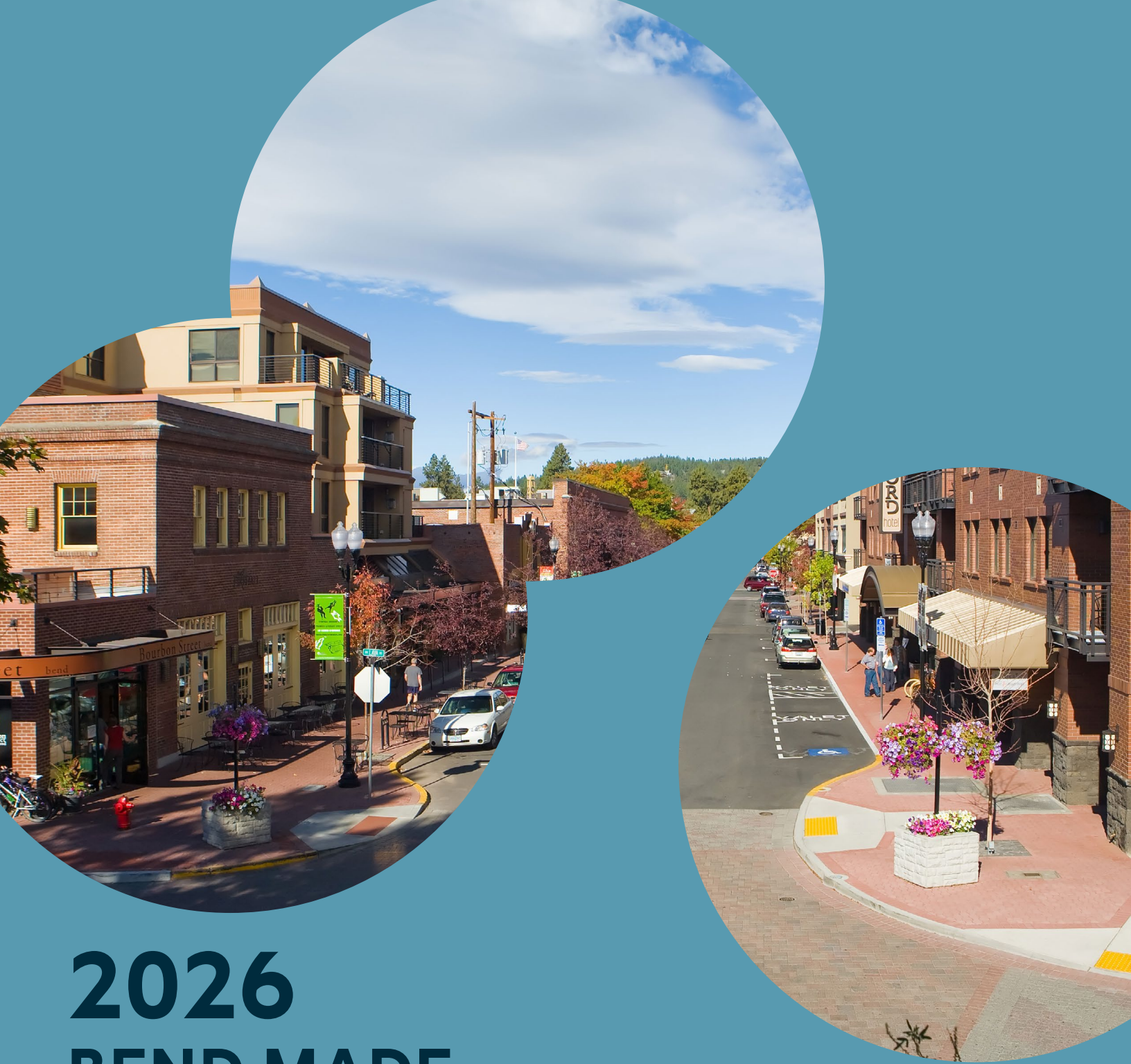




2026 BEND MADE

COMMUNITY ENGAGEMENT AND COMMUNICATIONS STRATEGY



A PLAN FOR TOMORROW,
CRAFTED TODAY.



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Introduction & Purpose

Introduction

A thriving city is one where people can build their life, get to what matters, and genuinely feel a part of something. Bend has grown through deliberate decisions—every trail, neighborhood, and gathering spot reflects a choice about what kind of place Bend should be. This plan continues that same pattern: growth shaped by decisions, not left to chance. New homes bring new neighbors. New jobs create new reasons to stay. New infrastructure protects what our community relies on now, so it’s still there for everyone who calls Bend home in 2050.

‘Bend Made’ is the City of Bend’s plan for the next 20 years, guiding how the city grows with intention and purpose. Community involvement is built into every step. The plan coordinates housing, infrastructure, and jobs as one system, so where we live, how we get around, and how we make a living all grow together. Oregon requires cities to plan for future growth. Bend Made is how our community chooses to do it—shaped by the people who live here, now and for decades to come. It’s our time to connect, imagine, and decide who Bend becomes—together. This document establishes a strategy for conducting community engagement and communications across the life of the project.



Purpose

This strategy guides how the City of Bend engages the community in shaping Bend’s next twenty years.

This strategy is tailored to the plan’s unique scope and to the specific characteristics of Bend’s community. Demographic data from the Census and other local sources were used to understand who lives here and to shape engagement approaches accordingly. No single engagement method will reach everyone — a diverse mix of tactics is necessary. This document is organized into four main components: Engagement Framework, Engagement Strategy, Engagement Implementation, and Evaluation & Accountability.

Bend Made spans several phases and will produce deliverables that require input on overlapping topics. Rather than burden the public by asking about each deliverable separately, the project team will engage the community holistically on all growth-related topics. This approach is more meaningful for participants, though it requires careful design of engagement activities and thoughtful organization of feedback. The strategy also reflects Oregon’s state rules on equity and engagement.

This strategy is intended to be durable across the multi-year project, but community engagement is an iterative process. New insights and changing conditions may prompt updates over time. More specific guidance — timelines, schedules, and activity-level detail — will be captured in Engagement Action Plans produced by phase or project year. This strategy establishes the goals and metrics that those Action Plans will be evaluated against.

Community Engagement Process

The graphic below illustrates the community engagement process for Bend Made. The Pre-Launch phase represents the work that produced this strategy. Subsequent phases begin when outward engagement begins. These phases will not necessarily occur strictly in sequence, rather they will overlap over the next five or more years as the project team advances each deliverable.





Engagement Framework

Guiding Principles

Inclusion

The City’s overarching engagement goal is to include as many people as possible. Bend Made will have a major impact on Bend’s future, and every community member deserves a voice in shaping it.

Equity-Centered Engagement

Equity-centered engagement is an ongoing, two-way process of building relationships and collaborating with communities that have historically been excluded from planning conversations and have experienced harm because of those decisions. It ensures that all community members have an equal voice in shaping outcomes.

Equity-centered engagement is also required by Oregon state transportation rules. OAR Division 660-012-0125 requires cities to prioritize community-led engagement with underserved populations, including Black and African American people; Indigenous people; People of Color; immigrants; people with limited English proficiency; people with disabilities; people experiencing homelessness; low-income and low-wealth community members; low and moderate income renters and homeowners; single parents; LGBTQIA2S+ community members; youth and seniors. This strategy also focuses on engaging with people who have not previously engaged with the City. Oregon’s housing rules similarly require centering communities of color, low-income communities, individuals with disabilities, and tribal communities — as well as people who both need and provide housing.

Meeting People Where They Are

Rather than relying solely on people to come to city events or public hearings, this engagement approach directs city staff to go where residents already are. Building relationships with community organizations is central to this work. The goal is to reach people who have never engaged with the City before, while continuing to listen to and work with previously involved community members. In practice, this means Growth Management staff regularly attending community events and meetings, holding events in geographically diverse locations beyond City buildings and downtown, and employing new methods to connect with different communities.

Transparency and Trust Building

Oregon’s administrative rules establish clear requirements for how cities grow. Bend cannot override those rules or unilaterally decide how and where housing and transportation evolve. The project team must be upfront with the public about these constraints. Engagement should not pose open-ended questions when the answers are already determined — and when City Council has made decisions that are not subject to public input, that should be stated plainly. Instead, the team should ask the public questions about matters where community input genuinely shapes outcomes.

Relationship-Based Outreach

Successful engagement requires that City staff invest in ongoing community relationships. “Engagement fatigue” describes the burnout that organizations and community members experience when repeatedly asked to participate across multiple projects. Rather than making contact only when feedback is needed and then disappearing, staff must listen to community needs and keep the conversation going. This means keeping people informed about how their feedback will be used. Trust is earned through consistency and is not assumed.

Education and Accessibility

Alongside relationship building, City staff will work to educate the community about how long-range planning works in Oregon. Oregon’s approach to urban planning is unique and complex, and many residents do not know that the City is legally required to plan for growth. Bend Made’s goal is to build broader public understanding of this system so that engagement is grounded in shared context.

Equity & Regulatory Framework

Bend Made is taking place within a legal framework of rules around equity and engagement. The appendix includes a list of all the legal requirements for each deliverable of the Growth Plan from OAR Divisions 8 and 12.

OREGON'S EQUITY AND ENGAGEMENT REQUIREMENTS

Oregon's land use and transportation planning rules establish specific requirements for equitable engagement. Below are summaries of the legal requirements most directly applicable to this project:

- **Statewide Planning Goal 1 — Citizen Involvement** requires cities to provide opportunities for the involvement of affected parties in all phases of the planning process.
- **OAR Division 8 (Interpretation of Goal 10 Housing)** requires cities to provide opportunities for the involvement of affected parties in all phases of the planning process. For housing deliverables (the Contextualized Housing Needs Analysis, Housing Capacity Analysis, and Housing Production Strategy), Division 8 requires that engagement prioritize and actively seek to center communities of color, low-income communities, individuals with disabilities, and tribal communities. It also requires equitable engagement summaries documenting who was engaged, what methods were used, and how feedback influenced the work.
- **OAR Division 12 (Oregon Transportation Planning Rule)** requires that cities make a special effort to ensure that underserved populations are informed about and given a meaningful opportunity to influence the Transportation System Plan. Division 12 identifies a specific list of underserved populations (including Black and African American people; Indigenous people; People of Color; immigrants; people with limited English proficiency; people with disabilities; people experiencing homelessness; low-income and low-wealth community members; low and moderate income renters and homeowners; single parents; LGBTQIA2S+ community members; and youth and seniors) and requires cities to center their voices at all levels of decision-making. The Transportation System Plan must include a major equity analysis and an engagement-focused equity analysis documenting how the plan addresses historical harms and benefits or burdens underserved populations. Specific legal requirements for each deliverable are included in the Appendix.



COMMUNITY IMPACT FRAMEWORK (GROWTH PLAN AIM TOOL)

While state rules establish the floor for equitable engagement, the City's goal is to go further. The project will employ a Community Impact Framework, which is a consistent, equity-based approach to assess how each Growth Plan deliverable may affect different communities across Bend. The Community Impact Framework is applied through the City's existing Ask, Identify, Measure (AIM) tool, tailored to the project and enhanced with spatial analysis.

The Community Impact Framework is a process that will be applied iteratively throughout the project: during engagement design (to target outreach), approach (how we conduct analysis), evaluation (to evaluate policy options), and adoption (to document how impacts were considered).

The Community Impact Framework will examine questions like:

- What areas of the City will require extra support to sustain growth and change?
- What areas of the City have housing-secure populations, high quality amenities, and jobs that support future growth?
- What is the potential impact of draft policies and investments on vulnerable populations?
- Are the benefits and burdens of future growth shared equitably?





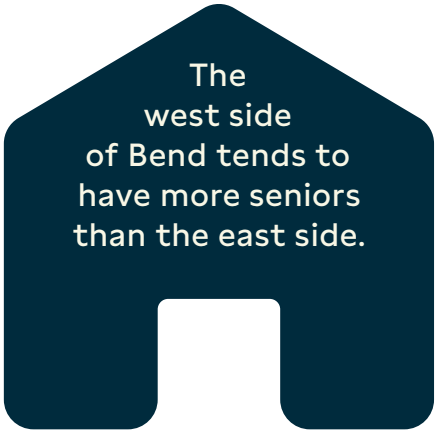
Understanding the Community

WHO LIVES IN BEND?

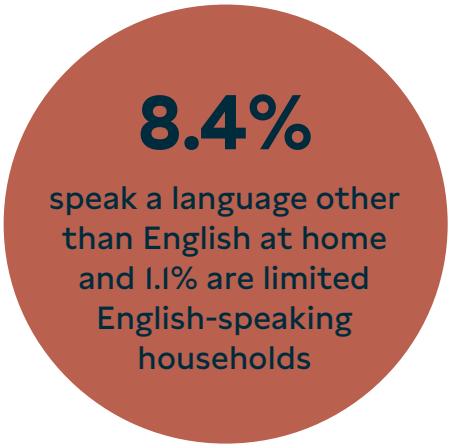
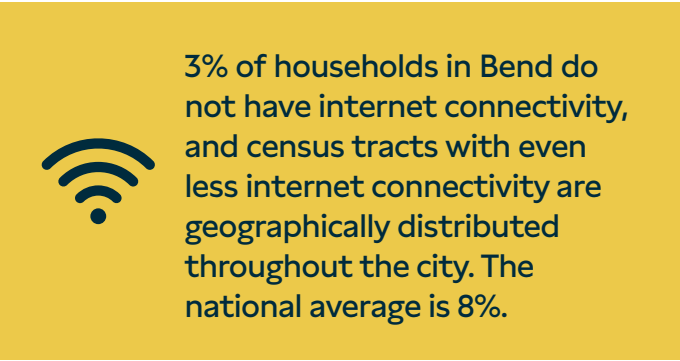
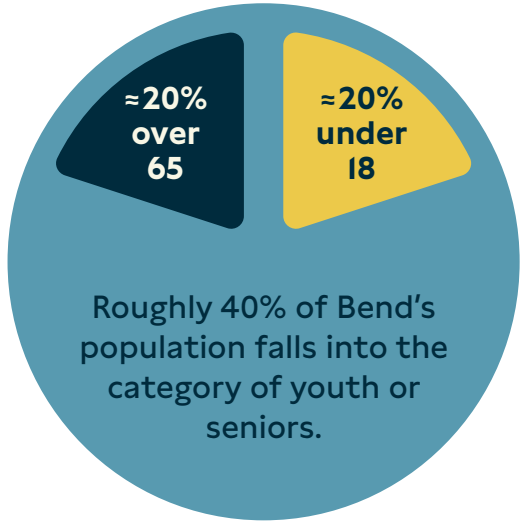
Information from the Census, the City’s Language Access Organizational Needs Assessment, and the 2024 Community Survey helped compile the following list of insights on who lives in Bend.



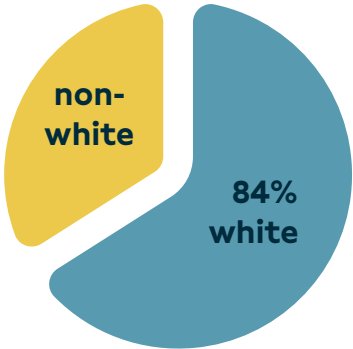
Bend is a highly educated community, with 49% of the population having completed a bachelor’s degree or higher.



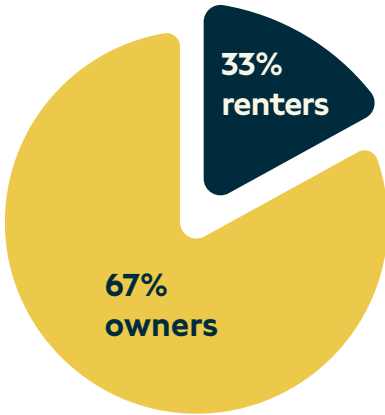
The west side of Bend tends to have more seniors than the east side.



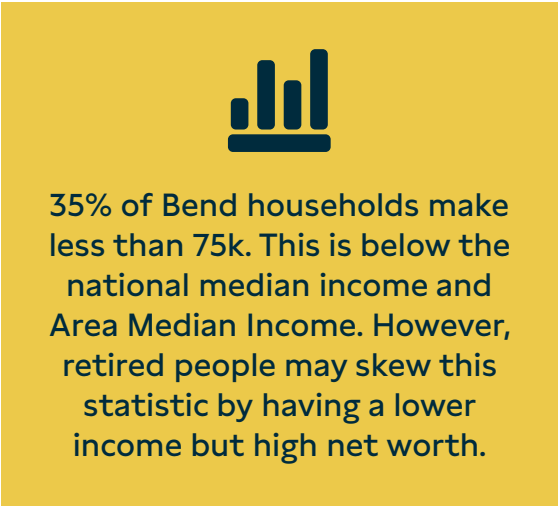
Spanish is the most common language aside from English. Other languages spoken include French, German, Russian, Korean, Chinese (Mandarin and Cantonese), and Tagalog.



84% of Bend’s population is white. There is a slightly higher percentage of population on the east side that identifies as non-white, but when looking at population counts, people of color are distributed geographically throughout Bend.



The core of the city and the east side tend to have more renters than the rest of the city. 33% of people in Bend rent, 67% own homes.



IMPLICATIONS FOR ENGAGEMENT

Age needs to be considered in our engagement efforts. With 40% of the population being either under 18 years old or over 65, specific tactics must be employed to reach these groups

Implications to consider:

- **Partner with community organizations and institutions to reach youth and seniors.** Local non-profits that provide services to seniors can be a bridge to reaching that age group. Working with high schools, colleges, and local youth workforce groups will be a pathway to younger people.
- **New and innovative methods should be used to cast a wider net, but traditional media needs to be incorporated too.** Most residents who took the 2024 Community Survey said that they hear about local issues through the newspaper and television. The Growth Plan should use these methods. However, with friends and family also being a vehicle for information, new methods to reach more people are essential. The more people involved, the more opportunity there is for them to share information in their own network. Younger audiences may gravitate towards digital forms of engagement like **Reddit** and **short-form content like Tik Tok**.
- **Consider using an ambassador program to engage new social circles on behalf of the City.** Hiring engagement ambassadors to engage their own networks may be a way to reach younger people. Ambassador programs have been used elsewhere to engage with harder to reach groups.



There are demographic differences between the east and west side. The core of the City and east side of Bend tend to have more renters, lower incomes, more diversity, and younger people. Demographically, southeast Bend tends to have more in common with the west side. Regardless of location, widespread education on land use, housing, and transportation is universally necessary.

Implications to consider:

- **Consider where in-person engagement may be more effective.** It might make sense to have more in-person engagement in parts of the City where there are more languages spoken, more renters, and lower incomes. Doing localized pop-ups with the Bend block party trailer could be a way to connect with people in their own neighborhoods. Consider locations on both the east and west side that make sense for this, and where underserved populations are concentrated.
- **Messaging and tactics should be crafted with location in mind.** Census data can be used to narrow our messages to locations as small as the census tract. Some topics (like pedestrian and bike infrastructure, housing affordability, trees) should be localized to be more effective. Knowing some of the demographic differences between the east and west side, remain conscious of how people may engage differently.
- **Engage with key workers who provide essential services.** Teachers, nurses, and service industry workers are just a small portion of the careers that keep Bend functioning. Workforce engagement, or partnering with institutions related to these careers, is a necessary tactic to reach workers on both sides of the City, but especially those who may be having a harder time affording Bend's high cost of living.

There needs to be a clear and easy way for people to request services and project materials in another language. With 8.4% of the population speaking another language at home, accessibility is critical. Additionally, Spanish translation and interpretation services should be provided in certain situations without request.

Implications to consider:

- **Ensure that the project's digital platform is translatable.** The digital engagement platform needs to have the ability to be translated into multiple languages.
- **Carefully consider where interpretation services will be useful.** Some in-person events in Bend may benefit from in-person interpretation for Spanish speakers. Work closely with Equity staff at the City to determine which events this would be most helpful for. The City's **Language Access resources** will also help determine how to provide better service in different languages
- **An ambassador program could also be helpful for engaging with Spanish speakers.** Given the current political climate, engagement with immigrants and Spanish speakers may be challenging. Ambassadors could be a useful tool for engaging with their own social circles on behalf of the City.



Engagement Strategy

Engagement Objectives

The following engagement objectives describe what Bend Made is striving toward. They are intentionally aspirational and inform the specific goals and metrics established later in this document.

OBJECTIVES:



To reach people who have never been reached before



To create better universal understanding within the community about the realities of growth and land use planning



To learn comprehensively and with cultural context what community members want when it comes to policies that will guide Bend's future development



To meet people where they are rather than expecting them to come to us



To be transparent with people about what they have the ability to influence



To ask for input grounded in lived experiences, not technical expertise



To build trust with community members over time

Desired Insights

The Bend Made community engagement process is broken into two phases. Phase I (Q2 2026 – Q2 2027) will involve community visioning. The community will respond to questions about what they like about Bend, and what they want it to be. This will result in "Bend Made Growth Vision," a policy statement adopted by City Council as part of Bend's update to its comprehensive plan. Additionally, Phase I will cover questions that will help inform the deliverables due in early 2027. This includes the Contextualized Housing Needs Analysis (CHNA), Economic Opportunities Analysis (EOA), Buildable Lands Inventory (BLI) and Housing Capacity Analysis Phase I (HCA). These questions will center around housing, land, and jobs.

Phase II (Q3 2027 – Q4 2029) focuses on scenarios for a future Bend. With a shared vision in place, engagement in this time period will ask residents their opinions on land use and transportation policies to help achieve the vision. Deliverables that need input during this phase include the Housing Production Strategy (HPS), Land Use Efficiency Measures (LUEMs), Urban Growth Boundary (UGB) evaluation and potential expansion, Climate Friendly Area (CFA) designation, and Bend's Transportation System Plan (TSP). These questions will revolve around real world implementation of a vision, growth in specific areas in Bend, and transportation.



COMMUNICATIONS STRATEGY OVERVIEW

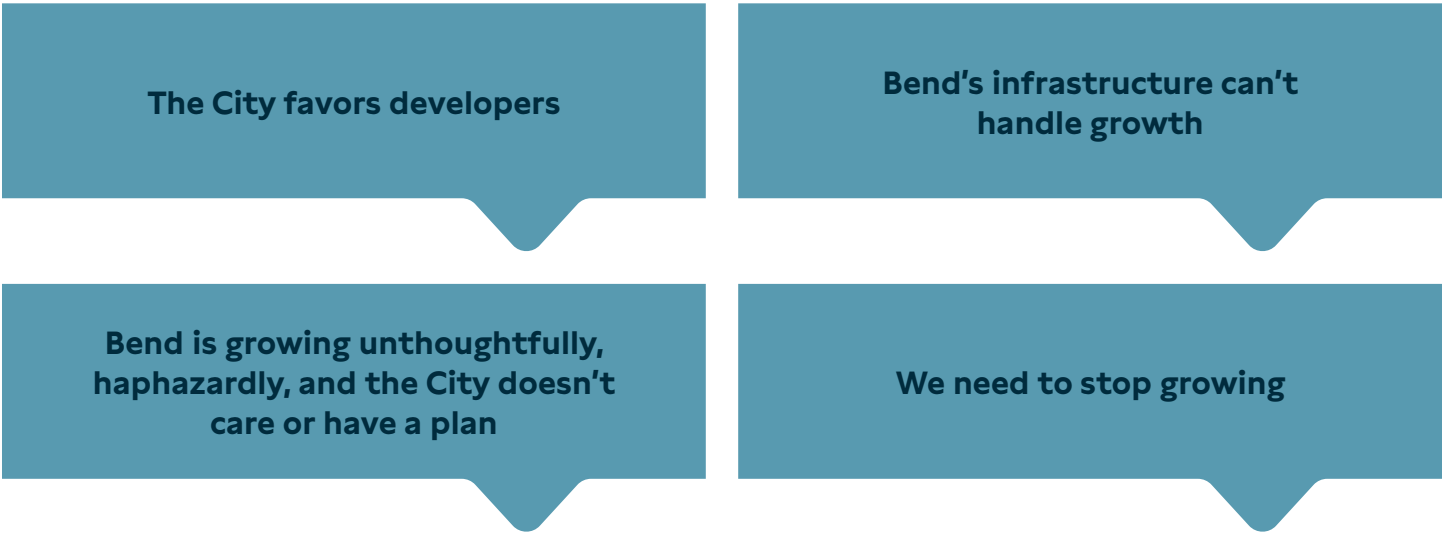
Communications refers to how the project is described and promoted to the public. While a communication strategy is distinct from an engagement strategy, the two are interdependent. Effective communications build awareness that drives engagement participation; engagement insights refine communications over time. The project’s communications strategy is guided by the following aims:

- Consistent frequency: Maintain a regular cadence of public updates throughout the project so that awareness and trust accumulate over time.
- Recognizable brand: Establish a project name, logo, and visual identity that the public can recognize across platforms and materials.
- New channels alongside traditional ones: Use communication tools such as social media, short-form video, and digital platforms in addition to print and broadcast media to reach a wider and more diverse audience.
- Proactive, not reactive: Reach out to media organizations and community channels rather than waiting for press inquiries. Specific tactics are described in the Engagement Toolkit.

PERCEPTION

Key messages developed for this project should acknowledge the public’s perception. For example, what is the current perception of growth and planning by the residents of Bend? What comments and questions are heard repeatedly? This list of current perceptions was put together during a meeting with Growth Management and Communications staff on growth messaging.

Current perceptions:



KEY MESSAGES

Key messages are the core ideas Bend Made wants the public to understand and carry away. They give everyone speaking on behalf of the plan, such as City staff, consultants, ambassadors, and partners, a consistent foundation, so the project sounds like one coherent effort across every channel and event. They are written to be adapted, not recited: shortened for social media, expanded in a newspaper column, or woven into a conversation at a tabling event. Messages should also respond to the public perceptions identified above, meeting skepticism with honesty rather than avoiding it. These messages should stay consistent throughout the project, but may evolve as the community vision takes shape and public input sharpens what resonates.

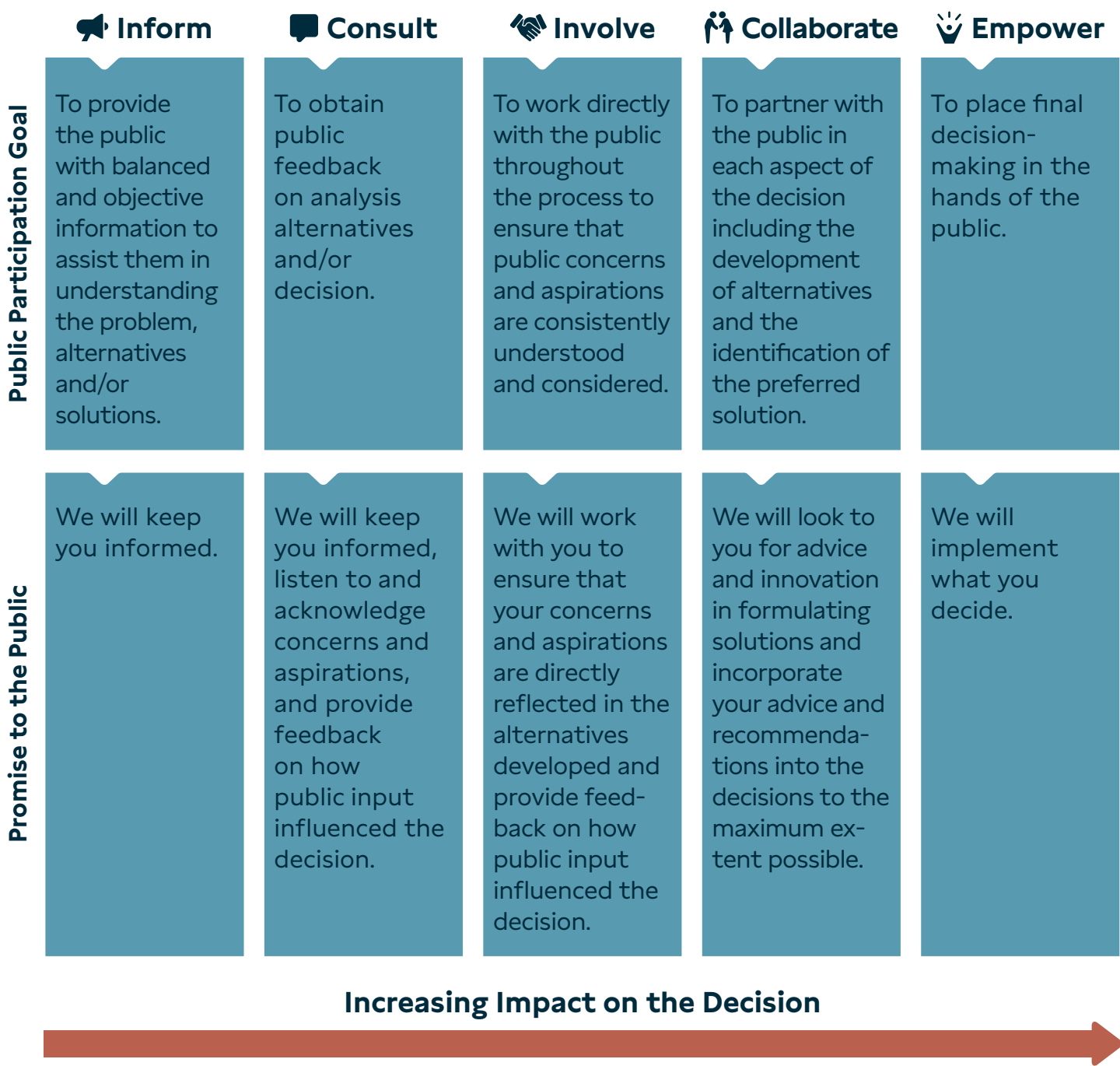
- **Growing a Bend that works for everyone.** Bend’s future is planned best with the help of its community. This plan asks who has access to housing, jobs, and transportation, who should, and how the decisions we make now can continue to expand that access. Voices across Bend shape those answers. Community input goes all the way to the people who decide where Bend is headed. The decisions made through this plan will shape Bend for years to come, and the time to help shape them is now. There are real ways to be a part of this.
- **Anchoring people here.** Housing and jobs shape who lives in Bend—longtime neighbors, young families, the workforce behind our favorite businesses, everyone who makes Bend, Bend. This plan takes a hard look at what kinds of homes and work Bend needs, where they go, and how we shape a place where more people can put down roots.
- **Sustaining what Bend runs on.** The systems that make Bend work like water, transportation, and utilities, require constant reevaluation to keep pace with a growing city. This plan coordinates investments deliberately, making sure the right resources go toward the infrastructure that will matter most for Bend’s long-term future.
- **Moving through a growing city.** As Bend grows, how people get around needs to grow with it. This plan looks at transportation across Bend—from streets to bike lanes, trails and sidewalks—so community members stay connected to the places and people that matter, safely, accessibly, and realistically, as the city grows.
- **Taking care of what takes care of us.** Snowpack, open land, forests, the river—the natural environment around us is what Bend is built around, and has been for thousands of years. We admire it, enjoy it, and count on it. This plan takes our relationship with nature seriously— planning for parks, schools, climate resilience, and ensuring that, as Bend grows, it remains a place worth living in for the people and landscapes that define it.



Engagement Spectrum

The IAP2 Spectrum of Public Participation was designed to assist with the selection of the level of participation that defines the public’s role in any public participation process. The spectrum ranges from ‘Inform’ (one-way outreach from government to the public) to ‘Empower’ (government letting the public make a decision, then implementing it). Each of the methods within the Engagement Toolkit in this Strategy fall somewhere on this spectrum.

IAP2 Spectrum of Public Participation



Risk Factors

The following factors require preparation and ongoing attention throughout the Bend Made process. Specific responses and mitigation strategies can be developed in each Engagement Action Plan.

- **Public hostility toward growth.** Growth is a personal and emotional subject for many Bend residents. The project team should expect strong reactions — including anger — and prepare staff to engage constructively rather than defensively.
- **Misinformation and anti-planning narratives.** Some participants may arrive with views shaped by misinformation circulating online. Two examples likely to surface in this work:
 - The “15 minute cities” concept has been falsely portrayed online as a scheme to restrict freedom of movement or expand surveillance.
 - Claims about government-controlled weather or intentional wildfires may surface during engagement, particularly when climate topics arise.
- **Engagement fatigue among underserved communities.** For many residents already navigating economic and political uncertainty, participating in long-range planning conversations may not feel like a priority. Outreach to these communities should be designed with that reality in mind. Additionally, some of these groups are repeatedly contacted by the City for other projects. Engagement should be mindful of not overtaxing the same groups.
- **Momentum loss over a multi-year project.** The project’s multi-year span creates real risk of losing continuity. The project team should proactively design for sustained engagement, including clear communication at each phase transition and consistent touchpoints between major milestones.





Engagement Implementation

Engagement Action Plans

This Strategy is designed to guide the project at a broad level and does not include schedules or timelines. The Engagement Toolkit below provides a menu of tactics available throughout the project. More specific planning such as timelines, activity sequencing, and resource allocation is addressed in the Engagement Action Plans.

Engagement Action Plans are shorter, phase specific documents that describe upcoming engagement activities and milestones. Each plan is developed as the project advances, reflecting the deliverables and engagement priorities of that period.



Engagement Toolkit

Below is a list of communications and engagement tactics. This list is intended to serve as a toolbox of ideas for use throughout Bend Made and options for the subsequent Engagement Action Plans.

Communication Tools:

The following communications tools may be used throughout Bend Made:

DIGITAL ENGAGEMENT PLATFORM

Bend Made will have a dedicated digital engagement platform. This will be a single destination for project information and public interaction. Beyond serving as an informational hub, the platform will collect input from the public through surveys, interactive mapping, comment forms and other tools.

Audience: Everyone. The platform provides a central destination to direct any interested community member. Active promotion will be essential; already-engaged residents will find it organically, but reaching newcomers requires outreach.

Place on the IAP2 Spectrum:

Inform

Consult

SOCIAL MEDIA CHANNELS

Engagement materials will include social media posts on the City's typical channels — Facebook, Instagram, and X. The project team will work closely with the Communications and Engagement Department to determine which channels are most appropriate for which subject matter.

Audience: Social media users, youth.

Place on the IAP2 Spectrum:

Inform

Consult

SHORT FORM CONTENT

Sharing small pieces of information through TikTok or Reel style videos could be a good way to reach a wider audience. The project team could produce a series of short videos that explain some of the frequently asked questions related to growth. Short videos, as opposed to longer YouTube videos, can be a way to capture people's attention and reach new people.

Audience: Social media users.

Place on the IAP2 Spectrum:

 Inform

REDDIT AMA (ASK ME ANYTHING)

Reddit is a forum based social media platform, split into smaller forums known as subreddits. The Bend subreddit serves as a place for people to discuss local news, ask questions, and comment on City issues. A City hosted Reddit AMA (Ask Me Anything) would allow redditors to ask any question they want with the City on call to answer questions of their choosing during a specified time. Other cities, like **Columbus, Ohio**, have had their city planners do AMAs as a form of engagement. These AMAs can even be broken down by topic, like housing, land use, and transportation.

Audience: Social media users, youth, people who are new to Bend, people who are disengaged, people who want better information on growth from the City. Additionally, people who are more comfortable engaging digitally as opposed to in-person.

Place on the IAP2 Spectrum:

 Inform

 Consult

MONTHLY NEWSPAPER COLUMN

Since newspapers are one of the top ways that Bend residents learn information about the City, the project team could pursue writing a monthly column for a specified time period to answer questions and educate the public on growth. The Bend Bulletin and the Source Weekly are two local newspapers that could be utilized.

Audience: Traditional media users, seniors, people who want better information on growth from the City.

Place on the IAP2 Spectrum:

 Inform

 Consult

TELEVISION SEGMENTS

Similar to a newspaper column, the project team may want to consider reaching out to local news stations to see if they'd be interested in doing a series of television segments on the project. Both of these options are proactive, and require that the project team reach out to news organizations rather than wait for them to come to us after a press release.

Audience: Traditional media users, seniors, people who want better information on growth from the City.

Place on the IAP2 Spectrum:

 Inform

PODCASTS AND RADIO

There are several local podcasts in Bend that City staff has already worked with on the topic of growth. The project team should continue to work with them, as well as local radio stations on segments educating the public on growth and State land use law.

Audience: Traditional media users, commuters, people who want better information on growth from the City.

Place on the IAP2 Spectrum:

 Inform

PHYSICAL MATERIALS AND GUIDES

Typically, project materials are created by city staff or consultants. Employing local artists to produce certain materials could add dimension, creativity, and perspective to standard planning content. **This New York City guide on how to become a street vendor** was designed by an artist and provides a good example of how art can enhance planning documents.

In addition, 3-D models are a tool that can be used to discuss urban design, neighborhood feel, and form-based codes. Local artists and designers might be able to help us print tabletop 3-D models that can be taken to different events.

Audience: People who attend in-person events, people who speak languages that are not English.

Place on the IAP2 Spectrum:

 Inform

Engagement Tools:

AMBASSADORS

Survey respondents to the 2024 Community Survey listed ‘Friends and Family’ as one of the top ways that they receive information about the City. One way to expand awareness would be to hire ‘engagement ambassadors,’ to request feedback within their own social networks. As an example, Camden Coalition (a public health non-profit in Camden, NJ) **used an ambassador program** to share COVID-19 resources with their community.

College students, high school students, young people, and Spanish speakers could be hired for this role to reach more people within those communities. The engagement ambassadors would be prepared by the project team to host their own meetings with friends and family. The project team could provide these ambassadors with a pre-packaged kit to facilitate discussions outside of the presence of City staff. The goal would be to record feedback, concerns, and comments that might not be elicited in a room with City staff present.

The ambassadors need to be compensated for their work through a stipend. Hiring just a few ambassadors to engage their social networks (who may go on to engage other social networks) has the potential to dramatically expand the web of engaged residents.

Audience: Youth, people who speak other languages, underserved communities, workers, students, families, and people who are disengaged.

Place on the IAP2 Spectrum:

 Consult

 Collaborate

TABLING

Tabling at community events is a high-effort but effective way to raise awareness and support the education goals of this strategy. Events may include Munch and Music, Pride, Juneteenth, the Downtown and Northwest Crossing Farmers’ Markets, First Fridays, and Bend Parks and Recreation events. Beyond scheduled events, the project team may consider tabling in high-traffic everyday locations such as parks, grocery stores, or along the Deschutes River in summer.

Another important element of tabling is the materials that are used to draw people in. Interactive maps, 3-D models, branded items, or digital tools can all be used to grab people’s attention and convey information about the project. Tabling is a high-effort engagement tactic, and consideration about when and where to do it will be important to discuss.

Audience: Depending on tabling location, this tactic has the potential to reach many different communities in Bend, including underserved communities.

Place on the IAP2 Spectrum:

 Inform

 Consult

BEND BLOCK PARTY TRAILER

The Bend Block Party is a neighborhood engagement trailer that the City owns. It is available for rent by the City’s Neighborhood Districts and is filled with block party supplies, including chairs and tables, barbeque supplies, and games. The intention is for neighbors to rent the trailer, gather, and connect over topics that shape Bend’s community. The trailer is prioritized for neighborhood district bookings, but staff may be able to use it if there is availability.

The Communications and Engagement Department owns and manages the trailer. Growth Management should coordinate with that department to explore using the trailer at neighborhood centers or parks. Because the Communications and Engagement Department also maintains close ties with Neighborhood Districts, partnering on joint events may be a more practical path than booking the trailer independently.

Audience: Specific neighborhood communities, underserved populations, people who are disengaged from the City.

Place on the IAP2 Spectrum:

 Inform

 Consult

Q&A SESSIONS WITH STAKEHOLDERS

Q&A sessions are an opportunity to hear directly from groups that are already engaged with City planning — people who pay attention, attend meetings, and have specific questions or concerns about Bend Made. Hosting a series of these sessions early in the project creates space to surface issues and build relationships before major engagement activities begin. These can be public events open to everyone but structured around the needs and interests of specific stakeholder groups.

Audience: Established community organizations and interested parties.

Place on the IAP2 Spectrum:

 Inform

 Involve

COMMUNITY DIALOGUES

Community dialogues are facilitated conversations held outside City Hall, where city staff meet community leaders and residents in their own spaces for open discussions about growth. Unlike Q&A sessions, which are structured around questions and answers, community dialogues are more open-ended — designed to build relationships and hear from people on their own terms rather than move through an agenda. Skilled facilitation is essential to balance power dynamics between the City and participants. These events must include clear communication about how input will be used and how the City will report back. The **City of Minneapolis** has used this approach for conversations around policing as well as planning.

Community dialogues are particularly well-suited for communities where trust with the City is limited or where a formal public event format would be a barrier to honest participation. For the Confederated Tribes of Warm Springs, community dialogues offer a natural next step — moving from introductory exchange toward deeper, ongoing conversation conducted in Tribal spaces and on Tribal terms throughout the life of the project.

Audience: Underserved populations, neighborhood districts, organized community organizations, stakeholder groups.

Place on the IAP2 Spectrum:

 Inform

 Involve

COMMUNITY CONVERSATIONS

Community conversations are informal, facilitated discussions that bring groups of residents together to talk about growth and the future of Bend. Unlike open houses or workshops, these conversations can happen anywhere and can be hosted by anyone.

A community conversation kit gives participants everything they need to lead their own discussion: a facilitation guide, discussion questions, and a simple way to capture and return feedback to the project team. City staff may conduct these at standing meetings of organized groups, committees, clubs, and neighborhood associations. The real value of the kit format, however, is that it doesn't require City staff at all — anyone can pick it up and run a conversation within their own network. This extends the project's reach into social circles and spaces the City may not otherwise access, and tends to surface more candid input than events where staff are in the room.

Community conversations are particularly well-suited for reaching people who are unlikely to attend a standalone City event. High schools are a natural setting for engaging youth — bringing a kit into a classroom or student group meeting lowers the barrier significantly. Bend's workforce is another priority audience: institutions like St. Charles and Bend-LaPine School District employ large numbers of essential workers who are directly affected by the plan's outcomes but may never attend a public event. Partnering with HR departments, union representatives, or employee groups at these organizations to host conversations on-site is a practical way to reach them. Engagement ambassadors and trusted community organizations can play the same role across other networks.

Audience: Underserved populations, neighborhood districts, formal and informal community organizations, stakeholder groups.

Place on the IAP2 Spectrum:

 Inform

 Involve

OPEN HOUSES AND WORKSHOPS

Open houses and workshops are structured, in-person events that create space for hands-on engagement and face-to-face interaction with neighbors and City staff. Open houses are drop-in events where participants can move at their own pace through project information and provide direct feedback, often on specific options or decisions. Workshops are more interactive, guiding participants through activities, exercises, or discussions that generate deeper input on a topic. Both formats work best when detailed or structured feedback is needed from people who are already following the project or motivated to engage. Workshops and Open Houses can also be tailored for specific audiences and locations, like youth at local high schools.

Because these are standalone events, they require advance notice and ask people to make a deliberate trip, which means promotion is critical to turnout.

Audience: People who are willing to come to in-person events.

Place on the IAP2 Spectrum:

 Inform

 Involve

ATTENDANCE AND RELATIONSHIP BUILDING WITH COMMUNITY ORGANIZATIONS

A key method to reach underserved communities is to work closely with organizations in town that represent them. Members of the project team have already identified organizations in town that will be important to reach out to. Rather than simply contacting them when feedback is needed, the approach will be to build a relationship by attending their meetings and events or volunteering. Being present and listening are important steps to building trust.

Individual Growth Management staff members may be assigned to attend meetings for specific organizations on a consistent basis, serving as the City's primary point of contact for that group. Growth Management will coordinate with Equity staff and the Communications and Engagement Department to map existing relationships and determine how to build on them. Over time, joint events and presentations at partner organizations' meetings can deepen those connections.

Audience: Community organizations representing underserved populations, people who are disengaged, people who are hard to reach, stakeholder groups.

Place on the IAP2 Spectrum:

 Inform

 Involve

FOCUS GROUPS

Focus groups bring together a small, recruited group of people for a facilitated discussion on a specific topic. The City has used them on past projects to gather direct, in-depth feedback. For Bend Made, focus groups can serve two purposes: broad recruitment to hear from new or previously disengaged residents, or targeted outreach to specific populations to capture deeper, more focused insight. Targeted focus groups are a strong tool for reaching Bend's workforce — nurses, teachers, childcare providers, and service industry workers who are directly affected by growth but unlikely to show up at a public event. Partnering with employers like St. Charles and Bend-LaPine School District to recruit participants, or working through union representatives and employee networks, can help get the right people in the room. Mailings and online ads are effective recruitment channels for both approaches. Independent facilitation helps surface more candid responses, and participants should be compensated for their time.

Audience: People who are disengaged from the City, workers, families, seniors, youth, underserved communities.

Place on the IAP2 Spectrum:

 Inform

 Collaborate

CARD GAME

Other cities have created their own games for community engagement. A game is a great way to communicate the limited resources and large-scale thinking involved in city planning. It can put the player in the role of planning for the future — what decisions will they make?

The City is currently working with a local published board game designer. The objective is to create an accessible, fun, portable card game that communicates the decisions and tradeoffs that come with growth. Once created, the game will be able to be used at events in the future. Employing this tactic early would be ideal so that it can be used throughout the project. The game will lend itself well to workshop style events as opposed to tabling. Events will need to be intentionally designed around the game in order to use it effectively.

Audience: People who are disengaged from the City, people who don't know about growth, anyone who is willing to come to an in-person event to learn more.

Place on the IAP2 Spectrum:

 Inform

PUBLIC ART INSTALLATIONS

Public art and placemaking are already connected to planning great places. The City could partner with a local artist on public art related to the project. This might be a sculpture, mural, or other outdoor installation that draws the public in and relates to the project. The location for this installation should be a highly trafficked public space to reach more people.

Audience: Bend's creative community, people who use public space, people who are disengaged from the City.

Place on the IAP2 Spectrum:

 Inform

 Consult

PERFORMANCE ART

Theatre, storytelling, and film are also options for creative engagement. A performance or screening created by a local artist on the topic of growth could be coupled with a more traditional form of engagement like a Q&A session or open house to add more context.

Audience: Bend's creative community, people who use public space, people who are disengaged from the City.

Place on the IAP2 Spectrum:

 Inform

 Consult

COMMUNITY PLANNING ACADEMY

Community planning academies are educational programs that aim to educate local leaders and residents about local land use issues. The system of planning is complicated and hard to engage with if residents don't understand it. The goal is to educate, improve, and enhance resident engagement. Residents would apply or sign up for the community planning academy, and the time would be devoted to educating the attendees.

Some community planning academies last for several weeks. For the purposes of this project, a one or two day seminar might be more appropriate. Inter-departmental collaboration on a project like this would make it even stronger.

Audience: Community advocates, people who are interested in growth but want to learn more.

Place on the IAP2 Spectrum:

 Involve

 Collaborate

OFFICE HOURS

Holding office hours, or a specified time period where city staff is available to answer questions, is a way to make ourselves available to the public in a new way. Many people in Bend have questions or concerns about growth. The project team could advertise and host regular office hours for a certain duration out in the community. This would be more laid back and informal than an open house. Ideally, hosting these in a place outside of City Hall and in different geographical parts of the City would reach more people. Adding a hybrid or digital option would also boost participation.

Audience: People who are disengaged from the City, specific neighborhoods, specific communities.

Place on the IAP2 Spectrum:

 Inform

 Consult

Project Resources and Partnerships

The project's engagement budget will cover meeting space, materials, software purchases, stipends, translation, and notices.

Growth Management staff will work alongside the project consultant throughout engagement. City staff will lead in-person engagement and the consultant will provide support through resources, materials, activities, games, maps, and in certain situations, facilitation where appropriate. The consultant is also responsible for organizing and summarizing engagement feedback.

The project team will coordinate closely with the Communications and Engagement Department, which must be informed of all public-facing activities and will serve as the primary media liaison. Equity staff are an essential partner for equity-based engagement. Housing and Sustainability staff should be kept informed of engagement activities. The Planning Division will receive regular project updates so staff can respond to public inquiries, and may assist in outreach.



Evaluation & Accountability

Goals and Metrics

The following goals provide a concrete, measurable layer below the engagement objectives. Each goal is paired with a metric the project team can track. Evaluation should occur both at mid-project check-ins and upon completion of each engagement phase as programmed in the Engagement Action Plans. The goals below represent a starting set and may be refined through additional input from Council or the JCWG throughout the process.

Goal	Metric
Meet people where they are rather than expecting them to come to us.	70% of community engagement events take place outside of a city building
Reach all of the underserved communities listed in OAR 660-012-0130	Document at least two (2) intentional touchpoints with each of the communities in the list
Pilot new and innovative engagement techniques	Use at least two (2) forms of engagement that the City has never used
Make project materials accessible	Ensure that all one-pagers and outreach materials meet accessibility requirements and are translated into Spanish; Provide easy ways for people to request materials in other languages.
Host geographically diverse engagement events	Ensure that engagement events are hosted in all quadrants of the City
Report back to those engaged	Build a systematic way to report back to people engaged, with feedback loops for those who provide contact information.
Evaluate effectiveness and adapt to feedback	Develop and implement a system to receive feedback on the effectiveness of engagement efforts

Feedback Loop and Reporting Back

Bend Made will have a formal system for engagement documentation. A shared database or tracking tool will be designed to categorize feedback from all sources and maintain the records required under OAR Division 8 and 12, including documentation of engagement with specific targeted and underrepresented groups.

Reporting back to those who participate is essential to building trust. The City’s goal is to close the loop with community members by communicating how their input was used. Three practices will guide this:

- At the close of each major engagement activity or event (workshops, open houses, etc.), publish a brief “What We Heard” summary on the project’s digital platform reflecting key themes and indicating how input will be used.
- For organizations and community groups engaged through partnership-based outreach (e.g., focus groups, Warm Springs government-to-government coordination), provide a direct follow-up communication explaining next steps and how their community’s input influenced the work.
- At the conclusion of each phase, produce a detailed public-facing engagement summary explaining detailed feedback, how it was synthesized, and how it impacts the project. Close the feedback loop by sharing this with all community members and organizations engaged during the Visioning phase. Share a clear “What We Heard” summary and communicate how community input shaped the Bend Made Growth Vision.

Specific timelines, owners, and channel strategies will be detailed in each Engagement Action Plan.

FEEDBACK LOOP ELEMENTS:



APPENDIX

Legal Requirements for Bend Made deliverables related to engagement:

Deliverable	Legal Requirements
Contextualized Housing Needs Analysis An analysis of quantitative and qualitative housing data that will inform both the Housing Capacity Analysis and Housing Production Strategy.	Must be informed by equitable engagement feedback that prioritizes and actively seeks to center communities of color, low-income communities, individuals with disabilities, and tribal communities. Must include an equitable engagement summary including: • A list and description of the interested parties and communities who comprise community members of needed housing • List of tribes with ancestral connection to land and proof that the Tribes were invited for government-to-government consultation for the CHNA, as well as follow up communication • A summary of the feedback received from each engagement event, why they were engaged, engagement methods used, and a list of any communities who the city believes are still left out of the process. • A summary of feedback received and a description of how major feedback themes influenced the needed housing types, characteristics, and location. • An evaluation of how to improve equitable engagement practices for future housing engagement
Housing Production Strategy A list of actions to promote the development of needed housing.	Must be informed by equitable engagement feedback that prioritizes and actively seeks to center communities of color, low-income communities, individuals with disabilities, tribal communities, AND producers of needed housing who represent or serve the previously mentioned groups Must include an equitable engagement summary, including: • A list and description of the interested parties and communities who comprise producers of needed housing • List of tribes with ancestral connection to land and proof that the Tribes were invited for government-to-government consultation for the HPS, as well as follow up communication • A summary of the feedback received from each engagement event, why they were engaged, engagement methods used, and a list of any communities who the city believes are still left out of the process • A summary of feedback received and a description of how major feedback themes influenced the selection of actions in the HPS • An evaluation of how to improve equitable engagement practices for future housing engagement
Designation of Climate Friendly Areas The City will designate specific areas to become Climate Friendly Areas, based on the Climate Friendly Areas study completed in 2023. Code changes will be implemented in these areas to allow taller and denser development.	A community engagement plan was created for the adoption of Climate Friendly Areas in the Climate Friendly Area study. The designation must include an engagement-focused equity analysis, in which the City shall: • Engage with members of underserved populations to develop key community outcomes • Gather lived experience from the community on how the proposed CFA designation benefits or burdens underserved populations • Recognize where and how intersectional discrimination compounds disadvantages • Analyze the proposed CFA designation for impacts and alignment with desired key community outcomes and performance measures • Adopt strategies to create greater equity • Report back and share the information and unresolved issues with those engaged.

Deliverable	Legal Requirements
Transportation System Plan Will determine transportation investments and projects for the next twenty years. This includes a Major Equity Analysis, which is an equity-based engagement focused process and report.	Cities must make a special effort to ensure that underserved populations are informed about the TSP planning process, given a meaningful opportunity to inform the TSP, and given an equitable share of the decision-making over key decisions. Cities are required to center the voices of underserved populations in processes at all levels of decision-making. Cities must engage in additional outreach activities with underserved populations in multiple languages and formats that is accessible to people with disabilities, people without internet access, people with limited transportation, limited childcare options, and with schedule constraints around work. Cities must keep a record of the engagement, involvement and decision-making processes used in development of the plan. Must include a major equity analysis, in which the City shall: • Assess, document, acknowledge and address where current and past land use, transportation and housing policies and effects of climate change have harmed or are likely to harm underserved populations • Assess, document, acknowledge and address where current and past racism in land use, transportation, and housing has harmed or is likely to harm underserved populations • Identify geographic areas with significantly disproportionate concentrations of underserved populations • Develop key performance measures or review existing performance measures for key community outcomes • Use the best available data Must include an engagement-focused equity analysis, in which the City shall: • Engage with members of underserved populations to identify key community outcomes • Gather, collect and value quantitative information, including lived experience, from the community on how the proposed change benefits or burdens underserved populations • Recognize where and how intersectional discrimination compounds disadvantages • Analyze the proposed TSP for impacts and alignment with key community outcomes and performance measures • Adopt strategies to create greater equity or minimize negative consequences • Report back and share the information learned from the analysis and unresolved issues with people engaged

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Accommodation Information for People with Disabilities & Language Assistance Services

You can obtain this information in alternate formats such as Braille, electronic format, etc. Free language assistance services are also available. Please email accessibility@bendoregon.gov or call 541-693-2198. Relay Users Dial 7-1-1. All requests are subject to vendor processing times and should be submitted 48-72 hours in advance of events.

Servicios de asistencia lingüística e información sobre alojamiento para personas con discapacidad

Puede obtener esta información en formatos alternativos como Braille, formato electrónico, etc. También disponemos de servicios gratuitos de asistencia lingüística. Póngase en contacto en correo electrónico accessibility@bendoregon.gov o número de teléfono 541-693-2198. Los usuarios del servicio de retransmisión deben marcar el 7-1-1. Por favor, envíe sus solicitudes con 48-72 horas de antelación al evento; todas las solicitudes están sujetas a los tiempos de procesamiento del proveedor.



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