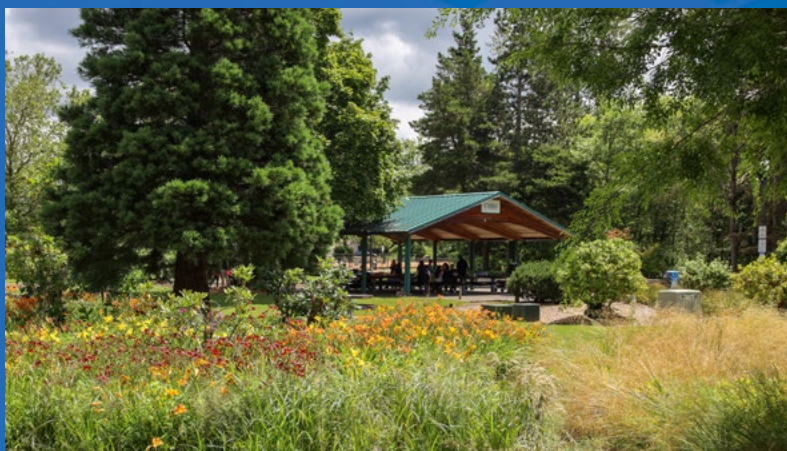




GRESHAM *Strategic Plan*

2022-2025



CITY OF GRESHAM

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Dear Gresham,

After months of engagement, community building and collaboration, we are pleased to present to each of you Gresham's three-year citywide Strategic Plan. Much like a road map or blueprint, this plan serves as our guide as we work together to build up the city we all call home. Together, we created a 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.

As we all work to deliver on these ideals, we acknowledge the road we have ahead to meet these expectations. And while your local city government continues with a clear focus on delivering world-class service, every day, this document is a public declaration of our commitment. A commitment to an aspirational and inclusive future, a commitment to live up to our fullest potential, and yes, a commitment for the public to hold us, as elected leaders, accountable.

Key to the formation of this Strategic Plan is the input and feedback we received from each one of you. It was built and informed by your needs, your priorities, your dreams, and through discussions we had over the past year with the diverse members of our community. This is your plan.

Gresham already has a government with an enduring drive to serve. But Gresham deserves a government with the vision and resources to deliver the core services you rely on, keep you safe, improve your well-being, and provide the opportunity to reach your highest potential. This plan is the first step on an exciting journey toward this future. Join us as we move forward, putting this plan into action with your support, to build our future together.

Sincerely,

Mayor Travis Stovall

Councilor Dina DiNucci

Council President Eddy Morales

Councilor Vince Jones-Dixon

Councilor Mario Palmero

Councilor Sue Piazza

Councilor Janine Gladfelter

PLAN AT A GLANCE

MISSION

(the City's purpose for being)

To foster a safe, thriving, and welcoming community for all.

VISION

(our shared idea of the future)

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

(expectations for City decision making and service delivery)

DIVERSITY, EQUITY, AND INCLUSION: Achieve equitable outcomes for the people of Gresham by providing opportunities to hear all voices, undoing and righting past inequities, drawing upon community diversity in decision making, and developing a City workforce that reflects the community.

STEWARDSHIP OF RESOURCES:

Ensure practical use of resources now and for the future by managing priorities, using partnerships, and applying data to make decisions that support the City and community's financial well-being, protect the environment and nurture civic trust.

AUTHENTIC ENGAGEMENT:

Connect with the people of Gresham, businesses, community organizations, and other partners to make informed decisions together by repairing and



building trust between the City and Gresham community, empowering community members to get involved, and communicating the impact decisions have on our community.

INNOVATIVE AND ADAPTIVE:

Embrace creativity and respond to trends, technologies and changing community needs by using well-timed, flexible, accessible, and resourceful approaches and modern practices to solve problems and promote positive change.

TRUSTWORTHY AND ACCOUNTABLE:

Earn the trust and confidence of the community by clearly communicating the City's

intentions and decisions, improving or expanding access and availability to the City's information and business practices, and taking responsibility for all that we do.

STRATEGIC PRIORITIES

(our focus)

Financial Sustainability

Community Safety

Thriving Economy

Housing for All

Community Vibrancy



Why a Strategic Plan? Results for the community

We know our community has big dreams for Gresham and we want to see them come true.

Gresham's citywide Strategic Plan lays a foundation for this progress, defines our shared vision for the future, and focuses City resources on five key strategic priorities: Financial Sustainability; Community Safety; Thriving Economy; Housing for All; and Community Vibrancy.

These priorities, and their supporting goals and objectives, came from considerable community input and feedback. These priorities drive us toward meaningful outcomes for you, Gresham, and big steps forward on the road to reaching our collective long-term vision.

What does a strategic plan do? Charts the course

The Strategic Plan's three-year timeline allows for thoughtful sequencing of initiatives. And the alignment with the City's annual budget process creates a stronger connection between finances and operations.

With the Strategic Plan as a guide, other City plans and initiatives can be built to align. In addition to priorities, goals and objectives, this plan includes success measures for government transparency, accountability, and ongoing improvement.



How did we arrive at this plan? Together

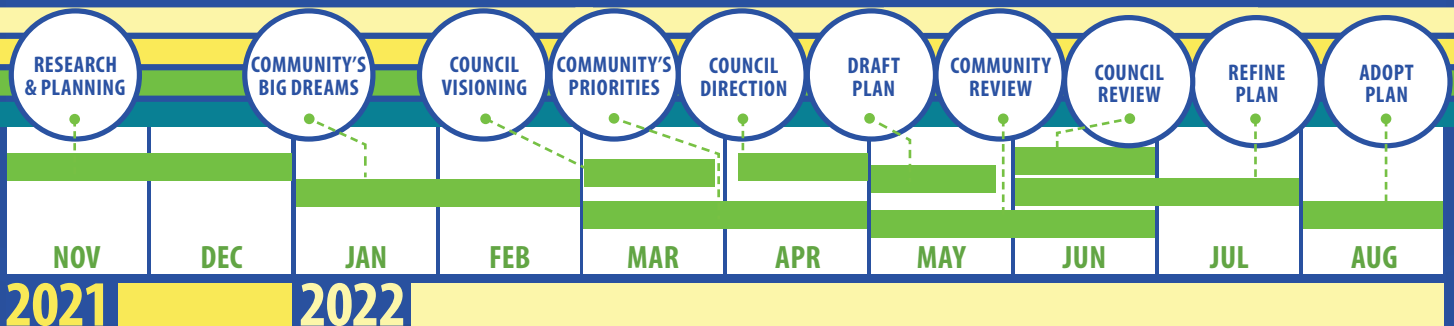
Gresham's Strategic Plan is the result of Imagine Gresham, a large public engagement effort. Its thousands of data points came straight from our community members. Using this input as a foundation, your elected Mayor and City Council carefully guided the plan's development.

Then, expert consultants and staff wrote and refined the plan. And, finally, all stakeholder groups reviewed the draft Strategic Plan.

To all, our sincere thanks for your contributions. Your engagement in this process has laid the groundwork for our exciting path to the future.

PLAN DEVELOPMENT TIMELINE

NOVEMBER 2021 THROUGH AUGUST 2022



Goal: (where we're headed)

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.

Objectives: (what we'll focus on to get there)

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

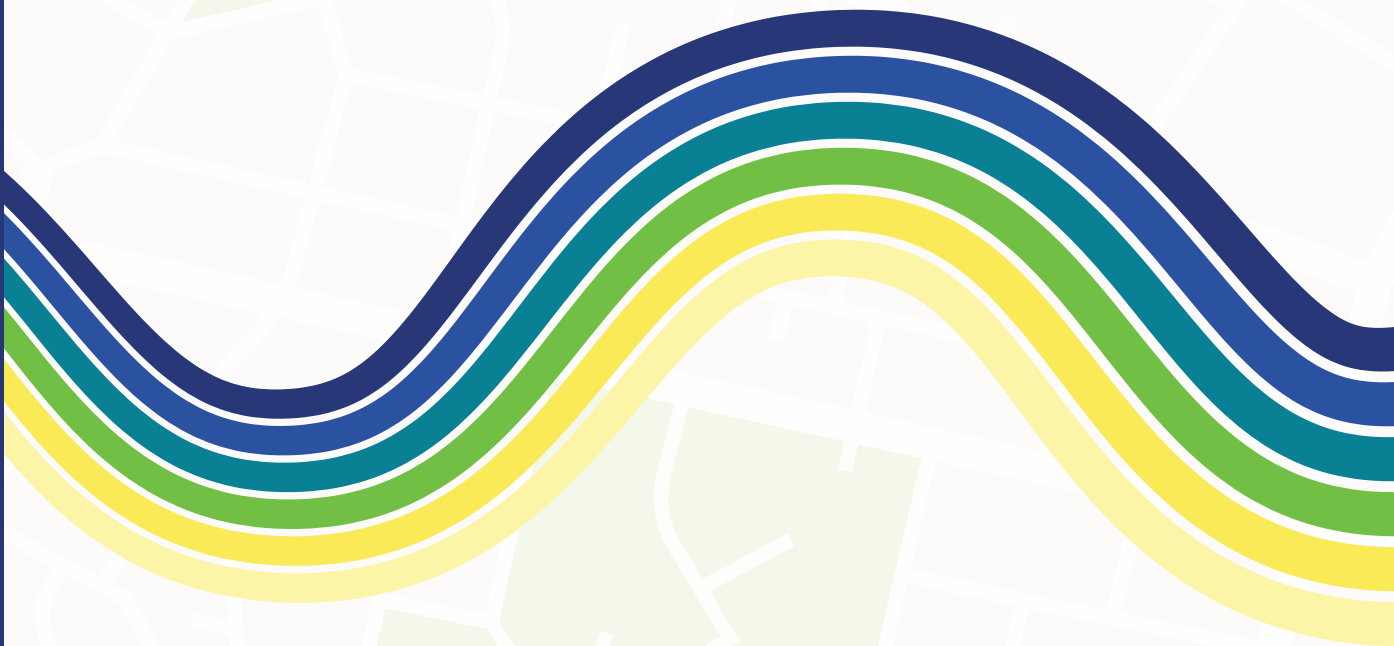
Success Measures: (how we'll know we're successful)



• Meet the City's Financial Road Map revenue targets each year. Measured annually.



• Achieve the highest rating from a yearly third-party financial audit. Measured annually.





“We don’t have a lot of resources, but this community is very committed and resilient and that’s the strength and hope I can see from people in Gresham. Community engagement is a key: If you engage with people to understand their struggles and needs, the City can create programs and services that cater to those needs. And if everybody has a part in it, and everybody takes ownership, then everybody feels financial responsibility. So, for the financial stability of the City, I think listening and hearing what people’s priorities are helps build that support—people want to be a part of it.”

— Eric Trinh, Policy and Engagement Manager, Rockwood Community Development Corporation



“I’d love to see a Gresham where I could walk safely to a grocery store, or a shopping center with a variety of shops. I’d like to encourage the taking down of barriers so that we have a network of paths where I would get to know people that live across Division from me.”

— Neta Courcay, Gresham resident

Goal: (where we're headed)

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.

Objectives: (what we'll focus on to get there)

- Explore creative ways to supply community safety that maintain core service levels, adapt to community needs, and public safety best practices.
- Develop a public safety relationship with the community to build rapport and trust.
- Improve livability and increase the community's sense of safety and security.
- Enhance safety around the city's streets, parks, neighborhoods, and transportation networks. Use crime prevention design to reduce harm and improve safety for all.
- 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.

Success Measures: (how we'll know we're successful)



- Decrease in the crime rate. Measured annually.



- Decrease in traffic, bicycle and people on foot accidents, injuries and deaths. Measured annually.



- Increase the community's level of trust in City government; via a future community survey. Measured every two years.



- Increase in community's feelings of safety; via a future community survey. Measured every two years.

Goal: (where we're headed)

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

Objectives: (what we'll focus on to get there)

- Promote economic growth by supporting business owners, creating partnerships, and developing a strong local workforce.
- Develop creative ways to keep existing businesses and recruit new ones with a focus on the diversity of business owners.
- 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.
- Lay the groundwork for economic opportunity and mobility for all by prioritizing long-term planning to support future development.
- Develop and start an equitable poverty reduction and prevention plan to address the root causes of poverty and improve overall community wealth.

Success Measures: (how we'll know we're successful)



• Increase in average wage or salary. Measured annually.



• Increase in new jobs. Measured annually.



• Increase in jobs providing a living wage. Measured annually.





“I love Gresham, it’s a big city with a small-town feel and everybody supports each other. I want Gresham to continue to reinvest in businesses—bring them here. There’s a climbing gym coming to town, which is awesome. So, more of those activities, more of those restaurants, more of those pieces that continue to grow what’s in Gresham. Continue to bring out super-cool businesses and activities for the people who are living here and to draw people who don’t live here into Gresham.”

— Colin Rath, Co-founder and Director of Pubs, Migration Brewing



“I went through a lot of being outside on the streets, you know, for 13 years. So, this is one of those dreams come true, like I have to pinch myself. Truthfully, I never thought this day would come — because it’s really hard to find help, at least the right help. The City kept finding me sleeping on the bike trails, so they introduced me to Willie (City of Gresham Homeless Services Specialist) and they said he can help me. And he did. He’s like family. And now I have my own place – I love this place, with my own kitchen. I can’t wait to cook!”

— Eddie Coleman, Gresham resident, Homeless Services client, on move-in day



Goal: (where we're headed)

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.

Objectives: (what we'll focus on to get there)

- Provide resources to those experiencing homelessness or housing insecurity through collaboration and partnership with other government agencies, nonprofits and the private sector.
- Promote and support housing development that is affordable to the Gresham community across all housing types.
- Serve as a community partner to support housing stability by providing access to tools and resources.

Success Measures: (how we'll know we're successful)



- Decrease in percentage of people experiencing chronic homelessness. Measured annually.



- Decrease in percentage of households paying more than 30 percent of income on rental housing. Measured annually.






Goal: (where we're headed)

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.

Objectives: (what we'll focus on to get there)

- Support and host community events that nurture community pride, celebrate diversity and build Gresham's reputation as a destination city.
- Support and increase a mix of recreational, arts, and cultural programming for youth and adults to foster community well-being for everyone.
- Promote connection for community members, both social and physical, to meet everyone's needs regardless of physical ability, language, digital access, etc.
- 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.
- Maintain the quality of Gresham's natural resources and increase public access to parks and natural areas for recreation and enjoyment.

Success Measures: (how we'll know we're successful)

-  • Increase in the number and variety of amenities available to the community. Measured annually.
-  • Increase in the number of City-hosted or City-sponsored community events. Measured annually.
-  • Increase in the percentage of households that live within a half-mile distance from a developed neighborhood or community park. Measured at the beginning and end of the Strategic Plan cycle, every three years.
-  • Increase in participation in City recreational programming. Measured annually.
-  • Increase in community members' sense of belonging; via a future community survey. Measured every two years.



“We love the little Gresham town feel right outside of Mt. Hood, just the smaller community, but full of life too. You can come down here on the weekend and it’s just hopping and bopping and there is always something to do. I love that the city where I live is actively seeking information and feedback from the community. I had not experienced that before, so the opportunity to share my ideas was really energizing. Gresham really is inclusive, and I really think that’s something to continue to build on. It’s a great starting point, but we can definitely bring some more diversity, especially with small businesses and things like that.”

— Faith Knytych, Gresham resident

WHAT'S NEXT?

PUTTING THE PLAN INTO ACTION

THE WHAT AND THE HOW

Built to endure the changes of a three-year period, while staying relevant, this Strategic Plan is high level. This means it says what the City will focus on to achieve Gresham's goals. To keep the flexibility to adjust our approach, learn from mistakes, take advantage of opportunities, or try something new, a yearly implementation plan will detail the how.

As needs or opportunities shift over time, the City expects to address changes within the yearly implementation plan and in the City's budget process.

MEETING EXPECTATIONS

The City will also address the five guiding principles identified by the community and Council: Diversity, Equity, and Inclusion; Stewardship of Resources; Authentic Engagement; Innovative and Adaptive; Trustworthy and Accountable.

These guiding principles are expectations for how the City makes decisions and delivers services. Employees will apply these principles in their day to day work.

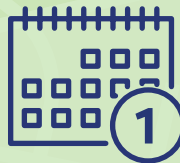


KEEPING TRACK OF PROGRESS

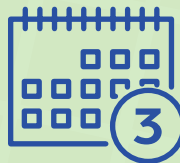
How are we doing? We'll let you know! The City will check our progress toward the Strategic Plan goals, as well as report on the success measures. Tracking keeps us transparent and holds us accountable.

The City will provide the community with a mid-year written report and year-end Council presentation. Community members can expect to understand what the City is working on and the benefits that will result.

We're committed to focusing resources on the strategies— that best serve the needs and desires expressed by our community – captured in this plan. The goal is to report updated measures of progress over time.



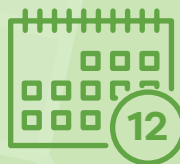
MONTHLY City Staff will evaluate and discuss progress on Strategic Plan goals.



QUARTERLY City leadership will provide the City Manager's Office with progress updates for each Strategic Plan goal.



TWICE A YEAR The City Manager's Office will prepare an update to the Council for each Strategic Plan goal, including significant wins and challenges.



ANNUALLY The City Manager's Office will prepare a year end update detailing progress on each Strategic Plan goal. Report to be presented to Council and shared on GreshamOregon.gov for public access.



Dear Gresham,

Just over a year ago in 2021, when I moved my home to Gresham to serve as City Manager, I was struck by what a welcoming community I had joined. For a city of 114,000 people, this small-town feel is something extraordinary. From the lush natural areas and distinctive cultural diversity to our charming neighborhoods and lively commercial centers, there is so much to love. But what tops it all is the people who care so deeply about this place – those who are new to town, those who have roots going back generations, and those in between. Gresham has that special mix, and I'm proud to call it home.

I know each of you has big dreams for Gresham. I do too! And so does our dedicated City Council, who have a heart for this community and a commitment to ensuring exceptional services, 21st-century amenities, and quality of life second to none. I am thrilled about our Strategic Plan as a tool to move us forward – our shared vision, the five strategic priorities, and the goals and objectives that will help us build the future. I look forward to the next three years as we turn this plan into results for the community. Yes, we do face difficult challenges with limited resources. With our Strategic Plan and Financial Road Map, we are confronting them head-on, and together, I know we can pull it off.

As we work together to implement the priorities in this Strategic Plan, rest assured that the City will also continue providing the core services and maintaining the assets and infrastructure you rely on every day. From safe drinking water to roadways and streetlights, I'm incredibly proud of my staff, Team Gresham, for their responsiveness and dedication to serving the community in efficient, equitable and innovative ways.

I think Gresham's future is bright. You spoke, Gresham, and we heard you. From school kids to business owners to neighbors, your voices shaped this plan. Thank you! It will take all of us working together to achieve our dreams, but no doubt, Gresham's best days are ahead. Now, we roll up our sleeves and make it happen!

Sincerely,

City Manager Nina Vetter



Acknowledgments

Just like our success in fulfilling this Strategic Plan depends on working together, so does successfully creating a strategic plan. We couldn't have done it without you!

Engagement, collaboration, partnership and commitment can make all the difference. Sincere thanks to the many community members, groups, businesses, organizations, schools, youth, and volunteers who had a hand in building this plan. Your contributions are the bricks that pave the path to our future.

While making a list makes us nervous about leaving someone out, we must acknowledge and thank...

- The Gresham community!
- Elected leaders Mayor Travis Stovall, Councilor Dina DiNucci, Council President Eddy Morales, Councilor Vince Jones-Dixon, Councilor Mario Palmero, Councilor Sue Piazza, Councilor Janine Gladfelter
- Council Citizen Advisory Committees and liaisons
- City Manager Nina Vetter and members of the Executive Leadership Team, City department directors, and staff
- The Strategic Planning Project Team and Steering Committee
- Michelle Kennedy, Christine Moses, and the consultant team with Berry, Dunn, McNeil & Parker

Imagine GRESHAM

Road to a strategic plan

What are your big dreams for Gresham?

"To become the recreational destination it deserves to be, to up the economy and support local businesses."

- Imagine Gresham participant

Phase one

Imagine Gresham kicked off in November of 2021, asking the community to dream big about what they wanted for the future and what they loved about Gresham.

More than 3,300 ideas and interactions poured in from events, schools, businesses, focus groups and online workshops.

In phase one the top identified themes were:

- Community center
- Recreation
- Parks
- Community safety
- Economic development



19 themes that emerged during phase one of Imagine Gresham

Phase two

With phase two we went back to the community, via survey, to confirm that the themes we heard, during phase 1, were reflective of their wants and needs. Survey data from 578 participants shows that a majority of them agree the 19 themes identified are an accurate reflection of what we heard in phase one.

Phase two also showed how the community wanted to prioritize needs over some of their initial wants or dreams. The top five priorities through the data gathered in phase two were:

- Community safety
- Homelessness
- Livability
- Financial stability
- Fire services

This data was provided to Council for their April retreat, where they worked to identify the top priorities for the City to focus on in the strategic plan.

From there staff worked to develop a draft plan that incorporated all of the priorities and goals of the Council.



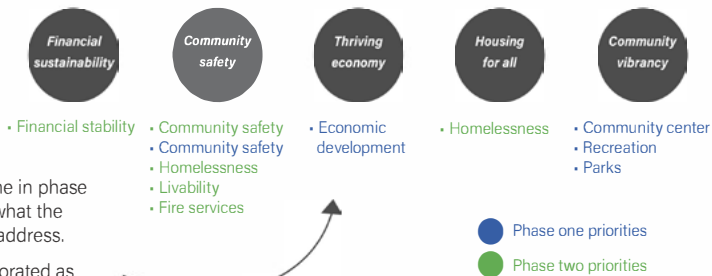
Phase three

We are now moving into the final stretch of our City's strategic planning process and are asking the community to weigh in on the draft plan. This community feedback will be going to Council in a presentation on June 21 and will help to inform any edits they want to see made before final adoption in August.

From the Council retreat, City staff developed five priorities for the City to focus its work on over the next several years.

Draft priorities for Gresham include:

- Financial sustainability
- Community safety
- Thriving economy
- Housing for all
- Community vibrancy



These priorities came directly from the engagement done in phase one and were confirmed in phase two as we identified what the community thought was most important for the City to address.

All of the 19 themes, from phase one, either were incorporated as guiding principles or fit within one of the five priority areas.

Draft guiding principles for Gresham include:

- Diversity, Equity, and Inclusion
- Stewardship of Resources
- Collaborative Empowerment
- Innovative and Adaptive
- Trustworthy and Accountable

Finalized strategic plan

We are currently gathering feedback on the draft plan through phase three engagement. This feedback will be provided to Council in June. They will use this to make any final adjustments to the plan prior to the August 16 adoption.

This document is a game plan for the City and a reflection of what residents want for the city's future in order to make Gresham a thriving community for all!



APPENDIX

Imagine GRESHAM WAYS WE ENGAGED THE COMMUNITY

IDEAS
SUBMITTED
1286



2085
LIKES OF
SUBMITTED
IDEAS



YARD SIGNS
DISTRIBUTED
THROUGHOUT
THE CITY.



422

ELEMENTARY, MIDDLE
& HIGH SCHOOL
STUDENTS ENGAGED
VIA CLASSROOM
VISITS

NEIGHBORHOOD
ASSOCIATION
MEETINGS



DIRECT EMAILS
TO INTERESTED
PARTIES LIST

1 HIGH SCHOOL
BASKETBALL
GAME VISIT



44

FLYERS AT PARKS
AND BUSINESSES



4

FOCUS GROUPS WITH
SCHOOLS, BUSINESSES
AND
NEIGHBORHOOD
ASSOCIATIONS



22 IDEAS
RECEIVED
THROUGH
DEDICATED PROJECT
EMAIL

MEDIA COVERAGE:

- GRESHAM OUTLOOK
- KATU



ONLINE
INTERACTIONS
1804



283
UNIQUE IDEAS



SOCIAL
MEDIA
CAMPAIGN

PRIORITY
SURVEY
RESPONSES

578



NEWS

GRESHAM
NEWSPAPER,
MAILED TO
51,000
HOUSEHOLDS



3 IN PERSON
EVENTS

PARKS
INTERCEPT
SURVEY



1 VIRTUAL
COMMUNITY
CONVERSATION

7 COUNCIL
ADVISORY
COMMITTEE
CONVERSATIONS



155
IDEAS LEFT AT
10 BUSINESS
LOCATION
INSTALLATIONS



9 INTERVIEWS WITH
COMMUNITY-BASED
ORGANIZATIONS

CITY
DEPARTMENT
INTERVIEWS



2 PRIORITY
DISCUSSION
FOCUS
GROUPS

83%

OF CITY STAFF
COMPLETED THE
EMPLOYEE SURVEY



CITY OF GRESHAM

Contact the City Manager's Office for more information: Nina.Vetter@GreshamOregon.gov



GRESHAMOREGON.GOV