



AGENDA

MOLALLA CITY COUNCIL WORK SESSION

November 8, 2023

6:00 PM

Molalla Civic Center

315 Kennel Ave, Molalla, OR 97038

Mayor Scott Keyser

*Council President Jody Newland
Councilor Terry Shankle
Councilor Eric Vermillion*

*Councilor Leota Childress
Councilor Crystal Robles
Councilor RaeLynn Botsford*

*In accordance with House Bill 2560, the City of Molalla adheres to the following practices:
Live-streaming of the Molalla City Council Meetings are available on Facebook at “Molalla City Council Meetings – LIVE” and “Molalla City Council Meetings” on YouTube.
Citizens can submit Public Comment in the following ways: attend the meeting, email the City Recorder @ recorder@cityofmolalla.com by 4:00pm on the day of the meeting, or drop it off at City Hall, 117 N. Molalla Avenue.*

1. CALL TO ORDER AND ROLL CALL

2. DISCUSSION ITEMS

A. 2024 Goal Setting Conference – Brainstorming Session

- | | | |
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| I. | 2020-2030 Vision and Action Plan | Pg. 2 |
| II. | 2021 VAP – Council Goals (results of Goal Setting, Jan. 2021) | Pg. 28 |
| III. | 2022 Vision and Action Plan – Staff Reports | Pg. 34 |
| IV. | 2022 VAP – Council Goals (result of Goal Setting, Jan. 2022) | Pg. 47 |
| V. | 2023 Community Development Department Goals | |
| | a. Community Development Unclassified Goals | Pg. 49 |
| | b. Code Support Goals | Pg. 50 |
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| | d. Planning & Economic Development Goals | Pg. 52 |
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| | f. Street Goals | Pg. 55 |
| | g. Storm Goals | Pg. 57 |
| | h. Water Goals | Pg. 58 |
| VI. | 2023 VAP – Council Goals (result of Goal Setting, Jan. 2023) | Pg. 59 |
| VII. | 2023 Goal Setting Parking Lot | Pg. 61 |
| VIII. | 2023 CM Goal Setting Notes and Suggestions | Pg. 62 |
| IX. | September 2023 – CM Update to Council | Pg. 63 |
| X. | 2020-2030 Stakeholder Responses (What the Community Wanted) | Pg. 64-67 |

3. 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.

Molalla Area Vision and Action Plan 2020 - 2030



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

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Fly fishing on the Molalla
Photo: David Jackson Photography

About this Plan



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

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

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



MOLALLA AREA SERVICES AREAS OF RESPONSIBILITY & INTERSECTIONS OF WORK

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

Implementation

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



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

About Molalla

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

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



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

HISTORY AND FUTURE

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

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

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

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



1914 Workers grading Robbins Hill
Photo: Molalla Area Historical Society

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

Findings

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

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

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

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



2030 Vision and Values

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

In 2030 Molalla is:

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



Vision Focus Areas

STRATEGIES

ACTIONS

PARTNERS



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

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



FOCUS AREA #1

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

STRATEGIES:

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

Anyone interested in implementing actions is a potential partner.

ACTIONS

Develop an awareness campaign that:

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

Create a live, work and play promotion video for Molalla

Cultivate and continue to build on relationships with heritage partners

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

Preserve significant buildings and other visible elements of local history

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

POTENTIAL PARTNERS

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

Chamber, City

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

Chamber, City, heritage partners, non-profits

Molalla Area Historical Society, business owners, City

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

FOCUS AREA #2

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

STRATEGIES

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

ACTIONS

POTENTIAL PARTNERS

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

City, business owners

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

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

Implement wastewater treatment plant improvements to ensure compliance

City, state and federal agencies

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

City, service organizations, neighborhood associations, landowners

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

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

City, state agencies

FOCUS AREA #2 (continued)

STRATEGIES

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

ACTIONS

POTENTIAL PARTNERS

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

FOCUS AREA #2 (continued)

STRATEGIES

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

ACTIONS

POTENTIAL PARTNERS

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

JustServe.org, community organizations

Create and deliver area resource guide to new utility bill customers

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

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

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

Police Department, MRSD, Library, City, Chamber

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

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

Add extra safety patrols in Molalla River Corridor

Community, Clackamas County, City

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

City, community

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

Community, businesses

Engage youth in City government and plan implementation committees

Youth, MRSD, service organizations

FOCUS AREA #3

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

STRATEGIES

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

ACTIONS

POTENTIAL PARTNERS

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

FOCUS AREA #4

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



STRATEGIES

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

ACTIONS

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

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

POTENTIAL PARTNERS

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

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

FOCUS AREA #5

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

STRATEGIES

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

ACTIONS

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

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

Develop places and spaces that promote tranquility

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

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

POTENTIAL PARTNERS

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

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

MRSD, City, community, businesses

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

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

Appendix A

ACKNOWLEDGEMENTS



Photo: David Jackson Photography

A HUGE THANK YOU TO...

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

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

The Ford Family Foundation for its ongoing support

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

City of Molalla staff

Community Development Consultant Bill Flood

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

Adopted by the Molalla City Council on January 22, 2020

Appendix B

PLAN PROCESS

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

Appendix C

SURVEY RESPONSES

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

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

SURVEY RESPONSES (continued)

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

Appendix D

RESULTS FROM STAKEHOLDER INTERVIEWS

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

STRENGTHS

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

Appendix D

RESULTS FROM STAKEHOLDER INTERVIEWS (continued)

WEAKNESSES

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

OPPORTUNITIES

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

THREATS

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

Appendix E

VOCABULARY & ACRONYMS

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

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

MFD – Molalla Fire District

MRSD – Molalla River School District

ODOT – Oregon Department of Transportation

OSU – Oregon State University

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

SCTD – South Clackamas Transportation District

Strategies – Statements describing how to implement the vision focus areas

SWOT – Strengths, weaknesses, opportunities, threats

Values – Core beliefs of community members

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

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



2017 Eclipse from Molalla, Oregon

daviDjackson•photography
LLC

GOAL	FOCUS AREA #1	FOCUS AREA #2	FOCUS AREA #3	FOCUS AREA #4	FOCUS AREA #5
		Welcoming, Friendly, Safe, Inclusive	Economically Sound, Managed Growth	Resource Hub	Beauty, Tranquility, Natural Areas
POLICE					
New Police Facility	X	X	X	X	X
Police Dept. administered webpage	X	X		X	
Public Information Officer	X	X		X	
Activate Police Facility CPC	X	X	X	X	X
Expand Bike Patrol		X			
Develop bike registration/education program		X	X		
Sustainable Police Department Staffing		X	X		
Pursue Traffic Unit grants		X	X	X	
Develop Drug Recognition Expert		X	X		
Investigate the use of a drone		X	X		
Maintain Police Accreditation		X	X		

GOAL	FOCUS AREA #1	FOCUS AREA #2	FOCUS AREA #3	FOCUS AREA #4	FOCUS AREA #5
	Resilience, History, Culture	Welcoming, Friendly, Safe, Inclusive	Economically Sound, Managed Growth	Resource Hub	Beauty, Tranquility, Natural Areas
PUBLIC WORKS					
Complete Clark Park Ph 4 & Creamery Creek Park	X	X			X
Complete Molalla Forest Road Bike and Ped Path	X				X
Establish Bohlander Field Vision	X	X			X
Recruit & Implement Parks CPC	X	X			X
Replace Park equipment at Fox Park		X			
Investigate use of marketing firm	X	X			
Complete Water Master Plan			X		
Continue Transportation projects - OR 211 & OR213		X	X		
Street Utility Fee			X		

GOAL	FOCUS AREA #1	FOCUS AREA #2	FOCUS AREA #3	FOCUS AREA #4	FOCUS AREA #5
	Resilience, History, Culture	Welcoming, Friendly, Safe, Inclusive	Economically Sound, Managed Growth	Resource Hub	Beauty, Tranquility, Natural Areas
PUBLIC WORKS CONT.					
Parks Utility Fee or Park Use Fee					X
Examine funding options for acquisition of Railroad Right of Way					X

ADMINISTRATION					
DUII prosecution in Molalla Muni Court	X		X		
Diversity, Equity, Inclusion Program	X	X			
Revisit Wildfire Emergency Response program	X				
Community Partnership		X			X
Marketing/social media firm		X		X	
Emergency Operation Plan		X			
Reestablish student liaison			X		
Inventory & promote available services, resources & opportunities in Molalla				X	
Community Outreach					X
Investigate Community Development Bonding					X

ADMINISTRATION

City Manager, City Recorder, Finance

MOLALLA AREA VISION AND ACTION PLAN 2030

Approved by City Council – February 23, 2022

ACTION ITEM	GOAL (ongoing/in progress)	EXPECTATION (yearly function)	ACCOMPLISHED (task completed)
2021 Action Items			
<i>(Administration/City Manager)</i>			
DUII prosecution in Molalla Municipal Court (FA 1, 3)	✓	✓	
Revisit Wildfire Emergency Response program (FA 1)	✓		
Promote Diversity, Equity, Inclusion Opportunities (FA 1, 2)	✓	✓	✓
Community Partnership (FA 2)	✓		
Marketing/Social Media Firm (PIO?) (FA 2)	✓		
Update Emergency Operation Plan (FA 2)	✓		
Reestablish Student Liaison with City Council (FA 3)	✓		
Inventory and Promote available resources, services, and opportunities in Molalla (FA 4)			
Community Outreach via Molalla Current (FA 4, 5)	✓	✓	✓
Investigate Community Development bonding (FA 5)	✓		
Work with Molalla Hope to provide space for Warming/Cooling Shelter (FA 4)	✓		✓
Create and Implement a Parks CPC (FA 2)	✓	✓	✓
Oversee Parks CPC for creation of Chief Yelkus Park – Molalla Forest Road (FA 1, 2, 5)	✓	✓	

ADMINISTRATION

City Manager, City Recorder, Finance

MOLALLA AREA VISION AND ACTION PLAN 2030

Approved by City Council – February 23, 2022

ACTION ITEM	GOAL (ongoing/in progress)	EXPECTATION (yearly function)	ACCOMPLISHED (task completed)
Oversee Parks CPC for creation of Strawberry Park (FA 1, 2, 5)	✓		✓
<i>(City Recorder)</i>			
Provide prompt service when fulfilling Public Records Requests (FA 3, 4)	✓	✓	✓
<i>(Finance Department)</i>			
Develop Human Resources Department (FA 4)	✓		✓
Assist all departments with funding for projects (FA 4)	✓	✓	✓
Annually receive Budget Award (FA 4)	✓	✓	✓
Annually receive good audit (FA 4)	✓	✓	✓
Continual Grant Management (ARPA, CRF, CDBG, etc.) (FA 4)	✓	✓	
Organize and secure funding for Police Facility	✓		
Organize and secure funding for Park Property Purchase (FA 1, 2, 4, 5)	✓		✓
Financial Health – 5 yr plan Auditors state that we are better than most Cities our size (FA 4)	✓	✓	

LIBRARY

MOLALLA AREA VISION AND ACTION PLAN 2030

Approved by City Council – February 23, 2022

ACTION ITEM	GOAL (ongoing/in progress)	EXPECTATION (yearly function)	ACCOMPLISHED (task completed)
2021 Action Items			
Actively participate in Celebrate Molalla and National Night Out (FA 1, 2)		✓	
Coordinate with Molalla Current for updates and monthly newsletter (FA 1, 2)		✓	
Promote local musicians through summer Music in the Park series (FA 1, 2)		✓	
Plans programs promoting all holidays, increasing awareness of diversity of culture and celebrations (FA 1, 2, 5)		✓	
Library employs Spanish speaking staff to assist in all aspects of communication with Hispanic community (FA 2)		✓	
Provide materials and online databases to assist in career and test taking skills for local high school students (FA 3)		✓	
The Molalla Library is a full-service resource hub. (FA 4)		✓	
Provide a variety of resources to community regarding the environment and sustainability (FA 5)		✓	
		✓	
ACTION ITEM	GOAL	EXPECTATION	ACCOMPLISHED

LIBRARY

MOLALLA AREA VISION AND ACTION PLAN 2030

Approved by City Council – February 23, 2022

	(ongoing/in progress)	(yearly function)	(task completed)
2022 Action Items			
Collaborate with Todos Juntos to provide outreach programs (FA 1, 2)		✓	
Collaborate with local daycare centers to promote literacy skills (FA 1)		✓	
Collaborate with Lutheran Family Services to restart Citizenship Classes (FA 1)		✓	
Create additional teen activities for local students, providing a safe place for teens to gather (FA 3)		✓	
Introducing a Tree Planting Program to celebrate Earth Day 2022 (FA 5)	✓	✓	

POLICE DEPARTMENT

MOLALLA AREA VISION AND ACTION PLAN 2030

Approved by City Council – February 23, 2022

ACTION ITEM	GOAL (ongoing/in progress)	EXPECTATION (yearly function)	ACCOMPLISHED (task completed)
2021 Action Items			
New Policy Facility (FA 1-5)	✓		
Police Department Webpage Update (FA 1, 2, 5)	✓		
Public Information Officer (FA 1, 2, 5)	✓		
Expand Bike Patrol (FA 2)		✓	
Establish Police Facility CPC (FA 1-5)			✓
Develop Bicycle Registration & Education Program (FA 2, 3)	✓		
Sustainable Police Department Staff (FA 2, 3)	✓		
Pursue Traffic Unit Grants (FA 2, 3, 4)		✓	
Develop Drug Recognition Expert (FA 2, 3)	✓		
Investigate Use of Drone (FA 2, 3)	✓		
Maintain Police Accreditation (FA 2, 3)		✓	

POLICE DEPARTMENT

MOLALLA AREA VISION AND ACTION PLAN 2030

Approved by City Council – February 23, 2022

ACTION ITEM	GOAL (ongoing/in progress)	EXPECTATION (yearly function)	ACCOMPLISHED (task completed)
2022 Action Items			
Participate in Molalla Current Updates (FA 1)		✓	
Collaborate with Molalla & Colton Fire Departments (active shooter training) (FA 1)		✓	
Collaborate with MRSD to create an Emergency Management Plan (FA 1)	✓		
Collaborate with local businesses – Evaluating security measures in event of active shooter or similar emergencies (FA 1)	✓		
Coordinate community events with other agencies (Buckeroo, 5K run, Chamber Parade) (FA 2)		✓	
Partner with DEA – National Drug Take Back Day, including year-round kiosk at PD (FA 2)			✓

VISION & ACTION PLAN	GOAL (ongoing/in progress)	EXPECTATION (yearly function)	ACCOMPLISHED (task completed)
2021 Goals			
Complete Clark Park Phase 4 (FA 1, 2, 5)	Completed - In warranty	20-05: N/A	Project Closed.
Complete Creamery Creek Park *Now Strawberry Park* (FA 1, 2, 5)	In progress	20-07: Complete Project 2022	Equipment on order, infrastructure in engineering.
Establish Bohlander Field Vision (FA 1, 2, 5)	None Yet	Adopt Vision (Council) 2022	Included on 2022 Goals
Recruit and Implement Parks CPC (FA 1, 2, 5)	Ongoing (CPC Seated)	Meet regularly on Park Development, and Master Plan	Fox Park & Strawberry Park Developing, Chief Yelkus Park Named and Designing
Complete Molalla Forest Road Bike & Ped Path Phase 1 (FA 1, 5)	Completed - In warranty	19-07: N/A	Project Closed.
Replace Park equipment at Fox Park (FA 2)	In progress	21-11: Complete 2022	Equipment on order, infrastructure in engineering.
Investigate Use of Marketing Firm (FA 1, 2)	None Yet	Determine potential scopes of work and pricing 2022	None
Complete Water Master Plan (FA 3)	Completed	19-02: N/A	Project Closed - Adopted 5/26/21
Continue Transportation Projects on OR 211 and OR 213 (Traffic Signal) (FA 2, 3)	Ongoing	18-08: 213/Toliver RAB, Complete 2023; 19-04: Cascade Center, Complete 2022; 19-09: 211/Molalla Signal, Complete 2022; 1000 W Main frontage/220 W Main frontage/1522 W Main frontage/501 E Main frontage /31330 Hwy 213 frontage – All Complete 2022.	19-04: Cascade Center full street improvements complete, 211 & Molalla Ave signal nearly complete; 17-04 211 Bike/Ped path complete; New ADA ramps along 211 complete; Executing private improvements on 211/213; 18-08 Row acquisition in work.
Right-of-Way acquisition and development of Leroy Avenue (FA 2)	In progress	19-04: obtain ROW through to Lowe Rd., complete existing S Leroy frontage improvements	Completed S Leroy improvements except portion developing with new Apt's, and unowned ROW at end.

Designate Truck Route to ease congestion and improve safety of Molalla Avenue (FA 2)	Completed	N/A	Truck Route Completed: Ord 2020-12, adopted 11/18/2020.
Street Utility Fee (FA 3)	Ongoing	Review street utility fee options, begin public process, pass fee or other tax as applicable	Added to Council’s Goals for 2022.
Park Utility Fee or Park Use Fee (FA 5)	None	Removed from list until street fee work is done.	Removed from Council’s Goals for 2022.
Examine Funding Options for Acquisition of Railroad Right of Way (FA 5)	Ongoing	Begin regional discussions with County and Canby.	Determined that RR Company only interested in selling all ROW, not just city portion.
Explore Travel Oregon Grant – Wayfinding Kiosks (FA 1)	Completed	N/A	Grant awarded, kiosks and maps placed, art contest ongoing. Grant closed.
Managed Growth Efforts – Molalla Current Established (FA 1)	Completed	Additional Implementation Steps 2022.	Completed: Molalla Current procured, developed, marketed and functioning.
Community Identity – Branding Action (Real People, Real Adventure, Real Fun) (FA 1)	Ongoing	Facilitate a community branding initiative to incorporate new logo/slogan into the community.	Logo/Slogan Adopted and Being Implemented on Community Development initiatives.
Coordinate with Chamber to develop digital map to be used on wayfinding kiosks (FA 1)	Ongoing	Licensing agreements implemented; non-chamber businesses allowed on map.	Map product with list of tourism/travel developed. Digital space created and included.
Collaborate with Chamber to bring Business Resource Center to Molalla Business Community (FA 1)	Completed	N/A	Negotiated with BRC to include Molalla, brought Chamber rep to BRC rep, Chamber offered funding from BRC’s to host ½ time BRC employee. Chamber did not approve.
Establish Beautification & Culture CPC – Dissolve Arts & Culture and Economic Dev. CPC’s (FA 2)	Ongoing (CPC Seated, others dissolved)	Meet regularly to discuss beautification and culture initiatives. Gateways, mural code, architectural standards... etc.	Working on Destination Ready Assessment and Kiosk Art Contest.
Involved with negotiation of new Police Facility project (FA 1-5)	Completed	N/A	Several months of negotiation on purchase of property, price lowered from \$1.1 mil, to \$500k

Conduct Phase I environment on new Police Facility property (FA 1 – 5)	Completed	N/A	Enviro 1 completed, no issues of major concern.
Police Facility Stormwater/drainage improvements scheduled in Phase II (ARPA Funding) (FA 1-5)	In progress	Contract with project manager, design/engineer storm/drainage improvements based on selected design... complete improvements 2022	Real property acquired, personal property auctioned, project manager contract under review.
Purchase Reader Board for City Hall (FA 2)	Completed	Establish use policy for regular and special posting to board.	Board fully installed and fully functioning.
Develop and Install Public Parking Signs at City Hall public areas (FA 2)	Completed	N/A	Public parking signs added on N Molalla Ave, adjacent to lots on Ross, in lots, and on kiosks.
Monthly Newsletter via Molalla Current (FA 2)	Ongoing	Continue monthly newsletter, enhance as opportunity allows.	Established the Molalla Current Monthly E-Newsletter using the tool on Molalla Current.
Local Government Internship hosted by Planning Department (FA 2, 3)	Ongoing	Disseminate opportunity to home and charter school as well as public school.	Hosted one H.S. intern with great success.
Provided Description for non-degree seeking City internship to MRSD program manager (FA 2)	Completed	N/A	Developed and provided non-degree seeking internship, then MHS advised the program was cancelled.
Economic Development Plan created and adopted by City Council (FA 3)	Completed	Continue to work on ED plan task list....	Conducted numerous meetings, significant research, and other public outreach in development of plan. Adopted by Council on 6/9/21.
How to “Start a New Business” checklist created and posted on website (FA 3)	Ongoing	Upgrade checklist to include any/all new processes and policies. Integrate in Planning Handbook.	Developed and posted start a business checklist.

VISION & ACTION PLAN	GOAL (ongoing/in progress)	EXPECTATION (yearly function)	ACCOMPLISHED (task completed)
2022 Goals – Carried Forward from 2021			
Complete Creamery Creek Park *Now Strawberry Park* (FA 1, 2, 5)	In progress	20-07: Complete Project 2022	Equipment on order, infrastructure in engineering.
Establish Bohlander Field Vision (FA 1, 2, 5)	None Yet	Adopt Vision (Council) 2022	Included on 2022 Goals
Replace Park equipment at Fox Park (FA 2)	In progress	21-11: Complete 2022	Equipment on order, infrastructure in engineering.
Investigate Use of Marketing Firm (FA 1, 2)	None Yet	Determine potential scopes of work and pricing 2022	None
Continue Transportation Projects on OR 211 and OR 213 (Traffic Signal) (FA 2, 3)	Ongoing	18-08: 213/Toliver RAB, Complete 2023; 19-04: Cascade Center, Complete 2022; 19-09: 211/Molalla Signal, Complete 2022; 1000 W Main frontage/220 W Main frontage/1522 W Main frontage/501 E Main frontage /31330 Hwy 213 frontage – All Complete 2022.	19-04: Cascade Center full street improvements complete, 211 & Molalla Ave signal nearly complete; 17-04 211 Bike/Ped path complete; New ADA ramps along 211 complete; Executing private improvements on 211/213; 18-08 Row acquisition in work.
Right-of-Way acquisition and development of Leroy Avenue (FA 2)	In progress	19-04: obtain ROW through to Lowe Rd., complete existing S Leroy frontage improvements	Completed S Leroy improvements except portion developing with new Apt's, and unowned ROW at end.
Street Utility Fee (FA 3)	Ongoing	Review street utility fee options, begin public process, pass fee or other tax as applicable	Added to Council's Goals for 2022.
Examine Funding Options for Acquisition of Railroad Right of Way (FA 5)	Ongoing	Begin regional discussions with County and Canby.	Determined that RR Company only interested in selling all ROW, not just city portion.
Community Identity – Branding Action (Real People, Real Adventure, Real Fun) (FA 1)	Ongoing	Facilitate a community branding initiative to incorporate new logo/slogan into the community.	Logo/Slogan Adopted and Being Implemented on Community Development initiatives.

Coordinate with Chamber to develop digital map to be used on wayfinding kiosks (FA 1)	Ongoing	Licensing agreements implemented; non-chamber businesses allowed on map.	Map product with list of tourism/travel developed. Digital space created and included.
Police Facility Stormwater/drainage improvements scheduled in Phase II (ARPA Funding) (FA 1-5)	In progress	Contract with project manager, design/engineer storm/drainage improvements based on selected design... complete improvements 2022	Real property acquired, personal property auctioned, project manager contract under review.
How to “Start a New Business” checklist created and posted on website (FA 3)	Ongoing	Upgrade checklist to include any/all new processes and policies. Integrate in Planning Handbook.	Developed and posted start a business checklist.
2022 Goals – Newly Established			
Develop a tracking system to account for needed data points for DLCD annual reporting requirements (over 10k population)	In Progress	Integrate datapoints into tracking system. Backlog 1-year of data and report.	Data points identified.
Complete Housing Needs Analysis and associated plan amendments	In Progress	Contract consultant, conduct studies and public outreach, complete studies, adopt findings.	Grant awarded. RFP out for bids.
Identify funding for, and begin Employment Lands Studies to aid in UGB exploration	None Yet		
Reconcile PSP Zoning and complete associated plan amendments	In Progress	Complete rezoning/comp plan amendments.	Improperly zone properties identified.
Emergency Management Plan Update	In Progress	Identify and apply for funding to complete update; begin plan update with expected completion in 2023.	Potential grant funding sources identified.
Travel Oregon Destination Ready Assessment and Projects	In Progress	Complete assessment, identify priority projects, seek funding	Grant awarded, community advisory committee seated, first 2 meetings complete
Kiosk Art Contest	In Progress	Establish contest rules and timelines, disseminate, and select. Seek options for sustainability of contest.	B & C Committee researching Art contests and working to develop proposed rules.
Mural Program	In Progress	Finalize and adopt comprehensive local mural program	B & C Committee researching mural programs.

Developer Assistance Programs	In Progress	Complete MURA Opportunity Fund Grant Program and adopt, Adopt expanded enterprise zone, manage IOF – Dansons project.	Outline for MURA opportunity fund complete, Enterprise Zone Expansion in beginning stages, ODOT IOF grant awarded for Dansons improvements.
Develop integrated project management program and procedures to include Engineering, Finance, Public Works, Planning, and Administration.	In Progress	Map all processes and develop digital tools.	Opening checklist prototype complete, private development checklist complete.
Secure property for 2.0 MG Water Tank	Ongoing	Determine costs, identify and obtain funding.	Land owner talks and tank design/placement costs and options explored.
Water Intake Structure	Ongoing	Determine design and costs.	Put into CIP as a priority water project.
Complete Water Service Leak Repairs	In Progress	Conduct actual repairs.	21-06: Out for bids, other service leaks in engineering.
Wastewater Treatment Plant	In Progress	Identify funding sources, determine what (if any) property may be acquired to continue design. Ensure continued compliance with DEQ consent decree.	Substantial research into potential funding sources currently underway. Negotiating for potential property purchase.
Wastewater Consent Decree Compliance	In Progress	Continue removal of biosolids, I & I mitigation, and TMDL Mercury plan	Developed and implemented bio-solid removal plan, conducted substantial I & I mitigation, and turned in draft TMDL Mercury plan to DEQ.
Molalla Forest Road Exploration	None yet	Determine what it will take to open MFR from S Molalla to OR-211	Walked road and observed potential issues.
Develop Stormwater Master Plan, CIP, and Rate Study	None yet	Identify potential funding resources to complete plan. Contract with consultant and begin planning process.	N/A
Mitigate Flooding in the Community	None yet	Identify flood prone areas and determine action/costs to mitigate.	N/A
Chief Yelkus Park Development	In Progress	Complete park and roadway design. Assess funding availability	Parks CPC has solicited public input on the park proper. Design &

		and proceed with construction as funding allows.	Engineering work being done on roadway in front of park
Civic Center Renovation	In Progress	Complete Council/Court Chamber and Executive Session room in 2022. Complete CDB Grant improvements in 2023.	21-10: Digital upgrades complete, dais on order, construction contracted.
City Hall Upstairs Renovation	In Progress	Construction in progress, complete 2022.	21-04: design, engineering, bids, all complete.
System Development Charges and Capital Improvement Plan reconciliation and adoption	Ongoing	Hire consultant to reconcile and present options to Council, adopt. Create a new baseline with certainty of appropriateness.	Multiple work sessions and discussions on this topic.

Repeating Annual Goals/Tasks	
Provide Exceptional Customer Service (FA 1-5)	Manage and Facilitate Parks CPC (FA 1, 2, 5)
Manage and Facilitate Beautification & Culture CPC (FA 1, 2, 5)	Implement Economic Development Plan (FA 1-5)
Produce and Disseminate the Molalla Current E-Newsletter (FA 1-5)	Host Local Government Internship Program (FA 2, 3)
Manage the Molalla Current and Use it to Engage the Molalla Community (FA 1-5)	Manage, Facilitate and Train the Planning Commission
Implement Water Master Plan	Implement Wastewater Master Plan
Implement Stormwater Master Plan	Implement Transportation Master Plan
Implement Downtown Master Plan	Implement Parks Master Plan
Implement Development Code	Implement Comprehensive Plan



GOALS CREATED FOR 2022

FOCUS AREA 1

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

- Promote Diversity, Equity, and Inclusion Opportunities
- Update Parks Master Plan including updates for Chief Yelkus Park, Strawberry Park, Fox Park (equipment update), Skate Park

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.

- Molalla Current Newsletter translated into Spanish
- Kiosk Map listed on city website
- Update Parks Master Plan (see Focus Area 1)

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.

- Multiple areas listed via Community Development Department (see attached report)
- Update Focus Area to: Expectations, Goals, and Accomplishments
Provide Goals and Accomplishment document to citizens at Celebrate Molalla
- Street or Maintenance Fee to be used for Streets and Parks together – or keep separate
Provide Simplified Education to public regarding need, funding, etc.

FOCUS AREA 4

A full-service hub of resources.

- City identifies resources with Action Goal via the City of Molalla Website and Molalla Current
- Update Emergency Management Plan

FOCUS AREA 5

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

- Identify where we are incorporating branding/slogan: Kiosks, Art contest, other?
- Architectural standards
- Art Contest
- Mural Code
- Combining Art with new Police Facility
- Complete Destination and Assessment Project/Grant



Goal Setting

January 21, 2023

Community Development Department

Council Goals for Unclassified Community Development Department

Civic Center City Council Chambers and Office Space – Complete

*City Hall HVAC Replacement – Complete

City Hall Upstairs Remodel – Complete

Public Facing Project Map – Complete

*Civic Center Camera Install – Complete

* - Not a Council Goal, but completed due to emergency

Projects In-Work

Civic Center CDBG Upgrades

- *CDBG Grant Awarded, awaiting grant agreement*

Refresh City Website

- *Delayed until July 2023 due to platform host migration*

Recommended Goals

Complete Civic Center CDBG Upgrades

Complete City Website Refresh

Develop and Implement a City Building Maintenance Program

Side and Paint Civic Center



Goal Setting

January 21, 2023

Molalla's Code Support Section

Current Council Code Support Goals

None.

Projects In-Work

Establishing Code Enforcement Position

- *Salary Comps Completed*
- *Equipment List and Pricing Completed*
- *Job Description Completed*
- *Financial Analysis Completed*

Recommended Goals

Establish a Code Enforcement Activity or Fund

Hire and Outfit a Code Support Officer

Develop a comprehensive Code Enforcement Program

Implement Code Enforcement in Molalla



Goal Setting

January 21, 2023

Molalla's Parks/Trails Section

Current Council Parks Goals/Status

Complete Clark Park Ph. 4 – Completed
Complete Strawberry Park – Substantially Completed
Establish Bohlander Field Vision – On Hold
Recruit and Implement Parks CPC – Completed
Complete MFR Bike & Ped Path – Completed
Replace Equipment at Fox Park – Completed
Chief Yelkus Park Development – In Work on Design
Manage and Facilitate Parks CPC – Ongoing
Update Parks Master Plan – In Work on RFP
Examine Funding Options for RR ROW – On Hold

Parks Projects Currently In-Work

Disk Golf at Ivor Davies

- Engaged with local Disk Golf Professionals to assist in developing course layout
- Reconciled course layout with complaints of errant disks in residential yards
- Developed budget for in-house course development
- Course layout going to Parks CPC at next meeting for comment

Chief Yelkus Park Design

- Completed wetland delineation
- Completed bubble diagram
- Parks CPC in-work on fundraising efforts
- Yelkus Park Road set for improvement in FY23-24

Strawberry Park Punchlist

- Playground, squishy stuff, and fence complete
- Awaiting bench selection from Parks CPC

Gazebo Removal at Long Park

- Completed utility conflict work to resolve dual electrical connection with bathroom
- Removal scheduled for 1/25/23

Recommended Goals

Complete Parks Master Plan Update by early 2024

- Staff believes that the vast majority of the recommended goals can be complete by the time the Parks Master Plan is updated. This update will provide guidance from the community to the Council and Staff on future goals for Parks.

*Complete Construction of Disk Golf at Ivor Davies by Summer 2023 - **Opportunity***

Complete Punch-List for Strawberry Park by Spring 2023

*Complete Pickleball Courts at Long Park in FY23/24 - **Opportunity***

Complete Design for Chief Yelkus Park in FY23/24



Goal Setting

January 21, 2023

Molalla's Planning Division & Economic Development Section

Current Council Planning/ED Goals

Wayfinding Kiosks/Travel Oregon Grant – Complete
Establish Molalla Current Public Engagement Platform – Complete
Facilitate Community Branding to incorporate new logo/slogan for ED – Complete
Coordinate with Chamber to Develop Digital Business Map for Kiosks – Complete
Collaborate with Chamber to Bring BRC to Molalla Businesses – Complete
Establish Beautification & Culture Committee/Dissolve Arts and ED CPC's – Complete
Negotiate purchase price for new Police Facility Property – Complete
Purchase and Install City Hall Reader Board – Complete
Contract and Implement SMS Text Messaging Platform – Complete
Develop and Implement Monthly Newsletter – Complete
Develop Local Government Internship Program – Complete
Complete and Facilitate Adoption of Economic Development Plan – Complete
Develop and Post "How to Start a New Business" checklist – Complete
Develop Tracking System to Account for DLCD Reporting Requirements – Complete
Complete HNA/BLI and Associated Plan Amendments – In Work
Identify Funding & Begin Employment Studies for UGB – In Work
Reconcile PSP Zoning and Associated Plan Amendments – In Work
Travel Oregon Destination Assessment Study Grant – Complete
Travel Oregon Destination Project (Regional Rec Map) – In Work
2022 Kiosk Art Contest – Complete
Mural Program – In Work
Ezone Expansion – Complete
MURA Opportunity Grant Program – Complete
Manage IOF Dansons - Withdrawn
HB 2001 Compliance - Complete

Planning/ED Projects Currently In-Work

Housing Needs Analysis and Buildable Lands Inventory (Planning Grant)

- Draft Completed
- Public Hearing Scheduled for 2/8/23 CC Meeting
- Awaiting DLCD Approval of Sequential UGB Process for Adoption

Housing Production Strategy and Associated Legislative Amendments (Planning Grant)

- Survey posted to Current for approximately 6 mos.
- Working to schedule Town Hall Meeting

Sequential Urban Growth Boundary Amendment

- Approved by City Council
- Work Plan Development Complete
- Awaiting Clackamas County Concurrence, then DLCD

Mural Code Amendment

- *Developed by B & C CPC*
- *Staff Review Complete*
- *Proposed Mural Ordinance to Council in May 2023*

Outdoor Recreation Map (Travel Oregon Grant)

- *Multiple Stakeholder Meetings to Discuss points of interest and aesthetic design complete*
- *Travel Oregon engaging CTGR*
- *Mt. Hood Territory working with Copy Writer*
- *Final Map Product by May 2023*
- *1st round of printing and dissemination included in grant funding*

Reconcile PSP Zoning & Associated Plan Amendments

- *All properties in use as PSP, but zoned otherwise, identified*
- *Type of ownership and property status reconciled*
- *Public Hearing Noticed to DLCD*
- *Will go before PC at Feb or March Meeting, then on to Council*

Recommended Goals

Develop and Implement Molalla Current Page for B&C CPC

Gain approval of Sequential UGB Process from Partner Agencies

Adopt Housing Needs Analysis and Buildable Lands Inventory

Adopt Housing Production Strategy and Associated Legislative Amendments

Apply for DLCD Planning Grant to Complete Economic Opportunities Analysis (EOA)

Begin work on EOA using Grant Funding

Complete and Disseminate Outdoor Recreation Map

Complete Mural Code Amendment

Begin Process to take Development Applications Paperless by 2025

Explore and Select Digital Permitting/Land Use platforms for implementation in 2024



Goal Setting

January 21, 2023

Molalla's Wastewater Section

Current Council Wastewater Goals

- SDC & CIP Reconciliation and Adoption – Complete
- Implement Wastewater Master Plan - Ongoing
 - Sewer Main Emergency Repair – Complete
 - Sewer PIPP Lining Toliver Rd. – Complete
 - Sewer PIPP Lining S Molalla Ave. – Complete
 - Sewer Main Replacement Eckerd, Lola, 2nd – In Work
- Wastewater Consent Decree Compliance – Ongoing
- New Wastewater Treatment Plant – In Work
- Develop Integrated Project Management Program – In Work

Projects In-Work

WWTP Aeration Basin Emergency Repair

- Multiple engineering options considered and discussed with DEQ and other interested parties
- Engineering solution selected based on cost and DEQ feedback
- Supplemental Budget Passed for use of Contingency Funds
- Awaiting Purchase of 2 aerators for lagoon

New Wastewater Treatment Plant (WWTP)

- Design approx. 90%
- Working on NPDES Permit Modifications
- Working with DEQ & USDA to secure project funding

Sewer Main and Services Replacement Eckerd, Lola, 2nd

- Project identified by consent decree
- Currently in Construction phase

Biosolids Removal from Lagoons

- Also required in association with Consent Decree
- All will have to be removed before lining of the lagoon

Expand Recycled Water Use Plan (RWUP)

- Part of the Master Plan, this expands the fields for out of season discharge

Deconflicting Sewer Pipes with RAB Project on OR-213

- Design Complete and Submitted to ODOT

Recommended Goals

- Complete Aeration Basin Repair (Emergency) by Summer 2023*
- Complete expanded RWUP plan by Spring 2023*
- Complete Eckerd, Lola, 2nd by Spring 2023*
- Continue to utilize PIPP where eligible*
- Complete mitigation of Sewer Conflicts with OR-213/Toliver RAB*
- Continue Biosolids Removal... Completion in FY25/26*
- Continue new WWTP project... Completion in FY25/26*



Goal Setting

January 21, 2023

Molalla's Transportation Section

Current Council Street Goals

Continue OR-211 Signal Project – Complete

Continue OR-213 RAB Project – In Work

S Leroy Ave ROW Acquisition and Development to Lowe Rd – In Work

Designate Truck Route – Complete

Street Utility Fee – On Hold

Develop and Install Public Parking Signs at City Hall – Complete

Molalla Forest Road Exploration – In Work

MFR Bike/Ped Bridge - Complete

*OR-211 Street Improvements and Pedestrian Beacon at Cascade Center - Complete

*Existing S Leroy Ave Development - Complete

Shirley Street Curb Extension Relief - Complete

*Starbucks Frontage Improvements on OR-213 – In Work

*Heintz St Overlay – Complete

*Culvert & 3-lane Cross Section at Tractor Supply – Complete

* - Not a Named CC Goal, but in Master Plan or Completed by Private Development

Projects In-Work

OR-211 (220 W Main) and Metzler Improvements

- Opportunity Project, Expands Improvements down W Main and onto Metzler

OR-213 & Toliver Roundabout & Utility Conflicts

- Opening for bids in Feb or March 2023

MFR & MFR Park Road Development & Opening

- Resolving ROW Encroachment
- Design In-Work

OR-211 Street Improvements at 1000 W Main St

- Opportunity Project, Expands Improvements to North side of OR-211

Update City Code for Sidewalk Provisions

- Based on City Attorney Advice

On Call Paving Services

- Procurement and Contracting Complete
- Analytical Framework for Prioritization Complete
- Develop Annual Paving Plan as Part of Budget and CIP

Recommended Goals

Complete City Code Sidewalk Provision Update in 2023

Complete OR-211 Street Improvements at 1000 W Main in 2023

Complete OR-211 and Metzler Improvements in 2023

Complete Yelkus Park Road Development & Opening 2023/2024
Complete Molalla Forest Road Resurfacing and Opening in 2023/2024
Implement Annual Paving Plan in Spring/Summer 2023
Complete OR-213 & Toliver Roundabout & Utility Conflicts in 2024/2025



Goal Setting

January 21, 2023

Molalla's Stormwater Section

Current Council Stormwater Goals

Implement Stormwater Master Plan – Ongoing

Fenton Ave Reconstruction – Complete

Shops Decant Facility – Complete

Mercury TMDL Implementation – Complete

Establishing Temperature Allocation for Molalla in the Willamette TMDL – In Work

Mitigate Flooding in the Community – On Hold

Stormwater Master Plan, CIP, and Rate Study – In Work

Develop Integrated Project Management Program – In Work

Stormwater Projects In-Work

Stormwater Master Plan, CIP, and Rate Study

- *RFP for Stormwater Master Plan in Development*

Develop Integrated Project Management Program

- *Currently developing a process map, this is first step*

Recommended Goals

Complete Establishing Temperature Allocation for Molalla in the Willamette TMDL

Complete Stormwater Master Plan Update by Spring 2024

Develop Storm Swale Maintenance Program

Encourage/Incentivize Development to Improve Additional Stormwater Systems - Opportunity



Goal Setting

January 21, 2023

Molalla's Water Section

Current Council Water Goals

Complete Water Service Leak Repairs – On Hold

Complete Water Master Plan – Complete

Implement Water Master Plan – Ongoing

WTP Filter Unit & Telemetry Upgrades – Complete

Water CIP, Rates, and SDC Study – Complete

Shops, Elementary School, and WWTP Waterline Replacement – Complete

Emergency Mainline Replacement, Toliver at Trinity Estates – Complete

Scandia Waterline Replacement – Complete

Design of S Molalla Waterline 5th to Molalla Forest Road – Complete

Water Intake Structure and Move – In Work

Property for 2.0mg Water Tank – In Work

Projects In-Work

Water Service Leak Repairs

- *Shovel Ready for next Budget Year*

Water Intake Structure Reconstruction

- *Design in Work*

WTP Auto Shutdown Upgrade

- *Parts on order*

New 2.0mg Water Tank at WTP

- *Acquisition negotiated*
- *Purchase and Sale Contract being drafted by City Attorney*

Water Distribution System Pressure Zoning/PRV Installation

- *Moved up the CIP list by Staff due to major system impacts*
- *Design In Work*

WTP Tracer Study

- *Complete by July 2023*

Eckerd, Lola, 2nd St Mainline and Service Replacements

- *Project In Construction, 50% complete*

Lead & Copper Water Service Inventory

Recommended Goals

Complete Eckerd, Lola, 2nd St Mainline and Service Replacements

Complete WTP Tracer Study

Complete Lead and Copper Service Inventory

Complete Auto Shutdown Upgrade

Complete Water Intake Structure Design

Complete New 2.0mg Water Tank Property Acquisition and Design

Complete Water Distribution Pressure Zoning/PRV Installation



GOALS CREATED FOR 2023

FOCUS AREA 1

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

- Promote Diversity, Equity, and Inclusion Opportunities
- Update Parks Master Plan including updates for Chief Yelkus Park, Skate Park, Future Ball Fields
- Park Naming Policy

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.

- Kiosk Map listed on City website
- Update Parks Master Plan (see Focus Area 1)
- Traffic Unit

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.

- Multiple areas listed via Community Development Department (see attached report)
- Update Focus Area to: Expectations, Goals, and Accomplishments
Provide Goals and Accomplishment document to citizens at Celebrate Molalla
- New Library Facility
- Civic Education
- Industrial/Business Park

FOCUS AREA 4

A full-service hub of resources.

- Update Emergency Management Plan
- New Library Facility
- CONNECT (similar to Sandy & Estacada)

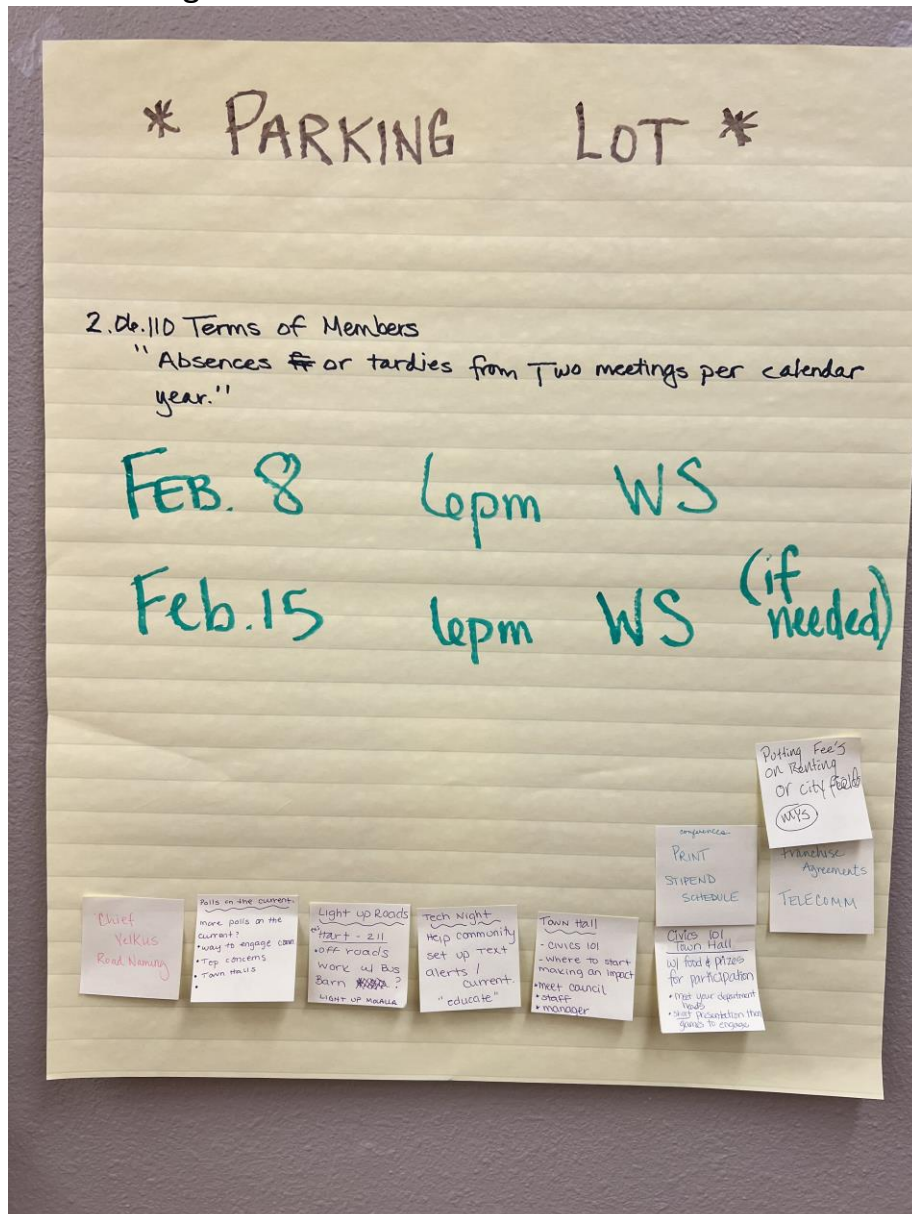
FOCUS AREA 5

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

- Architectural standards
- Combining Art with new Police Facility
- Finalize Mural Code

PARKING LOT ITEMS

- Chief Yelkus Road Naming
- Polls on *The Current* as a way to engage community members
- Tech Night – Help community members to set up text alerts on *The Current*
- Town Hall – Civics 101, meet the City Council, City Manager & staff
- Print stipend schedule for council members when they go to conferences
- Fees on renting City fields (MYS)
- Franchise Agreements – TELECOM



GOAL SETTING CONFERENCE FOLLOW-UP

CM Notes

- As Elected Officials, it is important to get involved with other Elected Officials (County Commissioners, State Representatives, other Legislative Bodies)
- Promoting the Police Facility will become a full-time job, very soon
- City Council is the political aspect/arm of the City
- Raising money – City Staff cannot participate
- Being a voice on items such as Measure 110 and 114

Opportunities to Represent:

- City Wide Clean Up Day
- 4th of July Grand Parade
- Celebrate Molalla



CITY OF MOLALLA

117 N. Molalla Avenue
PO Box 248
Molalla, OR 97038

Staff Report

Agenda Category: General Discussion

Agenda Date: September 27, 2023

From: Dan Huff, City Manager
Approved by: Dan Huff, City Manager

SUBJECT: General Discussion Items

FISCAL IMPACT: N/A

BACKGROUND:

We have a few topics that we have not returned to Council for discussion. Staff workload has not diminished but it is important to revisit these items to gain perspective on priority with Council. The following list will bring Council up to date on these items:

- Parks Master Plan - Underway
- Stormwater Master Plan - Underway
- Architectural Themes – On hold
- EDU's - Complete
- Civic Center Remodel – Phase three complete. Moving towards the next phasing.
- Street Naming Policy - Incomplete
- Park Naming Policy - Incomplete
- Parking Permit Ordinance – On hold
- Annexations – General discussion
- Mural Code (took it back to PC last meeting)
- EOP & NHMP
- Housing Production Strategies - Complete
- Sequential UGB
 1. EOA
 2. Efficiency Measures
 3. Land Studies
- Street Fee
- Park Fee

RECOMMENDATION/RECOMMEND MOTION: General consensus in setting priorities.

Appendix C

SURVEY RESPONSES

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

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

SURVEY RESPONSES (continued)

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

Appendix D

RESULTS FROM STAKEHOLDER INTERVIEWS

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

STRENGTHS

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

Appendix D

RESULTS FROM STAKEHOLDER INTERVIEWS (continued)

WEAKNESSES

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

OPPORTUNITIES

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

THREATS

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