

Why this goal?

Milwaukie is seeing a resurgence of economic development activity in its downtown and business districts. Inspired by the city's 2040 community vision and comprehensive plan, the city has completed foundational work to enable hubs of commercial amenities across our neighborhoods. As Milwaukie's urban renewal area (URA) and construction excise tax (CET) funds mature, the city has an opportunity in 2025-2027 to make significant investments that can support our local economy, attract and retain businesses, and revitalize our commercial areas to help build community and a sense of place.

What do we want to accomplish by 2027?

- ⚙️ Revitalized Main Street and Downtown
- ⚙️ New investments in Milwaukie's industrial areas
- ⚙️ At least one enhanced Neighborhood Hub
- ⚙️ Strong city-business partnerships
- ⚙️ Capital improvements that support our business districts, including construction underway for Milwaukie Bay Park

How will we measure success?					
	BASELINE <small>(as of Dec 31 '24)</small>	End of 2025	End of 2026	End of 2027	Target
<b>Dollars invested in direct support for local businesses</b> <i>\$ allocated through business improvement grant programs (URA and CET)</i> <i>\$ allocated to BIPOC or LGBTQIA+ business owners</i>	<b>\$328,455 total</b> <b>\$55,000 to BIPOC business owners</b> <b>\$25,955 to LGBTQIA+ business owners</b>				<b>Minimum \$250,000 annually</b>
<b>Advancement of URA Five-Year Action Plan</b> <i>% of projects that are complete or in the process.</i>	<b>28.4% of projects</b>				<b>100% Completion</b>
<b>External business-related meetings attended</b> <i># of meetings, roundtables, and summits attended by City Council members</i> <i># of equity-focused meetings (e.g.)</i>	<b>5 meetings</b> <b># of equity focused</b>				<b>Minimum 12</b>
<b>Business-related meetings convened by the city</b> <i># of meetings, roundtables, and summits convened by staff or City Council members</i>	<b>2 meetings</b>				<b>Minimum 4</b>
<b>Total number of businesses registered with the city</b> <i># of business license holders operating in Milwaukie, excluding landlords/rental properties</i>	<b>1,550 businesses</b>				<b>Upward trend</b>
<b>Impressions of business friendliness</b> <i>% of surveyed business who are happy with the City of Milwaukie's support</i>	<i>Need a baseline survey</i>				<b>Upward trend</b>
<b>Events and tourism</b> <i># of events produced in Milwaukie by the city or with city support</i> <i># of events that specifically celebrate Milwaukie's diverse communities</i>	<b>6 Events Total</b> <b>(4 Cultural Events)</b>				<b>Minimum of 9 events annually</b>
<b>Downtown foot traffic</b> <i>Point in time counts of daily foot traffic (Total annual &amp; Specific Dates/Times)</i>	<i>Need a baseline count</i>				<b>Upward trend</b>
<b>Access to commercial activity and hubs</b> <i># of housing units within a 1/4 mile walkshed of a commercial center or hub</i>	<b>3,250 housing units</b>				<b>Upward trend</b>

Data	Question	Indicator	Commercial Type	2024	2025	2026	2027
<b>Commercial Vacancy Rate</b>	Does Milwaukie and its sub-areas have a healthy vacancy rate?	Vacancy can inform our understanding of demand, with decreasing or low vacancy rates indicating demand for commercial space in Milwaukie and its sub-areas.	Office: Industrial: Retail: DT Retail:	<b>3.3%</b> <b>4.9%</b> <b>4.6%</b> <b>8.4%</b>	XXX	XXX	XXX
<b>Commercial Rents</b>	Are rents increasing?	Changes in commercial rents can shed light on the desirability of commercial space. High or increasing lease rates can attract investment in new commercial inventory. Increasing rents can also signal a need to devote additional resources to preserving legacy businesses to counteract market pressures.	Office: Industrial: Retail: DT Retail:	<b>\$1.86</b> psf <b>\$1.02</b> psf <b>\$1.48</b> psf <b>\$1.42</b> psf	XXX	XXX	XXX
<b>Commercial Inventory</b>	Is commercial inventory growing?	Delivery of new commercial buildings provides space for new business opportunities, as well as mobility for existing businesses who wish to expand or move to more suitable areas of the city.	Office: Industrial: Retail: DT Retail:	<b>712,304</b> sf <b>6,426,385</b> sf <b>1,000,323</b> sf <b>292,448</b> sf	XXX	XXX	XXX

### Implementation partners

**COUNCIL LEAD:**  
Councilor Rebecca Stavenjord

- STAFF LEAD:**
- Joseph Briglio, Assistant City Manager
  - Ciara Williams, Economic Development coordinator

- SUPPORTING DEPARTMENTS:**
- City Manager's Office
  - Community Development
    - Milwaukie Redevelopment Commission Community Advisory Committee (MRCCAC)
  - Finance
  - Public Safety

- EXTERNAL PARTNERS:**
- Downtown Alliance of Milwaukie (DAM)
  - Business of Milwaukie (BOM)
  - North Clackamas County Chamber of Commerce (NCCCC)
  - Neighborhood District Associations (NDAs)
  - Private Property Owners and Developers
  - Clackamas Community College

- Clackamas Small Business Development Center (SBDC)
- Clackamas Workforce Partnership
- Micro Enterprise Services of Oregon (MESO)
- TiE Oregon
- Sabin-Schellenberg

# Action Roadmap

YEAR/FOCUS	QUARTER	STAFF ACTIONS	COUNCIL ACTIONS
<div>2025</div> <div>FOCUS: Support downtown momentum, engage business districts, and collect better baseline data</div>	CY-Q2 Apr - Jun	<div><div>✓</div>Hired Economic Development Coordinator</div> <div><div>□</div>Continue building relationships with DAM, BOM, and NCCCC</div> <div><div>□</div>Engage businesses in planning for <i>Milwaukie Fest</i></div> <div><div>□</div>Discuss strategy to engage Milwaukie businesses in all city signature events</div> <div><div>✓</div>Public Parking Map</div> <div><div>✓</div>Quarterly MRCCAC Meetings</div> <div><div>✓</div>Issued 8 business grants</div> <div><div>✓</div>Re-Engage Harrison/Main Metro Discussions</div>	<div><div>□</div>Complete goal action plan</div> <div><div>□</div>Share updates on committee assignment work related to economic development</div>
	CY - Q3 Jul - Sept	<div><div>□</div>Present and refine scope of Main Street Improvements CIP project</div> <div><div>□</div>Produce first annual <i>Milwaukie Fest</i></div> <div><div>□</div>Prep business survey to coincide with biz roundtables</div>	<div><div>□</div>Identify and send invitations for first round of business engagement tables and survey (URA, North Milwaukie Industrial Area (NMIA), International Way, and neighborhood businesses)</div> <div><div>□</div>Share updates on committee assignment work related to economic development</div>
	CY - Q4 Oct - Dec	<div><div>□</div>Prepare for launch of business improvement grant program citywide using CET funds</div> <div><div>□</div>Scope planning and economic development work for 2026 related to Neighborhood Hubs and corridor plans</div> <div><div>□</div>Engage business stakeholders regarding refresh to URA five-year action plan</div> <div><div>□</div>Initiate market analysis around Neighborhood Hubs</div>	<div><div>□</div>Convene first round of business engagement tables</div> <div><div>□</div>Start refresh of URA 5-year Action Plan with Milwaukie Redevelopment Commission Community Advisory Committee (MRCCAC)</div> <div><div>□</div>Share updates on committee assignment work related to economic development</div>
<div>2026</div> <div>FOCUS: Enhance Neighborhood Hubs and support, retain, and attract Milwaukie businesses</div>	Annual goal review and performance measure data report		
	CY - Q1 Jan - Mar	<div><div>□</div>Present proposed scope for Neighborhood Hubs/corridor planning, economic development, and placemaking work informed by market analysis</div> <div><div>□</div>Launch citywide business improvement grant program</div> <div><div>□</div>Engage businesses to scope changes needed to city's Business Tax code and fees, including education on current investments in business districts</div>	<div><div>□</div>Direct staff on planning, economic development, and placemaking work to support economic development in Neighborhood Hubs and corridors</div> <div><div>□</div>Select priority Neighborhood Hubs for placemaking investment based on market analysis</div> <div><div>□</div>Share updates on committee assignment work related to economic development</div>
	CY - Q2 Apr - Jun	<div><div>□</div>Present on transportation enhancements needed to support workforce and business needs (informed by updated Transportation System Plan (TSP))</div> <div><div>□</div>Propose placemaking investments in priority Hubs</div> <div><div>□</div>Propose updates to city's Business Tax code and fees through budget process</div>	<div><div>□</div>Plan Annual Business Summit</div> <div><div>□</div>Complete URA 5-year Action Plan refresh with MRCCAC</div> <div><div>□</div>Share updates on committee assignment work related to economic development</div>

	CY – Q3 Jul - Sept	<ul style="list-style-type: none"><li>□ Begin construction on Main Street Improvements CIP Project</li><li>□ Implement changes to Business Tax code and prepare for annual business registration cycle in next quarter</li><li>□ Implement placemaking investments in priority Hubs</li></ul>	<ul style="list-style-type: none"><li>□ Explore opportunities for additional URAs to support economic development beyond downtown</li><li>□ Host Annual Business Summit</li><li>□ Share updates on committee assignment work related to economic development</li></ul>
	CY – Q4 Oct - Dec	<ul style="list-style-type: none"><li>□ Continue construction on Main Street Improvements CIP Project</li><li>□ Develop vacant storefront tool kit</li></ul>	<ul style="list-style-type: none"><li>□ Direct staff on 2027 planning/code work to undertake to support economic development</li><li>□ Share updates on committee assignment work related to economic development</li></ul>
2027 FOCUS: Institutionalize business support as a core city function	Annual goal review and performance measure data report		
	CY – Q1 Jan - Mar	<ul style="list-style-type: none"><li>□ Complete construction on Main Street Improvements CIP Project</li><li>□ Propose second round of placemaking investments in priority Hubs</li></ul>	<ul style="list-style-type: none"><li>□ Champion transportation investments that support economic development</li><li>□ Share updates on committee assignment work related to economic development</li></ul>
	CY – Q2 Apr – Jun	<ul style="list-style-type: none"><li>□ Implement second round of placemaking investments in priority Hubs</li></ul>	<ul style="list-style-type: none"><li>□ Plan Annual Business Summit</li><li>□ Share updates on committee assignment work related to economic development</li></ul>
	CY – Q3 Jul - Sept		<ul style="list-style-type: none"><li>□ Host Annual Business Summit</li><li>□ Share updates on committee assignment work related to economic development</li></ul>
	CY – Q4 Oct - Dec		<ul style="list-style-type: none"><li>□ Report on 3-year Goal progress and provide direction for ongoing operationalization of economic development work</li><li>□ Share updates on committee assignment work related to economic development</li></ul>