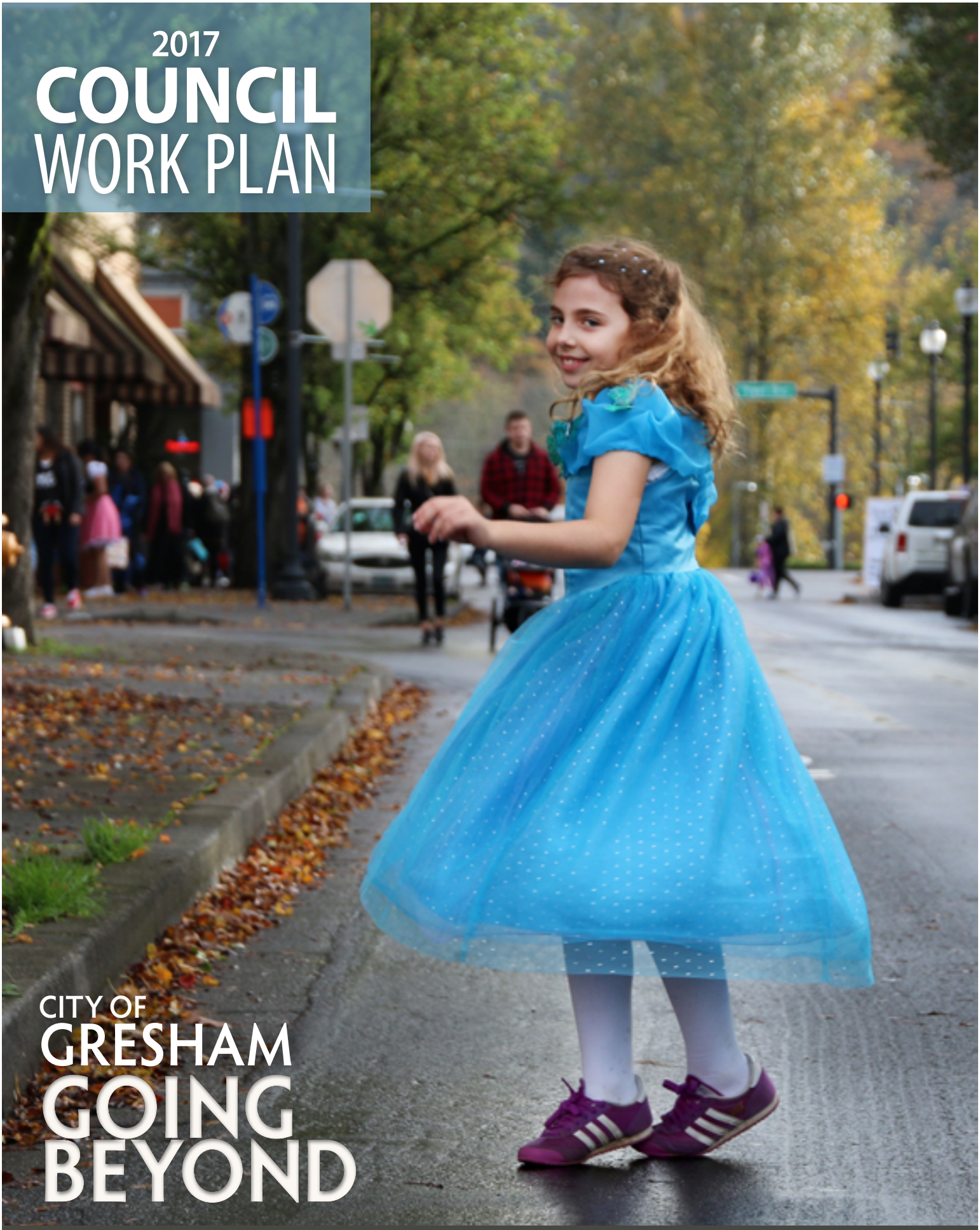
2017

COUNCIL WORK PLAN



CITY OF

GRESHAM GOING BEYOND

GRESHAM CITY COUNCIL/GRESHAM REDEVELOPMENT COMMISSION

CITY OF
GRESHAM 1333 NW EASTMAN PARKWAY | GRESHAM, OR 97030

February 1, 2017

Dear Fellow Residents:

The Gresham City Council/Gresham Redevelopment Commission Work Plan acts as a roadmap for a portfolio of City and community priorities established for the year. In ever-changing social, political and economic times, this approach holds us accountable and transparent in focusing our resources on strategies that best serve the needs and aspirations of our community.

This year's Work Plan builds upon the foundation of previous efforts and continues our commitment to community safety, quality of life, infrastructure, and community appearance by focusing on projects like public health and safety, business and development, transportation, public engagement and community building.

In the coming year, the City will rely on partnerships from community members and stakeholders, like you, to implement these impactful projects in support of our continued growth, livability and prosperity. We invite you to participate, ask questions, and provide input and ideas so that we can continue our progress together.

Sincerely,

Shane T. Bemis
Mayor

Kirk French
Council President

Karylinn Echols
City Councilor

Mario Palmero
City Councilor

Jerry Hinton
City Councilor

David Widmark
City Councilor

Janine Gladfelter
City Councilor

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2017 COUNCIL WORK PLAN

WORK PLAN OVERVIEW

Gresham City Council's long term vision leads to successful implementation of strategies that focus on investment in community safety and quality of life as well as infrastructure and community appearance.

Executing these strategies through the Council Work Plan builds upon this vision and shifts the organizational approach in responding to community, economic, social and operational needs in innovative and creative ways.

This work results in significant changes in how the City delivers services to support a thriving and growing community and moves us into the future.

WORK PLAN ORGANIZATION

This year's Work Plan is organized to reflect new projects as well as continued work on previous projects and reflects the variety and breadth of work that will be accomplished by the City during the 2017 calendar year.

2017

NEW PROJECTS

Projects that are established for work to begin in 2017.

+ 2017

MULTI-YEAR PROJECTS

Projects that may have been included in previous work plans that take more than one year to plan and implement.

2016 2017

2016 STRATEGY/2017 IMPLEMENTATION PROJECTS

Projects that were established and organized as part of the 2016 Council Work Plan that will be implemented in 2017.

2017

SIGNIFICANT INTERNAL PROJECTS & SIGNIFICANT OPERATIONS DECISIONS

Internal projects that are central to the City's ongoing and day-to-day functions, services and operational needs.

HOW THE PLAN IS CREATED

The 2017 Work Plan includes projects that arise from:

- The Gresham City Council and the Gresham Redevelopment Commission.
- Council Advisory Committee Feedback
- City Staff
- Regulatory agreements and partnerships with federal, regional, state and local agencies

HOW TO GET INVOLVED

If you are interested in serving on a Council Citizen Advisory Committee, please visit GreshamOregon.gov/CCAC for more information.

If you are interested in learning more about a specific 2017 Work Plan project, please email the project owner at (FirstName).(LastName)@GreshamOregon.gov

WORK PLAN TIMELINE

2014-2016 COUNCIL WORK PLAN FOCUS AREAS

2014 | 2015 | 2016

- *Community Prosperity*
- *Youth & Family Services*
- *Urban Redevelopment*
- *Neighborhood Livability*
- *Small Business and Economic Development*
- *Public Safety & Emergency Services*
- *Development Code Improvements*
- *Community Engagement*

2016 / 2017

2016 STRATEGY / 2017 IMPLEMENTATION PROJECTS

- *Children & Families*
- *Housing Policy*
- *Emergency Preparedness Strategy*
- *Homelessness*
- *Hogan Butte Nature Park*
- *Development Code Improvements*
- *Office/Industrial Economic Development Strategy*

+ 2017 MULTI-YEAR PROJECTS

- *Urban Redevelopment - Rockwood Rising*
- *Urban Redevelopment - Civic*
- *Urban Redevelopment - Downtown*
- *Legislative Advocacy*
- *Long-Term Financial Planning for Operations*
- *Right-of- Way Fees*
- *Transportation Maintenance Strategy*

NEW 2017

- *Community Paramedicine*
- *Twenty-first Century Policing*
- *Neighborhood Nuisance*
- *Industrial Land Opportunities Study*
- *Development Fees/Incentives*
- *Commercial Business & Development*
- *Development Code & Process Updates*
- *Community Branding & Marketing*
- *Neighborhood Office Opportunity Review*
- *Pleasant Valley Transportation System Plan*

SIGNIFICANT INTERNAL PROJECTS

2017

- *Pathways to Employment Project Implementation*
- *Data & Analytics*

SIGNIFICANT OPERATIONAL DECISIONS

2017

- *Annual Budget Adoption*
- *Major Vehicle Acquisitions*
- *Capital Improvement Plan Adoption*
- *Prioritization of Transportation Capital Projects*
- *Comprehensive Annual Financial Report*
- *Community Development Block Grant/HOME Funding*
- *Updated System Development Charges Adoption & Implementation*
- *Wastewater Treatment Plant Request for Proposal*
- *Fleet Space Analysis*
- *Encroachment on Public Property*
- *Council Citizen Advisory Committee Periodic Review*
- *New Health Care Provider Network & Third Party Administrator Request for Proposal*
- *Major System Implementations:*
  - *Enterprise Resource Planning*
  - *Community Services*
  - *Asset Management*

USING INNOVATION TO SERVE THIS DYNAMIC COMMUNITY, THE CITY'S APPROACH TO GOVERNANCE IS:
COLLABORATIVE • PRACTICAL
NIMBLE • INVENTIVE

2017 NEW

COUNCIL WORK PLAN PROJECTS

COMMUNITY PARAMEDICINE

Project Owners: *Greg Matthews, Fire and Emergency Services; Robin Sells, Gresham Police Department; Rachael Fuller, Office of Governance and Management*

This project builds upon the success of the Fire/EMS Quick Response Vehicle and the Police Community Resource Team to address gaps in medical and behavioral health experienced by users of the 911 system. The project aims to reduce call volume and use of heavy assets to maintain availability for fire response, advanced life support and police response. The project will determine the feasibility of a public safety-based community paramedic model in partnership with community medical and mental health providers. A pilot program will be implemented following the feasibility determination. The project will also work in partnership with mental health providers, including Multnomah County, to improve the reliability of 24/7 behavioral health response and crisis intervention to meet the needs of users of the 911 system and to support emergency personnel.

TWENTY-FIRST CENTURY POLICING

Project Owner: *Corey Falls, Gresham Police Department*

This project builds upon the recent community engagement efforts of the Police Department and will create a professional policing strategy for the City of Gresham. Potential strategies include measures to promote officer wellness and safety and programs designed to promote positive interactions between police and communities. The adoption and use of new technologies to enhance the use of data and analytics to inform policing strategy, opportunities for officer training, and policies that prioritize de-escalation will also be included.

NEIGHBORHOOD NUISANCE

Project Owners: *Eric Schmidt, Community Development Department; Robin Sells, Gresham Police Department*

This project will explore methods to address ongoing nuisance and crime issues regarding vacant and abandoned homes, often referred to as "Zombie Homes." This will address ongoing neighborhood livability issues and explore options for receivership and partnerships with nonprofits such as Habitat for Humanity or Home Forward. This project may also examine collaborative ways to address crime and code compliance issues related to hotels and motels in Gresham. This effort may focus on developing relationships with business owners and managers to help reduce crime within these areas, establishing new guidelines to increase accountability and improving hotel/motel conditions to protect the health, safety and welfare of the surrounding community.

INDUSTRIAL LAND OPPORTUNITIES STUDY
(SPRINGWATER AND OTHER AREAS)

Project Owner: *Shannon Stadey, Economic Development Department*

This study will analyze the current market for heavy industrial and industrial districts in Springwater and other areas of the city. This assessment will include analysis of the types of industrial uses that may be viable today and in future markets, as well as any adjustments that may be needed to best position the City for industrial development in those areas.

DEVELOPMENT FEES/INCENTIVES

Project Owner: *Eric Schmidt, Community Development Department*

This project aims to mitigate City barriers to development of commercial projects. The project will evaluate rate structures, fees, incentives, and multi-department review processes to support desired development outcomes. Potential strategies, alternatives and recommendations will be presented to City Council and may include consideration of toolkits, packages, incentives, financing options, pre-development services, modified processing timelines and third-party agency partnerships for qualifying projects.

COMMERCIAL BUSINESS & DEVELOPMENT SUPPORT

Project Owners: *Erik Kvarsten, Office of Governance and Management; Kristin Chiles, Community Development Department*

This project will focus on increasing services and support for local small businesses and implementing additional navigation and support services for mid-to-large retail, office, multifamily and mixed-use commercial development projects that align with the City's urban redevelopment efforts. Exploring additional offerings, services or incentives and creation of additional marketing material to promote City programs to small and mid-to-large commercial projects will also be included.

DEVELOPMENT CODE & PROCESS UPDATES

Project Owners: *Erik Kvarsten, Office of Governance and Management; Mary Phillips, Urban Design & Planning Department*

This project will complement other staff work to improve the Development Code and promote development to enhance the built environment. The focus of this project will be code and process changes to make the Development Code easier to understand, more efficient to navigate, and more responsive to the current development climate. The project will focus on restructured design district standards and guidelines, targeted code updates, and utilization of graphics (rather than text) for clarity and consistency.

COMMUNITY BRANDING AND MARKETING

Project Owners: *Eric Chambers, Office of Governance and Management; Elizabeth Coffey, Communications Division*

Gresham has many positive attributes—a charming historic downtown, increased interest in economic development, and neighborhoods rich in diversity and opportunities. This project will develop key messaging strategies and collateral, in conjunction with community partners, to tell the positive story of Gresham to recruit and retain businesses and residents.

NEIGHBORHOOD OFFICE OPPORTUNITY REVIEW

Project Owner: *Joe Walsh, Office of Governance and Management*

The Gresham Neighborhood Program is a critically important function, helping foster neighborhood engagement and pride, and facilitating important functions with the City of Gresham, including issues like land use, transportation, and public safety. This project will analyze Gresham's approach to working with neighborhood associations. Further, the project will conduct a review of best practices in neighborhood engagement, including structures of effective neighborhood programs, processes, approaches, and use of technology. Additionally, the project will seek direct input and feedback from key stakeholders including the Mayor and City Council, Neighborhood Association officers and members, and key City staff.

PLEASANT VALLEY TRANSPORTATION SYSTEM PLAN

Project Owner: *David Berniker, Urban Design & Planning Department*

This project will refine the Pleasant Valley Transportation System Plan within the context of the Pleasant Valley Master Plan. This work will address how the transportation network will distribute traffic between Foster Road and Powell Boulevard and provide conceptual engineering of design alternatives for the extension of 172nd Avenue near McKinley Boulevard. It will also determine the design of the intersection of 172nd Avenue/Foster Road to accommodate growth in traffic and construction improvements. This project may include coordination with Clackamas and Multnomah Counties.

2017 MULTI-YEAR

MULTI-YEAR PROJECTS

URBAN REDEVELOPMENT - ROCKWOOD RISING

Project Owner: *Josh Fuhrer, Urban Renewal Agency*

This project will continue work on the redevelopment of the Catalyst Site. Elements of this project include continued engagement with community stakeholders, business owners and entrepreneurs, and the development team to advance the project to the construction phase in calendar year 2017. This project will build on previous Gresham Redevelopment Commission infrastructure investments in the Rockwood Town Center, create economic opportunities for families in the community, and support the goals of the Rockwood-West Gresham Urban Renewal Plan.

URBAN REDEVELOPMENT - CIVIC

Project Owners: *David Berniker, Urban Design & Planning Department; Eric Schmidt, Community Development Department*

This project will continue to strengthen opportunities within the Civic commercial center by building on the redevelopment strategy work of 2016 and the One Gresham Initiative. This project includes refining the Civic Neighborhood Vision and Design District Update Project, updating development rules to remove obstacles to development, creating design guidelines and standards, and developing new rules and processes for clarity and consistency. This work will also continue to strengthen partnerships with property owners to encourage desired development with an understanding of regional/local trends and opportunities. A City partnership on a developer solicitation with Metro on the Metro-owned properties adjacent to the Civic Drive light-rail station will also be included.

URBAN REDEVELOPMENT - DOWNTOWN

Project Owners: *David Berniker, Urban Design & Planning Department; Eric Schmidt, Community Development Department*

This project will focus on implementing strategies to promote desired public and private development on key sites in the downtown area through continued engagement with business owners, property owners, real estate brokers and design experts. This work will build on the strategies related to the redevelopment work of 2016 and the One Gresham Initiative. Working with a Metro grant-funded consultant team, the City will also explore major urban design options at the Gresham Transit Center and throughout the downtown district. This work will focus on enhancing a sense of place to stimulate revitalization and attract new development. Aspects of the work include place-making, wayfinding, economic/real estate analyses and art within the public and private realms. This project may also consider redevelopment of the City-owned property at 150 W. Powell Blvd.

LEGISLATIVE ADVOCACY

Project Owner: *Eric Chambers, Office of Governance and Management*

The City of Gresham has substantial interests on the regional, state, and federal government levels. Advocating for those interests can help influence prudent policy, deliver financial resources for community priorities, and improve the service delivery environment in every department and at every level of the organization. The City Council will adopt priorities for each level of government and will empower staff to help advocate for those priorities.

LONG-TERM FINANCIAL PLANNING FOR OPERATIONS

Project Owner: *Erik Kvarsten, Office of Governance and Management*

Changing community needs and one of Oregon's lowest property tax rates present a long-term challenge to funding basic services and amenities. This project will continue the multi-year discussion about long-term finances and financial planning.

RIGHT-OF-WAY FEES

Project Owner: *Sharron Monohon, Budget & Financial Planning Department*

This project will examine utility fees to ensure that the City's current and ongoing costs of granting and regulating access to the use of the public rights-of-way are fully compensated by those seeking access. The project will evaluate the City's current regulations and assess current and anticipated utility practices regarding the use of the right-of-way. Existing issues, potential trends and options for consideration will be identified and presented to Council for further direction.

TRANSPORTATION MAINTENANCE STRATEGY

Project Owner: *Steve Fancher, Department of Environmental Services*

Gresham has a backlog of residential street maintenance needs, particularly with regard to local streets that have aged to the point of needing to be fully reconstructed. This project will identify the areas and extent of these needs and potential maintenance and funding strategies for meeting them.

2016
2017

2016 STRATEGY/2017 IMPLEMENTATION PROJECTS

HOUSING POLICY UPDATE

Project Owner: *Eric Chambers, Office of Governance and Management*

This project continues the work from the 2016 Housing Policy Analysis. Council will be presented with housing data and research in early 2017 and will consider recommendations for an overall approach to establishing Gresham's housing policies and priorities.

CHILDREN & FAMILIES

Project Owners: *Eric Chambers, Office of Governance and Management; Joe Walsh, Office of Governance and Management*

This project will continue efforts to strengthen the Gresham community for families and children, including the use of public-private partnerships to expand recreational opportunities and other family-oriented support systems. Project components include a scan of new funding and partnership opportunities, with special consideration for strategies that align with the recommendations of the Gresham Commission on Children & Families.

EMERGENCY PREPAREDNESS STRATEGY

Project Owners: *Scott Lewis, Fire and Emergency Services; Rachael Fuller, Office of Governance and Management*

Implementation of strategies to prepare the City organization and the community for natural disasters will be continued in 2017. These include planning for continuity of operations with limited staffing in City operating departments as well as additional outreach and training in Gresham's diverse communities. Staff will work collaboratively with community organizations to deliver culturally specific materials.

HOMELESSNESS

Project Owner: *Joe Walsh, Office of Governance and Management*

This project will evaluate existing efforts including the new Homeless Services Specialist and Clean Start programs, while developing new strategies for addressing homelessness in Gresham. Under the direction of the Council Subcommittee on Homelessness, this project will explore the Gresham Task Force on Homelessness Report, and seek opportunities to implement Task Force recommendations through key partnerships including A Home for Everyone. Up-to-date data on the local homeless population will also be obtained during this project, through coordination with A Home for Everyone and local service providers.

HOGAN BUTTE NATURE PARK

Project Owner: *Steve Fancher, Department of Environmental Services*

This project constructs the Hogan Butte Nature Park, which includes park entry and driveway improvements, parking, utilities, a Volcano Viewpoint architectural feature, a picnic shelter, restroom, paved interpretive loop trail, landscaping and other miscellaneous amenities. Construction is anticipated to occur between early spring and August of 2017 and open fall, 2017.

DEVELOPMENT CODE IMPROVEMENT PROJECT 9

Project Owner: *David Berniker, Urban Design & Planning Department*

This project will focus on implementing the clear and easy to use Development Code design review process, design review standards, and review process modifications identified in the 2016 Council Work Plan Development Code Improvement Project work.

OFFICE/INDUSTRIAL ECONOMIC DEVELOPMENT STRATEGY

Project Owner: *Shannon Stadey, Economic Development Department*

Following Council input the first quarter of 2017, this project would expand business recruitment efforts to include major office employers, in addition to traded sector businesses. Recruitment efforts will be coordinated with and complement the Urban Redevelopment projects work.

2017 SIGNIFICANT OPERATIONAL DECISIONS

NEW

- Updated System Development Charges Adoption & Implementation
- Wastewater Treatment Plant Request for Proposal
- Fleet Space Analysis
- Encroachment on Public Property
- Council Citizen Advisory Committee Periodic Review
- New Health Care Provider Network & Third Party Administrator Request for Proposal
- Major System Implementations: Enterprise Resource Planning, Community Services, Asset Management

ANNUAL PROJECTS

- Annual Budget Adoption
- Major Vehicle Acquisitions
- Capital Improvement Plan Adoption
- Prioritization of Transportation Capital Projects
- Comprehensive Annual Financial Report
- Community Development Block Grant/HOME Funding

2017 SIGNIFICANT INTERNAL PROJECTS

PATHWAYS TO EMPLOYMENT PROJECT IMPLEMENTATION

This project seeks to introduce local government career pathways to a broad cross-section of citizens in the community to create economic development opportunities for residents. Building on the extensive community and stakeholder engagement conducted in 2016, the following strategies will be implemented in 2017:

- **Programs for youth** to expose them to careers in public service including a career expo featuring City departments, challenge/issue projects for classes, and organizational champions who will be available for classroom visits, job shadows, and more.
- **"Pathways" internship and apprenticeship programs** and an internal structure to formalize and improve these opportunities.
- **A marketing plan for all "Pathways" projects** including career profiles to share basic information about career opportunities, personality/character attributes that complement the career, and general interests that align with the career along with information about Gresham's organizational culture.
- **Improvements to the application process** to remove barriers for individuals seeking employment with the City.

DATA AND ANALYTICS

The focus of the Data and Analytics project is to build and support a culture where data and evidence is part of day-to-day service delivery and policy making. This includes looking at data in a comprehensive way to identify trends, patterns and opportunities as well as better understand the current environment and communicate it with the community. Key to the success for this project will be continuing to leverage What Works Cities partnerships and determining the technology infrastructure, people and processes to support the comprehensive view and analysis of data.

2017 SIGNIFICANT CAPITAL IMPROVEMENT PROJECTS

PARKS

1. Hogan Butte Nature Park

WATERSHED (STORMWATER)

1. Kane Drive culvert repair improvements (design and permitting in 2017, followed by construction in 2018)

TRANSPORTATION

1. Hogan Road improvements - Powell to Burnside (design)
2. NE Cleveland St. improvements (Powell to Stark)
3. Pedestrian enhancements/Safer Routes to Schools (rectangular rapid flashing beacon crosswalk at 165th & Stark, Boys & Girls Club)

WASTEWATER

1. Wastewater Treatment Plant solids process improvements

WATER

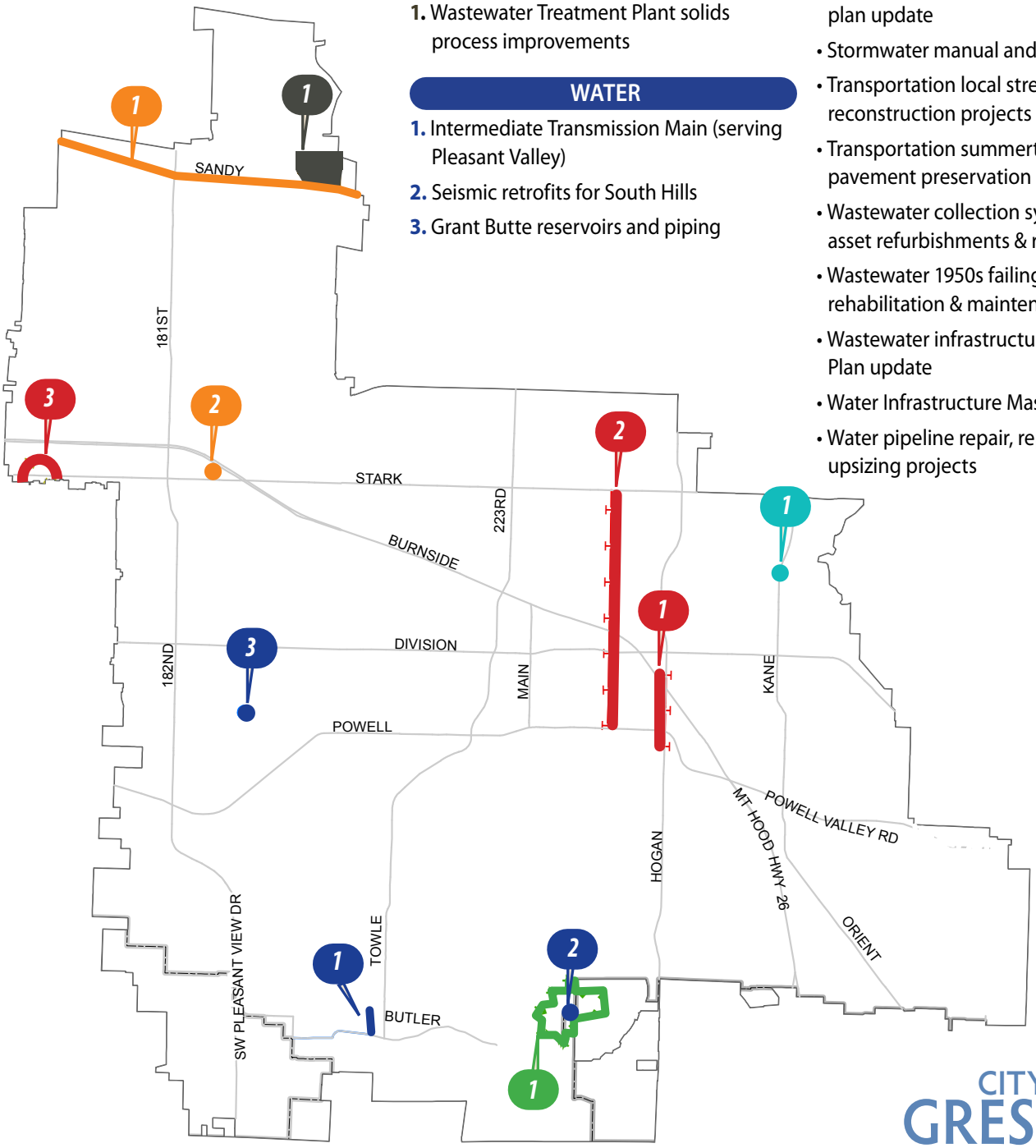
1. Intermediate Transmission Main (serving Pleasant Valley)
2. Seismic retrofits for South Hills
3. Grant Butte reservoirs and piping

URBAN RENEWAL

1. Sandy Boulevard improvements
2. Catalyst Site

CITY-WIDE PROJECTS

- Stormwater "Low Impact Development Practices" retrofit projects for stream health
- Rehab and repair of the stormwater pipe system
- Stormwater Infrastructure master plan update
- Stormwater manual and code updates
- Transportation local street reconstruction projects
- Transportation summertime pavement preservation
- Wastewater collection system and WWTP asset refurbishments & replacements
- Wastewater 1950s failing pipe rehabilitation & maintenance
- Wastewater infrastructure Master Plan update
- Water Infrastructure Master Plan update
- Water pipeline repair, replacement and upsizing projects



CITY OF GRESHAM
CAPITAL IMPROVEMENT PROJECTS

2017 CITY AND COMMUNITY EVENTS

FIRST QUARTER

- **Employee** Recognition Celebration
- **City of Gresham** Birthday 2/11/1905
- **State of the City** Address

SECOND QUARTER

- **Spring CCAC Leadership Assembly** Annual meeting of the CCAC chairs, vice chairs and staff and Council liaisons to share information and go over the new Council Work Plan.
- **Gresham Firefighters** Easter Egg Hunt Annual egg hunt co-sponsored by the Gresham Firefighters.
- **Earth Day** Recycling Event Community-wide recycling event collecting items such as paper, plastic, batteries, fluorescent lights and cell phones.
- **Volunteer** Recognition Picnic
- **Annual Rock the Block,** POIC + RAHS Event
- **Transportation Safety Fair** and Bike Rodeo Annual event to educate public on alternative travel options and teach bicycle safety skills.
- **Bike to Work Week**
- **Gresham Green & Clean** Annual Day of Service event to clean up trails, roadsides and parks.
- **Arbor Day** Events
- **Farmer's Markets** open
- **Third Thursdays** – Downtown
- **CityFest**
- **Repair Café**

THIRD QUARTER

- **SKOSH** Annual celebration
- **Gresham Arts** Festival
- **National Night Out** Annual event to raise awareness of neighborhood safety and strengthen neighborhoods.
- **September 11** – Patriot Day Memorials
- **Teddy Bear Parade**
- **Rockin' Round** the Block Annual Car Show (additional information available Spring, 2017).
- **Repair Café**

FOURTH QUARTER

- **Safe Routes** to Schools Annual promotion of International Walk and Bike to School Day.
- **Safe Trick-or-Treat** Annual Downtown Trick-or-Treat event.
- **Spirit of Christmas**
- **Repair Café**

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GOING BEYOND

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