



MILWAUKIE
ALL ABOARD

Community Vision and Action Plan Vision Advisory Committee Meeting #6

Milwaukie City Hall
10722 SE Main Street
Upstairs Conference Room
May 3rd, 2017
6:30 – 8:00pm

AGENDA

TIME	TOPIC	LEAD
6:30	Welcome Overview and Schedule Community Conversations Recap Action Plan and Metrics Methodology	Mayor Mark Gamba, City of Milwaukie Kirstin Greene, Cogan Owens Greene Anais Mathez, Cogan Owens Greene David Levitan, City of Milwaukie
7:00	Actions and Metrics Review	VAC Breakout Groups
7:30	Sharing/ Discussion	All
7:50	Public Comment	
7:55	Next Steps	David Levitan
8:00	Adjourn	Mayor Gamba

All Vision Advisory Committee meetings are open to the public. Community members are welcome to observe and provide written comment at any time to levitand@milwaukieoregon.gov. As time allows, verbal comment is welcome during the time specified on the agenda.

Stay engaged at www.milwaukievision.org!

Action Plan for Vision Advisory Committee Review – May 3, 2017



People Theme 1

Goal Area Statement	No.	Actions	Potential Partners by Action	Metric
<p><i>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 and passions.</i></p>	1	Develop City procurement practices that prioritize regional vendors and products and offer ample opportunities for businesses owned by women, veterans, people of color, those with disabilities, and the LGBTQ community	State OMWESB, Metro	% of OMWESB contracts
	2	Host and financially support cultural and community events, celebrations and activities that bring large groups of people together and reflect and encourage awareness about the diversity of the community	Downtown Business Association, Latino network, Metropolitan Family Services NW, CAUSA, Clackamas County Equity, Diversity and Inclusion Council, Metro	# of events per year requiring Temporary Event Permit
	3	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	NDA/s	# of events, transactions or exchanges
	4	Better engage children, teenagers and seniors in community events	NDA's, Metropolitan Family Services NW, Milwaukie Senior Center, NCSD, Waldorf School	# of programs and/or participants
	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	[City], MFS, Metro	# of committee meetings and participants
	6	Ensure continued City government transparency and accessibility through an ongoing evaluation program, incorporated into the Citizen Involvement Section of the Comprehensive Plan.	[City], NDA's	Community survey results (% rating good or very good)



People Theme 2

Goal Area Statement	No.	Actions	Potential Partners by Action	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>	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.	Hands-on Portland, Ledding Library, NCPRD, Historical Society, Habitat for Humanity	Volunteer hours
	2	Promote small business development through mentoring, incubation and entrepreneurial programs as well as loans and grants distributed across Milwaukie's neighborhoods_	Clackamas Workforce Partnership, local credit unions, NDA's, Business Oregon, Dark Horse, CCC Small Business Development	# of entrepreneurs funded
	3	Encourage businesses that provide living-wage jobs	Industrial District Business Association, Downtown Business Association	% of City firms with average ES-202 wages above MIT's living wage estimate (for different family sizes)
	4	Encourage and promote shared co-working spaces for small and sole proprietorship local businesses	Industrial District Business Association, Downtown Business Association	SF of co-working spaces in City
	5	Provide a welcome guide for Milwaukie newcomers that lists City resources, community-based organizations and activities and volunteer opportunities	Chamber of Commerce, NDAs, NCPRD, Ledding Library, Metropolitan Family Services, Rotary Club, Wichita Center	# of welcome guides distributed
	6	Create a Youth Advisory Council	NCSD, NCPRD, other local schools	# of meetings and participants



People Theme 3

Goal Area Statement	No.	Actions	Potential Partners by Action	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>	1	Continually improve the City's website to be transparent, simple, user-friendly and interactive, with information easy to obtain	[City]	Website traffic metrics Community survey results on website quality.
	2	Provide childcare services and activities for children at City meetings and events	Metropolitan Family Services NW, Wichita Center, Waldorf School, NCSD	# of City events with childcare
	3	Increase the number of City informational materials translated into Spanish and other languages	Chamber of Commerce, Latino community, Wichita Center	# of pages translated
	4	Place information kiosks and booths in parks, public spaces and neighborhood centers throughout the City.	NCPRD, NDAs, Chamber of Commerce	# of kiosks
	5	Develop a comprehensive city-wide communications strategy that encourages community engagement and employs a variety of methods for exchanging information, from large Town hall meetings to emerging online tools	[City], NDAs, Waldorf School, NCSD	# of Town Halls held # FB/Twitter/IG followers
	6	Develop additional Police Department programs that help build relationships with the community.	Police Department, NDAs, NCSD, Waldorf School, Churches, Ledding Library	Policy satisfaction survey results.
	7	Expand the role of the Ledding Library as an integral community resource center, including the creation of a city concierge position that provides information about programs and resources, services offered by partner agencies, and local employment opportunities and application assistance	Ledding Library, NCSD, Waldorf School, Chamber of Commerce, Clackamas County, State of Oregon, Chamber of Commerce	# of people served



Place Theme 1

Goal Area Statement	No.	Actions	Potential Partners by Action	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>	1	Adopt Vision Zero in an effort to eliminate traffic deaths on Milwaukie's streets.	TriMet, ODOT, Metro, The Streets Trust, Oregon Walks, NDAs, Safe Routes to School partners	# of serious accidents and traffic fatalities
	2	Utilize the Safe Access for Everyone (SAFE) Program to identify sidewalk gaps, ADA deficiencies and alternative construction materials for permeability and aesthetics	ODOT, TriMet, Safe Routes to School partners, SAFE, Metro	Linear feet of sidewalk gaps closed
	3	Support the implementation and expansion of Safe Routes to School Programs.	NC School District, Metro, NDAs	# students that walk or bike to school
	4	Make pedestrian and bicycle safety improvements along and across the 224 and 99E corridors and major arterials	ODOT, Oregon Walks, Clackamas County, NCPRD, NDAs, Bike Loud, Better Block PDX, The Streets Trust, Oregon Walks, TriMet, ODOT	# of designated crossings of 99/224 Linear feet of bike lanes or multi-use paths added
	5	Adopt road paving and funding strategies that improve road maintenance in Milwaukie	Milwaukie residents	Annual dollars spent on SAFE/SSMP improvements Miles of roads paved
	6	Work with TriMet, ODOT, and Clackamas County to 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.	Safe Routes to School partners, SAFE, Clackamas County, NCPRD, NDAs, Bike Loud, Better Block PDX, The Streets Trust, Oregon Walks, TriMet, ODOT	Miles of bike paths and sidewalks; % within ½ mile of identified hubs
	7	Establish a street tree planting program and provide opportunities for residents to acquire and maintain appropriate trees on public rights of way and required planter strips	Friends of Trees, NCPRD, Audubon Society, Columbia Land Trust	# of trees planted
	8	Incorporate "Dark Sky" friendly street lighting	City planners, Oregon Planners Network, Dark Sky Alliance	% of street lights that are dark skies compliant



Place Theme 2

Goal Area Statement	No.	Actions	Potential Partners by Action	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>	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	Habitat for Humanity, Northwest Housing Alternatives, Portland Housing Center, Portland for Everyone, Oregon Opportunity Network, Clackamas Housing Authority	# of units at 0-120% AMI % residents that are housing cost burdened
	2	Ensure quality housing design standards that include energy efficiency, shared greenspace and community garden development	City and county development and land use (code) agencies	# energy efficient homes, # of gardens
	3	Streamline permitting and subsidize system development charges for creative uses of space such as Accessory Dwelling Units, Tiny Homes, and Cottage Clusters	Oregon Planners Network, DLCD, Metro, Portland for Everyone	# ADUs, tiny homes and college clusters
	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 existing neighborhood hubs.	NDA's, small local businesses, Dark Horse	# of MM housing types, mixed use buildings in neighborhood hubs
	5	Support the development of more senior and special needs housing, including Aging in Place Villages and transitional and safe-house communities	AARP, Clackamas County HHS, Milwaukie Senior Center, Habitat for Humanity, NW Housing Alternatives, Rebuilding Center, Restore	# of senior and special needs housing
	6	Annex land within the City's Urban Growth Management Area land that helps meet the Milwaukie's housing and employment needs	Clackamas County	Acres annexed, development of homes and businesses
	7	Create neighborhood plans that define neighborhood character, identify community needs and priorities, and develop strategies for better integrating infill housing into neighborhoods	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
	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	League of Oregon Cities, OHCS	Affordable units created



Place Theme 3

Goal Area Statement	No.	Actions	Potential Partners by Action	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>	1	Create a program to fund development of community gathering places and improvements to neighborhood plazas and parks that offer diverse programming (education, sports, arts, history) in public spaces.	Business Community, Large Employers, Parks Committee, NDAs, Milwaukie High School, Portland 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)	Gathering places in each neighborhood
	2	Encourage partnerships between local businesses and artists to provide opportunities for art installations	artMOB, Chamber of Commerce	# of art installations
	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.	Parks Committee, NCSD, Landscape architects, NCPRD	# of programs
	4	Engage the community when creating programs and spaces for public art.	Performing arts organizations, music and dance schools, Oregon Bluegrass Association, Old Time Fiddlers, Chamber Music NW	# of community-based processes around public art
	5	Update the City's historic resources inventory and develop local incentives for preservation and restoration	Milwaukie Historical Society Museum,	# of resources added and protected
	6	Support the artMOB and expand art programming throughout the City of Milwaukie through grants, scholarships and funding	artMOB, Business Community	# of dollar amounts toward arts
	7	Support space acquisition for open art studios that pool resources and promote local artists	artMOB	# of spaces
	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	NDAs, NCPRD	# of parks built out to their master plan acres of park places per neighborhood, # of amenities
	9	Develop walking and cycling tour maps connecting points of interest such as parks, plazas, art installations and historical markers.	artMOB, NDAs, Milwaukie Historical Society Museum	# of maps distributed



Planet Theme 1

Goal Area Statement	No.	Actions	Potential Partners by Action	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>	1	Develop a strong tree ordinance that incentivizes tree protection, has equitable tree replacement standards, and provides adequate flexibility for property owners	Tree Board, Planning Commission, Friends of Trees, UO/OSU	% of trees over 6" DBH preserved in subdivision and partition applications
	2	Create a robust urban forestry plan that inventories the city's tree canopy and vegetation and implements a community-driven tree planting program	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
	3	Expand the Backyard Habitat program and pursue other ecosystem programs that support local wildlife.	Backyard Habitats, Audubon Society, Columbia Land Trust	# of certified homes
	4	Implement city programs, incentives and development code amendments that promote sustainable development and help to better integrate the built environment and natural environment	Planning Commission, Tree Board, NDA leadership, PGE	% open space in development projects #/% trees preserved # and \$ amount of incentives awarded
	5	Support the creation of more community gardens and urban orchards across all neighborhoods	NDA's, Milwaukie Community Gardens, NCPRD	#/sf of community gardens and urban orchards created
	6	Develop educational programs for city residents and businesses that focus on native vegetation, landscaping basics, and the economic and environmental value provided by trees and plants	Friends of Trees, local arborists and permaculturists	# of classes offered # of residents served
	7	Create a citywide composting program for residents and businesses	Metro, local garbage franchises	# and % of households and businesses that compost



Planet Theme 2

Goal Area Statement	No.	Actions	Potential Partners by Action	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>	1	Develop a Natural Resource Plan and funding mechanism for the restoration of Kellogg and Johnson Creeks, including the removal of the Kellogg Dam	Johnson Creek Watershed Council, Metro, Clackamas County, NCU Watershed Council	# of restoration/clean-up events
	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	NCPRD, Clackamas County, NDA's	Periodic one day tallies of park visitors and motorized and non-motorized boat launches
	3	Develop a plan and funding strategy for stormwater and sewer system improvements, with a focus on natural stormwater management and treating stormwater before it is discharged into our creeks and river	Clackamas County	MS4 Permit Effluent Concentrations (TSS, Nitrates, Lead, Zinc) # Outreach Events # Catch Basin Screenings # Street Sweeping Days
	4	Restore wetlands and riparian vegetation adjacent to our creeks and river	Johnson Creek Watershed Council, North Clackamas Urban Watersheds Council	SF of wetlands/riparian restored # of clean-up days
	5	Address the impacts that local industries have on water and air quality	DEQ, local businesses	# air and water quality monitoring stations Youth asthma cases (%)
	6	Encourage stewardship of our local creeks through educational programs and civic events such as clean-up days	JC/NCU Watershed Councils, North Clackamas Schools, Waldorf School, NCPRD	# clean-up days # volunteers # educational events



Planet Theme 3

Goal Area Statement	No.	Actions	Potential Partners by Action	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>	1	Encourage energy and water efficiency and the use of renewable sources by offering rebates, incentives, and permit fee reduction or waivers.	PGE, Metro, NW Natural	# rebates issued to City residents and businesses # fee reductions and waivers
	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	Business owners, property owners, PGE	Kilowatt-hours of solar energy panels installed per year
	3	Develop a Climate Action Plan aimed at reducing the impacts of City activities on climate change	Metro, [City]	Vehicle miles travelled in city vehicles % of City energy use from renewable resources
	4	Create a program that focuses on ways individual households and businesses can reduce their carbon footprint, similar to Vancouver BC's Green Bloc Initiative.	PGE, NW Natural	# of households/businesses participating
	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	Clackamas Fire, Metro, Clackamas County	% of underground utilities City facility generator capacity
	6	Evaluate the impacts and costs of new regulations on residents, businesses, and the city's employment and housing needs	Developers, Chamber of Commerce	Total permit costs per sf for various project types
	7	Develop an Energy Plan to achieve net-zero status by 2040, including a strategy, time frame, benchmarks, and incentives	National Renewable Energy Laboratory, PGE, NW Natural	Net energy consumption/sf for homes and businesses (set benchmarks for every 5 years)
	8	Improve city communications and outreach on energy programs and conservation efforts	[City]	# of city outreach events CERT website analytics (# of unique visitors)
	9	Support sustainable business practices and certification	B Lab, Clackamas County	# of B-Corps in Milwaukie
	10	Promote household and neighborhood-level emergency preparedness by expanding the role and capacity of Neighborhood Emergency Teams (NETs)	Clackamas Fire, CERT program	# of CERT graduates # of CERT trainings offered



Prosperity Theme 1

Goal Area Statement	No.	Actions	Potential Partners by Action	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>	1	Host a Career Connections Convention that connects local residents, businesses, and recruiting agencies.	Clackamas Community College, Worksource Oregon, Workforce Investment Council (Clackamas County), NC12, Chamber of Commerce, NDA's, Recruiting Agencies, Rotary, Veterans Groups	# of events, attendees, vendors/partners
	2	Grow partnerships with Clackamas Community College's Harmony campus, North Clackamas School District, trade schools and local businesses and create an internship and career development program that highlights Milwaukie industries and helps students develop skills that meet the needs of Milwaukie businesses	Clackamas Community College, North Clackamas Schools, Wichita Center, local businesses, Chamber of Commerce	# of students and businesses involved in internship program
	3	Create incentives for Milwaukie businesses that hire qualified local residents, provide continuing education opportunities for their employees, and enhance quality of life	Clackamas County	\$ amount of incentives awarded # Milwaukie residents hired
	4	Formalize a city economic development program that emphasizes job retention and supports development of locally owned businesses	B Lab (B Corps), DMBA, Chamber of Commerce	ES 202 employment data for small (<50 employees) businesses
	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	Chamber of Commerce, Industry Groups, local business incubators and accelerators, Clackamas County ED	# of businesses added in EOA-identified clusters



Prosperity Theme 2

Goal Area Statement	No.	Actions	Potential Partners by Action	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>	1	Identify and support the development of neighborhood economic hubs that are walkable and provide amenities and commercial services for neighborhood residents	Metro and State Grant Programs	% of city housing units within 10-minute walkshed of neighborhood hub or other commercially zoned property
	2	Identify and seek to eliminate local food deserts by recruiting additional grocery stores and other food businesses	Food businesses, brokers, developers	% of city housing units within 1 mile of businesses selling fresh fruits and vegetables USDA Food Access Research Atlas
	3	Encourage locally owned businesses that become connected to and invested in the neighborhood	B-Lab, Brokers, Chamber of Commerce	# of B-Corps businesses Survey of business owners to gauge volunteerism
	4	Permit increased residential density and commercial uses in neighborhood hubs in exchange for development that respects neighborhood character and provides affordable housing, open/green space, a wide mix of uses, and neighborhood amenities	NDA's, developers	% of affordable units in project proposals SF of community space/plazas in proposals
	5	Incentivize development of city-owned opportunity sites and other vacant and underutilized properties in the city that can help meet the needs of neighborhood residents	Clackamas County Economic Development	% of affordable units in project proposals # of vacant properties



Prosperity Theme 3

Goal Area Statement	No.	Actions	Potential Partners by Action	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>	1	Provide tax benefits or other incentives to encourage sustainable, long-term, living wages jobs	B Labs, Clackamas County (Enterprise Zones),	Tax credits/abatements per job created Average wage per job created
	2	Create a “Buy Local” or “Best for Milwaukie” initiative that encourages residents to support local businesses	Chamber of Commerce, DMBA, NDA's	# of participating businesses
	3	Develop a new public plaza in the south downtown area that can be used for year-round events, including the continued success of the Milwaukie Farmer’s Market.	Celebrate Milwaukie Inc, TriMet, DMBA	# of events held in downtown plaza
	4	Preserve and enhance the city’s manufacturing and industrial areas along Highway 99-E, Highway 224, and Johnson Creek Blvd	Clackamas County, large industrial users, Chamber of Commerce	# of businesses and employees in industrial areas
	5	Support existing small businesses in our downtown and other business districts and attract new businesses that contribute to an open, inviting, and diverse atmosphere.	DMBA, Chamber of Commerce	# of new business licenses in business districts # of going out of business forms completed
	6	Work to increase the amount of housing in Downtown Milwaukie and other mixed use zones	Developers	# of new housing units in mixed use zones

People

Action	Action Language	Change Reflected in Current Document
1.4	<i>Organize and promote Community Volunteer Events and other existing opportunities</i>	Moved; now People 2.1.
1.5	<i>Acquire or support land for development of public gathering places and community space that are contiguous with neighborhood hubs</i>	Deleted; incorporated into Place 3.1.
1.6	<i>Develop neighborhood level resources banks, such as tool libraries and book exchanges</i>	Deleted; incorporated into People 1.3.
1.9	<i>Provide City staff support and funding for community events, celebrations, and projects such as the Umbrella Parade, Farmer's Market, and concerts in the park</i>	Deleted; incorporated into People 1.2
2.1	<i>Expand trade school and continuing education programs</i>	Deleted (City wouldn't be lead in this role); incorporated into Prosperity 1.2
2.2	<i>Develop a "Barn-Raising" program</i>	Deleted; incorporated into People 1.3
2.4	<i>Connect students and local businesses through internships, offering grants/scholarships to provide opportunities for learning and collaboration</i>	Deleted; incorporated into Prosperity 1.2
2.5	<i>Provide a community center in every neighborhood with shared resource libraries and space for activities and classes for all ages and abilities.</i>	Deleted; incorporated into Place 3.1
2.6	<i>Develop more amenities in parks, such as play structures, walking paths, skate parks, water features, picnic tables, dog parks, etc.</i>	Deleted; incorporated into Place 3.8.
2.10	<i>Expand community gardens into all neighborhoods</i>	Deleted; incorporated into Planet 1.5
3.1	<i>Initiate a Youth Advisory Council</i>	Moved; now People 2.6.
3.5	<i>Host regular Town Hall meetings in large venues to allow for more dialogue and citizen engagement</i>	Combined these two into People 3.5 (comprehensive communications strategy)
3.7	<i>Develop new methods of exchanging information and engaging the community in City projects through live feeds, online forums and virtual event participation and other methods as new platforms become available.</i>	

SUMMARY OF MAJOR ACTION PLAN CHANGES SINCE MARCH VAC MEETING

Place

Action	Action Language	Change Reflected in Current Document
1.4	<i>Align transportation infrastructure with the classification of the facility</i>	Deleted; PW/Engineering staff felt more appropriate for TSP
1.7	<i>Improve safety through dedicated bike paths and walking trails to create safe separations from vehicle traffic</i>	Combined into current Place 1.6.
1.8	<i>Improve walkability and bikeability within the network by creating connections to transit, parks and local businesses</i>	
2.1	<i>Partner with Clackamas County in providing affordable, decentralized housing to stabilize and protect renters</i>	Expanded scope to address housing affordability in general
2.4	<i>Encourage community inclusion through multi-generational and multi-cultural community events</i>	Deleted; incorporated into People 1.2.
2.6	<i>Support the development of Aging in Place Villages, which combine senior housing with social services and volunteer assistance to seniors, to create more affordable housing for seniors.</i>	Expanded scope to include several types of special needs housing (now Place 2.5)
2.9	<i>Continuously evaluate city programs for their impacts on housing costs</i>	Deleted; incorporated into Place 2.8 and Planet 3.6
2.10	<i>Build improvements identified by the SAFE program and the City's Comprehensive Plan</i>	Deleted; incorporated SAFE into Place 1.2
3.3	<i>Improve access to and promote the Waterfront Park as a community destination with year-round programming.</i>	Combined into current Place 3.3. Removed mention of improved access (transportation covered in Place Theme 1)
3.4	<i>Complete the amphitheater in the Waterfront Park to create a space for the performing arts.</i>	

Planet

Action	Action Language	Change Reflected in Current Document
1.8	<i>Develop a tree planting program that engages local schools, businesses, senior citizens, and civic organizations</i>	Deleted; incorporated into Urban Forestry Plan (current Planet 1.2)
1.9	<i>Promote sustainable development through incentive programs and development code amendments</i>	Deleted; combined with current Planet 1.4.
2.3	<i>Increase the number of events and activities along the Willamette waterfront</i>	Deleted; combined and incorporated into Planet 2.2.
2.4	<i>Expand access for boats and other water-related recreational activities</i>	
2.5	<i>Improve pedestrian and bicycle access between Downtown Milwaukie and the Willamette Waterfront</i>	Deleted; access improvements incorporated into Place Theme 1.
3.9	<i>Support and actively recruit environmentally-friendly businesses</i>	Changed focus to sustainable business practices and certification
(NEW)	<u>Promote household and neighborhood-level emergency preparedness by expanding the role and capacity of Neighborhood Emergency Teams (NETs)</u>	Added; now Planet 3.10.

Prosperity

Action	Action Language	Change Reflected in Current Document
1.2	<i>Create a city position at the Ledding Library that serves as the main point of contact for local employment opportunities and application assistance</i>	Deleted; incorporated into People 3.7.
1.3	<i>Grow partnerships with Clackamas Community College and North Clackamas School District with a focus on developing skills that meet the needs of Milwaukie industries</i>	Combined into Prosperity 1.2.
1.4	<i>Work with the North Clackamas School District, other local schools, and local businesses to develop a K-12 internship program that highlights the variety of career opportunities in Milwaukie</i>	
1.5	<i>As part of the Ledding Library expansion, offer more educational and training programs</i>	Deleted; incorporated into People 3.7.
1.6	<i>Build on existing bilingual/immersion programs at North Clackamas School District to reach out to the entire Milwaukie community</i>	Deleted; covered in People 3.3.
1.8	<i>Promote trade schools as an alternative to college by highlighting local opportunities for graduates</i>	Deleted; incorporated into Prosperity 1.2.
(NEW)	<u>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</u>	Added; now Prosperity 1.5.
2.2	<i>Work with local residents to develop neighborhood plans that identify the needs, wants, and priorities for each neighborhood</i>	Deleted; incorporated into Place 2.7.
2.5	<i>Provide opportunities for affordable, diverse housing in all neighborhoods</i>	Deleted; incorporated into Place 2.1
2.6	<i>Allow for more community gathering spaces throughout the City of Milwaukie</i>	Deleted; incorporated into Place 3.1
2.7	<i>Work with TriMet, ODOT, and Clackamas County to improve transit, bike, and pedestrian connections between neighborhoods</i>	Deleted; incorporated into Place 1.6
3.1	<i>Market the city as a hub for business incubation</i>	Deleted; incorporated into Prosperity 1.5.
3.2	<i>Support the continued success of the Milwaukie Farmer's Market</i>	Deleted; incorporated into Prosperity 3.3.
3.7	<i>Partner with Clackamas Community College, North Clackamas School District, and other partners on employment training programs that serve residents of all ages and career stages</i>	Deleted; incorporated into Prosperity 1.2.
3.9	<i>Work to attract businesses to Downtown Milwaukie that are open, inviting, and diverse</i>	Deleted; incorporated into Prosperity 3.5.

People

Action	Steering Committee Comments
GAS 1	In Goal Area Statement, change “recognize our differences” to “ <u>honor</u> our differences”
1.1	First metric needs to be “Establishment of procurement practices to prioritize diverse business types”
1.2	“ <u>Continue</u> to host...” Additional Partners: Clackamas County Arts Alliance, NDA’s, ArtMOB, Regional Arts and Culture Council
1.3	“ <u>Continue</u> to support...”
1.4	“ <u>Continue</u> to engage...” Additional Partners: AARP, Age-Friendly Coalition Additional Metric: # of volunteers
1.5	Additional Metric: Increased volunteer participation by community members with diverse backgrounds
2.1	Additional Partners: NDA’s, Rotary Club
2.2	Delete Dark Horse from list of partners (only individual business listed)
2.3	Change “living wage jobs” to “family wage jobs” Make metric simpler (% of City businesses paying family wage jobs) Delete Industrial Business District Association from list of partners (doesn’t exist)
2.4	Delete Industrial Business District Association from list of partners (doesn’t exist) Additional Partners: Clackamas County, Greater Portland Inc.
2.5	Additional Partners: North Clackamas School District, Realtors
2.6	Some discussion of combining with People 1.4.
3.1	Additional Partners: Social Media platforms
3.3	Delete Chamber of Commerce from list of partners Additional Partners: Hispanic Chamber of Commerce, International Refugee Center of Oregon (IRCO)
3.4	Delete Chamber of Commerce from list of partners Additional Partners: Farmer’s Market, Library, Clackamas County, Wichita Center
3.5	Follow up with City Manager’s Office on status of existing communications strategy, and revise action item verb as needed Additional Partners: Willamette Falls Media Center
3.6	Metric: Change “Policy” to “Police”
3.7	Library Director asked how this position differs from what her staff already does Delete Chamber of Commerce from list of partners Additional Partners: Northwest Housing Alternatives (NHWA), Microenterprise Services of Oregon (MESO), IRCO, Oregon Opportunity Network, Community Action Partnership of Oregon (CAPO)

Place (Focused Primarily on Place Theme 1; Ran out of Time on Place 2 and 3)

Action	Steering Committee Comments
1.1	“Adopt Vision Zero in an effort to eliminate traffic deaths <u>and life changing injuries</u> on Milwaukie's streets.” Additional Partners: Portland, Clackamas County, Public Safety Advisory Committee (PSAC)
1.2	“Utilize the Safe Access for Everyone (SAFE) Program to <u>construct identify</u> sidewalk gaps, <u>resolve</u> ADA deficiencies, <u>implement the Safe Routes to School program</u> , and <u>encourage</u> alternative construction materials for permeability and aesthetics” Additional Partners: NCSA, NDA's, PSAC Additional Metric: # of students that walk or bike to school (moved up after deleting Action 1.3)
1.3	Proposed deleting Action 1.3, as Safe Routes to School dovetails with Action 1.2
Comment	Actions 2, 3, 4 and 6 cover a lot of the same topics, with SAFE being the overarching canopy program. Potential to combine further.
1.4	“Make <u>off-grade</u> pedestrian and bicycle <u>crossing and</u> safety...” Additional Partners: PSAC
1.5	“ <u>Implement Adopt</u> road paving...” Additional Partners: PSAC, Urban Renewal Program, Street Surface Management Program (SSMP), Clackamas County, Metro
1.6	Additional Partners: PSAC
1.7	“Establish a street tree planting program and provide opportunities for residents to acquire <u>purchase</u> and maintain appropriate trees on public rights of way and required planter strips”
1.8	Delete city planner from list of partners Additional Partners: PGE, Clackamas County Lighting District, PBOT
2.1	Additional Partners: Metro, Catholic Charities, Reach CDC, Oregon Housing and Community Services (OHCS), Network for Oregon Affordable Housing (NOAH)
2.2	Additional Partners: Oregon Opportunity Network, OHCS
2.3	Additional Partners: Oregon Opportunity Network
2.4	Deleted Dark Horse from list of partners
2.5	Support the development of more senior, <u>veterans</u> , and special needs housing...” Additional Partners: Age Friendly Coalition, OHCS, NOAH
2.6	Additional Partners: Metro, State of Oregon, Department of Land Conservation and Development (DLCD)
2.8	Additional Partners: Metro, Clackamas County
3.1	Create a program to fund <u>the</u> development of....” Additional Partners: NCPRD (also add to Action 3.9)
3.2	Additional Partners: Downtown Milwaukie Business Association Metric: # of art installation <u>in area businesses</u>
3.5	Additional Partners: State Historic Preservation Office (SHPO), Clackamas County

Planet

Action	Steering Committee Comments
1.5	Additional Partners: Portland Fruit Tree Program, Schoolyard Farms, Clackamas County Gleaners, NCSO (New Urban HS)
1.6	“Develop educational programs for city residents and businesses that focus on native vegetation, landscaping basics, and the economic and environmental value provided by <u>native trees and plants</u> ”
2.1	Additional Partners: State and federal agencies (ODOT, NOAA, Army Corps, Marine Board), NCSO, PSU, NCPRD Metric: Development and adoption of plan
2.3	“ Develop <u>Implement the</u> Develop a plan and funding strategy...” (Engineer Director stated that this plan is largely in place) Metric: # of bioswales
2.4	Additional Partners: Wetlands Conservancy
2.5	“ <u>Educate and Address</u> the impacts...”
Comment	Look at combining Actions 3.3 and 3.7.
3.2	Additional Partners: Metro, Solar Oregon
3.3	“Develop a Climate Action <u>and Energy</u> Plan aimed at reducing the impacts of city activities on climate change <u>and achieving net-zero status by 2040.</u> ” Not just City operations; change from “ <u>City activities</u> ” to “ <u>city activities</u> ” (also change second metric) Metric: Develop a plan Add metrics from Deleted Action 3.7.
3.4	“Create a program that focuses on ways individual households and businesses can reduce their carbon footprint., similar to Vancouver BC’s Green Bloc Initiative. ” Additional Partners: Vancouver BC Green Block Initiative
3.5	Additional Partners: Clackamas River Water, PGE, NW Natural Metrics: Delete underground utilities metric Add “#/% of facilities and utilities assessed and improved”
3.6	Delete action (too vague)
3.7	Delete action (combined with Action 3.3)
Comment	Combine Action 3.8 and 3.9.
3.10	“Promote household and neighborhood-level emergency preparedness by expanding the role and capacity of <u>Community Emergency Response Teams (CERTs)</u> Neighborhood Emergency Teams (NETs) ” (NET is a Portland term)

Prosperity (Ran out of time; expecting additional comments from Steering Committee)

Action	Steering Committee Comments
1.1	“Host a Career Connections Convention <u>Fair</u> that connects local residents, businesses, and recruiting agencies.” Additional Partners: Northwest Family Services (NWFS), Small Business Administration (SBA)
1.2	Grow partnerships <u>Partner</u> with Clackamas Community College's Harmony campus...” Delete Wichita Center as a partner (covered by NCSD) Additional Partners: NWFS
1.3	“Create incentives for Milwaukie businesses that hire qualified local residents <u>and provide job training or continuing education opportunities for their employees</u> , and enhance quality of life (Move quality of life discussion to another action) Additional Partners: Clackamas Community College, Workforce Investment Board
1.4	Additional Partners: NWFS
1.5	Additional Partners: NWFS, Greater Portland Inc
2.1	Metric: % of city housing units within 20-minute (1 mile) walkshed or 3 mile bikeshed of neighborhood hub or other commercially zoned property
2.2	“Provide access to local healthy food <u>Identify and seek to eliminate local food deserts</u> by recruiting additional grocery stores and other food businesses” Additional Partners: Property Owners
2.5	“Incentivize development of city-owned <u>publicly and privately-owned</u> opportunity sites and other vacant and underutilized properties in the city that can help meet the needs of neighborhood residents <u>and provide workforce housing for businesses</u> ” Additional Partners: Metro, ODOT, Clackamas County, private property owners, NCPRD
3.1	“Provide tax benefits or other incentives to encourage sustainable, long-term, <u>living family wages jobs</u> ”
3.5	“Support <u>the retention of</u> existing small businesses in our downtown and other business districts and attract new businesses that contribute to an open, inviting, and diverse atmosphere.” Delete metrics related to business licensed (Economic Development doesn’t use them) Additional Metrics: # of businesses supported (Economic Development does track)