



Date of application: September 30, 2021

Applicant: City of Sandy, Oregon

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Sandy, Oregon
97055

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Grant request amount: \$50,000

Local contribution: \$200,000

Project title: Sandy Comprehensive Plan

Project summary: Sandy is undertaking a complete update of our comprehensive plan. Sandy's current plan, adopted in 1997, does not adequately reflect the needs of the growing population, increasing development, and land use demands that Sandy has experienced in recent decades. Therefore, an updated comprehensive plan that addresses these issues is needed.

A. Goals and Objectives. State the goals or overall purpose of the project. Describe particular objective(s) the community hopes to accomplish. Please indicate whether this is a stand-alone project or is part of a longer multi-year program. If it is the latter, describe any previous work completed, subsequent phases and expected results, and how work beyond this project will be funded.

Since the last update to its Comprehensive Plan nearly 25 years ago, Sandy has experienced pronounced growth and development. Today, Sandy is a community of nearly 12,700 residents and was recently classified as one of the fastest growing cities in Oregon. By the year 2040, the City is forecasted to have over 17,000 residents, growing across a geography shaped by a major transportation corridor, which is expected to carry over 50,000 daily trips by 2029, and a forested landscape prone to increasing wildfire risk and other impacts of climate change.

To better plan for this future, we are undertaking a complete update of our Comprehensive Plan. In addition to significant population growth, a number of new needs, goals, and priorities have been identified since the publication of the 1997 Plan. The 1997 Plan was written during a time when the City's resources were more limited and reflects only the required elements of state-wide land use and planning goals. Sandy's new Comprehensive Plan is intended to more robustly and broadly address the current and future needs of our City. These needs go beyond just addressing the state's land use goals and include economic development, environmental sustainability, wildfire hazard mitigation, and affordable and workforce housing.

We are anticipating completion and adoption of the Comprehensive Plan by Summer of 2023. That allows 2 years for undertaking the process. We are currently working on a Transportation System Plan and have recently completed a Parks and Trails Master Plan. We also plan to implement findings and recommendations from a Downtown Walkability Assessment, neighborhood-level strategic plans, and our 2015 Urbanization Study.

Goal 1: Adopt the Comprehensive Plan by Summer of 2024

Objective 1.a: Address Oregon's state-wide land use and planning goals. These goals are the foundation of an Oregon jurisdiction's comprehensive plan, and the strategies for achieving these goals will help guide the priorities of the rest of the plan.

Objective 1.b: Work with appropriate consultants to collect and analyze technical data. This includes an existing conditions assessment, a climate trends report, a SWOT analysis, and data collection and analysis on housing, economic development, climate resiliency, and hazard mitigation.

Objective 1.c: Update Sandy's Comprehensive Plan map in order to guide future land use and development. The Comprehensive Plan map drives the future of land use in Sandy. The updated

map will reflect smart growth principles as well as the desires and vision of community stakeholders.

Goal 2: Prioritize public engagement throughout the Comprehensive Plan process

Objective 2.a: Deliberately involve communities who have not traditionally been well-served by or included in planning and land use policy processes. This includes youth, People of Color, and non-English speaking populations.

Objective 2.b: Utilize both online and in-person engagement activities. We have contracted with Bang the Table to use their EngagementHQ platform to house all online engagement, and we will be holding in-person engagements when it is safe to do so.

Objective 2.c: Combine education with engagement. It is key that community stakeholders are empowered with the information they need to contribute meaningful input. All engagement efforts will include an education piece.

B. Products and Outcomes. Clearly describe the product(s) and outcome(s) expected from the proposed project. Briefly describe any anticipated significant effect the project would have on development, livability, regulatory streamlining, and compliance with federal requirements, socioeconomic gains, and other relevant factors.

Product 1: Existing Conditions Assessment

We will be researching comprehensive plan elements through the review of relevant documents, such as the existing adopted Comprehensive Plan, newly updated TSP and 2015 Urbanization Study, among others. We will collect and update demographic and socioeconomic data, and research existing land use, recent commercial and residential development trends, and economic, affordable housing and other significant developments to understand historical trends and future forecasts.

In addition, we will collect and analyze data around Sandy's exposure to climate change vulnerability. Climate change vulnerability is a function of exposure (localized climate change trends and magnitude), sensitivity (how resources and populations are impacted), and adaptive capacity (ability to respond based on existing resources and measures already in place).

We will design a matrix that analyzes Sandy's strengths, weaknesses, opportunities and threats (SWOT) within the framework of community resilience. The SWOT analysis will be used to frame the Comprehensive Plan Visioning process and are designed to generate engagement around Sandy's future.

Outcomes: Physical deliverables in the form of a background report, climate trends primer, community profile, and SWOT analysis

Product 2: Public Engagement Strategy

The Public Engagement Strategy will guide outreach efforts throughout the vision and comprehensive plan process and encourage community-wide participation by providing many opportunities for public exchange in a variety of formats and locations. The Strategy will capitalize on existing City mechanisms for community engagement; establish community engagement objectives; identify the diverse set of stakeholders; and describe the array of tools and activities best suited to inform and engage stakeholders. The Strategy will also identify methods of communication to keep community members up-to-date with the project, and notifying residents, businesses, and other stakeholders about opportunities to be actively involved in the Comprehensive Plan update process.

Outcomes: Increased capacity and opportunities for discussion, knowledge sharing, and problem solving between community stakeholders, City staff, and officials; Greater trust in local government by community stakeholders; More informed and educated community stakeholders; Intentional and meaningful use of citizen feedback in the Comprehensive Plan update

Product 3: Visioning and Goal Setting

Creating a community vision and goals is an iterative process beginning with broad sets of information and refining them over time. Concurrent with the collection and analysis of background information in the Background Report and Climate Trends Primer, the first round of outreach activities, as described in the Public Engagement Strategy, will focus on the comprehensive plan vision.

Through activities like community conversations, online engagement, surveys and an open house, we will ask the community open-ended questions about what they like about Sandy today and what could be improved in the future, using the framework of community resilience. We will extend these questions to align with Oregon Statewide Planning Goals/comprehensive plan elements, such as housing, economic development, natural resources, and public facilities. We will compile the information gathered, summarizing the major themes and categories of ideas, and organize the information into Comprehensive Plan “topic areas” that reflect community priorities. This information will be the foundation of the Comprehensive Plan vision statement and goals and determine the plan elements.

Outcomes: Written summary of engagement results; Vision and Goals report

Product 4: Policy Formulation and Implementation Strategies

We will create a Comprehensive Plan document that incorporates the existing conditions assessments, as well as the vision, goals, and policies for each topic area, ensuring that the policies are aligned with Oregon Statewide Planning goals and have supporting implementation strategies where applicable. The Comprehensive Plan document will be visually engaging and easy to read.

Outcomes: Draft Comprehensive Plan document

Product 5: Adoption

The Comprehensive Plan vision, goals and policies represent a significant amount of information for the Planning Commission and City Council to digest. While we will be briefing these officials throughout the process, a thoughtful and measured adoption process is needed to facilitate their understanding, input, and support.

Outcomes: Final Comprehensive Plan document

C. Equity and Inclusion Considerations. Using the TA Grant Equity Guidance, identify priority populations in the project planning area. Describe the anticipated impact of your proposed project on priority populations. Describe a preliminary outreach and engagement plan with specific goals and outcomes for participation of priority populations in the project. Include specific tasks and products related to the outreach and engagement plan in sections D and E.

The following table outlines Sandy's populations of groups as listed in the TA Grant Equity Guidance document as reported in the 2019 5-year American Community Survey:

Group	Estimate	% of Total Population
Black or African American	247	2.2%
Indigenous	212	1.9%
Other People of Color	534	4.9%
Hispanic or Latino	1,226	9.7%
Limited English Proficiency*	235	1.8%
People with Disabilities	1,422	12.9%
Below poverty level	1,047	9.5%

* Identified in ACS as "Speak English less than very well."

Many of the groups in this table have not been traditionally well-served by planning and policy making processes or outcomes. To aid us in including these groups in our engagement processes, we are contracting with Veritas Collaborations, a public outreach and marketing firm specializing in engaging underrepresented and difficult to reach communities. We are currently working with Veritas to determine how we will most effectively engage with these populations with the goal of including them in the planning process and ensuring that their needs and priorities are reflected in the final plan.

Preliminary equitable engagement activities include the following: We will be offering the majority of our engagement materials in both English and Spanish. We will also be undertaking engagement efforts specifically targeted to Sandy's Hispanic and Latino population. Additionally, with both online and in-person engagement efforts prioritized, we will be able to accommodate individuals with various disabilities.

D. Work Program, Timeline & Payment.

1. Tasks and Products: List and describe the major tasks and subtasks, with:

- The title of the task
- Steps to complete task
- The interim and final products for each task

Task 1: Project Kickoff

1.1: Kickoff meeting with core City staff and consultant team. We will hold a kickoff meeting to review, refine and finalize the scope of work, deliverables, schedule and budget, and agree on roles and responsibilities, and communication protocols. We will agree on a preliminary list of key stakeholder groups and discuss public engagement and communications tools and strategies.

Final Product: Finalized scope and budget

Task 2: Existing Conditions Assessment

2.1: Data Collection and Analyses. We will be researching comprehensive plan elements through the review of relevant documents, such as the existing adopted Comprehensive Plan, newly updated TSP and the 2015 Urbanization Study, among others. We will collect and update demographic and socioeconomic data, and research existing land uses, recent commercial and residential development trends, and economic, housing, and other significant developments to understand historical trends and future forecasts.

Interim Product: Climate primer

2.2: SWOT Analysis. Based on the information provided in the Background Report and Climate Trends Primer, we will design a matrix that analyzes Sandy's strengths, weaknesses, opportunities and threats (SWOT) within the framework of community resilience. The SWOT analysis will be used to frame the Comprehensive Plan Visioning process and designed to generate engagement around Sandy's future.

Interim Product: SWOT matrix

Final Product: Community Profile

Task 3: Community Engagement

3.1: Public Engagement Strategy. The Public Engagement Strategy will guide outreach efforts throughout the vision and comprehensive plan process and encourage community-wide participation by providing many opportunities for public exchange in a variety of formats and locations. The Strategy will capitalize on existing City mechanisms for community engagement; establish community engagement objectives; identify the diverse set of stakeholders; and describe the array of tools and activities best suited to inform and engage stakeholders. The Strategy will also identify methods of communication to keep community members up-to-date with the project, and notify residents, businesses, and other stakeholders about opportunities to be actively involved in Comprehensive Plan update process.

Interim Product: Finalized strategy

3.2: Advisory committees and commission briefings. See section G of this document for an explanation of advisory committee activities.

3.3: Community events and conversations. These conversations prioritize “going to where people are” – both in-person and online, focusing on the spaces where people gather and the channels through which they receive information. We will meet with a broad spectrum of businesses, educational establishments, neighborhood groups, and civic and faith-based organizations, like the Sandy Area Chamber of Commerce, the Sandy Kiwanis and the Rotary Club, among others.

3.4: Stakeholder workshops. Addressing climate impacts and developing resilience strategies requires two stakeholder workshops – one to identify vulnerabilities based on climate trends and the other to develop cross-sector strategies to build resilience. Our team will lead two, day-long workshops to lead discussions among key leaders, experts, and community members in the following five community sectors: economy, human services, natural systems, cultural systems, and built systems. The output from those discussions will provide the information necessary to assess climate vulnerabilities and develop strategies to address the highest priority vulnerabilities in the community.

3.5: Surveys and online engagement. Surveys will be used to gather the general interests and positions of the public throughout the Visioning and Comprehensive Planning process. Digital surveys will be provided through EngagementHQ or other online engagement platforms, and paper surveys may be distributed or conducted as intercept surveys at strategic locations around the city, such as the library, Ant Farm, senior center, and similar “third place” locations. The data from these surveys will be aggregated and used to inform various elements in the Comprehensive Plan.

3.6: Open houses. Open Houses may include a variety of activities, such as multiple stations around a room, breakout discussion groups and/or real-time polling, and offer Spanish translation services. Additionally, staff and officials will be available to answer questions and discuss ideas with participants.

Final Products: Summaries of engagement results

Task 4: Visioning and Goal Setting

4.1: Visioning and goal setting meetings. Through activities like community conversations, online engagement, surveys, and Open House #1, we will ask the community open-ended questions about what they like about Sandy today and what could be improved in the future, using the framework of community resilience. We will extend these questions to align with Oregon Statewide Planning Goals/comprehensive plan elements, such as housing, economic development, natural resources and public facilities. The City’s consultant, 3J Consulting, will compile the information gathered, summarizing the major themes and categories of ideas, and organize the information into Comprehensive Plan “topic areas” that reflect community priorities. This

information will be the foundation of the Comprehensive Plan vision statement and goals and determine the plan elements.

Final Product: Vision and goals document

Task 5: Comprehensive Plan

5.1: Policy formulation and implementation strategies. City staff and the consultant team will coordinate lead and support roles in the development of updated policies for each of the comprehensive plan elements. This will require close and direct coordination with City staff, CAC members and other stakeholders that represent various capacities related to the comprehensive plan elements.

5.2: Comprehensive Plan. We will create a Comprehensive Plan document that incorporates the Background Report and Climate Trends Primer, as well as the vision, goals, and policies for each topic area, ensuring that the policies are aligned with Oregon Statewide Planning goals and have supporting implementation strategies where applicable. The Comprehensive Plan document will be visually engaging and easy to read to clearly communicate and illustrate information.

Final Product: Draft document

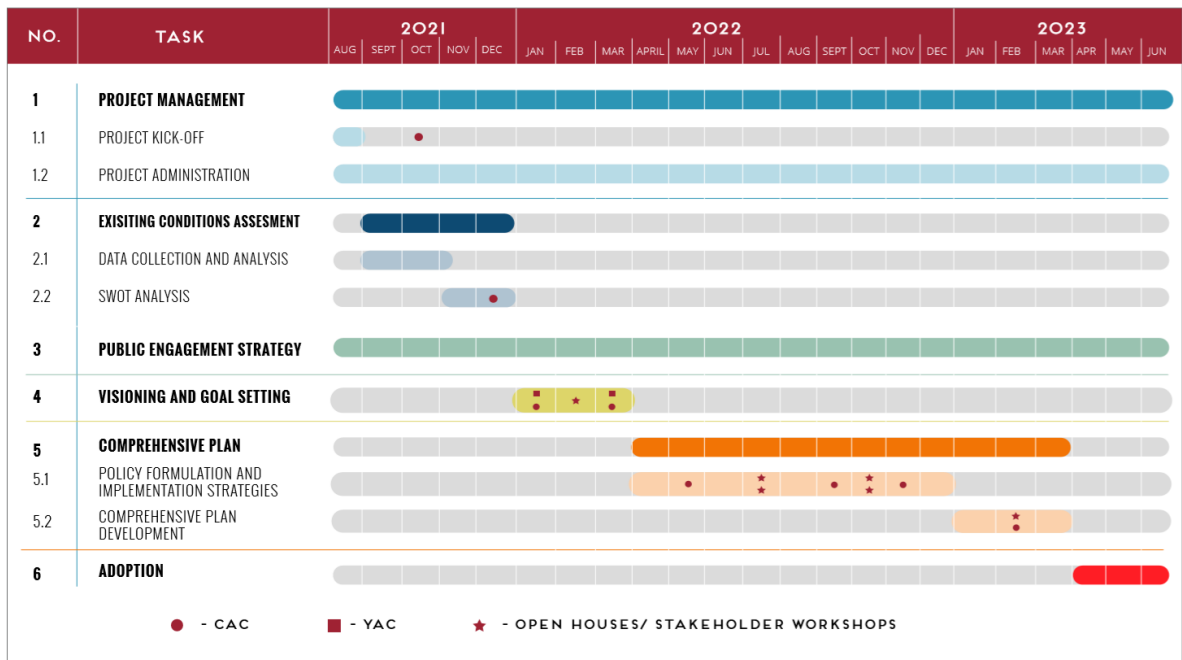
Task 6: Adoption

6.1: Adoption by City Council

Final Product: Final document

2. **Timeline:** List all dates for the project including tentative start date after the contract is signed, task completion dates, and project completion date. If the project is part of a multi-year program, provide an overview of the expected timelines in sequence of expected start dates and completion date for each phase and describe subsequent phases to be completed.

PROJECT SCHEDULE



3. **Payment Schedule:** Develop a requested payment schedule showing amount of interim and final payments. Include the products that will be provided with each payment request. The payment schedule should generally include no more than two payments – an interim and final payment.

We are requesting only one payment totaling \$50,000.

E. Evaluation Criteria. Include a statement in the narrative that addresses the program priorities and evaluation criteria presented in the application instructions (“Eligible Projects and Evaluation Criteria”).

Program Priority: Promote economic development

The updated Comprehensive Plan will include an economic development chapter. This chapter will include goals and priorities that will guide shorter-term economic development strategic plans. Sandy has a number of unique economic development challenges and opportunities, including a downtown corridor existing along a major highway, prospects for both local- and tourism-based economic growth, and a number of vacant commercial and industrial lots and buildings.

Program Priority: Plan for addressing resilience to natural disasters and climate change

There are a number of aspects of the comprehensive plan that will address climate resilience:

1. Climate primer in the existing conditions assessment.
2. Discussions of climate impacts in during the stakeholder workshops.
3. Policies regarding environmental sustainability.
4. Implementation strategies related to climate resilience.

F. Project Partners. List any other public or private entities that will participate in the project, including federal and state agencies, council of governments, city and county governments, and special districts. Briefly describe the role of each (*e.g.*, will perform work under the grant; will advise; will contribute information or services, etc.).

Project partners are as follows:

- Clackamas County: will advise
- DEQ: will advise
- ODOT: will advise
- 3J Consulting: will perform work
- GEOS Institute: will perform work
- Veritas Collaborations: will perform work
- ECONorthwest: will perform work

G. Advisory Committees. List any advisory committee or other committees that will participate in the project to satisfy the local citizen involvement program. Include specific goals for participation by priority populations in advisory committees.

A successful Vision and Comprehensive Plan process must create a shared sense of ownership among the Sandy community. We will convene and facilitate eight meetings of a Community Advisory Committee (CAC) that represents a broad cross-section of community interests. The CAC will review and comment on work products, guide public outreach and engagement efforts, act as liaisons to specific constituencies or interest groups, help host public events, encourage community members to participate in the process, and act as champions of the Sandy Comprehensive Plan that emerges from this process. We will develop a CAC charter that establishes roles, shared ground rules, and explains decision-making procedures.

We will also convene and manage a Youth Advisory Committee (YAC) consisting of Sandy High School students. The YAC will be instrumental in extending the impact of community outreach and provide youth-specific guidance on the Comprehensive Plan update. The YAC will build leadership skills, and provide an opportunity for youth to learn about government, community development, and civic affairs. Depending on both student and City interest and capacity, we can provide training in outreach and community organization, involving the YAC in activities like intercept surveys, report-writing, and school-based community conversations, in addition to participating in two YAC meetings during the project.

- I. **Cost-Sharing and Local Contribution.** DLCD funds are only a part of overall project costs; please identify sources and amounts of other funds or services that will contribute to the project's success. Cost-sharing (match) is not required but could be a contributing factor to the success of the application.

Will a consultant be retained to assist in completing grant products? Yes ☒ No ☐

For cities with populations under 10,000 that are requesting a comprehensive plan update, do you have interest in using a DLCD-provided consultant to complete your project? N/A ☒ Yes ☐ No ☐

Does the applicant intend to seek technical assistance from DLCD's equity and inclusion consultant? Yes ☐ No ☒

Local Official Support

The application ***must include a resolution or letter from the governing body*** of the city, county, district, or tribe demonstrating support for the project. If the applicant is a council of governments on behalf of a city, a letter or resolution from the city council supporting the application must be included. *The application will not be complete if it does not include this item.* The letter of support may be received by DLCD after the application submittal deadline, but it must be received before a grant is awarded.

See attached Resolution signed by Sandy's City Council.