



**STRATEGIC PLANNING MEETING
OF THE
MOLALLA CITY COUNCIL**

AGENDA

Council Chambers | Molalla Civic Center - 315 Kennel Avenue - Molalla
Saturday, January 11, 2025 | 9:00 AM – 3:00 PM

NOTICE: As a requirement of House Bill 2560, City Council will hold this meeting in-person and through video Live-Streaming on the City's Facebook Page and YouTube Channel. This is a Work Session that is open to the Public, however, closed to Public Comment and participation.

Breakfast begins at 8:30am, Business Meeting begins promptly at 9:00am.

1. CALL TO ORDER AND FLAG SALUTE

SCHEDULED BREAKS:

10:00am – 10:15am

2. ROLL CALL

LUNCH BREAK 12:00pm – 12:30pm

2:30-2:45pm (if needed)

3. GENERAL BUSINESS

A. City Manager Report

30 minutes

- a) 2024 in Review
- b) 2025 Goals set by Department
- c) Staffing and Comparisons to other Cities

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B. City Recorder Announcements

60 minutes

- a) Oregon Government Ethics Commission (15 minute break at 10:00am)
 - o Public Meeting Law
 - o Executive Session
 - o Recusal
 - o Voting Procedures
- b) 2025 City Council Calendar
- c) League of Oregon Cities Conference dates – Who attends each conference?
- d) Website Update – Councilor Bios

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C. Review 2024 Council Goals and Accomplishments

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(30-45 minutes)

Lunch at 12:00pm (30 minutes)

D. Potential 2025 Goals/Plans/Tasks

2 hours

- a) Goals submitted by City Council members
- b) Street Maintenance Fee vs. Gas Tax
- c) Parks Fee
- d) New Library
- e) Franchise Agreements
- f) Charter Amendment/Update
- g) Mural Code

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E. City Council-led Activities

30 minutes

- a) 2025 City Council Calendar – handout & discussion
 - Spring Clean-Up (April 25-26)
 - 4th of July Parade & Festivities (July 4)
 - National Night Out (August 5)
 - Celebrate Molalla (August 23)

- b) CCA Dinner Schedule
 - June 2025 – City of Molalla Hosts (June 26)

4. WRAP – UP/FINAL NOTES

15-20 minutes

5. ADJOURN

Reference Documents:

Molalla Area Vision and Action Plan 2030 Document	<i>Pg. 15</i>
Molalla Area Services Areas of Responsibility and Intersections of Work	<i>Pg. 41</i>
Dimensions of Governmental Process	<i>Pg. 42</i>

Focus Areas

- Focus Area #1: Resilience, History, Culture, Location
- Focus Area #2: Welcoming, Friendly, Safe, Inclusive
- Focus Area #3: Economically Sound, Managed Growth, Business, Education
- Focus Area #4: Resource Hub
- Focus Area #5: Beauty, Tranquility, Natural Areas

Molalla: Welcome to 2024

It is hard to believe that we are almost half- way to 2030 because it tends to present a Science Fiction backdrop to the days we are living in today. However, Molalla had a good 2023 overall and we expect to experience much of the same in 2024.

It takes time and much more than many of us realize to foster positive change in a community. Conversely, it doesn't take much time at all for destructive behavior to remove positive gains. Despite what may be happening in our Country, or our State things are moving forward here in Molalla.

Our role with the City of Molalla at a City Council and a Staff level is to advocate and promote Molalla. I believe we have done that in 2023 and a short list of those accomplishments is as follows:

Police Department

- Passed a General Obligation (GO) Bond to construct a new Police Station **Complete**
- Implemented a Canine program. **Complete**
- Hired two Police Officers **Complete**

Wastewater Treatment Plant

- Received 5 million dollars toward the construction of the new plant. **Complete**
- Secured funding for new plant construction. **Complete**
- Developed and filled WWTP Manager position, added additional plant staff at WWTP/WTP. **Complete**
- CIPP – Berkley, Swiegle, E Main (1/24) (Cured In Place Pipe) **Complete**
- Completed replacement of sewer mains on Eckerd, Lola, 2nd. **Complete**
- I&I repair sealed 33 manholes. (Infiltration & Inflow) **Complete**
- Expanded Recycle Water Irrigation Fleet (1 new irrigation gun, 1 repaired, 1 new tractor) **Complete**

Water Treatment Plant

- Intake Pump Rebuild will be in the works. **Process started**
- SCADA Upgrade will be complete. **Complete**
- Repaired 16 water leaks. **Complete**

Street Improvements/Maintenance

- Round-a-Bout **Complete**
- Shirley Street **Complete**
- West Lane Street **Complete**
- Meadow and Harvest **Complete**
- Lola 2nd and Eckerd **Complete**
- Crack sealed 3.82 lane miles of city streets. **Complete**
- Bought a new backhoe replacing the '98 model. **Complete**
- Bought a new Street Sweeper Replacing the '03. **Complete**
- Hired a new position. **Complete**

Storm Water

- Shops Decant Facility **Complete**
- Launch Storm Water Master Plan – contract with Keller Assoc. **Complete**

Engineering

- S Molalla Waterline from 5th to Molalla Forest Road. **Complete**
- S Leroy Ave Extension to Lowe Rd. **Complete**
- Design of Section Street rebuild. **Complete**

- Complete replacement of water main on Eckerd. **Complete**
- Issued 55 Right-of-Way permits, which triggered 120+ inspections. **On going**
- Finalizing hire of new Engineer Tech. **Complete**

Planning

- Adoption of a Housing Needs Analysis into the Molalla Comprehensive Plan **On Going**
- Workplan Agreement with DLCD for Urban Growth Boundary Extension **Complete**
- Project Funding Secured for Additional UGB Studies **Complete**
- 140+ Type 1 Building Permits/Tenant Impr. /Other, 15 Type 2/3s. **On Going**
- Approvals Include New Police Facility, 40 Units of Affordable Housing, and a 14-lot subdivision. **Complete**

Park Improvements

- Pickleball Courts, landscaping, and pathways – Long Park **Complete – Including Swingset**
- Completion of Strawberry Park **Complete**
- Chief Yelkus Park Preliminary Tasks **Complete**
- Launched Parks Master Plan – Draft Public Involvement Plan **Complete**

Code Compliance

- Established Code Compliance program. **Complete**
- Significantly worked down backlog of uninvestigated complaints. **Complete**
- Established complaint intake and initiation policy/procedure. **Complete**
- Fielded over 200 new complaints this year. **On Going**
- Maintained strict standards for Odd Fellows Park with daily checks/property sweeps. **On Going**
- Expanded network and built relationships with code enforcement in surrounding areas. **On Going**
- Joined the Oregon Code Enforcement Association (OCEA). **Complete**
- Beat Mac in pickleball. **Complete**

General

- Improved Community Engagement **On Going**
- Celebrate Molalla relocated to Clark Park **Complete**
- Continued quality Library services **On Going**
- Budget Award **On Going**
- Civic Center Residing, Renovations – starting ADA improvements. **Complete**
- Improved Internal Staffing **Complete/On Going**
- Numerous private developments **Continuing**
- Homeless Issue – We are required to comply with State Law, but we addressed our issues through community engagement and commitment to the task at hand. **On Going**

This list does not account for every item accomplished but we are working toward making Molalla a better Molalla.

Dan Huff
Molalla City Manager

2025 Goal Setting/Strategic Planning - Staff Tasks

Summary of 2024

Police Facility
Wastewater Treatment Plant
Park Master Plan
Stormwater Master Plan
UGB Components
Mid-Willamette Vally COG
Street Improvements
Water Treatment Plant
Replacement/New Hires
Statewide Association Participation
MRSD Negotiations
Park Improvements

Special Events

8 Wine/Distillery Events

58 Special Events – July had 15 Events

2025 City Staff Goals by Department

Community Development Department-Wide:

Conduct study and analysis to identify programmatic deficiencies
Prioritize deficiencies by risk and cost
Develop and implement corrective action
1 additional FTE in public works maintenance - utility one
1 additional FTE at the wastewater treatment plant - operator one
1 additional FTE department wide – OSIV supporting all divisions and sections

Economic Development & Public Engagement:

Develop and implement an economic development page on the new website
Engage Clackamas County workforce development
Continue to build business outreach and engagement
Continue to build and leverage relationship with Mount Hood Territory
Develop and implement a public engagement calendar
Develop and implement a social services page on the website
Reconcile and update the Molalla current in light of the new website

Code Compliance:

Update IGA with Clackamas County for building official code enforcement
Develop and implement public parking permit program in light of updated ordinance
Integrate hazard and code outreach program with public engagement calendar
Build code compliance page for new website
Build Emergency Management and hazard mitigation page for new website
Continue to identify and update deficient code sections relevant to code compliance

Purchase a code compliance vehicle

Planning:

Continue UGB process

Implement digital permitting through Granicus platform

Reconcile state legislative updates with development code

Develop code language to implement updated council policies

Make comprehensive plan amendments in conjunction with master plan updates

Develop five-year plan for long range planning

WWTP:

New wastewater treatment plant Phase 1 construction

One additional FTE, WWTP Op 1

Receive and implement new NPDES permit

Develop, scope, and budget for Phase 2: lagoon 1 biosolid removal

Develop integrated plan and cash flow for required follow on studies and plan updates (e.g.

Master Plan, RWUP)

Begin five-year capital plan update

WTP:

New raw water intake pre-design, scope, budget, and timeline

ASR feasibility study and grant

New 2.0 MG tank property acquisition, scope, budget, and timeline

Complete SCADA upgrades

Continue monitoring and participation in PFAS litigation

Continue lead/copper service line inventory and replacement

Begin five-year capital plan update

Parks:

Yelkus park phase one construction

Reconstruct Clark park pavilion

Grub historic cemetery property

Fox park top playground phase two equipment

Park camera upgrade and installation all parks

Begin implementation of Parks Master Plan policies

Begin five-year capital plan update

Water Distribution:

PRV design and property acquisition

Lola main replacement

Coleman pex line

535 W Main St. main replacement Phase 2

Tracer study phase 3

Begin five-year capital plan update

Wastewater Collection:

CIPP program formalization and inclusion in capital plan
Lola main replacement
South Molalla pump station upgrade
Begin five-year capital plan update

Transportation:

Implement updated pavement management plan
Crosswalk at North Molalla and Francis
Lola overlay
Resolve Molalla Forest Rd. row encroachment
Resolve and complete Sawyer's frontage
Continue sidewalk improvement grant program
Begin five-year capital plan update

Stormwater:

Complete stormwater master plan update
Begin implementation of stormwater master plan policies
Begin five-year capital plan update
Bear Creek at South Molalla culvert upgrade support

Library:

Increase programming and outreach by 10%
Explore grant opportunities for new facility
Library leadership succession plan

Finance:

Cross Training AP/Court/Utility Billing
Continue Clean Audits and issuing on time, no extensions!
Continue to receive Budget and ACFR awards
Submit for a PAFR award and become a Triple Crown Recipient through GFOA
Fully staffed but would like to add Tyler technology for court and e ticketing

City Recorder Office:

Implement Records Management Program City wide
Oregon Government Ethics Training for Elected Officials, Boards, and Commissions
Continued compliance with Oregon Public Meeting Law and Public Records Laws

Police:

Oversee new Policy Facility



COUNCIL GOALS CREATED FOR 2024

FOCUS AREA 1

A resilient community that passionately recognizes and builds on its history, culture, and location.

- Promote Diversity and Inclusion Opportunities
- Update Parks Master Plan
- Park Naming Policy
- Update Molalla Area Vision & Action Plan 2020-2030

FOCUS AREA 2

A welcoming, friendly, and vibrant community, an attractive hometown feel that is safe, hospitable, and inclusive of all residents, businesses, and visitors.

- Update Parks Master Plan
- Traffic Unit
- Update Molalla Area Vision & Action Plan 2020-2030

FOCUS AREA 3

An economically sound and growing community which is evident in the diversity of businesses, partnerships, education, innovation, and the strong work ethic of its people.

- New Library Facility
- Civic Education – Town Hall Sessions
 - Emergency Preparedness (Police, Fire, CERT)
 - Budget 101
 - Youth Engagement

(continued next page)

- City Responsibilities (water, sewer, roads)
- Industrial/Business Park
- Identify Target Industries
- Establish Truck Route
- Citizen Academy
- Update Molalla Area Vision & Action Plan 2020-2030

FOCUS AREA 4

A full-service hub of resources.

- Update Emergency Management Plan
- New Library Facility
- CONNECT
- Promote Volunteer Opportunities
- Encourage MOLALLA CURRENT & Text-Alert Use
- Update Molalla Area Vision & Action Plan 2020-2030

FOCUS AREA 5

A beautiful tranquil area where people are deeply connected to its natural features.

- Incorporate Art with new Police Facility
- Finalize Mural Code
- Update Molalla Area Vision & Action Plan 2020-2030

Adopted by Molalla City Council
February 14, 2024

ATTEST: Christie Teets, CMC
City Recorder

2025 Goal Setting
Items Submitted by City Council

Mayor Keyser

- Mandatory Background Checks with all candidates running for office and people appointed to boards or volunteer roles and all staff positions. Setting guidelines on what is good and bad on records
- Look at our SDC's with comps on comparable cities.
- Re evaluate SDC's and food trucks in the city
- More CPC's
- Changing Council from at large to a seat and representing districts/areas in the city.
- Establishing two Council members to meet with members of MRSD monthly.
- Dividing up responsibilities when it comes to working with staff on legislative issues and funding. They would report to Mayor and City Manager.
- Follow up on either paving or taking ownership of Main St/Hwy 211 from ODOT.
- Comprehensive look at Charter and Code.
- Goal setting from all CPC's in our city with monthly updates and follow up.
- Video, sound and streaming technology upgraded and resolved. Extra Tv's mounted.
- Permanent funding for road maintenance in City, i.e. road fee or gas tax
- More events like Celebrate Molalla that entire council works on.
- Succession plan for leadership of Celebrate Molalla and Trash Day
- History of council picture in conference room updated and posted in civic center.
- Planning for future library. Committee put together.
- Liaison roll to Willamette Valley COG?
- Someone to look into grant funding and being able to write grants for programs in city.
- Establish award program for Employee tenure and outstanding service or merit in the city also establish other awards for community i.e. volunteer of the year, non profit of the year.
- Change trailer parking policy and have code enforcement start-initiated patrol to find violators.

Councilor Eric Vermillion

- Hwy. 211 - get the funding from the state
 - to rebuild from the boundaries of the city limits
 - including Bear Creek bridge
 - Then the City talks about taking over Hwy. 211
- See the PD Station and Wastewater treatment plant to their completion
- Look at councilor districts - similar to Sandy
- PUD - formation of
- SDC's - reduction by 15 - 20%
- Road maintenance funding source - gas tax

Councilor Leota Childress

- Cottage Farmstands – licensing and roadside sales standards

Street Maintenance

The past few years we have altered how we look at street maintenance and the results have fostered more improvements, but we are still not where the community would hope with street maintenance. The basic problem, as with anything, is lack of funding. Many governments will make the lack of funding statement over and over as an excuse of why tasks are not being completed. In the case of street maintenance, it is not an excuse but a reality. We have been creative with our resources, and we have made improvements. However, we are looking at a continual decline in our resources, cost escalation and falling further and further behind.

In 2018 the City Council passed an Ordinance creating a Street Utility that would have added \$11.00 to each utility bill for street maintenance. After adoption, a local resident and former city councilor forced a referendum vote, the community voted it down, and the Ordinance did not take effect. Complaints about street maintenance have continued, however. Had the utility remained in place the city would have brought in approximately \$465,000 annually to apply to street maintenance and the improvements would have been more than noticeable at this point. We are 6 years past the time of the original street utility and the community continues to raise the issue of "what about street maintenance?"

What do other Cities do?

Oregon City (38,029)

Street Fee (Tiered)	Residential \$15.99
Local Gas Tax	none
VRF	\$725,000 (Approx.)

Canby (19,114)

Street Fee	\$5.00 for single family, task force examining increase to \$7.00 - \$13.00
Local Gas Tax	\$0.03 per gallon (\$400,000 annually)
VRF	\$370,000

Sandy (12,933)

VRF	\$240,000
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Milwaukie (21,408)

Street fee (Tiered)	\$6.39 for single family
Gas tax	\$0.02 (Diesel Only) per gallon
VRF	\$400,000

Silverton (10,882)

Street Fee	\$12.04 for single family residential
Local Gas Tax	\$0.02 per gallon

Woodburn (29,455)

Local Gas Tax	\$0.01 per gallon
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Hubbard (3,385)

Street Fee	\$7.98 (rate study underway)
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Other Utility/Maintenance Fees

Oregon City (38,029)

Storm \$13.68

Canby (19,114)
Park Fee \$6.31

Sandy (12,933)
Public Safety Fee \$4.50
Storm \$8.00

Milwaukie (21,408)
SAFE (Ped Access) \$6.75
Storm \$29.47

Silverton (10,882)
Park Fee \$2.02
Storm \$9.36

Molalla (10,489)

VRF \$200,000
Storm \$4.78

Street Utility – Imposing a utility fee similar to 2018 requires Council to adopt an ordinance after holding a public hearing. Adopting the ordinance without an emergency clause would eliminate the referendum process. But it is recommended that we conduct public outreach (as we did in 2018) before enacting such a fee.

Local Gas Tax - If Council elects to enact a gas tax state law requires us to submit it to the voters for approval. LOC has created a [guide](#) for gas taxes with a model ordinance that we can refer to for assistance.

BALLOT TITLE

CAPTION: Creating Street Management System for City of Molalla

QUESTION: Should Molalla create a Street Management System?

SUMMARY: This measure asks voters to approve or reject Ordinance No. 2018-02, which the City Council enacted on January 10, 2018. The Ordinance creates a City Street Management System.

The System includes all facilities, natural and constructed, used by the City to regulate traffic, including pavement, curbs, gutters, and sidewalks. The Ordinance makes it illegal to install, connect or make improvements to any part of the System, or otherwise interfere with any part of the System, without City authorization.

The Ordinance also establishes a Street Maintenance Utility User Charge, which is set by the City Council in an amount reasonable and necessary to fund the administration, planning, design, construction, operation, maintenance and repair of the System. Based on input from three public meetings, the Council set this rate at \$11.00 per month for each single family home, town home, apartment, commercial business, or industrial business owned by a City utility customer.

If approved, this measure would permit the Street Management System to take effect. If rejected, the Street Management System will not take effect.

Molalla Area Vision and Action Plan 2020 - 2030



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Cover photo by
Blue Sky Rafting
(Courtesy Of The Molalla River Alliance)

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Fly fishing on the Molalla
Photo: David Jackson Photography

About this Plan

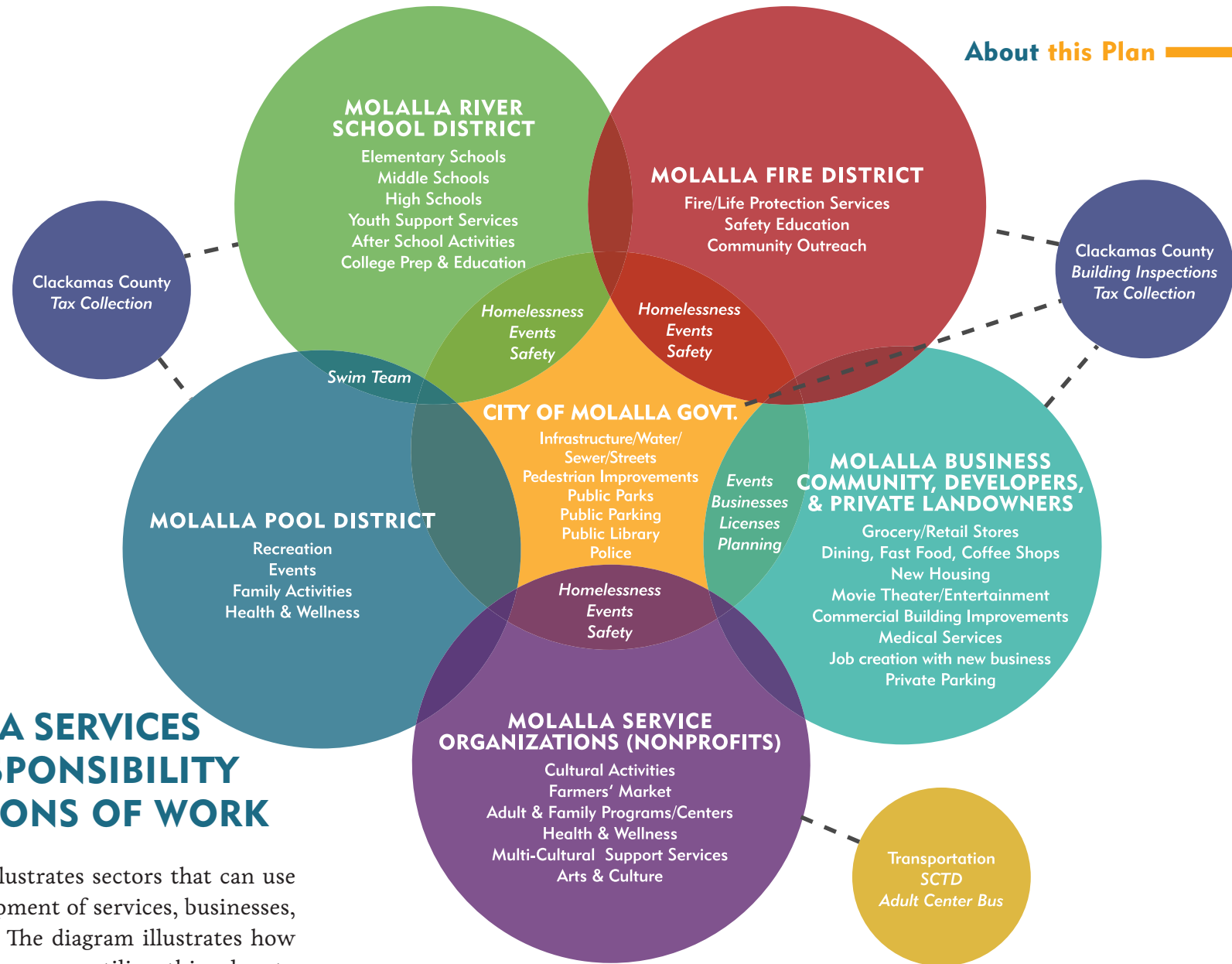
The Molalla Area Vision and Action Plan 2030 came from the work of dedicated citizens who sought to engage as many people as possible in producing a blueprint for Molalla's future. The plan outlines the vision, values, focus areas, strategies, and actions for all sectors of government, business, non-profits, individuals, and groups to use.

The planning process, spanning two and a half years, focused on listening to the people who live in and around Molalla, and make this their home. Listening and engagement took many forms including public meetings, stakeholder interviews, public surveys, group exercises and public events that included almost 1,000 people. Appendix A acknowledges those who have participated in the visioning process and Appendix B details the process.

The Ford Family Foundation supported this process every step of the way, including providing mentorship, funding, and community-building training for City Council members and project leaders Councilors Childress and Klein. Facilitation of the process by the Molalla City Council is a key example of the City's objective to have a clear and strategic citizen-led action plan.



Molalla artist Ken Fetters
Photo: David Jackson Photography



MOLALLA AREA SERVICES AREAS OF RESPONSIBILITY & INTERSECTIONS OF WORK

The following diagram illustrates sectors that can use this plan to guide development of services, businesses, initiatives and activities. The diagram illustrates how any organization or group can utilize this plan to align their strategic efforts with the plan’s focus areas. Sector content within the diagram came from public feedback and does not include all services provided in and around Molalla.

Implementation

The plan will be implemented by committees made up of individuals from organizations named as Potential Partners in each focus area as well as others interested in a particular area. These committees will take ownership of one or more action items in their focus area. The plan will be reviewed annually to assess progress on all key focus areas, strategies and actions, and to make changes and additions.



Dancer at 2018 Molalla 4th of July Parade
Photo: David Jackson Photography

About Molalla

Molalla, a community of approximately 9,800 residents, has a rich past and beautiful setting which is reflected today in its commitment to quality of life. The population is estimated to grow to 13,400 by 2030.

Located at the foothills of the Cascade Range, near the Mount Hood National Forest, the city is situated 30 miles southeast of Portland, 32 miles northeast of Salem, and 13 miles east of Interstate 5. It is about a one to two hour drive to the Oregon Coast, the Columbia River Gorge, and Mt. Hood for winter sports. The City of Molalla is near the Molalla River Recreation Area, and surrounded by rich agricultural land, ranches, and rural residential development. It has been said that Molalla is in the middle of nowhere yet in the middle of everywhere.



Molalla's Tribal Heritage story of Coyote swallowing match with Grizzly Bear. Public Art created by Ben Dye

HISTORY AND FUTURE

Prior to the arrival of the first European settlers, the area was populated by the Molalla Indians. Descendants of the Molallas are now part of the Confederated Tribes of Grand Ronde. Recognition of Molalla's Native American heritage is prominent in the community through education and art. In 2017 the Confederated Tribes of Grand Ronde entered into an agreement with the Molalla River School District which changed its logo to a bear and coyote in order to retain their mascot name, "The Molalla Indians". The school district agreed to use the Grand Ronde Tribe's fourth- and eighth-grade history curriculum.

Seeking fertile soils, ample water and rich grasses, pioneers were attracted to the Willamette Valley and Molalla area. The community established itself at the crossing of two Indian trails and that crossing is the downtown intersection of Hwy 211 and Molalla Ave. today. William Russell filed the first land claim in the area in 1840. In 1850, a post office opened, and the community began growing. By 1856, the first schools opened, and in 1857, the first general store.

In 1913 Molalla welcomed the first steam train, the first Molalla Buckeroo Rodeo, the first bank, the first locally published weekly newspaper, and the incorporation of the City. Over time, timber became the community's largest commodity. At one point, with five sawmills operating, Molalla was a true timber town. Timber remained the mainstay of the community's economy until the 1980s.

Like many other rural communities in Oregon, the downturn of the timber industry in the 1980s impacted the community and required that Molalla evolve and diversify its economic base. Today, due to its proximity to Portland and Salem, approximately 90% of working residents, other than home business owners, work outside of Molalla, making it a bedroom community.



1914 Workers grading Robbins Hill
Photo: Molalla Area Historical Society

This plan represents community momentum to re-define Molalla's identity and future. Despite past challenges, Molalla demonstrates resilience. City government is focused on collaboration, creative problem solving, and support of community needs through effective leadership. Public schools are on an academic upswing and a strong network of non-profit organizations and innovative businesses demonstrate care for citizens through many fundraising events. Share the Love, for example, is an event held annually by Molalla High School that raises thousands of dollars for individuals and families in dire circumstances.

Findings

Appendix C shows survey responses to “What would improve the quality of life in Molalla?” People consistently called for grocery stores, restaurants, traffic and pedestrian improvements, parks and recreation, more business and retail establishments, and events/activities including children’s activities.

People also responded through stakeholder interviews to a Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis. The analysis asked “What are the internal strengths and weaknesses of Molalla? What are external opportunities the city can reach for and better engage with? What are external threats and limitations facing Molalla?” A summary of the SWOT analysis is shown in Appendix D.

The visioning process focused on identifying what people value most about Molalla, understanding which elements of the community they wish to preserve, and how they would like to see Molalla transform over the next 10 years.

Following is a word cloud image illustrating the top words that people used to describe the Molalla area. The larger the word, the more often people used it to describe what they value most about living in Molalla. These words became the foundation from which this plan was crafted.



2030 Vision and Values

Through public input it became apparent that the core values must be maintained and expanded to be more forward-thinking and inclusive. Five community values emerged to make up the 2030 vision. This vision creates the picture and goal of what the community wants Molalla to be in 2030.

In 2030 Molalla is:

1. A **resilient** community that passionately recognizes and builds on its history, culture, and location
2. a **welcoming**, friendly and vibrant community with an attractive hometown feel that is safe, hospitable, and inclusive of all residents, businesses and visitors
3. an **economically sound** and growing community which is evident in the diversity of businesses, partnerships, education, innovation, and the strong work ethic of its people
4. A full-service **hub of resources**
5. a **beautiful and tranquil** area where people are deeply connected to its unique natural features



Vision Focus Areas

STRATEGIES

ACTIONS

PARTNERS



This section of the plan provides strategies for how Molalla will reach the 2030 vision. It details areas of focus, actions, and partners. Strategies and actions provide guidance and concrete steps to realize the vision focus areas. These were carefully crafted from all the findings in the planning process, with special attention given to themes that were mentioned consistently as key to community improvement.

This plan also leaves room for additional ideas and actions that result from people working collaboratively toward community betterment. Often these spontaneous acts bring needed innovation, direction, spark, and fun to successfully motivate people toward achieving the vision.



Molalla Soccer
Photo: Breanna Burghardt

FOCUS AREA #1

Molalla is... a resilient community that passionately recognizes and builds on its history, culture, and location

STRATEGIES:

- Be deliberate about building identity
- Embed collaborative thinking and practice in all actions
- Identify, support, and build on local culture including arts, history, heritage, and humanities

Anyone interested in implementing actions is a potential partner.

ACTIONS

Develop an awareness campaign that:

- celebrates the unique and interesting aspects of the area
- builds local pride of place and confidence in the Molalla community identity
- increases awareness about managed growth efforts
- Highlights community achievements (Share the Love, Running Club Charitable Giving, service organizations efforts on behalf of those in need, etc.)

Create a live, work and play promotion video for Molalla

Cultivate and continue to build on relationships with heritage partners

Inventory local arts, heritage, historical sites, and other cultural assets, and make information available online (such as Dibble House, galleries, Apple Festival, Celebrate Molalla, farmers market, Future Farmers of America)

Preserve significant buildings and other visible elements of local history

Build relationships by incentivizing collaborative work projects and be inclusive in planning and decision making

POTENTIAL PARTNERS

Chamber of Commerce (Chamber), City of Molalla (City), media partners, non-profits, Molalla River School District (MRSD), student groups, businesses, Kiwanis, Elks, Rotary, VFW, etc.

Chamber, City

Confederated Tribes of Grand Ronde, Molalla Area Historical Society, City

Chamber, City, heritage partners, non-profits

Molalla Area Historical Society, business owners, City

City, Chamber, service organizations, community, MRSD, Molalla Fire District (MFD)

FOCUS AREA #2

Molalla is... a welcoming, friendly and vibrant community with an attractive hometown feel that is safe, hospitable, and inclusive of all residents, businesses and visitors

STRATEGIES

- Develop the physical infrastructure needed to support a welcoming community
- Foster socially welcoming activities and embrace diversity as our strength
- Engage youth

ACTIONS

POTENTIAL PARTNERS

Research aesthetic design and architectural standards to create a plan which promotes development of an appealing and cohesive identity for downtown and throughout the community

City, business owners

Utilize the Transportation Master Plan to improve infrastructure and safety for all modes of travel (pedestrian, vehicles, bicycles, etc.) and identify new opportunities to enhance livability, i.e., Rails to Trails, bike/pedestrian paths, etc.

City, Clackamas County, Oregon Department of Transportation (ODOT), City of Canby, MRSD, MFD, Southern Pacific Hillvista Investment Co.

Implement wastewater treatment plant improvements to ensure compliance

City, state and federal agencies

Form a citizen advisory committee to provide input for development of an updated Parks/Greenspace Master Plan

City, service organizations, neighborhood associations, landowners

- Maintain and improve existing parks and recreation areas
- Add new community parks or elements to existing parks, i.e., dog park, serenity park, tree park, nature park

Map all points of entry to the city and identify landowner contacts to develop a plan to improve gateway, wayfinding and informational signage

City, state agencies

FOCUS AREA #2 (continued)

STRATEGIES

- Develop the physical infrastructure needed to support a welcoming community
- Engage youth
- Foster socially welcoming activities and embrace diversity as our strength

ACTIONS

POTENTIAL PARTNERS

Build a new police station	City, landowners
Develop and implement a property reuse/redevelopment/new development strategy for properties along Highway 211 and in downtown	Chamber, City
Ensure that K–12 educational facilities meet community needs	MRSD, community
Improve downtown curb appeal: paint buildings, add vibrant colors with flowers/landscaping, artwork, banners, lighting	Property owners, Chamber
Improve awareness about free public parking locations in the downtown area	City
Create centrally located information board for community announcements and information	City, community groups, MRSD
Develop clear, consistent, effective ways of communicating with local people, including those whose first language is not English, as well as visitors <ul style="list-style-type: none"> • Monthly newsletter • Community calendar • Resource directory • Facebook, Next Door Neighbor (social media) • Molalla Communications reader boards 	City, Chamber, Mt. Hood Territory, County, Plaza Los Robles, Todos Juntos, regional contacts, MRSD, Library, Molalla Communications
Enhance City website to add event information and cross promote with Chamber and other entities	City, Chamber, service organizations, MRSD, MFD
Develop system for collecting and updating email address list for monthly community newsletter	City

FOCUS AREA #2 (continued)

STRATEGIES

- Develop the physical infrastructure needed to support a welcoming community
- Engage youth
- Foster socially welcoming activities and embrace diversity as our strength

ACTIONS

POTENTIAL PARTNERS

Promote and utilize “Just Serve” website for connecting volunteers and volunteer opportunities

JustServe.org, community organizations

Create and deliver area resource guide to new utility bill customers

Service organizations, City, Clackamas County and specifically Health, Housing, and Human Services

Develop and encourage a wide range of events for the entire community

- Recreational/parks events
- National Night Out
- Buckeroo, Celebrate Molalla and other existing events
- Drug take-back day (April 27)

Police Department, MRSD, Library, City, Chamber

Create community-building activities, education, and awareness programs that intentionally focus on including all cultures and ethnic groups

Business owners, MRSD, City, Plaza Los Robles, Todos Juntos, service organizations

Add extra safety patrols in Molalla River Corridor

Community, Clackamas County, City

Hold a contest to create a slogan or theme for Molalla that supports this plan and tells our story

City, community

Organize community groups to hold cleanup events for neighborhoods, parks and other community areas

Community, businesses

Engage youth in City government and plan implementation committees

Youth, MRSD, service organizations

FOCUS AREA #3

Molalla is... an economically sound and growing community which is evident in the diversity of businesses, partnerships, education, innovation, and the strong work ethic of its people

STRATEGIES

- Develop and sustain an environment for successful economic development and managed growth
- Encourage youth participation in job development

ACTIONS

POTENTIAL PARTNERS

Develop directory of small to large businesses	City, Chamber
Create an economic development plan that identifies a foundation to grow resources and services for the community, i.e. shopping, entertainment, dining, and generating jobs	Clackamas County, City
Host a conference with local businesses, City of Molalla, and the MRSD Board of Directors on innovation and possible areas for growth in Molalla’s local workforce	Local businesses, City, MRSD
Create a branding and marketing plan to encourage entrepreneurs and attract new businesses	Chamber of Commerce
Form a group to advise and advocate for business development	Business community
Strengthen promotion and support of local businesses, craftspeople, artisans, etc. (Made in Molalla)	Chamber of Commerce, business community
Develop a “start a new business” checklist for City website	Chamber, City
Create school/community/business initiatives to develop more local internships for students	Businesses, MRSD, Chamber, service organizations
Promote career technical education for youth, job development, and continuing education	Clackamas Community College, MRSD, Oregon Universities, Colleges, Extension Services

FOCUS AREA #4

Molalla is... a full-service hub of resources



STRATEGIES

- Inventory and promote available services, resources, and opportunities in Molalla

ACTIONS

Inventory existing community services and resources, identify gaps, and develop a digital and printable resource database/guide to be shared through service groups, the library, newspaper, and City website

Identify regional community needs and the infrastructure required to support them. Study successful models of collaborative efforts that have addressed such needs. Attract missing services to Molalla (Social Security Administration, Oregon Health Authority, health care, expanded bus service, language interpreters) and encourage greater collaboration across non-profits serving families.

POTENTIAL PARTNERS

Service organizations, City, Library, adult center, Molalla Aquatic Center

County, City/police, state agencies, non-profit agencies

FOCUS AREA #5

A beautiful and tranquil area where people are deeply connected to its unique natural features

STRATEGIES

- Strengthen regional partnerships to identify key natural resources
- Develop new programs and support existing efforts dedicated to protecting natural areas
- Create sustainable tourism activities and promotion campaigns

ACTIONS

Develop regional partnerships across public and private groups to promote wise use of natural resources and to celebrate and promote the wild and scenic Molalla River

Add signage for Molalla River Recreational Area and promote the river corridor

Develop places and spaces that promote tranquility

Organize volunteer events for cleanup and maintenance of natural resources including the Molalla River

Develop strategies and funding resources to educate Molalla area residents about environmental sustainability through good stewardship and daily actions people can take

POTENTIAL PARTNERS

City, non-profits, Molalla River Alliance, Bureau of Land Management, tree farmers, Molalla River Watch, Weyerhaeuser, Mt. Hood Territory

City, ODOT, Bureau of Land Management, Friends of the Molalla River area, Molalla River Alliance

MRSD, City, community, businesses

Molalla River Alliance, community, We Love Clean Rivers, Molalla River Watch

City, environmental organizations, OSU Extension Services, Forestry Service, MRSD

Appendix A

ACKNOWLEDGEMENTS



Photo: David Jackson Photography

A HUGE THANK YOU TO...

The approximately 1,000 people who gave input to this planning process, including those who participated in public input sessions and stakeholder interviews

Molalla High School, Molalla Communications, Molalla Public Library, and the Moose Lodge provided public meeting spaces

The Ford Family Foundation for its ongoing support

Molalla City Council, and especially Elizabeth Klein and Leota Childress for their leadership

City of Molalla staff

Community Development Consultant Bill Flood

A special thanks to the High School Leadership students for their insights!

Adopted by the Molalla City Council on January 22, 2020

Appendix B

PLAN PROCESS

SCHEDULE	ACTIVITY
May 17, 2017	Initial meeting with The Ford Family Foundation
June 21, 2017	Public meeting to test surveys
Summer 2017	Input from early Visioning Committee
Fall 2017–Winter 2018	Two public surveys gather input from approximately 600 Molalla area residents
Spring 2018	Community development consultant Bill Flood contracted to determine public values, needs and desires to improve Molalla’s quality of life and assist with plan development
Summer 2018	Surveys analyzed and summarized, community values drafted
Fall 2018	First Molalla Community Celebration held with approximately 2,500 people attending; gathered feedback from community members on values and vision
Fall 2018	Analyzed strengths, weaknesses, opportunities, and threats through interviews with 50 stakeholders, including 25 high school leadership students
December 2018	Two community meetings held to review values and vision, and begin strategy development: <ul style="list-style-type: none"> • High School • Moose Lodge
Winter 2018	Four community meetings held to develop draft goals, actions, timeline, and partners: <ul style="list-style-type: none"> • City focus at City Council retreat • Youth focus at Molalla High School • Business focus at Molalla Communications • Non-profit services focus at Library
Spring 2019	Plan writing, re-writing
July 2019	First draft plan developed
Fall 2019	Plan review
Winter 2019–2020	City Council approves Vision and Action Plan
Winter 2019–2020	Begin hiring process for Vision and Action Plan Implementation Coordinator

Appendix C

SURVEY RESPONSES

Two on-line public surveys gathered input from approximately 600 Molalla area residents. Following are responses from the second survey to the question “What would improve the quality of life in Molalla?”

WHAT WOULD IMPROVE THE QUALITY OF LIFE IN MOLALLA?	# OF PEOPLE RESPONDING 444 TOTAL	% OF PEOPLE RESPONDING TO THIS ITEM
Grocery	152	34%
Restaurants (including fast-food)	121	27%
Traffic improvements (roads, streets, lights)	83	19%
School improvements (especially a new middle school)	82	18%
Pedestrian improvements (sidewalks/trails/walking, bike lanes, lights)	69	16%
Parks, recreation	58	13%
More retail	56	13%
More business (especially downtown)	39	9%
Events, activities, including children’s activities	40	9%
Coffee shop	32	7%
Youth hang-out spot, activities	30	7%
Movie theatre	29	7%

SURVEY RESPONSES (continued)

WHAT WOULD IMPROVE THE QUALITY OF LIFE IN MOLALLA?	# OF PEOPLE RESPONDING 444 TOTAL	% OF PEOPLE RESPONDING TO THIS ITEM
Local culture (support for aesthetic improvements, library, rodeo, arts, food carts, farmer’s market, etc.)	28	6%
Facelift for downtown	26	6%
Address drugs, crime, safety	21	5%
Open pool/aquatic center	20	5%
Transport/bus (especially to Woodburn)	19	4%
Clinic (Spanish-speaking)	14	3%
Bring people together, build community	12	3%
Parking	8	2%
More jobs	8	2%
Address homeless issue	7	2%
New development with infrastructure, housing, affordable and senior housing	7	2%
No new housing/building	6	1%
Spanish interpreters	4	1%

Appendix D

RESULTS FROM STAKEHOLDER INTERVIEWS

Over 50 people responded through stakeholder interviews to a SWOT analysis. The analysis asked “What are the internal strengths and weaknesses of Molalla? What are external opportunities the City can reach for and better engage with? What are external threats and limitations facing Molalla?” Following is a summary of responses.

STRENGTHS

- People care about one another
- People are dedicated to hard work
- Our diversity—multiple generations and ages, cultures, ethnicities, agricultural workers, blue collar workers, and professionals, etc.
- A small-town feeling, relaxed and slower paced environment—peaceful, quiet, and safe
- The natural setting, resources, and history
- Proximity to agriculture
- Location in the region
- Schools are on the rise
- City is improving services
- Strong non-profits
- Room to grow
- Optimism, excitement about claiming the future
- Businesses, services, projects, initiatives in Molalla that are working

Appendix D

RESULTS FROM STAKEHOLDER INTERVIEWS (continued)

WEAKNESSES

- Lack of strong, positive identity; low self-esteem
- Lack of vision
- Negative myths about Molalla that are barriers to advancement
- Visual look of downtown and points of arrival in Molalla are not strong
- Not enough community engagement and volunteerism
- Not all people feel safe
- Lack of enough retail, industry, and local jobs
- Struggle to find balance of growth/change while preserving current values

OPPORTUNITIES

- Address all the prior weaknesses
- Molalla's population is nearing 10,000 residents, creating opportunities for expanded market offerings
- Build on the unique natural setting
- Existing events that can build identity
- Existing partners including the Confederated Tribes of Grand Ronde, Clackamas County Economic Development Department, and the Oregon Department of Transportation, as well as great potential for new partnerships
- Attract visitors and others traveling on Molalla's main highways and arterial roads to stop, linger, and experience all Molalla has to offer

THREATS

- Not having control over Highways 213 and 211 (Molalla's Main Street) which are the major arterials of traffic into the community
- Being a commuter town with people not supporting and doing business in Molalla
- Some perceive the location as too far from other communities
- Lack of clear, strong identity
- If Molalla doesn't claim its future, someone else will
- Trying so hard to maintain status quo that opportunities are missed

Appendix E

VOCABULARY & ACRONYMS

Actions – Specific steps, activities, projects or programs to implement strategies

Evaluation and Assessment – Specifically how the Implementation Action Committee will annually reflect on and measure progress toward reaching the vision and implementing actions and strategies

MFD – Molalla Fire District

MRSD – Molalla River School District

ODOT – Oregon Department of Transportation

OSU – Oregon State University

Potential Partner(s) – A person or group/organization collaborating with others toward an area of mutual interest

SCTD – South Clackamas Transportation District

Strategies – Statements describing how to implement the vision focus areas

SWOT – Strengths, weaknesses, opportunities, threats

Values – Core beliefs of community members

Vision – The picture of what the community wants Molalla to be in 2030

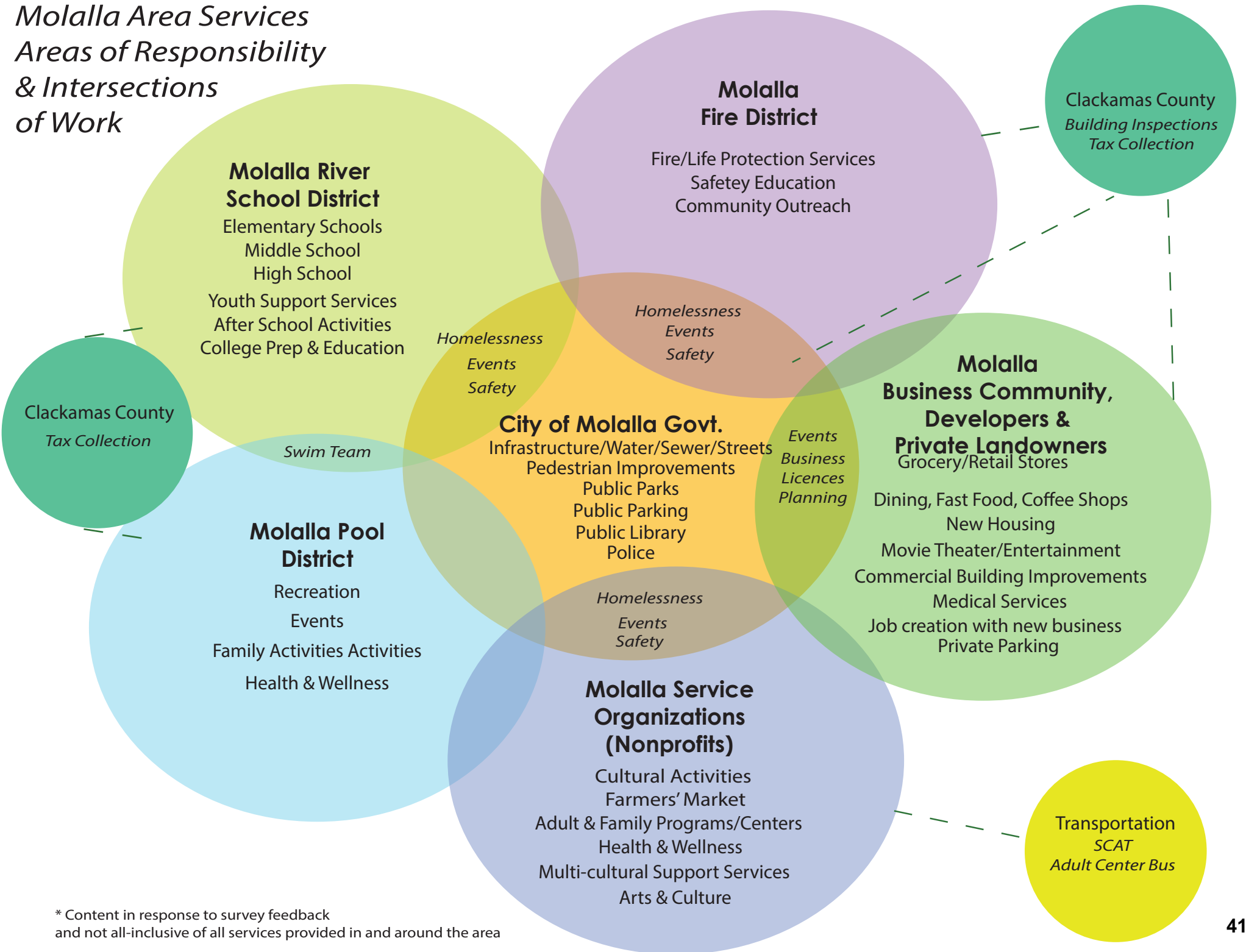
Vision Focus Areas – Key areas and topics for putting the vision into practice



2017 Eclipse from Molalla, Oregon

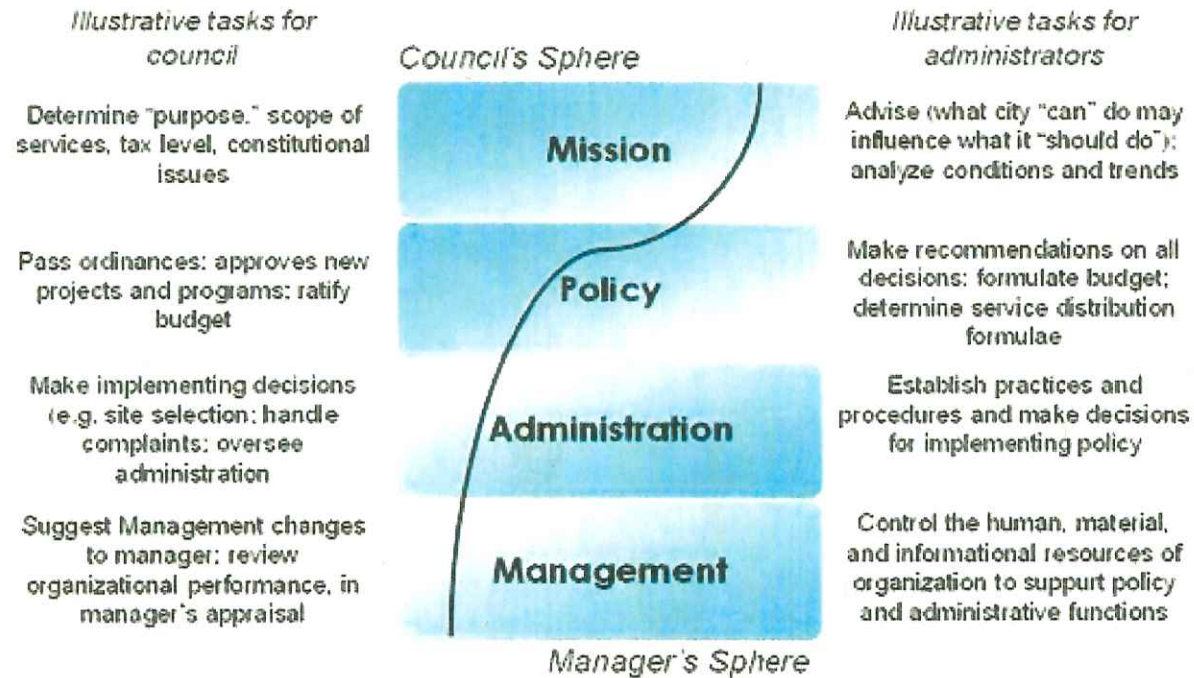
daviD Jackson • photography
LLC

Molalla Area Services Areas of Responsibility & Intersections of Work



* Content in response to survey feedback and not all-inclusive of all services provided in and around the area

Dimensions of Governmental Process



The curved line suggests the division between the council's and the manager's sphere's of activity. The division presented is intended to roughly approximate a "proper" degree of separation and sharing.

Source: *The Effective Local Government Manager*