

# TEAM 2007 Annual Report

*“Providing leadership for a balanced, vibrant economy and a thriving community.”*

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## 2007 TEAM In Review

by: Beth Smith, Vice President

In 2007, TEAM was hard at work bringing economic opportunity to our community.

“Molalla ♦ Family Friendly ♦ Business Ready” is what we say on our new gateway sign. This statement represents a shared vision with TEAM and our partners supporting balanced growth and development in Molalla.

Through our partnerships with the City of Molalla, Chamber of Commerce, Clackamas County, and others, we completed numerous community projects and developed a clear strategic plan to guide us through our economic development efforts over the next two years. Our goal, of which, is retain and grow existing businesses and recruit new businesses, creating living wage jobs to Molalla.

TEAM’s 2007 accomplishments include (but not limited to):

- Developing a Strategic Plan and Implementation Strategy for TEAM and City

- Molalla Market Profile and Marketing Materials for Business Retention and Recruitment efforts
- New TEAM Website ([www.teammolalla.org](http://www.teammolalla.org))
- Oregon “Industrial Site Certification” for the former Avison Mill property
- Molalla Downtown Development Master Plan and OR 211 Streetscape Plan
- Four Corners Industrial Park Commercial Parkway development
- Building Improvement Revolving Loan Fund and Architectural Renderings of downtown buildings
- Planning 2008 Molalla Job & Career Fair

TEAM’s mission is to build and maintain strong diverse business districts; to create and retain living wage jobs; and to promote Molalla as a rewarding place to work, live and shop. We have been successful at accomplishing our mission through improved



Commercial Parkway Ribbon Cutting

communications and better connectivity between businesses and community partners.

TEAM will continue to work towards the goals of our mission and strive to build a strong, thriving, economically viable community.

As Molalla community leaders, property owners and business owners, we would like to thank you for your continued support of TEAM.

Together, we continue to make Molalla an attractive place many would like to live and work.

## Business Retention/Recruitment Committee—2008 Meeting Schedule

TEAM’s Business Retention & Recruitment Committee (BRC) will hold their regular meetings on the **3rd Wednesday of each month – 7:30 a.m. at BJ’s Coffee House.**

BRC Committee discussion items include:

- **February 20, 2008: Molalla Marketing Analysis Implementation Strategy:** “How to make it work for Molalla”. Speaker(s) will include commercial real estate broker and/or developer to share trends and to discuss possible business opportunities and constraints for Molalla.
- **March 19, 2008: Industrial Development Opportunities and Constraints:** Speaker(s) will include industrial real estate brokers/developers and local industrial business owners, to share trends and to discuss opportunities and constraints for Molalla.
- **April 16, 2008: Commercial/Retail/Professional Services Development:** Speaker(s) will include representative from the Small Business Development Center.
- **May 21, 2008: Workforce Development/Training and Drug Free Workplace Initiatives:** Speaker(s) will include representatives from WICCO, Business Edge, and Clackamas County Employment Department.
- **June 18, 2008: Tourism – How it can help Molalla area businesses:** Speaker(s) will include representatives from the Clackamas County Tourism Development Council.
- **July 16, 2008: Transportation in Rural Clackamas County:** Speaker(s): TBD

## City of Molalla & TEAM Projects

by: John Atkins, Jr. City Manager

Working with TEAM the City of Molalla completed a number of projects aimed to promote economic vitality for Molalla. Those projects include:

### Lodging Feasibility Study Launched:

Building upon the Molalla Marketing Analysis commissioned by TEAM in 2006, a study focusing on lodging alternatives has been launched, with supporting grants from the City of Molalla, Molalla Communications Company, TEAM and the Clackamas County Tourism Development Commission.

"With the Molalla River Recreational Corridor on our doorstep, we see this study as an important element in the City's long-term strategy to position itself as a destination for outdoor family recreation," said John Atkins, Jr., City Manager.

Among other elements, the \$10,200 study will:

- Clarify the lodging type (hotel, motel, RV park) desired by Molalla community leaders and any proposed sites.
- Provide an overview of the lodging industry including trends in Oregon and the Molalla market area and a profile of lodging market segments for hotels/motels, bed & breakfasts and RV parks. It will also review trends in alternative lodging types, such as yurts (!) and unique tourist destination facilities and their applicability to Molalla.
- Analyze key demand generators for each lodging type and critical success factors. Analyze Molalla's target markets for trends and growth potential.
- Assess Molalla's competitiveness for *each* lodging type, including market growth, traffic patterns and accessibility.
- Conduct a supply analysis, including inventory of comparable existing and proposed lodging facilities in the Molalla market area, size, amenities, market, occupancies and quality.
- Evaluate up to three sites for proposed lodging facilities.
- Present conclusions, recommendations and next steps regarding lodging opportunities and constraints for Molalla.

### Urban Renewal Looks Promising in Molalla:

Creating an urban renewal program in Molalla appears to be a promising strategy to move economic revitalization efforts forward. That is the principal conclusion of an urban renewal feasibility study carried out by Charles Kupper, of the Portland consult-

ing firm Spencer & Kupper, leading specialists in urban renewal analysis and planning.

The study was commissioned by the City of Molalla, with grant assistance from the USDA's Rural Business Enterprise Office and Clackamas County Business and Economic Development Team.

After examining developed, undeveloped and underutilized properties in the city, a preliminary urban renewal boundary was drawn up. Properties with the highest potential for development were selected for inclusion within the district. Then, an estimate of property appreciation within the district over the next 20 years was calculated.

Conservatively, over the same 20-year period, the growth in assessed value within the district would generate \$28 million in revenue to finance public improvements, the study concluded—without increasing anyone's property taxes.

"It appears there are no technical or legal obstacles to the feasibility of establishing an urban renewal plan," the study said.

Under urban renewal, property tax revenue resulting from the appreciation of property values within a designated area is used to finance infrastructure improvements within the district that result in new private investment, in turn generating higher property values and revenue for more improvements. After a designated time period—usually 20 years—the renewal district is dissolved.

The next step will be up to the Molalla City Council. After reviewing and discussing the study, the Council will decide whether to move forward with an urban renewal plan. In summary, the feasibility study found:

- The tentative boundaries of an urban renewal are within the acreage (25%) and assessed value limits (25%) of the City, as required by state law.
- The preliminary area proposed contains blighting conditions and underutilized properties as required by state law.
- The list of potential infrastructure improvements appears to be eligible for renewal funding.
- The duration needed to carry out plan activities is initially estimated at 20 years, and is typical of the duration usually required for newly adopted urban renewal plans.
- The potential revenue to be generated through urban renewal appears to be adequate to meet typical renewal plan objectives. Decisions on the use of resources would be made annually in the City's budget process.

### Downtown Master Plan Completed:

*"Over the next twenty years, Molalla will thrive and grow, implementing plans that represent the community's unique identity, vision, and goals. Molalla will continue to grow as a healthy, welcoming community with a thriving business district, safe pedestrian and bicycle routes and crossings. It will be a tourist destination, based on the area's natural resources and recreational opportunities. Businesses will be supported and there will be safe, identified routes for freight."*

How will Molalla will achieve its vision for the future? The answers are found in the newly completed Molalla Downtown Development & Oregon 211 Streetscape Plan.

The plan is a critical part of Molalla's ambitious planning effort which includes a complete overhaul of its development code and comprehensive plan.

The Downtown Development and Streetscape Plan will guide redevelopment of the core business district. The Plan was developed by Cogan Owens Cogan (COC), one of Oregon's leading planning consultants.

The City of Molalla, the Oregon Department of Transportation (ODOT), and the Department of Land Conservation and Development (DLCD) guided the work of the consulting team throughout the process, assisted by a 10-member citizens task force consisting members of the City Council, Planning Commission, Team for Economic Action in Molalla (TEAM), Chamber of Commerce, city residents, business and property owners. Altogether more than 145 citizens were directly involved in the planning effort.



Downtown Task Force Meeting

## City of Molalla & TEAM Projects (*continued*)

While even a summary of the extensive plan is outside the scope of this report, here are some of the key concepts:

- Strengthen the existing Central Business District (CBD) by overlaying a fine-grained transportation network.
- Existing access-ways and new local streets would provide enhanced connectivity, increasing pedestrian mobility and providing an orderly framework for future development.
- Residential uses would be allowed within the CBD, but ground floors would have a commercial use requirement. All new development would be held to rigorous design and development standards to ensure that setbacks, the location of parking, landscaping,

and architectural details work together to form an attractive and pedestrian-friendly downtown core that would establish a “clear identity” for Downtown while recognizing the City’s “small-town atmosphere” and preserving and enhancing its unique, historic quality.

- To the east of the CBD (along Main and on the former industrial site north of Main) would be a general commercial zone that would encourage offices, groceries, and larger format retailers to locate closer to the City’s historic commercial core.
- Development and streetscape standards in this area would be pedestrian-friendly.
- These commercial zones would be surrounded primarily by higher-density residential uses.



## Design Committee

*by: Mitch Magenheimer, Committee Chair*

TEAM’s Design Committee achieved great successes in 2007; some of the Committee projects include:

**Building Improvements Revolving Loan Fund:** We started out the year with \$33,000 in funds to loan out to business and property owners for improvements, rehabilitation to their commercial property. To fund this revolving loan program, TEAM received an Oregon Housing & Community Services Small Community Incentives Funds grant of \$25,000 matched with \$8,000 from TEAM. By November of 2007, we had made seven loans and contracted to complete six façade renderings in order to spark investment and revitalization in downtown. Loans were used to complete several projects from exterior façade enhancement, awning repair, roofing, and more. Loan Recipients included:

- Clinkscales—421 E. Main Street
- Sonlight Vital Foods—123 Robbins Street
- Denise Duede—123 N. Molalla Avenue
- Pacific Star Properties—118 S. Molalla Avenue
- Sheila Howe, Molalla Tax Service—219 E. Main Street
- Wayne Dillinger—1320 Toliver Road
- Eric Breck, Molalla Landscape Supply—812 E. Main Street

**Free Paint Program:** We distributed 80% of the free paint (nearly 120 gallons) TEAM had available. There remains approximately 25 gallons available. This recycled paint makes a great primer.

**Gateway Sign:** The Design Committee worked more than a year on developing a concept for gateway signage that represents



Molalla. Once the concept was developed, the Committee presented it to the City Council, Planning Commission and other local groups to obtain their feedback. Once the project was ready to proceed, TEAM hired Ray Sparre of *Signs by Ray* to design, construct, and install the “Welcome to Molalla” gateway sign at the intersection of Highway 211 and 213. The sign was funded by TEAM and Clackamas County Tourism Development Council. Thanks also go to Gramor for allowing the installation of the sign on their property.

**2008 Plans:** Some of the projects we have identified for 2008 include:

- Installation of two industrial park signs at the Toliver Road Industrial Park and the Four Corners Industrial Park.
- Re-instating the Hanging Flower Basket Project
- Continuing to promote the Building Improvements Revolving Loan program

**Design Committee Meetings:** 4th Monday each month—3:30 p.m. @ BJ’s Coffee House.

# TEAM FOR ECONOMIC ACTION IN MOLALLA

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## TEAM MISSION STATEMENT:

*To build and maintain strong, diverse business districts; to create and retain living wage jobs; and to promote Molalla as rewarding place to work, live and shop.*

## VISION:

- *Retain existing businesses.*
- *Assist existing businesses to expand in Molalla.*
- *Recruit new businesses to Molalla.*
- *Focus on existing County/Molalla area clusters.*

## GOALS:

- *Promote Molalla's livability and competitive advantages as a business location.*
- *Cultivate and attract private investment.*
- *Foster development and redevelop of Molalla's downtown and commercial districts.*
- *Identify and connect with economic development partners.*

## TEAM Board of Directors

Our current Board of Directors is comprised of local business and property owners and community leaders:

**Ed Stafford, Windermere Realty**

President

**Beth Smith, Portland General Electric**

Vice President

**Mitch Magenheimer, ????**

Secretary

**Steve Loutzenhiser, Molalla Communications Company**

Treasurer

**Jim Taylor, Champion Raceways**

Board Member

**Catherine Reidy, West Coast Bank**

Board Member

**Bill Avison, Avison Rock Quarry**

Board Member

**John Atkins, City of Molalla**

Board Member

**Pattie Smith, Property Owner**

Board Member

**Gary Deardorff, Doubletree Properties**

Board Member

**Jamie Johnk, Clackamas County**

Board Member

**Sheri Kelly, Molalla Area Chamber of Commerce**

Ex-Officio Board Member

**Shane Potter, City of Molalla**

Ex-Officio Board Member

**The TEAM Board of Directors meets the 2nd Tuesday of each month—3:00 p.m. @ Molalla Communications Conference Room (211 Robbins St.)**

TEAM

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