

Gresham

ACTION PLAN

Powell-Division Transit & Development Project

DRAFT
September 2015



GRESHAM ACTION PLAN

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This draft Action Plan provides near-term actions that would encourage desired changes near Gresham transit stations along a new Powell-Division bus rapid transit line. Although limited resources mean the City and its partners cannot implement the potential actions all at once, the list provides an opportunity for community conversation about which actions would best help achieve community goals for new development, walkable neighborhoods, strong commercial areas, additional jobs and access to recreation and nature.

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For a Powell-Division Transit and Development Project overview, please visit oregonmetro.gov/powelldivision.

INTRODUCTION

The Powell-Division Transit and Development Project is designed to bring [bus rapid transit](#) to Gresham and Portland, adding a better, faster bus that gets people to places they care about. The project Steering Committee has determined the route will follow Powell on its western end, switch to Division and connect to Downtown Gresham and (using Stark Street) to Mt. Hood Community College.

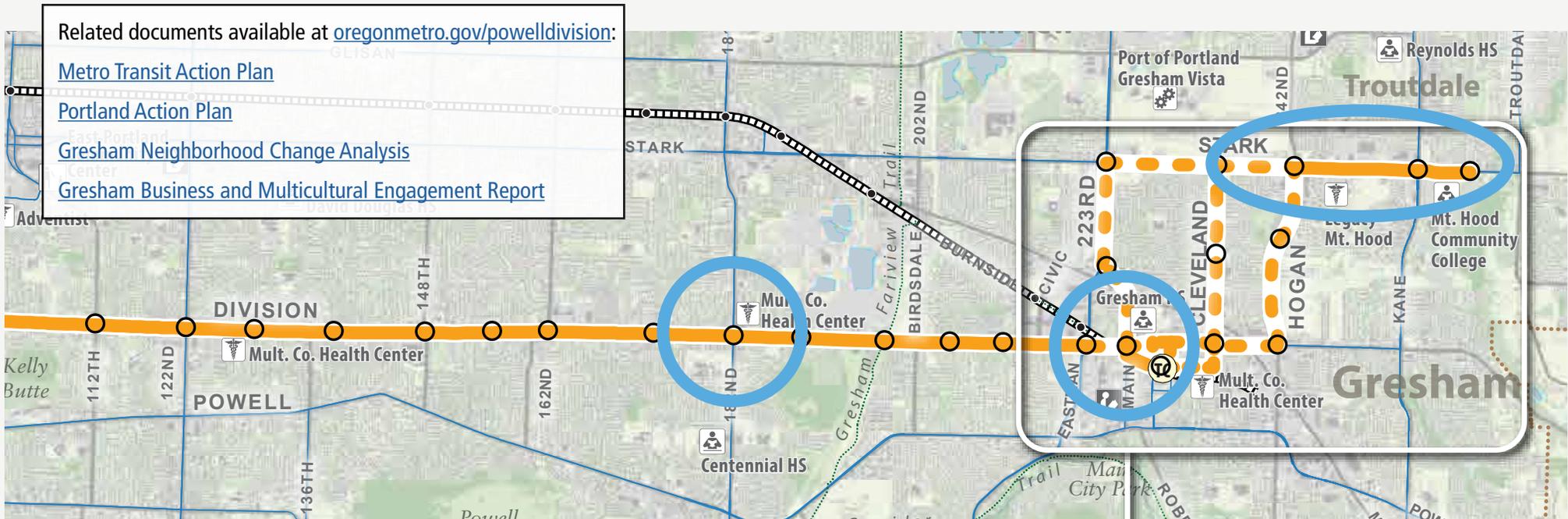
At the same time, the project provided Gresham with an opportunity to plan ahead before the transit line is built. Three example station opportunity areas in Gresham were studied to identify how Gresham might best promote desired changes in its neighborhoods and commercial districts. Areas studied were:

- 182nd and Division (a neighborhood center)
- Division and Eastman (a Downtown)
- Stark and Hogan/Kane (an employment/campus corridor)

Technical work and real-estate market analysis showed more potential for intense development in Downtown/Civic and selected opportunities for commercial development or interim uses away from Gresham's Regional Center. Public engagement efforts identified desired changes in neighborhoods and commercial areas around potential stations:

- Stronger connections among destinations and transit stops, such as safe, attractive sidewalks, crosswalks and places to bike.
- Safe, attractive stations and station areas with weather protection, seating and nearby community gathering places, such as plazas, restaurants or shops.
- Additional jobs and additional housing affordable at a range of incomes.

Many of the actions in this draft document are under way. Others provide a list of options the City and its partners can consider as resources and priorities align.



1. Economic Development

The following draft actions are options to promote job retention and creation, addressing community desires for more jobs, entrepreneurial opportunities and access to stores that sell needed goods and services. Economic development also increases community income so more people can afford housing and other necessities for themselves and their families.

	Strategies & Actions	Potential Lead Partner(s)*	Supporting Partners*	Linked Policies/ Actions**	Current/ Ongoing City Action	Draft Timeframe to Consider Additional Actions	
						2015-2017	2018+
ED1	Consider additional incentives to promote desired development (not currently being provided by the market) that meets City goals. Incentives could include fee reductions, grants (such as for predevelopment services), tax credits or other methods. Identify funding sources.	COG - Urban Design & Planning; Community Development; and Office of Governance and Management	Metro, State of Oregon	Exploring incentives supported in "City Roles" action measures of Housing policy (10.600).	X	X	
ENCOURAGE ADDITIONAL JOBS IN GRESHAM							
ED2	Assist small businesses/entrepreneurs with business funding and mentoring.	Mercy Corps NW, Albina Opportunities Corp, MHCC, Craft 3	COG - Community Development and Urban Design & Planning	City of Gresham Small Business Center currently provides referrals.	X		
ED3	Work to retain and attract jobs to Gresham's industrial areas, especially jobs that involve exports that bring additional money into the region.	COG - Economic Development	Port of Portland and various economic development orgs.	City conducts retention and recruitment activities and provides incentives.	X		
ED4	Promote additional jobs in the City's commercial corridors and centers.	COG - Community Development	COG - Urban Design & Planning and Economic Development	Current Centers and Corridors project includes promoting job growth.	X	X	X
PROMOTE SMALL BUSINESSES							
ED5	Provide technical assistance and incentives to reduce vacancies and support small business.	COG - Community Development		Small Business Center and Garage to Storefront incentives support small businesses.	X		

	Strategies & Actions	Potential Lead Partner(s)*	Supporting Partners*	Linked Policies/ Actions**	Current/ Ongoing City Action	Draft Timeframe to Consider Additional Actions	
						2015-2017	2018+
ED6	Evaluate contracting and purchasing processes to determine if City could expand hiring of local businesses and workers and/or hiring of minority-owned, women-owned or emerging small contractors for all projects (not just related to Powell-Division) with the goal of keeping money in Gresham and encouraging growth of Gresham companies.	COG - City Attorney's Office, Finance and Management Services (Purchasing)	COG - Department of Environmental Services	City has a preference for local purchasing and hiring and must seek inclusion of minority-owned, women-owned and emerging small business contracts on federally funded projects.	X		X
ED7	Evaluate City development rules to determine if the City can remove obstacles to home-based businesses and live-work opportunities in a way that is compatible with surrounding uses.	COG- Urban Design & Planning	COG - Community Development	City encourages self-employment in Economic Development Policies (10.414). Housing economic development action measure supports live-work units. (10.600).			X



2. Promote Desired Development

The following draft actions are options to promote promote desired development that would add locations for new jobs, housing, shopping locations, gathering places and other physical improvements needed by people throughout the corridor. This could include both upgrades to existing buildings and new development in the city.

	Strategies & Actions	Potential Lead Partner(s)*	Supporting Partners*	Linked Policies/ Actions**	Current/ Ongoing City Action	Draft Timeframe to Consider Additional Actions	
						2015-2017	2018+
D1	Engage with property owners to identify near- to long-term redevelopment goals on key sites to facilitate desired development.	COG - Urban Design & Planning	Metro and COG - Community Development	City currently meets with property owners and developers.	X	X	X
D2	Consider establishing a storefront grant program in key areas along the corridor.	COG - Urban Design & Planning	Metro	Rockwood and Downtown have had storefront grant programs in the past. Metro is currently offering storefront grants in Downtown.		X	
D3	<p>Along Corridors, change development rules to support desired development that would provide community members access to goods, services, housing and jobs. Evaluation could include:</p> <ul style="list-style-type: none"> Density allowed in key locations near transit stations, especially in centers. Reducing minimum parking requirements near high-capacity transit stops. Reduce or add flexibility to landscaping rules on small lots in locations intended for intense development. 	COG - Urban Design & Planning		City is currently reviewing the Code to remove obstacles to desired development. City policies call for intense development in transit corridors (10.320.2).	X	X	
D4	Engage with commercial brokers, developers or targeted employers to identify opportunities and challenges to bring additional jobs to key sites, including Downtown Gresham, Civic Neighborhood and Gresham Vista Business Park.	COG - Urban Design & Planning and Community Development	COG - Economic Development; Port of Portland, East Metro Economic Alliance, Gresham Area Chamber of Commerce, etc.	City & Port conduct industrial recruitment. City staff have begun work on business recruitment as part of Centers and Corridors.	X	X	X

3. Create Lively, Active Places

The following draft actions are options to encourage intensely developed centers with active, pedestrian-friendly streets and access to shops, services, housing and jobs. The draft actions also provide options for enhancing commercial areas at major intersetions.

	Strategies & Actions	Potential Lead Partner(s)*	Supporting Partners*	Linked Policies/ Actions**	Current/ Ongoing City Action	Draft Timeframe to Consider Additional Actions	
						2015-2017	2018+
P1	In key commercial areas, provide technical assistance to community partners and property and business owners regarding promoting business districts, such as through information about business organizations, physical improvements and funding options.	COG - Community Development	COG - Urban Design & Planning; COG - Communications		X	X	
P2	In key commercial areas, provide technical assistance regarding how to add temporary uses and other activity generators to parking lots, vacant lots and underutilized properties.	COG - Community Development	COG - Urban Design & Planning	Food access policies and action measures (10.415)		X	
P3	Target areas near major stations and destinations for streetscape enhancements, including wide sidewalks; landscape strips and trees between curb and sidewalk; public art; and other features. Identify funding.	COG - Department of Environmental Services	COG - Urban Design & Planning	Transportation policies support pedestrian-friendly streets with landscaping and ped/ bike facilities. (10.320.1)		X	
P4	Work with local partners (property owners, growers, and community-based organizations) to identify uses that provide access to fresh foods where fresh foods are not easily accessible.	COG - Urban Design & Planning	COG - Other departments as needed	Food access policies and action measures (10.415)		X	
P5	Support the creation of community gardens in more locations, such as by evaluating Code barriers to gardens, revising the Development Code to clarify garden rules and explore City management at additional gardens as appropriate.	COG - Urban Design & Planning; Community Development; and Office of Governance and Management		Food access policies and action measures (10.415)		X	
P6	Consider adding a community center in Gresham (providing a community gathering place and a place for active recreation, classes and activities accessible via public transportation).	COG - Urban Design & Planning	COG - Other departments as needed	Parks, recreation, open spaces and trails policies (10.412) call for facilities/programs to meet residents' needs.		X	X
P7	Coordinate this action plan with the design and implementation of the bus rapid transit project.	COG - Urban Design & Planning	TriMet, Metro, City of Portland	City staff are working with partners on the project and its design.	X	X	X

* COG = City of Gresham ** [Comprehensive Plan Vol. 2](#) citations in parentheses.

4. Transportation

The following draft actions are options to support people’s ability to move safely and efficiently to places they care about.

Strategies & Actions	Potential Lead Partner(s)*	Supporting Partners*	Linked Policies/ Actions**	Current/ Ongoing City Action	Draft Timeframe to Consider Additional Actions	
					2015-2017	2018+
T1 Update and prioritize pedestrian and bicycle enhancements (crosswalks, sidewalks, bike lanes) that would help people get to transit and community destinations safely. Destinations include shops, services, trails, parks and schools. Identify funding sources to pay for construction and maintenance.	COG - Department of Environmental Services and Urban Design & Planning	Metro, ODOT	The city currently evaluates and prioritizes pedestrian and bike improvements (along with road improvements). This would involve updates to respond to the bus rapid transit project and seeking funds.	X	X	
T2 Enhance nighttime visibility and safety for pedestrian and transit users by implementing a lighting and signage strategy for key bus stops.	COG - Department of Environmental Services	TriMet (some improvements likely will be built with transit project)	City policies and action measures call for adequate lighting (10.320.1). City Transit policies and action measures promote safe stations (10.320.2).		X	X
T3 Improve comfort of transit stations/stops by adding weather protection (including ways to shelter riders from the East Wind), paved areas to wait, trash receptacles and other amenities when TriMet standards call for those amenities.	TriMet	COG - Department of Environmental Services	City Transit policies and action measures promote safe stations that include adequate shelters (10.320.2).		X	X

Strategies & Actions	Potential Lead Partner(s)*	Supporting Partners*	Linked Policies/ Actions**	Current/Ongoing City Action	Draft Timeframe to Consider Additional Actions	
					2015-2017	2018+
T4 Develop design options for existing streets near bus rapid transit stations that encourage pedestrian-friendly environments that support a mix of uses and safe, pleasant, efficient movement of cars, freight vehicles, buses, pedestrians, bicycles and other ways to get around.	COG - Department of Environmental Services and Urban Design & Planning	TriMet	Transportation street action measures call for City to "develop street design standards that support land uses and reduce barriers for people walking, biking and taking transit" and support street design standards that serve all modes of transportation and land-use plans. (10.320.1)			X
T5 Advocate for improved TriMet bus service that provides Gresham residents more complete and frequent bus service to employment areas.	COG - Urban Design & Planning		(10.320.2)	X		X
T6 Identify maintenance needs and funding sources for transportation infrastructure related to the Powell-Division project and surrounding station areas.	COG - Department of Environmental Services	COG - Urban Design & Planning				X



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5. Housing

The following draft actions are options to provide a full range of quality housing for Gresham’s current and future residents at all income levels and promote mixed-income neighborhoods. (Housing actions also can support a regional approach to housing that encourages mixed-income communities and discourages concentration of poverty in certain areas. The City of Portland has an action plan with items that seek to prevent displacement and provide affordable housing in Portland in general and along the Powell-Division line in particular.)

Strategies & Actions	Potential Lead Partner(s)*	Supporting Partners*	Linked Policies/ Actions**	Current/ Ongoing City Action	Draft Timeframe to Consider Additional Actions		
					2015-2017	2018+	
PROMOTE HOME OWNERSHIP							
H1	Provide homeowner assistance programs such as down payment assistance and energy efficiency upgrades that would reduce monthly bills.	COG - Community Development and non-profit partners.	Portland Housing Center and Energy Trust of Oregon	Housing policy (10.600). The City offers down payment assistance. Partners have energy efficiency programs.	X		
H2	Consider partnering with existing housing land trust to provide home ownership opportunities at a more affordable price.	City of Gresham	Existing land trust	Housing policy (10.600).	X	X	X
ENSURE SAFE, QUALITY HOUSING SUPPLY FOR A WIDE VARIETY OF RESIDENTS							
H3	Preserve existing quality affordable housing. Expand existing programs if additional funding is identified.	Non-profit community partners, including Human Solutions and Mend-A-Home	COG - Community Development and Urban Design & Planning	City funds Human Solutions to preserve affordable housing and funds organization to provide emergency home repair to low-income owner-occupied housing.	X		
H4	Provide technical assistance if a non-profit organizations initiates work with mobile home park residents to establish cooperative resident ownership that would enhance long-term affordability.	Non-profit community partners	COG - Urban Design & Planning			X	X
H5	Continue rental housing inspection program to ensure safe, livable, quality housing.	COG - Community Development		City conducts mandatory inspections on residential rental properties to ensure units are safe and healthy. Some are random; others respond to complaints.	X		

	Strategies & Actions	Potential Lead Partner(s)*	Supporting Partners*	Linked Policies/ Actions**	Current/ Ongoing City Action	Draft Timeframe to Consider Additional Actions	
						2015-2017	2018+
H6	Evaluate partnership opportunities with larger employers for programs such as employer assisted housing.	COG - Economic Development		Housing policy (10.600)			X
H7	Review and update Development Code rules to remove barriers to desired improvements and rehabilitation of existing housing. Determine if barriers exist to allowing desired housing types in Gresham, including alternative housing such as co-housing, multi-generational housing and accessory units.	COG - Urban Design & Planning		Housing policy (10.600)	X		X
H8	Provide education and assistance to housing providers to encourage maintenance and improvement of properties such as painting, landscaping, walking paths, benches, play areas and other features that would improve the safety and quality of housing.	COG - Community Development	COG - Urban Design & Planning; non-profit housing partners	Housing policy (10.600). City currently provides resources for tenants and landlords regarding how to provide a healthy environment in housing.	X	X	X
ADD TO HOUSING SUPPLY TO SUPPORT AFFORDABILITY							
H9	Evaluate City fees and processes and to identify appropriate incentives to encourage desired housing.	COG - Urban Design & Planning	COG - Community Development and Department of Environmental Services	Housing policy (10.600). City currently is evaluating fees and processes and considering incentives for desired development.	X	X	
H10	Study the feasibility of a land acquisition strategy along transit route as "land banking" opportunities for future affordable housing.	COG - Urban Design & Planning	COG - Community Development and Department of Environmental Services; Metro; TriMet	Housing policy (10.600)		X	

* COG = City of Gresham ** [Comprehensive Plan Vol. 2](#) citations in parentheses.

STATION AREA SPECIFIC ACTIONS

Many of the citywide strategies on the previous pages can be applied to the station opportunity areas that were part of this study. The following draft actions are options that could be applied in specific station opportunity areas.

182ND AND DIVISION

- A1. Promote active and temporary uses to promote activity and safety in commercial areas by convening local businesses and community members to develop a strategy to attract a grocery store, produce market, community-supported agriculture or some other fresh food source.

DIVISION AND EASTMAN/MAIN (DOWNTOWN AND CIVIC NEIGHBORHOOD)

- A2. Identify and brand a connected set of pedestrian routes in downtown and develop and implement a wayfinding program to connect transit stations with key destinations including Gresham Civic, Downtown Gresham, Center for the Arts Plaza and Main City Park to the Springwater Trail.
- A3. Enhance Gresham central transit station and park and ride to enhance safety and increase activity, such as with temporary uses, food carts and additional lighting.
- A4. Engage with property owners of Gresham Town Fair shopping center to identify opportunities to better intergrate it into the rest of Downtown, such as enhanced pedestrian access through the site.
- A5. Promote redevelopment in the Hood to Kelly corridor from Powell to Division to capitalize on transit investment and underdeveloped parcels. Engage developers and property owners.
- A6. Promote storefront improvements and adaptive reuse within the historic downtown core.
- A7. Use the Garage to Storefront program to attract restaurants, creative service firms, other uses that make DT Gresham a more attractive investment climate.
- A8. Consider other funding sources for downtown Gresham to assist with public-private partnerships and funding of public realm investments and acquisition of strategic development sites. Tools include urban renewal, local improvement districts, grants and other sources.
- A9. Conduct a feasibility study for a new city hall in downtown Gresham possibly to include other public/institutional uses (library, school district, etc.). Study would include options for reuse of existing City Hall building.
- A10. Reduce minimum required off-street parking for multi-family residential to promote people living Downtown.

STARK AND HOGAN/KANE

- A11. Work with Mt. Hood Community College to support its plans for future renovations and expansions.
- A12. Engage property owners of the College Square Shopping Center on the east side of Hogan to find ways to improve pedestrian movement between the commercial area, Legacy Mount Hood Medical Center and the surrounding residential community.
- A13. Engage with Legacy Mount Hood Medical Center to develop an internal street network and pedestrian access that connects to adjacent residential neighborhoods.
- A14. Engage property owners with development plans along Stark to consider taking advantage of current city policy to allow for additional setbacks and additional sidewalk width. Consider allowing enhanced pedestrian amenities along the street to count toward required site landscaping.
- A15. Work with property owners to locate a plaza or other public community space in the opportunity area.
- A16. Work with Mt. Hood Community College and Legacy Mount Hood Medical Center to analyze whether Plan Map Amendments are necessary to allow flexibility in uses, heights and development intensity on the campuses. Both campuses currently are located in residential districts, which could present obstacles to desired campus development.
- A17. Work with Multnomah County to ensure capital projects are coordinated when Multnomah County roads are involved, such as along Stark Street.



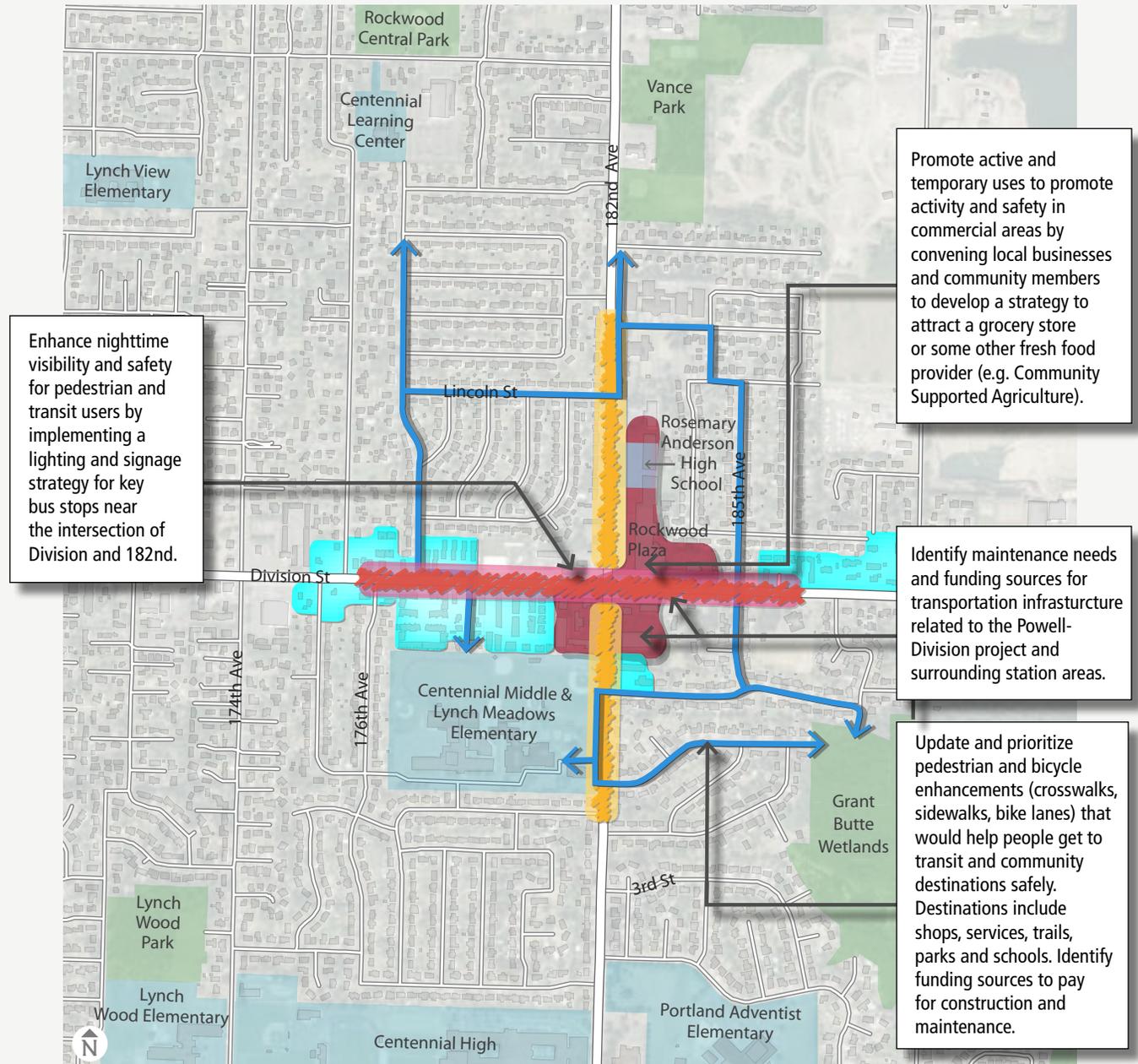
182nd AND DIVISION STATION AREA CONCEPT

182nd and Division Opportunity Area

Powell - Division Transit and Development Project

- Parks
- Schools
- Primary streetscape enhancements (pedestrian oriented community street)
- Pedestrian safety and crossing enhancements
- Existing pedestrian routes where enhanced wayfinding is recommended
- Recommended focus area for redevelopment
- Recommended areas to encourage transit supportive development

This map shows how strategies could be applied near the intersection of 182nd and Division. The maps show opportunities to promote desired change if resources and priorities align development.



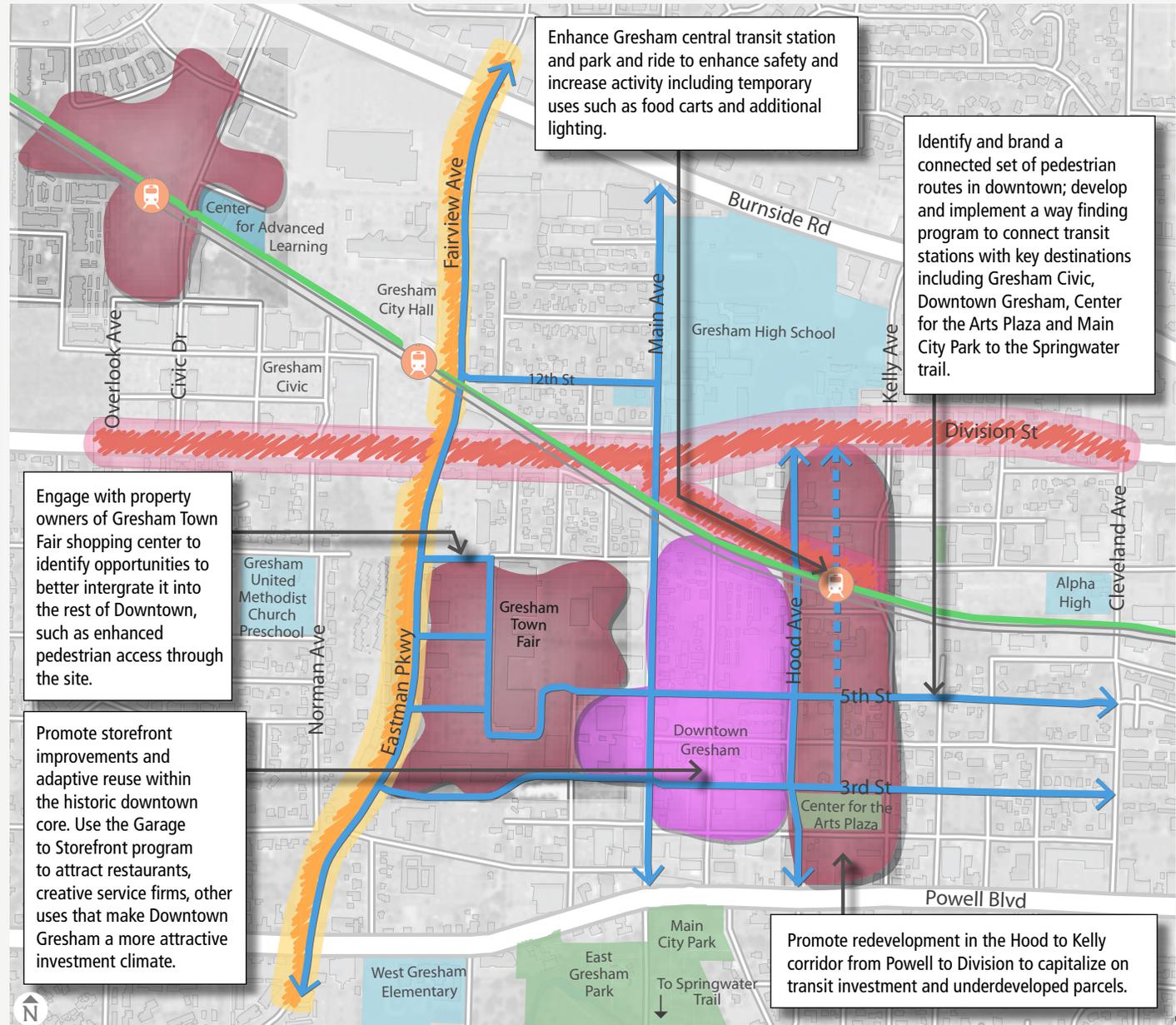
DIVISION AND EASTMAN STATION AREA CONCEPT

Downtown Gresham Opportunity Area

Powell - Division Transit and Development Project

-  Light rail station
-  Parks
-  Schools
-  Primary streetscape enhancements (pedestrian oriented community street)
-  Pedestrian safety and crossing enhancements
-  Existing regional trail
-  Existing pedestrian routes where enhanced wayfinding is recommended
-  Proposed pedestrian connections with wayfinding
-  Recommended focus area for redevelopment
-  Recommended priority area for storefront improvements, preservation

This map shows how strategies could be applied near the intersection of 182nd and Division. The maps show opportunities to promote desired change if resources and priorities align development.

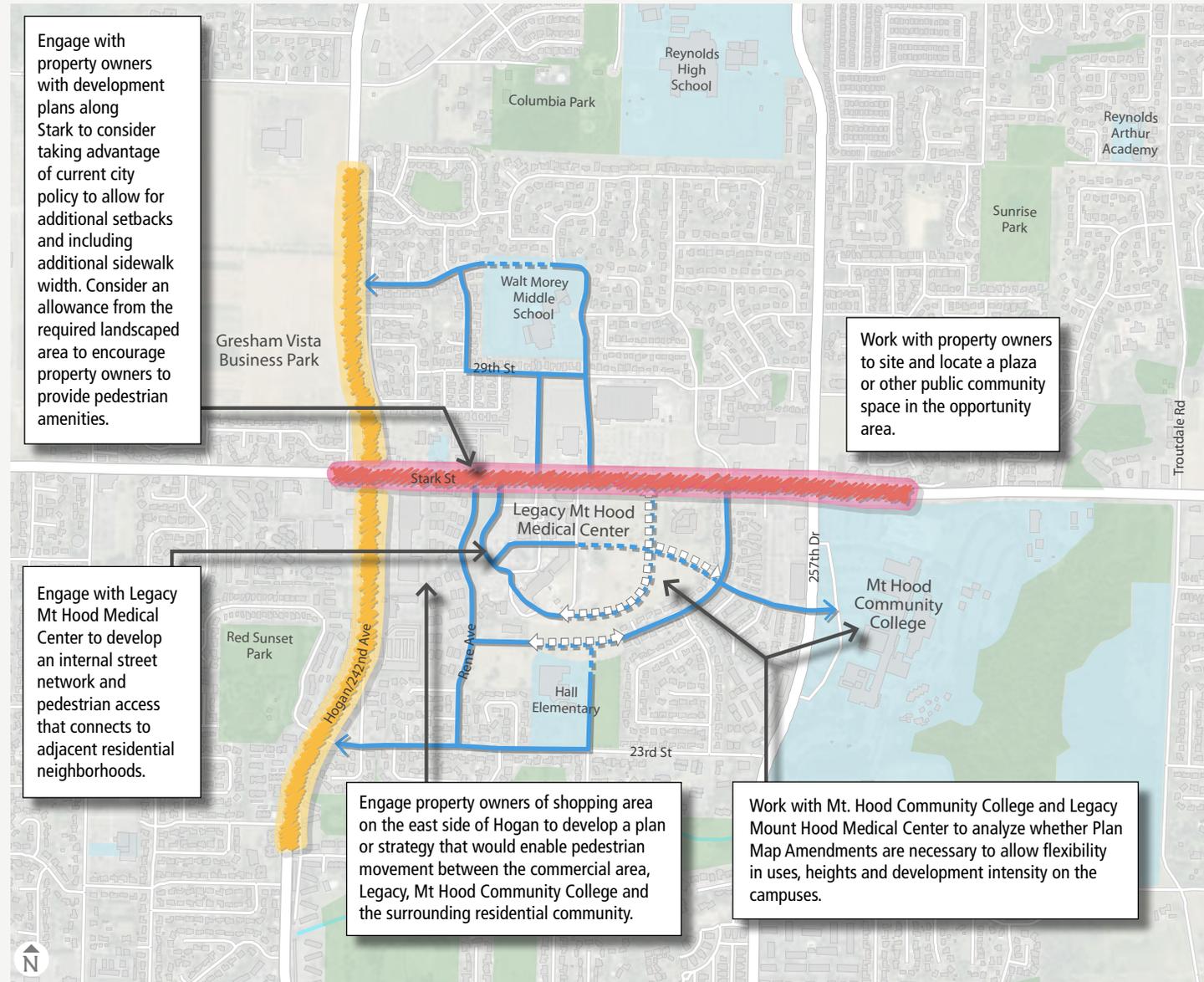


HOGAN AND STARK STATION AREA CONCEPT

Hogan & Stark Opportunity Area Powell - Division Transit and Development Project

- Parks
- Schools
- Primary streetscape enhancements (pedestrian oriented community street)
- Pedestrian safety and crossing enhancements
- Existing pedestrian routes where enhanced wayfinding is recommended
- Proposed pedestrian connections with wayfinding
- Planned future roadways

This map shows how strategies could be applied near the intersection of 182nd and Division. The maps show opportunities to promote desired change if resources and priorities align development.



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