



Economic Development Strategic Plan

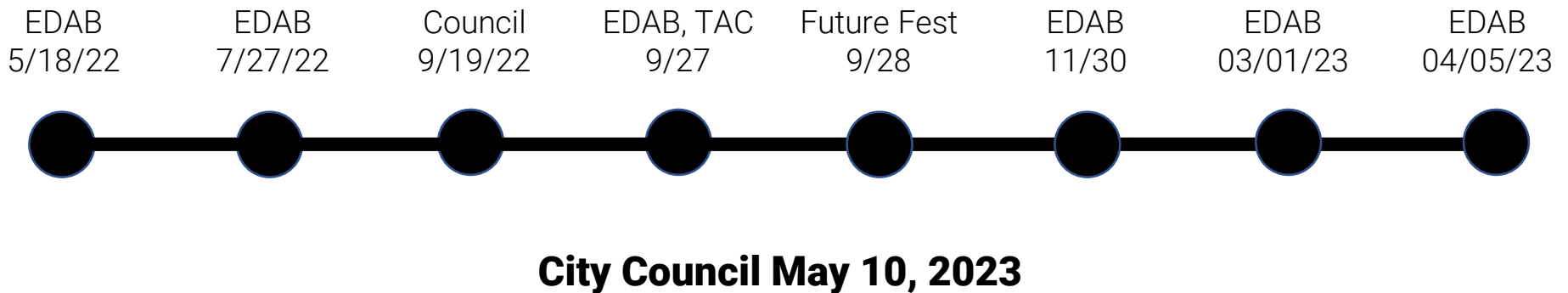


March 2023

where innovation meets elevation

Background

The City of Sandy has developed an Economic Development Strategic Plan (EDSP) to direct staff and partner efforts to grow Sandy’s economy in the coming years. The Economic Development Advisory Board unanimously recommended the EDSP for adoption by the City Council on April 5, 2023.



Purpose

- > Review vision, goals and strategies from the EDSP
- > Ask clarifying questions about the process or the content
- > Adopt the EDSP

Vision Statement

Sandy is a vibrant community that leverages the economic might of the metropolitan area and the outdoor gems of Mt. Hood, offering businesses and residents a unique balance between professional opportunity and outstanding quality of place. We cherish the small businesses that propel our dynamic downtown and welcome visitors who wish to experience all that Sandy has to offer, while strategically investing in new, high-quality jobs for our talented residents.



Goals At-A-Glance

- goal 1** Improve systems to ensure broad and durable access to economic opportunity and maintain Sandy's high quality of life.
- goal 2** Leverage our investments in technology to maximize economic benefits.
- goal 3** Build on our assets in manufacturing to establish Sandy as a destination for metals fabrication and related activities.
- goal 4** Cultivate innovation in specialty food and beverage industries and align with the region's robust food storage and processing sector.
- goal 5** Invest in hospitality and place-based tourism to make Sandy the most active and vibrant basecamp for Mt. Hood area adventures.
- goal 6** Be a leader as both retail hub and heart of East Clackamas County.

Strategies At-A-Glance

- 1.1 Improve access to health care, child care, job training, and assistance programs
- 1.2 Expand job training and wraparound services for youth and disadvantaged workers
- 2.1 Foster entrepreneurship and drive new business creation
- 2.2 Invest in broader awareness and utility of sandynet and other resources and amenities that support and attract home-based workforce
- 3.1 Support and identify opportunities for business expansion among strong base of metals fabrication industries
- 3.2 Carve a niche in subsectors of metals fabrication specific to outdoor equipment and tool manufacturing
- 4.1 Leverage proximity to nearby produce growers and fruit loop to expand cold storage and processing industry
- 4.2 Expand on sandy's innovative outlets for food service providers
- 5.1 Identify and market opportunity sites for expansion of lodging and supportive retail connected to Mt. Hood vicinity opportunities
- 5.2 Establish sandy as the most active and vibrant basecamp for Mt. Hood area adventures
- 5.3 Expand on local recreation opportunities to establish sandy as its own destination for area outdoor adventures
- 6.1 Leverage undeveloped areas to support larger retail business expansion
- 6.2 Expand small downtown retail opportunities as part of pleasant street master plan and infill of underutilized sites
- 6.3 Focus business attraction on experiential retail and retail options that can sidestep competition with online shopping

Getting started...

1	Improve systems to ensure broad and durable access to economic opportunity and maintain Sandy's high quality of life.			
1.1	Improve access to health care, child care, job training, and assistance programs			
Strategy	Lead Organization	Supporting Organizations	Priority	
1.1.1	Expansion of local health care facilities that ensure health services	Adventist Health Portland, Legacy Medical Group, Sandy Health Center, El Hospital Del Calzado, Providence, Kaiser Permanente	City of Sandy	Medium
1.1.2	Best practices in expanding health care services in non-metropolitan settings	City of Sandy	Adventist Health Portland, Legacy Medical Group, Sandy Health Center, El Hospital Del Calzado, Providence, Kaiser Permanente	Medium
1.1.3	Resources and positioning to attract qualified health care workers	City of Sandy	Adventist Health Portland, Legacy Medical Group, Sandy Health Center, El Hospital Del Calzado, Providence, Kaiser Permanente	Low
1.1.4	Access to child care facilities	City of Sandy	AntFarm Youth Services, Clackamas Workforce Partnership	High

Implementation Metrics

Metric 1a: Percent uninsured (health insurance) (U.S. Census ACS)

Metric 1b: Count of childcare workers, and home health aides (U.S. Census ACS)

Metric 1c: Social services expenditures per capita (U.S. Census ACS)

Metric 1d: Labor force participation rate (U.S. Bureau of Labor Statistics; Census)

Metric 1e: Unemployment rate (U.S. Bureau of Labor Statistics)

Metric 1f: Median income by occupation (U.S. Census ACS)

Metric 1g: Open job postings on Indeed.com (Indeed.com)

Getting started...

2	Leverage our investments in technology to maximize economic benefits.		
2.1	Foster entrepreneurship and drive new business creation		
Strategy	Lead Organization	Supporting Organizations	Priority
2.1.1	"Third place" programs for entrepreneurs City of Sandy	Business Oregon and nearby incubator organizations in Gresham	Medium
2.1.2	Link between areas schools and advanced tech and business training programs Oregon Trail School District, Mt. Hood and Clackamas Community Colleges	City of Sandy, SandyNet Director (Greg Brewster)	Medium
2.2	Invest in broader awareness and utility of SandyNet and other resources and amenities that support and attract home-based workforce		
2.2.1	Assess SandyNet as a resource in business and talent attraction City of Sandy Economic Development Office, SandyNet Admin.	Marketing and economic consultants.	High
2.2.2	Economic development partnerships to market SandyNet City of Sandy Economic Development Office, SandyNet Admin.	Greater Portland Inc., Clackamas County Economic Development Department	High

Implementation Metrics

Metric 2a: Count of total business establishments (ESRI Business Analyst; D&B Hoovers; Business Licenses)

Metric 2b: Count of total non-farm employment (U.S. Census LEHD)

Metric 2c: New business starts and entrepreneur transitions (startup to growth, eg) (U.S. Census BFS)

Metric 2d: Number of private sector engagements with local educational institutions (City of Sandy)

Metric 2e: Count of SandyNet customers / bandwidth utilization (SandyNet)

Metric 2f: Marketing material distribution / page views (City of Sandy)

Metric 2g: Count of new business licenses (City of Sandy)

Getting started...

3	Build on our businesses and workers in manufacturing to establish Sandy as a destination for metals fabrication and related activities.			
3.1	Support and identify opportunities for business expansion among strong base of metals fabrication industries			
Strategy	Lead Organization	Supporting Organizations	Priority	
3.1.1	Forum for area metal fabrication businesses	City of Sandy Economic Development Office	Oregon Manufacturing Innovation Center (OMIC), Oregon Manufacturing Extension Partnership (OMEP), local area metal fabrication businesses.	High
3.2	Carve a niche in subsectors of metals fabrication specific to outdoor equipment and tool manufacturing			
3.2.1	Host a summit or convention for local metal fabrication and related businesses	City of Sandy, Clackamas County Economic Development Department	Greater Portland Inc., Oregon Manufacturing Innovation Center (OMIC) and Oregon Manufacturing Extension Partnership (OMEP), Estacada Economic Dev.	Medium
3.2.2	Opportunity sites for metals fabrication and outdoor tool manufacturing	City of Sandy, Clackamas County Economic Development Department	Oregon Manufacturing Innovation Center (OMIC) and Oregon Manufacturing Extension Partnership (OMEP)	Medium
3.2.3	Alignment between metal fabrication industries and outdoor gear and apparel.	City of Sandy, Clackamas County Economic Development Department	Greater Portland Inc.? Clackamas County Business and Economic Development (Cyndi Moore)	Low

Implementation Metrics

Metric 3a: Count of new business establishments by industry (ESRI; D&B Hoovers; City of Sandy)

Metric 3b: Revenue growth by establishment in metals (ESRI; D&B Hoovers)

Metric 3c: Business retention & expansion visits (City of Sandy)

Metric 3d: Leads generated in target industry companies (City of Sandy)

Metric 3e: Growth in livable wage employment occupations (U.S. Bureau of Labor Statistics)

Metric 3f: Growth in target sector firms, employment, and wages (U.S. Census LEHD)

Getting started...

4	Cultivate emerging innovators in specialty food and beverage industries and align business development activities with the robust food storage and processing sector of the region.			
4.1	Leverage proximity to nearby produce growers and Fruit Loop to expand cold storage and processing industry			
4.1.1	Opportunities and needs of food processing, produce, and cold storage	City of Sandy	Everfresh Fruit Company administration	Medium
4.2	Expand on Sandy's innovative outlets for food service providers			
4.2.1	Forum for local food service provider businesses	SACC, Oregon Restaurant and Lodging Association (ORLA)	City of Sandy, Sandy Area Chamber of Commerce	Medium
4.2.2	Alignment between specialty entrepreneurs and food industries	City of Sandy	Sandy Commissary Kitchen, Sandy Area Chamber of Commerce	Medium

Implementation Metrics

Metric 4a: Count of new business establishments by industry (ESRI; D&B Hoovers; City of Sandy)

Metric 4b: Revenue growth by establishment in food & beverage (ESRI; D&B Hoovers)

Metric 4c: Business retention & expansion visits (City of Sandy)

Metric 4d: Leads generated in target industry companies (City of Sandy)

Metric 4e: Growth in livable wage employment occupations (U.S. Bureau of Labor Statistics)

Metric 4f: Growth in target sector firms, employment, and wages (U.S. Census LEHD)

Getting started...

5	Invest in hospitality and place-based tourism to make Sandy the most active and vibrant basecamp for Mt. Hood area adventures.			
5.1	Identify and market opportunity sites for expansion of lodging and supportive retail connected to Mt. Hood vicinity opportunities			
Strategy	Lead Organization	Supporting Organizations	Priority	
5.1.1	Gaps in lodging options	City of Sandy, SACC	Existing and prospective lodging businesses	High
5.1.2	Build connections to identify distinct needs	City of Sandy, SACC	Hoteliers, hiking and mountain biking groups	Medium
5.2	Establish Sandy as the most active and vibrant basecamp for Mt. Hood area adventures			
5.2.1	Improve hospitality options	City of Sandy, SACC	Existing and prospective lodging businesses	Medium
5.2.2	Invest in downtown walkability	City of Sandy	ODOT, City of Sandy Development Services Department	High
5.2.3	Transit network connections for outdoor rec	City of Sandy Ec Dev Office, City of Sandy Transit Dept, Clackamas County	ODOT Public Transportation, Travel Oregon	Medium
5.2.4	Outdoor recreation marketing	City of Sandy	SACC, Travel Oregon, other nearby chambers and tourist brochure producers, Clackamas County Tourism & Cultural Affairs	High

Implementation Metrics

Metric 5a: Growth of transient lodging tax revenue (Clackamas County)

Metric 5b: Growth in number of lodging & hospitality business / TLT / liquor licenses (City of Sandy; Clackamas)

Metric 5c: Growth in retail sales per capita (Oregon Office of Economic Analysis)

Metric 5d: Local recreation amenities messaging partnerships (City of Sandy)

Metric 5e: Net expansion of recreation infrastructure / facilities (eg, number of trail miles) (City of Sandy)

Metric 5f: Increased recreation / facilities spending (City of Sandy)

Metric 5g: Estimated/observed visitation at recreation sites (U.S. Forest Service; City of Sandy; Clackamas County)

Metric 5h: Highway 26 traffic counts (Oregon Department of Transportation)

Metric 5i: Hotel occupancy rates and REVPAR (revenue per available room) trends (City of Sandy; Clackamas)

Getting started...

6	Be a leader as both retail hub and heart of East Clackamas County.			
6.1	Leverage undeveloped areas to support larger retail business expansion			
Strategy	Lead Organization	Supporting Organizations	Priority	
6.1.1	Anchor retail in 263rd and Bell St. area	City of Sandy	Consultant support and retail businesses	Medium
6.1.2	Pleasant Street retail market analysis	City of Sandy	Consultant support, Sandy Area Chamber of Commerce	High
6.1.3	Feasibility and alignment of major outdoor company	City of Sandy	Prosper Portland, GPI, CREDC, Washington County	Medium
6.2	Expand small downtown retail opportunities as part of Pleasant Street Master Plan and infill of underutilized sites			
6.2.1	Leverage underutilized sites and proposals as part of Pleasant Street Master Plan	City of Sandy	Consultant support, property owners, City of Sandy Development Services Dept	High
6.3	Focus business attraction on experiential retail and retail options that can sidestep competition with online shopping			
6.3.1	East Clackamas County retail recruitment	City of Sandy	Marketing consultants	Medium

Implementation Metrics

Metric 6a: Growth in retail sales per capita by category (U.S. Census ACS)

Metric 6b: Retail sales as a percent of personal income (U.S. Census ACS)

Metric 6c: Value of commercial property (Clackamas County Assessor)

Metric 6d: Count of tourist visitation (Clackamas County TDC)

Metric 6e: Retail gap analysis (Oregon Office of Economic Analysis)

Metric 6f: Dollars spent in local establishments / revenue. (ESRI; D&B Hoovers)

