

# LEBANON 2040 VISION & COMMUNITY STRATEGIC ACTION PLAN



April 2016

# Dedicated to Jim McDaniel

in loving memory of his great affection and support  
of the Lebanon community



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# Introduction

## OVERVIEW

The Lebanon 2040 Vision (Vision) and the Lebanon Community Strategic Action Plan (Strategic Action Plan) constitute the community's aspirations for what Lebanon should look and feel like by the year 2040, and a plan for how to get there. The Vision and the Strategic Action Plan were developed over nearly two years with extensive public input to ensure the community's values and priorities provided the foundation for the future physical, economic, and social attributes that will define the community. The Vision and the Strategic Action Plan serve as two constituent parts of a comprehensive process of public engagement.

First, the Vision represents the citizens' overarching description of the community they aspire to attain by 2040. The first element of the Vision, the Vision Statement, expresses this aspiration succinctly:

*"Lebanon is  
a friendly  
and thriving  
community."*

The Vision is supported by seven focus areas that expand the Vision Statement concept, elaborating on the specific elements that comprise the community's ambitions for the future. Each focus area provides a brief narrative description of a topic (e.g., education, jobs, arts, etc.) that supports and delineates the intent of the Vision Statement.

Second, the Strategic Action Plan charts a course for implementing the Vision over the next five years. It identifies 17 strategies that provide direction for accomplishing the Vision and offers guidance for community leaders helping to achieve its realization. Each strategy includes one or more actions to help move it forward. Each action provides a tangible project, program, or activity to implement the strategy it supports. The Strategic Action Plan was developed as a direct outgrowth of the Vision, allowing each part of the plan to be traced back to the Vision Statement, ensuring fidelity and maintaining the integrity of the Vision as originally conceived.

The figure below illustrates the interconnectedness of the Vision and Strategic Action Plan:



This report provides an overview of the development process and final products of the Lebanon 2040 Vision and the Strategic Action Plan. These two elements together offer a guide to Lebanon's future.

The first section of this report outlines the extensive community engagement process used to develop the Vision and Strategic Action Plan. The second portion describes the final products and provides the final text of each as officially adopted by the City Council.

# Plan Development

## LEBANON 2040 VISION DEVELOPMENT

Between November 2014 and May 2015, the City of Lebanon (City) conducted an extensive public involvement process to identify the community's values, priorities, and preferred future scenario. To assist in this effort, the City retained BDS Planning & Urban Design and CBE Strategic to facilitate the process to develop the Lebanon 2040 Community Vision.

The Vision Statement and focus areas were drafted by a Sounding Board using initial community input received through a community engagement process. The Sounding Board was comprised of community representatives from a broad range of local

organizations and interests. The public engagement process involved more than 1,100 residents through focus groups, surveys, interviews, community events, and a community forum. Following the draft Vision and focus areas, additional public input was received and the Sounding Board further refined the Vision and focus areas. The Vision Statement was ultimately adopted by the City Council on June 10, 2015.

The following table summarizes the community outreach activities that informed the final Vision Statement and focus area elements:

| Event(s)/Activity                  | Participants |
|------------------------------------|--------------|
| Kick-off Event                     | 18           |
| Focus Groups (21)                  | 166          |
| Online Surveys (2) & Website       | 683          |
| Individual Interviews              | 30           |
| Chamber of Commerce Biz Expo Booth | 204          |
| Community Forum                    | 80           |
| Vision Sounding Board Meetings (2) | 18           |







**Community Outreach Process:** The community/stakeholder engagement process provided the core of the information for the Task Force's work. This process was used both to inform the public and other stakeholders about the project and to solicit ideas for the Strategic Action Plan. It included a multi-faceted approach to engage the public, community leaders, City Council members, and City of Lebanon staff. A variety of outreach methods were utilized including stakeholder interviews, online surveys, a community workshop, a project website, a Facebook page, and multiple press releases.

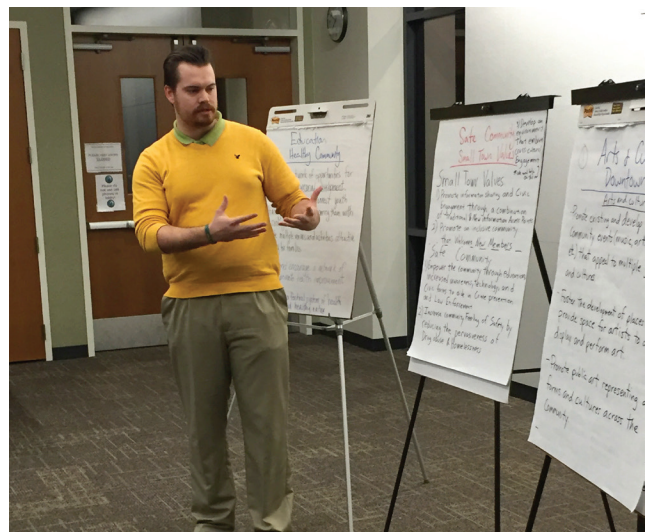
The development of the Strategic Action Plan began with the establishment of the Task Force and the distillation of its scope and work plan. The Task Force then disseminated a community survey, both written and online, seeking

citizen ideas that could be used to bring the Vision into reality. Approximately 100 survey responses were received. The Consultant also conducted 25 individual interviews with community leaders, City Councilors, and City management. After compiling the survey and interview data, the Task Force and Consultant consolidated the feedback into a draft set of strategies and actions. Once this rough draft of the Strategic Action Plan was completed, a community workshop was held, facilitated by the Consultant, at which residents could review the proposed strategies and provide their opinions in real time utilizing polling software. There was also an opportunity for open discussion and to provide written comments. Immediately following the workshop, a second survey, again both written and online, was distributed to gather community feedback on the draft Strategic Action Plan.

The Consultant subsequently compiled, synthesized, and presented the entirety of the quantitative and qualitative data to the Task Force. The Task Force and Consultant then modified the draft plan taking the citizens' opinions into account and created a final proposed draft of the Strategic Action Plan

for City Council consideration. The Council accepted and adopted the plan at its meeting on April 13, 2016.

The following chart summarizes the process and activities that informed the development of the Community Strategic Action Plan:



# Vision Statement and Focus Areas

## OVERVIEW

The extensive public engagement process conducted during the creation and development of the vision statement and focus areas led to a number of key findings. Through survey responses and other community involvement forums, “small town values” were the most common values expressed by community members. In addition, the words “home” and “friendly” were the two most common words used to describe the City. When asked in surveys what type of place residents would like Lebanon to be in 2040, the most common responses were: small town, business friendly, education, family oriented, safe, active/healthy, friendly, and clean. These responses formed the basis of the Vision Statement and focus areas that were developed by the Sounding Board. The full text of these elements is provided below.

## VISION STATEMENT

Lebanon is a friendly and thriving community.

“Lebanon is  
a friendly  
and thriving  
community.”

## FOCUS AREAS

### JOBS & GROWTH

- **Industry & Business:** Lebanon encourages and supports a variety of new and existing businesses that provide local jobs and living wages.
- **Managed Growth:** Lebanon welcomes growth that reinforces its plans for the future.
- **Infrastructure:** Lebanon sustains an infrastructure system (transportation, telecommunications, power, water, and sewer) that supports future growth plans.

### DOWNTOWN

- **Heart of the Community:** Downtown is the recognized center of Lebanon where people gather to celebrate and connect.
- **Historic Preservation:** Lebanon preserves its rich past through renovation and preservation of its historic downtown buildings.



## EDUCATION

- **Life-long Learning:** Lebanon engages community members in lifelong learning to support self-sufficiency and fulfillment.
- **Families & Kids:** Lebanon supports a range of positive activities through and beyond its schools to enrich the lives of families
- **Schools:** A broad spectrum of educational opportunities is available to the community.
- **Library:** Lebanon values its outstanding library and the opportunity it provides for enriching the community.

## SAFE COMMUNITY

- **Drug-free:** Comprehensive drug awareness education, prevention, and treatment programs strive to eliminate illegal drug use in Lebanon.
- **Safe Neighborhoods:** Proactive law enforcement and community intervention keep Lebanon safe.



## HEALTHY COMMUNITY

- **Lifestyles:** Healthy choices and recreation opportunities in Lebanon enable healthy and active citizens.
- **Healthcare:** Comprehensive health and wellness services support community vitality.

## SMALL TOWN VALUES

- **Welcoming:** Lebanon actively welcomes new community members.
- **Connections:** Friendliness is the key element of Lebanon's social make-up.
- **Inclusivity & Diversity:** Lebanon embraces all community members and is compassionate toward the needs of the people.

## ARTS & CULTURE

- **Events:** Lebanon supports a diversity of events that connect residents to each other and welcomes people to the community.
- **Arts:** Lebanon nurtures creativity across all forms of art.

On the following page is the graphic representation of the Vision Statement and Focus Areas that were adopted by the City Council:



Lebanon is  
a friendly  
and thriving  
community

~ Lebanon 2040 Vision Statement



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**Inclusivity & Diversity:** Lebanon embraces all community members and is compassionate toward the needs of the people.

# Community Strategic Action Plan

## OVERVIEW

As explained above, the Strategic Action Plan represents an initial five-year blueprint for advancing the community toward achieving the Lebanon 2040 Vision. While the 17 identified strategies provide general guidance for implementing the Vision, the action items contained within each strategy constitute the concrete steps the community has committed to take in order to become the friendly and thriving town described in the Vision Statement.

The contents of the Strategic Action Plan are structured in a matrix format for ease of use. Each strategy, along with its corresponding focus area, is included at the top of each page. Below these items are the action items themselves. The ordering of the action items has no bearing on their prioritization. Some actions call for new steps to be taken (e.g. 'Create a Ralston Park Saturday Market'), while others call for continued support for existing actions (e.g. 'Promote existing community events including, and not limited to, Strawberry Festival, Movies at the Mill, and Concerts at the Park').

It is important to note that the Strategic Action Plan is much more than an organizational plan for the city government. It is a guiding document for the entire community, and a recognition that efforts will be required from a broad range of actors in order to achieve the public's aspirations. Accordingly, each action in the plan contains a designated lead partner; a community actor who has committed to taking responsibility for the completion of their corresponding action. Lead partners are not necessarily tasked with funding the action in question, and they are empowered to address the action within a timetable that works for their specific organization. They will act as facilitators and conveners, working with other interested parties to further their portion of the plan. Potential partners have also been suggested as organizations that may be able to assist the lead partner in its efforts. The potential partners included do not necessarily constitute an exhaustive list; other partners who may also be able to assist may be identified at a later date.

The following diagram shows an example of the Strategic Action Plan structure:

DIAGRAM 1: EXAMPLE OF STRATEGIC ACTION PLAN STRUCTURE

## Vision Focus Area: Arts & Culture

→ Seven Vision Focus Areas

STRATEGY #1: Promote existing and develop new community events (music, arts, festivals, etc.) that appeal to multiple generations and cultures.

→ 17 strategies

| 1.1 | Action Description  | Lead Partner   | Potential Partners  |
|-----|---|--|---|
|     | Create a Ralston Park Saturday Market occurring during summer months. | Downtown Association   | Chamber of Commerce; City of Lebanon; Lebanon Downtown Farmers Market |
|     | ↓   | ↓  | ↓   |
|     | Specific actions associated with each strategy                        | Partner who acts as the orchestrator / convener for completing the specific action | Other community partners to support the lead partner                  |







*COMMUNITY STRATEGIC  
ACTION PLAN  
MATRIX*



## Vision Focus Area: Arts & Culture

**STRATEGY #1:** Promote existing and develop new community events (music, arts, festivals, etc.) that appeal to multiple generations and cultures.

|            |  |  |   |
|------------|--|--|---|
| <b>1.1</b> | <b>Action Description</b>  | <b>Lead Partner</b>                    | <b>Potential Partners</b>   |
|            | Create a Ralston Park Saturday Market occurring during summer months.  | Downtown Association                   | Chamber of Commerce; City of Lebanon; Lebanon Downtown Farmers Market                           |
| <b>1.2</b> | <b>Action Description</b>  | <b>Lead Partner</b>                    | <b>Potential Partners</b>   |
|            | Create an "Art and Biz" event where multiple businesses act as venues for a community art show and competition with a final evening wine walk. | Chamber of Commerce                    | Linn County Arts Guild; City of Lebanon; Arts Commission  |
| <b>1.3</b> | <b>Action Description</b>  | <b>Lead Partner</b>                    | <b>Potential Partners</b>   |
|            | Create a downtown sidewalk chalk art event.  | Arts Commission / Downtown Association | Linn County Arts Guild; Chamber of Commerce; City of Lebanon                                    |
| <b>1.4</b> | <b>Action Description</b>  | <b>Lead Partner</b>                    | <b>Potential Partners</b>   |
|            | Create a Performance in the Parks program.   | Arts Commission / Downtown Association | Lebanon Association for Theater Arts; Chamber of Commerce; local dance studios; local musicians |
| <b>1.5</b> | <b>Action Description</b>  | <b>Lead Partner</b>                    | <b>Potential Partners</b>   |
|            | Create a Film Festival.  | Arts Commission                        | Chamber of Commerce; Downtown Association; Scroggins Mill                                       |
| <b>1.6</b> | <b>Action Description</b>  | <b>Lead Partner</b>                    | <b>Potential Partners</b>   |
|            | Promote existing community events including, and not limited to, Strawberry Festival, Movies at the Mill, and Concerts at the Park.            | Current event promoters                | Chamber of Commerce; City of Lebanon  |

## Vision Focus Area: Arts & Culture

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**STRATEGY #2:** Foster the development of an arts culture and places that provide space for artists to create, display, and perform art.

|            |  |                     |   |
|------------|--|---------------------|---|
| <b>2.1</b> | <b>Action Description</b>  | <b>Lead Partner</b> | <b>Potential Partners</b>   |
|            | Create a Lebanon Arts Commission and Art Endowment Fund.   | City of Lebanon     | Linn County Arts Guild  |
| <b>2.2</b> | <b>Action Description</b>  | <b>Lead Partner</b> | <b>Potential Partners</b>   |
|            | Develop an Artistic Spaces Plan detailing a strategy to provide spaces for the creation, display and performance of art. | Arts Commission     | Linn County Arts Guild;<br>City of Lebanon  |
| <b>2.3</b> | <b>Action Description</b>  | <b>Lead Partner</b> | <b>Potential Partners</b>   |
|            | Develop a Lebanon History Museum Resources Development Strategy.   | City of Lebanon     | Scroggins Mill Rural Heritage Association;<br>Lebanon Genealogy Association; Downtown Association; Lebanon Historical Society;<br>Chamber of Commerce |

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## Vision Focus Area: Arts & Culture

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**STRATEGY #3:** Promote public art representing all forms and cultures across the community.

| 3.1 | Action Description  | Lead Partner    | Potential Partners  |
|-----|---|-----------------|---|
|     | Develop a Street Sculpture Program.                         | Arts Commission | Downtown Association;<br>City of Lebanon; Linn County Arts Guild;<br>Chamber of Commerce                                |
| 3.2 | Action Description  | Lead Partner    | Potential Partners  |
|     | Build Strawberry Plaza.                                     | City of Lebanon | Downtown Association  |
| 3.3 | Action Description  | Lead Partner    | Potential Partners  |
|     | Develop a Strawberry Plaza Arts Program.                    | Arts Commission | City of Lebanon; Linn County Arts Guild;<br>Downtown Association;<br>Chamber of Commerce                                |
| 3.4 | Action Description  | Lead Partner    | Potential Partners  |
|     | Create a monument-sized bronze sculpture iconic of Lebanon. | Arts Commission | Lebanon Historical Society; City of Lebanon;<br>Linn County Arts Guild;<br>Downtown Association;<br>Chamber of Commerce |

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## Vision Focus Area: Arts & Culture

**STRATEGY #3** (continued): Promote public art representing all forms and cultures across the community.

| 3.5 | Action Description  | Lead Partner                     | Potential Partners   |
|-----|---|----------------------------------|--|
|     | Create a Manhole Cover Art Project.   | Arts Commission                  | City of Lebanon; Linn County Arts Guild; Downtown Association; Chamber of Commerce |
| 3.6 | Action Description  | Lead Partner                     | Potential Partners   |
|     | Create the McDaniel Three-Part Memorial including (1) A map as a tribute to WesternU COMP-Northwest's and Lebanon's contributions to the world, (2) personal reflection space at the McDaniel Bench, and (3) a park based children's feature. | City of Lebanon                  | Arts Commission; Linn County Arts Guild; WesternU COMP-Northwest                   |
| 3.7 | Action Description  | Lead Partner                     | Potential Partners   |
|     | Develop a Celebration of Lebanon Culture mural program with incentives and support for willing property owners.   | Arts Commission                  |  |
| 3.8 | Action Description  | Lead Partner                     | Potential Partners   |
|     | Restore the Calapooia Totem Pole and reinstall at Strawberry Plaza.   | Gary Marks (artist / woodworker) | City of Lebanon  |

## Vision Focus Area: Downtown

**STRATEGY #4:** Revitalize downtown through consistent and attractive design and upkeep.

| 4.1 | Action Description   | Lead Partner    | Potential Partners  |
|-----|--|-----------------|---|
|     | Develop a Downtown Public Streetscape and Utility Infrastructure Plan.   | City of Lebanon | Downtown Association  |
| 4.2 | Action Description   | Lead Partner    | Potential Partners  |
|     | Develop downtown design standards consistent and protective of Lebanon's historic architectural themes.  | City of Lebanon | Downtown Association; Lebanon Historical Society  |
| 4.3 | Action Description   | Lead Partner    | Potential Partners  |
|     | Implement a Downtown Accessibility Improvement Plan.   | City of Lebanon | Downtown Association; Oregon Department of Transportation   |
| 4.4 | Action Description   | Lead Partner    | Potential Partners  |
|     | Create a Downtown / Commercial Strip (Highway 20) Urban Renewal District and/or Local Improvement District.  | City of Lebanon | Downtown Association; Chamber of Commerce; Council of Governments Main Street Program; Urban Renewal Agency |
| 4.5 | Action Description   | Lead Partner    | Potential Partners  |
|     | Maintain the historic nature of downtown through preservation, education, awareness, and policies such as a Downtown Building Restoration Program to incentivize structural and decorative building improvements in context with Lebanon's historic style. | City of Lebanon | Downtown Association; Council of Governments Main Street Program; Urban Renewal Agency                      |

## Vision Focus Area: Downtown

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**STRATEGY #5:** Foster an environment that supports existing businesses and attracts new complementary enterprises.

| 5.1 | Action Description  | Lead Partner         | Potential Partners                                       |
|-----|---|----------------------|--|
|     | Strengthen the Lebanon Downtown Association through the Oregon Main Street Program model.                   | Downtown Association | City; Oregon Main Street Program; Council of Governments |
| 5.2 | Action Description  | Lead Partner         | Potential Partners                                       |
|     | Develop and implement a Downtown Marketing Plan.  | Downtown Association | Oregon Main Street Program; City of Lebanon              |
| 5.3 | Action Description  | Lead Partner         | Potential Partners                                       |
|     | Develop and implement a Downtown Property Reuse Strategy for the Elks Lodge and other potential properties. | City of Lebanon      | Elks Lodge; Downtown Association; Chamber of Commerce    |
| 5.4 | Action Description  | Lead Partner         | Potential Partners                                       |
|     | Develop and implement a Downtown Residential Incentive Plan.  | City of Lebanon      | Downtown Association; Chamber of Commerce                |
| 5.5 | Action Description  | Lead Partner         | Potential Partners                                       |
|     | Develop and implement a Ralston Park Improvement Plan.  | City of Lebanon      | Downtown Association; Chamber of Commerce                |

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## Vision Focus Area: Education

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**STRATEGY #6:** Create a network of opportunities for lifelong personal development.

| 6.1 | Action Description   | Lead Partner              | Potential Partners  |
|-----|--|---------------------------|---|
|     | Complete a community audit identifying existing opportunities; understand effectiveness, impact and utilization of existing opportunities; identify areas of need. | Lebanon Community Schools | Local non-profits and education providers; Boys and Girls Club of the Greater Santiam; East Linn Christian Academy, Home School Association |
| 6.2 | Action Description   | Lead Partner              | Potential Partners  |
|     | Formalize a consortium (network) of providers in the community to ensure continued provision or delivery of personal development opportunities.                    | Chamber of Commerce       | Local non-profits and education providers   |
| 6.3 | Action Description   | Lead Partner              | Potential Partners  |
|     | Create long-term educational development plan to address areas of identified need.   | Chamber of Commerce       | Local non-profits and education providers; Boys and Girls Club of the Greater Santiam   |

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## Vision Focus Area: Education

**STRATEGY #7:** Provide pathways that connect youth to training and education preparing them with globally competitive skills.

| 7.1 | Action Description  | Lead Partner                               | Potential Partners  |
|-----|---|--|---|
|     | Support an expansion of the Training Teens for Tomorrow (T3) program and other workforce readiness opportunities for local youth. | Boys and Girls Club of the Greater Santiam | Linn-Benton Community College; Lebanon Community Schools; Boys and Girls Club of the Greater Santiam; Community Services Consortium; East Linn Christian Academy; Home School Association |
| 7.2 | Action Description  | Lead Partner                               | Potential Partners  |
|     | Expand Career and Technical Education opportunities.  | Lebanon Community Schools                  | Boys and Girls Club of the Greater Santiam; Linn-Benton Community College, Local industry   |
| 7.3 | Action Description  | Lead Partner                               | Potential Partners  |
|     | Develop Lebanon Chamber Pipeline Program for Lebanon's future work force.   | Chamber of Commerce                        | Local industry; Boys and Girls Club of the Greater Santiam; Lebanon Community Schools; Linn-Benton Community College  |
| 7.4 | Action Description  | Lead Partner                               | Potential Partners  |
|     | Provide an East Linn County Vocational Day.   | Boys and Girls Club of the Greater Santiam | Linn Benton Community College; Chamber, Lebanon Community Schools; Local non-profits  |
| 7.5 | Action Description  | Lead Partner                               | Potential Partners  |
|     | Provide a healthcare-related jobs fair.   | Linn-Benton Community College              | WesternU COMP-Northwest; Lebanon Community Schools; East Linn Christian Academy; Home School Association  |

## Vision Focus Area: Education

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**STRATEGY #8:** Provide programs and activities to enrich the lives of families.

| 8.1 | Action Description   | Lead Partner    | Potential Partners  |
|-----|--|-----------------|---|
|     | Form a Parks and Recreation District (or department). Begin the process with an exploratory committee. The District would then partner with local non-profits and other providers for services, recreation, and educational opportunities. | City of Lebanon | Local non-profits and education providers                             |
| 8.2 | Action Description   | Lead Partner    | Potential Partners  |
|     | Continue to maintain the library and expand program offerings.   | City of Lebanon | Boys and Girls Club of the Greater Santiam; Lebanon Community Schools |

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## Vision Focus Area: Healthy Community

**STRATEGY #9:** Create and encourage a network of public and private health improvement opportunities.

| 9.1 | Action Description   | Lead Partner                    | Potential Partners  |
|-----|--|---------------------------------|---|
|     | Provide a variety of engaging events and activities for the community including an Annual Health and Wellness Fair.                                | WesternU COMP-Northwest         | Local non-profits; City of Lebanon; Lebanon Community Schools; Samaritan Lebanon Community Hospital; Boys and Girls Club of the Greater Santiam |
| 9.2 | Action Description   | Lead Partner                    | Potential Partners  |
|     | Continue to participate in efforts related to the reduction of juvenile obesity including the Childhood Obesity Summit.                            | Linn County Obesity Partnership | Samaritan Lebanon Community Hospital; Boys and Girls Club of the Greater Santiam  |
| 9.3 | Action Description   | Lead Partner                    | Potential Partners  |
|     | Audit existing private and public health opportunities, including mental health and alternative healthcare in order to identify and address needs. | Linn County                     | Local health care providers; Samaritan Lebanon Community Hospital; RiverCenter; United Way (211); Non-profits                                   |
| 9.4 | Action Description   | Lead Partner                    | Potential Partners  |
|     | Promote access and availability of local healthy food options.   | Linn County Extension Service   |   |

## Vision Focus Area: Healthy Community

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**STRATEGY #9** (continued): Create and encourage a network of public and private health improvement opportunities.

| 9.5 | Action Description   | Lead Partner    | Potential Partners   |
|-----|--|-----------------|--|
|     | Build the Community Garden.  | City of Lebanon | Urban Renewal Agency; Linn County Extension Service  |
| 9.6 | Action Description   | Lead Partner    | Potential Partners   |
|     | Develop and encourage recreational opportunities for the entire community. | City of Lebanon | WesternU COMP-Northwest; Chamber of Commerce; City of Lebanon; Boys and Girls Club of the Greater Santiam; Bicycle and Pedestrian Committee; Local non-profits |

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## Vision Focus Area: Healthy Community

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**STRATEGY #10:** Improve awareness and access to existing healthcare services.

| 10.1 | Action Description   | Lead Partner                               | Potential Partners   |
|------|--|--|--|
|      | Work with the InterCommunity Health Network Coordinated Care Organization to support the creation of healthcare neighborhoods. | Samaritan Lebanon Community Hospital       | Local non-profits, healthcare providers, Lebanon Community Schools; Boys and Girls Club of the Greater Santiam |
| 10.2 | Action Description   | Lead Partner                               | Potential Partners   |
|      | Educate the public about utilizing the healthcare system through a collaboration of healthcare providers and non-profits.      | Boys and Girls Club of the Greater Santiam | Local non-profits, Samaritan Lebanon Community Hospital; healthcare providers, Lebanon Community Schools       |

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## Vision Focus Area: Jobs and Growth

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**STRATEGY #11:** Provide an environment that supports existing, emerging and incoming businesses that provide local living wage jobs.

| 11.1 | Action Description  | Lead Partner        | Potential Partners  |
|------|---|---------------------|---|
|      | Create a complete inventory of land, utilities, and developable resources that are available. | City of Lebanon     | Chamber of Commerce   |
| 11.2 | Action Description  | Lead Partner        | Potential Partners  |
|      | Develop a strategy to eliminate the obstacle of wetlands mitigation to development.           | City of Lebanon     | Lebanon Industrial Development Corporation; Chamber of Commerce |
| 11.3 | Action Description  | Lead Partner        | Potential Partners  |
|      | Make labor market data accessible to everyone.  | Chamber of Commerce | City of Lebanon   |
| 11.4 | Action Description  | Lead Partner        | Potential Partners  |
|      | Educate new businesses concerning community resources that will promote success.              | Chamber of Commerce | Linn-Benton Community College                                   |

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## Vision Focus Area: Jobs and Growth

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**STRATEGY #12:** Promote policies and partnerships to encourage managed growth that enhance the community's quality of life.

| 12.1 | Action Description   | Lead Partner    | Potential Partners |
|------|--|-----------------|--------------------|
|      | Identify a human resource that will focus on community economic development and downtown revitalization for the city, including policy advocacy. | City of Lebanon |                    |
| 12.2 | Action Description   | Lead Partner    | Potential Partners |
|      | Develop a residential redevelopment plan to address areas of blight.   | City of Lebanon |                    |
| 12.3 | Action Description   | Lead Partner    | Potential Partners |
|      | Create a blighted building demolition program to promote redevelopment in Highway Commercial Zones.  | City of Lebanon |                    |

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## Vision Focus Area: Jobs and Growth

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**STRATEGY #13:** Maintain and enhance infrastructure to support the community's livelihood and future growth plans.

| 13.1 | Action Description   | Lead Partner        | Potential Partners  |
|------|--|---------------------|---|
|      | Develop a specific telecommunications plan to promote access to reliable and affordable high-speed communications. | Chamber of Commerce | PEAK; City of Lebanon   |
| 13.2 | Action Description   | Lead Partner        | Potential Partners  |
|      | Update the community Transportation System Plan and create a transit development plan.                             | City of Lebanon     | Council of Governments; City of Lebanon; Samaritan Lebanon Community Hospital; Build Lebanon Trails; local trucking and railroad owners |
| 13.3 | Action Description   | Lead Partner        | Potential Partners  |
|      | Support the research and development of an inter-modal container transfer station.                                 | City of Lebanon     | Chamber of Commerce   |
| 13.4 | Action Description   | Lead Partner        | Potential Partners  |
|      | Build the new city water treatment plant.  | City of Lebanon     |   |

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## Vision Focus Area: Safe Community

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**STRATEGY #14:** Empower the community through education, increased awareness, technology, and civic forces to aid in crime prevention and law enforcement.

| 14.1 | Action Description   | Lead Partner    | Potential Partners  |
|------|--|-----------------|---|
|      | Increase awareness and opportunities for supporting volunteerism in citizens' patrol.              | City of Lebanon |   |
| 14.2 | Action Description   | Lead Partner    | Potential Partners  |
|      | Create a Crime Reporting / Tip app to ease crime reporting giving community another resource tool. | City of Lebanon |   |
| 14.3 | Action Description   | Lead Partner    | Potential Partners  |
|      | Implement and support a cadet program for 13-18 year-old youth.                                    | City of Lebanon | Lebanon Community Schools; Boys and Girls Club of the Greater Santiam |
| 14.4 | Action Description   | Lead Partner    | Potential Partners  |
|      | Establish crime prevention and education at all Lebanon Schools.                                   | City of Lebanon | Lebanon Community Schools   |
| 14.5 | Action Description   | Lead Partner    | Potential Partners  |
|      | Provide problem-oriented policing for landlord tenant training.                                    | City of Lebanon |   |

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## Vision Focus Area: Safe Community

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**STRATEGY #15:** Increase community feeling of safety by reducing the pervasiveness of drug abuse and related crime, and by supporting and maintaining high quality emergency services.

| 15.1 | Action Description   | Lead Partner    | Potential Partners  |
|------|--|-----------------|---------------------|
|      | Increase Lebanon Park Watch to include all parks and playgrounds.                | City of Lebanon | Civilian volunteers |
| 15.2 | Action Description   | Lead Partner    | Potential Partners  |
|      | Support policies and ordinances that encourage and enforce property stewardship. | City of Lebanon |                     |
| 15.3 | Action Description   | Lead Partner    | Potential Partners  |
|      | Install lighting and security cameras where high crime is of concern.            | City of Lebanon | Utility companies   |
| 15.4 | Action Description   | Lead Partner    | Potential Partners  |
|      | Maintain Police funding and staffing commensurate with community growth.         | City of Lebanon |                     |

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## Vision Focus Area: Safe Community

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**STRATEGY #15** (continued): Increase community feeling of safety by reducing the pervasiveness of drug abuse and related crime, and by supporting and maintaining high quality emergency services.

| 15.5 | Action Description  | Lead Partner          | Potential Partners           |
|------|---|-----------------------|------------------------------|
|      | Evaluate opportunities for a Lebanon Police Academy.  | City of Lebanon       | State of Oregon              |
| 15.6 | Action Description  | Lead Partner          | Potential Partners           |
|      | Evaluate needs and resources for the development of Lebanon police sub-stations.  | City of Lebanon       | State of Oregon              |
| 15.7 | Action Description  | Lead Partner          | Potential Partners           |
|      | Support and maintain the Lebanon Fire District.   | Lebanon Fire District | City of Lebanon; Linn County |
| 15.8 | Action Description  | Lead Partner          | Potential Partners           |
|      | Promote and improve access, awareness, and support of local resources for substance abuse education, prevention, and treatment. | United Way            |                              |

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## Vision Focus Area: Small Town Values

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**STRATEGY #16:** Promote information sharing and civic engagement through a combination of traditional and new information access points.

|             |  |                      |   |
|-------------|--|----------------------|---|
| <b>16.1</b> | <b>Action Description</b>  | <b>Lead Partner</b>  | <b>Potential Partners</b>               |
|             | Establish a City-sponsored Shop Lebanon program.   | Downtown Association | Chamber of Commerce;<br>City of Lebanon |
| <b>16.2</b> | <b>Action Description</b>  | <b>Lead Partner</b>  | <b>Potential Partners</b>               |
|             | Promote networking among non-profits and service groups, including a community calendar app. | Chamber of Commerce  | Optimists                               |
| <b>16.3</b> | <b>Action Description</b>  | <b>Lead Partner</b>  | <b>Potential Partners</b>               |
|             | Create a community information kiosk.  | Chamber of Commerce  | City of Lebanon                         |
| <b>16.4</b> | <b>Action Description</b>  | <b>Lead Partner</b>  | <b>Potential Partners</b>               |
|             | Reestablish a welcome wagon program.   | Chamber of Commerce  | City of Lebanon                         |

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## Vision Focus Area: Small Town Values

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**STRATEGY #17:** Promote an inclusive and diverse community that welcomes and is compassionate to the needs of its members.

| 17.1 | Action Description  | Lead Partner                          | Potential Partners |
|------|---|---------------------------------------|--------------------|
|      | Support Community Pride Day as an annual event that promotes/celebrates Lebanon's values by bringing people together to improve the town. | Downtown Association                  | City of Lebanon    |
| 17.2 | Action Description  | Lead Partner                          | Potential Partners |
|      | Establish a coalition of community organizations to define a scope to address poverty and homelessness issues.                            | City of Lebanon                       |                    |
| 17.3 | Action Description  | Lead Partner                          | Potential Partners |
|      | Create a multi-organizational approach to identify and address issues related to poverty and homelessness.                                | Coalition on Poverty and Homelessness |                    |
| 17.4 | Action Description  | Lead Partner                          | Potential Partners |
|      | Local partners implement programs and policies that are inclusive, welcoming, and sensitive to the diversity of the community.            | Community                             |                    |

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# Acknowledgements

## LEAD PARTNERS

- Boys and Girls Club of the Greater Santiam
- City of Lebanon
- Linn-Benton Community College
- Linn County Obesity Partnership
- Linn County Extension Service
- Linn County
- Lebanon Arts Commission
- Lebanon Chamber of Commerce
- Lebanon Community Schools
- Lebanon Downtown Association
- Lebanon Fire District
- Samaritan Lebanon Community Hospital
- Western University of Health Sciences  
COMP-Northwest

## TASK FORCE MEMBERS

| Name                | Interest/Organization                          |
|---------------------|--|
| Tom Oliver, Chair   | Citizen-at-Large, Utilities                    |
| Sarah Brown         | Media  |
| Bill Flesher        | Real Estate                                    |
| Shelley Garrett     | Business                                       |
| Kristin Hyde        | Banking  |
| Dala Johnson        | Lebanon Downtown Association, Community Safety |
| Wyatt King          | Young Professionals                            |
| Pastor Lynn Koehn   | Faith  |
| Kris Latimer        | Youth  |
| Gary Marks          | City of Lebanon, Arts                          |
| Jim McDaniel        | Senior Community                               |
| Jennifer Meckley    | School District                                |
| Sean Meiner         | Small Business                                 |
| Ian Rollins         | Healthcare                                     |
| Michelle Steinhebel | Higher Education, Medical College              |

## CITY COUNCIL

- Mayor Paul Aziz
- Council President Bob Elliott
- Councilor Jason Bolen
- Councilor Floyd Fisher
- Councilor Robert Furlow
- Councilor Rebecca Grizzle
- Councilor Wayne Rieskamp

## PROJECT TEAM

### CITY OF LEBANON

- Gary Marks, City Manager
- Leigh Matthews Bock, Administrative Assistant to the City Manager / Communications Coordinator

### JENSEN STRATEGIES, LLC

- Erik Jensen
- Jeff Aprati
- Maia Nativ
- Jonathan Lewis



Lebanon Action Plan Kick-Off

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