

March 10th,  
2022



# ECONOMIC DEVELOPMENT SERVICES FOR 15 YEAR ECONOMIC DEVELOPMENT STRATEGIC PLAN



Prepared for  
The City of Sandy

**ECONorthwest**  
ECONOMICS • FINANCE • PLANNING

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March 10, 2022

**Cover Letter**

Dear Mr. Snider and members of the selection committee,

The City of Sandy sits in a strategic location at a time of shifting regional trends. The housing market continues to experience high demand and low supply. White-collar work is recalibrating to allow for greater autonomy from metro areas. Outdoor recreation is expanding from a fringe amenity to a core economic asset. All these factors point to opportunities for Sandy to position itself for strong growth in the next 15 years.

There are also growing risks. Climate change is pushing visitors to exert caution in summer months. Workforce housing is so undersupplied that it is affecting business growth. Demographic shifts are shrinking the number of working-age adults.

Our project team brings the full range of qualifications required for the project. ECONorthwest brings expertise in economic development, natural resources, housing and workforce policy. Our firm's understanding of Sandy will provide added value, allowing the city to leverage the Economic Opportunities Analysis into a detailed strategy. Communitas is one of the most experienced and effective firms at soliciting input from the public and synthesizing it into themes that help inform policy. We've enjoyed assembling this proposal and look forward to discussing it with you.

Sincerely,



Bob Parker  
Project Director

**Robert Parker** will be the Project Director in charge of the project.

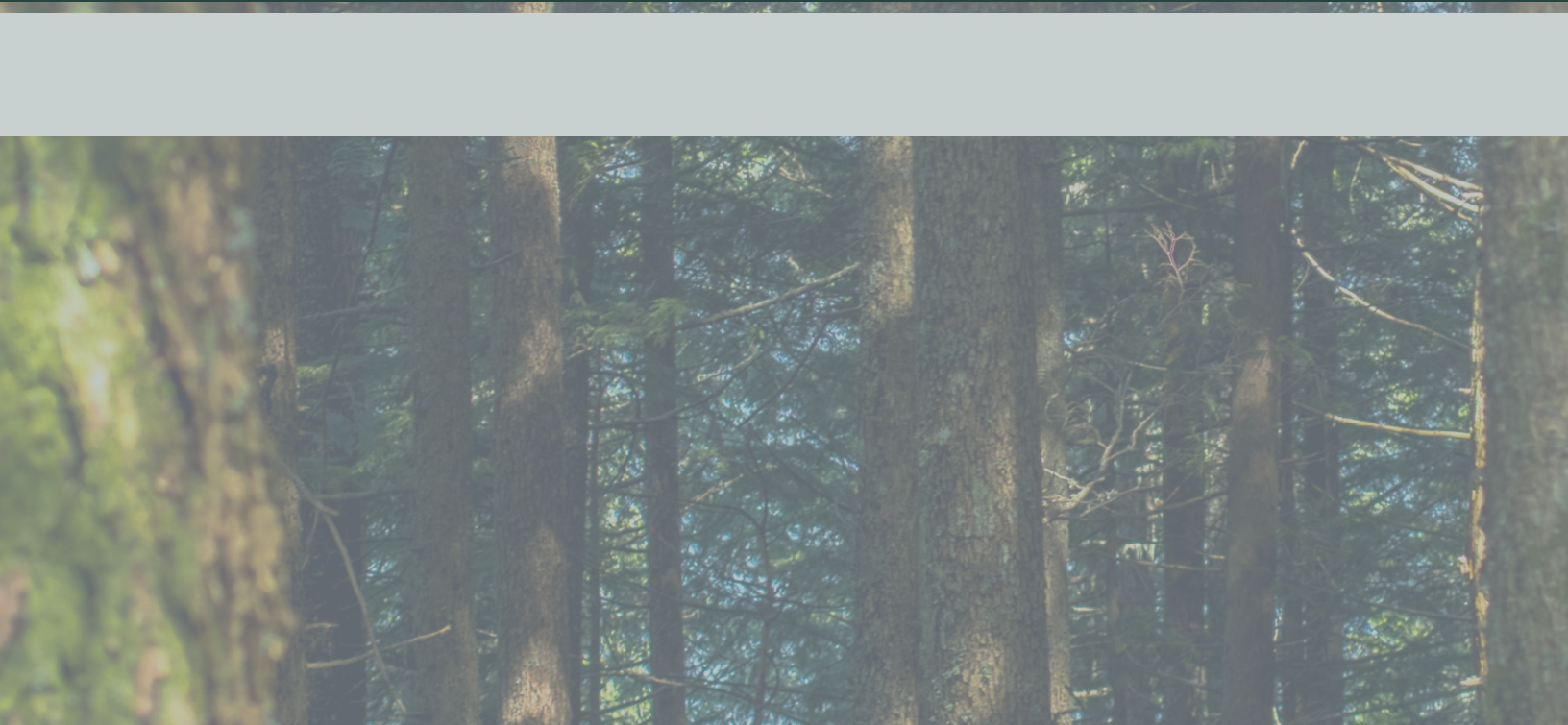
**Phone:** 541-554-1509 | **Email:** [parker@econw.com](mailto:parker@econw.com)

**Kryn Sausedo** will serve as Project Manager and day-to-day contact, and will oversee execution of the entire project.

**Phone:** 503-200-5069 | **Email:** [sausedo@econw.com](mailto:sausedo@econw.com)



# STATEMENT OF QUALIFICATIONS



# QUALIFICATIONS



## ABOUT ECONORTHWEST

Founded in 1974, **ECON**orthwest is a consulting firm based in the Pacific Northwest that specializes in economics, finance, and planning. We understand that businesses and governments face difficult decisions about how to make the best use of limited resources. We help our clients make thoughtful, data-driven decisions using tools and methods that meet the highest standards of best practice. At the core of everything we do is applied microeconomics. This perspective allows us to fully understand—and effectively communicate—the benefits, costs, and tradeoffs associated with any decision. Our consultants have advanced degrees in a variety of fields—including economics, planning, and public policy—and work on projects ranging from strategy to implementation. On these projects, we provide a range of services, including business economics and modeling, natural resource economics, fiscal and economic impact analysis, land-use planning, policy analysis, and urban and regional planning.

### Economic Development

We work at the nexus of people and place. We help communities prepare for economic shocks and changing markets, and support the assets people need to thrive through those changes. We incorporate economics, economic forecasting, impact analysis, and development finance to produce realistic products policymakers and practitioners can use. Our products have helped communities across the country understand the path to economic resilience.

To us, economic development is about building stable and resilient economic systems that are aligned with local needs and assets, consider the distribution of their benefits and impacts, and foster inclusive economic growth. This means that we are interested in helping partners understand how they can leverage their assets to create jobs and investment, provide excellent services, and improve their quality of life.

Our core economic development work is focused on implementation. Using our strong analytical capabilities, we can help clients assess their assets and financial positions, develop frameworks to prioritize decision-making, and help to build momentum towards creating long-term economic value.

**At the core of everything we do is applied microeconomics. This perspective allows us to fully understand—and effectively communicate—the benefits, costs, and tradeoffs associated with any decision.**

We are differentiated from our competition through our adherence to our values. *We are:*

**Independent.** We follow the evidence and stand behind our analysis.

**Insightful.** We make the complicated clear.

**Curious.** We keep asking questions, from many perspectives, to get to the core of problems and their solutions.

**Collaborative.** We produce great work together: crossing disciplines, connecting the dots, learning side-by-side.

**We Strive for Impact.** Our work informs decisions that improve the communities where we live and work.

# QUALIFICATIONS

## ABOUT COMMUNITAS

Communitas is an urban planning firm based in Portland. We are known for engaging in authentic community dialogue to create plans that are both dynamic and pragmatic. Our business is focused on crafting implementation strategies for complex community issues, where we bring a legacy of knowledge and skill working in diverse communities with a range of viewpoints.

Communitas has a devoted practice to bringing the public's perspectives into policymaking decisions and strategic planning. Communitas is led by Deb Meihoff, an experienced land use planner who knows how to create processes that meet the interests of industry stakeholders and garners the input critical for our clients to build thriving, equitable, and resilient communities.

Communitas takes pride in the ability to engage communities typically underrepresented in public processes and those who face barriers to traditional formats. We provide attractive and accessible materials, unique strategies to elevate the influence of communities of color, and welcoming environments for civic discourse.

### Communitas services include:

- Process design to build consensus and momentum
- Implementation strategies and policy development
- Community engagement and meeting facilitation



# QUALIFICATIONS

## KEY STAFF

### ECONorthwest



**ROBERT  
PARKER, AICP**  
*Strategic Advisor*

**Bob Parker, AICP** is a Senior Policy Analyst and Project Director who has been with ECONorthwest since 1990. Parker has a Bachelor of Science in Natural Resource Management from Colorado State University and a Master's Degree in Urban and Regional

#### Education

M.U.R.P. University of Oregon

B.S. Natural Resource Management, Colorado State University

Planning from the University of Oregon. Bob has been with ECONorthwest for more than 25 years and specializes in economic development, housing, market analysis, and buildable land supply analysis. Bob is a member of the American Planning Association and has been certified by the American Institute of Certified Planners since 1998.

Bob also serves as the Director of Strategy and Technical Solutions of the Institute for Policy Research and Engagement (IPRE) at the University of Oregon. IPRE includes the award-winning Community Planning Workshop and RARE programs. Bob is the program director for IPRE's Economic Development Administration University Center (EDAUC). IPRE's EDAUC provides technical assistance and economic development planning support for communities and businesses throughout Oregon. IPRE has developed Comprehensive Economic Development Strategies for several Oregon economic development districts and is versed in the EDA CEDS requirements. IPRE also developed a guidebook and training on economic resilience.



**KRYN  
SAUSEDO**  
*Project Manager*

With over ten years managing economic development projects in the public sector, **Kryn Sausedo** has in-depth knowledge of the unique challenges facing municipalities and the creative approaches that can be utilized to overcome funding gaps and regulatory barriers. He has worked with

large brownfield redevelopments, business district revitalization, innovation-sector clusters, multi-family developments, and TOD strategies. In particular, he has utilized various increment-financed structures and partnered with public agencies and foundation partners to close project gaps. In recent years he has also applied these creative deal structures to community benefits agreements and workforce development plans. The economic landscape in 2020 presented a series of severe challenges for small businesses, and Kryn helped oversee programs that worked with businesses, particularly women and BIPOC-owned enterprises, to pivot and adapt to the new business climate.

# QUALIFICATIONS



**MARGARET  
RAIMANN**  
Project/Data Manager

**Margaret Raimann** is a Project Manager at ECONorthwest, specializing in land use planning, economic development, spatial analysis, and cartographic design. Margaret joined ECONorthwest as a research analyst in 2016, supporting mapping and GIS needs across most practice areas and is

skilled in applying her spatial analysis skills to land use, development, and transportation projects. She completed a Master's in Urban and Regional Planning in 2018 and has managed the development of several housing needs and economic opportunities analyses for Oregon cities of various sizes. Additionally, Margaret works on economic development and market analysis projects for a range of clients.

## Education

M.U.R.P., Portland State University

B.A. Human Geography, Cartography/GIS, and Environmental Studies, University of Wisconsin



**BETH  
GOODMAN**  
Technical Advisor

**Beth Goodman** a Project Director and Senior Planner at ECONorthwest with a professional focus on long-range growth management, land use planning, and policy analysis. Beth specializes in housing and economic development planning and policy analysis for cities and counties in the Pacific Northwest and across

the western United States. She analyzes long-range housing needs in the context of demographic changes and affordable housing needs, including developing housing policies to respond to housing deficits. She analyzes economic development growth potential, land need for commercial and industrial growth, and development of policies to encourage and stimulate economic growth. Beth works with cities to evaluate opportunities for expansion of urban growth boundaries of Oregon cities. Beth has experience developing market and feasibility assessments, developing strategic plans for policy implementation, and developing surveys to investigate key policy questions. Beth was an adjunct instructor with the University of Oregon's Planning, Public Policy and Management program teaching policy .

## Education

M.C.R.P. University of Oregon

M.P.A. University of Oregon

B.A. Psychology, Hunter College, City University of New York



## Communitas



### Deborah Meihoff, FAICP Engagement Lead

Principal and owner of Communitas, **Deb Meinhoff** has been planning and building up communities for over 25 years. Using her astute listening skills and collaborative style, Deb manages planning projects and decision-making. She has created numerous action-oriented plans, drafted public

policy, and managed development projects.

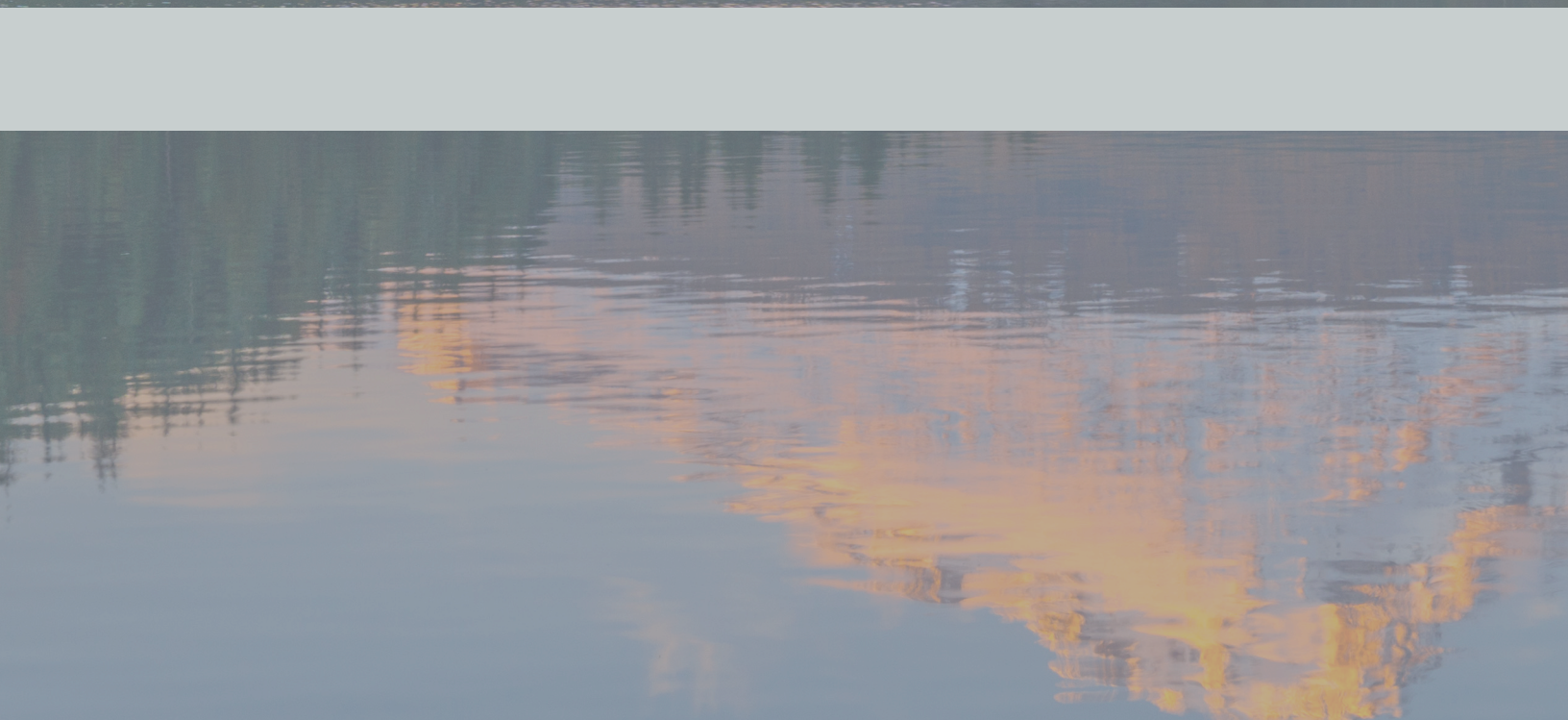
Deb is a deft facilitator, leading civic collaborations that reinforce community trust and long-lasting relationships. Her breadth of experience in land use planning, economic development, and construction gives her a unique perspective and ability to drive implementation toward economic growth and community goals.

Prior to starting Communitas in 2006, Deb was a project manager for Prosper Portland and the City of Gresham; she has also led efforts for consulting practices, development firms, and public agencies in the Portland region and New Orleans, Louisiana. She holds a master's degree of Urban and Regional Planning from the University of New Orleans and a Bachelor of Arts degree from the University of Colorado-Boulder.



# **PROJECT APPROACH**

## PROJECT UNDERSTANDING & WORK PLAN



# APPROACH

## UNDERSTANDING

This study is looking to capture both macro and micro trends affecting the local economy in 2022 and to develop long-term strategies that leverage existing strengths and emerging opportunities. It is also looking to pinpoint barriers to growth and suggest methods in which to overcome them. If successful, this will impact the allocation of public funds, zoning changes, land-use needs, and business attraction efforts. The goal is to create a balanced economy that works for all residents and is resilient enough to handle whatever disruptions may lie ahead.



Downtown Sandy as seen from US 26

Image Credit: "IMG\_1724" (CC BY-SA 2.0) by neighborhoods.org

## WORK PLAN

ECONorthwest's philosophy for economic development is pragmatic and rooted in the economic reality that most of the strategies available to local governments have only a modest effect on the level and type of economic development in the community. This is because the key factors that determine the location decisions of businesses—the availability and cost of labor, transportation, raw materials, and capital—are usually similar within a region. Local governments can most easily affect tax rates, public services, and regulatory policies. These factors can and do affect economic development, but they only indirectly affect the cost of these primary location factors. The provision of buildable land (through zoning and infrastructure provision) is one of the most direct ways that local governments can affect the level and type of economic development in the community. Local regulation and strategic business assistance programs are some of the limited, but effective tools local actors can wield. It is imperative to use the limited resources in the most effective way possible.

**Our process for this project would be as such:**

### **Task 1: Due Diligence**

ECONorthwest's efforts in Sandy as part of the Economic Opportunities Analysis will provide a perfect base to build strategies from. Having direct access to that data along with the staff who have spent time reviewing the material will allow this project to move quickly into the in-depth analysis as well as proofing via qualitative efforts. The analysis will rely heavily on QCEW, BLS, Census, UI, Secretary of State, and tax revenue data.

### **Task 2: Engagement**

While the due diligence period is underway, ECO will work with Communitas to develop an engagement strategy that confirms or confronts some of the base assumptions. We believe strongly in the iterative process of taking the quantitative analysis and making sure it aligns with what local experts see on the ground. The engagement plan will be reviewed by the client and then dates will be scheduled to execute the visioning sessions, focus groups, and stakeholder calls. The goal is not only to prove assumptions but to hear ideas for strategies from a broad group of local stakeholders.

### **Task 3: SWOT Analysis**

Integrating the engagement finding with the targeted research will allow the team to develop a SWOT analysis. The team would then be looking to the advisory committee for confirmation of large trends within the SWOT. In particular, getting feedback on opportunities will provide guidance as the project would move into plan development.

### **Task 4: Economic Development Strategic Plan**

The initial three tasks (along with the Economic Opportunities Analysis) will provide an understanding of Sandy's current economic landscape and where it would like to be in fifteen years. The potential opportunities will be explored and revised as part of task 4 along with the potential strategies to execute.

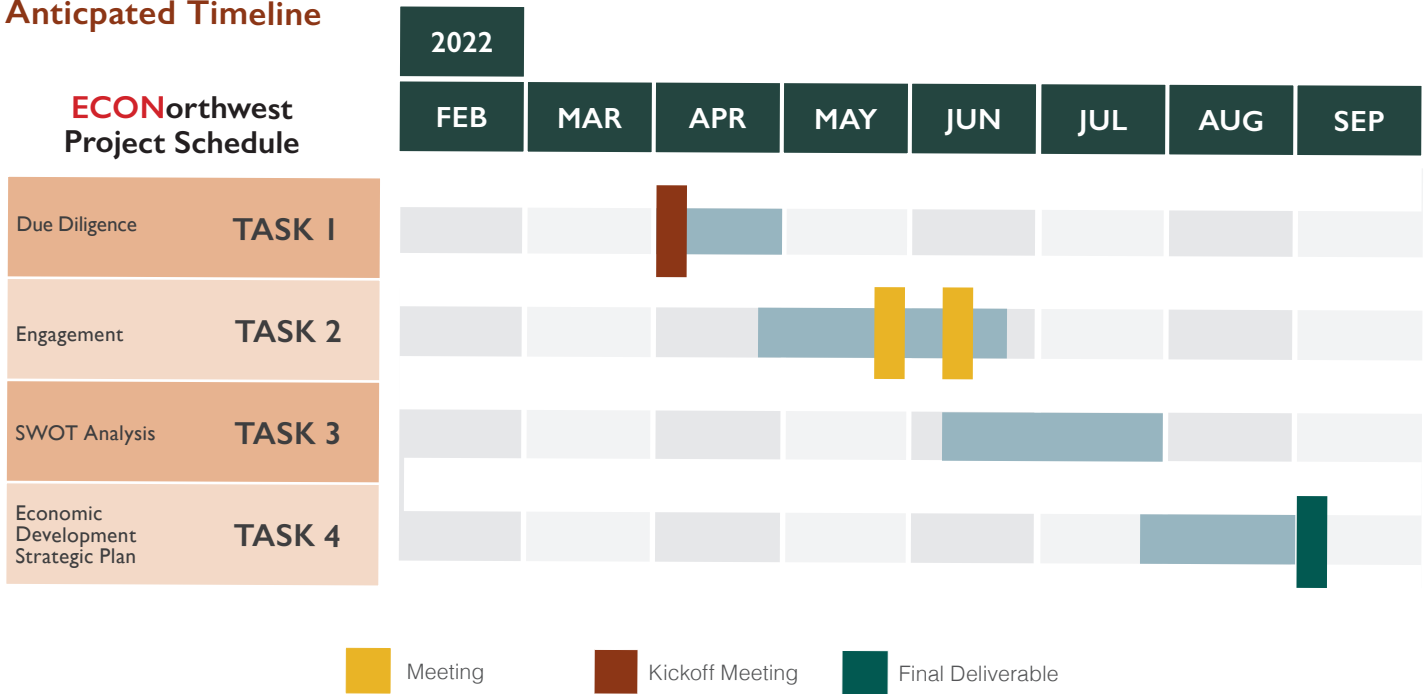
The final plan will drill down those strategies into activities, projects, and programs to be implemented, along with the phasing that would be best to roll out these efforts. In addition to these strategies, a series of metrics will be suggested to measure success. These will both be tied to specific implementation efforts as well as some macro indicators that tie to the larger goals established in earlier tasks.

As suggested, the plan will include: highlighting barriers to growth, target sectors for future development, and recommendations on what business sectors Sandy should focus its efforts on for future commercial growth. It will also pull out business sectors that the City should highlight and a correlating business attraction/retention strategy. Perhaps of most interest will be a development strategy for the land north of US26 at 362nd Avenue that focuses not simply on job creation, but quality job creation. This will include methods to incentivize development without overcommitting public funds.

# APPROACH

## PROPOSED TIMELINE & BUDGET

### Anticipated Timeline

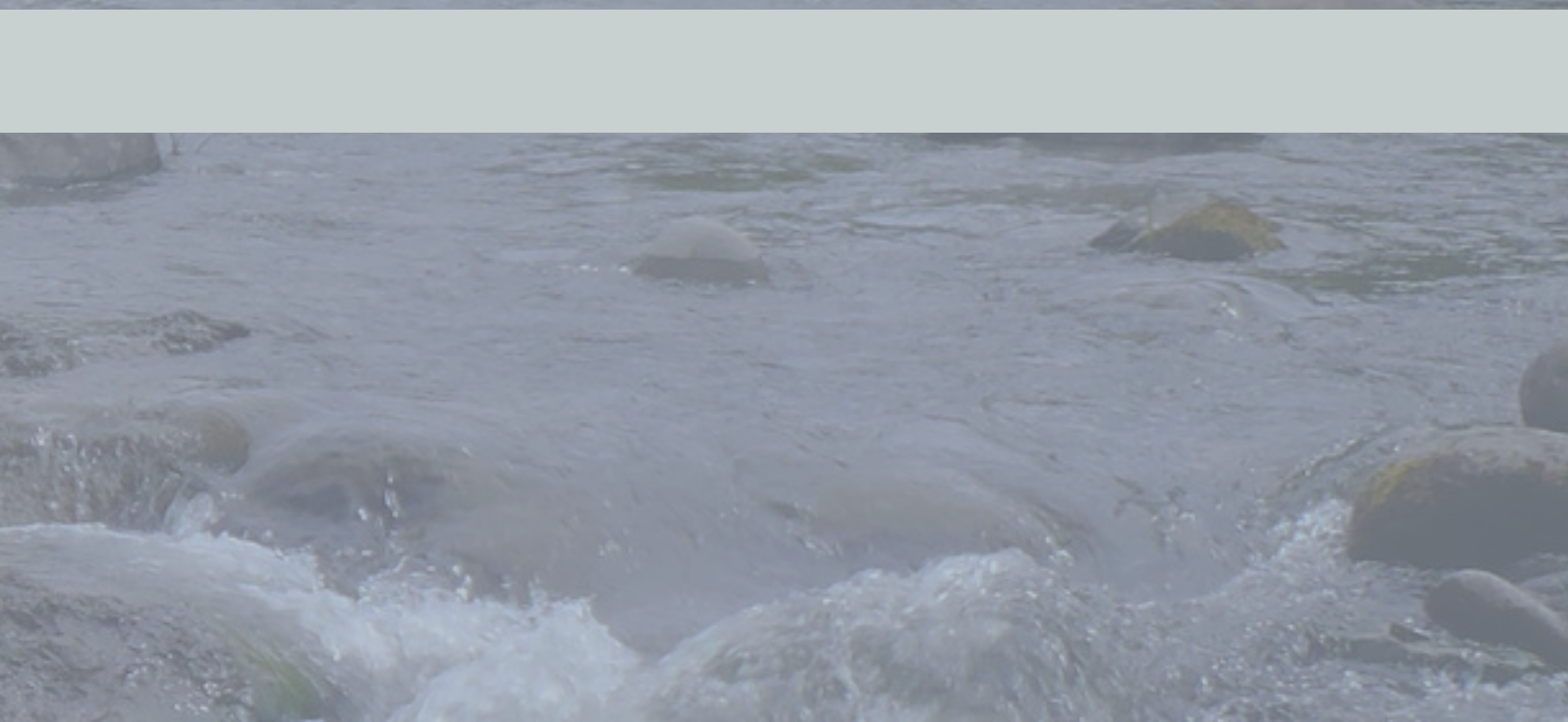


### Project Budget

		HOURS BY TASK				TOTALS		
		Task 1	Task 2	Task 3	Task 4			
Labor Expenses	\$/Hour	Due Diligence	Engagement	SWOT Analysis	Economic Development Strategic Plan	Hours	Labor Totals	Budget %
<b>ECONorthwest</b>								
Bob Parker	250	5	5	10	15	35	\$8,750	16%
Kryn Sausedo	170	15	25	20	30	90	\$15,300	28%
Margaret Raimann	155	15	20	25	40	100	\$15,500	28%
Beth Goodman	190	5	0	5	5	15	\$2,850	5%
<b>Sub-Total</b>		<b>40</b>	<b>50</b>	<b>60</b>	<b>90</b>	<b>240</b>	<b>\$42,400</b>	<b>77%</b>
<b>Communitas</b>								
Deb Meihoff	190	5	45	5	10			
<b>Sub-Total</b>		<b>5</b>	<b>45</b>	<b>5</b>	<b>10</b>	<b>65</b>	<b>\$12,350</b>	<b>23%</b>
<b>Totals by Task</b>		<b>Task 1</b>	<b>Task 2</b>	<b>Task 3</b>	<b>Task 4</b>	<b>Summary of Expenses</b>		
Total Labor		\$8,025	\$17,150	\$11,675	\$17,900	<b>Total Labor</b>	<b>\$54,750</b>	<b>100%</b>
Total by Task		\$8,025	\$17,150	\$11,675	\$17,900	<b>Total Budget</b>	<b>\$54,750</b>	
% of Total Budget		11%	6%	13%	19%			



# RELEVANT EXPERIENCE



## ECONorthwest

### Economics Comprehensive Plan Implementation—Normandy Park, WA (2021)

ECONorthwest is helping the City of Normandy Park address key actions within their Economics Element Implementation Plan. The City of Normandy Park recently approved an updated Economic Development Element, for their Comprehensive Plan, in 2020. An implementation plan with a planning horizon from 2021 to 2026 was developed to help take action on policies recognized in the plan. ECONorthwest will support the City of Normandy Park in its pursuit to achieve key implementation actions. The overarching premise is to help Normandy Park become a desirable, livable, and walkable community with strong character and connections to the natural environment and regional economy that attract visitors and investment and to accommodate new and long-standing residents with a diverse array of attractive housing options, including multi-family housing within walking access to a vibrant 1st Avenue South with daily goods providers, restaurants, services, and public amenities. ECO's work will support Normandy Park's livability goals to support a high quality of life, connectivity leveraging its location within a growing regional economy, efficiency in delivering a predictable process to the community, and financial feasibility ensuring the area is attractive for private investment. ECO will engage developers, local business owners, property owners, and other community members through interviews to build a foundation of understanding on town center development potential,

the vision for these areas, and actions to consider. In addition, ECONorthwest will provide a focused economic feasibility and market analysis including a high-level demand assessment and retail leakage analysis for key urban centers. At the end of this project, a recommendations report will be provided which will focus on strategic actions to consider for the targeted urban centers. These recommendations will be shaped by the analysis results, stakeholder feedback, and policy research.



A sample report for this project is provided on the USB Flash Drive included with this submission.

### REFERENCE

Nicholas K. Matz, AICP  
Community Development  
Director  
City of Normandy Park  
206-248-8253  
nmatz@normandyparkwa.gov

## Economic Recovery Strategy—Portland, OR (2021)

The Greater Portland Regional Economic Recovery Plan identified feasible actions that could be immediately implemented to get people back to work, stabilize small and medium businesses and deter further income inequality. The plan moved beyond visionary, high-level recovery plans that create urgency but no action. Data-driven insights, validated by broad stakeholder input, defined the Recovery Plan development. Insights into specific objectives and broad input gave agency to the stakeholders that implemented the plan, ensuring that the plan was feasible, and confirmed “on-the-ground” realities that may not be reflected in the data. [ECONorthwest’s role in this study was to execute the data analysis.]

## Comprehensive Economic Development Strategy—John Day, OR (2020)

Over the course of 2019, ECONorthwest conducted several technical analyses to identify opportunities for economic development in the rural community of Jon Day, Oregon. These efforts included the incubation of a local greenhouse industry, incentivizing new housing development, a strategy for linking the community to broadband internet, and marketing the community to visitors and potential new residents. ECONorthwest’s work culminated in the development of John Day’s Community Investment Strategy (CIS)-a five-year implementation plan rooted in strategic public investments to support economic growth and resilience. The CIS and its companion Investment Prospectus present John Day’s ROADMAP for a sustainable and prosperous future. Building on this strategy, in May 2021 the City received a \$1.8 million grant from the Economic Development Administration (EDA) to expand and modernize digital infrastructure.

A sample report for this project is provided on the USB Flash Drive included with this submission.

## Anti-Displacement Housing Strategy—Beaverton, OR (2018)

ECONorthwest provided affordable housing policy analysis in support of the Beaverton Residential Anti-Displacement Housing Strategy (ADS). ECONorthwest assisted the City of Beaverton and its funding partners in the creation of new citywide programs that help to mitigate displacement in Beaverton by maintaining the current stock of affordable housing and encouraging new affordable housing development. Working with an advisory group, this project included extensive stakeholder engagement, a detailed inventory of existing multi-family housing stock, comprehensive research into innovative tools and national best practices for preserving and creating affordable housing, the creation and application of a program evaluation framework to assess the potential impacts of each tool, and assistance in framing the program requirements for implementation.

### REFERENCE

Nicholas Green  
City Manager &  
Chief Planning Official  
City of John Day  
541-575-0028  
[green@grantcounty-or.gov](mailto:green@grantcounty-or.gov)

### REFERENCE

Cadence Petros  
Development Division Manager  
City of Beaverton  
503-526-2213  
[cpetros@BeavertonOregon.gov](mailto:cpetros@BeavertonOregon.gov)



## Communitas

### **Technical Assistance, Metro Planning and Development— Portland, OR (Ongoing)**

Since 2009 Communitas has provided technical assistance and consultation to Metro on a variety of its development, transportation, and economic development initiatives. Most recently, Deb Meihoff assisted on Metro's successful application for an EDA CARES Act Grant to support economic development initiatives of the Albina Vision Trust. Other work under the flexible services contract has included: scoping and managing planning grants to local jurisdictions, crafting a model code for infill development, redevelopment analysis and strategies for transit-oriented development, and technical assistance to suburban main street businesses.

### **Oregon Solutions Lents Collaborative | Oregon Solutions at the National Policy Consensus Center-PSU—Portland, OR (2017-2019)**

Deb Meihoff was hired to serve as the project manager for the governor-designated Lents Stabilization and Job Creation Collaborative, a 40-member board with stakeholders from local, state, regional, and federal agencies, community organizations, nonprofits, university researchers, and the private-sector. The collaborative was charged with finding the most strategic efforts to enhance infrastructure and industrial lands for job growth, mitigate flooding and flood risk, and stabilize surrounding neighborhoods. Deb was responsible for integrating the overall work plan with strategic direction and facilitating decision-making. The solutions were developed through robust engagement of hundreds of residents, business owners, and community leaders with door-to-door canvassing, stakeholder interviews, surveys, community events, social media, and committee meetings. The resulting strategic action plan was endorsed by Portland City Council and Governor Brown and implementation is underway.

### **Engagement Strategy for Downtown and Residential Rezoning— Gladstone, Oregon (2021)**

Communitas was hired to develop a public involvement plan to expand opportunities for diverse community members to influence the City's upcoming amendments to residential zoning and municipal code. Deb Meihoff provided an audit of prior engagement efforts, conducted interviews with stakeholders, and drafted the Community Engagement Strategy that has been accepted by the Planning Commission and City Council. The strategy brings particular focus to connecting with and elevating the needs of community members often left out of policymaking processes, especially families with children, people of color, lower- and fixed-income households, and people who live with disabilities.

#### REFERENCE

Elissa Gertler  
Director Planning and  
Development  
Metro Regional Government  
elissa.gertler@oregonmetro.gov

#### REFERENCE

Karmen Fore  
Director  
Oregon Solutions  
kfore@pdx.edu  
  
Jacob Sherman, City of  
Portland (former Project Lead)  
jacob.sherman@portland.gov

#### REFERENCE

Jacque Betz  
City Manager  
City of Gladstone  
betz@ci.gladstone.or.us

# ATTACHMENT A

## RESUMES

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Attached, please find resumes for our project team.  
Unabridged resumes are available at [www.econw.com/staff](http://www.econw.com/staff).

### **ECONorthwest**

- Kryn Sausedo
- Bob Parker
- Margaret Raimann
- Beth Goodman

### **Communitas**

- Deb Meihoff

*Image Credits:*

*"Boardwalk on the Cape Alava Trail, Olymp" (Public Domain) by Forest Service Pacific Northwest Region*

*"Views of Mount Hood from Hunchback Mount" (CC BY-SA 2.0) by niiicedave*

*"My Public Lands Roadtrip: Sandy River an" (CC BY 2.0) by mypubliclands*

## Education

M.U.R.P. University of Oregon

B.S. Natural Resource Management, Colorado State University

Years at ECONorthwest: 21

Years in Industry: 31

## Certifications:

AICP

## Areas of Expertise:

Housing

Economic Development

Growth Management

Land Use

Market Analysis

Survey Research

## Robert Parker, Senior Project Director

Bob Parker, AICP, is a Senior Project Director and Policy Analyst who has been with ECONorthwest since 1990. Parker has a Bachelor of Science in Natural Resource Management from Colorado State University and a Master's Degree in Urban and Regional Planning from the University of Oregon. Bob has been with ECONorthwest for more than 25 years and specializes in economic development, housing, market analysis, and buildable land supply analysis. Bob is a member of the American Planning Association and has been certified by the American Institute of Certified Planners since 1998.

Bob also serves as the Director of Strategy and Technical Solutions of the Institute for Policy Research and Engagement (IPRE) at the University of Oregon. IPRE includes the award-winning Community Planning Workshop and RARE programs. Bob is the program director for IPRE's Economic Development Administration University Center (EDAUC). IPRE's EDAUC provides technical assistance and economic development planning support for communities and businesses throughout Oregon. IPRE has developed Comprehensive Economic Development Strategies for several Oregon economic development districts and is versed in the EDA CEDS requirements. IPRE also developed a guidebook and training on economic resilience.

## REPRESENTATIVE PROJECTS

*Bob has served as Project Director on the following projects, unless otherwise noted:*

### Economic Development

- **Community Investment Strategy—John Day, OR.** ECONorthwest worked with the City of John Day, preparing a community investment strategy (CIS) focused on economic and community development. The CIS included several technical studies, including market analysis of climate-controlled agriculture, a housing needs assessment, and a branding strategy.
- **COVID-19 Economic Recovery Framework White Paper.** ECONorthwest partnered with the University of Oregon Institute for Policy Research & Engagement on this April 2020 white paper presenting a framework for economic recovery planning.

- **MCEDD CEDS Support.** Parker worked with the Mid-Columbia Economic Development District on several analyses supporting their 2021 CEDS update. These included analyzing the economic impacts of COVID-19 on the region, presenting a framework for economic resilience, and a detailed analysis of industry trends in the region.
- **American Rescue Plan White Paper.** ECONorthwest partnered with the University of Oregon Institute for Policy Research & Engagement on a white paper outlining opportunities for strategic, transformational investments using ARP funds in Oregon.
- **Cascades West Resilience Indicators.** Parker provided technical support to an IPRE in developing a set of regional resilience indicators for the Cascades West Council of Governments. The indicators are intended to provide an updatable dashboard for tracking regional resilience.
- **Housing Resilience Indicators.** Parker participated in an IPRE that developed a set of housing resilience indicators for the Cascades West Council of Governments. The role of housing in economic development and community resilience is often overlooked.
- **McMinnville Economic Opportunities Analysis.** For the City of McMinnville, develop a housing needs analysis, a buildable land inventory, a housing strategy, and an updated Comprehensive Plan Housing Element.
- **Eugene Airport Master Plan—Eugene, OR.** Identify employment growth opportunities on non-aeronautical land at the Airport as part of the Master Plan Update.
- **Skagit County Industrial Lands, Buildable Lands Inventory—Skagit County, WA.** Developed an inventory of buildable industrial land and estimated the demand for industrial land and the characteristics of land needed by industrial firms in Skagit County, Washington.
- **Ellensburg Comprehensive Plan Update—Ellensburg, WA.** Evaluated the market for retail development in Ellensburg, Washington.
- **City of Sultan Comprehensive Land Use Plan Update—Sultan, WA.** Economic analysis and population forecast for the City of Sultan, Washington.
- **City of Cheney Comprehensive Plan Update—Cheney, WA.** Economic analysis and population forecast for the City of Cheney, Washington.
- **Sandpoint, Idaho Population and Economic Forecasts—Sandpoint, ID.** Economic analysis and population forecast for the City of Sandpoint, Idaho.
- **Foothills Subarea Plan—Whatcom County, WA.** Economic analysis and population forecast for the Foothills subarea in Whatcom County, Washington.
- **Whatcom County Comprehensive Plan—Whatcom County, WA.** Identified economic development benchmarks for Whatcom County, Washington.
- **Corvallis Economic Opportunities Analysis—Corvallis, OR.** Conducted a regional housing analysis and analyzed demand for residential, commercial, and industrial development for Linn and Benton Counties.

## Education

Master of Public Management, Carnegie Mellon University, H. John Heinz School of Public Policy and Management

B.A. International Studies  
University of Wisconsin - Madison

Years in Industry: 11

## Certifications:

Project Management Professional (PMP)

LEED Green Associate

## Areas of Expertise:

Real Estate Investment  
Equitable TOD

Public Finance

Value Capture

Economic Development

Increment Financing

Development and  
Redevelopment Economics

Infrastructure Funding and  
Funding

Urban Renewal

Small Business Development

Community Benefits  
Agreements

BIPOC/Women-Owned  
Business Support

Business District Support

Brownfield Development

## Kryn Sausedo, Sr. Project Manager

With over ten years of managing economic development projects in the public sector, Kryn has in-depth knowledge of the unique challenges facing municipalities and the creative approaches that can be utilized to overcome funding gaps and regulatory barriers. He has worked with large brownfield redevelopments, business district revitalization, innovation-sector clusters, multi-family developments, and TOD strategies. In particular, he has utilized various increment-financed structures and partnered with public agencies and foundation partners to close project gaps. In recent years he has also applied these creative deal structures to community benefits agreements and workforce development plans.

The economic landscape in 2020 presented a series of severe challenges for small businesses, and Kryn helped oversee programs that worked with businesses, particularly women and BIPOC-owned enterprises, to pivot and adapt to the new business climate.

## REPRESENTATIVE PROJECTS

*Kryn is currently or has served as a Project Manager on the following projects:*

- **Better Red Station Area Planning, TriMet—Portland, OR (Ongoing).** The overarching purpose of the **Better Red Station Area Planning** project is to stimulate catalytic projects that will shape growth on the MAX Red Line extending from the Portland International Airport through Downtown Portland to the City of Hillsboro. These projects will build on TriMet's long tradition of Transit-Oriented Development (TOD), with a focus on equitable development outcomes. ECONorthwest is leading a team to complete a range of station area planning projects for prioritized MAX Red Line stations, in partnership with TriMet. These projects will range from joint development feasibility analysis and massing studies to development barriers and community gap analyses.
- **Get Online, Grow Online E-Commerce Program—Pittsburgh, PA (2021).** To help small businesses adjust to pandemic restrictions, this program was developed to assist neighborhood-serving businesses to shift to online marketing and sales. This program served over a hundred businesses, with a majority being BIPOC and women-owned businesses.

- **Max Red Line TOD & Station Area Planning—Portland, OR (2021).** This project spans four jurisdictions and eight sites, each with its own history and development context. This project delivered Transit-Oriented Development strategies that anticipate and meet the analysis, iteration, and deliverable needs of stakeholders.
- **Penn Plaza Community Benefits Agreement—Pittsburgh, PA (2019-2020).** A nine-acre site that became the focal point in the discussion around development and displacement, this project resulted in a \$10M borrowing in which 50% of the funds went to park and affordable housing.
- **Harvard-Beatty Street Infrastructure and Affordable Housing—Pittsburgh, PA (2018-2020).** Partnered with an affordable housing developer to add 47 residential units to the abandoned surface parking lot. Reviewed project budgets for both sites and was part of a combined project design and review committee—managed the public process of adding two new full-depth streets to unlock the site.
- **East Liberty TRID—Pittsburgh, PA (2015-2020).** Helped create and managed Pennsylvania’s only Transit Revitalization Investment District. This TOD project leveraged over \$250M in private investment to rebuild a bus-rapid transit station, add surrounding public infrastructure, and fill the funding gap on affordable housing projects.
- **Beechview Business District Implementation—Pittsburgh, PA (2013-2020).** Partnered Managed site disposition process on multiple development projects. The process included underwriting of pro formas to assure project viability. Partnered with community groups, elected officials, and developers to execute a gradual business district revival. Projects included business façade improvements, strategic demolitions, mixed-use development, public art, and the development of a Latinx-focused co-working space.
- **Bakery Square 2.0—Pittsburgh, PA (2011-2019).** Secured federal funding and oversaw public infrastructure improvements that unlocked vacant public sites allowing the development of over 400,000 sf of office space for Google and Phillips in the urban core of Pittsburgh.
- **Hazelwood-Almono TIF District—Pittsburgh, PA (2015-2019).** This \$80M redevelopment area and TIF district have helped a 178-acre former steel mill site to transform into an advanced manufacturing hub with over 260k in flex-industrial space. Participation included a review of public and private investments onto the site. Assistance with TIF requirements and state grants was ongoing over many years.
- **East Liberty TOD and Busway Station Improvements—Pittsburgh, PA (2014-2017).** Partnered with the transit authority, community partners, and TOD developer to complete public infrastructure improvements. The private development included New Markets Tax Credits and various public funding tools. A review of project pro formas in the underwriting of increment-financing tools was required. Projects included the addition of structured parking under new streets and alongside 360-unit TOD development.
- **Redevelopment Plan Certification—Pittsburgh, PA (2015-2016).** The execution of three redevelopment area certifications in very distinct neighborhoods of Pittsburgh, this project included an in-depth review of existing conditions to confirm the need for additional resources to help solicit direct investment into specific projects.

## Education

M.U.R.P. Portland State University

B.A. Human Geography, Cartography/GIS, and Environmental Studies, University of Wisconsin

Years at ECONorthwest: 5

Years in Industry: 7

## Areas of Expertise:

Land Use Planning

Spatial Analysis

## Margaret Raimann, Project Manager

Margaret is a Project Manager at ECONorthwest, specializing in land use planning, economic development, spatial analysis, and cartographic design. Margaret joined ECONorthwest as a research analyst in 2016, supporting mapping and GIS needs across most practice areas and is skilled in applying her spatial analysis skills to land use, development, and transportation projects. She completed a Master's in Urban and Regional Planning in 2018 and has managed the development of several housing needs and economic opportunities analyses for Oregon cities of various sizes. Additionally, Margaret works on economic development and market analysis projects for a range of clients.

## REPRESENTATIVE PROJECTS

*Margaret has served as Technical Manager on the following projects, unless otherwise noted:*

- **Portland Region CEDS and Future Economy – Portland, OR (Ongoing).** As part of a consultant team, we are advising Greater Portland Inc and Metro on the development of a new five-year Comprehensive Economic Development Strategy (CEDS) and Economic Recovery Plan. We developed discussion papers that examine economic disruptions and trends currently, or likely to in the future, impact the economy of the greater Portland region. We will also assist in developing pilot programs for potential implementation of the goals and strategies identified in the CEDS.
- **Old Town/Chinatown Economic Study – Portland, OR (2021).** Conducted an economic development study for Old Town/Chinatown in Downtown Portland. This study evaluated current economic conditions, market dynamics, and business composition to understand strategies and programs that can be implemented to support economic and community development goals in the district.
- **Dallas Economic Opportunities Analysis – Dallas, OR (2020–2021).** Developed an economic opportunity, a buildable land inventory, and suggested updates to the Dallas Comprehensive Plan for the City of Dallas.
- **OHCS House Bill 2003 Regional Housing Needs Analysis Methodology – Statewide, OR (Ongoing).** Working with the Oregon Housing and Community Services (OHCS) to develop a methodology to implement regional housing needs analysis for House Bill 2003.
- **Snohomish County Buildable Lands Support – Snohomish County, WA (Ongoing).**  
**Project Manager.** Preparing a report that details recommended methods to be used by the County and its cities in meeting state requirements for the 2021 Buildable Lands Report. The recommended updates to the methodology addressed the collection and monitoring data on

land capacity, growth and development, and land needs, as well as development policies and inter-jurisdictional coordination.

- **Sherwood EOA Update--Sherwood, OR (2021).** ECONorthwest updated work completed in 2018 on the Sherwood Economic Opportunities Analysis. We updated the buildable lands inventory and employment forecast to adjust the EOA to a planning period of 2021-2041. The EOA was successfully adopted by Sherwood City Council in Fall 2021.
- **Newberg Economic Opportunities Analysis—Newberg, OR (2020–2021).** Developed an economic opportunities analysis and a buildable lands inventory for the City of Newberg. The economic opportunities analysis included a regional industrial site analysis to develop an industrial land need estimate by the number and size of sites needed based on Newberg’s target industries.
- **Redmond Economic Opportunities Analysis—Redmond, OR (2019–2020).** Developed an economic opportunities analysis, which includes a forecast of employment growth (in the context of growth in Central Oregon) and a buildable lands inventory and analysis about potential growth industries and characteristics of needed sites for potential growth industries.
- **Tualatin Economic Opportunities Analysis and Housing Needs Analysis—Tualatin, OR (2019–2020).** Developed an economic opportunities and housing needs analysis for the City of Tualatin.
- **Newberg Economic Opportunities Analysis and Housing Needs Analysis—Newberg, OR (2019–2020).** Developed a housing needs analysis, a buildable lands inventory, and a housing strategy for the City of Newberg.
- **McMinnville Economic Opportunities Analysis, Housing Needs Analysis, and Urbanization Report—McMinnville, OR (2019–2020).** Developed an economic opportunities housing needs analysis, a buildable lands inventory, a housing strategy, and an urbanization summary report for the City of McMinnville.
- **COAR Quarterly Real Estate Analysis—Various, OR (Ongoing).** Producing quarterly real estate market trend report for Deschutes, Jefferson, and Crook counties and submarkets for Central Oregon Association of Realtors.
- **Portland Streetcar Corridor Analysis—Portland, OR (2018). Research Analyst.** Assisted in calculating new development, including the change in market-rate and affordable housing units, along the Portland streetcar corridor for Portland Streetcar Inc.
- **Equitable TOD Strategy—King County, WA (2017). Research Analyst.** Provided spatial analysis support to help create a framework to guide County investments in support of equitable real estate development around high capacity transit nodes for King County and King County Metro.
- **Urban Renewal Projects—Various, OR (2016). Research Analyst.** Provided spatial analysis and cartographic support for various urban renewal projects, including creating maps for public outreach meetings and reports.



## Education

M.C.R.P. University of Oregon

M.P.A. University of Oregon

B.A. Psychology, Hunter College, City University of New York

Years at ECONorthwest: 16

Years in Industry: 16

## Areas of Expertise:

Housing Needs Analysis

Economic Opportunities Analysis

Land Use Planning

Market Analysis

Feasibility Analysis

## Beth Goodman, Project Director & Senior Planner

Beth is a Project Director and Senior Planner at ECONorthwest with a professional focus on long-range growth management, land use planning, and policy analysis. Beth specializes in housing and economic development planning and policy analysis for cities and counties in the Pacific Northwest and across the western United States. She analyzes long-range housing needs in the context of demographic changes and affordable housing needs, including developing housing policies to respond to housing deficits. She analyzes economic development growth potential, land need for commercial and industrial growth, and development of policies to encourage and stimulate economic growth. Beth works with cities to evaluate opportunities for expansion of urban growth boundaries of Oregon cities. Beth has experience developing market and feasibility assessments, developing strategic plans for policy implementation, and developing surveys to investigate key policy questions. Beth was an adjunct instructor with the University of Oregon's Planning, Public Policy and Management program, teaching policy analysis for fourteen years.

## REPRESENTATIVE PROJECTS

*Beth has served as Project Director or Manager on the following projects, unless otherwise noted:*

### Urbanization, Economic Opportunities, and Housing Needs Analyses

- **Urbanization Analysis—OR (2006–2020).** Determining the employment and residential land needs and provide technical analysis for a comprehensive plan update for the Oregon cities of Bend, Corvallis, Creswell, Eugene, Grants Pass, Harrisburg, Jacksonville, Junction City, Madras, North Plains, Ontario, Philomath, Rockaway Beach, Salem, Sandy, and Springfield. Urbanization projects may include forecasting population and employment, an economic opportunities analysis, a housing needs analysis, analysis of policies to increase land-use efficiency, and an analysis of potential urban growth boundary expansion areas. An urbanization project typically results in revisions to the City's comprehensive plan policies.
- **Economic Opportunities Analysis (EOA)—OR (2006–2020).** Determining commercial and industrial land needs and provide technical analysis for a comprehensive plan update in Oregon

cities of Albany, Ashland, Brookings, Burns, Cottage Grove, Dallas, The Dalles, Damascus, Fossil, Hines, Lake Oswego, Lakeview, Lebanon, Maupin, Mitchel, Newberg, Newport, Paisley, Pendleton, Redmond, Oakridge, Sherwood, Spray, Sweet Home, Talent, Tillamook, and Tualatin, as well as for the Salem-Keizer Region, Harney County, Jackson County, Lake County, Wheeler County, and the Bear Creek Valley. Economic opportunities analysis includes the development of long-term economic development strategy, inventory of suitable employment land, an assessment of infill and redevelopment potential, analysis of historical economic trends, identification of comparative and competitive advantages, development of an employment forecast, identification of potential growth industries, identification of the characteristics of needed sites for potential growth industries, determination of the sufficiency of employment land, and identification of the implications of the analysis for economic development. An economic opportunities analysis typically results in revisions to the City's comprehensive plans for economic development.

- **Housing Needs Analysis (HNA)<sup>1</sup>—OR (2006–2020).** Determining residential land needs and provide technical analysis for a comprehensive plan update in the Oregon cities of Ashland, Bend, Corvallis, Cottage Grove, Damascus, Eugene, Gladstone, Grants Pass, Gresham, Harrisburg, Hillsboro, Hood River, Jacksonville, Junction City, Keizer, King City, Klamath Falls, Lakeview, Madras, Maupin, Medford, Millersburg, Newberg, Newport, North Plains, Ontario, Oregon City, Paisley, Pendleton, Phoenix, Redmond, Rockaway Beach, Roseburg, Salem, Sandy, Scappoose, Sherwood, Silverton, Springfield, Talent, Troutdale, Tualatin, Turner, Wilsonville, as well as for the cities in County, the Salem-Keizer Region, Jackson County, and the Bear Creek Valley. Housing needs analysis includes an inventory of suitable residential land, an assessment of infill and redevelopment potential, analysis of national and state housing trends, analysis of local housing trends and densities, population forecast, analysis of demographic trends, analysis of housing affordability, forecast of housing needs, determination of the sufficiency of residential land, and identification of the implications of the analysis for residential development. A housing needs analysis typically results in revisions to the City's comprehensive plans for residential development.
- **OHCS House Bill 2003 Regional Housing Needs Analysis Methodology—Statewide, OR (2019–2021).** Worked with the Oregon Housing and Community Services (OHCS), develop a methodology to implement regional housing needs analysis for House Bill 2003.
- **Oregon Statewide Housing Plan—Oregon (2018).** Development of Statewide Housing Plan for Oregon Housing and Community Services.
- **Eugene Airport Master Plan—Eugene, OR (2017).** Identified employment growth opportunities on non-aeronautical land at the Airport as part of the Master Plan Update.
- **Woodburn Economic Development Assessment—Woodburn, OR (2016).** Evaluated economic development opportunities for the development of industrial land recently brought into Woodburn's urban growth boundary.

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<sup>1</sup> Housing Needs Analysis are now called Housing Capacity Analysis in Oregon.

# Deborah Meihoff AICP

Communitas | Principal

For more than 25 years Deb has been planning and building up communities. Using her astute listening skills and collaborative style, Deb manages planning projects and decision-making. She creates implementation action plans, effective public policy, and authentic civic engagement. Her breadth of experience in economic development, land use policy, redevelopment, and construction gives her a unique perspective and ability to drive implementation toward equitable growth and community goals.

## Education

Master of Urban and Regional Planning from the University of New Orleans

Bachelor of Arts from the University of Colorado at Boulder

## Professional + Community Affiliations

American Institute of Certified Planners, Fellow  
Community Planning Assistance Team, leader and expert panelist, American Planning Association

Technical Assistance Panel, Urban Land Institute  
Oregon Economic Development Association, TIF Committee

SMART, reading volunteer

HB2003 Housing Production TAC, Oregon DLCD

## Select Project Experience

- o Economic Recovery Plan for the State of Oregon
- o Lents Collaborative for Oregon Solutions
- o Gresham Vista Implementation Action Plan for Port of Portland, Gresham, and Metro.
- o Development Opportunity Services for Prosper Portland
- o Brownfield Program for City of Beaverton
- o Development Review Streamlining for City of Beaverton
- o Southwest Corridor Equitable Development Strategy for Metro and local partners
- o Comprehensive Plan Update for City of Portland
- o Creekside District Master Plan for City of Beaverton
- o North Hillsboro Development Master Plan and TIF District for City of Hillsboro
- o East Portland Action Plan for City of Portland and Multnomah County
- o Statewide Housing Plan Implementation Strategy for State of Oregon
- o Oregon Housing Needs Analysis for the State of Oregon
- o Mixed Use Zones Project for City of Portland
- o Old Town Hillsboro Reinvestment Strategy for City of Hillsboro
- o Street Smart Downtowns and Main Streets for Metro and partners

# ECONorthwest

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## **OREGON**

KOIN Center  
222 SW Columbia, Suite 1600  
Portland, Oregon 97201  
503-222-6060

## **WASHINGTON**

Park Place  
1200 Sixth Avenue, Suite 615  
Seattle, WA 98101  
206-823-3060

## **CALIFORNIA**

706 South Hill  
Suite 1100  
Los Angeles, CA 90014  
213-218-6740

## **IDAHO**

Eagles Center  
223 North 6th Street, Suite 430  
Boise, ID 83702  
208-918-0617