

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 STRATEGIC ACTION PLAN DEVELOPMENT

Jensen Strategies (Consultant) began working with the City of Lebanon in November 2015 to create the Lebanon Community Strategic Action Plan (Strategic Action Plan). The Strategic Action Plan is designed to build upon the Vision Statement and develop steps toward making the vision a reality. The plan was created and designed to build on the same values of transparency, inclusion, collaboration, and consensus building as the Vision.

The core elements of the Action Plan development process included two key components:

- (1) A citizen-led Strategic Vision Action Plan Task Force (Task Force) and
- (2) A community/stakeholder engagement process utilizing multiple outreach tools

Task Force: A City Council appointed Task Force was comprised of citizen representatives who were charged with developing the Strategic Action Plan based on input from the community. Specifically their charge read:

“To develop and recommend to the Lebanon City Council, a Community Strategic Action Plan that delineates strategies and actions to compliment and assist in implementing the Lebanon 2040 Vision. To receive, and incorporate as appropriate, community input and ideas related to implementation of the Lebanon 2040 Vision. To provide a recommended Community Strategic Action Plan report to the Lebanon City Council no later than April 13, 2016.”

The group included representatives from important organizations and interests such as higher education, healthcare, small businesses, the local school district, the senior community, arts, youth, the faith community, young professionals, downtown, community safety, banking, real estate, local utilities, and the media. It was chaired by a representative of the citizens-at-large.





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.

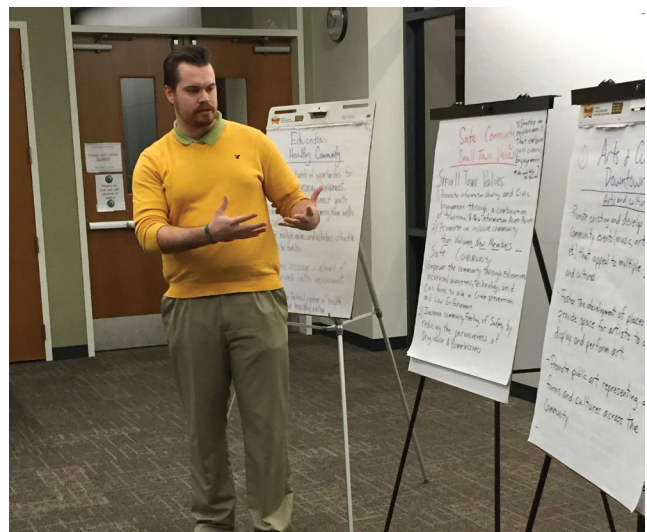
The development of the Strategic Action Plan began with the establishment of the Task Force and the distillation of its scope and work plan. The Task Force then disseminated a community survey, both written and online, seeking

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

JOBES & 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



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.

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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 life-long 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.

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Lifestyles: Healthy choices and recreation opportunities in Lebanon enable healthy and active citizens.

Healthcare: Comprehensive health and wellness services support community vitality.

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Infrastructure: Lebanon sustains an infrastructure system (transportation, telecommunications, power, water, and sewer) that supports future growth plans.

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Safe Neighborhoods: Proactive law enforcement and community intervention keep Lebanon safe.

SMALL TOWN VALUES

Welcoming: Lebanon 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.

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.

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
1.2	Action Description	Lead Partner	Potential Partners
	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
1.3	Action Description	Lead Partner	Potential Partners
	Create a downtown sidewalk chalk art event.	Arts Commission / Downtown Association	Linn County Arts Guild; Chamber of Commerce; City of Lebanon
1.4	Action Description	Lead Partner	Potential Partners
	Create a Performance in the Parks program.	Arts Commission / Downtown Association	Lebanon Association for Theater Arts; Chamber of Commerce; local dance studios; local musicians
1.5	Action Description	Lead Partner	Potential Partners
	Create a Film Festival.	Arts Commission	Chamber of Commerce; Downtown Association; Scroggins Mill
1.6	Action Description	Lead Partner	Potential Partners
	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

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

2.1	Action Description	Lead Partner	Potential Partners
	Create a Lebanon Arts Commission and Art Endowment Fund.	City of Lebanon	Linn County Arts Guild
2.2	Action Description	Lead Partner	Potential Partners
	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; City of Lebanon
2.3	Action Description	Lead Partner	Potential Partners
	Develop a Lebanon History Museum Resources Development Strategy.	City of Lebanon	Scroggins Mill Rural Heritage Association; Lebanon Genealogy Association; Downtown Association; Lebanon Historical Society; Chamber of Commerce

Vision Focus Area: Arts & Culture

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; City of Lebanon; Linn County Arts Guild; 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; Downtown Association; 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; Linn County Arts Guild; Downtown Association; Chamber of Commerce

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

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

Vision Focus Area: Education

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

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

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

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

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

Vision Focus Area: Healthy Community

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

Vision Focus Area: Jobs and Growth

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

Vision Focus Area: Jobs and Growth

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	

Vision Focus Area: Jobs and Growth

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	

Vision Focus Area: Safe Community

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	

Vision Focus Area: Safe Community

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	

Vision Focus Area: Safe Community

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	

Vision Focus Area: Small Town Values

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

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

Vision Focus Area: Small Town Values

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	

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

City of Lebanon
925 Main Street
Lebanon, Oregon 97355
541-258-4253
www.lebanon2040.org

