

| Super Actions | | Associated Priority Actions (Established by Town Halls, Survey, Council) | | |
|---|--|---|--|---|
| | | Underway (may need to expand program) | New (or Council Goal) | Address through Comp Plan |
| Council Goals | Address Housing Affordability in Milwaukie | | Place 2.1- Improved housing affordability Place 2.2- Streamline permitting/SDC's | Place 2.7- Missing Middle Housing |
| | Complete Milwaukie Bay Park | | Place 3.2- Phase 3 of Milwaukie Bay Park Place 3.4- Focus MBP on waterfront | |
| | Adopt a Climate Action Plan | | Planet 3.2- Develop Climate Action Plan Planet 3.1- Energy and water efficiency | Planet 1.4- Tree Ordinance |
| Leading 2040 Vision and Action Plan Items | Foster a Sense of Community , Culture, and Belonging by Encouraging Public Involvement, Diversity, Equity, and Inclusion | People 1.1- Neighborhood Events People 1.2- Community Events People 2.4- Expand Volunteer Program People 3.6- Engage community in public art | People 1.3- Community Policing Program Prosp 3.4- Public plaza in SODO | People 3.2- Communications Strategy |
| | Support Local Businesses and Entrepreneurship through Training, Programs and Partnerships | People 2.1- Promote Small Business Dev. Prosp 1.2- Market business incubation Prosp 3.1- Support downtown/biz districts | People 2.2- Encourage Family Wage Jobs People 3.1- Ledding Library as Resource Prosp 1.1- Internship/Career Program Prosp 1.2- Incentives to hire local | |
| | Create Complete Neighborhoods that Offer a Range of Amenities and Enhance Local Identity and Character | Place 3.1- Improve parks and green spaces Prosp 2.2- Opportunity Sites | Prosp 2.3- Healthy food throughout city | Place 2.5- Create neighborhood plans Prosp 2.1- Neighborhood economic hubs |
| | Make Milwaukie a Model of Resiliency and Environmental Stewardship | Planet 2.2- Natural Stormwater Mgmt Planet 3.5- Resilient City Infrastructure | Planet 1.2- Citywide composting program | Planet 1.1- Sustainable Development Planet 2.1- Natural Resource Plan |
| | Continually Improve our Transportation System so that it Provides Safety and Connectivity for All Users | Place 1.2- Utilize SAFE program Place 1.6- Road maintenance strategies | | Place 1.1- Improve walk/bike network |



People Theme 1

| Goal Area Statement | Category | New Goal # | Old Goal # | Survey Rank | Action | Status | Lead City Department | Potential Partners by Action | 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 | 1.3 | 1 (111) | 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) | # of events, transactions or exchanges |
| | | 1.2 | 1.6 | 2 (78) | 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 | Underway | CMO | Downtown Milwaukie Business Association (DMBA), Clackamas County Arts Alliance, NDA’s, ArtMOB, Regional Arts and Culture Council | # of events held # of staff support hours |
| | | 1.3 | 3.6 | 4 (64) | Develop additional Police Department programs that help build relationships with the community. | New | Police | Police Department, NDAs, NCSD, Waldorf School, Churches, Ledding Library | Police satisfaction survey results. |
| | | 1.4 | 1.4 | 5 (48) | 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 | 1.1 | 3 (61) | 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 | New | Finance | State OMWESB, Metro | % of OMWESB contracts Distance (# of miles) between vendors and City |
| | | 1.6 | 1.2 | 4 (49) | Encourage and financially support cultural events that reflect and celebrate the diversity of the community | New | 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 | 1.5 | 7 (37) | 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 | New Goal # | Old Goal # | Survey Rank | Actions | Status | Lead City Department | Potential Partners by Action | Metric |
|--|--|------------|------------|----------------|---|----------|----------------------|--|---|
| <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> | Business Support and a Vibrant Local Economy | 2.1 | 2.2 | 1 (128) | Promote small business development through mentoring, incubation and entrepreneurial programs as well as loans and grants distributed across Milwaukie's neighborhoods | Underway | Economic Development | Clackamas Workforce Partnership, local credit unions, NDA's, Business Oregon, Clackamas Community College (CCC) Small Business Development | # of entrepreneurs funded |
| | | 2.2 | 2.3 | 2 (96) | Encourage businesses that provide family-wage jobs | Underway | Economic Development | DMBA, large industrial employers | % of City firms that pay family wage jobs |
| | | 2.3 | 2.4 | 5 (40) | Encourage and promote shared co-working spaces for small and sole proprietorship local businesses | New | Economic Development | DMBA, large industrial building owners | SF of co-working spaces in City |
| | Public Participation and Community Involvement | 2.4 | 2.1 | 3 (67) | Expand the City's volunteer program to organize and promote community volunteer events, projects and other opportunities, connecting volunteers and resources with those in need. | Underway | CMO | Hands-on Portland, Ledding Library, NCPRD, Historical Society, Habitat for Humanity, NDA's, Rotary Club | Volunteer hours |
| | | 2.5 | 2.5 | 6 (38) | Provide a welcome guide for Milwaukie newcomers that lists City resources, community-based organizations and activities and volunteer opportunities | New | CMO, Library | Chamber of Commerce, NCSD, NDA's, NCPRD, Ledding Library, MFS, Rotary Club, Wichita Center, Realtors | # of welcome guides distributed |
| | | 2.6 | 2.6 | 4 (52) | Create a Youth Advisory Council that serves to educate and provide input on issues affecting Milwaukie's youth | New | CMO | NCSD, NCPRD, other local schools | # of meetings and participants |



People Theme 3

| Goal Area Statement | Category | New Goal # | Old Goal # | Survey Rank | Actions | Status | Lead City Department | 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> | <p>Accessible and Transparent Information</p> | 3.1 | 3.7 | 1 (129) | <p>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</p> | New | Library | <p>Ledding Library, NCSD, Waldorf School, Clackamas County, State of Oregon, Chamber of Commerce, Northwest Housing Alternatives (NHWA), Microenterprise Services of Oregon (MESO), IRCO</p> | # of people served |
| | | 3.2 | 3.5 | 2 (85) | <p>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</p> | Initiate with Comprehensive Plan | CMO, Planning | <p>NDA's, Waldorf School, NCSD, Willamette Falls Media Center</p> | <p># of Town Halls held # FB/Twitter/IG followers</p> |
| | | 3.3 | 3.1 | 3 (74) | <p>Continually improve the City's website to be transparent, simple, user-friendly and interactive, with information easy to obtain</p> | Underway | CMO, ISD | Social media platforms | <p>Website traffic metrics Community survey results on website quality.</p> |
| | | 3.4 | 3.4 | 7 (21) | <p>Place information kiosks and booths in parks, public spaces and neighborhood centers throughout the City.</p> | New | CMO | <p>NCPRD, NDA's, Farmer's Market, Ledding Library, Clackamas County, Wichita Center</p> | # of kiosks |
| | <p>Engagement Opportunities for Everyone</p> | 3.5 | 3.2 | 6 (24) | <p>Provide childcare services and activities for children at City meetings and events</p> | New | CMO, Planning, Public Works | <p>MFS, Wichita Center, Waldorf School, NCSD</p> | # of City events with childcare |
| | | 3.6 | 3.3 | 5 (25) | <p>Increase the number of City informational materials translated into Spanish and other languages</p> | Underway | CMO, Community Development, Public Works, Library | <p>Hispanic Metropolitan Chamber, Wichita Center, International Refugee Center of Oregon (IRCO)</p> | # of pages translated |
| | | 3.7 | 1.7 | 6 (43) | <p>Ensure continued City government transparency and accessibility through an ongoing evaluation program, incorporated into the Citizen Involvement Section of the Comprehensive Plan.</p> | Initiate with Comprehensive Plan | CMO, Planning | [City], NDA's | Community survey results (% rating good or very good) |



Place Theme 1

| Goal Area Statement | Category | New Goal # | Old Goal # | Survey Rank | Actions | Status | Lead City Department | Potential Partners by Action | Metric |
|--|---|------------|------------|-------------|--|------------------|----------------------------|---|---|
| <p>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.</p> | Walkability, Bikeability, and Safety | 1.1 | 1.5 | 1 (106) | 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, Engineering | Safe Routes to School partners, SAFE, Clackamas County, NCPRD, NDAs, Bike Loud, Better Block PDX, The Streets Trust, Oregon Walks, TriMet, ODOT, PSAC | Miles of bike paths and sidewalks; % within ½ mile of identified hubs |
| | | 1.2 | 1.2 | 2 (78) | 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 | Underway | Engineering, Streets | ODOT, TriMet, Safe Routes to School partners, SAFE, Metro, NCSD, NDA's, PSAC | Linear feet of sidewalk gaps closed # of students that walk or bike to school |
| | | 1.3 | 1.3 | 4 (72) | 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, Streets | 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 | 1.1 | 7 (21) | Implement Vision Zero in an effort to eliminate traffic deaths and life-changing injuries on Milwaukie's streets. | New | Engineering, 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 | 3.9 | 4 (24) | Develop walking and cycling tour maps connecting points of interest such as parks, plazas, art installations and historical markers. | Underway; update | CMO, Engineering, Planning | artMOB, NDAs, Milwaukie Historical Society Museum, NCPRD | # of maps |
| | Complete Streets that are Well Maintained | 1.6 | 1.4 | 3 (76) | Implement road paving and funding strategies that improve road maintenance in Milwaukie | Underway | Engineering, Streets | PSAC, Urban Renewal Program, Street Surface Management Program (SSMP), Clackamas County | Annual dollars spent on SAFE/SSMP improvements Miles of roads paved |
| | | 1.7 | 1.6 | 5 (29) | 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 | New | Engineering, Streets | Friends of Trees, NCPRD, Audubon Society, Columbia Land Trust | # of trees planted |
| | | 1.8 | 1.7 | 6 (27) | Incorporate "Dark Sky" friendly street lighting to minimize light pollution. | New | Streets | Oregon Planners Network, Dark Sky Alliance, Portland General Electric (PGE), City of Portland (PBOT) | % of street lights that are dark skies compliant |



Place Theme 2

| Goal Area Statement | Category | New Goal # | Old Goal # | Survey Rank | Actions | Status | Lead City Department | Potential Partners by Action | Metric |
|---|---|------------|------------|-------------|---|----------------------------------|---------------------------------|--|---|
| <p>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.</p> | Housing Affordability | 2.1 | 2.1 | 1 (73) | 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 | Council Goal | Planning, Community Development | Clackamas County, Habitat for Humanity, NHPWA, Portland Housing Center, Portland for Everyone, State, Oregon Opportunity Network, Clackamas Housing Authority, Metro, Catholic Charities, Reach CDC, Network for Oregon Affordable Housing | # of units at 0-120% AMI per neighborhood % residents that are housing cost burdened |
| | | 2.2 | 2.3 | 4 (58) | Streamline permitting and subsidize system development charges for creative uses of space such as Accessory Dwelling Units, Tiny Homes, and Cottage Clusters | New; implement Council Goal | 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 | 2.8 | 6 (31) | 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 | New; implement Council Goal | Planning, Community Development | League of Oregon Cities, Metro, Clackamas County | CET funds created, homes underwritten |
| | | 2.4 | 2.6 | 7 (29) | 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, Metro, State of Oregon, DLCD | Acres annexed, # of homes and businesses |
| | Housing Diversity, Quality Design, and Neighborhood Compatibility | 2.5 | 2.7 | 2 (66) | 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 | NDAs, 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 | 2.2 | 3 (61) | 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 | 2.4 | 5 (55) | 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 | 3.5 | 4 (24) | 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 and protected |
| | | 2.9 | 2.5 | 8 (26) | 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 HHS, Milwaukie Senior 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 | New Goal # | Old Goal # | Survey Rank | Actions | Status | Lead City Department | 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> | Parks and Gathering Spaces, including Milwaukie Bay Park | 3.1 | 3.8 | 1 (126) | 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 | Underway; engage partner agencies | CMO (Parks), Planning | NDA's, NCPRD | # of parks built out to their master plan acres of park places per neighborhood, # of amenities |
| | | 3.2 | 3.3 | 2 (119) | 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. | Council Goal | CMO | Parks Committee, NCSD, Landscape architects, NCPRD | # of programs |
| | | 3.3 | 3.1 | 3 (60) | 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. | New | 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 | Gathering places in each neighborhood |
| | | 3.4 | Planet 2.2 | 3 (74) | 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 | Council Goal | CMO, Engineering, Planning | NCPRD, Clackamas County, NDA's | Periodic one day tallies of park visitors and motorized and non-motorized boat launches |
| | Milwaukie Supports the Arts | 3.5 | 3.2 | 8 (13) | Encourage partnerships between local businesses and artists to provide opportunities for art installations | Underway | Economic Development, CMO (artMOB liaison) | artMOB, Chamber of Commerce, DMBA | # of art installations in area businesses |
| | | 3.6 | 3.4 | 6 (16) | Engage the community when creating programs and spaces for public art | New | CMO | Performing arts organizations, music and dance schools, Oregon Bluegrass Association, Old Time Fiddlers, Chamber Music NW | # of community-based processes around public art |
| | | 3.7 | 3.6 | 6 (16) | Expand art programming throughout the City of Milwaukie through grants, scholarships and funding | New | CMO | artMOB, Business Community, NCSD | # of dollar amounts toward arts |
| | | 3.8 | 3.7 | 9 (10) | Support space acquisition for open art studios that pool resources and promote local artists | New | CMO, Economic Development | artMOB | # of spaces |



Planet Theme 1

| Goal Area Statement | Category | New Goal # | Old Goal # | Survey Rank | Actions | Status | Lead City Department | Potential Partners by Action | Metric |
|---|---|------------|------------|-------------|--|----------------------------------|---------------------------------------|---|--|
| <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> | Sustainable Development and Environmental Stewardship | 1.1 | 1.4 | 1 (75) | 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 | 1.7 | 2 (67) | Create a citywide composting program for residents and businesses | New; under discussion | City Manager's Office/Finance | Metro, local garbage franchises | # and % of households and businesses that compost |
| | | 1.3 | 1.6 | 5 (49) | 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 | New | Public Works (Water, Storm), Planning | Friends of Trees, local arborists and permaculturists | # of classes offered # of residents served |
| | Trees, Garden and Vegetation | 1.4 | 1.1 | 3 (64) | Develop a strong tree ordinance that incentivizes tree protection, has equitable tree replacement standards, and provides adequate flexibility for property owners | Initiate with Comprehensive Plan | Planning, CMO | Tree Board, Planning Commission, Friends of Trees, UO/OSU | % of trees over 6" DBH preserved in subdivision and partition applications |
| | | 1.5 | 1.5 | 6 (42) | 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 | 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 | 1.2 | 4 (62) | Support the creation of more community gardens and urban orchards across all neighborhoods | New | CMO, Planning | 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 | 1.3 | 7 (38) | 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 | New Goal # | Old Goal # | Survey Rank | Actions | Status | Lead City Department | 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> | <p>Protect the Willamette and our Local Creeks</p> | 2.1 | 2.1 | 1 (106) | <p>Develop a Natural Resource Plan and funding mechanism for the restoration of Kellogg and Johnson Creeks, including the removal of the Kellogg Dam</p> | Initiate with Comprehensive Plan | Planning, Engineering, Water, Storm | PSU Engineering program, Johnson Creek Watershed Council, Metro, Clackamas County, NCU Watershed Council, state and federal agencies, NCSD, NCPRD | Development and adoption of plan # of restoration/clean-up events |
| | | 2.2 | 2.3 | 2 (88) | <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> | Initiate with Comprehensive Plan | Storm, Engineering | Clackamas County | MS4 Permit Effluent Concentrations (TSS, Nitrates, Lead, Zinc) # Outreach Events # Catch Basin Screenings # Street Sweeping Days # of bioswales |
| | | 2.3 | 2.4 | 4 (56) | Restore wetlands and riparian vegetation adjacent to our creeks and river | Underway; engage partners | Storm | Johnson Creek Watershed Council, North Clackamas Urban Watersheds Council, Wetlands Conservancy | SF of wetlands/riparian restored # of clean-up days |
| | | 2.4 | 2.5 | 5 (40) | Educate and address the impacts that local industries have on water and air quality | Underway | Storm, Planning | DEQ, local businesses | # air and water quality monitoring stations Youth asthma cases (%) |
| | | 2.5 | 2.6 | 6 (38) | Encourage stewardship of our local creeks through educational programs and civic events such as clean-up days | Underway | Storm | JC/NCU Watershed Councils, North Clackamas Schools, Waldorf School, NCPRD | # clean-up days # volunteers # educational events |



Planet Theme 3

| Goal Area Statement | Category | New Goal # | Old Goal # | Survey Rank | Actions | Status | Lead City Department | 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> | <p>Energy and Conservation, including Adoption of a Climate Action Plan</p> | 3.1 | 3.1 | 2 (74) | Encourage energy and water efficiency and the use of renewable sources by offering rebates, incentives, and permit fee reduction or waivers. | New | Finance, Planning | PGE, Metro, NW Natural | # rebates issued to City residents and businesses # fee reductions and waivers |
| | | 3.2 | 3.3 | 3 (66) | 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 | Council Goal | CMO, Planning | Metro, National Renewable Energy Laboratory, PGE, NW Natural | Net energy consumption/sf for homes and businesses (set benchmarks for every 5 years) |
| | | 3.3 | 3.2 | 5 (51) | 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 | New; implements Council Goal | Economic Development, CMO | Business owners, property owners, PGE, Metro, Solar Oregon | Kilowatt-hours of solar energy panels installed per year |
| | | 3.4 | 3.4 | 7 (20) | Create a program that focuses on ways individual households and businesses can reduce their carbon footprint. | New; implements Council Goal | CMO, Planning | PGE, NW Natural, Vancouver BC Green Block Initiative | # of households/businesses participating |
| | | N/A | 3.7 | 8 (13) | Improve city communications and outreach on energy programs, conservation efforts and opportunities for sustainable business practices and certification | Recommending to remove (outreach covered under People) | CMO, ISD | B Lab, Clackamas County, Social Media channels, PGE, NW Natural | # of city outreach events CERT website analytics (# of unique visitors) # of B-Corps in Milwaukie |
| | <p>Milwaukie is a Resilient Community</p> | 3.5 | 3.5 | 1 (81) | 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 | Public Works, Engineering, Planning | 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 | 3.6 | 4 (53) | 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 | # of rooftop solar systems (with backup batteries) |
| | | 3.7 | 3.8 | 6 (39) | Promote household and neighborhood-level emergency preparedness by expanding the role and capacity of Community Emergency Response Teams (CERTs) | Underway | CMO, Police | Clackamas Fire, CERT program | # of CERT graduates # of CERT trainings offered |



Prosperity Theme 1

| Goal Area Statement | Category | New Goal # | Old Goal # | Survey Rank | Actions | Status | Lead City Department | 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> | Partnerships, Education and Training | 1.1 | 1.2 | 1 (120) | 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. | New; engage partners | Economic Development, CMO | CCC, NCSD, Wichita Center, local businesses, North Clackamas Chamber of Commerce, NWFS, Clackamas Workforce Partnership | # of students and businesses involved in internship program |
| | | 1.2 | 1.5 | 2 (108) | 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 | Economic Development | Chamber of Commerce, Industry Groups, local business incubators and accelerators, Clackamas County ED, NWFS, Greater Portland Inc. | # of businesses added in Milwaukie's identified business clusters/strengths |
| | | 1.3 | 1.3 | 3 (74) | Create incentives for Milwaukie businesses that hire local residents and provide job training and continuing education opportunities for their employees. | New | Economic Development | Clackamas County, B Lab (B Corps), DMBA, North Clackamas Chamber of Commerce | \$ amount of incentives awarded # Milwaukie residents hired |
| | | 1.4 | 1.1 | 5 (17) | Host Career Connections Conventions that connect local residents to resources that enrich their professional lives. | New | Economic Development | CCC, Worksource Oregon, Clackamas Workforce Partnership, NCSD, North Clackamas 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 | New Goal # | Old Goal # | Survey Rank | Actions | Status | Lead City Department | 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> | Complete Neighborhood Hubs | 2.1 | 2.1 | 1 (131) | 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 | 2.4 | 2 (97) | Incentivize development of opportunity sites and other vacant and underutilized properties that can help meet the needs of neighborhood residents. | Underway | Community Development, Finance | Clackamas County Economic Development, Metro, ODOT, Clackamas County, NCPRD, private property owners | % of affordable units in project proposals # of vacant properties |
| | | 2.3 | 2.2 | 3 (82) | Partner with local vendors to provide access to healthy, fresh food throughout Milwaukie's neighborhoods. | New | Economic Development | Food businesses, brokers, developers, produce growers, farmers, property owners | % of homes within one mile of carts or businesses selling fresh fruits and vegetables |
| | | 2.4 | 2.3 | 4 (77) | 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 | New Goal # | Old Goal # | Survey Rank | Actions | Status | Lead City Department | Potential Partners by Action | Metric |
|--|-------------------------------|------------|------------|----------------|---|---|---|---|---|
| <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> | City Programs and Marketing | 3.1 | 3.4 | 1 (132) | 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# of b corps |
| | | 3.2 | 1.4 | 4 (71) | 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 | # of Family wage jobs |
| | | 3.3 | 3.1 | 4 (42) | Create a “Buy Local” or “Best for Milwaukie” initiative that encourages residents to support local businesses. | New | Economic Development, CMO | Chamber of Commerce, DMBA, NDA's | # of participating businesses |
| | Downtown and Industrial Areas | 3.4 | 3.2 | 2 (119) | 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. | Underway | CMO | Celebrate Milwaukie Inc, TriMet, DMBA | # of events held in downtown plaza |
| | | 3.5 | 3.5 | 3 (57) | 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 | 3.3 | 4 (42) | Preserve and enhance the city’s manufacturing and industrial areas along Highway 99-E, Highway 224, and Johnson Creek Blvd. | Underway (NMIA); expand with Comprehensive Plan | Economic Development, Community Development | Clackamas County, large industrial users, Chamber of Commerce | # of businesses and employees in industrial areas |



SURVEY RESULTS

MAY 2017

Milwaukie Community Vision and Action Plan

ABSTRACT

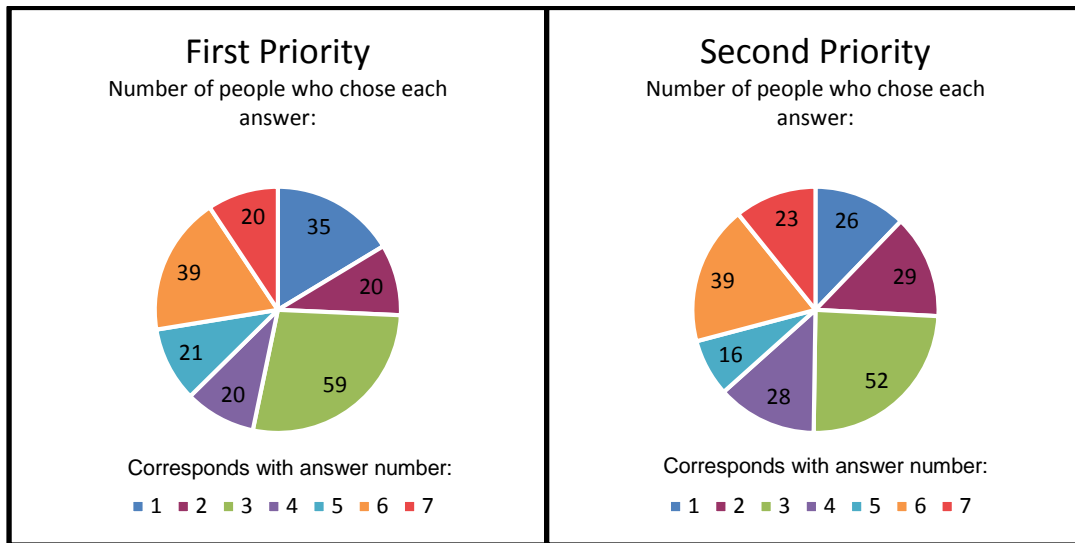
During the month of May 2017, residents of Milwaukie, Oregon were asked to take a survey expressing their personal priorities out of those proposed in the Milwaukie Community Vision and Action Plan. Over a period of three weeks, 216 responses were collected. The results of the survey clearly illustrates 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.



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

Answered: 214 Skipped: 2

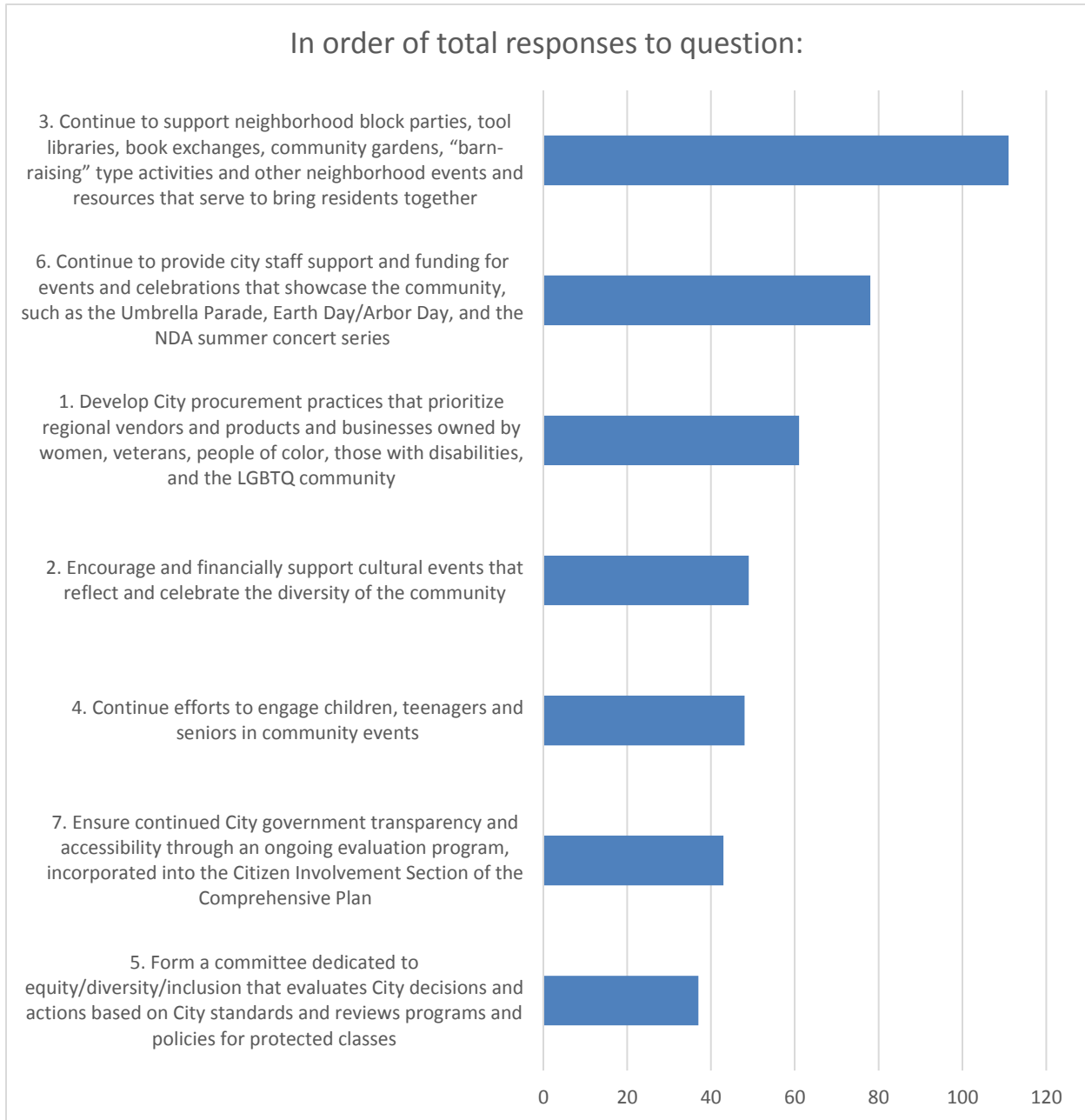
Theme 1: People - Goal Statement 1: *Milwaukie is an inclusive community of diverse people from a variety of backgrounds that honors our differences and shared similarities. We are engaged and come together in many ways through various events and community gathering places, where we can celebrate our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

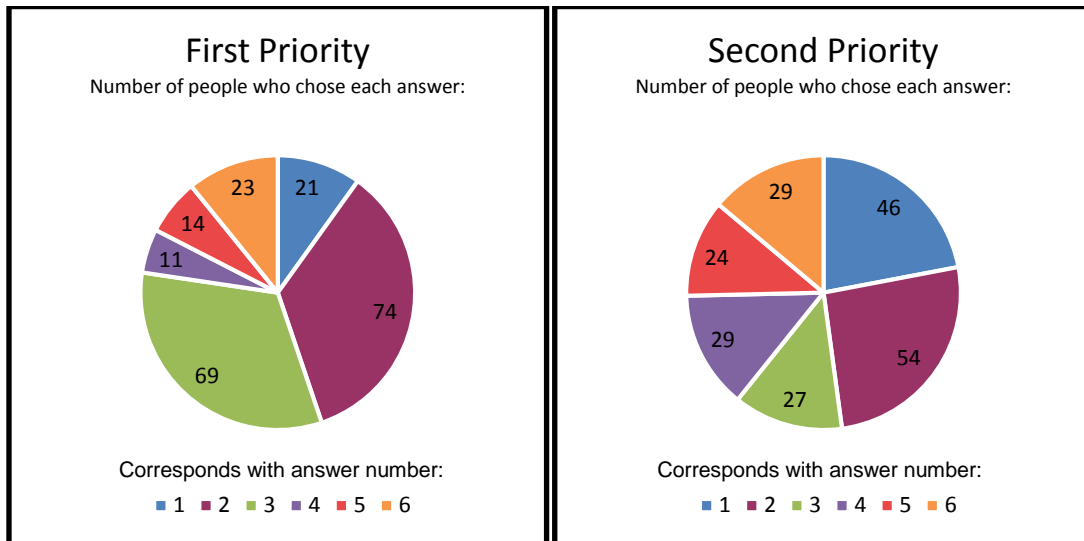
Theme 1: People - Goal Statement 1: *Milwaukie is an inclusive community of diverse people from a variety of backgrounds that honors our differences and shared similarities. We are engaged and come together in many ways through various events and community gathering places, where we can celebrate our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



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

Answered: 212 Skipped: 4

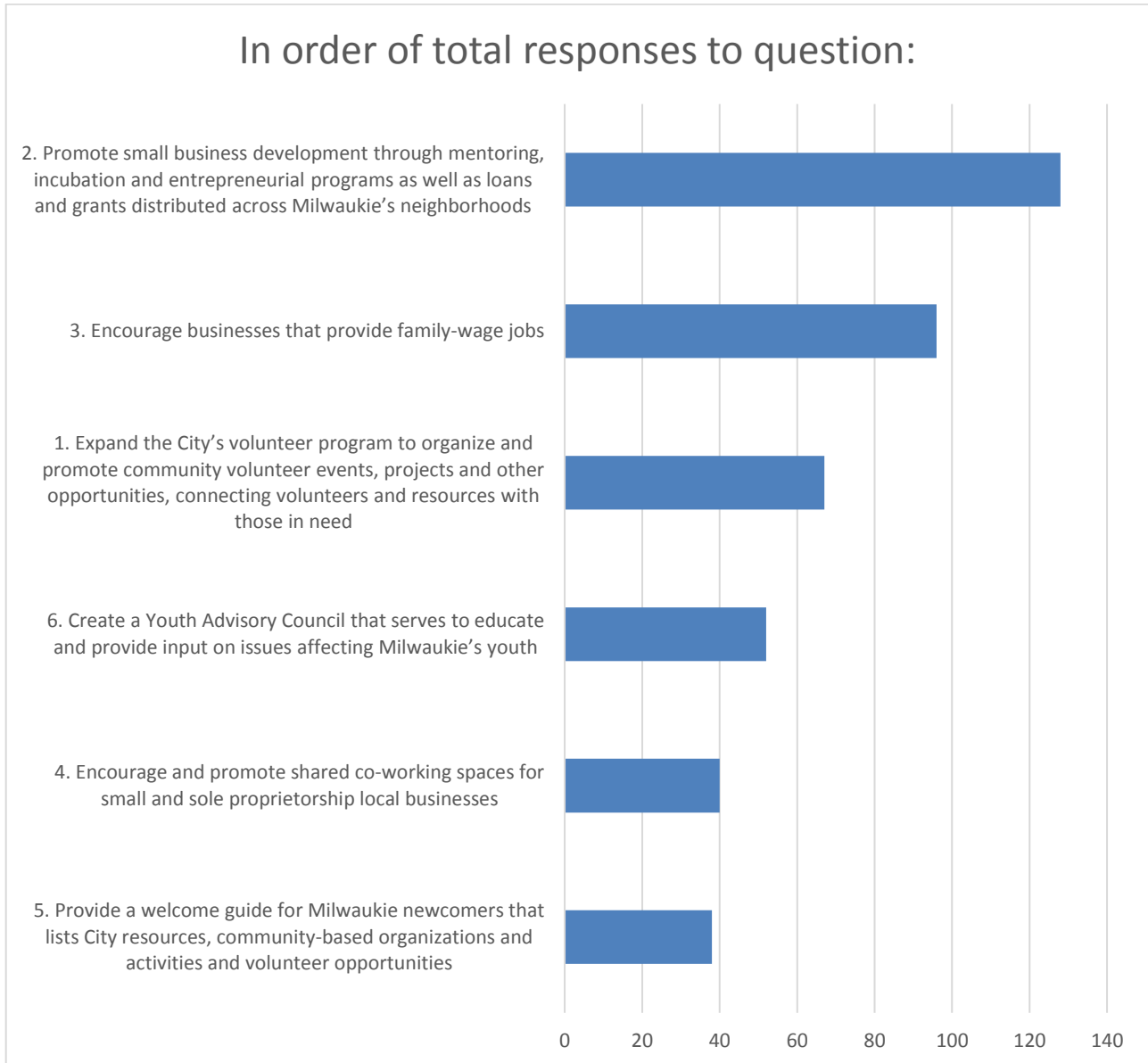
Theme 1: People - Goal Statement 2: *Milwaukie is a diverse community that provides opportunities and support for all of its residents through a variety of resources and enriching activities. We encourage and support a vibrant local economy that contributes to a high quality of life where residents can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

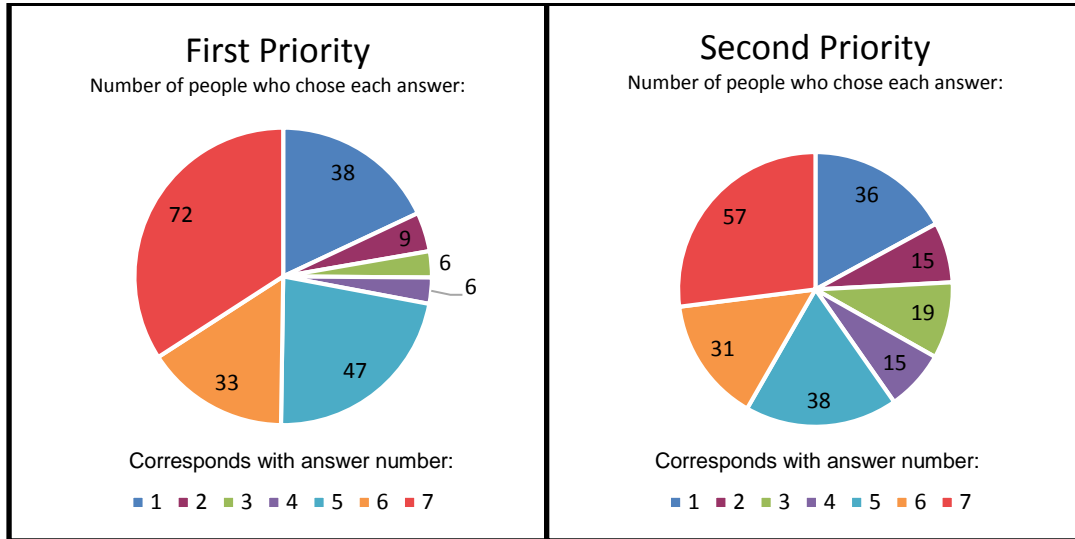
Theme 1: People - Goal Statement 2: *Milwaukie is a diverse community that provides opportunities and support for all of its residents through a variety of resources and enriching activities. We encourage and support a vibrant local economy that contributes to a high quality of life where residents can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



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

Answered: 212 Skipped: 4

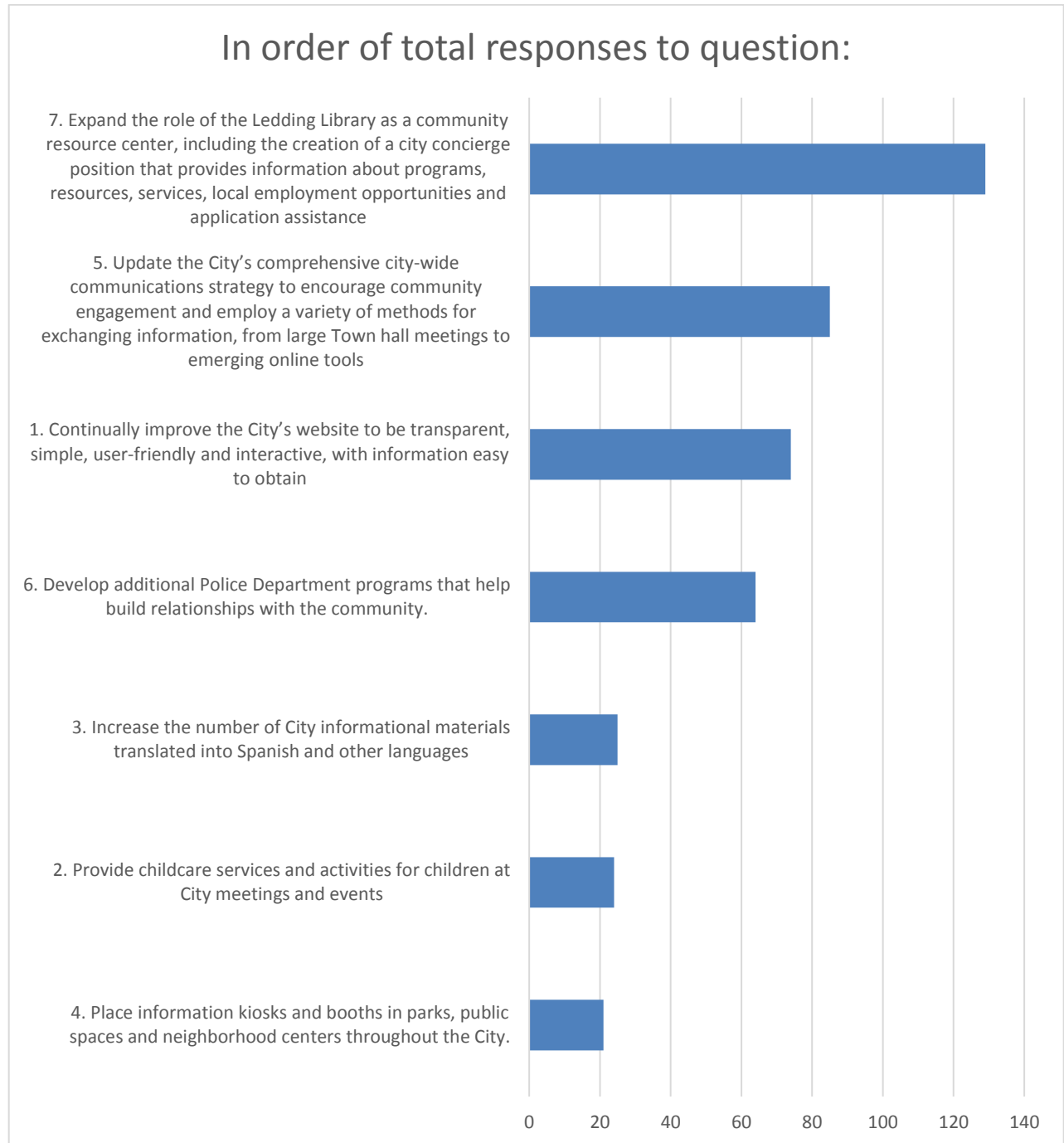
Theme 1: People - Goal Statement 3: *The City of Milwaukie is an open portal where information is readily available, easily exchanged, and responsive. Residents feel empowered and have opportunities to engage and share ideas.*



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 |

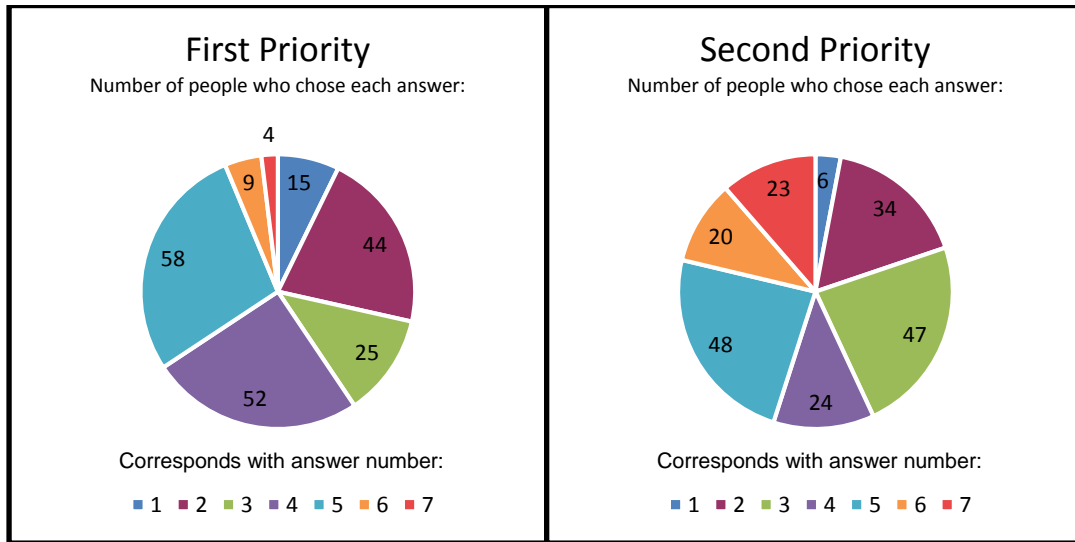
Theme 1: People - Goal Statement 3: *The City of Milwaukie is an open portal where information is readily available, easily exchanged, and responsive. Residents feel empowered and have opportunities to engage and share ideas.*



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

Answered: 206 Skipped: 10

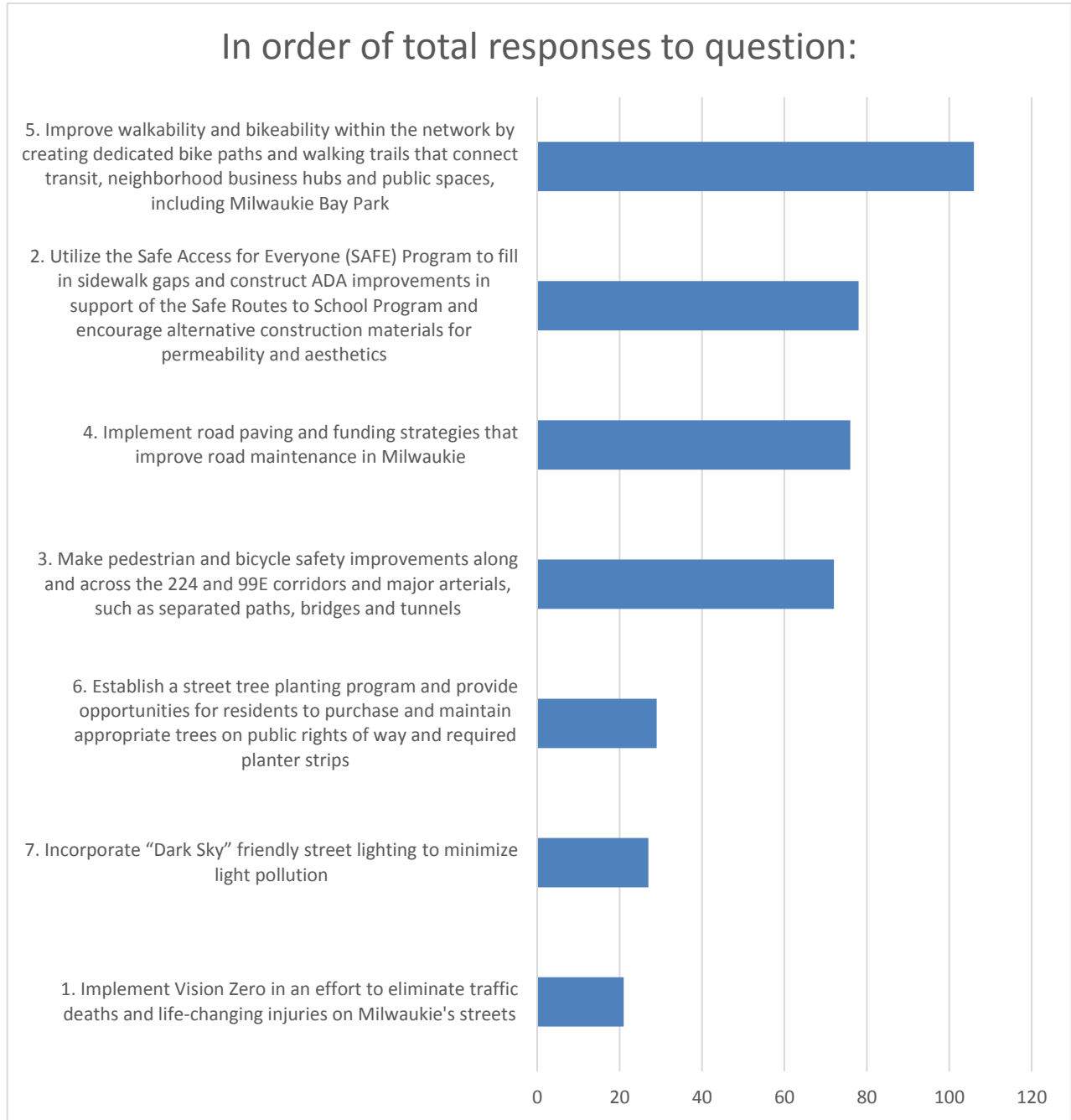
Theme 2: Place - Goal Statement 1: *Milwaukie has a complete, clean and attractive network of sidewalks, bike lanes and paths that enable accessibility, mobility, and safety for all. Streets are tree-lined, well-lit and designed to promote a healthy and active lifestyle. There is a seamless transition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

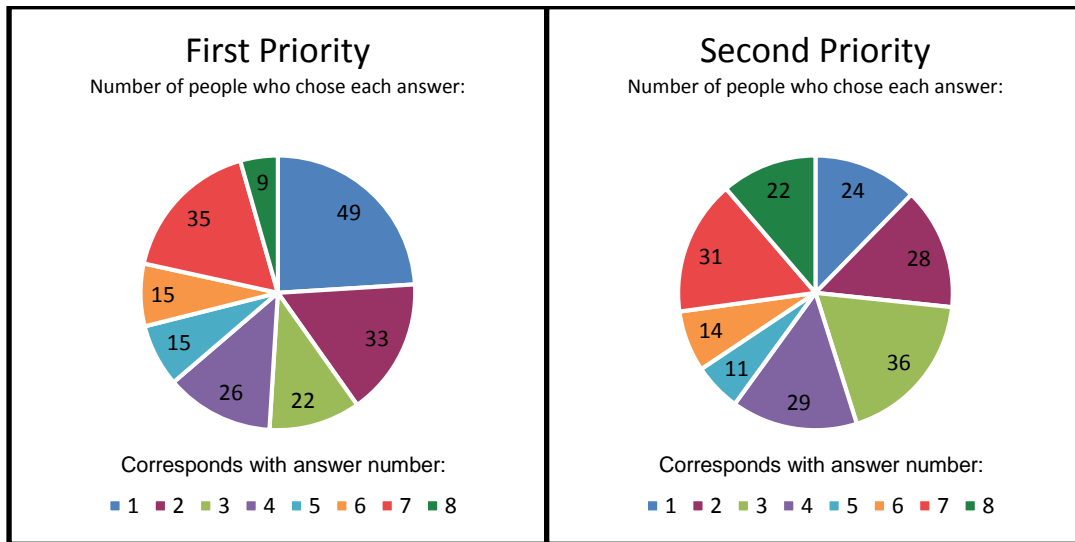
Theme 2: Place - Goal Statement 1: *Milwaukie has a complete, clean and attractive network of sidewalks, bike lanes and paths that enable accessibility, mobility, and safety for all. Streets are tree-lined, well-lit and designed to promote a healthy and active lifestyle. There is a seamless transition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

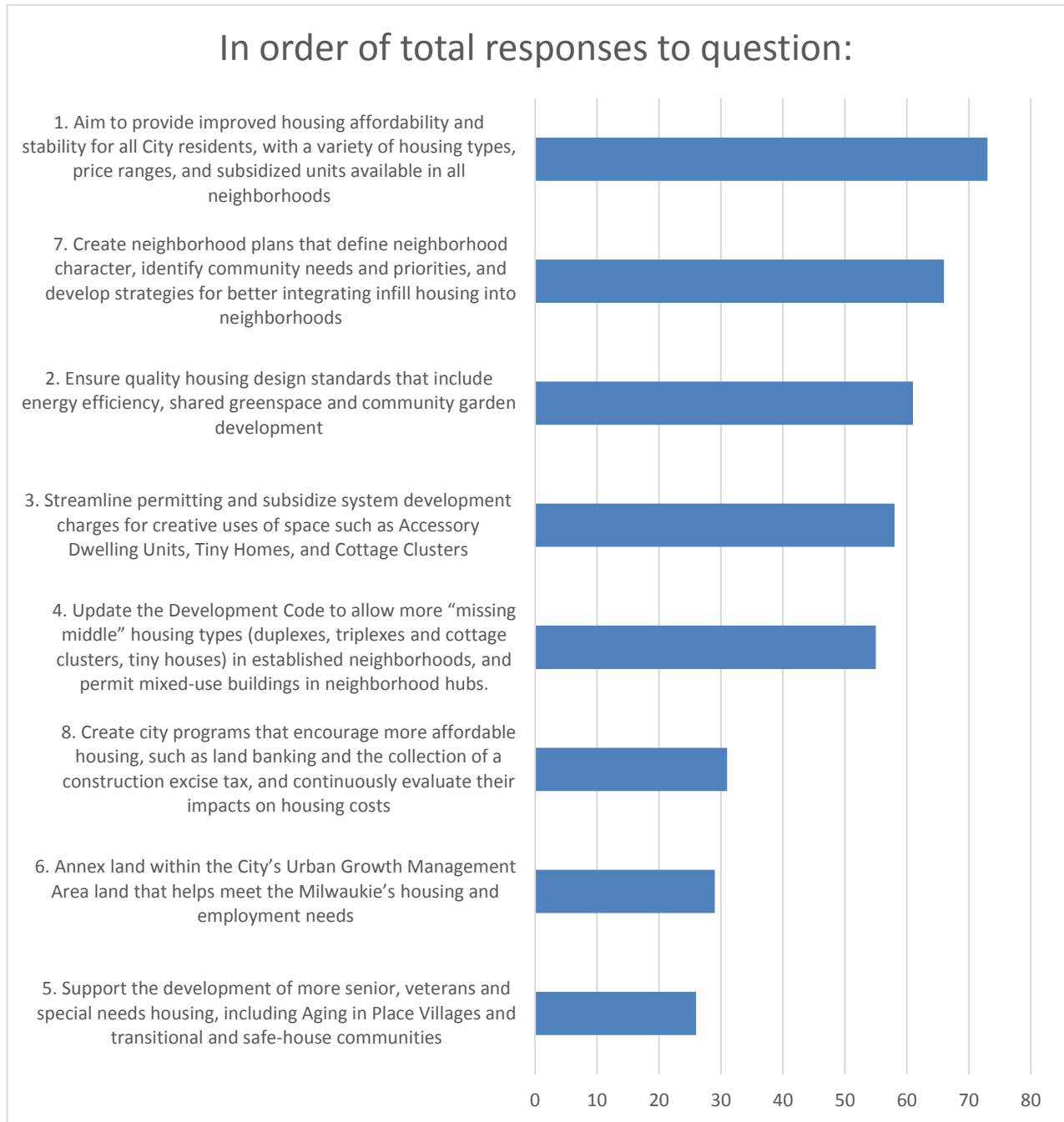
Theme 2: Place - Goal Statement 2: *Milwaukie invests in housing options that provide affordability, high quality development and good design, promoting quality living environments. It maintains the small neighborhood feel through creative use of space with housing options that embrace community inclusion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

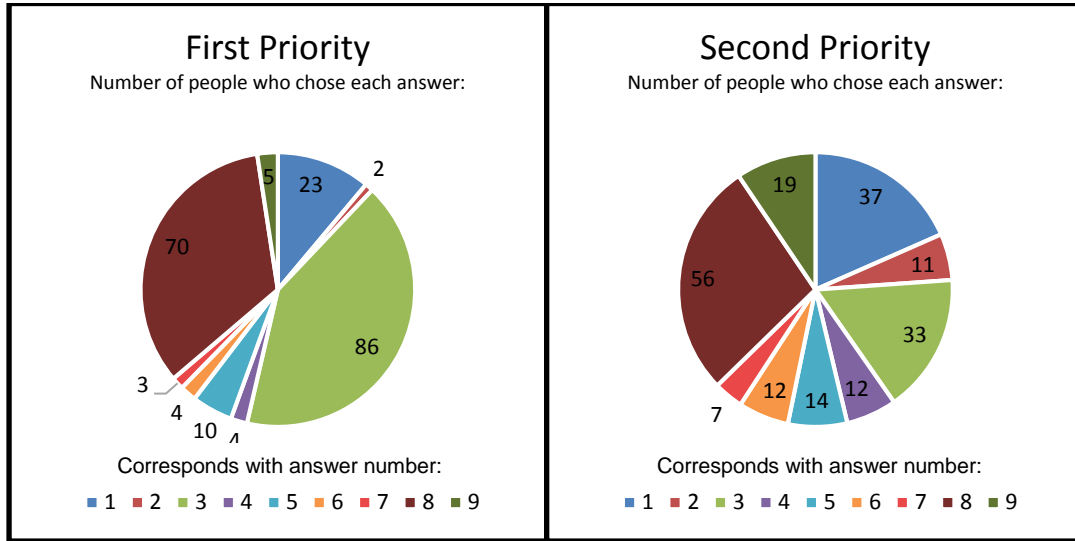
Theme 2: Place - Goal Statement 2: *Milwaukie invests in housing options that provide affordability, high quality development and good design, promoting quality living environments. It maintains the small neighborhood feel through creative use of space with housing options that embrace community inclusion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



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

Answered: 206 Skipped: 10

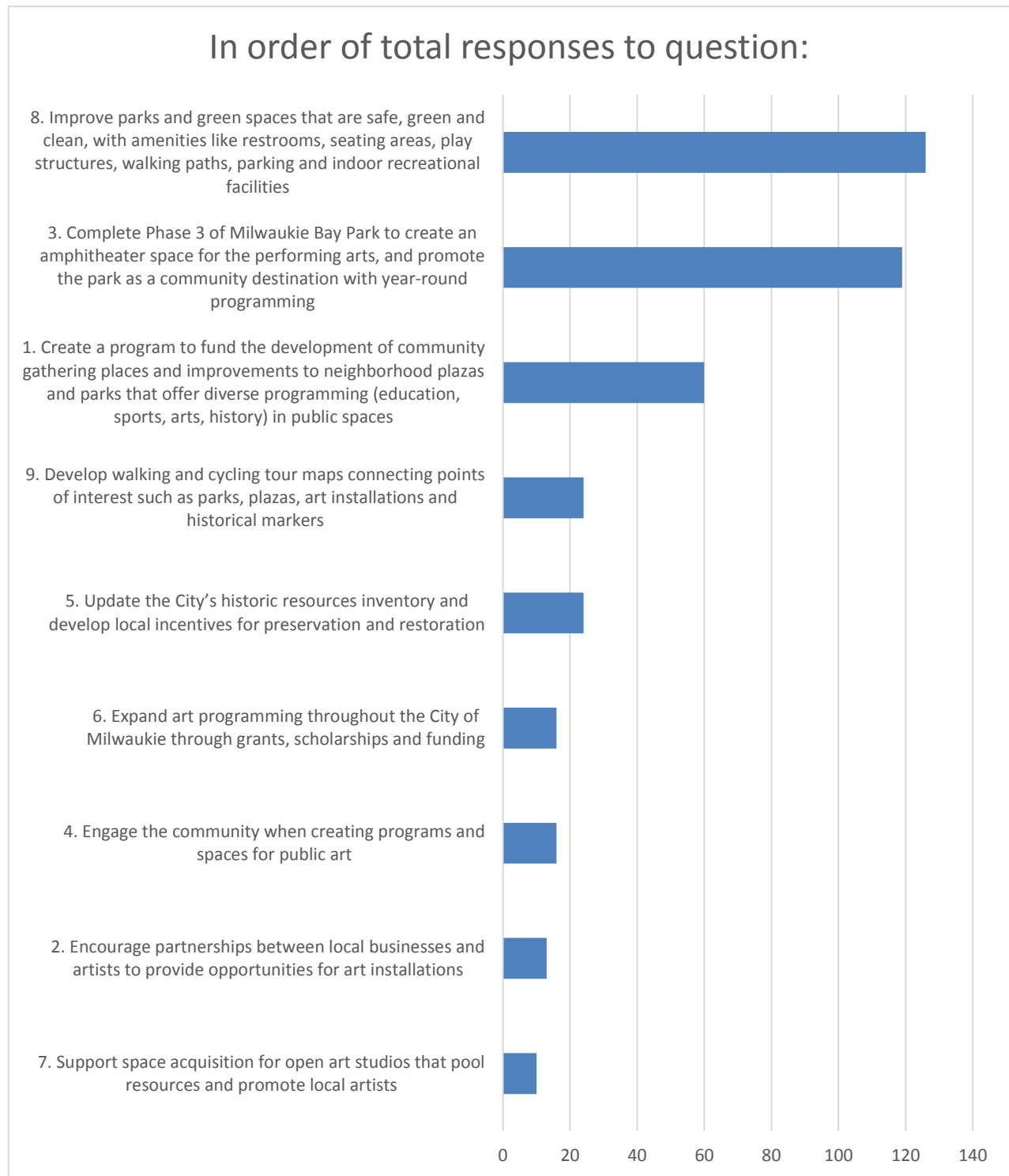
Theme 2: Place - Goal Statement 3: *Milwaukie collaborates with community partners to create and preserve spaces to inspire the public to be engaged with the city’s past and future. Art and innovation is weaved into the fabric of the city.*



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 |

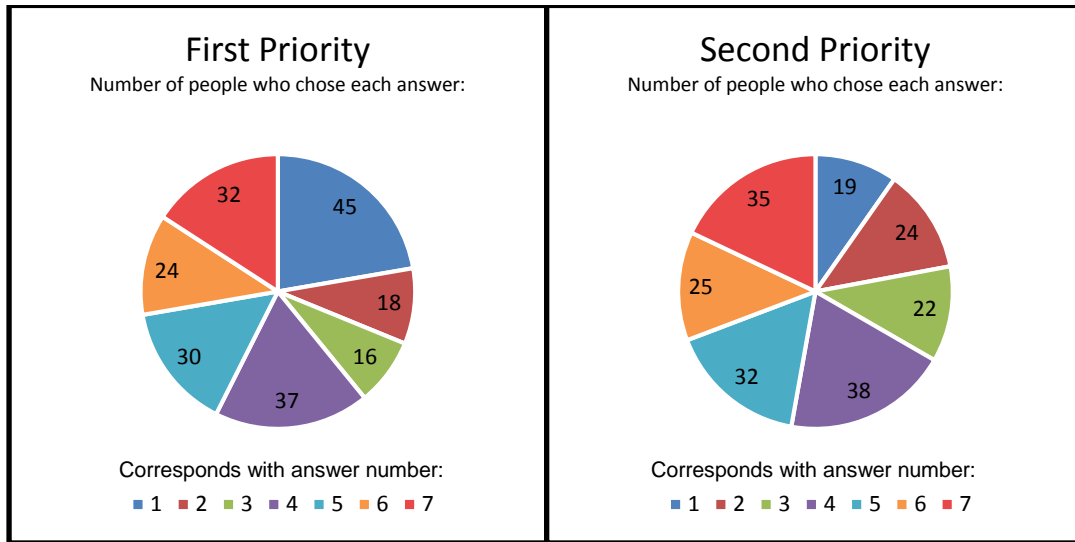
Theme 2: Place - Goal Statement 3: *Milwaukie collaborates with community partners to create and preserve spaces to inspire the public to be engaged with the city's past and future. Art and innovation is weaved into the fabric of the city.*



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

Answered: 201 Skipped: 15

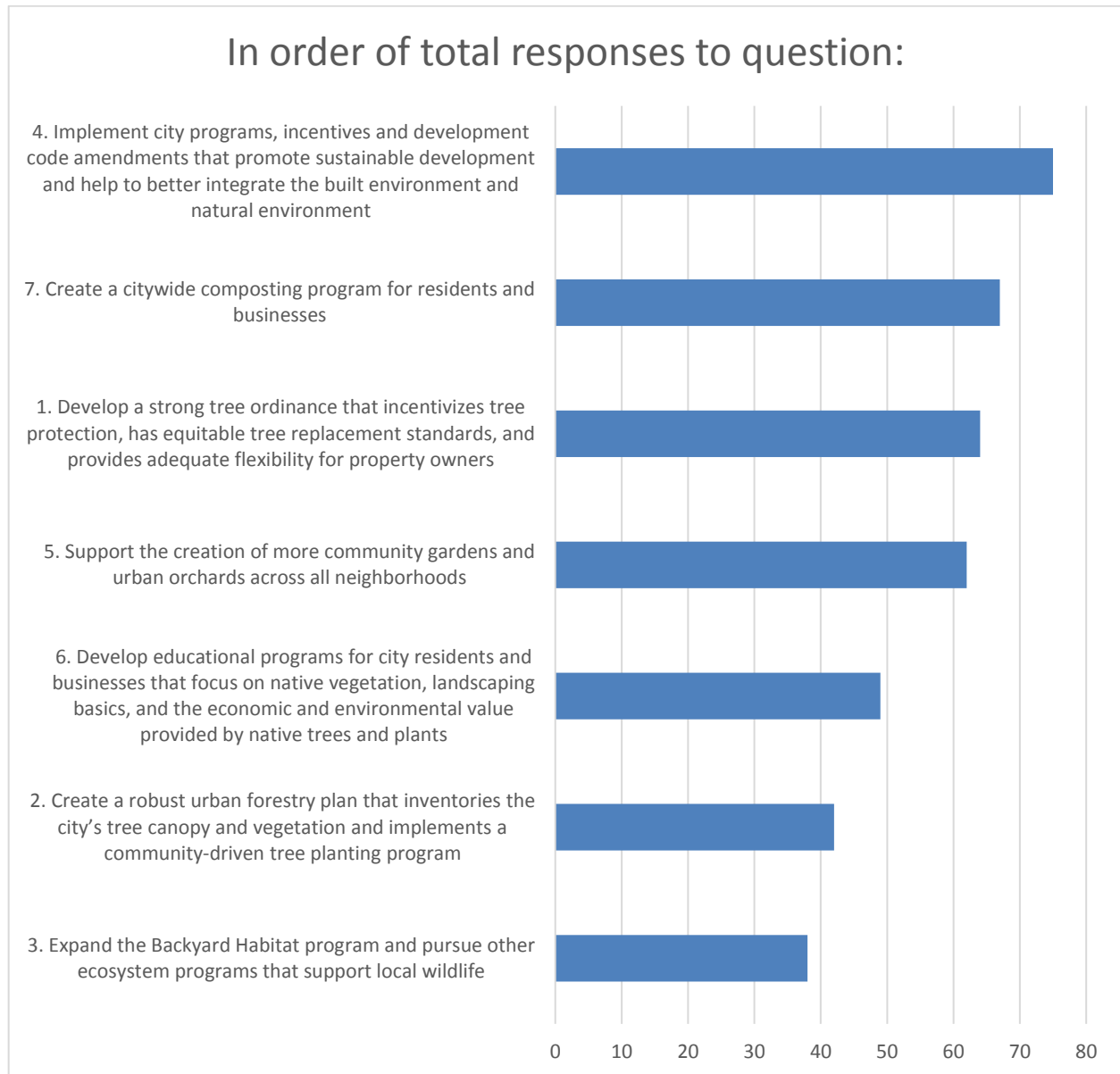
Theme 3: Planet - Goal Statement 1: *The entire city nurtures a connected canopy of trees planted and stewarded by its residents. Smart and focused development honors and prioritizes life-sustaining natural resources.*



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 |

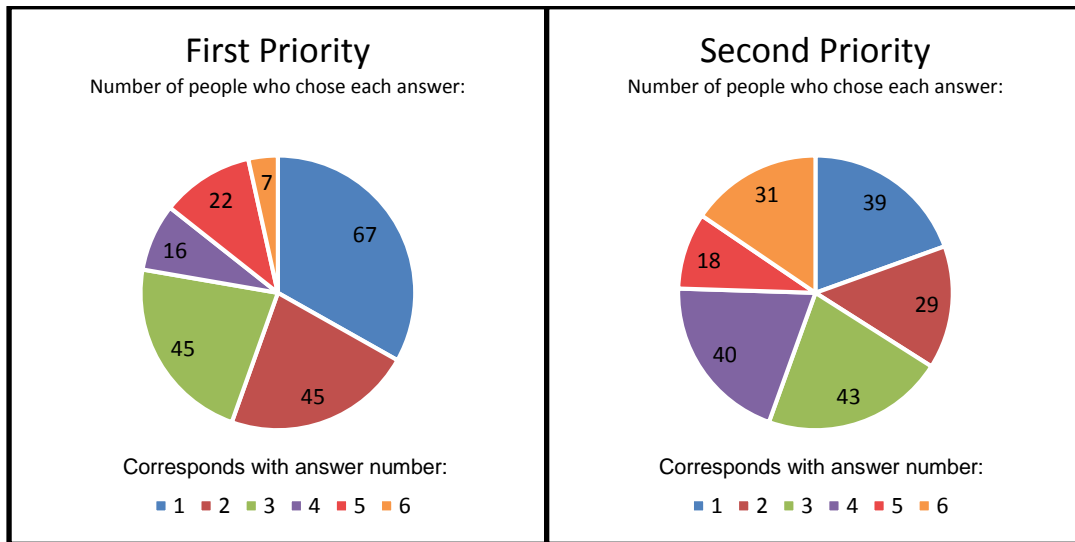
Theme 3: Planet - Goal Statement 1: *The entire city nurtures a connected canopy of trees planted and stewarded by its residents. Smart and focused development honors and prioritizes life-sustaining natural resources.*



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

Answered: 203 Skipped: 13

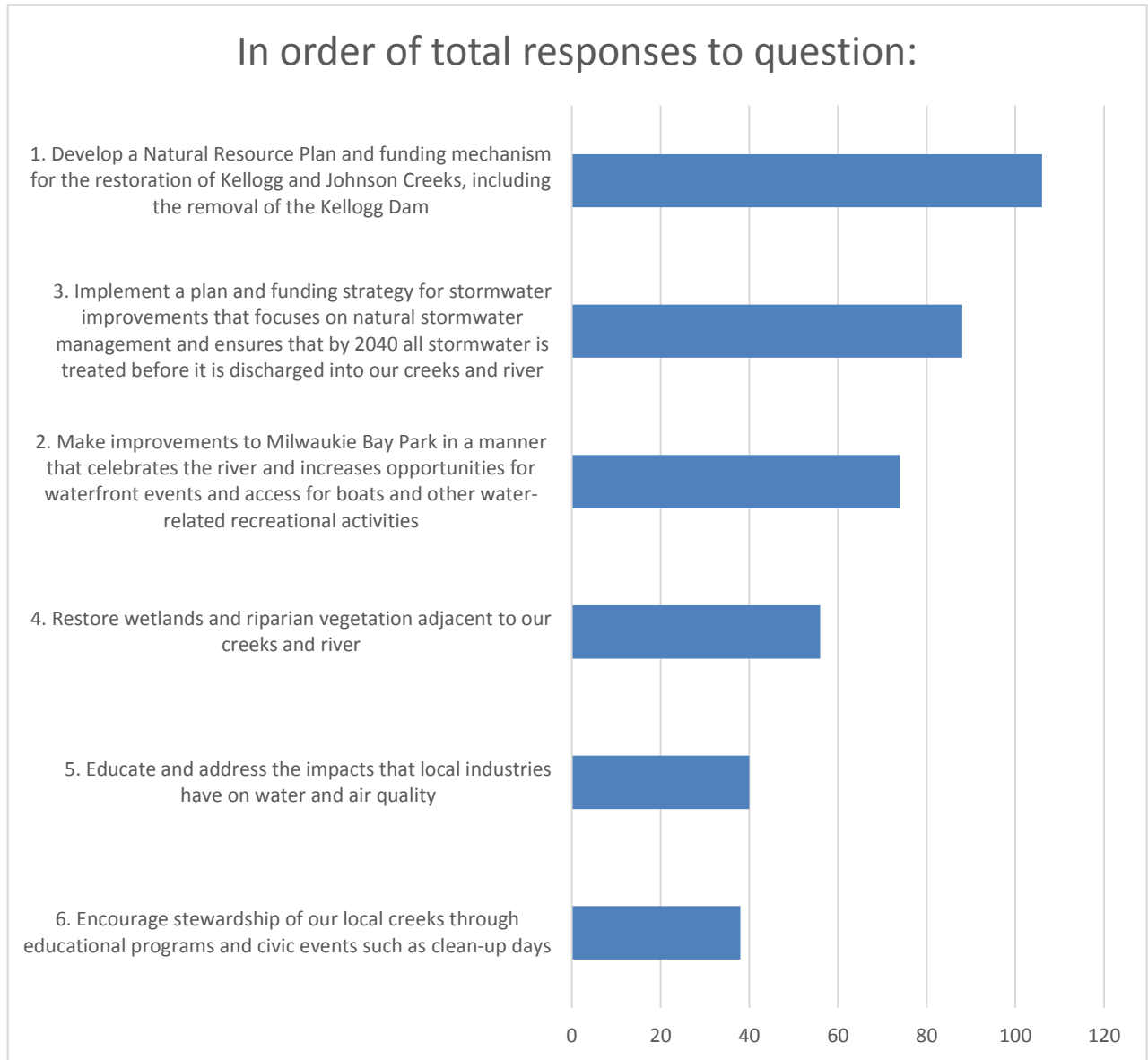
Theme 3: Planet - Goal Statement 2: *Milwaukie has free flowing, accessible, pristine waterways that are protected by a robust stormwater treatment system. Stewardship over the Willamette waterfront ensures that this natural resource can be enjoyed for generations.*



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 |

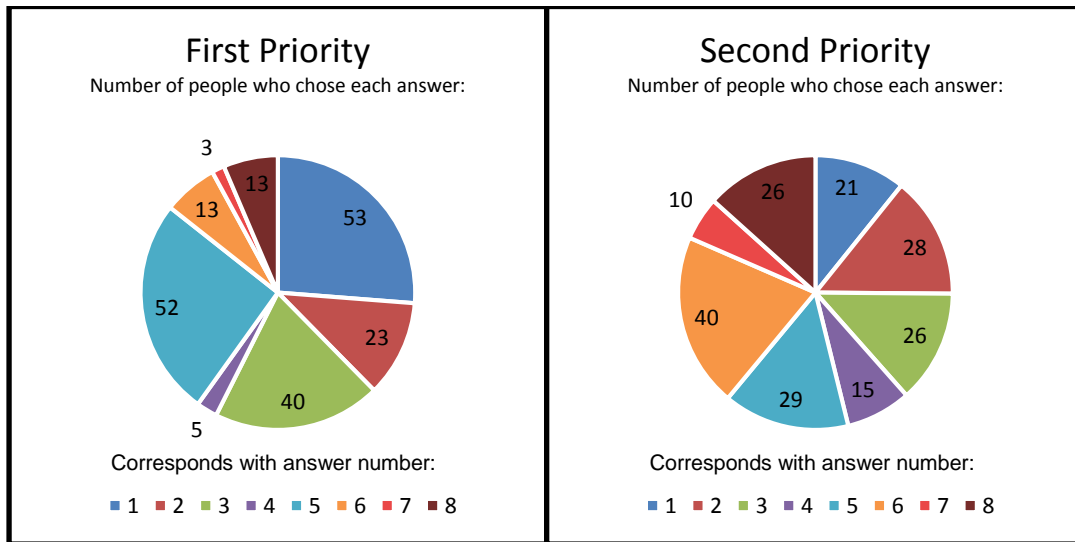
Theme 3: Planet - Goal Statement 2: *Milwaukie has free flowing, accessible, pristine waterways that are protected by a robust stormwater treatment system. Stewardship over the Willamette waterfront ensures that this natural resource can be enjoyed for generations.*



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

Answered: 200 Skipped: 16

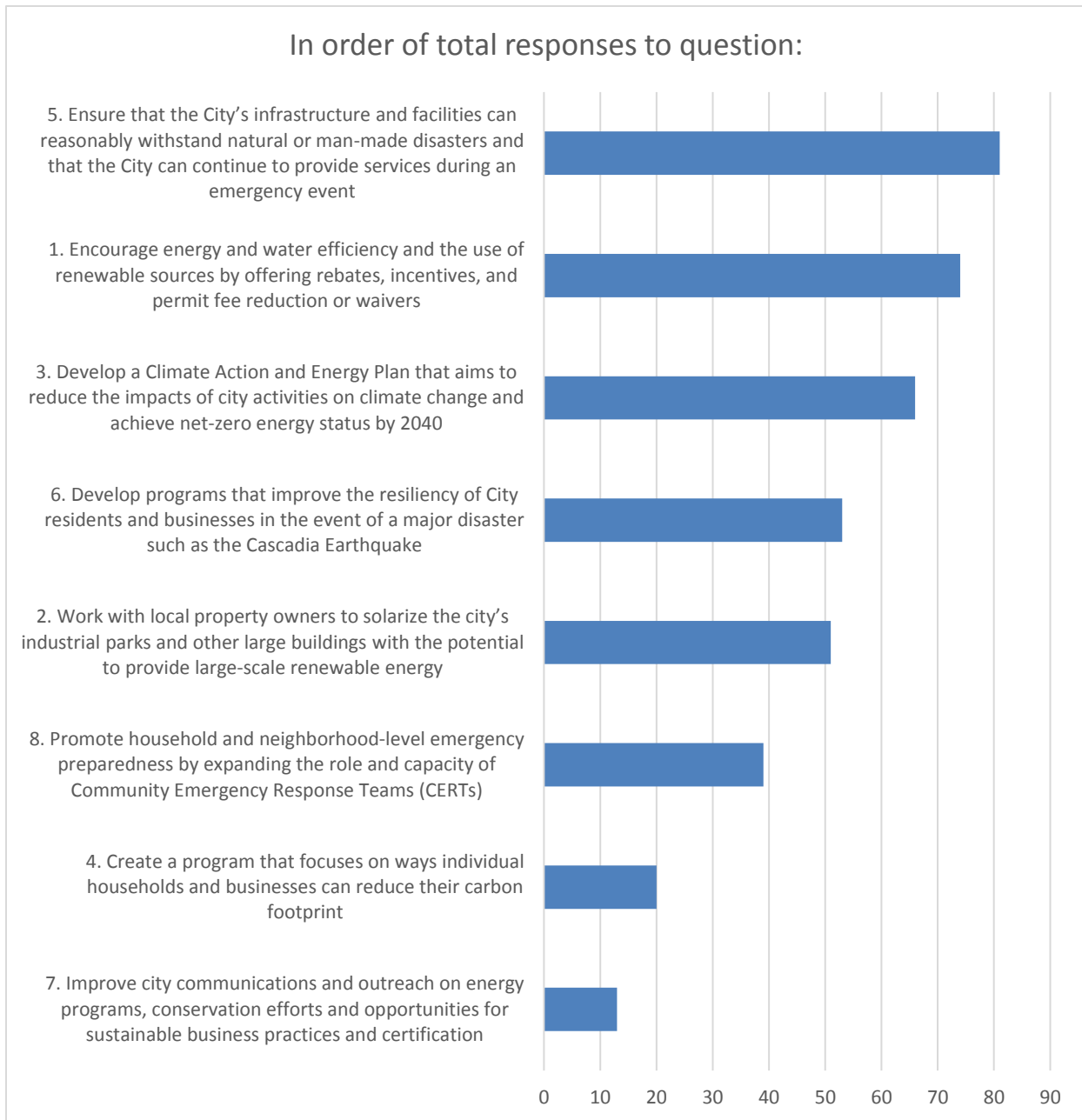
Theme 3: Planet - Goal Statement 3: *Milwaukie is a model city that produces more energy through renewable sources than it uses. It is a prepared and resilient community, adaptive to the realities of a changing climate.*



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 |

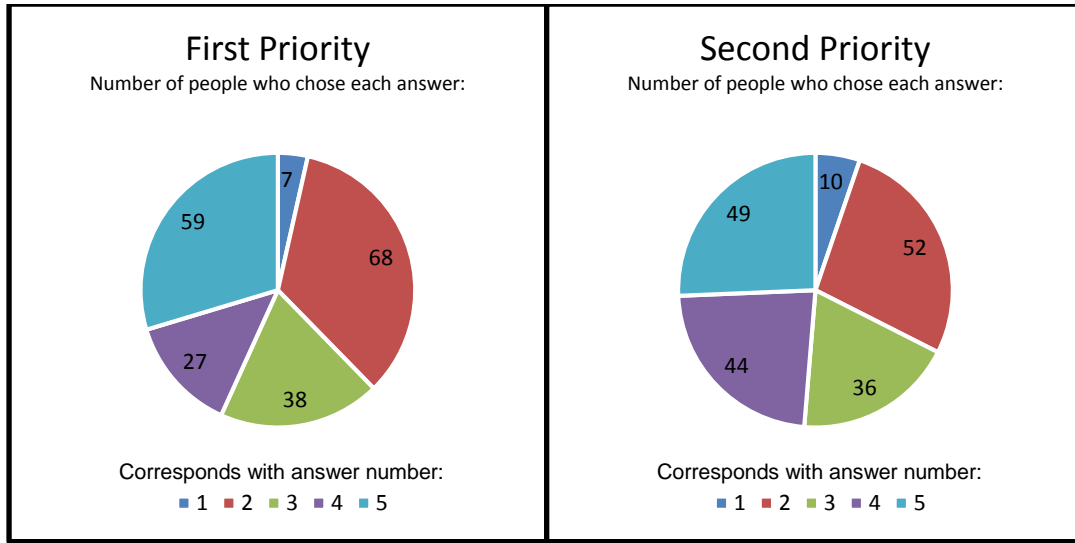
Theme 3: Planet - Goal Statement 3: *Milwaukie is a model city that produces more energy through renewable sources than it uses. It is a prepared and resilient community, adaptive to the realities of a changing climate.*



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

Answered: 198 Skipped: 18

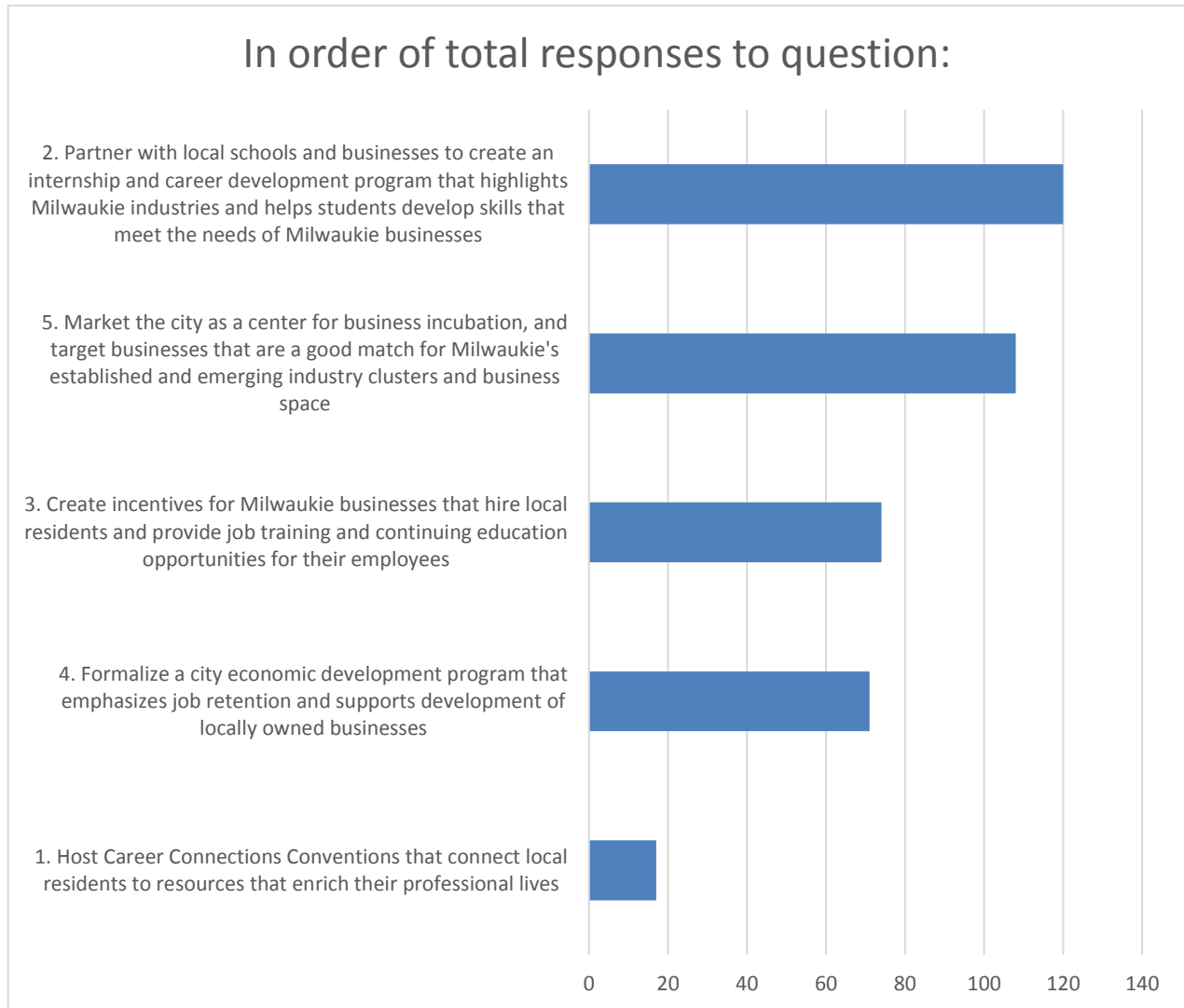
Theme 4: Prosperity - Goal Statement 1: *Milwaukie offers numerous pathways to prosperity through an excellent education system and training programs that are connected to local business. Residents of all ages and backgrounds feel supported to pursue and attain success in our local community.*



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 |

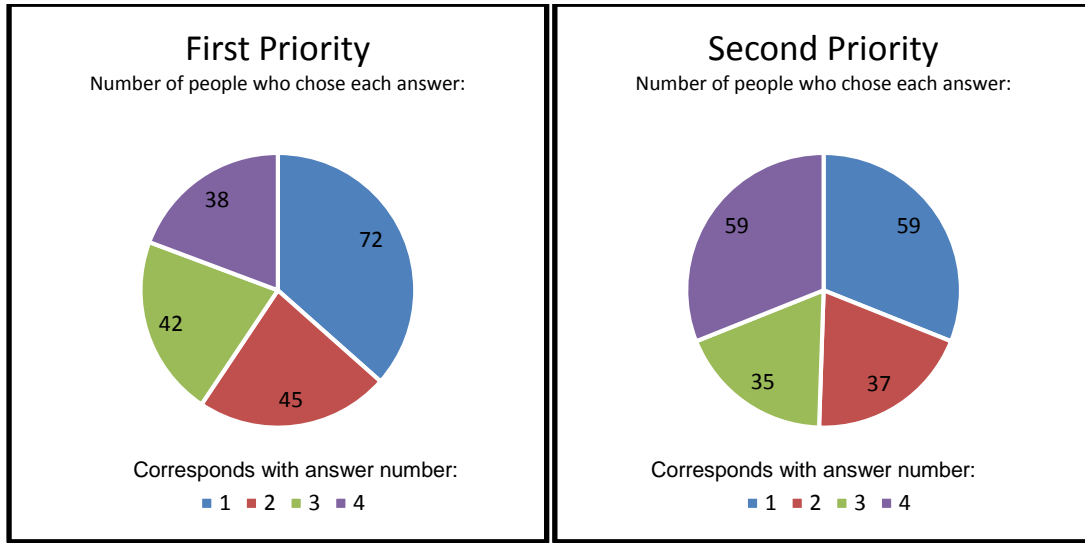
Theme 4: Prosperity - Goal Statement 1: *Milwaukie offers numerous pathways to prosperity through an excellent education system and training programs that are connected to local business. Residents of all ages and backgrounds feel supported to pursue and attain success in our local community.*



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

Answered: 196 Skipped: 20

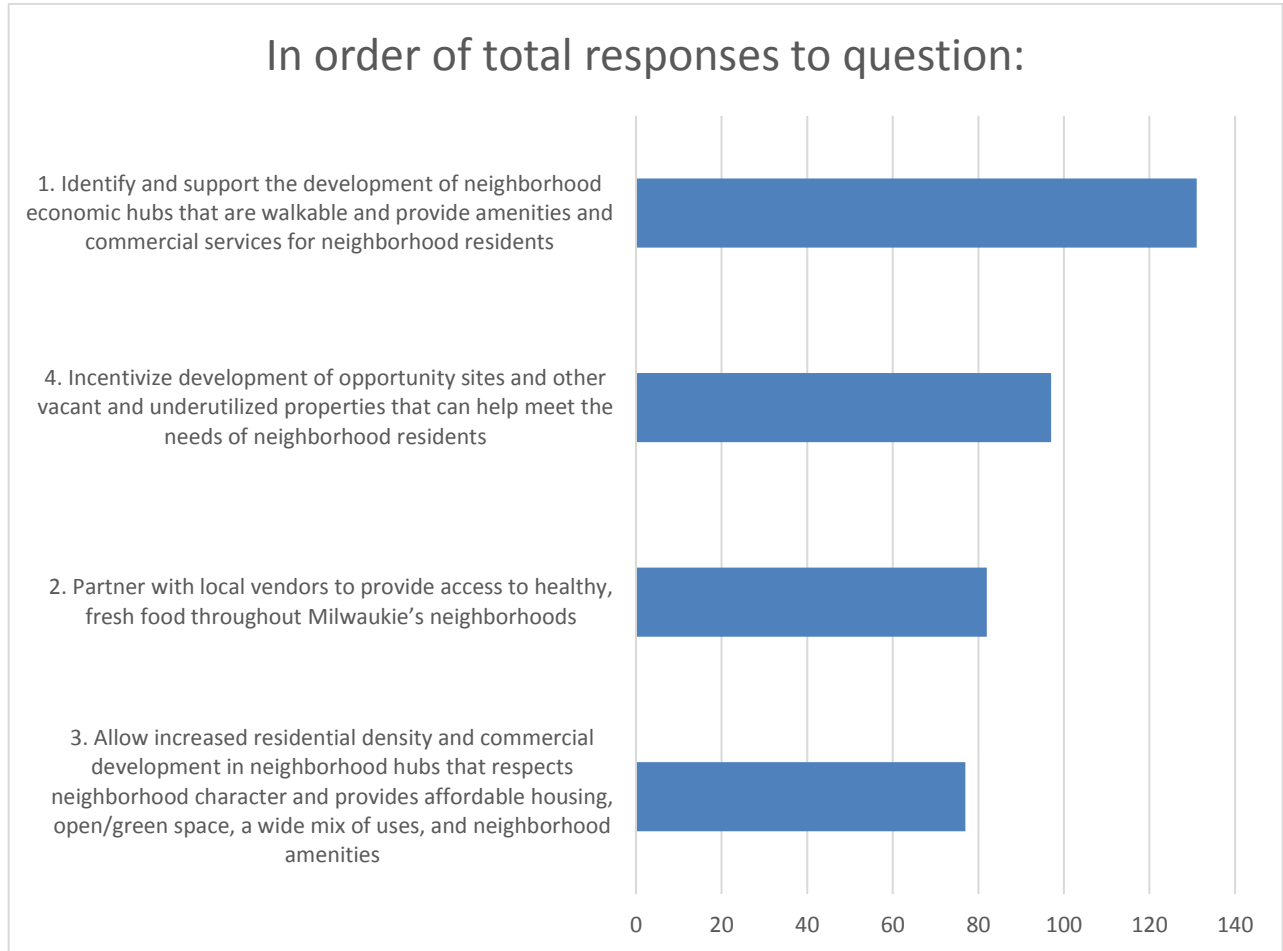
Theme 4: Prosperity - Goal Statement 2: *Milwaukie’s neighborhoods are the center of daily life, with amenities and community-minded local businesses that meet the daily needs of residents. They form a network of unique, interconnected local hubs that together make Milwaukie the livable, equitable, and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

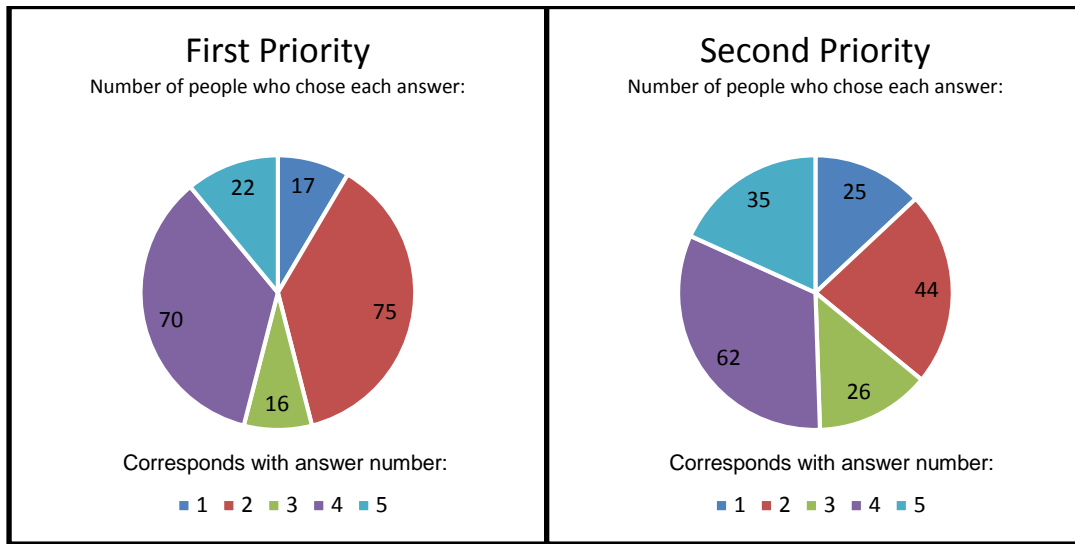
Theme 4: Prosperity - Goal Statement 2: *Milwaukie’s neighborhoods are the center of daily life, with amenities and community-minded local businesses that meet the daily needs of residents. They form a network of unique, interconnected local hubs that together make Milwaukie the livable, equitable, and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



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

Answered: 198 Skipped: 18

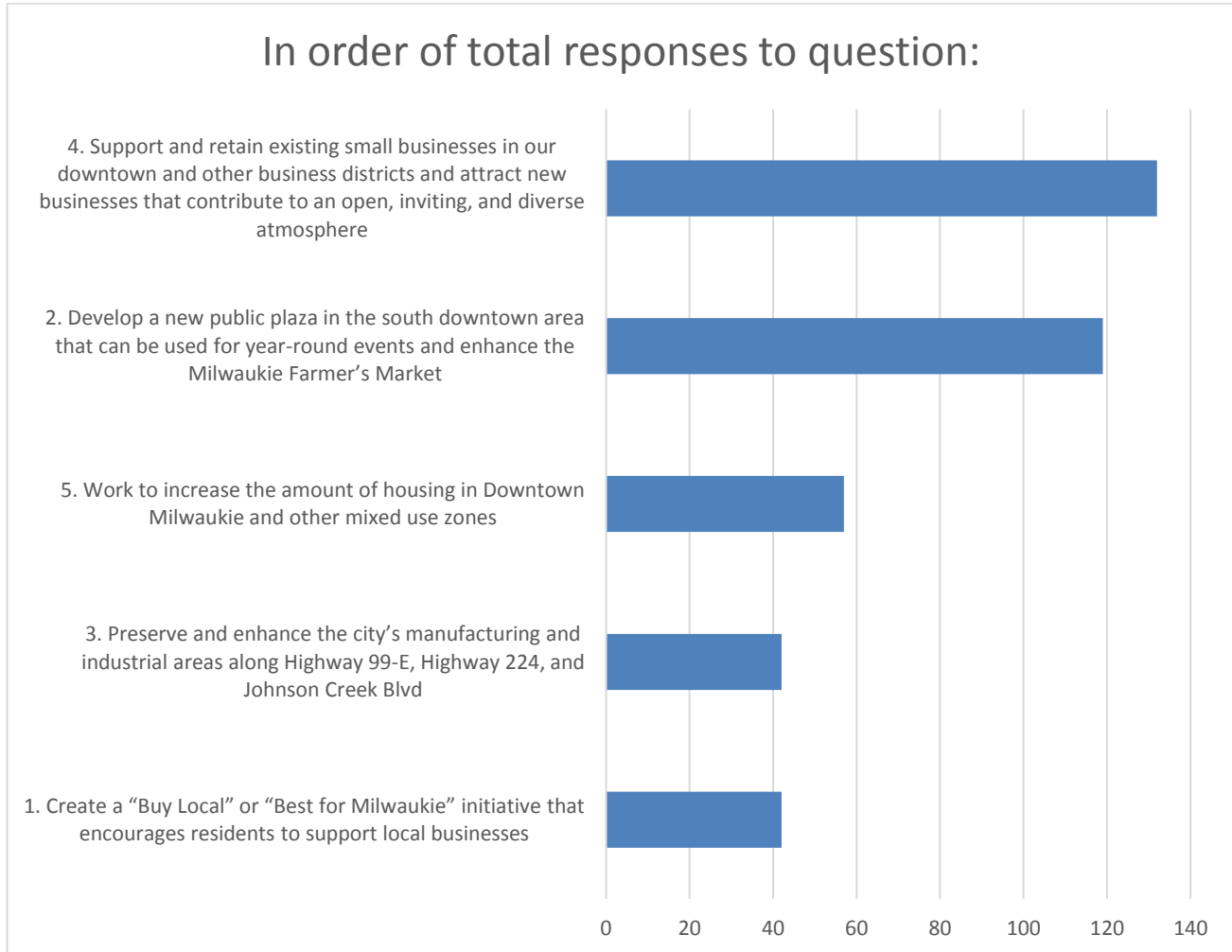
Theme 4: Prosperity - Goal Statement 3: *Downtown Milwaukie is a vibrant destination for both residents and visitors from throughout the region. Our industrial areas provide a high density of living-wage jobs across a number of different industries. The City is nimble and responsive to the needs of residents 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