



Memorandum

To: Moving Forward Milwaukie Project Advisory Committee (PAC)

From: Li Alligood, Associate Planner (Project Manager)

Date: September 16, 2013

Re: Preparation for September 23, 2013, PAC Meeting

Greetings!

Thank you for volunteering your time to serve on the City of Milwaukie *Moving Forward Milwaukie: Enhancing Our Commercial District* Project's Advisory Committee (PAC). Our first meeting will be Monday, September 23rd, 5:30-8:30 pm at the Public Safety Building, 3200 SE Harrison St, in central Milwaukie. A light dinner will be provided.

I have enclosed some documents for you to review prior to the meeting so we can make the most of our limited time together:

- Meeting agenda
- Handout describing the project
- Committee roster
- Committee member responsibilities
- Summary of the scope of work and schedule for this project
- Summary of the Public Involvement Plan for this project
- Full Public Involvement Plan for this project

For those of you who want to get more in-depth, more background information about the project is available on the City's web site at <http://www.milwaukieoregon.gov/planning/commercial-core-enhancement-program-ccep>.

Please let me know if you have any questions, and thanks again for helping us with this important project. I can be reached at 503-786-7627 or alligoodl@milwaukieoregon.gov.

Agenda

Moving Forward Milwaukie: Enhancing Our Commercial Districts

Project Advisory Committee Meeting #1

Monday, September 23, 2013

5:30 P.M. – 8:30 P.M.

Public Safety Building, Community Room, 3200 SE Harrison Street

Welcome! Thank you for attending the first Project Advisory Committee (PAC) Meeting for *Moving Forward Milwaukie*. We're very happy you have chosen to be involved in this exciting project.

Please take a few minutes to read and understand the guidelines included on the back of this page.

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| 1. Welcome and Introductions | 5:30 |
| 2. Project Schedule | 5:35 |
| 3. Purpose of the Advisory Committee, Project Overview and Scope of Work | 5:45 |
| 4. Public Involvement Plan and Opportunities for Engagement. | 6:10 |
| 5. Review of Format/Materials for Public Events | 6:25 |
| 6. Break | 6:35 |
| 7. Development Roundtable Summary | 6:45 |
| 8. Report on Preliminary Market Analysis | 7:00 |
| 9. Opportunity Sites SWOT Discussion | 7:20 |
| 10. Next Steps | 8:20 |
| 11. Adjourn | 8:30 |

Moving Forward Milwaukee: Enhancing Our Commercial Districts
Project Advisory Committee

Guidance for Participating on the Advisory Committee

The following guidance is provided to help Advisory Committee members understand their responsibilities and the ground rules for participating in the Committee. These rules are design to encourage civil discussion and decision-making.

Roles and Responsibilities

All advisory group members should be provided some orientation to their responsibilities as members of the advisory group. Individual members generally should not speak for the advisory group, only for themselves, unless designated by the group as its spokesperson. At a minimum, members should:

- Commit to attend all seven meetings, or send an alternate in their place
- Read, learn and absorb information quickly and accurately
 - Review project deliverables and provide feedback
 - Provide guidance for the project team
- Articulate their interests, concerns and perspectives on any issue being addressed
- Maintain an open mind regarding other views
- Focus on the “big picture”
- Work as a team member
- Participate collaboratively in group decision-making
- Constructively manage conflict between themselves and others in the group.
- Act as liaison between the Committee and the broader community
- Take responsibility for the success of the meeting

The group should strive for consensus where possible, but establish a "fall back" method of a simple or super majority for cases where this is not possible. Minority reports may provide a mechanism for those with different views to express concerns.

Anne Fifield <fifield@econw.com>Ground Rules

The group should agree to some basic ground rules for their discussions. Post the ground rules at every meeting, so that if discussion gets off track or someone is dominating the discussion, the chair or facilitator can remind the group of previously agreed-to-ground rules. Examples include:

- Listen carefully and speak honestly
- Respect the views of others
- Keep an open mind
- Critique issues, not people
- Allow everyone to speak without dominating the conversation



Moving Forward Milwaukie: Enhancing Our Commercial Districts

PLANNING DEPARTMENT - PROJECT MANAGER LI ALLIGOOD - (503) 786-7627

A healthy community needs thriving and vibrant commercial districts. Building on the insights of several past studies, Moving Forward Milwaukie will strengthen and revitalize Milwaukie's most important commercial hubs.

PROJECT OVERVIEW

Milwaukie has multiple core commercial areas, including downtown, central Milwaukie, and other smaller commercial nodes throughout the city. The Moving Forward Milwaukie (MFM) project seeks to define what the community wants to see in these commercial areas and how to get it.

Each different commercial area in the City needs different kinds of work. Some need a plan – a vision for the character and function of the area. Some need development analysis and study to refine the existing vision and encourage redevelopment. Some need implementation, including code refinement, zone changes, and action plans for capital projects. They may all need incentives for private investment.

The MFM project will be an umbrella for many related projects, and will be a way to tackle several specific issues that have been identified by the community, including:

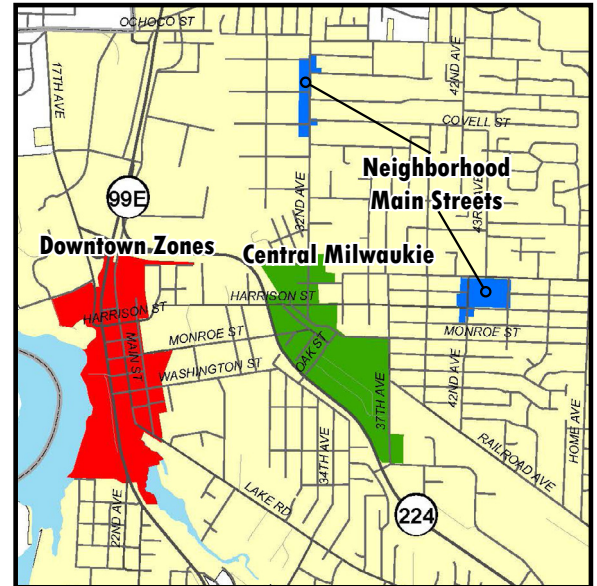
- Major “refresh” of the existing downtown Framework Plan and zoning code.
- Funding the desired streetscape improvements in downtown and central Milwaukie.
- Higher standards for new commercial/office development throughout the City.
- Addressing existing, underutilized commercial areas that have potential to serve the neighborhoods

PROJECT TIMELINE

The first phase of the MFM project, “Fresh Look Milwaukie,” kicked off in April 2013 and wrapped up in June 2013. Phase two will kick off in early October 2013 and is expected to wrap up in December 2014.

HOW TO GET INVOLVED

All phases of the MFM project will be conducted with a high degree of community and stakeholder involvement. For information about upcoming events and how to get involved, “like” the City of Milwaukie on facebook (<https://www.facebook.com/CityofMilwaukie>), follow the City on Twitter (<https://twitter.com/cityofmilwaukie>), or visit the project website on the Planning Department page at <http://www.milwaukieoregon.gov/planning/commercial-core-enhancement-program-ccep>.





Moving Forward Milwaukie: Enhancing Our Commercial Districts Project Advisory Committee

September 13, 2013

Affiliation	Member(s)
City Council, Commissions, and Committees	
City Council	David Hedges (Alternate - Mark Gamba)
Planning Commission	Sine Bone (Alternate - Scott Barbur)
Design and Landmarks Committee	Sherry Grau
South Downtown Committee	David Aschenbrenner
Property/Business Owners	
Downtown Property/Business Owners	<ol style="list-style-type: none"> 1. Neil Hankerson, Dark Horse 2. Larry Cole, ACME-DVD 3. Kim Keehner, Enchanté (Alternate – Sue Leslie, Artistik Edge)
Central Milwaukie Property/Business Owners	<ol style="list-style-type: none"> 1. Greg Specht, Specht Properties 2. TBD
32nd Ave Property/Business Owners	Paul Lisac, Lisac's Fireplaces and Stoves
42nd Ave Property/Business Owners	Brian Sims, Healthsource of Milwaukie
Neighborhood District Associations	
Historic Milwaukie NDA	Dion Shepard (Alternates – Ray Bryan and Jean Baker)
Ardenwald NDA	Betty Fulmore (Alternate – Kacey Teel, Milwaukie Grind)
Hector-Campbell NDA	Lars Campbell
Lewelling NDA	Paul Klein
Lake Road NDA	Debby Patten
Island Station NDA	Alicia Hamilton
Linwood NDA	TBD
TOTAL	18



Moving Forward Milwaukie: Enhancing Our Commercial Districts Project Advisory Committee Member Responsibilities

Committee Purpose: The Project Advisory Committee (PAC) will include members of the City Council, Planning Commission, Design and Landmarks Committee, South Downtown Advisory Committee, Neighborhood District Associations, property owners, and other key stakeholders.

Members of the PAC will:

- Attend Project Advisory Committee meetings;
- Discuss policy issues and alternative approaches;
- Make policy recommendations to the project team; and
- Review documents (e.g. technical reports and draft code chapters)

Time Commitment: The minimum level of involvement will be attendance and participation in 7 PAC meetings. The proposed meeting schedule is provided below. The date and times of meetings #3 – 7 are tentative and may be subject to change. The Milwaukie Public Safety Building (3200 SE Harrison Street) will be the venue for these meetings.

Meeting #1	Monday, September 23, 2013 - 5:30-8:30 pm
Meeting #2	Monday, October 21, 2013 - 6-8 pm
Meeting #3	Monday, November 18, 2013 - 5:30-8:30 pm
Meeting #4	Monday, March 17 or 31, 2014 - 6-8 pm
Meeting #5	Monday, April 21, 2014 - 5:30 -8:30 pm
Meeting #6	Thursday, June 5, 2014 - 6-8 pm
Meeting #7	Monday, July 21, 2014 – 6 -8 PM

Additional roles for committee members may include speaking about the project to civic groups or at community events, or appearing on behalf of the PAC at Planning Commission and City Council meetings as they consider the Moving Forward Milwaukie project.

Expectations of the Public Advisory Committee:

- Members of the PAC are expected to attend all meetings. If you miss a meeting, you will need to get up to speed on your own prior to attending the next meeting. An alternate can attend the meeting in place of the primary member. Primary and alternate members will need to coordinate and share information with each other so that either can effectively participate in a PAC meeting
- Read the meeting materials that are distributed 1 week in advance of the meeting, and be prepared for discussion at the meeting.
- Represent your NDA with your knowledge and expertise while keeping the larger community's interests in mind.
- Collaborate with the other PAC members to find common ground.

Involvement by General Public: All PAC meetings will be public meetings. Any member of the public is welcome to be in attendance at the meetings, but is not guaranteed the opportunity to address the PAC or participate in discussion.

Moving Forward Milwaukie: Enhancing Our Commercial Districts Scope of Work - Condensed

Task 1. Project Launch

1.1 Identification of Opportunity Sites

The analysis will include an evaluation of seven opportunity sites in downtown and central Milwaukie. Five of these opportunity sites have already been identified by the City. The ECO Team will assist the City in identifying two more opportunity sites in downtown. The City will notify downtown property owners of the opportunity to have their site chosen for inclusion in this study. The ECO Team will assist the City in drafting content for materials to be sent to property owners (potentially including physical mail, or online content). After applications from property owners have been received, The ECO Team will work with City staff to evaluate the applications and select the two additional sites according to the criteria established in the IGA with Metro.

1.2 Document Review & Background Memo

The City will provide The ECO Team with all relevant background documents and datasets. The ECO Project Manager will read all documents furnished by City staff to gain a thorough understanding of previous planning efforts for these sites. The ECO Project Manager will forward these documents to relevant personnel on the ECO Team to ensure that all team members have access to the background material necessary for their specific tasks.

1.3 Public Involvement Plan

The ECO Team will produce a Public Involvement Plan that clearly articulates the specific strategies, methods, and timing of our public involvement efforts. The Public Involvement Plan will include specific strategies for the different geographic areas included in the CCEP project: downtown Milwaukie, central Milwaukie, and the Neighborhood Main Streets (32nd Ave. and 42nd Ave.). The Public Involvement Plan will have multiple tracks for different categories of the public, including: Decision-Makers; Project Advisory Committee; Property Owners; Other Key Stakeholders; Developers; and the General Public.

1.4 Detailed Scope of Work

At this early phase of the project, The ECO Team will meet with City staff to discuss the scope of work and ensure that it is complete and accurate. If any deficiencies in the scope of work are identified, the City and the ECO Team will agree to modifications to this scope of work. The Detailed Scope of Work will clearly delineate the responsibilities of each team member on the project, as well as the responsibilities of City staff.

1.5 Outlines of key deliverables

The ECO Team will draft outlines of key documents to be delivered over the course of the project. These outlines will be provided to the City to review, to ensure that the planned deliverables are in line with the City's expectations, and that all of the City's goals for the CCEP will be accomplished.

1.6 Staff meetings and coordination

In addition to specific meetings called out in this report, the ECO Team will communicate with City staff on a regular basis. Specifically, the ECO Project Manager will have a weekly conference call with the City's Project Manager to provide progress reports and ensure the project stays on schedule and under budget.

1.7 Advisory Committee meetings

A key component of the Public Involvement Plan is coordination with an Advisory Committee. The ECO Team will advise the City on the appropriate size and composition of the Advisory Committee. The Advisory Committee will be involved with all facets of the project, including all geographies: downtown, central Milwaukie, and the neighborhood commercial districts, as well as all deliverables.

It is anticipated the Advisory Committee will need to meet seven times over the course of the project, to provide input and recommendations on the methods and deliverables. The City will provide space for these meetings, and will take the lead on scheduling the meetings and distributing meeting materials to Advisory Committee members.

1.8 Online public engagement

A key component of the Public Involvement Plan is using the internet to engage the public. Ongoing updates will be made to the City's project webpage, Facebook page, and Twitter account. It is expected that the ECO Team will provide content and support for the existing project website. As key deliverables are completed over the course of the project, the ECO Team will create content for the website, including a schedule of upcoming meetings, meeting agendas, and notes from previous meetings.

Task 2. Market Analysis

2.1 Preliminary market analysis

The ECO Team will perform a market analysis to identify the highest and best uses for the seven opportunity sites. The analysis will include information on demographic trends (e.g., population, educational attainment, age, ethnicity, median income, etc.), housing trends (e.g., number of permits, value of units) and commercial real estate market trends (e.g., rental rates, absorption, deliveries, and vacancy rates for retail, office, and industrial space) in Milwaukie. The ECO Team will rely on a mix of data sources including the US Census Bureau, CoStar Property Professional, and Nielsen/Claritas. The analysis will also take into account existing and expected neighboring uses, traffic patterns, and physical constraints on the properties.

2.2 Developer roundtables

The ECO Team will convene two roundtable discussions with regional developers experienced in the types of development that are envisioned in Milwaukie. Prior to the first meeting, the ECO Team will distribute the findings from the Preliminary Market Analysis to the developers, and then will solicit their feedback during the roundtable discussion. The second developer roundtable meeting will be held after draft development concepts have been created, and will provide developers an opportunity to comment on the drafts and provide guidance for refinement, and to confirm typical current financing terms for similar development types (i.e., amount of financing from private equity vs. bank loans, and amortization periods and interest rates for all sources of funds).

2.3 Market Study

The Market Study will combine the technical results of the Preliminary Market Analysis with the input received from developers during the first developer roundtable, as well as input on policy objectives from City staff. The ECO Team will conduct additional analysis, as necessary, based on questions raised during Task 2.2. The combination of the analysis, developer roundtables, and policy objectives will provide a solid market study that will guide our work in Task 3 on the opportunity site development concepts.

2.4 City Council Work Session #1

The ECO Team will present the final Market Study report to City Council.

Task 3. Opportunity Site Development Concepts

3.1 Property owner, City Council, and stakeholder involvement

A key component of the Public Involvement Plan is coordination with owners of the opportunity sites, elected officials, and other stakeholders. ECO's Senior Leadership Team will have discussions with property owners of all privately-owned opportunity sites. Initial conversations with property owners will occur prior to any other analysis on the sites. Follow-up conversations with property owners will occur throughout the project on an as-needed basis. For the publicly-owned sites, the ECO Team will have two meetings with all interested public agencies, likely including the City of Milwaukie, Metro, and TriMet.

The purpose of these conversations will be to identify the short- and long-term needs of the property owners, their vision for the site, and their input on the strengths, weaknesses, opportunities, and threats for redevelopment of the site. Additionally, the ECO Team will inform the property owners of our scope of work, the end goals of the project, and how this project could benefit the property owners when complete. The ECO Team will take notes of these conversations.

The ECO Team will also conduct interviews with the Mayor and City Council. One member of ECO's Senior Leadership Team will meet with each member of the City Council and the Mayor individually for one-on-one conversations.

In addition to conversations with property owners and elected officials, the ECO Team will engage other key stakeholders as-needed, and as described in the Public Involvement Plan. These other stakeholders could include neighboring property owners, tenants, local businesses, public agencies, and community groups.

3.2 SWOT analysis

A standard evaluation tool is a SWOT analysis, which evaluates strengths, weaknesses, opportunities and threats. We will apply this evaluative approach to each of the seven opportunity sites included in our analysis.

The SWOT analyses will include information on accessibility, compatibility of adjacent uses, public perception, infrastructure, City plans and code, parcel shape, size, and slope, and soil quality, among other relevant factors. Data from the SWOT analyses will be compiled from a variety of sources, including previous planning documents reviewed in Task 1.2, interviews with property owners and stakeholders from Task 3.1, input from City staff familiar with the sites, additional research by the ECO Team.

3.3 Construction cost matrix

The ECO Team will create a Construction Cost Matrix to illustrate realistic construction costs for different construction types on a per square foot basis. This Construction Cost Matrix will be created by professional construction contractors and cost estimators with extensive experience

constructing the types of buildings under consideration for Milwaukie. This Construction Cost Matrix will be a critical input for the Envision Tomorrow building prototypes that will be produced in Task 3.4.

3.4 Envision Tomorrow building prototypes

Using Fregonese Associate’s Envision Tomorrow software, we will create a library of building prototypes. Created using the pro forma tool, these potential developments will reflect current market and financial conditions and depict the physical form and parking configuration of the opportunity sites. The ECO Team will use the prototypes to test a range of options for each of the opportunity sites, and ultimately (in later tasks) narrow the list to the top three performing prototypes, most feasible for each location. These prototypes will incorporate the data on construction costs from Task 3.3 and on market rents from Tasks 2.1 and 2.3.

3.5 Preliminary evaluation of code challenges

The work on Envision Tomorrow building prototypes in Task 3.4 will allow the ECO Team to evaluate any potential conflicts with the City’s code, comprehensive plan, and zoning map. For the top two-three performing prototypes for each opportunity site, the ECO Team will evaluate whether or not the prototypes could be developed given existing code language. If the prototypes do not conform to the current code, the ECO Team will highlight these areas for further analysis in Task 5: Downtown Plan and Code Refresh and Task 6: Central Milwaukie Land Use and Transportation Plan. This preliminary evaluation of code challenges will include a meeting with City staff to discuss potential conflicts between the proposed buildings and existing code.

3.6 Evaluation of transportation infrastructure

The ECO Team will produce a technical memorandum evaluating the sufficiency of public infrastructure, specifically transportation infrastructure, for Central Milwaukie. The evaluation will examine circulation, parking, and connectivity needs of the area. In addition to area-level considerations, connections to the city road network, transit, and Highway 224 will be addressed. This will include evaluation of compliance issues with the Transportation Planning Rule (TPR).

3.7 Public meetings/open houses and workshops

Round 1: Project Kick-Off

Round 2: Opportunity site visioning workshops

Engagement of key stakeholders as well as the general public is an important component of the Public Involvement Plan. The first meeting/open house (Round 1) will be a Project Kick-Off to provide an overview of the project, with a focus on confirming downtown policy direction received during the “Fresh Look Milwaukie: Downtown Road Map” project and exploring potential approaches to addressing the issues identified during that process.

After completing all of the technical analysis through Tasks 3.6, it will be the ideal time to conduct the second round of open houses and workshops. The ECO Team will conduct two of these public meetings (Round 2): a meeting/open house for the five downtown opportunity sites, and a workshop for the Murphy & McFarland Sites in Central Milwaukie.

More information on the format of the meeting/open house and workshop events is provided in the Public Involvement Plan.

3.8 City Council work session #2

Following the second round of community open houses and workshops in Task 3.6, the ECO Team will attend a City Council work session to demonstrate the Envision Tomorrow tool and the assumptions underlying the opportunity site concepts. This meeting will allow the Council to provide policy direction before we draft the opportunity site development concepts.

3.9 Draft opportunity site development concepts

The purpose of Task 3 is to create opportunity site development concepts. The deliverable will include content from previous tasks for each of the seven opportunity sites:

- Background market data that pertains to the site (Task 2.3)
- Key findings from the SWOT analysis (Task 3.2)
- Policy direction from the City Council (Task 3.8)
- Summary of public involvement, including property owners, stakeholders, and the general public (Tasks 3.1 and 3.7)

In addition to content generated in previous tasks, the opportunity site development concepts will include substantial information on two or three potential building prototypes for each site. This information will include:

- Detailed building characteristics: total square feet, leasable square feet, building height, FAR, parking requirements, etc. in a spread sheet format.
- Financial pro formas: including construction cost, gross rents, vacancy, operating expenses, property taxes, and net operating income.
- Visualizations: Site design concepts produced in Adobe Illustrator for each concept, as well as sketch-level visuals that will use photos of existing buildings to represent different development alternatives. (3 per site). See Attachment 5 of the Public Involvement Plan for details of these visualizations.

In this task, the ECO Team will develop drafts of three development concepts for each opportunity site, though much of the analysis on the financial pro formas will occur in the following task, 3.10. A draft of each development concept will be provided to the City to review and make comments. A meeting will be held with City staff and the ECO Team to discuss the

drafts. The ECO Team will address these comments and deliver refined draft opportunity site development concepts to the City.

3.10 Financial pro forma evaluation

Concurrent with work on Task 3.9, the ECO Team will provide a financial pro forma for each concept. These pro formas will show 10-year cash flows, net operating income, and return on investment, based on standard development financial terms.

This task will include a meeting with City staff to discuss the SDCs and other fees that will be required for each development concept, so they can be appropriately factored into the pro forma.

Additionally, the ECO Team will follow-up with developers involved in the developers roundtable (Task 2.2) to confirm typical current financing terms for similar development types (i.e., amount of financing from private equity vs. bank loans, and amortization periods and interest rates for all sources of funds).

Based on the financial pro formas, modifications to the draft development concepts for each opportunity site may be required. In some cases, even after modifications to the development concepts, the pro formas may show an insufficient return on investment to attract private developers. The ECO Team will meet with City staff to discuss the results of the pro forma analysis.

3.11 Public meetings/open houses

Round 3. Review of draft Opportunity Site concepts

The ECO Team will facilitate one public open house to showcase the draft opportunity site development concepts. This will include all five downtown opportunity sites, and the Central Milwaukie sites (Murphy and McFarland). In addition to reviewing the draft development concepts, and soliciting community feedback, this open house will also explore the policy implications of each draft concept for Downtown and Central Milwaukie.

3.12 City Council work sessions #3 and 4

The ECO Team will meet with the City Council to discuss the opportunity site development concepts. The City Council needs to understand what the costs of the opportunity site development concepts are, and what tools are available to pay for them, before they can identify/adopt the preferred concepts or action and implementation plan. These work sessions will include a review of the proposed development concepts, as well as a discussion of any financing gaps identified by the pro forma analysis. Along with the discussion of financial tools, this conversation will also include a discussion of potential Mixed Modal Area (MMA) designation for downtown and Central Milwaukie.

An important topic of conversation will be what role the City should play in encouraging development on these sites. The City has access to many tools that can be used to assist private

development and spur implementation of new development and redevelopment in downtown and central Milwaukie. The ECO Team will lead the City Council through a work session to discuss the potential tools at their disposal and answer questions from Councilors about how the tools work and potential benefits and implications of each. The work session will provide the City Council an opportunity to provide direct input to the ECO Team on tools that should be considered for potential inclusion in the Action and Implementation Plan, and which tools should not be considered.

3.13 Final opportunity site development concepts & Presentation to City Council

Following the open house in Task 3.11 and Council work sessions in Task 3.12, the ECO Team will make revisions to the draft opportunity site development concepts. A refined draft of each development concept will be provided to the City to review and make comments. A meeting will be held with City staff and the ECO Team to discuss the draft. The ECO Team will address these comments and deliver final draft opportunity site development concepts to the City. These final opportunity site development concepts will be presented to the City Council.

Task 4. Downtown & Central Milwaukie Action & Implementation Plan

4.1 Draft Action & Implementation Plan

The ECO Team will write a draft “Downtown and Central Milwaukie Action and Implementation Plan.” The Plan will identify specific steps for the City to take to realize successful new development and redevelopment in downtown and Central Milwaukie. These steps should include financial, regulatory (code), and non-regulatory (policy) approaches. The Plan will include Council feedback from Task 3, and will focus on actions and strategies to implement the final development concepts for each opportunity site. However, the actions and strategies will have broader applicability to the entirety of downtown and central Milwaukie.

4.2 City Council work sessions #5 & 6

The ECO Team will attend two City Council work sessions to allow the Council to provide feedback on the draft Action and Implementation Plan. This will include a PowerPoint presentation.

4.3 Final Action & Implementation Plan

Following input from the City Council work sessions, the ECO Team will make revisions to the draft Action and Implementation Plan. A refined draft of the Action and Implementation Plan will be provided to City staff to review and make comments. A meeting will be held with City staff and the ECO Team to discuss the draft. The ECO Team will address these comments and deliver final Downtown and Central Milwaukie Action and Implementation Plan to the City.

4.4 Presentations to Planning Commission & City Council

The ECO Team will present the final Downtown and Central Milwaukie Action and Implementation Plan to two joint meetings of the Planning Commission and City Council.

Task 5. Downtown Plan & Code Refresh

5.1 Code and plan review

The ECO Team will produce a technical memorandum that reviews the City's downtown code and plans for technical and policy effectiveness, as well as financial and market feasibility. This review will include the following objectives:

- Ensure that the regulations implement the goals of the Downtown Plan.
- Foster revitalization by protecting existing businesses and responding to the current marketplace.
- Define what is essential to Milwaukie's urban design vision for downtown, and what standards are overly prescriptive or extravagant.
- Establish or refine a design review process that is clear, reasonable, and effective.

This work will be informed by numerous previous tasks, including: 1.2 Background Memo, 2.3 Market Study, 3.1 Discussions with property owners and other stakeholders, 3.5 Preliminary evaluation of code challenges, 3.13 Final opportunity sites development concepts

5.2 Proposed code and plan amendments and public meeting/open house (Round 4)

The ECO Team will write proposed code and plan amendments to the development code and the Downtown Plan. The proposed amendments will address the deficiencies identified in Task 5.1, including development and design standards, design review process, off-street parking regulations, required public improvements, and use limitations.

Multiple (two or three) drafts of the proposed code and plan amendments will be provided to the City to review and make comments. Meetings will be held with City staff and the ECO Team to discuss the drafts. The ECO Team will address these comments and deliver a final set of proposed code and plan amendments to the City.

A public meeting/open house (Round 4) will be held during this task to solicit input on the proposed code and plan amendments from the public. See the Public Involvement Plan for details.

5.3 Planning Commission & City Council Hearings

The ECO Team will present the proposed plan and code amendments for the Downtown to the Planning Commission and then to City Council. There will be two Planning Commission meetings and two City Council hearings for this task. City staff will handle any Planning Commission or City Council briefings that are not specified in this scope of work

Task 6. Central Milwaukie Land Use & Transportation Plan

6.1 Draft Land Use & Transportation Plan

The ECO Team will write a Central Milwaukie Land Use & Transportation Plan that integrates the planned future development articulated in the opportunity site development concepts (Task 3.13) with the evaluation of transportation infrastructure (Task 3.6) and 4.3/4.4, the adopted Downtown and Central Milwaukie Action and Implementation Plan.

The ECO Team will consider strategies to facilitate additional development without triggering the need for extensive infrastructure projects. This will include an evaluation of applying a Multimodal Mixed-Use Area (MMA) designation to Central Milwaukie to focus on multi-modal connections and safety.

6.2 City Council Work Session #7

The ECO Team will attend a City Council work session to bring the Council up to speed on the draft Central Milwaukie Land Use & Transportation Plan. This meeting will allow the Council to provide input into the process before we return with a final Plan for approval by the Planning Commission and City Council.

6.3 Final Land Use & Transportation Plan

Following the City Council work session, a revised draft of the proposed Land Use & Transportation Plan will be provided to City staff to review and make comments. A meeting will be held with City staff and the ECO Team to discuss the draft. The ECO Team will address these comments and deliver a final Land Use & Transportation Plan to the City.

6.4 Present to City Council (and Planning Commission, if needed)

The ECO Team will present the final Central Milwaukie Land Use & Transportation Plan to the City Council. If it is determined that the Land Use and Transportation Plan requires approval of the Planning Commission, then the ECO Team will make a presentation to the Planning Commission as well. The presentation will include at least one member of the Senior Management Team, and the ECO Project Manager. This will include a PowerPoint presentation.

Task 7. Neighborhood Main Streets Code and Comp Plan Amendments

7.1 Public meeting/open houses

Round 5. Neighborhood Main Streets community input

The ECO Team will facilitate one public meetings/open house to solicit input on the community vision for the neighborhood main street commercial districts of 32nd and 42nd avenues. This open house will confirm policy direction from the 2012 Neighborhood Main Streets project, and explore potential approaches to design/development/use standards.

Note that the City might lead a second open house during Task 7. This City-led open house would not be organized or facilitated by the ECO Team and would occur later in the project, after draft development code, comprehensive plan, and zoning map amendments have been prepared for Central Milwaukie and the Neighborhood Main Streets. This open house would provide the community an opportunity to comment on the proposed amendments, and any key policy changes.

7.2 Code, Comp Plan, and Zoning Map amendments

The ECO Team will produce a set of proposed code, Comprehensive Plan, and zoning map amendments for the Central Milwaukie and the Neighborhood Main Street commercial districts. Code revisions could consider new “Central Commercial” and “Neighborhood Main Street” zones for the commercial areas. We are not assuming that the CSC zone would or could be included in this new zone. Multiple (two or three) drafts of the proposed code and plan amendments will be provided to the City to review and make comments. Meetings will be held with City staff and the ECO Team to discuss the drafts. The ECO Team will address these comments and deliver a final set of proposed code and plan amendments to the City.

7.3 Planning Commission & City Council Hearings

The ECO Team will present the Central Milwaukie and Neighborhood Main Streets Code and Comp Plan Amendments to the Planning Commission and then to City Council. The presentations will include at least one member of the Senior Management Team, and the ECO Project Manager. This will include a PowerPoint presentation.







MOVING FORWARD MILWAUKIE: ENHANCING OUR COMMERCIAL DISTRICTS - PROJECT SCHEDULE

Week #	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20
Month	July, 2013		August, 2013				September, 2013				October, 2013				November, 2013					
1. Project Launch	[Grey bar from week 1 to 8]																			
2. Market Analysis	[Grey bar from week 1 to 10]																			
3. Opportunity Site Development Concepts	[Grey bar from week 5 to 16]																			
4. Downtown and Central Milwaukie Action and Implementation Plan	[Grey bar from week 5 to 19]																			
5. Downtown Plan and Code Refresh	[Grey bar from week 5 to 19]																			
6. Central Milwaukie Land Use and Transportation Plan	[Grey bar from week 5 to 19]																			
7. Neighborhood Main Streets Code and Comp Plan Amendments	[Grey bar from week 5 to 19]																			
	(Yellow circle at week 14), (Blue circle at week 15), (Red circle at week 16), (Red circle at week 16), (Yellow circle at week 17), (Blue circle at week 19)																			

Week #	21	22	23	24	25	26	27	28	29	30	31	32	33	34	35	36	37	38	39	40	41
Month	December, 2013				January, 2014				February, 2014				March, 2014				April, 2014				
1. Project Launch	[Grey bar from week 21 to 28]																				
2. Market Analysis	[Grey bar from week 21 to 28]																				
3. Opportunity Site Development Concepts	[Grey bar from week 21 to 31]																				
4. Downtown and Central Milwaukie Action and Implementation Plan	[Grey bar from week 28 to 40]																				
5. Downtown Plan and Code Refresh	[Grey bar from week 28 to 40]																				
6. Central Milwaukie Land Use and Transportation Plan	[Grey bar from week 37 to 41]																				
7. Neighborhood Main Streets Code and Comp Plan Amendments	[Grey bar from week 37 to 41]																				
	(Red circle at week 21), (Yellow circle at week 25), (Yellow circle at week 27), (Blue circle at week 35), (Yellow circle at week 36), (Yellow circle at week 38), (Blue circle at week 41)																				

Week #	42	43	44	45	46	47	48	49	50	51	52	53	54	55	56	57	58	59	
Month	May, 2014				June, 2014				July, 2014				August, 2014						
1. Project Launch	[Grey bar from week 42 to 46]																		
2. Market Analysis	[Grey bar from week 42 to 46]																		
3. Opportunity Site Development Concepts	[Grey bar from week 42 to 46]																		
4. Downtown and Central Milwaukie Action and Implementation Plan	[Grey bar from week 42 to 46]																		
5. Downtown Plan and Code Refresh	[Grey bar from week 42 to 46]																		
6. Central Milwaukie Land Use and Transportation Plan	[Grey bar from week 42 to 46]																		
7. Neighborhood Main Streets Code and Comp Plan Amendments	[Grey bar from week 42 to 46]																		
	(Yellow triangle at week 42), (Green triangle at week 42), (Yellow triangle at week 44), (Green triangle at week 44), (Red circle at week 45), (Blue circle at week 47), (Yellow triangle at week 49), (Red circle at week 49), (Blue circle at week 52), (Green triangle at week 54), (Green triangle at week 57)																		

Week #	60	61	62	63	64	65	66	67	68	69	70	71	72	73	74	75	76	77	78	79	80
Month	September, 2014				October, 2014				November, 2014				December, 2014				January, 2015				
1. Project Launch	[Grey bar from week 60 to 63]																				
2. Market Analysis	[Grey bar from week 60 to 63]																				
3. Opportunity Site Development Concepts	[Grey bar from week 60 to 63]																				
4. Downtown and Central Milwaukie Action and Implementation Plan	[Grey bar from week 60 to 63]																				
5. Downtown Plan and Code Refresh	[Grey bar from week 60 to 63]																				
6. Central Milwaukie Land Use and Transportation Plan	[Grey bar from week 60 to 63]																				
7. Neighborhood Main Streets Code and Comp Plan Amendments	[Grey bar from week 60 to 63]																				
	(Yellow triangle at week 60), (Yellow triangle at week 62), (Green triangle at week 67), (Green triangle at week 70), (Yellow triangle at week 73), (Yellow triangle at week 75)																				

	Work in Progress
	Open House or Workshop
	Planning Commission Meeting
	Advisory Committee Meeting
	City Council Work Session
	City Council Meeting



Moving Forward Milwaukie: Enhancing Our Commercial Districts **Public Involvement Plan**

Stakeholder/Property Owner Interviews

When: Interviews conducted September – October 2013

Interviews with elected officials, opportunity site property owners, and other stakeholders will help the project team understand each person's unique perspective and to gain insight into business and development conditions in the area.

Public Information & Events

When: Introduction to the project in October 2013; public input on key project milestones

Events

- October 2013 Public Meeting/Open House
- October 2013 Workshops (x2)
- December 2013 Workshop
- May 2014 Public Meeting/Open House
- June 2014 Public Meeting/Open House
- July 2014 Public Meeting/Open House

Ongoing Information

- Pilot articles
- Project website – ongoing, updated frequently
- Facebook and Twitter updates – ongoing, updated weekly
- Press releases
- E-mails to interested persons

Advisory Committee

When: September 2013 – July 2014

The Project Advisory Committee (PAC) will include members of the City Council, Planning Commission, Design and Landmarks Committee, South Downtown Concept

Steering Committee, property and business owners, Neighborhood District Associations (NDAs), and interested community residents. Members will meet 7 times to discuss alternatives, make policy recommendations, and review technical work. All PAC meetings will be public meetings.

Tentative Meeting Agendas:

- Meeting #1, September 2013: Introductions, overview of project, overview of market analysis, developer roundtable, and opportunity site conditions. [RM1]
- Meeting #2, October 2013: Report on feedback from kickoff and workshop events; discussion of market study; review of preliminary opportunity site concepts and implications for development on the sites.
- Meeting #3 November 2013: Review of materials for workshops/open houses and review and discussion of draft opportunity site concepts.
- Meeting #4, March 2014: Review and discussion of draft Downtown and Central Milwaukie Action and Implementation Plan.
- Meeting #5, April 2014: Review and discussion of draft Central Milwaukie Land Use & Transportation Plan; review preliminary downtown Comp Plan and code revision ideas.
- Meeting #6, June 2014: Methods and materials for public meeting/open house; discussion of potential Comp Plan and code revisions related to the Neighborhood Main Streets of 32nd and 42nd avenues.
- Meeting #7, July 2014: Discuss: draft Central Milwaukie and Neighborhood Main Streets Comp Plan; code, and zoning map amendments.

Design and Landmarks Committee / Planning Commission / City Council Briefings

When: Ongoing

- Design and Landmarks Committee: TBD
- Planning Commission: November 2013; May 2014, others TBD
- City Council: October & November 2013; January, February, March, April, May 2014

Memorandum

TO: City of Milwaukie
FROM: Fregonese Associates
SUBJECT: Public Involvement Plan – CCEP
DATE: August 15, 2013

COMMERCIAL CORE ENHANCEMENT PROGRAM: PUBLIC INVOLVEMENT PLAN

APPROACH TO THIS PROJECT

This memorandum has been developed to specify the public involvement activities that will be used during the Commercial Core Enhancement Program (CCEP) planning process. As consultants, we look to those who live and work in a community to identify the solutions that are needed and will be met with support by residents. Our job is to bring people together so that they can task us with taking their solutions and creating plans to implement them. With this in mind, our focus is to employ engagement techniques that will make it convenient, meaningful, and actually fun for participants.

A public involvement plan is by necessity flexible. As the project evolves, the team will need to respond to opportunities and issues as they arise. We will rely on the Project Advisory Committee to assist us as we adapt our approaches in each of the project areas to ensure that we respond to these opportunities the most effective ways. This memo is organized around the project scope tasks that include opportunities for public engagement.

PROJECT ADVISORY COMMITTEE

Purpose & Objective

The Project Advisory Committee (PAC) will be composed of approximately 15 volunteer representatives from key stakeholder groups including area residents, property owners, business owners and civic groups. Its purpose will be to advise the Project Team and City staff on project components including an analysis of strengths, weaknesses, opportunities, and threats of the City's commercial areas, (SWOT analysis), opportunity site draft concepts, public engagement strategies, code revisions for the Downtown, Central Milwaukie, and Neighborhood Main Streets areas, the Central Milwaukie Land Use and Transportation Plan, and the Downtown and Central Milwaukie Action and Implementation Plan. City staff will identify individuals they believe would be good candidates for the committee, but membership will be open to all interested parties. Finding an advisory committee of independent or diverse interests will ultimately give greater credibility to its recommendations and provide constructive opportunities for developing creative solutions that will maximize resources in an equitable manner. All meetings of the PAC will be open to the public.

A separate Technical Resources Group (TRG) will be comprised of regional partners and agencies including representatives from the Oregon Department of Transportation (ODOT), TriMet, Metro, and Clackamas County, among others. Generally TRG meetings will be scheduled to coincide with other regularly-scheduled project team meetings.

Schedule

The Advisory Committee will meet seven times throughout the project. Meetings are scheduled from 6:00 – 8:00 pm, with three longer meetings (5:30-8:30 pm) to review workshop and open house materials, which will require longer-than-usual work sessions. The suggested schedule below is subject to Advisory Committee member availability and will be adjusted to avoid conflicts with regularly-scheduled City meetings.

Meeting Date	Tasks and Decisions	Location	Consultant Staffing
Meeting #1 Monday September 23 rd 5:30-8:30 pm 2013	<ul style="list-style-type: none"> Introduce: Committee members & project team Present: Project scope and timeline (short PowerPoint) Review: Public Involvement Plan Review: Materials for workshops/open houses (Rd. 1 & 2) 	Public Safety Building	Fregonese Associates ECONorthwest
Meeting #2 Monday October 21 st 6-8 pm 2013	<ul style="list-style-type: none"> Present: Workshop/open house results Present: Market Study results Discuss: Preliminary opportunity site concepts and potential implications for development on these sites. 	Public Safety Building	Fregonese Associates ECONorthwest
Meeting #3 Monday November 18 th 5:30-8:30 pm 2013	<ul style="list-style-type: none"> Review: Materials for workshops/open houses (Rd. 3) Review: Preliminary/draft opportunity site concepts 	Public Safety Building	Fregonese Associates
Meeting #4 Monday March 17 th or 31 st 6-8 pm 2014	<ul style="list-style-type: none"> Discuss: Draft Action and Implementation Plan 	Public Safety Building	Fregonese Associates ECONorthwest
Meeting #5 Monday April 21 st 5:30 -8:30 pm 2014	<ul style="list-style-type: none"> Discuss: Draft Central Milwaukie Land Use & Transportation Plan Introduce: Preliminary Downtown code revision ideas 	Public Safety Building	Fregonese Associates Angelo Planning Group

Meeting #6 Thursday June 5 th 6-8 pm 2014	<ul style="list-style-type: none"> Review & Discuss: Methods and materials for public meeting/open house (round 5): Neighborhood Main Streets community input 	Public Safety Building	Fregonese Associates Angelo Planning Group
Meeting #7 Monday July 21st 6-8 pm 2014	<ul style="list-style-type: none"> Discuss: Draft Central Milwaukie and Neighborhood Main Streets Code, Comp Plan, and Zoning Map Amendments 	Public Safety Building	Fregonese Associates ECONorthwest Angelo Planning Group

Committee Members

Committee members will be community representatives and members of the public willing and able to attend seven PAC meetings of 2-3 hours in length over the course of the 18-month project period. The committee members will represent a broad range of stakeholder groups from the City; invitations will be extended to the following groups:

- City Council
- Planning Commission
- Design and Landmarks Committee
- South Downtown Planning Committee
- Ardenwald NDA
- Hector Campbell NDA
- Historic Milwaukie NDA
- Island Station NDA
- Lewelling NDA
- Linwood NDA
- Downtown business/property owner(s)
- Central Milwaukie business/property owner(s)
- 32nd Ave business/property owner(s)
- 42nd Ave business/property owner(s)

Ideally, these committee members will also represent:

- Newcomers to the community
- Long-time residents
- Representatives of the elderly, disabled, low-income, youth and minorities
- Parents, students, and/or administrators from the Waldorf School and Milwaukie High School
- Members of the Elks Club, Masons, or Rotary
- Local religious institutions

Format & Activities

Successful advisory committee meetings will be engaging and productive. Presentations, activities and ensuing discussions should empower members to be thoughtful community representatives and agents of change. Their input will be valuable primary-source information with which the project team can strategically enhance the public engagement process, as well as improve draft concepts and code revisions.

Short, visually rich presentations will lead dynamic discussions and hands-on activities to test participatory methods and work out the potential impacts of proposed project and policies. It will also be important to consider which stakeholders are not represented by the committee, and to make further efforts to incorporate their perspectives into the planning process.

Ideally, PAC meetings will be held at a consistent location, and at a consistent time/day of the week.

Potential local venues in Milwaukie include:

- Public Safety Building (Central Milwaukie)
- Pond House (Historic Milwaukie)
- City Hall (Downtown Milwaukie)

Materials

- Agenda
- Materials/documents for review
- PowerPoint presentations
- Presentation technology (projector, screen, etc.)
- Background Materials
- Materials to pilot workshop activities, when appropriate

Roles

Committee Members

- Commit to attend all seven meetings
- Provide guidance for the project team
- Elect Chair/key contact person
- Act as liaisons between the Committee and the broader community
- Review project deliverables and provide feedback

Consulting Team

- Meeting agenda
- Meeting facilitation
- Short presentations (when necessary)
- Meeting materials and documents
- Meeting summaries

City

- Assemble the Advisory Committee
 - Officially inform committee members of their roles and responsibilities
 - Convene meetings (open/close meetings)
 - Attend each Advisory Committee meeting
- Identify location venue(s), cost and availability and reserve appropriate spaces
- Distribute meeting agenda and materials 7 days prior to meetings in coordination with Consultant Team
- E-mail reminders to committee members 3-7 days prior to meetings

Deliverables

For a total of 7 PAC meetings:

- Meeting agenda, to be provided to City at least 8 days prior to the meeting.
- Meeting facilitation
- Meeting presentations (when necessary), to be provided to City for review at least 4 working days prior to the meeting.
- Meeting materials, drafts to be provided to City at least 14 days prior to meeting, final to be provided at least 8 days prior to the meeting.
- Meeting summaries - to include who attended, notes and comments, outcomes & next steps

ONGOING COMMUNICATIONS

The consultant team will provide project updates once a month for the interested public to be distributed by the City of Milwaukie to an email distribution list. Content of project updates will include: status of project in context of overall project timeline; recently achieved project milestones (as indicated in the SOW schedule); results and outcomes of recently held public events; upcoming opportunities for public education and outreach.

EMAIL UPDATES

Proposed schedule

- Email updates once a month
- Workshop/Open House announcements
- Workshop/Open House results

Purpose & Objective

Ongoing communications via email (using an email distribution list) will be an important strategy for keeping stakeholders engaged and informed. E-mail messages should use simple and engaging language and have a friendly, inclusive tone to generate goodwill and enthusiasm for expanded stakeholder participation. Generally, on-going communications will highlight positive momentum toward achieving

community goals and present challenges as opportunities for creative insight and collaboration from diverse members of the public.

Format & Activities

We will build an outreach list of community members and organizations to which we will provide regular project updates and invitations to the public events. The City’s existing lists of outreach contacts will be expanded upon through contacts provided by Advisory Committee members and the project webpage, where visitors will be able to sign up to receive email updates and event reminders.

Example

Below is an example of the type of email message that would be sent out to the project outreach list preceding a public workshop. This example is from Phase I of the CCEP project, called “Fresh Look Milwaukie”:

Greetings! You are receiving this e-mail because you are a downtown Milwaukie business and/or property owner, committee member or commissioner, NDA leader, or have participated in the *Fresh Look Milwaukie* project activities during the past month.


fresh look MILWAUKIE:
downtownROAD MAP project

We will share the results of an extensive public input process & discuss how to activate Downtown at a workshop!

THURSDAY, May 9th
[6:30pm - 8:30pm]
@ Milwaukie Masonic Lodge [10636 SE Main St]

- Overview of **Where we’ve been & where we are now.**
- Instant polling on **Where are we going? Your priorities?**
- Creating a Downtown Road Map - **Your vision for the future!**

Contact Ryan Lemay at align.planning@gmail.com or (360) 536-6055 with any questions/ comments



We will provide light refreshments. We hope you will join us!

For more information visit the project page at <http://www.ci.milwaukie.or.us/planning/fresh-look-milwaukie-downtown-road-map>.

If you would like to be removed from this email list please let me know.

Roles

Consultant Team

- Collect contact information from interested community members to expand the City outreach list
- Provide content for email updates and invitations for participation

City

- Maintain and update email list for ongoing communications
- Update outreach list after outreach events and webpage sign-ups
- Review content and send email updates and event invitations

Deliverables

- Expanded outreach distribution list
- Content for email campaigns

WEB & SOCIAL MEDIA CONTENT

Proposed schedule

Ongoing updates will be made to the City's project webpage, Facebook page, and Twitter account.

Workshop/public outreach announcements

- Web content provided for posting approximately one month prior to event
- Twitter and Facebook announcement/reminder of upcoming event weekly, starting one month before event/outreach opportunity

General Project Updates

- Outside of workshop announcements, the consultant team will provide content for project status updates to be posted on the website on a monthly basis, beginning the first week of September 2013.

Workshop and public outreach results

- Web content summarizing results and related imagery will be provided within one week (seven days) of event/obtaining results
- Twitter and Facebook posts linking to site content (with a short descriptive sentence and an image) will be provided at same time as web content

Purpose & Objective

Periodic and meaningful updates for web and social media channels give a broader audience access to current project information and helps maintain a high interest and engagement level. Facebook and

Twitter also offer opportunities for younger generations and busy professionals to engage with the project with a lower threshold for a commitment of time and energy.

Format & Activities

Website Content

The consultant team will provide content and guidance for continued updating of the existing project website. Content will include more detailed event and outcome summaries along with engaging visual materials such as workshop photos, illustrations of varying urban design concepts, and attractive images of local city assets. The City Staff is expected to manage the site; however the consultant team will work closely with City staff on all project communications and updates.

Opportunities for Web-based Feedback

- Open-ended comment form (throughout the planning process)
- Online polls or surveys (during and after the workshops)

Web Content Example

Announcement for a public walking tour of Downtown as part of the Fresh Look Milwaukie project:

Planning
(Contact Us)

Planning FAQs Overview Documents Projects Development Review Forms, Applications, and Checklists

Home » Fresh Look Milwaukie: Downtown Road Map Project - Walking Tour

Fresh Look Milwaukie: Downtown Road Map Project - Walking Tour

Event Title: Fresh Look Milwaukie: Downtown Road Map Project - Walking Tour
Date/Time: Sat, Apr 27th 10:00am - 12:00pm
Location: City Hall, 10722 SE Main St

Community Conversation Event#1: Walking Tour
Saturday, April 27
Meet at City Hall, 10722 SE Main St at 10:00am
Tour from 10:30am - 12:00pm

We need YOUR help to take PHOTOGRAPHS of:

- hidden gems
- it's got potential
- less of this, please
- more of this, please

We will begin our tour with hot coffee. Then travel along the route, with photos & discussion at designated stopping points. At the end we raffle small prizes & enjoy coffee with pastries!

Contact Li Alligood at alligood@ci.milwaukie.or.us or 503-786-7627 with any questions.

Find out more about the Fresh Look Milwaukie project at <http://www.ci.milwaukie.or.us/planning/fresh-look-downtown-milwaukie-project>.

Planning Meetings

Planning Commission - Cancelled
Tue, Aug 13th 6:30pm
City Hall Council Chambers

Planning Commission
Tue, Aug 27th 6:30pm
City Hall Council Chambers

Design and Landmarks Committee
CANCELLED
Mon, Sep 2nd 6:30pm
City Hall Conference Room

[view all public meetings](#)

Facebook Content

Facebook posts will be designed as “hooks” with text and images to catch readers’ interest. They will also serve as informational gateways to project details (such as draft documents, workshop and survey results, or media coverage).

Facebook Content Examples (from Fresh Look Milwaukie project):

- Workshop Announcement

 **City of Milwaukie** shared a link.
April 22


More of this? Less of this? Tell us during the downtown walking tour this Saturday!
Free cameras and coffee included!
<http://ow.ly/kjKe2>

 **Fresh Look Milwaukie: Downtown Road Map Project**
ow.ly


We need YOUR help to take PHOTOGRAPHS of: • hidden gems • it's got potential • less of this, please • more of this, please

Like · Comment · Share  2

- Workshop Results

 **City of Milwaukie** shared a link.
May 1

Check out what people are saying about Downtown Milwaukie ... add your two cents ... <http://ow.ly/kC16V>

 **Community workshop to share community's opinions about how to activate...**
ow.ly

The Fresh Look Milwaukie: Downtown Road Map project will share the results

Like · Comment · Share  2

- Survey Announcement

 **City of Milwaukie** shared a link.
April 18 

Take the Fresh Look Milwaukie online survey and help plan a better Downtown! <http://ow.ly/kc3gj>

Fresh Look Milwaukie: Downtown Road Map Community Survey
ow.ly

Milwaukie has multiple core commercial areas, including downtown, central Milwaukie, and other smaller

Like · Comment · Share

- Council Briefing

 **City of Milwaukie** shared a link.
May 31 

Council to hear recommendations for a "Fresh Look" for Downtown at Tuesday night's meeting
<http://ow.ly/lwiID>

Council to hear recommendations for a "Fresh Look" for Downtown at...
ow.ly

A group of PSU graduate students will present the City Council the "Fresh Look

Like · Comment · Share  1

Twitter Content

The consultant team will provide content for one Tweet a week, which will also be pushed to Facebook. The same material will appear in two locations, but in a slightly different format (not as much imagery is visible in a Tweet as on Facebook).

Twitter Content Example

Workshop announcement from Fresh Look Milwaukie project:



Roles

Consultant Team

- Provide content and guidance for continued updating of the existing project website on a weekly and monthly basis or preceding and following outreach events, as described above
- Provide Facebook and Twitter content weekly, as described above

City

- The City is expected to lead the management of the project website, Facebook, and twitter communications

COMMUNITY PRESENTATIONS

Proposed schedule

Speakers will appear upon request of a community group or organization, based on the availability and special knowledge of the speaker’s pool, composed of City staff and willing Advisory Committee members. Speakers will be able to provide a presentation on the project for community organizations interested in the project as a whole or specific opportunity sites.

Purpose & Objective

Often business or social organizations welcome speakers, and the project will benefit from using regular meetings of clubs, schools, and civic groups to inform and educate community members about the project. The speaker’s bureau will ensure that someone is prepared with appropriate materials to speak about the project. Also important is reaching out to the younger population; from students to young adults and families.

Format & Activities

Short, visually interesting presentations will be an effective way to reach out to a wider audience and variety of stakeholders who might otherwise not be aware of the project. A standard project presentation can be easily tailored to adapt to requesting groups’ specific interests.

Roles

Consultant Team

- Provide standard project presentation.

City

- Notify clubs, schools, and civic groups that this resource is available
- Provide speakers as necessary
- Take the lead providing presentations if they are requested
- Schedule speaking engagements

Deliverables

- Standard project presentation.

STAKEHOLDER INTERVIEWS

Interviews with elected officials, opportunity site property owners, and other stakeholders will help to understand each one’s unique perspectives and to gain insight into business and development conditions in the area. The purpose of these interviews is to learn the context needed for a broader market and development feasibility analysis. The interviews will enable the team to be certain that the ideas that we research and put forth are based on sound economic knowledge and have been vetted by stakeholders with a depth of local experience. A member of the consultant team’s Senior Management Team (Abe Farkas from ECONorthwest and John Fregonese from Fregonese Associates) would participate in each of these interviews.

ELECTED OFFICIALS

Proposed Dates

Month of September

The following table will be populated and used to coordinate the interview schedule among the consultant team members.

Interviewee	Interviewer	Date	Location
Mayor Ferguson			
Councilor Churchill			
Councilor Miller			
Councilor Hedges			
Councilor Gamba			

Purpose & Objective

One-on-one interviews with elected officials – specifically, the Mayor, and each of the four city councilors—will help give shape to areas of focus for draft concepts and code revisions. These interviews will be focused on gaining insight into the business and development conditions as they relate to:

- Historical development patterns
- Past and current policy impacts on development

- Local political context and public sentiment
- Key opportunities and barriers for desirable development

Format & Activities

Interviews with the Mayor and city councilors will be one-on-one and in-person, lasting 30-60 minutes in any mutually amenable location. Interviewers will use an interview guide as a resource to focus on obtaining key information.

Materials

- Contact information for interviewees
- Interview guide

Roles

Consultant Team

- Contact and schedule interviews with Mayor and city councilors
- Develop interview guide
- Conduct five 30-60 minute interviews
- Summarize interviews in memo format

City

- Provide contact information for interviewees

Deliverables

- Conduct five interviews with elected officials
- Interview guide
- Summary of five interviews

OPPORTUNITY SITE PROPERTY OWNERS

Proposed dates

Month of October 2013

The following table will be populated and used to coordinate the interview schedule among the consultant team members.

Site	Round	Interviewee	Interviewer	Date	Location
Murphy	1				
McFarland	1				

Private opportunity site #3 (TBD)	1				
Private opportunity site #4 (TBD)	1				
Public Opportunity Sites #1-3	1	May include representatives from: City of Milwaukie, Metro, and TriMet			
Public Opportunity Sites #1-3	2	May include representatives from: City of Milwaukie, Metro and Tri-Met			

Purpose & Objective

The interviews with opportunity site property owners will inform initial drafting of the opportunity site concepts and code revisions. Interviews with the owners of the four privately-owned opportunity sites will be focused on developing a clearer context for development of each specific site based on property owner vision, unique site characteristics, market realities, application of existing policy and zoning code to the site, and perceptions of other opportunities and barriers to desirable site development. Interviews with the public agencies will be focused on identifying the preferred development program of each site and agency support for various approaches.

Format & Activities

Interviews will be one-on-one and in-person, lasting approximately 30-60 minutes in any mutually amenable location. Interviewers will use an interview guide as a resource to focus on obtaining key information. Note that after draft development concepts have been produced for each opportunity site they will be shared with property owners. We will welcome feedback from property owners via email, phone calls, participation in larger meetings (i.e., developer round tables, advisory committee meetings, open houses), and (if necessary) follow-up meetings with property owners. These follow-up conversations would not necessarily be handled by members of the consultant team’s Senior Management Team, but instead could be handled by other members of the consultant team who are familiar with the opportunity site development concepts.

Materials

- Contact information for interviewees
- Interview guide

Roles

Consultant Team

- Contact and schedule seven interviews with property owners
- Develop interview guides
- Conduct six 30-60 minute interviews
- Summarize interviews in memo format

City

- Provide contact information for interviewees

Deliverables

- Conduct seven interviews with opportunity site owners
- Interview guide
- Summary seven interviews

ADDITIONAL STAKEHOLDERS

Proposed dates

Month of October 2013

The following table will be populated and used to coordinate the interview schedule among the consultant team members.

Stakeholder Interest	Round	Interviewee	Interviewer	Date	Location
Stakeholder #1	1				
Stakeholder #2	1				
Stakeholder #3	1				

Purpose & Objective

The consultant team may interview of to three additional stakeholders, which could include the owners of properties adjacent to opportunity sites, key property owners, and others. Interviews will be focused on developing a clearer context for development of each specific site.

Format & Activities

Interviews with will be one-on-one and in-person, lasting approximately 30-60 minutes in any mutually amenable location. Interviewers will use an interview guide as a resource to focus on obtaining key information.

Materials

- Contact information for interviewees
- Interview guide

Roles

Consultant Team

- Contact and schedule interviews with stakeholders

- Develop interview guides
- Conduct six 30-60 minute interviews
- Summarize interviews in memo format

City

- Provide contact information for interviewees

Deliverables

- Conduct up to three stakeholder interviews
- Interview guide
- Summary of up to three interviews

DEVELOPER ROUNDTABLES

Proposed date

Two developer roundtables will be held. We will use a doodle poll to check availability of various developers.

Purpose & Objective

The Developer Roundtable is a forum used to gather valuable information related to general and specific development opportunities and barriers in Milwaukie. Involving developers at the local and regional level will help give context to both unique and generalizable characteristics of each of the opportunity sites and the City's business environment overall. The project team will coordinate with the City to select developers with a range of expertise to ensure that developers familiar with adaptive reuse, small scale urban / suburban infill and mixed use development are present.

Roundtable #1

The first developer's round table will be designed to obtain information from developers in order to inform the market study, and gain a general perspective on City's development potential and environment. Developers will also be introduced to the opportunity sites and will be asked for specific ideas about development concepts for the sites.

Roundtable #2

For the second roundtable, the same group will reconvene to review draft concepts for the opportunity sites and provide guidance for refinement.

Format & Activities

Roundtable #1

A short presentation will be made to a group of developers on the overall CCEP project, with emphasis on soliciting input on the opportunity sites identified to date. The consultant team will then facilitate a conversation among the developers to identify broader issues related to development opportunities and

barriers and potential solutions and strategies that could help facilitate development of the opportunity sites.

Roundtable #2

A presentation of the development program for each of the opportunity sites will be made highlighting key assumptions, and findings. Feedback will be solicited for the purpose of refining and finalizing development projects for the selected opportunity sites.

Materials

Roundtable #1

- PowerPoint presentation with opportunity site description, imagery, and technical details
- Feedback forms
- Refreshments

Roundtable #2

- PowerPoint presentation describing draft concepts
- Feedback forms
- Refreshments

Roles

Consultant Team

- Contact and invite developers
- Presentation at roundtables
- Facilitate roundtable discussions

City

- Schedule roundtables and secure venue (with assistance from Consultant Team)
- Attendance of at least one staff at roundtables
- Provide initial list of local developers

Deliverables

Roundtable #1

- Agenda
- PowerPoint presentation
- Feedback forms
- Written summary of roundtable discussion

Roundtable #2

- Agenda
- PowerPoint presentation
- Feedback forms
- Written summary of roundtable discussion

PUBLIC MEETINGS/OPEN HOUSES AND WORKSHOPS

1. PROJECT KICK-OFF/OPEN HOUSE

Proposed date

First Week of October 2013

Purpose & Objective

Introduce the project to the public, including an overview of opportunity sites, existing conditions, and verification of the direction received during the “Fresh Look Milwaukie: Downtown Road Map” project. Initial public feedback on the project will also be solicited through live polling, a visual preference survey, and one-on-one discussion with City staff and the consultant team.

The objective of the open house is to inform community members of the project and process, confirm policy direction for Downtown, and highlight key issues that should be examined. It is critical that the process catches up to the Fresh Look Milwaukie endpoint by the conclusion of this event.

Format & Activities

Group Presentation

The meeting will start with a brief PowerPoint Presentation from City Staff and the Consultant team. The presentation will cover the planning process from start to finish, and include a description of project goals and activities. A project timeline will be presented and shared with the participants with key dates for further public involvement.

The presentation will also revisit the recommendations and policy direction for Downtown that was provided through the Fresh Look Milwaukie planning process.

Live Audience Polling

We use handheld devices for instant polling activities during public workshops and meetings. This technology provides exciting instant feedback for the participants. Each person answers the question on the screen anonymously using their handheld device, and the results of the entire group are posted on the screen instantly. Not only are the answers informative for us as the consultants, they also let the participants know what their neighbors are thinking on issues in the community.

Sample Polling Questions: To what extent do you agree with the following?

1. The District should host public events and festivals.

A. Strongly Agree B. Somewhat Agree C. Not Sure D. Somewhat E. Disagree F. Strongly Disagree

2. The District is best suited for residents, with small-scale retail and services to support them.

A. Strongly Agree B. Somewhat Agree C. Not Sure D. Somewhat E. Disagree F. Strongly Disagree

3. The District is best suited for offices and businesses.

A. Strongly Agree B. Somewhat Agree C. Not Sure D. Somewhat E. Disagree F. Strongly Disagree

Visual Preference Survey

Live polling will also be used to conduct a visual preference survey to explore potential policy approaches in Downtown. The visual preference survey is an outreach tool that asks participants to rank various building and streetscape images. Through the survey, we gather input on preferred types of buildings, parking, sidewalks and open space options. The visual preference survey is a very effective tool for educating and involving community members in urban design and land use planning. The use of visual images to solicit input allows people to respond to two questions: “Do you like the image?” and “Do you think it is appropriate for your area?” These questions put the issue in terms that can be readily understood.

One-on-one Conversation with City Staff and Consultant team

We will set a 30-minute period after the presentation and polling for the group to circulate among the staff and consultant team to answer any questions about the project at informal stations around the meeting room.

Materials

- Meeting/Open House agenda
- Maps and/or Posters
- PowerPoint presentation
 - Will include sets of photos to illustrate different development concepts and features (i.e. different building heights, setbacks, density, uses, and streetscapes) for public to respond to through instant polling (see Attachment 5 for examples)
- Presentation technology (projector, screen, etc.)
- Handheld instant polling devices

Roles

Consultant Team

- Schedule open house and secure venue (with assistance from City)
- Provide web-based content to promote the event
- PowerPoint presentation
- Present and run the instant polling
- Assist in developing materials for event promotion
- Provide content for e-mail invitations

City

- Attendance of at least two staff at open house
- Assist with scheduling the open house and securing venue
- Send e-mail invitations to the public

Deliverables

- Meeting/Open House agenda
- Maps and/or Posters
- Meeting/Open House PowerPoint Presentation with images illustrating a range of development concepts and features
- Meeting/Open House summary memo and notes
 - Instant polling results
 - Event Photo Library

2. PUBLIC WORKSHOPS: OPPORTUNITY SITES

Proposed dates

- Murphy and McFarland Sites: Fifth Week of October 2013
- Downtown Sites: Fifth Week of October 2013

Purpose & Objective

A total of two public workshops will be held to generate initial ideas and concepts for redevelopment of the opportunity sites. The workshop will help identify key issues that are important to the community (for example mix of uses, height, building materials, parking issues, etc.) and inform the development of the opportunity sites.

- Workshop #1 - Murphy and McFarland Sites: Introduce the Central Milwaukie Land Use and Transportation Plan, and generate ideas and initial concepts for redevelopment and code revisions.
- Workshop #2 - Downtown Sites: Build on what was learned from the first public meeting/open house, and solicit ideas for redevelopment and code revisions.

Format & Activities

Map Activity

Using maps, stickers and markers the group will work together to illustrate their ideas. Each table of 8-10 participants is tasked with thinking about how they would like to see an area change. We will likely call on Advisory Committee members and staff to assist the consultant team in facilitating the workshop tables. In workshops, participants are asked to place “chips” or stickers on a large map. Chips can represent new types of development (mixed use, housing, commercial, employment), public amenities (ex. parks, sidewalks), and transportation improvements (transit, bike trails, improved intersection crossings). We will work to refine the exercise and specific tasks for participants, based on discussion with City staff, Advisory Committee members, and what we learn from the existing conditions report and stakeholder interviews.

Because the scope is particularly development focused, it is an opportunity to craft a unique and innovative exercise that captures public input in a way that best serves the project goals. It is intended to be a *strategic, action-oriented workshop*, as opposed to a visionary workshop. Special attention will be paid to the identified opportunity sites in the area.

The map activity will help the project team identify both desired site-specific catalyst projects and broader preferences related to use, development, public improvements, and design standards. Participants could be asked to select from a list of strategies to encourage and attract the financing necessary for the projects, and to ensure that identified deficiencies in the areas are addressed, and that the preconditions to development are in place.

Materials

- Workshop maps
- Workshop instructions and agenda
- PowerPoint presentation
 - Will include sets of images and photos to illustrate different development concepts and features (i.e. different building heights, setbacks, density, uses, and streetscapes) for public to respond to through instant polling (see Attachment 5 for examples).
- Presentation technology
- Pens, stickers, scissors, etc.
- Handheld instant polling devices

Roles

Consultant Team

- Schedule workshop and secure venue (with assistance from City)
- Present workshop exercise description
- Provide up to 4 facilitators for the map activity

City

- Provide up to 4 staff facilitators for the map activity
- Assist with scheduling the workshop and securing venue

Deliverables

- Workshop maps
- Workshop instructions and agenda
- Workshop PowerPoint Presentation (with development concept imagery as described above – see attachments for examples)
- Workshop results summary in several forms:
 - Map results
 - Instant polling results
 - Participant comments

- Event Photo Library

3. PUBLIC WORKSHOP: REVIEW OF DRAFT OPPORTUNITY SITE CONCEPTS

Proposed date

First Week of December 2013

Purpose & Objective

Because they have expended considerable thought and effort on the opportunity site concepts, earlier event participants want to know their ideas have been heard. In the months following the workshop, and after results have been analyzed and illustrated in concept plans, the Advisory Committee will work with the project team to develop the themes, policy changes, and investments that might be warranted in each project area.

We will conduct a public workshop to review the draft opportunity site concepts, discuss the broader implications of each concept on the policies for downtown and central Milwaukie, and receive additional community input. The community will be able to review the draft materials, comment on them, and engage in exploring alternatives that can be used to finalize the concepts.

The objective is to solicit feedback on the conceptual site plans and development program for the opportunity sites in order to refine the concepts.

Format & Activities

Group Presentation

The meeting will start with a brief PowerPoint Presentation from City Staff and the Consultant team. The presentation will cover the workshop results and draft illustrated concept plans for the redevelopment sites. It will be designed to communicate the priorities, goals and solutions that surfaced during the earlier workshop events.

Visual Materials

- *Conceptual Site Plans*

The team will develop 2-3 draft site design concepts produced in Adobe Illustrator for each site. A conceptual site plan is a graphic representation of the arrangement of buildings, parking, drives, landscaping and any other structure that is part of a development project. The Conceptual site plans will be used in combination with the 2-D visuals (described below) during the workshop to solicit input on the proposed development concepts from interested citizens and stakeholders. See Attachment 5 for examples of conceptual site plans.

- *2-D Visuals to Communicate the Concepts*

The team will develop 2-3 sketch level visuals that will use photos of existing buildings to represent different development alternatives (these are not the same as the photorealistic site specific

visualizations that will be developed for the final concepts). These visuals will be used during the workshop to solicit input on the proposed development concepts from interested citizens and stakeholders. See Attachment 5 for examples of 2-D sketch level visuals.

Small Group Discussion

The second portion of the workshop is devoted to small group discussions. The participants will be asked to join tables of 8-10 people for a discussion of the ideas and concepts presented at the beginning of the meeting. Maps, graphics and comment sheets will be provided at each table. A facilitator will be assigned to each table to guide the conversation and make sure all the thoughts and ideas are captured. The facilitator will be given instruction and a timed agenda to help them keep the group on track during the conversations. The desired outcome is to solicit feedback on the conceptual site plans and development program for the opportunity sites to refine the concepts.

Materials

- Agenda
- PowerPoint presentation
- Maps and visual graphics, including conceptual site plans and sketch level visuals
- Facilitator instructions
- Comment sheets

Roles

Consultant Team

- Schedule open house and secure venue (with assistance from City)
- Present and assist with the small group discussions
- Develop materials for the small group discussions
- Assist in developing materials for event promotion
- Provide e-mail and web-based content for event promotion
- Provide up to 4 facilitators for the small group discussions

City

- Attendance of at least at least three staff at open house for set up, facilitation and support
- Assist with scheduling the open house and securing venue
- Send e-mail invitations to the public

Deliverables

- Agenda
- Maps and visual materials, including conceptual site plans and sketch level visuals
- Comment sheets summary
- Facilitator instructions
- Promotional and communication materials
- Summary memo and notes

- PowerPoint Presentation

4. PUBLIC MEETING/OPEN HOUSE: REVIEW OF DRAFT PLAN & CODE REVISIONS FOR DOWNTOWN

Proposed date

Fourth week of May 2014

Purpose & Objective

Purpose of this open house is to provide an overview of proposed amendments to the Downtown Plan, key policy changes, and proposed code revisions for Downtown Milwaukie. The feedback received from this event will help shape the final proposed amendments.

Format & Activities

Group Presentation

The meeting will start with a PowerPoint Presentation from City Staff and the Consultant team. The presentation will cover the key policy changes included in the draft plans and code revisions for Downtown. It will be designed to highlight the key revisions, with a focus on use, development, and design standards.

Small Group Discussions Focused on Each Area

The participants will be broken into three smaller groups depending on which policy area they choose to discuss. We will set a 30-45 minute period after the presentation for the small group discussions. Various stations will be set up, to discuss different issues related to the proposed code amendments. For example, those issues might include changes in allowed building height or changes in allowable uses. City Staff and Consultant Team Members will be available for questions at each table and are expected to be part of the conversation.

Materials

- Meeting/Open House agenda
- Maps and/or Posters
- PowerPoint presentation
- Presentation technology (projector, screen, etc.)

Roles

Consultant Team

- Schedule open house and secure venue (with assistance from City)
- Present and run the instant polling
- Assist in developing materials for event promotion
- Provide e-mail and web-based content to promote event

City

- Attendance of at least at least three staff at open house (one for each area)
- Assist with scheduling the open house and securing venue
- Send e-mail invitations to the public

Deliverables

- Meeting/Open House agenda
- Maps and/or Posters
- Materials for event promotion/communication
- Open House summary memo and notes
- Open House PowerPoint Presentation

5. PUBLIC MEETING/OPEN HOUSE: NEIGHBORHOOD MAIN STREETS

Proposed date

Third Week of June 2014

Purpose & Objective

The goal for this open house is to review and confirm the policy direction received during the 2012 “Neighborhood Main Streets” project. We will also explore potential approaches to use, design and development standards in the Neighborhood Main Street commercial areas along 32nd and 42nd Avenues.

The objective of this event is to provide direction to the project team as they draft amendments to the Comprehensive Plan and code.

Format & Activities

Group Presentation

The meeting will start with a brief PowerPoint Presentation from City Staff and the Consultant team. The presentation will include a review of the policy direction from the Neighborhood Main Streets project, the recommendations from the Horizon Planning team, and present approaches to potential development and design options along the Neighborhood Main Streets.

Live Audience Polling

This is the same technique we plan to use for the first Downtown Open House. See the description for Live Audience Polling in the “Public Open House - Downtown” section above.

Visual Preference Survey

Live polling will also be used to conduct a visual preference survey to explore potential policy approaches for the Neighborhood Main Streets. The visual preference survey is an outreach tool that asks participants to rank various building and streetscape images. Through the survey, we gather

input on preferred types of buildings, parking, sidewalks and open space options. The visual preference survey is a very effective tool for educating and involving community members in urban design and land use planning. The use of visual images to solicit input allows people to respond to two questions: “Do you like the image?” and “Do you think it is appropriate for your area?” These questions put the issue in terms that can be readily understood.

One-on-one Conversation with City Staff and Consultant team

We will set a 30-minute period after the presentation and polling for the group to circulate among the staff and consultant team to answer any questions about the project at informal stations around the meeting room.

Materials

- Meeting/Open House agenda
- Maps and/or Posters
- PowerPoint presentation
- Presentation technology (projector, screen, etc.)
- Handheld instant polling devices

Roles

Consultant Team

- Schedule open house and secure venue (with assistance from City)
- Present and run the instant polling
- Assist in developing materials for event promotion
- Provide e-mail and web-based materials to promote event

City

- Attendance of at least at least two staff at open house
- Assist with scheduling the open house and securing venue
- Send e-mail invitations to the public

Deliverables

- Meeting/Open House agenda
- Maps and/or Posters
- Materials for event promotion/communication
- Open House summary memo and notes
- Instant polling results
- Open House PowerPoint Presentation

SPECIAL PRESENTATIONS

PLANNING COMMISSION AND CITY COUNCIL BRIEFINGS

Proposed date

City Council work sessions (eight total):

- Task 2.4 Market Study: third week of October, 2013
- Task 3.8 Preliminary development concepts: first week of November, 2013
- Task 3.12 Draft development concepts: first week of January, 2014
- Task 3.12 Tools for City to encourage new development: third week of January, 2014
- Task 3.12 Final development concepts: February 2014
- Task 4.2 Draft Action and Implementation Plan: third week of March, 2014
- Task 4.2 Draft Action and Implementation Plan: fourth week of April, 2014
- Task 6.2 Draft Land Use and Transportation Plan: first week of May, 2014

Planning Commission meetings (four total):

- Task 5.3 Downtown Code and Plan Amendments #1: fourth week of July 2014
- Task 5.3 Downtown Code and Plan Amendment #2: second week of August, 2014
- Task 7.3 Central Milwaukie and Neighborhood Main Streets Code and Comp Plan Amendments: fourth week of October, 2014
- Task 7.3 Central Milwaukie and Neighborhood Main Streets Code and Comp Plan Amendments: second week of November, 2014

City Council meetings (five total):

- Task 6.4, Final Central Milwaukie Land Use & Transportation Plan: third week of June, 2014
- Task 5.3 Downtown Code and Plan Amendments: first week of September, 2014
- Task 5.3 Downtown Code and Plan Amendments: third week of September, 2014
- Task 7.3 Central Milwaukie Neighborhood Main Streets Code and Comp Plan Amendments: first week of December, 2014
- Task 7.3 Central Milwaukie Neighborhood Main Streets Code and Comp Plan Amendments: third week of December, 2014

Joint Planning Commission & City Council meetings (two total):

- Task 4.4 Action and Implementation Plan: first week of May, 2014
- Task 4.4 Action and Implementation Plan: third week of May, 2014

Purpose & Objective

To provide the Planning Commission and City Council periodic updates throughout the project to keep them informed of the progress and gather input on draft ideas and concepts. The briefings will include all deliverables described in the Detailed Scope of Work, including proposed code revisions.

Materials

- PowerPoint presentations

Roles*Consultant Team*

- Provide a PowerPoint presentation
- Attend the meeting, give a presentation, and participate in the discussion with City Council

City

- Schedule Planning Commission and City Council briefings
- Attendance of at least at least two staff at briefings
- Produce packet materials for briefings
- Meeting minutes

Deliverables

- PowerPoint presentations

CITY-LED ACTIVITIES

SITE TOUR

The purpose of the site tour is to familiarize elected officials, Advisory Committee members, and other interested parties with the tools other communities have used in their commercial districts and approaches that may be relevant to Milwaukie.

Proposed date

TBD

Proposed sites

- Lake Oswego
- Oregon City
- Gresham
- West Linn

Materials

TBD

Roles*Consultant Team*

- None

City

- Organize and lead tour

Deliverables

- Summary of tour and discussion

6. PUBLIC MEETING/OPEN HOUSE: REVIEW OF DRAFT PLAN & CODE REVISIONS FOR CENTRAL MILWAUKIE & NEIGHBORHOOD MAIN STREETS

Proposed date

July 2014

Purpose & Objective

The goal for this open house is to review the proposed plans, key policy changes and code revisions for Central Milwaukie and the Neighborhood Main Street commercial areas. The feedback received from this event will help shape the final proposed amendments. This event would mirror the format of the Public Meeting/Open House: Review of Draft Plan & Code Revisions for Downtown that the consultant team will lead earlier in the project.

Format & Activities

Group Presentation

The meeting will start with a PowerPoint Presentation from City Staff. The presentation will cover the key policy changes included in the draft plans and code revisions for Central Milwaukie and the Neighborhood Main Streets. It will be designed to highlight the key revisions, with a focus on use, development, and design standards.

Small Group Discussions Focused on Each Area

The participants will be broken into two smaller groups depending on which area they choose to discuss. We will set a 30-45 minute period after the presentation for the small group discussions. Two stations will be set up, one for each area (Central Milwaukie and the Neighborhood Main Streets). City Staff will be available for questions at each table and are expected to be part of the conversation.

Materials

- Meeting/Open House agenda
- Maps and/or Posters
- PowerPoint presentation
- Presentation technology (projector, screen, etc.)

Roles*Consultant Team*

- None

City

- Schedule open house and secure venue
- Develop materials for event promotion
- Attendance of at least at least three staff at open house (one for each area)
- Send e-mail invitations to the public

Deliverables

- Meeting/Open House agenda
- Maps and/or Posters
- Materials for event promotion/communication
- Open House summary memo and notes
- Open House PowerPoint Presentation

ADDITIONAL CITY-LED PUBLIC EVENTS AS NEEDED**Proposed date(s)**

TBD

Format & Activities

The City may decide that additional public meetings are required above and beyond those described previously in this Public Involvement Plan. Although the consultant team would not create materials for any additional open houses, or facilitate discussions at these events, it is possible that the City may choose to organize one or more additional meetings/open houses without significant involvement from the consultant team. If necessary, involvement from the consultant team would be limited to assisting City staff to design meeting agendas, and meeting activities.

Deliverables

- None

ATTACHMENTS

1. Example agenda for an Advisory Committee meeting
2. Example of the Guiding Principles exercise for the Advisory Committee
3. Example agenda for the Round 1 workshops
4. Example agenda for the Round 2 meeting/open house events
5. Example of visuals for opportunity site concept discussions

ATTACHMENT 1
Example Agenda for an Advisory Committee meeting



Dallas TOD – Committee Meeting Agenda

Date: Wednesday June 20th

Time: 6:30pm – 8:00pm

Location: Half Price Books Community Room, 5803 East Northwest Highway, Dallas, TX 75231

Agenda:

1. Welcome and Introductions (6:30-6:40)
2. Overall process update (6:40-6:50)
3. Workshop recap and results overview (6:50-7:20)
4. Review area plans and visualizations (drafts) (7:20-7:50)
5. Meeting Wrap-up and next steps and next meeting dates (7:50-8:00)

ATTACHMENT 2
Example of the Guiding Principles exercise for the Advisory Committee



GUIDING PRINCIPLES EXERCISE

What are Guiding Principles?

Guiding Principles are a set of accepted guidelines that capture the Superstition’s Project values and priorities. The Guiding Principles are used to develop the goals, objectives, and strategies of the Vision and Strategy for the Superstition Vistas. The Guiding Principles are the shared standard for evaluating development scenarios and plan recommendations. The Guiding Principles will help us answer the question: “How do we define success in the Superstition Vistas?”

How are Guiding Principles used in the planning process?

Ideas that “measure up” to our Guiding Principles will find a home in the Vision. Ideas that are in conflict with our Guiding Principles will not.

The Guiding Principles will be used in several ways through the planning process:

1. ***Scenario Development*** – The principles will be used to select and weight indicators from the scenario development. They will be used to form evaluative criteria to be displayed alongside the scenario. If we do our jobs right, the principles and their indicators will be used by the Steering Committee to design and select the preferred scenario, and guide the resolution of conflicting goals in the scenario development.
2. ***Plan Development*** - After the scenario selection and necessary revisions, the Guiding Principles will also serve as a checklist to ensure that planning recommendations and strategies reflect and support the region’s core values. Guiding Principles will provide an important feedback loop that we can all understand, talk about, and use to guide the consultants to ensure that emerging recommendations reflect residents’ desires.
3. ***Plan Implementation*** – We’re not writing a plan that will sit on a shelf. The Guiding Principles will also be used to form criteria for monitoring and evaluating the success of the plan and the actions that result from it.

How do we develop and prioritize the Guiding Principles?

We start by identifying key values and potential priorities based on the values research, what we have learned from the analysis so far, and input from the various committees. With this list of potential principles, which may overlap or reflect differing opinions on a specific issue, we will begin to prioritize the Guiding Principles through an interactive exercise with the Steering Committee.

How will the committee prioritize the Guiding Principles?

At the November 20th Steering Committee meeting we will review the potential Guiding Principles listed below and add other ideas that are not already listed. These Guiding Principles will be printed on large posters and hung around the room. The Committee members will be able to add new guiding principles, or edit existing principles. Each committee member will have stickers to use to indicate their top 10 priorities. In this way participants can begin identifying and prioritizing the key principles held by the region's stakeholders and citizens. During the meeting we will discuss the results and the initial outcomes. We will then develop a more concise set of guiding principles that we will present in January for further discussion and eventually, for use in public outreach. In January we will also link the scenario indicators to the guiding principles.

Do we only have one shot at forming the Guiding Principles?

No, this will be just the initial prioritization of the Guiding Principles. Superstition Vistas Guiding Principles will evolve as we move through the planning process. As mentioned, we will need to keep our Guiding Principles consistent with the input we receive from the stakeholders and citizens as we move through the public involvement stage of the process.

Types of Guiding Principles

Some guiding principles are measurable and can be easily quantified, while others are more subjective. Guiding principles generally fall into one of three categories:

- 1) **Guiding principles that generate evaluation criteria that are used to measure the results of the different planning scenarios.** Criteria such as *"Cluster new development in areas that are planned to be well served by transit."* can be measured, as the scenarios will contain enough detail to measure items such as the amount housing and jobs within walking distance of transit.
- 2) **Guiding principles that can be used to evaluate the implementation of the plan over time.** For example *"Design new residential areas with 'personality' so that residents may experience a sense of community and place."* While this may be an important priority, it would be difficult to do in the comparison of land use scenarios. This is the type of indicator that is used for policy development and long term monitoring.
- 3) **Guiding principles that express important values of the region but are not specific to the land use and transportation and economic development vision.** These criteria guide the process. Social equity criteria, such as *"Ensure an inclusive planning process and treat all as equally important"* often fall into the category of informing or driving the process, but are not always transferred into indicators to measure land use and transportation scenarios.

Before the Meeting...

Please read through the following potential Guiding Principles and start to think about your priorities.

Potential Guiding Principles by Category

Economy

1. Ensure that job and housing growth are matched over time to the extent feasible
2. Create good quality jobs for people of all ages, with a focus on our youth
3. Develop Economic Catalysts to spark job growth in advance of housing growth
4. Create an environment in the new centers that supports new and expanding entrepreneurs and small business owners
5. Attract people and businesses by developing vibrant urban centers
6. Develop methods of providing infrastructure in timed with development needs.
7. Recognize quality of life, natural beauty, diversity and the uniqueness of the Superstition Vistas city as important elements efforts to attract and keep businesses
8. Cooperate with regional economic development efforts to achieve economic success and prosperity for the Superstition Vistas
9. Support developing an educational system that results in an educated workforce in all segments of the community and includes training for a wide range of job skills
10. Support the development of one or more universities as a major economic catalyst
11. Foster cooperation among Pinal County, Maricopa County and neighboring jurisdictions for economic development

Equity and Opportunity

1. Ensure that the K-12 education system that develops in Superstition Vistas is among the best in the State.
2. Ensure there is opportunity for small, medium-sized and minority owned businesses
3. Ensure that the housing choices in Superstition Vistas allow for Arizonians of all incomes to settle in this area.
4. Ensure all residents have access to quality housing, jobs, education and health care
5. Commit Superstition Vistas to be inclusive, have a variety of income levels, and be accessible to all races, cultures, and ethnicities
6. Respect the cultural and political identity of Native Americans as Superstition Vistas develops
7. Ensure that intolerance and prejudice, explicit or covert, is not used in the formation of land use and other public policy

Environment

1. Implement development patterns that restore, protect and conserve environmental resources
2. Make Superstition Vistas the one of the most sustainable communities in the country by focusing on balanced development, water conservation and capture, energy efficient buildings, and land use and transportation systems that reduce auto use.
3. Ensure that new buildings are built with a low carbon footprint and with cost effective energy conservation materials
4. Protect the foothills of the Superstition Mountains
5. Protect the habitats and corridors of the washes and streams, especially Queens Creek

6. Consider open space as essential infrastructure on par with sewer, water and roadways
7. Establish specific goals for parks that are easily accessible to residents in every neighborhood in the city
8. Ensure that future development focuses on reducing high peak demands for electricity and water, as well as reducing annual consumption
9. Conserve and retain storm water on the Superstition Vistas, and develop it for on site irrigation
10. Develop a renewable sources of electricity on site where feasible.
11. To the extent feasible, design the Superstition Vistas to have no net carbon emissions, and to have no net water consumption.

Community and Housing

1. Provide affordable housing of different types and styles for people of all ages in Superstition Vistas.
2. Create and maintain safe neighborhoods
3. Encourage a variety of housing options – in location, style and size
4. Provide quality housing and schools for people working in the city
5. Ensure that Superstition Vistas grows cultural institutions - the arts, music, food, dance, and theater.
6. Provide locations for festivals and gatherings to celebrate the community of Superstition Vistas
7. Create an alternative to (not a replacement for) suburban living in the Superstition Vistas: places that offer high density urban environment with round-the-clock activity and support of alternative lifestyles.
8. Ensure that the Superstition Vistas grows a heart – a central downtown, and ensure that it is healthy and vibrant
9. Develop land use regulations that achieve the Vision of the Superstition Vistas.
10. Extend opportunities to shop for basic needs in under-served areas of the city

Transportation

1. Ensure that the Superstition Vistas develops major through roads and transit facilities that connect with Phoenix and Tucson.
2. Ensure that the Superstition Vistas has a well designed and sufficiently funded transportation plan that will meet the needs of the new development for auto, transit, walking, and biking.
3. Ensure that a network of roads and streets is developed within the Superstition Vistas that allows for great connectivity in the developed areas.
4. Ensure that a robust transit system is developed within the Superstition Vistas that is well funded, and grows with the Vistas. Ensure that the proper governance is developed so that the transit system can meet the needs of the future development.
5. Create a high quality non-auto connection to the Gateway Airport from the business centers of Superstition Vistas.
6. Structure the transportation system to provide appropriate choices so that all segments of the community can meet daily living requirements
7. Develop in a way that encourages walking and biking for a substantial part of travel demands
8. Develop walkable neighborhoods and commercial centers

9. Coordinate the transportation system with the land uses so that people can choose to reduce their reliance on the automobile by living closer to work, living or working close to transit, and living in pedestrian and bicycle friendly areas.
10. Provide efficient and cost-effective movement of goods both within and beyond the Superstition Vistas
11. Implement adequate and efficient new transportation infrastructure at the same time development is anticipated.
12. Assure adequate and timely maintenance of infrastructure as the Superstition Vistas ages
13. Develop and fund a preventive maintenance program that extends the life of the infrastructure built in the Superstition Vistas.

Planning Process

1. Provide a Sub-regional planning system that allows several local governments to emerge, but ensures that their actions are well coordinated, and follow a common framework plan for the Vistas
2. Ensure transparent and inclusive planning efforts as the Superstition Vistas develops
3. Develop a clear implementation and funding program for the Vision and future adopted plans

ATTACHMENT 3
Example Workshop Agenda

CANYON ROAD

DESIGN ALTERNATIVES WORKSHOP



Workshop Agenda

Beaverton Library

12375 Southwest 5th Street | Conference Room

Beaverton, OR 97005

December 14, 2012 | 9:00 AM – 3:00 PM

Design alternatives workshop outcomes

This Design Alternatives Workshop is intended to collaboratively develop a range of cross-sectional concepts for Canyon Road that support joint ODOT, Metro, and City of Beaverton community development and mobility goals. During the workshop, participants will:

- Partake in a series of small group sessions designing cross sections for different locations along Canyon Road
- Establish a vision for urban design and placemaking elements along Canyon Road
- Brainstorm implementation strategies (e.g. funding mechanisms, phasing, etc.) that will get the design alternatives closer to construction

Workshop schedule

9:00 AM – 9:15 AM <i>15 minutes</i>	Welcome, introductions, and workshop goals/outcomes	John Fregonese, Fregonese Associates
9:15 AM – 9:45 AM <i>30 minutes</i>	Results of Canyon Road Goals, Objectives, Opportunities, and Constraints Work Session	Tom Brennan, Nelson\Nygaard
10:00 AM–12:45 PM <i>165 minutes</i>	Workshop session: Breakout groups develop cross-section alternatives for various locations along Canyon Road	All attendees (facilitated by Michael Moule)
12:45 PM – 1:15 PM <i>30 minutes</i>	Break/Lunch	All
1:15 PM – 2:15 PM <i>60 minutes</i>	Report back on the alternatives	All attendees (facilitated by Michael Moule)
2:15 PM – 2:45 PM <i>30 minutes</i>	Brainstorm implementation strategies (e.g. funding mechanisms, phasing, etc.)	Tom Brennan, Nelson\Nygaard
2:45 PM – 3:00 PM <i>15 minutes</i>	Next steps and adjourn	Tom Brennan, Nelson\Nygaard

December 14, 2012 | 9:00 AM – 3:00 PM

ATTACHMENT 4
Example Meeting/Open House Agenda



4755 SW Griffith Drive, PO Box 4755, Beaverton, OR 97076
Creekside District Information • (503) 526-PLAN

Creekside District Master Plan

Open House #2

Beaverton City Library

Thursday, July 18, 2013

5:30 – 7:00pm

Thank you for joining us! This is the second public open house event for the Creekside District Master Plan. The event will focus on sharing solutions to the land use, transportation and stormwater challenges of Beaverton's Creekside District. The project team will explain the objectives of the planning process and invite stakeholders to join the conversation about the future of the Creekside District.

Event Agenda

5:30 – 5:45 Refreshments, Attendees Arrive

5:45 – 5:50 Welcome from Project Manager Laura Kelly

5:50 – 6:15 Presentation (*John Fregonese, Fregonese Associates*)

John Fregonese, lead consultant for the Creekside District Master Plan, will give a brief presentation to familiarize attendants with the overall project including the goals, benefits, and potential solutions.

6:15 – 7:00 Open House with project team

Following the presentation, the project team will be on hand to discuss the future of the District. The team will have interactive stations and displays communicating solution options for the future Creekside park, Canyon Road, and building prototype options for housing, workplaces and services within the District.



Visualizations and Site Designs for Public Workshops

- 2-3 draft site design concepts produced in Adobe Illustrator for each site. 2-3 sketch level visuals that will use photos of existing buildings to represent different development alternatives (these are not the same as the photorealistic site specific visualizations). These will be used to solicit feedback from the public and council during work sessions and workshops.

Draft Site Designs

Downtown Tualatin

Site plan – one building on western site

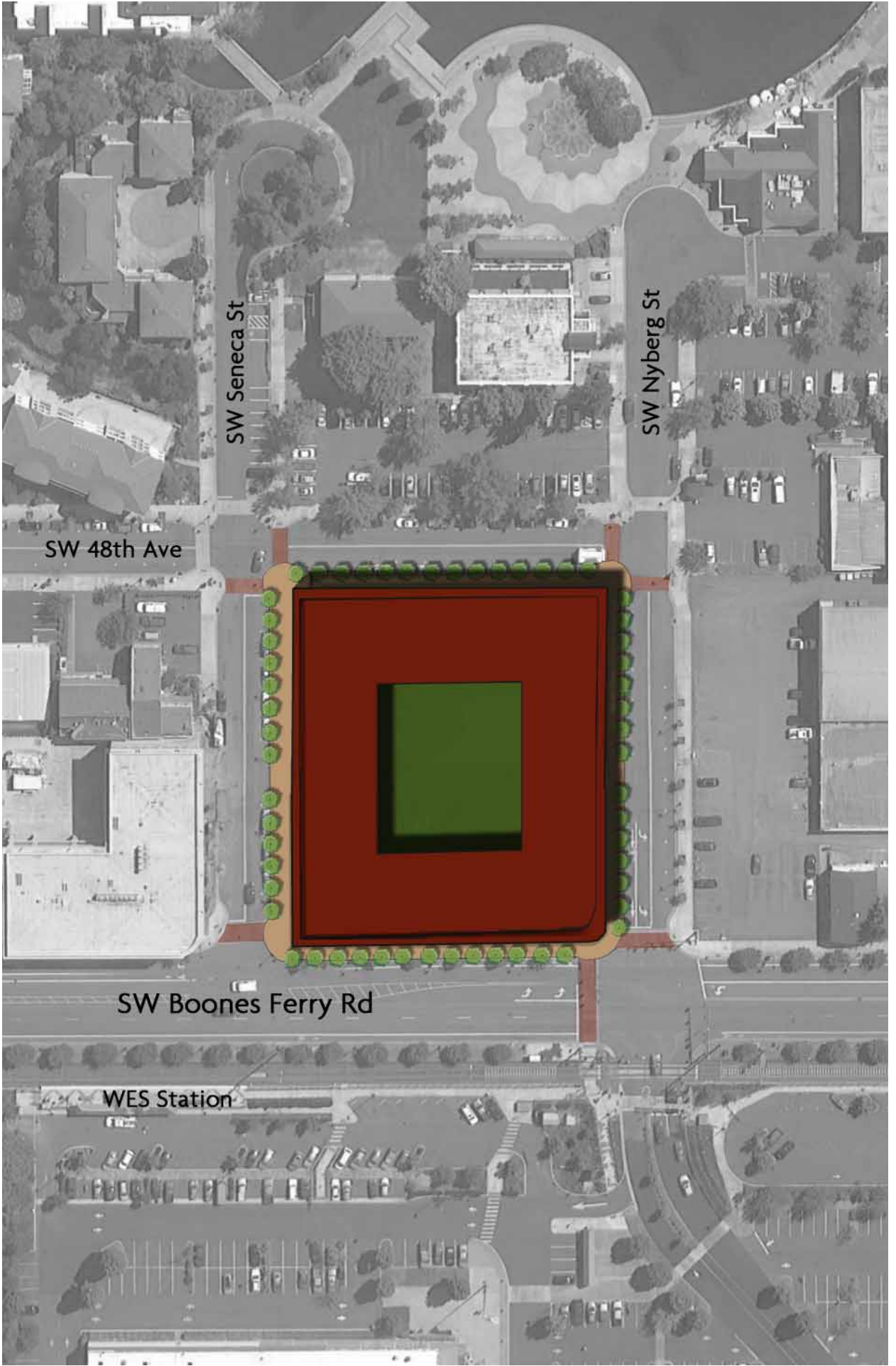


Downtown Tualatin
Site plan – buildings on both sites



Downtown Tualatin

Site plan – one larger footprint building



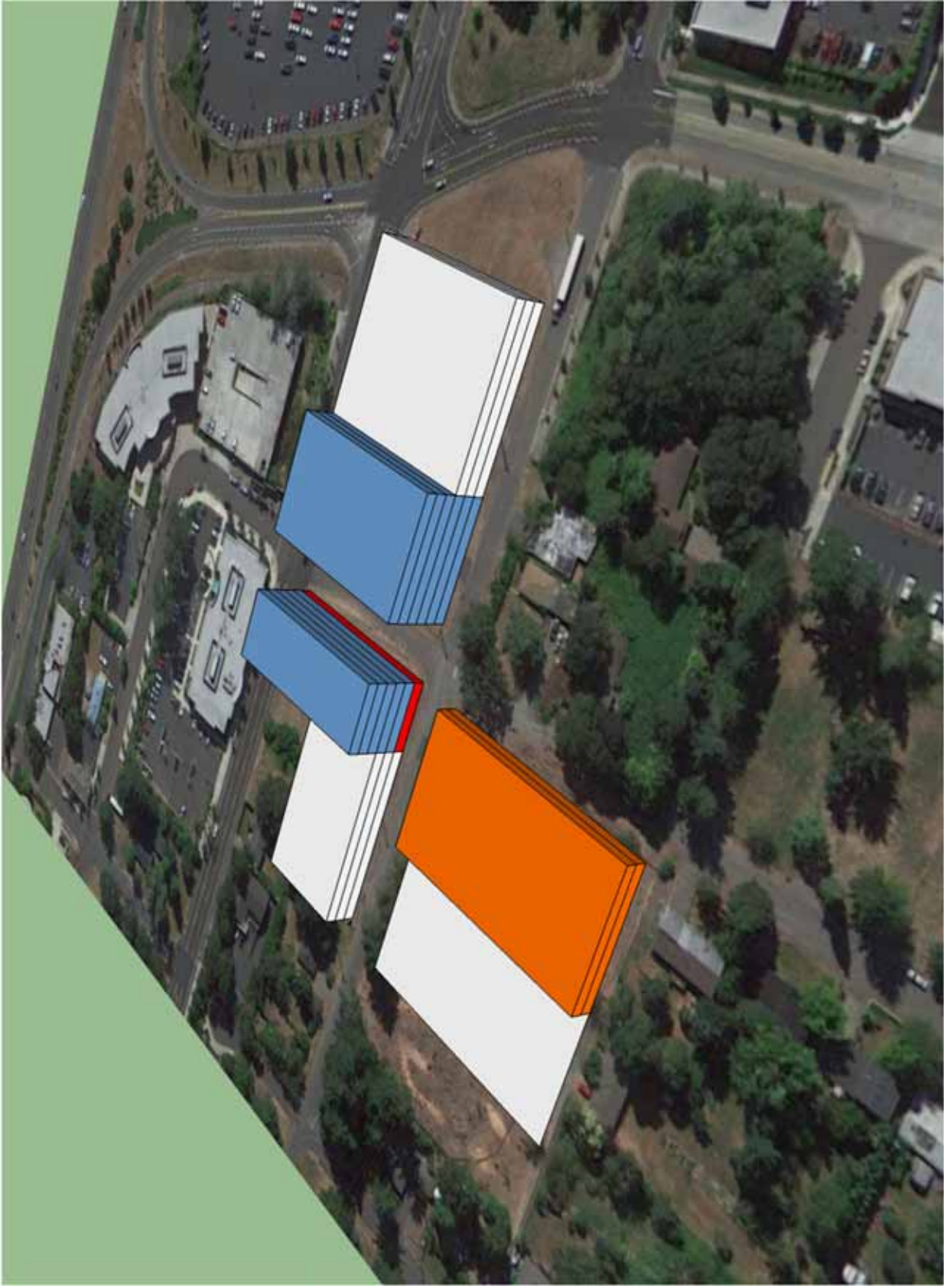
Portland – Armory

Site plan



Building Envelopes

Tigard Triangle - Building Massing



Downtown Tualatin - Building Massing



Base Zoning building envelopes



Proposed building envelopes



Examples Buildings in our Existing Library

Below are the types of buildings we plan to use in the examples shown in the following two slides



Mixed-use 3 story



Mixed-use 3 story

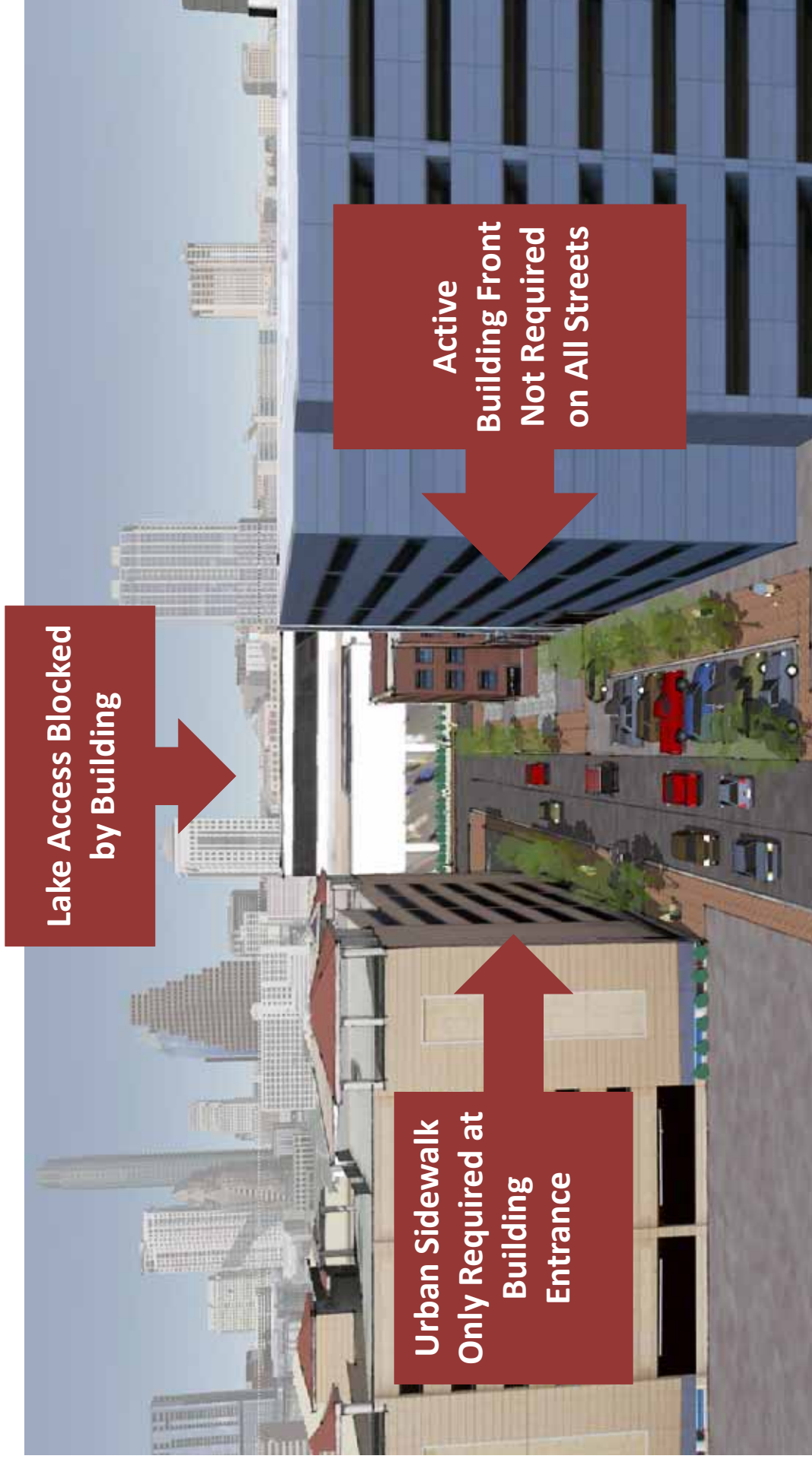


Residential 3 story

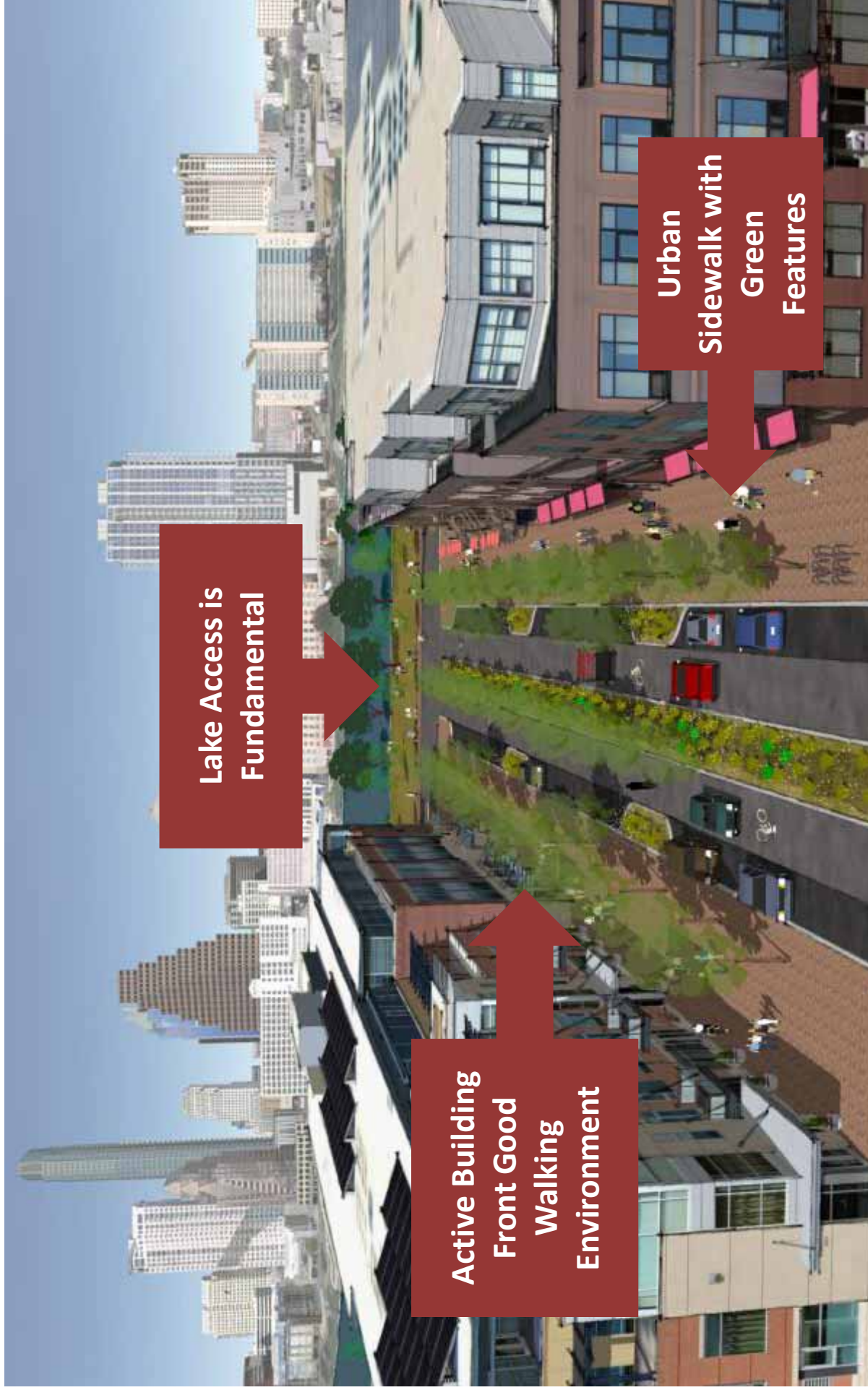


Office 3 story

Option A: Existing Regulations



Option B: Preferred Plan



Lake Access is
Fundamental

Active Building
Front Good
Walking
Environment

Urban
Sidewalk with
Green
Features

Visual Preference Survey Examples

Instant Polling! - Getting Familiar with the Keypads

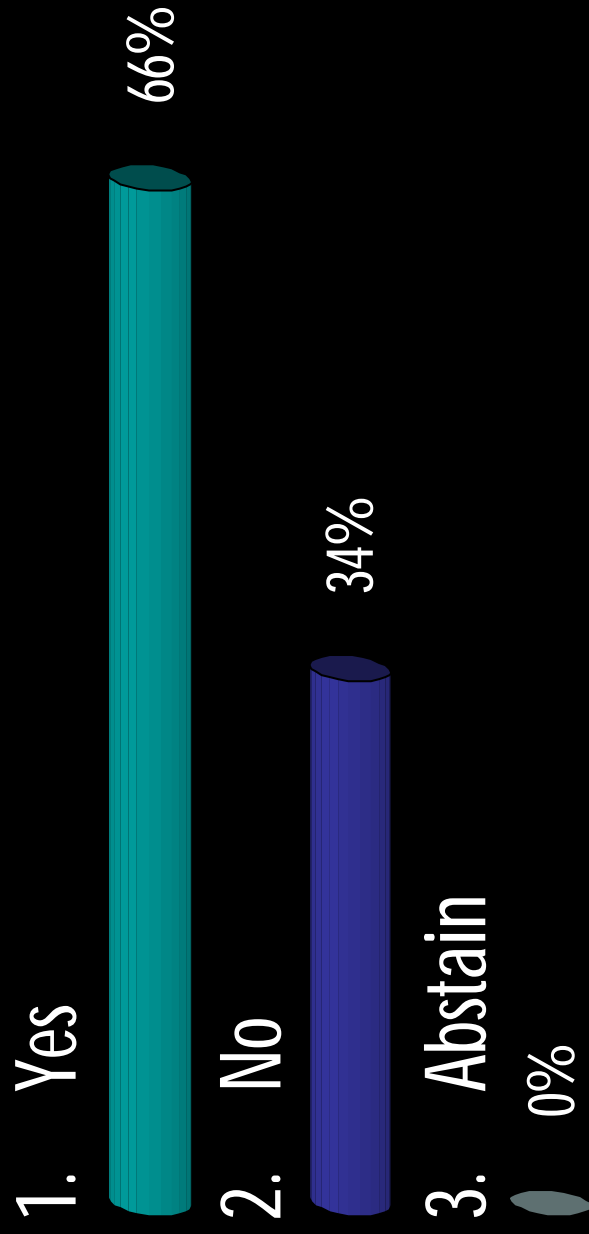
- Images will appear and represent a range of possibilities.
- There are no right or wrong answers.
- You will have a short time to review each image.
- Go with your “gut reaction!”



Let's try it...

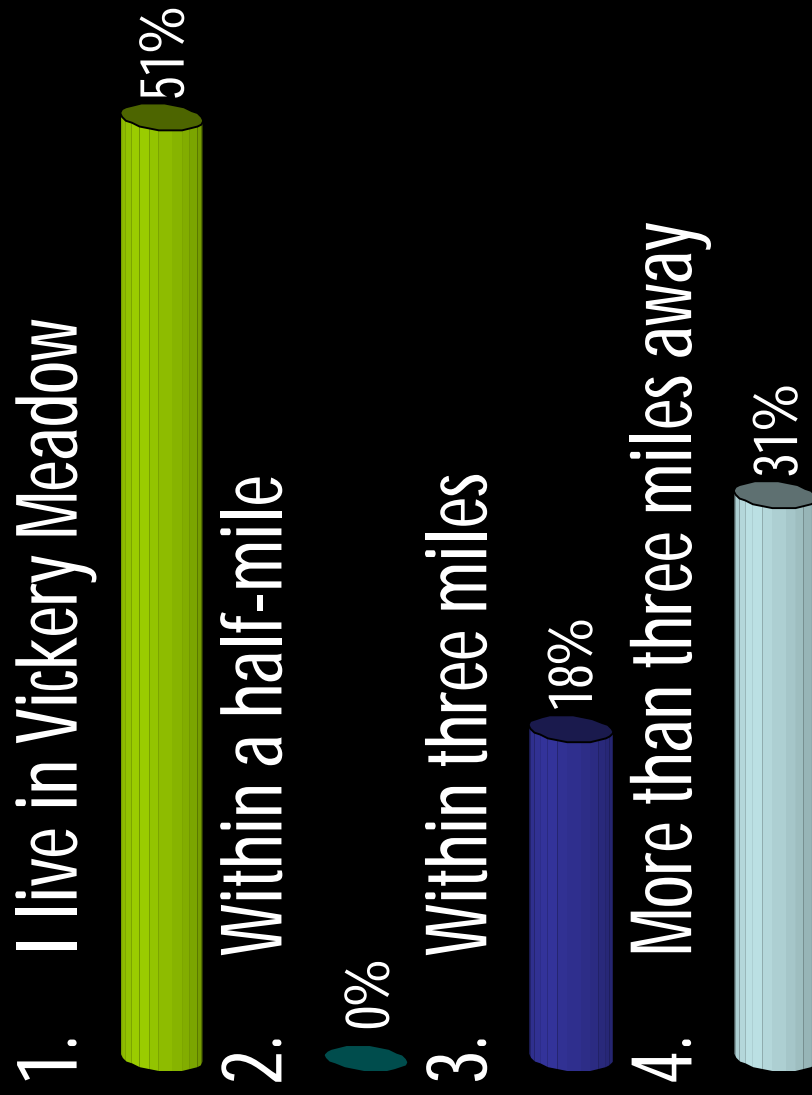
Instant Polling! - Getting Familiar with the Keypads

Is this your first time participating in a planning workshop for the Vickery Meadow area?



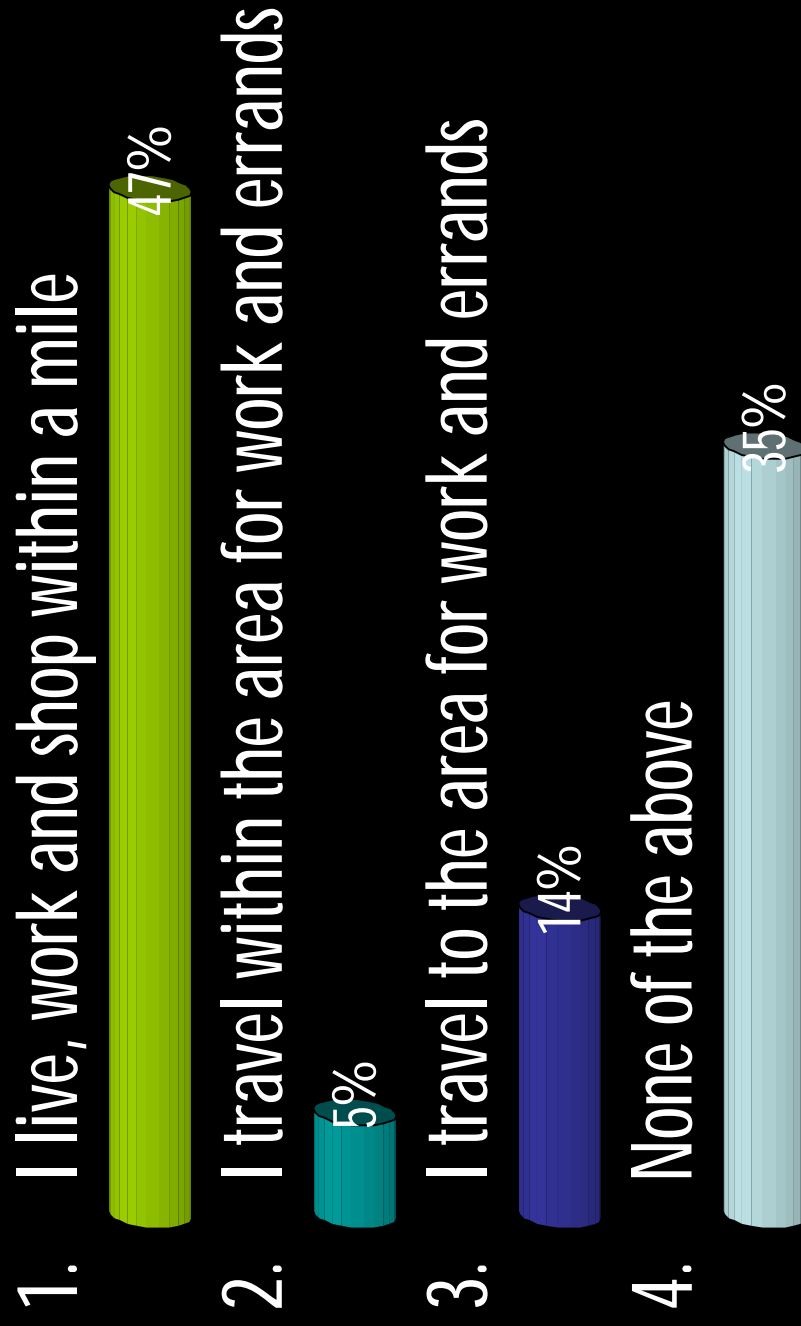
Instant Polling! - Getting Familiar with the Keypads

How close do you live to the Vickery Meadow area?



Instant Polling! - Getting Familiar with the Keypads

How do you use the Vickery Meadow area?



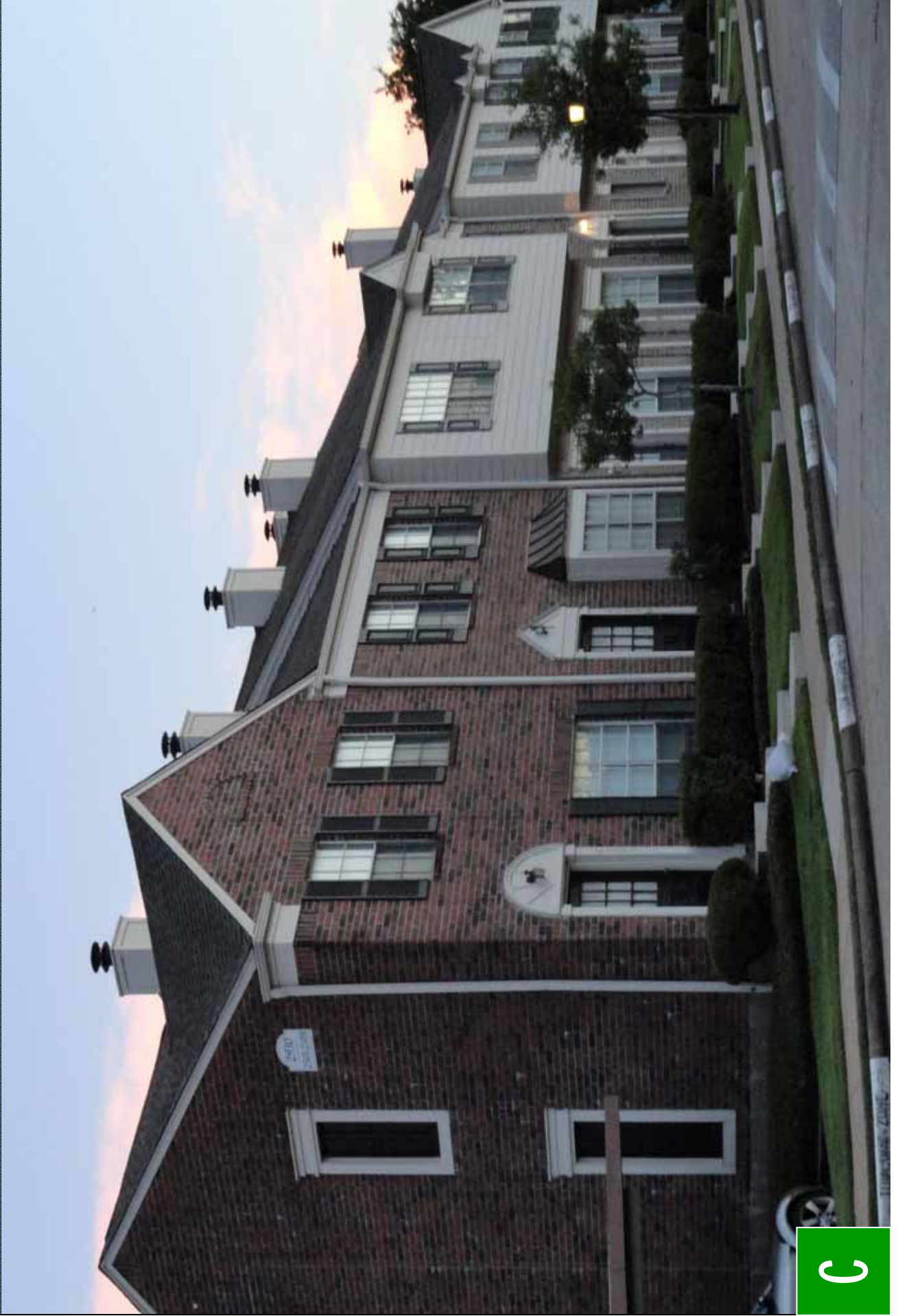
Residential – Townhomes



Residential – Townhomes



Residential – Townhomes



Residential – Townhomes





D



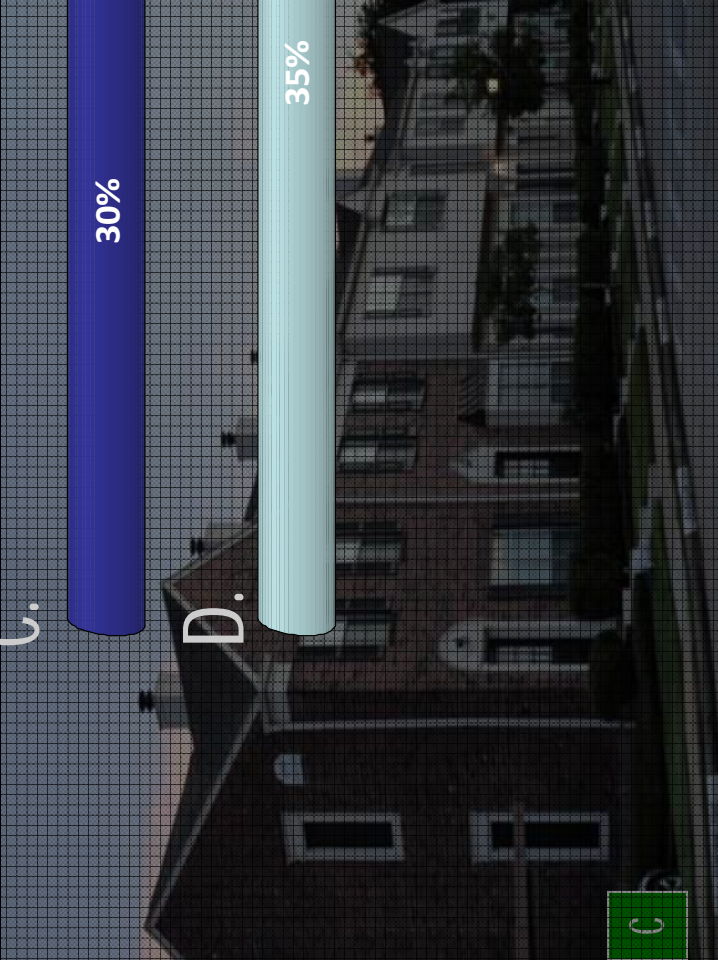
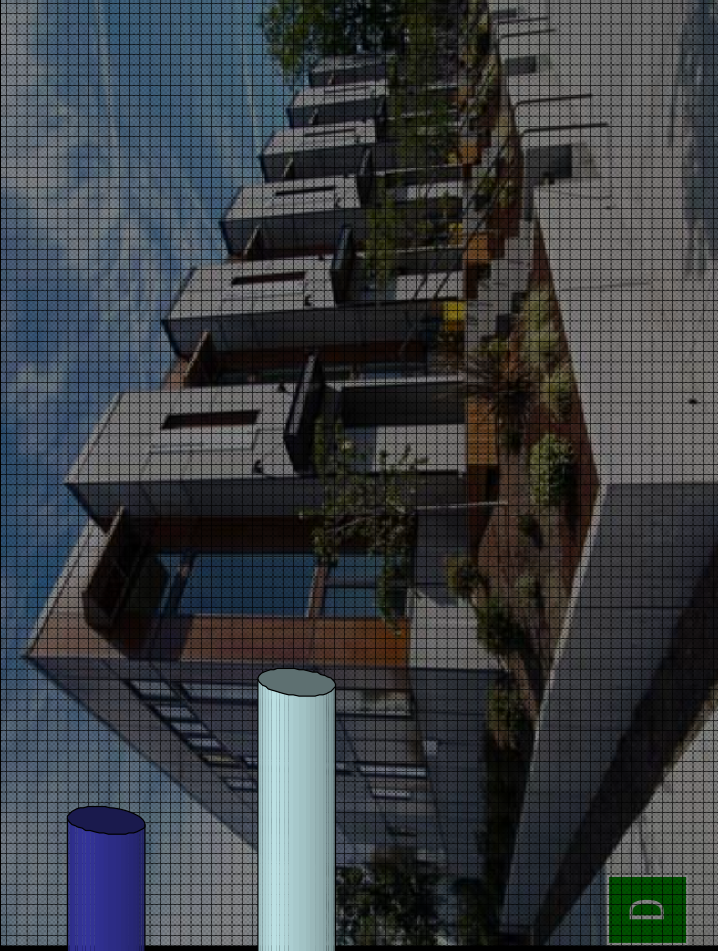
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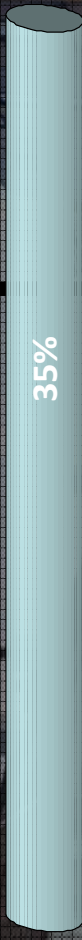


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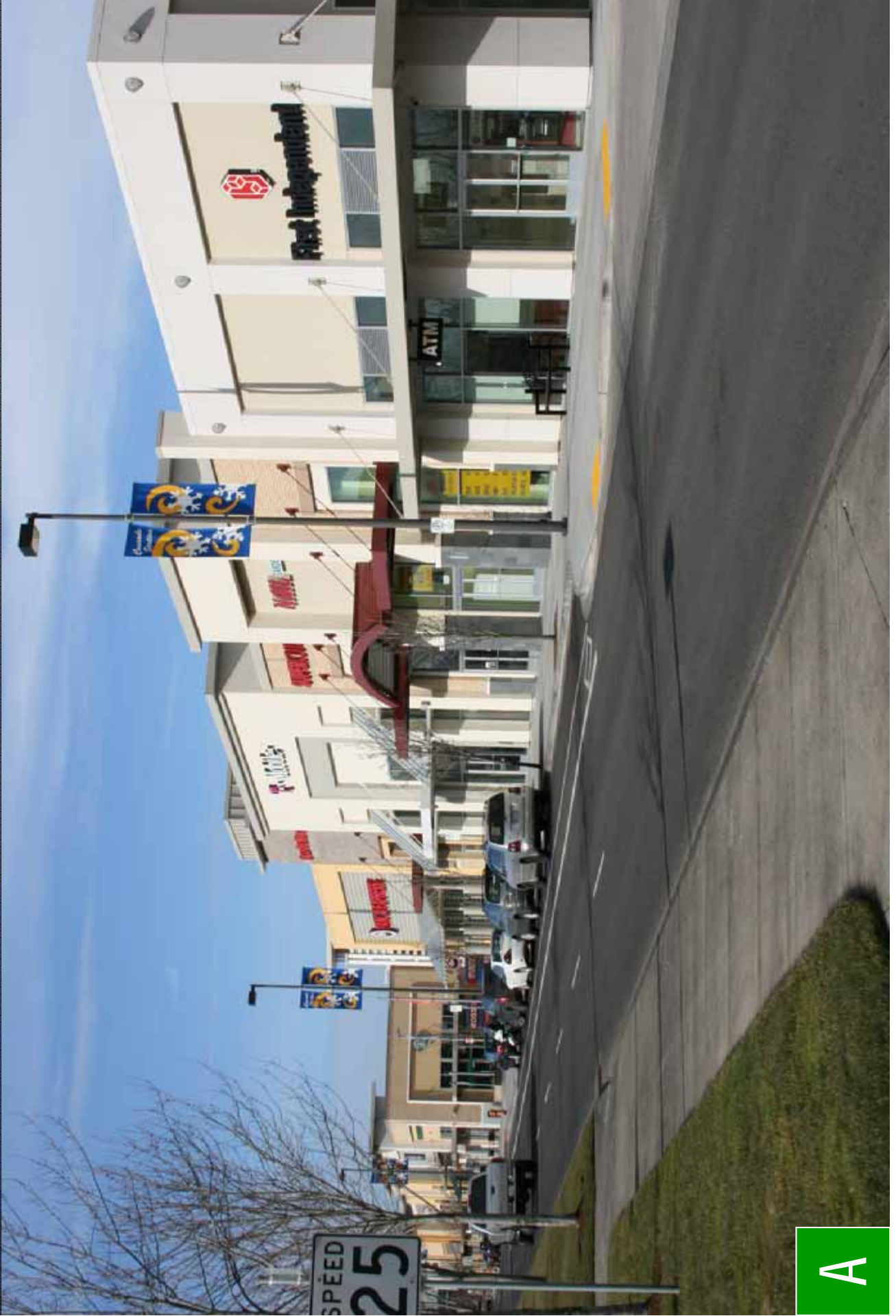


D.



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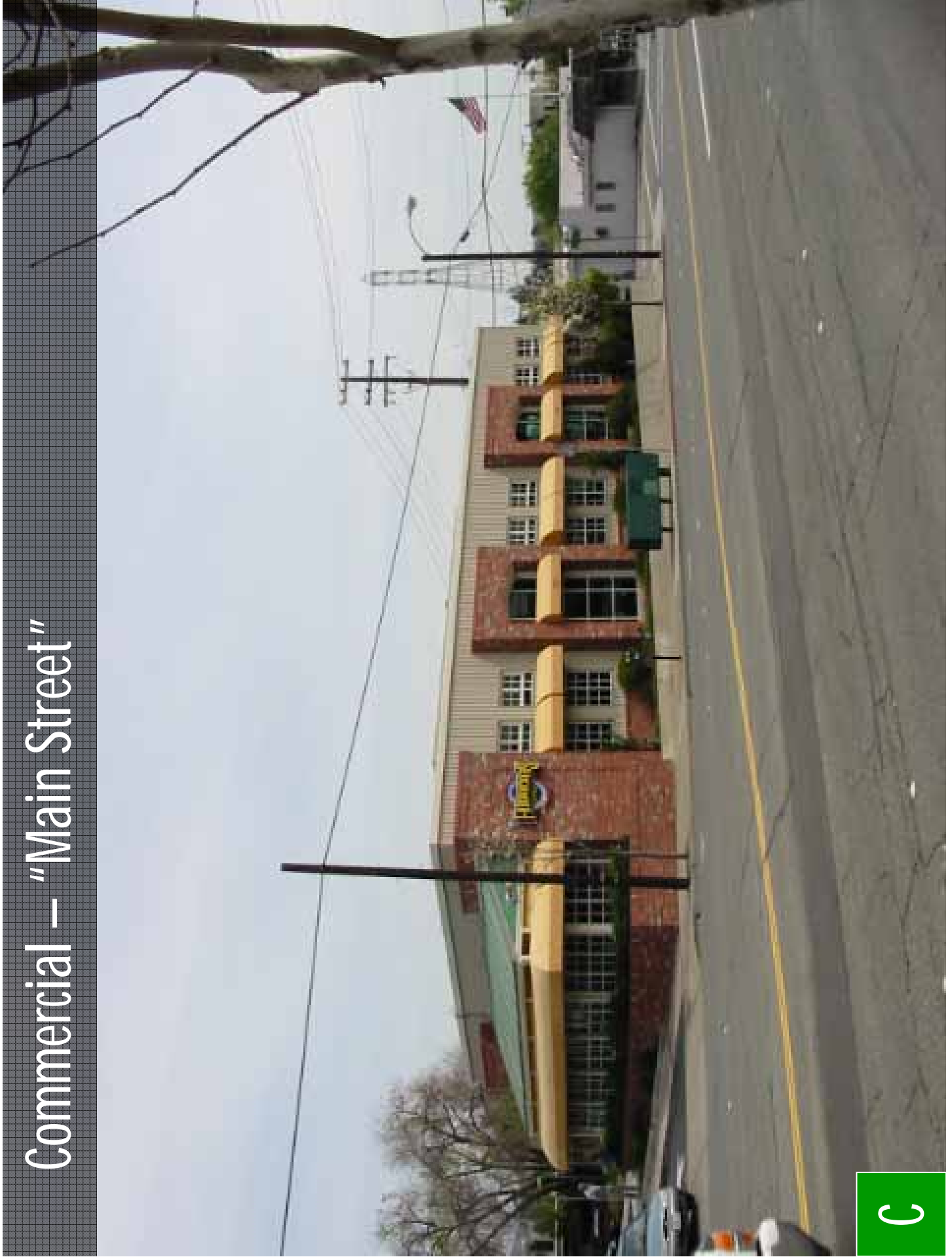
Commercial – “Main Street”



Commercial – “Main Street”



Commercial – “Main Street”



Commercial – “Main Street”





B



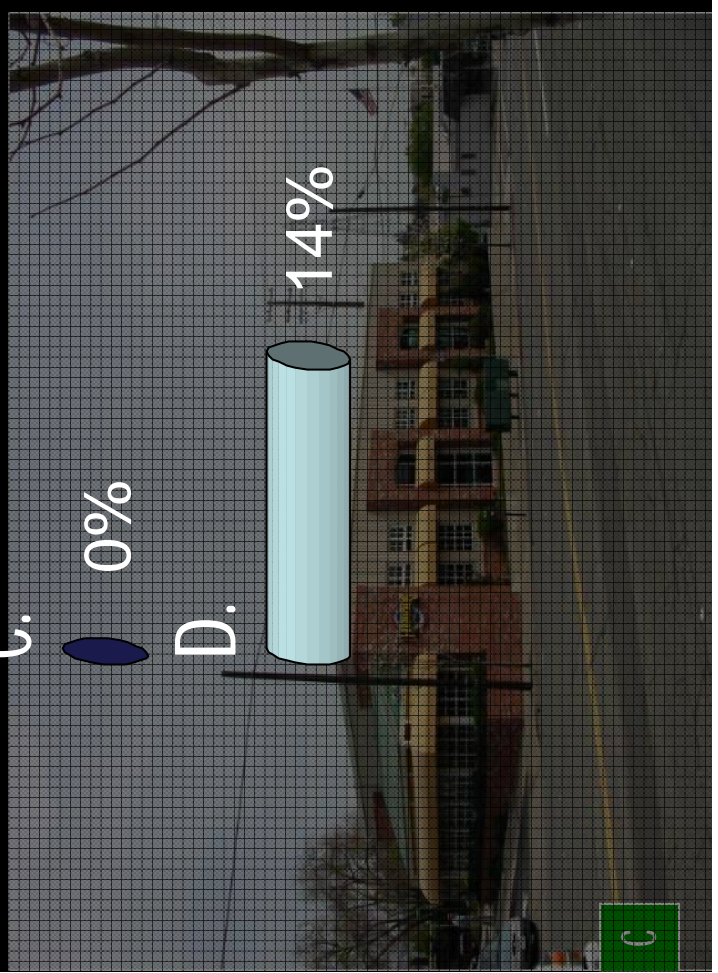
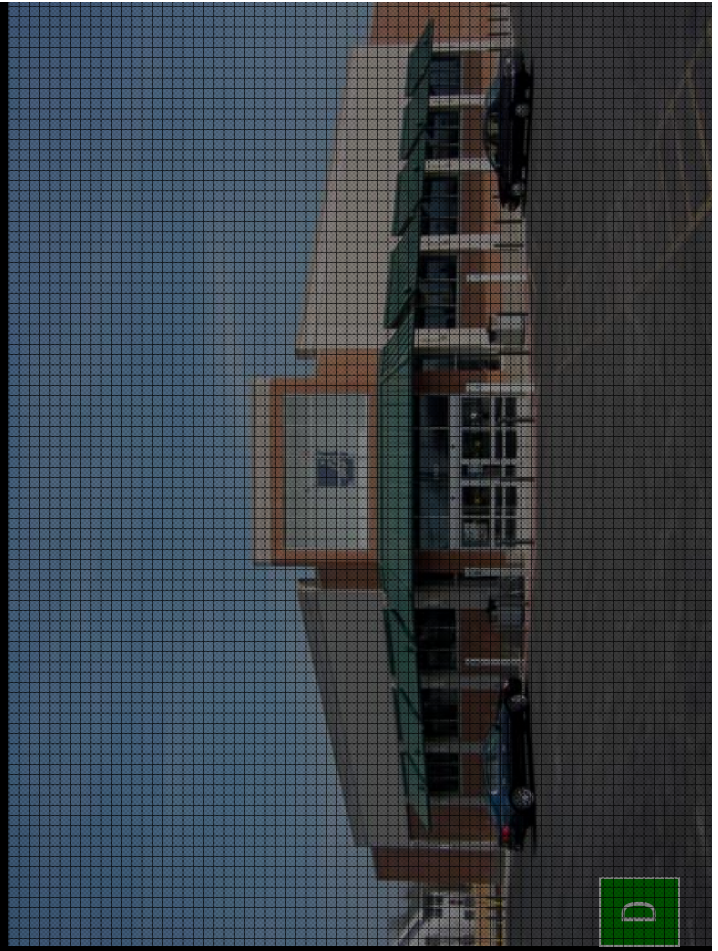
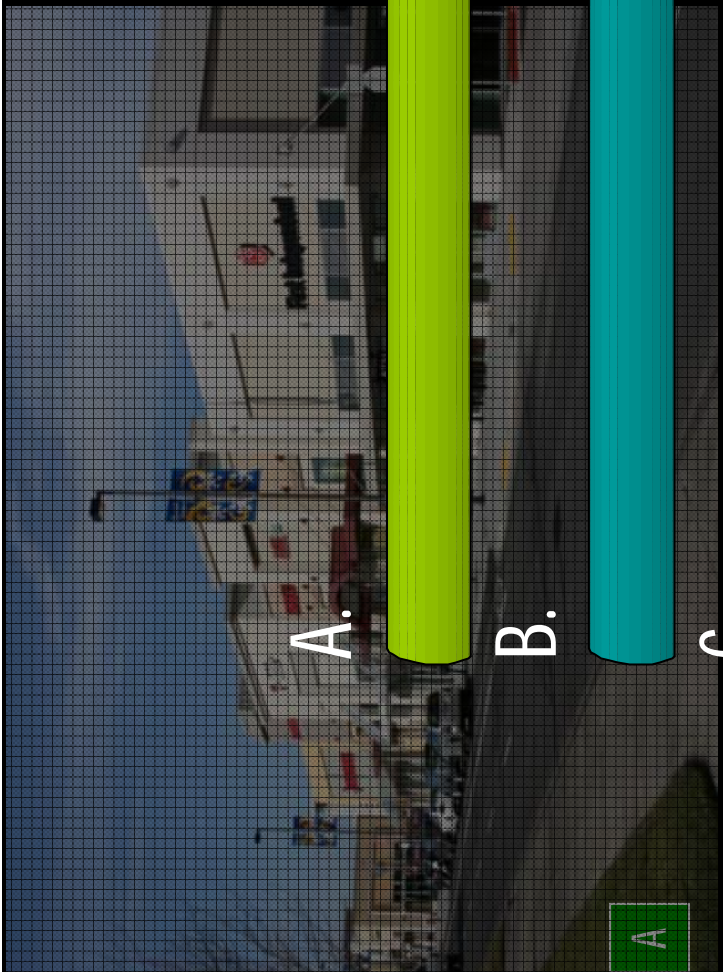
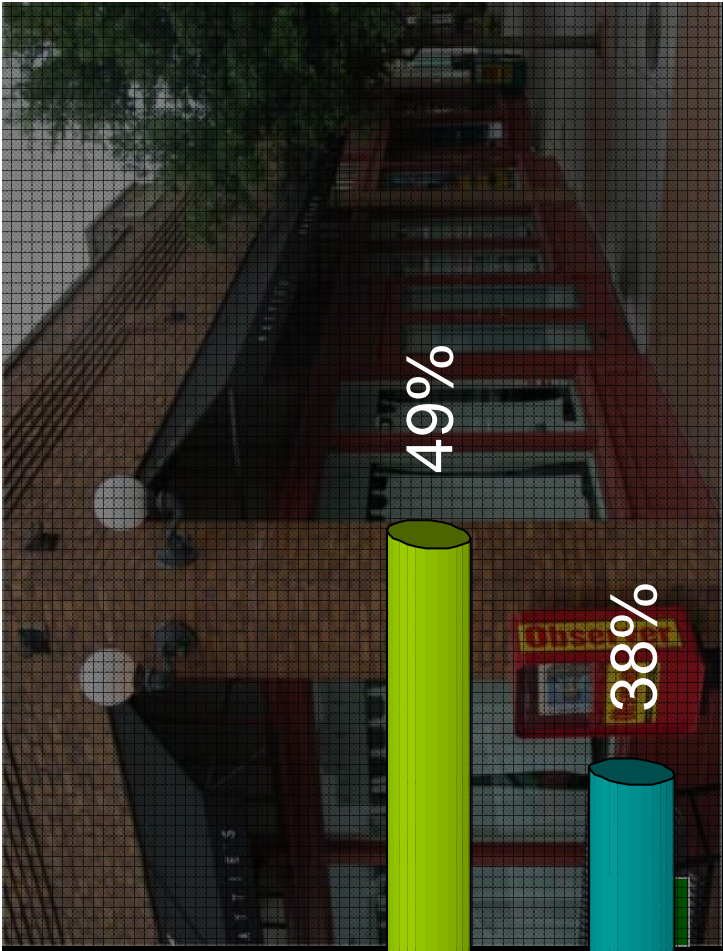
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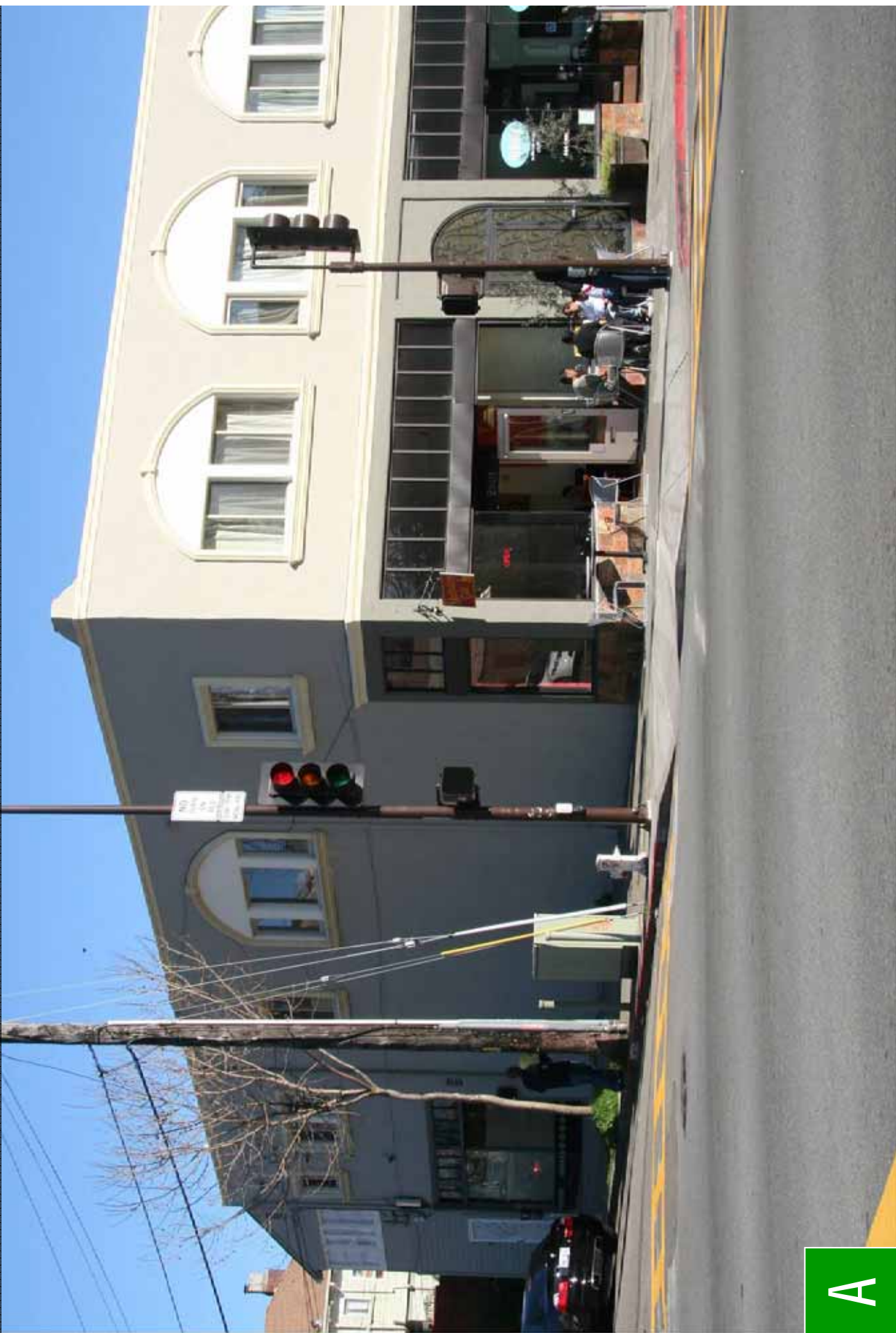
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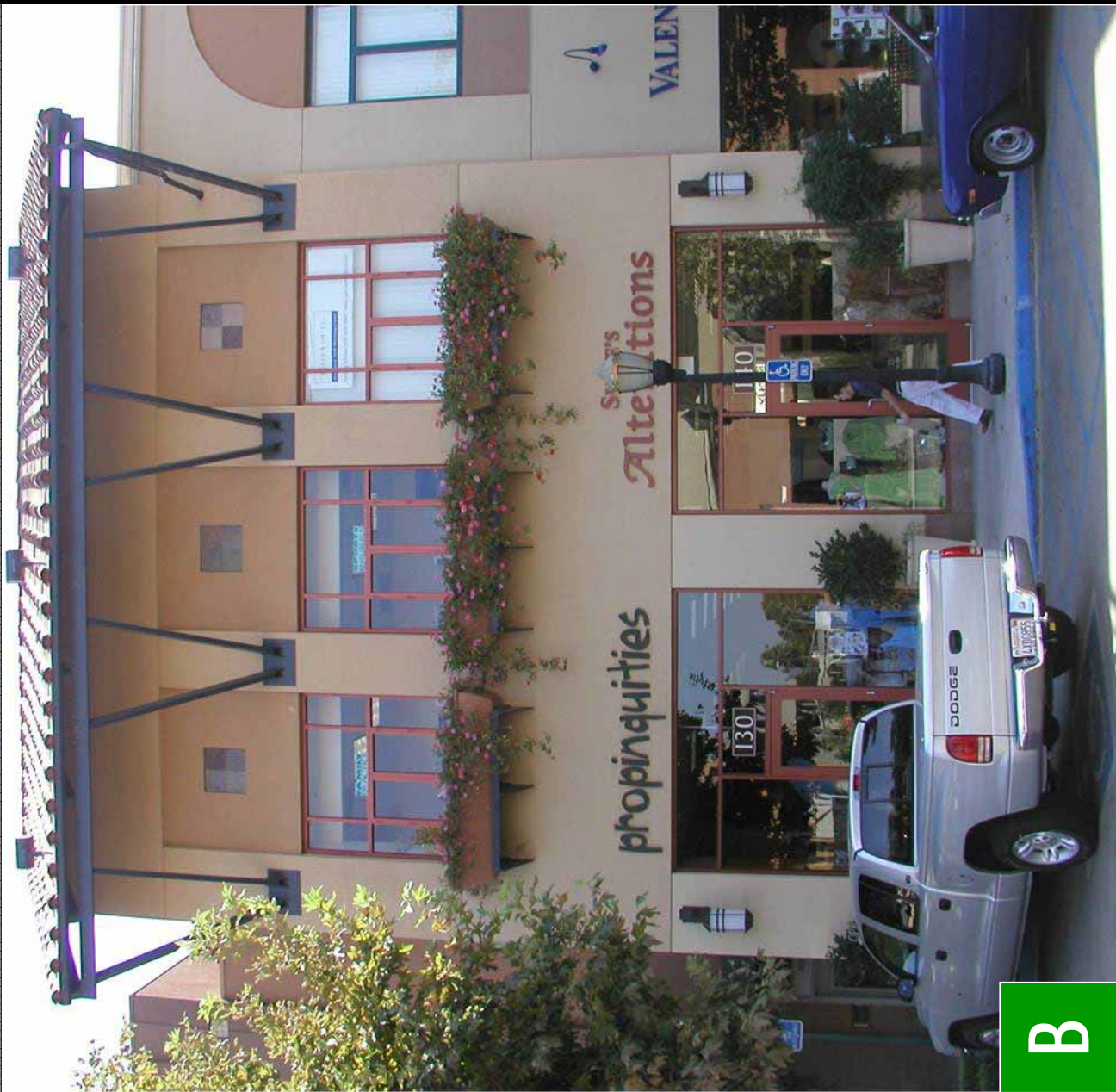
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Mixed Use – Two Story



Mixed Use -- Two Story



B

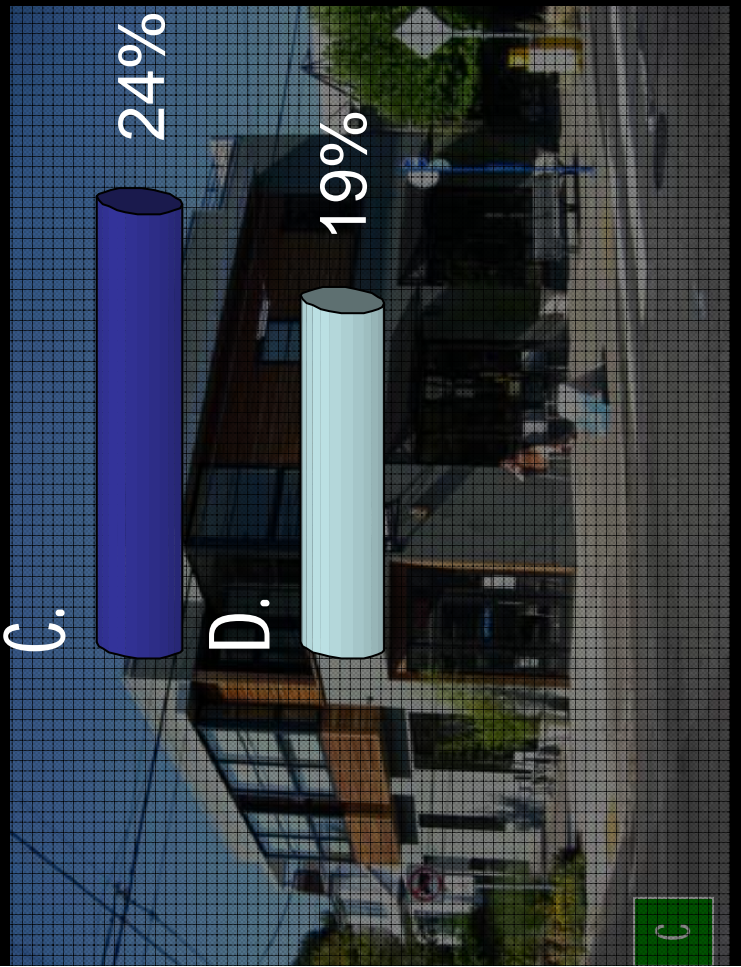
Mixed Use -- Two Story



Mixed Use -- Two Story







Mixed Use -- Four Story



Mixed Use – Four Story



B

Mixed Use – Four Story



Mixed Use -- Four Story





D



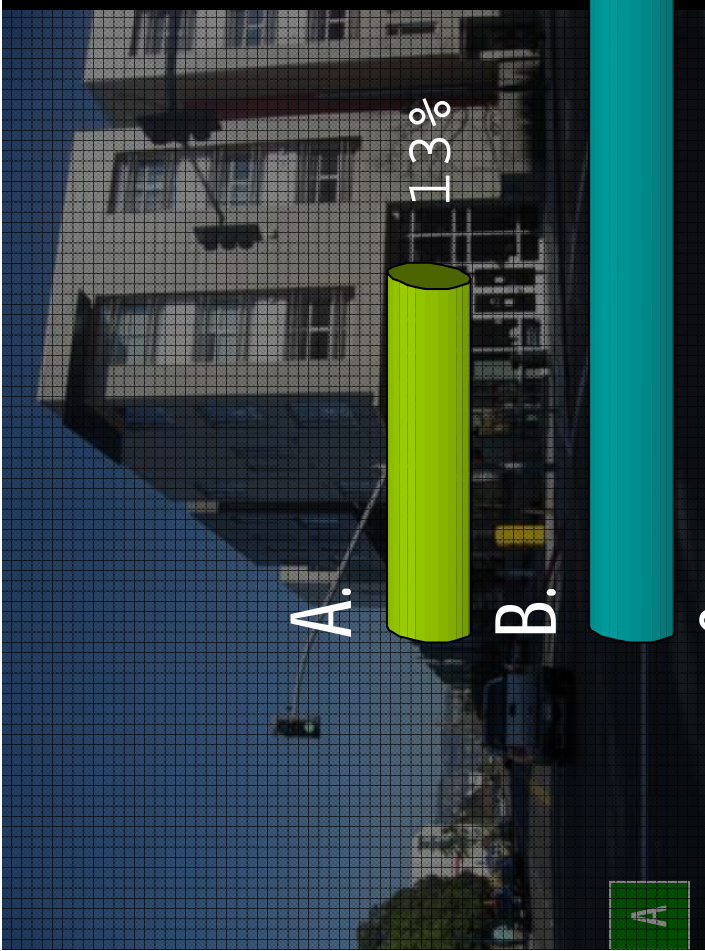
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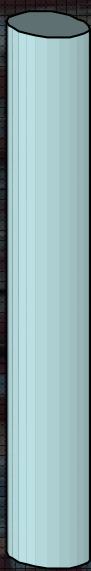
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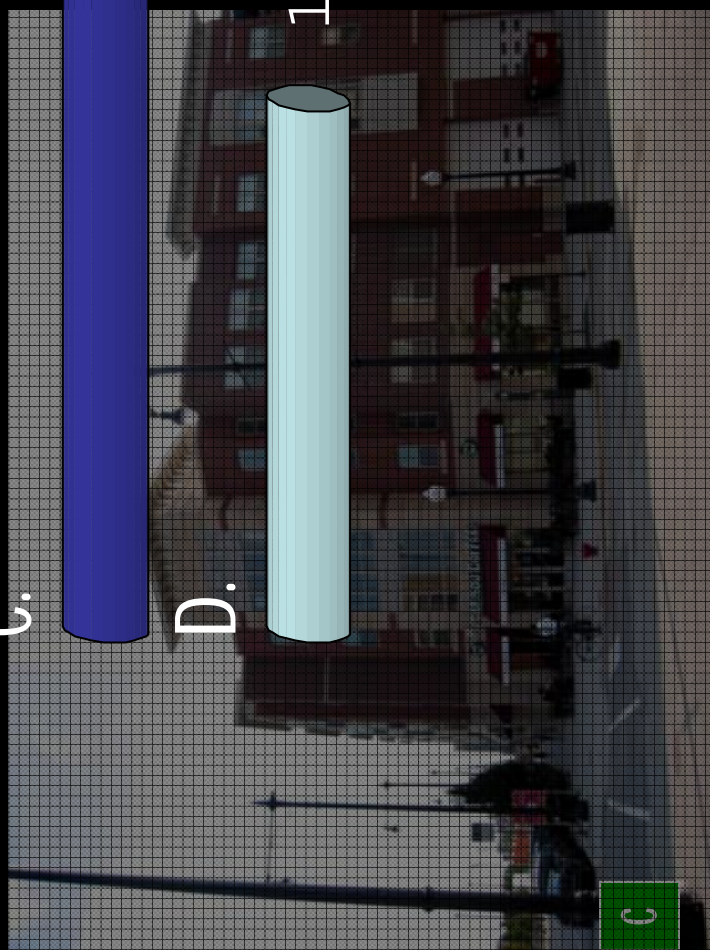
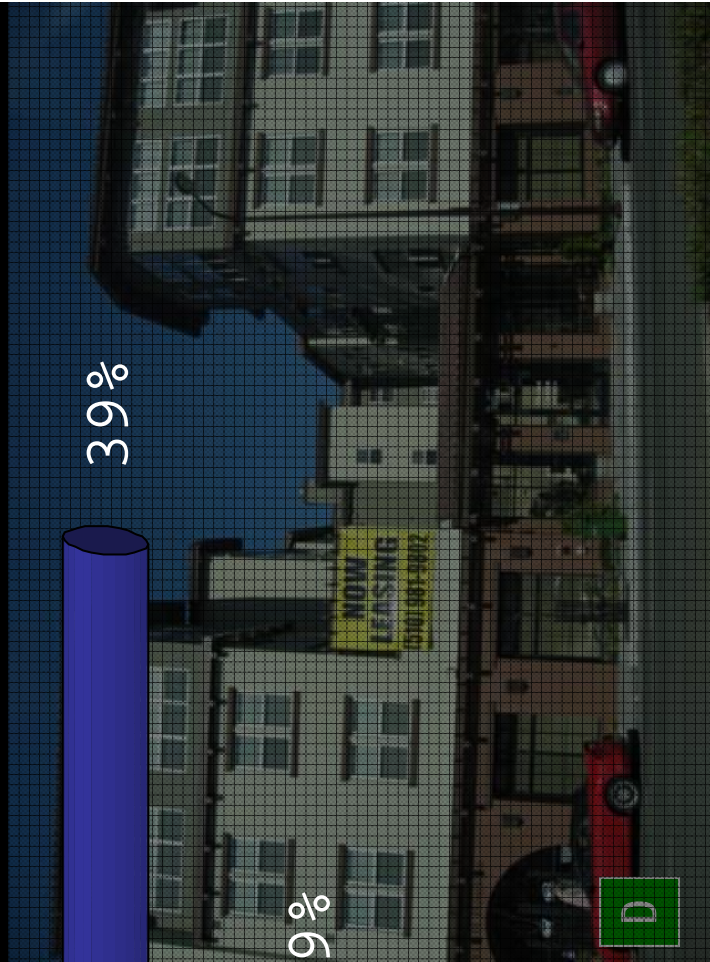


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Final Plan Visualizations and Site Designs

- 1 refined 2-D photorealistic visualization and 1 detailed site design concept (Adobe Illustrator) for each of the seven sites. This will be based on the feedback from the public and City Council.

Park Lane Library Mixed Use Project – Before



Park Lane Library Mixed Use Project – Phase One



Park Lane Library Mixed Use Project – Phase Two



Mixed Use Library Development Concept – Dallas, TX



Draft

Lancaster Opal TOD Concept – Before



Lancaster Opal TOD Concept – Phase One



Lancaster Opal TOD Concept – Phase Two



Lancaster Opal TOD Concept – Dallas, TX



Tuck under parking

Draft

Catalyst Development Opportunity – DART Parking Lot Development - Before



Catalyst Development Opportunity – DART Parking Lot Development



Buckner Site Plan Concept – Dallas, TX

PLAN

