

**MRC**

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**MILWAUKIE  
REDEVELOPMENT  
COMMISSION**

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**MEETING  
PACKET**

City of Milwaukie, Oregon



Zoom Video Conference  
[www.milwaukieoregon.gov](http://www.milwaukieoregon.gov)

**AGENDA**  
 FEBRUARY 8, 2022

**The Commission will hold this meeting through video conference.** The public may attend the meeting by joining the Zoom webinar. This meeting will not be broadcast live but will be recorded. **To participate in this meeting by phone** dial 1-253-215-8782 and enter Webinar ID 837 5111 0754 and Passcode: 107967. To raise hand by phone dial \*9.

**Written comments** may be submitted by email to [ocr@milwaukieoregon.gov](mailto:ocr@milwaukieoregon.gov). Council may take limited verbal comments. **For Zoom webinar login information** visit <https://www.milwaukieoregon.gov/bc-rc/redevelopment-commission-8>.

**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. **CALL TO ORDER** (6:30 p.m.)
2. **APPROVE MINUTES** (6:30 p.m.)
  - A. **December 7, 2021, Commission Meeting.** **2**
3. **REGULAR BUSINESS**
  - A. **MRC Community Advisory Committee (MRCCAC) Appointment and Term Changes – Resolution** (6:35 p.m.) **6**  
 Staff: Scott Stauffer, City Recorder
  - B. **MRCCAC Bylaws Adoption and MRC Five-Year Action Plan – Resolution & Report** (6:40 p.m.) **17**  
 Staff: Kelly Brooks, Interim MRC Executive Director
4. **INFORMATION** (7:30 p.m.)  
 The MRC executive director will provide reports on Commission business as necessary.
5. **ADJOURNMENT** (7:35 p.m.)

**Meeting Accessibility Services and Americans with Disabilities Act (ADA) Notice**

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**Servicios de Accesibilidad para Reuniones y Aviso de la Ley de Estadounidenses con Discapacidades (ADA)**

La ciudad se compromete a proporcionar igualdad de acceso para reuniones públicas. Para solicitar servicios de asistencia auditiva y de movilidad, favor de comunicarse a la Oficina del Registro de la Ciudad con un mínimo de 48 horas antes de la reunión por correo electrónico a [ocr@milwaukieoregon.gov](mailto:ocr@milwaukieoregon.gov) o llame al 503-786-7502. Para solicitar servicios de traducción al español, envíe un correo electrónico a [espanol@milwaukieoregon.gov](mailto:espanol@milwaukieoregon.gov) al menos 48 horas antes de la reunión. El personal hará todo lo posible para responder de manera oportuna y atender las solicitudes. La mayoría de las reuniones del Consejo de la Ciudad se transmiten en vivo en el [canal de YouTube de la ciudad](#) y el Canal 30 de Comcast dentro de los límites de la ciudad.

**Executive Sessions**

The City Council may meet in executive session pursuant to Oregon Revised Statute (ORS) 192.660(2); all discussions are confidential; news media representatives may attend but may not disclose any information discussed. Final decisions and actions may not be taken in executive sessions.



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## MINUTES

FEBRUARY 8, 2022

**Present:** Commissioners Angel Falconer, Lisa Batey, Desi Nicodemus, Kathy Hyzy, and Mark Gamba

**Staff:** Kelly Brooks, Assistant City Manager  
Ann Ober, City Manager

Scott Stauffer, City Recorder  
Courtney Wilson, Urban Forester

**Commissioner Gamba** called the meeting of the Milwaukie Redevelopment Commission (MRC) to order at 6:29 p.m.

### 1. CALL TO ORDER

### 2. APPROVE MINUTES

It was moved by Commissioner Batey and seconded by Commissioner Falconer to approve the Minutes of the December 7, 2021, MRC meeting. Motion passed with the following vote: Commissioners Falconer, Batey, Nicodemus, Hyzy and Gamba voting “aye.” [5:0]

### 3. REGULAR BUSINESS

#### A. MRC Community Advisory Committee (MRCCAC) Appointment and Term Changes – Resolution

**Stauffer** explained the three items included in the proposed resolution: first to notify the Commission of the new Clackamas Fire District #1 (CFD1) representative, Doug Whiteley, second to move all MRCCAC term end dates to June 30 to correspond with the change in term dates for all city boards and committees, and finally to stagger term dates as cited in the MRC’s bylaws.

It was moved by Commissioner Batey and seconded by Commissioner Hyzy to approve the resolution making an appointment to the MRC Community Advisory Committee (MRCCAC), extending term dates and staggering terms. Motion passed with the following vote: Commissioners Falconer, Batey, Nicodemus, Hyzy and Gamba voting “aye.” [5:0]

#### Resolution 1-2022:

**A RESOLUTION OF THE MILWAUKIE REDEVELOPMENT COMMISSION, MAKING AN APPOINTMENT TO THE MRC COMMUNITY ADVISORY COMMITTEE (MRCCAC), EXTENDING TERM DATES AND STAGGERING TERMS.**

#### B. MRCCAC Bylaws Adoption and MRC Five-Year Action Plan – Resolution & Report

**Brooks** discussed how the MRCCAC developed and adopted bylaws, explaining that the bylaws largely followed the updated template for boards and committees, with one modification relating to the chair of the advisory body voting last to facilitate discussion and allow the group to come to consensus.

## MRC45

It was moved by Commissioner Batey and seconded by Commissioner Nicodemus to approve the resolution adopting the Community Advisory Committee Bylaws. Motion passed with the following vote: Commissioners Falconer, Batey, Nicodemus, Hyzy and Gamba voting “aye.” [5:0]

### Resolution 2-2022:

#### A RESOLUTION OF THE MILWAUKIE REDEVELOPMENT COMMISSION, ADOPTING THE COMMUNITY ADVISORY COMMITTEE BYLAWS.

**Brooks** provided an overview of the Commission’s five-year plan and went over implementation of next steps such as getting projects into the city’s Capital Improvement Plan (CIP), procuring agreements with partner agencies and more outreach related to program development and implementation.

**Brooks** reported that there had been one resignation from the MRCCAC that would need to be filled.

**Brooks** presented the current version of the draft plan costs: \$3,325,000 for development, \$4,582,200 for infrastructure projects which included downtown and central Milwaukie areas, and \$1,000,000 for parks and open spaces which had been planned for use at Dogwood Park and realigning the Trolley Trail. Administrative costs are still being calculated but would be presented during the budget presentation.

**Brooks** mentioned checking in with the neighborhood district associations (NDAs), but to date, most of the engagement work had occurred through the Engage Milwaukie page via surveys and the page’s question and answer (Q&A) function over the last month and a half. The surveys discussed items such as what makes Milwaukie special, what type of economic development participants would like to see and would survey participants like to see more large developments that bring services and amenities currently missing from the community.

**Commissioner Hyzy** asked for clarification about the public’s interest in large developments. **Brooks** responded that in this context large developments would be similar to the Axel Tree apartment building. **Commissioner Gamba** and **Brooks** discussed how population density attracts various businesses.

**Brooks** continued sharing the results of the Engage Milwaukie survey, explaining how the participants had ranked what services would be most helpful to businesses in Milwaukie.

**Brooks** discussed next steps such as adopting the plan and the budget, more targeted outreach to businesses, and meeting with partner cities who had well developed tax increment financing (TIF) programs, cooperative agreements for joint capital projects, and establishing a bonding schedule.

**Commissioner Batey** and **Brooks** discussed the process used for projecting income in relation to current and known development projects. The group noted how urban renewal plans were structured in other cities.

**Brooks** advised that after the first two years the Commission would need to evaluate the urban renewal projects list to address issues and concerns related to geographic equity and what additional projects are needed in central Milwaukie. **Commissioner Gamba** noted concerns about the Trolley Trail where it intersected with Monroe Street.

**Brooks** noted next steps to complete the draft action plan to ensure that implementation could begin.

## MRC46

**Ober** thanked Brooks and Commissioner Hyzy for their work on the Commission and MRCCAC and noted that the action plan would be further considered as part of the budget and any concerns should be addressed in this meeting. It was noted that the Commission had no concerns with the plan.

### 4. INFORMATION

None.

### 5. ADJOURNMENT

**It was moved by Commissioner Nicodemus and seconded by Commissioner Falconer to adjourn the MRC. Motion passed with the following vote: Commissioners Falconer, Batey, Nicodemus, Hyzy and Gamba voting “aye.” [5:0]**

**Commissioner Gamba** adjourned the meeting at 7:05 p.m.

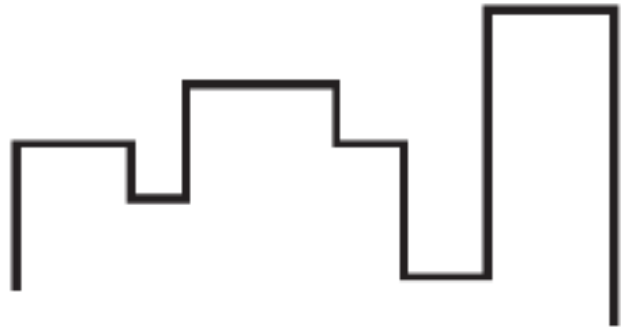
Respectfully submitted,



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Nicole Madigan, Deputy City Recorder

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**MRC**

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**MILWAUKIE  
REDEVELOPMENT  
COMMISSION**

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**Agenda Item 2.**

**MINUTES**





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**MINUTES**  
DECEMBER 7, 2021

**Present:** Commissioners Angel Falconer, Lisa Batey, Desi Nicodemus, Kathy Hyzy, and Mark Gamba

**Staff:** Kelly Brooks, Commission Executive Director                      Ann Ober, City Manager  
Justin Gericke, City Attorney    Scott Stauffer, City Recorder

**Commissioner Gamba** called the meeting to order at 8:34 p.m.

**1. CALL TO ORDER**

**2. APPROVAL OF MINUTES**

It was moved by **Commissioner Falconer** and seconded by **Commissioner Hyzy** to approve the Minutes of the October 5, 2021, Commission meeting. Motion passed with the following vote: **Commissioners Falconer, Batey, Parks, Abma, and Gamba** voting “aye.” [5:0]

**3. REGULAR BUSINESS**

**A. Five Year Action Plan – Update**

**Brooks** noted there had been changes to the matrix of investment categories included with the staff report, commented on the general approach to the list of projects, and presented a draft investment proposal to spend the MRC’s \$3,325,000 on development assistance, small business assistance, and placemaking projects.

**Commissioners Batey and Gamba** and **Brooks** commented on how the city’s Construction Excise Tax (CET) funds factored into the proposal and whether the Housing Authority of Clackamas County (HACC) Hillside project would be eligible for MRC funds. **Batey** and **Brooks** noted that the city’s Sparrow site was not in the urban renewal district area and could not receive MRC funds.

**Commissioner Hyzy** asked if a single small business project could receive financial assistance from several categories of funding. **Brooks** explained how each of the categories could be used to support different types of small business projects.

**Brooks** remarked on what placemaking projects could look like, including undergrounding power lines in Downtown Milwaukie. **Commissioner Batey** and **Brooks** commented on how undergrounding power lines could be tied to other projects.

**Commissioner Batey** noted the city’s last downtown wayfinding signage project and suggested such signage be revisited with downtown business support. **Brooks** agreed another round of wayfinding signage would be a good project.

**Brooks** reported that the MRC had \$3,982,000 for downtown and Central Milwaukie infrastructure projects and discussed possible projects, including intersection upgrades, parking and streetscape improvements, and the Monroe Street Neighborhood Greenway.

**Commissioners Gamba, Falconer, and Batey** suggested the MRC should look at ways to fund infrastructure enhancements that support TriMet transit stop improvements.

**Commissioner Batey** was not interested in using MRC funds to support the development of the Murphy opportunity site. **Commissioner Hyzy** cautioned the Commission to not get too prescriptive about how to spend the funding as the MRC Community Advisory Committee (MRCCAC) had not yet discussed the projects.

**Ober** remarked that staff had looked at when to study and invest in parking infrastructure and suggested that parking was something the Commission should weigh-in on. It was noted that the Commission agreed that it should consider parking investments. **Brooks** noted that staff would bring back the proposed list of projects to the Commission.

**Brooks** discussed how MRC funds could support the Monroe Greenway project and invest in Dogwood and Milwaukie Bay parks. **Commissioners Gamba and Falconer** noted the complexities of the Milwaukie Bay Park project and were interested in hearing what the MRCCAC thought about investing in it.

**Commissioner Falconer** noted the proposed park investments were both west of Hwy 224 and believed Clackamas Fire District #1 (CFD1) may have concern about urban renewal money being spent on parks that would not generate more tax revenue in the future. **Commissioner Batey** agreed that some of the proposed projects would not necessarily result in increased tax revenue and believed that investing in Milwaukie Bay Park would result in increasing the downtown tax base.

**Ober** and **Brooks** commented that the overall goal of urban renewal and the MRC was to invest in projects and programs that would increase the tax revenue of properties in the urban renewal district. The group discussed whether the proposed projects would meet the MRC's goals and the urban renewal plan's outcome of increased tax revenue in downtown and the Central Milwaukie area for the taxing agencies.

**Commissioner Gamba** observed that the Milwaukie Marketplace in the Central Milwaukie area was blighted and asked what the MRC could do to address that. **Brooks** suggested the development and small business assistance projects would help and **Ober** and **Commissioner Hyzy** believed that investing in housing and active transportation around the marketplace would help.

**Commissioner Falconer** suggested Central Milwaukie lacked open space to invite pedestrians to visit. **Brooks** explained why parks had been added to the project list and noted other park projects near the urban renewal district. **Commissioner Hyzy** suggested the inclusion of open space should be discussed by the MRCCAC.

**Brooks** summarized that the Commission thought there were too many projects identified in downtown and not enough in Central Milwaukie.

**Commissioner Batey** thought there had been talk about adding a pocket park around the Meek Street stormwater project or the bicycle connector trail project and noted there could be an opportunity to invest MRC funds in the privately owned wetlands at the marketplace. **Commissioner Hyzy** didn't agree that there was an imbalance in identified open space projects as there were other sources of funding for such projects separate from MRC funds. **Brooks** commented on how the Commission's concerns would be relayed to the MRCCAC and **Commissioner Falconer** reiterated concern about how many MRC projects were on the downtown end of the urban renewal district.

**Brooks** reviewed next steps for the MRCCAC and MRC reviewing the initial list of urban renewal funded projects. **Commissioner Hyzy** and **Brooks** noted when the MRC's Engage Milwaukie page would be launched to take public feedback.

**Ober** observed, and the group agreed, that no project had been removed from the proposed list of projects for the MRCCAC to consider.

**Ober** thanked the MRCCAC members and Brooks for their work and **Commissioner Hyzy** thanked Brooks for coordinating the MRCCAC.

**Councilor Batey** agreed that the MRCCAC and Brooks had done good work and asked about the timeline for bonding urban renewal funds for approved projects. **Brooks** noted staff work to be done and timelines to be determined for bonding and other financial steps.

#### **4. INFORMATION**

None.

#### **5. ADJOURNMENT**

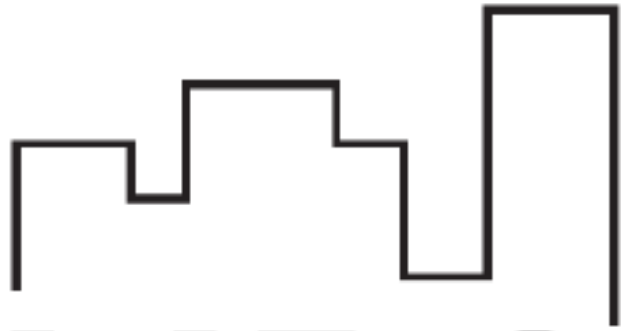
**It was moved by Commissioner Hyzy and seconded by Commissioner Nicodemus to adjourn the MRC. Motion passed with the following vote: Commissioners Falconer, Batey, Parks, Abma, and Gamba voting "aye." [5:0]**

**Commissioner Gamba** adjourned the meeting at 9:45 p.m.

Respectfully submitted,

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Scott Stauffer, City Recorder



**MRC**

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**MILWAUKIE  
REDEVELOPMENT  
COMMISSION**

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**Agenda Item 3.**

**REGULAR BUSINESS**



## STAFF REPORT

**MRC 3. A.  
2/8/22**

**OCR USE ONLY**

**To:** Redevelopment Commission  
Ann Ober, City Manager

**Date Written:** Jan. 13, 2022

**Reviewed:** Kelly Brooks, MRC Executive Director

**From:** Scott Stauffer, City Recorder

**Subject:** **Community Advisory Committee Appointment and Term Changes**

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### ACTION REQUESTED

The Milwaukie Redevelopment Commission (MRC) is asked to adopt a resolution appointing a new member to the Milwaukie Redevelopment Commission Community Advisory Committee (MRCCAC) and revising current member terms to end on June 30 in staggered years.

### HISTORY OF PRIOR ACTIONS AND DISCUSSIONS

2021: MRC staff were informed that Clackamas Fire District #1 (CFD1) Chief Fred Charlton had retired.

January 4, 2022: The City Council adopted [Ordinance 2213](#), which set June 30 as the term end date for all city boards and committees (BCs).

### ANALYSIS

#### Clackamas Fire Appointment

Fire Chief Fred Charlton served as the district's ex-officio member on the MRCCAC. With Chief Charlton's retirement, the district informed staff that CFD1's ex-officio member would change to Doug Whiteley. The proposed resolution includes this membership change.

#### MRCCAC Term End Dates

As the city moves to an annual BC recruitment and interview process, staff proposed that all BC term end dates be changed to June 30. This term end date change enables the city to run a truly once-a-year recruitment process to fill positions instead of dealing with multiple term end dates at different times of the year. As noted above, Council agreed with the staff recommendation and all city BC terms now ending on June 30 in the year the current term ends.

To maximize the efficiency of staff resources in supporting the recruitment of members for the MRCCAC, staff recommends that the MRC act in the same way as the City Council and revise the current MRCCAC terms to end on June 30.

The MRC Bylaws and the MRCCAC Bylaws both govern MRCCAC terms but neither document addresses term dates. Therefore, the only action the MRC needs to take is adopt a resolution revising the current MRCCAC terms to end on June 30 instead of March 31.

#### Staggered Terms

As called for in the MRC Bylaws, the terms of the MRCCAC are meant to be staggered to ensure that the entire committee membership does not expire at the same time. When the original

committee appointments were made, all term end dates were set for the same year. To correct this, some term end dates in the proposed resolution have been revised to expire in 2023 and some in 2024. All current committee members are eligible for reappointment for future terms.

### **BUDGET IMPACTS**

There are no fiscal impacts associated with this action.

### **WORKLOAD IMPACTS**

By consolidating all BC term end dates to the same date, staff will only have to run one recruitment and interview process per year. Another goal of the annual recruitment model is that the once-a-year interviews will not only fill current vacancies but create a list of individuals who may be quickly appointed to fill future vacancies, which would save staff from having to schedule additional interviews.

### **COORDINATION, CONCURRENCE, OR DISSENT**

The city recorder coordinated this report with the MRC's executive director.

### **STAFF RECOMMENDATION**

Staff recommends that the MRC adopt the resolution making an appointment, changing term end dates, and staggering term end years.

### **ALTERNATIVES**

The MRC could decline to change the term end dates, which would result in the current March 31 end date remaining in place

### **ATTACHMENTS**

1. Resolution
2. MRC Bylaws



**RESOLUTION No.**

**A RESOLUTION OF THE MILWAUKIE REDEVELOPMENT COMMISSION (MRC), MAKING AN APPOINT TO THE MRC COMMUNITY ADVISORY COMMITTEE (MRCCAC), EXTENDING TERM DATES AND STAGGERING TERMS.**

**WHEREAS** the MRC has been informed that the ex-officio MRCCAC member representing Clackamas Fire District #1 has changed due to the former fire chief's retirement; and

**WHEREAS** in response to community feedback and in consultation with staff, board, and committee (BC) liaisons and chairs, the City Council revised all current BC term end dates to be June 30; and

**WHEREAS** there are logistical and scheduling reasons to establish June 30 as the annual BC term end date and to align the MRCCAC's terms with city BC terms; and

**WHEREAS** it is appropriate for all current MRCCAC terms to be extended to June 30 to reflect the corresponding change to Milwaukie Municipal Code Chapter 2.10.030(G), which established June 30 as the term end date for city BCs; and

**WHEREAS** in accordance with the MRC's Bylaws, the terms of the MRCCAC members should be staggered to avoid the expiration of all MRCCAC positions at the same time.

**Now, Therefore, be it Resolved by the Milwaukie Redevelopment Commission:**

**Section 1.** The following appointment is made to the MRCCAC:

<b>Position</b>	<b>Name</b>	<b>Term Start Date</b>	<b>Term End Date</b>
Ex-Officio	Doug Whiteley	2/8/2022	6/30/2024

**Section 2.** All current MRCCAC terms are extended to June 30 of the year the current term is scheduled to end and revised to stagger term end dates to avoid the expiration of all MRCCAC positions at the same time. These changes are set forth in Exhibit A

Introduced and adopted by the Commission on **February 1, 2022.**

This resolution is effective immediately.

\_\_\_\_\_  
Mark F. Gamba, Commission Chair

ATTEST:

APPROVED AS TO FORM:

\_\_\_\_\_  
Scott S. Stauffer, City Recorder

\_\_\_\_\_  
Justin D. Gericke, City Attorney

**Milwaukee Redevelopment Commission  
Community Advisory Committee (MRCCAC)  
Term End Dates to be Extended to June 30**

<b>Position #</b>	<b>Name</b>	<b>Original Term End Date</b>	<b>New Term End Date</b>
1	Doug Edwards	3/1/2024	6/30/2023
2	Neil Hankerson	3/1/2024	6/30/2023
3	Alex Howard	3/1/2024	6/30/2023
4	Bonnie Tannamor	3/1/2024	6/30/2023
5	Yelena Volznyuk	3/1/2024	6/30/2024
7	Donna Baten	3/1/2024	6/30/2024
8	Sabina Spencer	3/1/2024	6/30/2024
9	Carmen Meyer	3/1/2024	6/30/2024
Ex-Officio	Heather Koch	3/1/2024	6/30/2024
Ex-Officio	Doug Whiteley	6/30/2024	6/30/2024
Ex-Officio	Kathy Hyzy	3/1/2024	6/30/2024





**RESOLUTION No. 1-2021**

**A RESOLUTION OF THE MILWAUKIE REDEVELOPMENT COMMISSION (MRC) AMENDING THE MRCBYLAWS.**

**WHEREAS**, City of Milwaukie Ordinance 1623, adopted in 1987, activated and established the Milwaukie Redevelopment Commission (MRC) as the Urban Renewal Agency for the City of Milwaukie Oregon; and

**WHEREAS**, on August 25, 2016, the Milwaukie City Council adopted Ordinance 2130 creating an Urban Renewal District for the Downtown and Central Milwaukie areas of the City; and

**WHEREAS**, on February 21, 2017, the MRC adopted Resolution No 1-2017 adopting MRC bylaws; and

**WHEREAS**, the bylaws provide the MRC with authority to appoint a Citizens Advisory Committee to assist and advise the MRC with decisions regarding plan implementation; and

**WHEREAS**, staff recommends that the MRC bylaws be amended to change all references to the Citizen’s Advisory Committee to the Community Advisory Committee.

**Now, Therefore, be it Resolved** by the Milwaukie Redevelopment Commission, that the bylaws have been amended to change all references to the Citizen’s Advisory Committee to the Community Advisory Committee.

Introduced and adopted by the Milwaukie Redevelopment Commission on **March 9, 2021**.

This resolution is effective immediately.

Mark F. Gamba, Commission Chair

APPROVED AS TO FORM:

ATTEST:

Scott S. Stauffer, City Recorder

Justin D. Gericke, City Attorney



**CITY OF MILWAUKIE**

*"Dogwood City of the West"*

**Resolution No. 1-2017**

**A resolution of the Milwaukie Redevelopment Commission adopting bylaws.**

**WHEREAS**, Ordinance 1623, adopted in 1987, activated and established the Milwaukie Redevelopment Commission as the Urban Renewal Agency for the City of Milwaukie, Oregon;

**WHEREAS**, on August 25, 2016, the Milwaukie City Council adopted Ordinance 2130 creating an Urban Renewal District for the downtown and Central Milwaukie areas of the City;

**WHEREAS**, the purpose of the City of Milwaukie's urban renewal program is to encourage redevelopment and economic improvements in specific areas of the City where conditions have resulted in poor quality development, underdevelopment, or underperformance;

**WHEREAS**, the Milwaukie Redevelopment Commission is charged with carrying out the implementation of the Milwaukie Urban Renewal Plan;


**WHEREAS**, the Milwaukie Redevelopment Commission does not have a set of bylaws to set out procedures and policies related to the conduct of meetings and implementation of the plan;

**NOW, THEREFORE, BE IT RESOLVED** that:


1. Milwaukie Redevelopment Commission hereby adopts the bylaws attached as Exhibit A.

Introduced and adopted by the City Council on **February 21, 2017**.

This resolution is effective on **February 21, 2017**.

  
\_\_\_\_\_  
Mark Gamba, Chair

ATTEST:

  
\_\_\_\_\_  
Scott Stauffer, City Recorder

APPROVED AS TO FORM:  
Jordan Ramis PC

  
\_\_\_\_\_  
City Attorney

**MILWAUKIE REDEVELOPMENT COMMISSION BYLAWS**

**ARTICLE I. NAME**

The name of the Urban Renewal Agency (Agency) of the City of Milwaukie is the Milwaukie Redevelopment Commission (Commission).

**ARTICLE II. PURPOSE AND AUTHORITY**

- A. **Purpose.** The purpose of the City of Milwaukie's urban renewal program is to encourage redevelopment and economic improvements in specific areas of the City where conditions have resulted in poor quality development, underdevelopment, or underperformance. The intent of the program is to utilize tax increment financing to fund urban renewal projects that incentivize redevelopment that is consistent with the City's Comprehensive Plan. The projects to be funded are those listed in the urban renewal plan and include such items as development assistance, tenant improvements, Main Street Program enhancements, streetscape improvements, parking solutions, bike/pedestrian connections, intersection upgrades/improvements, transit stop improvements, park and open space improvements, gateway/entryway improvements, and wayfinding.
- B. **Purpose of the Milwaukie Redevelopment Commission.** The purpose of the Commission shall be to serve as the governing body of the Urban Renewal Agency for the City and to carry out the goals and objectives of urban renewal plans adopted by the Commission.
- C. **Authority.** The Commission is authorized by Oregon Revised Statute (ORS) 457, Milwaukie Municipal Code (MMC) Chapter 2.40, and Milwaukie Ordinance 2130 (the ordinance adopting the Milwaukie Urban Renewal Plan).

**ARTICLE III. MEMBERSHIP**

- A. **Membership.** The Milwaukie City Council shall serve as the members of the Commission.
- B. **Term of Office and Vacancies.** Terms of office shall be concurrent with the terms of office for individual City Council members. A Commission vacancy shall be automatically filled by a City Councilor filling a vacant City Council seat.

**ARTICLE IV. OFFICERS AND STAFFING**

- A. **Officers.** The officers shall consist of a Chair and a Vice Chair.
- B. **Chair.** The Chair shall be the Mayor of the City of Milwaukie. The chair shall preside at all deliberations and meetings of the Commission. The Chair shall have a vote on any matter or question before the Commission. Except as otherwise delegated to the Executive Director, the Chair shall sign all contracts, deeds, and other instruments as required to carry out the purpose of the Commission.

- C. **Vice Chair.** The Vice Chair shall be the President of the City Council. During the absence, disability, or disqualification of the Chair, the Vice Chair shall exercise or perform all duties and be subject to all the responsibilities of the Chair. In the absence of the Chair and Vice Chair, the remaining members present shall elect an acting Chair.
- D. **Executive Director.** The City Manager of the City of Milwaukie or the Manager's designee shall be the Executive Director (Director) for the Milwaukie Redevelopment Commission. The Executive Director shall administer the affairs of the urban renewal agency in accordance with Federal, State, and local laws. Consistent with labor laws, the Director shall have the authority to assign staff to carry out the programs necessary to implement an urban renewal plan adopted by the Commission. The Executive Director or the designee of the Director shall keep the records of the urban renewal agency, record all votes, keep a record of the proceedings of the Commission, and perform all duties incident to the office.
- E. **Statement of Economic Interest.** As City Councilors, Commissioners are required to file annual statements of economic interest as required by ORS 244.050 with the Oregon Government Standards and Practices Commission.

**ARTICLE V. MEETINGS**

- A. **Annual Meeting.** The Commission shall meet at least once annually in the first quarter of the calendar year.
- B. **Regular Meetings.** The Commission may conduct regular meetings at such time and place as the Commission may decide. The Director shall work with the Chair to determine whether sufficient business exists for a meeting and shall notify each member as well as arrange for official public notice of the meeting.
- C. **Special Meetings.** The Chair may, or upon written request of two or more members shall, call a special meeting of the Commission.
- D. **Quorum.** A quorum is three of the voting membership of the Commission. The concurrence of a majority of the whole Commission is required to determine any matter.
- E. **Open Meetings.** All meetings of the Commission are open to the public. The Commission has the authority to conduct an executive session under ORS 192.660.
- F. **Order of Business.** The Chair shall have the authority to arrange the order of business as is deemed necessary to achieve an orderly and efficient meeting. In general, the order of business will be as follows:
  - 1. Call to order
  - 2. Approval of Minutes
  - 3. Audience Participation
  - 4. Business Items
  - 5. Report of the Executive Director
  - 6. Information
  - 7. Adjournment

- G. **Meeting Procedures and Decorum.** All rules and rules of order not herein provided for shall follow the same rules as set forth in MMC 2.04.150 through MMC 2.04.2.80 and MMC 2.04.300 for the Milwaukie City Council. Commission members shall adhere to rules set forth for Councilors.
- H. **Government Ethics.** Commission members shall follow the ethics rules set out for City Councilors in MMC 2.04.290.

## ARTICLE VI. IMPLEMENTATION POLICIES

- A. **Policies and Procedures.** The Commission has the authority to adopt policies and procedures consistent with its purpose of carrying out the goals and objectives of the urban renewal plans of the City. Commission policies and procedures shall be adopted by resolution.
- B. **Real Property Transfer.** The Commission may accept property transferred from the City of Milwaukie to the Agency through procedures set forth in MMC 3.15.050.
- C. **Real Property Acquisition.** The Director may approve the acquisition by the Agency of an interest in real property if that interest is valued at less than twenty-five thousand dollars (\$25,000.00) or if the property is valued at more than twenty-five thousand dollars (\$25,000.00) but is donated to the Agency. All other acquisitions of an interest in real property shall be approved by the Commission. An appraisal shall be required for property acquired by the Agency from a willing seller for more than twenty-five thousand dollars (\$25,000.00). As required by state law, appraisals are required for acquisitions over twenty thousand dollars (\$20,000.00) when condemnation is an option. Dedications of property for rights-of-way with no or nominal monetary compensation shall not be considered acquisitions of property by the Agency for purposes of this section.
- D. **Real Property Disposition.** The Commission may dispose of property through the process set forth below.
  - 1. Whenever real property is proposed for redevelopment by the Director, the proposed sale or transfer pursuant to a development agreement shall be set for a hearing before the Commission.
  - 2. Notice of the hearing shall be published once in a newspaper of general circulation in the City at least five (5) days prior to the hearing and shall describe the property proposed for sale. Notice shall also be given to property owners within three hundred (300) feet of the subject property.
  - 3. Public testimony shall be solicited at the hearing to determine if sale or transfer of the real property is in the public interest.
  - 4. After the hearing, the Commission shall decide whether it will offer the property for sale or transfer through a development solicitation process (e.g., a Request for Qualifications) and/or Request for Proposal)) to solicit interest from potential developers. The Commission may direct the sale or transfer of the property for redevelopment only if it determines that redevelopment is consistent with the goals and objectives of an applicable City urban renewal plan.



5. Prior to redevelopment of real property under this section, an appraisal of the property shall be conducted. The appraisal may be ordered prior to or after the hearing. The appraisal may be made available to the public at the hearing if it has been prepared by that time.
6. If the Commission decides to offer the property for redevelopment, it shall direct the Director or designee to proceed with the development solicitation. The Commission shall select a preferred developer after considering the recommendation of the Director. The Director shall negotiate an agreement for the sale or transfer and development of the property.
7. The agreement negotiated by the Director shall be submitted to the Commission for approval, modification or rejection at a properly noticed Commission meeting.
8. The Commission reserves the right to terminate negotiations and select another developer from those responding to the initial solicitation, or re-solicit, if negotiations with the developer first selected do not result in an agreement satisfactory to the Commission.
9. The Commission may transfer property to another public entity for a public improvement on such terms and conditions as it deems appropriate without a solicitation process provided the improvement is consistent with the Plan.
10. Substandard undevelopable property that the Commission determines is surplus to the Agency's needs shall first be offered to the City of Milwaukie and, if not transferred, may be transferred to another public entity or sold in the manner established by the Commission.

#### **ARTICLE VII. FINANCIAL**

- A. **Separate Fund.** A separate fund or funds of the City of Milwaukie shall be established for the Commission. All disbursements from these funds shall follow the regular disbursements procedures of the City of Milwaukie.
- B. **Budget.** Budget procedures shall be in compliance with state budget laws and shall follow the budget procedures established for other funds of the City of Milwaukie.
- C. **Audit.** An annual audit of the fund or funds of the Milwaukie Redevelopment Commission shall be performed by the auditor of the City of Milwaukie using the same procedures as are used for all other funds of the City and in accordance with state audit laws.

#### **ARTICLE VIII. ADVISORY COMMITTEES**

- A. **Ad Hoc Advisory Groups.** As set forth in the Milwaukie Urban Renewal Plan, the Director may form Ad Hoc Advisory Groups to review major changes to projects, programs, or goals and objectives of the Urban Renewal Plan. All meetings of Advisory Groups shall be open public meetings.

**B. Citizens' Advisory Committee.** As set forth in the Milwaukie Urban Renewal Plan, the Commission has the authority to appoint a Citizens' Advisory Committee to assist and advise the Commission in decisions regarding plan implementation. Should the Citizens' Advisory Committee be developed, it shall adopt its own bylaws which shall be approved by the Commission. The Citizens' Advisory Committee shall consist of no more than nine voting members and two non-voting ex-officio members. Terms shall not exceed three years and no member shall serve more than two consecutive terms except that the initial members of the Committee may serve three consecutive terms to allow for the establishment of staggered terms. The Commission shall strive to appoint voting members who represents each of following categories:

- Property owners or business owners from within the urban renewal district.
- Residents from within the urban renewal district.
- Persons with extensive knowledge of finance, accounting, or economics.
- Persons with extensive knowledge of real estate, development, or land planning.
- Persons with extensive knowledge of affordable housing development or programs.
- Persons with extensive knowledge of public services, utilities, or infrastructure.
- A member of the Milwaukie Redevelopment Commission.

In addition, the Citizen Advisory Committee shall include two non-voting ex-officio members representing special service districts (e.g. Fire District #1 or the North Clackamas Parks and Recreation District). The Citizens' Advisory Committee shall be chaired by the member appointed from the Commission.

#### **ARTICLE IX. AMENDMENTS**

**A. Amendments to Bylaws.** The bylaws of the Milwaukie Redevelopment Commission shall be amended only with the approval of a majority of all members of the Commission at a regular meeting.



## STAFF REPORT

**MRC 3. B.**  
**2/8/22**

**OCR USE ONLY**

**To:** Chair and Commissioners  
Ann Ober, City Manager

**Date Written:** Jan. 27, 2022

**From:** Kelly Brooks, MRC Executive Director

**Subject: Urban Renewal Five Year Action Plan Update and MRCCAC Bylaws**

---

### ACTION REQUESTED

The Milwaukie Redevelopment Commission (MRC) is asked to receive an update on the development of a five-year action plan for the Milwaukie Urban Renewal Plan. Staff will report on engagement activities related to plan development since the MRC's December meeting. The MRC is also asked to approve bylaws for the Milwaukie Redevelopment Commission Community Advisory Committee (MRCCAC).

### HISTORY OF PRIOR ACTIONS AND DISCUSSIONS

March 17, 1987: The MRC was established with the adoption of Ordinance 1623.

2015: The MRC directed staff to prepare an urban renewal plan.

[August 25, 2016](#): City Council adopted the Milwaukie Urban Renewal Plan ([Ordinance 2130](#)).

[October 1, 2019](#): The MRC received an update on urban renewal and held their first strategic discussion about urban renewal programming.

[September 1, 2020](#): The MRC received an update on available financial resources in the urban renewal area fund and discussed the creation and recruitment process for the MRCCAC.

[March 9, 2021](#): The MRC appointed members to the MRCCAC ([MRC Resolution 2-2021](#)).

[October 21, 2021](#): The MRC received an update on the development of a five-year urban renewal action plan.

[December 7, 2021](#): The MRC received an update on the five-year action plan.

### ANALYSIS

The urban renewal five-year action plan will establish investment priorities for the urban renewal area between fiscal year (FY) 2023 and FY 2028. The four investment categories within the plan are:

- 1) Development / Economic Development
- 2) Transportation: Downtown
- 3) Transportation: Central Milwaukie
- 4) Public Amenities: Parks and Open Space



## **MRCCAC**

The MRCCAC is comprised of eight voting members and two ex-officio representatives, one each from Clackamas Fire District #1 and the North Clackamas Parks and Recreation District. The group has substantially completed its work on development of the five-year action plan but will meet again after the adoption of the MRC budget to assist with implementing the plan.

## **MRCCAC Bylaws**

The MRCCAC adopted bylaws at its meeting on July 22, 2021. Those bylaws are attached for the MRC's review and adoption.

## **BUDGET IMPACT**

The five-year action plan, which will include updated financial projections, will determine how much funding the MRC expends in the FY 2023-2024 biennium budget.

## **WORKLOAD IMPACT**

The type of investments prioritized in the action plan will have an impact on the staffing needs of the MRC. The adopted plan assumed an ongoing investment of 4% of all urban renewal funds that would be dedicated to administrative costs and financial fees.

## **CLIMATE IMPACT**

None.

## **COORDINATION, CONCURRENCE, OR DISSENT**

The MRC executive director continues to coordinate with the finance department, community development department, and engineering staff on the investments outlined within the investment plan.

## **STAFF RECOMMENDATION**

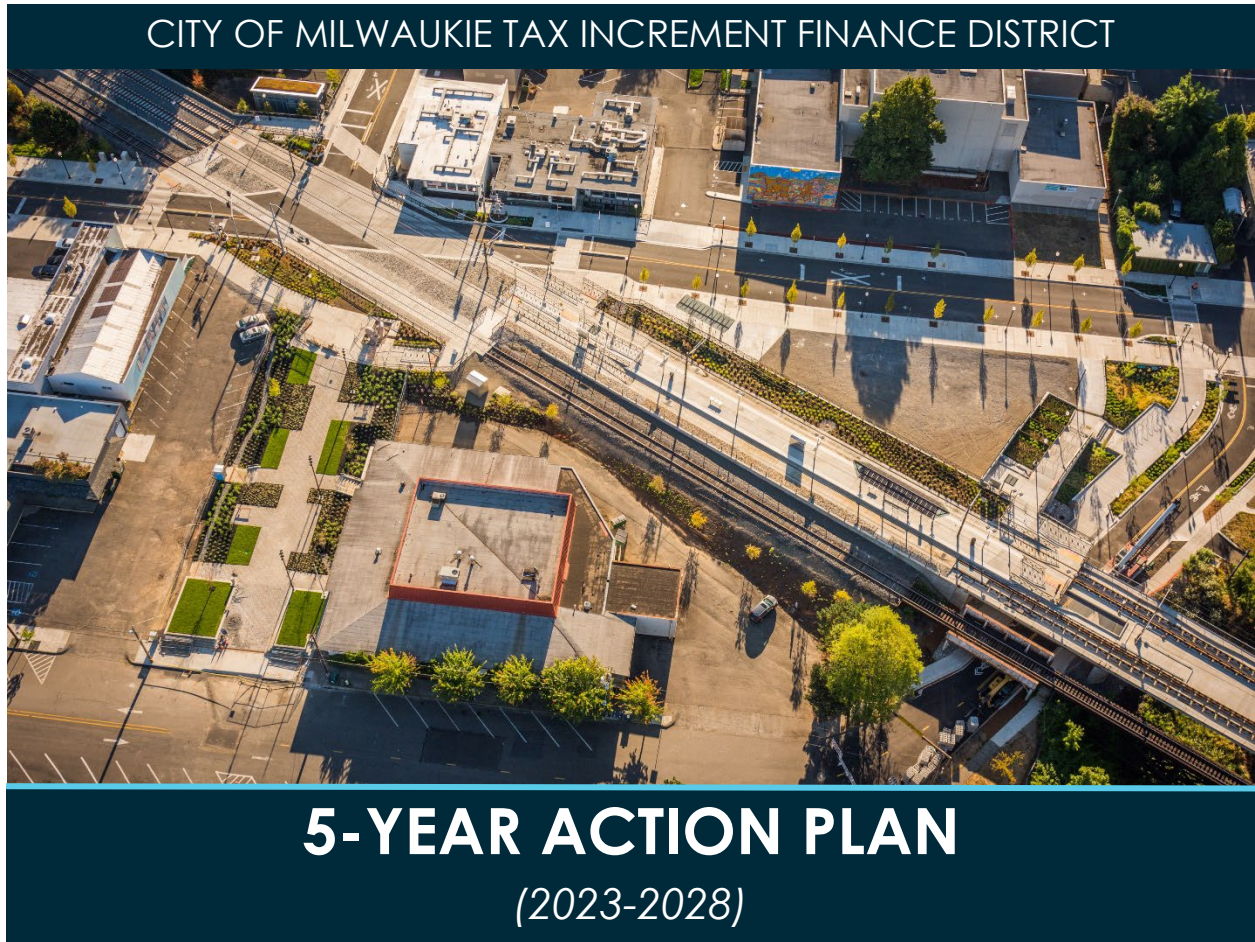
Adopt MRCCAC Bylaws and advise staff to finalize draft report and bring back for adoption.

## **ALTERNATIVES**

Not applicable.

## **ATTACHMENTS**

1. Draft Action Plan
2. Resolution and Bylaws



CITY OF MILWAUKIE TAX INCREMENT FINANCE DISTRICT

**5-YEAR ACTION PLAN**  
(2023-2028)

Add adoption date.

Drafted by Kelly Brooks, MRC Executive Director



CITY OF MILWAUKIE

**MRC19**

## ACKNOWLEDGEMENTS

This plan would not have been possible without the guidance and support of the Milwaukie Redevelopment Commission, Milwaukie Redevelopment Commission Community Advisory Committee, City Manager Ann Ober, Strategic Engagement Team and Milwaukie Community Development Department staff. Tiberius Solutions supplied updated financial projections and Elaine Howard Consulting shared important background on tax increment financing and insights from developing Milwaukie's plan in 2016.

### MRC Members

Mark Gamba (Chair)  
Kathy Hyzy

Lisa Batey  
Desi Nicodemus

Angel Falconer

### MRC CAC Members

Kathy Hyzy, Chair  
Carmen Meyer  
Neil Hankerson  
Heather Koch (ex-officio)

Alex Howard  
Bonnie Tanamer  
Sabina Spicer  
Doug Whitely (ex-officio)

Yelena Voznyuk  
Donna Baten  
Doug Edwards

### Consultants

Elaine Howard, Elaine Howard Consulting  
Nick Popenuk, Tiberius Solutions

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## INTRODUCTION

The Milwaukie Redevelopment Commission (MRC) is the urban renewal agency for the City of Milwaukie. The MRC was established in 1987 through council adoption of Ordinance 1623. In 2015, the Milwaukie City Council directed staff to prepare an urban renewal plan. That plan was adopted in August 2016. The terms urban renewal area (URA) and tax increment financing (TIF) district are used interchangeably throughout this document. Wherever possible, the city uses TIF rather than URA due to the racist origins of the term and history of implementation in Oregon.

The 2016 plan established the boundary of the zone, a maximum indebtedness of \$92,500,000, and estimated a 29-year implementation timeframe. The adopted plan was informed by the Moving Forward Milwaukie plan, Central Milwaukie Land Use and Transportation plan, Milwaukie Downtown and Riverfront Land Use and Transportation System plan. It also established goals, objectives and a robust list of eligible projects and programs for the district.

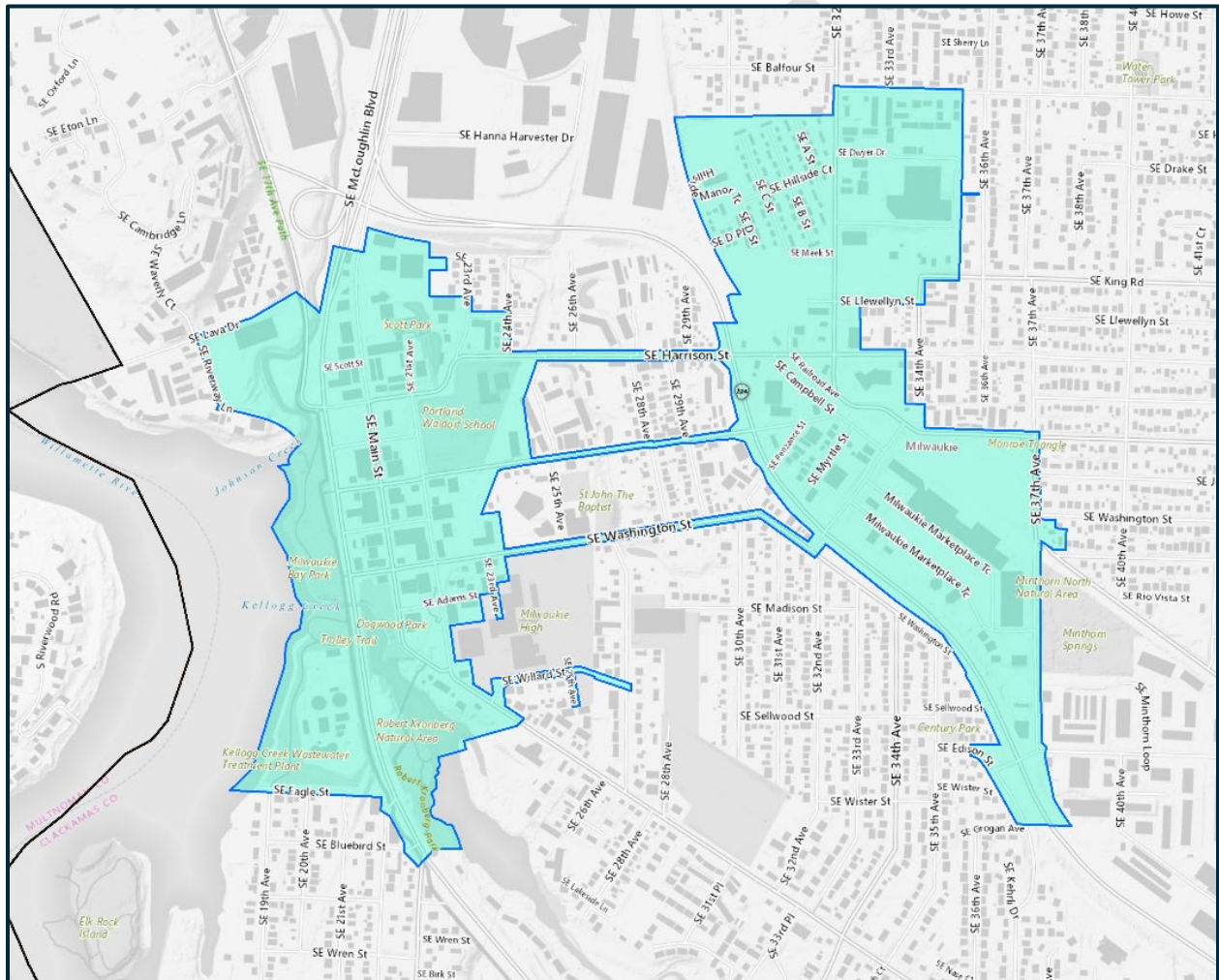
By late 2020, sufficient tax increment had accrued to justify development of a five-year investment strategy for the district. Furthermore, multiple city-wide plans like the Community Vision and Action Plan (2017) and Comprehensive Plan (2020) supplied further direction on where investments should be focused. Therefore, the MRC authorized the development of a more focused, near-term investment strategy to ensure that investments align with community needs.

The 5-year action plan begins to fulfill the goals and objectives of the Milwaukie urban renewal area by focusing on investments that reflect the highest priorities of our community, maximize TIF dollars and can be completed within five years. The priorities were shaped by input from the MRC, MRCAC, the community at-large and neighborhood district associations. Extensive ongoing engagement will be needed throughout the implementation phase to inform grant program administration and criteria.



# DISTRICT BOUNDARIES

The Milwaukie TIF district spans both sides of OR Highway 224 to include both Downtown and Central Milwaukie, the city's two primary commercial areas. Milwaukie Bay Park, Scott Park, Kronberg Park / Kellogg Lake, McLoughlin Boulevard and Oregon Highway 224 all fall within the district.

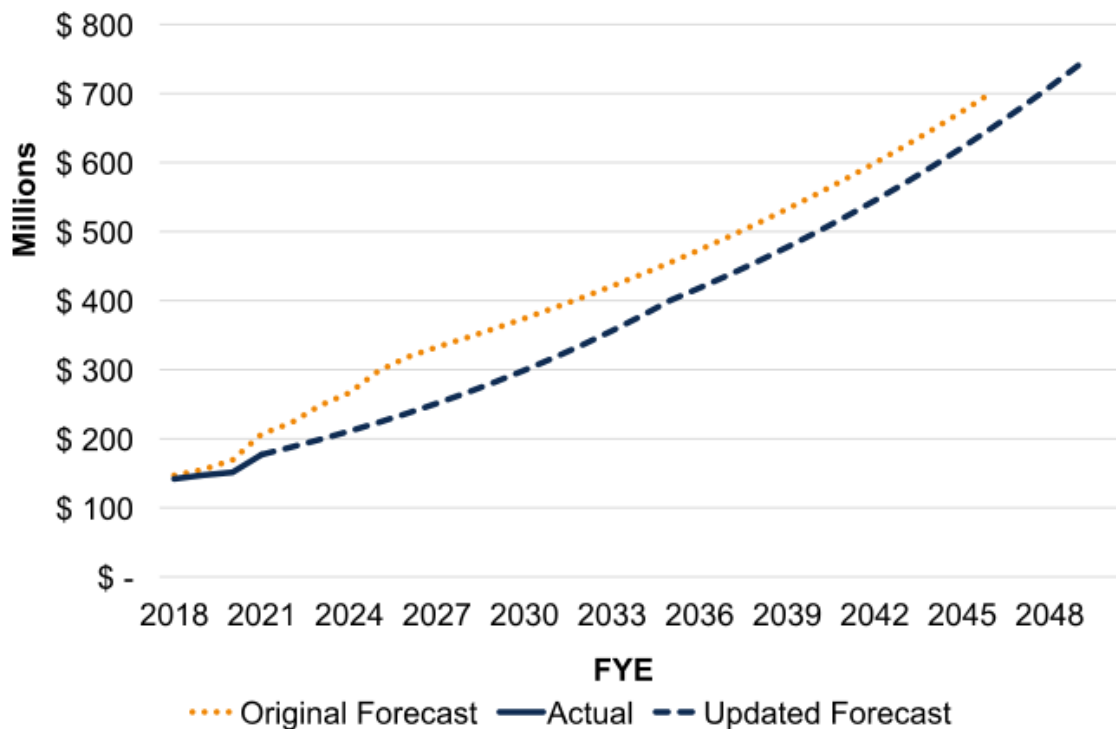


-  Milwaukie City Limits
-  Milwaukie Urban Renewal Area

## 2022 FINANCIAL FORECAST

The city contracted Tiberius Solutions to provide updated financial projections. The analysis found that the district is projected to have robust growth, but not as strong as the 2016 forecast. The analysis did confirm, however, that the annual TIF is increasing rapidly, and is sufficient to incur debt. Therefore, the city is well positioned to invest up to \$10 million in projects between 2023-2028. Actual borrowing capacity will depend heavily on specific loan terms for new debt. Financing assumptions used for the forecast were 5% interest, 20-year loan duration and 1.5x desired debt service coverage ratio.

The chart below illustrates the difference between the 2016 and 2021 financial forecast. A total net TIF revenue of \$108.8 is projected for the fiscal year ending (FYE) 2049 versus \$116.3.



## PLAN DEVELOPMENT & COMMUNITY ENGAGEMENT

### MRCCAC

The Milwaukie Redevelopment Commission (MRC) appointed a nine member advisory committee to establish investment priorities for the city's tax increment financing (TIF) zone through the creation of a five-year action plan. While the standing committee will exist beyond

the adoption of the five-year action plan, it will reengage on a quarterly basis after adoption of the FY 23/24 budget process to provide input and receive updates on plan implementation.

The bylaws of the MRC outline the following details for the CAC:

- Appointed by the commission
- Purpose is to advise the Commission in decisions regarding plan implementation
- Shall adopt its own bylaws which shall be approved by the Commission
- Not more than 9 voting members and 2 non-voting ex-officio members
- Up to 3-year terms
- Two term limits, except for initial members
- Commission shall strive to appoint voting members who represent the following categories:

Property owners or business owners form within the URA	Persons with extensive knowledge of real estate, development, or land planning	Persons with extensive knowledge of public services, utilities, or infrastructure
Residents from within the URA	Persons with extensive knowledge of affordable housing development or programs	A member of the Milwaukie Redevelopment Commission (a City Councilor) - this person is the chair
Persons with extensive knowledge of finance, accounting, or economics	2 Ex-Officio members: representing special service districts - Fire District #1, NCPRD	

In accordance with the MRC bylaws, the CAC is chaired by Commissioner Kathy Hyzy and includes representation from downtown businesses, residents within the TIF district, social service advocates and experts within the field of planning. The committee also includes an ex-officio member from North Clackamas Parks and Recreation District and Clackamas Fire District.

## Plan Development

The MRCCAC met six times in 2021. The first meeting covered the basics of tax increment financing, with a focus on the racist history of the tool. Next, the group familiarized itself with the goals, objectives and underlying assumptions of Milwaukie’s 2016 adopted plan. Meeting three delved deeper into the types of investment eligible within the zone and a discussion about



what criteria should be applied in narrowing or expanding investments within the plan horizon. In accordance with the CAC and MRC’s stated desire to apply an equity lens, staff and committee members regularly took inventory of who would be helped and hurt by various investments to grapple with potential implications to historically marginalized communities. After receiving the updated financial forecast, the committee spent its final three meetings discussing and finalizing a draft investment plan for review by the MRC and the greater public.

Desired outcomes that emerged through deliberations at the CAC included:

- Using TIF to invest in what makes Milwaukie special and contributes to a sense of place.
- Construct improvements that make it safer and more convenient to walk and bike to downtown Milwaukie.
- Help for existing and emerging business, particularly smaller businesses, thrive and increase their presence within the city.
- Activation of Milwaukie’s Main Street and the Milwaukie Marketplace but with an emphasis on services are accessible to all income levels.
- Investing in projects that will provide future economic benefit to the city and our partner taxing jurisdictions.

### Engage Milwaukie • Survey

The city created a project on its online engagement platform, Engage Milwaukie, to ask for feedback from Milwaukie residents about their priority investments areas, solicit ideas on how best to help businesses within the district and to answer questions about the project.

The first question asked was “What makes Milwaukie special to you?”. In response, they city heard that people enjoy that Milwaukie’ small town feel and that our residents have a deep connection to the Willamette River, trees and open space. A collection of some of the responses are shown in Table 1.

Table 1

<i>The small town feeling and proximity to the river, trees, and other vegetation.</i>	<i>Milwaukie is a small town with a depth of history adjacent to a larger urban area and close to beautiful outdoor recreational areas.</i>
<i>Small and community centered. It feels like a smaller town, even so close to Portland.</i>	<i>Milwaukie's downtown feels like an old-timey Main Street. "Small-town feel" still even with the futuristic TriMet gliding by.</i>

*The fact that it's very spacious; large plots of land and greenery. It doesn't feel cramped. I also like the community activities (like the umbrella parade) and living in a city that's main street is on the river.*

*I like the quaint feeling of the downtown. I like that it's close to all Portland has to offer but is a smaller town.*

*Farmers Market and iconic City Hall building  
It's connectivity to the river, it's increasingly safe ability to walk and ride a bike everywhere, being a small self-contained city on the edge of a big city.*

*I love the river view, small town feel, walkability, easy access to Portland (both via the MAX and Mcloughlin) and great parks such as Milwaukie Bay. I like living near Downtown on the one hand and beautiful Elk Rock Island on the other!  
I can walk to MAX*

*Affordable family neighborhoods*

*I like that Milwaukie has a small, walkable downtown. I also like the recent emphasis on bike, walk, and transit commute methods, they all allow for you to feel a part of your community instead of in your own little bubble in your car.*

Updating after surveys close.

## **NDA and Business Outreach**

During plan development, the Historic Milwaukie Neighborhood District Association began including Downtown Milwaukie Business Association (DMBA) members and leaders in its meetings. The purpose was to provide a forum for DMBA members to engage in city projects while the organization is taking an extended break from regular meetings. As such, staff discuss the five-year action plan with Historic Milwaukie NDA / DMBA at two meetings. The more in depth of the two occurred on January 10, 2022. While the group was generally supportive of the investments as presented, they had questions and concerns about the absence of a larger overall economic development strategy for downtown. MRC staff will be meeting with NDA leadership from across the city in February to seek out more input.

## **Direct Business Outreach**

Most of the input from business came directly from the MRCAC which included two downtown business representatives and a downtown resident who owns a business located just outside city limits. A more intense period of business outreach will occur after plan adoption to inform the criteria and award amounts for the business support programs (storefront improvement grants, tenant improvements, small business assistance loan/grants).

## INVESTMENTS

The five-year action plan establishes investment priorities between fiscal year (FY) 2023 and FY 2028. The four investment categories within the plan are:

- 1) Development / Economic Development
- 2) Transportation: Downtown
- 3) Transportation: Central Milwaukie
- 4) Public Amenities: Parks and Open Space

### Development • Economic Development

#### **Predevelopment Assistance for Development Opportunities - \$250,000**

Predevelopment funds can be used to help with the initial development costs on a site, such as technical assistance, feasibility studies and site planning. Providing this assistance can incentivize investment in a development project.

An active project under development that may receive help from these funds is the redevelopment of Milwaukie's historic city hall at 10722 SE Main St.



### **Tenant Improvements - \$1,000,000**

MRC staff will partner with new or existing business owners to encourage and fund high-quality tenant improvements to the interiors of vacant commercial spaces. The program would help property owners in attracting businesses to locations that are difficult and costly to renovate and incentivize new retail and restaurant businesses to locate within the urban renewal area. A portion of these funds will go specifically towards creating a storefront improvement grant program.



### **Small Business Development Fund - \$150,000**

The goal of this program is to provide funds and/or financing for things such as equipment and machinery, to help small and micro-businesses expand or become established in Milwaukie.

### **Developer Assistance - \$1,500,000**

The 2016 plan allows for a broad range of activities related to development assistance. In general, the purpose of this funding is to offset costs related to development to incentivize activity on high priority sites. In response to drastic increases in housing costs across the Portland Metropolitan Statistical Area over the past decade, the city enacted a 1% Construction Excise Tax on new construction value over \$100,000 in permit value to fund affordable housing incentives. To increase the number of affordable housing units constructed in Milwaukie, 50% of the developer assistance will be distributed to CET eligible projects within the TIF district. The remaining 50% to offset development costs on projects that do not involve affordable housing.





### **Downtown Main St. Enhancements - \$425,000**

Urban renewal can be used fund a portion of some activities included in a Main Street Program. Between 2023 and 2028, such funding will go towards:

- Replacing First Friday and Farmer's Market Signage
- Installing more wayfinding signage
- Pursuing partnerships to underground utilities
- Installing vertical element and shade at the South Downtown Plaza

## Transportation Downtown

### McLoughlin Boulevard Intersection Upgrades – \$250,000

McLoughlin Boulevard is owned and maintained by the Oregon Department of Transportation (ODOT). The purpose of allocating TIF resources to McLoughlin is to incentivize repainting and upgrading of crosswalks at Harrison, Monroe, and Washington. Should such improvements trigger the replacement traffic signals, the vast majority of those costs would need to be covered by the state.

MRC would also like to work with ODOT to make pedestrian and cyclist crossing of McLoughlin more comfortable through modifications to the signal infrastructure and timing.



### Pedestrian Undercrossing at Kellogg Dam – \$1,000,000

The 2016 recommends using TIF funds to establish a dedicated bicycle and pedestrian connection across McLoughlin Boulevard. A natural location for such a crossing is under the Kellogg Bridge on OR 99E (McLoughlin). The city aspires to restore Kellogg Creek by removing a dam that is structurally integral to the bridge. Restoring Kellogg Creek would provide critical fish habitat for endangered and threatened species while also facilitating construction of a separated crossing for bikes and pedestrians that would directly connect downtown to Milwaukie Bay Park.



ODOT owns 99E and is therefore responsible for any improvements to the highway and Kellogg Bridge. The ultimate cost of bridge replacement also far exceeds the financial capabilities of the city and more specifically the tax increment financing district. The purpose of programming TIF resources to the Kellogg Dam removal project is to catalyze action and leverage funding at the state and federal level. Prior to releasing the funds, however, the MRC



would need direct assurance (via formal agreement) that state resources will be committed to the project.

### **Parking Solutions - \$500,000**

TIF resources will be used to implement many of the near-term actions identified in the city's 2018 adopted Downtown Parking Management Plan. Such projects will include:

- New signage to reflect zone timing changes recommended in plan.  
Better delineation of loading zones  
Development of shared parking agreements with new downtown developments
- Installation of secure bike parking downtown to incentivize non-auto trips
- Study and potential acquisition of paid parking technology for downtown.

### **Streetscape Improvements - \$500,000**

Sections of sidewalk on Main Street, between Washington and Jackson, are in disrepair due to tree root growth. To facilitate saving the street trees, while also ensuring Americans with Disability Act (ADA) access, the city will use TIF funds to design and construct new sidewalk.

### **Transportation Central Milwaukie**

#### **Improved Access to Opportunity Sites - \$250,000**

The city's updated Transportation System Plan, expected to be complete in 2024, will identify new projects that could be funded with TIF dollars in the 5-10 year period. A small amount of early funding has been identified to acquire needed property adjacent to Harrison Street.

#### **Improve Transit Stops - \$150,000**

Transit stops in Milwaukie are owned and maintained by TriMet. The plan invests a small amount of resources towards transit stop improvements to facilitate partnership projects with TriMet. The goal of such improvements is to provide transit shelters as sites are developed and to ensure excellent transit service to Central Milwaukie.

#### **Monroe St. Greenway - \$1,340,000**

The Monroe Greenway will create a nearly four-mile, continuous, low-stress bikeway from downtown Milwaukie to the I-205 multi-use path. Once complete, it will serve as the spine of Milwaukie's active transportation network connecting users to the Max Orange Line, Max Green Line, Trolley Trail, 17<sup>th</sup> Avenue Bike Path, I-205 path, neighborhoods, schools, and parks. The \$1,340,000 TIF allocation will leverage more than \$6.5 million in state, federal and local funds to complete the city's section of the greenway from Highway 224 to Linwood Ave. Specifically, TIF funds will be spent on segment C which is east of 224 and west of the cycle track and Monroe St. Apartments.

## **Public Amenities: Parks and Open Space**

### **Trolley Trail Realignment at Milwaukie Bay Park - \$600,000**

Re-align the trolley trail within Milwaukie Bay Park as part of the Phase III improvements to the park. The realignment of the trail will reduce conflicts between cyclists and pedestrians, who currently share a sidewalk, and facilitate the development of the overall project.

CIP: General Fund \$250,000 in FY 20 and Metro Bond Allocation of \$750,000 in FY 22 for Milwaukie Bay Park Final Design Implementation.

### **Dogwood Park Improvements - \$400,000**

A framework plan completed by Lango Hansen in 2019 identified preferred locations for a future play structure, small performance area, and picnic/outdoor seating. Total cost of the framework plan design is \$462,957.

DRAFT



## CONCLUSION

In total, the action plan proposed to invest up to \$9,257,000 in eligible projects and programs between FY 2023 and FY 2024.

Table 2

### Total Funding Proposed by Type

Development	\$3,325,000
Infrastructure	\$4,582,000
Parks and Open Space	\$1,000,000
<b>Total</b>	<b>\$9,257,000</b>

While many of the investments fall within the City of Milwaukie's authority and therefore highly likely to go ahead, others are contingent on partner agreement and funding. To ensure the delivery of partner projects is assured, staff recommend that the MRC requires execution of all necessary agreements prior to issuing debt.

Extensive outreach to businesses and partner agencies will be needed to craft economic development programs that work for users. With the direction provided through the action plan now in hand, staff can turn towards outreach, program development and implementation.



**RESOLUTION No.**

**A RESOLUTION OF THE MILWAUKIE REDEVELOPMENT COMMISSION, ADOPTING THE MILWAUKIE REDEVELOPMENT COMMISSION COMMUNITY ADVISORY COMMITTEE BYLAWS.**

**WHEREAS** the bylaws of the Milwaukee Redevelopment Commission (MRC) established the Milwaukee Redevelopment Commission Community Advisory Committee (MRCCAC); and

**WHEREAS** the MRC appointed members to the MRCCAC on March 9, 2021, with the adoption of Resolution 2-2021; and

**WHEREAS** the MRCCAC has developed bylaws to provide for operational consistency, which have been submitted to the MRC for consideration.

**Now, Therefore, be it Resolved** by the MRC that the bylaws of the MRCCAC, attached as Exhibit A to this resolution, are adopted.

Introduced and adopted by the MRC on **February 8, 2022**.

This resolution is effective immediately.

---

Mark F. Gamba, Commission Chair

ATTEST:

APPROVED AS TO FORM:

---

Scott S. Stauffer, City Recorder

---

Justin D. Gericke, City Attorney

## Milwaukie Redevelopment Commission Community Advisory Committee

## BYLAWS

Adopted by MRCCAC on 7/22/201

### ARTICLE I – NAME

The name of this committee is the Milwaukie Redevelopment Commission Community Advisory Committee (MRCCAC).

### ARTICLE II – PURPOSE & AUTHORITY

- A. Purpose.** The purpose of the Committee is to advise the Milwaukie Redevelopment Commissions in decisions regarding implementation of Milwaukie's Urban Renewal Plan.
- B. Authority.** The MRCCAC is authorized by Milwaukie Redevelopment Commission Resolution [No. 2-2021](#) which was adopted on March 9, 2021.

### ARTICLE III – MEMBERSHIP

- A. Membership.** The Committee consists of up to 9 voting members. Committee membership strives for representation from the following categories:
- Property owners or business owners from within the URA
  - Residents from within the URA
  - Persons with extensive knowledge of finance, accounting or economics
  - Persons with extensive knowledge of real estate, development or land use planning
  - Persons with extensive knowledge of affordable housing development or programs
  - Persons with extensive knowledge of public services, utilities, or infrastructure
  - A member of the MRC, who will be the chair of the committee
  - An ex-officio member from Clackamas Fire District #1.
  - An ex-officio member from North Clackamas Parks and Recreation District (NCPRD)
- B. Appointment.** As outlined in the bylaws of the Milwaukie Redevelopment Commission (MRC), CAC members are appointed by the MRC. As outlined in MMC 2.10.040 and in the city's Code of Conduct for Board and Committee Members, Committee members serve at the pleasure of the MRC.
- C. Term of Office.** Committee member terms shall not exceed three years and members may serve no more than two consecutive full terms except that the initial members of the committee may serve three consecutive terms to allow for the establishment of a staggered terms. Current committee members may be reappointed to the committee as long as they do not exceed the established term limits for the committee.
- D. Vacancies.** If a Committee member resigns or otherwise vacates their position, the MRC will fill the vacancy in the same manner as the original appointment. Member resignations should be submitted in writing to the chair and staff liaison.
- E. Code of Conduct.** To ensure the city's boards and committees operate in an efficient, consistent, and orderly manner, and that committee members comply with Oregon's public

meetings and records laws, the MRC adopted a Code of Conduct for Board and Committee Members. Committee members are expected to review, sign, understand, and abide by the Code of Conduct.

#### ARTICLE IV – MEETINGS

- A. Open Meetings.** All committee meetings are public meetings as set forth by Oregon’s Public Meetings Laws, Oregon Revised Statute (ORS) Chapter 192.
- B. Meeting Conduct.** Committee meetings will be conducted efficiently and transparently as outlined in these bylaws, the MMC, relevant state and federal laws, and by the city’s Code of Conduct for Board and Committee Members. Where these bylaws or other city guides do not provide direction, the most recent edition of Robert’s Rules of Order will be followed.
- C. Regular Schedule.** The committee will hold meetings as determined by the MRC or the chair and staff liaison. The frequency of the meetings will change depending on the workload of the MRC.
- D. Attendance & Absences.** Committee members are expected to attend all meetings, events, and activities of the committee. As outlined in the MMC and Code of Conduct, if a member fails to regularly attend meetings, the member may be removed from the committee through the process outlined in the Code of Conduct.
- 1. Absences.** If a committee member is unable to attend a meeting, it is the member’s responsibility to inform the chair and staff liaison before the meeting.
- E. Quorum & Related Matters.** For the purposes of conducting committee business, including holding official meetings, a majority, or quorum, is fifty-one percent of the voting membership of the committee.
- 1. Lack of Quorum.** If there is no quorum of committee members within 15 minutes following the scheduled start time of a meeting, the meeting is cancelled. If the chair or staff liaison knows that a quorum will not be present at the meeting, they will notify the committee members before the meeting about the cancelation.
  - 2. Rescheduling Agenda Items.** If a meeting is canceled due to a lack of a quorum, all agenda items that were scheduled for the cancelled meeting will automatically be placed on the next regularly scheduled meeting agenda unless the chair or staff liaison determines that a special meeting is needed to address the items. The staff liaison will ensure that the required public meeting notices will be posted for the next meeting.
- F. Agenda Order.** The chair and the staff liaison will coordinate and arrange the meeting items as necessary to achieve an orderly and efficient meeting. In general, the order of business will be as follows:
1. Call to Order
  2. Announcements
  3. Approval of Minutes
  4. Community Comments
  5. Business Items
  6. Committee Member Reports
  7. Adjournment
- G. Adjournment Time.** Committee meetings will last no longer than two hours. However, by majority vote of the members present the adjournment time may be extended.
- H. Voting.** All Board/Committee members who are present at a meeting, including the chair and officers, are allotted one vote each on all motions. The concurrence of a majority of the whole

committee present shall be required to determine any matter before the committee. In the case of a tie vote, the chair will vote to break the tie. When a vote is taken all members must vote unless a member abstains from voting and cites the reason for abstaining for the record. The board/committee secretary or staff liaison will call the roll.

- I. **Motions & Related Matters.** Any committee member may make a motion. A motion needs a second to be considered, otherwise it fails.
  1. **Reconsideration of Actions Taken.** A committee member who voted with the majority may move for a reconsideration of an action at the same meeting only. The second of a motion may be a member of the minority. Once a matter has been reconsidered, no motion for further reconsideration may be made without unanimous consent of the Committee.
- J. **Minutes & Related Matters.** The written and approved meeting minutes are the official record of the meeting.
  1. **Preparing the Minutes.** The committee secretary or city staff will be present at each meeting and will provide written minutes. Written minutes should not be a verbatim transcript but should give a true reflection of the matters discussed at the meeting and the views of the participants. The written minutes must include at least the following information:
    - a. The date, time, location of the meeting;
    - b. Names of the Committee members present;
    - c. All motions and proposals;
    - d. The results of all votes;
    - e. The substance of any discussion on any matters; and,
    - f. A reference to any document discussed at the meeting.
  2. **Recordings.** As allowed by state law, all public meetings may be recorded by the city, committee, or the public. It will be at the discretion of city staff if an official audio, video, or digital recording of the meeting is created, and if the meeting video is broadcast or streamed live.
  3. **Posting & Approval.** The staff liaison will make the draft written meeting minutes available to the public within a reasonable time after the meeting. The committee will review and vote upon the minutes at its next meeting after the minutes have been written. Approved minutes will be posted on the city's website and retain permanently as required by Oregon Administrative Rule (OAR) 166-200-0235(5)(a).

## ARTICLE V – OFFICERS & ASSIGNED DUTIES

- A. **Officers.** The officers of the Committee will consist of a chair and vice chair. The Chair is appointed by the MRC. The vice chair is nominated and appointed by the committee. The Committee may also choose to establish to nominate a Secretary or other positions as needed.
- B. **Duties of the Chair.** The chair will preside and preserve the order of Committee meetings, review agendas and confer on business with the staff liaison and sign all documents memorializing committee actions. The chair will set reasonable time limits for community comments and testimony. The chair will only vote in the event of a tie. The chair must be a member of the MRC.
- C. **Duties of the Vice Chair.** If the chair is absent or otherwise disqualified from serving, the vice chair will perform all duties and be subject to all the responsibilities of the chair. If both the

chair and vice chair are absent from a meeting, the remaining members present will elect an acting chair for that meeting.

**D. Duties of Committee Members.** The role of a committee member is to participate in the committee's work and activities as assigned by the MRC by attending meetings and events and participating in discussions and decisions. As outlined in the city's Code of Conduct, committee members must behave in an appropriate manner when performing their duties as committee members in-person and in written or digital communications.

1. **Meeting Preparation.** Committee members must prepare for participation at a meeting by fully reviewing the staff report and any materials provided by city staff.
2. **Site Visits.** Before committee meetings, members are encouraged to visit sites that are subjects for design review actions. If a committee member visits a site, the member will report on the record any information gained from the site visit that is not consistent with the information included in the application or staff report.
3. **Compensation.** Committee members will receive no compensation for their service. However, the city may reimburse a member for an authorized expense.
4. **Conflicts of Interest.** In accordance with ORS 244.120, a member of the committee may not participate in any committee proceeding in which any of the following persons or businesses have a direct or substantial financial interest:
  - i. The committee member or the spouse, brother, sister, child, parent, father-in-law, or mother-in-law of the committee member;
  - ii. Any business in which the committee member is then serving or has served within the previous two years; or
  - iii. Any business with which the committee member is negotiating for or has an arrangement or understanding concerning prospective partnership or employment.
  - iv. A member must disclose any actual or potential interest at the meeting of the committee where the action is being taken.

**E. Duties of City Staff.** The city will assign a staff liaison to the Committee and, as appropriate and available, will assign administrative staff to support the committee. Staff liaisons will act as the Committee's primary point of contact for committee members, city staff, and the general public. Staff will ensure that the committee's meetings are held in accordance with state public meeting laws and will support the committee's activities.

1. **Orientation of New Members.** When new committee members are appointed, the staff liaison and chair will provide an orientation to the new members as necessary. In addition, city staff may provide other training opportunities to committee members.
2. **Committee Manual.** For the efficient documentation of the committee's operations, city staff may compile and maintain a committee manual.

**F. Subcommittees & Other Committees.** The committee may find it necessary to form subcommittees to investigate areas relevant to the committee's purpose. The committee may identify members to serve on select subcommittees. A majority of the members will need to consent to the formation and membership of a subcommittee. When requested by the MRC, city staff, or other city boards and committees, the committee may select members to serve as a committee representative on another committee.

**G. Amendments.** Bylaws amendments may be proposed by a majority of the CAC and must be approved by the MRC.



# **MRC**

## **Action Plan Update**

*Kelly Brooks, 2/8/2022*

- I. MRCCAC Bylaws
- II. Draft Report
- III. Engagement Overview
- IV. Next Steps



# CITY OF MILWAUKIE TAX INCREMENT FINANCE DISTRICT



## 5-YEAR ACTION PLAN

(2023-2028)

# Investment Plan Summary

Development	Infrastructure	Parks and Open Space
\$3,325,000	\$4,582,200	\$1,000,000
<b>\$9,257,000</b>		





[Home](#) » [Milwaukie Redevelopment Area 5-Year Action Plan](#)

## Milwaukie Redevelopment Area 5-Year Action Plan

The city would like to hear from you as we develop a **5-year Action Plan** for Milwaukie's **Urban Renewal Area**. The district, which allows for tax increment financing (TIF), was established in 2016. Although "tax" is in the name, your taxes will not be raised as a part of this process. Instead, the city will use the increase of assessed value within the zone to pay for projects and programs that facilitate economic development. Eligible projects can include construction or improvement of streets, utilities and other public facilities; assistance for

# Engage Milwaukie - Overall Statistics

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- 89 participants engaged (contributed to survey or asked question)
- 214 participants Aware (visited FAQ, downloaded a document, visited multiple pages, etc.)
- 477 participants Informed (visited at least one page on the site)
- Top three referral URLs to the page were:
  - Milwaukieoregon.gov – 122
  - Facebook – 69
  - Google – 50



# Engage Milwaukie

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## Describe What Makes Milwaukie Special (74 Responses)

- Small Town Feel
- Connection to the River
- Not Portland
- Great Mix of People
- Family-Friendly
- Community Events
- Safe
- Sense of Community
- Close to Beach & Mountains
- Trees
- Walkable
- The People
- Locally Owned Businesses
- Affordable
- Farmers Market & City Hall
- Transit (MAX)

Tell us about the type of economic development that you would like to see.

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81 respondents strongly agree (58) or somewhat agree with the statement “I want to help existing businesses stay in Milwaukie.”



84 respondents strongly agree (72) or somewhat agree (12) with the statement “I’d like to have a vibrant Main St.”

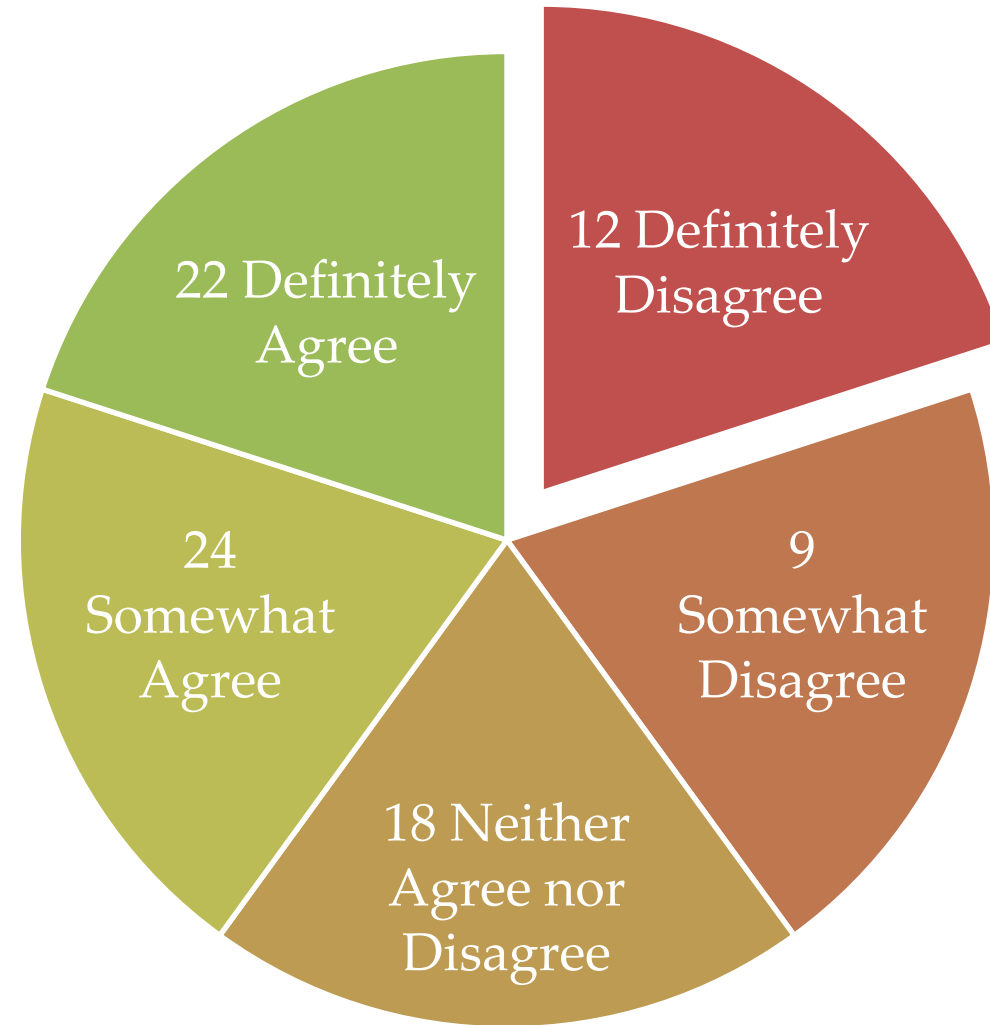


77 respondents strongly agree (55) or somewhat agree (22) with the statement “I want to help people in Milwaukie start or expand their businesses.”



I would like to see large developments that bring services and amenities currently missing from our community.

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Please rank the following in order of what you think would be the most helpful to Milwaukee businesses.

Small business loan program for capital and equipment needs – 1.99

Interior tenant improvement grant program – 2.24

Storefront improvement grant program – 2.54

Updated signage to highlight signature events – 4.07

Secure bike parking – 4.12



## Next Steps

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- Adopt Plan
- Adopt Budget
- Business Outreach & Program Development
- Cooperative Agreements for Joint Capital Projects
- Bonding

