



GRESHAM STRATEGIC PLAN MID-YEAR 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 helps guide City decision-making and is aligned with the City's annual budget process to drive progress.

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.



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 twice per year.

Benchmark (/ˈben(t)SH,märk/)

A standard or point of reference against which things may be compared or assessed.

Benchmarks

To know that 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 ensure we're making a difference in the community. The benchmarks below serve as our baseline, or our first measurement.

	Success Measure	Benchmark
Financial Sustainability	Meet the City's Financial Road Map revenue targets each year.	\$0 of \$28.2M (FY2022/2023)
	Achieve the highest rating from a yearly third-party financial audit.	Unmodified (FY2021-2022) <i>(This is the highest rating, meaning that no errors or deficiencies were identified in the audit.)</i>

	Success Measure	Benchmark																									
Community Safety	Decrease in the crime rate.	In development.																									
	Decrease in traffic, bicycle and people-on-foot accidents, injuries, and deaths.	<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>	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
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Increase in the community's level of trust in City government, Public Safety.	"Trust" to be measured via statistically valid community survey in 2024.																										
Increase in the community's feelings of safety.	"Feelings of safety" to be measured via statistically valid community survey in 2024.																										

	Success Measure	Benchmark
Thriving Economy	Increase in average wage or salary.	\$71,607 (Q1 2022) <i>(Average salary/wage of workers in the City of Gresham, not necessarily residents.)</i>
	Increase in new jobs.	39,442 (Q1 2022) <i>(Number of jobs available in Gresham.)</i>
	Increase in jobs providing a living wage.	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>

	Success Measure	Benchmark
Housing for All	Decrease in number of people of people experiencing chronic homelessness.	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>
	Decrease in the percentage of households paying more than 30% of income on rental housing.	44% <i>(of Gresham households (renters and homeowners) are cost-burdened, paying 30% or more on housing.)</i> (2021 HCA) 35% <i>(of Gresham renters are severely cost-burdened, paying 50% or more on housing.)</i> (2020 ACS)

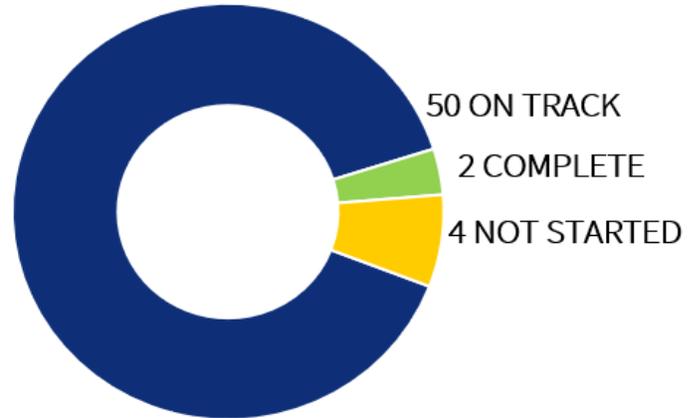
	Success Measure	Benchmark
Community Vibrancy	Increase in the number and variety of amenities available to the community.	0 <i>(New amenities to be recorded for FY22-23 and reported at year end. Amenity is defined as "a desirable or useful feature or facility that enhances livability, vibrancy or attractiveness 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.	17 <i>(events that were City-hosted or City-sponsored in FY21-22.)</i>
	Increase in the percentage of households that live within a half-mile distance from a developed neighborhood or community park.	64% (2022)
	Increase in participation in City recreational programming.	4,000 participants (2022)
	Increase in community members' sense of belonging	"Sense of belonging" to be measured via statistically valid community survey in 2024.

PROGRESS IN THE FIRST SIX MONTHS

Once Council adopted the Strategic Plan in Aug. 2022, staff built the first of three yearly Action Plans to guide implementation of our Strategic Plan.

Implementation Year 1: FY2022-2023

This year's Action Plan includes 56 actions that are moving us closer to our Strategic Priority goals. Overall, we are right on track. See right for our mid-year Action Plan Status and below for status by Strategic Priority.



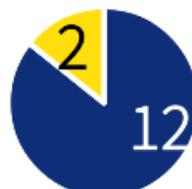
COMMUNITY SAFETY



FINANCIAL SUSTAINABILITY



THRIVING ECONOMY



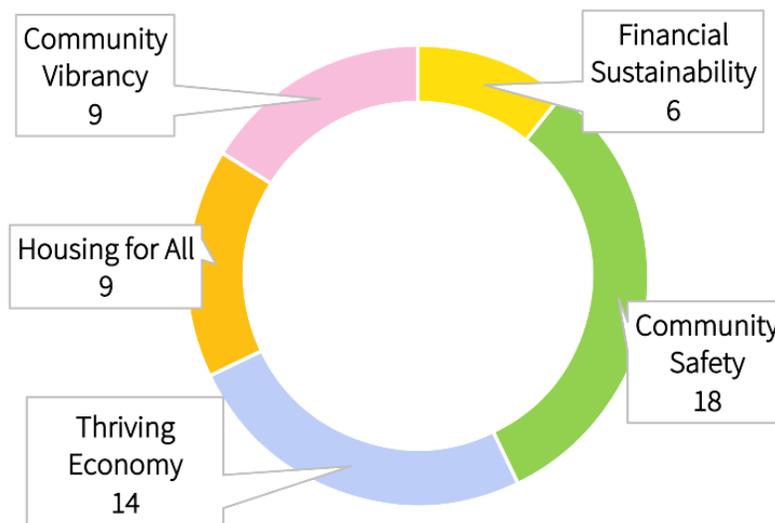
HOUSING FOR ALL



COMMUNITY VIBRANCY



Number of Actions Supporting each Strategic Priority



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	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.	On Track
	Impact estimates and structures for City Services fee drafted and presented; Council to provide additional feedback Feb. 7, 2023. Council vote on Gresham Safety Levy ballot title and statement scheduled for Feb. 21, 2023.	
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.	On Track
	Parks and Recreation Community Advisory Group report and corresponding Funding Feasibility Study completed and presented to Council Dec. 13, 2022. Next steps to be considered summer 2023.	

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	Status
FS-B1	With assistance from consultant, execute operating levy outreach plan and continue to refine based on levy timing and scope.	On Track
	Staff developed plans for, and began executing on, internal and external stakeholder coalition building as well as communications and outreach strategies. Outreach will include print, television, social media; engagement events include Safety Fest, visits to senior centers, Pint Nights and more.	
FS-B2	Continue to coalition-build and earn community trust of the City Manager's Office and City Council through initiatives like Champion Gresham.	On Track
	Work is ongoing to engage, inform, and connect community members who want to make a difference via Town Hall and Community Conversation events, News from Nina emails and monthly virtual Tuesday Talks. Sign up at GreshamOregon.gov/Champion-Gresham .	
FS-B3	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.	On Track
	Work is ongoing. Recent examples: highlighting the City's Certificate of Achievement for Excellence in Financial Reporting by the Government Finance Officers Association; a year-end "best of 2022" social media campaign; City Manager Nina Vetter's written monthly reports; winter edition of GRESHAM highlighting successful projects for the year.	
FS-B4	Research and, to the extent possible in Year 1, implement financial transparency tools/actions, which could include an online tool.	On Track
	Staff have developed initial financial reports, which will launch online in February; Staff will gather feedback and data over the next few months to evaluate this approach and adjust as needed.	

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	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.	On Track
	Police Strategic Plan near complete; New Internal Affairs policy enacted with Lieutenant now overseeing Professional Standards and Internal Affairs; Work underway to establish Public Safety Coalition; Jan. 3, 2023 presentation to Council.	
CS-A2	Incorporate Fire Standards of Cover recommendations into Fire Department Strategic Plan.	On Track
	Fire Standards of Cover report complete with Council presentation scheduled for Feb. 7, 2023.	
CS-A3	Begin acting on the recommendations from the Fire Standards of Cover as part of Fire Department Strategic Plan implementation.	Not Started
	Implementation of recommendations to begin Feb. 2023.	
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.	On Track
	Held five internal Community Safety Strategy Roundtable discussions producing improved cross-departmental communication and problem solving; Monthly meetings to continue.	
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.	On Track
	Developed communication strategy and conducted outreach with legislators. Expect to request grant of \$4M this session for next biennium.	

Action / Update (continued)		Status
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.	On Track
	Data dashboard has launched internally. Expected to launch externally after period of testing and refinement.	
CS-A7	Employ innovative best practices to improve police recruitment, hiring, and retention and maintain service levels.	On Track
	Dedicated recruiter assigned for both Police and Fire; Established tool to process applicants more quickly; Collaborating regionally to increase frequency of State-led Academy. Presentation to Council on Jan. 3, 2023.	
CS-A8	Incorporate professional development opportunities to ensure public safety staff are prepared to meet the needs of the community.	On Track
	Developed training matrix for professional growth; Exploring lease of training center and new technologies; Focus on succession planning.	

Strategic Objective CS-B

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

Action / Update		Status
CS-B1	Develop and implement engagement plans for public safety that focus on intentional relationship building, education and fun for youth.	On Track
	Work launched in January with Q1 levy focus. Expect focus on long-term engagement strategy aligned with Strategic plans beginning Q2.	
CS-B2	Implement a public safety communications plan that highlights the work of both Police and Fire to address community needs.	On Track
	Communication Plans now complete and underway; Expect Police Communications Coordinator to begin work in Q1 2023.	

Strategic Objective CS-C

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

Action / Update		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.	On Track
	Cross-departmental staff team ensuring variety of events and opportunities with help of Youth Advisory Committee. Ex: Centennial neighborhood clean-up, Rockwood Village events, MLK Day of Service at Hogan Butte.	

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	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.	On Track
	Cross-departmental staff team identified key components to strategically activate parks and improve safety; Implementation to begin in Q1; Police currently assessing volunteer programs.	
CS-D2	Identify and promote specific actions community members and businesses can take to deter crime and violence using CPTED techniques.	On Track
	Project expected to begin Q2 2023. Staff certifications in CPTED underway.	
CS-D3	Align the Transportation System Plan with the Strategic plan, objective CS-D.	Not Started
	Consultant contract in place. Expect an 18-to-24-month process with at least two Council touchpoints.	

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	Status
CS-E1	Adopt Climate Action Plan and support plan implementation.	On Track
	Internal workshops complete; DEI review launched in December; Identifying opportunities for high-impact actions and preparing for community engagement. Expect to brief Council in early summer.	
CS-E2	Adopt Natural Hazard Mitigation Plan	On Track
	Natural Hazard Mitigation Plan currently undergoing state review; Next step is FEMA approval.	
CS-E3	Adopt the Disaster Debris Management Plan.	On Track
	Disaster Debris Management Plan in progress in collaboration with local governments. On track with expected completion in Q1.	
CS-E4	Begin building the infrastructure for the Cascade Groundwater Alliance Project.	On Track
	In design or construction phase for all project areas and on track for completion as expected; Some challenges with supply chain mitigated by pre-purchasing parts; Conducting value engineering scan to find cost savings and address inflation.	

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	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.	On Track
	Work is underway. In follow up to Oct. 2022 Commercial/Retail Forum, staff continues to build relationships with commercial/retail sector; Discussions ongoing about retail opportunities and amenities desired by the community. To address impacts of changing economy, staff exploring consultant support for 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.	On Track
	Staff are working closely with affected companies to fulfill the Council-adopted criteria, which include local hiring, youth engagement, business-to-business support and creating growth opportunities for existing employees. As of Q4, 2022, three Gresham companies have been 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.	On Track
	Ongoing advocacy efforts via staff and elected participation in the Semiconductor Task Force and leadership of the Oregon Economic Development Association; Staff continue working closely with Work Systems Inc. and Mt. Hood Community College to bring Governor Brown's Future Ready funds to Gresham companies.	
TE-A4	Make connections between MHCC/ K-12 districts and employers to get industry representatives into classrooms and teachers/counselors onto manufacturing floors.	On Track
	Ongoing work to facilitate relationships, including direct connections between K-12 representatives and companies at site visits, coordinating career fairs, and more; Expect to launch pilot partnership to support regular career exposure to elementary aged youth in Fall 2023.	

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		Status
TE-B1	Develop relationships with CBOs working with BIPOC-owned businesses, creating a pathway for better communication with underserved communities.	On Track
	Work is underway; Staff have convened more than 20 organizations to regularly gather and explore alignment and connection; Staff attending wide array of networking activities, including East County Business Bridge Community Navigator meetings and Historic Downtown Gresham Business Association meetings, to build relationships and support businesses.	
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).	On Track
	Not formally started; Project planning in progress.	
TE-B3	Establish a regular cadence and format to update and exchange best practices with CBO partners.	On Track
	City staff now convening and facilitating a quarterly meeting with workforce development partners including school districts, employment development organizations, and Mt. Hood Community College.	

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		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.	On Track
	Staff continue regularly calling upon Gresham companies and conducting site visits to offer support and understand business needs. Workforce development has emerged as a key need and staff are actively engaging with partners to address this need.	

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	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.	On Track
	Downtown Rockwood Market Hall construction complete and nearing 100% occupancy; Staff working with developer to facilitate business support to tenants, expand use of commissary kitchen, and develop 2023 calendar of community events. GRDC partnering with HMS Development to refine and finalize program for education, housing, and business incubation on the Sunrise site. Alternatives for future development to be presented to GRDC Spring 2023 for review and approval.	
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.	On Track
	Scope of work has been developed; Implementation dependent upon staffing and/or consultant resource availability in FY23-24 budget.	
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.	On Track
	Advocating for recapitalization of Regionally Significant Industrial Site Program at Business Oregon; Ongoing advocacy efforts via staff and elected participation in the Semiconductor Task Force and leadership of the Oregon Economic Development Association.	
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.	Not Started
	Not formally started; project planning in progress.	

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	Status
TE-E1	Identify and convene a group of partners to conceptualize and scope the creation of an equitable poverty reduction and prevention plan.	Not Started
	Not formally started; Staff planning legislative request for financial support.	
TE-E2	Identify and act on opportunities between Youth Services and Human Resources to revive and build upon the Pathways to Employment program.	On Track
	Staff continuing core Pathways program, paid SummerWorks internships, and exploring expansion to year-round opportunities; Continuing to create new partnerships and opportunities such as East Side Timbers referee opportunity and the Youth Advisory Council's Career Fair.	

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	Status
HA-A1	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.	On Track
	Gresham is supporting the Oregon Mayor's Association's comprehensive legislative request regarding homelessness this session; Monitoring opportunities for funding from Multnomah County's Joint Office of Homeless Services (JOHS).	
HA-A2	Secure ongoing funds for a program to provide housing and a time-certain, rent-free period for those experiencing homelessness.	On Track
	Presentation to Council in Dec. 2022; Multi-prong approach underway including collaborations above plus a proposal to secure \$250k in Supportive Housing Services funding for Housing Placement and Retention with response expected in Feb. 2023.	
HA-A3	Collaborate with nonprofit homeless service providers operating in Gresham to enhance communication and partnership.	On Track
	Relationship building and collaboration ongoing with seasonal focus on severe weather shelter needs.	

Strategic Objective HA-B

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

	Action / Update	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.	On Track
	Council confirmed principles for Metro Affordable Housing Bond funding in Dec. 2023; RFP opened in Jan. 2023. HOME funding applications process also opened in Jan. 2023.	
HA-B2	Seek Council direction on potential implementation of actions or initiatives identified in the complete 2023 Housing Production Strategy as feasible.	On Track
	Council provided direction in Dec. 2023 Work Session to explore construction excise tax as part of package of initiatives; Staff expect to return to Council in Feb. 2023.	
HA-B3	Monitor state resources available for the development of affordable ownership housing and work with developers to access funding.	On Track
	Staff are monitoring legislation coming out of Oregon Housing Community Services, the State's housing finance agency. Work is ongoing.	
HA-B4	Participate in the NYU Furman Center Housing Solutions Lab in Fall 2022 to evaluate local housing strategies for Gresham to implement.	Complete
	Action complete. Key takeaways being incorporated into the City's housing work.	

Strategic Objective HA-C

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

	Action / Update	Status
HA-C1	Invest Gresham's annual CDBG and HOME funding to meet the needs of community members facing housing instability and homelessness.	Complete
	Action complete for this fiscal year. Contracts are in place and awarded organizations are currently using funding to work with community members in need of services.	
HA-C2	Continue developing relationships with resource providers and connecting community members in need with applicable housing-related resources.	On Track
	Housing Resources Coordinator hired Jun. 2022; Work to build relationships with resource providers and address community member needs is successful and ongoing.	

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	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.	On Track
	In FY22/23, seven Cultural Events Grant Program recipients were awarded a total of \$30,550 and thirteen Community Enhancement Grant recipients were awarded a total of \$60,200. The current Community Enhancement Grant (CEG) application period opened Feb. 1, 2023.	
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.	On Track
	Scan of events near complete; long-term plan expected by end of Q2 2023.	

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	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.	On Track
	Concept developed. Implementation pending staffing resources.	

Action / Update (continued)		Status
CV-B2	Develop and enhance usage of existing community spaces for all ages to recreate and gather.	On Track
	Work is ongoing to leverage existing community resources, support local businesses, and increase access for residents; Staff discussed Community Center feasibility and Parks & Recreation Community Advisory Group provided recommendations at Work Session with Council on Dec. 13, 2022.	
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.	On Track
	Staff have gathered baseline information and identified gaps; Now contracting to develop system wide parks plan; Work is ongoing and connected with CV-B2.	

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		Status
CV-C1	Evaluate the Neighborhood Association purpose and structure to explore innovative ways to build authentic engagement and social connection for stronger neighborhoods.	On Track
	Community survey now complete with responses received from every neighborhood. Currently conducting analysis.	

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		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.	On Track
	Work ongoing; Key milestones include launch of Civic Center master planning project and collaboration with Multnomah County Library and Tri-Met on the flagship library to be built in Gresham.	

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		Status
CV-E1	Launch Design Phase II of the Gradin Community Sports Park in preparation for construction in FY23/24.	On Track
	Contracted with McKenzie Inc. for design and work is underway. Expect complete design package in summer 2023 with construction to begin in fall 2023.	
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.	On Track
	Work underway; Staff collaborating with local businesses to explore both online and printed tools to improve community awareness and access.	



NEXT STEPS

More Strategic Plan progress

In the next six months, staff will:

- Continue implementing the Year 1 Action Plan and provide a fiscal year-end report in summer 2023.
- Reflect on progress to date, consider any changes in operating environment, and develop the Year 2 Action Plan to be implemented July 2023 - June 2024.
- Continue to develop and refine 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

