

# GRESHAM STRATEGIC PLAN

## Action Plan, Fiscal Year 2024-25



Gresham's Strategic Plan is a foundational document created in partnership with the community that defines what we want the city to become, what we will focus on to achieve that vision, and what we will measure to evaluate our progress. Gresham's plan helps guide City decision-making and is aligned with the City's annual budget process to drive progress.

While the Strategic Plan outlines what we focus on, the yearly Action Plan outlines exactly how the City plans to make progress. The Action Plan documents the specific actions City staff will take to move us closer to our Strategic Priority goals.

### Elements of Gresham's 3-year Strategic Plan

Based on community input, the plan identifies the City's purpose (our mission), a shared idea of the future (our vision), and expectations for City decision-making and service delivery (guiding principles).

- **Mission:** To foster a safe, thriving, and welcoming community for all.
- **Vision:** Gresham is a vibrant, inclusive, and resilient community where everyone can share in economic prosperity, enjoy connection and belonging, and live a high-quality life.
- **Guiding Principles:** See right, outer circle.
- **Five strategic priorities** (right, center circle) serve as focus areas for the City's work. Each priority has an associated goal, objectives, and success measures.



## FINANCIAL SUSTAINABILITY (FS)

*Goal: Gresham's different revenue sources provide the City organization with a fair and stable financial foundation that adapts to change and challenges. This is to deliver consistent and new services to support the community's needs and desires now and into the future.*

**FS-A:** Implement a Financial Road Map that supports budget needs long-term, responsible care of City resources, and the vision and goals of the Strategic Plan.

- **FS-A1:** Execute Step Two of the Financial Road Map as directed by Council, including long term fire and emergency services and parks and recreation funding options.

**FS-B:** Put in place a plan to share more financial information with the community. Celebrate City accomplishments while communicating the costs to keep basic services.

- **FS-B1:** Develop and implement a plan to demonstrate accountability to the community through transparently sharing progress and outcomes from the Safety Levy.

## COMMUNITY SAFETY (CS)

*Goal: Gresham is a safe and resilient place. The City works to reduce risk, harm and violence and meet the community's needs. And, in partnership with the public, produces solutions around crime prevention and intervention.*

**CS-A:** Explore creative ways to supply community safety that maintain core service levels, adapt to community needs, and public safety best practices.

- **CS-A1:** Implement a Ceasefire initiative to proactively address community violence, with a focus on mitigating gun-related incidents.
- **CS-A2:** Establish a deflection program that connects individuals to necessary services, such as addiction treatment.
- **CS-A3:** Collaborate with local school districts to develop a School Safety Plan to clarify roles and actions, ensuring safe learning opportunities for all students.
- **CS-A4:** Work with Multnomah County to explore and implement improvements to the Ambulance Transport System to ensure reliability and adequate response times.
- **CS-A5:** Continue preliminary design, engineering, costing to replace aging Fire Station 74 and finish high level design and costing options for remaining fire station replacements.

**CS-B:** Develop a public safety relationship with the community to build rapport and trust.

- **CS-B1:** Build meaningful connections by creating a Police and Community Together (PACT) program, which will provide opportunities for crime prevention, collaborative safety initiatives, information sharing, and learning opportunities.

**CS-C:** Improve livability and increase the community's sense of safety and security.

- **CS-C1:** Form a Community Oriented Policing Unit to coordinate Gresham's efforts in reducing crime rates, alleviating public fear of crime, and enhancing the quality of life for community members.

**CS-D:** Enhance safety around the city's streets, parks, neighborhoods, and transportation networks. Use crime prevention design to reduce harm and improve safety for all.

- **CS-D1:** Collaborate with Multnomah County on the Safe Streets for All grant to reduce traffic fatalities and injuries in East County.
- **CS-D2:** Research and implement an automated traffic enforcement pilot program.

**CS-E:** Strengthen the City's ability to withstand natural disasters and deal with climate change and water resources. Develop and carry out plans to respond to and recover from future threats and challenges.

- **CS-E1:** Begin implementing the Gresham Climate Action Plan, including distribution of energy efficiency, weatherization and emergency preparedness resources to the community, and development of a strategy to respond to impacts of heatwaves, wildfires and smoke.

## THRIVING ECONOMY (TE)

*Goal: Gresham creates greater opportunities for economic well-being and shared wealth for all.*

**TE-A:** Promote economic growth by supporting business owners, creating partnerships, and developing a strong local workforce.

- **TE-A1:** Explore and expand business support mechanisms, including analyzing where support is needed, partnerships with new providers, networking opportunities and potential Urban Renewal grant funding.

**TE-B:** Develop creative ways to keep existing businesses and recruit new ones with a focus on the diversity of business owners.

- **TE-B1:** Deploy recruitment strategies for industrial and traded sector areas, including creation of a marketing strategy for Gresham Vista Park Lot 8.
- **TE-B2:** Update and create redevelopment strategies for Downtown and Civic neighborhoods and develop/implement a retail recruitment strategy.
- **TE-B3:** Assess the City's Rapid Response Team model to adapt to evolving traded sector needs; explore potential expansion to the commercial and retail sectors.

**TE-C:** Use data, research, and engagement to better understand the needs of Gresham’s diverse business community. Provide culturally relevant resources. Celebrate and enhance the cultural richness of our business community.

- **TE-C1:** Conduct a commercial developer forum to gain market insight and learn about potential barriers and opportunities within Gresham.

**TE-D:** Lay the groundwork for economic opportunity and mobility for all by prioritizing long-term planning to support future development.

- **TE-D1:** Begin work with contractor to conduct analysis of future opportunities in the Springwater area using Metro 2040 grant funds.
- **TE-D2:** Identify development code changes that support future development trends to keep Gresham ahead of the curve with flexible uses/zoning.

**TE-E:** Develop and start an equitable poverty reduction and prevention plan to address the root causes of poverty and improve overall community wealth.

- **TE-E1:** Analyze the initial report and work with City Council to develop a plan for implementation.

## HOUSING FOR ALL (HA)

*Goal: Everyone in Gresham can live in a secure and reliable place they call home, and no one experiences housing uncertainty. All Gresham community members can access housing that meets their changing needs and wants.*

**HA-A:** Provide resources to those experiencing homelessness or housing insecurity through collaboration and partnership with other government agencies, nonprofits, and the private sector.

- **HA-A1:** Utilize increased funding from the Joint Office of Homeless Services to hire two additional Homeless Services Specialists, provide 7-day/week outreach to people experiencing homelessness, and permanently house at least 55 households with rent assistance.
- **HA-A2:** Collaborate with Multnomah County on the use of the Cook Plaza property to ensure Gresham community needs are met.

**HA-B:** Promote and support housing development that is affordable to the Gresham community across all housing types.

- **HA-B1:** Implement second year of Housing Production Strategy including exploration of a new TIF district and continued removal of regulatory barriers.

- **HA-B2:** Continue negotiating development agreements for multiple affordable rental and homeownership projects with Metro Affordable Housing Bond funding and HOME funding.
- **HA-B3:** Adopt amendments to the Pleasant Valley Plan District that support housing production, quality subdivisions and housing variety.

**HA-C:** Serve as a community partner to support housing stability by providing access to tools and resources.

- **HA-C1:** Continued advocacy to intergovernmental and/or nonprofit partners to ensure reliable access to rent assistance funds for housing insecure members of the Gresham community.

## COMMUNITY VIBRANCY (CV)

**CV-A:** Support and host community events that nurture community pride, celebrate diversity and build Gresham's reputation as a destination city.

- **CV-A1:** Refine event coordination capacity-building training for neighborhoods and grassroots organizations to encourage more community-led events and begin working on implementation.

**CV-B:** Support and increase a mix of recreational, arts, and cultural programming for youth and adults to foster community well-being for everyone.

- **CV-B1:** Staff to reassess City's recreation program goals, offerings and cost recovery based on variety, accessibility, community feedback and Council direction.

**CV-C:** Promote connection for community members, both social and physical, to meet everyone's needs regardless of physical ability, language, digital access, etc.

- **CV-C1:** Continue to improve the neighborhood association program to increase community involvement, build stronger neighborhood and community connections.

**CV-D:** Prioritize long-range planning that supports designing and building quality community gathering spaces, public or private. Create welcoming and inclusive environments with amenities for all.

- **CV-D1:** Continue working to update Gresham's tree code to foster a thriving and equitably distributed tree canopy that supports climate resiliency and healthy living.
- **CV-D2:** Collaborate with the community to develop a vision for Wy'East trail amenities.

**CV-E:** Maintain the quality of Gresham's natural resources and increase public access to parks and natural areas for recreation and enjoyment.

- **CV-E1:** Begin or continue construction on improvements to current and undeveloped parks as funding allows, including Gradin Sports Park, Rockwood Central and others.