



# City of Sandy

## Agenda

Economic Development Advisory Board Meeting

Meeting Date: Wednesday, March 1, 2023

Meeting Time: 6:30 PM

Page

### 1. MEETING INFORMATION

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

#### To attend the meeting in-person

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

#### To attend the meeting online via Zoom

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

Or Telephone:

(253) 205-0468

Webinar ID: 862 1369 0736

### 2. CALL TO ORDER

### 3. APPROVAL OF MINUTES

#### 3.1. Unapproved minutes from 2022:

[Economic Development Advisory Board - 18 May 2022 - Minutes - Pdf](#)

[Economic Development Advisory Board - 27 Jul 2022 - Minutes - Pdf](#)

[Economic Development Advisory Board - 30 Nov 2022 - Minutes - Pdf](#)

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### 4. PUBLIC COMMENT

### 5. EC DEV OFFICE UPDATES

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

### 6. COMMUNICATIONS -- CHAIR

- 6.1. Welcome to Returning Members
- 6.2. Vice-Chair Selection
- 6.3. Meeting Times and Current Vacancies

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

- 7.1. Economic Development Strategic Plan Review 13 - 52  
[Economic Development Strategic Plan Review - Pdf](#)

**8. ADJOURN**

8:00 PM



**MINUTES**  
**Economic Development Advisory Board Meeting**  
**Wednesday, May 18, 2022 6:30 PM**

**COMMITTEE PRESENT:** Jeremy Pietzold, Council President, Carl Exner, Councilor, Stan Pulliam, Mayor, Jordan Wheeler, City Manager, Bill Schwartz, Board Member, Brandon Johnson, Board Member, Cathy Stuchlik, Board Member, Ernie Brache, Board Member, Erinn Sowle, Board Member, Hans Wipper, Board Member, Kurt McKnight, Board Member, Khrys Jones, Chamber Director, and Paul Reed, Board Member

**COMMITTEE ABSENT:**

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

**MEDIA PRESENT:**

**1. Virtual Meeting Option**

Join from a PC, Mac, iPad, iPhone or Android device: Please click this URL to join.  
<https://us02web.zoom.us/j/87444755736> Description: Economic Development Advisory Board - May 2022 Or One tap mobile: +12532158782,,87444755736# US (Tacoma) +13462487799,,87444755736# US (Houston) Or join by phone: Dial(for higher quality, dial a number based on your current location): US: +1 253 215 8782 or +1 346 248 7799 or +1 669 900 6833 or +1 301 715 8592 or +1 312 626 6799 or +1 929 205 6099 Webinar ID: 874 4475 5736

**2. CALL TO ORDER**

Meeting called to order at 6:30 PM.

**3. APPROVAL OF MINUTES**

- 3.1. Approve minutes from the board meeting on January 5th, 2022.
- 3.2. Approve minutes from the board meeting on March 30th, 2022.

**4. COMMUNICATIONS -- CHAIR**

Member check-in:

- How's your business doing?
- How's your labor situation?
- Other concerns or items to report?

Jones: First month of full events at the SACC; BRC funding is now available; \$200K worth of business recovery grants coming soon...

Wipper: Business is doing much better; closed Mon and Tues now - used to be open 7 days a week; will go back to 7 days soon but at reduced hours for some days; finding employees still biggest concern.

Brache (online): Holding steady on sales from 2021; may be hiring on some new folks soon due to finding work in different areas (?); expecting strong sales for remainder of 2022 (projected to match 2021).

**5. EC DEV OFFICE UPDATES**

In the interest of time, we are skipping this section this evening.

**6. ITEMS FOR DISCUSSION -- BOARD**

6.1. Introduction to Sandy's Economic Development Strategic Plan (EDSP)

- Elliot Weiss from CAI will be joining us remotely this evening to introduce himself and his firm.
- Mr. Weiss will be going over the basic concepts behind an ec dev strategic plan and how our project will be constructed going forward.
- He will also be explaining the role of this board as the primary stakeholders group for this project, and what will be expected of our membership.

Elliot Weiss from Community Attributes, Inc. joined the meeting remotely but had serious connectivity issues that hampered the presentation; had to disconnect and call in via telephone. The board opted to move forward to the next agenda item while Jeff attempted to set up the audio connection here and host Elliot's presentation locally.

BREAK --> GO TO AGENDA ITEM 6.2

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RETURN FROM AGENDA ITEM 6.1

Elliot Weiss of CAI returns to us at 7:15 PM with a much better connection. He is presenting a Powerpoint presentation for the board:

- **What is an economic development strategic plan?** A tool to articulate and realize your community's economic vision and take control of your economic future. CAI has created plans for Warrenton, McMinnville, Kenmore, WA, Tacoma, Boise, etc. Typically 5-10 year time horizon; establishes a baseline, identifies/convenes partners & stakeholders, articulate a vision for Sandy's economic future, facilitates implementation by identifying short, medium and long term interventions.

- **How can an EDSP help Sandy?** Helps Sandy determine which industries to target, how to target those industries, how to make Sandy a better place to do business, how to leverage our assets and create new ones, how to grow without sacrificing quality of life, how to align the community around a shared vision.
- Describes CAI's approach (leveraging local assets, identify opportunities through landscape assessment, SWOT analysis, public & stakeholder engagement through Sandy Speaks & meetings like this one, vision statement and goals for the community, strategic workshopping)
- Questions for the Board:
  - What is your Number 1 objective for this project?
  - What is one economic question you would like us to address with data?
  - If this plan were magic, what one challenge or problem for Sandy would it solve?

6.2. EOA Exercise

- City of Sandy urban planner Shelley Denison will be joining us in person this evening to lead us through an exercise for the Economic Opportunities Analysis that is currently underway. Shelley will be walking the advisory board through a very broadly focused "community conversation" to get our input on our fair city -- where Sandy sits as a community currently, where we would like to go, and how best to get there. No preparation is required for this conversation -- just bring your vision for the community and an open mind.

Shelley Denison (City of Sandy Planner) hosted a "community conversation" with our board as part of the **Economic Opportunities Analysis** process to capture the EDAB as a community stakeholder group; wants to capture members experience living in or owning a business in Sandy:

- Question: Why did you live in/own a business in Sandy?
- Question: What do you think we ought to preserve or enhance in Sandy?
- Question: What about Sandy do you think we ought to change or improve?
- Answers will all be compiled into a master spreadsheet with the answers from other stakeholders groups to create a master vision for the community.

BREAK --> RETURN TO AGENDA ITEM 6.1

**7. Adjourn**

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Jeremy Pietzold, Chair

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David Snider, Economic  
Development Manager

Draft



**MINUTES**  
**Economic Development Advisory Board Meeting**  
**Wednesday, July 27, 2022 6:30 PM**

**COMMITTEE PRESENT:** Jeremy Pietzold, Council President, Carl Exner, Councilor, Stan Pulliam, Mayor, Jordan Wheeler, City Manager, Bill Schwartz, Board Member, Brandon Johnson, Board Member, Cathy Stuchlik, Board Member, Ernie Brache, Board Member, Erinn Sowle, Board Member, Hans Wipper, Board Member, Kurt McKnight, Board Member, Khrys Jones, Chamber Director, and Paul Reed, Board Member

**COMMITTEE ABSENT:**

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

**MEDIA PRESENT:**

1. **CALL TO ORDER**  
6:30 PM
2. **APPROVAL OF MINUTES**
3. **EC DEV OFFICE UPDATES**  
We will skip this section of tonight's meeting in the interest of time.
4. **COMMUNICATIONS -- CHAIR**  
Member check-in:
  - How's your business doing?
  - How's your labor situation?
  - Other concerns or items to report?

Schwartz: Brewery is doing well; Mountain Festival was great for business, both before and after.

Wipper: Business is fairly busy but up and down; summer camps both sold out, day camps just opened up. Won Mayor's prize for their float in the festival; covered structure is out to bid.

McKnight: Fishing has been great (has been in Hawaii). Business-wise, everything seems to be going fine with Everfresh Fruit.

Brache: Was really happy to participate in the Mtn Festival parade this year after several years of no parade due to the pandemic -- AEC is doing fine.

Chair Pietzold: requested staff update on the Sandy Clinic (supply chain issues for HVAC and alarm, otherwise mostly complete) and covered structures (La Bamba is complete; Smoky Hearth will be complete in a couple of days; next one on the schedule is Wippersnappers; Tollgate is still in process; Thai Home is on hold) -- also asked the board about labor issues; everyone is still having a hard time finding employees.

## 5. ITEMS FOR DISCUSSION -- BOARD

Economic Development Strategic Plan (EDSP) -- focus group work

The remainder of this evening's meeting will be a continuation of the community discussion that began at the last board meeting with our contractor, Mr. Elliot Weiss of Community Attributes, Inc.

Elliot Weiss of Community Attributes Inc. joins us tonight with a Powerpoint presentation to give the board an update with regard to the project:

- Project is underway -- midway through the landscape assessment and coordinating with ECONorthwest to begin scheduling planning engagements with stakeholder groups for the fall; plan shall be completed in Q1 2023
- Board answers to questions from last time:
  - What is your #1 objective for this project?: Who should we be attracting? We want to create a town we can be proud of.
  - What is the one economic question you would like us to address with data?: Where is this community not "complete"? How is Sandy an economic hub to the area?
  - If this plan were magic, what one challenge or problem for Sandy would it solve?: How do we create an adequate number of living wage jobs for Sandy?
- Answers to questions from last meeting:
  - Is Sandy a complete community? Data shows that underrepresented sectors include service businesses, manufacturing, construction/resources, WTTU (wholesale, trade, transportation and utilities) and FIRE (finance, insurance and real estate); overrepresented are government and retail.
  - What is Sandy's market area? 20% of Sandy's workforce lives in Sandy, 13% of Sandy residents work in Sandy; Portland, Gresham are the most common places for Sandyites to work.



- How do we create an adequate number of living wage jobs regardless of industry? Median household wage is ~\$60K -- all sectors except healthcare fall below the median; service job median wage is less than half the total median; cost burdened (30%-50% of income spent on housing) in Sandy - renters 30%, owners 21%; severely cost burdened (>50%) renters 16%, owners 8%; median home sale price has doubled in the past 10 years; household income has only gone up 30% in that time ---> What does a livable wage mean for Sandy, and what weight should we give industry sector wages in identifying target sectors?
- Next steps: completing the landscape assessment, scheduling and preparing for the visioning process and the goals/strategies studio.

6. **Adjourn**  
8:00 PM

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Jeremy Pietzold, Chair

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David Snider, Economic  
Development Manager



**MINUTES**  
**Economic Development Advisory Board Meeting**  
**Wednesday, November 30, 2022 6:30 PM**

**COMMITTEE PRESENT:** Jeremy Pietzold, Council President, Bill Schwartz, Board Member, and Paul Reed, Board Member

**COMMITTEE ABSENT:** Carl Exner, Councilor, Stan Pulliam, Mayor, Jordan Wheeler, City Manager, Brandon Johnson, Board Member, Cathy Stuchlik, Board Member, Ernie Brache, Board Member, Erinn Sowle, Board Member, Hans Wipper, Board Member, Kurt McKnight, Board Member, and Khrys Jones, Chamber Director

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

**MEDIA PRESENT:**

**1. MEETING INFORMATION**

Please click the link below to join the webinar:

<https://us02web.zoom.us/j/86196399242>

Or One tap mobile :

US: +16699006833,,86196399242# or +17193594580,,86196399242#

Or Telephone:

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

US: +1 669 900 6833 or +1 719 359 4580 or +1 253 205 0468 or +1 253 215 8782 or +1 346 248 7799 or +1 669 444 9171 or +1 312 626 6799 or +1 360 209 5623 or +1 386 347 5053 or +1 507 473 4847 or +1 564 217 2000 or +1 646 931 3860 or +1 689 278 1000 or +1 929 205 6099 or +1 301 715 8592 or +1 305 224 1968 or +1 309 205 3325

Webinar ID: 861 9639 9242

International numbers available: <https://us02web.zoom.us/j/86196399242>

**1. CALL TO ORDER**

6:30 PM

**2. APPROVAL OF MINUTES**

3.1. Minutes

There were not enough members present at this meeting to create a quorum.

**4. COMMUNICATIONS -- CHAIR**

Member check-in:

- How's your business doing?
- How's your labor situation?
- Other concerns or items to report?

Schwartz: Boring Brewing is rolling along; has been very busy as of late. Food menu has been revamped; daily food specials, \$5 pints, always something in the crock pot...

Reed: MHAC is doing great right now. COVID forced some changes and adjustments; currently running about a 30% profit margin (industry average is 8%); high school kids are coming in to the gym a lot during the day now, turning into a new customer base for them; some behavioral problems but he has hired "security" (a substitute PE teacher) to patrol the business and this seems to be working great.

## 5. EC DEV OFFICE UPDATES

### I. Community Attributes, Inc. -- Ec Dev Strategic Plan draft review

- A rough draft of the completed EDSP from Community Attributes, Inc. will be presented for board review and comment. This feedback will be analyzed and included with the plan prior to forwarding to a City Council workshop for final review.

Elliot starts slide show discussion with board after briefly losing connectivity; sent slideshow to staff liaison due to technical difficulties (slide show operated from Sandy) --> Landscape assessment is essentially complete; today's review will cover the SWOT analysis and vision/goals; still on pace to complete project in Q1 2023.

#### SWOT analysis:

- **Strengths**: vibrant downtown, city "brand" tied to outdoor rec, mountain life; retail hub; close to strong regional economy; innovation (SandyNet, recycled water); gateway to MHNF, easy access to outdoor rec; strong base in fabricate metals, relatively young workforce, high labor force participation
- **Weaknesses**: Long distance to interstate highway; land development constraints; state highway issues; job training more difficult to access; low median wages; 1/3 of population is cost-burdened; unemployment still high
- **Opportunities**: scale up opportunities with small biz; infill opportunities downtown; developable sites in newly planned areas (West Sandy); parks & trails; neighboring communities have limited nearby lodging/hospitality assets; nearby metal & tool fabrication; fast growing outdoor gear & apparel industry nearby; nearby innovators in specialty food/beverage; robust regional food processing, storage, distribution; growth of home-based workforce.
- **Threats**: Rapid growth causes problems (moratorium); adjusted expectations for outdoor rec (increase in fires, decrease in snowfall); challenging to recruit skilled healthcare and social assistance providers (pediatricians); childcare shortages impact worker ability to engage in economy; limited experiential retail options; rising housing costs; home ownership becoming unattainable.
- Discussion about the SWOT analysis centered around housing issues, child care, infill development.

Visioning: Elliot placed three versions in front of the board; 1st two were reviewed and commented on by staff to come up with 3rd version. Board liked the third version (below) as well.

- **Draft vision statement:** "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."

At approximately 7:45 PM, the Chair moved to end the meeting early in observance of the holiday season, and the Board agreed unanimously.

II. 2022 Year End Presentation -- Commercial Development Year in Review

- A brief PowerPoint presentation reviewing commercial development projects completed in Sandy in 2022.

In the interest of time this evening, this presentation was postponed until the January 2023 meeting.

Strategic Plan Presentation Slides

5. **ITEMS FOR DISCUSSION -- BOARD**

7. **Adjourn**  
7:45 PM

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Jeremy Pietzold, Chair

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David Snider, Economic  
Development Manager



## Staff Report

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**Meeting Date:** March 1, 2023

**From** David Snider, Jeff Aprati,

**SUBJECT:** Economic Development Strategic Plan Review

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### **BACKGROUND / CONTEXT:**

On May 2, 2022, the City Council approved a contract with Community Attributes, Inc. (CAI) to develop an Economic Development Strategic Plan for the City of Sandy. This was in furtherance of one of the Council's 2021-23 goals, to "develop a long-term plan for economic development that provides clear direction for commercial, industrial, small business growth").

The strategic planning process included four phases:

#### Condition Assessment

- An extensive review of relevant community demographic and economic data
- A SWOT analysis of our local economy
- An assessment of our local economic climate
- The city's capacity for additional growth

#### Stakeholder Engagement

- Multiple community visioning and stakeholder group engagements to create a vision for Sandy based on the views of our residents, business owners, and community leaders. A key element of this engagement was the very successful Future Fest event in September 2022.

#### Plan Development / Synthesis of Input

- CAI worked closely with staff and the Economic Development Advisory Board on interim findings and draft deliverables, including a landscape assessment and socioeconomic profile, a SWOT Analysis, and draft strategies and actions.

#### Implementation Plan Development

- The plan sets forth specific goals and objectives for growing and diversifying Sandy's economy over the target period, and detailed action steps for how to achieve project objectives.

### **KEY CONSIDERATIONS / ANALYSIS:**

The Economic Development Strategic Plan developed for Sandy identifies the goals and strategies listed below. Several action items have also been developed to

implement each strategy, along with specific next steps and recommended lead and supporting organizations. The attached presentation slides contain details on the action items. The full plan document will be attached to this staff report as soon as formatting and design is completed by CAI.

- Improve systems to ensure broad and durable access to economic opportunity and maintain Sandy's high quality of life.
  - Improve access to health care, child care, job training, and assistance programs.
  - Expand Job training and wraparound services for youth and disadvantaged workers.
- Leverage our investments in technology to maximize economic benefits.
  - Foster entrepreneurship and drive new business creation.
  - Invest in broader awareness and utility of SandyNet and other resources and amenities that support and attract home-based workforce.
- Build on our businesses and workers in manufacturing to establish Sandy as a destination for metals fabrication and related activities.
  - Support and identify opportunities for business expansion among strong base of metals fabrication industries.
  - Carve a niche in subsectors of metals fabrication specific to outdoor equipment and tool manufacturing.
- 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.
  - Leverage proximity to nearby produce growers and Fruit Loop to expand cold storage and processing industry.
  - Expand on Sandy's innovative outlets for food service providers.
- Invest in hospitality and place-based tourism to make Sandy the most active and vibrant basecamp for Mt. Hood area adventures.
  - Identify and market opportunity sites for expansion of lodging and supportive retail connected to Mt. Hood vicinity opportunities.
  - Establish Sandy as the most active and vibrant basecamp for Mt. Hood area adventures.
  - Expand on local recreation opportunities to establish Sandy as its own destination for area outdoor adventurers.
- Be a leader as both retail hub and heart of East Clackamas County.
  - Leverage undeveloped areas to support larger retail business expansion.
  - Expand small downtown retail opportunities as part of Pleasant Street Master Plan and infill of underutilized sites.

- Focus business attraction on experiential retail and retail options that can sidestep competition with online shopping.

**RECOMMENDATION:**

Review the draft Economic Development Strategic Plan strategies and actions. Provide any necessary feedback to staff, and/or provide a recommendation to the City Council on adoption.

**LIST OF ATTACHMENTS/EXHIBITS:**

- Presentation slides containing plan goals, strategies, and actions.
- Draft plan document

# SANDY



# OREGON

Economic Development Strategic Plan –  
Goals Strategies and Actions



# Strategic Plan Goals

1. Improve systems to ensure broad and durable access to economic opportunity and maintain Sandy's high quality of life.
2. Leverage our investments in technology to maximize economic benefits.
3. Build on our businesses and workers in manufacturing to establish Sandy as a destination for metals fabrication and related activities.
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.
5. Invest in hospitality and place-based tourism to make Sandy the most active and vibrant basecamp for Mt. Hood area adventures.
6. Be a leader as both retail hub and heart of East Clackamas County

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

## **Strategy: Improve access to health care, childcare, job training, and assistance programs**

- 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.
- 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.
- Establish incentive program to attract qualified workers to health care settings in Sandy.
- Expand accessible and affordable child care facilities to increase available workforce for local businesses and ensure greater economic mobility for working families.

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

- Expand on job training, financial guidance, and assistance programs to remove barriers to economic opportunity for youth and other priority communities.
- Enhance job recruitment program for metals fabrication and related industries to improve job access for Middle and High School students.
- 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.

## Leverage our investments in technology to maximize economic benefits.

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

- Develop "third place" options or programs, such as city-sponsored meet-ups, for entrepreneurs to connect and share information.
- Expand link between areas schools and advanced technology and business management training programs.

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

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

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

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

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

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

- 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.
- 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.
- Establish marketing to support alignment between area metal fabrication industries and outdoor gear and apparel.

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

- Identify existing retention and expansion needs among nearby food processing, produce, and cold storage industries and identify any gaps or opportunities associated with sites in new development areas.

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

- 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.
- 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.

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

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

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

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

- 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.
- 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.
- Strengthen transit network connections to support travel link to Mt. Hood adventures and areas of Columbia Gorge, including all ski resorts in Clackamas and Hood River Counties.
- 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).

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

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

- In alignment with the Parks Master Plan, identify and pursue opportunities to expand, designate, market, or otherwise improve local bikeways.
- Connect biking routes from Sandy to the Marmot Dam, Sandy Ridge and Government Camp. Invest in signage and facility improvements for a long-distance bikeway route off of US26 between downtown Sandy, Sandy Ridge, and extending to other trails and bikeway destinations (where appropriate) to improve access for cyclists and encourage extended visitation in Sandy.
- Improve signage and marketing of Meinig Memorial Park and Mt. Hood Scenic Byway - Jonsrud Viewpoint to leverage it more fully as a tourist attraction.
- Implement existing plans to establish downtown park, bicycle recreation assets, and formalize the entrypoint to Sandy River Park as part of parks development proposals.
- Connect Tickle Creek Trail to Cazadero Trail and other extensions to regional trails.
- Pursue 8-10 Mile Sandy Hiking Loop extending around and through the Downtown Sandy.

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

### **Strategy: Leverage West Sandy Concept Plan to support larger retail**

- Secure large, anchor retail business to the 362nd and Bell St. area
- Commission a new retail market analysis to determine specific targets appropriate for the expansion of Sandy's retail business sector with focus on Pleasant Street and newly developing areas.
- 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: Expand small downtown retail opportunities as part of Pleasant Street Master Plan and infill of underutilized sites**

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

- Target recruitment of retail businesses based on demand in Sandy and nearby Estacada, Molalla and other East Clackamas County communities.





# City of Sandy

## Economic Development Strategic

February 2023



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# A Vision...

## ...for Sandy's economy of the future

The vision is aspirational for where Sandy's economy will be in the future. It describes the characteristics of Sandy after implementation of the strategies and actions identified herein.

“ Sandy is a vibrant community that leverages the economic might of the metropolitan area and the outdoor gems of Mt. Hood, offering businesses and residents a unique balance between professional opportunity and outstanding quality of place. We cherish the small businesses that propel our dynamic downtown and welcome visitors who wish to experience all that Sandy has to offer, while strategically investing in new, high-quality jobs for our talented residents. ”

# Introduction

## Purpose

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

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

and its partners regarding economic policy to provide assurance to potential investors & developers.

- Facilitate implementation by identifying priority actions to develop near-term momentum and excitement for mid- and longer-term interventions.

## Process

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

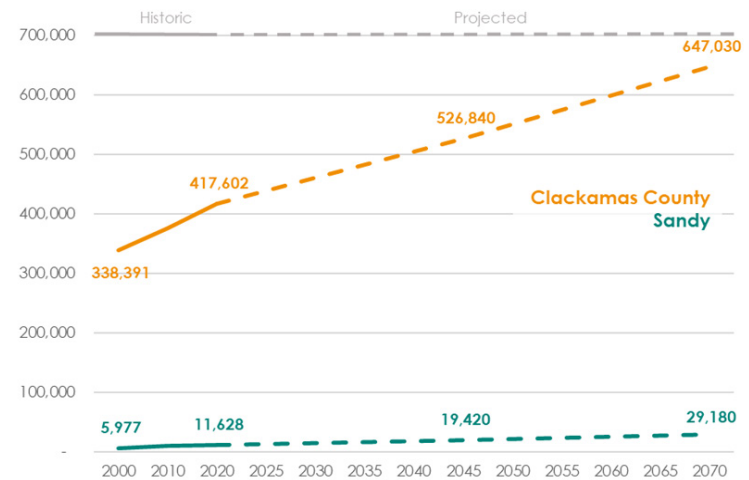
- Economic Development Advisory Board Meetings.
- Technical Assistance Committee Meetings.
- Future Fest Open House.

# Context

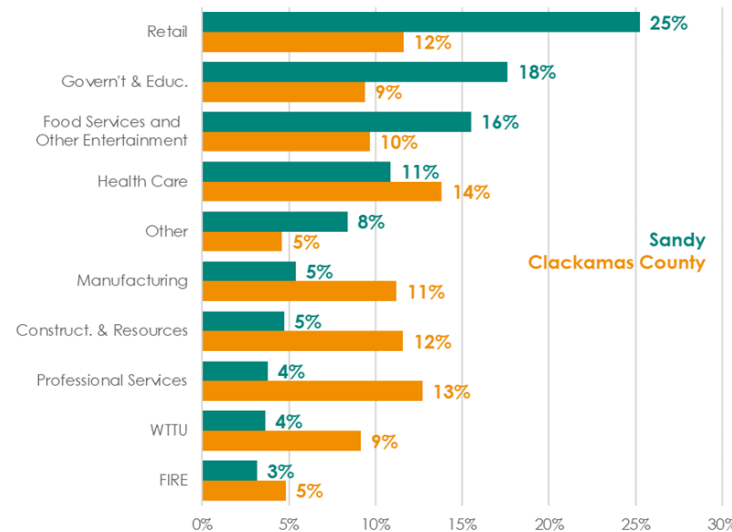
*Sandy will double its population by 2050 and reach a population of 29,180 by 2070. It is estimated to add between 2,000 and 2,500 new jobs and close to 3,000 new people by 2043.*

*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)

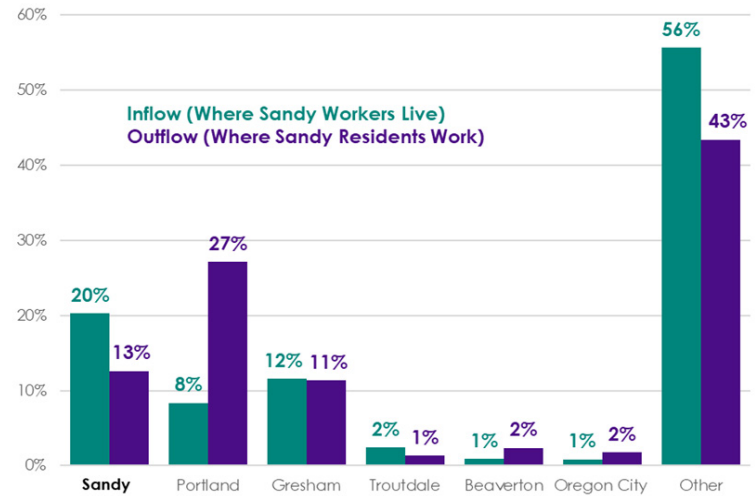


Share of Jobs by Industry, City of Sandy and Clackamas County, 2019 (LEHD)



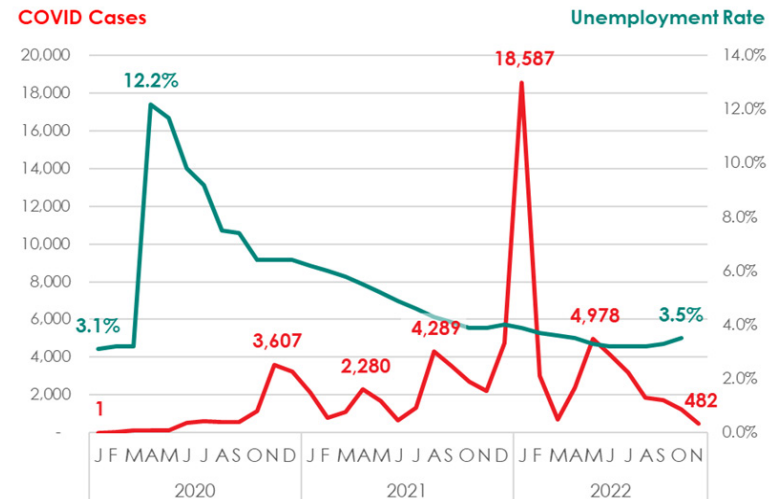
*Over a quarter of Sandy's residents commute to work in Portland (27%), while a smaller portion remain in Sandy (13%) or commute to Gresham (11%).*

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



*Unemployment in Clackamas County returned to near pre-pandemic levels in late 2022 as COVID cases spiked and then decreased to below Summer 2020 levels.*

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





# 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.

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## Summary of Goals...

**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.

# ... and Strategies

**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 adventurers**

**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** Establish an incentive program to attract qualified workers to health care settings in Sandy.

**Action 1.1.2** Expand accessible and affordable child care facilities to increase available workforce for local businesses and ensure greater economic mobility for working families.

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

- Action 1.2.1** Expand on job training, financial guidance, and assistance programs to remove barriers to economic opportunity for youth and other priority communities.
- Action 1.2.2** Enhance job recruitment program for metals fabrication and related industries to improve job access for Middle and High School students.
- Action 1.2.3** Tailor youth and adult workforce training to skills and workforce gaps among nearby health service providers and low-barrier industries that support service needs in Sandy that can create career pathways for local youth and disadvantaged workers.

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

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

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

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

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

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

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

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

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

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

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

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

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

**Action 3.2.2** Identify opportunity sites for both expansion and recruitment of metals fabrication and outdoor tool manufacturing and equipment providers 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.



**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 nearby food processing, produce, and cold storage industries and identify any gaps or opportunities associated with sites in new development areas.

**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** Strengthen transit network connections to support travel link to Mt. Hood adventures and areas of Columbia Gorge, including all ski resorts in Clackamas and Hood River

**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 with focus on Pleasant Street and newly developing areas.

**Action 6.1.2** Assess feasibility of recruitment of major outdoor equipment or apparel establishment to align with sub-sector development for outdoor tool and equipment manufacturing with a focus on areas of Sandy expected to redevelop in the near future.

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

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

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

**Action 6.3.1** Targeted recruitment of retail businesses based on demand in Sandy and nearby Estacada, Molalla and other E. Clackamas County communities.

# chapter 4

## Implementation

<b>1</b>	Improve systems to ensure broad and durable access to economic opportunity and maintain Sandy's high quality of life.			
1.1	Improve access to health care, child care, job training, and assistance programs			
	Strategy	Lead Organization	Supporting Organizations	Priority
1.1.1	Expansion of local health care facilities that ensure health services	Adventist Health Portland, Legacy Medical Group, Sandy Health Center, El Hospital Del Calzado, Providence, Kaiser Permanente	City of Sandy	Medium
1.1.2	Best practices in expanding health care services in non-metropolitan settings	City of Sandy	Adventist Health Portland, Legacy Medical Group, Sandy Health Center, El Hospital Del Calzado, Providence, Kaiser Permanente	Medium
1.1.3	Incentive program to attract qualified health care workers	City of Sandy	Adventist Health Portland, Legacy Medical Group, Sandy Health Center, El Hospital Del Calzado, Providence, Kaiser Permanente	Low
1.1.4	Access to child care facilities	AntFarm	City of Sandy, Clackamas Workforce Partnership	High
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	Metals fabrication job recruitment	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

<b>2</b>	Leverage our investments in technology to maximize economic benefits.			
2.1	Foster entrepreneurship and drive new business creation			
	Strategy	Lead Organization	Supporting Organizations	Priority
2.1.1	"Third place" programs for entrepreneurs	City of Sandy	Business Oregon and nearby incubator organizations in Gresham	Medium
2.1.2	Link between areas schools and advanced tech and business training programs	Oregon Trail School District, Mt. Hood and Clackamas Community Colleges	City of Sandy, SandyNet Director (Greg Brewster)	Medium
2.2	Invest in broader awareness and utility of SandyNet and other resources and amenities that support and attract home-based workforce			
2.2.1	Assess SandyNet as a resource in business and talent attraction	City of Sandy Economic Development Office, SandyNet Admin.	Marketing and economic consultants.	High
2.2.2	Economic development partnerships to market SandyNet	City of Sandy Economic Development Office, SandyNet Admin.	Greater Portland Inc., Clackamas County Economic Development Department	High
2.2.3	Essential amenities and resources to retain a remote, home-based workforce	City of Sandy	SACC, GPI and economic development partners.	Medium



<b>3</b>	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)	Medium
3.2.2	Opportunity sites for metals fabrication and outdoor tool manufacturing	City of Sandy, Clackamas County Economic Development Department	Oregon Manufacturing Innovation Center (OMIC) and Oregon Manufacturing Extension Partnership (OMEP)	Medium
3.2.3	Alignment between metal fabrication industries and outdoor gear and apparel.	City of Sandy, Clackamas County Economic Development Department	Greater Portland Inc.? Clackamas County Business and Economic Development (Cyndi Moore)	Low
<b>4</b>	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	Kurt McKnight	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, Clackamas County Tourism	Medium
4.2.2	Alignment between specialty entrepreneurs and food industries	City of Sandy	Sandy Commissary Kitchen	Medium

<b>5</b>	Invest in hospitality and place-based tourism to make Sandy the most active and vibrant base-camp 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
5.1.1	Gaps in lodging options	City of Sandy, SACC	Existing and prospective lodging businesses	High
5.1.2	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			
5.2.1	Improve hospitality options	City of Sandy, SACC	Existing and prospective lodging businesses	Medium
5.2.2	Invest in downtown walkability	City of Sandy	ODOT	High
5.2.3	Transit network connections	City of Sandy, Clackamas County	ODOT Public Transportation, Travel Oregon	Medium
5.2.4	Outdoor recreation marketing	City of Sandy	SACC, Travel Oregon, other nearby chambers and tourist brochure producers.	High
5.3	Expand on local recreation opportunities to establish Sandy as its own destination for area outdoor adventurers			
5.3.1	Expand local bikeways	City of Sandy	Oregon Metro, ODOT	Medium
5.3.2	Bike route connectivity	City of Sandy, Clackamas County (Tourism and Economic Development)	Bureau of Land Management	Medium
5.3.3	Meinig and Jonsrud Viewpoint marketing	City of Sandy	PGE, Travel Oregon	Low
5.3.4	Implement existing multi-modal transit plans	City of Sandy	Partner agencies and funding partners	High
5.3.5	Connect Tickle Creek Trail to Cazadero Trail	City of Sandy	Metro, Sandy City Councilor Kathleen Walker	Medium
5.3.6	Sandy Hiking Loop extension	City of Sandy	Sandy City Councilor Kathleen Walker	Medium

<b>6</b>	Be a leader as both retail hub and heart of East Clackamas County.			
6.1	Leverage undeveloped areas to support larger retail business expansion			
	Strategy	Lead Organization	Supporting Organizations	Priority
6.1.1	Anchor retail in 263rd and Bell St. area	City of Sandy	Consultant Support and retail businesses	Medium
6.1.2	Pleasant Street retail market analysis	City of Sandy	Consultant Support	High
6.1.3	Feasibility and alignment of major outdoor company	City of Sandy	Prosper Portland, GPI, CREDC, Washington County	Medium
6.2	Expand small downtown retail opportunities as part of Pleasant Street Master Plan and infill of underutilized sites			
6.2.1	Leverage underutilized sites and proposals as part of Pleasant Street Master Plan	City of Sandy	Consultant Support, property owners	High
6.3	Focus business attraction on experiential retail and retail options that can sidestep competition with online shopping			
6.3.1	East Clackamas County retail recruitment	City of Sandy	Marketing consultants	Medium



COMMUNITY ATTRIBUTES INC