

RESOLUTION NO. 26-06

**A RESOLUTION MAKING APPLICATION FOR THE 2026 TGM
(TRANSPORTATION GROWTH MANAGEMENT) GRANT, UPDATING
THE CITY'S TSP (TRANSPORTATION SYSTEM PLAN)**

WHEREAS, The Transportation and Growth Management program (TGM) recognizes land use decisions affect transportation options, and transportation decisions influence land use patterns; and

WHEREAS, The TGM program is a partnership of the Oregon Department of Land Conservation and Development and Oregon Department of Transportation. The program helps governments across Oregon with skills and resources to plan long-term, sustainable growth in their transportation systems in line with other planning for changing demographics and land uses.

WHEREAS, The TGM is primarily funded by federal transportation funds to meet the requirements of 23 USC 134 and 135 as well as Oregon State Laws; and

WHEREAS, The City of Irrigon has embarked on updating and implementing various plans and initiatives through the Irrigon Growth Initiative.

NOW, THEREFORE BE IT HEREBY RESOLVED BY THE COMMON COUNCIL OF THE CITY OF IRRIGON THAT THE FOLLOWING IS DECLARED AND RESOLVED THAT THE CITY PLAN AND PROCEED WITH THE IGI (IRRIGON GROWTH INITIATIVE) DATED JULY 21, 2026, AND MAKE TGM APPLICATION WITH A CITY MINIMUM CONTRIBUTION OF 11.5 %, AUTHORIZING THE MAYOR AND CITY MANAGER TO SIGN DOCUMENTS AS REQUIRED:

PASSED BY THE COMMON COUNCIL AND SIGNED ON THIS 21st DAY OF July, 2026.

SIGNED:

ATTEST:


Michelle Patton, Mayor


Aaron Palmquist, City Manager



IRRIGON GROWTH INITIATIVE

Community Readiness & Implementation Strategy

Planning with **Purpose.**
Implementing with **Confidence.**

First Edition

City of Irrigon, Oregon

July 2026



Produced by

PLAN AHEAD
CONSULTING

*Land Use Planning Assistance
for Small-Town Oregon*



How to Read This Strategy

One Strategy. Three Phases. One Shared Vision.

This strategy is organized around a clear roadmap for preparing Irrigon for the opportunities ahead. Each section builds on the one before it.



PHASE ONE

Understand
Future Needs



PHASE TWO

Prepare
the Community



PHASE THREE

Implement
the Vision



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Planning with Purpose. Implementing with Confidence.

**Communities don't become successful
by reacting to opportunity.**

**They become successful
by preparing for it.**

The Irrigon Growth Initiative is how we prepare.

Communities rarely have the opportunity to choose whether change will occur. They do, however, have the opportunity to choose how they prepare for it.

The City of Irrigon believes that thoughtful planning, responsible stewardship, and coordinated implementation create stronger communities. Preparing for the future requires more than vision alone—it requires reliable information, meaningful public engagement, strategic investment, and the discipline to connect every decision to a larger purpose.

The Irrigon Growth Initiative: Community Readiness & Implementation Strategy reflects that commitment.

Rather than viewing planning as a collection of independent studies, this initiative organizes technical analysis, infrastructure planning, development regulations, public engagement, and long-range policy into a coordinated strategy for community readiness. Every initiative builds upon the work completed before it. Every recommendation is intended to support implementation. Every investment contributes to a shared vision for Irrigon's future.

This publication describes that strategy.

It is not simply a roadmap for completing planning initiatives. It is a commitment to preparing the community for future opportunities while preserving the values that define Irrigon today.

The future belongs to communities that prepare for it.

A Message from Leadership

Dear Residents, Community Partners, and Friends,

Every generation has the opportunity—and the responsibility—to help shape the future of its community.

Throughout Irrigon's history, those who came before us invested in the people, infrastructure, businesses, and public spaces that continue to define our community today. Their commitment to thoughtful stewardship created the foundation upon which we now have the opportunity to build.

The Irrigon Growth Initiative: Community Readiness & Implementation Strategy represents the next step in that ongoing commitment.

This Initiative is about more than planning documents. It is about preparing our community for the opportunities and challenges of the years ahead. It is about ensuring that future growth reflects the values we share, strengthens our local economy, expands opportunities for residents, and preserves the qualities that make Irrigon a special place to live, work, and raise a family.

Preparing for the future requires more than optimism. It requires careful analysis, meaningful public involvement, responsible investment, and the willingness to make thoughtful decisions before opportunities arrive.

That is exactly what this Strategy is designed to accomplish.

By coordinating economic planning, housing initiatives, transportation planning, infrastructure investments, development regulations, and long-range policy into a single implementation strategy, the City is creating a framework that will guide community decisions for years to come.

This work will reflect the efforts of many people. Residents, community organizations, businesses, regional partners, utility providers, elected officials, City staff, and state agencies will all contribute ideas, expertise, and support throughout this process. Their continued partnership will remain essential as the Strategy moves from planning to implementation.

Together, we will prepare Irrigon for the future—not by reacting to change, but by thoughtfully shaping it.

Thank you for your continued confidence in our community and your commitment to helping build the next chapter in Irrigon's story.

Sincerely,



Mayor

City of Irrigon



Aaron Palmquist

City Administrator

Why Irrigon?

Communities that recognize opportunity early are the ones that prosper.

Every community has opportunities. Some are created through careful planning. Others emerge because of geography, history, partnerships, or changing regional conditions.

Irrigon is one of those communities.

Situated along the Columbia River and connected to one of Oregon's most productive agricultural regions, Irrigon has long served as a place where natural resources, transportation, and community intersect. Its history reflects generations of people who invested in the land, built public infrastructure, established local institutions, and created the foundation upon which today's community continues to grow.

That legacy continues today.

The decisions being made now are not simply about responding to current needs. They are about ensuring that future residents, businesses, and community leaders inherit a city that is prepared for the opportunities and challenges that lie ahead.

The Community Readiness & Implementation Strategy reflects that commitment.



COMMUNITY SNAPSHOT



Population

Approximately 2,000 residents



Location

Along the Columbia River in Morrow County



Heritage

A strong agricultural foundation and entrepreneurial spirit



Connections

Direct access to I-84, rail, the Columbia River, and regional markets



Incorporated

City of Irrigon incorporated in 1957

“

Communities are not defined by the opportunities they receive. They are defined by how well they are prepared when those opportunities arrive.

”



Building on a Strong Foundation

Communities rarely begin planning with a blank slate. Every new initiative builds upon previous investments, earlier decisions, and the work of those who came before.

Irrigon is no different.

The City's parks, schools, transportation system, public facilities, utility infrastructure, and neighborhoods represent decades of thoughtful investment by local leaders, residents, partner agencies, and community organizations.

More recently, the City has continued that tradition through strategic planning efforts, downtown revitalization initiatives, transportation improvements, and community partnerships that have strengthened both the City's capacity and its long-term vision.

The Community Readiness & Implementation Strategy builds upon that momentum.



Preparing for Opportunity

Opportunities rarely arrive on a predictable schedule.

- A business may consider expanding.
- A grant opportunity may become available.
- Housing demand may increase.
- Infrastructure funding priorities may change.

Communities that have already completed the necessary planning are able to respond quickly and thoughtfully.

Communities that have not often find themselves reacting under pressure.

Preparation provides choices.

Preparation reduces uncertainty.

Preparation allows the community to shape its own future rather than simply responding to changing circumstances.



A Community Ready to Lead

Preparing for the future is not about pursuing growth for its own sake.

It is about ensuring that future decisions strengthen the qualities residents already value.

- Protecting community character while expanding opportunity.
- Coordinating infrastructure with housing.
- Supporting local businesses while creating an environment where new investment can succeed.
- Making thoughtful decisions that reflect both today's priorities and tomorrow's possibilities.

By investing in preparation today, Irrigon is creating the knowledge, partnerships, and implementation tools necessary to make confident decisions for years to come.



Looking Ahead

The next section introduces the Community Readiness Framework—the organizing structure that brings every initiative together into one coordinated strategy. It demonstrates how each initiative contributes to a continuous process of understanding community needs, preparing for future opportunities, and implementing a shared vision for Irrigon's future.

The Community Readiness Framework

**One Strategy. Three Phases.
One Shared Vision.**

Communities are complex. Housing influences transportation. Transportation influences economic opportunity. Infrastructure supports neighborhoods, businesses, and public services. Development regulations shape how growth occurs. Public investment influences private investment.

Because each decision affects the next, successful communities do not plan one project at a time. They build coordinated systems that allow every decision to reinforce a larger vision.

That philosophy is the foundation of the **Community Readiness Framework**.

Rather than viewing planning initiatives as independent projects, this Framework organizes every a logical sequence that transforms information into action and action into long-term community benefit.

Each phase answers a different question. Together, they create a continuous cycle of preparation, implementation, and informed decision-making.



Why this framework matters

- ✓ It connects planning, investment, and policy into one clear path forward.
- ✓ It ensures today's decisions prepare Irrigon for tomorrow's opportunities.
- ✓ It helps the City use resources strategically and achieve greater impact.
- ✓ It builds trust through transparency, coordination, and shared goals.
- ✓ It strengthens our ability to adapt and thrive in a changing world.

A COORDINATED STRATEGY FOR IRRIGON'S FUTURE



THREE PHASES. ONE CONTINUOUS PROCESS.

1 Understand Future Needs

Good decisions begin with reliable information. Phase One establishes a strong foundation through technical studies, analysis, and planning. This phase builds a shared understanding of existing conditions, future needs, and emerging opportunities.

2 Prepare the Community

Information alone does not prepare a community. Phase Two focuses on modernizing development regulations and preparing implementation tools so that public policy reflects what we have learned. These updates create clarity, reduce uncertainty, and strengthen our ability to respond.

3 Implement the Vision

Preparation creates opportunity. Implementation creates lasting value. Phase Three brings the work together through the Comprehensive Plan and supporting initiatives that turn our vision into ongoing action and measurable results.

Economic Opportunity Analysis

UNDERSTANDING THE COMMUNITY'S ECONOMIC FUTURE

Strong communities do not simply respond to economic change. They prepare for it.

Understanding where future employment opportunities may emerge, what industries are likely to grow, and how local businesses can continue to succeed provides the foundation for informed public investment and responsible community planning.

The Economic Opportunity Analysis represents the first step in that process.

Rather than predicting a single future, the analysis helps the City understand a range of possible economic conditions and prepares the community to respond thoughtfully as opportunities develop.

COMMUNITY BENEFIT



Strengthen opportunities for existing businesses.



Prepare for future employment growth.



Coordinate infrastructure investments with economic needs.



Support strategic grant applications and funding opportunities.



Improve long-term community resilience through informed decision-making.

“

Communities cannot prepare for opportunities they do not understand.

Good information is the foundation of good decisions.

”



WHY IT MATTERS

Economic development is about more than attracting new businesses.

A healthy local economy supports public services, strengthens existing employers, expands career opportunities for residents, and provides the resources necessary to invest in community facilities, infrastructure, and quality of life.

Communities that understand their economic strengths are better equipped to make informed decisions about transportation, infrastructure, housing, public investment, and land use.

The Economic Opportunity Analysis provides the information necessary to support those decisions.



WHAT WE WILL ACCOMPLISH

The Economic Opportunity Analysis will evaluate current economic conditions, identify emerging employment trends, and estimate future demand for commercial and industrial land.

The study will examine existing businesses, regional market conditions, workforce characteristics, infrastructure capacity, and long-term employment forecasts.

Together, these analyses will help the City understand where future opportunities are most likely to occur and what investments may be needed to support them.

The study will also identify barriers that may limit economic opportunity and recommend strategies for strengthening Irrigon's long-term economic resilience.



HOW THE RESULTS WILL BE USED

The findings of the Economic Opportunity Analysis will guide several initiatives within the Community Readiness & Implementation Strategy.

Most importantly, the study will provide the policy foundation for the Commercial and Industrial Development Code Update, ensuring that future regulations respond to identified economic needs rather than assumptions.

The analysis will also inform infrastructure planning, transportation investments, economic development strategies, and future Comprehensive Plan policies.

Because these initiatives rely upon a common technical foundation, they reinforce one another and create a more coordinated approach to long-term decision-making.



LOOKING AHEAD

Understanding future economic conditions is only one part of preparing the community.

The next initiative examines another essential component of long-term community readiness: **Housing.**

A resilient local economy depends upon having a community where people of all ages, incomes, and life stages have opportunities to live, work, and thrive.

WHERE THE EOA FITS



PHASE ONE UNDERSTAND FUTURE NEEDS



Establish the knowledge base for informed decisions.

PHASE TWO PREPARE THE COMMUNITY



Translate knowledge into policy, regulations, and practical tools.

PHASE THREE IMPLEMENT THE VISION



Integrate plans, invest strategically, and continually improve.

Housing Needs Analysis

PLANNING FOR A COMMUNITY WHERE PEOPLE CAN LIVE, WORK, AND THRIVE

Communities thrive when people have opportunities to build their lives close to where they work, learn, and participate in community life.

Housing supports local employers, strengthens neighborhoods, encourages long-term community investment, and provides residents with opportunities to remain part of the community through every stage of life.

Preparing for the future begins with understanding whether the community's housing supply can meet the needs of current and future residents.

The Housing Needs Analysis provides that understanding.

COMMUNITY BENEFIT



Expand housing choices for families, workers, and seniors.



Support local employers by improving housing availability.



Coordinate housing with transportation and infrastructure investments.



Strengthen neighborhoods through thoughtful long-term planning.



Improve eligibility for state and federal housing-related funding opportunities.

“

A resilient community provides opportunities for people at every stage of life.

Understanding housing needs today helps create those opportunities tomorrow.

”



WHY IT MATTERS

Housing is more than the number of homes within a community. It is about providing opportunities for people with different incomes, household sizes, ages, and life circumstances to find housing that meets their needs.

Communities that provide a variety of housing choices are better positioned to attract and retain workers, support local businesses, accommodate changing demographics, and strengthen neighborhood stability.

Understanding future housing needs also helps the City make better decisions about transportation, parks, utilities, schools, and public infrastructure. The Housing Needs Analysis establishes the technical foundation for those decisions.



WHAT WE WILL ACCOMPLISH

The Housing Needs Analysis will evaluate existing housing conditions, population trends, demographic changes, affordability, and projected future housing demand.

The study will identify the number and types of housing needed over the planning period and evaluate whether current land capacity and development patterns are sufficient to accommodate that need.

The analysis will also identify opportunities and constraints that influence housing production, helping the City better understand how future policies and regulations can support additional housing choices while maintaining community character.



HOW THE RESULTS WILL BE USED

The Housing Needs Analysis serves as the foundation for several initiatives within the Community Readiness & Implementation Strategy.

Most directly, it will guide the Housing Development Code Update by identifying where existing regulations may limit housing opportunities or reduce development flexibility.

The findings will also inform the Comprehensive Plan Update, infrastructure planning, transportation investments, and future public facility decisions.

Because these efforts rely upon the same technical information, they create a coordinated approach to housing, infrastructure, and community investment.



LOOKING AHEAD

Housing is only one part of preparing a community for the future.

The next initiative examines another essential element of community readiness: **Utility & Infrastructure Planning.**

Reliable infrastructure provides the foundation upon which housing, businesses, transportation, and public investment all depend.

WHERE THE HNA FITS



PHASE ONE

UNDERSTAND FUTURE NEEDS



Establish the knowledge base for informed decisions.

PHASE TWO

PREPARE THE COMMUNITY



Translate knowledge into policy, regulations, and practical tools.

PHASE THREE

IMPLEMENT THE VISION



Integrate plans, invest strategically, and continually improve.

Ongoing Utility & Infrastructure Planning

BUILDING THE FOUNDATION FOR FUTURE INVESTMENT

Every successful community depends upon infrastructure that is reliable, resilient, and prepared to serve future needs.

Water systems, wastewater facilities, transportation networks, parks, public buildings, stormwater management, communications, and other public services rarely attract attention when they function well.

Yet together they form the foundation upon which neighborhoods, businesses, schools, recreation, and economic opportunity depend.

Preparing for the future requires understanding not only where the community hopes to grow, but also whether its infrastructure is prepared to support that future.

Ongoing Utility & Infrastructure Planning provides that understanding.

- Water Mains
- Sewer Pipes
- Active
- Abandoned
- Roads (Morrow County)
- City Limits
- Urban Growth Boundary



COMMUNITY BENEFIT



Coordinate infrastructure investments with community priorities.



Improve reliability of public services.



Support housing, businesses, and future economic opportunity.



Strengthen competitiveness for infrastructure funding.



Maximize the long-term value of public investment.

“

Communities are built upon more than roads and utilities.

They are built upon the confidence that those systems will continue to serve future generations.

”



WHY IT MATTERS

Infrastructure is one of the community's most long-term investments. The decisions made today regarding public facilities, infrastructure and funding impact for decades.

Communities that succeed will anticipate and respond to changing economic, demographic, transportation, and land use needs to provide essential facilities while minimizing delays and unnecessary capital expenses.

Understanding future infrastructure needs also helps the City plan for future growth, coordinate with regional partners, identify capital improvements, and support a stronger community tomorrow.

Planning today delivers ready options tomorrow.



WHAT WE WILL ACCOMPLISH

Utility & Infrastructure Planning will evaluate the capacity, conditions, and long-term needs of the City's public infrastructure systems.

The study will analyze water, linear transportation, sewer, key institutions, schools, recreation, and community resources with future development, and recommend strategies for coordinating public investments and minimizing conflicts.

The planning process will also strengthen capital prioritization to include relative criticality, public input, cost, a comparison of service levels, service gaps, and future improvement projects to ensure taxpayer investment efficacy.

Rather than assuming a build-out citywide, the City will have a coordinated framework for setting infrastructure decisions strategically.



HOW THE RESULTS WILL BE USED

The findings will help guide future capital improvement planning, transportation investments, Comprehensive Plan updates, and other strategic initiatives.

Infrastructure recommendations will also support future grant applications by demonstrating that proposed projects are part of a coordinated strategy to address real needs that build long-term value.

Because infrastructure choices carry significant community development, this work will strengthen early policy decisions about how to shape the Community's infrastructure investments for decades.



LOOKING AHEAD

Infrastructure is not static and cannot accommodate community.

The next initiative examines how roads, schools, and services move people and strengthen integrated regions.

The Transportation System Plan builds upon this work by identifying transportation and infrastructure needs to connect communities, support economic growth, and enhance safe approaches for access to schools, and community institutions.

WHERE THE U&I PLAN FITS



PHASE ONE

UNDERSTAND FUTURE NEEDS



Establish the knowledge base for informed decisions.

PHASE TWO

PREPARE THE COMMUNITY



Translate knowledge into policy, regulations, and practical tools.

PHASE THREE

IMPLEMENT THE VISION



Integrate plans, invest strategically, and continually improve.



Commercial & Industrial Development Code Update

TRANSLATING KNOWLEDGE INTO OPPORTUNITY

Planning identifies opportunities. Implementation makes those opportunities possible.

The Commercial & Industrial Development Code Update represents the first major implementation initiative within the Community Readiness & Implementation Strategy. Building upon the findings of the Economic Opportunity Analysis, this effort will modernize the City's commercial and industrial development regulations to better support future investment while preserving the qualities that define Irrigon's character.

Rather than preparing regulations for a hypothetical future, this initiative responds directly to identified community needs, market conditions, and long-term economic goals.

The result is a development code that reflects today's realities while preparing for tomorrow's opportunities.

COMMUNITY BENEFIT



Support existing businesses and encourage future investment.



Improve clarity and predictability for property owners and developers.



Align commercial and industrial regulations with community priorities.



Reduce unnecessary regulatory barriers while maintaining high standards.



Strengthen the City's ability to implement long-term economic development goals.



Good planning identifies opportunity.

Good regulations make opportunity possible.





WHY IT MATTERS

Development regulations influence how communities grow. They establish expectations for businesses, property owners, developers, and residents by defining how land may be used, how development occurs, and how new investment contributes to the community.

When regulations remain aligned with community goals, they create certainty. When they become outdated, they can unintentionally create barriers that discourage investment, increase costs, or complicate otherwise appropriate development.

Updating commercial and industrial regulations ensures that the City's development standards continue to support economic opportunity while protecting community character, public health, safety, and environmental quality.



WHAT WE WILL ACCOMPLISH

Using the Economic Opportunity Analysis as its technical foundation, the City will evaluate existing commercial and industrial zoning districts, permitted uses, development standards, design expectations, review procedures, and implementation tools.

Where improvements are appropriate, the development code will be updated to better support business investment, improve regulatory clarity, streamline review processes, and encourage high-quality development that reflects community values.

The update will also strengthen consistency between the City's regulations, Comprehensive Plan policies, and long-term economic development objectives.



HOW THE RESULTS WILL BE USED

The updated regulations will become one of the City's primary implementation tools, providing clearer expectations and more predictable review processes for businesses and developers.

City staff and decision-makers will have regulations that better reflect current policy direction. Future Comprehensive Plan policies, infrastructure investments, and economic development initiatives will all be supported by a regulatory framework that is consistent, understandable, and easier to administer.

Rather than reacting to development proposals individually, the City will have modern regulations that provide confidence for everyone involved.



LOOKING AHEAD

Preparing the community involves more than supporting business investment. The next implementation initiative focuses on housing.

Using the findings of the Housing Needs Analysis, the City will modernize its residential development regulations to support a broader range of housing opportunities while preserving the neighborhoods and community character that residents value.

WHERE THE DEVELOPMENT CODE UPDATE FITS

PHASE ONE UNDERSTAND FUTURE NEEDS



Establish the knowledge base for informed decisions.

PHASE TWO PREPARE THE COMMUNITY



Translate knowledge into policy, regulations, and practical tools.

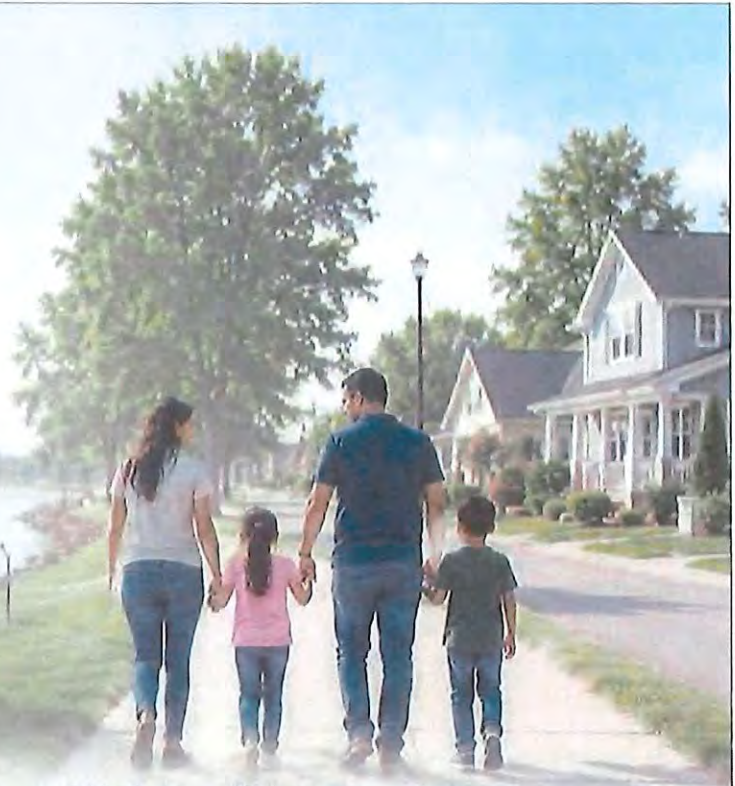
PHASE THREE IMPLEMENT THE VISION



Integrate plans, invest strategically, and continually improve.

Housing Development Code Update

PREPARING NEIGHBORHOODS FOR FUTURE GENERATIONS



Every community changes over time. Every stage of life brings different housing needs, yet every resident deserves the opportunity to find a home within a healthy, welcoming community.

The Housing Development Code Update helps ensure that Irrigon's development regulations continue to support those opportunities while preserving the character and qualities residents value most.

Building upon the findings of the Housing Needs Analysis, this initiative modernizes residential development regulations so they better reflect current community needs, evolving housing trends, and long-term planning objectives.

COMMUNITY BENEFIT



Expand housing choices that respond to changing community needs.



Preserve the character and quality of existing neighborhoods.



Improve clarity and predictability for residents, builders, and property owners.



Align residential development regulations with long-term community goals.



Support implementation of future housing policies and infrastructure investments.

“

Good neighborhoods do not happen by accident.

They are the result of thoughtful planning, clear expectations, and a shared commitment to community quality. ”



WHY IT MATTERS

Development regulations influence the types of housing that can be built, where housing may be located, and how new neighborhoods fit within the existing community.

Thoughtful regulations encourage well-designed neighborhoods, provide greater housing choice, improve predictability for property owners and builders, and help ensure that future housing complements the character of surrounding areas.

As housing needs evolve over time, development regulations should evolve as well. Updating those regulations helps ensure that the City's policies continue to support residents while providing flexibility to respond to future opportunities.



WHAT WE WILL ACCOMPLISH

Using the Housing Needs Analysis as its technical foundation, the City will evaluate residential zoning districts, permitted housing types, development standards, subdivision requirements, neighborhood design expectations, and review procedures.

Where appropriate, the development code will be updated to support a broader range of housing opportunities while maintaining compatibility with established neighborhoods and preserving the qualities that define Irigon's community character.

The update will also improve consistency between development regulations, Comprehensive Plan policies, and long-range housing objectives.



HOW THE RESULTS WILL BE USED

The updated residential regulations will become one of the City's primary implementation tools for addressing future housing needs.

Residents, builders, and property owners will benefit from regulations that are easier to understand, more predictable to administer, and better aligned with current housing policy.

The updated code will also support future Comprehensive Plan implementation, public infrastructure planning, and housing-related grant opportunities by providing a modern regulatory framework that reflects community priorities.

Rather than responding to housing challenges one project at a time, the City will have a coordinated strategy that supports thoughtful neighborhood development over the long term.



LOOKING AHEAD

With the City's development regulations updated to reflect the findings of the technical studies, the Community Readiness & Implementation Strategy moves to its final implementation phase.

The next section brings together everything learned throughout the initiative into a single, coordinated vision for the future through the Comprehensive Plan Update.

WHERE THE HOUSING DEVELOPMENT CODE UPDATE FITS

PHASE ONE UNDERSTAND FUTURE NEEDS



Establish the knowledge base for informed decisions.



PHASE TWO PREPARE THE COMMUNITY



Translate knowledge into policy, regulations, and practical tools.

PHASE THREE IMPLEMENT THE VISION



Integrate plans, invest strategically, and continually improve.

Comprehensive Plan Update

One Community. One Vision. One Roadmap for the Future.

Everything
we've learned.

One vision.

One plan.



Not Another Study

The Comprehensive Plan is often thought of as the final planning document in a series of technical studies.

It is much more than that.

This is the moment when individual projects become a shared community vision.

Every technical study completed through the Community Readiness & Implementation Strategy contributes essential knowledge—about housing, transportation, infrastructure, economic opportunity, public investment, and community priorities.

The Comprehensive Plan brings those pieces together into one coordinated framework that guides decisions for years to come.

Rather than creating new information, the Comprehensive Plan transforms everything the community has learned into clear policies, priorities, and actions that work together toward a common future.

“ *Planning is not about predicting the future.
It is about deciding—together—what
future we want to create.* ”



Why This Matters

When plans are prepared independently, communities often end up with disconnected priorities. Housing plans may not reflect transportation investments. Infrastructure projects may not align with economic development opportunities. Public investments compete rather than reinforce one another.

The Comprehensive Plan creates one coordinated vision that aligns community priorities so future decisions support one another instead of working in isolation.



The Community's Vision

Unlike the technical studies that answer specific questions, the Comprehensive Plan answers the largest question of all:

What kind of community does Irrigon want to become?



Why It Matters

Investment drives opportunity—but communities must be intentional about how they attract and support it.

Strategic incentives like the Strategic Investment Program (SIP) and Enterprise Zone can help encourage businesses to invest in Irrigon.

This plan matters because it:

- **Strengthens competitiveness.** Smart incentives help Irrigon compete for projects that create quality jobs and long-term economic benefit.
- **Leverages public investment.** When used strategically, incentives maximize the impact of public infrastructure and community assets.
- **Attracts the right investment.** The right projects create family-wage jobs, expand the tax base, and support local businesses.
- **Protects community priorities.** The plan ensures incentives align with Irrigon's values, goals, and long-term vision.
- **Builds lasting value.** Smart incentives support investment that delivers economic growth for generations to come.



What We Will Accomplish

This evaluation will help Irrigon understand how SIP and Enterprise Zone tools can be used strategically to support community goals.

We will:

- **Evaluate SIP opportunities.** Assess advantages, limitations, and the types of projects that benefit most from the program.
- **Evaluate Enterprise Zone options.** Review opportunities and requirements for designating or participating in an Enterprise Zone.
- **Compare and align tools.** Determine how each tool can best support different types of investment and community priorities.
- **Identify when incentives make sense.** Establish criteria for ensuring the greatest public benefit.
- **Recommend an approach.** Provide clear guidance for using incentives to advance Irrigon's long-term economic vision.



How the Results Will Be Used

The results of this evaluation will guide better decisions and stronger outcomes.

The results will:

- **Support business recruitment and expansion.** Use the right tool at the right time to attract and retain quality businesses.
- **Guide economic development strategies.** Align incentives with the City's priorities and long-term vision.
- **Inform policy and planning.** Shape future Comprehensive Plan policies, development codes, and investment strategies.
- **Strengthen partnerships.** Coordinate with regional, state, and private partners to leverage resources.
- **Maximize community benefit.** Ensure public incentives result in measurable, lasting value for Irrigon.

WHERE THE INVESTMENT INCENTIVES FIT

PHASE ONE

UNDERSTAND FUTURE NEEDS



Establish the knowledge base for informed decisions.

PHASE TWO

PREPARE THE COMMUNITY



Translate knowledge into policy, regulations, and practical tools.

PHASE THREE

IMPLEMENT THE VISION



Integrate plans, invest strategically, and continually improve.

Ongoing Community Partnership

Continuous Community Engagement

Engagement occurs throughout all three phases of the Growth Initiative.

Community partnership is not a single event—it is a continuous part of the Growth Initiative. Throughout every phase, the City will seek input, share progress, and gather feedback to ensure that planning decisions reflect local priorities and community values.



HOW WE WILL ENGAGE

We will use a variety of tools and opportunities to make sure the community has meaningful ways to learn, share, and be heard.



Community Meetings & Open Houses

In-person meetings and open houses to share information, answer questions, and gather feedback.



Surveys & Online Engagement

Surveys, interactive maps, and online platforms to collect input from a broad audience at convenient times.



Stakeholder Interviews

One-on-one and small group conversations with key stakeholders and community leaders to gain deeper insights.



Community Events & Pop-Up Outreach

Engaging at local events, farmers markets, and pop-up locations to connect with residents where they are.



Project Updates & Newsletters

Regular updates, newsletters, and emails to keep the community informed about progress and opportunities to get involved.



Youth & Student Engagement

Partnering with schools and youth organizations to ensure young voices help shape Irrigon's future.



Why It Matters

Strong community partnership is the foundation of the Irrigon Growth Initiative. When residents, businesses, organizations, and partners are engaged from the beginning and throughout the process, the plans we create are better, more equitable, and more likely to succeed.

This plan matters because it:

- **Builds trust and transparency.** Open and consistent communication fosters trust and ensures the community is informed and involved.
- **Reflects community priorities.** Ongoing engagement helps ensure planning decisions reflect local needs, values, and aspirations.
- **Improves outcomes.** Diverse perspectives lead to stronger strategies, solutions, and investments.
- **Encourages shared ownership.** When the community helps shape the plan, we all work together to bring it to life.
- **Strengthens partnerships.** Collaboration with local organizations, businesses, and regional partners helps leverage resources and expertise.



What We Will Accomplish

We will maintain a continuous, two-way conversation with the community throughout all phases of the Growth Initiative. Our approach will be proactive, inclusive, and responsive—ensuring everyone has opportunities to participate and their voices are heard.

We will:

- **Engage early and often.** Involve the community from the start and keep them engaged through every phase.
- **Reach a broad audience.** Use a variety of tools and formats to connect with people of all ages, backgrounds, and experiences.
- **Listen and learn.** Gather input that reflects the full diversity of the Irrigon community.
- **Communicate clearly.** Share information in ways that are easy to understand, accessible, and timely.
- **Adapt and respond.** Use feedback to refine ideas, adjust strategies, and improve outcomes.
- **Build lasting relationships.** Strengthen connections with community members and partner organizations that extend beyond the planning process.



How the Results Will Be Used

The input we receive will directly shape the plans, strategies, and actions resulting from the Growth Initiative. Your participation helps ensure that what we build together reflects our shared vision and leads to meaningful, lasting impact.

The results will:

- **Guide planning decisions.** Community input will inform goals, policies, and actions in every project.
- **Shape investments.** Priorities identified through engagement will help determine where and how resources are allocated.
- **Strengthen policy and program development.** Feedback will help create policies and programs that better serve the community.
- **Support project implementation.** Community partnerships and feedback will be essential as we move from plans to real actions.
- **Track progress and keep improving.** Ongoing engagement will help us measure success and stay focused on what matters most.

WHERE COMMUNITY ENGAGEMENT FITS

PHASE ONE

UNDERSTAND FUTURE NEEDS



Establish the knowledge base for informed decisions.

PHASE TWO

PREPARE THE COMMUNITY



Translate knowledge into policy, regulations, and practical tools.

PHASE THREE

IMPLEMENT THE VISION



Integrate plans, invest strategically, and continually improve.

FROM VISION TO ACTION

IMPLEMENTATION



Preparing today for a future where every Irrigonian can thrive at every stage of life.

The adoption of the Comprehensive Plan marks an important milestone—but it is not the end of the Irrigon Growth Initiative. It is the point where planning becomes action.

The studies, policies, and implementation tools developed through this Initiative create a shared roadmap for future decisions. From that point forward, every infrastructure investment, housing project, economic development opportunity, transportation improvement, and community partnership can build upon a common vision.



Implementation is not a single project.

It is an ongoing commitment to making thoughtful decisions that move Irrigon toward the future envisioned by its residents.

WHAT IMPLEMENTATION LOOKS LIKE



SECURE FUNDING

Use the Comprehensive Plan and supporting technical studies to compete for state, federal, and private grants that invest in community priorities.



BUILD COMMUNITY PROJECTS

Design and construct transportation improvements, utility upgrades, parks, public facilities, and other infrastructure that supports future growth.



SUPPORT PRIVATE INVESTMENT

Provide clear regulations and predictable processes that encourage new housing, business expansion, downtown revitalization, and industrial development.



MEASURE PROGRESS

Review completed projects, evaluate changing community needs, and update priorities as new opportunities emerge.



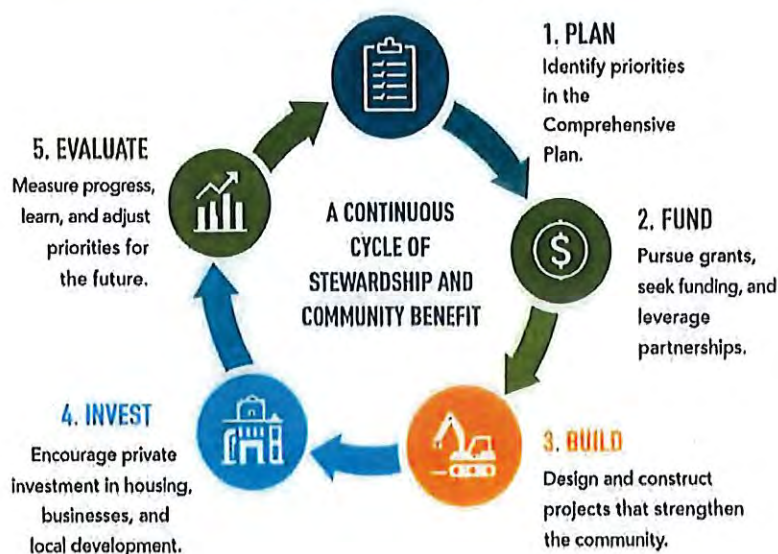
KEEPING OUR VISION ALIVE

The Comprehensive Plan is not the finish line. Adoption marks the moment when planning becomes action—and our shared future begins to take shape.

Implementation is how we turn priorities into progress. It takes teamwork, resources, and commitment. By pursuing funding, building projects, and encouraging private investment in new businesses and housing, we create opportunities for today—and a stronger, more vibrant community for generations to come.

This is an ongoing effort. Needs will change. Opportunities will emerge. By staying focused on our priorities and working together, we will keep our vision alive and make steady progress toward the future we all want for Irrigon.

THE IMPLEMENTATION CYCLE



COMMUNITY BENEFITS

-  Align public investments with community priorities.
-  Improve competitiveness for grants and outside funding.
-  Encourage private investment through clear expectations.
-  Coordinate projects across City departments and partner agencies.
-  Track progress toward long-term community goals.
-  Keep the community's vision current through ongoing evaluation.

This continuous cycle of stewardship ensures that our plan remains a living framework—guiding decisions, attracting investment, and helping the City respond confidently to future opportunities.

WHY THIS MATTERS



Every grant received.



Every new business.



Every new home.



Every infrastructure improvement.



Every partnership.

Together, those individual actions become the future that the community planned for—one decision at a time.

“Successful communities do not implement their vision all at once. They implement it one decision at a time.”

Moving Forward Together

Connecting People, Places, and Opportunities

The Irrigon Growth Initiative is more than a collection of planning projects. It is a shared commitment to preparing our community for the opportunities ahead.

Throughout this document, we have explored housing, transportation, infrastructure, economic opportunity, community partnerships, investment, and long-range planning. Each initiative answers an important question.

Together, they answer a much larger one:

How do we prepare Irrigon for the future while preserving what makes it special today?

The answer is not found in a single study or a single project.

It is found through thoughtful planning, strong partnerships, responsible investment, and a community willing to shape its future together.

Every recommendation in this Strategy supports that shared purpose.

Every project builds on the work before it.

Every decision helps prepare the next generation of opportunity.



What we Build Together



A shared understanding of community needs.



A coordinated strategy for future investment.



Modern tools to support thoughtful growth.



A long-range vision that connects every initiative.



A framework that can adapt as Irrigon grows.



Communities rarely get to choose whether change will come. They do get to choose how prepared they will be when it arrives.

The Irrigon Growth Initiative is how we prepare,