

Rockwood-West Gresham Urban Renewal

INDUSTRIAL OPPORTUNITY STUDY

May 2007

**Prepared for the
Gresham Redevelopment Commission**

**Adopted by the Gresham Redevelopment Commission
May 17, 2007**

www.ci.gresham.or.us/cityprojects/rockwood/

About the Gresham Redevelopment Commission

On November 4, 2003, Gresham voters approved the adoption of the Rockwood-West Gresham Urban Renewal Plan, a 20-year plan for improving the economy and community of Rockwood-West Gresham. The Plan is a partnership among residents, property and business owners and the City of Gresham to support the development of businesses that create well paying "family wage" jobs and to improve the quality of housing for current and future Rockwood residents. It will achieve these goals by providing public investment (through Tax Increment Financing) to support industrial, commercial and residential development and rehabilitation.

Rockwood-West Gresham Urban Renewal is administered by the Gresham Redevelopment Commission which consists of the members of the City Council acting as the urban renewal agency.

The Gresham Redevelopment Commission

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Rockwood-West Gresham Urban Renewal Industrial Opportunity Study

**The Gresham Redevelopment Commission
thanks the following area businesses for their insights and suggestions:**

Benson Industries
Cascade Corporation
Imperial Manufacturing
Indepak
J. Frank Schmidt
John Deere
Northwest Retreaders
Oregon Historical Society
Pella Vinyl
RAM Enterprises
Unisource
Weyerhaeuser
Wright Business Graphics

Executive Summary

The industrial area of the Rockwood-West Gresham Urban Renewal Area is home to many of the largest businesses in Gresham, and provides employment to more than 1,500 people.

The economic vitality of the industrial area is critical to industrial growth in Rockwood-West Gresham and to the success of the urban renewal program. Industrial properties are expected to generate a significant share of tax increment that will fund projects throughout the Urban Renewal Area, and have the most potential to benefit the City's tax base when the Urban Renewal Area is retired.

The purpose of this study is to identify opportunities for industrial growth and recommend a strategic approach that will better support and retain existing industrial businesses within the study area and attract new industrial development.

Currently, the advantages of the industrial area such as good access to the freeway, proximity to the airport, and the availability of large "shovel-ready" parcels, continue to attract the attention of businesses looking to re-locate or expand. Recent market analyses strongly suggest that warehouse and distribution facilities will continue to be attracted to the area without positive incentives from Urban Renewal; however, attracting manufacturing uses (which tend to be more capital intensive and therefore generate more tax increment, and more jobs) will likely require more active engagement by the Gresham Redevelopment Commission (GRDC), including grants and assistance with infrastructure and other improvements.

While businesses continue to thrive within the study area, existing infrastructure (particularly south of Interstate 84) shows signs of wear. Targeted public investment may be needed to better support the existing businesses and create a more appealing environment to attract new industrial growth.

This study recommends a set of initiatives to encourage continued investment and job creation in the study area, retain existing business, encourage growth and infill development, and attract new capital-intensive businesses. Key strategies identified include:

- Actively seek out opportunities to encourage and assist new capital-intensive industrial uses, including Urban Renewal incentives (grants), and targeted assistance for infrastructure improvements to promote redevelopment and new development
- Take the lead on evaluating environmental constraints and developing strategies to pay for needed infrastructure, particularly around Riverside Drive
- Study traffic flow on 181st Avenue to determine what improvements are necessary to accommodate current and future needs of businesses in the study area
- Assist with the relocation of the John Deere soccer field to a more suitable site nearer the Rockwood Town Center

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Introduction

This study documents the existing conditions and redevelopment opportunities present in the industrial area of the Rockwood-West Gresham Urban Renewal Area. It also summarizes prevailing land uses, zoning, physical infrastructure, and ownership patterns throughout the area, and details some of the challenges to redevelopment and investment.

The study is meant to guide Urban Renewal capital projects over the next three-to-five years, and particularly to frame discussions about potential capital improvements that could be funded with Urban Renewal monies to encourage private investment.

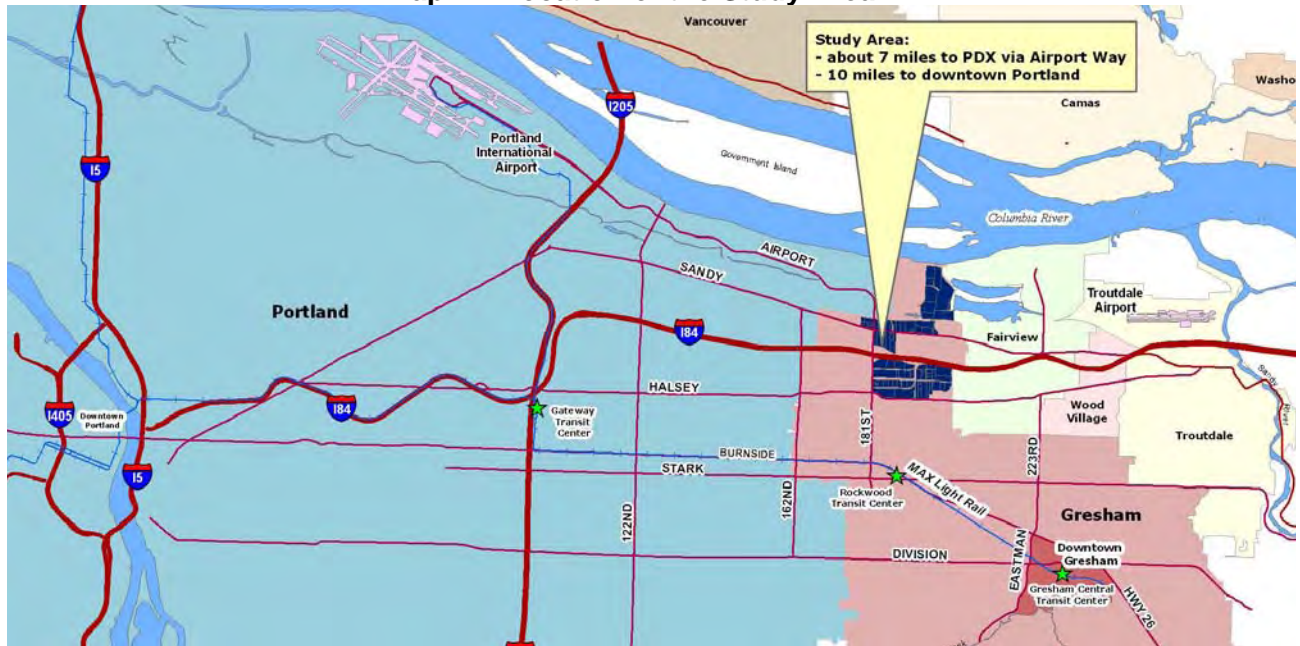
Methodology

The issues and conclusions presented in this study are based primarily upon interviews with local business owners and operators, area real estate professionals, and key local government staff. Much of the data on existing land use, transportation, and market conditions were assembled from recent studies, plans, and projects. These materials from the local and regional level were screened for currency and relevancy to the study area.

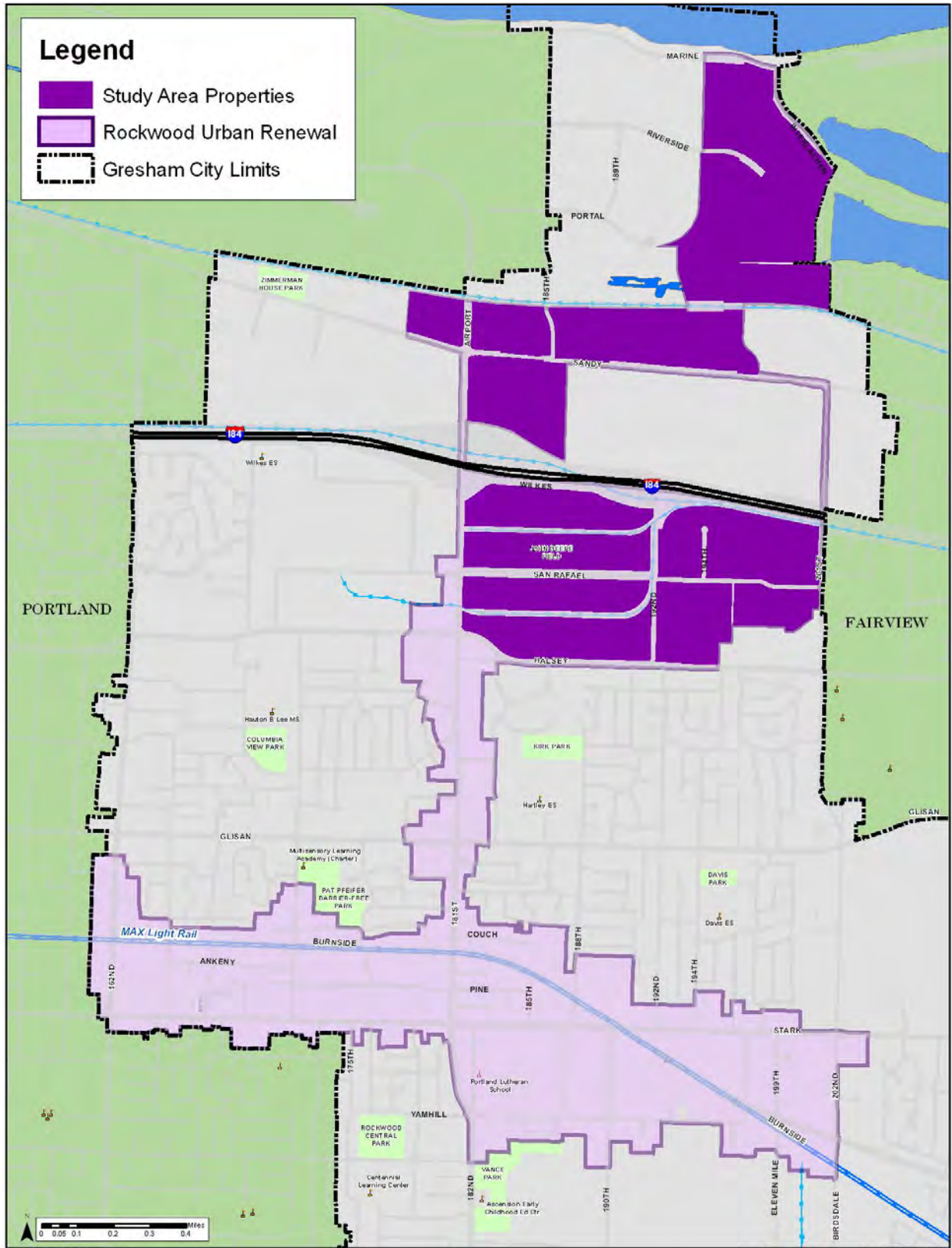
Study Area

The area examined for this study is located in West Gresham, roughly between the Columbia River to the north, Halsey Street to the south, 201st Avenue to the east, and 181st Avenue to the west (See Maps 1 and 2). The area comprises roughly 475 acres in 82 tax lots. The study area includes only those tax lots that are located within the Urban Renewal Area boundary.

Map 1 – Location of the Study Area



Map 2 –Study Area and Urban Renewal Boundaries



IOS_Study_Area 3/20/07

This map is based on digital databases from the City of Gresham. There are no warranties, expressed or implied.

1.0 Existing Conditions: Current Uses

1.1 Summary of Uses

The table below summarizes properties in the study area by the Multnomah County Tax Assessor’s current classification.

Table 1: Property by Classification			
Current Use	Number of Properties	Total Acreage	Total Assessed Value
Industrial	10	67.35	\$ 77.52 Million
Commercial	35	166.18	68.36 Million
Agricultural	9	98.84	0.91 Million
Vacant	28	142.69	14.96 Million
Total	82	475.06	\$161.75 Million*

Source: City of Gresham GIS; total does not add exactly because of rounding

It is important to note that many of the properties shown as “commercial” are occupied by industrial uses, including warehouse/distribution facilities.

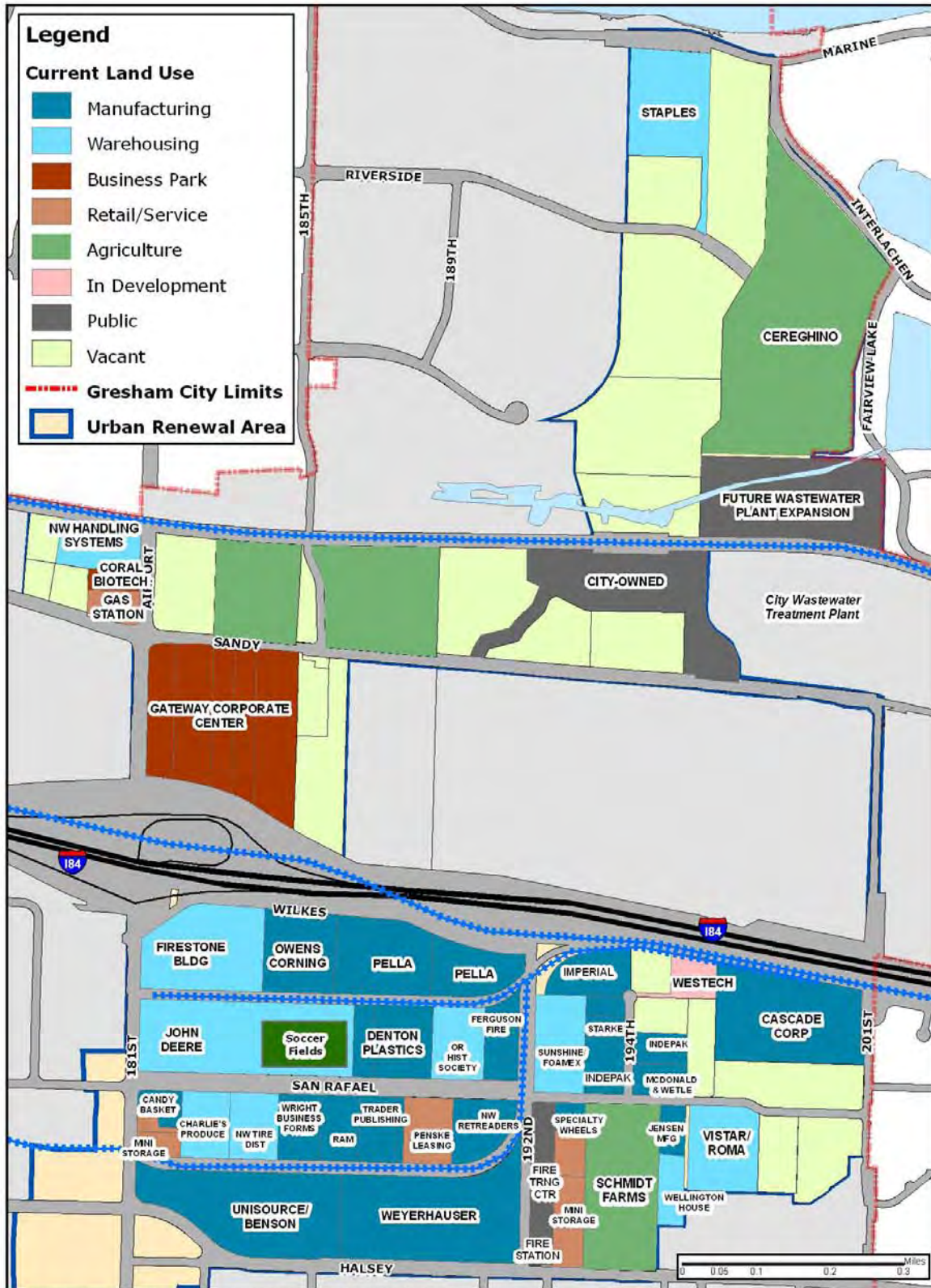
It may be more helpful to look at actual uses in the study area, as determined by Urban Renewal staff from visits to businesses and review of the County Assessor’s records (see Maps 3-5):

Table 2: Current Uses					
Present Use	# of parcels	Acres	% of study area by Acreage	Assessed Value (millions)	% of study area by AV
Vacant	22	130.69	28%	\$ 12.72	8%
Manufacturing	21	105.49	22%	97.17	60%
Agriculture	9	79.78	17%	0.95	1%
Warehousing	12	77.24	16%	35.73	22%
Public Uses*	5	39.51	8%	0.04	<1%
Business Park	6	27.43	6%	7.09	4%
Retail/Service	6	12.48	3%	7.71	5%
In Development*	1	2.44	<1%	0.33	<1%
Total	82	475.06		\$ 161.75	

Source: City of Gresham GIS and Multnomah County Assessor; totals do not add exactly because of rounding

* appear in Table 1 as “vacant”

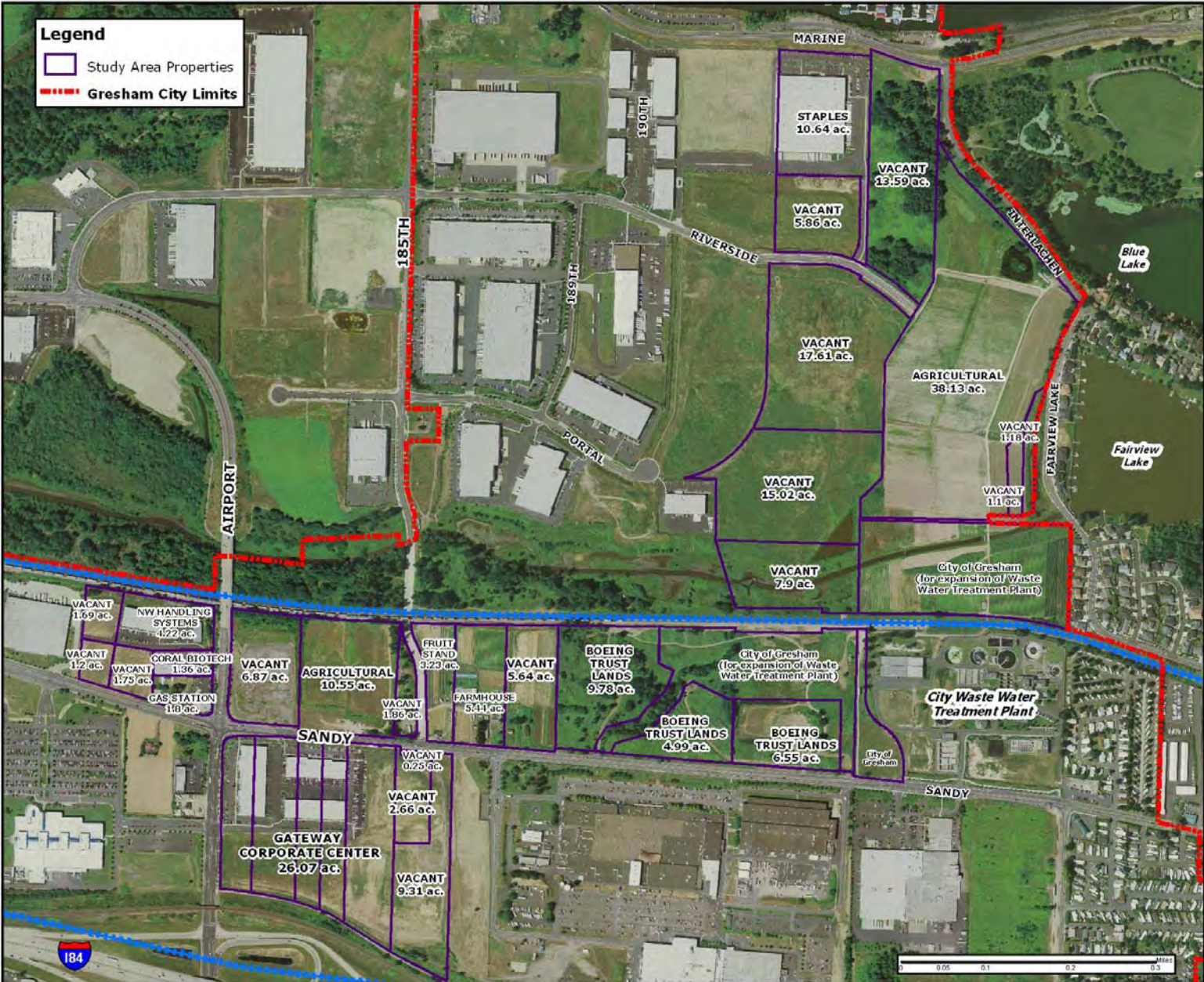
Map 3 - Current Uses in the Study Area



IOS2_Study_Area 12/27/08

This map is based on digital databases from the City of Gresham. The City cannot accept any responsibility for errors, omissions, or positional accuracy. There are no warranties, expressed or implied.

Map 4 – Parcels North of I-84



Map 5 – Parcels South of I-84



1084_Halsey_Wilkes_mar07_3/14/07

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Undeveloped Land (Vacant and Agricultural)

Nearly half of the 475 acres in the study area is vacant or in agricultural use, including much of the study area north of Interstate-84.

A significant proportion of this undeveloped land lies in large contiguous parcels under single ownership, affording the opportunity for multiple large developments; there are six sites that are each ten acres or larger; there are 17 vacant/agricultural properties that are five acres or larger. The largest contiguous vacant site is nearly 60 acres at the northeast corner of the study area, surrounding Riverside Drive – see Sections 2.2 and 4.2 for a discussion of challenges to the development of this property.

Manufacturing, Warehousing, and Retail/Service

Existing buildings in the study area are generally designed for manufacturing, warehouse/distribution, or some combination of the two. In addition to large, high-ceilinged spaces meant for these uses, buildings generally contain some office space for administration. In some cases, office space serves as headquarters or other front-office function for companies with multiple national or international locations.

These manufacturing and warehouse sites are generally characterized by a considerable area of paved surface for employee parking, outdoor storage and truck maneuvering. Businesses exhibit a range of investment in landscaping and exterior appearance.

The age and condition of these buildings varies from new, state-of-the-art manufacturing plants to warehouses more than forty years old; the median age of existing buildings is just over thirty years. In addition to agricultural and vacant lands, these older buildings and some developed but underutilized sites are obvious opportunities for re-development.

Retail/Service uses include a gas station, a travel agency, a truck servicing yard, and three parcels used for self-storage facilities.

Business Park

Business Park uses are clustered around the intersection of Sandy Boulevard and 181st Avenue. To this point, there is one large business park developed on the southeast corner of the intersection (Gateway Corporate Center).

Other Uses in the Study Area

The publicly-owned parcels include a Gresham Fire Station and an adjoining fire training center, owned by Fire District #10. The City of Gresham also owns parcels adjoining the wastewater treatment plant intended for the eventual expansion of the plant.

In addition, the eastern portion of the John Deere site is currently under contract to the City of Gresham Parks Division for use as a soccer field.

1.2 Existing Businesses

More than 30 businesses currently operate within the study area, including several of Gresham's largest employers. Six companies employ more than 100 people:

- Cascade Corporation
- Imperial Manufacturing
- Pella
- Staples
- Weyerhaeuser
- Wright Business Graphics

In addition, several firms plan expansions that could take them past that threshold in the next few years. Notable too is the interest the area has generated from at least two Fortune 500 companies in the last year.

Recent Additions to the Area

Several high profile businesses have recently expanded in or relocated to the area including:

- Denton Plastics – the plastics recycling company constructed a new 70,000 square foot facility on San Rafael Street, and employs more than 40 people
- Benson Industries manufactures commercial windows, doors, and walls and expects to employ more than 100 people by the end of this year
- Coral Biotechnology is a 15-year old biomedical company that relocated from California
- Westech Construction specializes in street and road construction projects, and anticipates construction of its new office headquarters on NE 194th Avenue to be completed in 2007

1.3 Redevelopment and Infill Opportunities

In addition to the 210 acres of vacant/agricultural land in the study area, many developed parcels include vacant land available for infill, and others present unique opportunities for redevelopment (See Map 5).

The following sites are identified for their potential as infill or redevelopment opportunities, however, many sites in the study area could be candidates for some amount of additional development.

- 1) The John Deere soccer fields: the John Deere site includes the roughly 6.8 vacant, level acres currently leased to the City for use as public sports fields. The property is adjacent to the northern rail spur, just down the line from the segment that is currently being reactivated for the neighboring Denton Plastics. In addition, the John Deere facility itself is underutilized, and the western portion could be included in redevelopment of the entire site if John Deere were to relocate.
- 2) The Firestone Building: this facility, no longer the home of Firestone tires, is a possible candidate for total redevelopment. The oldest part of the facility is nearly 50 years old, and it is functionally obsolete for some modern operations. The location by the I-84 makes it an attractive site for a keystone or catalyst development.

- 3) The Fire Department and Fire District properties: after infill and new development has reduced the amount of industrial land available in the study area, it may be prudent to consider relocating these public uses. The Gresham Fire Department reports that while the location at the corner of 192nd and Halsey is good, the fire station is obsolete and in need of upgrades to continue operation. The Fire Department and District have actively been considering relocation of the fire training facility should land and resources become available.

1.4 Environmental constraints

South of Sandy Boulevard, there are few known environmental constraints in the study area. Most of the area is free of flood plains, difficult slopes, wetlands, and water quality resource areas. The area north of Sandy, including the large Cereghino property, may require significant wetlands mitigation to develop.

It is possible that there are multiple brownfield sites in the study area, where contaminants from the long history of industrial uses are present in the soil. Uncertainty surrounding potential contaminants in an industrial area may complicate redevelopment. The City does have a Brownfields Grant Program to assist landowners with assessing environmental hazards on their property (see www.ci.gresham.or.us/departments/cedd/bia/industrial/brownfields.asp).

1.5 Zoning

Three zoning classifications predominate in the study area (See Map 6):

- Heavy Industrial between San Rafael St. and Interstate 84
- Business Park in the area surrounding the intersection of NE Sandy and 181st Ave
- Light Industrial throughout the balance of the study area

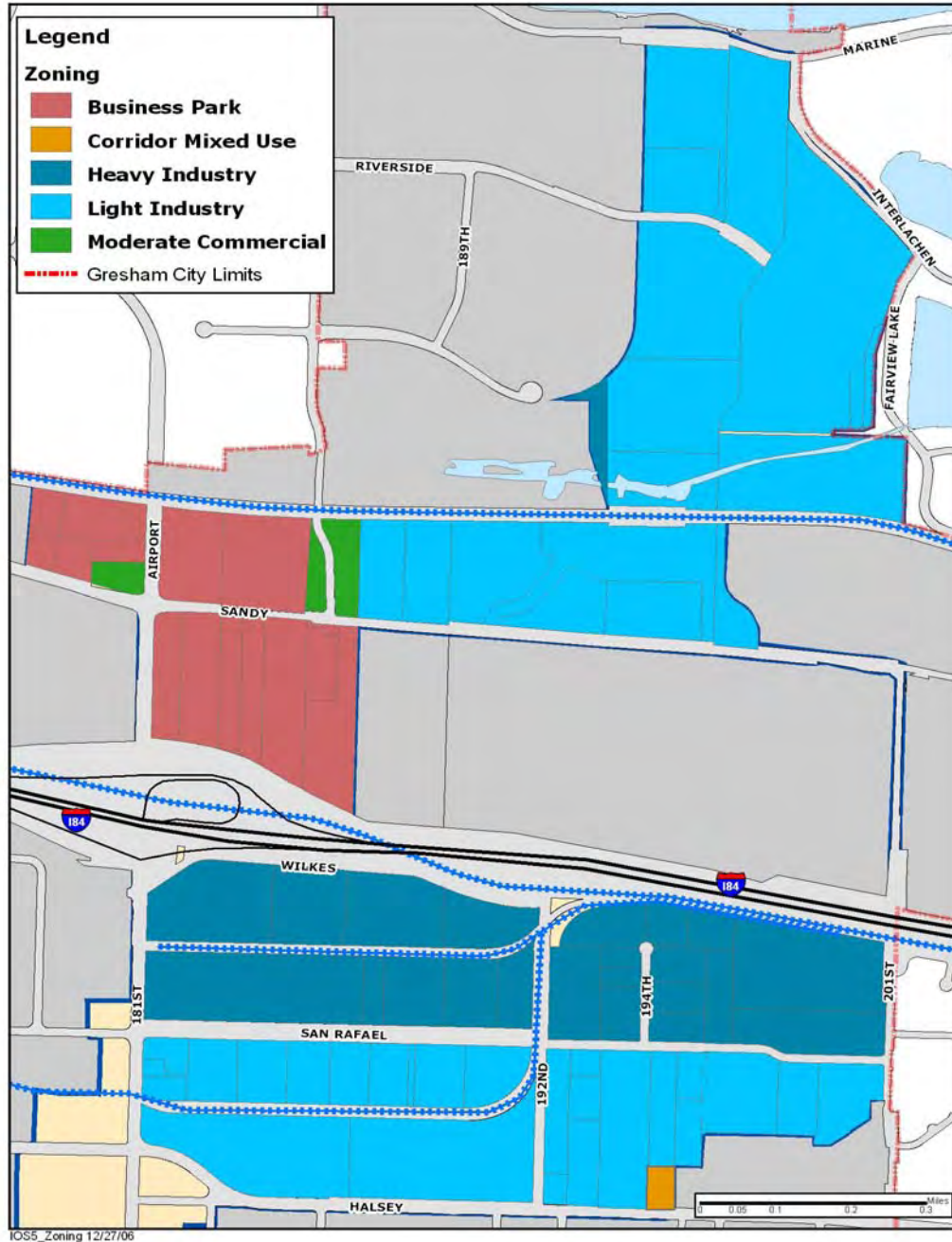
While a significant portion of the study area is currently under agricultural use, these properties are zoned Light Industrial.

The Light Industrial zone is intended to allow a broad range of industrial uses, while limiting the impact on adjacent residential areas of noise, pollution and unsightly operations. The Heavy Industrial zone is designed to accommodate uses incompatible with residential uses. Noise, pollution and outdoor storage are allowed “consistent with efficient industrial operations.” Both zones allow up to 40% of the total floor area to be used as offices when related to the industrial business. Up to 15% of the floor area may be dedicated to retail sales, and up to 20% for wholesale sales or commercial services.

Currently, the Business Park designation allows for business park/office uses compatible with technology companies, and it permits more commercial and retail use of a site than the industrial zones. There has been some discussion of combining Business Park and Light Industrial to better accommodate the evolving needs of modern businesses (see the discussion in Section 4.3).

The City of Gresham’s industrial zoning is performance-based, regulating form and intensity of development, rather than listing specific allowed uses, although examples of intended uses are provided. The City of Gresham has discretion to assess the proposed use of an individual site during the plan review process, and compare it to the intention of the code as well as precedent cases.

Map 6: Zoning in the Study Area



2.0 Existing Conditions: Transportation Infrastructure

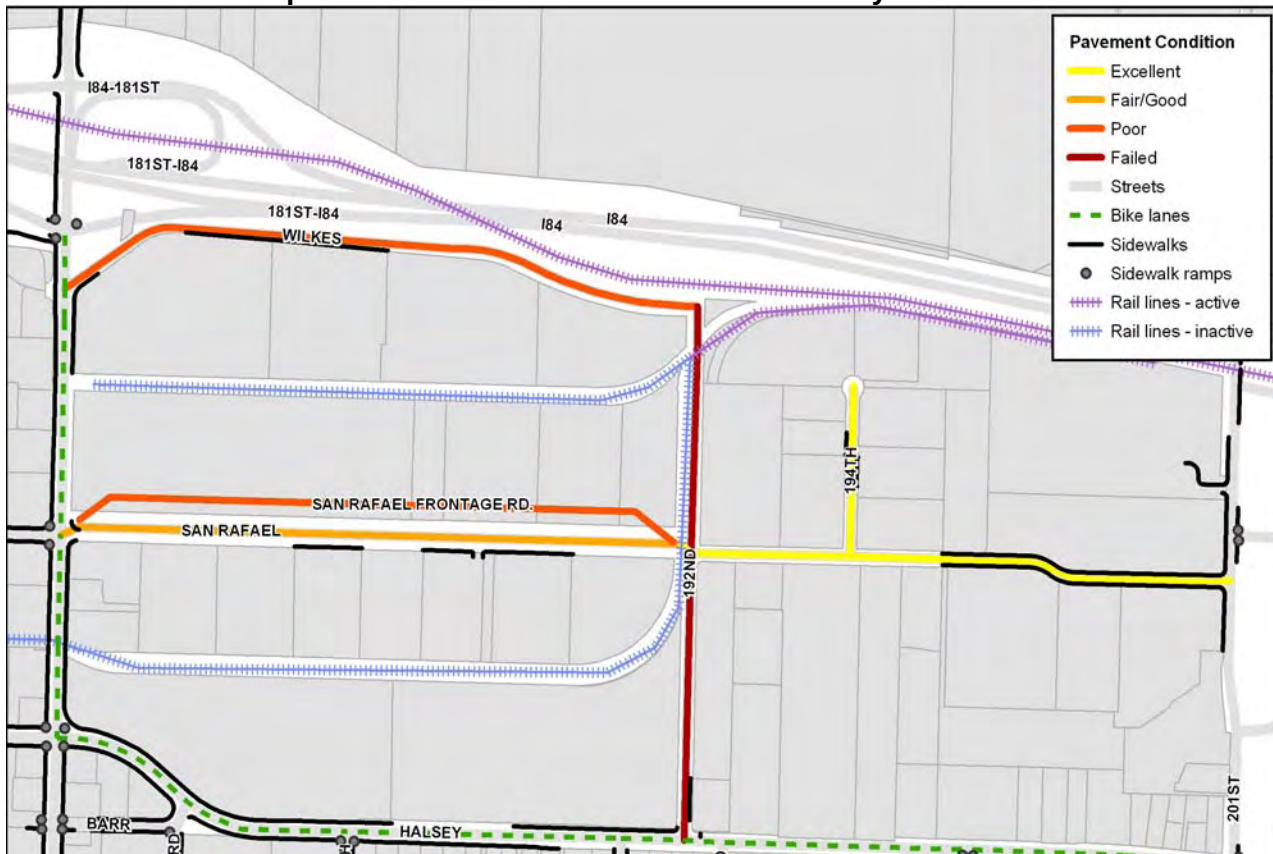
2.1 Street Conditions

In the area north of I-84, a street overlay is planned in 2007 to improve the condition of Sandy Boulevard within the city limits. The other roads in this part of the study area are in satisfactory condition: the northern extent of 181st Ave is not slated for any improvements in the foreseeable future, and the existing section of Riverside Drive was only recently constructed.

South of I-84, the older industrial area south of the Interstate and east of 181st is characterized by poor pavement conditions and lack of sidewalks, street trees and on-street parking. Much of the internal street grid in the area has not been upgraded for some time, and therefore the streets do not yet reflect the standards of their functional classifications as described in the Gresham Transportation System Plan (TSP).

According to City of Gresham assessments completed in 2003, the pavement of some streets in this part of the study area are in “poor” or worse condition, including 192nd Ave., Wilkes Road, and the San Rafael frontage road. The area east of 192nd is in better shape, with the pavement of San Rafael, and the 194th Avenue cul-de-sac in “excellent” condition. All streets in the area experience wear and tear from heavy trucks serving the industrial uses (see Map 7).

Map 7: Infrastructure Conditions in the Halsey/Wilkes Area



No pavement condition assessments of have been completed for 181st Avenue, Halsey or 201st Avenue since Gresham assumed jurisdiction over these from Multnomah County in January 2006.

Connectivity South of Interstate-84

With the exception of Wilkes Road, the street pattern south of the I-84 provides good access to sites throughout the area.

Because of its close proximity to the freeway onramp, the connection between Wilkes Road and 181st Avenue is highly constrained. While northbound traffic on 181st Ave. can enter Wilkes, there is no exit from Wilkes onto 181st, and there is no access from 181st southbound. Truck and auto traffic headed for I-84 from Wilkes must travel the long way around via 192nd Avenue and San Rafael.

Area businesses also comment on the inefficient wait times and restricted turns at the intersection of 181st and San Rafael. They point to the signal sequencing and the permission of U-turns on 181st as contributing factors.

Street Improvement Projects in the Capital Improvement Plan

There are some key opportunities for Urban Renewal to make a literally visible difference here. Businesses recognize the poor condition of some streets in the area and voice support for improving them, especially Wilkes Rd., San Rafael St. west of 192nd Ave., and 192nd itself. For businesses with fragile products, the uneven pavement has the potential to damage goods in transit.

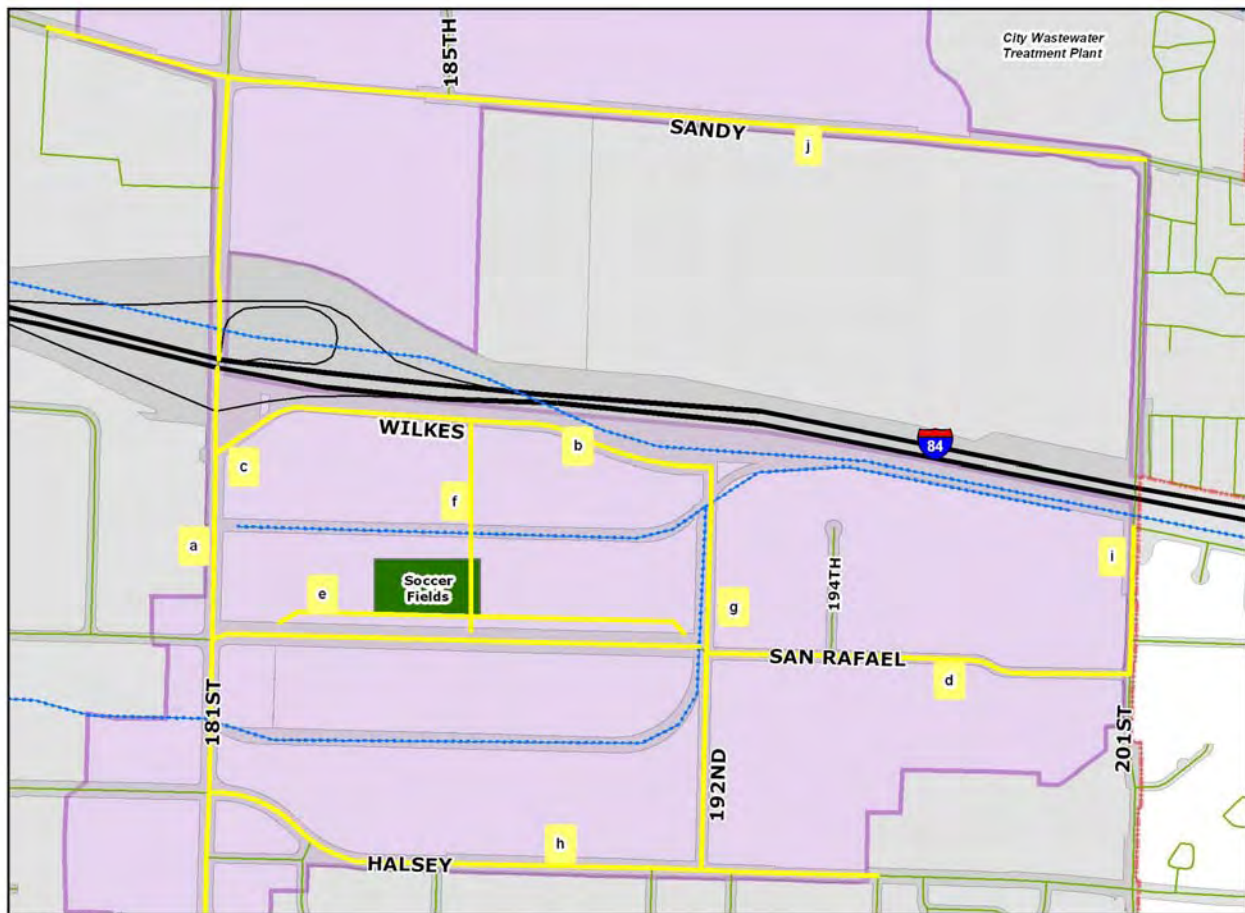
The following were identified as possible street improvement projects Urban Renewal could assist as needed in response to new development (see Map 8). They will be scheduled and implemented through the Urban Renewal Capital Improvement Plan (CIP).

- a) 181st Avenue Improvements: Add third 12' wide southbound lane from eastbound I-84 off-ramp to Halsey. Extend NE 181st southbound left turn lane at San Rafael by 100 feet for a total bay of approximately 435 feet. Remove existing concrete median island. Extend channelization median to San Rafael. Reconstruct turning radius of southbound right turn lane onto San Rafael westbound, to better accommodate trucks.
- b) Wilkes improvements: Reconstructs NE Wilkes to Collector standard. Lane widening, sidewalks, street lighting, storm facilities
- c) Access to/from west end of Wilkes: Explore improving the imperfect connection between Wilkes and 181st, currently a right-only from northbound 181st to Wilkes with no egress at all from Wilkes to 181st.
- d) San Rafael improvements: Reconstructs NE San Rafael from 181st to 201st to Collector standard. Lane widening, sidewalks, street lighting, storm facilities. Improves frontage road and intersections between the two, including the timing of signals.
- e) San Rafael frontage road: the frontage road is in poor condition. Businesses located on the frontage road appreciate having it and do not wish for it to be eliminated or combined with the upper San Rafael St.

- f) New connector street between Wilkes and San Rafael: Constructs a Collector class street between NE Wilkes and NE San Rafael. Includes lanes, sidewalks, lighting, storm facilities and at-grade rail crossing.
- g) 192nd improvements: Reconstructs NE 192nd to Collector standard from Halsey to Wilkes. Lane widening, sidewalks, street lighting, storm facilities.
- h) Halsey improvements: Improve NE Halsey St. from 181st to 195th (within the URA) to arterial/transit street standards
- i) 201st Avenue Improvements: Improve and upgrade 201st between San Rafael and I-84
- j) Sandy Boulevard Improvements: Widen and reconstruct Sandy between 162nd and 201st

City Transportation and Urban Renewal staff are planning a study of 181st Avenue (from Halsey to Sandy) that would specifically evaluate the urgency of several of the projects above, and may generate other projects to be added to this list.

Map 8 – Potential Street Projects



2.2 Traffic Volume

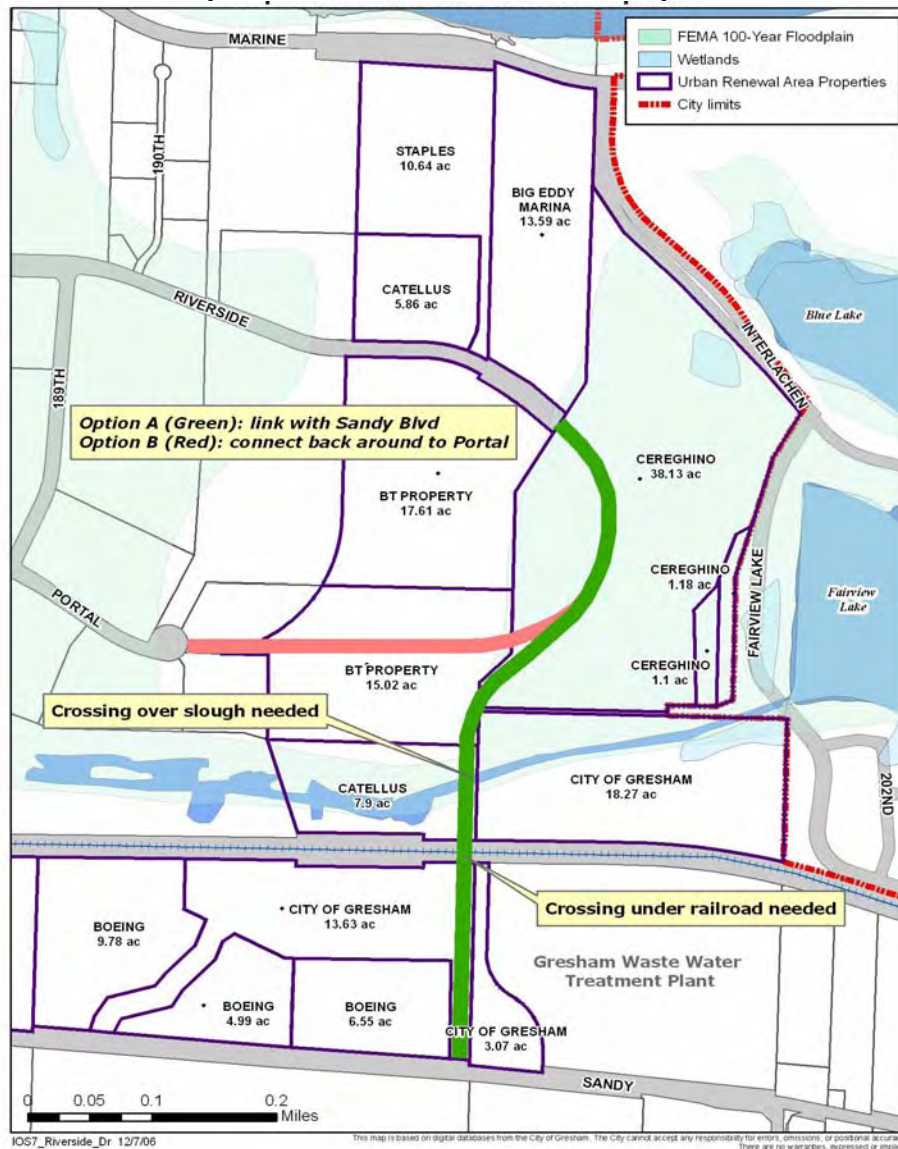
Traffic projections for the area generally predict that most streets in the area will be able to accommodate increased traffic, with the exception of 181st Avenue, which may require some

improvements, including increased right-of-way and an additional southbound lane, and in the long-term, improved access to I-84.

2.3 Riverside Drive

The northeast corner of the study area bounded by Marine Drive, Fairview Lake Way and the Columbia Slough (See Map 9) has significant access and connectivity issues, largely because Riverside Drive dead-ends in the center of this area. Preliminary assessments of a suggested route to extend Riverside and complete the basic grid in the area – across the slough, and under the Union Pacific main line railroad tracks to connect with Sandy Boulevard to the south - suggest that the cost will be in the tens of millions. Other options to connect Riverside back to the surrounding grid (for instance via Portal Way) may overburden the local streets immediately to the west.

Map 9: Riverside Drive Extension Options



The balance of properties in the study area north of I-84 face onto the arterials 181st Avenue or Sandy Boulevard, and generally have good connectivity and access.

2.4 Rail

There is rail access in the area south of Interstate-84 to almost all sites west of 192nd, from two inactive Union Pacific spurs. The rail tracks are in disrepair from years of sitting idle. Most sites along these spurs have a short individual spur that served the facility in the past. These are also in disrepair or have been removed or covered, while loading bays have been sealed or converted to different use.

One business – Denton Plastics – which recently located to San Rafael Street is working with Union Pacific to reactivate a segment of the northern spur, and the presence of the heavy rail right-of-ways in the area may be seen as a potentially significant amenity.

There is some interest in creating a local “team track” facility to allow the transfer of freight from truck to rail at a central location. Some businesses that are not interested in activating the rail spur adjacent to their building do report using a team-track-like facility to access rail elsewhere. They also report contracting with other transportation companies to provide this service. To be successful, a team track must draw on businesses from a broader region than the study area. If such demand can be established, the GRDC could conduct a more in-depth analysis of the costs and benefits of investing in such a facility. One local business exhibited some interest in operating a team track if it proved feasible.

2.5 Parking

There are multiple issues concerning street parking for cars and trucks in the study area south of I-84. Businesses on San Rafael rely heavily on street parking for their employees.

There is a history in the study area and beyond of problematic truck and trailer parking on public streets. A high volume of trucks and trailers left on the street inconveniences area businesses by blocking or crowding driveways, eliminating staging areas for their own trucks, and reducing overall visibility. As a result, new regulations were enacted by the City of Gresham in 2005 that eliminated truck and trailer parking on most of San Rafael and the frontage road, and around intersections, and allowed parking for 2 hours in other sections.

Truck parking remains on most of 192nd and Wilkes Road. Wilkes seems to experience the heaviest parking volumes, mostly of trailers without trucks, with the north end of 192nd absorbing overflow. On any given day, 20-30 parked trailers will take up most or all of the parking space on the north side of Wilkes. Some of these trailers seem to be left by area truck-drivers, but many are parked by businesses in the study area. One major employer accounts for 10 to 12 trailers on Wilkes daily. Another employer accounts for three to five trailers on 192nd, south of San Rafael.

2.6 Transit system

The study area is bordered by three TriMet bus routes, on 181st Avenue, Sandy Boulevard, and Halsey Street. There is no service to the internal streets of the study area. Route 77 on Halsey runs between Troutdale and Northwest Portland, at 15-to-20 minute intervals during peak times. Route 87 on 181st runs every 30 minutes during peak hours between the Rockwood Transit Center and the Park Rose/Sumner Transit Center near I-205. This route is not serviced on Saturday or Sunday. Route 12 runs along Sandy Boulevard every 30 minutes between the Gresham Transit Center and Portland City Center.

Pella, the largest employer in the area, has partnered with TriMet to shuttle employees from MAX stations in the Rockwood Town Center to the study area. The shuttle is provided and maintained by TriMet. The employer provides driver, gas and basic maintenance.

3.0 Existing Conditions: Market Trends

Since the beginning of 2004, employment has begun to pick up in the Portland Metro region from the post-9/11 recession. Among industrial businesses, manufacturing and wholesale trade have added workers as transportation, warehousing, and utilities have lagged in the recovery, actually employing fewer workers in 2006 than in 2002. Manufacturing employs the most workers in the study area and pays the highest wages.

The most current and relevant analysis of trends affecting the study area is Johnson Gardner's 2006 *Economic Opportunity Study* for the Columbia Cascade River District; this report embraces the industrial areas along the Columbia River from Gresham to Troutdale including the northern half of the study area.

The dominant theme of the Johnson Gardner report echoes what other key informants have noted about the study area: we can expect warehouse/distribution uses to be strongly attracted to the area without further inducements, but attracting more capital-intensive, higher-paying manufacturing uses may require more active, coordinated efforts, including targeted incentives.

The Johnson Gardner report emphasizes the strong advantages of the industrial area along I-84 for growth in warehouse/distribution: both the corridor's location within the Portland Metro area and the Metro area's location in regional and national transportation networks portend increasing demand for warehouse and distribution facilities. In fact, Johnson Gardner projects that as much as 80% of space developed on industrial land in the area could be consumed by warehouse uses over the next twenty years. This strongly suggests that incentives are not necessary to encourage warehouse and distribution uses in the study area.

The prognosis for manufacturing uses is less clear, because manufacturing facilities tend to be built by and for very specific uses, and are less part of the everyday world of commercial real estate. Factories are generally not built "on-spec" while warehouses may be, since they can more readily be sold and re-purposed to a new tenant. Forecasting manufacturing development is far from a science, since it is much more dependent upon the specific decisions of manufacturing businesses.

That said, the Johnson Gardner study acknowledges that East Multnomah County enjoys the most abundant developable land supply in the Portland Metro area, that it is largely insulated from conflicting neighboring uses, and that it contains a number of highly-sought after larger parcels. The key challenge here may be ensuring that warehousing developments don't impede the use of the sites best suited for manufacturing.

Ultimately, any manufacturer considering setting up shop (or expanding) in the study area will probably be weighing a Rockwood site against several others. In this competitive environment, any incentives Urban Renewal can offer – grants linked to specific capital-investment/number of new jobs targets or assistance with infrastructure improvements – could sway decision-making in Rockwood's favor.

4.0 Actions to Encourage Manufacturing and Other Investment

The analysis above strongly suggests that without focused efforts by Urban Renewal and the City of Gresham, the study area will continue to attract new warehouses to the most attractive vacant land, older developed sites will redevelop on a schedule that is difficult to predict, and the most promising but challenging part of the study area – the area around Riverside Drive – will be stunted in its development because of the cost of extending Riverside Drive and addressing environmental constraints.

Given this, Urban Renewal proposes a strategic focus on actions to promote capital-intensive, high-wage manufacturing uses in the study area. At the same time, the Urban Renewal program will continue to support existing businesses, market the development and redevelopment potential of the study area, and invest in strategic infrastructure improvements that advance Goals identified in the Urban Renewal Plan.

The following action steps have been identified by the GRDC as the most promising for assisting the economic vitality of the area.

1: Enhance economic development in the study area, with particular attention to capital- and employment-intensive uses like manufacturing

Urban Renewal will continue to work closely with local real estate professionals, landowners, and the City of Gresham’s Economic Development staff to promote the area, to assess business conditions, trends and emerging issues, and to develop and refine incentives likely to assist ongoing investment and job growth in the area.

- 1a) Continue to develop ongoing relationships with existing businesses, and proactively address issues that may harm the economic vitality of the area; develop a calendar for annual check-ins with study area businesses
- 1b) Finalize Pre-Development Services grant for consideration by the GRDC; develop and implement a marketing strategy to promote New Industries and Pre-Development grants to potentially eligible businesses; review and refine grant guidelines and criteria on an ongoing basis to meet changing conditions
- 1c) Maintain current and useful information on conditions and development trends in the study area; produce and regularly update a summary of vacant opportunity sites and potential redevelopment opportunities; seek opportunities to actively market available sites through a variety of avenues, including local real estate brokers, Oregon Prospector, and the State’s “shovel-ready” program
- 1d) Work with John Deere to determine the feasibility of developing the vacant east end of their property; evaluate siting options to relocate the soccer field to a more suitable location near the Rockwood Town Center

2: Improve physical infrastructure to meet needs of existing businesses and promote new investment in the study area

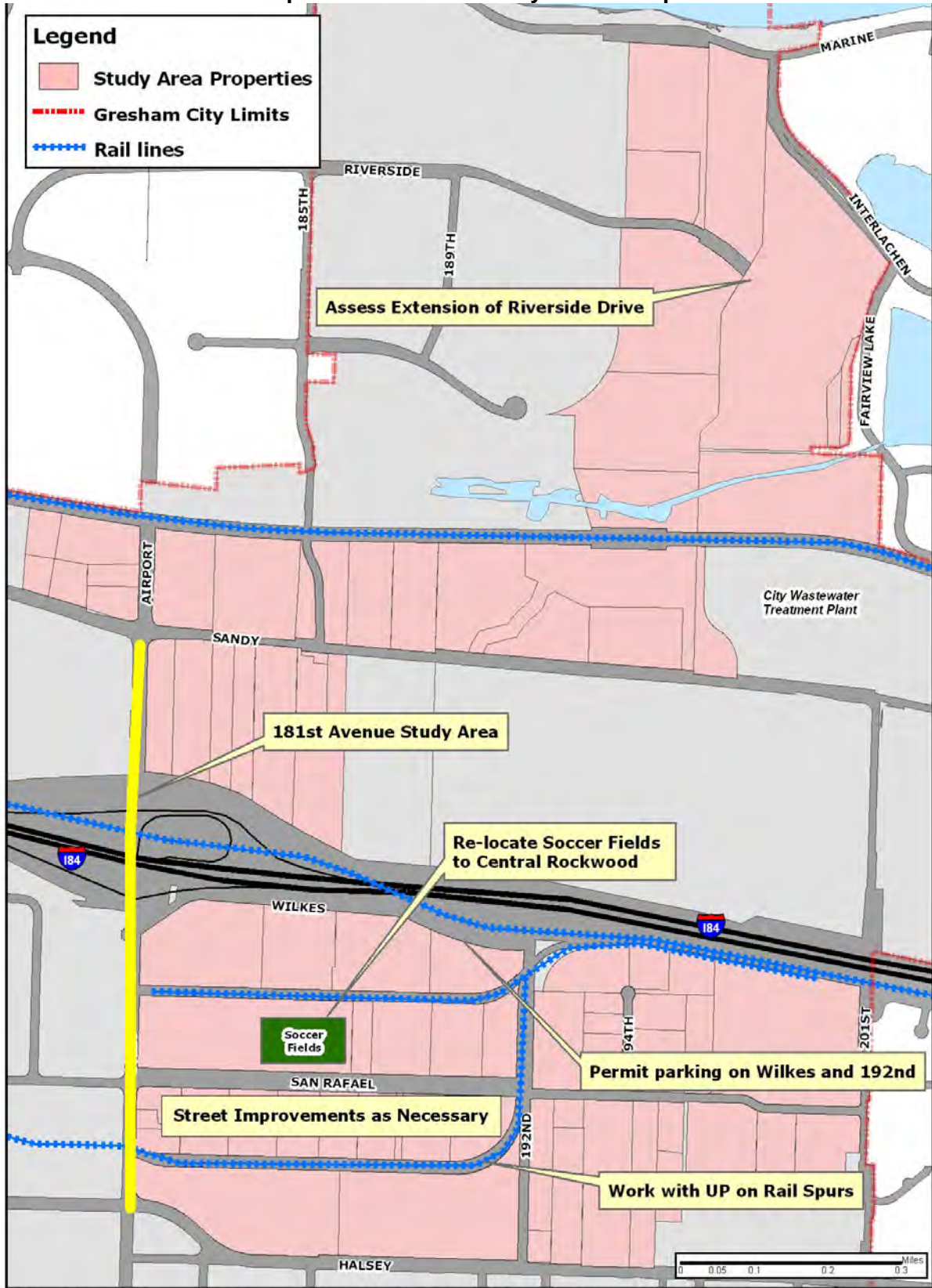
These action items focus on infrastructure-related improvements and strategies that will directly encourage and enhance manufacturing investment in the study area. In prioritizing street improvement projects, Urban Renewal will remain poised to respond to new developments that would significantly add to the area's economic base, and reserve sufficient funds to implement projects that have a demonstrable connection to attracting greater investment.

- 2a) Evaluate environmental constraints on the development of properties around Riverside Drive; develop and evaluate infrastructure alternatives noting the type of use, specific infrastructure needs and associated costs, along with proposals for funding these improvements
- 2b) Complete the 181st Avenue Study, to identify and prioritize projects along 181st between Halsey and Sandy Boulevard
- 2c) Maintain and update at least annually a current, prioritized list of infrastructure projects, to allow the GRDC to be able to respond to development opportunities as they arise; this list will begin with already identified projects (see pp. 17-18), and be further informed by the 181st Avenue Study; projects will be implemented through the Capital Improvement Plan
- 2d) Continue to work with area businesses interested in using the rail connections; act as a liaison where necessary with Union Pacific to assist negotiations regarding activating unused tracks; analyze feasibility of a team track facility in the area, and determine the likely impact on existing businesses in the area; seek grant funding to upgrade the rail spurs in the study area

3: Other needs identified in the study

- 3a) Design and implement a permit parking system for the Heavy Industry zone (specifically along Wilkes Road and 192nd Avenue) that discourages long-term storage of trailers not connected with area businesses
- 3b) Explore increasing transit service or shuttle service to area businesses
- 3c) Re-examine the fit between existing zoning types and evolving business needs, particularly with respect to Business Park and Light Industrial zones
- 3d) Analyze crime trends in the study area, and work with local businesses and police to reduce theft and other crimes in the area

Map 10 – Locations of Key Action Steps



IOS_Action_Items 3/14/07

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