

BEND CITY COUNCIL

2019-21 GOALS

(Revised July 15, 2020)



We, the City Council, believe that Bend is a unique community that people are drawn to because it is an outstanding place to live. We desire to demonstrate consistent stewardship of resources and quality of life. We will be guided in decision-making by following these values as the foundation for public trust and confidence:

**Inclusivity // Sustainability // Partnership //
Stewardship // Responsiveness**

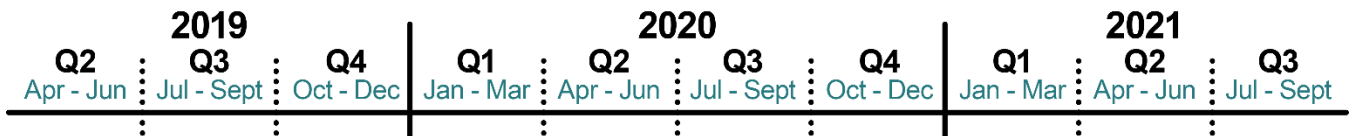


ECONOMIC VITALITY: HOUSING, JOBS, MANAGING GROWTH

Goal: Increase the supply of shovel ready land available for housing and employment in alignment with the City’s Comprehensive Plan by:

- Permitting 3,000 units with the target of 1170 single family units, 390 single family attached units and 1440 multi-family units by 6/30/2021
- Approve land division or other entitlements to create usable employment lands in Juniper Ridge for the community’s needs by 6/30/2021

STRATEGY 1: Increase the supply of shovel-ready residential land and decrease development costs for needed housing through public investment leveraging private development, City policy and procedural adjustments



Audit Development Code to identify barriers in constructing needed housing, including mobility and parking standards

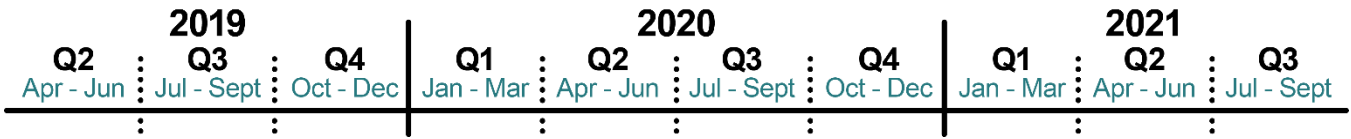
Create a real-time land inventory database to better monitor land supply within the UGB

Develop 3-5 procedural and policy adjustments to streamline needed housing projects

Implement tax exemption programs that promote housing goals

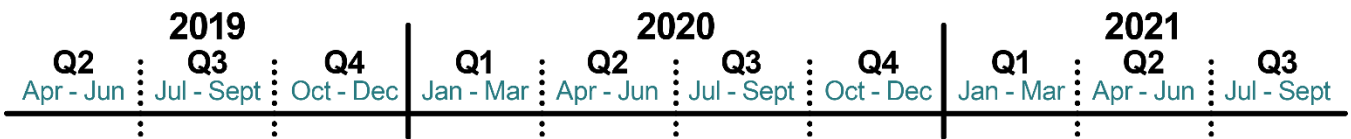


STRATEGY 1: *continued*



Increase the number of childcare slots in Bend from 2,812 (in September 2019) by 20% (562) to 3,374 slots

STRATEGY 2: *Explore alternative housing types and necessary funding sources*

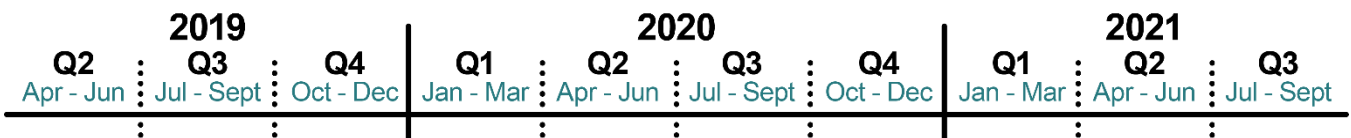


Renew the Affordable Housing Fund

Adopt policies for alternative housing models, such as 4-plexes, tiny homes and single room occupancy units

Update the Consolidated Plan

STRATEGY 3: *Increase the supply and viability of serviceable employment land through public investments leveraging private development, City policy and procedural adjustments*

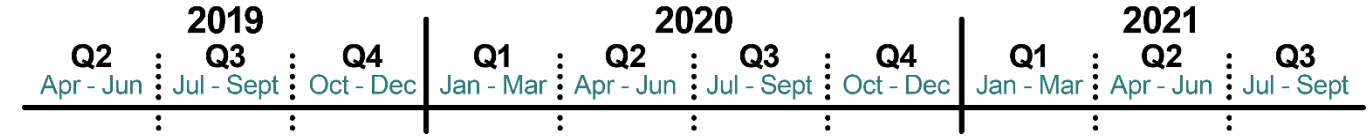


Complete land use planning for southeast and core areas, including the Bend Central District

Create a management and development plan for Juniper Ridge

Adopt a Federal Aviation Administration compliant land use plan for the Bend Municipal Airport

STRATEGY 4: Ensure growth takes into consideration natural resources and reflects a triple bottom line approach



Adopt the Community Climate Action Plan

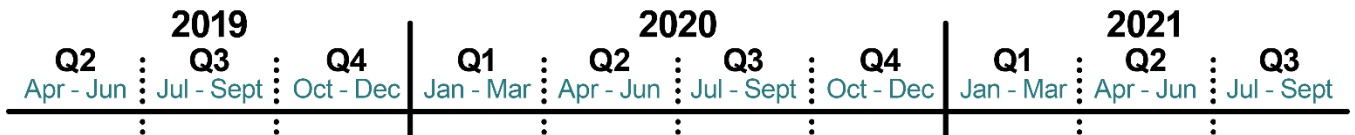
Ensure Transportation System Plan contains policies that contribute to per capita reduction of greenhouse gas emissions

Explore renewable energy production options

Partner with Deschutes County to prevent waste, recover items from the waste stream and determine where Bend's waste will be disposed post-closure of Knott Landfill

Establish the Environment and Climate Committee

STRATEGY 5: Build community and economic resiliency in response to COVID-19 through:



Business and family support/assistance: Use CARES and other funds to make direct grants to businesses and non-profits to adapt to post COVID market

New Industry Development: Use CARES and other funds to make direct investments that diversify the City's employment and occupation base

Vulnerable Populations: Use CARES and other funds to make investments to qualified organizations who support vulnerable and marginalized communities impacted by COVID, including older adults and those with underlying health conditions through an equity framework

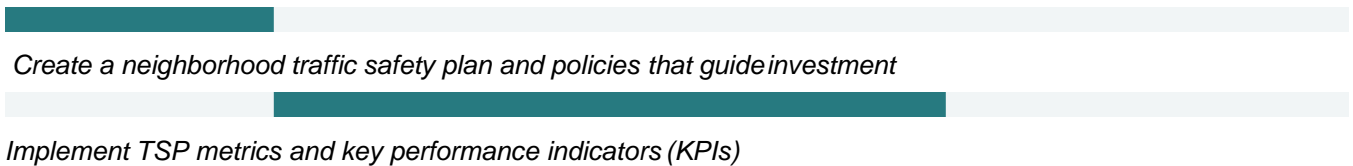
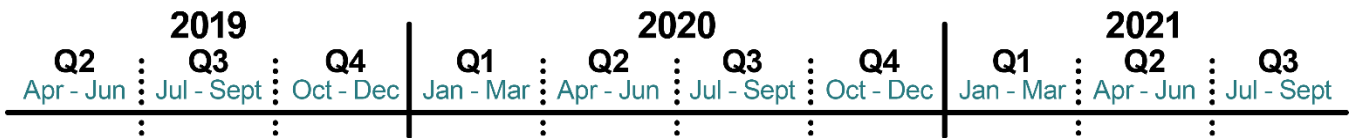




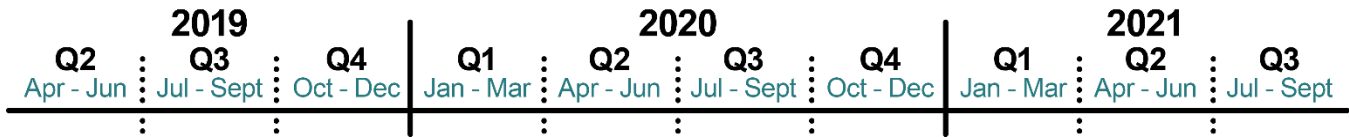
TRANSPORTATION & INFRASTRUCTURE

Goal: Plan and implement robust and resilient infrastructure investments

STRATEGY 1: Complete the Transportation System Plan (TSP) by end of May 2020



STRATEGY 2: Leverage multiple funding sources to enhance and improve transportation infrastructure resulting in a funding package that addresses both housing and mobility challenges on May 2020 ballot



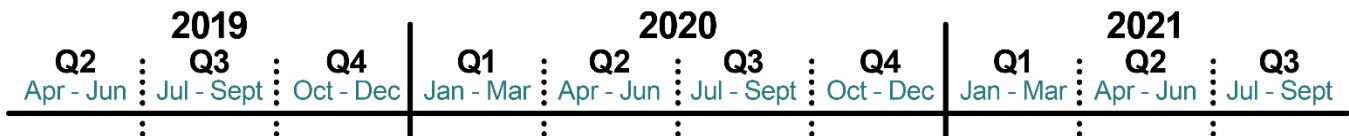
Prioritize short term transportation projects that relieve congestion, improve safety, including emergency response times, and increase options for all modes of transportation

Develop a transportation funding plan that is equitable, balanced and resilient

Create/implement communication plan aligning community values with transportation projects to ensure sustainable funding

Participate in development of comprehensive transit plan that improves service levels and is integrated with the TSP

STRATEGY 3: Improve the condition and functionality of City sewer, stormwater, transportation and water infrastructure to keep pace with community needs



Improve the average pavement condition index to 75 by 6/30/2021

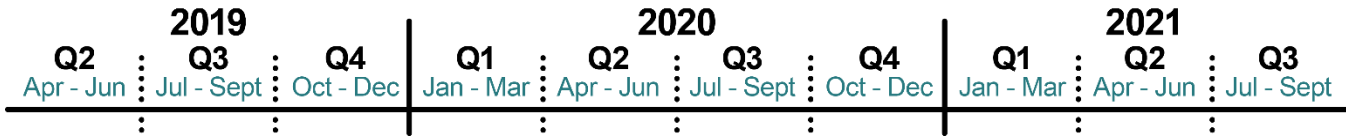
Develop a bridge maintenance and traffic signal plan

Continue investments in water, stormwater and waste water treatment systems to keep pace with demand, regulatory requirements and maintenance needs

Create a sidewalk plan and program that shares responsibilities between the City and adjacent property owners

Complete phase one of neighborhood greenways & create plan/funding source for future phases integrated with the TSP

STRATEGY 4: *Develop a community wide parking program that is based on the concept plan proposed in the 2018 citywide parking study and that is responsive to the changing community needs.*



Create a self-sustaining Parking Services Division



Develop programs for residential and business parking districts based on the recommendations of the citywide parking study and adopt initial related code changes by June 30, 2020



Leverage technology and data to modernize parking management and the customer experience

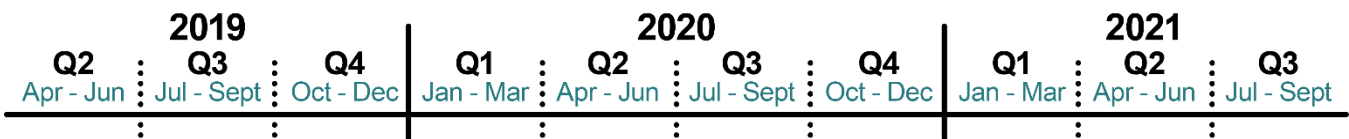




PUBLIC SAFETY & HEALTH

Goal: Protect and improve health and safety for residents and businesses that addresses the challenges associated with a rapidly growing community

STRATEGY 1: Be responsive and accountable to the changing needs and expectations of the community and increase Council awareness and public participation in law enforcement policy



Increase participation with existing community partners focused on homelessness

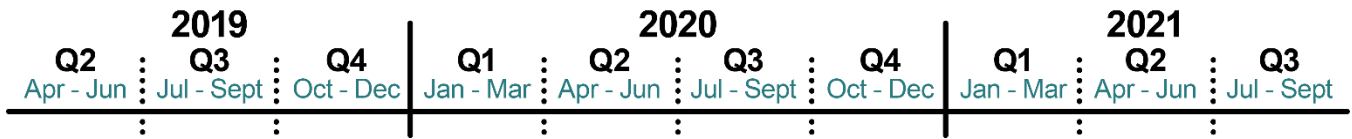
Partner with Deschutes County and fully commit toward the development of a Crisis Stabilization Center

Advocate for a Housing First approach

Evaluate and implement body worn cameras for the Police Department



STRATEGY 2: Develop a first draft of the comprehensive wildfire resiliency plan by October 2019

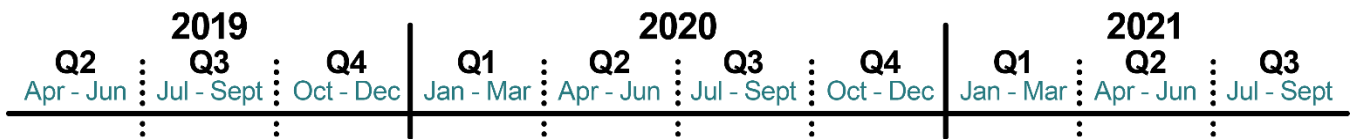


Create a wildfire resiliency task force and collaborate with partners

Increase illegal firework enforcement activities

Update the Emergency Preparedness and Management Plan

STRATEGY 3: Maintain Fire/EMS response times within industry standards for cardiac resuscitation rate of 50% and response time under 6 minutes while decreasing overtime by 50% by 6/30/2021



Create a cost effective and adequate staffing plan to decrease overtime by 50%

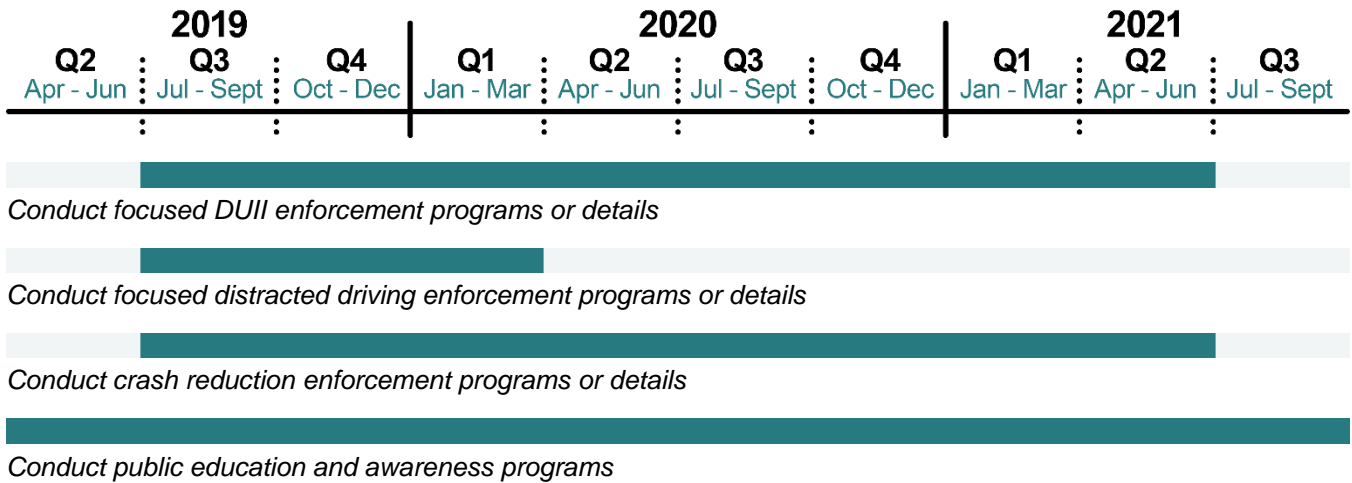
Ensure efficient and effective deployment of resources, including maintaining a Fire and EMS emergency response time under 6 minutes within the city and a cardiac resuscitation rate of over 50%

Complete construction of two fire stations (15th & Hwy 20/Tumalo Station replacement) within budget by October 2019

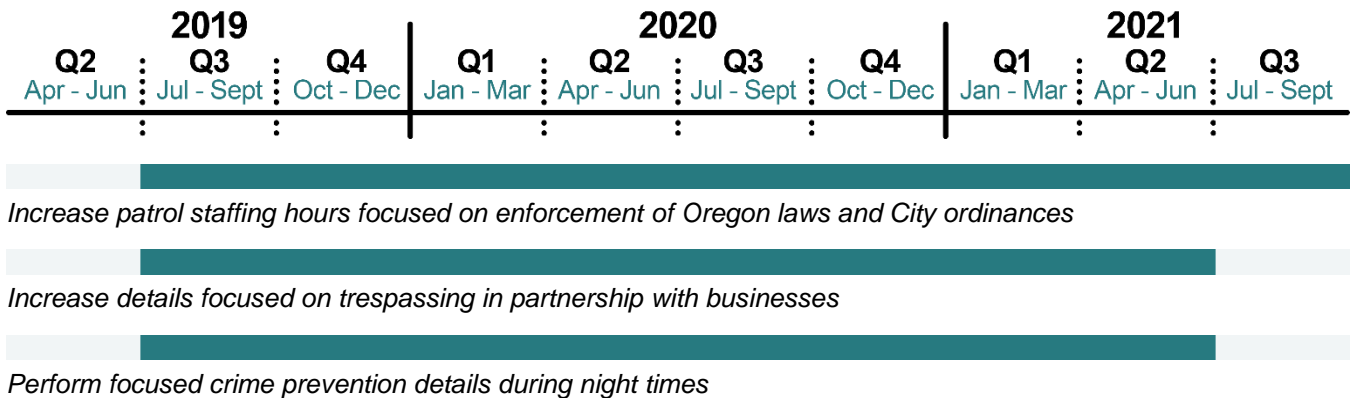
Support and implement county-wide projects (Radio system, Computer Aided Dispatch (CAD))



STRATEGY 4: Increase events focused on traffic safety by 20% by 6/30/2021 when compared to 6/30/2019



STRATEGY 5: Address livability crimes in the downtown area by increasing staffing hours by 15% over the biennium

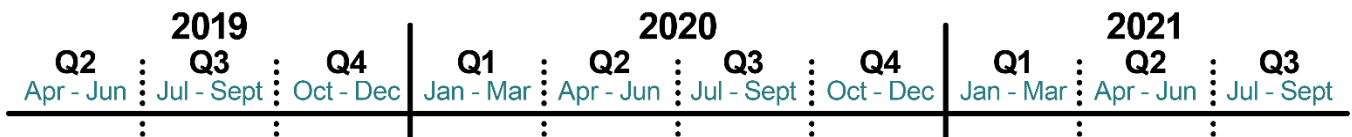




EFFECTIVE & EFFICIENT CITY OPERATION

Goal: The City is an efficient, well-run organization that has the appropriate people, systems and processes to meet changing customer needs

STRATEGY 1: Seek to improve the effectiveness of governance, including consideration of referring Charter amendment(s) to November 2020 ballot



Review and update Council Rules to reflect recent Charter changes approved by voters

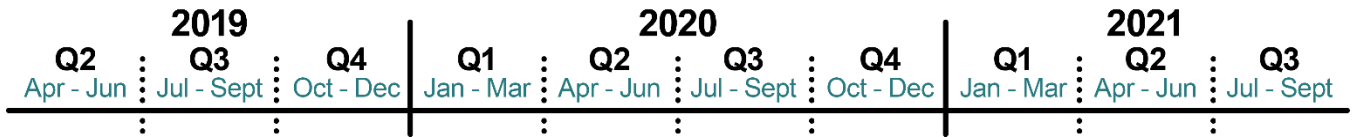
Assess the effectiveness of advisory boards to respond to items of community interest

Develop process to consider/assess staff resources & stakeholder processes necessary to respond to items of community interest

Shared governance with public agencies



STRATEGY 2: Increase community participation

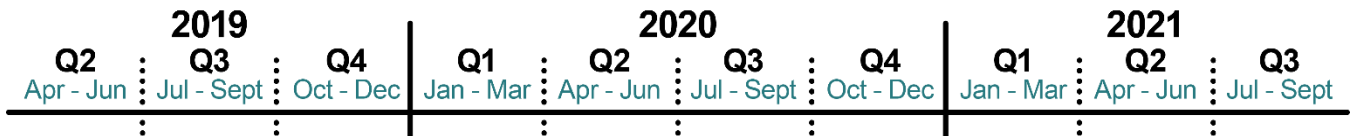


Develop metrics for success by 6/30/2020

Support the effectiveness of Neighborhood Associations

Develop land-use education resources

STRATEGY 3: Increase efficiency of City operations through technology, data, and long term planning



Complete a comprehensive long-term facility plan, including a new City Hall and Public Works facility, to meet short/long term operational needs by 6/30/2021

Develop and implement a citywide innovation strategic plan

Complete implementation of Enterprise Resource Planning (ERP) system and related process improvements

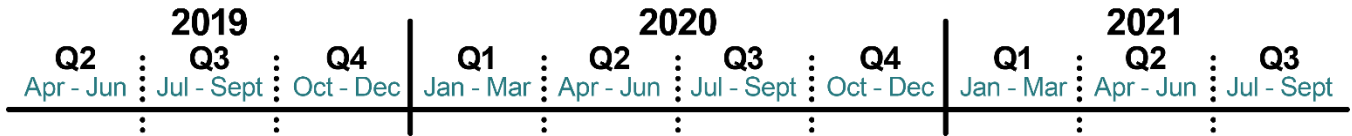
Develop a city-wide data management program

Develop and publish a report card that rates the current state of key infrastructure and other financial obligations against industry best practices and desired service levels and guides Council decision-making

Fiscal management in response to COVID-19 financial impacts

Evaluate and implement virtual public meetings and customer service solutions

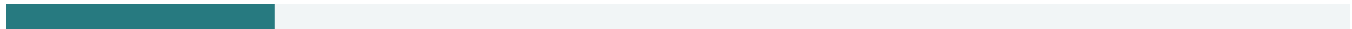
STRATEGY 4: Embed a commitment to diversity, equity and inclusion (DEI) within the City of Bend and publish DEI statistics to the public by 6/30/2020



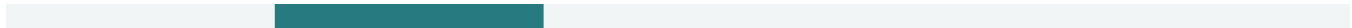
Implement a diversity, equity and inclusion (DEI) training program for City Council, City Staff and volunteers



Hire a consultant to conduct an organizational assessment



Establish a short-term steering committee/task force to assist in identifying the needs and priorities of underrepresented communities



Establish permanent commission/committee to develop a DEI action plan, and seek opportunities to leverage community efforts through funding and staff support



Accommodation Information for People with Disabilities

To obtain this information in an alternate format such as Braille, large print, electronic formats, etc. please contact the City Manager’s Office at citymanager@bendoregon.gov 541-388-5505; Relay Users Dial 7-1-1, and 541-385-6676.

