

# City of Sandy

## Agenda

Economic Development Advisory Board Meeting

Meeting Date: November 30, 2022

Meeting Time: 6:30 PM

Location: Council Chambers/Zoom



Page

### 1. MEETING INFORMATION

Please click the link below to join the webinar:

<https://us02web.zoom.us/j/86196399242>

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Webinar ID: 861 9639 9242

International numbers available: <https://us02web.zoom.us/j/86196399242>

### 2. CALL TO ORDER

6:30 PM

### 3. APPROVAL OF MINUTES

3.1. Minutes

3 - 9

[Economic Development Advisory Board - 18 May 2022 - Minutes - Pdf](#)  
[Economic Development Advisory Board - 27 Jul 2022 - Minutes - Pdf](#)

### 4. COMMUNICATIONS -- CHAIR

Member check-in:

- How's your business doing?
- How's your labor situation?
- Other concerns or items to report?

### 5. EC DEV OFFICE UPDATES

I. Community Attributes, Inc. -- Ec Dev Strategic Plan draft review

- A rough draft of the completed EDSP from Community Attributes, Inc. will be presented for board review and comment. This feedback will be analyzed

and included with the plan prior to forwarding to a City Council workshop for final review.

II. 2022 Year End Presentation -- Commercial Development Year in Review

- A brief PowerPoint presentation reviewing commercial development projects completed in Sandy in 2022.

5.1. Strategic Plan Presentation Slides

10 - 26

[Strategic Plan Presentation Slides](#)

**6. ITEMS FOR DISCUSSION -- BOARD**

**7. ADJOURN**

8:00 PM



**MINUTES**  
**Economic Development Advisory Board Meeting**  
**Wednesday, May 18, 2022 6:30 PM**

**COMMITTEE PRESENT:** Jeremy Pietzold, Council President, Carl Exner, Councilor, Stan Pulliam, Mayor, Jordan Wheeler, City Manager, Bill Schwartz, Board Member, Brandon Johnson, Board Member, Cathy Stuchlik, Board Member, Ernie Brache, Board Member, Erinn Sowle, Board Member, Hans Wipper, Board Member, Kurt McKnight, Board Member, Khrys Jones, Chamber Director, and Paul Reed, Board Member

**COMMITTEE ABSENT:**

**STAFF PRESENT:** David Snider, Economic Development Manager

**MEDIA PRESENT:**

**1. Virtual Meeting Option**

Join from a PC, Mac, iPad, iPhone or Android device: Please click this URL to join.  
<https://us02web.zoom.us/j/87444755736> Description: Economic Development Advisory Board - May 2022 Or One tap mobile: +12532158782,,87444755736# US (Tacoma) +13462487799,,87444755736# US (Houston) Or join by phone: Dial(for higher quality, dial a number based on your current location): US: +1 253 215 8782 or +1 346 248 7799 or +1 669 900 6833 or +1 301 715 8592 or +1 312 626 6799 or +1 929 205 6099 Webinar ID: 874 4475 5736

**2. CALL TO ORDER**

Meeting called to order at 6:30 PM.

**3. APPROVAL OF MINUTES**

- 3.1. Approve minutes from the board meeting on January 5th, 2022.
- 3.2. Approve minutes from the board meeting on March 30th, 2022.

**4. COMMUNICATIONS -- CHAIR**

Member check-in:

- How's your business doing?
- How's your labor situation?
- Other concerns or items to report?

Jones: First month of full events at the SACC; BRC funding is now available; \$200K worth of business recovery grants coming soon...

Wipper: Business is doing much better; closed Mon and Tues now - used to be open 7 days a week; will go back to 7 days soon but at reduced hours for some days; finding employees still biggest concern.

Brache (online): Holding steady on sales from 2021; may be hiring on some new folks soon due to finding work in different areas (?); expecting strong sales for remainder of 2022 (projected to match 2021).

**5. EC DEV OFFICE UPDATES**

In the interest of time, we are skipping this section this evening.

**6. ITEMS FOR DISCUSSION -- BOARD**

6.1. Introduction to Sandy's Economic Development Strategic Plan (EDSP)

- Elliot Weiss from CAI will be joining us remotely this evening to introduce himself and his firm.
- Mr. Weiss will be going over the basic concepts behind an ec dev strategic plan and how our project will be constructed going forward.
- He will also be explaining the role of this board as the primary stakeholders group for this project, and what will be expected of our membership.

Elliot Weiss from Community Attributes, Inc. joined the meeting remotely but had serious connectivity issues that hampered the presentation; had to disconnect and call in via telephone. The board opted to move forward to the next agenda item while Jeff attempted to set up the audio connection here and host Elliot's presentation locally.

BREAK --> GO TO AGENDA ITEM 6.2

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RETURN FROM AGENDA ITEM 6.1

Elliot Weiss of CAI returns to us at 7:15 PM with a much better connection. He is presenting a Powerpoint presentation for the board:

- **What is an economic development strategic plan?** A tool to articulate and realize your community's economic vision and take control of your economic future. CAI has created plans for Warrenton, McMinnville, Kenmore, WA, Tacoma, Boise, etc. Typically 5-10 year time horizon; establishes a baseline, identifies/convenes partners & stakeholders, articulate a vision for Sandy's economic future, facilitates implementation by identifying short, medium and long term interventions.

- **How can an EDSP help Sandy?** Helps Sandy determine which industries to target, how to target those industries, how to make Sandy a better place to do business, how to leverage our assets and create new ones, how to grow without sacrificing quality of life, how to align the community around a shared vision.
- Describes CAI's approach (leveraging local assets, identify opportunities through landscape assessment, SWOT analysis, public & stakeholder engagement through Sandy Speaks & meetings like this one, vision statement and goals for the community, strategic workshopping)
- Questions for the Board:
  - What is your Number 1 objective for this project?
  - What is one economic question you would like us to address with data?
  - If this plan were magic, what one challenge or problem for Sandy would it solve?

#### 6.2. EOA Exercise

- City of Sandy urban planner Shelley Denison will be joining us in person this evening to lead us through an exercise for the Economic Opportunities Analysis that is currently underway. Shelley will be walking the advisory board through a very broadly focused "community conversation" to get our input on our fair city -- where Sandy sits as a community currently, where we would like to go, and how best to get there. No preparation is required for this conversation -- just bring your vision for the community and an open mind.

Shelley Denison (City of Sandy Planner) hosted a "community conversation" with our board as part of the **Economic Opportunities Analysis** process to capture the EDAB as a community stakeholder group; wants to capture members experience living in or owning a business in Sandy:

- Question: Why did you live in/own a business in Sandy?
- Question: What do you think we ought to preserve or enhance in Sandy?
- Question: What about Sandy do you think we ought to change or improve?
- Answers will all be compiled into a master spreadsheet with the answers from other stakeholders groups to create a master vision for the community.

BREAK --> RETURN TO AGENDA ITEM 6.1

**7. Adjourn**

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Jeremy Pietzold, Chair

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David Snider, Economic  
Development Manager

Draft



**MINUTES**  
**Economic Development Advisory Board Meeting**  
**Wednesday, July 27, 2022 6:30 PM**

**COMMITTEE PRESENT:** Jeremy Pietzold, Council President, Carl Exner, Councilor, Stan Pulliam, Mayor, Jordan Wheeler, City Manager, Bill Schwartz, Board Member, Brandon Johnson, Board Member, Cathy Stuchlik, Board Member, Ernie Brache, Board Member, Erinn Sowle, Board Member, Hans Wipper, Board Member, Kurt McKnight, Board Member, Khrys Jones, Chamber Director, and Paul Reed, Board Member

**COMMITTEE ABSENT:**

**STAFF PRESENT:** David Snider, Economic Development Manager

**MEDIA PRESENT:**

1. **CALL TO ORDER**  
6:30 PM
2. **APPROVAL OF MINUTES**
3. **EC DEV OFFICE UPDATES**  
We will skip this section of tonight's meeting in the interest of time.
4. **COMMUNICATIONS -- CHAIR**  
Member check-in:
  - How's your business doing?
  - How's your labor situation?
  - Other concerns or items to report?

Schwartz: Brewery is doing well; Mountain Festival was great for business, both before and after.

Wipper: Business is fairly busy but up and down; summer camps both sold out, day camps just opened up. Won Mayor's prize for their float in the festival; covered structure is out to bid.

McKnight: Fishing has been great (has been in Hawaii). Business-wise, everything seems to be going fine with Everfresh Fruit.

Brache: Was really happy to participate in the Mtn Festival parade this year after several years of no parade due to the pandemic -- AEC is doing fine.

Chair Pietzold: requested staff update on the Sandy Clinic (supply chain issues for HVAC and alarm, otherwise mostly complete) and covered structures (La Bamba is complete; Smoky Hearth will be complete in a couple of days; next one on the schedule is Wippersnappers; Tollgate is still in process; Thai Home is on hold) -- also asked the board about labor issues; everyone is still having a hard time finding employees.

## 5. ITEMS FOR DISCUSSION -- BOARD

Economic Development Strategic Plan (EDSP) -- focus group work

The remainder of this evening's meeting will be a continuation of the community discussion that began at the last board meeting with our contractor, Mr. Elliot Weiss of Community Attributes, Inc.

Elliot Weiss of Community Attributes Inc. joins us tonight with a Powerpoint presentation to give the board an update with regard to the project:

- Project is underway -- midway through the landscape assessment and coordinating with ECONorthwest to begin scheduling planning engagements with stakeholder groups for the fall; plan shall be completed in Q1 2023
- Board answers to questions from last time:
  - What is your #1 objective for this project?: Who should we be attracting? We want to create a town we can be proud of.
  - What is the one economic question you would like us to address with data?: Where is this community not "complete"? How is Sandy an economic hub to the area?
  - If this plan were magic, what one challenge or problem for Sandy would it solve?: How do we create an adequate number of living wage jobs for Sandy?
- Answers to questions from last meeting:
  - Is Sandy a complete community? Data shows that underrepresented sectors include service businesses, manufacturing, construction/resources, WTTU (wholesale, trade, transportation and utilities) and FIRE (finance, insurance and real estate); overrepresented are government and retail.
  - What is Sandy's market area? 20% of Sandy's workforce lives in Sandy, 13% of Sandy residents work in Sandy; Portland, Gresham are the most common places for Sandyites to work.



- How do we create an adequate number of living wage jobs regardless of industry? Median household wage is ~\$60K -- all sectors except healthcare fall below the median; service job median wage is less than half the total median; cost burdened (30%-50% of income spent on housing) in Sandy - renters 30%, owners 21%; severely cost burdened (>50%) renters 16%, owners 8%; median home sale price has doubled in the past 10 years; household income has only gone up 30% in that time ---> What does a livable wage mean for Sandy, and what weight should we give industry sector wages in identifying target sectors?
- Next steps: completing the landscape assessment, scheduling and preparing for the visioning process and the goals/strategies studio.

6. **Adjourn**  
8:00 PM

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Jeremy Pietzold, Chair

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David Snider, Economic  
Development Manager

# SANDY

# OREGON

Economic Development Strategic Plan



November 30, 2022

# Agenda

- Introductions 6:30pm
- Project Status 6:35pm
- SWOT Analysis 6:40pm
- Vision and Goals 6:55pm

# Project Status

- Landscape Assessment – Nearly Complete
  - SWOT Analysis – Today’s Review
  - Vision and Goals – Today’s Review
  - Strategy – Draft Underway
  - Anticipated completion Q1 2023
1. *Project Management*
  2. *Landscape Assessment*
  3. *SWOT Analysis*
  4. *Public and Stakeholder Engagement*
  5. *Visioning and Goals*
  6. *Strategies, Actions and Implementation*

# SWOT Analysis

## Strengths

- A vibrant downtown and distinct city brand tied to outdoor recreation and mountain life (SandyStyle Design Guidance)
- A retail hub for communities of East Clackamas County (Estacada, Molalla)
- Close to strong regional economy and labor pool (25 miles from PDX airport)
- Innovative infrastructure investments (SandyNet municipal internet and Class A recycled water)
- Gateway to nearby Mt. Hood for recreation and tourist activities
- Easy access to local outdoor recreation assets (Sandy Ridge Mountain Bike Trail System, Sandy River Park, Meinig Park)
- High visitation tourist events (Sandy Mountain Festival)
- Strong base in fabricated metal product manufacturing
- Proximity to the Fruit Loop and other nearby produce growers
- Relatively young workforce and high labor force participation

# SWOT Analysis

## Weaknesses

- Longer distances to the interstate system
- Land development constraints (limited industrial zoning, slopes, landslide susceptible areas, stream buffers, and utility easements).
- State highway influences local traffic congestion and walkability or visitor appeal to downtown.
- Job training opportunities are more difficult to access
- Low median wages
- One-third of the population is cost-burdened or severely cost-burdened.
- Unemployment still exceeds pre-pandemic levels

# SWOT Analysis

## Opportunities

- Scale up opportunities among many small, locally owned businesses
- Infill opportunities in downtown (Pleasant Street Master Plan)
- Serviced, developable sites in newly planned areas (West Sandy Concept Plan)
- Parks and trails plan to form interconnections between existing local and regional recreational assets
- Neighbors have limited nearby lodging and hospitality assets that support Mt. Hood area
- Nearby metal and tool fabrication industries (Precision Castparts Corp.)
- Fast-growing outdoor gear and apparel industries regionally and statewide (Leatherman, other outdoor equipment suppliers)
- Local/nearby innovators in specialty food and beverage industries
- Robust regional food processing, storage, and distribution
- Growth of home-based workforce

# SWOT Analysis

## Threats

- Rapid growth can outpace city services and impact community character – current moratorium on development due to poor water accessibility
- Adjusted expectations for outdoor recreation based on recent increase of wildfires and decrease in snowfall
- Challenging to recruit skilled healthcare and social assistance providers, particularly pediatricians
- Childcare shortages impact worker ability to engage in economy
- Limited experiential retail options can drive potential consumers to nearby cities
- Rising housing costs
- Homeownership is becoming unattainable as incomes are far outpaced by median sales price increases



# DRAFT Vision and Goals

## **Visioning...**

Version 1

Sandy is a rich community at the crossroads of the Portland metro and the wilderness of the Cascades, offering a unique balance between economic opportunity and old-fashioned fun. From the strong local businesses in our traditional downtown to the high-tech telecommuters zooming at gig speed, we recognize and elevate all that makes Sandy the most vibrant basecamp for adventures in Oregon.

# DRAFT Vision and Goals

## **Visioning...**

Version 2

Sandy is a bridge between the economic might of the Portland region 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 vibrant downtown and welcome visitors who wish to experience all that Sandy can offer, while strategically investing in new, high-quality jobs for our talented residents.

# DRAFT Vision and Goals

## DRAFT 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.

# DRAFT Vision and Goals

## **Goal 1: Improve systems to ensure broad and durable access to economic opportunity and maintain Sandy's high quality of life.**

With future population growth and demographic trends, Sandy will need to work with the county and other partners to improve access to healthcare, childcare, and assistance programs that ensure youth and disadvantaged workers get job training and wraparound services to be included in the local economy.

# DRAFT Vision and Goals

## **Goal 2: Leverage our investments in technology to maximize economic benefits.**

Sandy has a relatively young workforce and numerous small and locally owned businesses that could scale up. Investing in broader awareness and use of SandyNet, the development of “third place” options for entrepreneurs to connect, and the formation of new linkages between area schools and advanced technology and business management training in partnership with technical schools of the region will ensure that local entrepreneurs are at the center of new investment and opportunity and Sandy is able to capture a growing home-based workforce that will retain economic activity that would otherwise go elsewhere.

# DRAFT Vision and Goals

## **Goal 3: Build on our businesses and workers in manufacturing to establish Sandy as a destination for metals fabrication and related activities.**

Sandy has a strong base of businesses in metals fabrication already, so there are workforce capabilities that support this sector. There is also an opportunity for Sandy, which has a brand intimately tied to outdoor recreation, to carve a niche in subsectors like outdoor equipment and tools manufacturing – outdoor gear and apparel had the fastest 10-year job growth among target industries statewide and there are opportunities to connect to larger companies in the Portland-Metro area like nearby Leatherman; apparel industry giants like Nike, Adidas, and Columbia; and various outdoor equipment suppliers from REI to more localized ski and bike shops.

# DRAFT Vision and Goals

## **Goal 4: Cultivate emerging innovators in our specialty food and beverage industries and align business development activities with the robust food storage and processing sector of the region.**

Sandy's proximity to the Fruit Loop and other nearby produce growers is a competitive advantage when it comes to produce cold storage and processing that has a presence in the region. Additionally, the city has created innovative outlets for food service providers to attract and enhance experiences for visitors as well as building up and servicing the local community that can be built on as community development progresses.

# DRAFT Vision and Goals

## **Goal 5: Invest in hospitality and place-based tourism to make Sandy the most active and vibrant basecamp for Mt. Hood area adventures.**

Mt. Hood itself has limited options for lodging and dining, and Sandy is the largest town in the immediate Mt. Hood vicinity. With the unique business community in downtown, and the town's location just steps from hiking trails and bike routes, Sandy has an opportunity to become a destination instead of just a stop along the well-traveled road to other hiking, biking, fishing, and skiing opportunities.



# DRAFT Vision and Goals

## **Goal 6: Be a leader as both retail hub and heart of East Clackamas County.**

Sandy is the center for retail activity that supports Estacada, Molalla, and other nearby communities. New growth opportunities as part of the West Sandy Concept Plan, as well as options to add new and diverse business to downtown, can position the city to build on this and ensure it remains the prime location for shopping and visitation – with a particular focus on experiential retail options that compete with online shopping.



**Thank you!**

