

APPENDICES

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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, NCSD, 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>NCSD, 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	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	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	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	Underway	Engineering, Public Works (Streets)	ODOT, TriMet, Safe Routes to School partners, SAFE, Metro, NCSO, 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	Research and consider developing a Vision Zero program that seeks to eliminate traffic deaths and life-changing injuries on Milwaukie's streets	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	Implement road paving and funding strategies that improve road maintenance in Milwaukie	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	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	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	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 (2017-2018 Council Goal)	Planning, Community Development	Habitat for Humanity, NHWA, 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	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	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	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	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	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	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	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	Planning, CMO	Planning Commission, Tree Board, NDA leadership, PGE	% open space in development projects #/% trees preserved # and \$ amount of incentives awarded
		1.2	Create a citywide composting program for residents and businesses	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	Develop a strong tree ordinance that incentivizes tree protection, has equitable tree replacement standards, and provides adequate flexibility for property owners	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>Develop a Natural Resource Plan and examine funding mechanisms for the restoration of Kellogg and Johnson Creeks and the removal of the Kellogg Dam</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, NCSO, NCPRD</p>	<p>Development and adoption of plan # of restoration/clean-up events</p>
		2.2	<p>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</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, NCPRD</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>	Energy and Conservation, including Adoption of a Climate Action Plan	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
	Milwaukie is a Resilient Community	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, NCSO, 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, NCSO, 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	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	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	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	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

APPENDIX C: Town Hall Reports

OVERVIEW

On November 2, 2016 the City of Milwaukie convened a Town Hall for its *Milwaukie All Aboard Community Vision and Action Plan* process. Formulating a Vision and Action Plan is the first phase of an update of our citywide comprehensive plan process. The vision will also help City Council with its decisions on a range of topics ranging from budget to citizen involvement and economic development. Given our commitment to a sustainable future, we are utilizing a “quadruple bottom line” sustainability lens including a range of views or lens including People, Place, Planet and Prosperity.

More than 140 participants attended the event at the Waldorf School, where childcare and refreshments were available. A wide range of participants included Spanish speaking residents, new comers and residents who had lived in Milwaukie for their entire life. From 6 – 6:30 pm, the Waldorf School string quartet played classical music while participants could review background information on the People, Place, Planet and Prosperity themes. At 6:30, after a welcome from Mayor Mark Gamba and new City Manager Ann Ober, participants heard an overview from Greg Hemer from the Milwaukie Historical Society as well as a keynote from livability expert Brian Scott, BDS Planning. Their PowerPoints are available on the City’s website. Willamette Falls Community Media streamed the event live via the Internet. Vision and Action Plan consultants Cogan Owens Greene assisted with facilitation and staffing the event.



On the comment forms, participants noted a variety of reasons for attending:

- My interest in Milwaukie/our community (2). I work in affordable housing.
- Interest in development of Milwaukie.
- Curious of future, excited by the future.
- To become familiar with what's happening.
- Love of our community, live and work here.
- Want to help shape the future of Milwaukie.

- Improving things for the better is very important.
- Lived here 25 years and wanted to promote NCSB Bond.
- We're moving to Milwaukie, just bought a lot here in March.
- Want to participate in shaping zoning policy around housing.
- New to Milwaukie, trying to get involved in my new community.
- An appreciation for this process being so inviting for the community.
- I care about the town I live and raise my child in. I want Milwaukie to be awesome.
- A genuine interest and concern for the future of Milwaukie and what Milwaukie can become.
- To make it easier and safer for Milwaukie residents to access education at Clackamas Community College.
- Personally invited.

In their comment forms, and via the online survey, participants indicated the most pressing issues they see facing Milwaukie today. They range from a concern over the cost of rent, affordable housing, grocery stores, safe transportation options and environmental sustainability. A full list of those comments are included in Appendix A.

PRELIMINARY DRAFT VISION STATEMENT

Based on more than 17 community conversations (200 people), 55 web-based surveys, 43 postcards returned from summer fairs and events, 50 business surveys out of 200 canvassed and more than 600 unique aspirations about Milwaukie's future, citizen Vision Advisory Committee (VAC) members had created a preliminary draft vision statement. Arianna Van Bergen and Bryce Magorian read the draft:

The Milwaukie of the future is one of shared investment. We care for and invest in our schools, providing education that prepares us for rewarding work in a changing world. We support our local businesses, creating opportunities for all kinds of people to live and work in our city. We invest in transportation systems, providing a variety of choices for walkers, cyclists, drivers and transit-riders to easily and safely travel between our neighborhoods and throughout the region. We provide a range of housing choices, so that we can meet the needs of those who want to live and work here, regardless of means. We protect and invest in our green spaces, preserving the natural beauty, clean air and pure water we all treasure for generations to come. We invest in sources of renewable energy to sustainably power our homes and invigorate our local industries. Above all, we invest in each other. Our love of our community is expressed through festivals, goodwill between neighbors and common spaces where people of all ages can share perspectives, enriching the whole town. The Milwaukie of the future is a place that diverse community members - young and old alike - are proud to call home.

In a quick vote of hands, and via the comment forms and survey, most participants feel the statement was on the right track. VAC members will take specific suggestions mentioned at the Town Hall in discussions, from completed comment forms, and via a web-based survey and make further modifications at their November 16 meeting. Verbatim comments are included in Appendix B. Comments from the topic specific discussions are included in Appendix C.

Next, Milwaukie High School Milwaukie All Aboard part time staff Youth Vision Action Team members Odalis Aguilar-Aguilar, Maxwell Bernardi, Tyrenna Jacobs and Sarai Rodriguez reported on their outreach focusing on community conversations and business surveys by focus group. Odalis reported on *People*, and mentioned the suggestion for a health clinic or other social service hub in the community. Tyrenna spoke about *Place* and emphasized the desire to see affordability maintained in the community. Sarai touched on *Planet* and noted the enthusiasm over the development of the waterfront park. Finally, Max reported on *Prosperity*, conveying the desire to attract and retain small businesses. Daniel Franco-Nunez with Izo Marketing reported on his observations from his focused outreach to Latino Community members.



SUSTAINABILTIY LENS FOCUS AREA DISCUSSIONS

Vision Advisory Committee members then facilitated 12 tables of discussion – 3 in each focus area to dive deeper into what participants want to see in the future of Milwaukie – in 2040 with respect to that aspect of life. VAC members will be drafting goal area statements at their November 16 meeting.

Mayor Gamba thanked participants for their participation, noted the Action Plan focused Town Hall meeting February 15, 2017 and adjourned the meeting.



Appendix A: Most Pressing Issues Facing Milwaukie Today

Town Hall participants and survey respondents expressed a range of thoughts about the most pressing issues facing Milwaukie today. They are listed below.

- Lack of vitality. Closed businesses. Lack of walkability. Need for cleanliness, sidewalks. Make it family friendly all the time and keep our business here. Give our adults and youth a place to play.
- Rising cost of living, less diversity perspective, loss of "roots" and the story of this place.
- Affordable housing.
- Controlled growth. Transportation. Aging infrastructure.
- Pedestrian and cyclist infrastructure. Vibrant downtown and neighborhood hubs. Affordable housing. General livability concerns.
- Affordable housing. Access to social resources/services.
- Families. Youth.
- Keeping the city affordable.
- Concern of rent prices rising. More businesses to walk to for socializing. Neighborhood hubs.
- Finding a grocery store. Juggling desires of long-term residents with new residents.
- Safe pedestrian routes. Managing density and growth.
- Convenient grocery stores.
- We need a grocery store within walking distance of downtown.
- Control of the real estate prices, so that private homeownership can still be a reality and big time investors do not take the control of where this city is going.
- School children in poverty. Low percentage of sidewalks.
- Safer ways for people to walk and bike, especially east-west connections.
- Transportation. Safety. Bike-friendly. Good grocery stores.
- Housing for all economic levels. Hwy 224 runs through Milwaukie. Downtown Milwaukie is way over on one side. How do we unite all of Milwaukie to have a strong community feel.
- how to improve livability (walkability, access to stores and cafes in the neighborhoods) and increase affordable housing options without becoming overwhelmed, a la SE Division
- Urban Renewal. Sale of the parking lot , and raising the fees on citizens without a vote are all reason for thinking of leaving Milwaukie. Small town gone.
- Safe passage for pedestrians and bikes.
- Growth, development.
- Attract a mix of businesses to downtown to make it a vibrant town center. Grocery, hardware, restaurants, shops. Using space in the downtown wisely. Moving Dark Horse to a new area? Using farmers market lot wisely. Neighbors go to Woodstock or Sellwood area instead of Milwaukie. Or, even to Oregon City. Let's make a deal with McMenamins for a plot overlooking the river? Orange line right to downtown Portland.
- Attracting businesses to and retaining them in downtown Milwaukie and Milwaukie Marketplace. Adequate parking to use what is available.
- Smart growth; avoiding ugly sprawl; easy access to amenities like more grocery stores.
- Council that does not listen to the citizens that have been paying taxes for more than 15 years. All they want to talk to are 30 something's riding bikes.
- Economic vitality of downtown.
- Road maintenance/condition, lack of affordable housing (especially in central areas with the best access to public transit), lack of protection/awareness of creeks and natural areas.
- Pedestrian access and safety, sidewalks needed.
- Being consumed by Portland.

- No one has a reason to visit.
- Need a grocery store downtown.
- Keeping the community centered, to continue drawing everyone together.
- Slow development, slow population growth, dramatically. Change Milwaukie back to a more natural state through focus on native trees, less grass and more native plants, more walkable city, more vibrant down town - a place for the community to come together.
- I'm just guessing - affordable housing, teaching children that are poor that speak many different languages, the lack of public transportation if you're not in the downtown core.
- Lack of sidewalks and other safe routes for pedestrians. People dangerously disregarding traffic laws.
- Lack of new development to expand and revitalize commercial districts.
- General livability, a sense of community.
- Same as the rest of the world, growing inequity between the haves and have nots and Climate Change.
- Growth and increased density.
- Stagnation in downtown.
- Environment sustainability.
- Parking, and getting more business in Milwaukie.
- Loss of housing affordability.
- SAFE project, proactive development for population growth and environmental concerns
- Making downtown more accessible and a fun place to be and spill over growth from Portland
- Small business development (family-friendly restaurants/stores), high quality grocery options, increasing walkability, good schools, heterogeneous housing opportunities.
- Pollution in our creeks, air, and soil from Precision Castparts Corp! Parking in downtown for businesses and transit riders, revival and reinvestment in play equipment for parks, no event space to continue Milwaukie Festival Daze or a bigger Farmer's Market, we need a brewery or distillery to take over The Brew, and we have zero Dutch Bros (Oregon City has 3, not fair!)

Appendix B: Comments on the Vision Statement

These responses come from 19 comment forms collected at the Town Hall, 32 online survey responses on the same material presented at the Town Hall, and results from the 12 table discussions. COG staff has organized these into thematic areas for an easier read by Vision Advisory Committee members at the November 16 meeting. Topic specific statements have also been included in those more specific areas.

General:

- Too long. Focus on important items.
- Just needs a few tweaks.
- Needs to be more succinct.
- Less flowery language, more points.
- Making it say more with less. People do not read past three to four sentences of anything before being bored. Definitely should not be more than a paragraph.
- Statement needs a core (vision draft).
- Let's move on from the Mission Statement. Looks like a lot of thought has already been put in to it. Don't add to it, if anything make it shorter.
- Make more succinct, simpler, and concise.
- Has a little too much environmental wording, but it's good.
- Say more with less.
- Work on what we have (existing Milwaukie assets).
- Add stability and self-empowerment.
- Good start; need action items, time frame for action items.
- Defining what to hold on to and how to develop (who do we want to attract? What businesses?)
- Implementation to move forward.
- Actually doing it.
- More specificity.
- It's good but generic. What about is says "Milwaukie"?
- Add a statement about creating a vibrant community that people come to live, work and play.
- Our voice, our vision: Want City to listen.
- Sustainable development.
- How innovative do we want to be?
- "We" is the collective; everyone involved.
- Eliminate the parts that aren't the city's job: "investing in schools," "providing a range of housing choices." Ok if provide means zoning for others' choices.
- Respect for the people in the community who have made it what it is today. Long time tax payers. [came after thought about mentioning cars in the vision]
- Our small group table kept coming back to the idea of connections--transportation connections, personal connections, being connected to our natural environment. I think this thread runs through everything in the vision statement. I agree with everything in the vision statement--but how is it going to be actually used by the city in a practical way? What will happen when some of those visions conflict with one another (e.g., green spaces vs development)? I also feel that we need to represent the mobility impaired in the transportation section.

Civic Life/Identity/Arts

- People first. Diversity. Welcoming community.
- Robust volunteer outreach—in person.
- Diverse and middle income

- "Diversity" is bigger than "young or old."
- Involved community.
- Activities.
- Vision missing description of identity (breakside if the one place along 224).
- Maintain small feel.
- Culture.
- Stop trying to make Milwaukie like Portland and appreciate the small town scale.
- Reference to supporting the arts as a vital element of a healthy community should be added. Our love of our community is expressed through support of the arts, etc.

Finance/Infrastructure

- More funding for parks/green spaces.

Housing/Urban Design/Form

- Affordable and stable housing./Affordable for all. (2)
- Density—land locked, limited space
- Okay with some density.
- Maintain view of river.
- Prevent affordability crisis.
- Housing diversity – needed.
- Maintain and enrich character
- Need vibrant core of business before high-rise housing.
- Parking lot development of plaza/place.
- Focusing on housing first, schools issues are for the school board and partners to handle
- Focus on homes.
- Not growing "too fast" or "too big".
- Save/keep our single family housing and stop planning to redevelop residential areas.

Milwaukie identity

- Work on dividers between Milwaukie and other places.
- Prevent high rise buildings.
- Put people first - as a priority. Should sound thriving with vitality.

Recreation

- The greenspace protection says nothing about providing recreation options, so I worry it could be used to say all our parks should be natural areas without recognition of the need for playgrounds, ballfields, etc.

Commercial areas/economic development

- More grocery stores.
- A grocery store within walking distance of the light rail station.
- Downtown = "downtown" [focus on cultivating a more robust downtown].
- Would like more good restaurants downtown.
- Business growth without environmental impacts.
- Strengthen prosperity aspect (grocery stores and more, 224 food desert).
- Downtown opportunities.
- Understand business community.
- Corporate money hurting Milwaukie business.
- Sad to see small biz struggle.
- Vitalize downtown in a sustainable way while discouraging chain stores.

- Downtown sense of place/points of interest. Connect to people of Milwaukee.
- Improve workforce development in local economy.
- Keep jobs/work in Milwaukee.
- Make Milwaukee innovation hub.
- Take care of downtown businesses, attract more.
- Encouraging new business, specifically in the Milwaukee Market Place.
-

Access/Transportation

- Safety/sidewalks. (2)
- River is the key/ cohesive connection with river. (2)
- Walkable. (2)
- Sentence 4 - "We invest in transportation systems, providing a variety of choices for **people who walk, bike, ride the bus and drive** to easily and safely travel our neighborhoods and throughout the region."
- Access to parks.
- [Support/integrate the] MAX system.
- Active transportation.
- Make it better for people who use cars. Not mentioned in the statement.

Environment/Energy

- More trees.
- Kellogg creek dam removal.
- Open space, community space, parks.
- Renewal energy.
- Micro grid.
- Smart energy infrastructure.
- People should be stewards of environment.
- "Invest in sources of renewable energy" could be used in the future to press the city for investments that may be inappropriate or overreaching.
- Being more visionary and specific regarding climate change.

Education

- Healthy neighborhood schools.
- Fewer charter/special schools.
- Good school system.

Other/ Detailed Statements from Comment Forms

- HUB updated.
- Neighborhood District Associations (NDA) and commercial hubs.
- Turn NDAs into neighborhoods.
- Transportation choices...I'm a person who does all of those things. Walks, bikes, rides. We aren't one or the other and don't want to put people on sides. We want transportation choices for however you get around for work or play. I feel like some of this visioning is about "old guard" vs "new guard" or "young" vs "old needs to be more common ground. Whether you've lived here for generations or are new to the neighborhood, we share reasons for loving this place." Generally good, but don't want to start this conversation from a place of conflict. Young want something that older folks don't. There are retired folks and young families mixed throughout my neighborhood, and I, personally, feel it's an awesome balance. It don't want to live around only "new" and "young." It is a selling point of this area. Established. Grown up. Quiet. Calm. Safe. We need to build on what originally attracted people to this place and make it relevant to today. Great rebrands pull through the main

threads of what makes the brand/place great, but updates them to make them relevant to today, bringing the core along and attracting new people. Support and grow.

- Will not cut down any trees on any land. Will protect and de-dam the Creek and let it flow through our neighborhoods. If more sidewalks are added they will NOT be made of cement, but material that absorbs water and is easier for people to walk on. Cement is hard, people have back, feet, ankle and knee problems from walking on cement.
- Including something about honoring our mid-1800 historical roots.
- Keeping the Business sector heavily involved with the plan-- like the Transportation Utility fees they are left out of the plan--- they need to feel the council and planning department need them---no proof so far.
- Supporting our local businesses and businesses that are invested in the community long term. Businesses that reflect the diversity of the people living in the neighborhoods and that appeal to culture and ethnic diversity.

Appendix C: Table Specific Discussions on Topic Areas

Reference page numbers:

People – pages 1-4

Place – pages 5-8

Planet – pages 9-11

Prosperity – pages 12-14

PEOPLE: Sense of community, small-town feel, community identity and assets

[Neighborhood centers, festivals and events, community involvement, Safe Routes to School, library, Farmers' Market, schools and educational opportunities (environmental, technology and trade learning centers)]

- Love the library, fit modern needs.
- Public meeting spaces for community groups.
- Good job on small town feel.
- Community center downtown.
- Soup night successful (good for people with kids, knowing neighbors).
- First Friday and Farmers Markets—like size, convenient parking.
- Milwaukie Days: needs organization.
- Safe streets and education.
- Community jeopardy—sense of community.
- More traditional citywide events and more days/hours for farmer's market.
- Charity-focused community for all.
- More vocational/technical opportunities (equal education, school pride, community assets).
- Business cares about people in community.
- I know the mayor.
- Charitable culture/community that provides resources for all through ongoing efforts.
- Quality education.
- Livelier city (boring, plain).
- More options for entertainment.
- More places to hang out during the day.
- Stronger community as a whole.
- Better funding for early education (zero to five years) and daycare.
- More vibrant city.
- More housing in the downtown area.
- Mix of residential and commercial.
- Sidewalks.
- Not turn into a ghost town.
- Community center for sports (all ages).
- Game swaps.
- Nightlife.
- Neighborhood planning for their specific neighborhood theater.
- Socializing but supporting each other at the same time.
- Live work and play.
- Character of NDA matters.
- Similar setbacks to neighborhood.
- Creating more sense of community in outer, more "suburban" neighborhoods like Linwood/Hector Campbell. Safe walking routes and better street lighting. More information and opportunities for engagement for citizens.
- Revitalize the old town, downtown area to make it a place the community can come together. Across from city hall on the empty lot, make it a park and build a walking/biking bridge from the downtown to the river to connect the 2 areas and create a safer way for people to get to the river.

- More community events, more outreach to minorities, families, and young people.
- More inclusion of diverse populations.
- Community building/networking.
- Creating a sense of community for Milwaukie's citizens through a focused effort to fund and support education and provide resources. (Schools and access to education especially for low income, support businesses to grow more job opportunities, fund access to affordable or free physical and mental health care.).
- Health clinics. Community center.
- Support more community events such as Milwaukie Days.
- Public art. Community gardens. Safe routes to school. Economic Diversity.
- Food carts. Summer concerts.
- More activities for all generations.
- Community center large and small.
- Open up schools to community.
- Older/younger people mixing together.
- Gathering spaces in each neighborhood (plazas, community gardens, etc.).
- Each neighborhood having its own identity and businesses.
- We need a parking structure to support the parking needs of downtown businesses and special events. We need an open space with accessible electricity to host events such as Milwaukie Festival Daze, a Christmas Bazaar for the Tree Lighting, some type of comic based event to celebrate Dark Horse Comics to drive more attention to our city, and create opportunity for more events.
- Neighborhood centers for neighbors to communicate (parks).
- Be daring; be unconventional.
- City should have great heart where people want to be.
- Accessible common spaces.
- Vibrant and engaged neighborhood.
- Expand Milwaukie Sunday Market.
- Like Farmer's Market.
- Farmer's Market, community events.
- First Friday.
- Need places for people to hang out like wine 30.
- Community center, gym/places people can enjoy, music.
- Meet the 21st century goals of the region.
- Involved community.
- Maintain small feel.
- Downtown sense of place/points of interest. Connect to people of Milwaukie

Quality of life for families and seniors

[Social support networks, safe and convenient transportation, proximity to family and employment, access to nature, youth activities]

- Sidewalks for seniors and families. (2)
- Senior center location—need transportation.
- Good support systems: need centralized organization to coordinate. Should be downtown.
- Local bus system, not TriMet—city route.
- Cohesive center, not disparate services.
- Youth activities: more coordination to bring all kids together, create same league, grow existing programs.
- No hungry children/families due to finances, income.
- Have clean air and water.
- Living wage jobs that offer work/life balance, access to quality housing, happiness.
- Mental health.
- People should be first.
- Honor cultures.
- More inclusive of everyone.
- Youth, family are very important.
- Promote healthy activities.
- Social services.
- Family friendly.
- Socializing but supporting each other at the same time.
- Live work and play.
- Safety, walking access, street repair.
- Need more jobs that pay a living wage. Lack of industrial base is a detriment to future growth.
- A broader employment base paying family wages to reduce transit times and increase residents' quality of life.
- Meet the 21st century goals of the region.
- More child care availability and activities which are age appropriate for everyone.
- Creating a sense of community for Milwaukie's citizens through a focused effort to fund and support education and provide resources. (Schools and access to education especially for low income, support businesses to grow more job opportunities, fund access to affordable or free physical and mental health care.)
- Take care of teachers and schools.
- More activities for all generations.
- Community center large and small.
- Good school system.

Health and Safety

[Crime (absence of), seismic infrastructure upgrades, safe walking and biking routes, active recreational opportunities, street lighting]

- Sidewalks on all streets (2).
- Safe place to live.
- Outside of city = more camping; worries about camping encroaching. Priority.
- Staffing concerns and philosophy/strategy towards issue.
- People become members of community. Helping.
- Annie Ross growth? (expansion?) (congestion, etc, number of people).
- Lake Road has street lighting.
- Safe streets and education.

- No road kill.
- Transportation, safe streets for biking.
- Cleaner streets (parks, city in general).
- Promote healthy activities.
- Disaster preparedness, safe pedestrian walkways.
- Safety.
- Emergency response.
- Increased police attention on drugs/crime vs. ticketing.
- Public presence of cops.
- Public servants living in city.
- Bike cops.
- Community policing.

Transparency and access to information and City government

[Information dissemination, jurisdictional coordination, political continuity, civic pride]

- Information online: local city government meetings, agenda, etc.
- To continue to listen to the community about what makes them happy and feel safe in their community.
- An app that facilitates two way communication between the city and the citizens.
- More surveys like this. More reaching out to businesses and citizens alike on major issues.
- Outreach more about trees in community, parks, and playgrounds.
- City could provide more guides about green use.
- Where's the resilience piece -- need to add emergency preparedness activities and training, both for City functions (water system, etc.) and for residents.
- Removal of Kellogg Dam and restoration of Kellogg Creek.
- Community engagement for DIY in community: community/group improvement to business, homes.
- Robust volunteer outreach—in person.
- Turn NDAs into neighborhoods.
- Density—land locked, limited space.
- I know the mayor.

PLACE: Accessible transportation for cars, bicyclists, pedestrians and transit users

[Complete sidewalks, bike paths, safe and convenient connections across physical barriers, transit options, walkable neighborhoods, convenient access to the Portland region]

- Sidewalks (8)
- New bike lanes (added connections); pedestrian connectivity (off-roads); short transportation times; commercial hub zones in NDAs; small connections inside city limits; transit connections inside city to keep elderly age in place (example: Canby CAT).
- All modes of transport without obstacles, environmentally friendly.
- Cars are forced to travel outside city to get to city through streets be created.
- Parking issues, downtown/new commercial parking below or above.
- Create more creative off-street parking.
- Car sharing program.
- Become less auto dependent.
- Neighborhood commercial centers, 20 minute neighborhoods.
- Walkability for all neighborhoods with local hubs. Include adult activities.
- Build sidewalks and infrastructure to keep people safe.
- Connections to public transit (build sidewalks).
- Connections between neighborhoods.
- Sunday parkways event; more Greenways.
- Multimodal ways to travel.
- Walkable neighborhoods with amenities nearby.
- Frequent bus services.
- Bike paths.
- Parking.
- Alternative transportation modes stitched together better.
- Make more of a walkable community.
- Lot spaces preserved and used correctly.
- Increase connections for people w/ transportation issues (carpool).
- Solve ADA access and repair roads.
- Accessible transportation for cars, bicyclists, pedestrians and transit users.
- Complete sidewalks! Make Railroad Ave walkable, bikeable, and a bus route. Diverse, denser housing options that are developed AROUND environmental features like wetlands and with an eye to public transportation.
- Vision Zero.
- public spaces and transportation nodes being connected.
- No cement sidewalks.
- Better crossings of 224/99E for pedestrians.
- Would be nice to get some new buildings downtown with residences and new businesses.
- Bike lanes.
- Safer streets (lights, speed bumps).
- We still need parking and Park and Ride spots.
- Safe routes to public spaces.
- A network of paths and greenways across the city.
- Car share—Zip Car as option.
- More biking/lanes; also, entire carefree streets in certain areas.
- Make more appeal not to drive; more parking (car/bike) at MAX stations.
- Bike share in tandem with MAX.
- Bus lines better, especially to MAX lines.
- Bridge over Hwy 224 and 99; pedestrian and bikes.
- Transit oriented development —incentivize transit.

- Pedestrian only downtown: car free days.
- Move into the street, parking is not number one.
- Get people out of their cars. Shuttles.
- Need better access across 99 to river (“green bridge”), pedestrian/bike bridge.
- Downtown greenway system; connections.
- Parking for these locations you want people to access.
- More walking/biking paths with good lighting and safe feel. Good police presence on isolated walking paths. Good city involvement to keep area free of trash.
- Clean and safe streets. More parks. Alternate energy.
- Increase percentage of streets with sidewalks. Increase accessibility to riverfront (bridge for walkers?).
- 224: no man’s land, barrier, hazard (connect two sides together, sky bridge?).
- Walkable.
- Safety.
- MAX system.
- Active transportation.

Affordable housing and gentrification/displacement pressures

[Diverse housing options, design, affordability, high quality development, homelessness]

- Affordability—same dwellings but some market, some income sensitive. (10)
- Increase density around shopping cores/NDA nodes.
- Increase heights/floors.
- ADU/cottage cluster/tiny houses.
- Reduce zoning numbers, residential.
- Balance of yard vs houses.
- Mixed use: residential/commercial.
- Inclusionary zoning.
- Avoid additional high density housing. We already have a mix of high density, duplex, triplex. Support more senior housing.
- Bring rents down. Create affordable housing and transportation for seniors and low income people.
- Slowing down rent increases.
- Tiny housing.
- Alternative housing plan with rent control.
- Give home owners the right to build tiny houses.
- Maintain downtown.
- Integrating our neighborhoods with "missing middle" housing options -- but NOT with four-story condos like are going up in Sellwood and along SE Division.
- Don't ignore the need for parking spaces, both downtown and with any multi-family housing. The Mayor's vision of a car-free city may happen by 2040, but we have more than a generation until that time.
- Vision Zero, a park within a half mile of every citizen.
- Support efforts to increase affordable housing options and preserve those that already exist.
- Sidewalks. Cafes and neighborhood hubs.
- Rent control ordinance.
- Housing options.
- Affordable options for single income homes.
- Keep Milwaukie affordable.
- Middle housing allowed in all neighborhoods.
- Reduce minimum lot size for duplexes and triplexes. Shouldn't need a 10,000 sf lot for a modest duplex.
- Matching heights.

- Commercial building up front to street.
- Small homes allowed on one lot with shared common spaces.
- Various kinds of housing models and social arrangements.
- Reusing older buildings to add housing above commercial.
- Increase density in downtown, more people living downtown.
- Balancing development and preservation (not tearing down one house to make more).
- Pick best places for density—affordable, mixed use buildings.
- Encourage homeownership downtown.
- Possibly multi-family housing at Milwaukie Market Place.
- Provide denser affordable housing options.
- Prevent high rise buildings.
- Prevent affordability crisis.
- Okay with some density.
- Housing diversity – needed.
- Diverse housing options, design, affordability, high quality development: the way these questions are worded is a bit strange. Ask people to choose one or select an assortment of words.
- Focus on residents.

Art and public space

[Plazas, amphitheaters, public art, tours and exhibits, aesthetic, public programming, playgrounds]

- Again, add City support for the arts because it adds so much to the livability of the community, and fosters creativity among all residents. You have it in the headline, but it needs its own bullet line.
- More community gardens.
- Identify spaces available for people to gather.
- Use spaces creatively.
- More art murals.
- School yards after school hours be used for community purposes.
- Arts accessible to all, and an integral part of the public environment.
- Have art that people like and that people will want to come to Milwaukie to see. Art that inspires, that people admire and look up to. NO Conceptual art that just gets ignored because you need a PhD to understand it.
- Sidewalks, clean steam.
- Art focus in city, centralized with schools.
- Collaborative art shows between two high schools.
- Culture.
- Parking lot development of plaza/place.

PLANET: Riverfront, creeks, trees and other natural resources

[Clean air and water, green space, parks with amenities, restored watersheds, waterfront, gardens, tree canopy and ordinance]

- Parks. (3)
- More green spaces around higher density zones.
- Take advantage of river more: floating restaurant, human-powered regatta, and programming.
- Removal of dam / restore Kellogg Creek.
- Continue to reclaim and preserve waterfront.
- Still have greenery; Parks updated, build a heart, more gardens.
- Movable trees and shrubs. Preserving wetlands.
- Embrace the river. Allow appropriate access yet protect the habitat. Modernize old parks. Make school ground vital civic places (green space).
- Community centers.
- More fruits/edibles in parks.
- More community gardens—use produce to build community, food nights.
- Waldorf has community gardens.
- Preserve heritage trees for better air quality, life quality.
- Save trees as incentive to reduce storm water.
- Tree canopy helps with solar, keep cool.
- Incentive programs around storm water management.
- Drain Kellogg Lake to create a better park.
- Preserve tree canopy. Replacement policy needed.
- Kellogg Creek—an amenity, a community-wide resource.
- Keep trees/green within DT/courtyard/town square; make connections.
- More community garden spaces.
- “Green up” Milwaukie marketplace; improve the resources area, revitalize.
- No more cutting down trees.
- Wildlife and fish protecting.
- Restoring the place.
- Accessible common spaces.
- Less grass, more park.
- Native plants, animals.
- Creating space for animals like bugs, birds, etc.
- Working with partner with environment.
- Bridge over to waterfront.
- Water systems.
- Moving the dam somewhere else.
- Got it back to natural state.
- More community involved into the about environment.
- Live in nature rather than around it.
- Help the forest garden grow, providing food.
- Community garden.
- Reinstate protected areas along creeks and open spaces.
- To keep the lovely large tree next to library on Harrison. Voices want to cut it down to expand library.
- Fix the mess with the sewage treatment plant.
- Restored watersheds and creeks, and development that works around natural areas. Public transportation is also a huge component of the Planet section.
- A free flowing creeks into the river, all creeks.
- Improving water quality and wildlife habitat.

- Food forests. Lots of resources on this in the permaculture movement.
- Clean water. Bringing back creeks and rivers to pristine state.
- Restore our creeks.
- Gray water management. Composting solutions. Tree management. Wildlife habitats.
- Keep our trees protected.
- Trees and flowers to keep city looking nice.
- Freeing up Kellogg Creek.
- Recreation for the river.
- Kayak/recreation businesses that use river.
- Keep parks and natural areas free of litter and polluting camp sites.
- Cohesive connection with river.
- River is the key.
- Maintain view of river.
- Access to parks.
- More trees.
- Kellogg Creek dam removal.
- Open space, community space.

Sustainable energy (green use and production)

[Net-zero buildings, solar panels, fiber optics, renewable energy sources, low-impact, sustainable experimental and demonstrative learning centers]

- Green standards gives efficiency.
- Would love to see more houses with solar panels.
- Mandate for LEED buildings, living buildings, net zero.
- Solar panels on businesses, homes.
- Be example of sustainability.
- As city grows, solar protection for neighboring homes (shadows cover entire yard).
- Compost program.
- Sustainable businesses: eco/environmental businesses, corporate investment in city, incentivize/attract green companies, small/independent businesses.
- Eco-industrial concepts: clean industry, clean practices. Incentives.
- Encourage clean energy (solar/wind), incentivize; promote solar (residential and commercial).
- Climate-conscious planting, construction (native plants).
- Turn invasive plants into resource.
- More recycling cans.
- Giving back to planet.
- Storm rain going to reuse for their own home.
- More solar power—solar farm.
- Green roof recycling water.
- City could provide more guides about green use.
- More composting for schools.
- Where's the resilience piece -- need to add emergency preparedness activities and training, both for City functions (water system, etc.) and for residents.
- Removal of Kellogg Dam and restoration of Kellogg Creek.
- Net Zero city. Tree lined streets and totally restored creeks, Kellogg dam gone, Fiber to home as a city utility like Sandy did.
- Inspire people to put solar on their house with some incentive program to offset the cost of the panels. Inspire people to create backyard habitats in their neighborhoods to attract native bugs and birds back to the area.

- Don't jump into fiber optics, renewable energy, solar panels until some other communities have a long-term track-record about the efficiencies and true costs of the above.
- Renewable energy should run the city and its residents.
- Provide more options for private home to be run in a renewable way and to feed into grid (tax credits?).
- Renewal energy.
- Micro grid.
- Smart energy infrastructure.
- Sustainable development.
- Renewal energy.
- Micro grid.
- Smart energy infrastructure.
- Use more public transportation.

Other

- Brownfield remediation program.
- Flood planning.
- Post warnings and begin the cleanup of the chemicals that have been dumped in to our environment from local businesses like Precision Castparts Corp! Have regular monitoring and testing stations.

PROSPERITY: Inclusivity of diverse populations and physical neighborhoods

[Addressing homelessness, diversity, multicultural celebration, social services, neighborhood connections, neighborhood identity, equitable distribution of infrastructure investments]

- Outside of city has more camping; worries about camping encroaching. Priority.
- Diversity for real though, not just lip service.
- Inclusive communities. Welcoming to everyone. Diversity. More businesses and entertainment.
- Welcome more diverse people. More homeless social services.
- Transportation. Cultural events.
- Vibrant neighborhoods to create community.
- Diversity.
- Not leave out other parts of Milwaukee.
- Advocate use of light rail.
- Increase neighborhood access to LR, LR across to business.
- Linking SWC more efficiently, further u toward Oregon City.

Supportive mix of diverse business and local economic growth

[Local businesses, diverse shops, pedestrian-oriented downtown, vibrant Main Street, grocery stores, restaurants, living-wage jobs, large employers]

- Business. Revitalizing the downtown. If you build it, they will come. I'm not sure where business and development is in these goals. Schools.
- Need more jobs that pay a living wage. Lack of industrial base is a detriment to future growth.
- Revitalize downtown.
- Affordable grocery stores (healthy).
- Need to establish a growing employment base before we move to artsy and craft issues.
- Economic Diversity.
- More food options; food coops, grocery stores.
- Create demand downtown; need residents.
- Need to address food desert.
- Cultivate instead of invest.
- Chain stores.
- Business with purpose.
- Businesses that are community stakeholders.
- Encourage good business development.
- Increased use of industrial area.
- Maintain business prosperity in industrial.
- Strong small pedestrian business on main streets (downtown).
- Vibrant downtown.
- Office space to bring business in.
- Grocery store (Green Zebra).
- Convenient healthcare, possibly Zoom Care.
- Food carts.
- Small biz to serve workers.
- Utilize waterfront access for hotels and other business.
- Nicer, affordable grocery store (Trader Joes, outlets, Buffalo Exchange).
- Grocery store downtown (walkable groceries, hubs).
- Need focal points to draw other businesses, draw attention to existing businesses without losing character.
- Supplement downtown businesses with more choices, need restaurants.
- Housing mixed use to provide customers for businesses.

- Fitness businesses.
- Using space for new businesses available.
- Interconnected economic hubs driven by social industry/mixed use industry and social service, convenience, leverage natural and existing attractions of space.
- I would clarify large employers to be large high-wage employers. And NO BIG BOX retail. Balance encouragement of businesses with traffic concerns that some types of businesses will generate.
- Keep chains out of downtown. More grocery shopping/retail opportunities in the neighborhoods between 82nd and downtown.
- Low income housing, work force housing, fees/taxes higher for big businesses and huge house, lower on small houses/businesses, job training for local jobs.
- Yes: Local businesses, diverse shops, pedestrian-oriented downtown, vibrant Main Street, grocery stores. Yes: Zoning and development code that maintains Milwaukie character. No more development in Milwaukie. Use the structures that are already here and revitalize those. Make more green spaces with native plants and trees.
- More businesses. Music store, book store, less pubs, a hobby shop.
- Make downtown and other parts of Milwaukie attractive to more businesses to create jobs and make sure that citizens have access to healthcare including mental care.
- Need more jobs that pay a living wage. Lack of industrial base is a detriment to future growth.
- Local businesses that reflect the community.
- Diverse businesses by type and ownership. Businesses for work and play.
- Open more store fronts downtown.
- The food cart pod is a great idea - and to attract businesses run in a sustainable way.
- Increase vibrancy of downtown. Expand Milwaukie Sunday Market.
- More grocery stores.
- Diverse and middle income.
- Would like more good restaurants downtown.
- Business growth without environmental impacts.
- Downtown opportunities.
- Corporate money hurting Milwaukie business.
- Sad to see small business struggle.
- Need vibrant core of business before high-rise housing.
- Take care of downtown businesses, attract more.
- Keep jobs/work in Milwaukie.

Implementation, Funding and policy

[Zoning and development code that maintains Milwaukie character, increases choice, equitable distribution of infrastructure investments east/west/north/south, business incentives, sustainable funding mechanisms, maintaining and improving infrastructure and services]

- Take into consideration who pays for these services. Car owners footing the total bill. Its time bikers and other transportation pay their fair share.
- Goals are one thing, realities, i.e. costs are another.
- Setting rules for doing business in Milwaukie.
- Starting a business in difficult: fees, development rules.
- Zoning support affordable housing in downtown.
- Zoning to protect natural resources (such as incentive to not develop on natural areas).
- Soliciting/enticing small business.
- Zoning with high required storefront transparency.
- "Working area" zoning in industrial Milwaukie.
- Annexation of park station.
- Focus and theme to increase Milwaukie's reputation (food, beer, wine).
- Tax incentives to make affordable housing in regular neighborhoods, 80-20 plan.

- Extra floor for low income.
- Needed from city: zoning, develop programs/incentives, mixed-used businesses, more business events (ie: first Fridays).
- Focus on better use of north industrial area. Create better jobs per acre.
- Have a common tax for businesses.
- Grants for small businesses supporting diversity and community.
- Plan to framework for that business to work within.
- Grants for small business to move into undesirable locations. More retail space.
- Implementation to move forward.
- Understand business community.
- Improve workforce development in local economy.
- Make Milwaukie innovation hub.
- More funding for parks/green spaces.

OVERVIEW

On February 15, 2017 City of Milwaukie convened a second Town Hall for its *Milwaukie All Aboard Community Vision and Action Plan* process. More than 100 community members participated in this event at the Waldorf School. Building upon the work done at the first Town Hall where a preliminary vision statement and topic area goals were drafted within the “quadruple bottom line” sustainability lens of *People, Place, Planet* and *Prosperity*, community members generated action items for each of the Vision’s 12 Goal Area Statements.

Mayor Mark Gamba opened the event, thanking everyone for coming. He recalled the recent James Rojas *Place It! Workshop* event in January, highlighting how most participants had noted the role of water and play in their place-based recollection of childhood memories. The Mayor reviewed the goal of the meeting as an opportunity to take the vision that’s been refined by the Vision Advisory Committee (VAC) with the community’s input over the last several months and transition into creating action strategies that will begin to move the City towards that vision. The Mayor acknowledged and thanked the VAC members, as well as Council Members, City Staff, other elected officials including Clackamas County Jim Bernard and consultants.

Facilitator Kirstin Greene with project consultants Cogan Owens Greene reviewed the agenda, the reference guide and updated draft vision in participants’ packets. She introduced the evening’s discussion activities, led by volunteer VAC members.

Participants reviewed goal area statements and were invited to sit at the discussion table of their choosing according to their interest. VAC members and Spanish translators then facilitated 13 tables of discussion – three in each of the four quadruple bottom line sustainability lenses, in addition to one Spanish-language group. Each table of participants reviewed a Goal Area Statement and developed and refined a list of action items to implement that statement.

Willamette Falls Community Media streamed the event live online and will make it available for rebroadcast.



ACTION ITEMS BY GOAL STATEMENTS: TABLE DISCUSSIONS

Discussions were robust and collaborative, resulting in dozens of new action items as well as excellent feedback on the preliminary action items that had been developed by the VAC since the November Town Hall. Towards the end of the discussion, participants were asked to identify their highest priority action item from the list developed by their group. Discussion leaders then reported out to the audience the top action item for their goal statement.

NEXT STEPS

At the end of the table discussions and report-out, Mayor Gamba concluded the evening with some final remarks. He reminded participants that the next VAC meeting is on March 1st, 2017, where the VAC will begin to take the community's guidance on the Action Plan and work with the City Council and community to identify priorities and partners for implementation. A preliminary review of input received to date will be presented to City Council on March 21st. Consultants, staff and Milwaukie High School youth will lead ten Community Conversations in March and April focusing on the draft actions. Finally, an online survey will be



available in May, focusing on priorities for the agreed-upon actions. A final draft of the Community Vision and Action Plan will be ready by June and is expected to be accepted by Council in July. From that point, the City will begin the process of updating the Comprehensive Plan in depth, building upon the vision, goals and action items developed during this project. The Mayor thanked participants and adjourned the meeting.

A full list of the top action items, generated from the Town Hall discussion groups, the online survey, and VAC and City Department deliberations, are included in Appendix A.

FEBRUARY 15, 2017 TOWN HALL APPENDIX A

PEOPLE #1: *Milwaukie is an inclusive community of diverse people from a variety of backgrounds that recognize 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, heritage and passions.*

VAC Preliminary Actions

1. Develop procurement practices that target businesses owned by women and people of color.
2. Host and support cultural events that reflect the diversity of the community.
3. Develop a City program to encourage neighborhood block parties.
4. Organize Community Volunteer Events.
5. Acquire or support land for development of public and community space.

Survey Actions (Top frequently mentioned)

6. Develop procurement practices that prioritize regional vendors and products, as well as veteran/disabled veteran owned businesses. (3)
7. Implement safe, accessible sidewalks and bike paths to allow all residents access to events, parks and playgrounds and essential services such as grocers. (3)
8. Programs specifically geared at bringing teens and children out into the community. (3)
9. Create gathering places and parks that are contiguous with small commercial hubs in each neighborhood. (2)
10. Encourage religious awareness and diversity. (2)
11. Look for ways to encourage diversity throughout the city. (2)

Town Hall Actions (Top Votes)

12. City committee dedicated to community building/inclusivity/diversity. (3 votes)
13. Volunteer coordination (what is available at county level?). Interactive map here – put something on City website with link to volunteer opportunities. (1 vote)
14. Regular town halls are worthy. (1 vote)
15. More casual city council meetings once in a while. More grassroots feeling. (1 vote)
16. Have electronic input feedback situation during meetings for direct citizen feedback. (1 vote)

City Department Head Suggested Actions

17. Ensure continued City government transparency and accessibility through an ongoing evaluation program. Incorporate this into the Citizen Involvement Section of the Comprehensive Plan.
18. Evaluate City decisions and actions based on whether they have an impact on disadvantaged groups of people. Enact programs and make decisions designed to reduce disparities. Ensure that translation services are available.
19. Provide staff support and funding for community events, celebrations, and projects such as the Umbrella Parade, Farmer's Market, and concerts in the park, which strengthen bonds within the community.
20. Develop a community directory or clearinghouse to ensure that community members can find the resources they need to achieve their goals, large and small.
21. Develop neighborhood level resources banks, such as tool libraries, book exchanges, neighborhood work parties and similar activities.

Other Town Hall Actions (Singular Mentions, *Asterisk refers discussion point among group)

22. * Prioritize the outreach of vendors if not selection in reference to action item #1.

23. * Involve people at community gardens more broadly (i.e. weeding party, kid involvement).
24. * Jump over the fence and help out your neighbor.
25. * Partnerships with churches and NAs.
26. City acquire land for resiliency and community/gardens.
27. Priority locations for sidewalk improvements.
28. The way that people are invited to engage – important (common thread through the action ideas could help).
29. Signs available in business windows about being an inclusive community.
30. A city liaison or other committee representative at NA meetings to feel more validating.
31. The power of in-person ideas exchange vs. reading about a project in the newspaper.

PEOPLE #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.*

VAC Preliminary Actions

1. Expand trade school and continuing education programs.
2. Develop a "Barn-Raising" program.

Survey Actions (Top frequently mentioned)

1. Small business development, mentoring, incubation and entrepreneurial programs. (5)
2. Promote internships with high school students and local businesses, offering grants/scholarships to provide learning opportunities and collaborations. (4)
3. Community gardens. (3)
4. Open an activity center for kids with enriching activities and projects for the 12-17 age group besides sports, also taking into account people of all ages with disabilities. (3)
5. Community tool library. (3)
6. Small business loans and grant programs for neighborhoods to develop retail services in our neighborhood. (2)
7. Develop more parks with amenities (such as an interesting and unique play structure for kids, walking paths/hiking trails for adults, skateboarding /scooter area, water feature for hot days, grassy space for picnic, tables for parties/bbqs, dog areas, etc.). (2)
8. Community space for small classes, such as urban farming. (2)
9. Invite businesses that provide larger numbers of jobs and encourage a family-friendly environment. (2)

Town Hall Actions (Top Votes)

10. A community center. (3 votes)
11. Develop co-working spaces for small local businesses (sole proprietorship). (1 vote)
12. Create a "Welcome to Milwaukie" guide/pamphlet. (1 vote)

City Department Head Suggested Actions

NONE

Other Town Hall Actions (Singular Mentions, *Asterisk refers discussion point among group)

13. Initiate partnerships between schools and local business community.
14. Create grants to support internships with local business community and high school students.
15. Advertise internship opportunities and interaction with different fields/professions.

16. Market and expand new century players (community theaters).
17. Consolidate a list of web resources and links.
18. Grants for space rental for different activities (music, knitting, art, Community Theater).
19. Create more activity-based groups (biking, walking).
20. Expand City's calendar to include smaller community-based events.
21. Create an art installation as a Gateway to Milwaukie.
22. * Hosting meet-up groups at the Masonic Temple.
23. Create Milwaukie Trivia club.
24. Encourage year-round Farmer's Market/craft market/art gallery.

PEOPLE #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.

VAC Preliminary Actions

1. Initiate a City Youth Advisory Council.

Survey Actions (Top frequently mentioned)

2. Improve the City's website to be transparent, simple, user-friendly and interactive so it can better connect residents to their community and City Council, make meeting minutes and the City events calendar more accessible and improve promotion and discovery of local business. (8)
3. Provide childcare services at meetings and events. (2)
4. Translate materials in Spanish and other languages. (2)
5. Continue to have Town Hall style meetings in large venues to allow for more dialogue and citizen input. (2)

Town Hall Actions (Top Votes)

6. Information centers in all parks, public spaces. (3 votes)
7. Open forums, maybe virtual, live feed, and skype? (2 votes)
8. Make events more family friendly (childcare, activities for children) and more engaging. (1 vote)

City Department Head Suggested Actions

9. Develop more problem-solving relationships between police department and the community through extra programs that help build trust/relationships with the community.
10. Support the growth of the Ledding Library as an integral community resource center.
11. Make the city website a resource for community members.
12. Develop new methods of exchanging information and engaging the community in City projects. Expand communication methods as new platforms become available.

Other Town Hall Actions (Singular Mentions, *Asterisk refers discussion point among group)

13. A more accessible website, no errors.
14. More community events to get the word out.
15. Send agendas/minutes for meetings.
16. Milwaukie Pilot to more people. Electronic?
17. Multi-language signs.
18. A central system of communication.

19. Elder advisory committee.
20. Community classes on how and where to get information.
21. Easily be a spectator.
22. More small groups (all groups feel they have a place for their voice).

PLACE #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.

VAC Preliminary Actions

1. Adopt Vision Zero.
2. Identify and fill sidewalk gaps and ADA deficiencies in the existing network.
3. Identify safe routes for all modes of transportation.
4. Align transportation infrastructure with the classification of the facility.

Survey Actions (Top frequently mentioned)

5. Maintain streets. (7)
6. Create dedicated bike paths and walking trails to create safe separations between people and cars, facilitating safe and rapid connectivity. (5)
7. Improve walkability and bikeability by creating connections to lodging, parks, waterfront, grocery stores, restaurants and retail outlets. (5)
8. Improve and expand the sidewalk network. (5)
9. Provide opportunities for residents to acquire and maintain appropriate trees on public rights of way and their own property. (4)
10. Implement a Safe Routes to School Program. (4)
11. Provide sufficient parking for vehicles as not everyone is able to walk or bike. (4)
12. Develop a bike share/rental system. (3)
13. Adopt a comprehensive road paving funding plan for neighborhoods with roads in bad repair. (3)
14. Incorporate "Dark Sky" friendly street lighting. (3)
15. Find safe ways across intersections for pedestrians, especially 224 & 99 - the uncontrolled lights are especially hazardous to pedestrians. (3)
16. Consider better alternative construction materials for sidewalks; look at what Lake Oswego has done with asphalt and plants to make it permeable to rain water, cheaper to make, and aesthetically pleasing. (3)
17. Improve access to public transportation for all, including those less mobile. (2)
18. Fill ADA deficiencies in the existing network. (2)

Town Hall Actions (Top Votes)

19. Do a Plan for more neighborhood green streets. (3 votes)
20. Adopt Vision Zero. (2 votes)
21. Identify and fill sidewalks gaps and ADA deficiencies in the existing network. (1 vote)
22. Develop neighborhood parks. (1 vote)
23. Software/online reporting system to record concerns about pedestrian safety. (1 vote)
24. Plan to improve safety at 224 and 99E (pedestrian crossing, over/under crossings). (1 vote)

City Department Head Suggested Actions

25. Proactively address neighborhood livability issues (a form of broken windows theory).
26. Establish a street tree planting program.

Other Town Hall Actions (Singular Mentions, *Asterisk refers discussion point among group)

23. Bicycle/Pedestrian awareness program for the drivers. Better signage/lighting.
24. Prioritize signals for pedestrians.

PLACE #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.

VAC Preliminary Actions

1. Decentralize affordable housing.
2. Ensure quality design standards.
3. Streamline permitting and waive system development charges for creative uses of space (i.e. Accessory Dwelling Units, Cottage Clusters, etc.).
4. Encourage community inclusion through multi-generational and multi-cultural community events.

Survey Actions (Top frequently mentioned)

5. Form based zoning to allow more missing middle housing (duplexes, triplexes and cottage clusters, tiny houses) in all neighborhoods. (4)
6. Community gardens and greenspaces would help maintain quality while allowing for density. (2)
7. Stabilize rent and protect renters, especially for low income families. (2)
8. Review zoning to allow more mixed-use buildings. (2)

Town Hall Actions (Top Votes)

9. Streamline permitting and waive system development charges for creative uses of space (i.e. Accessory Dwelling Units, Cottage Cluster, etc.). (3 votes)
10. Annex unincorporated land – expand Urban Growth Boundary. (2 votes)
11. Shipping container homes. (1 vote)
12. Prioritize code updates for housing – land balancing. (1 vote)

City Department Head Suggested Actions

13. Create more affordable housing for seniors, including by helping to identify the multiple funding sources needed to make projects feasible.
14. Support the development of Aging in Place Villages, which combine senior housing with social services and volunteer assistance to seniors.
15. Develop neighborhood plans that define neighborhood character and identify strategies for better integrating new infill housing into neighborhoods. Amend codes as necessary.
16. Partner with Clackamas County in providing affordable housing.
17. Continuously evaluate city programs for their impacts on housing costs.
18. Build improvements identified by the SAFE program and Comp Plan.
19. Support street maintenance.
20. Partner with TriMet to ensure excellent transit. Partner with other to provide on-call transit and paratransit.
21. Support the artMOB and expand art programming throughout the City of Milwaukie.

Other Town Hall Actions (Singular Mentions, *Asterisk refers discussion point among group)

22. City generated program shared between landlord/tenant.
23. Transactional tax.
24. Alternative funding sources.

25. City to set production targets – share with public.

PLACE #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.

VAC Preliminary Actions

1. Promote diverse programming in public space.
2. Encourage partnerships between local businesses and artists.
3. Provide opportunities for art installations.
4. Promote community-sourced neighborhood design of public spaces.

Survey Actions (Top frequently mentioned)

5. Provide grants, scholarships and funding for the arts through a program such as "1% for the arts." (4)
6. Complete Riverfront Park and create programming to bring the community in to the space year round, like concerts and plays. (4)
7. Focus on parks and green spaces for everyone to enjoy that are safe, green and clean, with restrooms, seating areas and parking. (4)
8. How about neighborhood "tool sheds" and open art studios to pool resources and promote local artists? (2)
9. Complete the amphitheater in Milwaukie Bay Park to create a space for the performing arts. (2)
10. Encourage protection of Historical Resources and identify past historical sites with Historical Markers. (2)
11. Preserve the City's history through research and museum preservation of artifacts and pictures. (2)
12. Provide opportunities to share the Native histories of Milwaukie. (2)
13. Allow citizens to vote on public art that we will be viewing. (2)

Town Hall Actions (Top Votes)

14. Promote diverse programming (education, art, history) in public space (green space, water). (2 votes)
15. Improve access and promote Waterfront Park as a community destination. (2 votes)
16. Bike map connecting parks and community centers. (1 vote)

City Department Head Suggested Actions

17. Create a program to fund improvement of neighborhood plazas, parks, and other amenities.
18. Update the City's historic resources inventory and develop local incentives for preservation and restoration.

Other Town Hall Actions (Singular Mentions, *Asterisk refers discussion point among group)

19. Encourage partnerships between local businesses, artists, NCPRD, and school district.
20. Promote community-sourced neighborhood design of public spaces – water front park.
21. Historical Society – education of natural resources.
22. Map-Activity walking tour of city history / modern adventure.
23. Develop a community communication/message board/online, etc.
24. Modernize and update parks/or new ones.

PLANET #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.

VAC Preliminary Actions

1. Develop programs and code to better integrate current development in the existing natural environment. (4 dots)
2. Create a robust urban forestry plan. (3 dots)
3. Create a strong tree ordinance. (2 dots)
4. Develop a Backyard Habitat Program or other ecosystem program. (1 dot)
5. Inventory neighborhood wildlife habitats and track growth.

Survey Actions (Top frequently mentioned)

6. More community gardens. (4)
7. Develop educational classes (perhaps through Library) to teach people about native trees and plants, landscaping basics, and value of vegetation in our community. (3)
8. Create guidelines for "heritage" trees. (2)
9. Develop a citywide composting program similar to Portland's. (2)
10. We need less regulations, not more. (2) *They make it so people cannot freely landscape their own properties and remove diseased trees.*
11. Involve schools and senior citizens in tree planting. (2)

Town Hall Actions (Top Votes)

12. Develop programs and code to better integrate current development into the existing natural environment. (4 dots)
13. Create a robust urban forestry plan. (3 dots)
14. Develop a backyard habitat program/ecosystem program. (1 dot)
15. Public education, outreach, published information about natural features. (1 dot)
16. Urban orchard program. (1 dot)
17. Encourage existing development/infrastructure to renew and nurture underappreciated habitat. (1 dot)

City Department Head Suggested Actions

18. Develop a tree protection and tree replacement program (already above). (Denny)
19. Amend the development code and create incentive programs that promote sustainable development. (Denny)

Other Town Hall Actions (Singular Mentions, *Asterisk refers discussion point among group)

20. Compost program.
21. Storm water mitigation.
22. Track # of trees.
23. Update city code.
24. Identity and implement specific trees.
25. Public education.
26. Conserve old growth.
27. Compost management.
28. Spring creek.
29. Science, prosperity, and habitat.
30. Forest gardens/permaculture.
31. Trees – mature and the right plan (removal of bad trees).

32. Backyard habitat.
33. Bees and birds.
34. Development.
35. Flooding.
36. Pavement.
37. Urban forestry.
38. Crown Density.

PLANET #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."

VAC Preliminary Actions

1. Replace stormwater and sewer systems.
2. Restore riparian habitats.
3. Increase wetland opportunities for natural stormwater management.
4. Enhance access for boats and other water activities.
5. Perform regular evaluations of air and water quality monitoring.

Survey Actions (Top frequently mentioned)

6. Remove Kellogg dam and restore the creek. (6)
7. Ensure sustainable funding sources are available before any new programs are developed, and make sure they consider potential impact on business growth. (5)
8. Improve walkway and bike access across McLoughlin Blvd, such as via a bridge or tunnel. (4)
9. Repair NOT replace storm water and sewer systems. (2)
10. Address industrial pollution from local business such as PCC. (2)

Town Hall Actions (Top Votes)

11. Build natural systems for storm water. (5 dots)
12. Finish phase 3 of Milwaukie Bay Park. (3 dots)
13. Develop educational campaign about creeks. (2 dots)
14. Better pedestrian access to MBP (flashing lights). (2 dots)
15. Change code to better protect stream areas. (1 dot)

City Department Head Suggested Actions

16. Develop a natural resource plan and funding mechanism for restoration of Kellogg and Johnson Creeks. (Denny)
17. Develop a plan and funding strategy to implement stormwater improvements and treatment prior to discharge into the creeks and river. (Denny)

Other Town Hall Actions (Singular Mentions, *Asterisk refers discussion point among group)

18. Regular monitoring of air and water quality, and enhance protections with updated codes.
19. Restore creek habitats and wildlife corridors.
20. Include permeable surfaces in city infrastructure.

21. More diverse access to Willamette waterfront.
22. Dock for non-motorized crafts and swimming area (Willamette waterfront).
23. Don't cut down Redwood tree in MBP.
24. Pedestrian overpass (over 99 to MBP).
25. Encourage rentals for human-powered crafts.
26. Encourage ODOT to replace bridge so Kellogg Dam can be removed.
27. Include bioswales in new construction.
28. Rebuild/preserve wetlands for new development.
29. Composting toilets in the parks/waterless urinals.

PLANET #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."

VAC Preliminary Actions

1. Solarize all industrial parks.
2. Conduct an Energy Map and Carbon Wedge Analysis.
3. Harden water and sewer systems.
4. Conduct a Food Systems Analysis.
5. Create an Emergency Preparedness Plan.

Survey Actions (Top frequently mentioned)

6. Encourage more solar and other renewable energy uses by waiving installation permit fees and giving rebates for solar and other renewable energy use. (7)
7. Harness the power of wind. (2)
8. Consider costs of any new regulations. (2)
9. Develop a rebate program for converting to low water toilets. (2)

Town Hall Actions (Top Votes)

10. Encourage new development with incentives to go renewable/with existing development. (5 dots)
11. Community orchard – urban forester needed? (4 dots)
12. City public land promoting gardening and growing. (2 dots)
13. Enhance community gardens and use food for community. (1 dot)
14. Embrace "healthy" food sellers/growers existing and promote and expand. (1 dot)
15. Communicate City programs of existing conservation efforts. (1 dot)
16. Upgrade energy grid! (1 dot)

City Department Head Suggested Actions

17. Create a program similar to the Green Block initiative, which focuses on ways that individual households can reduce their carbon footprint. (Denny)
18. Develop a Climate Action Plan aimed at reducing impacts of City activities on climate. (Denny and Clare Fuchs)
19. Ensure that the City's infrastructure and buildings are able to reasonably withstand natural or man-made disasters, and that the City can be counted on to provide services to its residents during and after an emergency event. (Clare Fuchs)

20. Expand the City's Solar Program. (Clare Fuchs)
21. Develop an energy plan to achieve net-zero status, which includes a strategy, time frame, benchmarks, and incentives. (Denny)
22. Evaluate current emergency response protocols and revised as needed to develop a community resiliency program for emergency and disaster response. (Denny)

Other Town Hall Actions (Singular Mentions, *Asterisk refers discussion point among group)

23. Community processing area and /or commissary.
24. Incentivize businesses to use non fossil fuels.
25. Promote and encourage environmental positive business.
26. Incentivize residential solar and energy efficiency.
27. Analysis of "weak" links in sewer/water system before it breaks.
28. EPS.
29. Encourage expanding CERT (emergency response) program.
30. Organize Neighborhood District Association meeting places.
31. List of 20 things you need in an emergency.

PROSPERITY #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.

VAC Preliminary Actions

1. Host a Career Connections Convention.
2. Create a Library Concierge Position.
3. Develop a K-12 Internship program with local businesses.

Survey Actions (Top frequently mentioned)

4. Support expansion of programs and classes at the Harmony campus of Clackamas Community College. (3)
5. Promote trade schools as an alternative to college. (3)
6. Expand library educational and training programs. (2)
7. Capitalize on bilingual/immersion programs at North Clackamas School District. (2)
8. Create incentives for local businesses to hire residents. (2)

Town Hall Actions (Top Votes)

9. Create library Concierge position for employment and application assistance. (2 dots)
10. Develop a k-12 Internship Program with local businesses. (1 dot)
11. School Mental Health Program. (1 dot)
12. Expand City's role in serving as point of conflict/liaison for Milwaukie businesses to attract/recruit/develop employees. (1 dot)

City Department Head Suggested Actions

13. Support strong schools and grow partnerships with North Clackamas Schools and Clackamas Community College. (Denny)
14. Partner with Clackamas Community College on continuing education that support Milwaukie businesses and industries.

15. Create a city economic development program that emphasizes job retention and development of locally owned businesses. (Denny)
16. Provide incentives for small local businesses that enhance quality of life, including those that enhance learning and increase opportunities for local recreation. (Denny)

Other Town Hall Actions (Singular Mentions, *Asterisk refers discussion point among group)

17. Additional opportunities for younger K-8 school age kids; centralized pathway (fusion, etc).
18. Help identify job skills needed for current/future jobs in Milwaukie and develop our youth to match.
19. Work with NC-12 and other local schools to expand “mapper” spaces and creative opportunities for students.
20. Develop a community center (potentially at library) with flexible/accessible spaces and multiple programs.
21. Improve marketing/communication (outreach) of existing community and educational programs.

PROSPERITY #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.

VAC Preliminary Actions

1. Create designated economic hubs.
2. Construct more housing of different types.

Survey Actions (Top frequently mentioned)

3. Attract at least one more grocery store (3). *Replace Albertsons, eliminate food deserts.*
4. Attract locally owned businesses that become connected to and invested in the neighborhood. (2)
5. Affordable, diverse housing in all neighborhoods. (3)
6. All neighborhoods should have walkable hubs. (2) *Would love to see more neighborhoods with walkable areas for shops and restaurants like downtown Milwaukie.*
7. Create more community gathering spaces. (2)
8. Deregulate and encourage private development. (2)

Town Hall Actions (Top Votes)

9. Design in increased housing density around hubs, with affordable housing. (3 dots)
10. Consider existing opportunity sites. (1 dot)
11. Elevated crossings over RR and Highways. (1 dot)
12. Mixed use zoning to facilitate hubs. (1 dot)
13. Safe active transit routes (barriers between car traffic). (1 dot)

City Department Head Suggested Actions

14. Identify and support development of neighborhood level centers or hubs that provide amenities and commercial services for residents in all neighborhoods.

Other Town Hall Actions (Singular Mentions, *Asterisk refers discussion point among group)

15. Traffic calming (traffic circles). (1 red dot)

16. Strategically located hubs – considering highways and other boundaries.
17. Incubate existing commercial hubs.
18. Identify opportunities for adding new.
19. Hub and spoke public transit network.
20. 20 minute hubs throughout city.
21. Design standards to maintain neighborhood character.
22. Maintain/develop greenspace in each hub.

PROSPERITY #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.

VAC Preliminary Actions

1. Encourage higher density, mixed-use buildings.
2. Market the City as a hub for business incubation.
3. Conduct an analysis of the local economy.
4. Provide tax benefits or other incentives to encourage sustainable, long-term, living-wage business to move their operations to Milwaukie.
5. Create initiatives like “Buy Local” and “Best for Milwaukie”.

Survey Actions (Top frequently mentioned)

6. Encourage more grocery store options, including at Milwaukie Marketplace, downtown, and in neighborhoods. (6)
7. Ensure future of Milwaukie Farmer’s Market. (4) *Create a new plaza that can be used year-round as a hub in downtown which can host events.*
8. Provide more parking downtown to support businesses. (3)
9. Support existing small businesses downtown. (3)
10. Encourage businesses on Main St (and other streets downtown) to be OPEN, inviting, diverse and attractive to the public! Reduce empty store fronts. (2)
11. Preserve industrial areas. (2)
12. Discourage high density buildings unless you have adequate parking. (2) *Not everyone in Milwaukie rides a bike or jogs.*

Town Hall Actions (Top Votes)

13. Recruit businesses that Milwaukie wants to inhabit business space (targeted industries). (2 dots)
14. Turn Milwaukie Marketplace in a community center. (1 dot)
15. Create a “Portland Mercado” type business in the marketplace. (1 dot)
16. Incentivize the use of empty lots as businesses. (1 dot)
17. Incentives for creating business in a mixed use environment. (1 dot)
18. Find and develop B-Corp businesses. (1 dot)
19. Pay it forward home improvement neighborhoods. (1 dot)
20. Create a “Best for Milwaukie” initiative to encourage businesses to compete to be the best for the community. (1 dot)

21. Create a “Buy Local” initiative. (1 dot)

City Department Head Suggested Actions

- 22. The City is a responsible financial steward, using its resources in a proactive and respectful manner. (Clare Fuchs)
- 23. Identify neighborhood centers and the level of services and amenities desired in each neighborhood, and develop implementation programs to provide those services and amenities.
- 24. Support innovative businesses that provide high wages and are environmentally friendly.
- 25. Partner with CCC and other to ensure Milwaukie residents can be trained for new jobs.

Other Town Hall Actions (Singular Mentions, *Asterisk refers discussion point among group)

- 26. Identify industry and businesses that fit Milwaukie.
- 27. Create local business incubators.
- 28. Develop space efficient business places.
- 29. Trade incubators inside neighborhoods (carpenters, electricians, etc).

APPENDIX D: Community Conversations

The City of Milwaukie initiated two phases of “Community Conversations” during the *Milwaukie All Aboard Community Vision and Action Plan* process. With consultant team assistance, these activities engaged nearly 300 people, gathering input from a diverse range of community members. This guidance helped shape the topics and themes used in the development of the vision statement, goals and action items.

What are Community Conversations?



“Community Conversations,” convened by Cogan Owens Greene (COG), are small group discussions held during regularly scheduled meetings or events with community groups and organizations. By going to where the people are, these “meetings in a box” are hosted on an organization’s agenda, allowing for a broader reach to those who may not come to a public meeting or participate in an online survey.

All Community Conversations for the *Milwaukie All Aboard Community Vision and Action Plan* process were structured around a set of agreed upon questions. The discussion was facilitated by City staff or COG team members. A paid Youth Vision Action Team Member was present to take notes. COG organized and summarized themes to inform the development of the vision statement, goals and action items.

Who participated?

In the Fall of 2016, team members facilitated 17 Community Conversations over the course of two months. These included conversations with the following organizations:

- City Budget and Audit Committee
- Citizens Utility Advisory Board
- Hector Campbell Neighborhood District Association
- Historic Milwaukie Neighborhood District Association
- Island Station Neighborhood District Association
- Lake Road Neighborhood District Association
- Ledding Library Board
- Lewelling Neighborhood District Association
- Linwood Neighborhood District Association
- Madres de Corazon
- Metropolitan Family Services
- Milwaukie High School (3 classes)
- Vision Advisory Committee Applicants



- Neighborhood District Association Quarterly Leadership
- Rotary Club



In the Spring of 2017, nine additional Community Conversations were held, including:

- Ardenwald Neighborhood District Association
- Hillside Manor
- Rotary Club
- Historic Milwaukie Neighborhood District Association
- Hector Campbell Neighborhood District Association
- Lewelling Neighborhood District Association
- Lake Road Neighborhood District Association
- Linwood Neighborhood District Association
- Island Station Neighborhood District Association



What were the themes?



In the first phase, participants were asked why they chose Milwaukie to be their home and/or place of business. They discussed what is going well in Mikwaukie, any concerns about the City and community, and what Milwaukie should be like in 2040. Themes included accessible transportation (in terms of choice, access and quality), sense of community (including the “small town feel” and assets like schools), innovative economic growth and development, and affordability.



The second phase focused on the draft vision and discussing preliminary actions. The vision statement was crafted through guidance received from the Vision Advisory Committee (VAC), the first round of Community Conversations, Town Hall Events, James Rojas’ hands-on “Place-It” workshops, online surveys, and fairs and events. Community members discussed the action items and any additional implementing partners. These discussions helped the VAC, Steering Committee and staff finalize the action items for the Final Vision and Action Plan.

Facilitators and Staff: David Levitan, Mary Heberling (City of Milwaukie); Anais Mathez, Kirstin Greene (Cogan Owens Greene); Daniel Franco-Nunez (IZO Marketing); Odalis Aguilar-Aguilar, Max Bernardi, Tyrenna Jacobs, Sarai Rodriguez (Milwaukie High School Youth Vision Action Team).

APPENDIX E: Final Survey Results (May 2017)



SURVEY RESULTS

MAY 2017

Milwaukie Community Vision and Action Plan

ABSTRACT

During the month of May 2017, residents of Milwaukie, Oregon were asked to take a survey expressing their personal priorities out of those proposed in the Milwaukie Community Vision and Action Plan. Over a period of three weeks, 216 responses were collected. The results of the survey clearly illustrates the first and second priorities for each of the four plan themes – People, Place, Planet and Prosperity. Respondents also had the opportunity to write in their overall top priority. The results of this survey are summarized within.

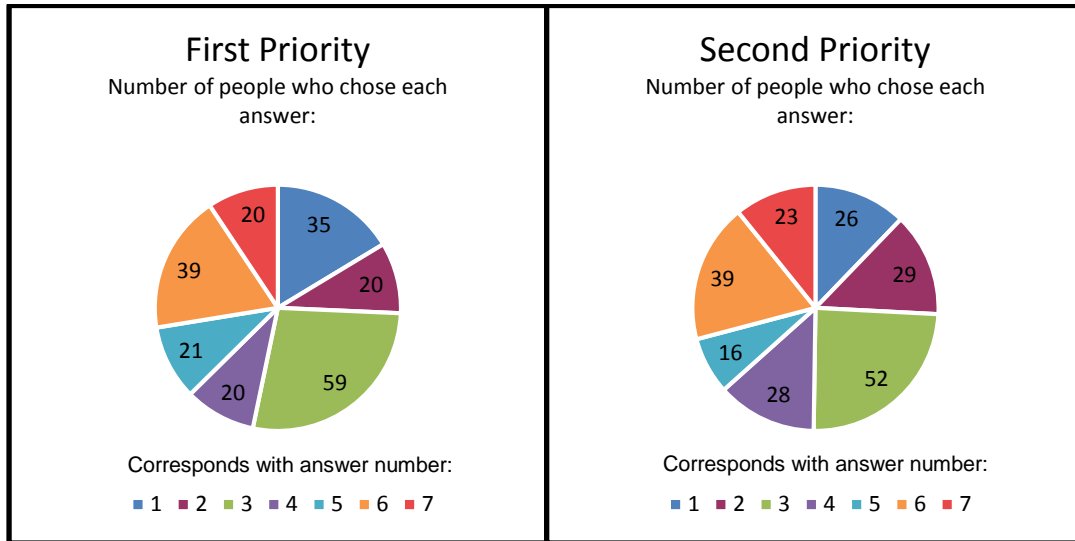


Last update August 18, 2017

Q1 Please select your first and second-highest priority actions:

Answered: 214 Skipped: 2

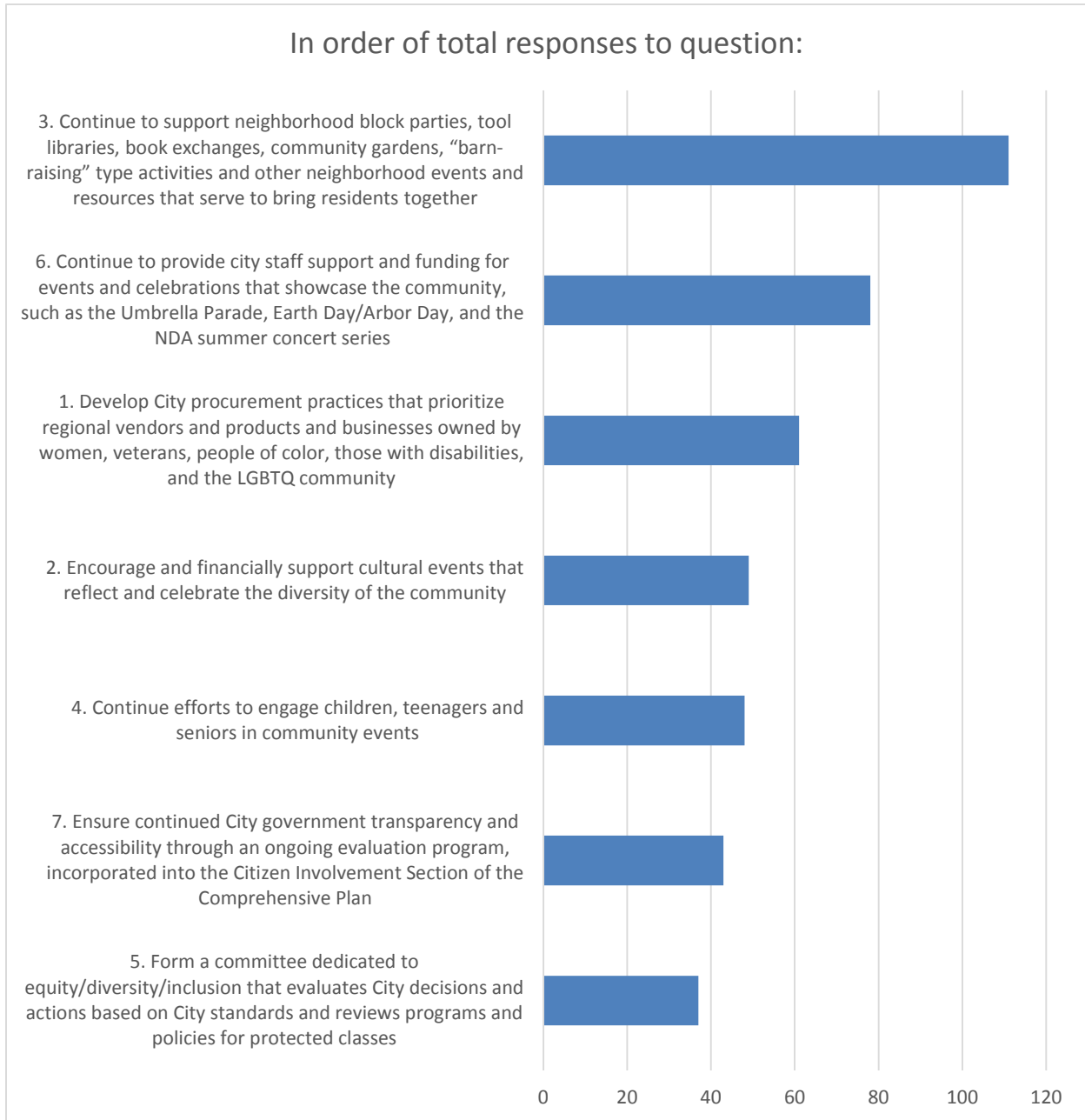
Theme 1: People - Goal Statement 1: *Milwaukie is an inclusive community of diverse people from a variety of backgrounds that honors our differences and shared similarities. We are engaged and come together in many ways through various events and community gathering places, where we can celebrate our interests and passions.*



Of the 214 people who responded to this question the majority chose answer 3, “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”, as their first priority. This answer was also favored as the top second priority.

Priority	First Priority	Second Priority	Total
1. 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	57.38% 35	42.62% 26	61
2. Encourage and financially support cultural events that reflect and celebrate the diversity of the community	40.82% 20	59.18% 29	49
3. 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	53.15% 59	46.85% 52	111
4. Continue efforts to engage children, teenagers and seniors in community events	41.67% 20	58.33% 28	48
5. Form a committee dedicated to equity/diversity/inclusion that evaluates City decisions and actions based on City standards and reviews programs and policies for protected classes	56.76% 21	43.24% 16	37
6. 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, and the NDA summer concert series	50.00% 39	50.00% 39	78
7. Ensure continued City government transparency and accessibility through an ongoing evaluation program, incorporated into the Citizen Involvement Section of the Comprehensive Plan	46.51% 20	53.49% 23	43

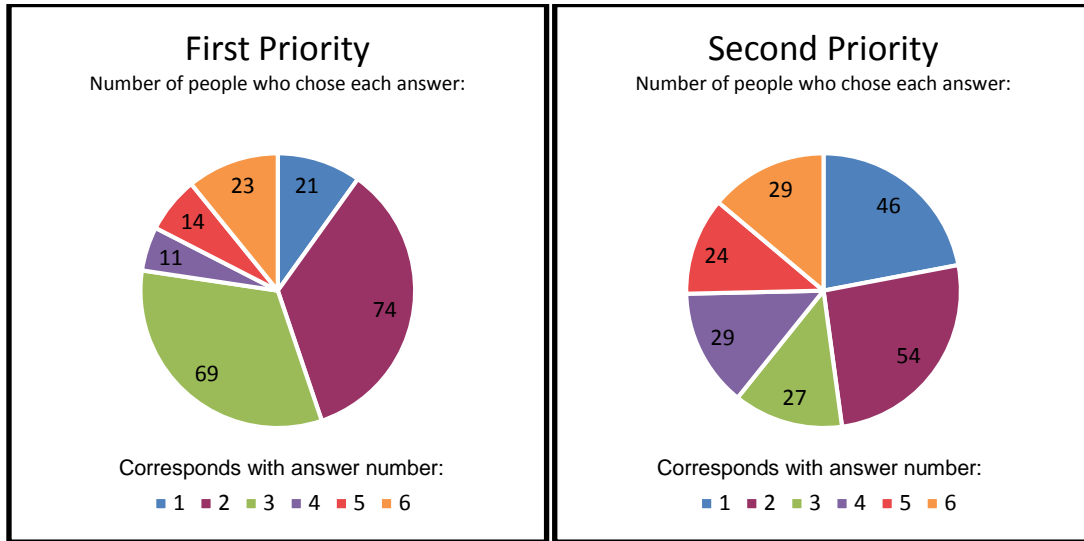
Theme 1: People - Goal Statement 1: *Milwaukie is an inclusive community of diverse people from a variety of backgrounds that honors our differences and shared similarities. We are engaged and come together in many ways through various events and community gathering places, where we can celebrate our interests and passions.*



Q2 Please select your first and second-highest priority actions:

Answered: 212 Skipped: 4

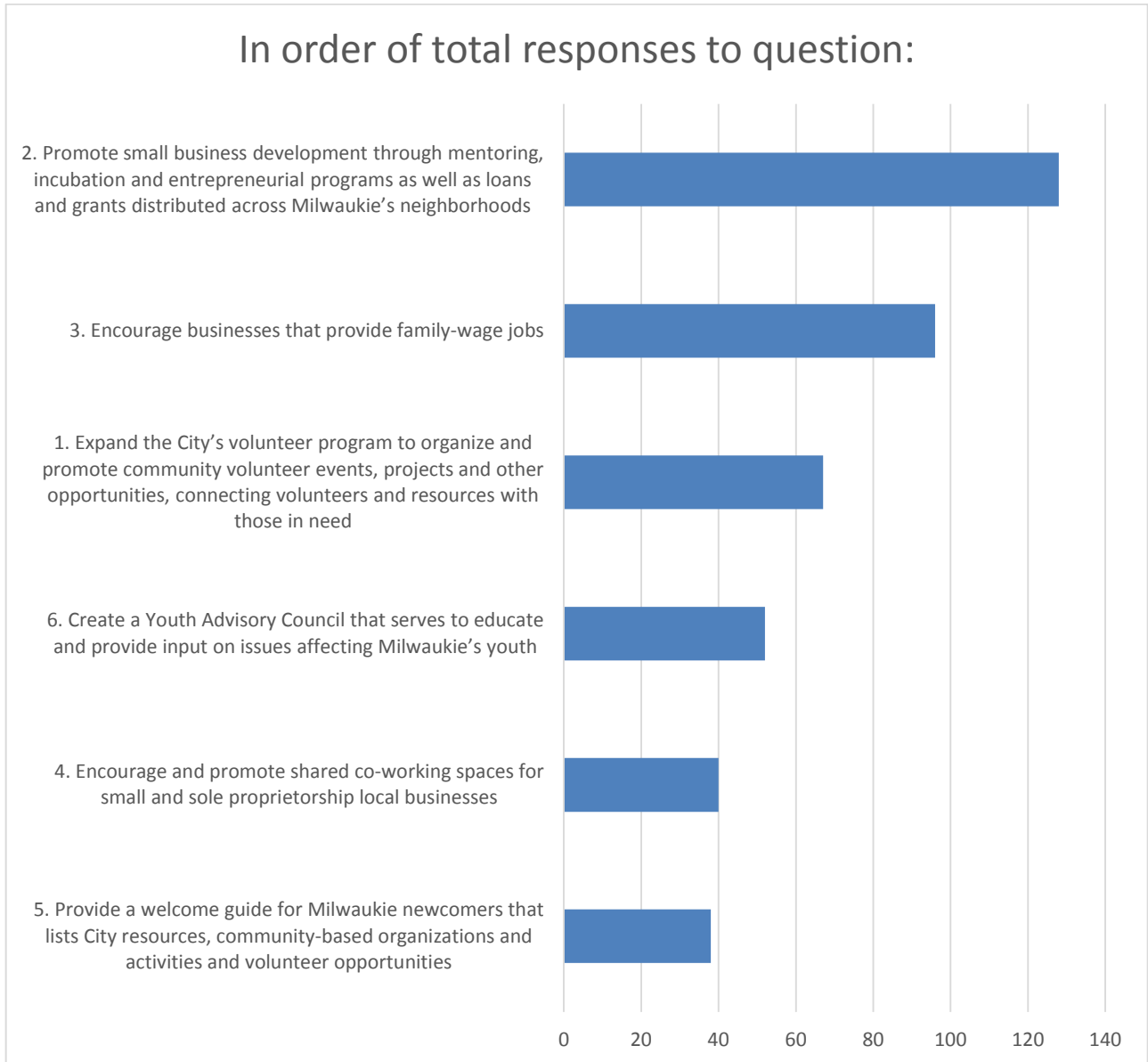
Theme 1: People - Goal Statement 2: *Milwaukie is a diverse community that provides opportunities and support for all of its residents through a variety of resources and enriching activities. We encourage and support a vibrant local economy that contributes to a high quality of life where residents can live, work, learn, and play.*



For this question, 212 people responded with a near split for top first priority. By a small margin the option to “Promote small business development through mentoring, incubation and entrepreneurial programs as well as loans and grants distributed across Milwaukie’s neighborhoods” came out as the first priority. The top second priority option, the same option as chosen for first priority, also came in by a small margin.

Priority	First Priority	Second Priority	Total
1. 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	31.34% 21	68.66% 46	67
2. Promote small business development through mentoring, incubation and entrepreneurial programs as well as loans and grants distributed across Milwaukie’s neighborhoods	57.81% 74	42.19% 54	128
3. Encourage businesses that provide family-wage jobs	71.88% 69	28.13% 27	96
4. Encourage and promote shared co-working spaces for small and sole proprietorship local businesses	27.50% 11	72.50% 29	40
5. Provide a welcome guide for Milwaukie newcomers that lists City resources, community-based organizations and activities and volunteer opportunities	36.84% 14	63.16% 24	38
6. Create a Youth Advisory Council that serves to educate and provide input on issues affecting Milwaukie’s youth	44.23% 23	55.77% 29	52

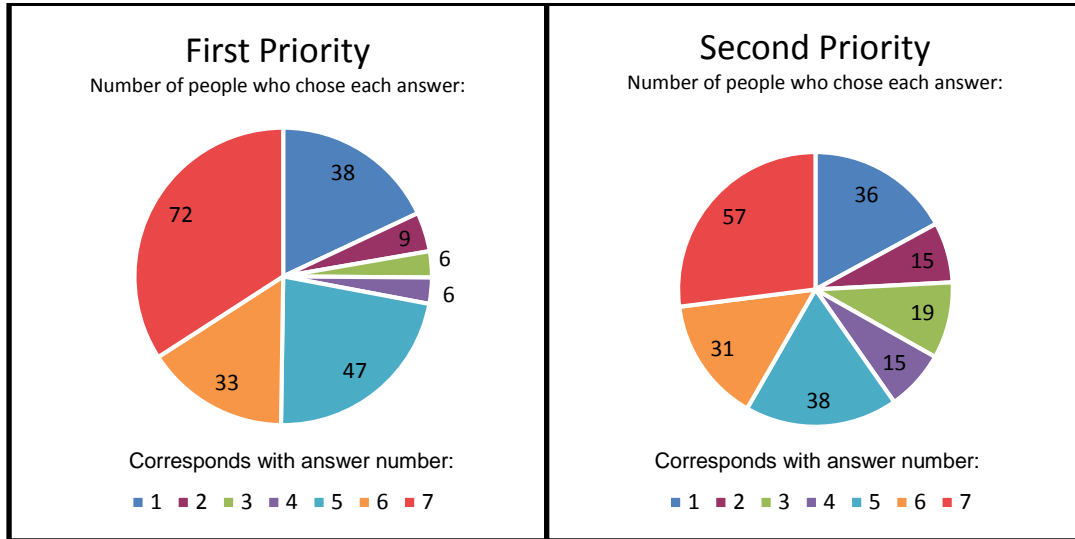
Theme 1: People - Goal Statement 2: *Milwaukie is a diverse community that provides opportunities and support for all of its residents through a variety of resources and enriching activities. We encourage and support a vibrant local economy that contributes to a high quality of life where residents can live, work, learn, and play.*



Q3 Please select your first and second-highest priority actions:

Answered: 212 Skipped: 4

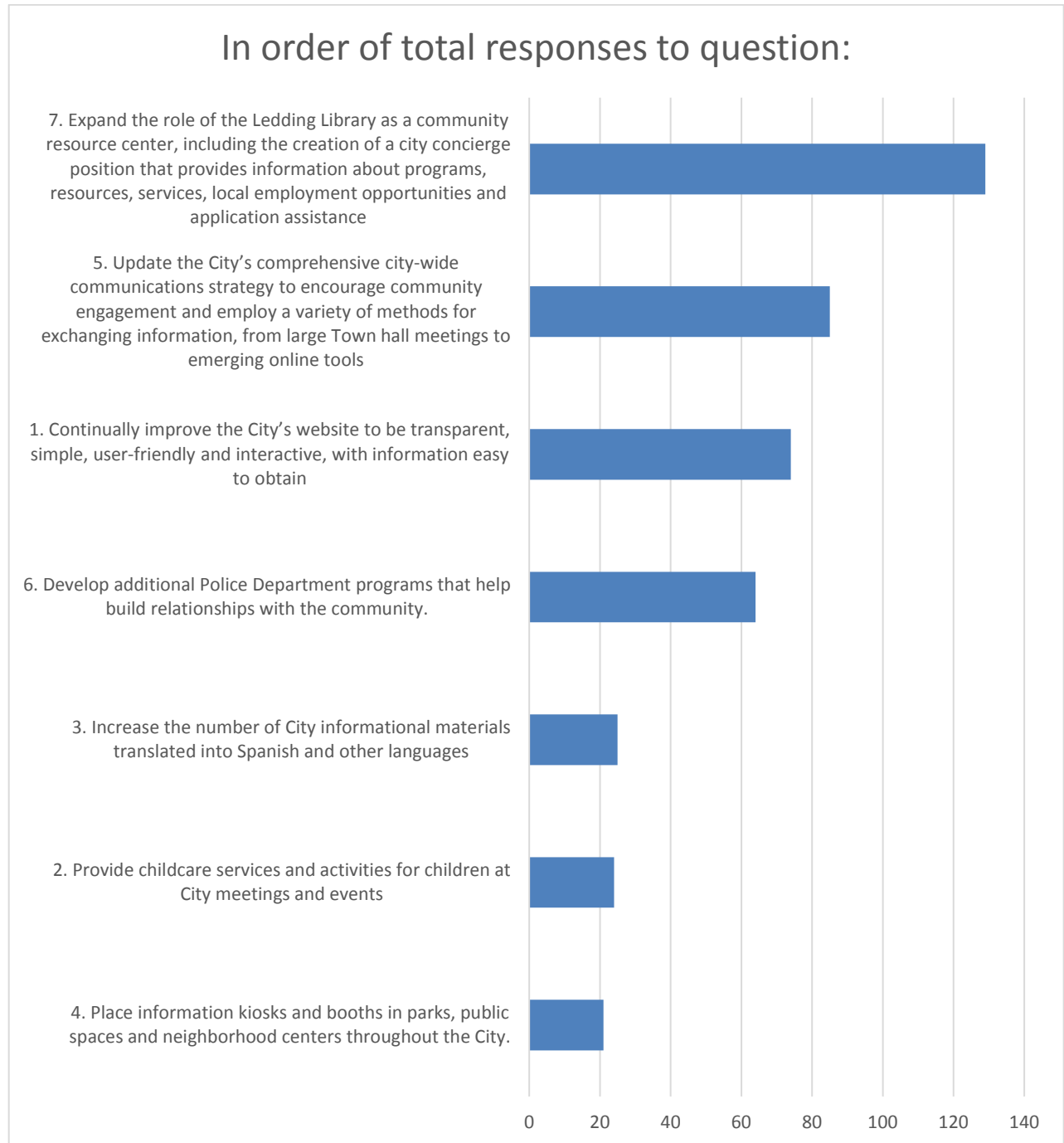
Theme 1: People - Goal Statement 3: *The City of Milwaukie is an open portal where information is readily available, easily exchanged, and responsive. Residents feel empowered and have opportunities to engage and share ideas.*



By an overwhelming margin, 212 people chose “Expand the role of the Ledding Library as a community resource center, including the creation of a city concierge position that provides information about programs, resources, services, local employment opportunities and application assistance” as their number one priority on this question. As with the first two questions, the same answer came in as the top choice for second priority.

Priority	First Priority	Second Priority	Total
1. Continually improve the City’s website to be transparent, simple, user-friendly and interactive, with information easy to obtain	51.35% 38	48.65% 36	74
2. Provide childcare services and activities for children at City meetings and events	37.50% 9	62.50% 15	24
3. Increase the number of City informational materials translated into Spanish and other languages	24.00% 6	76.00% 19	25
4. Place information kiosks and booths in parks, public spaces and neighborhood centers throughout the City.	28.57% 6	71.43% 15	21
5. 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	55.29% 47	44.71% 38	85
6. Develop additional Police Department programs that help build relationships with the community.	51.56% 33	48.44% 31	64
7. Expand the role of the Ledding Library as a community resource center, including the creation of a city concierge position that provides information about programs, resources, services, local employment opportunities and application assistance	55.81% 72	44.19% 57	129

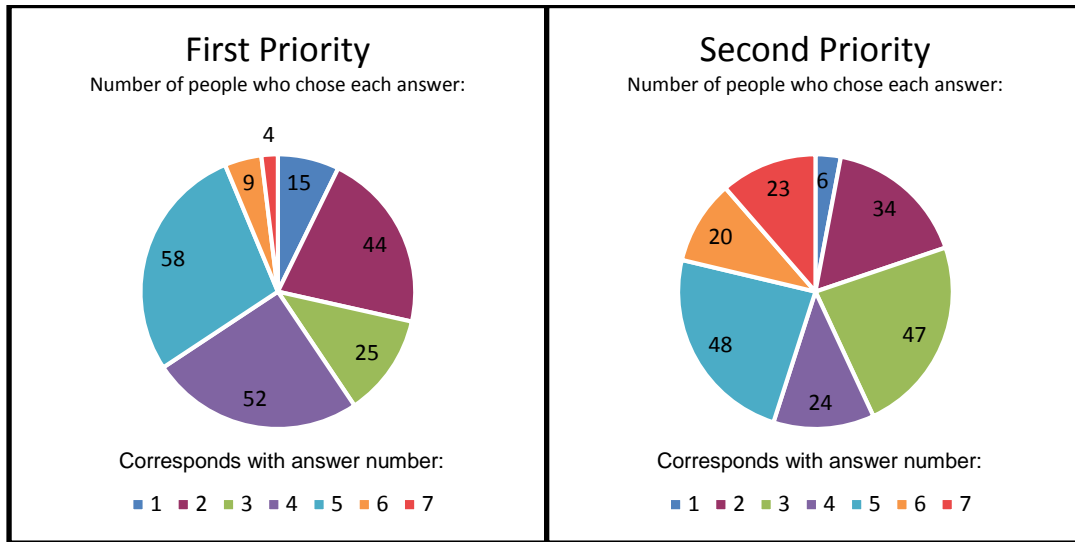
Theme 1: People - Goal Statement 3: *The City of Milwaukie is an open portal where information is readily available, easily exchanged, and responsive. Residents feel empowered and have opportunities to engage and share ideas.*



Q4 Please select your first and second-highest priority actions:

Answered: 206 Skipped: 10

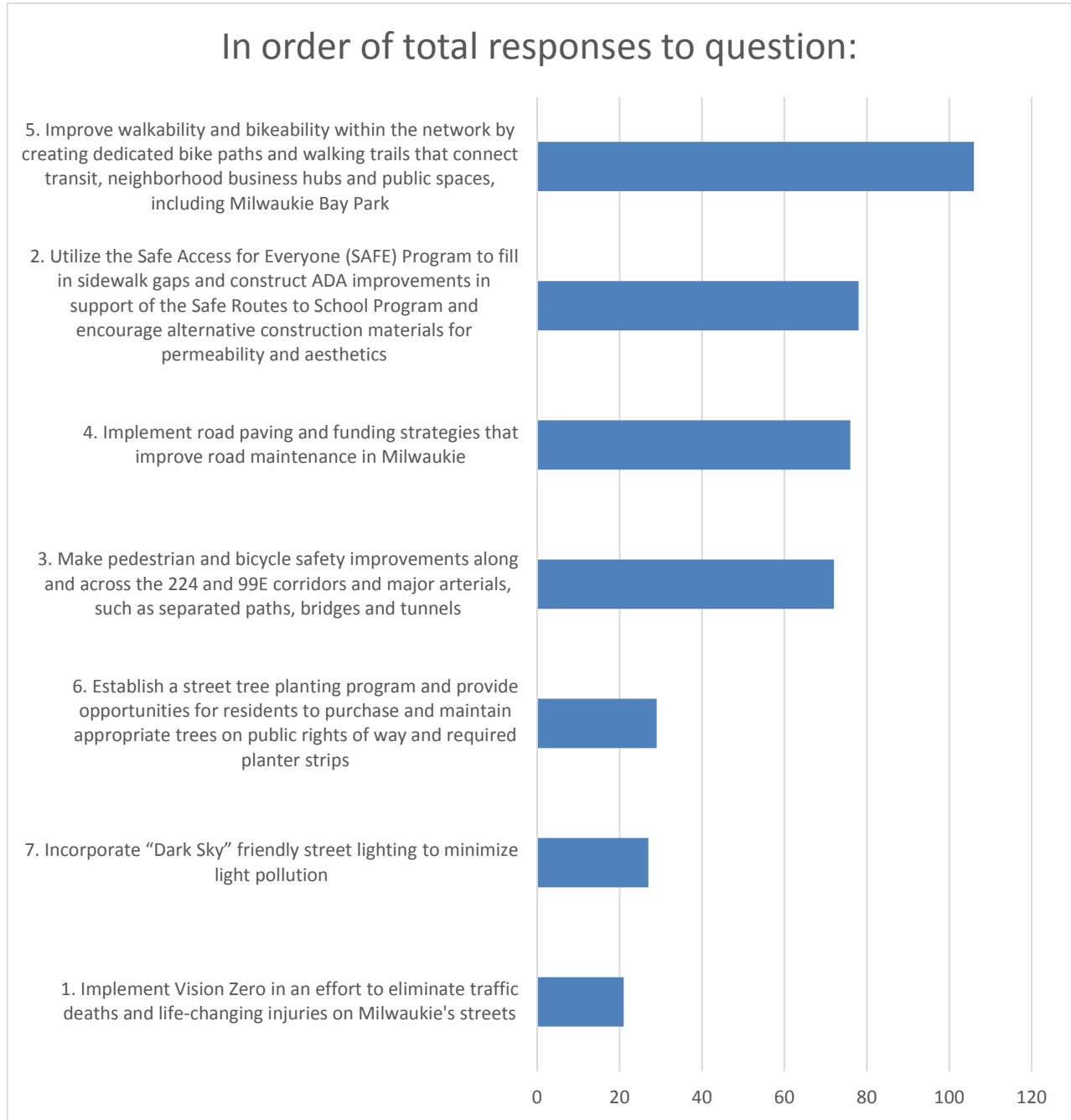
Theme 2: Place - Goal Statement 1: *Milwaukie has a complete, clean and attractive network of sidewalks, bike lanes and paths that enable accessibility, mobility, and safety for all. Streets are tree-lined, well-lit and designed to promote a healthy and active lifestyle. There is a seamless transition between walking, biking, and transit to key amenities and neighborhood centers.*



The answer, “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”, took top first and top second priority by only a few points each. Runner up for first priority was “Implement road paving and funding strategies that improve road maintenance in Milwaukie” while “Make pedestrian and bicycle safety improvements along and across the 224 and 99E corridors and major arterials, such as separated paths, bridges and tunnels” came in close for second priority.

Priority	First Priority	Second Priority	Total
1. Implement Vision Zero in an effort to eliminate traffic deaths and life-changing injuries on Milwaukie's streets	71.43% 15	28.57% 6	21
2. 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 and encourage alternative construction materials for permeability and aesthetics	56.41% 44	43.59% 34	78
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	34.72% 25	65.28% 47	72
4. Implement road paving and funding strategies that improve road maintenance in Milwaukie	68.42% 52	31.58% 24	76
5. 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	54.72% 58	45.28% 48	106
6. 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	31.03% 9	68.97% 20	29
7. Incorporate “Dark Sky” friendly street lighting to minimize light pollution	14.81% 4	85.19% 23	27

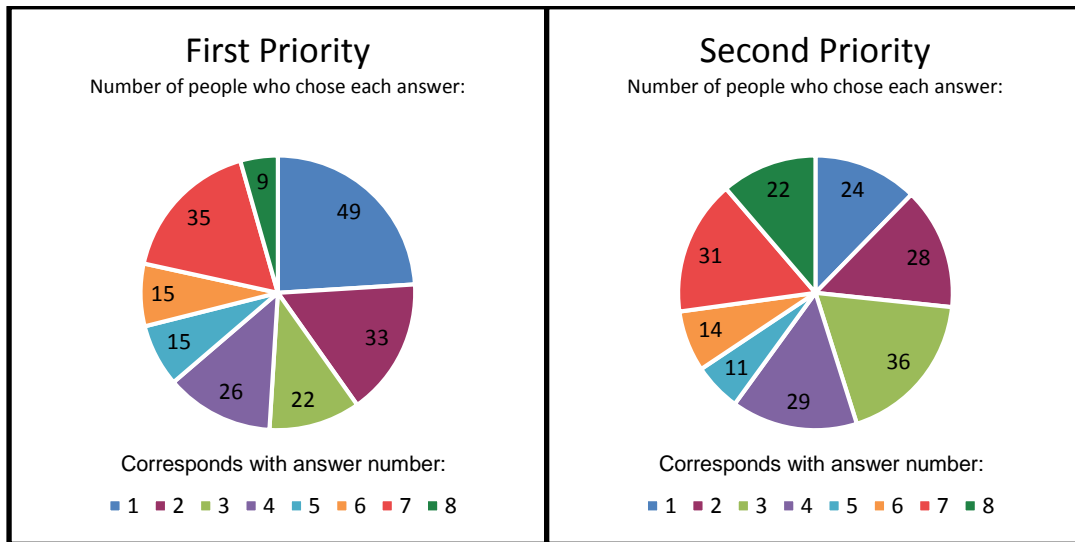
Theme 2: Place - Goal Statement 1: *Milwaukie has a complete, clean and attractive network of sidewalks, bike lanes and paths that enable accessibility, mobility, and safety for all. Streets are tree-lined, well-lit and designed to promote a healthy and active lifestyle. There is a seamless transition between walking, biking, and transit to key amenities and neighborhood centers.*



Q5 Please select your first and second-highest priority actions:

Answered: 203 Skipped: 13

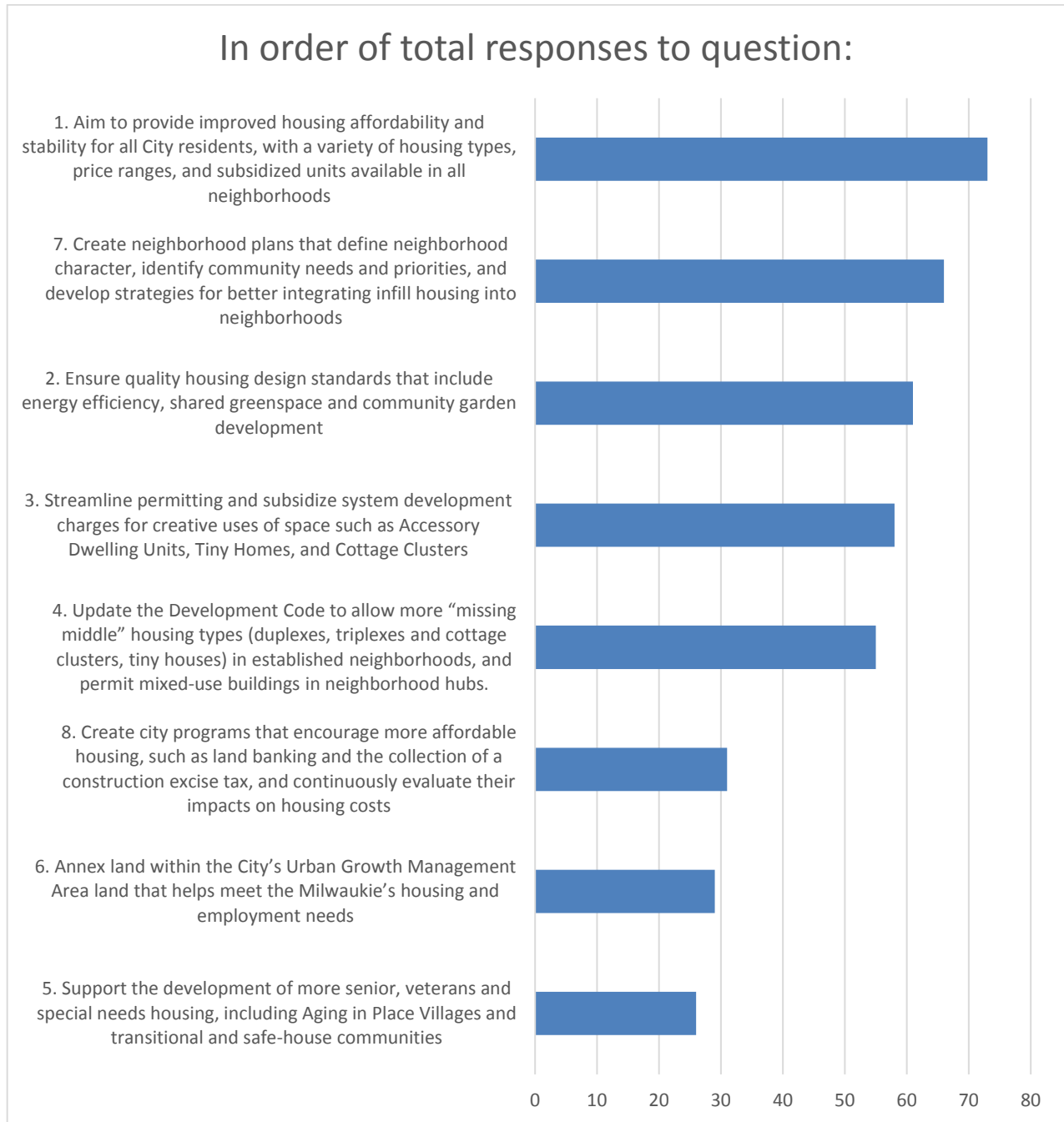
Theme 2: Place - Goal Statement 2: *Milwaukie invests in housing options that provide affordability, high quality development and good design, promoting quality living environments. It maintains the small neighborhood feel through creative use of space with housing options that embrace community inclusion and promote stability.*



The option “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” was clearly first choice as first priority. The second priority, “Streamline permitting and subsidize system development charges for creative uses of space such as Accessory Dwelling Units, Tiny Homes, and Cottage Clusters”, came in by as first in a tight race of three options.

Priority	First Priority	Second Priority	Total
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	67.12% 49	32.88% 24	73
2. Ensure quality housing design standards that include energy efficiency, shared greenspace and community garden development	54.10% 33	45.90% 28	61
3. Streamline permitting and subsidize system development charges for creative uses of space such as Accessory Dwelling Units, Tiny Homes, and Cottage Clusters	37.93% 22	62.07% 36	58
4. 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.	47.27% 26	52.73% 29	55
5. Support the development of more senior, veterans and special needs housing, including Aging in Place Villages and transitional and safe-house communities	57.69% 15	42.31% 11	26
6. Annex land within the City’s Urban Growth Management Area land that helps meet the Milwaukie’s housing and employment needs	51.72% 15	48.28% 14	29
7. Create neighborhood plans that define neighborhood character, identify community needs and priorities, and develop strategies for better integrating infill housing into neighborhoods	53.03% 35	46.97% 31	66
8. 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	29.03% 9	70.97% 22	31

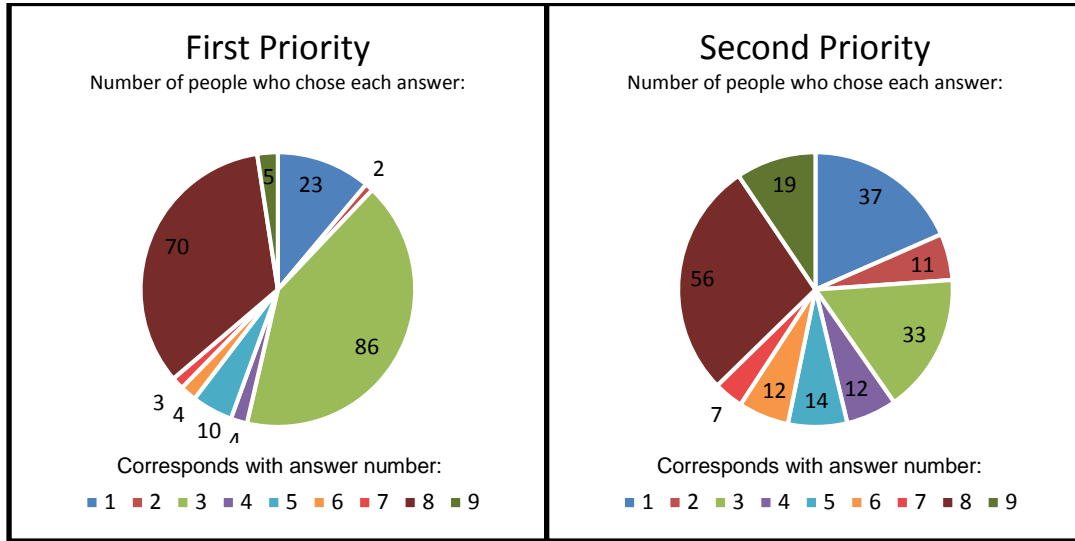
Theme 2: Place - Goal Statement 2: *Milwaukie invests in housing options that provide affordability, high quality development and good design, promoting quality living environments. It maintains the small neighborhood feel through creative use of space with housing options that embrace community inclusion and promote stability.*



Q6 Please select your first and second-highest priority actions:

Answered: 206 Skipped: 10

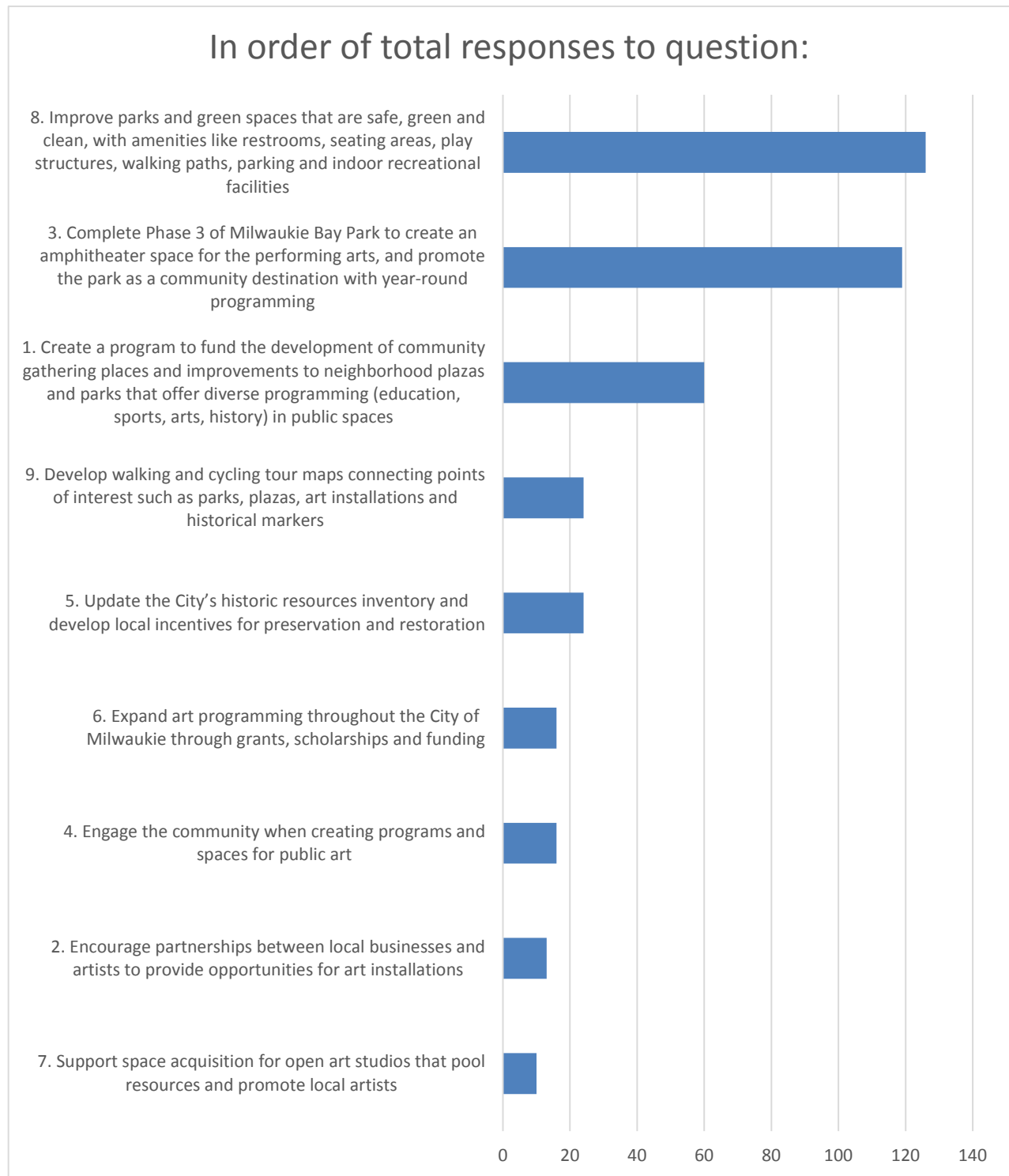
Theme 2: Place - Goal Statement 3: *Milwaukie collaborates with community partners to create and preserve spaces to inspire the public to be engaged with the city’s past and future. Art and innovation is weaved into the fabric of the city.*



Nearly half of all respondents chose “Complete Phase 3 of Milwaukie Bay Park to create an amphitheater space for the performing arts, and promote the park as a community destination with year-round programming” as their first priority. The top second priority, “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” was also a popular first priority.

Priority	First Priority	Second Priority	Total
1. 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	38.33% 23	61.67% 37	60
2. Encourage partnerships between local businesses and artists to provide opportunities for art installations	15.38% 2	84.62% 11	13
3. Complete Phase 3 of Milwaukie Bay Park to create an amphitheater space for the performing arts, and promote the park as a community destination with year-round programming	72.27% 86	27.73% 33	119
4. Engage the community when creating programs and spaces for public art	25.00% 4	75.00% 12	16
5. Update the City’s historic resources inventory and develop local incentives for preservation and restoration	41.67% 10	58.33% 14	24
6. Expand art programming throughout the City of Milwaukie through grants, scholarships and funding	25.00% 4	75.00% 12	16
7. Support space acquisition for open art studios that pool resources and promote local artists	30.00% 3	70.00% 7	10
8. 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	55.56% 70	44.44% 56	126
9. Develop walking and cycling tour maps connecting points of interest such as parks, plazas, art installations and historical markers	20.83% 5	79.17% 19	24

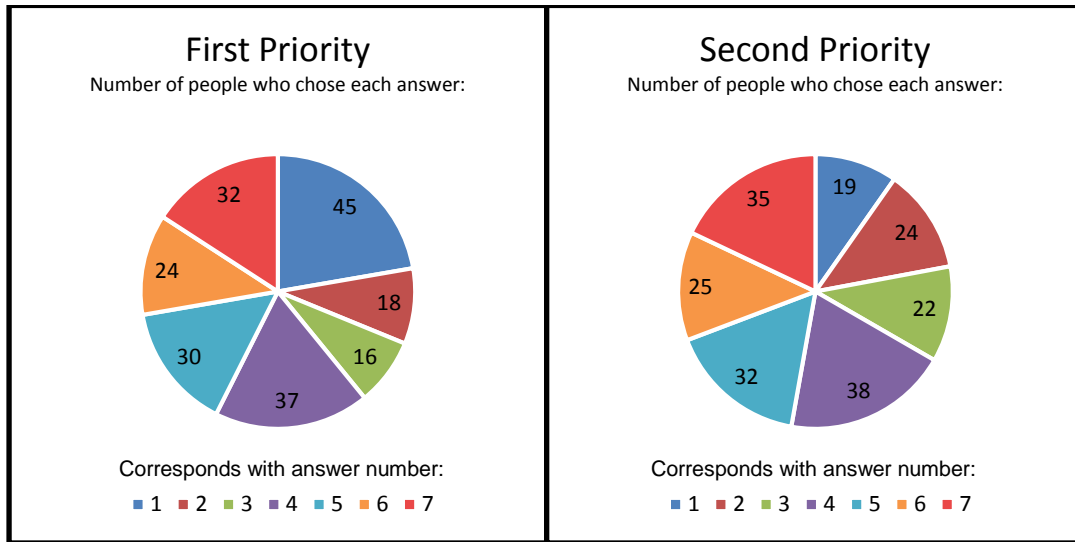
Theme 2: Place - Goal Statement 3: *Milwaukie collaborates with community partners to create and preserve spaces to inspire the public to be engaged with the city's past and future. Art and innovation is weaved into the fabric of the city.*



Q7 Please select your first and second-highest priority actions:

Answered: 201 Skipped: 15

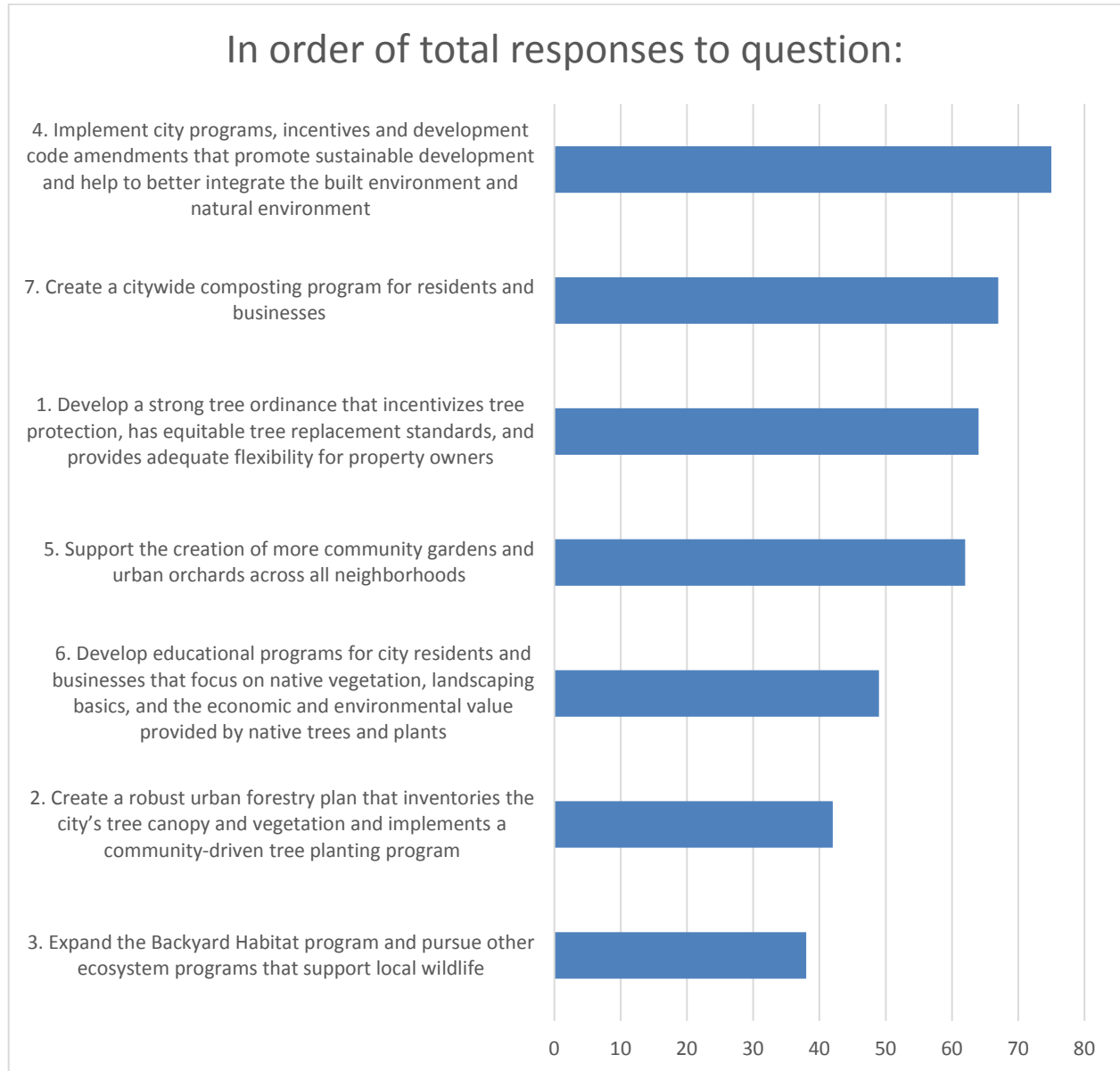
Theme 3: Planet - Goal Statement 1: *The entire city nurtures a connected canopy of trees planted and stewarded by its residents. Smart and focused development honors and prioritizes life-sustaining natural resources.*



First priority, “Develop a strong tree ordinance that incentivizes tree protection, has equitable tree replacement standards, and provides adequate flexibility for property owners”, took first place as 1/4 of all responses. The second priority responses were far more divisive with three options coming in close. The winner, by only 3, was “Implement city programs, incentives and development code amendments that promote sustainable development and help to better integrate the built environment and natural environment.”

Priority	First Priority	Second Priority	Total
1. Develop a strong tree ordinance that incentivizes tree protection, has equitable tree replacement standards, and provides adequate flexibility for property owners	70.31% 45	29.69% 19	64
2. Create a robust urban forestry plan that inventories the city's tree canopy and vegetation and implements a community-driven tree planting program	42.86% 18	57.14% 24	42
3. Expand the Backyard Habitat program and pursue other ecosystem programs that support local wildlife	42.11% 16	57.89% 22	38
4. Implement city programs, incentives and development code amendments that promote sustainable development and help to better integrate the built environment and natural environment	49.33% 37	50.67% 38	75
5. Support the creation of more community gardens and urban orchards across all neighborhoods	48.39% 30	51.61% 32	62
6. 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	48.98% 24	51.02% 25	49
7. Create a citywide composting program for residents and businesses	47.76% 32	52.24% 35	67

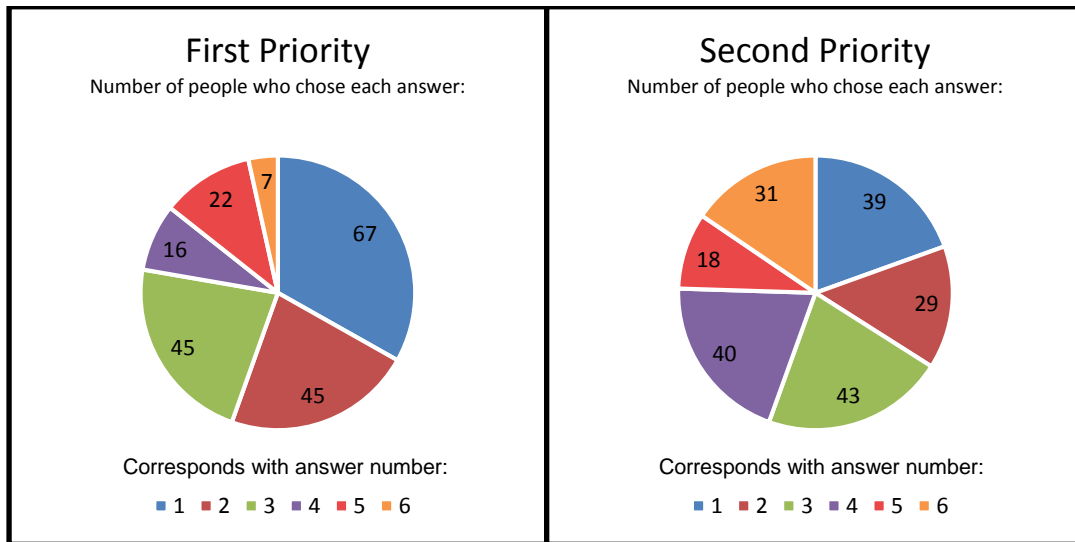
Theme 3: Planet - Goal Statement 1: *The entire city nurtures a connected canopy of trees planted and stewarded by its residents. Smart and focused development honors and prioritizes life-sustaining natural resources.*



Q8 Please select your first and second-highest priority actions:

Answered: 203 Skipped: 13

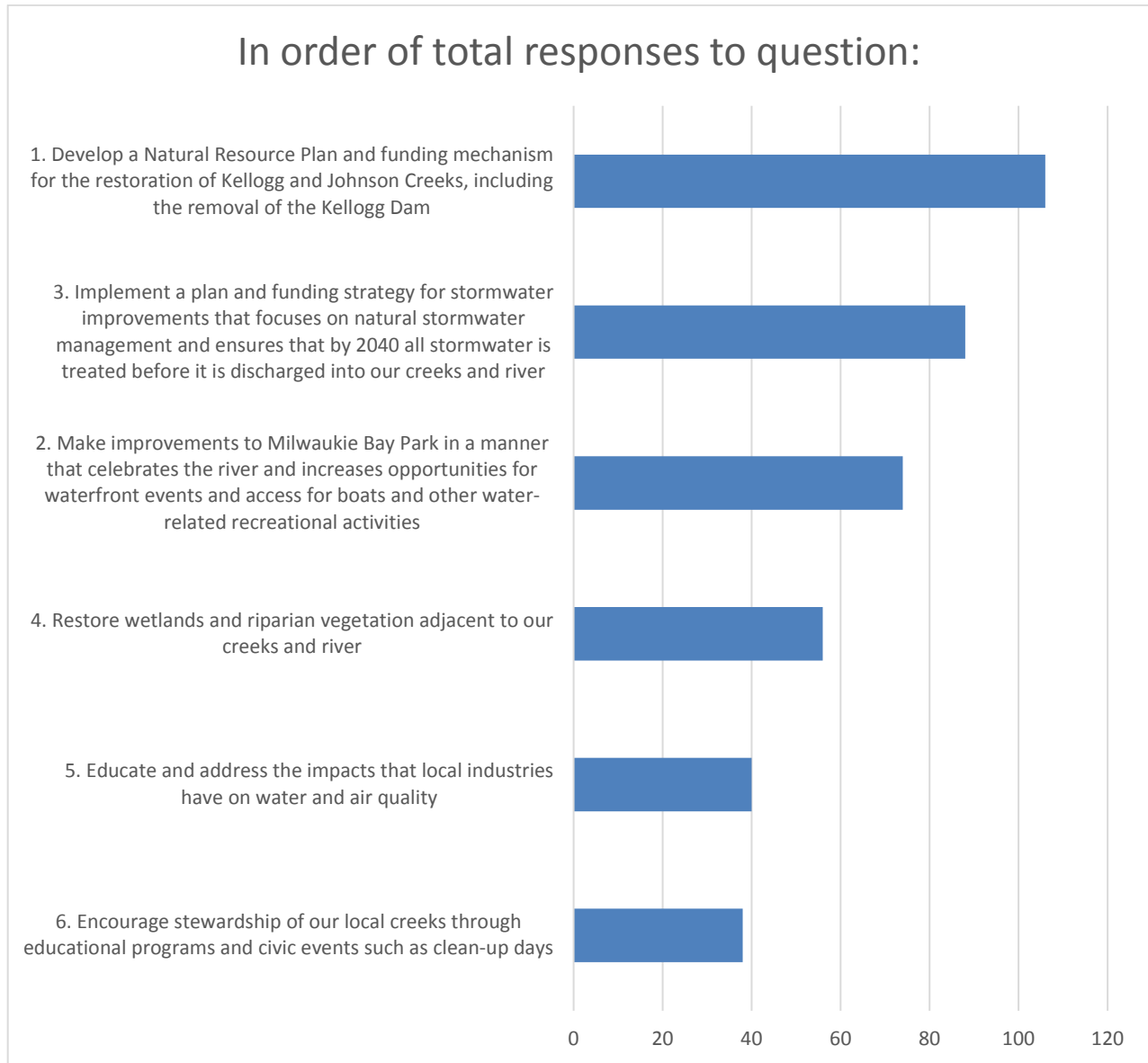
Theme 3: Planet - Goal Statement 2: *Milwaukie has free flowing, accessible, pristine waterways that are protected by a robust stormwater treatment system. Stewardship over the Willamette waterfront ensures that this natural resource can be enjoyed for generations.*



The option, “Develop a Natural Resource Plan and funding mechanism for the restoration of Kellogg and Johnson Creeks, including the removal of the Kellogg Dam”, was top first priority. Second priority was once again very divisive with three options in a dead heat. The top choice, winning by 3, was “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”.

Priority	First Priority	Second Priority	Total
1. Develop a Natural Resource Plan and funding mechanism for the restoration of Kellogg and Johnson Creeks, including the removal of the Kellogg Dam	63.21% 67	36.79% 39	106
2. 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	60.81% 45	39.19% 29	74
3. 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	51.14% 45	48.86% 43	88
4. Restore wetlands and riparian vegetation adjacent to our creeks and river	28.57% 16	71.43% 40	56
5. Educate and address the impacts that local industries have on water and air quality	55.00% 22	45.00% 18	40
6. Encourage stewardship of our local creeks through educational programs and civic events such as clean-up days	18.42% 7	81.58% 31	38

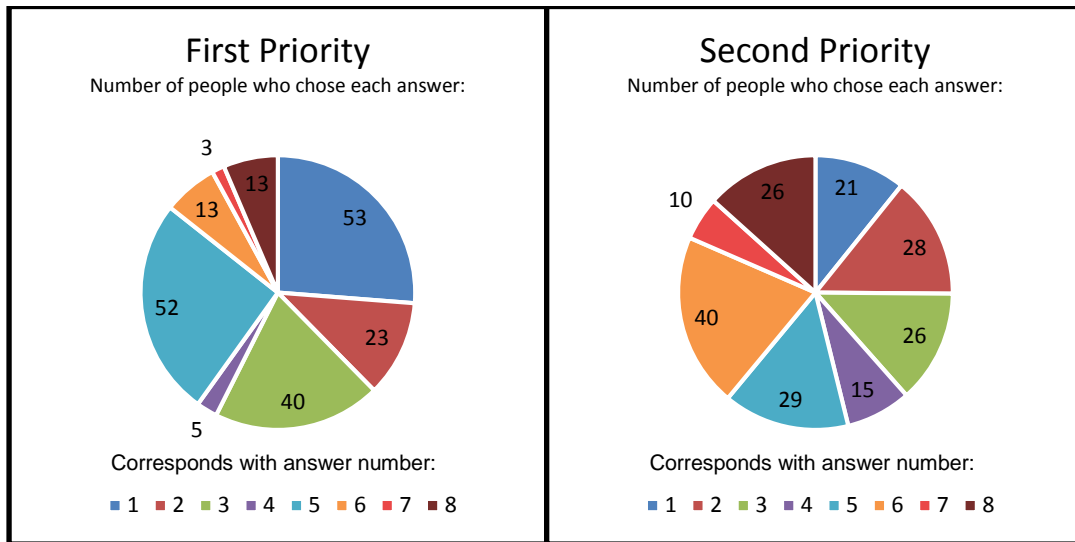
Theme 3: Planet - Goal Statement 2: *Milwaukie has free flowing, accessible, pristine waterways that are protected by a robust stormwater treatment system. Stewardship over the Willamette waterfront ensures that this natural resource can be enjoyed for generations.*



Q9 Please select your first and second-highest priority actions:

Answered: 200 Skipped: 16

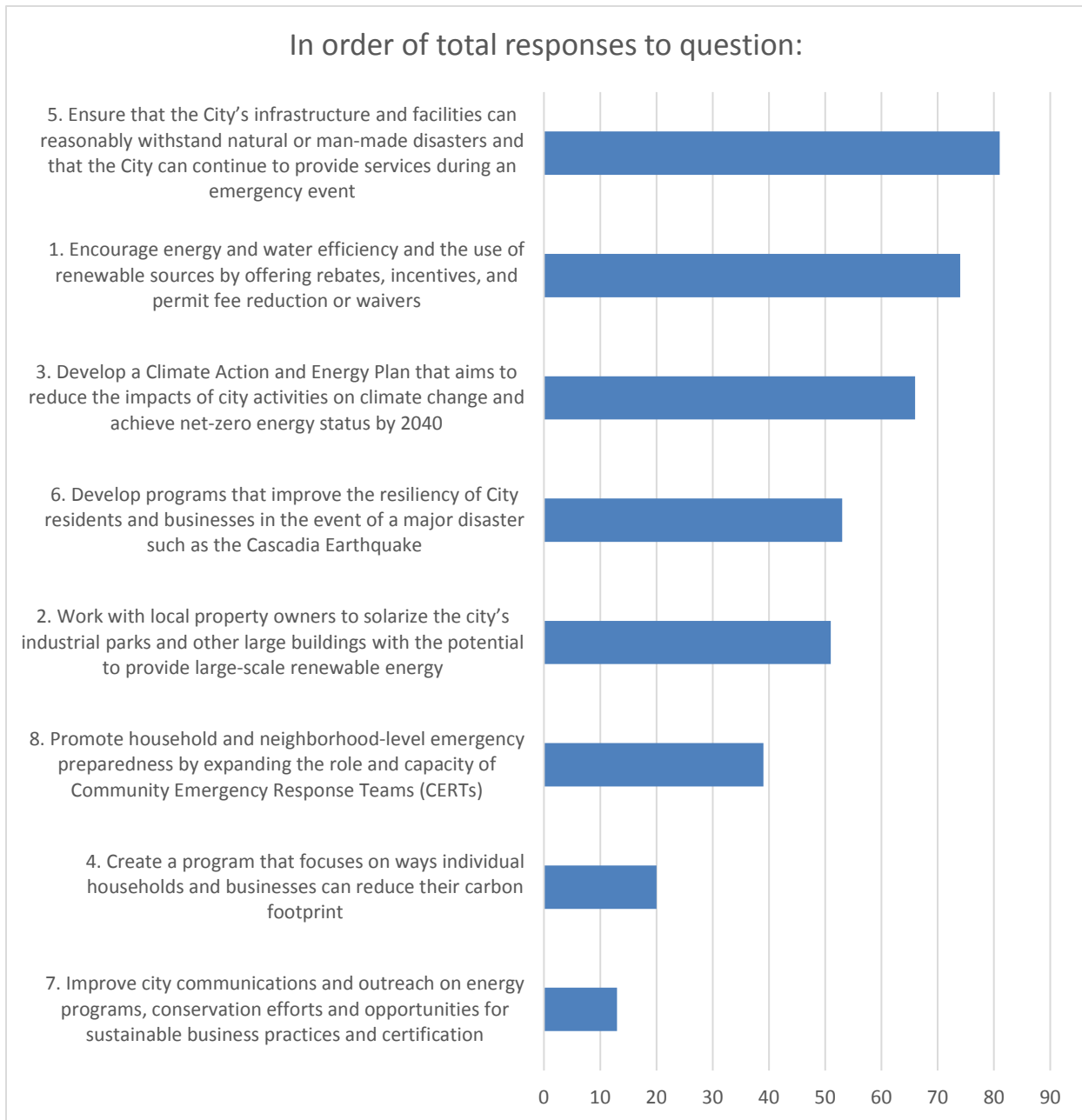
Theme 3: Planet - Goal Statement 3: *Milwaukie is a model city that produces more energy through renewable sources than it uses. It is a prepared and resilient community, adaptive to the realities of a changing climate.*



Two choices came in one point apart. The winner was, “Encourage energy and water efficiency and the use of renewable sources by offering rebates, incentives, and permit fee reduction or waivers”. Second priority was clearly, “Develop programs that improve the resiliency of City residents and businesses in the event of a major disaster such as the Cascadia Earthquake”.

Priority	First Priority	Second Priority	Total
1. Encourage energy and water efficiency and the use of renewable sources by offering rebates, incentives, and permit fee reduction or waivers	71.62% 53	28.38% 21	74
2. 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	45.10% 23	54.90% 28	51
3. Develop a Climate Action and Energy Plan that aims to reduce the impacts of city activities on climate change and achieve net-zero energy status by 2040	60.61% 40	39.39% 26	66
4. Create a program that focuses on ways individual households and businesses can reduce their carbon footprint	25.00% 5	75.00% 15	20
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	64.20% 52	35.80% 29	81
6. Develop programs that improve the resiliency of City residents and businesses in the event of a major disaster such as the Cascadia Earthquake	24.53% 13	75.47% 40	53
7. Improve city communications and outreach on energy programs, conservation efforts and opportunities for sustainable business practices and certification	23.08% 3	76.92% 10	13
8. Promote household and neighborhood-level emergency preparedness by expanding the role and capacity of Community Emergency Response Teams (CERTs)	33.33% 13	66.67% 26	39

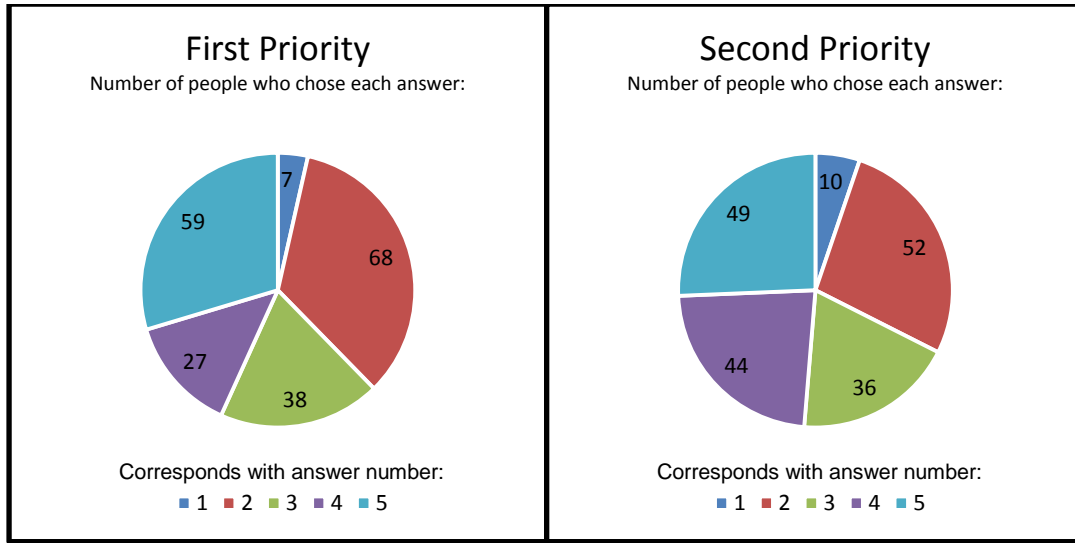
Theme 3: Planet - Goal Statement 3: *Milwaukie is a model city that produces more energy through renewable sources than it uses. It is a prepared and resilient community, adaptive to the realities of a changing climate.*



Q10 Please select your first and second-highest priority actions:

Answered: 198 Skipped: 18

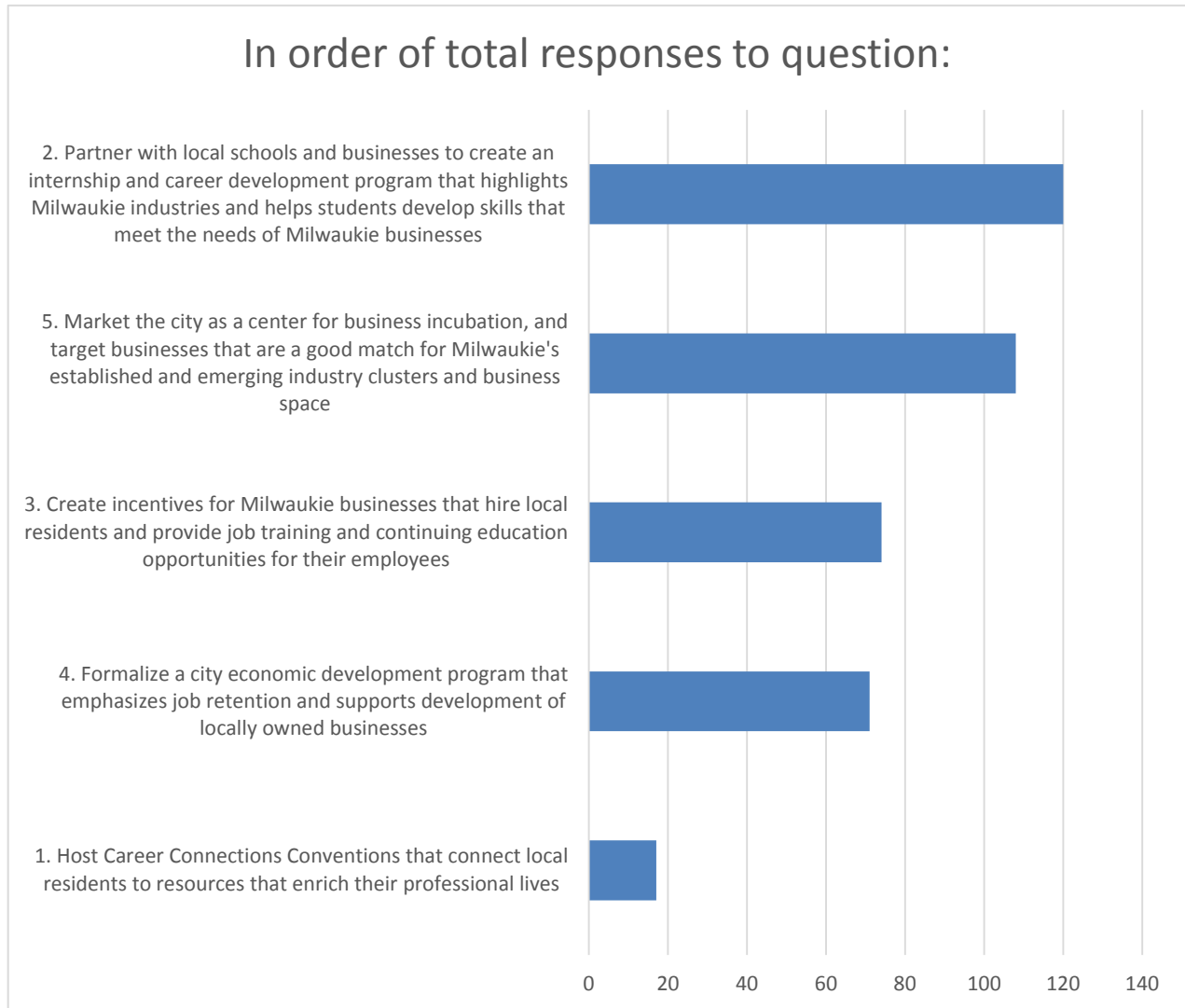
Theme 4: Prosperity - Goal Statement 1: *Milwaukie offers numerous pathways to prosperity through an excellent education system and training programs that are connected to local business. Residents of all ages and backgrounds feel supported to pursue and attain success in our local community.*



The clear winner of first priority for this question was, “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”. This also came in as top second priority, but only by a few points.

Priority	First Priority	Second Priority	Total
1. Host Career Connections Conventions that connect local residents to resources that enrich their professional lives	41.18% 7	58.82% 10	17
2. 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	56.67% 68	43.33% 52	120
3. Create incentives for Milwaukie businesses that hire local residents and provide job training and continuing education opportunities for their employees	51.35% 38	48.65% 36	74
4. Formalize a city economic development program that emphasizes job retention and supports development of locally owned businesses	38.03% 27	61.97% 44	71
5. 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	54.63% 59	45.37% 49	108

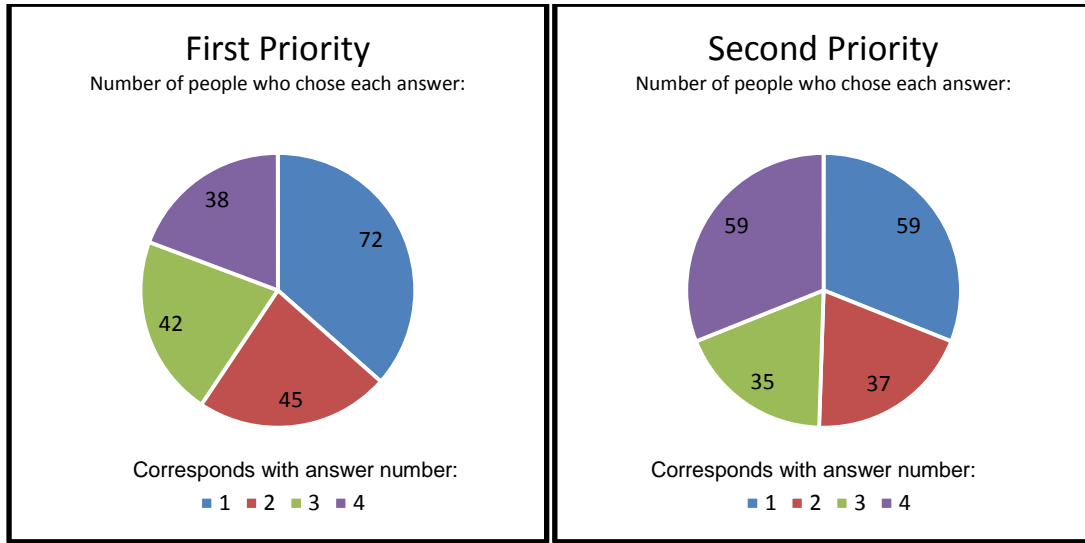
Theme 4: Prosperity - Goal Statement 1: *Milwaukie offers numerous pathways to prosperity through an excellent education system and training programs that are connected to local business. Residents of all ages and backgrounds feel supported to pursue and attain success in our local community.*



Q11 Please select your first and second-highest priority actions:

Answered: 196 Skipped: 20

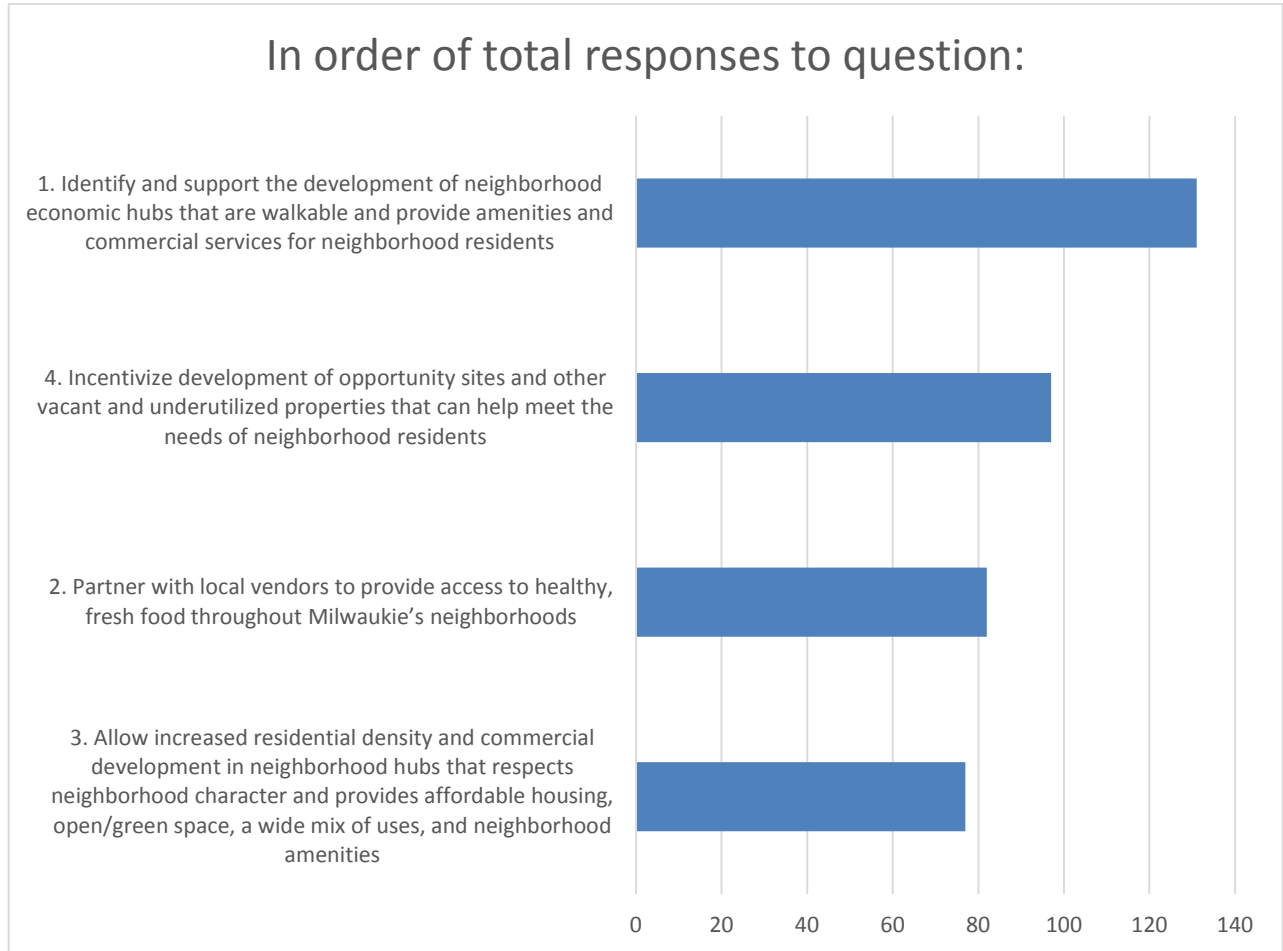
Theme 4: Prosperity - Goal Statement 2: *Milwaukie’s neighborhoods are the center of daily life, with amenities and community-minded local businesses that meet the daily needs of residents. They form a network of unique, interconnected local hubs that together make Milwaukie the livable, equitable, and sustainable community that it is.*



The popular choice for first priority was, “Identify and support the development of neighborhood economic hubs that are walkable and provide amenities and commercial services for neighborhood residents”. The second priority came out as a tie with the first priority winner and the “Incentivize development of opportunity sites and other vacant and underutilized properties that can help meet the needs of neighborhood residents” option.

Priority	First Priority	Second Priority	Total
1. Identify and support the development of neighborhood economic hubs that are walkable and provide amenities and commercial services for neighborhood residents	54.96% 72	45.04% 59	131
2. Partner with local vendors to provide access to healthy, fresh food throughout Milwaukie’s neighborhoods	54.88% 45	45.12% 37	82
3. 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	54.55% 42	45.45% 35	77
4. Incentivize development of opportunity sites and other vacant and underutilized properties that can help meet the needs of neighborhood residents	39.18% 38	60.82% 59	97

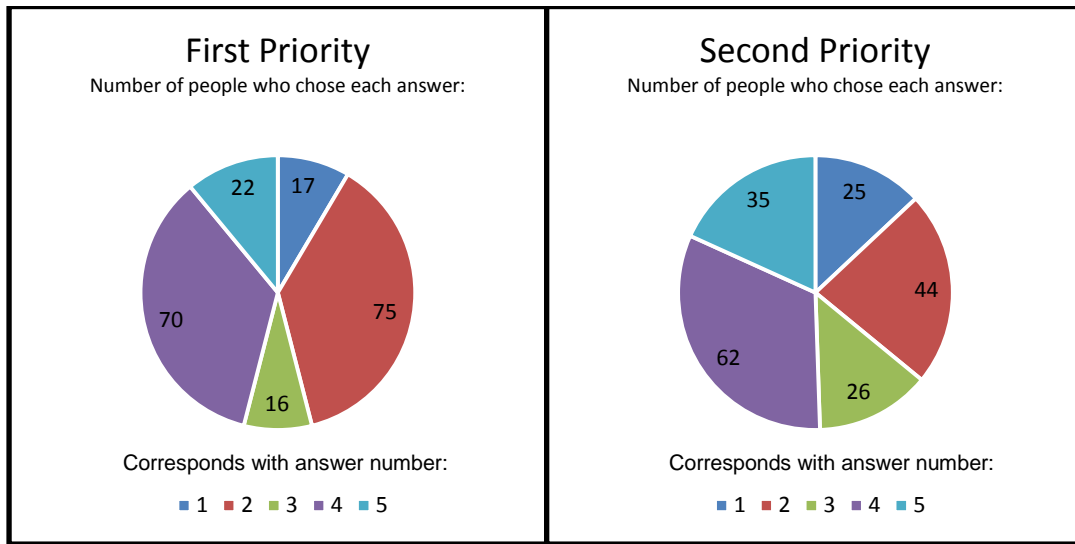
Theme 4: Prosperity - Goal Statement 2: *Milwaukie’s neighborhoods are the center of daily life, with amenities and community-minded local businesses that meet the daily needs of residents. They form a network of unique, interconnected local hubs that together make Milwaukie the livable, equitable, and sustainable community that it is.*



Q12 Please select your first and second-highest priority actions:

Answered: 198 Skipped: 18

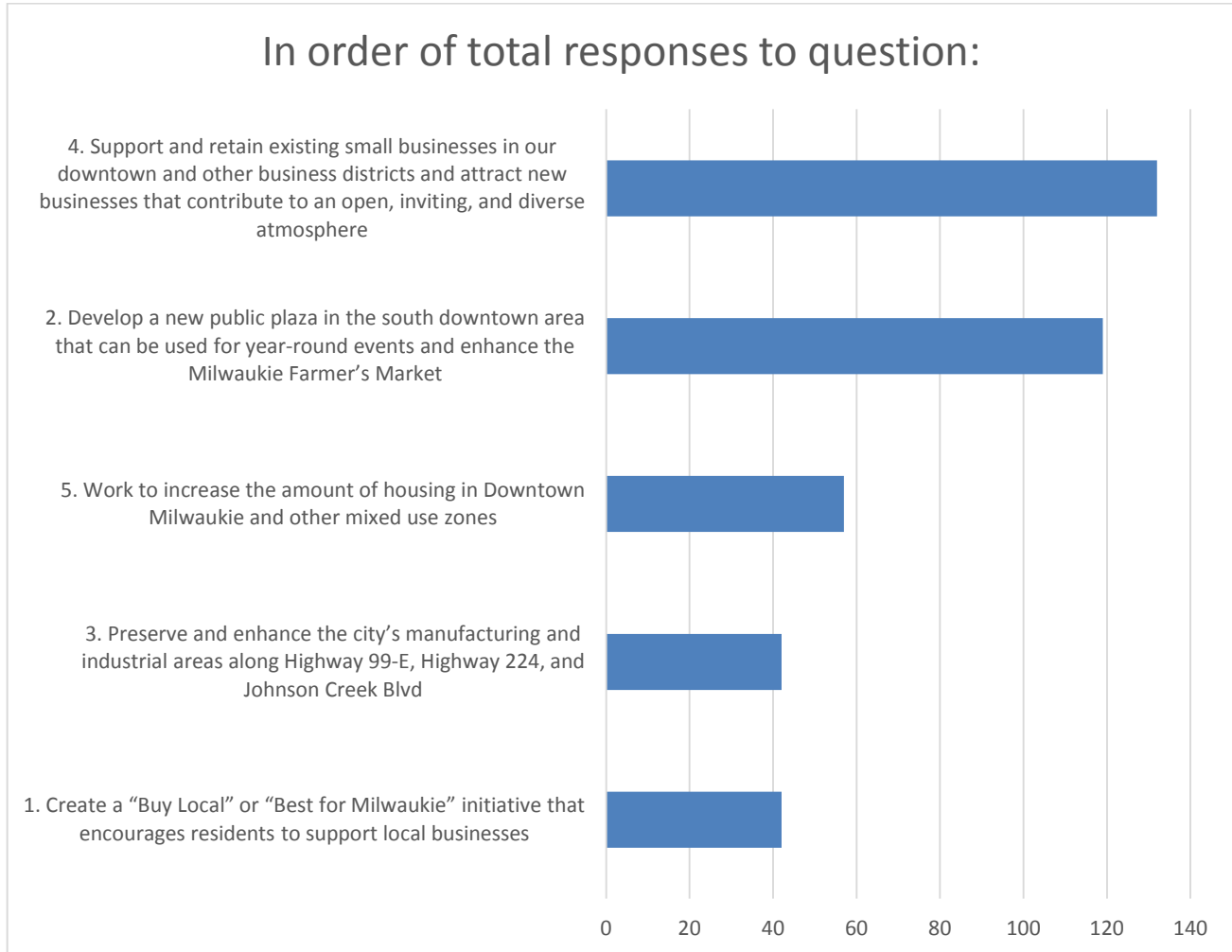
Theme 4: Prosperity - Goal Statement 3: *Downtown Milwaukie is a vibrant destination for both residents and visitors from throughout the region. Our industrial areas provide a high density of living-wage jobs across a number of different industries. The City is nimble and responsive to the needs of residents and businesses, with programs and policies that are financially sound, encourage job creation and help support a strong and resilient local economy.*



In yet another close count, “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” came out only slightly ahead. However, “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” was clearly the popular choice as second priority.

Priority	First Priority	Second Priority	Total
1. Create a “Buy Local” or “Best for Milwaukie” initiative that encourages residents to support local businesses	40.48% 17	59.52% 25	42
2. 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	63.03% 75	36.97% 44	119
3. Preserve and enhance the city’s manufacturing and industrial areas along Highway 99-E, Highway 224, and Johnson Creek Blvd	38.10% 16	61.90% 26	42
4. 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	53.03% 70	46.97% 62	132
5. Work to increase the amount of housing in Downtown Milwaukie and other mixed use zones	38.60% 22	61.40% 35	57

Theme 4: Prosperity - Goal Statement 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.*



Q13 Of all your selections, what is your #1 top priority overall?

Answered: 178 Skipped: 38

Goals Management Natural Cultural Growth
Environmental Concerns Sustainable Pedestrian
Park Roads Neighborhoods Important
Businesses safety Milwaukie
Kellogg Dam Downtown Composting
Affordable Housing Prosperity Safe
Living Wage Side Walks Youth Trees Preparedness
Protection

All answers to open-ended question include those showing below. Most common responses include the following, noted by number of times mentioned.

Most common words:

Safe/Safety (22)
Walk/ Walking/Walkable/Walkability (22)
Park/Parks (21)
Sustainable/Sustainability/Green (20)
Local (businesses, shops, restaurants) (17)
Affordable Housing (14)
Environment/Environmental (13)
Bike/Biking/Bikeability (12)
Sidewalks (11)
Nature/Natural (7)
Streets (7)

All responses follow.

- Prosperity and goal #3, a vibrant city that is interconnected, safe walking with your dog, biking, running, having awesome destinations like our river or bay, elk rock, attractive art & all kinds of buildings, architectural interests.
- Making downtown Milwaukie a dense downtown of office, residential, and retail that everyone in Milwaukie can enjoy as a hub of Clackamas.
- Neighborhood livability with groceries, hair salons, restaurants, etc within walking distance.

Milwaukie Community Vision and Action Plan

- Environmental Protection, Sustainable Practices and Emergency Preparedness
- Side walks
- Encourage businesses that provide family-wage jobs.
- Downtown covered area for year round events
- Preparation for natural disasters
- Continue to revitalize downtown
- Theme 2: Place
- Promote Milwaukie liveability in walking, biking, and local shops that attract foot traffic.
- Safe Routes to School--walking/biking infrastructure
- 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.
- Save trees and wildlife. No housing density where it doesn't fit into the existing neighborhood.
- "Planet" goals and actions that strengthen the ecology around Milwaukie-
- Affordable housing
- Affordable housing.
- Waterfront in Milwaukie
- Reducing automobiles and increasing public transportation connections, safe biking, etc. to prepare for population growth and foster sustainability.
- Investing in areas that make Milwaukie more of a draw. The waterfront, a more cohesive downtown and walkability.
- Create internships
- River Park Phase 3
- Enhancing and creating safe bike routes, bike access to schools, and safe pedestrian/bike crossings of 99e and 224.
- Economic development plan to attract new locally owned businesses to Milwaukie
- Stream/river protection and restoration
- More affordable housing by allowing changes to code to allow for tiny homes, cottage code, ADUs, etc as well as higher density mixed use development.
- Environmental health, tree preservation.
- Encourage local business development.
- Protect our existing trees and tree canopy on both private and public lands.
- Promote sustainable and venerable development of local small businesses and economic/community opportunities for more walkable and livable neighborhoods.
- You should warn us this question is coming! Overall, I feel like it's important to get good planning in place in the next five years. It's easy to be aspirational for 2040, but we need to invest time and effort in the next five years in determining how to get there.
- The top priority that I see that was not mentioned in this survey directly was the Monroe Greenway Project. Safety in these neighborhoods with the higher traffic coming from Happy Valley needs to be addressed.
- Affordable housing
- Clean air and water
- I think of all the selections, the people section is most important. Making the people happy and supporting togetherness will help create a diverse and open community. Communities are essential to make change as well.
- Environmental concerns
- Promote diversity & "green" city practices.
- Having affordable energy efficient socially conscious housing options across the board.
- Obviously Milwaukee is on the verge of booming and that as it happens hopefully it can happen with the participation of its citizens (such as this survey) and reflect the nature and values of the historic and incoming residents alike. Growth often is uncomfortable yet so necessary. With appreciation.

Milwaukie Community Vision and Action Plan

- Focus some outreach effort on engaging all citizens helping them exercise their agency and educate them to recognize the value in each other and in making the best possible locally-focused city their priority. When people care and are engaged, everything else will follow.
- Housing Affordability
- Net zero city by 2040
- Safety
- Affordable Housing
- Development of Milwaukie Bay (Riverfront) Park
- Prosperity 3-5
- Educating and having opportunities for the youth to expand thief potential
- Complete Milwaukie Bay Park
- It's important to have growth but to not taken away from the residents currently living here, i.e. make sure people don't cut down all the large trees on their property without paying a fee but encourage native plantings, make sure you can't rezone a lot just because someone wants to make more money when selling, think of the existing people first rather than the ones trying to come in.
- Creating diverse, open support for artistry and new businesses.
- Finish Milwaukee Bay Park with safe walkable access to it.
- Green space/natural areas (not ball fields), wildlife protection.
- To see improved parks and sidewalks as well as ADA accessibility. I live in the lake neighborhood and we lack most sidewalks that run north to south
- ADA & Safe Routes to Schools
- Investing 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.
- Creating an inviting downtown environment through new art and local businesses, along with safe routes to get their (sidewalks, lighting, bike routes, etc.)
- A tie between building up housing in neighborhoods and downtown, and building up local businesses and restaurants downtown
- Support, retain and develop new local businesses.
- Develop a new public plaza in the south downtown area that can be used for year round events and enhances the Milwaukie Farmer's Market.
- Implement SAFE routes to school-type initiatives, more sidewalks, ADA, curb ramps
- 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
- Sidewalks for our neighborhoods and improved areas for biking.
- #1 immediate priority for me would be improving our streets; more long-term, I'd love to see more development of the downtown Milwaukie area as a destination.
- Develop a serious plan for downtown and anticipate population growth in the next ten years. Fight infill.
- Sustainability
- Anything to support local business
- Grow the Down town areas in density, by creating more development and mix use spaces. But also keep the current industrial business. Promote and develop more community spaces. Provide incentives to local business. Make sure all public buildings are resilient.
- Code changes to better protect and restore natural resource areas
- Completing Milwaukie Bay Park (some of the options here are overlapping in this regard)
- Develop Downtown- it's a vastly underutilized asset!
- Cultural diversity

Milwaukie Community Vision and Action Plan

- Neighborhood hubs that are walkable.
- Support for small business
- Job growth.
- Bring in more parks
- Getting rid of the Kellogg Dam
- Stormwater management
- Sustainability.
- Maintain Milwaukie's current character and STOP trying to turn us into a mini Portland. I'm a die-hard green greeny, an environmentalist to the core, but your so called vision plan is ridiculous, ignores values of your core citizens and thrusts Sustainability down their throats. Given the backlash that led to Trump's election, your plan is irresponsible and will likely create a local backlash. Please reconsider and act with wisdom, not pipe dreams.
- Environmental impact, composting, walking and cycling, zero pollution.
- Affordable housing
- Affordable housing
- Jobs and affordable housing
- More housing that is affordable for moderate and low income families.
- Prosperity
- Housing at affordable levels
- The development of safe walking and biking paths, in particular from neighborhoods east of OR 224 to downtown.
- Safe walking and biking paths and improved public transit to neighborhood centers and from eastern neighborhoods to downtown
- Finish phase 3 of Milwaukie Bay waterfront
- Making Milwaukie an inviting and sustainable place for small businesses.
- Livability and cultural needs
- My top priority is the place section. More specifically replacing and repairing the roads in our city. Examples being 42nd leading to Safeway and King road near the hospital.
- Thursday or Saturday night market in downtown Milwaukie for art vendors, summer music outdoors
- Enhancing and revitalizing the downtown area to make it a destination for shopping, dining, etc.
- Dog park,
- Improving bike pathways and sidewalks
- Preparing Milwaukie's infrastructure for coming disasters. If we aren't prepared for the Cascadia earthquake, then none of our other improvements will matter. With such efforts we could set an example for the whole region.
- Building downtown Milwaukie by encouraging small business growth and community involvement. Having a safe and clean area for our community.
- Retain local businesses and search for new ones that fit the Milwaukie community
- I want my street to be smooth. Drive down Olsen St. from 32nd. It is a mess. I want curbs, and sidewalks.
- Attracting business to the Milwaukie area
- Parks and educational opportunities for children
- Safety
- Improving a vibrant downtown and creating new vibrant areas of businesses and restaurants
- Increasing ecological initiatives such as composting, solar power and community green spaces.
- Just keeping Milwaukie as a small town and manage traffic in and around it.
- Composting program.
- Improve community hubs so that there are places to walk to.

Milwaukie Community Vision and Action Plan

- Focus on utilizing our downtown and waterfront area. It's our best asset. We should have one or two high end restaurants on the waterfront. We should also move our water plant to O.C. Expand our water access and add a kayak launch.
- Welcoming young families with playgrounds, sidewalks, restaurants, shops, etc
- Goal Statement 3.4
- 5. 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
 - affordable housing
 - Incentives for energy and water conservation. At this time the city offers nothing for those of us who make concerted efforts to save our natural resources.
 - Livability and walkable
 - Creation and retention of living wage jobs
 - Filling vacant commercial properties rather than making any area more dense
 - You expect me remember all that?
Local fresh food, sustainable practices.
 - Diversity and Inclusion and Existing Downtown Business Revitalization and Sustainability practices
 - Keeping housing affordable, especially for renters.
 - Road maintenance
 - Support local businesses and enhance infrastructure.
 - All of them are important, but since my husband is a bicycle commuter I have to say my top priority overall is to Implement Vision Zero in an effort to eliminate traffic deaths and life-changing injuries on Milwaukie's streets
 - None. Creation of high-speed fiber will increase the business wanting to locate in the City and improve life for everyone. It must be City owned to keep the cost affordable.
 - Be involved in the community, know the community and its children/teen
 - Safe Biking corridors down Washington Street.
 - Developing and clearly defining sustainable strategies that protect our rivers, such as mitigating the impacts of stormwater, incentivize 'green' building practices and engage those whose who possess related professional skills, and develop a funding program for such efforts.
 - Improving pedestrian and bicycle use along 224 and 99E, like bridges, tunnels, pathways.
 - Action.
 - Living wage business and the environment
 - adequate parking in downtown area for visitors
 - Partner with local vendors to provide access to healthy, fresh food throughout Milwaukie's neighborhoods.
 - Planet
 - My #1 priority is to keep Milwaukie from becoming Portland.
 - Getting a grocery store at Milwaukie Marketplace.
 - Bicycle lanes! Especially along Washington St. and/or Lake Rd. Few people are going to get out of their cars and bike until it is safe and enjoyable.
 - Update the Development Code to allow more "missing middle" housing types in established neighborhoods.
Current zoning requirements for most of the city have unnecessarily high square footage minimums for new development of duplexes.
 - Make downtown more people friendly. Farmers Market was a good start. The vibrancy of downtown sets the reputation for all of Milwaukie.
 - Find ways to involve seniors & people with disabilities, so we can feel included & take part in volunteer opportunities and Milwaukie events. And get us a good grocery we can walk to.

Milwaukie Community Vision and Action Plan

- Moving forward with the housing options and mixed use buildings that bring in businesses to downtown Milwaukie especially grocery stores to help end the current food desert in the area.
- Increase housing in Downtown and other mixed use zones
- Increased employment opportunities for skilled workers.
- Sustainable Energy
- Removal of Kellogg dam!
- Kellogg Dam removal.
- Education programs for our youth.
- Develop without cutting existing old trees.
- The one about Parks. Was that Planet? I can't remember at this point in the survey.
- Environmental sustainability, particularly protecting the waterways.
- Environmental concerns for long-term effects
- Preserve the nature around Milwaukie. We do not want it to look like New York City. We want it to look like Milwaukie, One of a kind.
- Attracting amenities that make neighborhoods more comfortable and increase property values and resident satisfaction. As an example, there are many empty shops in the Milwaukie plaza. A facelift and full stores would be better for the economy and the local neighborhoods.

Feedback on the overall vision: I agree with nearly everything in the vision statement, but think the language is likely out of touch for the average citizen. I have a master's degree and had to look up two words. I would suggest simplifying the language and shortening it, but I agree with the overall message.

- Encourage private enterprise to foster development goals and get city government out of the role of regulation, incentivisation and subsidization.

- More bike paths throughout the city, as well as paths leading out of the city.

I think paths going North, South and East out of Milwaukie are doing well, but there needs to be going West over the railroad bridge into Lake Oswego.

The rich people in LO have kept everyone out of their area for long enough. It's time for Milwaukie to break down that wall.

Both cities would benefit from such a path (whether LO would admit it or not).

Bike bridge through LO pleasssssse.

- Disaster preparedness.
- job growth
- Finish Milwaukie Bay Riverfront park
- Maintaining neighborhood feelings and tree canopy
- Connecting residents to what is available.
- I would really like to see Kellogg damn gone and the area that is now Kellogg lake made into a natural type park, with a parking lot at the old Cash Spot was, so there is lots of parking for water front and that park.
- Walk/bikibility east of 224 for neighborhood community to get to nearby resources
- Tree ordinance with a heritage/orchard program
- Create opportunities for small businesses to come to Downtown Milwaukie.
- Improving the condition of our roads and sidewalks
- Economic & Sustainable Development
- Improved business in downtown and the city overall.
- Access to local business to meet all needs
- Complete Phase 3 of Milwaukie Bay Park to create an amphitheater space for the performing arts, and promote the park as a community destination with year-round programming
- Revitalization of downtown, allowing for mixed use development to bring in more businesses like small grocers, restaurants and shops.

Milwaukie Community Vision and Action Plan

- Walking, environment
- SAFE Program
- Development of neighborhood hubs that enhance livability
- Bicycle/Pedestrian safety
- 1. Implement Vision Zero in an effort to eliminate traffic deaths and life-changing injuries on Milwaukie's streets
- Improve City streets both in terms of pedestrian facilities and pavement maintenance