Gresham ACTION PLAN

Powell-Division Transit & Development Project

DRAFT
April 2015

GRESHAM ACTION PLAN

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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INTRODUCTION

The Powell-Division Transit and Development projects studied three Gresham opportunity areas along the bus-rapid transit corridor. The three areas were studies to identify how Gresham might best support and take advantage of better, faster transit to promote desired changes in different situations.. The station opportunity areas studied were:

- 182nd and Division (a neighborhood center)
- Division and Eastman (a Downtown Center)
- Hogan and Stark (an Employment/Campus Center)

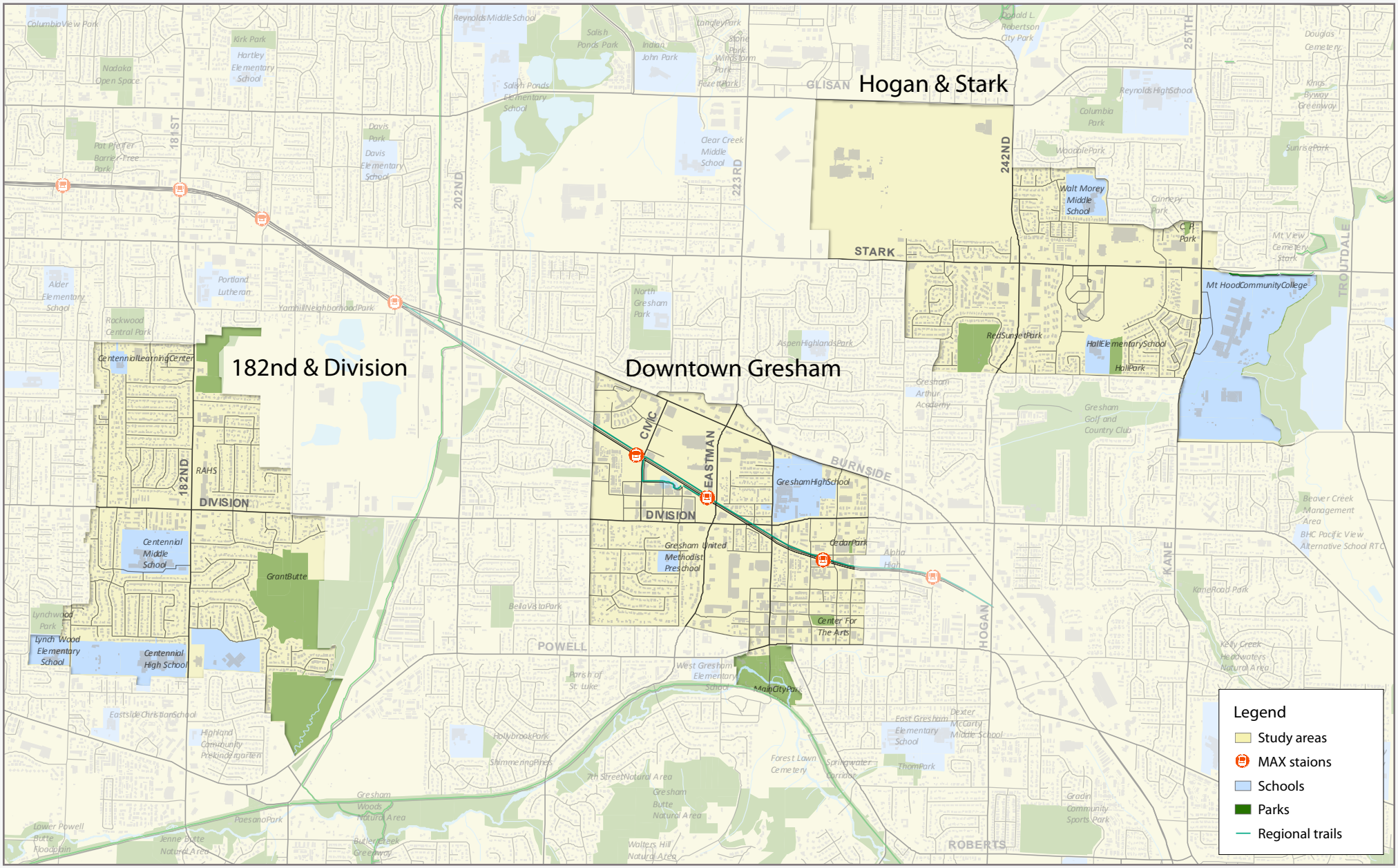
Technical work and real-estate market analysis showed more potential for intense development in Downtown and selected opportunities for commercial development or less intense residential development away from Gresham's Regional Center. In addition, public engagement efforts identified the following desired changes in neighborhoods and commercial areas around potential stations:

- Safe sidewalks, crosswalks and places to bike
- Places to wait for the bus with safe designs, weather protection, seating and nearby plaza, shops or other amenities
- Additional places to work and additional housing, including affordable housing
- Community gathering places (plazas, markets, food carts or a community center)
- Stronger connections among destinations and transit stops

The following actions provide ways to encourage desired development and other desired changes. These are draft actions that will be reviewed with the public and Planning Commission. The Gresham City Council review the action items and public comments this summer. The City Council will have an opportunity to set Gresham priorities and would vote on whether to approve the action plan.

The following actions include both citywide strategies and those specific to the station areas.

Downtown Gresham (credit: The Oregonian)


Hogan & Stark
182nd & Division
Downtown Gresham
GLISAN
STARK
DIVISION
POWELL
BURNSIDE
ROBERTS
CIVIC
EASTMAN
HOGAN
KANE
TROUTDALE
181ST
202ND
223RD
242ND
257TH
182ND
Legend
Study areas
MAX staions
Schools
Parks
Regional trails

THE ACTION PLAN

CITYWIDE STRATEGIES

1. ECONOMIC DEVELOPMENT
2. PROMOTE DESIRED DEVELOPMENT
3. LIVELY & ACTIVE PLACES
4. TRANSPORTATION
5. HOUSING

STATION AREA SPECIFIC STRATEGIES

182ND & DIVISION

DIVISION & EASTMAN/MAIN

STARK & HOGAN/KANE

1. Economic Development

Promoting retention and creation of jobs and supporting small businesses will address community desires for more jobs, entrepreneurial opportunities and access to stores that sell needed goods and services. In addition, increasing income in the community means 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	Additional action to consider and potential time	
						2015-2017	2018+
ED1	Consider additional incentives to promote desired development (not currently being provided by the market) that meets City goals. Incentives could incluvde fee reductions, grants (such as for predevelopment services), tax credits or other methods. Identify funding sources.	COG - Urban Design & Planning, COG - Community Development and COG - Office of Governance and Management		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 Opportunties Corp, MHCC, Craft 3	COG - Community Development and COG - 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.	Economic development conducts recruitment. City provides incentives.	X		
ED4	Promote additional jobs in the City's commercial corridors and centers.	COG - Community Development	COG - Urban Design & Planning and COG - Economic Development	Current Centers and Corridors City Council Work Plan project includes promoting job growth in Corridors and Centers.	X	X	X
PROMOTE SMALL BUSINESSES							
ED5	Provide technical assistance and incentives to reduce vacancies and support small business.	COG - Community Development		Strong support among the Mayor and City Council members for supporting small businesses.	X		

* COG = City of Gresham
** Comprehensive Plan Vol. 2 citations in parentheses.

	Strategies & Actions	Potential Lead Partner(s)*	Supporting Partners*	Linked Policies/ Actions**	Current/ Ongoing City Action	Additional action to consider and potential time	
						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 currently has a preference for local purchasing and hiring and must seek inclusion of minority-owned, women-owned and emerging small contracts on federal funded projects.	X	X	
ED7	Evaluate City development rules to remove obstacles to small business while ensuring compatibility with other uses, such as revisiting rules for businesses operated out of houses in residential areas and rules for live-work development.	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

Promoting desired development 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	Additional action to consider and potential time	
						2015-2017	2018+
D1	Engage with property owners to identify near- to long-term property redevelopment goals on key sites to facilitate desired development.	COG - Urban Design & Planning	Metro and COG - Community Development	City current meets with property owners and developers as opportunities arise.	X	X	X
D2	Consider establishing a storefront grant program to fund at least one storefront improvement per year in key areas along the corridor.	COG - Urban Design & Planning	Metro	Rockwood and Downtown have had storefront grant programs in the past. Funding source. Metro is currently offering storefront grants in limited locations.		X	
D3	Along Corridors, change Development Code rules to support desired development that would provide community members access to goods, services, housing and jobs. Evaluation could include: • Increasing maximum residential density allowed in key locations near transit stations, such as in Corridor Mixed Use and Corridor Multi-family land-use districts. • Reducing minimum parking requirements near high-capacity transit stops (MAX and bus rapid transit) or other locations based on use and location. • Reducing amount of landscaping required on small lots in locations intended for intense development or provide additional flexibility.	COG - Urban Design & Planning		City is currently reviewing the Code to remove obstacles to desired development, although that project does not include all the ideas listed here. City policies call for intense development in transit corridors (10.320.2).	X	X	

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	Strategies & Actions	Potential Lead Partner(s)*	Supporting Partners*	Linked Policies/ Actions**	Current/ Ongoing City Action	Additional action to consider and potential time	
						2015-2017	2018+
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.	Economic development currently conducts recruitment for industrial site, as does Port of Portland. Council Work Plan currently calls for business recruitment in Corridors and Centers project and staff have begun work on this project.	X	X	X

3. Create Lively, Active Places

Gresham's policies call for intensely development centers with with active, pedestrian-friendly streets and access to shops, services, housing and jobs. The City also seeks a mix of commercial and residential development at its major intersections and in appropriate locations along its corridors. Public comments during the Powell-Division project also have supported those goals and desires for more active uses and public gathering places in centers and corridors.

	Strategies & Actions	Potential Lead Partner(s)*	Supporting Partners*	Linked Policies/ Actions**	Current/ Ongoing City Action	Additional action to consider and potential time	
						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 supporting discussions 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 as appropriate and other features. Identify funding.	COG - Department of Environmental Services	COG - Urban Design & Planning	Transportation: Street System policies and action measures support pedestrian-friendly streets with landscaping and pedestrian and bicycle amenities. (10.320.1)		X	
P4	Work with local partners (property owners, growers, and community based organizations) to identify a seasonal or weekly active use that support access to fresh foods in locations where fresh foods are not easily accessible.	COG - Urban Design & Planning		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 expand City management to additional gardens as necessary and feasible.	COG - Urban Design & Planning, COG - Community Development, COG - Office of Governance and Management		Food access policies and action measures (10.415)		X	

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	Strategies & Actions	Potential Lead Partner(s)*	Supporting Partners*	Linked Policies/ Actions**	Current/ Ongoing City Action	Additional action to consider and potential time	
						2015-2017	2018+
P6	Consider adding a community center in Gresham that provides, for a variety of age groups, a community gathering place and a place for active recreation, classes and activities in Gresham that is accessible via public transportation.	COG - Urban Design & Planning	COG - Other departments as needed	Parks, recreation, open spaces and trails policies (10.412) call for providing facilities and programs to meet the needs of the population.		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, University of Oregon Sustainable Cities Initiative	City staff are currently working with regional partners on the project and its design.	X	X	

4. Transportation

Gresham policies promote and public input heard during the Powell-Division project favored sidewalks, crosswalks, streets and transit that support people's ability to move safely and efficiently around the city and region to places they care about.

	Strategies & Actions	Potential Lead Partner(s)*	Supporting Partners*	Linked Policies/ Actions**	Current/ Ongoing City Action	Additional action to consider and potential time	
						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	COG - Urban Design & Planning	The city currently evaluates and prioritizes pedestrian and bike improvements (along with road improvements). This would involving an update to respond to the bus rapid transit project and seek funding sources to fund enhancements.	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	City Street System 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

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	Strategies & Actions	Potential Lead Partner(s)*	Supporting Partners*	Linked Policies/ Actions**	Current/ Ongoing City Action	Additional action to consider and potential time	
						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, buses, pedestrians, bicycles and other ways to get around.	COG - Department of Environmental Services	COG - Urban Design & Planning	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 maintennce needs and funding sources for transportation infrasturcture related to the Powell-Division project and surrounding station areas.	COG - Department of Environmental Services	COG - Urban Design & Planning			X	

5. Housing

Gresham seeks to have a full range of quality housing for its 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 will have 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	Additional action to consider and potential time	
						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, including Portland Housing Center and Energy Trust of Oregon		Housing policy (10.600). The City announced a down payment assistance program on April 1, 2015. Partners have ongoing energy efficiency programs.	X		
H2	Consider partnering with existing housing land trust to provide home ownership opportunities at a more affordable price.			Housing policy (10.600).	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 COG - Urban Design & Planning	City currently provides funding to Human Solutions to preserve affordable housing and funds a program that provides emergency home repair to very low- and low-income owner occupied housing.	X		
H4	If non-profit organizations choose to work with mobile home park residents to establish cooperative resident ownership that would enhance long-term affordability, provide technical assistance.	Non-profit community partners	COG - Urban Design & Planning			X	X

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	Strategies & Actions	Potential Lead Partner(s)*	Supporting Partners*	Linked Policies/ Actions**	Current/ Ongoing City Action	Additional action to consider and potential time	
						2015-2017	2018+
H5	Continue rental housing inspection program to ensure safe, livable, quality housing.	COG - Community Development		City currently conducts mandatory inspections on residential rental properties within Gresham to ensure units are safe and healthy. The program conducts random inspections and also responds to complaints.	X		
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

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	Strategies & Actions	Potential Lead Partner(s)*	Supporting Partners*	Linked Policies/ Actions**	Current/ Ongoing City Action	Additional action to consider and potential time	
						2015-2017	2018+
ADD TO HOUSING SUPPLY TO SUPPORT AFFORDABILITY							
H9	Evaluate City fees and processes and determine appropriate incentives to encourage desired housing, including market rate housing and affordable housing in the right locations consistent with City policy.	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 feasiblility 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	

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STATION AREA SPECIFIC ACTIONS

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 or some other fresh food provider (e.g. Community Supported Agriculture).

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 way finding 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 .5 per unit.

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 shopping area on the east side of Hogan to develop a plan or strategy that would enable pedestrian movement between the commercial area, Legacy Mt Hood and the surrounding residential community.

A13. Engage with Legacy MT Hood to develop an internal street network and pedestrian access that connects to adjacent residential neighborhoods.

A14. Engage with property owners with development plans along Stark to consider taking advantage of current city policy to allow for additional setbacks and including additional sidewalk width. Consider an allowance from the required landscaped area to encourage property owners to provide pedestrian amenities.

A15. Work with property owners to site and locate a plaza or other public community space in the opportunity area.

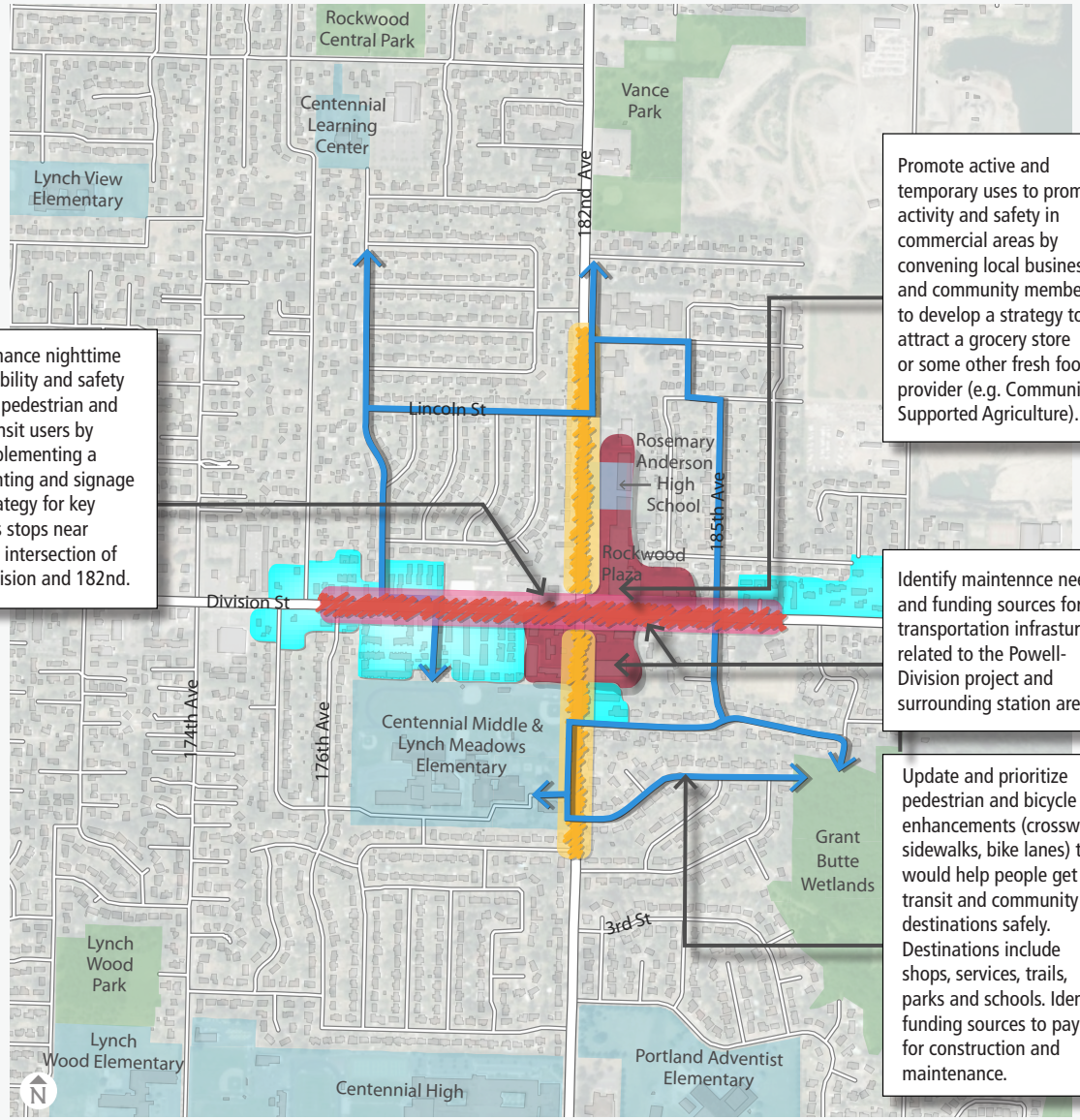
A16. Work with Mt. Hood Community College and Legacy Mount Hood Medical Center to analyze whether Plan Map Amendments are necessary to allow flexibility in uses, heights and development intensity on the campuses. Both campuses currently are located in residential districts., which could present obstacles to desired campus development. Consider asking the City Council to initiate Plan Map Amendment Changes.

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 redeveloment
- Recommended areas to encourage transit supportive development



Enhance nighttime visibility and safety for pedestrian and transit users by implementing a lighting and signage strategy for key bus stops near the intersection of Division and 182nd.

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 or some other fresh food provider (e.g. Community Supported Agriculture).

Identify maintennce needs and funding sources for transportation infrasturcture related to the Powell-Division project and surrounding station areas.

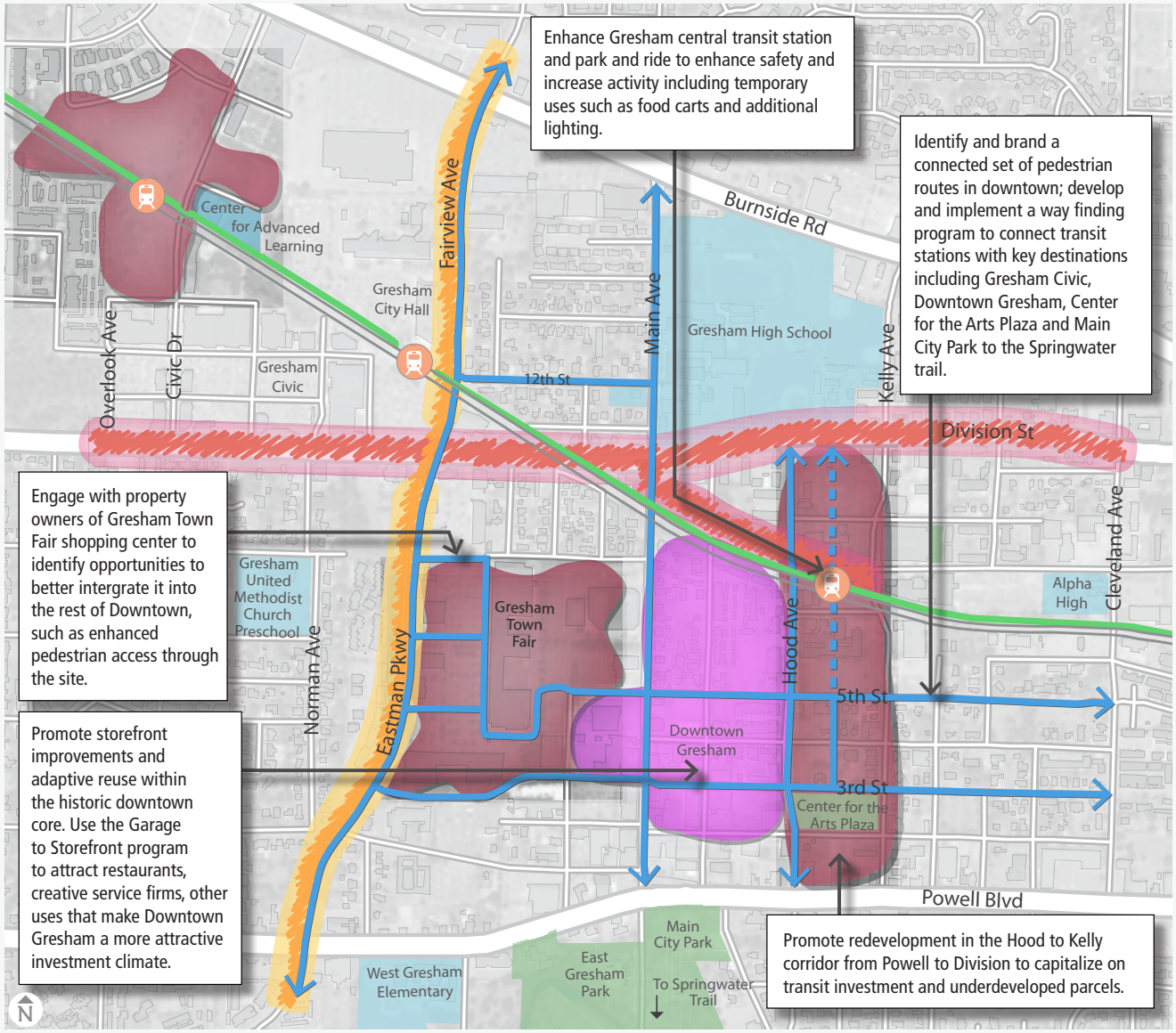
Update and prioritize pedestrian and bicycle enhancements (crosswalks, sidewalks, bike lanes) that would help people get to transit and community destinations safely. Destinations include shops, services, trails, parks and schools. Identify funding sources to pay for construction and maintenance.

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

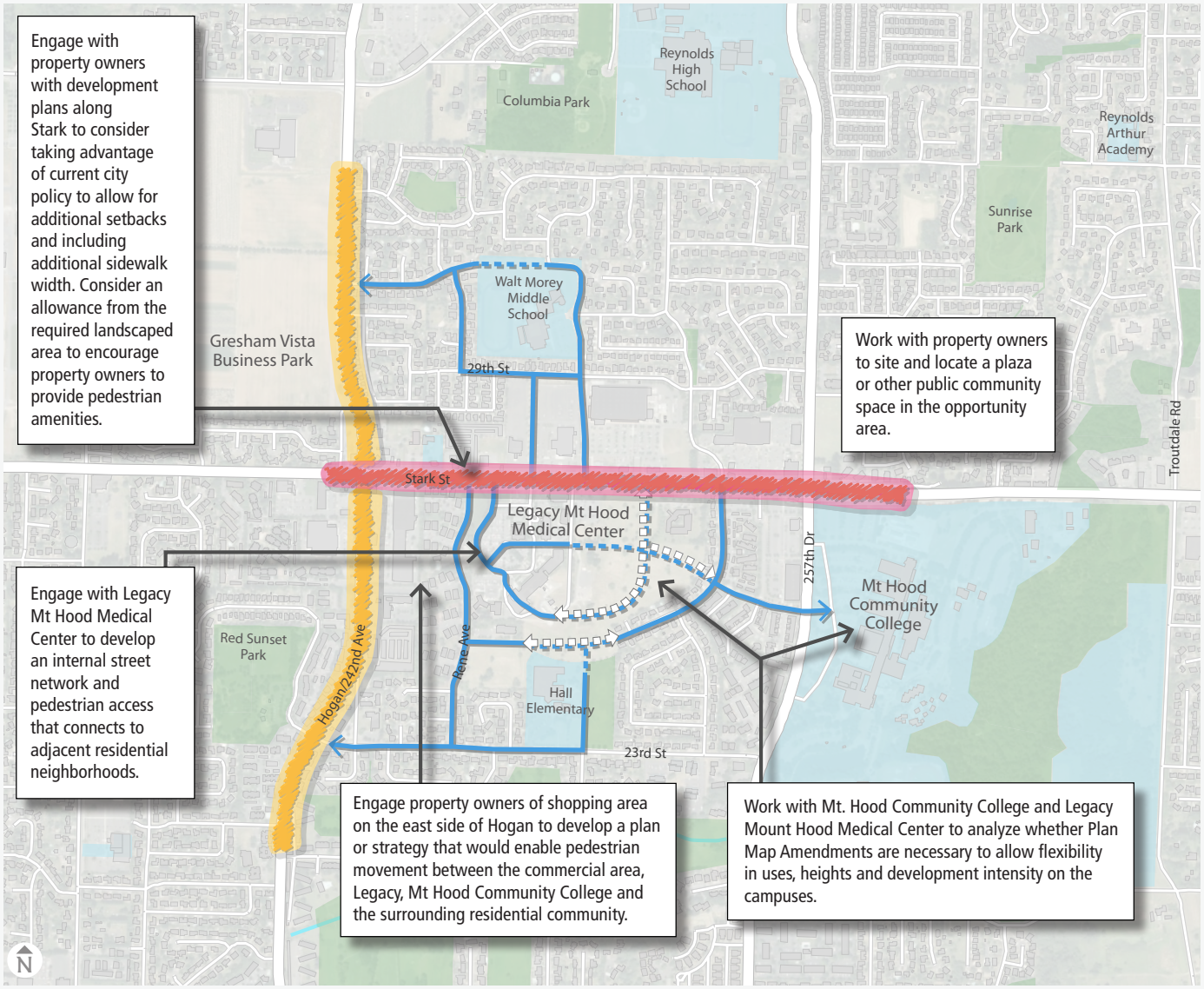


HOGAN AND STARK STATION AREA CONCEPT

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



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Powell-Division Transit & Development Project

DRAFT
April 2015