

March 10, 2022

David Snider, Economic Development Manager
City of Sandy
39250 Pioneer Boulevard
Sandy, OR 97055

Re: Economic Development Strategic Plan

Dear Mr. Snider,

Community Attributes Inc. (CAI) is pleased to present this proposal to support the City of Sandy in developing an Economic Development Strategic Plan. CAI is a recognized leader in economic analysis, economic and workforce development, and strategic planning. We work with communities and organizations throughout the western United States to construct data-driven, impactful economic development plans and strategies.

Sandy, like many communities, is grappling with significant change. The city has witnessed rapid growth in the past two decades, and its economic drivers are evolving. More recently, Sandy's retail, restaurant, and customer-facing services sectors have been disrupted by the COVID-19 pandemic. Nonetheless, the city maintains key assets, including SandyNet, that can anchor a plan for near-term economic recovery and long-term sustainable growth. With the ongoing development of an Economic Opportunities Analysis and update of Sandy's Comprehensive Plan, this is an opportune time to set a course for the city's economic future. CAI is ideally suited to serve Sandy in this role. Our value lies in the following attributes and competencies:

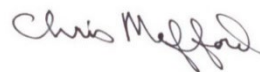
- Rigorous data analysis to help understand current and future economic trends, market opportunities and actionable strategies to grow local economies, as well as specific experience parsing pre- and post-pandemic data to understand how local economies have changed.
- Experience creating economic development strategies for other similarly sized Oregon jurisdictions, including McMinnville and Astoria, as well as specific experience working with sectors, such as retail and tourism and hospitality, that are prominent in Sandy's economy today.
- Familiarity with the basic demographic and economic characteristics of Sandy, creating efficiencies and allowing us to hit the ground running.
- A culture of transparency and objectivity with the flexibility to adapt to meet City of Sandy's needs.

We work collaboratively with our clients to plan and implement better futures for their communities, and we hope to partner with the City of Sandy to strengthen and diversify the local economy while providing living wage jobs for Sandy's current and future residents. Thank you for your consideration, and we look forward to discussing our proposal and approach.

Sincerely,

A handwritten signature in black ink that reads "Elliot Weiss".

Elliot Weiss, Project Manager
Community Attributes Inc.
elliott@communityattributes.com
(319) 621-2483

A handwritten signature in black ink that reads "Chris Mefford".

Chris Mefford, President and CEO
Community Attributes Inc. (auth. representative)
chris@communityattributes.com
(206) 617-9576



QUALIFICATION STATEMENT

COMPANY BACKGROUND

Community Attributes Inc. (CAI) supports all phases of community and economic development—from visioning to implementation. We aim to support decision-making by linking community priorities with economic opportunities in the context of regional economic trends and available resources. The hallmarks of our practice are flexibility, responsiveness, and innovation, all of which we whole-heartedly employ to meet our clients' needs. We're passionate about delivering viable reports and products that help city officials and their stakeholders improve the quality of life within their communities.

President and CEO Chris Mefford founded CAI in 2005. He brings almost three decades of consulting, project management and economic analysis experience. CAI currently employs 10 staff members across three teams focused on economics, planning and data systems. Working collaboratively, CAI approaches economic development projects from multiple viewpoints, with the end-goal in mind. Personal attention, a collaborative approach and clear communication distinguish our practice. As a firm, we seek to connect stakeholders, residents, the private sector, and government through an enhanced awareness of regional

economic trends, market opportunities and community desires. CAI has a proven history in serving over a thousand clients across local, regional, national, and international scales.

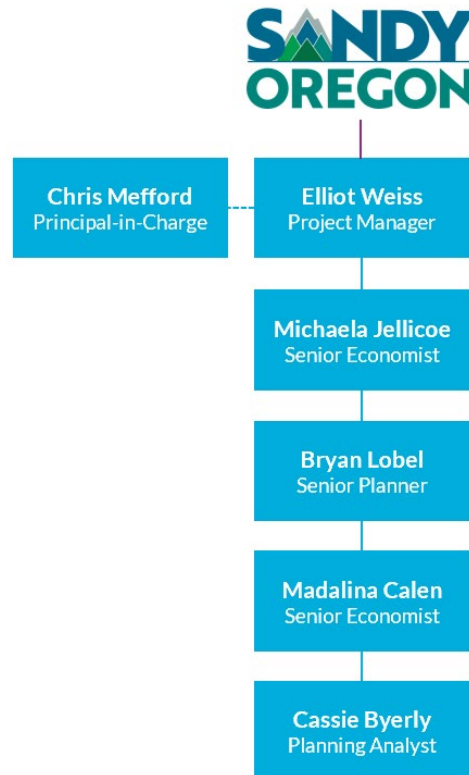
The City of Sandy seeks a consulting partner that can work collaboratively with other consultants and engage partners and stakeholders from around the community to produce an economic development strategic plan for a rapidly growing city. At Community Attributes, we have completed dozens of economic development strategies for communities and regions throughout the Pacific Northwest, large and small, including Boise, Idaho and McMinnville, Astoria, and Warrenton, Oregon. We have also spent the past two years working intensively to help cities, counties, industry sectors and organizations understand how the pandemic has changed their economic opportunities and chart a course forward. This work makes CAI uniquely capable of leading the City of Sandy's plan development.

STAFF ROSTER AND QUALIFICATIONS

Community Attributes has in-house the experience, expertise, and capacity to do this work well in close collaboration with the City of Sandy. Our resumes provide detailed information—including professional qualifications, technical knowledge, and experience—for staff anticipated to support this project. Additional analysts are available to support the work, as needed.

For this project, Elliot Weiss will serve as project manager and lead point of contact for the City of Sandy, while supporting technical analyses and strategy development. Elliot joined Community Attributes in 2012 and has served as a project manager for planning and economic development projects for several years. Elliot’s ability to synthesize the fields of planning, urban design and commercial real estate make him uniquely capable of identifying realistic and impactful interventions that advance community and economic development objectives. As a project manager, Elliot has delivered award-winning work for his clients, including the North Stillaguamish Valley Economic Redevelopment Plan, which won the Puget Sound Regional Council’s Vision 2040 award in 2016.

Chris Mefford, President & CEO, will provide principal-level guidance and support. Bryan Lobel and Cassie Byerly are planners who will support analysis, strategy development and implementation measures. Michaela Jellicoe and Madalina Calen are economists with a sophisticated understanding of data on employment, occupations, wages and other key economic characteristics; they will support a variety of analytical tasks. The organization chart below summarizes our anticipated staffing for this project, and detailed resumes follow.





CHRIS MEFFORD *President & CEO*

Chris will serve as principal-in-charge and provide principal-level oversight.

Chris founded Community Attributes Inc. in Seattle in 2005. Chris is expert in regional economic development and planning, financial feasibility, transportation planning, and socio-economic and demographic analysis. Chris speaks to audiences on the regional economy and its relevance to community development. His current work supports economic stabilization efforts and recovering strategies throughout the Seattle region.

Prior to founding CAI, Chris led market analyses and managed projects with Seattle consulting firms, served as a senior planner for the Puget Sound Regional Council and was a transportation and land use planner with a local transportation planning firm. Currently, Chris is the Interim CEO at Greater Seattle Partners.

PROJECT EXPERIENCE

Economic Recovery Framework
GREATER SEATTLE PARTNERS
Greater Seattle, WA | 2020

COVID-19 Economic Analysis
CITY OF SEATTLE OFFICE OF ECONOMIC DEVELOPMENT
Seattle, WA | 2020

COVID-19 Impact Survey and Report
SEATTLE METROPOLITAN CHAMBER OF COMMERCE
Seattle, WA | 2020

Economic Development Strategic Plan
CITY OF TACOMA
Tacoma, WA | 2019 - 2020

Strategic Plan
SEATTLE METROPOLITAN CHAMBER OF COMMERCE
Seattle, WA | 2018-2019

Industrial Lands Land Use and Employment Study
CITY OF SEATTLE OFFICE OF ECONOMIC DEVELOPMENT
Seattle, WA | 2016-2017

Okanogan County Economic Recovery Plan and Website
NORTH CENTRAL WASHINGTON ECONOMIC DEVELOPMENT DISTRICT
Okanogan County, WA | 2016

Tacoma 5-Year Arts Plan
CITY OF TACOMA
Tacoma, WA | 2016

Strategic Plan
TRADE DEVELOPMENT ALLIANCE
Seattle, WA | 2016-2017

Regional Economic Strategy
PUGET SOUND REGIONAL COUNCIL
Puget Sound Region, WA | 2016

Economic Development Strategic Plan
CITY OF KENT
Kent, WA | 2013-2014

SKILLS

- | | |
|----------------------------------|-----------------|
| Economic Development | Data Analysis |
| Market Analysis | Financial Plans |
| Strategic Planning | Public Policy |
| Public Outreach and Facilitation | |

EDUCATION

Master of Business Administration, 2002
University of Washington
Seattle, WA

Master of Urban and Regional Planning, 1995
University of Iowa
Iowa City, IA

Bachelor of Arts, Mathematics, Economics 1991.
University of Northern Iowa
Cedar Falls, IA

MEMBERSHIPS

- Board Member, Leadership Tomorrow
- Member, Urban Land Institute



ELLIOT WEISS, AICP Senior Planner

Elliot will serve as project manager and manage day-to-day communication with the City of Sandy and provide leadership across all project work.

Elliot joined Community Attributes in 2012 and has served as a project manager for planning and economic development projects for several years. Elliot’s ability to synthesize the fields of planning, urban design and commercial real estate make him uniquely capable of identifying realistic and impactful interventions that advance community and economic development objectives. As a project manager, Elliot has delivered award-winning work for his clients, including the North Stillaguamish Valley Economic Redevelopment Plan, which won the Puget Sound Regional Council’s Vision 2040 award in 2016. He has a passion for creating and supporting vibrant and productive places that reflect community priorities.

Prior to joining CAI in 2012, Elliot worked as an independent planning consultant and served

in AmeriCorps, leading projects involving energy-efficient affordable housing, community development and pedestrian and bicycle transportation in under-served urban areas.

PROJECT EXPERIENCE

Economic Development Strategic Plan

CITY OF BOISE
Boise, ID | 2021

Comprehensive Economic Development Strategy

TRI COUNTY ECONOMIC DEVELOPMENT DISTRICT
Colville, WA | 2021

Economic Recovery Framework

GREATER SEATTLE PARTNERS
Greater Seattle, WA | 2020

EOA and Economic Development Strategy

CITY OF WARRENTON
Warrenton, OR | 2020

Economic Development Strategic Plan

CITY OF TACOMA
Tacoma, WA | 2019 - 2020

Economic Development Strategic Plan

CITY OF MCMINNVILLE
McMinnville, OR | 2018

Economic Development Strategic Plan Update

CITY OF KENMORE
Kenmore, WA | 2017-2018

Five-Year Economic Development Strategy

CITY OF ASTORIA
Astoria, OR | 2017

Tourism and Retail Strategies

CITY OF SPOKANE VALLEY
Spokane Valley, WA | 2015-2016

Economic Redevelopment Plan

ECONOMIC ALLIANCE SNOHOMISH COUNTY
Snohomish County, WA | 2015

Town Center Retail Strategy

CITY OF EDGEWOOD
Edgewood, WA | 2015

Economic Development Action Plan

CITY OF LYNNWOOD
Lynnwood, WA | 2015

Economic Development Strategic Plan

CITY OF KENT
Kent, WA | 2013-2014

SKILLS

- Development Feasibility Analysis
- Policy Evaluation
- Economic Development Strategy
- Public Outreach
- Land Use Planning
- Housing Policy

EDUCATION

Master of Urban and Regional Planning, 2012
University of Michigan
Ann Arbor, MI

Certificate in Real Estate Development, 2012
University of Michigan
Ann Arbor, MI

Bachelor of Arts International Studies, 2009
University of Iowa
Iowa City, IA

MEMBERSHIPS

- Member, American Planning Association
- Member, American Institute of Certified Planners



MICHAELA JELICOE Senior Economist

Michaela will support economic analyses and identify funding strategies.

Michaela is a senior economist and project manager with skills in municipal finance, impact fee analysis, talent pipeline and other workforce analyses, economic impact analysis, and industry cluster studies. She currently leads CAI’s municipal finance and impact fee practice, supporting municipalities with infrastructure finance planning. Michaela has supported jurisdictions in Washington, Oregon, and California with impact fee analysis, and has presented findings to stakeholders, elected officials and more. Previously, Michaela worked as a research assistant at Purdue University, conducting economic analysis, econometric modeling, data collection and visualization, and extensive research.

PROJECT EXPERIENCE

Employment Lands Study
COLUMBIA RIVER ECONOMIC DEVELOPMENT COUNCIL
Clark County, WA | 2019-2020

Northline Village Economic Benefits Analysis
CITY OF LYNNWOOD
Lynnwood, WA | 2019

Industrial and Maritime Strategy Analysis
CITY OF SEATTLE OFFICE OF PLANNING & COMMUNITY DEVELOPMENT
Seattle, WA | 2019 - Ongoing

Oregon Return on Investment for Apprenticeship Tool
OREGON HIGHER EDUCATION COORDINATING COMMISSION
Oregon | 2018

Aerospace Economic Impact and Workforce Analysis
AEROSPACE WORKS FOR WASHINGTON
Washington | 2019

Park System Development Charge Update
CITY OF TUALATIN
Tualatin, OR | 2017 - 2018

Park Impact Fee Update
CITY OF WASHOUGAL
Washougal, WA | 2021

Transportation Impact Fee Support
CITY OF HAYWARD
Hayward, CA | 2021

Fire Impact Fee Support
CITY OF SHORELINE
Shoreline, WA | 2016 - 2017

Washington State Wine Economic Impact Study
WASHINGTON WINE COMMISSION
Washington | 2020

Economic Impact Analysis
PORTS OF TACOMA AND SEATTLE; NORTHWEST SEAPORT ALLIANCE
Puget Sound Region, WA | 2018 - 2019

Business Competitiveness and SWOT Analysis of Washington State’s Economy
OFFICE OF THE LIEUTENANT GOVERNOR/ECONORTHWEST
Washington | 2021 - Ongoing

Food Industry Market Analysis
FARESTART
Puget Sound Region, WA | 2021

SKILLS

Impact Fee Program Development Statistical Analysis
Development Feasibility Analysis Policy Evaluation
Input-Output Analysis Survey Design
Statistical Model Design Data Collection

EDUCATION

Master of Science Agricultural Economics, 2014
Purdue University
West Lafayette, IN

Bachelor of Arts Economics and Political Science, 2008
Western Washington University
Bellingham, WA



BRYAN LOBEL, AICP Senior Planning Analyst

Bryan will support economic development analysis, engagement, and strategy development.

Bryan Lobel is a leader in economic development strategy with foundations in economic geography, urban industrial development and neighborhood planning and design. Trained as an urban planner, Bryan studied downtown Los Angeles’s Fashion District before working with city planning departments at Glendale and Los Angeles. In Philadelphia, led economic strategies for Philadelphia, St. Paul, Minnesota, Louisville, Kentucky, and Detroit. With CAI, Bryan has led economic and community development planning for a number of cities and counties in the region including Tacoma, Sammamish, Kent, Kenmore, Lynnwood, Astoria, Oregon, and Okanogan County, and has contributed to statewide economic impact studies of the maritime and aerospace industries, as well as to economic recovery planning efforts in Okanogan and Snohomish Counties.

PROJECT EXPERIENCE

Economic Development Strategic Plan

CITY OF BOISE

Boise, ID | 2021

Comprehensive Economic Development Strategy Plan

TRI-COUNTY ECONOMIC DEVELOPMENT DISTRICT

Tri-County Region, WA | 2021

Colville Comprehensive Plan Update

CITY OF COLVILLE

Colville, WA | 2020

Economic Development Strategic Plan

CITY OF TACOMA

Tacoma, WA | 2019 - 2020

Economic Recovery Framework

GREATER SEATTLE PARTNERS

Greater Seattle, WA | 2020

Economic Redevelopment Plan

ECONOMIC ALLIANCE OF SNOHOMISH COUNTY

Snohomish County, WA | 2015

Okanogan County Economic Recovery Plan and Website

NORTH CENTRAL WASHINGTON ECONOMIC

DEVELOPMENT DISTRICT

Okanogan County, WA | 2015-2016

COVID-19 Small Business Impact Support

CITY OF SEATTLE OFFICE OF ECONOMIC

DEVELOPMENT

Seattle, WA | 2020

Economic Development Plan

CITY OF KENT

Kent, WA | 2013-2014

Lynnwood Economic Development Action Plan

LYNNWOOD OFFICE OF ECONOMIC DEVELOPMENT

Lynnwood, WA | 2013 - 2014

Arlington/Darrington Community Revitalization Plan –

America’s Best Communities Competition

CITY OF ARLINGTON AND DARRINGTON

Snohomish County, WA | 2015

SKILLS

Economic & Market Analysis GIS Analysis & Mapping

Economic Development Strategy Stakeholder Engagement

Land Use Planning and Development Regulations Industrial Land Assessment

EDUCATION

Master of Urban Planning, 2008

University of California Los Angeles (UCLA)

Los Angeles, CA

Bachelor of Arts English & Spanish Language and Literatures, 2005

University of Colorado

Boulder, CO

MEMBERSHIPS

Member, American Planning Association

Member, American Institute of Certified Planners



MADALINA CALEN Senior Economist

Madalina will support economic analyses, including for industrial clusters and workforce characteristics.

Madalina comes to CAI with a background in data analysis, market research, and transportation economics. She has a strong ability to conduct qualitative and quantitative analysis for effective data-driven decision making. At CAI Madalina focuses on economic impact analysis, strategic planning, cost and benefit analysis of transportation investments, and feasibility analysis. She has experience working with local government, nonprofits, foundations, and the private sector to develop recommendations on complex issues.

Previous work experience includes audit and financial analysis for a Big Four accounting firm and economic transportation consulting for a planning and infrastructure consultancy firm in the UK.

PROJECT EXPERIENCE

Economic Recovery Framework
GREATER SEATTLE PARTNERS
Greater Seattle, WA | 2020

COVID-19 Economic Analysis
CITY OF SEATTLE OFFICE OF ECONOMIC DEVELOPMENT
Seattle, WA | 2020

COVID-19 Impact Survey and Report
SEATTLE METROPOLITAN CHAMBER OF COMMERCE
Seattle, WA | 2020

Strategic Plan
SEATTLE METROPOLITAN CHAMBER OF COMMERCE
Seattle, WA | 2018-2019

Business Competitiveness and SWOT Analysis of Washington State's Economy
OFFICE OF THE LIEUTENANT GOVERNOR/ECONORTHWEST
Washington | 2021 - Ongoing

Food Industry Market Analysis
FARESTART
Puget Sound Region, WA | 2021

Washington Agricultural Fairs Economic and Social Impact and Reach
WASHINGTON STATE DEPARTMENT OF AGRICULTURE
Washington | 2021

Economic Development Partnership Program Evaluation
PORT OF SEATTLE
King County, WA | 2019

Educational Support Research
CHALLENGE SEATTLE
Puget Sound Region, WA | 2019

Industrial and Maritime Strategy Analysis
CITY OF SEATTLE OFFICE OF PLANNING & COMMUNITY DEVELOPMENT
SeaTac, WA | 2019 - 2020

Talent and Transferable Skills Analysis
WORKFORCE SNOHOMISH
Snohomish County, WA | 2020 - 2021

SKILLS

- | | |
|--------------------------|----------------------|
| Strategic Planning | Statistical Analysis |
| Workforce Analysis | Policy Evaluation |
| Economic Impact Analysis | Survey Design |
| Cost Benefit Analysis | Data Collection |

EDUCATION

Master of Science, 2013
Operational Research
University of Strathclyde
Glasgow, UK

Master of Science, 2010
Economics
University of Amsterdam
Amsterdam, Netherlands

Bachelor of Science, 2009
International Economics and Business
Bucharest Academy of Economic Studies
Bucharest, Romania



CASSIE BYERLY *Planning Analyst*

Cassie will support demographic and economic analyses and stakeholder engagement.

Cassie joined CAI in 2021. She brings a blend of legislative and planning research and analysis experience to the Economics and Planning team. Her recent work includes data analysis and interpretation for a variety of long-term strategic economic and planning policies and plans and a comprehensive assessment and analysis of the financial impact, demographics, and efficiency of Pierce County’s volunteer board and commission system. Prior to CAI, she led a team of graduate students in developing an Inclusionary Housing Plan for the City of Huntington Woods, Michigan and analyzed housing and economic impacts of the A2Zero Carbon Neutrality Plan for the City of Ann Arbor, Michigan. Cassie brings five

years of strategic communications and legislative experience from her time as a Press Secretary in the U.S. Senate.

PROJECT EXPERIENCE

Economic Development Strategic Plan

CITY OF BOISE
Boise, ID | 2021 - Ongoing

Comprehensive Economic Development Strategy Plan Update

TRI-COUNTY ECONOMIC DEVELOPMENT DISTRICT
Tri-County Region, WA | 2021 - Ongoing

Analysis of Volunteer Board and Commission System

PIERCE COUNTY
Pierce County, WA | 2021 - Ongoing

Climate Entrepreneurs Strategic Assessment

CITY OF BOISE
Boise, ID | 2021 - Ongoing

Washington Agricultural Fairs Economic and Social Impact and Reach

WASHINGTON STATE DEPARTMENT OF AGRICULTURE
Washington | 2021

Business Competitiveness and SWOT Analysis of Washington State’s Economy

OFFICE OF THE LIEUTENANT GOVERNOR/ ECONORTHWEST
Washington | 2021 - Ongoing

Food Industry Market Analysis

FARESTART
Puget Sound Region, WA | 2021

Sound Transit Apprenticeship Retention and Completion Disparity Analysis

SOUND TRANSIT
Seattle, WA | 2020 - Ongoing

SKILLS

Economic Development Stakeholder Engagement
Strategy Qualitative Analysis
Land Use Planning and Development Regulations

EDUCATION

Master of Urban and Regional Planning, 2020
University of Michigan
Ann Arbor, MI

Bachelor of Arts English & International Studies, 2014
University of North Carolina
Chapel Hill, NC

MEMBERSHIPS

Member, American Planning Association
Member, Washington Planning Association

SPECIALIZED EXPERIENCE AND EXEMPLARY WORK

CAI is an established leader in crafting strategic and actionable economic strategies and recovery plans. We have worked with numerous cities throughout the Pacific Northwest to construct data-driven, implementation-focused plans that are place-based, grounded in multi-channel community engagement, and amplified by unique branding and graphic design. CAI also brings distinctive expertise in several other areas relevant to this project such as analysis of economic and demographic data, SWOT analysis, and tourism, retail and hospitality studies and strategies.

This section provides information about several past CAI projects, with an emphasis on two projects particularly similar to the process we anticipate for Sandy. Several of these projects also respond to the RFP's request for examples of our capacity to convene, manage and gather data from community and stakeholder engagement activities. Graphics included throughout this section also demonstrate our firm's ability to effectively show data in a graphic format, as requested in the RFP.

Similar Economic Development Strategies

CITY OF MCMINNVILLE, OR: ECONOMIC DEVELOPMENT STRATEGIC PLAN

CAI produced an economic development strategic plan to guide the City of McMinnville's investment to support sustainable and equitable growth. The strategy focuses on placemaking, recreation, leisure activities, entrepreneurship, medicine, and education. It leverages critical assets like Linfield College and Chemeketa Community College, the Willamette Valley Medical Center, and an award-winning historic downtown, creating a roadmap that maximizes the City's strategic location in Oregon's wine country, nearly equidistant from Portland and the Oregon coast. As part of the strategic planning process, CAI deployed a survey, held industry focus groups, facilitated public meetings, engaged with an advisory committee and coordinated with a larger team. CAI's work also included a robust data profile, which analyzed the City's existing challenges and opportunities. (2018-2019)

The McMinnville EDSP employed a similar process as envisioned for Sandy.

The McMinnville EDSP is available at:

https://www.mcminnvilleoregon.gov/sites/default/files/fileattachments/planning/page/1675/ed_strategic_plan.pdf

Project Cost: \$50,000

Project Manager: Elliot Weiss

Project Team: Chris Mefford, Bryan Lobel, Michaela Jellicoe



Selected pages from the McMinnville Economic Development Strategic Plan.

CITY OF ASTORIA, OR: FIVE-YEAR ECONOMIC DEVELOPMENT STRATEGY

CAI led a five-year economic development strategy for the City of Astoria, Oregon. Final economic development strategies, actions and implementation measures drew from an economic opportunity analysis (EOA) and stakeholder engagement. CAI’s analysis of economic opportunities presented an overview of regional economic and demographic data, and a comparison to national trends. CAI applied buildable lands methodologies to estimate and inventory available employment lands. Stakeholder engagement included industry focus groups with leaders in sectors such as food manufacturing and education. CAI also facilitated a community forum or open house to garner feedback on proposed economic development strategies. The final report features strategies with recommendations on disposition, marketing and recruitment for key redevelopment sites in the Astoria area. (2017)

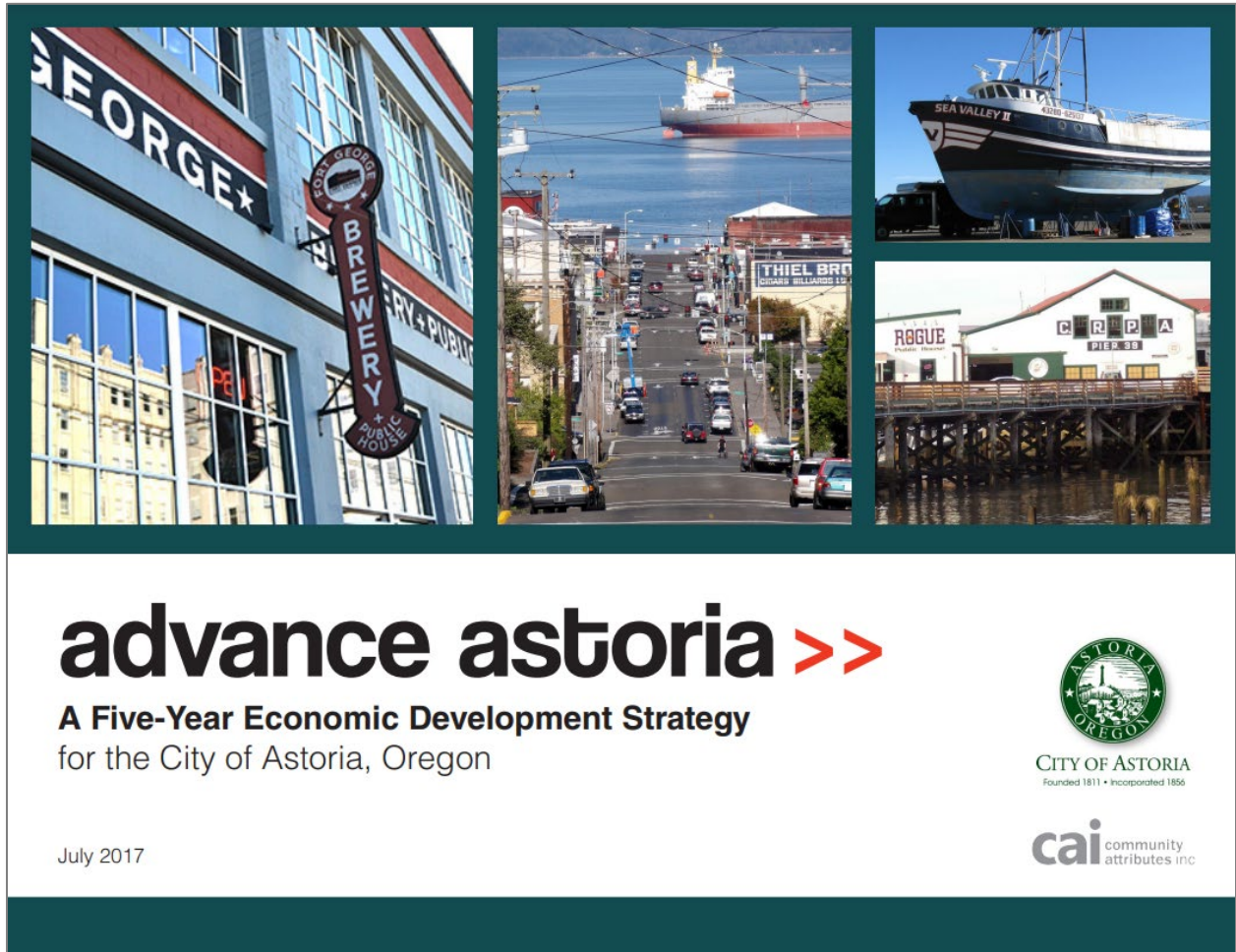
The only notable difference in the process for the Astoria EDS and the process envisioned for Sandy is that the Astoria EDS included an Economic Opportunities Analysis and additional stakeholder engagement related to that deliverable.

The Astoria Economic Development Strategy is available here:
https://www.astoria.or.us/Assets/dept_3/pm/pdf/cai.astoria_ed%202017.pdf

Project Cost: \$80,000

Project Manager: Elliot Weiss

Project Team: Chris Mefford, Bryan Lobel, Michaela Jellicoe



Cover of the "Advance Astoria" Five-Year Economic Development Strategy.

Other Economic Development Strategies

TRI COUNTY ECONOMIC DEVELOPMENT DISTRICT: COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY (CEDS)

CAI prepared a Comprehensive Economic Development Strategy (CEDS) for the Tri County Economic Development District (TEDD). The CEDS presented goals, objectives and milestones for a three-county region of northeast Washington. Cities across the three counties ranged in size, with varying economic drivers and community needs. CAI worked with stakeholders, including a CEDS Committee and the TEDD Board of Directors, to ensure that the adopted strategy effectively represented the needs of the region's residents and businesses. As part of the strategy, CAI deployed a business survey to ascertain the economic impacts of the COVID-19 pandemic and developed strategies to support economic recovery and resiliency. (2021)

CITY OF BOISE: ECONOMIC DEVELOPMENT STRATEGIC PLAN

For the City of Boise, Idaho, CAI led the development of the City's first economic development strategic plan. The plan identified goals around regional collaboration, quality of life, target industries and workforce development, and included strategies and actions meant to make tangible progress toward the goals. As part of the effort, CAI conducted 13 focus groups with over 100 local leaders from business and industry, community organizations, City and partner jurisdictions, and educational institutions. (2021)

CITY OF TACOMA: ECONOMIC DEVELOPMENT STRATEGIC PLAN

Community Attributes led the development of an entirely new Economic Development Strategic Plan for the City of Tacoma. The City is undergoing a time of great change, with energy and revitalization rippling across both its neighborhoods and through its newly diverse and dynamic economy. A key component of this strategy is the close integration and coordination of the City's actions and direction with those of other key organizations and entities – such as the Greater Seattle Partners, and the Pierce County Economic Development Board (EDB). While the implementation-focused Plan is developing strategies across eight different focus areas, its fundamental orientation will be toward achieving increased social and economic equity in Tacoma through specific actions and strategies. In addition to focused engagement with business leaders and stakeholders in the community, our intensive workshopping with City staff has led to the development of an extraordinarily specific, targeted, and realistic plan that manages to dream big while mapping out exactly which relationships and resources will be required to achieve the City's vision. (2019-2020)

The Tacoma EDSP is available at:

https://cms.cityoftacoma.org/cedd/CED_Main/CoT_Strategic_Plan_2020_2025.pdf

THREE Overview Action in the Near Term

The following pages list **39 PRIORITY ACTIONS** that the City of Tacoma can begin to undertake now that will have a significant impact in the near term - and that will signal its intent in these eight **FOCUS AREAS** of economic development and develop momentum for the rest of the **STRATEGIES** and **ACTIONS** contained in Section 4 of this Plan. These priority actions are intended to focus the City's finite and limited resources in as practical and impactful a way as possible in the near term. The following pages may also be used as a **CHECKLIST** to periodically track and update progress on implementation.

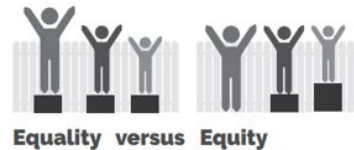
Focus Areas in bold type at the top describe the general category of Priority Action

Objectives for each Focus Area are presented below in regular type. Priority Actions aim to achieve Objectives.

CAI led the development of Tacoma's economic development strategic plan, with equity and prosperity as the guiding values for the planning process and strategic direction.

TWO Values Equity & Prosperity

The City of Tacoma's mission is to achieve equity in service delivery, decision-making and community engagement. This mission requires a commitment to identify and eliminate underlying drivers of social and economic inequity within Tacoma. Opportunity and advancement for all requires broad civic and community participation, livable neighborhoods without physical barriers to economic opportunity, and a robust economy that ensures wealth creation opportunities for all.



Social and economic equity must be reflected in specific actions - including economic development actions outlined in this Plan. Throughout this plan, **specific actions that contribute to equity in Tacoma's economic development policies and programs are marked with an icon (right)**. These actions present an explicit plan-within-the-plan for moving the City of Tacoma toward greater social and economic equity.

Specific actions embedded within the Detailed Strategies & Actions presented in Section 4 of this plan that support greater equity in the City of Tacoma's service delivery, decision-making and community engagement are highlighted with an icon.



CITY OF KENMORE ECONOMIC DEVELOPMENT STRATEGIC PLAN UPDATE

With abundant change happening in both Kenmore and the region, the City needed a refreshed look at the its market position and relative strengths and opportunities as they relate to economic development. Communities connected by SR522 are experiencing major change in terms of economic activity, infrastructure and investment. As such, CAI led an update of its economic development strategy. The plan is rooted in current market and industry dynamics as well as the City's capacity for commercial growth and how that impacts future opportunities. The plan will leverage these analytics to inform and guide stakeholder engagement, culminating in development of an actionable strategic roadmap for City staff and policy makers in the short and long term. (2017-2018)

The Kenmore Economic Development Strategy is available here:
<https://www.kenmorewa.gov/home/showdocument?id=1445>

PUGET SOUND REGIONAL COUNCIL: REGIONAL ECONOMIC STRATEGY

CAI worked with the Puget Sound Regional Council to develop a new Regional Economic Strategy (CEDS) for the four-county region of King, Pierce, Snohomish and Kitsap counties. The CEDS, called Amazing Place, incorporated stakeholder feedback from representatives of major industries, economic development

organizations, government agencies, workforce councils and municipal boards. CAI provided technical assistance and economic analysis to ground the strategy in a quantitative and qualitative assessment of regional strengths and opportunities. (2016 - 2017)

The Regional Economic Strategy is available here:

<https://www.psrc.org/sites/default/files/amazingplacestrategy.pdf>

CITY OF LYNNWOOD: ECONOMIC DEVELOPMENT ACTION PLAN

Community Attributes Inc. led a regional economic and demographic analysis, housing and real estate market analysis, and a retail opportunities assessment in support of the creation of the City of Lynnwood's strategic economic development plan. CAI analyzed economic trends and local conditions to reveal the City's role within the regional economy and identify potential economic opportunities for the City. After working with the public in a series of outreach activities, CAI also linked the data to specific, actionable strategies aimed at an equitable plan for sustained economic growth (2014 - 2015).

The Economic Development Action Plan is available here:

<http://www.ci.lynnwood.wa.us/Assets/City+Wide/Plans/Economic+Development/Economic+Development+Action+Plan.pdf>

CITY OF KENT: ECONOMIC DEVELOPMENT PLAN

For the City of Kent, Community Attributes Inc. provided project management of an economic development plan. CAI developed industrial and commercial profiles which analyzed employment, real estate, retail, commercial and demographic data for Kent's major commercial and industrial activity centers. Stakeholder engagement efforts included interviews with representatives from government and private sector leaders, business forum facilitation and workshops. The report included assessments of strategic advantages, challenges and opportunities to support and grow the commercial, industrial, residential and retail assets in the City of Kent. CAI conducted a second phase focusing on stakeholder feedback analysis, including interviews with City Councilmembers and facilitation of three business forums. (2012 & 2014)

The Economic Development Plan is available here:

<https://www.kentwa.gov/home/showdocument?id=2758>

Economic Resiliency & Recovery Strategies

GREATER SEATTLE PARTNERS: COVID-19 REGIONAL ECONOMIC RECOVERY FRAMEWORK

Community Attributes is providing research and facilitation to support GSP in the development of a Regional Economic Recovery Framework. CAI and GSP brought together a Task Force of public, private, and non-profit sector representatives from all aspects of the economy to collaborate on strategy, resources and alignment. The Task Force consists of five Work Groups (Trade, External Investment, and Growth Sectors; Policy and Advocacy; Small Business; Workforce and Talent; and Tourism and Marketing). CAI has conducted interviews with Task Force members, deployed an online survey to gather input, and is conducting meetings to inform the goals and strategies in the Framework. Equity and inclusion represent a key focus of this effort and permeate the recovery framework. The outcome of this process will be a best-in-class, data-driven Regional Economic Recovery Framework and an Action Plan that will include clear and committed actions to implement in the near-term. In addition to developing the strategy, CAI developed a website to represent the planning process, along with custom data dashboards to track key metrics. (2020 - 2021)

The framework is available here: https://greater-seattle.com/wp-content/uploads/2021/09/Economic-Recovery-Plan_final_0921_sm.pdf

THE ECONOMIC CHALLENGE

Covid created an economic crisis, but it also revealed an even deeper crisis. Even as Greater Seattle rose to superstar status in the decade pre-Covid, cracks were forming in the foundation of its economy:

Shortage of good jobs

A 3% unemployment rate pre-Covid obscured the fact that nearly 900,000 people in Greater Seattle were out of work or stuck in low-wage jobs. The share of people out of work in Greater Seattle was 30% higher than in Minneapolis-St. Paul.¹ More than one in three employed people in Greater Seattle were in low-wage jobs that paid less than \$18 per hour, and many others were struggling to get by in a region where the living wage for most families is \$25 per hour or more.²



People out of work in Greater Seattle was **30% higher** than in Minneapolis, St. Paul

Huge race and gender disparities across the economy

Race- and gender-based disparities were massive in terms of both income and business ownership. For example, just 38% of women of color with college degrees in Greater Seattle had a good job (\$25/hr + benefits), versus 65% of white men with college degrees.⁴ Greater Seattle ranked in the bottom third of large metro areas in terms of Black and Hispanic representation in tech jobs and management roles.⁵ In terms of business ownership, 35% of the workforce (and 30% of college degree holders) in Greater Seattle were people of color, but they only owned 8% of high-growth firms.⁶



38% of women of color with college degrees Compared to 65% of white men with college degrees

Too few successful new businesses

Amidst a booming tech economy, Greater Seattle's entrepreneurship ecosystem faltered. Between 2009 and 2019, the number of jobs in young firms (less than five years old) in Greater Seattle grew by less than 8%. In other high-growth and high-tech metro areas, young firms expanded rapidly – jobs in these businesses increased by 12% in Atlanta, nearly 25% in Denver, over 30% in Nashville, and over 47% in Austin.³



The number of jobs in young firms in Greater Seattle **grew less than 8%** Compared to 47% in Austin

In short, Covid hit a Greater Seattle economy that – contrary to appearances – was already under-performing, largely because it was failing to develop and elevate the immense talents of its diverse population. PolicyLink has tallied up the costs of this status quo: the region's economy would be \$33 billion larger every year if racial disparities in income and employment were eliminated.⁷ The cost of exclusion would surely top \$50 billion if gender disparities were included. If Greater Seattle's economy grew by \$50 billion, it would vault past Philadelphia and Boston, becoming the 8th-largest economy in the country.

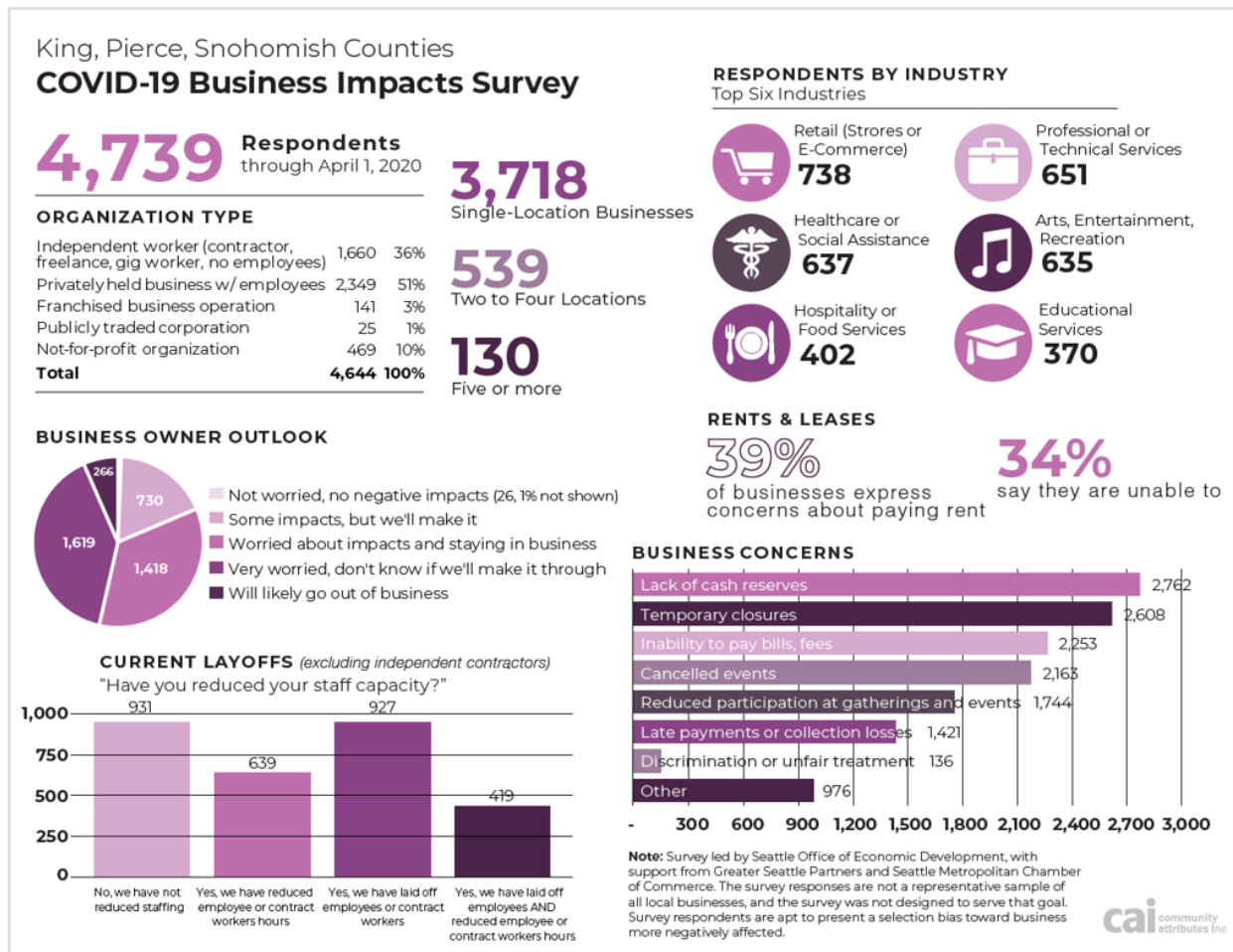
CAI provided analysis, facilitation and strategy development for Forward Together, the Greater Seattle region's equity-focused recovery strategy from the COVID-19 pandemic and systemic economic inequities.

STATE OF WASHINGTON LEGISLATIVE COMMITTEE ON ECONOMIC DEVELOPMENT AND INTERNATIONAL RELATIONS: BUSINESS COMPETITIVENESS AND SWOT ANALYSIS FOR WASHINGTON STATE

Community Attributes, in partnership with ECONorthwest, conducted a SWOT analysis of Washington's industries as input into a comprehensive business competitiveness analysis of the state's economy for the Legislative Committee on Economic Development and International Relations (LCEDIR), administered by the Office of the Lieutenant Governor. The SWOT process involved the use of existing industry studies and plans and secondary data from several state and federal sources. The analysis was bolstered by qualitative input from various stakeholders, including industry experts and Department of Commerce sector leads. CAI gathered insights and perspectives on any creative opportunities or overlooked threats and an equity lens to jobs growth, wage growth, and small business development from a racial and geographic perspective.

CITY OF SEATTLE OED: COVID-19 ECONOMIC ANALYSIS

CAI worked with the City of Seattle Office of Economic Development to design and deploy an online survey to assess the impacts of the pandemic on small businesses across the Seattle region. The analysis provides a clearer understanding of near term, COVID-19-related business impacts for local elected officials and business and community leaders to help them articulate the need for policy interventions. Two rounds of the survey were conducted in March and May. CAI conducted a longitudinal data collection and analysis to determine changes in the scale and nature of the impact over time, and represented the results through a series of infographics. (2020-2021)



CAI designed, deployed, and analyzed results for a regional COVID-19 pandemic impacts survey. We designed infographics to summarize the results in an accessible and impactful manner.

ECONOMIC ALLIANCE SNOHOMISH COUNTY: NORTH STILLAGUAMISH ECONOMIC REDEVELOPMENT PLAN

In response to the catastrophic 2014 Oso Landslide, Economic Alliance Snohomish County partnered with CAI to prepare an economic redevelopment strategic plan for the North Stillaguamish River Valley. The project was grounded in CAI's demographic and economic analysis of the area, which identified regional opportunities and challenges crucial to the strategic process. CAI then facilitated a rigorous outreach process and solicited input from residents, community leaders and business owners. A working group composed of elected officials, representatives from key Snohomish County offices, WSU, and Workforce Snohomish provided regular guidance to the team. After the plan was completed, the communities of

Arlington and Darrington used objectives in the plan to enter the America's Best Communities competition to receive funding for community revitalization projects. The team was selected as a finalist and was awarded \$100,000 for implementation. In 2016, the Puget Sound Regional Council awarded the Economic Redevelopment Plan the Vision 2040 Award for its innovative approach to achieve sustainable economic development. (2015)

**North Stillaguamish Valley
ECONOMIC REDEVELOPMENT PLAN**

What is it?
In August 2014, the U.S. Economic Development Administration (EDA) awarded the Economic Alliance Snohomish County (EASC) a grant to create an economic redevelopment plan for the North Stillaguamish River Valley. A Working Group, composed of elected officials, representatives from key Snohomish County offices, Washington State University and Workforce Snohomish, gave regular guidance to the team. Additionally, a rigorous outreach process - including community forums, expert interviews and formal and informal business surveys - shaped content of the plan in a meaningful way. The report includes an economic profile that establishes context for the goals, strategies and actions that follow.

Why is it important?
On March 22, 2014, a massive landslide near Osso, Washington, in the North Stillaguamish Valley covered an area of approximately one square mile with mud and debris in less than a minute, killing 43 people and destroying 36 homes. This disaster created acute impacts and exacerbated the long-term economic challenges facing this rural valley. This plan is part of the community's effort to achieve sustainable, long-term economic development.

What did we learn?
The economic profile relied on rigorous analysis of demographic and economic data from various sources, as well as historical research and a deep stakeholder engagement process. The following findings underpin the strategies:

- History**
 - Economic roots in resource industries - timber, mining
 - Arlington's economy has diversified into industrial sectors
 - Population growth concentrated in urban areas of County
 - Low population growth in much of Valley
- Demographic Trends**
 - Higher concentration of residents aged 65+ than region
 - Higher concentration of family households in Arl. / Darr.
 - Less racially diverse than the region except Hispanic pop.
 - Lower rates of educational attainment & household income
- Economic Trends**
 - Valley workers live throughout region
 - Mfg jobs in decline relative to other sectors; services growing
 - Valley residents work in Arlington, Marysville, Everett, Seattle
 - Arlington is the area's primary employment center & growing

What happens now?
Many of the action steps are specific and ready for implementation today, and others require additional collaboration amongst local leaders to add detail for execution. The EASC will continue to coordinate and lead implementation conversations and advance key strategies for long-term success in the North Stillaguamish Valley.

GOALS & STRATEGIES

1. INFRASTRUCTURE: DEVELOP INFRASTRUCTURE TO CONNECT RESIDENTS WITH SOCIAL & ECONOMIC OPPORTUNITY

- 1.1 Build highway and arterial infrastructure critical for economic development
- 1.2 Enhance public transportation access and broaden transportation alternatives
- 1.3 Continue to develop pedestrian and bike networks
- 1.4 Strengthen freight rail infrastructure in the lower Valley
- 1.5 Position the Arlington and Darrington Municipal Airports for an increased role in economic development activities
- 1.6 Improve telecommunications infrastructure
- 1.7 Implement priority improvements to utility infrastructure
- 1.8 Improve safety for motorized and non-motorized traffic along the SR 530 corridor

2. INDUSTRIES & EMPLOYMENT: CREATE, ATTRACT AND RETAIN JOBS IN TRADITIONAL AND ADVANCED INDUSTRY SECTORS

- 2.1 Support and grow existing businesses
- 2.2 Foster entrepreneurship and drive new business creation
- 2.3 Cultivate a positive business and regulatory climate
- 2.4 Provide space for the creation, expansion or relocation of businesses
- 2.5 Enhance the diversity and character of retail and services offerings
- 2.6 Grow family wage employment in the industrial sector
- 2.7 Stabilize natural resource industries and continue to grow value-added activities
- 2.8 Continue to strengthen sustainable tourism assets and supporting services

3. COMMUNITY & WORKFORCE: SUPPORT COMM. & WORKFORCE DEVELOPMENT AND ADDRESS HUMAN SERVICES NEEDS

- 3.1 Prioritize and invest in the development of strong workforce talent across all demographics
- 3.2 Provide opportunities for post-secondary, continuing and adult education and re-skilling
- 3.3 Connect Valley residents with employment opportunities throughout the region
- 3.4 Improve access to existing human services resources for Valley residents
- 3.5 Expand programming and recreation opportunities for Valley youth

4. RESILIENCE & SUSTAINABILITY: TAILOR REGULATIONS TO ENCOURAGE SUSTAINABLE, PRODUCTIVE & EFFICIENT DEVELOPMENT

- 4.1 Ensure alignment and consistency of adopted policy and regulations addressing sustainability and resilience in the built environment
- 4.2 Study, prioritize and implement enhanced hazard mitigation measures
- 4.3 Strengthen protection of the Valley's unique natural resources and environment

5. PLACEMAKING: CREATE VIBRANT PLACES THAT ENHANCE QUALITY OF LIFE, DRAW VISITORS & STRENGTHEN BUSINESSES

- 5.1 Ensure a range of affordable and high-quality housing options for Valley residents
- 5.2 Beautify and maintain the public realm, including streetscapes, parks and gateways
- 5.3 Continue to extend the exceptional recreational infrastructure of the Stillaguamish Valley
- 5.4 Elevate sustainability and good design as a priority in new development throughout the Valley
- 5.5 Market the Valley's unique place-based assets and stories

6. RURAL INNOVATION: BECOME A MODEL FOR INNOVATIVE, ASSET-BASED RURAL ECONOMIC DEVELOPMENT PLANNING

- 6.1 Develop and foster a regional innovation ecosystem around Valley entrepreneurialism
- 6.2 Improve Stillaguamish Valley access to innovation capital and resources
- 6.3 Advance the quality and sustainability of natural resource-based employment in timber and mining
- 6.4 Explore innovative practices and value-added activities in Stillaguamish Valley agriculture
- 6.5 Leverage outdoor recreation and tourism to support sustainable economic development in the upper Stillaguamish Valley

Logos at the bottom include: CAI Community Attributes Inc., Washington State University, Workforce Snohomish, Snohomish County, and City of Everett.

CAI developed an infographic to summarize the North Stillaguamish Economic Redevelopment Plan.

Other Relevant Project Work

ECONOMIC AND INDUSTRY CLUSTER ANALYSIS

- Port of Whitman County, Washington: Industrial Feasibility and Strategic Plan
- Washington State University: Economic Impact Analysis
- City of Issaquah, Washington: Economic Clusters Study
- City of Spokane Valley, Washington Tourism and Retail Strategic Plans
- Washington Aerospace Partnership: Aerospace Industry Economic Impact Study
- EDC of Seattle-King County: Washington State Maritime Industry Cluster Analysis

WORKFORCE AND JOBS ANALYSIS

CAI brings distinctive expertise in assessing data related to local and regional workforces and education and training institutions. This expertise informs our strategies to highlight industry needs and relevant talent pipelines.

- Workforce Development Council of Seattle-King County Talent Pipeline Reports

- Workforce Central Skills Gap Analysis and Sector Strategies
- Soundside Alliance Economic and Workforce Strategic Assessment
- City of Seattle Construction Equity Hiring Analysis

ECONOMIC DEVELOPMENT POLICY

- City of Post Falls, Idaho: Economic Development Element of the Comprehensive Plan
- City of Spokane Valley, Washington: Economic Development Element and Comprehensive Plan
- City of Colville, Washington: Economic Development Element and Comprehensive Plan
- San Juan County, Washington: Comprehensive Plan Visioning and Resource Lands Analysis
- Island County, Washington: Economic Development Element
- Mason County, Washington: Economic Development Element

TECHNOLOGY TOOLS FOR ECONOMIC DEVELOPMENT

- Columbia River Economic Development Council: Site Selection Application: <https://credc.caimaps.info/cailive?county=Clark&state=Washington&tab=edu>
- International Regions Benchmarking Consortium: <http://caimaps.info/irbc#RegionalProfile>
- Workforce Development Council of Seattle-King County: Talent Pipeline Application: <http://caimaps.info/wdc/#Dashboard>

GENERAL APPROACH

The follow outlines our approach to creating an Economic Development Strategic Plan for the City of Sandy.

Our Approach

Our experience with economic development, including in planning for recovery and resiliency, includes dozens of communities in Washington, Oregon and elsewhere. Over the course of this work, we have developed several principles that consistently inform our general approach. These principles ensure that Sandy emerges from this planning process—and the COVID-19 pandemic—with a strategy that is equitable, impactful, and actionable.

LEVERAGE LOCAL ASSETS FOR PLACE-BASED INTERVENTIONS

Economic development is not a one-size-fits-all proposition; effective strategy depends on deploying local assets that are unique to Sandy, such as SandyNet, and that are responsive to the unique demographic and economic challenges that Sandy faces. CAI's approach to economic development is focused on identifying and leveraging the assets that the city has while developing new place-based assets that other cities and regions cannot replicate.

EMPOWER DATA TO IDENTIFY OPPORTUNITIES

Data analytics are a hallmark of our practice, and our analyses provide objective foundations for strategy. We leverage robust analytics to tell nuanced stories about local and regional economies. In addition to preparing and sharing graphically rich data profiles, our technology products, such as the equity map that we developed for the City of Tacoma, can be tailored to enable more in-depth analysis at a variety of scales to inform planning and resource allocation at both regional and local scales. In Sandy's case, we will lend our critical eye and technical expertise in collaboration with ECONorthwest, as they contribute data analysis during the development of Sandy's Economic Opportunities Analysis.

TO SUSTAIN GROWTH, BE A GOOD PLACE TO LIVE

Sandy offers a high quality of life with a vibrant downtown, established neighborhoods, tremendous views and access to parks and recreation opportunities from summer mountain biking at Sandy Ridge to skiing on Mt. Hood. To power growth, the city and its partners must steward Sandy's unique sense of place and ensure that all segments of the population have access to these assets. Quality of life is a powerful economic development tool, and the city must make sure that it continues to lead in livability, allowing residents to prosper.

ENGAGE STAKEHOLDERS PROACTIVELY TO WRITE THE PLAN

Community Attributes will facilitate a collaborative process to engage and include a diversity of regional and local perspectives and expertise in planning for Sandy's economic future. We will identify and engage the right individuals and organizations while broadly disseminating work products for public consumption and adding value to stakeholder conversations through our regional and national experience and expertise.

ELEVATE INFORMATION DESIGN FOR ACCESSIBILITY & IMPLEMENTATION

We design our reports and strategies to be accessible and to facilitate implementation by our clients and their partners. Our process identifies lead and supporting actors, potential partners, needed investment, high priorities and critical paths to ensure that decision makers and staff have access to resources to make continual progress toward goals. Our work - on paper or on screen - is graphically compelling and focuses on using data to tell a story and chart a course toward community and economic development goals. With our

in-house data systems team, we can develop web tools for engagement, interactive dashboards for tracking, online reports, and custom mapping platforms.

Preliminary Tasks

TASK 1: PROJECT KICKOFF & ONGOING PROJECT MANAGEMENT

CAI will work with City leadership and project staff to initiate project work and meet throughout the project to review progress and develop a draft strategy. We will provide monthly progress reports and coordinate with City staff from week to week via emails and phone calls, as necessary.

- 1.1 Kickoff Meeting.** CAI will facilitate a kickoff meeting with City staff and partners (if necessary) to discuss, at a minimum, the following:
 - Project Objectives
 - Scope and Schedule Review
 - Project Management Expectations
 - Stakeholder Engagement Strategies and Schedule
- 1.2 Coordination Meeting with 3J & ECONorthwest.** As early as possible in the project, CAI will open lines of communication with the other contracted firms updating the Comp Plan, and especially, performing the EOA for Sandy in order to coordinate efforts, avoid duplication, and incorporate and articulate findings as necessary.
- 1.3 Convene Project Stakeholder Groups (see Task 4).** CAI and City staff will identify and convene stakeholders for a primary stakeholder group – the Economic Development Advisory Board (EDAB), as well as key staff members for a Technical Advisory Group (TAG). We will draft meeting schedules and milestones for guidance and input from these two groups.
- 1.4 Bi-Weekly Project Management Check-In Calls with Staff.** CAI's project manager will facilitate brief bi-weekly check-in calls with the City staff to ensure progress toward milestones and address challenges as they occur.
- 1.5 Monthly Invoicing and Progress Reporting.** CAI will prepare and submit monthly invoices with a monthly progress report to document the project team's work and ensure consistent progress toward project completion.

Meetings: Project Kickoff meeting; Bi-Weekly Check-In calls with the City's Project Team

TASK 2: EXISTING CONDITIONS & LANDSCAPE ASSESSMENT

Sound decision-making will require a common understanding of economic conditions and the many plans, policies and strategies in place that will factor into Sandy's success. Task 2 will distill and articulate findings from the concurrent EOA process underway for Sandy and perform additional targeted analyses as necessary on specific areas of interest, as well as assess and coordinate with other related planning efforts. Data sources for this task may include the U.S. Census Bureau, Bureau of Labor Statistics, Oregon Department of Employment, Portland State University, and others, depending on the specific scope of the EOA and any remaining data needs after the EOA analytics are substantially complete.

- 2.1 Landscape Assessment.** CAI will work with City of Sandy staff and partners to inventory and review existing studies, plans, policies, and programs relevant to economic development in the region. This will include an assessment of Sandy and Clackamas County master planning documents, including the Clackamas County and Sandy Comp Plans, the Sandy Transportation System Plan, the Sandy

Gateway Plan, and the Pleasant Street Master Plan. As part of this review, CAI will document and assess the City's role in economic development partnerships. Findings will be summarized in 2.3.

2.2 Socioeconomic Profile. CAI will work closely with ECONorthwest to distill, articulate, and incorporate the key findings of their concurrent Economic Opportunity Analysis for the City of Sandy into the Sandy Economic Development Strategic Plan (EDSP). We will also supplement the core demographic, economic, workforce, infrastructure, and developable land capacity analyses in the EOA with targeted analyses of other key subjects affecting Sandy's economic future. These might include:

2.2.1 COVID-19 Impacts. CAI may identify changes to economic trends for Sandy that may be attributable to the COVID-19 pandemic. To expand this analysis, CAI may collect additional data from sources that track pandemic impacts specifically, including the U.S. Census Bureau's Household Pulse Survey. Findings will cover topics such as employment status, housing and food security, health, spending, and education, and will be summarized in 2.3.

2.2.2 Supplemental Employment Lands & Site Analysis. Based on growth trends, available population and employment forecasts, adopted future land use plans, the citywide buildable lands analysis underway in the EOA, and other information, CAI will assess the City's ability and suitability to accommodate growth, including for the industrial sector or on industrial lands. This task will also specifically analyze 86 acres of buildable lands coming online soon at US 26 and 362nd.

2.2.3 Industry Cluster Mini-Profiles. CAI is expert in analyzing industry clusters and will develop expanded analyses or mini-profiles of key existing and emerging industry sectors for Sandy, possibly including travel and hospitality, retail, outdoor recreation, general office & professional services, and small business and entrepreneurship. We will also look closely at the specific viability of light industrial land uses and industries in Sandy. Findings of these analyses will be summarized in 2.3. Specifically, we anticipate:

- **Travel and hospitality** sector analyses that assess current assets and amenities, facilities, policies, and visitation trends to project future visitation and identify strategies to accelerate the recovery of this sector after disruptions from the COVID-19 pandemic.
- **Retail sector** analysis to include an inventory of retail space (by type) in Sandy, retail gap or leakage analyses, and real estate market trends for local retail space. This task will include a discussion of policies, incentives and other strategies to strengthen the retail sector, and a projection of retail sales tax revenues for the next three (3) years.
- **Small and micro businesses and entrepreneurship** sector analyses that include a cost-of-doing-business assessment, profiles of individual businesses and the small and micro business sector in the aggregate, and strategies to support business creation and small business growth.
- **Up to two (2) additional profiles** of industry sectors, as identified by CAI and the Client, and based on data collected and early stakeholder engagement, with a focus on existing and emerging strengths or opportunities. Profiles will include current industry characteristics for Sandy and the region, as well as potential strategies to improve the sector's prospects for growth.

2.3 Deliver Graphically-Oriented Assessment, Profile & Fact Sheet (D1). Data and findings from all above tasks and subtasks will be summarized in a graphically oriented report, designed for inclusion as an appendix to the final EDSP document. The most critical findings from Task 2 will be

summarized on a two-page graphic Fact Sheet, to be included in the front matter of the EDSP document, and which may be disseminated separately from the larger report.

Meetings: Multiple meetings will support this task, as detailed in Task 4; at least one (1) meeting with EDAB (study session) to present and discuss findings

Deliverables: D1 – Graphic Landscape Assessment and Socioeconomic Profile with Fact Sheet

TASK 3: SWOT ANALYSIS

Task 3 will develop a Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis, where insights from above analyses will be synthesized to articulate Sandy’s socioeconomic strengths and weaknesses (internally oriented or structural) and opportunities and threats (external). CAI will pay particular attention to an assessment of Sandy’s industrial areas, and to the strategic potential of community-wide gigabit internet provision via SandyNet.

The SWOT profile will serve as a conceptual bridge in transitioning from analyses of baseline conditions and trends to action-oriented strategies aimed at achieving the city’s economic vision. The SWOT will also serve as a useful summary tool and to generate discussion, insights, and ideas in public and stakeholder engagement (Task 4).

TASK 4: PUBLIC & STAKEHOLDER ENGAGEMENT

The intent of the engagement program is to employ Sandy and its stakeholders and partners in economic development, including local government, business, and non-profit representatives – as well as historically marginalized communities – throughout the process to facilitate a sophisticated understanding of the regional economy and to curate a durable coalition to guide the plan and recommendations into action. It is a priority for us that community and stakeholder engagement provides ample opportunity for visioning, discussion, and review of data baselines and SWOT analyses.

We recognize that these are challenging times. Social distancing will still be a factor when this project kicks-off and may continue into the spring if not later. We are very experienced with virtual engagement tools and planning proactively to ensure rich stakeholder conversations. Our plan will remain adaptable in order to navigate the engagement process effectively. We anticipate that meetings may be virtual, but this preliminary plan also accounts for some in-person engagement provided that public health recommendations allow for safe in-person meetings.

Most importantly, we are eager to further discuss Sandy’s understanding of the engagement needs for this project. We have prepared a preliminary engagement outline for this project, but we welcome the opportunity to refine this plan based on subsequent conversations with City staff and stakeholder groups. We see this engagement taking the following general form:

Phase I: Stakeholder & Technical Group Presentation & Guidance

- 4.1 Technical Advisory Group.** A Technical Advisory Group (TAG) comprised of key City staff members in the Administration, Economic Development, Development Services, Information Technology and Public Works departments will be convened to help guide the day-to-day process. Throughout the project, this group will be consulted informally and as necessary to review and provide feedback on data sources, analytic findings, SWOT analyses themes, outside stakeholder engagement, messaging, strategy workability, and implementation factors.
- 4.2 Economic Development Advisory Group.** In addition to consultation with the TAG for guidance in the day-to-day process, an advisory or steering committee of representatives from the business community, local government, and business development organizations will be convened to guide

higher-level strategic aspects of planning, engagement, implementation, and evaluation. This group will be engaged near the beginning, middle, and end phases of the process with up to four (4) total meetings. At a minimum, this group will review and provide feedback on interim findings and draft deliverables including the Landscape Assessment and Socioeconomic Profile, SWOT Analysis, draft Strategies and Actions, and the Implementation Matrix.

Phase II: Visioning and Strategy Development

- 4.3 Community Visioning Studio.** One public studio will be designed and held for the community at large to solicit ideas and refine a working draft vision for Sandy's economic future, by way of discussion of the SWOT summary identified in Task 3. The draft working vision, which is intended to complement the citywide vision contained in the Sandy Comprehensive Plan, will then be articulated on the City website (see below) for ongoing public review and comment.
- 4.4 Community Goals & Strategies Studio.** Another studio will be convened to understand public preferences regarding primary goals and objectives for Sandy's economic future. The goals are foundational to the EDSP and represent the highest level of the strategic framework, while the strategic themes are more focused and indicate a specific approach to achieving the goals.
- 4.5 EDAB Visioning Guidance.** One meeting of the EDAB group will be dedicated to soliciting guidance and direction specific to Sandy's economic vision and goal setting.
- 4.6 City Website & Comment Submission Form.** A dedicated page will be created to be hosted on the City of Sandy's website to provide updates on the planning process as well as a comment submission form to gather public comments, insights, and / or ideas related to the economic future of Sandy.

Phase III: Draft Plan Review & Comment Period

- 4.7 Public Presentation & Comment.** During the final phase of the project, CAI will facilitate informal and formal presentations of the draft and final City of Sandy Economic Development Strategic Plan. The informal presentation may consist of dissemination of the draft via the City website, while the formal presentation will take place during a meeting and is anticipated to engage Sandy's Economic Development Advisory Board.
- 4.8 Comment Integration.** CAI will integrate comments and input and document how comments were resolved.

Meetings: Multiple, including virtual and limited in-person meetings, will support the project. The specific number of meetings will be determined collaboratively with the Client, but we anticipate a *minimum* of two (2) community meetings, three (3) advisory committee meetings, and three (3) meetings of the EDAB.

Deliverables: All materials and agendas necessary for execution of the engagement activities

TASK 5: VISIONING AND GOALS

A clear, aspirational Vision statement and concrete, measurable goals, strategies and actions will form the bedrock of this Economic Development Strategic Plan. With the insights and ideas gained through previous visioning and extensive public and stakeholder engagement, and in close collaboration with the EDAB, TAG, and City staff, CAI will draft and refine a vision and high-level goals to ground and guide the development of strategies and actions for Sandy.

- 5.1 Existing Economic Visioning and Goals.** In close collaboration with City staff, stakeholder groups, and partners, CAI will mine existing statements articulating vision and goals related to economic

development, such as the Sandy and Clackamas County Comp Plans and others from the Landscape Assessment (Task 2.1); we will organize and tabulate to ensure alignment.

- 5.2 **Synthesize Engagement Visioning Findings (see Task 4).** CAI will document, organize, and report back to the EDAB all engagement findings related to potential vision and goal development and will draw from and refer to these when drafting the new content.
- 5.3 **Draft and Refine a Vision Statement for Sandy's Economy.** CAI will draft an initial Vision statement and refine it in collaboration with the stakeholder groups.
- 5.4 **Iteratively Develop Economic Development & Diversification Goals.** CAI will work with the EDAB and TAG to iteratively develop specific, actionable, and measurable Goals for inclusive, sustainable economic development in Sandy.

Meetings: EDAB, TAG Group and Community Studio meetings as outlined in Task 4

Deliverables: Sandy Economic Development Vision Statement and Goals

TASK 6: STRATEGIES, ACTIONS & IMPLEMENTATION

This task will bring together analyses, visioning, and engagement findings to create a detailed roadmap articulating short-term and long-term priorities for Sandy, including immediate needs for COVID-19 recovery and diversification, and downfield strategies to support economic growth, vitality, resiliency, and equity. CAI will also develop a matrix to support implementation, including key factors for tracking.

- 6.1 **Intensive Strategic Workshopping.** CAI will engage both the EDAB and Technical Advisory Group partners to collaboratively author an actionable economic development and diversity strategy for the City. This process will be iterative, with CAI returning revised drafts as necessary to improve and update the plan. It is anticipated that the final EDAB will identify both near-term (one to three years) and pandemic-related priorities, as well as longer-term (more than three years) strategies and considerations. Additionally, CAI will facilitate conversations to identify interventions at a detailed tactical level, which will inform an implementation matrix (Task 6.3) for Sandy.
- 6.2 **Economic Development & Diversification Plan (Strategies & Actions).** With strategies and actions developed via intensive workshopping, CAI will bring together all of the pieces from the previous tasks conducted to date, telling the story of the region's economic development vision and strategic priorities artfully and graphically, supported by focused data and infographics. CAI will work through several drafts of the plan, producing an internal working draft early in the phase, for review and improvement at all team meetings.
- 6.3 **Implementation Matrix.** In parallel to the main strategic plan, CAI will work with the Technical Advisory Group and staff to identify and populate specific implementation factors for each Action, including lead and supporting roles, interim milestones, timelines, relative cost, and level of effort.
- 6.4 **Evaluation Protocols.** CAI will work with the EDAB and TAG Groups and staff to identify a format and timeline for periodic ongoing assessment of the EDAB implementation. This may include progress reporting templates, defined meeting schedules and other process improvement and capacity building.
- 6.5 **Deliver and Present Final Economic Development Strategic Plan.** CAI will compile all appropriate materials, including summaries of key analyses and the breadth of strategic content developed in Task 3-6, into a final, graphically compelling Economic Development Strategic Plan. CAI will present the Plan to EDAB in accordance with the meetings outlined in Task 4.

Meetings: EDAB & TAG Group, and Community Studio meetings as outlined in Task 4

Deliverables: Up to three (3) interim working drafts of the strategies and actions; One (1) final draft Economic Development Strategic Plan document and appendices

Anticipated Project Cost

CAI can complete the above scope of work for the \$55,000 available to fund the project. A preliminary allocation of budget to tasks is given below, with a total of \$50,600. CAI anticipates a collaborative conversation with the client about this preliminary allocation, as well as a detailed discussion of the project’s specific stakeholder engagement needs (including the balance of virtual and in-person engagement) and the scope of data analysis being done for the EOA. This conversation could potentially inform a revised allocation of budget by task.

Task	Approx. Hours	Total Budget
Task 1. Project Kickoff and Ongoing Project Management	23	\$3,600
Task 2. Existing Conditions and Landscape Assessment	100	\$12,500
Task 3. SWOT Analysis	56	\$7,500
Task 4. Public and Stakeholder Engagement	73	\$11,000
Task 5. Visioning and Goals	40	\$6,000
Task 6. Strategies, Actions and Implementation	71	\$10,000
Total - All Tasks	364	\$50,600

REFERENCES

Jeff Robinson

Director, Community and Economic Development
Tacoma, Washington
(253) 591-5139
jrobinson@cityoftacoma.org

Summary scope of work: equity-focused economic development strategic plan for the City of Tacoma, as described in the Prior Experience section.
Project cost: \$65,000

Brian McGowan

Fmr. CEO, Greater Seattle Partners
Seattle, Washington
(404) 665-7339
bmcgowan68@gmail.com

Summary scope of work: equitably economic recovery framework for the greater Seattle region as a response to the COVID-19 pandemic and enduring systemic inequities
Project cost: \$105,000

Mike Basinger

Economic Development Manager
Spokane Valley, Washington
(509) 720-5331
mbasinger@spokanevalley.org

Summary scope of work: CAI has previously led an update of the City of Spokane Valley's Comprehensive Plan, and has completed several economic development studies, including specific tourism and retail strategies, as well as revenue projects and feasibility assessments.
Project cost: Budget for the projects described above ranged from \$30,000 to \$150,000.

APPENDIX A

Include the signed Equal Benefits Compliance Declaration Form.