

Sandy, OR Research & Strategy Presentation

6.13.17

Your brand is what people say about you when you're not around



branding

is what you do about it

why branding?



we make decisions based on it everyday.



“how people think of a place is less tangible, but more important than just about anything else.”

Richard Florida

75%

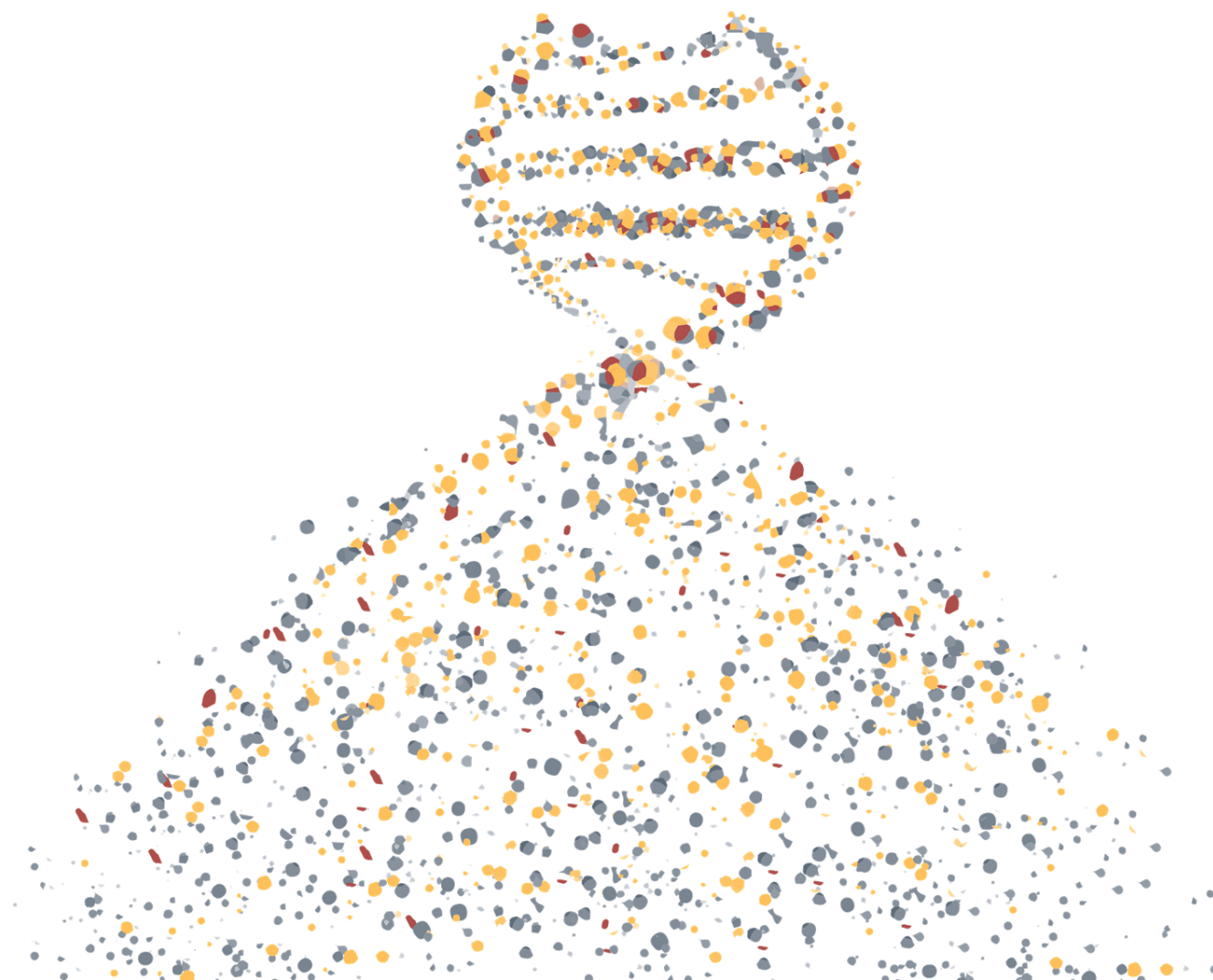
of consumers made a brand decision based on a recommendation from a peer

Research

RESEARCH

STRATEGIC DNA

CREATIVITY & ACTION



Research Methods

- **Research & Planning Audit**
- **Communication Audit**
- **Situation Analysis**
- **In Market Trip:**
 - **Familiarization Tour**
 - **Public Presentation**
 - **Stakeholders/Residents Interviews and Focus Groups**
 - **Undercover Interviews**
- **Vision Survey**
- **Community Survey**
- **Brand Barometer**
- **Quantitative Perception Study** visitors & non-visitors to Sandy from the Portland and a combined Clackamas, Multnomah, and Hood River County Region
- **Competitive Positioning Review**

- **Bonus Research: External Perception Study**



In-Market Study

Descriptors	Assets	Challenges	Opportunities
Progressive, forward thinking	SandyNet	Highway split	Community Center
Family friendly	Location between Portland & Mt. Hood	Lack of Retail Options	35,000 cars per day between Portland and Mt. Hood
Small town	Nearby Outdoor Recreation	Lack of Healthcare Options	Attracting businesses
Bedroom community	Sandy Transit	Pass-through Reputation	Attracting dining
Close-knit	Joe's Donuts	Change averse	Adding entertainment options
Conservative	Mt. Hood	Traffic / congestion	Alleviate traffic
Growing	Trails and Parks	Not business friendly	Improving reputation as difficult to do business
Mountain Town	Affordable homes	Few great dining options	Growing special events
Suburb	Oregon Trail History	Managing growth from Portland	Attracting tech companies
Isolated	Police / safe	Vacant buildings	
Stagnant	Well managed	Larger trade area	



What residents *think* outsiders say

Pass-through

Speed trap

Joe's Donuts

On the way to Mt. Hood

Affordable homes

Small town

Congestion

Bottleneck

Far away

Missing

Marketing / PR

Strong identity / reputation

Walkability

Vibrant downtown

Outdoor recreation reputation

Vision / plan

Bypass

Job growth

Microbrewery

Ready sites for development

Identity

Mt. Hood

Proximity to the mountain

Sandy River

Green Space

Sense of community

Joe's Donuts

Nothing



“Not a lot of people are coming for Sandy. This is not the end destination - they want to go the mountain. So they simply pass on through.”

- Internal Perception



"Because we live here we don't look at how beautiful Sandy is. People come from all over to see how beautiful Oregon is. And as far as outdoor activities go, we have a little bit of everything."

- Internal Perception



“Great environment to raise kids.”

“City has done a good job at a facelift... more charm.”

“Sandy is a small city that does a lot with what we have.”

“Are we a mountain town? Depends on who you ask. I think we are very tied to the mountain.”

- Internal Perceptions



“There is a lot going on here in Sandy; I had no idea.”

“We should be a depot for Mt. Hood Outfitters but we aren’t. We are the largest city before the mountain.”

“We are a well kept secret.”

- Internal Perceptions



Vision Survey

Internal Stakeholder Perceptions

190 Responses

Race/Ethnicity:

90% White
5% Other
3% Native American
1% Asian
1% Latino
1% Caribbean

Gender:

23% Male
77% Female

Age:

18 - 24 : 2%
25 - 34 : 19%
35 - 44 : 24%
45 - 54 : 30%
55 - 64 : 21%
65 and over : 5%

Describe Sandy, OR to someone who has never heard of it before.

The Gateway to Mount Hood

“The gateway to Mt. Hood. Sandy holds charm and a strong sense of unity through community efforts.”

“Sandy is a small town east of Portland at the base of Mt. Hood, Oregon's tallest mountain.”

Small Town/Community

“Beautiful Mt. Community with a small town feel, but progressive and independent”

“There is a sense of community and I would say that it is mostly rural.”

Close to Portland

“Small town you pass through to get from Portland to Mt hood to Bend”

“Far enough from Portland to relax, close enough to get to easily.”



If you could change (add, remove, or alter) something in Sandy that would make a positive difference for its future, what would you change?

Traffic/Parking

“A bypass for Hwy 26 (to help traffic)”

“1) Slow down the traffic on HWY 26 and reduce the number of large trucks going through town. 2) Increase the trail network.”

“Divert traffic. Hard to park and get around without crossing the highway.”

Downtown

“I would knock down every blighted house and building in the downtown core at City expense.”

“Infill and additions in downtown core to bring more pedestrian traffic for businesses old and new.”

Become more business friendly

“The lackadaisical attitude that the city has in helping the businesses here thrive. Instead of putting up roadblocks and causing problems work on tourism and bringing people and stopping that traffic”



What is the first adjective that comes to mind when describing the following communities?

Gresham, OR

- Crime
- Dirty
- Drugs

Oregon City, OR

- Historic
- Nice
- Courthouse

Happy Valley, OR

- Expensive
- Growth
- Nice

Estacada, OR

- Rural
- Country
- Small Town

Lake Oswego, OR

- Expensive
- Rich
- Snobby

Washougal, WA

- Far
- Camas, WA
- Nice

Troutdale, OR

- Windy
- Shopping
- Gateway to the Gorge

Fairview, OR

- Gresham
- Nice
- Target



How is Sandy different from the communities listed in the previous question?

Small Town Charm

“Sandy needs to stay true to who we are. The small town that is the gateway to Mt. Hood with nurseries and farmers who are the backbone of our community that grew into organically grown businesses providing products and services to our local residents.”

“We have more of a small town feel - let's not lose that.”

Mt. Hood

“God invested billions of dollars just up the highway, creating mt hood. Vision!”

“Our location to Mt. Hood is the biggest difference. We should be capitalizing on our location more.”

Family Friendly

“Sandy is a town for average people to live in and raise a family. We suffer the commute for for less costly housing and less crime.”



“It's where family's grow and are raised generation after generation. It's a place where you want your kids to grow up and you never want to leave. It's just...home.”

Do you consider Sandy to be business friendly? Why or why not? Please explain your answer.

Yes

"Yes, it's business friendly for those already in businesses. Establishing a business in our community may not be so easy."

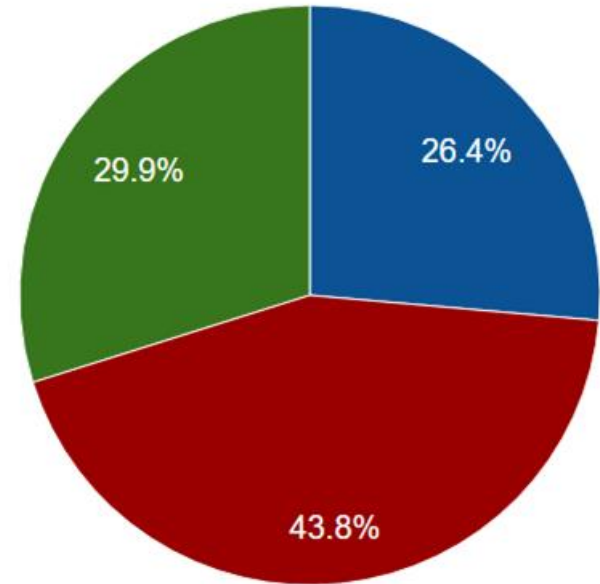
"The Chamber of Commerce is very helpful and the City seems pretty supportive."

No

"Sign codes for business owners are insane. Still remember Jim Duff walking around taking down A frame signs"

"The fees to own and operate a business in sandy are outrageous."

"Too many business come and go-lots of old building left empty or not used to potential. Lots of hoops to jump thru to advertise and find space."



● Yes ● No ● I don't know



In your opinion, what is missing in Sandy?

Restaurants

“Real. Good. Food. We have okay food, very few options. When most people talk about going up the mountain or into Gresham for restaurants you know there is a problem.”

“Most of the food places are horrible here. Especially, anything healthy for salads.”

“We already know that eating/drinking establishments are short over \$50,000,000 in annual sales within ten miles.”

Shopping

“Large retail stores such as Lowes or Home Depot. No food opportunities except for mom and pop locations.”

“Allow in a larger store like Costco (Absolutely no Walmart!) Or Target.”

“More shopping options such as a Trader Joe's Market.”



What surprises people most about Sandy?

SandyNet

“That we are very forward thinking! SandyNet is such a great service and lots of my friends in other cities are jealous.

“That we have a municipally-owned internet service provider that can provide them with (literally) world class, super cheap internet service in a small, semi-rural town.”

“to find out that we have a low cost municipal fiber optic internet system”

High School

“The high school! It looks very up to date.”

“The looks of the town and the new school is great.”



“How impressive the high school is.”

In your opinion what aspect of Sandy leaves the strongest positive impression and strongest negative impression on visitors and newcomers to the community?

Positive

- Natural Beauty
- Friendly Community
- Clean Small Town

Negative

- Traffic
- Lack of Restaurants
- Downtown



In your opinion, what is the most important to Sandy's identity as a community (without this, Sandy loses its essence)?

Small Town Feel

"It needs to stay small. It has grown so much over the last few years and things just need to slow down."

Mt. Hood

"Sandy is a bump on the way to the mountain."

Community

"The feeling of being a community."

Local Business



"All the small businesses. Please no more big box businesses!"

Online Community Survey

Internal Perceptions

335 Responses

Race/Ethnicity:

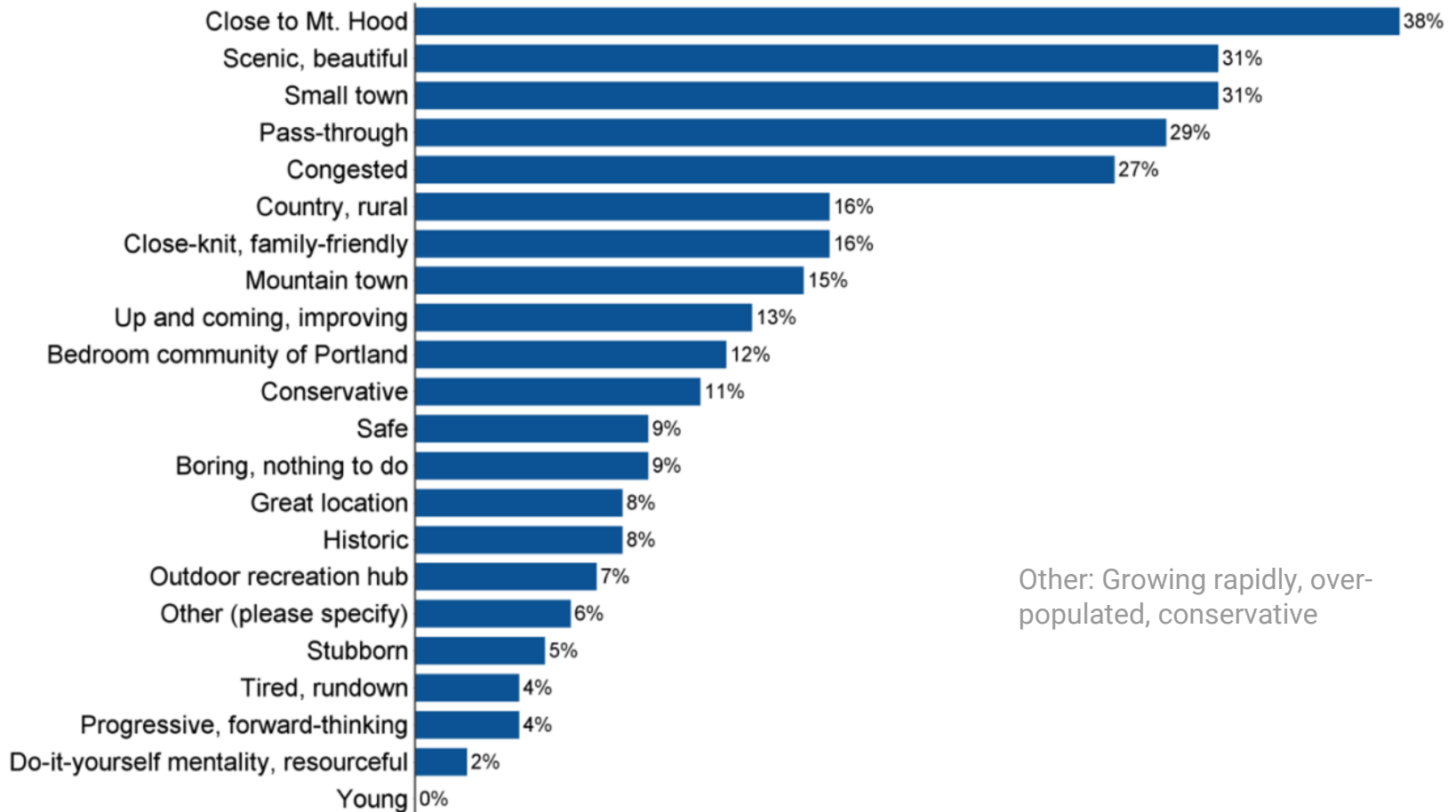
80% White
12% Prefer not to answer
5% Asian
2% Native American
2% Latino
2% Other
1% Pacific Islander

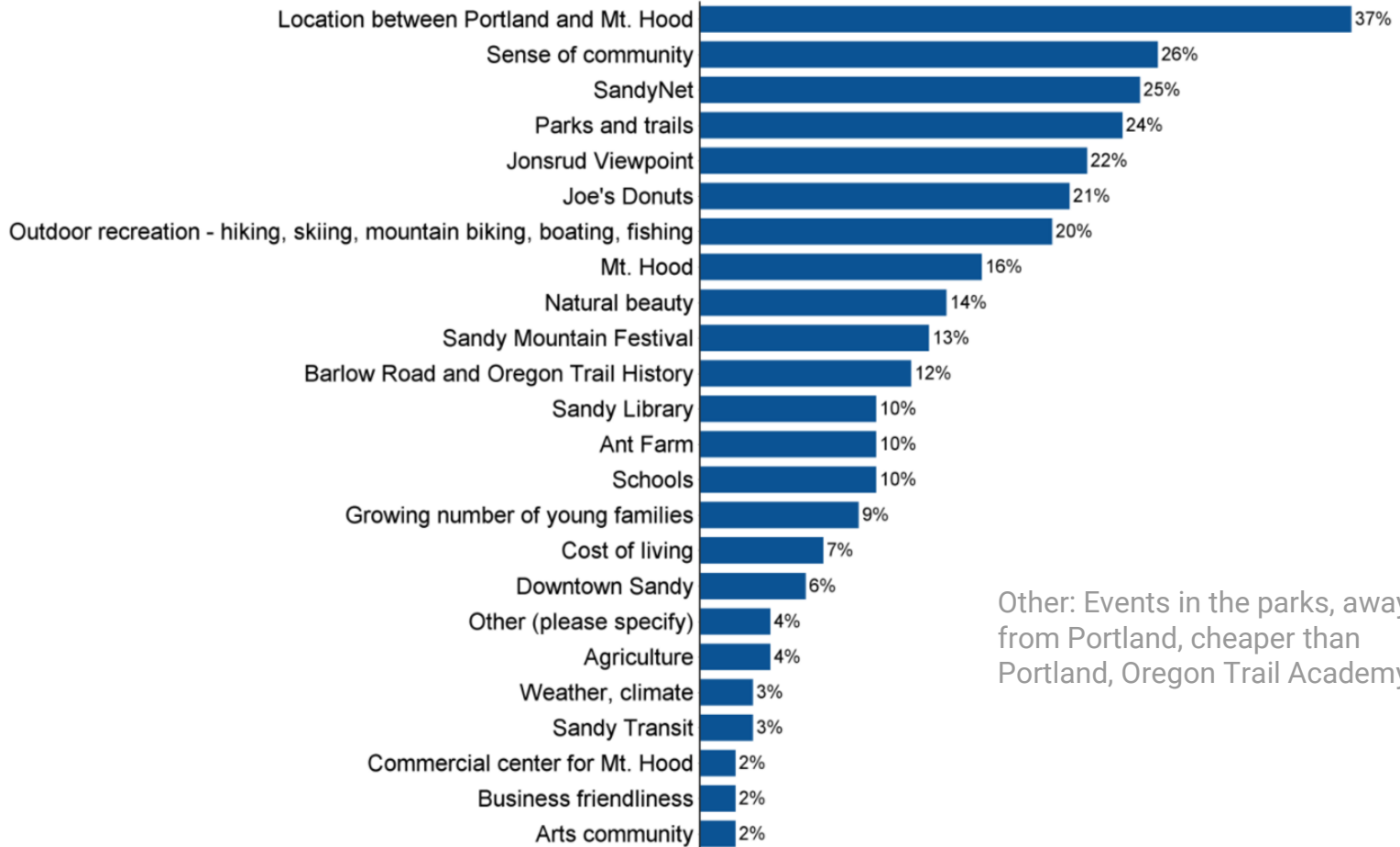
Gender:

23% Male
77% Female

Age:

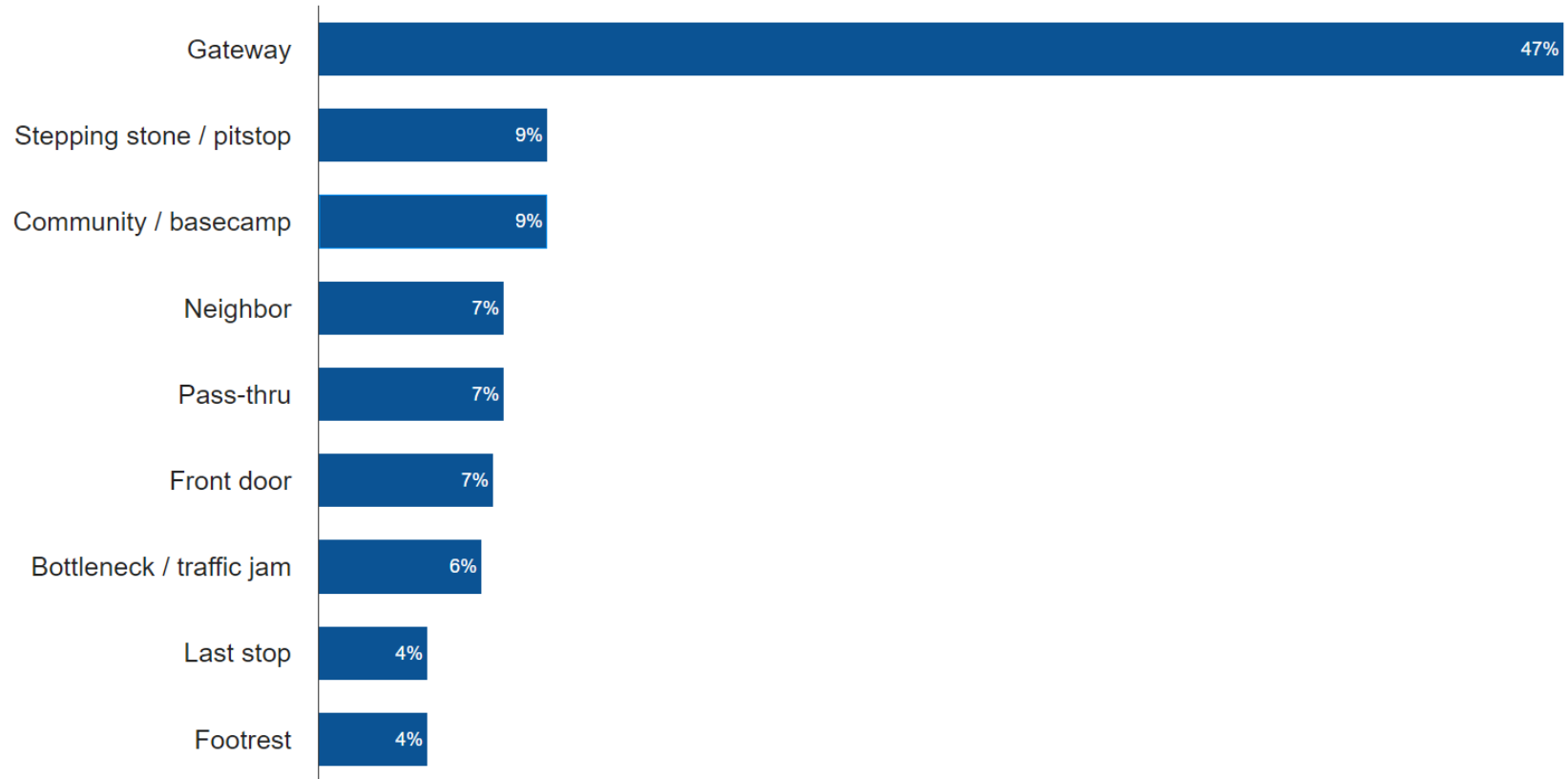
18 - 24 : 3%
25 - 34 : 17%
35 - 44 : 30%
45 - 54 : 22%
55 - 64 : 19%
65 - 74 : 9%
75 or over : 0%





Other: Events in the parks, away from Portland, cheaper than Portland, Oregon Trail Academy





Residents *think* those from the Portland Area would say

Pit-stop for Mt. Hood

Joe's Donuts

Pass-through

Redneck

Mountain Town

Far away

Boring, nothing to do

Congested

Where is it?

Residents *think* those from communities surrounding Mt. Hood would say

Congested

Joe's Donuts

Pass-through

Pit-stop for Mt. Hood

Sandy Mountain Festival

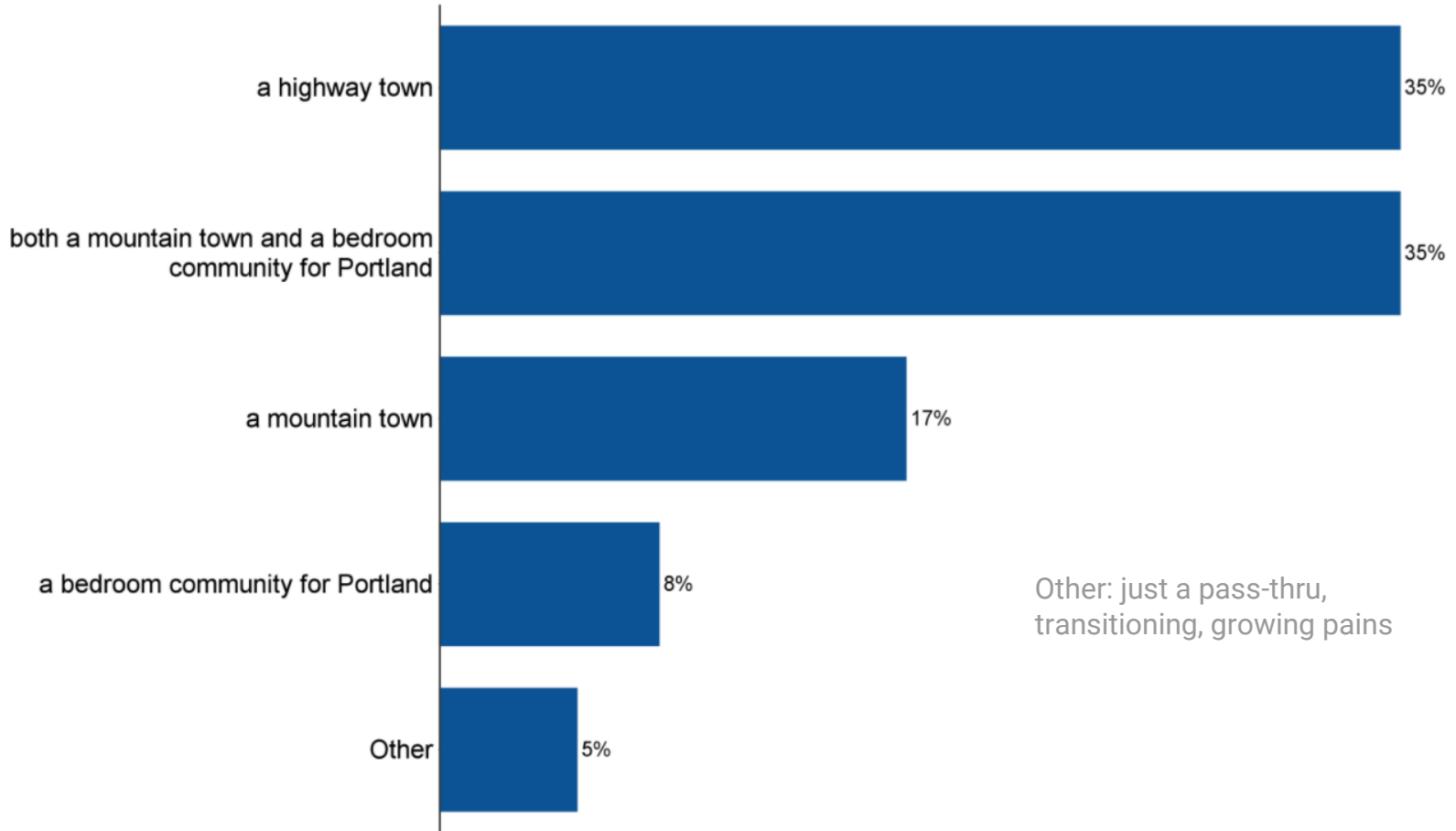
Mountain Festival

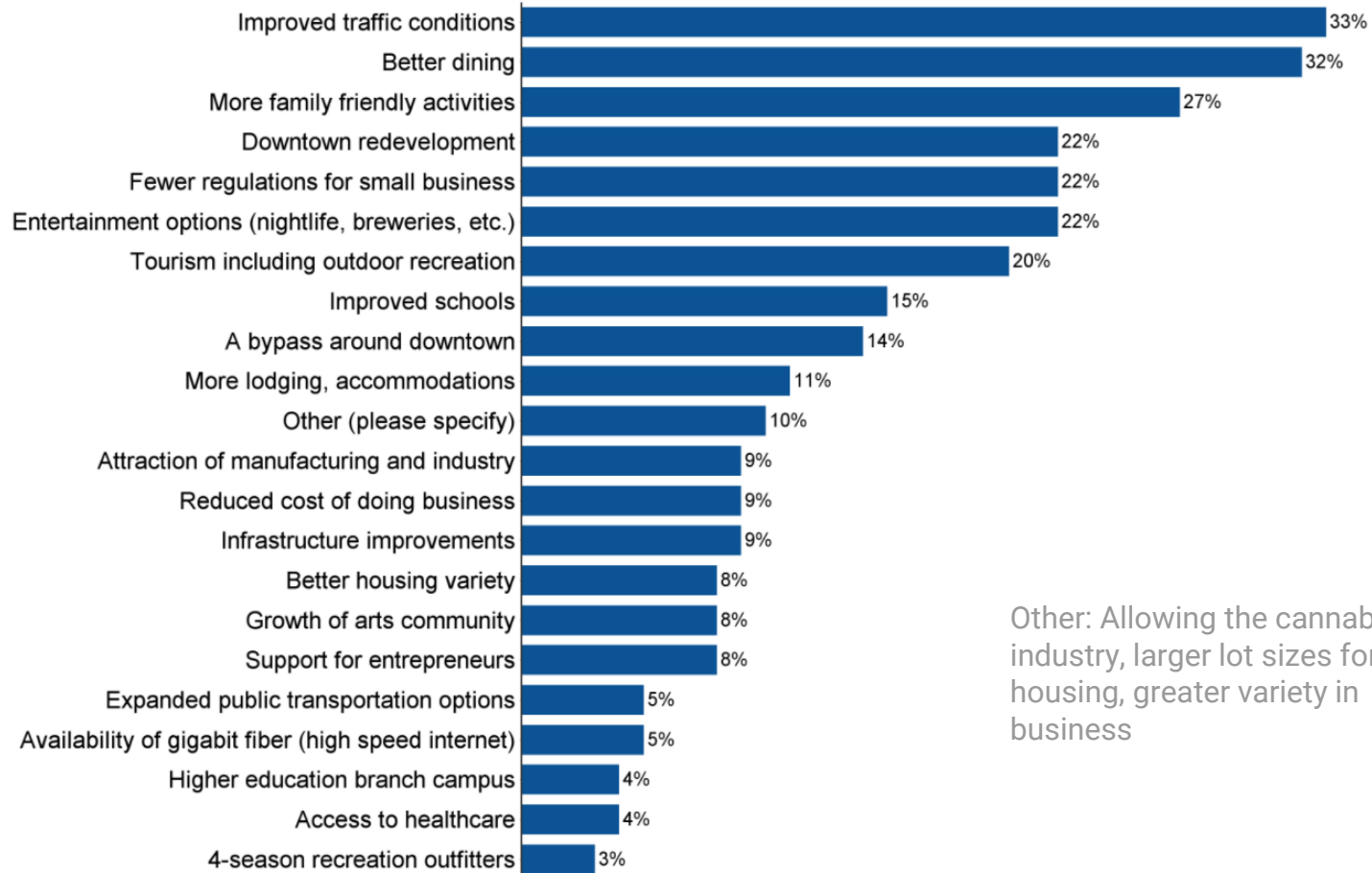
Bedroom community for Portland

Speed trap

Boring, nothing to do







Other: Allowing the cannabis industry, larger lot sizes for housing, greater variety in business



Gresham

- Crime / dangerous
- Busy / congested
- Dirty
- Ghetto
- Shopping

Oregon City

- Historic
- Crowded / Busy
- Old
- County government
- Growing

Happy Valley

- Crowded / busy
- Growing
- Rich / wealthy
- Expensive
- Snobby

Welches

- Mountain town
- Small and quiet
- Outdoors / forested
- Good food
- Beautiful

Lake Oswego

- Wealth
- Ritzy / snobby
- Expensive
- High end
- Generally nice

Hood River

- Windy / windsurfing
- Scenic and beautiful
- Fruit
- Fun
- Tourists

Sisters

- Beautiful, scenic
- Artsy
- Far
- Don't know
- Quaint

Government Camp

- Skiing
- Cold / snow
- Mountain town
- Other winter sports
- Pit-stop

Troutdale

- Windy
- Shopping
- Trucks / highway
- River / Gorge
- Crowded

Boring

- Boring
- Small / quaint
- Nothing at all
- Pass-thru
- Rural / country



Maintains the feel of a smaller town

"Most folks like Sandy because it is NOT Portland, myself included. Don't try to be like Portland. Don't grow too fast, or Sandy will lose its identity."

"We have always been a small family friendly community that has been a safe place to raise kids."

More variety

"Sandy is more family friendly, humble, and surprisingly varied in landscape and beauty (even for other Oregonians). It is convenient to recreation (skiing/fishing/hiking), but a great place to raise a family and not just visit. People from Portland rarely know about Jonsrud and are shocked when they see it."

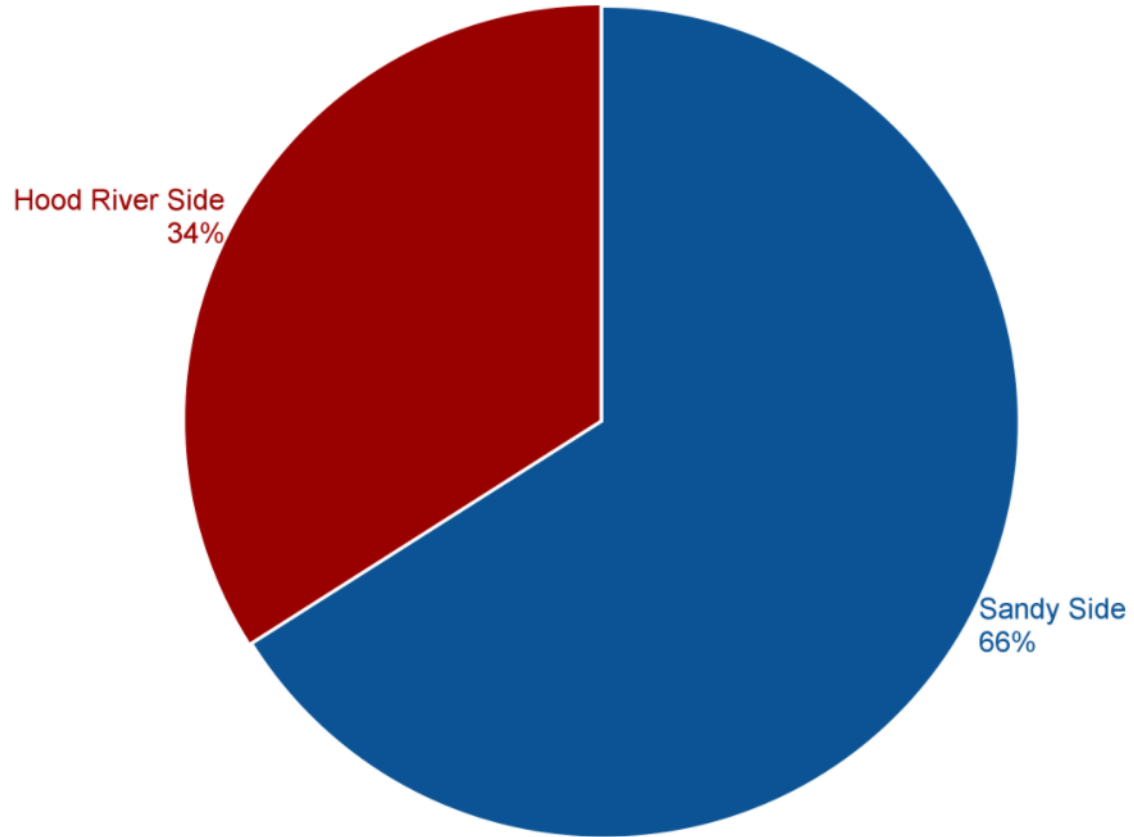
"Sandy has a little bit of everything in it, unlike other towns specific one thing."

A highway town

"People just seem to pass through."

"I feel it has no identity really. Because of the U.S. Highway going through town it is what it is."





SandyNet

"Affordable, rural SandyNet."

"SandyNet is in a city of this size."

Traffic and Congestion

"The traffic congestion - how long it takes to get from Fred Meyer to the other end of town."

"The massive amount of traffic that flows through directly through it with no reason to stop other than to get a Joe's donut."

How close Sandy actually is to Portland

"What surprises them is how close it is to Portland; most think it's farther away."

"People live here and work in Portland."

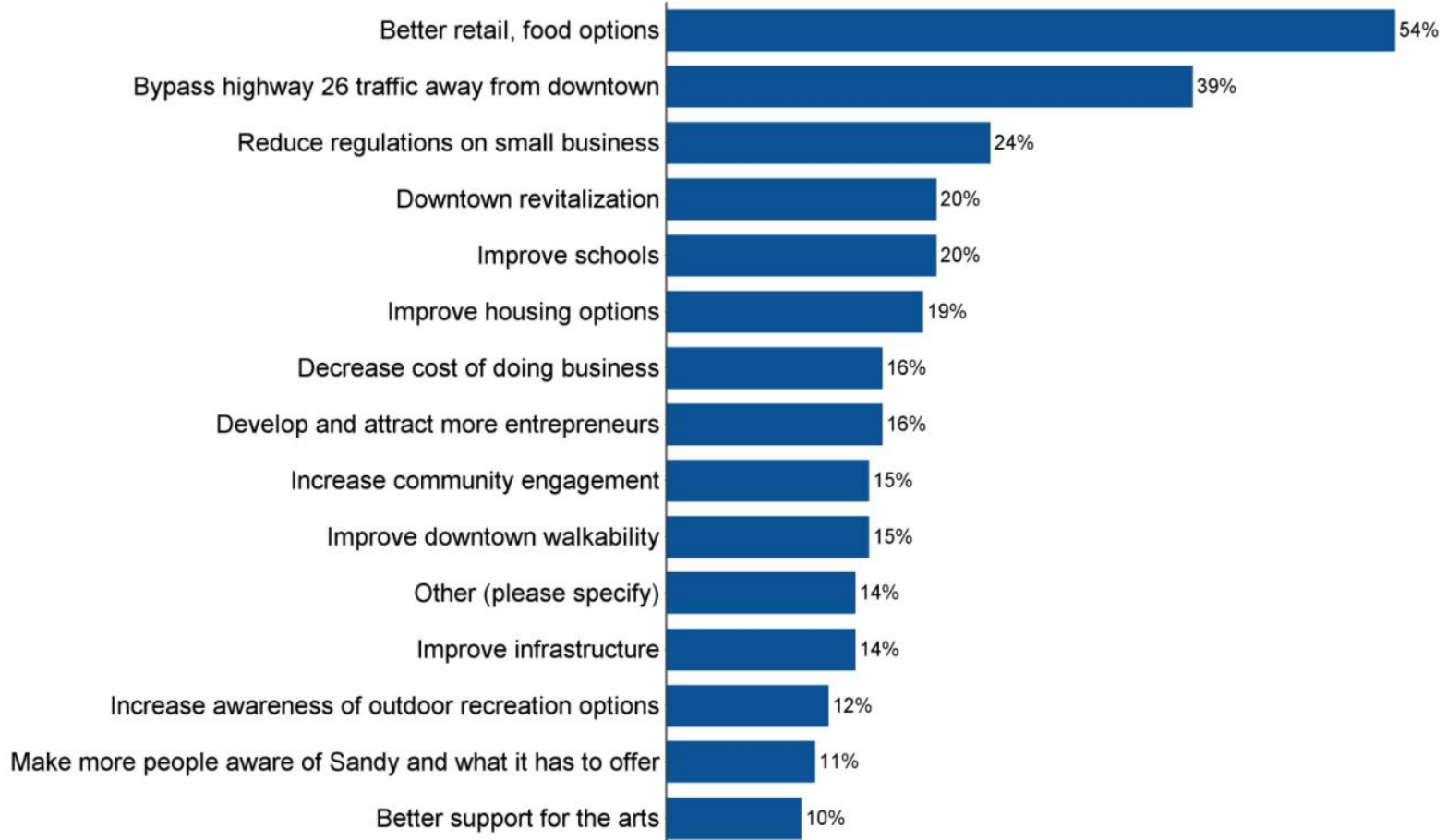
Beauty in town

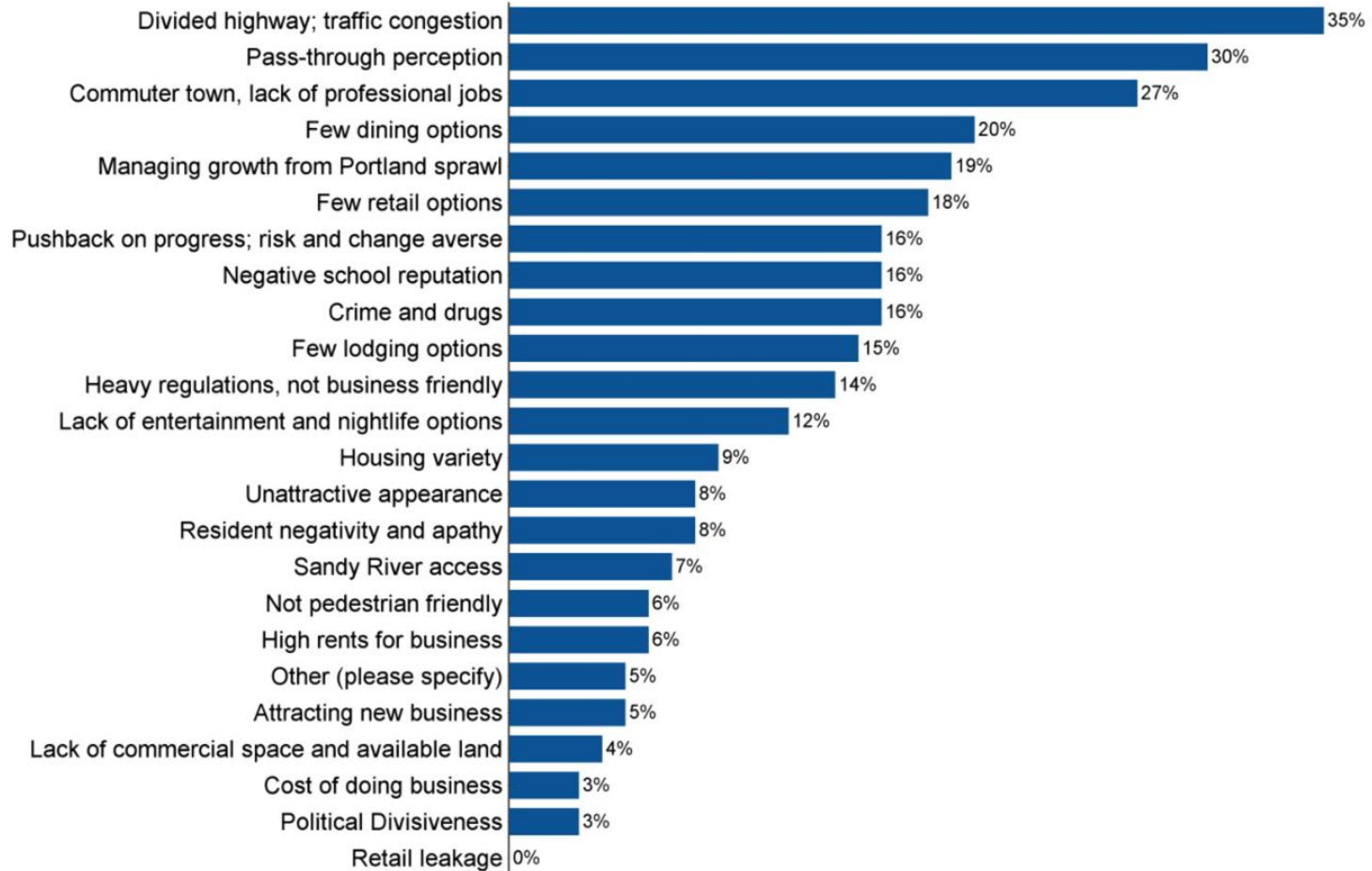
"Tickle Creek Trail is beautiful. We take all of our friends there that visit here."

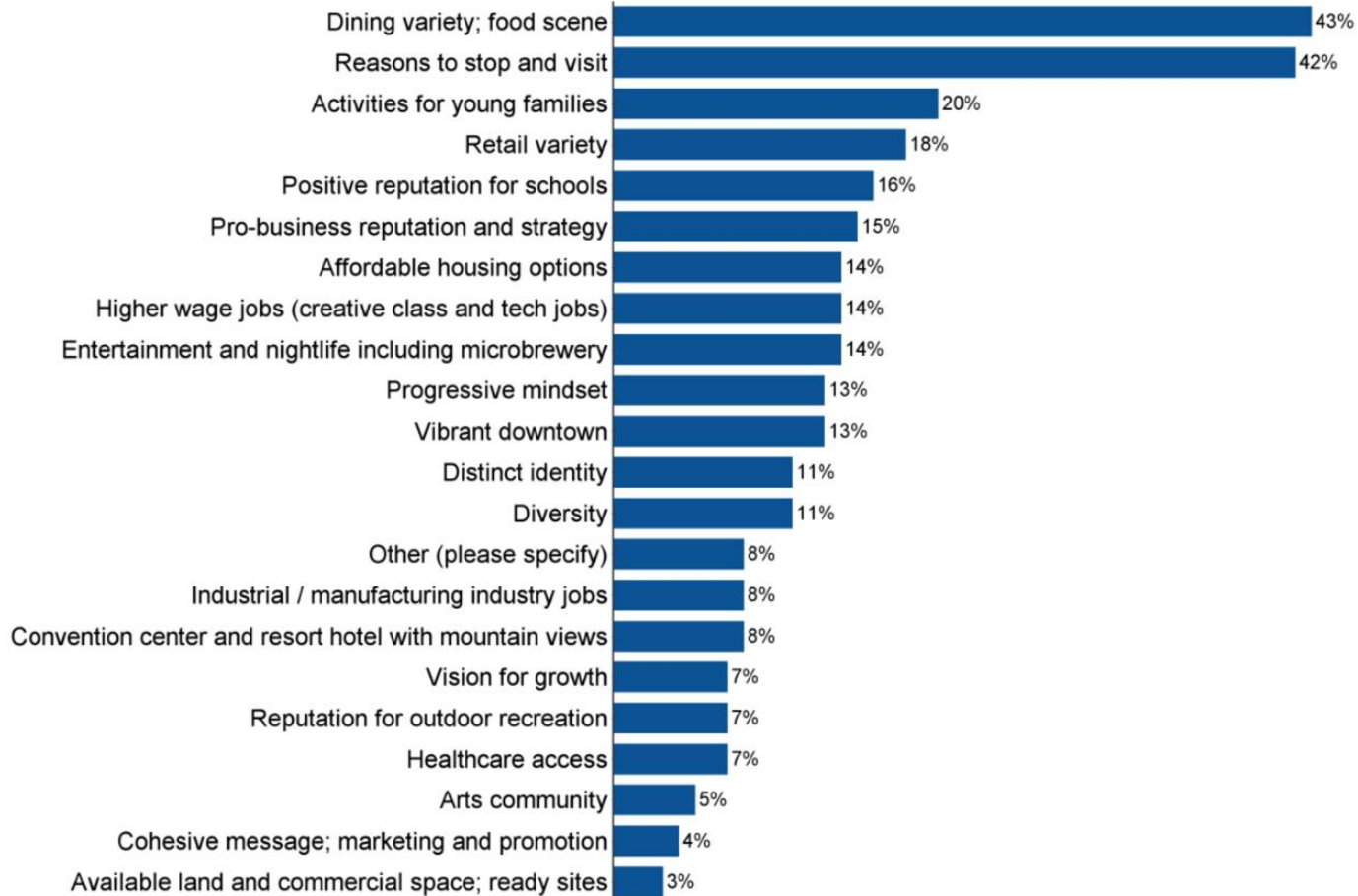
"Hidden pockets of beauty, off the highway. A good mix between the urban and the rural."



If you could change THREE things (add, remove, or change something) about Sandy that would improve its future, what are they? CHOOSE THREE ANSWERS

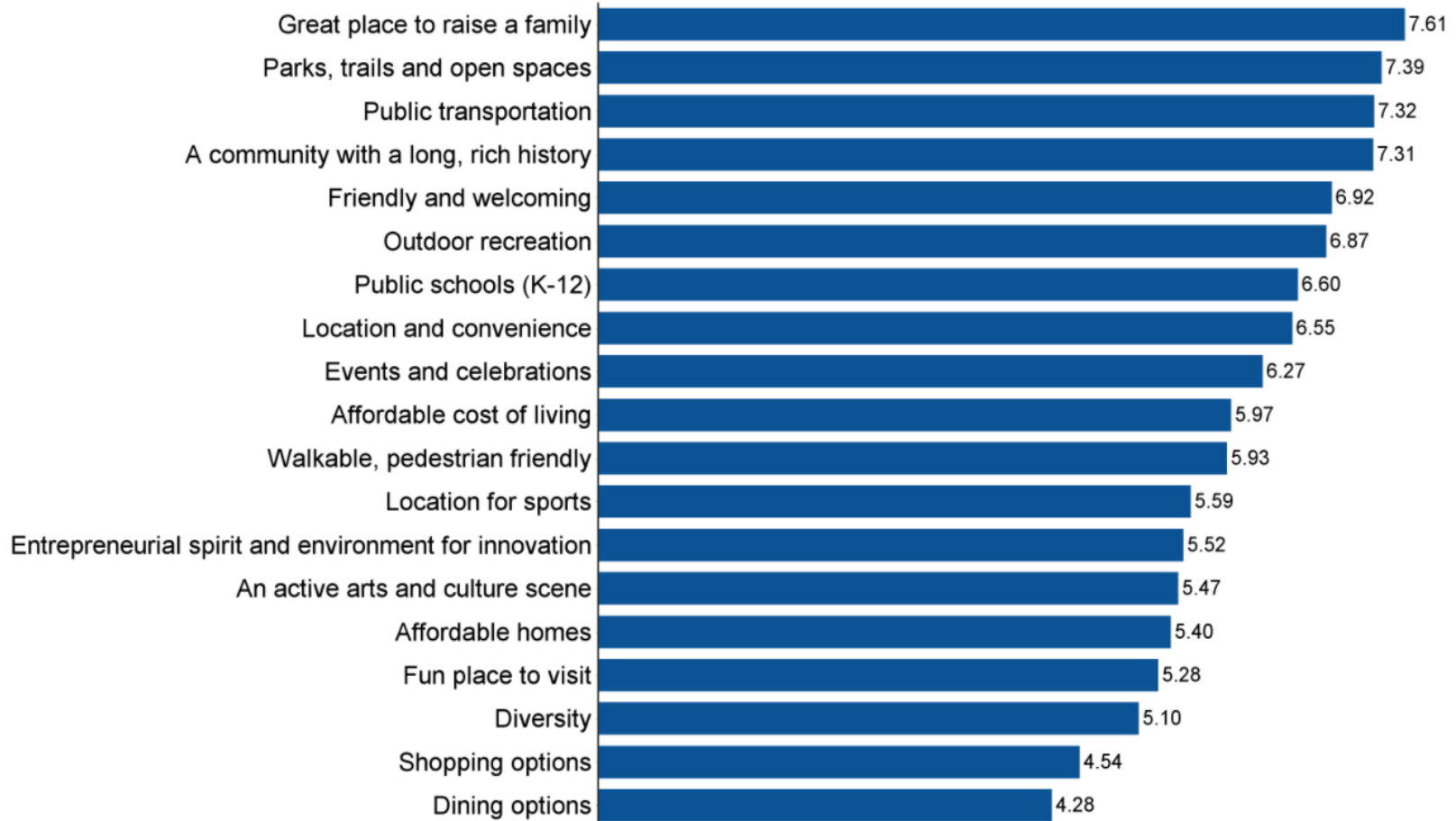






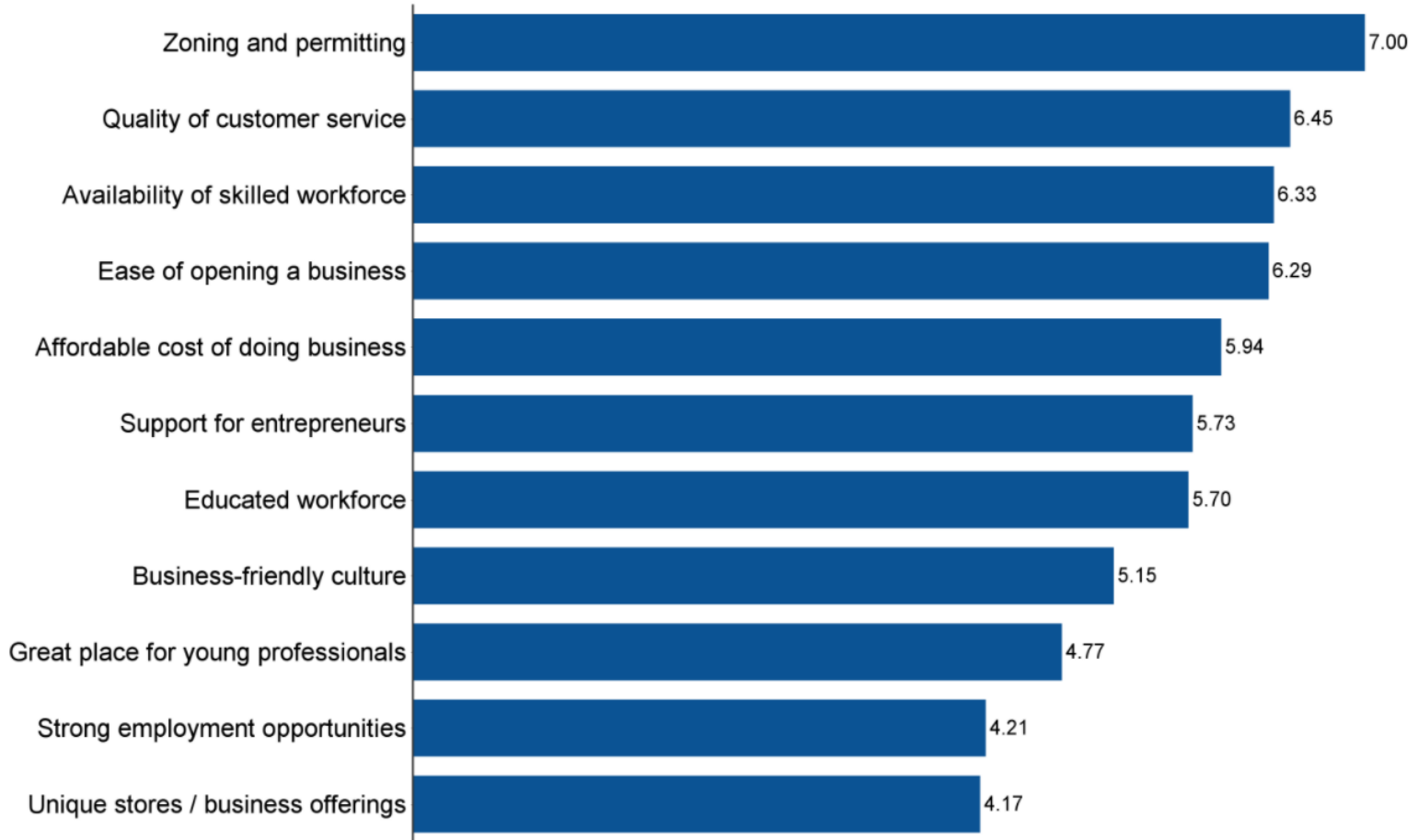
Community Survey

In your opinion, please rate the following Sandy attributes and characteristics on a scale from 1-10, where 1 is "Poor" and 10 is "Excellent". Please choose "I don't know" where appropriate.



Community Survey

In your opinion or perception of the BUSINESS COMMUNITY, please rate the following Sandy attributes on a scale of 1-10, where 1 is "Poor" and 10 is "Excellent". Please choose "I don't know" where appropriate.



Updated building facades

"The small community vibe and the attractive updated building facades."

"Sandy Style is very charming!"

"Natural beauty and building facade improvements."

Natural beauty and views of the Mountain

"The natural beauty of nearby Mt. Hood"

"The view, the parks, and the trails."

"The natural beauty of all the trees and the views of Mt. Hood, the parks, and the downtown area."

Small town feel

"Small town that feels safer and less bustling than the Portland area."

"It's a cute little town with highlights such as Meinig Park and Joe's Donuts."

"Local hangouts (i.e. Antfarm, coffee shops)."



Traffic

"Traffic going to and from the mountain."

"The backed up hwy traffic and the traffic lights taking too long."

"Awful drivers on highway 26 - SO dangerous."

Not enough things to do

"It's a way station, not a destination."

"The lack of charm, not much invitation to stop and explore unless you know a certain place."

"Visitors just think downtown Sandy is all there is. They don't realize that Sandy is bigger than downtown, lack of reasons to stop and visit."

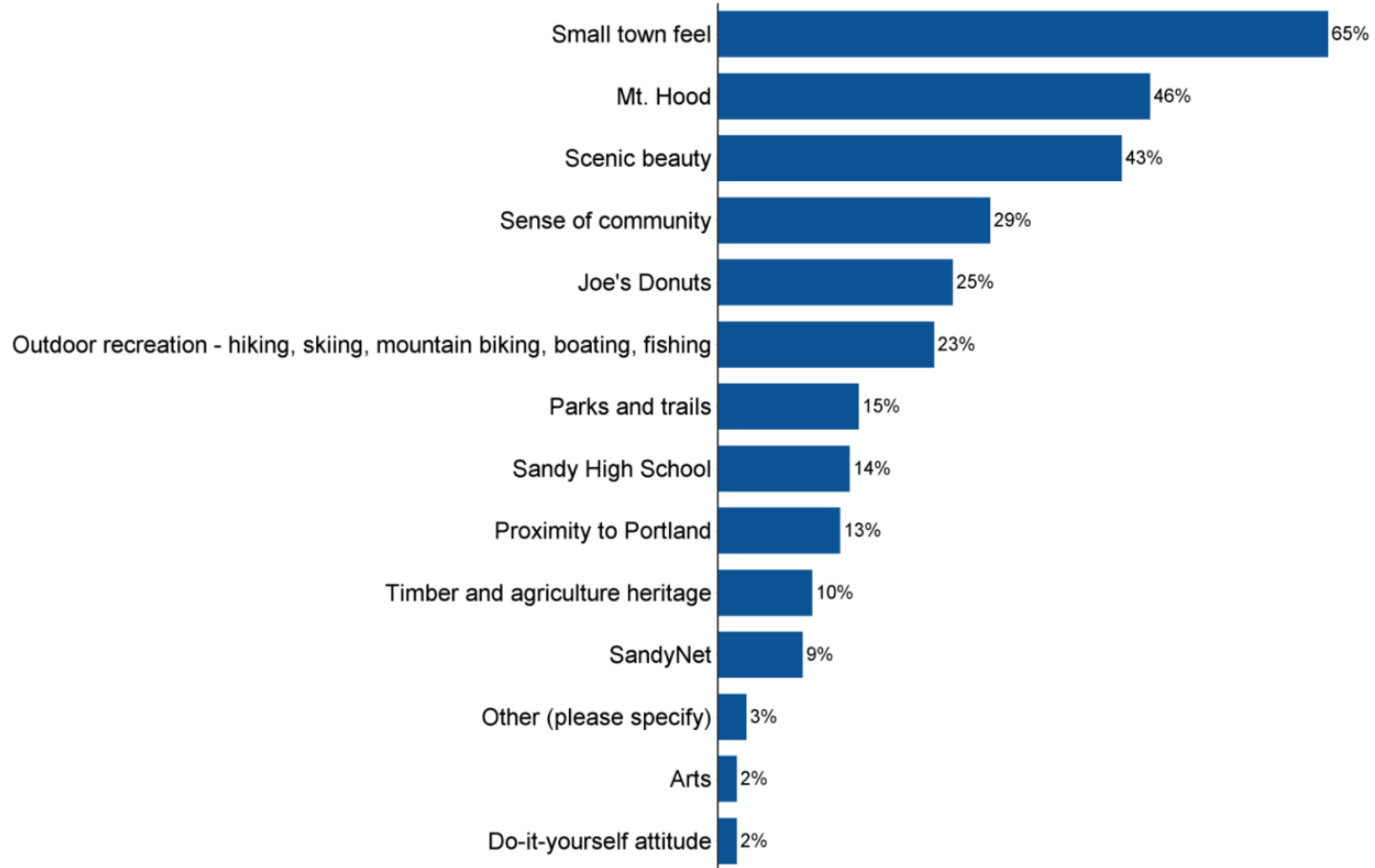
Run down areas

"Vacant buildings, run down look."



"Proud to be stuck in the past and almost violently opposed to change and improvement, even to the point of wanting to leave old historic buildings intact even though they are a blight."

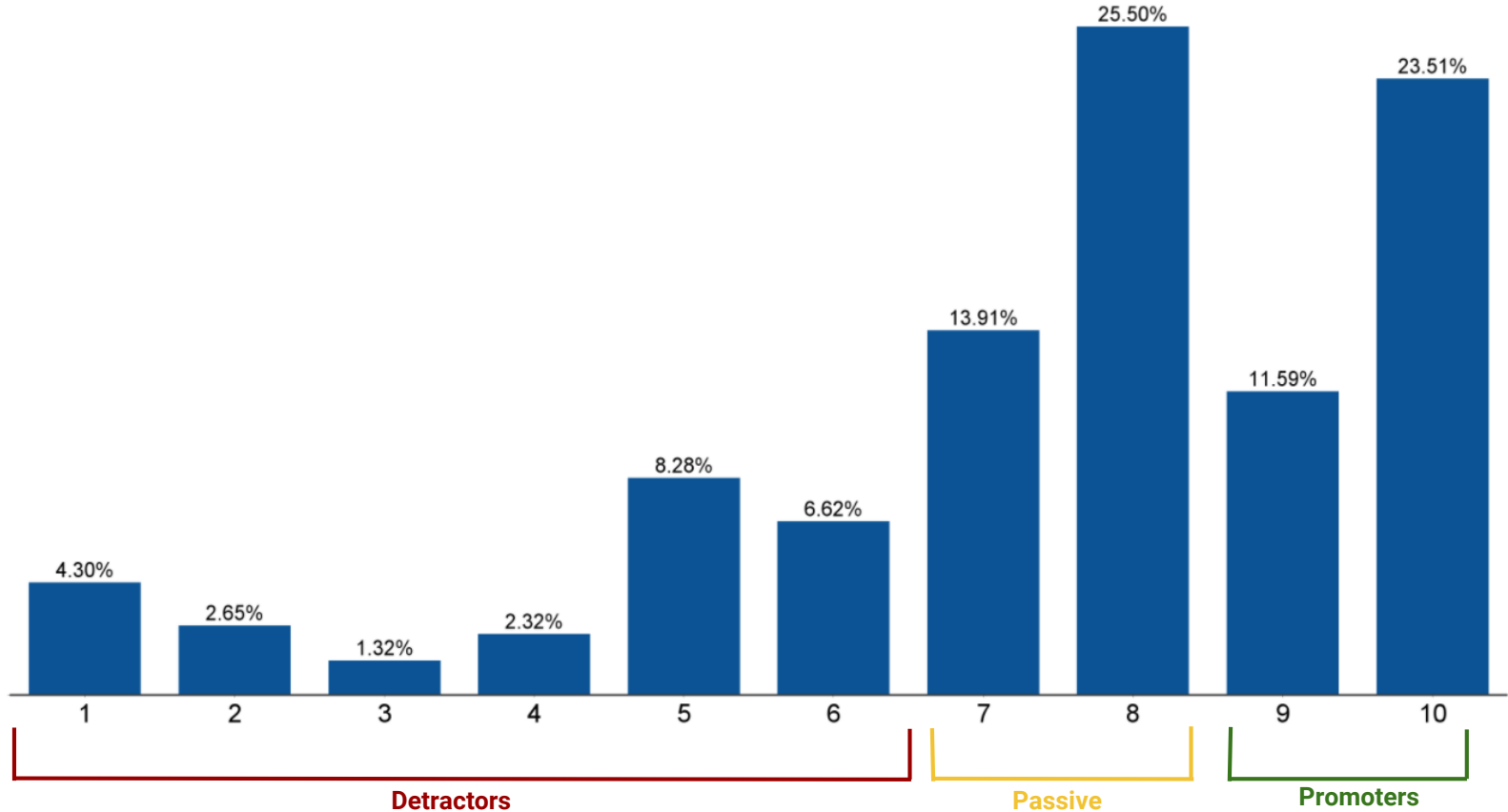
In your opinion, what three things are most important to Sandy's identity as a community (without these Sandy loses its essence)? CHOOSE THREE ANSWERS



Brand Barometer

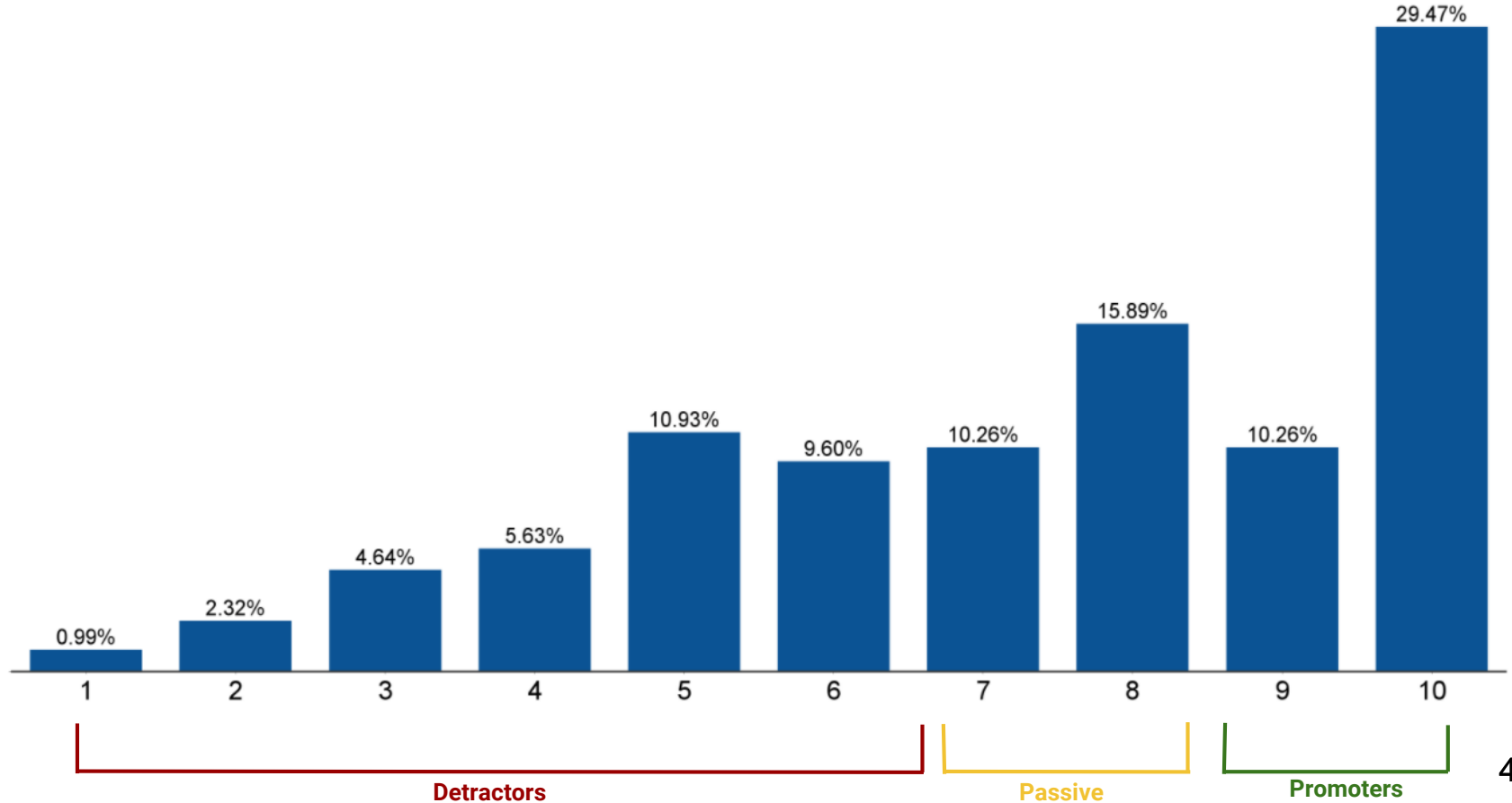
Community Survey

On a scale of 1 to 10, with 1 being “not at all likely” and 10 being “extremely likely,” how likely would you be to recommend the following to a friend or colleague... *living in Sandy*



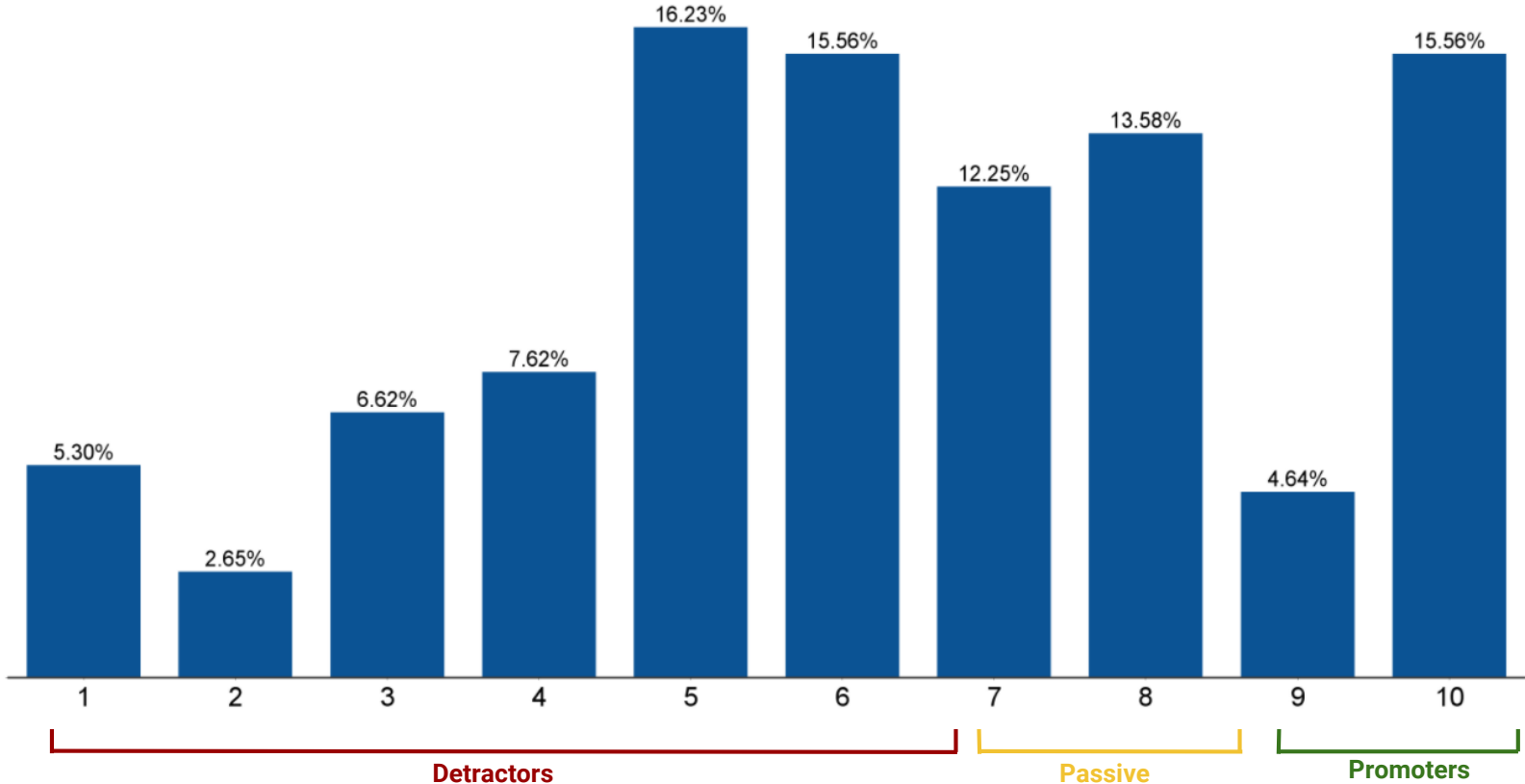
Community Survey

On a scale of 1 to 10, with 1 being “not at all likely” and 10 being “extremely likely,” how likely would you be to recommend the following to a friend or colleague...*visiting Sandy*



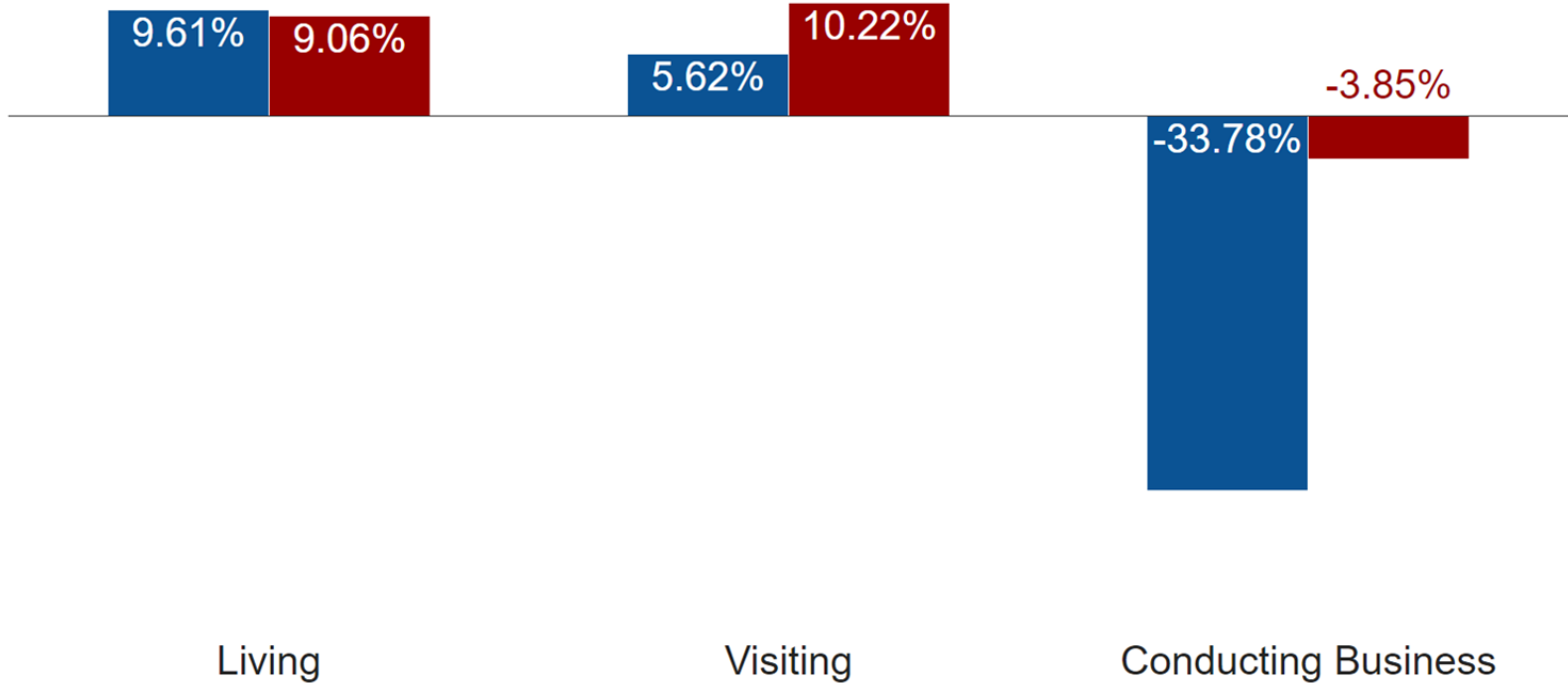
Community Survey

On a scale of 1 to 10, with 1 being “not at all likely” and 10 being “extremely likely,” how likely would you be to recommend the following to a friend or colleague...*conducting business in Sandy*



Community Survey

On a scale of 1 to 10, with 1 being “not at all likely” and 10 being “extremely likely,” how likely would you be to recommend the following to a friend or colleague...



■ Sandy ■ National Average

Consumer Awareness & Perception Study

External Perceptions

Market 1: Portland, OR

Market 2: Multnomah County (minus Portland), Clackamas County (minus Sandy), and Hood River County

211 Responses

91% have visited Sandy before

Race/Ethnicity:

89% White
5% Asian
2% Prefer not to answer
1% Native American
1% Latino

Gender:

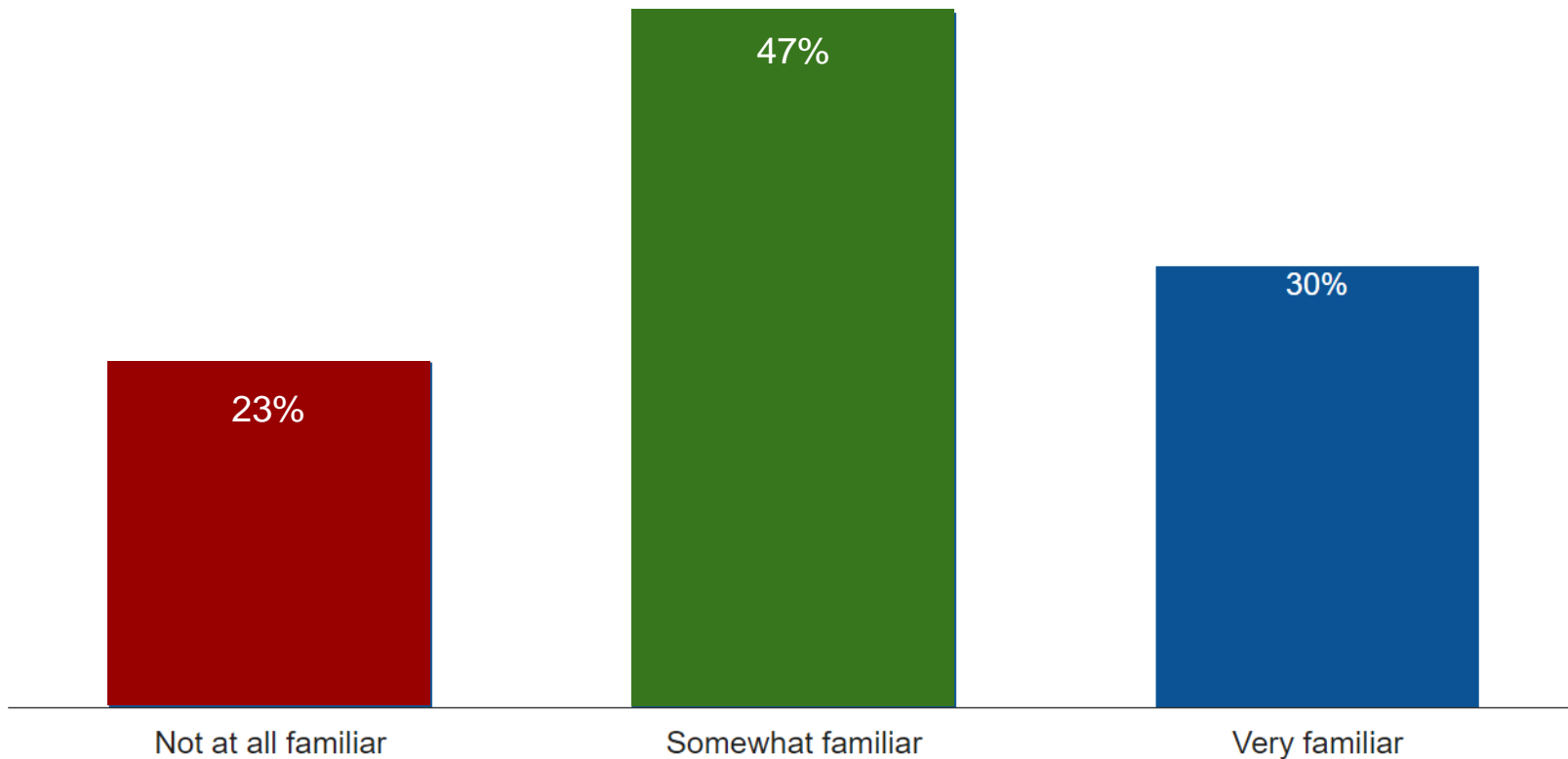
30% Male
70% Female

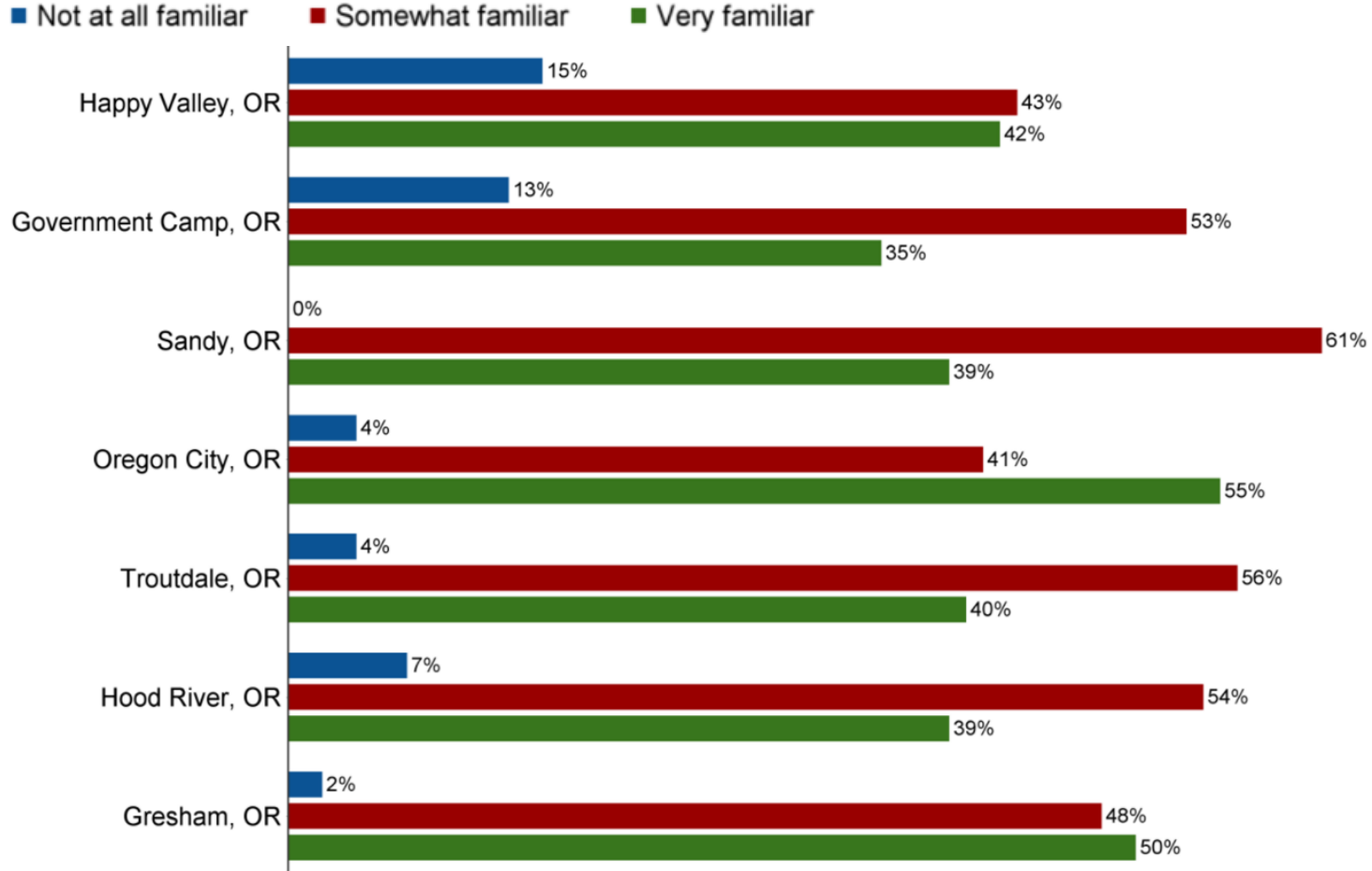
Age:

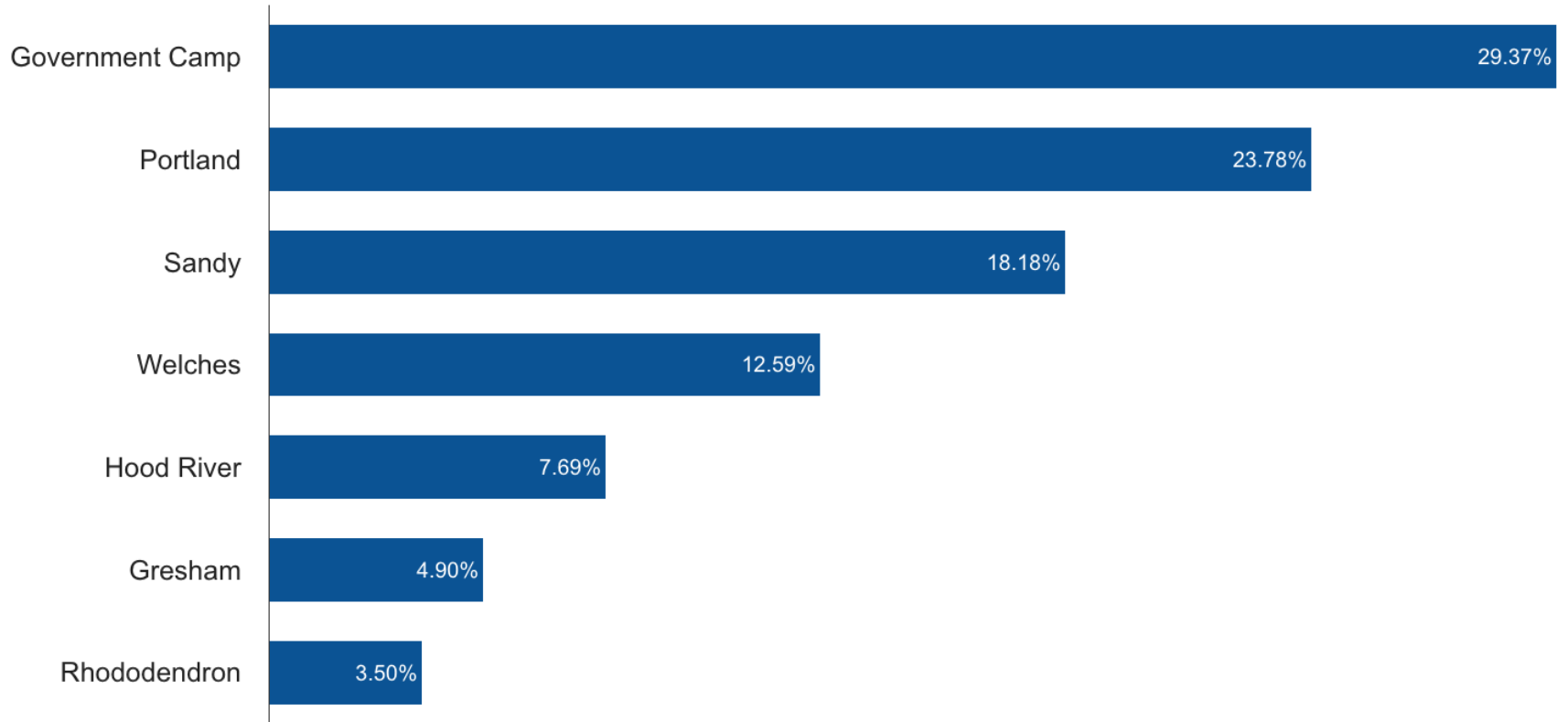
18 - 24 : 2%
25 - 34 : 11%
35 - 44 : 13%
45 - 54 : 13%
55 - 64 : 28%
65 - 74 : 25%
75 or over : 7%

CAP Study: 278 people were contacted. 64 were terminated for lack of familiarity. 1 resident of Sandy was terminated. 2 were terminated for being under the age of 18

How familiar are you with Sandy?







Sandy

- River/Mountain
- Far/pass through
- Rural
- Nice/tucked away
- Food (mostly Joe's)

Gresham

- Crime
- Suburban
- Run down
- Shopping
- Live there

Troutdale

- Shopping
- Windy
- River
- Rural
- Truck stop

Oregon City

- Waterfalls
- Old
- Historic
- Oregon Trail
- River

Government Camp

- Skiing
- Mount Hood
- Snow
- Camping
- Nice/pretty

Happy Valley

- Suburbs
- Clackamas County
- Rich/Expensive
- Nice
- Young/New

Hood River

- Fruit/Orchards
- Windsurfing
- River/Gorge
- Outdoor activities
- Nice, cool, fun



Perceptions

Sandy

- Pass through
- No reason
- Shopping
- Friends
- Restaurants

Gresham

- No reason
- Shopping
- Friends
- Pass through
- Food

Troutdale

- Shopping
- Pass through
- No reason
- River
- Food

Oregon City

- No reason
- Shopping
- Pass through
- Friends
- Food

Government Camp

- Pass through
- Hiking/Mountain
- Skiing
- Play in the snow
- No reason

Happy Valley

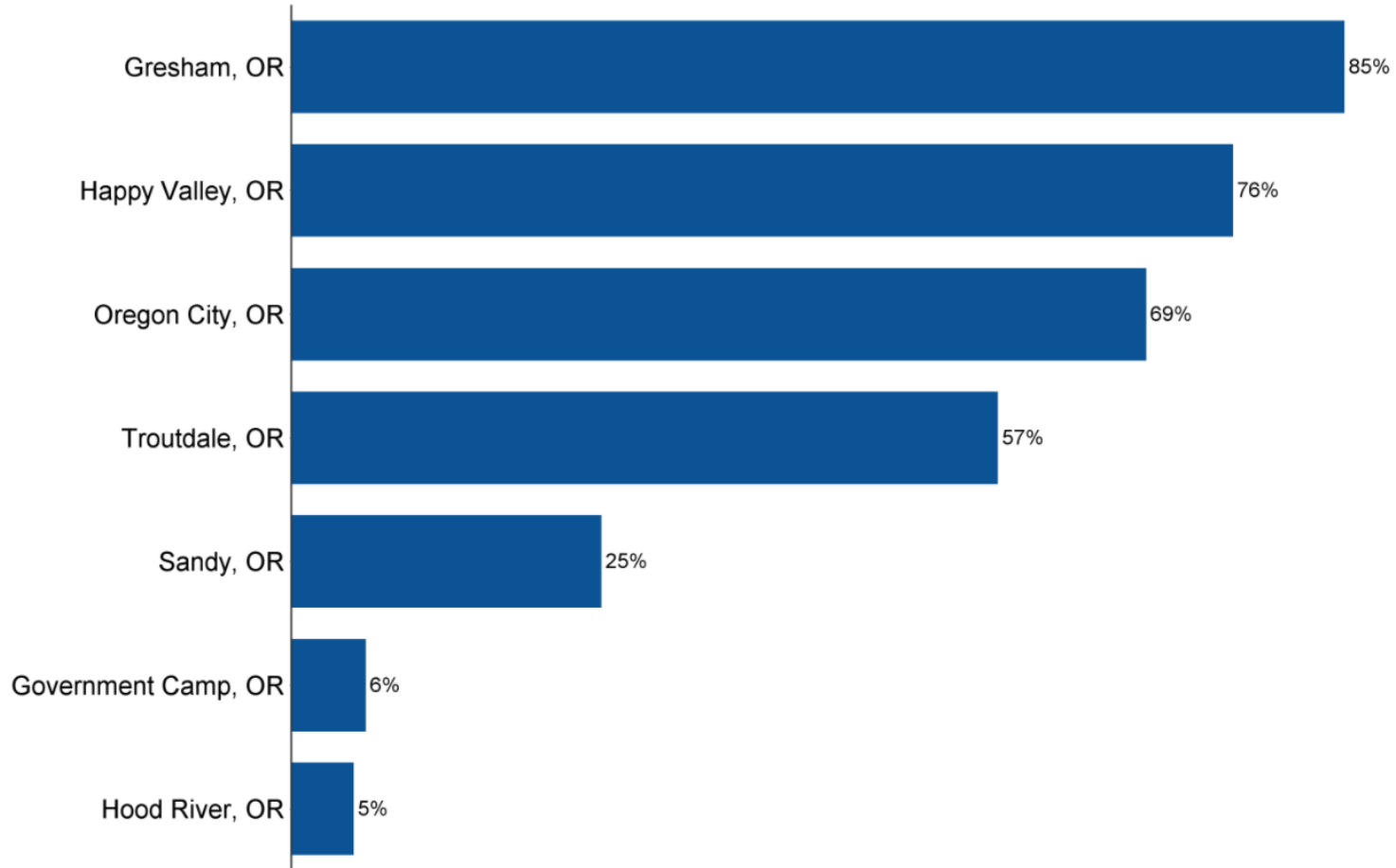
- No reason
- Shopping
- Friends
- Pass through
- Family

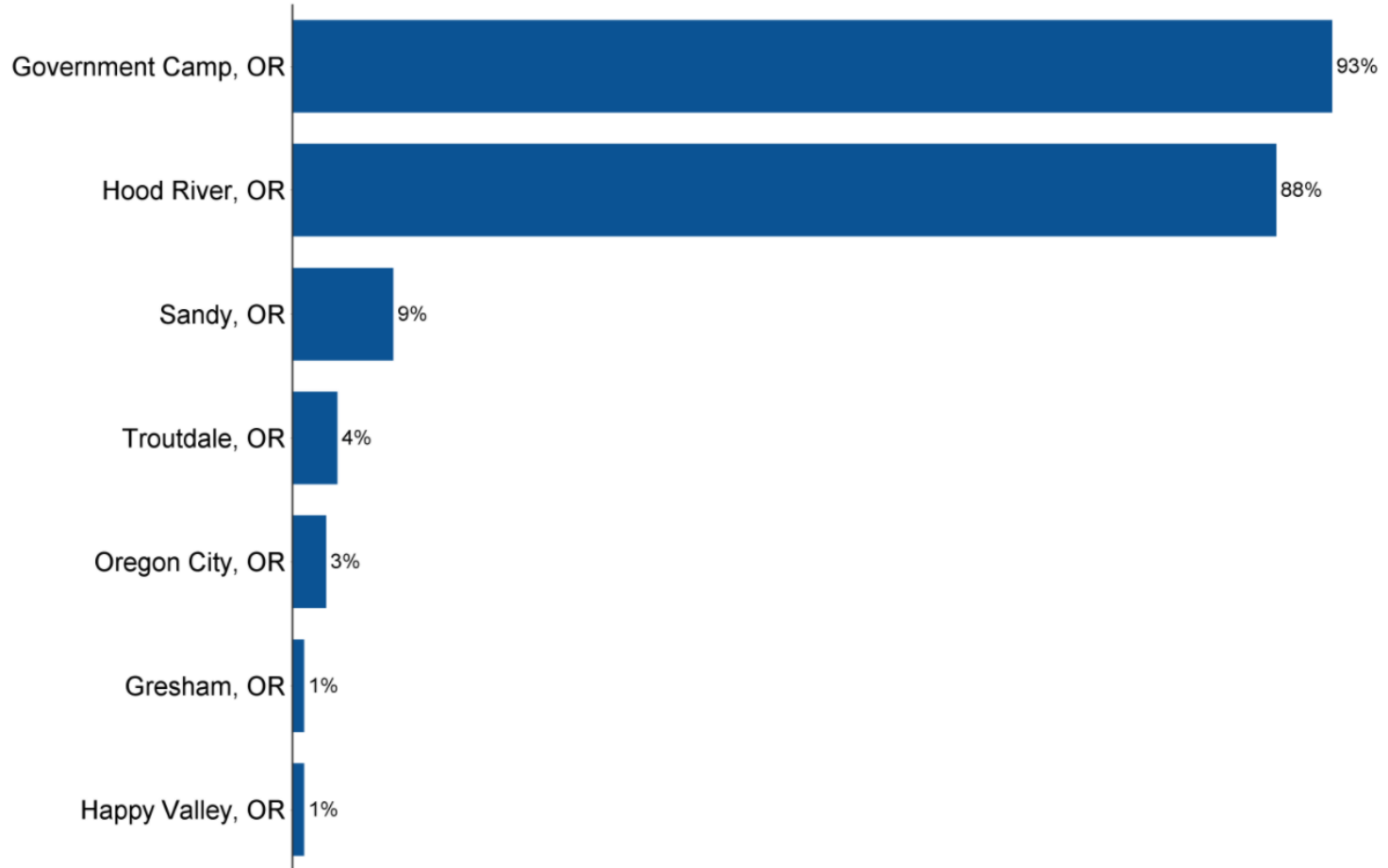
Hood River

- Fruit
- Outdoor recreation
- Vacation
- Pass through
- River/Gorge

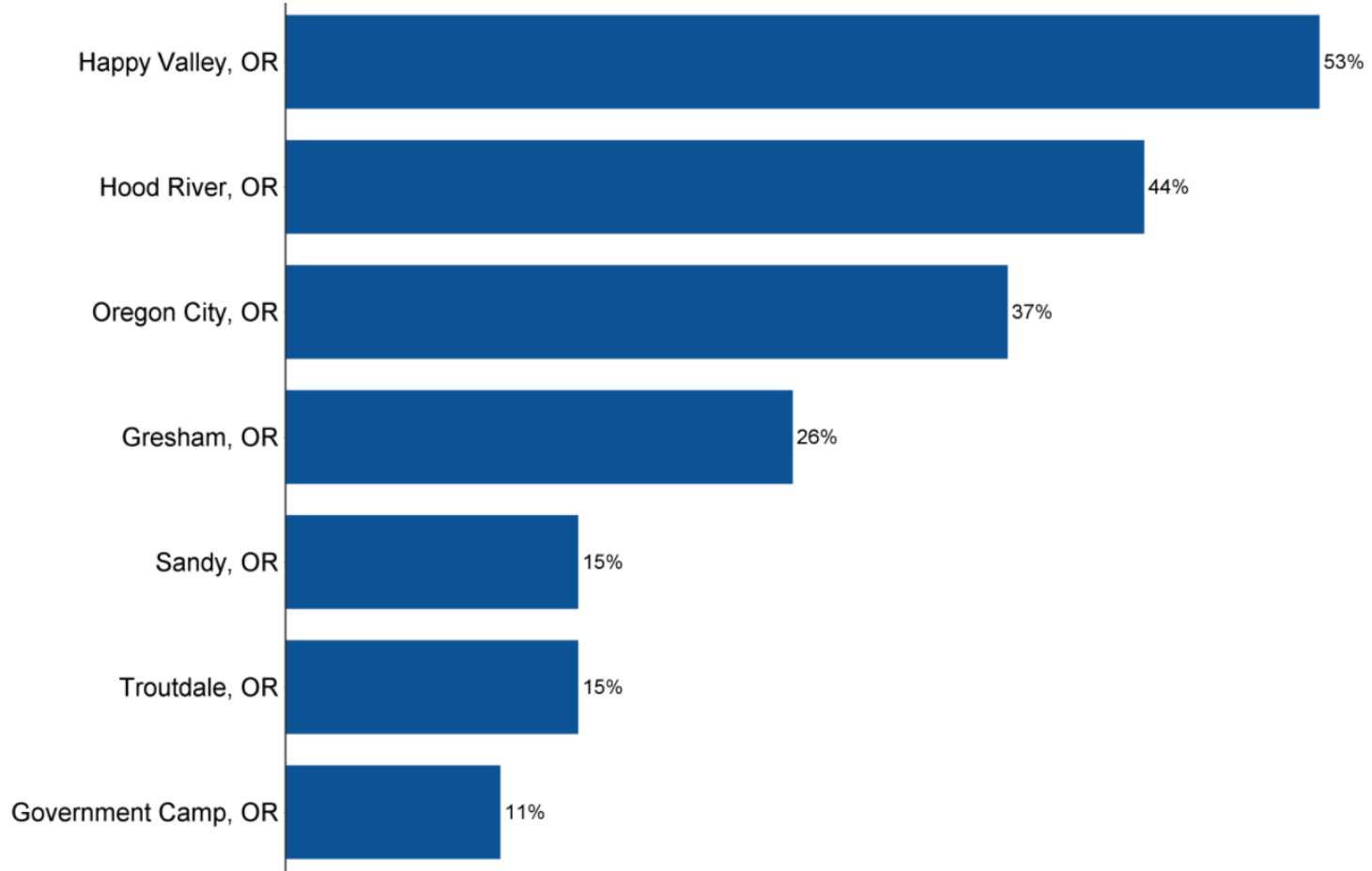


Which of the following communities are bedroom communities for Portland? Choose all that apply.

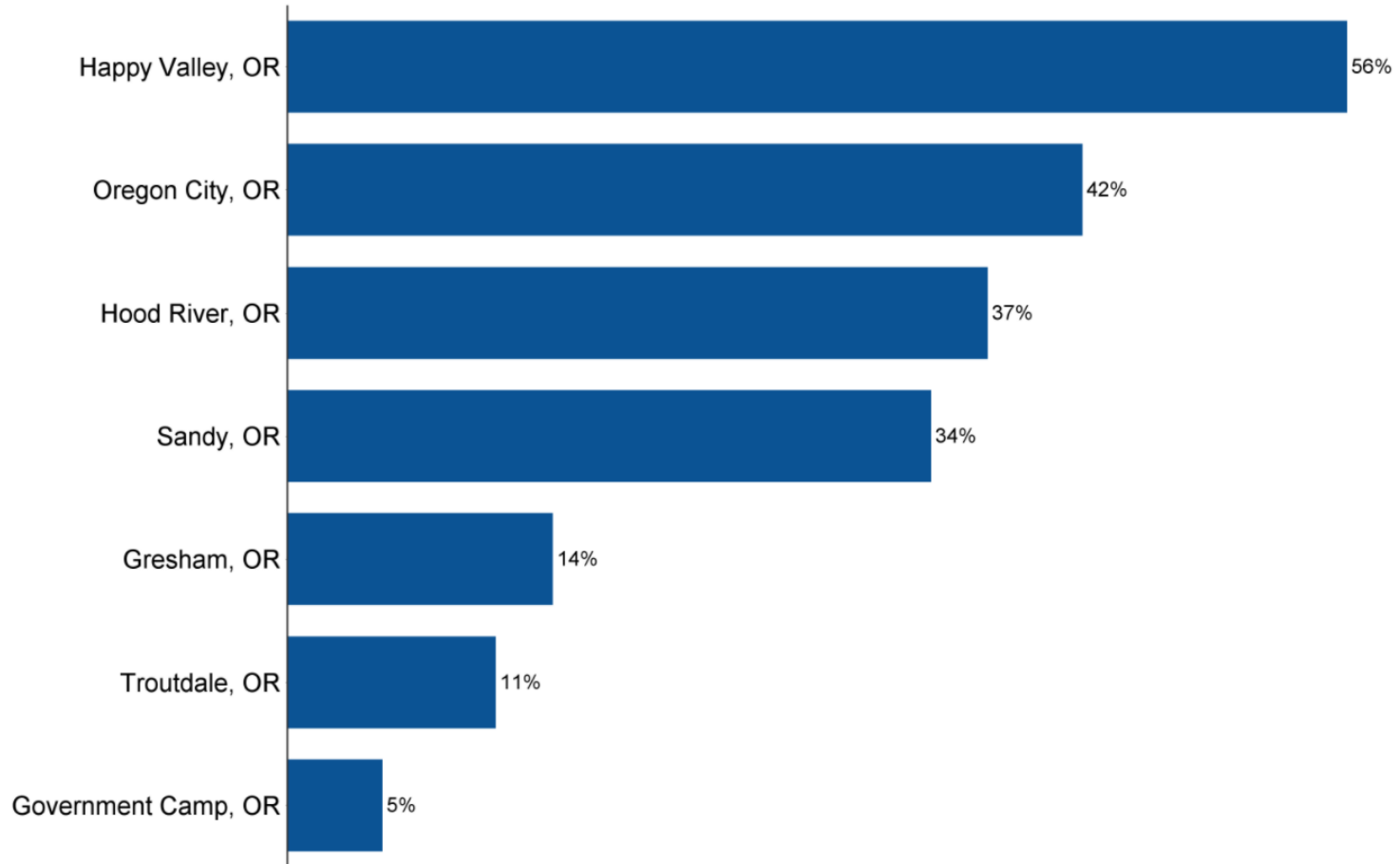


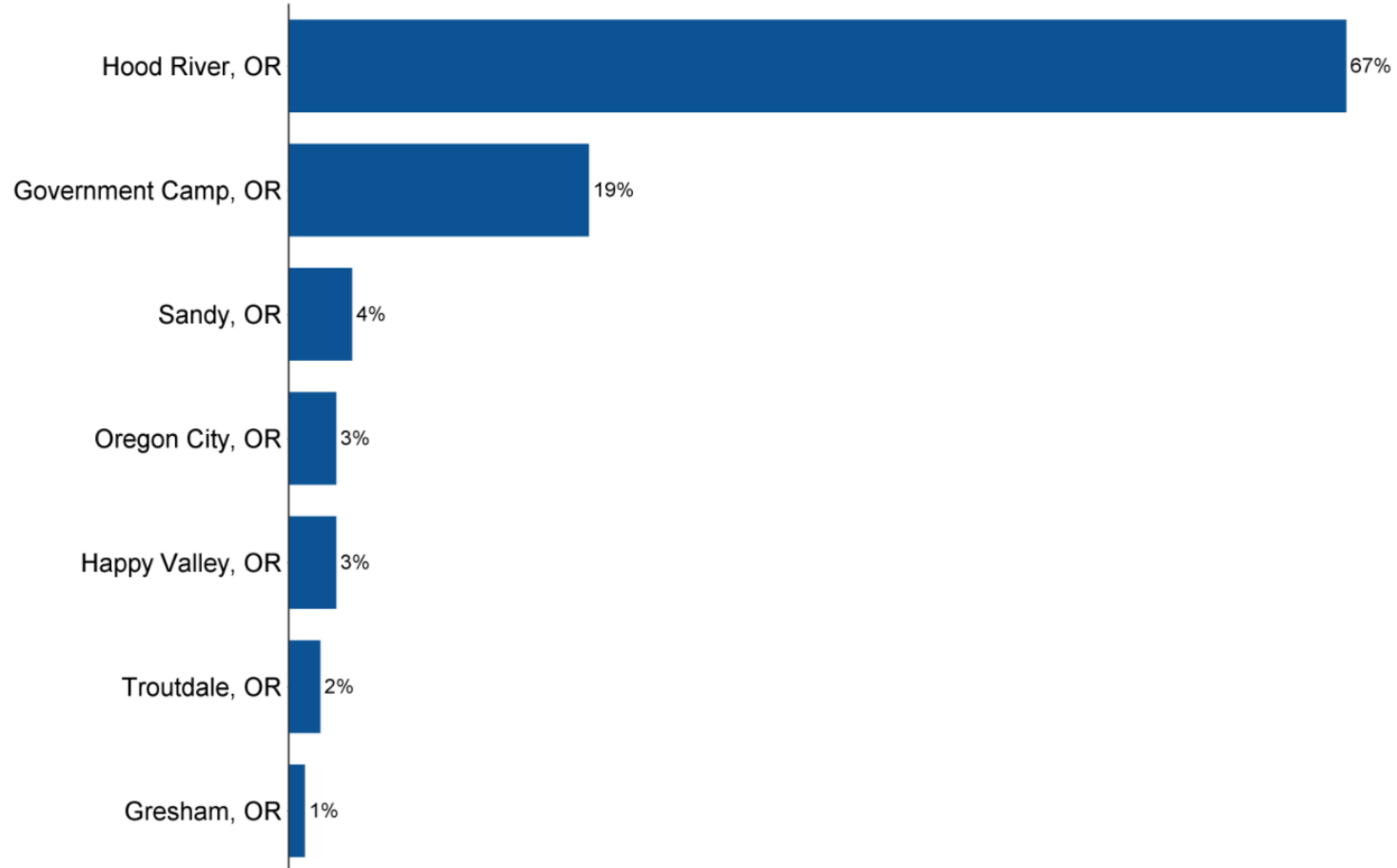


Which of the following communities do you most associate with forward-thinking and new ideas?
Choose two answers.

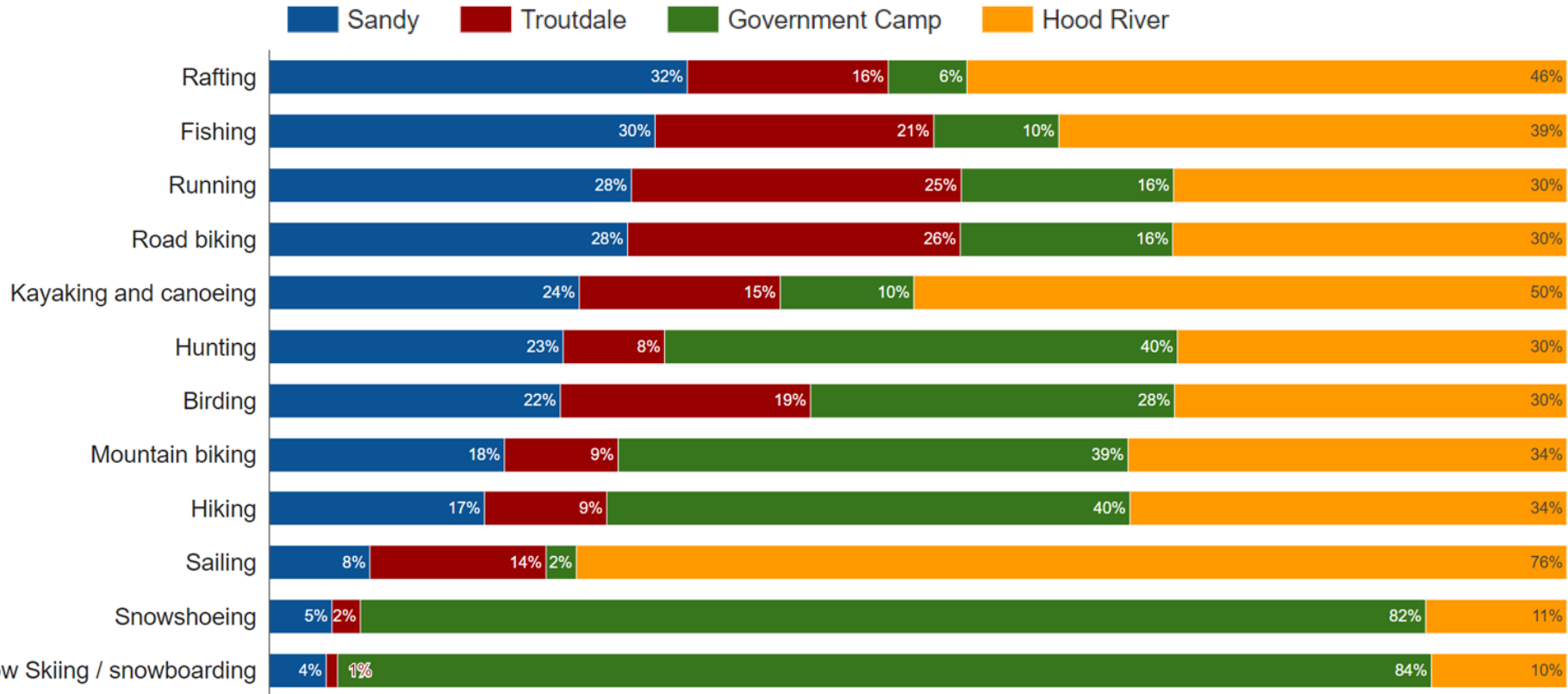


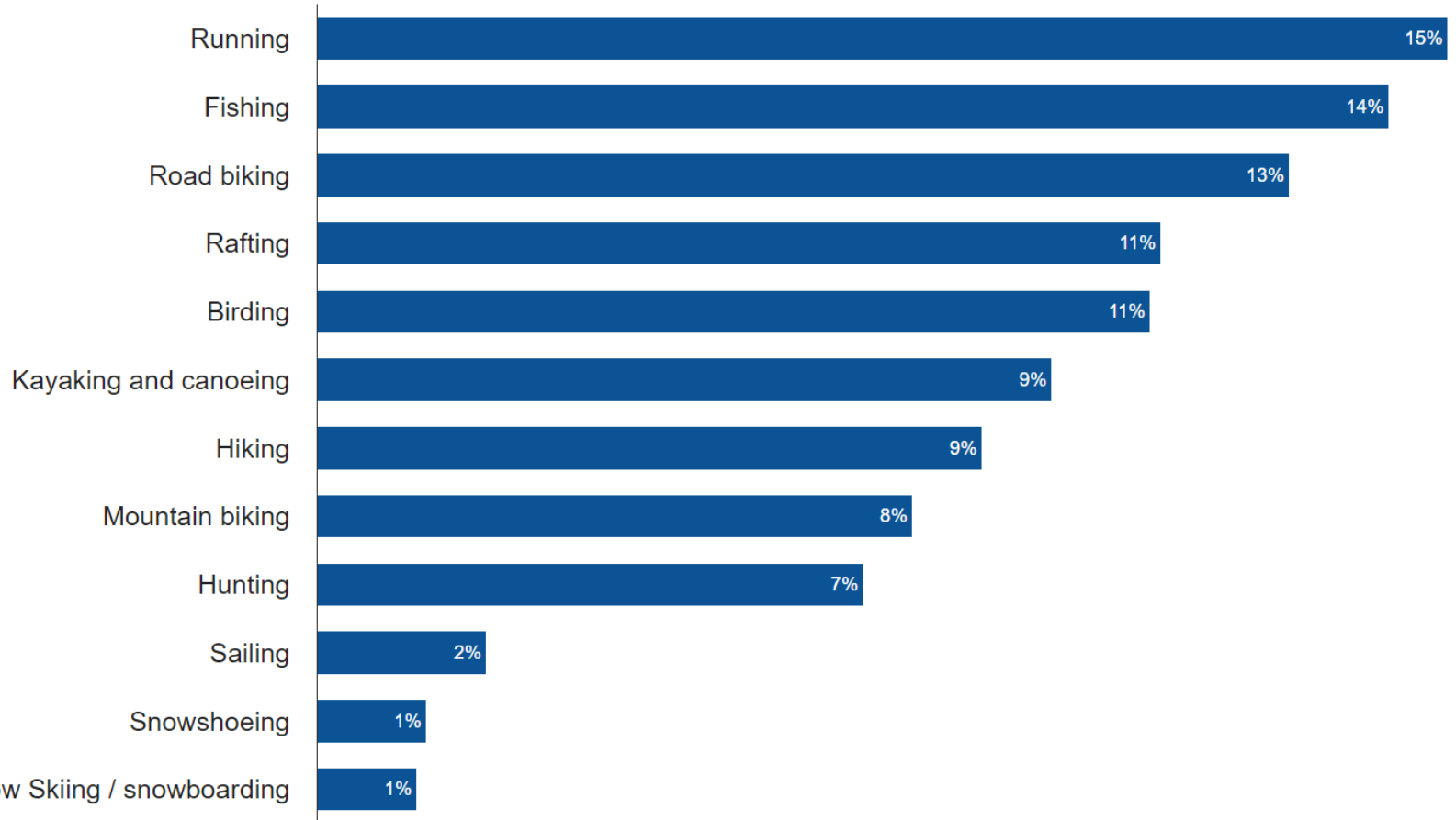
Which of the following communities are the best places to raise a family? Choose two answers.

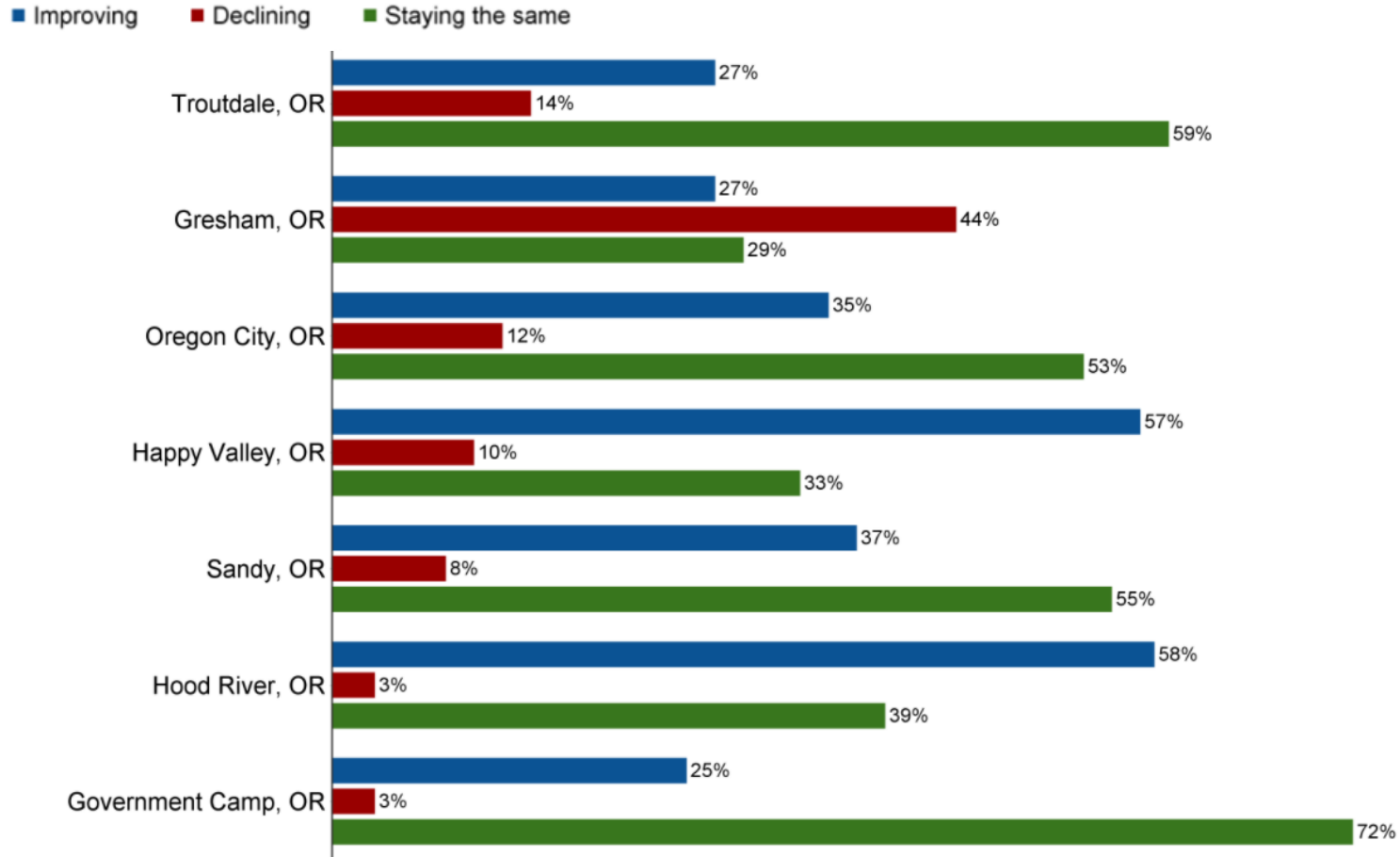


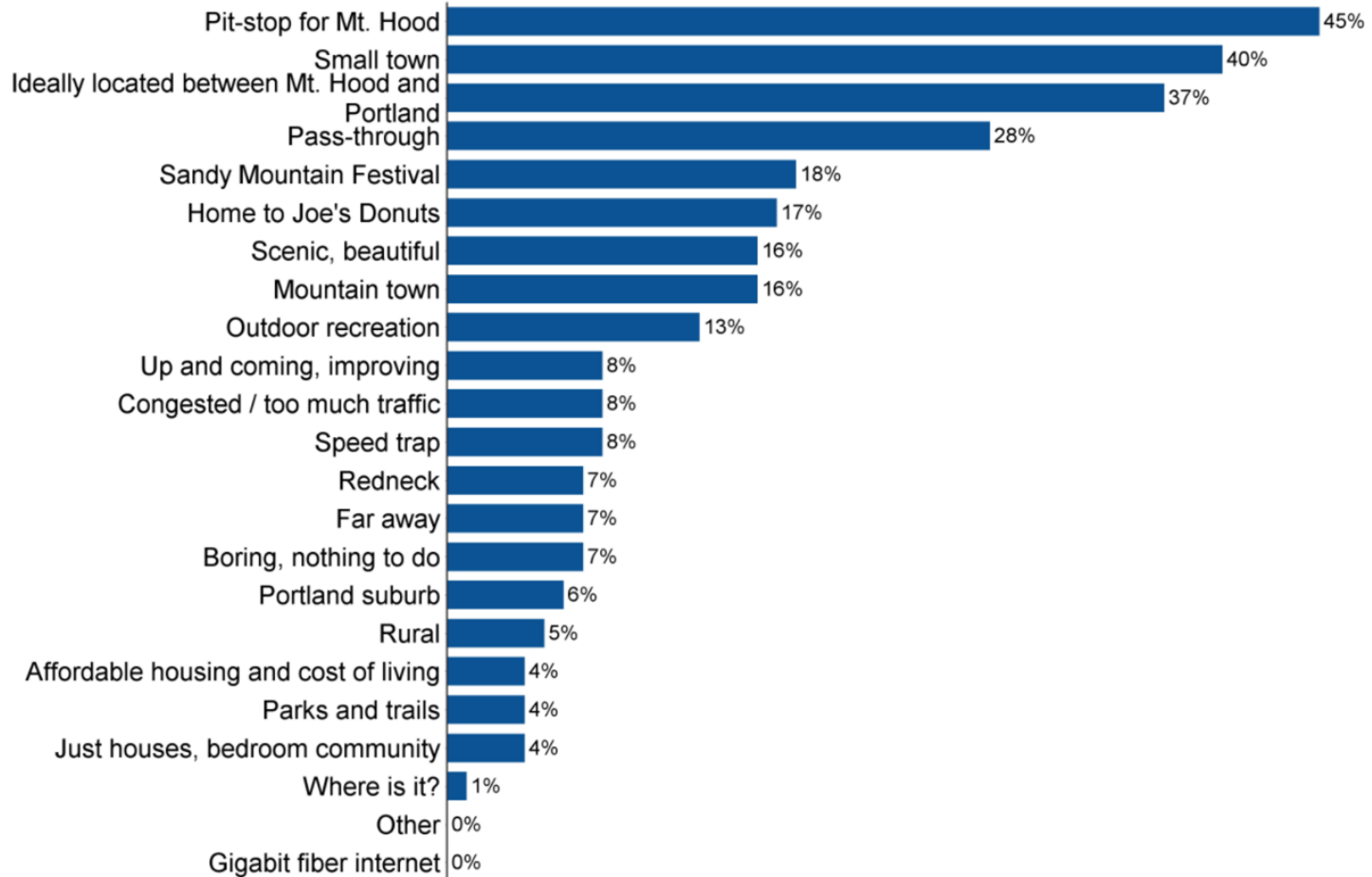


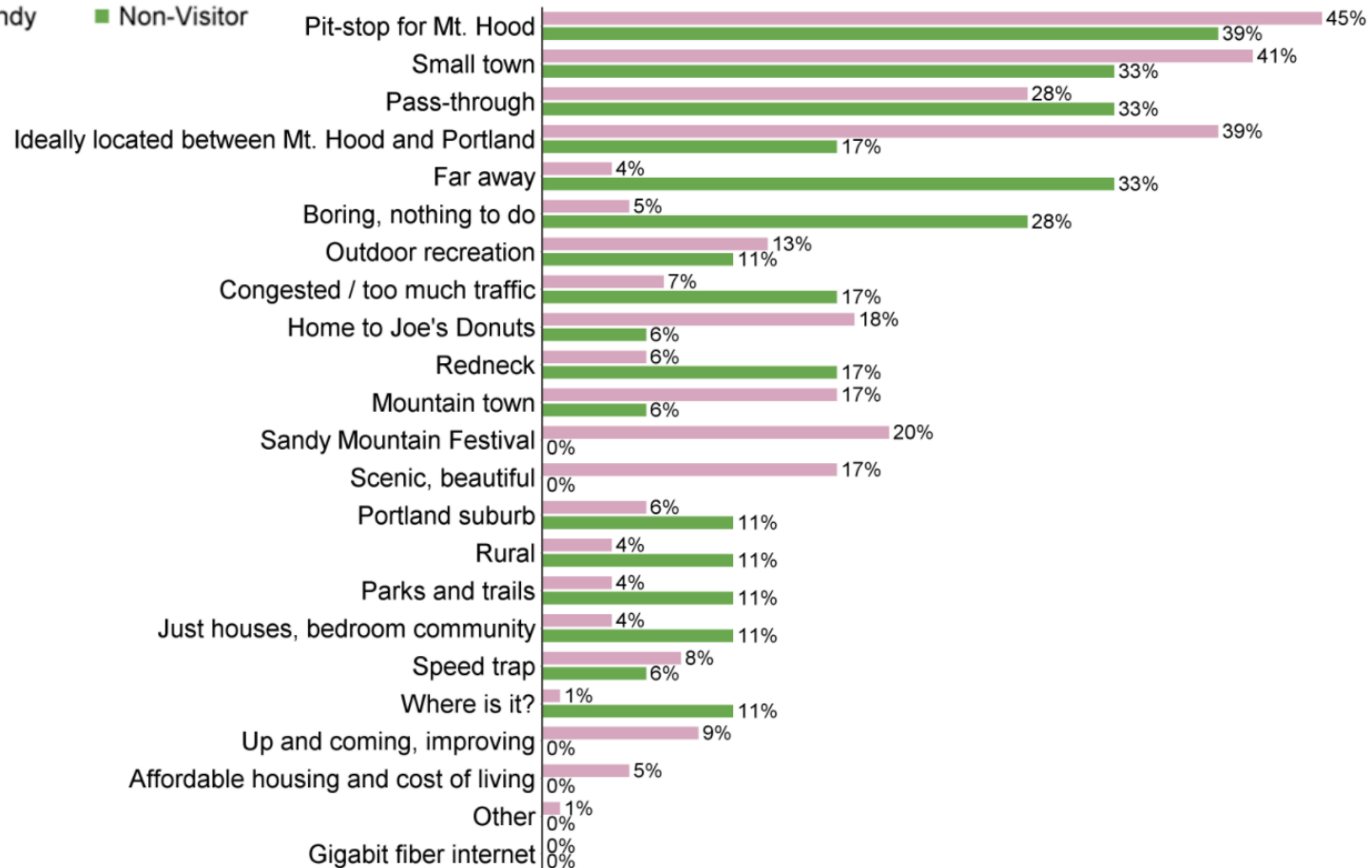
What type of outdoor recreation do you associate with the following communities. Choose all that apply.
 Percentage based on each individual type of outdoor recreation.











Maintains the feel of a smaller town

"It has more of a small town/farming feel in comparison to Gresham and Troutdale."

"Small town independent of Portland"

"Small town atmosphere with festivals and history."

"Sandy is a "mountain community." It is small enough to have that hometown feel."

I don't know

"I haven't spent enough time to there know."

"I'm not at all familiar with Sandy."

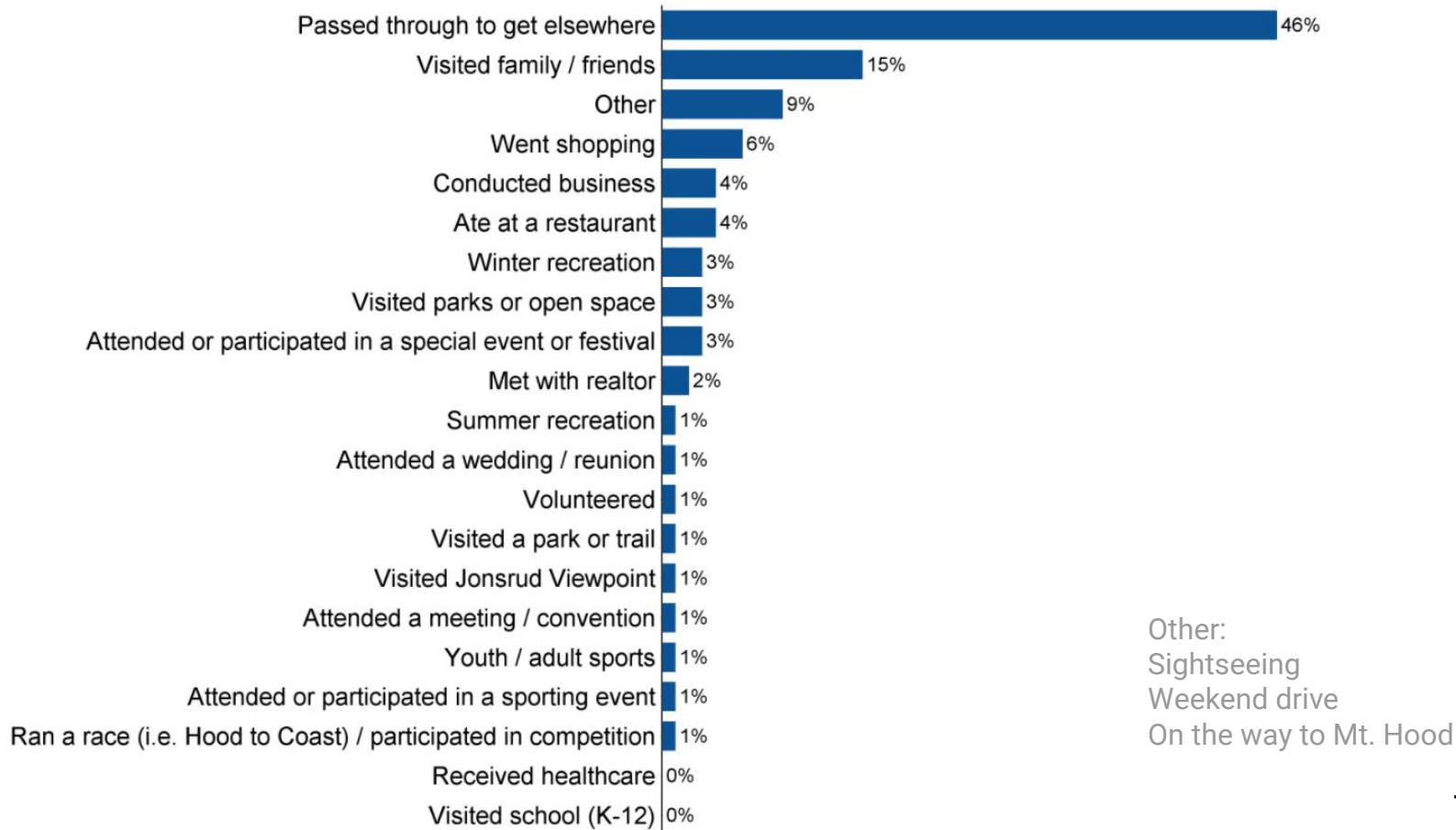
Nothing

"Nothing that I know of. It is a nice community and more rural than most of its neighbors, but it is still a typical small town."

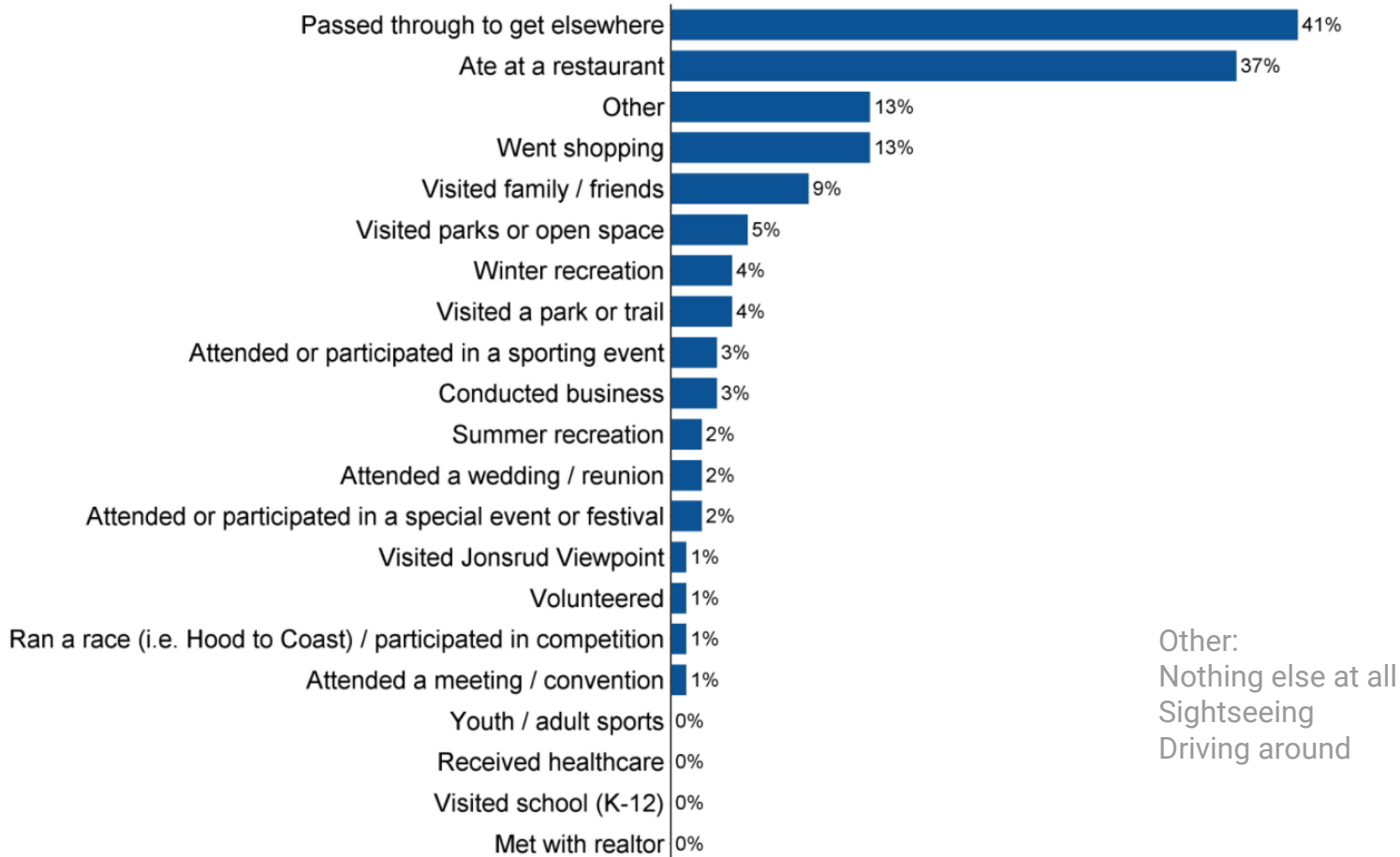
"I'm not sure it's that much different"



Visitors



While you were visiting Sandy, what else did you do on your most recent trip? Choose all that apply.



Clean and Pretty

"Beauty and vary of stores. Close to outdoor fun."

"The appearance of the main town is inviting and looks clean and modern with a homey feel."

"The town has inherent scenic beauty surrounding it, yet there is enough about the town to make it worth stopping."

Small town feel

"Family kind of place. Good value, good people. Friendly."

"Small town appeal...nice clean town"

"It is more charming downtown than one expects"

Don't know

"I'm not really sure since I've only stopped long enough to get gas or a donut."



Traffic

"Slow speed limits, lots of stop and go and traffic lights."

"Quite a bit of traffic moving between the greater Portland area and the Mt Hood area."

"the through traffic gets bogged down - someday you'll have to build a bypass."

"The traffic particularly on weekends."

"Too slow speed limit."

"Traffic can be more than anticipated as traffic lights are not timed very well."

"One way up & one way down, often a bottleneck."

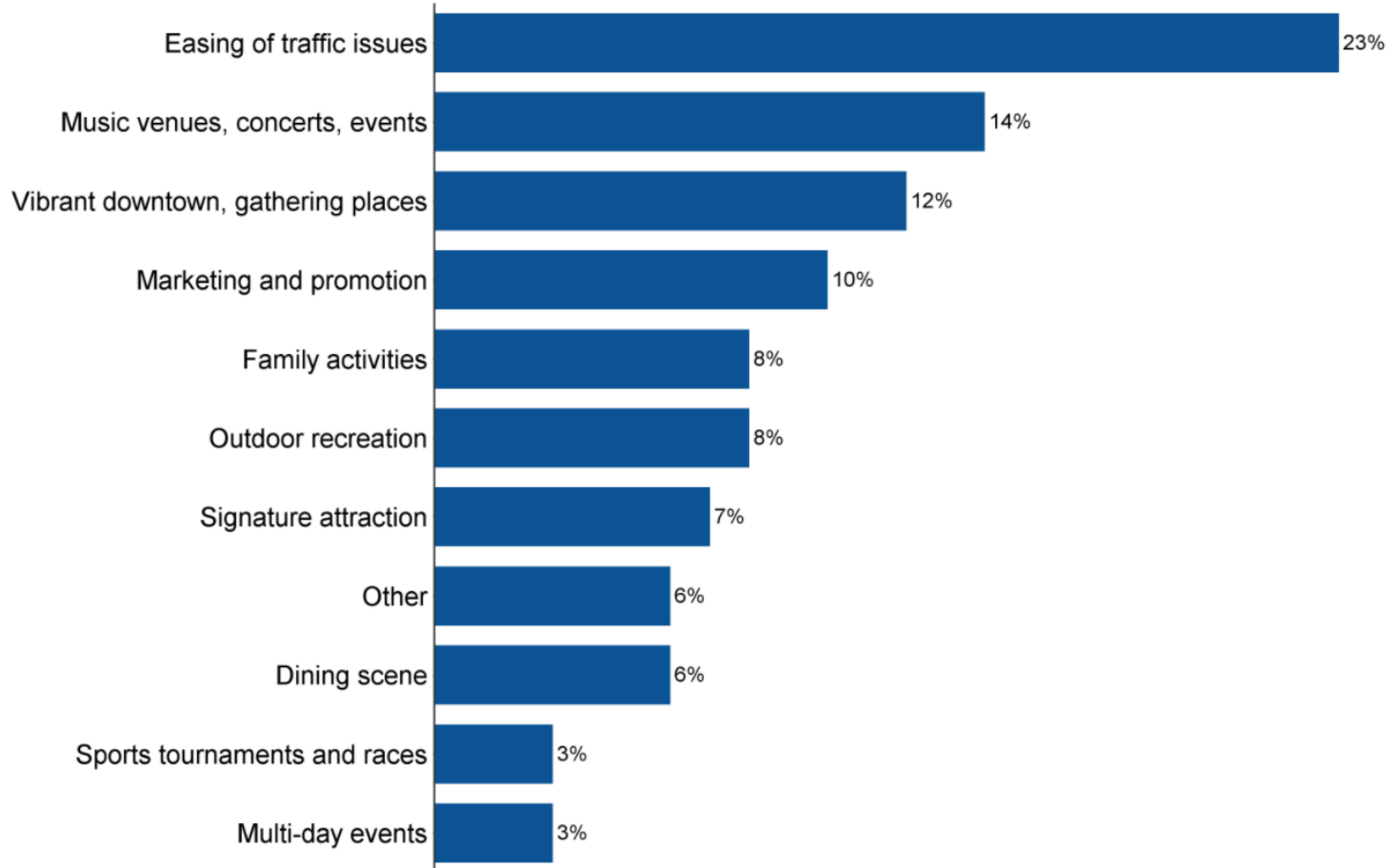
Nothing

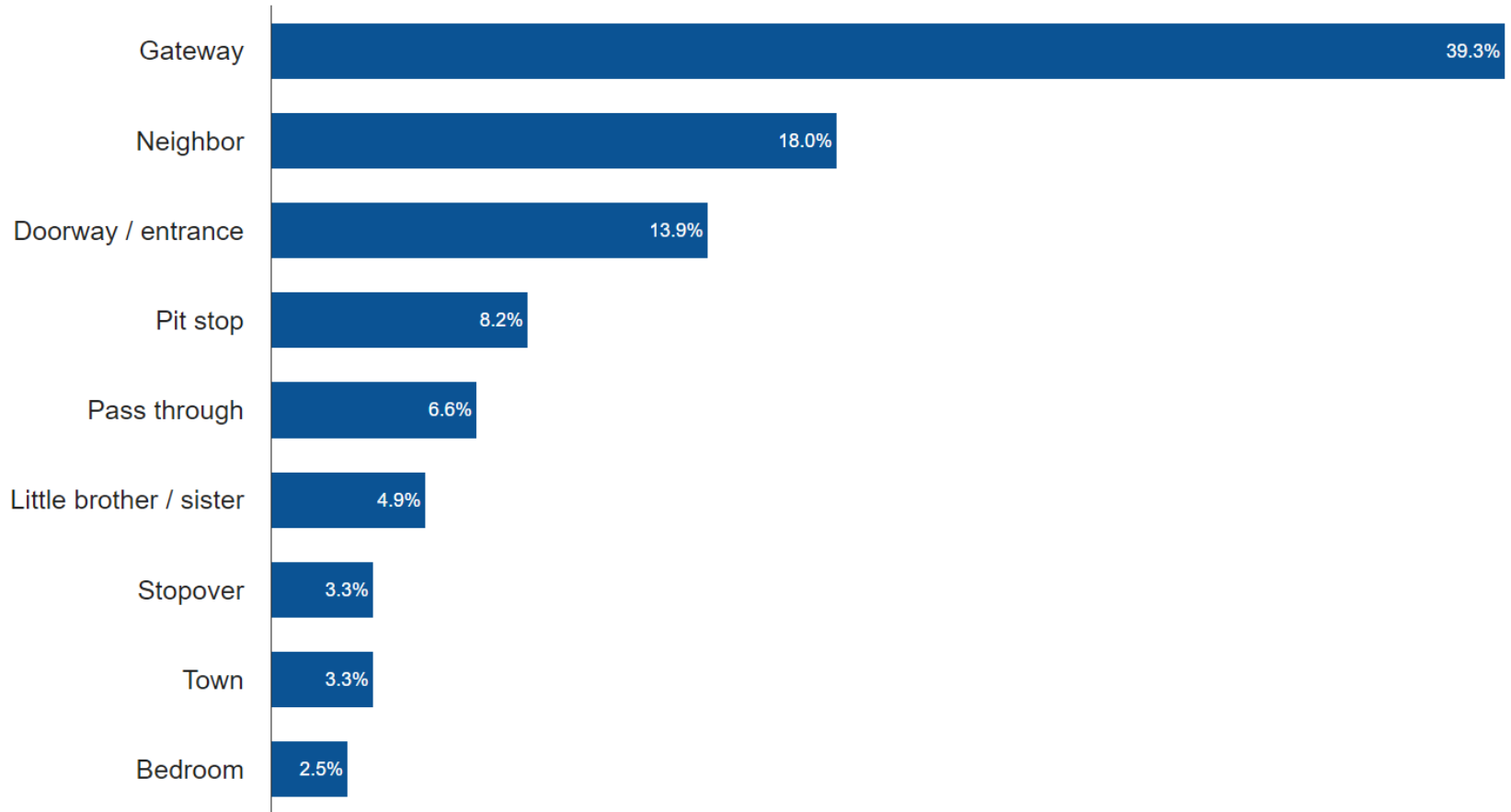
"Nothing negative that I can think of."

Don't Know

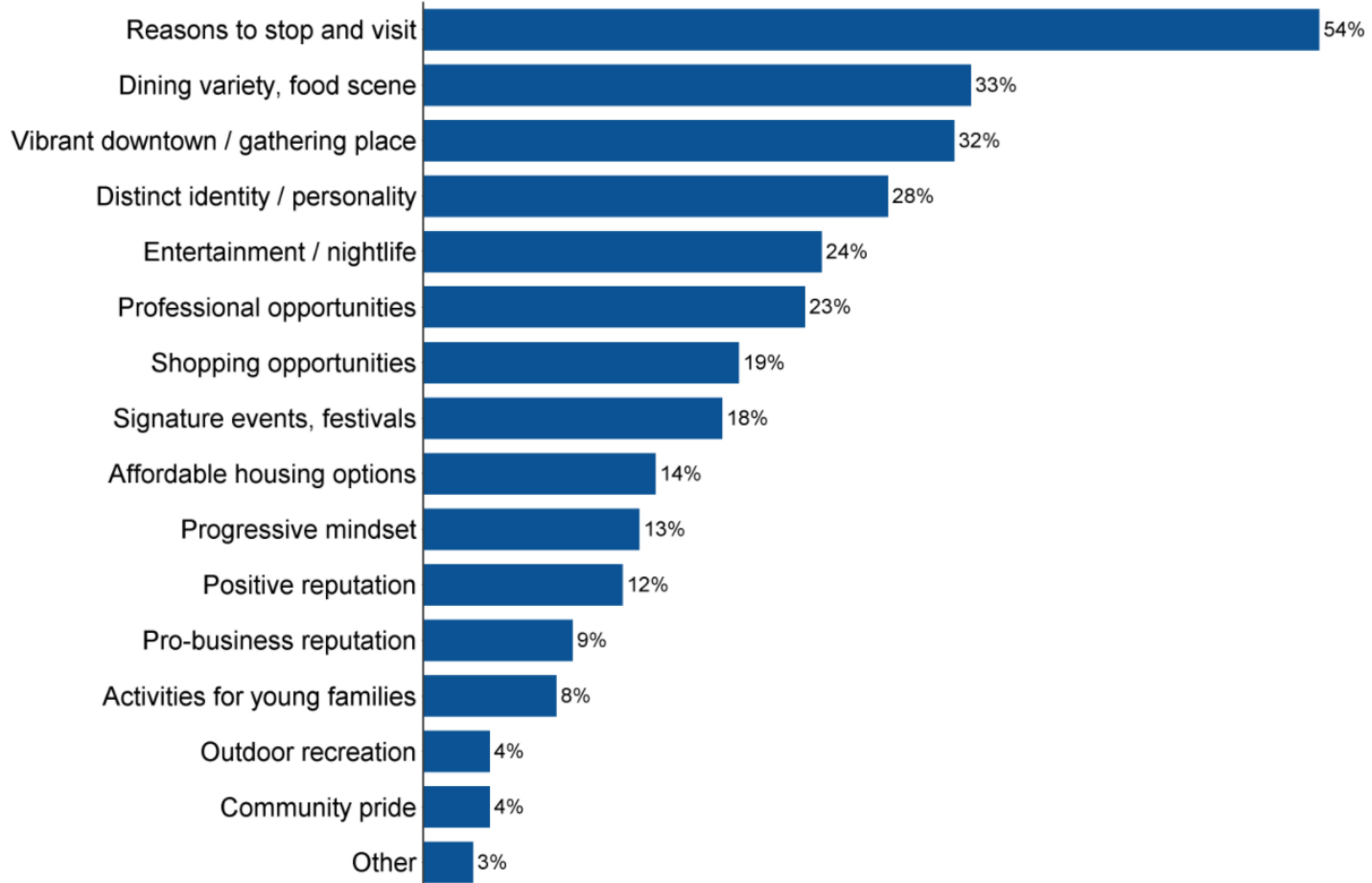
"I don't know."



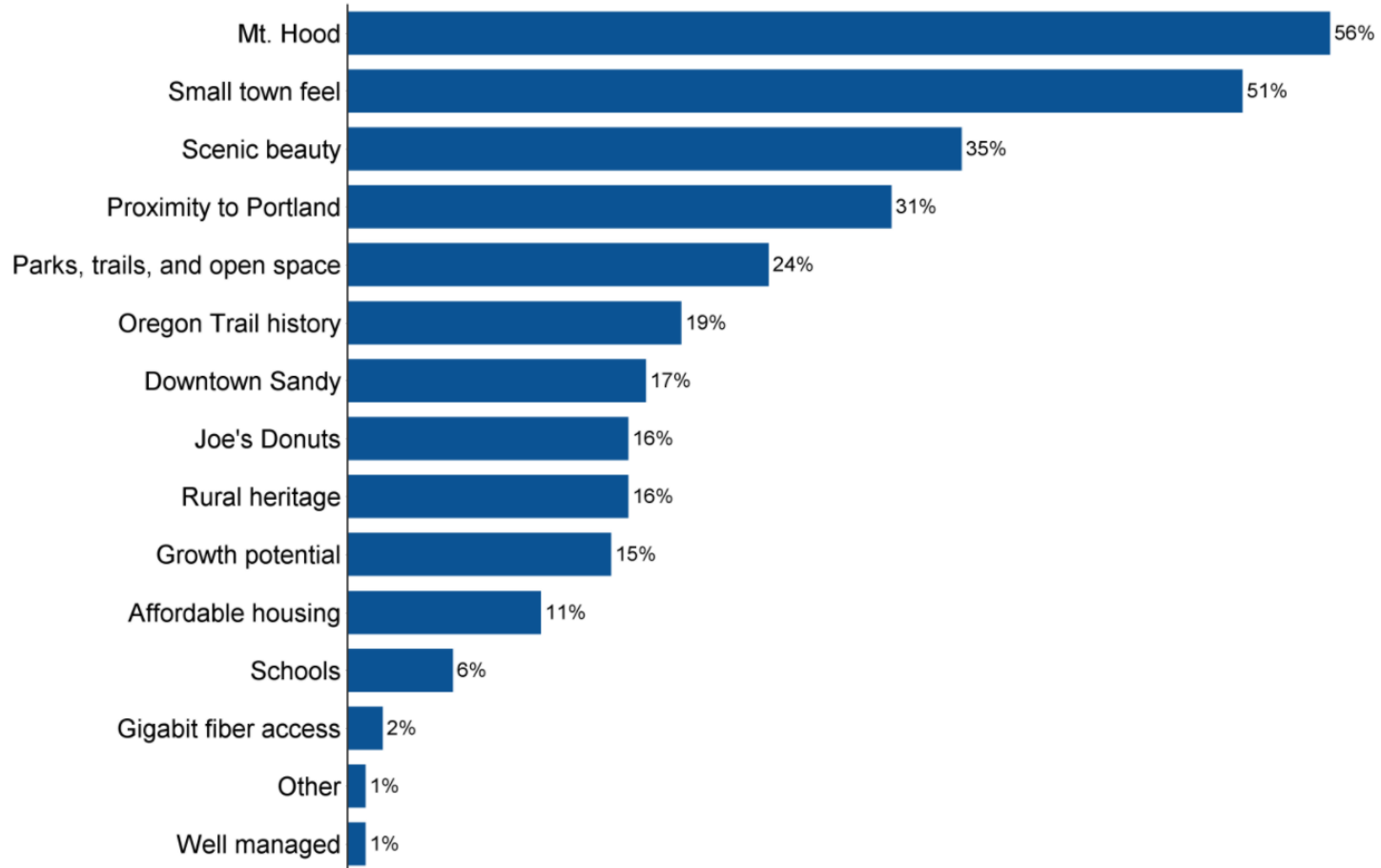




Final Questions (All Respondents)



Of the options below, which is the most important to the identity and reputation of Sandy? Choose three answers.



External Perception Study

"It's primarily perceived as a gateway, that fill up spot on the way up to the mountain. It is best known for Joe's Donuts.

- External Perception



*“They are the bridge between recreation, agritourism, and cultural heritage.
Sandy touches all three.”*

- External Perception



“We have to look at Sandy as a bedroom community for the mountain as well as Portland”

- External Perception



“Sandy is lean and nice instead of being lean and mean.”

- External Perception



A hand holding a white chess knight piece over a chessboard with other pieces. The image is overlaid with a semi-transparent orange filter.

Strategy

Insights

strategy

“The essence of strategy
is sacrifice”

David Ogilvy

NORTH  STAR



creativity & action

“The essential difference between emotion and reason. Is that emotion leads to action, while reason leads to conclusions”

Donald Calne

NORTH  STAR

So where does all of this research lead us?

One thing to remember in a process like this is that we cannot tell you to be something you're not. We won't do it even if that is your secret hope. Your brand will be based on what is true and authentic. So that is why we study your history and culture but maintain an eye on the future and your aspiration.

What about your history and culture differentiates you and is relevant and meaningful today for your interests and goals?

Repetition, Repetition, Repetition. This is not just a rule of effective communication. We know we are onto something when we start hearing similar thoughts and ideas about your community.





*“We’re the Gateway to Mt. Hood.
We’re a pit stop. We are. I just hate to
say it. Because we are so much more.”
- Site Visit Conversation*

“The beauty of the nature. The trees and the views.”
- Community Survey

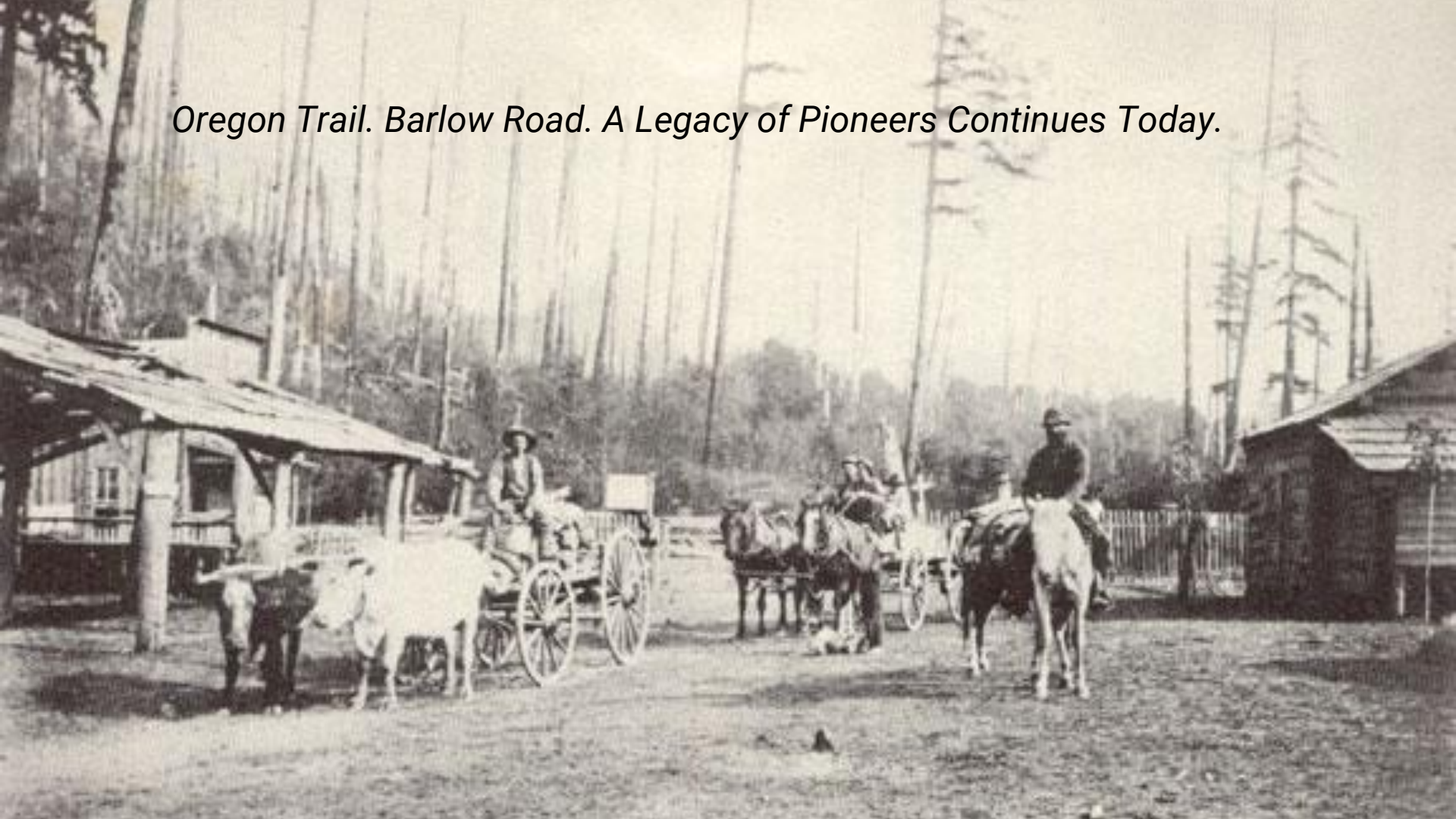


“As Portland continues to grow, here Sandy is, still retaining that small town feel. Growth is going to happen, but I hope they never lose that.”

- External Perception Study



Oregon Trail. Barlow Road. A Legacy of Pioneers Continues Today.



Strategy

Platform

- Target Audience:** For those who appreciate a small and resourceful community amidst the splendor of Oregon,
- Frame of Reference:** Sandy, perfectly balanced between Mt. Hood and the city of Portland,
- Point-of-Difference:** embodies a rare, independent spirit that combines the pioneer and the visionary,
- Benefit:** and defines the *Sandy way of life*.



Target Audience:

For those who appreciate a small and resourceful community amidst the splendor of Oregon,

“People are impressed by the things we do as a small city.”

“We are a small city that does a lot with what we have.”

“We want to be seen as a city that does a lot with less.”



Frame of Reference:

Sandy, perfectly balanced between Mt. Hood and the city of Portland,

“Portland is a blessing and a curse.”

“We are the mountain bedroom community to Portland.”

“Sandy is not urban. But it’s not rural.”

“I don’t think of Sandy so much as a gateway as I do a bridge. It brings the valley, the mountain, and the closeness of Portland together in one place.”



Point-of-Difference: embodies a rare, independent spirit that combines the pioneer and the visionary,

***Pioneer* - a person or group that originates or helps open up a new line of thought or activity or a new method or technical development**

***Visionary* - having or marked by foresight and imagination**

“We are a little town that likes to think big... we are looking to the future”

“There are a lot of people coming together in Sandy – Sandy steps up and gets things done.”

“The attitude of this community is ‘hey, we can do this.’”



Benefit:

and defines the *Sandy way* of life.

So what is the *Sandy Way*?



Sandy Style is emblematic of the Sandy Way, but the *Sandy Way* encompasses an attitude of this remarkable place.



The *Sandy Way* is...

Finishing 4th in *world*
at the VEX Robotics
Championships



The *Sandy Way* is...

Innovative social
enterprises like Ant Farm



The *Sandy Way* is...

The Sandy Public Library

“The library has built up an amazing amount of programs... 545 total programs with 12,000 people per year.”

- Site Visit Conversation



The *Sandy Way* is...

The approach to
public safety



The *Sandy Way* is...

Sandy Area Metro
and the Mt. Hood
Express



The *Sandy Way* is...



“Towns are trying all the time to replicate Sandy’s municipal fiber network.”

“It’s not just that Sandy makes news for having SandyNet, but on how Sandy is making use of it. That distinguishes the city.”

“SandyNet is a remarkable success story. Sandy took the initiative to address that situation on its own. They did it in an incremental, successful way. They have a great asset.”



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Approval of Strategic Brand Platform* (presented today)

Creative Workshop with Small Creative Committee

Tagline Development and Presentation*

Brand Narrative Development

Logo Development, Color Palettes, and Visual Direction Development and Presentations*

Brand Identity Guide, Graphic Standards, and Implementation Plan Development

Final Presentation and Final Report Assembly

**Exact timing and progress of creative and implementation phase depends on approvals.*



Top 10 Mistakes to Avoid

1. Make your brand just about a logo and tagline
2. Proceed without research
3. Ignore your culture and heritage, focusing solely on your aspiration
4. Unveil your brand identity and ask for public feedback before you implement
5. Apply strict controls for usage by private sector and other public agencies
6. Think of this as an ad campaign
7. Appoint a large stakeholder group to approve creative development
8. Engage the press for the first time during the unveiling
9. Hire a professional firm and then tell them what you think will work best
10. Make a contest of creating your community's slogan

Thank you Sandy.

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