



City of Lebanon 2025–2029 Strategic Plan

Mid-Year 2 Update — City Council Work Session

This update provides City Council members, staff, and community stakeholders with an overview of progress made across all five strategic goals at the midpoint of Year 2. Reviewed below are Council priorities, departmental action items, key projects demanding high staff resources, and an overall status summary.

2026 Council Priorities

The following priorities were established by City Council for the 2025–2029 Strategic Plan cycle. Which was approved in January 2026.

Council Priority	Status	Next Milestone
Upgrade the wastewater treatment plant	Design underway	CM/GC Contractor on board; CWSRF Funding secured
Seek funding to re-open the municipal jail	November 2026 Operations Levy	Election results
Explore service fee for higher education organizations	Internal discussion started	Determine viable pathways forward
Champion Mill brownfield redevelopment strategy	Multiple studies underway	Coordinate testing timeline and assess need for Additional environment testing.
Identify funding for Library expansion	CDBG Grant application this fall; \$500K city match	If awarded, move to construction bidding
Revitalize downtown zone; leverage Comp-NW	Internal discussion started	Begin scoping code changes over the next year
Develop a succession planning policy and plan	Hiring decisions for critical positions underway	Formalize plan and process for critical position continuity
Advocacy/lobbying for state funding and policy reform	Gearing up for 2027 Legislative Session	Monitor proposed legislation and identify bills requiring City input
Identify funding for solar project on city buildings	On hold – roof lifespan a limiting factor. Capital funding to match grants is a challenge	Evaluate solar installation as city roofs are replaced

Transportation + Infrastructure

August 2026 Update — Part 1

Infrastructure investment remains a top operational priority. Key projects are advancing across water systems, wastewater treatment, and regional transportation partnerships, though some items remain on hold pending biennium funding decisions.

Action	Status	Notes
Upgrade the wastewater treatment plant	In Progress	Phase 1 – Biosolids Dryer Project – Design underway. Estimated 4-year project timeline.
Participate in Cascades West Regional Consortium for wetlands reform	In Progress	Attending meetings and providing input relevant to Lebanon's interests.
Evaluate expansion of the Linx deviated fixed route	On Hold	Held pending next biennium funding allocations due to current budget challenges.
Increase small waterline replacements	In Progress	Two lines replaced last year. Current projects include Grant Street and Sherman Street.
Construct pre-treatment facility for the water plant	In Progress	Outcome may be 1–2 years out, contingent on ongoing litigation with ACOE.

Transportation + Infrastructure

August 2026 Update — Part 2

Additional infrastructure actions continue to advance on multiple fronts, including advocacy for state funding, grant pursuit efforts, and growing the city's building maintenance reserves. Public transparency tools are also in development.

Action	Status	Notes
Loop dead-end waterlines	In Progress	As funding allows, dead-end lines are looped to improve water quality and fire protection.
Conduct advocacy/lobbying for state funding and policy reform	In Progress	Currently preparing for the 2027 Legislative Session.
Identify and pursue grant opportunities	In Progress	City staff and Council of Governments continue to actively pursue available grant funding.
Develop a dedicated building maintenance fund	In Progress	Annual budget contributions are growing the Building Maintenance Fund each fiscal year.
Summarize infrastructure master plan on ClearGov/City website	Not Started	Will be integrated with the OpenGov system once that platform is implemented.

GOAL 2

Community Services + Cultural Opportunities

August 2026 Update

The City is working to strengthen community programs by modernizing volunteer processes, improving facility operations, and securing funding for high-impact projects like the Library expansion and Senior Center upgrades.

Action	Status	Notes
Update volunteer policy to streamline process	In Progress	Standardized recruitment and onboarding via ADP is underway. Initial results are promising.
Improve and implement facility use process and fees	Not Started	Pending prioritization by staff.
Update parks and recreation master plan	In Progress	DLCD Grant application was unsuccessful. Staff will continue seeking grant funds for the update.
Continue to review and pursue grant funding opportunities	In Progress	Staff and Council of Governments continue active grant pursuit efforts.
Senior Center building upgrades (North Gateway URD funding)	In Progress	Developing a project list to match funding appropriated from the North Gateway Urban Renewal District.
Identify funding for Library Expansion	In Progress	CDBG Grant application to be submitted this fall with a \$500,000 city match committed.

GOAL 3

Financial Sustainability + Economy

August 2026 Update — Part 1

The City continues to pursue long-term fiscal health through urban renewal transitions, organizational efficiencies, and exploring new revenue frameworks. Key decisions around partnerships and facility utilization are also moving forward.

Action	Status	Notes
Explore sunset of Urban Renewal Area	In Progress	Northwest URD sunsets this year. Downtown URD sunset is being prepared for within the next two years.
Develop communications tools on financial position and funding	Complete ✓	City website now features a financial transparency page with real-time public financials.
Conduct organizational assessment for efficiencies	In Progress	Development Dept. now encompasses Planning, Building, and Development Engineering. PW holds CIP Engineering responsibilities.
Explore partnerships for parks, recreation, library, senior center	Not Started	Previously explored and determined not financially feasible. Will revisit as circumstances evolve.
Explore service fee for higher education organizations	In Progress	Staff has begun internal discussions on how to implement this action item.
Evaluate city facilities for best service delivery	In Progress	Reviewing all properties and proposing to surplus any that no longer serve a public function.

GOAL 3

Financial Sustainability + Economy

August 2026 Update — Part 2

Economic development efforts are advancing across multiple fronts — from the Champion Mill brownfield to downtown revitalization. The City continues to respond to Business Oregon recruitment opportunities and explore long-term facility and energy solutions.

Action	Status	Notes
Explore funding opportunities for a new city hall	In Progress	Continuing to explore funding and site opportunities for a new City Hall building.
Expand park sponsorship program for maintenance	In Progress	BLT sponsors a trail maintenance position. Volunteers assist at Pioneer Cemetery. Seeking additional opportunities.
Identify capital funding to match grant for solar project	On Hold	Solar deferred until new roofs are installed; feasibility will be evaluated at that time.
Respond to Business Oregon economic development recruitments	In Progress	Checking the Business Oregon Portal regularly and submitting where Lebanon meets criteria.
Champion Mill brownfield redevelopment strategy	In Progress	Phase II Environmental Review complete. Working with COG, DEQ, and property owners on next steps.
Develop strategy for Hwy 20 commercial corridor revitalization	Not Started	No action taken to date. Will be scoped as capacity allows.

GOAL 3

Financial Sustainability + Economy

August 2026 Update — Part 3

Downtown Revitalization

Status: Staff is exploring options to address downtown vacancies and leverage the future Comp-NW campus.

Challenge: Current workload limits development of a comprehensive strategy.

Next Step: Begin scoping potential code changes.

Business Visitation Program

Status: The program continues to be promoted through the City's website and social media.

Challenge: Participation remains lower than anticipated.

Next Step: Explore additional outreach strategies to increase business engagement.

Community Safety

August 2026 Update

The City is actively working to strengthen public safety through inter-agency collaboration, emergency preparedness training, and ongoing efforts to re-open the municipal jail. Connections with nonprofit partners continue to address homelessness and related community needs.

Action	Status	Notes
Increase communication across departments and outside agencies	In Progress	City-wide Safety Committee is active. Staff collaborates regularly with outside agencies.
Develop and conduct emergency management training; update EOP	In Progress	All employees completed ICS 100. ICS 200 training is planned for the coming months.
Examine opportunities for public safety partnerships	In Progress	Staff continues to evaluate partnership models to best serve the community.
Seek funding to re-open the municipal jail	In Progress	November 2026 Operations Levy will be the key funding vehicle.
Enhance communication on safety concerns with business community	In Progress	Training opportunities are being developed now that staffing levels have returned to normal.
Connect with nonprofits to bring homeless services to Lebanon	In Progress	Active partnerships with C.H.A.N.C.E, Lebanon Soup Kitchen, and Crossroads Community.

Engagement + Connection

August 2026 Update

The City is building a stronger internal and external communication culture, investing in employee development, and beginning to formalize succession planning to protect organizational continuity and long-term service delivery.

Action	Status	Notes
Develop an external communications strategy	In Progress	Leveraging the City's website and social media platforms to deliver timely community information.
Coordinate internal communication tools for two-way communication	In Progress	The Communications Committee keeps all staff informed about upcoming events and projects.
Develop a succession planning policy and plan	In Progress	Formalizing a plan and process to ensure critical positions remain filled, working back from planned retirements.
Enhance employee training and development	Complete ✓	ADP Learning Management System implemented, expanding the online training library. Monthly training now includes safety, HR, and cybersecurity topics.
Complete business continuity planning	Not Started	No action taken to date. To be scoped and prioritized.

Projects Requiring High Staff Resources

Priority Initiatives — Active & Demanding

The following major projects are currently placing a high demand on City staff time, expertise, and coordination capacity. Each represents a significant organizational commitment that runs alongside day-to-day operations.



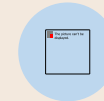
Re-opening of the Municipal Jail

Funding pursuit via November 2026 Operations Levy. High coordination across public safety and legal staff. City Recorder, Admin and Finance Departments



Wastewater Treatment Plant Project

Phase 1 Biosolids Dryer design is underway. A 4-year project requiring sustained engineering and management oversight.



Library Children's Room

CDBG Grant application in process this fall. \$500,000 city match committed pending award decision.



Champion Mill Brownfield

Phase II Environmental Review complete. Ongoing coordination with COG, DEQ, and property owners on remediation pathway.



Multiple Roadway/Utility Projects

Active waterline replacements on Grant and Sherman Streets, plus ongoing infrastructure improvements citywide.

Projects Requiring High Staff Resources

Priority Initiatives — Systems, Policy & Facilities

In addition to field projects, City staff are managing several complex internal initiatives that demand sustained administrative, technical, and policy capacity across departments.

Financial, Permitting & Asset Manager Software Upgrade

A multi-system technology transition affecting finance, permitting, and asset management operations. Requires staff training and data migration coordination.

2027 Legislative Session Preparation

Staff are actively building the City's advocacy agenda for the upcoming Oregon Legislative Session, focusing on infrastructure funding, policy reform, and municipal priorities.

Senior Center Upgrades

Project list development is underway to align capital improvements with funding appropriated from the North Gateway Urban Renewal District.

Sanitary and Drainage SDC Update

System Development Charge schedules for sanitary sewer and drainage are being reviewed and updated to reflect current and projected infrastructure costs.

Strategic Plan Summary

Overall Action Item Status — Mid-Year 2

Across all five strategic goals, the 2025–2029 Strategic Plan reflects a city that is actively moving forward. The majority of action items are in progress, with meaningful completions recorded and only a small number not yet initiated. Two items remain on hold pending funding conditions.

9

Completed

7 were complete at the January update. 2 new action items were completed this period.

32

In Progress

Action items range from initial discussions to tangible, measurable progress. See each goal section for detail.

5

Not Started

Five items have not yet been initiated, largely due to workload prioritization and pending funding availability.

2

On Hold

Two items are paused – the Linx route expansion and the solar project – both awaiting funding decisions.

 The City of Lebanon remains on track with its 2025–2029 Strategic Plan. Staff will continue providing regular updates to Council as milestones are achieved and conditions evolve.

Questions