



# OUR PLAN

FROM VISION TO ACTION

CITY OF MILWAUKIE | COMPREHENSIVE PLAN UPDATE

## Comprehensive Plan Town Hall #1 Event Summary

### Overview

The first of three Milwaukie Comprehensive Plan Update town halls took place on April 4, 2018 in the Waldorf School gymnasium. Around 120 community members participated in the event. The town hall began with introductory presentations followed by small-group discussions on the four policy areas under review in Block 1:

- Economic development
- Urban growth management
- History, arts and culture
- Community engagement



Simultaneous translation was offered for Spanish-speaking community members, and one breakout group was conducted in Spanish. Before the event adjourned, representatives from the community and Comprehensive Plan Advisory Committee (CPAC) reported out one “big idea” from each breakout table. In addition to the small group discussions, attendees had the opportunity to provide feedback on all four topics through a comment form. In total, the city received 25 comment forms.

### Welcome and introductory remarks

The town hall began with introductory remarks by Mayor Mark Gamba. He thanked attendees for taking part in this important effort, which continues the work begun through the community visioning process. Mayor Gamba explained that the adoption of an updated Comprehensive Plan is a crucial step toward realizing Milwaukie’s Community Vision.

Planning Director Denny Egner provided an overview of the comprehensive planning process. Denny explained the Comprehensive Plan includes policies, maps and ancillary plans that reflect and are consistent with Milwaukie’s Vision and Action Plan, state and regional goals, and community input. The plan is implemented through development and zoning codes as well as through city projects and programs.



## Topic-specific feedback

Notetakers from all 13 breakout discussions recorded feedback on flip charts during the event. Each breakout group discussed questions within two of the four topic areas. Participants were also invited to fill out comment forms with additional thoughts on all topics. The following sections summarize the main themes from community feedback by topic. The complete notes are included in Appendix A: flip chart notes and Appendix B: comment form responses.

### *Economic development*

#### **Local entrepreneurs and business owners should be supported.**

- Financing and training programs should be offered to encourage local business development.
- These programs should prioritize supporting women, low-income and underrepresented populations.

#### **Policies should encourage a diversified economy to better enable Milwaukie to weather economic changes.**

- Policies should promote sectors that use less space than traditional industry.
- Home-based work should be encouraged.
- Wi-Fi and fiber Internet availability should be expanded.

#### **Economic development should be thoughtful and reflective of community values.**

- The values encompassed in the Community Vision should drive growth.
- Policies should promote local business ownership and support.
- Living wages are crucial.
- Infrastructure needs and natural amenities should be considered along with economic growth to ensure Milwaukie remains livable and green.

#### **Development of a vibrant downtown and investment in the waterfront area will help make Milwaukie a “destination.”**

- Policies should encourage services and businesses that, in turn, attract more economic growth.
- Residents should have more local options for goods and services, rather than needing to travel to Portland.
- The wastewater treatment plant on the river front is an obstacle.

#### **Zoning should be flexible to account for changing land uses.**

- Emerging technology (autonomous and electric vehicles, etc.) may impact land use needs.
- Parking requirements may need to adjust.
- Live/work, co-working and flex spaces should be allowed.



**Neighborhood nodes should be “gathering spaces” that are easily accessed and meet the needs of the neighborhood.**

- Pedestrian infrastructure and transit connectivity should be considered.
- Key services should be provided: grocery, convenience stores for essential purchases, restaurants, health services, etc.

### *Urban growth management*

**The city’s annexation strategy should be proactive and focus on benefits.**

- Efforts should focus on infrastructure improvements, services and other advantages.
- The city should engage residents of unincorporated areas and invite them to participate in community conversation (e.g., through Neighborhood District Associations [NDAs], community events, etc.).
- Language needs must be considered when engaging residents of unincorporated areas.
- Annexation strategy should consider focusing on unincorporated areas along eastern boundary first.
- Infrastructure needs within the current city limits and respect for Milwaukie’s community identity should be considered alongside any annexation strategy.

**The annexation strategy must also consider potential barriers faced by residents of unincorporated areas, including costs.**

- The city should consider new permitting fee structures and System Development Charge (SDC) payment options.
- The city should reconsider the sewer connection and other fees given broader community benefits of adding to the tax base.

**Growth policies should support innovative building forms and mixed uses.**

- Policies should encourage the development of Accessory Dwelling Units (ADUs) to increase density.
- Policies should allow added density by building on top of existing structures.

**Green and open spaces should be preserved in anticipation of future growth and increased density.**

- Parks should be protected and greenspace should be provided in between residential development.
- Spaces are needed for spontaneous social interaction and gathering.

**The need to grow and develop must be balanced with preserving quality of life.**

- Housing affordability is a key concern.
- Density should be higher in some areas (e.g., downtown) and lower in others. Human scale should be considered, even in the downtown area.
- The city should consider policies that support aging in place.

### *History, arts and culture*

**More communication around local arts and culture is needed.**

- An arts and culture event calendar on the city’s website could help.

**Community arts and culture programming should celebrate Milwaukie’s diversity.**

- City calendars should include culturally specific activities.
- Local events should celebrate Hispanic, Russian and Vietnamese communities through arts and food (similar to Portland Mercado).
- First Fridays could be culturally themed.

**More public art should be incorporated into the city’s landscape.**

- Ideas include murals and other art installations, beyond “predictable” locations.
- Public art should represent a range of people.
- Grants could be provided to encourage local production of art.

**More community spaces for art and culture are needed.**

- ArtMOB should be included in planning these spaces.
- These could include mixed-use performance spaces, outdoor arts venues, and partnerships with community colleges or other organizations.
- These could be focused around neighborhood nodes.

**Milwaukie’s existing cultural assets should be supported and leveraged to expand access to arts and culture.**

- For example, the Milwaukie Farmer’s Market, Dark Horse Comics, ArtMOB, First Fridays, etc.

**Metrics should be established for measuring neighborhood access to art.**

- Equitable access to arts and culture is vital.

**Milwaukie’s history should be highlighted and incorporated into master planning efforts.**

- Historic buildings should be preserved, for example through adaptive reuse.
- Historic resources, including the museum, should be promoted (e.g., through historic walks, on the city’s website, etc.).
- The city should honor the indigenous communities that were here before.

*Community involvement*

**Accessibility for non-English speakers must be considered.**

- Materials must be available in multiple languages online and in print. The city should consider translating content in the *Milwaukie Pilot* newsletter.
- Interpreters are needed at NDA, Council and commission meetings.
- When tabling, include staff who are culturally aware/multi-lingual.
- Community English classes should be offered in Milwaukie.
- The city should empower multi-lingual community members as leaders.

**Accommodations should be made to ensure a broad range of community members can participate in community activities and processes.**

- Childcare is needed at community events to make it easier for parents to participate.
- Specific outreach to multi-family residents, people of color, non-English speakers and persons with disabilities is necessary.
- Community events should be held at a variety of meeting venues that are accessible via transit to encourage involvement.

**Digital communication tools should be used in combination with traditional engagement methods to increase accessibility.**

- Social media (Facebook, Twitter, NextDoor), text messages, e-alerts and other digital resources can be used to reach a wider audience.
- Websites should be mobile-responsive and translatable.
- Traditional methods are still important, including the *Milwaukie Pilot* newsletter, direct mail and NDAs.

**All age groups should be engaged in city planning processes, including youth.**

- The city should work with local schools to reach youth.

## NDA's should be more accessible, visible and inclusive.

- Meeting locations and formats should be reviewed, as appropriate, to encourage more participation.
- NDA information sharing can improve.
- More reminders about NDA meeting schedules are needed.
- Application processes should be reviewed.
- *Milwaukee Pilot* should be used to educate residents about NDAs.
- Efforts should be taken to engage new residents.
- In general, more awareness is needed. Consider a “committee fair” or additional tabling at Farmer’s Market.

## Big ideas

Discussion group leaders shared the following “big ideas” during the report out portion of the town hall:

- **Revitalized downtown:** A mixture of businesses, with an emphasis on local and small business, that uses the waterfront as an epicenter for business and culture with connections to other resources within the city.
- **“Neighborhood hubs” as sharing and gathering areas:** Hubs could include community gardens, art spaces, restaurants, key services, grocery stores, stockpiling areas in case of disaster, and more.
- **Promote economic diversity** with an emphasis on supporting local businesses.
- **Provide financing support for entrepreneurs from underrepresented communities,** particularly women of color.
- **Make the case for annexation in terms of improved outcomes for all:** More data and information are needed to fully understand the opportunities, potential barriers and advantages.
- **Outreach to urban growth areas should be multi-lingual and multi-cultural.**
- **Focus urban growth south then east, without diluting existing areas:** Promote mixed-use development throughout the city:
- **Grow and move forward AS MILWAUKIE:** Growth should be controlled and purposeful, guided by a plan and the Community Vision.
- **Arts lead culture:** Include diverse populations for diverse communities using arts and culture.
- **Increase access to public art and culture:** Integrate more art downtown and throughout the city landscape.
- **Leverage different spaces (religious organizations, businesses, etc.)** around the community to increase engagement.
- **Enhance accessibility of boards and commissions:** Hold a “job fair” and put descriptions of opportunities in the *Pilot*.



## Next steps

City planning staff and the CPAC will consider feedback received at the town hall as they draft policies related to the Block 1 topic areas. Members of the community will have the opportunity to provide feedback on the draft policies via an online open house and survey in June 2018.

# Appendix A: Raw flip chart notes

## Spanish-Speaking Table – Maria/Mari

- Public transit connectivity
  - connection/access to community establishments, work, etc.
  - elderly have limited options/more barriers
  - near schools, homes, public places
  - weekends have limited options
- Language must be available
  - specific (online/print)
  - available at school
  - material has been received in English and then is not useful
  - classes in YMCA/schools to learn English (free)
- Partner/create programs to help community members with English
- Employees that know how to speak different languages
- Include cultural specific activities and city calendars/activities
  - must create space where community members feel part of the community
  - if city is tabling at farmer's market ensure there are members who are culturally aware/know the language
  - include Latinx community artists in community events (movies in the park, farmer's market, music)
- Interpreters needed at NDA
- Materials in Spanish
- Helpful at making connections to services/neighborhood needs
- Childcare needed (would participate more)
- Social media in Spanish (Facebook, Instagram, twitter)
- Telephone/text
- Inclusive engagement throughout all projects (City)
- ✓ Social media = calendar/phone
- ✓ Flexibility, supportive services to help community members participate and attend meetings
- Interpretation needed at Council/commission meetings
- Committees must have young members
- Access to homes, transportation, active transportation, security, public space (parks), employment, entertainment
  - quality services at schools, houses, education, roads, medical services
- ✓ Mixed-use (residential/commercial/etc.)
  - in nodes/neighborhoods
  - 15-minute walk to access services
  - ground floor
- ✓ Accessible financing programs/micro-financing
  - prioritize women, low income/underrepresented
- Food carts → diversity
  - located in various neighborhoods
- Loans/programs to help community members start a business
- Program/training to help business owners
  - long-term
  - help/advice/mentorship
  - personalized economic development - need resources = thrive
- ADUs
  - remove barriers

# Economic Development & History, Arts and Culture – Rebecca/David

## Economic Development Question 8 –

- Encourage more home-based businesses
- Provide more restaurants and other services that will attract more businesses;
  - make Milwaukie more of a destination
- Attract more jobs to downtown
  - including grocery store
- Need more density in downtown and Central Milwaukie to support more businesses
- Downtown Milwaukie = services
- Provide more flexibility and allow mixed-use in above employment areas

## Question 9 –

- Keep zoning as flexible as possible
- Be prepared to utilize spaces that emerging technology (AVs) will free up
- Ease parking requirements for neighborhood-focused businesses while considering impacts on residential neighborhoods
  - poll of adjacent neighbors?

## Question 10 –

- Need sidewalks – walkability
- Better pedestrian infrastructure (overpasses, sidewalks)
- Coffee shops
- Meeting places:
  - plazas
  - parks
  - community centers
  - including warm outdoor areas in the winter, like food cart pods
- Better transit and other infrastructure
- More recreational opportunities
- Better connections to surrounding areas such as Sellwood, Oak Grove, etc.

## Question 11 –

- Need a very diversified economy, so that decline of one industry can be weathered
- Account for changing downtown
- Focus heavily on attracting home-based businesses
- Allow more uses along waterfront
  - more flexibility for water-based businesses
- Focus on the river; utilize our natural resources
- Encourage business sharing
  - e.g. coffee shop and kayak rental
- Highlight Milwaukie as family-friendly place that offers mix of housing types and services/amenities
- Allow more recreational uses (such as ballpark) in industrial areas
- Milwaukie-specific Chamber of Commerce (or satellite of WC Chamber)
- Big idea: focus on and revitalize downtown, with a special emphasis on utilizing the river as an economic resource

## History, Arts and Culture Question 12-

- on right track
- encourage more art (performing and visual) in Milwaukie (e.g. Chapel theater)
- more community events that feature arts
- take advantage of existing assets, such as farmer's market
- encourage things like murals that define public spaces and neighborhood identity
- bring public art into all parts of the city

- establish benchmarks for individual neighborhoods
- make sure community spaces for things such as art and events (e.g. bonfire) are considered when planning and developing
- utilize ArtMOB in planning process and once spaces are being developed

#### Question 13-

- measure each neighborhood's access to art, and work to address deficiencies
- incorporate art into parks and other public places
- find ways for City to celebrate (and financially support) its history, such as Milwaukie Museum (e.g. curator position) or by utilizing Ledding library

#### Question 14 –

- Yes!
- Use old warehouses to create artist studios and maker spaces (adaptive reuse)
- art draws more art

#### Big Idea

Revitalized Downtown

## Economic Development & History, Arts and Culture – Matt/Jen

### Economic Development Question 8 –

- Guiding development in a good way
- Keeping what's authentically Milwaukie
- Live/work space
- Thoughtful employment growth
  - local
  - living wages
- Mix housing with light industrial
- Flex spaces
- Emerging and non-traditional industries
  - urban farms - Milwaukie's beginnings
  - year-round indoor farmer's market
    - can mix with co-op (SE Portland example)
    - Pikes Place-style market?
      - New and historic uses/trades
- Milwaukie as extension of SE Portland or with its own identity?
- More local options for goods and services without needing to go to Portland
- Products close to their makers
- ✓✓✓ Waterfront as a resource
  - sewage treatment plant detracts from this beautiful natural area
- ✓✓ More places for sitting, dining at waterfront
  - floating amenities?
  - more commercial activity out waterfront without contracting from it
  - day and night activities
  - variety of shops, activities
    - things that are tied to Oregon in Milwaukie history
    - tourist attraction
    - social gathering spaces
- Spontaneous social interactions - how to encourage and design for
- More amenities on other side of 224
- Natural amenities (e.g. trees) as a resource for supporting economic development
- Thinking about what people can see/the surroundings



- ✓ Incorporate Milwaukie's history
- ✓✓ Sewage treatment plant odor is a problem
- Consider supporting logistics of areas to develop (e.g. space needed for farmer's market load in/out)
  - trees, pedestrian amenities

#### Question 9 –

- More housing, density for incoming population growth
- Ensure green spaces now in anticipation of future growth, density increases
  - urban farms
- Balancing green space and density
- Create parks (public spaces, play amenities), especially within downtown
- Zone to have alternating green space and housing
- FAR swaps and other bonuses lead to distributed development patterns
- ✓ Balance of encouraging development/developers and preserving quality-of-life
- Consider master planning that incorporates Milwaukie's history
  - can be community-sourced
  - existing examples of this
- ✓ Create the feeling of entering a village space
- Sense of place

#### History, Arts and Culture Question 12 –

- Community-wide access =
  - ✓ spaces for art, activities, music
  - including large/outdoor public spaces
  - amphitheater
  - mixed-use performance spaces
  - community partnerships (e.g. Portland Community College)
- City can encourage spaces for art, performance
- Places close to where people are/live
  - determine where the spaces are needed throughout the city
- Prioritization for equitable distribution of the spaces
- Explore potential public-private partnerships for the spaces
- Adding amenities and programming to existing spaces

#### Question 13 –

- Preserve older buildings
  - make them accessible
- Increased visibility of resources (e.g. Milwaukie Historic Museum)
- Increase access: transit, bike
- ✓ Organized tour/rides help people know what's in the city
- Historic walks (e.g. Lot's Loop)
- Maps of Milwaukie's neighborhoods and sites
  - City website can be home to these maps/resources
  - also supports economic growth
  - can prioritize certain areas in these walks for access, funding
- More support from City for activities like First Fridays
  - different themes, programs within First Fridays can support diversity
- Arts centers that support native crafts, art
- Identify themes for public art throughout the city, representing a range of people/diversity
- ✓✓ City employee/liaison handling arts and culture
  - public resource
  - encourage diversity
  - programs for adults, schools

- crossover/advertise with existing programs

Question 14 –

- ✓ Affordable spaces for artists to live and work
  - collectors: shared spaces and tools
  - City/grant supported
- How can the City support these spaces?:
  - Incentivize artists, mixed-use
- ✓ Adaptive reuse of older industrial buildings
- Ensuring affordable housing for all
  - developer restrictions
- Volunteer work parties to help build new community amenities
  - ✓ needs someone (City) to organize
- Big idea: A mixture of businesses, with an emphasis on local and small business, that uses the waterfront as an epicenter for business and culture with connections to other resources within the city.

## Public Involvement & History, Arts and Culture – Liz/Joe

NDA's (2) –

- Involve newer community members
- Increased outreach
- Encourage people of color to participate
- Encourage multifamily residents to participate
- Reach out to Slavic community
- Central/formal role to identify new community members for outreach
- Try different locations/formats for NDA meetings
- Integrate technology in NDA toolkits
- Sharing of NDA info/records with members outside of NDA membership
- Enhance communication channels through schools
- Welcome to Milwaukie basket/bag with info on local businesses, NDA's, resources, events
  - info on where to get more details on involvement opportunities
- Take advantage of Pilot to remind residents what NDA's are for
- Use NDA events (concerts) to boost NDA's
- More informal opportunities for community engagement (game night)
- Engage faith communities
- Identify meeting places/forums of communities
- Identify and remove barriers to participation
- Utilize the power of “free” food
- Intentional outreach to communities
- Offer opportunities to be literally active in community (walks, work in parks, Earth Day...)
- Utilize schools
- Identify entry points for engagement with diverse communities
  - ✓ schools!
- Using value-based communications and outreach efforts (Vision)
- Also recognize older members of the community and integrate direct communication
- ✓ Translation of outreach materials
- As part of identifying barriers, recognize history of the city and impacts to different communities
  - tie to history discussion
- Make it clear to renters that NDA's, community events are for EVERYONE

History, Arts and Culture –

- move public art beyond predictable locations
- rethink purpose of public art and who it's for
- ✓ Does “private spaces” in the statement refer to commercial properties?
- Incorporate art into parks (ArtMOB is pursuing this)
- utilize presence of creative community (Dark Horse)
- include performing arts in thinking about arts resources
- integrate arts into neighborhood involvement opportunities
- honor indigenous community that were here before
- look forward while honoring all local history
- event opportunities to learn about local history
  - Milwaukie history series
- make extra effort to make sure that history of diverse communities is integrated into this
- encourage participation of local businesses that are minority/women-owned
- artists feel welcome here, city should support that further by looking at zoning of under-utilized spaces that could provide affordable workspaces

### Big Idea

Arts lead culture! Include diverse populations for diverse communities using arts and culture

## **Public Involvement & History, Arts and Culture – Sara/Greg**

### Public Involvement Question 1 –

- Free childcare here
  - diversity – affordable – accessible
- What are the demographics of Milwaukie?
- Who shows up, what demographics are missing and how to engage
- Social media – use NextDoor
- Pilot reading at table low
- First Friday Milwaukie rep
- Farmer’s market
- How to get “active” parents involved
- Surveys are long
  - short spirit blasts
- Opinion box
- Increase social media and add password to let others post

### Question 2 –

- How many know of NDA: 3/6
- 2 Oak Grove residents in group
  - how do they fit into this?
- Reminder to get to NDA
  - blaring obvious reminder
- How do you know which NDA you are in?
- Outreach needed
- Events create involvement
  - annually
- How do you know what NDA you belong to?
- Signage on the night of NDA meeting
- Neighborhood web
  - signed up for email list
  - email list works great

- Multiple channels to reach

#### Question 3 –

- Answers from previous discussion
- Community centers –
  - work with local businesses to spread the word
- Can neighborhood nodes be the information centers for City and NDA news?
- Message boards and business connect

#### Question 4 –

- Board commitment and time
- Application processes are intimidating
  - questions like applying for job
- Need to observe first
  - available on the web
- Committee Fair - learn about each
- Use waterfront as a community fair
- Optimize energy and social media -
  - Facebook group about city committee
- ✓ Interactive group on social media for involvement
  - connect a bridge between social and reality
  - a place to meet neighbors
- Keep traditional means as well
- Pent-up need for community to meet besides “church or bar”
- Farmer’s market table great
- Promenades - encouraging more contact with people
  - sidewalks help with this

#### History, Arts & Culture Question 1 –

- % of budget goes to art/display
- Performance spaces that are regular
- A regular schedule of art events and performances
- Could be a place to go
- Weekly lecture series
  - Astoria - history/educational event held at a brewery
- ✓ City fund to help support art/history
- ✓ Business/city matching funds to incorporate art/visual
- Astoria - big push to include tourism with locals - businesses working to bring these together
  - Saturday art walk, lectures, local historical walk downtown
- ‘What is Happening’ section in the paper
- NDA specific grant for arts
  - cross-pollination between cities
- Market it well – create competition
- Get NDA involved
- Keep it year-round
- Encourage local shops/businesses
  - fund these projects
- Look at Rose Villa example – borrow from them
- Culture versus art
  - how to encourage different cultures to show their culture and art/festival

#### Question 2-

- Preserve things being removed to be saved
- ✓ History and needs to be shared with public for attachments

- ✓ Recognition/signage of historic sites
- ✓ Money to set aside/incentives to save old buildings
- ✓ Incentives matter
- Honor the heritage and integrate the new with the old
- Preserving the integrity and principles of people before us
- How do we get there or money?
- Preservation tax? If cheap enough okay
  - marketing is key
- Support Milwaukie people to be able to save “historic resources”

#### Question 3-

- Landlords pick building as “artist spaces”
- Divide buildings and artist spaces
- Offer incentives to make property for arts
- ✓ “This Is Why You Care Campaign”
  - statistical data
  - how to make it successful
- City funding/incentives to create a “This Is Why You Care Campaign” to inform and promote Milwaukie art/history and preserve

#### Big Idea

Annexation: Need data and information to make the case, and note how we will fund these outcomes.

## **Public Community Involvement & History, Arts and Culture – Albert/Kirstin**

#### History, Arts & Culture Question 12 –

- Center downtown – place downtown
  - local artist poetry
    - e.g. at chopsticks
  - creation of public space
- Amphitheater/protection from weather
- Engage Dark Horse!
  - Public art center
- Milwaukie’s history
  - walking tours – buildings, places
- Voluntary century plaque – not on registry
  - Lot’s Loop
- First Fridays – connection to museum
  - volunteer run
  - open on Friday?
- Summertime events
  - like Milwaukie days: kids, all ages
- History and art
  - more murals, less graffiti
  - Milwaukie school of arts
- ✓ Downtown – celebrate arts, culture and history
  - “our living room”
- Paintings/murals
  - involving Milwaukie High School
- Milwaukie Bay Park - or at the south downtown Plaza
  - art focused events

- art walk first Fridays
- outdoor sculpture garden
- history/walking tour of murals
- Represent race and gender
  - link with #1
- Celebrate local events for Hispanic, Russian, Vietnamese community through arts and food
  - a la Portland Mercado
- ✓ Hub(s) for culture, art, food
  - celebrate Milwaukie speed part/diverse culture
- Theme first Fridays
  - culturally specific

Question 14 -

- Yes
  - e.g. Milepost 5, on 82<sup>nd</sup> live/work space
- Industrial area?
  - NW Portland → Alberta → place in Milwaukie
- Can't afford studio space
- Diverse art:
  - music, writers
  - independent label here in Milwaukie
  - publishing (Dark Horse)
- Yes creative, maker spaces, artist spaces
  - use library as hub
  - leads to bakeries, coffee shops
  - plus people who want to do, learn, explore art
- Connect other spaces and programs
  - Milwaukie Academy of arts
- Food, MAA, culture hub at Plaza
  - theater, music, arts
- Electronics to commercialization include business side
- Support high school to business
  - (e.g. at high school)
  - Tech Cadre
  - Pulse Media
- ✓✓✓✓ Downtown arts and culture hub includes creative spaces
- Bring people to the waterfront

Community Involvement Question 2-

- NDA booths at first Fridays/shared tables - raise awareness
  - NDA well intentioned
  - increase other ways to raise awareness
  - notifications; electronic
- Are the connection between people and the community
  - welcome packet for neighbors
    - something in print
  - link with NextDoor
  - have a city rep and Police Department rep
  - quarterly at least - helps encourage participation
- Use funds for community building activities; encourage NDA to brainstorm annually how they want to spend their funds

Question 3 -

- Associated resources helpful

- Electronic email reminders

#### Question 4 –

- Connect people with their passion
- Retain Milwaukie’s accessibility for participation, access to government
  - Oregon city downtown, McMinnville examples
  - entertainment, food, culture
    - Bernard’s Garage
- Re: economic development downtown, encourage entertainment/music/restaurants
  - anchor by Little Big Burger/Laughing Planet
  - people looking to be out/engaged in community
- Encourage people from farmer’s market to explore local businesses
- Building across from bank currently used as storage

#### Big Idea

More downtown arts; public involvement

## **Public Involvement & Urban Growth Management – Stephan/Mary**

- ✓ NDA – positive aspect to Milwaukie
  - ✓ keep funding
  - more staff assistance
  - ✓ grants
  - gets folks involved in development
  - importance of volunteering
  - should new property owners/residents be notified of their NDA?
- Effective outreach?:
  - mail
  - websites
  - membership facilitator - within NDA
  - word-of-mouth
  - ✓✓✓ Pilot
    - set agenda ahead of time
  - more communication between NDA’s
    - continued leadership meetings
  - NextDoor website
  - more languages
- NDA boundary changes – needed
  - no need to stick to old school boundaries
- NDA - controversial issues bring more people to meetings

#### Inclusion/Diversity –

- Be aware of times to hold meetings
  - positive – City holds night meetings

#### Communication –

- ✓✓ Pilot
  - translated to Spanish/other languages
    - large Hispanic populations in areas we could annex
  - should be sent by email listserv
- Websites for each NDA
  - make them easy to find via Google

#### Recruitment -

- ✓ Faster communication to people who apply for committees

- Current NDA is intimidating - people get stuck in their positions because people don't take them every year
  - solution: committees structure
- ✓ Actual public meeting spaces
- At farmer's market - clearly show what boards we have
- Better materials on website for boards
  - meeting agendas, summaries, etc.

#### Neighborhood Nodes –

- Use this to figure out public spaces to hold meetings - e.g. NDA meetings
- Library satellite in node

#### Urban Growth Management –

- “Aggressive” not a good word – use “proactive”?
- Hard to meet people annex
  - are they having conversations around that with them?
- Deal to say City will provide sidewalks, improve streets when they annex
- Waive permitting fees
  - defer needing to annex rental property sells
- ✓ Nice to annex in businesses
- Would like to annex in Three Creeks natural area
- Lynwood would like to annex CCC campus
- Talk to them more about how they can be part of the community
  - NDA's and new NDA's
  - make them feel represented
  - send them Pilot, translated materials
    - PDFs online - choose language

#### High Density Growth in Neighborhoods –

- Density around neighborhood nodes then spread out
  - nodes need to be defined
- Neo traditional neighborhoods
- Like low density in neighborhoods
- Like more ADUs! And tiny homes
  - rentals
- Not just in downtown – but downtown can accommodate density
- Neighborhood nodes - zone to make more mixed-use areas
- Like mixed-use
- Too much focus on downtown

#### Big Idea

Neighborhood nodes, potential for mixed use; outreach to urban growth areas should be multi-lingual, multi-cultural

## **Public Involvement & Urban Growth Management – Kim/Vera**

- How to attract/recruit for cities?
  - Time/education/explanation of committee
  - promote opportunities
  - job descriptions
  - help make a good fit
- “Job fair”/open house style event
- Encourage involvement if not on committee - come to meetings anyway
- Promote NDA involvement/participation



- What are the current strategies?
  - Pilot
  - NDA
  - social media
- Need “job descriptions” for committees
  - people need more info
- NDA presentation when a spot opens up to get the word out in advance
- Outreach to churches and agencies to attract more participation
  - veterans
- Use community events to get the word out about city issues/information
  - farmer’s market every week
  - ✓✓ schools
- Youth
  - translate Pilot into more languages

#### NDAs

- Need an email distribution list for updates
  - social media
- Improve City webpage to help ID NDA for residents
  - interactive map (not pdf)
- More visibility for NDA’s within the city
- NDA representatives at farmer’s market
  - map; flyers; info
- City Hall kiosk with weekly calendar of meetings
  - inside too
- High School
  - info on meetings
- Use all platforms – Pilot; social media; etc.

#### Urban Growth Management –

- How does annexation affect property values?
- Is there a benefit to annexation?
  - model a successful program
  - use the Vision to encourage it
  - marketing
  - city government and services are an advantage
- Should there be an active approach to annexation
  - “smooth out the borders”
- Annex by street or neighborhood
- Proactive not aggressive annexation
- Each neighborhood doesn’t have services/amenities. Can’t grow everywhere
  - except for neighborhood notes
- Concentrating growth requires services and amenities (including parking)
- Transportation must accompany growth
  - transit
- ✓✓✓✓ Neighborhood nodes = dispersed growth
  - support this
- Keep downtown nice but not overbuilt
- Make zoning more flexible for more types of residential development

#### Big Idea

Recruiting for boards and commissions; have a job fair! Put descriptions in The Pilot

# Economic Development & Urban Growth Management – Dan/Alma

## UGMA –

- Eastern boundary is chaotic; spots surrounded by the city/county
  - spotty annexation
- Confusion with ZIP Codes versus actual city boundaries
- If not annexed - no taxes or schools provided
  - not in city → no votes
  - should be included in the comp plan process so they get to decide
- How to make it more attractive for people not in the city
- People don't want to annex - higher taxes
- Tax breaks to owners wishing to annex
- Causes confusion → ZIP Code versus city limits
  - education of boundaries
- When is map updated?
- Different zoning codes in Clackamas County versus City
- Target certain communities/sections to annex
  - that are interested
- Is the land on other side of 82<sup>nd</sup> HV or could HV take the land in our UGMA?
- ✓ Could the city offer better utilities?
  - ✓✓ Costs, services?
  - Police, garbage, utility (water bill increase)
- What's the added value for someone to annex?
- Improve the way the city charges for utilities/infrastructure to be more appealing to annex?
- Would it lower my taxes if we annex UGMA?
- ✓✓ Sales tax? Tax revenue versus cost of services
- ✓✓ Is the property value higher in UGMA?
  - If not, then maybe not a good idea
  - if yes then??
- Who pays for the UGMA infrastructure?
- Those who want to “come into” the city should be given breaks, match zoning code (farms stay farms)
- What would it take to manage these new streets, infrastructure etc.?
- It shouldn't create additional “Swiss cheese” effect given difficulties to reach with services
- Milwaukie is progressive city, unincorporated county is not... People could drive the change...
- 0% development
- Cluster development with services, housing, max. infrastructure
- ✓ “Downtown feel”, increase small businesses, no strip malls
- ✓✓ Love mixed-use
- Is Milwaukie looking at other models of mixed-use
  - more progressive program/models
- No high density - no divisions
- Is UGMA a priority? In comparison to the other focus areas?
- Density should not impact livability
  - spacious (e.g. not like Division)
- Housing that is affordable
  - business growth alongside housing growth
- Community focused neighborhoods
- Expand neighborhood business nodes - Lake 42<sup>nd</sup>/King
  - expand Linwood commercial core

- walkability?
- If you don't concentrate high density development → impacts business nodes
- ✓✓ Several commercial nodes throughout city ✓✓ and art
  - within UGMA

#### Economic Development –

- Neighborhood hub –
  - safe parks, play areas, ponds, mini zoos, ducks, petting animals
  - bars/pubs
  - ART
  - food - local restaurants - no chains
  - groceries
  - animals/nature
  - bat boxes
  - safety
  - walkable, bikeable
  - no homeless camps
  - tiny homes/pods/cottage clusters
    - “Kenton Village...Dignity Village”
  - bathrooms, bathrooms, BR, BR
  - water fountains
  - history; interpretive signage
  - parking... accessible via transit

#### Question 9 –

- Free Wi-Fi - throughout city... Google fiber
- Autonomous vehicles
- “Language and verbiage can't be restrictive”
  - outdated comp plan
  - “flexible language in comp plan to help us grow in a way where we don't need to know everything today” [Steve Ober]
- Visit the comp plan more often
- Hire visionaries → notify public of events that attract visionaries
- ✓✓ Good schools, community... Classic values are maintained
  - focus on values first instead of “we want to grow jobs by X”
  - ✓✓✓ Values do change!! We value diversity more today than in the past
- Versatile buildings
- Diversity is defined how? Color? By 2040 the majority will be POC
- Youth versus old, etc. anticipate more diversity of cultures, POC
- Education system has changed to accommodate the number of language is spoken
- Tough to predict... Support values
- Open mind and be creative

#### Question 8 –

- ✓✓ Growth in new MU zones
- Attract good paying jobs → manufacturing → diverse sectors to avoid volatility in economy
- Focus on creative education; small business development
  - educated workforce → jobs
- H1 visas are still issued because we aren't training our own
- Work from home → “cool” city status
- Support “innovation center”
- Free Wi-Fi
- School ratings need to be good to attract employers

- WeWorks → co-working spaces needed
- Bring more industry... Good jobs, high wages
- Re-using existing space and keeping existing businesses
- Business recruitment, retention, and expansion
- Fostering an intellectual center... Co-working, eco-industrial
- Foster the creative sector like Dark Horse
- Review business policy in economic development
- Making use of empty stores

#### Question 11-

- Co-working spaces would support the entrepreneurs
- Flexibility
- Shared artist workspaces like Milepost 5, like ADX PDX
- Empty storefronts reuse for ARTISTS
- Schools → business (ART)
  - Milwaukie Academy of Arts
  - combine efforts [with shared artist workspaces]
- Diversity of industry sectors
  - no one sector dominating the economy
- Are we going to impact global climate change?
  - ✓ Yes ✓ No
- Build community interconnectedness
  - shared resources
- Napa Valley effect - climate change could boost our economic sectors
- Emergency preparedness → climate change education
- Use neighborhood meetings more effectively

## **Economic Development & Urban Growth Management – Bryce/Christina**

### Economic Development –

- Where should employment go?:
  - identify sectors that don't use up as much space
  - use warehouses
  - areas that don't require additional transportation infrastructure
  - early Milwaukie agriculture/founders first settlement areas
- Neighborhood hubs?:
  - shared artist/office spaces
  - repurposing/utilizing unused industrial spaces
  - art venues
  - showcase and preserve wetlands, early areas (preserve and revitalize)
  - utilize historical spaces
- What policies to provide vision guidance, flexibility to plan?
  - public arts tax for new development
  - fiber/broadband (city-owned/operated)
  - foster accessory dwelling units
  - more retirement communities
    - promote aging in place
    - in-home eldercare
    - offer tax incentives
  - add hotels/lodging options
  - reduce street service maintenance fee

- add transaction warehouse business tax, like Portland
- Neighborhood hubs:
  - music concerts
  - shopping areas draw too many people not in neighborhoods
    - “sharing areas” are better... Like parks, emergency management areas, libraries
  - make smaller centers (4-5 block area) for neighbors together
    - community garden, tool library
  - identify neighborhood hub community leader
  - decentralize Kellogg treatment waste into neighborhoods (ecologically)

#### History, Arts and Culture –

- How to incorporate history, arts and culture?:
  - show art in more spaces
    - City buildings, businesses, Chapel Theater
  - maintain/grow ArtMOB reception/shoes
  - postcards from City should be everywhere - make big posters
  - what are the mediums for City news, getting the word out?
  - record/report history (like this meeting!)
  - Partner with Willamette Falls Media
  - banners/pop-ups around city and on web of past and current events and historical goings-on
  - showcase diversity and people of color
  - celebrate history (sort of like Shanghai tunnels)
  - identify historical buildings - share their history
    - outreach to other groups (collaborate with others)
  - Milwaukie Bay Park community space
    - promote/develop access and space
    - create venue where bands/performance can gather
  - make seating in Milwaukie Bay Park
- Should the city invest in spaces that accommodate artists?... And how does the city attract artists:
  - yes!
  - Pick-a-Thon
  - affordable housing
  - more artist spaces
  - Willamette Falls closed circuit TV
    - videos
    - government tapings
    - allow anyone to broadcast
  - murals/building art
  - rotating mural project (like food cart space)
  - wall on 17<sup>th</sup> mural (bike riders, fish, geese walking, etc.)
  - watch artists as projects are made
  - functional art
    - artistic bike racks
  - public art in front yards
    - incorporate civic element
    - fundraisers for schools
  - peace poles (Rotary)

#### Big Idea: Neighborhood Hubs

Our big idea concerned the neighborhood hubs. We thought that one form they might take is to be “sharing areas” which would include things like tool libraries and community gardens, and could also serve as staging and stockpiling areas in case of disaster. These sharing areas would serve as natural gathering spaces for neighbors to come, share wisdom, enjoy small entertainment events and support one another”

# Economic Development & Urban Growth Management – Howie/Laura

## Economic Development-

- More opportunity for local employment
- Improvements to downtown/Main St.
- Mixed-use development
- Large facilities but with low employment #s
- Small business incubator, entrepreneurship opportunities in downtown mixed-use buildings – “incubator factory”
- Inner SE Portland businesses displaced to Milwaukie – obstacles for permitting – make development easier/quicker for business
  - Shorten wait time for permits, approvals
  - More staff, streamlining for building department
- More Milwaukie pride, highlight the community with more events, branding, identity

## Neighborhood Hubs

- Use to address segmentation
- More small businesses (coffee shop, bakery) and places to walk to
  - More mix of business type – not just services
- Option for density
- Neighborhood space for congregation – more gathering spaces
  - Having things in common with neighbors
- Neighborhood gateways, signs, identity
- Need incentives for businesses to join this discussion
- Creating new hubs or improving existing commercial developments (like King Road)?
- Need improved walkability to the centers – more sidewalks, safety – this is key
  - Safer crossings and crosswalks – not enough (i.e. King Road)
  - Streetlights
  - Hubs need safe access
  - Bike facilities, safety, protection from cars
- Print bike/pedestrian maps with neighborhood identification markers
- Movie theatre
- Engaging potential businesses to find out what they need to be successful when thinking about hubs

## Future/Forward-thinking Policies

- Repurposing manufacturing spaces
- Recruiting businesses related to climate change action and how to address those challenges
  - City economic incentives
- Connect with Clackamas Community College – job training programs
- What can Milwaukie specialize in?
  - Value-added food processing
  - Connect with supply chain businesses
- Push to develop appeal and attractiveness of downtown – charm, affordability – can appeal to new business owners and where they locate
- How easy is it to change zoning to accommodate new businesses we want?
- Identify companies being pushed out from Portland (Central Eastside)
- Keep \$ in the community
- Resilient economies → interpersonal relationships
  - Community support as a safety net
  - Milwaukie microloan program for neighborhood businesses facing economic challenges
  - Discount/trade resources for low-income business owners
  - Talking up and promoting the business we have

- Spotlight, profiles, business fail
- Pilot features
- Art walk booths
- Farmers Market booths

### Urban Growth Management

- Annexation
  - City-wide high-speed internet
  - What is the City's give required to service any new annexed area?
  - Police response times on 82<sup>nd</sup>?
  - Improved City identity might make it more attractive
  - Large expansion could dilute Milwaukie brand
  - New potential area is far from downtown – is annexation all or nothing?
  - Clackamas Town Center → good tax base but too far away? Too much expansion?
  - Can be strategic with places that make sense to increase tax base without sacrificing identity
  - How would any new areas be serviced by TriMet? Better public transit connections could help entice annexation – current service can be sparse
  - Bus route/internal City shuttle? Microtransit
    - Monroe/Harrison east-west connections
    - Could connect neighborhood hubs – hub crawls
    - Low cost
    - Aging in place component
  - Create a Milwaukie card with discounts, incentives, promotions for Milwaukie residents – builds on identity
  - **\*\*BIG IDEA\*\***: Expansion or annexation without sacrificing sense of identity and neighborhood/central core Milwaukie feel
  - **\*\*BIG IDEA #2\*\***: Prioritizing mixed use and higher density in low density spaces rather than expanding
    - With intermediate solutions – middle housing and diverse housing types
  - Parking challenges with higher density on neighborhood streets
    - Keep realistic development standards (for parking)
  - Density and safety
  - Thoughtful of neighborhood character- not just jumping to large apartment buildings
  - Think about residential in both directions – limits to how big housing can be, and how small/many units there can be
    - Human scale dwellings
    - Mix of affordable housing and types
  - School facilities – how would annexing affect the schools and feeders? Would everyone still go to MHS?

### Big Idea

Urban growth south then east but don't dilute existing areas with mixed use throughout

## **Economic Development & Urban Growth Management – Ben/Emma**

### Economic Development Discussion:

- Assumption that we need lots of land for jobs may not be true
  - Home based work, e.g.
- Where does 7,000 job projection come from?
- Potential to build upward – on top of existing industrial buildings
- Concern about storage facilities – large area and few jobs
- Be careful not to build up too much in neighborhood nodes
  - Demo concerns
  - Privacy
  - Sensitive to existing character

- Strategies to encourage flex working – less space needed
  - Incentives for employers?
  - Work from home opportunities?
  - Telecommuting?
  - Transit/active transport?
- Have to consider parking constraints
  - Microtransit?
  - Small buses between nodes and transit stops
- Bike safety is a concern
- Planning for more local food production
- Need for more low-tech innovations
  - Compost
  - Gardening
- Preserve green space –
  - Permeable surfaces, keep cooler
  - Narrower streets
- Utility programs/incentives
  - Stormwater retention and use (like Portland)
  - Saves \$\$ for households
- What does business diversity look like in Milwaukie? What is the goal? → Resiliency
- Lower registration fees for small/independent businesses
- Offering incentives for greener businesses to locate in Milwaukie
- Increase corporate taxes and fees and use to encourage smaller businesses
- Promote local business ownership
- Need to look at Milwaukie fees compared to other cities

#### Neighborhood Hubs

- Promote co-ops or local shops
  - Daily needs – hygiene, toiletries, food staples
- Requires cultural change
- Requires density?
- Need to draw people in
  - Make businesses marketable

#### Urban Growth Management

- Do unincorporated areas use Milwaukie water system? What about fire?
- Incentives for not annexing
  - No SDCs
  - No business fees
- What is the annexation process?
  - 51% of residents and landowners
- Code enforcement, animal, etc. issues → don't get City support if unincorporated
- What about land south (e.g. Oak Grove) → not in UGMA?
- Make it more attractive:
  - Better options for SDC payment – payment plans, fee alleviation
  - Highlight safety and other advantages
    - Even more important given growth pressures – infrastructure and development needs increase
  - Younger families moving to these areas
  - Easier to pay ONE provider for services – alleviates confusion
  - Reconsider fee to hook up
    - We all benefit, so can we reduce cost burden?
    - Short term deficit → long term tax benefit



- Need to consider staff increases at City
  - Illustrate that there is more control with what is done with land (preservation)
  - Highlight cost of unimproved infrastructure – “it’s like the wild west!”
  - More community events – invite them, make their voice heard
- Should we be more aggressive in annexing?
  - Consider starting with small patches in NE Milwaukie
    - Helps neighborhood connectivity
  - Absolutely YES! Need to keep Milwaukie green
  - But...lots of infrastructure needs in City
  - Need to consider impacts to low-income residents (displacement)
  - Need to paint picture of future benefits
- Where should growth go?
  - SDCs for ADUs → should they be lower?
    - Encourage more development of this type
    - Like this as alternative to higher buildings
  - Like courtyard style
  - Existing character and privacy concerns – “we’re not Portland”
    - Preserve history
    - At the same time, concerned about sprawl and preserving open space
  - Solar access concern
  - Smaller units aren’t affordable
  - Neighborhood nodes help balance this – 2-3 stories
    - Mixed-use (e.g. Main St townhomes)
    - Architecture matters
  - Build on top of existing historic buildings
- Progressing and moving forward AS MILWAUKIE
  - Preserve what makes Milwaukie unique while accommodating growth
  - Discovering what that looks like for us – not copying other areas
  - “we have a plan!”

### Big Idea

More aggressive program to grow annexation; concern for income of residents in UGMA – can there be costs to mitigate? Growth should be controlled and purposeful; provide benefits such as trees and sidewalks to provide an incentive; annex where people want to annex; focus development in mixed use areas; housing and economic development – development of small buildings

## Public Involvement & Urban Growth Management – Everett/Denny

### Public Involvement

- Question #1
  - Found out from Meet-up
  - **Pilot**
  - NDA meeting
  - Question about how to contact folks outside of city limits
  - Notices at library, etc.
  - **Contact businesses, flyers**
  - List serves
  - **School newsletters (Spanish too)**
  - **Religious organizations (working on housing, etc)**
  - Website is better than in past
- Question #2 – NDAs
  - Do Well
    - Open meetings
    - Adopt a road
    - Land use review

- Engage when there is a land use issue
    - Pilot news about NDAs
    - Expand Pilot NDA communication outside city limits
  - Less well
    - Not high attendance
    - Get people engaged
- Question #3
  - Spanish version of Pilot (at least a blurb)
    - Other languages – way to connect
    - Put near top
  - Stories about people
  - Love the Pilot
  - Info about events – then sneak in the dry stuff
  - Community gardens
  - How to make it engaging
    - Keep providing paper copies for NDAs, land use notice
- Question #4 – board/commission recruitment
  - Retirement home residents
    - River Road – will expand
  - Interest in trails/commerce
  - Pilot ad is always the same
    - Need something to make it attractive
    - Different age groups
    - People – exit interviews with synopsis of issues

#### Urban Growth Management

- Plenty of demand for growth
- Milwaukie felt “homey”
- Expand downtown housing is attractive option
- Concern about downtown height – 3 stories feels right
- Housing will help downtown
- Need a mix of housing – with SF
- Downtown vs dispersed
  - Downtown has transit
- Want mixed use downtown for people that want it
- Infill opportunities exist
  - May want to explore tiny houses/cottages
- Be careful about parking in downtown – and spill over into neighborhoods – infill could be a bigger impact outside the downtown
- Questions 5&6
  - Aggressively annex
  - Everett questions
    - Type of land
      - Industrial commercial
      - Desirable?
    - Annexation – would double population?
  - Didn’t know it wasn’t Milwaukie
  - Clackamas Town Center is redevelopable land
  - Commercial land would benefit City \$
  - Maintain downtown character and expand to UGMA

#### Big Idea

Leverage different spaces; religious organizations, businesses, low cost solutions with big impact; pilot each neighborhood; encourage personal stories

# Appendix B: Raw Comment Form Responses

## Community Involvement

### 1. How can we best engage the diversity of the Milwaukie Community?

- I think having multiple languages (Spanish, Russian, ??) help a lot. Finding local people with these language skills as leaders will help.
- Value based messaging. Utilize school – Milwaukie HS, NC wants opportunities for things people are always doing. Active intentional engagement. Faith-based, church community. Meeting places. Remove barriers to reaching across boundaries. Engaging communities in different ways. Collateral in other languages, childcare, food are important. Approaching marginalized community directly.
- Suggestion: better utilize schools – HS, MS & E/E.
- Outreach to underrepresented communities, with the intention of encouraging engagement.
- Through art culture, perhaps art displays. Designated culture (Vietnamese for instance, Russian, Hispanic, etc.) of food for each month of 1st Friday.
- Communicate in other languages aside from English. The Pilot is great.
- E-list or publish Pilot and other ‘news’ in other languages.
- Involve renters as well. Multi-lingual. Festivals? Open-air music/movies?
- Find community influencers and ask them to pass on info to encourage credibility. Translating info into other languages, paper and online. Hold focus groups with influencers and hear their wishes. Create welcoming environment.
- Reach out to diverse groups. Ensure residents have Internet access.
- H.S. has apparently 30% ethnically diverse population - using the schools as a pathway. Riverfront festivals (like Solstice) for Hispanic and Ukrainian population.
- Ukrainian newspaper or translate Pilot. We have a large number of Russian-speaking/Ukrainian heritage people. Same for Latin or Spanish speaking people.
- Find meeting places and venues for different communities to encourage involvement. Be sure meetings and materials are accessible! Available in multiple languages, on transit routes, childcare/interpretation provided. Reach out to schools/faith communities.
- Address a homeless plan.

### 2. What are the Neighborhood District Associations (NDAs) doing well? What could be improved?

- Don’t see a lot from them. The music in summer is nice. But it is probably more my fault that I don’t participate.
- Additional ways to provide input, receive info - technology. More community gathering: brunch – formal. Email list. School – district headquarters. Welcome kit – bag of coupons. Newsletter/connecting with citywide. Board game night.
- How are NDA’s assuring all/more voices are heard?
- Expanding outreach would be helpful - an ombudsman per NDA could be helpful.
- We live near Johnson Creek. Perhaps invite representative from each neighborhood association to enlist volunteers, distribute info. Annual meeting for all NDA’s to brainstorm.
- Better publicity to attract more people. The grant funds that are received annually is a great idea!
- Positive: small grants, community engagement. Offer a ‘pipeline’ for other boards (people) get involved in NDA and move up and onto better bigger. Negatives: none.
- How do people get reached more easily to be invited/informed?
- I learned about NDAs tonight! An effort to reach the “hard-to-reach” populations. I’ve enjoyed music in the park event before and that would be good to do more - block/street parties.

- Being involved in the local area. Speaking on the neighborhood's behalf.
- “Welcome Wagons” - notification of new residents and visiting 1:1 with coupons, resources, offer to “buddy” for NDA meetings, etc.
- More outreach to new neighbors. May have monthly gatherings – informal or more options (not meetings). Engage walking group or other sort of activity to bring people together.
- Better recruiting/welcome to new residents. Better access to meetings/notes/agendas. A way for input other than meeting/emailing. Information about mailing lists, etc.

**3. How can we ensure that more community members are receiving information from the City?**

- I think the Pilot works.
- Diverse ways of communication to reach people who like going to meetings, receiving information online, homebound, translating newsletter in other language.
- Accessibility - modes, languages.
- NDA websites and welcome bags/baskets. Multi-language format - Spanish, Russian, etc.
- The Pilot and attending NDA meetings and email access for NDA info and updates.
- Publish in different languages - Spanish, Russian, etc. for the Pilot, on this website for the City as well. Have options for the City website in alternate languages.
- NDA's, up-to-date website, meetings, places of worship, email newsletters. Translate the Pilot, at least in Spanish.
- Identify who is engaged in a situation.
- Email lists from NDAs. Blogs.
- Mobile-responsive sites. Multiple languages available.

**4. What are better recruitment strategies for Milwaukie's boards, committees and commissions?**

- Not sure I have tried a few times. But not made the cut. I am assuming we have some great candidates, so I keep trying.
- Talk to groups – community organizations.
- Clear locations/webpages and connecting the community to those pages.
- Ads in the Pilot, could incorporate perhaps a board representative at NDA tables at First Friday.
- An auto-email that says ‘we received your email and will be getting back to you’ - it's a courtesy that would go a long way.
- More city staff, support and engagement at NDA level.
- Clear expectations of time/effort online; images from past participants; video.
- Reach out to many diverse communities.
- More informal get togethers.

## Urban Growth Management

**5. How can we make annexation more attractive to currently unincorporated areas?**

- Tax incentives
- Paint the picture of where Milwaukie is going
  - SAFE
  - Protecting trees
  - We have plan – we expect to grow but to preserve the small-town character
- I don't know. I thought that once the area was surrounded annexation was mandatory?
- Help lower income homeowners pay for their SDC's. Perhaps spread the fees over the whole city as it is the whole city that will benefit from being a larger, more cohesive entity. And, maybe stop allowing “free rides” of city services until they do join (carrot & the stick).

- Provide the thing those neighbors seek most. So, outreach and listening skills and tactics must proceed votes or promises.
  - Engage those neighbors in the conversation and in their language.
  - Lower or defer hookup fees.
  - Growing property values if there are certain rules and regulations. Invitation to share their views and wishes.
  - If the services are amazing, it should sell itself! Maybe the NDA's would be the clincher or neighborhood nodes (city support).
  - Become "active" instead of passive, use the Vision to show key aspects.
  - Improve City services, community centers, libraries.
  - FILOC goes to owners not [unfinished sentence].
  - Provide incentives - create stormwater program like Portland so people get \$\$ off utilities or something like that.
  - Increased services - e.g. city-wide high-speed Internet. Better, Milwaukie-specific transit options.
  - Make the unincorporated areas more independent and livable.
- 6. Should we develop a more aggressive program for annexation of the unincorporated land located in the area subject to the City/County Urban Growth Management Agreement (generally the land between Linwood Ave and I-205)?**
- YES!!
  - Yes, while we still have time to protect trees, green space and creeks. It's very, very hard to put nature back after it's been paved and built over.
  - No, our infrastructure in the incorporated area of Milwaukie (sidewalks, bike paths, etc.) need to be fixed before taking on more problems.
  - Assertive, not aggressive program for annexation. Yes - annex the businesses and neighborhoods will follow. Tell the people how becoming Milwaukie will improve their lives.
  - Yes.
  - Yes.
  - Yes, or Happy Valley will!
  - Yes! This will help expand tax revenue and housing.
  - Yes, and build new mixed-use spaces and light industrial.
  - Definitely!
  - Unsure. Worried about dilution of Milwaukie identity.
  - Mechanism.
- 7. Should the City focus most of its residential growth in its downtown and other mixed-use areas, or have a more dispersed model that prioritizes additional housing opportunities in all neighborhoods?**
- I think downtown should be more services, etc. Restaurants, shops, etc. Dark Horse needs to move (find a good spot in the Industrial Way area). Do not turn DT Milwaukie into Condo central!!
  - Focusing growth in the downtown area (and some neighborhood nodes) is the best way to maintain green areas and keep the trees standing.
  - Dispersed - with convenient public transportation.
  - More ADU's in the city can relate to the dispersed model. We need to have more density around the neighborhood nodes - yet to be defined. Redevelop the old Albertson to mixed-use housing and business.
  - Positive: downtown - can handle via public transportation and major highways. But development of Milwaukie Marketplace [unfinished sentence].

- Neighborhood nodes might be the way to go to make each neighborhood more walkable/bikeable and create a stronger feeling among its residents.
- At least initially in the downtown area, more needs to be offered/developed downtown.
- Should be in many areas. Create neighborhood nodes.
- All neighborhoods - but add/preserve green spaces and community space throughout the city.
- Neo-traditional neighborhoods.
- Downtown 1<sup>st</sup> – most viewed area, hub of city.
- Mixed-use throughout the neighborhoods.
- I would love to see mixed I can use developments throughout neighborhoods, with amenities accessible in walkable distances.
- Not another Happy Valley. Less subdivisions, more independent neighborhood nodes with business and homes.

## Economic Development

### 8. What strategies could help ensure employment growth, including in emerging and non-traditional industries, while accounting for the lack of land supply? Where should this employment go?

- The future is co-working and home-based industries and working.
- North Milwaukie area, Old TriMet lot, DOT etc. Also 224 strip.
- Employment opportunities do not need to gobble up land. Build up, not out.
- Help with small companies – telecommuting.
- Extend the industrial corridor into the Rusk Rd. flood zone and annex the large truck yards along Lake Rd.
- Build up? Create shared warehouse spaces for new businesses, maybe with a subsidy for short-term - business startups with “big ideas”.
- Live-work space, housing mixed with light industrial, urban farming.
- Flexible-use space in central Milwaukie discussed before – light industrial or multi-use space.
- Reach out to displaced PDX businesses to come to Milwaukie.
- I work from home, and that’s becoming more and more common. Think about making Milwaukie attracted to that group. As far as encouraging industry, I argue for a diverse economy. Guessing what’s coming next might be dangerous.
- Strategy: let public invest in economic development. Non-traditional industry: animals with interactive opportunities. Co-working spaces, worker-owned businesses.

### 9. Given the 20-year horizon of the Comprehensive Plan and the rapid pace of change in technology and innovation, what types of flexible policies are needed to provide vision, guidance and flexibility to the plan?

- I feel that attracting big companies (Google) to implement free wifi throughout our city will be huge for growth and innovation.
- Water & water supplies, wifi, sewers.
- Sharing/collaborative frameworks – AirBnB – sharing economy. Retain green/farm areas.
- Allow more work-from-home options and flexible spaces. Communal workspaces.
- Please keep the comp plan aspirational in nature and not so much a regulatory document – as City Manager Ann Ober promoted in the second comp committee meeting.
- Build to accommodate more business options and living options. Approve ADUs that don’t have to be 40’ from the ROW.
- Incentives for retraining, good connections with CCC.
- Flexible, mixed use zoning.
- Support values. Open mind. Creativity - innovative.

**10. What would you like to see in a neighborhood hub?**

- Parks and art are incredibly important to me.
- Local restaurants & small shops. Don't over commercialize.
- Meeting places, parks, gardening spaces, recreation.
- Sharing center for emergency, waste recycling and management, literary, exercise/recreation.
- Food, music, local art, events.
- Small shops like restaurants, coffee shop, library satellites, public meeting spaces, parks and community gardens.
- Building, community space for groups/families to meet - coffee, beer, walkable.
- A public board of some kind to post info.
- Small businesses, public gathering spaces, amphitheater, library.
- Grocery stores – small bodegas or food co-ops. Restaurants. More places to go locally.
- Coffee! Places for people together, increase community interaction. Good accessibility - lighting, crosswalks, etc.
- Indoor/outdoor space for casual events. Walkable - pedestrian access with sidewalks, near transit. Perhaps near business and culture (having more walkable businesses would be excellent).
- Animals. Bathrooms.

**11. How do we create a strong and resilient economy, even in the face of climate change and uncertainty in the global economy?**

- Keep being open to fostering community with events, farmers market, concerts, etc. We all need to keep a trusting, loving community.
- I think the best we can do is protect the creeks that wander thru the city & try to have transportation that flows & reduces smog & emissions.
- Walkable businesses large and small. Good bus service and density in neighborhood nodes.
- Remove Kellogg Dam - create a visitor center downtown so community can appreciate, utilize Willamette River.
- Build intentionally. Reduce risk/waste. Invest in people. Help fill gaps: trades, job search, manufacturing skills.
- Support our neighbors by shopping local - and increasing opportunities to purchase locally.
- First, pave the many neighborhood roads which haven't been paved in decades and are crumbling. It's good for safety, lifting the community's spirit, and alluring the creative class.
- Keep things local - less striving to places helpful. More local businesses.
- Flexible space/zoning. Mixed-use spaces to keep up with change.
- Focusing on the needs of the local community seem sustainable both ecologically and economically.
- Eliminate plastics. Look at McMinnville model.

## History, Arts & Culture

**12. The Comprehensive Plan can build upon language in the Community Vision's goal statements to call for community-wide access and culture, as noted below in bold:**

*"Milwaukie collaborates with community partners to create and preserve spaces to inspire the public to be engaged with the city's past and future. Art and innovation is woven into the fabric of the city **with community-wide access to arts and culture.**"*

**Would a policy based on the above statement be on the right track? How do we better incorporate art and culture into public and private spaces?**

- Community calendar.
- Expansion outside of downtown. Develop a community calendar and website.

- Art in the parks. Pair with NDA meetings/social evening: potlucks, poetry reading, yoga, food trucks, talent night, highlight cultural traditions.
- Require art in new developments - include public gathering spaces.
- Monthly events in the neighborhood park (summer)/nodes (winter) – potlucks, speakers on local history, ethnic groups teaching dance.
- Art in neighborhood parks to engage citizens. Parks - performing arts, music, place, theater. Involve high schools in city activities - show their greatness.
- Yes.
- Expand public art into neighborhoods and more local/successful places. More accessible arts calendar incorporating information from high schools, etc.

**13. How do we preserve important history and promote art in the community while advancing as a diverse and inclusive city?**

- I think building walks with history signs that go back to early Milwaukie and provide a story of where we have been. Suggestion: Create “Heritage House’s” – A plaque from the city for a house that passes the century mark.
- Seeking out our diverse history - art leads culture so building both in tandem. Native history, Chinese history, Ukrainian history, Gypsy history, etc.
- Create historic walk for different neighborhoods - obviously need to have volunteer leader for each. Incorporate ‘poster’ type literature displayed at waterfront Park with info of part of Milwaukie, River history.
- Be intentional, invite artists that are part of the history to create works of art. Honor history and have diversity in mind. History pub talks, library talks/history series, NDA public meetings. This place existed before it was “Milwaukie”.
- Community centers with opportunities for cultural programming.
- Get information to Milwaukie Museum from NDA’s. Get more art and murals in neighborhoods. History night somewhere - neighborhoods? What does history mean? Native American discussions/seminar - assets.
- While honoring the past is important, “history” often excludes certain groups or perspectives. Anything preserving history needs to think about what it’s not including. I think focusing on a diverse future and the stories of current residents is crucial.

**14. Should the City invest in and/or encourage the creation of spaces that accommodate the needs of artists throughout the City?**

- Look a street art. Find ways to “art up” blank grey walls, sidewalks, & streets.
- I would encourage non-centralized art spaces that will be interconnected with pedal and pedestrian friendly corridors.
- Always.
- Yes. Definitely - the development of arts space and arts communities is a proven economic driver.
- Yes, create space for creative endeavors. Art, music, writing space to collaborate and individuals. Perhaps utilize vacant industrial space?
- “Art leads culture,” said by a member of the artMOB. Perhaps create spaces, at least opportunities for artists in some capacity. Sponsorships?
- Film incentives.
- Yes - more funding. If we do provide space we will lose our artists.
- Address zoning where possible to reach artists to settle in the area. Take advantage of the arts community in Portland and provide an affordable alternative.