



# Economic Development Strategic Plan

**SANDY**  
**OREGON**

March 2023

where innovation meets elevation

EXHIBIT A

# ACKNOWLEDGEMENTS

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

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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 long-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.

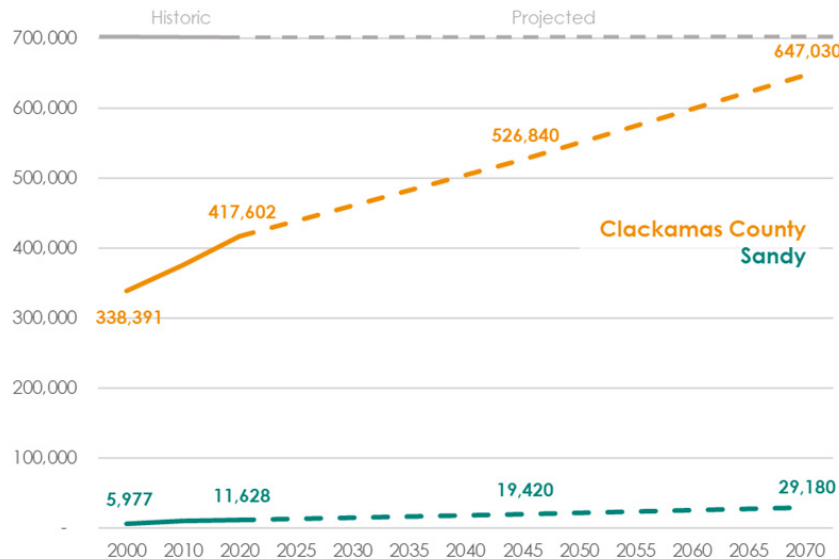
# Context

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.

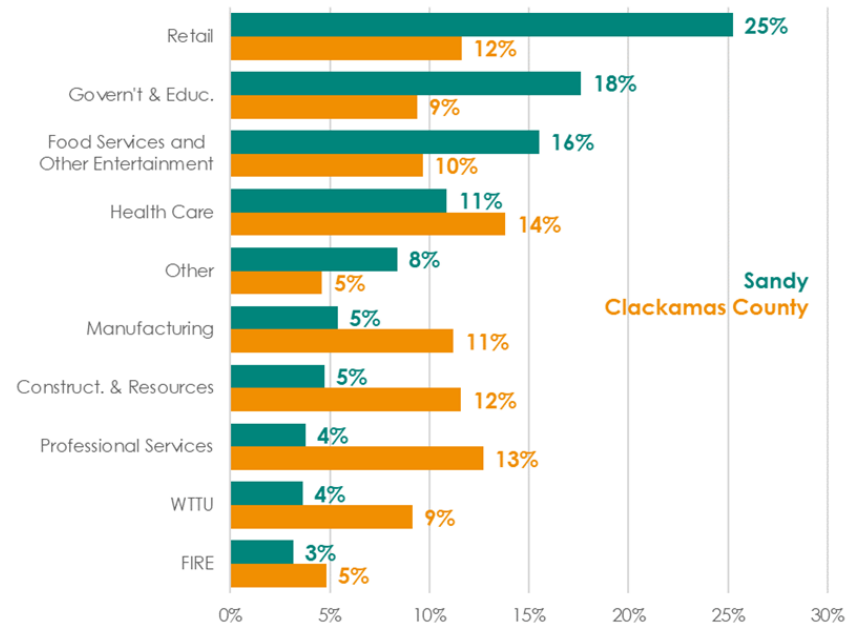


**SANDY'S LARGEST INDUSTRY IS RETAIL, WHICH ACCOUNTS FOR ONE-QUARTER OF ALL JOBS.**

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



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



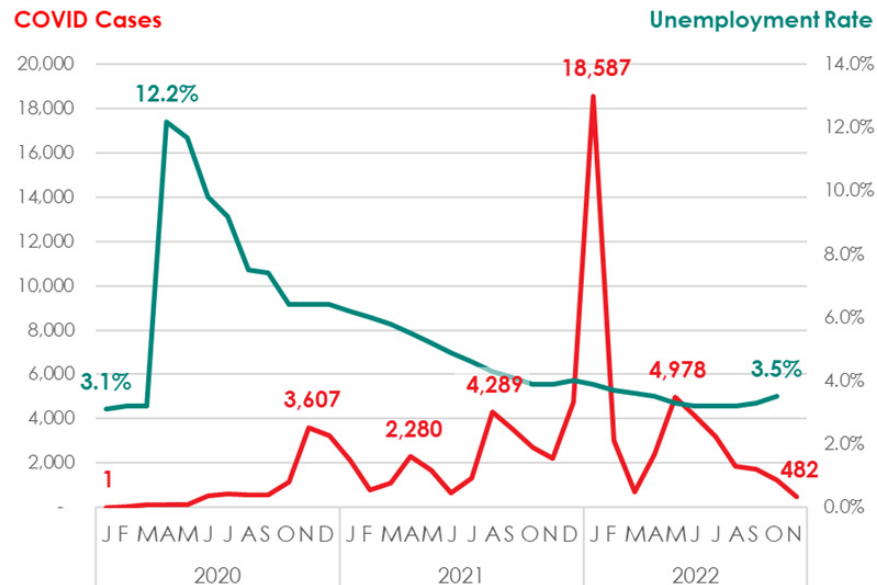
**SANDY WILL DOUBLE ITS POPULATION BY 2050 AND REACH A POPULATION OF 29,180 BY 2070. IT IS ESTIMATED TO ADD BETWEEN 2,000 AND 2,500 NEW JOBS AND CLOSE TO 3,000 NEW PEOPLE BY 2043.**



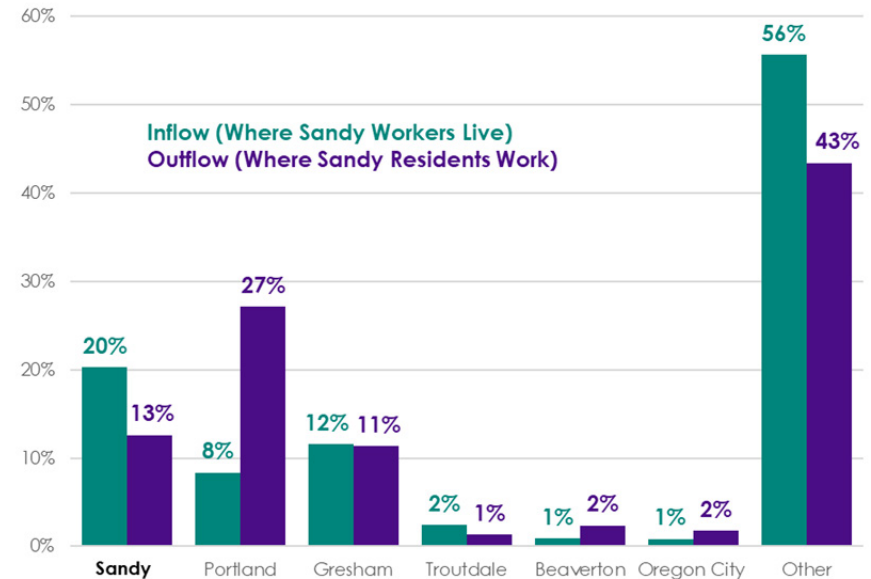


**OVER A QUARTER OF SANDY'S RESIDENTS COMMUTE TO WORK IN PORTLAND (27%), WHILE A SMALLER PORTION REMAIN IN SANDY (13%) OR COMMUTE TO GRESHAM (11%).**

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



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



**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.

# 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 adventure
- 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.

### Action 1.1.5

Work with Sandy Area Metro (SAM) to identify opportunities to align transportation services, including through route planning, to improve access to assets and programs described above.

## 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 and other unique regional assets

**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, tool manufacturing, mass timber components and other unique regional assets.

**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 Expresss 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 bike-way 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.
- 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 east 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 |
|--------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------|----------|
| <b>1.1.1</b> 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   |
| <b>1.1.2</b> 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   |
| <b>1.1.3</b> 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      |
| <b>1.1.4</b> 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

|       |                                                           |                                                                                                                                                                                         |                                                                                               |        |
|-------|-----------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------|--------|
| 1.2.1 | Job training, financial guidance, and assistance programs | Oregon Trail School District                                                                                                                                                            | AntFarm Youth Services, Sandy Area Chamber of Commerce, City of Sandy                         | Medium |
| 1.2.2 | 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   |
| 1.2.3 | 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 |
|-----------------------------------------------------------------------------------------|-------------------------------------------------------------------------|---------------------------------------------------------------|----------|
| <b>2.1.1</b> "Third place" programs for entrepreneurs                                   | City of Sandy                                                           | Business Oregon and nearby incubator organizations in Gresham | Medium   |
| <b>2.1.2</b> 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

|                                                                                         |                                                            |                                                                         |        |
|-----------------------------------------------------------------------------------------|------------------------------------------------------------|-------------------------------------------------------------------------|--------|
| <b>2.2.1</b> Assess SandyNet as a resource in business and talent attraction            | City of Sandy Economic Development Office, SandyNet Admin. | Marketing and economic consultants.                                     | High   |
| <b>2.2.2</b> Economic development partnerships to market SandyNet                       | City of Sandy Economic Development Office, SandyNet Admin. | Greater Portland Inc., Clackamas County Economic Development Department | High   |
| <b>2.2.3</b> 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 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 (Cindy 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.

|       |                                                                                                            |                                                        |                                                          |        |
|-------|------------------------------------------------------------------------------------------------------------|--------------------------------------------------------|----------------------------------------------------------|--------|
| 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)

# 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   |

### 5.2 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)

|              |                                                                                                                 |                                                                                                   |                                                                                |        |
|--------------|-----------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------|--------|
| <b>5.3</b>   | 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 |
|-----------------------------------------------------------------------------------------------------------------------------------|-------------------|------------------------------------------------------------------------------|----------|
| <b>6.1.1</b> Anchor retail in 362nd and Bell St. area                                                                             | City of Sandy     | Consultant support and retail businesses                                     | Medium   |
| <b>6.1.2</b> Retail market analysis                                                                                               | City of Sandy     | Consultant support, Sandy Area Chamber of Commerce                           | High     |
| <b>6.1.3</b> Feasibility and alignment of major outdoor company                                                                   | City of Sandy     | Prosper Portland, GPI, CREDC, Washington County                              | Medium   |
| <b>6.2</b> Expand small downtown retail opportunities as part of Pleasant Street Master Plan and infill of underutilized sites    |                   |                                                                              |          |
| <b>6.2.1</b> 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     |
| <b>6.3</b> Focus business attraction on experiential retail and retail options that can sidestep competition with online shopping |                   |                                                                              |          |
| <b>6.3.1</b> 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)

# CHAPTER 5

## Appendix

# LANDSCAPE ASSESSMENT

## Planning & Policy Context

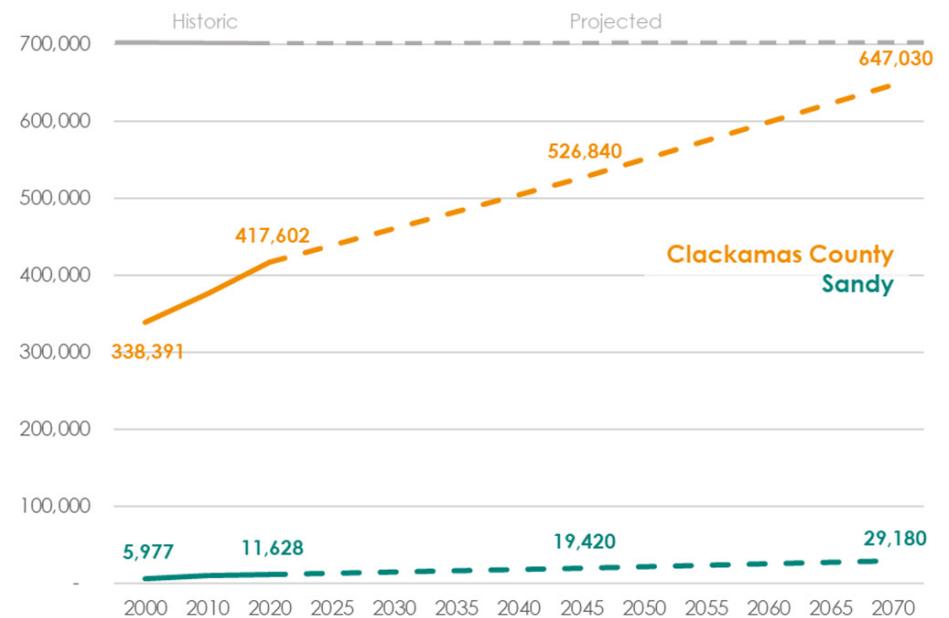
Localized planning aligns with Clackamas County's focus on broad-based business expansion with a strategic investment in industrial and commercial development consistent with area resident needs and other objectives for community livability and environmental quality.

**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.**



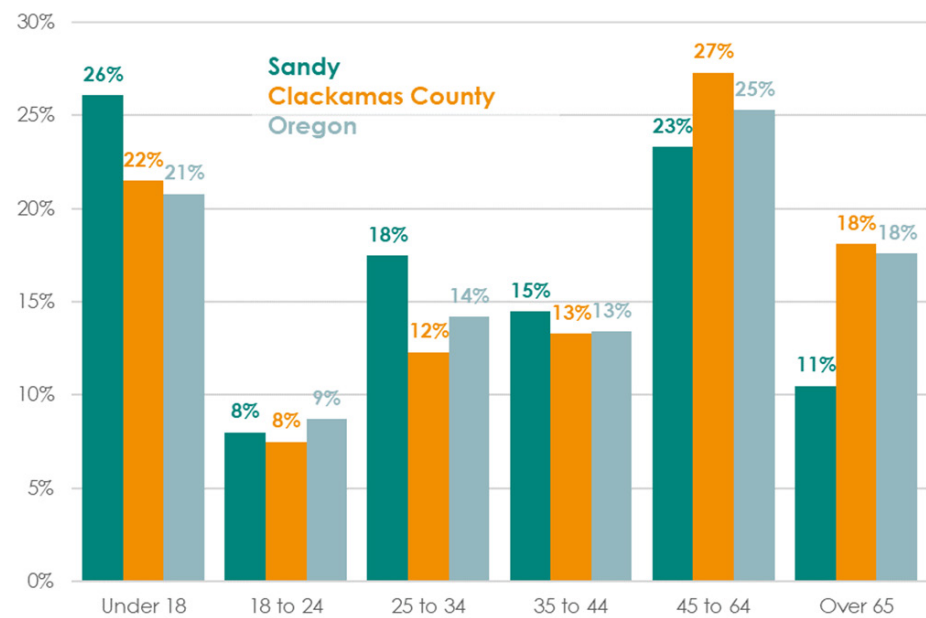
## Demographic Conditions

Historic and Projected Population, Clackamas County, 2000-2070



Source: Portland State University Population Research Center, 2020; CAI, 2022.

Age of Residents, Sandy and Clackamas County, 2020

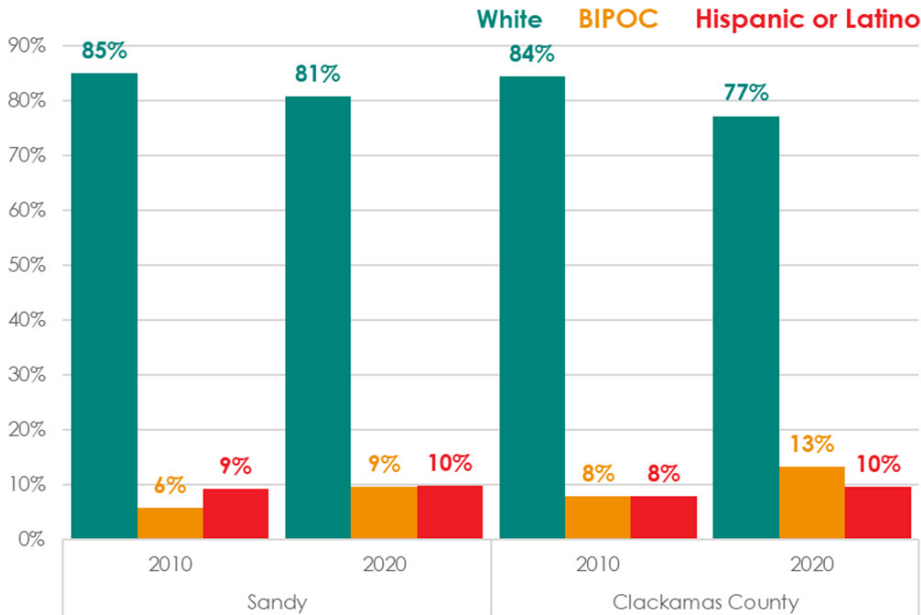


Source: ACS, 2010, 2020; CAI, 2022.

**SANDY HAS AN AGING POPULATION, BUT THE MEDIAN AGE IS LOWER THAN CLACKAMAS COUNTY AND OREGON.**



Race and Ethnicity of Residents, Sandy and Clackamas County, 2010 and 2020



Source: ACS, 2010, 2020; CAI, 2022.

**THE BIPOC POPULATION IN SANDY IS GROWING AT A FASTER RATE THAN CLACKAMAS COUNTY, CHANGING FROM 6% TO 9% OF THE POPULATION OVER THE LAST TEN YEARS.**

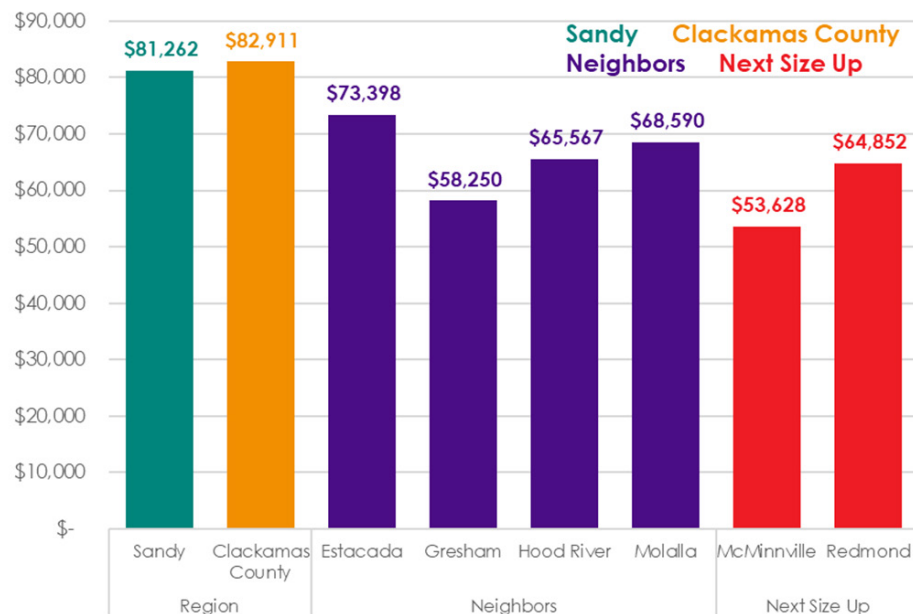


# Economic Indicators

Economic indicators refer to data on jobs that are based in Sandy or the region. Workers in these jobs commute from across the region and state. Data that refers to workers or job numbers in this section include, but are not limited to, workers who live in Sandy.

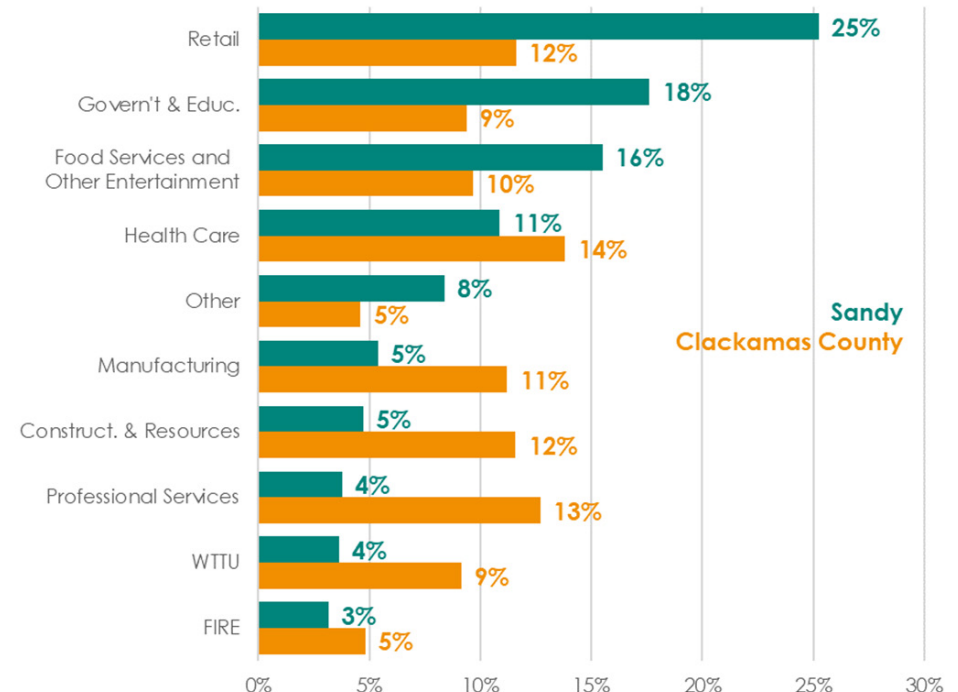
**SANDY'S LARGEST INDUSTRY IS RETAIL, WHICH ACCOUNTS FOR ONE-QUARTER OF ALL JOBS.**

Median Resident Income, Sandy and Clackamas County, 2020



Source: LEHD, 2019, 2020; CAI, 2022.

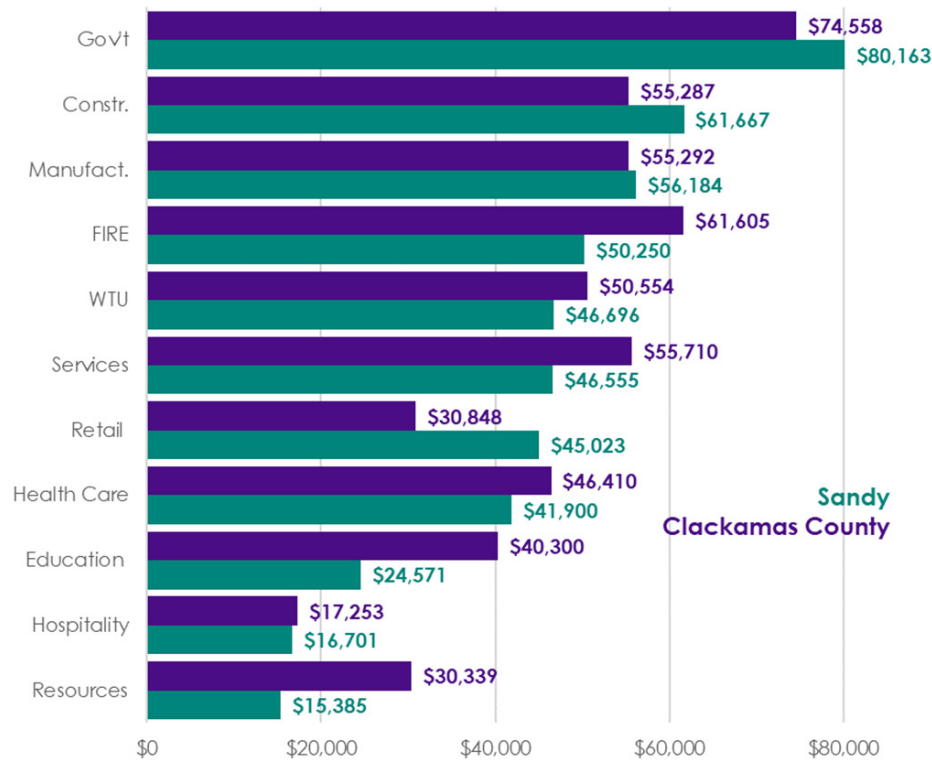
Employment by Industry, Sandy and Clackamas County, 2019 (Metric 3f, 4f)



Source: LEHD, 2019, 2020; CAI, 2022.

**SANDY'S MEDIAN INCOME (\$81,262) IS SLIGHTLY LOWER THAN CLACKAMAS COUNTY (\$82,911), BUT IT IS HIGHER THAN COMPARABLE NEIGHBORING CITIES AND CITIES OF THE NEXT SIZE UP (RANGING FROM \$58,250 TO \$73,400).**

## Median Workforce Income by Industry, Sandy and Clackamas County, 2020



Source: ACS, 2020; CAI, 2022.

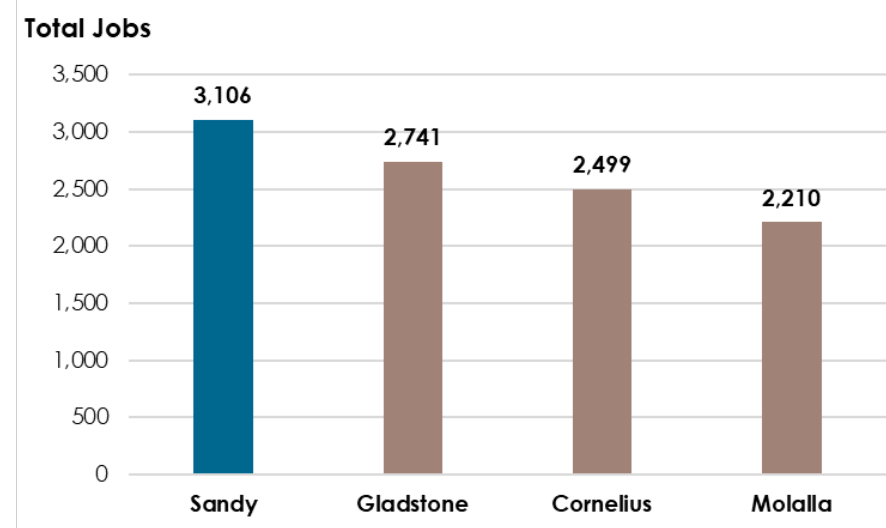


**GOVERNMENT JOBS PAY THE HIGHEST MEDIAN WAGE IN SANDY, WHILE THE LOWEST WAGES ARE IN THE HOSPITALITY AND NATURAL RESOURCES INDUSTRIES (RANGING FROM \$15,400 TO \$16,700).**

**SANDY AND CLACKAMAS COUNTY HAVE MANY OF THE SAME SECTORS REPRESENTED AMONG THEIR LARGEST EMPLOYERS.**



## Total Employment, Sandy and Selected Comparison Cities, 2018 (Metric 2b)



Source: U.S. Census LEHD, 2018; CAI, 2022.

## Major Employers, Clackamas County, 2022

| Rank | Company                   | Employees | Sector                  | HQ  |
|------|---------------------------|-----------|-------------------------|-----|
| 1    | KinderCare Education      | 1,500     | Education               | Yes |
| 2    | NAVEX Global              | 1,000     | Software-IT             | Yes |
| 3    | Siemens EDA               | 1,000     | Computers & Electronics |     |
| 4    | Unosquare                 | 768       | Software-IT             | Yes |
| 5    | Oregon Tool               | 700       | Athletic & Outdoor      |     |
| 6    | The Greenbrier Companies  | 651       | Manufacturing           | Yes |
| 7    | TE Connectivity           | 601       | Computers & Electronics |     |
| 8    | Swire Coca-Cola           | 600       | Food & Beverage         |     |
| 9    | Sysco                     | 600       | Food & Beverage         |     |
| 10   | Xerox Corporation         | 600       | Computers & Electronics |     |
| 11   | Micro Systems Engineering | 550       | Bioscience              | Yes |
| 12   | Bob's Red Mill            | 500       | Food & Beverage         | Yes |
| 13   | Logical Position          | 405       | Design and Media        | Yes |
| 14   | Aldrich Group             | 377       | Financial Services      | Yes |
| 15   | Benchmade                 | 359       | Athletic & Outdoor      | Yes |
| 16   | Teledyne Flir Systems     | 350       | Manufacturing           | Yes |
| 17   | ESS, Inc.                 | 250       | Climate Tech            |     |
| 18   | I&E Construction          | 219       | Construction            | Yes |

Source: Portland Business Journal, Oregonian, local municipalities, LinkedIn, Greater Portland Inc., 2022; CAI, 2022.

## Major Employers, City of Sandy, 2022

| Rank | Company                      | Sector          |
|------|------------------------------|-----------------|
| 1    | Oregon Trail School District | Education       |
| 2    | Safeway Stores Inc.          | Food & Beverage |
| 3    | US Metal Works Inc.          | Metals &        |
| 4    | Quality Tank Construction    | Metals &        |
| 5    | Web Steel Buildings NW       | Metals &        |
| 6    | G&L Screw Machine            | Metals &        |
| 7    | Konnel Construction          | Construction    |
| 8    | Firwood Medical Center       | Health Care     |
| 9    | Eclectic Institute Lab       | Health Care     |
| 10   | Suburban Ford                | Automotive      |
| 11   | Fred Meyer                   | Food & Beverage |

Source: Clackamas County, 2022; CAI, 2022.

## Workforce Indicators

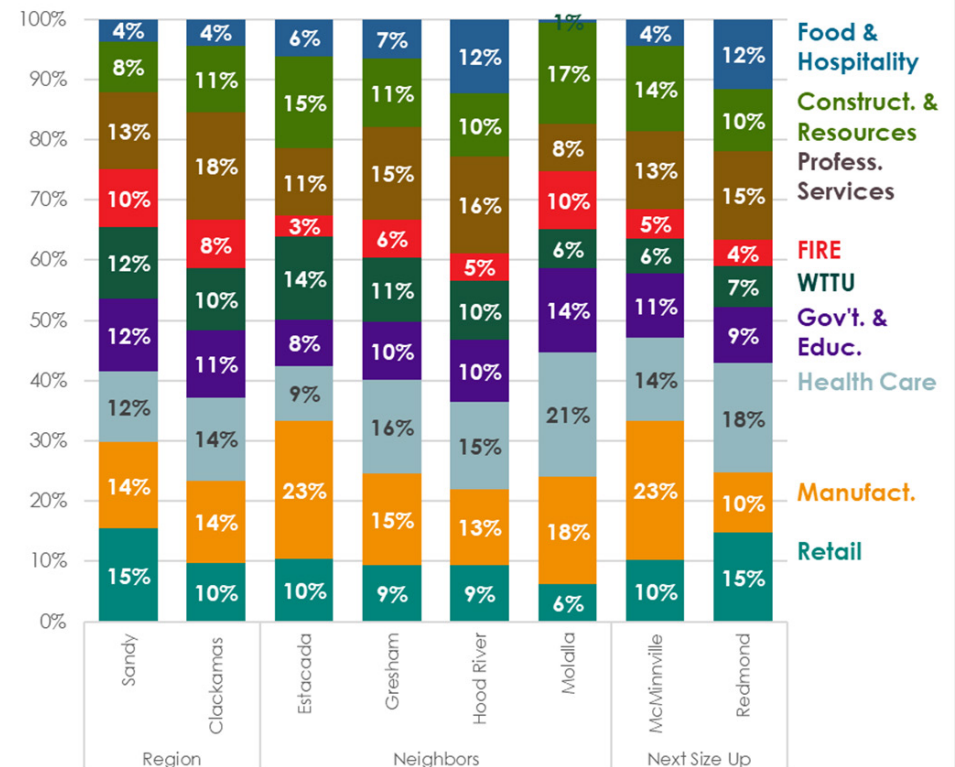
Workforce indicators refers to job numbers and industries of workers who live in Sandy. A portion of these jobs employ workers that live and work in the city, but data in this section will also refer to jobs across the county and region held by Sandy residents.

**SANDY'S RESIDENTS ARE EMPLOYED BY A DIVERSE SET OF INDUSTRIES WITH A SLIGHTLY HIGHER SHARE WITH JOBS IN RETAIL (15%), MANUFACTURING (14%), AND PROFESSIONAL SERVICES (13%).**



**MAJOR EMPLOYERS OF SANDY SPAN SIX INDUSTRIES: AUTOMOTIVE, CONSTRUCTION, EDUCATION, FOOD & BEVERAGE, HEALTH CARE, AND METALS & MACHINERY.**

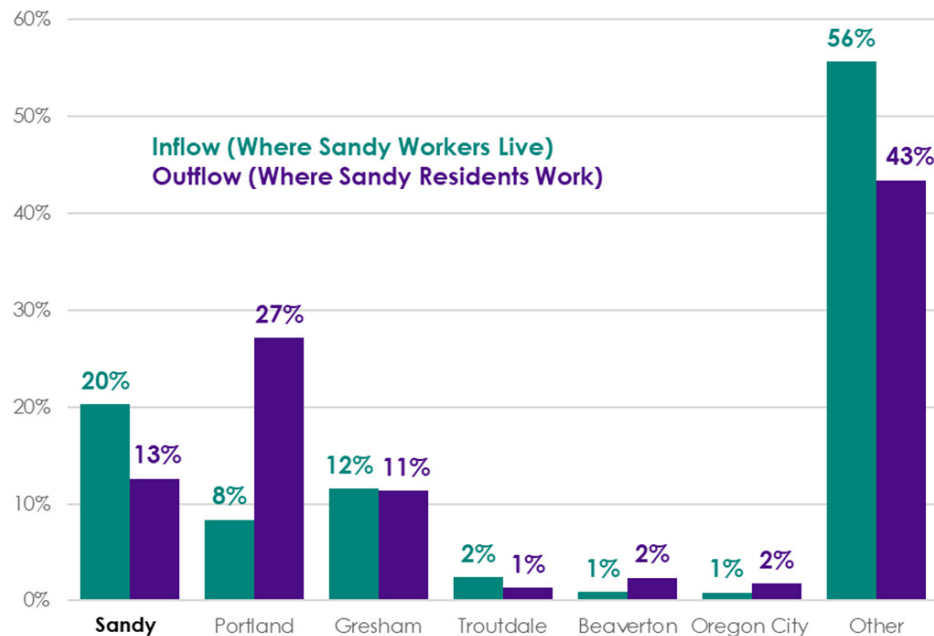
Resident Job Share by Industry, Sandy and Comparison Cities, 2020



Source: ACS, 2020; CAI, 2022.



## Top Destinations and Origins, Sandy, Clackamas County and Region, 2019



Source: U.S. Census LEHD, 2019; CAI, 2022.

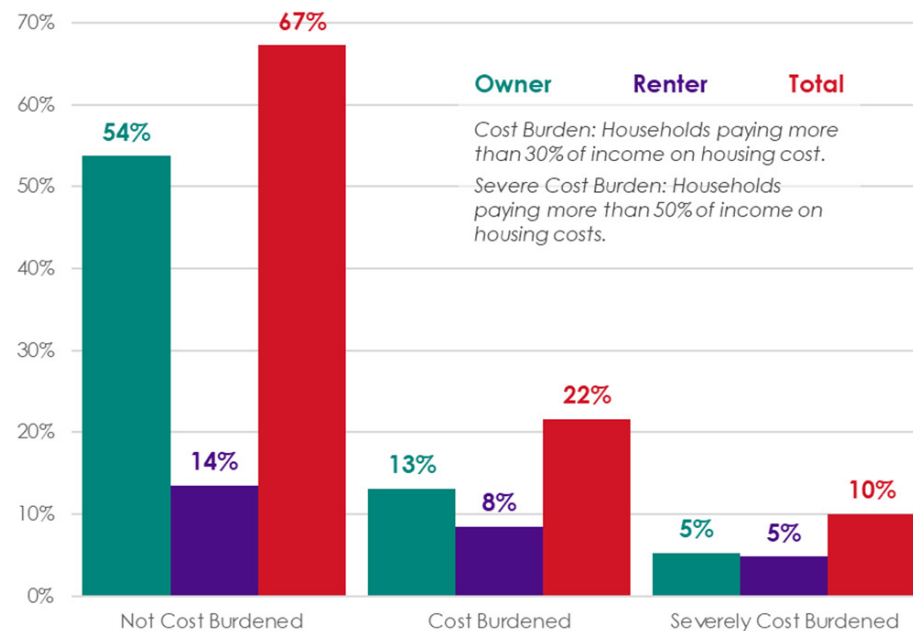
## Housing Conditions

**ABOUT ONE THIRD OF SANDY'S residents are either COST-BURDENED (22%) or SEVERELY COST-BURDENED (10%) WITH A HIGH SHARE THAT ARE HOMEOWNERS (18%) and a somewhat lower share that are renters (13%).**



**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%).**

## Share of Cost Burdened Households, Sandy, 2015-2019

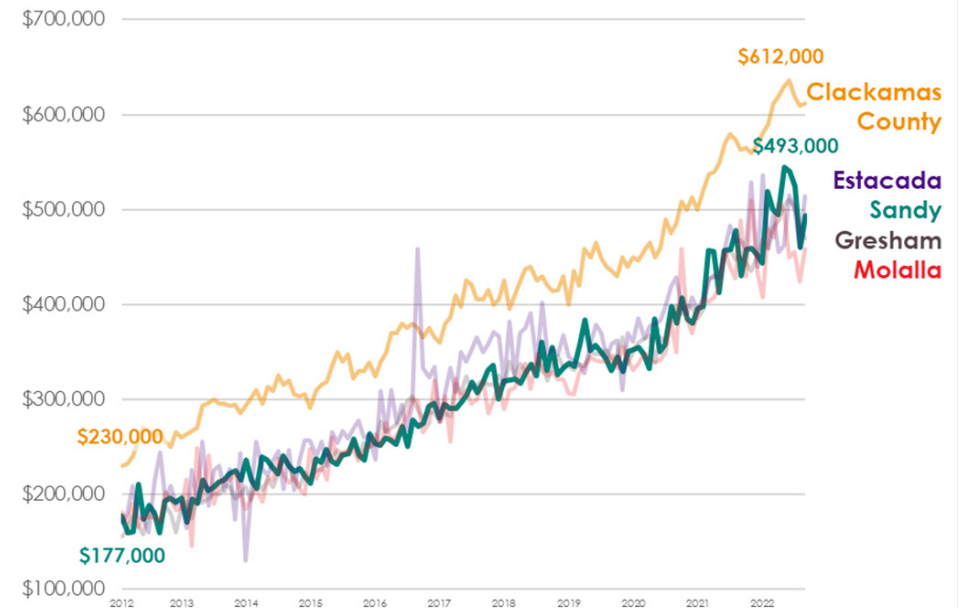


Source: HUD CHAS, 2015-2019; CAI, 2022.

**MEDIAN HOME SALE PRICES IN SANDY (\$493,000) ARE MORE AFFORDABLE THAN CLACKAMAS COUNTY (\$612,000) AND SIMILAR TO NEARBY GRESHAM, MOLALLA, AND ESTACADA.**



Median Home Sale Price, Sandy and Clackamas County, 2012-2022

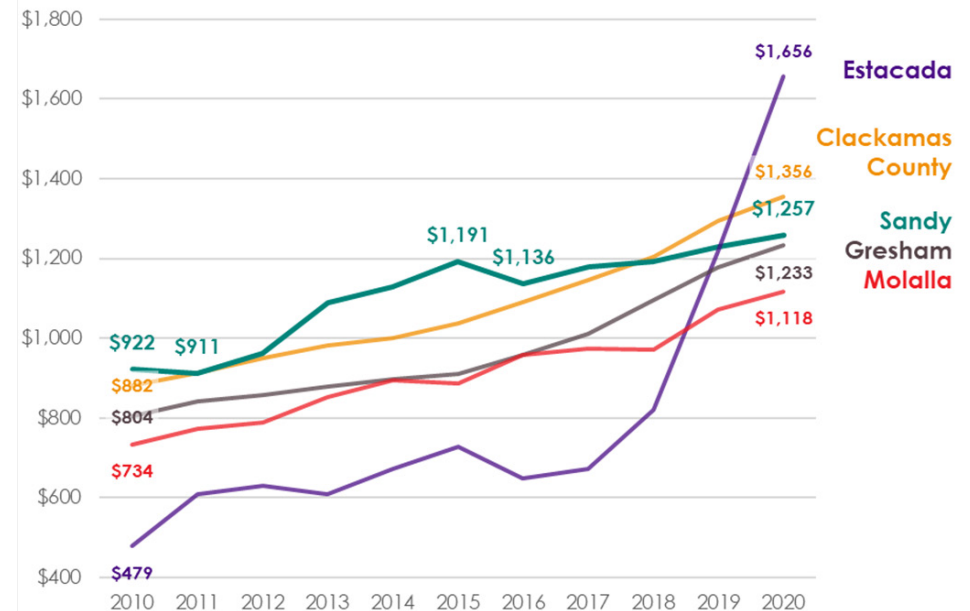


Source: Redfin, 2012-2022; CAI, 2022.

**MEDIAN RENTS IN SANDY ARE LESS AFFORDABLE THAN MOLALLA AND MORE AFFORDABLE THAN BOTH ESTACADA AND CLACKAMAS COUNTY AS A WHOLE - ESSENTIALLY THE SAME AS GRESHAM AT ABOUT \$1,250 PER MONTH**

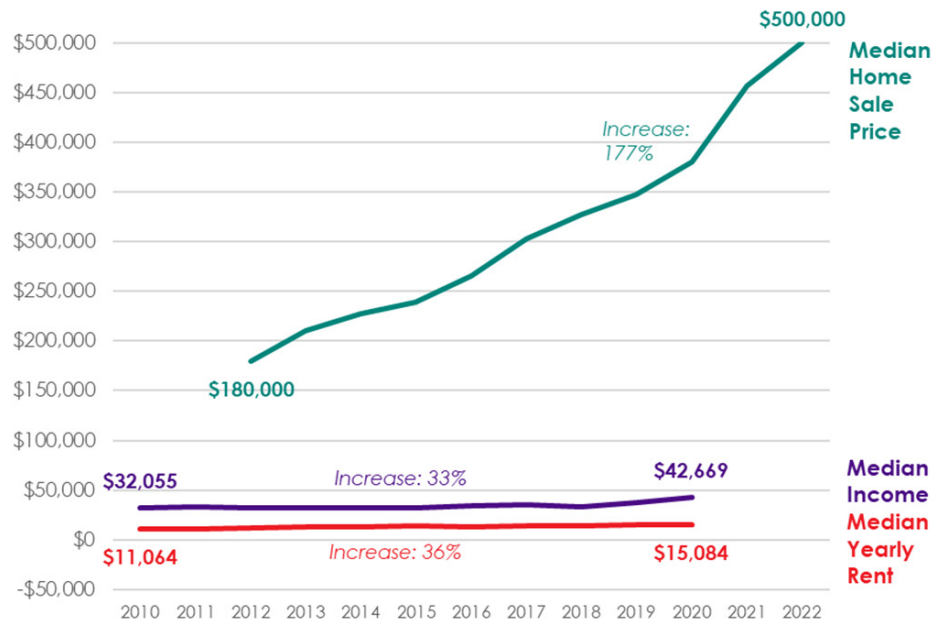


Median Rent, Sandy and Region, 2010-2020



Source: ACS, 2010-2020; CAI, 2022.

## Housing Costs and Income Change, Sandy, 2010 to 2022



Source: Redfin, 2022; ACS, 2010-2020; CAI, 2022.

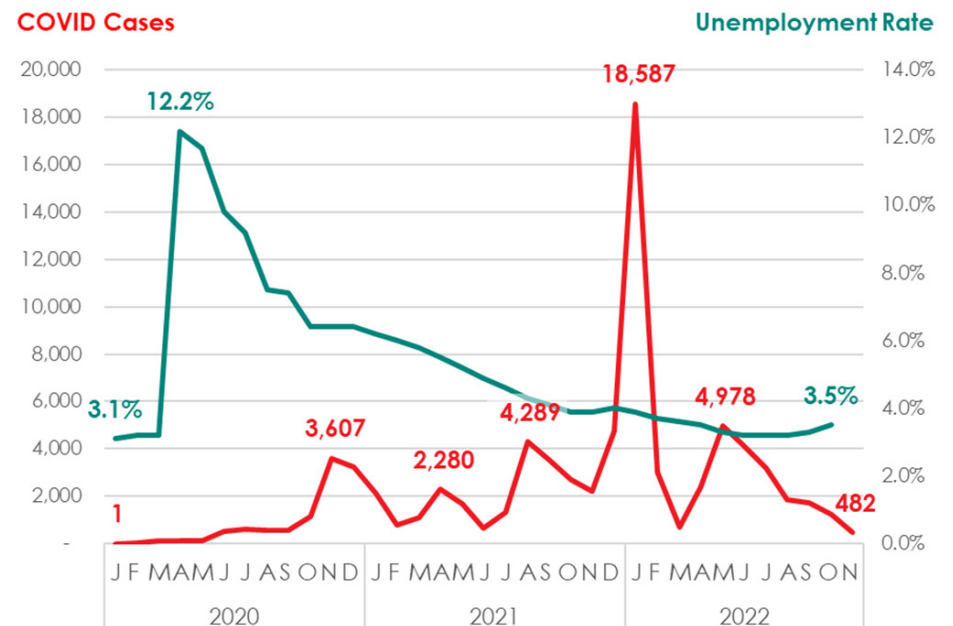
## Covid-19 Impacts

**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.**



**MEDIAN INCOME HAS INCREASED AT ALMOST THE SAME RATE AS THE RISE OF MEDIAN YEARLY RENT, BUT HOMEOWNERSHIP IS BECOMING UNATTAINABLE AS INC.N SALES PRICE INCREASES**

Unemployment Rate and Positive COVID-19 Tests by Week, Clackamas County, January 2020-November 2022 **(Metric 1e)**



Source: Oregon Health, 2020; WA ESD, 2022; CAI, 2022.

# Industry Clusters

The existing and historic performance of specific industry clusters can inform planning and programming of site development investment priorities, investments in infrastructure and other industry supports. This section provides background research on high-performing industry clusters in the City of Sandy and Clackamas County, and an analysis of specific target industries identified for further investigation.

Key sectors and industries that are relevant to Sandy have been elevated by county and regional economic and workforce development organizations:

**DESIGN AND MEDIA; METALS AND MACHINERY; OTHER MATERIALS MANUFACTURING; FOOD AND BEVERAGE; APPAREL AND OUTDOOR; HEALTH CARE; AND WHOLESALE TRADE, TRANSPORT, AND DISTRIBUTION.**



| Key Sectors and Industries                  | Metro CEDS | GPI CEDS | WSI Key Sectors | Clackamas County Emerging Trends | Sandy EOA |
|---------------------------------------------|------------|----------|-----------------|----------------------------------|-----------|
| <b>Technology</b>                           |            |          |                 |                                  |           |
| Software                                    | Yes        | Yes      |                 | Yes                              |           |
| Design & Media                              | Yes        | Yes      |                 | Yes                              | Yes       |
| Computer & Electronics                      | Yes        | Yes      |                 |                                  |           |
| Climate Tech                                | Yes        | Yes      |                 |                                  |           |
| Tech                                        |            |          | Yes             | Yes                              |           |
| <b>Manufacturing</b>                        |            |          |                 |                                  |           |
| Metals & Machinery                          | Yes        | Yes      |                 | Yes                              | Yes       |
| Advanced Manufacturing                      |            |          | Yes             | Yes                              |           |
| Other Materials Manufacturing               |            |          |                 | Yes                              | Yes       |
| <b>Services</b>                             |            |          |                 |                                  |           |
| Food & Beverage                             | Yes        | Yes      |                 | Yes                              | Yes       |
| Apparel & Outdoor                           | Yes        | Yes      |                 |                                  | Yes       |
| Health Care                                 |            |          | Yes             | Yes                              | Yes       |
| Professional Business Services              |            |          |                 | Yes                              |           |
| <b>Other</b>                                |            |          |                 |                                  |           |
| Wholesale Trade, Transport., & Distribution |            |          |                 | Yes                              | Yes       |
| Construction                                |            |          | Yes             |                                  |           |
| Agriculture, Nurseries & Greenhouses        |            |          |                 | Yes                              |           |

Sources: Oregon Metro, 2021; Greater Portland, Inc., 2021; Work Systems Inc., 2022; Clackamas County, 2022; ECONorthwest, 2022; CAI, 2022.

# Findings

## Demographic Conditions

- 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.
- The BIPOC population in Sandy is growing at a faster rate than Clackamas County, changing from 6% to 9% of the population over the last ten years.

## Economic Indicators

- Sandy's largest industry is retail, which accounts for one-quarter of all jobs.
- Sandy's median income (\$81,262) is slightly lower than Clackamas County (\$82,911), but it is higher than comparable neighboring cities and cities of the next size up (ranging from \$58,250 to \$73,400).
- Government jobs pay the highest median wage in Sandy (ranging from \$74,600 to \$80,200), while the lowest wages are in the Hospitality and Natural Resources industries (ranging from \$15,400 to \$16,700).

- Sandy and Clackamas County have many of the same sectors represented among their largest employers.
- Major employers of Sandy span six industries: Automotive, construction, education, food & beverage, health care, and metals & machinery.

## Workforce Indicators

- Sandy's residents are employed by a diverse set of industries with a slightly higher share with jobs in Retail (15%), Manufacturing (14%), and Professional Services (13%).
- 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%).

## Housing Conditions

- About one third of Sandy's residents are either cost-burdened (22%) or severely cost-burdened (10%) with a high share that are homeowners (18%) and a somewhat lower share that are renters (13%).

- Median home sale prices in Sandy (\$493,000) are more affordable than Clackamas County (\$612,000) and similar to nearby Gresham, Molalla, and Estacada.
- Median rents in Sandy are less affordable than Molalla and more affordable than both Estacada and Clackamas County as a whole - essentially the same as Gresham at about \$1,250 per month.
- Retail and Services; Tourism and Recreation; Health Care and Social Assistance; Remote Work and Office Using Employment; Metals and Fabrication Industries; Specialty Food and Beverage; and Clean Tech industries have been identified for further investment based on cluster analysis, demographic and site conditions, and community and city engagement.

## **COVID-19 Impacts**

- 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.

## **Industry Clusters**

- Key sectors and industries that are relevant to Sandy have been elevated by county and regional economic and workforce development organizations: Design and Media; Metals and Machinery; Other Materials Manufacturing; Food and Beverage; Apparel and Outdoor; Health Care; and Wholesale Trade, Transport, and Distribution.

