



**FRESH LOOK**

March 2013

**MILWAUKIE:**  
Downtown Road Map



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## project STATEMENT

## PURPOSE



Figure 1 Vicinity Map

Over a decade has passed since the adoption of the Milwaukie Downtown and Riverfront Framework Plan (“Framework Plan”) and other policies, which serve as the guiding vision for development in Downtown Milwaukie. Since then, local and regional circumstances have changed. Milwaukie has adopted a new concept for the South Downtown, experienced changing demographics, and anticipates completion of the Portland-Milwaukie Light Rail by 2015. In light of these circumstances, Milwaukie seeks to check for consistency of purpose with existing policies related to downtown. A strategic plan will best serve this need by providing guidance on revising existing plans and policy tools related to Downtown Milwaukie – in particular, the Framework Plan.

*ALIGN Planning*, a group of five graduate planning students from Portland State University, will work with the client, the City of Milwaukie, to facilitate this reassessment. The *Fresh Look Milwaukie: Downtown Road Map* (“Project”) is the first phase of a larger update of the downtown plan and implementing policies. The outcome of this project will be the Downtown Milwaukie Road map (“Road map”) — a high-level, broad-reaching and value-based road map for planning projects in Downtown Milwaukie. The Road map will synthesize existing plans and reassess the alignment with needs and desires of Milwaukie’s leaders, citizens and business owners; the results will inform recommendations that identify pieces which still work and those that need attention.

left Figure 2 City of Milwaukie Map



“The best way to predict the future is to invent it”

Alan Kay

## CONTEXT

The City of Milwaukie is a community where citizens, civic organizations, business and city government work together to ensure that the community retains its hometown identity, high quality of life and its natural beauty. Community input during the Framework Plan has reinforced the City's commitment to developing walkable, well serviced neighborhoods with convenient transit access.

An overview of downtown Milwaukie as shown in Figure 3, illustrates the environment as a small-town community, connected to commercial, residential and natural areas. Figure 4 illustrates significant landmarks of the Downtown. Further, Figure 4 illustrates the opportunities that the Light Rail transit will bring to downtown, by enhancing the connections to regional jobs and attractions, as well as increase the access of businesses in the city to broader consumer and labor markets.



Figure 3 Images Taken in Downtown Milwaukie

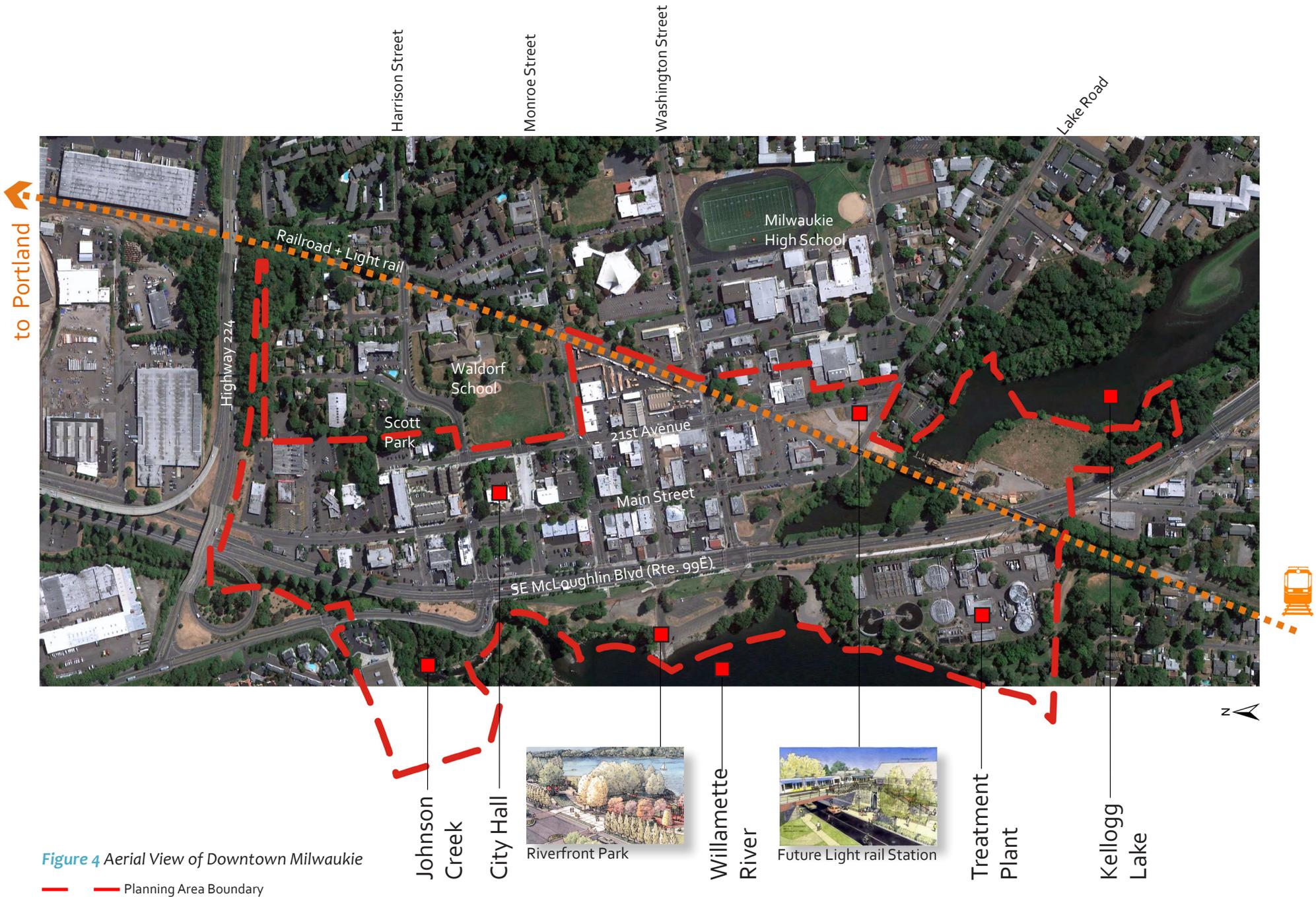


Figure 4 Aerial View of Downtown Milwaukie

— Planning Area Boundary

# ii WORKFLOW & DELIVERABLES

## PROJECT PHASES & TASKS

*ALIGN Planning* will implement this project through five phases. Each phase will introduce components, which will be developed progressively, and finalized in Phase V. Together, the components will form the Roadmap. A general diagram of the Workflow is shown in Figure 4. A detailed version of the workflow is included in Appendix C. Details of each task are included in Appendix D. Note that due to the nature of community involvement, dates are subject to change, upon client approval.

*Phase I* will center on data-gathering, outlining data sources for existing conditions research, and development of the community engagement plan. After development of the community engagement plan, tasks include the preparation of survey questions and preliminary contact with the Milwaukie community.

*Phase II* begins with a kickoff event, along with the distribution of the survey. Additional tasks include augmenting and conducting interviews with stakeholders. Towards the end of this phase, results from the research of the Existing Conditions report will be drafted.

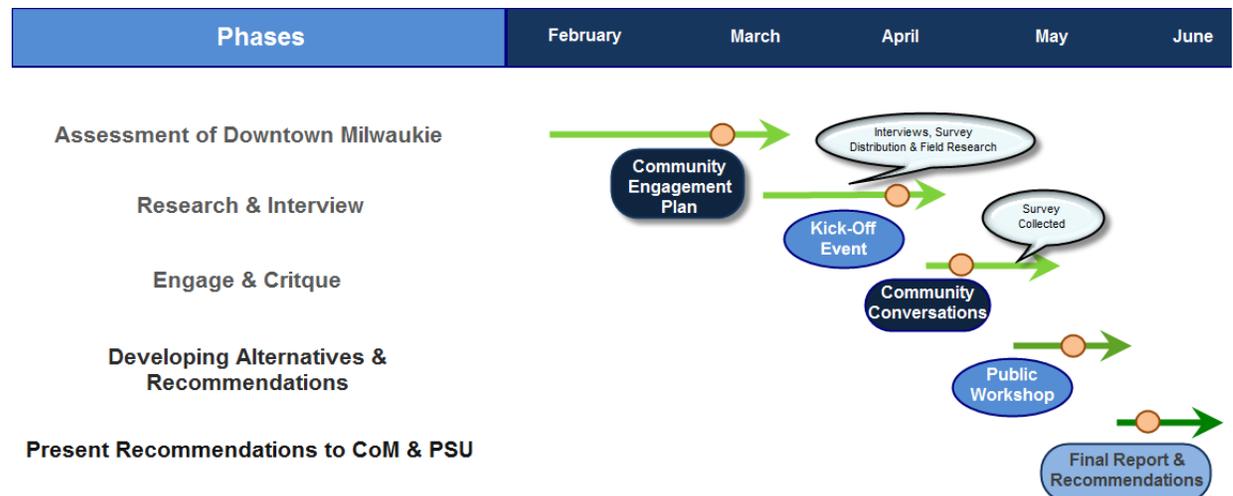
*Phase III* marks the beginning of interactive community events. Towards the end of this phase, results from the community events, interviews and surveys will be synthesized. This synthesis, along with the existing conditions report will inform development of a draft Road map.

*Phase IV* will close out remaining stakeholder interviews, Community Conversation events and development of a draft Road map. The alternatives produced in the draft Road map will serve as the basis of discussion in the Public Workshop. This event will provide the Milwaukie community an opportunity to provide feedback on prioritization of downtown values and opportunities, based

on the alternatives presented. Comments and feedback from the Public Workshop will be summarized and used to inform the final production of the Road map.

*Phase V* will develop recommendations based on public feedback to alternatives presented in the Public Workshop, leading to the final production of the Road map. Recommendations from the Road map will be presented to Milwaukie Design and Landmarks Committee, Planning Commission, and City Council. A final client meeting will address any remaining project details and facilitate an official hand-off to the City of Milwaukie Planning Department.

Figure 4 Workflow Diagram



# phase 1

## ASSESSMENT OF DOWNTOWN MILWAUKIE

[February 1st – March 14th]

### Objectives

1. Develop a more nuanced understanding of the forces shaping the future of Downtown Milwaukie, and how they have changed since the Framework Plan was adopted in 2000
2. Review Plans relevant to Downtown Milwaukie and synthesize findings that identify areas of agreement, conflict, and ambiguity in downtown Milwaukie
3. Create an effective Community Engagement Plan adapted specifically to the unique qualities and concerns of Milwaukie stakeholders

### Strategies

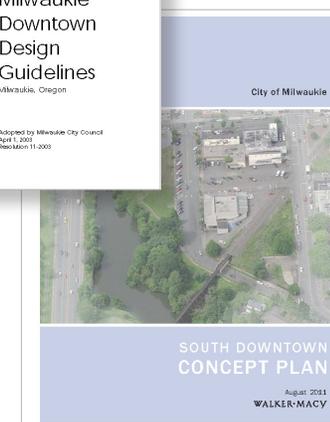
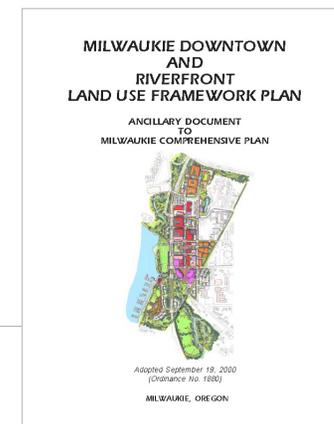
The activities of this phase will focus on data-gathering, data summarizing, and development of a Community Engagement Plan. *ALIGN Planning* will work with the client to gather data, in efforts to outline an existing conditions report, featuring a social, economic and physical (SEP) analysis. Further, contact lists of stakeholders will be provided by the City, to inform the development of the Community Engagement Plan.

### Data Sources

This data will be provided from primary and secondary sources. Existing plans and associated documents for Downtown Milwaukie will serve as primary data sources. Demographic and household income data will be gathered using the latest U.S. Census and American Community Survey data. Information on the built environment will be accessed through City of Milwaukie data, and Metro RLIS data.

### Deliverables

- 1.1 Existing Conditions – Topic Brief (March 14th)
  - a) Existing plans and policies
  - b) Social, economic and physical (SEP) analysis
- 1.2 Community Engagement Plan - Draft (February 28th)
- 1.3 Workplan & MOU – Finalized & Signed (March 13th)
- 1.4 Develop Team Website (March 18th)



# phase<sup>2</sup> RESEARCH & INTERVIEW

[March 15th – April 13th]

## Objectives

1. Begin publicizing and gathering responses from Milwaukie community at Kickoff event.
2. Conduct further research on the physical, social and economic environment of Downtown, in order to develop a draft Existing Conditions Report.
3. Broaden access to opportunities for public input through promotion and implementation of a multi-platform survey, designed to effectively gather quantitative and qualitative data that reflects stakeholders' personal perceptions.

## Strategies

*Phase II* will implement the preparations from *Phase I*, beginning with survey distribution and conducting stakeholder interviews. A Kickoff event will publicize the project and

invite the community to participate in the upcoming public workshop. The surveys will provide broad-reaching public input that will contribute substantial quantitative and qualitative data to the research for the existing conditions report. Throughout this phase, activities consist of conducting stakeholder interviews and existing condition research. Towards the end of this phase, findings of the research for existing conditions will be drafted.

## Data Sources

Existing conditions data will be the result of further analysis of tasks outlined in Phase I. Additionally, first-hand observations will be gathered through site visits to Downtown Milwaukie and use of geographic information systems (GIS). The Community Engagement Plan will serve as the guiding document in conducting stakeholder interviews.

## Deliverables

- 2.1 Begin Stakeholder Interviews  
(March 21st)
- 2.2 Survey Distribution
  - a) March 29th – Questions developed
  - b) April 8th – Survey distributed to Public
- 2.3 Kickoff Event  
(April 1st, 2013)
- 2.4 Existing Conditions – Drafts by topic  
(April 12th, 2013)
  - a) Ground Survey of Downtown
  - b) Demographic and Economic Information Backdrop
- 2.5 Finalize Community Conversations  
(April 11th)

# phase3

## ENGAGE & CRITIQUE

[April 14th - April 27th]

### Objectives

1. Provide interactive opportunities to engage with the Milwaukie Community
2. Identify possible gaps in existing plans and policies that can provide a basis for alternatives to present at the Public Workshop.
3. Develop a synthesis of our understanding of the Milwaukie community's needs and values

### Strategies

Phase III will begin with the closeout of remaining stakeholder interviews. This phase marks the beginning of community conversation events, which are interactive opportunities that engage the public on a less formal basis, such as a walking tour. Towards the end of this phase, the survey results will be collected. The data collected from the survey, community engagement and existing conditions report will be used to inform the production of a draft Road map. Lastly, development of presentation materials for the Public Workshop will begin.

### Data Sources

A majority of the data will be collected from public feedback in the context of community conversation events. The collection of the survey data will provide data for qualitative and quantitative analysis. Results from the draft existing conditions report will be compared with community feedback. The results will then inform the development of the draft Road map.

### Deliverables

- 3.1 Close out remaining Stakeholder Interviews (April 30th)
- 3.2 Continue Community Conversation Events (April 30th)
- 3.3 Close out Survey Collection (April 25th)
- 3.4 Begin Preparations for Public Workshop
  - a) Begin production of draft Roadmap Report
  - b) Prepare presentation materials for Public Workshop
- 3.5 Public Workshop Information Distributed (April 22th)

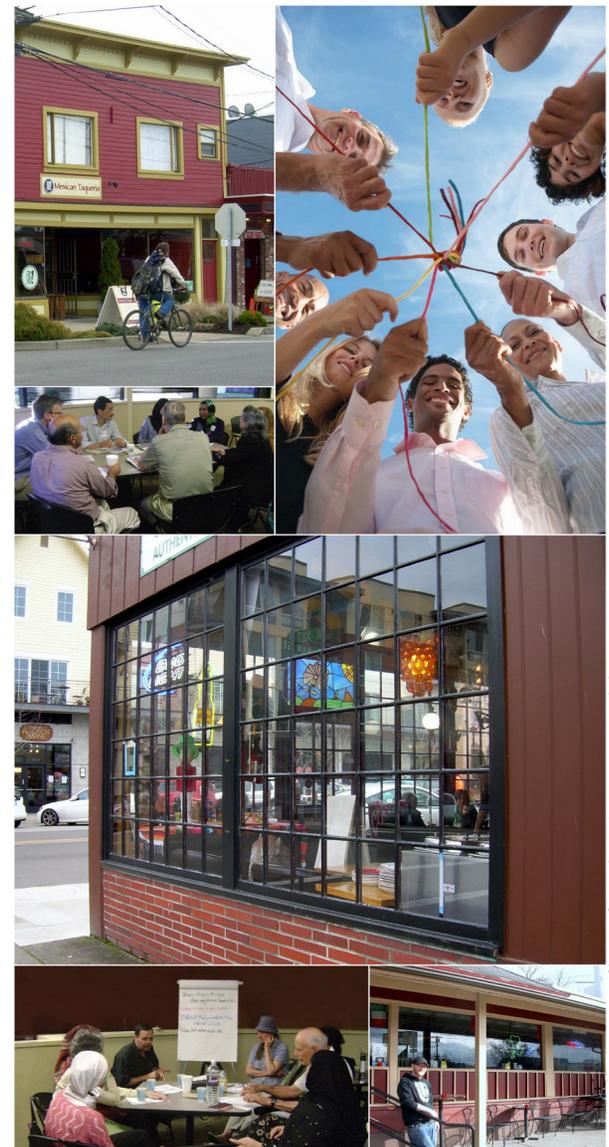


image source: Align Planning & www.cacities.com



# phase4 [April 28th - May 18th] DEVELOPING ALTERNATIVES & RECOMMENDATIONS

## Objectives

1. Produce a draft Road map, which provides alternatives based on comments and concerns from community feedback
2. Present alternatives of the draft Road map at Public Workshop
3. Provide the Milwaukie Community final opportunities for discussion before final production of the Road map
4. Summarize comments from Public Workshop and Community Conversation Events, in efforts developing a Finalized Road map

## Strategies

The draft Road map will result from work that begins in Phase III. The draft Road map will provide alternatives that will be the center of discussion for the Public Workshop, in efforts to obtain public feedback and comments. The Public Workshop and Community Conversation Events will serve as a final opportunity for the public to show preferences in the development of preferred recommendations. The findings will be used to inform the recommendations provided in the finalized Road map.

## Deliverables

### 4.1 Draft Roadmap

(May 3rd)

- a) Materials prepared for Public Workshop
- b) Alternatives developed, which address gaps between community desires and existing conditions

### 4.2 Public Workshop

(May 9th)

- a) Summarize Comments and Feedback from Public Workshop (May 16th)

### 4.3 Close out Community Conversation Events

(May 9th)

### 4.4 Begin Final Revisions to the draft Road map

# phase5 RECOMMEND

[May 19th – June 11th]

## Objective

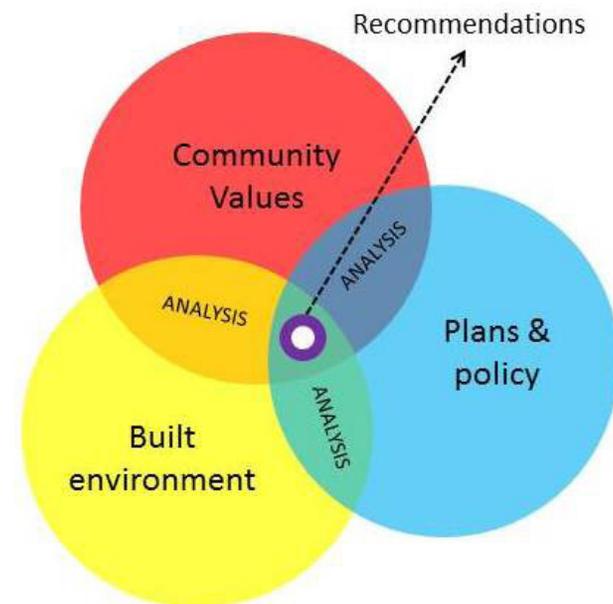
1. Review the draft report to incorporate feedback from Public Workshop, leading to the production of the Finalized Road map
2. Present the Finalized Road map to the City of Milwaukie and PSU
3. Hand-off of materials to client

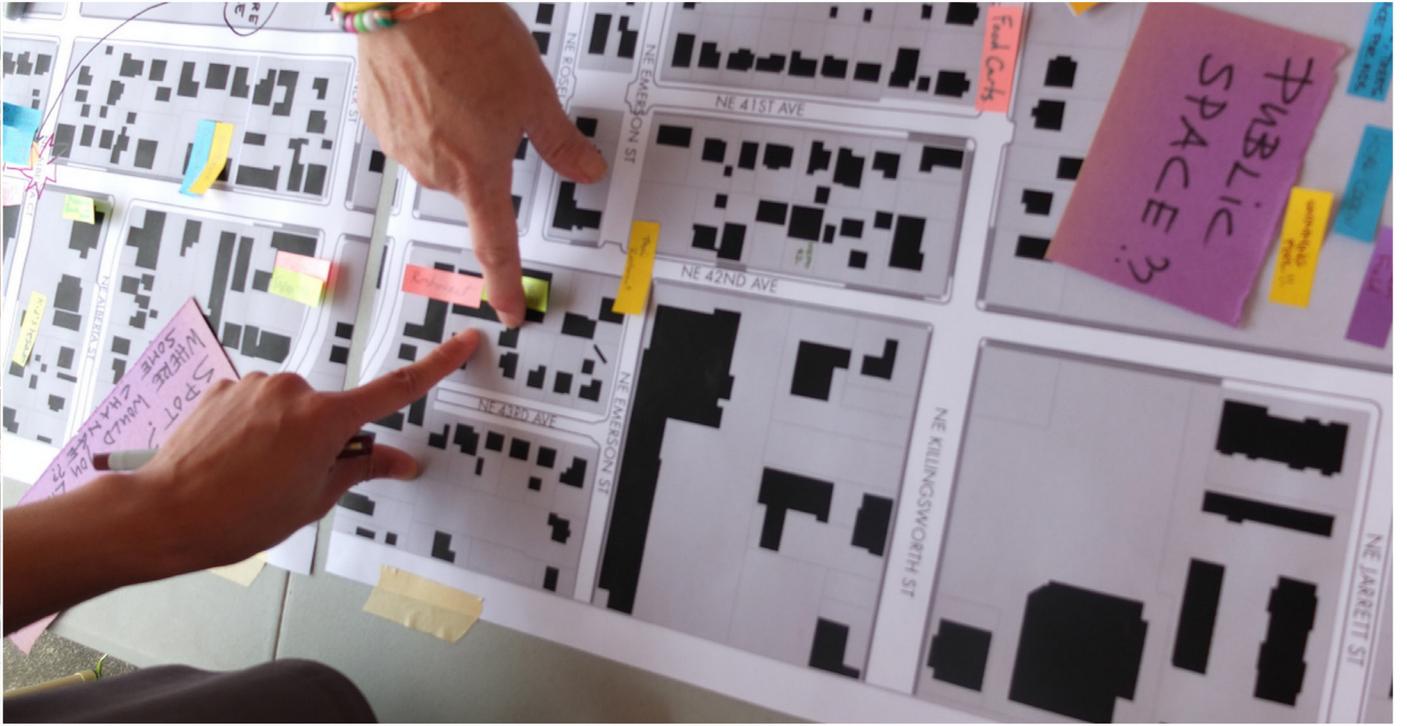
## Strategies

The beginning of *Phase V* will focus on incorporating public feedback from the Public Workshop into the Road map. Revisions will also be made to posters, graphics and maps that have been prepared in *Phase IV*. The remainder of *Phase V* will be spent on printing the final products and preparing presentations. Recommendations of the Road map will be presented to the Milwaukie Design and Landmarks Committee, Planning Commission, and City Council.

## Deliverables

- 5.1 Finish Revisions to draft Road map based on feedback
  - a) Finalize report based on feedback
  - b) Prepare recommendations
- 5.2 Finalized Road map (printed and digital copies)
- 5.3 Digital copies of posters, graphics and maps for future community engagement purposes
- 5.4 Executive Summary of the Finalized Road map
- 5.5 Presentation of recommendations:
  - a) Design and Landmarks Committee + Planning Commission (May 28th)
  - b) Portland State University (May 30th)
  - c) Milwaukie City Council (June 4th)
- 5.6 Hand-off meeting with client





As one of the first project deliverables, the ALIGN Planning team will work with the client to develop a detailed Community Engagement Plan based on a principle of diverse and inclusive strategies to garner broad stakeholder input on the alignment of priorities for Downtown with current conditions.

## PRINCIPLES

While the format for different community engagement opportunities will vary, there are some basic principles of community engagement each activity will reflect:

1. A clear objective and purpose for the activity
2. The engagement strategy that is effective for achieving that objective
3. Consideration of alternative participatory formats to increase accessibility
4. Concerted efforts to engage typically underrepresented stakeholder groups

## POTENTIAL ENGAGEMENT STRATEGIES

- Stakeholder interviews
- Email and e-newsletters
- City and project websites
- Social media
- Online survey
- Walking tours
- Classroom Activities
- Neighborhood District Association Meetings
- Public Workshop
- Online comment form
- Focus group meetings
- Written comment forms
- Promoting opportunities for involvement through email and e-newsletters, posting information in public areas, the City website, and social media instruments
- Alternative engagement activities that involve stakeholders in new and more effective ways
- Crowd-sourcing at planned city events

## IDENTIFYING STAKEHOLDERS

*ALIGN Planning's* final report and recommendations will focus on changes specific to the Study Area, however our outreach will extend to a broader “area of involvement.” This will include the entire community of Milwaukie residents, and will also target:

- Businesses and residents in downtown Milwaukie, as defined by downtown zones
- Historic Milwaukie Neighborhood
- Island Station Neighborhood
- Community organizations such as schools , churches and non-profits
- Underrepresented, vulnerable and minority stakeholder groups

# iv MOU

This Memorandum of Understanding (MOU) is made and entered into by *ALIGN Planning* (Carine Arendes, Jeffrey Butts, Ryan Lemay, Erica Smith, and Iren Taran) and the *City of Milwaukie, Planning Department* (“the City”). The MOU will take effect upon signature by all parties and will expire on June 13, 2013.

This MOU defines the roles and responsibilities of *ALIGN Planning* and the *City of Milwaukie Planning Department* for the *Fresh Look Milwaukie: Downtown Road Map* in completion of the Portland State University, Master of Urban and Regional Planning Workshop. This MOU is not a legally binding document. The purpose is to describe the relationship between *ALIGN Planning* and *City of Milwaukie*.

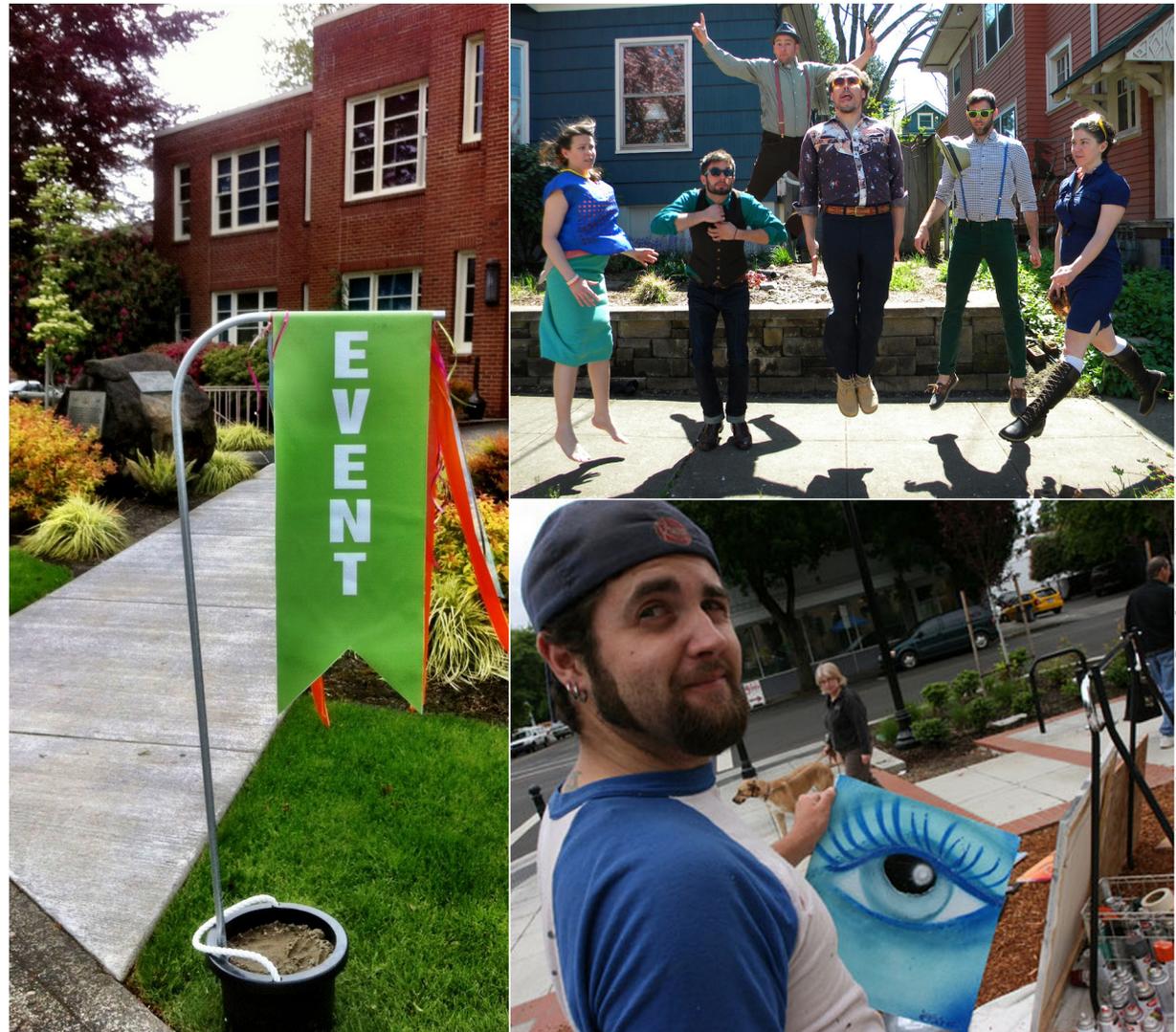


image source: ci.milwaukie.or.us & firstfridaymilwaukie.com

## Project Purpose

# 1

The purpose of this Project is to produce a guiding document for future planning efforts in Downtown Milwaukie. The Final Report will be based on results of extensive community engagement efforts, representing a broad spectrum of Milwaukie leaders, citizens and business owners' common values and goals for Downtown Milwaukie. The Final Report will synthesize Milwaukie community values and analyze the alignment with existing plans and policies. Recommendations will suggest steps forward, as part of efforts towards a larger update of the downtown plan and implementing policies.

# 2

## ALIGN Planning Responsibilities

ALIGN Planning agrees to provide the City of Milwaukie with the following products:

Work Plan, including Community Engagement Plan

Draft Due: February 28th

Final Due: March 13th

Existing Conditions Report

Draft Due: April 12th

Final Due: May 3rd

Public Outreach Findings Report

Draft Due: May 3rd

Final Due: May 17th

Policy Recommendations and Final Report

Draft Due: May 3rd

Final Due: May 17th

Additional responsibilities of ALIGN Planning:

- Develop a work plan that meets the needs of the team and the client
- Meet regularly with client throughout project period
  - Set specific meeting dates with client to discuss coordination of public events
- Send out weekly project tracker to team and client
- Maintain public involvement log to be shared with Milwaukie planning staff on a weekly basis
- Provide client with monthly expense reports, by date, as specified in Section VI
- Provide client with drafts of all documents for review before public use
- Provide client with materials to be printed one week prior to date needed

## Client Responsibilities **3** **4** Budget

Li Alligood, Associate Planner, on behalf of the City of Milwaukee, agrees to provide ALIGN Planning with the following resources and project support by the date specified or as needed:

### Meetings

- Meet once a week with ALIGN Planning throughout project (in person or conference call)

### Communications

- Set up and maintain a project website (hosted by City of Milwaukee website)
- Communication prior to project launch, including notification to City officials of outreach efforts, press releases of scheduled events
- Send out notification to property owners & residents near downtown

### Data and Graphics Provision

- Provide contact information for downtown business and property owners, other community stakeholders, and Neighborhood District Associations

- Provide business license data for current registered business in Downtown Milwaukee
- Provide City logos and templates for public information

### Logistics

- Assist with scheduling and locating event space for public meetings

### Materials Review and Printing

- Review drafts of products and provide feedback within one week of submittal
- Produce materials within three to four days of submittal by ALIGN Planning
- Provide a projector and supply easels for use during meetings
- Provide use of plotter for large format printings of maps
- Printing of meeting materials/packets within one week

### Project-related Expenses

- Provide reimbursements for applicable expenses, described below

Total Project Budget to be provided by the City of Milwaukee: \$1000.

The budget is for use on expenses listed below, regardless of whether group or City/client is making expenditure.

- Travel: ALIGN Planning members' mileage/transit fare submitted for reimbursement each month by date specified in the budget outline
- Outreach materials: The City will cover costs to produce publicity and outreach materials in house, or group may pay for these items and be reimbursed
- Kick-off Event and Public Workshop: The City will cover costs for event space rental and event materials (posters, handouts, food). Client may produce/procure these materials in house, or group may pay for these items and be reimbursed
- Final Presentations: The City will cover costs for presentation materials, including posters and handouts
- Final Product: City will determine approximate number of copies needed and printing costs, not likely to be done in house

## Data & Materials **5** Other Terms **6**

All data and materials provided by the City of Milwaukie to ALIGN Planning are to be used solely for the work described in this work plan. The data and materials cannot be transferred or shared with parties other than ALIGN Planning. Personal information (address, phone, email, etc.) for any party involved in the *Fresh Look Milwaukie: Downtown Road Map* cannot be published or shared in materials or communications associated with the project unless the party gives their specific consent. ALIGN Planning agrees to abide by the terms and policies of the City of Milwaukie regarding the use of its public records and data, and by the terms and policies of any other entity that provides data or other information to ALIGN Planning for the *Fresh Look Milwaukie: Downtown Road Map*.

In addition to the above responsibilities, the City of Milwaukie and ALIGN Planning agree to the following:

- Li Alligood will be the principal point of contact for the City of Milwaukie
- Ryan Lemay will be the principal point of contact for ALIGN Planning. Project questions and communications from ALIGN Planning to the City will be routed through the principal point of contact
- Team will have standing weekly meetings on Friday at 1:30pm. Decisions to re-schedule or cancel meetings will be made by Li Alligood and ALIGN Planning at least 3 days prior to scheduled meeting
- All ALIGN Planning products and materials will be made available to the City of Milwaukie upon request
- Modifications: All dates identified in the Work Plan are subject to change, with appropriate notice and discussion with the client

## Signed **7**

### ALIGN Planning

  
 \_\_\_\_\_ 03.10.2013  
 Ryan Lemay Date

  
 \_\_\_\_\_ 03.10.2013  
 Erica Smith Date

  
 \_\_\_\_\_ 03.10.2013  
 Carine Arendes Date

  
 \_\_\_\_\_ 03.10.2013  
 Jeff Butts Date

  
 \_\_\_\_\_ 03.10.2013  
 Iren Taran Date

### City of Milwaukie

 3/13/13  
 \_\_\_\_\_  
 Stephen Butler, Planning Director Date

## v ALIGN Planning TEAM



### Ryan Lemay | Project Manager

Ryan is a Washington native from Kitsap County, who joined the Master of Urban and Regional Planning program in 2011, specializing in Land Use. His background includes a Bachelor's degree in Urban Studies from the University of Washington, Tacoma with, along with certificates for AutoCAD and GIS. His previous experience with planning includes work at the City and Federal government. At the City of Puyallup, Washington, Ryan served as a GIS/Planning Intern and experienced in working with issues in long-range and short-term planning. At the Federal level, Ryan currently works as a student hire for Navy Region NW. He has assisted the Public Works in drafting utility diagrams and currently works with the Planning department with various projects. Post Graduation, Ryan hopes to work as a planner for a government organization, seeking options that unify sprawling communities and instead promote more intensive uses of land. Outside of Planning, Ryan's interests include experiencing outdoor activities in the northwest, ranging from hiking, mountain biking, snowboarding, kyacking and rock climbing to other activities such as sports, autocrossing, and travelling.



### Carine Arendes | Content Development Lead

A long time Oregon resident, and graduate of PSU's Community Development program, Carine entered the Masters of Urban and Regional Planning program in the fall of 2011 specializing in Land Use. Previous research conducted on the social determinants of stormwater management stewardship shaped her professional interest in the green infrastructure and the preservation of ecological functioning in urban areas. Carine is active in the APA's newly formed Sustainable Communities Division and a local organization pursuing development of a Nature Play park. In 2013, she was appointed a Tigard Central City Advisory Committee Commissioner on urban renewal district policy. A recent Washington County position focused on "Greening the Code" to address code barriers to sustainable development is leading to the development of new wind and solar energy generation ordinances. Her current position as an assistant campus planner allows Carine to support innovative and sustainable urban development occurring on Portland State University campus, while also providing staff support to a newly initiated Capital Advisory Committee. A regular library patron, Carine daydreams about trips to Tuscany and adventures aboard Serenity.



## Jeffrey Butts | Public Engagement, Co-Lead

Jeffrey is originally from Montana and moved to Oregon, to attend Portland State University (PSU), in September 2011 from El Salvador where he served two years as a Peace Corps Volunteer. Prior to volunteering overseas, Jeffrey earned a BA in Environmental Studies from Montana State University Billings and worked in community organizing around environmental issues where he once toured the country on a biodiesel bus with three others to engage with the public and the media about sustainability. Jeffrey has been involved in student leadership during both his undergraduate and graduate education. At Montana State University, Jeffrey spearheaded a successful effort to plan and implement comprehensive campus recycling. As Co-Chair of the Urban Planning Club at PSU, he successfully led an effort to bring influential urban thinker and former mayor of Bogotá, Colombia, Enrique Peñalosa to Portland for two events. Jeffrey currently works at a Portland consulting firm focusing on urban planning and community engagement. He has an interest in multi-modal transportation and the creation of quality urban habitats for humans, with a prominent orientation toward the pedestrian atmosphere.



## Erica Smith | Public Engagement, Co-Lead

A native Portlander, Erica will graduate from PSU's Masters in Urban and Regional Planning program in June 2013. Upon graduating Erica aims to work as a long-range and strategic planner facilitating public-private sector collaboration, and driving policy to reduce the urban area's carbon footprint while increasing equitable access to social, political and economic capital. Erica has extensive experience working for the public sector in the Portland, Oregon area, including Portland's Parks and Transportation Bureaus, Portland Public Schools, the City of Hillsboro's Planning Department and the Portland Development Commission. She also has experience working in construction and green/natural building, including design and management for small ecoroof projects in the Portland area. Currently, Erica works as a Planning and GIS Intern at Fregonese Associates, Inc., a locally-based planning firm. There, she primarily focuses on regional and strategic long-range planning projects around the nation. She specializes in map-making and GIS analysis, public participation and community engagement (especially with the Spanish-speaking community) as well as environmental planning issues. Erica completed her BA in Community Development at PSU in 2008.



## Iren Taran | Production Lead

Iren joined the Master of Urban and Regional Planning program in 2011. She holds a BA in Architecture from WSU School of Architecture and Construction Management. At PSU, her research interests include sustainable economic, social, and environmental development as well as planning practices that can bridge all three. Last year, she started her research work on the transformation of the urban planning system in the Post-Soviet Bloc. She spent summer of 2011 in Nicaragua on a PSU International Community Development program gaining field experience. This summer, Iren worked with the Shenzhen Institute of Urban Planning and Design alongside local planners in China. Iren's introduction to international practice began while she was a student at WSU. She assisted a team of professors in postwar studies and development strategies for the City of Kabul, Afghanistan. After graduation, Iren joined Yost Grube Hall, a U.S. based architecture and planning firm where she worked on a wide variety of projects, ranging from educational facilities to campus and community planning, both domestically and overseas. When she is not juggling education, research and professional practice, Iren is hiking and exploring the Pacific Northwest.

The figure below outlines the estimated total cost of the project. Costs will be tracked on a weekly basis, to ensure that the project does not exceed the budget of \$1,000.

## ALIGN PLANNING 2013 BUDGET (ESTIMATES)

Item	Purpose	Low cost	High Cost	Notes
<b>Public Engagement Efforts</b>				
Food & Refreshments	Kickoff Event, Public Workshop, Community Conversation Events	\$60.00	\$120.00	Includes items such as Pizza and beverages for guests & participants
Napkins & Serving wear		\$10.00	\$25.00	City Resources can be utilized; may result in no cost
Nametags		\$5.00	\$5.00	
Pens and Pencils		\$2.00	\$5.00	
Easels		\$20.00	\$30.00	
Tape/tacks for display		\$2.00	\$5.00	
Stickers		\$5.00	\$10.00	
<b>Event space rental costs</b>	If costs are associated with building rental; primarily aim to use city owned facilities	\$50.00	\$200.00	Cost to rent varies by location, may even result in no cost at all
<b>Printing Project Materials (maps, development alternatives)</b>	Kickoff Event, Public Workshop, Community Conversation Events	\$50.00	\$100.00	City resources can be utilized; final printouts will be sourced via Clean Copy
<b>Promotional flyers/posters</b>	Community Conversation Events, Kickoff Event and Public Workshop	\$30.00	\$60.00	City resources to be utilized; may not have any cost
<b>Transportation</b>				
Transit passes	For frequent visits to site for Community Engagement Events	\$50.00	\$100.00	Min= 10 trips per person, Max=20 trips per person or unlimited pass). For only two members. \$2.50 per trip
Gas	For those using personal vehicles to move items or attend neighborhood meetings			
<b>Other</b>	Miscellaneous costs for materials used in public events, such as jars for the Milwaukie Bux	\$20.00	\$40.00	Varies by event and planned activities
<b>Total Budget</b>		<b>\$1,000</b>		
<b>Total Remaining Budget</b>		<b>\$696.00</b>	<b>\$300.00</b>	

**Appendix A**

Approach - Crafting a Road map

**Appendix B**

Workflow Diagram - Detailed

**Appendix C**

Gantt Chart

# appendix A

## Approach - Crafting a Road map

A strategic plan is an exploration and identification of the pieces of existing policies, plans, and regulations that still work and those that need some attention. Strategic planning strategies will inform the Road map to capitalize on previous planning efforts and provide guidance to where reassessment should be considered.

### *Some might ask, why another plan for Downtown Milwaukie?*

The efforts of this project will serve as an evaluation of concepts from existing plans, in order to identify the most relevant concepts with current circumstances and community values. It is not an effort to reinvent the planning process for Downtown Milwaukie, or to negate the time and resources already invested by the community. Rather, the Road map will serve as an instrument to bridge the gap between the planning that has already taken place and the actualization of related goals, in a manner that benefits the community with careful consideration of new opportunities and constraints.

Capitalizing on the time and resources already invested in efforts to plan and redevelop Downtown Milwaukie in a way that fits the vision of various stakeholders is important work. *ALIGN Planning*, in collaboration with City of Milwaukie Planning Staff, have come to the understanding that in order to move

forward in implementing effective planning policies for a great Downtown, there is a need to:

- Distill the planning that has been done so far and establish a common understanding of the environment and circumstances shaping the choices and opportunities for today
- Revisit a broad spectrum of stakeholders, to measure alignment of past plans with current values; and
- Create a “road map” for how to align past plans with current values and evaluate post-implementation outcomes

*ALIGN Planning* believes a Road map will meet these goals and serve as a high-level, broad-reaching and value-based road map for planning and redevelopment projects in Downtown Milwaukie.

The *Fresh Look Milwaukie: Downtown Road Map Project* will identify the “missing pieces” in current planning tools and policies, and prioritize the development of those missing pieces through community engagement. *ALIGN Planning* will conduct community engagement opportunities in the format of a SWOC analysis, presenting opportunities for each stakeholder group to identify the strengths, weaknesses, opportunities and challenges to realizing an ideal Downtown

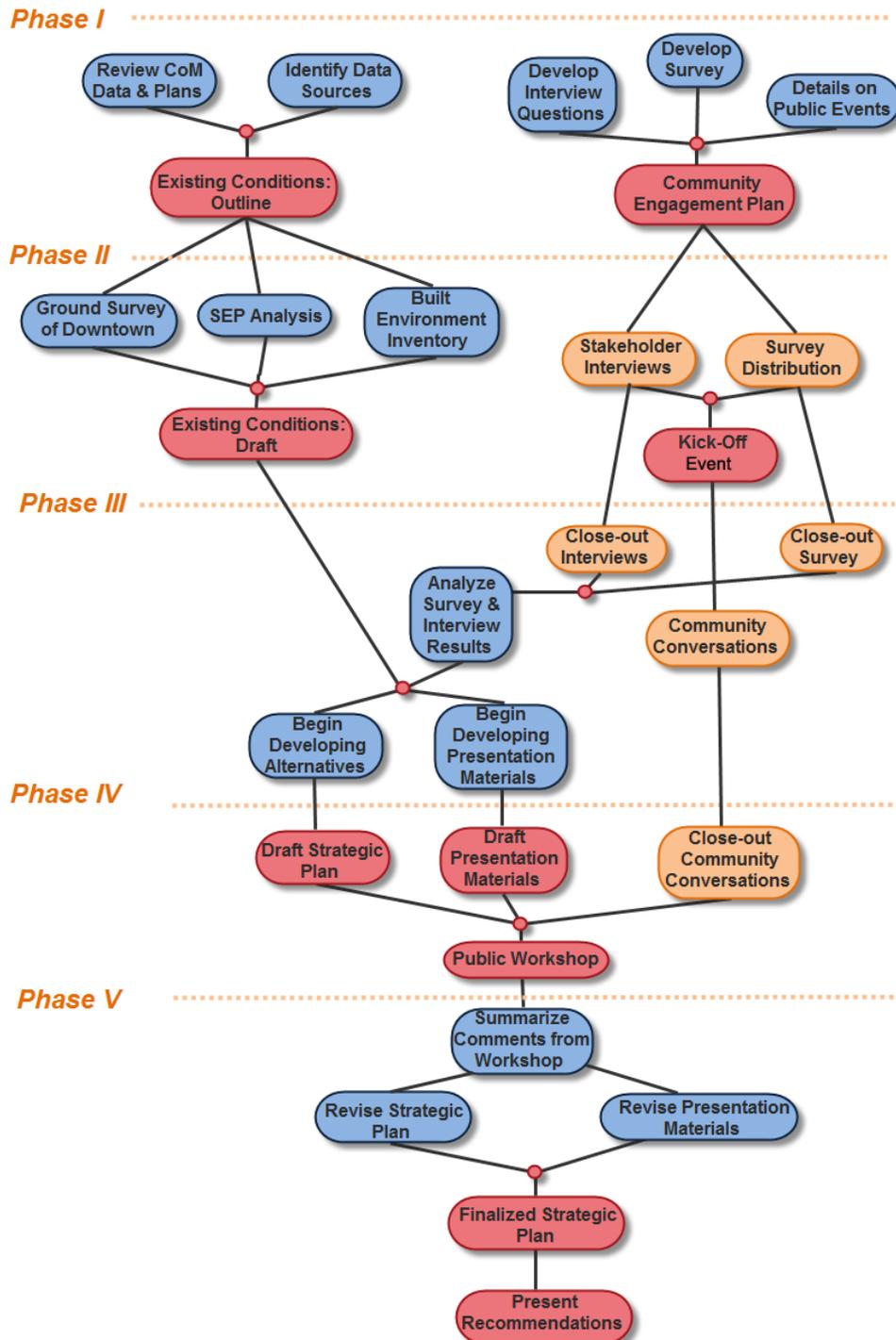
Milwaukie. These efforts will also provide reassessment of community values.

Analysis of data collected from community engagement efforts with a broad spectrum of stakeholders will establish: a) what people value about Downtown Milwaukie, and b) what people perceive as challenges to those values. Within this context, we will evaluate the existing instruments, such as the Framework Plan, to determine to what degree they are effective in promoting what people value about Downtown Milwaukie.

The basis for the Road map will be the synthesis of findings from a series of community engagement opportunities, in efforts to ensure a future Downtown Milwaukie that meets the needs and desires of the broad spectrum of stakeholders groups concerned with redevelopment efforts. The road map will be based within the context of existing plans and policy tools. Ultimately, the road map is the first phase of a larger update to the Framework Plan and implementing policies. Our project will serve as an opportunity to coordinate concepts of existing plans and tools with present day community values, without necessitating the need to recreate the vision framework for Downtown Milwaukie.

# appendix B

## Workflow Diagram (Detailed)



# appendix C

## ALIGN PLANNING TASK LIST (Gantt Chart)

Task Dates:		February to March				March to April				April to May				May to June				June			
		Feb3- Feb9	Feb10- Feb16	Feb17- Feb23	Feb24- Mar2	Mar 3- Mar9	Mar10- Mar16	Mar17- Mar23	Mar24- Mar30	Mar31- Apr6	Apr7- Apr13	Apr14- Apr20	Apr21- Apr27	Apr28- May4	May5- May11	May12- May18	May19- May25	May26- Jun1	Jun2- Jun8	Jun9- Jun15	
Team Member (Initials)		Current week? 6																			
Lead	Assist	Task List	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19
<b>Phase I</b>																					
<b>Work Plan</b>																					
ALL		Draft Workplan																			
RL		Send for review by PSU Professors																			
ES		Review Comments & Questions																			
RL	CA	Send for review by City of Milwaukee																			
RL	CA	Finalize Workplan																			
<b>Memorandum of Understanding (MOU)</b>																					
ALL		Draft MOU																			
IT		Send for review by PSU Professors																			
ES		Review Comments & Questions																			
		Send for review by City of Milwaukee																			
		Finalize MOU																			
<b>Existing Conditions - Outline</b>																					
ALL		Identify relevant CoM plans for review																			
CA	IT	Review contextual information from CoM																			
CA	IT	Outline SEP Analysis & Data Sources																			
<b>Community Engagement Plan (CEP)</b>																					
ES	JB	Provide Details of Public Events																			
ES	JB	Develop Interview Questions																			
ES	JB	Coordinate Interviewee Selection with CoM																			
ES	JB	Feedback on CEP from CoM																			
ES/JB	ALL	Develop Survey Questions & Format																			
ES/JB	RL	Provide Project Details for CoM Webpage																			
<b>Phase II</b>																					
<b>Kick-Off meeting</b>																					
		Establish logistics																			
		Hold Kick-Off meeting																			
		Review results of Kick-Off meeting																			
<b>Stakeholder Interviews</b>																					
		Begin setting Logistics																			
		Conduct Interviews																			
<b>Survey Distributed</b>																					
		Online Posting																			
		Hardcopy distribution																			
<b>Existing Conditions Report - Draft</b>																					
		Ground Survey of Downtown																			
		Built Environment Inventory																			
		Economic Conditions Review																			
		SEP Analysis																			
<b>Phase III</b>																					
<b>Close-out Stakeholder Interviews</b>																					
<b>Begin Community Conversation Events</b>																					
		Coordinate Logistics																			
		Conduct Events																			
<b>Close-out Survey Collection</b>																					
		Collect all hard copy and online submissions																			
		Begin analysis of results																			
<b>Public Workshop Preparation</b>																					
		Begin development of Draft Strategic Plan																			
		Prepare Presentation Materials																			
<b>Phase IV</b>																					
<b>Drafted Strategic Plan</b>																					
		Presentation Materials Developed																			
		Alternatives Developed																			
<b>Close-out Community Conversation Events</b>																					
<b>Public Workshop</b>																					
		Comments & Feedback Summarized																			
<b>Phase V</b>																					
<b>Finish Revisions to Draft Strategic Plan</b>																					
		Report Finalized based on Feedback																			
		Recommendations Prepared																			
<b>Finalized Strategic Plan</b>																					
		Executive Summary																			
		Digital and Printed Copies																			
<b>Presentation of Recommendations</b>																					
		DLC & Planning Commission																			
		PSU																			
		CoM City Council																			
<b>Handoff of Materials to CoM</b>																					