



**CITY OF MOLALLA
CITY COUNCIL REGULAR MEETING
AGENDA**

Civic Center | 315 Kennel Avenue
Wednesday, February 12, 2025 | 7:00 PM

NOTICE: City Council will hold this meeting in-person and through video Live-Streaming on the City's Facebook Page and YouTube Channel. Written comments may be delivered to City Hall or emailed to recorder@cityofmolalla.com. Submissions must be received by 12:00 p.m. the day of the meeting.

[This institution is an equal opportunity employer.](#)

1. CALL TO ORDER AND FLAG SALUTE

2. ROLL CALL

3. CONSENT AGENDA

- A. [City Council Meeting Minutes - January 22, 2025 \(Pg. 3\)](#)
- B. [Integrator Services for the Water Treatment Plant and Wastewater Treatment Plant SCADA Systems \(Pg. 16\)](#)
- C. [USDA-RD & CWSRF WWTP Financing - Signature Authority \(Pg. 34\)](#)

4. PRESENTATIONS, PROCLAMATIONS, CEREMONIES

- A. [Parks CPC Appointment \(Pg. 35\)](#)

5. PUBLIC COMMENT

(Citizens are allowed up to 3 minutes to present information relevant to the City but not listed as an item on the agenda. Prior to speaking, citizens shall complete a comment form and deliver it to the City Recorder. The City Council does not generally engage in dialogue with those making comments but may refer the issue to the City Manager. Complaints shall first be addressed at the department level prior to addressing the City Council.)

6. PUBLIC HEARINGS

- A. [Ordinance No. 2025-02: Amending and Adopting the City of Molalla Comprehensive Plan to Adopt the 2025 Employment Opportunities Analysis and Buildable Lands Inventory \(Corthell\) \(Pg. 38\)](#)
- B. [Ordinance No. 2025-03: Parks, Recreation, and Trails Master Plan Adoption & Comprehensive Plan Amendment \(Corthell\) \(Pg. 39\)](#)

7. ORDINANCES AND RESOLUTIONS

- A. [Ordinance No. 2025-02: Amending and Adopting the City of Molalla Comprehensive Plan to Adopt the 2025 Employment Opportunities Analysis and Buildable Lands Inventory \(Corthell\) \(Pg. 46\)](#)
- B. [Ordinance No. 2025-03: Parks, Recreation, and Trails Master Plan Adoption & Comprehensive Plan Amendment \(Corthell\) \(Pg. 156\)](#)

8. GENERAL BUSINESS

- A. [2025 Council Goals \(Huff\) \(Pg.278\)](#)
- B. [City Council Liaison\(s\) to Molalla River School District Board \(Keyser\) \(Pg. 285\)](#)
- C. [Addition of .20 FTE \(Huff\) \(Pg. 286\)](#)
- D. [Franchise Agreement Extension - Astound Broadband \(Huff\) \(Pg. 287\)](#)
- E. [Draft Calendar of Upcoming City Council Meetings \(Teets/Huff\) \(Pg. 290\)](#)

F. Spring LOC Conference (May 1-2) - Council Attendance

9. STAFF COMMUNICATION

10. COUNCIL COMMUNICATION

11. ADJOURN

Agenda posted at City Hall, Library, and the City Website at <http://www.cityofmolalla.com/meetings>. This meeting location is wheelchair accessible. Disabled individuals requiring other assistance must make their request known 48 hours preceding the meeting by contacting the City Recorder's Office at 503-829-6855.



CITY OF MOLALLA

Staff Report

Agenda Category: CONSENT AGENDA

Agenda Date: Wednesday, February 12, 2025

Submitted by: Christie Teets, City Recorder

Approved by: Dan Huff, City Manager

SUBJECT: City Council Meeting Minutes - January 22, 2025

ATTACHMENTS:

[January 22, 2025 City Council Meeting Minutes.docx](#)

[Presentation - Economic Opportunities Analysis Update](#)

[Mayor Keyser's Remarks - January 22, 2025](#)



City of Molalla
City Council - Regular Meeting
Minutes – January 22, 2025
Molalla Civic Center | 315 Kennel Ave. | Molalla, OR

CALL TO ORDER

The Molalla City Council Meeting of January 22, 2025 was called to order by Mayor Scott Keyser at 7:00pm.

COUNCIL ATTENDANCE

Present: Council President Eric Vermillion, Councilor RaeLynn Botsford, and Councilor Martin Bartholomew, Councilor Doug Gilmer, and Mayor Scott Keyser.

Absent: Councilor Leota Childress and Councilor Terry Shankle.

STAFF IN ATTENDANCE

Dan Huff, City Manager; Mac Corthell, Assistant City Manager; Christie Teets, City Recorder; and Dan Zinder, Senior Planner.

GUEST IN ATTENDANCE

Brendan Buckley, consultant from Johnson Economics

APPROVAL OF AGENDA

Approved as presented.

CONSENT AGENDA

- A. City Council Meeting Minutes - January 8, 2025
- B. Strategic Planning Work Session Meeting Minutes - January 11, 2025
- C. Parks CPC Appointment - J. Newland

ACTION:

Councilor Botsford made a motion to approve the Consent Agenda; Council President Vermillion seconded. Motion passed 5-0.

AYES: Vermillion, Botsford, Bartholomew, Gilmer, Keyser

NAYS: None.

ABSENTIONS: None.

PRESENTATIONS, PROCLAMATIONS, CEREMONIES

- A. Goodwill Industries Presentation

Presenters Sally and Cynthia from Goodwill provided an overview of Goodwill Jobs Connection Program services aimed at helping individuals in the community find employment. They explained that their services include assistance with resumes, cover letters, transportation, and work attire. Goodwill Job Connection also helps local businesses find employees. Goodwill Job Connections host job fairs in Oregon City and Molalla. (*You Tube Video 3:00-8:15*)

PUBLIC COMMENT

Char Pennie, Molalla, OR: Ms. Penne raised questions and concern regarding background checks that were recently discussed at the (Strategic Planning Session) goal-setting meeting.

David Potts, Molalla, OR: Mr. Potts, addressed the City Council, suggesting the idea of creating a district-based form of representation for councilors.

PUBLIC HEARINGS

- A. Draft Economic Opportunities Analysis (EOA), Employment Buildable Lands Inventory (BLI) and Comprehensive Plan and Development Code Amendments (Zinder)

Mayor Scott Keyser opened the Draft Economics Opportunities Analysis (EOA) Public Hearing at 7:14pm; no present Council Members acknowledged potential conflicts of interest. Mayor Keyser requested Senior Planner; Dan Zinder, provide Staff Report.

Mr. Zinder opened discussion on the City's Economic Opportunities Analysis (EOA) and the Comprehensive Plan update, which is part of the Urban Growth Boundary (UGB) study. The City hired Johnson Economics to update the

analysis and Buildable Lands Inventory. On December 4, 2024, the Planning Commission held a Hearing and Public Comment, including a request to amend the Central Commercial Zone to allow fueling stations. The Commission recommended the proposed modifications, and the consultant incorporated additional land needs, including specific requirements for large employment sites and data center development. The City faces a shortage of larger industrial sites, though there is a surplus of smaller industrial sites. The conversation highlighted the importance of expanding land options for business recruitment, with a focus on ensuring future job growth for the community. Council consensus was reached to further discuss items at a Work Session. (*You Tube Video 12:00-31:00 | full extent of coversation 12:00-50:00*)

PUBLIC COMMENT

Wendy Kellington, Kellington Law Group: Mrs. Kellington, representing Center Market, suggested modifying the City’s Zoning Code to allow fueling stations in the C1 Zone; further proposing four options for consideration and requested Council include amendments in the Economic Opportunities Analysis (EOA).

Joe Herrera, Meadowbrook, OR: Mr. Herrera advocated for a more aggressive expansion of land for growth, particularly for industrial and manufacturing uses. Mr. Herrera was pleased with the overall information in the analysis.

ACTION:

Council President Vermillion moved to continue Public Hearing at the February 12, 2025 Council Meeting; Councilor Gilmer seconded. Motion Passed 5-0

AYES: Vermillion, Botsford, Bartholomew, Gilmer, Keyser

NAYS: None.

ABSENTIONS: None.

The Public Hearing for the Draft Economic Opportunities Analysis (EOA), Employment Buildable Lands Inventory (BLI), and Comprehensive Plan and Development Code Amendments is in continuance until February 12, 2025.

B. Ordinance No. 2025-01: Updating MMC Chapter 2.17 Community Program Committee Term Limits

Mayor Scott Keyser opened Public Hearing for Ordinance No. 2025-01 at 7:50p and noted no present Council Members shared a Conflict of Interest.

City Manager Dan Huff provided a Staff Report detailing an Ordinance amendment regarding term limits for Community Program Committees (CPC’s). Mr. Huff confirmed the City has two active CPC’s: Beautification and Culture Committee and a Parks Committee. The proposed amendment would establish a process of members appointed for two-year terms.

PUBLIC COMMENT

None.

Mayor Keyser, seeing no Public Comments, closed the Public Hearing at 7:55pm.

ORDINANCES AND RESOLUTIONS

A. Ordinance No. 2025-01: Updating MMC Chapter 2.17 Community Program Committee Term Limits

Acknowledging that City staff and City Council had no further comments to share, Mayor Keyser called for a motion to hold the First Reading of Ordinance No. 2025-01.

ACTION:

Councilor Botsford made a motion to have the First Reading of Ordinance No. 2025-01: An Ordinance of the City of Molalla, Oregon, amending language in Chapter 2.17 Community Program Committee in the Molalla Municipal Code. Council President Vermillion seconded. Motion passed 5-0.

AYES: Bartholomew, Botsford, Gilmer, Vermillion, Keyser

NAYS: None.

ABSENTIONS: None.

Confirming the vote passed unanimously, Mayor Keyser called for the Second Reading and Adoption of Ordinance No. 2025-01

ACTION:

Councilor Botsford made a motion to have the Second Reading and Adoption of Ordinance No. 2025-01 by title only. Council President Vermillion seconded. Motion passed 5-0.

AYES: Gilmer, Bartholomew, Botsford, Vermillion, Keyser

NAYS: None.

ABSENTIONS: None.

GENERAL BUSINESS

B. Section Street Tree Removal

Assistant City Manager, Mac Corthell lead the discussion and outlined options for relocating power poles and removing a significant tree as part of the Section St. Repaving Project. The tree will be removed, and the poles will be moved back, with one pole near the ADA ramp shifting six feet south. If the project is completed as a City Project, PGE will cover the cost of moving the poles, while the City would pay for tree removal (\$6,500). The Council requested a Public Hearing on the matter to ensure residents of Section St. are aware of the project and have opportunity to voice opinions.

C. Council Goals Created for 2025 - Draft Document

City Manager Dan Huff shared a brief review of draft Strategic Planning Session Goals and discussed the next steps. Mr. Huff noted Focus Areas with red markings are prioritized, and blue markings indicate new items added to the plan. Focus Area 4, which involves Resource Hubs, was highlighted, observing that many initiatives fall outside the City's direct responsibilities. Council discussion regarding Civic Education and Town Hall Sessions in Focus Area 3 lead to a consensus to remove "Town Hall Sessions" and replace with alternative methods for civic engagement. The final document is expected to be presented for possible adoption at the February 12th Council Meeting.

D. Joint Values and Outcomes for the 2025 State Legislative Transportation Package

City Manager Huff and Mayor Keyser revisited a matter discussed previously by C4 regarding the use of the City's logo for a document (*Joint Values and Outcomes for the 2025 State Legislative Transportation Package by the Communities of Clackamas County*) being presented to State Legislators. The Council confirmed their support and, by consensus, agreed to continue supporting the initiative by consensus.

STAFF COMMUNICATION

- **City Recorder, Christie Teets:** Shared open opportunities on the Library Board, Budget Committee, and Planning Commission. Budget and Planning roles are available to residents within the city limits. Additionally, the Council was asked to mark their calendars for February 12th, 6 PM Work Session.
- **Assistant City Manager, Mac Corthell:** Provided a Fourth-Quarter Report highlighting several ongoing and upcoming projects. Notably, the Wastewater Treatment Plant broke ground on January 17th, the project is progressing well. The Community Development Department is working on several key projects, including the Stormwater Master Plan, with a potential goal of March Adoption, and collaborating with various consultants for Parks, Urban Growth Boundary, and Economic Development initiatives. Mr. Corthell also shared the City would soon welcome a highly qualified Associate Planner and most notably the Quarterly Report continues to be improved and evolved for better clarity and engagement.
- **City Manager, Dan Huff:** Highlighted Molalla's historical development, adding the original downtown area was once surrounded by mills. Mr. Huff noted the main commercial corridor along Highway 211 (Main Street) is something to keep in mind and recognize the importance in considering the town's layout when deciding on gas stations in the C1 and C2 Zones, noting Molalla has a role as a Commuter Town, with many residents driving to work, the need for commercial development in the right locations is important in discussions.

COUNCIL COMMUNICATION

- **Councilor Bartholomew:** No Report.
- **Councilor Gilmer:** No Report.
- **Councilor Botsford:** Shared reminder for the Chamber's Banquet and noted the theme of "Let's Have a Ball" sports related; sharing one does not have to dress-up, however, attendees usually participate in the fun of themed-attire.
- **Council President Vermillion:** Noted Counselor Gilmer and he attended the Parks CPC Meeting, where Kristy Hodgkinson was elected Chair, and Nicole Jung was elected Vice-Chair. The Committee has been active, with their recent Sign Class raising \$420 after overhead costs. Current fundraiser is a Sees Candy campaign on

Facebook. Councilor Vermillion shared various potential fundraisers in the future, discussion of BMX Track, and Annual Parks CPC Garage Sale in July.

- **Mayor Scott Keyser:** Shared updates on recent activities, including a meeting with Clackamas County Commissioners where he clarified Molalla’s homeless issues. He shared his YouTube accounts *Molalla Happenings* and *The Spice* and Share the Love events. Mayor Keyser read-aloud a statement where he emphasized the importance of collaboration within the City Council, encouraged Council Members to engage actively in their roles, and reflected on City’s Goals. (*Statement read-aloud will be attached to Meeting Minutes*)

ADJOURN

Mayor Keyser adjourned the City Council meeting at 8:45pm.

For the complete video account of the City Council Meeting, please go to [YouTube](#)
[“Molalla City Council Meetings – January 22, 2025”](#)

Scott Keyser, Mayor

PREPARED BY:

ATTEST:

Crystal Robles, Records Specialist

Christie Teets, CMC, City Recorder

Meeting Minute Attachments:

- Community Development Department – Fourth-Quarter Quarterly Report
- Mayor Keyser’s 1/22/25 Council Statement

Economic Opportunities Analysis Updates (EOA)

City Council

January 22, 2025



Updates

The updates did not change overall stated land need (~73 acres surplus) but did provide further site specific need. This gives the City flexibility in our UGB expansion to bring in additional large sites for employment land even though we're currently operating at a surplus of our 20-year land supply. Existing sites cannot meet those needs. This

information will also bolster arguments for zone changes for more efficient use of properties currently in the UGB.



Data Centers

- Data centers have been an industry where our region has seen growth. City was approached by a data center in fall with a serious inquiry about locating in Molalla.
- Data Centers typically need a site between 20-100 acres. Our inquiry was regarding a site with 50-100 acres.
- The City's UGB currently does not have such a site with contiguous ownership.
- The need for such a site has been added to our 20 year forecast.



Forecasted Land Need

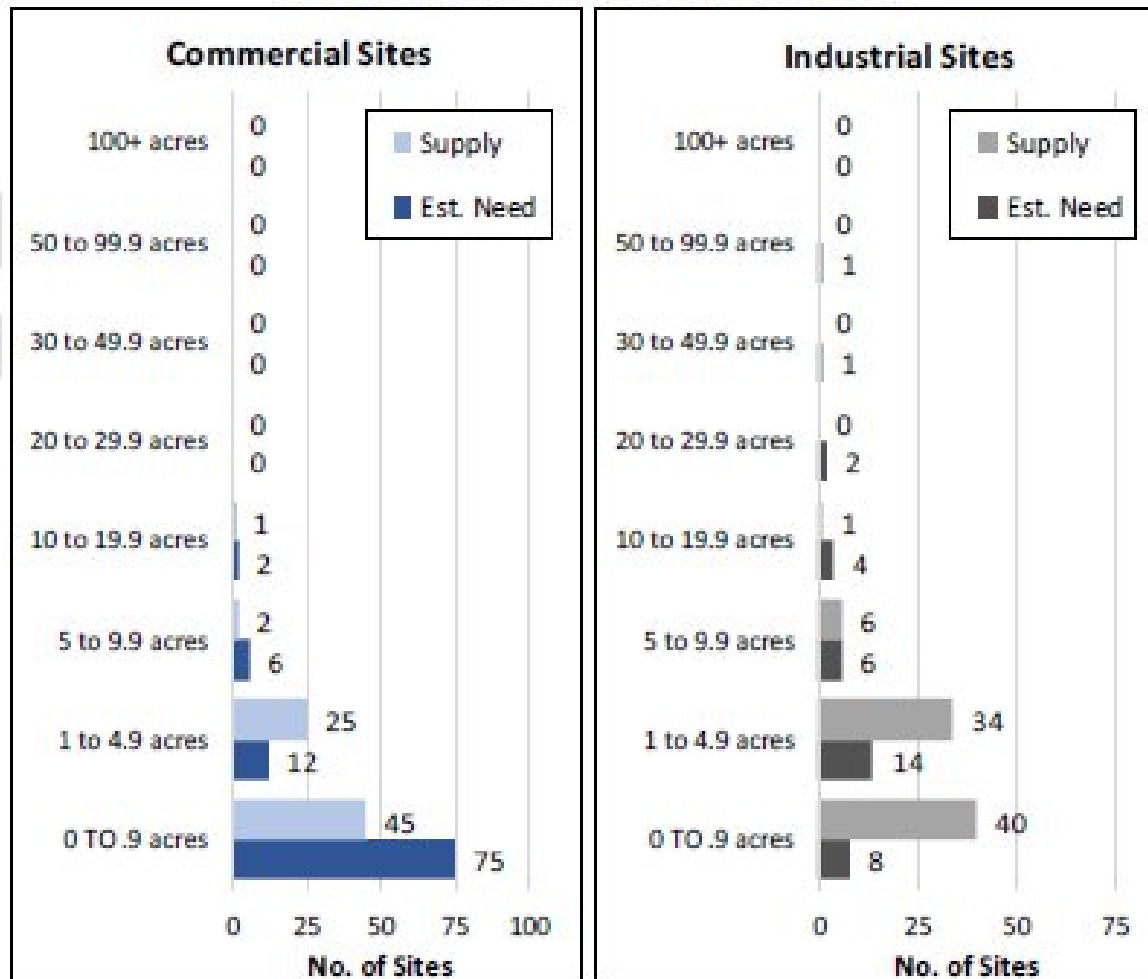
**FIGURE 7.7: ESTIMATE OF FORECASTED 20-YEAR SITE NEED
BY LAND USE AND SITE SIZE (ACRES)**

LAND USE	0 TO .9 acres	1 to 4.9 acres	5 to 9.9 acres	10 to 19.9 acres	20 to 29.9 acres	30 to 49.9 acres	50+ acres	TOTAL (sites)	TOTAL (acres)
Office	32	5	2	1	0	0	0	40	21
Institutional	4	3	2	0	0	0	0	9	13
Retail	39	4	2	1	0	0	0	46	36
Commercial Total:	75	12	6	2	0	0	0	95	70
Flex/B.P	1	5	2	1	0	0	0	9	18
Gen. Ind.	5	4	2	1	1	0	0	13	12
Warehouse	2	5	2	2	1	1	0	13	48
Industrial Total:	8	14	6	4	2	1	0	35	78
Data Center	0	0	0	0	0	0	1	1	50
TOTAL:	83	26	12	6	2	1	1	131	198

Source: Oregon Employment Department, BEA, Johnson Economics LLC

Available Sites

FIGURE 7.8: SUMMARY OF FORECASTED 20-YEAR SITE NEED VS. SITE SUPPLY
BY LAND USE AND SITE SIZE (ACRES), MOLALLA



1/22/25 Council Statement

Address to the City Council

Opening Remarks

First off, I would like to say Happy Belated New Year to everyone. Last year had its ups and downs, but for the most part, we all survived and now move on to bigger and better things. Councilor Gilmore and Councilor Bartholomew, welcome to the city council. Please don't hesitate to ask the senior council or me any questions you may have.

Gratitude to the Voters

I want to thank the voters of Molalla for the opportunity to serve another four years as Mayor of this great city. An 80% voter approval rating is almost unheard of these days. Over the past four years, many said our city was a freight train of policy and progress. Challenge accepted. Over the next four years, I look forward to raising the standard and accomplishing even more with all of you and our city staff. Challenges will arise, but this team is remarkable at finding solutions or forging ahead.

Our Culture of Collaboration

Our culture emphasizes decorum and collaboration. I believe every member has a voice and ideas that deserve to be heard. You were elected by the voters to represent their thoughts and vote accordingly. We are also tasked with creating policies to protect the city and our residents from all potential threats. Achieving this requires listening to voters, city staff, and colleagues to make Molalla the best it can be. Some ideas may cost nothing to implement; others will require resources. Ultimately, the council controls the process, and majority rules. If the process feels rushed, we will slow it down to ensure informed decisions. If we don't get it right the first time, we'll keep trying until we do.

Roles and Responsibilities

I want to remind the council that we have three employees: the Judge, the City Attorney, and the City Manager. We communicate directly with the City Manager, Mr. Huff. If you feel the need to contact the City Attorney, please consult with me or Mr. Huff beforehand. This is not to screen your reasoning but to save the city money, as we are billed for every interaction with the City Attorney. As for the rest of the city staff, they report to Mr. Huff. We do not interfere with their duties. If you have concerns about their performance, address them through Mr. Huff.

Mr. Huff's extensive tenure as City Manager is exceptional, and he is highly respected by staff and peers alike. Last year, he was even elected President of his professional association. Mr. Huff is a resource who wants to see the city succeed. Share your ideas with him—he will either explain why they can't work or help you develop them.

Handling Challenges

Over the next two to four years, we won't always agree or make each other happy. Mistakes will happen. If issues arise, address them directly with the person involved. If you need support, reach out to Council President Vermillion, Mr. Huff, or me. No one likes being attacked, so kindly state your concerns and propose solutions.

Preparation for Meetings

Please read your council packets the weekend before meetings. Staff invests significant time in preparing these materials to help us succeed, and not using them is disrespectful. If you have questions, email Mr. Huff beforehand to ensure he can provide necessary information during the meeting. Respecting staff's efforts helps us function more efficiently. Imagine packing for a trip without knowing the destination; staff deserves to know what to prepare for our meetings.

Setting the Standard

In my first four years as Mayor, I worked hard to learn my role, be present, and set a high bar. For the next four years, I've set an even higher standard for myself. This position is not just about showing up every two weeks to vote; it requires active participation. I will hold you accountable for your liaison roles and public event attendance. Our council is only as strong as its weakest link. If you're committed, I will support you in excelling in your role.

With most of our infrastructure being rebuilt over the next three years, it's vital to be engaged and present for these accomplishments. Other cities struggle to secure even one project like ours. Embrace your liaison roles, attend meetings, and share updates with the council. This fosters excitement and collaboration.

Encouraging Ideas

Encourage outside-the-box thinking. Not all ideas are perfect, but they deserve consideration. Dismissing ideas outright discourages participation. If an idea doesn't fit your perspective, propose improvements rather than shutting it down. We represent the same voters, and their voices should guide us.

Commitment to Attendance

Council meetings are held on the second and fourth Wednesdays of each month. Please prioritize attendance; voters notice when we're absent. During my first term, I missed one meeting due to

COVID and was four minutes late to another. I take this responsibility seriously and expect the same from all of you. To help staff with meeting minutes, raise your hand to speak. This is not about control but clarity.

Shared Responsibility

Lastly, I ask for your involvement. Over the past four years, I've been the first call for 10,300 residents with issues or complaints, often serving as a public punching bag for decisions made by all of us. In the next four years, I will forward or involve you individually in some complaints to share the load. When handling complaints, consult Mr. Huff first to avoid making promises or statements that complicate matters. He is an invaluable resource.

Closing Remarks

Thank you for your commitment to the voters of Molalla. Let's set the standard in Oregon for how cities should be run.

A handwritten signature in blue ink, appearing to read "S. Huff", is written diagonally across the lower half of the page.



CITY OF MOLALLA

Staff Report

Agenda Category: CONSENT AGENDA

Agenda Date: Wednesday, February 12, 2025

Submitted by: Mac Corthell, Assistant City Manager

Approved by: Dan Huff, City Manager

SUBJECT: Integrator Services for the Water Treatment Plant and Wastewater Treatment Plant SCADA Systems

FISCAL IMPACT: None.

BACKGROUND:

This agreement memorializes an existing relationship between the City and Industrial Systems, the integrator for the City's SCADA systems. The effect of this agreement is to allow Industrial Systems to work on the City's SCADA systems via Task Orders instead of the historical practice of a new contract each time work is needed. This will not affect the work being completed, but will provide cost de-escalation through mitigation of administrative burden.

Procurement for these services was completed in accordance with the City's procurement policies contained in Resolution No. 2024-23 and applicable State law.

ATTACHMENTS:

[Integrator of Record Agreement between the City of Molalla and Industrial Systems](#)
[Sole Source Procurement Industrial Systems - Declaration and Findings](#)

**CITY OF MOLALLA, OREGON
CONSULTING SERVICES AGREEMENT**

THIS AGREEMENT, made and entered into this 31st day of January , 2025, by and between the City of Molalla, a municipal corporation, hereinafter referred to as the "City," and, Industrial Systems Inc., whose authorized representative is Troy Collison, and having a principal being a registered consultant in the State of Oregon, hereinafter referred to as the "Consultant."

RECITALS

WHEREAS, the City budgets annually for SCADA integration services at its Water and Wastewater Treatment Plants; and

WHEREAS, accomplishing the work and services described in this Agreement is necessary and essential to the City's Drinking Water and Wastewater programs; and

WHEREAS, the City desires to engage the Consultant to render professional services for the purposes described in this Agreement, and the Consultant is willing and qualified to perform such services.

THEREFORE, in consideration of the promises and covenants contained herein, the parties hereby agree as follows:

1. Consultant's Scope of Services

The Consultant shall perform the SCADA Integrator of Record services in accordance with the terms and conditions set forth herein, and as provided in **Exhibit A**, which is attached hereto and by this reference made a part of this Agreement.

2. Effective Date and Duration

This agreement shall become effective upon the date of execution and shall expire on **June 30, 2027**, unless extended annually by written mutual agreement of the parties for up to a maximum of three (3) additional years. All work under this Agreement shall be completed prior to the expiration of this Agreement.

3. Consultant's Fee

1) Basic Fee

1) The City will assign Task Orders on an as-needed basis. Consultant's fee shall be based upon the Consultant-provided Schedule of Rates, which is attached hereto as **Exhibit B** and by this reference, made a part of this Agreement. Updates to the Schedule of Rates shall be made annually and shall be mutually agreed upon by both Parties.

2) The Parties to this Agreement expressly agree that the Basic Fee is based upon the approved Schedule of Rates in Exhibit B and the Scope of Services for the given Task Order

to be provided by the Consultant and is not necessarily related to the estimated construction cost of the Project, or duration of the work. In the event that the actual construction cost differs from the estimated construction cost, the Consultant's compensation will not be adjusted unless the Scope of Services to be provided by the Consultant changes and is authorized and accepted by the City.

2) Payment Schedule for Basic Fee

Payments shall be made upon receipt of billings based on the work completed. Billings shall be submitted by the Consultant periodically, but not more frequently than monthly. Payment by the City shall release the City from any further obligation for payment to the Consultant for service or services performed or expenses incurred as of the date of the statement of services. Payment shall be made only for work actually completed as of the date of invoice. Payment shall not be considered acceptance or approval of any work or waiver of any defects therein.

3) Payment for Special Services

Prior to performing any services that are not contemplated under this Agreement, and the attached Exhibit A, the Parties shall agree to the scope in writing. The Consultant shall furnish the special services based on the Schedule of Rates as described in Exhibit B of this Agreement for minor project additions and/or alterations, unless a separate payment rate or schedule is agreed upon and executed in writing by the Parties.

4) Certified Cost Records

The Consultant shall furnish certified cost records for all billings pertaining to other than lump sum fees to substantiate all charges. For such purposes, the books of account of the Consultant shall be subject to audit by the City. The Consultant shall complete work and cost records for all billings on such forms and in such manner as will be satisfactory to the City.

5) Contract Identification

The Consultant shall furnish to the City its employer identification number (EIN), as designated by the Internal Revenue Service, or social security number, as the City deems applicable.

6) Payment – General

1) Consultant shall pay to the Department of Revenue all sums withheld from employees pursuant to ORS 316.167.

2) Consultant shall pay employees at least time and a half pay for all overtime worked in excess of 40 hours in any one week except for individuals under the contract who are excluded under ORS 653.010 to 653.261 or under 29 USC sections 201 to 209 from receiving overtime.

3) Consultant shall promptly, as due, make payment to any person, co-partnership, association or corporation, furnishing medical, surgical and hospital care or other needed care and attention incident to sickness or injury to the employees of Consultant or all

sums which Consultant agrees to pay for such services and all moneys and sums which Consultant collected or deducted from the wages of employees pursuant to any law, contract or agreement for the purpose of providing or paying for such service.

4) The City certifies that sufficient funds are available and authorized for expenditure to finance costs arising from this Agreement.

5) Consultant shall make payments promptly, as due, to all persons supplying services or materials for work covered under this contract. Consultant shall not permit any lien or claim to be filed or prosecuted against the City on any account of any service or materials furnished.

6) If Consultant fails, neglects or refuses to make prompt payment of any claim for labor, materials, or services furnished to Consultant, sub-consultant or subcontractor by any person as such claim becomes due, City may pay such claim and charge the amount of the payment against funds due or to become due to the Consultant. The payment of the claim in this manner shall not relieve Consultant or their surety from obligation with respect to any unpaid claims.

4. Ownership of Plans and Documents: Records

1) The field notes, design notes, and original drawings of the construction plans, as instruments of service, are and shall remain, the property of the Consultant; however, and if applicable, the City shall be furnished, at no additional cost, one set of previously approved reproducible drawings, printed on paper in a standard format as well as a digital format in "DWG" or "DXF" format, of the original drawings of the work. The City shall have unlimited authority to use the materials received from the Consultant in any way the City deems necessary.

2) The City shall make copies, for the use of and without cost to the Consultant, of all of its maps, records, laboratory tests, or other data pertinent to the work to be performed by the Consultant pursuant to this Agreement, and also make available any other maps, records, or other materials available to the City from any other public agency or body.

3) The Consultant shall furnish to the City, copies of all maps, records, and field notes which were developed in the course of work for the City and for which compensation has been received by the Consultant at no additional expense to the City except as provided elsewhere in this Agreement.

5. Assignment/Delegation

Neither party shall assign, sublet, or transfer any interest in or duty under this Agreement without the written consent of the other and no assignment shall be of any force or effect whatsoever unless and until the other party has so consented. If City agrees to assignment of tasks to a subcontract, Consultant shall be fully responsible for the acts or omissions of any subcontractors and of all persons employed by them, and neither the approval by City of any subcontractor nor

anything contained herein shall be deemed to create any contractual relation between the subcontractor and City.

6. Consultant is an Independent Contractor

1) The City's project director, or designee, shall be responsible for determining whether Consultant's work product is satisfactory and consistent with this agreement, but Consultant is not subject to the direction and control of the City. Consultant shall be an independent contractor for all purposes and shall be entitled to no compensation other than the compensation provided for under Section 3 of this Agreement.

2) Consultant is an independent contractor and not an employee of City. Consultant acknowledges Consultant's status as an independent contractor and acknowledges that Consultant is not an employee of the City for purposes of workers compensation law, public employee benefits law, or any other law. All persons retained by Consultant to provide services under this contract are employees of Consultant and not of City. Consultant acknowledges that Consultant and individuals Consultant contracts with are not entitled to benefits that would be available to a City Employee. Consultant shall be solely responsible for workers compensation coverage for its employees and all other payments and taxes required by law.

3) The undersigned Consultant hereby represents that no employee of the City or any partnership or corporation in which a City employee has an interest, has or will receive any remuneration of any kind from the Consultant, either directly or indirectly, in connection with the letting or performance of this Agreement, except as specifically declared in writing.

4) If this payment is to be charged against Federal funds, Consultant certifies that he/she is not currently employed by the Federal Government and the amount charged does not exceed his/her normal charge for the type of service provided.

5) Consultant and its employees, if any, are not active members of the Oregon Public Employees Retirement System and are not employed for a total of 600 hours or more in the calendar year by any public employer participating in the Retirement System.

6) Consultant is not an officer, employee, or agent of the City as those terms are used in ORS 30.265.

7. Indemnity

1) The City has relied upon the professional ability and training of the Consultant as a material inducement to enter into this Agreement. Consultant represents to the City that the work under this contract will be performed in accordance with the professional standards of skill and care ordinarily exercised by members of Consultant's profession under similar conditions and circumstances as well as the requirements of applicable federal, state and local laws. Acceptance of Consultant's work by the City shall not

operate as a waiver or release. Acceptance of documents by City does not relieve Consultant of any responsibility for deficiencies, errors or omissions.

2) Claims for other than Professional Liability. For claims for other than professional liability, Contractor shall defend, save and hold harmless City, its officers, agents and employees from all damages, demands, claims, suits, or actions of whatsoever nature, for alleged personal injury or property damage, resulting from or arising out of the activities or omissions of Contractor, its subcontractors, sub-consultants, agents or employees under this Agreement. A claim for other than professional responsibility is a claim made against the City in which the City’s alleged liability results from an act or omission by Contractor unrelated to the quality of professional services provided by Contractor.

3) Claims for Professional Liability. For claims for professional liability, Contractor shall save, and hold harmless City, its officers, agents and employees, from all claims, suits, or actions arising out of the professional negligent acts, errors or omissions of Contractor, its subcontractors, sub-consultants, agents or employees in the performance of professional services under this Agreement. A claim for professional responsibility is a claim made against the City in which the City’s alleged liability results directly from the quality of the professional services provided by Contractor, regardless of the type of claim made against the City.

8. Insurance

Consultant and its subcontractors shall maintain insurance acceptable to City in full force and effect throughout the term of this contract. Such insurance shall cover risks arising directly or indirectly out of Consultant’s activities or work hereunder, including the operations of its subcontractors of any tier. Such insurance shall include provisions that such insurance is primary insurance with respect to the interests of City and that any other insurance maintained by City is excess and not contributory insurance with the insurance required hereunder. The policy or policies of insurance maintained by the Consultant and its subcontractors shall provide at least the following limits and coverages:

1) Commercial General Liability Insurance

Consultant shall obtain, at Consultant’s expense, and keep in effect during the term of this contract, Comprehensive General Liability Insurance covering Bodily Injury and Property Damage on an “occurrence” form (CG 2010 1185 or equivalent). This coverage shall include Contractual Liability insurance for the indemnity provided under this contract. The following insurance will be carried:

Coverage	Limit
General Aggregate	\$3,000,000
Products-Completed Operations Aggregate	\$2,000,000
Personal & Advertising Injury	\$1,000,000
Each Occurrence	\$2,000,000
Fire Damage	\$50,000

2) Professional Liability

Consultant shall obtain, at Consultant's expense, and keep in effect during the term of this contract, Professional Liability Insurance covering any damages caused by an error, omission or any negligent acts. Combined single limit per claim shall not be less than \$2,000,000, or the equivalent. Annual aggregate limit shall not be less than \$2,000,000 and filed on a "claims-made" form.

3) Commercial Automobile Insurance

Consultant shall also obtain, at Consultant's expense, and keep in effect during the term of the contract (Symbol 1 or Symbols 8 and 9 as applicable) Commercial Automobile Liability coverage on an "occurrence" form including coverage for all owned, hired, and non-owned vehicles. The Combined Single Limit per occurrence shall not be less than \$2,000,000. If Contractor operates a personally-owned vehicle for business use under this contract, the Contractor shall obtain, at Contractor's expense, and keep in effect during the term of the contract, business automobile liability coverage for all owned vehicles on an "occurrence" form. The Combined Single Limit per occurrence shall not be less than \$2,000,000.

4) Workers' Compensation Insurance

The Consultant, its subcontractors, if any, and all employers providing work, labor or materials under this Contract are subject employers under the Oregon Workers' Compensation Law and shall comply with ORS 656.017, which requires them to provide workers' compensation coverage that satisfies Oregon law for all their subject workers. Out-of-state employers must provide Oregon workers' compensation coverage for their workers who work at a single location within Oregon for more than 30 days in a calendar year. Consultants who perform work without the assistance or labor of any employee need not obtain such coverage. This shall include Employer's Liability Insurance with coverage limits of not less than \$1,000,000 each accident.

5) Additional Insured Provision

All policies aforementioned, other than Workers' Compensation and Professional Liability, shall include the City its officers, employees, agents and representatives as additional insureds with respect to this contract. Coverage will be endorsed to provide a "per project" aggregate.

6) Extended Reporting Coverage

If any of the aforementioned liability insurance is arranged on a "claims-made" basis, Extended Reporting coverage will be required at the completion of this contract to a duration of 24 months or the maximum time period the Consultant's insurer will provide such if less than 24 months. Consultant will be responsible for furnishing certification of Extended Reporting coverage as described or continuous "claims-made" liability coverage for 24 months following contract completion. Continuous "claims-made" coverage will be acceptable in lieu of Extended Reporting coverage, provided its retroactive date is on or before the effective

date of this contract. Coverage will be endorsed to provide a "per project" aggregate.

7) Notice of Cancellation

There shall be no cancellation, material change, exhaustion of aggregate limits or intent not to renew insurance coverage without 30 days written notice to the City. Any failure to comply with this provision will not affect the insurance coverage provided to the City. The 30 days' notice of cancellation provision shall be physically endorsed on to the policy.

8) Insurance Carrier Rating

Coverage provided by the Consultant must be underwritten by an insurance company deemed acceptable by the City. All policies of insurance must be written by companies having an A.M. Best rating of "A-VII" or better, or equivalent. The City reserves the right to reject all or any insurance carrier(s) with an unacceptable financial rating.

9) Self-Insurance

The City understands that some Contractors may self-insure for business risks and the City will consider whether such self-insurance is acceptable if it meets the minimum insurance requirements for the type of coverage required. If the Contractor is self-insured for commercial general liability or automobile liability insurance the Contractor must provide evidence of such self-insurance. The Contractor must provide a Certificate of Insurance showing evidence of the coverage amounts on a form acceptable to the City. The City reserves the right in its sole discretion to determine whether self-insurance is adequate.

10) Certificates of Insurance

As evidence of the insurance coverage required by the contract, the Consultant shall furnish a Certificate of Insurance to the City. No contract shall be effective until the required Certificates of Insurance have been received and approved by the City. The certificate will specify and document all provisions within this contract and include a copy of Additional Insured Endorsement. A renewal certificate will be sent to the address below prior to coverage expiration.

11) Independent Contractor Status

The service or services to be rendered under this contract are those of an independent contractor. Contractor is not an officer, employee or agent of the City as those terms are used in ORS 30.265.

12) Primary Coverage Clarification

The parties agree that Consultant's coverage shall be primary to the extent permitted by law. The parties further agree that other insurance maintained by the City is excess and not contributory insurance with the insurance required in this section.

13) Cross-Liability Clause

A cross-liability clause or separation of insureds clause will be included in all general liability and commercial automobile policies required by this contract. A certificate in form satisfactory

to the City certifying to the issuance of such insurance will be forwarded to:

City of Molalla
Attn: Dan Huff
City Manager
117 N. Molalla Ave
Molalla, Oregon 97038

Such policies or certificates must be delivered prior to commencement of the work. The procuring of such required insurance shall not be construed to limit Consultant's liability hereunder. Notwithstanding said insurance, Consultant shall be obligated for the total amount of any damage, injury, or loss caused by negligence or neglect connected with this contract.

9. Termination Without Cause

At any time and without cause, City shall have the right in its sole discretion, to terminate this Agreement by giving notice to Consultant. If City terminates the contract pursuant to this paragraph, it shall pay Consultant for services rendered to the date of termination.

10. Non-Waiver

The failure of City to insist upon or enforce strict performance by Consultant of any of the terms of this Agreement or to exercise any rights hereunder, should not be construed as a waiver or relinquishment to any extent of its rights to assert or rely upon such terms or rights on any future occasion.

11. Method and Place of Giving Notice, Submitting Bills and Making Payments

All notices, bills and payments shall be made in writing and may be given by personal delivery, mail, or by fax. Payments may be made by personal delivery, mail, or electronic transfer. The following addresses shall be used to transmit notices, bills, payments, and other information:

CITY OF MOLALLA

Dan Huff
City Manager
Email: dhuff@cityofmolalla.com
Phone: 503.829.6855

117 N. Molalla Ave
PO Box 248
Molalla, Oregon 97038

CONSULTANT / CONTRACTOR

Troy B. Collison
President
Email: t.collison@is-inc.com
Phone: 360.718.7267
Fax: 360.952.8958

12119 NE 99th St., STE 2090
Vancouver, WA 98682

Mac Corthell

Assistant City Manager
Email: mcorthell@cityofmolalla.com
Phone: 503.759.0219
Address: 117 N. Molalla Ave
PO Box 248
Molalla, OR 97038

When so addressed, shall be deemed given upon deposit in the United States mail, postage prepaid, or when so faxed, shall be deemed given upon successful fax. In all other instances, notices, bills and payments shall be deemed given at the time of actual delivery. Changes may be made in the names and addresses of the person to whom notices, bills and payments are to be given by giving written notice pursuant to this paragraph.

12. Merger

This writing is intended both as a final expression of the Agreement between the parties with respect to the included terms and as a complete and exclusive statement of the terms of the Agreement. No modification of this Agreement shall be effective unless and until it is made in writing and signed by both parties.

13. Professional Services

The City requires that services provided pursuant to this agreement shall be provided to the City by a Consultant, which does not represent clients with applications in the City. If Consultant represents Clients in other jurisdictions that have business in the City, Consultant needs to inform the City of that representation within seven (7) business days.

14. Force Majeure

Neither City nor Consultant shall be considered in default because of any delays in completion and responsibilities hereunder due to causes beyond the control and without fault or negligence on the part of the parties so disabled, including but not restricted to, an act of God or of a public enemy, civil unrest, volcano, earthquake, fire, flood, epidemic, pandemic, quarantine restriction, area-wide strike, freight embargo, unusually severe weather or delay of subcontractor or supplies due to such cause; provided that the parties so disabled shall within ten days from the beginning of such delay, notify the other party in writing of the cause of delay and its probable extent. Such notification shall not be the basis for a claim for additional compensation. Each party shall, however, make all reasonable efforts to remove or eliminate such a cause of delay or default and shall, upon cessation of the cause, diligently pursue performance of its obligation under the Agreement.

15. Non-Discrimination

Consultant agrees to comply with all applicable requirements of federal and state civil rights and rehabilitation statues, rules, and regulations. Consultant also shall comply with the Americans with Disabilities Act of 1990, ORS 659A.142, and all regulations and administrative rules established pursuant to those laws.

16. Errors

Consultant shall perform such additional work as may be necessary to correct errors in the work required under this Agreement without undue delays and without additional cost.

17. Extra Work (Changes)

Only the City's Project Manager may authorize extra (and/or change) work. Failure of Consultant to secure authorization for extra work shall constitute a waiver of all right to adjustment in the contract price or contract time due to such unauthorized extra work and Consultant thereafter shall be entitled to no compensation whatsoever for the performance of such work. Changes or additions of work shall only be authorized in writing.

18. Governing Law

The provisions of this Agreement shall be construed in accordance with the provisions of the laws of the State of Oregon. Any action or suits involving any question arising under this Agreement must be brought in the Clackamas County Circuit Court, State of Oregon.

19. Compliance With Applicable Law

Consultant shall comply with all federal, state, and local laws and ordinances applicable to the work under this Agreement, including those set forth in ORS 279A, 279B, and 279C.

20. Conflict Between Terms

It is further expressly agreed by and between the parties hereto that should there be any conflict between the terms of this instrument in the proposal of the contract, this instrument shall control and nothing herein shall be considered as an acceptance of the said terms of said proposal conflicting herewith.

21. Access to Records

City shall have access to such books, documents, papers and records of Consultant as are directly pertinent to this Agreement for the purpose of making audit, examination, excerpts and transcripts.

22. Audit

Consultant shall maintain records to assure conformance with the terms and conditions of this Agreement, and to assure adequate performance and accurate expenditures within the contract period. Consultant agrees to permit City, the State of Oregon, the federal government, or their duly authorized representatives to audit all records pertaining to this Agreement to assure the accurate expenditure of funds.

23. Severability

In the event any provision or portion of this Agreement is held to be unenforceable or invalid by any court of competent jurisdiction, the validity of the remaining terms and provisions shall not be affected to the extent that it did not materially affect the intent of the parties when they entered into the agreement.

24. Representations and Warranties

Consultant represents and warrants to the City that:

- A. Consultant has the power and authority to enter into and perform this Agreement.
- B. This Agreement, when executed and delivered, is a valid and binding obligation of Consultant, enforceable in accordance with its terms.
- C. Consultant (to the best of Consultant's knowledge, after due inquiry), for a period of no fewer than six calendar years (or since the firm's inception if less than that) preceding the effective date of this Agreement, faithfully has complied with:
 - 1) All tax laws of this state, including but not limited to ORS 305.620 and ORS chapters 316, 317, and 318;
 - 2) Any tax provisions imposed by a political subdivision of this state that applied to Consultant, to Consultant's property, operations, receipts, or income, or to Consultant's performance of or compensation for any work performed by Consultant;
 - 3) Any tax provisions imposed by a political subdivision of this state that applied to Consultant, or to goods, services, or property, whether tangible or intangible, provided by Consultant; and
 - 4) Any rules, regulations, charter provisions, or ordinances that implemented or enforced any of the foregoing tax laws or provisions.
- D. Any intellectual property rights or such delivered to the City under this Agreement, and Consultant's services rendered in the performance of Consultant's obligations under this Agreement, shall be provided to the City free and clear of any and all restrictions on or conditions of use, transfer, modification, or assignment, and shall be free and clear of any and all liens, claims, mortgages, security interests, liabilities, charges, and encumbrances of any kind.

25. Compliance with Tax Laws

- A. Consultant must, throughout the duration of this Agreement and any extensions, comply with all tax laws of this state and all applicable tax laws of any political subdivision of the State of Oregon. For the purposes of this Section, "tax laws" includes all the provisions described in subsection 25.C. 1) through 4) of this Agreement.
- B. Any violation of subsection A of this section shall constitute a material breach of this Agreement. Further, any violation of Consultant's warranty, in subsection 24.C of this Agreement, that the Consultant has complied with the tax laws of the State of Oregon and the applicable tax laws of any political subdivision of this state also shall constitute a material breach of this

Agreement. Any violation shall entitle the City to terminate this Agreement, to pursue and recover any and all damages that arise from the breach and the termination of this Agreement, and to pursue any or all of the remedies available under this Agreement, at law, or in equity, including but not limited to:

- 1)** Termination of this Agreement, in whole or in part; and
- 2)** Exercise of the right of setoff, and withholding of amounts otherwise due and owing to Consultant, in an amount equal to State's setoff right, without penalty; and
- 3)** Initiation of an action or proceeding for damages, specific performance, declaratory or injunctive relief. The City shall be entitled to recover any and all damages suffered as the result of Consultant's breach of this Agreement, including but not limited to direct, indirect, incidental and consequential damages, costs of cure, and costs incurred in securing a replacement Consultant. These remedies are cumulative to the extent the remedies are not inconsistent, and the City may pursue any remedy or remedies singly, collectively, successively, or in any order whatsoever.

26. Complete Agreement

This Agreement, including the exhibits, is intended both as a final expression of the Agreement between the Parties and as a complete and exclusive statement of the terms. In the event of an inconsistency between a provision in the main body of the Agreement and a provision in the Exhibits, the provision in the main body of the Agreement shall control. In the event of an inconsistency between Exhibit A. No waiver, consent, modification, or change of terms of this Agreement shall bind either party unless in writing and signed by both parties. Such waiver, consent, modification, or change if made, shall be effective only in specific instances and for the specific purpose given. There are no understandings, agreements, or representations, oral or written, not specified herein regarding this Agreement. Consultant, by the signature of its authorized representative, hereby acknowledges that he/she has read this Agreement, understands it and agrees to be bound by its terms and conditions.

IN WITNESS WHEREOF, City has caused this Agreement to be executed by its duly authorized undersigned officer and Consultant has executed this Agreement on the date hereinabove first written. Contract was awarded by Molalla's Local Contract Review Board at their meeting on February 12, 2025.

SCADA Services Agreement between
Industrial Systems, Inc. & City of Molalla

CITY OF MOLALLA

INDUSTRIAL SYSTEMS, INC.

By: _____
(signature)

By: Troy B. Collison
(signature)

Name: Dan Huff

Name: Troy B. Collison

Title: City Manager

Title: President

Date: _____

Date: 1-31-2025

Address: 12119 NE 99th St, STE2090

Vancouver, WA 98682

45-4067612, UBI# 601 992 035
Federal Employer Identification Number

SCOPE OF SERVICES

General Services:

The Integrator is expected to provide a wide range of professional services which may include, but are not limited to:

1. General project management
2. Responding to requests to configure, change, or update programming associated with the SCADA equipment, components, and/or related systems
3. Design: professional design and specification services for all process control upgrades in accordance with industry best practices
4. Procurement: procure all necessary equipment purchases on an as-needed basis
5. Programming: provide programming and integration services as required, including PLC, SCADA, industrial control system networking for Local, Remote and interfacility.
6. Software Management: provide software management services for all necessary software programs associated with the SCADA system
7. Training: provide operator staff training for all hardware and software upgrades
8. Troubleshooting: remotely accessing systems to review issues, troubleshoot, or answer operator questions about the SCADA equipment, components, and/or related systems
9. On-site support for troubleshooting, configuration, and operator training
10. Subcontracting: provide all necessary subcontractors/subcontracting on an as-needed basis.
11. Warranty: a minimum of one-year labor and materials warranty for all equipment and services provided by the Integrator.

For general services tasks, the Integrator will provide such services to the City on a time and materials (T&M) basis.

Additional Services:

The Integrator may be directed to undertake specific projects for the City that have a finite scope of work, are larger in scale, or for any other reasons the City desires to assign work on a task-specific basis. Under such circumstances, the selected firm will prepare a proposal describing the scope of work, proposed fee, and an estimated timeline of completion. Once agreed upon by both parties, the City will issue a Task Order to the Integrator. Subconsultants/subcontractors may be used, subject to written approval by the City, where supplemental expertise is desired or required.

All recommendations, information, equipment installed and configured, and services rendered shall comply with applicable Federal, State, and local regulations and requirements.



2025 RATE SCHEDULE

PRINCIPAL	\$230 /HR
PROJECT MANAGER	\$208 /HR
SENIOR DESIGN/PROGRAMMING STAFF	\$184 /HR
DESIGN / PROGRAMMING STAFF	\$ 170 /HR
JUNIOR DESIGN/PROGRAMMING STAFF	\$ 140 /HR
TECHNICIAN	\$ 120 /HR
DRAFTING	\$ 90 /HR
CLERICAL.....	\$ 70 /HR
MILEAGE AND OTHER EXPENSESCOST PLUS 20%	
(The 2025 IRS allowable mileage rate is to be \$0.70/mile)	

Expires: 12/31/25 - Subject to revision after this date



CITY OF MOLALLA
Sole Source Procurement:
Industrial Systems, Inc.

Declaration. Pursuant to the authority contained in City of Molalla Resolution 2024-23, the City Manager hereby declares SCADA System Integration services for the City's water and wastewater plants to be available only from Industrial Systems, Inc.

Basis of Determination. The City of Molalla adopted local contracting rules in Resolution 2024-23, which provides the following process to conduct a sole-source procurement:

6.1. Pursuant to ORS 279B.075(1), the City Manager is authorized to declare in writing certain goods and services to be available from only one source.

Analysis & Findings: This document is a written instrument containing the City Manager's sole source declaration for SCADA integration services and signature.

6.2. The determination of a sole-source must be based on findings required by ORS 279B.075(2), and otherwise be processed in accordance with OAR 137-047-0275.

ORS 279B.075(2) states that the determination of a sole-source must be based on written findings that may include:

(a) That the efficient utilization of existing goods requires acquiring compatible goods or services;

Analysis & Findings: Industrial Systems, Inc. has been the lone integrator for the City's WTP and WWTP SCADA since at least 2015. The role of an integrator in this capacity is to design, implement, and maintain the SCADA systems that monitor the industrial processes associated with each plant. In short, this means Industrial Systems, Inc., has designed, written, implemented and maintained the City's Water and Wastewater SCADA systems for at least 10 years. While the digital code being written is owned by the City, only Industrial Systems, Inc., has the organizational knowledge and expertise on how the systems have been designed, written, implemented, and maintained... this knowledge is crucial to efficient operations, continued development, and maintenance of these systems. Thus, the efficient utilization of the Water and Wastewater SCADA systems requires the utilization of Industrial Systems, Inc., for efficient utilization.

(b) That the goods or services required to exchange software or data with other public or private agencies are available from only one source;

Analysis & Findings: This criterion is not applicable.

(c) That the goods or services are for use in a pilot or an experimental project; or

Analysis & Findings: This criterion is not applicable.

- (d) *Other findings that support the conclusion that the goods or services are available from only one source.*

Analysis & Findings: Each Water and Wastewater plant has its own nuances based on the totality of the circumstances surrounding the plant (type of plant, type of equipment, location, environmental conditions, staffing, funding, and so on). The development and maintenance of a SCADA system is synonymous with the development, implementation, and maintenance of custom software that is further customized to fit a specific industrial system, in this case the City's Water and Wastewater Plant.

The City of Molalla finds that sole-source procurement is necessary to avoid substantial undue cost and time burdens that would come with a different integrator reverse engineering the existing system before working on it.

The City of Molalla finds that sole-source procurement is necessary to avoid substantial undue cost and time burdens that would come with a different integrator learning the operational flow of Molalla's plants.


Finally, the risk associated with SCADA in Water and Wastewater operations cannot be overstated. A digital patch that is buried in the process may be preventing a potentially catastrophic issue, or ensuring a process that is preventing an emergency or catastrophe. These nuances can only be known to Industrial Systems, Inc., as the developer of the system. The City of Molalla finds that sole-source procurement is necessary to avoid undue risk to the Water System, the Sewer System, and the public.

ORAR 137-047-0275(2) states in pertinent part that a sole-source procurement must be publicly noticed if:

(2) but for the Contracting Agency's determination that it may enter into a Contract as a sole-source, a Contracting Agency would be required to select a Contractor using source selection methods set forth in either ORS 279B.055 (Competitive sealed bidding) or 279B.060 (Competitive sealed proposals)...

Analysis & Findings: This is a personal services procurement that is not expected to exceed \$150,000, thus Competitive Sealed Bidding, and/or Competitive Sealed Proposals would not be required even without the sole-source determination. As such, public notice in accordance with ORAR 137 is not required.

Approved:

 Date 1-15-25
Dan Huff, City Manager



CITY OF MOLALLA

Staff Report

Agenda Category: CONSENT AGENDA

Agenda Date: Wednesday, February 12, 2025
Submitted by: Mac Corthell, Assistant City Manager
Approved by: Dan Huff, City Manager

SUBJECT: USDA-RD & CWSRF WWTP Financing - Signature Authority

FISCAL IMPACT: None.

RECOMMENDATION/RECOMMENDED MOTION:

Approve with Consent Agenda.

BACKGROUND:

USDA-RD: United States Department of Agriculture - Rural Development

CWSRF: Clean Water State Revolving Fund

WWTP: Wastewater Treatment Plant

This is a housekeeping measure regarding signature authority to administer WWTP projects. This authority is already granted by the City Charter, sections 34(d)(6) and 34(d)(14). However, USDA-RD, the City's main funder on the project, prefers to have meeting minutes showing said authority.

Currently the following have signature authority for administration of the WWTP project funding:

Dan Huff, City Manager

Gerald Fisher, No longer employed by City of Molalla

Andy Peters, No longer employed by City of Molalla

Approval of this measure would designate the following signature authority:

Dan Huff, City Manager

Mac Corthell, Assistant City Manager

Remove – Gerald Fisher and Andy Peters



CITY OF MOLALLA

Staff Report

Agenda Category: PRESENTATIONS, PROCLAMATIONS, CEREMONIES

Agenda Date: Wednesday, February 12, 2025

Submitted by: Christie Teets, City Recorder

Approved by: Dan Huff, City Manager

SUBJECT: Parks CPC Appointment

RECOMMENDATION/RECOMMENDED MOTION:

Move to appoint Ms. Sheaves to the Parks CPC.

BACKGROUND:

The Parks CPC currently has an opening. Ms. Sheaves has participated in several Parks CPC meetings and would like to be appointed as a member.

ATTACHMENTS:

[CPC Application.R. Sheaves.](#)



City of Molalla
APPLICATION FOR APPOINTMENT
 Please print or type
Must be received in City Recorder's Office
Open Position

Today's Date:
01/16/2025

Please indicate which Board, Commission, or Council you are interested in serving: **CPC**

PERSONAL INFORMATION:

Name Regina Sheaves	Years of Residency in Molalla? 6
Street Molalla, OR. 97038	City/State/Zip Molalla, OR. 97038
E-mail address	Registered Voter? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No Cell / home phone

EMPLOYMENT:

Current Employer Name/Address Molalla River School District		
Position Attendance Secretary	How long? nearly 5 years	Work Phone 503 829-4333
Work Experience Instructional Assistant,, Substitute Teacher, Retail Management, Martial Arts Instructor, Account Manager, Interior Design Business Owner		

EDUCATION:

Years Completed 12	Degrees Bachelors of English
Colleges Art Institute Online, Ashford University	
Certifications 3rd degree black belt, Professional Organizer	

COMMUNITY INVOLVEMENT: *Attach additional pages if necessary.*

Describe volunteer activity within this or other communities
Do you presently serve on a City board or committee? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No

If yes, which board or committee?
Budget Committee

In 50 words or less, explain why you desire appointment to the City Council.
 I Love improving my community and what better way to do so than to make our parks a better and safer place to be. Being on the Parks Committee allows me to help with fundraising, and various projects that directly affect how those parks function for our community. By improving and repairing what they provide within the parks, we bring our local families out of their homes and into their communities to meet and better connect and I can't think of a better way to solidify connections in our sweet little city.

List any relevant experiences, skills, or interests that have helped to prepare you for your role on the City Council.
 As an Interior Designer I have experience in designing functional yet beautiful spaces inside and outside of homes. I love nature, flowers and seeing families come together in these settings. I have designed my own yards many times over, and those of clients as an extension of their interior spaces.
 I love to garden and to share that interest and skill with others.

- *Attach a resume if desired.*
- *To access the City Council Orientation Handbook, please access the following link:
<https://www.cityofmolalla.com/cityrecorder/page/councilor-roles-responsibilities-elections>*
- *The information requested herein becomes public record upon submittal. A written request to not disclose certain information may be submitted to the City Recorder's Office for consideration.*
- *This Council seat is open until filled.*

I certify that the foregoing information is true and correct.

Regina Ann Sheaves
Signed (Applicant)

Jan. 16, 2025
Date

<p>For Office Use Only</p> <p>Date Received: _____</p> <p>Date Appointed: _____</p>	<p>Term assigned: _____</p> <p>Residency confirmed: _____</p> <p>Voter Registration confirmed: _____</p>
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CITY OF MOLALLA

Staff Report

Agenda Category: PUBLIC HEARINGS

Agenda Date: Wednesday, February 12, 2025

Submitted by: Mac Corthell, Assistant City Manager

Approved by: Dan Huff, City Manager

SUBJECT: Ordinance No. 2025-02: Amending and Adopting the City of Molalla Comprehensive Plan to Adopt the 2025 Employment Opportunities Analysis and Buildable Lands Inventory (Corthell)

RECOMMENDATION/RECOMMENDED MOTION:

Conduct Public Hearing and receive Public Comment on Ordinance No. 2025-02.

BACKGROUND:

Oregon Statewide Planning Goal 9, administered through ORS 660-009, Oregon cities and counties requires that jurisdictions adopt an Economic Opportunities Analysis (EOA) to determine the City's 20-year employment land needs, determine site-specific needs, and identify target industries for the City. EOA plans and amendments are adopted as part of the Comprehensive Plan under the Goal 9 section. Molalla does not have an adopted Economic Opportunities Analysis on file, and included completion of an EOA as part of its sequential review plan for its Urban Growth Boundary in the spring of 2023. Notably, as the City begins work towards its first expansion of its Urban Growth Boundary in nearly forty years, the EOA will serve as the core economic development component of the City's workplan informing the expansion of the Urban Growth Boundary and zoning changes.

Under a grant funded by DLCD, the City hired Johnson Economics to write its Economic Opportunities Analysis. In addition to the EOA, the grant also funded the consultant to conduct a Buildable Lands Inventory (BLI), update the City's Goal 9 Comprehensive Plan section, and recommend changes to the City's Development Code. The BLI identifies unbuilt and partially unbuilt lands within the existing UGB and constraints to developing those lands. In Molalla, the main constraint we have are wetlands. These available lands are then contrasted with projected industry growth to determine whether the 20-year land supply is adequate. In addition to these projections, at the recommendation of the Planning Commission and City Council, our consultant team considered the need to include large sites for potential larger industrial users as the current Urban Growth Boundary does not contain contiguously owned vacant parcels over 20 acres, which substantially hinders the potential industries the City can attract.

With EOA adoption, the City will have completed both its residential and economic development studies for its Urban Growth Boundary Sequential Review work plan. Additional forthcoming work plan components include the completion of the Housing Production Strategies document, passing efficiency measures, and determining the Urban Growth Boundary study area and potential expansion areas. Efficiency measures may include efforts such as rezoning existing land and updating development code ordinances.



CITY OF MOLALLA

Staff Report

Agenda Category: PUBLIC HEARINGS

Agenda Date: Wednesday, February 12, 2025

Submitted by: Mac Corthell, Assistant City Manager

Approved by: Dan Huff, City Manager

SUBJECT: Ordinance No. 2025-03: Parks, Recreation, and Trails Master Plan Adoption & Comprehensive Plan Amendment (Corthell)

RECOMMENDATION/RECOMMENDED MOTION:

Conduct Public Hearing and receive Public Comment for Ordinance No. 2025-03.

BACKGROUND:

The Draft Parks Master Plan is attached to Ordinance 2025-03, included in this packet, and will be presented by Cameron McCarthy Land Use Planners.

A Public Hearing on the Plan was previously held at the Planning Commission meeting on January 7, 2025.

The Planning Commission Recommends Adoption subject to the following amendments which are not currently included in the plan:

- Remove improvements of Oddfellows Park from the Capital Plan.
- Remove opportunities of Oddfellows Park from Appendix.
- Specify the shade structure referenced for Long Park Pickleball courts to be a wind sail for setting sun.
- Replace opportunity of permanent restrooms at Ivor Davies Park in Appendix with temporary restrooms.
- Add formation of Dog Park Association to the plan.

Additionally, public comment was received via testimony and written submissions during the January 7, 2025 Planning Commission Meeting, it is attached to this staff report for review and consideration.

ATTACHMENTS:

[Parks Master Plan Presentation](#)

Jessica Wirth

From: Salena De La Cruz-Forsythe <timateodelacruzmemorialsp@gmail.com>
Sent: Tuesday, January 7, 2025 3:56 PM
To: Jessica Wirth
Subject: Urgent call to prioritize the building of the Molalla Skate Park and naming it the Timateo De La Cruz Memorial Skate Park!

Sorry, I am not able to be at the meeting tonight I've been pretty sick. So, I am writing this testimony in support in prioritizing the skate park.

Dear City Council Members of Molalla,

I am writing to urge the council to prioritize the construction of the new skate park in Molalla as a matter of utmost importance. The original Molalla Skate Park, led by the visionary efforts of Timateo De La Cruz, has been a cornerstone for our community since its inception in 1997. Timateo's passion for creating a space where local youth could safely practice and hone their skills brought our community together, fostering a sense of camaraderie and promoting healthy, active lifestyles. For many young people, skating is more than just a sport where blades and boards meet the street—it's a means of self-expression, a way to build confidence, and an outlet for creative energy. However, the current state of our existing facilities no longer meets the growing needs of our community. The new park is an opportunity to provide our youth with a safe, modern, and inclusive environment that supports physical activity and social engagement.

Statistics Highlighting the Need for a Safe Skate Park: Injuries and Liability Issues: According to the National Safety Council, over 245,000 people were treated in hospital emergency rooms in 2021 after being injured while skateboarding [A](https://skateboardgeek.com/most-common-skateboard-injuries/?copilot_analytics_metadata=eyJldmVudEluZm9fY29udmVyc2F0aW9uSWQiOiJzd3ZZN1hvUmR4dUM4U1VUU1BvdGoiLCJldmVudEluZm9fY2xpY2tEZXRm9hcmQtaW5qdXJpZXNcLyIsImV2ZW50SW5mb19jbGJja1NvdXJjZSI6ImNpdGF0aW9uTGluayIsImV2ZW50SW5mb19tZXNzYWdlISWQiOiJa c25iRGdBYkdvNjlzVGINMW5KVHYifQ%3D%3D&citationMarker=9F742443-6C92-4C44-BF58-8F5A7C53B6F1).

Many of these injuries occurred on streets and private properties, leading to potential liability issues for property owners [B](https://lawguage.com/can-skateboarders-sue-for-an-injury-on-private-property/?copilot_analytics_metadata=eyJldmVudEluZm9fY2xpY2tEb3VyY2UiOiJjaXRhdGlvbGxpbnmsiLCJldmVudEluZm9fbVVzc2FnZUIkljoiWnNuYkRnQWJHbzY5c1RpTTFuSIR2liwiZXZlbnRjbmZvX2NvbnZlcnNhdGlvbGkljoic3d2WTdYb1JkeHVDOFNvVFNQb3RqliwiZXZlbnRjbmZvX2NsaWNrRGVzdGluYXRpb24iOiJodHRwczpcL1wvbGF3Z3VhZ2UuY29tXC9jYjYyY2t2thdGVib2FyZGVyY29tZW50SW5mb19tZXNzYWdlISWQiOiJa c25iRGdBYkdvNjlzVGINMW5KVHYifQ%3D%3D&citationMarker=9F742443-6C92-4C44-BF58-8F5A7C53B6F1).

Youth at Risk: In 2022, 61,546 of these injuries occurred in people ages 15 to 24 [C](https://www.nsc.org/community-safety/safety-topics/child-safety/skateboarding-safety?copilot_analytics_metadata=eyJldmVudEluZm9fY29udmVyc2F0aW9uSWQiOiJzd3ZZN1hvUmR4dUM4U1VUU1BvdGoiLCJldmVudEluZm9fY2xpY2tEZXRm9hcmQtaW5qdXJpZXNcLyIsImV2ZW50SW5mb19jbGJja1NvdXJjZSI6ImNpdGF0aW9uTGluayIsImV2ZW50SW5mb19tZXNzYWdlISWQiOiJa c25iRGdBYkdvNjlzVGINMW5KVHYifQ%3D%3D&citationMarker=9F742443-6C92-4C44-BF58-8F5A7C53B6F1).

https://skateboardgeek.com/most-common-skateboard-injuries/?copilot_analytics_metadata=eyJldmVudEluZm9fY29udmVyc2F0aW9uSWQiOiJzd3ZZN1hvUmR4dUM4U1VUU1BvdGoiLCJldmVudEluZm9fY2xpY2tEZXN0aW5hdGlvbil6Imh0dHBzOlwvXC9za2F0ZWJvYXJkZ2Vlay5jb21cL21vc3QtY29tbW9uLXNrYXRlYm9hcmQtaW5qdXJpZXNcLyIsImV2ZW50SW5mb19tZXNzYWdlSWQiOiJac25iRGdBYkdvNjZlVGINMW5KVHYifQ%3D%3D&citationMarker=9F742443-6C92-4C44-BF58-8F5A7C53B6F1

Without a designated skate park, young skateboarders are forced to practice in unsafe environments, increasing the risk of severe injuries [A](https://skateboardgeek.com/most-common-skateboard-injuries/?copilot_analytics_metadata=eyJldmVudEluZm9fY29udmVyc2F0aW9uSWQiOiJzd3ZZN1hvUmR4dUM4U1VUU1BvdGoiLCJldmVudEluZm9fY2xpY2tEZXN0aW5hdGlvbil6Imh0dHBzOlwvXC9za2F0ZWJvYXJkZ2Vlay5jb21cL21vc3QtY29tbW9uLXNrYXRlYm9hcmQtaW5qdXJpZXNcLyIsImV2ZW50SW5mb19tZXNzYWdlSWQiOiJac25iRGdBYkdvNjZlVGINMW5KVHYifQ%3D%3D&citationMarker=9F742443-6C92-4C44-BF58-8F5A7C53B6F1).

Premises Liability: Property owners can be held liable for injuries that occur on their property, especially if the injuries were foreseeable [B](https://lawguage.com/can-skateboarders-sue-for-an-injury-on-private-property/?copilot_analytics_metadata=eyJldmVudEluZm9fY2xpY2tTb3VyY2UiOiJjaXRhdGlvbKxpBmsiLCJldmVudEluZm9fbWVzc2FnZUIkljoiWnNuYkRnQWJHbzY5c1RpTTFuSIR2liwiZXZlbnRjbmZvX2NvbnZlcnNhdGlvbklkIjoic3d2WTdYb1JkeHVDOFNvVFNQb3RqIiwiaXZlbnRjbmZvX2NsaWNrRGVzdGluYXRpb24iOiJodHRwczpcL1wvbGF3Z3VhZ2UuY29tXC9jYW4tc2thdGVib2FyZGVycy1zdWUtZm9yLWFluLWluanVyeS1vbi1wcm12YXRILXByb3BlcnR5XC8ifQ%3D%3D&citationMarker=9F742443-6C92-4C44-BF58-8F5A7C53B6F1).

This includes cases where skateboarders injure themselves on private property [B](https://lawguage.com/can-skateboarders-sue-for-an-injury-on-private-property/?copilot_analytics_metadata=eyJldmVudEluZm9fY2xpY2tTb3VyY2UiOiJjaXRhdGlvbKxpBmsiLCJldmVudEluZm9fbWVzc2FnZUIkljoiWnNuYkRnQWJHbzY5c1RpTTFuSIR2liwiZXZlbnRjbmZvX2NvbnZlcnNhdGlvbklkIjoic3d2WTdYb1JkeHVDOFNvVFNQb3RqIiwiaXZlbnRjbmZvX2NsaWNrRGVzdGluYXRpb24iOiJodHRwczpcL1wvbGF3Z3VhZ2UuY29tXC9jYW4tc2thdGVib2FyZGVycy1zdWUtZm9yLWFluLWluanVyeS1vbi1wcm12YXRILXByb3BlcnR5XC8ifQ%3D%3D&citationMarker=9F742443-6C92-4C44-BF58-8F5A7C53B6F1).

In light of Timateo De La Cruz’s legacy, it is only fitting that the new park be named in his honor. Timateo’s dedication and tireless efforts have left an indelible mark on our town, and renaming the park after him will serve as a lasting tribute to his contributions and inspire future generations to follow in his footsteps. I implore you to accelerate the timeline for this project. By doing so, we can address current safety concerns, accommodate the increasing number of skaters, deter negative behavior by providing constructive outlets for the youth of Molalla, and continue to support the positive impact that skating has on our community. Thank you for your consideration.

Sincerely,

Salena De La Cruz-Forsythe

(Currently live in Silverton, but I graduated Molalla High School and lived in Molalla for half of my life before I moved. I helped my younger brother with the logistics of getting the skate park in Molalla by handling the Community Engagement and working with the city, providing communications, fundraising and marketing expertise).

525 S. 3rd St.

Silverton, Or 97381

Sister and supporter of the Timateo De La Cruz Memorial Skate Park

Cell: 503.509.2285

timateodelacruzmemorialsp@gmail.com

From: [Kylee Thixton](#)
To: [Jessica Wirth](#)
Subject: Support for the Molalla skatepark in honor of my uncle Timateo Del La Cruz
Date: Tuesday, January 7, 2025 5:54:41 PM

Sent from my iPhone

Dear Members of the Molalla City Council,

I'm writing to you to show my support for fixing up and improving the Molalla Skate Park in honor of my uncle, Timateo De La Cruz. He started the idea for the park back in 1997, but he passed away recently. I think we should honor him and make the park a priority.

My uncle Timateo cared a lot about our community and wanted to create a safe place for kids to hang out and do something fun. He worked really hard to get the Molalla Skate Park built. Even though he's gone now, his dream for the park is still important.

Today, it's more important than ever to have places where older kids can go to spend their time in a positive way. The Molalla Skate Park can be that place, offering a spot where they can learn new skills, make friends, and feel like they belong. By fixing up the park, we not only remember my uncle but also help our community's kids.

I hope the Molalla City Council will consider renaming the park to "Timateo De La Cruz Skate Park" to honor my uncle's efforts. This name change would remind everyone of the good he did for our community and encourage others to keep creating positive spaces for everyone.

Thank you for listening and for all the work you do for our community.

Sincerely,

Kylee Thixton
525 S. 3rd St
Silverton, Or 97381

From: [Mateo De La Cruz](#)
To: [Jessica Wirth](#)
Subject: Support for Prioritizing the Molalla Skate Park in Honor of Timateo De La Cruz
Date: Tuesday, January 7, 2025 5:48:01 PM

Dear Members of the Molalla City Council,

I am writing to you today to express my strong support for the prioritization and enhancement of the Molalla Skate Park, in honor of my late uncle, Timateo De La Cruz, who led the initial initiative for the park in 1997. My Uncle Timateo was a dedicated member of our community who believed in creating positive spaces for our youth. His passion for this cause was evident in his tireless efforts to establish the Molalla Skate Park as a haven for older kids to hang out and engage in healthy, constructive activities. Unfortunately, my Uncle Timateo passed away in 2022, but his vision for a vibrant, inclusive community space remains a testament to his legacy. In today's rapidly changing world, it is more important than ever to provide our youth with safe, engaging places to spend their time. The Molalla Skate Park has the potential to be just such a place, offering older kids a positive environment where they can build skills, forge friendships, and develop a sense of belonging. By prioritizing the enhancement of this park, we not only honor Timateo's memory but also invest in the well-being and future of our community's children. I urge the Molalla City Council to consider renaming the park to "Timateo De La Cruz Memorial Skate Park" as a tribute to my uncle's dedication and to ensure his legacy lives on. This gesture would serve as a reminder of the positive impact he had on our community and inspire future generations to continue his work in creating valued, supportive space for all. Thank you for your consideration and for your continued commitment to the betterment of our community.

Sincerely,
Mateo De La Cruz
525 S. 3rd St Silverton, Or 97381
5035092705



CITY OF MOLALLA

In Person Public Comment for Planning Commission Meeting January 7th, 2025

Mrs. Jody Newland, a member of the Molalla Parks CPC came to clarify some of the committee's comments about the Parks Master Plan draft recommendations.

Mrs. Newland mentioned the removal of Odd Fellows Park Opportunities (in draft plan appendix) as well as removing Odd Fellows Park from the capital plan.

Mrs. Newland stated that Rotary Park is a nice greenspace and would like to remove the opportunities, keeping it as is and not sell it or put any improvements other than maybe a water fountain.

There was mention of removing/replacing the plant beds around the gazebo at Fox Park. Mrs. Newland mentioned that this would create more of a hazard as a step down than to keep it as is.

Mrs. Newland clarified that the Parks CPC's request of the shade for Long Park's Pickle Ball court was for the sunset and just to be a wind sail/shade and not a completely covered court.



CITY OF MOLALLA

Staff Report

Agenda Category: ORDINANCES AND RESOLUTIONS

Agenda Date: Wednesday, February 12, 2025
Submitted by: Mac Corthell, Assistant City Manager
Approved by: Dan Huff, City Manager

SUBJECT: Ordinance No. 2025-02: Amending and Adopting the City of Molalla Comprehensive Plan to Adopt the 2025 Employment Opportunities Analysis and Buildable Lands Inventory (Corthell)

RECOMMENDATION/RECOMMENDED MOTION:

I move the City Council conduct the first reading of ordinance 2025-02, AN ORDINANCE OF THE CITY OF MOLALLA, OREGON CHANGING THE COMPREHENSIVE PLAN TO REFLECT THE GOALS AND POLICY OBJECTIVES OF THE 2025 ECONOMIC OPPORTUNITIES ANALYSIS, BUILDABLE LANDS INVENTORY, AND PROPOSED COMPREHENSIVE PLAN AND DEVELOPMENT CODE AMENDMENTS, by title only.

If approved by unanimous vote of the City Council:

I move the City Council conduct the second reading and adoption of ordinance 2025-02, AN ORDINANCE OF THE CITY OF MOLALLA, OREGON CHANGING THE COMPREHENSIVE PLAN TO REFLECT THE GOALS AND POLICY OBJECTIVES OF THE 2025 ECONOMIC OPPORTUNITIES ANALYSIS, BUILDABLE LANDS INVENTORY, AND PROPOSED COMPREHENSIVE PLAN AND DEVELOPMENT CODE AMENDMENTS, by title only.

ATTACHMENTS:

[Ordinance No. 2025-02 EOA](#)
[Exhibit A - EOA.pdf](#)
[Exhibit B - BLI.pdf](#)
[Exhibit C - Proposed Comprehensive Plan Updates.pdf](#)
[Exhibit D - Development Code Concepts.pdf](#)
[Exhibit E - Statewide Planning Goal Findings.pdf](#)



ORDINANCE NO. 2025-02

AN ORDINANCE OF THE CITY OF MOLALLA, OREGON
AMENDING AND UPDATING THE CITY OF MOLALLA COMPREHENSIVE PLAN
TO ADOPT THE 2025 HOUSING NEEDS ANALYSIS AND
BUILDABLE LANDS INVENTORY.

WHEREAS, Oregon Statewide Planning Goal 9, administrated through ORS 660-009, Oregon cities and Counties requires that jurisdictions adopt an economic opportunities analysis (EOA) to determine the City’s 20-year employment land’s needs, determine site specific needs, and identify target industries for the City; and

WHEREAS, The City does not have a current adopted economic opportunities analysis that is responsive to the City’s current economic conditions; and

WHEREAS, The City adopted a workplan for sequential review of its Urban Growth Boundary, including an economic opportunities analysis and corresponding employment lands buildable land inventory; and

WHEREAS, The City secured grant funding through DLCD and hired consultant “Johnson Economics” to complete its economic opportunities analysis and employment lands buildable lands inventory.

Now, therefore, the City of Molalla does ordain as follows:

Section 1. The findings related to the Economic Opportunities Analysis and Buildable Lands Inventory attached as Exhibit A, are incorporated herein by reference, and adopted.

Section2. To amend and replace. The sections of the Comprehensive Plan identified in Exhibit B are hereby amended as set forth in Exhibit B.

Section 3. Effective Date. This ordinance shall be effective 30 days after adoption by the City Council and signed by the Mayor.

The first reading of this ordinance was held on February 12, 2025 and was passed by vote of ___Aye and ___Nay votes.

The second reading of this ordinance was held on _____ and was adopted by vote of __Aye and __Nay votes; OR

This ordinance was made available to the public at least 7 days prior to the first reading and was adopted at the first reading by unanimous approval of the City Council; the second reading is waived.

Ordinance is hereby adopted this ___ day of _____ 2025.

Scott Keyser, Mayor

ATTEST:

Christie Teets, CMC
City Recorder

DRAFT



CITY OF MOLALLA, OREGON ECONOMIC OPPORTUNITIES ANALYSIS

Prepared For:
City of Molalla, Oregon

February 2025



Acknowledgments

Johnson Economics prepared this report for the City of Molalla. Johnson Economics and the City of Molalla thank the many people who helped to develop this document.

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This report was prepared in accordance with the requirements of OAR 660 Division 9: Economic Development. This project is funded by State of Oregon general fund dollars through the Department of Land Conservation and Development. The contents of this document do not necessarily reflect the views or policies of the State of Oregon.

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APPENDIX A – INDUSTRIAL COMPETITIVE SITE NEEDS

APPENDIX B – BUILDABLE LAND INVENTORY SUMMARY AND METHODOLOGY

I. INTRODUCTION

This report presents an Economic Opportunities Analysis (EOA) for the City of Molalla, Oregon.

Cities are required to reconcile estimates of future employment land demand with existing inventories of vacant and redevelopable employment land within their Urban Growth Boundary (UGB). The principal purpose of the analysis is to provide an adequate land supply for economic development and employment growth. This is intended to be conducted through a linkage of planning for an adequate land supply to infrastructure planning, community involvement and coordination among local governments and the state.

To this end, this report is organized into seven primary sections:

- **Economic Trends:** Provides an overview of national, state, and local economic trends affecting Clackamas County and the City of Molalla, including population projections, employment growth and a demographic profile.
- **Economic Development Potential:** A discussion of the comparative advantages of the local community and work force.
- **Target Industries:** Analysis of key industry typologies the City should consider targeting as economic opportunities over the planning period.
- **Employment Land Needs:** Examines projected demand for industrial and commercial land based on anticipated employment growth rates by sector.
- **Capacity:** Summarizes the City's inventory of vacant and redevelopable industrial and commercial land (employment land) within City of Molalla's UGB.
- **Reconciliation:** Compares short- and long-term demand for employment land to the existing land inventory to determine the adequacy and appropriateness of capacity over a five and twenty-year horizon.
- **Conclusions and Recommendations:** Summary of findings and policy implications.

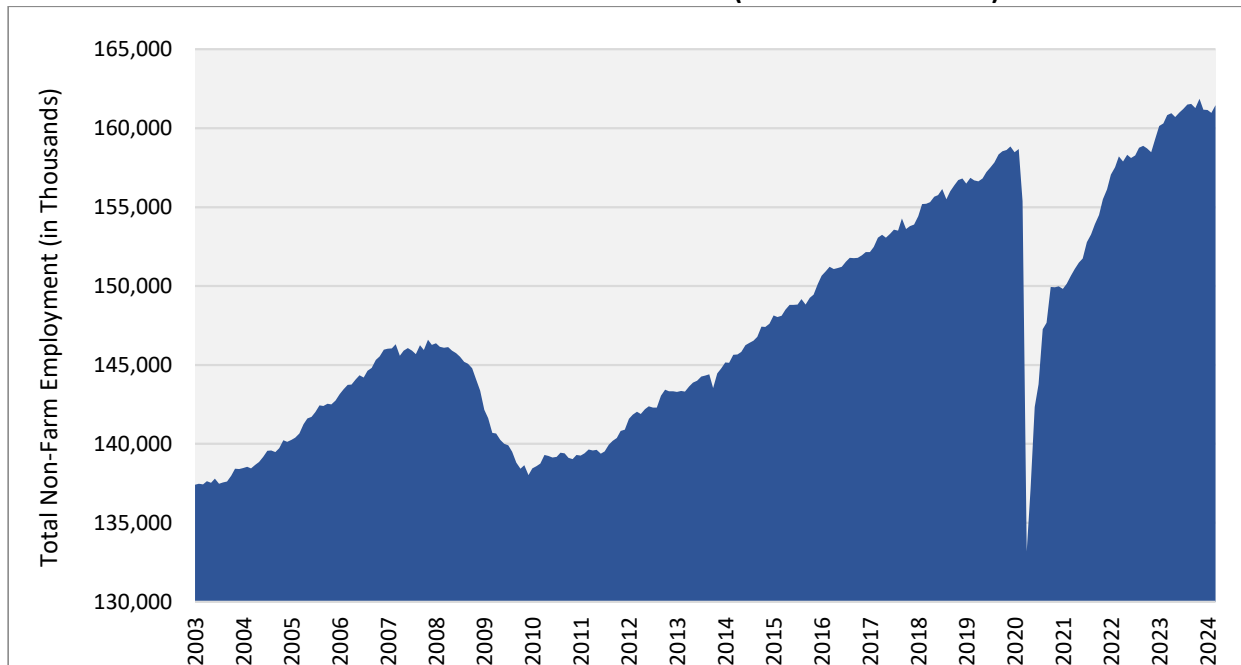
II. ECONOMIC TRENDS

This section summarizes employment and workforce trends at the national, state, and local level that will influence economic conditions in the City of Molalla over the 20-year planning period. This section is intended to provide the economic context for growth projections and establish a socioeconomic profile of the community.

A. NATIONAL TRENDS

Employment: In the first months of the pandemic, the nation lost nearly 22 million jobs, or 14% of total employment. However, the economy recovered quickly, displaying exponential growth as early as February 2021. As of late 2022, national employment had largely returned to pre-pandemic levels, eventually going on to reach a new peak in 2023 with roughly 162 million non-farm jobs in the economy (Figure 2.1).

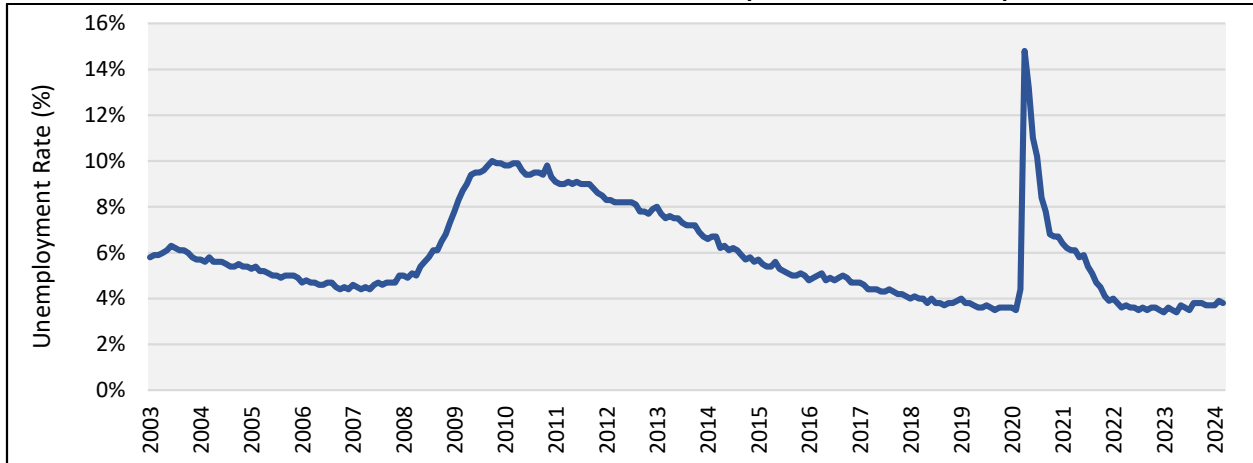
FIGURE 2.1: NATIONAL EMPLOYMENT LEVELS (JAN 2003 – MAR 2023)



Source: U.S Federal Reserve Bank of St. Louis

Unemployment Rate: The national unemployment rate spiked to nearly 15% in 2020 as many businesses paused operations or closed permanently in the first months of the pandemic. However, the unemployment rate began to decline almost immediately, and by mid-2022 had fallen back to a low 3.5%. There has been a slight uptick in the unemployment rate following the summer 2023, but it has remained low by historical standards, hovering around 3.9% as of March 2024 (Figure 2.2).

FIGURE 2.2: NATIONAL UNEMPLOYMENT RATE (JAN 2003 – MAR 2024)

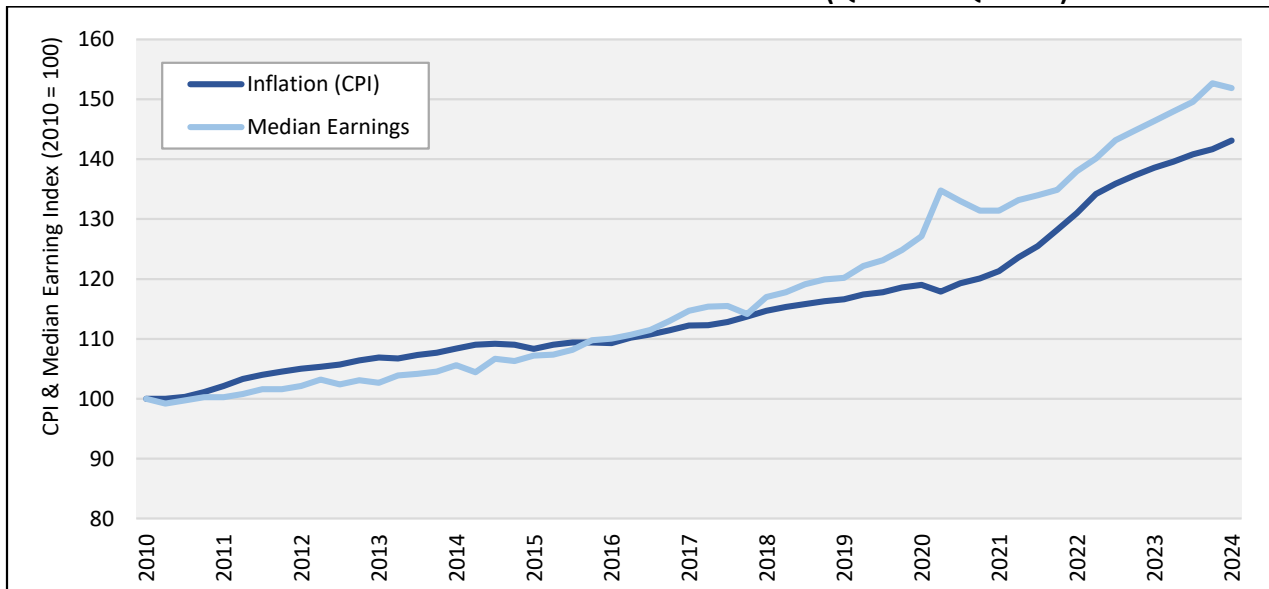


Source: U.S Federal Reserve Bank of St. Louis

Inflation: The counter story to this strong positive rebound in employment has been a rising rate of inflation coming out of the pandemic. Various stimulus measures, combined with supply shortages, led to rising prices for many consumer products, energy, and food. The rate of inflation accelerated in 2021 and began moderating towards the end of 2022, though the rate remains elevated (Figure 2.3). The Federal Reserve has maintained higher interest rates to curb price increases, however recent inflation has been at least partially driven by global macroeconomic forces beyond the Fed’s control.

Wages: On a positive note, average household earning levels have also enjoyed growth coming out of the recession and have largely kept pace with, or exceeded, inflation in recent years. Earnings also spiked in 2020 when government stimulus payments were added to earned wages. However, this growth has started to decelerate as of Q1 2024, decreasing from the quarter before (Figure 2.3).

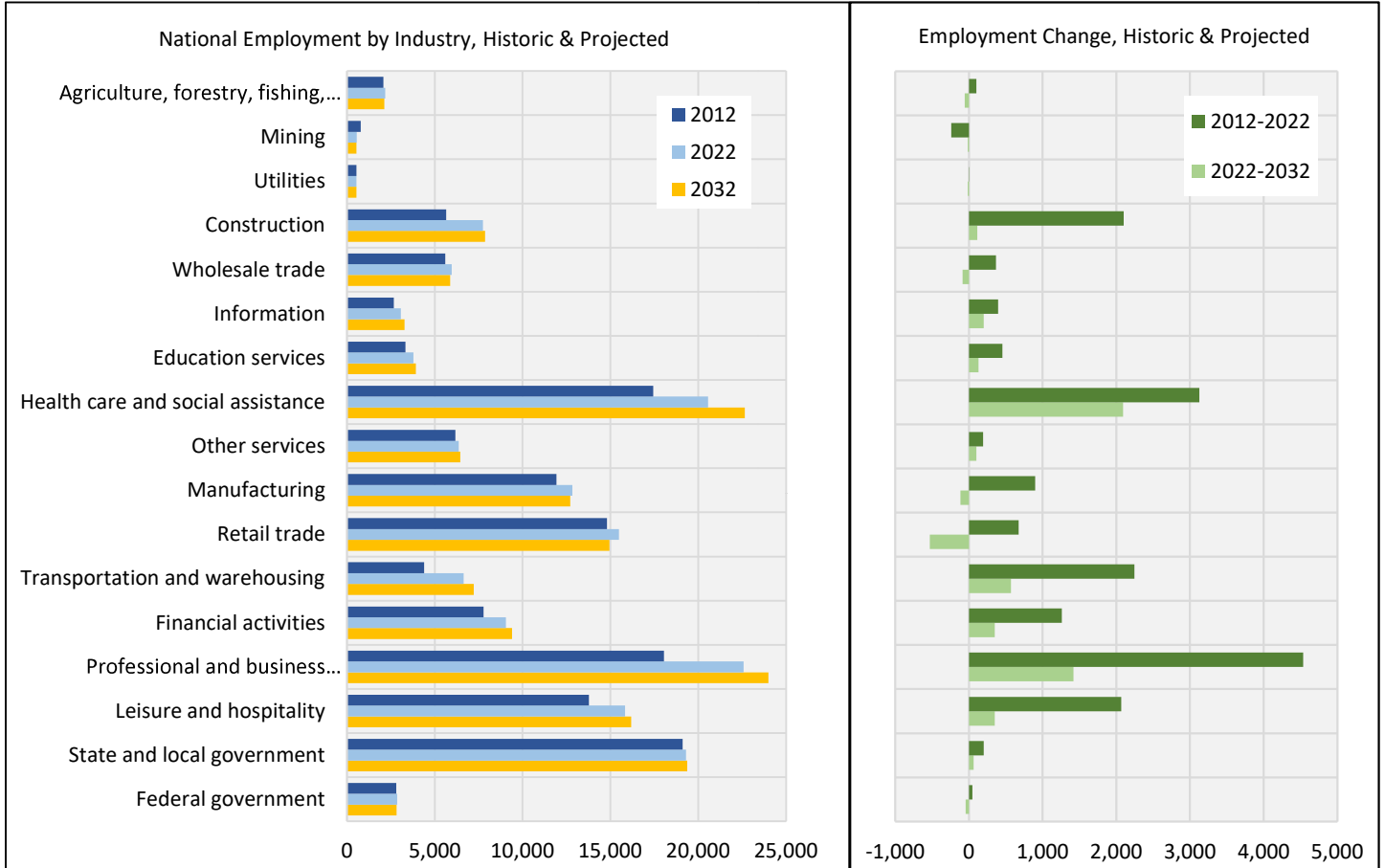
FIGURE 2.3: INFLATION INDEX VS. MEDIAN EARNINGS INDEX (Q1 2010 – Q1 2024)



Source: U.S. Federal Reserve Bank of St. Louis; Consumer Price Index for Urban Consumers (US); Median Earnings for Full-Time Employees, Seasonally Adjusted

Industry Sector Employment: At a national level healthcare & social assistance is projected to account for the largest share of new employment growth, followed by professional & business services, and leisure & hospitality. The aging of the population is expected to drive the healthcare sector over the next few decades.

FIGURE 2.4: NATIONAL EMPLOYMENT GROWTH BY SECTOR, HISTORIC AND PROJECTED

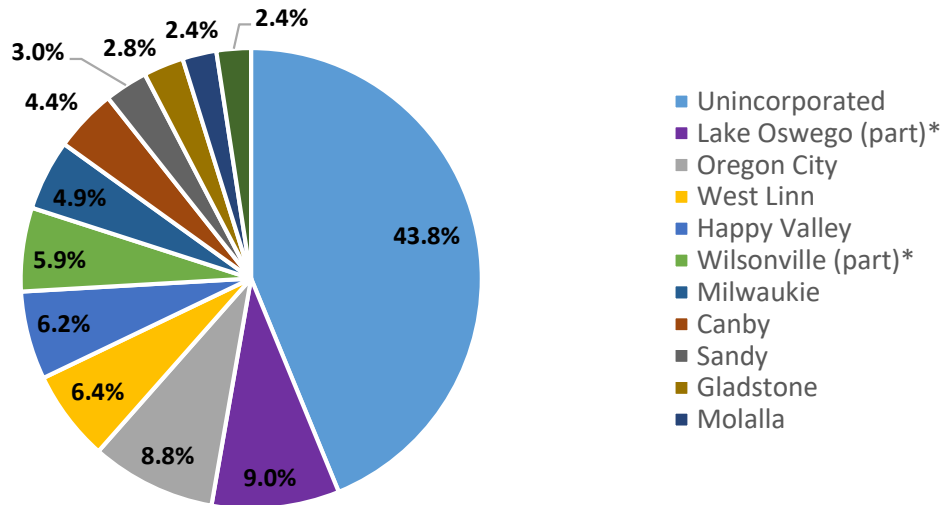


SOURCE: US Bureau of Labor Statistics

B. COUNTY AND LOCAL POPULATION AND WORKFORCE TRENDS

Population: Molalla makes up roughly 2.4% of Clackamas county’s population, with an estimated population of 10,335 people as of 2023 (the latest estimate available). The city has grown by an estimated 2,225 residents since 2010, at an estimated rate of 1.9% per year. This growth rate has outpaced the growth rates of the county (0.9%) and state (0.9%) in the same period.

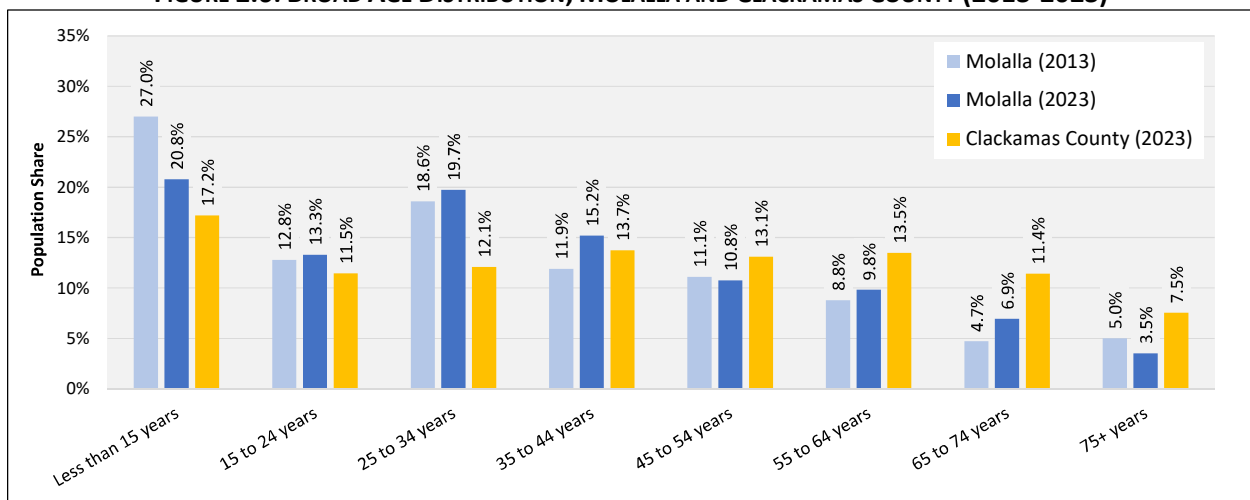
FIGURE 2.5: SHARE OF TOTAL POPULATION IN CLACKAMAS COUNTY (2023)



SOURCE: Population Research Center, Portland State University

Clackamas County’s population age distribution is fairly evenly distributed with no one age group far outnumbering the rest. Comparatively, Molalla’s age distribution is considerably more skewed towards the younger groups, with roughly 21% of the city’s population being under 15 years of age. While this remains the largest age segment, its share has fallen over the last ten years from an estimated 27%. An additional third (roughly 33%) of the city are between 15 and 34 years old.

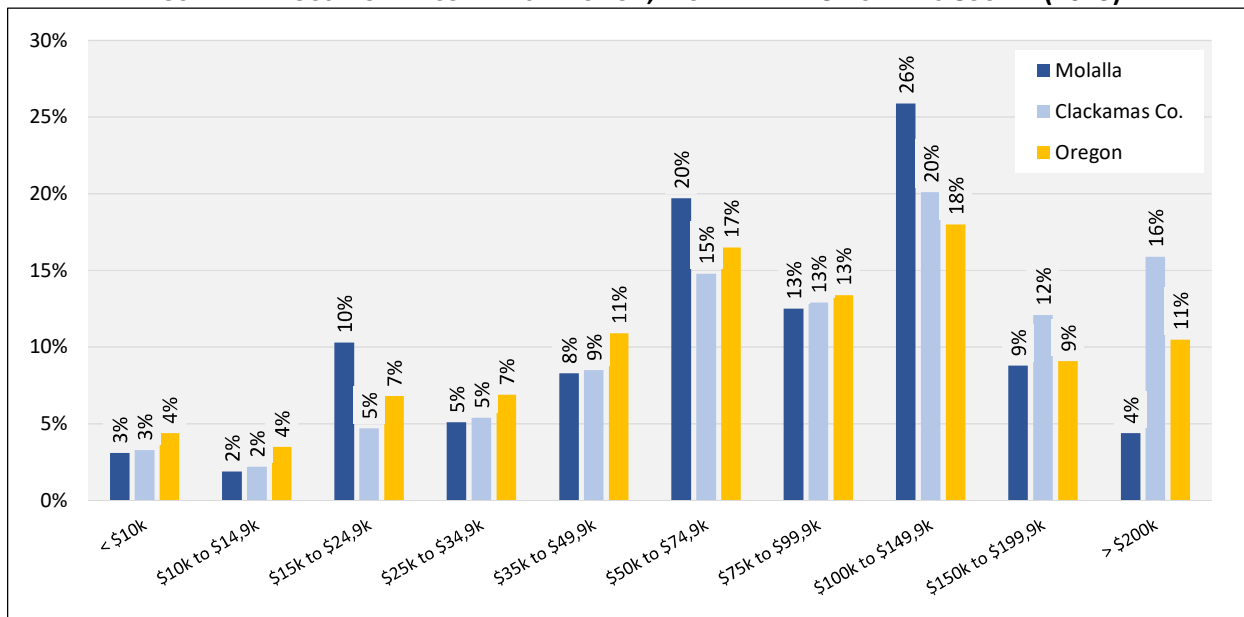
FIGURE 2.6: BROAD AGE DISTRIBUTION, MOLALLA AND CLACKAMAS COUNTY (2013-2023)



SOURCE: Population Research Center, Portland State University

Since 2013, the 35- to 44-year-old age cohort grew the most in share of total population in Molalla, while the 15 and younger group faced the biggest decrease. These trends reflect the aging of the Millennial and Baby Boom generations, increasing the share of population approaching middle age, and those aged 60 and older. A secular trend of falling fertility rates leads to fewer average children per family.

FIGURE 2.7: HOUSEHOLD INCOME DISTRIBUTION, MOLALLA AND CLACKAMAS COUNTY (2023)



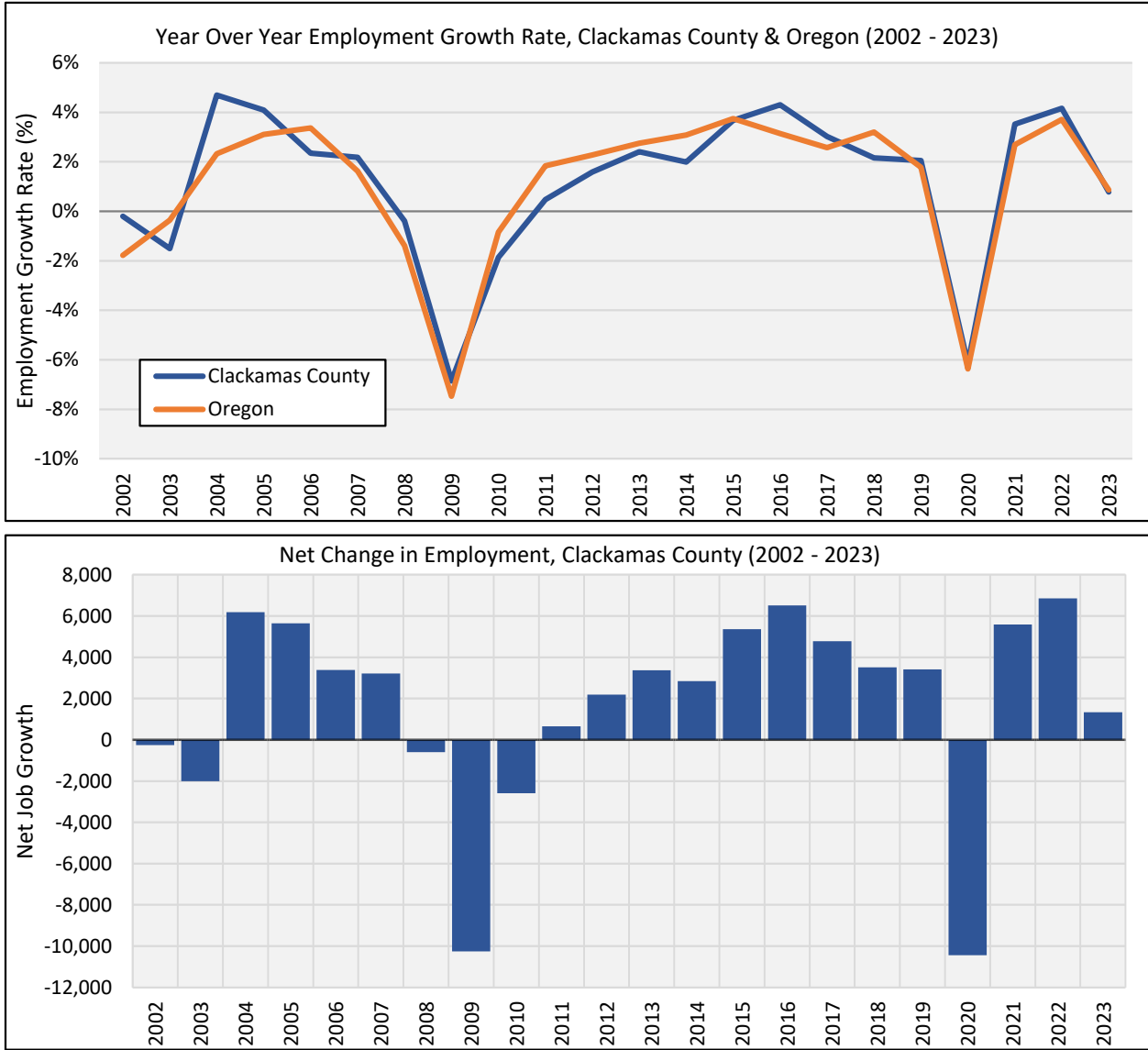
SOURCE: Census Bureau, ACS 5 Year Estimates

Figure 2.7 presents the estimated income distribution. Roughly 26% of Molalla’s and 20% of Clackamas County’s households earn between \$100k to \$149k, the largest share in both geographies, and greater than the statewide share. However, the city has a lower share of households earning more than \$150k.

Employment Growth: Clackamas County experienced slower employment growth relative to the state for most of the 2010’s. Following the ’08 – ’09 recession, the county did not return to positive growth until 2011 while the state saw positive employment growth in 2010. During this decade, Clackamas’ annual employment growth peaked at 4.3% in 2016 before decelerating up until the COVID-19 downturn. During the COVID-19 downturn, Clackamas County experienced a negative shock nearly identical with the state, losing about 6% of its employment base between 2019 and 2020. (Figure 2.8)

Since 2010, Clackamas County has added a net of roughly 30,000 jobs. The job growth peaked in 2015 with over 6,500 jobs added. In 2020, the county lost roughly 10,400 jobs, but recovered that employment over the next two years. (Figure 2.8)

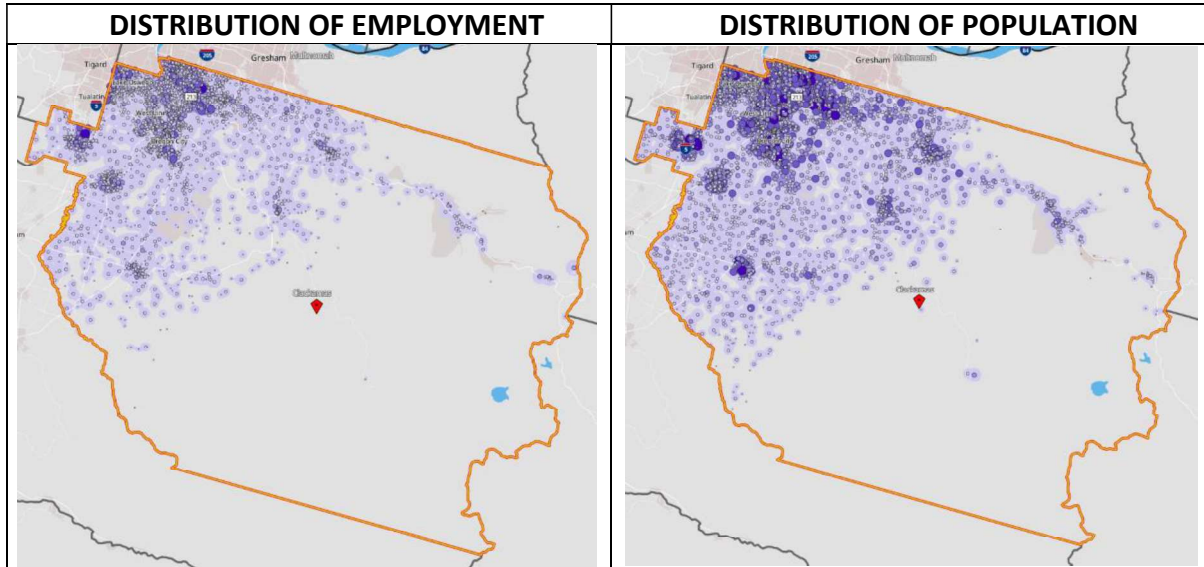
FIGURE 2.8: EMPLOYMENT GROWTH TRENDS, CLACKAMAS COUNTY & OREGON (2002 – 2023)



SOURCE: Oregon Employment Department, JOHNSON ECONOMICS

Employment and Population Concentrations: The distribution of employment in Clackamas County is concentrated in and around the Portland Metro area, as the largest regional hub of employment and economic activity (Figure 2.9). While population follows a similar pattern, there is a greater dispersion of residents outside of the Metro boundary than employment, indicating that many households live in more dispersed areas, and commute to employment centers.

FIGURE 2.9: DISTRIBUTION OF EMPLOYMENT AND WORKFORCE, CLACKAMAS COUNTY, 2021

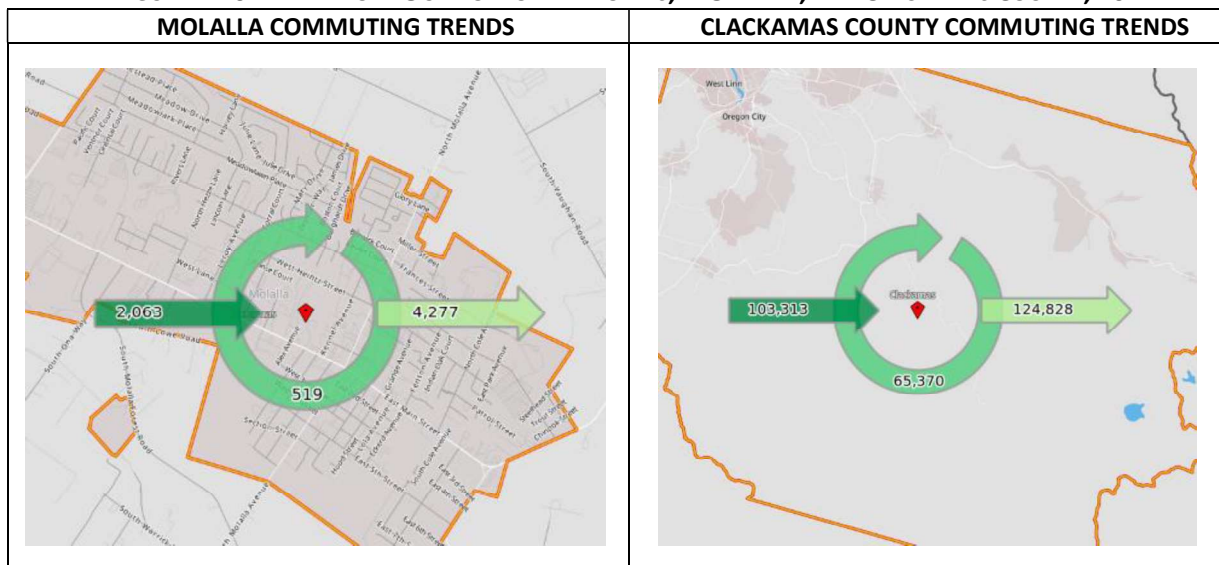


SOURCE: Census Bureau, Longitudinal Employer-Household Dynamics (LEHD) Data

Commuting Trends: In 2021 (the most recent data available), the city of Molalla was estimated to have roughly 2,060 people commuting in for work, 4,275 people commuting out and 520 residents both living and working in the city. This indicates that nearly 90% of working Molalla residents commute elsewhere for employment. These figures reflect “covered employment” as of 2021, the most recent year available. Covered employment refers to those jobs where the employee is covered by federal unemployment insurance. This category does not include many contract employees and the self-employed and therefore is not a complete picture of local employment. *The figure discussed here is best understood as indicators of the general pattern of commuting and not exact figures.*

Of those residents who work outside of the city, the most common commute destinations are Portland, Oregon City, Canby, and Salem. For local employees who commute in from outside of Molalla, most live in Salem, Portland, and Oregon City.

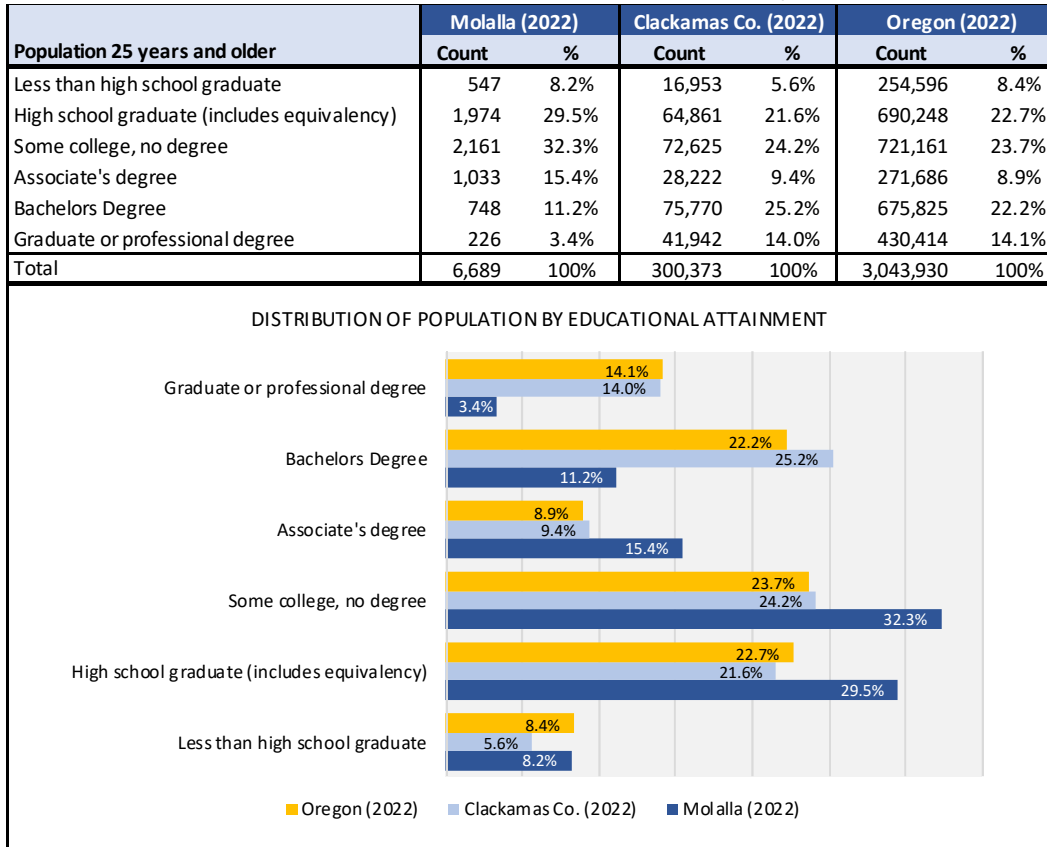
FIGURE 2.10: NET INFLOW-OUTFLOW OF EMPLOYEES, MOLALLA, AND CLACKAMAS COUNTY, 2021



SOURCE: Census Bureau, LEHD Data

Workforce Characteristics: Molalla has a greater share of less educated adults than the county or state (Figure 2.11).

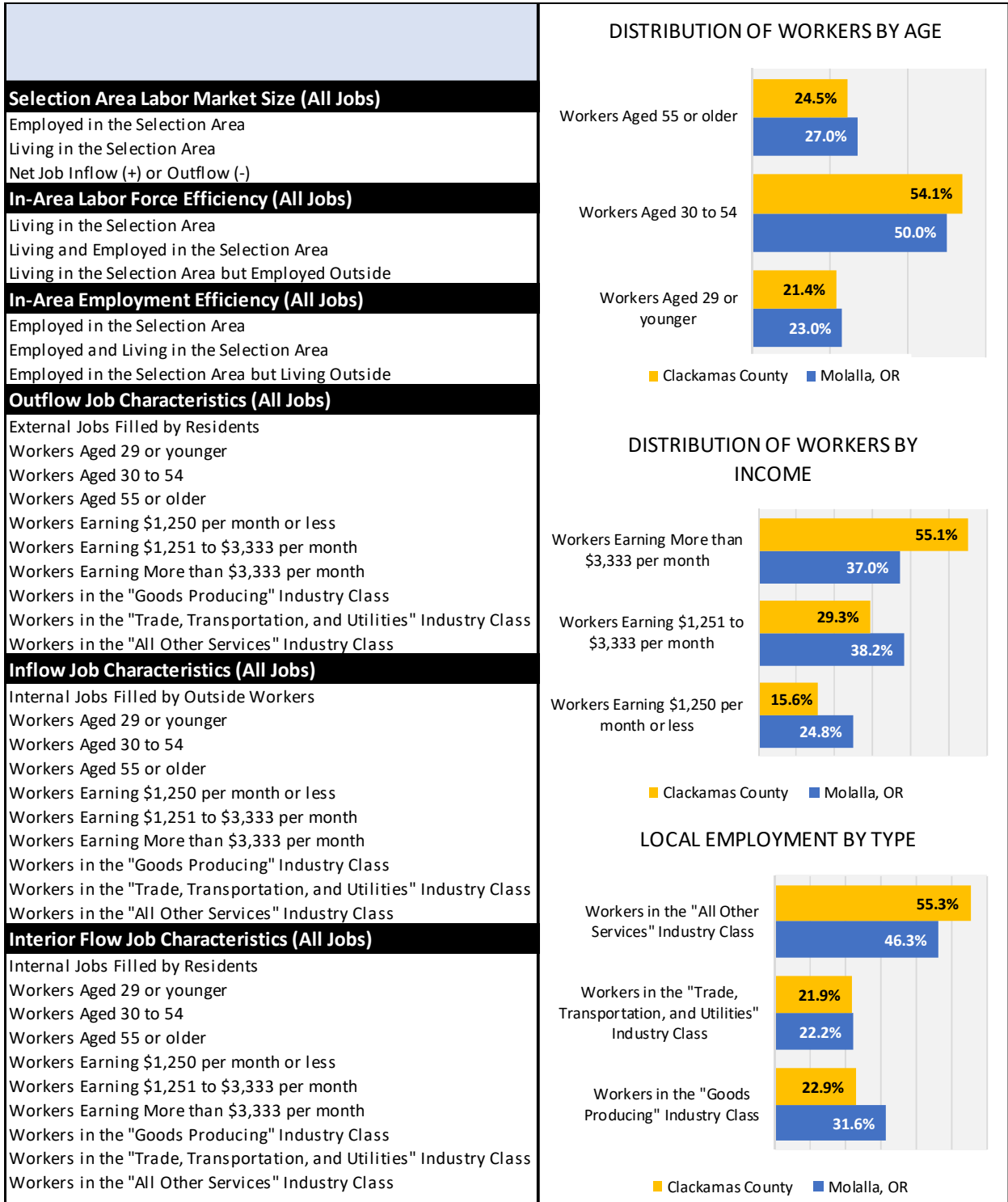
FIGURE 2.11: EDUCATIONAL ATTAINMENT PROFILE, 2022



SOURCE: U.S. Census Bureau, 2017 - 2022 ACS 5-Year Estimates

- Molalla’s adult population (aged 25 years and older) has relatively lower average education levels than the county or state. 62% of the population have a high school diploma, or some college with no degree, compared to 46% of the county and state.
- 30% of Molalla’s adult population have a degree, compared to 49% of the county and 45% of the state.
- Molalla has a higher share working in trade, transportation, and utilities (22.2%) and goods producing industries (31.6%) than the county (Figure 2.9). This includes retail, wholesale, warehousing, and shipping industries. (Figure 2.12)
- Molalla has a larger proportion of younger and near-retirement workers than the county, with 23% of its workers less than 30 years of age and 27% of its workers aged 55 or older.
- Working residents of Molalla are more likely to be in middle- and lower-income groups than the county. Roughly 24.8% of working Molalla residents earn over \$1,250 or less per month, and 38.2% earn between \$1,251 to \$3,333 per month.

FIGURE 2.12: CHARACTERISTICS OF LOCAL WORKFORCE, CITY OF MOLALLA AND CLACKAMAS COUNTY, 2021



C. MOLALLA EMPLOYMENT & SECTOR SUMMARY

As of 2024, the City of Molalla is home to roughly 290 businesses with roughly 3,050 employees. There are an additional roughly 750 self-employed or sole-proprietor workers in the city, for a total of nearly 3,800 locally employed, or self-employed persons.

The largest industries by employment are “agriculture, forestry, fishing, and hunting”, retail trade, and leisure and hospitality (including dining). The manufacturing, health care & social assistance, and educational services sectors also have a notable employment base in the city. Molalla has the lowest employment representation in finance & insurance and real estate sectors, and no reported employment in the mining or utilities subsectors.

As for average annual wages, the highest paying sectors in 2024 are information, wholesale trade, and finance & insurance. The lowest paying sectors are “arts, entertainment, & recreation”, accommodation & food services, “agriculture, forestry, fishing, & hunting”, and retail trade.

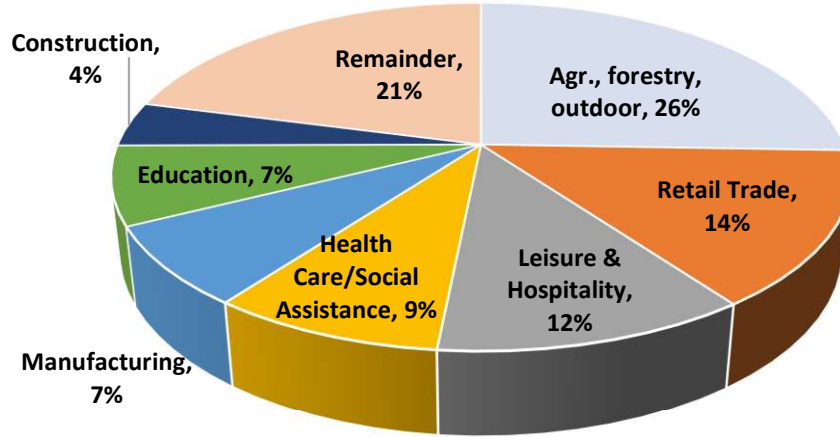
(Industry sectors are discussed in more detail in Section IV of this report.)

FIGURE 2.13: ESTIMATED EMPLOYMENT BY INDUSTRY SECTOR, CITY OF MOLALLA 2024

Major Industry Sector	Estimated Employment 2024	Average Annual Wage	Share of Employment
Agr., forestry, outdoor	968	\$30,000	26%
Construction	157	\$53,000	4%
Manufacturing	280	\$58,000	7%
Wholesale Trade	159	\$104,000	4%
Retail Trade	547	\$32,000	14%
Transport., Warehousing, Utilities	129	\$48,000	3%
Information	38	\$138,000	1%
Finance & Insurance	22	\$91,000	1%
Real Estate	19	\$41,000	1%
Professional & Technical Services	56	\$45,000	1%
Administration Services	71	\$59,000	2%
Education	277	\$60,000	7%
Health Care/Social Assistance	327	\$37,000	9%
Leisure & Hospitality	441	\$20,000	12%
Other Services	205	\$40,000	5%
Government	93	\$79,000	2%
TOTAL	3,791	\$45,000	

SOURCE: Oregon Employment Department, Bureau of Economic Analysis, Johnson Economics

FIGURE 2.14: ESTIMATED SHARE OF EMPLOYMENT BY INDUSTRY SECTOR, CITY OF MOLALLA 2024

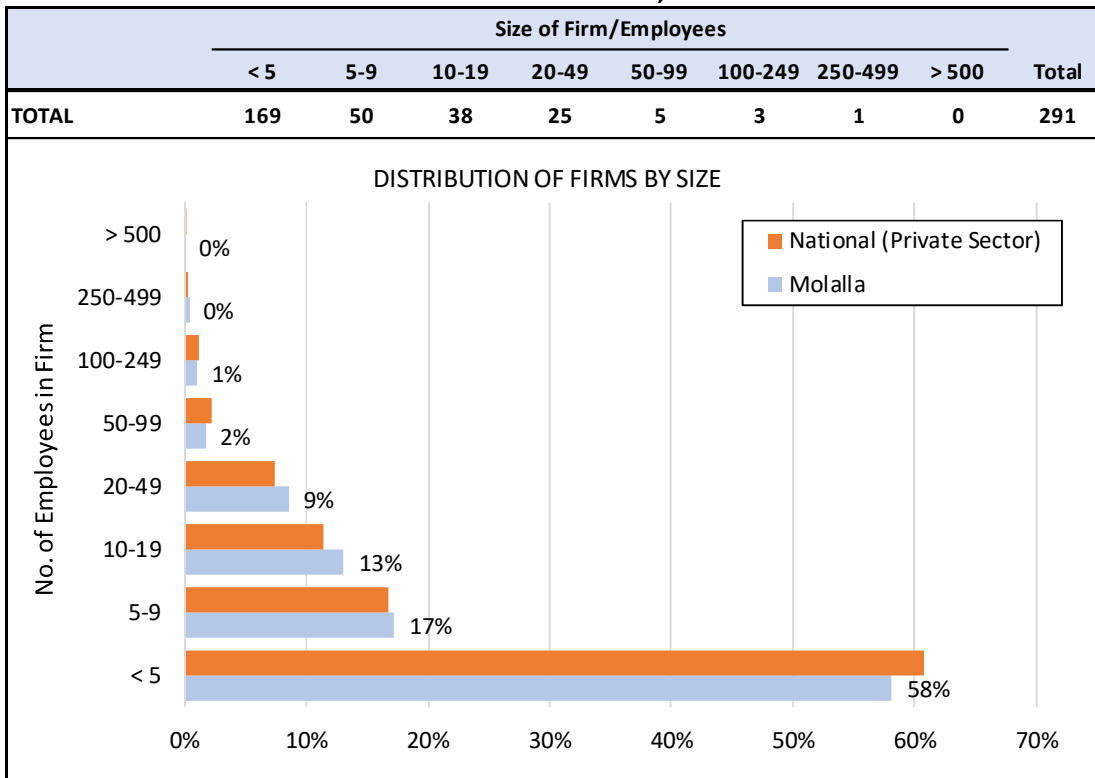


SOURCE: Oregon Employment Department, Bureau of Economic Analysis, Johnson Economics

The local employment base is dominated by relatively small firms, with nearly 90% of businesses having fewer than 20 employees (Figure 2.15). However, this trend is in keeping with the national average. Most businesses are small businesses. (This is based on the most recent 2022 QCEW data for unemployment-insurance covered employment, and therefore doesn't include all self-employment or owner/operator businesses.) Just 1% of firms have more than 100 employees. This is again, in keeping with national trends.

As of 2022, there were an estimated 291 firms in Molalla with covered employees (not including sole-proprietorships/self-employed).

FIGURE 2.15: DISTRIBUTION OF FIRMS BY SIZE, CITY OF MOLALLA - 2024



SOURCE: Oregon Employment Department, Johnson Economics

III. COMMUNITY ECONOMIC DEVELOPMENT POTENTIAL

The economic climate of a community helps foster growth of existing firms and industry clusters and make the area attractive for new businesses. The City of Molalla has several advantages that boost its potential as a location for current and future business.

Location: Molalla enjoys a location between agricultural and forest lands, and near the Portland Metro area. The community has grown as a center for housing, employment, commerce, and services for the central Clackamas County subregion. The community is served by state highway access in the north/south and east/west directions. It is roughly 15 miles from I-5 freeway access via Woodburn to the west, and 15 miles from the Portland Metro region, via Oregon City to the north. Molalla is within commuting distance to Salem, the Metro region, and other Willamette Valley communities.

The location puts the city’s businesses in the middle of a subregional market area and available labor force. While the city provides many shopping, dining, and service options, there are others that are lacking in the community, and necessitate a trip to neighboring communities. At the same time, the location separate from the major metro areas has allowed the city to maintain a small town identity and establish a strong base of agricultural and wood products industries based in the surrounding natural resources.

Transportation Connectivity: Molalla has good highway access, at the crossroads of state highways 213 and 211. These provide access to the surrounding agricultural and forestry lands in central Clackamas County, as well as broader access to the I-5 corridor, and the eastern Metro area. Highway 211 also provides a route to Estacada, Sandy, and US Highway 26 to the northeast. These routes can suffer from congestion that extends driving times, especially during commuting hours.

Portland International Airport is located approximately forty-five minutes to the north providing global air connections. The Salem Municipal Airport has recently been in discussions to provide some commercial service to a limited number of southwest states, which would provide nearer access to residents and businesses in Molalla.

Labor Market: The availability of ample and skilled labor is a key factor in economic development potential. It is estimated that nearly 90% of working Molalla residents commute elsewhere for their primary employment. This means that the community is likely home to a broader range of skills and specialties than just those found among local employers. This represents a diverse talent pool and skillset from which new businesses locating and growing in the city could draw.

Beyond the talent pool of Molalla residents, the city’s highway access gives local businesses the ability to draw on a larger labor pool from the region. An estimated 80% of the local workforce commutes into Molalla, with the greatest numbers coming from Salem, Portland, Woodburn, Oregon City, and Canby. While ideally these workers may eventually choose to relocate to the community, in the meantime businesses know they can attract workers with a full range of skills and experience from a broader area if necessary.

The “Mid-Willamette Valley Supply and Target Industry Growth Recommendations for Clackamas, Polk and Yamhill Counties” (2014) report identified workforce issues in Clackamas, Polk, and Yamhill counties. These issues included finding qualified workers with the proper basic and technical skills, training entry-level workers effectively, and successfully employing contractors from staffing agencies. These issues remain a challenge in many regions across Oregon and call for broader solutions with the city’s economic development partners.

Quality of Life: Molalla offers a high quality of life and suburban amenities to attract new workers and businesses to the city. The city offers a mixture of small-town lifestyle, diverse cultural activities, with access to nature and rural amenities, while also being a quick trip away from larger metro areas with additional urban amenities. The community features relatively affordable housing in comparison to other parts of the region, good schools, parks, and shopping and local services for most daily needs.

Molalla's location in the Willamette Valley offers ready access to a full range of mountain recreation to the east, and Oregon's wine country to the west.

Economic Development Partnerships: Molalla has several partners in economic development, including the local Chamber of Commerce, SEDCOR, Clackamas County, and Business Oregon. Molalla is within roughly 15 miles of outposts of both Clackamas and Chemeketa Community College to offer ongoing education and training to the local workforce.

Local and regional employers are also key partners in promoting and growing their industries. Molalla works with these and other regional partners to provide the infrastructure and services needed to retain and attract businesses to the city.

Economic Development Tools: Molalla features an Enterprise Zone which allows for tax abatements to incentivize new business development across major commercial and industrial sections of the city, including the downtown. Molalla also maintains an Urban Renewal area that covers the downtown area, and much of the Highway 211 corridor, extending to highway 213, among other corridors. The urban renewal agency can offer incentives for development, secure key economic development sites, among other projects.

IV. INDUSTRY DIFFERENTIATION ANALYSIS

This element of the Economic Opportunities Analysis utilizes analytical tools to assess the economic landscape in Clackamas County and the City of Molalla. The objective of this process is to identify a range of industry types that can be considered targeted economic opportunities over the planning period.

A range of analytical tools to assess the local and regional economic landscape are used to determine the industry typologies the city should consider targeting over the planning period. Where possible, we look to identify the sectors that are likely to drive growth in current and subsequent cycles.

ECONOMIC SPECIALIZATION (CLACKAMAS COUNTY)

A common analytical tool to evaluate economic specialization is location quotient analysis. This metric compares the concentration of employment in an industry at the local level to a larger geography. All industry categories are assumed to have a quotient of 1.0 on the national level, and a locality’s quotient indicates if the local share of employment in each industry is greater or less than the share seen nationwide. For instance, a quotient of 2.0 indicates that locally, that industry represents twice the share of total employment as seen nationwide. A quotient of 0.5 indicates that the local industry has half the expected employment.

A location quotient analysis was completed for Clackamas County, which evaluated the distribution of local employment relative to national averages, as well as average annual wage levels by industry (Figure 4.1). The industries that are well-represented countywide are good candidates for growth in localities such as Molalla as the city has the ability to tap into regional advantages to grow locally.



FIGURE 4.1: INDUSTRY SECTOR SPECIALIZATION BY MAJOR INDUSTRY, CLACKAMAS COUNTY, 2022

Industry	Annual Establishments	Average Employment	Total Annual Wages	Average Annual Wages	Employment LQ
102 Service-providing	14407	117,463	\$7,620,027,186	\$64,872	0.96
101 Goods-producing	3,179	37,686	\$2,640,181,944	\$70,057	1.48
1011 Natural resources and mining	389	4,673	\$202,637,060	\$43,365	2.25
1012 Construction	2,057	15,192	\$1,106,928,565	\$72,865	1.72
1013 Manufacturing	733	17,822	\$1,330,616,319	\$74,661	1.22
1021 Trade, transportation, and utilities	2,590	33,948	\$2,083,407,387	\$61,370	1.04
1022 Information	480	2,643	\$294,869,919	\$111,587	0.76
1023 Financial activities	1,611	7,918	\$771,058,869	\$97,383	0.8
1024 Professional and business services	3158	24,425	\$2,084,308,856	\$85,334	0.95
1025 Education and health services	2,642	24,553	\$1,592,778,916	\$64,872	0.92
1026 Leisure and hospitality	1208	16,740	\$471,365,906	\$28,159	0.93
1027 Other services	1,622	6,735	\$280,288,847	\$41,619	1.34
1029 Unclassified	1097	502	\$41,948,486	\$83,535	1.49
Total	17,587	155,151	\$10,260,209,130	\$66,130	

SOURCE: U.S. Bureau of Labor Statistics

In general, the County has stronger representation among goods-producing sectors than service-producing sectors, relative to nationally. Among major industries, the natural resources & mining industry was the most strongly represented, with the construction industry being the next. Construction, Manufacturing and other types of services each have representation somewhat higher than the national average. The information and financial activities industries were the most under-represented major industries. The information sector provided the highest average wages among these industries (\$112k/year), while the other services industry has the lowest average wages (\$42k/year).

A more detailed industry analysis shows that the industries with the highest LQ in the county are “agriculture, forestry, fishing, and hunting”, construction, wholesale trade, and unclassified workers. Health care & social assistance, retail trade, and manufacturing employ the most people out of all the industries, employing a little over a third of the county’s entire employment base. The most under-represented industries are utilities, federal and state government, and mining. (Figure 4.2 includes government employment as well.)

FIGURE 4.2: INDUSTRY SECTOR SPECIALIZATION BY DETAILED INDUSTRY, CLACKAMAS COUNTY, 2022

Industry	Annual Establishments	Average Employment	Total Annual Wages	Average Annual Wages	Employment LQ
Agriculture, forestry, fishing, and hunting	384	4,645	\$201,222,408	\$43,320	3.23
Mining	5	28	\$1,414,652	\$50,523	0.04
Utilities	16	298	\$36,920,679	\$123,895	0.47
Construction	2,057	15,192	\$1,106,928,565	\$72,863	1.72
Manufacturing	733	17,822	\$1,330,616,319	\$74,661	1.22
Wholesale trade	1,102	10,932	\$1,011,208,904	\$92,500	1.6
Retail trade	1,125	18,244	\$777,672,778	\$42,626	1.03
Transportation and warehousing	347	4,475	\$257,605,026	\$57,565	0.61
Information	480	2,643	\$294,869,919	\$111,566	0.76
Finance and Insurance	905	5,666	\$630,017,931	\$111,193	0.79
Real Estate and Rental	706	2,252	\$141,040,938	\$62,629	0.84
Professional, Scientific, and Technical Services	2,127	11,438	\$1,169,298,119	\$102,229	0.95
Management of Companies and Enterprises	141	2,590	\$281,333,541	\$108,623	0.9
Administrative and Waste Management	890	10,397	\$633,677,196	\$60,948	0.95
Educational services	238	2,072	\$80,957,209	\$39,072	0.6
Health care and social assistance	2,405	22,481	\$1,511,821,707	\$67,249	0.97
Arts, Entertainment, and Recreation	215	2,409	\$71,302,136	\$29,598	0.91
Accommodation and Food Services	994	14,331	\$400,063,770	\$27,916	0.93
Other services	1,622	6,735	\$280,288,847	\$41,617	1.34
Unclassified	1,097	502	\$41,948,486	\$83,563	1.49
Federal Govt.	50	1,141	\$91,420,549	\$80,123	0.35
State Govt.	31	1,641	\$104,538,207	\$63,704	0.32
Local Govt.	198	13,033	\$866,580,255	\$66,491	0.82
Total	17,868	170,967	\$11,322,748,141	\$66,228	

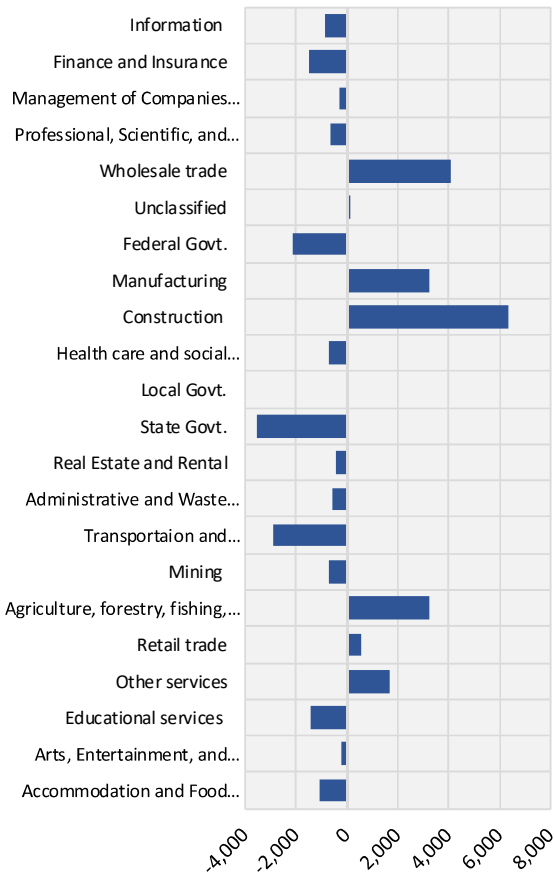
SOURCE: U.S. Bureau of Labor Statistics

The level of indicated export employment is estimated by sector by combining the location quotients and overall employment levels. Export industries are important in that they grow the overall size of the local economy by bringing in dollars from outside the community, rather than recirculating internal spending. Clackamas County only has seven industries that had positive export employment in 2022: construction, wholesale trade, agriculture, other services, retail trade, and unclassified workers (in order from highest to lowest positive export employment).

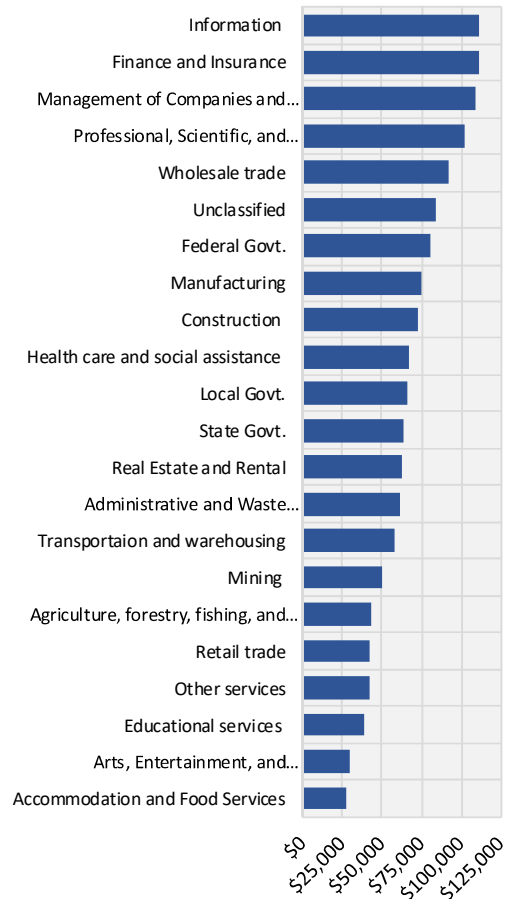
FIGURE 4.3: TOP TEN INDUSTRIES IN TERMS OF TOTAL AND EXPORT EMPLOYMENT, CLACKAMAS COUNTY (2022)

Industry	Total Employment	Industry	Location Quotient
Health care and social assistance	22,481	Agriculture, forestry, fishing, and hunting	3.23
Retail trade	18,244	Construction	1.72
Manufacturing	17,822	Wholesale trade	1.60
Construction	15,192	Unclassified	1.49
Accommodation and Food Services	14,331	Other services	1.34
Local Govt.	13,033	Manufacturing	1.22
Professional, Scientific, and Technical Services	11,438	Retail trade	1.03
Wholesale trade	10,932	Health care and social assistance	0.97
Administrative and Waste Management	10,397	Professional, Scientific, and Technical Services	0.95
Other services	6,735	Administrative and Waste Management	0.95

EXPORT EMPLOYMENT BY INDUSTRY



AVERAGE ANNUAL WAGES BY INDUSTRY



SOURCE: U.S. Bureau of Labor Statistics

ECONOMIC SPECIALIZATION (CITY OF MOLALLA)

The same analysis applied to the City of Molalla reveals high levels of employment concentration in industries such as agriculture, educational services, wood manufacturing, other services, and retail trade. In terms of employment concentration, agriculture far outperforms any other industries in the city with a location quotient (LQ) of 28.5, with the next highest employment concentration in the city being education services with a LQ of 3.4, and wood manufacturing with a LQ of 2.6. [Figure 4.2 presents data based on *covered employment* from 2022 (the most recent year available), not including self-employment.]

FIGURE 4.4: INDUSTRY SECTOR SPECIALIZATION BY DETAILED INDUSTRY, CITY OF MOLALLA, 2022

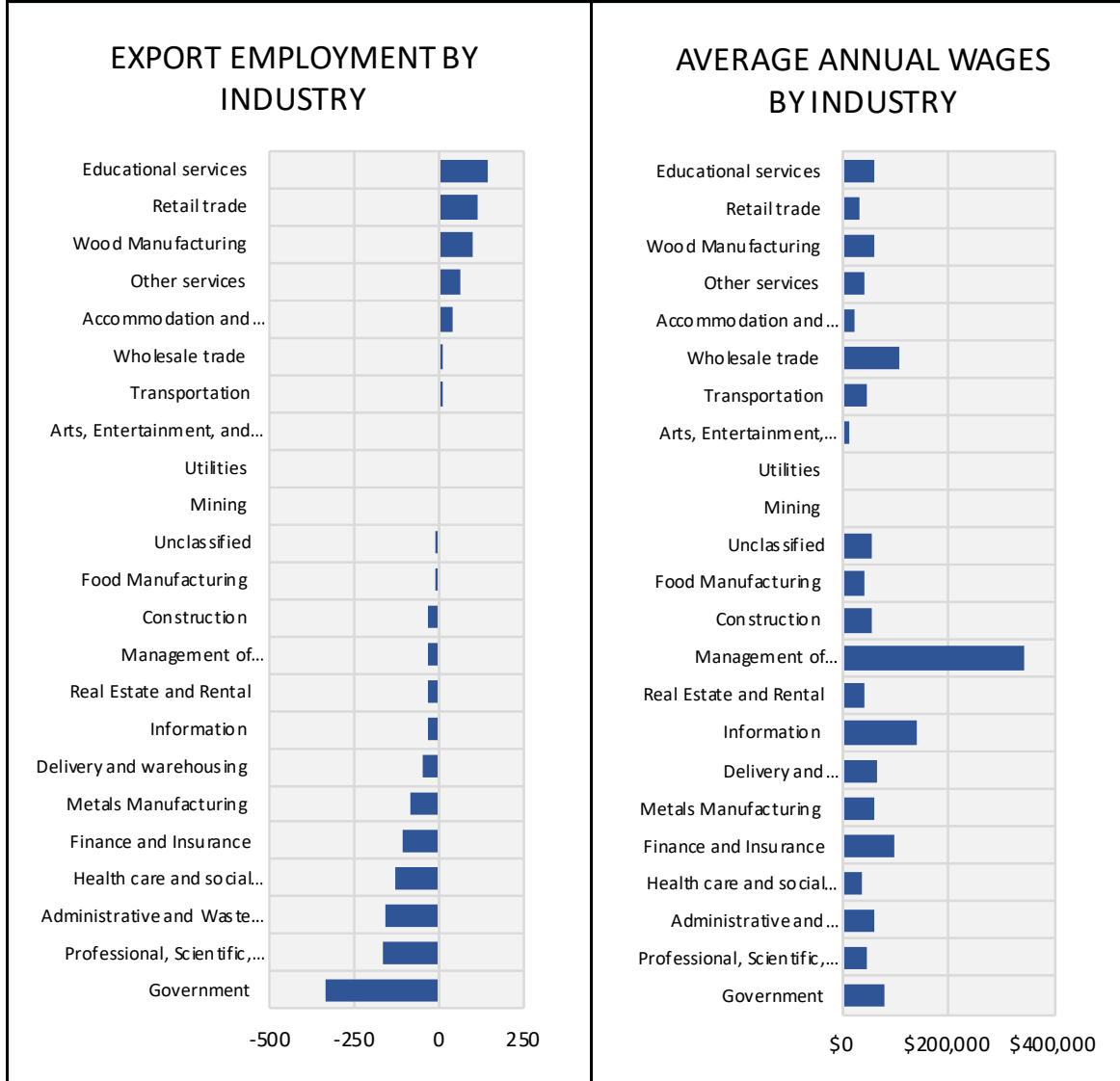
Industry	Annual Establishments	Average Employment	Total Annual Wages	Average Annual Wages	Employment LQ
Agriculture, forestry, fishing, and hunting	14	726	\$21,470,928	\$29,574	28.47
Mining	0	0	\$0	\$0	0.00
Construction	37	126	\$6,763,733	\$53,680	0.81
Food Manufacturing	3	35	\$1,411,010	\$40,315	0.74
Wood Manufacturing	3	172	\$10,524,733	\$61,190	2.55
Metals Manufacturing	6	61	\$3,554,808	\$58,276	0.42
Utilities	0	0	\$0	\$0	0.00
Wholesale trade	11	136	\$14,192,868	\$104,359	1.12
Retail trade	27	431	\$13,801,890	\$32,023	1.37
Transportation	13	79	\$3,554,413	\$44,993	1.14
Delivery and warehousing	1	17	\$1,085,718	\$63,866	0.28
Information	3	27	\$3,731,841	\$138,216	0.44
Finance and Insurance	8	20	\$1,914,161	\$95,708	0.16
Real Estate and Rental	9	15	\$607,949	\$40,530	0.32
Professional, Scientific, and Technical Service	15	46	\$2,116,179	\$46,004	0.22
Management of Companies and Enterprises	2	19	\$6,504,641	\$342,350	0.37
Administrative and Waste Management	10	35	\$2,080,197	\$59,434	0.18
Educational services	5	205	\$12,264,813	\$59,828	3.38
Health care and social assistance	41	284	\$10,533,807	\$37,091	0.69
Arts, Entertainment, and Recreation	4	48	\$613,208	\$12,775	1.03
Accommodation and Food Services	30	311	\$6,341,262	\$20,390	1.14
Other services	39	151	\$6,057,328	\$40,115	1.69
Government	3	93	\$7,371,629	\$79,265	0.22
Unclassified	0	2	\$109,064	\$54,532	0.33
Total	284	3,039	\$136,606,180	\$44,951	

SOURCE: Oregon Employment Department

The top industries in terms of overall employment in 2022 were agriculture, retail trade, accommodation & food services, health care & social services, and educational services. The city were eight industries with positive export employment, the largest being educational services, retail trade, and wood manufacturing. As for the industries with the highest average annual wages, three industries stood out in particular. These were the management of company & enterprises, information, and wholesale trade industries. All three of these industries paid an annual average wage of above \$100k a year. (The management of company & enterprises sector was estimated to pay a very high average salary, but this is likely distorted due to small sample size.)

FIGURE 4.5: TOP TEN INDUSTRIES IN TERMS OF TOTAL AND EXPORT EMPLOYMENT, CITY OF MOLALLA (2022)

Industry	Total Employment	Industry	Location Quotient
Agriculture, forestry, fishing, and hunting	726	Agriculture, forestry, fishing, and hunting	28.47
Retail trade	431	Educational services	3.38
Accommodation and Food Services	311	Wood Manufacturing	2.55
Health care and social assistance	284	Other services	1.69
Educational services	205	Retail trade	1.37
Wood Manufacturing	172	Accommodation and Food Services	1.14
Other services	151	Transportation	1.14
Wholesale trade	136	Wholesale trade	1.12
Construction	126	Arts, Entertainment, and Recreation	1.03
Government	93	Construction	0.81



SOURCE: Oregon Employment Department and Bureau of Labor Statistic

ECONOMIC DRIVERS

Shift Share Analysis

The identification of the economic drivers of a local or regional economy is critical in informing the character and nature of future employment, and by extension land demand over a planning cycle. To this end, we employ a shift-share analysis of the local economy emerging out of the latter half of the recent expansion cycle¹.

A shift-share analysis measures the local effect of economic performance within a particular industry or occupation. The process considers local economic performance in the context of national economic trends—indicating the extent to which local growth can be attributed to unique regional competitiveness or simply growth in line with broader trends. For example, consider that Widget Manufacturing is growing at a 1.5% rate locally, about the same rate as the local economy. On the surface we would consider the Widget Manufacturing industry to be healthy and contributing soundly to local economic expansion. However, consider also that Widget Manufacturing is booming across the country, growing at a robust 4% annually. In this context, local widget manufacturers are struggling, and some local or regional conditions are stifling economic opportunities.

We can generally classify industries, groups of industries, or clusters into four groups:

Growing, Outperforming: Industries that are growing locally at a rate faster than the national average. These industries have characteristics locally leading them to be particularly competitive.

Growing, Underperforming: Industries that are growing locally but slower than the national average. These industries generally have a sound foundation, but some local factors are limiting growth.

Contracting, Outperforming: Industries that are declining locally but slower than the national average. These industries have structural issues that are impacting growth industry wide. However, local firms are leveraging some local or regional factor that is making them more competitive than other firms on average.

Contracting, Underperforming: Industries that are declining locally at a rate faster than the national average. These industries have structural issues that are impacting growth industry wide. However, some local or regional factors are making it increasingly tough on local firms.

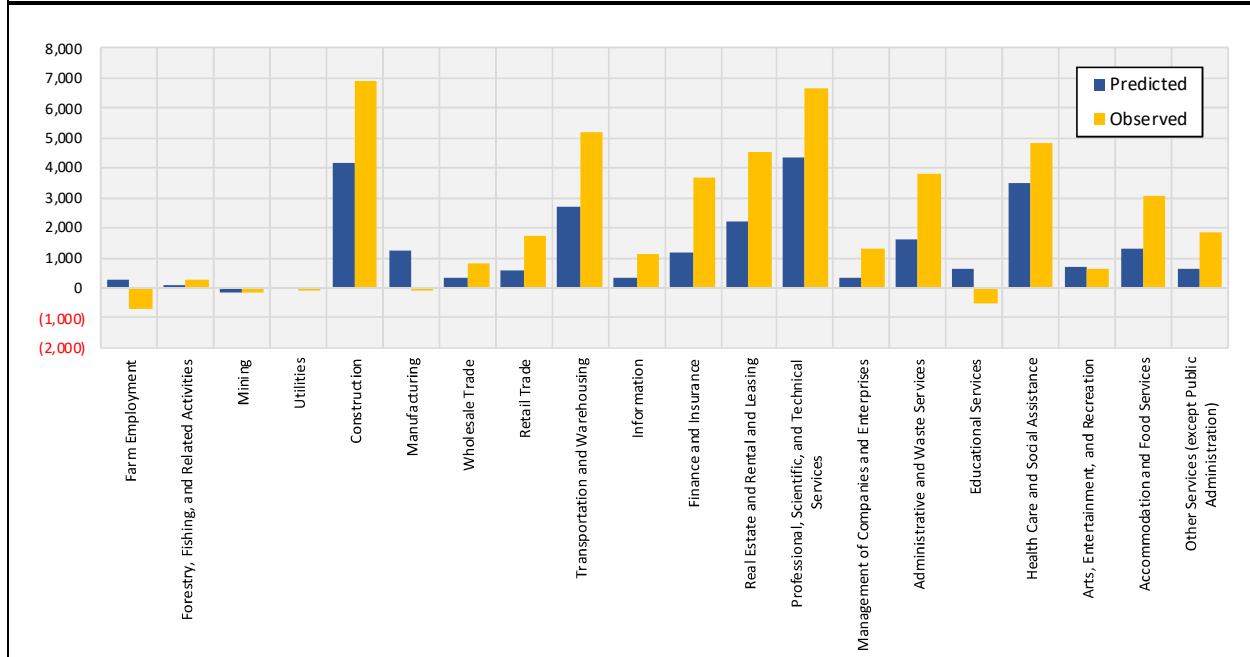
The average annual growth rate by industry from 2013 to 2022 (the latest available data) in Clackamas County was compared to the national rate. The observed local change was compared to a standardized level reflecting what would be expected if the local industry grew at a rate consistent with national rates for that industry.

As shown in Figure 4.6, more county industries grew at a faster rate than the rest of the country than those that grew at a slower rate. Sectors that experienced the most notable positive regional shift in employment during this period were construction, transportation & warehousing, finance & insurance, real estate & rental leasing, and professional services, and accommodation & food services. Only five county sectors experienced a negative regional shift in employment, these being manufacturing, educational services, farm employment, utilities, “arts, entertainment, & recreation” and mining.

¹ Measured from 2013 through 2022

FIGURE 4.6: INDUSTRY SECTOR SHIFT SHARE ANALYSIS, CLACKAMAS COUNTY (2013 – 2022)

Industry	Average Employment		Net Change		Standardized Level - 2022*	Regional Shift
	2013	2022	Total	AAGR		
Farm Employment	6,784	6,092	(692)	-1.2%	7,053	(961)
Forestry, Fishing, and Related Activities	1,845	2,142	297	1.7%	1,918	224
Mining	475	319	(156)	-4.3%	325	(6)
Utilities	387	341	(46)	-1.4%	391	(50)
Construction	12,845	19,751	6,906	4.9%	17,027	2,724
Manufacturing	19,379	19,374	(5)	0.0%	20,614	(1,240)
Wholesale Trade	12,287	13,085	798	0.7%	12,618	467
Retail Trade	22,554	24,315	1,761	0.8%	23,161	1,154
Transportation and Warehousing	5,275	10,499	5,224	7.9%	7,973	2,526
Information	2,833	3,931	1,098	3.7%	3,196	735
Finance and Insurance	10,745	14,412	3,667	3.3%	11,952	2,460
Real Estate and Rental and Leasing	12,382	16,891	4,509	3.5%	14,585	2,306
Professional, Scientific, and Technical Services	14,586	21,230	6,644	4.3%	18,928	2,302
Management of Companies and Enterprises	1,743	3,082	1,339	6.5%	2,091	991
Administrative and Waste Services	10,414	14,193	3,779	3.5%	12,010	2,183
Educational Services	4,438	3,942	(496)	-1.3%	5,057	(1,115)
Health Care and Social Assistance	22,080	26,933	4,853	2.2%	25,571	1,362
Arts, Entertainment, and Recreation	4,972	5,622	650	1.4%	5,655	(33)
Accommodation and Food Services	12,801	15,873	3,072	2.4%	14,111	1,762
Other Services (except Public Administration)	10,857	12,715	1,858	1.8%	11,524	1,191
TOTAL	189,682	234,742	45,060	2.4%	215,760	18,982

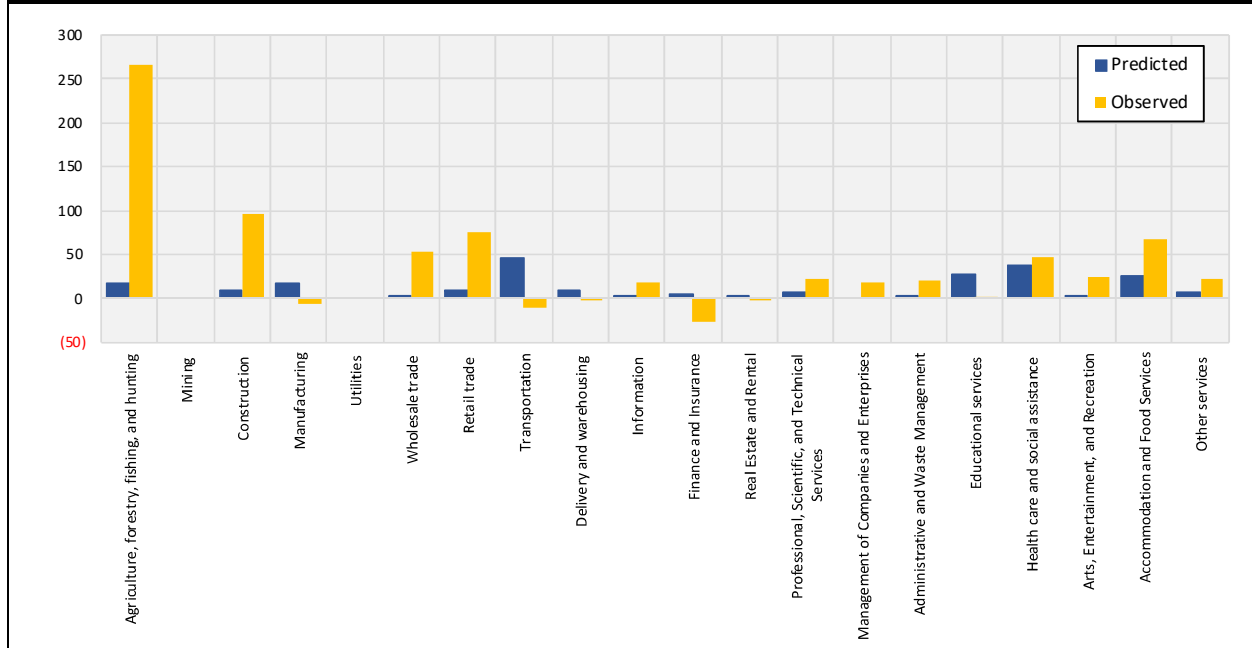


* Employment level in each industry had it grown at the same rate as its counterparts at the national level over the same period.
 SOURCE: U.S. Department of Commerce, Bureau of Economic Analysis, Bureau of Labor Statics, Oregon Employment Department

When the same analysis is applied to the city of Molalla (Figure 4.7), most of the city’s industries also displayed faster growth than the rest of the country. The most notable sector on this measure in the local economy was the agriculture and forestry sectors followed by construction, retail trade, and wholesale trade. These sectors grew faster than expected based on the national pace.

FIGURE 4.7: INDUSTRY SECTOR SHIFT SHARE ANALYSIS, CITY OF MOLALLA (2013 – 2022)

Industry	Average Employment		Net Change		Standardized Level - 2022*	Regional Shift
	2013	2022	Total	AAGR		
Agriculture, forestry, fishing, and hunting	460	726	266	5.2%	478	248
Mining	0	0	0	0.0%	0	0
Construction	29	126	97	17.7%	38	88
Manufacturing	274	268	(6)	-0.2%	291	(23)
Utilities	0	0	0	0.0%	0	0
Wholesale trade	82	136	54	5.8%	85	51
Retail trade	356	431	75	2.1%	366	65
Transportation	89	79	(10)	-1.3%	135	(56)
Delivery and warehousing	18	17	(1)	-0.6%	27	(10)
Information	9	27	18	13.0%	10	17
Finance and Insurance	46	20	(26)	-8.8%	51	(31)
Real Estate and Rental	17	15	(2)	-1.4%	20	(5)
Professional, Scientific, and Technical Services	24	46	22	7.5%	31	15
Management of Companies and Enterprises	0	19	19	38.7%	0	19
Administrative and Waste Management	14	35	21	10.7%	16	19
Educational services	204	205	1	0.1%	232	(27)
Health care and social assistance	237	284	47	2.0%	274	10
Arts, Entertainment, and Recreation	23	48	25	8.5%	26	22
Accommodation and Food Services	243	311	68	2.8%	268	43
Other services	128	151	23	1.9%	136	15
TOTAL	2,253	2,944	691	3.0%	2,486	458



* Employment level in each industry had it grown at the same rate as its counterparts at the national level over the same period.

SOURCE: U.S. Department of Commerce, Bureau of Economic Analysis, Bureau of Labor Statistics

Growth and Current Strength Analysis

This analysis takes a look at the relationship between the location quotient of an industry and its employment growth (shift share) over the years to give useful insight into an industry's competitive performance. As mentioned above, location quotients are a metric that compares a local industry's employment concentration to the nation's employment concentration of the same industry. A quotient above 1 indicates that an industry has more local representation compared to what is expected nationally while a quotient less than 1 indicates that the local industry has less than the expected employment. When an industry's LQ is compared alongside its employment growth one can identify which industries in the region have been highly competitive, showing signs of growth, decreasing in competitiveness, or underperforming.

Much like the shift share analysis, this analysis separates industries/clusters into 4 categories² :

Growth Clusters: Industries that show strong concentration locally ($LQ > 1.0$) and have had positive employment growth in recent history. These industries are a focal point of the regional economy, displaying strong competitive advantage and potential growth.

Mature Clusters: Industries that have a strong local concentration ($LQ > 1.0$), but negative employment growth during the period of analysis. These industries have been an important factor in the local economy but may need resources to ensure growth into the future and continued competitiveness.

Emerging Clusters: Industries that have a smaller local concentration ($LQ < 1.0$), but have seen positive employment growth recently. Although these industries may not have been as important in the regional economy, there is strong potential for growth and could be main drivers of the regional economy in the foreseeable future.

Declining Clusters: Industries that have a smaller local concentration ($LQ < 1.0$) as well as negative employment growth. These industries are shrinking and have little competitive advantage in the region.

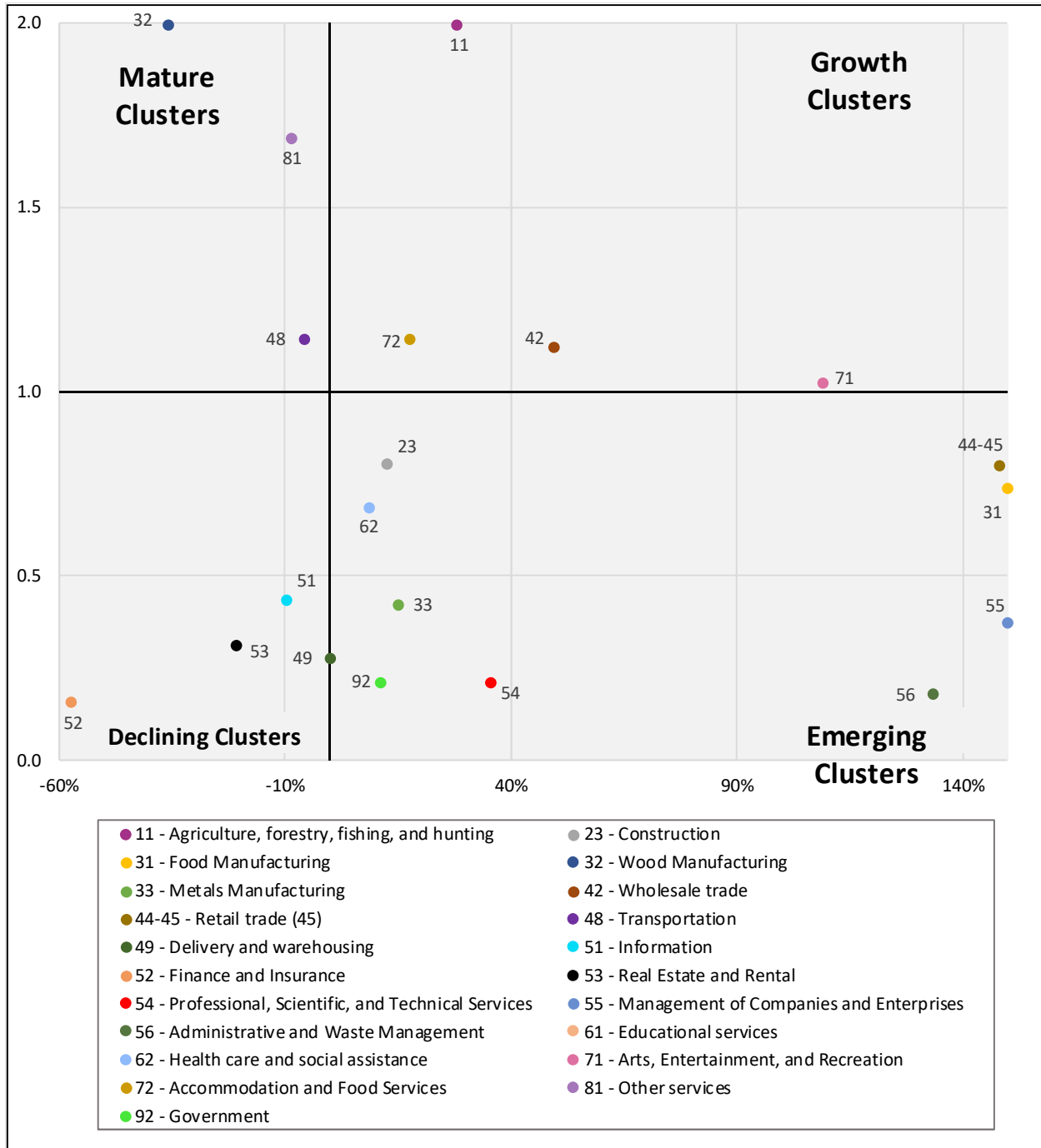
The figure 4.8 below depicts this relationship in the city of Molalla during the 2013 – 2022 period. A majority of industries showed positive employment growth in the last decade, placing them in the growth and emerging clusters. However, more industries have an LQ lower than 1, indicating that industries within Molalla are less concentrated than what is expected on the national level.

The construction, retail trade (NAICS 45), and food manufacturing industries are notably the closest to crossing the threshold from being an “emerging” industry into becoming a “growth” industry as they have displayed healthy employment growth with LQ's close to 1 as of 2022. The industries with the highest local concentrations are wood manufacturing and retail trade (NAICS 44) in the mature cluster, and agriculture in the growth sector.

The industries found to be in decline are information, real estate, warehousing, and finance and insurance.

² Kaliba, Aloyce. (2014). Industry Cluster Analyses for Capital Region Planning and Development District and the North Delta Regional Planning & Development District, Louisiana, USA. 10.13140/RG.2.1.2639.5282.

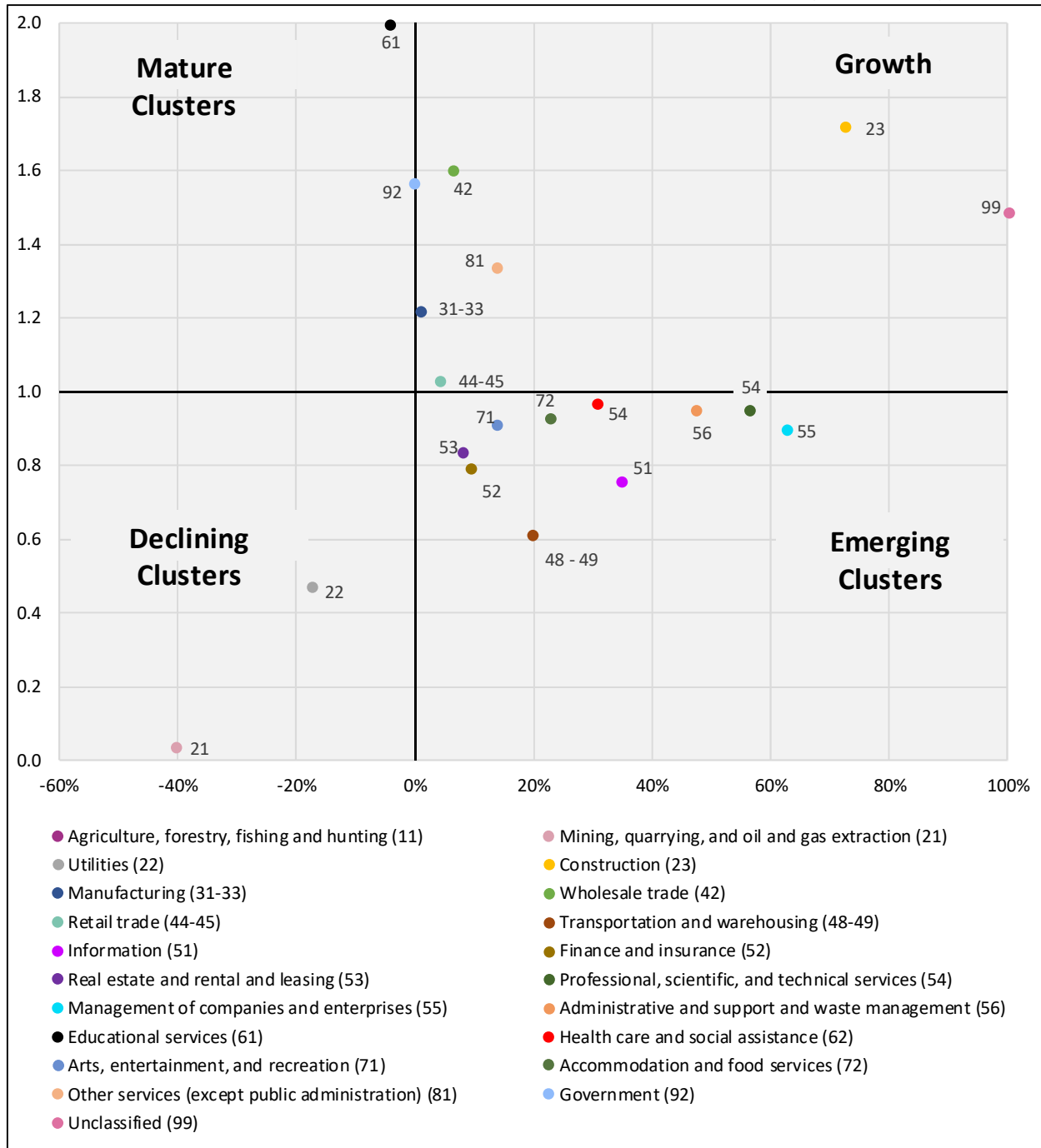
FIGURE 4.8: LQ AND EMPLOYMENT GROWTH RELATIONSHIP, CITY OF MOLALLA (2013 – 2022) *



*Note: NAICS 11 and 32 had an LQ of 28.47 and 2.55 respectively, while NAICS 31 and 55 had a growth rate of 290%, and 1800% from '17 – '22
 Source: Oregon Employment Department, Bureau of Labor Statistics, JOHNSON ECONOMICS

Figure 4.9 below depicts the location quotient analysis done for Clackamas County during the 2013 – 2022 period. Similar to Molalla, a majority of Clackamas County’s industries fall under the emerging cluster. The industries that are closest to crossing into the “growth” quadrant are the “healthcare & social assistance”, “professional, scientific, & technical services”, and “administrative & waste services” industries. The county’s strongest industries in the last decade include construction, wholesale trade, and educational services. Only two of Clackamas County’s industries fall under the declining clusters, these being the mining and utilities industries.

FIGURE 4.9: LQ AND EMPLOYMENT GROWTH RELATIONSHIP, CLACKAMAS COUNTY (2013 – 2022) *



* NAICS 61 had an LQ of 3.23, while NAICS 99 had a growth rate of 1421% in 2022

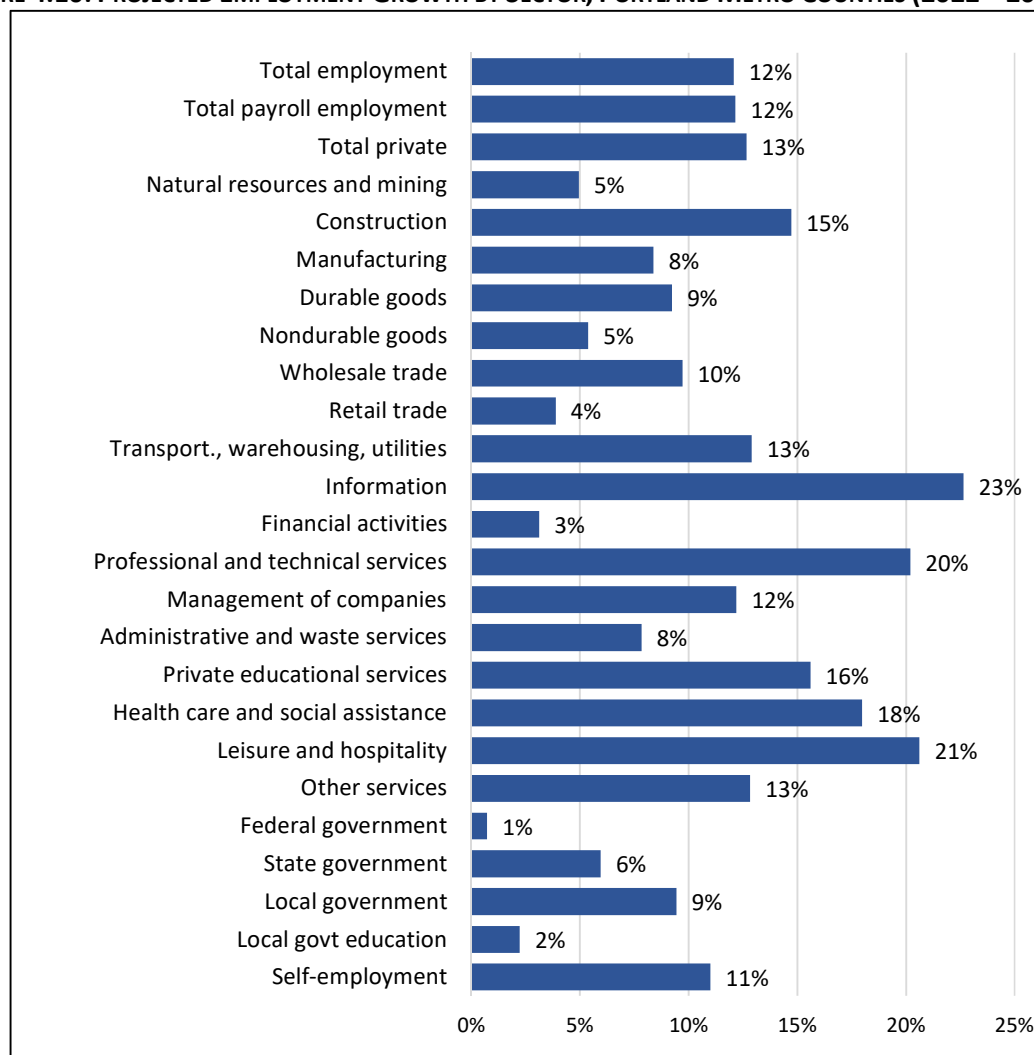
Source: 2013-2022 QCEW Data, Bureau of Labor Statistics, JOHNSON ECONOMICS

PROJECTED EMPLOYMENT GROWTH (OED)

The State of Oregon produces employment forecasts by sector at the broader regional level, which groups Clackamas, Multnomah, and Washington Counties together into one Portland Tri-County region. The most recent forecast anticipates a gain of 127,500 jobs from 2022 through 2032, reflecting growth of 12%, or an average annual rate of about 1.1% during the period. This region has historically seen strong growth, and recovery from the COVID pandemic has been promising.

In this region, the industries with the fastest growth rates are projected to be information, leisure and hospitality (tourism related), professional services, and health care. Furthermore, none of the industries are projected to experience decline in the coming years.

FIGURE 4.10: PROJECTED EMPLOYMENT GROWTH BY SECTOR, PORTLAND METRO COUNTIES (2022 – 2032)



SOURCE: Oregon Employment Department, Workforce and Economic Research Division

V. MOLALLA TARGET INDUSTRIES ANALYSIS

The preceding analysis provides a basis for narrowing of target industries for the City of Molalla. These indicators point to sectors of past and potential growth, as well as locally expressed economic development vision for the community. The following is a summary of targeted sectors and indicators for Molalla, and the broader region.

Molalla Targets and Indicators

<p>CITY OF MOLALLA Industry Clusters Analysis (2020)</p> <ul style="list-style-type: none"> Manufacturing Agriculture/Forestry/Outdoors Education Health Care Retail and Wholesale Trade Tourism-Related (Dining, Lodging, Recreation) Construction 	<p>CITY OF MOLALLA Current Largest Employers</p> <ul style="list-style-type: none"> Agriculture/Forestry/Outdoors Retail Trade Tourism Health Care Manufacturing Education Construction
<p>STRONG LOCATION QUOTIENT</p> <ul style="list-style-type: none"> Agriculture/Forestry/Outdoors Education Wood Manufacturing Retail Trade Accommodation and Food Services Transportation 	<p>STRONG SHIFT SHARE INDICATOR</p> <ul style="list-style-type: none"> Agriculture/Forestry/Outdoors Construction Retail and Wholesale Trade Accommodation and Food Service

Regional and Statewide Targets

<p>BUSINESS OREGON - Statewide Targets</p> <ul style="list-style-type: none"> Outdoor Gear and Apparel Forestry & Wood Products Advanced Manufacturing Business Services Food & Beverage High Technology 	<p>County and Regional</p> <ul style="list-style-type: none"> Traded sector industries Suppliers to existing companies Self-sufficiency-wage jobs Food & Beverage Manufacturing High Technology
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These broader analyses arrived at similar conclusions of the advantageous industries for Molalla and the central Clackamas County region in general, including wood product, food product and other manufacturing, and support industries including health care, education, and construction. Through the EOA planning process, the advisory group and community stakeholders focused on the desire for a greater diversity of shopping and dining options, and a greater tourism-related industry including lodging and recreation amenities, and agritourism.

TARGET INDUSTRY CLUSTERS

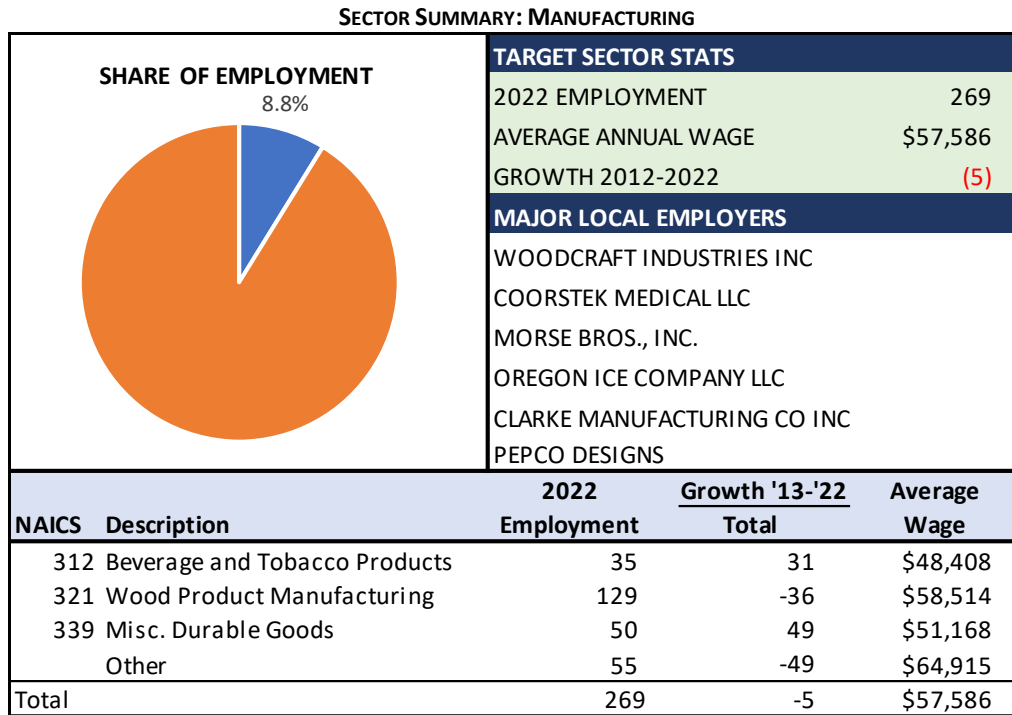
The selected priority industries reflect the community’s historical strengths and advantages, regional trends, and local goals and objectives. These are discussed in more detail in the following pages:

- Manufacturing
- Health Care & Social Assistance
- Retail Trade
- Accommodation & Food Services
- Construction
- Arts, Entertainment & Recreation

Note: The following discussion of target sectors relies on the most recent QCEW (covered) employment data from the Oregon Employment Department, dating to 2022. Total employment figures are updated to an estimate for 2024 in the following section of this report.

MANUFACTURING

Manufacturing is identified as a target industry due to the high wages it offers, ability to build technical skills, and grow the community’s economy as a traded sector with external customers. Manufacturing includes a wide range of potential product types including wood products, food processing and value-add products, metals, machinery, and high-tech manufacturing. While manufacturing has experienced secular decline nationwide over many decades, there are still many opportunities for producers that benefit from proximity to inputs and the intended market



Source: Oregon Employment Department

As of 2022, the manufacturing sector employed around 270 people which translates to 9% of the local employment base. The average annual wage was approximately \$57,500 per year in 2022. Employment base in the sector decreased slightly (2%) from 2012 through 2022.

Cluster Strengths

- Foundation of existing manufacturing businesses.
- Location near agricultural and forestry inputs.
- Solid wages, blue collar opportunities.

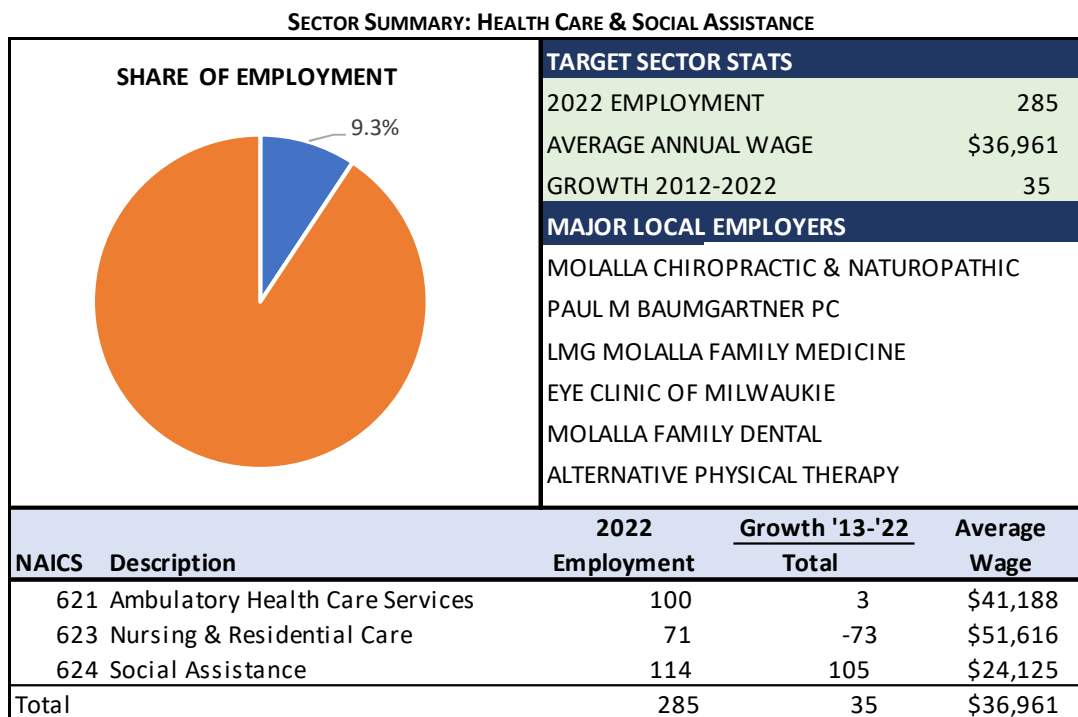
Cluster Challenges

- Limited available labor workforce, particularly for skilled manufacturing.
- Increasing shortage of appropriate industrial sites.

HEALTH CARE & SOCIAL ASSISTANCE

The Health Care and Social Services sector is one of the largest employers in Molalla, representing nearly 10% of employment. Like most communities, Molalla will increasingly face growing health care needs from a growing and aging population. The health care needs of the Baby Boom generation, the oldest of which are approaching 80 years old and the youngest approaching 60, are expected to increase the need for health care facilities and workforce over the next 20 years. The need for more local services such as medical specialists and expanded urgent care were identified as on-going needs in the community.

The health care & social assistance sector employed 285 people in 2022, which is over 9% of the city’s employment base. The average annual wage in the industry was \$37,000 in 2022. The sector’s employment base grew by 14% from 2012 to 2022, with the social assistance subsector seeing the strongest growth.



Source: Oregon Employment Department

Cluster Strengths

- Strong forecasted growth for health care.
- Growing population and number of households generating new demand.
- Attractive location for retirees and assisted living.

Cluster Challenges

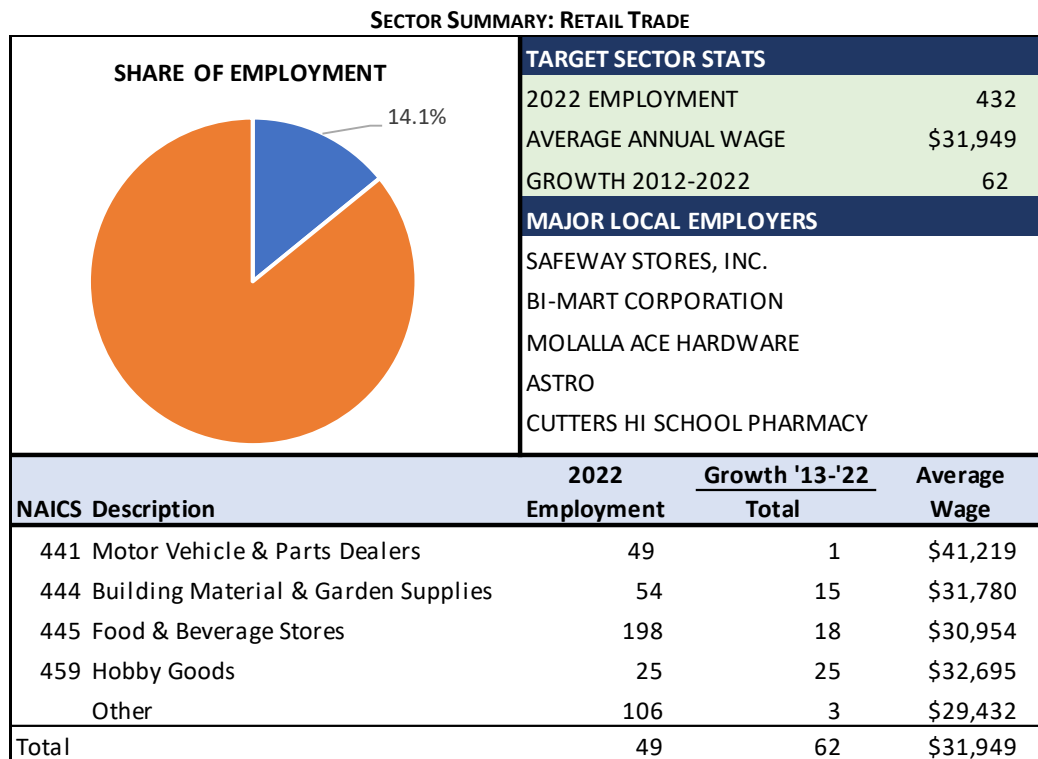
- Distance to full-service hospital.
- Recruitment of skilled workforce.



RETAIL TRADE

Despite its somewhat distant location from the I-5 corridor and Portland Metro area, Molalla serves as a commercial hub for the surrounding parts of Clackamas County, offering necessities such as groceries, gas, hardware, as well as general merchandise. The community requires more retail options and categories to serve the daily needs of residents, so that fewer trips outside of the area are necessitated to meet these needs.

Retail trade in Molalla employed roughly 14.1% of the county’s employment base, with 432 covered employment jobs in 2022. The average annual wage in this sector was \$32,000 in 2022. Employment levels grew by 2% from 2012 to 2022, or a gain of about 62 workers during this time.



Source: Oregon Employment Department

Molalla is likely to keep its advantages as a sub-regional hub of shopping, dining and services in this part of the central valley. Continued growth in the community and surrounding area will support continued addition of retail options.

Cluster Strengths

- Established sub-regional market area and customer base.
- Continuing growth in population and households.

Cluster Challenges

- National challenges to brick-and-mortar retail from on-line shopping.
- Affordable housing for lower-wage workforce.



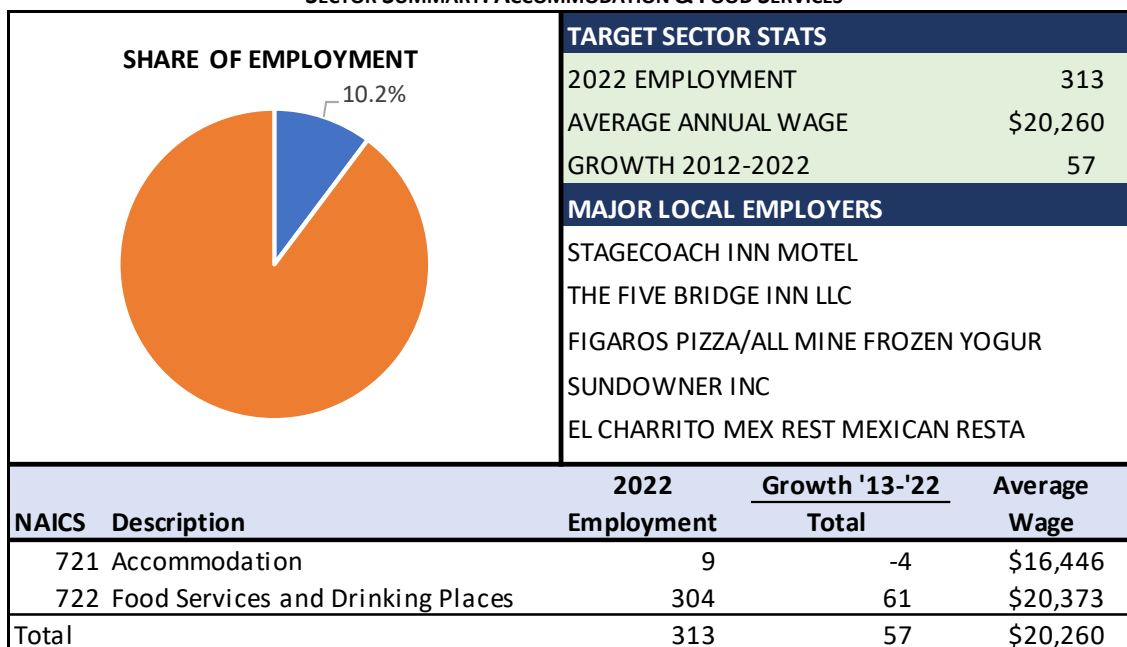
ACCOMMODATION & FOOD SERVICES

Molalla and the surrounding area has physical and locational attributes that make recreation and hospitality an attractive target sector. The city is a gateway to the Cascades, including Jefferson Park Wilderness, Detroit Lake area, and national forest lands. Regional outdoor recreation includes camping, hiking, hunting, fishing, skiing and biking. The accommodation and food services sector is key to supporting tourism through offering lodging and dining to visitors and local residents. The community identified a desire to increase recreational offerings to attract visitors (see more below) and offer lodging for them to stay.

The dining and bar sector is a significant part of the employment base and an amenity for local residents. While the sector provides generally low-wage employment, these businesses offer options for outside dining and entertainment that allow local spending to remain in the community and prevent long drives to other communities. The community expressed interest in more options in this sector and greater variety.

This sector employed about 313 in 2022, representing roughly 10% of the local employment base. The average annual wage is on the lower side compared to the other target industries with workers making an average of \$20,260 per year in 2022. The sector grew by roughly 22.3% in the last decade, adding around 57 jobs.

SECTOR SUMMARY: ACCOMMODATION & FOOD SERVICES



Source: Oregon Employment Department

Cluster Strengths

- Great location and access to farm, mountain, and forest amenities.
- Opportunity to raise profile as “basecamp”, with related dining/hospitality.

Cluster Challenges

- Marketing, awareness as destination.
- Need for more recreation activities and events (i.e. sports or festivals).
- Relatively low wages in tourism-related industries.

CONSTRUCTION

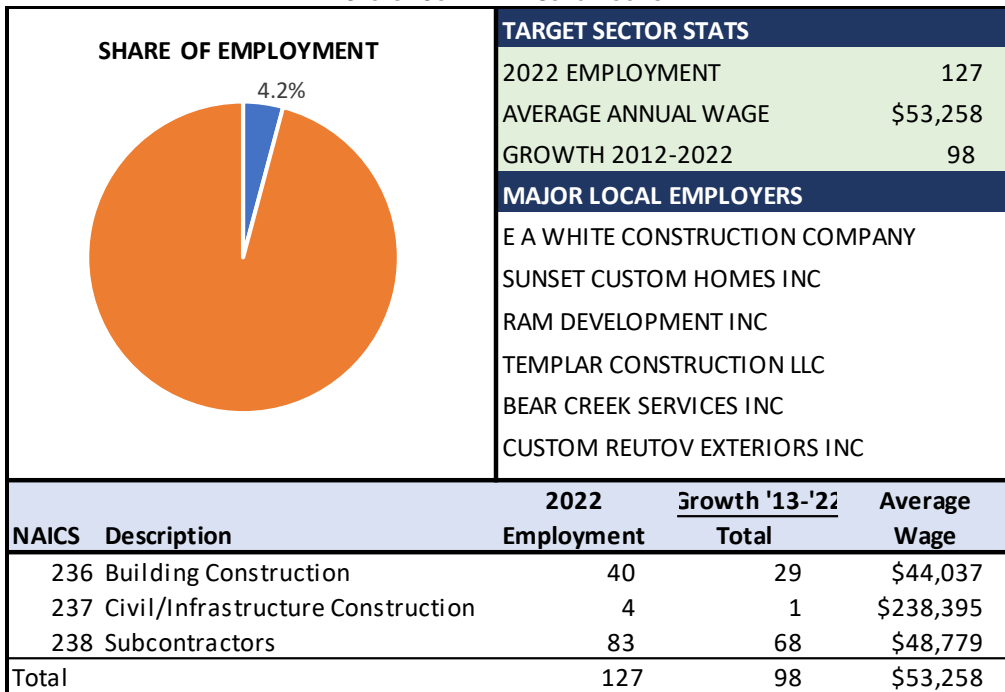
The strength of the construction sector typically trails growth in population and employment, as new households and businesses drive new real estate development. Construction is a desirable sector that provides both lower skilled and highly skilled positions and supports solid wages. Having construction capacity also allows the local economy to respond quickly and competently to new demand, while keeping costs down relative to importing construction workers and expertise from outside the area.



Construction is generally a resilient sector in areas that continue to experience organic growth in population and jobs such as Oregon. Even as broader economic trends may depress some aspects of real estate development, other sectors are often healthy or growing, and specialties such as public infrastructure development are resistant to economic cycles. This sector is a good industry for a relatively young, diverse, and less educated workforce.

The construction sector accounted for roughly 130 jobs in 2022, representing roughly 4.2% of the county’s employment base. The average annual wage was approximately \$53,000 per year in 2022. The sector showed strong growth from 2012 to 2022, growing by 338%.

SECTOR SUMMARY: CONSTRUCTION



Source: Oregon Employment Department

Cluster Strengths

- On-going demand for construction in a growing community.
- Responds to both residential and employment growth.

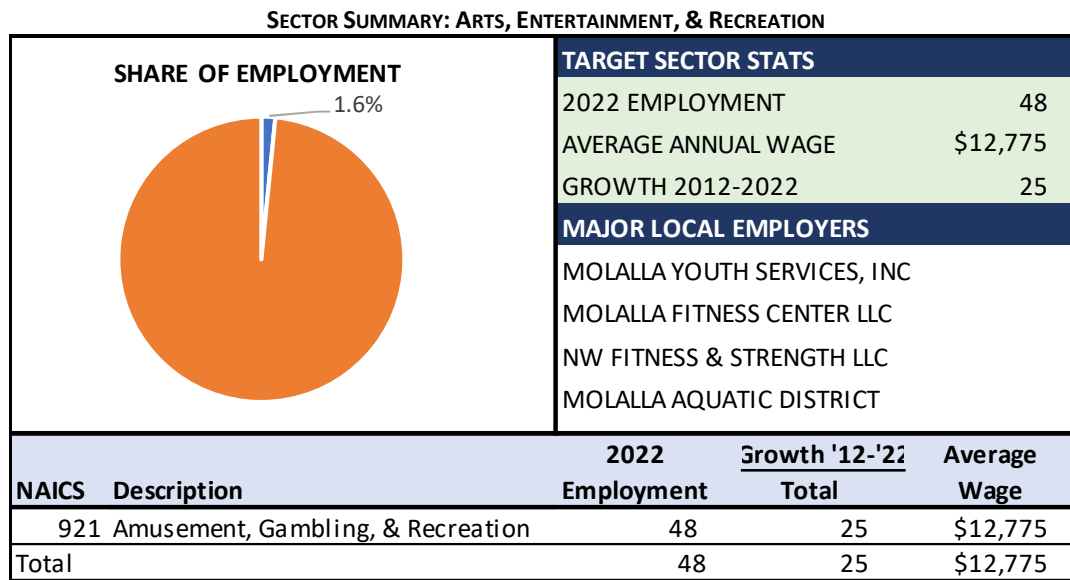
Cluster Challenges

- This sector tends to be dependent on other growth factors.
- Skilled construction workforce is in short supply.
- Current headwinds in development industry including interest rates, land, labor and material costs.

ARTS, ENTERTAINMENT, & RECREATION

In relation to the need for accommodations and dining to serve desired tourism, the community seeks to grow the arts, entertainment, and recreation sector to help attract and keep visitors in Molalla. Potential amenities might include regional sports tournaments or venues, indoor or outdoor music venues, farm/wine/beer related agritourism events, wedding venues, community festivals and other public events.

Overall, the arts, entertainment, & recreation sector is currently small, representing roughly 2% of all employment in the city of Molalla. This translates to 48 jobs in 2022 with an average annual wage of \$12,257. Employment in the cluster grew by 109% from 2012 through 2022, adding around 25 jobs in total.



Source: Oregon Employment Department

Cluster Strengths

- Great location and access to farm, mountain, and forest amenities.
- Opportunity to raise profile as “basecamp”, with related dining/hospitality.

Cluster Challenges

- Marketing, awareness as destination.
- Need for more recreation activities and events (i.e. sports or festivals).
- Relatively low wages in tourism-related industries.



VI. FORECAST OF EMPLOYMENT AND LAND NEED

CITY OF MOLALLA EMPLOYMENT FORECAST

Goal 9 requires that jurisdictions plan for a 20-year supply of commercial and industrial capacity. Because employment capacity is the physical space necessary to accommodate new workers in the production of goods and services, employment need forecasts typically begin with a forecast of employment growth in the community. The previous analysis of economic trends and targeted industries set the context for these estimates. This analysis translates those trends into estimates of employment growth by broad industry. Forecasts are produced at the sector or subsector level (depending on available information), and subsequently aggregated into two-digit North American Industry Classification System (NAICS) sectors. Estimates in this analysis are intended for long-range land planning purposes and are not designed to predict or respond to business cycle fluctuation.

The projections in this analysis are built on an estimate of employment in 2024, the commencement year for the planning period. Employment growth will come as the result of net-expansion of existing businesses in the community, new business formation, or the relocation/recruitment of new firms. Forecast scenarios consider a range of factors influencing growth. Long-range forecasts typically rely on a macroeconomic context for growth. The forecast does not consider the impact of a significant exogenous shift in employment such as recruitment of an unforeseen major employer.

OVERVIEW OF EMPLOYMENT FORECAST METHODOLOGY

Our methodology starts with employment forecasts for major commercial and industrial sectors. Forecasted employment is allocated to building type, and a space demand is a function of the assumed square footage per employee ratio multiplied by projected change. The need for space is then converted into land and site needs based on assumed development densities using floor area ratios (FARs).

FIGURE 6.1: UPDATE TO BASELINE YEAR AND CONVERSION OF COVERED TO TOTAL EMPLOYMENT



The first analytical step of the analysis is to update covered employment to the 2024 base year. The Quarterly Census of Employment and Wages (QCEW) data was used to determine the City of Molalla’s covered employment by industry through 2022, the latest year available. To update these estimates, we use observed industry specific growth rates for Clackamas County between 2022 and 2023.

The second step in the analysis is to convert “covered”³ employment to “total” employment. Covered employment only accounts for a share of overall employment in the economy. Specifically, it does not consider sole proprietors or commissioned workers. Covered employment was converted to total employment based on observed ratios at

³ The Department of Labor’s Quarterly Census of Employment and Wages (QCEW) tracks employment data through state employment departments. Employment in the QCEW survey is limited to firms with employees that are “covered” by unemployment insurance.

the national level derived from the Bureau of Economic Analysis from 2014 through 2022. The adjusted 2024 total employment base for the city of Molalla is nearly 3,800 jobs.

FIGURE 6.2: UPDATE TO 2024 BASELINE AND CONVERSION OF COVERED TO TOTAL EMPLOYMENT, CITY OF MOLALLA

Major Industry Sector	QCEW Employment			Total Emp. Conversion ²	2024 Estimate
	2022 Employment	'22-'24 County Δ ¹	2024 Estimate		
Agriculture, forestry, outdoor	726	0.0%	726	75%	968
Construction	127	0.7%	128	81%	157
Manufacturing	269	-0.6%	267	96%	280
Wholesale Trade	137	1.9%	140	88%	159
Retail Trade	432	3.3%	446	82%	547
Transport., Warehousing, Utilities	98	-2.1%	96	75%	129
Information	27	3.8%	28	73%	38
Finance & Insurance	21	-7.0%	20	89%	22
Real Estate	15	-5.0%	14	74%	19
Professional & Technical Services	47	0.8%	47	84%	56
Administration Services	54	0.8%	54	76%	71
Education	205	6.5%	218	79%	277
Health Care/Social Assistance	285	6.5%	304	93%	327
Leisure & Hospitality	361	1.8%	367	83%	441
Other Services	153	0.0%	153	75%	205
Government	93	0.0%	93	100%	93
TOTAL	3,050	1.7%	3,102	82%	3,791

1/Growth rate calculated using CES data for Clackamas County

2/ Bureau of Economic Analysis (2022 County Averages)

SOURCE: Oregon Employment Department, Bureau of Economic Analysis, Johnson Economics

SCENARIO 1: “SAFE HARBOR” FORECAST (EMPLOYMENT GROWTH)

The Goal 9 statute does not have a required method for employment forecasting. However, OAR 660-024-0040(9)(a) outlines several safe harbor methods, which are intended to provide jurisdictions a methodological approach that will not be challenged. The recommended approach for the City of Molalla is based on 660-024-0040(9)(a)(B), which allows using the most recently forecasted population growth rate for the City from the PSU Population Research Center (adopted 2020). The employment growth rate may be assumed to match the population growth rate.

This method results in an average annual growth rate of 1.9%, with a total growth of 1,730 jobs over the forecast period. This approach is taken to form the base forecast of the adjusted forecast described below.

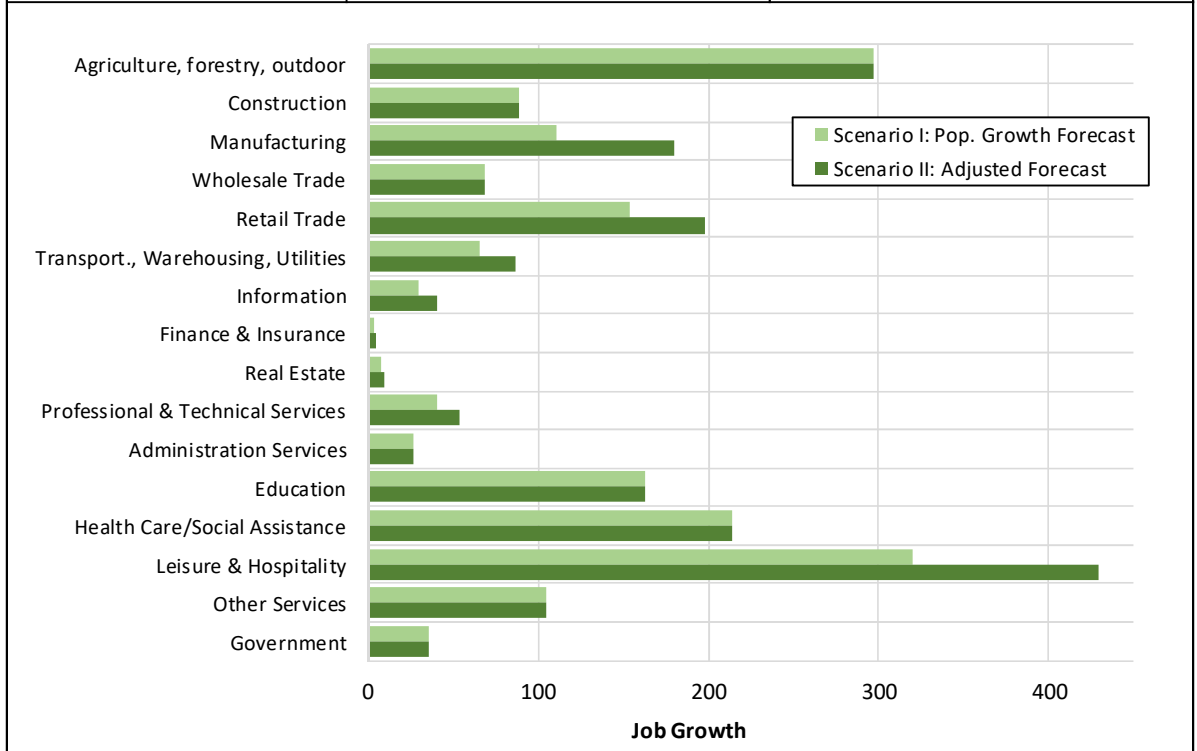
SCENARIO 2: ADJUSTED EMPLOYMENT FORECAST

A second adjusted forecast scenario was influenced by the research and analysis conducted in the EOA. This scenario formulates an employment growth trajectory based on identified trends, an increased growth outlook for targeted industries, and input from the project advisory group. Further, the alternative scenario recognizes that economic development efforts and public policy can influence realized growth in targeted sectors.

The adjusted forecast results in an average annual growth rate of 2.1%, with a total growth of over 2,000 jobs over the forecast period.

FIGURE 6.3: COMPARISON OF ALTERNATE FORECASTS, CITY OF MOLALLA (2024 - 2044)

Industry	SCENARIO I (Population Forecast)				SCENARIO II (Adjusted Forecast)			
	2024	2044	Chg.	AAGR	2024	2044	Chg.	AAGR
Agriculture, forestry, outdoor	968	1,265	297	1.3%	968	1,265	297	1.3%
Construction	157	246	88	2.3%	157	246	88	2.3%
Manufacturing	280	390	110	1.7%	280	460	180	2.5%
Wholesale Trade	159	228	68	1.8%	159	228	68	1.8%
Retail Trade	547	700	154	1.2%	547	745	198	1.6%
Transport., Warehousing, Utilities	129	195	66	2.1%	129	216	87	2.6%
Information	38	68	30	2.9%	38	79	41	3.7%
Finance & Insurance	22	26	4	0.9%	22	27	5	1.1%
Real Estate	19	27	7	1.6%	19	29	10	2.0%
Professional & Technical Services	56	97	40	2.7%	56	110	54	3.4%
Administration Services	71	98	27	1.6%	71	98	27	1.6%
Education	277	440	163	2.3%	277	440	163	2.3%
Health Care/Social Assistance	327	541	214	2.5%	327	541	214	2.5%
Leisure & Hospitality	441	761	320	2.8%	441	870	429	3.5%
Other Services	205	310	105	2.1%	205	310	105	2.1%
Government	93	130	36	1.7%	93	130	36	1.7%
TOTAL:	3,791	5,521	1,730	1.9%	3,791	5,793	2,002	2.1%



Source: Oregon Employment Department, Johnson Economics

SUMMARY OF EMPLOYMENT FORECAST SCENARIOS

The two forecast scenarios in this analysis range from 1.9% to 2.1% average annual growth. Job growth estimates range from 1,730 to 2,000 jobs over the 20-year period. Forecasts grounded in broad based economic variables cannot account for all the realities of local businesses and trends among evolving industries. Any long-term forecast is inherently uncertain and should be updated on a regular basis to reflect more current information. This is particularly true in a smaller jurisdiction such as Molalla, in which a single large firm’s location and/or operational decision may substantively impact the rate of growth.

FIGURE 6.4: SUMMARY OF PROJECTION SCENARIOS, CITY OF MOLALLA

Industry	Overall Employment					Net Change by Period				Total 24-44
	2024	2029	2034	2039	2044	24-29	29-34	34-39	39-44	
SCENARIO 1 (Population Growth)										
Agriculture, forestry, outdoor	968	1,035	1,107	1,183	1,265	67	72	77	82	297
Construction	157	176	197	220	246	19	21	23	26	88
Manufacturing	280	304	330	359	390	24	26	29	31	110
Wholesale Trade	159	174	190	208	228	15	16	18	19	68
Retail Trade	547	582	619	658	700	35	37	40	42	154
Transport., Warehousing, Utilities	129	143	158	176	195	14	16	17	19	66
Information	38	44	51	59	68	6	7	8	9	30
Finance & Insurance	22	23	24	25	26	1	1	1	1	4
Real Estate	19	21	23	25	27	2	2	2	2	7
Professional & Technical Services	56	65	74	85	97	8	9	11	12	40
Administration Services	71	77	84	91	98	6	6	7	8	27
Education	277	311	349	392	440	34	38	43	48	163
Health Care/Social Assistance	327	371	421	477	541	44	50	56	64	214
Leisure & Hospitality	441	505	579	664	761	64	74	85	97	320
Other Services	205	228	252	280	310	22	25	27	30	105
Government	93	101	110	119	130	8	9	9	10	36
TOTAL:	3,791	4,159	4,568	5,020	5,521	369	408	452	501	1,730
SCENARIO 2 (Adjusted)										
Agriculture, forestry, outdoor	968	1,035	1,107	1,183	1,265	67	72	77	82	297
Construction	157	176	197	220	246	19	21	23	26	88
Manufacturing	280	317	359	406	460	37	42	47	54	180
Wholesale Trade	159	174	190	208	228	15	16	18	19	68
Retail Trade	547	591	638	689	745	44	47	51	55	198
Transport., Warehousing, Utilities	129	146	167	189	216	18	20	23	26	87
Information	38	46	55	66	79	8	9	11	13	41
Finance & Insurance	22	23	24	26	27	1	1	1	1	5
Real Estate	19	21	24	26	29	2	2	3	3	10
Professional & Technical Services	56	67	79	93	110	10	12	14	17	54
Administration Services	71	77	84	91	98	6	6	7	8	27
Education	277	311	349	392	440	34	38	43	48	163
Health Care/Social Assistance	327	371	421	477	541	44	50	56	64	214
Leisure & Hospitality	441	522	619	734	870	82	97	115	136	429
Other Services	205	228	252	280	310	22	25	27	30	105
Government	93	101	110	119	130	8	9	9	10	36
TOTAL:	3,791	4,207	4,674	5,200	5,793	416	467	526	593	2,002

Source: Oregon Employment Department, Johnson Economics

The forecasts were further broken down into four five-year increments, assuming a consistent rate of growth over the period. We would expect that a twenty-year forecast will include multiple business cycles, and that growth will be variable.

EMPLOYMENT LAND FORECAST

The next analytical step in our analysis is to convert projections of employment into forecasts of land demand over the planning period. The generally accepted methodology for this conversion begins by allocating employment by sector into a distribution of building typologies those economic activities typically use. As an example, insurance agents typically locate in traditional office space, often along commercial corridors. However, a percentage of these firms are also located in commercial retail space adjacent to retail anchors. Cross tabulating this distribution provides an estimate of employment in each typology.

The next step converts employment into space using estimates of the typical square footage exhibited within each typology. Adjusting for market average vacancy we arrive at an estimate of total space demand for each building type.

Finally, we can consider the physical characteristics of individual building types and the amount of land they typically require for development. The site utilization metric commonly used is referred to as a “floor area ratio” or FAR. For example, assume a 25,000-square foot general industrial building requires roughly a site of roughly 100k square feet to accommodate its structure, setbacks, parking, and necessary yard/storage space. This building would have an FAR of roughly 0.25. Demand for space is then converted to net acres using a standard floor area ratio FAR for each development form.

LAND DEMAND ANALYSIS – ADJUSTED FORECAST SCENARIO

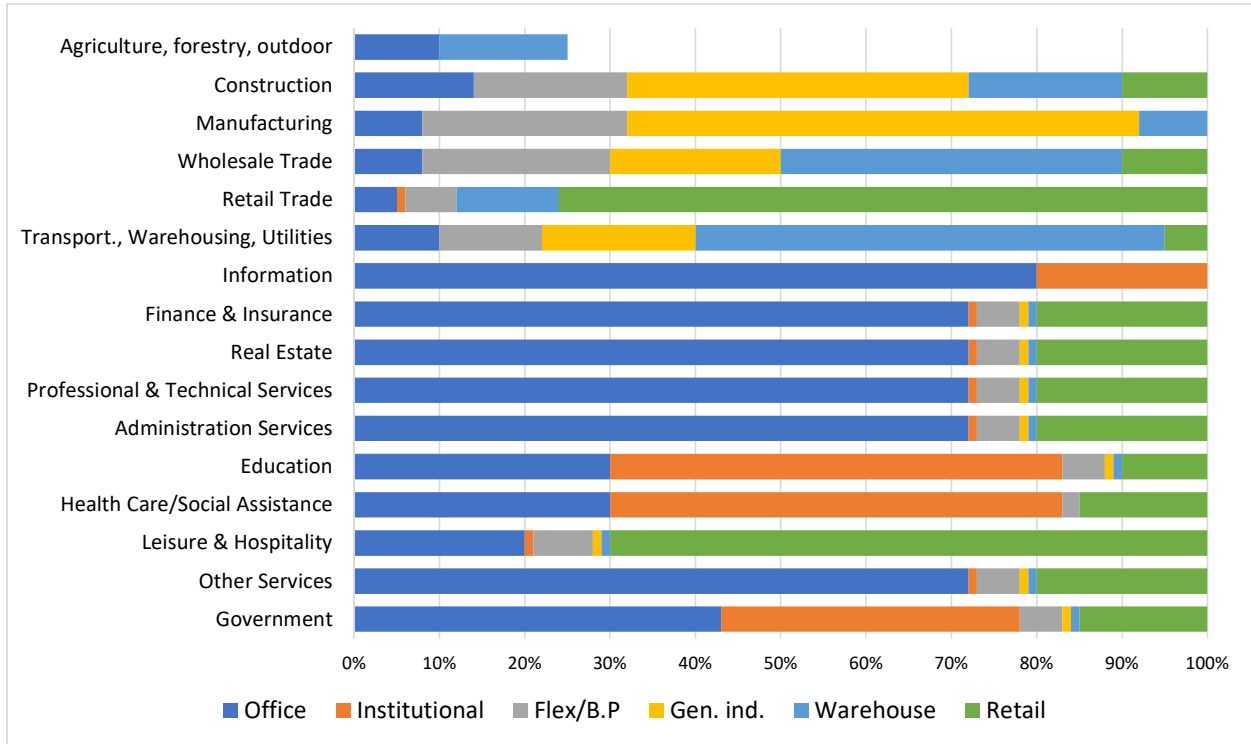
In this analytical step we allocate employment growth to the standard building typologies. The building typology matrix represents the share of sectoral employment that is located across various building types. (Note that only a fraction of employment in the agricultural sector is assumed to need urban real estate, as many of these companies operate in unincorporated areas in the region around the city. Food processing operations are captured under “manufacturing.”)

FIGURE 6.5: DISTRIBUTION OF EMPLOYMENT BY SPACE TYPE, CITY OF MOLALLA

Industry Sector	20-year Job Forecast		BUILDING TYPE MATRIX					
	Number	AAGR	Office	Institutional	Flex/B.P	Gen. ind.	Warehouse	Retail
Agriculture, forestry, outdoor	297	1.3%	10%	0%	0%	0%	15%	0%
Construction	88	2.3%	14%	0%	18%	40%	18%	10%
Manufacturing	180	2.5%	8%	0%	24%	60%	8%	0%
Wholesale Trade	68	1.8%	8%	0%	22%	20%	40%	10%
Retail Trade	198	1.6%	5%	1%	6%	0%	12%	76%
Transport., Warehousing, Utilities	87	2.6%	10%	0%	12%	18%	55%	5%
Information	41	3.7%	80%	20%	0%	0%	0%	0%
Finance & Insurance	5	1.1%	72%	1%	5%	1%	1%	20%
Real Estate	10	2.0%	72%	1%	5%	1%	1%	20%
Professional & Technical Services	54	3.4%	72%	1%	5%	1%	1%	20%
Administration Services	27	1.6%	72%	1%	5%	1%	1%	20%
Education	163	2.3%	30%	53%	5%	1%	1%	10%
Health Care/Social Assistance	214	2.5%	30%	53%	2%	0%	0%	15%
Leisure & Hospitality	429	3.5%	20%	1%	7%	1%	1%	70%
Other Services	105	2.1%	72%	1%	5%	1%	1%	20%
Government	36	1.7%	43%	35%	5%	1%	1%	15%
TOTAL	2,002	2.1%	24%	11%	8%	9%	9%	28%

Source: Johnson Economics

FIGURE 6.6: ASSUMED DISTRIBUTION OF SPACE BY TYPE AND INDUSTRY SECTOR, CITY OF MOLALLA



Source: Johnson Economics

FIGURE 6.7: NET GROWTH IN EMPLOYMENT BY BUILDING TYPE, CITY OF MOLALLA (SCENARIO 2) 2024-2044

Industry Sector	NET CHANGE IN EMPLOYMENT BY BUILDING TYPE - 2022-2042						Total
	Office	Institutional	Flex/B.P	Gen. Ind.	Warehouse	Retail	
Agriculture, forestry, outdoor	30	0	0	0	45	0	74
Construction	12	0	16	35	16	9	88
Manufacturing	14	0	43	108	14	0	180
Wholesale Trade	5	0	15	14	27	7	68
Retail Trade	10	2	12	0	24	150	198
Transport., Warehousing, Utilities	9	0	10	16	48	4	87
Information	32	8	0	0	0	0	41
Finance & Insurance	4	0	0	0	0	1	5
Real Estate	7	0	0	0	0	2	10
Professional & Technical Services	39	1	3	1	1	11	54
Administration Services	20	0	1	0	0	5	27
Education	49	86	8	2	2	16	163
Health Care/Social Assistance	64	113	4	0	0	32	214
Leisure & Hospitality	86	4	30	4	4	301	429
Other Services	75	1	5	1	1	21	105
Government	16	13	2	0	0	5	36
TOTAL	472	228	151	181	182	565	1,779

Source: Johnson Economics

Under the employment forecast scenario, employment housed in retail space accounts for the greatest share of growth, followed by employment housed in office space. The combined employment forecast in commercially zoned space (~1,250 jobs) is somewhat greater than that forecast for industrially zoned space (~515 jobs). Note that the

1,779 total jobs shown here is less than the total employment in the adjusted forecast (2,002 jobs) because not all agricultural jobs require commercial real estate space.

Employment growth estimates by building type are then converted to demand for physical space. This conversion assumes the typical space needed per employee on average. This step also assumes a market average vacancy rate, acknowledging that equilibrium in real estate markets is not 0% vacancy. The analysis assumes a 10% vacancy rate for office, retail, and flex uses, as these forms have high rates of speculative multi-tenant usage. A 5% rate is used for general industrial and warehouse—these uses have higher rates of owner occupancy that lead to lower overall vacancy. Institutional uses are assumed to have no vacancy, as they are typically purpose-built for healthcare, nonprofit, government, or related users.

The demand for space is converted into an associated demand for acreage using an assumed Floor Area Ratio (FAR), based upon the observed FAR in existing Molalla commercial and industrial properties. The combined space and FAR assumptions further provide estimates indicated of job densities, determined on a per net-developable acre basis.

**FIGURE 6.8: NET ACRES REQUIRED BY BUILDING TYPOLOGY, CITY OF MOLALLA
(ADJUSTED GROWTH FORECAST) – 20-YEAR**

	DEMAND BY GENERAL USE TYPOLOGY, 2020-2040						Total
	Office	Institutional	Flex/B.P	Gen. Ind.	Warehouse	Retail	
Employment Growth	472	228	151	181	182	565	1,779
Avg. SF Per Employee	350	600	990	600	1,850	500	663
Demand for Space (SF)	165,100	137,000	149,200	108,600	336,900	282,400	1,179,200
Floor Area Ratio (FAR)	0.25	0.30	0.25	0.25	0.20	0.25	0.24
Market Vacancy	10.0%	0.0%	10.0%	5.0%	5.0%	10.0%	6.9%
Implied Density (Jobs/Acre)	28.0	21.8	9.9	17.2	4.5	19.6	14.5
Net Acres Required	16.8	10.5	15.2	10.5	40.7	28.8	122.6
Share for infrastructure (Net-to-Gross)	20%	20%	15%	15%	15%	20%	17%
Gross Acres Required	21.1	13.1	17.9	12.3	47.9	36.0	148.3

Source: Johnson Economics

Commercial office and retail densities are 28 and 20 jobs per acre, respectively. Industrial uses range from 17 for general industrial to less than 5 jobs per acre for warehouse/distribution. The overall weighted employment density is 15 jobs per acre, with the projected 2,000-job expansion in the local employment base through 2044 requiring an estimated 123 net acres, and 148 gross acres of employment land. An estimated 53% of this forecasted need is industrial land, and 47% commercial land. A major reason for this is the lower average employment density typically seen in industrial land use.

VII. RECONCILIATION OF EMPLOYMENT LAND NEED AND INVENTORY

The inventory of buildable employment land provides a snapshot of the current local capacity to accommodate more businesses and jobs over the planning period. This current available land is compared to the forecasted need for new land over the 20-year planning period, presented in Section VI.

SUMMARY OF LAND DEMAND (ACRES)

The estimate of future land need is re-presented below. A total need for 148 gross acres was identified across a range of land use and building types, based on the adjusted growth forecast.

FIGURE 7.1: SUMMARY OF FORECASTED 20-YEAR LAND NEED BY BUILDING TYPOLOGY (MOLALLA)

	DEMAND BY GENERAL USE TYPOLOGY, 2020-2040						Total
	Office	Institutional	Flex/B.P	Gen. Ind.	Warehouse	Retail	
Employment Growth	472	228	151	181	182	565	1,779
Avg. SF Per Employee	350	600	990	600	1,850	500	663
Demand for Space (SF)	165,100	137,000	149,200	108,600	336,900	282,400	1,179,200
Floor Area Ratio (FAR)	0.25	0.30	0.25	0.25	0.20	0.25	0.24
Market Vacancy	10.0%	0.0%	10.0%	5.0%	5.0%	10.0%	6.9%
Implied Density (Jobs/Acre)	28.0	21.8	9.9	17.2	4.5	19.6	14.5
Net Acres Required	16.8	10.5	15.2	10.5	40.7	28.8	122.6
Share for infrastructure (Net-to-Gross)	20%	20%	15%	15%	15%	20%	17%
Gross Acres Required	21.1	13.1	17.9	12.3	47.9	36.0	148.3

Source: Oregon Employment Department, City of Molalla, Johnson Economics LLC

An estimated 53% of this forecasted need is industrial land (business park, general industrial, warehouse), and 43% commercial land (office, retail, institutional). There is a forecasted need for a total of 66 net (78 gross) acres of industrial land, and 56 net (70 gross) acres of commercial land.

SUMMARY OF LAND SUPPLY (ACRES)

To assess the remaining supply of buildable employment land suitable to accommodate the 20-year land need, an inventory of land with the proper zoning was conducted. The following is a summary of the results on that inventory. A more detailed explanation of the methodology and findings of the Buildable Land Inventory (BLI) is presented as Appendix A of this report.

The BLI filtered all of the zoned employment land in Molalla by Commercial or Industrial zoning category, environmental constraints that will limit development, and whether the parcel is already developed, vacant, or partially vacant (see Appendix A for more detail). The inventory was vetted to address development projects in the pipeline and known limitations on specific sites that will prevent development on all or a portion of the site.

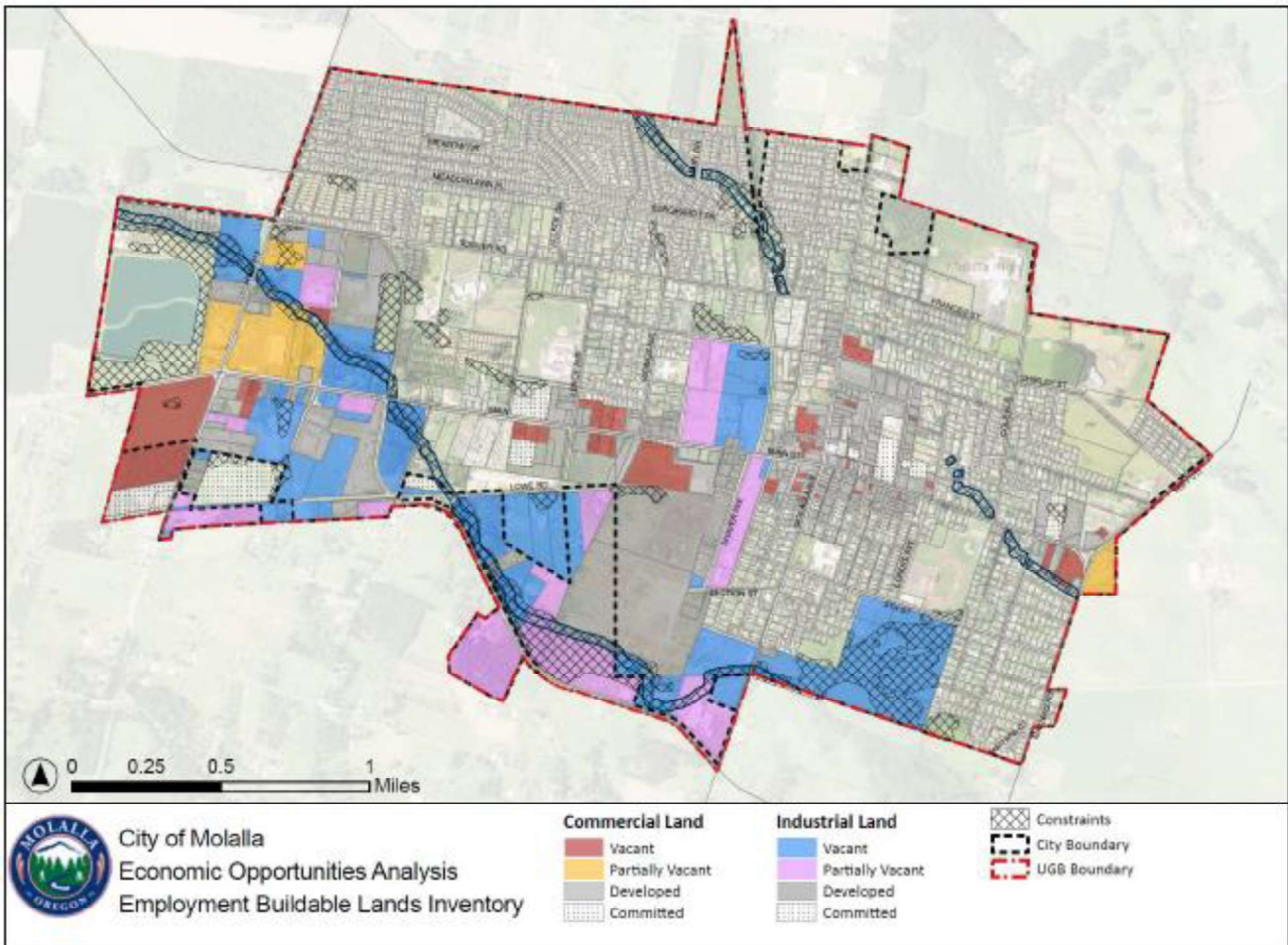
The following figure presents the estimated net developable acres of land by zone. There are an estimated 55 net acres of buildable Commercial land and an estimated 166 net acres of buildable Industrial land.

FIGURE 7.2: BUILDABLE LAND INVENTORY, NET DEVELOPABLE ACRES BY ZONE (MOLALLA)

	Net Developable Acres on Vacant Parcels	Net Developable Acres on Partially Vacant Parcels	Total Net Developable Acres
General Commercial (C-1)	5.3	0	5.3
Central Commercial (C-2)	38.7	10.7	49.4
Commercial Subtotal	44.0	10.7	54.7
Light Industrial (M-1)	19.5	12.7	32.3
Heavy Industrial (M-2)	101.4	29.8	131.3
Rural Industrial (RI)	2.8	-	2.8
Industrial Subtotal	123.7	42.6	166.3
Total	167.8	53.3	221.0

Source: City of Molalla, MIG

FIGURE 7.3: BUILDABLE LAND INVENTORY, EMPLOYMENT LAND BY DEVELOPMENT STATUS (MOLALLA)



Source: City of Molalla, MIG

COMPARING RECONCILIATION OF 20-YEAR LAND SUPPLY AND DEMAND

Comparing the Buildable Land Inventory to the 20-year forecast of employment land need indicates that the City of Molalla faces a deficit of employment land over the planning period of Commercial land and a surplus of Industrial land. A summary of the comparison of land supply and demand is presented below.

FIGURE 7.4: RECONCILIATION OF LAND SUPPLY AND 20-YEAR DEMAND (MOLALLA)

EMPLOYMENT ZONING DESIGNATION	20 YR. DEMAND (Gross Acres)	BUILDABLE LAND (Acres)	SURPLUS OR (DEFICIT) (Gross Acres)
Commercial (Office, Institutional, Retail)	70.2	54.7	(15.5)
Industrial (Gen. Ind., Warehouse, Flex)	78.1	166.3	88.2
TOTAL:	148.3	221.0	72.7

Source: Johnson Economics, MIG

- This analysis indicates that Molalla faces a deficit of 16 gross Commercial acres, and a surplus of 88 gross Industrial acres, for a **total employment land surplus of 73 gross acres**.
- It is important to note that some of the forecasted growth will include employers who may have specific site needs and preferences that are not reflected in the available buildable inventory. (See Appendix A for more details on site preferences for certain key industries.) In particular, there is forecasted demand for more suitable medium- and large-lot commercial and industrial sites while relatively few of these sites were found to remain in the inventory that are unconstrained. This is discussed in greater detail below.

SITE SUPPLY VS. SITE DEMAND (NUMBER AND SIZE OF SITES)

This section compares the more specific site requirements of projected future commercial and industrial users with the specific inventory of prospective employment sites identified within the UGB. Oregon Administrative Rules requires a determination of 20-year employment land need, as well as a determination of need for suitable, readily serviceable land to meet short-term demand.

The following definitions from OAR 660-009-005 are relevant to this discussion:

(2) “Development Constraints” means factors that temporarily or permanently limit or prevent the use of land for economic development. Development constraints include, but are not limited to, wetlands, environmentally sensitive areas such as habitat, environmental contamination, slope, topography, cultural and archeological resources, infrastructure deficiencies, parcel fragmentation, or natural hazard areas....

(10) “Short-term Supply of Land” means suitable land that is ready for construction within one year of an application for a building permit or request for service extension. Engineering feasibility is sufficient to qualify land for the short-term supply of land. Funding availability is not required. “Competitive Short-term Supply” means the short-term supply of land provides a range of site sizes and locations to accommodate the market needs of a variety of industrial and other employment uses.

(11) “Site Characteristics” means the attributes of a site necessary for a particular industrial or other employment use to operate. Site characteristics include, but are not limited to, a minimum acreage or site configuration including shape and topography, visibility, specific types or levels of public facilities, services or energy infrastructure, or proximity to a particular transportation or freight facility such as rail, marine ports and airports, multimodal freight or transshipment facilities, and major transportation routes.

(12) "Suitable" means serviceable land designated for industrial or other employment use that provides, or can be expected to provide the appropriate site characteristics for the proposed

As noted in the prior section, the Buildable Land Inventory was screened for major constraints, including current development, floodways, wetlands, steep slopes, and federal ownership. The remaining parcels in the inventory may be buildable but may not meet the specific site requirements of certain users. Others may be part of the long-term supply, but not be well-suited for the short-term supply.

ESTIMATED 20-YEAR SITE NEEDS VS. CURRENT SUPPLY

The following figures represent the findings of estimated need (Section VI) and current supply (Section VII) of sites by size. Note that the estimate of future needs is approximate, as economic growth is dynamic and difficult to predict. Communities should maintain flexibility and ensure a supply of a variety of site types with short-term availability, as allowed through the Goal 9 EOA process.

Figure 7.5 presents the estimated supply of sites by zoning and site size as found in the BLI. As shown, there are few remaining sites over 10 acres in size in the inventory, and no remaining sites of greater than 13 acres. In total, there are 73 commercial sites remaining, and 81 industrial sites, most being small sites of under one acre.

Over 93% of sites are under five acres in size, while 5% are between five and ten acres. Only 1% of sites are greater than ten acres in size. This implies that Molalla needs a greater variety of medium and large sites.

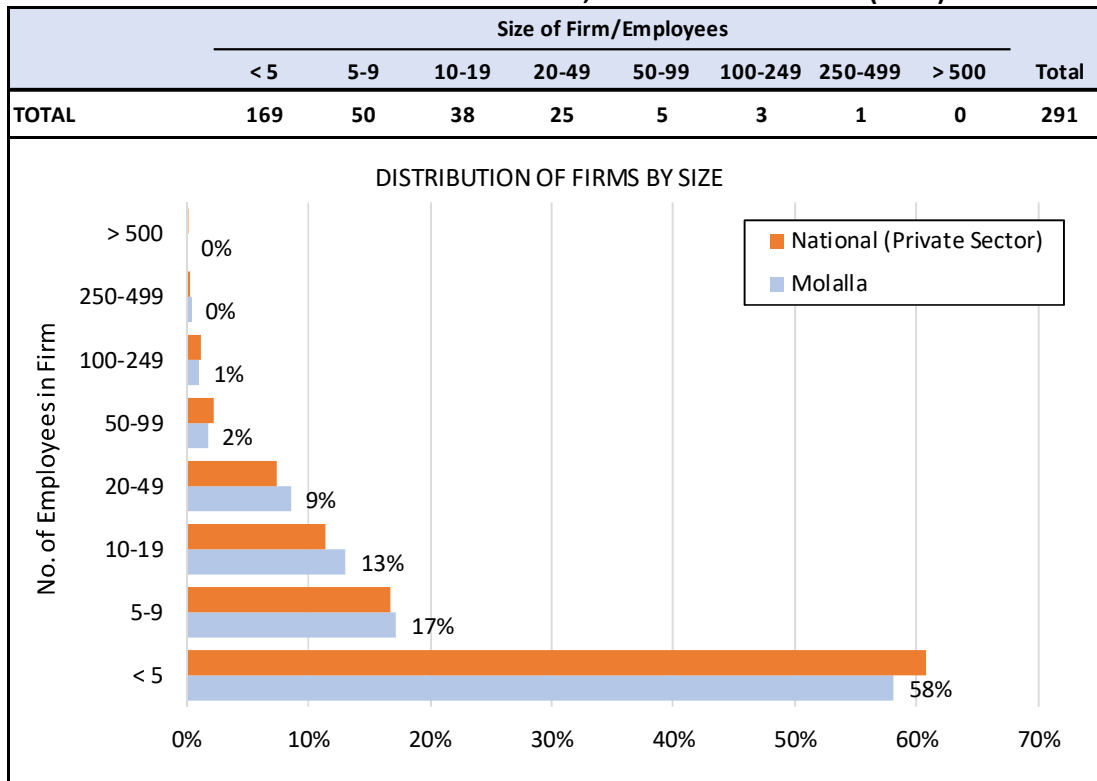
FIGURE 7.5: SUMMARY OF SITE SUPPLY VS. FORECASTED 20-YEAR NEED BY LAND USE AND SITE SIZE (ACRES), MOLALLA

	Number of lots	Net Acres
Commercial		
0 – 5 acres	70	28.3
5 – 10 acres	2	14.3
>10 acres	1	12.6
Commercial Subtotal	73	54.7
Industrial		
0 – 5 acres	74	117.1
5 – 10 acres	6	40.9
>10 acres	1	11.8
Industrial Subtotal	81	166.3
Total	154	221.0

Source: City of Molalla, MIG

As is the trend nationwide, most firms in Molalla are small businesses. The number of firms under five employees is 61% nationally, and 58% in Molalla. Those with fewer than 10 employees are 77% of businesses nationwide and 75% locally. However, while large firms of at least 100 employees make up a small percentage of businesses, their high employment means they still represent a significant share of overall employment.

FIGURE 7.6: NUMBER OF FIRMS BY SIZE, MOLALLA AND NATIONAL (2024)



Source: Oregon Employment Department, Bureau of Economic Analysis

By applying assumptions of the amount of space and land firms require based on size, we come to an estimate of the number of sites needed for commercial and industrial users from the 20-year growth forecast. Note that many of the smallest firms of one to four people will likely include home businesses, those sharing space in multi-tenant commercial centers, and other arrangements than strictly needing their own sites. Most of the larger firms likely will need their own sites, particularly industrial businesses with externalities that make it difficult to operate in shared space.

While need is weighted towards smaller sites for most businesses that have five or fewer employees, there is also a need for some sites at larger sizes to provide opportunities for new businesses to locate and allow existing businesses to expand.

Need for medium and large sites: The comparison of forecasted land demand to the remaining inventory found that there is a deficit of commercial land, and a surplus of industrial land. Through the EOA process, and discussion of interim findings, the advisory committee and local officials expressed the community’s desire to have additional medium (5+ acres) and larger sites (20+ acres) available for commercial and industrial users, so that the city could competitively recruit larger businesses.

So while there is surplus of industrial land measured in gross acres, this land is mostly found in fragmented smaller sites. This means that there is a finding of need for additional industrial land and sites to meet the identified community goals.

There is a need for additional sites of 5+, 10+ and 20+ acres for commercial users, and 10+, 20+ and 30+ acres for industrial users (Figures 7.7 and 7.8).

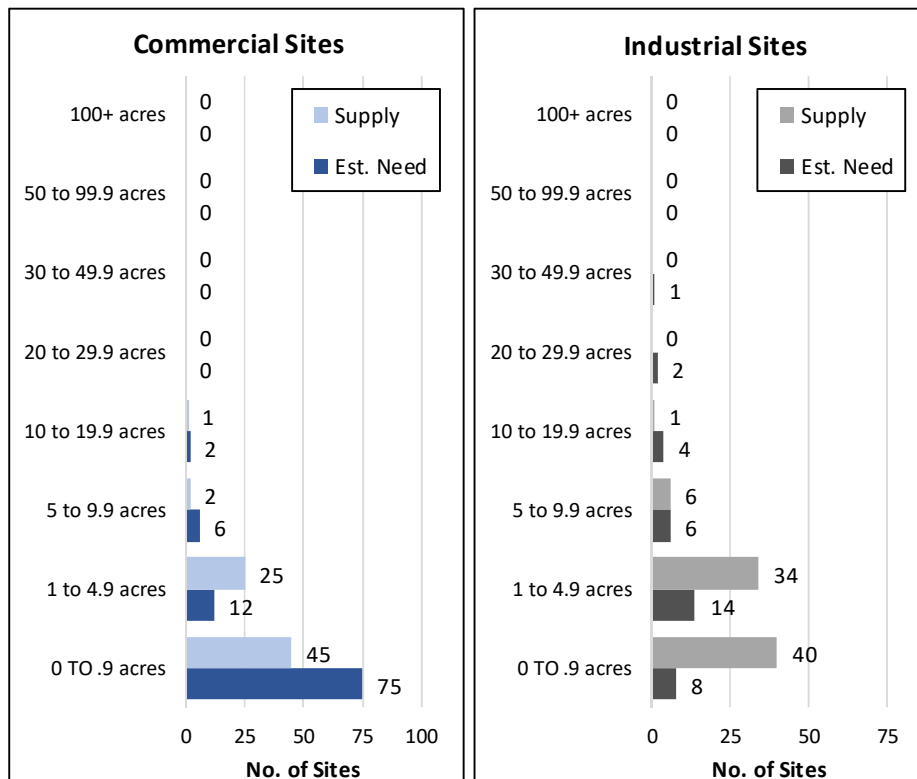
FIGURE 7.7: ESTIMATE OF FORECASTED 20-YEAR SITE NEED BY LAND USE AND SITE SIZE (ACRES)

LAND USE	0 TO .9 acres	1 to 4.9 acres	5 to 9.9 acres	10 to 19.9 acres	20 to 29.9 acres	30 to 49.9 acres	50+ acres	TOTAL (sites)
Office	32	5	2	1	0	0	0	40
Institutional	4	3	2	0	0	0	0	9
Retail	39	4	2	1	0	0	0	46
Commercial Total:	75	12	6	2	0	0	0	95
Flex/B.P	1	5	2	1	0	0	0	9
Gen. Ind.	5	4	2	1	1	0	0	13
Warehouse	2	5	2	2	1	1	0	13
Industrial Total:	8	14	6	4	2	1	0	35
er	0	0	0	0	0	0	0	0
TOTAL:	83	26	12	6	2	1	0	130

Source: Oregon Employment Department, BEA, Johnson Economics LLC

Figure 7.8 presents a side-by-side comparison of forecasted need and current supply (inventory) by site size.

FIGURE 7.8: SUMMARY OF FORECASTED 20-YEAR SITE NEED VS. SITE SUPPLY BY LAND USE AND SITE SIZE (ACRES), MOLALLA



Source: Oregon Employment Department, Molalla, Johnson Economics LLC

The forecasted need for sites of different sizes does not match exactly with the current supply. The demand for commercial sites (retail/office/institutional) and industrial (general industrial, warehousing, multi-tenant flex park) exceeds the current supply.

It is estimated that the supply of small commercial sites is adequate but need exceeds supply for most site sizes larger than 5 acres. There is one identified commercial site of 12.5 acres.

Similarly for industrial users, the number of smaller sites is estimated to be sufficient, while sites over 10 acres are undersupplied. There is one remaining site of under 12 acres, and there are no sites over 20 acres.

VIII. FINDINGS AND RECOMMENDATIONS

SUMMARY OF FINDINGS

The EOA report points to several key conclusions regarding economic development goals and target industries in Molalla over the next 20 years. It also quantifies projected employment growth and land need within the UGB, and the adequacy of the current supply of employment land to meet that need.

Employment Growth

Molalla is home to an estimated 3,800 jobs as of 2024. The largest sectors by number of jobs are agriculture, forestry supportive firms, retail trade, food service and health care.

Based on a forecasted annual growth rate of 2.1%, the city is expected to add roughly 2,000 jobs by 2044. The greatest growth in number of jobs is projected to be in many of the same strong sectors, along with education and manufacturing. The forecasted 20-year employment growth would improve the balance of locally available jobs to the number of workers in Molalla. It would also emphasize higher wage industries to support these local households.

Broken down into broad categories of employment that tends to use commercial office/retail space, or that tends to use industrial space, the analysis forecasts that the 20-year demand for new employment land will be somewhat more weighted towards industrial land (53%) than commercial land (47%).

Expanding & Target Industries

The city has current advantages in several key industries including retail, forestry and wood manufacturing. However, in keeping with the identified economic objectives, a range of potential target industries for growth were identified through this process.

The target industries reflect industries where the area has shown historic strength, as well as sectors with robust growth potential and consistency with the locally expressed vision for the community:

- 1) Manufacturing
- 2) Health Care and Social Assistance
- 3) Retail Trade
- 4) Accommodation & Food Services
- 5) Construction
- 6) Arts, Entertainment & Recreation

Supporting growth in a range of industries will help the community build a more diverse and sustainable employment and tax base for the future and be more resilient to economic impacts on the traditional local industries.

Employment Land Need

The EOA analysis finds that the forecasted 20-year job growth by industry will translate to a need for 123 total net acres (148 gross acres) of land zoned for employment uses. The distribution of land demand between commercial uses (Office, Institutional, Retail) and industrial uses (Industrial, Warehouse, Business Park) leans towards industrial (53% vs. 47%).

A range of site sizes will be needed ranging from small to large to accommodate the projected business expansion. Different commercial and industrial users have different site requirements driven by the specific nature of their business operations, firm size, location and infrastructure requirements, and other factors.

Adequacy of Employment Land Supply

The Buildable Land Inventory (BLI) of employment lands completed in conjunction with the EOA found a total of 221 net buildable acres in Commercial and Industrial zones.

- The projected 20-year need for Commercial land trails the supply, with an estimated 55 acres of commercial land remaining to meet a projected need for 70 acres. This indicates a deficit of 16 acres of Commercial land.
- There is a projected supply of 166 acres of Industrial land to meet the forecasted need of 78 acres. This indicates a surplus of 88 acres of Industrial land.
- The total estimated surplus of employment land is 73 gross acres.
- 93% of the remaining contiguous development sites in Molalla are under five acres in size, with most being one acre or less. Only two contiguous sites of slightly more than 10 acres remains. Molalla is without land to meet the needs of many medium to large employers.

EOA IMPLEMENTATION RECOMMENDATIONS

This section discusses a range of strategies and/or action items that the city may consider that are consistent with the findings of this report. (Adoption of this report does not imply official commitment to any of these steps although some of these strategies may be incorporated in Comprehensive Plan policies in some form.)

PROVIDE AN ADEQUATE SUPPLY OF EMPLOYMENT LAND & SITES		
CORE INITIATIVE		
	Actions	Notes
MEET INDUSTRIAL AND COMMERCIAL LAND NEEDS		
1	Establish and maintain a competitive short-term and long-term supply of employment land, in readily developable sites.	The City should maintain an inventory of available employment land to meet the 20-year economic development needs of the community, including identifying sites of varying sizes that can be readily served with new infrastructure in the short-term. <u>Options:</u> UGB swap or expansion to increase the land supply; rezoning of other land categories to employment categories; public effort to prioritize and serve key employment areas.
2	Prioritize serving key industrial subareas and sites in the TSP and Capital Improvement Plan	Given limited public resources, ensure that all planning efforts reflect the prioritization and sequencing of infrastructure projects to serve key sites and areas.
3	Encourage infill, redevelopment and/or adaptive reuse of obsolete or underused properties in current employment zones.	Some existing commercial and retail space in the Downtown area and along commercial corridors might be more intensively used, accommodating more job growth in existing employment areas. More intensive development and mixed-use construction often encounter a feasibility gap between costs and end value. Common approaches to bridging this gap include TIF funding, tax credit programs, tax incentives, and public/private partnerships.

4	Inventory properties that might be good opportunity sites for potential public/private catalyst projects.	Public control of a property by the City, TIF agency, or other public agency provides the public with a valuable incentive with which to forge a public/private deal that provides public benefits that a private development might not. Examples include incentivizing the developer to build at greater density, mixed uses, design elements, transit-oriented or other design elements, and other public goods.
5	Evaluate assisting in wetland mitigation to increase developable land inventory, including creating or partnering in a wetland mitigation bank	Costs of mitigating can be prohibitive for industrial users while on-site mitigation reduces usable site area and can be difficult for a business operator to maintain over time. Mitigation banks allow for off-site mitigation. Credits at existing banks can be difficult or expensive to obtain. A local bank would provide more certainty for mitigation; however, an extensive interagency process is involved.
6	Facilitate clean up and utilization of identified brownfield sites	Work with the appropriate agencies to identify requirements, as well as potential funding sources, to bring environmentally contaminated sites to productive use. Possible incentives include local and state tax abatement programs, and surcharge-based clean up funds.
POLICY AND CODE STRATEGIES		
7	Continue to improve and streamline development regulations and review processes where possible, to reduce cost and time, and provide predictability.	The community and city work to be development and employer friendly.
8	Ensure that applicable Comp Plan designations and zoning allow the mix of uses sought in employment areas, and if necessary, limit those uses that don't contribute to goals.	Ensure that the desired zones are in place and permit the uses that are foreseen in the City's existing and future employment areas. Where current zoning does not match the vision, consider rezoning, or amending zone standards.
9	Review and update Development Code language to support the desired development types and streetscape initiatives.	A review of code standards can reveal where the adopted standards for elements like building height, setbacks, floor-area-ratio, parking, etc. may be posing difficulties in achieving feasible development in the target industries. Some large-lot commercial businesses and industrial users may benefit from more flexibility in site and building design to allow for creative design solutions and make projects more feasible.

TARGET INDUSTRIES AND BUSINESS DEVELOPMENT		
CORE INITIATIVE		
	Actions	Notes
SUPPORT AND EXPAND EMPLOYMENT IN TARGETED INDUSTRIES		
10	Adopt and regularly update target industry profiles.	Industry patterns can change significantly over time, and target industries should be assessed regularly for progress on metrics like job creation and new firms.
11	Maintain and enhance business outreach and communication.	Coordinate business cluster and employment district networking opportunities. Participate in efforts of major regional economic development partners. Potential actions in support of this strategy include developing and updating marketing materials, attending industry tradeshows, following up on referrals by partner organizations, publicizing the success of local businesses, and highlighting competitive advantages of the area for proposals.
12	Develop a marketing plan to attract businesses within the identified target industry business sectors.	Assemble and distribute materials of specific interest to targeted industries and identify key industry groups.
13	Support and engage regional and statewide partners.	Regularly meet and coordinate with groups such as the Chamber of Commerce, SEDCOR, Clackamas County, and Business Oregon. Promote available employment space and land.
14	Regularly update Oregon Prospector to promote available employment space and land to site selectors.	Business Oregon provides the Oregon Prospector tool which provides open, free data on available employment lands across the state, including both industrial and commercial properties. Ensure that all key sites are listed, and information is accurate and up to date.
15	Promote locally available tools: Enterprise Zone and Urban Renewal Grant Programs.	In all site listings and marketing materials, ensure that the benefits of the existing zones are mentioned where applicable.
SUPPORT SMALL BUSINESS DEVELOPMENT		
16	Develop and/or market programs to assist emerging and under-capitalized firms	Technical assistance, micro loans, storefront improvement programs, master leases, and credit enhancement. Refer businesses to partner agencies providing grants, training, and other programs.
17	Evaluate development of incubator space, or shared or collective space.	<p>A shared work or incubator space, often affiliated with a college, economic development agency, or other agency, to provide space for small but promising companies to work and collaborate in a subsidized environment while they grow.</p> <p>Or repurpose existing space to support multi-tenant maker space. These provide small spaces for craftsmen and artisans to work and share tools and knowledge, to incubate new businesses.</p>

18	Connect small business opportunities with property owners.	The City can serve as a clearinghouse or matchmaker, matching business needs with local property owners. This could include food carts, which can serve as an incubator for future food service tenants. Consider using public land for food carts, artisan fair, or similar small businesses.
WORKFORCE INITIATIVES		
19	Support connections between local industry, K-12, CCC, and state education and training courses.	Help match training programs to employers, potentially coordinating internships, or regular interaction with local businesses. Ensure that these programs address target industries in particular and stay up to speed on rapidly evolving industry norms and technology.
20	Promote workforce training resources.	Increase knowledge of existing resources for job seekers.
21	Ensure the housing policies allow for an appropriate mix of housing for the local workforce.	The community should strive to provide the full range of housing types and price points to meet the needs to the full workforce and encourage residents to both live and work in Molalla.
22	Support local affordable housing developers	Some low-wage positions are a foundational component of any local economy, and most industries rely on this workforce either primarily, or through their supporting firms. Subsidized affordable housing is one key segment of the workforce housing puzzle.
23	Prioritize childcare as a workforce readiness issue.	Childcare is a commonly identified need for working households if all adults are working, or working unusual hours, etc. This topic is increasingly raised as an important part of attracting and maintaining an available workforce. Home-based childcare businesses are also usually a category of self-employment.

APPENDIX A: INDUSTRIAL COMPETITIVE SITE NEEDS

STATE OF OREGON - Infrastructure Finance Authority
Industrial Development Competitiveness Matrix



CRITERIA	PROFILE		Production Manufacturing		Value-Added Manufacturing and Assembly			Light / Flex Industrial			Warehousing & Distribution			Specialized		
	A	B	C	D	E	F	G	H	I	J	K	L				
	Heavy Industrial / Manufacturing	High-Tech / Clean-Tech Manufacturing	Food Processing	Advanced Manufacturing & Assembly	General Manufacturing	Industrial Business Park and R&D Campus	Business / Admin Services	Local Warehouse / Distribution	Regional Warehouse / Distribution	UVA Manufacturing / Research	Data Center	Rural Industrial				
1	GENERAL REQUIREMENTS															
	PHYSICAL SITE															
2	TOTAL SITE SIZE**		5 - 100+	5 - 25+	5 - 15+	20 - 100+	5 - 15+	10 - 25+	20 - 100+	10 - 25+	20 - 100+	5 - 25+				
3	COMPETITIVE SLOPE:		0 to 5%	0 to 7%	0 to 5%	0 to 7%	0 to 5%	0 to 5%	0 to 5%	0 to 5%	0 to 7%	0 to 5%				
	WORKFORCE															
4	AVAILABLE WORKFORCE POPULATION IN 50 MILE RADIUS:		150,000	60,000	30,000	750,000	25,000	20,000	75,000	20,000	10,000 - 25,000	1,000				
	TRANSPORTATION															
5	TRIP GENERATION:		40 to 60 (ADT / acre)	40 to 60 (ADT / acre)	40 to 50 (ADT / acre)	60 to 150 (ADT / acre)	170 to 180 (ADT / acre)	40 to 80 (ADT / acre)	40 to 80 (ADT / acre)	40 to 80 (ADT / acre)	20 to 30 (ADT / acre)	40 to 50 (ADT / acre)				
6	MILES TO INTERSTATE OR OTHER PRINCIPAL ARTERIAL:		w/ in 10	w/ in 15	w/ in 20	N/A	N/A	w/ in 5 (only interstate or equivalent)	w/ in 5 (only interstate or equivalent)	w/ in 5 (only interstate or equivalent)	w/ in 30	N/A				
7	RAILROAD ACCESS:		Preferred	Not Required	Preferred	Preferred	Not Required	Preferred	Preferred	Preferred	Avoid	N/A				
8	PROXIMITY TO MARINE PORT:		Preferred	Not Required	Preferred	Preferred	Not Required	Preferred	Preferred	Preferred	Not Required	N/A				
9	PROXIMITY TO REGIONAL COMMERCIAL AIRPORT:		Preferred	Competitive	Preferred	Required	Preferred	Preferred	Preferred	Preferred	Competitive	N/A				
			w/ in 60	w/ in 30	w/ in 60	w/ in 30	w/ in 60	w/ in 60	w/ in 60	w/ in 30	w/ in 60	N/A				
10	PROXIMITY TO INTERNATIONAL AIRPORT:		Preferred	Competitive	Preferred	Competitive	Preferred	Preferred	Preferred	Preferred	Preferred	N/A				
			w/ in 300	w/ in 100	w/ in 300	w/ in 100	w/ in 300	w/ in 300	w/ in 300	w/ in 100	w/ in 300	N/A				

Use is permitted outright, located in UGB or equivalent and outside flood plain; and site (NCDA) does not contain contaminants, wetlands, protected species, or cultural resources or has mitigation plan(s) that can be implemented in 180 days or less.

STATE OF OREGON - Infrastructure Finance Authority
Industrial Development Competitiveness Matrix



CRITERIA	PROFILE		Production Manufacturing		Value-Added Manufacturing and Assembly		Light / Flex Industrial			Warehousing & Distribution			Specialized		
	A	B	C	D	E	F	G	I	H	J	K	L			
	Heavy Industrial / Manufacturing	High-Tech / Clean-Tech Manufacturing	Food Processing	Advanced Manufacturing & Assembly	General Manufacturing	Industrial Business Park and R&D Campus	Business / Admin Services	Regional Warehouse / Distribution	Local Warehouse / Distribution	UVA Manufacturing / Research	Data Center	Rural Industrial			
11 WATER:	Min. Line Size (Inches/Dmtr)	8" - 12"	12" - 16"	8" - 12"	6" - 10"	8" - 12"	4" - 6"	4" - 8"	4" - 6"	4" - 8"	16"	4" - 8"			
	Min. Fire Line Size (Inches/Dmtr)	10" - 12"	12" - 18"	10" - 12"	8" - 10"	8" - 12"	6" - 10"	10" - 12"	6" - 8"	6" - 10"	10" - 12"	6" (or alternate source)			
	High Pressure Water Dependency	Preferred	Required	Preferred	Not Required	Preferred	Not Required	Not Required	Not Required	Not Required	Required	Not Required			
12 SEWER:	Flow Gallons per Day per Acre	1600 (GPD / Acre)	5200 (GPD / Acre)	3150 (GPD / Acre)	1850 (GPD / Acre)	2450 (GPD / Acre)	1600 (GPD / Acre)	500 (GPD / Acre)	500 (GPD / Acre)	1600 (GPD / Acre)	50-200 (Gallons per MWh) †	1200 (GPD / Acre)			
	Min. Service Line Size (Inches/Dmtr)	6" - 8"	12" - 18"	10" - 12"	6" - 8"	10" - 12"	6" - 8"	4"	4"	6"	8" - 10"	4" - 6" (or on-site source)			
	Flow (Gallons per Day per Acre)	1500 (GPD / Acre)	4700 (GPD / Acre)	2600 (GPD / Acre)	1700 (GPD / Acre)	2000 (GPD / Acre)	1600 (GPD / Acre)	500 (GPD / Acre)	500 (GPD / Acre)	1300 (GPD / Acre)	1000 (GPD / Acre) ‡	1000 (GPD / Acre)			
13 NATURAL GAS:	Preferred Min. Service Line Size (Inches/Dmtr)	4" - 6"	6"	6"	4"	6"	2"	2"	2"	2"	4"	N/A			
	On Site	Competitive	Competitive	Competitive	Competitive	Competitive	Preferred	Preferred	Preferred	Preferred	Preferred	Preferred			
14 ELECTRICITY:	Minimum Service Demand	2 MW	4-6 MW	2-6 MW	0.5 MW	0.5 MW	0.5 MW	1 MW	1 MW	0.5 MW	5-25 MW	1 MW			
	Close Proximity to Substation	Competitive	Competitive	Not Required	Preferred	Competitive	Preferred	Not Required	Not Required	Not Required	Required, could be on site	Not Required			
	Secondary System Dependency	Required	Preferred	Not Required	Required	Not Required	Competitive	Not Required	Not Required	Not Required	Required	Not Required			
15 TELECOMMUNICATIONS:	Major Communications Dependency	Preferred	Required	Required	Required	Required	Required	Preferred	Preferred	Required	Required	Preferred			
	Route Diversity Dependency	Not Required	Required	Not Required	Not Required	Not Required	Required	Not Required	Not Required	Not Required	Required	Not Required			
	Fiber Optic Dependency	Preferred	Required	Preferred	Preferred	Preferred	Required	Preferred	Preferred	Required	Required	Not Required			

CRITERIA	Production Manufacturing		Value-Added Manufacturing and Assembly		Light / Flex Industrial			Warehousing & Distribution			Specialized		
	A	B	C	D	E	F	G	I	H	J	K	L	
	Heavy Industrial / Manufacturing	High-Tech / Clean-Tech Manufacturing	Food Processing	Advanced Manufacturing & Assembly	General Manufacturing	Industrial Business Park and R&D Campus	Business / Admin Services	Regional Warehouse / Distribution	Local Warehouse / Distribution	UVA Manufacturing / Research	Data Center	Rural Industrial	
16 SPECIAL CONSIDERATIONS:	<p>Adequate distance from sensitive land uses (residential, parks, large retail centers) necessary. High throughput of materials. Large yard spaces and/or buffering required. Often transportation related requiring marine/rail links.</p> <p>Acresage allotment includes expansion space (often an exercisable option). Very high utility demands in one or more areas common. Sensitive to vibration from nearby uses.</p> <p>May require high volume/supply of water and sanitary sewer treatment. Often needs substantial storage/yard space for input storage. Onsite water pre-treatment needed in many instances.</p> <p>Surrounding environment of great concern (vibration, noise, air quality, etc.). Increased setbacks may be required.</p> <p>Onsite utility service areas. Avoid sites close to wastewater treatment plants, landfills, sewage lagoons, and similar land uses. Lower demands for water and sewer treatment than High-Tech Manufacturing.</p> <p>Adequate distance from sensitive land uses (residential, parks) necessary. Moderate demand for water and sewer. Higher demand for electricity, gas, and telecom.</p> <p>Higher demand for Moderate demand on all infrastructure systems.</p> <p>High diversity of facilities within business parks. R&D facilities benefit from close proximity to higher education facilities.</p> <p>Relatively higher parking ratios may be necessary. Will be very sensitive to labor force and the location of other similar centers in the region. High reliance on telecom infrastructure.</p> <p>Transportation infrastructure such as roads and bridges to/from major highways is crucial. Expansion options required. Truck staging requirements mandatory. Minimal route obstructions between the site and interstate highway such as rail crossings, drawbridges, school zones, or similar obstacles.</p> <p>Transportation infrastructure such as roads and major highways is most competitive factor.</p> <p>Must be located within or near FAA-regulated UAV testing sites. Moderate utility demands. Low reliance on transportation infrastructure.</p> <p>Larger sites may be needed. The 25 acre site requirement represents the more typical site. Power capacity, water supply, and security are critical. Surrounding environment (vibration, noise, air quality, etc.) is crucial. May require high volume/supply of water and sanitary sewer treatment.</p> <p>Located in more remote locations in the state. Usually without direct access (within 50 miles) of Interstate or City of more than 50,000 people.</p>												

Mackenzie; Business Oregon

<p>Terms:</p> <p>More Critical</p> <p>↑</p> <p>Less Critical</p>	<p>Required factors are seen as mandatory in a vast majority of cases and have become industry standards</p>
	<p>Preferred increases the feasibility of the subject property and its future reuse. Other factors may, however, prove more critical.</p>
<p>* Competitive Acresage: Acresage that would meet the site selection requirements of the majority of industries in this sector.</p> <p>**Total Site: Building footprint, including buffers, setbacks, parking, mitigation, and expansion space</p>	
<p>† Data Center Water Requirements: Water requirement is reported as gallons per MWh to more closely align with the Data Center industry standard reporting of Water Usage Effectiveness (WUE).</p> <p>‡ Data Center Sewer Requirements: Sewer requirement is reported as 200% of the domestic usage at the Data Center facility. Water and sewer requirements for Data Centers are highly variable based on new technologies and should be reviewed on a case-by-case basis for specific development requirements.</p>	

APPENDIX B: BUILDABLE LAND INVENTORY

METHODOLOGY AND FINDINGS

Employment Buildable Lands Inventory

City of Molalla Economic Opportunities Analysis

Date January 10, 2025
To City of Molalla
From Andrew Parish and Sun-Gyo Lee, MIG
CC Brendan Buckley, Johnson Economics

INTRODUCTION

This memorandum describes the methodology and results of the Buildable Lands Inventory (BLI) for the City of Molalla's Economic Opportunities Analysis (EOA). This analysis supports the broader EOA by identifying the amount and types of land available for employment uses in the City's Urban Growth Boundary (UGB). The findings of the BLI will be compared to the forecast of needed employment land in order to quantify the surplus or deficiency of land in any or all of the City's commercial and industrial land categories.

REGULATORY BASIS

This BLI is consistent with the following requirements of statewide planning Goal 9 and the Goal 9 administrative rule (OAR 660-009) as they pertain to BLIs. The BLI supports an Economic Opportunities Analysis that is currently underway.

1. **Economic Opportunities Analysis (OAR 660-009-0015).** The Economic Opportunities Analysis (EOA) requires communities to:
 - Identify the major categories of industrial or other employment uses that could reasonably be expected to locate or expand in the planning area based on information about national, state, regional, county or local trends;
 - Identify the number of sites by type reasonably expected to be needed to accommodate projected employment growth based on site characteristics typical of expected uses;
 - Include an inventory of vacant and developed lands within the planning area designated for industrial or other employment use; and

- Estimate the types and amounts of industrial and other employment uses likely to occur in the planning area.
2. **Industrial and commercial development policies (OAR 660-009-0020).** Cities with a population over 2,500 are required to enact commercial and industrial development policies based on the EOA. Local comprehensive plans must state the overall objectives for economic development in the planning area and identify categories or particular types of industrial and other employment uses desired by the community. Local comprehensive plans must also include policies that commit the city or county to designate an adequate number of employment sites of suitable sizes, types and locations. The plan must also include policies to provide necessary public facilities and transportation facilities for the planning area.

METHODOLOGY

Consistent with OAR 660-009-0015, the BLI is conducted in several steps as follows.

- **Step 1: Identify Land Type** – This step identifies all land within the UGB as either “Residential,” “Employment,” or “Other,” based on zoning and additional characteristics. Employment lands are the focus of this BLI.
- **Step 2: Identify and Calculate Constraints** – This step identifies development constraints and removes constrained land from the inventory to measure the amount of developable land more accurately within the UGB.
- **Step 3: Classify Land by Development Status** – This step classifies land into categories of “Vacant,” “Partially Vacant,” “Developed,” and “Committed,” based on a series of filters using available data.
- **Step 4: Inventory Results** – This step reports the results of the analysis in various ways, and accounts for land needed for right-of-way and other public uses to arrive at total developable net acreage within the UGB.

The remainder of this memorandum addresses each of the above steps in turn.

Input Data

The following data sources were utilized in this analysis.

- City limits and Urban Growth Boundary, provided by City of Molalla
- Zoning districts, provided by City of Molalla
- Tax lot data, provided by City of Molalla
- Riparian Corridor, provided by City of Molalla
- Local Wetland Inventory, provided by City of Molalla

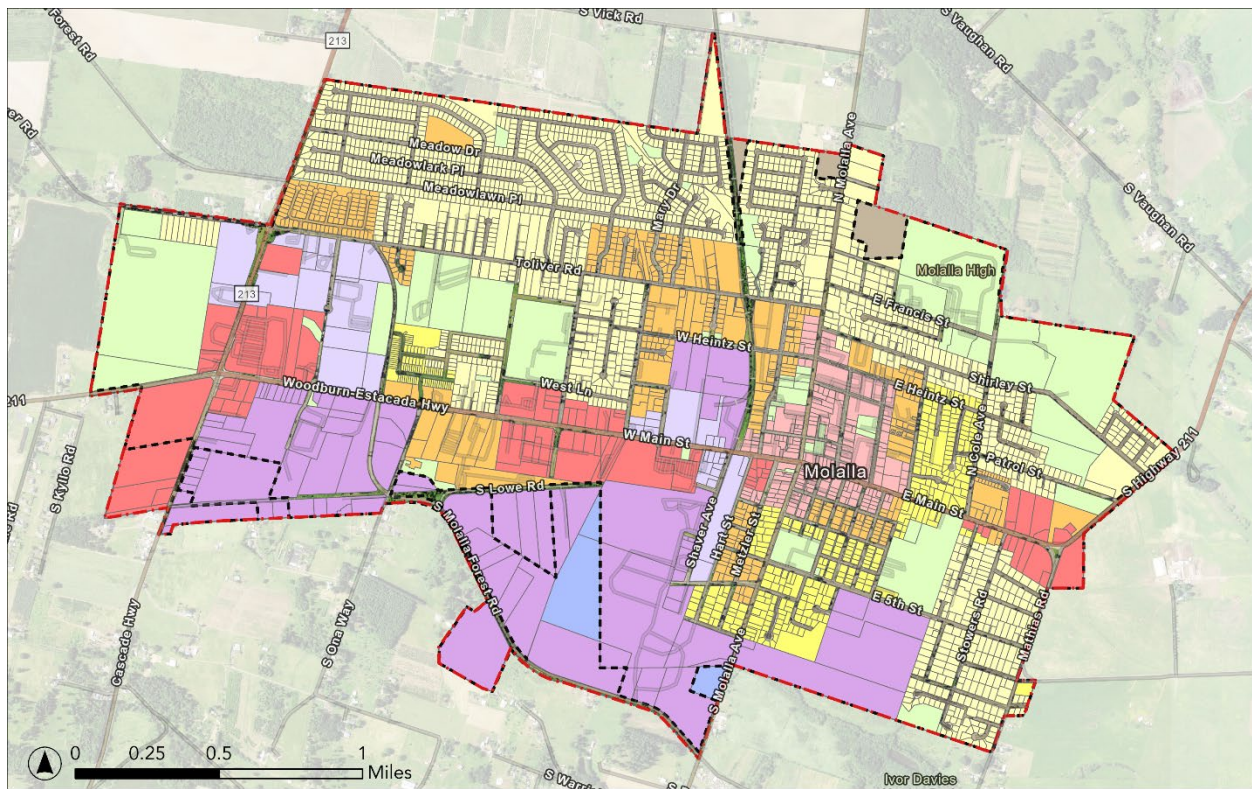
- Aerial Imagery, provided by Oregon Spatial Data Library

Step 1: Identify Land Type

Land in the City of Molalla is categorized as Residential, Employment, or Other based on zoning designation and other factors. Zoning designations in the City of Molalla are shown in Figure 1. Table 1 describes the zoning designations that make up each land category. Additional reclassifications may be made based on site ownership and other characteristics.

Figure 2 shows the classification of land within the City of Molalla.

Figure 1: Molalla Zoning Designations



City of Molalla
Economic Opportunities Analysis
Employment Buildable Lands Inventory

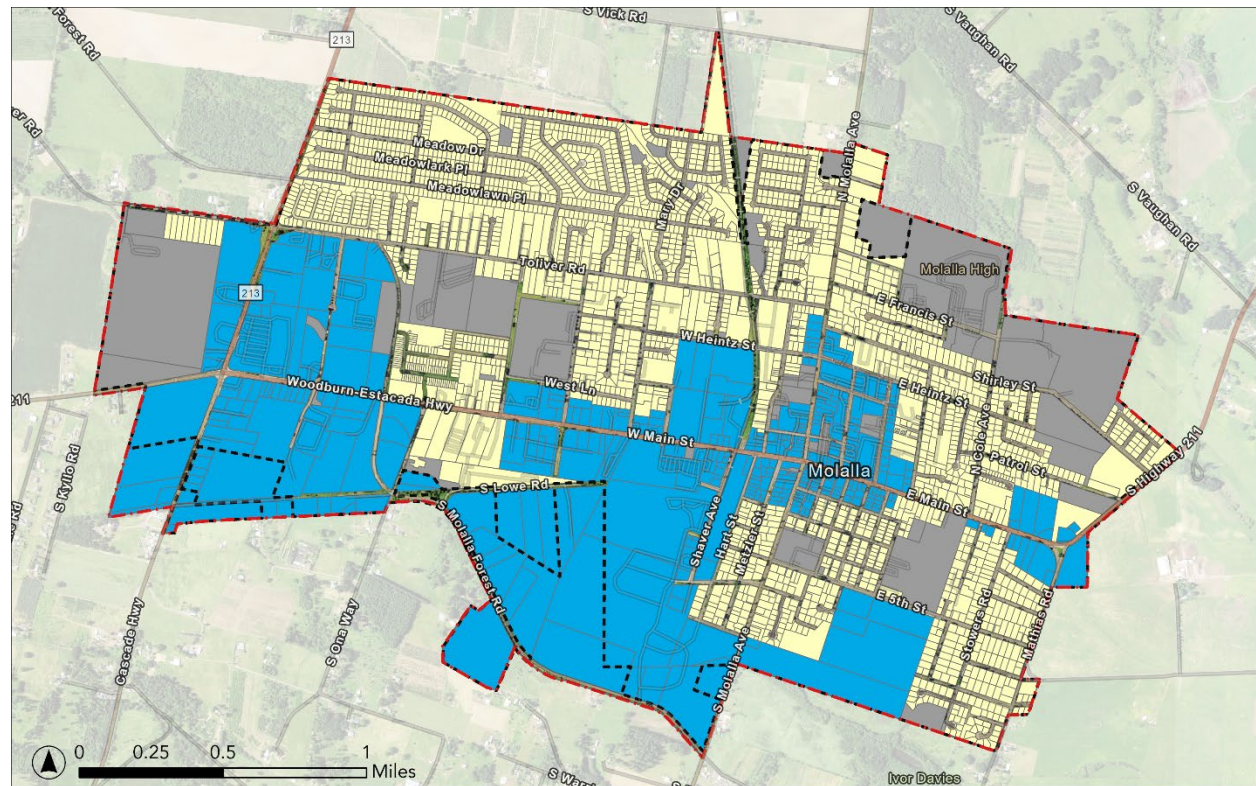
Legend

- | | | |
|---------------------------------|--------------------------|------------------------------|
| Single Family Residential (R-1) | Central Commercial (C-2) | Public and Semi Public (PSP) |
| Two Family Residential (R-2) | M1 | Exclusive Farm Use (EFU) |
| Multi-Family Residential (R-3) | Heavy Industrial (M-2) | City Boundary |
| General Commercial (C-1) | Rural Industrial (RI) | UGB Boundary |

Table 1: Land Classifications and Zoning Designations

Category	Zones
Residential	Single Family Residential, Two Family Residential, Multi-Family Residential
Employment	General Commercial, Central Commercial, Light Industrial, Heavy Industrial, Rural Industrial (Clackamas County)
Other	Public and Semi Public, Exclusive Farm Use (Clackamas County)

Figure 2: Land Classification in the City of Molalla



City of Molalla
Economic Opportunities Analysis
Employment Buildable Lands Inventory

Legend

- Residential
- Employment
- Other
- City Boundary
- UGB Boundary

Table 2 summarizes the number of tax lots and gross acreage associated with the three land types. Roughly 41% of land in the UGB is classified as employment land.

Table 2: Land Type

Category	Number of Tax lots	Gross Acres ¹	Percent of Area
Employment	413	629.2	41.1%
Residential	2,734	633.1	41.4%
Other	61	268.3	17.5%
Total	3,208	1,530.6	100.0%

¹ Gross acreage includes a limited number of tax lots that are partially located inside the Molalla UGB.

Step 2: Calculate Constraints

OAR 660-009-005 states:

“Development Constraints” means factors that temporarily or permanently limit or prevent the use of land for economic development. Development constraints include, but are not limited to, wetlands, environmentally sensitive areas such as habitat, environmental contamination, slope, topography, cultural and archeological resources, infrastructure deficiencies, parcel fragmentation, or natural hazard areas.

The constraints used for this analysis include:

- Local Wetland Inventory
- Riparian Corridor

Based on feedback from the City of Molalla, wetlands have been grouped into two categories: (1) wetlands associated with riparian features, which are assumed to be undevelopable; and (2) isolated wetlands, a portion of which are assumed to be developable through the wetland modification process described in the City’s development code.² Figure 3 shows the location of these constraints.

² Molalla Development Code 17-2.4.030

Figure 3. Molalla Development Constraints

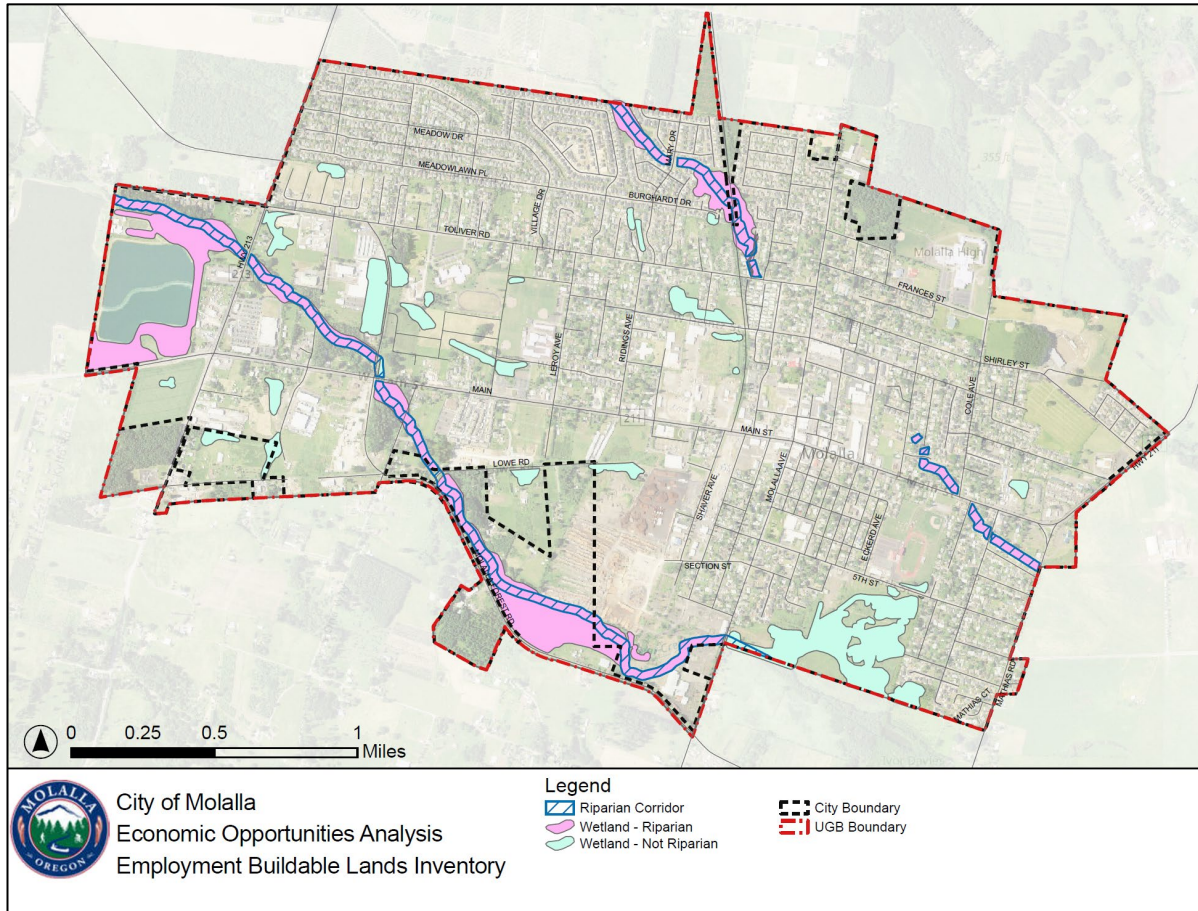


Table 3 provides a summary of the overall amount of constrained land present within the UGB. Approximately 77 acres of employment land is constrained by wetlands or Riparian corridor.

Table 3: Development Constraints

Category	Constrained Acres	Unconstrained Acres	Total
Employment Land	76.5	552.6	629.2
Residential Land	24.0	609.1	633.1
Other Land	35.2	233.1	268.3
Total	155.5	1,375.1	1,530.6

Step 3: Classify Employment Land by Development Status

Employment land within the study area was classified by development status, as follows. These classifications are based on safe harbors provided in OAR 660-024 or professional judgement and standard planning practice. Additional input from property owners and City of Molalla planning was utilized to determine development status, notably for businesses that operate with few permanent structures on site.

- **“Vacant”** land meets one or more of the following criteria:
 - Equal to or larger than ½ acre and not currently containing permanent improvements.³
 - Equal to or larger than 5 acres where less than ½ acre is occupied by permanent buildings or improvements.⁴
 - Improvement value is less than \$5,000 or less than 5% of the property’s land value.
- **“Partially Vacant”** land has an improvement value of between 5% and 40% of the land value, or is greater than one acre in size with at least ½ acre not improved (based on aerial photos). Each Partially Vacant parcel is assigned a vacant area based on review of aerial photos with the assumption that existing uses will remain on site.
- **“Developed”** land does not meet the definition of vacant or partially vacant.
- **“Committed”** land with special uses such as religious facility, charitable property, veteran service facility, public property, etc. is considered not developable.

Table 4 presents a summary of the land development status organized by zoning inside City limits and by general commercial/industrial designation outside of City limits. Development status was assigned based on available information and City of Molalla input.

³ Safe harbor pursuant to OAR 660-024-0050(3)(a)

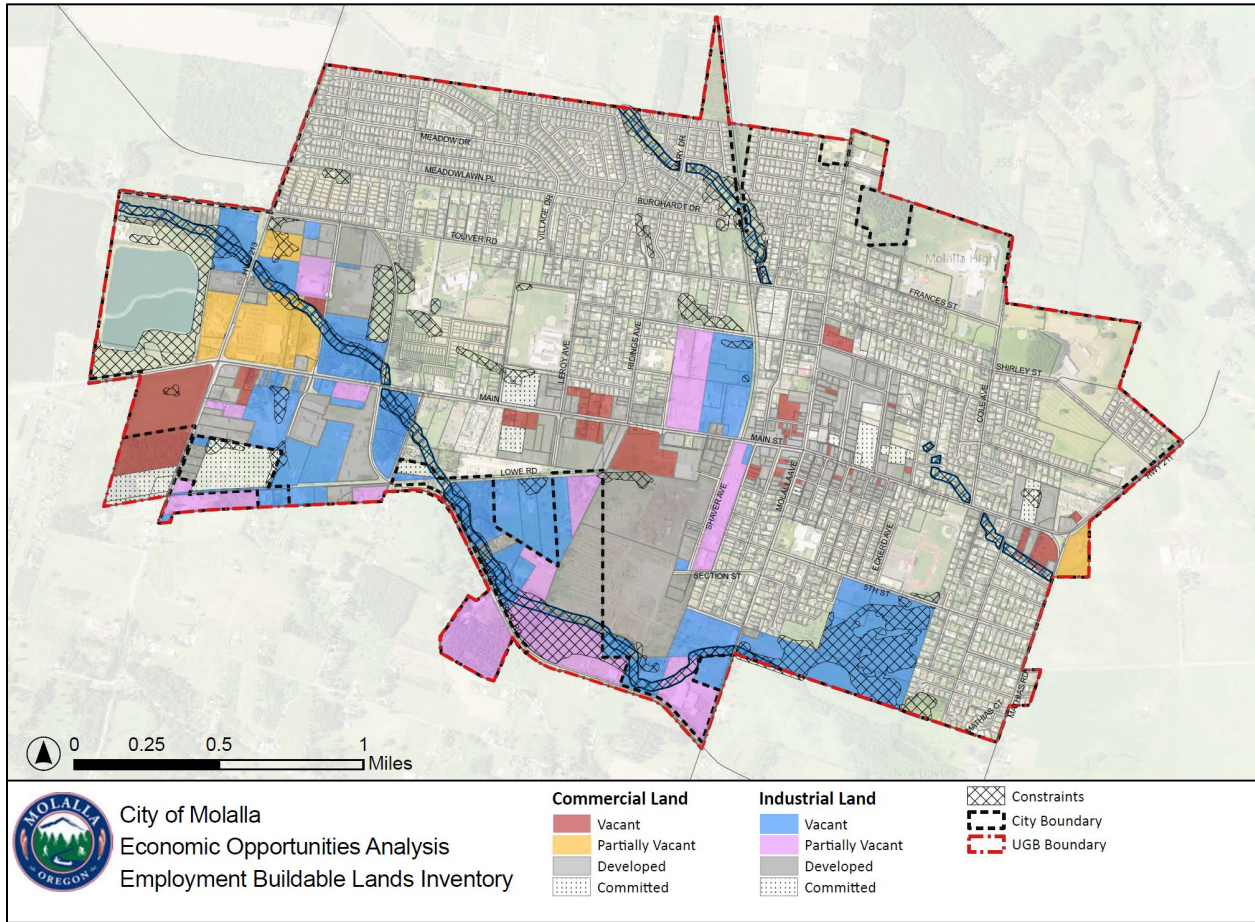
⁴ Safe harbor pursuant to OAR 660-024-0050(3)(b)

Table 4: Unconstrained Employment Land Acreage by Development Status

Zone	Vacant		Partially Vacant		Developed		Committed		Total	
	Lots	Acres	Lots	Acres	Lots	Acres	Lots	Acres	Lots	Acres
General Commercial (C-1)	28	6.6	-	-	153	39.4	10	5.9	191	51.9
Central Commercial (C-2)	25	48.4	8	32.7	52	40.4	7	14.8	92	136.3
Commercial Subtotal	53	55.0	8	32.7	205	79.8	17	20.8	283	188.3
Light Industrial (M-1)	10	23.0	4	20.4	26	28.3	-	-	40	71.7
Heavy Industrial (M-2)	45	119.3	13	55.6	27	84.8	2	12.8	87	272.5
Rural Industrial (RI)	1	3.3	-	-	2	16.9	-	-	3	20.2
Industrial Subtotal	56	145.5	17	76.0	55	130	2	12.8	130	364.4
Total	109	200.6	25	108.7	260	209.8	19	33.5	413	552.6

Figure 4 illustrates the development status of employment land types within the City’s UGB.

Figure 4: Employment Land by Development Status



Step 4: Inventory Results

A portion of unconstrained land is assumed to be used for infrastructure improvements, such as rights-of-way and stormwater treatment facilities, or otherwise unavailable for future employment uses. This analysis uses the following takeouts:

- 15% of vacant industrial employment land (Light Industrial, Heavy Industrial, Rural Industrial zones).
- 20% of vacant commercial employment land (General Commercial, Central Commercial).

The 15% and 20% deductions for vacant industrial and commercial employment lands are to account for potential infrastructure improvements on vacant land. Typically, infrastructure improvements include right-of-way dedications for street improvements.⁵

Table 5 summarizes net developable acreage by development type and zoning designation. Table 6 classifies the developable lands by size.

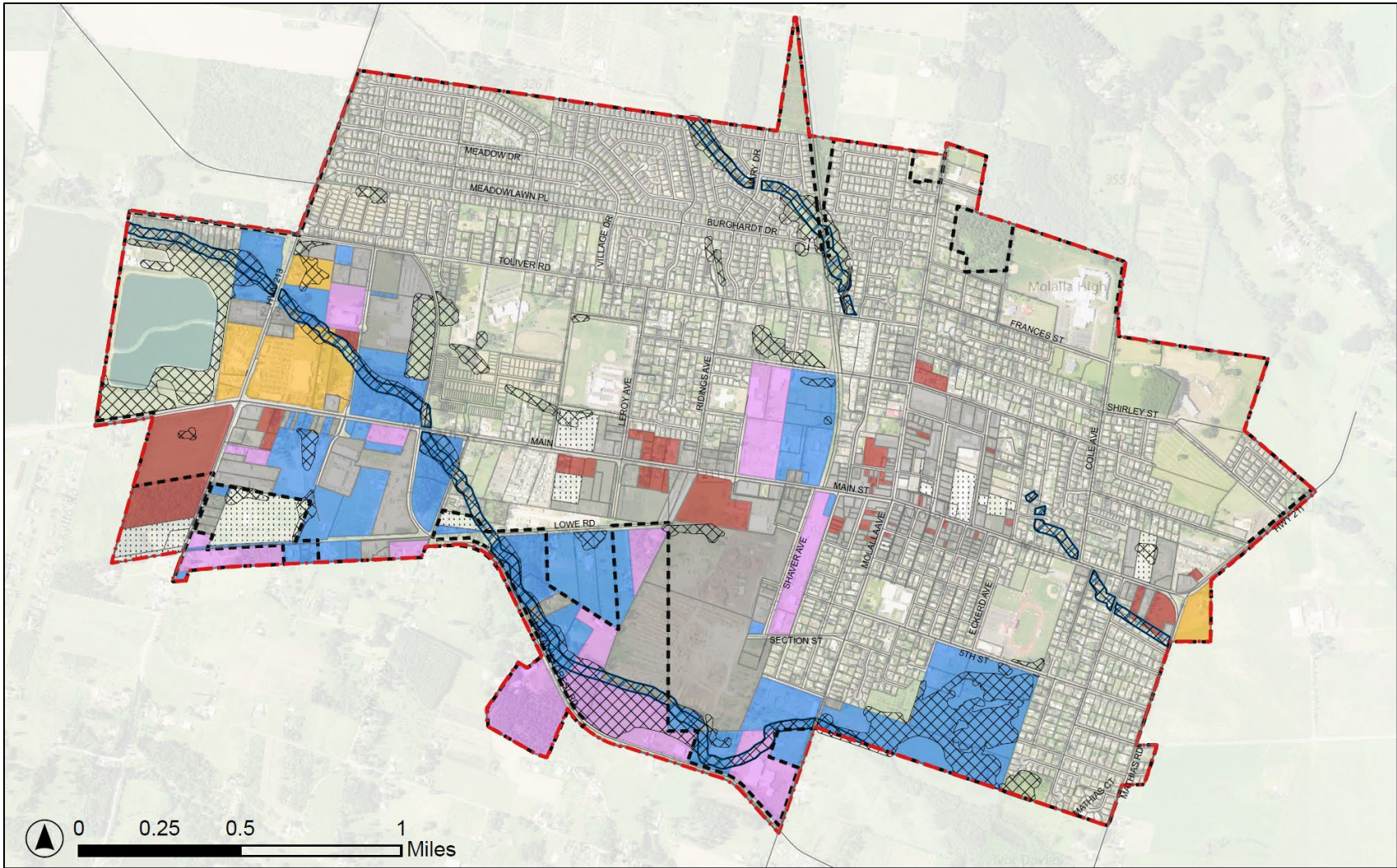
Table 5: Net Developable Acres of Employment Land by Zone

	Net Developable Acres on Vacant Parcels	Net Developable Acres on Partially Vacant Parcels	Total Net Developable Acres
General Commercial (C-1)	5.3	0	5.3
Central Commercial (C-2)	38.7	10.7	49.4
Commercial Subtotal	44.0	10.7	54.7
Light Industrial (M-1)	19.5	12.7	32.3
Heavy Industrial (M-2)	101.4	29.8	131.3
Rural Industrial (RI)	2.8	-	2.8
Industrial Subtotal	123.7	42.6	166.3
Total	167.8	53.3	221.0

⁵ Note, OAR 660-024-0040(10) allows a safe harbor deduction of 25% for a residential buildable land inventory to account for streets and roads, parks, and school facilities. There is no equivalent rule in the OAR for an employment buildable land inventory. A lesser set-aside is used for this employment BLI due to the lower intersection density typical of employment land, as seen in many communities throughout the state.

Table 6. Net Developable Acres of Employment Land by Zone Category and Lot Size

	Number of lots	Net Acres
Commercial		
0 – 1 acres	50	14.7
1-5 acres	7	12.2
5 – 10 acres	2	14.3
>10 acres	1	12.6
Commercial Subtotal	60	54.7
Industrial		
0 – 1 acres	27	11.6
1-5 acres	37	100.9
5 – 10 acres	6	40.9
>10 acres	1	11.8
Industrial Subtotal	71	166.3
Total	154	221.0



City of Molalla
 Economic Opportunities Analysis
 Employment Buildable Lands Inventory

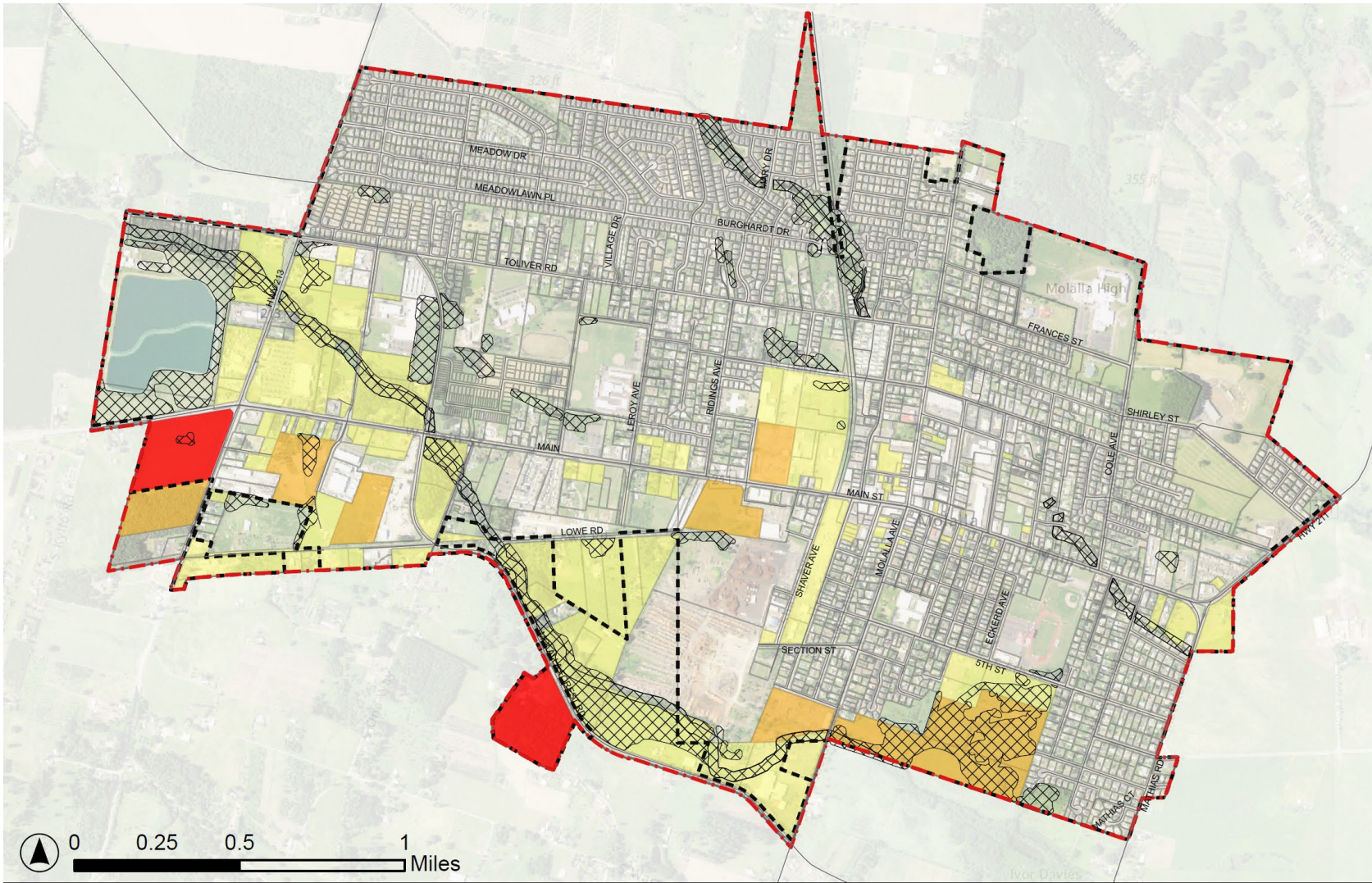
Commercial Land

- Vacant
- Partially Vacant
- Developed
- Committed

Industrial Land

- Vacant
- Partially Vacant
- Developed
- Committed

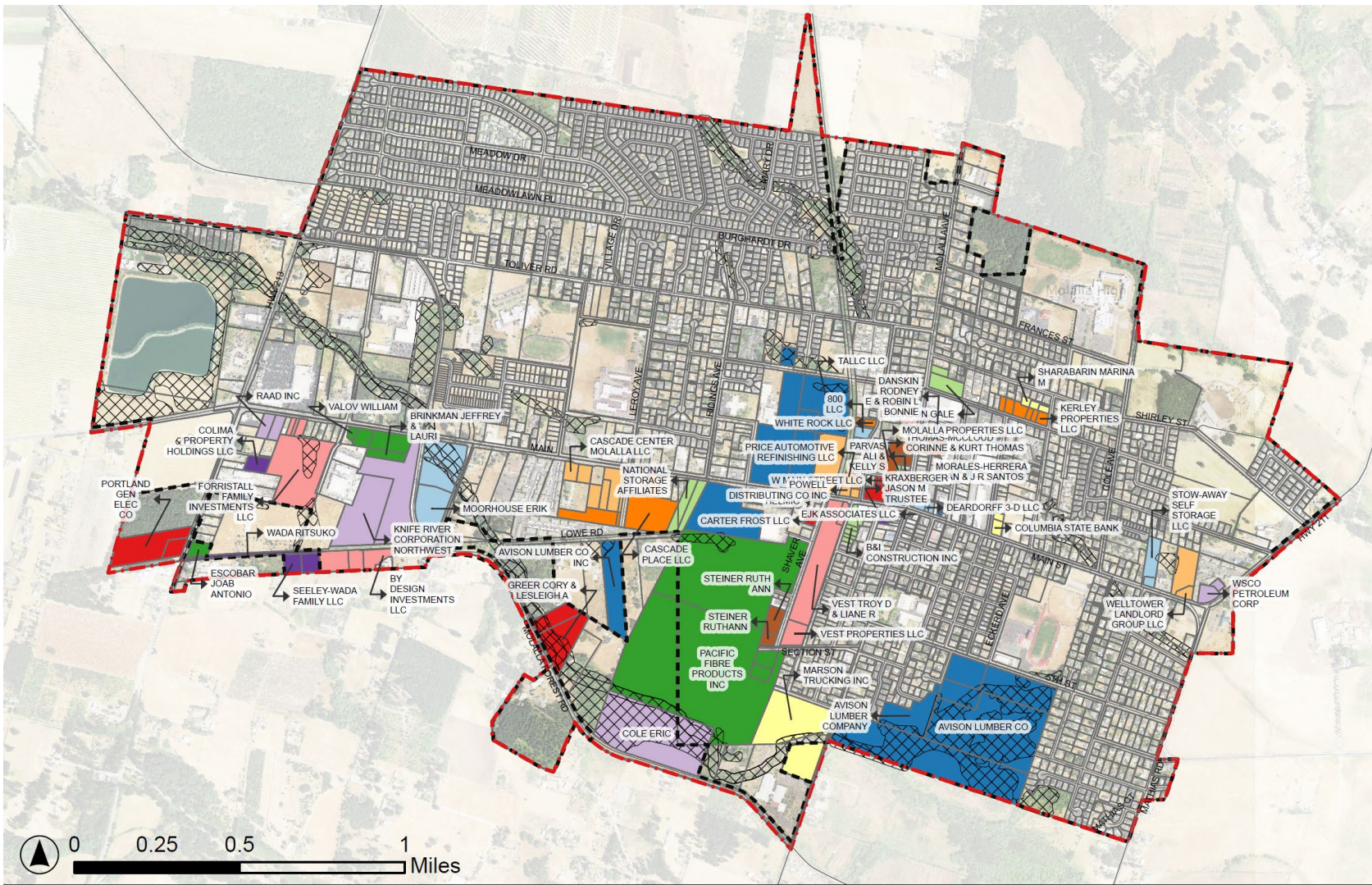
- Constraints
- City Boundary
- UGB Boundary



City of Molalla
 Economic Opportunities Analysis
 Employment Buildable Lands Inventory

-  Constraints
-  City Boundary
-  UGB Boundary

- Lot Size**
-  <5 Acres
 -  5-10 Acres
 -  10+ Acres



City of Molalla
 Economic Opportunities Analysis
 Employment Buildable Lands Inventory

- Legend
- Constraints
 - City Boundary
 - UGB Boundary

Parcels under the same ownership

<i>PROPERTY OWNER</i>	<i>Number of Lots</i>	<i>Gross Acres</i>	<i>Unconstrained Acres</i>
800 LLC	2	0.8	0.8
AVISION LUMBER CO	13	114.2	54.6
B&I CONSTRUCTION INC	9	1.5	1.5
BRINKMAN JEFFREY & LAURI	2	3.1	3.1
BY DESIGN INVESTMENTS LLC	3	4.3	4.3
CARTER FROST LLC	3	0.7	0.7
CASCADE CENTER MOLALLA LLC	10	8.2	8.2
CASCADE PLACE LLC	3	6.9	6.9
COLE ERIC	2	16.9	3.8
COLIMA PROPERTY HOLDINGS LLC	2	1.1	1.1
COLUMBIA STATE BANK	2	0.6	0.6
DANSKIN RODNEY E & ROBIN L BONNIE	3	0.9	0.9
DEARDORFF 3-D LLC	4	0.7	0.7
EJK ASSOCIATES LLC	4	0.7	0.7
ERICKSON GALE	2	1.9	1.9
ESCOBAR JOAB ANTONIO	2	0.9	0.9
FORRISTALL FAMILY INVESTMENTS LLC	4	10.7	9.2
GREER CORY & LESLEIGH A	2	6.1	3.4
HELMIG	2	4.2	4.2
KERLEY PROPERTIES LLC	6	2.0	2.0
KNIFE RIVER CORPORATION NORTHWEST	2	16.8	16.8
KRAXBERGER JASON M TRUSTEE	2	0.2	0.2
MARSON TRUCKING INC	2	11.7	11.2
MOLALLA PROPERTIES LLC	3	2.7	2.7
MOORHOUSE ERIK	3	9.4	6.5
MORALES-HERRERA JUAN & J R SANTOS	2	0.1	0.1

<i>PROPERTY OWNER</i>	<i>Number of Lots</i>	<i>Gross Acres</i>	<i>Unconstrained Acres</i>
NATIONAL STORAGE AFFILIATES	3	2.7	2.7
PACIFIC FIBRE PRODUCTS INC	6	75.9	72.0
PARVAS ALI & KELLY S	2	0.2	0.2
PORTLAND GEN ELEC CO	2	5.8	5.8
POWELL DISTRIBUTING CO INC	2	0.6	0.6
PRICE AUTOMOTIVE REFINISHING LLC	4	0.7	0.7
RAAD INC	2	1.7	1.7
SEELEY-WADA FAMILY LLC	1	1.0	1.0
SHARABARIN MARINA M	3	0.7	0.7
STEINER RUTH ANN	1	1.2	1.2
STEINER RUTHANN	1	0.5	0.5
STOW-AWAY SELF STORAGE LLC	2	1.9	1.8
TALLC LLC	6	21.6	20.7
THOMAS-MCCLOUD CORINNE & KURT THOMAS	2	0.2	0.2
VALOV WILLIAM	2	1.2	1.2
VEST PROPERTIES & VEST, TROY	3	9.4	9.4
W MAIN STREET LLC	3	1.3	1.3
WADA RITSUKO	2	2.4	2.3
WELLTOWER LANDLORD GROUP LLC	2	3.1	3.0
WHITE ROCK LLC	2	0.5	0.5
WSCO PETROLEUM CORP	2	1.2	1.2
Total	147	361.1	275.7



Review of Comprehensive Plan Goals and Policies

City of Molalla Economic Opportunities Analysis

DATE November 15, 2024

TO City of Molalla

FROM Andrew Parish, AICP

CC Brendan Buckley, Johnson Economics

INTRODUCTION

This document provides recommended updates to City of Molalla’s Comprehensive Plan in order to implement the findings and recommendations of the 2024 Economic Opportunities Analysis (EOA). Updates are provided on underline for new text and ~~strikeout~~ for deletions. Additional commentary is provided in blue boxes.

PART III: COMMUNITY DEVELOPMENT & LIVABILITY

Part III addresses community employment, housing and livability needs – consistent with Molalla’s vision of a recreation-focused community with a diversity of shopping and dining options, lodging and recreation amenities, and agritourism.

Updated to include the items detailed in the EOA.

- ~~Industrial development is a primary concern in Molalla’s growth. Industrial development provides the City its economic base. Economic trends have fluctuated significantly, perhaps cyclically, since Molalla was incorporated in 1913. As with much of Oregon, the local economy hit a low point in the early 1980s but boomed throughout the 1990s.~~
- Molalla’s economic base has historically been industrial, while commercial development provides secondary employment and provides retail outlets for manufactured goods. The commercial sector also provides support services for industry as well as goods and services for local residents and workers.

Narrative about the City’s current and former economy updated with text from the EOA, as well as the main themes for this section.

- ~~Commercial development is also important in that it creates secondary employment and provides retail outlets for manufactured goods. The commercial sector also provides support services for industry and personal goods and services (doctors, lawyers, food, clothing) for local residents and workers. Providing commercial services in proximity to homes and other businesses reduces the need for travel and helps to meet state and regional goals for energy, air quality and traffic congestion.~~
- While commercial and industrial developments are generally associated with economic

growth, housing is an important element of the local economy. Housing development provides employment in engineering, architecture, construction and real estate. More important, however, is the relationship of the availability of affordable housing to the local labor market and business operators. Availability of also housing plays an important role in the local labor market and the City's economy.

- Land use compatibility, protection of natural and historic resources, and good urban design are critical to the community's livability and Molalla's recreational concept.

Molalla is home to an estimated 3,800 jobs as of 2024. Its largest sectors by number of jobs are agriculture, forestry supportive firms, retail trade, food service, and health care.

The city is expected to add roughly 2,000 jobs by 2044. The greatest growth in number of jobs is projected to be in many of the same strong sectors, along with education and manufacturing. The forecasted 20-year employment growth would improve the balance of locally available jobs to the number of workers in Molalla. It would also emphasize higher wage industries to support these local households.

Broken down into broad categories of employment that tends to use commercial office/retail space, or that tends to use industrial space, the analysis forecasts that the 20-year demand for new employment land will be somewhat more weighted towards industrial land (53%) than commercial land (47%).

Expanding & Target Industries

The City has current advantages in several key industries including retail, forestry and wood manufacturing. However, in keeping with the identified economic objectives, a range of potential target industries for growth were identified through this process.

The target industries reflect industries where the area has shown historic strength, as well as sectors with robust growth potential and consistency with the locally expressed vision for the community:

- 1) Manufacturing
- 2) Health Care and Social Assistance
- 3) Retail Trade
- 4) Accommodation & Food Services
- 5) Construction
- 6) Arts, Entertainment & Recreation

Supporting growth in a range of industries will help the community build a more diverse and sustainable employment and tax base for the future and be more resilient to economic impacts on the traditional local industries.

GOAL 9: ECONOMIC DEVELOPMENT

The purpose of Statewide Planning Goal 9 is:

To provide adequate opportunities throughout the state for a variety of economic activities vital to the health, welfare, and prosperity of Oregon's citizens.

Background

The present industrial pattern in Molalla was established when the City was heavily involved in the timber industry. Molalla has changed from a town relying solely on the timber industry. Nearly all of the industrial development outside of the City limits but within the Urban Growth Boundary lies to the west along Highway 211 and 213.

Economic Opportunities Analysis and Employment Land Needs

Update this section with narrative, tables, and charts from the EOA.

The following section describes the key takeaways of the City of Molalla's most recent Economic Opportunities Analysis, adopted [ADOPTION DATE].

Employment Growth

Molalla is home to an estimated 3,800 jobs as of 2024. The largest sectors by number of jobs are agriculture, forestry supportive firms, retail trade, food service, and health care.

Based on a forecasted annual growth rate of 2.1%, the city is expected to add roughly 2,000 jobs by 2044. The greatest growth in number of jobs is projected to be in many of the sectors noted above, along with education and manufacturing. The forecasted 20-year employment growth is expected to improve the balance of locally available jobs to the number of workers in Molalla. It is expected to also emphasize higher wage industries to support these local households.

Expanding & Target Industries

The city has current advantages in several key industries including retail, forestry, and wood manufacturing. However, other target industries for growth were identified through in the EOA. These target industries include sectors where that have shown historic strength, as well as sectors with robust growth potential and consistency with the locally expressed vision for the community:

- 1) Manufacturing
- 2) Health Care and Social Assistance
- 3) Retail Trade
- 4) Accommodation & Food Services
- 5) Construction
- 6) Arts, Entertainment & Recreation

Supporting growth in a range of industries will help the community build a more diverse and sustainable employment and tax base for the future and be more resilient to economic impacts on the traditional local industries.

Employment Land Need

The EOA analysis finds that the forecasted 20-year job growth by industry will translate to a need for

123 total net acres (148 gross acres) of land zoned for employment uses. The distribution of land demand between commercial uses (Office, Institutional, Retail) and industrial uses (Industrial, Warehouse, Business Park) leans towards industrial (53% vs. 47%).

A range of site sizes will be needed, ranging from small to large to accommodate the projected business expansion. Different commercial and industrial users have different site requirements driven by the specific nature of their business operations, firm size, location and infrastructure requirements, and other factors.

Adequacy of Employment Land Supply

The Buildable Land Inventory (BLI) of employment lands completed in conjunction with the EOA found a total of 221 net buildable acres in Commercial and Industrial zones.

- The projected 20-year need for Commercial land trails the supply, with an estimated 55 acres of commercial land remaining to meet a projected need for 70 acres. This indicates a deficit of 16 acres of Commercial land.
- There is a projected supply of 166 acres of Industrial land to meet the forecasted need of 78 acres. This indicates a surplus of 88 acres of Industrial land.
- The total estimated surplus of employment land is 73 gross acres.
- 93% of the remaining contiguous development sites in Molalla are under five acres in size, with most being one acre or less. Only two contiguous sites of slightly more than 10 acres remain. As a result, Molalla does not have sufficient land in the sizes or configurations needed to meet the needs of many medium to large employers.

In 2004, the City of Molalla contracted E.D. Hovee and Company (Hovee) to prepare an economic analysis and strategic plan in order to meet Statewide Planning Goal 9 (Employment) requirements, and for use in determining 20-year employment (industrial and commercial) land needs. The *Molalla Economic Profile* (Hovee, 2004) provides 20-year population and employment projections, an assessment of employment trends, and a commercial and industrial land demand analysis. The Economic Profile notes:

“The approach taken in this analysis to Molalla’s future employment is based upon the city’s policy objective to improve its jobs-housing balance and regain its status as a somewhat independent economic region rather than a bedroom community serving employers elsewhere in the region. This employment projection is therefore appropriately termed as a policy projection rather than a market-based forecast. It is recognized that this policy projection is more aggressive than Metro’s preliminary jobs forecast for the Molalla area. Molalla’s employment policy projection is based upon a 2025 jobs-housing target of 1.6 jobs per housing unit, equivalent to the jobs-housing balance of the entire metropolitan region as of 2002. This recommended jobs-housing target represents a significant increase from Molalla’s current jobs housing balance, but would be roughly half of the community’s peak jobs to housing ratio

experienced in the mid 90s.” (Pages 11-12)

The Goal 9 (Economy) administrative rule provides guidance to local governments regarding the preparation of economic plans (OAR Chapter 660, Division 009). OAR 660-009-0025(1) states that:

“...the plan must identify the approximate number, acreage and site characteristics of sites needed to accommodate industrial and other employment uses to implement plan policies.”

Molalla’s long-term objectives, as expressed in its Comprehensive Plan, are to continue to increase its employment/population ratio while fostering a strong traded-sector “industrial” job base. The *2009 Employment Land Needs Analysis*:

- builds on the analysis provided in the *Molalla Economic Profile (2004)*;
- extends the 20-year planning period from 2025 to 2030;
- adjusts projected population to reflect “safe harbor” population growth through 2030; and
- identifies and projects site requirements of firms that are likely to locate in Molalla over the next 20 years.

However, because the *2009 Employment Land Needs Analysis* relies on the simple “policy objective” employment forecast and to facilitate this planning process by providing Molalla with as much security as possible, this analysis uses the 660-024-0040(9) “safe harbors” for determining employment needs until such a time as the Economic Opportunities Analysis can be updated to reflect current conditions

The “safe harbor” provided by OAR 660-024-0040(9)(a) allows that:

“A local government may estimate that the current number of jobs in the urban area will grow during the 20-year planning period at a rate equal to either:

- (A) The county or regional job growth rate provided in the most recent forecast published by the Oregon Employment Department; or
- (B) The population growth rate for the urban area in the adopted 20-year coordinated population forecast specified in OAR 660-024-0030.”

Utilizing option (B), projecting employment growth at the same rate as the rate found in the 20-year population forecast (2.0%), yields the results shown in Table 9-1. Given the findings of the earlier economic reports that Molalla currently lacks employment and the city desires to and is making efforts to improve the job/housing ratio above its current low levels, the city will likely need to complete a new Economic Opportunities Analysis prior to any assessment of the UGB to understand if there is a way to create more employment for city residents or if the “site needs” methodology is more appropriate.

Table 9-1: 2014-2034 Safe Harbor Employment Forecast

2014 Employment (Est)	2,876
2034 Employment	4,299

Projected 2014-2035 Employment Growth	1,423
---------------------------------------	-------

Source: Clackamas County and City of Molalla

As shown in Table 9-1, applying the employee/acre ratios used in the *2009 Employment Land Needs Analysis* to the safe harbor 2034 employment forecast results in a year 2034 employment land need of 123 net developable acres for the projected 1,423 new employees.

Table 9-2: 2014-2034 Net Employment Land Needs

Factors	
Projected “safe harbor” 2014-2034 Employment Growth	1,423
2034 Commercial %	68%
2034 Industrial %	32%
2034 Commercial Employment/Acre	15
2034 Industrial Employment/Acre	8
2014-2034 Commercial Employees	968
2014-2034 Industrial Employees	455
2014-2034 Commercial Land Need	65
2014-2034 Industrial Land Need	57

Source: Hovee, Clackamas County and City of Molalla

Economic Development Goals and Policies

This section states Molalla’s overall economic development objectives, and is followed by more specific goals and policies related to Commercial Development, the Central Business District, and Industrial Development. ~~The Central Business District and Community Planning Areas;~~

- Commercial Development; and
- Industrial Development.

Rephrased and reordered.

Economic Development Goal:

To expand the economic base to increase the economic independence of the area – through expansion and retention of existing businesses and recruitment of new businesses.

It appears that all goals in the Comprehensive Plan are structured like this “To...” which is typical of many cities’ Comprehensive Plans.

Economic Development Policies:

The following general policies are related to all types of existing and planned employment in Molalla:

Introductory sentence not necessary.

Overall note on policies – some are phrased “The City Shall...” while others have different formulations. Some policies use “should.” Binding policy language is clear, directs City actions, and uses words like “will,” and “shall.” In general, we recommend using a consistent structure for all policy statements and we have taken that approach in these amendments.

1. ~~The City shall encourage infill, redevelopment and/or adaptive reuse of obsolete or underused properties in current employment zones.~~

New policy from EOA

2. ~~The City shall encourage Encourage the siting and growth of employers which pay high wages and allow for Molalla residents to work locally, rather than having to travel elsewhere for work. family wages as identified in Molalla Economic Opportunities Analysis (EOA).~~

Specific references in each policy to the EOA are not necessary. Reworded and combined with other policies about attracting well-paying businesses.

3. ~~The City shall designate Designate adequate suitable land with site size and locational characteristics required by targeted industries employment as set forth in the Economic Opportunities Analysis (EOA).~~

Reference to EOA not necessary. Suggest combining with several other policies below related to allocating sufficient land with the right site characteristics.

4. ~~The City shall regularly identify “shovel ready” sites and request Oregon Economic and Community Development Department (OECDD) certification for those sites. Identify industrial sites that are immediately available and serviceable for industrial development consistent with the Goal 9 rule. Request Oregon Economic and Community Development Department (OECDD) certification for “shovel ready” industrial sites pursuant to Executive Order 03-02.~~

Rephrased to simplify and make an ongoing action.

5. ~~Ensure Molalla’s planning area contains adequate amounts of industrial and commercial lands for projected growth.~~

Removed to combine with several other policies related to allocating sufficient land with the right site characteristics.

6. ~~Land use designations within the Molalla Planning Area shall be designed to accommodate projected commercial and industrial growth and population densities through the year 2034.~~

Removed to combine with several other policies related to allocating sufficient land with the right site characteristics.

~~7. The UGB may need to be expanded to ensure adequate lands for commercial and industrial development through 2034.~~

Suggest removing.

~~8. Coordinate with property owners to retain large commercial and industrial sites identified in the EOA for their intended commercial and industrial uses through zoning and master planning.~~

Suggest removing.

9. The City shall ~~Actively~~ actively support redevelopment efforts for under-utilized commercial and industrial sites within Molalla UGB.

Use “Molalla UGB” or “Planning Area” consistently.

~~10. Protect large redevelopment sites for their intended uses as identified in the EOA.~~

Combine with other similar policies. Remove reference to EOA.

~~11. Commercial and service uses in the City’s industrial zones should be limited to small-scale uses that cater primarily to local area employees and customers.~~

Combine with other similar policies.

~~12. The City of Molalla shall encourage commercial and industrial development. More jobs can be created causing less reliance on the automobile for travel away from the City.~~

Replace this and others with a policy about supporting local job growth, particularly for higher paying positions and industries, and enabling residents to work locally.

~~13. The City shall strive to reduce the home to work distance by encouraging industrial and commercial development thus reducing the dependency on the auto and saving energy.~~

Replace this and others with a policy about supporting local job growth, particularly for higher paying positions and industries, and enabling residents to work locally.

~~14. The city shall establish and maintain an inventory of industrial and commercial land of a quantity and quality to attract industry to the City of Molalla. The City of Molalla shall maintain a five-year supply of vacant and serviced industrial land to comply with the Goal 9 Administrative Rule.~~

The City does not have/maintain such an inventory. Policy is generally duplicative of others.

15. ~~The City shall Continue~~ continue to work with the Oregon Department of Economic Development in seeking new commercial and industrial development.

~~16. The City shall work with the Port of Portland to assist in industrial development strategies. The City shall work with Business Oregon and others to support industrial development.~~

Port of Portland reference no longer relevant; updated accordingly.

17. The City shall ensure adequate amounts of suitable lands for the business community to thrive:

Duplicative of other policies; deleted.

18. The City shall make every effort possible to work with interested businesses to draw them to the community:

Combine with other goals about attracting business.

19. The City shall monitor and update land use process to reduce or eliminate unnecessary obstacles to economic development for developers, employers, and businesses. In the process of administering the City's Comprehensive Plan, careful consideration will be given to the economic impacts of proposed policies, programs and regulations. Efforts will be made to simplify and streamline the planning and zoning review process while maintaining the quality of development to improve the economic base of the community:

Reworded to be more straightforward.

20. The City shall encourage businesses that support the recreation concept and encourage all businesses to provide a choice of goods and services to the community:

Suggest removing unless still relevant to target industries.

21. The City shall encourage business to locate or relocate to Molalla to provide for the needs of the community:

Duplicate of other policies; deleted.

22. The City shall provide a safe convenient and attractive place to live to draw small business to the community:

Duplicate of other policies; deleted.

23. The City shall encourage and support diversification of employment in the City Diversify and improve industry in the City of Molalla in order to ensure insure the lack of dependence upon any single industry.

Combine with other policies related to diversification of job base.

24. Expand, improve and diversify the economy of the Molalla Urban Growth Boundary area by encouraging supporting home occupations while maintaining Molalla's quality of life:

24.1.—The City shall work with existing businesses and encourage businesses to come to Molalla to provide family wage jobs thus creating a diverse economy and reduce energy consequences:

24.2.—The City shall work with these businesses to draw them to the community thus reducing the number of people leaving the community for such jobs by travel:

24.3.—The City shall work to retain and pursue opportunities to draw businesses to the City and ensure businesses remain in the City and shall work with interested businesses to encourage moving to Molalla:

Remove and combine with other similar policies. Energy consequences language can be removed, can tighten up language about keeping jobs in town.

25. ~~Move~~ The City shall focus industrial lands away from Molalla's Central Business District and focus them in areas where Highway access is appropriate.

“Focus” broadens the policy somewhat.

26. ~~The City should give a high priority to extending and improving the infrastructure needed for economic development~~ The City shall prioritize serving key industrial areas in the Transportation System Plan and Capital Improvement Plan

Replace with Action 2 in the EOA. “Prioritize serving key industrial areas in the Transportation System Plan and Capital Improvement Plan.”

27. ~~The City and County~~ shall continue to work cooperatively with County, as well as the State and Federal government and economic development agencies to implement economic development within the Molalla Urban Growth Boundary.

This policy directs the County to act – limit to just the City and include cooperation with the County.

- 27.1. The City of Molalla shall regularly review and revise, as necessary, the ~~existing~~ Urban Growth Management Agreement (UGMA) with Clackamas County clearly stating the respective roles of the City and Clackamas County within the Molalla UGB Planning Area.

Updated language to indicate a continuing process.

- 27.2. ~~The UGMA should address the concept of a recreation community in that the City should have input on decisions that may affect this concept, such as: camping facilities, river rafting facilities, fishing and hunting lodges, resorts or any facility that will have an impact on the safety and livability of the City.~~

Was this review done/is this still needed? Recommend deleting since it is not stated as a policy but more as an objective.

28. The City shall work with partners to evaluate and enact workforce initiatives, including: supporting connections between local industry, K-12, CCC, and state education and training courses; promoting workforce training resources; ensuring housing policies allow for an appropriate mix of housing for the local workforce; supporting local affordable housing developers; and prioritize childcare as a workforce readiness issue.

New policy from EOA.

Commercial Development

Move this section to come before the CBD section – CBD goals and policies will be a subset of Commercial Development.

The Comprehensive Plan Map indicates where commercial development will be encouraged. Commercial areas are planned to allow for the optimum utilization of the land to provide retail and service business to the community. A variety of commercial establishments serving residents, visitors, and the traveling public are an important component of the City's economy.

Population projections for the study area indicate an increase of approximately 4,340 residents by the year 2034. In order to meet the demands created by this increase in population, the City may need to designate additional land for commercial use. A number of businesses have recently developed in the City, adding to the economic base. This commercial base has enough capacity to serve some of the increase in population.

The variety of commercial establishments and services which serve the community should be expanded to provide a wider range of facilities for the convenience of the residents and the benefit of the community at large. The Molalla business district at the junction of Molalla Avenue and Main Street is becoming a traffic-congested area. With additional truck traffic this intersection will only get worse in the future, negatively impacting commercial businesses in the downtown area. The Transportation System Plan identifies the Molalla Forest Road as a by-pass road for truck traffic travelling to the industrial areas of the City. Additional suitable commercial land may also need to be provided to allow for commercial expansion.

Update based on EOA narrative if this section is to be retained.

Potential Commercial Districts

The Downtown Plan looked at the different sections of town outside the CBD and potential Community Planning Areas (CPAs) to create ways to provide auto-oriented commercial services to the community including:

- **Highway Commercial Overlay:** Commercial development in this section should be anchored by a few major department and grocery stores.
- **General Commercial District:** This commercial section should offer a variety of uses filling the gap between Highway Commercial and the Central Business District (CBD).

Duplicative of later section

Commercial Comprehensive Plan and Zoning Designations

The Comprehensive Plan Map indicates where commercial development will be encouraged. Commercial designations are implemented with the Central Commercial (C-1) and General Commercial (C-2) zones:

- **Central Commercial (C-1):** Central Commercial (C-1) areas are designated to provide principle shopping, business and transportation to the community and its trade area. This district allows for a broad range of uses in keeping with Molalla's historic commercial area.
- **General Commercial (C-2):** General Commercial (C-2) areas are designated to provide those types of retail, wholesale, transportation and service uses which, because of traffic, size and other requirements, depend upon particular locations to serve the needs of the community and its trade area.

Commercial Development Goals and Policies

Commercial Development Goal:

Develop an attractive and economically sound community. To support and grow commercial development in the City which supports the local economy and contributes to the community's desired character.

Revise goal to address commercial development. Revise to match phrasing of other goals.

Commercial Development Policies:

~~Molalla must provide commercial land to serve its growing population, without taking business away from the CBD or planned CPAs. Thus, the location and design of commercial areas should be given very careful consideration. Commercial developments occur at points of maximum traffic movement and directly affect the visual quality of the community. If Molalla is to retain its image of a thriving recreational community and desirable place to live, its commercial areas must be well-designed and inviting.~~

Remove introductory text.

1. ~~The City shall designate and adequate supply of suitable sites for commercial use within the Molalla UGB. The Molalla planning area shall contain adequate suitable sites for commercial use. This shall include~~ Sufficient sufficient vacant commercial lands with a diversity of sizes, types, and service levels for future commercial uses shall be designated on the comprehensive plan/zoning map.
2. The City shall develop and apply design standards relating to appearance and neighborhood compatibility of commercial development.

Specify that this is for commercial development.

3. ~~Large retail development shall comply with design standards relating to appearance, functionality, and neighborhood compatibility.~~

Remove – not needed if standards are in place.

4. The City ~~shall~~ will continue to support a cooperative and active working relationship with the business community through the Chamber of Commerce as well as those businesses that are not members of the Chamber of Commerce and will seek their input when making decisions having economic impacts on the business community.
5. As existing businesses are renovated and new ones are constructed, the City ~~shall~~ will require high standards of compatibility with surrounding development, landscaping, architecture and signage. The ability of a site to function properly in relation to the surrounding area will be emphasized.
6. ~~The City shall assure efficient development of land consistent and compatible with the community's needs and resources.~~

Remove – vague and likely challenging to implement.

~~7. The City is designating itself a recreational community and shall ensure adequate parks and opportunity for a host of recreational activities to encourage business supporting the recreational activities. This shall be in addition to the City supporting a wide range of other business opportunities which will provide for the needs of the citizenry.~~

Unclear language, not necessary in the Commercial section of the Comprehensive plan.

~~8. The City shall work cooperatively with commercial development to ensure that City park needs are met, either through land dedication or payment of system development charges (SDCs).~~

This is more appropriate for inclusion under the City’s Park and Recreation Goals; suggest removing here.

9. Major commercial activities shall be concentrated in areas receiving a high volume of traffic in order to minimize auto use ~~and conserve energy resources~~. Commercial land shall be designated in a manner which locates high volume trade activities near major roads, groups a variety of medical facilities and services together, preferably near hospitals, and groups professional and governmental facilities near the downtown area and other major commercial locations.

~~10. Inefficient strip development patterns that increase congestion and therefore waste energy resources shall be avoided.~~

Remove – duplicative of policy 9.

~~11. Provide for additional land needed for commercial expansion to serve the projected population growth and to ensure choice in the market place while also encouraging private revitalization of existing commercial structures.~~

Remove – duplicative of Policy 1

~~12. Encourage a rate of commercial development consistent with serving the needs of residents of the City and adjacent rural and agricultural lands.~~

Consider removing – duplicative of other policies.

13. ~~The City shall Provide~~ provide an atmosphere that is inviting to potential businesses while maintaining the City’s feel and desire to maintain a rural community feeling.

~~13.1. Through the code incorporate language that invites development yet protects the City's character.~~

Vague, consider removing. Can incorporate in combined policy about commercial design.

~~14. Provide buffers between industrial uses and residential uses for the benefit of all concerned.~~

Remove – address industrial buffers in industrial section.

~~15. Commercial development adjacent to arterial streets and highways may be subject to access restrictions:~~

Remove – not needed as policy statement.

16. Commercial development shall be encouraged to provide service access roads, which feed into arterial and collector streets at designated points, consistent with the adopted Transportation System Plan.

Ensure consistency with TSP.

~~17. Sign standards shall be designed to enhance the appearance of the City and provide for the advertising needs of the business community.~~

- ~~17.1. Signs shall serve as a marker for businesses.~~
- ~~17.2. Signs shall not become the focal point of the City.~~
- ~~17.3. Signs shall not occupy any portion of the right-of-way.~~

Signage requirements are more appropriate for the Development Code itself.

~~18. Shopping centers Commercial Development shall be attractive and pedestrian oriented, as required in the development code.~~

- ~~18.1. Retail shopping centers should be safe, comfortable and attractive environments, with convenient access, and designed for the safe and convenient movement of pedestrians and other non-auto transportation.~~
- ~~18.2. The Molalla Municipal Code shall provide standards for planting trees and other landscaping for all commercial development.~~
- ~~18.3. The City shall adopt a bicycle, pedestrian, and equestrian plan, which provides safe, convenient, and recreational activities throughout the City.~~
- ~~18.4. Shopping centers shall have pedestrian ways with attractive landscaping.~~
- ~~18.5. Lighting in the shopping area shall be attractive and allow for safe ingress and egress from the shopping area into the parking lot.~~

Replace with reference to the development code, which has detailed requirements.

~~19. A sufficient number of locations should be made available for shopping centers and other commercial activities as the urban area population increases.~~

- ~~19.1. Provide adequate lands along major arterials:~~

Remove; land availability addressed elsewhere.

~~20. Commercial establishments shall be landscaped and maintained and provide off-street parking for employees, customers and access of delivery of goods.~~

Remove; design addressed elsewhere.

21. Shopping areas should be pleasant environments to live near and to do business within:
- a. They should not be designed in a manner only to attract attention. Buildings need not be painted in an offensive manner or have obtrusive signs to secure their share of the shopping public. In fact, the reverse trend tends to be the case, with centers providing a pleasant shopping environment often being more prosperous.
 - b. Commercial development demands special consideration in terms of traffic. The City must balance the needs of both the commercial and non-commercial sectors of the community in reviewing proposed development and considering the traffic impacts that will result.
- Duplicative of earlier policy about commercial areas.
- c. All commercial districts are planned in the form of centers or complexes rather than as a strip development along major streets.

Remove, design addressed elsewhere. Vague language.

Central Business District Goals and Policies & Community Planning Areas

Remove references to “Community Planning Areas” but keep section related to the CBD. Introductory information is updated below. This section has been moved to be a subset of Commercial Development

The Central Business District (CBD) and potential Community Planning Areas (CPA) provides for mixed retail, service and residential uses with a strong pedestrian orientation and respect for Molalla’s history.

The Central Business District (downtown area) is located in an approximately twelve-square-block area divided by state Highway 211 running east and west, and by Molalla Avenue running north and south. The area is bound on the east, north and south by residences, and to the west by a large industrial complex. For this reason the City has developed with this Comprehensive Plan the tools to provide the necessary elements to help the CBD to thrive. The CBD consists of small shops offering a variety of merchandise and unique shopping experiences. ~~The CBD can accommodate uses such as office, theatres, restaurants, bicycle sales and repair, sports related activities and stores, fly tying shops, gun shops, boat sales, and repair activities. These shops should enhance the City’s concept as a “Recreational Community”.~~

~~Many of the older buildings have undergone an exterior and interior upgrading which has done much in improving the overall appearance of the core area. Much of the “facelift” of the older commercial structures as well as the new construction has been voluntarily done in theme lending itself to the recreational concept. There is broad community support for the continuation of remodeling and new construction as indicated by letters from various community organizations and the City’s desire to become a recreational center.~~

~~Many new stores and buildings have been placed in the CBD and a great deal of redevelopment and remodeling has occurred, while maintaining the historic feel of older buildings.~~

Parking is a big concern for the CBD. As the vacancy rate goes down a need for additional parking becomes evident. The City is working on new ways to increase the amount of signage showing additional downtown parking as well as searching for ways to provide additional parking areas. The City is currently seeking funding for a downtown revitalization plan. This plan will give the City the ability to identify potential downtown parking areas. The goal and policy framework for the CBD and potential future CPAs are outlined below:

Outdated text, not necessary in Comprehensive Plan

Downtown Development Central Business District Goal:

To protect and ~~insure~~ ensure the permanency of the Central Business District (CBD) as a vital economic base and to maximize customer access and exposure, and convenience.

Rephrase, use “ensure.”

Downtown Development Central Business District Policies:

Selective updates recommended to this section.

The *Molalla Downtown Plan* (Cogan Owens Cogan, 2007) includes detailed policies and implementation measures to revitalize the Central Business District (CBD). The following policies apply in conjunction with Downtown Plan policies when making land use decisions in the CBD.

1. Within the CBD alleyways ~~should~~ shall be maintained and used as pedestrian walkways, for rear entrance delivery and/or customer access.
2. Downtown commercial development shall be encouraged through the reduction of truck traffic through the downtown core area.
3. Bicycle and pedestrian access to the CBD from the surrounding areas should be improved.
 - 3.1. Secure and safe bike storage areas should be considered.
 - 3.2. Sidewalk and street activity that will stimulate pedestrian traffic should be encouraged.
4. The City shall consider incentives to preserve historically significant buildings in the Downtown Core.
5. Commercial development should be based on the following goals, guidelines and principles:
 - 5.1. Separation of pedestrian and through motor vehicle traffic.
 - 5.2. Grouping of retail opportunities conducive to pedestrian shopping movement.
 - 5.3. Convenient, identifiable and accessible parking.
 - 5.4. By-pass industrial traffic around commercial areas, particularly the CBD.
 - 5.5. Improve CBD shopping environment and amenities.
 - 5.6. Provide for CBD growth needs.
- ~~6. The look and feel of the CBD commercial area shall be protected and maintained by encouraging CBD compatible businesses as defined below to locate or expand within or adjacent to that area~~

identified as the CBD:

Duplicative

- 7. ~~A concerted effort should be made to revitalize the central business district through rehabilitation or redevelopment of existing areas. The City shall encourage and identify new businesses to occupy the CBD in order to create an active and vibrant district. Encourage and identify new businesses that enhance the Central Business District.~~

Reworded for clarity and emphasis on the end-state.

- 8. The central business district shall provide a variety of services; cultural, recreational, social, professional and governmental activities.

Separated unrelated policies, renumbered.

- 9. The history of Molalla ~~should~~ shall be a consideration in a redevelopment opportunities as well as event promotion.

Correction of typo

- 10. ~~The City shall encourage new businesses to promote the City’s recreational theme, services of all types, medical and dental offices, federal, state, and city offices to enhance the CBD of Molalla.~~

Unnecessary.

- 11. Through the Molalla Municipal Code the City shall place specific criteria upon new development and redevelopment in the CBD, which matches the style found in the early 1900s.

- 12. The CBD shall have adequate parking that is well lit and visually attractive. ~~The City shall encourage unique shops and restaurants in the CBD.~~

- 13. The City shall encourage unique shops and restaurants in the CBD.

Broke previous Policy 11 into two policies. Renumbered.

- 14. Kiosks should be encouraged in the downtown area to increase shopping convenience and public awareness of downtown facilities and services.

~~Community Planning Area Goal:~~

~~Provide for higher density mixed-use development within designated community planning areas:~~

Staff notes that “Community Planning Areas” are not specifically designated; likely a recommendation from a prior planning effort that were not fully adopted. Recommend removing.

~~Community Planning Area Policies:~~

- 1. ~~The Community Planning Area (CPA) designation may be applied to create pedestrian-oriented, mixed use centers near the Central Business District.~~

2. ~~CPA plan designations shall be implemented through the establishment of a zoning district that includes the following:

 - 2.1. ~~Provisions that reduce off-street parking requirements;~~
 - 2.2. ~~Development and design standards for buildings, streets and public spaces that are oriented toward the pedestrian not excluding the automobile;~~
 - 2.3. ~~Concentration of housing near the downtown where all sorts of services are available;~~
 - 2.4. ~~Provisions for public and private amenities (including parks, plazas, and other facilities to support the higher densities and mixed use development);~~
 - 2.5. ~~A multi-modal circulation system that links uses of bus, bicycle, carpool/vanpool, and shuttle services with pedestrians; design review standards.~~~~
3. ~~A wide range of housing types shall be authorized within CPA, including but not limited to small lot single-family residential detached, attached single-family residential, townhouses or row houses, ancillary dwelling units, garden apartments, mid-rise apartments, high density apartments, student housing, senior housing, and housing above retail and office space~~
4. ~~Those areas included in a CPA shall transition the type and density of new housing to be compatible with the established area at such time one is developed.~~
5. ~~Future population expansions shall include additional community planning area zones to maximize densities while providing the public with unique concepts.~~
6. ~~CPAs are intended to preserve and enhance the historic, open space, and architecture qualities of the historic nature of the area. In addition to general standards in the zoning ordinance, all development within CPA shall comply with specific design standards aimed at preserving the historic and architectural character and qualities of the area.~~
7. ~~The development of housing shall allow for the retention of lands for open space and recreation within the planning area, encourage the preservation of trees within developments where possible, and be consistent with goals and policies of this Plan.~~
8. ~~Industrial uses shall be moved, when feasible, from this area to the southwest section of the City.~~

Small Scale Commercial and Mixed Use Development

1. ~~In addition to larger-scale CPAs, The City shall incorporate minor commercial activities to reduce energy and enhance Molalla's quality of life.~~
2. ~~Minor commercial activities, which are compatible with residential uses, shall be dispersed allowed throughout the planning area City to serve residents the public and conserve energy resources.~~
3. ~~Minor commercial activities shall be reviewed by the Planning Department to ensure the integrity of the residential zone is not impaired Development Code requirements are met.~~

Removed references to "Community Planning Areas" and updated language.

Industrial Development

Industrial employment is an important component of the City’s economy and accounts for roughly half of Molalla’s projected economic growth over the next 20 years. Sites for future industrial growth have specific needs which may include:

- Site sizes ranging from small (less than 1 acre) to large (greater than 10 acres)
- Flat sites with little topography
- Access to highways and rail facilities
- Availability of City and private utilities

When discussing the attraction of new industry, it should be pointed out that industry has several criteria on which it bases selection of location. Among these are:

- ~~adequate site size;~~
- ~~relatively flat topography;~~
- ~~good access to highways or railroads to facilitate the transporting of raw materials and finished products;~~
- ~~compatibility with adjacent or nearby residential and commercial development;~~
- ~~the availability of housing for managers and workers;~~
- ~~the availability of water and sewer service;~~
- ~~the availability of utilities such as storm drainage and gas, electricity and telephone; and~~
- ~~the availability of advanced technology communications infrastructure.~~

Replace narrative with text from EOA.

Industrial Comprehensive Plan Designations and Zoning

The Comprehensive Plan Map indicates where industrial development will be ~~encouraged~~ permitted. Industrial areas are planned for the economic benefit of the City and located ~~so as~~ to minimize impacts to residential development. The City shall continue to provide sufficient ~~enough~~ industrial land to support future growth to optimize its chances for industrial development. Providing land for light industrial development, as a buffer between heavy industrial and commercial or multi-family development is priority. ~~The City, by providing a healthy amount of industrial lands, is proving its support to bring industrial development to the City of Molalla.~~

To meet the needs of the present and future residents of Molalla and the surrounding area for industry and to comply with state and local goals and the policies established to implement those goals, the following are established to provide a suitable quantity and quality of land in the most beneficial locations for each industrial development in the City of Molalla.

Updated narrative for clarity

- **Light Industrial District (M-1):** Light industrial (M-1) areas are designated for non-polluting

industries, which are generally compatible with residential and commercial activities. ~~The light industrial concept for future development is envisioned in areas primarily west of the current City limits. Larger parcels have been designated in this location to attract industries that require greater land areas for the operation, or for several industries to cooperatively design an industrial park. The location of the land designated for light industrial use is based on existing industrial uses, proximity to public services, highway access and the goals and policies of the plan to utilize land for industrial use which meets the needs of those industries most likely to locate in Molalla.~~

Unnecessary detail, specifics may change over time.

- **Heavy Industrial District (M-2):** Heavy Industrial (M-2) uses include manufacturing, fabrication and processing, bulk handling, storage, warehousing and heavy trucking. Most heavy industrial uses are incompatible with residential and commercial uses.

Industrial Development Goals and Policies

Industrial Development Goal:

To develop a diverse industrial base offering an increasing number a range of employment opportunities.

Consider replacing “increasing.”

Industrial Development Policies:

1. ~~The City shall establish and maintain a competitive short-term and long-term supply of employment land, in readily developable sites. The City shall provide suitable industrial sites to maintain and attract a diversified industrial base.~~

Replaced with wording from EOA recommendation.

2. The City shall prioritize serving key industrial areas and sites in the Transportation System Plan and Capital Improvement Plan.
3. The City shall inventory properties that might be good opportunity sites for potential public/private catalyst projects.
4. The City shall evaluate assisting in wetland mitigation to increase developable land inventory, including creating or partnering in a wetland mitigation bank
5. The City shall support clean up and utilization of identified brownfield sites

New policies from EOA.

6. ~~The City shall provide~~ Provide for developments that, ~~whenever possible,~~ will allow residents of the City of Molalla to work in Molalla and not have to seek employment in other areas.

Remove “whenever possible.” Consider combining with overall goal about local employment opportunities for residents.

7. The City shall locate industrial ~~Industrial land should be located~~ to take advantage of Highway

access or rail transportation that is available where such sites exist.

- 8. ~~To minimize impacts on Clackamas County’s agricultural land base, Class I agricultural soils shall be preserved outside the UGB. At the same time, it is important that industrial lands be located in relatively flat areas, which have suitable soils and that are free from flooding dangers.~~

UGB policies are a better fit for another part of the comprehensive plan.

- 9. The City shall protect industrial lands from being converted to commercial uses by prohibiting or significantly limiting commercial uses in industrial land in the M-1 (Light Industrial) and M-2 (Heavy Industrial) zones.
- 10. The City shall designate industrial land on the Comprehensive Plan map limiting the impacts to citizens in the community and the Molalla Municipal Code shall establish standards to reduce impacts on other areas.
- 11. ~~All industries shall meet federal, state and local environmental quality standards.~~

Not needed as a policy in this chapter. If retained, it would be more appropriately included under the Air, Land and Water Quality goal.

- 12. ~~The City shall attract and accommodate both labor intensive and land intensive industrial activities:~~

~~12.1.—The City shall establish an industrial area that has limited impact on citizens of the community:~~

Purpose is unclear. 8.1 is duplicative of earlier policy. Recommend removing 8 altogether.

- 13. ~~Ensure Molalla’s planning area contains adequate amounts of industrial lands for projected growth:~~

Remove, duplicated elsewhere.

- 14. ~~Land use designations within the Molalla Planning Area shall be designed to accommodate projected industrial growth and population densities through at least the year 2030:~~

Remove, duplicated elsewhere.

- 15. ~~The UGB may be expanded to ensure adequate lands for industrial development through 2034:~~

Remove, duplicated elsewhere. UGB expansion a better fit for other comprehensive plan sections.

- 16. ~~Encourage “non-polluting industry” development:~~

Define or remove?

- 17. ~~Designate large areas of land together for several industries to cooperatively design an industrial park:~~

Was this done or is this still needed?

18. ~~Maintain a light industrial zone, which eliminates excessive noise, smoke, odor, dust, and gas.~~

Not needed.

19. The City shall work with existing employers to move industrial development to the southwest section of Molalla. By placing all industrial development in the southwest corner of the City the citizens will have a reduced possibility of odor since the southwest wind blows away from the City.

Still needed or was this done?

20. ~~The City’s development code shall require buffers and mitigation of impacts where industrial land abuts residential land. Both residential and industrial development shall be responsible for minimizing impacts in areas where residential uses border industrial.~~

Reword/combine with a design and buffer policy.

21. ~~Sufficient vacant industrial lands with a diversity of sizes, types, and service levels for future industrial development shall be designated on the comprehensive plan/zoning map.~~

Remove; duplicated elsewhere.

22. ~~Publicly owned lands shall not be given a competitive advantage over private ownership through governmental land use regulations.~~

Unclear – is this still relevant? Suggest deleting.

23. ~~Industrial areas should be set aside primarily for industrial activities. Other supporting uses, including some retail uses, may be allowed if limited to sizes and locations intended to serve the primary uses and the needs of people working or living in the immediate industrial areas~~

Remove; duplicated elsewhere.

24. Industrial developments are subject to development standards relating to setbacks, landscaping, signs, exterior lighting, parking, building height, massing and visual impacts, and architectural styles and outside storage.

25. Molalla shall provide a suitable site within its UGB to allow large scale agricultural or nursery processing industries to locate within the City.

Still a priority?

26. ~~Industrial areas that are located adjacent to arterial streets or to residential areas should be controlled through site plan review and buffer zones so as to minimize the impact of industrial uses.~~

Combine with other residential buffer policies.

Review of Development Code

City of Molalla Economic Opportunities Analysis

DATE February 5, 2025

TO City of Molalla

FROM Andrew Parish, AICP

CC Brendan Buckley, Johnson Economics

INTRODUCTION

This document is intended to provide recommendations related to the City of Molalla’s development code to implement the findings and recommendations of the 2024 Economic Opportunities Analysis (EOA). This draft contains high-level comments and code recommendations, in some cases including specific code examples. Adoption of development code changes is expected to occur at a later date.

Comments are provided in-line below in blue boxes.

Title 17: Development Code

17-2.1 Establishment of Zoning Districts

A. Residential Districts...

No changes to this section are recommended as part of the EOA, however recommended policies in the EOA include supporting availability and affordability of housing, as well as siting of daycare facilities in residential districts, as workforce development priorities.

- B. Commercial Districts (C-1 and C-2). Commercial zoning districts accommodate a mix of commercial services, retail, and civic uses, with existing residences permitted to continue, and some new residential uses permitted. Two commercial zoning districts, one for the central commercial/traditional downtown area (C-1, Central Commercial) and one for the general commercial (C-2, General Commercial) area, provide for the full range of commercial land uses within the City. The zoning district regulations are intended to promote the orderly development and improvement of walkable commercial areas; facilitate compatibility between dissimilar land uses; provide employment opportunities in proximity, and with direct connections, to housing; and to ensure efficient use of land and public facilities.

No changes recommended.

- C. Industrial Districts (M-1 and M-2). Industrial zoning districts accommodate a mix of intensive and less intensive uses engaged in manufacturing, processing, warehousing, distribution, and similar activities. Two industrial zoning districts, one for Light Industry (M-1, Light Industrial) and one for Heavy Industry (M-2, Heavy Industrial) provide for the full range of planned

industrial land uses within the City. Both districts are intended to provide for efficient use of land and public services, provide a high quality environment for business, offer a range of parcel sizes and locations for industrial site selection, avoid encroachment by incompatible uses, provide transportation options for employees and customers, and facilitate compatibility between dissimilar uses. The Heavy Industrial district additionally provides suitable locations for intensive industrial uses, such as those with processing, manufacturing, assembly, packaging, distribution, or other activities.

No changes recommended.

D. Public Facilities, Semi-Public District (PSP). See also Chapter [17-2.2](#) Zoning District Regulations and Chapter [17-2.3](#) Special Use Standards. The Public Facilities, Semi-Public (PSP) district provides for public and semi-public uses, including, but not limited to, schools, government offices, fire stations, police stations, libraries, public works yards, reservoirs, and other public facilities, consistent with adopted public facility master plans.

No changes recommended.

Table 17.2.2.030 Uses Allowed by Zoning District

Overall minor edits suggested. Target industries from EOA appear to be appropriately reflected in use table.

B. Public and Institutional Uses

Uses	Residential Zones				Commercial Zones and Industrial Zones				Public Use	Special Use Standards
	R-1	R-2	R-3	R-5	C-1	C-2	M-1	M-2	PSP	
Child Daycare Center	CU	CU	CU	CU	P	P	CU	CU	N	

Child Daycare Center – consider allowing as a permitted use in more than just the C-1 and C-2 zones. Home childcare centers (which are typically smaller and are regulated differently by the State of Oregon) are currently allowed as home occupations in residential zones. Childcare is increasingly being seen as a workforce and economic development issue, and limitations on siting is an often-cited barrier.

C. Commercial Uses

Uses	Residential Zones				Commercial Zones and Industrial Zones				Public Use	Special Use Standards
	R-1	R-2	R-3	R-5	C-1	C-2	M-1	M-2	PSP	
Automotive Repair and Service, includes fueling station, car wash, tire sales and repair or replacement, painting, and other repair for automobiles, motorcycles, aircraft, boats, RVs, trucks, etc. (No junking, salvage operations)	N	N	N	N	N	P	P	P	N	

Fueling Station – consider allowing fueling stations as a permitted or conditional use in the C-1 zone. Investigate options and present to Council for further consideration. Fueling stations may be considered as a use to be permitted outright or under certain conditions, in conjunction with another use or alone.

D. Industrial and Employment Uses

Uses	Residential Zones				Commercial Zones and Industrial Zones				Public Use	Special Use Standards
	R-1	R-2	R-3	R-5	C-1	C-2	M-1	M-2	PSP	
Machine Shop, and Sales, Service and Repair of Machinery; except as allowed for Artisanal and Light Manufacture Uses. Must be wholly enclosed in buildings.	N	N	N	N	C-1	CU	CU	P	N	

Likely typo – change “C-1” to “CU”

Table 17-2.2.040.E Lot and Development Standards for Non-Residential Zones

Lists industrial zones as "I" rather than "M". Consider updating.
No substantive edits to table.

17.2-3 Special Use Standards

17.2.3.040 Artisanal and Light Manufacture Uses

No changes recommended.

17.2.3.120 Home Occupations

No changes recommended.

17-2.4.010 Support Commercial (SC) Overlay.

A. Purpose. The purpose of the Support Commercial (SC) Overlay District allows support commercial uses in designated transitional industrial areas. This zone is applied over the base M-2 Industrial District in those areas where small parcels are unlikely to be used for heavy industrial purposes.

B. Use and Dimensional Standards. The list of permitted and conditional uses, as well as the lot size and dimensional standards of the M-2 District shall apply to land within the SC Overlay District. This zone should allow for support type commercial uses which serve the industrial zone.

C. Minimum Lot Sizes. No lot shall be reduced to less than one-half acre in size.

This overlay is not applied currently, but the City wishes to keep it available in case rezoning of certain small industrial properties is infeasible.

17.3.1 Community Design Standards

17-3.1.020 Applicability

Division III's applicability is based on permit type, rather than use type. So provisions within Division III should be updated to reflect the desired standards for different types of employment land.

17.3.2 Building Orientation and Design

Staff has noted that as written, this section does not exempt Industrial developments, though most of the standards appear to be geared toward commercial and mixed use (commercial/residential) development. A separate section on industrial design standards is recommended.

17.3.2.040 ~~Non-Residential Buildings~~ Commercial, Mixed-Use, and Institutional Developments

Change title from "Non-Residential" to "Commercial, Mixed Use, and Institutional" to match contents. A separate Industrial section is recommended.

A. Purpose and Applicability. The following requirements apply to non-residential development, including individual buildings and developments with multiple buildings such as shopping centers, office complexes, mixed-use developments, and institutional campuses. The standards are intended to create and maintain a built environment that is conducive to pedestrian accessibility, reducing dependency on the automobile for short trips, while providing civic space for employees and customers, supporting natural surveillance of public spaces, and creating human-scale design. The standards require buildings placed close to streets, with storefront windows (where applicable), with large building walls divided into smaller planes, and with architectural detailing.

The following design standards should be considered for industrial uses:

- Purpose: The purpose of industrial design standards is to provide for flexibility in site planning for industrial uses while maintaining standards that improve the appearance of the City and protects neighboring properties from potential impacts.
- Height Step Downs: Transition height allowances from industrial areas to neighboring residential areas by requiring additional setbacks or "step-downs" in height for industrial uses in cases where the height of adjacent allowed industrial uses exceeds allowed residential district heights by more than one story.
- Outdoor Storage and Parking Location: Limit the amount of outdoor storage and parking between the right-of-way and buildings where industrial uses are adjacent to residential zones. Consider allowing more storage if appropriate screening is provided.
- Connectivity and Pedestrian Orientation: Require breaks in building façade, orientation toward sidewalks, pedestrian circulation through parking areas, lighting for walkways, and direct pedestrian access to

abutting transit facilities, parks, or other activity centers. Some of these requirements may overlap with or encompass similar standards applied to commercial and institutional uses.

- Incorporate basic landscaping requirements, including percent of site to be landscaped, location of landscaping, specified species, irrigation, etc. Use basic requirements applied in other land use districts.
- If non-industrial uses are allowed in residential zones, corresponding design standards for those uses applied in other zones also should be applied those uses if located in industrial zones.

Examples of Similar Standards:

City of Gresham 7.0320 Industrial Developments

City of Stayton: 17.2.230 Industrial Design Standards

17-3.5 Parking and Loading

Table 17-3.5.030.A Automobile Parking Spaces by Use

No changes recommended.

Table 17-3.5.040.A Minimum Required Bicycle Parking Spaces

No changes recommended.

17-5.1 Definitions

Industrial. Land use predominantly involving the manufacturing, storing, processing, and distribution of goods.

Consider adding “Industrial” as a definition. The above is worded similarly to the existing “Commercial” definition.

Exhibit E: Statewide Planning Goal Findings:

Applicable Statewide Planning Goals include Goals 1, 9, and 14. Goals 2-8, 10-13, and 15-19 do not apply.

Goal 1 – Citizen Involvement: Citizen involvement efforts thus met the Goal 1 requirements of being widespread, two-way, held throughout the process, easy to understand and respond to, and supported financially via the DLCDC grant. Efforts included:

- A public project page on the Molalla Current (<https://current.cityofmolalla.com/>) that provided timely updates on project status, key dates, public access to EOA documents, and opportunity for public comment and Staff response.
- Stakeholder interviews, including representatives from priority populations
- Three Technical Advisory Committee (TAC) meetings discussing draft documents, featuring decision makers and business representatives from the community.
- Discussions at six public meetings with Council and Planning Commission, including this one. Public meetings were publicized in accordance with the City’s Type IV procedures, as outlined in MMC 17-4.1.050 Type IV and State Law. Three public hearings were held, two prior to the adoption hearing, as an opportunity to gather public comment.

TECHNICAL ADVISORY COMMITTEE MEETINGS:

Date of Meeting	Description
2/21/2024	TAC Kickoff Meeting
6/19/2024	BLI Discussion
9/4/2024	TAC Meeting #3 – 2 nd Drafts Discussion

PUBLIC MEETINGS*:

Date of Meeting	Presiding Body	Description
4/4/2024	Joint Meeting - Planning Commission/City Council	Project Overview Discussion
7/24/2024	City Council	Work Session – BLI and EOA Draft Results – Target Industries Discussion
12/4/2024	Planning Commission	Public Hearing – Final Draft
1/7/2025	Planning Commission	Discussion of Large Site Needs
1/22/2025	City Council	Public Hearing Opened – Final Draft and Large Site Needs
2/12/2025	City Council	Hearing Continuance - Adoption of EOA, BLI, Goal 9 Comprehensive Plan Amendments

Goal 9 – Economic Development: Adoption of an Economic Opportunities analysis is a requirement of Goal 9 to set economic development priorities, examine their code, and ensure cities meet and maintain a 20 year land supply to meet their employment land needs. The proposed EOA was conducted in compliance with OAR 660.

Goal 14: The Economic Opportunities Analysis is the core component evaluating employment lands towards the City's efforts to maintain the urban growth boundary (UGB) to meet its 20-year land supply. The City has been long overdue for an update having last addressed the UGB and these associated plans over forty years ago. Once complete, the City will have both residential and employment lands studies complete on its way through the sequential UGB adoption process. The City is currently working with 3J Consulting to complete background UGB studies and will be passing efficiency measures and working towards adoption through early 2026.



CITY OF MOLALLA

Staff Report

Agenda Category: ORDINANCES AND RESOLUTIONS

Agenda Date: Wednesday, February 12, 2025

Submitted by: Mac Corthell, Assistant City Manager

Approved by: Dan Huff, City Manager

SUBJECT: Ordinance No. 2025-03: Parks, Recreation, and Trails Master Plan Adoption & Comprehensive Plan Amendment (Corthell)

RECOMMENDATION/RECOMMENDED MOTION:

I move the City of Molalla adopt Ordinance 2025-03, AN ORDINANCE OF THE CITY OF MOLALLA, OREGON ADOPTING THE 2025 PARKS, RECREATION, AND TRAILS MASTERPLAN AND ASSOCIATED COMPREHENSIVE PLAN AMENDMENTS, AND CONDUCT THE FIRST READING BY TITLE ONLY.

If Unanimous Move to Second Reading and Adoption:

I move the City of Molalla adopt Ordinance 2025-03, AN ORDINANCE OF THE CITY OF MOLALLA, OREGON ADOPTING THE 2025 PARKS, RECREATION, AND TRAILS MASTERPLAN AND ASSOCIATED COMPREHENSIVE PLAN AMENDMENTS.

BACKGROUND:

One component of the Comprehensive Plan in every city in Oregon is the Parks Master Plan. This plan sets the policies and capital plans for the City's Parks System over a 10-20 year planning horizon. The City's current Parks and Trails Master Plan was initially adopted in 2007 and updated in 2014. Due to the substantial growth experienced by Molalla since 2014, the existing plan is out of date and is thus in need of updating.

On 9/28/23 City Staff and Planning Consultant, Cameron McCarthy, held the kickoff meeting for a Parks Master Plan update. Since that time, the City and Planning Consultant have conducted extensive public engagement to include surveys, pop up engagements at multiple public events, a town hall, stakeholder interviews, regular meetings of a project advisory committee made up of community members and partner agencies, and multiple presentations and public hearings at City Council and Planning Commission meetings.

This evening, Planning Consultant, Cameron McCarthy presented the Parks & Trails Masterplan update and associated comments received from both the public at large, and the City's Planning Commission.

If adopted, Ordinance No. 2025-03 will replace the 2014 Parks Master Plan in Volume III of the Comprehensive Plan (functional plans) with the 2025 Parks Master Plan attached to the ordinance as Exhibit A, and the amendment language presented in Exhibit B will modify the existing Comprehensive Plan language.

ATTACHMENTS:

[Ordinance No. 2025-03 Parks Master Plan.pdf](#)



ORDINANCE NO. 2025-03

AN ORDINANCE OF THE CITY OF MOLALLA, OREGON ADOPTING THE 2025 PARKS, RECREATION, AND TRAILS SYSTEM PLAN AND ASSOCIATED COMPREHENSIVE PLAN AMENDMENTS.

WHEREAS, the existing Parks Master Plan, adopted in 2007 and updated in 2014, is outdated and no longer adequately reflects the current and projected needs of the community; and

WHEREAS, it is the policy of the City of Molalla per the Comprehensive Plan, to review the condition, quantity, and service levels of existing parks and recreation facilities by updating the Parks Master Plan;

WHEREAS, new opportunities for parkland acquisition and development have emerged, requiring updated strategies for land acquisition and preservation; and

WHEREAS, all notice requirements for adoption of an ordinance amending the comprehensive plan have been met; and

WHEREAS, the proposed amendments align with the goals and objectives of the Comprehensive Plan, specifically Goal 5: Natural and Historic Resources, Goal 8: Recreational Needs, Goal 9: Economic Development, and Goal 11: Public Facilities and Services; and

WHEREAS, public input has been gathered through community surveys, regular meetings of a community based project advisory committee, attendance and engagement at local events, a town-hall style meeting at the public library, and multiple public hearings at Planning Commission and City Council meetings, all of which has informed the development of this updated Parks Master Plan; and

WHEREAS, this updated Parks Master Plan incorporates best practices in park planning and design, ensuring the creation of accessible and all-inclusive parks and recreation facilities; and

WHEREAS, adoption of this ordinance amending the Comprehensive Plan and adopting the updated Parks Master Plan will serve the best interests of the community by providing a clear framework for the development and management of parks and recreation resources for years to come.

Now, Therefore, the City of Molalla ordains:

Section 1. Volume III of the 2014 Molalla Comprehensive Plan is hereby amended to reflect removal of the 2014 Update of the Parks, Recreation, and Trails Masterplan and addition of the 2025 Parks, Recreation, and Trail System Plan attached hereto as Exhibit A, and incorporated herein by reference.

Section 2: Volume I of the 2014 Molalla Comprehensive Plan is hereby amended in accordance with Exhibit B attached hereto, and incorporated herein by reference.

Section 3. Effective Date. This Ordinance shall take effect 30 days after enactment.

The First Reading was held on _____, and moved to a Second Reading by _____ vote of the City Council.

The Second Reading was held on _____ and adopted by the City Council on _____.

Signed this ____ day of _____ 2025.

Scott Keyser, Mayor

ATTEST:

Christie Teets, CMC
City Recorder

Exhibit A



Parks, Recreation, and Trails System Plan City of Molalla

DRAFT
December 26, 2024

Acknowledgments

Molalla City Council

Scott Keyser, Mayor
Jody Newland, Council President
RaeLynn Botsford
Leota Childress
Crystal Robles
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Ivor Davies Park

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ES Executive Summary

Introduction

The Parks, Recreation, and Trails System Plan is a guiding vision for parks, recreation, and trails in Molalla developed to inform both short and long-term planning. The plan documents the research, analysis, and public involvement process used to understand the existing park system and envision its future. This process resulted in a series of goals, actions, recommendations, and planned projects to guide the parks, recreation, and trails system for the next 20 years. The plan was developed in collaboration with staff from the City of Molalla, a project advisory committee, and community residents.

The plan guides the future development and management of parks and recreation system over the next 20 years. The plan includes:

- Inventory of conditions of existing parks, recreation, and trail facilities (Chapter 2)
- Assessment of community needs developed from the analysis of demographic data, recreation trends, population projections, and community input (Chapter 3)
- Long-range planning framework, including vision, goals, and recommendations (Chapter 4)
- Implementation tools including a list of planned projects, project cost estimates, and prioritization of planned projects (Chapter 5)

The executive summary includes highlights from the inventory, needs assessment, vision and goals, recommendations, and implementation components of the plan.

Existing Park System

Comprehensive parks, recreation, and trail system planning requires identifying and assessing existing facilities and amenities. This inventory process highlights system-wide strengths, needs, opportunities, and constraints and reveals under-served areas within the planning area, defined as Molalla's existing urban growth boundary (UGB). The inventory process includes considering park classifications, which helps ensure a balanced parks system that meets current and future community needs, as well as understanding activities occurring in each park and the condition of facilities and amenities.

The City currently owns and maintains 10 developed park facilities, which comprise 73.76 acres of parkland, and four undeveloped parkland areas, which comprise 13.46 acres (Table E.1 and E.2). The City also manages 1.43 linear miles of trails.

Molalla School District operates three schools and two independent recreational facilities that total approximately 84 acres. School district facilities provide active recreation opportunities to students when school is in session and may provide recreation opportunities to residents and visitors through shared use or facility rental agreements.

Molalla Aquatic District provides and manages an eight-lane, 25-yard indoor pool with programming as well as event space available for rent. The pool is located within the boundaries of the school district

Private organizations operate four recreation facilities comprising approximately 28 acres.

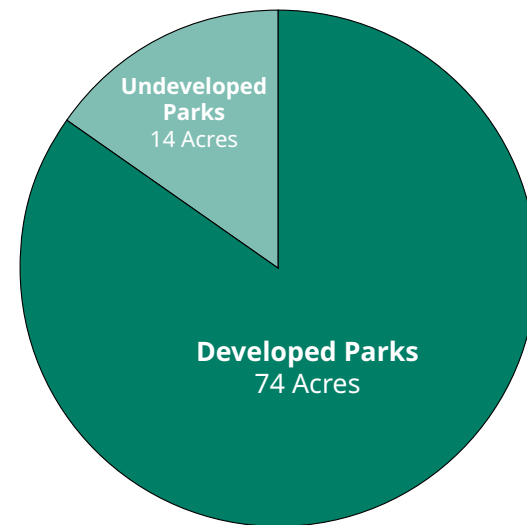
Nearby recreation facilities outside of the planning area include Feyrer Park managed by Clackamas County, and Molalla River Recreation Area managed by the Bureau of Land Management.

Table E.1 Park System Developed Facilities

DEVELOPED FACILITIES	
PARKS	ACRES
Mini Parks	
Odd Fellows Park	0.14
Rotary Park	0.44
Neighborhood Park	
Fox Park	1.96
Long Park	1.09
Strawberry Park	0.25
Community Park	
Clark Park	9.67
Special Use Park	
Molalla Skate Park	0.34
Sheets Field & Molalla BMX Track	3.39
Bohlander Field	14.01
Natural Area Parks	
Ivor Davies Park	42.46
TOTAL DEVELOPED PARK ACRES	73.76
TRAILS	MILES
Ivor Davies Walking Path	0.96
Bear Creek Byway	0.08
S Molalla Forest Road Trail	0.39
TOTAL TRAIL MILES	1.43

Table E.2 Park System Undeveloped Facilities

UNDEVELOPED FACILITIES	
PARKS	ACRES
Bear Creek Annex	0.91
Clark Park Annex	3.33
Chief Yelkus Park	6.85
Pioneer Cemetery	2.37
TOTAL UNDEVELOPED PARK ACRES	13.46



Strawberry Park

Park System Needs

The needs assessment synthesizes an analysis of recreation demand at the local, national, and state levels; a level of service analysis; and input gathered through community engagement methods, which included interviews, a focus group, events, and an online survey. Together, this data provides a view of community needs and the facilities, programs, and services that should be prioritized in the plan.

Enhance Existing Parks

Enhance existing parks through improved or new park facilities. Playgrounds and nature-based play are high priorities for the community. Water access is also desired to allow for more opportunities to fish and view wildlife. New and updated sports facilities were also identified as a priority to address the demand for facilities for soccer, softball, baseball, volleyball, and skateboarding.

Prioritize Access

Prioritize and increase access to park facilities for current and future residents of Molalla. To increase physical access, add new paved paths and unpaved trails to connect residents to park facilities, and follow accessibility best practices when updating and developing new facilities. To increase access for residents of all ages provide multi-generation facilities like picnic areas, outdoor exercise equipment, and sports facilities. To increase access for Spanish-speaking residents provide bilingual signs and communications across the park system.

Increase Maintenance

Increase the maintenance of park facilities. Keep restrooms clean and open. Fix and replace broken and outdated facilities, and increase maintenance staffing and funding.

Develop Park Facilities in Western Molalla

Add parks facilities to western Molalla. Western Molalla was identified as currently lacking in park facilities when compared to the rest of the city. Future parkland acquisition and park development is needed for this portion of the city.

Expand Parks System Resources

Expand park system development and funding resources. Require new development of sufficient size to dedicate parkland and fund development. Update park system development charge rate methodology periodically as the city's population grows.



Engagement at Molalla Farmers Market

Envisioning the Future of the Park System

Vision Statement

The City of Molalla provides a range of park and recreation facilities that welcome and serve residents and visitors. Park experiences are accessible to all ages and abilities, highlight local history and natural features, build relationships, promote health, and contribute to Molalla's flourishing community.

Goals

1. Improve existing and develop new facilities
2. Increase service and connectivity to improve access and inclusion
3. Leverage parks to promote a vibrant and resilient community
4. Conserve natural resources and increase environmental stewardship
5. Expand available resources for improvements

Implementation Tools

Planned Projects

Proposed projects included were identified and selected based on the needs assessment, which synthesized findings from:

- Inventory of existing facilities
- Demographic and recreation trends
- Community input
- City staff input
- Geospatial analysis
- The 2014 Parks, Recreation, and Trails Master Plan
- Other relevant plans and policies

Prioritization

Projects included in the plan were evaluated based on considerations of the following information sources to determine a prioritization schedule:

- Planning documents and tools
- Geographic distribution
- Project Advisory Committee and City staff feedback
- Maintaining existing facilities

Each project is prioritized based on a high, medium, and low prioritization schedule.

- High-priority projects are planned for the first five-year planning period, through 2030;
- Medium-priority projects are planned for the second five-year planning period, through 2035;
- Low-priority projects are planned for the third planning period, through 2045.

Project Costs

Detailed cost estimates were developed for each project. Additional detail is provided in the 2025-2045 Capital Improvement Plan included in the appendices. The operations and maintenance section includes estimated costs for the operation and maintenance of additional parkland as it is added to the system.

The parks, recreation, and trails system will increase in acreage over the planning period. To maintain the current level of service and number of facilities per resident benchmarks the City will need to acquire and develop approximately 44 acres of parkland by 2045. Table E.3 presents a summary of the proposed projects categorized by site and priority level. Total costs for planned projects are estimated to be approximately \$14,683,600. The plan includes:

- \$4,584,300 in funding for high priority projects (2025-2030)
- \$7,642,800 in funding for medium priority projects (2030-2035)
- \$2,456,500 in funding for low priority projects (2035-2045)

Funding

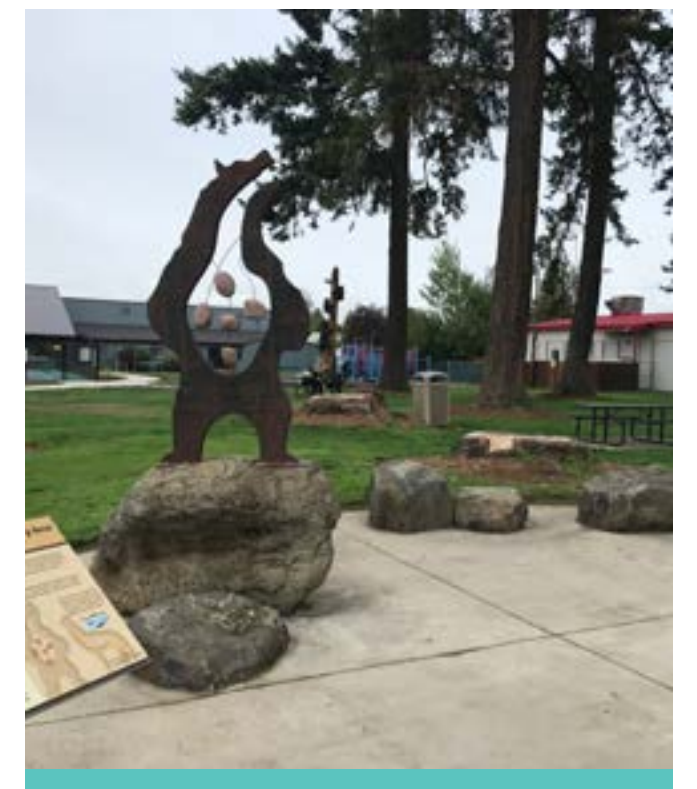
Park system improvement actions have been historically funded by the General Fund, which relies on property tax revenue, and the Parks SDC Fund. The plan discusses anticipated funding sources as well as recommendations for leveraging resources, including:

- System development charge updates
- Land dedication
- Grants
- General obligation bonds
- Local option levy (or serial levy)
- User fees
- Partnerships and relationships

Conclusion

The City recognizes that park facilities are essential to Molalla residents' physical and mental health. Recreational tourism and social connections that grow from recreating and gathering in parks are also key for supporting the local economy and promoting a sense of community.

The 2024 Molalla Parks, Recreation, and Trails System Plan is a guiding document to achieve the community's future park system vision. The plan's goals, recommendations, projects, and priorities aim to improve quality of life for Molalla's existing residents and its growing and diversifying population.



Public art at Long Park

Table E.3 Planned Projects & Prioritization Schedule

ID/ Phase	Project Title/Description	High	Medium	Low
		FY 2025-2030	FY 2030-2035	FY 2035-2045
P1	Odd Fellows Park			
Phase 1	Install paved path through the site.	\$122,600	-	-
Phase 2	Install additional site furnishings, including picnic tables, benches, trash/recycling collection, and bike racks.	-	\$32,300	-
Phase 3	Install irrigation and landscape improvements.	-	-	\$36,200
P2	Rotary Park			
Phase 1	Install water fountain/spigot.	-	-	\$29,500
P3	Long Park			
Phase 1	Replace stage cover and add accessible ramp and electrical outlet. Install additional site furnishings, include benches and trash/recycling bins.	\$541,000	-	-
Phase 2	Replace existing playground.	-	\$298,900	-
Phase 3	Remove dying trees and replace with additional trees, shade structures, and/or park features.	-	-	\$17,600
P4	Strawberry Park			
Phase 1	Install a shade structure.	\$24,700	-	-
Phase 2	Install water fountain and bike racks.	-	\$26,900.00	-
P5	Clark Park			
Phase 1	Upgrade declining facilities, playgrounds, picnic shelters, and field facilities.	\$1,252,700	-	-
Phase 2	Pave the north parking lot, add lighting, include ADA accessible spots and install bike racks.	-	\$418,800	-
Phase 3	Install additional benches and picnic tables.	-	-	\$29,200

Table E.3 Planned Projects & Prioritization Schedule

ID/ Phase	Project Title/Description	High	Medium	Low
		FY 2025-2030	FY 2030-2035	FY 2035-2045
P6	Fox Park			
Phase 1	Pursue extended lease or purchase or purchase of park land. Replace toddler play structure.	\$151,400	-	-
Phase 2	Replace bathroom and increase ADA accessibility in the park by paving paths between the parking lot, bathroom, picnic shelter and playgrounds.	-	\$507,900	-
Phase 3	Install additional site furnishings, including benches, picnic tables, trash/recycling collection, and bike racks.	-	-	\$31,500
P7	BMX Track and Sheets Field			
Phase 1	Increase parking and create a path connection to Chief Yelkus Park.	\$82,200	-	-
Phase 2	Improve field drainage by replacing grass and subgrade profile, adding a sub-grade drainage system. Install bike racks.	-	\$284,400	-
Phase 3	Conduct public outreach to identify needs for bike park improvements.	-	-	\$25,000
P8	Bohlander Field			
Phase 1	Conduct concept plan process, including community engagement and planning-level cost estimate, to identify future park amenities and/or programming.	-	\$40,000	-
P9	Ivor Davies Park			
Phase 1	Repair paths and install wayfinding and educational signage and waste bins. Install parking lot and lighting.	\$357,700	-	-
Phase 2	Add benches and lighting along path and install picnic tables.	-	\$785,200	-
Phase 3	Add loop path around Shorty's Pond. Conduct feasibility study to rehabilitate pond for all-season use.	-	-	\$140,300

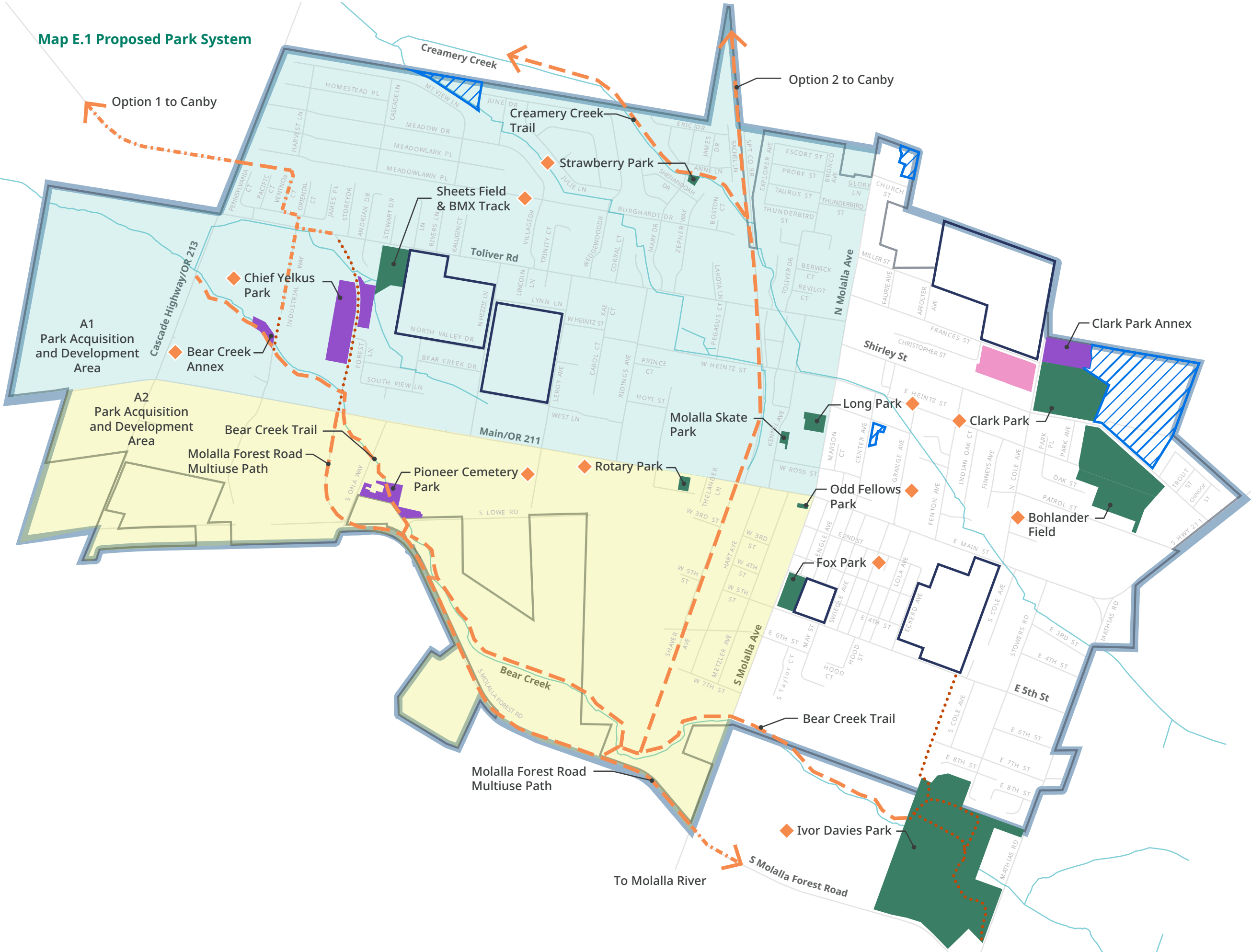
Table E.3 Planned Projects & Prioritization Schedule

ID/ Phase	Project Title/Description	High	Medium	Low
		FY 2025-2030	FY 2030-2035	FY 2035-2045
P10	Pioneer Cemetery			
Phase 1	Install educational/wayfinding signage and a dog waste bag dispenser.	\$55,700	-	-
Phase 2	Restore and improve creek habitats, allowing for water access.	-	\$46,800	-
Phase 3	Upgrade parking lot, adding ADA parking spots, and install a walking path system.	-	-	\$96,000
P11	Chief Yelkus Park			
Phase 2	Construct boardwalk and concrete paths. Install site furnishings (benches, picnic tables, signage). Construct wetland enhancements. Construct path continuation to connect P8.3 to P11.1 path work.	\$982,300	-	-
Phase 3	Develop remainder of east portion of site.	-	-	\$1,193,400
P12	Bear Creek			
Phase 1	Design and install water access and wildlife viewing areas.	-	\$48,400	-
A1	Future Neighborhood Park Acquisition (west)			
Phase 1	Acquire land for a 1-to-5-acre park.	\$500,000	-	-
Phase 2	Conduct concept plan process, including community engagement and planning-level cost estimate.	\$75,000		
A2	Future Community Park Acquisition (west)			
Phase 1	Acquire land for a 10-to-15-acre park.	-	\$1,500,000	-
Phase 2	Conduct concept plan process, including community engagement and planning-level cost estimate.	-	\$150,000	-
T1	Bear Creek Trail			
Phase 1	Construct trail along Bear Creek.	\$292,600	-	-
T2	Creamery Creek Trail			
Phase 1	Construct trail along Creamery Creek.	\$76,400	-	-
T3	Molalla Forest Road Connection			
Phase 1	Construct trail along S. Molalla Forest Road.	-	\$1,372,400	-

Table E.3 Planned Projects & Prioritization Schedule

ID/ Phase	Project Title/Description	High	Medium	Low
		FY 2025-2030	FY 2030-2035	FY 2035-2045
T4	Molalla Rail Trail			
Phase 1	Construct multi-use path along former railroad.	-	\$2,060,800	-
T5	Molalla-to-Canby Connection			
Phase 1	Partner to construct cycling trail connection to Feyrer Park, east.	-	-	ND
S4	Signage and Site Furnishing Standards Plan			
Phase 1	Develop a systemwide guiding document for standardized parks signage and site furnishings.	\$40,000	-	-
S9	Sports Fields Feasibility Study			
Phase 1	Conduct feasibility study for developing sports field at City-owned and/or -leased property (e.g. Clark Park Annex, Molalla Aquatic District land).	\$30,000	-	-
S10	Amphitheater Feasibility Study			
Phase 1	Conduct feasibility study for developing covered amphitheater on park property.	-	\$40,000	-
S11	Skate Park Feasibility Study			
Phase 1	Conduct feasibility study for developing skate park with furnishings (signage, receptacles, benches, bike racks).	-	\$30,000	-
Phase 2	Develop skate park with furnishings (signage, receptacles, benches, bike racks).	-	-	\$857,800
TOTAL		\$4,584,300	\$7,642,800	\$2,456,500

Map E.1 Proposed Park System



LEGEND

- City Limits
- Urban Growth Boundary
- Streets
- Streams

Existing Facilities

- City Park Facility
- Aquatic District
- School District
- Private Land
- Trail

Proposed Facilities

- Proposed Parkland
- Park Acquisition and Development Area 1
- Park Acquisition and Development Area 2
- ◆ Park Facility Development
- Trail / Path Development
- On-Street Connection



01 Introduction

VISION STATEMENT

- *The City of Molalla provides a range of park and recreation facilities that welcome and serve residents and visitors. Park experiences are accessible to all ages and abilities, highlight local history and natural features, build relationships, promote health, and contribute to Molalla's flourishing community.*

Background

Molalla is in the eastern Willamette Valley between Portland and Salem. Since the 1990s, Molalla has experienced significant residential growth. The increase can be largely attributed to Molalla's proximity to Oregon City, Portland, and Salem along with revitalized natural resources and commerce sectors. Molalla has become recognized for its rural lifestyle, the area's natural environment, recreation opportunities, and tourism.

Some examples of these improvements include new playground equipment at Strawberry Park and Fox Park, three new pickleball courts at Long Park, a new disc golf course at Ivor Davies Park, and ADA paths in Clark Park.

Planning for the future, the City has also completed pre-design studies and a concept design for Chief Yelkus Park, a future 6.85-acre park on the west side of the City. The City has also begun negotiations to acquire the abandoned railroad right-of-way, running north to south through the center of the City, for use as a multi-use path.

City Achievements

Since the last Parks, Recreation, and Trails Master Plan, the City has made significant improvements across the current parks system.



Chief Yelkus Park property

Planning Process

The Parks, Recreation, and Trails System Plan was developed in collaboration with City staff and local residents. The plan and its appendices document the research, public involvement process, and analysis that supported the planning process and the resulting needs and recommendations. The process follows the approach and standards set by the National Recreation and Parks Association (NRPA). The plan provides a framework to guide the park and recreation system over the next 20 years by illustrating the system's needs and providing recommendations to meet those needs.

Phase 1 Inventory and Analysis:

This phase involves an inventory of existing parks and recreation facilities owned and operated by the City, the school district, and private operators. Facilities are identified and assessed for general conditions, existing improvements, and needed maintenance or improvements.



Phase 2 Needs Assessment:

This phase involves an assessment of community needs through the identification of key indicators from demographic data, recreation trends, and community input. Population growth, demographic characteristics, and recreation participation trends help identify facilities needed by current and future residents. Population projections are used to determine the current and future level of service provided by the system. Level of service is typically expressed as a ratio of developed parks, trails, and open space per 1,000 residents.



Phase 3 Vision and Recommendations:

This phase involves the development of a planning framework for the plan, including a vision, policies, and recommended actions. Actions are captured in plans for operations and maintenance, programming, capital improvements, and land acquisition. The Capital Improvements Plan (CIP) identifies capital improvement projects for 2025-2045 and prioritizes projects for the first five years of the plan. The CIP is based on current needs. The land acquisition plan looks at the longer 20-year planning term to determine parkland needs to serve a growing population.



Phase 4 Implementation and Funding Strategies:

This phase includes the identification of potential sources and methods for acquiring funding for development, maintenance, operations, and general improvements.



Phase 5 Plan Refinement and Adoption:

This phase incorporates feedback and refinement from city staff and the Project Advisory Committee based on a review of the draft plan, which is used to prepare the final plan for adoption by City Council.



Playground at Clark Park

Community Outreach and Engagement

Between April and August of 2024, the project team engaged with the local community and stakeholders in Molalla through a community outreach plan. Engagement was conducted via interviews, a focus group, community events, and an online survey. Detailed summaries of community outreach events are included in the appendices.

Interviews

The City of Molalla and the project advisory committee developed a list of key stakeholders who were interviewed by phone. Interviewees were asked about their relationship to and perspective on parks and recreation in Molalla. Interviewees also shared feedback and visions for the future of the parks, recreation, and trails system. Representatives from the following organizations were interviewed:

- Ant Farm
- Hacienda CDC
- Molalla Buckeroo Association
- Molalla River BMX
- Molalla River Watch
- Molalla Youth Sports

Focus Group

One focus group was held with residents of the Plaza Los Robles housing community on April 10, 2024. The focus group was conducted in Spanish and designed to gather perspectives from local demographic groups often underrepresented in public input, including Hispanic/Latino residents, English as a Second Language speakers, and low-income households. The focus group included 15 participants, most of whom were women.

Community Events

Community input was gathered between April and June 2024 at three events: the Molalla High School Career Fair, Molalla Farmers Market, and a Music in the Park event at Fox Park. Participants voted on their five favorite amenities and top budget priority and provided general comments on parks and recreation facilities. More than 280 people provided input through these events.

In August, events at the Molalla Public Library and Plaza Los Robles gathered more feedback on needs assessment findings, draft goals, and geographic priorities for acquisition and development.

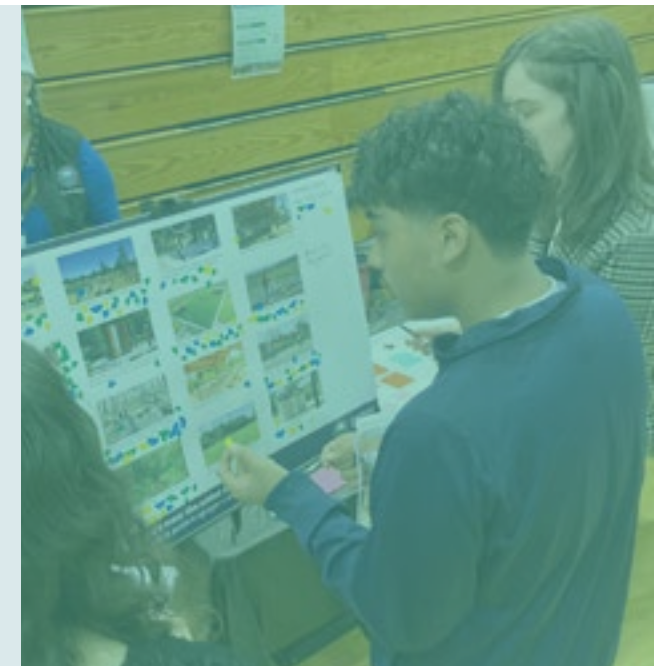
Online Survey

A survey was shared via the city's engagement website, The Molalla Current, from April to June 2024. The survey received more than 430 responses and asked for feedback on the current parks, recreation, and trails system; suggestions for facility improvements; and priorities for future investment.

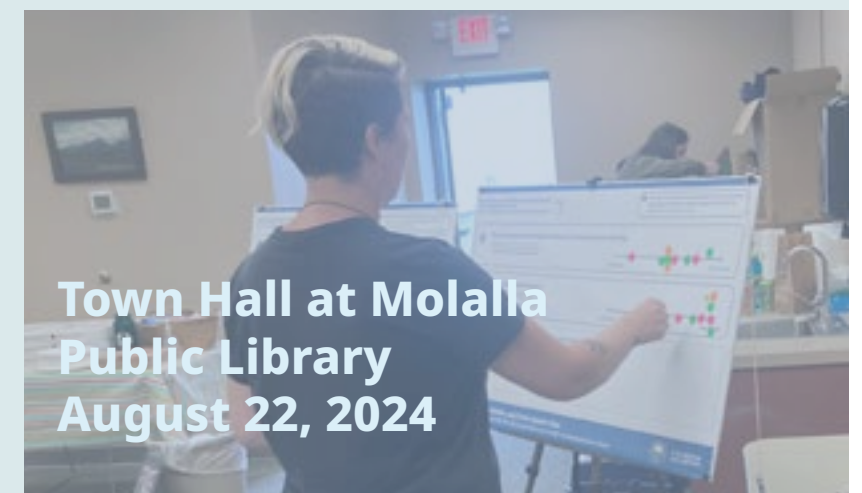
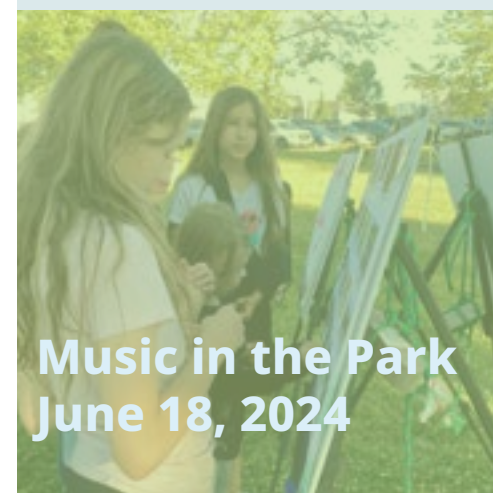


There should be a combined area for wayfinding where people can easily locate amenities. Among all the parks, there should be a variety of facilities available.

Answer to question "What would your ideal park system be like?" by Hacienda CDC representative



- 6 Interviews
- 1 Focus Group
- 1 Survey
- 5 Public Events





02 Understanding the Existing Park System

City Facilities

Park system planning requires the identification and assessment of existing park and recreation facilities and amenities through an inventory process. System strengths, opportunities, and needs, including under-served areas, are documented during the process.

The inventory focuses on facilities owned or operated by the City but also documents other public or private recreation facilities in the area. The full inventory is available in the appendices.

The City currently owns ten developed parks and three developed trails, totaling approximately 73.76 acres of land and approximately 1.43 miles of trails (Table 2.1). In addition, the City owns four undeveloped sites with potential for park uses (Table 2.2). These undeveloped sites total approximately 13.46 acres. The existing park and recreation system is shown on Map 2.1 Existing Park System.

An additional 89 acres of public facilities are provided by Molalla School District, Molalla Aquatic District, and Clackamas County.

Table 2.1 Park System Developed Facilities

DEVELOPED FACILITIES	
PARKS	ACRES
Mini Parks	
Odd Fellows Park	0.14
Rotary Park	0.44
Neighborhood Park	
Fox Park	1.96
Long Park	1.09
Strawberry Park	0.25

DEVELOPED FACILITIES	
Community Park	
Clark Park	9.67
Special Use Park	
Molalla Skate Park	0.34
Sheets Field & Molalla BMX Track	3.39
Bohlander Field	14.01
Natural Area Parks	
Ivor Davies Park	42.46
TOTAL PARK ACRES	73.76
TRAILS	MILES
Ivor Davies Walking Path	0.71
Bear Creek Byway	0.08
S Molalla Forest Road Trail	0.39
TOTAL TRAIL MILES	1.43

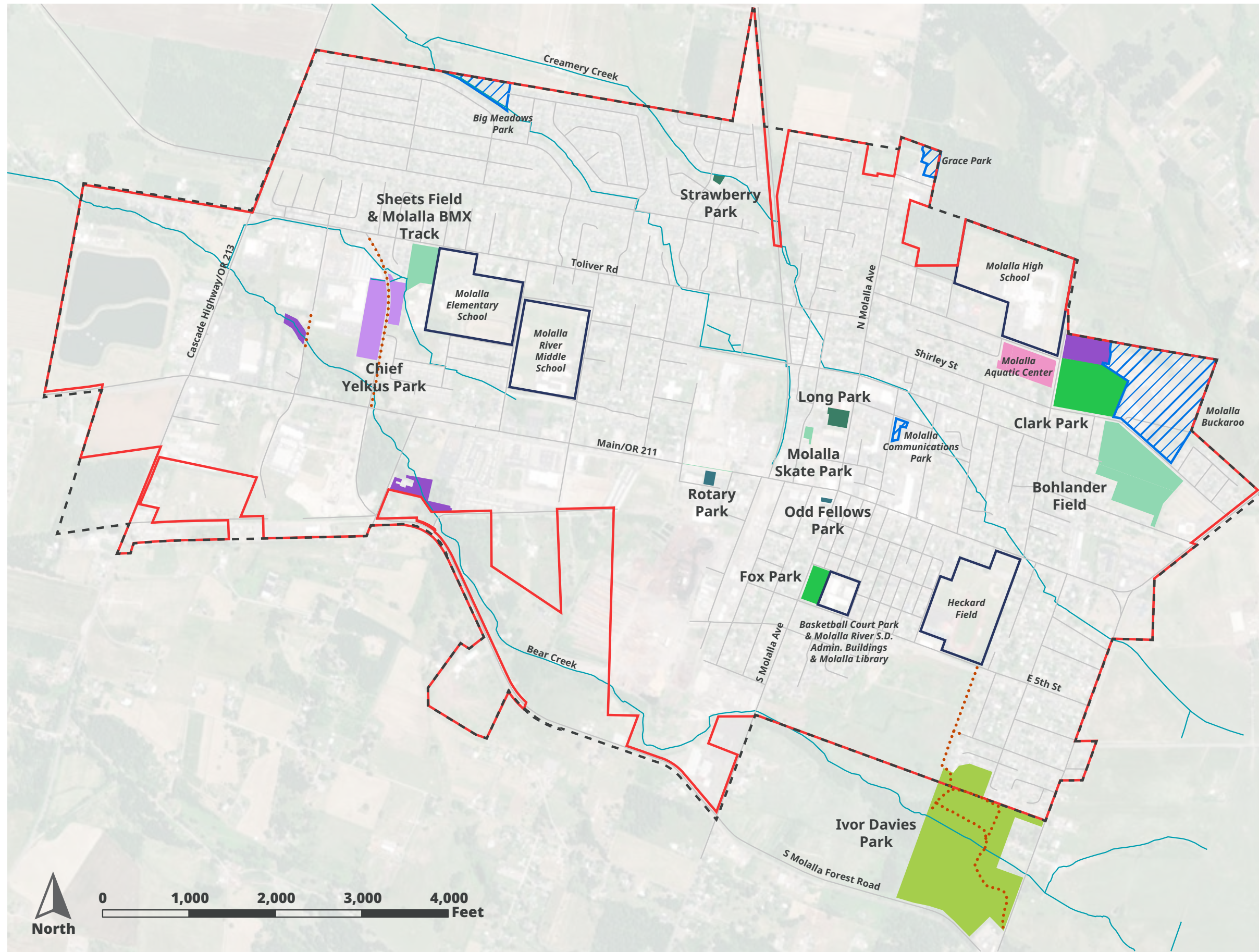
Table 2.2 Park System Undeveloped Facilities

UNDEVELOPED FACILITIES	
PARKS	ACRES
Bear Creek Annex	0.91
Clark Park Annex	3.33
Chief Yelkus Park	6.85
Pioneer Cemetery	2.37
TOTAL PARK ACRES	13.46

We'd love to see more biking routes throughout and around town.

Comment from town hall event attendee

Map 2.1 Existing Park System



LEGEND / LEYENDA

- City Limits / *Límites de la ciudad*
- Urban Growth Boundary / *Límite de crecimiento urbano*
- Streets / *Calles*
- Streams / *Arroyo*

CITY PARKS / PARQUES DE LA CIUDAD

- Mini Park / *Miniparque*
- Neighborhood Park / *Parque del barrio*
- Community Park / *Parque comunitario*
- Special Use Park / *Parque de uso especial*
- Natural Area Parks / *Parques de áreas naturales*
- Undeveloped Parkland / *Parques no desarrollado*
- Potential Parkland / *Parque potencial*
- Trail / *Camino*

ADDITIONAL FACILITIES / INSTALACIONES ADICIONALES

- Aquatic District / *Distrito acuático*
- School District / *Distrito escolar*
- Private Land / *Terreno privado*



Level of Service

Industry best practices set by NRPA are used to determine the level of service the existing park system provides. Two benchmarks are applicable measures for level of service: residents per park and acres of parkland per 1,000 residents.

Residents per Park

The ratio of residents per park is calculated based on the current population estimate (10,335 people) and the number of existing developed parks (10 parks). Based on this equation, the ratio of residents per park in Molalla is 1,034 residents per park.

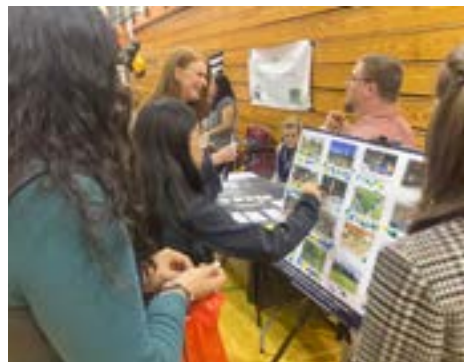
For this benchmark, a smaller ratio (close to the lower quartile) is preferred, meaning there are fewer residents per park compared to similarly sized jurisdictions.

In Table 2.3, Molalla's ratio is compared to national ratios for jurisdictions surveyed with populations having less than 20,000 residents to provide a viable comparison.

As shown in Table 2.3, Molalla's ratio of residents per park is lower than the median. The residents per park ratio shows that Molalla currently provides an adequate number of parks, and residents have more parks to visit than the average similarly sized jurisdiction.

Table 2.3 Residents per Park

	Number of Residents	Residents Per Park	Comparison
Molalla			
	10,335	1,034	-
NRPA Review of Similarly Sized Agencies			
Lower Quartile	-	659	+375
Median	-	1,172	-139
Upper Quartile	-	1,944	-911



Engagement at high school career fair on April 10, 2024

Sports fields! The community does not have many, only two ball fields for youth in city-owned parks...

Answer to question: Are there any features, services, or activities you want added to parks and recreation facilities in Molalla? by representative from Molalla Youth Sports

Acres of Parkland per 1,000 Residents

The ratio of acres of park land per 1,000 residents is calculated based on the acreage of developed park land (73.76 acres) and the current population estimate (10,335) divided by 1,000. Based on this equation, the acres of park land per 1,000 residents in Molalla is 7.14 acres per 1,000 residents.

For this benchmark, a higher ratio (close to the upper quartile) is preferred, meaning there are more acres per resident than in the average similarly sized jurisdiction.

Table 2.4 shows Molalla's ratio is lower than the national median for similarly sized jurisdictions and close to the lower quartile average.

This means Molalla's level of service could be improved by adding developed park acreage. Molalla would need 56.46 more acres of developed parkland to meet the current median level of service for this metric. Detailed level of service analysis is found in the appendices.

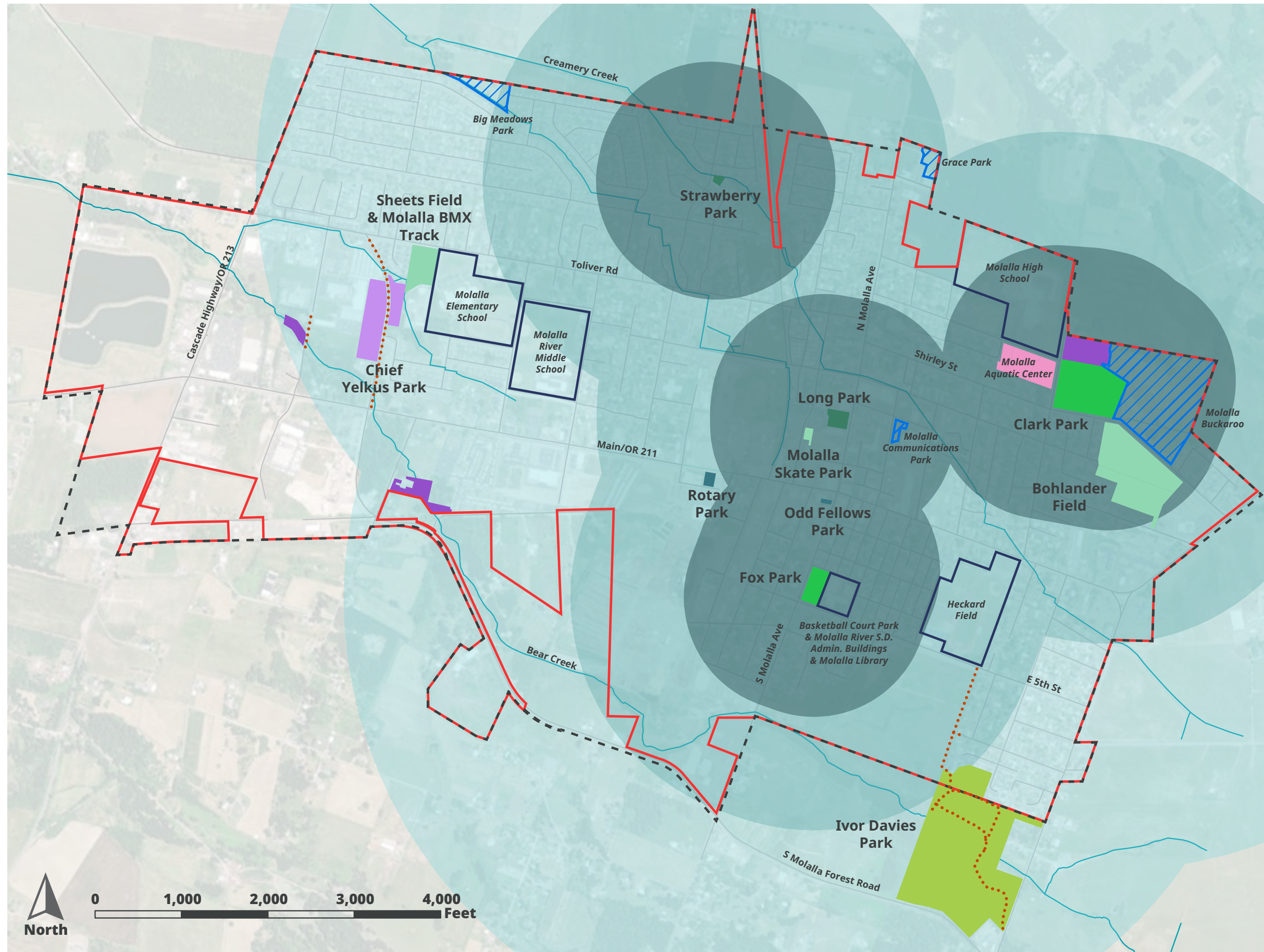
Table 2.4 Acres of Park Land per 1,000 Residents

	Population	Ratio (Acres of Park Land / 1,000 Residents)	Comparison	Acres Needed to Meet Ratio
Molalla				
	10,335	7.14	-	-
NRPA Review of Similarly Sized Agencies				
Lower Quartile	-	6.0	+1.1	-11.75
Median	-	12.6	-5.5	56.46
Upper Quartile	-	20.9	-13.8	142.24



Clark Park

Map 2.2 Existing Level of Service



LEGEND / LEYENDA

- City Limits / *Límites de la ciudad*
- Urban Growth Boundary / *Límite de crecimiento urbano*
- Streets / *Calles*
- Streams / *Arroyo*
- 1/4 mile Direct Access / *1/4 de milla*
- 1/2 mile Walkable Access / *1/2 milla*
- 1 mile Neighborhood Access / *1 milla*

CITY PARKS / PARQUES DE LA CIUDAD

- Mini Park / *Miniparque*
- Neighborhood Park / *Parque del barrio*
- Community Park / *Parque comunitario*
- Special Use Park / *Parque de uso especial*
- Natural Area Parks / *Parques de áreas naturales*
- Undeveloped Parkland / *Parques no desarrollado*
- Potential Parkland / *Parque potencial*
- Trail / *Camino*

ADDITIONAL FACILITIES / INSTALACIONES ADICIONALES

- Aquatic District / *Distrito acuático*
- School District / *Distrito escolar*
- Private Land / *Terreno privado*





03 Identifying Park System Needs

Top Needs and Priorities

Parks, recreation, and trails system needs are determined through a detailed evaluation of park inventory, level of service, demographics, projected population growth, public involvement findings, and recreation trends. A summary of these needs and priorities is included below. The detailed profile of Molalla’s community demographics and summaries of the public involvement methods and findings are included in the appendices.

Enhance Existing Parks

Enhance existing parks through improved or new park facilities. Playgrounds and nature based play are high priorities for the community. Water access is also desired to allow for more opportunities to fish and view wildlife. New and updated sports facilities were also identified as a priority to address the demand for facilities for soccer, softball, baseball, volleyball, and skateboarding.

Prioritize Access

Prioritize and increase access to park facilities for current and future residents of Molalla. To increase physical access, add new paved paths and unpaved trails to connect residents to park facilities, and follow accessibility best practices when updating and developing new facilities. To increase access for residents of all ages provide multi-generation facilities like picnic areas, outdoor exercise equipment, and sports facilities. To increase access for Spanish-speaking residents provide bilingual signs and communications across the park system.

Increase Maintenance

Increase the maintenance of park facilities. Keep restrooms clean and open. Fix and replace broken and outdated facilities, and increase maintenance staffing and funding.

Develop Park Facilities in Western Molalla

Add parks facilities to western Molalla. Western Molalla was identified as currently lacking in park facilities when compared to the rest of the city. Future parkland acquisition and park development is needed for this portion of the city.

Expand Parks System Resources

Expand park system development and funding resources. Require new development of sufficient size to dedicate parkland and fund development. Update park system development charge rate methodology periodically as the city’s population grows.



Ivor Davies Park



04 Envisioning the Future of the Park System

Goals and actions guide implementation efforts and policy decisions toward achieving the plan's vision and recommendations. Goals are broad areas of achievement, and actions are specific steps needed to achieve stated goals. Recommendations are specific projects needed to achieve the plan goals and implement the vision.

Goals and Actions

1. Improve Existing and Develop New Facilities

- 1.1 Improve existing and develop more playground facilities.
- 1.2 Provide amenities that encourage outdoor activity and enhance the wellbeing of community members, including multiuse paths, trails, exercise equipment, sports facilities, benches, shade, and restrooms.
- 1.3 Provide spaces for social gatherings, including picnic areas, shelters, benches, sports facilities, and open spaces.
- 1.4 Offer water-based recreation opportunities including water play, creek access, and fishing.
- 1.5 Preserve and enhance open space and natural areas.
- 1.6 Regularly upgrade or replace facilities and equipment in poor condition.
- 1.7 Provide amenities to support park safety and cleanliness (including night lighting and receptacles for trash, recycling, and pet waste).

2. Increase Service and Connectivity to Improve Access and Inclusion

- 2.1 Develop new parks in underserved residential neighborhoods.
- 2.2 Ensure future residential areas have walkable access to public parkland.
- 2.3 Expand the network of paths and trails for walking and cycling between parks and other community destinations, including schools, government facilities, health facilities, commercial centers, and residential neighborhoods.
- 2.4 Improve accessibility of play areas, gathering spaces, and paths within parks for users of all ages and abilities.
- 2.5 Improve service for underserved groups by providing a variety of recreation options in park facilities to serve a broad range of users, supporting partner organizations in providing programming for youth and older adults (65+), and incorporating bilingual signage and communications.
- 2.6 Conduct focused engagement with underrepresented user groups prior to future park improvement projects. These groups include youth, low-income residents, people with disabilities, and Hispanic/Latino residents.

3. Leverage Parks to Promote a Vibrant and Resilient Community

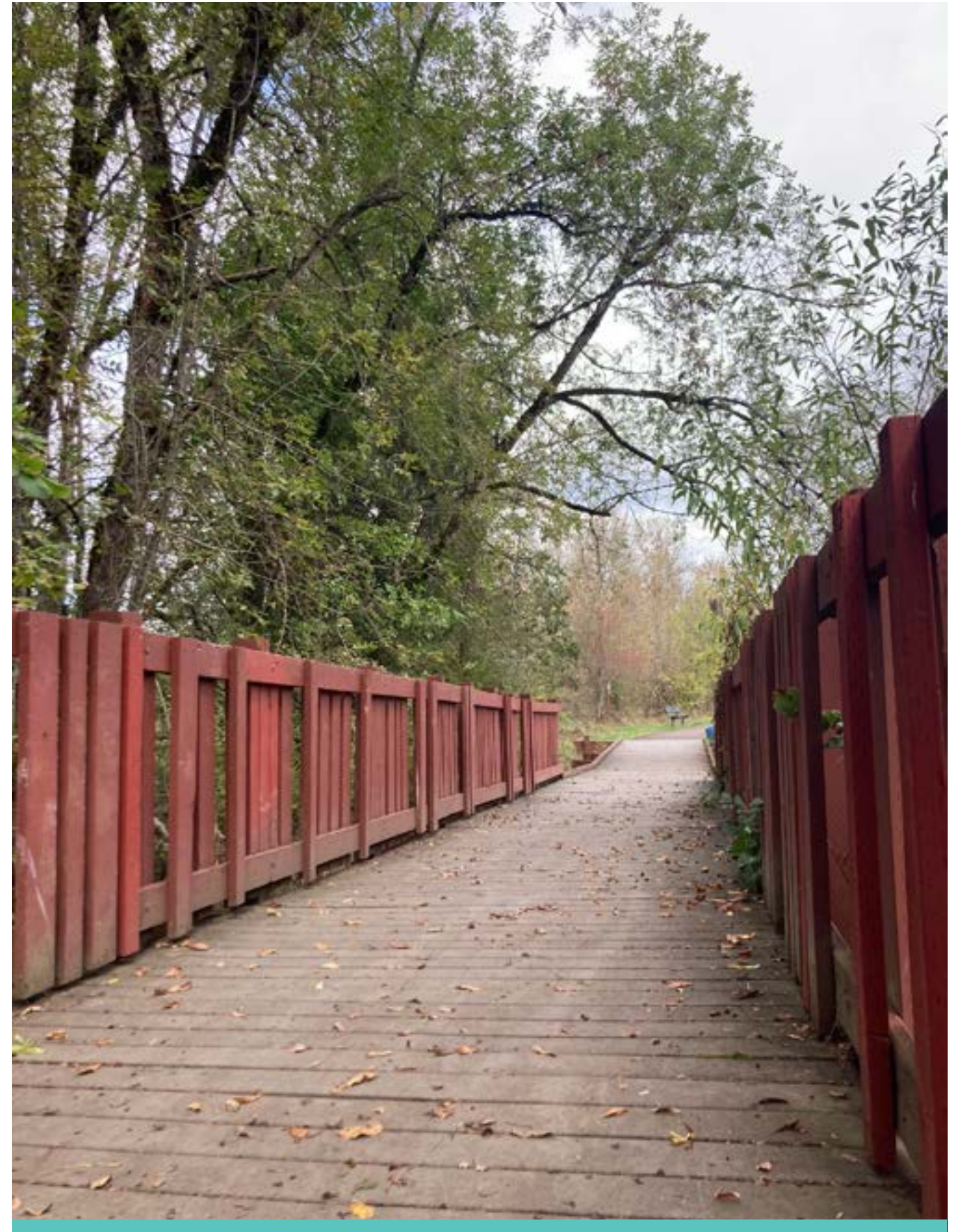
- 3.1 Increase communication about park destinations and recreation opportunities for community members and visitors (including park locations, amenities, events, and available or suggested recreation activities).
- 3.2 Publicize and support park uses for public events.
- 3.3 Identify and promote opportunities for facility rentals while maintaining a low barrier of entry for small organizations and community groups.
- 3.4 Develop and install additional wayfinding signs, educational and interpretative elements, and public art that explores local culture, history, and ecology.
- 3.5 Identify underutilized parkland and promote uses that address community needs.

4. Conserve Natural Resources and Increase Environmental Stewardship

- 4.1 Incorporate water conservation and water quality treatment practices in park facility maintenance, operations, and development.
- 4.2 Promote native or climate-adaptive plant species in park and recreation facility landscaping.
- 4.3 Plan for resiliency to drought, fire, extreme heat, and other natural hazards when developing new park and recreation facilities. Use existing guidelines and programs where applicable.
- 4.4 Pursue opportunities to restore ecological functions and wildlife habitat and to maintain or increase biodiversity, where appropriate.

5. Expand Available Resources for Improvements

- 5.1 Regularly evaluate and pursue public and private funding opportunities such as state, federal, tribal, and foundation grants for park system additions and upgrades.
- 5.2 Consider development policy updates to ensure new projects contribute adequate funding for public park development and maintenance.
- 5.3 Build and strengthen relationships with potential partners who may be interested in contributing to park and recreation efforts including Clackamas County, the Confederated Tribes of Grand Ronde, state and federal agencies, nonprofits, businesses, informal community organizations, and individual residents.



Ivor Davies Park

Recommendations

The following recommendations are based on the needs assessment, which distilled needs from the existing park system inventory, local relevant plans analysis, demographic and recreation trends analyses, level of service analysis, community engagement findings, and input from City staff, the Project Advisory Committee, and elected and appointed officials. Park system plan recommendations are aspirational in nature while helping to provide the means to realize projects over the next 20 years.

System

Level of Service

Currently, the park system ratio of park acreage per 1,000 residents is slightly higher than the lower quartile for similarly sized jurisdictions. To maintain this existing level of service as the population grows, the plan recommends the adoption of a level of service target of 7 park acres per 1,000 residents. With a forecasted population of 16,472 residents in 2045, the City will need to develop approximately 44 acres of parkland over the next 20 years to maintain its existing level of service.

The City has 6.85 acres of undeveloped property along South Molalla Forest Road near Sheets Field that will soon be developed as Chief Yelkus Park. After this park development, an additional 37 acres would be needed by 2045 to achieve the target of 7 acres of parkland per 1,000 residents and maintain the current level of service.

Table 4.1 Systemwide Recommendations

ID	Site	Description
S1	System	Adopt a level of service target of 7 acres of park land per 1,000 residents to maintain the existing level of service as the City's population grows.
S2	System	Amend the Molalla Development Code to include parkland dedication or parkland development standards for subdivisions and master planned development approvals.
S3	System	Increase parks staffing to six full-time equivalents (FTEs).
S4	System	Implement, design, and maintain consistency with features such as basic site furnishings (lighting, benches, water fountains, trash and recycling collection bins, dog waste bag dispensers, bike racks, etc.) and wayfinding and educational signage.
S5	System	Partner with local organizations and interested individuals to identify additional public art installations.

ID	Site	Description
S6	System	Stay up-to-date on and implement best practices in water, energy, wildlife habitat, and other natural resource conservation efforts in park facility operations and maintenance.
S7	System	Prioritize native plants that are drought-tolerant and climate change resistant and that enhance local biodiversity in landscaping improvements.
S8	System	Engage and collaborate with local and regional organizations, community leaders, and interested community members to seek funding, enhance communication and marketing efforts, organize events and activities, and protect and enhance cultural and ecological connections in parks and recreation facilities.
S9	Unsitd	Conduct feasibility study for developing sports field at City-owned and/or -leased property (e.g. Clark Park Annex, Molalla Aquatic District land).
S10	Unsitd	Conduct feasibility study for siting and developing covered amphitheater on existing City park property (e.g. Clark Park).
S11.1	Unsitd	Conduct feasibility study for siting and developing skate park with basic site furnishings (signage, waste bins, benches, bike racks).
S11.2	Unsitd	Develop skate park with basic site furnishings (signage, waste bins, benches, bike racks).



Fox Park

Park Facility Development

Park facility development recommendations are outlined in Tables 4.2 to 4.8.

Recommendations include development of existing mini, neighborhood, community, special use, and natural area parks as well as undeveloped parks, new parks, and park acquisitions and development.

Mini-Park Facility Development

- Odd Fellows Park
- Rotary Park

Neighborhood Park Facility Development

- Long Park
- Strawberry Park

Community Park Facility Development

- Clark Park
- Fox Park

Special Use Park Facility Development

- Sheets Field and BMX Track
- Bohlander Field

Natural Area Park Facility Development

- Ivor Davies Park

Undeveloped Park Facility Development

- Pioneer Cemetery
- Chief Yelkus Park
- Bear Creek

New Facility Development

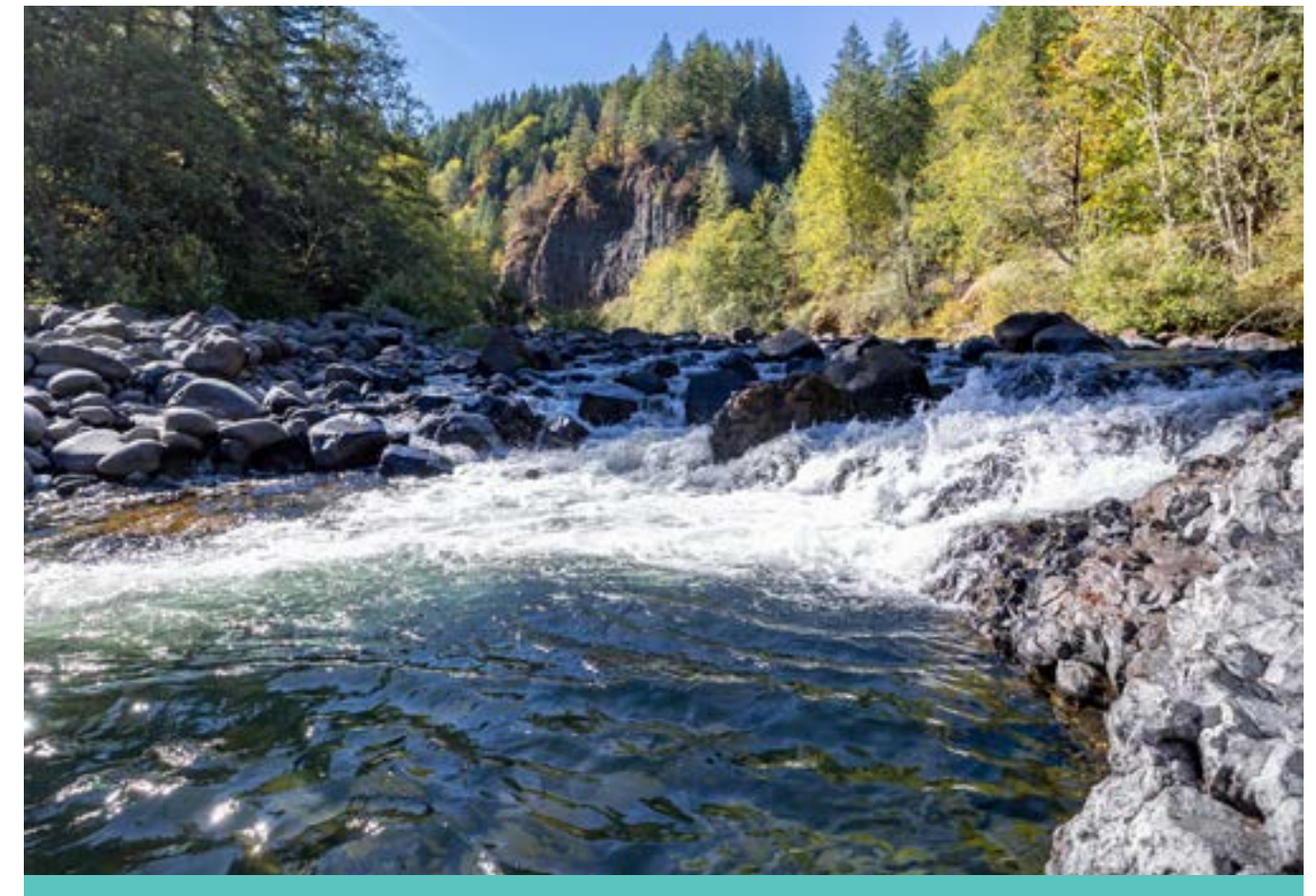
- Future Neighborhood Park Acquisition 1 (West)
- Future Neighborhood Park Acquisition 2 (West)

Table 4.2 Mini-Park Recommendations

ID	Site	Description
P1.2	Odd Fellows Park	Develop paved path through the site.
P1.2	Odd Fellows Park	Install site furnishings (picnic tables, benches, waste receptacles, bike racks).
P1.3	Odd Fellows Park	Install landscaping (shrubs & perennials) improvements and update irrigation.
P2.1	Rotary Park	Install drinking fountain.

Table 4.3 Neighborhood Park Recommendations

ID	Site	Description
P3.1	Long Park	Replace gazebo/stage cover and install ADA-accessible ramp and additional electrical outlet.
P3.2	Long Park	Install shade structure to west of the pickleball courts and additional site furnishings (benches, waste receptacles) and replace concrete pads under four picnic tables.
P3.3	Long Park	Replace existing playground.
P3.4	Long Park	Remove dying trees and replace with additional trees, shade structures, and/or park features.
P4.1	Strawberry Park	Install shade structure.
P4.2	Strawberry Park	Install drinking fountain and bicycle racks.



Molalla River Recreation Area, Greg Shine, BLM

Table 4.4 Community Park Recommendations

ID	Site	Description
P5.1	Clark Park	Replace playground equipment and surfacing.
P5.2	Clark Park	Replace picnic shelter and install additional picnic tables.
P5.3	Clark Park	Improve ball fields and install subgrade drainage.
P5.4	Clark Park	Pave north parking lot, add lighting to the parking lots, and install bike racks for increased accessibility.
P5.5	Clark Park	Install site furnishings (benches).
P6.1	Fox Park	Pursue extended lease or acquisition of all or a portion of the property prior to future investment
P6.2	Fox Park	Replace existing toddler play equipment and surfacing.
P6.3	Fox Park	Replace restroom with a facility with two stalls that reduces maintenance costs (e.g. Portland Loo).
P6.4	Fox Park	Install accessible path between restroom, playground, and picnic shelter.
P6.5	Fox Park	Install site furnishings (benches, picnic tables, waste receptacles, bike racks).

Table 4.5 Special Use Park Recommendations

ID	Site	Description
P7.1	BMX Track and Sheets Field	Install accessible path connection to Chief Yelkus Park (See P12.4).
P7.2	BMX Track and Sheets Field	Improve ball field and install subgrade drainage.
P7.3	BMX Track and Sheets Field	Install bike racks.
P7.4	BMX Track and Sheets Field	Conduct community engagement process to identify needs for additional amenities and bike park improvements.
P8.1	Bohlander Field	Conduct concept plan and community engagement process to identify future site amenities.

Ivor Davies Park improvements focus on increasing accessibility, addressing safety concerns, providing standard park furnishings, and enhancing recreation opportunities around Shorty's Pond. As a first step, the entire park should be included within the City's UGB and annexed within City limits. The City also should plan to increase operations and maintenance at this park to improve visibility with vegetation management.

Table 4.6 Natural Area Park Recommendations

ID	Site	Description
P9.1	Ivor Davies Park	Repair paths and install waste bins throughout the park.
P9.2	Ivor Davies Park	Install wayfinding and educational signage.
P9.3	Ivor Davies Park	Install parking lot and lighting (~16 stalls).
P9.4	Ivor Davies Park	Install lighting in high traffic areas such as the parking lot, path, and picnic shelter.
P9.5	Ivor Davies Park	Install additional site furnishings, including benches along path, picnic tables under and around the existing shelter, and bike racks at main entry points.
P9.6	Ivor Davies Park	Install loop path at Shorty's Pond.
P9.7	Ivor Davies Park	Conduct feasibility study to rehabilitate pond for all-season use.

Improvements to **undeveloped park land** include paths, water viewing and access points, and habitat enhancements. This plan refers to a City-owned property adjacent to Pioneer Cemetery, which is owned by a church to the north, as Pioneer Cemetery Park. However, this City property along with recently acquired parkland along Bear Creek have not been formally named, so the City should name these parks in addition to site improvements.

Table 4.7 Undeveloped Park Recommendations

ID	Site	Description
P10.1	Pioneer Cemetery	Install wayfinding and educational signage.
P10.2	Pioneer Cemetery	Install pet waste station.
P10.3	Pioneer Cemetery	Enhance creek habitat with plant rehabilitation and install water access points.
P10.4	Pioneer Cemetery	Install walking path loop.
P10.5	Pioneer Cemetery	Remodel parking lot surfacing.
P11.1	Chief Yelkus Park	Construct boardwalk and concrete paths.
P11.2	Chief Yelkus Park	Install site furnishings (benches, picnic tables, and signage).
P11.3	Chief Yelkus Park	Construct wetland enhancements.
P11.4	Chief Yelkus Park	Continue path connecting BMX park to boardwalk path (See P8.3).
P11.5	Chief Yelkus Park	Develop remainder of east portion of site.
P12.1	Bear Creek	Install water access and viewing areas.

Western Molalla lacks sufficient parks and would be better served by developing park and recreation facilities with amenities identified as most needed. These include playgrounds (accessible partially covered or shaded for multiple ages), walking paths, covered seating, covered picnic areas and BBQs, outdoor volleyball, court sports, and sports fields for soccer, softball, and baseball. The City should prioritize acquiring additional park land in western Molalla locations that are least suitable for intensive development and accessible to residential development. Concept planning, which includes public engagement and planning-level cost estimates, would then help the City access funding for developing the new parks.

Table 4.8 Park Acquisition and Development Recommendations

ID	Site	Description
A1.1	Future Neighborhood Park Acquisition 1 (West)	Acquire 1-5 acres of land for park development.
A1.2	Future Neighborhood Park Acquisition 1 (West)	Conduct concept plan process, which includes community engagement and planning-level cost estimate.
A2.1	Future Community Park Acquisition 2 (West)	Acquire 5-15 acres of land for park development.
A2.2	Future Community Park Acquisition 2 (West)	Conduct concept plan process, which includes community engagement and planning-level cost estimate.



Fox Park splash pad

Trail Development

Recommendations for trail development are summarized in Table 4.9

New Facility Development

- Bear Creek Trail
- Creamery Creek Trail
- Molalla Forest Road Connection
- Molalla Rail Trail
- Molalla-to-Canby Connection

Table 4.9 Trail Development Recommendations

ID	Site	Description
T1	Bear Creek Trail	Acquire land and additional funding to create a trail along Bear Creek, connecting Bear Creek to Chief Yelkus, Pioneer Cemetery, and Ivor Davies Park.
T2	Creamery Creek Trail	Acquire land and additional funding to create a trail along Creamery Creek, connecting to Strawberry Park, the rails-to-trail multiuse path conversion, and potential UGB land expansion to the north.
T3	Molalla Forest Road Connection	Acquire land and develop a multiuse path along S. Molalla Forest Road.
T4	Molalla Rail Trail	Acquire and develop land to convert the former railroad in Molalla to a multiuse recreation path.
T5	Molalla-to-Canby Connection	Partner with local and regional agencies and organizations such as the City of Canby, Clackamas County, and Mt. Hood Territory (the county destination marketing organization) for developing a city-to-city cycling connection between Canby and Molalla as well as a connection between Molalla and Feyrer Park to the east. Add on-street path connections to the Transportation System Plan (TSP).



Bear Creek pedestrian bridge

Operations and Maintenance

The City will need to adjust its staffing and funding levels to adequately support park operations and maintenance as the City experiences population growth and the park system expands. Standards for maintenance and consistency in products can also improve efficiency.

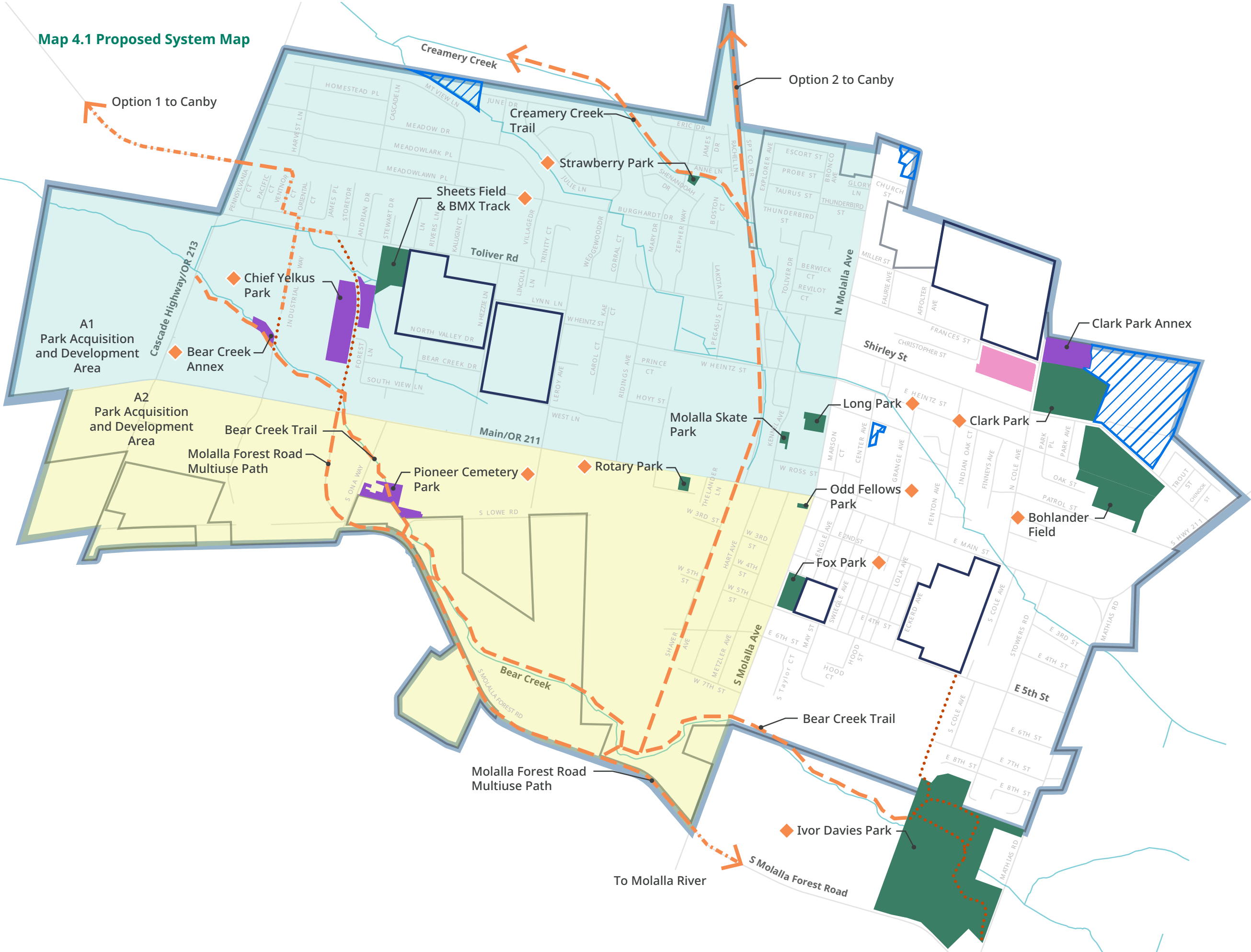
Examples of such standards include ensuring playground equipment and surrounding play areas meet ASTM and National Playground Safety Institute standards; ensuring park facilities and circulation are accessible for all, structurally sound facilities with no

compromised materials, park spaces are free of debris or graffiti, and restrooms are open consistently, clean, sanitary, and supplied with necessary facility products.



Long Park pickleball court construction

Map 4.1 Proposed System Map



LEGEND

- City Limits
- Urban Growth Boundary
- Streets
- Streams

Existing Facilities

- City Park Facility
- Aquatic District
- School District
- Private Land
- Trail

Proposed Facilities

- Proposed Parkland
- Park Acquisition and Development Area 1
- Park Acquisition and Development Area 2
- ◆ Park Facility Development
- Trail / Path Development
- On-Street Connection



05 Implementation

This chapter summarizes the planned projects and system recommendations, the prioritization of projects over the 20-year planning period, and funding strategies the City can utilize for implementation.

Planned Projects

Cost estimates are in 2024 dollars and should be updated as projects are implemented to account for inflation.

Table 5.1 Planned Projects

ID	Project Title	Description	Size	Cost
P1	Odd Fellows Park	Develop paved path through the site. Install site furnishings (picnic tables, benches, waste receptacles, bike racks). Install landscaping (shrubs & perennials) improvements and update irrigation.	0.14 ac	\$191,100
P2	Rotary Park	Install drinking fountain.	0.44 ac	\$29,500
P3	Long Park	Replace gazebo/stage cover and install ADA-accessible ramp and additional electrical outlet. Install shade structure to west of the pickleball courts and additional site furnishings (benches, waste receptacles) and replace concrete pads under four picnic tables. Replace existing playground. Remove dying trees and replace with additional trees, shade structures, and/or park features.	1.09 ac	\$857,500
P4	Strawberry Park	Install shade structure. Install drinking fountain and bicycle racks.	0.25 ac	\$51,600
P5	Clark Park	Replace playground equipment and surfacing. Replace picnic shelter and install additional picnic tables. Improve ball fields and install subgrade drainage. Pave north parking lot, add lighting to the parking lots, and install bike racks for increased accessibility. Install site furnishings (benches).	9.67 ac	\$1,700,700

*Bench Dedication
City of Eugene, OR*

Benches are a popular and memorable donation to parks systems. The City of Eugene developed a donation inquiry form and guidelines for standard commemorative benches to ensure equitable donation opportunities for individuals and organizations. The guidelines help maximize community benefit by outlining location, maintenance, and duration or relocation policies of dedicated benches. Placing a plaque on an existing bench in good condition costs \$5,000, and a plaque on a bench that needs replacement costs \$6,500.

Source: City of Eugene Parks and Open Space



Table 5.1 Planned Projects

ID	Project Title	Description	Size	Cost
P6	Fox Park	Pursue extended lease or acquisition of all or a portion of the property prior to future investment. Replace existing toddler play equipment and surfacing. Replace restroom with a facility with two stalls that reduces maintenance costs (e.g. Portland Loo). Install accessible path between restroom, playground, and picnic shelter. Install site furnishings (benches, picnic tables, waste receptacles, bike racks).	1.96 ac	\$690,800
P7	BMX Track and Sheets Field	Install accessible path connection to Chief Yelkus Park (See P12). Improve ball field and install subgrade drainage. Install bike racks. Conduct community engagement process to identify needs for additional amenities and bike park improvements.	3.39 ac	\$391,600
P8	Bohlander Field	Conduct concept plan and community engagement process to identify future site amenities.	14.01 ac	\$40,000

Table 5.1 Planned Projects

ID	Project Title	Description	Size	Cost
P9	Ivor Davies Park	Repair paths and install waste bins throughout the park. Install wayfinding and educational signage. Install parking lot and lighting (~16 stalls). Install lighting in high traffic areas such as the parking lot, path, and picnic shelter. Install additional site furnishings, including benches along path, picnic tables under and around the existing shelter, and bike racks at main entry points. Install loop path at Shorty's Pond. Conduct feasibility study to rehabilitate pond for all-season use.	42.46 ac	\$1,283,200
P10	Pioneer Cemetery	Install wayfinding and educational signage. Install pet waste station. Enhance creek habitat with plant rehabilitation and install water access points. Install walking path loop. Remodel parking lot surfacing.	2.37 ac	\$198,500
P11	Chief Yelkus Park	Construct boardwalk and concrete paths. Install site furnishings (benches, picnic tables, and signage). Construct wetland enhancements. Continue path connecting BMX park to boardwalk path (See P8). Develop remainder of east portion of site.	6.85 ac	\$2,175,700
P12	Bear Creek	Install water access and viewing areas.	0.91 ac	\$48,400

*Responsible Outdoor Lighting
Stacy Park, Olivette, MO*



Outdoor artificial lighting contributes to light pollution, which disrupts human circadian rhythms as well as the migratory and feeding habits of nocturnal species. Dark Sky International (DSI) recommends implementing the following five principles: Responsible outdoor lighting is: 1) useful; 2) targeted; 3) low-level; 4) controlled; and 5) warm-colored. Stacy Park, a designated Urban Night Sky Place, is a 35-acre park outside St. Louis in the City of Olivette with soccer fields, baseball diamonds, and a blacktop walking path, all designed to promote an authentic nighttime experience while ensuring public safety. The city's responsible outdoor lighting standards grew out of its 2018 Parks Plan implementation. The city partners with Missouri Master Naturalists, St. Louis Audubon Society, and the St. Louis Astronomical Society to offer programs at Stacy Park on preserving the night sky and the detrimental effects of light pollution.

Source: Dark Sky International

Table 5.1 Planned Projects

ID	Project Title	Description	Size	Cost
A1	Future Neighborhood Park Acquisition (west)	Acquire 1-5 acres of land for park development. Conduct Park Conceptual Plan and community engagement process.	1 - 5 ac	\$575,000
A2	Future Community Park Acquisition (west)	Acquire 5-15 acres of land for park development. Conduct Park Conceptual Plan and community engagement process.	5 - 15 ac	\$1,650,000
T1	Bear Creek Trail	Construct trail along Bear Creek.	-	\$292,600
T2	Creamery Creek Trail	Construct trail along Creamery Creek.	-	\$76,400
T3	Molalla Forest Road Connection	Construct multi-use path along S. Molalla Forest Road.	-	\$1,372,400
T4	Molalla Rail Trail	Construct multi-use path along former railroad.	-	\$2,060,800
T5	Molalla-to-Canby Connection	Partner to construct cycling connections between Canby and Molalla and between Molalla and Feyrer Park.	-	ND

Parks in Practice

*Row River Trail
Cottage Grove, Oregon*

The Row River Trail is a 15.6-mile multi-use trail that connects historic downtown Cottage Grove to Dorena Lake. The trail is a designated National Historic trail that attracts 100,000 visitors to Cottage Grove and surrounding rural communities. Users enjoy views of Dorena Lake, surrounding farm country, and historic covered bridges. The Bureau of Land Management acquired the first 14 miles in 1993, and the City of Cottage Grove acquired the remaining miles in 1994 to connect the trail into downtown. Volunteer labor and donated materials contributed to development of the trail and amenities including restrooms, benches, and bike racks. The City and BLM partner on ongoing maintenance and development of the 8- to 10-foot-wide paved trail. Promoted as a regional and national attraction, the Row River Trail has helped Cottage Grove transition from a timber-based economy to a diversified economy that includes recreation and tourism.

Source: American Trails



Parks in Practice



*Creative Wayfinding
Busey Woods, Urbana, IL*

Busey Woods is a 59-acre natural area in Urbana used for education programs, hiking, and birdwatching. Visitors also enjoy its spring wildflowers and 1/3-mile elevated boardwalk. The Busey Woods gateway, which includes a tree-shaped welcome sign and sculptural interpretative panel, invites visitors to read, learn, and engage with the site. Interpretive panels along the trail also provide information about the region's history, illustrate management practices of the nature area, and call attention to the park's ecology.

Source: Taylor Studios

Table 5.1 Planned Projects

ID	Project Title	Description	Size	Cost
S4	Signage and Site Furnishing Standards Plan	Develop a systemwide guiding document for standardized parks signage and site furnishings.	-	\$40,000
S9	Sports Field Feasibility Study	Conduct feasibility study for developing sports field at City-owned and/or -leased property (e.g. Clark Park Annex, Molalla Aquatic District land).	-	\$30,000
S10	Amphitheater Feasibility Study	Conduct feasibility study for siting and developing covered amphitheater on existing City park property (e.g. Clark Park).	-	\$40,000
S11.1	Skate Park Feasibility Study	Conduct feasibility study for siting and developing skate park with basic site furnishings (signage, waste bins, benches, bike racks).	-	\$30,000
S11.2	Skate Park Development	Develop skate park with basic site furnishings (signage, waste bins, benches, bike racks).	-	\$857,800

Prioritization

As new parkland is developed, the park system will increase in size, acreage, and miles of trails.

Table 5.2 categorizes proposed projects by site and priority level. The total costs for planned projects are estimated to be approximately \$14,683,600. The prioritized projects are divided into three priority levels.

- \$4,584,300 in funding for high priority projects (2025-2030)
- \$7,642,800 in funding for medium priority projects (2030-2035)
- \$2,456,500 in funding for low priority projects (2035-2045)

Table 5.2 Project Prioritization

ID/Phase	Project Title/Description	High	Medium	Low
		FY 2025-2030	FY 2030-2035	FY 2035-2045
P1	Odd Fellows Park			
Phase 1	Install paved path through the site.	\$122,600	-	-
Phase 2	Install additional site furnishings, including picnic tables, benches, trash/recycling collection, and bike racks.	-	\$32,300	-
Phase 3	Install irrigation and landscape improvements.	-	-	\$36,200
P2	Rotary Park			
Phase 1	Install water fountain/spigot.	-	-	\$29,500
P3	Long Park			
Phase 1	Replace gazebo/stage cover and install accessible ramp and electrical outlet. Install additional site furnishings, include benches and trash/recycling bins.	\$541,000	-	-
Phase 2	Replace existing playground.	-	\$298,900	-
Phase 3	Remove dying trees and replace with additional trees, shade structures, and/or park features.	-	-	\$17,600
P4	Strawberry Park			
Phase 1	Install a shade structure.	\$24,700	-	-
Phase 2	Install water fountain and bike racks.	-	\$26,900.00	-

Table 5.2 Project Prioritization

ID/Phase	Project Title/Description	High	Medium	Low
		FY 2025-2030	FY 2030-2035	FY 2035-2045
P5	Clark Park			
Phase 1	Upgrade declining facilities, playgrounds, picnic shelters, and field facilities.	\$1,252,700	-	-
Phase 2	Pave the north parking lot, add lighting, include ADA accessible spots and install bike racks.	-	\$418,800	-
Phase 3	Install additional benches and picnic tables.	-	-	\$29,200
P6	Fox Park			
Phase 1	Pursue extended lease or purchase or purchase of park land. Replace toddler play structure.	\$151,400	-	-
Phase 2	Replace bathroom and increase ADA accessibility in the park by paving paths between the parking lot, bathroom, picnic shelter and playgrounds.	-	\$507,900	-
Phase 3	Install additional site furnishings, including benches, picnic tables, trash/recycling collection, and bike racks.	-	-	\$31,500
P7	BMX Track and Sheets Field			
Phase 1	Increase parking and create a path connection to Chief Yelkus Park.	\$82,200	-	-
Phase 2	Improve field drainage by replacing grass and subgrade profile, adding a sub-grade drainage system. Install bike racks.	-	\$284,400	-
Phase 3	Conduct public outreach to identify needs for bike park improvements.	-	-	\$25,000
P8	Bohlander Field			
Phase 1	Conduct concept plan process, including community engagement and planning-level cost estimate, to identify future park amenities and/or programming.	-	\$40,000	-
P9	Ivor Davies Park			
Phase 1	Repair paths and install wayfinding and educational signage and waste bins. Install parking lot and lighting.	\$357,700	-	-
Phase 2	Add benches and lighting along path and install picnic tables.	-	\$785,200	-
Phase 3	Add loop path around Shorty's Pond. Conduct feasibility study to rehabilitate pond for all-season use.	-	-	\$140,300

Table 5.2 Project Prioritization

ID/ Phase	Project Title/Description	High	Medium	Low
		FY 2025-2030	FY 2030-2035	FY 2035-2045
P10	Pioneer Cemetery			
Phase 1	Install educational/wayfinding signage and a dog waste bag dispenser.	\$55,700	-	-
Phase 2	Restore and improve creek habitats, allowing for water access.	-	\$46,800	-
Phase 3	Upgrade parking lot, adding ADA parking spots, and install a walking path system.	-	-	\$96,000
P11	Chief Yelkus Park			
Phase 2	Construct boardwalk and concrete paths. Install site furnishings (benches, picnic tables, signage). Construct wetland enhancements. Construct path continuation to connect P8.3 to P11.1 path work.	\$982,300	-	-
Phase 3	Develop remainder of east portion of site.	-	-	\$1,193,400
P12	Bear Creek			
Phase 1	Design and install water access and wildlife viewing areas.	-	\$48,400	-
A1	Future Neighborhood Park Acquisition (west)			
Phase 1	Acquire land for a 1-to-5-acre park.	\$500,000	-	-
Phase 2	Conduct concept plan process, including community engagement and planning-level cost estimate.	\$75,000		
A2	Future Community Park Acquisition (west)			
Phase 1	Acquire land for a 10-to-15-acre park.	-	\$1,500,000	-
Phase 2	Conduct concept plan process, including community engagement and planning-level cost estimate.	-	\$150,000	-
T1	Bear Creek Trail			
Phase 1	Construct trail along Bear Creek.	\$292,600	-	-
T2	Creamery Creek Trail			
Phase 1	Construct trail along Creamery Creek.	\$76,400	-	-
T3	Molalla Forest Road Connection			
Phase 1	Construct trail along S. Molalla Forest Road.	-	\$1,372,400	-

Table 5.2 Project Prioritization

ID/ Phase	Project Title/Description	High	Medium	Low
		FY 2025-2030	FY 2030-2035	FY 2035-2045
T4	Molalla Rail Trail			
Phase 1	Construct multi-use path along former railroad.	-	\$2,060,800	-
T5	Molalla-to-Canby Connection			
Phase 1	Partner to construct cycling connections between Canby and Molalla and between Molalla and Feyrer Park.	-	-	ND
S4	Signage and Site Furnishing Standards Plan			
Phase 1	Develop a systemwide guiding document for standardized parks signage and site furnishings.	\$40,000	-	-
S9	Sports Fields Feasibility Study			
Phase 1	Conduct feasibility study for developing sports field at City-owned and/or -leased property (e.g. Clark Park Annex, Molalla Aquatic District land).	\$30,000	-	-
S10	Amphitheater Feasibility Study			
Phase 1	Conduct feasibility study for developing covered amphitheater on park property.	-	\$40,000	-
S11	Skate Park Feasibility Study			
Phase 1	Conduct feasibility study for developing skate park with furnishings (signage, receptacles, benches, bike racks).	-	\$30,000	-
Phase 2	Develop skate park with furnishings (signage, receptacles, benches, bike racks).	-	-	\$857,800
TOTAL		\$4,584,300	\$7,642,800	\$2,456,500

Funding Strategies

Park improvements have been historically funded by the General Fund, which relies on property tax revenue, and the Parks SDC Fund. The City has budgeted a total of \$1,371,000 in expenditures for Parks personnel, materials and services, and capital improvements for 2024-2025. The Parks SDC Fund contributed \$700,000 of the total 2024-2025 parks budget while maintaining a \$1,345,000 reserve.

Significantly fewer revenue sources are available for funding operations and maintenance than for capital projects. The following are details on anticipated funding sources for parks system capital improvements and operations and maintenance as well as recommendations for leveraging the funding sources.

System Development Charge (SDC) Update

System Development Charges (SDCs) are fees applied to new development to help offset the impact of development or redevelopment on public infrastructure. The fees are intended to recover a fair share of the costs of existing and planned infrastructure that provides capacity to serve new residential, commercial, or other uses. The City should evaluate and update its parks SDC methodology, rate, and fees to reflect the needs identified in this plan.

Land Dedication

The City should update its development policies to require developers to provide a specific amount of park land, or a fee in lieu of, to ensure parks and/or funds for park system improvements are available. This funding method was broadly supported by the community during the public engagement process.

Grants

The City should pursue state, regional, federal, tribal, and foundation grants for park- and trail-related capital improvements. Many grant organizations throughout the country fund park acquisition and improvements; however, few provide funds for ongoing maintenance. When pursuing grants, the City should weigh the potential application's competitiveness with the required outlays of staff time.

General Obligation Bonds

This type of bond is a tax assessment on real and personal property. This fund can supplement existing revenue and is more widely distributed. Funds can be used for capital projects but cannot be used for the replacement of equipment. The City should evaluate the likelihood of success of a bond measure. Additional taxes lacked support during the park system planning process.

Local Option Levy (or Serial Levy)

This type of levy is established for a given property tax rate or amount for a specific time period, generally from one to five years, and is one of few funding sources for park operations and maintenance. However, voter approval is required. Additional taxes lacked support during the park system planning process.

User Fees

Molalla can generate revenue by expanding rental facilities, charging for maintenance services that primarily benefit specific groups, or charging for other services at highly used parks. However, equity concerns must be considered when raising or creating fees to ensure fair access. Additional user fees lacked support during the park system planning process.

Partnerships and Relationships

The City should further develop partnerships with local recreation service providers, private landowners, land trusts, nonprofits, the school district, and engaged individual residents as well as regional, state, and tribal government agencies. School district partnership is key to public use of athletic facilities, in particular. Relationships with private landowners and land trusts provide an opportunity to expand open space and natural areas within the park system through land donation or privately operated recreation facilities. Partnership with local sports groups can offset the costs of developing and maintaining athletic facilities. Soliciting and developing partnerships that can advance development that supports recreational tourism is a key economic development opportunity for the City. Lastly, Molalla can coordinate or encourage volunteer programs to offset park maintenance costs or support the development of Friends of the Park programs, which are commonly stewarded by nearby residents themselves.

Conclusion

The City recognizes that park facilities are essential to Molalla residents' physical and mental health. Recreational tourism and social connections that grow from recreating and gathering in parks are also key for supporting the local economy and promoting a sense of community.

The 2024 Molalla Parks, Recreation, and Trails System Plan is a guiding document to achieve the community's future park system vision. The plan's goals, recommendations, projects, and priorities aim to improve quality of life for Molalla's existing residents and its growing and diversifying population.



View of Mount Hood from Table Rock Trail



Parks, Recreation, and Trails System Plan

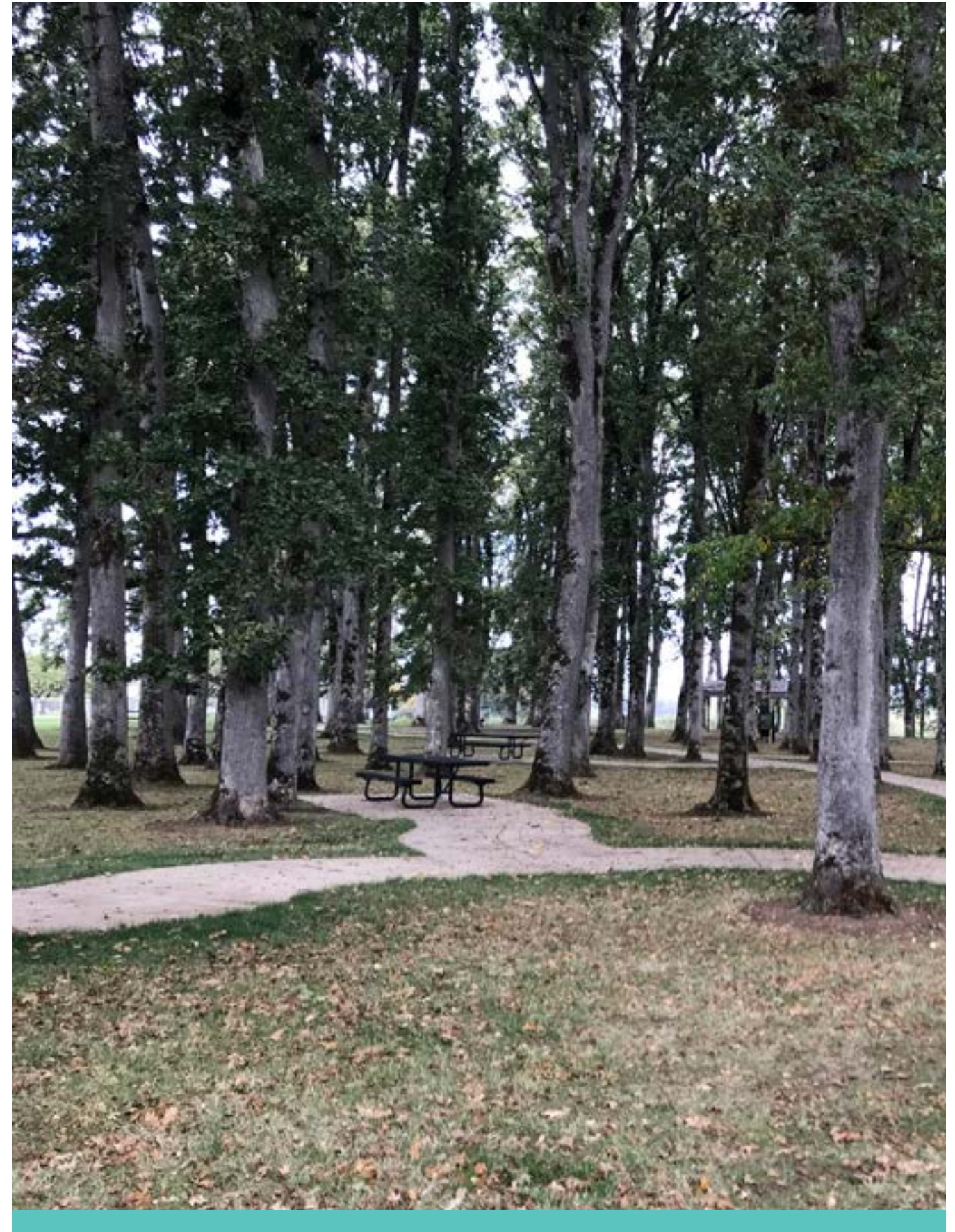
City of Molalla

Appendices

DRAFT
December 26, 2024

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Picnic Tables at Clark Park

A Existing City Plans and Policies Analysis

MEMORANDUM
City of Molalla
Parks, Recreation, and Trails System Plan

To: City PM Team (City of Molalla)
From: Colin McArthur, AICP; Alli Langley; and Claire Dosen (Cameron McCarthy)
Date: October 19, 2023
Subject: Existing City Plans and Policies Analysis

OVERVIEW

This memo summarizes the goals and policies of five plans applicable to the development of Molalla's new Parks, Recreation, and Trails System Plan. The plans summarized include the previous Parks, Recreation and Trails Master Plan (2014), Molalla's Comprehensive Plan (2014), the Downtown Molalla Development Plan (2007), the Molalla Area Vision and Action Plan (2020-2030), and the Transportation System Plan (2018).

Parks, Recreation, and Trails Master Plan (2014)

With the 2014 parks plan, the City aimed to promote recreation as the city grew to provide adequate recreational opportunities to all residents and visitors. While the City has made progress, the goals of this plan have not been attained and could be carried forward or adapted in the new plan. They are to:

- *Provide neighborhood and community parks to serve all residents and provide sports and recreational facilities and programs for city residents of all ages/abilities.*
- *Develop and maintain a city-wide system of multi-modal trails to encourage safe alternate modes of transportation consistent with community priorities.*
- *Preserve open space throughout the city.*
- *Provide adequate funds to develop, improve, maintain, and operate park and recreation facilities consistent with city goals, policies, and standards.*

The following were recommended to help meet the plan goals:

- *Acquire land near new housing developments, preferably before development occurs.*
- *Develop a neighborhood park on one of the school sites on the west side of town.*
- *Develop one new 10- to 15-acre community park in the western part of town and a similarly sized park when new land is brought into the city limits. These parks should have [sports] playfields. The city should partner with local sports groups to develop and maintain these facilities.*
- *Construct a community center based on more specific community recreation needs [needs not specified]. Recommended to build on Aquatic Center land [owned by aquatic district].*

- Update the City's systems development charge [SDC] methodology, rate, and fees to reflect the needs identified. Source grants, land dedications, voluntary donations, and SDCs to cover the costs of needed facilities. Use bond measures if necessary.
- Analyze operations and maintenance funding. Ensure there is adequate funding to meet stated goals.

The plan recommends 10 acres of park space per 1,000 people, consistent with the City's Comprehensive Plan, and prioritizes having neighborhood parks within ¼ mile of residents.

The plan also outlines a trail network of on-street and off-street facilities made up of "backbone" trails and a ring trail network to link major recreational and other attractions. The plan uses a map to show locations and design types for the proposed trail system. The plan assumes major trails will be developed over time by Molalla property owners when new developments are put in or the city will need to acquire land. No system appeared to be in place or recommended to ensure property owners develop trails according to the plan.

Comprehensive Plan (2014)

The stated vision informing the comprehensive plan is that Molalla is "a recreationally oriented and family-friendly community with a vibrant downtown and livable neighborhoods". Many of the 14 stated goals and policies in the Comprehensive Plan are directly tied to parks and recreation.

The plan directly supports the protection of natural resources within Molalla's UGB by seeking to protect riparian corridors and their associated open space, fish and wildlife habitat, and riparian vegetation. Priority is given to contiguous parts of the riparian corridors within the plan. The plan also supports historic and cultural resource preservation to maintain Molalla's character and quality and notes historic sites should be incorporated into the City's parks and recreation planning to highlight their importance.

The plan states that public facilities like parks and schools should be developed and maintained to ensure an adequate level of service (LOS) and should meet the community's economic, social, cultural, health, and education needs. The plan's goal parkland ratio is 10 acres per 1,000 people. The plan also identifies the northwest portion of the city as particularly underserved by park facilities. The plan's primary goal pertaining to parks and recreation is "to develop, acquire, and maintain a balance of recreation opportunities and open spaces in order to improve the livability within the urban growth boundary".

The plan provides the following policies to be considered when making park development decisions:

- The City of Molalla's Comprehensive Plan recommends an overall standard of 10 acres of parks and open space per 1,000 people, including approximately 10 acres of developed park land and 2.5 acres of open space. This Plan assumes this overall standard for all planning alternatives.
 - Developers shall meet the City standard ratio
 - Developers shall be required to provide park space or a fee in lieu of to ensure parks are available to citizens and/or funds for improvements of existing parks are available. Donation of parkland is encouraged to meet the needs of Molalla citizens.
- The City shall provide for a safe park system by providing the following:
 - Fences or other safety features in areas near highways or other hazardous areas and parkland away from said hazards when possible.

- Safe and convenient access to facilities.
- Natural settings
- Development buffers between residential land use and parkland uses.
- Preservation of trees where feasible when designing parks.
- The Molalla park system should enhance the livability in Molalla by:
 - Providing quality sites for passive and active recreation on private and public parklands.
 - Establishing a trail system.
 - Coordinating the development of parks with school sites to serve the expanding population.
 - Promoting and encouraging a physically fit and healthy community.
- The City should develop parkland where land is least suitable for intensive development.
- The City should develop trails along stream corridors and power line easements.
- The City should consider acquiring land early to protect them from development and reduce the public cost of acquiring land.
- The City shall develop a capital improvements program for parks and recreation facilities with adequate funding shared by new development and the community.
- The City shall coordinate with the private sector for use of certain lands, other than forest or agricultural lands, that are currently undeveloped and which would be better left in their natural state.
- New concepts of mixing public recreational activities with revenue-generating commercial uses, such as recreation equipment rentals or concession activities should be explored to help finance recreation programming, park acquisition, and maintenance.

The Community Development and Livability section addresses parks and recreation planning by attributing Molalla's livability in part to the protection of natural and historic resources and good urban design. The plan seeks to provide an attractive and safe place to live to draw in small businesses to the community. The 12-block Central Business District (CBD) can accommodate shops like bike and sports stores that cater to the city's "recreational community" vision. To protect and enhance the CBD, pedestrian access should be maintained and improved, along with bicycle access.

The Residential Livability section's goals pertaining to parks include: to establish residential areas close to schools, services, parks, and natural areas; to require private and public developers to landscape developments with a "park-like nature;" to protect identified natural features; and to establish park locations near housing to encourage recreational uses.

Applicable Transportation section goals are to provide a safe and convenient transportation system throughout the city and to promote alternative modes of transportation. The plan states that the city should develop streets to include a network of bikeways, sidewalks, and crosswalks that provide adequate linkages between land uses and in coordination with the Parks Master Plan. It also encourages coordination with the Southern Pacific Railroad to construct a future multiuse trail or path along the rail corridor located in Molalla.

Downtown Molalla Development and OR 211 Streetscape Plan (2007)

The Downtown Development Plan provides a comprehensive vision for land use, urban design, and transportation for the 403-acre downtown area and state highway 211 also known as Main Street. The plan identifies the downtown area as a vital retail core for Molalla that needs to be protected and enhanced. This includes using design standards to increase pedestrian, bicycle, and vehicle connectivity and to improve downtown streets and

parking based on existing and future needs. The plan has implementation measures relating to code amendments, investments, and standard updates.

The downtown vision includes supporting businesses, commerce, freight transportation, and Molalla as “a tourist destination, based on the area’s natural resources and recreational opportunities.”

Guiding principles include more parks in the downtown area; providing pedestrian-oriented connections across town to improve walking and biking conditions; and establishing a clear identity that preserves the natural and historic resources and supports a good quality of life.

The plan’s preferred land use and transportation concept is to create a large, clear, walkable downtown core with higher-density housing while preserving and enhancing the current historic buildings and character. The former mill site in southwest downtown will be rezoned for medium-density housing, and the former mill site and downtown core will be connected to larger open spaces through a trail system that connects to Bear Creek and a larger planned trail along the creek corridor. The plan also reroutes truck traffic from OR 211 to Molalla Forest Road.

The portion of OR 211 outside the downtown core but within city limits is recommended to be designated as a Special Transportation Area. This allows for more design flexibility to support local mobility and access. This would change intersection operations and lower the access spacing standard from 350 feet to as short as half the existing city block spacing, allowing for more local movement. Other improvements would be redesigning the streetscape and creating clear and safe intersections with pedestrian crossings.

Molalla Area Vision and Action Plan 2020-2030

The Vision Plan engaged the community in planning for Molalla’s future. Participants were asked about ways to improve quality of life, and respondents listed grocery stores, restaurants, traffic and pedestrian improvements, parks and recreation, more businesses and retail establishments and events and activities, especially for children. People value the small-town friendly feel of the community, as well as the natural beauty of the landscape. Molalla was also described as boring, growing, and as a bedroom community.

Molalla wants to work towards becoming a welcoming, friendly small town that celebrates its history and cultural significance, while being economically sound, able to serve its population, and provide connections to the area’s unique natural features.

In relation to parks and recreation, Molalla wants to improve pedestrian and bike infrastructure, improve and maintain existing parks and recreation facilities, and add a community park with features like a dog park, serenity park, tree park, or nature park. Molalla also wants to engage with the community by holding community-building activities to engage all cultures and ethnic groups and host community cleanup events at local parks and other community areas.

Transportation System Plan (2018)

Key destinations in Molalla are the library, city hall, post office, Long Park, health clinics, trailheads, and places of worship. The transportation plan focuses on addressing the transportation needs of pedestrians, motorists, bicyclists, and transit users. Major deficiencies in the transportation network are lacking sidewalks and safe street

crossings, especially to key destinations; the lack of use, awareness, and availability of the local bus service run by South Clackamas Transit District; little bike infrastructure and lack of interconnectedness; and streets are sometimes unsafe, disconnected, with freight traffic routes through downtown.

Overall goals of the plan relating to parks and recreation are to increase mobility and reduce reliance on single-occupancy vehicles and state highways by expanding and connecting streets and to increase access to key destinations through a multimodal system (bus, trail network, bike lanes, and sidewalks). The city also wants to encourage less reliance on vehicles to increase community health.

The plan prioritizes projects in four categories: bikes, pedestrians, vehicles, and transit. Pedestrian improvements consist of filling in sidewalk gaps, adding lighting, and enhancing crosswalks. The three proposed shared-use paths listed as potential developments are on Molalla Forest Road (along the old road from Toliver to OR 211 and along the current road) and Molalla Western Railway Spur ROW. Bike improvements consist of adding bike lanes throughout the city, either as an on-street or buffered lane, and enhancing crossings on existing bike lanes. Transit system improvements consist of increasing the frequency of service, increasing service coverage, adding more bus stops and shelters, and other amenities at stops like benches, lighting, and trash cans. The plan also goes into traffic management solutions and street improvements/standards by street type.

The plan’s potential revenue sources section provides a list of federal, state, and local funding sources. Several could be a good fit for funding trail projects recommended by the Parks, Recreation, and Trail System Plan including Connect Oregon, the Statewide Transportation Improvement Program (STIP), and ODOT Safe Routes to School Grants.

B Community Profile and Demographic Trends Analysis

MEMORANDUM Molalla Parks, Recreation & Trails System Plan

To: Project Management Team (City of Molalla)
From: Colin McArthur, AICP; Alli Langley; Claire Dosen (Cameron McCarthy)
Date: July 25, 2024
Subject: Community Profile and Demographic Trends

OVERVIEW

This memo provides a snapshot of the Molalla community profile in 2024 — including the city's geography, history, economy, and park planning context — followed by a summary of the City's demographic characteristics and trends, including population growth, age distribution, racial and ethnic identities, household composition, housing tenure, income and poverty, educational attainment, residential vehicle access, and disability experiences.

COMMUNITY PROFILE

Located in eastern Willamette Valley between Portland and Salem, the City of Molalla is west of the Cascades and near Mount Hood National Forest in Clackamas County. Molalla straddles the Woodburn – Estacada Highway OR 211, and the Cascade Highway OR 213 is the western limit of the city. The city encompasses a contiguous area of about 2.53 square miles and is surrounded mostly by agriculture land. The city is 30 miles northeast of Salem and 30 miles south of Portland. Molalla experiences warm summers and colder winters, with a typical yearly temperature range of 36 degrees F to 86 degrees F.

The Molalla people are the original inhabitants and stewards of the land, from time immemorial, that now forms the City of Molalla. The Molalla people originally stewarded most of the land in the Cascade Range in West Central Oregon.¹ In the mid-1800s, Euro-American settlers were attracted to low-cost, fertile land and water they could claim with U.S. government support. Settlers filed the first formal land claims in the 1840s and opened the first post office in 1850.² Over the next decade, the U.S. government dispossessed the Molalla people of their homeland, through largely unfulfilled treaties, and forced them to walk along a portion of the Oregon Trail of Tears to the Grand Ronde Reservation, about 70 miles from the current City of Molalla, among other reservations.³

¹ Merrill, Brent and Hajda, Yvonne. "Chapter 6: The Confederated Tribes of the Grand Ronde Community of Oregon". The First Oregonians. 2007.

² City of Molalla Oregon. "City History". <https://www.cityofmolalla.com/page-50>

³ Mansayon, Christopher. "Henry Yelkus (c.1843-1913). Oregon Encyclopedia. https://www.oregonencyclopedia.org/articles/chief_henry_yelkus/. Accessed 30 July 2024.

In the late 1850s, Molalla’s first schools and general store opened. In 1913, the city was officially incorporated and saw its first steam train, bank, local newspaper, and Molalla Buckaroo.⁴ Molalla became a thriving agricultural and lumber town, as well as an important stop along the Portland to Salem route. In the timber heyday, Molalla had five operational sawmills. Timber was the largest driver of the local economy until the 1980s. While lumber production has fallen, some mills still operate in town today.

Since the 1990s, Molalla has experienced significant residential growth. Its proximity to Oregon City, Portland, and Salem, along with a revitalized natural resources sector and commerce sector can be attributed to the rise in population. Molalla has become recognized for its rural lifestyle, the area’s natural environment, recreation opportunities, and tourism. The Molalla Buckaroo, a rodeo hosted each July, is a major tourism draw. Molalla also has a variety of parks, an elk farm, and the Molalla Dibble House Museum.

Today, the City of Molalla has roughly 10,300 residents. Descendants of the Molalla tribe are citizens of the Confederated Tribes of Grand Ronde, the Confederated Tribes of Siletz Indians, the Klamath Tribes, and other tribal nations, and other descendants live independently of tribal communities. In recent years, the City of Molalla and the Confederated Tribes of Grand Ronde have partnered on efforts of mutual interest.

Students in Molalla are served by the Molalla River School District which includes six schools, including three within city limits and three in other parts of the district. In the 2022-23 school year, the district served 2,500 students and provided free and reduced-price lunch to 36% of students⁵. Hispanic/Latino residents made up 22% of students and 2% of teachers. Non-native English speakers made up 14% of students, and 21 languages were spoken. Students with disabilities made up 17% of the student population. In the district, 80% of students graduated on time, and 57% were regular attenders.

Molalla has eight primary land use zones: Low Density Residential, Medium Density Residential, Medium-High Density Residential, Public and Semi Public, Central Commercial, General Commercial, Light Industrial, and Heavy Industrial.

DEMOGRAPHIC TRENDS

Trends in population growth, age, housing, race, and ethnicity are all key factors in understanding a community’s composition. The following data is from the U.S. Census Bureau, Portland State University’s Population Research Center, and Metro, the regional government of the Portland Metropolitan area that includes Clackamas County.

⁴ “History.” Lodging and History. Molalla Area Chamber of Commerce. <https://web.archive.org/web/20090330120030/http://www.molallachamber.com/History%20lodging.htm>
⁵ Oregon Department of Education. “Oregon At-A-Glance District Profile Molalla River SD 35 2022-23”. www.ode.state.or.us/data/ReportCard/Reports/Index?id=1925. Accessed 30 July 2024.

Population Growth

The population estimate of Molalla in 2023 was 10,335 residents.⁶ Clackamas County’s 2023 population estimate was 424,043 residents, and Oregon’s population was approximately 4,296,626.

Population growth is anticipated across the city, county, and state. Molalla is projected to grow faster than other jurisdictions in the region. This growth rate in Molalla and neighboring communities highlights the need to plan for accommodating this larger population with parks and recreation facilities and amenities. Table 1.1 summarizes historic and projected future populations.

Table 1.1. City, County, and State Estimated and Forecast Population, 2010 - 2040⁷

Year	2010	2020	2023	2030	2040
Oregon	3,831,074	4,237,256	4,296,626	4,708,389	5,237,510 ⁸
Clackamas County	375,992	421,401	424,043	460,401	505,622
Molalla	8,562	10,295	10,335	12,515	15,141

Age

Parks systems should meet the recreation needs of residents of all ages. Analyzing the population by age group can be used to adjust planning efforts for future age-related trends in recreation.

Chart 1.1 compares the 2020 population age distributions in Molalla, Clackamas County. Molalla’s largest age group is 25 to 44 (30%) and smallest age group is 20 to 24 (6%). The second largest group is 5 to 19 (23%). This distribution indicates more families with children in Molalla than in the county and the state. The age distribution also shows an older population in Clackamas County than in Molalla. The age distribution analysis shows a diversity of ages within the system’s population and reinforces the need for park planning activities to serve a community of all ages.

⁶ Portland State University (PSU), Population Research Center. “2023 Annual Oregon Population Report Tables”. April 2024.
⁷ Sources: 2010 and 2020 population data from the U.S. Decennial Census. 2023 population estimate from the 2023 Annual Oregon Population Report Tables published in 2024 by PSU’s Population Research Center. The 2030 and 2040 Population forecasts are from the Current Forecast Summary released by PSU’s Population Research Center. The 2030 and 2040 population forecasts were last updated for Clackamas County and Molalla in 2020. The 2030 and 2040 Statewide forecast incorporates data from Oregon Metro.
⁸ Statewide forecast data is for 2045 instead of 2040. 2045 data was used to incorporate the most recent Metro forecast data published in 2021. More information is available at: <https://www.oregonmetro.gov/2045-distributed-forecast>.

Chart 1.1. Age Distribution as Percent of Total Population in 2020⁹

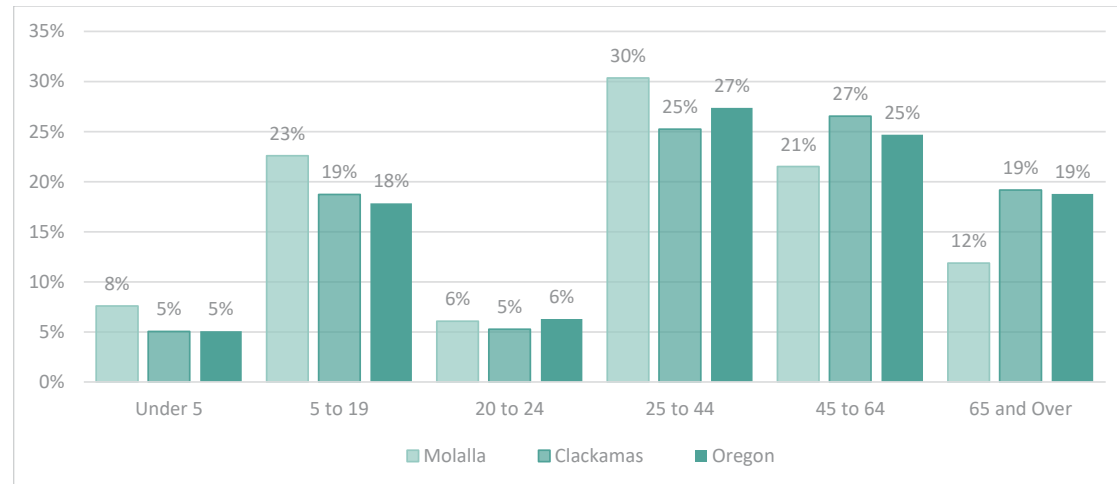
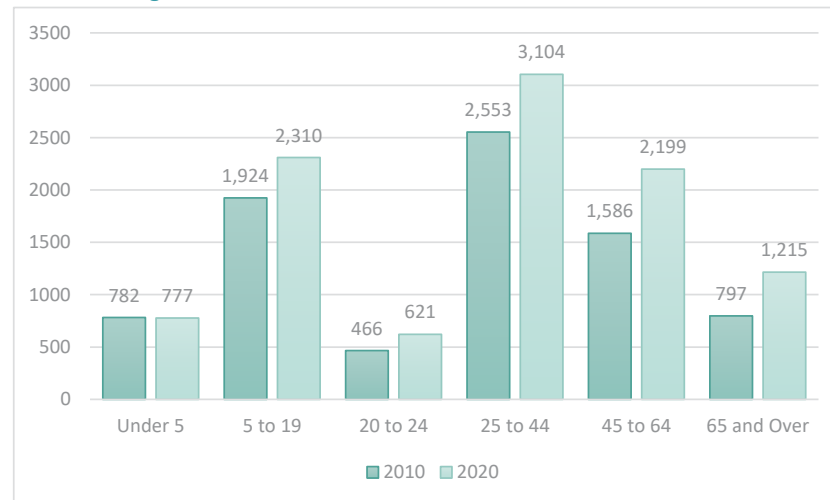


Chart 1.2 shows the estimated number of Molalla residents, in contrast to the percentage of population, in 2010 and 2020. Comparing the two age distributions shows how the population growth between 2010 and 2020 was distributed across age ranges, with Molalla seeing growth in most age groups.

Chart 1.2. Age Distribution of Molalla in 2010 and 2020¹⁰



⁹ U.S. Census Bureau, 2020.

¹⁰ Source: United States Census Bureau, 2020.

Race & Ethnicity

In 2020, the largest percentage of Molalla residents (79.8%) were white, and Latinos made up the largest minority ethnic group (15.9%). The racial composition of Molalla has become more diverse in recent years, as shown in Tables 1.2 and 1.3.

Table 1.2 shows the percentage of people identifying as two or more races more than tripled between 2010 and 2020. It also shows that in 2020, African American, American Indian, Asian, and Native Hawaiian or Pacific Islander residents made up about 3% of the population of Molalla.

Table 1.2. Racial Composition of Molalla, 2010-2020¹¹

	White	American Indian	Asian	Black	Native Hawaiian	Some Other Race	Two or More
2010	86.9%	1.1%	0.8%	0.6%	0.3%	7.5%	2.9%
2020	79.8%	0.9%	1.0%	0.5%	0.3%	8.0%	9.6%

Table 1.3 shows that the percentage of residents identifying as Hispanic or Latino also grew between 2010 and 2020.

Table 1.3. Hispanic or Latino Identity, 2010-2020¹²

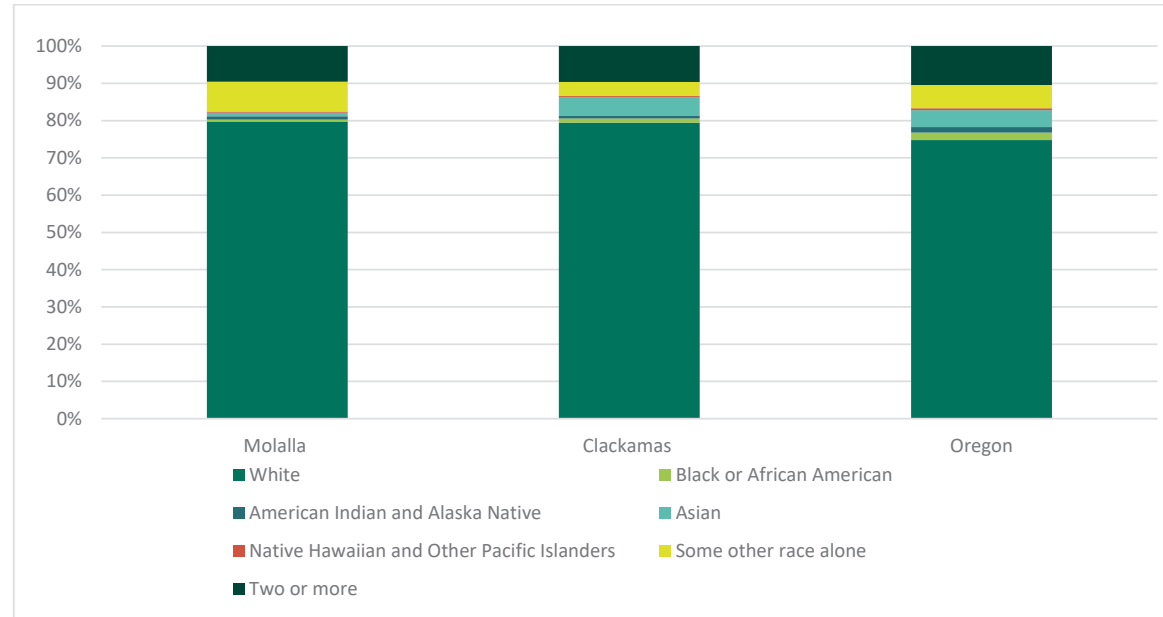
	Hispanic / Latino	Non-Hispanic / Latino
2010	14%	86%
2020	16%	84%

Molalla's racial and ethnic distribution is similar to the state of Oregon as a whole while Clackamas County has a smaller Hispanic / Latino population. As shown in Chart 1.3, Molalla's multiracial population in 2020 represents 10.0% of the total population, similar to 9.6% in the county and 10.5% in the state. Molalla is expected to see an increasingly racially diverse population who will need to be included in park planning activities to ensure that these facilities serve current and future community members.

¹¹ Source: United State Census Bureau, 2020.

¹² Source: United States Census Bureau, 2020.

Chart 1.3. Racial Composition by City, County, and State, 2020¹³

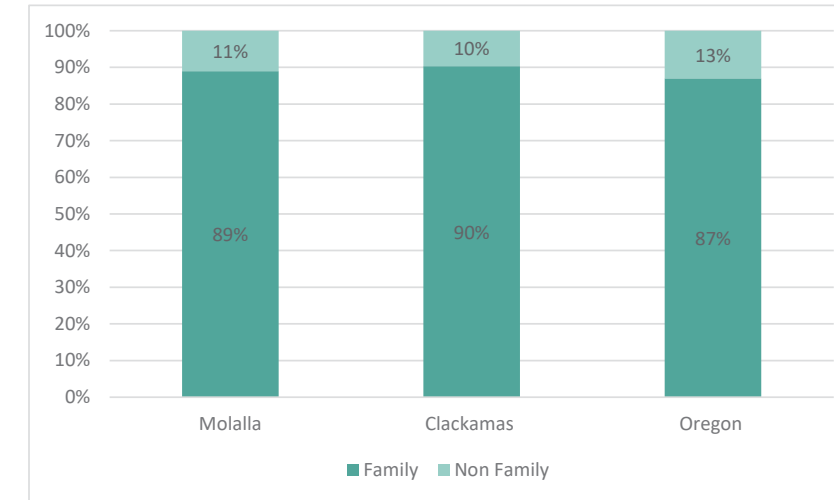


Household Makeup

Review of household type, housing tenure, and recent housing construction provides critical information for meeting park and recreation needs. This data assists with planning for the development of new parks and identifying potential funding sources, such as System Development Charges (SDCs). In addition, housing trends provide a snapshot of the type of housing being added to a community, where it is being added, and the type of homes that are being constructed.

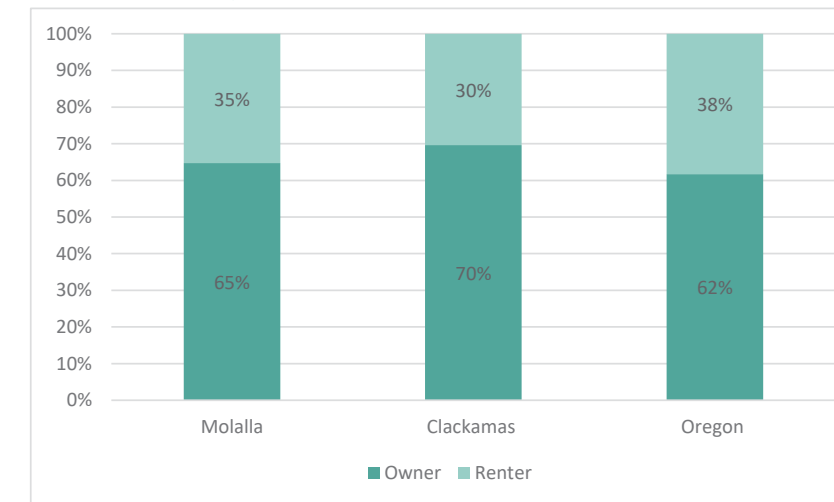
In 2021, 89% of Molalla households were families (individuals related by birth, marriage, or adoption) while 11% were non-family households (individuals living alone or with non-relatives). Of this 11% non-family households, 69% live alone. This percentage of non-family households who live alone highlights opportunities for the city to meet the needs of non-family households, some of which are older residents living alone. The high percentage of families also highlights the need to provide activities and opportunities across a wide age spectrum. As shown in Chart 1.4, Molalla has a similar portion of family households (89%) as the county (90%) and a slightly higher portion than Oregon (87%).

Chart 1.4. Household Makeup, 2021¹⁴



In 2021, Molalla had 3,578 occupied housing units within city limits. Roughly 65% of residents own their homes while 34% rent. As shown in Figure 1.5, Molalla had a lower percentage of homeowners compared to Clackamas County (70%) and a higher percentage compared to the state (62%).

Chart 1.5. Housing Tenure; 2021¹⁵



¹⁴ Source: United States Census Bureau, 2021.

¹⁵ Source: United States Census Bureau, 2021.

ECONOMIC ANALYSIS

A community’s support of, desire for, and willingness to pay for park and recreation services are directly related to the strength of its economic base. Understanding the economic characteristics of Molalla is a critical step in determining priorities for park and recreation services. This understanding will also aid the City in preparing grants and applying for alternate funding sources to help pay for park projects.

Income and Poverty

In 2021, Molalla’s median household income (\$74,718), median family income (\$93,548), and per capita income (\$31,626) were lower than that of Clackamas County. Molalla has a slightly higher percentage of families living below the poverty level (6.3%) than Clackamas County (5.0%) and lower than Oregon (7.5%). The percentage of adults below the poverty level is greater in Molalla (9.6%) than in Clackamas County (7.6%) and slightly lower than in Oregon (10.5%).

Table 1.4. Income and Poverty; Molalla, Clackamas County, and Oregon, 2021¹⁶

	Molalla	Clackamas County	Oregon
Median Household Income	\$74,718	\$97,416	\$70,084
Median Family Income	\$93,548	\$106,288	\$93,384
Per Capita Income	\$31,626	\$45,140	\$37,816
Percent of Families Below Poverty Level	6%	5%	8%
Percent of Adults Below Poverty Level	10%	8%	11%

Poverty and income are important considerations in the parks planning process, as they influence residents’ willingness and ability to pay for higher levels of service and new facilities.

Education Attainment

A community’s economic base is also influenced by the educational attainment of its residents. Table 1.5 shows educational attainment for Molalla, Clackamas County, and Oregon in 2021 for people 25 years of age or older. In 2021, 94% in Molalla had a high school diploma or higher, and 16% had a bachelor’s degree or higher, the latter of which is lower than in both Clackamas County and Oregon. High school diploma attainment in Molalla was similar in Molalla to Clackamas County and slightly higher than the state.

¹⁶ Source: United States Census Bureau, 2021.

Table 1.5. Educational Attainment; Molalla, Clackamas County, and Oregon, 2021¹⁷

Educational Attainment	Molalla	Clackamas County	Oregon
High School Diploma or Higher	94%	94%	92%
Bachelor’s Degree or Higher	16%	39%	35%

Educational attainment and subsequent earning potential is an important consideration in the parks planning process, as they influence residents’ ability to pay for higher levels of service and new park facilities.

TRANSPORTATION ANALYSIS

Commuting

Understanding access to public parks via public or personal transportation is a critical step in determining priorities for accessibility to parks and recreational services. This understanding also will aid the City in preparing grants and applying for alternate funding sources to help pay for park projects. Table 1.6 presents commuting characteristics for Molalla, Clackamas County, and Oregon in 2021.

When comparing city, county, and state, 32% of residents in Molalla 16 years and over live in households with access to three or more vehicles, which is higher than in the county (29%) and state (24%). The portion of Molalla residents without access to a vehicle (10%) is also higher than in the county and state. While most residents have private vehicle access, it is important to recognize the need for accessible parks and green spaces within walking distance for the more than 1,000 Molalla residents, based on the current population estimate, who cannot afford or choose not to use this means of transportation.

Table 1.6. Commuting Characteristics: Molalla, Clackamas County, and Oregon, 2021¹⁸

Vehicles Available	Molalla	Clackamas County	Oregon
None	10%	5%	7%
1	20%	26%	31%
2	38%	40%	38%
3 or More	32%	29%	24%

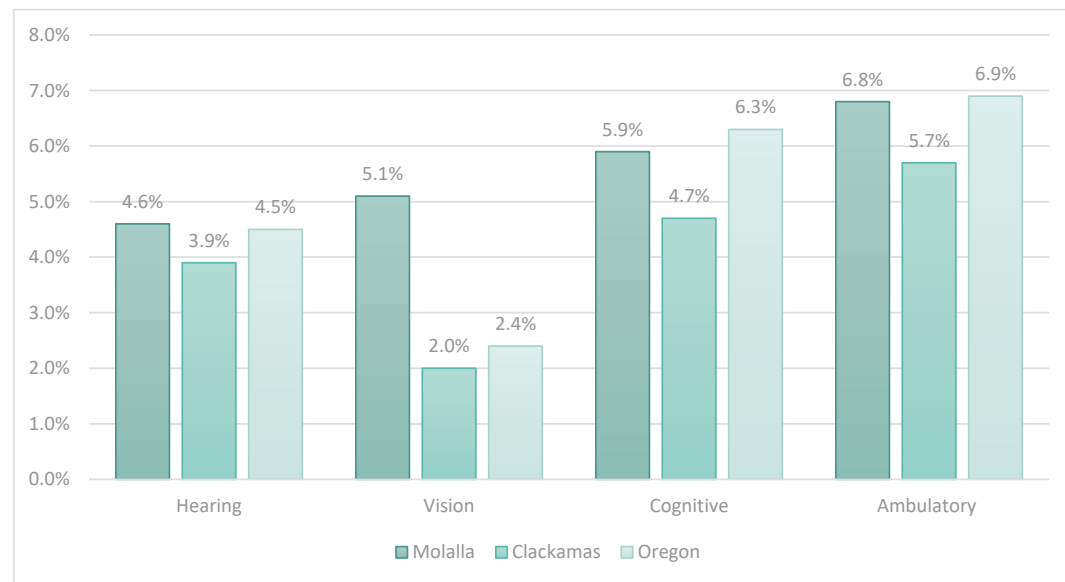
¹⁷ Source: United States Census Bureau, 2021.

¹⁸ Source: United States Census Bureau, 2021.

Disabilities

Understanding the status of disability in Molalla compared to Clackamas County and Oregon is analyzed to best accommodate and provide adequate and accessible outdoor spaces. This understanding can also aid the City in preparing grants and applying for alternate funding sources to help pay for more accessible amenities. For this analysis, four disability categories were examined — ambulatory, hearing, vision, and cognitive — to understand the need for more inclusive design and planning efforts. Chart 1.6 shows 2021 disability characteristics for Molalla, Clackamas County, and Oregon.

Chart 1.6. Disability Statistics; 2021¹⁹



In Molalla, the portion of residents with a disability in at least one of the categories ranges from roughly 5% to 7%. Ambulatory disability, defined as difficulty walking or climbing stairs, is the most common, followed by cognitive, and then vision and hearing.²⁰ Molalla has a higher portion of residents with a disability across the four categories than the county and fewer with cognitive and ambulatory disabilities than the state. Ambulatory disability is Overall, the need for accessible amenities is a critical focus for the City of Molalla.

¹⁹ Source: United States Census Bureau, 2021.

²⁰ Source: United States Census Bureau, 2021.

C Existing System Inventory and Conditions Report

MEMORANDUM

Molalla Parks, Recreation & Trails System Plan

To: Project Management Team (City of Molalla)
From: Colin McArthur, AICP, Alli Langley, Claire Dosen (Cameron McCarthy)
Date: May 12, 2024
Subject: Inventory and Conditions Report

PURPOSE

Comprehensive parks system planning requires identifying and assessing existing park facilities and amenities. This inventory process highlights system-wide strengths, needs, opportunities, and constraints and reveals underserved areas within the planning area, defined as Molalla's existing urban growth boundary (UGB). The inventory process includes considering park classifications, which helps ensure a balanced parks system that meets current and future community needs, as well as understanding activities occurring in each park and the condition of facilities and amenities. This helps guide recommendations and capital improvement program efforts.

CLASSIFICATIONS

The existing conditions analysis uses National Recreation and Parks Association (NRPA) classifications to categorize Molalla's park resources and NRPA Park Metrics to evaluate the system.¹ Park classification considers individual park benefits, functions, size, service area, and amenities. For Molalla, the classifications are:

- Parks
 - Mini Park
 - Neighborhood Park
 - Community Park
 - Special Use Park
 - Natural Area Park
 - Undeveloped Parkland
- Trails

Mini Parks

Molalla operates two mini parks: Oddfellows Pocket Park and Rotary Park. Mini parks are small outdoor spaces, usually no more than one acre, most often in an urban area surrounded by commercial buildings or houses on small lots. These parks support small group gatherings, relaxation or respite from the sun, or access to enjoy the

¹ NRPA Park Metrics are benchmark data that assist in the management and planning of park and recreation systems. They will be discussed in the Park System Benchmarks and Metrics Analysis Memorandum along with an assessment of the park system's performance relative to applicable benchmarks. <https://www.nrpa.org/publications-research/ParkMetrics/>

outdoors. Mini parks may include amenities such as flexible paved space, small play equipment, waysides with seating, and lawn areas. Successful mini parks are accessible, allow people to engage in daily activities, are comfortable spaces to sit, and are sociable places (e.g., where people meet for social interaction).

Neighborhood Parks

Molalla operates three neighborhood parks: Fox Park, Long Park, and Strawberry Park. Neighborhood parks are small parks within biking and walking distance to surrounding neighborhoods. They provide access to basic recreation and social opportunities such as ball fields, basketball courts, exercise stations, pickleball/tennis courts, playgrounds, walking paths, picnic pavilions, and benches. With specific park amenities, neighborhood parks can enhance neighborhood identity and preserve neighborhood natural areas and open space. Their service area radius is ideally ¼ to ½ mile in a residential setting. Neighborhood parks may range in size from 1 to 10 acres.

Community Parks

Molalla operates one community park: Clark Park. Community parks provide a variety of structured, active, passive, and informal recreation opportunities for all age groups. Community parks are generally larger in size and serve a wide base of residents. They typically include facilities that attract people from the entire community, such as sports fields, pavilions, picnic shelters, and water features, and require supporting facilities, such as parking and restrooms. These parks may also include natural areas, unique landscapes, and trails. Community parks may range in size from 1 to 50 acres.

Special Use Parks

Molalla operates three special use parks: Molalla Skate Park, the park land known as Sheets Field and Molalla BMX Track, and Bohlander Field. Special use parks are recreation sites or parkland with specialized facilities designed to serve specific functions. Facilities typically included are community centers, community gardens, skate parks, aquatic centers, memorials, public art, amphitheaters, and sports field complexes.

Undeveloped Parkland

Molalla owns four undeveloped parkland properties: Bear Creek Annex, Chief Yelkus Park, Clark Park Annex, and Pioneer Cemetery. The City is currently in the design phase of developing Chief Yelkus Park. Undeveloped parkland is City-owned or potentially owned by the city and could become developed parkland. This can occur through adding facilities or amenities or developing the land for park and recreation use.

Natural Area Parks

Molalla currently operates one natural area, Ivor Davies Park. Natural area parks are lightly developed or left primarily in their natural state to provide limited recreation opportunities, as appropriate. Natural area parks include areas protected or preserved through conservation easements, acquisition, or dedication.

Trails

Trails refer to multipurpose trails within greenways, parks, and natural resource areas that primarily provide recreational value and natural resource access but may include other connectors that serve as public access routes. Molalla currently has 1.43 miles of trails.

INVENTORY

City Facilities

The parks inventory includes all City owned parkland and trails as well as Molalla School District No. 35 facilities (Table 1.5), Molalla Aquatic District (MAD) facilities, and privately owned parks and open space that contribute to park and recreation opportunities to Molalla residents and visitors (Table 1.3).

The City currently owns and maintains 10 developed park facilities, which comprise 73.76 acres of developed parkland, and four undeveloped properties, comprising 13.46 acres, of land that is currently undeveloped and could be developed as parkland (Table 1.1). The existing City-owned park and recreation system is shown on **Map 1. Park System**. The Molalla parks system contains 0.71 linear miles of trails (Table 1.2).

The existing parks system provides a range of park types and recreation opportunities. Different types of parks serve distinct functions and needs in the community. For this plan, park facilities are assessed based on amenities, size, service area, and function. The following is a summary of the City of Molalla park classifications and acreages.² See Appendix A for more detailed information on each facility.

² Acreage and mile totals are preliminary, based on Geographical Information System (GIS) data, and subject to change.

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² Acreage and mile totals are preliminary, based on Geographical Information System (GIS) data, and subject to change.

Table 1.1. Parks

PARKS	ACRES
Mini Parks	
Odd Fellows Park	0.14
Rotary Park	0.44
Neighborhood Parks	
Fox Park	1.96
Long Park	1.09
Strawberry Park	0.25
Community Parks	
Clark Park	9.67
Special Use Parks	
Bohlander Field	14.01
Molalla Skate Park	0.34
Sheets Field & Molalla BMX Track	3.39
Natural Area Parks	
Ivor Davies Park	42.46
TOTAL DEVELOPED PARKLAND	73.76
Undeveloped Parkland	
Bear Creek Annex	0.91
Chief Yelkus Park	6.85
Clark Park Annex	3.33
Pioneer Cemetery	2.37
TOTAL UNDEVELOPED PARKLAND	13.46

Table 1.2. Trails

TRAILS	MILES
Ivor Davies Walking Path	0.96
Bear Creek Byway	0.08
S Molalla Forest Road Trail	0.39
TOTAL	1.43

Additional Public Facilities

In addition to those on City-owned land, other public park and recreation facilities are available to Molalla residents (Table 1.3).

Molalla School District operates three schools and two other recreational facilities in the planning area. These facilities provide active recreation opportunities to students when school is in session and may provide recreation opportunities to residents and visitors through shared use or other facility rental agreements.

Molalla Aquatic District shares boundaries with the school district and provides an eight-lane, 25-year indoor pool with programming as well as event space available for rent. A [acreage] portion of the district property is undeveloped.

Table 1.3. Additional Public Facilities

ADDITIONAL PUBLIC FACILITIES	ACRES
Molalla Elementary School (school district)	19.47
Molalla River Middle School (school district)	17.90
Molalla High School (school district)	28.66
Heckard Field (school district)	18.45
Molalla River School District Administration Buildings, Molalla Library & Basketball Court Park (school district)	3.64
Molalla Aquatic Center (Molalla Aquatic District)	4.71
TOTAL	92.82

Two public recreation facilities are outside the planning area but nearby. Feyrer Park is a 17-acre Clackamas County park about 1.5 miles east along the Molalla River with a campground, picnic shelters, picnic tables, boat ramp, playground, horseshoes, volleyball, and restrooms. Molalla River Recreation Area is Bureau of Land Management land about 7 miles southeast with river access, picnic facilities, restrooms, campgrounds, and access to a hiking, biking, and equestrian trail system.

Private Facilities

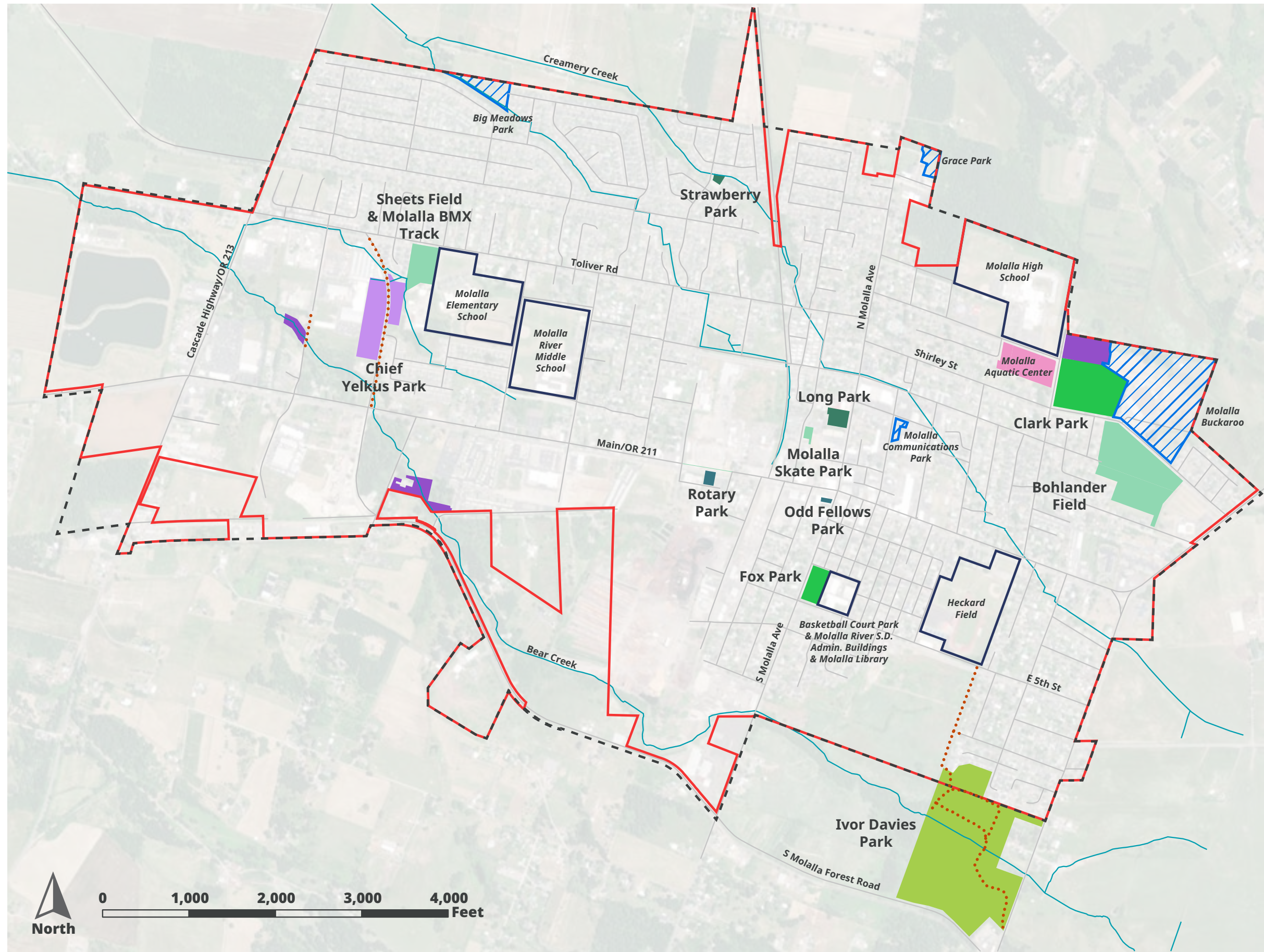
Molalla also has four privately owned park facilities within the planning area (Table 1.4). Private facilities may be open and welcoming to some community members but should not be relied on for meeting the broader community’s park and recreation needs.

Table 1.4. Private Parks and Open Space

PRIVATE PARKS AND OPEN SPACE	ACRES
Big Meadows Park (<i>playground, lawn, basketball court, open space</i>)	2.61
Grace Park (<i>baseball field</i>)	1.27
Molalla Buckaroo Grounds (<i>rodeo facilities</i>)	24.13
Molalla Communications Park (<i>paved plaza, tables, chairs, plantings</i>)	0.47
TOTAL	28.48

Other privately owned recreation facilities include the Dibble House Museum, operated by the Molalla Area Historical Society, as well as a few fitness centers. A handful of businesses just outside the planning area also offer recreation activities to the public including Rosse Posse Acres (an elk farm and wildlife petting zoo), Molalla Train Park, and Skydive Oregon.

Map 1 Park System



LEGEND / LEYENDA

- City Limits / Límites de la ciudad
- Urban Growth Boundary / Límite de crecimiento urbano
- Streets / Calles
- Streams / Arroyo

CITY PARKS / PARQUES DE LA CIUDAD

- Mini Park / Miniparque
- Neighborhood Park / Parque del barrio
- Community Park / Parque comunitario
- Special Use Park / Parque de uso especial
- Natural Area Parks / Parques de áreas naturales
- Undeveloped Parkland / Parques no desarrollado
- Potential Parkland / Parque potencial
- Trail / Camino

ADDITIONAL FACILITIES / INSTALACIONES ADICIONALES

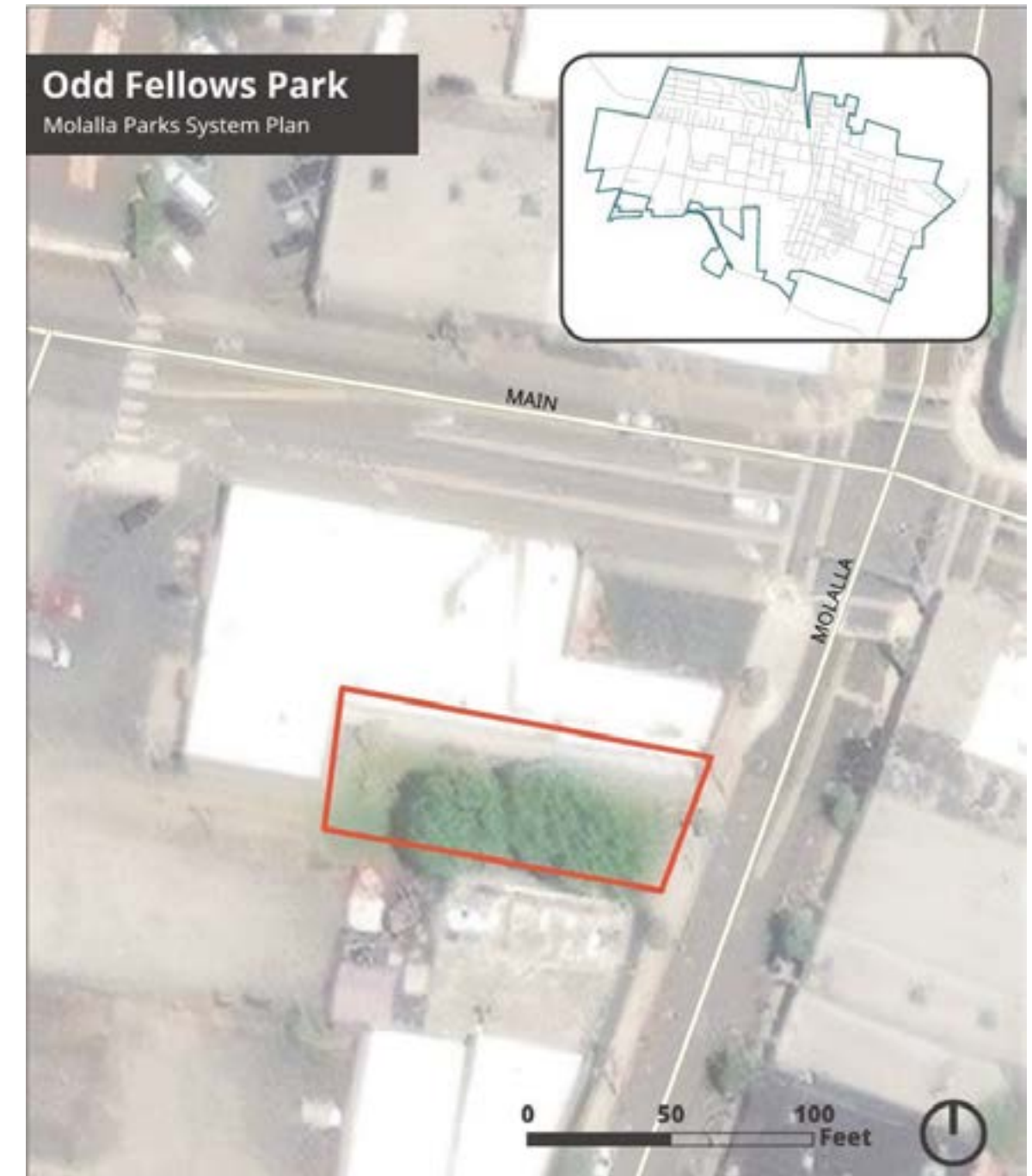
- Aquatic District/ Distrito acuático
- School District/ Distrito escolar
- Private Land / Terreno privado

Parks

Odd Fellows Park

The park in downtown Molalla is between a bar and grill and a barber shop.

- **Size:** 0.14 Acres
- **Park Classification:** Mini Park
- **Status:** Developed
- **Existing Amenities:**
 - Bench (1)
 - Picnic table (1)
 - Tree canopy (large)
 - Portable restroom (1)
 - Mural (on adjacent commercial property)
 - Memorial rock
 - Signage
 - Trash receptacle (1)
 - Dog bag dispenser
- **Opportunities (preliminary):**
 - City art installation
 - Community garden space
 - Formalize picnic space
 - Small covered structure
 - Add bike rack



Rotary Park

Rotary Park is on Highway 211 in front of the Bi-Mart parking lot and between an auto parts store and car wash.

- **Size:** 0.44 Acres
- **Park Classification:** Mini Park
- **Status:** Developed
- **Site Visit Notes:**
 - Loud due to highway proximity
 - Rarely used
- **Existing Amenities:**
 - Benches (4)
 - Ornamental plantings
 - Art installation and interpretive signage
 - Park signs (2)
- **Opportunities (preliminary):**
 - Stormwater management
 - Electric and water hookups for food cart/vendor pod
 - Consider property sale, use change



Fox Park

Sited next to the library, this highly used community park named for Sally Fox is close to downtown on S Molalla Avenue. The park amenities offer a range of uses to the community including a popular splash pad. Some of the equipment has been newly replaced while some equipment is roped off for safety reasons. The City built this park on the site of the high school after it was destroyed in the "Spring Break Quake" of 1992.

- **Size:** 1.96 acres
- **Park Classification:** Neighborhood Park
- **Status:** Developed
- **Site Visit Notes:**
 - Replacement of the play equipment for young children is planned.
- **Existing Amenities:**
 - Splash pad
 - Play structures (2)
 - One in older condition with equipment for younger children
 - One in newer condition with equipment for older children
 - Both with bark mulch surfacing
 - Swing sets (2)
 - Covered gazebo/picnic area
 - Picnic tables (6, includes 4 that are ADA-accessible)
 - Benches (14)
 - Lawn
 - Veterans memorial with a flagpole
 - Restrooms
 - Historic art/signage
 - Art installation at corner of S Molalla Ave and E 5th St.
 - Signage
 - Small pedestrian bridge (over drainage way)
 - Large shade trees
 - Ornamental plantings
 - Trash bins (5)
 - Dog bag dispensers
 - Car parking (shared with the library)
 - Bus stop
- **Opportunities (preliminary):**
 - Create ADA-accessible path to picnic shelter
 - Replace plant beds at picnic shelter with lawn
 - Add bike racks
 - Upgrade bathrooms
 - Upgrade older play equipment



Long Park

Leonard Long Park is downtown along Molalla Avenue adjacent to the Molalla Civic Center and a fire station. The City added a pickleball facility in 2023 with funding from Molalla Communications Cooperative as well as a rain garden at the southern edge near the pickleball courts. The park's street frontage was also improved recently, adding some interpretive art to the park.

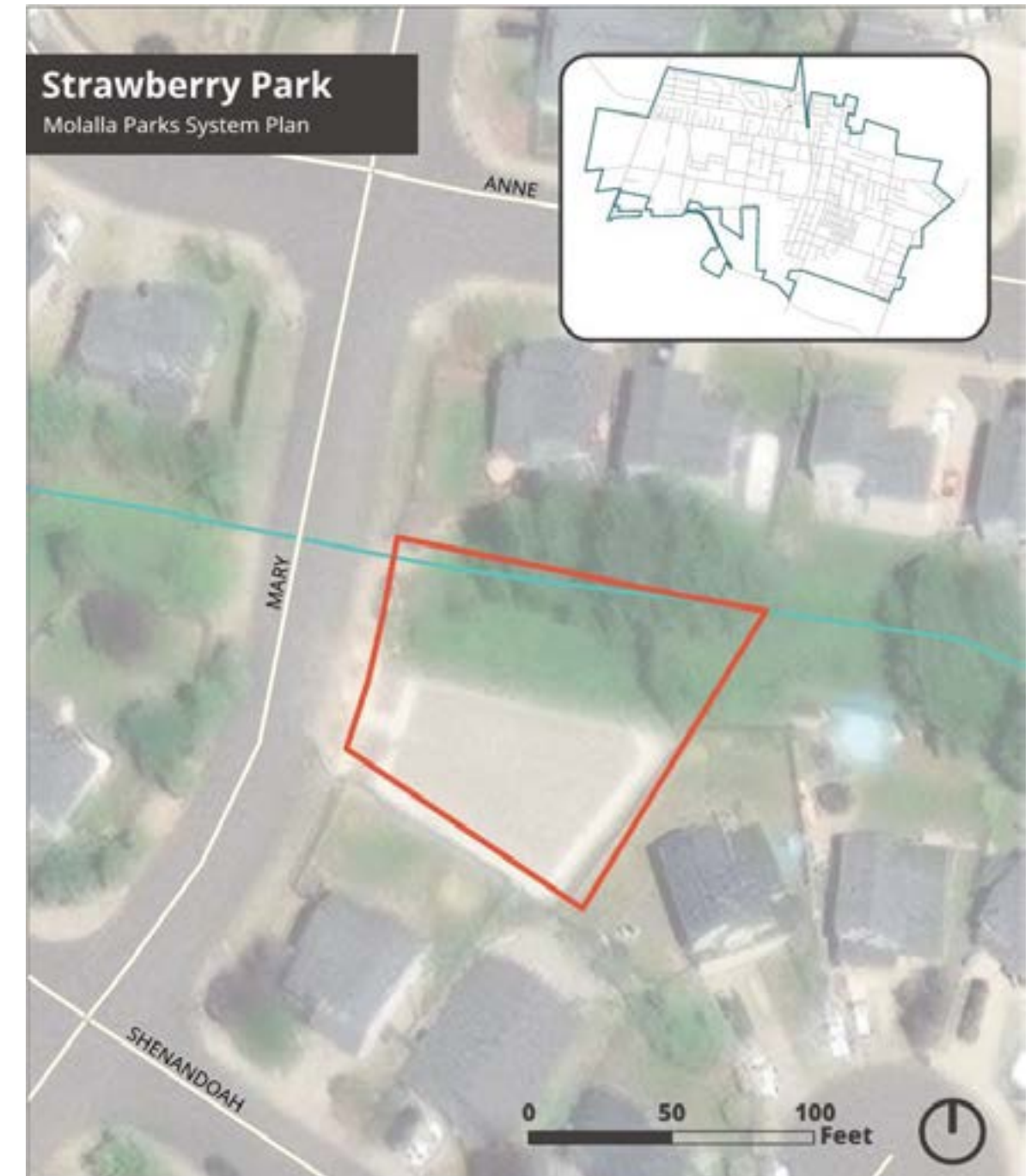
- **Size:** 1.09 Acres
- **Park Classification:** Neighborhood Park
- **Status:** Developed
- **Site Visit Notes:**
 - The stage had a covered gazebo that was recently removed.
 - A swing set is planned.
 - Exploring community garden run by local nonprofit in front of Civic Center [this acreage is not included in the inventory].
- **Existing Amenities:**
 - Restroom
 - Play structure (1)
 - Swing set (1)
 - Pickleball courts (3)
 - Picnic tables (7, includes 4 that are ADA-accessible)
 - Benches (4, includes 1 swinging bench)
 - Art installations (3, includes 2 related to the Molalla tribe origin story and 1 log sculpture)
 - Small stage (raised concrete platform, not ADA-compliant)
 - Lawn
 - Large shade trees
 - Tree stumps
 - Ornamental plantings
 - Site lighting
 - Kiosk with informational signage and art
 - Wayfinding sign
 - Memorials (2)
 - ADA-compliant path
 - Bike rack (1)
 - Bike pump and repair station
 - Water station and fountain
 - Trash cans (5)
 - Dog bag dispenser
 - Park sign
- **Opportunities (preliminary):**
 - Remove large tree stumps or incorporate as a play element
 - Unify site furnishings and create a set of furnishing standards
 - Replace stage cover and add ramp for ADA-accessibility
 - Formalize picnic areas
 - Update play equipment and include ADA-accessibility



Strawberry Park

Strawberry Park is the city's newest park and is in a northern subdivision of Molalla. This neighborhood park is fully fenced, ADA-accessible, and popular with families with small children. It was built in 2022 next to houses and a creek with funding from Molalla Communications Cooperative.

- **Size:** 0.25 Acres
- **Park Classification:** Neighborhood Park
- **Status:** Developed
- **Existing Amenities:**
 - Play structures (3), with ADA-accessibility including sensory (noisemaking) play equipment
 - Swing set (1) with 1 belt seat, 1 accessible seat
 - Poured in place rubber play surfacing
 - Picnic tables (2), ADA-accessible
 - Benches (4)
 - Trash bin (1)
 - Signage
 - Fence (4' tall) with latching gate
- **Opportunities (preliminary)**
 - Improve stormwater management
 - Improve creekside habitat and add information signage
 - Add shade
 - Add bike racks



Clark Park

Located between the Molalla Buckeroo and the Molalla Aquatic Center, Clark Park is a developed park with sports fields on the west side and a large oak tree grove on the east side with a playground, paved paths, and picnic tables often used for picnicking. The park has an ADA-accessible parking lot along Shirley Street and a gravel parking lot by the bathrooms off Frarces Street. The Frarces Street extension provides vehicle access to the gravel lot and the Molalla Buckeroo property back gate. The street frontages at Shirley and N Cole Avenue have recently been improved.

- **Size:** 9.67 acres
- **Park Classification:** Community Park
- **Status:** Developed
- **Existing Amenities:**
 - Baseball diamond (1)
 - Soccer fields (4)
 - Bathrooms
 - Horseshoes (2)
 - Play structure (1), small with equipment for younger children
 - Swing set (1)
 - Picnic shelter/gazebo, damaged
 - Picnic tables (17, includes 9 with ADA-accessibility)
 - Benches (2)
 - Tree canopy (large)
 - Paved ADA-accessible path through oak grove
 - Art installation at corner of N Cole Ave. and Shirley St.
 - Signage
 - Drinking fountain
 - Trash receptacles (2)
 - Dog bag dispenser (1)
 - Paved parking with 1 ADA spot
 - Gravel parking lot
- **Opportunities (preliminary):**
 - Replace play equipment. Ideal location for nature play due to the existing playground in the center of the oak tree grove.
 - Upgrade gravel parking lot
 - Add bike racks and repair station



Molalla Skate Park

The Molalla Skate Park is located on the Civic Center property, along Kennel Avenue, near Long Park. The skate park does not have any designated parking, but parking is available next door at the civic center. A local nonprofit formed to fundraise for park improvements.

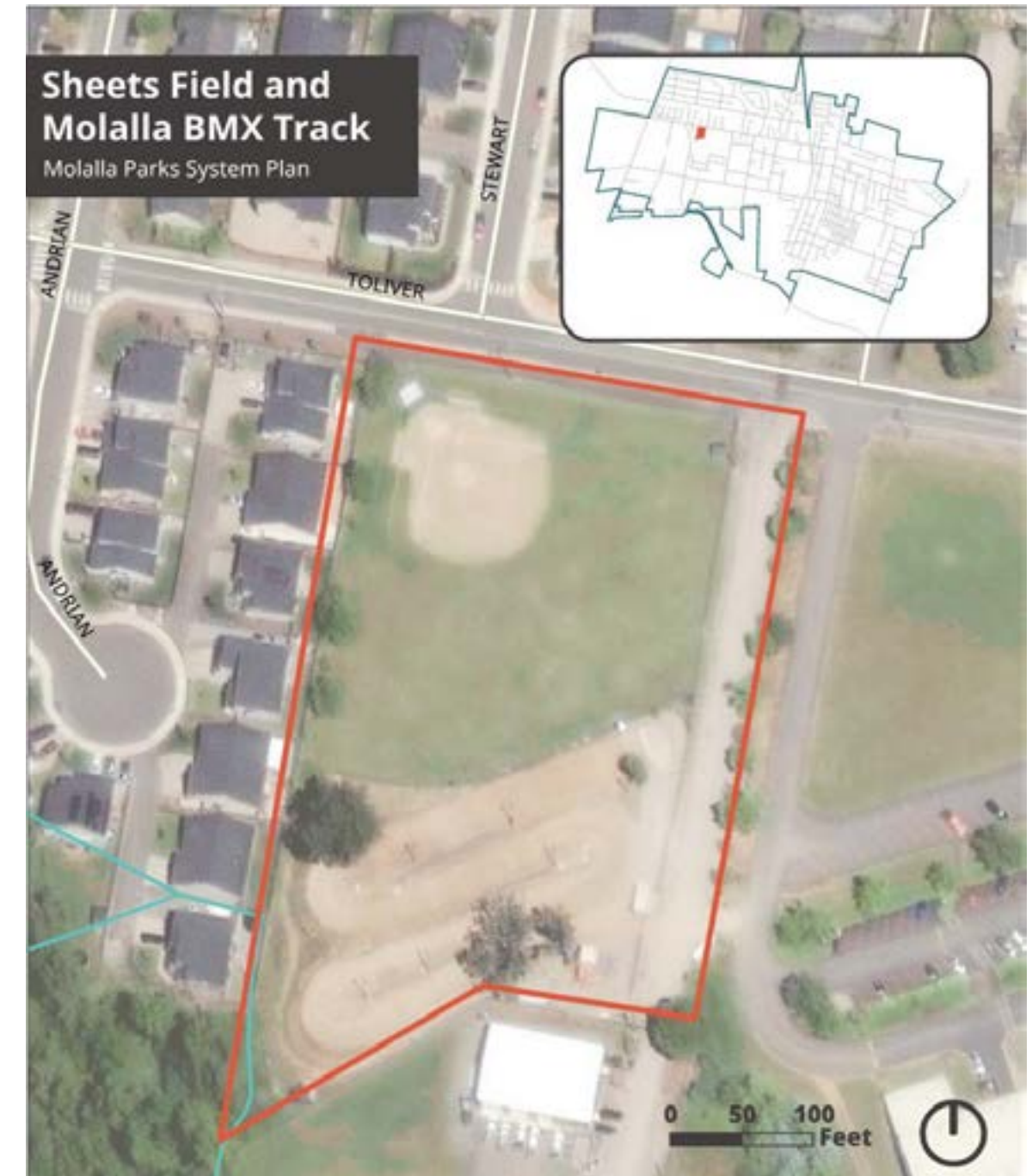
- **Size:** 0.34 acres
- **Park Classification:** Special Purpose Park
- **Status:** Developed
- **Existing Amenities:**
 - Skate area with ramps
 - Signage
 - Trash bin (1)
- **Opportunities (preliminary):**
 - Upgrade and expand the skate park (e.g. replace ramps, add bowls)



Sheets Fields and Molalla BMX Track

Sheets Fields is a softball field named after Billy Sheets, a local pitcher who was drafted by the Yankees and killed in a logging accident before he could play professionally. The Molalla BMX Track is south of the field. This parkland is adjacent to Molalla Elementary School. While the city owns the land, Molalla BMX Association operates and maintains the BMX track. The track area is fenced, and operators close it to the public when it is too wet for riding.

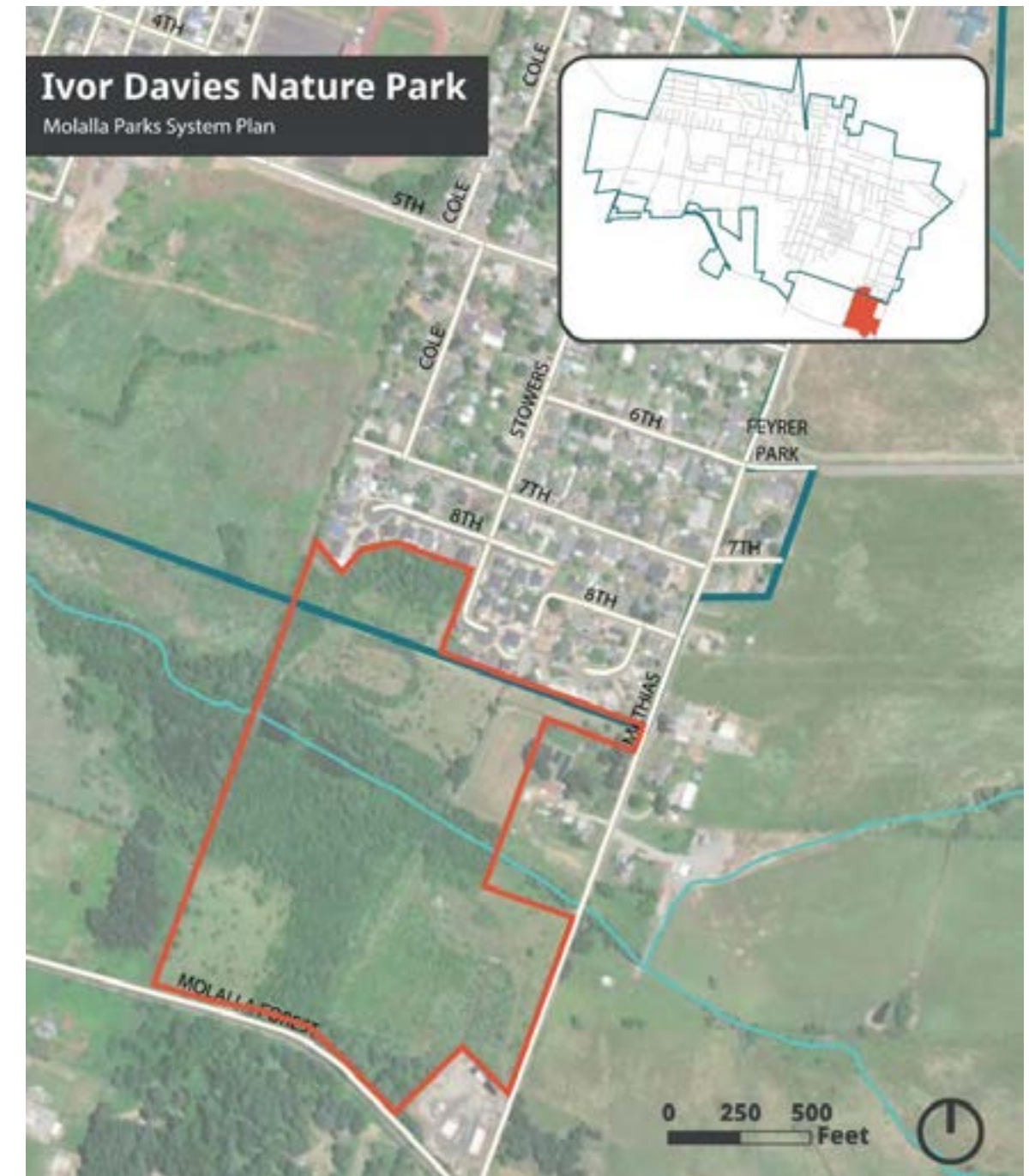
- **Size:** 3.39 Acres
- **Park Classification:** Special Use Park
- **Status:** Developed
- **Existing Amenities:**
 - Softball field
 - BMX course (sometimes locked)
 - Bleachers (2)
 - Picnic tables (8, including one that is ADA-accessible)
 - Restroom (sometimes locked)
 - Signage
 - Vehicle parking spots (4)
 - Some trees along the east property line
 - Concessions stand
 - Waste bins (7)
- **Opportunities (preliminary):**
 - Path connections to Chief Yelkus Park
 - Add bike racks



Ivor Davies Park

Ivor Davies Park is a partially developed park at the southeast corner of the city. Ivor Davies is the only City park that extends beyond the planning area. The park has a walking path, open space, and a disc golf course around a tree stand planted in a horseshoe shape.

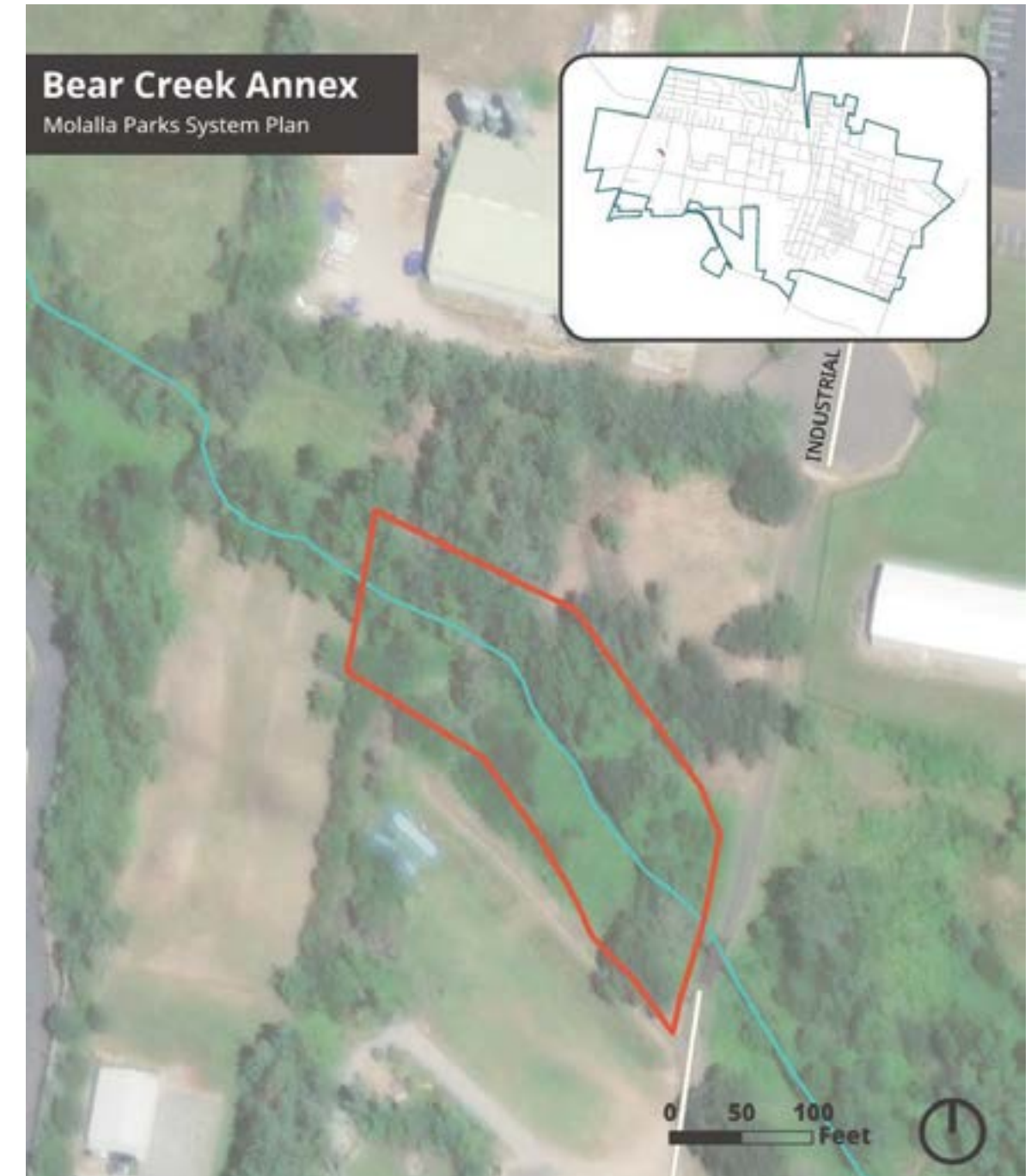
- **Size:** 42.46 Acres
- **Park Classification:** Natural Area Park
- **Status:** Developed
- **Existing Amenities:**
 - Paved multi-use path
 - Disc golf course (9 holes)
 - Shorty's Pond overlook
 - Picnic shelter (no tables)
 - Benches (4)
 - Tree stand in the shape of a horseshoe
 - Unpaved walking paths
 - Signage
 - Trash bins (2)
 - Dog bag dispenser
- **Opportunities (preliminary):**
 - Restore Shorty's Pond
 - Add vehicle parking lot
 - Expand path system
 - Add restroom
 - Add picnic tables
 - Add bike racks



Bear Creek Annex

The City recently acquired a parcel of land along Bear Creek for potential open space.

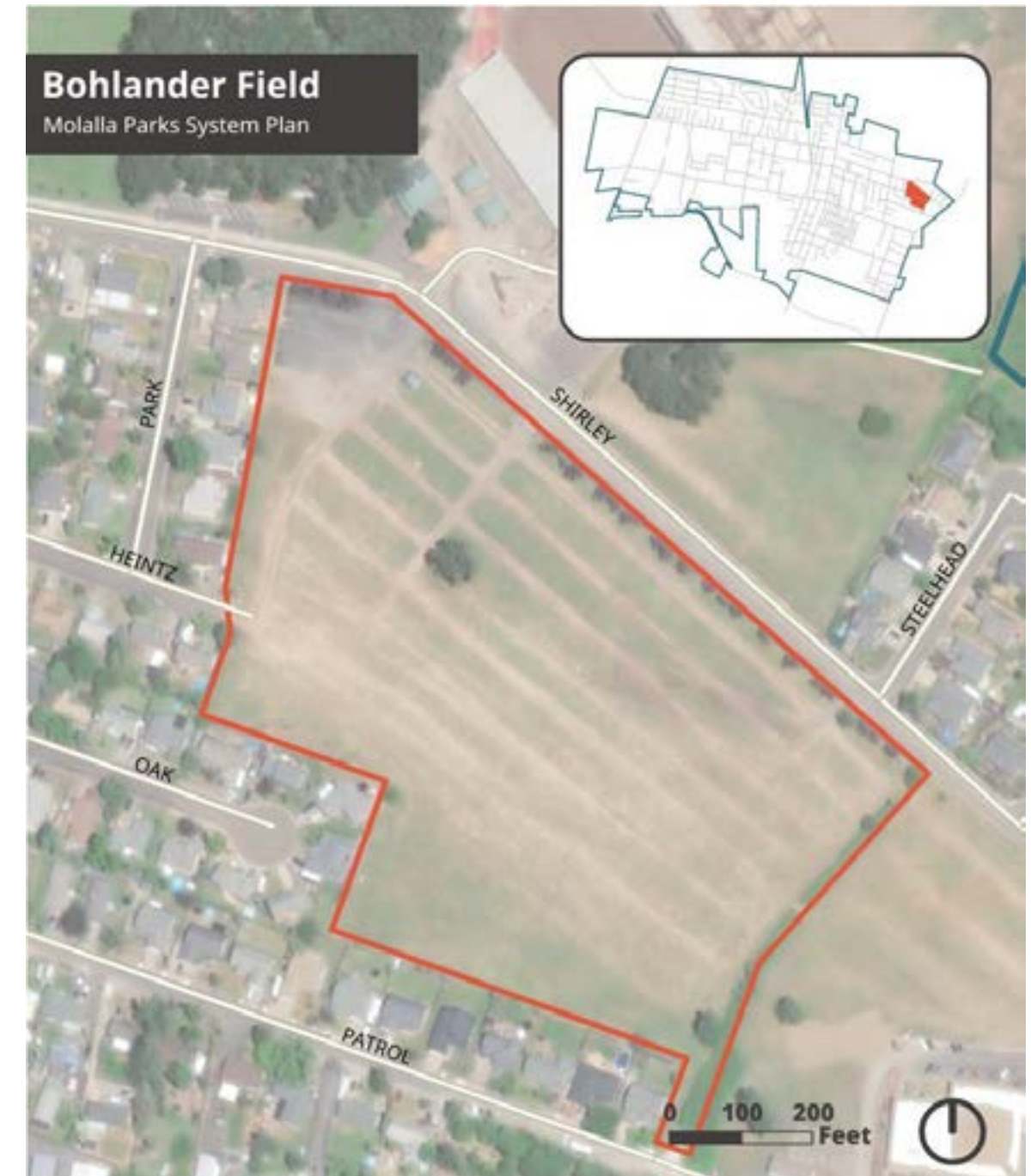
- **Size:** 0.91 Acres
- **Park Classification:** TBD
- **Status:** Undeveloped
- **Existing Amenities:**
 - None
- **Opportunities (preliminary):**
 - Develop creek access
 - Add path



Bohlander Field

Bohlander Field is City-owned land used for parking during the annual Molalla Buckeroo that takes place over the July 4th holiday. The land is across the street from Clark Park and the Molalla Buckeroo property.

- **Size:** 14.01 Acres
- **Park Classification:** Special Use
- **Status:** Undeveloped
- **Existing Amenities:**
 - 1 tree
 - Grass field
 - Signage
 - Small shed structure
 - Asphalt paving and gate
- **Opportunities (preliminary):**
 - Add more park facilities (e.g. sports fields, dog park)

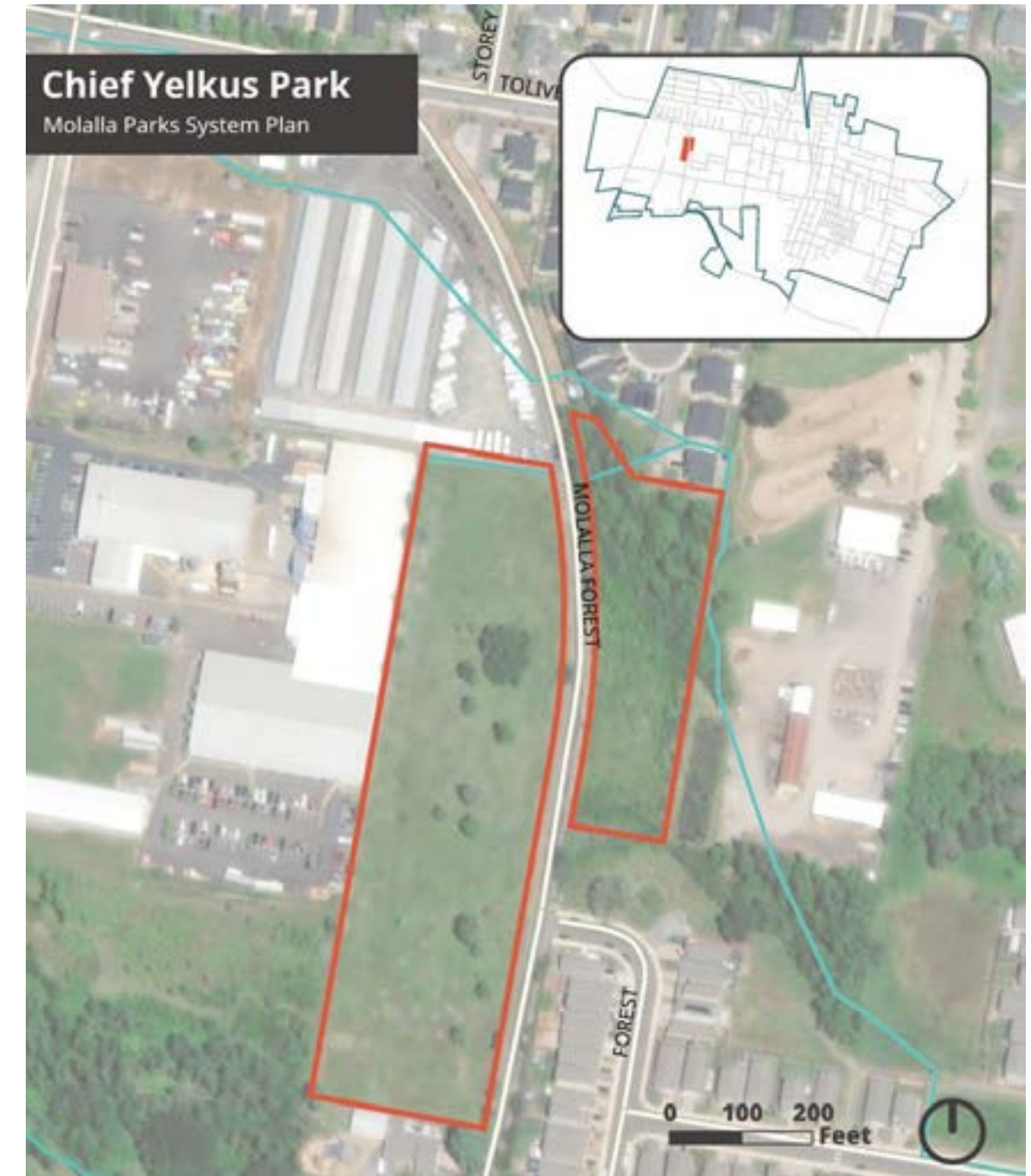


Chief Yelkus Park

The City is currently developing a master plan for the Chief Yelkus property. The park was named in 2021 in remembrance of Henry Yelkus, a member of the Molalla Tribe.³ The park is bordered by residential land to the north and south, industrial land to the west, and Sheets Field and the Molalla BMX Track to the east as well as the City public works facility.

- **Size:** 6.85 Acres
- **Park Classification:** TBD
- **Status:** Undeveloped
- **Existing Amenities:**
 - Tree canopy
 - Wetlands
- **Opportunities (preliminary):**
 - Trail connection to Bear Creek and Toliver Walking/Biking Path
 - Trails/accessible paths
 - Benches
 - Signs / interpretative features
 - Bike racks
 - Vehicle parking

³ Mansayon, Christopher. "Henry Yelkus (c. 1843–1913)." *Oregon Encyclopedia*, Portland State University and the Oregon Historical Society, 3 Nov. 2022, https://www.oregonencyclopedia.org/articles/chief_henry_yelkus/.



Clark Park Annex

The City owns this 3-acre property north of the Clark Park parking lot and west of the Buckeroo property. This undeveloped property is also near the high school and aquatic center.

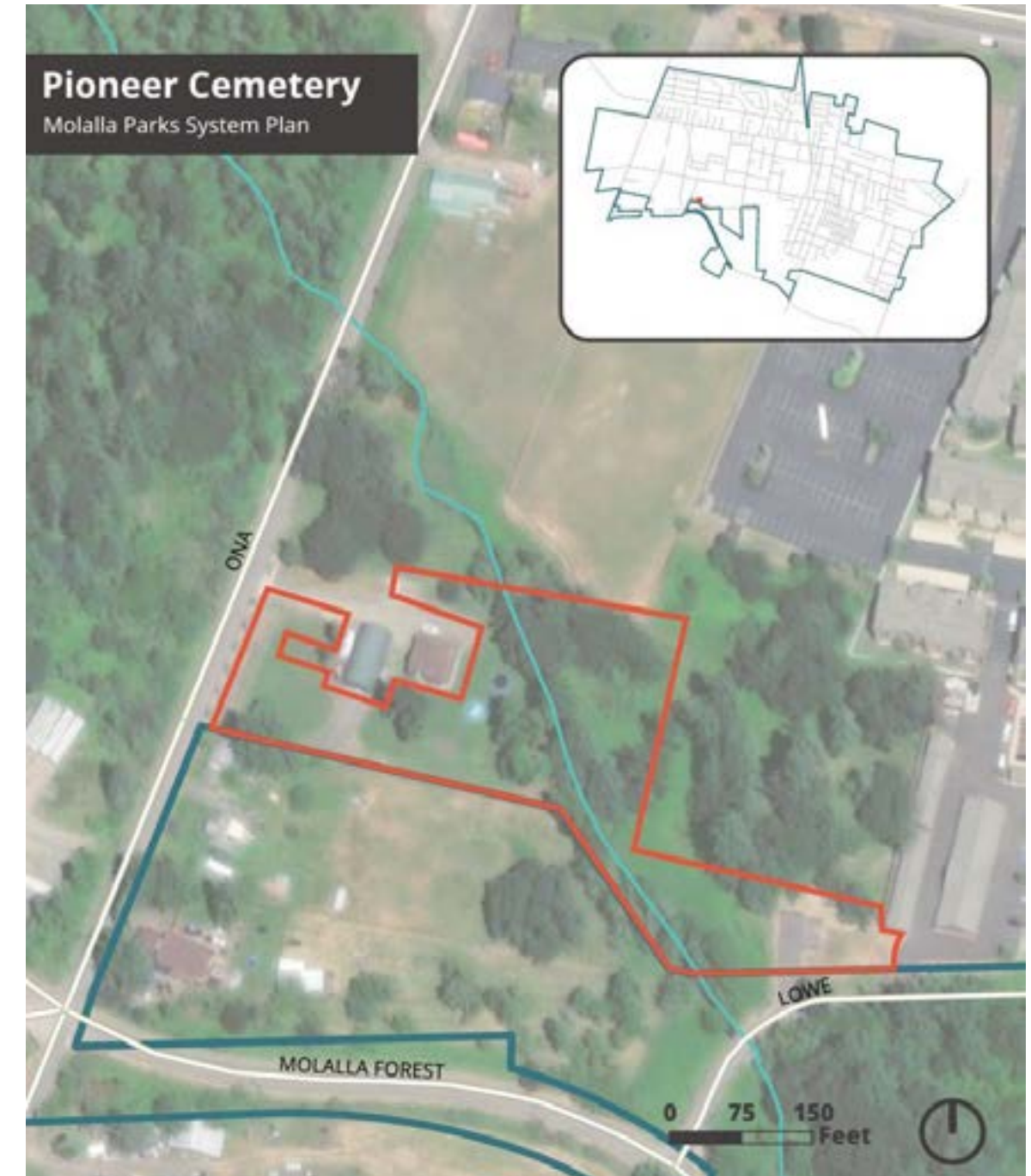
- **Size:** 3.33 acres
- **Park Classification:** TBD
- **Status:** Undeveloped
- **Existing Amenities:**
 - None
- **Opportunities (preliminary):**
 - Develop additional recreation facilities.



Pioneer Cemetery

The City owns property near Pioneer Cemetery. While not an officially designated park, nearby residents have used the space as a de facto dog park. The property extends to the northwest along the creek.

- **Size:** 2.37 Acres
- **Park Classification:** TBD
- **Status:** Partially Developed
- **Amenities:**
 - Vehicle parking lot
 - Cemetery
- **Opportunities (preliminary):**
 - Develop creek access
 - Add path



Trails

Ivor Davies Path

The Ivor Davies path is a paved asphalt path that runs from E 5th Street on an easement into the nature park and then onto S Mathius Road. A few benches line the trail.

- **Distance:** 0.71 Miles
- **Trail Classification:** Trail
- **Status:** Developed

SSD No. 32 (Molalla River School District) Facilities

Molalla Elementary School

Molalla Elementary School is on Toliver Road. The campus includes a parking lot, the school building, a track, grass playing fields, and a playground.

- **Size:** 19.47 Acres
- **Status:** Developed
- **Existing Amenities:**
 - Track and field
 - Grass fields
 - Playground
 - Parking lot

Molalla River Middle School

Molalla River Middle School is at on Leroy Avenue next to the elementary school. They share a play field. The campus includes baseball and softball fields.

- **Size:** 17.90 Acres
- **Status:** Developed
- **Existing Amenities:**
 - 2 softball fields
 - 1 baseball diamond
 - Grass play fields
 - Blacktop play area

Molalla High School

Molalla High School is on Frances Street across from the Aquatic Center near Clark Park. The 28.66-acre site includes the school and some sports fields.

- **Size:** 28.66 Acres
- **Status:** Developed
- **Existing Amenities:**
 - Parking lot
 - Baseball diamond
 - Softball field
 - Soccer field with stadium lights

Heckard Field

Heckard Field is the athletic complex for the school district. Located on Eckerd Avenue, the property also houses Burghardt Stadium for football.

- **Size:** 18.45 Acres
- **Status:** Developed
- **Existing Amenities:**
 - Parking lot
 - 5 tennis courts
 - Track and field facility with football field in the center
 - Bleachers
 - Baseball diamond
 - Softball field

School District Administration Building, Basketball Court Park, and Molalla Library

This park on school district property housing administrative services provides a basketball court next to the Molalla Public Library.

- **Size:** 3.64 Acres
- **Status:** Developed
- **Existing Amenities:**
 - Basketball court
 - Benches (2)
- **Opportunities (preliminary):**
 - Mural

Molalla Aquatic District Facilities

The Molalla Aquatic District (MAD) is a special district that manages 4.71 acres on the northeast side of Molalla across from the high school. The Aquatic Center is on about a third of the land while about two-thirds of the land is undeveloped.

- **Size:** 4.71 Acres
- **Status:** Developed
- **Facilities** (description below)
 - Indoor community pool
 - Event space

D Level of Service

MEMORANDUM
City of Molalla
Parks, Recreation, and Trails System Plan

To: City of Molalla PM Team
From: Colin McArthur, AICP; Alli Langley; Claire Dosen (Cameron McCarthy)
Date: October 2, 2024
Subject: Park System Level of Service and Benchmarks Report

OVERVIEW

The National Recreation and Park Association (NRPA) publishes an annual report summarizing key findings on benchmarks that evaluate an agency's performance, including park system level of service. Three benchmarks measure level of service: **residents per park, acres of park land per 1,000 residents, and miles of trail.** Together, these benchmarks provide multiple lenses for viewing the current level of service and exploring potential service gaps in the City of Molalla's parks, recreation, and trails system.

LEVEL OF SERVICE METHODOLOGY

The City owns 10 developed parks, totaling 73.76 acres of land, and 1.43 miles of trails. In addition, the City owns four undeveloped sites with potential for park and recreation use, totaling 13.46 acres. One undeveloped property is currently in the design phase to become a neighborhood park. When evaluating the system level of service, developed parks are included, and currently undeveloped parks or potential park properties are not.

The analysis compares Molalla's parks system level of service metrics to those of park agencies nationwide surveyed by NRPA in the same population category (fewer than 20,000 residents). The 2023 population estimate for Molalla is 10,335.¹ Since the plan is intended to guide the City's parks system planning for the next 20 years, this analysis uses population projections to extrapolate the existing level of service to 2045. This analysis identifies current service needs, as well as the potential needs for a changing future population.

RESIDENTS PER PARK

The ratio of residents per park is calculated based on the current population estimate (10,335 people) and the number of existing developed parks (10 parks). Based on this equation, the ratio of residents per park in Molalla is 1,034 residents per park.

¹ 2023 Certified Population Estimates, Portland State University (PSU) Population Research Center, 2023.

For this benchmark, a smaller ratio (close to the lower quartile) is preferred, meaning there are fewer residents per park compared to in similarly sized jurisdictions. As shown in Table A, the ratio of residents per park is lower than the median. The residents per park ratio shows that Molalla currently provides an adequate number of parks, and residents have more parks to visit than the average similarly sized jurisdiction.

Table A. Residents Per Park²

	Number of Residents	Residents Per Park	Comparison
Molalla			
	10,335	1,034	-
NRPA Review of Similarly Sized Agencies			
Lower Quartile	-	659	+375
Median	-	1,172	-139
Upper Quartile	-	1,944	-911

Projecting and evaluating this ratio into the future helps ensure the ability to maintain an appropriate level of service over time. Census data shows Molalla's population grew 26% between 2010 and 2020.³ Between 2023 and 2045, the population is expected to grow 59%, or 3.5% per year on average. To accommodate this growth, Molalla will need to expand the number of developed parks it owns and operates. Table B shows the number of parks needed to maintain the current level of service over the next 20 years with forecasted population increases.

² 2023 population estimate from the 2023 Annual Oregon Population Report Tables published in 2024 by PSU's Population Research Center. Median, upper, and lower ratio data from the 2021-2023 NRPA Agency Performance Review, published by the National Recreation and Parks Association, 2024.

³ U.S. Census Bureau, Decennial Census.

Table B. Residents Per Park Projection⁴

Year	Population	Ratio of Residents per Park Without Additional Parks	Additional Parks Needed to Maintain Current Ratio	Lower Quartile	Median	Upper Quartile
2023	10,335	1,034	-	659	1,172	1,944
2025	11,290	1,129	0.92	659	1,172	1,944
2030	12,515	1,252	2.11	659	1,172	1,944
2035	13,814	1,381	3.37	659	1,172	1,944
2040	15,141	1,514	4.65	659	1,172	1,944
2045	16,472	1,647	5.94	659	1,172	1,944

Table B shows the ratio of residents per park will increase as the population increases if no additional parks are added to the park system. **To maintain the ratio of residents per park as Molalla's population grows, the City will need to develop six new parks in the next 20 years.**

ACRES OF PARK LAND PER 1,000 RESIDENTS

The ratio of acres of park land per 1,000 residents is calculated based on the acreage of developed park land (73.76 acres) and the current population estimate (10,335) divided by 1,000. Based on this equation, the acres of park land per 1,000 residents in Molalla is 7.14 acres per 1,000 residents.

For this benchmark, a higher ratio (close to the upper quartile) is preferred, meaning there are more acres per resident than in the average similarly sized jurisdiction. Table C shows Molalla's ratio is lower than the national median for similarly sized jurisdictions and close to the lower quartile average. This means Molalla's level of service could be improved by adding developed park acreage. Molalla would need 56.46 more acres of developed parkland to meet the current median level of service for this metric.

⁴ Sources: 2023 population estimate from the 2023 Annual Oregon Population Report Tables published in 2024 by PSU's Population Research Center. The 2025-2045 population forecasts are from the Current Forecast Summary released by PSU's Population Research Center. Median, upper, and lower quartile data are from the 2021-2023 NRPA Agency Performance Review published by the National Recreation and Parks Association, 2024.

Table C. Acres of Park Land Per 1,000 Residents⁵

	Population	Ratio (Acres of Park Land / 1,000 Residents)	Comparison	Acres Needed to Meet Ratio
Molalla				
	10,335	7.14	-	-
NRPA Review of Similarly Sized Agencies				
Lower Quartile	-	6.0	+1.1	-11.75
Median	-	12.6	-5.5	56.46
Upper Quartile	-	20.9	-13.8	142.24

Assessing the ratio of acres of park land per 1,000 residents into the future helps ensure an appropriate level of service over time. Without adding developed park land to the system, the ratio of acres of developed park land per 1,000 residents will decrease as the population increases. To accommodate Molalla's population growth, the acreage of City parks will need to increase to maintain the existing level of service. Table D shows the amount of additional park acreage needed to maintain the current level of service over the next 20 years with forecasted population increases.

Table D. Acres of Park Land Per 1,000 Residents Projection⁶

Year	Population	Ratio of Acres of Park Land per 1,000 Residents	Additional Acres Needed to Maintain Current Ratio	Lower Quartile	Median	Upper Quartile
2023	10,335	7.14	-	6.0	12.6	20.9
2025	11,290	6.53	6.82	6.0	12.6	20.9
2030	12,515	5.89	15.56	6.0	12.6	20.9
2035	13,814	5.34	24.83	6.0	12.6	20.9
2040	15,141	4.87	34.30	6.0	12.6	20.9
2045	16,472	4.48	43.80	6.0	12.6	20.9

The forecasted population growth can be addressed by developing about 44 acres of additional park land by 2045, or roughly 8.76 acres every five years, to maintain the current level of service. Assuming no additional development, Molalla will fall below the lower quartile ratio by 2030.

MILES OF TRAIL PER PARK SYSTEM POPULATION

NRPA also provides benchmarks for walking, running, hiking, and/or biking trails. Most park agencies provide trails as part of their park system, and cities usually provide fewer miles of trail than counties. This benchmark uses simply miles of trail to compare with similarly sized jurisdictions and does not account for more specific

⁵ 2023 population estimate from the 2023 Annual Oregon Population Report Tables published in 2024 by PSU's Population Research Center. Quartile data are from the 2021-2023 NRPA Agency Performance Review published by the National Recreation and Parks Association, 2024.

⁶ 2023 population estimate from the 2023 Annual Oregon Population Report Tables published in 2024 by PSU's Population Research Center. The 2025-2024 population forecasts are from the Current Forecast Summary released by PSU's Population Research Center. Quartile data are from the 2021-2023 NRPA Agency Performance Review published by the National Recreation and Parks Association, 2024.

population data. Molalla's developed trail mileage is in the lower quartile, meaning it provides a relatively lower level of service. The City would need to develop additional trail miles to increase its level of service.

Table E. Miles of Trail Per Park System Population⁷

	Miles of Trail	Comparison
Molalla		
	1.43	-
NRPA Review of Similarly Sized Agencies		
Lower Quartile	2.0	-0.57
Median	4.5	-3.07
Upper Quartile	9.2	-7.77

FINDINGS

With Molalla's current level of service and expected population growth, anticipating the impacts on level of service benchmarks is important to understand. The analysis shows that ratio acres of parkland per 1,000 residents can be enhanced to the median LOS for similarly sized jurisdiction through the development of undeveloped park sites and by acquiring land for development.

To maintain the current ratio of residents per park, Molalla will need to acquire and develop approximately 6 parks in the next 20 years. If Molalla would like to target a median level of service for residents per park, only 4 parks are required to be added by 2045.

To maintain the current level of service at 7.14 acres of park land per 1,000 residents, the City will need to acquire and develop approximately 44 acres of park land by 2045, or roughly nine acres every five years. If the City wishes to target the current lower quartile average for similarly sized jurisdictions, roughly 25 additional acres would need to be developed by 2045, which would be twice the acreage of undeveloped property the City currently owns for potential park and recreation uses.

Expanding the trail system would also improve the City's level of service. The City would need to develop 3 miles of trail to meet the current median level of service among jurisdictions with fewer than 20,000 residents.

⁷ Quartile data are from the 2021-2023 NRPA Agency Performance Review published by the National Recreation and Parks Association, 2024.

E Operations and Maintenance Analysis

MEMORANDUM
City of Molalla
Parks, Recreation, and Trails System Plan

To: Project Management Team (City of Molalla)
From: Colin McArthur, AICP; Alli Langley; Claire Dosen (Cameron McCarthy)
Date: Sept. 26, 2024
Subject: Operations and Maintenance Analysis

OVERVIEW

The National Recreation and Park Association (NRPA) publishes an annual report summarizing key performance metrics for park and recreation agencies nationwide, including parks system staffing and budget trends. The staffing metrics evaluate the number of full-time equivalent (FTE) employees in relation to a jurisdiction's population. The budget metrics evaluate annual operating expenditures. Together, these metrics provide a useful lens through which to evaluate the City of Molalla's current parks budget and identify potential gaps in operations and maintenance funding.

The City owns six developed parks, one natural area park, and three special use facilities, totaling approximately 73.76 acres of land and 1.43 miles of trails. In addition, the City owns four undeveloped sites with potential for park uses. One of these undeveloped properties is currently in the design phase to become a neighborhood park. The 2023 population estimate for Molalla is 10,335¹.

STAFFING

Full-time employees (FTEs) contribute to the overall success of a park and recreation agency. More FTEs improve an agency's capacity to support and maintain parks and create safe and inclusive spaces. Typically, the number of FTEs increases with the jurisdiction's population. Based on NPRA's report, agencies that serve fewer than 20,000 people on average have 14 FTEs, or 10.5 FTEs for every 10,000 residents.

The City of Molalla's 2024-2025 Adopted Annual Budget includes 1.05 FTE for parks personnel. Tables A and B compare Molalla's FTE projections to the median, lower quartile, and upper quartile metrics for other jurisdictions serving fewer than 20,000 residents, indicating that the City's FTE ratio is lower than the national average. In other words, **Molalla has fewer full-time park and recreation employees than similarly sized jurisdictions.** The City should increase its FTEs to keep up with the increasing population.

¹ 2023 Certified Population Estimates, Portland State University (PSU) Population Research Center, 2023.

Table A. Park and Recreation Agency Staffing: Total Full-Time Employees (FTE)²

	Number of Residents	Park Agency FTEs	Comparison (Molalla FTE minus Other Agency FTE)
City of Molalla			
	10,335	1.05	-
NRPA Review of Similarly Sized Agencies			
Lower Quartile	< 20,000	6.1	-5.05
Median	< 20,000	14	-12.95
Upper Quartile	< 20,000	30	-28.95

Table B. Park and Recreation Agency Staffing: Full-Time Employees per 10,000 Residents³

	Number of Residents	FTEs per 10,000 Residents	Comparison (Molalla FTE minus Other Agency FTE)
City of Molalla			
	10,335	0.98	-
NRPA Review of Similarly Sized Agencies			
Lower Quartile	< 20,000	6.9	-5.85
Median	< 20,000	13.7	-12.65
Upper Quartile	< 20,000	25.3	-24.25

BUDGET

Park and recreation operating expenditures should balance the needs of the community with the fiscal capabilities of the agency. Comparing Molalla’s budget metrics to those of similarly sized agencies (less than 20,000 people) can help to identify gaps in spending. The following tables present operating expenditure data in multiple ways to offer more accurate and comprehensive comparisons with other agencies.

The first metric is total annual operating expenditures, which includes personnel services, commodities and supplies, and capital outlay. Typically, a park agency’s annual operating expenditures increase with population served. As shown in Table C, Molalla’s overall parks budget is generally consistent with similarly sized jurisdictions. However, a more detailed analysis of spending reveals that most of Molalla’s spending is diverted to capital improvement projects (see Table G).

² Data for agencies serving fewer than 20,000 residents from the 2021-2023 NRPA Agency Performance Review published by the National Recreation and Parks Association, 2024. 2023 Certified Population Estimates, Portland State University (PSU) Population Research Center, 2023.

³ Data for agencies serving fewer than 20,000 residents from the 2021-2023 NRPA Agency Performance Review published by the National Recreation and Parks Association, 2024. 2023 Certified Population Estimates, Portland State University (PSU) Population Research Center, 2023.

Table C. Annual Operating Expenditures⁴

	Population	Annual Operating Expenditures	Comparison (Molalla \$ minus Other Agency \$)
City of Molalla			
	10,335	\$1,363,864	-
NRPA Review of Similarly Sized Agencies			
Lower Quartile	< 20,000	\$707,145	\$656,719
Median	< 20,000	\$1,451,763	-\$87,899
Upper Quartile	< 20,000	\$3,004,473	-\$1,640,609

Operating expenditures per capita is calculated by dividing the overall budget by the jurisdiction’s population. This metric shows how much of the park’s budget is serving each resident. Operating expenditures per capita typically decrease as the population increases. As shown in Table D, Molalla’s per capita spending is generally consistent with similarly sized jurisdictions.

Table D. Operating Expenditures Per Capita⁵

	Population	Operating Expenditures Per Capita	Comparison (Molalla \$ minus Other Agency \$)
City of Molalla			
	10,335	\$131.97	-
NRPA Review of Similarly Sized Agencies			
Lower Quartile	< 20,000	\$74.22	\$57.75
Median	< 20,000	\$135.53	-\$3.56
Upper Quartile	< 20,000	\$263.21	-\$131.24

Additional metrics look at the operating expenditures per acre of parkland (expenditures divided by total park acreage). The City of Molalla maintains 73.76 acres of parkland, including mini parks, neighborhood parks, community parks, special use parks, and natural area parks. Typically, the larger the population served, the lower operating expenditures are per acre. The Level of Service (LOS) analysis (separate memo) revealed Molalla has less park acreage than similarly sized agencies, which may be why the spending per acre is higher than the median and lower quartile.

⁴ Data for agencies serving fewer than 20,000 residents from the 2021-2023 NRPA Agency Performance Review published by the National Recreation and Parks Association, 2024. 2023 Certified Population Estimates, Portland State University (PSU) Population Research Center, 2023. Molalla expenditure data from the 2024-2024 Adopted Annual Budget, published by the City of Molalla, 2024.

⁵ Data for agencies serving fewer than 20,000 residents from the 2021-2023 NRPA Agency Performance Review published by the National Recreation and Parks Association, 2024. 2023 Certified Population Estimates, Portland State University (PSU) Population Research Center, 2023. Molalla expenditure data from the 2024-2024 Adopted Annual Budget, published by the City of Molalla, 2024.

Table E. Operating Expenditures Per Acre of Park and Non-Park Sites⁶

	Acres of Park and Non-Park Sites	Operating Expenditures per Acre of Park and Non-Park Sites	Comparison (Molalla \$ minus Other Agency \$)
City of Molalla	73.76	\$18,490	-
NRPA Review of Similarly Sized Agencies			
Lower Quartile	< 20,000	\$3,856	\$14,634
Median	< 20,000	\$9,777	\$8,713
Upper Quartile	< 20,000	\$27,711	-\$9,221

The budget for full-time equivalent (FTE) employees is calculated by dividing expenditures for FTEs by the number of FTEs employed by the jurisdiction. For 2024-25, Molalla allocated \$124,267 for FTEs and will employ 1.05 FTEs. As shown in Table A, most similarly sized jurisdictions employ between 6-30 FTEs and designate a larger percentage of their budget to FTEs, as shown in Table G. However, Molalla's expected expenditure per FTE is generally consistent with similarly sized jurisdictions.

Table F. Operating Expenditures Per FTE⁷

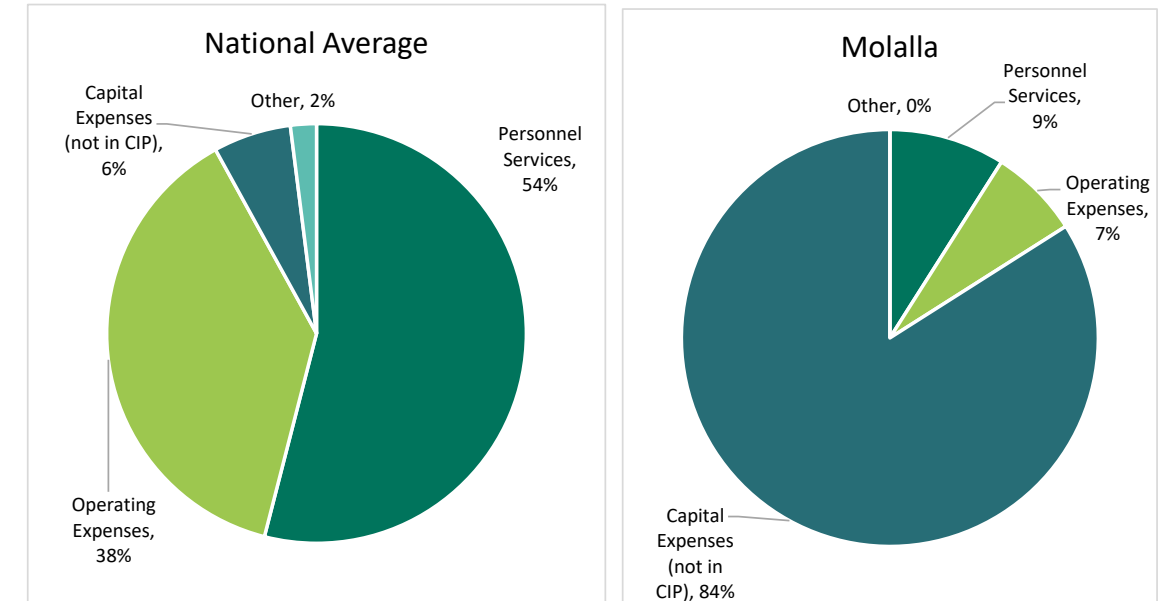
	Number of FTE	Operating Expenditures per FTE	Comparison (Molalla \$ minus Other Agency \$)
City of Molalla	1.05	\$118,350	-
NRPA Review of Similarly Sized Agencies			
Lower Quartile	< 20,000	\$73,418	\$44,932
Median	< 20,000	\$101,304	\$17,046
Upper Quartile	< 20,000	\$146,913	-\$28,563

Table G shows the typical expenditure breakdown by category for the average park and recreation agency (not necessarily of the same size). Typically, most of the agency's budget is spent on personnel and operating expenses. In comparison, Molalla has extremely low personnel and operating expenditures, in part because it employs fewer FTEs and has less park acreage than similarly sized jurisdictions.

⁶ Data for agencies serving fewer than 20,000 residents from the 2021-2023 NRPA Agency Performance Review published by the National Recreation and Parks Association, 2024. Molalla expenditure data from the 2024-2024 Adopted Annual Budget, published by the City of Molalla, 2024.

⁷ Data for agencies serving fewer than 20,000 residents from the 2021-2023 NRPA Agency Performance Review published by the National Recreation and Parks Association, 2024. Molalla expenditure and FTE data from the 2024-2024 Adopted Annual Budget, published by the City of Molalla, 2024.

Table G. Distribution of Operating Expenditures⁸



FINDINGS

Molalla's overall park expenditures are comparable to similarly sized jurisdictions, but more detailed breakdowns reveal that the City is underspending on personnel and operating expenses, as most of the parks budget is allocated for capital expenses. Understaffed agencies generally result in fewer programs and activity offerings, poorly maintained or managed facilities, and decreased community involvement in parks overall. Both staffing and facility maintenance contribute to a sense of safety and community in parks and should receive higher prioritization in annual operating expenditures moving forward.

⁸ Data for agencies from the 2021-2023 NRPA Agency Performance Review published by the National Recreation and Parks Association, 2024. Molalla expenditure from the 2024-2024 Adopted Annual Budget, published by the City of Molalla, 2024.

F Public Involvement Summaries

*Stakeholder Interview
Plaza Los Robles Focus Group
Pop-Up Event 1
Pop-Up Event 2
Pop-Up Event 3*

MEMORANDUM **Molalla Parks, Recreation & Trails System Plan**

To: Project Management Team (City of Molalla)
From: Colin McArthur, AICP; Alli Langley; Claire Dosen (Cameron McCarthy)
Date: July 31, 2024
Subject: Stakeholder Interview Memorandum

INTRODUCTION

As part of community involvement for the Molalla Parks, Recreation, and Trails System Plan, Cameron McCarthy used stakeholder interviews, as well as other methods, to gather input. The purpose of these interviews was to gather more specific perspectives from community members and organizations about park system needs, desired improvements, and resources they might have to offer. A list of stakeholders developed by Cameron McCarthy and City staff is included below. These interviews, conducted by phone, documented the interviewees' backgrounds and park-system-related feedback. Stakeholders shared which aspects of the park system they use and provided suggestions for current and future park needs.

STAKEHOLDER LIST

Name	Organization/Affiliation
Asako Yamamuro	Molalla River Watch
Bianca Delgado Mendoza	Hacienda CDC
Denise Salinas	Ant Farm
Tim Anderson	Molalla Buckaroo Association
Rebecca Hendrickson	Molalla Youth Sports
Ryan Powell	Molalla River BMX

KEY THEMES

The following list summarizes park system needs that stakeholders identified. The needs include park improvements, an increased number of parks, maintenance, accessibility, and the City's communication and relationship with the local community.

Needs

The list that follows is a summary of park system needs that were identified by the stakeholders. The needs include park improvements, an increased number of parks, maintenance, accessibility, and the City's communication and relationship with the local community.

- Acquire more parkland.
- Pursue a regional trail network to connect Molalla with Canby.
- Pursue development of local trail network.
- Improve park connectivity.
- Create multiple uses and activities in parks. Each park should cater to multiple users and age groups.
- Create year-round recreation opportunities by providing covered play and/or a community center.
- Develop Bohlander Field as a formal park.
- Add an event stage and associated programming.
- Develop programming for preteens and teens to increase park use.
- Pave or cover local BMX track to facilitate year-round use.
- Pursue the development of a sports complex.
- Address the lack of sports fields.
- Improve local skatepark.
- Create walking paths in parks.
- Upgrade and expand play structures.
- Add a dog park.
- Create wildlife habitat, and habitat features to facilitate wildlife viewing opportunities.
- Increase the use of native plantings with plant ID signage.
- Improve and establish educational signage and kiosks.

Accessibility and Safety

- Improve accessibility to parks (safe walking and biking paths).
- Provide walking/biking path connections between parks and downtown.
- Implement wayfinding signage for parks and trails.
- Increase accessible off-street parking at parks to ensure people can safely load and unload children, equipment, etc.
- Add parking capacity at high-use parks.
- Improve lighting levels at parks.
- Deter loitering, camping, drug use, and littering in parks to increase the perception of safety in parks.
- Keep park amenities open during operation hours (restrooms, BMX track).
- Improve distribution and integration of park amenities.

Maintenance

- Upgrade play structures.
- Maintain park amenities.
- Replace or fix damaged equipment in a timely manner.
- Increase trash clean up at Ivor Davies.
- Address field drainage and grading issues.

Communication

- Revamp the city's park websites to include more useful information.

Park district tax / grant opportunities

- Pursue tourism grants.
- Look into OWEB restoration grants for parkland.
- Require developer land or funding donations.
- Increase permitting fees for new development.
- Create a local park fund/tax.

APPENDIX A

Stakeholder Interview Notes

Name: Asako Yamamuro

Organization/Role: Executive Director with Molalla River Watch

Date of Interview: 02/09/2024

1. How long have you lived in Molalla?

Since September 2019.

2. Do you have any other roles, affiliations, interests, or identities that contribute to your perspective on Molalla's parks system?

I am interested in trails; I use the Molalla Recreation Trail Corridor a lot for hiking and to access rivers. The corridor is on BLM land. The River Watch helps with trail maintenance there. Also interested in restoration and invasive species removal, particularly at Shorty's Pond, since we did a restoration project there a long time ago, but it is now under Pudding River Watershed Council's jurisdiction.

3. What's your current relationship like with the parks and recreation system [individually and/or through your organization]?

Currently, we do not have a relationship with the parks department and most of the organizations' work is outside their jurisdiction. Personally, I use the parks for recreation.

a. Why do you visit parks and recreation facilities? What do you like to do?

I walk my dog around, maybe have a picnic at a scenic place to eat. I like wildlife viewing at Shorty's Pond. At Shorty's Pond, the council did an amphibian egg mass survey, this was a partnership with ODFW. The water level at Shorty's Pond varies. At Clark Park, I like the oak trees, they have a lot of acorn woodpeckers there, and I've never seen them anywhere else in town. I attend Celebrate Molalla at Clark Park, and sometimes go to the picnic shelter at Fox Park.

b. About how often do you visit?

Once a month or less for city parks.

c. How do you get to the park/recreation facility/facilities/activity/ies?

I drive to park facilities.

4. What do you love or appreciate most about Molalla's parks system?

I like the green space, and that I can be away from built environment.

5. Are you satisfied with the current level of maintenance at parks, trails, and recreation facilities? (e.g., equipment, landscaping, grounds, etc.)

The park maintenance is fine and I haven't felt unsafe using the parks. I don't typically use the restrooms so can't speak to the maintenance of some facilities.

6. Are there any features, services, or activities you want added to parks and recreation facilities in Molalla?

From a watershed perspective, I like educational kiosks and signage especially for stand out features like at Clark Park for the woodpeckers, or history of the oak trees. Ivor Davies pond could be a better feature. They did a pond turtle survey there as well. There was one turtle. They got a basking platform for them at the time. The basking platform is a small floating dock that goes up and down with the water level. She does not know if that feature is still there. More natural features that appeal to habitat would be cool, along with habitat restoration at Ivor Davies. I like the art at Long Park and the art at the corner at Clark Park. Would be cool if they had more native plants and they were identified and why they are important. The council could help the City with some plant ID signage. The historical signage stuff could be done by the local Historical society.

Personally, she thinks a dog park would be great to have locally. It would draw a whole different population who may not currently use parks. She would like to give input on dog park designs if they move forward with this.

She likes the idea of a park trail network. They were working with Canby, and their city was looking into expanding bike and ped trails, and they were helping with their committee on path options. Molalla Forest road could connect Molalla to Candy, that has been talked about and rejected in the past. Along highway 211, she noted that the City were trying to upgrade sidewalk to get to Safeway, and they did it but the asphalt is too hot for dogs most of the time and not many people ended up using it because it is so hot.

7. Do you see any barriers to access that prevent residents from using the parks as much as they would like to?

No, not really, she hasn't experienced this. She thinks lack of parking could be a deterrent but notes there is often lots of street parking. At Fox park, library parking is shared. There is street parking as overflow though. Clark Park, the parking is pretty good but spread out. Long Park has no designated parking, but other areas downtown like the public lots are close by.

a. Does the distribution of parks meet community needs or are any communities or neighborhoods underserved by parks?

She is not sure. The more green space available the better and multi-use is good too, serving more needs is better. Ok number of parks, ideally there would be more large multi-use areas in the city. Molalla is growing but is still a smaller town. People are choosing to live in Molalla because they don't want to live in a bigger city. To keep some of the less city feel, the more parks the better, and more naturally oriented parks would be better. There is a little park off of Toliver that has a wetland that locals visit. This would be a local convenient area. People do not know about the Molalla Recreation Corridor. This spot has a lot of bullfrogs and some birds. May be good for wildlife viewing.

b. Are there any environmental or infrastructural issues causing access issues, for example, unsafe streets or sidewalks?

Not that she is aware of. Clark Park used to have no concrete paths and used to have frisbee golf. There was also a creek channel, this may be gone or if it is still a part of the park, may be worth checking out. Frisbee golf was moved to Ivor Davies, these are good amenities. She likes playing disc golf but has never been to Ivor Davies to play.

8. Given limited funding, how would you like to see the City allocate money? What would be your top priority/ies?

Get more land and create more parks. More green space is always good. She thinks they are well-serviced and maintained as is. There could be more parks in the west and all over. She thinks the City should focus on acquiring land and then develop them later. Another thing they could do as the watershed council is to do some native planting in city parks. Might be important for parks people to understand that native plants are very important for habitat. And they need less maintenance than horticulture variety or non-native. This could become an educational opportunity. Native plants also create wildlife and pollinator habitat opportunities. The City could also have small-scale demonstration sites to show people what they could do on their property. If the City is interested in those services, they can reach out to the River Alliance. They would be willing to help them find resources and provide guidance.

9. Do you have any suggestions for new sources of funding or resources for park improvements, operations, and maintenance?

The City could look at Mount Hood Territory tourism grants, depending on project type, they may qualify. The City of Molalla has the Buckaroo, could get something for this at Clark Park because it is next to buckaroo grounds. There are some restoration grants available through OWEB, small grants up to \$15,000 for restoration, must be applied through a watershed council. This could cover some native plantings, wildlife habitat, and water quality improvements. They could work with the City on these smaller grants.

c. Would you be open to the City requiring subdivision developers to donate land or funding for the park system?

Yes, 100%.

d. Would you be open to increasing permitting fees paid for new development projects to support park and recreation funding? (Molalla already has System Development Charges [SDCs], which help offset some of the cost of increasing/upgrading/maintaining community infrastructure including parks, water, and sewer services, and could increase the fee rate.)

She thinks the increase in permitting cost could make sense because right now there is so much new development going on but some of the city's basic needs are not being met, this includes wastewater treatment plants. And the same with drinking water. Molalla pulls its drinking water out of the Molalla River. When the river gets really low, they have implemented voluntary water restrictions in the city to keep river water levels higher. Asako said they had people on different blocks alternating their irrigation watering days. These things happened before the increase in development, so she assumes it will get worse with the development influx. She thinks the fee could help address additional pressures on natural resources that are not measured. FYI, the City of Canby draws water from the Molalla River as well. Canby has also been converting a lot of farmland to residential development. They are looking at adding or switching to an intake off of the Willamette because they can't draw enough from the Molalla River anymore. The year the river was low, the Molalla City manager went to the intake site.

The remedy for water shortages was to submerge the intake pipe more and increase water tank capacity but this doesn't address lower water level and limited supply. She said Canby has taste and smell issues relating to algae bloom in later summers every year. This happens every summer. Canby ended up handing out Brita filets to residents so the drinking water would taste better. There are water limitations in the area, and more development will make this worse.

10. Would you or your organization want to work with the City (more) on park system improvements in the future? Would you suggest collaborating with or leveraging the help of other groups or individuals?

Any sort of habitat, native or restoration, and water quality things they would be able to work with the City or advise on those sorts of projects. Native plants cost less in the long run and provide habitat. See some of the comments above. Education signage or events, things like that they could help with as well. May or may not be able to help with funding, kind of project-based. Open to talking, but they are small and have other commitments. Ecosystem uplift, resiliency, and education are projects they would be interested in. She notes the Pudding watershed council are also slammed, have overlap with Shorty's Pond. Molalla historical society is also mentioned above. She said it would be good for us to get community input. Good to get input from Latino community as well because they are a large demographic. Her boyfriend works at Ant Farm, and works at the Sandy location. He is the saw program manager, teaching youth forest service/arborist skills. Ant Farm does some great stuff, they provide wood for people who can't buy/collect wood for their heating. Molalla use to have warming shelters, so Ant Farm has been trying to connect houseless people to warming centers, or hotels, and provides a transportation chain.

11. How do you learn about activities, programs, and events in Molalla?

Through Facebook; the city has a text notifications through Molalla Current. Through her organization, Facebook won't let her join groups as an organization page, so she has to use her personal account to post things for their own events and she sees things through doing that.

a. Do you have any suggestions for how the City of Molalla could improve communication around parks and recreation?

She thinks their website, city site in general, is not user friendly and not the best resource, it could be improved upon.

12. Are there any ways you'd like to be more involved with this planning process or resources you could offer to help? For example, you could:

a. Help distribute information about the online survey and upcoming events with flyers or in your organization's newsletter.

She thinks so, but she needs to run this by the board.

b. Partner with us on an engagement event/activity (let us table/interact with folks at an event you're doing).

Potentially, they have river clean ups, and in the past they have had other people table their events. But these events are weather dependent, they have 40-70 participants typically. Celebrate Molalla is a good one, along with Molalla River Brewing. They had farmers market there in the past. They had some local event, concerts in the park maybe? This was last summer, check with the city on this.

13. Is there anything else you'd like to say about parks and recreation in Molalla? Anything I haven't asked that I should've? Is there anyone else we should talk with or any groups we should be sure to engage with to get specific feedback about parks?

The buckaroo has a volunteer committee that helps run the events. Apparently, there is some internal drama at the Buckaroo, but she suggests still reaching out to them. Another group to talk to is Molalla Chamber of Commerce, the watershed council are members of chamber of commerce, and a lot of local businesses are members, could be a fruitful way to get out info. They do have announcement blasts for meetings or gatherings or new business in town.

Name: Bianca Delgado Mendoza

Organization/Role: Hacienda CDC Program Coordinator

Date of Interview: 03/04/2024

1. How long have you lived in Molalla?

Moved to Hubbard in 2017. All siblings and family lives there.

2. Do you have any other roles, affiliations, interests, or identities that contribute to your perspective on Molalla's parks system?

The programs that she helps with are for youth with families from kindergarten to 12th grade. Hacienda provides housing for low-income migrant farmworkers, and there is a community room where everyone gathers. Currently, there is a small playground. Usually, they go to their closest park (Long Park). The park recently became smaller because they removed the swings and added a pickleball court. The playground has not been renovated. The older kids play pickleball. The parks are all too small, and the playgrounds are too small.

3. What's your current relationship like with the parks and recreation system [individually and/or through your organization]?

The relationship would be through the city and the city council. The city currently hosts events in their community center. The event is scheduled for March 14th in the afternoon.

a. Why do you visit parks and recreation facilities? What do you like to do?

As an organization, they utilize recreational spaces for youth, and on an individual level, she takes her kids and nephews. The middle school has a grassy area where kids play soccer, as long as it's not recreational soccer season. People are welcome on school property, but the goals are tied up.

b. About how often do you visit/[do that activity]?

As an organization, they use their nearby park (Long Park) 3-4 times a week to facilitate programmed activities for homework and arts and crafts. There's a covered area where kids could bring crafts and play with chalk. Having a public indoor community center or a large, covered area with ample tables and seating would enable year-long use. They also support a youth soccer team and utilize multiple public space facilities around the city.

c. How do you get to the park/recreation facility/facilities/activity/ies?

Walking for the organization and driving for personal use.

4. What do you love or appreciate most about Molalla's parks system?

Really keep the parks clean, there used to be a lot more trash. They keep the maintenance clean. Fox Park got re-done recently with a splash pad. There should be more access to splash pads, especially for kids and Latino youth. They're currently adding lots of new apartments.

5. Are you satisfied with the current level of maintenance at parks, trails, and recreation facilities? (e.g., equipment, landscaping, grounds, etc.)

Yes, maintenance is important. The trails upstream are accessible, but they aren't very accessible to the public. Equipment is also available.

6. Are there any features, services, or activities you want added to parks and recreation facilities in Molalla?

There's a lack of access to basketball courts. Three of the major parks are located centrally on the same street. Additionally, all the new apartments being built have their own amenities.

7. Do you see any barriers to access that prevent residents from using the parks as much as they would like to?

The sizing of playgrounds.

8. What do you see as the biggest challenges in Molalla's parks system?

Sizing.

9. What would your ideal citywide park system be like?

There should be a combined area for wayfinding where people can easily locate amenities. Among all the parks, there should be a variety of facilities available. However, they don't have a covered space.

10. Given limited funding, how would you like to see the City allocate money? What would be your top priority/ies?

I would prioritize expanding play structures first, followed by providing a formal covered area.

11. Do you have any suggestions for new sources of funding or resources for park improvements, operations, and maintenance?

No.

a. Would you be open to increasing permitting fees paid for new development projects to support park and recreation funding? (Molalla already has System Development Charges [SDCs], which help offset some of the cost of increasing/upgrading/maintaining community infrastructure including parks, water, and sewer services, and could increase the fee rate.)

Yes.

12. Would you or your organization want to work with the City (more) on park system improvements in the future? Would you suggest collaborating with or leveraging the help of other groups or individuals?

The city is already doing so.

Name: Denise Salinas

Organization/Role: Youth Service Coordinator at Ant Farm

Date of Interview: 01/25/2024

1. How long have you been the Youth Service Coordinator at Ant Farm?

Youth services coordinator, she supports staff that work directly with youth. They are a nonprofit for youth (14-24) and families (mostly Latino). For youth, they work on life skills, workforce experience, academic support, and helping them build character and self-esteem. They can also assist with looking for jobs, job prep, and support. Help with drug and alcohol abuse and finding housing. They have local facilities for youth to hang out in after school or when they are on school breaks. They also have family programs for the Latino community. Resources for language information and interpretation. They will teach families about credit, and tobacco

prevention, and offer parenting classes. Nuvo futuro – new future in the name of the family program. She has worked there for 8 months.

2. How long have you lived in Molalla?

Live in Woodburn, and works in Molalla.

3. Do you have any other roles, affiliations, interests, or identities that contribute to your perspective on Molalla's parks system?

No, just the youth perspective through her work as the youth coordinator. She sometimes hear that there are not enough parks in Molalla, they don't have the best facilities or their youth don't feel safe there. (Although they do take the youth to the parks – it sounds like they wouldn't choose to go alone).

4. What's your current relationship like with the parks and recreation system [individually and/or through your organization]?

Her relationship with the parks in Molalla is all through the ant farm organization. They use parks for events, take youth to parks, and do field days sometimes. They sometimes do trash pickups with youth at parks.

a. About how often do you visit/[do that activity]?

Not much in winter, in warmer months, they try and go twice a month through the organization. See above for what they do there and why. Trash clean-up and park visits are less frequent currently. They do trash pick up a lot more when their kids are on breaks, and sometimes after school when the days are longer and they can do it in daylight.

b. How do you get to the park/recreation facility/facilities/activity/ies?

Depends on park, their facility is located on Molalla Ave, so they can walk to Fox Park and fire department park (fox park) and skate park. They sometimes take them in their company vehicle to Clark Park and for trash pickups that are further away. Through ant farm outdoors, they did a lot of camp cleanup for the homeless. This is a city partnership they have with the city. They have done two city-coordinated clean-ups at Ivor Davies park.

5. How would your organization like to be involved with relating to parks and rec in Molalla?

She thinks their current involvement is ok. They have a good relationship with the parks department but takes some coordination to get things planned. She thinks it's good her program can support park cleanup efforts, but also thinks the city should do their own cleanup and keep the parks cleaner. But they can support and she thinks it's good program they offer.

6. What do you love or appreciate most about Molalla's parks system?

They have a nice variety with different things to offer. Clark Park is nice for picnicking, fox park is good for smaller kids, and the skate park is good for skaters, and the fire department park is nice for youth but also has some offerings for older age groups. Overall, thinks they have a good variety.

10. Are you satisfied with the current level of maintenance at parks, trails, and recreation facilities? (e.g., equipment, landscaping, grounds, etc.)

Ivor Davies can be hard to keep clean. Has a wetland, can be hard to manage and gets muddy, not nice to hang out there when it gets water logged.

11. Are there any features, services, or activities you want added to parks and recreation facilities in Molalla?

The restroom at Fox Park is sometimes not open. It was not open during their park event that they had submitted a park request/permit for. Keeping restrooms open during park hours would be good.

12. Do you see any barriers to access that prevent residents from using the parks as much as they would like to?

Clark park is not super accessible on the fields, but they do have some other paths that are.

a. Does the distribution of parks meet community needs or are any communities or neighborhoods underserved by parks?

No. She thinks community needs are met.

b. Are there any environmental or infrastructural issues causing access issues, for example, unsafe streets or sidewalks?

No. Ivor Davies, one of their clients lives behind the park, sometime homeless go into their yard. Entrance to that park is not clear and there is no parking. The rest of the parks have ok parking.

c. What do you think could help Molalla's park facilities better serve people of all ages, abilities, and demographic groups?

She doesn't have any ideas, but wants them to keep up with maintenance. Some ideas came up in the next few questions.

13. What do you see as the biggest challenges in Molalla's parks system?

Change perspective of parks, like skate park has a negative connotation with drug use, sometimes needles are left there. It takes a while to make families feel comfortable sending kids to certain parks because of perceptions, real or not, after news gets out about things like public drug use or encampments.

14. What would your ideal citywide park system be like?

Have more lighting in parks. There are some that are very dark in Molalla. A safe place, is it close to dangerous road? That could be a safety issue. But should also somewhere people are so you don't feel alone, should have a restroom and lighting. A nice place to spend some time in and feel safe, a maintained park. Equipment should be safe and maintained. She said these are things she'd look for at a park if she was deciding to go there or take her nephew out to a park. I asked her if she goes to parks in Woodburn. She likes going to parks in Woodburn, centennial parks specifically because it has variety of options, gated dog park, there is a soccer field, basketball court, baseball and softball court, playground, and long walking path for cardio/walking and running. She says you could easily do a mile on the path. It's a paved trail – not dirt so it's accessible. They have some fitness stations along the path too. They have a little bit of everything which she likes. She goes by herself and feels safe, it's next to a middle school. The only thing she doesn't like is the restroom because it's gross. Landscaping is nice and the park is kept clean. She says people either try and keep it clean or they have a good maintenance team. She said Ivor Davies is big, so they could do something like that there, like an all in one for different age groups. Good for parents. She would walk there if they had something like that. She thinks they are missing a park like this that serves a variety of age groups and thinks it would be good for parents because they can do different things but still be with their kids in the same space.

15. Given limited funding, how would you like to see the City allocate money? What would be your top priority/ies?

Lighting and upping park maintenance.

16. Do you have any suggestions for new sources of funding or resources for park improvements, operations, and maintenance?

No not really, grant or fundraisers maybe.

a. Would you be open to the City requiring subdivision developers to donate land or funding for the park system?

She thinks some monetary funding would be good. She's seen so much development lately. When they develop, they don't think about the school system and how much pressure it puts on the schools, and she wants them to give back to the community. They don't think about increasing class sizes, she's seen teachers get stretched thin. Lots of new kids are coming in, they need to fill the gaps. Not a lot of teachers are interested in low pay or being stressed by increasing class sizes. Schools need to grow with population.

b. Would you be open to increasing permitting fees paid for new development projects to support park and recreation funding? (Molalla already has System Development Charges [SDCs], which help offset some of the cost of increasing/upgrading/maintaining community infrastructure including parks, water, and sewer services, and could increase the fee rate.)

She's not sure. It doesn't affect her organizations, so she says yes if it helps park and the families Ant Farm serves.

17. Would you or your organization want to work with the City (more) on park system improvements in the future? Would you suggest collaborating with or leveraging the help of other groups or individuals?

She would be interested to see what options there are but does not want to commit to something right now. She wants to make sure the youth they serve have somewhere nice to go when they are not open. She said she would be willing to work with the city to survey more people on the parks system because she thinks a lot of the families they work with would have a lot to say because they use the parks a lot and she wants to make sure they get included, so would help in that regard, but didn't seem interested in partnering with the city on more trash pickup per say.

18. How do you learn about activities, programs, and events in Molalla?

She's part of the chamber of commerce, she gets info there, and the Molalla now page. She signs up for newsletters with businesses, the library, and schools. The library shares lots of city events and updates.

19. Are there any ways you'd like to be more involved with this planning process or resources you could offer to help? For example, you could:

a. Help distribute information about the online survey and upcoming events with flyers or in your organization's newsletter.

Yes, she could share flyers, and share survey. She's willing to handout survey's and to Spanish community. They go to parks and have lots of feedback. She would meet with us again to discuss survey results. Survey should be in English and Spanish. They have computers at their facility so she can help facilitate getting people to take it online or via hardcopy and scan us results. She'd have to check with the communication about the newsletter because newsletters are focused on their three sites so it may be hard. The survey they will help on and post printed flyers on site. Newsletters are for all three locations, not Molalla specific.

b. Partner with us on an engagement event/activity (let us table/interact with folks at an event you're doing).

She is not open to this. She would have to check with a supervisor. She thinks participation with outsiders would be hard, but if Ant Farm helps administer the survey, responses will be better she thinks, as opposed to us going onsite.

20. Is there anyone else we should talk with or any groups we should be sure to engage with to get specific feedback about parks?

Plaza Los Robles, this is the community they work with, maybe reach out Hacienda CDC (who was the developer), they have lots of complexes and one in Molalla. She thinks they will have good feedback, a lot of families there use the parks. She said Santa Avila may be a good person to contact – she only speaks Spanish. <https://www.haciendacdc.org/>

Name: Rebecca Hendrickson

Organization/Role: Office Manager and Softball Coach at Molalla Youth Sports

Date of Interview: 02/12/2024

1. How long have you been involved with Molalla Youth Sports?

She is currently the office manager, softball coach and coordinator, and volunteer. Has been working there for 2 years, and volunteering for 5-6 years as a coach, with soccer, basketball, softball.

2. How long have you lived in Molalla?

12 years.

3. Do you have any other roles, affiliations, interests, or identities that contribute to your perspective on Molalla's parks system?

Was/am part of Molalla Parks committee. Can't get to all the meetings, but goes when she can. She is also a parent to children who are involved in sports.

4. What's your current relationship like with the parks and recreation system [individually and/or through your organization]?

Good relationship, wish there were more resources for parks in the community. She mentioned there is no parks and rec fund, so there isn't money for community growth. There are no areas where people can gather and where kids can play sports. She sees there is a lot of community expansion, but no expansion for sports in the local parks system.

a. Why do you visit parks and recreation facilities? What do you like to do?

Her kids love the playgrounds, and they spend a lot of time at the parks for sports. They go walking Ivor Davies Park. They will try to use the pickle ball courts but have not gotten around to this yet.

b. About how often do you visit/[do that activity]?

It depends on time of year, spring they go every day to use softball fields. In the off season, they go once a week or every couple of weeks to the playgrounds.

c. How do you get to the park/recreation facility/facilities/activity/ies?

Sometimes they walk and sometimes drive, depending on distance. She says they walk about ½ mile tops usually to get to the parks. If it is further, they will drive.

5. What do you love or appreciate most about Molalla's parks system?

She appreciates they don't charge for reserving fields, this is nice, and helps with Molalla Youth Sports funding. They keep parks clean, are putting efforts into improvements and new parks, which she said wasn't happening very much in the past.

6. Are you satisfied with the current level of maintenance at parks, trails, and recreation facilities? (e.g., equipment, landscaping, grounds, etc.).

Yes, and no, she thinks it is improving. Lots of things were unmaintained but in the last year and a half, there has been improvement. Improvements take a lot of time. Play equipment and broken features were chained off for years at a time. There is still some chained off equipment at Clark Park. The pavilion at Clark Park that was damaged is still half standing. She wished the parks department would address this stuff faster, but attributes it to a lack of funding.

7. Are there any features, services, or activities you want added to parks and recreation facilities in Molalla?

Sports fields! The community does not have much, only 2 ball fields for youths in city owned parks, baseball has some stuff on school property, but softball must share the park fields and sometimes they get kicked off and have to compete with other programs. More facilities and ball fields would be good. She wants a sports complex. It would bring in money and benefit youth of the community. The middle schools and elementary schools in Molalla do not offer sports, which is my Molalla Youth Sports exists - they do k-8 sports. They are able to use the school district facilities (although school district only has facilities for certain sports) but school district still gets priority over their own property, and Molalla Youth Sports must pay them a fee to use the fields. Schools have lots of baseball fields, and MYS is working with the District to make school fields multi use. City has 2 softball fields, which is all the softball program can use. MYS do their own maintenance, the city maintains the grass but nothing else. MYS maintains fencing, dugouts, and infields, this is volunteer and donation funded. They must coordinate with other sports for the fields, they can easily coordinate in house to balance with the other in season sports they offer, but harder to coordinate with outside organizations. The main one is a homeschool soccer program for the area.

8. Do you see any barriers to access that prevent residents from using the parks as much as they would like to?

Not really.

a. Does the distribution of parks meet community needs or are any communities or neighborhoods underserved by parks?

The youth athletes are underserved, but she thinks the park distribution is not an issue, just what each park offers.

b. Are there any environmental or infrastructural issues causing access issues, for example, unsafe streets or sidewalks?

Yes, outfield at Billy Sheets field has a drainage issue. This is one of the two locations they can use for the ball programs. That field becomes a swamp and takes weeks to dry out. She has talked to Huff and others about this issue but hasn't heard much. They have younger kids play softball here because they can't hit the ball very far into the outfield, but they would like this to be repaired so they can use the field.

c. What do you think could help Molalla's park facilities better serve people of all ages, abilities, and demographic groups?

More sports fields for youth, she thinks walking paths are good. They have no dog park, somewhere for people with pets to utilize would be good.

9. What do you see as the biggest challenges in Molalla's parks system?

The fact that they have no parks and rec fund, this is a big issue and prevents them for doing as much as they should. They have no rec center and lack sports fields; they hear the issue is

mostly a funding issue. A parks and rec fund makes it so they can fund things that need addressing.

10. What would your ideal citywide park system be like?

The ideal situation is turning Bolander Field into a sports complex plus parking for Buckaroo. Then Clark Park can become a hub for soccer and football, with other sports across the street at Bohlander. She says turn the undeveloped and gravel lot area north of Clark Park into a dog park and formalized parking. She thinks most other service areas are covered but not sports (like playgrounds, picnicking, and walking paths). Hosting tournaments is something they can't do currently and she thinks this would bring in money for city as well if they has a space for it. At Clark Park (actually no park has a stage), they lack a stage for events, they don't have area for this. Like a stage for summer concerts or events. Maybe movies in the parks. 95% of the year the Bolander field sits empty. This is a sticking point for the Buckaroo as they use it for parking, but this could be worked around with a calendar for the space. It was donated by the Bolander family, and they are not happy with the use, it wasn't intended to just be used for Buckaroo parking. They have contacts for the family.

11. Given limited funding, how would you like to see the City allocate money? What would be your top priority/ies?

Would love to see one other ball field and multi-use field created. She would love to see Sheets Field drainage fixed. It would be great to have a snack shack at Sheets Field if they have tournaments. She said the city parks are pretty good as it is, so they should focus on working toward bigger goals. They can get by with what they have but they can't build out programs anymore because they don't have facilities to house them. Their enrollment numbers have been increasing, last year their numbers doubled. More apartments and development means more kids are entering their programs, and soon they will run into issues with not having enough room. She thinks the city services need to keep up and expand at the pace of the increase in housing.

12. Do you have any suggestions for new sources of funding or resources for park improvements, operations, and maintenance?

Creating a park fund. She said, this community is cheap so they do not like fees, but doing a couple bucks a month on the water bill may be feasible. Maybe some fundraisers but not consistent revenue, so she is wary of becoming reliant on them. She thinks the best thing the City can do is to have a plan, to make it public, to show what the results will be, and to follow through by showing people where their money is going. Gain trust with the community and create trust in the city government. She says it is hard to get "old timers" to agree to pay for things. Try and change attitudes around funding for parks a rec would be major in getting to community to "put their money where their mouth is".

a. Would you be open to the City requiring subdivision developers to donate land or funding for the park system?

Absolutely.

b. Would you be open to increasing permitting fees paid for new development projects to support park and recreation funding? (Molalla already has System Development Charges [SDCs], which help offset some of the cost of increasing/upgrading/maintaining community infrastructure including parks, water, and sewer services, and could increase the fee rate.)

Yes, she would be in support of this.

13. Would you or your organization want to work with the City (more) on park system improvements in the future? Would you suggest collaborating with or leveraging the help of other groups or individuals?

Yes, they would be open to this. They have been doing maintenance on the fields because the city won't do it. They are ok doing this because the city does not charge them for the field use, so this arrangement works well for them, and she says it is not negative.

14. How do you learn about activities, programs, and events in Molalla?

Facebook, local events are posted there.

a. Do you have any suggestions for how the City of Molalla could improve communication around parks and recreation?

No, she thinks it's pretty good as is. The city has booths at public events, which she likes. Maybe a newsletter on the water bill to inform people of specific things or projects would be a good way to reach lots of people.

15. Are there any ways you'd like to be more involved with this planning process or resources you could offer to help? For example, you could:

a. Help distribute information about the online survey and upcoming events with flyers or in your organization's newsletter.

They would be able to help with this. They have an email news blast and a Facebook page as well.

b. Partner with us on an engagement event/activity (let us table/interact with folks at an event you're doing).

They don't do a lot of events themselves but in March they have a springs sports opening day, where people get or donate gear, so we could maybe tag along. Does not bring in a lot, but maybe close to 100 people. The event is on March 16.

16. Is there anything else you'd like to say about parks and recreation in Molalla? Anything I haven't asked that I should've?

A rec center is something they don't have but has heard about the need for a rec center a lot. Somewhere indoors people can go on rainy days. This would be nice, she has heard lots of people talking about this.

Name: Ryan Powell

Organization/Role: Track Operator for Molalla BMX

Date of Interview: 01/19/2024

1. How long have you been the Track Operator at Molalla BMX?

7 years as TO. Ryan has been involved with Molalla BMX since he was 12 but didn't grow up in the area. Molalla BMX is a nonprofit, and he runs the organization. He and his volunteers open the park (weather permitting), and run events, it is open to the public other days. He is mostly there when running the events. Track was started in 1992, established for racing in 1996.

2. How long have you lived in Molalla?

Past 7 years.

3. Do you have any other roles, affiliations, interests, or identities that contribute to your perspective on Molalla's parks system?

His wife is on board at MRA - Prairie school. His kids like to play at the parks, so he has an interest in the parks as a parent as well as the track operator.

4. What's your current relationship like with the parks and recreation system [individually and/or through your organization]?

He likes the city workers and they are helpful, they take care of property for free, have good relationships, but they would like some more help.

a. Why do you visit parks and recreation facilities? What do you like to do?

They like other parks because they are clean despite the current homeless that have been more common in Molalla. He thinks they are doing a good job, and liked that there was a designated place for the homeless to hang out (Odd Fellows Park). His kids are bored with some parks, not enough equipment, only good for under 9 years old, and not much for older kids. He also notes do far the parks have overall been good for this family. His kids range from 2-10 and he feels like only the kids under 9 have lots of fun going to the parks but that his older ones don't seem interested in the play equipment as it is gauged towards younger children.

b. About how often do you visit/[do that activity]?

His track obligations keep him very busy, especially in the summer. In the summer he is at the track on Fridays, Sundays, and Wednesdays, but he brings his kids with him. He would take them more to other parks if he had time, but they average once a month in spring/summer (track season), and he tries to take them 2 times a month in the track off-season. When the weather is nice he also has track maintenance obligations.

c. How do you get to the park/recreation facility/facilities/activity/ies?

They drive, they live just outside of town. Not many sidewalks along their route and Molalla Ave is sketchy for biking and walking (no designated infrastructure). He says they would walk or ride bikes if they live in town, he knows people that live in town and ride around to get to the parks.

5. What do you love or appreciate most about Molalla's parks system?

Cleanliness, relationship with parks people. They are good at their jobs, and the crew is consistent. He notices the older staff are very good and they are training the younger generation of parks workers. He hopes the same level of service continues when the older generation ages out.

6. Are you satisfied with the current level of maintenance at parks, trails, and recreation facilities? (e.g., equipment, landscaping, grounds, etc.)

No, it's not because of staff performance, it's just that there needs to be more amenities. More bike and walking paths, more established routes connecting around city, vs having to cut across dangerous routes. He thinks there would be more walkers and bikers if there was safe park access. Road bikers go through town and kids are always trying to get to the track, people would come to Molalla more if they had better ped/bike infrastructure. There are some paths but they're not fully connected. Should be accessible. *He seems satisfied with level of maintenance but thinks amenities are lacking. This answer should be applied to question 3.*

7. Are there any features, services, or activities you want added to parks and recreation facilities in Molalla?

Bike and walking path, see above. One new park would be good. Example of something is like what Bend BMX has at Big Sky Park (*he told me to look this up*), they went after grants for some funding. Molalla BMX is thinking about doing this, but he does not have time to peruse this himself as he is a stay-at-home dad with 5(?) kids. With bend BMX, they have a paved pump track, a playground and soccer, baseball fields and more. The park brings in lots of

people because everything is central. He travels around the state for BMX race events and was very impressed with the Big Sky Park facilities. Things are kind of down with the economy in town due to global events and the pandemic, but before covid, The BMX track bought in \$55,000, and profited \$25,000 (*not sure where the money goes*). Bend brings in more money and they can ride year-round because they have a tennis court like tack surfacing. Molalla must close the track for weather. They could bring in more money if they had better facilities and a bigger park with more amenities, it could serve more people and skateboarders. He likes that in Bend, his kids can play in the park while he is participating in events, this is helpful for parents. They can all be in the same area with different interests. There is a workout station in the park behind the elementary school. He sees people using the workout station in nice weather and people walking on elementary school grounds. He ultimately wants one big park with multiple new/updated amenities.

8. Do you see any barriers to access that prevent residents from using the parks as much as they would like to?

Accessibility (parks are not safely accessible unless you drive). Lack of easy parking. He likes safe unloading parking areas. With his kids he does not like street parking and mentioned with the Library at Fox Park sharing the parking lot, he often must park on the street.

a. Does the distribution of parks meet community needs or are any communities or neighborhoods underserved by parks?

He feels no communities are underserved currently, but predicts that if the city grows at all this will change. They will have a hard time with growing community but now it is fine. He thinks they will see more kids in parks this summer than ever before.

b. Are there any environmental or infrastructural issues causing access issues, for example, unsafe streets or sidewalks?

Not structural-wise, but need more parking, mentioned access earlier. (*He did talk about unsafe park access for bikes and pedestrians a lot though, thinks they need infrastructure that connects the parks and neighborhoods and attractions in the town*)

c. What do you think could help Molalla's park facilities better serve people of all ages, abilities, and demographic groups?

More variety, play for kids over 9, or older, some kids just want a place to hang out with lots of things to do, but may not be interested in play. (*Did not mention any other groups, he said he is mostly concerned about meeting youth needs*).

9. What do you see as the biggest challenges in Molalla's parks system?

He thinks the parks staff is overwhelmed with the amount of work they have to do. They need more staff to manage the parks. He notes that this is just his perception interfacing with them and that it could be wrong.

10. What would your ideal citywide park system be like?

Having a big park like big sky, with parking, and connected trail system connecting to the park and other amenities around town. Indoor facilities would be nice for all weather, even if it's just a covering like a covered play so people to use it in rain. Would help people get out of the house in the winter. He mentioned it rains a lot and he thinks this should be more common. His kids still want to go out and play when it is cold/rainy but he also wants them to be safe and stay dry. BMX under a canopy would be good because there is still a demand for it in winter and would keep the track open more.

11. Given limited funding, how would you like to see the City allocate money? What would be your top priority/ies?

If they can't do a big park, he would like to see a new playground that is covered and serves more ages. Useable all year round. Indoor outdoor facility.

12. Do you have any suggestions for new sources of funding or resources for park improvements, operations, and maintenance?

No not really, they work on donations at the BMX track, they could look into grants, but he doesn't have a lot of time for this. He thinks they could get grant funding if they tried.

a. Would you be open to the City requiring subdivision developers to donate land or funding for the park system?

He thinks this is a great idea. He would want it to be donated to a larger park though and not just be an exclusive subdevelopment park. He doesn't think parks need to be spread out, he is envisioning a mega park instead of a neighborhood park. If the city was bigger, he says it would make sense to have more dispersed parks, but the city is small, and it is hard for the parks teams to manage all the different locations across town. He thinks one major park would cut down on maintenance strain and appeal to more people.

b. Would you be open to increasing permitting fees paid for new development projects to support park and recreation funding? (Molalla already has System Development Charges [SDCs], which help offset some of the cost of increasing/upgrading/maintaining community infrastructure including parks, water, and sewer services, and could increase the fee rate.)

Yes, he would be open to this.

13. Would you or your organization want to work with the City (more) on park system improvements in the future? Would you suggest collaborating with or leveraging the help of other groups or individuals?

Yes, he would.

14. How do you learn about activities, programs, and events in Molalla?

Through Molalla now and city's Facebook page.

a. Do you have any suggestions for how the City of Molalla could improve communication around parks and recreation?

They seem to have a decent system, unless they want a big billboard or something he thinks they are doing good. You have to want to be involved to find things out.

15. Are there any ways you'd like to be more involved with this planning process or resources you could offer to help? For example, you could:

a. Help distribute information about the online survey and upcoming events with flyers or in your organization's newsletter.

He would be open to this.

b. Partner with us on an engagement event/activity (let us table/interact with folks at an event you're doing)

He said he and the organization is willing to help, they don't have paid staff, but he will help as much as they can. Once a year they have a state race, with 300- 400 people, Will be on July 20th Could be opportunity for outreach, and was receptive to the idea of holding some outreach at the same time. He said anything they can do to get their name out in the community is also helpful for their organization.

16. Is there anything else you'd like to say about parks and recreation in Molalla? Anything I haven't asked that I should've?

They like the pickle ball courts with the lights, he hopes they get more use in the summer.

17. Is there anyone else we should talk with or any groups we should be sure to engage with to get specific feedback about parks?

No, he doesn't know of many other community groups. He's mostly concerned about youth access.

Name: Tim Anderson

Organization/Role: President of the Molalla Buckaroo Association

Date of Interview: 04/02/2024

1. How long have you been in your role as President of the Buckaroo Association?

Been involved and in the position for multiple years now.

2. How long have you lived in Molalla?

He lives in Colton but spends time in Molalla outside of work.

3. Do you have any other roles, affiliations, interests, or identities that contribute to your perspective on Molalla's parks system?

Youth sports activities. He has kids that do youth sports in Molalla.

4. What's your current relationship like with the parks and recreation system [individually and/or through your organization]?

Good relationship, everything seems good.

a. Why do you visit parks and recreation facilities?

He uses Clark park a lot, for recreation and for rodeo. Buckaroo uses Bohlander filed constantly, a lot during summer especially. Has taken family fishing at Ivor Davies, they play baseball at Clark park and sheets filed, and soccer at those as well. In past has used Clark park for the carnival for 4th of July, no longer do carnival but they reserve the park for week of the 4th to control access to parking so that it doesn't get over loaded for city use. They rent it out so no conflicts of events.

b. About how often do you visit/[do that activity]?

Clark Park, at least once a month, Ivor Davies once or twice in summer, and sporting events as needed.

c. How do you get to the park/recreation facility/facilities/activity/ies?

Drive. His kids walk to Clark Park when he is working, buckaroo is next door to the park.

5. What do you love or appreciate most about Molalla's parks system?

They maintain them pretty well, and have good partnership with organizations like his own. Easy for organizations to use and reverse parks, feels like that is a good relationship/relationship builder.

6. Are you satisfied with the current level of maintenance at parks, trails, and recreation facilities? (e.g., equipment, landscaping, grounds, etc.)

Yeah, for the most part.

7. Are there any features, services, or activities you want added to parks and recreation facilities in Molalla?

There is some maintenance stuff like Clark park fencing and boarder upkeep with the Buckaroo. Good variety of things for people to do overall. Lots of playground and ball fields.

- 8. Do you see any barriers to access that prevent residents from using the parks as much as they would like to?**
Sometimes there is a lack of safety especially at the park by the fire department because of homeless. It may turn people off from bringing kids/family to parks, sometimes happens at Clark park too.
- a. Does the distribution of parks meet community needs or are any communities or neighborhoods underserved by parks?**
He says no, distribution is fine.
 - b. Are there any environmental or infrastructural issues causing access issues, for example, unsafe streets or sidewalks?**
Not that he knows of.
 - c. What do you think could help Molalla's park facilities better serve people of all ages, abilities, and demographic groups?**
They do pretty good job, has seen them adapt over the years and needs.
- 9. What do you see as the biggest challenges in Molalla's parks system?**
Litter, vagrants, and unscrupulous characters, says the City's hands are tied on what they can and cannot do with characters hanging out at parks. When he took kids to Ivor Davies pond there were people living at the back side of the pond. He says the issue is convoluted by the fact that some of that is private land, so city can only do so much to keep people out of that area.
- 10. What would your ideal citywide park system be like?**
He thinks it's done well with what is available, he says he hears people say there could be more parks but to him, it seems that the current ones are underutilized, so not much point in adding more. Sees Bohlander field being used as a dog park.
- 11. Given limited funding, how would you like to see the City allocate money? What would be your top priority/ies?**
Maintenance, clean up and controlling, and patrolling parks.
- 12. Do you have any suggestions for new sources of funding or resources for park improvements, operations, and maintenance?**
No. There is always talk about garnering funding, but most sources are limited/small/one time.
- a. Would you be open to the City requiring subdivision developers to donate land or funding for the park system?**
Yes, absolutely.
 - b. Would you be open to increasing permitting fees paid for new development projects to support park and recreation funding? (Molalla already has System Development Charges [SDCs], which help offset some of the cost of increasing/upgrading/maintaining community infrastructure including parks, water, and sewer services, and could increase the fee rate.)**
Yes, he would. For every x amount of houses they built, they should be required to built certain amount of park space.
- 13. Would you or your organization want to work with the City (more) on park system improvements in the future? Would you suggest collaborating with or leveraging the help of other groups or individuals?**
They would be interested, and they already work with city on park system input. Most other groups that could be involved have disbanded, he says.

- 14. How do you learn about activities, programs, and events in Molalla?**
Mostly by word of mouth. Speaks with city a lot. Molalla Current.
- a. Do you have any suggestions for how the City of Molalla could improve communication around parks and recreation?**
He thinks maybe a reader board like MCC or utilize ones that are in town. It's adaptable and changeable, not like making a new banner for each event.
- 15. Are there any ways you'd like to be more involved with this planning process or resources you could offer to help? For example, you could:**
- a. Help distribute information about the online survey and upcoming events with flyers or in your organization's newsletter.**
Yes, but they are season specific, June, July, August is when they are active. They would be willing to post on social media and post on ticket office.
 - b. Partner with us on an engagement event/activity (let us table/interact with folks at an event you're doing).**
They have the junior rodeos, they have vendors that comes to events, they did some field days related to the rodeos. Junior rodeo is late July. Weekend before July first is kickoff party. With rodeo happening week of July 4th. They have 3-5 Latin festivals and rodeos in the summer and a tractor pull. The buckaroo stays busy in the summer. We could attend one of these events, could be worked out. They put a lot of people through the doors, something like a info or fundraiser booth or a dunk tank they've had stuff like that. They get a lot of out of town but also a TON of locals maybe 50-60% is local.
- 16. Is there anything else you'd like to say about parks and recreation in Molalla? Anything I haven't asked that I should've?**
No, he's been president in rodeo for a long time. People's attitudes change, very important to look at long term picture of park and rec and usage, it's always adapting and changing. Example he gave is that some people are really into soccer and say they want 5 new soccer fields put in but then the desire fades and you are left with infrastructure that is underutilized. He says it is a balancing game and that things come and go in cycles. Parks need to be functional forever and should remain flexible.

City of Molalla
Parks, Recreation, and Trails System Plan

To: Project Management Team (City of Molalla)
From: Colin McArthur, Alli Langley, Victor García-Ruano, McClean Gonzalez (Cameron McCarthy)
Date: April 15, 2024
Subject: Plaza Los Robles Focus Group Summary

Overview

This memo summarizes key takeaways from the focus group for the City of Molalla’s Park, Recreation, and Trails System Plan with residents of the Plaza Los Robles housing community. This engagement was conducted April 10, 2024, from 5:30 p.m. to 6:30 p.m. in Spanish and designed to gather perspectives from local demographic groups underrepresented in public input, including Hispanic/Latino residents, English as a Second Language speakers, and low-income households.

Key Takeaways

Project staff engaged with 15 participants, who were mostly women of different ages. Participants were most supportive of adding amenities like play areas, sand volleyball, restrooms, and sports fields especially for soccer. Covered picnic areas and multi-use paths were also popular. Participants wanted the city to prioritize upgrades and additions at Clark Park and Bohlander Field, at Molalla River Middle School and Elementary School (in partnership with the school district), and at or near Long Park. Participants would also like to see more park and recreation facilities on the west side of the city. More broadly, participants thought that more facilities are needed because, more bilingual communication in partnerships with other agencies would be helpful, and parks with diverse amenities for people of all ages.

Activities and Approach

Staff engaged the group with project background and informal discussion questions to encourage participants to share their experiences, needs, and desires for park and recreation facilities in Molalla. Participants used a display with 16 park and recreation amenity photos labeled in English and Spanish, as well as room for other ideas, to indicate the top five amenities they would like to see improved or added. Participants also used sticky dots to show where on a map of Molalla’s existing parks, recreation, and trail system they desired improvements or additional amenities, and staff followed up with clarifying questions.

Participants were provided with snacks and drinks during the focus group and encouraged verbally and with fliers at the end of the session to take and share the online survey for the project once it launched in Spanish with a raffle incentive later that week.

Detailed Results

The following provides a more detailed summary of input from focus group participants.

Informal Discussion Notes

- More parks and recreation facilities are needed because the community is growing fast.
- Some parks are better known (Clark, Fox), and many don’t know about other parks.
- More bilingual information, signs, maps, and communication through the schools would be helpful.
- The park facility rental process has been working ok.
- Participants need a park with more features for different ages.
- Participants would like additions or improvements to picnic shelters and tables, bathrooms, bike paths, playgrounds, skate park, volleyball, facilities and activities for older kids, and parking spaces.
- Clark Park needs a new shelter.
- Long Park needs playground improvements such as monkey bars.
- The McMinnville Discovery Meadows Community Park is a good example with a splash pad, playground, sand play, skate park, and picnic facilities.

Park Amenity Preferences

Participants were asked to mark the five amenities they would most like added or improved.

Play areas were the most desired, followed by sand volleyball, restrooms, multiuse fields, covered picnic area, and multiuse path. The amenities with the least amount of interest were educational or interpretive Elements, off-leash dog areas, and open space.

Amenity	Votes
Play areas	9
Sand volleyball	8
Restrooms	7
Covered picnic area	6
Multiuse field	6
Multiuse path	5
Outdoor fitness area	4
Pedestrian trail	4
Water access	4
Event space	3
Skate park	3
Multiuse court	3
Nature play	2
Educational or interpretive elements	0
Off-leash dog area	0
Open space	0

Desired Improvement Locations

Participants wanted the city to prioritize upgrades and additions at Clark Park and Bohlander Field, at Molalla River Middle School and Elementary School (in partnership with the school

April 15, 2024

district), and at or near Long Park, and at Ivor Davies Park. Adding soccer fields, bathrooms, and picnic areas was desired across multiple locations, and other amenities like volleyball, bike facilities, basketball, outdoor exercise equipment, and trails were desired at specific locations. Full results are provided below:

- Clark Park and Bohlander Field Area (5 votes)
 - Activities for teens
 - Soccer fields
 - Bike park and path
 - Skate park
 - Bathrooms
 - Splash pad
 - Picnic tables
 - Volleyball
- Molalla River Middle School and Elementary School Area (School District) (5 votes)
 - Activities for kids
 - New park in this area
 - Children's games/playground
 - Bathrooms
 - Soccer field
- Long Park and/or area between Long Park and south of Toliver Road (4 votes)
- Ivor Davies Park (3 votes)
 - Activities for adults
 - Basketball
 - Trails
 - Nature play
 - Picnic area
 - Bathrooms
 - Walking trails
 - Fitness area
- Area near Rotary Park to west (Main Street and Dixon Ave intersection) and east (3 votes)
 - Soccer field
- South of Main St. and Commercial Pkwy Intersection (3 votes)
- Bear Creek Annex Area (2 votes)
 - Bathrooms
 - Picnic area
 - Volleyball
- Fox Park and Library Area (2 votes)
- Southeast of Cascade Hwy 213 and Tolliver Rd Intersection (1 vote)

City of Molalla Parks, Recreation, and Trails System Plan Update

To: City PM Team (City of Molalla)

From: Colin McArthur, Alli Langley, Claire Dosen, and McClean Gonzalez (Cameron McCarthy)

Date: April 15, 2024

Subject: Pop-Up Event 1 Engagement Summary

OVERVIEW

This memo summarizes public engagement results for the City of Molalla's Parks, Recreation, and Trails System Plan Update at the Molalla High School career fair on April 10, 2024. This engagement was designed to gather perspectives from demographics underrepresented in the project's broader public engagement efforts, including youth, Hispanic/Latino residents, and low-income residents.

KEY TAKEAWAYS

Staff engaged roughly 150 students in 8th through 12th grade during the three-hour event, plus a handful of school staff members.

Students' most desired amenities were sand volleyball courts, water access, pedestrian trails, and sports fields and courts. Playgrounds, with nature play receiving more support, and off-leash dog area and restrooms also were popular. Participants also expressed desire for parks closer to their homes as well as more universally accessible playgrounds and park features.

ACTIVITIES AND APPROACH

Staff engaged students with three displays, interactive activities, and informal conversation. Students engaged primarily with the amenity activity, where they used sticky dots to mark their top park and recreation amenities on a display showing 16 amenity images labeled in English and Spanish as well as room for adding other ideas.

Students also added comments to a poster that asked what they liked and didn't like about the existing parks, recreation, and trail system as well as what their ideal park would include. Some students used the existing system map for reference when sharing their ideas.

Participants were given raffle prize tickets after engaging with staff and encouraged to take home sunflower seeds and stickers.

RESULTS

Detailed results from the voting and comment activities are provided below.

Amenity Preferences

Sand volleyball was the most desired, followed by water access, pedestrian trail, multiuse field, off-leash dog area, and nature play. The amenities with the least amount of interest were covered picnic area, educational or interpretive elements, and event space.

- Sand volleyball (76 votes)
- Water access (creek, pond, fishing) (64 votes)
- Pedestrian trail (58 votes)
- Multiuse field (56 votes)
- Off-leash dog area (40 votes)
- Nature play (35 votes)
- Multiuse court (34 votes)
- Play area (30 votes)
- Restroom (28 votes)
- Open space (21 votes)
- Outdoor fitness area (20 votes)
- Multiuse path (20 votes)
- Skate park (18 votes)
- Covered picnic area (17 votes)
- Educational or interpretive elements (13 votes)
- Event space (8 votes)
- Other:
 - Horse friendly trail/area (6 votes)
 - Accessible playground (5 votes)

Existing System Strengths and Assets

Participants liked local trails with soft surfaces for track practice, dog walking, and riding horses. They also liked covered picnic areas.

Comments:

- “like walking around, doing track practice on local trails”
- “walk on trails take horse out and dogs”
- “Trails soft surface trails for track practice”
- “parks close to my house”
- “zipline”
- “Cute picnic tables that are covered and swing”
- “I like Covered picnic tables”

Existing System Weaknesses

Participants were concerned about equipment and field conditions as well as the presence of people who made them feel unsafe in park spaces.

- “no tweekers at park”
- “broken swings, unsafe”
- “Homeless taking over”
- “better youth sports fields not best conditions”

System Needs and Opportunities

Participants noted that their ideal park would include walking paths, court sport facilities, bathrooms, fishing opportunities, more accessible sidewalks and play areas, and waste bins.

- Paths/trails and play areas
 - “Walking paths and trails”
 - “paths, trails, swings, sand”
 - “More soft surface running paths for track/cross country practice.”
 - “They should add more play area and nature play.”
- Increased accessibility
 - “more accessible sidewalks”
 - “Accessible playground w/ swings”
- Fishing
 - “Fishing”
 - “Ivor Davies stocked pond”
- Sports facilities
 - “Basketball courts with lights”
 - “outdoor volleyball court”
- Bathrooms and waste bins
 - “Want access to bathrooms”
 - “more basketball courts, more restrooms”
 - “More trash cans and accessible areas for recycling of waste”

Other Comments

In the other ideas section, participants again noted the need for parks near their homes and increased accessibility within parks. A participant noted desire for an accessible playground like one at a Salem park as well as features from Pinney Park in Washington. One participant also suggested adding a public garden, an amenity not identified in the preference activity. Another suggested that Clark Park could have better multiuse fields for soccer, tennis, football, and baseball.

- “More parks within walking distance”
- “Can’t go because parents are busy and can’t take me (proximity)”
- “more accessibility, more dif[ferent] types of play areas and dif[ferent] picnic places”
- “accessible playground like one in Salem Pinney park in WA”
- “I think we should put a better multiuse field at Clark Park soccer, tennis, football, baseball”
- “Make a public garden (vegetables, flower, any kind)”
- “Public improvement and maintenance, lots of illicit activity in Pioneer Cemetery”

City of Molalla Parks, Recreation, and Trails System Plan Update

To: City PM Team (City of Molalla)
From: Colin McArthur, Alli Langley, Claire Dosen, and McClean Gonzalez (Cameron McCarthy)
Date: June 28, 2024
Subject: Pop-Up Event 2 Engagement Summary

OVERVIEW

This memo summarizes the public engagement results for the City of Molalla's Parks, Recreation, and Trails System Plan Update at the Molalla Farmers Market on May 30, 2024, from 3-7 p.m. This engagement was designed to engage with a wide range of residents of different ages.

KEY TAKEAWAYS

Staff engaged roughly 70 people across a diversity of age ranges during the event. Participant's most desired amenities were pedestrian trails, water access, nature play, and playgrounds. Off-leash dog areas, outdoor fitness areas, multi-use paths, and restrooms were also popular. Increasing access to parks and adding new parks and recreation facilities were participant's highest parks-related budget priorities.

ACTIVITIES AND APPROACH

Staff engaged farmers market visitors with three displays, interactive activities, and informal conversation. Participants engaged primarily with the amenity activity, where they marked their top five park and recreation amenities on a display showing 16 amenity images labeled in English and Spanish. The amenity board also included room to add other ideas.

Participants also chose their top park and recreation related budget priority for the city to focus on over the next 10 years, and some added comments to the existing system map. Participants were encouraged to take the online survey for the project and offered sunflower seeds and stickers.

RESULTS

Detailed results from the voting and comment activities are provided below.

Amenity Preferences

Pedestrian trails were the most desired, followed by water access, nature play, playgrounds, off-leash dog areas, and outdoor fitness areas. The amenities with the least amount of interest were covered picnic areas, sand volleyball, and multi-use courts.

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Eugene, Oregon 97401
www.cameronmccarthy.com



City of Molalla Parks, Recreation, and Trails System Plan Molalla Farmers Market Pop-Up Engagement Summary

- Pedestrian trail (24 votes)
- Water access (21 votes)
- Nature play (21 votes)
- Playground (16 votes)
- Off-leash dog area (14 votes)
- Outdoor fitness area (13 votes)
- Multiuse path (13 votes)
- Restroom (11 votes)
- Open space (10 votes)
- Skate park (9 votes)
- Multiuse field (8 votes)
- Educational or interpretive elements (8 votes)
- Multiuse court (7 votes)
- Sand volleyball (6 votes)
- Covered picnic area (6 votes)
- Event space (6 votes)
- Other:
 - Water feature / splash pad (2 votes)
 - Food carts (1 votes)
 - Trout fishing (1 votes)

Budget Priorities

The budget priorities that received the most votes were for improving access and adding new park and recreation facilities.

- **Improve access** (for walking, biking driving, and using mobility devices) (7 votes)
- **Add new** parks and recreation facilities (6 votes)
- **Upgrade existing** facilities and equipment (5 votes)
- **Maintain existing** facilities and equipment (4 votes)

Location-Specific Comments

Participants who left comments on the existing system map noted the need for Fox Park and Long Park playground upgrades, more bathrooms at Fox Park and the south end of Clark Park, and a rails-to-trails conversion to connect Molalla and Canby. One participant suggested more "themed parks" like the old wagon and train design at Fox Park.

- "Activate old railroad to be a bike trail connecting to Canby" (received a +1)
- "South end of Clark Park could use bathrooms"
- "Better playground at park near fire station [Long Park]"
- "Replace playground at Fox Park"
- "Liked sliding pole and wagon and train design at Fox Park. More themed parks."
- "More bathrooms at Fox Park"
- "Fox Park playground needs upgrading"
- "Have a designated spot for carnival to come back to during the rodeo."

City of Molalla Parks, Recreation, and Trails System Plan Update

To: City PM Team (City of Molalla)
From: Colin McArthur, Alli Langley, and Claire Dosen (Cameron McCarthy)
Date: July 1, 2024
Subject: Pop-Up Event 3 Engagement Summary

OVERVIEW

This memo summarizes public engagement results for the City of Molalla's Parks, Recreation, and Trails System Plan held at the Molalla Music in the Park event on Tuesday, June 18, 2024, from 5:30 – 7:30 p.m. This engagement was designed to engage with a wide range of residents of different ages.

KEY TAKEAWAYS

Staff engaged roughly 61 people across age ranges. About half of the participants were children.

Participants' most desired amenities were nature play, play areas, off-leash dog area, and pedestrian trails. Skate park, outdoor fitness areas, sand volleyball, water access, open space/natural areas, and paved paths were also popular. Participants' highest parks-related budget priorities were maintaining and upgrading existing facilities and equipment. Written comments indicated a need for larger playgrounds with well maintained equipment and features for older children, more paths and trails including for mountain biking, and indoor recreation opportunities.

ACTIVITIES AND APPROACH

Staff engaged visitors with four displays, interactive activities, and informal conversation. Participants engaged primarily with the amenity activity, where they marked their top five park and recreation amenities on a display showing 16 images labeled in English and Spanish. The amenity board also included room to add other ideas.

Participants could also choose one budget priority the city should focus on over the next 10 years and could add written comments to share their likes and dislikes about the existing park system, their vision for their ideal park, and location-specific desires. Participants were encouraged to take the online survey for the project and offered sunflower seeds, stickers, and survey flyers after engaging with staff.

RESULTS

Detailed results from the voting and comment activities are provided below.



City of Molalla Parks, Recreation, and Trails System Plan Music in the Park Pop-Up Engagement Summary

Amenity Preferences

Nature play was the most desired followed by play areas, off-leash dog areas, pedestrian trails, skate parks, and outdoor fitness areas. The amenities with the least amount of interest were restrooms, covered picnic areas, and educational or interpretive elements.

- Nature play (21 votes)
- Play area (20 votes)
- Off-leash dog area (19 votes)
- Pedestrian trails (15 votes)
- Skate park (14 votes)
- Outdoor fitness area (12 votes)
- Sand volleyball (11 votes)
- Water access (11 votes)
- Open space/natural area (9 votes)
- Multiuse path (8 votes)
- Multiuse field (7 votes)
- Event space (7 votes)
- Educational or interpretive elements (6 votes)
- Multiuse court (6 votes)
- Covered picnic area (3 votes)
- Restrooms (3 votes)
- Other:
 - Accessible playground (5 votes)
 - [Hidden Creek West Park in Hillsboro, OR](#) was provided as inspiration
 - Event space at Clark Park (1 vote)
 - Dog park behind Clark Park on the undeveloped city-owned land (1 vote)
 - Bike trail (1 vote)
 - Large play equipment / tall monkey bars (1 vote)

Budget Priorities

The budget priorities that received the most votes were for maintaining existing facilities and equipment and upgrading existing facilities and equipment. Improving access and adding new park and recreation facilities equipment received fewer votes.

- **Maintain existing** facilities and equipment (5 votes)
 - One person commented: "i.e. remove plywood from slide at Fox Park, and [fix] some other [equipment] at Clark Park"
- **Upgrade existing** facilities and equipment (3 votes)
- **Improve access** (for walking, biking driving, and using mobility devices) (1 vote)
- **Add new** parks and recreation facilities (1 vote)

Written Comments on System Needs

Comments included appreciation for Strawberry Park and desire for larger playgrounds with features for older children, more outdoor and indoor recreation facilities, and more paths and trails providing safer access and connecting parks with key destinations especially downtown and commercial areas in western Molalla. Participants also noted desire for a spatial buffer

July 1, 2024

City of Molalla
Parks, Recreation, and Trails System Plan
Music in the Park Pop-Up Engagement Summary

between activity at Chief Yelkus Park and adjacent residential property. Comments are provided below:

- **Now: I like...**
 - “The new Strawberry toddler Park 😊”
 - “I like the trails” (x2)
 - “I like the play structures”
 - “Big playgrounds”
 - “I like big playgrounds”
- **Now: I don’t like...**
 - “The broken existing park equipment”
 - [That there is] “no big kids park”
 - “I don’t like how Clark Park’s playground [is] so small” (x2)
 - “Homeless tents”
- **In the future: My ideal park would have...**
 - “A walking path with fishing opportunities available” (x2)
 - “Dog park”
 - “Walking path, rock wall, more parks with a splash pad”
 - “Music in the park, bike path, more slides and swings”
 - “have a trail around it”
- **In the future: Other ideas...**
 - “Field and a playground”
 - “Trails for mountain bikes, BMX track, and pet stores”
 - “A mall, indoor park, movie theater” (x2)
 - “Formalized trail system – work to transform routes people already use”
 - “zipline”
- **Location-specific (map comments):**
 - “[Create a] trail from Safeway to Farmers Market along Bear Creek, use/expand upon existing bridge [at Bear Creek]”
 - “Trails connecting existing parks & downtown”
 - “[At Chief Yelkus] don’t develop too close to fence lines & residential properties”
 - Participants specifically mentioned not placing walking trails up against property lines.
 - “Be able to walk from Farmers Market to downtown [safely], more bike trails”
 - “Upgrade Molalla Forest Road for walking and biking from Pioneer Cemetery to Ivor Davies”

G Needs Assessment

MEMORANDUM
Molalla Parks Master Plan
Needs Assessment Memo

To: Project Management Team (City of Molalla)
From: Colin McArthur, AICP; Alli Langley; Claire Dosen (Cameron McCarthy)
Date: August 28, 2024
Subject: Needs Assessment Memo

OVERVIEW

Assessing park system needs involves a comprehensive evaluation of existing facilities, current level of service, demographics, population projections, community outreach findings, and current trends and demands for parks and recreation. This assessment allows park providers to plan for facilities and services that meet and exceed user expectations. This memo includes an analysis of recreation demand at the local, national, and state levels; a summary of the level of service analysis; and summaries of input gathered through community engagement methods.

RECREATION DEMAND

Data on current facilities were collected from the city, and park site visits. State and national park and recreation user trends were informed by data from National Recreation and Park Association (NRPA), National Federation of State High School Associations, Sport and Fitness Industry Association, and the Oregon Park and Recreation Department's Statewide Comprehensive Outdoor Recreation Plan.

Existing Facilities

Molalla currently operates 10 parks and has 1.48 miles of trails. Park types include mini parks, neighborhood parks, community parks, special use parks, and natural areas.

Throughout its park facilities, Molalla offers the following amenities: playgrounds, a tot lot, splash pad, covered and uncovered picnic areas, rectangular sports fields, diamond sport fields, bathrooms, benches, skatepark, disc golf, BMX track, and pickleball. Comparable U.S. park and recreation agencies with fewer than 20,000 residents also provide a tennis court, dog park, community garden, and basketball court.¹ At the same time, Molalla

¹ National Recreation and Parks Association. "2024 Agency Performance Review." 2024.
https://www.nrpa.org/contentassets/f6baf1e9c3354aeca52dc548251bc4f4/2024agencyperformancereview_final.pdf

provides some amenities that the typical agency in its size category does not including a skatepark, pickleball courts, a splash pad, BMX track, and a disc golf course.

Molalla does not offer programs to park users aside from themed special events (Celebrate Molalla, National Night Out, music in the park) and yoga in the park. Similar sized park agencies offer a variety of programs, in particular, summer camps (65%), specific senior programs (63%), and specific teen programs (50%).² The city does not offer indoor recreation opportunities, and independent organizations offer youth sports. Nationally, 86% of agencies offer team sports, 62% of park agencies have a recreation center, and 59% have a community center.³

National Recreation Participation

The National Recreation and Parks Association (NRPA) conducts an annual survey to gain better insight into public park usage among individuals across the county.

NRPA's 2023 Engagement with Parks Report highlights that 7 in 10 residents in the U.S. can walk to at least one park or recreation facility, and residents who view parks as inclusive are twice as likely to use them regularly.⁴ Two-thirds of survey respondents reported their top activity or destinations are local parks, a playground, a dog park, or any open space. Nearly half (47%) of participants favor hiking, biking and walking trails. About one-third (30%) choose to play basketball, golf, tennis or another sport with family or friends. Visiting an indoor facility, like an aquatic, recreation, or senior center, had similar popularity, with 28% of respondents favoring those activities.⁵

Participation in Youth Team Sports

In 2022, the Sports and Fitness Industry Association (SFIA) reported team sports saw an increase in 2021 to 68.3 million participants, but participation is still lower than the 70.8 million youth participating in sports in 2019. Sports participation increased for youth ages 6 to 12, which may indicate long-term involvement in sports and recreation activities. The most popular sport for 6-year-old youth is soccer. The youth team sport with the most participation in the U.S. is basketball. Team sports that saw the greatest increase in participation are fast-pitch softball, gymnastics, court volleyball, and swimming.⁶

Participation in Highschool Sports

Nationally, boys' sports programs with the greatest number of participants are football, track and field, basketball, baseball, and soccer. Sports programs for girls with the highest participation are track and field – outdoor,

² National Parks and Recreation Association. "2024 Agency Performance Review." 2024.

³ National Parks and Recreation Association. "2024 Agency Performance Review." 2024.

⁴ National Parks and Recreation Association. "2023 Engagement with Parks Report." 2023. <https://www.nrpa.org/publications-research/research-papers/Engagement/>

⁵ National Parks and Recreation Association. "2023 Engagement with Parks Report." 2023.

⁶ Sports & Fitness Industry Association. "SFIA's Trends in Team Sports Report Shows Positive Trends in Participation and Highest Number Of 6-To-12-Year-Old Participants in Five Years." 2022 December 22. <https://sfia.org/resources/sfias-trends-in-team-sports-report-shows-positive-trends-in-participation-and-highest-number-of-6-to-12-year-old-participants-in-five-years/>

volleyball, soccer, basketball, and softball - fast pitch.⁷ In the 2022-2023 academic year, Oregon ranked 32nd in high school athletic participation. The state had 98,059 students involving 54,954 boys and 43,105 girls.⁸ Below is the breakdown of sports and participation numbers:

Boys' participation:

- Football: 10,713
- Track and Field (Outdoor): 9,830
- Basketball: 7,614
- Soccer: 6,826
- Baseball: 5,752
- Cross Country: 3,423
- Wrestling: 2,965
- Tennis: 2,188
- Swimming and Diving: 1,905
- Golf: 1,790

Girls' participation:

- Volleyball: 7,648
- Track and Field (Outdoor): 6,988
- Basketball: 5,487
- Soccer: 5,398
- Softball (fast pitch): 4,260
- Tennis: 3,161
- Competitive Spirit: 2,617
- Cross Country: 2,300
- Swimming and Diving: 2,171
- Golf: 1,054
- Wrestling: 88

State and Regional Participation

To better understand recreation needs, the Oregon Park and Recreation Department (OPRD) publishes the Statewide Comprehensive Outdoor Recreation Plan (SCORP) every five years. The SCORP currently identifies the key issues for local governments and park providers to consider when making planning and policy decisions.

Table 1.1. Top ten activities for Oregon residents⁹

⁷ National Federation of State High School Associations. "High School Athletics Participation Survey 2022-2023". 2023. https://members.nfhs.org/participation_statistics

⁸ National Federation of State High School Associations. "High School Athletics Participation Survey 2022-2023".

⁹ Source: Oregon Parks and Recreation Department. (n.d.). (rep.). 2019-2023 Oregon Statewide Comprehensive Outdoor Recreation Plan (pp. 27).

No.	Activity	Activity Category	Percent
1	Walking on local streets / sidewalks	Walking	83%
2	Walking on local trails / paths	Nature activities	74%
3	Sightseeing / driving or motorcycling for pleasure	Sightseeing	59%
4	Relaxing, hanging out, escaping heat / noise, etc.	Nature activities	59%
5	Beach activities - ocean	Nature activities	57%
6	Walking / day hiking on local trails / paths	Nature activities	55%
7	Attending outdoor concerts, fairs, festivals	Leisure activities at a park	50%
8	Visiting historic sites / history-themed parks	Sightseeing	49%
9	Picnicking	Leisure activities at a park	49%
10	Beach activities – lakes, reservoirs, rivers	Sightseeing	40%

Shifting Demographics

Both state and national surveys indicated the importance of planning for a more diverse participant base. Across the U.S. a significantly higher percentage of seniors are participating in outdoor recreation than in the past.¹⁰ Nationally, new and young outdoor participants were also more racially diverse than overall outdoor recreation demographics and then the U.S population.¹¹ Oregon’s population is also becoming older and more diverse. In Oregon, the population 65 years and over is expected to see a 45% increase by 2040, and the two fastest-growing minority groups are expected to make up a larger portion of Oregon’s population. By 2030, the Hispanic and Asian populations are projected to make up 26.7% and 5.5% of Oregon’s population, respectively.¹²

As Oregon’s population grows and diversifies, it is vital to understand how the entire population participates in recreation activities and to anticipate and better serve those needs.

Recommendations to address changing demographics include:

- Create new and diverse opportunities

¹⁰ Outdoor Industry Association. “2023 Outdoor Participation Trends Report.” 2023. <https://outdoorindustry.org/resource/2023-outdoor-participation-trends-report/>

¹¹ Outdoor Industry Association. “2023 Outdoor Participation Trends Report.” 2023.

¹² Oregon Parks and Recreation Department. 2019-2023 Oregon Statewide Comprehensive Outdoor Recreation Plan. Pg. 73

- Provide Accommodations for the active senior population including safe walking areas (free of fall risk), benches/places to sit, public transportation to parks, affordable swimming opportunities, and allowing electric mobility devices on trails.
- Provide more walking trails and improved walking routes to parks.
- Provide more senior activity centers, and classes tailored to specific health concerns.
- Provide more free-of-charge recreation opportunities

Lack of Youth Participation

Youth in Oregon are experiencing a decline in outdoor recreation activities. Several factors contribute to this trend, such as increased urbanization, reduced free time, more single-parent households, and a growing emphasis on electronic activities.¹³ This decline in outdoor engagement among young people could have long-term health consequences, as it makes them less likely to participate in outdoor activities as adults. This, in turn, may lead to an increase in obesity and other health-related issues.

Recommendations for supporting youth outdoor activity:

- Provide a variety of activities for youth
- Provide more access to parks and open spaces
- Support programs for youth

Underserved Low-Income Populations

The Oregon median household income closely aligns with the U.S. median, and significant segments of the population live in poverty. In 2016, 16% of Oregonians were living with household incomes below the poverty threshold. This has jumped from 12% in 2000. More than 1 in 5 people living in poverty are children. Minorities are also more affected by poverty than whites. Poverty rates are between 26% and 33% for African Americans, Native Hawaiian or Pacific Islanders, Hispanics or Latinos, and American Indians and Alaska Natives while only 13% of whites experience poverty.¹⁴ Lower-income individuals are less likely to participate in outdoor recreation activities and exercise, mainly for cost barriers and safety concerns. The health of communities is improved when parks are easily accessible, adequately distributed, provide physical activities, and are well-maintained.

Top priorities to serve low-income populations are to:

- Locate and build facilities in proximity to underserved populations
- Provide free activities and/or waived fees
- Keep parks well-maintained to promote inclusion and safety.

Health Benefits of Physical Activity

Lack of physical activity and poor diet are known as two high-risk factors for mortality, and 17% of Oregon adults are not physically active outside of work. When evaluated on federal guidelines for aerobic and muscle strength, 60% of Oregon adults met aerobic activity standards, and 30% met the muscle strength standards. Only 23% of

¹³ Source: Oregon Parks and Recreation Department. (n.d.). (rep.). 2019-2023 Oregon Statewide Comprehensive Outdoor Recreation Plan (pp. 1–236).

¹⁴ Oregon Park and Recreation Department. “Oregon Statewide Comprehensive Outdoor Recreation Plan 2019-2023.” 2023.

Oregon adults met both standards. Residents' physical activity and health are most impacted by the social, economic, and physical conditions of their environment.¹⁵ Parks and recreation facilities effectively prompt new behaviors and habits, which can improve physical health over time, and the amount invested in parks and recreational services correlates with the health benefits people receive.

State Recreation Needs

Additionally, the SCORP conducts a county-based recreational needs assessment using two distinct methods. The first method surveys Oregon's public recreation providers. The second method surveys residents statewide. Residents are asked to rank a list of priority activities. Relevant results from this assessment are detailed in the following tables.¹⁶

Table 1.2. Comparison of Regional and State Needs¹⁷

	Clackamas County Need		Statewide Need		Statewide Suburban Needs Oregon Resident	
	Public Rec. Provider		Rec. Providers			
Close to Home Priorities	Trails connecting adjacent communities	4.86	Community trail system	3.98	Soft surface walking paths/trails	3.78
	Community trail system	4.71	More restrooms	3.74	More restrooms	3.61
	Trail connected to public lands	4.71	Children's nature play areas	3.70	Children's nature play areas	3.52
	-	-	Picnic areas and shelters for small groups	3.48	Nature and wildlife viewing areas	3.52
	-	-	Trails connected to public lands	3.45	Public access to waterways	3.46
	-	-	Picnicking/day use facilities	3.45	-	-
	-	-				

Table 1.3. Comparison of Senior Needs¹⁸

	Young Old (60-74) Suburban Need		Middle Old (75-84) Suburban Need	
	Oregon Resident		Oregon Resident	
Close to Home Priorities	More restrooms	3.81	More restrooms	3.54
	Soft surface walking paths/trails	3.71	Picnic areas and shelters for small groups	3.41

¹⁵ Oregon Park and Recreation Department. "Oregon Statewide Comprehensive Outdoor Recreation Plan 2019-2023." 2023.
¹⁶ Oregon Park and Recreation Department. "Oregon Statewide Comprehensive Outdoor Recreation Plan 2019-2023." 2023.
¹⁷ Source: Oregon Parks and Recreation Department. (n.d.). (rep.). 2019-2023 Oregon Statewide Comprehensive Outdoor Recreation Plan (pp. 27).
¹⁸ Source: Oregon Parks and Recreation Department. (n.d.). (rep.). 2019-2023 Oregon Statewide Comprehensive Outdoor Recreation Plan (pp. 27).

	Nature and wildlife viewing areas	3.58	More places and benches to observe nature and others	3.41
	Security cameras in key places	3.54	Nature and wildlife viewing areas	3.37
	Public access to waterways	3.50	Security cameras in key places	3.30

Table 1.3. Comparison of Demographic Group Needs¹⁹

	Latino Suburban Need		Families with Children		Low Income Suburban Need	
	Oregon Resident		Oregon Resident		Oregon Resident	
Close to Home Priorities	Nature and wildlife viewing areas	3.95	Children's nature play areas	3.92	More restrooms	3.94
	Children's nature play areas	3.85	Soft surface walking paths/trails	3.78	Soft surface walking paths/trails	3.80
	More restrooms	3.82	Children's playgrounds	3.69	Nature and wildlife viewing areas	3.77
	More places and benches to observe nature and others	3.79	More restrooms	3.64	Security cameras in key places	3.74
	Security cameras in key places	3.77	Picnic areas and shelters for small groups	3.57	Children's nature play areas	3.71

POPULATION GROWTH AND LEVEL OF SERVICE

Molalla's current level of service is comparable to similarly sized jurisdictions in the lower quartile. Molalla has more parks per capita, but fewer park acres per capita, and fewer miles of trails than the median jurisdiction with 20,000 or fewer residents, so by these measures the current Molalla population is underserved by the parks system.

Population growth impacts the level of service and influences community needs. As Molalla's population is expected to increase 59% between 2023 and 2045, Molalla would need to add six parks, develop roughly 44 acres of park land (or 8.76 acres annually), and add about 0.57 miles of trails to maintain its current level of service. Molalla can also consider increasing its number of parks, acreage of park land, and miles of trail to provide a level of service on par with the median similarly sized jurisdiction.

COMMUNITY OUTREACH

Between January and June 2024, project staff engaged with residents through a community outreach and engagement process. These efforts consisted of interviews, a focus group, engagement at three events, and an online survey.

¹⁹ Source: Oregon Parks and Recreation Department. (n.d.). (rep.). 2019-2023 Oregon Statewide Comprehensive Outdoor Recreation Plan (pp. 27).

Interviews

Project staff interviewed five community members from the following organizations:

- Ant Farm
- Hacienda Community Development Corporation (CDC)
- Molalla BMX
- Molalla Buckaroo Association
- Molalla Youth Sports

Interview Findings

- Park maintenance was unsatisfactory with interviewees citing bathroom closures, degradation and closure of play equipment, field maintenance issues, and lack of urgency regarding facility maintenance.
- Some perceived a lack of safety in parks due to the presence of houseless people in parks.
- Support was widespread for increasing permitting fees for developers and requiring developers to donate land or funding for the parks system.
- Increased connectivity between parks and safe walking/biking routes are needed. Some identified this as a barrier to access.
- Many desired more covered outdoor spaces and a community center to increase park facility use in winter months. A covered play area, covered picnic area, and covered BMX track were suggested.
- Parks are not currently meeting the needs of local youth. The city relies on other organizations to offer youth activities and sports. Providers struggle with the lack of variety and condition of current facilities, making them unable to support a robust youth sports network.
- The lack of quality sports and play facilities that can accommodate multiple age groups makes it difficult for families and organizations serving different age children to recreate in local parks. Park amenities need more variety so that one park can cater to multiple age groups. Some said teens and older children are underserved.
- Interviewees mostly supported adding additional parks and a dog park.

Focus Group

One focus group was held with residents of the Plaza Los Robles housing community. Engagement was done in Spanish and designed to gather perspectives from underrepresented local demographic groups, including Hispanic/Latino residents, English as a Second Language speakers, and low-income households.

Focus Group Findings

- Participants supported adding amenities like play areas, sand volleyball, restrooms, and multiuse fields for activities like soccer and baseball. Covered picnic areas and multi-use paths were also popular.
- More parks and recreation facilities are needed because the community is growing fast.
- Some parks are better known (Clark, Fox), and many participants didn't know about other parks.
- More bilingual information, signs, and maps as well as communication through the schools would help.
- The park facility rental process has been working.
- Participants need a park with more features for different ages.
- Participants would like additions or improvements to picnic shelters and tables, bathrooms, bike paths, playgrounds, skate park, volleyball, facilities and activities for older kids, and parking spaces.
- Clark Park needs a new shelter.
- Long Park needs playground improvements.

Community Events

Project staff gathered community input at the Molalla High School Career Fair, Molalla Farmers Market, and a Music in the Park event. People were asked to vote on their top five favorite amenities and their top budget priority and provide general comments on Molalla facilities. Feedback and turnout varied by event. Over 280 people were engaged.

Community Events Findings

- Top amenities were pedestrian trails, water access, sand volleyball (popular among teens), nature play, playgrounds, off leash dog area, and multiuse fields.
- The top budget priority was maintaining existing facilities and equipment.
- People expressed a desire for parks closer to their homes.
- When asked about existing system weaknesses, people noted feeling unsafe due to homelessness and drug use in parks, maintenance and prevalence of broken and outdated equipment, the quality of sports facilities, bathroom conditions, and .
- People also expressed the need for walking/biking paths around town, connecting to parks.

Survey

The survey was available through the Molalla Current from April to June 2024 and received more than 430 responses. The survey asked for feedback on the current system, desired improvements, and priorities for the future.

Survey Findings

- The top reasons people do not use parks are due to feeling unsafe or unwelcome, lack of facilities, or condition of facilities.
- Many people expressed frustration that the toddler play structure in Fox Park was boarded up.
- Over half of respondents indicated Molalla needs more parks, particularly in the northwest and southwest region.
- The most important amenities for future investment were children's playgrounds, natural areas/green space, nature-based play, paved trails, covered play areas, wildlife viewing areas, water access, and a dog park. Many also noted a need for a local multiuse trail network.
- People felt the most underserved populations were teens and seniors. Adding teen-specific programming and making parks more accessible by providing ADA walking paths and resting places were suggested for increasing service for and use by those groups.
- Most people agreed the city's main budget priority should be upgrading existing facilities and equipment.
- Most people supported requiring subdivision developers to donate land or funding to the parks system.

FINDINGS

Top Needs and Priorities

- Increase park maintenance
 - Keep restrooms clean and open
 - Deter loitering and unwanted behaviors
 - Increase maintenance staff

- Increase operating budget
- Upgrade existing facilities
 - Replace broken and outdated equipment
 - Fix field drainage issues
 - When adding facilities to existing parks, consider which age group is currently underserved
 - Upgrade skatepark
- Add non-weather dependent facilities
 - Picnic shelters / covered gathering spaces
 - Covered play area
 - Covered BMX track
- Increase accessibility
 - Develop more paths and trails
 - Incorporate best practices for accessibility when adding or upgrading facilities
 - Add more benches and tables
- Add and improve facilities community members indicated were most important:
 - Playgrounds, nature-based play areas, covered play areas
 - Paved paths and unpaved trails
 - Open spaces, natural areas, and wildlife viewing areas
 - Water access
 - Restore Shorty's Pond for fishing
 - Dog park
 - Covered picnic area and BBQ/cooking areas
 - Outdoor volleyball
 - Basketball court
 - Sports fields: especially for soccer, softball, and baseball
 - Bathrooms
 - Outdoor exercise equipment
 - Skate park
- Improve service for underserved groups, especially teens, seniors, and Hispanic/Latino residents. This could include:
 - Teen- and senior-specific events and programs
 - Add ADA-accessible benches, tables, paths, and bathrooms
 - Multigenerational and group facilities such as outdoor exercise equipment, picnic areas, and sports facilities
 - More bilingual signs, maps, and communications
- Develop park and recreation facilities in the western part of the City that currently lacks these amenities. Target this area for future park land acquisition.
- Increase parks system resources by requiring new subdivision developments to donate land or funds to the parks system and increase new development permitting fees to offset parks system costs.

H Capital Improvement Plan

Table 1.1 Park System Capital Improvement Plan Priorities

Cost estimates are in 2024 dollars and should be updated as projects are implemented to account for inflation.

ID/ Phase	Project Title/Description	High	Medium	Low
		FY 2025-2030	FY 2030-2035	FY 2035-2045
P1	Odd Fellows Park			
1.1	Install paved path through park.	\$122,600	-	-
1.2	Install site furnishings (picnic tables, benches, receptacles, bike racks).	-	\$32,300	-
1.3	Install landscaping (shrubs & perennials) improvements and update irrigation.	-	-	\$36,200
P2	Rotary Park			
2.1	Install drinking fountain.	-	-	\$29,500
P3	Long Park			
3.1	Replace gazebo/stage cover and add accessible ramp and outlet.	\$487,800	-	-
3.2	Install additional site furnishings (benches and receptacles).	\$53,200	-	-
3.3	Replace existing playground.	-	\$298,900	-
3.4	Remove dying trees and replace with additional trees, shade structures, and park features.	-	-	\$17,600
P4	Strawberry Park			
4.1	Install shade structure.	\$24,700	-	-
4.2	Install drinking fountain and bike racks.	-	\$26,900	-
P5	Clark Park			
5.1	Replace playground equipment and surfacing.	\$226,300	-	-
5.2	Replace picnic shelter and install picnic tables.	\$281,600	-	-
5.3	Improve ball fields and install subgrade drainage.	\$744,800	-	-
5.4	Pave north parking lot, add lighting, and install bike racks.	-	\$418,800	
5.5	Install site furnishings (benches).	-	-	\$29,200

Table 1.1 Park System Capital Improvement Plan Priorities

ID/ Phase	Project Title/Description	High	Medium	Low
		FY 2025-2030	FY 2030-2035	FY 2035-2045
P6	Fox Park			
6.1	Extended lease or complete acquisition.	-	-	-
6.2	Replace existing toddler play equipment and surfacing.	\$151,400	-	-
6.3	Replace restroom.	-	\$491,100	-
6.4	Install accessible path between restroom, playground, and picnic shelter.	-	\$16,800	-
6.5	Install additional site furnishings, including benches, picnic tables, trash/recycling collection, and bike racks.	-	-	\$31,500
P7	BMX Track and Sheets Field			
7.1	Increase parking and install path to Chief Yelkus Park.	\$82,200	-	-
7.2	Improve field drainage.	-	\$280,500	-
7.3	Install bike racks.	-	\$3,900	-
7.4	Conduct public outreach to identify needs for bike park improvements.	-	-	\$25,000
P8	Bohlander Field			
8.1	Conduct concept plan and community engagement process to identify future site amenities.	-	\$40,000	-
P9	Ivor Davies Park			
9.1	Repair paths.	\$39,100	-	-
9.2	Install wayfinding and educational signage and receptacles.	\$65,000	-	-
9.3	Install parking lot and lighting (~16 stalls).	\$253,600	-	-
9.4	Install path lighting.	-	\$643,500	-
9.5	Install site furnishings (benches, picnic tables, bike racks).	-	\$141,700	-
9.6	Install loop path at Shorty's Pond.	-	-	\$110,300
9.7	Conduct feasibility study to rehabilitate pond for all-season use.	-	-	\$30,000

Table 1.1 Park System Capital Improvement Plan Priorities

ID/ Phase	Project Title/Description	High	Medium	Low
		FY 2025-2030	FY 2030-2035	FY 2035-2045
P10	Pioneer Cemetery			
10.1	Install wayfinding and educational signage.	\$54,600	-	-
10.2	Install pet waste station.	\$1,100	-	-
10.3	Enhance creek habitat with plant rehabilitation and install water access points.	-	\$46,800	-
10.4	Install walking path loop.	-	-	\$77,800
10.5	Remodel parking lot surfacing.	-	-	\$18,200
P11	Chief Yelkus Park			
11.1	Construct boardwalk and concrete paths.	\$817,900	-	-
11.2	Install site furnishings (benches, picnic tables, and signage).	\$44,600	-	-
11.3	Construct wetland enhancements.	\$58,900	-	-
11.4	Continue path connecting BMX park to boardwalk path (See P8.3).	\$60,900	-	-
11.5	Develop remainder of east portion of site.	-	-	\$1,193,400
P12	Bear Creek			
12.1	Install water access and viewing areas.	-	\$48,400	-
A1	Future Neighborhood Park Acquisition (west)			
1.1	Acquire 1-5 acres of land for park development.	\$500,000	-	-
1.2	Conduct Park Conceptual Plan and community engagement process.	\$75,000	-	-
A2	Future Community Park Acquisition (west)			
2.1	Acquire 5-15 acres of land for park development.	-	\$1,500,000	-
2.2	Conduct Park Conceptual Plan and community engagement process.	-	\$150,000	-

Table 1.1 Park System Capital Improvement Plan Priorities

ID/ Phase	Project Title/Description	High	Medium	Low
		FY 2025-2030	FY 2030-2035	FY 2035-2045
T1	Bear Creek Trail			
T1	Construct trail along Bear Creek.	\$292,600	-	-
T2	Creamery Creek Trail			
T2	Construct trail along Creamery Creek.	\$76,400	-	-
T3	Molalla Forest Road Connection			
T3	Construct trail along S. Molalla Forest Road.		\$1,372,400	-
T4	Molalla Rail Trail			
T4	Construct multi-use path along former railroad.		\$2,060,800	-
T5	Molalla-to-Canby Connection			
T5	Partner to construct cycling trail connection to Feyrer Park, east.	-	-	ND
S	Systemwide Recommendations			
S4	Develop a systemwide guiding document for standardized parks signage and site furnishings.	\$40,000	-	-
S9	Conduct feasibility study for developing sports field at City-owned and/or -leased property (e.g. Clark Park Annex, Molalla Aquatic District land).	\$30,000	-	-
S10	Conduct feasibility study for developing covered amphitheater on park property.	-	\$40,000	-
S11.1	Conduct feasibility study for developing covered skate park with furnishings (signage, receptacles, benches, bike racks).	-	\$30,000	
S11.2	Develop skate park with furnishings (signage, receptacles, benches, bike racks).	-	-	\$857,800
	TOTAL	\$4,584,300	\$7,642,800	\$2,456,500

Project ID:	P1
Project Title:	Odd Fellows Park
Project Type:	Mini Park
Estimating Stage:	Order of Magnitude
Park Acreage:	0.14 ac
Location:	Odd Fellows Park is on S Molalla Avenue south of Main Street near the center of Molalla.
Description:	Develop paved path through the site. Install site furnishings (picnic tables, benches, waste receptacles, bike racks). Install landscaping (shrubs & perennials) improvements and update irrigation.
Scope:	Planning, design, permitting, construction.
Considerations:	Consider pedestrian connections and potential for future development of adjacent and nearby downtown properties.





Project ID:	P2	
Project Title:	Rotary Park	
Project Type:	Mini Park	
Estimating Stage:	Order of Magnitude	
Park Acreage:	0.44 ac	
Location:	Rotary Park is on Main Street between Dixon Avenue and Thelander Lane.	
Description:	Install drinking fountain.	
Scope:	Permitting, construction.	
Considerations:	Consider future development or redevelopment potential of adjacent and nearby properties.	


Project ID:	P3	
Project Title:	Long Park	
Project Type:	Neighborhood Park	
Estimating Stage:	Order of Magnitude	
Park Acreage:	1.09 ac	
Location:	Long Park is on N Molalla Avenue between Robbins Street and Ross Street.	
Description:	Replace gazebo/stage cover and install ADA-accessible ramp and additional electrical outlet. Install shade structure to west of the pickleball courts and additional site furnishings (benches, waste receptacles) and replace concrete pads under four picnic tables. Replace existing playground. Remove dying trees and replace with additional trees, shade structures, and/or park features.	
Scope:	Planning, design, permitting, construction.	
Considerations:	Consider how removed trees could be reused as site furnishings or in habitat restoration efforts elsewhere in the parks system.	


Project ID:	P4	
Project Title:	Strawberry Park	
Project Type:	Neighborhood Park	
Estimating Stage:	Order of Magnitude	
Park Acreage:	0.25 ac	
Location:	Strawberry Park is on Mary Drive between Anne Lane and Shenandoah Drive.	
Description:	Install shade structure. Install drinking fountain and bicycle racks.	
Scope:	Planning, design, permitting, construction.	
Considerations:	Consider pedestrian connection to future Creamery Creek Trail.	

Project ID:	P5	
Project Title:	Clark Park	
Project Type:	Community Park	
Estimating Stage:	Order of Magnitude	
Park Acreage:	9.67 ac	
Location:	Clark Park is on the east side of Cole Avenue between Frances Street and Shirley Street.	
Description:	Replace playground equipment and surfacing. Replace picnic shelter and install additional picnic tables. Improve ball fields and install subgrade drainage. Pave north parking lot, add lighting to the parking lots, and install bike racks for increased accessibility. Install site furnishings (benches).	
Scope:	Planning, design, permitting, construction.	
Considerations:	Consider moving the playground west to an open location to better serve families and groups with children using the play equipment and sports fields.	

Project ID:	P6	
Project Title:	Fox Park	
Project Type:	Community Park	
Estimating Stage:	Order of Magnitude	
Park Acreage:	1.96 ac	
Location:	Fox Park is on S Molalla Avenue between 4th and 5th Streets.	
Description:	Pursue extended lease or acquisition of all or a portion of the property prior to future investment. Replace existing toddler play equipment and surfacing. Replace restroom with a facility with two stalls that reduces maintenance costs (e.g. Portland Loo). Install accessible path between restroom, playground, and picnic shelter. Install site furnishings (benches, picnic tables, waste receptacles, bike racks).	
Scope:	Planning, design, permitting, construction.	
Considerations:		

Project ID:	P7	
Project Title:	BMX Track and Sheets Field	
Project Type:	Special Use Park	
Estimating Stage:	Order of Magnitude	
Park Acreage:	3.39 ac	
Location:	The BMX Track and Sheets Field are south of Toliver Road between Andrian Drive and Zimmerman Lane.	
Description:	Install accessible path connection to Chief Yelkus Park (See P11). Improve ball field and install subgrade drainage. Install bike racks. Conduct community engagement process to identify needs for additional amenities and bike park improvements.	
Scope:	Planning, design, permitting, construction.	
Considerations:		

Project ID:	P8	
Project Title:	Bohlander Field	
Project Type:	Special Use Park	
Estimating Stage:	Order of Magnitude	
Park Acreage:	14.01 ac	
Location:	Bohlander Field is on Shirley Street between East Park Avenue and Trout Street.	
Description:	Conduct concept plan and community engagement process to identify future site amenities.	
Scope:	Planning.	
Considerations:		


Project ID:	P9	
Project Title:	Ivor Davies Park	
Project Type:	Natural Area Park	
Estimating Stage:	Order of Magnitude	
Park Acreage:	42.46 ac	
Location:	Ivor Davies Park is near the intersection of S Molalla Forest Road and S Mathias Road.	
Description:	Repair paths and install waste bins throughout the park. Install wayfinding and educational signage. Install parking lot and lighting (~16 stalls). Install lighting in high traffic areas such as the parking lot, path, and picnic shelter. Install additional site furnishings, including benches along path, picnic tables under and around the existing shelter, and bike racks at main entry points. Install loop path at Shorty's Pond. Conduct feasibility study to rehabilitate pond for all-season use.	
Scope:	Planning, design, permitting, construction.	
Considerations:	Consider pedestrian and bicycle connections with future Bear Creek Trail and eastward route toward Feyrer Park and the Molalla River.	


Project ID:	P10	
Project Title:	Pioneer Cemetery	
Project Type:	Undeveloped Park	
Estimating Stage:	Order of Magnitude	
Park Acreage:	2.37 ac	
Location:	Pioneer Cemetery is near the interstecion of Ona Way and Molalla Forest Road.	
Description:	Install wayfinding and educational signage. Install pet waste station. Enhance creek habitat with plant rehabilitation and install water access points. Install walking path loop. Remodel parking lot surfacing.	
Scope:	Planning, design, permitting, construction.	
Considerations:	Connect path to Bear Creek Trail to the northwest and southeast.	


Project ID:	P11	
Project Title:	Chief Yelkus Park	
Project Type:	Undeveloped Park	
Estimating Stage:	Order of Magnitude	
Park Acreage:	6.85 ac	
Location:	Chief Yelkus Park is on Molalla Forest Road between Toliver Road and Main Street.	
Description:	Construct boardwalk and concrete paths. Install site furnishings (benches, picnic tables, and signage). Construct wetland enhancements. Continue path connecting BMX park to boardwalk path (See P7). Develop remainder of east portion of site.	
Scope:	Planning, design, permitting, construction.	
Considerations:		


Project ID:	P12	
Project Title:	Bear Creek	
Project Type:	Undeveloped Park	
Estimating Stage:	Order of Magnitude	
Park Acreage:	0.91 ac	
Location:	This site is along Bear Creek between Highway 213 and Industrial Way.	
Description:	Install water access and viewing areas.	
Scope:	Planning, design, permitting, construction.	
Considerations:	Connect to Bear Creek Trail to east and west.	

Project ID:	A1	
Project Title:	Future Neighborhood Park Acquisition (West)	
Project Type:	Neighborhood Park	
Estimating Stage:	Order of Magnitude	
Park Acreage:	1-5 acres	
Location:	West Molalla	
Description:	Acquire 1-5 acres of land for park development. Conduct concept plan process, which includes community engagement and planning-level cost estimate.	
Scope:	Land acquisition, planning, design, permitting, construction.	
Considerations:	Consider land least suitable for intensive development. Consider proximity to existing and planned residential land.	


Project ID:	A2	
Project Title:	Future Community Park Acquisition (West)	
Project Type:	Community Park	
Estimating Stage:	Order of Magnitude	
Park Acreage:	5-15 acres	
Location:	West Molalla	
Description:	Acquire 5-15 acres of land for park development. Conduct concept plan process, which includes community engagement and planning-level cost estimate.	
Scope:	Land acquisition, planning, design, permitting, construction.	
Considerations:	Consider land least suitable for intensive development. Consider proximity to existing and planned residential land.	

Project ID:	T1	
Project Title:	Bear Creek Trail	
Project Type:	Trail	
Estimating Stage:	Order of Magnitude	
Park Acreage:	-	
Location:	Along Bear Creek between Highway 213 and Ivor Davies Park.	
Description:	Create a trail along Bear Creek, connecting Cascade Hwy/213 to parkland along Bear Creek, Chief Yelkus Park, Pioneer Cemetery, and Ivor Davies Park.	
Scope:	Land acquisition, planning, design, permitting, construction.	
Considerations:		


Project ID:	T2	
Project Title:	Creamery Creek Trail	
Project Type:	Trail	
Estimating Stage:	Order of Magnitude	
Park Acreage:	-	
Location:	Creamery Creek Trail is in North Molalla along Creamery Creek between the UGB and the proposed rails-to-trails multiuse path conversion.	
Description:	Acquire land and additional funding to create a trail along Creamery Creek, connecting to Strawberry Park, the rails-to-trail multiuse path conversion, and potential UGB land expansion to the north.	
Scope:	Land acquisition, planning, design, permitting, construction.	
Considerations:		


Project ID:	T3	
Project Title:	Molalla Forest Road Connection	
Project Type:	Trail	
Estimating Stage:	Order of Magnitude	
Park Acreage:	-	
Location:	Molalla Forest Road Connection is along S Molalla Forest Road.	
Description:	Acquire land and develop a multiuse path along S. Molalla Forest Road.	
Scope:	Land acquisition, planning, design, permitting, construction.	
Considerations:		


Project ID:	T4
Project Title:	Molalla Rail Trail
Project Type:	Trail
Estimating Stage:	Order of Magnitude
Park Acreage:	-
Location:	Molalla Rail Trail is along the former north-south rail corridor through the center of Molalla.
Description:	Acquire and develop land to convert the former railroad in Molalla to a multiuse recreation path.
Scope:	Land acquisition, planning, design, permitting, construction.
Considerations:	




Project ID:	T5
Project Title:	Molalla-to-Canby Connection
Project Type:	Trail
Estimating Stage:	Order of Magnitude
Park Acreage:	-
Location:	The Molalla-to-Canby Connection is along Molalla Forest Road outside of the Molalla UGB.
Description:	Partner with local and regional agencies and organizations such as the City of Canby, Clackamas County, and Mt. Hood Territory (the county destination marketing organization) for developing a city-to-city cycling connection between Canby and Molalla as well as a connection between Molalla and Feyrer Park to the east. Add on-street path connections to the Transportation System Plan (TSP).
Scope:	
Considerations:	Consider possible connections to Bear Creek Trail and/or Molalla Rail Trail.




Project ID:	S4	
Project Title:	Signage and Site Furnishing Standards	
Project Type:	Systemwide	
Estimating Stage:	Order of Magnitude	
Park Acreage:	-	
Location:	City parks, recreation, and trails facilities	
Description:	Implement, design, and maintain consistency with features such as basic site furnishings (lighting, benches, water fountains, trash and recycling collection bins, dog waste bag dispensers, bike racks, etc.) and wayfinding and educational signage.	
Scope:	Planning, design, permitting, construction.	
Considerations:		

Project ID:	S9	
Project Title:	Sports Fields Feasibility Study	
Project Type:	Feasibility Study	
Estimating Stage:	Order of Magnitude	
Park Acreage:	-	
Location:	City-owned or leased properties	
Description:	Conduct feasibility study for developing sports field at City-owned and/or -leased property (e.g. Clark Park Annex, Molalla Aquatic District land).	
Scope:	Planning.	
Considerations:	Proximity to other sports fields increases tournament opportunities and economic development potential.	

Project ID:	S10
Project Title:	Amphitheater Feasibility Study
Project Type:	Feasibility Study
Estimating Stage:	Order of Magnitude
Park Acreage:	-
Location:	City park property.
Description:	Conduct feasibility study for siting and developing covered amphitheater on existing City park property (e.g. Clark Park).
Scope:	Planning
Considerations:	Consider proximity to other event venues, vehicle parking spaces, and pedestrian connections.



Project ID:	S11
Project Title:	Skate Park Feasibility Study
Project Type:	Feasibility Study
Estimating Stage:	Order of Magnitude
Park Acreage:	-
Location:	Within the Molalla UGB.
Description:	Conduct feasibility study for siting and developing skate park with basic site furnishings (signage, waste bins, benches, bike racks).
Scope:	Planning.
Considerations:	



Capital Improvement Projects

Molalla Parks, Recreation, and Trails System Plan

PARK PROJECTS

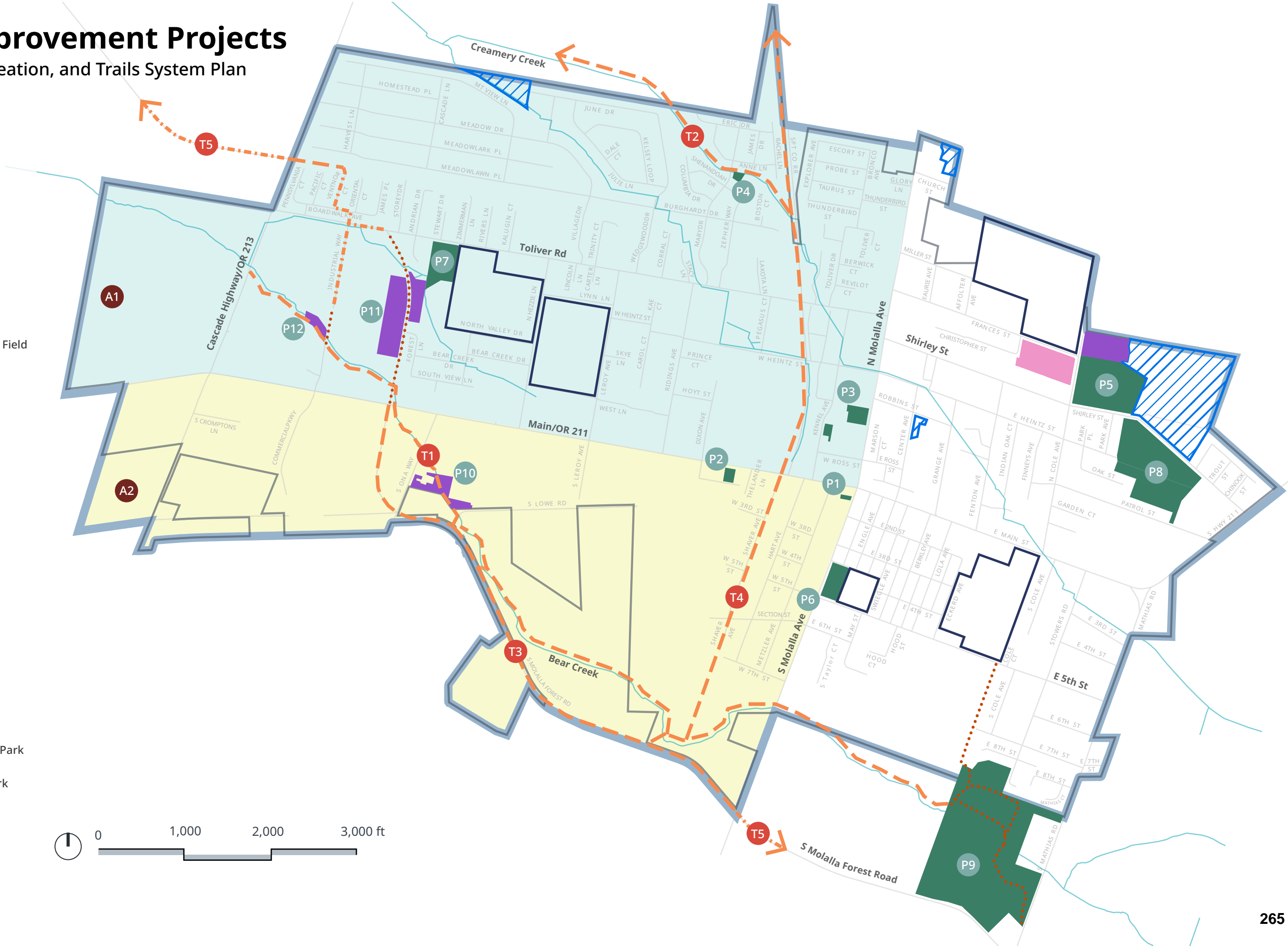
- P1 Odd Fellows Park
- P2 Rotary Park
- P3 Long Park
- P4 Strawberry Park
- P5 Clark Park
- P6 Fox Park
- P7 BMX Track and Sheets Field
- P8 Bohlander Field
- P9 Ivor Davies Park
- P10 Pioneer Cemetery
- P11 Chief Yelkus Park
- P12 Bear Creek Park

PATH / TRAIL PROJECTS

- T1 Bear Creek Trail
- T2 Creamery Creek Trail
- T3 Molalla Forest Road Connection
- T4 Molalla Rail Trail
- T5 Molalla-to-Canby Connection

ACQUISITION & DEVELOPMENT AREAS

- A1 Future Neighborhood Park Acquisition (West)
- A2 Future Community Park Acquisition (West)



City of Molalla Parks and Recreation System Plan

To: Project Management Team (City of Molalla)
From: Alli Langley, Colin McArthur (Cameron McCarthy)
Date: November 8, 2023
Subject: **Public Involvement Strategy**

OVERVIEW

This memo outlines the public outreach strategy for the City of Molalla's Parks and Recreation System Plan. Public involvement that engages robustly with Molalla's diverse community members is essential for understanding the community's needs and desires for its parks and recreation system and for creating a plan that reflects those priorities.

To engage residents who live in and near the City, public involvement efforts will include a project advisory committee, key stakeholder interviews, an online survey, community events, public comment at Planning Commission and City Council meetings, and communication efforts that promote these engagement opportunities.

GOALS & GUIDING PRINCIPLES

This project will develop a plan that guides the City's park and recreation decision-making for the next decade or more. Input from diverse perspectives in the Molalla community is critical to understanding community needs, determining funding priorities and strategies, and to successfully implementing projects and the overall community vision that will be laid out in the plan.

Public Involvement Goals

- Gather broad and diverse perspectives within the Molalla community, including from people who don't usually attend public meetings and are not affiliated with organized community groups.
- Thoughtfully consider all input, not just the loudest opinions.
- Understand the needs and desires of different existing and future park and recreation facility users so that the plan reflects those diverse users and prioritizes the needs of underserved communities.
- Use community input to explain the reasoning behind park and recreation decisions.
- Raise awareness about the existing park system and future development opportunities and plans.
- Determine community support for different fundraising strategies.
- Build relationships and encourage collaboration among different community groups and residents.

COMMUNITY DEMOGRAPHICS & TRIBAL RELATIONSHIPS

Understanding the City’s past, present, and likely future demographics helps us plan strategies that engage with Molalla’s diverse community members including those who are underserved and underrepresented. The planning process will include a more comprehensive demographic trends analysis in addition to the snapshot of present demographics here:

Characteristics	Quick Stats
Age	Diverse and younger than county and state. Population growing across age groups.
Race & Ethnicity	80% white, 11% other races, 10% multiracial. 16% Hispanic/Latino. Growing more racially and ethnically diverse.
Income & Poverty	Median household income: \$75,000 About 6% of families and 10% of adults live below federal poverty level (higher than county and lower than state)
Housing Tenure & Composition	65% own, 35% rent. 89% families, 8% live alone.
Education	94% have high school diploma, similar to county and state. 16% have bachelor’s degree, below county (39%) and state (35%).
Disability	5% have visual disability (double the county and state rate). 5% have hearing disability. 7% have ambulatory (physical movement) disability.
Vehicle Access	10% do not have access to a vehicle (higher than county and state) 32% have access to three or more vehicles (also higher than county and state)

The City of Molalla is also on the traditional homelands of the Molalla indigenous peoples, who managed the land since time immemorial. The U.S. government dispossessed the Molalla of their homeland in the 1850s, and many were forcibly moved to the Grand Ronde Reservation, among other reservations. Today, some Molalla descendants are citizens of the Confederated Tribes of Grand Ronde, the Confederated Tribes of Siletz Indians, the Klamath Tribes, the Confederated Tribes of Warm Springs, the Cow Creek Band of Umpqua Tribe of Indians, and other tribal nations, and others live independently of tribal communities. The City of Molalla and the Confederated Tribes of Grand Ronde have previously partnered on efforts of mutual interest.

EXISTING STAKEHOLDERS AND COMMUNITY GROUPS:

For this plan, project staff are defining the community, resident, stakeholder, and partner as:

Community	Anyone who lives in, works in, or regularly visits the City of Molalla.
Resident	Anyone who lives within Molalla’s city limits.

Stakeholder	Current and future Molalla park and recreation system users including organized groups, such as Molalla Youth Sports, and individuals
Partner	Other taxing jurisdictions and organizations that can help with distributing information and/or coordinating public involvement

The following community groups include key stakeholders and partners to engage with directly and to request assistance in engaging the broader community. They are organized by demographics and interests they primarily serve or represent:

Youth, Seniors/Elders, Underrepresented Groups, and Social Services:

- [Molalla River School District](#), three schools in City limits and four outside
- Charter schools, private schools, and homeschools: Country Christian, Renaissance Academy
- [Todos Juntos](#), youth and family services
- [Molalla Ant Farm](#), youth, family, housing, and community services
- [Molalla Adult Community Center](#), senior services provided by a church
- [Confederated Tribes of Grand Ronde](#) Youth Council
- [Confederated Tribes of Grand Ronde Elder Committee](#)

Sports and Recreation:

- [Molalla Youth Sports](#)
- [Molalla River BMX](#)
- [Molalla Buckaroo Association](#)
- [Molalla Aquatic District](#), same boundaries as school district
- Skate park advocacy group

Community Development/Economic Development and Culture:

- [Confederated Tribes of Grand Ronde](#)
- [Molalla Area Historical Society](#)
- Beautification & Culture Community Program Committee, meets second Tuesdays at 5:30 p.m.
- [Molalla Area Chamber of Commerce](#), 100+ businesses
- [Molalla Communications Cooperative](#) (sponsors local park improvements and events)
- Farmers market

Conservation and Environment:

- [Molalla River Alliance](#), multi-stakeholder coalition
- [Molalla River Watch](#)
- [Confederated Tribes of Grand Ronde Natural Resources Department](#)

Public Health, Safety, and Access:

- Molalla Fire District
- South Clackamas Transportation District
- Clackamas County

PROJECT WEBPAGES

The project will have webpages on the City's main website and its Molalla Current platform that serve as virtual information hubs. These will hold all project information, documents, and announcements, such as answers to frequently asked questions (FAQs) that may arise and details about multiple ways for community members to provide input.

PROJECT ADVISORY COMMITTEE

This group will represent diverse stakeholder and community perspectives, and members will review data gathered by City staff and the consultant team, provide feedback to advise the planning process, and help facilitate public engagement efforts such as connecting project staff with interviewees and community groups and sharing information about the online survey and community events with their networks. The project team will meet with the committee three times, prepare meeting materials and summaries, and incorporate committee input in the project's process and plan materials.

- City Council – Crystal and Jody
- City staff – Dan Zinder
- Beautification and Culture CPC – Mac to reach out to member
- School district – Dan to start with superintendent, Tony, could suggest finance director, Keith, or facilities manager
- County tourism – Mac to reach out to Aaron
- Foothills Community Church (has youth program and senior center) - Dan to reach out to Dale, identified Sam

KEY STAKEHOLDER INTERVIEWS

The project team will conduct 30- to 45- minute phone or video interviews with community members from key demographic groups, including historically underserved populations, and/or who have particular interest in or knowledge of the parks and recreation system. This is an opportunity to engage with individuals and groups who are more important to engage with early on for more detailed perspective and/or who are less likely to engage with other methods. Interviewees will be selected in partnership with the City to represent the below demographics and interests as much as possible with some interviewees identifying with multiple groups:

- Youth
- Seniors/elders/older adults
- People with disabilities
- Latino community members
- Low-income community members
- Community/economic development organizations (e.g., sports, outdoor recreation, business, arts/culture, public health)
- Environmental conservation advocates
- People/groups who organize (currently or recently) events/activities in local parks or on trails

Proposed individuals and organizations to engage through interviews are in the following table:

Name	Organization or Affiliation	Email	Phone
TBD	Molalla River School District		
Denise Salinas	Ant Farm	denises@antfarmyouthservices.com	503-668-7962
Albert García (Molalla site coordinator)	Todos Juntos	albertg@todos-juntos.net	
David Harrelson (Cultural Resource Dept manager)	Confederated Tribes of Grand Ronde	David.Harrelson@grandronde.org	503.879.1630
Bill Taylor (MRA recreation committee, MRW board) or Asako Yamamuro (MRW executive director, ecologist)	Molalla River Alliance or Molalla River Watch	btaylor@molalla.net ; molallariverwatch@gmail.com	503-644-5835; 503-559-088
Jeremy Joseph (board president & basketball liaison); Rebecca Hendrickson (office manager, softball coach/coordinator)	Molalla Youth Sports	basketball.rep@myssports.com	
Ryan Powell (track operator)	Molalla River BMX	molallariverbmx@msn.com	503-575-0336; 503-592-6600
Tim Anderson (president)	Molalla Buckeroo Association	andersonsponsorship@gmail.com , and CC: mba@molallabuckeroo.com	503-829-8388
TBD, person who works with youth	Plaza Los Robles (apartment complex with social services, engaging with Latino community)		
	Renaissance Academy		

The project team will work with the City to develop interview questions for all interviewees as well as for individuals from specific demographic and interest groups. Interviews could be conducted in Spanish, as needed.

ONLINE SURVEY

The project team will develop and conduct an online survey to better understand the community’s desires for improvements and additions to the parks and recreation system. Survey questions will be crafted to obtain information in the following categories:

- Park, recreation, and trail existing conditions (what’s working well and not well)
- Park, recreation, and trail needs, interests, and priorities
- Park, recreation, and trail barriers and access
- Park, recreation, and trail maintenance and funding

The online survey will be developed in English and Spanish and available in winter 2023. The City will publicize and advertise the online survey.

POP-UP ENGAGEMENT & TOWN HALL EVENT

The project team will work with the City to host three pop-up engagement activities and one town hall event to gather input on needs and interests as well as feedback on proposed priorities and park developments. These community events will feature visuals, comment cards, and interactive activities or stations where residents can share their ideas and offer direct feedback in English and Spanish. Specific content and activities will be determined later. Possible community event locations:

- Local park
- Molalla Public Library
- Molalla schools (Molalla Elementary, Molalla River Middle, Molalla High)
- Molalla Civic Center
- Local restaurant/cafe

To increase participation and gather more input, community events may be scheduled to coincide with one or more of the below events and the town hall may be scheduled to coincide with

Date	Event	Location	Expected Participants
Year-round: Dates TBD	School events: Sports games, music/arts events, carnivals, festivals, celebrations, fundraisers	TBD: Molalla Elementary, Molalla River Middle, Molalla High	Youth, families
Year-round: Dates TBD	Molalla Youth Sports games	TBD	Youth, families
Year-round: Thursdays and Fridays, 10:30-11:30 a.m.	Story Time	Molalla Public Library	Parents and younger children, Thursday draws 15-20 people and Friday draws 30-40 people
Year-round: 1 st Tuesdays, 5:30 p.m.	Lego club	Molalla Public Library	Draws 30-40 people, elementary aged kids and parents

Year-round: 2 nd Tuesdays, 5:30 p.m.	STEAM club	Molalla Public Library	Draws 30-40 people, elementary aged kids and parents
Year-round: 3 rd Tuesdays	Teen Scene	Molalla Public Library	Teens
Year-round: 3 rd Wednesdays	Homeschool Huddle	Molalla Public Library	Draws 40-50 students
Second Thursdays, 3-7 p.m. (March 14, April 11, May 9)	Molalla Winter Market	Molalla River Brewing Co. Event Center	Draws 30-40 people
March 23 rd , 10 a.m.-2 p.m.	Ace Hardware's first BBQ of the year	Ace Hardware	Expecting 100+ people
March TBD	Easter Egg Hunt	Clark Park	Youth, families
Wednesday, April 10	Career Fair	Molalla High School	Youth, businesses
Thursdays, 3-7 p.m., starting May 30 through September	Molalla Farmers Market (summer)	Molalla River Brewing Co. Event Center	Draws 400-500 people
June TBD	Mexican Rodeo	Buckaroo Grounds	Latino community
June 20	Reptile Man	Clark Park	Draws 500-800 people
Tuesdays, June 18, 25, July 9, 16, 23, 30	Music in the Park	Fox Park	Draws 100 people, all ages
July 1-4	Buckaroo and Carnival	Buckaroo Grounds & Clark Park?	
July 20	Molalla BMX state race	Molalla BMX Track	Expecting 300+ people
August TBD	Mexican Rodeo	Buckaroo Grounds	Latino community
August 6	National Night Out	Clark Park	
August TBD	Celebrate Molalla	Clark Park	

COMMUNICATIONS & MARKETING

To market the online survey and community events, the project team will develop promotional materials (text copy and graphic designs suitable for newsletter updates, social media, and posters/flyers) and share with City partners to distribute using the following methods:

Websites and Social Media:

- City website
- City Facebook page and other social media (Instagram, NextDoor, Reddit, etc.)
- Molalla Current
- Molalla schools' website, Facebook page, and/or other social media

News Sources and Newsletters:

- City newsletter
- City monthly water bill insert
- Molalla schools' newsletters
- Pioneer Herald newspaper

Posters/Flyers:

- Molalla parks
- Molalla Civic Center
- Molalla post office bulletin board
- Molalla Public Library
- Molalla schools and daycares
- Food banks/food pantries
- Churches/faith centers
- Businesses
 - Grocery and convenience stores
 - Restaurants and cafes (e.g. Molalla River Brewing Co., The Humble Pig)
 - Gyms (e.g. Molalla Cutting Edge Fitness, CrossFit Molalla)

PUBLIC COMMENT AT MEETINGS

Throughout the project, Planning Commission and City Council meetings will include public comment periods. At these meetings, residents will be able to verbally share questions and comments. The team will note all the comments and demographics generally represented by the speakers and provide a summary.

Proposed Molalla Comprehensive Plan Text Amendments

The 4 font options below indicate how the text is amended:

1. **Insertions**
2. ~~Deletions~~
3. Unchanged
4. Any and all text not represented in the amendments below will remain unchanged

1. Volume I, Part 1, Page 4 is amended as follows:

Master plans for sanitary sewer, parks, water, schools, storm drainage, ~~airport~~, and transportation also support the goals, policies and implementing measures found in the Comprehensive Plan ~~but are not policy documents in themselves~~. The projects, cost estimates, timing and funding sources found in public facilities plans ~~are not intended to~~ **can** function as plan policies ~~if, unless~~ explicitly adopted as part of the Comprehensive Plan. ~~Such master plans typically are “accepted” by the City Council, but are not necessarily adopted by the City Council or County board. Public facilities master plans along with their projections for growth and development are expected to change over time as new information and technology becomes available. Therefore, periodic updates to master facilities plans are not considered amendments to the Comprehensive Plan itself and their projections for growth and development are not limited or overriding.~~

2. Volume I, Part 1, Page 5 is amended as follows:

- C. *Molalla Parks, Recreation, and Trails Master **System** Plan* (City of Molalla, updated August 2014 **February 2025**)

3. Volume I, Part II, Page 24-25 is amended as follows:

~~As of 2014, the City of Molalla owns 77.5 acres of park land, including eight parks and a variety of public and private recreational sites and facilities, both inside and outside of the existing UGB. In addition, about 37 acres of playing fields owned by the Molalla River School District are available for community use when not in use by the school district.~~ **As of 2025, the City of Molalla owns and maintains 10 developed park facilities, which comprise 73.76 acres of park land, and four undeveloped park land areas, which comprise 13.46 acres. The City also manages 1.43 miles of trails. In addition, Molalla River School District operates three schools and two independent recreational facilities on 84 acres, which includes playgrounds and sports facilities available for community use when not in use by the school district.** The City’s recreational facilities help define the “livability” of the community.

- Clark Park is ~~40.15~~ **9.67** acres in size and lies in the northeastern portion of the City along Cole Avenue and Shirley Street. This park has one softball field ~~and~~, **a large lawn used for rectangle sports and events**, a grove of trees that contains a play structure as well

as **picnic tables**, benches and ~~barbecue areas~~, restrooms, covered picnic area, and **public art** ~~concession stands~~. This park lies directly west of the Molalla Buckeroo Grounds. ~~The high school uses these fields for school sports during the school year.~~

- ~~Oddfellows Park is .25 acres in size~~ **Odd Fellows Park is 0.14 acres in size** and lies in the downtown area along S. Molalla Avenue. This small pocket park has a few benches and a mural.
- Ivor Davies Park is ~~38~~ **42.46** acres in size and is located south of 8th Street along Mathias Road. This park is currently outside the urban growth boundary. This park has been modified to include a walking trail, which ties into 5th Street. **The park also has a disc golf course, a horseshoe-shaped tree stand, a picnic shelter, and benches.** The park's natural setting with a large pond lying within it makes this park a nice area for picnics and family gatherings giving the feel of a natural area.
- ~~Molalla Aquatic Center is located directly across the street from the Molalla High School on Frances Street. The aquatic center is owned by the Molalla River School District and leased to the City of Molalla who will operate the facility for the next fifty (50) years.~~
- Fox Park is ~~2.3 acres~~ **1.96 acres** in size. This park lies next to the Molalla Library on the corner of 5th Street and South Molalla Avenue. ~~The Molalla High School was located at this site until an earthquake destroyed most of the building in the early 1990s.~~ Fox Park contains a massive play structure for kids, ~~a water feature~~ **a splash pad**, a ~~half court~~ basketball court, numerous picnic tables **and benches, a picnic shelter, restrooms,** and a large open grass area. Fox Park is also home to a free- standing timber/logging mural which recalls the City's history. The park is owned by the Molalla River School District and leased to the City of Molalla.
- Long Park is ~~one acre~~ **1.09 acres** in size. Long Park lies in the downtown section of Molalla next to the Molalla Fire Department near North Molalla Avenue and Robbins Street. This park is the City's oldest park. The park's amenities include a gazebo, wired for the use of electronic equipment, a large play structure, picnic tables, wood art and restrooms.
- Molalla Skateboard Park is ~~nearly a quarter acre~~ **0.34 acres** in size and contains a skateboarding facility. This park is located just north of Ross Street on Kennel Avenue.
- Sheets Field and Molalla BMX Track is 3.4 acres in size. This park is located directly north of the City shops along Toliver Street. This park has a highly respected BMX track, ~~which has recently been expanded~~ **with picnic tables, concessions, and restrooms.** Each year this track is heavily used during the spring, summer and fall. There is also a small baseball/softball field located on this property, ideally suited for younger children.
- **Rotary Park is 0.44 acres and is within a commercial corridor near the 500 block of West Main Street in across from Dixon Avenue. The green space was developed in 2014 from a vacant undevelopable parcel deeded to the City. Improvements consist of open lawn, benches, trees, shrubs, art, and meandering walkway.**
- **Strawberry Park is 0.25 acres. This popular park was built in 2022 and is fully**

fenced with an accessible playground, picnic tables, and benches.

- **Bohlander Field – This City property is 14 acres and is used for parking during events at nearby properties. Bohlander is primarily a grass field with some paved parking.**
- Feyrer Park is a Clackamas County park located on the Molalla River approximately two (2) miles from the City outside of the Urban Growth Boundary. Feyrer Park is heavily used during summer months and provides a baseball diamond, horseshoe pitch, covered and uncovered picnic areas, and swimming and camping areas.
- ~~West Main Green Space—This small park is located within a commercial corridor near the 500 block of West Main Street in across from Dixon Avenue. Consisting of .36 acres, this green space was developed in 2014 from a vacant undevelopable parcel of land that was deeded to the City. Improvements consist of open lawn, benches, trees, shrubs and meandering walkway.~~

Molalla Adult Community Center

~~The City owned Adult Center is located at 315 Kennel Avenue, in the rear portion of Long Park. The center provides a wide range of recreational activities for Molalla area seniors.~~

4. Volume 1, Part II, Page 26 is amended as follows:

As seen in the Park and Recreation Policies below, the Molalla Comprehensive Plan provides a standard of ~~1.25~~ **7** acres of park **land** per ~~100 persons~~ **1,000 residents, consistent with the City's existing level of service.** ~~Of this need, 0.25 acres per 100 are intended to be natural areas or trail systems—typically located in unbuildable areas. The remaining 1.0 acres per 100 persons are allocated to developed parks. This 1.0 acres per 100 person ratio determines future park needs on *buildable* land, however the overall standard remains 1.25 acres per 100 persons.~~

~~Using the Comprehensive Plan's ratio of 10 acres of park per 1,000 population, we can determine future park needs. Molalla currently has 36 acres of developed park land. To serve its existing population, Molalla would need 81 acres, or an additional 40 acres for park lands. The most significant need for developed parks is in the northwest part of the city.~~ **To maintain this level of service as the population grows, the City will need to develop 44 acres of park land over the next 20 years. The City has 6.85 acres of undeveloped property soon to be developed as Chief Yelkus Park. After this park development, another 37 acres would be needed by 2045 to maintain the current level of service for a forecasted population of 16,472 residents. The most significant need for developed parks is in the western part of the city.**

Park and Recreation Policies:

The *Molalla Parks, Recreation, and Trails Master System Plan (2014***2025)** includes policy direction, maps and standards related to the acquisition and development of park and recreational facilities. The following policies also shall be considered when making land use decisions regarding park development.

2. The City shall provide adequate park space in Molalla in order to enhance Molalla's

character as a recreation community as well as keeping the sense of a small town. The City shall maintain a standard providing ~~1.25 acres of park space per one hundred (100) people~~ **7 acres of park land per 1,000 residents.**

- 2.1. Developers shall meet the City standards of ~~1.25 acres of park space per one hundred (100) people~~ **7 acres of park land per 1,000 residents.**



CITY OF MOLALLA

Staff Report

Agenda Category: GENERAL BUSINESS

Agenda Date: Wednesday, February 12, 2025

Submitted by: Christie Teets, City Recorder

Approved by: Dan Huff, City Manager

SUBJECT: 2025 Council Goals (Huff)

RECOMMENDATION/RECOMMENDED MOTION:

Move to adopt the 2025 Council Goals.

BACKGROUND:

A draft copy of 2025 Council Goals was presented at the January 22, 2025 Council meeting. Staff updated this document according to Council direction. Both the draft and final copy are included with this report.

ATTACHMENTS:

[Council Goals Created for 2025 - DRAFT.docx](#)

[Council Goals Created for 2025 - FINAL.docx](#)



COUNCIL GOALS CREATED FOR 2025

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
- Promote Micro-Business Industry
- Increase PCI for Molalla Streets
- City of Molalla Charter Update

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
- Promote Micro-Business Industry
- Increase PCI for Molalla Streets
- City of Molalla Charter Update

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
 - City Responsibilities (water, sewer, roads)
- ~~Industrial/Business Park~~
- Identify Target Industries
- Establish Truck Route (Continue Investigation of Molalla Forest Road as viable Truck Route option)
- Citizen Academy
- Update Molalla Area Vision & Action Plan 2020-2030
- Promote Micro-Business Industry
- Increase PCI for Molalla Streets
- City of Molalla Charter Update
- Review 5-year Capital Improvement Plan
 - Re-evaluate SDC's

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
- City of Molalla Charter Update

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
- City of Molalla Charter Update

KEY:

Items removed

Items to carry over

Items added

PCI – Pavement Condition Index

DRAFT



COUNCIL GOALS CREATED FOR 2025

FOCUS AREA 1

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

- Park Naming Policy
- Update Molalla Area Vision & Action Plan 2020-2030
- Promote Micro-Business Industry
- Increase PCI for Molalla Streets
- City of Molalla Charter Update

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.

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- Update Molalla Area Vision & Action Plan 2020-2030
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FOCUS AREA 5

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

KEY:

PCI – Pavement Condition Index

Adopted on: _____
By Molalla City Council



CITY OF MOLALLA

Staff Report

Agenda Category: GENERAL BUSINESS

Agenda Date: Wednesday, February 12, 2025

Submitted by: Christie Teets, City Recorder

Approved by: Dan Huff, City Manager

SUBJECT: City Council Liaison(s) to Molalla River School District Board (Keyser)

RECOMMENDATION/RECOMMENDED MOTION:

Move to appoint a Councilor (or two) as the Molalla River School District liaison.



CITY OF MOLALLA

Staff Report

Agenda Category: GENERAL BUSINESS

Agenda Date: Wednesday, February 12, 2025

Submitted by: Dan Huff, City Manager

Approved by: Dan Huff, City Manager

SUBJECT: Addition of .20 FTE (Huff)

FISCAL IMPACT: \$16,640 (Based on time/materials no benefits)

RECOMMENDATION/RECOMMENDED MOTION:

Authorize the addition of .20 FTE to conduct background checks.

BACKGROUND:

As part of our vetting process for Police Officer recruits, the City conducts extensive background checks. It has been much more cost effective for us to use private background investigators historically, but that option has changed recently. Many employers are unwilling to work with a private investigator as opposed to a certified officer employed by the City. Using our own officers for background checks creates staffing issues and is more costly than a private contractor.

In order to combat this issue we determined that bringing a private consultant on board as a part-time employee is the most cost effective way to accomplish the needed activity. Because the total FTE would be approximately .20, I moved forward to authorize the hiring. However, in hindsight I should have requested Council approval prior to implementation because this is an additional FTE.



CITY OF MOLALLA

Staff Report

Agenda Category: GENERAL BUSINESS

Agenda Date: Wednesday, February 12, 2025

SUBJECT: Franchise Agreement Extension - Astound Broadband (Huff)

RECOMMENDATION/RECOMMENDED MOTION:

Move to authorize the City Manager to accept the amendment of the Astound Broadband Franchise Agreement.

BACKGROUND:

The attached agreement/amendment to the existing Franchise Agreement with Astound Broadband until July 31, 2025. The original agreement was signed on February 22, 2012, and expired last year on February 22, 2024. Even though this agreement has expired, language in the agreement continues to be in effect. This past fall Staff notified the City Attorney regarding this franchise agreement, and we began working toward a new agreement that includes updated language and any regulatory changes that have occurred. Our City Attorney suggested that we formalize and extend it through the City Council to establish a deadline.

Staff has raised the issue of working toward franchise agreement updates or moving to licenses with our other expiring agreements, and we will be bringing those items to Council as we can get to that work.

ATTACHMENTS:

[First Amendment to Franchise Agreement](#)

FIRST AMENDMENT TO FRANCHISE AGREEMENT

This First Amendment to Franchise Agreement (the "First Amendment") executed as of the date of last signature below (the "Effective Date") by and between the City of Molalla, an Oregon municipal corporation (the "Franchise Authority") and WaveDivision VII, LLC, a Washington limited liability company doing business as Astound Broadband, with offices at 650 College Road East, Suite 3100, Princeton, New Jersey, 08540 ("Astound").

WHEREAS, the Franchise Authority and Astound entered into that certain Cable Television Franchise Agreement on February 22, 2012 (the "Agreement"); and

WHEREAS, the Agreement expired on February 22, 2024, and the authorizations and obligations set forth therein have remained in effect, and continue to be performed, including but not limited to assessment, collection, and remittance of Franchise Fees, as the Franchise Authority and Astound commenced and continued renewal negotiations in accordance with Section 626(h) of Title VI of the Communications Act of 1934, as amended, and the parties continue to reserve all rights under Section 626 of Title VI of the Communications Act of 1934, as amended, and do not waive any rights relate thereto; and

WHEREAS, the Franchise Authority and Astound believe it is in their mutual interest, and in the public interest, to extend the term of the Agreement for an additional period of time to engage in renewal negotiations.

NOW THEREFORE, IT IS AGREED BY THE PARTIES:

1. Extension of the Franchise Term. The term of the Agreement as set forth in Section 3 is extended beyond the initial 12 (twelve) year term, effective February 22, 2024, such that the Agreement shall expire on July 31, 2025.
2. Change of Notice Provision. The address for notice to Astound is hereby amended to be:

WaveDivision VII, LLC
650 College Road East, Suite 3100
Princeton, NJ 08540
Attn: Jared Sonne, GM / SVP

With a copy for legal notice to:

WaveDivision VII, LLC
650 College Road East, Suite 3100
Princeton, NJ 08540
Attn: General Counsel

3. Miscellaneous. Except as expressly modified by this First Amendment, all terms, conditions and provisions of the Agreement shall continue in full force and effect as set forth therein. In the event of a conflict between the terms and conditions of the Agreement and the terms and conditions of this First Amendment, the terms and conditions of this First Amendment shall prevail.

4. Signature and Representation. The undersigned declare and represent that they are duly authorized to execute this First Amendment and any and all document(s) necessary to effectuate this First Amendment for and on behalf of their respective entities listed below, and in witness whereof the Franchise Authority and Astound have caused this First Amendment to be executed as of the Effective Date.

CITY OF MOLALLA

WAVEDIVISION VII, LLC

By

By

Its

Its

Date

Date



CITY OF MOLALLA

Staff Report

Agenda Category: GENERAL BUSINESS

Agenda Date: Wednesday, February 12, 2025

Submitted by: Christie Teets, City Recorder

Approved by: Dan Huff, City Manager

SUBJECT: Draft Calendar of Upcoming City Council Meetings (Teets/Huff)

RECOMMENDATION/RECOMMENDED MOTION:

Staff is seeking Council input for agenda topics.

BACKGROUND:

Items listed in the FUTURE MEETINGS section were determined at the January 11, 2025 Strategic Planning Session. Staff would like Council direction as to order of importance.

ATTACHMENTS:

[City Council Topics - Draft Calendar Feb. - May.pdf](#)

CITY COUNCIL TOPICS – DRAFT (FEB. – MAY)

February 26, 2025

WORK SESSION: Efficiency Measures Discussion

REGULAR SESSION:

SingerLewak – Auditor Presentation

Section Street – Tree Removal (Public Hearing & General Discussion)

Parks Master Plan 2025 Ordinance – 2nd Reading & Adoption

Contract Award: RFP for Banking Services (Resolution)

Quarterly Report – Finance

Adopt CM Evaluation Process

March 12, 2025

SPECIAL SESSION: OGEC TRAINING – PUBLIC MEETING LAW

(6:00PM-8:30PM)

All Boards, Commissions, Committees, and Council

March 26, 2025

EXECUTIVE SESSION (6pm): CM Evaluation – Document Review

REGULAR SESSION:

Housing Production Strategy (HPS) (Public Hearing & First Reading of Ordinance)

EXECUTIVE SESSION (Immediately following Regular Session): CM Evaluation – Council & CM

April 9, 2025 (CM out)

WORK SESSION: Farm Stands/Cottage Kitchens

REGULAR SESSION:

April 23, 2025

WORK SESSION: Gas Stations in C1 Decision/Ordinance

REGULAR SESSION:

CM Contract Discussion

CITY COUNCIL TOPICS – DRAFT (FEB. – MAY)

May 14, 2025

WORK SESSION:

REGULAR SESSION:

May 21, 2025

Budget Committee Meeting (6:30pm)

MURA Budget Committee Meeting

May 28, 2025

WORK SESSION:

REGULAR SESSION:

ITEMS ON DECK:

Contract Award: Chief Yelkus Park

Contract Award: Lola Avenue Waterline Improvements

FUTURE MEETINGS – TBD by COUNCIL:

Gas Stations in C1 Decision/Ordinance – April Work Session Tentatively Scheduled

Farmstands/Cottage Kitchens Decision/Ordinance - April Work Session Tentatively Scheduled

Trailer Parking Work Session

Pavement Conditioning Work Session (x3)

Mural Code Work Session

Parkland Dedication Work Session

Trailer Parking Decision/Ordinance

Pavement Conditioning Decision/Ordinance

Mural Code Decision/Ordinance

Parkland Dedication Decision/Ordinance



CITY OF MOLALLA

Staff Report

Agenda Category: GENERAL BUSINESS

Agenda Date: Wednesday, February 12, 2025

Submitted by: Dan Huff, City Manager

Approved by: Dan Huff, City Manager

SUBJECT: Spring LOC Conference (May 1-2) - Council Attendance

RECOMMENDATION/RECOMMENDED MOTION:

Staff is requesting a decision be made as to who will attend conference. Registration opens on February 12th, and staff needs time to prepare for Council attendance.

It is advisable that newly elected Councilors attend, if available.

BACKGROUND:

The 2025 Local Government Spring Conference will be held May 1-2 at the Mill Casino in North Bend.