

Work Session

WS

Milwaukie City Council

COUNCIL WORK SESSION

City Hall Council Chambers, 10501 SE Main Street
& Zoom Video Conference (www.milwaukieoregon.gov)

AGENDA

DECEMBER 19, 2023

Council will hold this meeting in-person and through video conference. The public may attend the meeting by coming to City Hall or joining the Zoom webinar, or watch the meeting on the [city's YouTube channel](#) or Comcast Cable channel 30 in city limits. For Zoom login visit <https://www.milwaukieoregon.gov/citycouncil/city-council-work-session-339>.

To participate in this meeting by phone dial 1-253-215-8782 and enter Webinar ID 829 4863 6541 and Passcode: 642219. To raise hand by phone dial *9.

Written comments may be delivered to City Hall or emailed to ocr@milwaukieoregon.gov. Council may take limited verbal comments.

Note: agenda item times are estimates and are subject to change.

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|---------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------|
| <p>1. Maintaining Public Art – Discussion (4:00 p.m.)
Staff: Emma Sagor, Assistant City Manager, and
Jordan Imlah, Communication Program Manager</p> | <p>11</p> |
| <p>2. Neighborhood Hubs – Discussion (4:30 p.m.)
Staff: Vera Kolas, Senior Planner, and
Adam Heroux, Associate Planner</p> | <p>13</p> |
| <p>3. Adjourn (5:30 p.m.)</p> | |

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

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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.



CITY OF MILWAUKIE

Memorandum

To: City Council
From: Joseph Briglio, Community Development Director
CC: Ann Ober, City Manager
Date: December 19, 2023
Re: Community Development Department Monthly Update

Community Development, Economic Development, & Housing	Planning	Building	Engineering
<ul style="list-style-type: none"> ▪ City Hall ▪ Economic Development ▪ Affordable Housing 	<ul style="list-style-type: none"> ▪ Comprehensive Plan Implementation ▪ Planning Commission ▪ Design and Landmarks Committee ▪ Land Use/ Development Review 	<ul style="list-style-type: none"> ▪ November Review 	<ul style="list-style-type: none"> ▪ CIP ▪ Traffic/Parking Projects ▪ Right-of-Way Permits ▪ PIP ▪ Document Administration

COMMUNITY DEVELOPMENT/ECONOMIC DEVELOPMENT/HOUSING

City Hall Projects

Historic City Hall

- City staff and representatives from Henry Point Development have executed the disposition and development agreement (DDA). The DDA serves as the roadmap for preparing city hall for its next intended use and ensuring that conditions such as maintaining the historic façade, among others, are compulsory with the property transfer.
- Staff and Henry Point Development have agreed on an MOU that will help ensure that the city and the new ownership continue to partner in events, improvements, and other complementary operations.
- Henry Point Development received land use approval from the Planning Commission on June 27 for minor modifications to the site.
- In November, Henry Point provided official notice to the city that they had completed their due diligence items and would like to proceed with the sale and transfer of the building. Staff and Henry Point will continue to work through final details with an anticipated closing date of no later than February 16th, 2024. The developer has already submitted plans to the building division, so that they can begin improvements soon after closing.

New City Hall

- Staff are currently working with the contractor on the addition of a mini-split system for the server room on the second floor. This was not part of the original scope and was recently added by the public works department to take advantage of the contractor before their contract expires.

Economic Development

- *Downtown:* Staff worked closely with the owner of Spoke and Word, an independent bookstore, to find a location on Main Street. They are officially open. Mama's and Hapa's Zero Waste Shop in the Axletree building is also newer to downtown and open. The planning division received a pre-application for a food cart pod at the old Peakes Funeral home next to new city hall. The applicant has stated that this is exploratory at the moment and that nothing is finalized.
- *Milwaukie Marketplace:* Tenant improvements continue to occur inside the New Seasons space. They are targeting March 2024 for a community based soft opening and April 2024 for its grand opening. The building division received an application for Ace Hardware, which will be occupying the old Tuesday Morning space. Planet Fitness and Luna's Ice Cream are currently open.
- *Milwaukie Station:* In order to address new state wastewater requirements for food cart pods, staff worked on improving the site with sewer and grease interceptor traps. Without these upgrades, the food carts would no longer be allowed to operate at Milwaukie Station. The project is complete and operates well. Eleven of the twelve cart spaces are occupied, and the manager is working on heating options for customers during the winter months.
- *Enterprise Zone:* Staff have met with two businesses relocating to Milwaukie's north innovation area and taking advantage of the North Clackamas Enterprise Zone tax incentives. The two businesses are Swagelock and Overland Van Project. The Overland Van Project was recently approved for the incentive. Additionally, City and County staff recently met with Alpine Foods who are interested in applying in order to help offset their current expansion costs. These are still ongoing.
- *Urban Renewal Area Economic Development Programs:* Staff recently contracted with regional economic development consultant and expert, John Southgate, to help create the criteria associated with the 5-Year Action Plan's Predevelopment Assistance, Tenant Improvement, and Small Business Assistance programs. The MRCCAC convened in November to discuss the draft criteria and provide feedback on the emerging programs. Staff and Mr. Southgate are working with the initial MRCCAC feedback and planning to meet with them again in January.

Affordable Housing

- *Sparrow Site:* The city purchased the parcel ("main property") at the northeast corner of SE Sparrow Street and the Trolley Trail from TriMet for the purpose of land banking to support affordable housing several years ago. More recently, staff received a Metro Brownfields grant to support due diligence for the acquisition of 12302 SE 26th Avenue ("auxiliary property") from TriMet in order to help rectify access constraints to the main property. The city closed on the 12302 SE 26th Ave ("auxiliary") property and is considering next steps.

- *Coho Point*: The Developer presented an update to the city council during its February 21 work session and requested a 12-month extension of the Disposition and Development Agreement (DDA) due diligence period because of extenuating circumstances involving supply chain and subcontractor timing issues related to the COVID-19 pandemic. The due diligence period was officially extended to March 31, 2024. City Staff recently signed off on the Developer's conditional letter of map revision (CLOMR) submittal to FEMA so that they can begin the approval process for building within the flood plain. Staff were notified on May 10, 2023, that Black Rock had submitted the CLOMR to FEMA. The review process typically takes several months, and FEMA (September) requested additional information from the applicant. The applicant has 90-days to address FEMA's comments and resubmit.
- *Construction Excise Tax (CET) Program*: The CET Program was established by the city council in 2017 and codified within chapter 3.60 (Affordable Housing Construction Excise Tax) of the municipal code. The CET levy's a one percent tax on any development over \$100,000 in construction value. In example, a property owner who is building an addition that has an assessed construction value of \$100,000 would have to pay \$1,000 in CET to the city. As development continues throughout the city, the CET fund increases in proportionality.

The city released its inaugural competitive bid process for CET funds through a formal Request for Proposals (RFP). This resulted in Hillside Park Phase I being awarded \$1.7M (requested \$2M) and the Milwaukie Courtyard Housing Project (Now called Milwaukie Shortstack) with \$300K (requested \$600K).

On March 7, 2023, the city council authorized the city manager to execute the necessary grant agreements in the amounts listed above. The grants agreements for both projects have been signed and executed, and initial funding disbursements have occurred. Staff will now work with the applicants to ensure that their projects meet the conditions for funding.

PLANNING

Comprehensive Plan Implementation

- Planning and community development staff continue to meet regularly with the consultant team to work on the Neighborhood Hubs implementation project. The code audit is underway which will transition into code concepts.

A Hubs refinement and prioritization process has been completed which has resulted in:

- New typologies/categories applied to each of the identified hubs from the 2020 report.
- Development of prioritization criteria to evaluate each hub for short- and long-term efforts.
 - Criteria are both placemaking and community building.
- Identification of needs for each hub, such as:
 - Zoning
 - Economic development assistance
 - Infrastructure improvements

The consultant team has submitted a draft Economic Development toolkit for staff review. Public workshops took place in October at various locations:

- October 11: Lewelling NDA meeting
- October 12: Linwood NDA meeting
- October 18: Island Station NDA meeting
- October 23: Workshop at Chapel Theatre
- October 25: Workshop at Milwaukie Floral
- October 25: Workshop at Milwaukie Café & Bottle Shop

Staff have a scheduled work session project update with the City Council on December 19.

Transportation Systems Plan (TSP)

- The TSP kicked off with the first Technical and Advisory Committee meetings in October. The next meetings are scheduled for January and February. The first community wide meeting is scheduled for March.

Planning Commission

- ZA-2022-005: A Type V code amendment application related to Climate Friendly Equitable Communities rulemaking. The Planning Commission held a public hearing on February 14th and voted 6-0 to recommend approval of the code amendments. The City Council discussed the amendments during the regular session on March 7th. These code amendments were put on hold until the rulemaking process was complete in the fall of 2023. Staff will be taking an updated code package to the Planning Commission in February and then to City Council.
- ZA-2023-004: A Type V code amendment application to update the bicycle parking quantity and development standards for new and redevelopment projects. The Planning Commission held a work session on the proposed amendments on July 25th. These code amendments were put on hold until the rulemaking process was complete in the fall of 2023. Staff will be bringing these amendments to the Planning Commission and City Council at the same time as the Climate Friendly Equitable Communities code package above.

- NCU-2023-001: A Type III application to alter a nonconforming use for the Johnson Creek Mini-Storage facility at 5803 SE Johnson Creek Blvd. The proposal is to convert two of the 45 existing storage units into an office and three smaller storage units, bringing the manager's office onto site from its current location on the adjacent site to the east. A public hearing with the Planning Commission is scheduled for January 9, 2024.

Land Use/Development Review

- VR-2023-006: Type II application to reduce rear yard setback at 3607 SE King Rd from the required 20 ft to 16.4 ft to accommodate an addition to the primary dwelling. On September 5th, a referral was issued, and the public notice was mailed. To date, no comments have been received.
- R-2023-004: A Type II application for replat, to adjust the boundary between the underlying lots that comprise the property (which also includes 30 ft of vacated public right-of-way from the 44th Avenue alignment). The application includes a Type II variance for the minimum lot width of Parcel 1. Public notice was mailed on November 27. To date, no comments have been received, and staff anticipates issuing notice of decision during the week of December 11.

¹ Only land use applications requiring public notice are listed.

BUILDING

Permit data for	November	FY to Date:
New single-family houses:	0	10
New ADU's	1	2
New Solar	4	38
Res. additions/alterations	6	26
Commercial new	0	2
Commercial Alterations	2	41
Demo's	0	2
Total Number of Permits issued:		635
(includes fire, electrical, mechanical, plumbing, and other structural)		
Total Number of Inspections:		1045
Total Number of active permits:		959

ENGINEERING

Capital Improvement Projects (CIP): _

CIP 2018-A13 Washington Street Area Improvements

Summary: This project combines elements of the SAFE, SSMP, Water, Stormwater, and Wastewater programs. SAFE improvements include upgrading and adding ADA compliant facilities along 27th Ave, Washington St, and Edison St. Street Surface Maintenance Program improvements are planned for Washington Street, 27th Avenue, and Edison Street. The Spring Creek culvert under Washington Street at 27th Avenue will be removed, and a new structure added. The water system along Washington Street will be upsized from a 6" mainline to an 8" mainline. The stormwater system along Washington Street will be upsized from 18" to 24" storm lines. The project is being designed by AKS Engineering and Forestry.

Update: Landis and Landis have been sending in submittals and Notice to Proceed should be issued soon.

CIP 2016-Y11 Meek Street Storm Improvements

Summary: Project was identified in the 2014 Stormwater Master Plan to reduce flooding within this water basin. The project was split into a South Phase and a North Phase due to complications in working with UPRR.

Update: Staff received approval from Council on March 21st for property purchase and pipeline easements. The easement agreements have been executed, and the property is closure. Staff put the project out to bid for construction in mid-May, with a bid opening in mid-June. A project authorization for the construction contract with Tapani Inc. was approved by the Council on July 18, and the contract was executed on Sept. 14. Construction commenced in early November.

CIP 2020-A12 SAFE & SSMP FY 2021 Improvements (Home Ave & Wood Ave)

Summary: Project includes the Home Avenue SAFE and SSMP improvements and the Wood Avenue SSMP improvements.

Project is mostly completed; a few items remain that needed to be done during warm weather.

Update: Staff are working on closing out the Project. Final payment has been submitted to finance. The contractor has been largely unresponsive for the past 3+ months.

CIP 2022-W56 Harvey Street Improvements

Summary: The project includes water improvements and stormwater improvements on Harvey Street from 32nd Avenue to the east end, on 42nd Avenue from Harvey Street to Johnson Creek Boulevard, 33rd Avenue north of Harvey Street, 36th Avenue north of Harvey Street, Sherry Street west of 36th Avenue, 41st Street north of Wake Court, and Wake Court. Sanitary sewer work will be done on 40th Avenue between Harvey Street to Drake Street. The project also includes the installation of an ADA compliant sidewalk on Harvey Street from 32nd Avenue to 42nd Avenue and 42nd Avenue from Harvey Street to Howe Street. Roadway paving will be done throughout the project area.

Update: Century West Engineering was contracted for the design in July 2023. The project is currently at 30% design.

CIP 2021-W61 Ardenwald North Improvements

Summary: Project includes street repair on Van Water Street and Roswell Street with a shared street design for bicycles, pedestrians, and vehicles. Stormwater catch basins in the project boundary will be upgraded, the water system will be upsized on 29th Avenue, 30th Avenue, and 31st Avenue, and there will be wastewater improvements on 28th Avenue, 29th Avenue, and 31st Avenue to address multiple bellies and root intrusion to reduce debris buildup.

Update: Work is progressing on 100% design. Staff anticipates bidding the project this winter.

CIP 2022-A15 King Road Improvements

Summary: King Road (43rd Avenue to city limits near Linwood Avenue) SAFE/SSMP Improvements will replace existing sidewalk and bike lane with a multi-use path, improve stormwater system, replace water pipe, and reconstruct roadway surface.

Update: Additional scope was added to the project.

Milwaukie Bay Park

Update: The County Commission has pulled funding for the project, which has consequently placed it on hold.

Waverly Heights Sewer Reconfiguration

Summary: Waverly Heights Wastewater project was identified in the 2010 Wastewater System Master Plan. The project may replace approximately 2,500 feet of existing clay and concrete pipe.

Update: Staff advertised an RFQ in mid-May, and a consultant (Stantec Consulting Services) was selected in early July. Authorization for the design contract with Stantec was approved by the Council on August 1. An engineering services agreement was executed with Stantec on Sept. 19, and the design effort was kicked off in early October. A flow monitoring program was initiated in October, and will continue through the wet season, concurrent with design. Stantec is anticipated to begin early site investigations in December and January. A public engagement plan is being prepared, and a first set of informational material was mailed out to neighbors in the area, along with permit of entry forms.

Monroe Street Greenway

Summary: The Monroe Street 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, 17th Avenue Bike Path, I-205 path, neighborhoods, schools, and parks. Funding grants through ODOT and Metro will allow the city to complete our 2.2-mile section of the Monroe Greenway from the Trolley Trail to Linwood Ave.

Update:

East Monroe Greenway (37th to Linwood): Presently, staff have come to an agreement with ODOT and CONSOR on the scope of work and design cost. The ODOT contract with CONSOR has been approved and is collecting signatures. This will be installed using RFFA and City Funds over Fiscal years 2025 and 2026.

Monroe Street & 37th Avenue (34th to 37th): This segment is complete. It was constructed as part of the private development of the Seven Acres Apartments.

Central Monroe Greenway (29th to 34th): The city is working with ODOT to prepare an IGA that will transfer \$1.55 M in STIP funding to the city to manage this segment of the Monroe Street Greenway. City staff plan to prepare a direct appointment contract with 3J Consulting to have the railroad crossings designed and approved by the railroad. City UR and Transportation Funds will also be used for the design and construction of this segment during Fiscal Years 2025 and 2026.

Monroe Street & Highway-224 Intersection: This project has now been combined with a larger project which will mill and overlay Highway-224 from Rusk Road to 17th Avenue. The city will replace the underlying water main in Fiscal Year 2024 and ODOT will proceed to construction in the Fiscal Year 2025.

West Monroe Greenway (Milwaukie Bay Park to 29th Avenue): This segment is currently unfunded and will not proceed until funding is assigned.

Kellogg Creek Restoration and Community Enhancement Project

Summary: Project to remove the Kellogg Creek dam, replace the McLoughlin Blvd. bridge, improve fish passage, and restore the wetland and riparian area. City of Milwaukie staff are part of the project Leadership Team, Core Technical Team, and the Technical Advisory Committee. The Leadership Team and Core Technical Team both meet monthly. In addition to city staff, these groups include staff from North Clackamas Watershed Council (NCWC), Oregon Department of Transportation (ODOT), and American Rivers. The Technical Advisory Committee (TAC) for the Kellogg Creek Restoration & Community Enhancement Project involves all collaborative partners that include the Confederated Tribes of the Warm Springs Indian Reservation of Oregon, the Confederated Tribes of Grand Ronde, Clackamas Water Environment Services, Metro, North Clackamas Parks and Recreation District, Oregon Department of Environmental Quality, Oregon Department of Fish and Wildlife, Oregon Division of State Lands, the Native Fish Society, and the Natural Resources Office of Governor.

Update: Project scoping by ODOT is continuing and on schedule to post the design Request for Proposal (RFP) in January.

Traffic / Parking Projects, Issues

None.

Right-Of-Way (ROW) Permits (includes tree, use, construction, encroachment)

Downtown Trees and Sidewalks

Update: Staff has a contract with AKS; working on what type of design works best now and in the future with both the trees and sidewalks & curbs.

Private Development – Public Improvement Projects (PIPS)

Seven Acres Apartments (formerly Monroe Apartments) – 234 units

Update: We anticipate completion of all ROW improvements in summer 2023; Contractor is working on installing the main driveway on 37th Ave. (opposite from Washington Street) and ADA ramps on both sides of 37th Ave. at Washington Street. The developer has received a TCO for four buildings.

Henley Place (Kellogg Bowl redevelopment)- 175 units

Update: A Right-of-Way permit has been issued; construction of improvements is underway.

Walnut Addition Subdivision – 9 lot subdivision at Roswell St. & 33rd Ave.

Update: Most of the street work has been completed; construction is in the project correction phase.

Elk Rock Estates – 5 lot subdivision at 19th Ave & Sparrow St.

Update: Most of the street work has been completed; construction is in the project correction phase.

Shah & Tripp Estates – 8-lot subdivision at Harrison Street and Home Ave.

Update: Design plans are under review.

Jackson / 52nd – 5-unit development.

Update: Design plans are under review. Staff and developer have agreed on a development agreement to have the developer pave Jackson Street from Home to 52nd Ave. and be reimbursed for areas outside of their responsibility. Pre-construction meeting has concluded. Construction is anticipated to start this summer.

Document Administration

Master Plans

Summary: WSC is preparing the Stormwater System Plan.

COUNCIL STAFF REPORT

To: Mayor and City Council
Ann Ober, City Manager

Reviewed: Emma Sagor, Assistant City Manager

From: Jordan Imlah, Communication Program Manager

Subject: **Public Art Maintenance**

Date Written: Dec. 7, 2023

ACTION REQUESTED

City Council is asked to provide direction about how to maintain current and future public art owned by the city.

HISTORY OF PRIOR ACTIONS AND DISCUSSIONS

[July 18, 2023](#): City Council provided clarification about goals for the public arts fund and expanded its use to sculptures.

ANALYSIS

The city currently owns several pieces of art and is expected to acquire more through upcoming projects that are or will fulfill the requirements of the Art in Public Places ordinance, as well as through procurement by the Milwaukie Arts Committee. These art pieces need general upkeep and maintenance in the near future, however, there is currently no budget dedicated to fund those services.

It is important to maintain the city's public art collection to retain the artistic and structural integrity of each piece and help prevent irreparable damage. As more and more art pieces become property of the city, developing a maintenance strategy will help ensure we are allocating the appropriate resources to keep these assets in good condition. Performing regular maintenance will also help the city avoid the potential of being in violation of the federal Visual Artist Rights Act of 1990, which protects visual artists' "moral rights" by prohibiting the destruction of visual art (paintings, drawings, sculptures, and photographs).

Staff intend to develop an art maintenance policy in early 2024 to clarify the city's responsibilities and inform future budget development. The policy will include:

- Guidelines for funding that should be allocated each biennium within the city's public art fund to support art maintenance.
- Standards for the acceptance of public art, so pieces are procured with reasonable maintenance requirements.
- Oversight of the city's arts maintenance efforts, including proposed revisions to the Arts Committee bylaws to ensure maintenance expertise is reflected in that body.
- Expectations for art cataloging and condition assessment.

Other cities in the region use a variety of methods to fund public art maintenance, including a portion of the funding received through the percent for art ordinance, intergovernmental agreements with non-profits or foundations, and direct funding through annual or biennium budgets.

BUDGET IMPACT

The budgetary impact is dependent on how the maintenance is funded.

WORKLOAD IMPACT

Staff time will be required to administer public art maintenance and coordinate with artists, city staff, consultants and contractors, as needed, when maintenance is required.

CLIMATE IMPACT

None.

COORDINATION, CONCURRENCE, OR DISSENT

Staff from the city manager’s office have communicated with colleagues from other cities that administer public art programs to understand how they fund and manage maintenance of their collections.

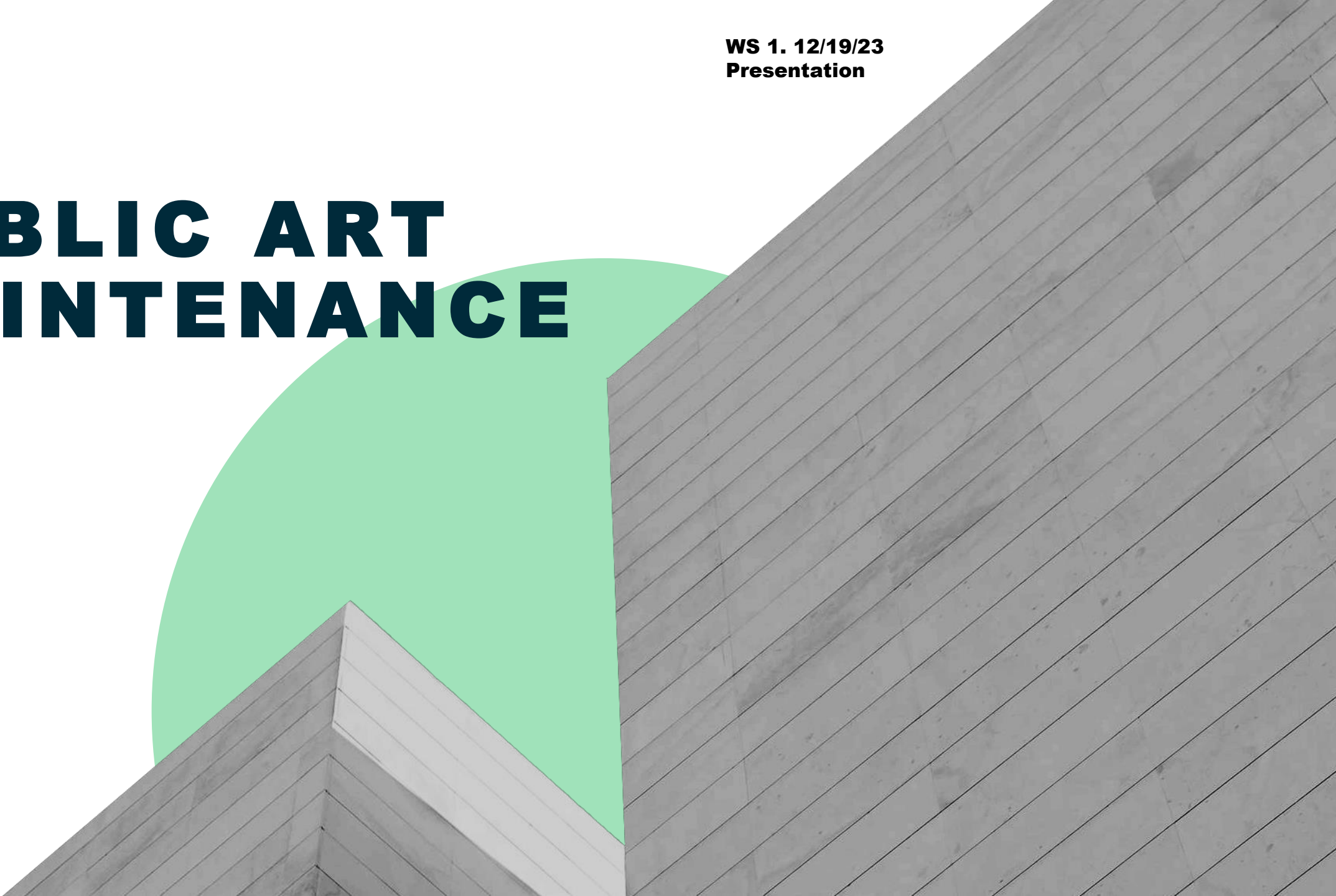
STAFF RECOMMENDATION

Staff recommend the development of an arts maintenance policy. Staff recommend using this policy to prepare a budget request for arts funding for the fiscal year 2025-26 biennium for City Council’s consideration.

ATTACHMENTS

None.

PUBLIC ART MAINTENANCE



ART TO BE MAINTAINED

- Outdoor sculptures
- Art in public buildings
- Murals



PROPOSED POLICY



Routine maintenance

- Dust and dirt removal
- Tightening and adjusting

Cyclical maintenance

- Disassembly and inspection
- Reapplication of protective sealers
- Repainting

Accidental/intentional damage

Guidelines for maintenance funding

Maintenance oversight

Standards for:

- Acceptance of public art
- Cataloging public art



**WHAT DO YOU
THINK?**



THANK YOU!

Jordan Imlah

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503.786.7503

COUNCIL STAFF REPORT

To: Mayor and City Council
Ann Ober, City Manager

Reviewed: Laura Weigel, Planning Manager

From: Vera Kolias, Senior Planner, and
Adam Heroux, Associate Planner

Subject: **Neighborhood Hubs Update**

Date Written: Dec. 12, 2023

ACTION REQUESTED

Council is asked to listen to the project update and provide feedback on proposed next steps.

HISTORY OF PRIOR ACTIONS AND DISCUSSIONS

August 2, 2022: Staff provided Council a project update, including the approach for Phase 2 work with the consultant team.

August 18, 2020: Council adopted the [2040 Comprehensive Plan](#), incorporating the Hubs project into many aspects of the plan. More than 50 different policies in the Comprehensive Plan have the potential to impact and strengthen the implementation of Hubs.

January 15, 2019: During a joint session with the Planning Commission, Design and Landmark Committee (DLC), and Comprehensive Plan Advisory Committee (CPAC), Council received updates on the Comprehensive Plan update process including how Hubs work intersects with increased housing density and infrastructure improvements.

June 19, 2018: Council received updates on neighborhood district association (NDA) meetings following meetings with each NDA and May. These updates preceded an August survey through which approximately 400 Milwaukie residents provided feedback on the Hubs project.

April 3, 2018: Council authorized a contract with Angelo Planning Group to focus on policy development, market feasibility, and community engagement for the Hubs project as part of the Comprehensive Plan update.

September 5, 2017: Council adopted the [Milwaukie Community Vision & Action Plan](#) on September 5th to serve as a foundation for the Comprehensive Plan. Council incorporated Hubs into the action plan.

ANALYSIS

Staff have worked with the consultant team over the past several months on Phase 2 of the Hubs project. Staff and the consultant team were busy all summer: the team analyzed the identified Hubs to ground-truth information from the 2020 report, interviewed stakeholders (including property owners and NDAs), and prepared a list of priority Hubs. The team also reviewed city code to identify any gaps between what we heard people wanted in the Hubs and what the code would allow. Finally, the team worked on possible economic development tools and resources to spur activity.

Ground-truthing process

Early in Phase 2 of the project, staff visited and prepared an analysis of each Hub to identify existing conditions based on the factors in the bulleted list below. This analysis helped evaluate potential hub activities, identify changes in each hub since 2019, and determine short-term priority Hubs. See Attachment 1 for a full summary of this work.

- Commercial intensity
- Sidewalk connectivity
- Transit accessibility
- Biking accessibility
- Adjacent residential density
- Presence of public spaces
- Community support
- Planned development
- Planned transportation investments
- Demographic factors (renter status, race, rent burden)

Outreach

The project team used several methods to communicate about the project, share information, and learn more about the goals for Hubs from those most interested or affected. This included:

ACTIVITY	DESCRIPTION
Engage Milwaukie <ul style="list-style-type: none"> • 1,215 page visits, 35 new EM registrations, 99 engagements • Business/Property Owner Survey • 22 stakeholder survey responses 	Created and maintained a project webpage as a place for people to learn more about the project, ask questions of the team, set up the initial property owner/tenant survey, and to set the stage for the fall workshops including an online workshop.
Milwaukie Pilot <ul style="list-style-type: none"> • Published 5 project updates 	Published and mailed project updates in April, May, October, November, and December 2023.
Milwaukie Farmers Market	Promoted the project at the market on 3 occasions.
Equity Steering Committee <ul style="list-style-type: none"> • Attended 3/23; Sent updates 11/22 	Collected feedback on community engagement and provided a progress report on equity considerations.
Neighborhood District Associations (NDAs) <ul style="list-style-type: none"> • 79 participants in Spring meetings 	Staff met with all 7 NDAs in the spring to provide a project update and learn more about the goals and desires for each of their Hubs.
Stakeholder interviews <ul style="list-style-type: none"> • 18 interviews, 23 participants (9 were survey participants) 	Staff engaged property and business owners in direct interviews to identify potential partners interested in hub development and identify current barriers. List below.
<ul style="list-style-type: none"> • K. Marie • Naphtali's • NW Family Services • Sunny Corner Market • Chapel Theater • 2 Sisters Play Café • Eric's Market 	<ul style="list-style-type: none"> • River Roadhouse Grill • Central Planning • Clackamas Community College • Milwaukie Floral • Milwaukie Lutheran • The Vital Element
<ul style="list-style-type: none"> • Milwaukie Café +Bottle Shop • Valerie Hunter (9391 SE 32nd Ave) • Paul Lisac (9250 SE 32nd Ave) • North Clackamas School District • Peter Perrin (9616 SE Stanley) • Lisa Dorn Design 	
Fall workshops <ul style="list-style-type: none"> • 123 participants – 74 in-person, 49 online. • 83% support, 10% neutral, 7% oppose 	Hosted six in-person workshops and one online to provide residents, businesses, and property owners opportunities to shape proposed code changes that can help Hubs grow. The online workshop asked about safety walking and biking. On average, very few participants opposed the proposed changes.

See Attachment 3 for a more detailed summary of outreach to date.

Hub Prioritization

The Neighborhood Hubs project Phase 2 scope of work included a specific task related to refinement of the Hubs identified in the 2020 Hubs Report. The purpose of this refinement was to confirm and/or justify the original priority list from the 2020 report. The specific tasks were to:

- Revisit the 2020 Hub boundaries and include/remove properties based on current information.
- Consider consolidating hub types for simplicity and logical consistency.
- Develop criteria for prioritizing hubs that consider more than just market conditions and includes elements like placemaking and community building. Examples include access to public spaces, nature and art in the neighborhood, existing connections with pedestrian or bike infrastructure, etc. See Attachment 4 for the Johnson Economics report that informed the 2020 report.
- Revisit the existing, short-term, and long-term types based on hub consolidation, prioritization, and community review.



Figure 1. Milwaukie Floral Hub - Lake Road

Refinement Criteria

As noted above, this task included developing a set of evaluation criteria that better reflects the city's values for Neighborhood Hubs than just market conditions. These new evaluation criteria are as follows:

Placemaking Criteria

- Opportunity sites
- Proximity to green space or park
- Art in the neighborhood
- Existing pedestrian connections
- Existing bike connections

Community Building Criteria

- Neighborhood (NDA) interest
- Property/Business owner interest
- Pop-up potential
- Community meeting space
- In use as hub now

Each hub was evaluated against each criterion. The Hubs that reflect more criteria, and have more realistic potential (willing property owner, likelihood of re-development) are the focus of this phase of the project, including zoning and economic development resources. The other Hubs have been designated for future consideration if circumstances change– they have not been eliminated from consideration.

New Names and Types of Hubs

The 2020 report assigned types to each hub that did not represent the comprehensive list of non-market related criteria. To better reflect the new set of evaluation criteria and better consolidate the types of Hubs, there are now three hub categories:

- Micro Hub: One to two lots (very small) that are or could be spaces for gathering.
- Neighborhood Hub: multiple properties, neighborhood-scale businesses and uses.
- Town Hub: larger commercial hub; a destination for both city and outside city.

The 2020 Hubs report assigned names to each hub based on the NDA in which it was located. To make the hub more recognizable, each hub was renamed based on its primary use and/or business. Please see Attachment 2 for details on the prioritization process. Attachment 2a is a detailed prioritization chart and Attachment 2b illustrates the final prioritization results.

Next Steps

- Zoning amendments
 - Building on the feedback received from the workshops, surveys, and interviews, staff and the consultant team will draft zoning language and map amendments for public hearings in February-March 2024.

- Economic Development Toolkit
 - Working with the Community Development Department, the consultant team is preparing an economic development “toolkit”, which will provide neighborhood-scale economic development strategies for application within the Hubs.

Potential Ideas for Phase 3

As part of this project, staff has identified potential Phase 3 Hubs work that will build off the current work:

Home Occupations and Accessory Commercial Uses (ACUs)

The COVID-19 pandemic has led to people spending more time at home in their neighborhoods. Some US cities allow limited ACUs to spur small, desirable commercial activities within traditionally single-dwelling neighborhoods. ACUs create opportunities for small businesses to expand and build wealth, spending less up-front capital than required to rent a traditional commercial space. As a result, ACUs are considered a ‘missing middle’ for commercial uses that could help neighborhoods like Lewelling which have no commercial Hubs and no zoning to allow them to emerge. Examples include a front porch coffee shop, garage convenience store, barbershops, pizza window, co-working office spaces, micro boutiques, cafes, and bakeries.

Small-Scale Area Plans

There are a few areas staff have identified that could benefit from small area plans that could indicate to businesses and property owners that the city is an active partner in promoting hub development. These plans could be as simple as installing some decorative street lighting, pole banners, bike racks, and landscaping. Potential areas could include Trolley Trail Hub, 42nd Avenue and Harrison Street Hub, 32nd and Olsen Hub.

Additional upcoming scheduled work:

Community Service Uses (CSU) Analysis

Through outreach, staff engaged with several CSU property owners who are interested in expanding the use of their properties to include activities consistent with Neighborhood Hubs, but not currently allowed by our code. The CSU has already been programmed in the work plan as part of a larger review of public uses and institutions. A small part of this work includes Hubs-specific strategies as well.

BUDGET IMPACT

The Neighborhood Hubs project has been accounted for in the planning department budget.

WORKLOAD IMPACT

The Neighborhood Hubs project is included in the planning department work plan.

CLIMATE IMPACT

Neighborhood Hubs are intended to provide more services within existing neighborhoods and be accessible by bike and walking. Changes to our code could result in additional, yet still very low, density in historically low-density neighborhoods, making neighborhoods more compact and energy efficient. Improved bike and pedestrian infrastructure are a key factor in the success of decarbonization efforts as they relate to the Neighborhood Hubs project. Creating new spaces for gathering and connecting between neighbors makes people more resilient in responding together to climate instability. Recent wildfires, intense winter storms, and the COVID-19 pandemic have all demonstrated the value of neighbors banding together to support one another in times of crisis.

COORDINATION, CONCURRENCE, OR DISSENT

Neighborhood Hubs has been led primarily by staff from the planning and community development departments.

STAFF RECOMMENDATION

Staff recommend continuing work on the code changes and economic development tools.

ALTERNATIVES

None.

ATTACHMENTS

1. Ground-truthing summary report
2. Prioritization process
 - a. Prioritization details
 - b. Final Hub Prioritization Map
3. Detailed Outreach Summary
4. Hubs Feasibility Analysis - Johnson Economics

Neighborhood Hubs

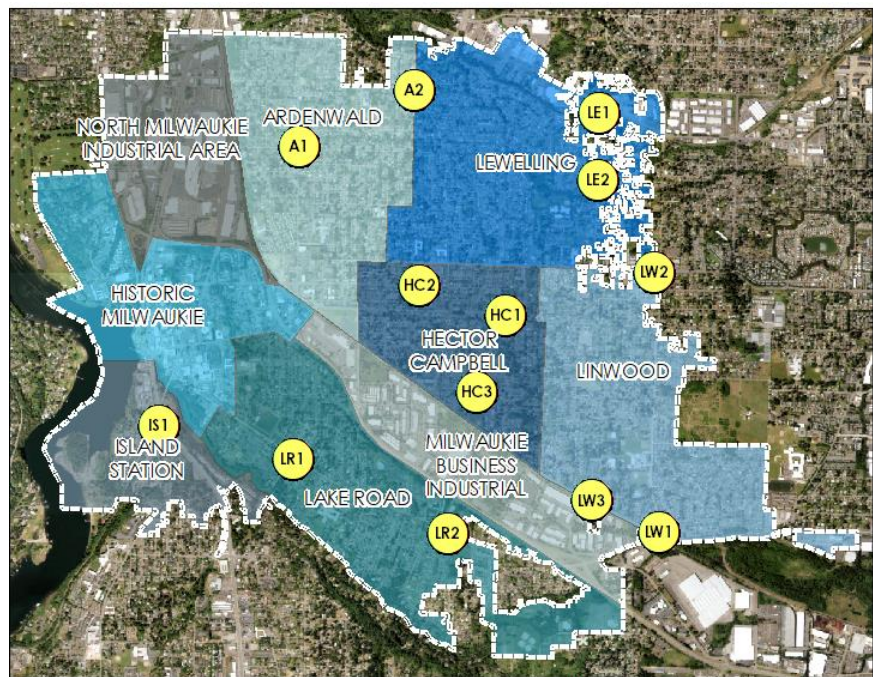
Existing Conditions Summary

June 13, 2022

Background

Determining priority strategies for the Neighborhood Hubs project is dependent upon existing conditions and individual qualities of each proposed hub. As Milwaukie’s growth accelerates, conditions on the ground are changing at an increasing rate across the city. Many of the proposed hub locations have shown signs of development activity since the City paused its work on the Neighborhood Hubs project in 2020. Some hubs have seen their pedestrian and bicycle infrastructure dramatically improved due to SAFE and other transportation investment. Other proposed hub locations remain deficient in infrastructure, commercial activity, and public space necessary to facilitate hub development. This Existing Conditions report is meant to assist the City in understanding how to develop strategies that are appropriate for all stages of hub development.

While some hubs may not fully develop for 15-20 years, the seeds of actions planted in each hub during the early stages of implementation can grow the hubs in the right direction as they increase their typology. In this report, you will find detailed descriptions of the existing conditions at each hub location and an analysis of these conditions as they relate to hub development. This report also details the methodology used in this analysis and compares how the hubs scored on each factor under consideration.

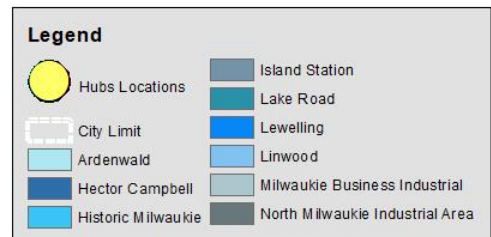


Milwaukie Neighborhood Hub Locations

Summary of Ground-truthing Activities

In March 2022, City staff visited each of the proposed 13

Neighborhood Hub locations and conducted demographic, spatial, and qualitative analyses to evaluate existing conditions at each hub. This analysis discovered some notable changes and validated existing conditions since hubs were last evaluated in 2018 and 2019.



Each hub was given a score for the first six factors listed here, while the remaining factors were captured as qualitative information or percentages. **1) Commercial intensity, 2) Sidewalk connectivity, 3) Transit accessibility, 4) Biking accessibility, 5) Adjacent Residential Zoning Density, 6) Presence of Public Space(s), 7) Community Support, and 8) Planned Developments 9) Planned transportation investments, and 10) Demographic factors including Renter Status, Race, and Rent Burden.**

This report provides an overall summary of the methodology to compare between hub(s). You can read more about the scoring system and methodology below.

Methodology

Staff utilized many data sources and methods to ground-truth the proposed hub locations. This data was collected on a hub-by-hub basis with each hub receiving individual attention. Staff analyzed data in ArcMap, Microsoft Excel, Google Maps, and other software tools while visiting the sites in person to take photographs and verify conditions. Data sources included business zoning and associated licenses, sidewalk and impervious area shapefiles, maps of local transit routes and stops, maps of bike-friendly streets and dedicated bike lanes, zoning maps, 2020 Census and 5-year American Community Survey demographic tables, past outreach surveys and summaries, and Google Maps business and public space location data. Staff developed a scoring system for each of six factors.

These factors focus on aspects of the built environment and use intensity, but do not fully consider demographic and social factors. As of this writing, scores are combined to create an average score that weights each factor equally. This analysis builds on past engagement and research aimed at understanding the existing conditions in each hub during 2018 and 2019. Table 1 on page X shows each hub with its corresponding scores which are ranked by average score.

Commercial Intensity

SCORES	1	2	3	4	5
Commercial Intensity	No existing businesses in the hub and few to no businesses in the buffer.	One business in the hub and few to no businesses in the buffer. Or none in the hub but several in the buffer.	Multiple businesses in the hub OR an abundance of businesses in the buffer.	3 or more businesses in the hub and several commercial businesses in the buffer	5 or more businesses in the hub and many more in the buffer.

Six of the hubs received a score of 4 or higher for commercial intensity. Higher levels of existing commercial activity appear to correlate with higher scores on the other indicators. Of the six highest scoring hubs, only Lake Road 1 had a lower score for existing commercial intensity (2/5). This is the site of Milwaukie Floral & Garden. This hub had higher scores for other factors consistent with the highest scoring hubs, indicating that there is adequate infrastructure to support increased commercial activity in this area. The property in Lake Road 1 is currently zoned R7, which makes the current use as a garden store a conditional use. The city could consider changing the zoning for this property to facilitate improvements and intensification of use. New sidewalk and biking infrastructure on Lake Rd has significantly increased the accessibility of this hub by alternate modes of transportation.

This ground-truthing analysis verifies findings by Johnson Economics in their 2019 report. Our top scoring hubs are nearly identical to Johnson’s list of the 5 hubs most ready for near-term development, with the exception of Lake Rd 1 which appeared on our top 5 list but not Johnson’s.

Table 1. Neighborhood Hub Ground-truthing Scoring Matrix

Hub	Residential Zoning Density	Commercial Intensity	Sidewalks	Biking	Transit	Public space
Ardenwald 1	3	4	3	3	2.5	2
Ardenwald 2	1	2	4	3.5	3	3
Hector Campbell 1	2	2	2	4	2	4
Hector Campbell 2	3	5	4	4	2	4
Hector Campbell 3	2	1	3	3	1	4
Island Station 1	3	4	1	3.5	5	4
Lake Road 1	3	2	4	3.5	3	3
Lake Road 2	1	1	2	2	4	1.5
Lewelling 1	1	3	1	2	2	2.5
Lewelling 2	1	2	2	2	2	3
Linwood 1	3	4	3	3	2.5	1
Linwood 2	3	5	3	4	4	4
Linwood 3	2	1	1.5	3	3	2

Sidewalks

SCORES	1	2	3	4	5
Sidewalks	There are few to no sidewalks in the area, and/or the existing sidewalks are deficient.	Most streets do not have sidewalks, or the existing sidewalks have many barriers and/or gaps.	Most major connecting routes have sidewalks, but many other streets do not.	Most streets have sidewalks at least on one side.	Perfect or nearly perfect sidewalks, few to no gaps.

Every proposed hub location would benefit from sidewalk improvements, as none of them scored higher than 4 on this scale. Of the 5 hubs with the highest average score, only Island Station scored lower (1/5) than a 3 on sidewalk connectivity. While it has limited sidewalks, most of the area is paved with asphalt and would provide some accessibility. The lack of sidewalk infrastructure at the Island Station hub is mitigated by the strongest transit accessibility of any hub and moderate biking accessibility. Notably, sidewalk infrastructure is virtually nonexistent at Lewelling 1 and Linwood 3. Similarly, Lake Road 2, Lewelling 2, and Hector Campbell 1 were also substantially deficient in sidewalk infrastructure. Sidewalk data analyzed for this report includes impervious area LIDAR-sourced polygon shapefile from 2021, an ADA-compliance line shapefile collected by Engineering staff in 2019, TSP maps, sidewalk line feature files compiled by Metro, and in-person ground-truthing to reflect a flurry of sidewalk construction in the last few years in Milwaukie.

Transit

SCORES	1	2	3	4	5
Transit	There are no transit routes accessible within 0.25 miles of this hub.	Only 1 bus route is within 0.25 miles of this hub.	There are two bus routes intersecting the buffer.	There are three bus routes intersecting the buffer.	There are two bus routes or more and a transit route intersecting the buffer.

Of the six hubs with the highest average scores, Hector Campbell 2 has the worst transit connectivity (2/5) and Linwood 1 is close behind due to the inaccessibility of existing stops (2.5/5). Transit data utilized included TriMet’s regional transit maps as well as GIS shapefiles of existing routes and stops. Hector Campbell 3 is the only hub without at least 1 accessible transit routes within 0.25 miles of the hub. Hubs with only 1 accessible transit route include Hector Campbell 2 noted above as well as Hector Campbell 1, Lewelling 1, and Lewelling 2.

Biking

SCORES	1	2	3	4	5
Biking	There are no bike friendly streets or bike lanes connecting to this hub.	There are a few bike friendly streets intersecting the buffer, but they are poorly connected.	There are many bike friendly streets that are well connected, but no dedicated bike lanes. OR there are dedicated bike lanes with limited connectivity.	There are dedicated bike lanes and bike friendly streets with some gaps.	There is an abundance of bike friendly streets and dedicated bike lanes to access the hub.

This analysis utilized bicycle infrastructure maps from the Transportation System plan, GIS bike infrastructure shapefiles, and in-person ground-truthing to capture recent projects not yet reflected in our datasets. No hub scored lower than a 2/5 on biking connectivity while hubs with higher biking scores tended to have higher average scores. No hub scored higher than a 4 for biking connectivity, indicating that all hubs have room to grow their biking infrastructure and connectivity. Data sources for this analysis included GIS bike-friendly and dedicated bike lane shapefiles, TSP cycling infrastructure maps, and in-person ground-truthing to capture new improvements not reflected in existing data.

Residential Zoning Density

SCORES	1	2	3	4	5
Residential Zoning Density	Low-density single family housing on large lots.	Low-density single family housing with some medium density housing nearby.	Several pockets of medium or high density housing in addition to single family homes.	Mostly medium-to-high density housing in addition to single family homes.	Almost entirely medium and high density housing.

Perhaps unsurprisingly, no hub scored higher than a 3/5 for residential zoning density. Johnson Economics included a much larger buffer for their analysis of commercial feasibility, including both employment density

and household density over much larger areas (1, 2, and 3 miles). This analysis looked at household density within 0.25 miles to account for shorter distances traveled by people experiencing mobility issues. In general, the hubs with higher average scores tended to have higher residential zoning density through the including of at least some medium and/or high density zoning nearby. Milwaukie Maps zoning designation maps were primarily used for this analysis which used the measuring tool to create a 0.25 mile buffer around each hub.

Public Space

SCORES	1	2	3	4	5
Community space	Zero public community space in the area.	One public space with limited functionality	One public space with high functionality or two with limited	Two or more public spaces with at least one providing services.	Two or more public spaces providing services.

Generally speaking, the presence or absence of public spaces were less correlated with high average scores. While the highest scoring hubs tended to score higher on this metric, Ardenwald 1 and Linwood 1 scored a 2/5 and 1/5 respectively. Some of the lower scoring hubs scored a 3 or higher for public space, indicating there may be opportunities to prioritize pop-up activities in these public spaces. These include Hector Campbell 1, Ardenwald 2, Lewelling 2, and Hector Campbell 3. Data analyzed for this analysis primarily included a block-by-block Google Maps search. Most public spaces identified were parks, though there were several community centers that were also included.

Demographics Analysis

This analysis relies on 2020 Census and 2020 5-year American Community Survey. It is complicated by several factors that make it difficult to infer demographic characteristics at the neighborhood scale. Because Milwaukie has fewer people of color, Census Block Group data is substantially less reliable than Census Tract data when assessing demographics. Census tracts are not a perfect fit to Milwaukie’s neighborhoods, so several of the demographic factors for some neighborhoods are combined. See Figure 1 on page YYZ for a map of neighborhood and census boundaries.

One example is that all of Hector Campbell, most of Linwood, and a small section of Ardenwald are located within Census tract 211. Meanwhile, Lewelling and Ardenwald mostly match the Census tract boundaries associated with tracts 210 and 209. Demographic data for tracts 215 and 212 include Lake Road and Island

Station respectively, but also include large areas of unincorporated Clackamas County as well. It is also worth noting that about 1/3 of Linwood’s neighborhood area is located within tract 216.02. While these tracts are not currently within the city of Milwaukie, properties in tracts 216.01, 216.02, and 215 are all within the Milwaukie

UGMA and may one day be part of the city. As a result, the demographic information in the table is a less-than-perfect approximation of demographics.

Community Support

This figure has been converted from the hubs survey to remove those responses with “no opinion.” The sample size is slightly different for each hub, but it’s important to note that all respondents taking the survey were asked if they approve of each Neighborhood’s hub concepts. Without the original survey data, it is not possible to isolate the responses from the residents from each neighborhood. As a result, this analysis cannot speak, for instance, to the

number and percentage of Island Station residents who support the hub concept. This analysis combines the number of people who “Strongly Support” and “Support” the hubs concepts as described for each neighborhood. No hub concept reviewed by the community received lower than 83% or higher than 93% support. Linwood received the lowest level of support, which seems to stem primarily from concerns about safety conditions at Linwood 1.

Tenure and Rent Burden

Milwaukie has a slightly higher rate of homeownership than neighboring Portland, and most neighborhoods in Milwaukie have substantially higher rates than the average. Only Ardenwald and Island station have rates of renters comparable to Portland. Both Lake Road (24%) and Island Station (67%) sit on either end of the spectrum for percentage of renter-occupied units, but this data has a lot of caveats since both tracts extend substantially into unincorporated Clackamas County. Areas with lower rates of renters include Lake Road (24%), Linwood (27%), Hector Campbell (27%), and Lewelling (35%). Renters tend to be more at risk of displacement due to rising costs than homeowners.

This analysis assessed rent burden given that Milwaukie is considered by the state of Oregon to be a jurisdiction with an excessive number of severely rent-burdened households. Rent burden is defined as

Table 2. Demographic and Social Factors

Hub	Renter %	White alone, not HOL	Rent Burden	Severe Rent Burden	Community Support
Ardenwald 1	43%	75%	48%	19%	91%
Ardenwald 2	43%	75%	48%	19%	91%
Hector Campbell 1	27%	86%	53%	26%	85%
Hector Campbell 2	27%	86%	53%	26%	85%
Hector Campbell 3	27%	86%	53%	26%	85%
Island Station 1	67%	81%	61%	34%	93%
Lake Road 1	24%	87%	58%	48%	88%
Lake Road 2	24%	87%	58%	48%	88%
Lewelling 1	35%	78%	37%	26%	89%
Lewelling 2	35%	78%	37%	26%	89%
Linwood 1	27%	86%	53%	26%	83%
Linwood 2	27%	86%	53%	26%	83%
Linwood 3	27%	86%	53%	26%	83%

households spending more than 30% of their household income on housing, while severe rent burden is defined as households spending more than 50% of their income on housing. The demographic analysis shows that every neighborhood except for Ardenwald (19%) exceeds the state “Severely Rent-Burdened City” standard of more than 25% of households being severely rent burdened in a community. Of particular concern, Census Tract 212 which includes Island Station and portions of unincorporated Clackamas County has a staggering 61% of renters who are rent burdened and 34% who are severely rent burdened. Of equal concern, Census Tract 215 has a rate of 58% rent-burdened renter households and 48% facing severe rent burden. This tract includes Lake Road and portions of unincorporated Clackamas County, the tract with the fewest number of renters per capita. These renters are particularly vulnerable to displacement.

Interestingly, Hector Campbell, Linwood, and Lewelling have generally consistent rates of severely rent-burdened households. Lewelling, however, has a lower rate of general rent burden. This may be related to the lower levels of service in this area, particularly when it comes to bike, pedestrian, and transit infrastructure.

People of Color

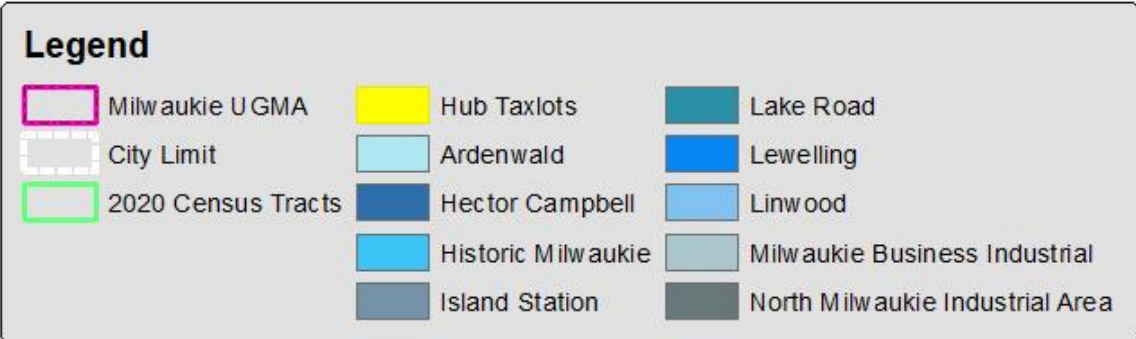
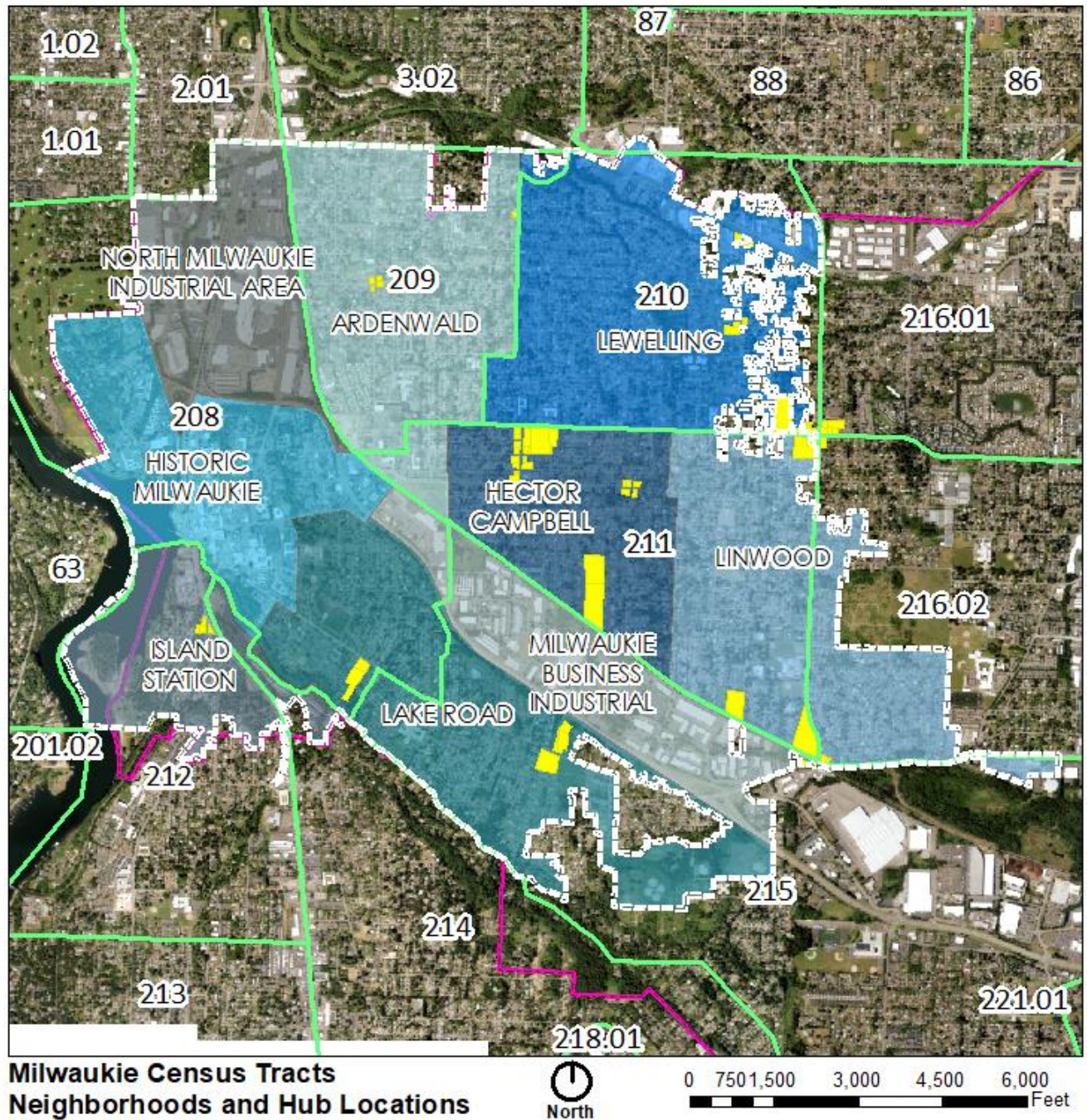
For the purposes of this analysis, “People of Color” is defined as those who are not White Alone and Not Hispanic or Latino. While this is not a perfect metric of who self-identifies as a person of color, is it a widely used strategy for ascertaining the number of people of color living in a place. This methodology matches the race-based analysis used by Portland State University researchers who designed the anti-displacement analysis used by the City of Portland and the State of Oregon for its Housing Production Strategy and Housing Capacity Analysis.

There is little difference between Milwaukie neighborhoods when it comes to racial and ethnic diversity, though Ardenwald (25%) and Lewelling (22%) have slightly more people of color than the other Milwaukie neighborhoods. Linwood (14%), Hector Campbell (14%), and Lake Road (13%) all have fewer people of color per capita than Milwaukie as a whole. On average, Milwaukie has approximately 18.6% residents of color and 81.4% residents who are white alone and not Hispanic or Latino. This means that Ardenwald is about 34% more diverse than Milwaukie as a whole, while Lewelling is 18% more diverse. Meanwhile, Lake Road, Hector Campbell, and Linwood are approximately 30% less diverse than Milwaukie as a whole. Island Station is approximately as diverse as Milwaukie as a whole, essentially matching the demographics of the city.

The data source is American Community Survey 2020 5-year estimates at Census Tract level. As with previous demographic factors, the Tract-level analysis is not exact for neighborhood boundaries since unincorporated areas of Clackamas County are represented in the Lake Road and Island Station figures while portions of Linwood in Tract 216.02 are not included. This data could be consolidated at the Block Group level for more exact figures, but the margin of error would expand substantially and potentially create less certainty in the data.

While Johnson Economics’ report included a full 1-mile buffer in its estimates of household growth, only a few hub areas saw growth in the number of households between 2000 and 2018. Those include Lake Road 2 (1.9% growth), Hector Campbell 2 (1.1%), Ardenwald 1 (3.4%), and Ardenwald 2 (2.1%). Ardenwald in particular has seen growth in households which may speak to why Ardenwald is now estimated to have more people of color than other Milwaukie neighborhoods. However, uncertainty with the 1-mile buffer and Ardenwald’s proximity to Portland make this connection somewhat unclear. According to the same metrics, Island Station (-0.6%) and Linwood 1 (-0.7%) saw modest decreases in the number of households over that same period.

Figure 1. Map of Milwaukie Census Tracts and Neighborhood Boundaries





CITY OF MILWAUKIE

To: PROJECT FILE
Through: Laura Weigel, Planning Manager
From: Vera Koliás, Senior Planner
Date: November 28, 2023
Subject: Neighborhood Hubs – Hubs Refinement and Prioritization Process

BACKGROUND INFORMATION

The Neighborhood Hubs project – Phase 2 scope of work includes a specific task related to refinement of the hubs identified in the 2020 Hubs Report. The purpose of this refinement is to confirm and/or justify the original priority list, which will serve as a guide for proposed code amendments and/or infrastructure improvements and economic development investment in the short and long term. The specific tasks are to:

- Revisit Hub boundaries and include/remove properties based on current information.
- Consider consolidating Hub types for simplicity and logical consistency.
- Develop criteria for prioritizing Hubs that considers more than just market conditions and includes elements like placemaking and community building. Examples include access to public spaces, nature and art in the neighborhood, existing connections with pedestrian or bike infrastructure, etc.
- Revisit the existing, short-term and long-term typologies based on Hub consolidation, prioritization and community review.

Refinement Criteria

As noted above, this task included developing a set of evaluation criteria that better reflects the city's values for neighborhood hubs than just market conditions. These new evaluation criteria are as follows:

Placemaking Criteria

- Opportunity sites
- Proximity to green space or park
- Art in the neighborhood
- Existing pedestrian connections
- Existing bike connections

Community Building Criteria

- Neighborhood (NDA) interest
- Property/Business owner interest
- Pop-up potential
- Community meeting space
- In use as hub now

Each hub was evaluated against each criterion. The criteria were not weighted, each hub simply received an “X” if warranted to determine a conceptual “hub-ability” score. Hubs were given a green moniker if they met at least four of the criteria, meaning that they would be given a higher place in the overall list.

The hubs that reflect more criteria, and have more realistic potential (willing property owner, likelihood of re-development) will be the focus of this phase of the project, including zoning and economic development resources. The other hubs have been designated for future consideration if circumstances change– they have not been eliminated from consideration.

New Names and Typologies

The 2020 report assigned typologies to each hub that did not represent the comprehensive list of non-market related criteria. To better reflect the new set of evaluation criteria and better consolidate the types of hubs, there are now three hub categories:

- **Micro Hub:** One to two lots (very small) that are or could be spaces for gathering, community meetings, temporary events and/or other activities, and/or commercial uses.
- **Neighborhood Hub:** multiple properties, neighborhood-scale businesses and uses; hubs that exemplify the 20-minute neighborhood by providing goods and services within a comfortable walking and/or biking radius.
- **Town Hub:** larger area, commercially intense hub whose capture area is much larger than just the immediate neighborhood; a destination for both city and outside city.

The 2020 report also assigned names to each hub based on the NDA in which it was located. To make the hub more recognizable, each hub was renamed based on its primary use and/or business.

Using ground-truthing to confirm a location’s prospects for short-term prioritization and support (especially zoning changes), interviews with stakeholders (including property owners), and surveys, the original list of 13 hubs has been re-organized. In the table below, the “green category” of hubs reflects the potential for re-zoning and commercial uses; the “orange category” of hubs reflects the placemaking potential for the hub, but there is very little the city can do from a zoning standpoint. Each of the Hubs is discussed below with more detail.

Hub Name	Placemaking Criteria	Community Building Criteria	Hub-ability Total
Milwaukie Floral Hub	3	5	8
32 nd and Olsen Hub	3	5	8
Trolley Trail Hub	4	1	5
42 nd Ave and Harrison St Hub	2	3	5
Sunny Corner Hub	3	2	5
Roswell Mkt Hub	1	3	4
Campbell School Hub	1	4	5
Ball-Michel Park Hub	3	4	7
Family Dogs/JCB Hub	2	0	2
NCSD Office Hub	0	1	1
7-11/Linwood Hub	0	0	0
Wichita Center Hub	2	2	4
Residential Zone/Stanley Ave Hub	1	0	1

The hubs identified in green will be the focus of this phase of the project, specifically for zoning changes. Hubs highlighted in orange are primarily placemaking hubs. Hubs in white are not priority hubs.

Priority Hubs

- Milwaukie Floral Hub
 - Milwaukie Floral is the anchor for this 5-acre site that includes many additional businesses and services--both business and community-related. Owners are very interested in expanding Hub activities on site. Recent investment in bike/sidewalk/crossing infrastructure. Zoning is R-MD which presents barriers to the activities owners would like to do. Re-zoning is necessary.

- 32nd and Olsen Hub
 - Milwaukie Café is an anchor in this hub, which is already zoned Neighborhood Mixed-Use. Mixed-use development at 9391 SE 32nd Ave and pop-up activities like food carts in the short-term are potential activities.
- Trolley Trail Hub
 - Several interested business and property owners located right on a high traffic highway and bike/pedestrian path. This hub is already zoned Limited Commercial. 11916 SE 22nd Ave is an older building with redevelopment potential.
- 42nd & Harrison Hub
 - High level of commercial activity in the area. Substantial placemaking activity is centered on Milwaukie Community Center and Chapel Theatre. The area is zoned Neighborhood Mixed-Use, but the Chapel Theatre is residentially zoned and is a Community Service Use, so re-zoning is necessary.
- Sunny Corner Hub
 - This property is zoned Neighborhood Commercial. The property owner is interested in pursuing many Hubs activities and has already installed a picnic table and some traffic control barriers on the site. The future Monroe Street Neighborhood Greenway may help formalize parking lot improvements and increase activity.
- Roswell Market Hub
 - This property is zoned Neighborhood Commercial. There is some parking lot space that could allow for pop-up activities and/or food carts on the property.

Placemaking Hubs

- Campbell School Hub
 - This property is owned by North Clackamas School District (NCSD), who have no plans to sell the property. The community garden area on the north side of the site is a community-identified Hub leased by Hector Campbell NDA in partnership with NCSD. The NDA has invested in small site improvements using some NDA funds. Great spaces for pop-up events across the whole site.
- Ball-Michel Park Hub
 - Primary community gathering space at Ball-Michel park which anchors this area and hosts many successful community events. There is no interest from the owners of the adjacent properties originally identified for commercial development. Because of this lack of interest, this "hub" is a successful community park, which by definition has placemaking and community building opportunities. This will continue to be a community hub, but no zoning changes are envisioned.

Non-Priority Hubs

- Family Dogs/JCB Hub
 - Properties here are not currently functioning with Hub activities. One property with redevelopment opportunity was recently developed into some housing in the County. Limited opportunities or space to utilize for any hub-like uses. There is a difficult pedestrian environment on Stanley Ave.
- NCSD Office Hub
 - This property is owned by NCSD and is fully used as an office building. There is potential for pop-up events, but no other changes are envisioned.
- 7-11/Linwood Hub
 - This area is zoned Limited Commercial and has two existing businesses. However, it is extremely difficult to navigate the area as a pedestrian, cyclist, or motor vehicle. There is limited potential to overcome all the barriers in the built environment. Community support for this as a hub is very low.
- Wichita Town Center Hub
 - This is the second most commercially intense Hub. Many social services are located in this area in addition to many hubs-like businesses in Wichita Town Center. It is located on a bike path. As it is already developed without significant redevelopment opportunity, no major changes are envisioned.
- Residential Zone/Stanley Ave Hub
 - This is a vacant residentially-zoned property with very little connecting infrastructure. No changes are envisioned here.

Many of the identified hubs, including the Ball-Michel and Campbell School hubs will benefit from the Hubs project, including: consolidated zoning, an updated commercial zone/hub zone, and code amendments related to temporary uses and pop-up events that can provide bursts of activity and energy within any of the identified hubs.

Please refer to Attachment 2a for the prioritization details.

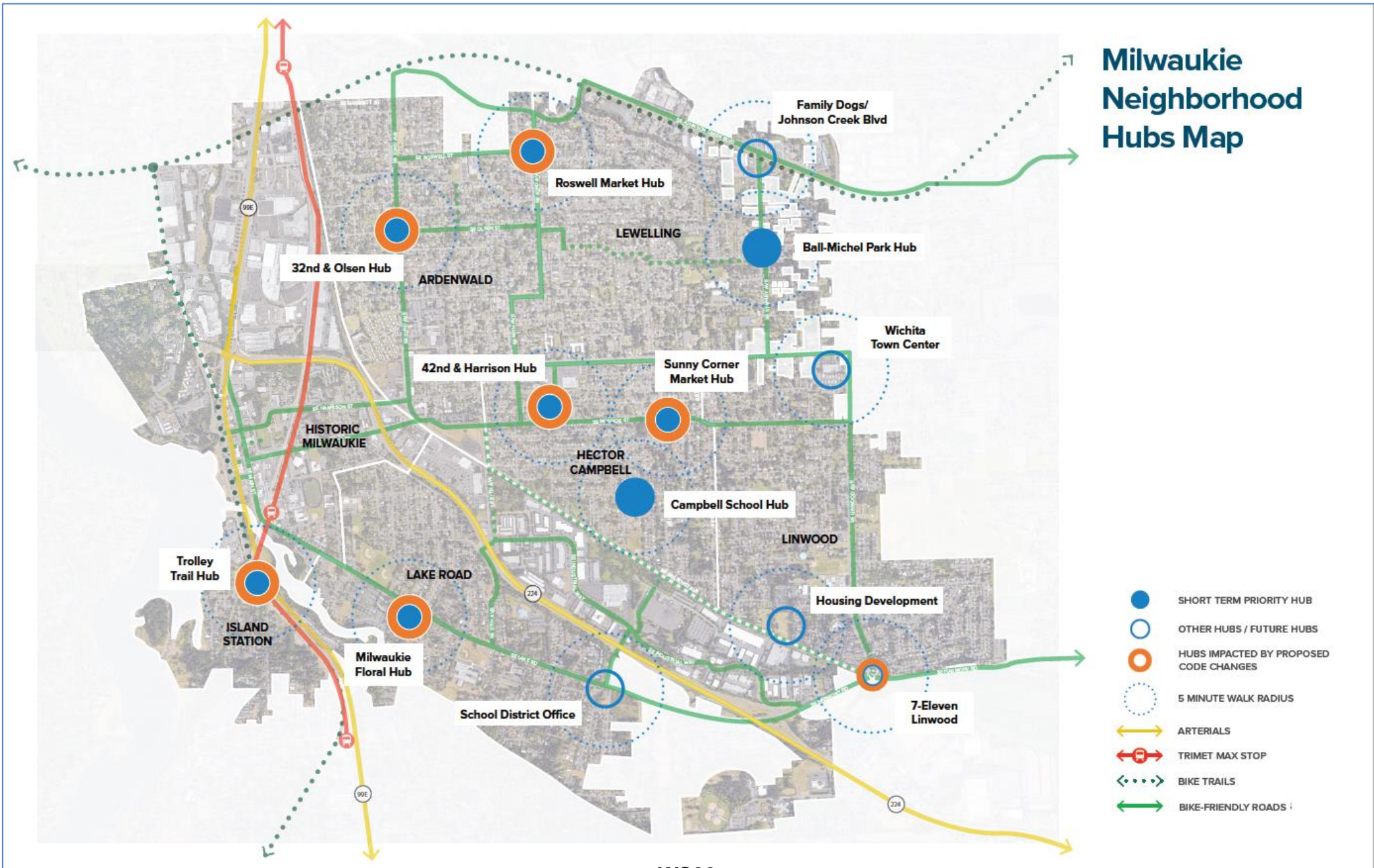
Attachment 1. Refinement Details

Current Hubs		Evaluation based on placemaking and community building criteria										Identifying hub-ification needs									
		Placemaking Criteria					Community Building Criteria					Needs				Hub Type					
Hub Name	Cross Streets	Opportunity sites (vacant, pkg lot)	Proximity to green space or park	Art in the neighborhood	Existing Ped Connections	Existing Bike Connections	Neighborhood (NDA) Interest	Property / Business Owner Interest	Pop-up Potential	Community meeting space	In use as hub now	Hub-ability Total****	Zoning Update	Economic Development	Bike/Ped Safety /	Parking strategy	Micro Hub	Neighborhood Hub	Town Hub	Hubs for Future	Other****
32nd and Olsen Hub	SE 32nd Ave & SE Olsen St	X	X	X			X	X	X	X	X	8	X		X	X		X			
Milwaukie Floral Hub	SE Lake Road & SE 33rd Pl		X		X	X	X	X	X	X	X	8	X	X	X			X			
Trolley Trail Hub	SE 22nd Ave & SE Bluebird St	X	X		X	X			X			5	X			X		X			
42 nd Ave and Harrison St Hub	SE 42nd Ave & SE Monroe Rd				X	X		X	X	X		5	X	X					X		
Sunny Corner Hub	SE Monroe St & SE Home Ave	X	X			X		X	X			5	X				X				
Roswell Market Hub	SE 42nd Ave & SE Roswell St	X						X	X	X		4	X	X			X				

Attachment 1. Refinement Details

Campbell School Community Garden Hub	SE 47th Ave & SE Franklin St		X				X		X	X	X	5					X				
Ball-Michel Park Hub	SE Stanley Ave & SE Hazel Pl	X	X		X		X		X	X	X	7	X	X	X		X				
Family Dogs/JCB Hub	SE Stanley Ave & SE Johnson Creek Blvd	X					X					2								X	
School District Office Hub	SE Lake Road & SE Freeman Way								X			1									X
7-11/Linwood Hub	SE Linwood Ave & SE Harmony Rd											0	X								X
Wichita Center Hub	SE Linwood Ave & SE King Rd				X	X				X	X	4	X						X		
Residential Zone/Stanley Ave Hub	SE Stanley Ave & SE Railroad Ave						X					1									X

Attachment 2b. Final Hub Prioritization Map



Milwaukee Neighborhood Hubs Map

- SHORT TERM PRIORITY HUB
- OTHER HUBS / FUTURE HUBS
- HUBS IMPACTED BY PROPOSED CODE CHANGES
- 5 MINUTE WALK RADIUS
- ↔ ARTERIALS
- ↔ TRIMET MAX STOP
- ↔ BIKE TRAILS
- ↔ BIKE-FRIENDLY ROADS



CITY OF MILWAUKIE

Date: December 12, 2023
From: Prepared by Adam Heroux, Associate Planner
Subject: Neighborhood Hubs Phase II Detailed Outreach Summary

BACKGROUND INFORMATION

In 2017, the City Council incorporated Neighborhood Hubs into the Milwaukie Community Vision & Action Plan after a city-wide engagement process that engaged more than 1,000 residents and helped guide the creation of the 2040 Comprehensive Plan.

Work in 2018 and 2019 helped the city better understand each Hub, including economic conditions, growth potential, and community support for the Hubs concept.

Phase 2 of the Hubs project has focused on the creation of an action plan to help Hubs grow. This phase of the project builds upon previous engagement by connecting with property and business owners to identify the potential for Hubs development. The project team engaged the wider Milwaukie community through frequent updates and in-depth, in-person workshops where they provided feedback on proposed zoning changes and economic development programming to be implemented in 2024. This outreach also helped identify potential future directions for a Phase 3 of the Hubs project.

COMMUNITY ENGAGEMENT SUMMARY

The city grounded our community engagement approach in the existing conditions of each Hub, ultimately identifying potential zoning changes and economic development programs that will help achieve the community's vision for Hubs. We re-evaluated Hub boundaries and Hub types, ultimately identifying short-term priority Hubs based on this analysis and outreach.

Neighborhood District Associations - In May and June, the staff presented to all 7 Neighborhood District Associations (NDAs) about plans for Phase 2 of the Hubs project, reaching 79 people at these in-person meetings. NDAs were generally supportive of the direction of the project and provided valuable insights that were incorporated into staff's understandings of the Hubs. Staff also conducted three in-person workshops on proposed code changes and economic development programs at Island Station, Lewelling, and Linwood NDA meetings in October (more on these below).

Property and Business Owners - The city conducted a survey and series of interviews which engaged property owners, business owners, and community organizations in Hub areas. The survey had 22 respondents and staff conducted 18 interviews with 23 people about their property and/or business. These interviews helped the city identify willing partners who can contribute to the growth of Hubs. Property and business owners will be major drivers of Hub growth, especially given that the city does not intend to acquire land or develop property as a

part of the project. Several property owners have remained active throughout project engagement, including attending or hosting site-specific workshops. Below, find the bulleted list of interviewees.

- K. Marie
- Naphtali's
- NW Family Services
- Paul Lisac, 9250 SE 32nd
- North Clack. School Dist.
- Lisa Dorn Design
- Peter Perrin, 9616 SE Stanley
- River Roadhouse Grill
- Central Planning
- Sunny Corner Market
- Chapel Theater
- 2 Sisters Play Café
- Eric's Market
- Milwaukie Café +Bottle Shop
- Valerie Hunter, 9391 SE 32nd Ave
- Clackamas Community College
- Milwaukie Floral
- Milwaukie Lutheran
- The Vital Element

Some key takeaways from business and property owner interviews include:

- Broad support and virtually no opposition to Hubs among interviewees
- Allow other uses and increase development flexibility (food, retail, pop-up events, home occupations, design standards)
- Grant/loan support is useful for businesses and community organizations to support site improvements, shared resources like a commissary kitchen, business technical assistance, and pop-up events
- Interest in organizing neighborhood businesses into a small business alliance and city help with promotion of small businesses
- Make sure there is a process for new Hubs to emerge
- Reconsider/expand existing Hub boundaries
- Connect the Hubs through transportation investments and placemaking activities
- Allow Accessory Commercial Uses (ACUs) in residential zones
- Remove barriers to Hubs activities on Community Service Use (CSU) properties
- Re-zone more areas to grow the Neighborhood Mixed Use (NMU) zone
- Connect vendors with potential locations (ex: food carts)
- Support grassroots creation of new Hubs in areas without significant Hubs activities
- Invest in infrastructure that makes Hubs more accessible for pedestrians and cyclists
- Educate property and business owners about allowed uses and potential activities

Fall Workshop Series –Staff hosted six in-person workshops—one in each neighborhood except Historic Milwaukie—and an online workshop to inform community on project progress and test levels of support for zoning changes and economic development programming. In-person workshops engaged 74 participants, while the online workshops had 49 participants for a total of 123. Workshop results show approximately 83% support across the proposed changes with very low levels of opposition at about 8% of participants and around 9% neutral responses. Much like Phase 1 of Hubs outreach, results suggest that outreach disproportionately engaged homeowners and White residents while renters and BIPOC residents were underrepresented. Staff have made some significant progress building intentional relationships to better engage and serve these communities in future work. Table 1 below lists each workshop, neighborhood, attendance, and a summary of the discussion. For detailed tables of workshop results by question, see Appendix A.

Table 1. Fall Workshop Summaries

Location & Date	Summary	Engaged
<p>October 11th</p> <p>Kairos-Milwaukie UCC</p> <p><i>Lewelling (NDA)</i></p>	<p>Approximately one hour long, this workshop focused primarily on Lewelling’s lack of commercial Hubs. While Ball-Michel park serves as a community Hub for the neighborhood through events like the popular August concert series, neighbors expressed strong support for Phase 3 of the Hubs project as one of the only paths for commercial Hubs to emerge in their neighborhood. This included allowing accessory commercial uses (ACUs), expanding home occupations, and allowing Community Service Uses like Kairos-Milwaukie UCC to do more Hubs-like activities on CSU properties. All but one participant supported Hubs economic development programming.</p>	<p>10</p>
<p>October 12th</p> <p>St. Paul’s Methodist Church</p> <p><i>Linwood (NDA)</i></p>	<p>Approximately one hour long, this workshop included support for code changes proposed for the 7-Eleven Harmony Rd Hub as well as the city’s plans for a potential Phase III of the Hubs project. Participants expressed that their existing Hubs did not serve their needs in terms of accessibility and activities, ultimately preferring to create their own Hubs which has not been a focus for Phase 2 of the project. There was strong support for ACUs, expanding home occupations, and allowing more activities at CSU properties as well as interest in creating an intersection painting. All but one participant supported creating economic development programs.</p>	<p>12</p>
<p>October 18th</p> <p>2 Sisters Play Café</p> <p><i>Island Station (NDA)</i></p>	<p>This 50-minute workshop included discussion of the code concepts which were unanimously supported by participants, including the proposal to re-zone the Trolley Trail Hub to Neighborhood Mixed Use (NMU) zoning. Several participants suggested expanding the boundary to include a nearby multi-unit property and the grange hall. Participants were not concerned about potential increases in noise if the area were to develop into mixed-use residential and commercial space. All participants expressed support for the city creating economic development programs to help Hubs grow.</p>	<p>9</p>
<p>October 23rd</p> <p>Chapel Theater</p> <p><i>Hector Campbell</i></p>	<p>This 90-minute workshop focused on proposed code changes affecting Hubs in Hector Campbell, including broad support for revising the Neighborhood Commercial (C-N) zone, expanding the existing 42nd Ave NMU to include Chapel Theater, and creating economic development programs to support Hub growth. Conversation included support for reducing barriers that CSU face when trying to host Hubs activities. Overall, there was no opposition to any of the code concepts or economic development programming with a few neutral.</p>	<p>8</p>
<p>October 25th</p> <p>Milwaukie Floral</p> <p><i>Lake Road</i></p>	<p>This 90-minute workshop included a focused conversation on the Milwaukie Floral site and the overall code concepts. All attendees supported proposed code changes and economic development programming. There was strong support for Phase 3 of the project, with a number of attendees suggesting that Phase 3 could go further to reach more people, expand Hub geography, expand programming, and make more ambitious zoning changes.</p>	<p>15</p>
<p>October 25th</p> <p>Milwaukie Café</p> <p><i>Ardenwald</i></p>	<p>This 90-minute workshop focused on Ardenwald Hubs and the proposed changes relevant to the C-N and NMU zones. There was near unanimous support for the code concepts and economic development programming, with 2 people opposed to a 0-foot setback in a revised C-N zone, 1 opposed to allowing restaurants in the C-N, and 3 people opposed to allowing bars and cocktail lounges in the NMU. All participants except one neutral participant supported economic development programming to help Hubs grow.</p>	<p>20</p>
<p>Location & Date</p>	<p>Summary</p>	<p>Engaged</p>

Online Workshop <i>Engage Milwaukie</i>	The Online Workshop was hosted on Engage Milwaukie for a month from mid-October to Mid-November. Of the 49 participants, 40 supported economic development programming with 5 opposed and 4 neutral. The Online Workshop showed nearly identical levels of support to the in-person workshops for each code concept, though it also included questions about safety for pedestrians and cyclists accessing Hubs.	49
TOTAL:		123

Milwaukie Pilot –Staff promoted the Hubs project frequently through the Milwaukie Pilot which is mailed to all addresses in the city once a month for eleven months each year. Staff published 5 articles in 2023 in April, May, October, November, and December.

Friday NDA email - Staff provided frequent updates throughout the year through the weekly Friday NDA email coordinated by the Strategic Engagement Team.

Milwaukie Farmer’s Market – Promoted project activities at the market on 3 occasions.

Engage Milwaukie – Staff updated and maintained a project page on the city’s Engage Milwaukie platform and promoted surveys, workshops, and project updates there and through social media. Overall, more than 1,200 people visited the site, leading to 35 new registrations, 205 informed visitors, and 99 engagements.

UNDERREPRESENTED COMMUNITIES

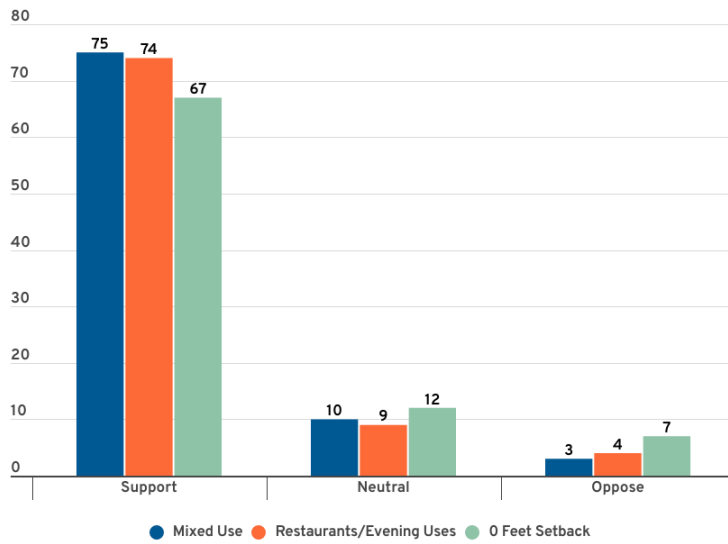
Underrepresented Communities – City staff discussed plans to engage underrepresented communities with the Equity Steering Committee in March, 2023. The ESC suggested several avenues for engagement, emphasizing the principle of meeting people where they are, reducing barriers to engagement, and making engagement fun and relevant to families. City staff recognize that engagement must be based on trusting relationships and that building relationships intentionally takes time. Staff had the pleasure of interviewing several BIPOC business owners during summer outreach and have built new relationships for future engagement.

Staff followed up on several leads from the ESC to identify new avenues for relationship building with underrepresented communities. While not all leads materialized in the last 8 months, staff conducted interviews with several potential outreach partners. This included Casey Layton of Clackamas Community College and both Cindy Detchon and Khaliyah Williams-Rodriguez of North Clackamas School District (NCSD).

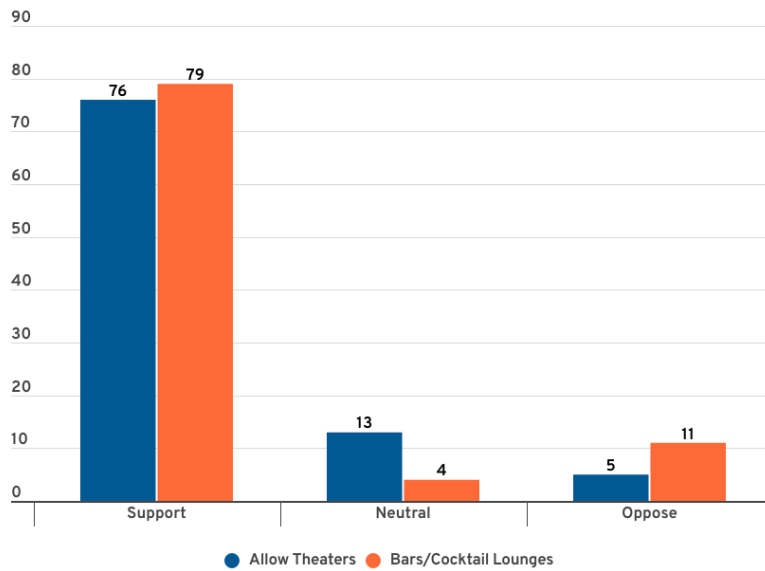
Staff met with NCSD’s Engagement Specialists team on December 13 to identify potential avenues for collaboration on the Neighborhood Hubs project and other upcoming projects like the Transportation System Plan. The Engagement Specialist team does specialized engagement to connect families from underrepresented communities with their schools and available resources. Each Engagement Specialist engages a particular community, with multiple specialists serving Hispanic/Latino/a/x families and many others focused on other underrepresented communities such as African American families, people with disabilities, and Russian-speaking families, among others.

Appendix A. Detailed Combined Fall Workshop Results

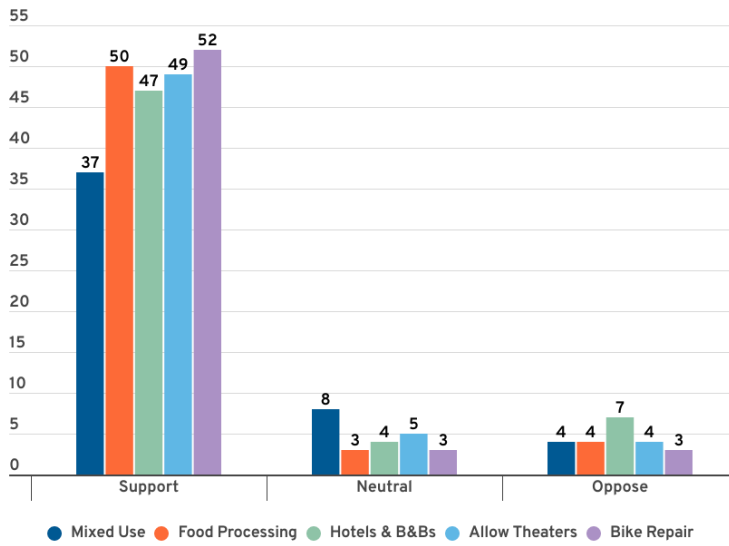
Change C-N Zone - Combined results



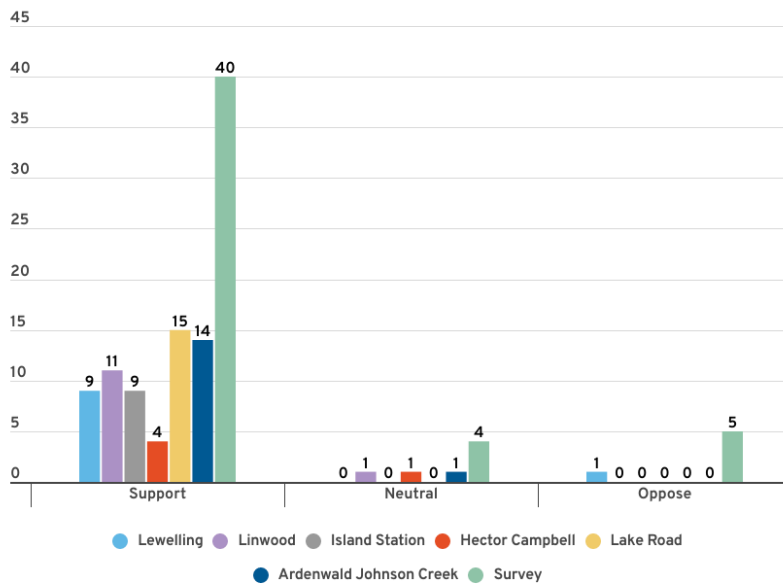
Re-zone Chapel Theater - Combined results



Re-zone C-L to NMU - Combined results



Economic Development - Programming





MEMORANDUM

DATE: March 15, 2019
TO: CITY OF MILWAUKIE
FROM: JOHNSON ECONOMICS, LLC
SUBJECT: Milwaukie Neighborhood Hubs – Feasibility Analysis

As part of the Milwaukie Comprehensive Plan and Neighborhood Hubs planning project, Johnson Economics has completed a high-level feasibility analysis of the Hub development typologies that were developed over the course of the project. The analysis assesses the current feasibility of four major typologies that apply across the 12 identified neighborhood hubs, as well as the longer-term feasibility of incremental changes over coming years. This memo summarizes the analysis and findings of the feasibility study.

- A. Neighborhood Hub Typologies 1
- B. Real Estate Market Conditions 3
- C. Population and Employment Concentrations 7
- D. Pro Forma and Feasibility Analysis..... 10
- E. Implementation 13

A. NEIGHBORHOOD HUB TYPOLOGIES

For the purposes of this analysis, we consider four broad typologies which may be appropriate in the different hub locations. The hubs all feature a range of existing conditions and long-term prospects, meaning that one hub may be appropriate for one typology, while another may not be.

Typologies

The 8 total typologies identified of this project, are identified below. Not all require market study or feasibility analysis. The four typologies shown in bold are those considered in this memo:

- 1. Gathering/Event Space (No market analysis needed)
- 2. Opportunity Site (An existing condition)
- 3. Underperforming Hub (An existing condition)
- 4. Micro-Hub**
- 5. Transitional Hub**
- 6. Neighborhood Hub**
- 7. Mixed-Use Neighborhood Hub**
- 8. Mixed Use Center (Larger than Hub concept)



The following table shows the progressive uses envisioned for the hub typologies, from small pop-up uses such as food carts, farmers market, or art or hobby carts (Micro Hub), to full mixed-use nodes with new commercial and housing development (Mixed Use Neighborhood Hub).

FIGURE 1: NEIGHBORHOOD HUB TYPOLOGIES – PROGRESSION OF USES

Type of Hub/Typical Uses	Pop-up carts, etc.	Convenience commercial and services	Brick and mortar – expanded commercial	Mixed Use w/Housing
Micro	X			
Transitional	X	X		
Neighborhood		X	X	
Mixed Use Neighborhood			X	X

Source: City of Milwaukie, Scott Edwards Architecture

Figure 2 shows the assessment of the existing conditions, potential short-term typology and long-term typologies at each of the 12 neighborhood hubs identified in this project.

FIGURE 2: NEIGHBORHOOD HUBS – EXISTING AND POTENTIAL TYPOLOGIES

SITE	Existing Typology	Short-Term Typology	Long-Term Typology
1 Island Station	<i>Underperforming Hub</i>	Transitional Hub	M.U. Neigh Hub
2 Lake Road	<i>Opportunity Site</i>	Transitional Hub	M.U. Neigh Hub
3 Lake Road 2	<i>Opportunity Site</i>	Micro-Hub & Gathering	Micro-Hub & Gathering
4 Linwood	<i>Underperforming Hub</i>	Transitional Hub	M.U. Neigh Hub
5 Linwood 2	M.U. Neigh & Gathering	M.U. Neigh & Gathering	M.U. Neigh & Gathering
6 Hector Campbell	<i>Underperforming Hub</i>	Transitional Hub	M.U. Neigh Hub
7 Hector Campbell 2	M.U. Neigh Hub	M.U. Neigh Hub	M.U. Neigh Hub
8 Lewelling 2	<i>Opportunity Site</i>	Micro-Hub	Transitional Hub
9 Ardenwald	<i>Underperforming Hub</i>	Transitional Hub	M.U. Neigh Hub
10 Ardenwald 2 (Roswell Mrkt)	<i>Underperforming Hub</i>	Transitional Hub	M.U. Neigh Hub
11 Hector Campbell 3 (Garden)	<i>Gathering/Event</i>	Micro-Hub & Gathering	Micro-Hub & Gathering
12 Lewelling (Johnson Creek)	<i>Underperforming Hub</i>	Transitional Hub	M.U. Neigh Hub

Source: City of Milwaukie, Scott Edwards Architecture

* Entries in blue indicate typologies not included in this market analysis.



These typologies have been identified through this planning process as the best fit for the physical and market opportunities presented by each location. For each neighborhood hub location, a series of incremental typologies have been identified as the area develops over time. The short-term improvements can be a stepping stone to more intensive development in the future.

B. REAL ESTATE MARKET CONDITIONS

In general, the conditions for new development and infill in the Milwaukie area have been strengthening for many years, with positive growth in most indicators: population, household incomes, property values, and rents. All of these factors create positive growth pressures to support new activities, businesses, and development types that may not have been feasible even in the past few years.

Retail/Commercial Space: Achievable retail rents have climbed sharply in recent years, after averaging in the \$14/s.f. range for nearly a decade, new and well located retail space is now asking up to or exceeding \$20/s.f. This has the effect of making additional types of retail and new development more feasible as rising rents can justify the new investment. Rents are highly location dependent however, and will vary somewhat from one neighborhood to the next.

FIGURE 3: RETAIL COMMERCIAL RENT TRENDS – CITY OF MILWAUKIE



Source: Costar

Vacancy rates have been unsteady, but have generally remained below 10% which means Milwaukie has maintained a healthy retail/commercial vacancy level over time. Many commercial landlords assume an



average vacancy rate of up to 10% over time, so the current rate near 5% is considered a good property owner’s market, and a somewhat tight market for tenants.

FIGURE 4: RETAIL COMMERCIAL VACANCY TRENDS – CITY OF MILWAUKIE



Source: Costar

Rental Housing Market: Per Multifamily NW, Milwaukie had a vacancy rate of just 3.0% as of the fall of 2018. This is down from an already low 4.2% one year prior. These vacancy rates are well below the 5% that represents a balanced market. (See Figure 5)

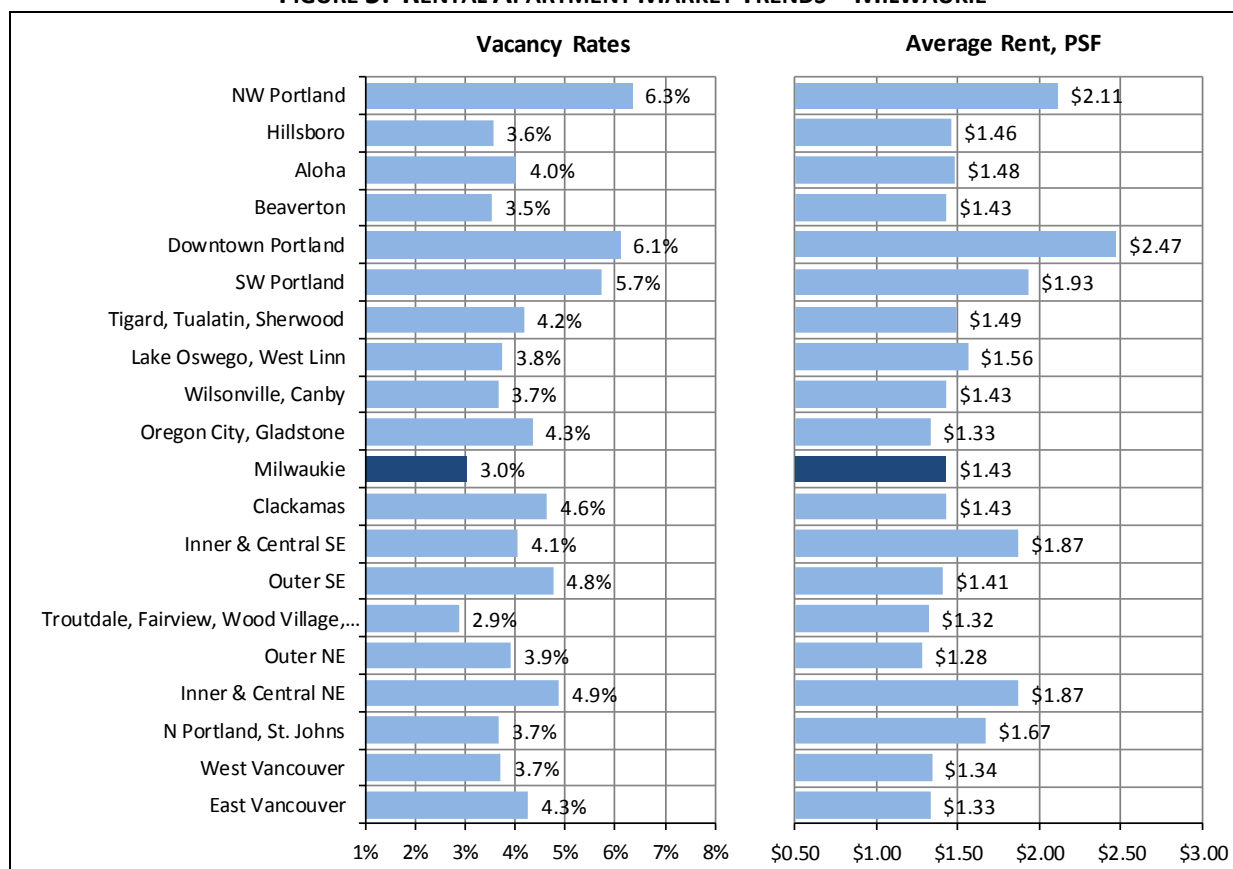
The average rent level in Milwaukie is \$1.43 in established properties, up from \$1.41 per square foot a year before. This represents a modest year-over-year increase, however prior years saw more robust increases, and rents have climbed nearly 50% over the past five years.

Rents are still low in terms of the region, though it is in line with other similarly sized suburbs. The low average reflects that the Milwaukie apartment stock is dominated by aging garden-style properties. This rate is not reflective of achievable rents for newer housing developments.

Figure 6 shows Milwaukie’s vacancy trend in comparison to the Metro Area. The submarket came out of the downturn with lower vacancy than the remainder of the region, reflecting that it had relatively few newly delivered properties to lease up. The vacancy rate has generally remained below the metro-wide level since then. Note that the vacancy rate tends to fluctuate more in smaller submarkets than in the wider region due to smaller sample size.

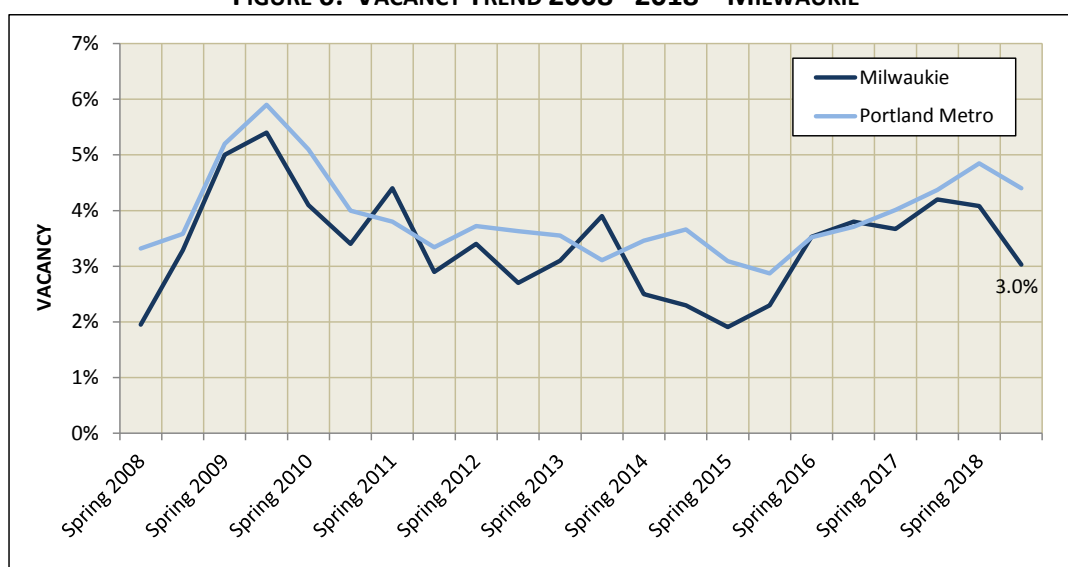


FIGURE 5: RENTAL APARTMENT MARKET TRENDS – MILWAUKIE



Source: MultiFamily NW

FIGURE 6: VACANCY TREND 2008 - 2018 – MILWAUKIE



Source: MultiFamily NW



Growth and Demand: Past and projected growth trends in the community support the need for new and diversifying retails, services, and gathering spaces in the future. In the Portland Metro area, there is evidence that growth and rising housing costs in central Portland is causing spillover effects across the region. Adjacent cities such as Milwaukie now provide an attractive lower-cost alternative for younger households. Milwaukie is an attractive established community, with good transportation connections to other parts of the Metro area.

Milwaukie's 2016 Housing Needs Analysis (HNA) projected growth of 1,130 new households over a 20-year period. These households will bring demand for new housing, as well as spending power for new retail and services, and support for new employment.

The general trends identified in the HNA for the City of Milwaukie include:

- As demand increases, prices rise, and remaining land within the UGB is developed, denser forms of development and creative reuse of parcels through infill and redevelopment become more economically viable. This is increasingly the case for developed parts of the Metro area such as Milwaukie, which offer few opportunities for large-scale development of single-family subdivisions.
- Milwaukie is likely to be attractive to 20-something residents seeking relatively affordable living near transportation options and employment centers. Some in this generation are already starting young families and will be well into middle age during the 20-year planning period. More of these households may move from areas like central Portland to communities like Milwaukie for affordable housing, more space, and schools.

Milwaukie has a significant employment base, and is a net-importer of labor from the remainder of the metropolitan area. There are an estimated 12,400 jobs in the city of Milwaukie, and an estimated 9,100 Milwaukie residents in the labor force. The Census estimates that nearly 12,000 employees commute into the city from elsewhere. This significant commute pattern indicates that locally-employed workers are not finding appropriate housing options within the City.

If Milwaukie achieves projected growth targets and focuses much of this growth within its current neighborhoods through redevelopment and infill, there should be good market support for small-scale commercial uses, and other “hub” activities at the identified locations, as discussed more below.

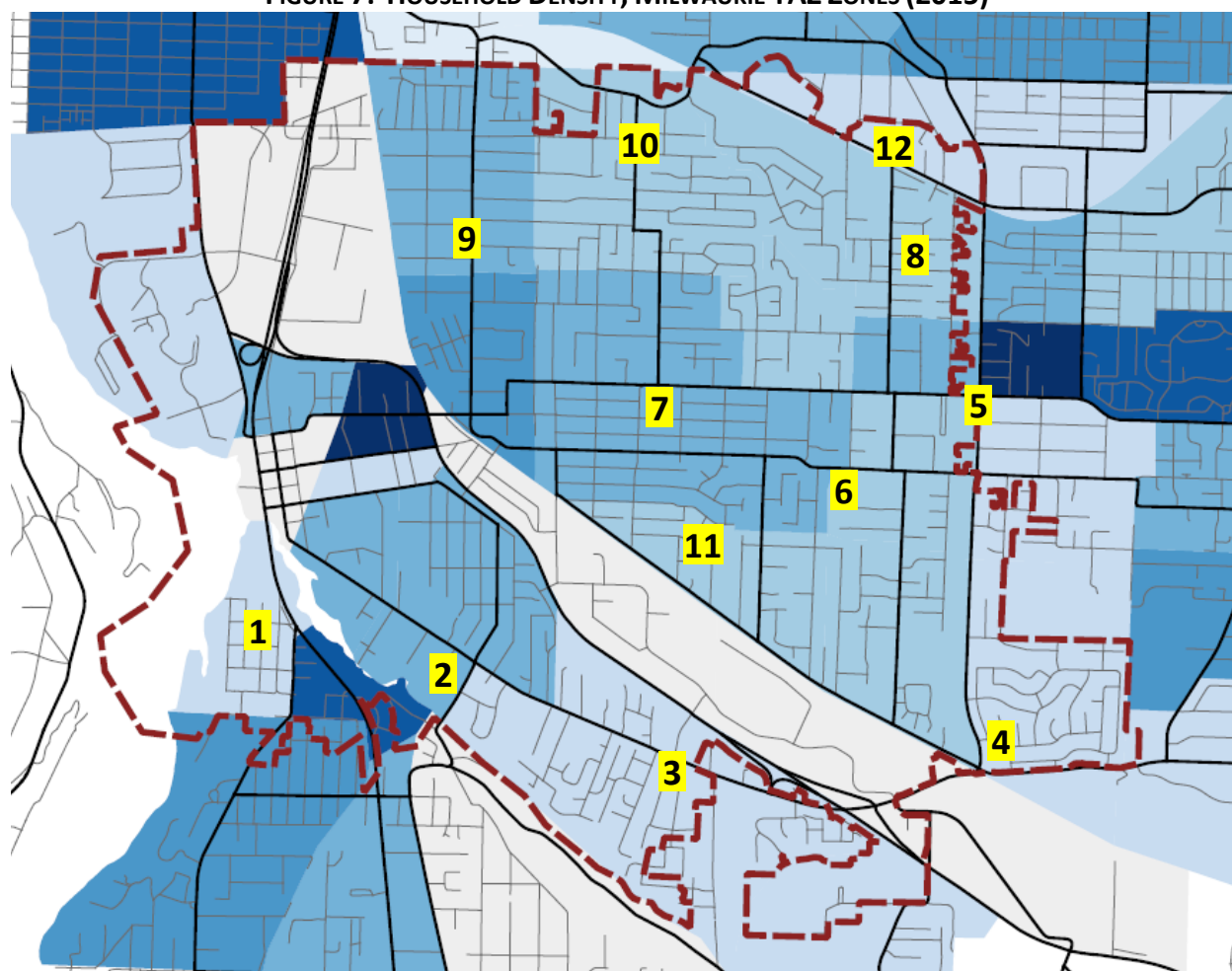


C. POPULATION AND EMPLOYMENT CONCENTRATIONS

This analysis considers support for new neighborhood centers for gatherings, pop-up events and generally small-scale commerce. These hubs are located across the city and have differing characteristics that may impact their prospects for redevelopment.

Concentrations of households and estimates of employment around the nodes will impact the number of potential visitors and spending power around each hub.

FIGURE 7: HOUSEHOLD DENSITY, MILWAUKIE TAZ ZONES (2015)



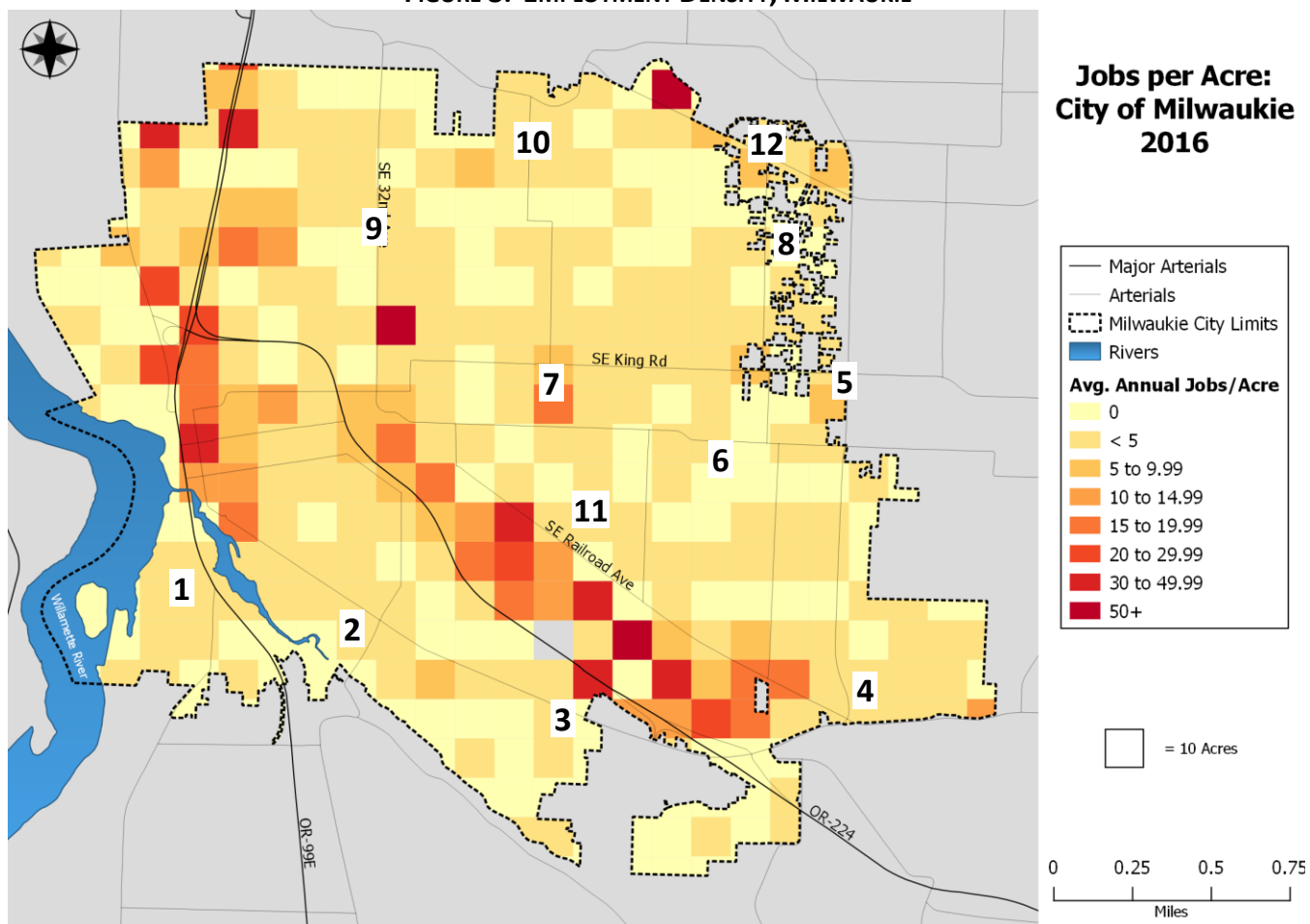
Source: Census, Metro RTP, Johnson Economics

Figure 7 shows an estimated household concentration, measured in households per acre. Shades range from 0 to 9 households/acre in the darkest areas. (See Figure 9 for more detailed data on each hub area.)



Figure 8 shows an estimate of employment density per acre, from the Milwaukie Economic Opportunities Analysis. Data is from 2016.

FIGURE 8: EMPLOYMENT DENSITY, MILWAUKIE



Source: City of Milwaukie updated EOA (2018), Johnson Economics

Figure 9 presents a more detailed estimate of the demographics surrounding each potential neighborhood HUB, including households, median income and employees. Demographics are presented in one, two and three mile increments. These market characteristics are taken into account when assessing the strength of each hub for near- to long-term growth.



FIGURE 9: DEMOGRAPHIC CHARACTERISTICS, MILWAUKIE NEIGHBORHOOD HUBS

Neigh. Hub	Population (2018)			Households (2018)			HH Growth (2000-2018)			Median HH Income			Estimated Employees		
	1 Mile	2 Mile	3 Mile	1 Mile	2 Mile	3 Mile	1 Mile	2 Mile	3 Mile	1 Mile	2 Mile	3 Mile	1 Mile	2 Mile	3 Mile
1	11,200	44,800	106,000	5,200	19,300	43,800	-0.6%	0.9%	1.9%	\$56,000	\$64,700	\$72,200	6,200	26,300	45,200
2	13,300	45,300	108,000	6,000	19,600	44,500	-0.2%	0.9%	1.9%	\$56,500	\$64,500	\$68,900	8,200	25,900	50,100
3	12,200	53,400	122,000	5,000	22,100	49,900	1.9%	0.4%	2.7%	\$65,000	\$59,900	\$63,000	11,000	31,700	64,200
4	10,100	53,000	123,600	3,900	21,600	49,400	-0.7%	1.8%	3.0%	\$63,800	\$57,600	\$60,800	13,400	41,400	63,500
5	13,400	60,600	133,200	5,300	24,700	54,100	0.0%	0.0%	0.0%	\$65,700	\$61,600	\$60,500	9,400	34,400	64,500
6	13,100	56,000	127,300	5,300	23,000	51,500	0.2%	1.8%	2.8%	\$60,700	\$60,000	\$61,600	12,400	35,000	61,200
7	16,000	59,000	131,000	6,700	24,400	53,600	1.1%	1.9%	2.5%	\$57,600	\$62,300	\$62,300	11,300	28,600	58,900
8	13,400	60,600	133,200	5,300	24,700	54,100	0.0%	0.0%	0.0%	\$65,700	\$61,600	\$60,500	9,400	34,400	64,500
9	15,100	57,200	130,900	6,500	23,700	54,500	3.4%	2.3%	1.7%	\$61,900	\$69,300	\$62,200	9,300	27,400	62,800
10	16,700	68,100	142,800	6,700	27,800	58,700	2.1%	3.0%	2.0%	\$67,500	\$65,600	\$60,100	5,400	27,400	65,400
11	13,100	56,000	127,300	5,300	23,000	51,500	0.2%	1.8%	2.8%	\$60,700	\$60,000	\$61,600	12,400	35,000	61,200
12	13,400	60,600	133,200	5,300	24,700	54,100	0.0%	0.0%	0.0%	\$65,700	\$61,600	\$60,500	9,400	34,400	64,500

Source: Costar, Metro RLIS, Johnson Economics

Figure 10 (following page) presents a rough grouping of the hubs based on some of these indicators. The groupings are subjective (see footnote), but indicate the relative strength of the hubs on these indicators (using the 1-mile market radii). The “combined indicator” simply reflects the most prevalent level among the three indicators, equally weighted (i.e., if the hub has two “high” indicators, and one “medium” indicator, the combined is “high”).



FIGURE 10: RELATIVE MARKET SUPPORT BASED ON DEMOGRAPHIC CHARACTERISTICS

MILWAUKIE NEIGHBORHOOD HUBS

SITE	HH Density	Median Income	Employ. Density	Combined Indicators
1 Island Station	Medium	Moderate	Lower	Medium
2 Lake Road	High	Moderate	Medium	Medium
3 Lake Road 2	Medium	Good	High	High
4 Linwood	Lower	Good	High	High
5 Linwood 2	Medium	Good	Medium	Medium
6 Hector Campbell	Medium	Moderate	High	Medium
7 Hector Campbell 2	High	Moderate	High	High
8 Lewelling 2	Medium	Good	Medium	Medium
9 Ardenwald	High	Good	Medium	High
10 Ardenwald 2 (Roswell Mrkt)	High	Good	Lower	High
11 Hector Campbell 3 (Garden)	Medium	Moderate	High	Medium
12 Lewelling (Johnson Creek)	Medium	Good	Medium	Medium

Source: Johnson Economics

HH Density scale: < 5,000 = Low; 5,000 to 6,000 = Medium; > 6,000 = High.

Median Income scale: < \$61,000 = Moderate (within 3% of Milwaukie median); > \$61,000 = Good.

Employment Density scale: < 7,000 = Low; 7,000 to 10,000 = Medium; > 10,000 = High.

In general, the strongest hubs are those located at the south end of town (employment density), and the Ardenwald area (household density and incomes.) However, most hubs should have good support for modest neighborhood hubs, with only a few registering as “low” on some indicators. None of the indicators rank highly on all three indicators.

D. PRO FORMA AND FEASIBILITY ANALYSIS

JOHNSON ECONOMICS ran some high-level pro forma analysis of basic real estate prototypes to provide some insight on the current and future feasibility of development in Milwaukie. (Details of pro forma analysis appended to this report.)

The analysis included basic retail uses, residential uses, and commercial/residential mixed uses generalized to Milwaukie. This provides some generalized findings as a baseline to reach conclusions about each hub location. The advantages and disadvantages of each hub will vary, as discussed more below.

Incremental Development Approach

This planning process has emphasized an incremental approach to building neighborhood hubs of activities around the potential locations. This is usually a good way to think about development of an



area over time, as a center usually consists of multiple properties, of different uses and different ownerships. A successful hub, center or main street will grow over time as new uses, businesses and activity are added to the area.

Near-term Feasibility (1 – 10 years): In general, the analysis finds that basic standalone commercial uses should be feasible across most of the study area. Retail rents in Milwaukie are now high enough, and vacancy low enough, to suggest that new **commercial** development should be a competitive investment for developers if the right opportunities exist. This would include rehab/reuse of existing space, or development of vacant land, but perhaps not demolition/redevelopment in the near term.

Similarly, **rental apartment** development in traditional suburban forms remains feasible. Outside of the Downtown Milwaukie area, this generally means low-rise garden apartments, or perhaps townhomes. These would be single use rather than mixed use. Strong rental growth, and the slower production of units outside of central Portland in recent years, may sustain the apartment building cycle in neighboring cities such as Milwaukie for the foreseeable future.

Mixed-use development, and attached forms of ownership housing (i.e. **condos**) are likely *infeasible* in the near-term. The higher construction costs for vertical mixed uses (and in particular any type of structured parking) are high enough that these building types will have a difficult time penciling out anywhere outside of perhaps Downtown Milwaukie for some time.

Long-term Feasibility (10+ years): Additional development is likely to become more feasible if rents continue to rise modestly, and costs stabilize. There is reason to believe that construction costs may stabilize once current barriers clear (such as a downturn in central Portland development lowering labor and material costs, and an end to current tariff turmoil which is further impacting supply costs.) If costs continue to rise commensurately with rent levels, then feasibility will continue to be a challenge.

An increase in household and/or employment density around these hubs will also support a transition from one typology to a more intensive typology through helping to bolster the customer base, multi-modal traffic and visibility of these areas.

A shift in feasible commercial development forms in the hubs will take time and is reliant on first successfully establishing the transitional hub typologies. Granted that, then those hubs that already enjoy some existing commercial critical mass are likely to see long-term typologies reach feasibility the soonest, in perhaps 7 to 12 years. The following hubs have a more established commercial base to build upon:

- 1) Island Station
- 4) Linwood
- 5) Linwood 2



- 7) Hector Campbell 2
- 9) Ardenwald

Other hubs are building on a smaller base and some have a more low-traffic neighborhood environment. These are likely to take longer to transition to the identified long-term typologies. The long-term planning period for these hubs may be best thought of as 15-20 years.

Feasibility of Typologies

The progression of hubs through the prototypical phases envisioned in the design phase of this project are realistic, though some will likely take longer to be realized than others. Those with a stronger existing critical mass of commerce and activity will have the strongest support to add additional commercial activity.

The feasibility of development/redevelopment is dependent on achievable rent levels and the broader business climate, which in turn are highly dependent on the location, visibility and customer base around a given hub. Rent levels are key because these provide the income expectations that offset the cost of renovation, development or redevelopment. As achievable rents increase, higher cost development types such as mid-rise or mixed use buildings may become feasible, whereas at current levels only low-rise, single-use buildings may be feasible.

It is hard to predict specific threshold rent levels that will trigger redevelopment, because a dozen other market indicators that impact the pro forma are also changing over time. In general, stable to climbing rent levels, combined with steady household and income growth in the area will increase the feasibility of existing and future typologies.

*In the near term, the general land uses described in the **Transitional Hub** and **Neighborhood Hub** typologies should be generally feasible in most hub locations, if proper buildings/land is available. The cost to redevelop existing built space will be prohibitive in many cases, however creative renovation should be feasible.*

*The **Micro Typology** is likely feasible in most areas, but may require public or neighborhood engagement to bring pop-up activities to the hubs. Businesses like carts will require partnerships to identify space and accommodation to set up, and may be temporary (i.e. during the summer, on weekends, or special festival dates.)*

*In the longer term, the **Mixed Use Neighborhood** typology should become feasible in the stronger hub locations. Redevelopment will increasingly become feasible as well. For the Mixed Use Neighborhood typology to take hold in a hub, will likely also depend on there being sufficient available properties for development, renovation, or redevelopment. Therefore, it may be difficult for the smaller, more confined hubs to achieve this typology, even over time.*



All hub locations should see support for new activity and development increase over time. Modest vertical mixed-use may become more feasible at the most active hubs, while horizontal mixed use may be more feasible at lower-traffic, lower activity neighborhood locations.

Most of the hubs will need to be “activated” or have attention drawn to them as a distinctive place, in order to progress beyond the types of uses and activities that are currently there. An active program to bring activities and perhaps a “traveling micro-hub” concept may be necessary to indicate to the general neighborhood that this place is intended to be, and can function as, a gathering place.

E. IMPLEMENTATION

Most funding tools to incentivize development are focused on larger areas than the specific sets of properties represented by these hubs (for instance, a larger Urban Renewal Area.) However, there may be more generalized approaches to promoting and establishing the hubs as gathering places and centers of activity for each neighborhood.

A hands-on public and neighborhood association role may be necessary at the outset, including programming community activities and trying to bring pop-up activities such as food trucks, temporary parks or plazas, or street fairs to these nodes.

Some potential tools are presented below for discussion. These may be more or less appropriate for some locations over others.



Business and Developer Incentives

The following are intended to bring additional interest to the hubs areas, and spark investment in new and existing properties or businesses.

<i>Code Provision</i>	<i>Description</i>	<i>Purpose</i>
1 Streamlined permitting/ review process	Reduce review times, permitting fees, design review requirements, and other process costs to developers for desired development types	Reduce process costs/time for developers; increase feasibility
2 Reduce off-street parking requirements, other code requirements	Reduce parking requirements to allow more commercial and/or housing development on sites in or near the neighborhood hubs. Consider relaxing density, setback, or other standards.	Provide developers with an incentive to consider investing in these hub areas vs. other areas that do not carry these benefits.
3 SDC or fee waivers, deferments	Reduce costs to developers for desired development types. Can be a waiver, or multi-year deferment.	Reduce soft costs to incentivize development
4 Tax exemptions/ abatements	Reduces local property tax costs to the developer to make development more attractive.	Reduce operating costs over time to incentivize development
5 Shared costs of off-site improvements	Help defray off-site costs for desirable development types in return for meeting public goals. Requires funding source for public involvement.	Reduce cost of required streetscape or traffic improvements for preferred development
6 Storefront Improvement Program	These funds typically pay for pre-development assistance and/or the improvements themselves. Partnering with the public helps small businesses or property owners who may low operating margins.	These programs allow small businesses to make needed improvements and add to the area's attractiveness and livability. Improvements can be focused on public-facing or gathering spaces.
7 Program public events, traveling pop-up or food cart promotions in hubs	The city can generate activity in these areas and help raise awareness of them in the public's eye by programming periodic events, facilitating mobile attractions like food carts.	These programs help the public focus on the hubs and a gathering place and center of activity. It also signals to prospective developers and business owners that this is a center of community activity.



Potential Funding Mechanisms

The following are some ways to fund new business and development activities in the hub areas.

<i>Code Provision</i>	<i>Description</i>	<i>Comments</i>
1 Employment Improvement District (EID)	A local improvement district can collect funds from participating property owners for shared investments in the area that are seen to benefit them all.	Must have local buy-in. May be difficult to institute in multiple small hub locations, but may be a solution for some of them.
2 Revolving Commercial Rehab Fund	City could establish a loan program that would fund rehabilitation or public-serving improvements to commercial space, with long-term affordability and repayment requirements. A revolving loan fund allows the principal to be repaid and reused for future projects over time.	Must identify an initial funding source. Some administration costs and effort over time.
3 Small Business Loan Fund	Similar to the revolving rehab fund, but providing low-cost loans or grants to small businesses for business needs other than physical improvements. Such loans may be for equipment or other capital investments.	Must identify an initial funding source. Some administration costs and effort over time.
4 Tax Increment Financing (Urban Renewal)	<p>Allows building of funding over time to use on public and public/private development projects. Can be used to catalyze increased development in key areas, and supply infrastructure to underserved areas or parcels.</p> <p>In Milwaukee, Urban Renewal funding can be applied to pre-development and development assistance, tenant improvements, public-space improvements, and other incentives that might be useful in neighborhood hubs.</p>	<p>Difficult to use over dispersed locations. Generally used in town centers or corridors. Currently, Urban Renewal applies only to Downtown and Central Milwaukee.</p> <p>None of the hubs in this study are located in the URA boundaries. Use of this tool would require changes to URA boundaries, making it unlikely.</p>

APPENDIX A: PROFORMA FEASIBILITY ANALYSIS

PROTOTYPE RETAIL PROGRAMS

		retail low rise
		all surface parking
PROGRAM	Property Assumptions	
	Site Size (SF)	10,000
	Bldg Footprint	3,900
	Stories	1
	FAR	0.39
	Building Square Feet	3,900
	Efficiency	100%
	Leasable Area	3,900
	Parking Ratio/000 SF	3.0
	Parking Spaces	11
	Parking SF/Space - Surface	350
	Parking SF/Space - Structure	425
	Parking Spaces - Surface	11
	Parking Spaces - Structure	-
	Structured Parking %	0%
	Structured Parking Stories	0
	% of Struc Pkg in Bldg FP	0%
	% Site Requirements	10%
	Site Coverage Check	81%
	Cost Assumptions	
Base Construction Cost/SF	\$90	
Adjustment Factor	33%	
Construction Cost/SF	\$120	
Base Parking Costs/Space	\$0	
Adjustment Factor	0%	
Parking Cost/Space	\$0	

PROPERTY OPERATIONS	Income Assumptions	
	Base Income/Sf/Yr.	\$18.00
	Adjustment Factor	0%
	Achievable Pricing	\$18.00
	Parking Charges/Space/Mo	\$0
	Expense Assumptions	
	Vacancy/Collection Loss	10.0%
	Base Operating Expenses	5.0%
	Adjustment Factor	0%
	Operating Expenses	5.00%
Reserve & Replacement	3.0%	
Valuation Assumptions		
Capitalization Rate	7.00%	
Adjustment Factor	0%	
Capitalization Rate	7.00%	

SUPPORTABLE PROPERTY VALUE	Cost	
	Cost/Construct w/o prkg.	\$466,830
	Total Parking Costs	\$0
	Estimated Project Cost	\$466,830
	Income	
	Annual Base Income	\$70,200
	Annual Parking	\$0
	Gross Annual Income	\$70,200
	Less: Vacancy & CL	\$7,020
	Effective Gross Income	\$63,180
Less Expenses:		
Operating Expenses	\$3,159	
Reserve & Replacement	\$1,895	
Annual NOI	\$58,126	
Property Valuation		
Return on Cost	12.45%	
Threshold Return on Cost	8.05%	
Residual Property Value	\$255,227	
RPV/SF	\$25.52	

PROTOTYPE RENTAL RESIDENTIAL PROGRAMS

		2-story wood w/surf	3-story wood townhome	3-story wood Zero Park
		Surface Parking	surface parking	No Parking
PROGRAM	Property Assumptions			
	Site Size (SF)	10,000	10,000	10,000
	Density	15	15	32
	Unit Count	3	3	7
	Ave Unit Size	750	1,000	800
	Efficiency Ratio	100%	100%	85%
	Building Square Feet	2,250	3,000	6,588
	Stories	2	3	3
	Bldg Footprint	1,125	1,000	2,196
	FAR	0.23	0.40	0.66
	Parking Ratio/Unit	1.5	1.5	-
	Total Parking Spaces	5	5	-
	Parking SF/Space - Surface	350	350	350
	Parking SF/Space - Structure	425	425	425
	Parking Spaces - Surface	5	3	-
	Parking Spaces - Structure	-	3	-
	Structured Parking %	0%	50%	0%
	Structured Parking Stories	0	1	0
	% of Struc Pkg in Bldg FP	0%	0%	0%
	% Site Requirements	20%	20%	20%
Site Coverage Check	31%	33%	26%	
Cost Assumptions				
Base Construction Cost/SF	\$165	\$165	\$165	
Adjustment Factor	30%	30%	30%	
Construction Cost/SF	\$215	\$215	\$215	
Base Parking Costs/Space	\$0	\$0	\$0	
Adjustment Factor	0%	0%	0%	
Parking Cost/Space	\$0	\$0	\$0	

PROPERTY VALUATION	Income Assumptions			
	Base Income/Sf/Mo.	\$2.19	\$2.19	\$2.19
	Adjustment Factor	0%	0%	0%
	Achievable Pricing	\$2.19	\$2.19	\$2.19
	Parking Charges/Space/Mo	\$75	\$75	\$75
	Expenses			
	Vacancy/Collection Loss	5.0%	5.0%	5.0%
	Operating Expenses	30.0%	30.0%	30.0%
	Adjustment Factor	0%	0%	0%
	Operating Expenses	30%	30%	30%
Reserve & Replacement	3.0%	3.0%	3.0%	
Valuation				
Capitalization Rate	5.00%	5.00%	5.5%	
Adjustment Factor	0%	0%	0.0%	
Capitalization Rate	5.00%	5.00%	5.5%	

SUPPORTABLE PROPERTY VALUE	Cost			
	Cost/Construct w/o prkg.	\$482,625	\$643,500	\$1,413,176
	Total Parking Costs	\$0	\$0	\$0
	Estimated Project Cost	\$482,625	\$643,500	\$1,413,176
	Income			
	Annual Base Income	\$58,995	\$78,660	\$146,832
	Annual Parking	\$0	\$2,700	\$0
	Gross Annual Income	\$58,995	\$81,360	\$146,832
	Less: Vacancy & CL	\$2,950	\$4,068	\$7,342
	Effective Gross Income	\$56,045	\$77,292	\$139,490
Less Expenses:				
Operating Expenses	\$16,814	\$23,188	\$41,847	
Reserve & Replacement	\$1,681	\$2,319	\$4,185	
Annual NOI	\$37,550	\$51,786	\$93,459	
Property Valuation				
Return on Cost	7.78%	8.05%	6.61%	
Threshold Return on Cost	5.75%	5.75%	6.33%	
Residual Property Value	\$170,424	\$257,120	\$64,429	
RPV/SF	\$17.04	\$25.71	\$6.44	

APPENDIX A: PROFORMA FEASIBILITY ANALYSIS

PROTOTYPE MIXED USE RETAIL/RESIDENTIAL PROGRAMS

	MU res/ret mid/surf	MU res/ret type v/podium	MU res/ret 3-story wood w/surf SM
	surface parking	some tuck-under parking	surface parking
Property Assumptions			
Site Size (SF)	10,000	10,000	10,000
Density	32	32	15
Unit Count	7	7	3
Ave Unit Size	750	750	750
Apt. Building Square Feet	5,250	5,250	2,250
Bldg Footprint	1,750	1,750	1,125
Apt. Stories	3	3	2
Retail Stories	1	1	1
TOTAL STORIES	4	4	3
Percent of Retail	50%	50%	50%
Retail Square Footage	875	875	562
Ground Floor Non-Retail (parking)	-	875	-
Parking Ratio/1000sf.	3.0	3.0	3.0
FAR	0.53	0.70	0.23
Parking Ratio/Unit	1.0	1.0	1.0
Total Parking Spaces	10	10	5
Parking SF/Space - Surface	350	350	350
Parking SF/Space - Structure	425	425	425
Parking Spaces - Surface	10	-	5
Parking Spaces - Structure	-	10	-
Structured Parking %	0%	100%	0%
Structured Parking Stories	0	1	0
% of Struc Pkg in Bldg FP	0%	50%	0%
% Site Requirements	20%	20%	20%
Site Coverage Check	56%	30%	31%
Cost Assumptions			
Apt Base Construction Cost/SF	\$165	\$165	\$165
Adjustment Factor	30%	30%	30%
Construction Cost/SF	\$215	\$215	\$215
Retail Base Construction Cost/SF	\$90	\$90	\$90
Adjustment Factor	0%	0%	0%
Construction Cost/SF	\$90	\$90	\$90
Base Parking Costs/Space	\$0	\$18,750	\$0
Adjustment Factor	0%	0%	0%
Parking Cost/SF	\$0	\$18,750	\$0

Income Assumptions			
Apt. Base Income/Sf/Mo.	\$2.19	\$2.19	\$2.19
Adjustment Factor	0%	0%	0%
Achievable Pricing	\$2.19	\$2.19	\$2.19
Retail Base Income/Sf/Yr.	\$18.00	\$18.00	\$18.00
Adjustment Factor	0%	0%	0%
Achievable Pricing	\$18.00	\$18.00	\$18.00
Parking Charges/Space/Mo	\$75	\$75	\$75
Expenses			
Apt. Vacancy/Collection Loss	5.0%	5.0%	5.0%
Retail Vacancy/Collection Loss	10.0%	10.0%	10.0%
Operating Expenses	30.0%	30.0%	30.0%
Adjustment Factor	0%	0%	0%
Apt. Operating Expenses	30.0%	30.0%	30.0%
Retail Operating Expenses	5.0%	5.0%	5.0%
Reserve & Replacement	3.0%	3.0%	3.0%
Valuation			
Capitalization Rate	5.00%	5.00%	5.00%
Adjustment Factor	0%	0%	0%
Capitalization Rate	5.00%	5.00%	5.00%

Cost			
Cost/Construct w/o prkg.	\$1,204,875	\$1,204,875	\$533,205
Total Parking Costs	\$0	\$187,500	\$0
Estimated Project Cost	\$1,204,875	\$1,392,375	\$533,205
Income			
Apt. Annual Base Income	\$117,007	\$117,007	\$58,995
Retail Annual Base Income	\$15,750	\$15,750	\$10,116
Annual Parking	\$0	\$9,000	\$0
Gross Annual Income	\$132,757	\$141,757	\$69,111
Less: Apt. Vacancy & CL	\$6,638	\$7,088	\$3,456
Less: Retail Vacancy & CL	\$1,575	\$1,575	\$1,012
Effective Gross Income	\$124,544	\$133,094	\$64,644
Less Expenses:			
Apt. Operating Expenses	\$33,111	\$32,976	\$16,662
Retail Operating Expenses	\$709	\$709	\$455
Reserve & Replacement	\$3,736	\$3,993	\$1,939
Annual NOI	\$86,988	\$95,417	\$45,587
Property Valuation			
Return on Cost	7.22%	6.85%	8.55%
Threshold Return on Cost	6.00%	6.00%	6.00%
Residual Property Value	\$244,928	\$197,903	\$226,586
RPV/SF	\$24.49	\$19.79	\$22.66

PROTOTYPE OWNERSHIP RESIDENTIAL PROGRAMS

	MU res/ret w/surf	3-story wood townhome
	Surface Parking	surface parking
Property Assumptions		
Site Size (SF)	10,000	10,000
Density	15	15
Unit Count	3	3
Ave Unit Size	800	1,100
Building Square Feet	2,400	4,125
Stories	2	3
Bldg Footprint	1,200	1,375
FAR	0.24	0.55
Parking Ratio/Unit	2.0	2.0
Total Parking Spaces	6	6
Parking SF/Space - Surface	350	350
Parking SF/Space - Structure	425	425
Parking Spaces - Surface	6	3
Parking Spaces - Structure	-	3
Structured Parking %	0%	50%
Structured Parking Stories	0	1
% of Struc Pkg in Bldg FP	0%	0%
% Site Requirements	20%	20%
Site Coverage Check	35%	41%
Cost Assumptions		
Base Construction Cost/SF	\$198	\$198
Adjustment Factor	30%	30%
Construction Cost/SF	\$257	\$257
Base Parking Costs/Space	\$0	\$0
Adjustment Factor	0%	0%
Parking Cost/Space	\$0	\$0

Income Assumptions		
Sales Price/SF	\$225	\$225
Adjustment Factor	0%	0%
Achievable Pricing	\$225	\$225
Parking Charges/Space	\$0	\$0
Expenses		
Sales Commission	6.0%	6.0%

Cost		
Cost/Construct w/o prkg.	\$617,760	\$1,061,775
Total Parking Costs	\$0	\$0
Estimated Project Cost	\$617,760	\$1,061,775
Income		
Gross Income - Units	\$486,000	\$835,313
Gross Income - Parking	\$0	\$0
Gross Sales Income	\$486,000	\$835,313
Less: Commission	(\$29,160)	(\$50,119)
Effective Gross Income	\$456,840	\$785,194
Property Valuation		
Return on Sales	-26.05%	-26.05%
Threshold Return on Cost	20.00%	20.00%
Residual Property Value	(\$237,060.00)	(\$407,447)
RPV/SF	(\$23.71)	(\$40.74)

From: [Lisa Batey](#)
To: [Jacob Sherman](#); [OCR](#)
Cc: [Laura Weigel](#); [Vera Koliias](#); [Brett Kelder](#); [Ryan Dyar](#); [Adam Heroux](#); [Rebecca Stavenjord](#); [Adam Khosroabadi](#); [Robert Massey](#); [Desi Nicodemus](#); [Ann Ober](#); [Emma Saqor](#); [Joseph Briglio](#); [Joseph Edge](#); [Lauren Loosveldt](#); [jef99](#); [Amy Erdt](#); [Aaron Carpenter](#)
Subject: Re: Feedback on Neighborhood Hubs project
Date: Sunday, December 17, 2023 1:55:00 PM

Thank you, Jacob. Adding OCR so that this gets captured for Tuesday's meeting record.

Sent from my iPhone

On Dec 17, 2023, at 10:15 AM, Jacob Sherman <jdbsherman@gmail.com> wrote:

Hi Laura and the Planning team,

I'm writing to share some personal feedback over the Neighborhoods Hub project in advance of the City Council work session on Tuesday. I hope you know that my concerns are not directed at any of you as committed and talented public servants. Instead, they're motivated by my desire to make sure we're advancing our shared goals in wanting to see Milwaukie achieve the bold vision and goals outlined in our Comprehensive Plan.

Broadly, I am really concerned that our work on Neighborhood Hubs will not yield any measurable benefits in the next few years after this project, as currently scoped, is completed. The City has been having community conversations about neighborhood main streets/neighborhood hubs for well over a decade now, with little to no economic development activities to show for it. For example, I know there's been no change in the Ardenwald hub and don't believe there's been any development along 42nd and King since the last planning process. In my review of previous planning processes as well as this one, it is clear that there continues to be widespread support from Milwaukieans for more hyper-local development to support businesses that are "made-in-Milwaukie" and to create more sustainable, thriving communities. But we haven't yet figured out how to crack the proverbial nut, and I'm hoping we can do so with this project. Because if we can't, then maybe we shouldn't be investing significant City resources on a planning process that sets the wrong community expectations that change is around the corner.

I also share this feedback with the belief that right now is a critical moment for Milwaukie to consider changes to our Neighborhood Hubs. Although some may be hesitant to use the word "recession," it seems clear that development has slowed as macroeconomic conditions have changed and access to capital has tightened. Some will look down on that negatively, but it also presents an opportunity--the opportunity to refine our development code and get it "right" before the next boom occurs. It's my hope we can take advantage of this moment to review our past Neighborhood Hub planning processes and our code, to compare ourselves to adjacent markets (i.e. Sellwood, Woodstock, etc.), and then

both critically and boldly, position ourselves in a way that charts a competitive path forward. I know we can do this, and that's at the heart of why I'm sharing my thoughts tonight.

With that as key context, I wanted to share some specific concerns and recommendations:

1. The project feels narrowly focused on minor zoning allowances, rather than focusing on bigger land use moves that could actually catalyze new development. While I really appreciate the desire to make zoning code changes that would support local businesses (i.e. Chapel Theater, Milwaukie Floral, etc.), I worry whether the overall changes will have a substantive impact in the next few years. I also question if we needed a big engagement process with residents around these types of use changes in the first place. Additionally, I am not sure if the kinds of adjustments proposed to allow theaters, drinking establishments, etc., will be enough to actually incentivize development that residents clearly want. I'm concerned that we're not exploring other tools that would actually support development of more complete neighborhood mainstreets--levers like lot coverage, building height, etc., in the NMU zone. These levers, for example, would have a substantially greater impact on developer's pro formas than tweaks to changes of uses. Pulling bigger levers could enable development to make economic sense in the near-term versus another 10+ years in the future. In support of this argument, it's also worth noting that the City has already identified in its [Housing Production Strategy](#) that encouraging denser development in neighborhood hubs is part of our strategy moving forward. I would like to strongly encourage the Planning team to open this topic up as an area of exploration as we move forward.

2. The project does not appear to be considering parcel-level changes to the Zoning Map. As Planning Commission has discussed on its own and also with Milwaukie City Council, I believe it's imperative we look at parcel-level changes to the Zoning Map as part of this process. For example, in Ardenwald, it does not make sense for the western half of SE 32nd to be zoned NMU while the eastern half is zoned moderate density residential (R-MD). The current zoning map appears to be vestiges of zoning choices made many decades ago, but most neighborhood main streets nearby that we're competing with (i.e. Sellwood, Woodstock, Main Street in Oregon City, etc.) have matching land uses on both sides of the street, not just a single side. Comparable zoning on both sides of the street creates a uniform experience in the built environment. This results in a "center of gravity" that draws people in, attracts people to surrounding businesses, and creates economic conditions for businesses to thrive. While development may not immediately occur, it's important we think about these kinds of changes at the parcel-level today. Additionally, I also believe we should explore changing the zoning along King Road given the opportunity to start to connect development at SE 42nd and King Rd. with development at SE Linwood and King Rd. This was something Planning Commissioners shared with City Council earlier this year. These recommendations are supported by the [2012 Neighborhood Main Street project](#). Finally, I would like to remind the City that Planning Commission discussed some of these very topics during Comprehensive Plan implementation, but were advised to address it later as part of Neighborhood Hubs project. That

time is now--so let's dig in!

3. The City does not seem to be closely examining the interaction between land use and the transportation system, and it does not appear to be considering transportation moves that could spur new development. There's a huge opportunity for the City to support development in neighborhood hubs through transportation system changes or basic infrastructure improvements that support local business. These opportunities are highlighted in the [2022 Neighborhood Hubs report](#) and spelled out in detail in the [2012 Neighborhood Main Street recommendations](#). This could include installing buffer striping on streets in hubs to slow traffic, installing bulb outs, improvements to increase connectivity, reduced speed limits, and other improvements like lighting, safer crossings, and improved pavement and sidewalks. For instance, a simple paving project near Milwaukie Cafe and Bottle Shop could go a long way to creating a better environment that's more welcoming for that business. Additionally, these reports highlight how the City could also be using its Capital Improvement Plan to better prioritize projects to support local businesses, which is something I strongly support and encourage City Council to think more about. I want to share that I really appreciated how the Planning team included questions about the transportation system in the Engage Milwaukie survey. However, I didn't see this important connection highlighted in the workshops and am again worried we may be overlooking it in some ways. Yes, it can be part of the TSP, but it should also be sufficiently addressed through this project. The TSP can set a long term vision, while the Hubs project could recommend specific improvements. Finally, as noted above, the City has also highlighted in its Housing Production Strategy that "Public Investment in Infrastructure" is part of the moves we need to make. I urge Planning staff to spend more time on this component as we move forward.

4. The economic development tools feel poorly defined at this point in the process. Previous iterations of neighborhood hubs/main street planning have all identified the need for economic development tools to support existing and new businesses. I'm grateful to see that this project has highlighted that as well, but worry about implementation and that Construction Excise Taxes alone are insufficient. As previously mentioned to staff, I would encourage bolder options like expanding the Milwaukie Urban Renewal Area north on 32nd Avenue and/or east to 42nd Avenue along the public right-of-way and then encompass properties in those hubs. One or both of these adjustments might be possible within the legal requirements of URA amendments and this would help create dedicated funding and implementation pathways for improvements in these areas. If Council is not comfortable with that at this time, I would also encourage we look more closely at micro-urban renewal areas like Portland's [Neighborhood Prosperity Initiative](#) (NPI) which also uses TIF to support more localized economic development and small business stabilization. It's worth noting that economic development tools, alongside others, are again identified in the Housing Production Strategy and called out under "Supportive Programs and Funding" in [2022 Neighborhood Hubs report](#). I urge the Community Development Department to develop solid, actionable recommendations as part of this project that can and will be implemented. I would like to see this plan celebrated in hindsight as a key move Milwaukie made, rather than being another report on the shelf.

In closing, I really appreciate you and your team for taking the time to review my concerns and recommendations. I know that our shared commitment is strong to making Milwaukie a flourishing city that is entirely equitable, delightfully livable, and completely sustainable, and I appreciate the important work that each of you do everyday. Thank you for considering this feedback, and I look forward to talking about it more at our Planning Commission work session in the new year.

I hope you all enjoy the holiday season. Thank you again for your service to our community.

All my best wishes,

Jacob Sherman, Chair
Milwaukie Planning Commission

jdbsherman@gmail.com | Cell: 971-570-7167

Online Workshop

SURVEY RESPONSE REPORT

12 November 2020 - 20 November 2023

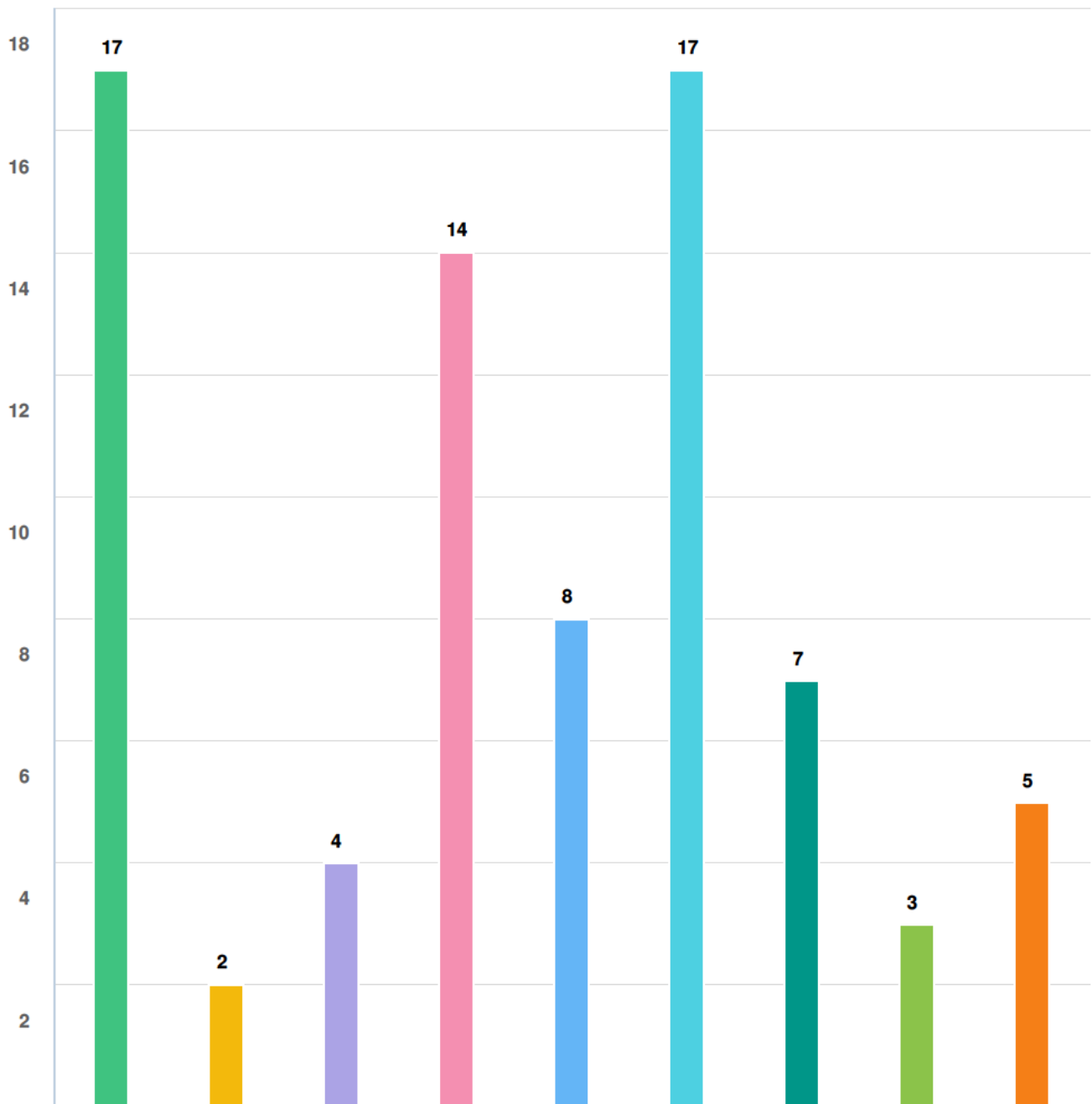
PROJECT NAME:

Neighborhood Hubs



SURVEY QUESTIONS

Q1 Do you live or work within a 5-minute walk of any of the following Hubs? Check all that apply.

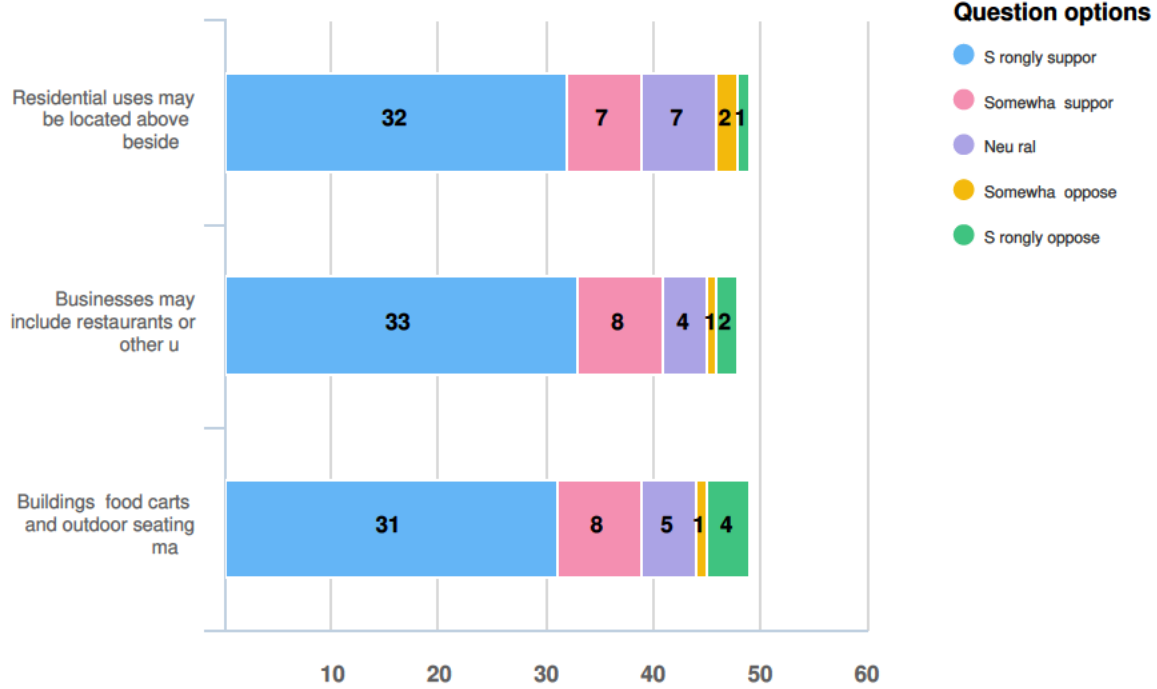


Question options

- 32nd & O sen (M wauk e Cafe Ardenwa d)
- Tro ey Tra (22nd & B uebrd Is and S a on)
- M wauk e F ora (Lake Rd & 33rd Lake Road)
- Roswe Marke (42nd & Roswe Ardenwa d)
- Sunny Corner Marke (Monroe & Home Hec or Campbe)
- 42nd & Harr son (Safeway area Hec or Campbe)
- Campbe Schoo Garden (Park & 48 h Hec or Campbe)
- Ba Mche Park (S an ey & W ow Lewe ng)
- Wch a Town Cen er (L nwood & K ng L nwood)

Optional question (38 response(s), 11 skipped)
Question type: Checkbox Question

Q2 | How much do you support or oppose the following changes to create vibrant neighborhood hubs?



Optional question (49 response(s), 0 skipped)
Question type: Likert Question

Q2 | How much do you support or oppose the following changes to create vibrant neighborhood hubs?

Residential uses may be located above, beside, or behind the business establishment

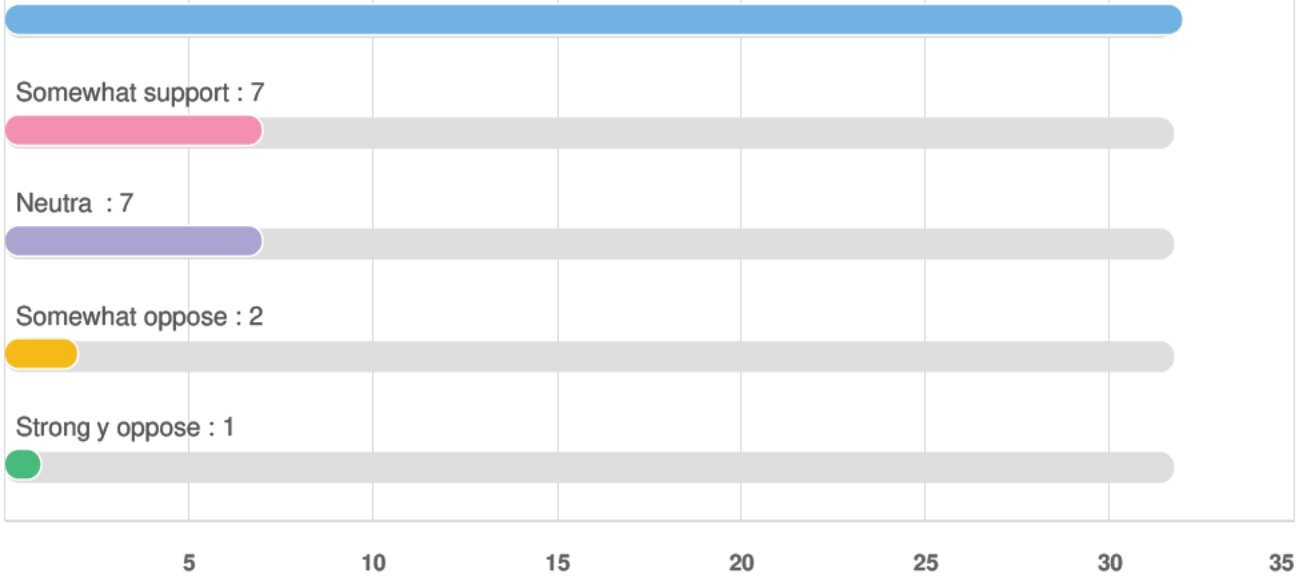
Strongly support : 32

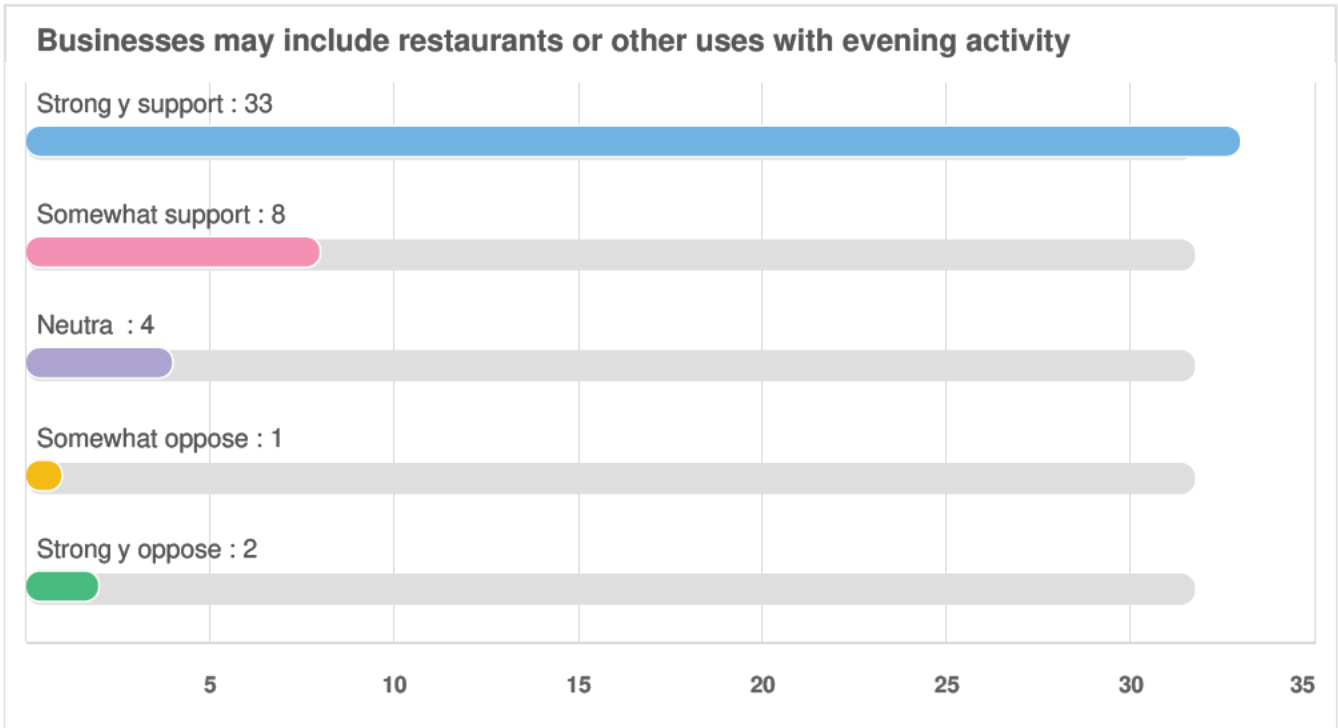
Somewhat support : 7

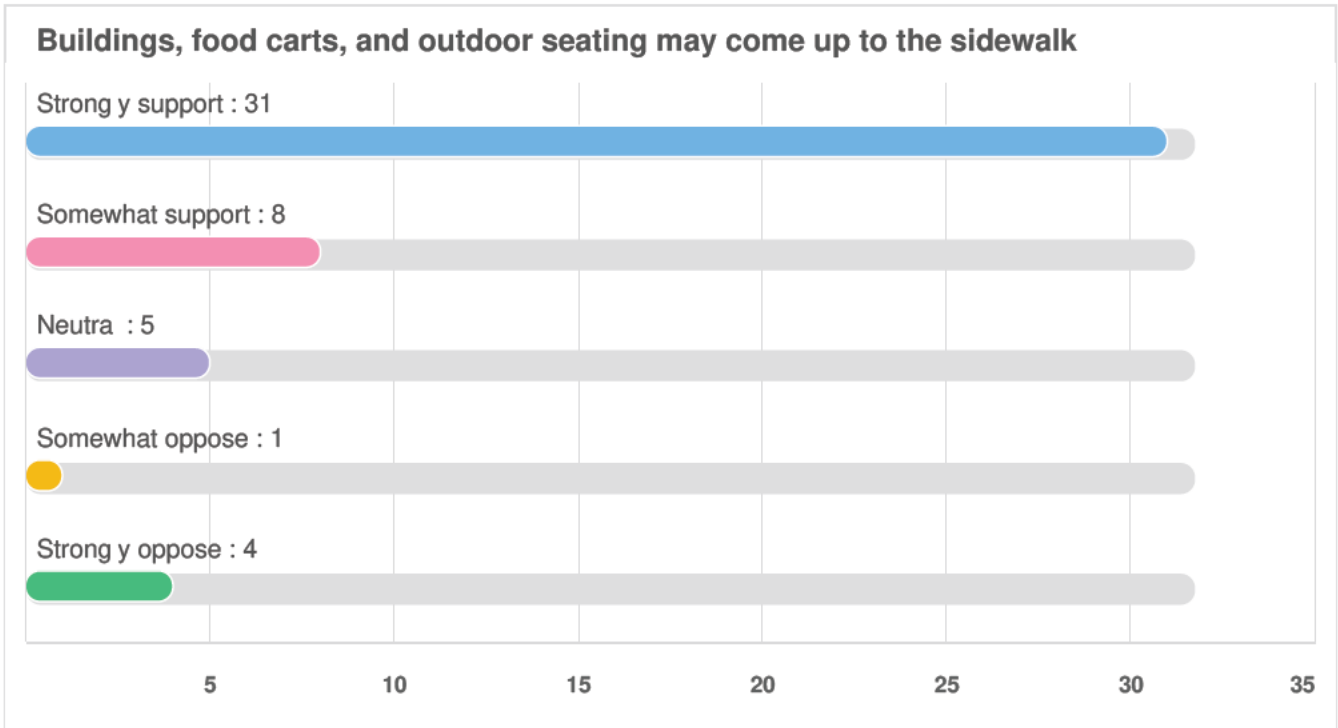
Neutral : 7

Somewhat oppose : 2

Strongly oppose : 1







Q3 | Do you have any comments about these potential changes that you would like us to know? Please share below.

10/23/2023 04:49 PM

I desperately want to see both mixed-use zoning along Lake Road, as well as traffic safety/calmng investments. While there's a bike lane, it's not protected and cars travel fast along the road. A bike lane alone is not enough to encourage ridership, safe and separate infrastructure is needed.

10/23/2023 08:12 PM

Please make these changes! It would be amazing to have more options to shop, eat, and have entertainment at within a walking distance of my home.

10/24/2023 01:05 PM

Just because creating business opportunities in new hubs and/or changing zoning doesn't mean it's a good idea OR that people will avail themselves of the opportunity. A business has to make money to survive. And not everyone wants to walk to have a meal or shop. Especially in our rainy, dark winters. I would rather see the city expend effort on improving the quality of our current hubs. Encourage businesses to go to the existing locations with adequate parking, good lighting. Work with the property owners to fill spaces with the types of locations you envision to create a hub concept.

10/25/2023 01:08 AM

I love the neighborhood hub idea! I've walking distance to many of the hubs. What a cool concept. Excited to see this work. I'm 100% supportive.

10/25/2023 10:54 AM

Depends on intensity of use. May work if businesses well maintained and responsive to surrounding neighbors.

10/25/2023 03:55 PM

Increasing the uses for these hubs in our community would directly benefit both the finances and the culture of our neighborhood. The more access we have to walkable businesses, the higher level of inclusion and equity there will be across the neighborhood. Sidewalks and protected spaces for pedestrians will need SERIOUS work in our neighborhood, especially those near Tr Met/arteries/bike roads that are not currently included in these hubs, to make access for everyone.

11/02/2023 12:07 AM

Rezoning or zoning variances should only occur if the change definitely results in an amenity for the community, such as a retail shop, restaurant, barber shop. Office space, used car lots, and warehouses are examples of businesses that should not qualify in rezoned or variance areas.

[REDACTED]
11/02/2023 02:10 AM

So excited about a vibrant hub! Allow zoning variances for businesses that provide community amenities such as bars, hardware shops, bookstore, theater, restaurant, brewery, barber shops. Not for dispensaries, car repair, nor office space.

[REDACTED]
11/04/2023 10:45 AM

Generally in favor of allowing mixed use. My main concern is allowing use to come to the sidewalk - this could have the unintended effect of encumbering pathways for pedestrians, and with the generation of waste.

[REDACTED]
11/07/2023 01:49 PM

Would like to see this across the entire R-MD zone

[REDACTED]
11/07/2023 02:22 PM

I support evening activity like restaurants, but not so much bars or late night establishments.

[REDACTED]
11/09/2023 06:41 PM

Is adequate parking taken into consideration?

[REDACTED]
11/10/2023 02:47 PM

As long as development doesn't come with on-street parking, I am on board. Storing private vehicles on our public right-of-ways and roads makes them dangerous for me as a cyclist.

[REDACTED]
11/12/2023 06:49 PM

These are great concepts and perhaps the only way to get neighborhood hubs into low density residential neighborhoods like Lewing

[REDACTED]
11/14/2023 04:50 PM

Residences owned and occupied by business owner would be a possibility for first question.

[REDACTED]
11/14/2023 08:45 PM

Development of the Sunny Corner Market as a neighborhood hub is appropriate. Further development at 42nd and Harrison would be welcome, concentrating on better businesses than weed shops and used book shops. A family restaurant would be great; Safeway needs to release the capacity for development of small coffee shop or bakery instead of the rooftop. The store has become a magnet for crime because they will not enforce theft and shoplifting prosecutions.



11/19/2023 06:39 PM

Parking and traffic concerns should be addressed. While we would love to see everyone walk to these hubs, it's not currently happening



11/19/2023 07:14 PM

I feel like small businesses should be able to use part of on street parking in select neighborhoods as well.



11/19/2023 07:34 PM

Very supportive of building up the economy in Milwaukee! We love where we live.



11/19/2023 07:49 PM

We need more businesses and not at the expense of affordable houses but apartments over businesses is not what I would support.



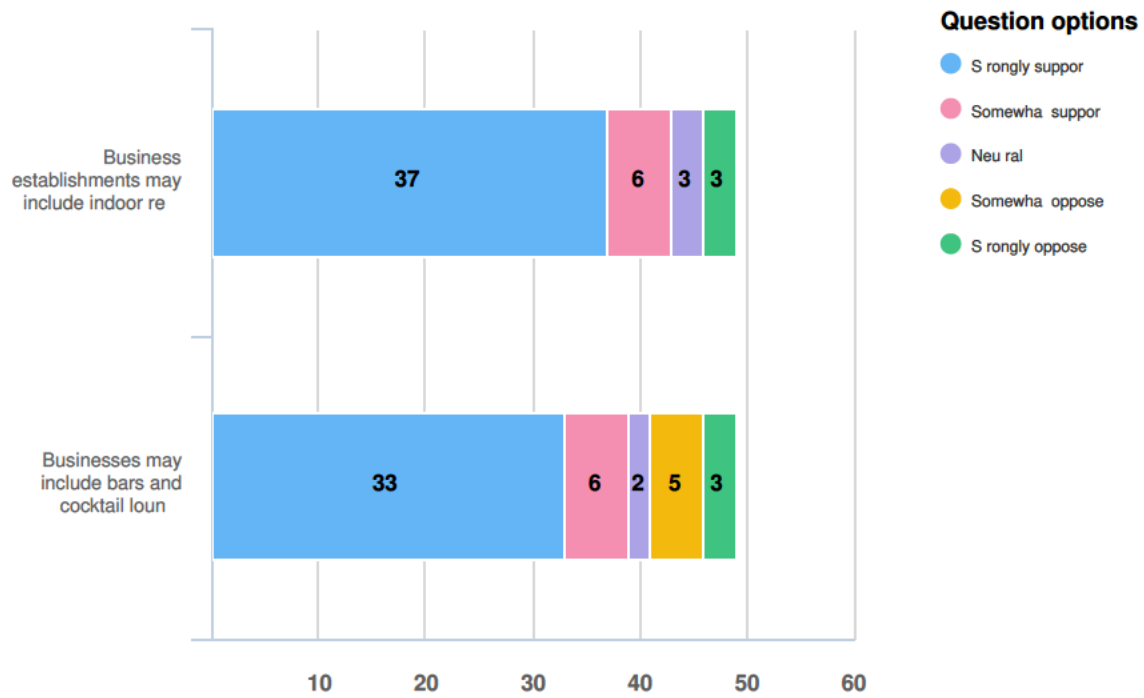
11/20/2023 09:01 AM

Including mixed use in these buildings will allow business/building owners to have more business certainty as they can diversify their income streams and enable long term success.

Optional question (21 response(s), 28 skipped)

Question type: Essay Question

Q4 | How much do you support or oppose the following changes to create vibrant neighborhood hubs?



Optional question (49 response(s), 0 skipped)
Question type: Likert Question

Q4 | How much do you support or oppose the following changes to create vibrant neighborhood hubs?

Business establishments may include indoor recreation uses like theaters, play houses, and private events

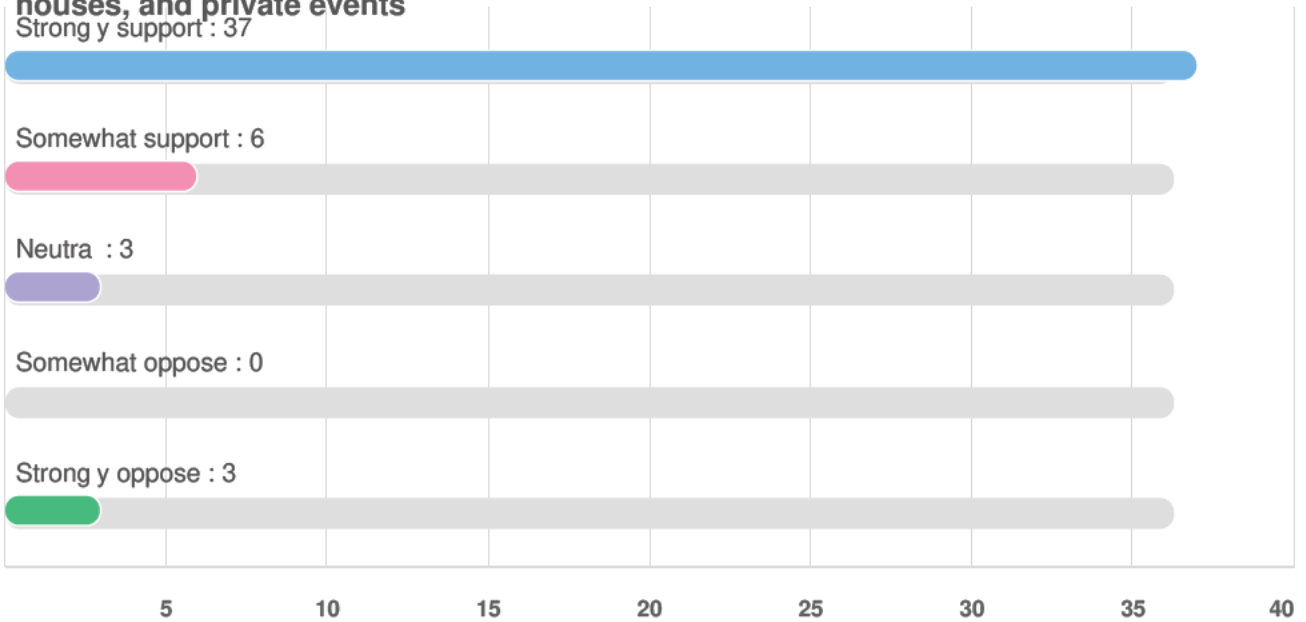
Strongly support : 37

Somewhat support : 6

Neutral : 3

Somewhat oppose : 0

Strongly oppose : 3



Businesses may include bars and cocktail lounges

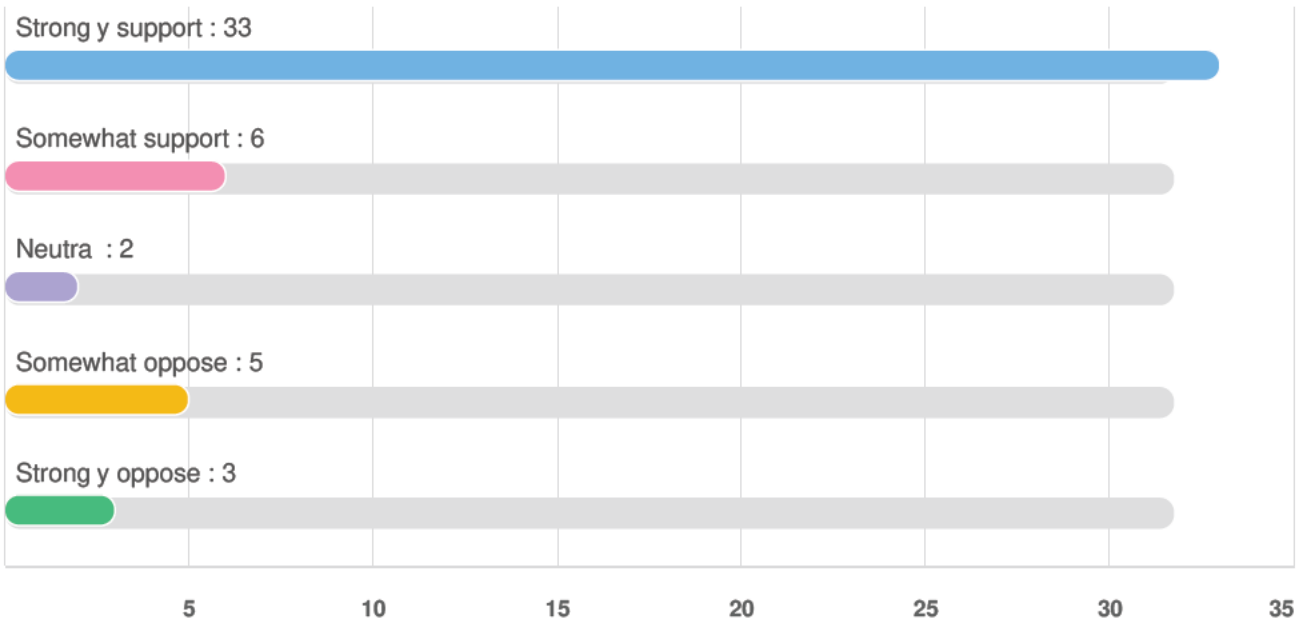
Strongly support : 33

Somewhat support : 6

Neutral : 2

Somewhat oppose : 5

Strongly oppose : 3



Q5 | Do you have any comments about these potential changes that you would like us to know? Please share below.



10/23/2023 04:49 PM

I want these establishments but not if they come with too many parking spaces. We already have too much parking in Mawkae, it's unsustainable. We need more local businesses, not parking lots. If we make these changes to the code, I'd want parking maximums to be implemented in these mixed-use areas.



10/23/2023 08:12 PM

I love these ideas, it would be great to make a lot of the hubs smart.



10/24/2023 01:09 PM

The more options we have to gather as a community the better! A brewpub or coffee shop would do more for the neighborhood than a vape shop or mechanic. Additionally, the corporate tyrants that are Safeway / Starbucks are not community minded. Having local/smaller shops would put people and community first.



10/24/2023 01:05 PM

See my previous comment.



10/25/2023 01:08 AM

I think it's fabulous and more in line with the neighborhoods in Portland. I think it will help improve vibrancy and walkability of

ne ghborhoods and make t a more attract ve p ace to ve! Br ng
M wau e nto the 21st century and more h p ke Port and

10/25/2023 10:54 AM

Encourag ng dr nk ng not needed. A ready enough. Then next step s
cannab s stores-aga n not needed. Does more harm then good.
Shou d be ab e to have fun w thout a coho and drugs.

10/25/2023 03:55 PM

Based on the feedback rece ved wh e I was v ng n the SE Port and
Sunnys de ne ghborhood, as they changed the r bus ness uses, t's
mportant for bus nesses to adhere to str ct sound m ts and t me of
day m ts. Ne ghbors can be very d sgrunt ed when bars and ounge s
have oud outdoor patrons ate nto the n ght and t can be
prob emat c to rese pper t es when the bus nesses are not he d
accountab e for no se and t me of day m tat ons.

11/02/2023 02:10 AM

Wou d ove to have these v brant bus nesses mprov ng act v ty n our
hood.

11/07/2023 01:49 PM

Wou d ke to see across who e R-MD zone

11/07/2023 02:22 PM

I do not support ne ghborhood estab shments open after 10 pm or
w th a pr mary focus on dr nk ng.

11/07/2023 02:42 PM

P ease dea w th the roads west of 32nd

11/09/2023 06:41 PM

Every support poss b e shou d be g ven to p aces ke the Chape
Theatre.

11/10/2023 02:47 PM

I support as ong as t does not create add tona on-street park ng

11/12/2023 06:49 PM

Approach churches as we to exp ore other uses as many
ne ghborhoods have churches that cou d perform s m ar funct ons

11/14/2023 08:45 PM

The owner of the Chape Theatre s the cha r of the Hector Campbe
ne ghborhood assoc at on. Th s s a c ear confl ct of nterest when t
comes to "ne ghborhood support". Most ong-term owners n the
ne ghborhood wou d not ever use the Chape Theatre n ts capac ty

as a performance venue.



11/19/2023 06:39 PM

Same parking and traffic concerns



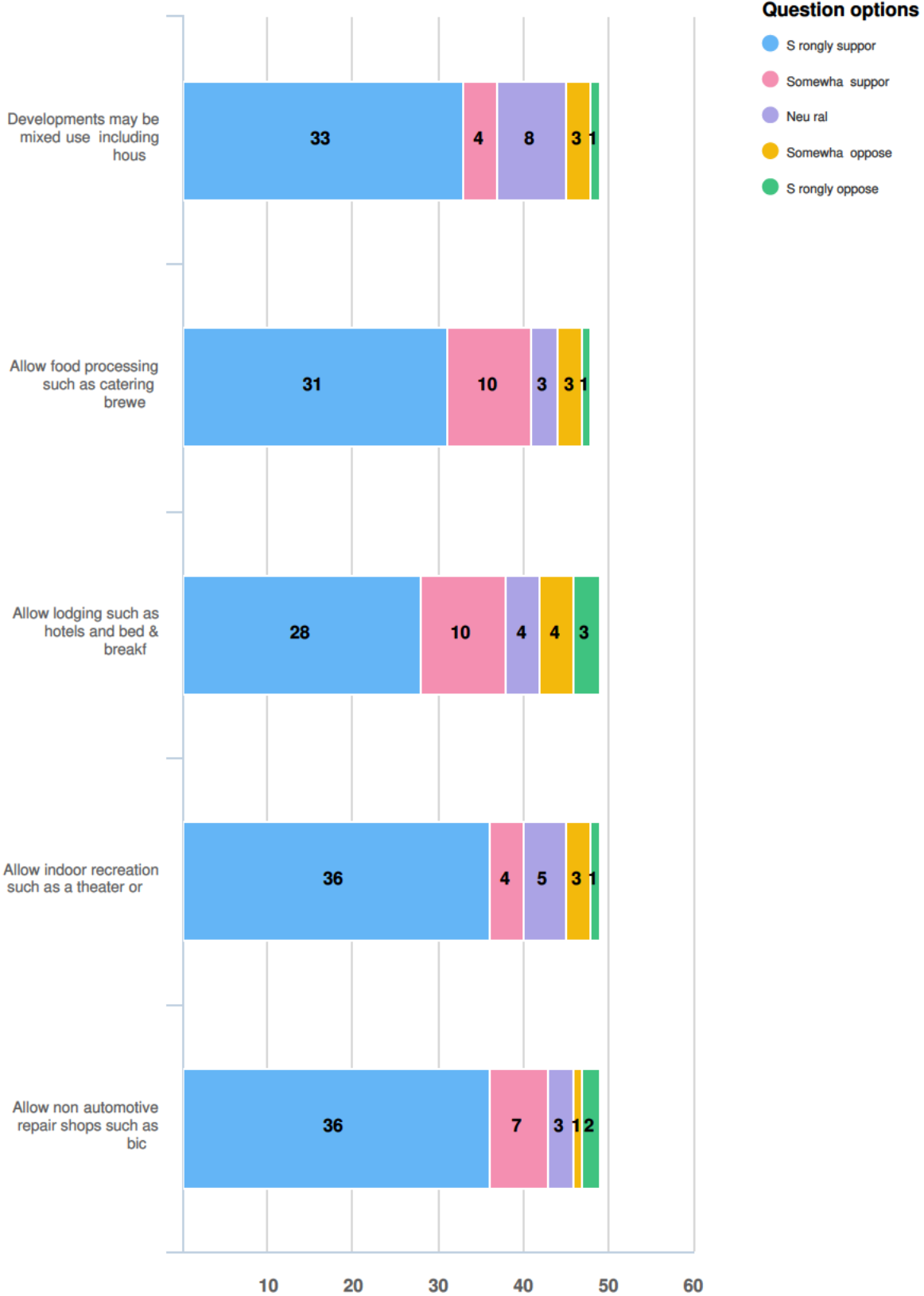
11/20/2023 09:01 AM

Allowing these types of businesses will enable smarter demand on vehicle usage and support longer term community related goals.

Optional question (17 response(s), 32 skipped)

Question type: Essay Question

Q6 | How much do you support or oppose the following changes to create vibrant neighborhood hubs?



Optional question (49 response(s), 0 skipped)
 Question type: Likert Question

Q6 | How much do you support or oppose the following changes to create vibrant neighborhood hubs?

Developments may be mixed-use, including housing above ground floor commercial

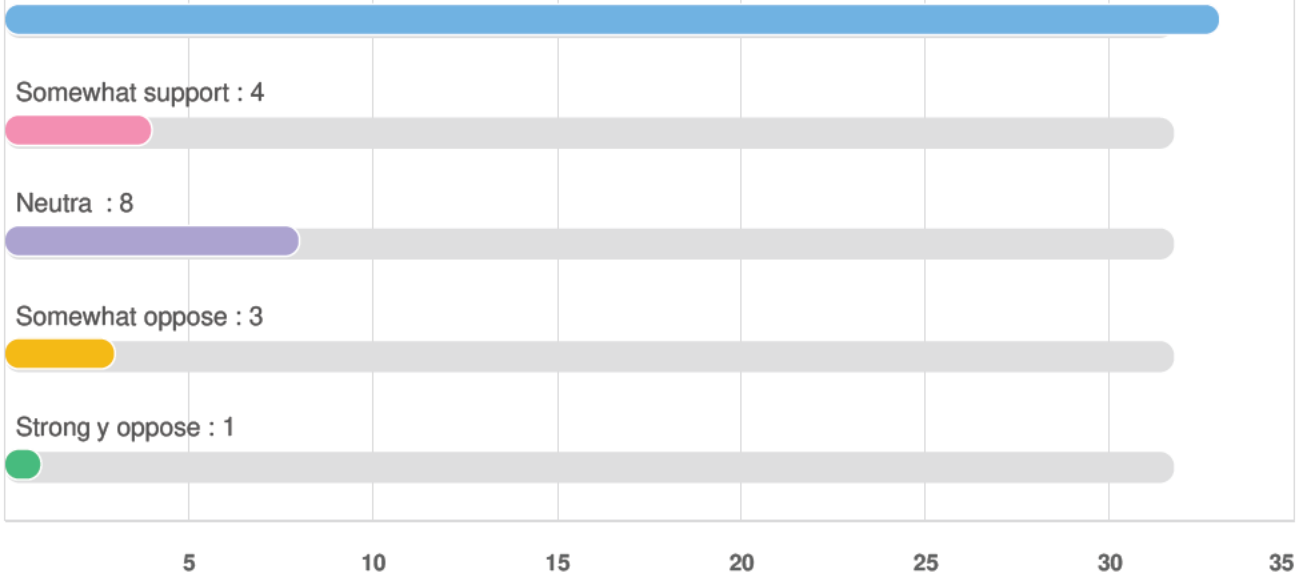
Strongly support : 33

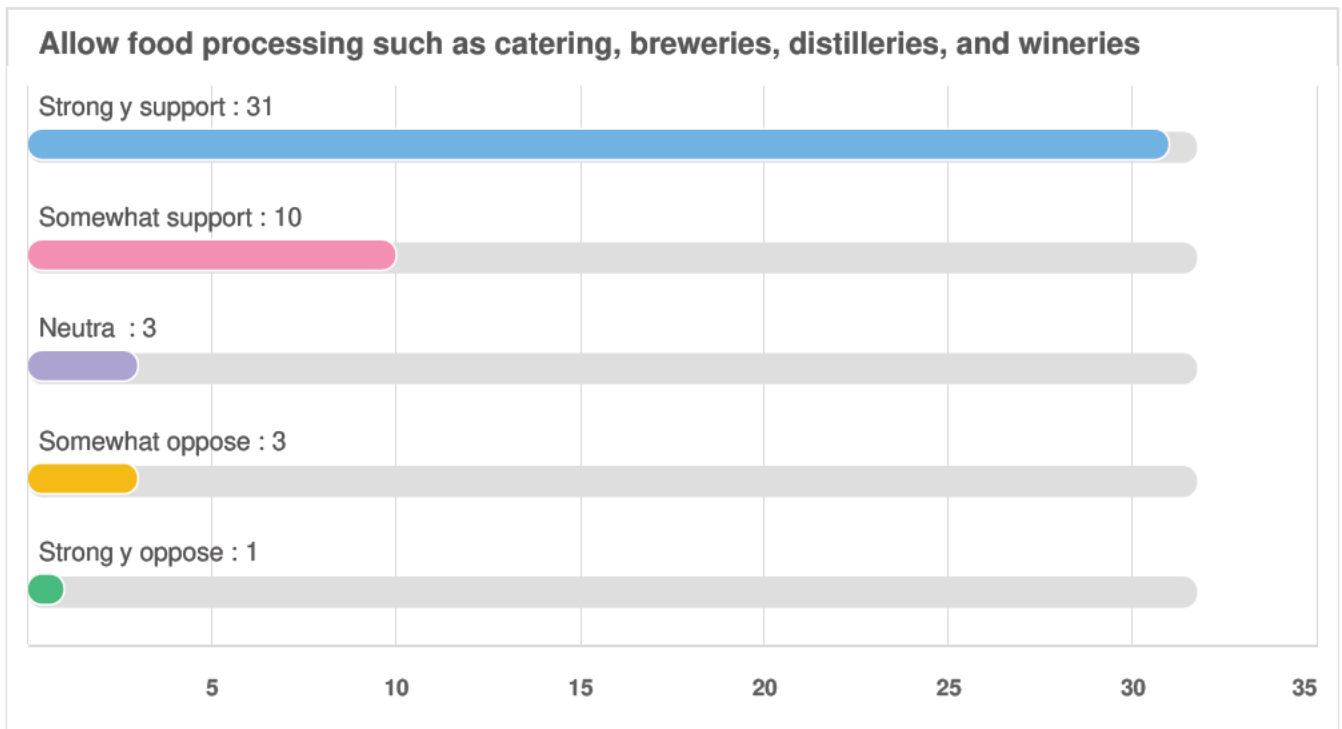
Somewhat support : 4

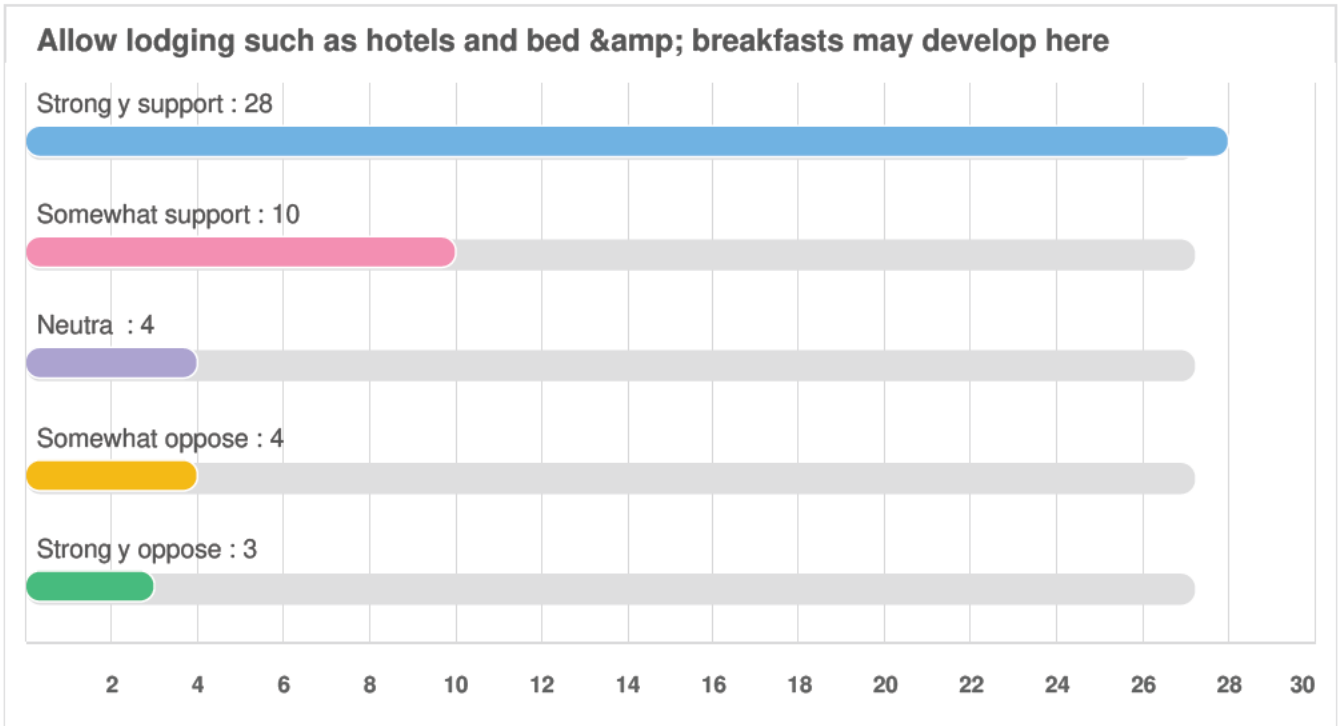
Neutral : 8

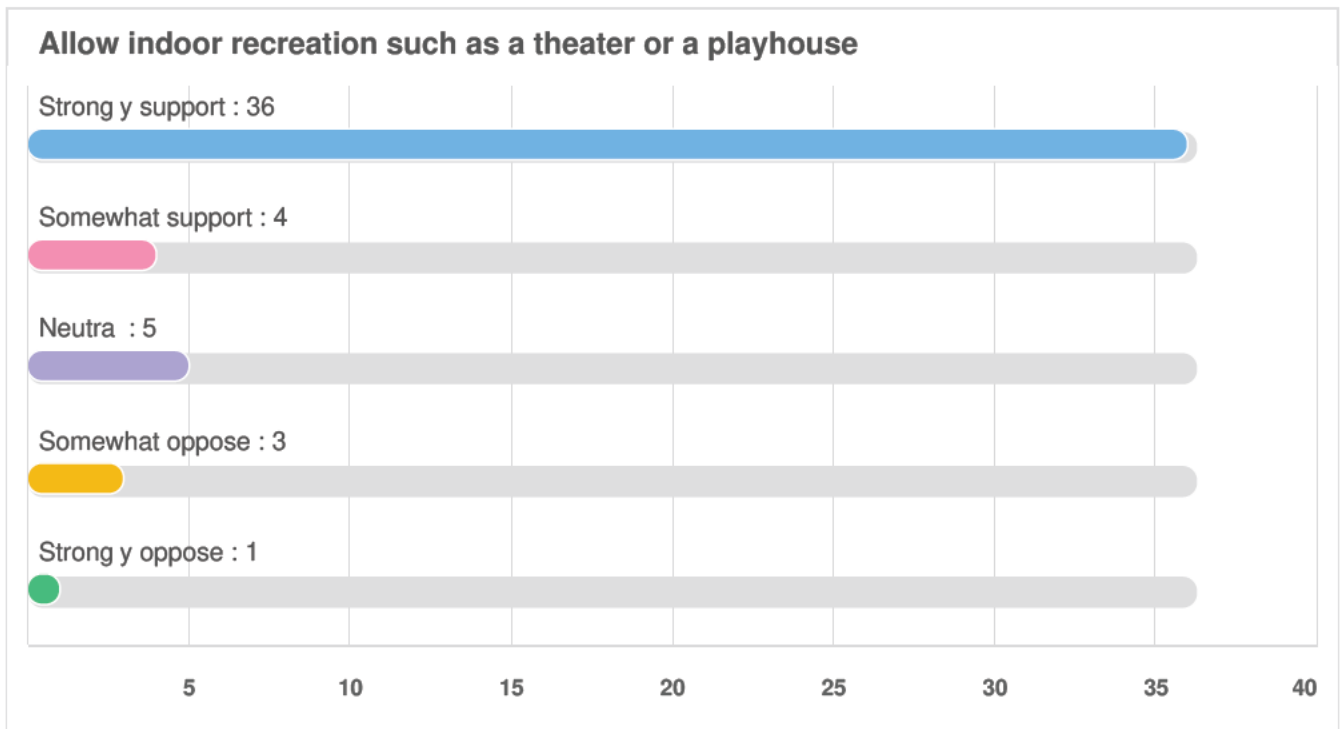
Somewhat oppose : 3

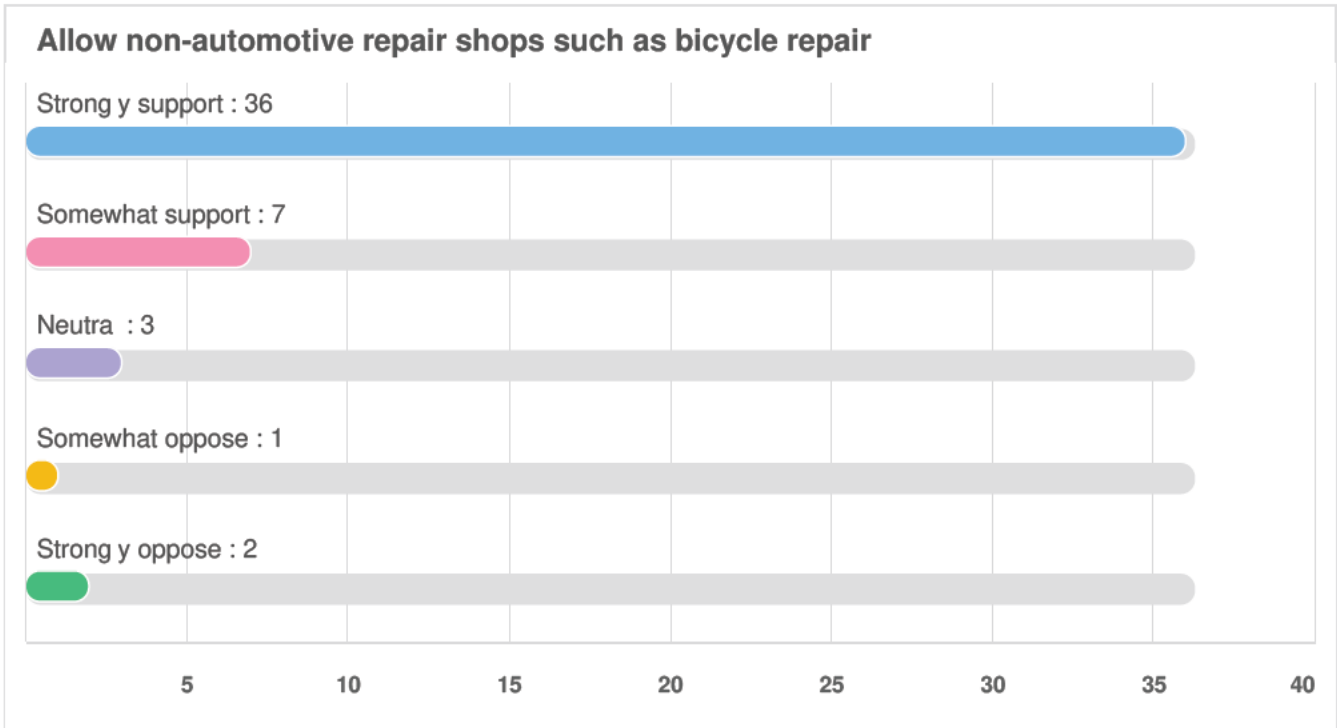
Strongly oppose : 1











Q7 | Do you have any comments about these potential changes that you would like us to know? Please share below.

[Redacted]
10/24/2023 01:09 PM

The more diversity, the more connectivity and productivity an area will have.

[Redacted]
10/24/2023 01:05 PM

What are the plans for the railroad traffic and noise at the Lindenwood 7-11? A B&B? Really? And can Mowak support that? I really think the city needs to get the new housing rules, parking rules and tree rules settled before launching an effort to create new business and neighborhood hubs. Do the citizens/taxpayers of Mowak want more places to gather that are a 5-minute walk from home? I don't have that need as I have plenty of activities and social outlets already. And I am retired, no children at home.

[Redacted]
10/25/2023 10:54 AM

The Lindenwood 7-11 would be a bad place for increasing density since Railroad Ave already too busy with transit and traffic. Downtown Mowak another story.

[Redacted]
11/04/2023 10:45 AM

My mind apprehensions pertain to vehicular traffic - though controlled development tends to be a net positive, it must be approached with concern for mitigating increases in vehicular congestion and reliance. I include EV's with this - mitigating vehicles in general can be an

effective way to mitigate emissions.


11/07/2023 01:51 PM

There is no parking at the 7-E even at L nwood and that is a really a terrible intersection with long wait times during peak traffic times and on a corner no less. It is hard to get in and out with traffic. I wouldn't want anything added to that area that would increase, impede traffic or increase congestion. I'm not as familiar with the trophy triangle, but that seems a more logical place to make changes.


11/09/2023 06:41 PM

I see no downside whatsoever in allowing this.


11/10/2023 02:47 PM

I support as long as additional on-street parking is not added


11/12/2023 06:49 PM

Great concept that I wish applied to more sites and in more neighborhoods throughout Milwaukee

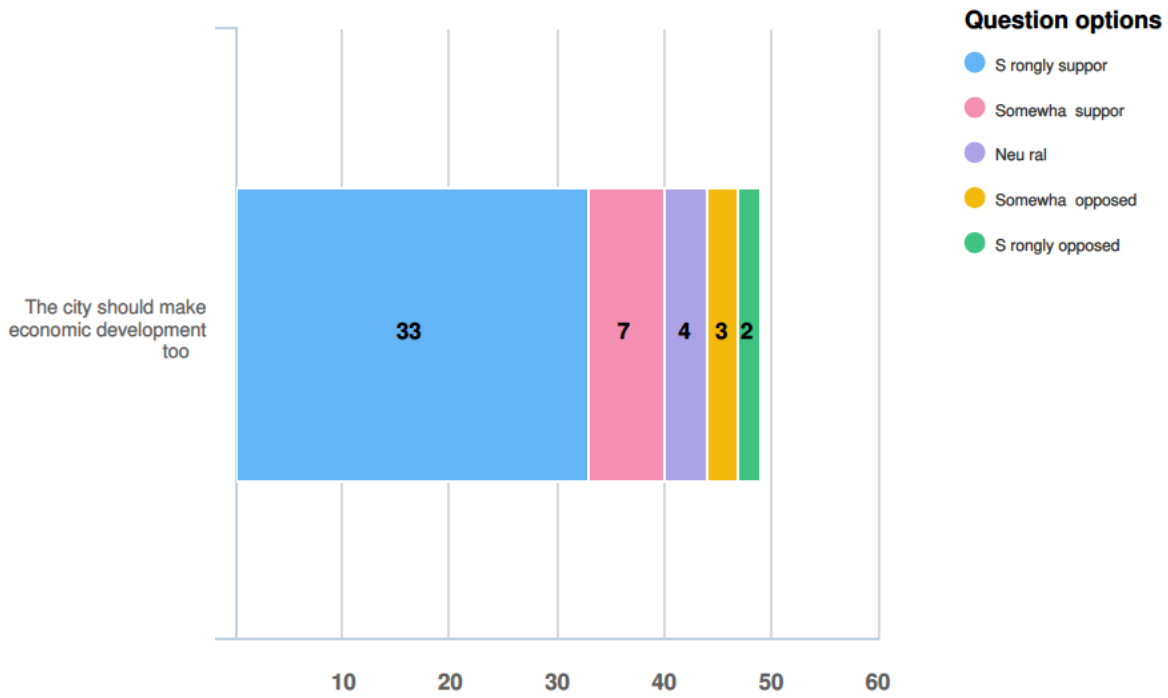

 2023 06:39 PM

Same parking and traffic concerns

Optional question (9 response(s), 40 skipped)

Question type: Essay Question

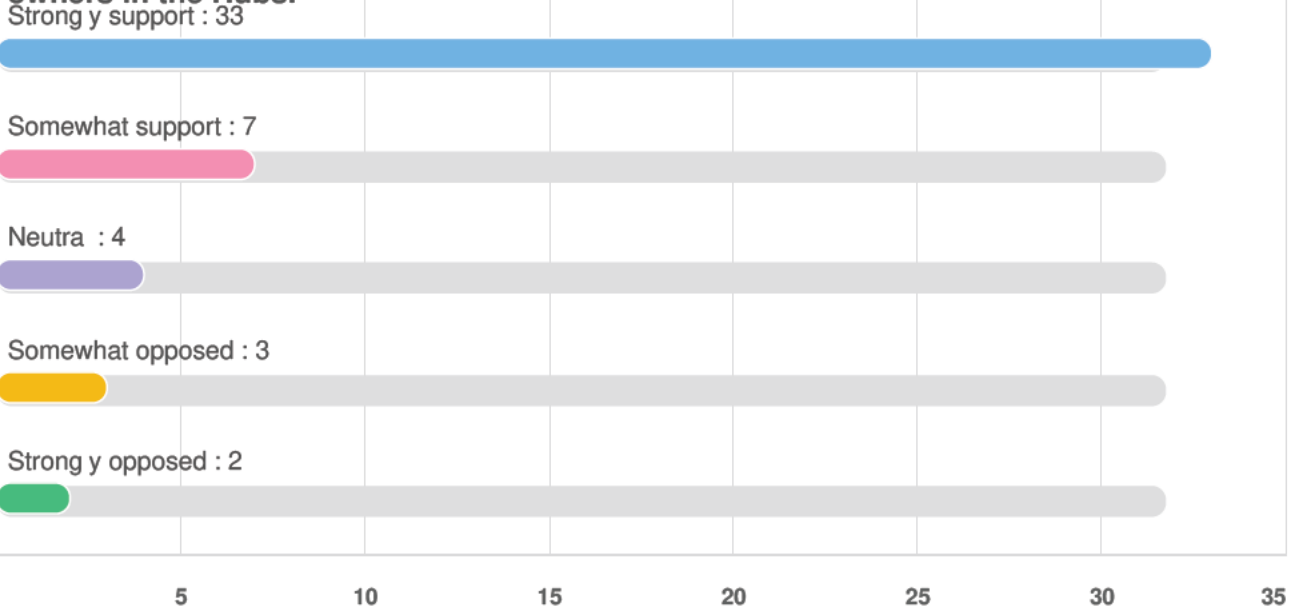
Q8 How much do you support the following statement:



Optional question (49 response(s), 0 skipped)
Question type: Likert Question

Q8 | How much do you support the following statement:

The city should make economic development tools available to property and business owners in the Hubs.



Q9 | Do you have any questions or comments you would like to share with the city about economic development tools? Share below.

[Redacted]
[Redacted] PM

The more the city can help, whether financially or via information, the better.

[Redacted]
10/25/2023 10:54 AM

Part of economic development is maintaining properties that are attractive, better free showing property ownership. That includes businesses that need weed and right of way stands.

[Redacted]
10/27/2023 07:01 PM

This should apply to established commercial zones now! Wichita town Center is a ways IMO left out of being part of "Main Street" for development purposes! We feel ignored! It is a great property that could use municipal support to improve further! My disappointment that this area is on a future hub is strong.

[Redacted]
11/04/2023 10:45 AM

As shared at a recent Hub event, I wish to see these too significant/underscore effective use and management of resources - water and energy in particular, but also waste generation and

unfettered access to public transit.

[REDACTED]

11/07/2023 01:51 PM

I would not want to use city funds to provide grants to small businesses. If the city finds grants for business then fine. Businesses should be responsible for the repairs and improvements they need to make. Landlords of buildings should be held accountable for the condition of their way businesses look.

[REDACTED]

11/09/2023 06:41 PM

Taxpayers would need to have communication regarding any future impact upon them.

[REDACTED]

11/10/2023 02:47 PM

I support as long as additional on-street parking is not added

[REDACTED]

11/12/2023 06:49 PM

This would be a great resource and tool to develop neighborhood hubs

[REDACTED]

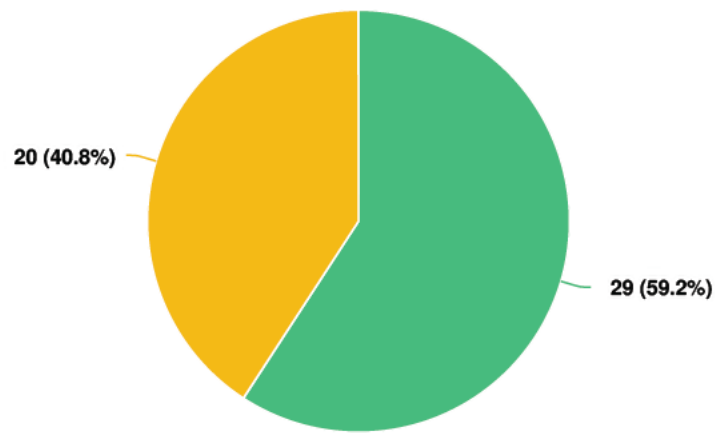
11/14/2023 08:45 PM

We do not need food trucks all over the city. We need better environments with a sense of permanency and belonging in the neighborhoods. The City shouldn't put obstacles in the way of new development and support of existing development but funding new developments beyond the city's means and responsibilities.

Optional question (9 response(s), 40 skipped)

Question type: Essay Question

Q10 | Would you like to share any safety concerns about accessing Hubs by walking and biking?

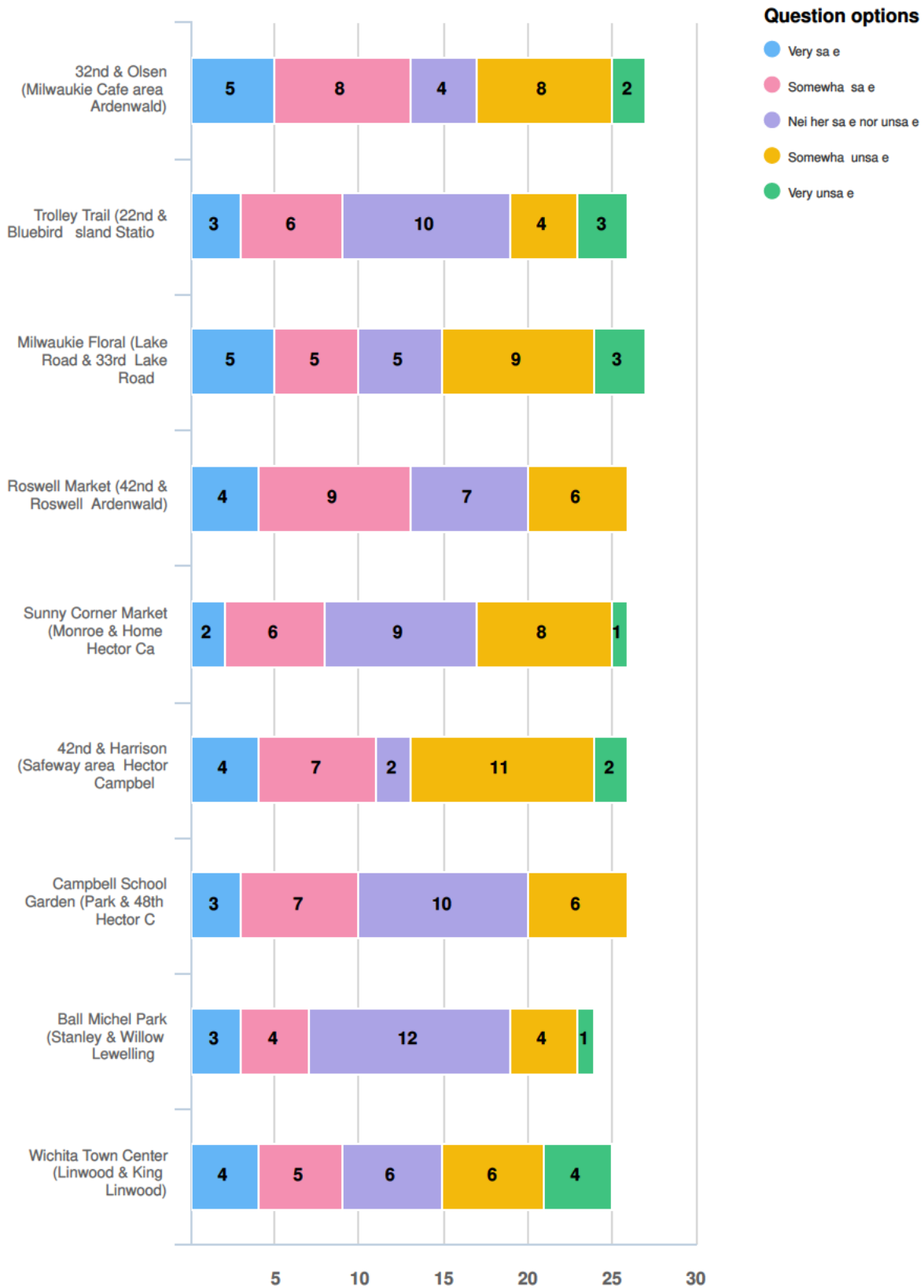


Question options

- No
- Yes

Optional question (49 response(s), 0 skipped)
Question type: Radio Button Question

Q11 | How safe do you feel walking to the following Hubs?



Optional question (29 response(s), 20 skipped)
 Question type: Likert Question

Q11 | How safe do you feel walking to the following Hubs?

32nd & Olsen (Milwaukie Cafe area, Ardenwald)

Very safe : 5



Somewhat safe : 8



Neither safe nor unsafe : 4



Somewhat unsafe : 8



Very unsafe : 2



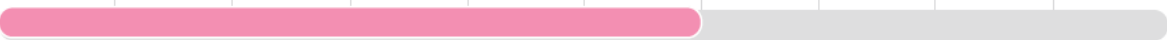
1 2 3 4 5 6 7 8 9

Trolley Trail (22nd & Bluebird, Island Station)

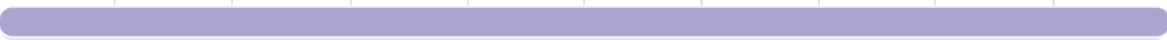
Very safe : 3



Somewhat safe : 6



Neither safe nor unsafe : 10



Somewhat unsafe : 4



Very unsafe : 3



1 2 3 4 5 6 7 8 9 10 11

Milwaukie Floral (Lake Road & 33rd, Lake Road)



Roswell Market (42nd & Roswell, Ardenwald)



Sunny Corner Market (Monroe & Home, Hector Campbell)



42nd & Harrison (Safeway area, Hector Campbell)

Very safe : 4



Somewhat safe : 7



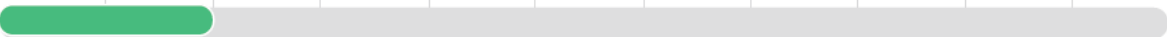
Neither safe nor unsafe : 2



Somewhat unsafe : 11



Very unsafe : 2



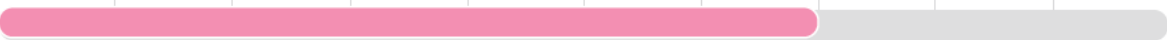
1 2 3 4 5 6 7 8 9 10 11 12

Campbell School Garden (Park & 48th, Hector Campbell)

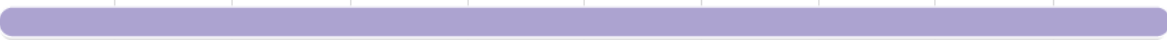
Very safe : 3



Somewhat safe : 7



Neither safe nor unsafe : 10



Somewhat unsafe : 6

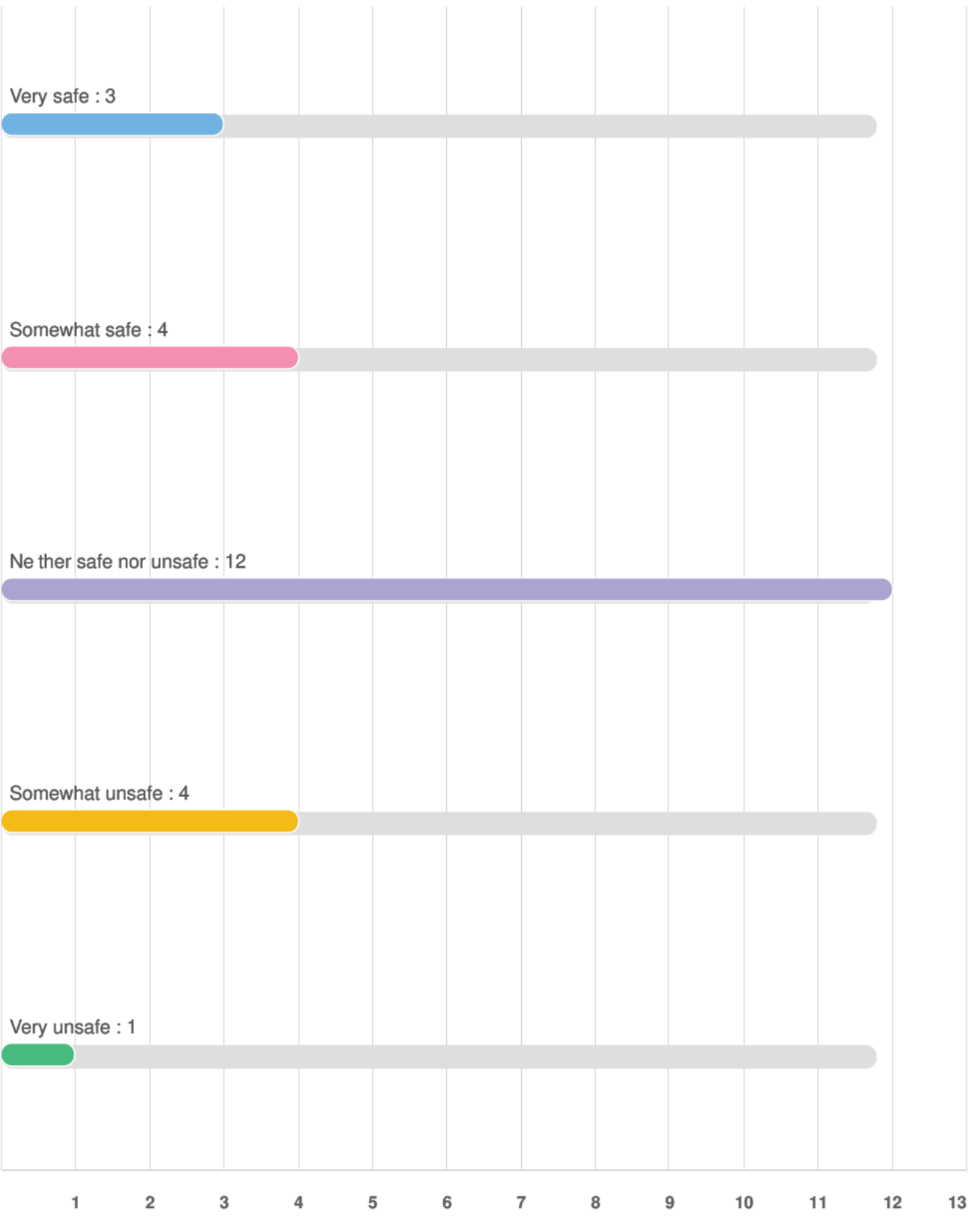


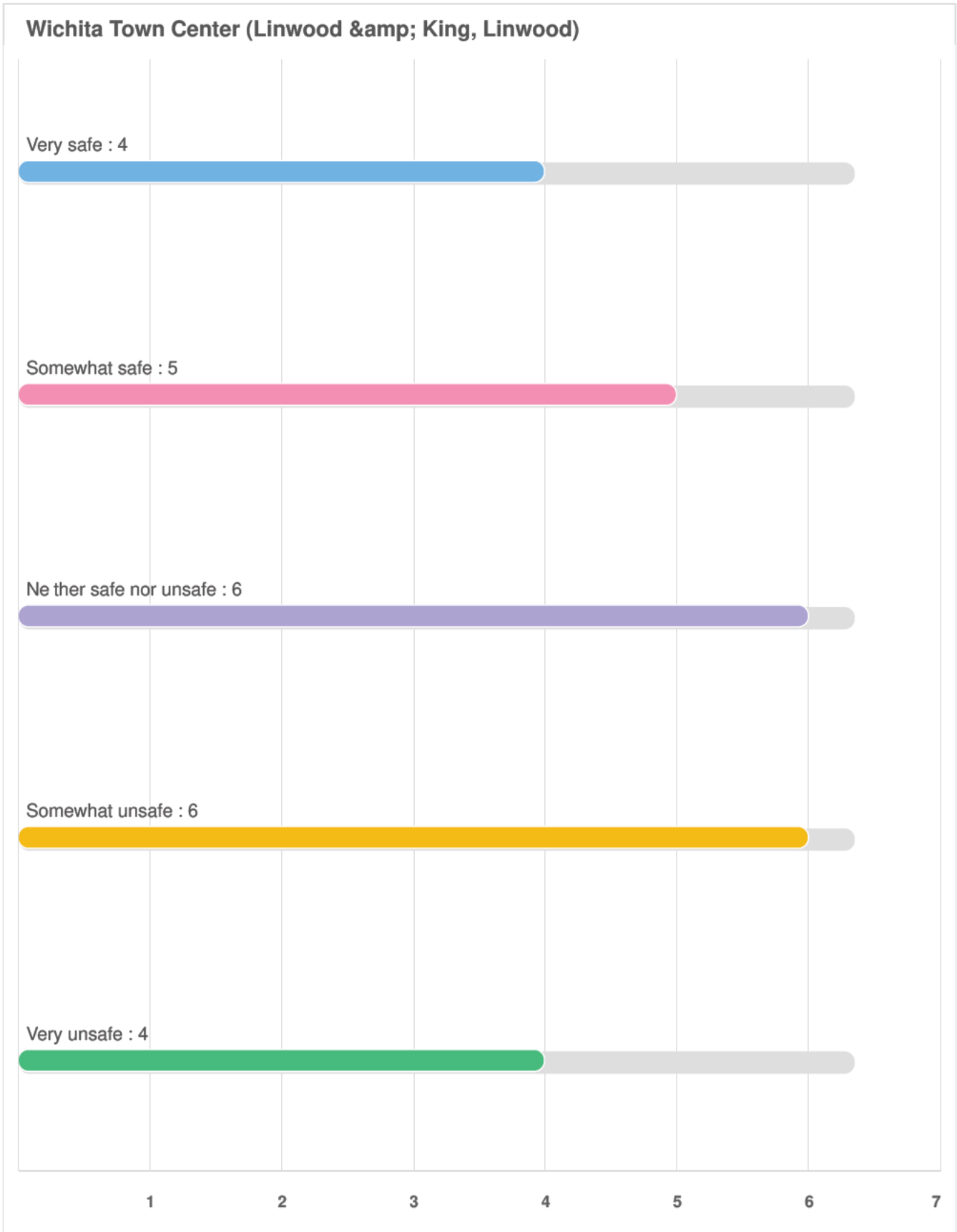
Very unsafe : 0



1 2 3 4 5 6 7 8 9 10 11

Ball-Michel Park (Stanley & Willow, Lewelling)





Q12 | What are some specific barriers you face walking to these Hubs? Please include location for each barrier.

[REDACTED]
10/23/2023 04:37 PM

There are very few sidewalks that lead to the Safeway area at 42nd and Harrison. I would like to walk on a sidewalk instead of a road.

[REDACTED]
10/23/2023 04:49 PM

We need more sidewalks in neighborhoods in the east of town. I also want to see traffic calming devices on roads to make sure cars are traveling at safe speeds. Finally, safe crossings should be designed on busy roads (McLaughlin and the 224), it's VERY difficult to cross. There should be changes to signage, queuing to prioritize bikes and pedestrians

[REDACTED]
10/23/2023 08:12 PM

Speeding cars, fast speed limits, lack of pedestrian facilities, lack of traffic enforcement, and drivers being too close to walking and biking

[REDACTED]
10/24/2023 12:27 PM

The path that leads from Adams Street to the School near the garden is pretty unsafe nor is it easily accessible to those in a wheelchair. The path is overgrown with grass, there are dips, and if you're walking or running with low visibility (i.e. dark outside), it's easy to jar your back, knees, or twist an ankle where there are low points in the walkway. The only time I've seen the walkways cleared from weeds and grass is when the garbage trucks add to the mess vs. So do this be a priority of the Cackamas School District since it's on their property?

[REDACTED]
10/24/2023 01:09 PM

42nd and Harrison is a busy intersection. Often times people barely stop, don't stop, or don't see a pedestrian. The lanes heading south on 42nd at the Harrison intersection are confusing. The straight lane turns into a left turn and then there's a right turn. People often time mess this up. Better signage could help greatly. At the school, the Cackamas School District has proven they don't care about the grounds. This is evident in how uneven walkways are. There are numerous cracks and overgrown weeds. If the neighbors don't do anything, nothing happens. Additionally, the entrance points could be a better way to accommodate cyclists that go through (mostly kids).

[REDACTED]
10/24/2023 01:05 PM

Road Construction

[REDACTED]
10/25/2023 10:54 AM

SE side of Lake Rd and Where Else Ln pedestrians share narrow lane with bikes at the exact point where road narrows and cars need to jog to avoid people on roadway.

[REDACTED]
10/25/2023 03:55 PM

Lack of sidewalks and lack of stop signs to control traffic in these spaces where pedestrians are forced to walk in the road with bicycle and automobile traffic. When the roads get icy and snowy, or even rainy, pedestrians walking on the road are forced into puddles or ice pockets. I have an elderly parent who is forced to walk on patchy roads uphill to get to the bus stop and we are an 8 minute walk from a hub.

[REDACTED]
10/28/2023 12:43 AM

Mauk e Fora : the intersection of Lake and Oatfield is often dangerous for pedestrians, mostly because of cars turning right onto Lake from Oatfield, and then speeding down Lake. A no turn on red sign might help. Also speed bumps on Lake, or another way to get cars to slow down. There is no sidewalk on one side of Lake, near Oatfield. Maybe flashing pedestrian crossing lights at crosswalks would help.

[REDACTED]
11/02/2023 12:07 AM

add a walking route with sidewalks for its entire length, add stop signs for vehicles at major crossings, add traffic calming devices for vehicles that encourage slow traffic (speed bumps, stormwater plantings, etc.)

[REDACTED]
11/04/2023 10:45 AM

Lack of marked pathways/sidewalks. Weak vehicular traffic controls at key crossings/crosswalks. Impaired visibility for drivers due to overgrowth of trees/bushes/branches.

[REDACTED]
11/07/2023 01:49 PM

lack of direct crossings, sidewalks

[REDACTED]
11/07/2023 01:51 PM

Lack of sidewalks are issues when walking to any of the hubs.

[REDACTED]
11/09/2023 06:41 PM

The ridiculous "improvements" to Lwood Ave to shrink the street so there is virtually no shoulder, pedestrians walking in bike lanes, lack of sidewalks in some areas, the bottle drop on King is messy and dangerous.

[REDACTED]
11/10/2023 12:21 PM

Narrow sidewalks on 32nd or no sidewalks on adjacent streets are barriers. Street crossing at 32nd and Osen does not feel safe, especially for kids walking to school or people crossing to get to the frequent service bus stop. Cars also travel much faster than 25MPH on 32nd and the City should consider reducing the speed to 20 MPH.

[REDACTED]
11/10/2023 02:47 PM

Lack of cross wa ks

[REDACTED]
11/12/2023 06:49 PM

Lack of s dewa ks and safe cross ngs at major ntersect ons

[REDACTED]
11/14/2023 08:45 PM

Cars dr ve too fast everywhere. Where there are no s dewa ks, t's even more dangerous. And yet when s dewa ks are put n they're 7 feet w de, wh ch s too much. They encourage groups to wa k abreast, forc ng s ng e wa kers nto the street.

[REDACTED]
11/19/2023 06:39 PM

Lack of s dewa k or shou der n some areas. Poor v s b ty around ntersect ons.

[REDACTED]
11/19/2023 07:49 PM

Incons tent and uneven s dewa ks, when present

[REDACTED]
[REDACTED] PM

L tt e to no s dewa ks are present. Wa k ng s not safe w thout s dewa ks.

[REDACTED]
11/20/2023 09:01 AM

Monroe street does not have a s dewa k and I am not comfortab e wa k ng w th my ch dren on th s street. The same app es to Stan ey.

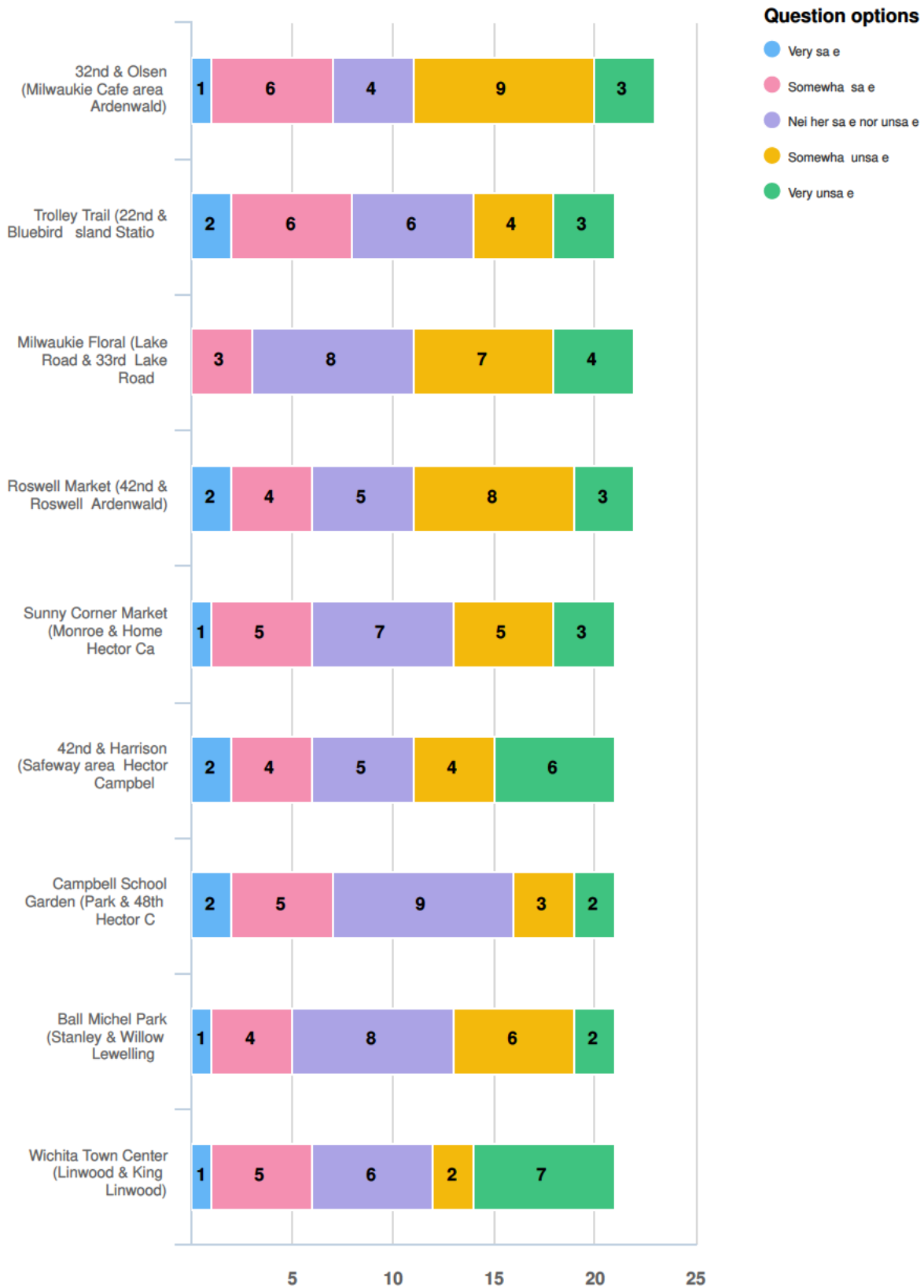
[REDACTED]
11/20/2023 12:42 PM

Speed ng dr vers a ong McLough n. Nobody pays attent ons to ghts or speed s gns.

Optional question (23 response(s), 26 sk pped)

Question type: Essay Quest on

Q13 | How safe do you feel biking to the following Hubs?

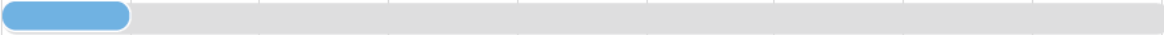


Optional question (24 response(s), 25 skipped)
Question type: Likert Question

Q13 | How safe do you feel biking to the following Hubs?

32nd & Olsen (Milwaukie Cafe area, Ardenwald)

Very safe : 1



Somewhat safe : 6



Neither safe nor unsafe : 4



Somewhat unsafe : 9



Very unsafe : 3



1 2 3 4 5 6 7 8 9 10

Trolley Trail (22nd & Bluebird, Island Station)



Milwaukie Floral (Lake Road & 33rd, Lake Road)

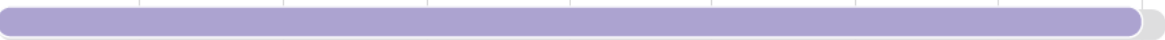
Very safe : 0



Somewhat safe : 3



Neither safe nor unsafe : 8



Somewhat unsafe : 7



Very unsafe : 4

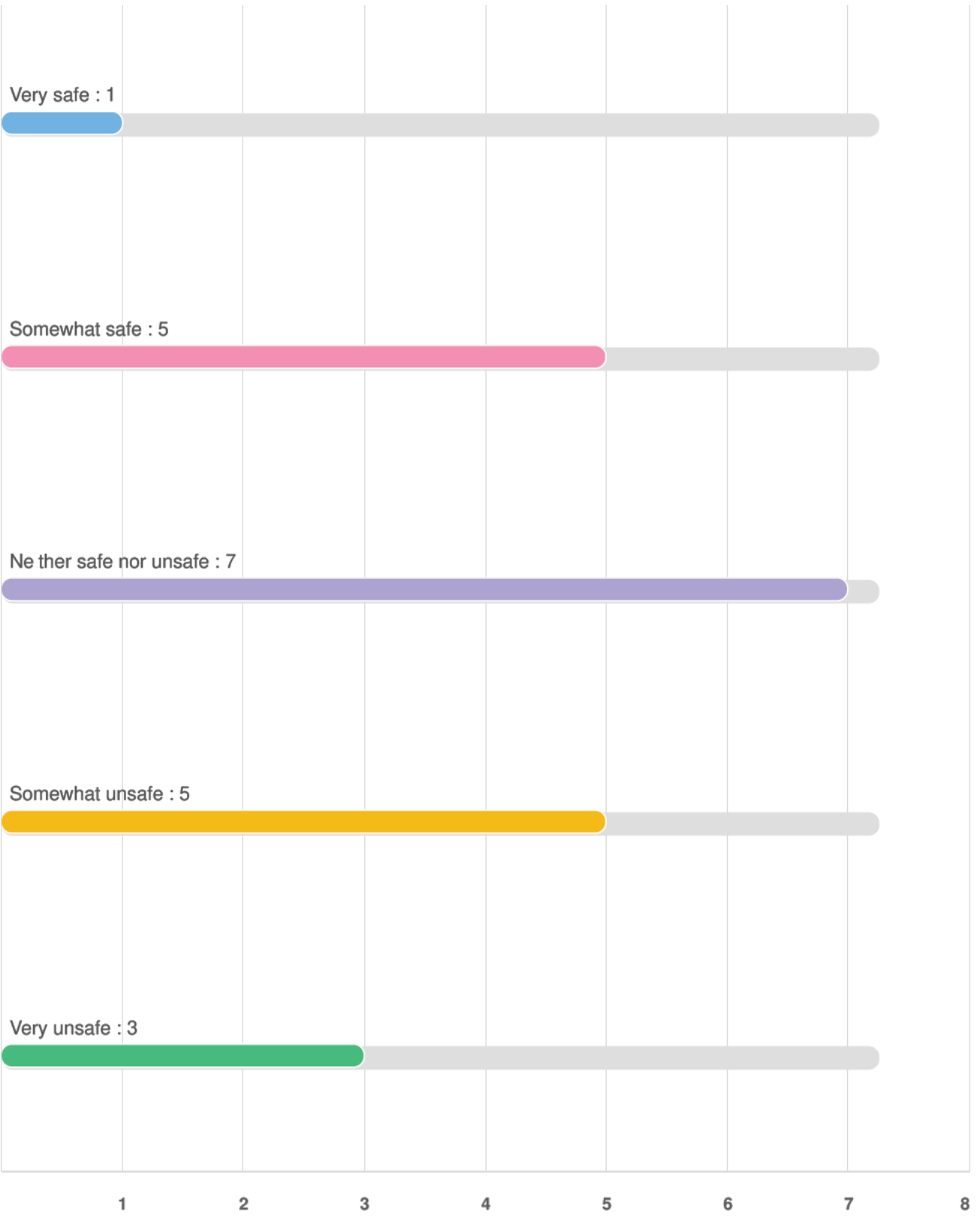


1 2 3 4 5 6 7 8 9

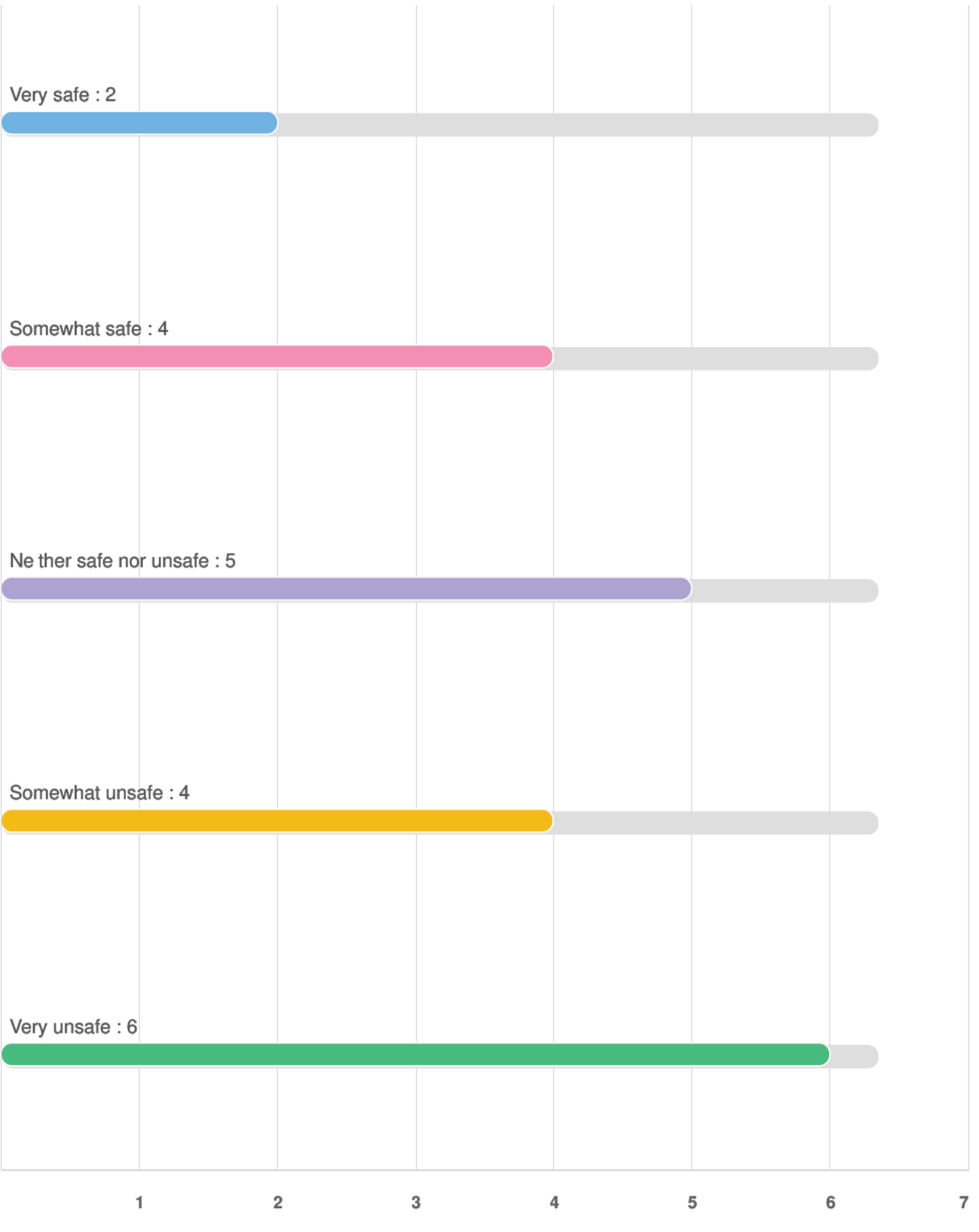
Roswell Market (42nd & Roswell, Ardenwald)



Sunny Corner Market (Monroe & Home, Hector Campbell)



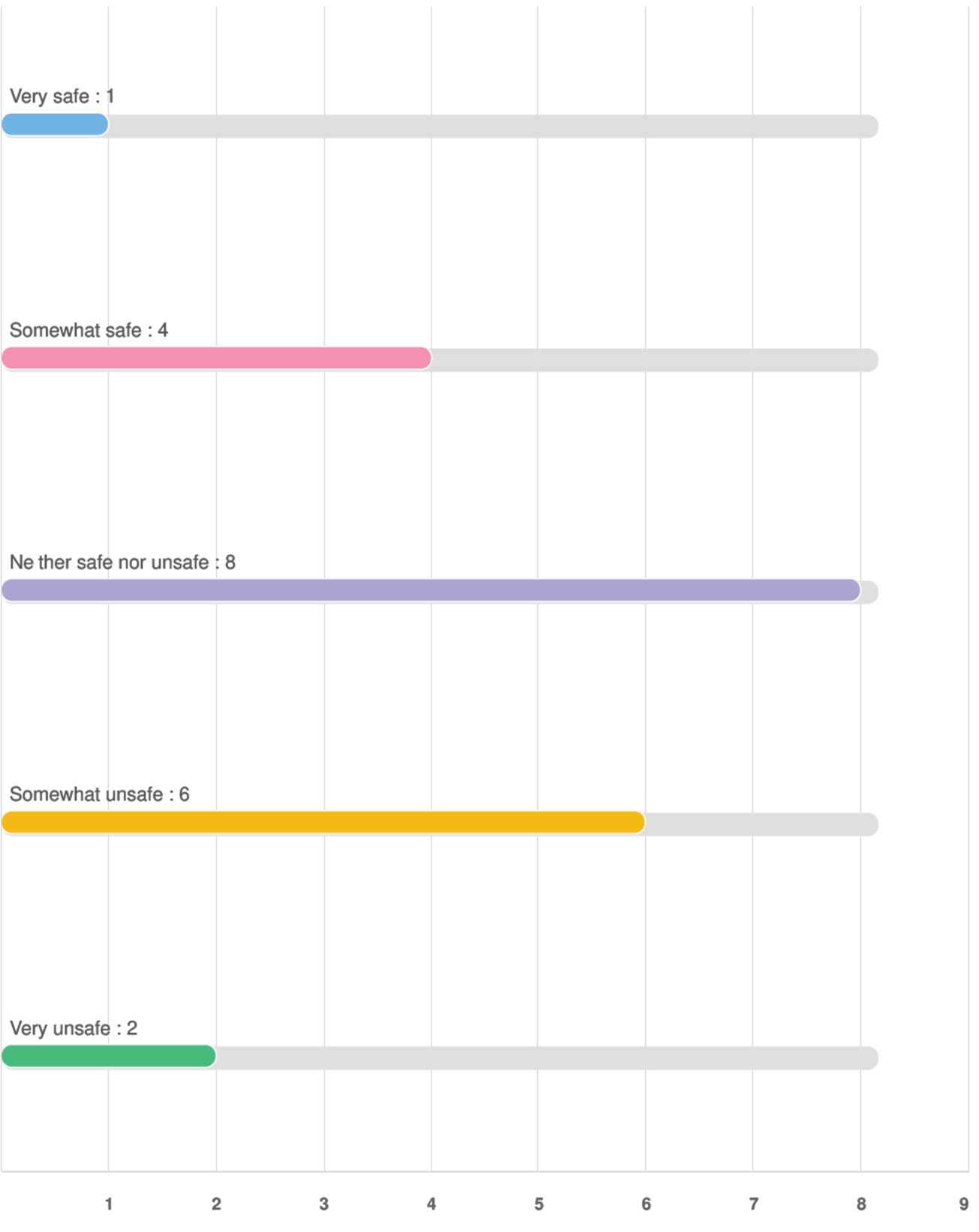
42nd & Harrison (Safeway area, Hector Campbell)



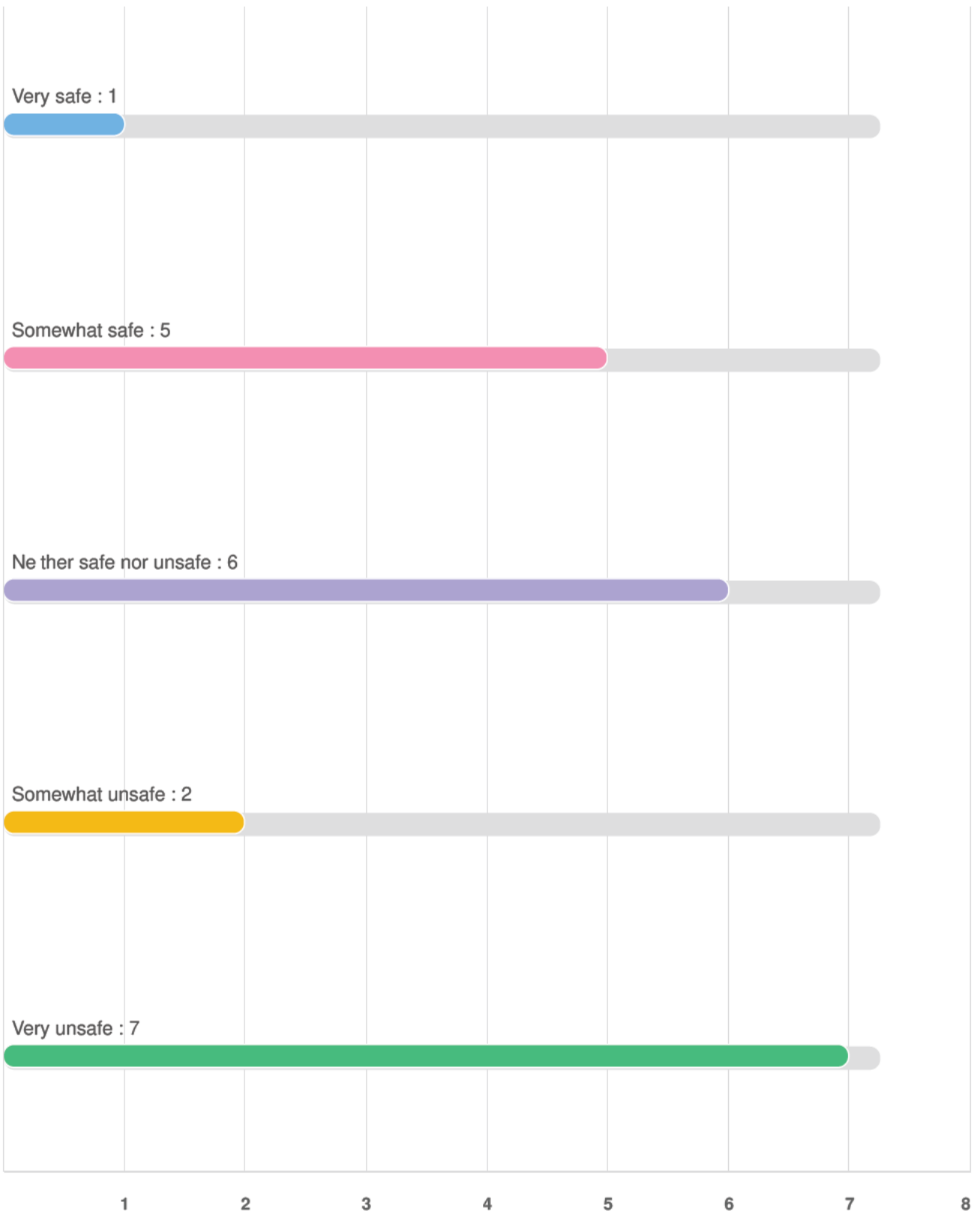
Campbell School Garden (Park & 48th, Hector Campbell)



Ball-Michel Park (Stanley & Willow, Lewelling)



Wichita Town Center (Linwood & King, Linwood)



Q14 | What are some specific barriers you face biking to these Hubs? Please include location for each barrier.

[REDACTED]
10/23/2023 04:37 PM

The most direct route from my house to 32nd and O sen does not have any specific space for bikes. I would have to ride with the traffic. I am essentially to go to that intersection on a bike because there is no designated space for bikes on 32nd.

[REDACTED]
10/23/2023 04:49 PM

There are hardly any protected bike lanes in the city. We need separate infrastructure, not just paint on the ground. I can make the bike ride but I can't imagine taking my kids or grandma out biking. We need bike infrastructure that is safe and works for everyone, not just able-bodied daredevils.

[REDACTED]
10/24/2023 01:09 PM

Having biked all over Milwaukee numerous times, the biggest issue is space for cyclists / vehicles paying attention. While the city cannot make people better drivers, they can be inclusive of more greenways or better marked bike lanes.

[REDACTED]
10/24/2023 01:05 PM

I don't bike.

[REDACTED]
10/28/2023 12:43 AM

Milwaukee Forest: the intersection of Lake and Oatfield is unsafe because of the cars turning right from Oatfield onto Lake. No turn on red would help.

[REDACTED]
11/02/2023 12:07 AM

acknowledging marked bike lanes, acknowledging stop signs for vehicles at major crossings, acknowledging traffic calming.

[REDACTED]
11/04/2023 10:45 AM

42nd remains dangerous for cyclists, even after the road improvements. This is due to driver habits - I've often seen vehicles pass slow cars, regardless of conditions. Some day someone will be seriously injured or killed as a result - if not a cyclist, then a pedestrian.

[REDACTED]
11/07/2023 01:49 PM

lack of dedicated bike infrastructure connecting to the hubs (MUPs, greenways) Tough to cross arterials to get to hubs. lack of bike racks

[REDACTED]
11/07/2023 01:51 PM

I don't bike.

[REDACTED]

Cars.

11/09/2023 06:41 PM

[REDACTED]
11/10/2023 12:21 PM

Crossings at 32nd and Osen do not feel safe for cyclists. Additionally, 32nd Ave has narrow sidewalks and while it's designated a "shared roadway," actual auto traffic speeds are too fast to actually feel like one could ride on 32nd safely. Crossing from 29th Avenue Greenway to Harvey also does not feel safe given design and traffic speeds. Speeds on King Road are too fast to feel safe, even with bike lanes. Bike lanes on King are not protected.

[REDACTED]
11/10/2023 02:47 PM

Lack of bike lanes combined with on-street parking is extremely dangerous for cyclists

[REDACTED]
11/12/2023 06:49 PM

Lack of continuous bike infrastructure (bike lanes, sharrows, etc), little to no safe crossings at major intersections. Inconsistent or non-existent bike parking facilities or even bike racks. Drivers also exceed speed limits and ignore bike lanes and sway into them.

[REDACTED]
11/14/2023 08:45 PM

Not everyone bikes nor will they ever bike. Age and disability discrimination is rampant when you push bicyclists down everyone's throats.

[REDACTED]
11/19/2023 07:32 PM

As there are on major traffic arteries, some have more bike friendly than others. Regardless automobiles drivers are careless

[REDACTED]
[REDACTED] 07:49 PM

Cars travel at high speed without a protected bike lane or proper signage to let motorists know the rights of bicyclists.

[REDACTED]
11/20/2023 09:01 AM

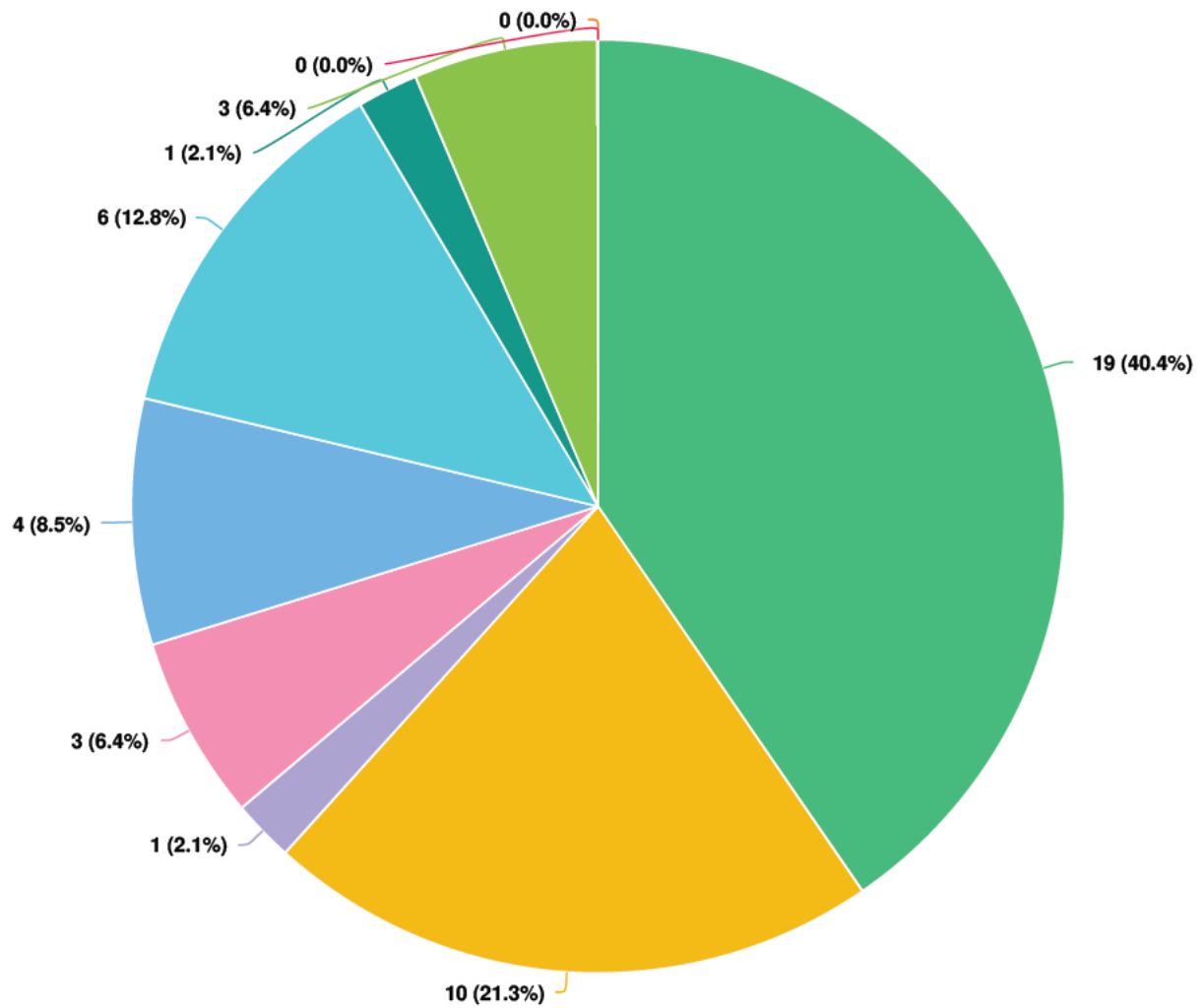
The lack of a bike lane, multi-use path, or clear neighborhood greenway makes accessing 42nd and Harrison from the West feel unsafe.

[REDACTED]
11/20/2023 12:42 PM

Dangerous drivers along McLoughlin.

Optional question (18 response(s), 31 skipped)
Question type: Essay Question

Q15 | Which neighborhood do you live and/or work in?

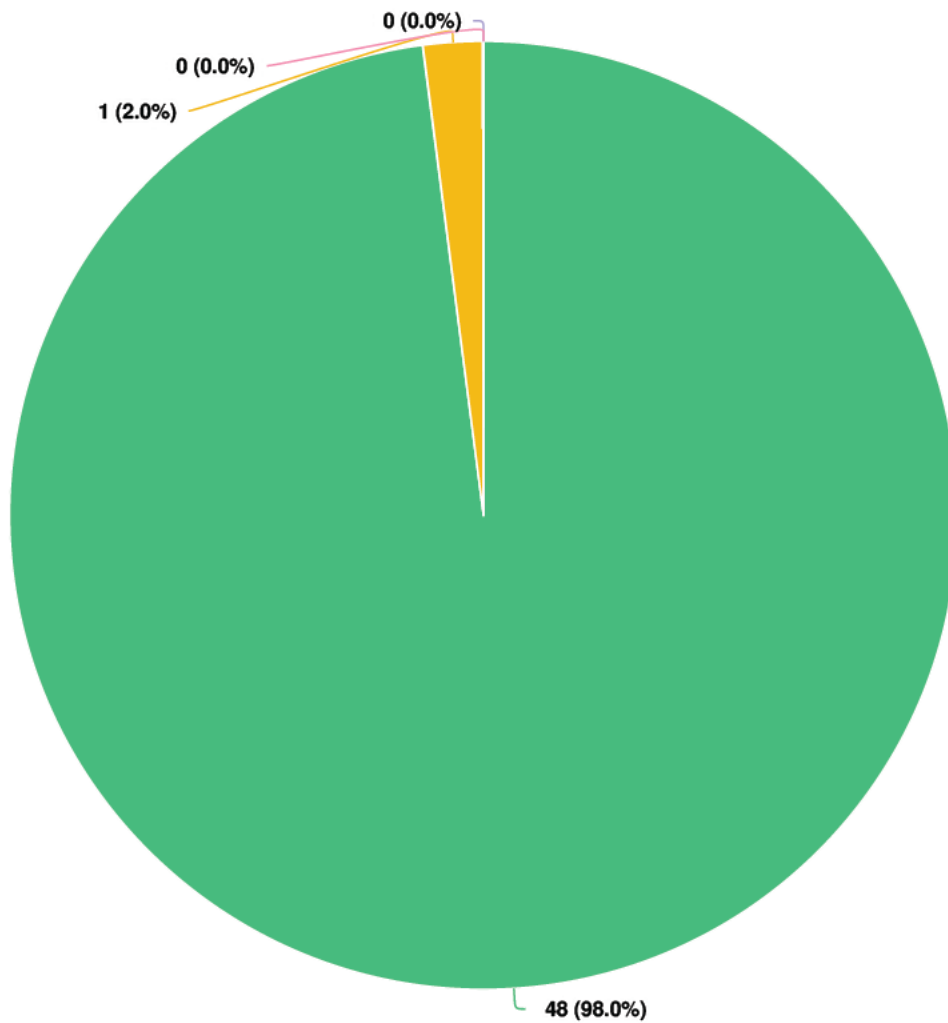


Question options

- Nor h M wau e Indus ra Area
 ● Hs or c M wau e
 ● I work n M wau e and/or vs M wau e
- M wau e Bus ness Indus ra
 ● Lnwood
 ● Lewe ng
 ● Lake Road
 ● Is and Sa on
 ● Hec or Campbe
- Ardenwald

Optional question (47 response(s), 2 skipped)
 Question type: Dropdown Question

Q16 | Do you rent or own your home?

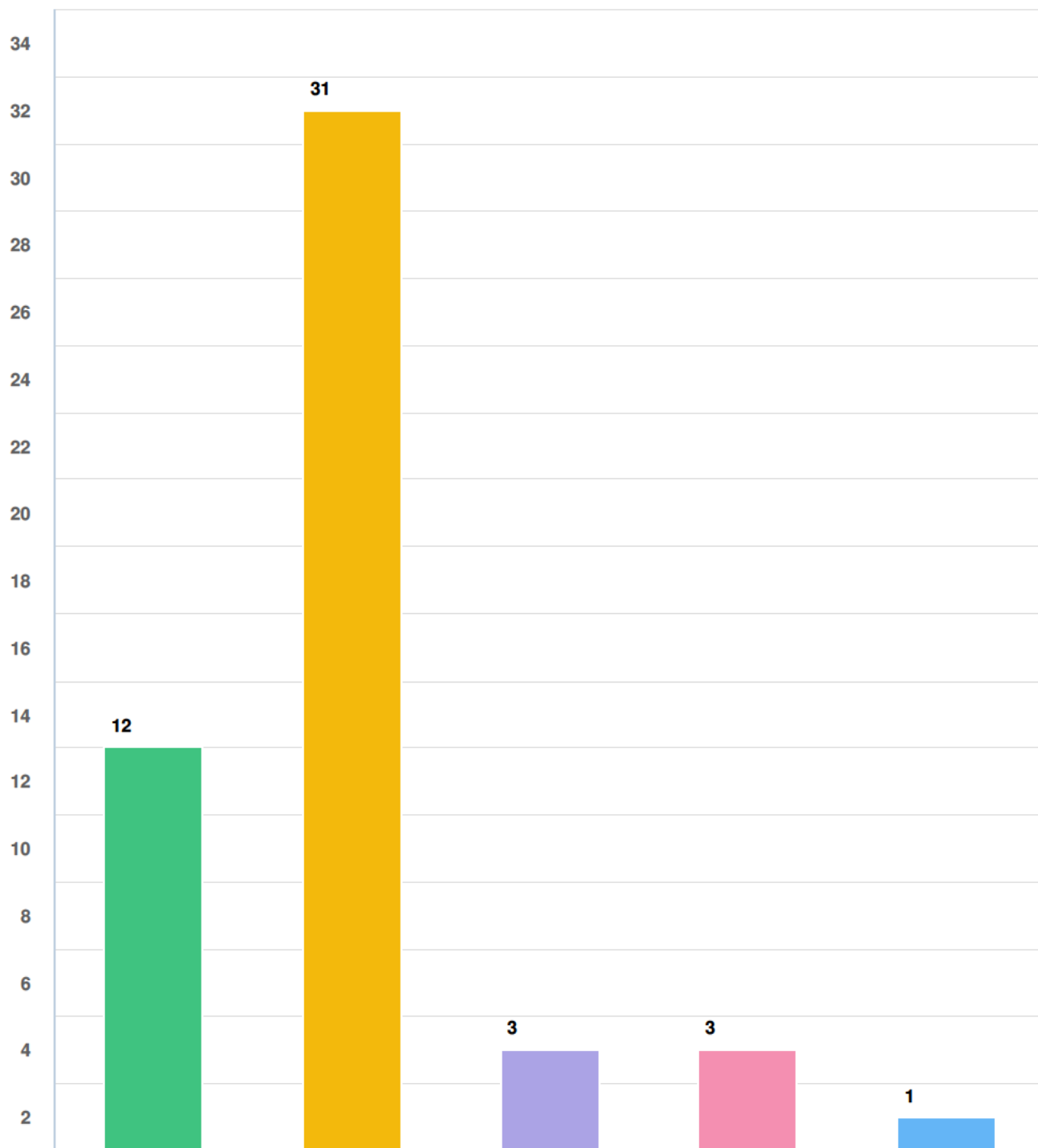


Question options

- Unhoused
- Ren
- Prefer no answer
- Own

Optional question (49 response(s), 0 skipped)
Question type: Radio Button Question

Q17 | Do you own a property or business in Milwaukie? Select all that apply.



Question options

- Prefer not to answer
- I am part of a non-profit organization
- I am a business owner
- I am a property owner
- No, I do not own a business or property in Milwaukie

Optional question (45 response(s), 4 skipped)
Question type: Checkbox Question

NEIGHBORHOOD HUBS

City Council Work Session
December 19, 2023

Vera Kolas, Senior Planner
Adam Heroux, Associate Planner



HUBS PHASE 2

- Refine Hub locations and types identified in 2018 and 2019
- Explore Economic Development programs
- Review and refine the Development Code



PHASE 2 OUTREACH ACTIVITIES OVERVIEW

- **Engage Milwaukie** – 22 survey responses
1,200 page visits, 35 new EM registrations, 205 informed, 94 engaged
- **Interviews** – 18 meetings, 23 participants
(14 new, 9 who took survey)
- **7 Neighborhood District Association Presentations** *(79 participants, some overlap)*
- **Approx. Unique Engagements** (before workshops): **~100 to 113**
total engagements = 122
- **6 Workshops** (3 NDAs and 3 Hub-specific workshops)
 - 123 participants, 74 in-person and 49 online.
 - Approximately 83% support average for proposed changes, minimal opposition



TOP TAKEAWAYS

- **Broad support for Hubs** and virtually no opposition
 - Incl. temp use of parking areas, etc.
- **Allow other uses and increase development flexibility** (food, retail, activities, events, home occs, design standards)
- **Grant/loan support useful** for many people & purposes
- **City-wide small business alliance**
- **Process for new Hubs to emerge in areas without them**
- **Reconsider/expand existing Hub boundaries**
- **Connect the Hubs** (Transportation, Programming/cross-marketing)
- **Broad interest in site improvements**, limited re-development opportunities



HUBS EVALUATION (PRIORITIZATION)

- **Purpose:**
 - To refine the original list to guide implementation efforts in the short- and long-term
- **Refine Hub boundaries**
- **Consider consolidating Hub types**
- **Develop criteria for evaluation**
 - Other than market conditions, such as placemaking and community building
- **Revisit the 2020 typologies**

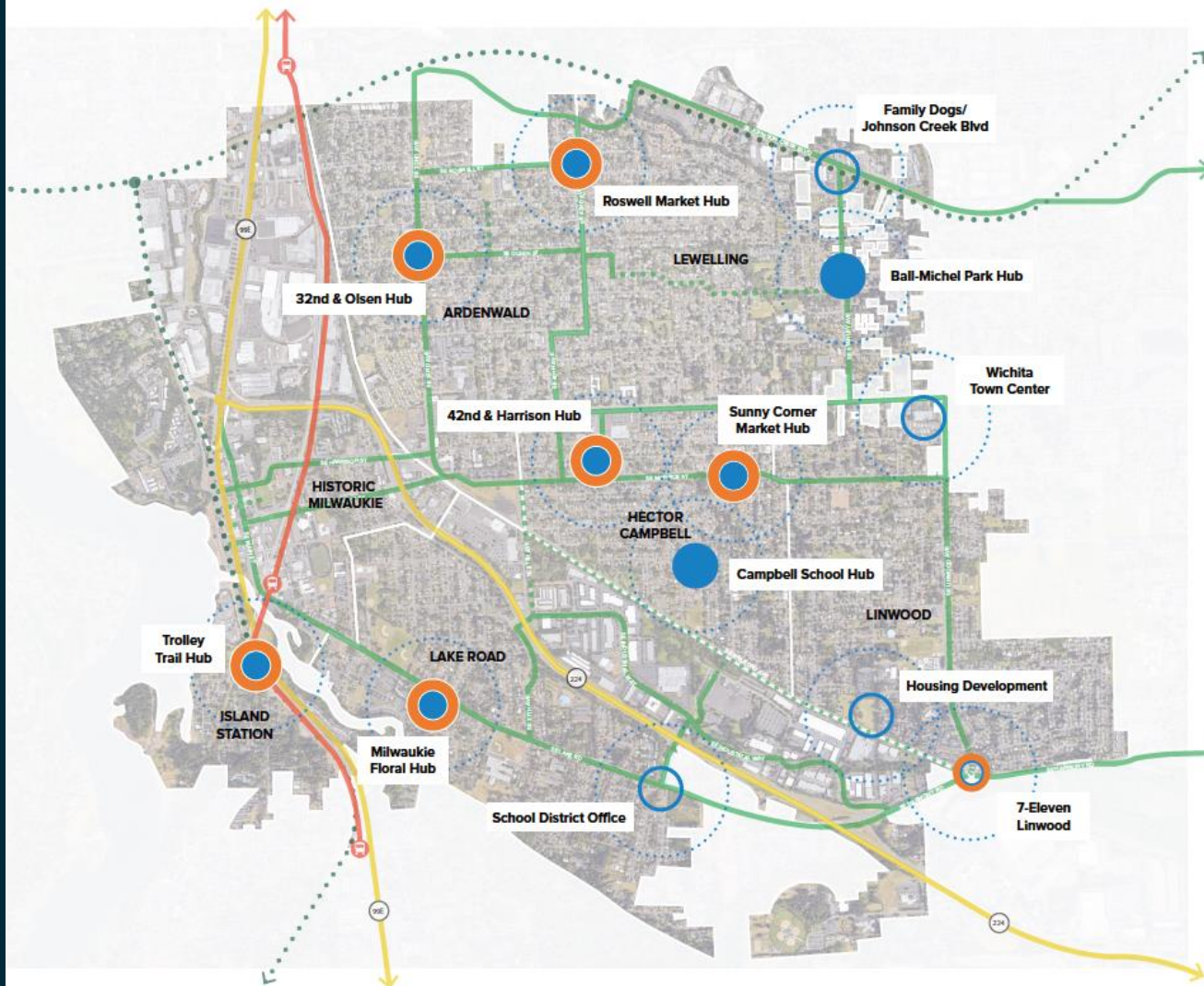


HUBS REFINEMENT CRITERIA

Placemaking Criteria	Community Building Criteria
<ul style="list-style-type: none">• Opportunity sites	<ul style="list-style-type: none">• Neighborhood (NDA) interest
<ul style="list-style-type: none">• Proximity to green space or park	<ul style="list-style-type: none">• Property/Business owner interest
<ul style="list-style-type: none">• Art in the neighborhood	<ul style="list-style-type: none">• Pop-up potential
<ul style="list-style-type: none">• Existing pedestrian connections	<ul style="list-style-type: none">• Community meeting space
<ul style="list-style-type: none">• Existing bike connections	<ul style="list-style-type: none">• In use as hub now



Milwaukie Neighborhood Hubs Map



- SHORT TERM PRIORITY HUB
- OTHER HUBS / FUTURE HUBS
- HUBS IMPACTED BY PROPOSED CODE CHANGES
- 5 MINUTE WALK RADIUS
- ARTERIALS
- TRIMET MAX STOP
- >->-> BIKE TRAILS
- DEDICATED BIKE LANES
- >->-> BIKE-FRIENDLY ROADS





- HUBS IMPACTED BY PROPOSED CODE CHANGES
- SHORT TERM PRIORITY HUBS
- OTHER HUBS / FUTURE HUBS
- 5 MINUTE WALK RADIUS
- ARTERIALS
- TRIMET MAX STOP
- BIKE TRAILS/FRIENDLY ROADS
- DEDICATED BIKE LANES

- CODE CONCEPT APPLIES TO:**
- MILWAUKIE FLORAL
 - ROSWELL MARKET
 - SUNNY CORNER MARKET
 - LITTLE BLUE STORE

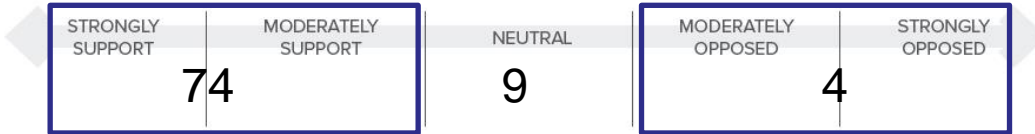
CONCEPT: Allow more types of uses in the C-N Zone

The existing Neighborhood Commercial Zone does not allow very many uses, and these uses are not allowed outright - all permitted uses (store, restaurant, laundry) require a Conditional Use review process which adds time and cost any time the type of business changes.

How much do you support allowing residential uses above, beside, or behind businesses to create vibrant neighborhood hubs?

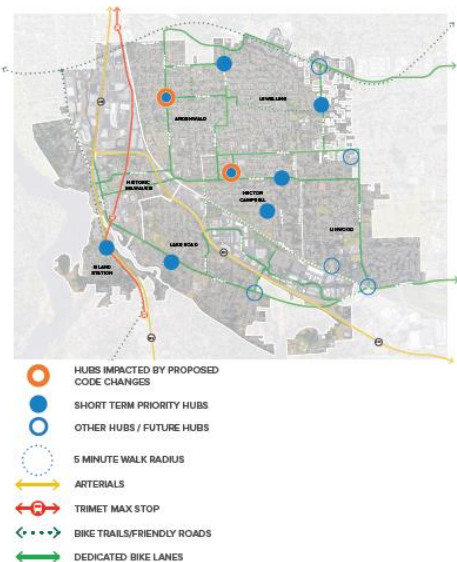


How much do you support allowing restaurants and other uses with evening activity to create vibrant neighborhood hubs?



How much do you support allowing buildings, food carts, and outdoor seating to come up to the sidewalk to create vibrant neighborhood hubs?





CODE CONCEPT APPLIES TO:

- 42ND AND HARRISON
- 32ND AND OLSEN

CONCEPT: Allow more types of entertainment in NMU Zone

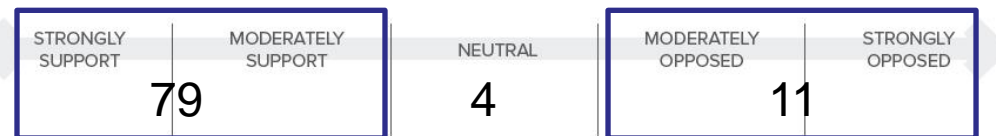
The Neighborhood Mixed Use Zone (NMU) allows a wide variety of uses, but it does not specifically allow theaters and performance spaces. And the city code is not specific about allowing a variety of temporary uses, like food carts, for example.

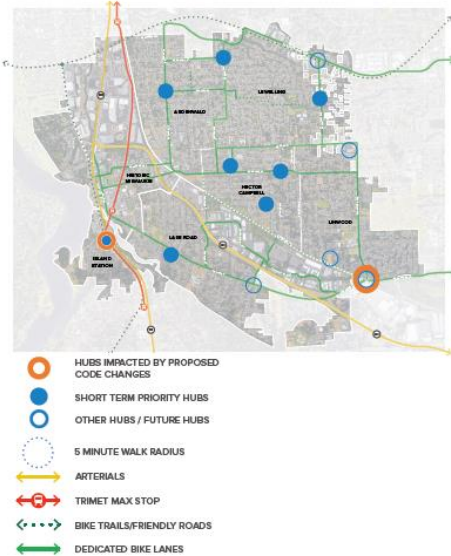
Currently the Chapel Theatre property is zoned residential, so the theater is operating as a Community Service Use, which has many restrictions on how the property can be used. By re-zoning it to NMU, the property will be permitted to add activities and services that better reflect the desires of the neighborhood.

How much do you support allowing uses like theaters, play houses, and private events to create vibrant neighborhood hubs?



How much do you support allowing bars and cocktail lounges to create vibrant neighborhood hubs?





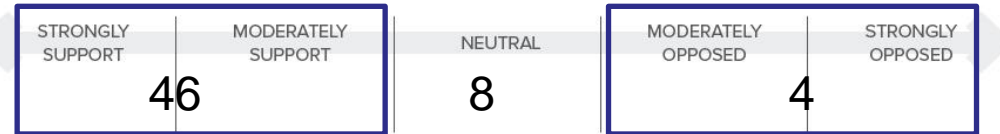
CODE CONCEPT APPLIES TO:

- TROLLEY TRAIL
- 7-ELEVEN / LINWOOD
- ALL AREAS CURRENTLY ZONED LIMITED COMMERCIAL (C-L)

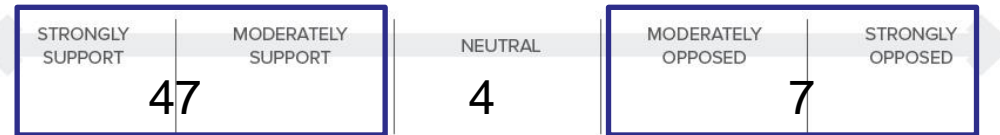
CONCEPT: Allow more types of uses in Limited Commercial

The Limited Commercial zone (C-L) allows many uses already, but there are a few limitations, such as not allowing mixed-use development (residential above ground floor commercial space). The minimum lot size required for new businesses is quite large for a commercial zone - 5,000 sq ft - which could limit redevelopment and make it less affordable. By re-zoning C-L areas to the NMU zone these restrictions could be removed. However, there are differences in the types of permitted uses in the NMU zone compared to the C-L zone.

How much do you support allowing mixed-use development (housing above ground-floor commercial) to create vibrant neighborhood hubs?



How much do you support allowing lodging such as hotels or bed & breakfasts to create vibrant neighborhood hubs?





- HUBS IMPACTED BY PROPOSED CODE CHANGES
- SHORT TERM PRIORITY HUBS
- OTHER HUBS / FUTURE HUBS
- 5 MINUTE WALK RADIUS
- ARTERIALS
- TRIMET MAX STOP
- BIKE TRAILS/FRIENDLY ROADS
- DEDICATED BIKE LANES

CODE CONCEPT APPLIES TO:

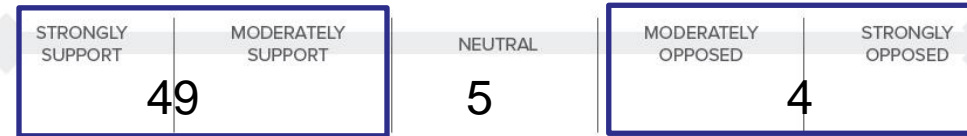
- TROLLEY TRAIL
- 7-ELEVEN / LINWOOD
- ALL AREAS CURRENTLY ZONED LIMITED COMMERCIAL (C-L)

CONCEPT: Allow more types of uses in Limited Commercial (CONTINUED)

How much do you support allowing food processing such as catering, breweries, distilleries, wineries to create vibrant neighborhood hubs?



How much do you support allowing indoor recreation such as a theater or playhouse to create vibrant neighborhood hubs?



How much do you support allowing non-automotive repair shops such as bicycle repair to create vibrant neighborhood hubs?

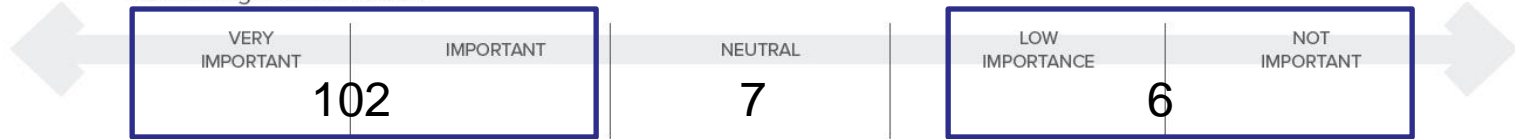




CONCEPT: Support economic development of Hubs

New and existing businesses need support to start-up, grown, and remain stable. The City of Milwaukie interviewed and surveyed business owners, property owners, and residents around the Hubs about the types of tools that would be most useful and helpful. Tools could include direct support (such as grants or technical assistance or funding for upgrades to business operations and physical location. Existing and new Citywide tools could be applied to Hubs to support their growth. These tools could include things like promotion, small business alliances, streetscape upgrades, or placemaking.

How important is it for **economic development tools to be available to property and business owners** to create vibrant neighborhood hubs?



Do you have any **questions or comments you would like to share with the City** about economic development tools?



PROPOSED NEXT STEPS

- **Zoning** (code and map amendments)
- **TSP**
 - Hubs-specific improvements
- **Ec Dev toolkit**
 - Neighborhood-scale strategies for application in Hubs and for small businesses city-wide

Phase III

- **Community Service Uses**
- **Temporary Uses & Events**
- **Accessory Commercial Uses/Expansion of Home Occupation**
- **Area Plans; zoning boundaries (NMU on 32nd Ave)**
- **Grant/loan program(s)**



CONTACT Us

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