

# Team for Economic Action in Molalla



## Goals and Objectives

Fiscal Years  
January 1, 2011 to December 31, 2015

# About TEAM

- Team for Economic Action in Molalla (TEAM) was established in 2002, and is a 501 (c) (3) non-profit organization.
- TEAM's efforts to date have been funded through a grant from Mt. Hood Economic Alliance, support from the City of Molalla, Molalla Communications, and Clackamas County, and through the 2005-2010 Economic Improvement District (EID).
- TEAM's proposed future source of funding will be through an EID and from urban renewal.
- The TEAM Board of Directors is comprised of business and property owners and community leaders whose goal is to strengthen and develop Molalla's commercial and industrial business districts.
- TEAM serves as a clearinghouse for information on available properties and funding resources, providing technical assistance as necessary.
- TEAM is a point of contact for new and relocating businesses, for business retention and expansion opportunities, and downtown revitalization efforts.
- TEAM works with state and regional partners on business recruitment, retention, and expansion opportunities.

## Mission

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, invest, and shop.

## Vision

- Retain existing traded sector companies
- Assist existing traded sector companies to expand in Molalla
- Recruit new traded sector companies 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 redevelopment of Molalla's downtown and commercial and industrial districts
- Identify and connect with economic development partners

## Objectives

- Develop and distribute marketing materials for the purpose of commercial and industrial recruitment and development.
- Develop a business retention and expansion program.
- Assist new and existing businesses with guidance in meeting City, County and State standards and requirements.
- Build gateways on major routes into Molalla.
- Install signage to both identify and show direction to commercial areas and key public places.
- Encourage and promote property owners to improve and maintain building facades.
- Inform property/business owners of TEAM activities, goals and accomplishments through quarterly newsletter and news media.
- Maximize the funding of projects through grants.

## Committees

Since late 2009, TEAM has been working to implement the Main Street Molalla program and has organized four committees, consisting of more than 40 volunteers and growing, that will assist in fulfilling the stated goals and objectives:

- Organization Committee
- Promotion Committee
- Design Committee
- Economic Restructuring Committee

### **Organization Committee**

The main goal of the Organization Committee involves getting everyone working toward the same goal. The work of building consensus and cooperation among groups that have an important stake in the district can be eased by using the common-sense formula of a volunteer-driven program, an organizational structure of a board of directors and committees, and a financially strong organization.

Responsibilities include:

- Raising money – for projects and administration, from donations and sponsorships
- Managing volunteers – by recruiting people, supervising them, and rewarding good work
- Promoting the program – to downtown interests and the public
- Managing finances – by developing good accounting procedures

Some of the projects the Organization Committee has already undertaken include hosting regular Community/Business Summits, visiting community groups and training new volunteers, and developing strategic work plans.

### **Promotion Committee**

The purpose of the Promotion Committee is to sell the image and promise of Main Street to all prospects and market Molalla as the place to go for shopping, working, and operating a business. By marketing the district's unique characteristics to shoppers, investors, and visitors, an effective promotional strategy forges a positive image through advertising, retail promotional activity, and special events carried out by local volunteers.

Responsibilities include:

- Understanding the changing market – both potential shoppers and “competition”
- Identifying downtown assets – including people, buildings, heritage, and institutions
- Defining Main Street's market niche – its unique “position” in the marketplace
- Creating new image campaigns, retail promotions, and special events – to lure people back downtown

The Promotion Committee has developed a Main Street Molalla logo and is working on a website to promote local events and activities. The Committee is working with existing events such as Spring Fling, the Buckaroo Rodeo, Fourth of July Parade, Celebrate Molalla Day, and others to promote local businesses and generate activity in the business districts. The Committee has also implemented the Second Friday event and developed the 3/50 Project buy local campaign.

### **Design Committee**

The Design Committee works to enhance the visual quality of downtown through attention to all elements of the physical environment. An inviting atmosphere, created through window displays, parking areas, signs, sidewalks, street lights, landscaping, and the buildings themselves, conveys a visual message of what Main Street is and what it has to offer.

Responsibilities include:

- Educating others about good design – enhancing the image of each business as well as that of the district
- Providing good design advice – encouraging quality improvements to private properties and public spaces
- Planning Main Street's development – guiding future growth and shaping regulations
- Motivating others to make changes – creating incentives and targeting key projects

The Design Committee has already completed several projects including the installation of the gateway sign at Highway 213 and 211, development of the flower basket program, development and administration of the Building Improvement Revolving Loan fund for storefront improvements, installation of garbage cans in the central business district, window displays in vacant windows, and pop-up art galleries in partnership with the Molalla Arts Commission.

Currently underway is development of a second gateway sign at Highway 213 and Molalla Avenue. The committee has started developing a plan for directional signage in the central business district and has been working with business and property owners to implement energy saving techniques through Clackamas County's Energy Efficiency on Main Street program. The Committee will also be instrumental in developing a vision plan for the downtown.

### **Economic Restructuring Committee**

The Economic Restructuring Committee strengthens the existing economic assets of the business district while diversifying its economic base. By helping existing businesses expand and recruiting new ones to respond to today's market, Main Street programs help convert unused space into productive property and sharpen the competitiveness of business enterprises.

Responsibilities include:

- Learning about the district's current economic condition and identifying opportunities for market growth
- Strengthening existing businesses and recruiting new ones
- Finding new economic uses for traditional Main Street buildings
- Developing financial incentives and capital for building rehabilitations and business development
- Monitoring the economic performance of the district

The Committee has already completed a market analysis that included more than 350 shopper surveys and 75 business owner surveys. A property inventory has been developed along with business recruitment materials. The Committee is currently working with existing businesses to help fill gaps identified through the surveys and market analysis as well as researching potential new, complementary businesses.

## Proposed Annual Budget

<b>INCOME:</b>		
	EID Income	\$75,000
	City of Molalla	1,200
	Interest Income	50
	LESS: % Discounted at 10% (40%)	(3,000)
	LESS: % Uncollected EID (2%)	(1,500)
<b>Total Income</b>		<b>71,750</b>
<b>OPERATING EXPENSES:</b>		
	Labor Costs	52,000
	Telephone/Internet/Fax	900
	Liability Insurance	1,650
	Copying and Postage	500
	Dues and Subscriptions	100
	Travel Expenses	500
	Contingencies	200
<b>Total Operating Expenses</b>		<b>55,850</b>
<b>COMMITTEE EXPENSE:</b>		
	Organization Committee	1,710
	Promotion Committee	2,600
	Design Committee	9,640
	Economic Restructuring Committee	1,950
<b>Total Committee Expenses</b>		<b>15,900</b>
<b>Total Expenses</b>		<b>71,750</b>
<b>BUDGET CARRYOVER</b>		<b>0</b>
<b>IN-KIND/DONATED EXPENSES:</b>		
	Rent and Utilities	6,000
	Office Supplies and Copying	5,000
	Website	600

Additional funding sources may be derived from grants for special projects.

# What Have We Accomplished to Date?

TEAM's mission is to build and maintain strong, diverse business districts; create and retain living wage jobs; and promote Molalla as a rewarding place to work, live, invest, and shop.

## **Built and maintained strong, diverse business districts:**

- Conducted a retail market analysis with business and property owner surveys to determine needs and issues
- Reviewed the Comprehensive Plan and Development Code and advocated for business
- Commissioned a System Development Charge (SDC) comparison study
- Funded a Lodging Feasibility Analysis
- Developed a Building Improvement Revolving Loan Fund
- Participated in development of the Urban Renewal Plan
- Supported a Reconnaissance Level Historic Survey
- Fielded numerous calls and referrals for prospective retail and industrial businesses and provided information on available properties, funding resources, and additional information on operating a business in Molalla
- Served as a facilitator between the City and industrial property owners at OR 213/211 in group annexation
- Wrote an ODOT Transportation Growth Management (TGM) Downtown grant resulting in \$97,500 for the City to complete the Downtown and Highway 211 Streetscape Master Plan

## **Created and retained living wage jobs:**

- Coordinated infrastructure development of the Four Corners Industrial Park with more than 40 retained jobs and the creation of nearly 60 new jobs
- Recruited Savannah Pacific bringing 30 new jobs to Molalla
- Assisted new manufacturing business in obtaining a low-interest loan from the Mt. Hood Economic Alliance to create up to 30 new manufacturing jobs
- Worked with an existing manufacturing business on expansion, which resulted in retaining 34 jobs and creating an more than 10 new ones
- Brought industrial business representatives and property owners together
- Hosted a job fair
- Assisted with certification of the state-certified industrial site
- Encouraged development efforts of the Floragon site
- Established an Enterprise Zone

## **Promoted Molalla as a rewarding place to live, work, invest, and shop:**

- Implemented the flower basket program
- Purchased trash cans
- Installed a gateway sign at Highway 211/213
- Developed a shop local campaign
- Published a quarterly newsletter
- Hosted business and community summits
- Hosted a Saturday Market
- Initiated the Main Street Molalla program