



CITY OF LEBANON

STRATEGIC PLAN ADDENDUM
JANUARY 2026



SSW CONSULTING

Introduction

The City of Lebanon is pleased to present the updated strategic plan for 2026-29.

On November 12, 2025, the Lebanon City Council and leadership team gathered for an annual strategic planning workshop to reflect on the progress made during year 1 of the strategic plan, identify priorities going into year 2, and discuss how to strengthen implementation of the plan.

To facilitate this process, the City engaged SSW Consulting, a professional facilitation and strategic planning firm. The retreat was aimed at achieving the following:

- Recognize and celebrate the strategic plan successes over the last year
- Build a shared understanding of the City's current context, core functions, and funding outlook
- Refine strategic plan year two initiatives and identify Council priorities
- Provide policy direction to staff to support implementation

Prior to the retreat, SSW Consulting conducted outreach interviews with the Mayor and City Council, and a staff survey for Directors. This information helped shape the workshop agenda to ensure a productive and engaging experience.

During the workshop, the team collaborated to identify priorities for year two of the strategic plan and provide clarity on the implementation structure and roles. This collective effort resulted in the updated 2026-29 action plan, as shown on the following pages.

The strategic plan will continue to guide the work of the organization to provide the best service to our community.

COMPLETED ACTIONS

GOAL 3: FINANCIAL SUSTAINABILITY + ECONOMY

- Implement a city services fee

GOAL 4: COMMUNITY SAFETY

- Reorganization of and participation in the safety committee

GOAL 5: ENGAGEMENT + CONNECTION

- Implement consistent branding guidelines
- Establish a communications committee to coordinate and collaborate on consistent communications and strategy
- Collaborate with community partners
- Redesign the employee recognition program
- Align staffing and resources with city and department needs

2026 COUNCIL PRIORITIES

- Upgrade the wastewater treatment plant
- Seek funding to re-open the municipal jail
- Explore service fee to support city services for higher education organizations
- Develop a strategy for the redevelopment and reuse of the Champion Mill brownfield site
- Identify funding for Library expansion
- Develop a strategy to revitalize the downtown zone to address vacant properties and capitalize on proximity to location of Comp-NW campus
- Develop a succession planning policy and plan
- Conduct advocacy/lobbying for state funding and policy reform
- Identify capital funding to match potential grant for solar project.

Goal 1: Transportation + Infrastructure

GOAL OUTCOMES	ACTIONS
Support future growth	1 Upgrade the wastewater treatment plant
	2 Participate in the Cascades West Regional Consortium to advocate for wetlands reform
	3 Update the transportation development plan; evaluate the expansion of deviated fixed route
Continue to provide clean water	4 Increase small water line replacements
	5 Construct pre-treatment facility for water treatment plant (if necessary)
	6 Loop dead-end water lines
Maintain sustainable operations of infrastructure	7 Conduct advocacy/lobbying for state funding and policy reform
	8 Identify and pursue grant opportunities
	9 Develop a dedicated building maintenance fund
	10 Summarize infrastructure master plan and replacement projects on ClearGov or City website for public awareness and visibility*

2026 Council priorities (in bold)

**Updated to reflect current context and needs*

New in 2026

Goal 2: Community Services + Cultural Opportunities

GOAL OUTCOMES	ACTIONS	
Preserve quality services (Library, Senior Center, Parks, Recreation)	11	Update volunteer policy to streamline process and enhance service experience
	12	Improve and implement facility use process and fees
	13	Update parks and recreation master plan
	14	Continue to review and pursue grant funding opportunities
	15	Upgrades to the Senior Center building. Funding source would include the North Gateway Urban Renewal District*
	16	Identify funding for Library Expansion*

2026 Council priorities (in bold)

**Updated to reflect current context and needs*

New in 2026

Goal 3: Financial Sustainability + Economy

GOAL OUTCOMES	ACTIONS
Create General Fund Sustainability	17 Explore sunset of Urban Renewal Area
	18 Develop and deliver communication tools to inform community on financial position and funding options to maintain service levels
	19 Conduct an organizational assessment to identify efficiencies and opportunities for process improvement
	20 Explore partnerships and special district opportunities for parks, recreation, library, and the senior center
	21 Explore service fee to support city services for higher education organizations
	22 Explore city facilities and evaluate opportunities for best service delivery
	23 Explore opportunities and secure funding for a new City Hall that meets community needs*
	24 Expand upon the park sponsorship program for park maintenance
Economic Responsiveness and Revitalization	25 Identify capital funding to match potential grant for solar project*
	26 Respond to Business Oregon recruitments based on site availability
	27 Develop a strategy for the redevelopment and reuse of the Champion Mill brownfield site
	28 Develop a strategy for the revitalization of the Highway 20 commercial corridor between Oak Street and Airport Road
	29 Develop a strategy to revitalize the downtown zone to address vacant properties and capitalize on proximity to location of Comp-NW campus
	30 Continue the business visitation program, and implement actions based on business input

2026 Council priorities (in bold) *Updated to reflect current context and needs New in 2026

Goal 4: Community Safety

GOAL OUTCOMES	ACTIONS	
Increased communication and collaboration across organization and with community partners	31	Increase communication and collaboration across departments and outside agencies to improve safety and efficiencies
	32	Develop and conduct emergency management training and update emergency operations plan
	33	Examine and evaluate opportunities or public safety partnerships
Crime prevention	34	Seek funding to re-open the municipal jail*
	35	Enhance communication with the business community and city departments on safety concerns to improve crime prevention
Connect the appropriate resource with the community need	36	Continue to support and connect with nonprofit organizations to bring homeless services to Lebanon

2026 Council priorities (in bold)

**Updated to reflect current context and needs*

New in 2026

Goal 5: Engagement + Connection

GOAL OUTCOMES	ACTIONS	
Build trust through transparent communications and engagement (well-informed community)	37	Develop an external communications strategy
Organization stability	38	Coordinate consistent internal communication tools to support two-way communication between administration and staff
	39	Develop a succession planning policy and plan
	40	Enhance employee training and development
	41	Complete business continuity planning

2026 Council priorities (in bold)

**Updated to reflect current context and needs*

New in 2026