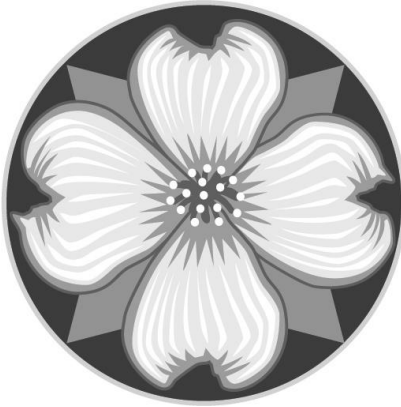




Work Session

WS

Milwaukie City Council

COUNCIL WORK SESSION

City Hall Council Chambers
10722 SE Main Street
www.milwaukieoregon.gov

AGENDA

AUGUST 6, 2019

Note: times are estimates and are provided to help those attending meetings know when an agenda item will be discussed. Times are subject to change based on Council discussion. **Page #**

- 1. Library District Task Force – Discussion (4:00 p.m.)** **5**
Staff: Katie Newell, Library Director
- 2. Comprehensive Plan Block 3 Policies Review – Discussion (4:45 p.m.)** **20**
Staff: Denny Egner, Planning Director
- 3. Adjourn (5:30 p.m.)**

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Executive Sessions

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

Meeting Information

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



COUNCIL WORK SESSION

City Hall Council Chambers
10722 SE Main Street
www.milwaukieoregon.gov

MINUTES

AUGUST 6, 2019

Council President Falconer called the Council meeting to order at 4:05 p.m.

Present: Council President Angel Falconer; Councilors Lisa Batey, Wilda Parks, Kathy Hyzy

Absent: Mayor Mark Gamba

Staff: Admin. Specialist Christina Fadenrecht City Manager Ann Ober Library Director Katie Newell
Assistant Planner Mary Heberling City Recorder Scott Stauffer

1. Library District Task Force – Discussion

Ms. Newell commented on the success of the city's Carefree Sunday event. She introduced Greg Williams and Kathryn Kohl with the Clackamas County Library Network. She provided background information on the recent library services agreement between the City of Gladstone and Clackamas County. She explained that the Board of County Commissioners had created a Library District Task Force (LDTF) to identify challenges facing the district, including funding and governance.

Mr. Williams provided more background on the Gladstone-Oak Lodge service agreement. He explained that as a result of the settlement of litigation with the City of Gladstone, the county had agreed to build and operate two library buildings, one in Gladstone and one in Oak Lodge. He reviewed the discussions that had led to a need to revisit the Library District Master Intergovernmental Agreement (IGA) and create two task forces. The "little task force" would address changes needed to the IGA to construct the new Gladstone and Oak Lodge libraries. The "big task force," the LDTF, would address larger ongoing issues district-wide. He reported that he and Ms. Kohl were speaking to cities and answering questions about the development of the LDTF and its three subcommittees.

Ms. Newell discussed the LDTF and noted it had three subcommittees: library services, library funding, and district governance. She recommended that she and Ms. Ober be on the main taskforce, with Ms. Ober as the voting member and herself as a non-voting member. The city would need to find three people to serve on the subcommittees. She reported that former Council member Shane Abma expressed interest in serving on the funding subcommittee.

The group discussed Mr. Abma's potential involvement. **Council President Falconer** asked how the city's representatives would be appointed. **Ms. Ober** explained that the main task force seat should be her or someone from the city. For the subcommittee positions she asked Council to recommend individuals and possibly conduct interviews. **Council President Falconer** noted community members that may be interested, and **Ms. Ober** asked Council to email names to staff to follow-up.

Councilor Parks asked if there was a main issue for the task force to tackle. **Ms. Kohl** noted that there were many concerns that the group would address. **Mr. Williams** noted that a frequent issue was funding.

Councilor Batey noted that the county's materials listed Oak Lodge, an unincorporated area, among the cities. **Mr. Williams** said the purpose was to distinguish it from other unincorporated areas.

Councilor Parks asked if the new library in Gladstone would affect county library funding. **Mr. Williams** and **Ms. Kohl** clarified that the new library would not impact funding for other branches since the Gladstone and Oak Lodge libraries already existed and would be rebuilt.

Councilor Batey asked how the county was funding library construction. **Mr. Williams** explained the county's plans to fund the new buildings using reserve funds from the Oak Lodge branch and annual contributions from the City of Gladstone.

Councilor Parks understood that operationally the Oak Lodge branch would be an extension of the Gladstone library. **Mr. Williams** confirmed that was correct and explained that the county was calling it a "one library, two building" solution with two branches being operated as one to realize cost savings.

Councilor Batey expressed concern about how the county established library service areas. She wanted to use circulation data to have a better sense of what the true service boundaries are. She observed that Milwaukie may want to have a satellite library in the future. She noted previous discussions where it had been made clear that Milwaukie had received less county funding and had not been allowed to go outside city limits and into its entire library service area to raise bond funds for the new library building. **Mr. Williams** confirmed that the county had received similar feedback and was willing to provide any data it had. He explained that the service boundaries were listed in the IGA and the county did not have the unilateral ability to change the IGA, which is why the task force was created to help have these discussions. **Council President Falconer** and **Councilor Parks** discussed service areas and funding allocation, with concerns for equity for Milwaukie. The group discussed the service area boundaries. **Mr. Williams** clarified that the Gladstone and Oak Lodge service areas could not be changed without an amendment to the IGA.

Council President Falconer and the group discussed the LDTF membership. It was noted that the proposed LDTF membership would include two representatives of Oak Lodge and two representatives of unincorporated areas. **Council President Falconer** suggested that as Oak Lodge was an unincorporated area it could end up having four representatives on the LDTF. She asked if the county would exclude the Oak Lodge area from general unincorporated Clackamas County area for the purposes of this task force. **Mr. Williams** noted that the county had heard that specific concern. **Ms. Newell**, **Councilor Hyzy**, and the group discussed the likelihood that some areas may have overrepresentation, due to unincorporated and service area boundaries. **Ms. Newell** mentioned that Milwaukie was not the only city wanting to have the service district lines looked at. She reported that Canby had concerns with their boundaries in relation to Oregon City and the surrounding unincorporated areas. **Councilor Batey** observed that revising the boundaries district-wide should be easy to do based on library system circulation data.

Councilor Hyzy expressed concern about the lack of a straight answer about the task force's intent. She observed it was an ambitious, well-intentioned, effort that would require collaboration. She noted concern about government agencies forming large committees to talk about "stuff" with no key purpose that can result in ugly outcomes. She was nervous to hear conversations about raising the property tax assessments for libraries, when Milwaukie residents were spending millions of dollars on their own to build a library that would serve people beyond city limits. She was glad the task force would bring people together, but wished it had a clearer purpose and stated outcome.

Mr. Williams explained that the county was trying to take the received feedback and create a forum to address the noted issues. He remarked that the task force was created out of respect and sensitivity that all the library cities in the district were equal partners and should come together to guide the conversation and address the issues.

Councilor Hyzy asked if there was a way to establish a timeline or expectation so the council could know if the group was able to determine its concrete goals. **Councilor Parks** noted that there was a timeline included in the meeting packet. **Mr. Williams** summarized that a check-in point at the beginning of the process would help identify the desired outcomes and parameters. **Councilor Hyzy** said she would like to see that soon given the county's 18-month timeline for the task force. **Mr. Williams** believed that was possible. **Councilor Parks** noted it was an ambitious undertaking.

Council President Falconer expressed hope that the funding subcommittee would get financial data from each of the cities to help paint a clearer picture around equity issues. **Ms. Kohl** reported that the Library District Advisory Committee (LDAC) gathered financial data from each city annually.

Councilor Hyzy noted Councilor Batey's question about the circulation data that council felt should be accessible. She asked if the task force was where some of that data could be released. **Mr. Williams** noted that the county had provided data before and asked for feedback on the data council is looking for. **Councilor Batey** noted that the data could be displayed in a more user-friendly manner, such as a map. **Council President Falconer** noted the provided data included the amount of services each library location provided but did not show where those people came from. **Mr. Williams** believed the county should be able to provide that type of data. He noted that there was not currently a geographic information system (GIS) integration with the library data system but believe they could work to get it added. **Council President Falconer** noted that even providing zip code information would be an improvement.

Mr. Williams noted that some Oak Lodge library users had been visiting the Ledding Library, due to the current Oak Lodge library being substandard. He anticipated that once the new Oak Lodge library was built, some current Ledding Library visitors would return to Oak Lodge.

Councilor Batey noted that statistics from the last year may not be the most reflective of normal use, due to the Ledding Library's temporary reduced size and location.

The group discussed the current Oak Lodge library and where the new one would be built. **Mr. Williams** noted that multiple task forces were looking into location options, including the possibility of using the former Concord Elementary School building.

Ms. Newell agreed that a data map would be helpful to see where the people that use the library come from.

2. Comprehensive Plan Block 3 Policies Review – Discussion

Mr. Egner reported that this was the final block of the Comprehensive Plan policies to review. He noted the public outreach that had been done, including Comprehensive Plan Advisory Committee (CPAC) meetings, feedback from staff and the Planning Commission, open house events, and focus groups. He noted upcoming Planning Commission and Council meetings that would include discussions of the policies.

Mr. Egner noted a CPAC members' request to give CPAC more time to look at the urban design policies. He noted how that could affect the project schedule and suggested the urban design policies could be "pinned down" separately from the other items in block 3. **Councilor Batey** asked why Council couldn't wait to adopt them all

together later. **Mr. Egner** explained that Council meeting agendas were filling up and staff would like to start moving to the adoption process. They discussed the Comprehensive Plan review project timeline.

Mr. Egner discussed how the block policies had been organized and noted other potential structures and policy groupings. **Councilor Batey** agreed the policies could be re-packaged. **Councilor Hyzy** understood it would be helpful for staff to have time to look at the urban design policies. **Mr. Egner** noted that "pinning down" policies did not make them final.

Mr. Egner noted the online survey comments had not been included in the meeting packet because they were still being categorized. Council discussed the survey results. **Councilor Batey** asked to see the full online comments.

Mr. Egner asked for council feedback on the draft policies.

Council President Falconer discussed Goal 4 related to native species. She observed that due to the warming climate, certain environments may not be the most hospitable for native species to survive. **Mr. Egner** suggested using the term "climate adaptable." **Council President Falconer** noted the importance of factoring in specific site challenges and the appropriateness of a species. **Councilor Batey**, **Councilor Hyzy**, and **Council President Falconer** discussed native species. They agreed that native species were important and that item five's wording under Goal 4 was preferable.

Council President Falconer and **Councilor Batey** discussed concerns about the wording of "daylighting creeks where feasible." They noted the positives and the negatives of daylighting creeks and agreed it depended on the specific creek and environment. The group discussed broadening the term to "examining opportunities to daylight creeks with sensitivity to habitat improvements."

Councilor Hyzy proposed multiple text changes and clarifications to the draft natural resource and environmental quality, and public facilities and services goals. The group discussed the changes and the intent behind the goal language.

The group noted the question on the bottom of page WS67 related to zoning near parks. **Mr. Egner** explained that staff was still trying to create language to help the conceptual ideas work practically.

Councilor Batey believed Council should hold a discussion about neighborhood hubs. The group noted possible locations for neighborhood hubs. **Mr. Egner** remarked on his interest in developing a plan for hubs.

The group noted Council had additional comments on the draft goal language that they could discuss later or share with **Mr. Egner**. **Councilor Batey** observed that while transit was discussed in the goals, she did not see much about shuttle transportation around in the policies. **Ms. Ober** noted that shuttles were included in the climate section. **Mr. Egner** suggested shuttles could be discussed during the upcoming Transportation System Plan (TSP) update project.

3. Adjourn

Council President Falconer adjourned the Work Session at 5:31 p.m.

Respectfully submitted,



Amy Aschenbrenner, Administrative Specialist II



CITY OF MILWAUKIE

Memorandum

To: City Council
From: Denny Egner, Planning Director
CC: Ann Ober, City Manager
Date: August 2, 2019
Re: Community Development Department Projects - City Council Update for August 6, 2019 Council meeting

Community Development/Housing/Economic Development ▪ Milwaukie Housing Affordability Strategy ▪ Housing Authority of Clackamas County: Hillside Manor Rehabilitation and Hillside Master Plan	Building ▪ June 2019 in review
Planning ▪ Comprehensive Plan ▪ Land Use/Development Review: • City Council • Planning Commission • Type II Review ▪ Design and Landmarks Committee	Engineering ▪ Traffic Control ▪ Engineering Projects

COMMUNITY DEVELOPMENT/ECONOMIC DEVELOPMENT/HOUSING

Milwaukie Housing Affordability Strategy

- Clackamas Community Prosperity Collaborative is a community-based initiative funded by Clackamas County. The goal of the initiative is to map the resources available within three communities in Clackamas County, identify gaps in these resources, and determine actions to close those gaps. Milwaukie is one of the focus communities and they're looking for community members to participate in the project. If you're interested in participating or just learning more, visit: <http://clackamascommunityprosperitycollaboratives.org/>.
- The Cottage Cluster Feasibility Study has wrapped up. The project team created a final report that summarizes the findings and has recommendations for the City moving forward. Read the report and find out more on the City's website: <https://www.milwaukieoregon.gov/communitydevelopment/cottage-cluster-feasibility-study>
- Our Housing Affordability Website continues to be updated with tools and resources: <https://www.milwaukieoregon.gov/housingaffordability>

Housing Authority of Clackamas County (HACC): Hillside Manor Rehabilitation and Hillside Master Plan

- HACC will be presenting an update on the Hillside Master Plan at the August 13

Planning Commission meeting and at the August 20 City Council work session.

PLANNING

Comprehensive Plan Update

- Approximately 60 people attended the [Open House](#) on Monday, July 15 and provided input on policy ideas for the Block 3 topics: Public Facilities, Urban Design, Natural Resources, and Environmental Quality.
- 197 people responded to the Block 3 online survey, which mirrored the content presented at the July 15 Open House.
- On July 15, members of the Design and Landmarks Committee met and discussed the proposed Block 3 Urban Design policies.
- The City Council “pinned down” the updated housing policies by resolution at their July 16 regular meeting.
- The Comprehensive Plan Advisory Committee met on July 30 and provided their final comments on Block 3 policies.
- The Council will be reviewing an updated version of the Block 3 policies at their August 6 work session.
- The Planning Commission will be reviewing the Block 3 policies during their August 13 regular meeting.

Land Use/Development Review¹

- City Council
 - ZA-2019-001 – A public hearing is scheduled for August 6 to consider amendments to MMC 19.311 – Planned Development Zone.
- Planning Commission
 - NR-2018-005 – The public hearing for a 12-unit natural resources cluster development located at 12205-12225 SE 19th Ave was opened on July 23. Testimony was heard, but the Commissioners did not deliberate. The hearing was closed, but the written record was kept open as follows:
 - For comments and new evidence until August 6 at 4 p.m.
 - For rebuttal to previous comments until August 13 at 4 p.m.
 - For the applicant only to submit a final written argument and no new evidence by September 3.
 - The hearing was continued to September 10 for deliberation and a tentative decision and to October 8 for a final decision.
 - A-2019-009 – On July 23, the Planning Commission recommended approval of an annexation of the public ROW in Lake Rd and Kuehn Rd adjacent to the Cereghino Farms subdivision as well as the Lake Rd ROW west to the current city limit. A hearing with City Council for the final decision is scheduled for August 20.
 - On July 23, the Planning Commission recommended that the segment of SE 43rd Ave adjacent to Railroad Ave be renamed SE Keil St. The City Council will hold a hearing regarding the street renaming on August 20.
- Type II Review
 - DEV-2019-009 – An application was submitted on July 26 for development review and a transportation facilities review for a 234-unit multifamily development on the site located at 37th Ave and Monroe St. The application is in completeness review.

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

Design and Landmarks Committee (DLC)

- The DLC's next meeting is August 5, 2019, when it will continue its work to update the Downtown Design Review process.

BUILDING

June 2019 in review

June information will be provided in the next City Council update

ENGINEERING

Traffic Control: NO NEW UPDATES

ENGINEERING CIP Projects:

2019 Street Surface Maintenance Program (SSMP):

- The 2019 street paving project bids were due August 1. The streets to be completed are Omark Drive, Wake Street and 39th Avenue between Wake Street and Roswell Street. The project includes some sanitary and storm sewer work, and working with the North Clackamas School District to construct pavement that will accommodate school bus traffic on Wake Street.

22nd Avenue and River Road SAFE:

- The project includes design of water system improvements and street improvements. 30% design is complete. With the 30% design, the City is working with JLA Public Involvement to get feedback from the neighborhood regarding the design elements at the annual NDA Picnic on September 7.

42nd Avenue SAFE:

- Topographic surveying by Westlake Consultants, Inc has been completed.

Home Avenue SAFE:

- Topographic surveying by Emerio Design will wrap up by the end of August 2019.

Linwood Avenue SAFE:

- The contract for design has been awarded to Harper Houf Peterson Righellis. ODOT has awarded the City a grant of \$1,152,330 from the Safe Routes to School (SRTS) program. Surveying, utility locations, and traffic counts will be done May - June 2019. 30% design plans are anticipated to be delivered in late September, 2019.

43rd Avenue SAFE:

- Century West Engineering has been selected to be the design engineer for this project. Presently staff is working on preparing a scope of work and acceptable budget for the design portion of this project.

South Downtown Improvements:

- Construction encountered an underground telecommunication utility conflict in the intersection of Washington Street and 21st Avenue. This puts a delay on the project until this conflict can be resolved. Staff is working with the telecommunication company to resolve this as soon as possible.
- Washington Street is now open to two-way traffic with reduced speed limit signage.

ENGINEERING PIP Projects:**Milwaukie High School**

- Crews presently working on widening Lake Road west of 23rd Avenue and installing new sidewalk. City staff are working with the School District to mitigate damage to the two large cedar trees on the corner.

Cereghino Farms Subdivision

- Final Plat has been recorded.
- Annexation of the development is anticipated to be completed by mid-August.

Annual Public Works Standards Update:

- Drawing updates are complete and text updates should be complete next week for a two-week internal review period before the 30-day Public Review begins on August 30. The updates focus on landscape standards, small cell standards, and incorporating all Public Area Requirements (PAR) into the standards. The new Standards would become effective October 1.

COUNCIL STAFF REPORT

To: Mayor and City Council
Ann Ober, City Manager

Reviewed: Jana Hoffman, Supervising Librarian, and
Kim Olson, Circulation Supervisor

From: Katie Newell, Library Director

Subject: **Library District Task Force**

Date Written: July 22, 2019

ACTION REQUESTED

Support for the Board of County Commissioners' proposed Library District Task Force.

HISTORY OF PRIOR ACTIONS AND DISCUSSIONS

In October 2017, the City of Gladstone and Clackamas County entered into a settlement agreement to resolve ongoing litigation regarding construction of library facilities and the provision of library services for the residents of the Gladstone and Oak Lodge library service areas.

During discussions related to the implementation of the settlement agreement, the Board of County Commissioners (BCC) considered certain changes to both the Library District Master Order and the Library District Master Intergovernmental Agreement. Various library stakeholders expressed concerns regarding the consistency of these changes with the original purposes of the library district and the potential impact of these proposed changes on library services throughout the library district. During the same period, Libraries in Clackamas County (LINCC) library directors identified concerns related to the long-term sufficiency of library district funding and the long-term sustainability of library services throughout the county (Appendix A).

In March 2018, the BCC authorized the creation of a Library District Task Force to examine these areas of concern, including the sufficiency and sustainability of library funding to address both capital and operational needs, permissible uses of district funds, and evaluation of service standards.

At their meeting on May 21, 2019, the BCC approved the Library District Task Force Charter and timeline (Attachment A).

ANALYSIS

The Library District Task Force will identify challenges facing the Clackamas County Library District focusing on library services, library funding, and governance. This will be an in-depth examination of the library district, the first since it was voted into existence in November 2008 by the residents of Clackamas County.

BUDGET IMPACTS

None at this time.

WORKLOAD IMPACTS

The city manager and library director will be attending meetings of the Library District Task Force and subcommittees.

COORDINATION, CONCURRENCE, OR DISSENT

None at this time.

STAFF RECOMMENDATION

Library director concurs with the need of the Library District Task Force and recommends Council support the city's participation.

ALTERNATIVES

Council could choose to not support the city's participation on the Library District Task Force.

ATTACHMENTS

1. Library District Task Force Charter approved by the Board of County Commissioners

Library District Task Force



BACKGROUND

In October 2017, the City of Gladstone and Clackamas County entered into a Settlement Agreement which resolved ongoing litigation regarding construction of library facilities and provision of library services for the residents of the Gladstone and Oak Lodge library service areas.

During discussions related to the implementation of the Settlement Agreement, the Board of County Commissioners considered certain changes to both the Library District Master Order and the Library District Master IGA. Various library stakeholders expressed concerns regarding the consistency of these changes with the original purposes of the Library District, as well as the potential impact of these proposed changes on library services throughout the Library District. During the same period, LINCC Library Directors identified concerns related to the long-term sufficiency of Library District funding and the long-term sustainability of library services throughout the County (please see Appendix A).

In March 2018, the Board of County Commissioners authorized the creation of a Library District Task Force to examine these areas of concern, including (but not limited to) sufficiency and sustainability of library funding to address both capital and operational needs, permissible uses of District funds, and evaluation of service standards. In subsequent discussions with the Library District Advisory Committee (LDAC), LINCC Library Directors, and City officials, additional topics to be discussed by the Library District Task Force were suggested, including (but not limited to) equity of the current District funding formula, challenges in capital funding, and evaluation of current service area boundaries.

LIBRARY DISTRICT TASK FORCE CHARGES

The Library District Task Force will be charged with the following purposes:

- 1) To identify current and future challenges facing the Clackamas County Library District. It is anticipated the Library District Task Force will focus on three primary areas: provision of library services, sufficiency and sustainability of library funding, and governance of the Library District.
- 2) To develop the charges for and receive the reports and recommendations of three standing subcommittees, as follows.
 - a. Library Services Subcommittee
 - b. Library Funding Subcommittee
 - c. District Governance Subcommittee

- 3) To develop the charges for and receive the reports and recommendations of any additional subcommittees deemed necessary by the Library District Task Force.
- 4) To submit a final report to the Board of County Commissioners (in their dual role as Board of County Commissioners and Library District Governing Board) containing recommendations to ensure the long-term, sustainable delivery of quality library service to the residents of the Clackamas County Library District.
- 5) To determine and adopt such rules or procedures as are necessary to facilitate the work of the Library District Task Force and its subcommittees, consistent with the Clackamas County Advisory Body & Volunteer Code of Conduct Policy and Oregon Public Meetings Law.

LIBRARY DISTRICT TASK FORCE MEMBERSHIP AND VOTING

The Library District Task Force will consist of up to twenty-nine (29) members, appointed and voting as follows:

- The Library Service Providers of Canby, Estacada, Gladstone, Happy Valley, Lake Oswego, Milwaukie, Molalla, Oak Lodge, Oregon City, Sandy, West Linn, and Wilsonville may appoint up to two members each.
 - Each Library Service Provider shall have one vote on the Task Force.
- Unincorporated areas of Clackamas County will be represented by two members.
 - This stakeholder group shall have one vote on the Task Force.
- LINCC Library Services (Network), as provider of centralized services and support to all District libraries, shall appoint one non-voting member.
- The current Chair of the LINCC Directors Group shall serve as an ex-officio, non-voting member.
- The current Chair of the Library District Advisory Committee (LDAC) shall serve as an ex-officio, non-voting member.

Task Force membership and voting rights are summarized in the table below:

STAKEHOLDER	MAX # OF MEMBERS	# OF VOTES
Canby	2	1
Estacada	2	1
Gladstone	2	1
Happy Valley	2	1
Lake Oswego	2	1
Milwaukie	2	1
Molalla	2	1
Oak Lodge	2	1
Oregon City	2	1

Sandy	2	1
West Linn	2	1
Wilsonville	2	1
Unincorporated Clackamas County	2 (residents of unincorporated Clackamas County)	1
LINCC Library Services (Library Network)	1	Non-voting
LINCC Directors Group	1 (LINCC Directors Group Chair)	Non-voting
LDAC	1 (LDAC Chair)	Non-voting
TOTAL	29 (max)	13

Each Library Service Provider may appoint its own representatives to the Library District Task Force. It is recommended that appointments are drawn from City Managers, Library Directors, LDAC Representatives, and/or Library Board Members. Per direction from the Board of County Commissioners, elected officials shall not be appointed to the Library District Task Force.

Recruitment of residents from unincorporated Clackamas County will be coordinated by Public and Government Affairs (PGA) utilizing the County's standard Advisory Board and Committee recruitment process. Evaluation of candidates will be conducted by a Selection Committee consisting of the LDAC Chair, and two representatives from Clackamas County Business and Community Services. The Selection Committee will forward recommended candidates to the Board of County Commissioners for evaluation and appointment.

SUBCOMMITTEE CHARGES

The Library District Task Force shall have three standing subcommittees:

- Library Services Subcommittee

While the Library District Task Force shall be empowered to develop the final charge(s) of the Library Services subcommittee, it is anticipated that this subcommittee would address topics such as:

- *What services do District residents need from their libraries, both now and in the future?*
- *What are the core services and service levels all District residents should receive?*
- *How should service levels and service delivery be measured?*
- *What services are best provided locally, and what services should be provided/supported centrally?*

- Library Funding Subcommittee

While the Library District Task Force shall be empowered to develop the final charge(s) of the Library Funding Subcommittee, it is anticipated that this subcommittee would address topics such as:

- *What levels of funding are required to sustainably address operational needs District-wide?*
- *What levels of funding are required to sustainably address capital needs District-wide?*
- *Are current funding sources and levels (District and local) sufficient to address operational and capital needs, both now and in the future?*
- *What are the mechanics and options for creating service area capital districts?*
- *How can insufficient, unsustainable, or unequitable funding levels be addressed?*
- *What should be permissible uses of District funds?*
- *Do the current service area boundaries meet the needs of the District?*
- *Does the current distribution formula meet the needs of the District?*

It is anticipated that this subcommittee would not convene until the work of the Library Services Subcommittee has been completed, and its work would be informed by the work of the Library Services Subcommittee.

- District Governance Subcommittee

While the Library District Task Force will be empowered to develop the final charge(s) of the District Governance Subcommittee, it is anticipated that this subcommittee would address topics such as:

- *Are changes to the Master Order, Master IGA, and/or Capital IGAs needed?*
- *How do we ensure core services are provided and desired outcomes are achieved District-wide?*
- *How are issues of District-wide impact discussed and decisions made?*
- *What should the role of the Library District Advisory Committee be?*
- *Do suggested changes make voter approval necessary or desirable?*

It is anticipated that the District Governance Subcommittee would not convene until the work of the Library Funding Subcommittee has been completed, and its work would be informed by the recommendations of the Library Services Subcommittee and the Library Funding Subcommittee.

SUBCOMMITTEE MEMBERSHIP AND VOTING

Each subcommittee will consist of up to twenty-nine (29) members, appointed and voting as follows:

- The Library Service Providers of Canby, Estacada, Gladstone, Happy Valley, Lake Oswego, Milwaukie, Molalla, Oak Lodge, Oregon City, Sandy, West Linn, and Wilsonville may appoint up to two members each.
 - Each Library Service Provider shall have one vote on each subcommittee.
- Unincorporated areas of Clackamas County will be represented by two members.
 - This stakeholder group shall have one vote on each subcommittee.
- LINCC Library Services (Library Network), as provider of centralized services and support to all District libraries, shall appoint one non-voting member.
- The LINCC Directors Group shall appoint one non-voting member.
- The Library District Advisory Committee (LDAC) shall appoint one non-voting member.

Subcommittee membership and voting rights are summarized in the table below:

STAKEHOLDER	MAX # OF MEMBERS	# OF VOTES
Canby	2	1
Estacada	2	1
Gladstone	2	1
Happy Valley	2	1
Lake Oswego	2	1
Milwaukie	2	1
Molalla	2	1
Oak Lodge	2	1
Oregon City	2	1
Sandy	2	1
West Linn	2	1
Wilsonville	2	1
Unincorporated Clackamas County	2 (residents of unincorporated Clackamas County)	1
LINCC Library Services (Library Network)	1	Non-voting
LDAC	1 (LDAC appointee)	Non-voting
LINCC Directors Group	1 (LINCC Directors Group appointee)	Non-voting
TOTAL	29 (max)	13

Each Library Service Provider may appoint its own representatives to subcommittees. It is recommended that appointments are drawn from City Managers, Library Directors, LDAC Representatives, Library Board Members, and/or District residents. Per direction from the Board of County Commissioners, elected officials shall not be appointed to the subcommittees.

It is also recommended that stakeholders appoint members with particular subject matter expertise to individual subcommittees. For example, Library Directors' expertise in the provision and management of library services would likely be particularly useful on the Library Services Subcommittee.

Recruitment of residents from unincorporated Clackamas County will be coordinated by Public and Government Affairs (PGA) utilizing the County's standard Advisory Board and Committee recruitment process. Evaluation of candidates will be conducted by a Selection Committee consisting of the LDAC Chair and two representatives from Clackamas County Business and Community Services. The Selection Committee will forward recommended candidates to the Board of County Commissioners for evaluation and appointment.

ANTICIPATED TIMELINE

It is anticipated that the Library District Task Force process (including all preparatory work) will last approximately 18 months, with the Task Force and Subcommittees meeting periodically and regularly over a period of approximately 12 months. The Library District Task Force process will be divided into four distinct phases, namely:

- Phase 1 (approx. 5 months) – Preparation
- Phase 2 (approx. 3 months) – Engagement and Outreach
- Phase 3 (approx. 9 months) – Library District Task Force and Subcommittee Work
- Phase 4 (approx. 3 months) – Preparation and Submission of Final Report

Please see below for a more detailed timeline. All timelines are estimates.

Library District Task Force - Anticipated Timeline (*dates subject to change*)

PHASE 1 - PREPARATION

During this initial phase, the Library District Task Force proposal will be finalized, Board approval will be obtained, and various efforts to gather and produce information the Task Force will need to conduct its work will be completed.

Jan - Apr
2019

FINALIZE PROPOSAL

- *Business and Community Services (BCS)* will work with the *Library District Advisory Committee (LDAC)* and *LINCC Directors Group* to finalize the Library District Task Force proposal.

Feb - Jun
2019

LINCC STRATEGIC PRIORITIES

- *LINCC Directors Group* and *BCS* will complete their work on a District-wide Strategic Priorities document.

May
2019

PRESENT PROPOSAL TO THE BOARD OF COUNTY COMMISSIONERS

- *BCS* will schedule a Policy Session to seek approval from the *Board of County Commissioners (BCC)* to proceed with the Library District Task Force proposal.

Mar - Jul
2019

2017 - 2018 ANNUAL PROGRESS REPORTS

- *LDAC* will revise the Annual Progress Report (APR) form for collection of 2017 - 2018 data.
- *LINCC Directors Group* and *Local Library Boards* will prepare and submit 2017 - 2018 APR data for *LDAC* evaluation.

PHASE 2 - ENGAGEMENT AND OUTREACH

During this phase, engagement and outreach efforts will be conducted to solicit stakeholder feedback and educate potential Library District Task Force participants and the broader public about the Clackamas County Library District.

Jul - Aug
2019

ONLINE LIBRARY SERVICES SURVEY

- *BCS* and *Public and Government Affairs (PGA)*, in conjunction with *LINCC Directors Group*, will develop an online survey to get feedback from County residents on library services. The survey will be distributed via multiple channels, including social media and the *LINCC* catalog.

May - Jul
2019

CITY PARTNER OUTREACH

- *BCS* will present information about the Library District Task Force to the *City Managers Group*.
- As requested, *BCS* will present to individual *Local Library Boards* and *City Councils* about the Task Force.

Jul - Sept
2019

EDUCATION/FEEDBACK SESSIONS

- *BCS*, *PGA*, and *LINCC Directors Group* will develop and present two facilitated public information sessions designed to inform stakeholders about the District's current structure and operation.
- Sessions will also allow attendees to provide feedback to help inform the Library District Task Force's future work.

PHASE 3 - LIBRARY DISTRICT TASK FORCE AND SUBCOMMITTEE WORK

During this phase, the Library District Task Force and its subcommittees will conduct research, engage in discussions, and formulate the recommendations which will eventually be provided to the Board of County Commissioners.

**Sept - Oct
2019**

TASK FORCE KICKOFF

- The **Library District Task Force** will meet at least once to develop rules and procedures, to finalize subcommittee charges, and to make initial subcommittee appointments.

**Oct - Dec
2019**

LIBRARY SERVICES SUBCOMMITTEE

- The **Library Services Subcommittee** will meet a sufficient number of times to properly prepare recommendations for the Library District Task Force.
- The **Library District Task Force** will meet at least once to receive and consider the recommendations/report of the Library Services Subcommittee.

**Jan - Mar
2020**

LIBRARY FUNDING SUBCOMMITTEE

- The **Library Funding Subcommittee** will meet a sufficient number of times to properly prepare recommendations for the Library District Task Force.
- The **Library District Task Force** will meet at least once to receive and consider the recommendations/report of the Library Funding Subcommittee.

**Apr - Jun
2020**

DISTRICT GOVERNANCE SUBCOMMITTEE

- The **District Governance Subcommittee** will meet a sufficient number of times to properly prepare recommendations for the Library District Task Force.
- The **Library District Task Force** will meet at least once to receive and consider the recommendations/report of the District Governance Subcommittee.

PHASE 4 - PREPARATION AND SUBMISSION OF FINAL REPORT

During this phase, the Library District Task Force will produce a final report to be presented to the Board of County Commissioners.

**Jul - Aug
2020**

PREPARATION OF FINAL REPORT

- The **Library District Task Force** will meet at least once to synthesize and prepare final recommendations/report.
- **LDAC** will have an opportunity to review the final Library District Task Force report, and prepare a supplementary report, before the Task Force's report is presented to the BCC.

**Sept
2020**

PRESENTATION OF FINAL REPORT TO BCC

- **BCS** will schedule a Policy Session during which the Library District Task Force's final report/recommendations, as well as any supplemental report prepared by LDAC, will be presented to the Board of County Commissioners.

APPENDIX A

On January 19, 2018, the LINCC Directors Group presented the following memo to the Library District Advisory Committee.

TO: LDAC Representatives
FR: Directors, Clackamas County Libraries (LINCC)
DT: January 19, 2018
RE: Library District

Recently there has been a good deal of discussion within local public meetings and in the media about proposed changes to both the Clackamas County Library District Master Order and the Master Cooperative Intergovernmental Agreement.

The Directors of Clackamas County Libraries fully support and welcome public discussion of these proposed changes. We do not advocate for any particular outcome. We do, however, want to provide our perspective with a goal of informing public discussion and providing additional context for some of the issues and concerns that have emerged. Specifically, we'd like to offer a brief assessment of the strengths of the current District structure, as well as some of the current and future challenges that concern us.

LIBRARY DISTRICT STRENGTHS

- **A collaborative, supportive library cooperative**

While the governance and funding structures have changed over time, the libraries of the Clackamas County Library District have been successfully collaborating and supporting each other for decades.

Our libraries have established committees that have worked to regularly refine guidelines and procedures to maximize consistency, efficiency, and patron-focused service across the District.

One example of this cooperation is that libraries have agreed to collection development guidelines. This helps to ensure that libraries can share collections, and that no single library will bear an undue burden to provide materials for other libraries. There may be situations when the availability of a particular library's collection is temporarily reduced, such as during construction or remodeling projects. The strength of our cooperative is most apparent in those situations: District libraries support each other and cooperate to minimize the impact to patrons. Each library is assured that it will have the support of the other District libraries if it encounters a similar situation.

A key collaborator is the Library Network. With support provided by the County, the Network office creates, maintains, and improves systems and procedures which help keep LINCC working cohesively and smoothly. In turn that allows libraries to offer consistent, quality library services to the 400,000 citizens of Clackamas County.

LIBRARY DISTRICT CHALLENGES

- **Every community has different resources**

The Library District spans approximately 1,880 square miles of both rural and urban areas. Each of the 12 service providers in the District (11 cities and Clackamas County) has a service area population which is made up of both City residents and residents of unincorporated areas.

The ratio of City residents to unincorporated residents differs for each service provider, as does the amount of Library District revenue raised in each service area. It is important to note that the tax base of each City differs widely. That can make it more

challenging to allocate scarce general fund dollars, especially when those dollars may have been contributed by a minority of patrons in the Library's service area.

- **A very complex structure**

While the cooperative structure provides some significant benefits--especially being able to focus closely on local community needs--Library Directors frequently find themselves navigating a very complex environment of competing stakeholder needs and imperatives. Library Directors must constantly balance local needs and expectations (as articulated by City Managers, City Councils, and local Library Boards), with considerations of District-wide imperatives (as articulated by LINCC committees, the Library District Board, and the Library District Advisory Committee), and with state and national service standards.

- **Library District revenues are insufficient**

Simply put, the permanent Library District rate of \$0.3974 per thousand of assessed value approved by voters in 2008 is not sufficient to maintain service levels throughout the county. This is true whether or not District funds are to be used only to fund operations, or can be used for capital purposes as well. While growth in property values has resulted in some additional Library District revenues over the years, these increases have not kept pace with increases in expenses (especially those related to personnel).

The LINCC Library Directors feel strongly that the revenue situation must be addressed. We believe many of the concerns voiced in discussions about amendments to the Master Order and IGA are, in fact, symptoms of this deeper, systemic revenue problem. We have serious concerns about our ability to maintain service levels going forward.

LINCC is stronger now than it has ever been and LINCC Library Directors are absolutely committed to doing all we can within our communities and on a County-wide, cooperative basis to ensure that every citizen of Clackamas County has access to high-quality library services. We are working together more efficiently and effectively than at any time in our past.

That said, we do face significant challenges ahead, and we sincerely hope that some of the concerns sparked by recent discussion of amendments to the Master Order and Master IGA will continue to be addressed in future conversations about the long-term sustainability of the Clackamas County Library District.

COUNCIL STAFF REPORT

To: Mayor and City Council
Ann Ober, City Manager

Date Written: July 18, 2019

Reviewed: Dennis Egner, Planning Director

From: David Levitan, Senior Planner

Subject: **Review of Comprehensive Plan Block 3 Goals and Policies**

ACTION REQUESTED

Review and provide feedback on the current draft of Comprehensive Plan goals and policies for the three block 3 topic areas, which incorporate comments from city staff, the Comprehensive Plan Advisory Committee (CPAC), Planning Commission, Design and Landmarks Committee (DLC), July 15 Open House, and online survey. The City Council is scheduled to “pin down” the policies by resolution at their August 20 regular meeting.

HISTORY OF PRIOR ACTIONS AND DISCUSSIONS

[August 1, 2017:](#) Staff briefed 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:](#) 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 Council adopted a resolution appointing 15 members to the CPAC.

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

[August 21, 2018:](#) Council adopted a resolution “pinning down” the goals and policies for the four Block 1 topic areas – community engagement, economic development, urban growth management, and history, arts and culture.

[January 15, 2019:](#) Council adopted a resolution “pinning down” the goals and policies for the four Block 2 topic areas – natural hazards, parks and recreation, energy and climate change, and Willamette Greenway.

[July 16, 2019:](#) Council adopted a resolution “pinning down” the goals and policies for the housing chapter.

ANALYSIS

As previously discussed, the Comprehensive Plan Update includes three blocks of work, with a separate housing block that started in December and ran alongside and across blocks 2 and 3. The work plan for each block has taken approximately six months and has included three or four topic areas per block. At the end of each block, Council has adopted a resolution “pinning

down” the list of goals and policies for each topic area. To date, Council has adopted resolutions to pin down the goals and policies for block 1 ([August 21, 2018](#)), block 2 ([January 15, 2019](#)), and the housing block ([July 16, 2019](#)).

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) and the Community Vision. The process for formally adopting the Comprehensive Plan in late 2019 will include public hearings before the Planning Commission and City Council.

Block 3 of the Comprehensive Plan update kicked off in early 2019 and includes four topics – public facilities, urban design, natural resources, and environmental quality. The CPAC has held three meetings for block 3, with the fourth and final meeting of the block scheduled for July 30. The [third meeting](#) took place on June 17, at which CPAC members provided feedback on staff’s first draft of block 3 policies. Prior to that meeting, the policies were reviewed by the Public Works Director, City Engineer, and Climate Action and Sustainability Coordinator. CPAC members provided excellent feedback on the first draft of policies, which staff incorporated into a set of updated policies that were reviewed by the Planning Commission on June 25 and July 9. The DLC reviewed the urban design policies on July 15.

On July 15, the City hosted an open house at the Public Safety Building to gather feedback on community priorities related to the three block topic areas. Approximately 60 people attended the open house, where they were asked to weigh in on three issues per topic area (Attachment 1) being considered as potential policy language, including the future of Kellogg Dam and Kellogg Creek Wastewater Treatment facility, how to best achieve the city’s 40% tree canopy target, and whether housing should be allowed in all commercial areas. The open house was complemented by an online survey, which was open between July 15 and July 25 and included the same questions as the open house. 197 people completed the survey. Raw data from the the open house and online survey is included in Attachment 2, and staff is currently working with its consultants on a summary report.

The city also hosted two focus groups to gather additional feedback on policy ideas and specific policy language. Representatives of four environmental organizations (Johnson Creek Watershed Council, North Clackamas Urban Watersheds Council, Portland Audubon Society, and Friends of Trees) provided feedback on the draft natural resource and environmental quality policies during a July 16 focus group, while 15 members of the City’s Latinx community went through an exercise similar to the open house and online survey on July 17.

Staff has incorporated the feedback from the CPAC, Planning Commission, open house, online survey, and focus groups into a revised set of block 3 policies (Attachment 3), which it is now asking Council to review and provide comments. Following Council’s review, the Planning Commission will have a final opportunity to review and recommend edits to the policies at their August 13 meeting, before Council considers a resolution “pinning down” the policies at their August 20 meeting.

Question for Council

Are their specific block 3 goals or policies that should be added, revised, or removed?

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

This staff report and attachments have been reviewed by the city manager and community development director.

STAFF RECOMMENDATION

Staff recommends that Council review and provide feedback on the draft block 3 goals and policies.

ALTERNATIVES

Council is currently scheduled to hold a hearing to “pin down” the block 3 goals and policies at their August 20 meeting. Council may choose to hold another work session to review the goals and policies, which would require that adoption of the resolution be pushed out to September.

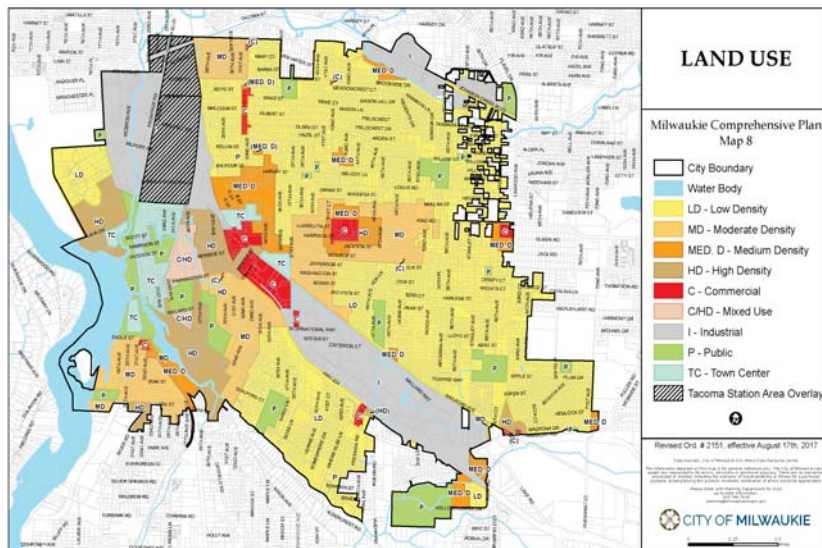
ATTACHMENTS

1. Block 3 open house boards
2. Block 3 open house and online survey raw data
3. Revised block 3 goals and policies

MILWAUKIE COMPREHENSIVE PLAN UPDATE

WHAT IS A COMPREHENSIVE PLAN?

The Comprehensive Plan is Milwaukie's primary land use document and includes a series of goals and policies that guide growth and development over a 20-year period.



Why is Milwaukie Updating Its Comprehensive Plan?

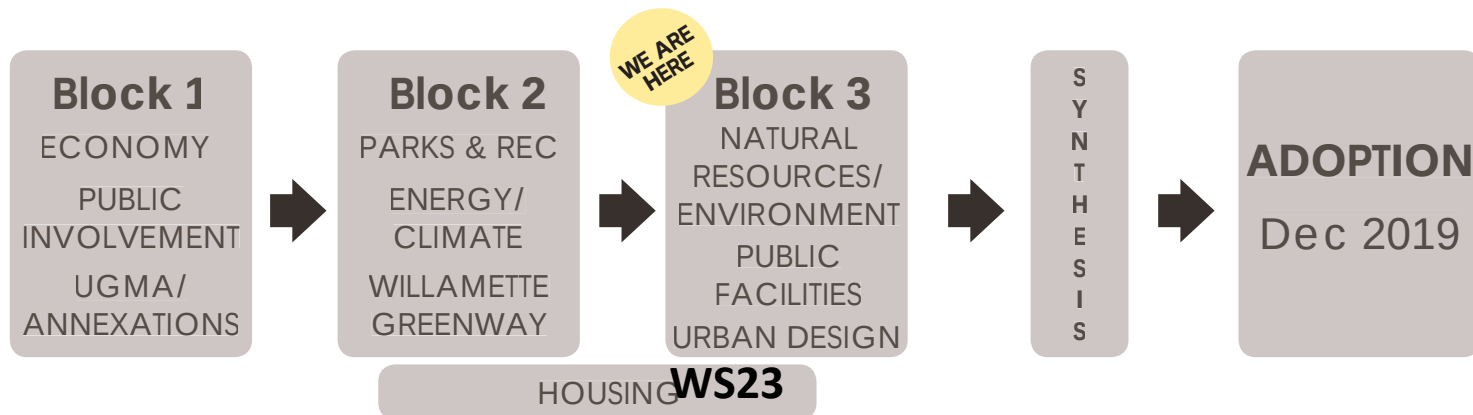
THE CURRENT PLAN IS **30
YEARS OLD**



IN 2016-2017 THE MILWAUKIE
COMMUNITY **CREATED A VISION**
FOR THE FUTURE OF
MILWAUKIE IN 2040

A COMPLETE UPDATE WILL SERVE
TO CREATE A **CENTRAL DOCUMENT**
THAT **REFLECTS THE VISION**
THROUGH **GOALS & POLICIES**

PROJECT TIMELINE



PUBLIC FACILITIES

1. Public Improvements

The City recently began implementing a 9-year program (Safe Access for Everyone, or SAFE) that aims to improve pedestrian and bicycle connections throughout the City and remove barriers for all residents, including those with disabilities.

As the City considers additional improvements to its pedestrian and bicycle facilities, where should it focus improvements?

Would you support?

● I'm supportive. ● I have concerns.



- A. Continue providing safe access to schools

A.

PLACE
DOTS HERE



- B. Connections to frequent transit service

B.

PLACE
DOTS HERE

Frequent Transit Service is transit that runs every 15 minutes or better most of the day.

- C. Connections to established commercial areas such as Downtown Milwaukie and the Milwaukie Marketplace

C.

PLACE
DOTS HERE

- D. Connections to neighborhood commercial hubs and neighborhood mixed use areas

D.

PLACE
DOTS HERE



2. Franchise Agreements

The City uses franchise agreements with private providers for the collection of garbage, recycling, and yard/food waste.

What types of items might be included in franchise agreements to help reflect community priorities?

Would you support?

 I'm supportive.  I have concerns.

- A.** Call for a transition to electric or other low-emission vehicles

A. PLACE
DOTS HERE

- B.** Prioritizing hiring and support for minority and women owned businesses and other equitable hiring practices

B. PLACE
DOTS HERE

- C.** Establish programs to reduce waste through reuse/salvage of large items

C. PLACE
DOTS HERE

- D.** Expand composting opportunities

D. PLACE
DOTS HERE

- E.** Educational programs on recycling, composting, and other efforts to reduce waste generation

E. PLACE
DOTS HERE

3. Kellogg Wastewater Treatment Plant

The existing Comprehensive Plan calls for the City to “use best efforts to decommission or downsize the Kellogg Wastewater Treatment Plant” and “transition...to some other sewage treatment facility.” The City is considering revising this policy language to instead call for the continued use and “improvement” of the current plant.

How would you support the following improvements?

Would you support?

● I’m supportive. ● I have concerns.

A. Capacity expansion



A. PLACE
DOTS HERE

B. Plant footprint
reduction

B. PLACE
DOTS HERE

C. Expansion of “good
neighbor” programs
(odor control,
landscaping, etc.)



A **Good Neighbor Agreement** is generally a non-binding agreement between neighborhood (community) and an industry which works to address specific issues of concern in a collaborative way.

C. PLACE
DOTS HERE

D. Examine feasibility
of covering/
capping the plant
for recreational
purposes

D. PLACE
DOTS HERE

E. Other

E. PLACE
THOUGHTS

4. What other topics/ideas related to Public Facilities should be included in the Comprehensive Plan?

PLACE
THOUGHTS

1. Removal of Kellogg Dam

Over the past two decades, the City has advocated for the removal of the Kellogg Dam in an effort to restore riparian habitat and reestablish fish passage in the Kellogg Lake area and along Kellogg Creek and other tributaries of the Willamette River. The Comprehensive Plan proposes to include a policy calling for the removal of Kellogg Dam.

How would you rate this as a priority for the City of Milwaukie?

● I'm supportive. ● I have concerns.

2. Regulating Air and Water Quality

The City has limited authority to regulate air and water quality (regulations are established, monitored and enforced at the state and federal level).

How might the City better respond to residents' concerns about environmental quality?

Would you support?

● I'm supportive. ● I have concerns.

- A. Help facilitate/develop/
broker good neighbor
agreements between
residents and nearby
businesses

- 
- B. Coordinate with local organizations to expand monitoring of air and water quality

- C. Adopt stricter nuisance codes



Source: North Clackamas Urban Watershed Council

3.Tree Canopy Goal

The City is proposing to include a new Comprehensive Plan policy that “supports achievement of the City’s goal of creating a 40% tree canopy by 2040,” a goal which was adopted by the City Council through the Climate Action Plan and Urban Forest Management Plan, which is called out in the Urban Forest Management Plan and Climate Action Plan.

Which of the following strategies would you support to help the City achieve the 40% tree canopy target?

Would you support?

● I’m supportive. ● I have concerns.

A. Consider amendments to the Milwaukie Municipal Code that address preservation, protection, replacement, and maintenance of trees on private property

A.
PLACE
DOTS HERE

B. Focus plantings on City and other public properties

B.
PLACE
DOTS HERE

C. Provide flexibility in the division of land, siting and design of buildings, and permitted housing types on private property in exchange for increased tree protection



C.
PLACE
DOTS HERE

D. Provide additional financial or regulatory incentive for tree protection

D.
PLACE
DOTS HERE

E. Encourage diversity of native and climate change-suited species to increase forest resiliency

E.
PLACE
DOTS HERE

**4. What other topics/ideas related to Natural Resources/
Environmental Quality should be included in the
Comprehensive Plan?**

PLACE
THOUGHTS

URBAN DESIGN

1. Sustainable and Livable Development

Do you support the following strategies aimed at designing future development and redevelopment in a more sustainable, livable manner?

Would you support?

● I'm supportive. ● I have concerns.

A. Reduce parking requirements

A.
PLACE
DOTS HERE

B. Improve bicycle/pedestrian connections to transit, with a focus on how to make the last leg of trips (known as "last-mile connections") more efficient.

B.
PLACE
DOTS HERE

C. Encourage conversion of underutilized surface parking lots to parks or new development, especially with wider adoption of rideshare and autonomous vehicles

C.
PLACE
DOTS HERE



D. Expand queuing/loading areas for rideshare and microtransit (shuttles and minibuses)

D.
PLACE
DOTS HERE

E. Increase requirements for plazas and other public amenities

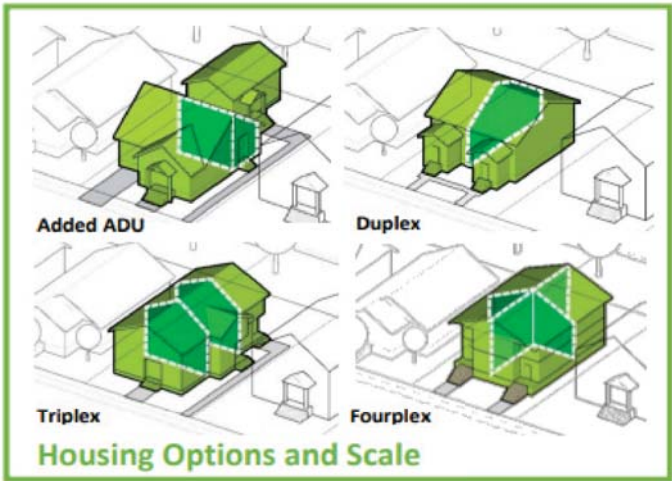
E.
PLACE
DOTS HERE

2. Form-Based Development

A form-based development code relies more on regulating the physical form (height, setbacks, shape, square footage) of a structure and less on evaluating and separating specific land uses. For example, a triplex with three 800 sf units, a duplex with two 1,200 sf units, and a 2,400 sf single family home could all be permitted if they had the same general form and appearance.

Would you support a form-based code in Milwaukie?

☐ I'm supportive. ☐ I have concerns.



Source: City of Portland

PLACE
DOTS HERE

3. Housing in Commercial Areas

The City has existing commercial areas (most notably the Milwaukie Marketplace) where housing is not currently permitted.

Should housing be allowed in these areas?

☐ I'm supportive. ☐ I have concerns.



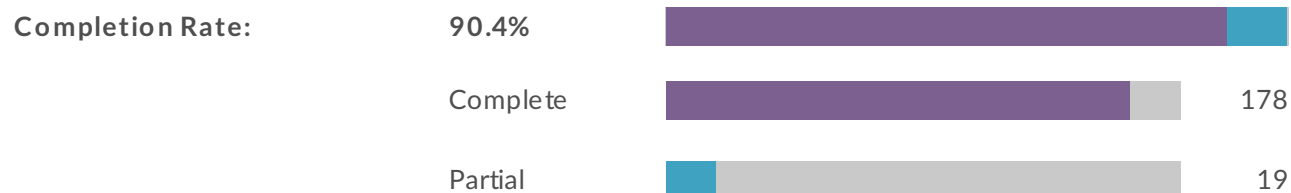
PLACE
DOTS HERE

4. What other topics/ideas related to Urban Design should be included in the Comprehensive Plan?

PLACE
THOUGHTS

Report for Comprehensive Plan Update - Block 3 Survey

Response Counts



Totals: 197

1. The City recently began implementing a 9-year program (Safe Access for Everyone, or SAFE) that aims to improve pedestrian and bicycle connections throughout the City and remove barriers for all residents, including those with disabilities. As the City considers additional improvements to its pedestrian and bicycle facilities, where should it focus improvements? Please prioritize the following options with 1 being the most important and 4 being the least important:

Item	Overall Rank	Rank Distribution	Score	No. of Rankings
Continue providing safe access to schools	1		556	182
Connections to frequent transit service	2		466	181
Connections to established commercial areas such as Downtown Milwaukie and the Milwaukie Marketplace	3		426	182
Connections to neighborhood commercial hubs and neighborhood mixed use areas	4		383	190



Low
est
Rank

High
est
Rank

2. The City uses franchise agreements with private providers for the collection of garbage, recycling, and yard/food waste. What types of items might be included in franchise agreements to help reflect community priorities? Please prioritize the following options with 1 being the most important and 5 being the least important:

Item	Overall Rank	Rank Distribution	Score	No. of Rankings
Establish programs to reduce waste through reuse/salvage of large items	1		608	182
Educational programs on recycling, composting, and other efforts to reduce waste generation	2		564	181
Call for a transition to electric or other low-emission vehicles	3		527	182
Prioritize hiring and support for minority and women owned businesses and other equitable hiring practices	4		512	183
Expand composting opportunities	5		506	175



Low
est
Rank

High
est
Rank

3. The existing Comprehensive Plan calls for the City to “use best efforts to decommission or downsize the Kellogg Wastewater Treatment Plant” and “transition... to some other sewage treatment facility.” The City is considering revising this policy language to instead call for the continued use and improvement of the current plant. How would you prioritize the following improvements? Please prioritize the following options with 1 being the most important and 4 being the least important:

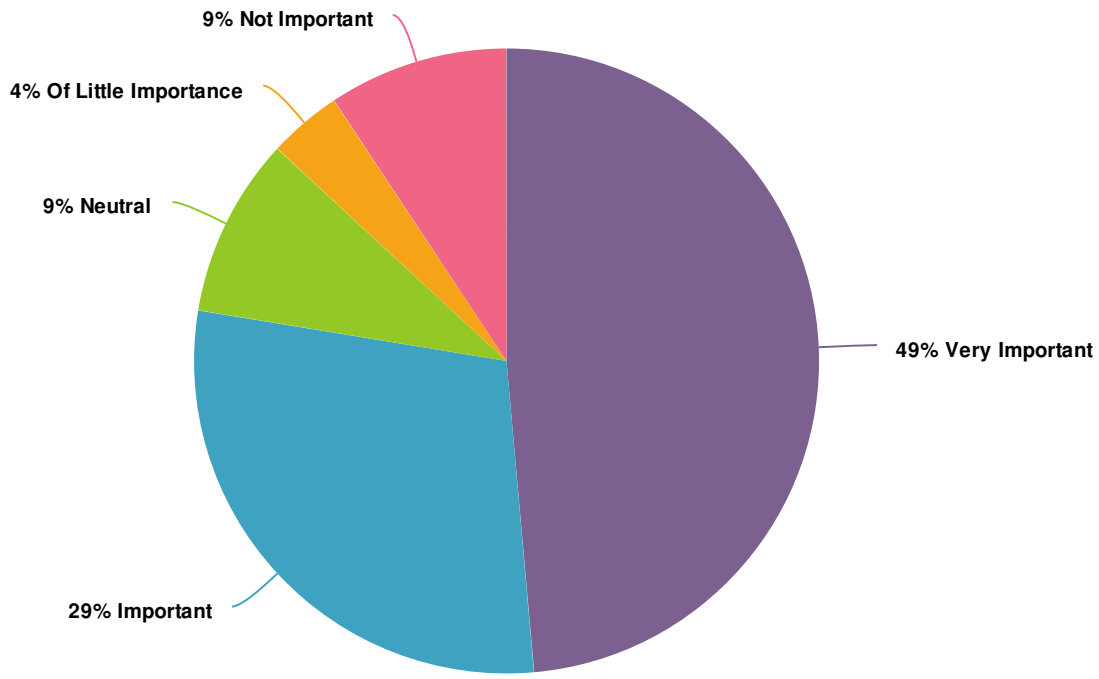
Item	Overall Rank	Rank Distribution	Score	No. of Rankings
Expansion of “good neighbor” programs (odor control, landscaping, etc.)	1		531	178
Plant footprint reduction	2		430	175
Examine feasibility of covering/capping the plant for recreational purposes	3		414	183
Capacity expansion	4		391	169

Lowest Rank Highest Rank

4. What other topics/ideas related to public facilities do you think are important to include in the Comprehensive Plan?



5. Over the past two decades, the City has advocated for the removal of the Kellogg Dam in an effort to restore riparian habitat and reestablish fish passage in the Kellogg Lake area and along Kellogg Creek and other tributaries of the Willamette River. The Comprehensive Plan proposes to include a policy calling for the removal of Kellogg Dam. How would you rate this as a priority for the City of Milwaukie?



Value		Percent	Responses
Very Important		48.6%	89
Important		29.0%	53
Neutral		9.3%	17
Of Little Importance		3.8%	7
Not Important		9.3%	17
Totals: 183			

6. The City is proposing to include a new Comprehensive Plan policy that “supports achievement of the City’s goal of creating a 40% tree canopy by 2040,” a goal which was adopted by the City Council through the Climate Action Plan and Urban Forest Management Plan. Which of the following strategies would you support to help the City achieve the 40% tree canopy target? Please prioritize the following options with 1 being the most important and 5 being the least important:

Item	Overall Rank	Rank Distribution	Score	No. of Rankings
Focus plantings on city and other public properties	1		552	168
Encourage a diversity of native and climate change-suited species to increase forest resiliency	2		528	171
Provide additional financial or regulatory incentives for tree protection	3		508	170
Provide flexibility in the division of land, siting and design and buildings, and permitted housing types on private property in exchange for increased tree protection	4		483	169
Consider amendments to the Milwaukie Municipal Code that address preservation, protection, replacement and maintenance of trees on private property.	5		479	171

7. The City has limited authority to regulate air and water quality (regulations are established, monitored and enforced at the state and federal level). How might the City better respond to residents' concerns about environmental quality? Please prioritize the following options with 1 being the most important and 3 being the least important:

Item	Overall Rank	Rank Distribution	Score	No. of Rankings
Coordinate with local organizations to expand monitoring of air and water quality	1		351	168
Adopt stricter nuisance codes	2		333	175
Help facilitate/develop/broker good neighbor agreements between residents and nearby businesses	3		332	165

8. What other topics/ideas related to natural resources and environmental quality do you think are important to include in the Comprehensive Plan?



9. Do you support the following strategies aimed at designing future development and redevelopment in a more sustainable, livable manner? Please prioritize the following options with 1 being the most important and 5 being the least important:

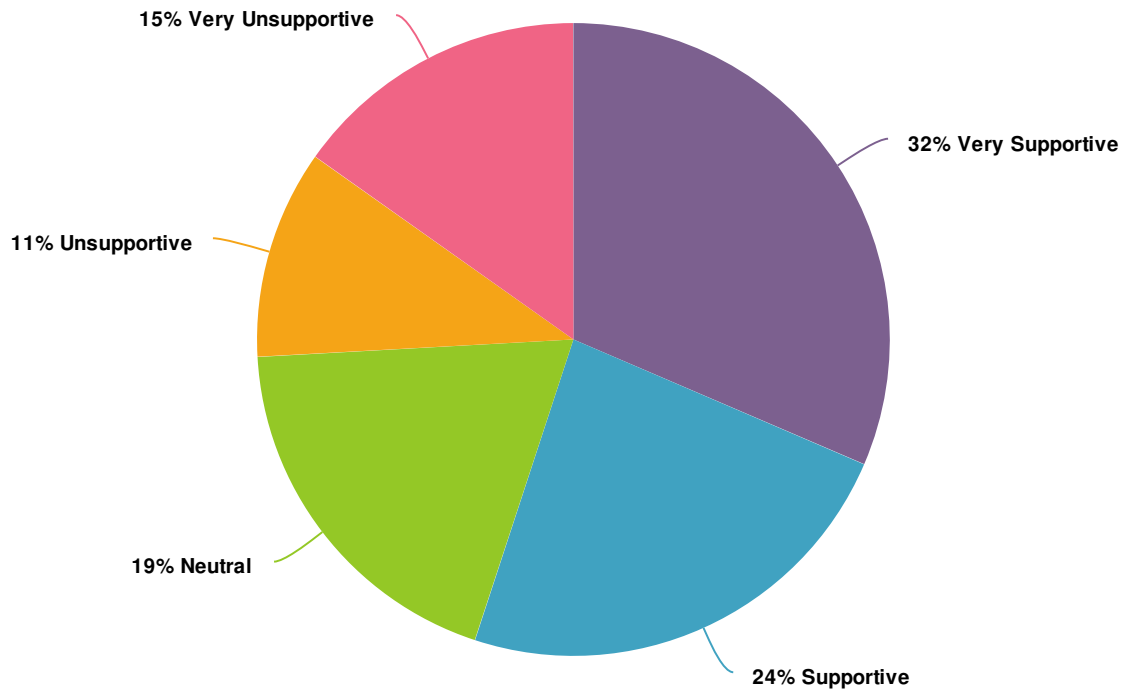
Item	Overall Rank	Rank Distribution	Score	No. of Rankings
Improve bicycle/pedestrian connections to transit, with a focus on how to make the last leg of trips (known as “last-mile connections”) more efficient.	1		652	168
Encourage conversion of underutilized surface parking lots to parks or new development, especially with wider adoption of rideshare and autonomous vehicles	2		504	162
Increase requirements for plazas and other public amenities	3		486	161
Expand queuing/loading areas for rideshare and microtransit (shuttles and minibuses)	4		398	158
Reduce parking requirements	5		389	161



Low
est
Rank

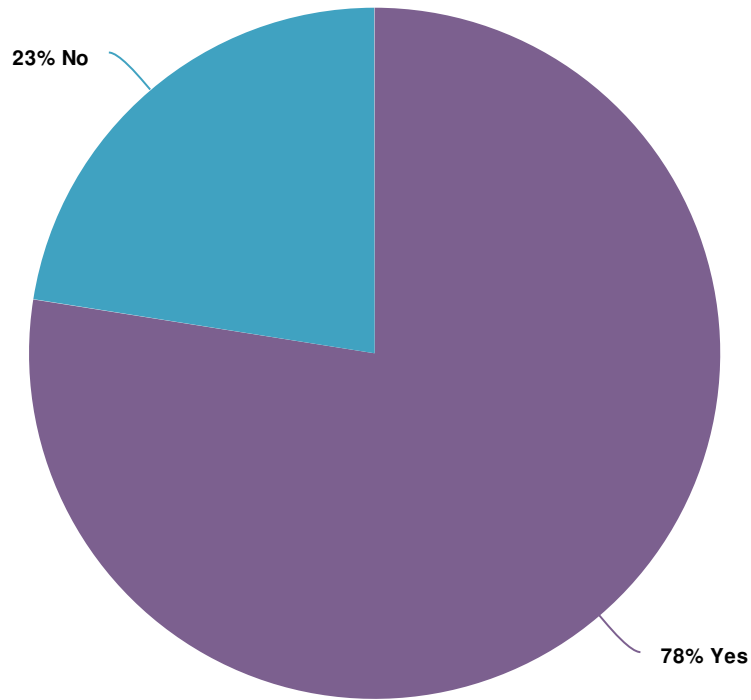
High
est
Rank

10. A form-based development code relies more on regulating the physical form (height, setbacks, shape, square footage) of a structure and less on evaluating and separating specific land uses. For example, a triplex with three 800 sf units, a duplex with two 1,200 sf units, and a 2,400 sf single family home could all be permitted if they had the same general form and appearance. How supportive would you be of a form-based code?



Value		Percent	Responses
Very Supportive		31.5%	56
Supportive		23.6%	42
Neutral		19.1%	34
Unsupportive		10.7%	19
Very Unsupportive		15.2%	27
			Totals: 178

11. The City has existing commercial areas (most notably the Milwaukie Marketplace) where housing is not currently permitted. Should housing be allowed in these areas?

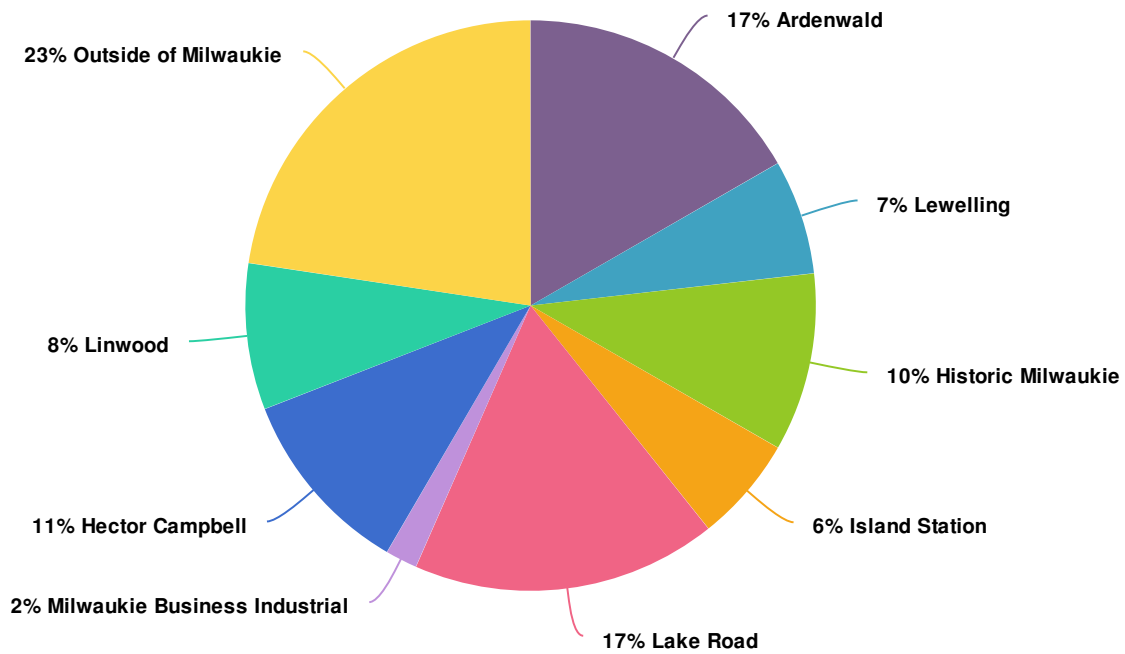


Value		Percent	Responses
Yes		77.5%	138
No		22.5%	40
Totals: 178			

12. What other topics/ideas related to urban design do you think are important to include in the Comprehensive Plan?

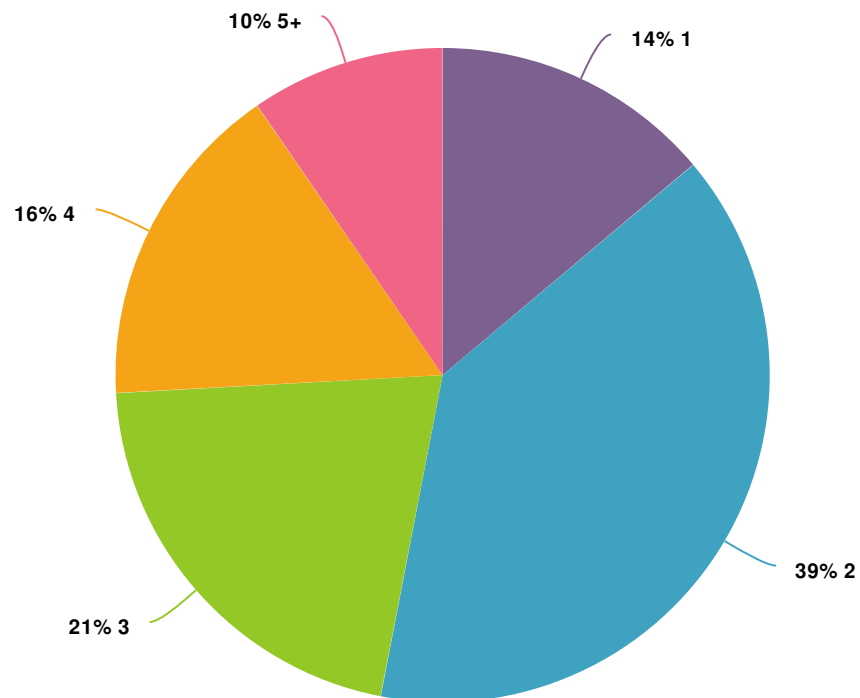


13. What neighborhood do you live or work in?



Value		Percent	Responses
Ardenwald		16.7%	28
Lewelling		6.5%	11
Historic Milwaukie		10.1%	17
Island Station		6.0%	10
Lake Road		17.3%	29
Milwaukie Business Industrial		1.8%	3
Hector Campbell		10.7%	18
Linwood		8.3%	14
Outside of Milwaukie		22.6%	38
			Totals: 168

14. Including yourself, how many people live in your household?

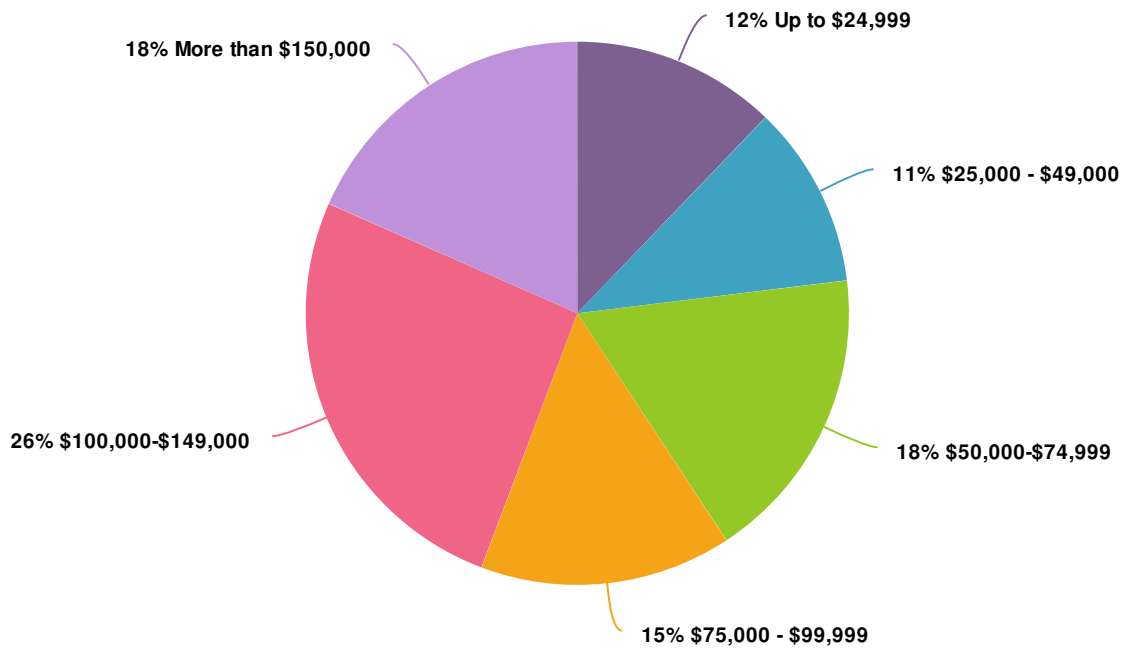


Value		Percent	Responses
1		13.9%	23
2		39.2%	65
3		21.1%	35
4		16.3%	27
5+		9.6%	16
			Totals: 166

15. In what year were you born?



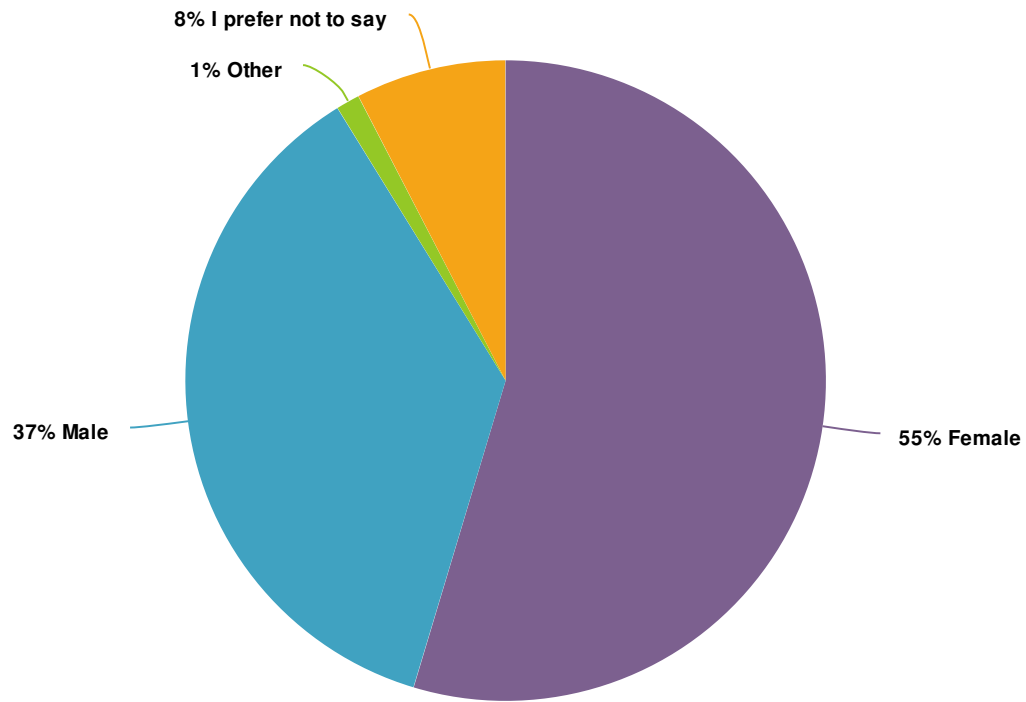
16. What is your annual household income?



Value		Percent	Responses
Up to \$24,999		12.2%	18
\$25,000 - \$49,000		10.9%	16
\$50,000-\$74,999		17.7%	26
\$75,000 - \$99,999		15.0%	22
\$100,000-\$149,000		25.9%	38
More than \$150,000		18.4%	27

Totals: 147

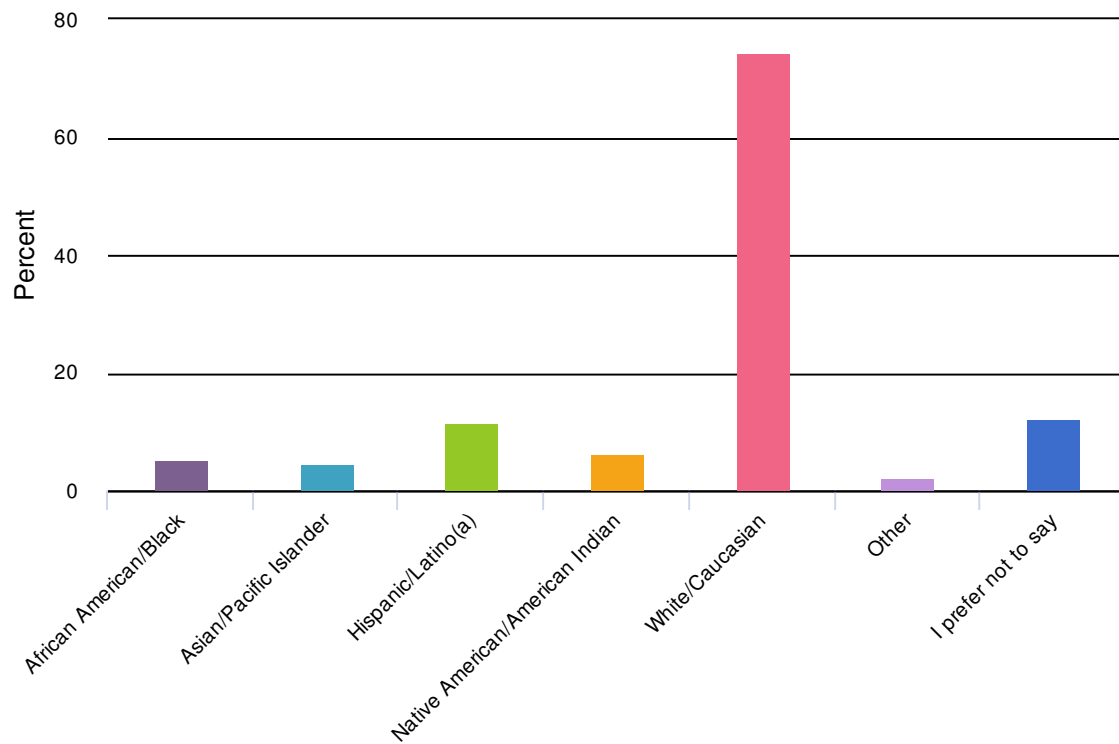
17. With which gender do you identify?



Value		Percent	Responses
Female		54.7%	94
Male		36.6%	63
Other		1.2%	2
I prefer not to say		7.6%	13

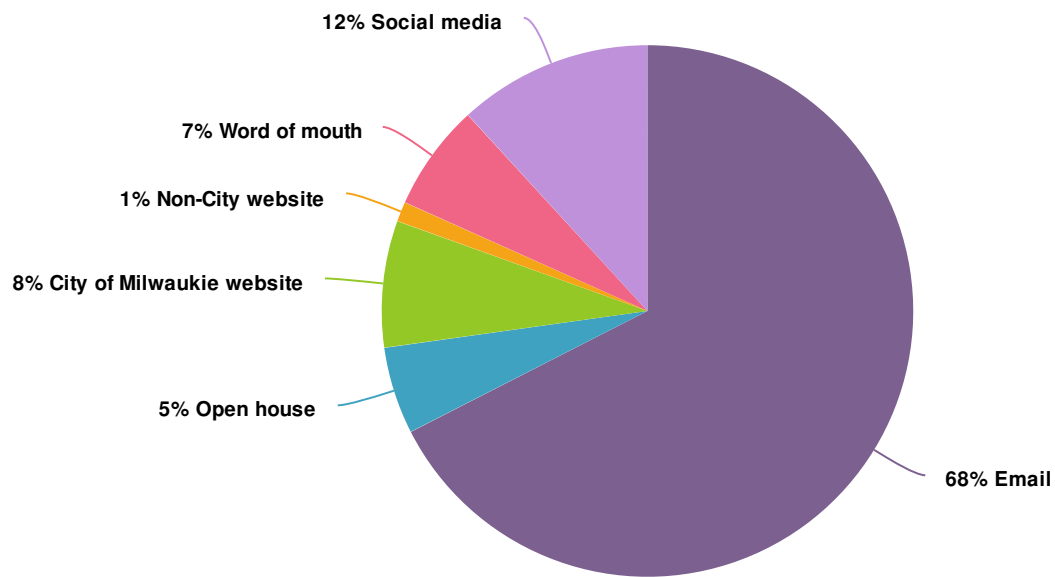
Totals: 172

18. How do you identify yourself culturally? [Select all that apply]



Value		Percent	Responses
African American/Black		5.2%	9
Asian/Pacific Islander		4.7%	8
Hispanic/Latino(a)		11.6%	20
Native American/American Indian		6.4%	11
White/Caucasian		74.4%	128
Other		2.3%	4
I prefer not to say		12.2%	21

19. How did you hear about this online survey?



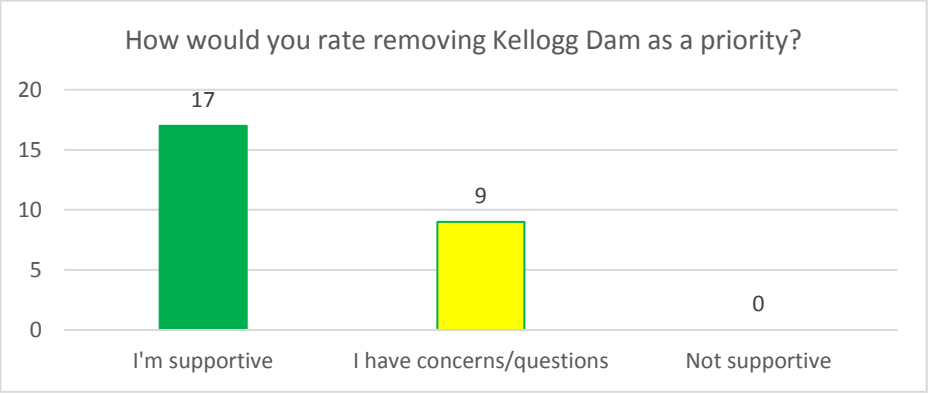
Value		Percent	Responses
Email		67.5%	114
Open house		5.3%	9
City of Milwaukie website		7.7%	13
Non-City website		1.2%	2
Word of mouth		6.5%	11
Social media		11.8%	20

Totals: 169

20. Email

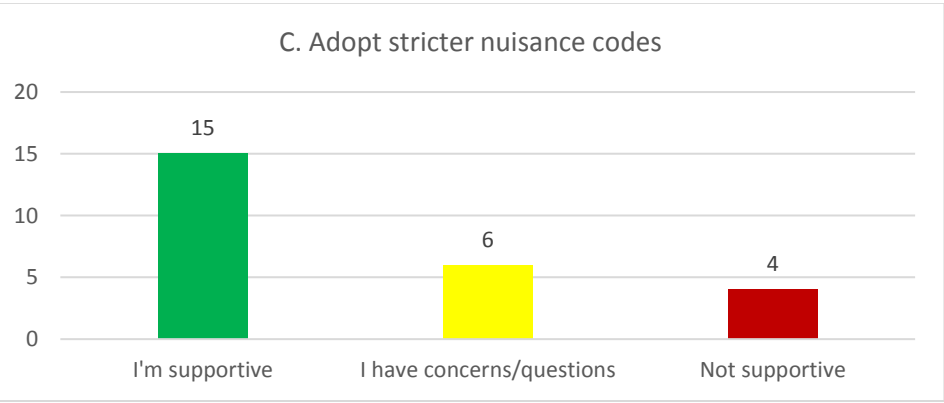
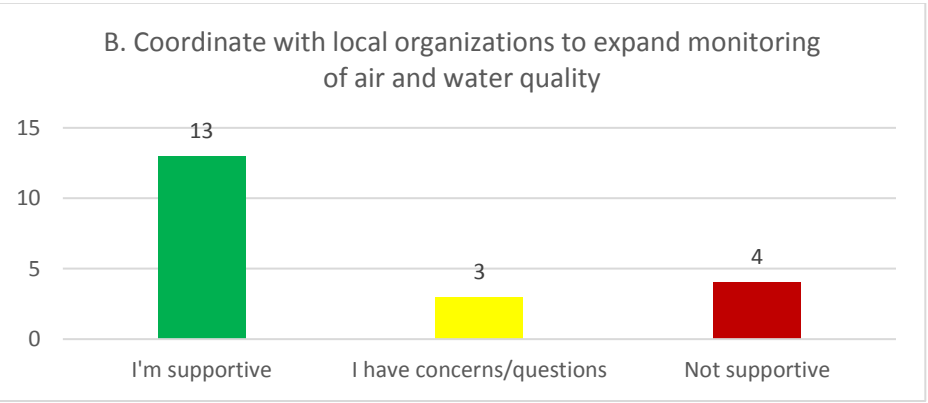
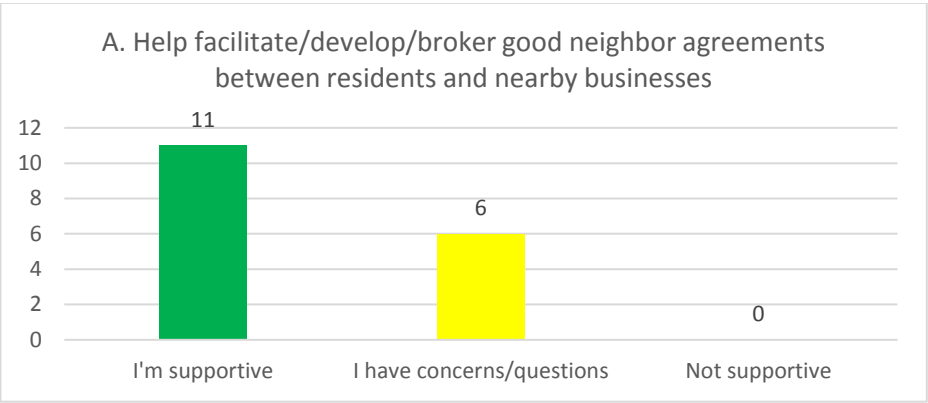
Natural Resources and Environmental Quality

1. Removal of Kellogg Dam



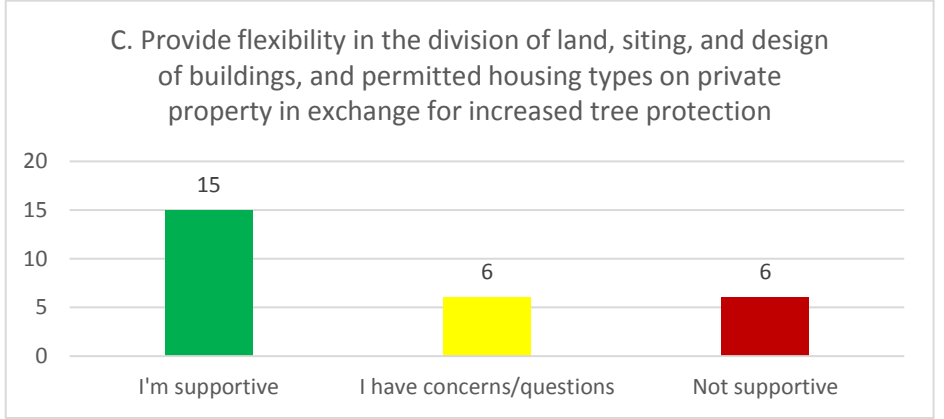
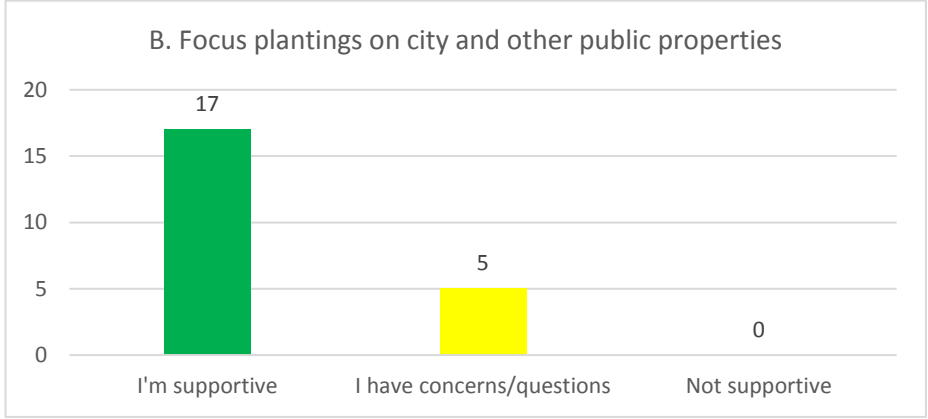
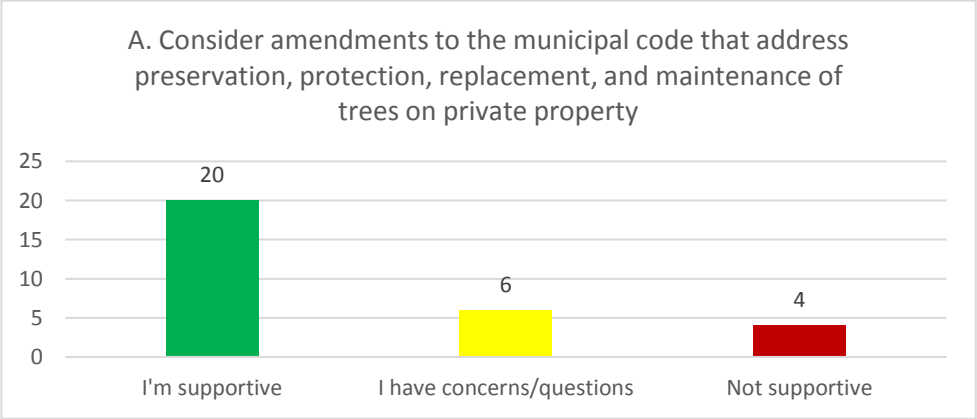
2. Regulating Air and Water Quality

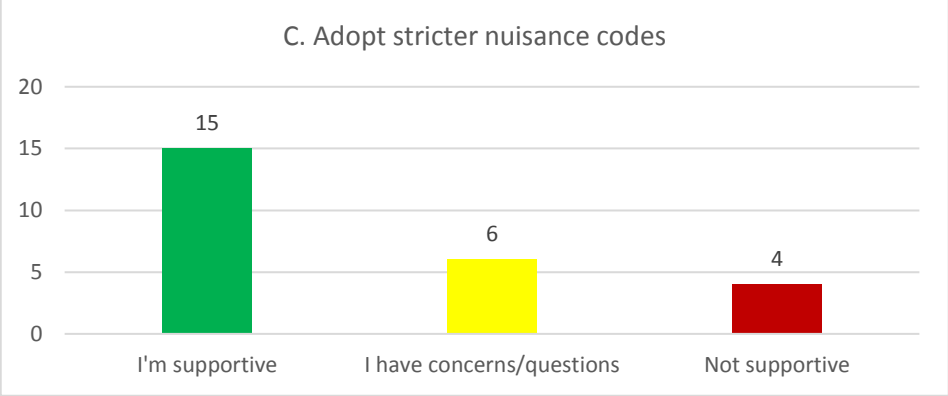
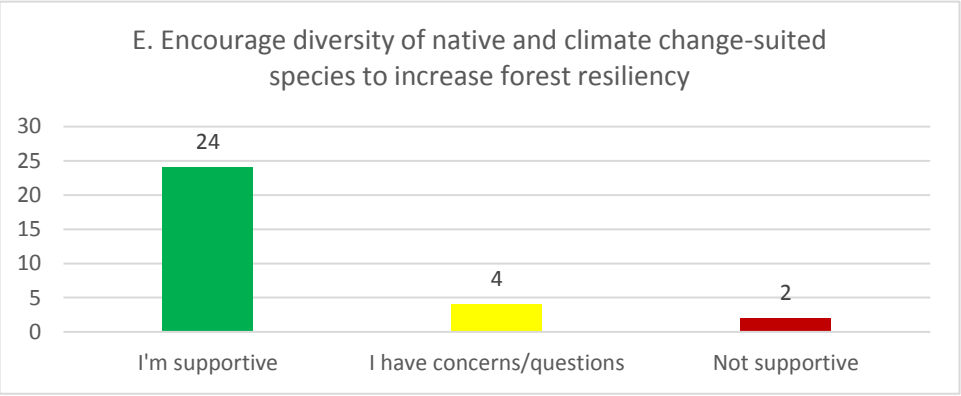
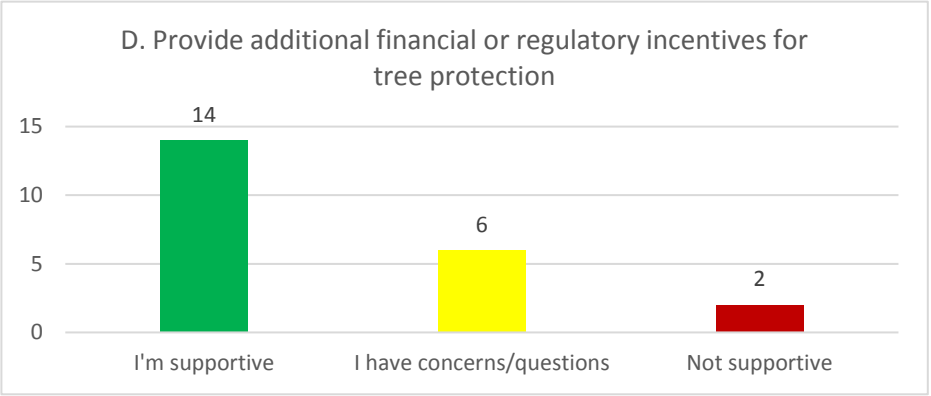
How might the City better respond to residents’ concerns about environmental quality?



3. Tree Canopy

How might the city best meet it’s 40% tree canopy target?



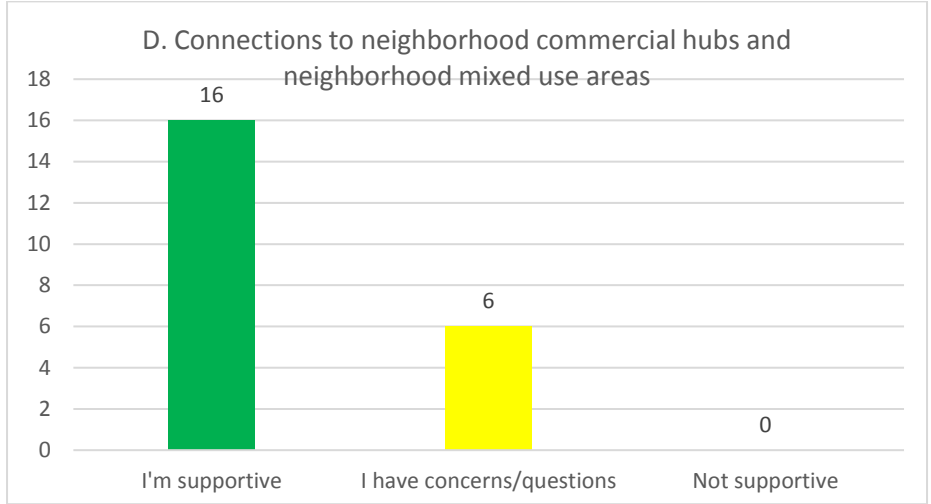
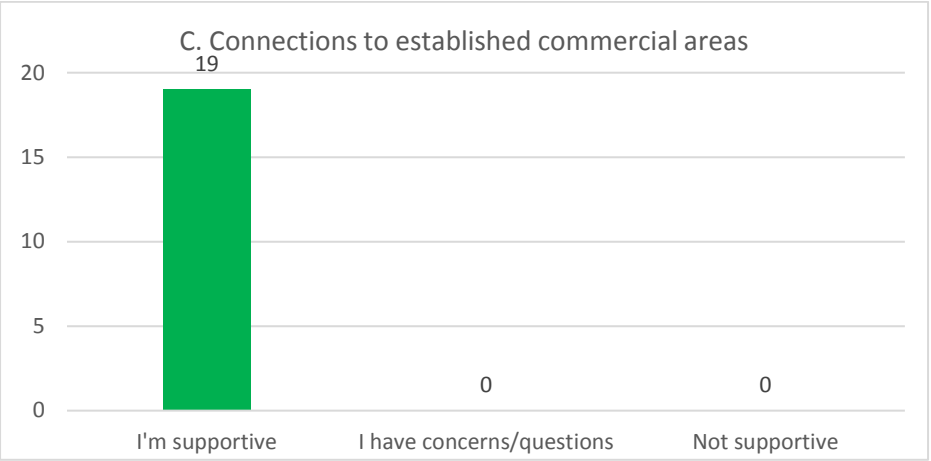
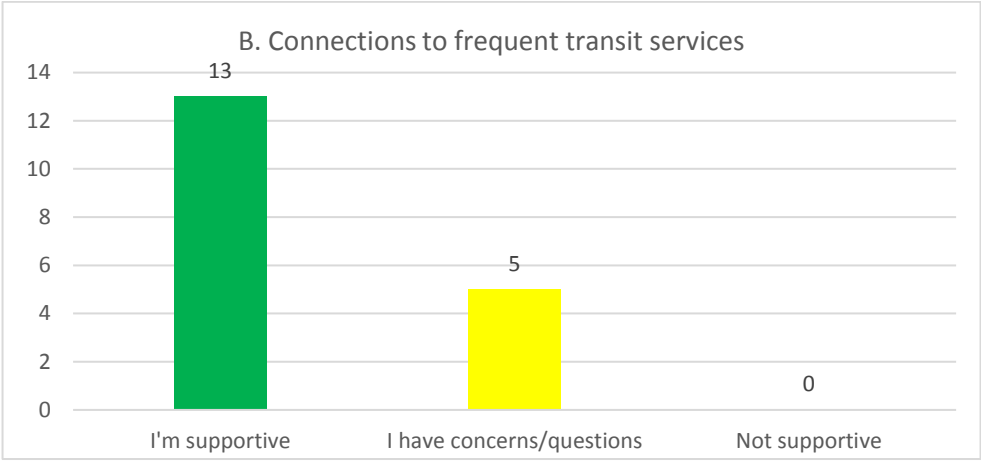
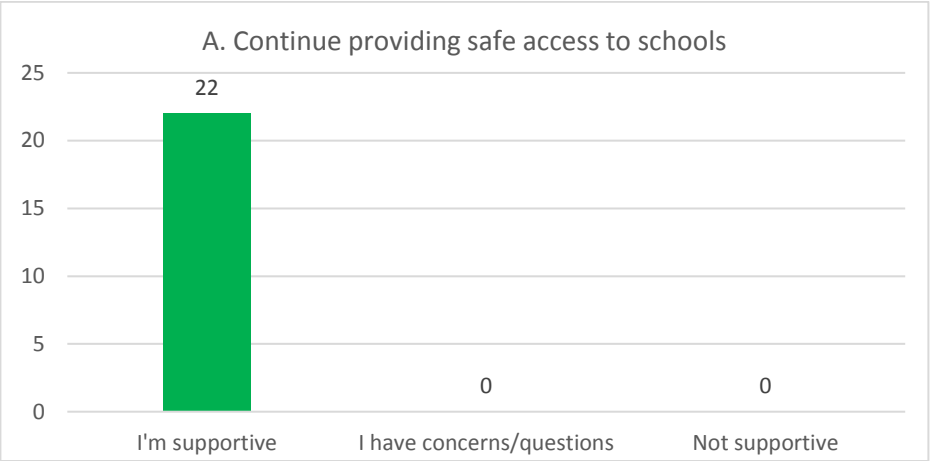


4. What other topics/ideas should be included in the Comprehensive Plan?

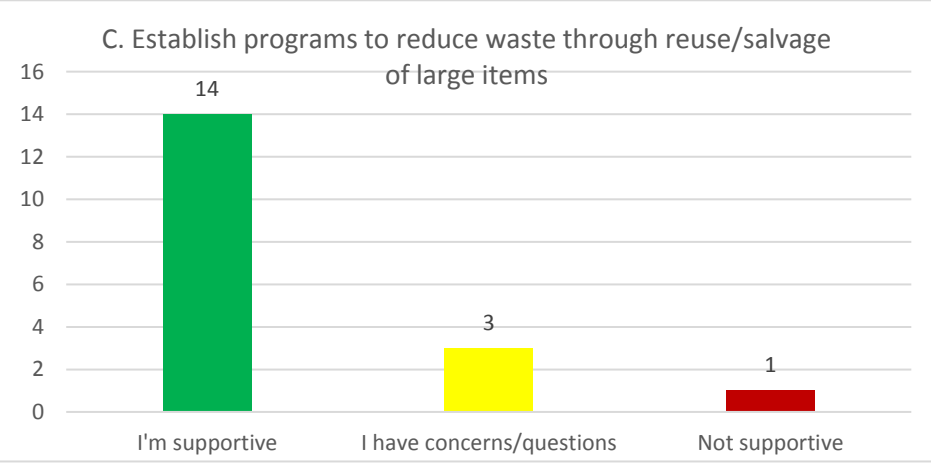
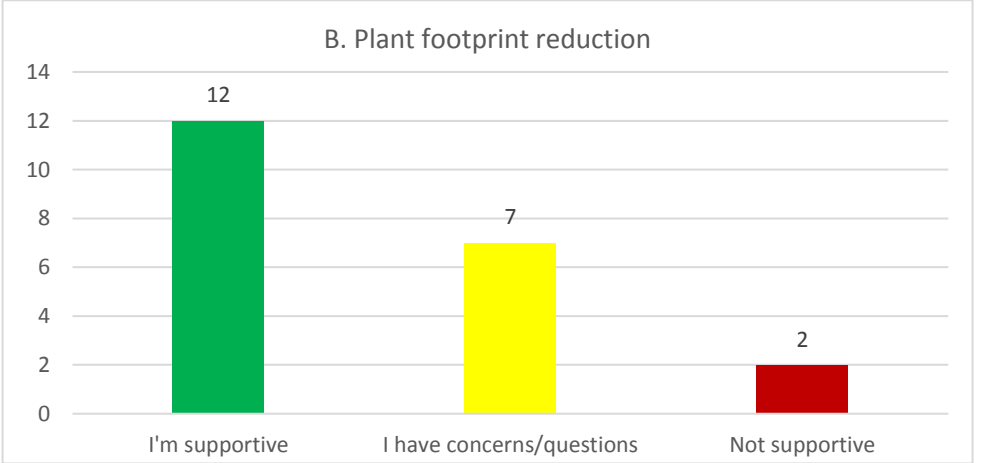
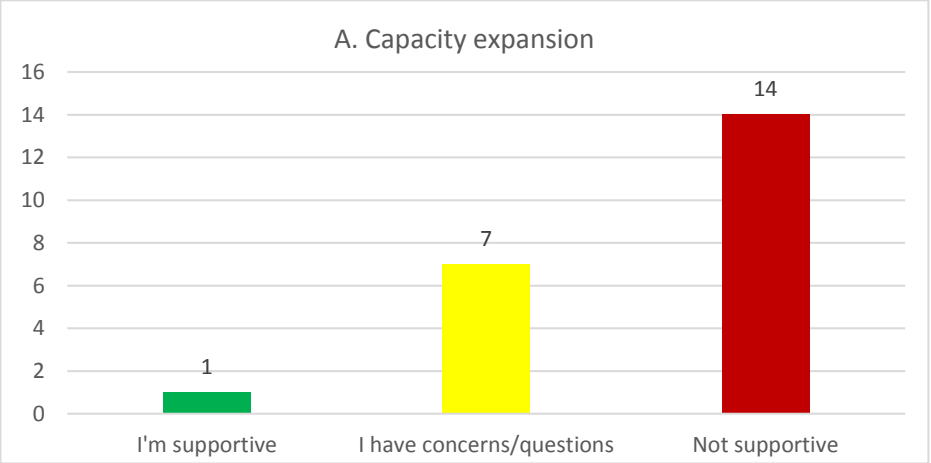
- Daylight/restore streams (including Spring Creek)
- Encourage restoration in habitat corridors (including de-paving)
- Strong tree protections and regs for new development will be essential to climate resilience, human health, and air quality as Milwaukie grows. Also protects property values.
- Population density limitation
- Just witnessed a beautiful maple tree cut down on Courtney for no reason! New apartment building not affected by the tree. So why?
- More control over dog barking, day and night.
- Make sure there is enough green space for all the new housing planned. We need a park!
- Property tax incentive for tree canopy
- Planning should incorporate the upland development and its impact on flooding risk in lowlands (flood plain)
- I have a lot of concern about the increasing amount of noise that we are experiencing in our neighborhoods. We need noise police.
- Air and water quality are already strictly regulated by the state and the Feds. What would the city do? How would you monitor air quality??
- Prioritize bike/ped only entries on street stubs. Create opportunities for safer, less polluting car-free streets
- We need to be thinking about the other creatures in our environment more or we will have more soon!
- Greater emphasis on wildlife habitat conservation within our city. Keep our big trees and lots for open space for wildlife.
- Consider property tax abatements for maintaining large trees or increasing tree canopy
- Need to define what constitutes a tree

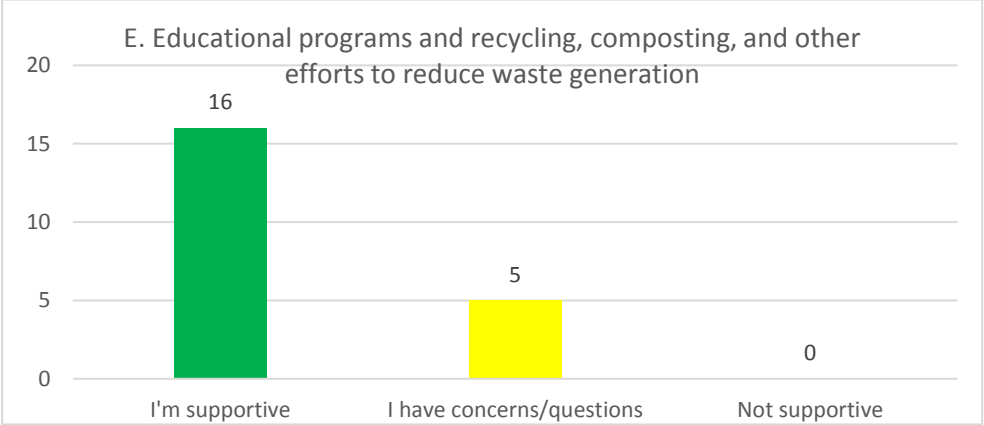
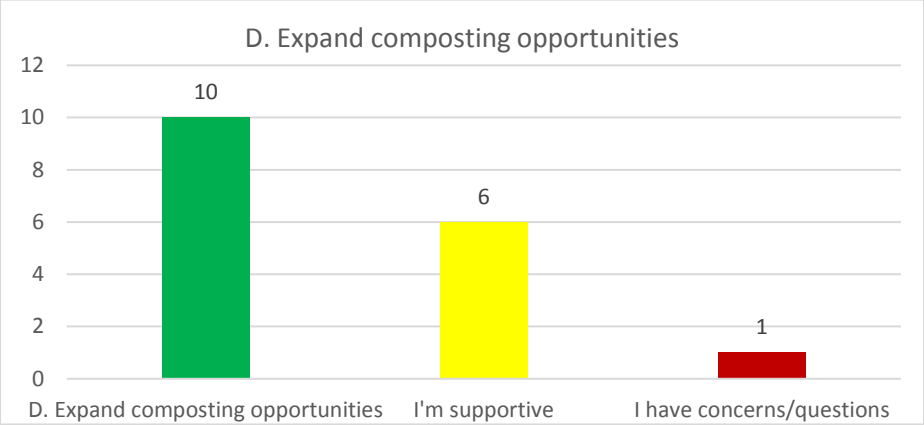
Public Facilities

1. Public Improvements: As the city considers additional improvements to its pedestrian and bicycle facilities, where should it focus improvements?

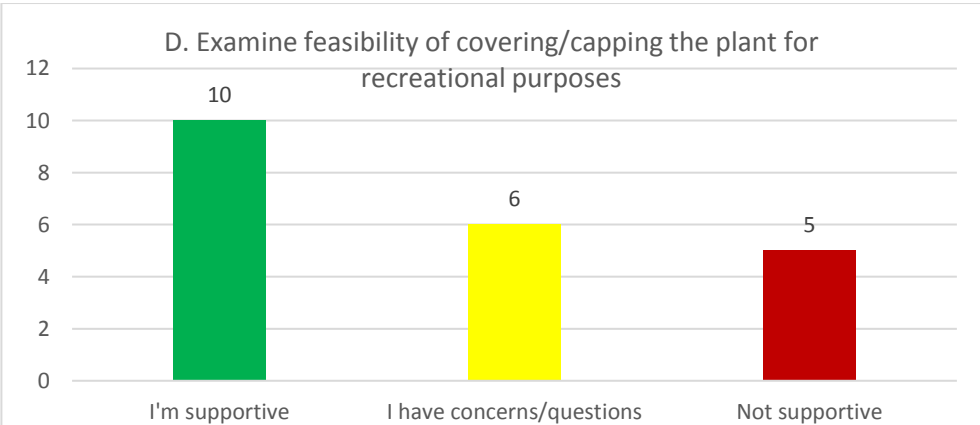
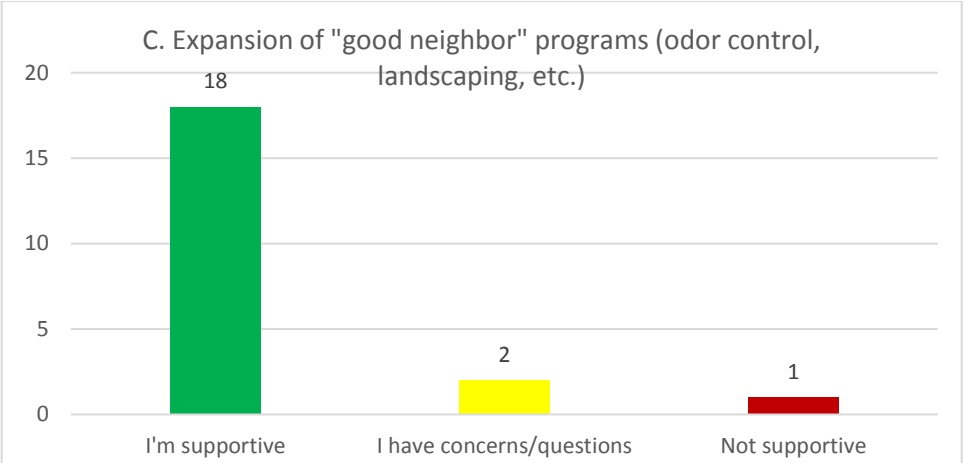
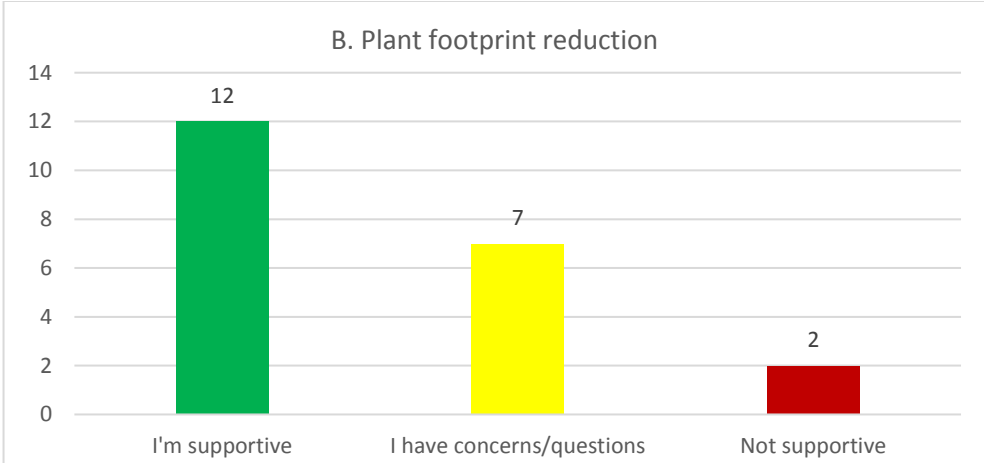
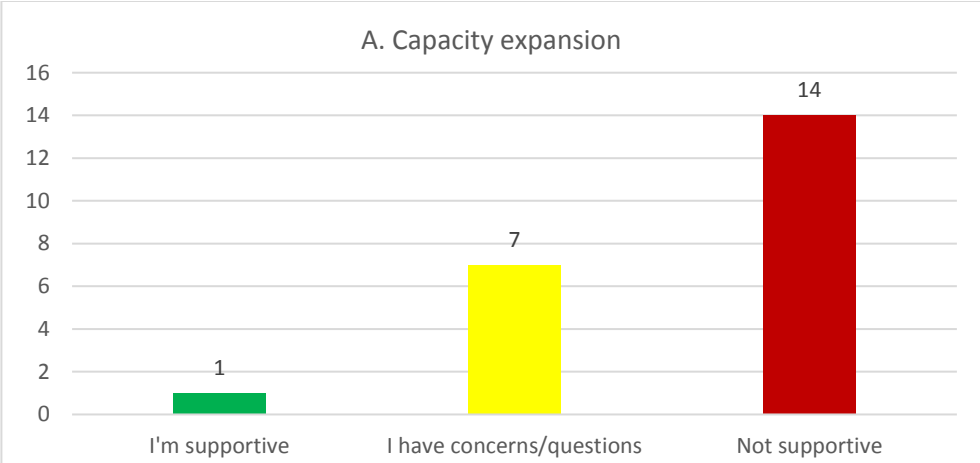


2. Franchise Agreements: What types of items might be included in franchise agreements to help reflect community priorities?





3. Kellogg Wastewater Treatment Plant: How would you support the following improvements?



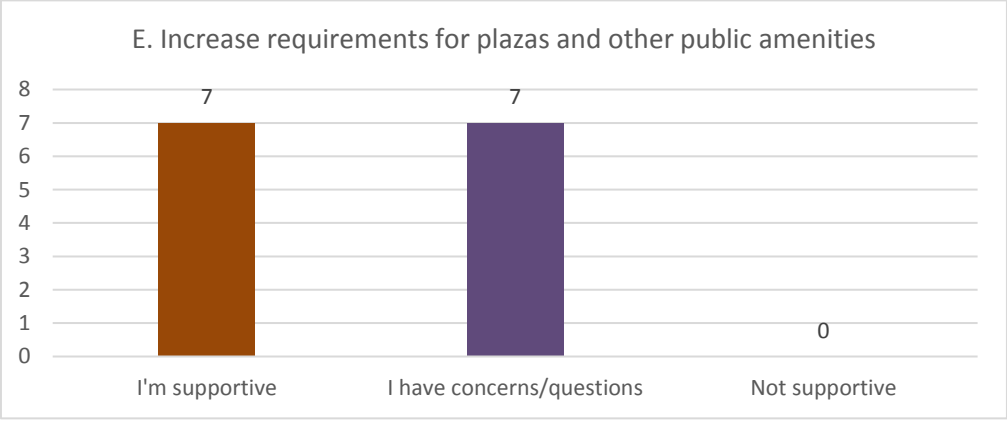
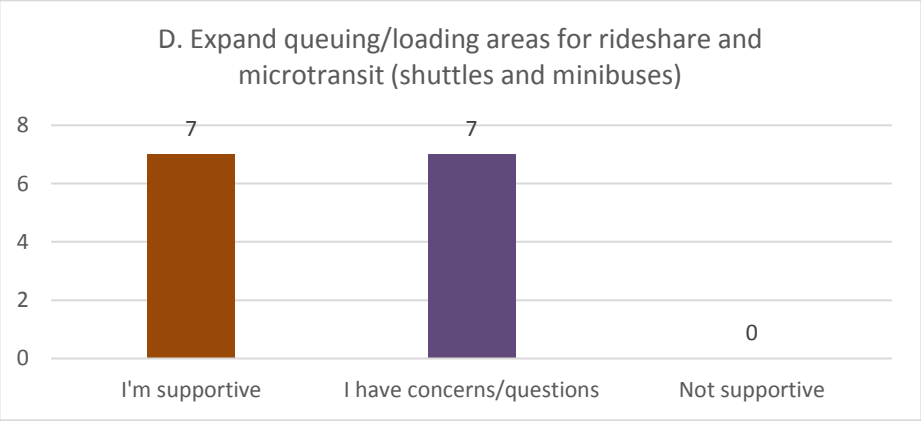
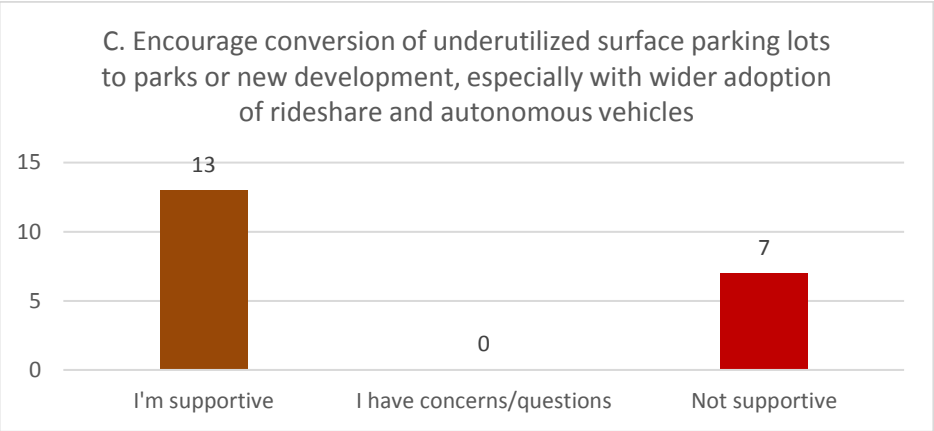
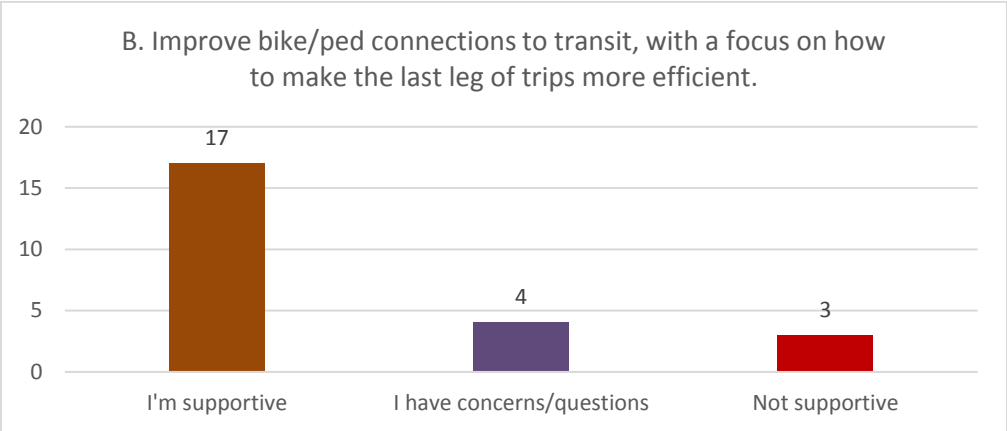
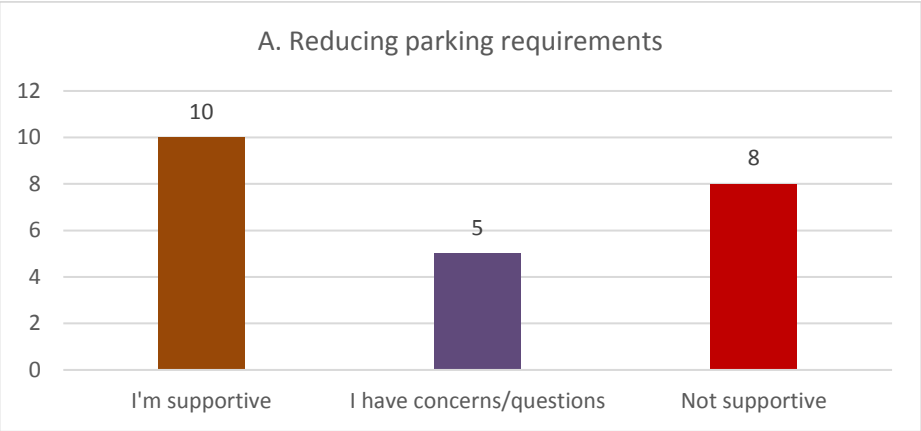
4. What other topics/ideas should be included in the Comprehensive Plan related to Public Facilities?

- More protected bike lanes everywhere!
- Controlled, prudent growth geared toward the arterial streets or closer to bus routes. Get people to the MAX Orange line.
- Connections to transit and neighborhood should also include access to parks, trails and natural areas via bike and ped.
- Develop an "equity lens" for all hiring and operations policies

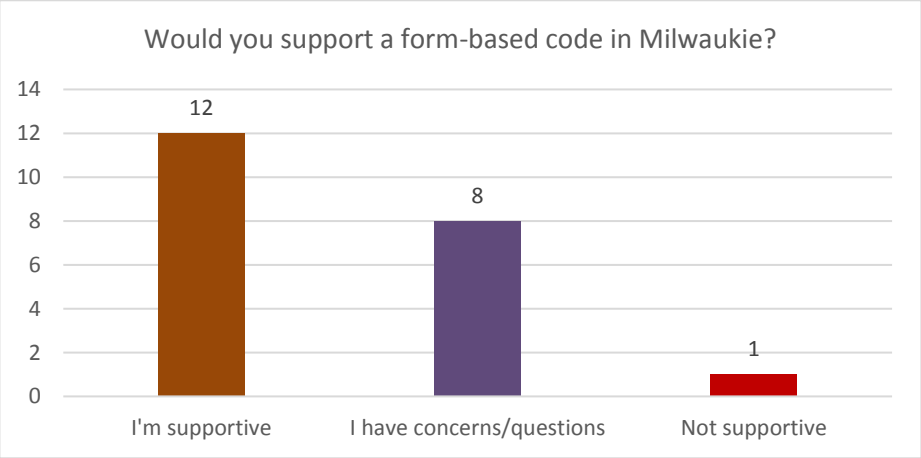
- At least one public playground in Downtown Milwaukie
- Outwardly and proactively embrace diversity, equity, and inclusion
- How many people
- Do Phase 3 of waterfront park now
- Examine district scale utility infrastructure options
- Use local carrying capacity to design infrastructure and zoning for development. Living Communities Challenge
- Last Mile Ideas: Autonomous Vehicles, Supplementing and replacing infrequent bus service, Last Mile Task Force

Urban Design

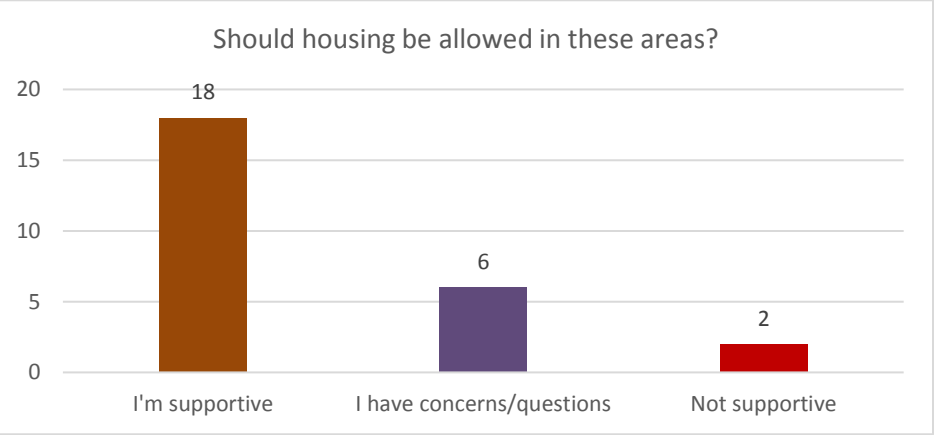
1. Sustainable and Livable Development: Do you support the following strategies aimed at designing future development and redevelopment in a more sustainable, livable manner?



2. Form-Based Development



3. Housing in Commercial Areas (such as Milwaukie Marketplace and King/Linwood Shopping Center)



4. What other topics/ideas related to Urban Design should be included in the Comprehensive Plan?

- We need a toy store!
- City creating a community gathering place.
- We need grocery stores in Milwaukie
- Avoid thinking of housing and watershed protection as either/or
- Innovative design and built form can accomplish many things
- Cohesive accessible design should be included where appropriate
- Too much concrete being used everywhere. It's a shame.
- Keep NDA's
- NDA boundaries
- Consider sensitive development allowances for affordable housing development in environmental zones and other non-standard sites where development is otherwise prohibited
- The city should have strong regulations for stormwater, habitat, erosion that anticipate climate-related impacts - more regular flood events, higher water temps, etc.
- Reduction (not just no net increase) in impervious surface is essential and can be done with pervious pavement and other techniques that make development more sustainable.

Draft Natural Resource & Environmental Quality Policies - August 6 Council Version

Includes input from 6/17 & 7/30 CPAC meetings, 6/25 PC meeting, NCUWC Comment Letter, & 7/16 Focus Group

Overarching Chapter Goal: Protect, conserve and enhance the quality, diversity, and resiliency of Milwaukie's natural resources and ecosystems, and maintain the quality of its air, land and water. Utilize a combination of development regulations, incentives, education and outreach programs, and partnerships with other public agencies and community stakeholders.

Goal 1 - Prioritize the protection of Milwaukie's natural resources and environmental quality through the use of best available science and increased community awareness and education.

1. Partner with community groups, environmental organizations, and others to pursue legislative and administrative rule changes and regional, state, and federal funding for the acquisition, protection, or enhancement of natural resources.
2. Promote public education and encourage collaboration when developing strategies to protect air and water quality and other natural resources.
3. Support and identify resources for the clean-up and remediation of brownfields and other potentially contaminated land in an effort to protect natural resources and the City's groundwater supply.
4. Periodically update the City's inventory of wetlands, floodplains, fish and wildlife habitat and corridors, and other natural resources through both technology and in-field verification.

Goal 2 – Enhance water quality and water resources.

1. Support programs and regulations to enhance and maintain the health and resilience of watersheds, riparian and upland zones, and floodplains.
2. Support efforts to restore Kellogg and Johnson Creeks and their tributaries and remove the Kellogg Dam.
3. Improve and expand coordination with adjacent jurisdictions on the protection and restoration of local rivers, creeks, and other natural resources.
4. Maintain the City's regulatory hierarchy that requires a detailed analysis, including alternatives, of how development will 1) avoid, 2) minimize, and 3) mitigate for impacts to natural resources.
5. Regulate floodplains to protect and restore associated natural resources and functions, increase flood storage capacity, provide salmon habitat, minimize the adverse impacts of flood events, and promote climate change resiliency.
6. Consider and evaluate the downstream impacts resulting from development in upland areas and changes in water flow and quantity associated with climate change.
7. Protect water quality of streams by using best available science to help control the amount, temperature, turbidity, and quality of runoff that flows into them, in partnership with other regulatory agencies.

8. Improve stormwater detention and treatment standards through the use of best available science, technology, and management practices to meet water quality standards and achieve wildlife habitat protection and connectivity goals and standards. Establish the City's preference for sustainable stormwater facilities that utilize natural systems and green technology through the use of incentives as well as future code changes.
9. Monitor water table levels and ensure protection of the City's groundwater supply, particularly those water resources that provide the City with potable water.
10. Coordinate and partner with State and federal regulatory programs to protect the quality of the City's groundwater resources from potential pollution, including potential impacts associated with infiltration from water, wastewater and stormwater pipes.

Goal 3 – Protect and conserve fish and wildlife habitat.

1. Protect habitat areas for indigenous fish and wildlife species that live and move through the City, especially those subject to Native American fishing rights. Focus these efforts on habitat that is part of or helps create an interconnected system of high-quality habitat, and also considers downstream impacts of activities within Milwaukie.
2. Consider impacts to habitat connectivity when reviewing development proposals.
3. Work with regulatory agencies and private property owners to remove barriers to fish passage and wildlife movement corridors between the Willamette River and its tributaries.
4. Protect and enhance riparian vegetation that provides habitat and improves water quality along creeks and streams through the use of best available science and management practices to promote beneficial ecosystem services, such as managing water temperature and providing woody debris for habitat.
5. Require mitigation that restores ecological functions and addresses impacts to habitat connectivity as part of the development review process.
6. Encourage and incentivize voluntary restoration of natural resource areas, including removal of invasive-species vegetation, on-site stormwater management, and planting of native-species or climate-adapted vegetation.
7. Develop a habitat connectivity analysis and strategic action plan.

Goal 4 – Develop a healthy urban forest in Milwaukie.

1. Implement and maintain an urban forestry program.
2. Pursue the City's goal of creating a 40% tree canopy through a combination of development code and other strategies that lead to preservation of existing trees and planting of new trees and prioritize native species.
3. Provide flexibility in the division of land, the siting and design of buildings, and design standards in an effort to preserve the ecological function of designated natural resources and environmentally-sensitive areas and retain native vegetation and trees.

4. Prioritize increased tree canopy in areas that are currently canopy-deficient and can help provide a more equitable distribution of trees in the city, including street trees.
5. Enhance protections for existing native-species and climate-adapted trees that contribute to a diverse and multi-aged tree canopy.
6. Evaluate the stormwater impacts associated with tree removal as part of the development review process.

Goal 5 – Encourage and incentivize sustainable design and development practices.

1. Provide information about alternatives to conventional construction and site planning techniques that can help increase energy efficiency, utilize existing buildings and reclaimed materials, and reduce long-term costs
2. Incorporate sustainable and low-impact building- and site-planning technologies, habitat-friendly development strategies, and green infrastructure into City codes and standards.
3. Identify and develop strategies to remove barriers to sustainable design and development, including affordability and regulatory constraints.
4. Identify additional opportunities for partner agencies and environmental organizations to provide early feedback and recommendations on reducing environmental impacts associated with development.
5. Examine development code changes that help reduce impacts on wildlife, such as bird-friendly building design.

Goal 6 – Maintain a safe and healthy level of air quality and monitor, reduce, and mitigate noise and light pollution.

1. Coordinate with federal and state agencies to help ensure compliance with state and federal air quality standards, while advocating for improved regional air quality standards.
2. Advocate for a consistent, effective level of environmental monitoring of local industrial activities by state and federal agencies to ensure that applicable State and federal air quality standards are met.
3. Support local efforts such as good-neighbor agreements that aim to evaluate and reduce local sources of air and noise pollution and their impacts on local residents.
4. Encourage or require building and landscape design, land use patterns, and transportation design that limit or mitigate negative noise impacts to building users and residents, particularly in areas near freeways, regional freight ways, rail lines, major city traffic streets, and other sources of noise.
5. Continue to enforce and enhance noise standards and pursue other nuisance codes such as odor to address the adverse impacts of industries and vehicles.
6. Evaluate impacts to both humans and wildlife related to light and noise pollution and require appropriate mitigation.

7. Create standards and best practices for the demolition of buildings to reduce impacts associated with creation or release of dust and air pollutants.
8. Incorporate emission reduction and other environmental requirements into the city's contracting process to reduce air quality impacts associated with use of city equipment and activities on city-owned properties or developments.

DRAFT

Draft Public Facilities and Services Policies – August 6 Council Version

Includes input from 6/17 & 7/30 CPAC meetings, 6/25 PC meeting, NCUWC Comment Letter, & 7/16 Focus Group

Overarching Chapter Goal – Plan, develop and maintain an orderly and efficient system of public facilities and services to serve urban development.

Goal 1 – Provide high quality public services to current and future Milwaukie residents.

1. Maintain and enhance levels of public facilities and services to City residents, businesses, and vulnerable populations as urban development or growth occurs.
2. Ensure that existing residents and taxpayers do not pay for services that don't directly benefit Milwaukie residents.
3. As an element of the Comprehensive Plan, maintain a Public Facilities Plan, in conformance with Statewide Planning Goals, that incorporates key components of the master plans for water, wastewater, stormwater, and other public facilities under City control.
4. Use the Public Facilities Plan to help guide the programming of improvements as the City's Capital Improvement Plan is updated, and to establish Public Work Standards that identify the public facilities improvements that are required for properties to develop.
5. Use public facilities to strategically invest in different parts of the City and to help reduce disparities, enhance livability, promote growth and redevelopment, and to maintain affordability.
6. Require developers to pay their proportionate share of the cost of utilities and facilities needed to support their developments, except in such cases where the City may provide incentives to achieve priorities outlined in the City's vision.
7. To maximize the efficient provision of all services and to encourage cooperation and coordination, maintain up-to-date intergovernmental agreements with all public service agencies and service agreements with the providers of private services.
8. Work with other regional service providers in to plan for supply security, new technologies, and resiliency in the delivery of urban services.
9. Provide infrastructure and facilities that can reasonably withstand natural or man-made disasters and systems that will continue to function during an emergency event.
10. Design, upgrade and maintain systems to ensure that they are sustainable and resilient and utilize best available science and technology.

Goal 2 – Provide an adequate supply and efficient delivery of water services.

1. Maintain and safeguard clean groundwater as the primary water supply source for the community. Utilize wellhead protection zones and land use restrictions to avoid impacts on wells and to maintain water quality.
2. Increase storage capacities and provide interconnections with the water systems of other providers in the region to ensure a reliable water supply for use during emergencies or periods of extremely high demand and to mitigate the impacts of climate change.

3. Continue to develop water storage and well sources to provide adequate water supply and water pressure in all areas of the City, including levels sufficient for firefighting throughout the City.
4. Provide a self-sufficient and resilient water system that meets the demands of current and future City residents.
5. Develop programs and establish targets for water conservation by customers of the City's water system and achieve them through community outreach and education, clearly identified metrics, and incentives.
6. Encourage and remove code barriers to the use of grey water systems and rainwater collection, with clear strategies and targets for expanding water supply and reducing the demand for water provided by the City.

Goal 3 - Continue to provide adequate wastewater collection and treatment services to all Milwaukie residents.

1. Comply with federal and State clean water requirements in managing the wastewater collection system.
2. Maintain and improve the existing sanitary sewer collection system through preventive maintenance and ongoing appraisal.
3. Encourage alternative distributive systems and other wastewater microsystems that help increase the efficiency and resiliency of the wastewater system.
4. Encourage the optimization and improvement of the Kellogg Water Resource Recovery Facility (the sewage treatment plant). Encourage capacity expansion through water conservation and the use of pre-treatment by heavy users.
5. Work with plant operators to minimize or eliminate external impacts of the wastewater treatment process by reducing the overall physical footprint of the plant, covering portions of the plant, reducing vehicle trips, eliminating odors, or other viable strategies.
6. Participate in developing long-term plans for the treatment plant, including examining the potential for generating energy from plant and system operations, recovery of nutrients and other resources, and the possible acquisition of the plant by the City.

Goal 4 - Maintain and improve the City's stormwater management system to ensure that waterways are clean and free flowing.

1. Preserve and restore natural functioning and historic floodplains and healthy uplands to better manage flood events, provide and enhance wildlife habitat, improve water quality, and increase climate change resiliency.
2. Require that stormwater be managed and treated on-site, except where to the City determines it to be infeasible.
3. To the extent possible, stormwater should be managed with green infrastructure such as green roofs, water quality swales, rain gardens, and the intentional placement of appropriate trees.

4. Restrict development within drainageways and their buffers to prevent erosion, regulate stormwater runoff, protect water quality, and protect and enhance the use of drainageways as wildlife corridors.
5. Provide resources and tools to facilitate stormwater retrofits for existing development.
6. Consider potential stormwater impacts during the land use review process.
7. Examine and encourage opportunities to daylight creeks, where feasible.
8. Expand public outreach and education programs on how the community can help protect Milwaukie waterways.
9. Encourage and incentivize the reduction of impervious surfaces for both existing development and redevelopment.

Goal 5 - Improve and expand solid waste services available to City residents.

1. Utilize franchise agreements with private operators to coordinate the collection of solid waste, recyclable materials, and yard/food waste, reduce environmental impacts, identify strategies to reduce waste generation, and provide educational materials and programs to Milwaukie residents.
2. Manage and monitor the adequacy of the solid waste hauler service and communicate with private operators when problems arise.
3. Require solid waste haulers to provide curbside or onsite recycling and composting services.
4. Examine and pursue strategies to reduce food waste and expand opportunities for composting.
5. Require new development to provide on-site and enclosed space for recycling.
6. Create an equity and inclusion strategy that aims to increase opportunities for underrepresented groups and reduce the potential for monopolies through implementation and enhancement of the City's solid waste franchise system.
7. Work with partners, including haulers, to educate residents on recycling and waste reduction.
8. Establish clear targets for waste reduction by residential, commercial, and industrial customers.

Goal 6 - Maintain facilities and personnel to respond to public safety needs quickly and efficiently.

1. Support efforts to implement Crime Prevention Through Environmental Design (CPTED) principles in building and site design and transportation corridors.
2. Increase public awareness of crime prevention methods and involve the community in crime prevention programs.
3. Coordinate with the fire department to address fire safety in the design of buildings and through site planning, consistent with state fire code requirements and other best practices for fire protection.
4. Distribute resources throughout the city for responding to fires, floods, and other natural and human-induced disasters, including staff designated to help coordinate the city's response.

5. Require streets be designed and maintained to meet the minimum needs of emergency services providers.

Goal 7 - Coordinate with local partners in planning for schools, medical facilities, and other institutional uses.

1. Coordinate community development activities and public services with the school district.
2. Work with the district, in coordination with the City's park and recreation provider, to meet community and neighborhood recreational and educational needs.
3. Provide transportation improvements such as sidewalks and bikeways that promote safe access to schools.
4. Support creation of a master plans for institutional uses such as parks, schools and hospitals.
5. Support the provision of temporary housing for the families of local medical patients.
6. Establish a Transportation Demand Management (TDM) program for schools and other large institutions and businesses.

Goal 8 - Provide high quality administrative services to the people of Milwaukie while maintaining cost-effectiveness and convenience.

1. Maintain the efficiency of the City's land development processing, including provision of a one-stop development permit center.
2. Maintain and improve library service levels and facilities that keep pace with the demands of existing and future residents.
3. Maintain a public safety building which houses City police services.
4. Strive to consolidate public-facing city services (other than public safety) in one city facility.

Goal 9 - Ensure that energy and communications services are adequate to meet residential and business needs.

1. Coordinate with public utility and communications companies to provide adequate services, while minimizing negative impacts on residential neighborhoods, natural and scenic resources, and recreational areas.
2. Encourage grid modernization to promote energy security and grid resiliency and to work toward producing enough renewable energy to fully meet the community's energy demand.
3. Encourage the provision of electric vehicle charging stations in appropriate locations.
4. Explore opportunities to create a public communications utility to expand equitable access to high speed broadband internet service.
5. Work with utility companies to underground utility systems and infrastructure to improve aesthetics and reduce damage from storm events and other natural disasters.
6. Promote and prioritize renewable energy production and use.

Draft Urban Design and Land Use Policies – August 6 Council Version

Includes input from 6/17 CPAC meeting, 7/9 PC meeting, and 7/15 DLC meeting

Goal 1 - Design: Use a design framework that considers location and development typology to guide urban design standards and procedures that are customized by zoning district.

1. Downtown Milwaukie Policies

- a) Allow for a variety of dense urban uses in multi-story buildings that can accommodate a mix of commercial, retail, office and higher density residential uses.
- b) Provide a high-quality pedestrian environment that supports excellent access to the area's multiple transportation modes.
- c) Prioritize pedestrian access and movement in the downtown while also improving safety and access for cyclists. Establish mode split targets for alternative transportation modes.
- d) Capitalize on proximity to and views of the Willamette River and the Willamette Greenway.
- e) Ensure that buildings are designed with storefront windows and doors, weather protection, and details that contribute to an active, pedestrian oriented streetscape.
- f) Ensure that standards and guidelines implement a well-defined design vision for the downtown that has been vetted by the community.
- g) Support establishments that provide commercial services and amenities for downtown residents and employees.

2. Central Milwaukie Policies

- a) Ensure that new development supports better transportation connectivity through the Central Milwaukie district, especially for pedestrians and cyclists. Increased connectivity should include pedestrian and bicycle improvements through the Milwaukie Marketplace shopping center.
- b) Enhance Highway 224 intersections to increase the safety and comfort for pedestrians and cyclists traveling on cross streets. Implement these safety improvements through the Transportation Systems Plan.
- c) Ensure buildings and sites are designed to support a pedestrian-friendly streetscape and establish a storefront environment along key streets as set out in the Central Milwaukie Land Use and Transportation Plan.
- d) Manage the bulk and form of buildings to provide a transition between Central Milwaukie and adjacent areas with a lower density residential comprehensive plan designation.
- e) Broaden the scope of the Central Milwaukie Land Use and Transportation Plan to include the Milwaukie Market Place, Providence Hospital, and the Hillside Development.

3. Neighborhood Mixed Use (NMU) Policies

- a) Provide opportunities for a mixture of neighborhood commercial services and housing which are well-connected to the surrounding neighborhoods by sidewalks and bikeways.
- b) Ensure that development is designed to minimize impacts to surrounding residential areas through appropriate setbacks, building placement, buffers, and landscaping.
- c) Require that new development connect to surrounding neighborhoods for pedestrians and others using active transportation modes to travel to and within the district.
- d) Ensure that new mixed use and commercial buildings provide a commercial storefront environment with sidewalks and amenities appropriate to create an active, pedestrian-focused streetscape.
- e) Ensure that new development is designed to create a transition to adjoining residentially zoned properties in terms of height, massing, and building form.

4. **Neighborhood Hubs Policies** (outside of NMU areas)
 - a) Provide opportunities for the development of neighborhood commercial services and the provision of amenities and gathering places for residents of the surrounding area.
 - b) Ensure that new development projects are at a scale that fits with the height, bulk and form of development that have been historically permitted in the neighborhood.
 - c) Ensure new development contributes to a pedestrian friendly environment along the property frontage, recognizing that a storefront environment is not mandatory in a neighborhood hub setting.
 - d) Encourage development of multi-season outdoor seating areas and pedestrian plazas.
 - e) Provide for a high level of flexibility in design and incentives to accommodate a variety of start-up uses and explore innovative techniques for waiving or deferring full site development and parking requirements.
 - f) Provide a process to allow start-up and temporary uses that take advantage of incentives and deferral programs to make a smooth transition to status as a permanent use.
5. **North Milwaukie Innovation Area Policies**
 - a) Provide opportunities for a wide range of employment uses including manufacturing, office, and limited retail uses, as well as mixed-use residential in the area close to the Tacoma Station Area.
 - b) Ensure that the design of new development and redevelopment projects contribute to a pedestrian friendly environment within the Tacoma Station Area.
 - c) Provide for active transportation connections throughout the NMIA.
 - d) Implement provisions of the North Milwaukie Innovation Plan.
6. **International Way Business District Policies**
 - a) Provide flexibility to allow a wide variety of employment uses including industrial, research, office, and limited commercial in the district.
 - b) Protect natural resources in the district including Minthorn Natural Area and the waterways that connect to it. Daylight the creek where feasible.
 - c) Require landscaping along street frontages in the district.
 - d) With redevelopment, provide pedestrian and active transportation improvements through the district.
 - e) Work to ensure that the district is well-served by transit or micro-transit and that transit stops and shelters are safe, comfortable, and easy to access.
7. **Corridors Policies**
 - a) Provide opportunities for higher intensity development in areas within walking distance of frequent transit service.
 - b) Ensure that design standards require direct pedestrian connections to the closest transit line.
 - c) If new development includes a commercial component, require a storefront design.
 - d) Ensure that all new development contributes to a safe, well-connected, and attractive pedestrian environment.
 - e) Maintain development and design standards that provide for a transition in development intensity between the development site and adjoining areas designated or planned for lower density residential uses.
8. **Regional Center Policies**
 - a) Develop and adopted a planning framework and zoning for the Clackamas Regional Center recognizing that this area is within the area subject to the Milwaukie Urban Growth Management Agreement and will eventually be annexed to the City.
 - b) Within the Regional Center:
 - Provide for high-intensity development to accommodate projected regional increases in housing and employment, including mixed-use development;

- Provide for and capitalize on high-quality transit service;
- Allow for a mix of land uses to support public transportation and bicycle and pedestrian usage;
- Provide for the open space and recreation needs of residents and employees of the area; and
- Support a multimodal street network.

Goal 2 - Livability. Enhance livability by establishing urban design concepts and standards that help improve the form and function of the built environment.

1. Policies to promote a great **Pedestrian Environment**:
 - a) Prioritize enhancement of the environment for pedestrians and people using other active transportation modes when expending public funds on street improvements.
 - b) Require new development and public improvements to be designed in a manner that contributes to a comfortable and safe environment for everyone, including pedestrians and other non-motorized users in the public right-of-way.
 - c) Enhance pedestrian spaces through adequate landscaping, trees, public art, and amenities such as benches and lighting.
 - d) Encourage small-scale storefront retail to be developed along street frontages in commercial and mixed-use districts.
 - e) Provide for pedestrian connectivity and access by other active transportation modes.
 - f) Use urban design features to reduce trips or slow traffic through areas where pedestrian safety is especially a concern, e.g. NMU districts and neighborhood hub areas.
 - g) To enhance the pedestrian experience, explore opportunities for woonerf and living street designs in areas with appropriate traffic volumes.
 - h) Provide a regularly scheduled review process that evaluates pedestrian comfort, safety, and accessibility using the best available science.
2. Policies for **Parking**-related design:
 - a) Establish parking standards that rely on higher levels of active transportation and increased use of transportation demand management programs to achieve community design patterns that are more sustainable.
 - b) As opportunities arise, encourage redevelopment of existing parking lots or conversion of parking lots for other uses.
 - c) In the town center, buffer parking lots from the pedestrian environment with a combination of landscaping, stormwater facilities, public art, or decorative walls.
 - d) Provide on-street parking on frontages that have commercial storefronts.
 - e) Restrict off-street parking between the public sidewalk and the front of any new commercial retail or mixed-use building.
 - f) Anticipate and plan for the conversion of parking spaces into pick-up/drop-off areas as use of shared modes of transportation (ride share, autonomous vehicles, micro-transit, etc.) grows in the community.
 - g) Require canopy trees and swales in parking lots to reduce stormwater runoff and better manage urban temperatures.
 - h) Prioritize pedestrian and bicycle safety over parking convenience to minimize conflicts between modes.
3. Policies to enhance **integration of the Urban and Natural Environment**:
 - a) Maintain landscaping design standards that require landscape plan approval as part of the development review process.
 - b) Use the landscape plan review process to ensure that new development provides tree canopy cover consistent with city urban forestry objectives and to achieve better habitat connectivity throughout the City.

- c) Allow for vertical landscaping or green roofs to substitute for ground landscaping in situations where sites are constrained and there is a public benefit associated with the project.
 - d) Require street trees consistent with urban forestry goals and to provide pollinator highways.
 - e) Utilize green infrastructure (bioswales, rain gardens, pervious pavement, and green roofs) to minimize impervious surfaces and to capture and treat stormwater on site.
 - f) Where appropriate, integrate natural features such as trees, creeks, wetlands, and riparian areas into the site planning process while also ensuring that designated natural resources are protected and conserved.
 - g) Daylight creeks and drainages where possible.
4. Policies for the design of **Public Spaces**:
- a) Provide clear standards for the design and improvement of public spaces and streets as set forth in design objectives of adopted project plans or special area plans.
 - b) Design streets to provide for the equitable allocation of space for different modes including pedestrians, bicycles, and transit.
 - c) Provide multi-season seating in public spaces where people are intended to gather. Areas of public seating should have access to direct sunlight and shade as well as options for rain protection.
5. Policies to promote **Community Character**:
- a) Limit the size and display characteristics of commercial signage, especially along Highway 224 and Highway 99E.
 - b) Where feasible, design of buildings should include views and orientation toward the Willamette river or other waterways.
 - c) Encourage green buildings through a program that allows extra building height with the development of a green building.
 - d) Ensure that policies and codes related to urban design are consistently and regularly enforced.

Goal 3 - Process. Provide a clear and straight forward design review process for development in Milwaukie along with incentives to achieve desired outcomes.

- 1. Use a two-track **Design Review** process to ensure that new development and redevelopment projects are well designed. Provide a clear and objective set of standards as well as an optional, discretionary track that allows for greater design flexibility provided design objectives are satisfied.
- 2. Ensure that a **clear and objective process** is available for all needed housing types that is well designed, provides adequate open space, and fits into the community, while offering an alternatives discretionary path for projects that cannot meet these standards.
- 3. Expand **incentives** and refine development standards that help to:
 - a) Provide flexibility for commercial use of existing residential structures within Neighborhood Hubs and Neighborhood Mixed Use districts.
 - b) Provide flexibility for the types of uses permitted as home occupations where it can be demonstrated that the home occupation will help meet the daily needs of residents in the surrounding neighborhood.
 - c) Consider the use of vertical housing tax abatements and other financial tools to encourage development in Neighborhood Hubs
- 4. Require that **comprehensive plan amendment applications** address the following guidelines when the amendment would increase the intensity and/or density of an area:
 - a) High density districts should be:
 - i. Served by a collector or arterial street or if served only by a local street system, within ¼ mile of frequent transit and a regional trail
 - ii. Within ¼ mile of a park (PUBLIC PARK, OR IS PRIVATE OPEN SPACE OK?)

- iii. Within ¼ mile of commercial services
- b) Medium density districts should be:
 - i. Served by a collector or arterial street or if served only by a local street system, within ¼ mile of frequent transit or a regional trail
 - ii. Within ½ mile of a park
 - iii. Within ½ mile of commercial services
- c) Low density districts should be:
 - i. Served by local, collector, or arterial streets
 - ii. Within ½ mile of a park
 - iii. Within ½ mile of commercial services
- d) Mixed use districts should be:
 - i. Served by a collector or arterial street or if served only by a local street system, within ¼ mile of frequent transit or a regional trail
 - ii. Within ¼ mile of a park
 - iii. Located to serve residents in the surrounding ¼ mile area

Geographic Designations

- **Downtown Milwaukie** is part of the Milwaukie Town Center, which is a regional destination in the Metro 2040 Growth Concept.
- **Central Milwaukie** is part of the Milwaukie Town Center that serves the larger Milwaukie community with goods and services and seeks to provide opportunities for a dense combination of commercial retail, office, services, and housing uses.
- **Neighborhood Mixed Use** areas are located primarily along collector or arterial roads
- **Neighborhood Hubs** are dispersed throughout Milwaukie
- The **North Milwaukie Innovation Area** is one of the City's main employment areas that has identified redevelopment opportunities.
- The **International Way Business District** is a major employment area off of International Way and Highway 224
- **Corridors** are located along frequent transit lines.

Notes from DLC and PC:

- Include maps of Neighborhood Hubs and Corridors
- Add a hub location at the northwestern corner of Railroad Avenue and Stanley.