

# Milwaukie Community Vision and Action Plan



**MILWAUKIE**  
ALL ABOARD

**September 5, 2017**  
**City Council Adoption Draft**

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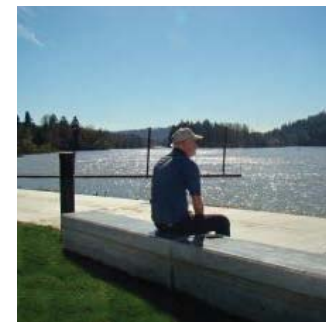


# INTRODUCTION

Along with the rest of the Portland Region, the City of Milwaukie is growing. By 2040, Milwaukie’s population is expected to increase by 12 percent—an additional 2,500 new residents. While growth can be a positive, it also means change. The challenge—and opportunity—is to create strategies to accommodate change while preserving community assets like Milwaukie’s small town character, rivers, creeks, parks, schools, thriving local businesses and public spaces. The City of Milwaukie is committed to managing growth in a planned and cost-effective way to retain and enhance those Milwaukie attributes that community members value.

In 2016, the City of Milwaukie launched a community-wide engagement process to develop a Vision and Action Plan. The intent of this Vision and Action Plan is twofold: to describe what Milwaukie residents, business owners and employees want the community to be like in the year 2040, and to help guide investments in the years to come. Working within the framework of sustainable community planning, the Vision and Action Plan uses a “quadruple bottom line” approach to identify strategies and priorities that manage growth in a considerate, equitable and cost-effective way. The quadruple bottom line refers to maximizing results for every dollar spent for community, environment, economy and culture. The focus is on City services in collaboration with partner service providers such as North Milwaukie Parks and Recreation District and North Clackamas School District. The results of the process also will help inform the update of the Comprehensive Plan, the City’s primary long-range physical planning document.

To guide the process, a citizen-based Vision Advisory Committee (VAC) was formed and made up of volunteer community members. Over 30 applications were submitted for 15 positions. Committee representation was diverse in terms of age, interests and background, and neighborhood representation. Supported with community feedback, the VAC was instrumental in helping shape the topics and themes in the vision and developing action items, metrics and partners.



The results in this document reflect significant community outreach that occurred over the course of a year. A thousand community members were engaged through various events and activities. A Youth Vision Action Team, made up of four Milwaukie High School students, helped extend the impact of these efforts. This included:

- 15 Summer Fairs and Events
- 20 Stakeholder Interviews
- 18 Community Conversations in Fall 2016
- 4 Web-Based Surveys
- 2 Town Halls
- 3 Place it! Workshops with Urban Designer James Rojas
- 7 Vision Advisory Committee meetings
- 5 Steering Committee/ Department Leadership meetings
- 10 Community Conversations in Spring 2017

### Quadruple Bottom Line

Creating strategies that frame a sustainable vision and manage growth in a considerate, equitable and cost-effective way ensures that Milwaukie will continue to be a healthy, thriving community for generations to come. Using a quadruple bottom line approach to guide decision-making fosters innovative thinking about how the Milwaukie community can be improved to achieve multiple objectives and provide the greatest benefits for People, Place, Planet and Prosperity. The Vision and Action Plan applies this approach to frame the development of action items and identify priorities.



## Development Process

Based on community guidance, Vision Advisory Committee members worked closely with staff and the consulting team to develop (3) three major goal area statements for each of the (4) elements of the quadruple bottom line (People, Place, Planet and Prosperity) for a total of 12 goals. From these goals, VAC members generated a list of 6-10 action items to help implement that goal. This work was based upon the extensive feedback from web-based surveys, community conversations, Town Hall events and Vision Advisory Committee deliberations. A matrix of all these action items, organized by goal within the quadruple bottom line framework, can be found in Appendix A. The matrix in Appendix A also includes implementing partners and agencies, as well as potential metrics for evaluation over time.



## Intended use of document

The Vision and Action Plan is intended to serve as a resource of near-term community priorities that was established through the visioning process. The vision and action plan process informed the City Council's biennial goal setting process. Going forward, the City Council, City Manager and Department Heads will utilize the Action Plan to develop and expand programs and policies that help meet the identified Vision for Milwaukie in 2040. Future updates are expected to be completed in conjunction with annual citizen surveys, biennial updates to the City Council's goal setting process and should draw upon the complete set of leading Goals and Actions included in Appendix A.

### 2017-2018 Council Goal Setting

*In April 2017, the City Council held a retreat to establish its Council goals for the 2017-2018 biennium. Working from drafts of the Vision Statement and Action Plan at that time, the Council established three goals for 2017-2018. Aspects of all three goals- improving housing affordability, completing a climate action plan, and finishing development of Milwaukie Bay Park- have been frequently mentioned by Milwaukie community members over the past year. Accordingly, these three Council Goals are included with the Vision and Action Plan "super action" items in the Action Plan that follows.*

# VISION

Based on feedback from the community and the Vision Advisory Committee, the City of Milwaukie's vision for 2040 is:

*In 2040, Milwaukie is a flourishing city that is entirely equitable, delightfully livable, and completely sustainable. It is a safe and welcoming community whose residents enjoy secure and meaningful work, a comprehensive educational system, and affordable housing. A complete network of sidewalks, bike lanes, and paths along with well-maintained streets and a robust transit system connect our neighborhood centers. Art and creativity are woven into the fabric of the city.*

*Milwaukie's neighborhoods are the centers of daily life, with each containing amenities and community-minded local businesses that meet residents' needs. Our industrial areas are magnets for innovation, and models for environmentally-sensitive manufacturing and high wage jobs. Our residents can easily access the training and education needed to win those jobs.*

*Milwaukie nurtures a verdant canopy of beneficial trees, promotes sustainable development, and is a net-zero energy city. The Willamette River, Johnson Creek, and Kellogg Creek are free flowing, and accessible. Their ecosystems are protected by a robust stormwater treatment system and enhanced by appropriate riparian vegetation. Milwaukie is a resilient community, adaptive to the realities of a changing climate, and prepared for emergencies, such as the Cascadia Event.*

*Milwaukie's government is transparent and accessible, and is committed to promoting tolerance and inclusion and eliminating disparities. It strongly encourages engagement and participation by all and nurtures a deep sense of community through celebrations and collective action. Residents have the resources necessary to access the help they need. In this great city, we strive to reach our full potential in the areas of education, environmental stewardship, commerce, culture, and recreation; and are proud to call it home.*



# GOAL STATEMENTS



## People: Arts, Community, Education, Happiness, Health, Innovation, Safety

- 1 Milwaukie is an inclusive community of diverse people from a variety of backgrounds that honors our differences and shared similarities. We are engaged and come together in many ways through various events and community gathering places, where we can celebrate our interests and passions.
- 2 Milwaukie is a diverse community that provides opportunities and support for all of its residents through a variety of resources and enriching activities. We encourage and support a vibrant local economy that contributes to a high quality of life where residents can live, work, learn, and play.
- 3 The City of Milwaukie is an open portal where information is readily available, easily exchanged, and responsive. Residents feel empowered and have opportunities to engage and share ideas.



## Place: Housing, Infrastructure, Mobility, Neighborhoods, Parks

- 1 Milwaukie has a complete, clean and attractive network of sidewalks, bike lanes and paths that enable accessibility, mobility, and safety for all. Streets are tree-lined, well-lit and designed to promote a healthy and active lifestyle. There is a seamless transition between walking, biking, and transit to key amenities and neighborhood centers.
- 2 Milwaukie invests in housing options that provide affordability, high quality development and good design, promoting quality living environments. It maintains the small neighborhood feel through creative use of space with housing options that embrace community inclusion and promote stability.
- 3 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 weaved into the fabric of the city.





## Planet: Ecosystems, Energy, Environment, Resilience

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- 1 The entire city nurtures a connected canopy of trees planted and stewarded by its residents. Smart and focused development honors and prioritizes life-sustaining natural resources.
- 2 Milwaukie has free flowing, accessible, pristine waterways that are protected by a robust stormwater treatment system. The Willamette waterfront is easily accessed by the public and offers a wide variety of activities and events that can be enjoyed by all.
- 3 Milwaukie is a model city that produces more energy through renewable sources than it uses. It is a prepared and resilient community, adaptive to the realities of a changing climate.



## Prosperity: Business, Entrepreneurship, Income, Innovation, Investment, Jobs

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- 1 Milwaukie offers numerous pathways to prosperity through an excellent education system and training programs that are connected to local business. Residents of all ages and backgrounds feel supported to pursue and attain success in our local community.
- 2 Milwaukie's neighborhoods are the center of daily life, with amenities and community-minded local businesses that meet the daily needs of residents. They form a network of unique, interconnected local hubs that together make Milwaukie the livable, equitable, and sustainable community that it is.
- 3 Downtown Milwaukie is a vibrant destination for both residents and visitors from throughout the region. Our industrial areas provide a high density of living-wage jobs across a number of different industries. The City is nimble and responsive to the needs of residents and businesses, with programs and policies that are financially sound, encourage job creation, and help support a strong and resilient local economy.

# SUPERACTIONS

Building from a comprehensive action matrix, the community, City department heads and partner agencies identified priority action items under each goal statement. These priority actions were then categorized and consolidated into five Superactions (numbering does not indicate prioritization). These Superactions serve to unify 2017 City Council Goals with leading 2040 Vision and Action Plan Items across multiple components of the Quadruple Bottom Line framework, and will be used as an organizational framework for the upcoming Comprehensive Plan Update.

1

**Make Milwaukie a Model of Resiliency, Environmental Stewardship and Disaster-Preparedness**

2

**Continually Improve our Transportation System so that it Provides Safety and Connectivity for All Users**

3

**Create Complete Neighborhoods that Offer a Range of Housing Types and Amenities and Enhance Local Identity and Character**

4

**Support Local Businesses and Entrepreneurship through Training, Programs and Partnerships**

5

**Cultivate a Sense of Community, Culture, and Belonging by Encouraging Public Involvement, Diversity, Equity, and Inclusion**

The following tables present action items to support the implementation of each Superaction. These were recommended by the Vision Advisory Committee and/or prioritized by the community in the May 2017 survey, in which 240 community members participated by indicating their first and second top priorities among the 12 goal statements across People, Place, Planet and Prosperity. The status of these actions are defined as follows:

- **Future:** Actions to implement the 2040 vision that were recommended for near term implementation by the Vision Advisory Committee. They may be taken up during the City Council’s biannual goal-setting process or initiated earlier as opportunities arise. These items are not currently funded.
- **Underway:** Actions that are currently underway within City departments but need more amplification and/or additional resources.
- **Initiate w/ Comprehensive Plan:** Actions that may be initiated with the City’s Comprehensive Plan Update beginning in 2017.
- **Complete:** Actions passed and funded by City Council in the time since the last review of the Action Plan.



## 1

## Make Milwaukie a Model of Resiliency, Environmental Stewardship and Disaster-Preparedness

Matrix Reference	Associated Priority Actions (Established by Town Halls, Survey, Council)	Status
Planet 1.1	Implement city programs, incentives and development code amendments that promote sustainable development and help to better integrate the built environment and natural environment	Initiate with Comprehensive Plan
Planet 1.2	Create a citywide composting program for residents and businesses	Complete
Planet 1.4	Develop a strong tree ordinance that incentivizes tree protection, has equitable tree replacement standards, and provides adequate flexibility for property owners	Underway
Planet 2.1	Develop a Natural Resource Plan and examine funding mechanisms for the restoration of Kellogg and Johnson Creeks and the removal of the Kellogg Dam	Initiate with Comprehensive Plan
Planet 2.2	Implement a plan and funding strategy for stormwater improvements that focuses on natural stormwater management and ensures that by 2040 all stormwater is treated before it is discharged into our creeks and river	Initiate with Comprehensive Plan
Planet 3.1	Encourage energy and water efficiency and the use of renewable sources by offering rebates, incentives, and permit fee reduction or waivers	Future
Planet 3.2	Develop a Climate Action and Energy Plan that aims to reduce the impacts of the Milwaukie community on climate change and by 2040 make Milwaukie a Net-Zero energy community that produces more electricity than it consumes	Underway; 2017-18 Council Goal
Planet 3.5	Ensure that the City's infrastructure and facilities can reasonably withstand natural or man-made disasters and that the City can continue to provide services during an emergency event	Underway
Planet 3.7	Promote household and neighborhood-level emergency preparedness by expanding the role and capacity of Community Emergency Response Teams (CERTs)	Underway



## 2

## Continually Improve our Transportation System so that it Provides Safety and Connectivity for All Users

Matrix Reference	Associated Priority Actions (Established by Town Halls, Survey, Council)	Status
Place 1.1	Improve walkability and bikeability within the network by creating dedicated bike paths and walking trails that connect transit, neighborhood business hubs and public spaces, including Milwaukie Bay Park	Underway
Place 1.2	Utilize the Safe Access for Everyone (SAFE) Program to fill in sidewalk gaps and construct Americans with Disabilities Act (ADA) improvements in support of the Safe Routes to School Program	Underway
Place 1.4	Develop a Vision Zero program that seeks to eliminate traffic deaths and life-changing injuries on Milwaukie's streets	Future
Place 1.6	Implement road paving and funding strategies that improve road maintenance in Milwaukie	Underway
Place 1.9	Research and examine funding strategies for innovative local transit options that complement the regional transit network and help connect residents and employees to local amenities, employment areas and neighborhoods throughout the city	Future

## 3

### Create Complete Neighborhoods that Offer a Range of Housing Types and Amenities and Enhance Local Identity and Character

Matrix Reference	Associated Priority Actions (Established by Town Halls, Survey, Council)	Status
Prosperity 2.1	Identify and support the development of neighborhood economic hubs that are walkable and provide amenities and commercial services for neighborhood residents	Initiate with Comprehensive Plan
Prosperity 2.2	Incentivize development of opportunity sites and other vacant and underutilized properties that can help meet the needs of neighborhood residents	Underway
Prosperity 2.3	Work with local vendors and community organizations to facilitate access to healthy, fresh food throughout Milwaukie's neighborhoods	Future
Place 2.1	Aim to provide improved housing affordability and stability for all City residents, with a variety of housing types, price ranges, and subsidized units available in all neighborhoods	Underway; 2017-18 Council Goal
Place 2.2	Streamline permitting and examine ways to adjust system development charges to encourage creative uses of space such as Accessory Dwelling Units, Tiny Homes, and Cottage Clusters	Future
Place 2.5	Create neighborhood plans that define neighborhood character, identify community needs and priorities, and develop strategies for better integrating infill housing into neighborhoods	Initiate with Comprehensive Plan
Place 2.7	Update the Development Code to allow more "missing middle" housing types (duplexes, triplexes and cottage clusters, tiny houses) in established neighborhoods, and permit mixed-use buildings in neighborhood hubs	Initiate with Comprehensive Plan
Place 3.1	Ensure that our parks and green spaces to ensure that they are safe, green and clean, with amenities like restrooms, seating areas, play structures, walking paths, parking and covered recreational facilities	Initiate with Comprehensive Plan

## 4

## Support Local Businesses and Entrepreneurship through Training, Programs and Partnerships

Matrix Reference	Associated Priority Actions (Established by Town Halls, Survey, Council)	Status
People 2.1	Promote small business development through mentoring, incubation and entrepreneurial programs as well as loans and grants distributed across Milwaukie's neighborhoods	Underway
People 2.2	Encourage businesses that provide family-wage jobs	Underway
People 3.1	Expand the role of the Ledding Library as an integral community resource center and explore the creation of a city concierge position that provides information about and helps with programs and resources, services offered by partner agencies, and local employment opportunities and application assistance	Future
Prosperity 1.1	Partner with local schools and businesses to create an internship and career development program that highlights Milwaukie industries and helps students develop skills that meet the needs of Milwaukie businesses	Future
Prosperity 1.2	Market the city as a center for business incubation, and target businesses that are a good match for Milwaukie's established and emerging industry clusters and business space	Underway
Prosperity 1.3	Create incentives for Milwaukie businesses that hire local residents and provide job training and continuing education opportunities for their employees	Future
Prosperity 3.1	Support and retain existing small businesses in our downtown and other business districts and attract new businesses that contribute to an open, inviting, and diverse atmosphere	Underway

## 5

## Cultivate a Sense of Community, Culture, and Belonging by Encouraging Public Involvement, Diversity, Equity, and Inclusion

Matrix Reference	Associated Priority Actions (Established by Town Halls, Survey, Council)	Status
People 1.1	Continue to support neighborhood block parties, tool libraries, book exchanges, community gardens, “barn-raising” type activities and other neighborhood events and resources that serve to bring residents together	Underway
People 1.2	Continue to provide city staff support and funding for events and celebrations that showcase the community, such as the Sunday Parkways, Umbrella Parade, Earth Day/Arbor Day, and the NDA summer concert series	Underway
People 1.3	Develop additional Police Department programs that help build relationships with the community, such as Coffee with a Cop, the Citizen’s Police Academy, the creation of a Latino Youth Coalition, and increased participation in community events like National Night Out and Sunday Parkways	Future
People 2.4	Expand the City’s volunteer program to organize and promote community volunteer events, projects and other opportunities, connecting volunteers and resources with those in need	Underway
People 3.2	Update the City’s comprehensive city-wide communications strategy to encourage community engagement and employ a variety of methods for exchanging information, from large Town hall meetings to emerging online tools	Initiate with Comprehensive Plan
People 3.6	Increase the number of City informational materials translated into Spanish and other languages	Underway
Prosperity 3.4	Develop a new public plaza in the south downtown area that can be used for year-round events and enhance the Milwaukie Farmer’s Market	Future
Place 3.2	Complete Phase 3 of Milwaukie Bay Park to create spaces for community gathering and the arts and promote the park as a community destination with year-round programming	Underway; 2017-18 Council Goal
Place 3.4	Make improvements to Milwaukie Bay Park in a manner that celebrates the river and increases opportunities for waterfront events and access for boats and other water-related recreational activities	Underway; 2017-18 Council Goal



# APPENDICES

**Appendix A. List of Acronyms**

**Appendix B. Vision and Action Plan Matrix**

**Appendix C. Town Hall Reports**

**Appendix D. Community Conversations**

**Appendix E. Final Survey Results (May 2017)**

# APPENDIX A: List of Acronyms

## Acronyms

**AARP** – American Association of Retired Persons

**ADA** – Americans with Disabilities Act

**artMOB** – Milwaukie Arts Committee (Milwaukie)

**CC** – City Council (Milwaukie)

**CCAA** – Clackamas County Arts Alliance

**CCC** – Clackamas Community Council

**CDC** – Community Development Corporation

**CERT** – Community Emergency Response Team

**CMO** – City Manager’s Office (Milwaukie)

**COBID** – Oregon Certification Office for Business Inclusion and Diversity

**DEQ** – Oregon Department of Environmental Quality

**DLCD** – Oregon Department of Land Conservation and Development

**DMBA** – Downtown Milwaukie Business Association

**FEMA** – Federal Emergency Management Agency

**H3S** – Clackamas County Health, Housing, and Human Services

**IAP2** – International Association for Public Participation

**IRCO** – Immigrant and Refugee Community Organization

**JCWC** – Johnson Creek Watershed Council

**MAA** – Milwaukie Academy of the Arts

**MESO** – Microenterprise Services of Oregon

**MFS** – Metropolitan Family Services

**MS4** – Municipal Separate Storm Sewer System

**MWESB** – Minority-Owned, Women-Owned, and Emerging Small Businesses

**NAYA** – Native American Youth and Family Center

**NCPRD** – North Clackamas Parks and Recreation District

**NCSD** – North Clackamas School District

**NCUWC** – North Clackamas Urban Watersheds Council

**NDA** – Neighborhood District Association (Milwaukie)

**NHWA** – Northwest Housing Alternatives

**NOAH** – Network for Oregon Affordable Housing

**NWFS** – Northwest Family Services

**ODOT** – Oregon Department of Transportation

**OHCS** – Oregon Housing and Community Services

**OMB** – Oregon Marine Board

**OON** – Oregon Opportunity Network

**OSU** – Oregon State University

**PARB** – Parks and Recreation Board (Milwaukie)

**PBOT** – Portland Bureau of Transportation

**PC** – Planning Commission (Milwaukie)

**PGE** – Portland General Electric

**PSAC** – Public Safety Advisory Committee (Milwaukie)

**PSU** – Portland State University

**RACC** – Regional Arts and Culture Council

**SAFE** – Safe Access for Everyone

**SBA** – Small Business Administration

**SHPO** – State Historic Preservation Office

**SSMP** – Street Surface Management Program

**UO** – University of Oregon

**VAC** – Vision Advisory Committee (Milwaukie)

**WFMC** – Willamette Falls Media Center

# APPENDIX B: Vision and Action Plan Matrix



## People Theme 1

Goal Area Statement	Category	Goal #	Action	Status	Lead City Department(s)	Potential Partners	Metric
<p><i>Milwaukie is an inclusive community of diverse people from a variety of backgrounds that honor our differences and shared similarities. We are engaged and come together in many ways through various events and community gathering places, where we can celebrate our interests and passions.</i></p>	Events and Sense of Community	1.1	Continue to support neighborhood block parties, tool libraries, book exchanges, community gardens, “barn-raising” type activities and other neighborhood events and resources that serve to bring residents together	Underway	CMO	Neighborhood District Associations (NDA’s), Milwaukie Parks and Recreation Board	# of events, transactions or exchanges
		1.2	Continue to provide city staff support and funding for events and celebrations that showcase the community, such as the Umbrella Parade, Earth Day/Arbor Day, Sunday Parkways, and the NDA summer concert series	Underway	CMO	Downtown Milwaukie Business Association (DMBA), Clackamas County Arts Alliance, NDA’s, artMOB, Regional Arts and Culture Council, Milwaukie Rotary Club	# of events held # of staff support hours
		1.3	Develop additional Police Department programs that help build relationships with the community, such as Coffee with a Cop, the Citizen’s Police Academy, the creation of a Latino Youth Coalition, and increased participation in community events like National Night Out and Sunday Parkways.	Future	Police	Police Department, NDAs, NCSD, Waldorf School, Churches, Ledding Library	Police satisfaction survey results # of new programs
		1.4	Continue efforts to engage children, teenagers and seniors in community events	Underway	CMO, Planning, Library	NDA’s, MFS, Milwaukie Senior Center, North Clackamas School District (NCSD), Waldorf School, AARP, Age Friendly Coalition	# of programs and/or participants
	Diversity, Equity and Inclusion	1.5	Develop City procurement practices that prioritize regional vendors and products and businesses owned by women, veterans, people of color, those with disabilities, and the LGBTQ community	Future	Finance	Oregon Certification Office for Business Inclusion and Diversity (COBID), Metro	% of MWESB contracts Distance (# of miles) between vendors and City
		1.6	Encourage and financially support cultural events that reflect and celebrate the diversity of the community	Future	CMO	Latino network, Metropolitan Family Services NW (MFS), CAUSA, Clackamas County Equity, Diversity and Inclusion Council, Metro	# of events per year categorized as “Cultural Event” (Add to Temporary Event Permit application form)
		1.7	Form a committee dedicated to equity, diversity, and inclusion that evaluates City decisions and actions based on City standards and reviews programs and policies for protected classes	Initiate with Comprehensive Plan	CMO	MFS, Metro	# of committee meetings # of participants from minority groups



## People Theme 2

Goal Area Statement	Category	Goal #	Action	Status	Lead City Department(s)	Potential Partners	Metric
<p><i>Milwaukie is a diverse community that provides opportunities and support for all of its residents through a variety of resources and enriching activities. We encourage and support a vibrant local economy that contributes to a high quality of life where residents can live, work, learn, and play</i></p>	<p>Business Support and a Vibrant Local Economy</p>	2.1	<p>Promote small business development through mentoring, incubation and entrepreneurial programs as well as loans and grants distributed across Milwaukie's neighborhoods</p>	Underway	Economic Development, CMO	<p>Clackamas Workforce Partnership, local credit unions, NDA's, Business Oregon, Clackamas Community College (CCC) Small Business Development, Mercy Corps Northwest, Ascent Funding, Microenterprise Services of Oregon, Hispanic Chamber of Commerce</p>	# of entrepreneurs funded
		2.2	<p>Encourage businesses that provide family-wage jobs</p>	Underway	Economic Development	<p>DMBA, large industrial employers, Chamber of Commerce, Clackamas County Economic Development</p>	% of City firms that pay family wage jobs
		2.3	<p>Encourage and promote shared co-working spaces for small and sole proprietorship local businesses</p>	Future	Economic Development	<p>DMBA, large industrial building owners, Chamber of Commerce</p>	SF of co-working spaces in City
	<p>Public Participation and Community Involvement</p>	2.4	<p>Expand the City's volunteer program to organize and promote community volunteer events, projects and other opportunities, connecting volunteers and resources with those in need.</p>	Underway	CMO	<p>Hands-on Portland, Ledding Library, NCPRD, Historical Society, Habitat for Humanity, NDA's, Rotary Club, artMOB</p>	Volunteer hours
		2.5	<p>Provide a welcome guide for Milwaukie newcomers that lists City resources, community-based organizations and activities and volunteer opportunities</p>	Future	CMO, Library	<p>Chamber of Commerce, NCSO, NDA's, NCPRD, Ledding Library, MFS, Rotary Club, Wichita Center, Realtors</p>	# of welcome guides distributed
		2.6	<p>Create a Youth Advisory Council that serves to educate and provide input on issues affecting Milwaukie's youth</p>	Future	CMO	<p>NCSO, NCPRD, other local schools</p>	# of meetings and participants





### People Theme 3

Goal Area Statement	Category	Goal #	Actions	Status	Lead City Department(s)	Potential Partners	Metric
<p><i>The City of Milwaukie is an open portal where information is readily available, easily exchanged, and responsive. Residents feel empowered and have opportunities to engage and share ideas.</i></p>	Accessible and Transparent Information	3.1	Expand the role of the Ledding Library as an integral community resource center and examine the creation of a city concierge position that provides information about and helps with programs and resources, services offered by partner agencies, and local employment opportunities and application assistance	Future	Library	Ledding Library, NCSD, Waldorf School, Clackamas County, State of Oregon, Chamber of Commerce, Northwest Housing Alternatives (NHWA), Microenterprise Services of Oregon (MESO), IRCO	# of people served
		3.2	Update the City's comprehensive city-wide communications strategy to encourage community engagement and employ a variety of methods for exchanging information, from large Town Hall meetings to emerging online tools	Initiate with Comprehensive Plan	CMO, Planning	NDA's, Waldorf School, NCSD, Willamette Falls Media Center, IAP2, Metro, social media	# of community meetings held # FB/Twitter/IG followers
		3.3	Continually improve the City's website to be transparent, simple, user-friendly and interactive, with information easy to obtain	Underway	CMO, ISD	Social media platforms	Website traffic metrics Community survey results on website quality.
		3.4	Place information kiosks and booths in parks, public spaces and neighborhood centers throughout the City.	Future	CMO	NCPRD, NDA's, Farmer's Market, Ledding Library, Clackamas County, Wichita Center	# of kiosks
	Engagement Opportunities for Everyone	3.5	Provide childcare services and activities for children at City meetings and events	Future	CMO, Planning	MFS, Wichita Center, Waldorf School, NCSD	# of City events with childcare
		3.6	Increase the number of City informational materials translated into Spanish and other languages	Underway	CMO, Community Development, Public Works, Library	Hispanic Metropolitan Chamber, Wichita Center, International Refugee Center of Oregon (IRCO)	# of pages translated
		3.7	Ensure continued City government transparency and accessibility through an ongoing evaluation program, incorporated into the Citizen Involvement Section of the Comprehensive Plan.	Initiate with Comprehensive Plan	CMO, Planning	[City], NDA's	Community survey results (% rating good or very good)



## Place Theme 1

Goal Area Statement	Category	Goal #	Actions	Status	Lead City Department(s)	Potential Partners	Metric
<p><i>Milwaukie has a complete, clean and attractive network of sidewalks, bike lanes and paths that enable accessibility, mobility, and safety for all. Streets are tree-lined, well-lit and designed to promote a healthy and active lifestyle. There is a seamless transition between walking, biking, and transit to key amenities and neighborhood centers.</i></p>	Walkability, Bikeability, and Safety	1.1	<b>Improve walkability and bikeability within the network by creating dedicated bike paths and walking trails that connect transit, neighborhood business hubs and public spaces, including Milwaukie Bay Park</b>	Underway	Public Works (Streets), Engineering, CMO	Safe Routes to School partners, SAFE, Clackamas County, NCPRD, NDAs, Bike Loud, Better Block PDX, The Streets Trust, Oregon Walks, TriMet, ODOT, PSAC, PARB	Miles of bike paths and sidewalks % of b paths within ½ mile of identified hubs
		1.2	<b>Utilize the Safe Access for Everyone (SAFE) Program to fill in sidewalk gaps and construct ADA improvements in support of the Safe Routes to School Program</b>	Underway	Engineering, Public Works (Streets)	ODOT, TriMet, Safe Routes to School partners, SAFE, Metro, NCSD, NDA's, PSAC	% of sidewalk gaps closed # of students that walk or bike to school
		1.3	Make pedestrian and bicycle safety improvements along and across the 224 and 99E corridors and major arterials, such as separated paths, bridges and tunnels	Underway	Engineering, Public Works (Streets), Planning	ODOT, Oregon Walks, Clackamas County, NCPRD, NDAs, Bike Loud, Better Block PDX, The Streets Trust, Oregon Walks, TriMet, ODOT, PSAC	# of designated crossings of 99/224 Linear feet of bike lanes or multi-use paths added
		1.4	<b>Research and consider developing a Vision Zero program that seeks to eliminate traffic deaths and life-changing injuries on Milwaukie's streets</b>	Future	Engineering, Public Works (Streets)	TriMet, ODOT, Metro, The Streets Trust, Oregon Walks, NDAs, Portland, Clackamas County, Public Safety Advisory Committee (PSAC)	# of serious accidents and traffic fatalities
		1.5	Develop walking and cycling tour maps connecting points of interest such as parks, plazas, art installations and historical markers.	Underway	CMO, Engineering, Planning	artMOB, NDAs, Milwaukie Historical Society Museum, NCPRD, Bike Milwaukie, Metro	# of maps
	Complete Streets that are Well Maintained	1.6	<b>Implement road paving and funding strategies that improve road maintenance in Milwaukie</b>	Underway	Engineering, Public Works (Streets)	PSAC, Urban Renewal Program, Street Surface Management Program (SSMP), Clackamas County	Dollars spent on SAFE/SSMP improvements Miles of roads paved
		1.7	Establish a street tree planting program and provide opportunities for residents to purchase and maintain appropriate trees on public rights of way and required planter strips	Future	Engineering, Public Works (Streets), CMO	Milwaukie Tree Board, Friends of Trees, NCPRD, Audubon Society, Columbia Land Trust	# of trees planted
		1.8	Incorporate "Dark Sky" friendly street lighting to minimize light pollution	Future	Public Works (Streets)	Oregon Planners Network, Dark Sky Alliance, Portland General Electric (PGE), City of Portland (PBOT)	% of street lights that are dark skies compliant
		1.9	<b>Research and examine funding strategies for innovative local transit options that complement the regional transit network and help connect residents and employees to local amenities, employment areas, and neighborhoods throughout the city</b>	Initiate with Comprehensive Plan	Planning, Engineering	TriMet, Clackamas County, large employers, large apartment complexes	Cost per mile for service # of partners interested



## Place Theme 2

Goal Area Statement	Category	Goal #	Actions	Status	Lead City Department(s)	Potential Partners	Metric
<p><i>Milwaukie invests in housing options that provide affordability, high quality development and good design, promoting quality living environments. It maintains the small neighborhood feel through creative use of space with housing options that embrace community inclusion and promote stability.</i></p>	<p>Housing Affordability Housing Diversity, Quality Design, and Neighborhood Compatibility</p>	2.1	<b>Aim to provide improved housing affordability and stability for all City residents, with a variety of housing types, price ranges, and subsidized units available in all neighborhoods</b>	Underway (2017-2018 Council Goal)	Planning, Community Development	Habitat for Humanity, NHTWA, Portland Housing Center, Portland for Everyone, State, Oregon Opportunity Network, Clackamas County Housing Authority, Metro, Catholic Charities, Reach CDC, Network for Oregon Affordable Housing, AARP, Neighborhood Economic Development Corporation	# of units at 0-120% AMI built per neighborhood % residents that are housing cost burdened
		2.2	<b>Streamline permitting and examine ways to adjust system development charges to encourage creative uses of space such as Accessory Dwelling Units, Tiny Homes, and Cottage Clusters</b>	Future	Building, Planning, Engineering	Oregon Planners Network, Department of Land Conservation and Development (DLCD), Metro, Portland for Everyone, OON	# ADUs, tiny homes and college clusters
		2.3	Create city programs that encourage more affordable housing, such as land banking and the collection of a construction excise tax, and continuously evaluate their impacts on housing costs	Underway (2017-2018 Council Goal)	Planning, Community Development	League of Oregon Cities, Metro, Clackamas County	CET funds created, homes underwritten
		2.4	Annex land within the City's Urban Growth Management Area land that helps meet the Milwaukie's housing and employment needs	Underway	Planning	Clackamas County H3S, Metro, State of Oregon, DLCD	Acres annexed, # of homes and businesses
		2.5	<b>Create neighborhood plans that define neighborhood character, identify community needs and priorities, and develop strategies for better integrating infill housing into neighborhoods</b>	Initiate with Comprehensive Plan	Planning	NDA's, Creative architects and planning and design consultants, Milwaukie residents, Milwaukie homeowners, Milwaukie renters, 50+ housing; LGBTQ housing; accessibility for disabled persons	# neighborhood or district plans
		2.6	Ensure quality housing design standards that include energy efficiency, shared greenspace and community garden development	Initiate with Comprehensive Plan	Planning	Model planning and building code agencies, Oregon Opportunity Network (OON), Oregon Housing and Community Services (OHCS)	# energy efficient homes, # of community gardens
		2.7	<b>Update the Development Code to allow more "missing middle" housing types (duplexes, triplexes and cottage clusters, tiny houses) in established neighborhoods, and permit mixed-use buildings in neighborhood hubs</b>	Initiate with Comprehensive Plan	Planning, Community Development	NDA's, small local businesses	# of missing middle housing types, mixed use buildings in neighborhood hubs
		2.8	Update the City's historic resources inventory and develop local incentives for preservation and restoration	Initiate with Comprehensive Plan	Planning, Community Development	Milwaukie Historical Society Museum, State Historic Preservation Office (SHPO), Clackamas County	# of resources added, protected, and lost
		2.9	Support the development of more senior, veterans and special needs housing, including Aging in Place Villages and transitional and safe-house communities	Initiate with Comprehensive Plan	Planning, Community Development	AARP, Clackamas County, Milwaukie Center, Habitat for Humanity, NW Housing Alternatives, Rebuilding Center, Restore, Age Friendly Coalition, NOAH, OHCS	# of senior and special needs housing



### Place Theme 3

Goal Area Statement	Category	Goal #	Actions	Status	Lead City Department(s)	Potential Partners	Metric
<p><i>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 weaved into the fabric of the city.</i></p>	Parks and Gathering Spaces, including Milwaukie Bay Park	3.1	Improve parks and green spaces that are safe, green and clean, with amenities like restrooms, seating areas, play structures, walking paths, parking and indoor recreational facilities	Initiate with Comprehensive Plan	CMO (Parks), Planning	NDA's, NCPRD, PARB	# of parks built out to their master plan Acres of parks/places per neighborhood
		3.2	Complete Phase 3 of Milwaukie Bay Park to create spaces for community gathering and the arts and promote the park as a community destination with year-round programming	Underway (2017-2018 Council Goal)	CMO	PARB, NCSD, Landscape architects, NCPRD	# of programs
		3.3	Create a program to fund the development of community gathering places and improvements to neighborhood plazas and parks that offer diverse programming (education, sports, arts, history) in public spaces.	Future	CMO, Community Development	Business Community, Large Employers, Parks Committee, NDA's, Milwaukie High School, Waldorf School, Clackamas Arts Alliance, Oregon Arts Commission, Milwaukie Academy of the Arts, Confederated Tribe of the Grand Ronde, Native American Youth and Family Center (NAYA), NCPRD	# of gathering places in each neighborhood
		3.4	Make improvements to Milwaukie Bay Park in a manner that celebrates the river and increases opportunities for waterfront events and access for non-motorized boats and other water-related recreational activities	Underway (2017-2018 Council Goal)	CMO, Engineering, Planning	PARB, NCPRD, Clackamas County, NDA's, OMB	Periodic one day tallies of park visitors and motorized and non-motorized boat launches
	Milwaukie Supports the Arts	3.5	Encourage partnerships between local businesses and artists to provide opportunities for art installations	Underway	Economic Development, CMO (artMOB liaison)	artMOB, Chamber of Commerce, DMBA, CCAA, RACC	# of art installations in area businesses
		3.6	Engage the community when creating programs and spaces for public art	Future	CMO	Performing arts organizations, music and dance schools, Oregon Bluegrass Association, Old Time Fiddlers, Chamber Music NW, CCAA, artMOB, MAA, NCSD, RACC	# of community-based processes around public art
		3.7	Expand art programming throughout the City of Milwaukie through grants, scholarships and funding	Future	CMO	artMOB, Business Community, NCSD, RACC, CCAA	# of dollar amounts toward arts
		3.8	Support space acquisition for open art studios that pool resources and promote local artists	Future	CMO, Economic Development	artMOB, CCAA, RACC, DMBA	# of spaces Dollars allocated for acquisition





## Planet Theme 1

Goal Area Statement	Category	Goal #	Actions	Status	Lead City Department(s)	Potential Partners	Metric
<p><i>The entire city nurtures a connected canopy of trees planted and stewarded by its residents. Smart and focused development honors and prioritizes life-sustaining natural resources.</i></p>	Sustainable Development and Environmental Stewardship	1.1	<b>Implement city programs, incentives and development code amendments that promote sustainable development and help to better integrate the built environment and natural environment</b>	Initiate with Comprehensive Plan	Planning, CMO	Planning Commission, Tree Board, NDA leadership, PGE	% open space in development projects #/% trees preserved # and \$ amount of incentives awarded
		1.2	<b>Create a citywide composting program for residents and businesses</b>	Complete	City Manager's Office/Finance	Metro, local garbage franchises, NDA's	# and % of households and businesses that compost
		1.3	Develop educational programs for city residents and businesses that focus on native vegetation, landscaping basics, and the economic and environmental value provided by native trees and plants	Future	Public Works (Storm), Planning, CMO	Tree Board, PARB, Friends of Trees, local arborists and permaculturists, Audubon Society, Columbia Land Trust	# of classes offered # of residents served # of properties participating
	Trees, Garden and Vegetation	1.4	<b>Develop a strong tree ordinance that incentivizes tree protection, has equitable tree replacement standards, and provides adequate flexibility for property owners</b>	Underway	Planning, CMO	Tree Board, Planning Commission, Friends of Trees, UO/OSU	% of trees over 6" DBH preserved in subdivision and partition applications
		1.5	Create a robust urban forestry plan that inventories the city's tree canopy and vegetation and implements a community-driven tree planting program	Initiate with Comprehensive Plan	Planning, Engineering, CMO	Tree Board, UO/OSU, NCPRD, Friends of Trees, Tree City USA, Watershed Council, NCSD and other local schools	Tree canopy percentage (initial and periodic updates) # of trees planted
		1.6	Support the creation of more community gardens and urban orchards across all neighborhoods	Future	CMO, Planning	PARB, Tree Board, NDA's, Milwaukie Community Gardens, NCPRD, Portland Fruit Tree Program, Schoolyard Farms, Clackamas County Gleaners, NCSD	#/sf of community gardens and urban orchards created
		1.7	Expand the Backyard Habitat program and pursue other ecosystem programs that support local wildlife.	Underway	CMO	Backyard Habitats, Audubon Society, Columbia Land Trust	# of certified homes



## Planet Theme 2

Goal Area Statement	Category	Goal #	Actions	Status	Lead City Department(s)	Potential Partners	Metric
<p><i>Milwaukie has free flowing, accessible, pristine waterways that are protected by a robust stormwater treatment system. Stewardship over the Willamette waterfront ensures that this natural resource can be enjoyed for generations.</i></p>	<p>Protect the Willamette and our Local Creeks</p>	2.1	<p><b>Develop a Natural Resource Plan and examine funding mechanisms for the restoration of Kellogg and Johnson Creeks and the removal of the Kellogg Dam</b></p>	<p>Initiate with Comprehensive Plan</p>	<p>Planning, Engineering, Public Works (Storm), CMO</p>	<p>PSU Engineering program, Johnson Creek Watershed Council, Metro, Clackamas County, NCU Watershed Council, state and federal agencies, NCS D, NCP RD</p>	<p>Development and adoption of plan # of restoration/clean-up events</p>
		2.2	<p><b>Implement a plan and funding strategy for stormwater improvements that focuses on natural stormwater management and ensures that by 2040 all stormwater is treated before it is discharged into our creeks and river</b></p>	<p>Initiate with Comprehensive Plan</p>	<p>Public Works (Storm), Engineering</p>	<p>Clackamas County</p>	<p>MS4 Permit Effluent Concentrations (TSS, Nitrates, Lead, Zinc) # Outreach Events # Catch Basin Screenings # Street Sweeping Days # of bioswales</p>
		2.3	<p>Restore wetlands and riparian vegetation adjacent to our creeks and river</p>	<p>Underway</p>	<p>Public Works (Storm), CMO</p>	<p>Johnson Creek Watershed Council, North Clackamas Urban Watersheds Council, Wetlands Conservancy</p>	<p>SF of wetlands/riparian restored # of clean-up days</p>
		2.4	<p>Educate and address the impacts that local industries have on water and air quality</p>	<p>Underway</p>	<p>Public Works (Storm), Planning, CMO</p>	<p>DEQ, local businesses</p>	<p># air and water quality monitoring stations Youth asthma cases (%)</p>
		2.5	<p>Encourage stewardship of our local creeks through educational programs and civic events such as clean-up days</p>	<p>Underway</p>	<p>Public Works (Storm), CMO</p>	<p>PARB, Tree Board, JC/NCU Watershed Councils, North Clackamas Schools, Waldorf School, NCP RD</p>	<p># clean-up days # volunteers # educational events</p>



### Planet Theme 3

Goal Area Statement	Category	Goal #	Actions	Status	Lead City Department(s)	Potential Partners	Metric
<p><i>Milwaukie is a model city that produces more energy through renewable sources than it uses. It is a prepared and resilient community, adaptive to the realities of a changing climate.</i></p>	<p>Energy and Conservation, including Adoption of a Climate Action Plan</p>	3.1	Encourage energy and water efficiency and the use of renewable sources by offering rebates, incentives, and permit fee reduction or waiver	Future	Finance, Planning	PGE, Metro, NW Natural	# rebates issued to City residents and businesses # fee reductions and waivers
		3.2	Develop a Climate Action and Energy Plan that aims to reduce the impacts of city activities on climate change and by 2040 make Milwaukie a Net- Zero energy community that produces more energy than it consumes	Underway (2017-2018 Council Goal)	CMO, Planning	TriMet, Metro, National Renewable Energy Laboratory, PGE, NW Natural	Net energy consumption/sf for homes and businesses (set benchmarks for every 5 years)
		3.3	Work with local property owners to solarize the city's industrial parks and other large buildings with the potential to provide large-scale renewable energy	Future	Economic Development, CMO	Energy Trust, Business owners, property owners, PGE, Metro, Solar Oregon	Kilowatt-hours of solar energy panels installed per year
		3.4	Create a program that focuses on ways individual households and businesses can reduce their carbon footprint	Future	CMO, Planning	PGE, NW Natural, Vancouver BC Green Block Initiative	# of households and businesses participating
	<p>Milwaukie is a Resilient Community</p>	3.5	Ensure that the City's infrastructure and facilities can reasonably withstand natural or man-made disasters and that the City can continue to provide services during an emergency event	Underway	Engineering, Planning, Building	Clackamas Fire, Metro, Clackamas County, Clackamas River Water, PGE, NW Natural	# of facilities/utilities that have been assessed and improved Miles/Feet of pipes with mechanical connections # of wells that have been hardened
		3.6	Develop programs that improve the resiliency of City residents and businesses in the event of a major disaster such as the Cascadia Earthquake	Initiate with Comprehensive Plan	Public Works, Engineering, Planning, CMO	PGE, NW Natural, Clackamas Fire, State of Oregon, FEMA, NDA's, CERT program	# of rooftop solar systems (with backup batteries)
		3.7	Promote household and neighborhood-level emergency preparedness by expanding the role and capacity of Community Emergency Response Teams (CERTs)	Underway	CMO, Police	NDA's, Clackamas Fire, CERT program	# of CERT graduates # of CERT trainings offered



## Prosperity Theme 1

Goal Area Statement	Category	Goal #	Actions	Status	Lead City Department(s)	Potential Partners	Metric
<p><i>Milwaukie offers numerous pathways to prosperity through an excellent education system and training programs that are connected to local business. Residents of all ages and backgrounds feel supported to pursue and attain success in our local community.</i></p>	Partnerships, Education and Training	1.1	Partner with local schools and businesses to create an internship and career development program that highlights Milwaukie industries and helps students develop skills that meet the needs of Milwaukie businesses	Future	Economic Development, CMO	CCC, NCSD, Wichita Center, local businesses, North Clackamas Chamber of Commerce, NWFS, Clackamas Workforce Partnership	# of students and businesses involved in internship program
		1.2	Market the city as a center for business incubation, and target businesses that are a good match for Milwaukie's established and emerging industry clusters and business space	Underway	CMO, Economic Development	Chamber of Commerce, Industry Groups, local business incubators and accelerators, Clackamas County Economic Development, NWFS, Greater Portland Inc.	# of businesses added in Milwaukie's identified business clusters/strengths
		1.3	Create incentives for Milwaukie businesses that hire local residents and provide job training and continuing education opportunities for their employees	Future	Economic Development	Clackamas County, Clackamas Workforce Partnership, B Lab (B Corps), DMBA, Chamber of Commerce	\$ amount of incentives awarded # Milwaukie residents hired
		1.4	Host Career Connections Conventions that connect local residents to resources that enrich their professional lives	Future	Economic Development	CCC, Worksource Oregon, Clackamas Workforce Partnership, NCSD, Chamber of Commerce, NDA's, Recruiting Agencies, Rotary, Veterans Groups, Northwest Family Services (NWFS), Small Business Administration (SBA)	# of events, participants, vendors/partners, types of services offered



## Prosperity Theme 2

Goal Area Statement	Category	Goal #	Actions	Status	Lead City Department(s)	Potential Partners	Metric
<p><i>Milwaukie's neighborhoods are the center of daily life, with amenities and community-minded local businesses that meet the daily needs of residents. They form a network of unique, interconnected local hubs that together make Milwaukie the livable, equitable, and sustainable community that it is.</i></p>	Complete Neighborhood Hubs	2.1	Identify and support the development of neighborhood economic hubs that are walkable and provide amenities and commercial services for neighborhood residents	Initiate with Comprehensive Plan	Planning, Economic Development	Metro and State Grant Programs	% of city housing units within 20-minute walkshed or bikeshed of neighborhood hub or other commercially zoned property
		2.2	Incentivize development of opportunity sites and other vacant and underutilized properties that can help meet the needs of neighborhood residents	Underway	Economic Development, Finance, Planning	Clackamas County Economic Development, Metro, ODOT, Clackamas County, NCPRD, private property owners	# of housing units developed SF of open space added
		2.3	Examine ways to partner with local vendors to provide access to healthy, fresh food throughout Milwaukie's neighborhoods	Future	Economic Development	Food businesses, brokers, developers, produce growers, farmers, property owners	% of homes within one mile of businesses selling fresh fruits and vegetables
		2.4	Allow increased residential density and commercial development in neighborhood hubs that respects neighborhood character and provides affordable housing, open/green space, a wide mix of uses, and neighborhood amenities	Initiate with Comprehensive Plan	Planning, Community Development	NDA's, developers	% of affordable units in project proposals SF of community space/plazas in proposals



### Prosperity Theme 3

Goal Area Statement	Category	Goal #	Actions	Status	Lead City Department(s)	Potential Partners	Metric
<p><i>Downtown Milwaukie is a vibrant destination for both residents and visitors from throughout the region. Our industrial areas provide a high density of living-wage jobs across a number of different industries. The City is nimble and responsive to the needs of residents and businesses, with programs and policies that are financially sound, encourage job creation, and help support a strong and resilient local economy.</i></p>	City Programs and Marketing	3.1	<b>Support and retain existing small businesses in our downtown and other business districts and attract new businesses that contribute to an open, inviting, and diverse atmosphere</b>	Underway	Economic Development	DMBA, Chamber of Commerce	# of businesses helped by Economic Development Department
		3.2	Formalize a city economic development program that emphasizes job retention and supports development of locally owned businesses	Underway	Economic Development	B Lab (B Corps), DMBA, Chamber of Commerce, NWFS, Clackamas Workforce Partnership	# of Family wage jobs
		3.3	Create a “Buy Local” or “Best for Milwaukie” initiative that encourages residents to support local businesses	Future	Economic Development, CMO	Chamber of Commerce, DMBA, NDA's	# of participating businesses
	Downtown and Industrial Areas	3.4	<b>Develop a new public plaza in the south downtown area that can be used for year-round events and enhance the Milwaukie Farmer’s Market</b>	Future	CMO, Planning, Community Development	Celebrate Milwaukie Inc, TriMet, DMBA, private developers	# of events held in downtown plaza
		3.5	Work to increase the amount of housing in Downtown Milwaukie and other mixed use zones	Underway	Planning, Economic Development, Community Development	Developers	# of new housing units in mixed use zones
		3.6	Preserve and enhance the city’s manufacturing and industrial areas along Highway 99-E, Highway 224, and Johnson Creek Blvd	Underway	Economic Development, Community Development, Planning	Clackamas County, large industrial users, Chamber of Commerce	# of businesses and employees in industrial areas