



LEBANON

historic charm. reimaged.

2024 City Council Goals





Mission / Vision

Our Mission: *To enhance the quality of life in our community by providing high quality and cost effective services, while maintaining the public trust through exceptional service and sound stewardship of our resources*

Our Vision: *To be a thriving and sustainable community that embraces opportunity, innovation, and authenticity*

Council – Manager Policy Governance Approach

POLICY

Council Focus → ENDS



What good, for which people at what cost?



Outcomes



Vision



Targets



Results

“It’s always about the owners.”

ADMINISTRATION

Staff Focus → MEANS



Activities



Programs



Processes



How do we...?

“How do we execute”



Goal: Improve Financial Stability

Key Objective: Grow General Fund Cash Reserves & Sustain Capital Improvement Fund Cash Reserves.

2024 Goals:

Maintain Fiscal Policy Cash Reserve Levels

Pursue infrastructure and operational grant opportunities

Focus on Tax Collections

Evaluate GO Bond Fund revenue transfer options

Evaluate opportunities to reduce debt



Goal: Improve Financial Stability

Key Objective: Strengthen the Tax Base Through Quality Economic Development

2024 Goals:

Prioritize and implement recommendations of the Comprehensive Plan (Columbus Ave. Corridor, Text Amendments)

Execute Redevelopment of 120 S. Broadway Ave.

Execute N. Mechanic St. Redevelopment project

Market the I-71 – S.R. 48 Property for Innovation District Development

Attract a new hotel in City

Evaluate annexation opportunities

Evaluate establishing a Community Improvement Corporation (CIC)

Explore opportunities to develop build-ready sites in Columbia Business Park

Engage the public and private sectors on opportunities for a small business collaboration center



Goal: Improve Infrastructure & Facilities

Key Objective: Continue Implementation of Utility System Master Plans

2024 Goals:

Execute planned utility replacement projects outlined in the CIP

Complete N. Broadway water main replacement project

Construction of Glosser Rd. Electric Substation

Construction of Solar Array (If validated)

Peak Electric Generation Plan

Execute AMI Upgrade Plan

Upgrade traffic signal at Columbus and Ridge



Goal: Improve Infrastructure & Facilities

Key Objective: Improve Roadway System

2024 Goals:

Glosser Rd. Widening / Roundabout, Annual Paving Program, and ODOT Urban Paving Program

Evaluate opportunity to utilize additional GO Fund revenue for Road Program

S.R. 63 Widening Funding Strategy

Complete grant funded Safe Streets for All Transportation Plan

Update City's Pavement Condition Rating Assessment

Goal: Improve Service Delivery

Key Objective: Enhance Communication with the Public

2024 Goals:

Utilize social media, website, publications, email distribution effectively

Bi-annual City-hosted downtown merchant meetings

Launch annual Industrial Park business luncheon

Implement structured marketing plan to better utilize local media outlets

Citizen “Report Card” direct mailer

Key Objective: Improve Organizational Development Initiatives

2024 Goals:

Update Emergency Response Plan

Implement a Staff development / succession plan for each Dept.

Continue semi-annual new employee group orientation

Continue mentoring program for new employees



Goal: Improve Public Safety

Key Objective: Promote Lebanon as a safe place to live, work, and visit
2024 Goals:

Fire Levy – Departmental Funding

Fire Dept. Staffing Model (Full Time vs. Part Time)

Fire Dept. Training standardization

Fire Dept. Community Risk Reduction program (fire inspections, outreach, education)

Implement self-defense courses for females with Community partnerships

Re-establish Canine Officer position

Implement Flock Safety Cameras

Continue to work with local schools on School Safety plans, programs, and resources

Promote public safety through increased use of social media

Promote community and police partnerships through direct engagement – *PD web-based satisfaction survey, email communication, etc.*

Identify grant opportunities

Establish Traffic Enforcement Team



Goal: Improve Public Safety

Key Objective: Municipal Court Operations (Honorable Martin Hubbell)

2024 Goals:

Identify grant Opportunities

Continue to build the Court's foundation (training, policies, staff retention)

Utilize upgraded technology

Work with the PD to improve efficiencies and reduce overall costs within jurisdiction

Identify opportunities for Community involvement

Build trust and transparency

Goal: Improve the Quality of the Community

Key Objective: Continue Implementation of Land Use Policies Which **Seek Balanced Quality Housing Products** & Increased Property Values.

2024 Goals:

Prioritize and implement Comprehensive Plan Recommendations – *Mixed use development, range of housing options*

Seek annexation opportunities to support quality growth

Update the City's subdivision regulations

Continue appropriate property maintenance and zoning enforcement

Evaluate additional housing infill development opportunities

Facilitate development that promotes home ownership to provide equity building opportunities in the Community



Goal: Improve the Quality of the Community

Key Objective: Improve the Quality of the Central Business District

2024 Goals:

Expand downtown streetscape for N. Mechanic St. development

Support various downtown festivals and programming

Activate more programming in Bicentennial Park

Support business development through Small Business Renovation & Façade Grants

Effectively support Chamber of Commerce efforts

Think! Downtown Master Plan / Economic Vitality Committee to review 5-yr. old

Downtown Master Plan



Goal: Improve the Quality of the Community

Key Objective: Enhance the quality and accessibility of greenspace, parks, and trails in the Community.

2024 Goals:

Construct the N. Broadway multi-use trail

Construct stage in Bicentennial Park

Complete engineering design for Bowman Trail project

Apply for NatureWorks grant

Enhance visibility of waterways throughout Community (Cedar City / Harmon Park)

Grow the Lebanon Community Wellness initiative

Improve City Gateway signage / features



Goal: Promote Opportunity and Engagement within the Community

Key Objective: Promote equal opportunity and engagement in the provision of City services, programs, and policies within the Community.

2024 Goals:

Engage with a diverse community working group(s) to assist with reviewing best practices, programs, and events for City Council, City Staff, and the Community to develop specific goals that meet this objective