



Our Mission: To foster an environment of economic growth and opportunity through effective partnerships with our citizens, businesses, and visitors while maintaining a high standard for quality of life in a progressive community which embraces its heritage.

**City of Oregon Council Agenda,
Tuesday July 14th, 2026, 5:30 P.M.
115 N 3rd Street**

Public Option: Join Meeting via Zoom

Meeting ID: 822 2649 6897

Passcode: 355874

One tap mobile

+13126266799

1. **CALL TO ORDER**
2. **ROLL CALL**
3. **PLEDGE OF ALLEGIANCE**
4. **PROCLAMATIONS, COMMENDATIONS, SWEAR IN, ETC**
 - a. Cody Ahrens – Water/Wastewater Department Employee Introduction
 - b. Sergeant Kevin Most - Commendation
5. **PRESENTATIONS**
 - a. Cole McDaniel – President of Hometown Consulting – Review final Strong Communities Initiative report, review key findings, and recommendations
 - Community Readiness Report
 - Operationalization and Implementation Manual
6. **PUBLIC COMMENT**
7. **APPROVAL OF MINUTES**
 - a. June 23rd, 2026
8. **APPROVAL OF WARRANTS AND PAYROLL**
9. **ORDINANCES**
10. **RESOLUTIONS**
11. **MOTIONS**
 - a. a5 Marketing Agreement for 2026-2027 and authorize the City Manager to sign on behalf of the city

12. DISCUSSION ITEMS

13. BOARD AND COMMISSION REPORTS

- a. **PLANNING**
- b. **ECONOMIC AND COMMUNITY DEVELOPMENT**
- c. **FINANCE**
- d. **SUSTAINABILITY**
- e. **TREE BOARD**
- f. **PUBLIC ART COMMISSION**
- g. **250th COMMEMORATION COMMITTEE**
- h. **OTHER**

14. DEPARTMENT AND OFFICER REPORTS

- a. **POLICE**
- b. **PUBLIC WORKS**
- c. **CITY CLERK**
- d. **CITY ATTORNEY**
- e. **CITY MANAGER**
City Manager's Report

15. COUNCIL REPORTS

- a. **MEMBER SCHUSTER**
- b. **MEMBER COZZI**
- c. **MEMBER KRUG**
- d. **MEMBER FLANAGAN**
- e. **MAYOR WILLIAMS**

16. EXECUTIVE SESSION

17. ADJOURNMENT

***People may attend the meeting in person at City Hall or may watch and participate via Zoom.**

The City of Oregon, in compliance with the Americans with Disabilities Act, requests that persons with disabilities, who require certain accommodations to allow them to observe and/or participate in the meeting(s) or have questions about the accessibility of the meeting(s) or facilities, contact the City Manager Darin DeHaan at 815-732-6321 at least 24 hours before a scheduled meeting to allow the City to make reasonable accommodations for these persons.

A portion of the meeting maybe closed to the Public, immediately as permitted by 5 ILCS 120/2 (c) to discuss the appointment, employment, compensation, discipline, performance, or dismissal of specific employees of the City of Oregon, and as permitted by 5 ILCS 102/2 (c)(11) to discuss litigation against, affecting, or on behalf of the City which has been filed and is pending in a court or administrative tribunal of which is imminent and as permitted by 5 ILCS (c)(21) to review and approve closed session minutes and as permitted by 5 ILCS 120/2 (c) 2 Collective negotiating matters. **Possible action after executive session**



COMMUNITY READINESS REPORT

STRONG COMMUNITIES INITIATIVE (SCI)

*"Building Stronger, More Connected, and Investment-Ready
Rural Communities Across Illinois"*

Prepared for:
City of Oregon, Illinois

Prepared by:
Hometown Consulting, LLC
In partnership with: Compeer Financial

Date: May 1, 2026



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LETTER FROM HOMETOWN CONSULTING

May 1, 2026

Community Leaders,

Hometown Consulting sincerely appreciates the opportunity to support this initiative and thanks Compeer Financial for helping make the Strong Communities Initiative possible through its continued investment in rural communities and local leadership.

The findings and recommendations within this report are meant to support local decision-makers by providing actionable next steps that can help position the community for future growth, investment, and stability.

Every community has unique assets, challenges, and goals. This report is intended to provide a practical and honest assessment of current readiness while identifying opportunities to strengthen planning, communication, economic development, organizational capacity, and long-term implementation efforts.

Thank you for participating in the Strong Communities Initiative (SCI). This program is designed to help communities better understand their strengths, identify opportunities for improvement, and create a clearer path toward long-term success.

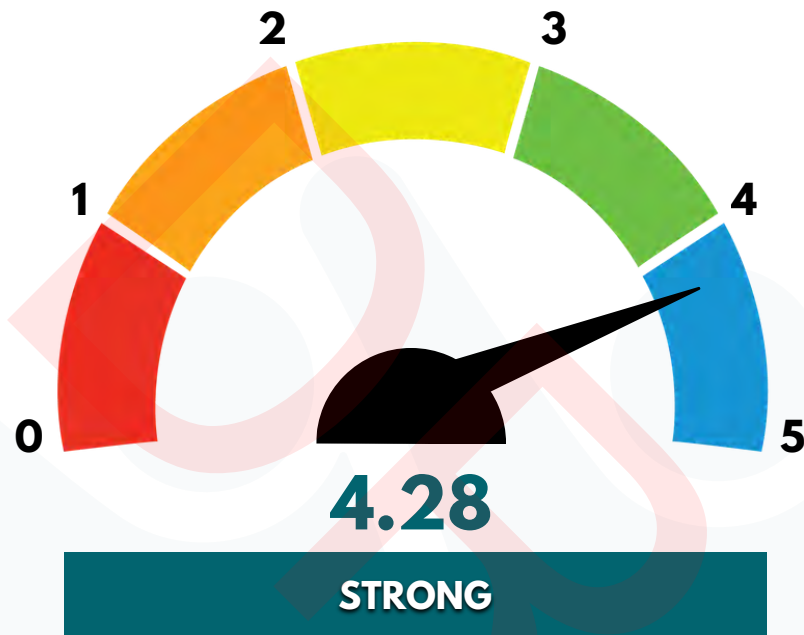
Respectfully,

Cole McDaniel

President, Hometown Consulting, LLC



EXECUTIVE SUMMARY



The City of Oregon received an overall SCI Composite Score of 4.28 / 5.0, placing the community within the Strong readiness tier.

Oregon demonstrates one of the more advanced implementation environments among similarly sized rural Illinois communities. The City benefits from established economic development leadership, a highly visible downtown and riverfront identity, active redevelopment coordination, strong regional tourism positioning, and an operational culture that increasingly emphasizes measurable implementation activity. Oregon's organizational maturity is strengthened by its role as the county seat of Ogle County, its proximity to the Rock River corridor, its established downtown environment, and the continued alignment between community leadership, redevelopment initiatives, tourism activity, and strategic planning efforts.

The assessment identified substantial strengths across governance coordination, public communications, regional positioning, and economic development readiness. Oregon demonstrates evidence of institutional coordination that exceeds many peer communities, particularly through its Economic and Community Development Commission, strategic corridor positioning, implementation-oriented planning culture, and visible redevelopment coordination tied to tourism, downtown activity, recreation, and long-term investment attraction.



TOP STRENGTHS

- Strong regional identity and tourism positioning.
- Active Economic and Community Development Commission.
- Highly visible downtown and riverfront redevelopment momentum.
- Advanced public communication and transparency systems.
- Strong regional collaboration and implementation culture.



TOP CONSTRAINTS

- Some implementation analytics remain partially decentralized.
- BRE tracking systems could become more measurable and formalized.
- Long-range redevelopment KPI integration remains limited.
- Strategic dashboarding and performance tracking could expand further.



EXECUTIVE SUMMARY

At the same time, several opportunities remain for continued advancement toward full Investment Ready status. While Oregon possesses highly functional implementation systems, additional institutionalization tied to measurable dashboards, redevelopment analytics, business retention tracking, capital sequencing integration, and formalized performance management systems would strengthen long-term resilience and implementation continuity. The City is operating from a position of organizational strength, but future competitiveness will increasingly depend on the refinement and integration of measurable implementation systems capable of sustaining momentum through future growth cycles.

The next phase of work should focus on strengthening integrated redevelopment metrics, institutionalizing long-range implementation dashboards, expanding measurable BRE systems, centralizing strategic funding coordination, and further integrating tourism, recreation, housing, and redevelopment planning into a unified implementation framework. These findings matter because Oregon is transitioning from a community primarily managing redevelopment opportunities toward one increasingly responsible for coordinating sustained implementation activity across multiple sectors simultaneously.

CONFIDENCE NOTE

This assessment is supported by extensive public evidence including municipal planning documents, redevelopment initiatives, strategic implementation materials, public communication systems, corridor redevelopment activity, tourism positioning, commission activity, and implementation examples throughout the community. Confidence in the overall readiness assessment is high relative to similarly sized rural Illinois communities.



TOP PRIORITIES

- *Centralize implementation and redevelopment performance dashboards.*
- *Expand measurable BRE and employer coordination systems.*
- *Integrate tourism, redevelopment, and capital planning analytics.*
- *Institutionalize recurring strategic implementation reviews.*



PROGRAM OVERVIEW

The Strong Communities Initiative (SCI) is designed to help communities evaluate their operational readiness, implementation capacity, organizational systems, and long-term strategic positioning. The SCI framework evaluates how effectively a community is positioned to manage growth, pursue investment, coordinate projects, secure funding, communicate with stakeholders, and sustain implementation momentum over time.

Rather than focusing only on community assets or isolated projects, SCI evaluates the systems that support long-term execution. Communities with strong assets may still struggle operationally if systems are fragmented, informal, or inconsistent. Likewise, smaller communities with limited staffing may still achieve strong readiness outcomes if they possess disciplined implementation structures and coordinated operational systems.

Each pillar is evaluated independently using weighted subcategories, evidence confidence scoring, and implementation-focused hard-cap logic. The final SCI Composite Score represents the average of the five pillar scores.

The SCI process is intended to help communities identify not only where challenges exist, but why those challenges exist operationally and what practical steps can improve implementation performance over time.

SCI EVALUATES FIVE CORE READINESS PILLARS

1

GOVERNANCE AND ORGANIZATIONAL STRUCTURE

2

ECONOMIC DEVELOPMENT READINESS

3

GRANT READINESS ANALYSIS

4

PUBLIC ENGAGEMENT AND COMMUNICATIONS

5

BUSINESS RETENTION AND EXPANSION

PILLAR SCORE, LEVELS AND MEANING

Range	Capacity Level	Meaning
4.50 – 5.00	Investment Ready	Institutionalized, measurable, highly sophisticated systems; benchmark-level readiness.
4.00 – 4.49	Strong	Advanced systems in place with only refinement needed.
3.50 – 3.99	Emerging Implementation	Functional systems with moderate gaps or inconsistent formalization.
3.00 – 3.49	Developing Systems	Basic systems present but fragmented, informal, or inconsistently applied.
2.00 – 2.99	Foundational Capacity Building	Limited formalization; early-stage system development.
0.00 – 1.99	Early Capacity Building	Major systems absent or largely informal.



METHODOLOGY AND EVIDENCE BASE

This SCI assessment was completed using publicly available documentation, organizational analysis, municipal materials, redevelopment information, demographic analysis, and implementation evidence associated with the City of Oregon. The evaluation process focused on identifying operational systems, implementation practices, organizational maturity, planning alignment, redevelopment readiness, communication structures, and measurable evidence of ongoing execution capacity.

The SCI framework prioritizes evidence-based scoring and applies weighted evaluation criteria alongside hard-cap logic designed to prevent over-scoring communities where key organizational systems remain absent or unconfirmed. Each pillar was evaluated independently using the governing scoring framework and evidence standards.



EVIDENCE REVIEWED

Municipal website and public communication systems.

Oregon Comprehensive Plan and implementation references.

Economic and Community Development Commission activity.

Downtown and riverfront redevelopment initiatives.

Tourism and recreation positioning materials.

Corridor redevelopment and infrastructure references.

Public meeting information and implementation evidence.

Oregon SCI scoring metric workbook and replication standards.



COMMUNITY AND ECONOMIC SNAPSHOT

		Oregon Proper	5-Minute Drive Time	10-Minute Drive Time	15-Minute Drive Time
POPULATION		3,570	3,943	8,694	14,762
TOTAL HOUSEHOLDS		1,773	1,803	3,988	6,458
MEDIAN HOUSEHOLD INCOME		\$71,841	\$75,357	\$73,129	\$78,397
LABOR FORCE		1,950	1,694	4,114	7,161

"Demographic and market data contained within this report were derived from sources including Esri Business Analyst, the U.S. Census Bureau, the American Community Survey (ACS), and related third-party datasets and are provided for general planning and informational purposes only to help identify potential community advantages such as population proximity, labor force access, household income characteristics, and regional market reach; while commonly used within the planning and economic development profession, Hometown Consulting LLC cannot guarantee the absolute accuracy or completeness of all estimates, projections, or drive-time modeling data."

Oregon functions as a highly visible regional destination community within north-central Illinois due to its combination of tourism assets, downtown identity, recreation positioning, county-seat functions, and regional accessibility. The community benefits from its location along the Rock River, its established historic downtown environment, its tourism economy, and its integration within broader regional recreation and economic development systems.

The City's economic profile is strengthened by tourism activity, recreation access, downtown redevelopment momentum, healthcare and educational connections, small business activity, regional visitor traffic, and institutional stability associated with county government functions. Oregon's role within the broader Ogle County market allows the community to serve residents, visitors, employers, entrepreneurs, and redevelopment partners simultaneously.

While Oregon maintains a stronger implementation environment than many peer communities, long-term competitiveness will depend on continued redevelopment coordination, housing diversification, corridor investment, strategic infrastructure planning, business retention formalization, and the continued institutionalization of measurable implementation systems.



COMMUNITY AND ECONOMIC SNAPSHOT



KEY COMMUNITY ASSETS

Rock River identity and recreation positioning.

Strong downtown and tourism visibility.

Active Economic and Community Development Commission.

Established redevelopment momentum.

County seat institutional presence.

Regional recreation and tourism access.



KEY CHALLENGES

Need for increasingly measurable implementation systems.

Long-term housing diversification pressures.

Corridor and redevelopment coordination complexity.

Limited formal BRE analytics systems.

Maintaining momentum across multiple implementation priorities.



BENCHMARK COMPARISON

Compared to similarly sized rural Illinois communities, Oregon performs significantly above average in organizational readiness, redevelopment coordination, public communications, and economic development implementation capacity. Many peer communities remain primarily reactive in redevelopment and strategic implementation efforts, while Oregon demonstrates evidence of coordinated planning alignment, redevelopment execution, tourism integration, and measurable implementation culture.

The City's next competitive advancement will depend less on generating new activity and more on institutionalizing increasingly sophisticated implementation systems capable of sustaining long-term redevelopment coordination and measurable growth management.

Oregon's strongest comparative advantages include:

Strong regional identity and destination positioning.

Active redevelopment and implementation environment.

Advanced public communication and transparency systems.

Economic and Community Development Commission leadership.

Rock River and downtown tourism integration.

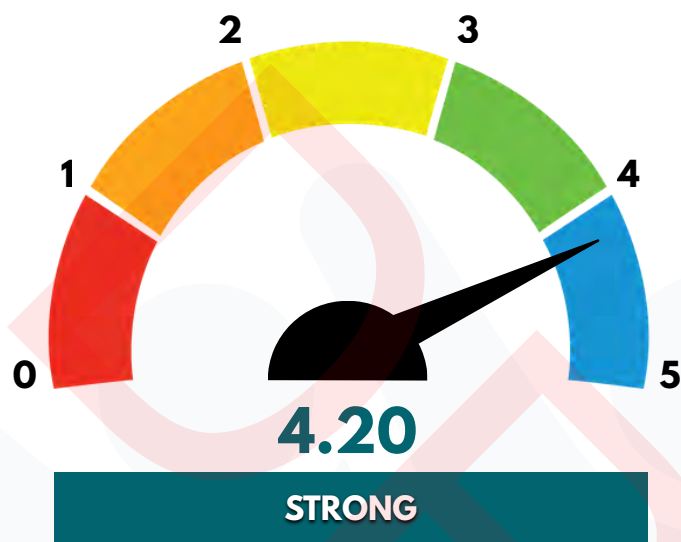
Early-stage and largely relationship-based

Established regional collaboration networks.

OREGON'S FIVE PILLAR SCORES



PILLAR 1 – GOVERNANCE AND ORGANIZATIONAL STRUCTURE



SCORE EXPLANATION AND ANALYSIS

Oregon scored within the Strong tier due to visible organizational coordination, active strategic leadership, implementation-oriented governance culture, and evidence of institutional alignment across redevelopment, planning, tourism, and economic development initiatives. The City demonstrates operational maturity that exceeds many similarly sized rural communities.

Oregon benefits from functioning committee and commission systems, recurring implementation coordination, active redevelopment leadership, and strong public-sector collaboration. Governance structures appear capable of supporting increasingly complex implementation activity across multiple projects simultaneously.

The score remains below Investment Ready because several long-range implementation analytics and integrated performance-management systems could be further institutionalized. While Oregon clearly demonstrates advanced implementation culture, opportunities remain to centralize strategic dashboards, formalize KPI integration, and strengthen recurring implementation review structures tied directly to budgeting, redevelopment metrics, and strategic outcomes.



EVIDENCE REVIEWED

Municipal organizational structure.

Economic and Community Development Commission activity.

Strategic planning and implementation materials.

Public redevelopment coordination evidence.

Public-facing governance and communication systems.



STRENGTHS

- *Stable governance and implementation culture.*
- *Strong leadership coordination.*
- *Active commission and redevelopment structures.*
- *High organizational maturity relative to peers.*
- *Strong strategic planning alignment.*



CONSTRAINTS

- *Some implementation metrics remain decentralized.*
- *Dashboard integration could expand.*
- *Long-range KPI systems could become more measurable.*



PILLAR 1 – GOVERNANCE AND ORGANIZATIONAL STRUCTURE

PATH TO BEST PERFORMANCE

To advance toward Investment Ready status, Oregon should focus on integrating measurable implementation systems capable of coordinating redevelopment, infrastructure, tourism, housing, grants, and economic development within a unified operational framework. The City already demonstrates advanced implementation culture; the next advancement opportunity involves institutionalizing analytics, recurring reporting, and measurable performance management systems.



RECOMMENDATIONS

- *Develop centralized strategic implementation dashboards.*
- *Formalize recurring redevelopment KPI reporting.*
- *Expand measurable implementation review systems.*
- *Integrate strategic planning metrics with budgeting processes.*



PILLAR 2 – ECONOMIC DEVELOPMENT READINESS



SCORE EXPLANATION AND ANALYSIS

Oregon performs at a highly advanced level in Economic Development Readiness relative to peer communities. The City demonstrates visible redevelopment momentum, tourism integration, active implementation coordination, regional branding strength, and measurable redevelopment positioning tied to downtown activity, recreation, tourism, and corridor investment.

The community benefits from a recognizable destination identity supported by the Rock River corridor, downtown redevelopment activity, recreation assets, tourism draw, institutional stability, and coordinated economic development leadership. Oregon demonstrates evidence of implementation-oriented redevelopment systems that extend beyond conceptual planning discussions.

The City's strongest opportunities for continued advancement involve refining redevelopment analytics, institutionalizing measurable BRE systems, strengthening formal site packaging, and integrating long-range investment metrics tied to tourism, housing, and redevelopment outcomes.



EVIDENCE REVIEWED

- Downtown redevelopment initiatives.
- Riverfront and recreation positioning.
- Economic development implementation activity.
- Tourism and branding materials.
- Corridor redevelopment references.



STRENGTHS

- Strong tourism and destination identity.
- Active redevelopment implementation culture.
- Strong downtown visibility.
- Regional recreation positioning.
- Coordinated economic development leadership.



CONSTRAINTS

- Formal redevelopment analytics could expand.
- BRE integration remains partially informal.
- Some prospect tracking systems could become more measurable.



PILLAR 2 – ECONOMIC DEVELOPMENT READINESS

PATH TO BEST PERFORMANCE

Oregon's strongest future gains will come through institutional refinement rather than foundational system creation. The City is already operating with advanced redevelopment capacity, but additional integration of analytics, BRE coordination, investment tracking, and implementation dashboards would further strengthen long-term competitiveness.

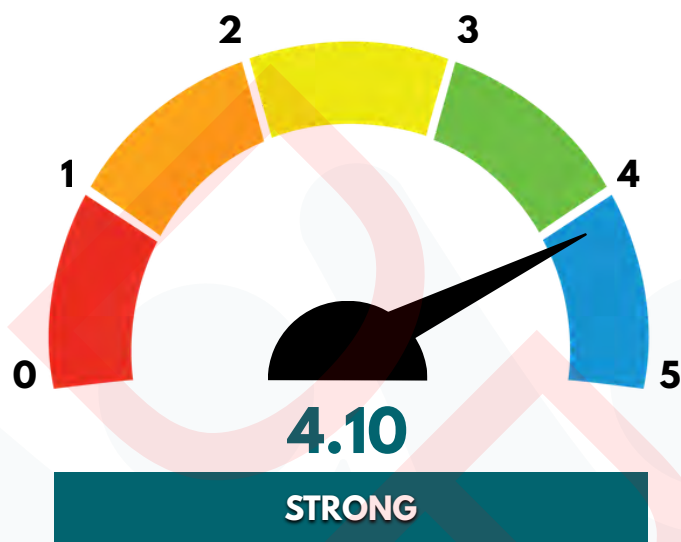


RECOMMENDATIONS

- *Expand measurable redevelopment KPI systems.*
- *Formalize prospect and investment tracking dashboards.*
- *Integrate tourism and redevelopment analytics.*
- *Expand redevelopment site packaging systems.*



PILLAR 3 – GRANT READINESS ANALYSIS



SCORE EXPLANATION AND ANALYSIS

Oregon demonstrates strong grant readiness capacity supported by active implementation projects, redevelopment coordination, strategic planning alignment, and visible project packaging tied to infrastructure, tourism, recreation, and redevelopment initiatives. The City demonstrates stronger project readiness culture than many similarly sized communities.

The community benefits from the ability to connect projects to broader regional narratives tied to tourism, recreation, downtown redevelopment, housing, economic competitiveness, and infrastructure modernization. This positioning improves competitiveness for state and federal funding opportunities.

The primary opportunity for continued advancement involves further centralizing project inventory systems, formalizing recurring grant dashboards, and integrating capital sequencing systems across departments and implementation partners.



EVIDENCE REVIEWED

- Redevelopment and infrastructure initiatives.
- Planning and implementation materials.
- Public project coordination evidence.
- Grant-related implementation references.
- Organizational coordination structures.



STRENGTHS

- Strong redevelopment project alignment.
- Visible implementation culture.
- Strategic project positioning.
- Strong regional narrative integration.
- Active infrastructure coordination.



CONSTRAINTS

- Long-range dashboard integration could expand.
- Some grant tracking systems remain partially decentralized.
- Capital sequencing systems could become more formalized.



PILLAR 3 – GRANT READINESS ANALYSIS

PATH TO BEST PERFORMANCE

The City should continue transitioning from strong project coordination toward fully integrated capital and grant management systems. The largest gains will come through institutional dashboarding, recurring implementation reviews, and measurable project sequencing tied directly to strategic priorities.



RECOMMENDATIONS

- *Create centralized funding and project dashboards.*
- *Integrate grant readiness into long-range capital planning.*
- *Formalize recurring funding strategy reviews.*
- *Expand project packaging and sequencing systems.*



PILLAR 4 – PUBLIC ENGAGEMENT AND COMMUNICATIONS



SCORE EXPLANATION AND ANALYSIS

Oregon demonstrates highly advanced public engagement and communication systems relative to peer communities. The City maintains visible public transparency, strong digital communication practices, accessible public information systems, and coordinated messaging tied to tourism, redevelopment, recreation, and community identity.

The City's communication environment strengthens redevelopment readiness by reinforcing confidence among residents, visitors, businesses, developers, and institutional partners. Oregon's public-facing systems contribute meaningfully to the community's overall implementation culture.

The strongest future opportunity involves expanding measurable engagement analytics and integrating long-range implementation reporting into recurring public communication systems.



EVIDENCE REVIEWED

- Municipal website and communication systems.
- Public meeting access and transparency.
- Community branding and tourism visibility.
- Public information accessibility.
- Community engagement materials.



STRENGTHS

- *Strong public transparency.*
- *Professional public-facing communication systems.*
- *Coordinated tourism and community branding.*
- *Accessible public information infrastructure.*
- *Strong implementation messaging culture.*



CONSTRAINTS

- *Engagement analytics could become more measurable.*
- *Long-range implementation reporting could expand further.*
- *Strategic participation tracking remains limited.*



PILLAR 4 – PUBLIC ENGAGEMENT AND COMMUNICATIONS

PATH TO BEST PERFORMANCE

Oregon is already operating with highly visible and coordinated communication systems. The next advancement opportunity involves integrating measurable engagement infrastructure directly into long-range implementation accountability systems

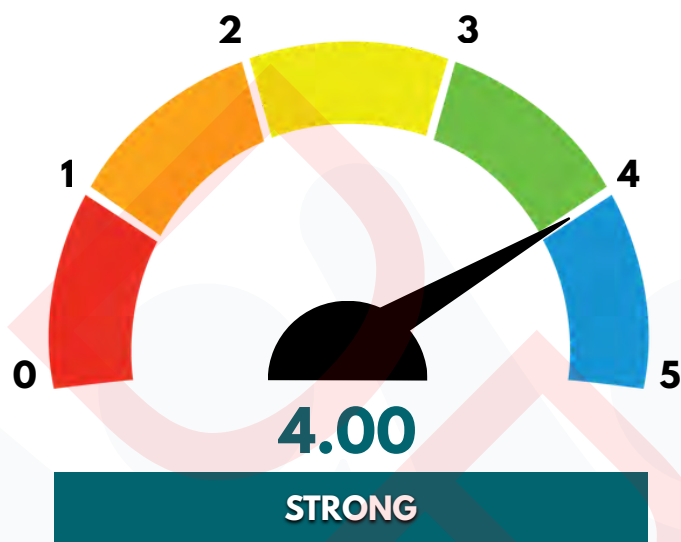


RECOMMENDATIONS

- *Expand public-facing implementation dashboards.*
- *Create recurring community progress reports.*
- *Develop measurable participation analytics.*
- *Formalize strategic engagement cycles.*



PILLAR 5 – BUSINESS RETENTION AND EXPANSION



SCORE EXPLANATION AND ANALYSIS

Oregon demonstrates strong local business coordination and economic support culture supported by tourism activity, downtown business visibility, redevelopment coordination, and active economic development leadership. The City benefits from an engaged small-business environment and strong regional identity.

The community demonstrates meaningful business awareness and redevelopment integration, particularly within downtown and tourism-oriented sectors. Oregon's strongest advancement opportunities involve further institutionalizing measurable BRE systems, employer outreach coordination, and recurring business analytics.



EVIDENCE REVIEWED

Economic and Community Development Commission activity.

Downtown business environment.

Tourism and redevelopment coordination.

Public business and redevelopment references.



STRENGTHS

- Strong downtown business identity.
- Active redevelopment coordination.
- Tourism-driven business activity.
- Strong regional visibility.
- Existing local business culture.



CONSTRAINTS

- BRE systems could become more measurable.
- Employer outreach analytics remain limited.
- Business intelligence tracking could expand.



PILLAR 5 – BUSINESS RETENTION AND EXPANSION

PATH TO BEST PERFORMANCE

BRE represents one of Oregon's clearest opportunities for continued institutional advancement. The City already demonstrates strong business environment coordination; the next step involves integrating measurable analytics, recurring outreach systems, and implementation tracking directly into redevelopment and policy coordination.



RECOMMENDATIONS

- *Develop measurable BRE visitation systems.*
- *Implement recurring business climate surveys.*
- *Create employer coordination and issue-tracking systems.*
- *Integrate BRE analytics into strategic implementation reviews.*

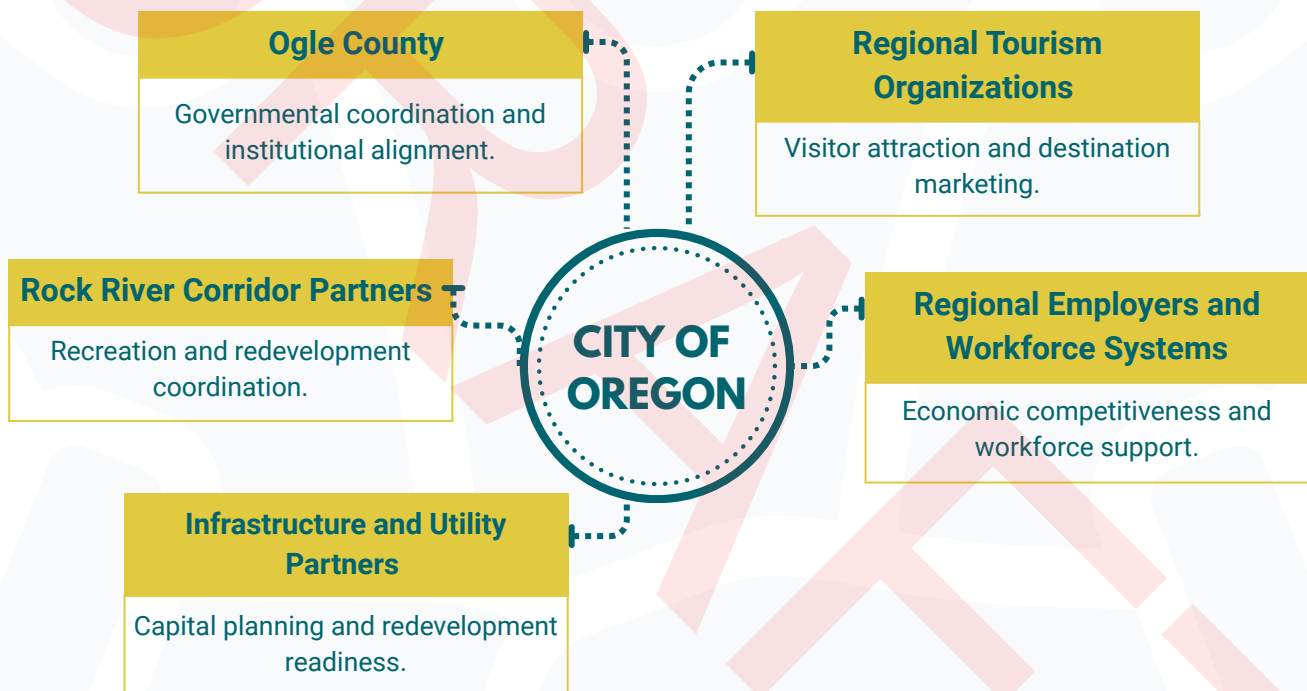


REGIONAL COLLABORATION AND POSITIONING

Oregon's regional collaboration profile is one of its clearest competitive advantages. The City functions as both a regional destination community and the county seat of Ogle County while maintaining strong connections to tourism systems, recreation networks, employers, institutional partners, and broader regional economic development efforts.

Its identity as a Rock River community allows Oregon to serve multiple audiences simultaneously, including residents, visitors, employers, developers, recreation users, entrepreneurs, and institutional stakeholders. Oregon benefits from partnerships tied to tourism, outdoor recreation, housing, downtown redevelopment, workforce systems, infrastructure coordination, and regional branding.

REGIONAL PARTNERS AND ROLES



The strongest collaborative opportunities involve riverfront redevelopment, trail connectivity, tourism expansion, downtown investment, housing initiatives, business retention, and recreation-based economic development. Oregon is particularly well-positioned to leverage collaborative implementation systems tied to regional destination growth and redevelopment coordination.

Without continued coordination, Oregon risks increasing competitive pressure from larger regional tourism and redevelopment markets. Continued collaboration will remain critical to sustaining long-term implementation momentum.



STRATEGIC OPPORTUNITIES AND CATALYTIC INITIATIVES

1 DOWNTOWN AND RIVERFRONT REDEVELOPMENT

Oregon should continue integrating downtown redevelopment and riverfront positioning with tourism expansion, redevelopment packaging, recreation investment, and long-term corridor enhancement strategies.

2 IMPLEMENTATION SYSTEMS MODERNIZATION

The City should continue institutionalizing implementation dashboards, redevelopment metrics, strategic tracking systems, and recurring KPI review structures tied to measurable implementation outcomes.

3 HOUSING AND RESIDENTIAL POSITIONING

Housing diversification and workforce housing positioning represent increasingly important long-term priorities. Oregon should proactively coordinate redevelopment and residential growth strategies tied to infrastructure capacity and regional competitiveness.

4 GRANT AND CAPITAL COORDINATION

The City would benefit from further integrating project readiness, grant sequencing, infrastructure coordination, and redevelopment packaging into a centralized implementation framework.

5 TOURISM AND DESTINATION BRANDING

Oregon already possesses a strong regional identity. Future efforts should continue strengthening how tourism, recreation, redevelopment, and economic competitiveness are marketed through a unified destination strategy.



24-MONTH STRATEGIC IMPLEMENTATION ROADMAP

PRIORITY FOCUS	0-6	6-12	12-18	18-24	LEAD RESPONSIBILITY	PRIMARY OUTCOME	KEY MILESTONES	SUCCESS METRIC	REVIEW LOOP
Downtown and Riverfront Redevelopment	●	●	●	●	City Leadership / ECDC	Coordinate redevelopment activity	Redevelopment inventory completed	Increased redevelopment activity	Quarterly redevelopment review
Tourism and Destination Branding	●	●	●		City Leadership / Tourism Partners	Strengthen destination identity	Unified tourism strategy adopted	Increased tourism visibility	Quarterly tourism review
Implementation Systems Modernization	●	●	●	●	City Staff / Consultant	Improve KPI and tracking systems	Dashboard framework completed	Recurring reporting established	Monthly implementation review
Housing and Residential Positioning	●	●	●	●	City Leadership / Development Partners	Improve housing readiness	Housing opportunity inventory completed	Increased housing coordination	Semiannual housing review
Grant and Capital Coordination	●	●	●	●	City Leadership / Infrastructure Partners	Centralize funding coordination	Funding and infrastructure inventory completed	Improved project readiness	Quarterly infrastructure review
Business Retention and Expansion Systems	●	●	●		ECDC / City Leadership	Formalize BRE coordination	BRE tracking system launched	Increased business engagement	Semiannual BRE review



24-MONTH STRATEGIC IMPLEMENTATION ROADMAP

PRIORITY FOCUS	0-6	6-12	12-18	18-24	LEAD RESPONSIBILITY	PRIMARY OUTCOME	KEY MILESTONES	SUCCESS METRIC	REVIEW LOOP
Recreation and Trail Connectivity Coordination		●	●	●	City Leadership / Regional Partners	Expand recreation partnerships	Regional coordination meetings established	Increased partnership activity	Quarterly regional review
Strategic Performance Evaluation			●	●	City Leadership / Consultant	Evaluate implementation progress	SCI progress review completed	Improved implementation metrics	Annual strategic review

IMMEDIATE APPROVAL ACTIONS

- Approve implementation dashboard framework.
- Establish redevelopment and tourism review meetings.
- Create grant and capital project inventory.
- Begin housing readiness analysis. Develop BRE tracking tools.

DELEGATED STAFF OR PARTNER ACTIONS

- Assemble redevelopment inventory materials.
- Coordinate tourism branding efforts.
- Develop KPI reporting templates.
- Coordinate infrastructure and funding discussions.
- Expand public project communication systems.

DEFERRED INITIATIVES

- Major riverfront infrastructure expansion projects.
- Large-scale housing expansion initiatives.
- Long-range incentive restructuring.
- Advanced regional analytics systems.



RECOMMENDED GOVERNANCE / TRACKING FRAMEWORK

Oregon should implement a unified strategic dashboard framework containing measurable indicators tied to redevelopment, tourism, housing, infrastructure, grants, business retention, public engagement, and implementation activity.

RECOMMENDED DASHBOARD METRICS



Redevelopment investment totals.

Downtown occupancy rates.

Visitor and tourism metrics.

Grant dollars secured.

Business visitation counts.

Housing and redevelopment activity.

Infrastructure implementation milestones.

Public engagement participation.

Employer coordination activities.

Regional partnership initiatives.

RECOMMENDED REVIEW RHYTHM



MONTHLY

- Capital project updates.
- Redevelopment tracking.
- Grant coordination review.
- Business outreach updates.

QUARTERLY

- Strategic implementation dashboard review.
- Tourism and redevelopment KPI reporting.
- Housing and infrastructure progress review.

ANNUALLY

- Comprehensive implementation assessment.
- KPI benchmarking.
- Goal recalibration and strategic alignment.



CLOSING STATEMENT

Oregon demonstrates advanced organizational maturity, strong redevelopment positioning, and one of the stronger implementation environments among similarly sized rural Illinois communities. The City has clearly moved beyond foundational readiness and demonstrates many of the characteristics associated with communities capable of managing increasingly sophisticated redevelopment, tourism, infrastructure, and economic development initiatives.

The next phase of growth for Oregon is not simply about generating additional projects. It is about institutionalizing measurable systems capable of sustaining long-term implementation excellence. By strengthening integrated dashboards, redevelopment analytics, BRE systems, and recurring strategic review structures, Oregon is well-positioned to continue evolving into one of the strongest small-community implementation environments in northern Illinois.

Hometown Consulting appreciates the opportunity to complete this assessment and recognizes the significant work already underway throughout the community.

Report Disclaimer

This report has been prepared for strategic planning and informational purposes based on information provided by the city, publicly available sources, third-party data, and consultant analysis believed to be reasonably reliable at the time of preparation. While care has been taken in compiling and analyzing this information, Hometown Consulting LLC makes no representation or warranty as to the absolute accuracy or completeness of the data contained herein.

The findings and recommendations presented in this report are advisory in nature and are intended to support—not replace—independent evaluation and due diligence by the city and its professional advisors. The City is encouraged to verify relevant data, assumptions, and feasibility considerations prior to making policy, financial, development, or implementation decisions.



SCI OPERATIONLIZATION AND IMPLEMENTATION MANUAL

STRONG COMMUNITIES INITIATIVE (SCI)

*"Building Stronger, More Connected, and Investment-Ready
Rural Communities Across Illinois"*

Prepared for:

City of Colona, Illinois
Village of Hanna City, Illinois
Village of Manito, Illinois
City of Nauvoo, Illinois
City of Oregon, Illinois
Village of Roanoke, Illinois

Prepared by:

Hometown Consulting, LLC
In partnership with: Compeer Financial

Date: May 1, 2026



TABLE OF CONTENTS

This operational manual defines and explains the recurring implementation systems, governance structures, redevelopment strategies, operational advancement concepts, and industry best practices identified in the six SCI reports (Colona, Hanna City, Manito, Nauvoo, Oregon, and Roanoke). The document is designed to function as a practical implementation guide for municipal leaders, economic development organizations, consultants, administrators, and implementation partners.

Development Pipeline Tracking	1
Site Readiness Programs	2
Leadership Transition Continuity	3
Funding Stack Coordination	4
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DEVELOPMENT PIPELINE TRACKING

Development pipeline tracking systems are centralized operational frameworks used to monitor redevelopment prospects, active projects, site inquiries, permitting milestones, infrastructure needs, funding coordination, and implementation status across the full lifecycle of a development project.

The SCI framework repeatedly identified development tracking as a major differentiator between reactive communities and communities operating with measurable implementation systems. Municipalities without centralized tracking frequently lose continuity during staff turnover, fail to follow up with developers, duplicate communication efforts, or lose visibility into project bottlenecks.

Lower-capacity communities commonly rely on informal conversations, email chains, or individual memory to track redevelopment opportunities. This creates fragmented implementation processes and weak accountability structures. In contrast, investment-ready communities institutionalize development tracking through dashboards, recurring review meetings, ownership assignments, redevelopment scoring systems, and measurable implementation timelines.

Advanced communities integrate pipeline tracking into board reporting, capital planning, BRE systems, redevelopment dashboards, and grant readiness coordination.

BEST-PRACTICE SYSTEMS TYPICALLY INCLUDE:

- *Project status categories*
- *Ownership assignments*
- *Infrastructure readiness indicators*
- *Incentive coordination tracking*
- *Funding alignment notes*
- *Target completion dates*
- *Redevelopment priority scoring*
- *Recurring implementation review schedules*



SITE READINESS PROGRAMS

Site readiness programs are coordinated operational systems used to prepare redevelopment sites for investment attraction, industrial recruitment, commercial expansion, and housing development.

SCI recommendations repeatedly emphasized that communities often market sites before basic due diligence is completed. Common deficiencies include unknown utility capacity, incomplete ownership information, zoning inconsistencies, environmental uncertainty, unclear access conditions, and lack of conceptual site planning.

Communities frequently fail because site readiness efforts remain fragmented across departments or consultants without centralized ownership structures. Strong implementation models assign responsibility to a lead coordinator supported by engineering, economic development, planning, and utility partners.

Investment-ready communities maintain continuously updated redevelopment packages, conceptual development visuals, infrastructure summaries, and funding compatibility analyses to reduce investor uncertainty and accelerate project evaluation timelines.

EFFECTIVE SITE READINESS PROGRAMS CREATE MEASURABLE INVESTMENT CONFIDENCE BY ORGANIZING:

- *Infrastructure data*
- *Utility capacity information*
- *GIS mapping*
- *Transportation access analysis*
- *Environmental assessments*
- *Ownership documentation*
- *Zoning alignment*
- *Incentive eligibility*
- *Redevelopment narratives*



LEADERSHIP TRANSITION CONTINUITY

Leadership transition continuity systems are institutional safeguards designed to preserve implementation momentum during elections, staffing changes, retirements, consultant transitions, or organizational restructuring.

The SCI framework consistently identified organizational continuity as a recurring weakness in foundational-capacity communities. Many municipalities rely heavily on individual institutional knowledge rather than documented operational systems. As a result, projects lose momentum when leadership changes occur.

Communities commonly fail because implementation knowledge becomes concentrated within one staff member, elected official, or consultant. Higher-performing communities reduce this risk by distributing operational visibility across departments, committees, and recurring reporting systems.

Advanced implementation models integrate continuity planning directly into governance modernization, succession planning, board orientation processes, and strategic implementation management.

EFFECTIVE CONTINUITY SYSTEMS INSTITUTIONALIZE:

- *Centralized implementation tracking*
- *Project documentation standards*
- *Recurring strategic review meetings*
- *Dashboard reporting systems*
- *Cross-training structures*
- *Written implementation procedures*
- *Shared digital file systems*
- *Defined governance responsibilities*



FUNDING STACK COORDINATION

Funding stack coordination refers to the strategic layering of grants, incentives, local financing tools, infrastructure investments, TIF resources, utility participation, private investment, and regional funding partnerships to support complex redevelopment projects.

SCI reports repeatedly demonstrated that high-capacity communities approach funding strategically rather than opportunistically. Instead of pursuing isolated grants, successful communities align multiple funding tools around shared implementation objectives.

Communities frequently struggle because funding efforts are pursued independently without coordination between departments, consultants, regional organizations, or elected leadership. This often produces duplicated applications, conflicting timelines, or underleveraged local resources.

Advanced communities maintain recurring funding strategy meetings and long-range implementation forecasts tied directly to redevelopment priorities and capital planning systems.

BEST-PRACTICE FUNDING COORDINATION SYSTEMS INCLUDE:

- *Multi-source funding inventories*
- *Project-to-funding alignment matrices*
- *Grant sequencing schedules*
- *Matching fund forecasts*
- *Capital timing coordination*
- *Infrastructure dependency analysis*
- *Incentive compatibility reviews*



REDEVELOPMENT OPPORTUNITY PACKAGING

Redevelopment opportunity packaging is the process of transforming underutilized sites, corridors, downtown properties, industrial land, or redevelopment districts into organized investment-ready marketing packages.

SCI recommendations repeatedly emphasized that communities often possess marketable redevelopment assets but fail to present them professionally or strategically. Weak redevelopment packaging reduces investor confidence and limits competitive positioning.

Communities commonly fail because redevelopment information is outdated, fragmented, or inconsistent across departments. Higher-capacity communities centralize redevelopment packaging within economic development workflows supported by GIS systems, implementation dashboards, and recurring updates.

Investment-ready communities continuously refine redevelopment packages as infrastructure changes, incentives evolve, ownership conditions shift, or market opportunities emerge.

EFFECTIVE REDEVELOPMENT PACKAGES TYPICALLY INCLUDE:

- *Property inventories*
- *GIS maps*
- *Utility information*
- *Traffic data*
- *Demographic summaries*
- *Incentive availability*
- *Zoning information*
- *Conceptual redevelopment visuals*
- *Infrastructure readiness details*
- *Community positioning narratives*



CROSS-DEPARTMENT COORDINATION

Cross-department coordination systems are structured operational processes designed to align public works, administration, planning, engineering, finance, utilities, economic development, and elected leadership around shared implementation priorities.

SCI reports repeatedly identified departmental fragmentation as a major operational limitation. Communities often pursue redevelopment, infrastructure, communications, and grant initiatives independently without structured coordination systems.

Lower-capacity communities frequently rely on informal communication or reactive coordination during crises. Advanced communities institutionalize recurring review structures that align departments around measurable implementation objectives.

Strong coordination systems significantly improve project sequencing, funding competitiveness, infrastructure planning, redevelopment responsiveness, and organizational accountability.

EFFECTIVE COORDINATION FRAMEWORKS INCLUDE:

- *Recurring implementation meetings*
- *Shared dashboards*
- *Interdepartmental reporting systems*
- *Defined ownership assignments*
- *Strategic implementation calendars*
- *Shared project timelines*
- *Coordinated communication protocols*



STRATEGIC INFRASTRUCTURE SEQUENCING

Strategic infrastructure sequencing is the process of organizing infrastructure investments in the order necessary to maximize redevelopment potential, funding competitiveness, operational efficiency, and implementation success.

SCI recommendations repeatedly identified infrastructure sequencing failures as a major source of redevelopment stagnation. Communities often pursue redevelopment initiatives before resolving utility limitations, transportation constraints, drainage deficiencies, or capital coordination issues.

Communities commonly fail because infrastructure decisions remain reactive rather than tied to long-term redevelopment priorities. High-capacity communities institutionalize sequencing analysis within capital planning systems, implementation dashboards, and recurring strategic reviews.

Investment-ready communities continuously update infrastructure priority frameworks as redevelopment conditions evolve.

BEST-PRACTICE SEQUENCING SYSTEMS EVALUATE:

- *Infrastructure dependencies*
- *Redevelopment readiness*
- *Utility capacity*
- *Funding timelines*
- *Engineering schedules*
- *Grant compatibility*
- *Capital availability*
- *Public-private coordination opportunities*



IMPLEMENTATION ACCOUNTABILITY SYSTEMS

Implementation accountability systems are measurable operational frameworks used to assign responsibility, monitor progress, evaluate performance, and maintain implementation momentum over time.

The SCI framework repeatedly emphasized that strategic plans fail when accountability structures are weak or undefined. Communities frequently complete planning documents without establishing implementation ownership, recurring reporting expectations, or measurable review systems.

Lower-capacity communities often struggle because accountability depends on individual motivation rather than institutional systems. Advanced communities integrate accountability into governance processes, board packets, implementation meetings, and operational reporting structures.

High-performing communities treat accountability as an ongoing operational discipline rather than a one-time reporting exercise.

EFFECTIVE ACCOUNTABILITY SYSTEMS INCLUDE:

- *Assigned project ownership*
- *Defined timelines*
- *KPI tracking*
- *Dashboard reporting*
- *Quarterly implementation reviews*
- *Board-level progress summaries*
- *Public-facing implementation updates*
- *Strategic adjustment procedures*



CLOSING OPERATIONAL PERSPECTIVE

The SCI framework consistently demonstrates that long-term community competitiveness depends less on isolated projects and more on the strength of the operational systems used to coordinate implementation, preserve continuity, align leadership, maintain accountability, and institutionalize redevelopment readiness over time. Communities that successfully implement these systems position themselves to compete more effectively for investment, grants, redevelopment partnerships, and long-term economic resilience





COUNCIL MEETING MINUTES
Tuesday June 23rd, 2026, 5:30 P.M.
City Hall Council Chambers
115 N 3rd Street

The Council of the City of Oregon met Tuesday June 23rd, 2026, at 5:30 P.M.

The meeting was held at City Hall in the Council Chambers and on Zoom.

Present: Mayor Ken Williams
Council Member Terry Schuster
Council Member Tim Krug
Council Member Josiah Flanagan
City Manager Darin DeHaan
Chief of Police Matt Kalnins
City Clerk Cheryl Hilton
City Attorney Paul Chadwick
Absent: Council Member Melanie Cozzi
Also Present: John Dickson, Earleen Hinton, and Josh Pickering.

Mayor Ken Williams called the meeting to order at 5:30pm.

Council Members Flanagan, Krug, Schuster, and Mayor Williams answered roll call. A quorum was present. Council Member Cozzi was absent.

Mayor Ken Williams started the pledge of allegiance.

Presentations

None.

Proclamations, Commendations, Swear In, Etc.

None.

Public Comment

None.

Public Hearing

Mayor Ken Williams opened the public hearing for Ordinance 2026-008 Annual Appropriations at 5:31pm. City Manager Darin DeHaan stated the city is legally mandated to approve an appropriations ordinance annually. The appropriation ordinance sets the maximum amount the city can spend per line item. The city does not spend this amount as the amounts are inflated for emergencies. The city follows a budget, which is closer to the projected expenditures for each fund. John Dickson asked if the coliseum receives enough revenue to expend what is appropriated. City Manager Darin DeHaan said no, the expenditures are based on the tax levy. Mayor Ken Williams said the actual budget for the coliseum is closer to fifty thousand dollars. The appropriation amount is much higher in case of an emergency. Council Member Terry Schuster said to think of appropriations as your credit card limit. You do not intend to spend up to your credit card limit, but it is there if you need it. Mayor Ken Williams closed the public hearing at 5:36pm.

Approval of Minutes

Council Member Tim Krug moved to approve June 9th, 2026, minutes, Seconded by Council Member Josiah Flanagan.

Roll Call: Flanagan, Krug, Schuster, Williams. No Nays. Absent: Cozzi.

Approval of Warrants & Payroll

Council Member Tim Krug moved to approve payroll in the amount of \$69,481.52 and the current warrants as listed:

a5Group Inc	\$8,356.25
Ace Hardware & Outdoor Center	\$350.00
AlcoPro	\$2,385.50
Amazon Capital Services Inc	\$1,495.73
Audubon Council of Illinois	\$200.00
Caspers Home Inspection LLC	\$1,550.00
Comcast	\$850.34
Comcast	\$1,031.82
ComEd	\$5,931.12
Display Sales	\$16,440.28
Ecolab	\$150.00
EM Benefits	\$1,822.66
Fischer's	\$2,116.82
Hawkins, Inc	\$987.17
Highstar Traffic	\$1,143.25
Illinois Rural Water Association	\$657.72
Illinois Tax Increment Association	\$100.00
Kaleel's	\$610.00
Martin and Company Excavating	\$1,170.96
Menards	\$352.96
O'Brien Civil Works Inc	\$20,439.01
Polo Cooperative Association	\$8,288.70
Postmaster	\$10.48
Postmaster	\$819.84
Robinson Outdoor, LLC	\$1,950.00
Shaw Media/Sauk Valley Media	\$56.09
Sun Life Financial	\$415.51
Verizon	\$925.57
Visa	\$3,035.04
Ward, Murray, Pace & Johnson P.C.	\$132.50
Zoro Tools Inc	\$844.89
	\$84,620.21

Seconded by Council Member Terry Schuster.

Roll Call: Flanagan, Krug, Schuster, Williams. No Nays. Absent: Cozzi.

Ordinances

Council Member Terry Schuster moved to approve Ordinance 2026-008 Annual Appropriations, Seconded by Council Member Josiah Flanagan.

Roll Call: Flanagan, Krug, Schuster, Williams. No Nays. Absent: Cozzi.

Council Member Terry Schuster moved to approve Ordinance 2026-009 Authorizing the Acquisition of Real Estate within Oregon Tax Increment Financing District – 125 S. 3rd Street, Seconded by Council Member Tim Krug.

Discussion: Mayor Ken Williams said the City Council approved the purchase of the property, but an approved ordinance is needed for TIF. City Manager Darin DeHaan said a subcommittee will decide the vision for how the space will be utilized.

Roll Call: Flanagan, Krug, Schuster, Williams. No Nays. Absent: Cozzi.

Resolutions

None.

Motions

Council Member Terry Schuster moved to approve the FY2027 Annual Budget, Seconded by Council Member Tim Krug.

Roll Call: Flanagan, Krug, Schuster, Williams. No Nays. Absent: Cozzi.

Discussion Items

None.

Board & Commission Reports

Planning: Review and approved zoning map.

Economic & Community Development: Housing. City Manager Darin DeHaan encouraged residents to take the Oregon Community Needs Assessment survey. The survey is available on the city website.

Finance: Budget/Appropriations.

Sustainability Committee: Continue to work on the possibility of converting property in front of the city dog park into prairie. City Manager Darin DeHaan said the EV charging station in the 5th Street parking lot is being utilized a little more. He is working on replacing the sign that is missing. Council Member Terry Schuster asked if a document showing the revenue received over time is available.

Tree Board: Will be creating a report for residents to complete when reporting tree issues. Josh Pickering will work on this with the Tree Board.

Public Art Commission: Continue to work on downtown banners. Will be utilizing art from the Oregon Public Library and photos from the Ogle County Historical Society.

250th Commemoration Committee: John Dickson said attendance was good over the weekend for the event. He estimated at least one hundred and twenty attendees.

Department & Officer Reports

Public Works Department: Held preconstruction meeting for the 7th Street watermain extension project. Project start date is planned for July 13th. The Century Hills general street project, IL-64 sidewalk extension projects will start shortly after followed by the Slurry Seal project. Residents and business owners in areas affected will be notified before construction begins. City Manager Darin DeHaan thanked the City Council for approving the IL-64 sidewalk project.

City Manager Darin DeHaan: Testing at the old foundry location on S. 1st Street continues. Should have the results of those tests by the end of July. The city is hopeful of receiving funding to clean up the property.

Council Reports

Council Member Josiah Flanagan: Thanked all who attended and the committee for the 250th Commemoration Event. He said the event was very nice.

Mayor Ken Williams: Thanked the 250th Commemoration Committee. He said the Tug of War was a lot of fun and there were great bands at the Oregon Depot Museum, great event.

Council Member Terry Schuster moved to adjourn the meeting, Seconded by Council Member Josiah Flanagan.

Roll Call: Flanagan, Krug, Schuster, Williams. No Nays. Absent: Cozzi.

Adjourn: 5:52 P.M.

Ken Williams, Mayor

Attest: _____
Cheryl Hilton, City Clerk

July 14, 2026

Payroll in amount \$79,204.39

a5 Branding and Digital	\$673.49
Ace Hardware & Outdoor Center	\$66.00
Amazon Capital Services, Inc	\$618.94
Anne's Landscape Supply	\$305.63
Blue Cross Blue Shield	\$25,788.47
Butitta Bros. Automotive - Oregon	\$131.65
Cheryl Hilton	\$106.95
Cintas	\$150.85
City of Oregon	\$870.00
City of Oregon	\$5,500.00
Coliseum Museum Art, Antiques & Americana	\$3,454.00
Comcast	\$285.00
Couple of Patels LLC	\$150.00
Dekalb Implement	\$413.49
Denise Terry	\$50.00
Department of the Treasury	\$80.64
Dixon IL Wellnow Urgent Care	\$241.00
Envision Healthcare	\$252.00
Fehr Grahman & Associates, LLC	\$6,700.00
Ferguson Waterworks #2516	\$7,789.05
Fidelity Security Life Insurance	\$175.40
Fischer's	\$854.86
Frontier	\$139.41
Frontier	\$300.09
Game Day Apparel	\$1,090.00
Hach Company	\$2,249.14
Hawkins, Inc	\$1,841.30
Hidden Timber Gardens	\$3,922.91
Highstar Traffic	\$256.15
ICMA Membership Renewals	\$734.00
Illinois EPA	\$11,000.00
Illinois Office of the State Fire Marshall	\$75.00
Illinois Public Safety Agency Network	\$5,130.00
Jacob & Klein, Ltd	\$985.25
Jim Sigwards	\$50.00
KADA LLC	\$2,900.00
Ken Williams	\$27.87
Lu Zaharier	\$50.00
Martin and Company Excavating	\$12,538.00
MCS	\$145.00
Melanie Cozzi	\$25.00
Menards	\$104.76
Mobile Electronics	\$195.90

Molitor Plumbing LLC	\$2,500.00
NAPA	\$137.24
Nexstar Media Inc	\$4,500.00
Nicor	\$117.02
Northern Illinois Disposal Services	\$25,642.28
Ogle County Clerk and Recorder	\$73.00
Ogle County Fair Association	\$105.00
Ogle County Sheriff's Dept	\$1,700.00
Oregon Living & Rehab Center LLC	\$4,200.00
Oregon SuperValu	\$67.36
P.F. Pettibone & Co	\$681.55
Pace Analytical Services	\$937.50
Region 1 Planning Council	\$625.00
Shawn Melville	\$250.00
Snyder's Pharmacy	\$358.69
Steve Benesh & Sons	\$1,278.20
Steven Marek	\$100.00
Stillman BancCorp	\$4,047.16
Stratus Network Inc	\$77.08
SundogIT	\$2,667.45
Taryn Bradley	\$780.00
TCOC Head Start	\$50.00
The Economic Development Group	\$3,941.00
The Lamar Companies	\$1,000.00
Thomson Reuters-West	\$118.00
Van Buren Equipment Services LLC	\$942.82
Village of Progress	\$1,280.00
Visa	\$1,016.48
Visa	\$200.00
Ward, Murray, Pace & Johnson, P.C.	\$238.50
Zarnoth Brush Works	\$442.50
	\$158,491.03

City Manager



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April 6, 2026

We at a5 Branding & Digital are excited to get working on Year Two to lead the All Trails Lead to Oregon campaign. This year, we aim to expand the reach, extend the seasons and drive more people to Oregon, Illinois. The aim: turn visitors into fans and fans into residents and business owners.

Working in concert with the core team and steering committee, we will review the successes in 2025 and build a 2026 marketing campaign and program that could include these key initiatives:

- Develop product that will bring people to Oregon, including festivals, events and tours
- Connect Oregon to communities south (i.e. Dixon) and north (i.e. Byron and Rockford)
- Craft content Around Weekend Stays in addition to the Day Trip Adventures
- Expand to market year 'round opportunities, including Spring, Fall and Winter
- Reach a wider geographic audience, i.e. Madison, Milwaukee, Quad Cities, Peoria in addition to Rockford and Chicago

Account Management

During 2026, we will develop a stronger year 'round account management presence to keep the core team and steering committees engaged all four seasons. This will include:

- Strengthen core team with monthly check-in meetings
- Coordinate quarterly steering committee meetings
- Capture data and measure results and impact—and report out semi-annually
- Work more closely with attractions and businesses

Marketing Plan Development

Building upon the marketing plan for 2025, we would work with Oregon to determine what works and what can be improved in the coming year.

The updated plan would include:

- Goals
- Audiences
- Key messages
- Strategies for success
- Options and recommendations on how to develop a sustainable structure.
- Partnership development, including other taxing bodies, the CVB, Chamber of Commerce, etc.
- Tactical recommendations
- Timeline
- Media budget recommendations (three media plan options)
- Metrics

April 6, 2026

The plan will include updated messaging (if needed), goals, tactics, metrics, schedule and budget. New tactics could include events (in Chicago and/or Rockford), trade shows, street banners, an enhanced presence on the city website (and local organizations), etc. Leveraging search results through AI will also be an element of the plan.

In addition, a5 would be happy to work more closely with the business community to foster a stronger sense of community and to grow the local business ecosystem.

Website Expansion

Building upon the successful website launch, we would continue to update the All Trails Lead to Oregon website with up-to-date and accurate information. We would also:

- Create and post more weekend adventures
- Highlight activities in the Fall, Winter and Spring
- Generate content that connects Oregon to the wider region, offering more places for people to stay (i.e. Rockford and Dixon) and more activities in the area

Social Media

In 2025, we launched All Trails Lead to Oregon social media accounts on Facebook and Instagram. In 2026, we aim to grow these audiences and engagement.

- Grow Facebook from 688 followers to 1500 followers
- Grow Instagram from 997 followers to 2,500 followers

Working with you, we also plan to grow the engagement, increase social media advertising and encourage area businesses and organizations to like, comment and share the positive news about Oregon.

Media Buy

In 2025, the media buy was focused on the Chicago area with a pinch of Rockford and Rochelle. In 2026, we aim to strengthen the message in those areas and add DeKalb, Madison and Milwaukee. The media buy would be developed in concert with the core team and shared with the steering committee to input.

Influencer Marketing

The influencer agreements in 2025 yield very strong results. 3,800,000 million views, 8,862 shares, and 4,100 saves. This coming year, we propose to build on that success by coordinating trips with additional influencers in the target markets, expanding from two agreements (A Couple of Patels, Renee's Next Adventure and Mapping our Tracks) to five or six with targets of summer, fall and winter.

April 6, 2026

Video

In the 2025 fiscal year, we produced one video during the holiday season. We propose to create four to six short-form videos across the Summer, Fall and Winter. a5 would concept, storyboard, shoot, edit and distribute these videos on social media. (They would be posted on the All Trails website also.) Subjects would include stories of people and place, including downtown, recreational opportunities, food and lodging and more, all with an emphasis on how easy it is to visit Oregon.

Google Ads

Google ads are an inexpensive and highly effective way to reach people searching for places to visit and communities in which to invest. We would write and post ads that will engage potential travelers and those interested in an Oregon adventure.

Email Marketing

Working with the City, we can develop an email newsletter and an email template, then build a database to share information on a regular basis. This newsletter could be focused on tourism and economic development to expand the reach and message. The template would be created in Mailchimp.

Photography

In addition to video, photography is crucial for telling the Oregon story. We would organize one day of photography with Chris Guillen, who took the 2025 shots.

We would photograph new people and different places, including:

- Parks in Oregon
- Regional attractions, including Nachusa Grasslands, White Pines, etc.
- Local business owners, including La Vigna, Blackhawk Steak Pit, Jay's Drive-In, breakfast spots, etc.
- Local attractions, including the Oregon Ganymedes, Conover Square Mall, CMAAA, etc.

Optional: Oregon News

a5 proposes to help Oregon create a connection with the community by developing a compelling news voice. This would combine print and digital methods to provide a clear and consistent outlet for informing and educating the community—and giving people a sense of pride. Combining stories of people and place, Oregon News (name to be developed) would come out on a regular basis—six or 12 times annually—with clean design, great content and high-impact imagery. Oregon News would fill the vacuum by providing local news—stories of people and place – that will keep residents informed and engaged in the building of community.

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April 6, 2026

Budget, Year Two

a5 Fees, Project Management	\$30,000
a5 Fees, Web Maintenance	\$4,000
a5 Fees, Social Media/Email Management	\$18,000
a5 Fees, Collateral	\$3,000
a5 Fees, Print & Digital Ads	\$10,000
a5 Fees, PR	\$3,000
a5 Fees, Updated Marketing Plan	\$3,000
a5 Fees, Oregon News (Optional)	TBD
Media Budget	\$49,750
Video	\$7,500
Photographer Fees (estimated)	\$4,000
Web Site hosting/Squarespace (per year)	\$250
Total Budget, Year Two	\$132,500

Estimated fees are based on a discounted blended rate of \$175/hour.

If hours exceed the estimated fees, the additional time will be billed at \$175/hour.

a5 did not charge for travel in 2025 and will honor that in this fiscal year.

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April 6, 2026

Terms

Terms are net 15. Payment of fees and expenses is not contingent on client acceptance of recommendations.

Office expenses, if needed, such as FedEx . are additional. Invoices for outside vendors used for printing, photography, mailing, etc. may be billed directly to client to avoid agency markup. If billed to a5, a markup of 15% will be added.

Proofreading is the exclusive responsibility of the client; neither a5 Branding & Digital nor their suppliers will accept responsibility for errors in copy.

If the contents of all pages of this contract meet with your approval, please countersign this form (below) and email to John Harris as authorization to proceed.

John Harris jharris@a5inc.com 312.877.5500 office / 708.227.5313 mobile

Submitted by



John Harris Date
Principal, a5 Group Inc.

Accepted by

Authorized Signature Date



Our Mission: To foster an environment of economic growth and opportunity through effective partnerships with our citizens, businesses, and visitors while maintaining a high standard for quality of life in a progressive community which embraces its heritage.

CITY OF OREGON

115 N. 3rd Street, Oregon, IL 61061

Phn: 815-732-6321/ website: cityoforegon.org

To: Mayor Ken Williams & Oregon City Council

From: Darin J. DeHaan, City Manager & Staff

DATE: Jul 14, 2026

I am pleased to provide Mayor Williams and the Oregon City Council with the following synopsis of City Business for – Jun 20, 2026 – Jul 10, 2026

Submitted by Darin DeHaan - City Manager

- Welcome Cody Ahrens to the Water/Waste Water Department. We are glad to have him on Team Oregon!
- Thank you to everyone who volunteered and got involved with our 250th Anniversary Events.



- It doesn't get any better than getting opportunities to brag about the communities we are lucky to serve! It was a pleasure to begin the day by collaborating with City Council Member Terry Schuster on Superhits 93.5, where we highlighted all of the great things about Oregon, IL. (Or at least a good summary!) Shopping and dining options, vibrant festivals, a thriving art scene, abundant outdoor recreational opportunities, and exceptional community members. Look for Morning Show 8AM - Monday 6/29/2026 <https://lnkd.in/gz2yBky2>



- I continue to work on marketing material and items related to our All Trails Lead to Oregon marketing drive.
- I attended the pre-construction meeting for the 7th Street Watermain Project and the Road projects for this summer.
- I attended a webinar on CDBG Community Revitalization Grants.
- I attended the NorthCOG Board meeting and had a great discussion on legislative updates presented by Brad Cole, Illinois Municipal League CEO.
- Follow up on some TIF projects and requests as well as Facade grant applications.
- Follow up on a few minor citizen complaints. Great job by staff on addressing the issues immediately!
- Updated a list of projects for Public Works.
- In the process of researching software to handle FOIA requests. Just exploratory right now.
- Continue to help facilitate several committee projects.
- Follow up with the building inspector on some ongoing projects.
- Follow up on some code enforcement issues.

- Completed some grant research for potential grant funding sources.
- Attended a OCEDC housing development meeting to create strategies to address housing shortages. I've submitted our development areas.
- Responded to a few requests for documents as well as zoning confirmations.
- Continue to facilitate the Main Street position. We conducted five interviews with potential candidates.
- Continue to work on filling a few empty commercial spaces in Oregon. Continue working with existing and potential new businesses.
- Attended Blackhawk Hills Reg Council Housing Design Exhibition meeting in Rochelle.
- Beginning the process to update the Capital Project Plan as well as looking at creating a TIF Capital Planning Document.

“ I am always open to hearing your perspectives if there are things you feel need addressed. I'm available via phone, email, or you can always message me via facebook messenger from the City page. We work for you and your input and communication is vital for our success.” - Darin DeHaan

City Hall - Cheryl Hilton, City Clerk

- Congratulations to City of Oregon employees who are celebrating an anniversary this month:
 - Sergeant Eric Higby - 3 years
- The next brush pickup is scheduled for July 27th.
- 10 building permits were issued in June.

MEETING INFORMATION

Planning & Zoning:

Next meeting Tuesday Jul 21, 2026 5:30 PM Oregon City Hall Council Chambers.

Tree Board:

Next meeting Wednesday Jul 22, 2026 4:00 PM Oregon City Hall Conference Room.

City Council Meeting:

Next meeting Tuesday Jul 28, 2026 5:30 PM Oregon City Hall Council Chambers.

Sustainability Committee:

Next meeting Monday Aug 10, 2026 9:00 AM Oregon City Hall Conference Room.

Public Art Commission:

Next meeting TBD at Oregon City Hall Council Chambers.

Public Works

Director of Public Works Submitted by Bill Covell

Daily Tasks

- Help Schedule
- Approve Bills
- Purchased supplies
- Monthly Fuel Reports
- Safety Training

Projects

- Headworks
 - Nothing new
- Lead Service Inventory
 - Review service list and update
- 2026 Local Road Projects
 - Precon & review subdivision info
- 2026 MFT Project
 - Remove street department parking lot and add City Hall and Adams Street
- 2025 East Side Sidewalk
 - Review staging
- Pedestrian Crossing
 - Requested prices on RRFB's
- Helped with fiber internet upgrades at sewer plant
- Reviewed Sidewalk removal locations
- Help with new hire paperwork and administration duties
- Compared city code to other municipalities

Meetings

- Department Head
- Safety Meeting
- Bid Openings

Miscellaneous

- Worked on Fulcrum report

Street Department Submitted by Jordan Plock

A. Daily Tasks

- Trash pickup of city trash cans
- Crew has started the yearly mowing projects.

B. Projects

- Crew patched large area of street that had failed in the 900 block of Jefferson St



- Crew continued with some tree trimming of low hanging problem areas.
- Crew did some restoration work and planted grass seed in the city terrace in front of the fire station.
- Crew poured 100 ft of new sidewalk on S 5th St.
- Crew rented a mastic machine for a week and did a large amount of edge and pothole repair throughout town.
- Crew replaced some faded and worn out signs in town. Another large order of street signs was placed to continue with our sign replacement program.

C. Training

Had weekly safety training on mental health and stress.

Worked on weekly safety training

Foreman worked on continuing education classes

Worked on updating our list of required OSHA training for the year.

D. General

- Street Foreman attended the department head meeting.
- Street Foreman attended a pre construction meeting on 7th St water main and upcoming road projects.
- Met with slurry seal contractor on various questions that they had about the upcoming project
- Met at the coliseum to come up with a plan on some drainage issues. These issues will be solved in house to save money.
- Street Foreman and Josh Pickering assisted the water department with their daily chores as we transitioned employees on that side.

- Crew worked on cleaning out and organizing a street department storage facility.
- Crew placed and removed the flags downtown for the 4th of July holiday and to celebrate the 250th anniversary.

Sewer Department Submitted by Scott Wallace

A. Daily tasks

- Daily chores
- Testing full set (process control/EPA Required Monitoring)
- Half testing (process control)
- Pumped Sludge
- Cleaned bar screens, netting of tanks, multiple times daily due to rags, debris
- Daily reporting of National Weather Service recordings
- Lift Station usage recording
- Assisted the Water Department
- Monthly reports to the EPA
- Generator/ Well checks
- Worked with various customers on water and sewer issues (leaks, sewer backups)

B. Head Works

- Nothing new at this time

C. Scada Upgrade

- Metro Cloud, Nothing new at this time

D. Training

- Safety Training, Heat Stroke and working in extreme temperatures
- Safety Training, Mental health awareness

E. General

- Fire hosed South Clarifier
- Blew back telescopic valves
- Chemical delivery topped off
- Submitted monthly reports to IEPA
- Multiple power outages due to weather
- Treatment Plant has been running great! All of our tests have come back well below our limits!

Water Department Submitted by Aidan Ellsworth

A. Daily Tasks

- Chores
- Daily Testing
- Julie Locates
- Final reads
- Water turn-ons
- Water shut-offs
- Generator checks

B. Wells

- Repaired Chemical feed pump parts as needed
- Received Chemical delivery from Hawkins for process/control
- Ordered replacement parts for Chemical feed pumps
- Adjust chemical feed pump to account for temperature change

C. Meter Replacement Program

- Been scheduling and replacing meters as time allows

D. EPA compliance

- Completed Monthly Bac-t/ Fluoride sampling for Epa compliance
- Completed Monthly Operating Reports for June 2026 Epa compliance..
- Received Sample bottles for PFAS will sample early next week.
- Started on Lead sampling for Epa compliance.

E. Training

- Worked with Cody on Daily chores.
- Worked with Cody on Locates,finals,Shutoffs
- Safety Training weekly

F. General

- Assisted the Sewer department when needed
- Worked with customers on water leaks and sewer issues.
- Worked with customers on meter repairs, and replacement of meters.
- Hydrant Flushing is complete.
- Investigated locations of valves and stops ahead of 7th st water main project
- Welcome new employee. Cody Ahrens started this week, Cody comes with experience in water and sewer and should complement our team well.

Police Department Submitted by Chief Matthew Kalnins

- On June 30, 2026, the Oregon Police Department responded to the 800 block of South 4th Street for a report of a stolen vehicle. The vehicle owner reported that the vehicle had been taken from in front of a residence at approximately 8:20 p.m.

Officers responded to the scene and initiated an investigation into the theft. On July 1, 2026, information provided by the vehicle owner assisted law enforcement in locating the vehicle in Dixon IL. The Dixon Police Department successfully located and secured the stolen vehicle on behalf of the Oregon Police Department.

The vehicle was subsequently processed by the Illinois State Police before being released and returned to its owners.

The Oregon Police Department would like to thank the vehicle owners for providing valuable information that contributed to the successful recovery of the vehicle. We also extend our appreciation to the Dixon Police Department and the Illinois State Police for their prompt assistance and cooperation throughout the investigation.

- The Oregon Police Department would like to extend a sincere thank you to the residents and visitors of our community for making this year's Independence Day celebration a safe and enjoyable one.

This Fourth of July was especially meaningful as our nation celebrated the 250th Anniversary of the United States of America, a historic milestone honoring the ideals of freedom, service, and unity that have shaped our country for two and a half centuries.

We appreciate everyone who celebrated responsibly, looked out for their neighbors, and helped make the holiday weekend a success. Your cooperation allowed families and friends to enjoy the festivities while helping keep our officers, first responders, and community safe.

Thank you for doing your part and for continuing to make Oregon such a great place to live, work, and celebrate

