	95.66	95.66	102.18	6.52	7%
2 yard	151.99	156.06	158.75	158.75	171.74	12.99	8%
2 Yard 2x week	296.25	304.39	309.76	309.75	335.74	25.99	8%
4 yard 2x week	207.83	524.11	534.85	534.85	586.81	51.96	10%

Drop Box

10/20 Cubic Yards	119.00	119.00	119.00	125.00	125.00	-	0%
30Cubic Yards	136.00	136.00	136.00	145.00	145.00	-	0%
40Cubic yards	153.00	153.00	153.00	165.00	165.00	-	0%
Lidded 10/20	119.00	135.00	135.00	150.00	150.00	-	0%
Monthly fee for Lid		20.00					

Compactor Service

10/20 Cubic yards	135.00	135.00					
Under 25 Cubic yard			135.00	150.00	150.00	-	0%
26-33 Cubic			169.00	189.00	189.00	-	0%
34+ Cubic			196.00	218.00	218.00	-	0%

Special Waste

10/20 Yards			161.00	161.00	161.00	0	0%
30 Yards			178.00	178.00	178.00	0	0%



COUNCIL RESOLUTION No.

A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF MILWAUKIE, OREGON, ADOPTING SOLID WASTE SERVICE RATES EFFECTIVE July 1, 2018.

WHEREAS, chapter 13.24(2) of the City's municipal code states "Rates shall be adequate to provide an expected operating margin for the subsequent rate year equal to 10% of composite city-wide gross revenues; however, the City shall not be required to change rates if the expected operating margin in the current year falls between 8% and 12% of gross revenues; and

WHEREAS, costs are projected to increase due to both global and local processing policy changes and increases in the cost of labor; and

WHEREAS, without a rate increase the projected rate of return falls below the acceptable rate of return range; and

WHEREAS, in accordance with the City's municipal code the proposed rate increases result in a projected overall rate of return that is approximately 10% for all service levels.

Now, Therefore, be it Resolved that the rates for garbage and recycling, herein attached as "Rate Schedule" are effective on July 1, 2018.

Introduced and adopted by the City Council on _____.

This resolution is effective on _____.

Mark Gamba, Mayor

ATTEST:

APPROVED AS TO FORM:
Jordan Ramis PC

Scott Stauffer, City Recorder

City Attorney

RATE SCHEDULE

City of Milwaukie
Uniform Solid Waste Rates
Rates as of July 1, 2018

Uniform Monthly Residential Rates

	Monthly Rate
20 Gallon Can (Mini-Can):	
1 Can/Cart (1 time/week)	\$ 28.40

Weekly collection includes recycling and yard debris service.

32 Gallon Can/Cart:	
1 Can/Cart (1 time/week)	\$ 32.40
2 Cans/Cart (1 time/week)	\$ 64.80
Each Addtl Can/Cart	\$ 32.40
Extra Can of Garbage (occasional)*	\$ 6.05
Extra Can of Yard Debris (occasional)	\$ 2.60
Court Apartments (1 time/week/recycling only)	\$ 27.90

* This rate is for the first extra can collected, each additional at the stop is \$3.00. Maximum weight for a 20 or 32 gal. can/cart is 60 lbs.

Weekly collection includes recycling and yard debris service. Recycling carts and bins and yard debris carts must be placed at the curb. Additional stops per week are charged at 100% of the first stop per week rate.

Roller Carts:	
60 Gallon Cart (1 time/week)	\$ 42.05
90 Gallon Cart (1 time/week)	\$ 49.15
Extra Can of Yard Debris (occasional)	\$ 2.60

Weekly collection includes recycling and yard debris service. Recycling bins and yard debris carts must be placed at the curb. Additional stops per week are charged at 125% of the first stop per week rate. A deposit of \$30.00 may be charged when cart is placed. Refunds will be made after return of cart or after five years (whichever comes first). A \$10.00 redelivery charge may be charged for redelivery within one year, regardless of reason. Maximum weight for 60 gal. cart is 100 lbs and for 90 gal cart is 120 lbs.

Monthly and OnCall Service:	
Monthly	\$ 15.25
On Call	\$ 14.60

*Monthly service includes recycling but **not yard debris service**. Monthly and on call customers must subscribe for one year in advance for yard debris service. On call customers must provide hauler with 24 hours notice.*

**City of Milwaukie
Uniform Solid Waste Rates
Rates as of July 1, 2018**

Uniform Monthly Commercial Rates

	<u>Monthly Rate</u>
32 Gallon Can/Cart:	
One Can/Cart (1 time/week)	\$ 28.55
Two Cans/Cart (1 time/week)	\$ 57.10
Each Addtl Can/Cart	\$ 24.05
Extra Can (occasional)	\$ 5.00

Additional stops per week are charged at 100% of the first stop per week rate.

Roller Carts:	
60 Gallon Cart (1 time/week)	\$ 40.15
90 Gallon Cart (1 time/week)	\$ 43.35

Additional stops per week are charged at 125% of the first stop per week rate. A deposit of \$30.00 may be charged when cart is placed. Refunds will be made after return of cart or after five years (whichever comes first). A \$10.00 redelivery charge may be charged for redelivery within one year.

Compacted Containers:
2.2 times the loose container rate

Containers weighing in excess of 500 lbs per cubic yard will be charged this rate plus disposal for the excess weight. Compactors furnished by the customers shall be compatible with the equipment of the collector. If the collector agrees to furnish the compactor, the collector may charge a reasonable rental rate based on the value of the compactor and the cost of repair and maintenance.

Uniform Drop Box Rates

	<u>Monthly Rate</u>
Loose Material:	
10/20 Yards	\$ 125.00 *
30 Yards	\$ 145.00 *
40 Yards	\$ 165.00 *
Lidded/Specialized box that cannot be exchanged	
10/20 Yards	\$ 150.00

** Plus disposal costs*

An additional \$40.00 per drop box may be charged for one-stop service (plus disposal costs). Deposits of no more than \$500.00 may be charged for each drop box.

Compacted Material:	
Under 25 Cubic Yards	\$ 150.00 *
25-34 Cubic Yards	\$ 189.00 *
34 + Cubic Yards	\$ 218.00 *

** Plus disposal costs*

Rental rate for permanent boxes hauled at least weekly is \$50.00 per month. Rental rate for occasional boxes after 48 hours on location is \$6.30 per day or \$63.00 a month, whichever is less, if less than one load per week is hauled. Monthly Equipment Fee of \$20.00 for Lidded/Specialty Drop Boxes. Mileage charge of \$4.70 per mile (over 18 miles round-trip from shop or Metro South). Deadhead round trip for boxes that cannot be exchanged: \$25.00.

Special Wastes delivered to an appropriately permitted Landfill	
10/20 Yards	\$ 161.00 *
30 Yards	\$ 178.00 *

** Plus disposal, monthly rental, mileage and monthly specialty drop box fees.*

**City of Milwaukie
Uniform Solid Waste Rates
Rates as of July 1, 2018**

**Uniform Rates for Miscellaneous Services
Commercial and Residential**

Hourly Fee:	Rate
Truck + 1 person	\$ 73.00
Truck + 2 people	\$ 105.00
 Other Miscellaneous:	
Furniture and Recyclable Appliance Pick-Up	\$ 5.45 to \$ 29.15 *
Tire Pick-Up (Off Rim)	\$ 2.00 **
Tire Pick-Up (On Rim)	\$ 5.50 **
Over 18 Inches	Special Handling Rate

*Plus \$30.00 freon removal charge.

** Plus disposal.

Clean-up containers:

First Collection	33% of regular container rate, plus \$16.60 handling charge
Each Add'l Collection	33% of regular container rate

Rent of container after 5 working days (M-F) with no collection:

1 - 2 Yards	\$ 2.10 per day
3 Yards	\$ 3.10 per day
4 Yards	\$ 4.10 per day

Rent not to exceed \$20.00 per container in a 30-day period.

Non-Customer Services

Non-customer includes a regular customer with a less than weekly service frequency.

Recycling Only:	Monthly Rate
Weekly curbside collection of recyclables	\$ 4.70
 Yard Debris Subscription Service Annual rate must be paid in full in advance of service	
60 Gallon Cart	\$ 5.70
Extra Can of Yard Debris	\$ 2.60
Permanent Second Can	\$ 3.85

Monthly rates are for weekly service.

This service is provided only within the Urban Growth Boundary.

The subscriber is required to pay for one year of service in advance.

ANY OTHER TYPE OF SERVICE:

If due to changes in technology or needs of residents and business people of Milwaukie, additional or other types of services are needed, the charge for the service shall not be discriminatory, shall be reasonable by being commensurate with the fees above, and shall not exceed the fees most generally applicable in the Portland Metropolitan area.

City of Milwaukie
Uniform Solid Waste Rates
Rates as of July 1, 2018
Commercial Container Fees

Stops/ Week	Size in Cubic Yards					
	1	Add'l	1 1/3	Add'l	1.5	Add'l
1	\$102.18	\$87.74	\$126.89	\$108.73	\$135.29	\$117.14
2	\$196.62	\$169.39	\$246.06	\$212.33	\$262.84	\$226.85
3	\$291.07	\$249.61	\$365.20	\$314.91	\$390.40	\$337.09
4	\$385.51	\$332.70	\$484.36	\$418.11	\$517.93	\$446.55
5	\$479.96	\$412.91	\$603.53	\$520.71	\$645.48	\$559.65
6	\$574.40	\$495.18	\$722.69	\$622.61	\$773.03	\$668.52

Stops/ Week	Size in Cubic Yards					
	2	Add'l	3	Add'l	4	Add'l
1	\$171.74	\$148.64	\$234.60	\$203.66	\$299.62	\$262.08
2	\$335.74	\$291.47	\$456.75	\$397.42	\$586.81	\$513.03
3	\$499.75	\$433.50	\$678.91	\$591.82	\$874.00	\$763.14
4	\$663.75	\$573.18	\$901.06	\$788.27	\$1,161.19	\$1,010.65
5	\$827.77	\$720.25	\$1,123.23	\$981.08	\$1,448.37	\$1,264.72
6	\$991.77	\$860.51	\$1,345.37	\$1,170.59	\$1,735.56	\$1,515.10

Stops/ Week	Size in Cubic Yards					
	5	Add'l	6	Add'l	8	Add'l
1	\$362.31	\$337.56	\$417.93	\$389.46	\$517.40	\$484.39
2	\$711.00	\$662.21	\$822.24	\$767.43	\$1,021.19	\$955.84
3	\$1,059.70	\$984.71	\$1,226.54	\$1,139.11	\$1,524.97	\$1,427.49
4	\$1,408.37	\$1,308.88	\$1,630.85	\$1,517.31	\$2,028.76	\$1,897.15
5	\$1,757.08	\$1,636.01	\$2,035.17	\$1,895.13	\$2,532.55	\$2,359.83
6	\$2,105.76	\$1,965.71	\$2,439.48	\$2,266.76	\$3,036.34	\$2,835.46

Fees include garbage and recycling services. Collector shall furnish the container. Overweight charge for containers over 300 lbs. per cubic yard determined through mutual agreement between hauler and customer. Container cleaning, if required more than twice in 12 months, will be charged the actual cost of cleaning.

**City of Milwaukie
Uniform Solid Waste Rates
Rates as of July 1, 2018
Bio-Medical Services Fees**

Number of units	Tub Rates	
	per Gallon	
	20/21	35/48
1	\$81.45	\$83.25
2	\$61.85	\$63.50
3	\$54.30	\$56.00
4	\$49.35	\$51.00
5	\$46.35	\$48.00
6	\$44.35	\$46.00
7	\$41.85	\$43.50
8	\$40.40	\$42.00
9	\$37.35	\$39.00
10	\$35.85	\$37.50
11	\$34.75	\$36.50
12	\$33.25	\$35.00
13	\$32.75	\$34.50
14	\$32.00	\$33.75
15	\$31.25	\$33.00
16	\$26.30	\$28.00
17	\$26.30	\$28.00
18	\$26.30	\$28.00
19	\$26.30	\$28.00
20	\$26.30	\$28.00
60	\$17.90	\$18.75
75	\$17.45	\$18.05
90	\$12.80	\$13.10

Testimony to Milwaukie City Council

Solid Waste Collection Services Rate Increase

June 19, 2018

Introduction

Good afternoon Mayor Gamba and members of the Council. I am Beth Vargas Duncan, Regional Director for Oregon Refuse and Recycling Association (ORRA). As ORRA regional staff, I represent the garbage haulers providing solid waste and recycling collection services within Milwaukie.

The haulers work cooperatively with city staff to provide modern and efficient waste collection services that include garbage, recycling, and yard debris at reasonable rates. The haulers greatly appreciate all the work of city leadership and staff to help manage this issue.

What happened and why are costs increasing? Tightening of China's policies limiting contamination to .5% for recycling materials created a systemic impact in the market. Materials that had once been collected curbside, delivered to processors to sort and exported to international markets are either no longer accepted or the costs of accepting them has increased significantly. As a result, processors have had to add staff, slow sorting processes, store materials, and search for new markets of recycling materials. Each of these activities add cost to the processing of recycling materials and these costs have escalated dramatically and quickly. Over the past eight months the cost for haulers to drop off recycling materials for processing has rapidly increased about four fold.

Who's tackling this issue? Continuous collaboration among processors, haulers, local governments, Oregon DEQ, and other stakeholders, are working to identify methods to keep costs down, maximize the recycling of material, and avoid landfilling in both the short and long term.

What now? The rate adjustment will help the haulers successfully manage costs related to the unprecedented challenges presented and continue to fulfill their recycling services to Milwaukie customers.

Call to action – Oregonians lead the nation in recycling. New changes in the market mean that for Oregon to continue to lead the way we all must adapt to these changes. There is a shared responsibility and if Oregonians continue to put materials that are not recyclable in curbside carts, the costs will continue to go up and recycling and recovery rates will not improve. This change in the market is a call to action for us all to improve even more and seek the latest information on what is recyclable and what should not be in the recycling cart; to put garbage in the garbage cart; to reduce contaminants and create clean streams that can be sold in the market and processed for reuse in new products.

For many decades, the haulers have demonstrated a strong commitment to providing excellent service to Milwaukie residents while also producing sustainable results and consistent operational safety. We request your support for the increased solid waste and recycling rates as recommended. We look forward to partnering with the city in the future. I am happy to answer any questions.

Thank you,

Beth Vargas Duncan
Regional Director, ORRA
bethvd@orra.net
971-707-1683

COUNCIL STAFF REPORT

To: Mayor and City Council
Ann Ober, City Manager

Date Written: June 12, 2018

Reviewed: Dennis Egner, Planning Director

From: David Levitan, Senior Planner

Subject: **Review of Comprehensive Plan Block 1 Goals and Policies**

ACTION REQUESTED

Review and provide feedback on the draft Comprehensive Plan goals and policies for the four Block 1 topic areas, in advance of the July 17 Council public hearing to “pin down” the policies by resolution. Staff will also provide a general project update.

HISTORY OF PRIOR ACTIONS AND DISCUSSIONS

[August 1, 2017](#): Staff briefed the Council on the proposed framework, approach, and community engagement for the Comprehensive Plan Update, including how the Comprehensive Plan could be organized by Vision “Super Actions”.

[September 5, 2017](#): The City Council adopted the Community Vision, and directed staff to move forward with the Comprehensive Plan Update.

[October 17, 2017](#): Staff introduced the proposed work program for the Comprehensive Plan Update, and the City Council adopted a resolution appointing 15 members to the Comprehensive Plan Advisory Committee (CPAC).

[February 13, 2018](#): Staff prepared an update on the status of the Comprehensive Plan.

[April 3, 2018](#): The City Council appointed two additional members to the CPAC and approved a contract with Angelo Planning Group to provide policy analysis and neighborhood hubs assistance.

ANALYSIS

Staff last briefed the Council on the status of the Comprehensive Plan Update in a February 13 staff report. Since that time, staff has worked with the CPAC to develop draft goals and policies for the four Block 1 topic areas: Community Engagement, Urban Growth Management, Economic Development, and History, Arts and Culture. The current draft of the goals and policies are included as Attachment 1. They reflect input received from the CPAC and the April 4 Town Hall, but do not include community feedback received from the online survey, which closed after the publication of this staff report. A summary of the survey findings will be presented during the June 19 work session.

As previously discussed, the Comprehensive Plan Update includes three six-month blocks of work, each covering four to six topic areas. At the end of each block of work, the City Council will be adopting a resolution “pinning down” the list of goals and policies for each topic area.

Goals and policies will not be adopted by ordinance until after the fourth block of work – the “synthesis” stage – which will be used to review and organize the goals and policies and evaluate them based on the City’s quadruple bottom line framework (People, Place, Planet and Prosperity). The process for formally adopting the Comprehensive Plan in late 2019 will include public hearings before both the Planning Commission and City Council.

The City Council is currently scheduled to adopt a resolution “pinning down” the Block 1 goals and policies on July 17. Prior to that public hearing, the City will have offered another opportunity for the public to review the goals and policies via an online survey, which was open from May 31 to June 14 and asked respondents to weigh in on the goals and policies included in Attachment 1. Following this meeting, the Planning Commission (June 26) and CPAC (June 27) will each have one more meeting to review and comment on the goals and policies prior to the Council’s July 17 hearing.

CPAC Input and Review

To date, the CPAC has met four times, including twice since staff’s last update to the Council in February. [CPAC Meeting 3](#) took place on March 5, and focused on developing a list of questions for each topic area to ask the community at the April 4 Town Hall. [CPAC Meeting 4](#) took place on May 3, and focused on reviewing staff’s first draft of goals and policies, which incorporated input from the April 4 Town Hall. Summary notes for CPAC Meetings 3 and 4 can be found in Attachment 2.

The CPAC provided comments on the draft goals and policies at their May 3 meeting, which staff incorporated into an updated draft that was sent back out via email to the CPAC on May 10. Several CPAC members provided additional feedback on the policies, which are reflected in the updated draft that is included in Attachment 1. Some of the more constructive feedback included:

- Pointing out policy language that they felt was too vague or non-committal;
- Identifying policies that seemed more appropriate for the Vision Action Plan, as opposed to Comprehensive Plan policies; and
- Identifying goals and policies that were redundant and could be easily combined.

The CPAC’s final meeting for Block 1 is scheduled for [Wednesday, June 27](#) and will focus on final refinements to the Block 1 goals and policies based on feedback from the online survey, June 19 City Council work session, and June 26 Planning Commission work session. CPAC work on Block 2 will commence in early August. Staff is currently working with Angelo Planning Group on developing the background reports for the Block 2 topic areas (Housing, Parks and Recreation, Energy/Climate, Hazards, and Willamette Greenway).

Planning Commission Work Sessions

At their [May 22 meeting](#), the Planning Commission reviewed drafts of the goals and policies as they were featured in the online survey. The Commission provided feedback during the 90-minute work session, including:

- Asking if a standalone Community Involvement Advisory Committee (CIAC) should be created, as opposed to the Planning Commission serving in that role;
- Recommending the concept of conservation and environmental stewardship be incorporated into the policies regarding adaptive reuse of historic buildings;

- Proposing increased outreach to unincorporated neighborhoods within our Urban Growth Management Area, in an effort to show the benefits of being part of the Milwaukie community; and
- Recommending that the City offer higher densities and more development potential than the County, so as to incentivize annexation into the City.

Based on feedback from this Council work session and the online survey, staff will be revising the Block 1 goals and policies and presenting them to the Planning Commission during a June 26 work session. Given how closely together the Council and Commission meetings (as well as the June 27 CPAC meeting) are scheduled, there will be some overlapping and concurrent review of the goals and policies by the three groups. The Planning Commission has also requested a brief update on the final proposed goals and policies at their July 10 meeting.

Community Input

April 4 Town Hall

On April 4, approximately 120 Milwaukie stakeholders came together to provide input on the four Block 1 topic areas. Following a short introduction from Mayor Gamba and Planning Director Denny Egner, attendees split up into small group tables, with each table providing feedback on two of the four topic areas. At the end of the meeting, each table presented one “big idea”, and attendees were encouraged to fill out response forms for topic area questions that their table did not cover. A more detailed summary of the event is included in Attachment 3 Between CPAC meetings 3 and 4, staff reviewed Town Hall input to develop the goals and policies that were reviewed at CPAC meeting 4.

Online Survey (May 31-June 14)

As noted above, the public had a final opportunity to comment on the Block 1 goals and policies via an online survey that was open between May 31 and June 14 (this staff report was published prior to the closing of the survey). The online survey asked community members to use a Likert scale (agree, disagree, etc.) to help evaluate and prioritize the goals and policies. Respondents were given the option to review just the goals or both the goals and policies. As of June 12, a total of 78 people had completed the entire survey, with another 94 people filling out at least part of the survey. A summary of input from the online survey will be presented to the Council at the June 19 work session and incorporated into the updated goals and policies reviewed by the CPAC and Planning Commission at their late June meetings.

“Neighborhood Hubs” Discussion with Neighborhood District Associations

The “neighborhood hubs” concept is one that was mentioned prominently during the Community Vision, with Prosperity Goal Area Statement 2 calling for a “network of unique, interconnected local hubs that together make Milwaukie the livable, equitable, and sustainable community that it is.” The City is currently working with Scott Edwards Architects to develop concepts for each neighborhood, with final concepts completed in early 2019.

Staff introduced the concept to each of the City’s seven residential neighborhood district association (NDAs) at their March 2018 meetings. This was followed up by a “mind-breaking” session at their May meetings to further explore the types of uses and amenities that each neighborhood would like to see in the future. Feedback at the May NDA meetings was generally positive, and the average attendance was 15-20 community members. Over the course of the next 8 months, City staff will work with its consultants and the NDAs to develop and

refine neighborhood hub concepts that are consistent with the identity and priorities and identity of each neighborhood.

Key Issues and Questions

The work plan for the final month of Block 1 work has both a tight and ambitious schedule, and will require precise coordination between staff, the public, CPAC, Planning Commission and City Council if we are to stay on track for adoption of the Comprehensive Plan by late 2019. With that in mind, staff would like feedback from the Council on the following questions:

- 1) Each topic area includes 3-6 goals and 15-21 policies. Based on the Council's review as well as feedback from the CPAC, Planning Commission, and Milwaukie community, are there goals and policies that need to be added, deleted, or revised? Are there topics we have missed?
- 2) Community Engagement Policy 1.3.1 calls for the Planning Commission to serve as the City's Community Involvement Advisory Committee (CIAC), to evaluate the City's community involvement practices on an annual basis. The CIAC would serve as the City's Committee for Citizen Involvement, which is required by [Statewide Planning Goal 1](#). Based on feedback from the Planning Commission and the City Manager's Office, staff recommends that this policy be refined to clarify that the CIAC would be responsible for evaluating community involvement specifically related to land-use planning, as required by Statewide Planning Goal 1. The City Manager's Office is currently working to develop a larger strategy and work plan for evaluating community engagement throughout the City.
- 3) As we move into Block 2, does the Council have feedback on how staff can improve the process? Would you like to be briefed more regularly (beyond the updates provided by Councilor Batey and Mayor Gamba)? Staff will have additional research and policy development assistance from Angelo Planning Group in Block 2, which will help reduce staff workloads.

BUDGET IMPACTS

None.

WORKLOAD IMPACTS

None. The Planning Department has adequate staffing and resources to continue with the Comprehensive Plan work program.

COORDINATION, CONCURRENCE, OR DISSENT

None.

STAFF RECOMMENDATION

Staff recommends that the Council review and provide feedback on the draft Block 1 goals and policies.

ALTERNATIVES

The City Council is currently scheduled to hold a hearing to "pin down" the Block 1 goals and policies at their July 17 meeting. The City Council may choose to hold another work session to review the goals and policies, which would require that the hearing be pushed back to August.

ATTACHMENTS

1. Draft Goals and Policies (May 31 Survey Version)

2. CPAC Meeting 3 and 4 Summary Notes
3. April 4 Town Hall Summary Notes

DRAFT Block 1 Goals and Policies – 5/31/2018 (Survey Version)**Economic Development****Goal 10.1: Current and Future Economic Land Use**

Provide a diverse range of uses, services and amenities that contribute to a sustainable, equitable and resilient economy and are nimble to changing land uses and technology.

Policy 10.3.1: Coordinate the City's economic strategies and targeted industries with those in the Milwaukie Planning Area and surrounding communities.

Policy 10.3.2: Adapt to industry trends and emerging technologies that have the potential to affect employment, land use, and infrastructure needs, such as automation, the sharing economy, autonomous vehicles and other future technological advances.

Policy 10.3.3: Develop strategies to help stabilize existing businesses in areas experiencing increased investment and redevelopment.

Policy 10.3.4: Diversify the City's local businesses and traded sector industries in an effort to strengthen economic resiliency in the event of a natural or economic disaster.

Policy 10.3.5: Focus industrial and manufacturing uses in the City's three major industrial and employment areas along Johnson Creek Blvd, Highway 99-E and Highway 224, with limited light manufacturing uses permitted in the City's mixed-use and commercial zones.

Policy 10.3.6: Provide additional flexibility for shared/flex spaces, co-working, artist space and other emerging and non-traditional uses in underutilized industrial areas.

Policy 10.3.7: Incentivize the creation of community amenities such as green spaces and gathering places within commercial and employment areas.

Policy 10.3.8: Facilitate the development of housing that meets the needs of local employees across a wide range of price ranges and housing types.

Policy 10.3.9: Create a series of distinct neighborhood hubs that include services and amenities such as child care, community centers, restaurants and fresh food sources to which residents can walk or bike.

Policy 10.3.10: Make Downtown Milwaukie a regional destination with uses and amenities that capitalize on its proximity to the Willamette waterfront and multimodal transportation options.

Goal 10.2: Economic Land Supply

Provide an adequate supply of land with access to reliable public services that meets the City's economic and employment needs.

Policy 10.2.1: Maintain a database of the City's vacant and re-developable employment land to help inform short-term and long-term economic growth.

Policy 10.2.2: Improve infrastructure and utilities throughout the City in a manner that facilitates greater economic development and prepares the City for potential disruptions to the power grid, food sources, and water/sewer system.

Policy 10.2.3: Help businesses flourish in Milwaukie, either on their current site or on sites that provide more opportunity for growth and expansion.

Policy 10.2.4: Support increased employment density in the City's industrial and commercial areas through adaptive reuse, infill development and/or site intensification

Policy 10.2.5: Accommodate more of the City's projected employment growth within home-based businesses.

Policy 10.2.6: Identify resources for and pursue the study and clean-up of brownfields and other contaminated sites.

Policy 10.2.7: Assist existing and new employers in identifying and/or assembling properties that meet their needs and support community economic development goals.

Goal 10.3: Workforce, Training, and Collaboration

Help local businesses attract and develop a skilled workforce that positions Milwaukie to be one of the strongest economies in the region.

Policy 10.3.1: Partner with state and regional agencies, local businesses, non-profits, and educational institutions to help provide the workforce and training needed to make Milwaukie businesses competitive in the region and beyond.

Policy 10.3.2: Focus recruiting and marketing efforts on businesses that can capitalize on existing Milwaukie business clusters (groups of businesses in the same industry) or serve an identified community need.

Policy 10.3.3: Attract and foster businesses that hire local residents and provide job training, continuing education opportunities and family-wage jobs for employees in a variety of different industries.

Policy 10.3.4: Develop strategies to encourage entrepreneurship, business incubation, and the sharing of ideas and resources.

Urban Growth Management

Goal 14.1: Regional Coordination

Coordinate with Metro, Clackamas County, Happy Valley, Portland, and other governmental agencies to plan for and manage growth and development in Milwaukie and the surrounding area.

Policy 14.1.1: Maintain the Urban Growth Management Agreement (UGMA) with Clackamas County as an effective tool to guide planning and growth management decisions in the area surrounding Milwaukie.

Policy 14.1.2: Maintain Urban Service Agreements with special service districts to ensure that the ability of the City to provide its residents with urban services is not compromised while ensuring that the community has access to excellent urban services at reasonable costs.

Policy 14.1.3: Maintain Intergovernmental Agreements with the cities of Portland and Happy Valley to clearly establish urban service area boundaries.

Goal 14.2: Milwaukie Planning Area

Identify the future urban service area and jurisdictional boundary for the City of Milwaukie in order to better coordinate planning actions.

Policy 14.2.1: Maintain a Milwaukie Planning Area (MPA) map that is included as part of the UGMA with Clackamas County, urban service agreements with special districts, and IGA's with adjoining cities to identify the areas for which the City of Milwaukie will be the ultimate provider of urban services or will be the coordinating body for the delivery of the services. The MPA map identifies the areas that, over time, are expected to annex to the City of Milwaukie.

Policy 14.2.2: Identify a Jurisdictional Impact Area (JIA) on the MPA map. The JIA is generally the area within a ½ mile of the MPA boundary and is an area under the jurisdiction of Clackamas County or a neighboring city and where their land use and transportation decisions may have a significant impact on the City of Milwaukie.

Goal 14.3: Urban Growth Management Agreement with Clackamas County

Use the Urban Growth Management Agreement (UGMA) with Clackamas County to enable the City to work toward annexation of areas within the MPA and to better coordinate regarding County land use and transportation decisions in the area surrounding the City.

Policy 14.3.1: Within the UGMA, define the procedures and responsibilities for City and County staff for the review of plans and development applications for the unincorporated areas identified in the MPA and the JIA. The UGMA may define subareas within the MPA where the City Comprehensive Plan and implementation ordinances apply and where development applications are reviewed by the City. In the areas where subareas are not designated, County planning documents and procedures shall apply.

Policy 14.3.2: The UGMA shall clearly acknowledge that the MPA represents the area that is envisioned as the area that will ultimately be annexed to the City and come under City jurisdiction.

Goal 14.4: Annexation

Annex lands within the Milwaukie Planning Area.

Policy 14.4.1: Maintain a proactive annexation program that encourages and promotes annexation to the City of Milwaukie.

Policy 14.4.2: Develop annexation plans and consider the use of financial and service incentives to promote annexation of land within the MPA.

Policy 14.4.3: Ensure that annexation programs respect Milwaukie's community identity and do not result in a diminished level of service for current Milwaukie residents.

Policy 14.4.4: As part of the overall annexation program, prioritize annexation of properties that

DRAFT Block 1 Goals and Policies – 5/31/2018 (Survey Version)

are surrounded by land within the incorporated city limits.

Policy 14.4.5: Require annexation where properties receive or utilize City services.

Policy 14.4.6: Support City annexation of property within the MPA and oppose annexation of land within the MPA by another city.

Goal 14.5: Urban Services

The City of Milwaukie will coordinate the provision of urban services for land within the MPA.

Policy 14.5.1: Coordinate with special districts to ensure that the full range of urban services are available while ensuring that the City's ability to provide services within the MPA is not compromised.

Policy 14.5.2: Unless created in partnership with the City, oppose any new special service district or the expansion of a special service district within the MPA.

Policy 14.5.3: Unless established through an intergovernmental agreement, oppose efforts by another City to provide urban services within the MPA.

Policy 14.5.4: While implementing the community vision to create a highly livable city, seek cost-effective means of providing urban service to properties within the MPA.

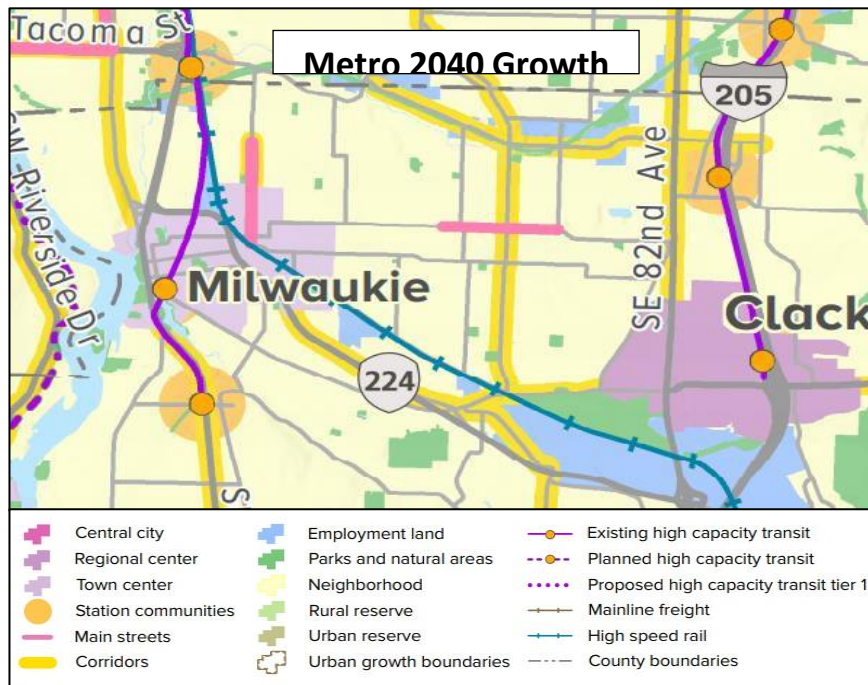
Policy 14.5.5: Coordinate with Clackamas County and special service districts to maintain an integrated public facilities plan (PFP) for the MPA. The PFP shall clearly state who has responsibility for each urban service in the MPA.

Goal 14.6: Urban Form

Ensure that the City of Milwaukie (City) maintains an urban form that supports a highly livable community and the efficient use of land and resources.

Policy 14.6.1: Support and implement key aspects of the Metro 2040 Growth Concept for Milwaukie and the surrounding area (see map) that help protect resource lands outside of the regional urban growth boundary (UGB) and achieve an efficient and transit-friendly urban form inside the UGB.

Policy 14.6.2: To use land more efficiently, encourage infill on underutilized parcels and encourage intensification or redevelopment of land and buildings in the downtown, mixed use districts, and areas designated for commercial, industrial or employment use.



Community Engagement

Goal 1.1: Foster Broad and Collaborative Community Participation

Implement and encourage practices that increase community participation by providing thorough information, consulting with the community, and fostering collaborative partnerships.

Policy 1.1.1: Generate interest and encourage diverse participation in City committees and commissions through broad outreach.

Policy 1.1.2: Ensure publications and printed materials regarding current issues and proposed policies are readily accessible for all ages and abilities, allowing for dialogue between policy-makers and the community.

Policy 1.1.3: Keep the community informed of opportunities for involvement using a range of outreach tactics that may include media, presenting information at fairs and events, and direct outreach to existing organizations.

Policy 1.1.4: Enhance and extend community involvement by using emerging technologies, methods and techniques.

Policy 1.1.5: Improve outreach to Milwaukie's commercial and employment areas by creating specialized assistance to property owners, tenants, and employees.

Goal 1.2: Promote Inclusion and Diversity

Involve a diverse cross-section of the community in community events and decision making, including people from a variety of geographic areas, interest areas, income, races, ethnicities, genders, sexual orientations, and all ages and abilities.

Policy 1.2.1: Build engagement across Milwaukie's diverse communities by notifying and facilitating participation in all City-related activities.

Policy 1.2.2: Provide information to the community in multiple languages where appropriate.

Policy 1.2.3: Seek public input on major land use issues or City policy decisions through existing community organizations, such as faith groups, business associations, school districts, non-profits, service organizations and other bodies to encourage broad participation.

Goal 1.3: Maintain Transparency and Accountability

Ensure transparency and accountability in City and land use policy decision-making by maintaining access to City leadership and a commitment to equitable engagement practices.

Policy 1.3.1: Recognize the Planning Commission as the City's Community Involvement Advisory Committee (CIAC) to evaluate community involvement practices annually.

Policy 1.3.2: Establish a Comprehensive Plan Advisory Committee (CPAC) to assist in periodic review or major updates of the Plan.

Policy 1.3.3: Evaluate the success of community involvement activities regularly and make results available to the community.

Policy 1.3.4: Prioritize funding in the planning and City budget to support inclusive community engagement and participation.

Goal 1.4: Uphold Neighborhood District Associations (NDA)

Continue to support, inform, consult, and empower community members through the Milwaukie Neighborhood District Associations (NDAs).

Policy 1.4.1: Encourage and support NDA leadership to develop and implement strategies to nurture new leaders and increase participation while intentionally reflecting the diversity in each neighborhood.

Policy 1.4.2: Provide opportunities for NDAs to give relevant and effective testimony to the City Council and Planning Commission on matters affecting their neighborhoods.

DRAFT Block 1 Goals and Policies – 5/31/2018 (Survey Version)

Policy 1.4.3: Assist NDAs by providing financial assistance, subject to budgetary allocations as approved by the City Council.

Policy 1.4.4: Notify NDAs and solicit feedback on proposed land use actions and legislative changes as required by ordinances.

History, Arts and Culture

Goal 1: Milwaukie's Heritage. Research, celebrate, document, and protect Milwaukie's unique and diverse historic, archaeological, and cultural heritage

Policy 1.1: Work with local residents, businesses, and organizations to document and preserve Milwaukie's diverse history.

Policy 1.2: Recognize the Milwaukie area's indigenous cultures, people, and history that existed prior to the establishment of the city.

Policy 1.3: Ensure that historic preservation and documentation programs acknowledge and are representative of all cultures and time periods in Milwaukie's history.

Policy 1.4: Encourage appropriate memorialization of historic sites, objects, or structures through signs or plaques which convey the historic significance of a resource.

Policy 1.5: Provide educational materials and information regarding preservation to property owners and other interested persons.

Policy 1.6: Encourage the restoration and maintenance of historic resources for both continuing uses and the adaptive reuse of properties.

Policy 1.7: Assist property owners in applying for designation as a locally significant historic resource.

Policy 1.8: Pursue private and public sources of funding for use by property owners in the renovation and maintenance of historic or cultural resources.

Policy 1.9: Coordinate historic preservation activities with the Milwaukie Historical Society and the Oregon State Historic Preservation Office.

Policy 1.10: Maintain an official inventory of Milwaukie's historic and cultural resources.

Policy 1.11: Regularly update the inventory as additional properties become eligible and are nominated for designation.

Policy 1.12: Ensure that City processes for inventorying, altering, removing, or demolishing historic and cultural resources remain consistent with state and federal criteria as well as community priorities.

Policy 1.13: Follow all state and federal regulations for identifying and protecting archaeological resources.

Goal 2: Art that Reflects the Community. Collaborate with community partners to create art and programs that reflect Milwaukie's diversity.

Policy 2.1: Provide opportunities and programs for public art to be located throughout Milwaukie.

Policy 2.2: Commission art that reflects the diversity of Milwaukie's community.

Policy 2.3: Promote visual art as a means of defining vibrant public and private spaces and neighborhood identity.

Policy 2.4: Incentivize development sites to include spaces conducive to public events, community gathering, and the provision of public art.

Policy 2.5: Support a wide variety of community events that integrate the arts, showcase Milwaukie's diverse culture and history, and bring recognition and visitors to Milwaukie.

Policy 2.6: Encourage a diverse range of community event types and event participants throughout Milwaukie by reducing barriers for holding community events.

Policy 2.7: Encourage and support arts education in Milwaukie schools and other community organizations.

Goal 3: Fostering Creative Spaces. Encourage the development of creative spaces throughout Milwaukie.

Policy 3.1: Make visual and performing art spaces more accessible to a diverse range of artists and residents throughout Milwaukie.

Policy 3.2: Assist in the identification of properties with the potential for artists and other creative spaces which are financially, geographically, and spatially accessible.

DRAFT Block 1 Goals and Policies – 5/31/2018 (Survey Version)

Policy 3.3: Partner with the Arts Committee (artMOB), local organizations, and educational institutions to market Milwaukie as a place that values the arts.



**Milwaukie Comprehensive Plan Update
Comprehensive Plan Advisory Committee Meeting #3
March 5th, 2018 6:00-9:00 pm**

MEETING SUMMARY

Members Present

Albert Chen, Ben Rousseau, Bryce Magorian, Daniel Eisenbeis, Elizabeth Start, Everett Wild, Howie Oakes, Jessica Neu, Joe Gillock, Neil Hankerson, Rebecca Hayes, Sara Busickio, Stacy Johnson, Stephan Lashbrook

Members Not Able to Attend

Chris Haberman, Celestina DiMauro, Matthew Bibeau

City of Milwaukie

City Council: Mark Gamba, Mayor; Lisa Batey, Council President

Planning Commission: Kim Travis, Planning Commission Chair

City Manager: Ann Ober

Planning Department: David Levitan, Denny Egner, and Mary Heberling

EnviroIssues

Kirstin Greene

Others Present

Greg Hemer, Planning Commission

Elvis Clark

Conversation and questions/answers are summarized by agenda item below. Raw flipchart notes are attached as an appendix to this summary (Appendix A, respectively). Meeting Evaluations are included as Appendix B.

WELCOME/RECAP

Mayor Mark Gamba and David Levitan, Senior Planner opened the meeting and welcomed members of the Comprehensive Plan Advisory Committee (CPAC). They thanked participants for being there that night. Mayor Gamba noted that the committee had two new members. They were brought on to adhere to the current Comprehensive Plan that noted that this committee should have members from each neighborhood. These two new members have helped the committee meet that requirement and will be representing the Hector Campbell neighborhood and Ardenwald neighborhood.

Kirstin Greene asked if anyone had any changes from the CPAC Meeting #2 meeting summary. No one had any suggestions at the time. She asked members to email David with any corrections within a week. At that time they will be considered final.

COMMUNITY ENGAGEMENT PLAN

Kirstin gave an overview of the draft community engagement plan. She said she was presenting it for CPAC members guidance in a few particular areas. Components include: communications and community engagement objectives; key messages; demographics around race and ethnicity, community

members with disabilities, and income and employment; stakeholder interests; strategies; and evaluation metrics.

- Questions/Comments

- Lisa Batey: We've had problems with Clackamas County where they aren't always giving us data that is solely related to the city limits of Milwaukie. Is this demographic data from North Clackamas School District (NCSD) just the City of Milwaukie or the whole county?
 - *Kirstin: Good question, we'll need to look further into that.*
 - *Stacy Johnson: The immersion schools are a feeder school for Milwaukie (El Puente, Riverside Elementary, and Alder Creek Middle School) may bring up that Latino population because they are getting children from all of Clackamas County, not just Milwaukie.*
- Lisa Batey: Exceed Enterprises in Milwaukie works with people with disabilities. May be a good resource.
- Ben Rousseau: In the Vision process we talked about working with the Native American community. I think there is a need for engagement with this community.
 - *Lisa: The North Clackamas Parks and Recreation District (NCPRD) is planning on doing this.*
 - *Ann Ober: Art Mob is also planning on doing that.*
 - *Kirstin: Could be an opportunity for a collaborative approach there.*
- Ben: There was mention before about holding a separate town hall for just people of color, is that correct?
 - *Liz Start: That was my idea. It's more of a way to create a safe space for people and making sure we hear them fully. We want to make sure they are not drowned out.*
- Kim Travis: Question on first page, purpose paragraph – establish a schedule for implementation, is that for the comp plan or for this engagement plan?
 - *Kirstin: It is for the engagement plan. We could potentially turn it into a Gantt chart and share a timeline for the engagement plan.*
- Bryce Magorian: On the evaluation metrics, the first two metrics for the first objective seem too large to handle. Might be better to just do a "yes or no" type question to see if we're on the right track.
- Ben: Involvement with Neighborhood District Associations (NDAs) – do you have talking points on how to engage with the neighborhoods?
 - *David Levitan: Mary and I will be going out ourselves to the NDAs this month for a status update. In short term, staff will make those talking points. We would like you to meet more NDA members and be more involved if possible. Generally, serve in a liaison role.*
 - *Ben: I would find it more purposeful if we could have some points to bring up that we discussed at the previous CPAC meetings when we attend NDA meetings.*
 - *Kirstin: Staff and I can work on creating talking points to provide to you all with the summary of each CPAC meeting.*
- Ben: I've been at a few events recently where they used text messages to get on an email list. It may even be able to text back a link. This may help with easy engagement.
 - *Kirstin: We tried this during the vision, I can talk with staff about looking into it again.*
- Liz: Might be good to host a seniors event, like at the senior center.

- Dan Eisenbeis: There may be opportunities for outreach where nodes of people waiting could be reached: farmers market, max stops, transit stops. These may be places for one-on-one engagement. We should also list Trimet as a partner. We could also partner with Meals on Wheels or Ride Connection for senior citizen engagement.
- *Kirstin thanked members for their guidance and said that these would help inform the final plan.*

GOVERNANCE IN MILWAUKIE AND THE ROLE OF THE COMP PLAN

Ann Ober, City Manager Presentation

- The government has shifted a lot in the past 30 years.
- When we are coming up with language for the comp plan, it's better to give us what to achieve, but not how. Because the "how" may change over the next 20 years. We want them to have enough flexibility to make it work over time.
- Types of City Governance
 - Commission – Portland is the largest city in the US to have a commission gov't
 - Most major cities have strong mayor form of government
 - Council/City Manager is what Milwaukie has, and most smaller cities
 - This means the mayor chairs the council – they come up with policies
 - City Manager runs the administration – council will give us goals and it's my job to figure out how to do that
- General Constraints and Opportunities
 - We have a lot of cost constraints, cost of living keeps going up and then we have less money to work with.
 - *Mayor Gamba: Cost of running is going up faster than we have money for and so we have less to work with on more "fun" projects.*
 - *Ann: There are partnership opportunities in the Comp Plan and may help us achieve goals where the City has constraints.*
 - Historical legal requirements
 - We have building codes that we don't control. If we did, I would. State is 100% in control.
 - Culture
 - We're different and changing. Not just in the community, but in City staff as well.
 - Technical committee support
 - I don't expect you all (CPAC) to know everything. We have staff and experts that can vet some of these things that we don't know.

Denny Egner, Planning Director Presentation

- How do you implement a Comp Plan and write the policies?
- Both the state and Metro have policies that affect city policies. Such as the 19 Statewide Planning Goals.
- City Council goals and the vision and action plan also affect the comp plan
- Comp Plan has policies in a variety of topics (economic development, urban design, health, housing, etc.)

- Documents that come out of Comp Plan: land use map, land use code, and programs and projects. We identify projects most in our ancillary (supporting) documents to the comp plan (such as the Transportation System Plan, our parks plans, etc.)
- We expect to be touching some of those ancillary documents.
 - *Ann: You'll find these ancillary documents all over the City departments. Planning is only 5 employees. We have these ancillary documents to the Comp Plan to bring in the other departments and their goals/policies.*
- Projects are build X street, build X water line, put in bike lanes. Programs are activities: put in a program to teach children about planning, etc.
- The Comp Plan consists mostly of plan policies, they are often set up with goals, objectives and policies. There are two types of policies:
 - Aspiration – wording similar to the vision. Broad statements. Language like: should, encourage, recommend.
 - Regulatory – type of language we find in zoning ordinance. Shall language.
 - We need to be aware of the words that go into the plan and how they are interpreted.
 - Examples:
 - Regulatory: “Neighborhood commercial areas *shall* be located on collector streets.”
 - Aspiration: “Neighborhood commercial areas *should* be located in areas that serve the surrounding neighborhood community.”
- Role of CPAC
 - The City is looking to the CPAC for direction, but not to necessarily write all policies.
 - Staff will provide much of the draft policy language and the CPAC will provide the basic direction. Staff will carry the weight of draft language with the associated amount of regulatory vs. aspirational information for your review.
- Questions
 - Bryce: Aspiration vs regulatory – So if we want something done we should write it as regulatory language?
 - *Ann: Think about this, we attached the master plan of the library to the current Comp Plan. That made it regulatory. Now we are trying to rebuild the library. This plan was 20 years old and not what people want anymore and makes it harder for us to make changes to it. Costs money and extra staff time to do that. We need the flexibility in policies for examples like this one.*
 - *Kirstin: CPAC, as you see the draft policies emerge, ask staff why they wrote the policies the way they are written. Why is there a shall or should? They will give you the reasons why.*
 - *Denny: Identify the best strategies. I think that is the best way to look at it. Some policies will be regulatory, but we will be careful when we identify those. There is nothing wrong with aspirational policies and then we figure out a way to get them done.*
 - Albert: Clarification – ancillary documents, is it our role to look at them?
 - *Denny – We will bring some ancillary documents to you that will be related. We may come up with language to say to update certain ancillary documents too.*
 - Ben: Is it on us to decide if the policy is regulatory or aspiration?

- *Kirstin – That’s a staff lead. It is your job to come up with ideas and we craft the language. You don’t have to try and know the depths of planning implementation language.*
- *Ben – so this committee has a decision on what is regulatory or not?*
 - *Denny: Yes, we encourage you to tell us what you think.*
 - *Ann: We can’t do everything as shall. If the Milwaukie we want to see can’t be done without a shall. Make that really clear and why.*
 - *Mayor: If something isn’t a shall or regulatory, what even triggers staff to go to the Comp Plan and do those policies?*
 - *Ann: This has in the past been only a planning document, and everyone else knew less about it. We want to make this a broader document. We want to make sure this is judiciously reviewed by all departments.*
- *Dan: So there are state goals that are regulatory and then beyond those the City has more control to do other things?*
 - *Kirstin – Yes. Some are required (allowing for housing and employment land); you can be more expansive on topics such as community culture.*

DISCUSSION ON BLOCK 1 TOPICS

Committee members met in small groups to discuss precedent and Milwaukie Vision plus existing Comp Plan policies in detail.

REPORTS BACK AND DISCUSSION ON FOUR TOPICS

Each small group reported back on the notes taken on the discussions around each of the four topic areas.

- ***Economic Development – David***
 - How do we meet employment projection? How do we grow a Milwaukie economy that is consistent with the Vision?
 - Reduce commute times
 - Maximize scarce land supply
 - Increase employment density
 - Automation and emerging technology
 - Stability and resiliency of the economy
 - Encourage partnerships with existing chamber of commerce or create a Milwaukie specific chamber
 - Create pathways to prosperity
 - Town Hall – provide a segue to neighborhood hubs concept
- ***Urbanization/Growth Management – Denny***
 - Policies in current comp plan are not bad, just have not been followed by the City
 - The group thinks it’s a good idea to say we’ll annex all the way to I-205
 - Should we provide office fiber?
 - Oak Grove? It is not in our proposed service area. Should there be a conversation with the County about that?
 - Tighten language in the Urban Growth Management Area (UGMA) in how development occurs and how it should annex into the City

- Keep some policies that are stronger about having to annex to get City services
- Town hall – this will be a difficult topic to discuss easily for people
- **Arts/Culture – CPAC Members Albert, Lisa, Bryce**
 - Historic properties list – how do we incentivize people to put properties on the historic properties list?
 - Look at adaptive reuse as an option
 - Honor history, but be inclusive – note problems with buildings/statues memorializing racist history
 - Historic signs throughout the City
 - Promote local businesses owned by local residents
 - Diversify the food source
 - Nodes could be hubs for small vendors/other food sources
 - Honoring Native American art and telling their story
 - Affordable places for artists
 - Encouraging collaborative efforts
 - Encouraging placemaking – having a place that allows for people to take part in collective activity
 - Not forgetting about the performing arts
- **Public Involvement – Mary**
 - Issue with term “citizen” involvement – change to public involvement
 - Is detailed discussion of NDA’s appropriate for Comp Plan section or is it more programmatic?
 - Note that NDA’s are important but just one component of public involvement
 - Don’t have NDA policy at the very beginning of the chapter
 - More language on technology and its role in disseminating information
 - Need a policy on a citizen involvement committee – who should it be?
 - Have youth as a specific policy?
 - Culturally specific and translated materials
 - Town Hall
 - NDA’s
 - Equity/Inclusion
 - How do you get involved?
 - Do we want to do a community survey?
 - More information on renters vs owners (don’t currently have much on renters)

NEXT STEPS, TOWN HALL FORMAT, CPAC ROLES

- All of this info from the discussions will be taken to the Town Hall
- CPAC members will be needed to help facilitate/take notes at the Town Hall
- Help spread the word out about the Town Hall.
- Ben: Are youth allowed at the Town Hall?
 - *Kirstin – Yes, we encourage all to come. Childcare will also be provided for those who want it.*

Adjourn

David adjourned the meeting at 9:00pm.

APPENDIX A. RAW FLIPCHART NOTES

Public Involvement

- “Citizen” – switch to:
 - Resident, business owners, *people that live/work in Milwaukee
 - List these in the Objective of Chapter 1 and then in policies for rest of the chapter
 - Could use a variety of language (public, community member, etc.)
- NDAs
 - Is it still relevant? Will they be in 20 years?
 - Best outlet for citizens to go when they have concerns?
 - Reorder – take out of Objective 1
 - *NDAs are an important role to disseminate info
- Objective 2 – Broad Public Participation
 - Move to be Objective 1
- Objective 4 – Move to Chapter 2
 - Get rid of most of Chapter 2 since that language is in the land use code already
- Planning Commission as the Community Involvement Committee/Comp Plan Review Committee?
 - Already staffed/less budget concerns
 - Have Kim go back to Planning Commission and see what they think
 - Role: keeper of document, reflects back to Council about how we are meeting goals/etc.
- Missing?
 - *Youth
 - Maybe don’t call out specifically
 - Hard to get them involved
 - Incorporate in existing policy vs it’s own policy
 - Culturally specific/translated materials
- Big Ticket Items for Town Hall
 - NDAs
 - Equity/Inclusion
 - How do you get involved?
 - Planning Commission as CIC/CPRC?
 - Community survey
 - Renters vs. Owners?
 - Policy or program?

Urbanization & Growth Management

- Services – who pays? Why annex?
- Oak Grove?
- Offer fiber
- Library serves twice the population
- Explore UGMA expansion
- Language around service planning

- Create strong language requiring annexation of developing properties
- Development in UGMA to City standards
 - Road connectivity
- Objective 1 = unified services
- Open house question = UGMA + annexation
 - Tough to explain for open house
- Provide fullest set of services that we can
- Restrict services to City residents
 - Fiber – need to annex to get service
- Don't be too prescriptive with uses – retail
- Do you think the City should annex land to ensure everyone is paying their fair share for services?

Economy

- Big question: How do we meet projected 6,000-7,000 new jobs in next 20 years in way that respect Milwaukie values and priorities?
- How do we reduce commute times?
- How do we maximize use of scarce land supply?
 - Go up (industrial/commercial)
- How do we increase employment density in our large warehouses?
- How do we account for automation/emerging technology? Are there industry sectors we can focus on to abate this trend?
- How do we prioritize stability/resiliency of economy?
 - Environmentally sensitive manufacturing (from Vision)
 - Family wage jobs?
- We should prioritize businesses that are connected to and invested in local community
- Can we create incentives for businesses to hire local?
 - Employer homebuying program & others; how can City support
- How do we create a mix of uses that can capitalize on one another (live, work, spend money in town)?
- Chamber as partner to encourage local networking and patronage of local business (or create Milwaukie-specific)
- Make sure to focus on environmental impacts when attracting new businesses or supporting expansions
- How do we reconcile EOA targeted industries or craft/industrial uses & their impacts on natural environment & residential neighborhoods?
- What else besides zoning can City do to influence type of uses in commercial/industrial areas?
- Can City develop a screening tool or checklist for evaluating business impacts on livability & other items called out in Vision (pathways to prosperity, access to local food, etc.)?
- Neighborhood hubs
 - How do we encourage local cafes/produce stands & not just new liquor stores?
 - What can City do to support these types of uses? How can we identify businesses with opportunity to succeed?
- A) Encourage reuse of existing residentially-zoned commercial buildings as hubs.

- What type of business can survive/thrive in established residential neighborhoods?
- Is additional density needed to support new uses?
 - Do we want residential status quo with new businesses that work?

OR

B) Workforce housing – important for people to live close to where they work

- Encourage partnerships/internships with local educational institutions & businesses

Arts & Culture

- As reported in the staff worksheets; much of the existing history section is good. Needs amplification, support through programmatic attention as a next step/ implementing measure
 - Revisit the Design and Landmarks Commission – subset of the PC
- Provide incentives to list one's property
- Can adaptive reuse allowances make it easier for folks to list? See Los Angeles' description
- Reflect race and history. What did exclusion mean? How do we preserve important history while going forward as an inclusive city?
- Encourage art events, innovation throughout the City
- Include tree preservation/program/heritage trees.
- Memorialize history with signage – keep policy 4 as is.
- Promote local businesses that are owned by local owners
- Re. Nodes, allow for smaller sizes for grocers
- Encourage Pikes Place market type or McMinnville Granary District type location for smaller vendors
- Like Goal Statement #1; along those lines, honor Native Art and history – tell the story
- Representation matters – tell the stories: Chinese, Japanese, African-American Settlers (George Washington!) Milwaukie was a town of immigrants
- Affordable places for artists. Like Pasadena's
- Like El Cerritos example; visual art throughout
- Like Goal Statement #3
- Local Milwaukie based artists to create signature art/buildings
- Correct "weaved" throughout to woven
- 1.1 Support community culture; encourage collaborative effort
- Encourage placemaking; unique identities: places where people are and feel welcome, accepted, engaged
- Remember and include reference to performing arts; e.g., the New Century Players

Appendix B Meeting Evaluations

Meeting #3

March 5, 2018

Committee Evaluation Form Responses (16)

1. Overall meeting quality	Poor	Fair	Good	Excellent	
		1	11	4	
2. Pacing	Too slow	A little slow	Just right	A little fast	Too fast
		3	8	5	
3. Presentations	Poor	Fair	Good	Excellent	
		3	11	3	
4. Meeting materials	Poor	Fair	Good	Excellent	
			9	7	
5. Discussion	Poor	Fair	Good	Excellent	
			9	7	

6. Most useful?

- Ann and Denny's presentation clarifying role and scope of CPAC
- Large group discussion
- Focusing the group on the idea of shall v should
- Discussions
- Small group discussion
- The elaboration of our roles as CPAC members is especially useful!
- Ann Ober gave excellent background information that was helpful to lay some parameters
- It is all useful I would say clarification on the roles of CPAC was very helpful
- The matrix from staff to guide the breakout discussions was very useful
- Small group conversations and Ann's presentation was a good introduction to her interest and perspectives as we go through the process
- Excellent materials and examples from other communities
- Discussion of each section in small groups

7. Least useful?

- Tough to run through Block 1 Doc in an hour
- Staff presentations – too long, too prescriptive
- Everything was useful
- Shall / should conversation was good/interesting, but needed to be explained a little better/discussed longer
- Continued conversation on shall v should

- Community engagement plan segment felt rushed and “half-baked” – should have been a more robust discussion or been included at a different point in the process
- Least tasteful – left a bad taste in my mouth about business property tax and city budgets. It felt out of tune and a strange mandate, as in the point of this exercise is to make decisions that increase the City budget. Don’t make recommendations that would reduce the business property tax
- Too much staff presentation at the beginning
- Explanation of all our limitations and what we shouldn’t be doing.

8. Additional suggestions

- Would be very nice to have notes of meeting much quicker. It is good to hear what people have to say; however, some do seem to take over most of the conversation. This is not to complain. I would like to see a little more conversation from all members.
- I appreciate the difficulty city staff must face to realize all our “should” and “shalls” but I think we are right to be concerned about things getting shelved if there are no mechanisms included that mandate action and/or review of the plan. I would recommend spending list time explaining what we can’t or shouldn’t be doing, and more time encouraging us to be ambitious and aspirational for our future. To our diligent and often thankless city planners, I would say that I welcome documents that explain the challenges we face. From there, we can devise solutions. General discussion, though is unhelpful.

DRAFT MEETING SUMMARY

Members Present

Albert Chen, Ben Rousseau, Bryce Magorian, Celestina DiMauro, Liz Start, Everett Wild, Howie Oakes, Jessica Neu, Joe Gillock, Matthew Bibeau, Neil Hankerson, Rebecca Hayes, Sara Busickio, Stacy Johnson

Members Not Able to Attend

Chris Haberman, Daniel Eisenbeis, and Stephan Lashbrook

City of Milwaukee

Mark Gamba, Mayor; Councilor Lisa Batey
Alma Flores, Community Development Director
David Levitan, Denny Egner, and Mary Heberling, Jen Davidson; Planning Department

EnviroIssues

Kirstin Greene
Emma Sagor

Conversation and questions/answers are summarized by agenda item below. Raw flipchart notes are attached as an appendix to this summary (Appendix A, respectively).

WELCOME/UPDATES

David Levitan, Senior Planner, and Mayor Mark Gamba opened the meeting and welcomed members of the Comprehensive Plan Advisory Committee (CPAC). They thanked participants for being there that night. Mayor Gamba talked about the agenda for the meeting that night. He was pleased with the Town Hall in April. He sees the Comprehensive Plan being a nice transition from the Vision. David listed off upcoming outreach with the Neighborhood District Associations (NDA) and encouraged CPAC members to attend the meetings in May. He mentioned the addition of consultants to the Comprehensive Plan process and they will begin to be involved in the 2nd block of topics. Scott Edwards Architecture will be helping on the Neighborhood Nodes concepts and will be with staff at the NDA meetings in May. He also wants the CPAC to be extra helpful in public participation and outreach in the coming months.

Kirstin Greene updated the CPAC on her new job with Department of Land and Conservation and Development (DLCD) at the State. She will be leaving EnviroIssues and won't be working on the Comprehensive Plan, but it will transition to Emma Sagor with EnviroIssues. Emma mentioned being excited to work more with everyone.

RECAP OF TOWN HALL

Kirstin reminded everyone that at the Town Hall the City staff and CPAC heard a lot of implementation ideas and actions. She wanted to make sure CPAC members were reminded about City staff keeping an implementation and actions list to look towards beyond the Comprehensive Plan.

Emma provided a summary of the Town Hall stating that about 120 people came out and was incredibly successful. Next time the Town Hall and the Online Open House will be run at the same time. Simultaneous translation was provided and there was a Spanish speaking only table with about 20 community members. Around 25 comment form were provided after the Town Hall. She then summarized comments heard about each Comprehensive Plan topic. They are summarized below:

- Community Involvement
 - Promote language accessibility
 - Reduce barriers to engagement
 - Utilize a range of engagement tools
 - Engage all ages, increase diversity
 - Increase NDA visibility and inclusivity
- History, Arts and Culture
 - Promote arts/culture activities
 - Celebrate diversity through community art
 - Create spaces for art/culture and leverage existing assets
 - Measure neighborhood access to art
 - Incorporate history into planning
 - **Kirstin** – *In particular, we need to remember Native American culture as part of Milwaukie's history.*
- Urban Growth Management
 - Implement proactive, benefits-focused annexation strategy (better infrastructure and services)
 - Consider annexation barriers (financial, etc.)
 - Support mix of uses and compact urban form in mixed-use areas
 - Preserve green space
 - Balance growth with quality of life
- Economic Development
 - Support local entrepreneurs
 - Diversify economy
 - Ensure development reflects Milwaukie values
 - Invest in downtown/waterfront
 - Make zoning flexible
 - Develop neighborhood nodes as “gathering spaces”

Questions and Comments about Town Hall Recap

- **Matthew Bibeau** – What’s going on with the wastewater treatment plant at Milwaukie Bay Park?
 - **Lisa Batey** – *In 2005 we had a plan to get rid of it, but it was undone and is not going anywhere. Lots of history. The City and neighborhoods have worked on vegetated screening and odor issues are under control. The 2005 plan was called the Clean Water Project.*
 - **Neil Hankerson** – *I’m on the committee working with the wastewater plant and they will be getting rid of 80% of the odor. They are going to put in millions of dollars into the plant over the next 5 years. Don’t see it moving due to all the money they are putting into it.*
 - **Denny Egner** – *We do have a policy that discourages expansions of the plan, but will need to be discussed more.*
 - **Lisa** – *There are some nice examples of enclosed plants out there we could look at.*

- **Everett Wild** – Page 3 of the Town Hall Summary about how the annexation strategy should focus on the eastern boundary. Page 5 says growth should happen to the south then east. Should we be consistent here?
 - **Howie Oakes** – *That was probably my group. We thought the southern area made more sense. It's more of the southeaster area.*
 - **Stacy Johnson** – *That area could catch all the people that go to the schools over there. Good idea.*
 - **Emma Sagor** – *Yes, it should be consistent. Might not have been captured form the take-aways at the end of the town hall. We'll update that.*
- **Celestina DiMauro** – I wanted to know about feedback from the Town Hall on thoughts around density.
 - **Ben Rousseau** – *My table had initial reservations, then brought up missing middle type housing and they got excited. Wanted height to stay lower too and would support design constraints.*
 - **Howie** – *Everybody was in support of increased density in their neighborhood, but had the same design concerns as Ben. Also concerned about height and don't want to be like Division St.*
 - **Celestina** – *Did they understand the need for more units to create affordability?*
 - **Howie** – *Yes, my table did.*

DRAFT POLICIES OVERVIEW/DISCUSSION

City staff briefly went over each section of the revised policies for the CPAC. CPAC members were then able to comment and ask questions. The comments and questions are summarized below:

Community Involvement

- **Rebecca Hayes** – In Goal 1.2, should include people with a variety of “incomes” and change “people with disabilities” to “all ages and abilities.” We should also be adding language for accessibility protocols.
- **Stacy** – Goal 1.3, should use stronger language than “Encourage.” Think transparency is really important.
 - **Kirstin** – *From the Vision access to government was key. We could add more to that.*
- **Alma Flores** – I don't see any language in here about businesses. 2 of the NDAs are business districts and there isn't anything in there about them.
 - **Mary Heberling** – *Policy 1.2.3 does talk about engaging Business associations, but we can add more language for business engagement.*
 - **Denny** – *The NDA map may not be the way we want to do business involvement. Might not be the right territory.*
 - **Kirstin** – *Does anyone have any thoughts on Business engagement?*
 - **Neil** – *For small businesses it's hard. They can't meet during the day and leave at night to go home. Maybe there are better ways to communicate with other technologies?*
 - **Howie** – *This is same for the community too. Especially NDAs. They need to increase participation in general.*
- **Stacy** – I think it's important to solicit feedback from NDAs and also engage with them and come to have conversations with them.

Arts and Culture

- **Stacy** – I don't reach diversity here at all. Maybe talk more about our Native Americans.
 - **Jen Davidson** – *We want to include different types of diversity in these policies, including cultural diversity, spatial diversity, and so forth. The range of policies try to speak to these different types of diversity.*
 - **Liz** – *I think we need to include more diversity. It was brought up at my town hall table for Arts and Culture.*
- **Rebecca** – Policy 3.5, this is not clear. What does this mean?
 - **David** – *If we're encouraging all different types of groups/cultures, we want that process to be as easy and welcoming as possible. Streamlining it. Example, like a block party.*
 - **Matthew** – *Does Milwaukie have a permit for street closures?*
 - **Lisa** – *Yes, we do and there is no fee.*
- **Everett** – Policy 3.3, is this referring to new development? I think this needs more teeth, an incentive or mandate for developers.
 - **Lisa** – *We don't seem to call for private art. We could require private development to add art.*
 - **Ben** – *Community connection was big in the Vision process. Requiring community spaces for private development could get us to meet that. Is a policy in the Comp Plan a good place for it though?*
 - **Denny** – *Would be a good place in the land use code for a requirement.*
 - **Mayor Gamba** – *Might be worth exploring how Portland is getting what they're getting through development.*
- **Albert Chen** – Policy 4.2: Someone at my town hall table talked about creating affordable spaces for artists in old industrial buildings.
 - **Everett** – *I think it's also important to say "affordable properties." Also should add something about affordable live/work spaces.*
 - **Mayor Gamba** – *The old idea of organically created artist spaces won't happen anymore. We need to be proactive to create spaces for this.*
 - **Sarah Busickio** – *There are lots of different types of artists that does this as a hobby, not a profession. My town hall table would support an art tax. We also need space for musicians. Need a range of artist spaces.*
 - **Liz** – *Need to make sure we support artists of color. Make sure it's not only for the privileged.*
- **Celestina** – I do think there is overlap between Goals 3 and 4. Maybe change Goal 4 to be more diversity oriented instead.
- **Bryce Magorian** – Goals 1 and 2 seem to overlap most me. I don't think we need two goals. Make one just about history. Keep the title as "History, Arts and Culture."

Urban Growth Management

- **Howie** – Policy 14.4.5 says "This may include planning and permitting services for properties in the MPA." For developers, I like this idea. For individuals, could be hard for them.
 - **Denny** – *This is meant to capture initially the larger properties in the UGMA.*
- **Rebecca** – Policy 14.6.2, is this meant for commercial, residential, etc.?
 - **Denny** – *Underutilized parcels are any zone. We are zoned for more intense use everywhere. How to require it is the question.*

- **Alma** – How will our zoning code reflect annexation?
 - **Denny** – *Now the code shows which zone it will annex to from the County zone.*
- **Mayor Gamba** – Could we in agreement with the County cause them to use the City’s code and zone in the UGMA since it is, in the future, supposed to be ours?
 - **Denny** – *Think it would be hard to do and complicated.*
- **Matthew** – **Does the County have a comp plan?**
 - **Denny** – *Yes, it does.*
- **Alma** – A big policy question around this is to think about the City providing fire, parks and rec, etc. Services that the City could incentivize people to annex.

Economic Development

- **Stacy** – Policy 10.5.5 seems like it should be in housing, not here.
 - **Bryce** – *Getting into more specifics here would be good. Maybe that comes from an auxiliary document.*
- **Matthew** – In Policy 10.5.10, think “food mart” should be reworded.
- **Everett** – I think we can bring more teeth to these policies. Use more action verbs like, “Create tools,” “encourage studies,” “through zoning.” Hard to see that these create any sort of action. Sound like broad vision statements, not policies.
- **Matthew** – We need policies that reflect economic decline and how the City will deal with it.
- **Liz** – Has the City ever thought about requiring local businesses vs other “big businesses?”
 - **Mayor Gamba** – *That is really hard to do legally.*
- **Rebecca** – Is there a way we can add age friendly language?
 - **Mayor Gamba** – *Can you flesh that out?*
 - **Rebecca** – *Say in housing, people want to age in place and need to have resources near them.*
- **Ben** – Policy 10.5.9 says “ensure.” What does that mean? How does that get done?
- **Stacy** – Policy 10.2.6, I have public health concerns about this. Like to understand more about this.
 - **David** – *It’s more about getting funding to clean up a site to redevelop it.*
 - **Stacy** – *Maybe may that clearer. Add language to include “strategies for redevelopment/investment, etc.”*
- **Ben** – Goal 10.1, worried this may compete with sustainability vision goals.
- **Ben** – Goal 10.1.5, phrase “but not at the expense of the City’s industrial base.” What does this mean? Sounds vague.
- **Bryce** – Policy 10.4.4 and 10.4.5, think these are direct opposites. I think from the Vision process we are more concerned about environmental impacts.
- **Ben** – Policy 10.4.6, this is the only policy I see that talks about food resiliency. Think we need to talk about food resiliency, power, water. Not what is stated here.

ONLINE OPEN HOUSE DISCUSSION

Emma talked more about the online open house and asked CPAC members for feedback on what kinds of questions we may ask, how long, style, etc. That discussion is summarized below:

- **Kirstin** – Is it okay to ask on right track/wrong track just on goals or both? Do we want to prioritize actions and then put more “teeth”, strengthen policy based on that feedback?

- **Celestina** – *Language (verbs) matter. Match strength of verbs “require, encourage, identify.” Put that question to online open house participants.*
- **Bryce** – I like the idea of ranking, perhaps require rank of goals and then rank policies.
- **Everett** – Like Celestina’s idea. Maybe be broad and ask if on right track of goal statements, then have ability to expand the goal and then vote on verbs of policies.
- **Denny** – How long can this be?
 - **Emma** – *for high level, 4-5 questions per station.*
 - **Stacy** – *Maybe provide people the option to skip sections they don’t want to.*
 - **Liz** – *Do they have to do it all in one sitting?*
 - **Emma** – No.
- **Emma** – Do we only ask about policies where staff and CPAC have had the most discussion on?
 - **Lisa** – *I think we need to keep it 10-15 mins and then add an option to dive deeper for people.*
- **Ben** – Feels like we need to get across to the community that this is policy language, not actions.
 - **Stacy** – *I think the point is to see if we’re on the right track and where they want action.*

NEXT STEPS, TOWN HALL FORMAT, CPAC ROLES

Emma and Kirstin mentioned the upcoming outreach events in May and asked the CPAC to help spread the word out about the upcoming outreach events, including the Climate Summit on May 31st.

Lisa Batey closed the meeting with some notes:

1. She went to a couple of NDA meetings in April. Noticed some were not too knowledgeable about this Comp Plan process. Encourage all the CPAC members to go to your NDA meetings and engage with them, especially about the Comp Plan.
2. Thank Kirstin for all her hard work with the City over the years.
3. All public events launch this weekend (First Friday and the Farmers Market)

Adjourn

David adjourned the meeting at 9:00pm.

Milwaukie Comprehensive Plan
Comprehensive Plan Advisory Committee Meeting #4
 May 3, 2018

Committee Evaluation Form Responses (13)

1. Overall meeting quality	Poor	Fair	Good	Excellent	
		1	9	3	
2. Pacing	Too slow	A little slow	Just right	A little fast	Too fast
		4	4	5	
3. Presentations	Poor	Fair	Good	Excellent	
		1	10	2	
4. Meeting materials	Poor	Fair	Good	Excellent	
	1		10	2	
5. Discussion	Poor	Fair	Good	Excellent	
		1	4	8	

6. Most useful?

- The rich contributions from the participants!
- Hearing entire group contribute to all the topics (4)
- Really like the large group discussion, being involved in all aspects of plan
- Topic specific discussions
- Materials and feedback from whole group

7. Least useful?

- Disposables! Get or use reusable plates and service ware ☐
- Recap of town hall, agenda review
- Too much time taken
- Town hall recap. I would've stuck to the big ideas and gotten into the discussion faster to give that more time.

8. Additional suggestions

- Thank you for hosting this meeting. I appreciate the fruitful and rich discussion today from all participants. I learned more about the available methods to implement policy.
- It seems like the group is quickly able to analyze and provide feedback. Instead of continuing to structure the meetings by separating the presentation of the information and the analysis and then trying to hamper our desire to immediately give feedback, we should just accept that natural rhythm and plan the agenda for the immediate analysis and feedback and synthesis of topics as they are presented.

- Air conditioning/fresh air
- Too warm in the room
- Great ideas shared
- The urban growth management document seemed to include more planning wish list items and less ideas inspired by the Town Hall and CPAC discussion.
- All staff—thank you for your hard work on these policies. My comments about policies needing “more teeth” certainly wasn’t meant to minimize the hard work so far.
- Needed more time – each section could have been a while meeting to deeply dig into.

Town Hall Evaluation Form Responses (5)

1. Overall meeting quality	Poor	Fair	Good	Excellent	
			3	2	
2. Pacing	Too slow	A little slow	Just right	A little fast	Too fast
			4	1	
3. Presentations	Poor	Fair	Good	Excellent	
			4	1	
4. Meeting materials	Poor	Fair	Good	Excellent	
			2	3	
5. Discussion	Poor	Fair	Good	Excellent	
			3	2	

Town Hall comments:

- I always like large charts/maps at the entry of a town hall with background information or community-building activities (put a pin on where you live, put a sticker where you would like a park/center/hub).
- Very organized.



CITY OF MILWAUKIE | COMPREHENSIVE PLAN UPDATE

Comprehensive Plan Town Hall #1 Event Summary

Overview

The first of three Milwaukie Comprehensive Plan Update town halls took place on April 4, 2018 in the Waldorf School gymnasium. Around 120 community members participated in the event. The town hall began with introductory presentations followed by small-group discussions on the four policy areas under review in Block 1:

- Economic development
- Urban growth management
- History, arts and culture
- Community engagement



Simultaneous translation was offered for Spanish-speaking community members, and one breakout group was conducted in Spanish. Before the event adjourned, representatives from the community and Comprehensive Plan Advisory Committee (CPAC) reported out one “big idea” from each breakout table. In addition to the small group discussions, attendees had the opportunity to provide feedback on all four topics through a comment form. In total, the city received 25 comment forms.

Welcome and introductory remarks

The town hall began with introductory remarks by Mayor Mark Gamba. He thanked attendees for taking part in this important effort, which continues the work begun through the community visioning process. Mayor Gamba explained that the adoption of an updated Comprehensive Plan is a crucial step toward realizing Milwaukie’s Community Vision.

Planning Director Denny Egner provided an overview of the comprehensive planning process. Denny explained the Comprehensive Plan includes policies, maps and ancillary plans that reflect and are consistent with Milwaukie’s Vision and Action Plan, state and regional goals, and community input. The plan is implemented through development and zoning codes as well as through city projects and programs.



Topic-specific feedback

Notetakers from all 13 breakout discussions recorded feedback on flip charts during the event. Each breakout group discussed questions within two of the four topic areas. Participants were also invited to fill out comment forms with additional thoughts on all topics. The following sections summarize the main themes from community feedback by topic. The complete notes are included in Appendix A: flip chart notes and Appendix B: comment form responses.

Economic development

Local entrepreneurs and business owners should be supported.

- Financing and training programs should be offered to encourage local business development.
- These programs should prioritize supporting women, low-income and underrepresented populations.

Policies should encourage a diversified economy to better enable Milwaukie to weather economic changes.

- Policies should promote sectors that use less space than traditional industry.
- Home-based work should be encouraged.
- Wi-Fi and fiber Internet availability should be expanded.

Economic development should be thoughtful and reflective of community values.

- The values encompassed in the Community Vision should drive growth.
- Policies should promote local business ownership and support.
- Living wages are crucial.
- Infrastructure needs and natural amenities should be considered along with economic growth to ensure Milwaukie remains livable and green.

Development of a vibrant downtown and investment in the waterfront area will help make Milwaukie a “destination.”

- Policies should encourage services and businesses that, in turn, attract more economic growth.
- Residents should have more local options for goods and services, rather than needing to travel to Portland.
- The wastewater treatment plant on the river front is an obstacle.

Zoning should be flexible to account for changing land uses.

- Emerging technology (autonomous and electric vehicles, etc.) may impact land use needs.
- Parking requirements may need to adjust.
- Live/work, co-working and flex spaces should be allowed.



Neighborhood nodes should be “gathering spaces” that are easily accessed and meet the needs of the neighborhood.

- Pedestrian infrastructure and transit connectivity should be considered.
- Key services should be provided: grocery, convenience stores for essential purchases, restaurants, health services, etc.

Urban growth management

The city’s annexation strategy should be proactive and focus on benefits.

- Efforts should focus on infrastructure improvements, services and other advantages.
- The city should engage residents of unincorporated areas and invite them to participate in community conversation (e.g., through Neighborhood District Associations [NDAs], community events, etc.).
- Language needs must be considered when engaging residents of unincorporated areas.
- Annexation strategy should consider focusing on unincorporated areas along eastern boundary first.
- Infrastructure needs within the current city limits and respect for Milwaukie’s community identity should be considered alongside any annexation strategy.

The annexation strategy must also consider potential barriers faced by residents of unincorporated areas, including costs.

- The city should consider new permitting fee structures and System Development Charge (SDC) payment options.
- The city should reconsider the sewer connection and other fees given broader community benefits of adding to the tax base.

Growth policies should support innovative building forms and mixed uses.

- Policies should encourage the development of Accessory Dwelling Units (ADUs) to increase density.
- Policies should allow added density by building on top of existing structures.

Green and open spaces should be preserved in anticipation of future growth and increased density.

- Parks should be protected and greenspace should be provided in between residential development.
- Spaces are needed for spontaneous social interaction and gathering.

The need to grow and develop must be balanced with preserving quality of life.

- Housing affordability is a key concern.
- Density should be higher in some areas (e.g., downtown) and lower in others. Human scale should be considered, even in the downtown area.
- The city should consider policies that support aging in place.

History, arts and culture

More communication around local arts and culture is needed.

- An arts and culture event calendar on the city’s website could help.

Community arts and culture programming should celebrate Milwaukie’s diversity.

- City calendars should include culturally specific activities.
- Local events should celebrate Hispanic, Russian and Vietnamese communities through arts and food (similar to Portland Mercado).
- First Fridays could be culturally themed.

More public art should be incorporated into the city’s landscape.

- Ideas include murals and other art installations, beyond “predictable” locations.
- Public art should represent a range of people.
- Grants could be provided to encourage local production of art.

More community spaces for art and culture are needed.

- ArtMOB should be included in planning these spaces.
- These could include mixed-use performance spaces, outdoor arts venues, and partnerships with community colleges or other organizations.
- These could be focused around neighborhood nodes.

Milwaukie’s existing cultural assets should be supported and leveraged to expand access to arts and culture.

- For example, the Milwaukie Farmer’s Market, Dark Horse Comics, ArtMOB, First Fridays, etc.

Metrics should be established for measuring neighborhood access to art.

- Equitable access to arts and culture is vital.

Milwaukie’s history should be highlighted and incorporated into master planning efforts.

- Historic buildings should be preserved, for example through adaptive reuse.
- Historic resources, including the museum, should be promoted (e.g., through historic walks, on the city’s website, etc.).
- The city should honor the indigenous communities that were here before.

Community involvement

Accessibility for non-English speakers must be considered.

- Materials must be available in multiple languages online and in print. The city should consider translating content in the *Milwaukie Pilot* newsletter.
- Interpreters are needed at NDA, Council and commission meetings.
- When tabling, include staff who are culturally aware/multi-lingual.
- Community English classes should be offered in Milwaukie.
- The city should empower multi-lingual community members as leaders.

Accommodations should be made to ensure a broad range of community members can participate in community activities and processes.

- Childcare is needed at community events to make it easier for parents to participate.
- Specific outreach to multi-family residents, people of color, non-English speakers and persons with disabilities is necessary.
- Community events should be held at a variety of meeting venues that are accessible via transit to encourage involvement.

Digital communication tools should be used in combination with traditional engagement methods to increase accessibility.

- Social media (Facebook, Twitter, NextDoor), text messages, e-alerts and other digital resources can be used to reach a wider audience.
- Websites should be mobile-responsive and translatable.
- Traditional methods are still important, including the *Milwaukie Pilot* newsletter, direct mail and NDAs.

All age groups should be engaged in city planning processes, including youth.

- The city should work with local schools to reach youth.

NDA should be more accessible, visible and inclusive.

- Meeting locations and formats should be reviewed, as appropriate, to encourage more participation.
- NDA information sharing can improve.
- More reminders about NDA meeting schedules are needed.
- Application processes should be reviewed.
- *Milwaukee Pilot* should be used to educate residents about NDAs.
- Efforts should be taken to engage new residents.
- In general, more awareness is needed. Consider a “committee fair” or additional tabling at Farmer’s Market.

Big ideas

Discussion group leaders shared the following “big ideas” during the report out portion of the town hall:

- **Revitalized downtown:** A mixture of businesses, with an emphasis on local and small business, that uses the waterfront as an epicenter for business and culture with connections to other resources within the city.
- **“Neighborhood hubs” as sharing and gathering areas:** Hubs could include community gardens, art spaces, restaurants, key services, grocery stores, stockpiling areas in case of disaster, and more.
- **Promote economic diversity** with an emphasis on supporting local businesses.
- **Provide financing support for entrepreneurs from underrepresented communities,** particularly women of color.
- **Make the case for annexation in terms of improved outcomes for all:** More data and information are needed to fully understand the opportunities, potential barriers and advantages.
- **Outreach to urban growth areas should be multi-lingual and multi-cultural.**
- **Focus urban growth south then east, without diluting existing areas:** Promote mixed-use development throughout the city:
- **Grow and move forward AS MILWAUKIE:** Growth should be controlled and purposeful, guided by a plan and the Community Vision.
- **Arts lead culture:** Include diverse populations for diverse communities using arts and culture.
- **Increase access to public art and culture:** Integrate more art downtown and throughout the city landscape.
- **Leverage different spaces (religious organizations, businesses, etc.)** around the community to increase engagement.
- **Enhance accessibility of boards and commissions:** Hold a “job fair” and put descriptions of opportunities in the *Pilot*.



Next steps

City planning staff and the CPAC will consider feedback received at the town hall as they draft policies related to the Block 1 topic areas. Members of the community will have the opportunity to provide feedback on the draft policies via an online open house and survey in June 2018.

Appendix A: Raw flip chart notes

Spanish-Speaking Table – Maria/Mari

- Public transit connectivity
 - connection/access to community establishments, work, etc.
 - elderly have limited options/more barriers
 - near schools, homes, public places
 - weekends have limited options
- Language must be available
 - specific (online/print)
 - available at school
 - material has been received in English and then is not useful
 - classes in YMCA/schools to learn English (free)
- Partner/create programs to help community members with English
- Employees that know how to speak different languages
- Include cultural specific activities and city calendars/activities
 - must create space where community members feel part of the community
 - if city is tabling at farmer's market ensure there are members who are culturally aware/know the language
 - include Latinx community artists in community events (movies in the park, farmer's market, music)
- Interpreters needed at NDA
- Materials in Spanish
- Helpful at making connections to services/neighborhood needs
- Childcare needed (would participate more)
- Social media in Spanish (Facebook, Instagram, twitter)
- Telephone/text
- Inclusive engagement throughout all projects (City)
- ✓ Social media = calendar/phone
- ✓ Flexibility, supportive services to help community members participate and attend meetings
- Interpretation needed at Council/commission meetings
- Committees must have young members
- Access to homes, transportation, active transportation, security, public space (parks), employment, entertainment
 - quality services at schools, houses, education, roads, medical services
- ✓ Mixed-use (residential/commercial/etc.)
 - in nodes/neighborhoods
 - 15-minute walk to access services
 - ground floor
- ✓ Accessible financing programs/micro-financing
 - prioritize women, low income/underrepresented
- Food carts → diversity
 - located in various neighborhoods
- Loans/programs to help community members start a business
- Program/training to help business owners
 - long-term
 - help/advice/mentorship
 - personalized economic development - need resources = thrive
- ADUs
 - remove barriers

Economic Development & History, Arts and Culture – Rebecca/David

Economic Development Question 8 –

- Encourage more home-based businesses
- Provide more restaurants and other services that will attract more businesses;
 - make Milwaukie more of a destination
- Attract more jobs to downtown
 - including grocery store
- Need more density in downtown and Central Milwaukie to support more businesses
- Downtown Milwaukie = services
- Provide more flexibility and allow mixed-use in above employment areas

Question 9 –

- Keep zoning as flexible as possible
- Be prepared to utilize spaces that emerging technology (AVs) will free up
- Ease parking requirements for neighborhood-focused businesses while considering impacts on residential neighborhoods
 - poll of adjacent neighbors?

Question 10 –

- Need sidewalks – walkability
- Better pedestrian infrastructure (overpasses, sidewalks)
- Coffee shops
- Meeting places:
 - plazas
 - parks
 - community centers
 - including warm outdoor areas in the winter, like food cart pods
- Better transit and other infrastructure
- More recreational opportunities
- Better connections to surrounding areas such as Sellwood, Oak Grove, etc.

Question 11 –

- Need a very diversified economy, so that decline of one industry can be weathered
- Account for changing downtown
- Focus heavily on attracting home-based businesses
- Allow more uses along waterfront
 - more flexibility for water-based businesses
- Focus on the river; utilize our natural resources
- Encourage business sharing
 - e.g. coffee shop and kayak rental
- Highlight Milwaukie as family-friendly place that offers mix of housing types and services/amenities
- Allow more recreational uses (such as ballpark) in industrial areas
- Milwaukie-specific Chamber of Commerce (or satellite of WC Chamber)
- Big idea: focus on and revitalize downtown, with a special emphasis on utilizing the river as an economic resource

History, Arts and Culture Question 12-

- on right track
- encourage more art (performing and visual) in Milwaukie (e.g. Chapel theater)
- more community events that feature arts
- take advantage of existing assets, such as farmer's market
- encourage things like murals that define public spaces and neighborhood identity
- bring public art into all parts of the city

- establish benchmarks for individual neighborhoods
- make sure community spaces for things such as art and events (e.g. bonfire) are considered when planning and developing
- utilize ArtMOB in planning process and once spaces are being developed

Question 13-

- measure each neighborhood's access to art, and work to address deficiencies
- incorporate art into parks and other public places
- find ways for City to celebrate (and financially support) its history, such as Milwaukie Museum (e.g. curator position) or by utilizing Ledding library

Question 14 –

- Yes!
- Use old warehouses to create artist studios and maker spaces (adaptive reuse)
- art draws more art

Big Idea

Revitalized Downtown

Economic Development & History, Arts and Culture – Matt/Jen

Economic Development Question 8 –

- Guiding development in a good way
- Keeping what's authentically Milwaukie
- Live/work space
- Thoughtful employment growth
 - local
 - living wages
- Mix housing with light industrial
- Flex spaces
- Emerging and non-traditional industries
 - urban farms - Milwaukie's beginnings
 - year-round indoor farmer's market
 - can mix with co-op (SE Portland example)
 - Pikes Place-style market?
 - New and historic uses/trades
- Milwaukie as extension of SE Portland or with its own identity?
- More local options for goods and services without needing to go to Portland
- Products close to their makers
- ✓✓✓ Waterfront as a resource
 - sewage treatment plant detracts from this beautiful natural area
- ✓✓ More places for sitting, dining at waterfront
 - floating amenities?
 - more commercial activity out waterfront without contracting from it
 - day and night activities
 - variety of shops, activities
 - things that are tied to Oregon in Milwaukie history
 - tourist attraction
 - social gathering spaces
- Spontaneous social interactions - how to encourage and design for
- More amenities on other side of 224
- Natural amenities (e.g. trees) as a resource for supporting economic development
- Thinking about what people can see/the surroundings

- ✓ Incorporate Milwaukie's history
- ✓✓ Sewage treatment plant odor is a problem
- Consider supporting logistics of areas to develop (e.g. space needed for farmer's market load in/out)
 - trees, pedestrian amenities

Question 9 –

- More housing, density for incoming population growth
- Ensure green spaces now in anticipation of future growth, density increases
 - urban farms
- Balancing green space and density
- Create parks (public spaces, play amenities), especially within downtown
- Zone to have alternating green space and housing
- FAR swaps and other bonuses lead to distributed development patterns
- ✓ Balance of encouraging development/developers and preserving quality-of-life
- Consider master planning that incorporates Milwaukie's history
 - can be community-sourced
 - existing examples of this
- ✓ Create the feeling of entering a village space
- Sense of place

History, Arts and Culture Question 12 –

- Community-wide access =
 - ✓ spaces for art, activities, music
 - including large/outdoor public spaces
 - amphitheater
 - mixed-use performance spaces
 - community partnerships (e.g. Portland Community College)
- City can encourage spaces for art, performance
- Places close to where people are/live
 - determine where the spaces are needed throughout the city
- Prioritization for equitable distribution of the spaces
- Explore potential public-private partnerships for the spaces
- Adding amenities and programming to existing spaces

Question 13 –

- Preserve older buildings
 - make them accessible
- Increased visibility of resources (e.g. Milwaukie Historic Museum)
- Increase access: transit, bike
- ✓ Organized tour/rides help people know what's in the city
- Historic walks (e.g. Lot's Loop)
- Maps of Milwaukie's neighborhoods and sites
 - City website can be home to these maps/resources
 - also supports economic growth
 - can prioritize certain areas in these walks for access, funding
- More support from City for activities like First Fridays
 - different themes, programs within First Fridays can support diversity
- Arts centers that support native crafts, art
- Identify themes for public art throughout the city, representing a range of people/diversity
- ✓✓ City employee/liaison handling arts and culture
 - public resource
 - encourage diversity
 - programs for adults, schools

- crossover/advertise with existing programs

Question 14 –

- ✓ Affordable spaces for artists to live and work
 - collectors: shared spaces and tools
 - City/grant supported
- How can the City support these spaces?:
 - Incentivize artists, mixed-use
- ✓ Adaptive reuse of older industrial buildings
- Ensuring affordable housing for all
 - developer restrictions
- Volunteer work parties to help build new community amenities
 - ✓ needs someone (City) to organize
- Big idea: A mixture of businesses, with an emphasis on local and small business, that uses the waterfront as an epicenter for business and culture with connections to other resources within the city.

Public Involvement & History, Arts and Culture – Liz/Joe

NDA's (2) –

- Involve newer community members
- Increased outreach
- Encourage people of color to participate
- Encourage multifamily residents to participate
- Reach out to Slavic community
- Central/formal role to identify new community members for outreach
- Try different locations/formats for NDA meetings
- Integrate technology in NDA toolkits
- Sharing of NDA info/records with members outside of NDA membership
- Enhance communication channels through schools
- Welcome to Milwaukie basket/bag with info on local businesses, NDA's, resources, events
 - info on where to get more details on involvement opportunities
- Take advantage of Pilot to remind residents what NDA's are for
- Use NDA events (concerts) to boost NDA's
- More informal opportunities for community engagement (game night)
- Engage faith communities
- Identify meeting places/forums of communities
- Identify and remove barriers to participation
- Utilize the power of “free” food
- Intentional outreach to communities
- Offer opportunities to be literally active in community (walks, work in parks, Earth Day...)
- Utilize schools
- Identify entry points for engagement with diverse communities
 - ✓ schools!
- Using value-based communications and outreach efforts (Vision)
- Also recognize older members of the community and integrate direct communication
- ✓ Translation of outreach materials
- As part of identifying barriers, recognize history of the city and impacts to different communities
 - tie to history discussion
- Make it clear to renters that NDA's, community events are for EVERYONE

History, Arts and Culture –

- move public art beyond predictable locations
- rethink purpose of public art and who it's for
- ✓ Does “private spaces” in the statement refer to commercial properties?
- Incorporate art into parks (ArtMOB is pursuing this)
- utilize presence of creative community (Dark Horse)
- include performing arts in thinking about arts resources
- integrate arts into neighborhood involvement opportunities
- honor indigenous community that were here before
- look forward while honoring all local history
- event opportunities to learn about local history
 - Milwaukie history series
- make extra effort to make sure that history of diverse communities is integrated into this
- encourage participation of local businesses that are minority/women-owned
- artists feel welcome here, city should support that further by looking at zoning of under-utilized spaces that could provide affordable workspaces

Big Idea

Arts lead culture! Include diverse populations for diverse communities using arts and culture

Public Involvement & History, Arts and Culture – Sara/Greg

Public Involvement Question 1 –

- Free childcare here
 - diversity – affordable – accessible
- What are the demographics of Milwaukie?
- Who shows up, what demographics are missing and how to engage
- Social media – use NextDoor
- Pilot reading at table low
- First Friday Milwaukie rep
- Farmer's market
- How to get “active” parents involved
- Surveys are long
 - short spirit blasts
- Opinion box
- Increase social media and add password to let others post

Question 2 –

- How many know of NDA: 3/6
- 2 Oak Grove residents in group
 - how do they fit into this?
- Reminder to get to NDA
 - blaring obvious reminder
- How do you know which NDA you are in?
- Outreach needed
- Events create involvement
 - annually
- How do you know what NDA you belong to?
- Signage on the night of NDA meeting
- Neighborhood web
 - signed up for email list
 - email list works great

- Multiple channels to reach

Question 3 –

- Answers from previous discussion
- Community centers –
 - work with local businesses to spread the word
- Can neighborhood nodes be the information centers for City and NDA news?
- Message boards and business connect

Question 4 –

- Board commitment and time
- Application processes are intimidating
 - questions like applying for job
- Need to observe first
 - available on the web
- Committee Fair - learn about each
- Use waterfront as a community fair
- Optimize energy and social media -
 - Facebook group about city committee
- ✓ Interactive group on social media for involvement
 - connect a bridge between social and reality
 - a place to meet neighbors
- Keep traditional means as well
- Pent-up need for community to meet besides “church or bar”
- Farmer’s market table great
- Promenades - encouraging more contact with people
 - sidewalks help with this

History, Arts & Culture Question 1 –

- % of budget goes to art/display
- Performance spaces that are regular
- A regular schedule of art events and performances
- Could be a place to go
- Weekly lecture series
 - Astoria - history/educational event held at a brewery
- ✓ City fund to help support art/history
- ✓ Business/city matching funds to incorporate art/visual
- Astoria - big push to include tourism with locals - businesses working to bring these together
 - Saturday art walk, lectures, local historical walk downtown
- ‘What is Happening’ section in the paper
- NDA specific grant for arts
 - cross-pollination between cities
- Market it well – create competition
- Get NDA involved
- Keep it year-round
- Encourage local shops/businesses
 - fund these projects
- Look at Rose Villa example – borrow from them
- Culture versus art
 - how to encourage different cultures to show their culture and art/festival

Question 2-

- Preserve things being removed to be saved
- ✓ History and needs to be shared with public for attachments

- ✓ Recognition/signage of historic sites
- ✓ Money to set aside/incentives to save old buildings
- ✓ Incentives matter
- Honor the heritage and integrate the new with the old
- Preserving the integrity and principles of people before us
- How do we get there or money?
- Preservation tax? If cheap enough okay
 - marketing is key
- Support Milwaukie people to be able to save “historic resources”

Question 3-

- Landlords pick building as “artist spaces”
- Divide buildings and artist spaces
- Offer incentives to make property for arts
- ✓ “This Is Why You Care Campaign”
 - statistical data
 - how to make it successful
- City funding/incentives to create a “This Is Why You Care Campaign” to inform and promote Milwaukie art/history and preserve

Big Idea

Annexation: Need data and information to make the case, and note how we will fund these outcomes.

Public Community Involvement & History, Arts and Culture – Albert/Kirstin

History, Arts & Culture Question 12 –

- Center downtown – place downtown
 - local artist poetry
 - e.g. at chopsticks
 - creation of public space
- Amphitheater/protection from weather
- Engage Dark Horse!
 - Public art center
- Milwaukie’s history
 - walking tours – buildings, places
- Voluntary century plaque – not on registry
 - Lot’s Loop
- First Fridays – connection to museum
 - volunteer run
 - open on Friday?
- Summertime events
 - like Milwaukie days: kids, all ages
- History and art
 - more murals, less graffiti
 - Milwaukie school of arts
- ✓ Downtown – celebrate arts, culture and history
 - “our living room”
- Paintings/murals
 - involving Milwaukie High School
- Milwaukie Bay Park - or at the south downtown Plaza
 - art focused events

- art walk first Fridays
 - outdoor sculpture garden
 - history/walking tour of murals
- Represent race and gender
 - link with #1
- Celebrate local events for Hispanic, Russian, Vietnamese community through arts and food
 - a la Portland Mercado
- ✓ Hub(s) for culture, art, food
 - celebrate Milwaukie speed part/diverse culture
- Theme first Fridays
 - culturally specific

Question 14 -

- Yes
 - e.g. Milepost 5, on 82nd live/work space
- Industrial area?
 - NW Portland → Alberta → place in Milwaukie
- Can't afford studio space
- Diverse art:
 - music, writers
 - independent label here in Milwaukie
 - publishing (Dark Horse)
- Yes creative, maker spaces, artist spaces
 - use library as hub
 - leads to bakeries, coffee shops
 - plus people who want to do, learn, explore art
- Connect other spaces and programs
 - Milwaukie Academy of arts
- Food, MAA, culture hub at Plaza
 - theater, music, arts
- Electronics to commercialization include business side
- Support high school to business
 - (e.g. at high school)
 - Tech Cadre
 - Pulse Media
- ✓✓✓✓ Downtown arts and culture hub includes creative spaces
- Bring people to the waterfront

Community Involvement Question 2-

- NDA booths at first Fridays/shared tables - raise awareness
 - NDA well intentioned
 - increase other ways to raise awareness
 - notifications; electronic
- Are the connection between people and the community
 - welcome packet for neighbors
 - something in print
 - link with NextDoor
 - have a city rep and Police Department rep
 - quarterly at least - helps encourage participation
- Use funds for community building activities; encourage NDA to brainstorm annually how they want to spend their funds

Question 3 -

- Associated resources helpful

- Electronic email reminders

Question 4 –

- Connect people with their passion
- Retain Milwaukie's accessibility for participation, access to government
 - Oregon city downtown, McMinnville examples
 - entertainment, food, culture
 - Bernard's Garage
- Re: economic development downtown, encourage entertainment/music/restaurants
 - anchor by Little Big Burger/Laughing Planet
 - people looking to be out/engaged in community
- Encourage people from farmer's market to explore local businesses
- Building across from bank currently used as storage

Big Idea

More downtown arts; public involvement

Public Involvement & Urban Growth Management – Stephan/Mary

- ✓ NDA – positive aspect to Milwaukie
 - ✓ keep funding
 - more staff assistance
 - ✓ grants
 - gets folks involved in development
 - importance of volunteering
 - should new property owners/residents be notified of their NDA?
- Effective outreach?:
 - mail
 - websites
 - membership facilitator - within NDA
 - word-of-mouth
 - ✓✓✓ Pilot
 - set agenda ahead of time
 - more communication between NDA's
 - continued leadership meetings
 - NextDoor website
 - more languages
- NDA boundary changes – needed
 - no need to stick to old school boundaries
- NDA - controversial issues bring more people to meetings

Inclusion/Diversity –

- Be aware of times to hold meetings
 - positive – City holds night meetings

Communication –

- ✓✓ Pilot
 - translated to Spanish/other languages
 - large Hispanic populations in areas we could annex
 - should be sent by email listserv
- Websites for each NDA
 - make them easy to find via Google

Recruitment -

- ✓ Faster communication to people who apply for committees

- Current NDA is intimidating - people get stuck in their positions because people don't take them every year
 - solution: committees structure
- ✓ Actual public meeting spaces
- At farmer's market - clearly show what boards we have
- Better materials on website for boards
 - meeting agendas, summaries, etc.

Neighborhood Nodes –

- Use this to figure out public spaces to hold meetings - e.g. NDA meetings
- Library satellite in node

Urban Growth Management –

- “Aggressive” not a good word – use “proactive”?
- Hard to meet people annex
 - are they having conversations around that with them?
- Deal to say City will provide sidewalks, improve streets when they annex
- Waive permitting fees
 - defer needing to annex rental property sells
- ✓ Nice to annex in businesses
- Would like to annex in Three Creeks natural area
- Lynwood would like to annex CCC campus
- Talk to them more about how they can be part of the community
 - NDA's and new NDA's
 - make them feel represented
 - send them Pilot, translated materials
 - PDFs online - choose language

High Density Growth in Neighborhoods –

- Density around neighborhood nodes then spread out
 - nodes need to be defined
- Neo traditional neighborhoods
- Like low density in neighborhoods
- Like more ADUs! And tiny homes
 - rentals
- Not just in downtown – but downtown can accommodate density
- Neighborhood nodes - zone to make more mixed-use areas
- Like mixed-use
- Too much focus on downtown

Big Idea

Neighborhood nodes, potential for mixed use; outreach to urban growth areas should be multi-lingual, multi-cultural

Public Involvement & Urban Growth Management – Kim/Vera

- How to attract/recruit for cities?
 - Time/education/explanation of committee
 - promote opportunities
 - job descriptions
 - help make a good fit
- “Job fair”/open house style event
- Encourage involvement if not on committee - come to meetings anyway
- Promote NDA involvement/participation

- What are the current strategies?
 - Pilot
 - NDA
 - social media
- Need “job descriptions” for committees
 - people need more info
- NDA presentation when a spot opens up to get the word out in advance
- Outreach to churches and agencies to attract more participation
 - veterans
- Use community events to get the word out about city issues/information
 - farmer’s market every week
 - ✓✓ schools
- Youth
 - translate Pilot into more languages

NDAs

- Need an email distribution list for updates
 - social media
- Improve City webpage to help ID NDA for residents
 - interactive map (not pdf)
- More visibility for NDA’s within the city
- NDA representatives at farmer’s market
 - map; flyers; info
- City Hall kiosk with weekly calendar of meetings
 - inside too
- High School
 - info on meetings
- Use all platforms – Pilot; social media; etc.

Urban Growth Management –

- How does annexation affect property values?
- Is there a benefit to annexation?
 - model a successful program
 - use the Vision to encourage it
 - marketing
 - city government and services are an advantage
- Should there be an active approach to annexation
 - “smooth out the borders”
- Annex by street or neighborhood
- Proactive not aggressive annexation
- Each neighborhood doesn’t have services/amenities. Can’t grow everywhere
 - except for neighborhood notes
- Concentrating growth requires services and amenities (including parking)
- Transportation must accompany growth
 - transit
- ✓✓✓✓ Neighborhood nodes = dispersed growth
 - support this
- Keep downtown nice but not overbuilt
- Make zoning more flexible for more types of residential development

Big Idea

Recruiting for boards and commissions; have a job fair! Put descriptions in The Pilot

Economic Development & Urban Growth Management – Dan/Alma

UGMA –

- Eastern boundary is chaotic; spots surrounded by the city/county
 - spotty annexation
- Confusion with ZIP Codes versus actual city boundaries
- If not annexed - no taxes or schools provided
 - not in city → no votes
 - should be included in the comp plan process so they get to decide
- How to make it more attractive for people not in the city
- People don't want to annex - higher taxes
- Tax breaks to owners wishing to annex
- Causes confusion → ZIP Code versus city limits
 - education of boundaries
- When is map updated?
- Different zoning codes in Clackamas County versus City
- Target certain communities/sections to annex
 - that are interested
- Is the land on other side of 82nd HV or could HV take the land in our UGMA?
- ✓ Could the city offer better utilities?
 - ✓✓ Costs, services?
 - Police, garbage, utility (water bill increase)
- What's the added value for someone to annex?
- Improve the way the city charges for utilities/infrastructure to be more appealing to annex?
- Would it lower my taxes if we annex UGMA?
- ✓✓ Sales tax? Tax revenue versus cost of services
- ✓✓ Is the property value higher in UGMA?
 - If not, then maybe not a good idea
 - if yes then??
- Who pays for the UGMA infrastructure?
- Those who want to “come into” the city should be given breaks, match zoning code (farms stay farms)
- What would it take to manage these new streets, infrastructure etc.?
- It shouldn't create additional “Swiss cheese” effect given difficulties to reach with services
- Milwaukie is progressive city, unincorporated county is not... People could drive the change...
- 0% development
- Cluster development with services, housing, max. infrastructure
- ✓ “Downtown feel”, increase small businesses, no strip malls
- ✓✓ Love mixed-use
- Is Milwaukie looking at other models of mixed-use
 - more progressive program/models
- No high density - no divisions
- Is UGMA a priority? In comparison to the other focus areas?
- Density should not impact livability
 - spacious (e.g. not like Division)
- Housing that is affordable
 - business growth alongside housing growth
- Community focused neighborhoods
- Expand neighborhood business nodes - Lake 42nd/King
 - expand Linwood commercial core

- walkability?
- If you don't concentrate high density development → impacts business nodes
- ✓✓ Several commercial nodes throughout city ✓✓ and art
 - within UGMA

Economic Development –

- Neighborhood hub –
 - safe parks, play areas, ponds, mini zoos, ducks, petting animals
 - bars/pubs
 - ART
 - food - local restaurants - no chains
 - groceries
 - animals/nature
 - bat boxes
 - safety
 - walkable, bikeable
 - no homeless camps
 - tiny homes/pods/cottage clusters
 - “Kenton Village...Dignity Village”
 - bathrooms, bathrooms, BR, BR
 - water fountains
 - history; interpretive signage
 - parking... accessible via transit

Question 9 –

- Free Wi-Fi - throughout city... Google fiber
- Autonomous vehicles
- “Language and verbiage can't be restrictive”
 - outdated comp plan
 - “flexible language in comp plan to help us grow in a way where we don't need to know everything today” [Steve Ober]
- Visit the comp plan more often
- Hire visionaries → notify public of events that attract visionaries
- ✓✓ Good schools, community... Classic values are maintained
 - focus on values first instead of “we want to grow jobs by X”
 - ✓✓✓ Values do change!! We value diversity more today than in the past
- Versatile buildings
- Diversity is defined how? Color? By 2040 the majority will be POC
- Youth versus old, etc. anticipate more diversity of cultures, POC
- Education system has changed to accommodate the number of language is spoken
- Tough to predict... Support values
- Open mind and be creative

Question 8 –

- ✓✓ Growth in new MU zones
- Attract good paying jobs → manufacturing → diverse sectors to avoid volatility in economy
- Focus on creative education; small business development
 - educated workforce → jobs
- H1 visas are still issued because we aren't training our own
- Work from home → “cool” city status
- Support “innovation center”
- Free Wi-Fi
- School ratings need to be good to attract employers

- WeWorks → co-working spaces needed
- Bring more industry... Good jobs, high wages
- Re-using existing space and keeping existing businesses
- Business recruitment, retention, and expansion
- Fostering an intellectual center... Co-working, eco-industrial
- Foster the creative sector like Dark Horse
- Review business policy in economic development
- Making use of empty stores

Question 11-

- Co-working spaces would support the entrepreneurs
- Flexibility
- Shared artist workspaces like Milepost 5, like ADX PDX
- Empty storefronts reuse for ARTISTS
- Schools → business (ART)
 - Milwaukie Academy of Arts
 - combine efforts [with shared artist workspaces]
- Diversity of industry sectors
 - no one sector dominating the economy
- Are we going to impact global climate change?
 - ✓ Yes ✓ No
- Build community interconnectedness
 - shared resources
- Napa Valley effect - climate change could boost our economic sectors
- Emergency preparedness → climate change education
- Use neighborhood meetings more effectively

Economic Development & Urban Growth Management – Bryce/Christina

Economic Development –

- Where should employment go?:
 - identify sectors that don't use up as much space
 - use warehouses
 - areas that don't require additional transportation infrastructure
 - early Milwaukie agriculture/founders first settlement areas
- Neighborhood hubs?:
 - shared artist/office spaces
 - repurposing/utilizing unused industrial spaces
 - art venues
 - showcase and preserve wetlands, early areas (preserve and revitalize)
 - utilize historical spaces
- What policies to provide vision guidance, flexibility to plan?
 - public arts tax for new development
 - fiber/broadband (city-owned/operated)
 - foster accessory dwelling units
 - more retirement communities
 - promote aging in place
 - in-home eldercare
 - offer tax incentives
 - add hotels/lodging options
 - reduce street service maintenance fee

- add transaction warehouse business tax, like Portland
- Neighborhood hubs:
 - music concerts
 - shopping areas draw too many people not in neighborhoods
 - “sharing areas” are better... Like parks, emergency management areas, libraries
 - make smaller centers (4-5 block area) for neighbors together
 - community garden, tool library
 - identify neighborhood hub community leader
 - decentralize Kellogg treatment waste into neighborhoods (ecologically)

History, Arts and Culture –

- How to incorporate history, arts and culture?:
 - show art in more spaces
 - City buildings, businesses, Chapel Theater
 - maintain/grow ArtMOB reception/shoes
 - postcards from City should be everywhere - make big posters
 - what are the mediums for City news, getting the word out?
 - record/report history (like this meeting!)
 - Partner with Willamette Falls Media
 - banners/pop-ups around city and on web of past and current events and historical goings-on
 - showcase diversity and people of color
 - celebrate history (sort of like Shanghai tunnels)
 - identify historical buildings - share their history
 - outreach to other groups (collaborate with others)
 - Milwaukie Bay Park community space
 - promote/develop access and space
 - create venue where bands/performance can gather
 - make seating in Milwaukie Bay Park
- Should the city invest in spaces that accommodate artists?... And how does the city attract artists:
 - yes!
 - Pick-a-Thon
 - affordable housing
 - more artist spaces
 - Willamette Falls closed circuit TV
 - videos
 - government tapings
 - allow anyone to broadcast
 - murals/building art
 - rotating mural project (like food cart space)
 - wall on 17th mural (bike riders, fish, geese walking, etc.)
 - watch artists as projects are made
 - functional art
 - artistic bike racks
 - public art in front yards
 - incorporate civic element
 - fundraisers for schools
 - peace poles (Rotary)

Big Idea: Neighborhood Hubs

Our big idea concerned the neighborhood hubs. We thought that one form they might take is to be “sharing areas” which would include things like tool libraries and community gardens, and could also serve as staging and stockpiling areas in case of disaster. These sharing areas would serve as natural gathering spaces for neighbors to come, share wisdom, enjoy small entertainment events and support one another”

Economic Development & Urban Growth Management – Howie/Laura

Economic Development-

- More opportunity for local employment
- Improvements to downtown/Main St.
- Mixed-use development
- Large facilities but with low employment #s
- Small business incubator, entrepreneurship opportunities in downtown mixed-use buildings – “incubator factory”
- Inner SE Portland businesses displaced to Milwaukie – obstacles for permitting – make development easier/quicker for business
 - Shorten wait time for permits, approvals
 - More staff, streamlining for building department
- More Milwaukie pride, highlight the community with more events, branding, identity

Neighborhood Hubs

- Use to address segmentation
- More small businesses (coffee shop, bakery) and places to walk to
 - More mix of business type – not just services
- Option for density
- Neighborhood space for congregation – more gathering spaces
 - Having things in common with neighbors
- Neighborhood gateways, signs, identity
- Need incentives for businesses to join this discussion
- Creating new hubs or improving existing commercial developments (like King Road)?
- Need improved walkability to the centers – more sidewalks, safety – this is key
 - Safer crossings and crosswalks – not enough (i.e. King Road)
 - Streetlights
 - Hubs need safe access
 - Bike facilities, safety, protection from cars
- Print bike/pedestrian maps with neighborhood identification markers
- Movie theatre
- Engaging potential businesses to find out what they need to be successful when thinking about hubs

Future/Forward-thinking Policies

- Repurposing manufacturing spaces
- Recruiting businesses related to climate change action and how to address those challenges
 - City economic incentives
- Connect with Clackamas Community College – job training programs
- What can Milwaukie specialize in?
 - Value-added food processing
 - Connect with supply chain businesses
- Push to develop appeal and attractiveness of downtown – charm, affordability – can appeal to new business owners and where they locate
- How easy is it to change zoning to accommodate new businesses we want?
- Identify companies being pushed out from Portland (Central Eastside)
- Keep \$ in the community
- Resilient economies → interpersonal relationships
 - Community support as a safety net
 - Milwaukie microloan program for neighborhood businesses facing economic challenges
 - Discount/trade resources for low-income business owners
 - Talking up and promoting the business we have

- Spotlight, profiles, business fail
- Pilot features
- Art walk booths
- Farmers Market booths

Urban Growth Management

- Annexation
 - City-wide high-speed internet
 - What is the City's give required to service any new annexed area?
 - Police response times on 82nd?
 - Improved City identity might make it more attractive
 - Large expansion could dilute Milwaukie brand
 - New potential area is far from downtown – is annexation all or nothing?
 - Clackamas Town Center → good tax base but too far away? Too much expansion?
 - Can be strategic with places that make sense to increase tax base without sacrificing identity
 - How would any new areas be serviced by TriMet? Better public transit connections could help entice annexation – current service can be sparse
 - Bus route/internal City shuttle? Microtransit
 - Monroe/Harrison east-west connections
 - Could connect neighborhood hubs – hub crawls
 - Low cost
 - Aging in place component
 - Create a Milwaukie card with discounts, incentives, promotions for Milwaukie residents – builds on identity
 - ****BIG IDEA****: Expansion or annexation without sacrificing sense of identity and neighborhood/central core Milwaukie feel
 - ****BIG IDEA #2****: Prioritizing mixed use and higher density in low density spaces rather than expanding
 - With intermediate solutions – middle housing and diverse housing types
 - Parking challenges with higher density on neighborhood streets
 - Keep realistic development standards (for parking)
 - Density and safety
 - Thoughtful of neighborhood character- not just jumping to large apartment buildings
 - Think about residential in both directions – limits to how big housing can be, and how small/many units there can be
 - Human scale dwellings
 - Mix of affordable housing and types
 - School facilities – how would annexing affect the schools and feeders? Would everyone still go to MHS?

Big Idea

Urban growth south then east but don't dilute existing areas with mixed use throughout

Economic Development & Urban Growth Management – Ben/Emma

Economic Development Discussion:

- Assumption that we need lots of land for jobs may not be true
 - Home based work, e.g.
- Where does 7,000 job projection come from?
- Potential to build upward – on top of existing industrial buildings
- Concern about storage facilities – large area and few jobs
- Be careful not to build up too much in neighborhood nodes
 - Demo concerns
 - Privacy
 - Sensitive to existing character

- Strategies to encourage flex working – less space needed
 - Incentives for employers?
 - Work from home opportunities?
 - Telecommuting?
 - Transit/active transport?
- Have to consider parking constraints
 - Microtransit?
 - Small buses between nodes and transit stops
- Bike safety is a concern
- Planning for more local food production
- Need for more low-tech innovations
 - Compost
 - Gardening
- Preserve green space –
 - Permeable surfaces, keep cooler
 - Narrower streets
- Utility programs/incentives
 - Stormwater retention and use (like Portland)
 - Saves \$\$ for households
- What does business diversity look like in Milwaukie? What is the goal? → Resiliency
- Lower registration fees for small/independent businesses
- Offering incentives for greener businesses to locate in Milwaukie
- Increase corporate taxes and fees and use to encourage smaller businesses
- Promote local business ownership
- Need to look at Milwaukie fees compared to other cities

Neighborhood Hubs

- Promote co-ops or local shops
 - Daily needs – hygiene, toiletries, food staples
- Requires cultural change
- Requires density?
- Need to draw people in
 - Make businesses marketable

Urban Growth Management

- Do unincorporated areas use Milwaukie water system? What about fire?
- Incentives for not annexing
 - No SDCs
 - No business fees
- What is the annexation process?
 - 51% of residents and landowners
- Code enforcement, animal, etc. issues → don't get City support if unincorporated
- What about land south (e.g. Oak Grove) → not in UGMA?
- Make it more attractive:
 - Better options for SDC payment – payment plans, fee alleviation
 - Highlight safety and other advantages
 - Even more important given growth pressures – infrastructure and development needs increase
 - Younger families moving to these areas
 - Easier to pay ONE provider for services – alleviates confusion
 - Reconsider fee to hook up
 - We all benefit, so can we reduce cost burden?
 - Short term deficit → long term tax benefit

- Need to consider staff increases at City
 - Illustrate that there is more control with what is done with land (preservation)
 - Highlight cost of unimproved infrastructure – “it’s like the wild west!”
 - More community events – invite them, make their voice heard
- Should we be more aggressive in annexing?
 - Consider starting with small patches in NE Milwaukie
 - Helps neighborhood connectivity
 - Absolutely **YES!** Need to keep Milwaukie green
 - But...lots of infrastructure needs in City
 - Need to consider impacts to low-income residents (displacement)
 - Need to paint picture of future benefits
- Where should growth go?
 - SDCs for ADUs → should they be lower?
 - Encourage more development of this type
 - Like this as alternative to higher buildings
 - Like courtyard style
 - Existing character and privacy concerns – “we’re not Portland”
 - Preserve history
 - At the same time, concerned about sprawl and preserving open space
 - Solar access concern
 - Smaller units aren’t affordable
 - Neighborhood nodes help balance this – 2-3 stories
 - Mixed-use (e.g. Main St townhomes)
 - Architecture matters
 - Build on top of existing historic buildings
- Progressing and moving forward AS MILWAUKIE
 - Preserve what makes Milwaukie unique while accommodating growth
 - Discovering what that looks like for us – not copying other areas
 - “we have a plan!”

Big Idea

More aggressive program to grow annexation; concern for income of residents in UGMA – can there be costs to mitigate? Growth should be controlled and purposeful; provide benefits such as trees and sidewalks to provide an incentive; annex where people want to annex; focus development in mixed use areas; housing and economic development – development of small buildings

Public Involvement & Urban Growth Management – Everett/Denny

Public Involvement

- Question #1
 - Found out from Meet-up
 - **Pilot**
 - NDA meeting
 - Question about how to contact folks outside of city limits
 - Notices at library, etc.
 - **Contact businesses, flyers**
 - List serves
 - **School newsletters (Spanish too)**
 - **Religious organizations (working on housing, etc)**
 - Website is better than in past
- Question #2 – NDAs
 - Do Well
 - Open meetings
 - Adopt a road
 - Land use review

- Engage when there is a land use issue
 - Pilot news about NDAs
 - Expand Pilot NDA communication outside city limits
 - Less well
 - Not high attendance
 - Get people engaged
- Question #3
 - Spanish version of Pilot (at least a blurb)
 - Other languages – way to connect
 - Put near top
 - Stories about people
 - Love the Pilot
 - Info about events – then sneak in the dry stuff
 - Community gardens
 - How to make it engaging
 - Keep providing paper copies for NDAs, land use notice
- Question #4 – board/commission recruitment
 - Retirement home residents
 - River Road – will expand
 - Interest in trails/commerce
 - Pilot ad is always the same
 - Need something to make it attractive
 - Different age groups
 - People – exit interviews with synopsis of issues

Urban Growth Management

- Plenty of demand for growth
- Milwaukie felt “homey”
- Expand downtown housing is attractive option
- Concern about downtown height – 3 stories feels right
- Housing will help downtown
- Need a mix of housing – with SF
- Downtown vs dispersed
 - Downtown has transit
- Want mixed use downtown for people that want it
- Infill opportunities exist
 - May want to explore tiny houses/cottages
- Be careful about parking in downtown – and spill over into neighborhoods – infill could be a bigger impact outside the downtown
- Questions 5&6
 - Aggressively annex
 - Everett questions
 - Type of land
 - Industrial commercial
 - Desirable?
 - Annexation – would double population?
 - Didn’t know it wasn’t Milwaukie
 - Clackamas Town Center is redevelopable land
 - Commercial land would benefit City \$
 - Maintain downtown character and expand to UGMA

Big Idea

Leverage different spaces; religious organizations, businesses, low cost solutions with big impact; pilot each neighborhood; encourage personal stories

Appendix B: Raw Comment Form Responses

Community Involvement

1. How can we best engage the diversity of the Milwaukie Community?

- I think having multiple languages (Spanish, Russian, ??) help a lot. Finding local people with these language skills as leaders will help.
- Value based messaging. Utilize school – Milwaukie HS, NC wants opportunities for things people are always doing. Active intentional engagement. Faith-based, church community. Meeting places. Remove barriers to reaching across boundaries. Engaging communities in different ways. Collateral in other languages, childcare, food are important. Approaching marginalized community directly.
- Suggestion: better utilize schools – HS, MS & E/E.
- Outreach to underrepresented communities, with the intention of encouraging engagement.
- Through art culture, perhaps art displays. Designated culture (Vietnamese for instance, Russian, Hispanic, etc.) of food for each month of 1st Friday.
- Communicate in other languages aside from English. The Pilot is great.
- E-list or publish Pilot and other ‘news’ in other languages.
- Involve renters as well. Multi-lingual. Festivals? Open-air music/movies?
- Find community influencers and ask them to pass on info to encourage credibility. Translating info into other languages, paper and online. Hold focus groups with influencers and hear their wishes. Create welcoming environment.
- Reach out to diverse groups. Ensure residents have Internet access.
- H.S. has apparently 30% ethnically diverse population - using the schools as a pathway. Riverfront festivals (like Solstice) for Hispanic and Ukrainian population.
- Ukrainian newspaper or translate Pilot. We have a large number of Russian-speaking/Ukrainian heritage people. Same for Latin or Spanish speaking people.
- Find meeting places and venues for different communities to encourage involvement. Be sure meetings and materials are accessible! Available in multiple languages, on transit routes, childcare/interpretation provided. Reach out to schools/faith communities.
- Address a homeless plan.

2. What are the Neighborhood District Associations (NDAs) doing well? What could be improved?

- Don’t see a lot from them. The music in summer is nice. But it is probably more my fault that I don’t participate.
- Additional ways to provide input, receive info - technology. More community gathering: brunch – formal. Email list. School – district headquarters. Welcome kit – bag of coupons. Newsletter/connecting with citywide. Board game night.
- How are NDA’s assuring all/more voices are heard?
- Expanding outreach would be helpful - an ombudsman per NDA could be helpful.
- We live near Johnson Creek. Perhaps invite representative from each neighborhood association to enlist volunteers, distribute info. Annual meeting for all NDA’s to brainstorm.
- Better publicity to attract more people. The grant funds that are received annually is a great idea!
- Positive: small grants, community engagement. Offer a ‘pipeline’ for other boards (people) get involved in NDA and move up and onto better bigger. Negatives: none.
- How do people get reached more easily to be invited/informed?
- I learned about NDAs tonight! An effort to reach the “hard-to-reach” populations. I’ve enjoyed music in the park event before and that would be good to do more - block/street parties.

- Being involved in the local area. Speaking on the neighborhood's behalf.
- “Welcome Wagons” - notification of new residents and visiting 1:1 with coupons, resources, offer to “buddy” for NDA meetings, etc.
- More outreach to new neighbors. May have monthly gatherings – informal or more options (not meetings). Engage walking group or other sort of activity to bring people together.
- Better recruiting/welcome to new residents. Better access to meetings/notes/agendas. A way for input other than meeting/emailing. Information about mailing lists, etc.

3. How can we ensure that more community members are receiving information from the City?

- I think the Pilot works.
- Diverse ways of communication to reach people who like going to meetings, receiving information online, homebound, translating newsletter in other language.
- Accessibility - modes, languages.
- NDA websites and welcome bags/baskets. Multi-language format - Spanish, Russian, etc.
- The Pilot and attending NDA meetings and email access for NDA info and updates.
- Publish in different languages - Spanish, Russian, etc. for the Pilot, on this website for the City as well. Have options for the City website in alternate languages.
- NDA's, up-to-date website, meetings, places of worship, email newsletters. Translate the Pilot, at least in Spanish.
- Identify who is engaged in a situation.
- Email lists from NDAs. Blogs.
- Mobile-responsive sites. Multiple languages available.

4. What are better recruitment strategies for Milwaukie's boards, committees and commissions?

- Not sure I have tried a few times. But not made the cut. I am assuming we have some great candidates, so I keep trying.
- Talk to groups – community organizations.
- Clear locations/webpages and connecting the community to those pages.
- Ads in the Pilot, could incorporate perhaps a board representative at NDA tables at First Friday.
- An auto-email that says ‘we received your email and will be getting back to you’ - it's a courtesy that would go a long way.
- More city staff, support and engagement at NDA level.
- Clear expectations of time/effort online; images from past participants; video.
- Reach out to many diverse communities.
- More informal get togethers.

Urban Growth Management

5. How can we make annexation more attractive to currently unincorporated areas?

- Tax incentives
- Paint the picture of where Milwaukie is going
 - SAFE
 - Protecting trees
 - We have plan – we expect to grow but to preserve the small-town character
- I don't know. I thought that once the area was surrounded annexation was mandatory?
- Help lower income homeowners pay for their SDC's. Perhaps spread the fees over the whole city as it is the whole city that will benefit from being a larger, more cohesive entity. And, maybe stop allowing “free rides” of city services until they do join (carrot & the stick).

- Provide the thing those neighbors seek most. So, outreach and listening skills and tactics must proceed votes or promises.
 - Engage those neighbors in the conversation and in their language.
 - Lower or defer hookup fees.
 - Growing property values if there are certain rules and regulations. Invitation to share their views and wishes.
 - If the services are amazing, it should sell itself! Maybe the NDA's would be the clincher or neighborhood nodes (city support).
 - Become "active" instead of passive, use the Vision to show key aspects.
 - Improve City services, community centers, libraries.
 - FILOC goes to owners not [unfinished sentence].
 - Provide incentives - create stormwater program like Portland so people get \$\$ off utilities or something like that.
 - Increased services - e.g. city-wide high-speed Internet. Better, Milwaukie-specific transit options.
 - Make the unincorporated areas more independent and livable.
6. **Should we develop a more aggressive program for annexation of the unincorporated land located in the area subject to the City/County Urban Growth Management Agreement (generally the land between Linwood Ave and I-205)?**
- YES!!
 - Yes, while we still have time to protect trees, green space and creeks. It's very, very hard to put nature back after it's been paved and built over.
 - No, our infrastructure in the incorporated area of Milwaukie (sidewalks, bike paths, etc.) need to be fixed before taking on more problems.
 - Assertive, not aggressive program for annexation. Yes - annex the businesses and neighborhoods will follow. Tell the people how becoming Milwaukie will improve their lives.
 - Yes.
 - Yes.
 - Yes, or Happy Valley will!
 - Yes! This will help expand tax revenue and housing.
 - Yes, and build new mixed-use spaces and light industrial.
 - Definitely!
 - Unsure. Worried about dilution of Milwaukie identity.
 - Mechanism.
7. **Should the City focus most of its residential growth in its downtown and other mixed-use areas, or have a more dispersed model that prioritizes additional housing opportunities in all neighborhoods?**
- I think downtown should be more services, etc. Restaurants, shops, etc. Dark Horse needs to move (find a good spot in the Industrial Way area). Do not turn DT Milwaukie into Condo central!!
 - Focusing growth in the downtown area (and some neighborhood nodes) is the best way to maintain green areas and keep the trees standing.
 - Dispersed - with convenient public transportation.
 - More ADU's in the city can relate to the dispersed model. We need to have more density around the neighborhood nodes - yet to be defined. Redevelop the old Albertson to mixed-use housing and business.
 - Positive: downtown - can handle via public transportation and major highways. But development of Milwaukie Marketplace [unfinished sentence].

- Neighborhood nodes might be the way to go to make each neighborhood more walkable/bikeable and create a stronger feeling among its residents.
- At least initially in the downtown area, more needs to be offered/developed downtown.
- Should be in many areas. Create neighborhood nodes.
- All neighborhoods - but add/preserve green spaces and community space throughout the city.
- Neo-traditional neighborhoods.
- Downtown 1st – most viewed area, hub of city.
- Mixed-use throughout the neighborhoods.
- I would love to see mixed I can use developments throughout neighborhoods, with amenities accessible in walkable distances.
- Not another Happy Valley. Less subdivisions, more independent neighborhood nodes with business and homes.

Economic Development

8. What strategies could help ensure employment growth, including in emerging and non-traditional industries, while accounting for the lack of land supply? Where should this employment go?

- The future is co-working and home-based industries and working.
- North Milwaukie area, Old TriMet lot, DOT etc. Also 224 strip.
- Employment opportunities do not need to gobble up land. Build up, not out.
- Help with small companies – telecommuting.
- Extend the industrial corridor into the Rusk Rd. flood zone and annex the large truck yards along Lake Rd.
- Build up? Create shared warehouse spaces for new businesses, maybe with a subsidy for short-term - business startups with “big ideas”.
- Live-work space, housing mixed with light industrial, urban farming.
- Flexible-use space in central Milwaukie discussed before – light industrial or multi-use space.
- Reach out to displaced PDX businesses to come to Milwaukie.
- I work from home, and that’s becoming more and more common. Think about making Milwaukie attracted to that group. As far as encouraging industry, I argue for a diverse economy. Guessing what’s coming next might be dangerous.
- Strategy: let public invest in economic development. Non-traditional industry: animals with interactive opportunities. Co-working spaces, worker-owned businesses.

9. Given the 20-year horizon of the Comprehensive Plan and the rapid pace of change in technology and innovation, what types of flexible policies are needed to provide vision, guidance and flexibility to the plan?

- I feel that attracting big companies (Google) to implement free wifi throughout our city will be huge for growth and innovation.
- Water & water supplies, wifi, sewers.
- Sharing/collaborative frameworks – AirBnB – sharing economy. Retain green/farm areas.
- Allow more work-from-home options and flexible spaces. Communal workspaces.
- Please keep the comp plan aspirational in nature and not so much a regulatory document – as City Manager Ann Ober promoted in the second comp committee meeting.
- Build to accommodate more business options and living options. Approve ADUs that don’t have to be 40’ from the ROW.
- Incentives for retraining, good connections with CCC.
- Flexible, mixed use zoning.
- Support values. Open mind. Creativity - innovative.

10. What would you like to see in a neighborhood hub?

- Parks and art are incredibly important to me.
- Local restaurants & small shops. Don't over commercialize.
- Meeting places, parks, gardening spaces, recreation.
- Sharing center for emergency, waste recycling and management, literary, exercise/recreation.
- Food, music, local art, events.
- Small shops like restaurants, coffee shop, library satellites, public meeting spaces, parks and community gardens.
- Building, community space for groups/families to meet - coffee, beer, walkable.
- A public board of some kind to post info.
- Small businesses, public gathering spaces, amphitheater, library.
- Grocery stores – small bodegas or food co-ops. Restaurants. More places to go locally.
- Coffee! Places for people together, increase community interaction. Good accessibility - lighting, crosswalks, etc.
- Indoor/outdoor space for casual events. Walkable - pedestrian access with sidewalks, near transit. Perhaps near business and culture (having more walkable businesses would be excellent).
- Animals. Bathrooms.

11. How do we create a strong and resilient economy, even in the face of climate change and uncertainty in the global economy?

- Keep being open to fostering community with events, farmers market, concerts, etc. We all need to keep a trusting, loving community.
- I think the best we can do is protect the creeks that wander thru the city & try to have transportation that flows & reduces smog & emissions.
- Walkable businesses large and small. Good bus service and density in neighborhood nodes.
- Remove Kellogg Dam - create a visitor center downtown so community can appreciate, utilize Willamette River.
- Build intentionally. Reduce risk/waste. Invest in people. Help fill gaps: trades, job search, manufacturing skills.
- Support our neighbors by shopping local - and increasing opportunities to purchase locally.
- First, pave the many neighborhood roads which haven't been paved in decades and are crumbling. It's good for safety, lifting the community's spirit, and alluring the creative class.
- Keep things local - less striving to places helpful. More local businesses.
- Flexible space/zoning. Mixed-use spaces to keep up with change.
- Focusing on the needs of the local community seem sustainable both ecologically and economically.
- Eliminate plastics. Look at McMinnville model.

History, Arts & Culture

12. The Comprehensive Plan can build upon language in the Community Vision's goal statements to call for community-wide access and culture, as noted below in bold:

*"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 woven into the fabric of the city **with community-wide access to arts and culture.**"*

Would a policy based on the above statement be on the right track? How do we better incorporate art and culture into public and private spaces?

- Community calendar.
- Expansion outside of downtown. Develop a community calendar and website.

- Art in the parks. Pair with NDA meetings/social evening: potlucks, poetry reading, yoga, food trucks, talent night, highlight cultural traditions.
- Require art in new developments - include public gathering spaces.
- Monthly events in the neighborhood park (summer)/nodes (winter) – potlucks, speakers on local history, ethnic groups teaching dance.
- Art in neighborhood parks to engage citizens. Parks - performing arts, music, place, theater. Involve high schools in city activities - show their greatness.
- Yes.
- Expand public art into neighborhoods and more local/successful places. More accessible arts calendar incorporating information from high schools, etc.

13. How do we preserve important history and promote art in the community while advancing as a diverse and inclusive city?

- I think building walks with history signs that go back to early Milwaukie and provide a story of where we have been. Suggestion: Create “Heritage House’s” – A plaque from the city for a house that passes the century mark.
- Seeking out our diverse history - art leads culture so building both in tandem. Native history, Chinese history, Ukrainian history, Gypsy history, etc.
- Create historic walk for different neighborhoods - obviously need to have volunteer leader for each. Incorporate ‘poster’ type literature displayed at waterfront Park with info of part of Milwaukie, River history.
- Be intentional, invite artists that are part of the history to create works of art. Honor history and have diversity in mind. History pub talks, library talks/history series, NDA public meetings. This place existed before it was “Milwaukie”.
- Community centers with opportunities for cultural programming.
- Get information to Milwaukie Museum from NDA’s. Get more art and murals in neighborhoods. History night somewhere - neighborhoods? What does history mean? Native American discussions/seminar - assets.
- While honoring the past is important, “history” often excludes certain groups or perspectives. Anything preserving history needs to think about what it’s not including. I think focusing on a diverse future and the stories of current residents is crucial.

14. Should the City invest in and/or encourage the creation of spaces that accommodate the needs of artists throughout the City?

- Look a street art. Find ways to “art up” blank grey walls, sidewalks, & streets.
- I would encourage non-centralized art spaces that will be interconnected with pedal and pedestrian friendly corridors.
- Always.
- Yes. Definitely - the development of arts space and arts communities is a proven economic driver.
- Yes, create space for creative endeavors. Art, music, writing space to collaborate and individuals. Perhaps utilize vacant industrial space?
- “Art leads culture,” said by a member of the artMOB. Perhaps create spaces, at least opportunities for artists in some capacity. Sponsorships?
- Film incentives.
- Yes - more funding. If we do provide space we will lose our artists.
- Address zoning where possible to reach artists to settle in the area. Take advantage of the arts community in Portland and provide an affordable alternative.

Comprehensive Plan Block 1 Policy Review

City Council
David Levitan, Senior Planner
June 19, 2018



Block 1 Basics

- 4 topic areas in Block 1
 - Community Engagement
 - Economic Development
 - Urban Growth Management
 - History, Arts and Culture
- History, Arts and Culture is a new chapter
- One extra CPAC meeting to give an introduction to Comprehensive Planning



Policy Review/Development to Date

- 4 CPAC meetings (not including Meeting 1)
- April 4 Town Hall
- May 22 PC Work Session
- Online Survey (Open May 31-June 14)
 - Respondents asked to evaluate goals
 - Could opt-in to prioritize policies
 - All seven neighborhoods represented
 - Survey fatigue



Community Engagement

- 4 goals and 16 policies
- May 22 PC Comments
 - Should PC should serve as CIAC, or should there be a new committee to evaluate engagement?
- Preliminary Survey Feedback
 - Over 90% felt goals moving in right direction
 - Several respondents asked how the NDAs could become more accessible and representative; others asked if NDAs needed their own goal



Economic Development

- 3 goals and 21 policies
- May 22 PC Comments
 - Clarify what is meant by the “sharing economy”
 - Evaluate impacts of home-based businesses
- Preliminary Survey Feedback
 - Over 90% felt goals moving in right direction
 - Confusion over terms like “nimble”
 - Better title for Economic Land Supply goal?



Urban Growth Management

- 6 goals and 20 policies
- May 22 PC Comments
 - Reach out to nearby unincorporated areas to showcase benefits of being in Milwaukie
 - More incentives to annex (higher density, etc.)
- Preliminary Survey Feedback
 - Only included 2 goals (Annexation, Urban Form)
 - Annexation was lowest ranked goal (85%)
 - Several comments about wanting to stay small



History, Arts and Culture

- 3 goals and 23 policies
- May 22 PC Comments
 - Is it better to encourage or require preservation?
 - Mention environmental benefits of adaptive reuse
- Preliminary Survey Feedback
 - Over 90% felt goals moving in right direction
 - Interest in creative spaces, but feasibility concerns
 - Desire for art to be local and representative



Next Steps

- Review full survey results
- June 26 Planning Commission Work Session
- June 27 CPAC Meeting (final of Block 1)
- July 17 City Council hearing
 - “Pin down” Block 1 policies
- Transition to Block 2
- Next round of neighborhood hubs outreach in August



Questions for Council

- Are there goals and policies that need to be added, deleted, or revised?
- Are there specific policies that you would like the PC or CPAC to further discuss next week?
- Are there too many policies in any of the chapters?



Questions?



COUNCIL STAFF REPORT

To: Mayor and City Council
Ann Ober, City Manager

Date Written: May 24, 2018

Reviewed: Nancy Ide, Homeless Solutions Coalition of Clackamas County

From: Alma Flores, Community Development Director

Subject: **Homeless Solutions Coalition of Clackamas County presentation and request for recognition and support**

ACTION REQUESTED

Listen to a presentation by the representatives of the Homeless Solutions Coalition of Clackamas County. Determine if the Council would like to proceed forth with a resolution recognizing and supporting the Coalition's efforts in Clackamas County to reduce homelessness in the county. A draft resolution is attached to consider for a July 17, 2018 adoption.

HISTORY OF PRIOR RELATED ACTIONS AND DISCUSSIONS

[April 19, 2016](#): The City Council declared a housing emergency ([Resolution 46-2016](#)) in response to metropolitan area growth and increasing rents and approved a 90-day No Cause Eviction notification requirement ([Ordinance 2118](#)).

[March 7, 2017](#): The City Council held a work session to discuss whether to extend the housing emergency for an additional six months from the scheduled expiration date of April 19, 2017 and to maintain the 90-day no cause eviction provisions in MMC 5.60.

[April 18, 2017](#): The City Council adopted resolutions to extend the declared housing emergency for a period of six months, and to maintain the 90-day no cause eviction provisions in MMC 5.60.

[April 23, 2017](#): The City Council held a goal setting session and voted unanimously to bring forth actions toward achieving a housing affordability goal for the residents of Milwaukie.

[December 5, 2017](#): The City Council adopted resolutions to extend the declared housing emergency for a period of six months, and to maintain the 90-day no cause eviction provisions in MMC 5.60.

ANALYSIS

The Homeless Solutions Coalition of Clackamas County (HSCCC) was formed in 2016 to identify and launch proven strategies toward the reduction or elimination of homelessness in Clackamas County. As part of their charter, they seek public agency recognition as an organization operating in Clackamas County to "provide respectful solutions to homelessness through community partnerships". As part of the development of the Milwaukie Housing Affordability Strategy we understand the importance of partnerships and the need to bring resources together to help solve the issues surrounding our community and beyond in both

housing stability and in mitigating displacement; this groups recognition is a step toward bringing much needed resources to the community of Milwaukie.

BUDGET IMPACTS

There is no budget impact.

WORKLOAD IMPACTS

There is little to no workload impact for the Community Development department.

COORDINATION, CONCURRENCE, OR DISSENT

Nancy Ide of the Homeless Solutions Coalition of Clackamas County has been coordinating with the Community Development Director.

STAFF RECOMMENDATION

Approve moving forward with a resolution to support the Homeless Solutions Coalition of Clackamas County in their effort to be recognized as a community group functioning to seek solutions to homelessness in Clackamas County.

ALTERNATIVES

Not support HSCCC through an adoption of a resolution.

ATTACHMENTS

1. Draft Resolution for the Support of Homeless Solutions Coalition of Clackamas County (OCHSC) at the July 17, 2018 city council session.

RESOLUTION NO. _____

**A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF MILWAUKIE, OREGON
RECOGNIZING AND SUPPORTING THE EFFORTS OF THE
HOMELESS SOLUTIONS COALITION OF CLACKAMAS COUNTY AS A COMMUNITY
GROUP FUNCTIONING TO SEEK SOLUTIONS TO HOMELESSNESS**

WHEREAS, homelessness is a critical issue facing our nation, Oregon, and the Clackamas County region; and

WHEREAS, the dynamics surrounding homelessness are complex, impacting individuals, families with children, the mentally ill, victims of domestic violence, veterans, and many others; and

WHEREAS, community and civic leaders across the nation are seeking opportunities to expand temporary housing, affordable housing, emergency shelters, and other supportive safety-net services; and

WHEREAS, community leaders from Oregon City and the surrounding Clackamas County region have collaborated to seek solutions, address impacts, reduce homelessness in our region, and strive for independent living where possible; and

WHEREAS, the City Council recognizes the need for assistance to the homeless population and the provision of services to support independent living.

NOW THEREFORE, BE IT RESOLVED that the City Council of Milwaukie, Oregon recognizes and supports the efforts of the Homeless Solutions Coalition of Clackamas County as a community group functioning with the purpose of seeking solutions to homelessness in the Clackamas County region.

Homeless Solutions Coalition of Clackamas County

June 19, 2018

Presented by
Steering Committee Members of Homeless Solutions Coalition of Clackamas County

First Meeting: October 5, 2016



Taking Time to Learn – Nov. 30, 2016



January 25, 2017 Community Meeting



The Homeless Solutions Coalition of Clackamas County consists of 140+ representatives from diverse community groups



HSCCC meetings and events are held at the Providence Willamette Falls Community Center

**Monthly
Steering
Committee
Meetings**

**Quarterly
Community
Meetings**



Four Major Partners Have Emerged

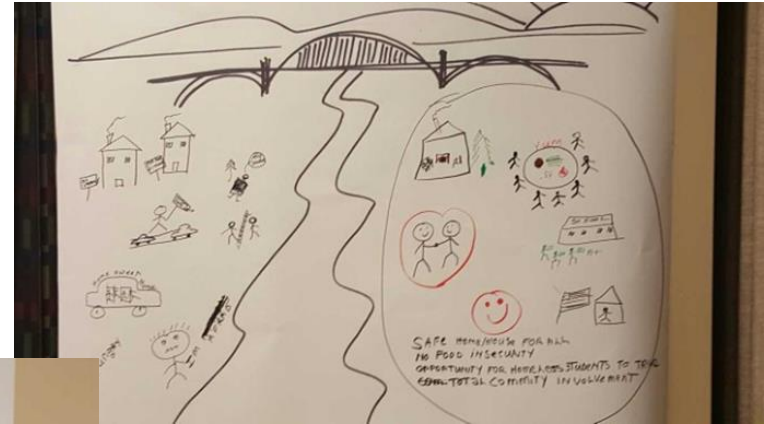
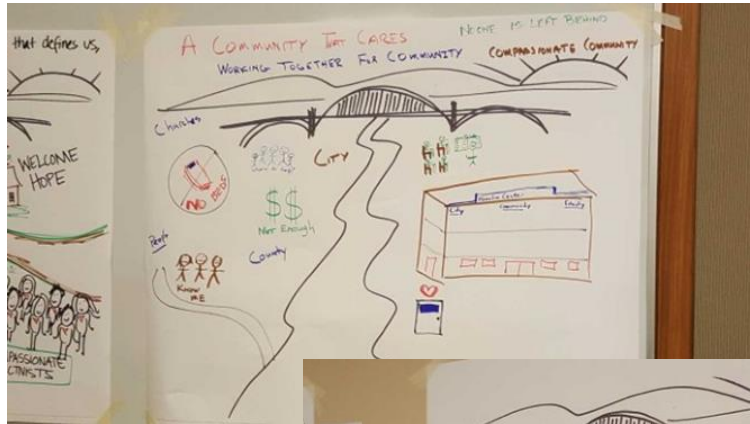
- **Clackamas County** – Provides staff participation and expertise on data and policy on the Steering Committee
- **City of Oregon City** – Stepped up to hire a homeless liaison officer and provided two outdoor restrooms
- **Providence Health & Services** – Hosted the Steering Committee through the strategic planning/visioning process
- **Faith Community** – Rallied volunteers and stepped up to address needs



During the past several months, the Coalition collaborated to define its Vision and Values



Approaches included a gallery walk, brainstorming, art projects, listening and reflection



The Result: OUR VISION STATEMENT

Oregon City Homeless Solutions Coalition

*Compassionate and respectful solutions to homelessness
through community partnerships*



The Result: Identifying What We Value

- Compassion
- Respect
- Community
- Partnerships



NEW NAME!

- Homeless Solutions Coalition
- of
- Clackamas County



Other Business of the Coalition

- Charter is complete – a guiding document for Coalition operations
 - Present Charter to nearby cities to coordinate efforts, seek recognition
- Business/Strategic Plan is in draft form
- Enlisted an Administrator to assist with collaboration among our participants
- Make an immediate, visible impact through work groups
- Create networking, awareness, and educational opportunities through quarterly community meetings
- Applied for Meyer Memorial Trust Grant for Exec Director



Addressing Needs Through Work Groups

Future work groups:

- Housing for homeless students
- Outdoor restrooms, needle exchanges
- Assisting The Father's Heart Street Ministry
- Food distribution coordination

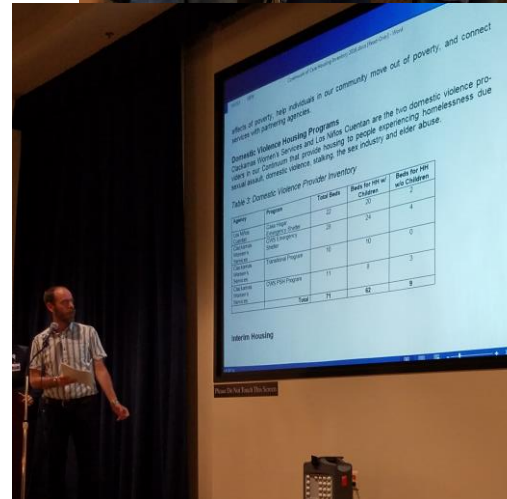
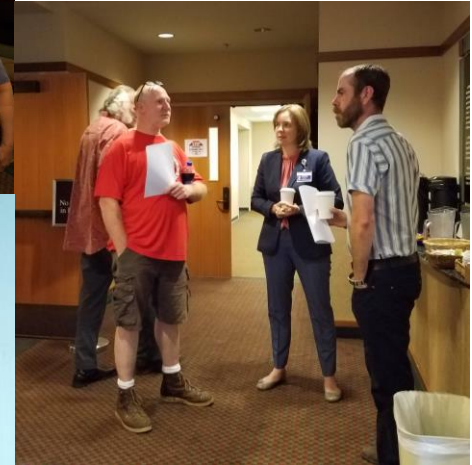
Current work group:

- Warming shelters and Needle Exchanges



Current Project: Develop Business & Strategic Plan

- Started formal planning to execute vision
- Create Business Plan to document and prioritize strategies
- Business Plan will include 5-year strategic plan
- Apply for grants for Executive Director
- Become tax exempt; apply for funding



Thank you!

<https://www.facebook.com/OCHSC.Partnerships/>

Compassion | Respect | Community | Partnership



Understanding Homelessness Progression



Concepts from When Helping Hurts, and Marc Jolin, Multnomah County.