



# MILWAUKIE ALL ABOARD

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

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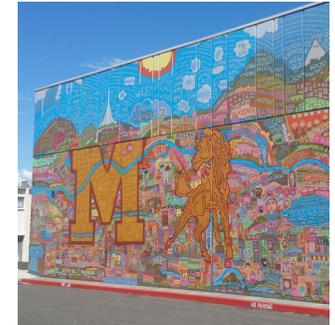


# INTRODUCTION

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.



# 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