

# **City of Gresham Strategic Plan**

**Presented by: Gresham Strategic Planning Committee  
Stan Morris, Chair**

**May 2002**



# Strategic Planning Committee

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# City of Gresham Strategic Plan

## VISION & VALUES

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Gresham is a full-service community that offers opportunities for all its citizens to prosper and thrive. In Gresham, government, business and community organizations work together to provide amenities and services that meet the needs of a changing population. Gresham's diverse economy – supported by a skilled workforce, educational resources, sound infrastructure and communications, and strategic transportation links – fosters sustainable development and the creation of living-wage jobs. Gresham's family-friendly environment is enhanced by livable neighborhoods, affordable housing, transportation choices, excellent schools, ample recreational opportunities, protected natural resources, and a thriving local arts and cultural scene. Involved citizens, visionary leaders, and an accountable, fiscally responsible city government help make Gresham a self-sustaining community and a strong player in the region and beyond.

### **We value ...**

- ... our history, traditions and sense of place
- ... a safe, healthy, friendly community and neighborhoods
- ... understanding and acceptance of all races and cultures
- ... a vital economy providing employment and small business opportunities
- ... lifelong learning opportunities for community members to be educated and engaged
- ... protection and enhancement of our natural environment

# A Vision For: BUSINESS & ECONOMIC DEVELOPMENT

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*Creating community wealth through smart growth, smart kids, and smart industry*

Growth in our economy will be fueled by a combination of emerging businesses capturing the knowledge-based economy, and traditional businesses. A wealthy community is one in which all citizens enjoy the presence of clean air and water, beautiful parks and open spaces, friendly streets, valuable jobs, and sound schools.

Goals to achieve this bold economic vision include:

## *Quality Employment*

To promote and foster business prosperity and living wage job creation by focusing on business retention, expansion, and recruitment of jobs that complement our vision.

## *Quality Workforce & Education*

To capture the opportunities of the new economy and expand current industries by building a skilled workforce with stable home environments that support changing diversity and foster a strong connection between community, business, and education.

## *Quality Infrastructure*

To support business development through an effective transportation system, targeted land (re) development, and adequate infrastructure.

## *Quality of Life*

To create a well-defined image for Gresham and East Multnomah County that fosters a live, work, learn, and play environment by promoting its assets and unique characteristics.

# City of Gresham Strategic Plan

## GOALS AND OBJECTIVES

FOCUS AREA: BUSINESS & ECONOMIC DEVELOPMENT		
<b>Goal 1</b>	<b>Form a private/public coalition to spearhead implementation of the Mayor's Action Plan.</b> (Also see Goal BED 6)	
Objective 1.1	<b>Examine the need for a business / government coalition that serves Gresham / East County. As an early step, appoint a blue ribbon panel to evaluate possible models, including the Westside Economic Alliance, Columbia Corridor Association and others.</b>	
Evaluate East County Business/Government Coalition Models	Potential Partners	Resource Needs
	Chamber of Commerce, area business leaders	Blue ribbon panel, staff support for coalition, legal and consulting assistance
Objective 1.2	<b>Form the leadership coalition, if warranted by the evaluation.</b>	
Form Leadership Coalition	Potential Partners	Resource Needs
	Gresham Chamber of Commerce, area business leaders	To be determined (see Objective BED 1.1)
Objective 1.3	<b>Define and market the Gresham area's economic strengths.</b>	
Define & Market Economic Strengths	Potential Partners	Resource Needs
	Private / public coalition, City of Gresham's economic development team, PDC, OECCD, others	Coalition staff support, research on target markets and market potential
<b>Goal 2</b>	<b>Take steps to ensure that Gresham will have an adequate supply of industrial land for the future.</b>	
Objective 2.1	<b>Participate in regional planning and decision-making to advocate on behalf of the Gresham area's need for an adequate share of regional job growth, through the Regional Industrial Land Study.</b>	
Participate in Regional Planning	Potential Partners	Resource Needs
	City of Gresham, Metro, commercial real estate brokers	City staff support, private / public coalition

Objective 2.2	<b>Complete the mapping and evaluation of industrial sites. Continue to identify any deficiencies that could inhibit job creation, and implement the Gresham Industrial Employment Initiative</b>	
Site Mapping & Evaluation	Potential Partners	Resource Needs
	City of Gresham, commercial real estate brokers, Chamber of Commerce, business associations	City staff support, real estate consultants
Objective 2.3 <b>Portfolio of Marketable Industrial Sites</b>	<b>Develop a portfolio of marketable industrial sites which can accommodate a diversity of business types and sizes. Include in Gresham's portfolio sites which are large enough to buffer industries from their neighbors. Resolve issues with zoning or other barriers as needed to promote Gresham's industrial site portfolio.</b>	
	Potential Partners	Resource Needs
	City of Gresham, commercial real estate brokers, Chamber of Commerce, business associations	City staff support, private / public coalition
<b>Goal 3</b>	<b>Continue Rockwood – West Gresham Renewal as a priority for community-wide revitalization.</b>	
Objective 3.1	<b>Develop and implement an urban renewal plan for Rockwood – West Gresham, gaining broad-based community support. (Also see Objective GD 2.4)</b>	
Rockwood Urban Renewal	Potential Partners	Resource Needs
	City of Gresham, Rockwood neighborhood, area business and property owners, Multnomah County, HAP, City of Portland, community-based organizations	City staff support, urban renewal designation and tax increment funding
Objective 3.2	<b>Form an active Rockwood – West Gresham business organization which can partner with City government to promote area revitalization.</b>	
Rockwood Business Association	Potential Partners	Resource Needs
	Rockwood area businesses, City of Gresham	City staff support, seed money for organization
Objective 3.3	<b>Create a business incubator to generate local entrepreneurship and leadership.</b>	
Business Incubator	Potential Partners	Resource Needs
	Oregon Association of Minority Entrepreneurs (OAME), Fred Meyer, City of Gresham	Renovation funding, staff support for incubator
Objective 3.4	<b>Implement revitalization projects which create and reinforce a visually appealing, pedestrian-friendly environment.</b>	
Pedestrian-Friendly Environment	Potential Partners	Resource Needs
	City of Gresham, private investors	Urban renewal funding, City staff support

Objective 3.5 Local Job Creation Programs	<b>Link Rockwood Renewal to job training / preparedness and job creation programs, available locally, for area residents.</b>	
	Potential Partners	Resource Needs
	City of Gresham, Mt. Hood Community College (MHCC), Oregon Employment Div., Work Systems Inc., One-Stop	City staff support
Objective 3.6 Leverage Rockwood's Diversity	<b>Leverage opportunities provided by the Rockwood area's diverse, international culture and character. Develop the International Marketplace (outdoor incubator).</b>	
	Potential Partners	Resource Needs
	City of Gresham, OAME, local multi-cultural churches and businesses	To be determined
Objective 3.7 Other Rockwood Revitalization Opportunities	<b>Pursue further opportunities – beyond urban renewal – to promote Rockwood Revitalization. Examples include: enterprise zone, empowerment zone and distressed area designation; regional investment funding; and the Rockwood Commons project.</b>	
	Potential Partners	Resource Needs
	City of Gresham, Rockwood business organization, Multnomah County, Regional Investment Board	City staff support
<b>Goal 4</b>	<b>Support investments in the educational priorities necessary to implement the Mayor's Action Plan and maintain Gresham's educated workforce.</b>	
Objective 4.1 Mt. Hood Community College Support	<b>Develop broad-based community support and leadership for the Mt. Hood Community College funding needed to launch several key projects: the University Center, Bio-technology Center, and MHCC facility improvements.</b>	
	Potential Partners	Resource Needs
	MHCC, area community and business leaders	Broad-based campaign support
Objective 4.2 Leadership for Educational Priorities	<b>Provide ongoing community leadership to develop these educational priorities once they have been funded.</b>	
	Potential Partners	Resource Needs
	MHCC, private / public coalition, other higher education institutions	Funds provided by MHCC funding measure

Objective 4.3	<b>Support and expand the school-to-work program.</b>	
School-to-work	<b>Potential Partners</b>	<b>Resource Needs</b>
	Local School districts, businesses, Center for Advanced Learning	School districts, school-to-work programs and grants
<b>Goal 5</b>	<b>Maintain Gresham as a full partner in supporting the Oregon Science and Technology Park.</b>	
Objective 5.1	<b>Work actively with state and regional leaders to achieve the Oregon Science &amp; Technology Park’s long-range goals.</b>	
OSTP Implementation	<b>Potential Partners</b>	<b>Resource Needs</b>
	OSTP Board, OHSU, OSU, UO, PSU, MHCC, PDC, OECDD, Port of Portland, City of Troutdale, City of Gresham	To be determined (see Objective BED 5.2)
Objective 5.2	<b>Complete the grant-funded feasibility study.</b>	
OSTP Feasibility Study	<b>Potential Partners</b>	<b>Resource Needs</b>
	OSTP, City of Gresham, City of Troutdale	City staff support; funded by OECDD and Port of Portland
<b>Goal 6</b>	<b>Nurture a business-friendly climate to ensure Gresham remains competitive as an attractive location for employers. (Also see Goal BED 1)</b>	
Objective 6.1	<b>Create a “continuous improvement process” that monitors, upgrades and streamlines City government interactions with business and industry.</b>	
Continuous Improvement Process	<b>Potential Partners</b>	<b>Resource Needs</b>
	City of Gresham	City staff support
Objective 6.2	<b>Survey Gresham businesses periodically to determine their issues and needs.</b>	
Business Survey	<b>Potential Partners</b>	<b>Resource Needs</b>
	City of Gresham business assistance team, Chamber of Commerce, private / public coalition	City staff support
Objective 6.3	<b>Systematically evaluate Gresham’s “cost of doing business” each year, and make any needed adjustments, so that Gresham stays competitive with benchmark communities locally and nationally. Participate in other evaluations of regional / state competitiveness factors.</b>	
Benchmark Gresham’s Business Costs	<b>Potential Partners</b>	<b>Resource Needs</b>
	City of Gresham	City staff support



# A Vision For: **GOVERNANCE & SERVICES**

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Gresham's citizens have access to a wide range of services and are actively involved in defining and resolving community issues. Methods of communication and opportunities for involvement are readily and easily accessible building informed, educated and committed citizens. Public-private partnerships have enhanced community prosperity by maximizing and sharing resources and delivery of services.

Partnerships are supported by stable funding, a diverse local economy, and strong voter support for community needs and services. This collaborative environment nurtures the development of leaders who represent a broad range of interests and experiences reflecting the community they serve.

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# FOCUS AREA: GOVERNANCE AND SERVICES

<b>Goal 1</b>	<b>Engage/involve/communicate with the community: collaborative input, active participation, build understanding of diverse issues.</b>	
Objective 1.1	<b>Incorporate, and improve use of communication technology via the city web site and other outlets such as MCTV, to expand access for the public, use as an educational tool, provide “real time” opportunities for public comment and feedback, need to span the digital divide, create a community “Nielson ratings” sampling.</b>	
Communication Technology	Potential Partners	Resource Needs
	Mt. Hood CC, MCTV, utility companies	Requires standards/criteria for use and application (Protocol); funding for infrastructure and staff
Objective 1.2	<b>Working with community groups and organizations provide meaningful forums/opportunities for citizen involvement to directly influence the decision making process (e.g. “Connections” Event, Virtual Town Hall, Voter Surveys, Rating and Satisfaction Feedback, and evening with City Council)</b>	
Community Forums to Involve Citizens	Potential Partners	Resource Needs
	Neighborhood associations, schools, churches, community organizations, council advisory committees, Chamber, other jurisdictions, organizations, institutions	Funding for planning curriculum, product development, staff time
Objective 1.3	<b>Information on city services and issues should be easily adaptable and ready to address rapid change, demands and profile of the community (e.g. translatable into several languages, formatting for various mediums such as web or print), sponsor family-friendly special events</b>	
Adaptable Information on City Services	Potential Partners	Resource Needs
	Schools, churches, fairs and community events, City’s Diversity Committee, corporations	Funding for events, translation of materials, interpreters, language software
Objective 1.4	<b>Establish a full service marketing / communications program utilizing the full range of outreach tools available to inform and engage citizens (e.g. newsletter, utility billing inserts, recorded information line, marketing / communications plan, graphic identity)</b>	
Marketing / Communications Program	Potential Partners	Resource Needs
	City departments, council advisory committees	Funding for staff and program materials/products

Objective 1.5 Promote Involvement Opportunities	<b>Conduct a promotional campaign regarding involvement opportunities available to citizens (e.g. what is a neighborhood association, council advisory committee, what information is available on the City website, what are input opportunities and where can they be accessed, lawn signs, City truck/vehicle ads 1-800 for Gresham)</b>	
	<b>Potential Partners</b>	<b>Resource Needs</b>
	Neighborhood associations, city departments, council advisory committees	Funding for target marketing efforts/products
Objective 1.6 <b>Efficient Finance/Budget Committees</b>	<b>Clarify roles, responsibilities and authority of each committee; put all information in more readable format for the layman and share with the public providing additional information on city fiscal matters, more public advertising of meetings and agendas.</b>	
	<b>Potential Partners</b>	<b>Resource Needs</b>
	Office of the City Manager, City Council, City Attorney, League of Oregon Cities	Staff time
<b>Goal 2</b>	<b>Build community leadership: nurturing/mentoring informed decision makers for sustained, effective leadership.</b>	
Objective 2.1 Build Community Interest via Education Forums (also see Objective 1.2)	<b>Build community interest and opportunities for involvement by providing education and awareness training/forums so the community is more aware and versed on critical community needs and services (e.g. candidate forums, training sessions on land use and budget)</b>	
	<b>Potential Partners</b>	<b>Resource Needs</b>
	Neighborhood associations, schools, churches, community organizations, council advisory committees, Chamber, other jurisdictions, organizations, institutions	Funding for planning curriculum, product development, staff time
Objective 2.2 Efficient Decision Process	<b>Create efficiencies of time and decision making processes, clarify roles and responsibilities, and examine potential compensation of elected officials, to make it more attractive for new leaders to serve on City Council; focus electeds on big picture, less time on smaller issues; build Council trust with staff and recommendations.</b>	
	<b>Potential Partners</b>	<b>Resource Needs</b>
	Reference Internal Draft Strategies developed by the City's Executive Team, City Attorney, Mayor and Council, Civic Leaders, Business and Industry Leaders	Look at other models, comparative information from other public and private organizations
Objective 2.3 Revitalize Community Leadership Program	<b>Bring back a Community Leadership Development Program or Succession Plan – provide active mentoring, establish criteria for a qualified community leader, leadership certification at the local level; Council to mentor others as part of their role as leaders and find candidates</b>	
	<b>Potential Partners</b>	<b>Resource Needs</b>
	Business, Industry, Public and Civic Leaders and Organizations, MT. Hood Community College, Chamber	Look at other models, comparative information from other public and private organizations

Objective 2.4	<b>Orient candidates on the City's Strategic Plan / work plan, and on issues, city procedures and governance model within three months of filing deadline; educate on issues</b>	
Council Candidate Workshop	Potential Partners	Resource Needs
	League of Oregon Cities, International City/County Managers Association	Staff time
Objective 2.5	<b>Form a citizens committee to review the current City Charter and make recommendations for improvements to the voters. Items to be addressed could include: effectiveness of form of government, clarification of roles and responsibilities of elected and administrative officials, how the organization is structured, how the city is financed, how Council members are elected.</b>	
City Charter Review	Potential Partners	Resource Needs
	Jurisdictions, League of Oregon Cities, International City/County Managers Association	Staff time, committee costs, outreach costs
<b>Goal 3</b>	<b>Build understanding of funding realities that shape City/community services.</b>	
Objective 3.1	<b>Produce public information materials to educate the public to build confidence in city operations and improve understanding of how services are linked to dollars; engage the public in the fiscal processes; utilize the web as an information tool; include financial information all year round; open up the budget process publishing proposed budget far in advance of Budget meetings</b>	
Inform / Engage Public in Budget	Potential Partners	Resource Needs
	City departments, Council advisory committees	Staff time, materials and publication costs
Objective 3.2	<b>Work with the state legislative process to reform tax law limitations, creating more flexibility and accountability for local public sector fiscal practices</b>	
Local Budget Flexibility	Potential Partners	Resource Needs
	League of Oregon Cities, Municipal Finance Officers Association, League of Women Voters, National League of Cities, International City/County Managers Association	Staff and Council time
<b>Goal 4</b>	<b>Explore options for services delivery – working in partnership with neighboring and regional communities</b>	
Objective 4.1	<b>Conduct a Fire and Emergency Services Feasibility Study – look at other models for service delivery and funding</b>	
Fire and Emergency Services Study	Potential Partners	Resource Needs
	Jurisdictions, District 10, International City/County Managers Association	Feasibility study cost including coordination and facilitation of study

<p>Objective 4.2 Parks and Recreation Services Study</p>	<p><b>Conduct a Parks and Recreation Feasibility Study – look at other models for service delivery and funding</b></p>	
	<p>Potential Partners</p>	<p>Resource Needs</p>
	<p>Jurisdictions, private recreation organizations, International City/County Managers Association</p>	<p>Feasibility study cost including coordination and facilitation of study</p>
<p>Objective 4.3 Other Regional Service Delivery Opportunities</p>	<p><b>Conduct a broader feasibility study identifying other services which might be delivered regionally (e.g. building inspection, sewage treatment, water, economic development, information technology) to save costs and ensure citizens receive a full range of services</b></p>	
	<p>Potential Partners</p>	<p>Resource Needs</p>
	<p>Jurisdictions, International City/County Managers Association, regional partnership organizations and entities</p>	<p>Feasibility study cost including coordination and facilitation of study</p>

# A Vision For: GROWTH & DEVELOPMENT

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**“In our vision for the future... Gresham balances its growth and development with housing, transportation and employment choices.**

**Gresham is a self-sustaining city with a thriving downtown and central core that serve the entire community and east metro area. Quality urban residential development accommodates more people, offering a full range of housing opportunities.**

**Residential areas are supported by accessible green spaces, recreational opportunities, commercial areas and other services. The community is linked by a balanced transportation system that accommodates cars, transit, bicycling and walking.**

**New development is targeted for its overall positive impact on the community. Older apartments, strip commercial areas and industrial sites have been redeveloped for new uses.**

**Job balance is assured by a range of employment generators, from small-scale businesses to major industries. Education is a targeted industry and an attractor of new, high quality jobs and industries.”**

## FOCUS AREA: GROWTH & DEVELOPMENT

<b>Goal 1</b>	<b><i>Targeted Growth: Develop incentives to promote targeted growth objectives for industries, types of development and supporting infrastructure that actively support a high quality of life in the community.</i></b>	
Objective 1.1	<b>Develop targeted growth criteria and identify a corresponding list of targeted industries and types of development for the community, consistent with the visions for Growth and Development, and Business and Economic Development.</b>	
Growth Criteria & Target Industries	<b>Potential Partners</b>	<b>Resource Needs</b>
	City of Gresham Comprehensive Planning Division (lead); State/county development agencies; industry trade associations; education institutions, OHSU; Metro; Tri-Met; Columbia Corridor Assn.; Port of Portland.	City staff time; business community volunteers; financial and in-kind support for business development charrette to develop criteria and list of targeted industries
Objective 1.2	<b>Promote innovative approaches to public/private financing of system development charges (SDCs) for targeted industry and types of development.</b>	
Innovative Financing for SDCs	<b>Potential Partners</b>	<b>Resource Needs</b>
	City of Gresham Planning Department (lead); Urban renewal associations; City/state finance departments; Urban Land Institute; state and national planning organizations (i.e., APA); FNMA; GNMA; other federal agencies; local banks.	City staff time for meetings with partners.
Objective 1.3	<b>Promote an expedited regulatory review process to streamline development for targeted industries and development types.</b>	
Expedited Review	<b>Potential Partners</b>	<b>Resource Needs</b>
	City of Gresham Planning Department (lead); business lenders; regional partners.	City staff time; volunteers for Mayor's "blue ribbon"-style committee to review models and make recommendations.
Objective 1.4	<b>Align Gresham's public facility plans and capital improvement program to support targeted industries and types of development.</b>	
Capital Improvement Program	<b>Potential Partners</b>	<b>Resource Needs</b>
	City Council (lead); City Manager and Planning Department; City Planning Commission; City Budget Committee; Department of Environmental Services; Regional partners.	Few resources required other than City meetings; meetings with regional partners.

<b>Goal 2</b>	<b><i>Redevelopment, Rehabilitation and Adaptive Re-use: Develop policies and incentives that encourage and promote redevelopment, rehabilitation and/or adaptive re-use of existing out-dated and under-utilized industrial, commercial and housing areas in the community.</i></b>	
Objective 2.1	<b>Analyze existing opportunities and constraints to identify the gaps between existing assistance and what is needed to stimulate / support redevelopment, rehabilitation and / or adaptive re-use.</b>	
Identify Barriers to Redevelopment & Reuse	<b>Potential Partners</b>	<b>Resource Needs</b>
	City Building and Development Planning Divisions (lead); City Business Assistance; Urban Renewal; Community Development Block Grant program.	City staff time.
Objective 2.2	<b>Develop new policies and incentives to promote the redevelopment, rehabilitation and / or adaptive re-use of existing outdated and underutilized industrial, commercial and residential areas.</b>	
Promote Redevelopment & Reuse	<b>Potential Partners</b>	<b>Resource Needs</b>
	City Building and Development departments (lead); Metro Homebuilders Association; local utilities; “green” building community and advocates.	City staff time for coordination.
Objective 2.3	<b>Encourage property owners to explore options for redevelopment, rehabilitation and / or adaptive re-use. Establish a consultation and technical assistance process for these property owners. Link property owners with information and resources, and with best practices related to redevelopment, rehabilitation and / or adaptive re-use.</b>	
Technical Assistance for Reuse	<b>Potential Partners</b>	<b>Resource Needs</b>
	City Building and Development departments (lead); Metro Homebuilders Association; local utilities; “green” building community and advocates.	City staff time for coordination.
Objective 2.4	<b>Form a City urban renewal agency and develop and adopt urban renewal plans for specific parts of the community (e.g., Rockwood – West Gresham, Downtown, Columbia South Shore, etc.). (Also, see Objective BED 3.1)</b>	
Urban Renewal Agency	<b>Potential Partners</b>	<b>Resource Needs</b>
	City (lead); Local property owners; Financial institutions; Local business associations; Local business operators; Multnomah County.	City staff (2.0 FTE) funded through Urban Renewal.
Objective 2.5	<b>Facilitate and monitor progress on property conditions in order to support rehabilitation and maintenance.</b>	
Property Rehabilitation and Maintenance	<b>Potential Partners</b>	<b>Resource Needs</b>
	City Building, Development and Code Enforcement; neighborhood associations.	Funding for City Ombudsman (1.0 FTE).



<b>Goal 3</b>	<b><i>Jobs/Housing Balance: Target short-term initiatives that improve the community’s job/housing balance in order to strengthen the City’s economic and fiscal base. Mobilize support for specific projects that help achieve the desired balance.</i></b>	
Objective 3.1	<b>Revise the City’s Comprehensive Plan to incorporate the results of the “Industrial Employment Initiative”, in order to ensure an adequate supply of suitable developable land over the next 20 years.</b>	
Comprehensive Plan Update	<b>Potential Partners</b>	<b>Resource Needs</b>
	City of Gresham Comprehensive Planning Division (lead); Development community; Industrial business community; Real estate community; Metro 2040..	City staff time needed for planning (total estimated cost: \$200,000).
Objective 3.2	<b>Identify new incentives to link jobs, housing and transportation opportunities through public/private employment investments in targeted industry sectors and geographic areas of the community.</b>	
Employment Investments	<b>Potential Partners</b>	<b>Resource Needs</b>
	City of Gresham Business Assistance, Comprehensive Planning, Transportation and Housing Divisions, and Department of Environmental Services (lead); local developers; real estate industry; local businesses; financial institutions; community colleges; other east county cities; Multnomah County; State of Oregon; federal agencies.	City staff time and positions (total estimated cost: \$100,000 annually); private financing; grant funds (public or private community organizations and non-profits).
Objective 3.3	<b>Provide goals, targets and incentives to achieve a full range of housing opportunities for Gresham residents.</b>	
Housing Opportunities	<b>Potential Partners</b>	<b>Resource Needs</b>
	City of Gresham Planning Department (lead); local businesses; industrial business community; real estate industry; financial institutions; Metro Homebuilders Association; Housing Authority of Portland; Metro; State of Oregon, Community Development Block Grant program;	City staff time and positions (total estimated cost; \$100,000 annually); City Councilor time (for promotion); public/private financing programs.
Objective 3.4	<b>Support creation of the University Center program at Mt. Hood Community College, offering a 4-year degree in partnership with higher education institutions.</b>	
University Center at MHCC	<b>Potential Partners</b>	<b>Resource Needs</b>
	Mt. Hood Community College (lead); state colleges and universities; private universities and colleges; City of Gresham; private investors (hospitals, high-tech firms).	MHCC staff with City staff assistance (total estimated cost: \$50,000).

<b>Goal 4</b>	<b><i>Balanced Transportation: Promote a balanced, integrated transportation system – including facilities for automobiles, transit, bicycle and pedestrian choices – to, through and within the community.</i></b>	
Objective 4.1 Ownership of County Roads	<b>Continue negotiating ownership of County roads in the City and accelerate transfer of ownership of these roads to the City of Gresham.</b>	
	<b>Potential Partners</b>	<b>Resource Needs</b>
	City of Gresham (lead); Multnomah County; Metro.	Funding for mediator to negotiate agreement; government support for agreement at all levels (local, county, regional, state); government pressure at all levels to continue negotiations and complete agreement.
Objective 4.2 Transportation Funding	<b>Develop adequate and stable funding sources, including public/private initiatives and collaboration, for a complete, comprehensive transportation system in Gresham.</b>	
	<b>Potential Partners</b>	<b>Resource Needs</b>
	City of Gresham (lead); Tri-Met; Metro; State of Oregon; federal government; local business community; Gresham residents; Mt. Hood Community College; “Bechtel-type” public/private projects.	Resources/funding for public education and information; government support; City staff time; lobbying time for State and Federal governments and legislatures; staffing and development resources for a public/private partnership organization.
Objective 4.3 Strategy to Improve North-South Links	<b>Identify regional partners and develop a comprehensive strategy to improve north/south transportation links in Gresham and the east metro sub-region.</b>	
	<b>Potential Partners</b>	<b>Resource Needs</b>
	City of Gresham (lead); local businesses; Neighborhood organizations; Multnomah and Clackamas counties; Metro; State of Oregon; federal government; Highway 26 East Corridor.	City staff time; resources for public outreach education and information; Resources for a North/South Transportation Committee; political support.
Objective 4.4 Diverse Transportation Modes	<b>Assure access through diverse transportation modes to all new development and redevelopment/adaptive re-use areas in the community.</b>	
	<b>Potential Partners</b>	<b>Resource Needs</b>
	City of Gresham (lead); other East County cities; local businesses; Multnomah County; Metro; Tri-Met; Oregon Department of Transportation; federal government.	City staff time for alternative transportation project and special project teams; capital through local and regional funding sources; funding for Transit Services.
Objective 4.5 Transit to Higher Education Facilities	<b>Promote better transit connections between existing MAX light rail and higher education facilities in the community, including Mt. Hood Community College and Oregon Science and Technology Park.</b>	
	<b>Potential Partners</b>	<b>Resource Needs</b>
	Mt. Hood Community College (lead); Tri-Met; Metro; City of Gresham; federal transit funds; Oregon Health & Technology Center; Congressional offices.	City staff time; resources to develop intergovernmental agreement; resources for feasibility study; resources for alternatives analysis; political support from MHCC and others.
Objective 4.6	<b>Prioritize development and funding of transportation improvements including new and renovated facilities that support “smart growth” in the community.</b>	

Prioritize Transportation Investments	Potential Partners	Resource Needs
	City of Gresham (lead); Metro, Tri-Met; “Smart Growth” developers and advocates.	City staff time for project development; resources to revise and update City Capital Improvement Program; City Council involvement for policy changes.

# A Vision For: PEOPLE & COMMUNITY

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Gresham is a place where all cultures are involved in shaping their community's future; a place where all people feel at home.

Each of Gresham's neighborhoods and districts retains its own unique feel and character, yet all are linked through a well-developed social network and thoughtful urban design.

Citizens enjoy a variety of special events and celebrations, and take pride in maintaining a healthy, integrated system of trees, parks and other community assets.

Community-wide support for the arts is strong, and the creation of new, high-quality performance venues has both stimulated the economy and contributed to the City's emergence as one of the region's premier cultural centers.

Life-long learning is an integral part of the community's identity, and cooperation among a broad range of partners has ensured educational opportunities are available to people of all ages and backgrounds.

In Gresham, government works in concert with community groups and businesses to ensure all people have an attractive place to live, a safe place to play and a progressive place to work and learn ... a place people are proud to call home.

# City of Gresham Strategic Plan

## Goals and Objectives

### FOCUS AREA: PEOPLE & COMMUNITY

<b>Goal 1</b>	<b>Enhance the community’s sense of identity and pride.</b>	
Objective 1.1 Additional MHCC Courses	<b>Work with Mt. Hood Community College to create additional non-academic and/or life-long learning courses and activities.</b>	
	<b>Potential Partners</b>	<b>Resource Needs</b>
	MHCC (Extension & Continuing Education); City of Gresham; Chambers of Commerce; EDC; K-12 schools; media.	Advertising / marketing of new programs; private sponsorships.
Objective 1.2 Multi-Cultural Celebrations	<b>Hold community festivals to celebrate Gresham’s multi-cultural identity. Consider linking festival to farmers’ market or rotating locations annually to reach all Gresham neighborhoods.</b>	
	<b>Potential Partners</b>	<b>Resource Needs</b>
	Neighborhood associations; churches; schools; farmers’ market; sister city; Chambers of Commerce; City (Public Involvement).	Grant funding; volunteers; business partnerships.
Objective 1.3 Interpretive Signage & Artwork	<b>Establish a system of visual connections (e.g. murals, statues) that capture and share the community’s rich history and contemporary culture. Place featured pieces along important corridors: vehicle, bike, public transit and pedestrian.</b>	
	<b>Potential Partners</b>	<b>Resource Needs</b>
	Seniors; arts community; schools; ODOT; Historical Society; cultural groups; Tri-Met.	Funding; committee to review / select art; designated transportation route(s).
Objective 1.4 Environmentally-Friendly City	<b>Establish Gresham as an environmentally-friendly city through pursuit of a “Tree City USA” designation; creation of an arboretum; preservation and enhancement of special habitats and marketing of key nature-based activities and features.</b>	
	<b>Potential Partners</b>	<b>Resource Needs</b>
	Nurseryman’s Association; Urban Forestry Association; gardening clubs; MHCC Horticulture Department; City of Gresham (Parks); Tree City USA; Environmental / “Friends” groups.	Land purchases; establishment of an endowment; other sources of funding.

<b>Goal 2</b>	<b>Develop and promote expanded arts and cultural venues.</b>	
Objective 2.1	<b>Generate broad-based community support for the arts through a targeted promotion program, including audience development, augmented programs for youth, seniors and adults, and increased support from local businesses. Ensure residents understand the link between a healthy arts community and economic vitality.</b>	
Arts Support	Potential Partners	Resource Needs
	City of Gresham; arts & culture groups; foundations; private donors; media; neighborhood associations; businesses.	Funding; grant writer.
Objective 2.2	<b>Identify funding sources for construction and ongoing operation of a community performing arts center.</b>	
Performing Arts Center	Potential Partners	Resource Needs
	City; private developers; Gresham Downtown Association (GDA); arts groups.	Land; funding; gifts.
Objective 2.3	<b>Make historic downtown Gresham a center for the arts. After completing a performing arts facility on the old bus barn site, foster additional land trust development partnerships on adjacent parcels (e.g. amphitheatre, gallery, other).</b>	
Downtown Arts Hub	Potential Partners	Resource Needs
	City of Gresham; private developers; GDA; arts groups.	Land; funding; gifts.
Objective 2.4	<b>Create pedestrian-friendly connections between downtown and key transit stations. Consider creating a trolley service or similar means of public transportation to facilitate downtown and arts venue patronage.</b>	
Pedestrian/Transit Connections to Downtown	Potential Partners	Resource Needs
	Tri-Met; ODOT; City of Gresham; volunteers; arts groups.	Funding.
<b>Goal 3</b>	<b>Through collaborative efforts, provide and sustain a diverse range of parks and recreation opportunities for people of all ages.</b>	
Objective 3.1	<b>Develop stable funding sources – including public / private institutions and collaborations, revenue generation, grants, etc. – to help stretch public dollars and maintain and/or increase current parks and recreation offerings. Look to the Sports Park as one possible partnership model.</b>	
Creative Parks Funding	Potential Partners	Resource Needs
	City of Gresham; Gresham Youth Sports Association (GYSA); businesses; Metro; other local jurisdictions; social service organizations; sports organizations; schools; employers.	Funds; land; staff time; inclusion in Parks Master Plan; volunteers.
Objective 3.2	<b>Identify, designate and establish an interconnected system of “greenways” that links all Gresham neighborhoods.</b>	
Greenway System	Potential Partners	Resource Needs
	City of Gresham; landowners; environmental and “friends” groups; metro; social service organizations; neighboring jurisdictions.	Volunteer labor; incentives for landowners; inclusion in Trails Master Plan; alternative transportation funding sources.

Objective 3.3	<b>Increase community recreation resources to include a diverse range of activities (athletic and non-athletic) that allows for participation by all members of the community.</b>	
Diverse Recreation Resources	<b>Potential Partners</b>	<b>Resource Needs</b>
	City of Gresham; landowners; environmental and “friends” groups; metro; social service organizations; neighboring jurisdictions; MHCC; Mt. Hood Hospital; local arts & culture groups.	Staff time; volunteers; revenue sources from Objective 3.1 (Creative Parks Funding).
<b>Goal 4</b>	<b>Weave a stronger community fabric by fostering communication and interaction within and across all Gresham neighborhoods.</b>	
Objective 4.1	<b>Host and market one or more major “Gresham” community events or festivals (e.g. Jazz Festival).</b>	
Community Festivals	<b>Potential Partners</b>	<b>Resource Needs</b>
	Chambers of Commerce; City of Gresham (Public Involvement); Sister City; MHCC; neighborhoods; churches; existing festival organizers; El Programa Hispano; vendors.	Revenues; volunteers; coordinator; funding.
Objective 4.2	<b>Create physical and non-physical (i.e. electronic media) “third places” where community members can gather outside of work and home. Link these community spaces to local institutions and social organizations.</b>	
Gathering Places	<b>Potential Partners</b>	<b>Resource Needs</b>
	City (Parks and Fire Depts.); social service organizations; library; schools; private developers; vendors; farmers’ market.	Incentives for developers.
Objective 4.3	<b>Proactively develop programs to welcome and facilitate the integration of all newcomers to Gresham. Such a welcoming program should be cognizant of and effectively bridge language and / or other cultural differences.</b>	
Welcome Program	<b>Potential Partners</b>	<b>Resource Needs</b>
	MHCC; City of Gresham (Police, Public Involvement); Programa Hispano; neighborhood associations; Multnomah County Health Department / Hospital; English as a Second Language (ESL); realtors; apartment complex managers.	Staff time; interpreters; materials for welcoming packet; committee to coordinate programming.