



# City of Sandy

## Agenda

**Economic Development Advisory Board Meeting**

**Meeting Date: Wednesday, April 5, 2023**

**Meeting Time: 6:30 PM**

### **1. MEETING INFORMATION**

This meeting will be conducted in a hybrid in-person / online format. The Board will be present in-person in the Council Chambers and members of the public are welcome to attend in-person as well. Members of the public also have the choice to view and participate in the meeting online via Zoom.

To attend the meeting in-person

Come to Sandy City Hall (lower parking lot entrance).  
39250 Pioneer Blvd., Sandy, OR 97055

To attend the meeting online via Zoom

Please click the link below to join the webinar:

<https://us02web.zoom.us/j/84100019555>

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Dial(for higher quality, dial a number based on your current location):

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### **2. CALL TO ORDER**

6:30 PM

### **3. APPROVAL OF MINUTES**

3.1. 3.1.23

3 - 10

[Economic Development Advisory Board - 01 Mar 2023 - Minutes - Pdf](#)  
[Economic Development Advisory Board - 01 Mar 2023 - Minutes - Html](#)

### **4. EC DEV OFFICE UPDATES**

## 5. COMMUNICATIONS -- CHAIR

- 5.1. Member check in/shout-outs -- In the interest of time, we will skip this for the April meeting.
- 5.2. New member applications: Marcel Brache & Robbie Walters

## 6. ITEMS FOR DISCUSSION -- BOARD

- 6.1. Economic Development Strategic Plan completion - This will be the final EDAB review session for the Economic Development Strategic Plan -- Elliot Weiss (CAI) will review action items and implementation metrics with the EDAB and complete the review process with the board prior to the EDSP moving to the Sandy City Council for final review and adoption. 11 - 42  
[Economic Development Strategic Plan completion - Pdf](#)
- 6.2. Sandy Marketing banners concept: Review concept and discuss
- 6.3. Presentation: Commercial Development in Sandy 2022 Year in Review -- A brief presentation on the totality of commercial development in Sandy during the last full calendar year (*if time permits*). 43 - 64  
[EDAB 4 5 23 2022 Year in Review presentation](#)

## 7. ADJOURN

8:00 PM



**MINUTES**  
**Economic Development Advisory Board Meeting**  
**Wednesday, March 1, 2023 6:30 PM**

**COMMITTEE PRESENT:** Jeremy Pietzold, , Bill Schwartz, Board Member, Khrys Jones, Chamber Director, Paul Reed, Board Member, Chris Mayton, Councilor, and Laurie Smallwood, Council President

**COMMITTEE ABSENT:** Hans Wipper, Board Member and Stan Pulliam, Mayor

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

**MEDIA PRESENT:**

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<https://us02web.zoom.us/j/86213690736>

Or Telephone:

(253) 205-0468

Webinar ID: 862 1369 0736

**2. CALL TO ORDER**

6:30 PM

**3. APPROVAL OF MINUTES**

**3.1. Unapproved minutes from 2022:**

The board approved this motion. The vote was 4-0, with Board Members Mayton and Smallwood abstaining due to the fact that the meetings these minutes were from predated their EDAB membership.

**4. PUBLIC COMMENT**

**5. EC DEV OFFICE UPDATES**

In the interest of time, we will hold Economic Development department updates for the Board until our next meeting.

**6. COMMUNICATIONS -- CHAIR**

6.1. **Welcome to Returning Members**

6.2. **Vice-Chair Selection**

Laurie Smallwood was selected to be the Vice Chair of the EDAB.

6.3. **Meeting Times and Current Vacancies**

The first Wednesday of every other month is still the preferred choice of the board.

**7. ITEMS FOR DISCUSSION -- BOARD**

- Chair Pietzold opened the meeting with round table introductions from all board members.
- A motion was made to approve three sets of minutes from past meetings (May, July and November 2022) that did not achieve a quorum. The motion carried 4-0 with two abstentions from the two new members.
- The Chair updated the board regarding members that have departed from the board (Brache, McKnight) and shrinking the size of the committee. Discussion re: new member recruitment.
- Laurie Smallwood was selected by the board to be the Vice Chair.

7.1. **Economic Development Strategic Plan Review**

Staff Report - 0670

**6:45 - Elliot Weiss of CAI: Review of EDSP final draft**

- An additional meeting may be necessary to get through the entire review.
- **Vision and Goals**
- Vision statement: EDAB has no additional comment on this.
- Presentation of the six primary goals:

- Goal 5: Discussion of need for new hotel, events vs. hospitality a "chicken and egg" issue, need for RV park as a way to provide hospitality services for events in the area, Loge Camps as a potential hotel target for Sandy, other hospitality development ideas.
- Presentation of strategies:
  - Definition - a more specific, action-oriented item to achieve a primary goal; strategies can be actionable with more than one goal; suggestion by Board Member Smallwood to use birthing center issue as part of discussion when reaching out to health care providers about improving our services here; discussion about retail/service business expansion and the need for new retail & new restaurants and local attitudes about that
- How to use the plan -- Elliot provided a look at how the final report will present strategies.
- Board Member Mayton requested clarification about cold storage goal
  - Elliot: Largest asset is Everfresh Fruit Co., many companies in the region that could use this type of service; biggest drawback is that there is little industrial land available right now.
  - Mayton: Might be too far away from interstate highways for this, but seems like there could be demand for this locally --> Pietzold: Everfresh may benefit from clustering - acknowledged distance from highways, but local demand (berries?) could potentially make this feasible.
- Not too much change in the current goals/strategies; next step is for CAI to present metrics on how to achieve strategies.
- Board wants to present a "buttoned up", endorsed version of this report to City Council; consensus of board is that a second EDAB review meeting is preferred to review metrics and nail down formatting; consensus of board is to schedule the next meeting for **April 5th** to complete this review (this should be posted as a short meeting)

8. **Adjourn**  
8:00 PM



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Jeremy Pietzold, Chair

Economic Development Advisory Board  
March 1, 2023

A handwritten signature in black ink, appearing to read 'David Snider', written over a horizontal line.

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David Snider, Economic  
Development Manager



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Economic Development Advisory Board  
March 1, 2023

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David Snider, Economic  
Development Manager



## Staff Report

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**Meeting Date:** April 5, 2023  
**From** David Snider, Economic Development Manager  
**SUBJECT:** Economic Development Strategic Plan completion

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**DECISION TO BE MADE:**

Provide any final feedback on the Ec Dev Strategic Plan prior to sending the plan to the City Council

**BACKGROUND / CONTEXT:**

In early 2022, the City of Sandy Economic posted an RFP to develop the City's inaugural economic development strategic plan. We selected a proposal from Community Attributes, Inc. (CAI) of Seattle, Washington as the winning proposal, and the Economic Development Department has been working directly with CAI to develop this report over the last 12 months.

The last three EDAB meetings have dedicated most of their available time to providing a primary stakeholder review of this strategic plan. The April 5th meeting will complete the EDAB's review of this plan and their work overall on this project. From here, the economic development strategic plan (EDSP) will go before the full City Council for their review and comments before being adopted.

**LIST OF ATTACHMENTS/EXHIBITS:**

- Economic Development Strategic Report -- March 30th version (with City staff comments incorporated)



# Economic Development Strategic Plan



March 2023

where innovation meets elevation

# ACKNOWLEDGEMENTS

## City of Sandy Staff

Jordan Wheeler, City Manager  
Greg Brewster, Director, SandyNet  
Jeff Aprati, Director of Policy and Community Relations  
David C. Snider, Economic Development Manager

## The Sandy Community

### The Economic Development Advisory Board

- Jeremy Pietzold (Chair, former Council President)
- Hans Wipper (Owner, Wippersnappers Kid's Play Place)
- William Schwartz (Owner, Boring Brewing)
- Khrys Jones (Executive Director, Sandy Area Chamber)
- Paul Reed (Owner, Mt. Hood Athletic Club)
- Kurt McKnight (Owner, Everfresh Fruit Company)
- Ernie Brache (Owner, AEC, Inc.)

Extra thanks to Hans Wipper and Tiffany Vanek for hosting the Future Fest event in October at Wippersnappers.

## Sandy Mayor & Council

Stan Pulliam, Mayor  
Laurie Smallwood, Council President  
Chris Mayton  
Rich Sheldon  
Kathleen Walker  
Carl Exner  
Don Hokanson  
Jeremy Pietzold (Fmr Council President)

## Public Consultants

### Community Attributes, Inc.

Chris Mefford, President & CEO, CAI  
Elliot Weiss, Project Manager, CAI  
Cassie Byerly, Planning Analyst, CAI  
Carly Bednarski, GIS Analyst, CAI  
Bryan Lobel, Senior Planner, CAI

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# A VISION...

## ...for Sandy's economic future

This vision statement is aspirational and describes what stakeholders in this planning process desire for the economic future of Sandy. Implementation of strategies and actions in this plan in the coming months and years will move Sandy forward toward this vision.

*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.*



# INTRODUCTION

## Purpose

Simply put, an economic development strategic plan is a tool to articulate and realize your community's economic vision and take control of your economic future. At the heart of an Economic Development Strategic Plan is a roadmap to achieving this economic vision for a town, city, county, or region, typically in a 5- to 10-year time horizon.

- Establish a baseline against which to assess Sandy's economy by profiling the socio-economic characteristics of the City over time, and compared to the County, region, nation and / or peer cities.
- Identify & convene partners & stakeholders in Sandy's economic future and negotiates roles, capacities, and coordination.
- Articulate a diverse, sustainable, equitable and place-based vision for Sandy's economic future and establishes a roadmap for how to achieve it.

- Signal intention on the part of the City and its partners regarding economic policy to provide assurance to potential investors & developers.
- Facilitate implementation by identifying priority actions to develop near-term momentum and excitement for mid- and longer-term interventions.

## Process

The creation of Sandy's Economic Development Strategic Plan relied on data collection and analysis and robust outreach to stakeholders and the community at large. Key components of this process include the following:

- Economic Development Advisory Board Meetings.
- Technical Assistance Committee Meetings.
- Future Fest Open House.

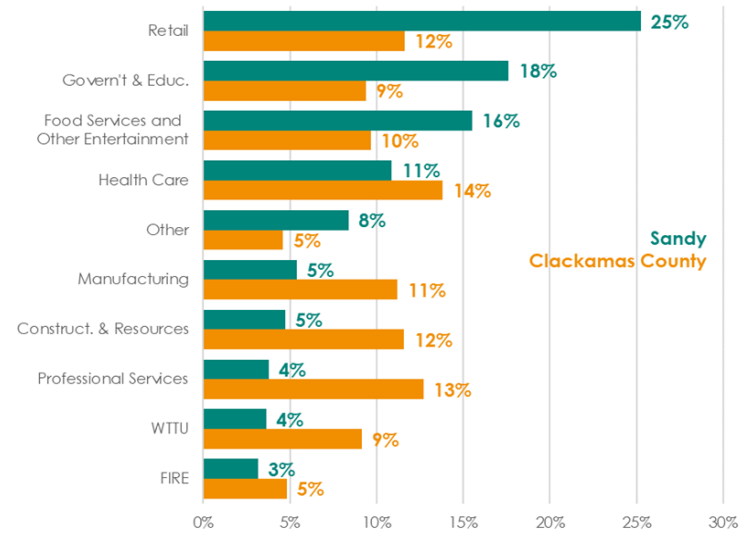
# Context

Supplemental information to the Economic Opportunity Analysis (EOA) was developed that highlights historic and projected population and economic trends, analysis of current jobs and employment, an assessment of conditions and trends of Sandy's resident workforce, housing, and COVID-19 impacts.

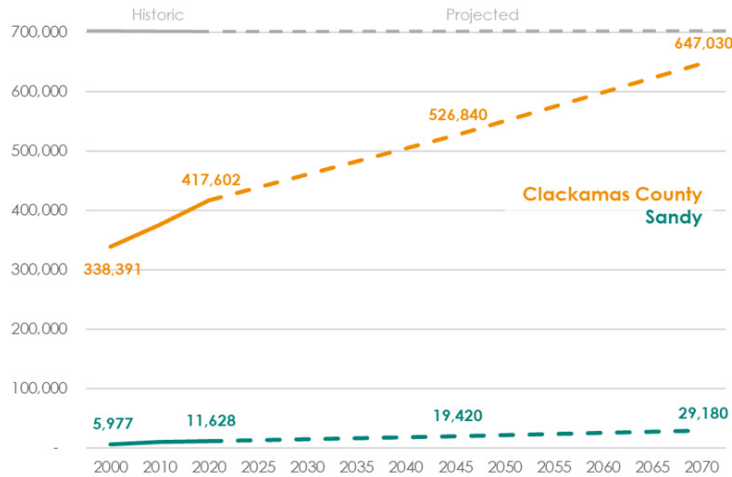


**SANDY'S LARGEST INDUSTRY IS RETAIL, WHICH ACCOUNTS FOR ONE-QUARTER OF ALL JOBS.**

Share of Jobs by Industry, City of Sandy and Clackamas County, 2019 (LEHD)



Observed and Forecasted Population, City of Sandy and Clackamas County, 2000-2070 (PSU)



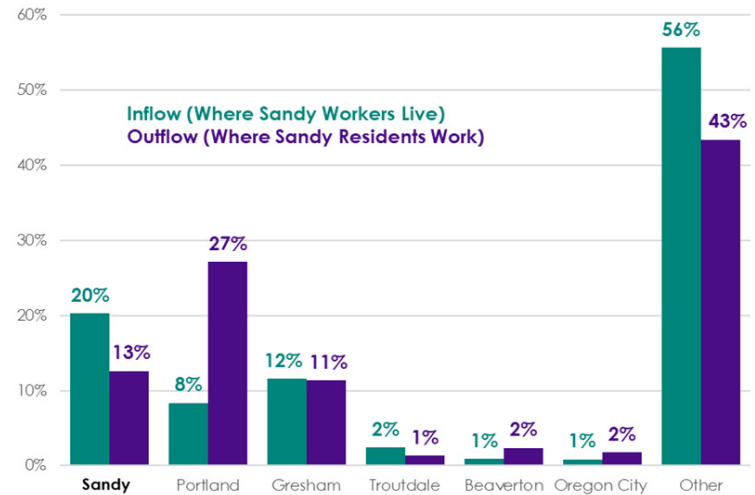
**SANDY WILL DOUBLE ITS POPULATION BY 2050 AND REACH A POPULATION OF 29,180 BY 2070. IT IS ESTIMATED TO ADD BETWEEN 2,000 AND 2,500 NEW JOBS AND CLOSE TO 3,000 NEW PEOPLE BY 2043.**



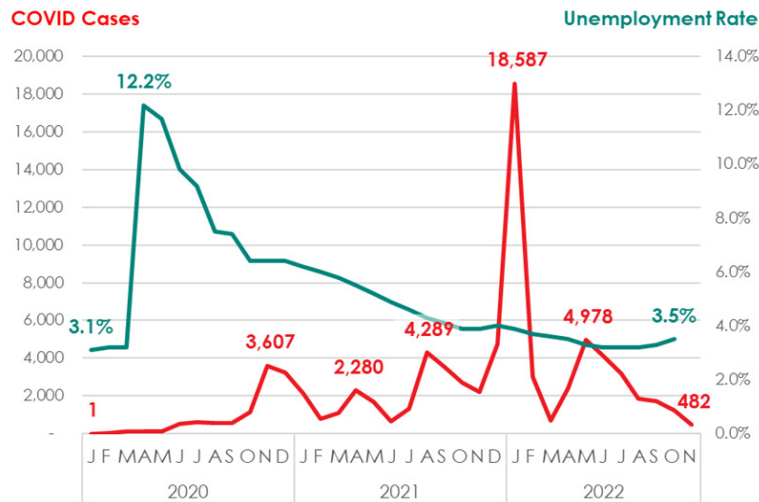


**OVER A QUARTER OF SANDY'S RESIDENTS COMMUTE TO WORK IN PORTLAND (27%), WHILE A SMALLER PORTION REMAIN IN SANDY (13%) OR COMMUTE TO GRESHAM (11%).**

Top Destinations and Origins for Commuters, City of Sandy, 2019 (LEHD)



Unemployment Rate and Positive COVID-19 Tests by Week, Clackamas County, 1/20-11/22 (Oregon Health)



**UNEMPLOYMENT IN CLACKAMAS COUNTY RETURNED TO NEAR PRE-PANDEMIC LEVELS IN LATE 2022 AS COVID CASES SPIKED AND THEN DECREASED TO BELOW SUMMER 2020 LEVELS.**



# **CHAPTER 3**

## Goals, Strategies & Actions

# Navigating this Document

The following section presents the Goals, Strategies, and Actions aimed at growing a sustainable and inclusive economy for Sandy. The following example illustrates how this section of the Strategic Plan is organized.

The plan contains 6 Goals around which the strategies and actions are organized. Goals are color-coded for easy identification.

Individual Strategies correspond to each goal with like colors. Strategies represent a cohesive approach to achieving a goal and consist of a number of specific, inter-related Actions.

Actions are where the rubber hits the road in this plan. Specific, implementable tactical measures are highlighted and organized numerically.

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

**Strategy 3.1: Support and identify opportunities for business expansion among strong base of metals fabrication industries**

**Action 3.1.1** Establish an informal quarterly forum for area metal fabrication businesses to share industry-specific retention and expansion needs.

**Strategy 3.2: Carve a niche in subsectors of metals fabrication specific to outdoor equipment and tool manufacturing**

**Action 3.2.1** Collaborate with the private sector and other regional economic development organizations to host a summit or convention in Sandy for local metal fabrication and related businesses to opportunities in outdoor equipment and tool manufacturing.

**Action 3.2.2** Identify opportunity sites for both expansion and recruitment of metals fabrication and outdoor tool manufacturing and equipment providers that responds to notable land constraints in the Economic Opportunity Analysis.

**Action 3.2.3** Establish marketing to support alignment between area metal fabrication industries and outdoor gear and apparel.

chapter 3 | Goals, Strategies, and Actions 19

## 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

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

## Strategy 1.1 Improve access to health care, child care, job training, and assistance programs

- Action 1.1.1** Communicate Sandy's anticipated needs and advocate for expansion of local health care facilities that ensure health services, with a specific focus on 24/7 urgent care.
- Action 1.1.2** Conduct outreach to the City of McMinnville, Sherman and White River health districts (or others as appropriate) to identify and implement best practices in expanding health care services in non-metropolitan settings.
- Action 1.1.3** Work with local healthcare providers to support and communicate resources available to attract qualified workers to Sandy, including onboarding, coaching & mentoring, and supportive services like childcare; position Sandy as a traveling nurse destination for skiers, climbers, mountain bikers, etc.
- Action 1.1.4** Expand accessible and affordable child care facilities to increase available workforce for local businesses and ensure greater economic mobility for working families.



## Strategy 1.2: Expand Job training and wraparound services for youth and disadvantaged workers

**Action 1.2.1** Expand on job training, financial guidance, and assistance programs to remove barriers to economic opportunity for youth and other priority communities.

**Action 1.2.2** Enhance the career path into metal fabrication sectors by investigating the feasibility of a program with US Metal Works, Northwest Technologies, and / or other metal fab firms in and around Sandy, and Sandy High School and Mount Hood Community College to route middle and high school students to metal fab training, apprenticeships, and jobs.

**Action 1.2.3** Tailor youth and adult workforce training to skills and workforce gaps among nearby health service providers and low-barrier industries that support service needs in Sandy that can create career pathways for local youth and disadvantaged workers.

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

### **Strategy 2.1: Foster entrepreneurship and drive new business creation**

**Action 2.1.1** Develop "third place" options or programs, such as city-sponsored meet-ups, for entrepreneurs to connect and share information.

**Action 2.1.2** Expand link between areas schools and advanced technology and business management training programs.

### **Strategy 2.2: Invest in broader awareness and utility of SandyNet and other resources and amenities that support and attract home-based workforce**

**Action 2.2.1** Assess conditions or "audit" SandyNet as a resource in business and talent attraction to make Sandy a destination for telecommuters to live in. Identify gaps, upgrades, and opportunities for expansion in new development areas.

**Action 2.2.2** Identify partnerships with economic development partners in East Clackamas County and the Greater Portland region to develop and distribute marketing collateral communicating the benefits of SandyNet to remote workers and other target audiences.

**Action 2.2.3** Identify essential amenities and resource needs to ensure Sandy can retain and attract Oregon's growing workforce that is remote, home-based.

# goal 3

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

## Strategy 3.1: Support and identify opportunities for business expansion among strong base of metals fabrication industries

**Action 3.1.1** Establish an informal quarterly forum for area metal fabrication businesses to share industry-specific retention and expansion needs.

## Strategy 3.2: Carve a niche in subsectors of metals fabrication specific to outdoor equipment and tool manufacturing

**Action 3.2.1** Collaborate with the private sector and other regional economic development organizations to host a summit or convention in Sandy for local metal fabrication and related businesses to opportunities in outdoor equipment and tool manufacturing.

**Action 3.2.2** Identify opportunity sites for both expansion and recruitment of metals fabrication and outdoor tool manufacturing and equipment providers within the urban growth boundary (UGB) that may be available via annexation in the future.

**Action 3.2.3** Establish marketing to support alignment between area metal fabrication industries and outdoor gear and apparel.

# goal 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.

## **Strategy 4.1: Leverage proximity to nearby produce growers and Fruit Loop to expand cold storage and processing industry**

**Action 4.1.1** Identify existing retention and expansion needs among area food processing, produce, and / or cold storage industry activities – especially those paying higher wages or having higher local employment densities – and identify any gaps or opportunities associated with sites in commercially-zoned areas of new development.

## **Strategy 4.2: Expand on Sandy's innovative outlets for food service providers**

**Action 4.2.1** Establish a forum for local food service provider businesses to identify key opportunities for contracting with the City, other business expansion activities, and B2B intersects.

**Action 4.2.2** Establish alignment between specialty food and beverage entrepreneurs and broader food processing and storage industries associated with nearby produce suppliers and food facilities in nearby areas as well as industrial areas in Troutdale and other parts of Columbia Corridor.

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

## Strategy 5.1: Identify and market opportunity sites for expansion of lodging and supportive retail connected to Mt. Hood vicinity opportunities

**Action 5.1.1** Identify key gaps in lodging options within the Mt. Hood vicinity and investigate feasibility of locating larger scale lodging in expansion areas and smaller, boutique lodging experiences on infill sites within downtown Sandy and Pleasant Street Master Plan area.

**Action 5.1.2** Establish connections with hotel, lodging providers locally and regionally to identify distinct needs (including Mt. Hood Express connections to winter sports and mountain biking destinations) associated with securing specific lodging types on specific opportunity sites.

## Strategy 5.2: Establish Sandy as the most active and vibrant basecamp for Mt. Hood area adventures

**Action 5.2.1** Make improvements to lodging, entertainment, food and beverage options that cater to interests and preferences of Mt. Hood visitors that are not met in nearby vicinity.

**Action 5.2.2** Continue to invest in downtown walkability with sidewalk and streetscape improvements as part of Pleasant Street Master Plan to ensure safety and community improvement for residents and approachability for outside visitors.

**Action 5.2.3** Support and highlight ODOT's Transit Vision Around the Mountain work underway to strengthen transit network connections linking the area's outdoor recreation destinations, including Mt. Hood, the Columbia Gorge, and ski resorts in Clackamas and Hood River Counties.

**Action 5.2.4**

Establish stronger presence of marketing specific to Sandy's recreation and accommodation assets to support build out planned community and tourism assets around Sandy (downtown park, Sandy River Park improvements, Pleasant Street, and Sandy Community Campus).

### Strategy 5.3: Expand on local recreation opportunities to establish Sandy as its own destination for area outdoor adventurers

**Action 5.3.1**

In alignment with the Parks Master Plan, identify and pursue opportunities to expand, designate, market, or otherwise improve local bikeways.

**Action 5.3.2**

Connect biking routes from Sandy to the Marmot Dam, Sandy Ridge and Government Camp. Invest in signage and facility improvements for a long-distance bikeway route off of US26 between downtown Sandy, Sandy Ridge, and extending to other trails and bikeway destinations (where appropriate) to improve access for cyclists and encourage extended visitation in Sandy.

**Action 5.3.3**

Improve signage and marketing of Meinig Memorial Park and Mt. Hood Scenic Byway - Jonsrud Viewpoint to leverage it more fully as a tourist attraction.

**Action 5.3.4**

Implement existing plans to establish downtown park, bicycle recreation assets, and formalize the entrypoint to Sandy River Park as part of parks development proposals.

**Action 5.3.5**

Connect Tickle Creek Trail to Cazadero Trail and other extensions to regional trails.

**Action 5.3.6**

Explore completion of a proposed trail system that may include formal pathway construction as well as informal, sidewalk trail extensions to form an 8-10-mile loop around the city that can be marketed as a connecting network between existing park and trail assets.

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

## Strategy 6.1: Leverage undeveloped areas to support larger retail business expansion

- Action 6.1.1** Secure large, anchor retail business to the 362nd and Bell St. area, or otherwise align recruitment activities with long term plans for the area.
- Action 6.1.2** Commission a new retail market analysis to determine specific targets appropriate for the expansion of Sandy's retail business sector with focus on Pleasant Street and newly developing areas.
- Action 6.1.2** Assess feasibility of recruitment of major outdoor equipment or apparel establishment to align with sub-sector development for outdoor tool and equipment manufacturing with a focus on areas of Sandy expected to redevelop in the near future.

## Strategy 6.2: Expand small downtown retail opportunities as part of Pleasant Street Master Plan and infill of underutilized sites

- Action 6.2.1** Leverage underutilized sites (including Muff property on Pleasant and Strauss, old lumberyard property, and current Sandy Community Campus site) and development proposals as part of Pleasant Street Master Plan to support expansion of existing retailers and recruitment of smaller scale retailers in region seeking to expand.

## **Strategy 6.3: Focus business attraction on experiential retail and retail options that can sidestep competition with online shopping**

### **Action 6.3.1**

Targeted recruitment of retail businesses based on demand in Sandy and nearby Estacada, Molalla and other E. Clackamas County communities.



# CHAPTER 4

## Implementation

# 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)

**1.2** | Expand Job training and wraparound services for youth and disadvantaged workers

<b>1.2.1</b>	Job training, financial guidance, and assistance programs	Oregon Trail School District	AntFarm Youth Services, Sandy Area Chamber of Commerce, City of Sandy	Medium
<b>1.2.2</b>	Enhance the career path into metals fabrication	Oregon Trail School District	City of Sandy, Mt. Hood and Clackamas Community Colleges, local metals fabrication businesses	High
<b>1.2.3</b>	Tailor workforce training to skills and workforce gaps	Mt. Hood Community College, health care providers such as: Adventist Health Portland, Legacy Medical Group, Sandy Health Center, El Hospital Del Calzado, Providence, Kaiser Permanente	Oregon Trail School District and City of Sandy	High

## 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 techand 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
2.2.3	Essential amenities and resources to retain a remote, home-based workforce	City of Sandy	SACC, GPI and economic development partners.	Medium

## 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)

### 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)

## 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.

<b>4.1</b>	Leverage proximity to nearby produce growers and Fruit Loop to expand cold storage and processing industry			
<b>4.1.1</b>	Opportunities and needs of food processing, produce, and cold storage	City of Sandy	Everfresh Fruit Company administration	Medium
<b>4.2</b>	Expand on Sandy's innovative outlets for food service providers			
<b>4.2.1</b>	Forum for local food service provider businesses	SACC, Oregon Restaurant and Lodging Association (ORLA)	City of Sandy, Sandy Area Chamber of Commerce	Medium
<b>4.2.2</b>	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)

## 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
<b>5.1.1</b> Gaps in lodging options	City of Sandy, SACC	Existing and prospective lodging businesses	High
<b>5.1.2</b> Build connections to identify distinct needs	City of Sandy, SACC	Hoteliers, hiking and mountain biking groups	Medium
<b>5.2</b> Establish Sandy as the most active and vibrant basecamp for Mt. Hood area adventures			
<b>5.2.1</b> Improve hospitality options	City of Sandy, SACC	Existing and prospective lodging businesses	Medium
<b>5.2.2</b> Invest in downtown walkability	City of Sandy	ODOT, City of Sandy Development Services Department	High
<b>5.2.3</b> 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
<b>5.2.4</b> 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)

**5.3** | Expand on local recreation opportunities to establish Sandy as its own destination for area outdoor adventurers

<b>5.3.1</b>	Expand local bikeways	City of Sandy, City of Sandy Parks & Recreation Dept	Oregon Metro, ODOT	Medium
<b>5.3.2</b>	Bike route connectivity	City of Sandy, City of Sandy Parks & Recreation Dept	Bureau of Land Management, Clackamas County (Tourism and Economic Development)	Medium
<b>5.3.3</b>	Meinig and Jonsrud Viewpoint marketing	City of Sandy, City of Sandy Parks & Recreation Dept	PGE, Travel Oregon	Low
<b>5.3.4</b>	Implement existing multi-modal transit plans	City of Sandy, City of Sandy Parks & Recreation Dept	Partner agencies and funding partners	High
<b>5.3.5</b>	Connect Tickle Creek Trail to Cazadero Trail	City of Sandy, City of Sandy Parks & Recreation Dept, Clackamas County Tourism & Cultural Affairs	Metro, City of Sandy Parks & Recreation Department	Medium
<b>5.3.6</b>	Sandy Hiking Loop extension	City of Sandy, City of Sandy Parks & Recreation Dept	City of Sandy Parks & Recreation Department	Medium



## 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)



# CITY OF SANDY ECONOMIC DEVELOPMENT ADVISORY BOARD

COMMERCIAL DEVELOPMENT IN SANDY  
2022 YEAR IN REVIEW

## NEW RETAIL & SERVICE BUSINESSES

(EXCLUDES FOOD CARTS)

IN 2022, THE FOLLOWING BUSINESSES OPENED BRAND NEW LOCATIONS IN SANDY:

\* - **Free Up Storage** and **Mount Hood Senior Living** were the only two commercial construction projects in Sandy completed in 2022 that did not utilize urban renewal grant funds.

Domino's Pizza

Mary Forrest Farmer's Insurance Agency

Clear Choice Dermatology

**Free Up Storage\***

Axis Range

Restore Hub

Lennox Jai Boutique

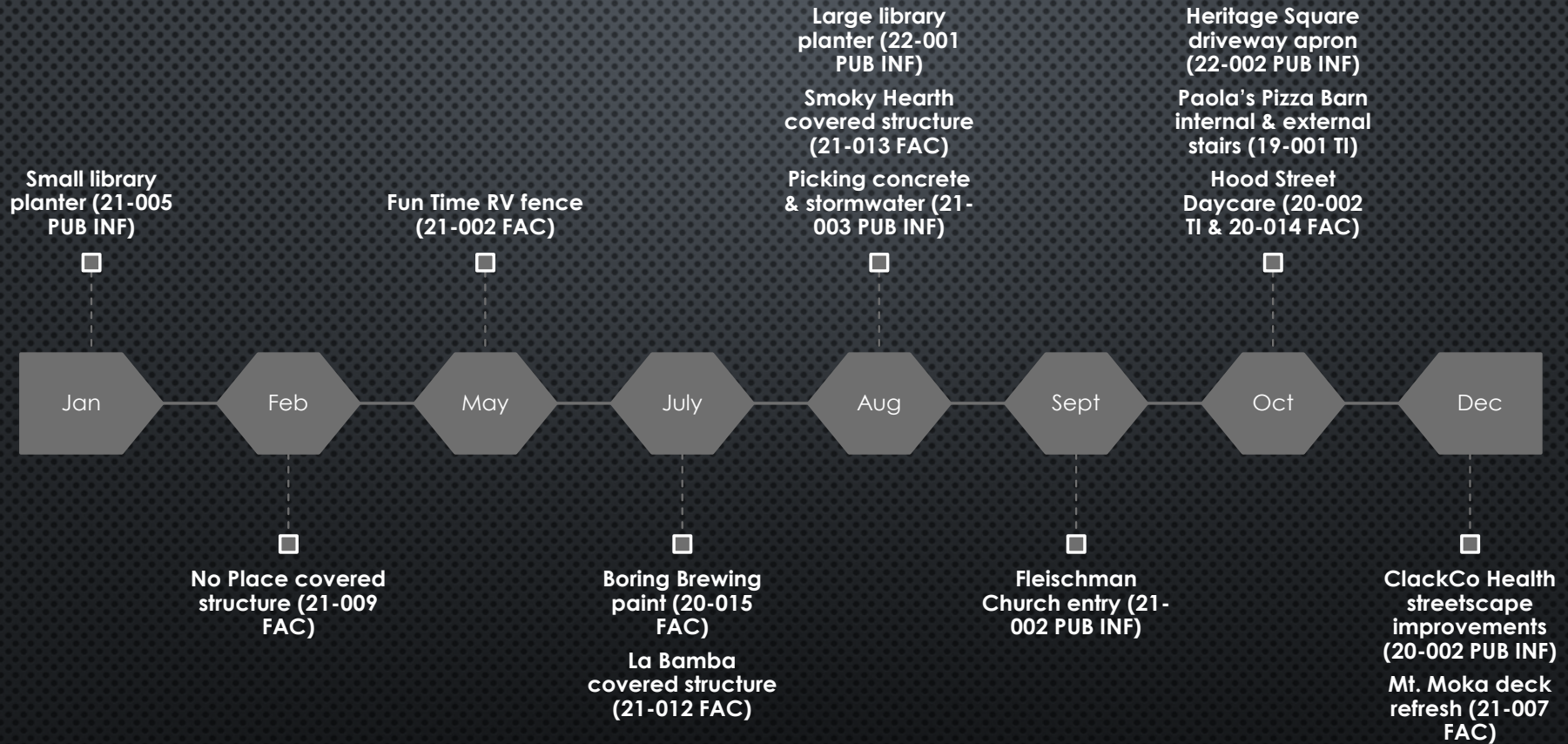
**Mt. Hood Senior Living\***

OnPoint Credit Union

### Coming in 2023:

- **Nya's Cakes** (January)
- **Just Rum** (January)
- **Sandbar BBQ** (March)
- **Shop Girl Consignment - Sandy** (April)

# 14 URBAN RENEWAL GRANT PROJECTS IN 2022



# 2022 FAÇADE & TENANT IMPROVEMENT PROJECTS

IN PICTURES



## 21-009 FAC: NO PLACE SALOON COVERED STRUCTURE

TOTAL PROJECT COST: \$67,249 – CITY CONTRIBUTION: \$53,799 – COMPLETED: FEBRUARY 2022



## 21-002 FAC: FUN TIME RV FENCE STONE WRAP

TOTAL PROJECT COST: \$23,725 – CITY CONTRIBUTION: \$13,363 – COMPLETED: MAY 2022





## 20-015 FAC: BORING BREWING PAINT

TOTAL PROJECT COST: \$7,500 – CITY CONTRIBUTION: \$5,250 – COMPLETED: JULY 2022



## 21-012 FAC: LA BAMBA COVERED STRUCTURE

TOTAL PROJECT COST: \$105,695 — CITY CONTRIBUTION: \$80,000 — COMPLETED: JULY 2022



## 21-013 FAC: SMOKY HEARTH COVERED STRUCTURE

TOTAL PROJECT COST: \$100,786 – CITY CONTRIBUTION: \$80,000 – COMPLETED: AUGUST 2022



## 19-001 TI PAOLA'S PIZZA BARN INTERNAL/EXTERNAL STAIRS

TOTAL PROJECT COST: \$49,900 – CITY CONTRIBUTION: \$36,285 – COMPLETED: OCTOBER 2022



## 20-002 TI & 20-014 FAC: HOOD STREET DAYCARE

TOTAL PROJECT COST: \$850,000 -- CITY CONTRIBUTION: \$71,500 -- COMPLETED: OCTOBER 2022



## 21-007 FAC MTN MOKA DECK REPLACEMENT

TOTAL PROJECT COST: \$26,225 – CITY CONTRIBUTION: \$14,613 – COMPLETED: DECEMBER 2022

# 2022 PUBLIC INFRASTRUCTURE PROJECTS

IN PICTURES



## 21-005 PUB INF SMALL LIBRARY PLANTER

TOTAL PROJECT COST: \$7,825 – CITY CONTRIBUTION: \$7,825 – COMPLETED: JANUARY 2022





## 22-001 PUB INF LARGE LIBRARY PLANTER

TOTAL PROJECT COST: \$17,125 – CITY CONTRIBUTION: 17,125 – COMPLETED: AUGUST 2022

## **21-003 PUB INF: Mountain Moka Building**

### **Repair concrete & stormwater issues**

Issues to correct:

- I. Fill in 40' gravel strip on east side of building with concrete
- II. Route downspout on NE corner of building to curb weephole
- III. Replace broken sidewalk panel & reset weephole pipe to remove ADA trip hazard

21-003 PUB INF PICKING CONCRETE/STORMWATER

TOTAL PROJECT COST: \$7,653 – CITY CONTRIBUTION: \$5,327 – COMPLETED: AUGUST 2022



## 21-002 PUB INF FLEISCHMAN CHURCH ENTRY

TOTAL PROJECT COST: \$32,200 — CITY CONTRIBUTION: \$13,450 — COMPLETED: SEPTEMBER 2022



## 22-002 PUB INF HERITAGE SQUARE DRIVEWAY APRON

TOTAL PROJECT COST: \$8,276 – CITY CONTRIBUTION: \$8,276 – COMPLETED: OCTOBER 2022



## 20-002 PUB INF CLACKCO SANDY CLINIC – STREETSCAPE WORK

TOTAL PROJECT COST: \$4,738,515 – CITY CONTRIBUTION: \$7,000 – COMPLETED: DECEMBER 2022

## FACADE/TI PROJECTS COMPLETED IN 2022

Project	Total project expense	UR contribution
21-009 FAC No Place covered structure	\$67,249	\$53,799
21-002 FAC Fun Time RV fence wrap	\$23,725	\$13,363
20-015 FAC Boring Brewing paint	\$7,500	\$5,250
21-012 FAC La Bamba covered structure	\$105,695	\$80,000
21-013 FAC Smoky Hearth covered structure	\$100,786	\$80,000
19-001 TI Paola's Pizza Barn internal/external stairs	\$49,900	\$36,285
20-002 TI & 20-014 FAC Hood St Daycare	\$850,000	\$71,500
21-007 FAC Mtn Moka deck refresh	\$26,225	\$14,613
<b>Totals</b>		<b>\$354,810</b>

## PUBLIC INFRASTRUCTURE PROJECTS COMPLETED IN 2022

Project	Total project expense	UR contribution
21-005 PUB INF Small library planter	\$7,825	\$7,825
22-001 PUB INF Large library planter	\$17,125	\$17,125
21-003 PUB INF Picking concrete/stormwater	\$7,653	\$5,327
21-002 PUB INF Fleischman church entry	\$32,200	\$13,450
22-002 PUB INF Heritage Square driveway apron	\$8,276	\$8,276
20-002 PUB INF ClackCo Sandy Clinic	\$4,738,515	\$7,000
<b>Public Infrastructure grant total 2022:</b>		<b>\$59,003</b>
<b>Façade/TI grant total 2022:</b>		<b>\$354,810</b>
<b>Grand total – UR grant project expenditures</b>		<b>\$413,813</b>



THANK YOU!

WE ARE LOOKING FORWARD TO SEEING EVEN MORE COMMERCIAL DEVELOPMENT IN SANDY IN 2023