

## Harrisburg City Council Minutes May 13, 2025

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Mayor: Robert Duncan, Absent (Excused)  
Council President: Mike Caughey, Absent (Excused)  
Councilors Present: Kimberly Downey (Via Phone), Randy Klemm, Cindy Knox, Dana Henry and Youth Advisor Nolan Malpass  
Councilors Absent: Charlotte Thomas (Excused)  
Staff Present: City Administrator Michele Eldridge, Public Works Director Chuck Scholz, Finance Director/Deputy City Recorder Cathy Nelson and City Recorder/Municipal Court Administrator Lori Ross  
Meeting Location: Harrisburg Municipal Center Located at 354 Smith St

The Pledge of Allegiance was led by Pro-Tem Council President, Randy Klemm

**CALL TO ORDER AND ROLL CALL** by Pro-Tem Council President Randy Klemm at the hour of 6:34pm

**CONCERNED CITIZEN(S) IN THE AUDIENCE:** All in attendance were there for items on the agenda.

### **PUBLIC HEARING**

**THE MATTER OF HOLDING A PUBLIC HEARING AND APPROVING/ DENYING/AMENDING THE DRAFT AMENDMENT TO THE CITY OF HARRISBURG FLOOD HAZARD MANAGEMENT CODE, HMC 18.55.070 (LU 463-2025), BY APPROVING ORDINANCE NO. 1008, "AN ORDINANCE AMENDING HMC 18.55.070, AND REPEALING HMC 15.20 FLOOD DAMAGE PREVENTION."**

**Pro-Tem Chairperson Klemm read aloud the order of proceedings, and noted the procedures for continuance, and the process to keep the record open.**

**At the hour of 6:36pm, the Public Hearing was opened.**

**Klemm asked if there were any conflicts of interest or any ex-parte contacts.** No conflicts of interest, no declaration of ex-parte contact, and no rebuttal of disclosures reported.

**Klemm read aloud the criteria that were relied upon for this land use hearing and noted additional copies of the criteria near the door. He also directed the audience on how they would need to direct testimony towards the applicable criteria, and how an appeal could be made.**

**STAFF REPORT:** Eldridge informed Council there are 35 properties affected with 15 of them being owned by the City. Eldridge reminded Council that of the three choices given, they chose to adopt the amendments to the flood zone as required by FEMA (Federal Emergency Management Agency) and as provided by the DLCDD (Department of Land Conservation & Development). She added that if this requirement should change in the future, it would be easy to remove it by repealing this part of the code.

Eldridge pointed out **Addendum 1**, an acronyms and abbreviations cheat sheet and **Addendum 2**, a copy of the Harrisburg Comprehensive Codes and Policies, for Council's review. Eldridge referred to page 26 showing the blue areas affected by the riverfront including Riverfront Park, Eagle Park, the northwest corner of town including homes at the end of Territorial St, Gheen Irrigation and Knife River. She added that notices were sent out to the property owners affected and only two attended the Planning Commission meeting. Eldridge did meet with the business owners affected the most to answer any questions they had.

Eldridge highlighted the following criteria and goals:

- Only four criteria apply, and one is to make sure we following the State Comprehensive Plan Goals and added the City's Comprehensive Plan follows the same titles as the States Goals.
- Statewide Planning Goals No.5, 6, 8,12 and 15 are all met.
- Comprehensive Plan Goals No.1, 2, 5, 6, 7, 8,12 and 15 are all met.
- Goal 12; Transportation. If something is not paved, it cannot be paved in the future. There is a small portion of our street on Territorial and 1<sup>st</sup> inside the zone, that we will be allowed to perform maintenance on, but can't expand.
- Henry asked if installing the boat ramp at Eagle Park would be affected. Eldridge and Scholz stated they would need to come up with a work around which would include getting a joint permit through the Army Corps of Engineers (USACE), the Department of Environmental Quality (DEQ) and the Department of State Lands (DSL).
- Eldridge referred to page 68 showing the exemptions standards noting that she added 6.3 (i); Habitat restoration activities and page 69 showing the formula process going forward for mitigation.

Eldridge stated that two of the criteria are met and two are not applicable.

**City Council has no additional preliminary questions for staff at this time.**

**Klemm asked for public testimony, whether in favor, opposition or neutral.** None given.

**The public hearing was closed at the hour of 6:55pm.**

- Klemm read the title of Ordinance No. 1003 again for the record.
- Downey, Henry and Klemm like the idea of getting rid of this as soon as we are able to.
  - Henry motioned **“Based upon the criteria, discussion, and findings and fact in this staff report, I motion to approve Ordinance No. 1008, An Ordinance Amending HMC 18.55.070 and Repealing HMC 15.20 Flood Damage Prevention” and was seconded by Downey. The motion passed unanimously by a vote of 4-0.** (Yes: Henry, Downey, Klemm and Knox. Youth Advisor Malpass also voted in favor. No: None.)

**THE MATTER OF CONSIDERATION OF A REQUEST TO DEFER SDC PAYMENTS:** Eldridge reminded Council that Jeremy Zuidema, with Butterfly Garden Subdivision, was at the last meeting requesting a deferment of System Development Charges (SDC). Eldridge referred to Exhibit A on page 106, the materials he handed out at the last meeting and to page 115, HMC 12.35 (System Development Charges) that states SDC charges are to paid when issuing the permit. Eldridge stated delaying the payment of the SDC's would require the City to file a lien and an Ordinance to change the HMC. Other discussion included:

- It is suggested that a \$500 fee, per dwelling unit, be added to cover staff time and for placing on the lien docket.
- It wouldn't apply to a single family dwelling unit, only multiple units.
- Knox would like to keep from having so many liens and come up with a plan on the number of units it would apply to.
- Nelson confirmed with Zuidema, he was asking to defer until the certificate of occupancy is issued.
- Henry inquired about the time frame from issuance of the permit to obtain the certificate of occupancy. Zuidema responded six to nine months. Henry also inquired about if this would be a delay in funding for the City. Nelson stated that our funds are healthy enough and if we placed a lien, it would be accruing interest to compensate for the interest we would otherwise have received.
- Klemm likes filing the lien but would like it to be a trial basis and Downey agreed.
- Zuidema added that he has put in over \$400,000 of infrastructure into streets and sewer and by getting these homes moving, increases the City tax revenue. Slowing construction down, due to the SDC fees, is delaying that.
- Scholz stated the HMC is clear, and he doesn't believe we could legally make this change on a trial basis when other developers are in town currently as well. Scholz thinks it needs to be addressed by our Attorney.
- Downey doesn't want to limit this to only one builder.
- Henry suggested having it apply on a case by case basis. Scholz suggested listing the factors for the case by case basis.
- Knox would like to set a precedence for future builders and for it to apply to everyone, but not everything they were building.
- Downey would like for this to be brought back to a full Council and for the City Attorney to review.
- Zuidema would like this to apply to townhomes, two to five or six units with adjoining walls.
- ***The consensus from the City Council is to bring back to our next meeting.***

**THE MATTER OF APPROVING AN IGA WITH THE RURAL ECONOMIC ALLIANCE (REAL):**

Eldridge reviewed the staff report adding that REAL is a way for participating cities to be able to combine resources and do something they couldn't afford on their own. Eldridge informed Council that her first priority is to bring business's to Harrisburg but if we aren't able to accommodate a

request, she would refer them to another participating City to keep in our region or county. Eldridge gave the presentation as shown in **Addendum 3**.

Discussion afterwards included:

- Knox confirmed that everything accomplished so far including the website and branding has been at no cost to the City so far, except for Eldridge's time. Eldridge responded yes due to receiving grant funds.
- Henry asked what kind of support they are bringing to our business owners. Eldridge responded they are still working on brochures and promotions.
- Klemm would like to hear more concrete methodologies and how they are affecting our businesses in our community. He wants something that drives people to Harrisburg to visit our businesses and would like to see a return if the City is spending \$15,000.
- Downey felt the presentation was based on policy and structure of REAL and not success's. Downey would like to know what the ideas are and what's going to work. Eldridge stated the brochure REAL is working on will provide resources for businesses to be successful.
- Downey doesn't want to get rid of the program but suggested not allowing disbursement of the funds until REAL informs them how the funds are being used.
- Henry would like to add a contingency that Council would like a report or formal presentation at the end of the year indicating what our return investment was including stats.
- Knox felt the success indicators on page 149 was in theory and would like to have information on what they have accomplished as Henry suggested.
- Eldridge informed Council that approving this agreement doesn't mean the City will be sending funds. REAL will approach Council if they need funds and inform them what the funds will be used for.
  - Downey **motioned to authorize the Mayor to sign the IGA with member cities of Rural Economic Alliance and that all funds be approved by the City Council before disbursement and was seconded by Knox.**
- Klemm would like to make sure we see a return this time and know that REAL is having a positive impact for our community.
  - **The motioned passed unanimously by a vote of 4-0.** (Yes: Downey, Knox, Klemm and Henry. Youth Advisor Malpass also voted in favor. No: None.)

#### **THE MATTER OF APPROVING THE FINAL DRAFT OF THE 2025-2030 STRATEGIC PLAN:**

Eldridge stated the only change since the last review was the addition of Goal No. 10.

- Downey would like the removal of RAIN, which is mentioned twice on page 169 and also page 167. Eldridge to remove.
  - Downey **motioned to approve the Final Draft of the 2025-2030 Strategic Plan as amended and was seconded by Henry. The motion passed unanimously by a vote of 4-0.** (Yes: Downey, Henry, Klemm, and Knox. Youth Advisor Malpass also voted in favor. No: None.)

#### **THE MATTER OF APPROVING THE CONSENT LIST:** No discussion or concerns.

- Henry **motioned to approve the consent list and was seconded by Knox. The motion passed unanimously by a vote of 4-0.** (Yes: Henry, Knox, Downey, and Klemm. Youth Advisor Malpass also voted in favor. No: None.). **Motion to approve the consent list approved the following:**
  - **Minutes from the March 25, 2025 & April 8, 2025 City Council Meetings**

- **The Payment Approval Report for April 2025**
- **Appointment of Pat Rufo to the Library Board for a term ending June 30, 2028**
- **Out of State Travel for Chuck Scholz to attend the AWWA Expo in Denver, Colorado at a cost of \$2991**

**CITY ADMINISTRATOR VERBAL REPORT:**

- Scholz gave an update on the Water Bond Project stating the steel portion of the north tank are up but there is still lots of work needing to be done with piping, lining and sealing. The south tank has had 30% underground lines put in including the electric and they are starting the foundation for the treatment plan.
- Eldridge informed Council they are still working on the Special Public Works Fund (SPWF) loan application process for the Water Bond Project. They will be asking for an additional \$1 million to ensure we have enough funds.
- Eldridge will be offering Dan Schroeder another extension. He will be meeting with Judge Blake tomorrow at court then appearing at the next Council meeting.
- Eldridge referred to **Addendum 4**, a monthly code enforcement report showing the current activity which will be included in the consent list. She added that we have cited a resident into Court for a junk violation. Downey asked if we cite the owner of the property or the tenant. Eldridge responded we can do both.
- Eldridge informed Council the City was approached by Ziply, another broadband company based in Washington that would like to do business in Harrisburg.
- Nelson asked Council if they would allow teachers located outside the city limits to have a free library card. ***The consensus from Council was to offer teachers in our school district a library card at no cost.***

**With no further business, the City Council Meeting adjourned at the hour 8:34pm.**

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**Mayor**

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**City Recorder**

## Acronyms and Abbreviations

BiOp	Biological Opinion
CFR	Code of Federal Regulations
CLOMR	Conditional Letter of Map Revision
CRS	Community Rating System
dbh	diameter breast height
ESA	Endangered Species Act
FEMA	Federal Emergency Management Agency
LID	Low-Impact Development
LOMR	Letter of Map Revision
MHHW	Marine Higher-High Water line
NFIP	National Flood Insurance Program
NMFS	National Marine Fisheries Service
OHWM	Ordinary High Water Mark
ORS	Oregon Revised Statutes
ORSC	Oregon Residential Specialty Code
OSSC	Oregon Structural Specialty Code
RBZ	Riparian buffer zone
SFHA	Special Flood Hazard Area
TB	Technical Bulletin

BPA: REASONABLE  
 & PRACTICAL ALTERNATIVES  
 EIS ENVIRON.  
 IMPACT STATEMENT

## **GOAL 1: CITIZEN INVOLVEMENT**

*To develop a citizen involvement program which ensures the opportunity for citizens to be involved with all phases of the planning process.*

### **GOAL:**

To involve citizens in all phases of the planning process.

### **POLICIES:**

1. To develop and maintain a Citizen involvement Program that clearly defines the procedures by which the general public will be involved in the land use planning process.
2. To ensure that citizens have planning information available to them that will enable them to identify and comprehend planning issues and the implications of planning decisions.
3. To ensure that the Citizen Involvement Program complies with statutory requirements.

### **IMPLEMENTING MEASURES:**

1. The Harrisburg Planning Commission shall be the designated Committee for Citizen Involvement, the responsibilities of which shall be to:
  - a. Hold public meetings during the course of all planning action to provide citizens an opportunity to participate in all stages of the planning process.
  - b. Inform the community of planning commission meetings through:
    1. newspaper notices;
    2. articles in the newspaper or newsletters;
    3. public hearing notices posted at City Hall and the Post Office
    4. statements in utility bills
  - c. Record and file minutes and other pertinent information related to planning commission meetings. All public information will be available for public inspection at City Hall.
  - d. Encourage citizen involvement through such methods as:
    1. neighborhood groups;
    2. internal neighborhood meetings
    3. cooperation with established community organizations;
  - e. Provide the Harrisburg City Council with information and recommendations on planning related issues.
  - f. Work towards the realization of all goals and implementation of all policies within the Harrisburg Comprehensive Plan, and to periodically review, update, and maintain the Harrisburg Comprehensive Plan as a workable document for the citizens and future growth of Harrisburg.
2. Financial support for the Citizen Involvement Program will be provided through the City Budget and the Land Conservation and Development Department's (LCDC) maintenance grants, as funds are available.

## **GOAL 2: LAND USE**

*To establish a land use planning process and policy framework, as a basis for all decision and actions related to use of land and, to assure an adequate factual basis for such decisions and actions*

### **GOALS:**

To comply with the Statewide Planning Goals and assure that changes in this Plan comply with these goals.

To participate with other jurisdictions and special districts to assure appropriate land use and related issues are coordinated

To establish a policy framework and factual basis for land use decision making by establishing a land use planning process.

### **POLICIES:**

1. To revise and review the Comprehensive Plan as necessary, according to the schedule for periodic review established by the Department of Land Conservation and Development (DLCD).
2. Establish Plan review and revision procedures that include provisions for participation by citizens and affected governments and special districts.
3. To assure the Comprehensive Plan includes an adequate factual basis for decisions and actions.
4. To adopt a zoning ordinance, subdivision ordinance, and other ordinances and procedures deemed necessary to implement the Plan.
5. To ensure adequate provision of land for residential, commercial, open space, industrial and public facilities within the City.

### **IMPLEMENTING MEASURES:**

1. The City has adopted the revised 2013 Comprehensive Plan based on the recommendations of the Planning Commission, and the action of the City Council.
2. The City has adopted a zoning ordinance to implement the revised 2013 Comprehensive Plan. The City shall review all other related ordinances, including the subdivision ordinances to ensure that all such ordinances are in conformance with the revised 2013 Comprehensive Plan.
3. Capital Improvement Programs of the City shall conform to the priorities of the adopted Comprehensive Plan.
4. High density residential development not to exceed 18 units per net acre (not including right-of-ways) shall be dispersed throughout the City, including around the central commercial area and in areas with good access to collector or arterial streets.
5. Medium-density residential development, with a range of two to 12 units per net acre (not including right-of-ways), shall be located around the central commercial areas or in areas with good access to collector or arterial streets.
6. Low density residential development not to exceed six units per net acre (not including right-of-ways) shall occur mostly in the eastern areas of the city.



7. Manufactured homes shall be permitted outright in low and medium density areas, with compliance to standards in residential permitted areas.
8. There shall be a central, compact area designated for commercial use.
9. The City shall make provisions for development of neighborhood commercial centers within residential areas when they are fully compatible with residential uses
10. In designating land for industrial use, the following shall be considered:
  - a. Highway and rail access
  - b. Availability of utilities
  - c. Fire protection, and
  - d. Development limitations
11. The City shall require screening of new industries or expanding existing industries when they are abutting residential zones.
12. Future placement of permanent utilities shall be underground where feasible.
13. The City will require that landscaping be provided and maintained in future development, where appropriate, in an effort to:
  - a. Provide attractive living and working environments, and
  - b. Ensure compatibility of unlike uses.
16. The City shall require all new construction or substantial renovation (exceeding 80% of the value of the structure) of multiple family developments exceeding two units, commercial, and industrial buildings to be subject to site review that will consider, at a minimum, the location of proposed structures, off street parking and loading areas, access to public right-of-ways, landscaping, fences, and walls, provision of public facilities and utilities, and drainage.
17. An adequate level of urban services shall be provided prior to, or concurrent with all proposed residential development. Services shall include, but not be limited to:
  - a. Sanitary sewer collection and disposal lines. Adequate municipal waste treatment plant capacities must be available.
  - b. Storm sewer and drainage facilities (as required)
  - c. Streets within the development and providing access to the development, improvements to City Standards (as required).
  - d. Municipal water distribution facilities and adequate water supplies.
18. The City shall provide adequate residential, commercial, industrial and open space lands to meet the present and future needs of the community.

### **GOAL 3: AGRICULTURAL LANDS**

Goal 3 is not applicable to the City of Harrisburg because there are no lands designated for farm use within the Harrisburg Urban Growth Boundary.

### **GOAL 4: FOREST LANDS**

Goal 4 is not applicable to the City of Harrisburg because there are no lands designated for forest use within Harrisburg's Urban Growth Boundary

## **GOAL 5: OPEN SPACES AND HISTORICAL AREAS, AND NATURAL RESOURCES**

*To conserve open space and protect  
natural and scenic resources*

### **GOALS:**

Conservation and protection of, Harrisburg's open spaces, and natural, and scenic resources.

Recognition, protection, and enhancement of Harrisburg's historic resources and heritage, and, promotion of public awareness and participation in historic preservation.

### **POLICIES:**

1. Integrate the protection and enhancement of Open Space into Goal 8, Recreation.
2. Develop and maintain a current map and inventory areas of significant environmental concern including:
  - a. Floodway boundaries identified by the Federal Emergency Management Agency (FEMA)
  - b. Historic buildings and landmarks identified in the Linn County Historic Register and Harrisburg's Register of Historic Resources.
  - c. Wetlands, as identified by the National Wetlands Inventory Maps and the Local Wetlands Inventory.
  - d. Fish and wildlife in the riparian zone.
  - e. Significant riparian corridors as identified by the City's Safe Harbor Ordinance and boundary map.
3. Promote the development of recreational trails and interpretive opportunities along the Willamette River consistent with Harrisburg's Park and Recreation Master Plan and Heritage River Guidelines.
4. Encourage Willamette River enhancement programs through coordination between civic, school, and natural resource agencies.
5. Preserve the scenic qualities of the Willamette River.
6. Identify unique historic landmarks in Harrisburg and when appropriate seek inclusion in the Harrisburg Register of Historic Resources.
7. Encourage restoration and renovation of historic properties throughout the city and preserve the historic integrity of the community.

### **IMPLEMENTING MEASURES:**

1. The City shall protect and provide for the historical heritage of the City of Harrisburg by protecting structures identified in the Harrisburg's Register of Historic Resources and downtown Historic Overlay Zone. The City shall:
  - a. Encourage the continued operation and improvement of the historical museum
  - b. Promote incentives, such as appropriate building code exemptions, to encourage historic preservation efforts throughout the community.

- c. Adopt design standards for use by the Planning Commission to ensure that appropriate infill takes place in historic districts.
  - d. Protect historic resources from conflicting uses through implementation of alteration and demolition review procedures established in the Harrisburg Zoning Ordinance.
- 2. The Harrisburg Register of Historic Resources is the official City list of significant historic resources, which warrant protection. The Historic Resources Provisions of the Harrisburg Comprehensive Plan establish the Harrisburg Register of Historic Resources. (See Appendix B). The City shall keep the local historic inventory current.
- 3. The City of Harrisburg shall protect natural scenic resources by encouraging the conservation of significant riparian areas, open space, fish and wildlife habitat, and recreation trails. These resources shall be protected to the maximum extent feasible as set forth in the City's Safe Harbor Ordinance.
- 4. Prepare development and landscape standards for areas of significant environmental concerns. The City shall:
  - a. Maintain an inventory and map related to these sites which delineate their boundaries and other pertinent data relating to the resource.
  - b. Review development proposals to minimize negative impacts on the resource. Procedures shall be designed to mitigate any lost values to the greatest extent possible.
- 5. The City shall designate and map additional areas having special public value, and of significant environmental concern in terms of one or more of the following:
  - a. Economic value, e.g. tourist attraction, agricultural business, job retention;
  - b. Recreation value, e.g. rivers, streams, trails, wetlands, play fields;
  - c. Historic values, e.g. buildings, sites or landmarks;
  - d. Public safety, e.g. municipal water supply storage or watersheds, flood plains, and stream bank erosion areas;
  - e. Scenic value, e.g. areas valued for their special character or specific natural features;
  - f. Archeological value, e.g. areas valued for their historical, scientific and cultural value.
- 6. Require that legislative and quasi-judicial action affecting areas of significant environmental concern meet all applicable local, state, and federal regulations.

## **GOAL 6: AIR, WATER, AND LAND RESOURCES QUALITY**

*To maintain and improve the quality of the air,  
Water, and land resources of the state*

### **GOAL:**

The City of Harrisburg, recognizing that the health, safety, welfare, and quality of life of its citizens may be adversely affected by air, water and noise pollution, supports efforts to improve air and water quality and to reduce noise levels.

### **POLICIES:**

1. Maintain healthful ground and surface water resources, to prevent contamination of drinking water.
2. Ensure that all State and Federal regulations for air, water and noise quality are met.
3. Participate in state and regional plans and programs to reduce pollution levels.

### **IMPLEMENTATION MEASURES:**

1. Cooperate in the development and implementation of regional efforts to maintain and improve air, water and noise quality.
2. The City shall require the separation and buffering of industrial noise sources from residential areas, when feasible through such methods as setbacks and buffers.
3. The City will enforce its environmental standards and will recognize all applicable environmental quality standards and regulations of Linn County the Oregon Department of Environmental Quality, and the U.S. Environmental Protection Agency.
4. Adopt policies to encourage public sewer extensions into areas served by private septic systems.
5. Limit noxious air emissions that create a public nuisance and have a negative effect on livability in the community.
6. Establish and implement a mechanism to receive and report complaints regarding the quality of air, water and noise pollution.
7. The City shall develop the City's water supply to provide adequate amounts of clean, safe water to meet the City's future needs.
8. The City shall protect the sensitive groundwater area underlying Harrisburg. The City will coordinate with and support DEQ's effort to ensure that uses such as underground storage tanks, septic systems and land use practices are done in such a way as to protect this sensitive aquifer.
9. The City shall protect soils from excessive erosion by ensuring adequate erosion control measures by developers.
10. The City shall encourage development of renewable energy resources, such as solar power and low-head hydropower for individual, neighborhood, or community use through innovative zoning and tax incentives.

## **GOAL 7: NATURAL HAZARDS**

*To protect life and property from  
natural disasters and hazards.*

### **GOAL:**

To protect life and property from natural disasters and hazards

### **POLICIES:**

1. The City shall continue to participate in the FEMA Flood Insurance Program.
2. The City shall coordinate with the County to maintain a disaster relief and evacuation plan.
3. The City shall identify and map areas with development limitations.
4. Land identified as having development limitations shall be required to incorporate hazard mitigation design and techniques set forth in zoning ordinances prior to issuing a development permit.

### **IMPLEMENTATION MEASURES:**

1. A flood damage prevention section shall be maintained as part of the City's implementing ordinances to regulate the use of land identified as having development limitations as set forth in the development limitations map.
2. The implementing ordinances shall include provisions that may require an evaluation of the property to determine the need to incorporate design and construction techniques to reduce the hazard potential to life and property prior to the issuance of a building permit.
3. The City will continue to seek funding to implement the Kesling Street Surface Drainage Project.

## **GOAL 8: PARKS AND RECREATION FACILITIES**

*To satisfy the recreational needs of the citizens of the state and visitors and, where appropriate, to provide for the siting of necessary recreational facilities including destination resorts.*

### **GOALS:**

To acquire, develop and maintain parks and recreational opportunities and open spaces, for the use and enjoyment of Harrisburg's residents and visitors.

To provide for recreation needs through joint use of schools and other public facilities, private facilities, and other means, and by requiring park dedication or contribution as part of the development process.

### **OBJECTIVES:**

1. To maintain and enhance the unique character of Harrisburg's recreational resources.
2. To promote the preservation of open space in suitable areas within the City of Harrisburg and the Urban Growth Area.
3. To equitably spread the costs of maintaining and developing recreational opportunities in Harrisburg.
4. To encourage implementation and maintenance of the trails and interpretive area north of the boat ramp that is in public ownership.
5. To ensure that river front recreation be resource-based and not degrade river front resources.
6. To promote coordination and consistency with other policies and programs to assure availability of grants for continued river front enhancement projects.
7. The *Harrisburg Parks Master Plan* (August 2004) will serve as the guiding document for park acquisition and development.
8. Harrisburg's Master Bike Plan shall guide the city's efforts to develop future bikeways.
9. Each new subdivision shall provide recreation areas or an assessment to be retained in the Parks Development Fund and to be used toward neighborhood recreation development. Expenditures of the park development funds will be consistent with the City's Capital Improvement Plan.
10. The City will continue to work with residents and community groups to identify recreation needs, location of future park properties, to develop neighborhood parks, and to identify uses for undeveloped or underdeveloped park lands.

### **IMPLEMENTATION MEASURES:**

1. The City shall continue acquisition and development of parks and open space to meet the needs of residents as documented in Harrisburg's Parks Master Plan.
  - The City shall take action to include approximately 18 acres of the Knife River site south of town in the UGB for use as a community or regional park. The City plans to develop a park with urban amenities on the portion of the park within the UGB. These amenities may include: restrooms, parking lots, sports fields, picnic tables and shelter, playground equipment, and lights.

- The City shall prepare a master plan for the Knife River park site that details the types of activities, facilities and uses for the park. The master plan shall include a capital improvements plan that outlines anticipated costs, dates, and funding sources of proposed improvements.
2. The City shall encourage dedication of right-of-ways/easements necessary for trail development by those developing property along the Willamette River
  3. The City shall coordinate with lead agencies to provide public access to the Willamette River and in trail development and facilities.
  4. The City shall coordinate with the City's Transportation System Plan to add emphasis on development of bike routes as connections to the Riverfront Trail and to ensure alternative transportation or multi-purpose use of trail systems wherever possible.
  5. The City shall encourage developers to set aside park lands/open spaces through flexible zoning techniques such as cluster zoning which permits building of houses on smaller lots provided the space saved is dedicated for community purposes.



## GOAL 9: ECONOMICS

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

### GOALS:

Diversify the economic base of the community.  
Encourage the growth of existing employers and attract new employers to Harrisburg that complement the existing business community.  
Promote the health of its economy by encouraging economic development that is compatible with the City's infrastructure, service provision capabilities, environment and the community's standards for quality of life.  
Implement the strategies in the Harrisburg Downtown Business Development and Marketing Plan.  
Support the maintenance and enhancement of the Harrisburg Historic District.  
Encourage the development and redevelopment of the commercial downtown core as an alternative to commercial sprawl.  
Provide for tourism related employment as an important part of the economic diversification effort.

### POLICIES:

1. Provide appropriately designated vacant buildable land in adequate quantities to meet the forecasted needs of Harrisburg according to the Harrisburg *Urbanization Study*, March 2013.
2. Plan and make public investments to meet the future demands of industrial, commercial and residential growth in Harrisburg.
3. Encourage and support development of the communications infrastructure to attract high tech business and industry.
4. Encourage tourism activities through the promotion of recreational /historic sites and tourist related businesses.
5. Encourage start up and growth of small to medium sized businesses providing family wage jobs.
6. Encourage investment in the Downtown Commercial Core, and support project activities in the Historic District.
7. Plan appealing people friendly streetscapes that make shopping downtown an enjoyable experience and accommodate public gathering for both residents and visitors.
8. Encourage cooperation between public and private sectors to support economic growth.
9. Preserve prime industrial land on sites larger than 20 acres for future industrial uses.

### IMPLEMENTING MEASURES:

1. The Downtown Commercial Core:
  - a. Improve the visual appearance of the downtown by encouraging street trees, furniture, murals, historic facades when public and private development and or redevelopment is undertaken.

- b. Conserve historically significant places and properties as listed in the Harrisburg's Historic Register and aid in the rehabilitation of buildings and properties, particularly in the Downtown Historic District.
  - c. Work with the Linn County Tourism Coalition, State Tourism, The Heritage River Program and Historical Society to link tourism, riverfront development and downtown revitalization efforts on a regional level as well as at the local level.
  - d. Work with the Harrisburg Area Museum Board of Directors to link and promote the museum to the historic downtown/riverfront area and with regional tourism efforts.
  - e. Construct or improve infrastructure as needed.
  - f. Provide an adequate amount of appropriately located off street parking
2. Highway 99E commercial district
- a. Provide for highway commercial developments in areas along highway 99E where this is the predominant land use.
  - b. Improve the visual appearance by encouraging street trees, furniture, murals, and historic facades when public and private development and or redevelopment is undertaken.
  - c. Construct or improve infrastructure as needed; plan and coordinate improvement projects with the Oregon Department of Transportation (ODOT).
3. 6<sup>th</sup> and LaSalle Streets commercial district
- a. Encourage the use of the southwest corner of this intersection as a grocery store and other retail.
  - b. As development is suggested, prepare an access plan to limit the number of access points from the private property to the public street.
  - c. As development is suggested, consider extending a private street to the west from South 6<sup>th</sup> Street, in line with Sommerville Loop, and require landscaping that will serve as a buffer between the commercial use and the manufacturing use.
4. Industrial areas
- a. Provide for industrial development located with good access to I-5, arterial streets; rail facilities; and fire protection.
  - b. Construct or improve infrastructure as needed.
  - c. Require all new industrial development to pay an equitable share of the cost of required capital improvements.

## GOAL 10: HOUSING

*Provide for the housing needs of citizens of the state*

### GOALS:

To meet the housing needs of the community by providing choice in the type, density and cost of housing

Provide and maintain adequate public facilities in all parts of the community and promote a logical and orderly development of those facilities. Require new housing developments to pay an equitable share of the cost of required capital improvements.

Promote the efficient use of vacant land by encouraging in-fill development which is sensitive to existing neighborhoods, and by encouraging new development which achieves the density allowed by the comprehensive plan.

Strengthen existing, and promote new neighborhood centers as focal points for neighborhood services.

### POLICIES:

1. The City shall work with the community, private industry, and other local governmental units and the appropriate state and federal agencies in developing an adequate number of housing units at a price commensurate with their ability to pay.
2. Housing shall be made available in a variety of prices and designs so as to meet the housing needs of a diverse community, including housing for persons of different income levels and ages.
3. The City shall encourage upgrading of deteriorating housing stock through urban renewal programs and enforcing nuisance and hazard ordinances.
4. High-density residential development, not to exceed 18 units per net acre (not including right-of-ways), shall be dispersed throughout the city including around the central commercial areas or in areas with good access to collector or arterial streets.
5. Medium-density residential development, with a range of two to 12 units per net acre (not including right-of-ways), shall be dispersed throughout the city including around the central commercial areas or in areas with good access to collector or arterial streets.
6. Low-density residential development, not to exceed six units per net acre (not including right-of-ways), shall occur mostly in the eastern areas of the city.
7. Target ratios by Plan Designation are: 61 % Low-Density Residential, 26% Medium-Density Residential, and 14% High-Density Residential.
8. Residential development shall occur, to the greatest extent possible, on designated buildable lands free from flood hazard, severe soil limitations or other natural or man-made hazards.
9. Residential development shall coincide with the provision of adequate streets, water and sanitary sewerage and storm drainage facilities. These facilities shall be:
  - a. capable of adequately serving all intervening properties as well as the proposed development and,
  - b. designed to meet City standards.
10. Areas for location of residential manufactured housing on individual lots shall be provided.

11. The city shall encourage programs that provide assistance or incentives for energy conservation adjustments on existing housing.
12. The City shall consider alternative residential design techniques and will amend the zoning ordinance to provide for those techniques that the City views as being beneficial to the community. Design techniques that could be beneficial to the community are those that would provide:
  - a. Methods to reduce the cost of housing;
  - b. Greater housing choice;
  - c. Efficient land use;
  - d. Efficient energy use

## **IMPLEMENTING MEASURES:**

1. Low density residential:
  - a. Single family residential shall be in areas designated Low Density Residential on the Comprehensive Plan map.
  - b. Adequate water and sanitation will be available without exception
2. Medium density residential:
  - a. Medium density zones shall be in those areas designated Medium Density Residential on the Comprehensive Plan map, and shall be allowed consistent with the residential land needs analysis.
  - b. Medium Density Residential shall be located along or near arterial or collector streets to improve transportation flow and options.
  - c. Adequate sanitary sewer, storm sewer, and water lines shall be available without exception.
  - d. Street access to the property shall provide entrance for emergency vehicles.
  - e. Landscaping shall be required and maintained for multi-family structures.
3. High density residential:
  - a. High density zones shall be in those areas designated High Density Residential on the Comprehensive Plan map, and shall be allowed consistent with the residential land needs analysis.
  - b. Access to arterial or collector streets shall be directly available.
  - c. Adequate sanitary sewer, storm sewer, and water lines shall be available without exception.
  - d. Street access to the property shall provide entrance for emergency vehicles.
  - e. Landscaping shall be required and maintained for multi-family structures.
4. Manufactured Home Parks:
  - a. Manufactured home parks shall be located in areas with arterial or collector street access.
  - b. Manufactured home parks shall have sanitary sewers, adequate water (including fire fighting capacity) and storm sewers.
  - c. Manufactured home parks shall be subject to the conditions set forth in the City Ordinance addressing the same.
  - d. Landscaping shall be required and maintained for mobile home parks.
5. 4. Neighborhood Commercial:

- a. A neighborhood commercial zone shall be established at those areas designated NC on the Land Use Plan Map. New neighborhood centers may be identified, and shall apply to parcels proximate to a neighborhood focal point, such as an intersection, with no specific area or size limitations provided that the boundaries of the center are located generally along alleys or mid-block.
  - b. Development standards for NC overlay zone shall be prepared. The overlay zone shall be applied to underlying residential zones.
  - c. Neighborhood Centers are intended to rely primarily on pedestrian traffic, thereby reducing automobile strips and related off-street parking where feasible and alleviating conversion of front lawns to parking lots. Rear access parking will be encouraged. Streetscape qualities shall be enhanced through the use of pedestrian spaces with benches and street trees for shade.
6. 5. Cluster Zoning:  
The City shall provide for more flexible zoning in residential areas by allowing developers to build homes on smaller lots as long as the space saved is dedicated to community purposes. Cluster zoning reduces development costs while preserving valuable neighborhood open space for parks and community/neighborhood functions.

## **GOAL 11: PUBLIC FACILITIES AND SERVICES**

*To plan and develop a timely, orderly and efficient arrangement of public facilities and services to serve as a framework for urban and rural development.*

### **GOAL:**

To plan and develop a timely, orderly, and efficient arrangement of public facilities and services to serve as a framework for urban development.

To support public facility extensions when new development provides its own financing. The cost of new growth should, to the extent possible, be borne by the new growth itself.

### **POLICIES:**

1. Encourage the development of public and private facilities that meet the community's economic, social, cultural, health, and educational needs.
2. Require all future urban level development to be served by public sanitary sewer and water.
3. The City shall provide or require public facilities and services in advance of, or concurrent with development. Within the Urban Growth Boundary, the City shall encourage Linn County to provide or require public facilities and services in advance of or concurrent with development, consistent with the Harrisburg-Linn County Urbanizable Area Agreement.
4. Public facilities and services shall be provided to permit the development of an adequate housing supply.
5. High quality water supply and distribution systems shall be maintained to meet current and future domestic, commercial and industrial needs.
6. Future streets shall be planned in a manner that will ensure City water mains can be looped so that adequate water pressure can be provided in all parts of the city.
7. School boards shall submit proposals for school sites and school facilities to the Planning Commission for review and comment.
8. Provide adequate fire and police protection in keeping with population growth.
9. Promote the health and well-being of the residents of the City by encouraging an adequate program for solid waste disposal.
10. Encourage programs to provide recycling services.

### **IMPLEMENTING MEASURES:**

1. The City shall develop a Capital Improvements Plan to outline the phasing and development of public facilities. The Capital Improvements Plan will be consistent with the City's Water System Master Plan; Transportation System Plan; Surface Drainage Plan; and Parks Master Plan.
2. The availability of necessary public facilities and services shall be incorporated as a consideration in the review of subdivision and zoning ordinance applications and annexation requests.

## **GOAL 12: TRANSPORTATION**

*To provide and encourage a safe, convenient and economic transportation system.*

### **GOALS:**

To provide and encourage a safe, convenient and economic transportation system

### **POLICIES:**

1. Encourage transportation services for senior citizens and other transportation disadvantaged.
2. Encourage the development of a system of sidewalks and bike paths linking major areas of the City.
3. Continue to seek funding to implement Harrisburg's Bicycle Master Plan.
4. Participate in regional and statewide transportation planning in order to ensure access to all modes of transportation for the citizens of Harrisburg.
5. Encourage alternative truck routes for industry, agricultural business and commercial traffic.
6. To eliminate potentially hazardous situations and facilitate pedestrian access to the downtown commercial district, the City shall encourage the State Department of Transportation to:
  - a. Approve a four way stop or stop light at the intersection of 3<sup>rd</sup> Street (highway 99E) and Smith Street; and
  - b. Evaluate all speed zones in the city.
7. The City shall encourage Linn County to upgrade all County roads within the city limits and Urban Growth Boundary, to city standards for curbs, gutters, streets, and sidewalks.
8. Provide an adequate system of arterial and collector streets to provide for the needs of the residential, commercial and industrial areas of the community shall be maintained.
9. The City will encourage the Oregon Department of Transportation (ODOT) to construct a bikeway from Harrisburg to Junction City.
10. The City's Transportation System Plan shall serve as the city's transportation planning document and the prioritized capital improvement projects therein shall be reflected in the City's Capital Improvement Plan.

### **IMPLEMENTING MEASURES:**

1. Implementation of the Transportation System Plan, including recommendations of Best Management Practices.
2. A convenient and economic system of transportation shall be encouraged, to provide for needy senior citizens and the transportation disadvantaged.
3. Implementing ordinances shall consider the following community desires:
  - a. Safer and more clearly defined access to downtown at Smith Street and Highway 99E
  - b. Mixed use areas should be promoted to allow employment and shopping opportunities in residential areas, thereby reducing vehicular trips.

- c. Pedestrian and bicycle needs should be considered in all public and private development and redevelopment.
- d. Street widths should be flexible based on traffic demands of the project area.

Addendum 2



## **GOAL 13: ENERGY CONSERVATION**

*To conserve energy*

### **GOALS:**

To conserve energy in existing and proposed community development

### **POLICIES:**

1. Actively assist and encourage the development of alternative sources of energy.
2. Encourage conservation techniques for all new industrial, commercial, single and multi-family developments and encourage site planning, landscaping and construction, which support solar energy use and conservation.
3. Promote weatherization programs.
4. Promote super good cents housing concepts.
5. Encourage recycling and conservation efforts.
6. Encourage renewal and conservation of existing neighborhoods and buildings. Promote mixed use zoning areas that provide for close relationships among developments for living, working, shopping and recreation. Encourage infilling of passed over vacant land.

### **IMPLEMENTING MEASURES:**

1. Research appropriate standards to protect the availability of sunlight and wind as energy sources.
2. Information will be made available concerning local conservation programs.
3. The City should make available information about the appropriate tax benefits of, and the availability and location of buildable lands in the urban growth area.

## GOAL 14: URBANIZATION

*To provide for an orderly and efficient transition from rural to urban land use.*

### GOALS:

- To provide for an orderly and efficient transition from rural to urban land use.
- To provide enough land in appropriate types and locations for the anticipated growth needs of the City of Harrisburg as set forth in the *Harrisburg Urbanization Study* (June 2013).
- To coordinate with Linn County in order to manage the urban growth boundary and the conversion of land within the boundary for urban uses.
- To encourage development in areas already served by major public facilities before extending services to areas not served.
- To provide for the orderly and efficient provision of public facilities and services.

### POLICIES:

1. Establishment and change of the Urban Growth Boundary shall be based upon the following considerations:
  - a) Land Need: Establishment and change of urban growth boundaries shall be based on the following:
    - i) Demonstrated need to accommodate long range urban population, consistent with a 20-year population forecast coordinated with affected local governments; and
    - ii) Demonstrated need for housing, employment opportunities, livability or uses such as public facilities, streets and roads, schools, parks or open space.
  - b) Boundary Location: The location of the urban growth boundary and changes to the boundary shall be determined by evaluating alternative boundary locations consistent with ORS 197.298 and with consideration of the following factors:
    - i) Efficient accommodation of identified land needs;
    - ii) Orderly and economic provision of public facilities and services;
    - iii) Comparative environmental, energy, economic and social consequences; and
    - iv) Compatibility of the proposed urban uses with nearby agricultural and forest activities occurring on farm and forest land outside the UGB.
2. Encourage the orderly annexation of land within the Urban Growth Boundary to the City of Harrisburg.
  - a. Adequate public utilities shall be planned or provided for, per local and State Statutes, to service an area when annexation is considered. This includes but is not limited to, storm sewer, sanitary sewer and water service.
  - b. Public facilities such as roads, street lights, parks, and fire hydrants may be required for development of the area in question and shall be subject to review prior to annexation.
  - c. Upon annexation, an official plat of the parcel(s) in question shall be filed if such a document does not exist. Any plat shall be subject to review by the Planning Director/Administrator, the Planning Commission and the City Council as set forth in the Subdivision Ordinance.

3. Conversion of urbanizable land to urban land uses shall be based on consideration of:
  - a. Orderly, economic provisions for public facilities and services;
  - b. Availability of sufficient land for the various uses to enhance choices in the market place;
  - c. Encouragement of development within urban areas before conversion of urbanizable areas;
  - d. LCDC goals
4. Zoning of newly annexed areas shall comply with the Comprehensive Plan Land Use Map and Development Guidelines.
5. Sewer and water services shall not be extended outside of the City Limits except under unusual circumstances. A finding that unusual circumstances exist shall be related to both of the following:
  - a. a public health need or the future viability of an existing industry; and
  - b. a determination that the provision of sanitary sewers or domestic water supply is vital to the operation of a particular use.

## **GOAL 15: WILLAMETTE GREENWAY**

*To protect, enhance and maintain the natural, scenic, historical, agricultural, economic and recreational qualities of lands along the Willamette River as the Willamette River Greenway.*

### **GOALS:**

To protect, conserve, enhance, and maintain the natural, scenic, historical, agricultural, economic, and recreation qualities of land along the Willamette River.

### **POLICIES:**

1. Lands West of 1<sup>st</sup> Street from Safari Motor Coaches RV parking area in the north to Fountain Street in the south, shall be set aside for open space and recreation
2. The Willamette River Greenway shall be shown on the Harrisburg Comprehensive Plan Map and Zoning Map.
3. The City will review all intensification, change of use and developments to ensure compatibility with the Willamette River and the Willamette River Greenway Goal.
4. The City will work with appropriate Federal, State and local agencies to:
  - a. Protect resources associated with the Willamette River and the Greenway;
  - b. Alleviate problems associated with the Willamette River and the Greenway, such as streambank erosion and bar accretion.
  - c. Provide public access to the river in urban and urbanizable areas.
5. The City will continue to work with property owners and public agencies to acquire the land for open space and recreational use north of Safari Motor Coaches RV park north to the City's Sewer Lagoon property.

## **GOAL 16: ESTUARINE RESOURCES**

This goal does not apply to Harrisburg.

## **GOAL 17: COASTAL SHORELANDS**

Goal 17 does not apply to Harrisburg, as there are no areas designated as coastal shorelands within the Harrisburg Urban Growth Boundary.

## **GOAL 18: BEACHES AND DUNES**

Goal 18 does not apply to Harrisburg, as there are no areas designated for beaches or dunes within Harrisburg's Urban Growth Boundary.

## **GOAL 19: OCEAN RESOURCES**

Goal 19 does not apply to Harrisburg, as there are no areas designated for ocean resources within Harrisburg's Urban Growth Boundary.

# Addendum 2

RURAL ECONOMIC ALLIANCE

# Marketing Plan 2025



Draft – December 20, 2024

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REAL Partners



# Brand Position

## RURAL ECONOMIC ALLIANCE

*Be part of something bigger*

When you do business in Oregon's Mid-Willamette Valley, you can feel the difference. It's a community where people feel like they belong, and businesses share a sense of contributing to the broader economic well-being of the region. We accomplish more by working together. Here, you can make a REAL impact.





# Situation

The Rural Economic Alliance (REAL) is in the process of establishing its role as a central advocate for economic development in Linn and Benton counties. However, the \*recent business community survey highlights a low level of brand awareness and underutilization of REAL's resources.

Key findings include:

- A significant portion of businesses surveyed are unaware of REAL and its offerings.
- Many business owners have not visited the REAL website or engaged with its programs.
- REAL's role as a resource hub and advocate for regional businesses is not yet widely recognized within the community.

Despite this, there is a clear need for the services REAL provides, such as financial guidance, workforce support and business promotion. By improving its visibility and increasing engagement, REAL can solidify its position as a trusted resource for business owners, entrepreneurs and local stakeholders.

Currently, REAL stands at a critical juncture where building brand awareness and demonstrating tangible impact are essential to becoming a recognized leader in driving economic growth and community development across rural Linn and Benton counties.

*\*September-October 2024*





# Strategic Objectives

REAL's strategic objectives are outlined in their strategic plan and include the following:

- 1. Retention and Expansion:** Create conditions that make it possible for business to stay and expand in the REAL region.
- 2. Recruitment:** Diversify the region's economic base by supporting attraction and recruitment of business to rural Linn and Benton counties.
- 3. Land Use:** Remove barriers to productive use of land and maximize the limited supply of buildable land.
- 4. Entrepreneurship:** Support the founding of new business in the REAL region.
- 5. Advocacy:** Move political action and funding toward the key priorities of rural businesses.
- 6. Marketing & Stakeholder Engagement:** Create brand recognition for REAL and promote our rural communities as great places to live, visit and start or expand a business.



# Goals & Metrics

## MEASUREMENT DASHBOARD – HOW TO TRACK SUCCESS

Provide monthly updates and campaign reports. Start by measuring what matters most.

Create an annual report sharing what's in progress and what's been completed while setting benchmark goals for the following year.

After benchmarking year one goals, the following year may include:

- Achieve a 20% increase in social media engagement
- Boost website traffic 15%
- Secure 4-story placements with an estimated 1 million impressions annually

Keep track of attendance at REAL-supported trainings and events and the # of advising hours/clients seen by the SBDC. Include success indicators as outlined by the strategic plan.

Metric	FY24/25	FY25/26	YOY Change %
Paid Media			
Impression volume (marketing)	benchmark		
Total clicks (ads)	benchmark		
Click-through rate (ads)	benchmark		
Earned Media			
Number of articles (pr)	benchmark		
Number of articles influenced (pr)	benchmark		
Number of trainings/events held	benchmark		
Owned Media			
New users (website)	benchmark		
Users (website)	benchmark		
Page View (website)	benchmark		
Total followers (social)	benchmark		
Engagement % (social)	benchmark		
Post total reach (social)	benchmark		
Total engagements (social)	benchmark		
Link clicks (social)	benchmark		



A large crowd of people is gathered outdoors at dusk, sitting on lawn chairs. In the background, there is a white gazebo with a dark roof and a small cupola. The scene is illuminated by warm, low light, suggesting sunset. A large, semi-transparent watermark "Adobe" is visible across the center of the image. An orange rectangular box with white text is overlaid on the middle of the image.

## Key Audiences & Messages



# Key Audiences

## Current Business Owners (Linn & Benton Counties)

Needs: Financial assistance, workforce support and marketing resources.

Top Channels:

- Chamber of Commerce newsletters/websites.
- Email campaigns via partners (targeted business updates).
- Local business events and networking opportunities.
- Social media platforms: Facebook, LinkedIn.

## Local Governments & Stakeholders

Needs: Alignment on land use, economic incentives and workforce development.

Top Channels:

- Direct communications: email, presentations, meetings.
- Website content updates: data reports, success stories.
- Quarterly reports shared with city councils.

## Prospective Entrepreneurs/ Startups

Needs: Access to capital, business guidance and training programs.

Top Channels:

- Social media platforms: Facebook, LinkedIn.
- Partnerships with the SBDC, LBCC (events, workshops).
- Local media outlets: regional newspapers, radio.
- Word-of-mouth campaigns via community associations.

## Community Members

Needs: Build awareness of local businesses and opportunities for growth that enhance local quality of life.

Top Channels:

- Social media campaigns promoting shop local.
- Local events: markets, community gatherings.

# Key Messages

## 1. REAL is the trusted advocate for rural businesses in Linn and Benton counties.

We support local businesses by connecting them to resources, addressing challenges and advocating for policies that enable growth, workforce development and economic success.

## 2. REAL helps businesses thrive by providing access to essential tools and resources.

Whether it's funding opportunities, workforce solutions, or operational support, REAL serves as a hub for the information and assistance businesses need to grow and succeed.

## 3. REAL fosters entrepreneurship and business expansion to strengthen rural economies.

By partnering with regional organizations like the SBDC, LBCC and local chambers, we provide training, support and opportunities for new and growing businesses.

## 4. REAL is building vibrant communities by promoting local businesses and removing barriers to growth.

Through strategic planning, land use solutions and "shop local" initiatives, REAL creates opportunities for businesses to thrive while enhancing the quality of life in our communities.

## 5. REAL connects businesses, partners and local leaders to drive economic development.

We bring stakeholders together to develop solutions, share resources and champion initiatives that create a stronger, more resilient regional economy.

# Key Themes by Audience

## Business Owners

- REAL connects you to funding, workforce solutions and tools to grow your business.
- Whether it's expanding operations or finding skilled employees, REAL is here to help.

## Government Partners

- Collaboration with REAL removes barriers for businesses, attracts investment and enhances regional development.
- Through advocacy and strategic planning, REAL advances land use and economic incentives.

## Entrepreneurs

- Launch your business with confidence. REAL provides resources, training and pathways to success.
- REAL connects you with grants, funding opportunities and expert guidance.

- Support local businesses that strengthen our rural economy and enhance quality of life.
- Together, we can make Linn and Benton counties great places to live, work and grow.

## Community Members

## Prospective



An aerial photograph of a town street at dusk. The street is wide and runs straight towards the viewer, with cars visible in the distance. On the left side of the street, there are several buildings, including a large parking lot with many cars. On the right side, there are more buildings, including a theatre with a sign that says "Theatre". In the background, there are mountains and a water tower on the left. A large orange rectangular box is superimposed over the middle of the image, containing the text "Marketing & Communication Tactics" in white. A large, faint, diagonal watermark is also visible across the image.

# Marketing & Communication Tactics

Marketing Tactics  2025													
Initiatives	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Role
1. Evaluate opportunities to partner with the Small Business Development Center, with the Lebanon and Sweet Home Chambers of Commerce, Business Oregon, i.e. (see slide 19)to expand REAL's reach within Linn and Benton counties.													REAL
2. Increase brand awareness by attending industry events as REAL.													REAL
3. Develop and produce a brochure with QR codes to generate interest and provide essential information to potential and current business owners. <ul style="list-style-type: none"> <li>Distribute brochures at Chambers of Commerce, the SBDC and local government buildings.</li> <li>Offer downloadable versions on RuralEconomicAlliance.com and promote through social media channels.</li> </ul>													JayRay
4. Increase local brand awareness by creating window clings with REAL branding and distributing them to local business owners to display in their windows.													JayRay
5. Conduct quarterly interviews and collect business success stories in Linn and Benton County. Include quotes in the REAL brochure, publish success stories to the REAL website and create shareable social media posts to distribute to partners for recruitment, retention and expansion efforts.													JayRay
6. Conduct photo shoot to build asset library for all marketing initiatives.													JayRay
7. Create a measurement dashboard to track success indicators. Create year-one benchmarks and then begin tracking year-over-year progress.													REAL
<b>JayRay estimated cost of items 3-5: \$16,000-20,000</b> <b>JayRay estimated cost of item 6: \$10,000-12,000</b>  <b>Aspirational: Conduct video shoot of up to 4 success story videos to be used on website, social media and in recruitment efforts. Additional ~\$15,000 to accompany on the photoshoot.</b>													

Social Media Tactics  2025													
Initiatives	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Role
1. Implement social media strategy, posting up to twice a week.													REAL
2. Reshare City, chamber, SBDC and other partner content as relevant to your audiences.													REAL
3. Align social posts with website content to balance original and curated content.													REAL
<b>Estimated Social Media Program: ~\$24,000</b> <b>+Aspirational:</b> Increase posting cadence from 2x a week to 3x a week.													



# Social Media Strategy

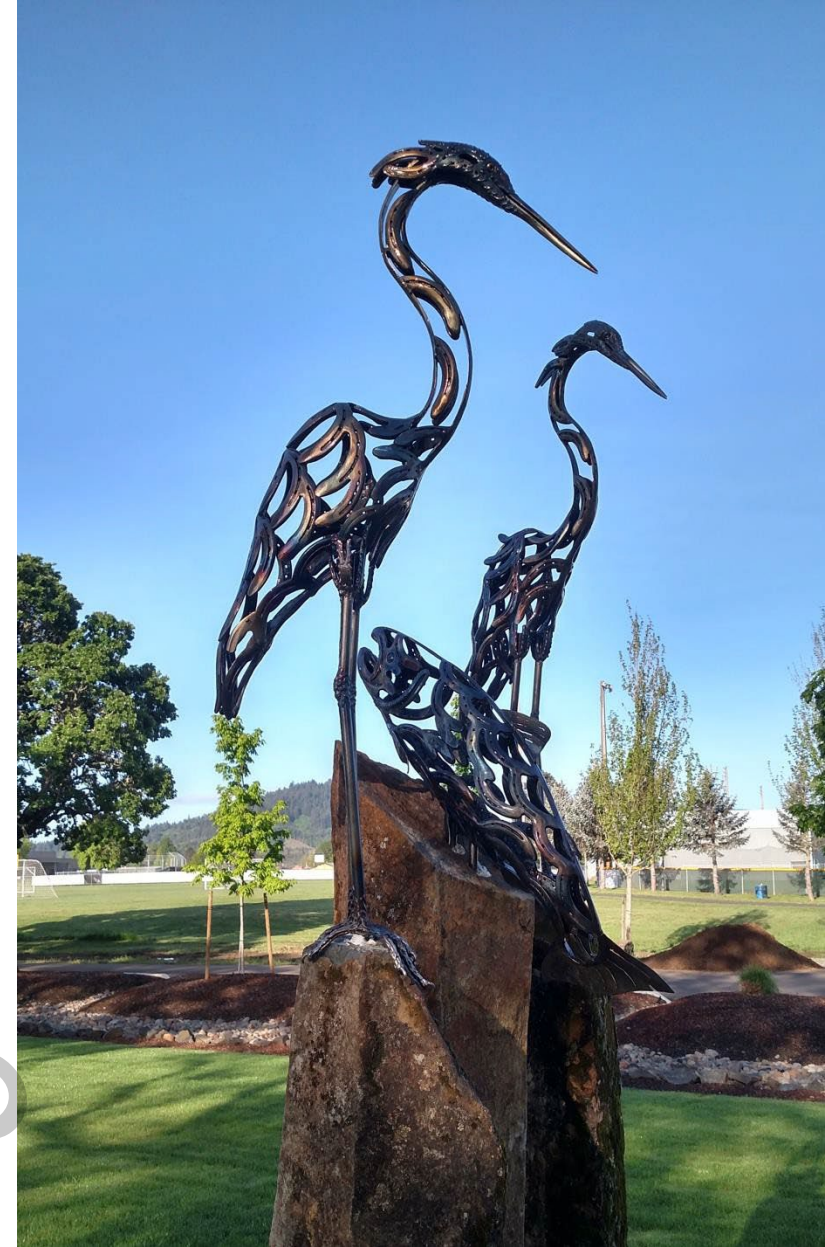
## WHY DOES SOCIAL MEDIA MATTER TO BUSINESS OWNERS?

Social media is a source of information and inspiration. Potential business owners and larger business enterprises use social media as a tool to find out what resources exist to support businesses in the communities where they consider building.

Current business owners look to social media for up-to-date information on upcoming trainings and legislative changes and community members look to social media to learn about local businesses and events. REAL must meet their communities where they are.

## SOCIAL MEDIA GOALS

- Promote REAL as a resource for starting and doing business in rural Linn and Benton counties.
- Encourage prospective businesses to choose to do business in Linn and Benton counties.
- Engage with partner organizations and share local resources, trainings and events.
- Share about advocacy work and provide calls to action.
- Inspire locals to support local businesses.



# Content Pillars

## BUSINESS RESOURCES & EDUCATION

REAL connects business owners and prospective business owners with funding opportunities and business education.

- Share tools, grants and training options to support retention and entrepreneurship.
- Share content from area partners, promote partner events, skills trainings and job fairs.

## SUCCESS STORIES & TESTIMONIALS

REAL supports business owners and entrepreneurs in achieving their goals.

- Posts that highlight businesses in Linn and Benton counties.
- Posts about the work businesses are doing with REAL.
- Quotes from area business owners.

## ADVOCACY

REAL advocates to help move political action and funding toward the key priorities of rural businesses.

- Posts about the advocacy work REAL and their partners are doing.
- Calls to action with how REAL community members can support their advocacy.

# Content Pillars

## RECRUITMENT

REAL helps diversify the region's economic base by supporting the attraction and recruitment of businesses in rural Linn and Benton counties.

- Posts sharing regional development updates; share progress on land use plans, shovel-ready sites and infrastructure improvements.
- Reshare local government updates on land use updates and enterprise zones.
- Link back to information on [RuralEconomicAlliance.com](https://RuralEconomicAlliance.com) when possible.

## COMMUNITY CAMPAIGNS

Promote REAL rural communities as great places to live and visit to create brand recognition and goodwill with local community members, as well as paint a picture of a high quality of life for prospective business owners.

- Posts that highlight unique attractions in your local communities.
- Highlight upcoming local events.
- Spotlight businesses and things to do in the area.





# Channels Overview

## PRIORITY 1

### Facebook

- Publish to feed twice a week

### Why Facebook:

- Third most visited site on the internet, following Google and YouTube.

### Focus on Facebook:

- Business resources & education
- Website content
- Local business success stories
- Earned media coverage
- Advocacy
- Recruitment
- Community campaigns
- Partner events, opportunities and updates

## PRIORITY 2 (ASPIRATIONAL)

### LinkedIn

- Publish to feed twice a week

### Why LinkedIn:

- LinkedIn is the social network for business.

### Focus on LinkedIn:

- Business resources & education
- Recruitment
- Local business success stories
- Earned media coverage
- Advocacy
- Partner events, opportunities and updates



# REAL Partners

## CITIES

[CITY OF ADAIR VILLAGE](#)

[CITY OF BROWNSVILLE](#)

[CITY OF HALSEY](#)

[CITY OF HARRISBURG](#)

[CITY OF MONROE](#)

[CITY OF LEBANON](#)

[CITY OF PHILOMATH](#)

[CITY OF SWEET HOME](#)

[CITY OF TANGENT](#)

## CHAMBERS OF COMMERCE

[BROWNSVILLE CHAMBER](#)

[TRI-COUNTY CHAMBER](#)

[LEBANON CHAMBER](#)

[PHILOMATH CHAMBER](#)

[SWEET HOME CHAMBER](#)

## DOWNTOWN ASSOCIATIONS

[LEBANON DOWNTOWN ASSOCIATION](#)

[BUSINESS ASSOCIATION OF MONROE](#)

## OTHER PARTNERS

[RAIN CATALYSTS](#)

[OREGON SECRETARY OF STATE OFFICE](#)

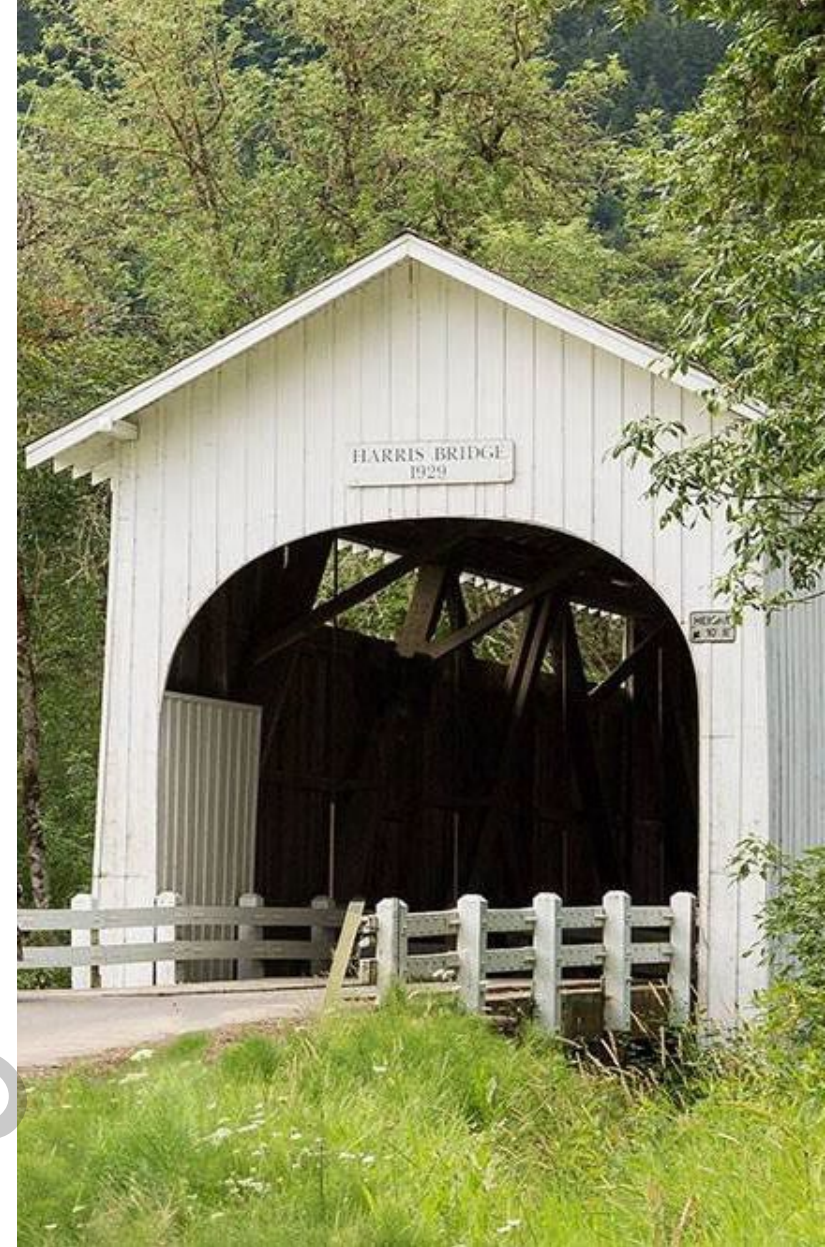
[OREGON ENTREPRENEURS NETWORK](#)

[SMALL BUSINESS DEVELOPMENT CENTER](#)

[OREGON CASCADES WEST COUNCIL OF GOVERNMENTS](#)

[CORVALLIS BENTON COUNTY ECONOMIC DEVELOPMENT OFFICE \(EDO\)](#)



[BUSINESS XPRESS](#)







## Thank You

 @RuralEconomicAllianceREAL  
 RuralEconomicAlliance.com

# Monthly Code Enforcement Report

May 2025

Area/Location:	Issue:	Action(s) taken:
8 <sup>th</sup> & Burton	Junk/Nuisance Vegetation	Cited into Muni Court 5/14/25
End of Emily Ln	RV stored on street	Building documentation
Erica Way	Trailers on street	Letter to be mailed (LCSO advised)
End of Heckart Ln	Vehicle on street	Letter to be mailed (LCSO advised)
S. 9 <sup>th</sup> St	Vehicle on street	Letter to be mailed (LCSO advised)
4 <sup>th</sup> & Schooling	Vehicles & Vegetation	Building documentation
6 <sup>th</sup> & Priceboro	Trees obscuring vision	Letter sent, will continue to check on
3 <sup>rd</sup> & Lasalle	Vegetation	Letter sent, resolved/no violation
9 <sup>th</sup> & Greenway	Junk	Another letter to be sent

## Overall narrative:

Main topics of concern recently are long-term parking of vehicles on the street and vegetation/junk (they seem to go hand-in-hand). LCSO and Coburg PD are being provided with Code Enforcement "focus areas" as well. Previous actions and resolutions seem to be getting noticed as some prior areas of concern have been improving. Code Enforcement has also substantially increased their visibility with regular follow up/patrols and face-to-face contact with Harrisburg citizens (the "Let's All Be Good Neighbors for a Better Harrisburg" approach).

With the Summer events season approaching, Code Enforcement will be stepping up vegetation/junk notifications and certain residents will be strenuously encouraged to take advantage of the annual Citywide Cleanup at no cost to help avoid potential violation(s)/citation(s)/fine(s).