

August 2023



GRESHAM STRATEGIC PLAN YEAR-END REPORT FY22-23

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GRESHAM'S STRATEGIC PLAN

What is a strategic plan?

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 guides City decision-making and is aligned with the City's annual budget process to drive progress. It is effective FY22-23 through FY24-25.

Why create a strategic plan?

The benefits of building and implementing our strategic plan include:

- A **vision** shared by community members, elected leadership, and City staff.
- **Focus** that ensures resources and attention are deployed where it counts.
- **Accountability and transparency** for community members who expect results.
- **Progress** on the strategic priorities that matter most to the community.

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



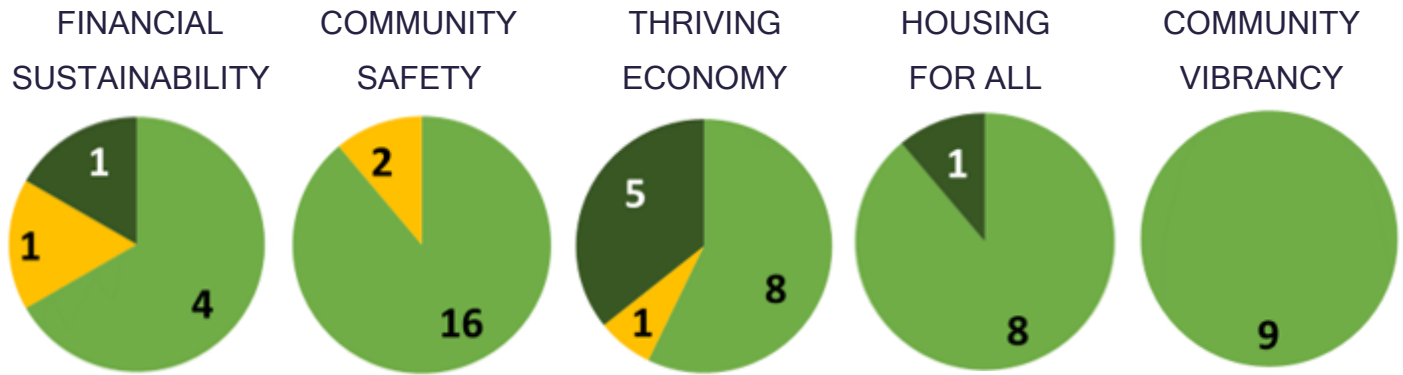
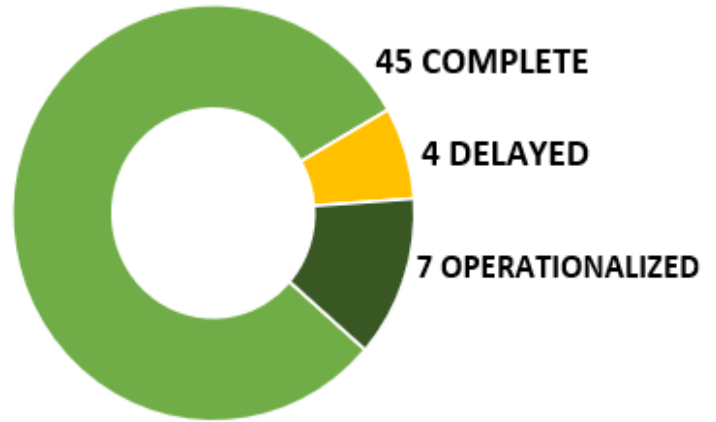
Five **strategic priorities** (right, center circle) serve as focus areas for the City's work. Each priority has an associated goal, objectives, and success measures.

PROGRESS IN YEAR ONE

Since the Plan was adopted by Council in August of 2022, staff created and implemented the first of three yearly Action Plans to advance toward our goals.

Implementation Year 1: FY2022-2023

This year's Action Plan included 56 actions that moved us closer to our Strategic Priority goals. At year-end, 45 of the 56 actions are complete. Operationalized actions have been incorporated into staff's day-to-day work and delayed actions will be reported upon in the FY23-24 Mid-Year Update. See right for the final status of our Year 1 Action Plan and below for year-end status by Strategic Priority.



Groundwater production well drilling, Sept. '22

WANT MORE DETAIL?

Here's an update on each of the 56 actions in the FY22-23 Action Plan.

FINANCIAL SUSTAINABILITY

Strategic Priority 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.

Strategic Objective 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.

| | Action / Update | Year-End Status |
|-------|--|-----------------|
| FS-A1 | Pursue development and adoption of FY 23/24 revenue tools, including conducting voter polling to explore a potential May 2023 operating levy and designing the City Services Fee. | Complete |
| | Gresham Safety Levy went out for vote in May 2023; it was unsuccessful. Council held several Work Sessions on the City Services Fee and is analyzing next steps. | |
| FS-A2 | Develop a 2024 or 2025 Parks and Recreation long term funding road map using the 2022 Parks & Recreation Funding Feasibility Study conducted by the Trust for Public Lands. | Delayed |
| | Parks and Recreation Community Advisory Group report and corresponding Funding Feasibility Study completed and presented to Council Dec. 13, 2022. This work is on hold pending progress on the City's Financial Road Map. | |

Strategic Objective 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.

| | Action / Update | Year-End Status |
|-------|--|-----------------|
| FS-B1 | <p>With assistance from consultant, execute operating levy outreach plan and continue to refine based on levy timing and scope.</p> <p>This work was complete as of May 2023.</p> | Complete |
| FS-B2 | <p>Continue to coalition-build and earn community trust of the City Manager's Office and City Council through initiatives like Champion Gresham.</p> <p>Champion Gresham was launched to build a coalition of community members who have a shared interest in the success of Gresham. Participants received monthly emails from the City Manager and had the opportunity to attend monthly interactive lunchtime webinars and four in-person events. In conjunction with Neighborhood Associations, the City will further coalition-building and trust building in Year 2 via summer neighborhood get-togethers.</p> | Operationalized |
| FS-B3 | <p>Provide more regular communication to City Council and the community on how the City has spent funds wisely, completed projects on time, and positively impacted the community.</p> <p>The initial approach is complete; however, staff are in the process of adjusting to better meet the goal.</p> | Complete |
| FS-B4 | <p>Research and, to the extent possible in Year 1, implement financial transparency tools/actions, which could include an online tool.</p> <p>Piloted monthly website/social media updates depicting general fund spending. Feedback has prompted staff to rethink the approach and identify a better solution.</p> | Complete |



Imagine Gresham Brunch in the Park, Feb. '22

COMMUNITY SAFETY

Strategic Priority 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.

Strategic Objective CS-A

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

| | Action / Update | Year-End Status |
|-------|---|-----------------|
| CS-A1 | Develop Police Department Strategic Plan in alignment with the City's Strategic Plan, incorporating the 44 recommendations from the Police Organizational Assessment. | Complete |
| | The Public Safety Strategic Plan , which includes the 44 recommendations from the third-party Police Organizational Assessment, is complete and underway. | |
| CS-A2 | Incorporate Fire Standards of Cover recommendations into Fire Department Strategic Plan. | Complete |
| | Fire Standards of Cover report completed and presented to Council in February 2023; Internal Fire Department Strategic Plan now updated to incorporate the recommendations and is underway. | |
| CS-A3 | Begin acting on the recommendations from the Fire Standards of Cover as part of Fire Department Strategic Plan implementation. | Complete |
| | Implementation of recommendations began in February 2023; Currently recruiting Fire personnel to staff Rescue 72, a key recommendation of the Fire Standards of Cover study. | |
| CS-A4 | Launch internal "safety data review and problem-solving roundtables" to adapt to safety trends in the community, identify creative solutions to safety challenges (grounded in COP and POP) and improve collaboration between all safety-related service areas. | Complete |
| | Police, Youth Services, Community Services (livability), Fire, Community Engagement and other key departments have collaboratively addressed safety challenges via regular community safety problem-solving meetings to surface issues, track trends, share information and find solutions. These meetings will continue in Year 2. | |

Action / Update (continued)**Year-End Status**

| | | |
|-------|--|----------|
| CS-A5 | Ensure the continuity of the Youth Violence Prevention program by securing renewal of the Youth Violence Prevention grant through the State of Oregon by June 2023. | Complete |
| | The City requested \$4M from the State of Oregon and was awarded \$2M for the biennium. This does not allow the program to grow but does ensure continuity of current services. | |
| CS-A6 | Improve the collection, analysis, and sharing of data and information, including launching a transparency dashboard, to improve service delivery, accountability, and collaboration for a safer Gresham. | Complete |
| | The Gresham Police Transparency Hub is now live online and displays information such as crime and incident data, workforce diversity data, and use of force metrics. | |
| CS-A7 | Employ innovative best practices to improve police recruitment, hiring, and retention and maintain service levels. | Complete |
| | The Police Department (PD) has hired 19 sworn officers, 3 senior police technicians, and 8 records/administrative support personnel (all existing but vacated positions) since 2021, via a focus on implementing best practices such as a dedicated recruiter and tools for quicker applicant processing. In Year 2, PD will continue exploring innovative ideas and collaborating with HR to fill existing vacancies and work toward full staffing. | |
| CS-A8 | Incorporate professional development opportunities to ensure public safety staff are prepared to meet the needs of the community. | Complete |
| | The Police Department has deployed the newly developed training matrix as a tool for staff to identify and take relevant training (in the Core, Advanced, and/or Leadership categories) for their position/assignment and to prepare for promotional opportunities. The PD has also leased a building for enhanced training opportunities and continues to explore and pilot technologies to improve training. | |

Strategic Objective CS-B

Develop a public safety relationship with the community to build rapport and trust.

Action / Update**Year-End Status**

| | | |
|-------|--|----------|
| CS-B1 | Develop and implement engagement plans for public safety that focus on intentional relationship building, education and fun for youth. | Complete |
| | Public safety engagement plans focused on the Gresham Safety Levy in Year 1 and included events like Safety Fest, Levy Pint Night, Senior Center Brunch, and Station Story Times. In Year 2, staff will create and implement public safety engagement plans that balance limited Police/Fire capacity with the engagement needs identified in recent organizational assessments and the City's desire to meet those needs. | |
| CS-B2 | Implement a public safety communications plan that highlights the work of both Police and Fire to address community needs. | Complete |
| | A communications plan for both the Fire and Police Departments has been created and distributed to each department's Public Information Officer (PIO). The plans include communication goals, specific tone and voice for the departments, as well as templated messaging. The Police Communications Specialist position is in the Executive interview stage, and we anticipate having the successful candidate join the City in mid-to-late August, 2023. | |

Strategic Objective CS-C

Improve livability and increase the community's sense of safety and security.

| Action / Update | | Year-End Status |
|-----------------|---|-----------------|
| CS-C1 | Collaborate to improve neighborhood and community livability and social connectivity by offering periodic community events, such as neighborhood and downtown clean-ups. | Complete |
| | This fiscal year, Youth Services organized five community clean-ups in Gresham. With support from cross-departmental staff and participation by the Youth Advisory Committee and dedicated community volunteers of all ages, these clean-ups resulted in the removal of over 2000 lbs. of trash, enhanced the beauty and safety of Gresham and provided opportunities for community connection. More clean-up projects of this kind will take place in FY23-24. | |

Strategic Objective 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.

| Action / Update | | Year-End Status |
|-----------------|---|-----------------|
| CS-D1 | Develop a coordinated strategy between Police, Parks and Recreation, and Youth Services to activate the City's parks and improve park safety. | Complete |
| | A strategy to activate parks and improve safety was created and is underway, though some components are pending additional staffing or resources. In progress now: the City hired two Parks Ambassadors to be a presence in City parks and they are rotating to ensure regular coverage at all parks. | |
| CS-D2 | Identify and promote specific actions community members and businesses can take to deter crime and violence using CPTED techniques. | Complete |
| | A CPTED informational page was added to the GreshamOregon.gov website. This features strategies community members as well as businesses can implement to improve the sense of safety and discourage harm around homes and businesses. | |
| CS-D3 | Align the Transportation System Plan with the Strategic plan, objective CS-D. | Delayed |
| | The Transportation System Plan has not begun due to contracting issues. It is expected to start in the latter half of calendar year 2023. | |

Strategic Objective 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.

| Action / Update | | Year-End Status |
|-----------------|--|-----------------|
| CS-E1 | Adopt Climate Action Plan and support plan implementation. | Delayed |
| | The draft Climate Action Plan (CAP) is complete. Community engagement has begun (delayed due to levy engagement) and will continue through summer 2023. Staff will bring a final CAP to Council in late fall, 2023. See Year 2 Action CS-E2. | |
| CS-E2 | Adopt Natural Hazard Mitigation Plan | Complete |
| | The Natural Hazard Mitigation Plan has been written and has now completed state review and FEMA approval. Awaiting Council adoption pending meeting schedules. | |
| CS-E3 | Adopt the Disaster Debris Management Plan. | Complete |
| | Disaster Debris Management Plan is complete. The Plan, which will go before Council in late 2023, will be a new annex to the City's Emergency Operations Plan. Staff training and debris management contracting will be the next steps in plan implementation. | |
| CS-E4 | Begin building the infrastructure for the Cascade Groundwater Alliance Project. | Complete |
| | Progress continues as planned on the Cascade Groundwater Alliance Project. All nine project packages are now under contract for either predesign, design, or construction. | |



Climate Action Plan Workshop July '23

THRIVING ECONOMY

Strategic Priority: Thriving Economy (TE)

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

Strategic Objective TE-A

Promote economic growth by supporting business owners, creating partnerships, and developing a strong local workforce.

| | Action / Update | Year-End Status |
|-------|---|-----------------|
| TE-A1 | Connect commercial/retail developers and brokers with opportunity sites in Gresham to encourage and incent diverse, vibrant commercial/retail development that meets our community's needs and desires. | Operationalized |
| | Staff continue to build relationships with the commercial/retail sector and seek opportunities for Gresham, which is ongoing, operational work. Staff are also making progress on a revised Economic Development Strategic Plan, which will focus efforts to address the needs for commercial/retail amenities in Gresham, in addition to industrial development. To address the impacts of changing economy, staff are exploring consultant support for a comprehensive current state/future state report on commercial/retail needs. | |
| TE-A2 | Work with companies using the Enterprise Zone program to fulfill new workforce development criteria requiring more robust community engagement activities. | Complete |
| | This work is ongoing to ensure that companies are fulfilling the Council-adopted Enterprise Zone workforce development criteria. Staff is working closely with partners and companies to provide opportunities for Gresham companies to engage in a wide variety of workforce development activities benefitting the Gresham community. Between Q2 2022 and Q2 2023, four Gresham companies were approved for the program. | |
| TE-A3 | Advocate at the state level and work in collaboration with regional workforce and education partners for sustained funding for workforce development programming. | Complete |
| | Economic Development advocated as part of the staff team supporting the Semiconductor Task Force to ensure that funding for workforce development programs were prioritized in the recommendations coming out of the task force. These recommendations would support not only the semiconductor sector but also the wider advanced manufacturing sector. In addition, MHCC received a grant from Governor Brown's Future Ready program to partner with Microchip and OnSemi on new training equipment, and should WorkSystems, Inc. receive Future Ready fund, a portion may be dedicated to East County. | |

Action / Update (continued)**Year-End Status**

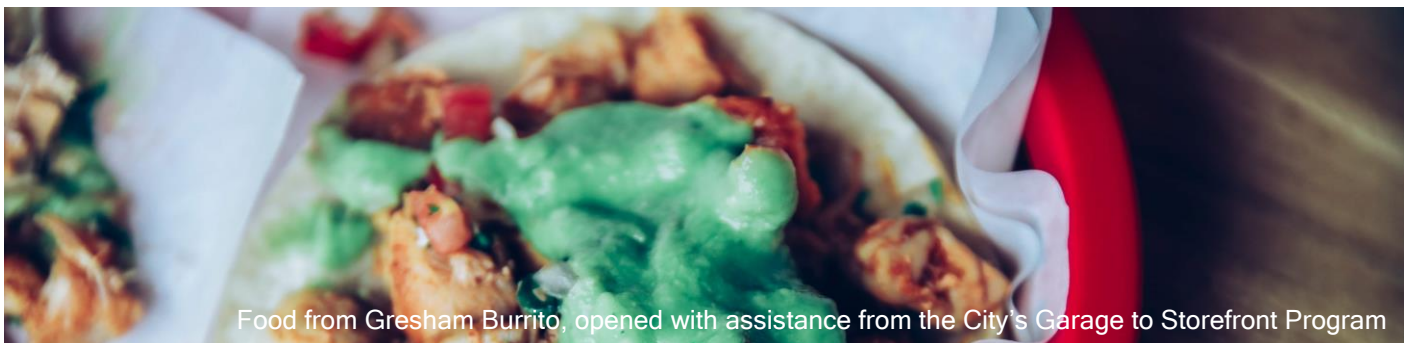
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|-------|---|-----------------|
| TE-A4 | Make connections between MHCC/ K-12 districts and employers to get industry representatives into classrooms and teachers/counselors onto manufacturing floors. | Operationalized |
| | Work is ongoing to facilitate relationships between industry and education to provide youth exposure and build Gresham's workforce pipeline. Example: Gresham Barlow School District (GBSD) joined a City site visit with Lightbox (Gresham's lab-grown diamond manufacturing facility), which led Lightbox to present in a GBSD classroom, allowing students to learn about industry in Gresham and potential careers. These connections will continue as day-to-day staff work and are now operationalized. Staff will continue to investigate elementary-aged career exposure opportunities and build upon the operational work strategically via Year 2 Action TE-A1. | |

Strategic Objective TE-B

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

Action / Update**Year-End Status**

| | | |
|-------|--|----------|
| TE-B1 | Develop relationships with CBOs working with BIPOC-owned businesses, creating a pathway for better communication with underserved communities. | Complete |
| | The City is now a member of six culturally-specific chambers and will continue relationship building as part of day-to-day operations. This work will be furthered in Year 2 by action TE-C1. | |
| TE-B2 | Update policies to provide clearer paths to business ownership as well as opportunities for Gresham businesses to provide services to the City (procurement). | Delayed |
| | Project in progress but delayed due to aspects of the project that need to be addressed but were not within the original scope, as well as due to staff capacity. Expect to report progress in 2024. | |
| TE-B3 | Establish a regular cadence and format to update and exchange best practices with CBO partners. | Complete |
| | Staff established a regular meeting between the City and community-based organizations (CBOs) focused on workforce development. The group members meet quarterly to share information, exchange best practices, and collaborate. This work will continue and is now operationalized. | |



Food from Gresham Burrito, opened with assistance from the City's Garage to Storefront Program

Strategic Objective 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.

| Action / Update | | Year-End Status |
|-----------------|--|-----------------|
| TE-C1 | Continue consistent outreach to and engagement with the business community to hear their needs and ensure awareness of City-provided services meant to support their success and growth. | Operationalized |
| | Day-to-day business retention work (regularly calling upon Gresham companies and conducting site visits to offer support and understand business needs) is ongoing and operationalized. In Year 2 via action TE-C1, staff will strategically deploy a survey (likely Fall 2023) to gather data and develop strategies to further support Gresham business success. | |

Strategic Objective TE-D

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

| Action / Update | | Year-End Status |
|-----------------|---|-----------------|
| TE-D1 | Continue leveraging the Urban Renewal District as a tool to improve the community; track and report Urban Renewal's impacts to the community. | Operationalized |
| | Urban Renewal program continues to proceed with development of Commission recommended projects within the Capital Improvement Program. This has included the sale of property to Latino Network for construction of La Plaza Esperanza, continued construction of Aviva Apartments at Downtown Rockwood, and pre-development planning of the Sunrise Site. | |
| TE-D2 | Develop a project plan and identify required resources to update the City's Comprehensive Plan and Development Code to incentivize and support future development by reflecting current trends and needs around flexibility, ease of use, and simplification of code and process. | Complete |
| | Council approved the use of American Rescue Plan Act (ARPA) funds to support the update of the City's Comprehensive Plan, which was initiated in July along with the Development Code update project. These and other key Urban Design & Planning projects are outlined in a Work Plan for the department, and staff are actively applying for grants to fund and further this critical work. | |

| Action / Update (continued) | | Year-End Status |
|------------------------------------|---|------------------------|
| TE-D3 | Ensure proper funding mechanisms and industrial site readiness programs to bring constrained properties to shovel ready status in partnership with state and regional partners. | Complete |
| | Significant advocacy work took place during the 2023 legislative session to ensure that the Regionally Significant Industrial Sites Program (RSIS) will be extended and funded for the future. The program is critical to preparing constrained industrial land for industrial development to bring investment and family wage jobs to the state. Unfortunately, the bills to extend and fund the RSIS program were not passed this session. Communication with Business Oregon is ongoing to determine how the state will support industrial land site readiness without the RSIS program. | |
| TE-D4 | Develop a network of support and services in collaboration with CBO partners to provide entrepreneurs and small businesses with the necessary resources to scale their businesses. | Operationalized |
| | Staff in Economic Development, Community Engagement, and Urban Renewal continue collaboratively building relationships and serving entrepreneurs and small businesses via the City's Small Business Center and partnerships with MESO, MHCC Small Business Development Center, IRCO and others. This work is operationalized. | |

Strategic Objective TE-E

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

| Action / Update | | Year-End Status |
|------------------------|--|------------------------|
| TE-E1 | Identify and convene a group of partners to conceptualize and scope the creation of an equitable poverty reduction and prevention plan. | Complete |
| | This spring Gresham was one of 10 cities selected nationally to participate in an "Economic Mobility and Opportunity" cohort through the International City/County Managers Association (ICMA), which included a \$30,000 grant. The grant is being used for the initial phase of data collection and analysis for the poverty reduction plan. | |
| TE-E2 | Identify and act on opportunities between Youth Services and Human Resources to revive and build upon the Pathways to Employment program. | Complete |
| | In the last year, staff identified and acted upon opportunities to revive the Pathways to Employment program including organizing a Youth Advisory Council Career Fair, conducting mock interviews, and providing resume assistance. In July, the City will begin hosting 17 SummerWorks interns and staff expect to work with schools to organize job shadow opportunities for students interested in local government. | |

HOUSING FOR ALL

Strategic Priority Housing for All (HA)

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.

Strategic Objective HA-A

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

| | Action / Update | Year-End Status |
|-------|---|-----------------|
| | Identify and advocate for direct resources to the City to assist people who are experiencing homelessness or housing insecurity through collaboration with regional and state partners. | Complete |
| HA-A1 | Gresham participated in advocacy efforts by the Oregon Mayor's Association for comprehensive homelessness funding; funds were not awarded. Gresham also participates in the Multnomah County multiagency coordination (MAC) group implementing Oregon All In to advocate for resources for Gresham to address homelessness; As yet there have been no awards, but Gresham will continue advocating as part of MAC. Expect an update on this action in Winter 23/24. | |
| | Secure ongoing funds for a program to provide housing and a time-certain, rent-free period for those experiencing homelessness. | Complete |
| HA-A2 | Successfully secured \$250,000 in ongoing annual funding from Multnomah County Joint Office of Homeless Services for deposit/rent assistance for homeless services clients. | |
| | Collaborate with nonprofit homeless service providers operating in Gresham to enhance communication and partnership. | Complete |
| HA-A3 | Staff met with and/or collaborated with organizations that operate (or will operate) shelters or homeless service programs in Gresham including All Good Northwest, My Father's House, Rockwood CDC, Bridges to Change and College Housing NW. | |

Strategic Objective HA-B

Promote and support housing development that is affordable to the Gresham community across all housing types.

| Action / Update | | Year-End Status |
|-----------------|--|-----------------|
| HA-B1 | Fund the development of housing that is affordable to community members and encourage homeownership using Metro Affordable Housing Bond Funding and HUD (Housing and Urban Development) HOME funding. | Complete |
| | Gresham released an RFP for the remaining Metro Housing Bond funding in early 2023. In June, City Council supported funding two affordable ownership proposals and two affordable rental housing developments with the remaining funding. | |
| HA-B2 | Seek Council direction on potential implementation of actions or initiatives identified in the complete 2023 Housing Production Strategy as feasible. | Complete |
| | Staff completed the Housing Production Strategy and Council adopted it on May 6, 2023. Implementation work will continue via Year 2 Action HA-B2, including an annual report to the State, which will be shared with Council and community. | |
| HA-B3 | Monitor state resources available for the development of affordable ownership housing and work with developers to access funding. | Complete |
| | Staff has monitored available state resources for both affordable homeownership and affordable rental housing developments. The State passed some expanded funding and is in the process of standing up new programs. Staff have worked with developers interested in Metro Housing Bond and HOME funding to ensure they're aware of other State resources they may be able to access. | |
| HA-B4 | Participate in the NYU Furman Center Housing Solutions Lab in Fall 2022 to evaluate local housing strategies for Gresham to implement. | Complete |
| | In October 2023, staff participated in 6 workshop sessions focused on helping cities plan, launch, and evaluate evidence-based local housing policies that advance racial equity; increase access to opportunity; and improve long-term health and wellbeing for residents. Key takeaways are being implemented into housing work now. | |

Strategic Objective HA-C

Serve as a community partner to support housing stability by providing access to tools and resources.

| Action / Update | | Year-End Status |
|-----------------|---|-----------------|
| HA-C1 | Invest Gresham's annual CDBG and HOME funding to meet the needs of community members facing housing instability and homelessness. | Complete |
| | FY22-23 work completed mid-year. In June, Council passed CDBG and HOME funding budgets for FY23-24. Multiple projects supporting community members facing housing instability will be funded in the next fiscal year, including affordable rental housing development, homeownership assistance, home weatherization assistance, rent assistance, emergency home repairs, and home accessibility upgrades for people with disabilities. | |
| HA-C2 | Continue developing relationships with resource providers and connecting community members in need with applicable housing-related resources. | Operationalized |
| | Gresham's Housing Resources Coordinator was hired just prior to FY 22-23. In the past year, that position has successfully developed relationships with local service providers and connected community members in need with services. This work will continue and is now operationalized | |

COMMUNITY VIBRANCY

Strategic Priority Community Vibrancy (CV)

Community members and visitors come and find a wide choice of activities and opportunities to enjoy recreation and nature. We celebrate Gresham's many cultures and vibrant neighborhoods.

Community events bring us together and build a shared sense of belonging.

Strategic Objective CV-A

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

| | Action / Update | Year-End Status |
|-------|--|-----------------|
| CV-A1 | Repurpose Arts and Cultural Assistance Grant to focus solely on cultural events to allow for additional funding using existing budget and funnel arts and other project ideas to the Community Enhancement Grant program. | Complete |
| | Seven community groups were awarded Cultural Events Grants totaling \$30,550 in January 2023. In addition, 13 community groups were awarded Community Enhancement Grants totaling \$59,700 in May 2023. The City expects to provide even more resources in FY23-24 thanks to increased funding from Metro. | |
| CV-A2 | Conduct a scan of existing community events, identify gaps, and develop long term plans for City-hosted events and ownership, and opportunities to partner to encourage community events with financial or in-kind support. | Complete |
| | Staff completed an initial scan, evaluated gaps, and have committed to adding one additional "signature City event" in 2023 (Rock the Block). Staff also categorized and will track City-led events to ensure a diverse set of community needs are met, which will aid in event-related decision making. To further this goal and address limited resources in Year 2, staff will pursue additional external funding for City-led events as well as encourage high-quality community-led neighborhood events via Y2 Actions CV-A1 and CV-A2. | |

Strategic Objective CV-B:

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

| Action / Update | | Year-End Status |
|-----------------|--|-----------------|
| CV-B1 | Explore staffing model that would build and manage partnerships with sports field users and allow for modest evening and weekend support of City-owned recreation facilities to provide a higher level of customer service and increase usage. | Complete |
| | Interim staffing change was made in Q3 to better collaborate between Parks operations and special events/field users. Full implementation of a new staffing model is contingent on additional resources and/or reallocation of existing FTE. | |
| CV-B2 | Develop and enhance usage of existing community spaces for all ages to recreate and gather. | Complete |
| | Work is ongoing to leverage existing community resources, support local businesses, and increase access for residents; In FY22-23, examples include: the gym and cafeteria spaces at East Gresham Elementary were used for a pilot recreation program in partnership with PlayEast; City Hall meeting rooms are hosting PlayEast summer camps; and Rock Haven climbing gym has been used for free, monthly community climb days sponsored by Parks & Recreation. | |
| CV-B3 | Assess the City's parks inventory and determine what capital improvements could enhance cultural, arts, and recreational programming for youth and adults. Explore ways to implement community feedback on the Parks Master Plan. | Complete |
| | Initial assessment has been completed via the Parks and Recreation Community Advisory Group, and an update to the Parks System Plan is underway in Q4. Park upgrades are in progress or completed at Gradin, Nadaka, Red Sunset, Aspen Highlands, Rockwood Central and Yamhill Parks. | |

Strategic Objective CV-C

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

| Action / Update | | Year-End Status |
|-----------------|---|-----------------|
| CV-C1 | Evaluate the Neighborhood Association purpose and structure to explore innovative ways to build authentic engagement and social connection for stronger neighborhoods. | Complete |
| | The evaluation of citywide community volunteer opportunities has been completed with representation from all Gresham neighborhoods. Staff continue to explore innovative ways to build authentic engagement and social connection. Implementation of any changes will be complete via Year 2 Action CV-C1 in partnership with the Coalition of Gresham neighborhoods. | |

Strategic Objective 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.

| Action / Update | | Year-End Status |
|-----------------|--|-----------------|
| CV-D1 | Continue the work of the One Gresham initiative, leveraging community investments within our core regional centers, and completing a conceptual plan for the future of Civic Neighborhood by June 2023. | Complete |
| | The Civic Neighborhood Conceptual Master Plan is complete and was presented to Council in April 2023. Work is ongoing with developers and property owners related to potential development opportunities in support of the One Gresham Initiative. | |

Strategic Objective CV-E

Maintain the quality of Gresham’s natural resources and increase public access to parks and natural areas for recreation and enjoyment.

| Action / Update | | Year-End Status |
|-----------------|--|-----------------|
| CV-E1 | Launch Design Phase II of the Gradin Community Sports Park in preparation for construction in FY23/24. | Complete |
| | The project has launched. Mackenzie Inc. was selected as the design consultant for Gradin in Q2. Design is underway, and the project is currently in the land use review stage. | |
| CV-E2 | Explore best practices for creating, maintaining, and communicating an annual inventory of public and private parks and recreation assets to assist the community with accessing these assets. | Complete |
| | A consultant wrapped up creation of an online inventory of public parks/rec assets near the end of Q4. Additionally, the City is now included in the quarterly recreation guide published by PlayEast. | |



PlayEast! Skyhawks Sports Camp, Summer '23

REPORTING OUR PROGRESS

Tracking our progress keeps us transparent and holds us accountable. The Gresham community can expect a formal update on Strategic Plan progress at least twice per year.

With the first year of Strategic Plan implementation complete, we can now compare our benchmark data to our Year 1 data!

Benchmarks + Yearly Evaluation

To know we’ve made progress, we must know where we started. The Strategic Plan includes 16 high-level success measures to help illustrate the impact of our actions and track wellbeing in the community. The benchmarks serve as our baseline, or our first measurement. Each year, we will gather data on these measures and begin to understand trends. See new Year 1 data below.

| | Success Measure | Benchmark | Year 1 |
|--------------------------|---|--|---|
| Financial Sustainability | Meet the City’s Financial Road Map revenue targets each year. | \$0 of \$28.2M (Begin FY2022-2023) | \$0 of \$28.2M (End FY2022-2023) |
| | Achieve the highest rating from a yearly third-party financial audit. | Unmodified (FY2021-2022) <i>This is the highest rating. No errors or deficiencies were identified in the audit.</i> | TBD (FY2022-2023) <i>Auditor’s decision expected Dec. 2023. Will provide at Mid-Year Update.</i> |

| | Success Measure | Benchmark | Year 1 |
|------------------|---|--|---|
| Community Safety | Decrease in the crime rate. | Updated Benchmark (2021) Crimes against Persons: 949 Crimes against Property: 4,627 ----- Original Benchmark <i>In development.</i> | (2022) Crimes against Persons: 887 Crimes against Property: 4,964 |
| | Increase in the community’s feelings of safety. | “Feelings of safety” to be measured via statistically valid community survey in 2024. | “Feelings of safety” to be measured via statistically valid community survey in 2024. |

| | Success Measure | Benchmark | Year 1 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
|------------------|---|--|--|----------------|-----------------|---------|----------------|-----------|-----|-----|---|---|----------|-----|-----|----|----|--------|----|----|---|---|-------|-----|-----|----|----|------|--------|-----------------|---------|----------------|-----------|----|----|----|----|----------|-----|-----|----|----|--------|----|---|----|---|-------|-----|-----|----|----|--|-----------|--------|-----------------|---------|----------------|-----------|-----|-----|---|---|----------|-----|-----|---|----|--------|---|---|---|---|-------|-----|-----|----|----|
| Community Safety | Decrease in traffic, bicycle, and people-on-foot accidents, injuries, and deaths. | <p>Updated benchmark (FY2021-2022)</p> <table border="1"> <thead> <tr> <th>2021-2022</th> <th>Counts</th> <th>Traffic/Vehicle</th> <th>Bicycle</th> <th>People on Foot</th> </tr> </thead> <tbody> <tr> <td>Accidents</td> <td>599</td> <td>595</td> <td>1</td> <td>3</td> </tr> <tr> <td>Injuries</td> <td>204</td> <td>162</td> <td>11</td> <td>31</td> </tr> <tr> <td>Deaths</td> <td>15</td> <td>10</td> <td>0</td> <td>5</td> </tr> <tr> <td>Total</td> <td>818</td> <td>767</td> <td>12</td> <td>39</td> </tr> </tbody> </table> <hr/> <p>Original benchmark (<i>search criteria error</i>)</p> <table border="1"> <thead> <tr> <th>2022</th> <th>Counts</th> <th>Traffic/Vehicle</th> <th>Bicycle</th> <th>People on Foot</th> </tr> </thead> <tbody> <tr> <td>Accidents</td> <td>46</td> <td>46</td> <td>ND</td> <td>ND</td> </tr> <tr> <td>Injuries</td> <td>146</td> <td>109</td> <td>10</td> <td>27</td> </tr> <tr> <td>Deaths</td> <td>10</td> <td>6</td> <td>ND</td> <td>4</td> </tr> <tr> <td>TOTAL</td> <td>202</td> <td>161</td> <td>10</td> <td>31</td> </tr> </tbody> </table> | 2021-2022 | Counts | Traffic/Vehicle | Bicycle | People on Foot | Accidents | 599 | 595 | 1 | 3 | Injuries | 204 | 162 | 11 | 31 | Deaths | 15 | 10 | 0 | 5 | Total | 818 | 767 | 12 | 39 | 2022 | Counts | Traffic/Vehicle | Bicycle | People on Foot | Accidents | 46 | 46 | ND | ND | Injuries | 146 | 109 | 10 | 27 | Deaths | 10 | 6 | ND | 4 | TOTAL | 202 | 161 | 10 | 31 | <p>Year 1 (FY2022-2023)</p> <table border="1"> <thead> <tr> <th>2022-2023</th> <th>Counts</th> <th>Traffic/Vehicle</th> <th>Bicycle</th> <th>People on Foot</th> </tr> </thead> <tbody> <tr> <td>Accidents</td> <td>330</td> <td>326</td> <td>2</td> <td>2</td> </tr> <tr> <td>Injuries</td> <td>135</td> <td>106</td> <td>8</td> <td>21</td> </tr> <tr> <td>Deaths</td> <td>9</td> <td>5</td> <td>0</td> <td>4</td> </tr> <tr> <td>Total</td> <td>474</td> <td>437</td> <td>10</td> <td>27</td> </tr> </tbody> </table> | 2022-2023 | Counts | Traffic/Vehicle | Bicycle | People on Foot | Accidents | 330 | 326 | 2 | 2 | Injuries | 135 | 106 | 8 | 21 | Deaths | 9 | 5 | 0 | 4 | Total | 474 | 437 | 10 | 27 |
| | 2021-2022 | Counts | Traffic/Vehicle | Bicycle | People on Foot | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Accidents | 599 | 595 | 1 | 3 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Injuries | 204 | 162 | 11 | 31 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Deaths | 15 | 10 | 0 | 5 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Total | 818 | 767 | 12 | 39 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 2022 | Counts | Traffic/Vehicle | Bicycle | People on Foot | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Accidents | 46 | 46 | ND | ND | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Injuries | 146 | 109 | 10 | 27 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Deaths | 10 | 6 | ND | 4 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| TOTAL | 202 | 161 | 10 | 31 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 2022-2023 | Counts | Traffic/Vehicle | Bicycle | People on Foot | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Accidents | 330 | 326 | 2 | 2 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Injuries | 135 | 106 | 8 | 21 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Deaths | 9 | 5 | 0 | 4 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Total | 474 | 437 | 10 | 27 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | Increase in the community's trust of local government. | "Trust" to be measured via statistically valid community survey in 2024. | "Trust" to be measured via statistically valid community survey in 2024. | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |

| | Success Measure | Benchmark | Year 1 |
|------------------|---|--|--|
| Thriving Economy | Increase in average wage or salary. | <p>Updated benchmark (Q4 2021) \$70,461 <i>Average salary/wage of workers in the City of Gresham, not necessarily residents.</i></p> <hr/> <p>Original benchmark (Q1 2022) \$71,607 <i>Updated to align timing/data availability</i></p> | <p>\$74,571 (Q4 2022) <i>Average salary/wage of workers in the City of Gresham, not necessarily residents.</i></p> |
| | Increase in new jobs. | <p>Updated benchmark (Q4 2021) 38,840 <i>Number of jobs available in Gresham.</i></p> <hr/> <p>Original benchmark (Q1 2022) 39,442 <i>Updated to align timing/data availability</i></p> | <p>39,924 (Q4 2022) <i>Number of jobs available in Gresham</i></p> |
| | Increase in jobs providing a living wage. | <p>23,917 (Q1 2022) <i>Jobs available in Gresham that provide a living wage, defined by WorkSystems Inc. as paying between \$14.92/hr–\$31.61/hr.</i></p> | <p>This success measure is currently under revision.</p> |

| | Success Measure | Benchmark | Year 1 |
|-----------------|---|--|---|
| Housing for All | Decrease in number of people of people experiencing chronic homelessness. | <p>48 people (2022) <i>The Point in Time count (PIT) represents unsheltered individuals at the time of the count, which may include individuals experiencing chronic homelessness.</i></p> | <p>TBD (2023) <i>The 2023 PIT count took place on January 24, 2023. The County's final report is not yet available. 2023 PIT to be provided at Mid-Year Update.</i></p> |

| | Success Measure | Benchmark | Year 1 |
|-----------------|--|---|---|
| Housing for All | Decrease in the percentage of households paying more than 30% of income on rental housing. | <p>Updated benchmark 61.6% <i>Gresham households paying more than 30% of income on rental housing (2015-2020 ACS)</i></p> <p>-----</p> <p>Original benchmark <i>(changed due to new calculations that provide the exact success measure rather than an approximation via two numbers, as below)</i> - 44% of <i>Gresham renters and home-owners paying 30% or more on housing. (2021 HCA)</i> - 35% of <i>Gresham renters paying 50% or more on housing. (2020 ACS)</i></p> | 60.5% <i>Gresham households paying more than 30% of income on rental housing (2016-2021 ACS)</i> |

| | Success Measure | Benchmark | Year 1 |
|--------------------|---|---|--|
| Community Vibrancy | Increase in the number and variety of amenities available to the community. | 0 <i>New amenities to be recorded for FY2022-2023 and reported at year end.</i> | 11 New amenities (FY2022-2023) <i>Amenity is defined as "a desirable or useful feature or facility that enhances livability, vibrancy or attractiveness for residents or visitors. May be publicly or privately owned as long as benefits are extended to the public."</i> |
| | Increase in the number of City-hosted or City-sponsored community events. | <p>Updated benchmark <i>(new data source)</i> 83 <i>(16 City-hosted and 67 City-sponsored in FY2021-2022)</i></p> <p>-----</p> <p>Original benchmark 17 <i>(events that were City-hosted or City-sponsored in FY2021-2022.)</i></p> | 126 <i>(47 City-hosted and 49 City-sponsored in FY2022-2023)</i> |
| | Increase in the percentage of households that live within a half-mile distance from a developed neighborhood or community park. | 64% (2022) | "Distance from a developed neighborhood or community park" to be measured in Summer 2025 (the end of the Strategic Plan cycle) due to the longer-term nature of park development. |
| | Increase in participation in City recreational programming. | 4,000 participants (FY2021-2022) | 14,300 participants (FY2022-2023) |
| | Increase in community members' sense of belonging | "Sense of belonging" to be measured via statistically valid community survey in 2024. | "Sense of belonging" to be measured via statistically valid community survey in 2024. |

WHAT'S NEXT?

More Strategic Plan progress

With Year 1 complete, we reflected on progress to date, considered changes in the operating environment, and developed the Year 2 Action Plan. Work is already underway on the 48 actions in our Year 2 Action Plan, effective July 1, 2023 through June 30, 2024. This work is aligned with and aided by Gresham City Council's high-level activities to further Gresham's five Strategic Priority goals.

In Fiscal Year 2023-2024, staff will:

- Implement the Year 2 Action Plan
- Provide regular updates to Council and community, specifically:
 - A formal Mid-Year Report in early 2024
 - An informal Spring 2024 update
 - A formal Year-End Report in summer 2024
 - Storytelling along the way
- Continue to develop and refine additional data sources to effectively measure performance and impact and ensure service delivery is meeting community needs

QUESTIONS?

Contact us

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- Bryan Hernandez, Performance & Innovation Analyst, Bryan.Hernandez@GreshamOregon.gov

