



# GOVERNANCE AND GROWTH MANAGEMENT

*In 2050, Sandy is home to desirable neighborhoods and a strong workforce. Thriving commercial and industrial districts provide balanced employment opportunities at all levels. A variety of businesses meet the daily needs of residents and contribute to Sandy's sense of place. A strong tourism industry provides opportunities for businesses and supports the local economy. Sandy's workers have access to a variety of housing choices that allow residents to move in, move up or age in place, ensuring families can live, work, and thrive in Sandy across multiple generations. Balanced housing choices contribute to safe, walkable, family-friendly neighborhoods that connect residents to nearby parks, trails, businesses, and key destinations.*

## URBANIZATION

**Goal 1: Promote efficient development within Sandy's Urban Growth Boundary (UGB) to accommodate long-range population and employment growth, minimize the cost of providing public services and infrastructure, and protect resource land.**

- Policy 1.1 Periodically evaluate and update the City's 20-year land supply to meet short term and long-term employment, housing, park, and infrastructure needs.
- Policy 1.2 Maintain Sandy's designated Urban Reserve Area (URA) to guide longer-term development and to be considered for inclusion within the UGB when land needs are identified that cannot be accommodated with zone changes inside the existing UGB.
- Policy 1.3 Facilitate infill development of vacant or underutilized land within the UGB consistent with Comprehensive Plan land use designations.

- Policy 1.4 Direct urban growth and land annexation in a generally contiguous, orderly, and coordinated manner that is consistent with the City's ability to maintain and extend cost-effective and resilient public services and facilities.
- Policy 1.5 Consider infrastructure capacity and costs, including ongoing maintenance and the redundancy of facilities, when balancing infill and redevelopment opportunities with the potential need for land annexation or a UGB expansion.
- Policy 1.6 Prior to annexation, require areas with 20 or more acres of contiguous land to complete community-level plans, like concept plans, master plans, and specific area plans, to designate and integrate specific land uses and transportation elements through broad local community engagement.
- Policy 1.7 Consider the needs of parks and open space and natural hazards, specifically wildfire and flooding risks, when evaluating the capacity of Sandy's UGB and UGR.
- Policy 1.8 Advance resource efficiency, renewable energy, and reduction of nonrenewable energy use when areas are urbanized or are being redeveloped at higher densities.

**Goal 2: Engage in good governance by coordinating with local, regional and statewide agencies and partners to provide services commensurate with urban growth.**

- Policy 2.1 Maintain a Comprehensive Plan and associated implementation tools, consistent with the Oregon Statewide Planning Goals, and applicable state and federal regulations.
- Policy 2.2 Exercise home rule authority in matters of local concern to the fullest extent allowed by state rules and legislation.
- Policy 2.3 As required by State policy, work with the State of Oregon to develop strategies that encourage the production of housing without negatively impacting infrastructure in Sandy.
- Policy 2.4 Pursue cooperative agreements with other governmental agencies to facilitate the implementation of the Comprehensive Plan and as a mechanism to jointly or cooperatively plan, finance, construct, and/or administer related projects.

- Policy 2.5 Refine and update procedures established by the Urban Growth Management Agreement (UGMA) with Clackamas County, to coordinate the management of unincorporated lands within the UGB and URA.
- Policy 2.6 As established by the UGMA, maintain the City's lead role in designating planned land uses and densities and coordinating public facility planning for incorporated and unincorporated lands within the UGB and URA.
- Policy 2.7 As established by the UGMA, maintain the County's lead role in applying county zoning and processing land use applications for unincorporated lands within the UGB and URA until annexation to the City of Sandy.
- Policy 2.8 Preserve and protect the rural and natural character of the Highway 26 Green Corridor that separates Sandy from the Portland Metro Area through the existing agreement with Clackamas County, Metro, and ODOT.
- Policy 2.9 Monitor and evaluate police, fire, and emergency management resources to ensure service levels are commensurate with the city's population and maintain a high level of public health, safety, and community preparedness.

## **ECONOMIC DEVELOPMENT**

### **Goal 1: Provide opportunities for a diverse range of businesses to thrive in Sandy, ensuring broader access to economic opportunity and maintaining Sandy's high quality of life consistent with the Economic Development Strategic Plan.**

- Policy 1.1 Coordinate economic development efforts with other jurisdictions and agencies such as Clackamas County, the Port of Portland, the Oregon Economic Development Department, Travel Oregon, and the Oregon Department of Transportation to identify and support expansion of existing industries and attraction of new industries to the community.
- Policy 1.2 Foster entrepreneurship and new business creation by leveraging investments in technology, strengthening

- economic development partnerships, and connecting businesses to resources.
- Policy 1.3 Attract businesses offering jobs that pay higher than Clackamas County's average wage, to provide opportunities for people to live and work in Sandy, focusing on industries such as metals fabrication, outdoor tools manufacturing, and related professional services.
- Policy 1.4 Partner with local and regional organizations such as Mount Hood Community College, Clackamas Community College, AntFarm Youth Services, Oregon Trail School District, and Clackamas Workforce Partnership to support workforce development, especially for youth and disadvantaged workers, aligning with Sandy's economic development goals and the needs of local businesses.
- Policy 1.5 Promote access to healthcare, childcare, job training, and support systems for Sandy residents.

### ***Commercial***

#### **Goal 2: Foster vibrant commercial zones with a mix of retail options that serve the needs of regional residents and enhance destination appeal.**

- Policy 2.1 Invest in the development of a lively, walkable downtown to support a mixture of professional services, hospitality and food services, and retail uses.
- Policy 2.2 Support and encourage infill and redevelopment, particularly in downtown along Pioneer Boulevard, Proctor Boulevard, and Pleasant Street, as a way to use land and existing infrastructure more efficiently.
- Policy 2.3 Use large undeveloped commercial areas to support a range of retail businesses, with an emphasis on ensuring the availability of space for large retailers integrated with smaller commercial uses.
- Policy 2.4 Encourage and support a variety of retail, restaurant, lodging, and recreational services to draw visitors and enhance community well-being for residents through strategic investments in hospitality, place-based tourism, and community development.
- Policy 2.5 Monitor land development and update the buildable lands inventory on a regular basis to ensure that there is enough vacant commercial land to accommodate expected growth.

## ***Industrial***

### **Goal 3: Promote sustainable and non-polluting industrial growth that diversifies Sandy's economic base, supports high-wage job creation, and cultivates innovation.**

- Policy 3.1 Ensure that Sandy has sufficient industrial land to provide industrial growth opportunities, with a variety of characteristics and sizes and with adequate access to transportation and utility facilities, but avoiding conflicts with incompatible adjacent uses.
- Policy 3.2 Preserve and protect industrial lands in locations with direct access to the highway, particularly parcels 10 acres and larger, so that this land is more likely to be used for traded-sector industrial uses. Limit commercial development in industrial areas to uses which are clearly ancillary and subordinate to industrial development.
- Policy 3.3 Work with economic development partners to support the development of metals fabrication and related industries in Sandy and to establish Sandy as a hub for metals fabrication.
- Policy 3.4 Encourage collaboration between businesses and innovators in specialty food and beverage industries to strengthen Sandy's food storage and processing sector.
- Policy 3.5 Monitor industrial land development and update the buildable lands inventory on a regular basis to ensure that there is enough vacant industrial land to accommodate expected growth.

## ***Infrastructure***

### **Goal 4: Ensure that Sandy has sufficient infrastructure capacity to support a variety of employment opportunities, ensuring that land can be developed within a reasonable time period.**

- Policy 4.1 Coordinate capital improvement planning with economic development planning to ensure infrastructure availability to employment lands.
- Policy 4.2 Coordinate with providers of infrastructure not provided by the City, such as electricity and natural gas, to ensure service is available when needed.
- Policy 4.3 Invest in SandyNet and other resources and infrastructure that support and attract a home-based workforce.

## HOUSING

**Goal 1: Maintain an adequate supply of developable land to allow for the development of a balance of diverse housing types, providing opportunities for people to live and work in Sandy and meet the forecast of population growth over the next 20 years.**

- Policy 1.1 Ensure that there is sufficient land in each residential plan designation to meet the land needs identified in the Housing Capacity Analysis, as required by Statewide Planning Goal 10.
- Policy 1.2 Continue to meet State requirements for supporting housing development while maintaining a balance of densities.
- Policy 1.3 Ensure there are opportunities for public input on proposed housing development, as required by Statewide Planning Goal 1.
- Policy 1.4 Allow for development of a range of housing types both for ownership and rental, that allow people to live and work in Sandy.
- Policy 1.5 As required by State legislation, identify barriers to private sector housing development for a range of housing types, including affordable housing, and develop policies to reduce development barriers.
- Policy 1.6 Coordinate capital improvements and funding with housing planning to ensure infrastructure availability to residential land.
- Policy 1.7 Implement public-private development agreements to recover initial costs of infrastructure and maintenance obligations, when appropriate.

**Goal 2: Provide residential districts that allow diverse housing types, including opportunities for mixed-use development.**

- Policy 2.1 As required by State legislation, identify, and remove barriers to developing needed housing types according to where they are allowed.

- Policy 2.2 Maintain mixed-use village plan designations at Bornstedt Village and at Highway 26 / Dubarko Road, with development around a commercial center or other focal point and residential densities that generally decrease with distance from the commercial center.
- Policy 2.3 Reclassify the mixed-use village plan designation at Kelso Road / Bluff Road to eliminate commercial and promote additional housing.
- Policy 2.4 Locate multifamily housing near commercial development, schools, and planned transit routes to reduce automobile travel.
- Policy 2.5 Ensure that permitted housing types are appropriately related to site conditions, including slopes, potential hazards, and natural resources.

**Goal 3: Provide opportunities for and support development of housing at prices that meet the needs of current and future residents of Sandy.**

- Policy 3.1 Consistent with State requirements, identify barriers to development of both income-restricted affordable housing and middle-income affordable housing and develop policies to reduce development barriers.
- Policy 3.2 Maintain a balance of low, medium, and high-density zones to provide housing at a range of costs and allow for housing choice.
- Policy 3.3 Support development of income-restricted housing through partnering with Clackamas County Housing Authority, and other non-profit or for-profit developers of low-income affordable housing.
- Policy 3.4 Identify approaches to support development of affordable housing by using tools that reduce development or operational costs as part of the state required Housing Production Strategy.

## **LAND USE PLANNING**

### **Goal 1: Maintain a process and policy framework for land use planning and ensure an adequate factual base for land use decisions and actions.**

- Policy 1.1 Provide a technical foundation that documents and evaluates existing conditions, such as analyses and inventories related to economic development, housing, and natural resources, in order to inform and refine Comprehensive Plan policies and provide a foundation for future updates.
- Policy 1.2 Periodically update City Master Plans and Zoning Map to respond to current and future conditions and ensure alignment with the Comprehensive Plan.
- Policy 1.3 Ensure that land use and plan administration procedures consider relevant agreements with other local jurisdictions and plans by other local jurisdictions, and comply with regional, state, and federal plans and regulations.
- Policy 1.4 Periodically update Comprehensive Plan policies to account for changes in public policy, community priorities, state and federal law, and demographic, environmental, economic, natural hazard, or other conditions in order to ensure that the Plan is an accurate and effective guide for future growth.
- Policy 1.5 Periodically review and revise the Development Code to ensure that the City is able to implement new best practices in construction, and that code provisions are adequate to address the goals and policies of the City Master Plans and Comprehensive Plan.
- Policy 1.6 Effectively communicate and engage partner organizations, residents, property owners, and businesses when revising the Comprehensive Plan and Development Code.
- Policy 1.7 Ensure the City Council considers the Comprehensive Plan goals and policies during its annual goal setting process and during budgeting and other policy-making processes.