

Economic Development Strategic Plan

All Priority 1 items

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 1.1.4	Access to child care facilities	Supporting orgs: AntFarm Youth Services, Clackamas Workforce Partnership
---------------------	---------------------------------	--

Strategy 1.2 Expand job training and wraparound services for youth and disadvantaged workers

Action 1.2.2	Enhance the career path into metals fabrication	Supporting orgs: City of Sandy, MHCC, CCC, local metals fab businesses
---------------------	---	--

Action 1.2.3	Tailor workforce training to skills and workforce gaps	Supporting orgs: OTSD, City of Sandy
---------------------	--	--------------------------------------

Goal 2 Leverage our investments in technology to maximize economic benefits

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

Action 2.2.1	Assess SandyNet as a resource in business and talent attraction	Supporting orgs: Marketing and economic consultants
---------------------	---	---

Action 2.2.2	Economic development partnerships to market SandyNet	Supporting orgs: GPI, ClackCo Ec Dev
---------------------	--	--------------------------------------

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	Forum for area metal fabrication businesses	Supporting orgs: OMIC, OMEP, local area metal fab businesses
---------------------	---	--

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	Gaps in lodging options	Supporting orgs: existing, prospective lodging businesses
---------------------	-------------------------	---

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

Action 5.2.2	Invest in downtown walkability	Supporting orgs: ODOT, City of Sandy Development Services Department
---------------------	--------------------------------	--

Action 5.2.3	Transit network connections for outdoor recreation	Supporting orgs: SACC, Travel Oregon, other nearby Chambers and tourist brochure producers, ClackCo Tourism
---------------------	--	---

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

Action 5.3.4	Implement existing multi-modal transit plans	Supporting orgs: Partner agencies and funding partners
---------------------	--	--

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 6.1.2	Retail market analysis	Supporting orgs: Consultant support and retail businesses
---------------------	------------------------	---

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 and proposals as part of PSMP	Supporting orgs: Consultant support; property owners, CoS Development Svcs
---------------------	--	--

Economic Development Strategic Plan

Actions in order of importance

- I. **Action 6.1.2** Retail market analysis Supporting orgs: Consultant support and retail businesses
 Justification: Critically important for small business (access to capital); identifies retail & service recruitment targets; already strongly supported by EDAB and CC
 Next steps: Re-engage with CC to re-establish funding; proceed w/ RFP (assuming we cannot use the RFP results from 2020)
- II. **Action 5.1.1** Gaps in lodging options Supporting orgs: existing, prospective lodging businesses
 Justification: Travel to rec areas keeps increasing; only one hotel in Sandy and it is often full now during peak times; lack of new lodging assets on the mountain; hotelier visited Sandy in 2018 and said we were "almost there..."
 Next steps: Secure funds for Sandy lodging analysis (hire a consultant to determine if population, pass through traffic, tourism events & amenities justify 2nd hotel; identify possible devl locations)
- III. **Action 1.1.4** Access to child care facilities Supporting orgs: AntFarm Youth Services, Clackamas Workforce Partnership
 Justification: Critical to workforce availability -- the biggest problem employers have right now!!! Oregon is a childcare desert!!!
 Next steps: Discussion --> How can the City directly effect this situation? **See Narrative 1 (next tab)**
- IV. **Action 5.2.2** Invest in downtown walkability Supporting orgs: ODOT, City of Sandy Development Services Department
 Justification: Walkability is critical for commercial investment in downtown Sandy; failure to invest in downtown walkability will have a negative effect on business recruitment
 Next steps: Read Walkability Report: look to identify items we can correct NOW vs. items to correct through PSMP or other larger programs;
- V. **Action 2.2.1** Assess SandyNet as a resource in business and talent attraction Supporting orgs: Marketing and economic consultants
 Justification: This asset is part of what makes Sandy unique - how can this be advertised in a way that will resonate with businesses, telecommuters?
 Next steps: Brainstorm with Greg; what are the best avenues to market SandyNet to the commercial world?; how do we market to telecommuters (huge); budget?
- VI. **Action 2.2.2** Economic development partnerships to market SandyNet Supporting orgs: GPI, ClackCo Ec Dev
 Justification: Natural next step for Action 2.2.1 - who do we need to partner with to get the word out?
 Next steps: Brainstorm with Greg - most effective marketing methods for Sandy residents? Sandy businesses? Outside businesse?
- VII. **Action 6.2.1** Leverage underutilized sites and proposals as part of PSMP Supporting orgs: Consultant support; property owners, CoS Development Svcs
 Justification: SCC area can provide multiple draws to downtown w/ development; can install/repair some of the ped infrastructure on Pleasant St through this method (lower cost of PSMP)
 Next steps: Start attending and participating in the SCC discussions; support Cedar Ridge Bldg 1/Pool demolition; support park construction
- VIII. **Action 5.2.3** Transit network connections for outdoor recreation Supporting orgs: SACC, Travel Oregon, other nearby Chambers and tourist brochure producers, ClackCo Tourism
 Justification: A lot of this already exists (MHX); any additional stops needed (hiking trailheads?); new brochure to market outdoor rec assets to PDX transit users?
 Next steps: Brochure costs; what to include in brochure (how SAM, MHX connect to other transit authorities; things to do at all the stops; new businesses in the Villages, etc)
- IX. **Action 1.2.3** Tailor workforce training to skills and workforce gaps (health service providers) Supporting orgs: OTSD, City of Sandy
 Justification: Local health care business are struggling to find workers/doctors; Sandy needs additional health care services (24/7 clinic) - can the City and local stakeholders help change this?
 Next steps: Gather stakeholders (Adventist Health Clinic staff, OTSD, MHCC staff, City of Sandy, AntFarm?, etc.) for roundtable discussion
- X. **Action 3.1.1** Forum for area metal fabrication businesses Supporting orgs: OR Manuf Innovation Ctr (OMIC), Oregon Manuf Extension Prtnrshp (OMEP), local area metal fab businesses
 Justification: Metal fab sector is growing throughout the County; how can we encourage this to develop? (good paying jobs, no college needed)
 Next steps: Inventory metal fab businesses in Sandy and surrounding areas; make contact with OMIC/OMEP to discuss concept; determine best path forward
- XI. **Action 1.2.2** Enhance the career path into metals fabrication Supporting orgs: City of Sandy, MHCC, CCC, local metals fab businesses
 Justification: Metal fab sector is growing throughout the County; how can we encourage this to develop? (good paying jobs, no college needed)
 Next steps: Get input from metal fab forum participants, OMIC/OMEP about what is needed here --> contact MHCC, CCC about including that information in CTE program development
- XII. **Action 5.3.4** Implement existing multi-modal transit plans Supporting orgs: Partner agencies and funding partners
 Justification: We have an existing transit system that provides access to Sandy, outdoor rec tourism assets - how to improve further?
 Next steps: Collaborate with Sandy Transit, Mount Hood Express; participate in the Vision Around the Mountain Project

Additional Narrative

Narrative 1: **Action 1.1.4** Access to child care facilities Supporting orgs: AntFarm Youth Services, Clackamas Workforce Partnership

The availability of child care facilities is one of the primary variables that is restricting the availability of the local workforce. When looking at childcare services to accommodate employment, working class families have to weigh the real cost of childcare services versus potential wages. The current cost of childcare services are so high that there is very little financial benefit to be gained for the family by accepting the job -- this is one of several reasons why businesses are having such a hard time finding employees right now.

The City of Sandy has taken some action to try and correct this in recent years. We have officially joined the Child Care for All regional task force headed up by Clackamas Workforce Partnership (CWP) and attend meetings regularly to keep up on the latest actions surrounding childcare. We also added childcare business eligibility to the Tenant Improvement Program in 2020, and we have already completed one project (\$41,500 in grant funding) to construct a brand new daycare center on Hood Street, which served to increase Sandy's overall childcare capacity.

How can the City of Sandy add tools to our toolbox to help encourage the establishment and development of more childcare businesses?

Past ideas have included the following:

- Providing either a lease or wage subsidy to childcare business operators within City limits.
- Reaching out to owners of distressed properties (old La Bamba site, Turra properties) - fund repairs to buildings/sites in return for multi-year agreement to lease exclusively to childcare businesses
- Lease City-owned buildings exclusively to childcare business operators in exchange for multi-year lease (The Bornstedt House? Redevelop space in the Bunker Building? The current Community/Senior Center if a new facility is built over at SCC?)