



Memorandum

To: Moving Forward Milwaukie Project Advisory Committee (PAC)

From: Li Alligood, Associate Planner (Project Manager)

Date: April 14, 2014

Re: Preparation for April 21, 2014, PAC Meeting

Greetings!

The fifth meeting of the Moving Forward Milwaukie: Enhancing Our Commercial Districts project advisory committee (PAC) is **Monday, April 21, 6:30-8:30 pm** at the Public Safety Building, 3200 SE Harrison St, in central Milwaukie. Light refreshments will be provided.

This is a critical meeting and will provide key direction for the Action & Implementation Plan for downtown and central Milwaukie. The Action and Implementation Plan will set the framework for proposed amendments to the downtown plan and code and for development of financial tools. *Please let me and/or your alternate know as soon as possible if you will not be able to attend, so that your alternate can participate in your place.*

I have enclosed some documents for you to review prior to the meeting.

1. *Meeting agenda*

Much of this meeting will be dedicated to discussion. Please come prepared to share your thoughts and perspectives!

2. *Minutes from the 3/31/14 PAC Meeting*

Including results of the PAC instant polling exercise.

3. *Online Survey Results*

We will be briefly reviewing the results of the online survey, which mirrored the questions asked at the 3/6/14 public event and was open from 3/28-4/8. We received more than 150 responses, thanks to the PAC's outreach!

4. *Moving Forward Milwaukie: Key Questions*

The project team has prepared a list of key project questions for review and discussion. These questions outline the questions the project seeks to answer, identifies those questions that have been answered by the PAC and through public input, and those questions that are still outstanding. We want to focus PAC discussion on those questions that have not yet been answered and where the response has lacked consensus. We intend to use the Key

Questions form as an ongoing tool to document the decisions that have been made and to identify the decisions yet to be made.

5. *Draft Action & Implementation Plan Outline and Matrix*

One of the key deliverables of this project is an Action and Implementation Plan for Downtown and Central Milwaukie. This plan will identify policy, regulatory, and financial barriers to development and recommend strategies to remove these barriers. The enclosed outline provides an overview of the information the document will contain.

The draft matrix is a “road map” to the Downtown and Central Milwaukie Action and Implementation Plan. It is not intended to be a stand-alone document, but instead serves as a summary table and an attachment to the final Action and Implementation Plan.

The draft matrix outlines some broad potential strategies and actions to remove barriers to new development in downtown and central Milwaukie, as well as to encourage new businesses and development. These strategies and actions are drawn from the PAC and public input reflected in the Key Questions document.

We will discuss these strategies and actions and determine if they should be retained, refined, or removed.

Additional information about the project and past efforts is available on the City’s project web site at <http://www.milwaukieoregon.gov/planning/movingforward>.

Please let me know if you have any questions, and thanks again for helping us with this important project. I can be reached at 503-786-7627 or alligoodl@milwaukieoregon.gov.

AGENDA

REVISED

Moving Forward Milwaukie: Enhancing Our Commercial Districts

Project Advisory Committee Meeting #5

Monday, April 21st 2014

6:30 P.M. – 8:30 P.M.

Public Safety Building, Community Room, 3200 SE Harrison Street

Welcome to the fifth Project Advisory Committee (PAC) Meeting for *Moving Forward Milwaukie*. We appreciate your continued involvement in this exciting project!

There will be opportunities for public participation throughout the meeting. Light refreshments will be served.

The guidelines for participating in the Advisory Committee from the first meeting are again included on the back of this page for reference.

1. Welcome and Overview of Meeting Agenda/Format, and Meeting Objectives 6:30
 - Presentation: 5 min
2. Online Survey Results / Future Outreach Options 6:35
 - Presentation: 5 min
 - Discussion: 10 min
3. Discussion of “Key Questions” 6:50
 - Discussion: 50 min
4. Review Draft Action & Implementation Plan Summary Matrix 7:40
 - Presentation: 15 min
 - Discussion: 30 min
5. Wrap Up/Next Steps 8:25
6. Adjourn 8:30

Moving Forward Milwaukie: Enhancing Our Commercial Districts

Project Advisory Committee

Guidance for Participating on the Advisory Committee

The following guidance is provided to help Advisory Committee members understand their responsibilities and the ground rules for participating in the Committee. These rules are design to encourage civil discussion and decision-making.

Roles and Responsibilities

All advisory group members should be provided some orientation to their responsibilities as members of the advisory group. Individual members generally should not speak for the advisory group, only for themselves, unless designated by the group as its spokesperson. At a minimum, members should:

- Commit to attend all seven meetings, or send an alternate in their place
- Read, learn and absorb information quickly and accurately
 - Review project deliverables and provide feedback
 - Provide guidance for the project team
- Articulate their interests, concerns and perspectives on any issue being addressed
- Maintain an open mind regarding other views
- Focus on the “big picture”
- Work as a team member
- Participate collaboratively in group decision-making
- Constructively manage conflict between themselves and others in the group.
- Act as liaison between the Committee and the broader community
- Take responsibility for the success of the meeting

The group should strive for consensus where possible, but establish a "fall back" method of a simple or super majority for cases where this is not possible. Minority reports may provide a mechanism for those with different views to express concerns.

Ground Rules

The group should agree to some basic ground rules for their discussions. Post the ground rules at every meeting, so that if discussion gets off track or someone is dominating the discussion, the chair or facilitator can remind the group of previously agreed-to-ground rules. Examples include:

- Listen carefully and speak honestly
- Respect the views of others
- Keep an open mind
- Critique issues, not people
- Allow everyone to speak without dominating the conversation

DATE: April 8, 2014

ECO Project #: 21485

TO: Li Alligood

FROM: Nick Popenuk

SUBJECT: MEETING MINUTES FROM MARCH 31, 2014, PAC MEETING

Notes from Moving Forward Milwaukie Project Advisory Meeting #4

Location: Milwaukie Public Safety Building

Date: March 31, 2014, 6:00-8:00pm

Attendees

Advisory Committee Members Present

- David Hedges, City Council
- Sine Bone, Planning Commission
- Val Ballestrem (Alternate), Design & Landmarks Committee
- David Aschenbrenner, South Downtown Planning Committee
- Neil Hankerson, Downtown Business/Property Owner
- DJ Heffernan, Central Milwaukie Business/Property Owner
- Jordan Carter, Central Milwaukie Business/Property Owner
- Betty Fulmore (arrived at 7:00), Ardenwald NDA
- Dion Shepard (replaced by Jean Baker at 7:45), Historic Milwaukie NDA
- Alicia Hamilton, Island Station NDA
- Paul Klein, Lewelling NDA
- Greg Hemer, Linwood NDA

Advisory Committee Members Absent

- Kim Keehner, Downtown Business/Property Owner
- Larry Cole, Downtown Business/Property Owner
- Paul Lisac, 32nd Ave Business/Property Owner
- Brian Sims, 42nd Ave Business/Property Owner
- Lars Campbell, Hector-Campbell NDA
- Debby Patten, Lake Road NDA

Community Members/Public

- Mark Gamba, City Council Alternate
- Lisa Batey, Island Station NDA Alternate
- Jean Baker, Historic Milwaukie NDA Alternate
- Ed Zumwalt
- David Burdick
- Tim Stockton
- Dean Wier(?), Norris & Stevens

City of Milwaukie

- Steve Butler – Community Development Director
- Dennis Egner – Planning Director
- Li Allgood – Associate Planner/Project Manager

Consultant Team: ECONorthwest/Fregonese Associates

- Nick Popenuk
- Abe Farkas
- Scott Fregonese

PowerPoint presentation

The consultant team gave a presentation on the following topics:

- Project Schedule Update
- Overview of Vision
- Project Goals
- Learning from Development Concepts
- Policy Review
- Public-Private Partnership Tools

Refer to the PAC #4 PowerPoint Presentation at <http://www.milwaukieoregon.gov/planning/moving-forward-milwaukie-project-advisory-committee-meeting-4> for the complete presentation materials.

Project Schedule Updates – Discussion

- Questions were raised about the project timeline and why there was a delay in the schedule.
 - Nick: the schedule has been slowed down to allow for additional discussion with the community and to receive additional input.
 - Dave Hedges: Asked if it was because of a potentially new City Council being elected.
 - Nick: the current Council will decided on the majority of items included in this planning effort; however some of the decisions concerning Central Milwaukie will be the next Council because of the schedule change.
- Alicia Hamilton: How many people has the project team interacted with?
 - Nick: 33 people have taken the online survey [posted on 3/28] to date.
 - General discussion: Concern is that not enough people have been involved in making choices and giving their thoughts/opinions. All are in agreement that we need to do our best to involve as many people as possible.
 - Li: Asked the PAC to communicate information about the project to the community as representatives.

Overview of Vision – Discussion

Nick presented an overview of the current vision for central Milwaukie and downtown. Generally, there wasn't a cohesive vision for central Milwaukie and there was a clear vision for downtown. However, the community's vision would not be implemented without assistance from the public sector.

- There was a short discussion about the need for “public assistance” vs. just letting the market drive new development and redevelopment.
 - Greg Hemer: Wouldn't all developers say that they need the city to waive fees and chip in city funds?
 - Nick: Developers want to give back if they can. If they are making a profit without assistance, they won't request it.
- The group talked for several minutes about how important Dark Horse is to the revitalization and reinvestment in Downtown.

Policy/Plan Review –Discussion & Instant Polling

Nick presented an overview of existing policies in central Milwaukie, and asked the PAC a number of questions (see Attachment 1 for the results of the instant polling exercises). Generally, the policies for central Milwaukie were a combination of a very specific vision for the Murphy and McFarland sites, and little to no vision for the rest of central Milwaukie.

After each instant polling question, the group discussed the outcome.

Instant Polling Questions about central and downtown Milwaukie policies:

1. *We've heard that we should encourage pedestrian-friendly development in Central Milwaukie. Do you agree?*
2. *We've heard that development in Central Milwaukie should also be auto-accommodating. Do you agree?*
3. *We've heard that we should allow more flexibility on the Murphy and McFarland sites. Do you agree?*
4. *We've heard that development on McLoughlin and 21st Ave should be attractive. Should McLoughlin and 21st be treated like main streets?*
5. *We've heard that people like the appearance of the PARs, but that they may make projects infeasible. Should we: Keep existing standards?*
6. *We've heard that people like the appearance of the PARs, but that they may make projects infeasible. Should we: Revise to keep only the most important components?*
7. *We've heard that people like the appearance of the PARs, but that they may make projects infeasible. Should we: Remove existing standards?*
8. *Nonconforming uses are not allowed to expand without Planning Commission approval. Should downtown zoning be more flexible, so more existing uses are conforming?*

- Nick: What should be the Vision for Central Milwaukie?
 - Concerns about flex-space and the life span of that type of building related to upkeep and maintenance of the buildings).
- Connectivity is very important for Central Milwaukie.
- Comments about a “friendly face” in Central Milwaukie:
 - David A: The buildings don’t necessarily need to be brought to the street front, some setback is desirable as long as it nice landscaping and not parking.
 - DJ: Harrison and 32nd are two very different streets; they shouldn’t be treated the same way in terms of creating a friendly face.
 - Jordan C: Don’t add too many layers of regulation in attempting to create the friendly face, it may hinder new development.
- Nick: What are good uses? Residential, retail, new businesses, light industrial and medical office?
 - Dave H: Would like to see a mix of locally owned stores and business, rather than the national chains that are present now.
 - A pedestrian friendly environment is important but the group also recognized that in this part of town there is also a need for good auto access.
 - David A: Flex space on McFarland is not a good use; it borders a residential neighborhood and would not fit the character.
- There was a substantial discussion about Public Area Requirements (PARs):
 - “The expense is way too high.”
 - “PARs are the only way to ensure the downtown looks good when new development happens.”
 - “Don’t remove the PARs entirely.”
 - Question: Is there a framework for paying for the PARs? Maybe like system development charges (SDCs)?
 - Nick/Abe: That is something we could look into.
 - Greg H: Can you waive them for the first new development then require them for the others who follow? Maybe even waive the first 100%, the second 75% etc.
 - Nick/Abe: You would want to make sure the rules are clear and fair.
 - Question: [In response to an earlier statement by John Fregonese] Why are we the only people in the region who have PARs?
 - We need to find a way to spread the cost of the PARs.

- There is a desire from the group to not allow more non-conforming uses Downtown.

Regulation/Code Review –Discussion & Instant Polling

Nick then provided an overview of the existing code in central and downtown Milwaukie. The existing code for the Murphy and McFarland sites was very prescriptive, and nothing could be built on the sites without Planning Commission review.

Instant Polling Questions about central and downtown Milwaukie regulations:

9. *No uses are permitted outright [in Central Milwaukie], and it's unclear what the path to approval is. Development should be permitted through clear and objective standards.*
10. *There are 3 zones in central Milwaukie (not including the Milwaukie Marketplace) that allow and prohibit different things. Residential, office, and retail uses should be allowed throughout Central Milwaukie.*
11. *The Murphy site is located on a truck route (Harrison St) and is somewhat removed from other uses. Flex space should be allowed on the Murphy Site.*
12. *The McFarland site is not very accessible by trucks and is adjacent to residential development. Flex space should be allowed on the McFarland Site.*
13. *Right now we don't have any standards guiding what new development should look like. We should require new development to show a "friendly face"*
14. *Currently, some appealing uses are not allowed on Main Street. Ground-floor retail requirements on Main Street should be loosened to allow other active uses like banks,¹ and day care facilities.*
15. *Currently, surface parking lots are allowed on Main Street (south of Washington and north of Harrison), which might encourage property owners to demolish buildings for parking and leave a hole in the streetscape. Prohibit surface parking lots on Main Street.*
16. *Currently, buildings in the core of downtown Milwaukie can be up to 4 stories if they include residential uses. What building height is appropriate for Downtown?*
17. *The TSP calls for reducing off-street parking requirements downtown, and the only places they apply is in south downtown, near the light rail station, and north of Scott Street. Eliminate off-street parking requirements in south downtown where they currently apply.*
18. *The TSP calls for reducing off-street parking requirements downtown, and the only places they apply is in south downtown, near the light rail station, and north of Scott Street. Eliminate off-street parking requirements north of Scott Street.*
19. *Currently, all new development in downtown is subject to DLC and Planning Commission review. We should have the option of a clear and objective process for new development in downtown.*

¹ Note: banks are actually currently permitted on Main Street.

- Comments on building height regulation in Downtown:
 - If the current height limits aren't hindering development then why should we change them?
 - Dave H: If 4-5 story building are constructed then the top floor need to be set back. The height should ramp up away from the river; start with 3 stories on Mcloughlin Blvd then ramp up as it gets closer to Main.
- Comments on the need for a clear and objective process:
 - Dave H: It lets the developer know what is expected ahead of time and removes the guessing game element.
 - Greg H: No, development review is good. Designs and building materials can change in the next 10 years.

Public-Private Partnership Tools – Instant Polling & Discussion

Nick and Abe Farkas provided an overview of different types of public-private partnership (PPP) tools, and the types of development Milwaukie could expect if the City did not participate in new development, as well as the types of involvement the City could consider.

Instant Polling Questions about PPP tools:

20. *The best approach to implement the City's vision is:*

- a. *No action. Let the private-sector implement the vision on its own.*
- b. *Option 1. Basic Involvement*
- c. *Option 2. Enhanced Involvement*

21. *The City should explore: Providing City-owned sites at a reduced price for new development*

22. *The City should explore: Temporary reductions in site-specific property taxes.*

23. *The City should explore: Reducing development costs through waiving PARs and SDCs.*

24. *The City should explore: Temporary reductions in site-specific property taxes.*

25. *The City should explore: More directly investing City funds in new development.*

- The group revisited the Vision for Downtown:
 - Nick: What will it look like? What are the regulation changes necessary?
 - "Economics is going to out play everything else."
 - "Interested in what the City can do without spending any money."
 - "We clearly need to reduce fees and costs."
 - "Property owners seem to have a larger burden than the community for system costs."

- Comments and questions about “Marketing Milwaukie”:
 - “We (the public) need to know more about what the City actually does in order to market and sell Milwaukie.”
 - “The City needs to take steps to do a do a lot more PR and market to developers.”

Wrap-Up - Discussion

- Final thoughts from committee members:
 - Encouraged that the City has brought in consultants with an outside perspective and can look at Milwaukie through a different lens.
 - We need to find creative ways to spur new development.
 - The city does not have a lot of money to spend.
 - We need a uniform downtown code!
 - We are all in favor of making what we want to happen easier rather than more difficult.
 - We could use a clearer explanation of what the funding options are. They are too complex for most of us to understand.
 - The public is not up for subsidizing any projects.
 - The high cost of business startup in Milwaukie is too high and is prohibitive.
 - We need to start to clean up the non-conforming uses.
 - It important that we understand what we are encouraging and what it will look like.
 - The PARs have been flawed from the beginning.

The next PAC meeting is scheduled for Monday, April 21, 2014, at 6:30pm.

Session Name: New Session 3-31-2014 8-15 PM (2)

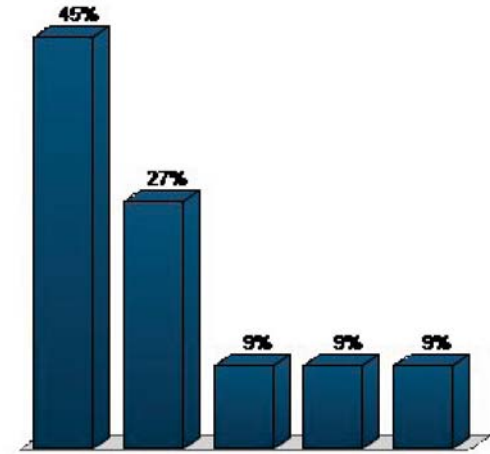
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Average Score: 0.00% Questions: 25

Results by Question

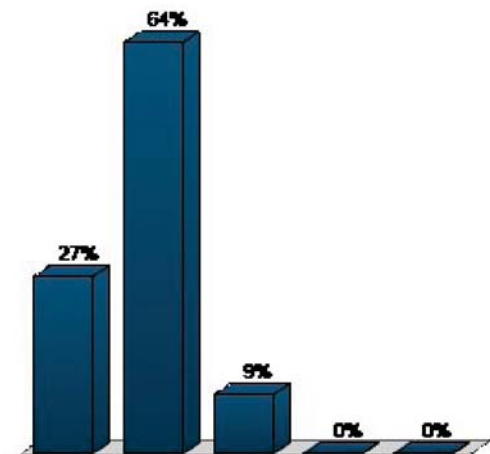
1. We've heard that we should encourage pedestrian-friendly development in Central Milwaukie. Do you agree? (Multiple Choice)

Responses		
	Percent	Count
Strongly agree	45.45%	5
Somewhat agree	27.27%	3
Neutral	9.09%	1
Somewhat disagree	9.09%	1
Strongly disagree	9.09%	1
Totals	100%	11



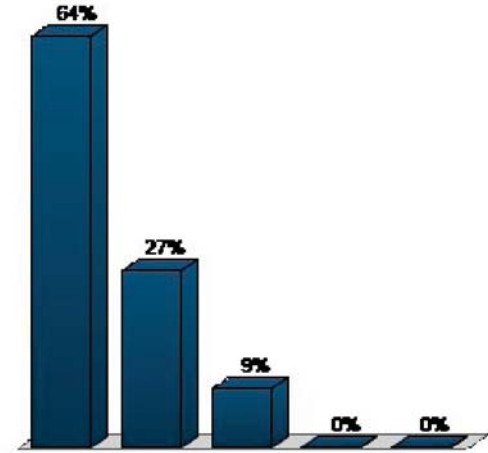
2. We've heard that development in Central Milwaukie should also be auto-accommodating. Do you agree? (Multiple Choice)

Responses		
	Percent	Count
Strongly agree	27.27%	3
Somewhat agree	63.64%	7
Neutral	9.09%	1
Somewhat disagree	0%	0
Strongly disagree	0%	0
Totals	100%	11



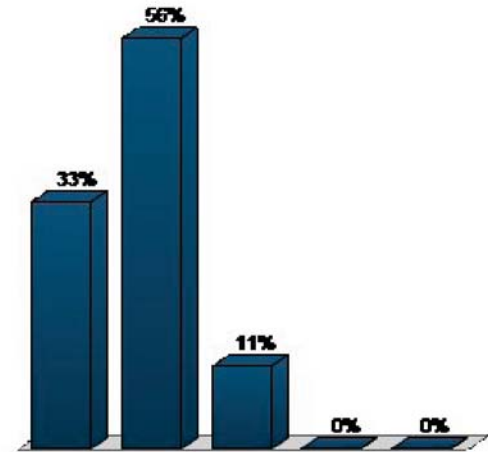
3. We've heard that we should allow more flexibility on the Murphy and McFarland sites. Do you agree? (Multiple Choice)

Responses		
	Percent	Count
Strongly agree	63.64%	7
Somewhat agree	27.27%	3
Neutral	9.09%	1
Somewhat disagree	0%	0
Strongly disagree	0%	0
Totals	100%	11



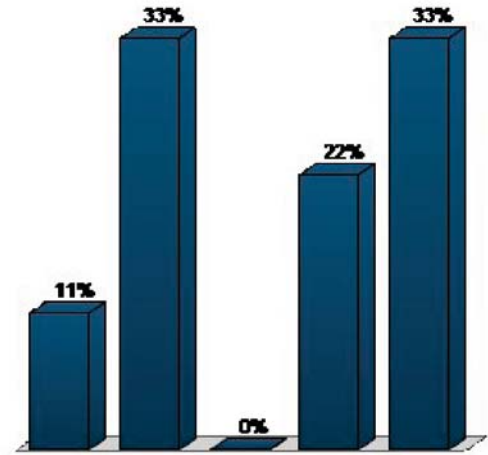
4. We've heard that development on McLoughlin and 21st Ave should be attractive. Should McLoughlin and 21st be treated like main streets? (Multiple Choice)

Responses		
	Percent	Count
Strongly agree	33.33%	3
Somewhat agree	55.56%	5
Neutral	11.11%	1
Somewhat disagree	0%	0
Strongly disagree	0%	0
Totals	100%	9



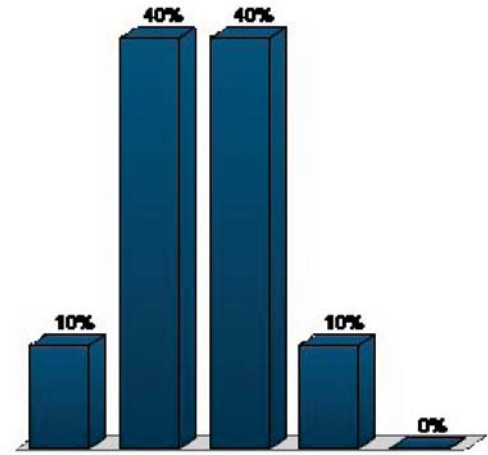
5. We've heard that people like the appearance of the PARs, but that they may make projects infeasible. Should we: Keep existing standards? (Multiple Choice)

Responses		
	Percent	Count
Strongly agree	11.11%	1
Somewhat agree	33.33%	3
Neutral	0%	0
Somewhat disagree	22.22%	2
Strongly disagree	33.33%	3
Totals	100%	9



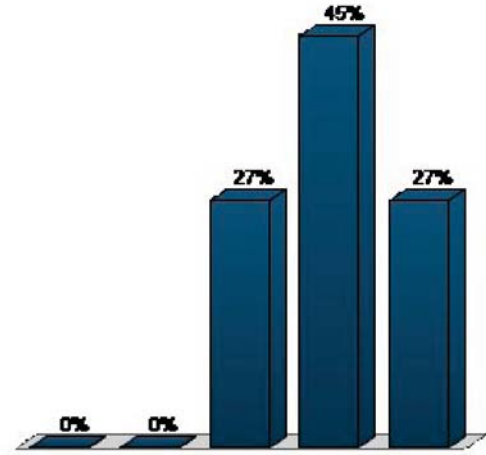
6. We've heard that people like the appearance of the PARs, but that they may make projects infeasible. Should we: Revise to keep only the most important components? (Multiple Choice)

Responses		
	Percent	Count
Strongly agree	10%	1
Somewhat agree	40%	4
Neutral	40%	4
Somewhat disagree	10%	1
Strongly disagree	0%	0
Totals	100%	10



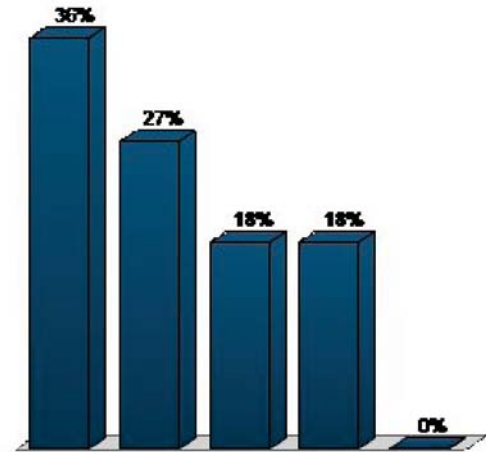
7. We've heard that people like the appearance of the PARs, but that they may make projects infeasible. Should we: Remove existing standards? (Multiple Choice)

Responses		
	Percent	Count
Strongly agree	0%	0
Somewhat agree	0%	0
Neutral	27.27%	3
Somewhat disagree	45.45%	5
Strongly disagree	27.27%	3
Totals	100%	11



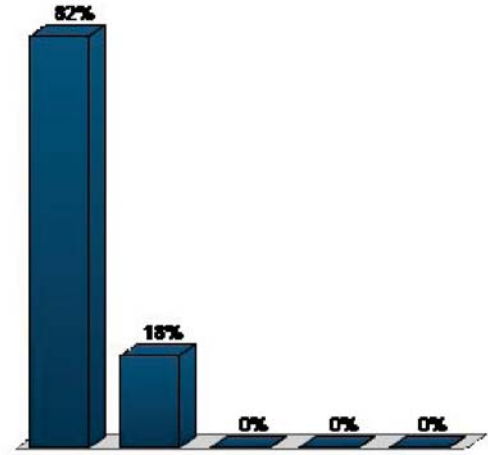
8. Nonconforming uses are not allowed to expand without Planning Commission approval. Should downtown zoning be more flexible, so more existing uses are conforming? (Multiple Choice)

Responses		
	Percent	Count
Strongly agree	36.36%	4
Somewhat agree	27.27%	3
Neutral	18.18%	2
Somewhat disagree	18.18%	2
Strongly disagree	0%	0
Totals	100%	11



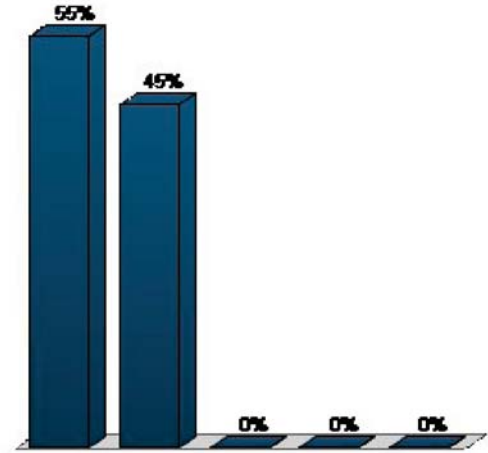
9. No uses are permitted outright, and it's unclear what the path to approval is. Development should be permitted through clear and objective standards. (Multiple Choice)

Responses		
	Percent	Count
Strongly agree	81.82%	9
Somewhat agree	18.18%	2
Neutral	0%	0
Somewhat disagree	0%	0
Strongly disagree	0%	0
Totals	100%	11



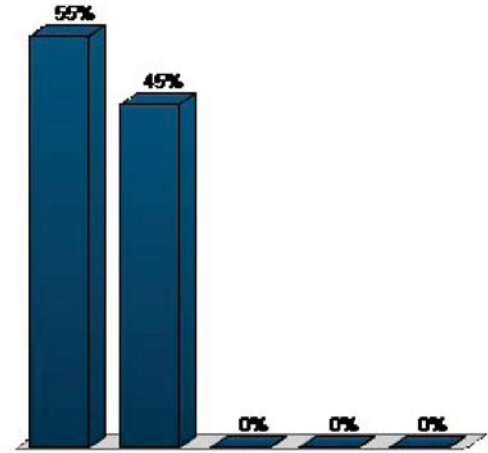
10. There are 3 zones in central Milwaukie (not including the Milwaukie Marketplace) that allow and prohibit different things. Residential, office, and retail uses should be allowed throughout Central Milwaukie. (Multiple Choice)

Responses		
	Percent	Count
Strongly agree	54.55%	6
Somewhat agree	45.45%	5
Neutral	0%	0
Somewhat disagree	0%	0
Strongly disagree	0%	0
Totals	100%	11



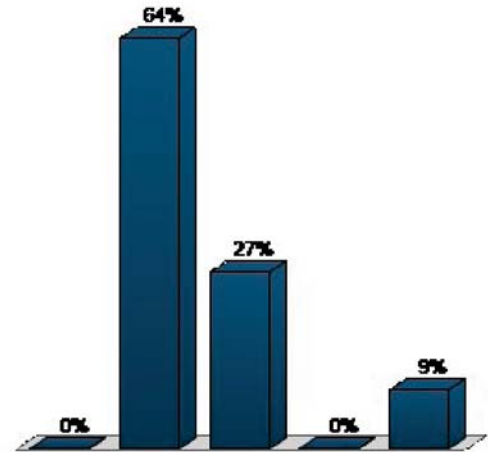
11. The Murphy site is located on a truck route (Harrison St) and is somewhat removed from other uses. Flex space should be allowed on the Murphy Site. (Multiple Choice)

Responses		
	Percent	Count
Strongly agree	54.55%	6
Somewhat agree	45.45%	5
Neutral	0%	0
Somewhat disagree	0%	0
Strongly disagree	0%	0
Totals	100%	11



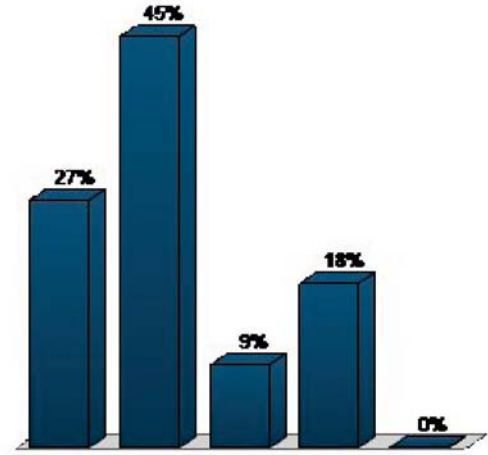
12. The McFarland site is not very accessible by trucks and is adjacent to residential development. Flex space should be allowed on the McFarland Site. (Multiple Choice)

Responses		
	Percent	Count
Strongly agree	0%	0
Somewhat agree	63.64%	7
Neutral	27.27%	3
Somewhat disagree	0%	0
Strongly disagree	9.09%	1
Totals	100%	11



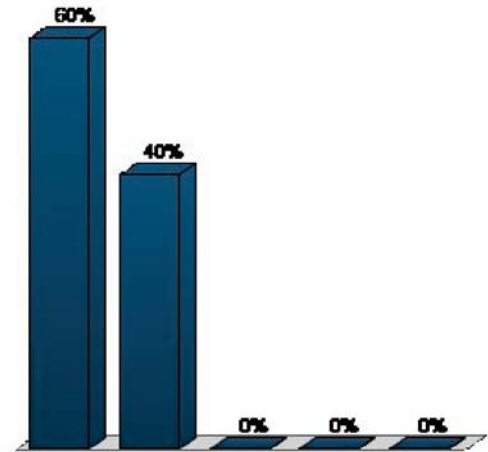
13. Right now we don't have any standards guiding what new development should look like. We should require new development to show a "friendly face" (Multiple Choice)

Responses		
	Percent	Count
Strongly agree	27.27%	3
Somewhat agree	45.45%	5
Neutral	9.09%	1
Somewhat disagree	18.18%	2
Strongly disagree	0%	0
Totals	100%	11



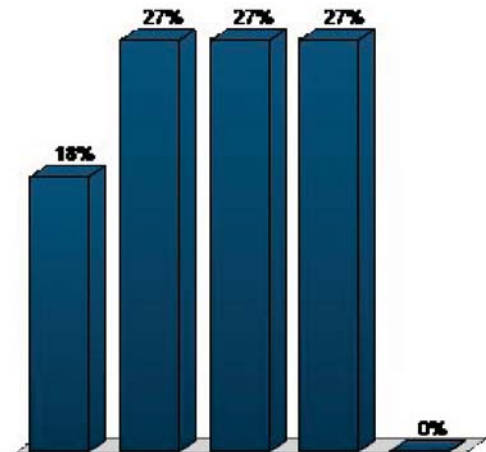
14. Currently, some appealing uses are not allowed on Main Street. Ground-floor retail requirements on Main Street should be loosened to allow other active uses like banks, and day care facilities. (Multiple Choice)

Responses		
	Percent	Count
Strongly agree	60%	6
Somewhat agree	40%	4
Neutral	0%	0
Somewhat disagree	0%	0
Strongly disagree	0%	0
Totals	100%	10



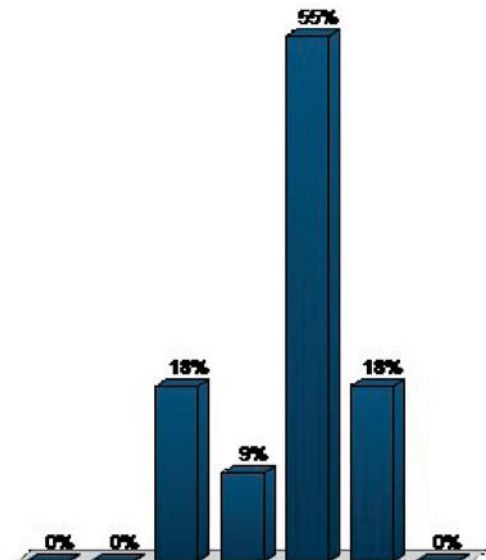
15. Currently, surface parking lots are allowed on Main Street (south of Washington and north of Harrison), which might encourage property owners to demolish buildings for parking and leave a hole in the streetscape. Prohibit surface parking lots on Main Street. (Multiple Choice)

Responses		
	Percent	Count
Strongly agree	18.18%	2
Somewhat agree	27.27%	3
Neutral	27.27%	3
Somewhat disagree	27.27%	3
Strongly disagree	0%	0
Totals	100%	11



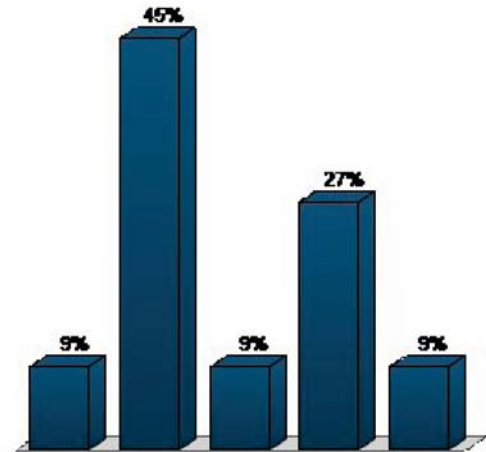
16. Currently, buildings in the core of downtown Milwaukie can be up to 4 stories if they include residential uses. What building height is appropriate for Downtown? (Multiple Choice)

Responses		
	Percent	Count
1 story	0%	0
1-2 stories	0%	0
2-3 stories	18.18%	2
3-4 stories	9.09%	1
4-5 stories	54.55%	6
5-6 stories	18.18%	2
Higher than 6 stories	0%	0
Totals	100%	11



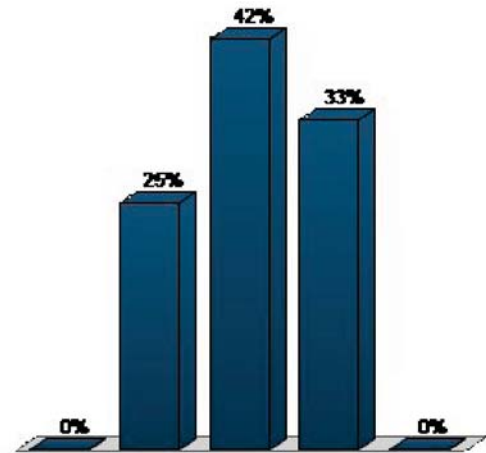
17. The TSP calls for reducing off-street parking requirements downtown, and the only places they apply is in south downtown, near the light rail station, and north of Scott Street. Eliminate off-street parking requirements in south downtown where they currently apply. (Multiple Choice)

Responses		
	Percent	Count
Strongly agree	9.09%	1
Somewhat agree	45.45%	5
Neutral	9.09%	1
Somewhat disagree	27.27%	3
Strongly disagree	9.09%	1
Totals	100%	11



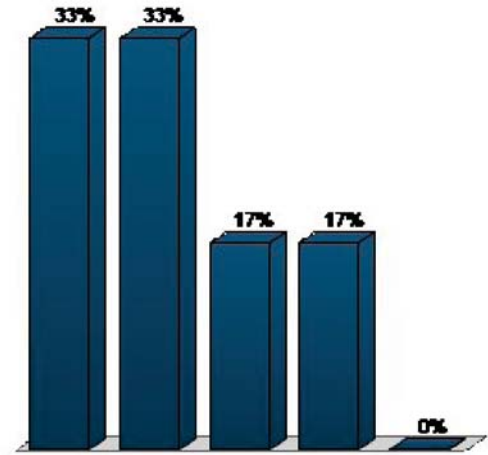
18. The TSP calls for reducing off-street parking requirements downtown, and the only places they apply is in south downtown, near the light rail station, and north of Scott Street. Eliminate off-street parking requirements north of Scott Street. (Multiple Choice)

Responses		
	Percent	Count
Strongly agree	0%	0
Somewhat agree	25%	3
Neutral	41.67%	5
Somewhat disagree	33.33%	4
Strongly disagree	0%	0
Totals	100%	12



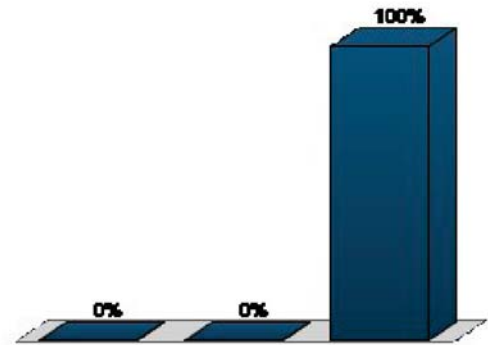
19. Currently, all new development in downtown is subject to DLC and Planning Commission review. We should have the option of a clear and objective process for new development in downtown. (Multiple Choice)

Responses		
	Percent	Count
Strongly agree	33.33%	4
Somewhat agree	33.33%	4
Neutral	16.67%	2
Somewhat disagree	16.67%	2
Strongly disagree	0%	0
Totals	100%	12



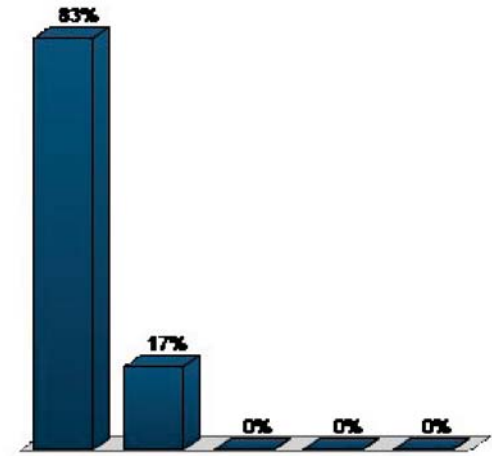
20. The best approach to implement the City’s vision is: (Multiple Choice)

Responses		
	Percent	Count
No action. Let the private-sector implement the vision on its own.	0%	0
Option 1. Basic Involvement.	0%	0
Option 2. Enhanced Involvement	100%	11
Totals	100%	11



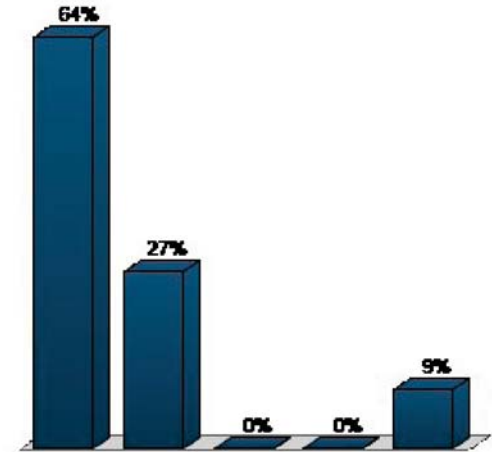
21. The City should explore:Non-City funding sources like Metro grants. (Multiple Choice)

	Responses	
	Percent	Count
Strongly agree	83.33%	10
Somewhat agree	16.67%	2
Neutral	0%	0
Somewhat disagree	0%	0
Strongly disagree	0%	0
Totals	100%	12



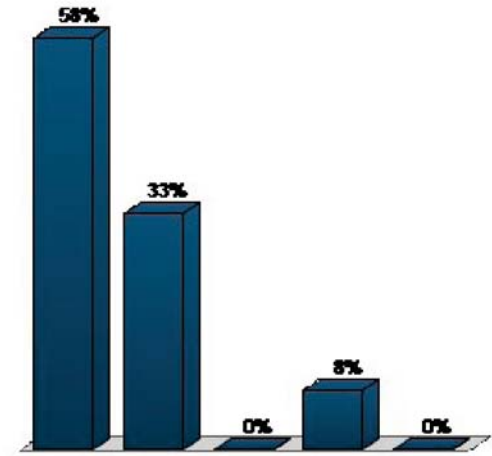
22. The City should explore:Providing City-owned sites at a reduced price for new development. (Multiple Choice)

	Responses	
	Percent	Count
Strongly agree	63.64%	7
Somewhat agree	27.27%	3
Neutral	0%	0
Somewhat disagree	0%	0
Strongly disagree	9.09%	1
Totals	100%	11



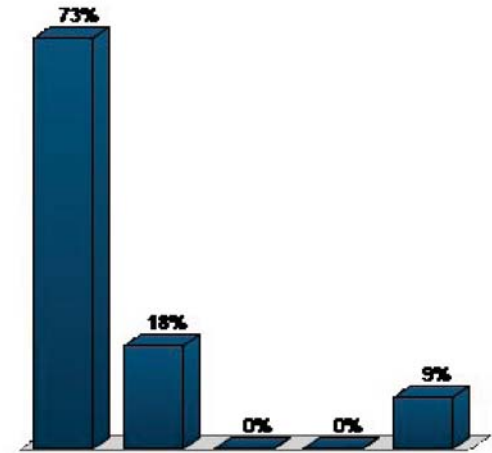
23. The City should explore:Reducing development costs through waiving PARs and SDCs. (Multiple Choice)

Responses		
	Percent	Count
Strongly agree	58.33%	7
Somewhat agree	33.33%	4
Neutral	0%	0
Somewhat disagree	8.33%	1
Strongly disagree	0%	0
Totals	100%	12



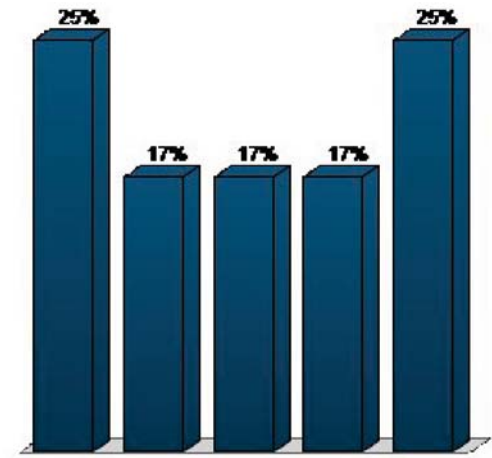
24. The City should explore:Temporary reductions in site-specific property taxes. (Multiple Choice)

Responses		
	Percent	Count
Strongly agree	72.73%	8
Somewhat agree	18.18%	2
Neutral	0%	0
Somewhat disagree	0%	0
Strongly disagree	9.09%	1
Totals	100%	11



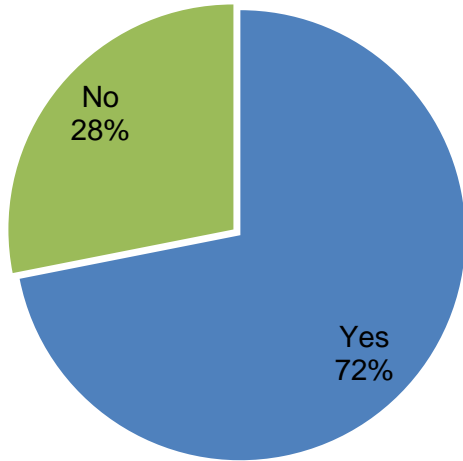
25. The City should explore:More directly investing City funds in new development. (Multiple Choice)

Responses		
	Percent	Count
Strongly agree	25%	3
Somewhat agree	16.67%	2
Neutral	16.67%	2
Somewhat disagree	16.67%	2
Strongly disagree	25%	3
Totals	100%	12



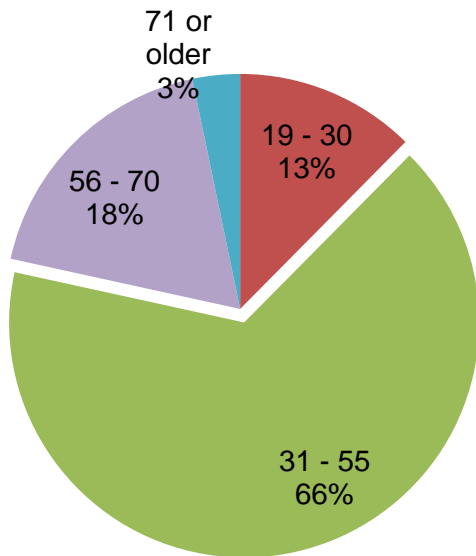
Online Survey Results: Development Site Concepts

Is this your first time participating in a planning workshop for the Moving Forward Milwaukie project?

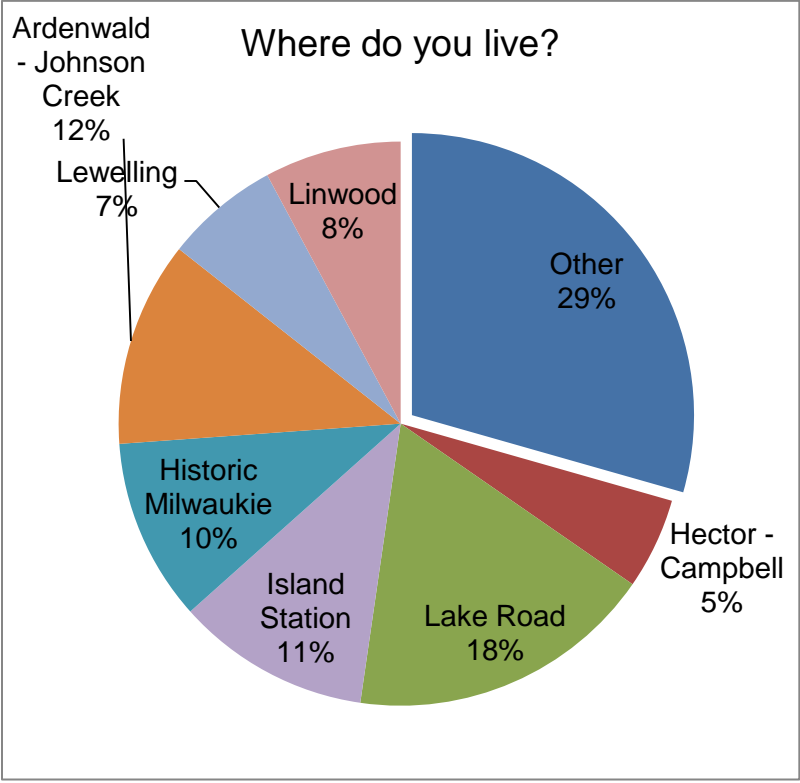


	Number	Percent
Yes	110	72%
No	43	28%
Total	153	100%

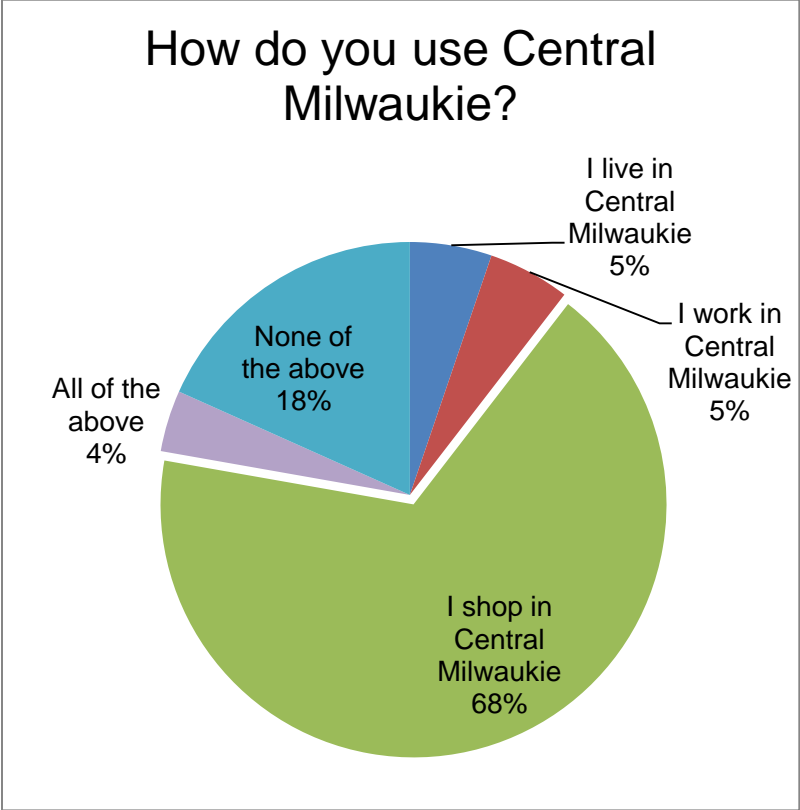
How old are you?



	Number	Percent
18 or younger	0	0%
19 - 30	19	12%
31 - 55	101	66%
56 - 70	28	18%
71 or older	5	3%
Total	153	100%

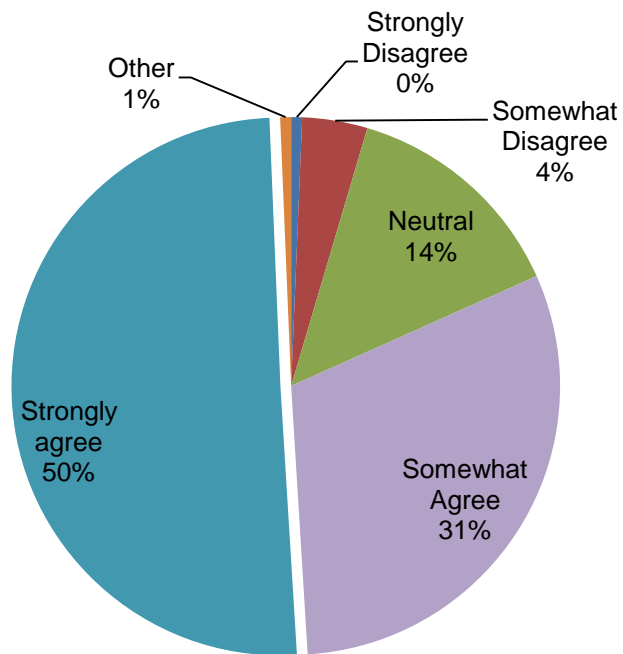


	Number	Percent
Other	45	29%
Hector - Campbell	8	5%
Lake Road	27	18%
Island Station	17	11%
Historic Milwaukie	16	10%
Ardenwald - Johnson Creek	18	12%
Lewelling	10	7%
Linwood	12	8%
Total	153	100%



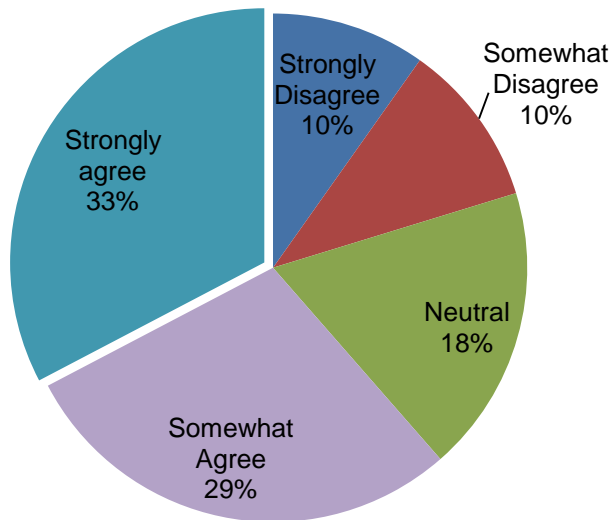
	Number	Percent
I live in Central Milwaukie	8	5%
I work in Central Milwaukie	8	5%
I shop in Central Milwaukie	103	67%
All of the above	6	4%
None of the above	28	18%
Total	153	100%

On the Murphy site... A range of uses should be allowed.



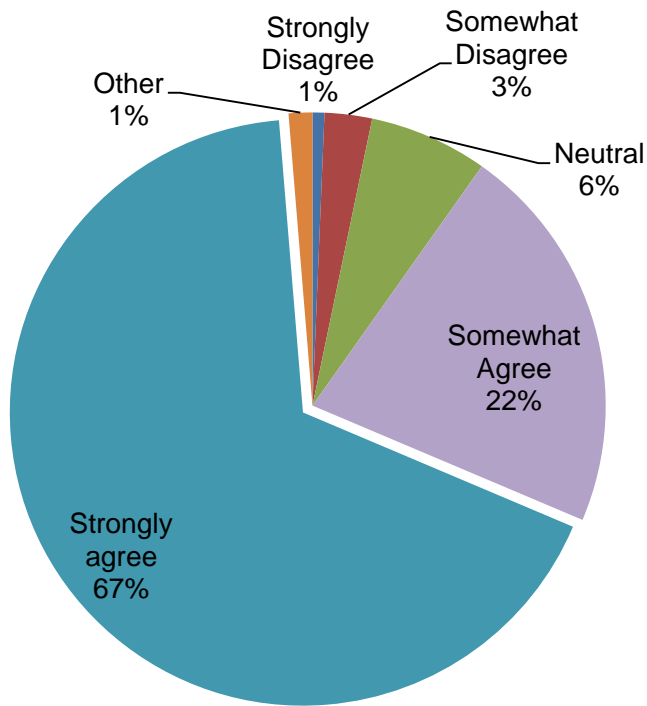
	Number	Percent
Strongly Disagree	1	1%
Somewhat Disagree	6	4%
Neutral	21	14%
Somewhat Agree	47	31%
Strongly agree	77	50%
Other	1	1%
Total	153	100%

On the Murphy site... A range of heights should be allowed-- up to 5 stories.



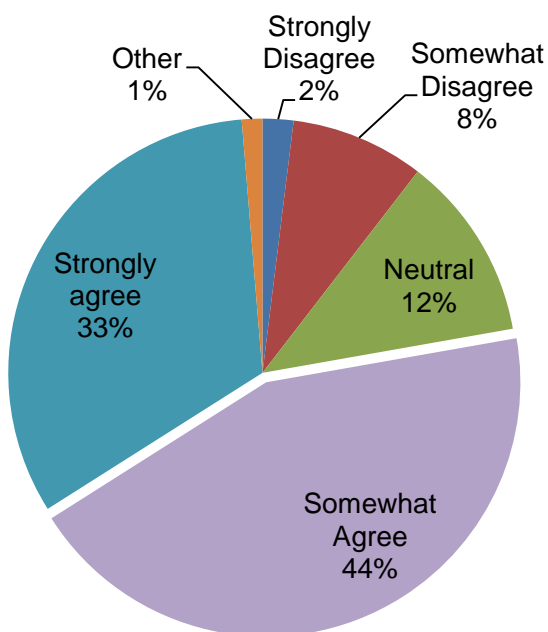
	Number	Percent
Strongly Disagree	15	10%
Somewhat Disagree	16	10%
Neutral	28	18%
Somewhat Agree	44	29%
Strongly agree	50	33%
Other	0	0%
Total	153	100%

The Murphy site should be...
pedestrian friendly.



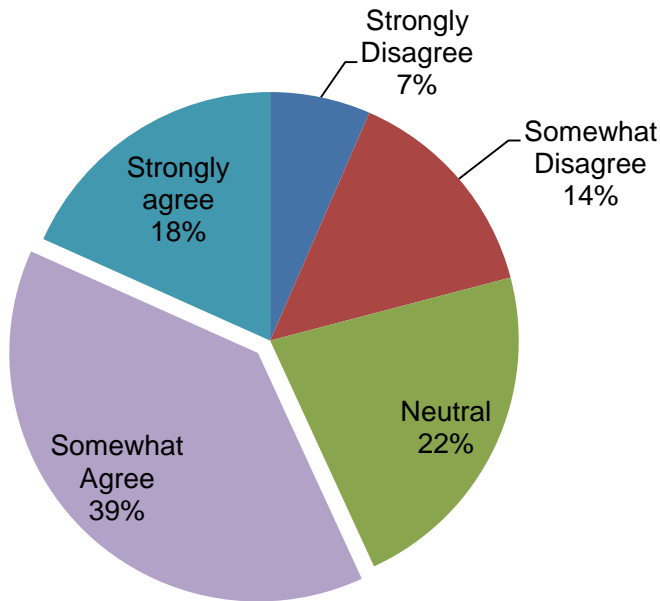
	Number	Percent
Strongly Disagree	1	1%
Somewhat Disagree	4	3%
Neutral	10	7%
Somewhat Agree	33	22%
Strongly agree	103	67%
Other	2	1%
Total	153	100%

The Murphy site should be... auto-
accommodating but small-scale.



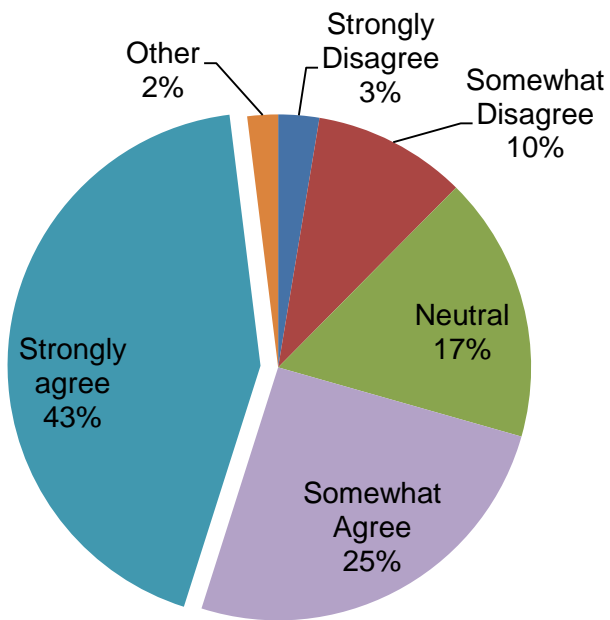
	Number	Percent
Strongly Disagree	0	0%
Somewhat Disagree	9	6%
Neutral	26	17%
Somewhat Agree	39	25%
Strongly agree	76	50%
Other	3	2%
Total	153	100%

The Murphy site should be... home to medium or large-scale projects.



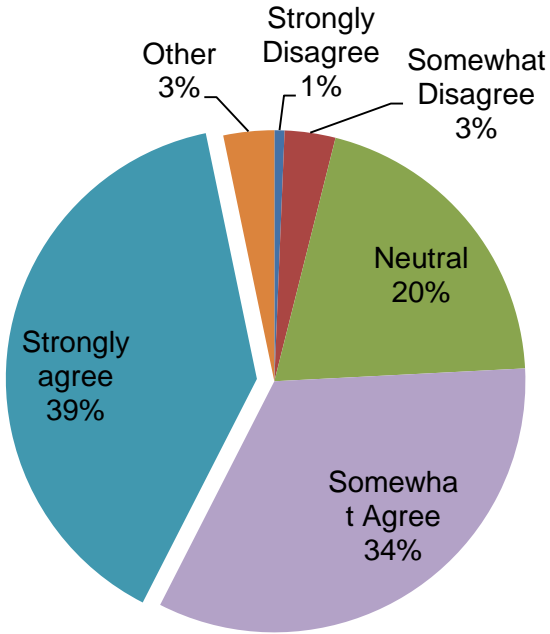
	Number	Percent
Strongly Disagree	10	7%
Somewhat Disagree	22	14%
Neutral	34	22%
Somewhat Agree	59	39%
Strongly agree	28	18%
Other	0	0%
Total	153	100%

It is important that.... 32nd and Harrison be built to the street with windows at the sidewalk level.



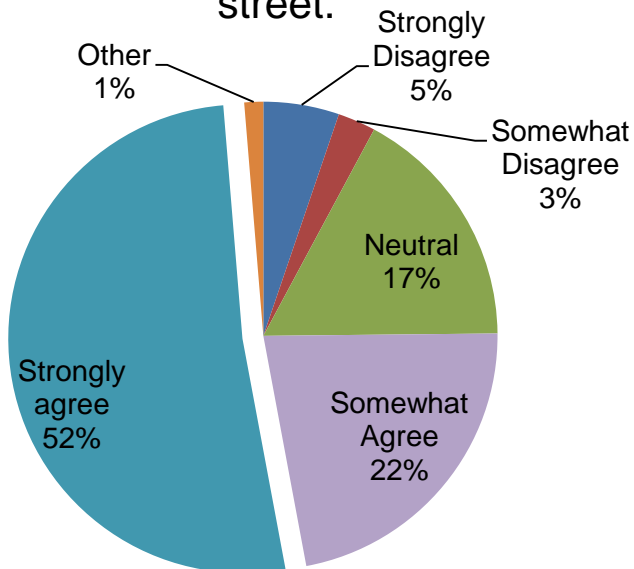
	Number	Percent
Strongly Disagree	4	3%
Somewhat Disagree	15	10%
Neutral	26	17%
Somewhat Agree	39	25%
Strongly agree	66	43%
Other	3	2%
Total	153	100%

It is important that.... 32nd and Harrison have parking behind the building.



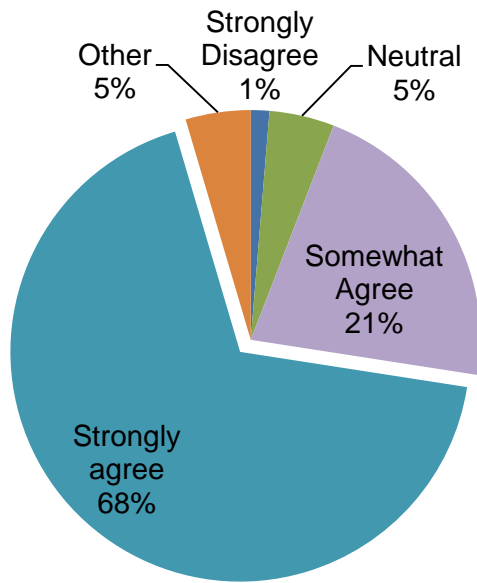
	Number	Percent
Strongly Disagree	1	1%
Somewhat Disagree	5	3%
Neutral	31	20%
Somewhat Agree	51	33%
Strongly agree	60	39%
Other	5	3%
Total	153	100%

It is important that.... 32nd and Harrison have landscaping between the buildings and the street.



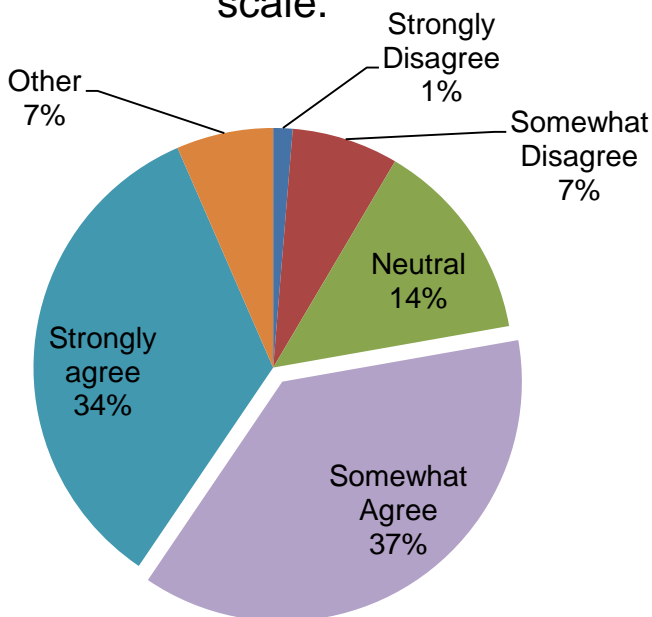
	Number	Percent
Strongly Disagree	8	5%
Somewhat Disagree	4	3%
Neutral	26	17%
Somewhat Agree	34	22%
Strongly agree	79	52%
Other	2	1%
Total	153	100%

The McFarland site should be...
pedestrian friendly.



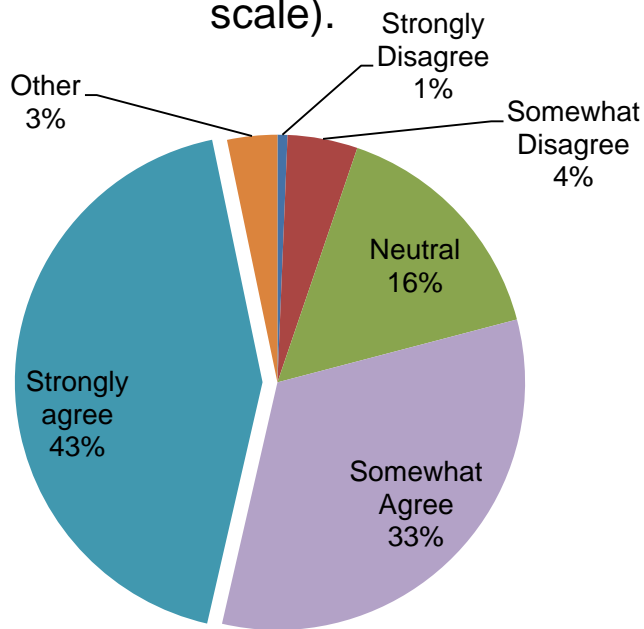
	Number	Percent
Strongly Disagree	2	1%
Somewhat Disagree	0	0%
Neutral	7	5%
Somewhat Agree	33	22%
Strongly agree	104	68%
Other	7	5%
Total	153	100%

The McFarland site should be...
auto-accommodating but small-scale.



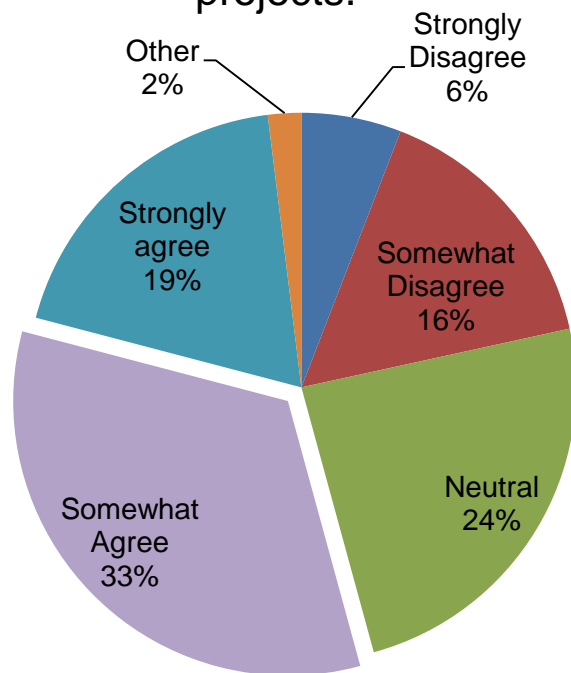
	Number	Percent
Strongly Disagree	2	1%
Somewhat Disagree	11	7%
Neutral	21	14%
Somewhat Agree	57	37%
Strongly agree	52	34%
Other	10	7%
Total	153	100%

The McFarland site should be...
both (pedestrian-friendly AND
auto-accommodating but small-
scale).



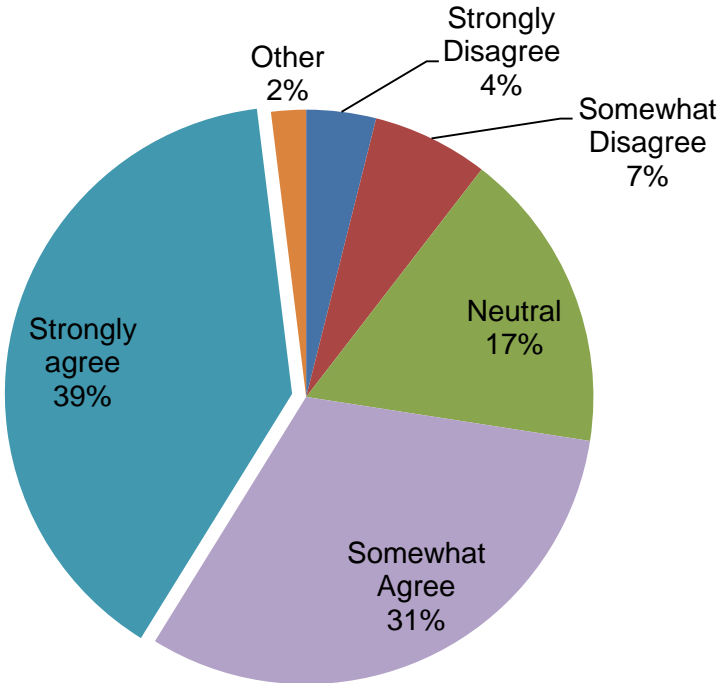
	Number	Percent
Strongly Disagree	1	1%
Somewhat Disagree	7	5%
Neutral	24	16%
Somewhat Agree	50	33%
Strongly agree	66	43%
Other	5	3%
Total	153	100%

The McFarland site should be...
home to medium or large-scale
projects.



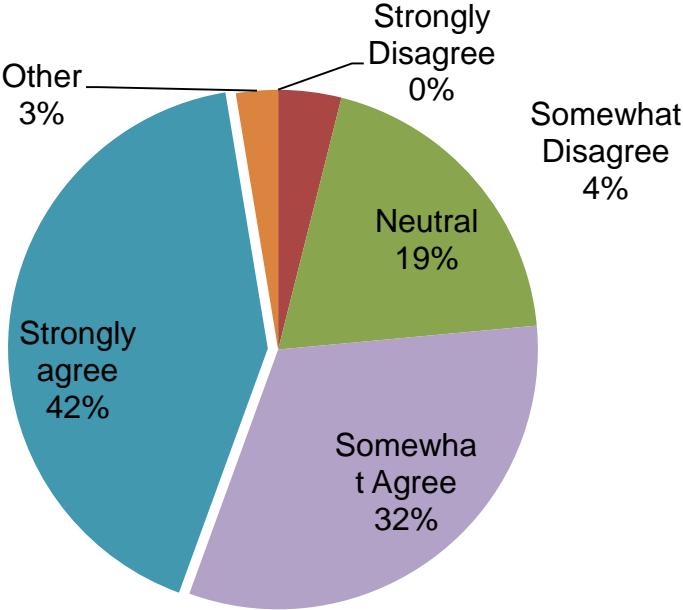
	Number	Percent
Strongly Disagree	9	6%
Somewhat Disagree	24	16%
Neutral	37	24%
Somewhat Agree	51	33%
Strongly agree	29	19%
Other	3	2%
Total	153	100%

Development on Monroe St., Oak St. and 37th should... be built to the street with windows at sidewalk level.



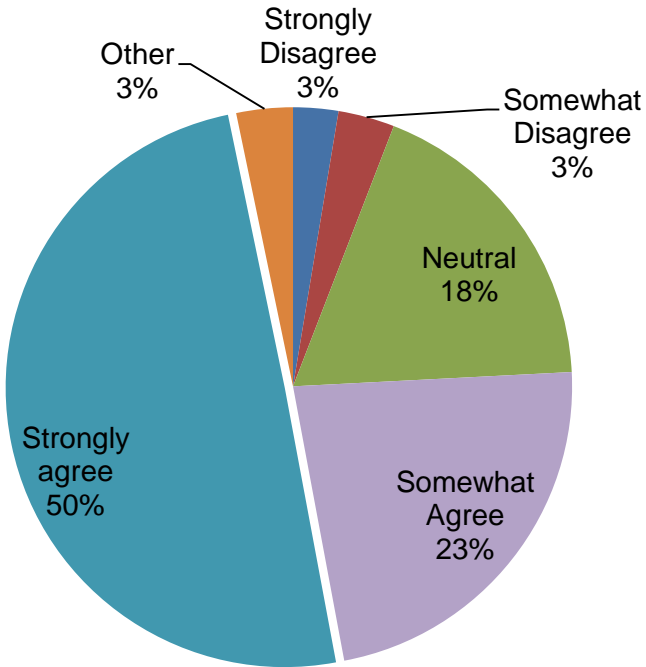
	Number	Percent
Strongly Disagree	6	4%
Somewhat Disagree	10	7%
Neutral	26	17%
Somewhat Agree	48	31%
Strongly agree	60	39%
Other	3	2%
Total	153	100%

Development on Monroe St., Oak St. and 37th should... have parking behind the buildings.



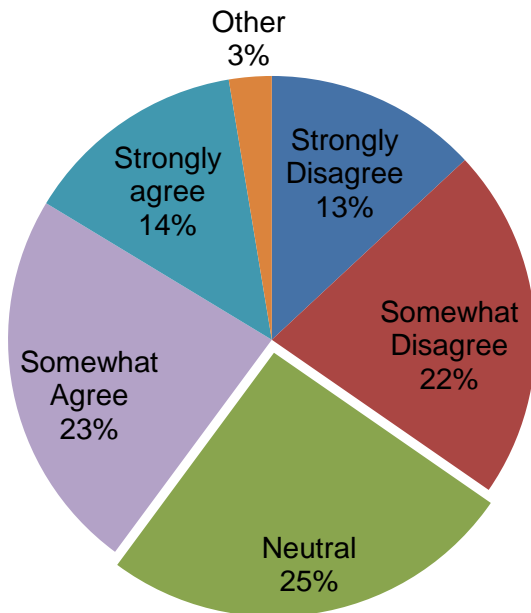
	Number	Percent
Strongly Disagree	0	0%
Somewhat Disagree	6	4%
Neutral	30	20%
Somewhat Agree	49	32%
Strongly agree	64	42%
Other	4	3%
Total	153	100%

Development on Monroe St., Oak St. and 37th should... have landscaping between the buildings and the street.



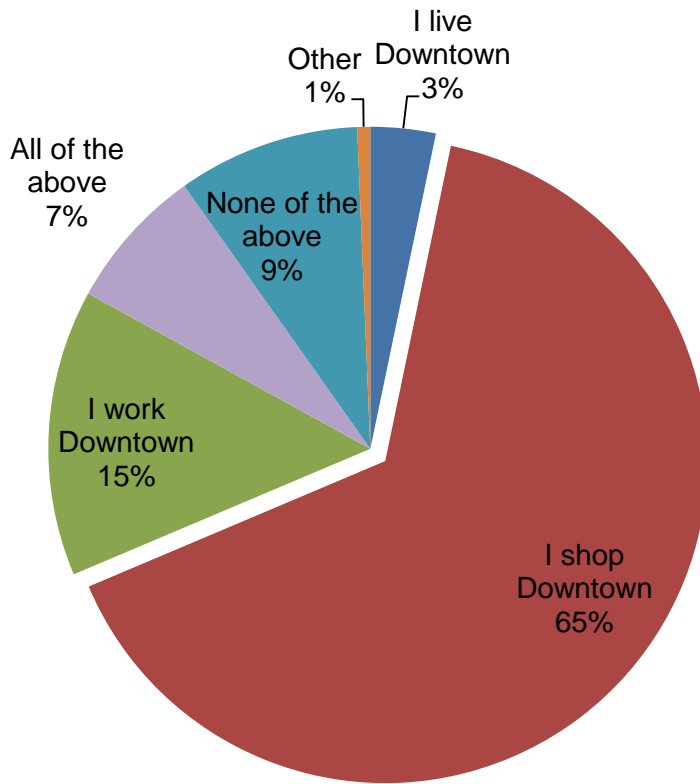
	Number	Percent
Strongly Disagree	4	3%
Somewhat Disagree	5	3%
Neutral	28	18%
Somewhat Agree	35	23%
Strongly agree	76	50%
Other	5	3%
Total	153	100%

We should treat all of Central Milwaukie the same.



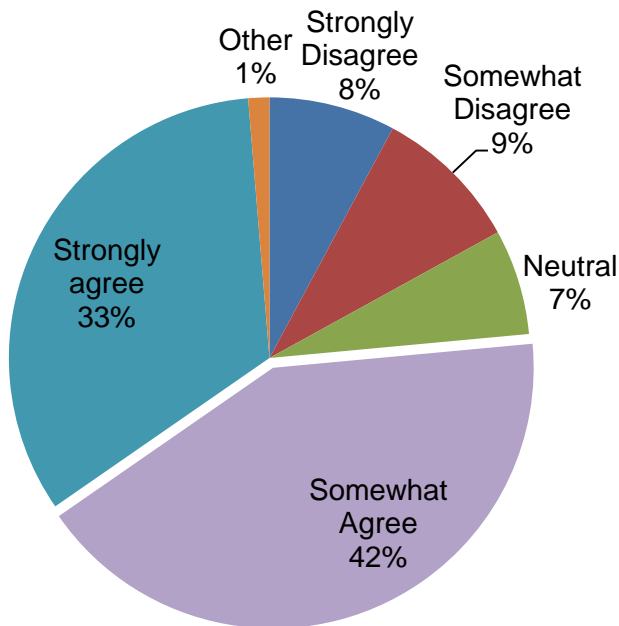
	Number	Percent
Strongly Disagree	20	13%
Somewhat Disagree	33	22%
Neutral	39	25%
Somewhat Agree	36	24%
Strongly agree	21	14%
Other	4	3%
Total	153	100%

How do you use Downtown Milwaukie?



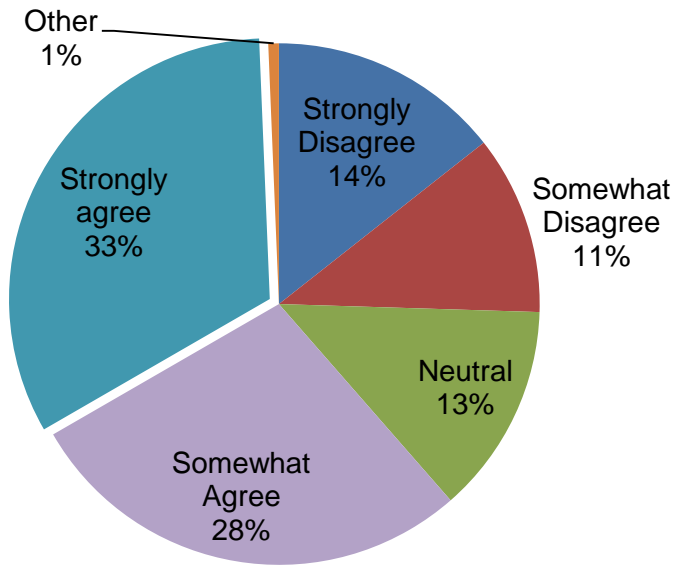
	Number	Percent
I live Downtown	5	3%
I shop Downtown	100	65%
I work Downtown	22	14%
All of the above	11	7%
None of the above	14	9%
Other	1	1%
Total	153	100%

We should make development standards and allowed uses uniform throughout Downtown.



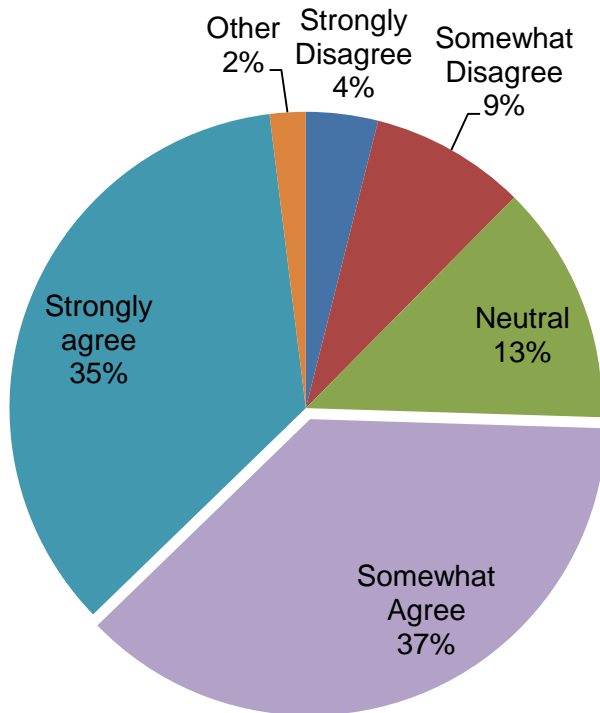
	Number	Percent
Strongly Disagree	12	8%
Somewhat Disagree	14	9%
Neutral	10	7%
Somewhat Agree	64	42%
Strongly agree	51	33%
Other	2	1%
Total	153	100%

We should lower off-street parking requirements to encourage development and take advantage of increased transit.



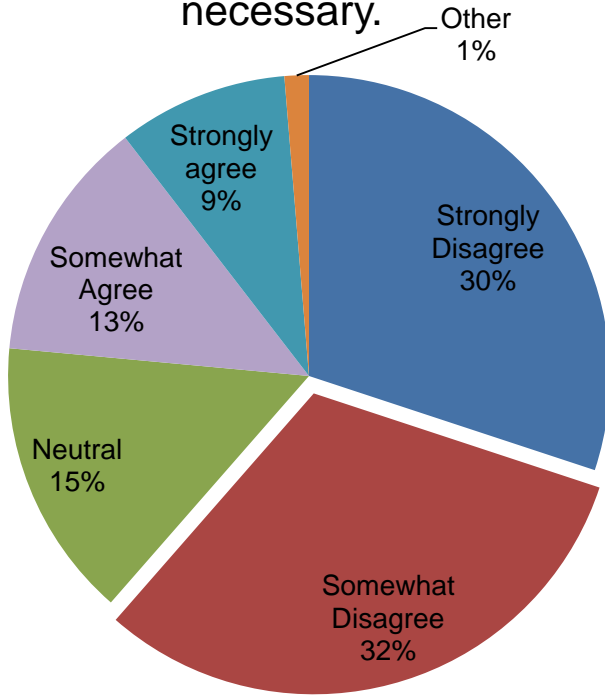
	Number	Percent
Strongly Disagree	22	14%
Somewhat Disagree	17	11%
Neutral	20	13%
Somewhat Agree	43	28%
Strongly agree	50	33%
Other	1	1%
Total	153	100%

New development should provide frontage improvements.



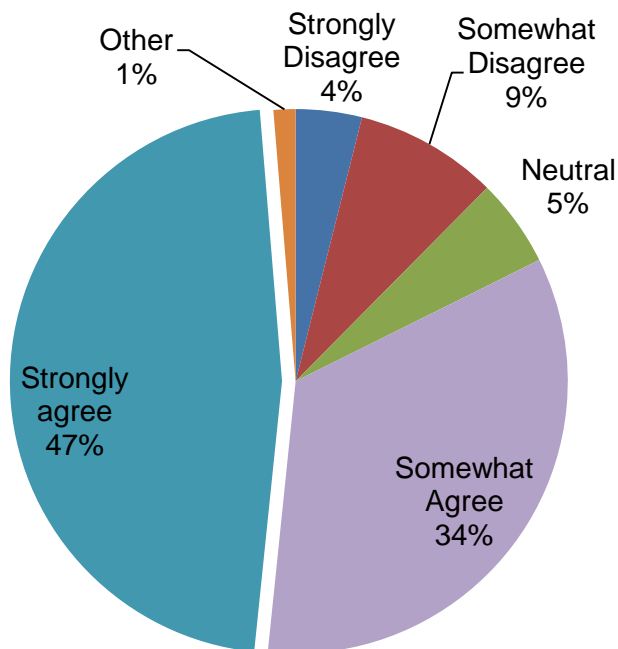
	Number	Percent
Strongly Disagree	13	8%
Somewhat Disagree	19	12%
Neutral	20	13%
Somewhat Agree	61	40%
Strongly agree	38	25%
Other	2	1%
Total	153	100%

Downtown streets are fine as they are; frontage improvements aren't necessary.



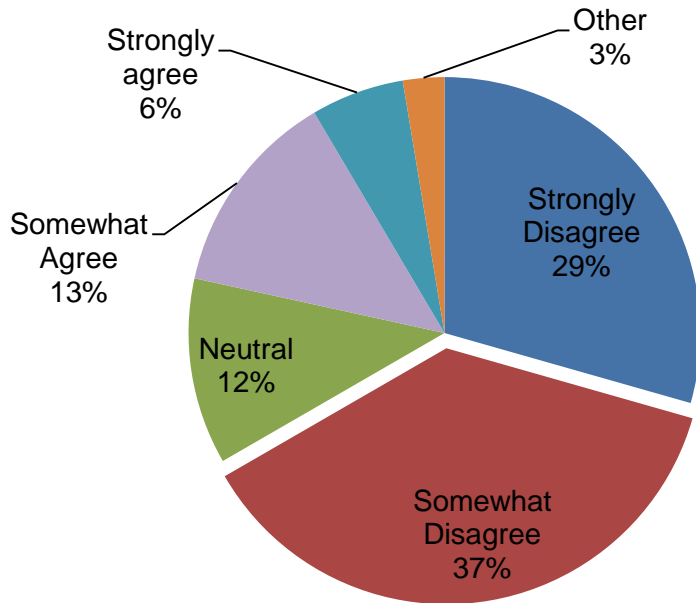
	Number	Percent
Strongly Disagree	46	30%
Somewhat Disagree	48	31%
Neutral	23	15%
Somewhat Agree	20	13%
Strongly agree	14	9%
Other	2	1%
Total	153	100%

The City should play and active role in catalyst development projects to get things moving sooner.



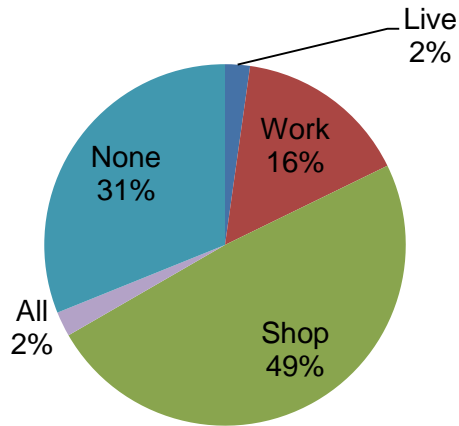
	Number	Percent
Strongly Disagree	6	4%
Somewhat Disagree	13	8%
Neutral	8	5%
Somewhat Agree	52	34%
Strongly agree	72	47%
Other	2	1%
Total	153	100%

The City should take a passive role and let the market decide timing, even if it takes longer for development.

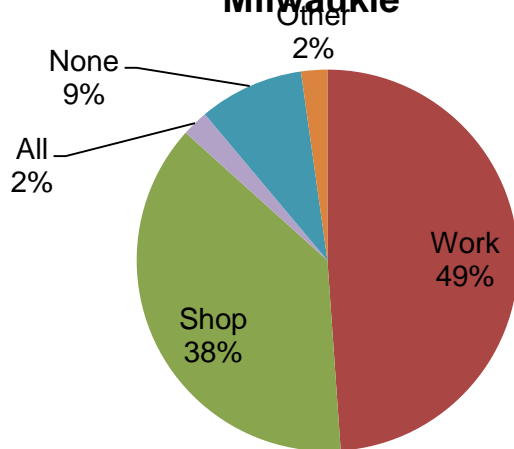


	Number	Percent
Strongly Disagree	45	29%
Somewhat Disagree	57	37%
Neutral	18	12%
Somewhat Agree	20	13%
Strongly agree	9	6%
Other	4	3%
Total	153	100%

**Central Milwaukie Activity responses
for those who do not live in Milwaukie**



**Downtown Milwaukie Activity
responses for those who do not live in
Milwaukie**







Activity responses For those who answered "other" when asked which Milwaukie neighborhood they live in:

Activity	Central Milwaukie	Downtown
Live	1	0
Work	7	22
Shop	22	17
All	1	1
None	14	4
Other	0	1




Moving Forward Milwaukie: Key Questions

Code Type	Done?	Key Question	Outcome	Notes
Downtown Development Standards <i>Where buildings are located on the site and how large they are</i>	<input type="checkbox"/>	1. Off-street parking is required for sites south of Washington St and north of Scott St. Should the City remove off-street parking requirements in those parts of downtown?	<i>TBD</i>	Topic for 4/21 PAC meeting. Q: For both areas, or should standards be different in north and south downtown?
	<input checked="" type="checkbox"/>	2. The public area requirements that apply only in the Downtown Zones may be acting as a disincentive to new private investment in the downtown area. Should the City eliminate the PARs?	No W/FOLLOW-UP	Topic for 4/21 PAC meeting. Q: Should the PARs be modified? Who should pay?
	<input type="checkbox"/>	3. Buildings of up to 5 stories are permitted south of Washington and north of Scott Street. Should 5-story buildings be permitted throughout downtown?	<i>MAYBE</i>	Topic for 4/21 PAC meeting. Q: Are 4 or 5 stories more appropriate? Does it depend on the location?
	<input type="checkbox"/>	4. Milwaukie requires new buildings on Main St to be at least 25 ft tall. Should the City establish more flexible building height standards?	<i>TBD</i>	Topic for 4/21 PAC meeting.




Code Type	Done?	Key Question	Outcome	Notes
<p>Downtown Design Standards</p> <p><i>How buildings look and interact with the street</i></p>	<input type="checkbox"/>	<p>1. Currently, some building materials are prohibited in downtown. Should the City revise building material restrictions to allow greater flexibility for developers?</p>	<p><i>TBD</i></p>	<p>Topic for 4/21 PAC meeting.</p>
	<input checked="" type="checkbox"/>	<p>2. Buildings on Main St are required to be built to the sidewalk and provide windows at the ground floor level. There are no such requirements for buildings on McLoughlin Blvd or 21st Ave. Should the City adopt pedestrian-friendly design standards for these streets?</p>	<p>YES W/FOLLOW-UP</p>	<p>Positive response to this question through all forms of outreach, including Fresh Look Milwaukie project.</p> <p>Q: Should the standards be the same for both streets?</p>

Code Type	Done?	Key Question	Outcome	Notes
<p>Downtown Use Standards</p> <p><i>How buildings and storefronts function and what businesses are allowed to be there</i></p>		<p>1. Nonconforming uses are not allowed to expand without Planning Commission approval. Should downtown zoning be more flexible, so more existing uses are conforming?</p>	<p>YES W/ FOLLOW-UP</p>	<p>Topic for 4/21 PAC meeting.</p> <p>Q: How flexible should they be?</p>
		<p>2. Currently, there are 5 zones in downtown Milwaukie, each with different development and use standards. Should use and development standards be uniform throughout downtown?</p>	<p>YES</p>	<p>Reinforced through project outreach.</p>
		<p>3. To encourage an active environment, Milwaukie allows only retail and restaurant uses on the ground floor along Main Street. Should the intent of this policy be retained?</p>	<p>YES W/ FOLLOW-UP</p>	<p>Topic for 4/21 PAC meeting.</p> <p>Q: Are there any additional uses that should be allowed?</p>
		<p>4. The zoning code limits retail and residential uses around the future light rail station. Should they be permitted?</p>	<p>YES</p>	<p>Reinforced through project outreach.</p>

Code Type	Done?	Key Question	Outcome	Notes
<p>Downtown Design Review</p> <p><i>The procedure by which downtown development is approved</i></p>	<input type="checkbox"/>	<p>1. The existing design review process can be excessive and may serve as a disincentive to developers. Should the City consider a lower level of review for alterations or expansions, or small-scale new development?</p>	<p><i>TBD</i></p>	<p>Topic for 4/21 PAC meeting.</p> <p>Q: Is there a limit to the amount of alteration/expansion/new construction that should be considered for lower level of review?</p>
	<input checked="" type="checkbox"/>	<p>2. Many communities have a “two track” process for development downtown— “clear and objective” track and a “discretionary” track, where the developer can meet standards in different ways. Should the City consider a two-track design review process in downtown?</p>	<p>YES</p>	

Policy or Standard	Done?	Key Question	Outcome	Notes
<p>Central Milwaukie Commercial Development Standards</p> <p><i>Where buildings are located on the site and how large they are</i></p>		<p>1. Currently there are no pedestrian-friendly development standards (such as “build-to” lines and ground floor windows) for commercial development outside of downtown. Should the City adopt these standards for Central Milwaukie?</p>	<p>YES W/ FOLLOW-UP</p>	<p>Topic for 4/21 PAC meeting.</p> <p>Q: On which frontages should they apply? What is appropriate along the Monroe St. frontage?</p>
		<p>2. Currently, there are no requirements regarding the location of off-street parking areas outside of downtown. Should the City require parking lots to be located next to or behind buildings instead of in front in Central Milwaukie?</p>	<p>YES</p>	
		<p>3. Currently, development in Central Milwaukie is limited to 3 stories. Should buildings up to 5 stories be allowed?</p>	<p>YES</p>	

Policy or Standard	Done?	Key Question	Outcome	Notes
<p>Central Milwaukie Commercial Design Standards</p> <p><i>How buildings look and interact with the street</i></p>	<input checked="" type="checkbox"/>	<p>1. Currently there are no design standards for commercial development outside of downtown. Should the City adopt these standards?</p>	<p>YES</p>	<p>Reinforced through project outreach.</p>
	<input type="checkbox"/>	<p>2. If yes, should commercial design standards be clear and objective or should there be a discretionary design review option to allow for design variations?</p>	<p>TBD</p>	<p>Topic for 4/21 PAC meeting</p>
	<input type="checkbox"/>	<p>3. Should particular construction materials be required or prohibited (similar to downtown standards)?</p>	<p>TBD</p>	<p>Topic for 4/21 PAC meeting.</p> <p>Currently, any building material is permitted in central Milwaukie.</p>




Code Type	Done?	Key Question	Outcome	Notes
<p>Central Milwaukie Commercial Use Standards</p> <p><i>How buildings function and what businesses are allowed to be there</i></p>		<p>1. Currently, residential uses are not permitted in most of central Milwaukie. Should residential development be permitted in these commercial areas?</p>	<p>YES W/ FOLLOW-UP</p>	<p>Topic for 4/21 PAC meeting.</p> <p>Q: What type of housing? Should cottage housing be permitted?</p>
		<p>2. Currently, the list of permitted uses on the Murphy and McFarland sites is very specific. Should greater flexibility be allowed?</p>	<p>YES</p>	<p>Reinforced through project outreach.</p>
		<p>3. Currently, no development is permitted on the Murphy and McFarland site by right. Should development of these sights be subject to clear and objective standards?</p>	<p>YES</p>	<p>Reinforced through project outreach.</p>

Code Type	Done?	Key Question	Outcome	Notes
<p>Neighborhood Main Streets Commercial Development Standards</p> <p><i>How buildings function and what businesses are allowed to be there</i></p>	<input type="checkbox"/>	<p>1. Currently there are no pedestrian-friendly development standards (such as “build-to” lines and ground floor windows) for commercial development outside of downtown. Should the City adopt these standards for the neighborhood Main Streets?</p>	<p><i>TBD</i></p>	<p>To be addressed at a future meeting.</p>
	<input type="checkbox"/>	<p>2. Currently, there are no requirements regarding the location of off-street parking areas outside of downtown. Should the City require parking lots to be located next to or behind buildings instead of in front?</p>	<p><i>TBD</i></p>	<p>To be addressed at a future meeting.</p>

Code Type	Done?	Key Question	Outcome	Notes
<p>Neighborhood Main Streets Commercial Use Standards</p> <p><i>How buildings function and what businesses are allowed to be there</i></p>	<input type="checkbox"/>	<p>1. Currently, most uses are not permitted along 32nd Ave. Should the list of permitted uses be reduced or revised?</p>	<p><i>TBD</i></p>	<p>To be addressed at a future meeting.</p>
	<input type="checkbox"/>	<p>2. Currently most uses are permitted along 42nd Ave. Should the list of permitted uses be reduced or revised?</p>	<p><i>TBD</i></p>	<p>To be addressed at a future meeting.</p>
<p>Neighborhood Main Streets Commercial Design Standards</p> <p><i>How buildings look and interact with the street</i></p>	<input type="checkbox"/>	<p>1. Currently there are no design standards for commercial development outside of downtown. Should the City adopt these standards?</p>	<p><i>TBD</i></p>	<p>To be addressed at a future meeting.</p>
	<input type="checkbox"/>	<p>2. If yes, should commercial design standards be clear and objective or should there be a discretionary design review option to allow for design variations?</p>	<p><i>TBD</i></p>	<p>To be addressed at a future meeting.</p>

Moving Forward Milwaukee: Key Questions

Code Type	Done?	Key Question	Outcome	Notes
	<input data-bbox="447 332 541 425" type="checkbox"/>	3. Currently, there are no prohibited materials in the neighborhood main streets areas. Should particular construction materials be required or prohibited (similar to downtown standards)?	<i>TBD</i>	To be addressed at a future meeting.

Tool	Done?	Key Question	Outcome	Notes
Non-Code Tools				
Financial Tools <i>How we encourage they kind of development we want</i>		1. Currently, the City takes a passive role in new development in the city. Should the City take an active role in the development of catalyst projects to get things moving sooner?	YES	
		2. Currently, City staff apply for grants to support infrastructure improvements and development. Should the City continue to pursue non-City funding sources like Metro grants?	YES	
		3. Currently, the City owns several key sites in downtown Milwaukie. Should the City consider providing City-owned sites at a reduced price for new development?	YES	

Tool	Done?	Key Question	Outcome	Notes
Non-Code Tools				
Financial Tools <i>continued</i> <i>How we encourage they kind of development we want</i>	<input checked="" type="checkbox"/>	4. Currently, the City does not have a waiver or financing program for development fees. Should the City consider tools that lower development costs, such as fee or system development charge waivers?	YES	
	<input checked="" type="checkbox"/>	5. Currently, the City does not have any programs that defer or redirect property tax revenues. Should the City consider tools that would use property tax revenues to encourage redevelopment?	YES W/FOLLOW-UP	Topic for 4/21 PAC meeting. Q: Which of these tools should we consider? Tax abatement programs? Site specific TIF zones?
	<input type="checkbox"/>	6. Currently, the City does not directly invest City funds in new development. Should the City consider more directly investing City funds in new development (such as assistance with structured parking)?	TBD	Topic for 4/21 PAC meeting.

Moving Forward Milwaukie: **Enhancing Our Commercial Districts** Action and Implementation Plan for Downtown and Central Milwaukie

December 28, 2013

Prepared for:
City of Milwaukie

Preliminary Draft Report

For Discussion Only. Do Not Cite or Quote.

Contact Information

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- 3) Fill out or delete acknowledgements section

X prepared this report. ECONorthwest is solely responsible for its content.

ECONorthwest specializes in economics, planning, and finance. Established in 1974, ECONorthwest has over three decades of experience helping clients make sound decisions based on rigorous economic, planning and financial analysis.

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1 Introduction

This document is an outline of the Downtown and Central Milwaukie Action and Implementation Plan.

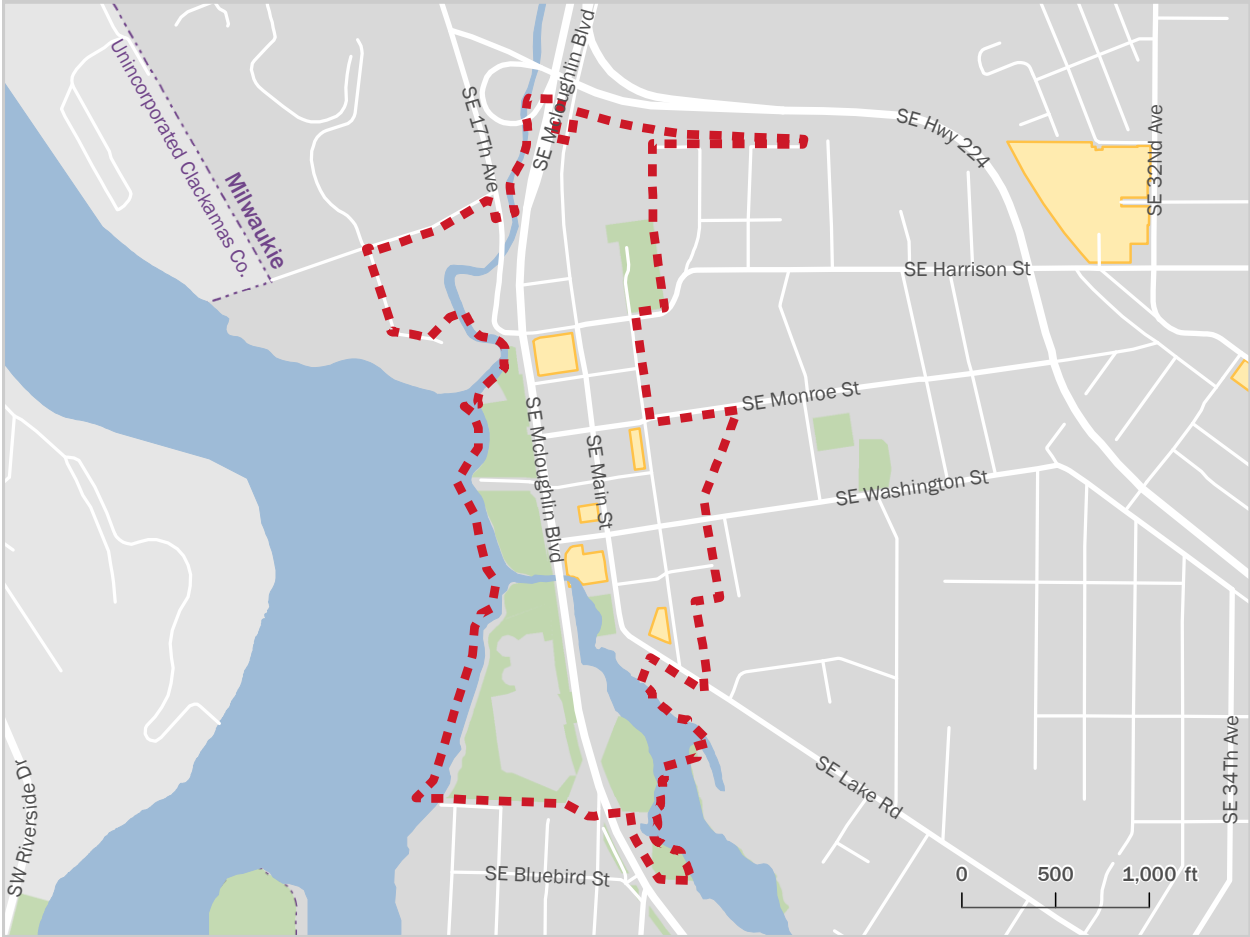
This document only provides an outline of how the Action and Implementation Plan will be organized and formatted and the type of information that will be included. This outline does not include specifics on the topics that will be covered or what the substance of the strategies and actions will entail. The specific strategies and actions will be identified and fleshed out over the course of the project, including input from City staff, City Council, stakeholders, and the general public.

Note that this document is going to include a long list of strategies and actions for different geographies.

- Purpose of this report
- How it relates to the larger Moving Forward Milwaukie project and the other deliverables
- How it relates to the opportunity sites (e.g. site-specific analysis informs general recommendations)
 - How the report is organized
 - Downtown
 - Opportunity Site Findings
 - Strategies
 - Actions
 - Central Milwaukie
 - Opportunity Site Findings
 - Strategies
 - Actions
 - General
 - Strategies
 - Actions
 - Summary of Recommended Implementation Strategies & Actions

2 Downtown strategies and actions

Exhibit X. Map of Downtown Milwaukee



2.1 Findings

For each site, we will describe the range of desired uses for the site (in general) and the preferred development concepts. We will then describe the obstacles to achieving successful site redevelopment

2.1.1 Opportunity Sites

2.1.1.1 Texaco

Range of desired uses

From public input and opportunity site development concepts.

Key findings

Findings from pro forma analysis, code evaluation, and any connectivity and streetscape issues identified.

Preferred development concepts

Final 3 opportunity site development concepts.

Obstacles

As identified through the opportunity site development concepts, code and transportation evaluations, pro forma evaluations, developer roundtables, etc.

2.1.1.2 Dark Horse

Range of desired uses

Key findings

Preferred development concepts

Obstacles

2.1.1.3 Graham

Range of desired uses

Key findings

Preferred development concepts

Obstacles

2.1.1.4 Cash Spot

Range of desired uses

Key findings

Preferred development concepts

Obstacles

2.1.1.5 Triangle

Range of desired uses

Key findings

Preferred development concepts

Obstacles

2.1.2 General

Desires

Obstacles

2.2 Strategies and intended outcomes

For each strategy, we need to include:

Description of the strategy.

How was the strategy selected?

Intended outcomes of the strategy.

How is this strategy likely to compel new development?

How is the strategy linked to other strategies?

What actions are tied to this strategy?

2.2.1.1 Policy - Comprehensive Plan

Strategy X - Name

Action X

Action Y

2.2.1.2 Regulations - Code

Strategy Y - Name

2.2.1.3 Financial

Strategy Z - Name

2.3 Actions

2.3.1.1 Short-term

Action X

2.3.1.2 Medium-term

Action Y

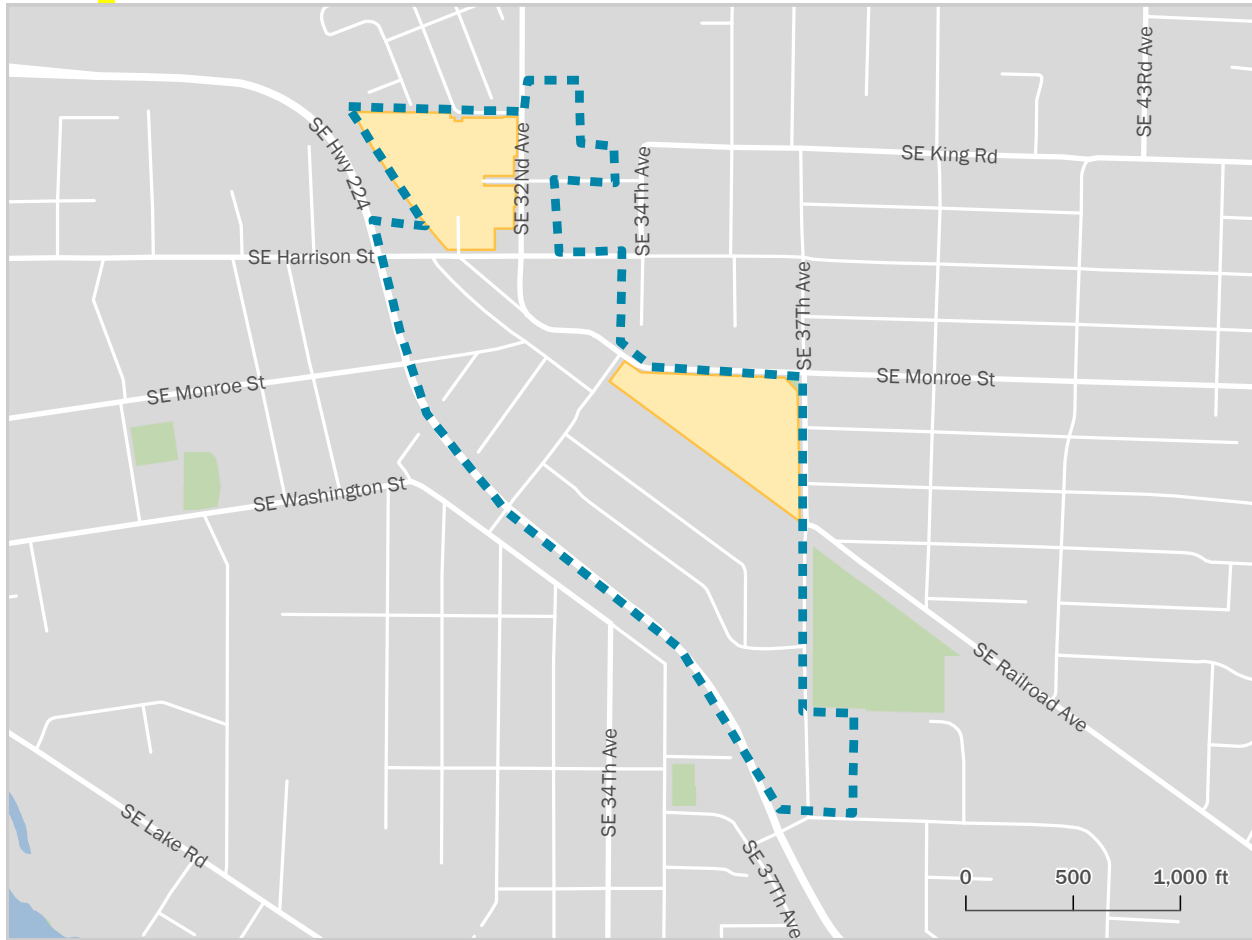
2.3.1.3 Long-term

Action Z

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3 Central Milwaukie strategies and actions

Exhibit X. Map of Central Milwaukie



3.1 Opportunity Site Findings

For each site, we will describe the range of desired uses for the site (in general) and the preferred development concepts. We will then describe the obstacles to achieving successful site redevelopment

3.1.1.1 Murphy

Range of desired uses

Key findings

Preferred development concepts

Obstacles

3.1.1.2McFarland

Range of desired uses

Key findings

Preferred development concepts

Obstacles

3.2 Strategies and intended outcomes

3.2.1.1Policy and Comprehensive Plan

Strategy X - Name

3.2.1.2Regulations and Code

Strategy Y - Name

3.2.1.3Financial

Strategy Z - Name

3.3 Actions

3.3.1.1Short-term

Action X

3.3.1.2Medium-term

Action Y

3.3.1.3Long-term

Action Z

4 General

4.1 Strategies and intended outcomes

4.1.1.1 Policy & Comprehensive Plan

Strategy X - Name

4.1.1.2 Regulations & Code

Strategy Y - Name

4.1.1.3 Financial

Strategy Z - Name

4.2 Actions

4.2.1.1 Short-term

Action X

4.2.1.2 Medium-term

Action Y

4.2.1.3 Long-term

Action Z

5 Matrix of Recommended Action & Implementation Strategies

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Strategies	Actions	Primary Responsibility	Timeline
General (Applies to both Downtown and Central Milwaukie)			
Policy - Comprehensive Plan			
1. Update Comprehensive Plan, based on refined vision	1B. Update Transportation System Plan as necessary		0-2 years
	1D. Update Chapters 4 and 5 of Comprehensive Plan as necessary.		0-2 years
Regulations - Code			
2. Increase certainty for applicants	2A. Streamline City permitting and review process		0-2 Years
Financial			
3. Use Public-Private Partnership (PPP) tools to invest in catalyst projects	3A. Establish a strategy for when to use various PPP tools		0-2 Years
	3B. Utilize non-City funding sources for development, e.g. grants, etc.		0-2 Years
	3C. Use site-specific TIF zones for appropriate projects		2-4 Years
	3D. Use property tax abatement programs for appropriate projects		2-4 Years
	3E. Waive or finance fees and SDCs		0-2 Years
	3F. Lower the cost of development for catalyst projects - direct grants, façade programs		0-4 Years
Other Implementation			
4. Create a culture of helpfulness	4B. Cultivate strong support from City Council, staff, and the public		0-2 Years
5. Engage the development community	5A. Cultivate relationships with developers, brokers, and property owners		0-2 Years
	5B. Fund Economic Development program to recruit new businesses		0-2 Years
	5C. Explore partnership opportunities with major City employers		0-2 Years
	5D. Issue RFQs for development on publicly-owned sites		0-4 Years
	5E. Advertise successful changes to the development community		2-4 Years

Strategies	Actions	Primary Responsibility	Timeline
Downtown			
Policy - Comprehensive Plan			
6. Update Comprehensive Plan to reflect current policy direction	6A. "Refresh" Downtown and Riverfront Land Use Framework Plan to reflect completed projects and revised policies		0-2 Years
	6B. Adopt South Downtown Concept Plan		0-2 Years
Regulations - Code			
7. Provide more clarity and flexibility on allowed development	7A. Reduce the number of downtown zones		0-2 Years
	7B. Establish a two-track process for development downtown		0-2 Years
	7C. Reduce onsite parking requirements (related to 5.B)		0-2 Years
	7D. Update building height restrictions		0-2 Years
	7E. Update allowed uses (related to 5.B)		0-2 Years
	7F. Update allowed ground floor uses		0-2 Years
	7G. Update minimum setback requirements		0-2 Years
Financial			
8. Lower the cost of development for catalyst projects	8A. Establish funding strategy for PARs		0-2 Years
	8B. Make City-owned sites available to developers at favorable terms		0-2 Years
	8C. Retain EB5 designation		Ongoing
Other Implementation			
9. Encourage adaptive reuse	9A. Identify potential sites for adaptive reuse		0-2 Years
	9B. Engage property owners about adaptive reuse potential		0-4 years
	9C. Market adaptive reuse sites to interested developers		0-4 years
10. Provide adequate infrastructure to support new development	10A. Address downtown transportation infrastructure deficiencies (related to 7A and 9B)		0-2 Years
	10B. Explore Multimodal Mixed-Use Area (MMA) designation to manage potential traffic impacts		0-2 Years
	10C. Identify public improvements that would encourage development		0-2 Years

Strategies	Actions	Primary Responsibility	Timeline
Central Milwaukie			
Policy - Comprehensive Plan			
11. Clarify vision for Central Milwaukie	11A. Refine Town Center Master Plan by adopting Central Milwaukie Land Use & Transportation Plan		0-2 Years
Regulations - Code			
12. Provide clarity on allowed development	12A. Adopt a uniform Central Milwaukie code, excluding Milwaukie Market Place		0-2 Years
	12C. Update allowed uses		0-2 Years
13. Ensure development is attractive and pedestrian friendly	13A. Adopt design standards for new construction.		0-2 Years
	13B. Revise development standards		0-2 Years
Financial			
14. Support employment	14A. Evaluate the use of Industrial Bonds for flex space development on the Murphy Site		0-2 Years
Other Implementation			
15. Provide adequate infrastructure to support new development	15A. Address transportation infrastructure deficiencies for Murphy and McFarland sites		0-2 Years
	15B. Identify public improvements necessary to encourage development.		0-2 Years