



# Project Type Examples

## Examples of Projects and Programs by Project Type

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## Summary

This memo is intended to provide background information on the project categories and initial list of potential projects and programs that could utilize Urban Renewal revenue as a potential funding mechanism within the Core Area (Area). These project categories will be used to develop priorities for urban renewal investments. They include:

- Transportation
- Utilities & Infrastructure
- Parks and Open Space
- Signage, Wayfinding, and Public Art
- Public Buildings and Attractors
- Affordable Housing
- Business and Infill Development/Redevelopment Assistance

One of the key uses of urban renewal is to help unlock redevelopment potential that needs an investment nudge to occur. Another key use is to help fund improvements that would not otherwise be funded and that address blight conditions or support property investments. This list of projects and programs cited above is meant to give URAB an understanding of the types of projects and programs that could be funded with Urban Renewal and assist in developing priorities for urban renewal investments.

URAB will use the project types to identify urban renewal investment priorities at a high level. Once priorities are established and Tax Increment Finance (TIF) projections are calculated, URAB will begin to develop a specific project list and finance plan. Projects and programs will not be implemented until after the plan is developed and adopted. The list of programs described below are an example of types of programs that could potentially be implemented using urban renewal revenue. The projects and programs described in this memo have varying degrees of existing revenue streams and readiness for implementation. For example, the city does not currently have a wayfinding program; but it does have sewer and water rates and fee structures in place to support sewer and water development. Therefore, some of the projects and programs discussed below will require a greater investment to implement than others; new programs will require program development, staffing, and administration.

This memo is supplemented by a memo that details the specific Transportation and Utilities & Related Infrastructure projects improvements that have been identified to serve the Core Area, and, an on-line Initial Project List Storymap. The storymap depicts the location of transportation, sewer, and stormwater projects that are programmed, planned, and in consideration for the study area.

## Transportation

The City is currently in the process of updating the Bend Transportation System Plan (TSP). There are projects within the study area that have been identified to serve citywide transportation needs. URAB may wish to identify additional projects and programs that should be added to the TSP to serve more localized Core Area needs, support place making objectives, or be good candidates for (partial or total) urban renewal funding.

This category includes the following types of transportation projects:

- Streetscape improvements (*lighting, landscaping, amenities*)
- Bicycle & Pedestrian Connectivity (*excluding over- & under-crossings*)
- New Street Connections (*multimodal*)
- Roadway Capacity & Safety (intersections, crossings, urban upgrades, etc)
- Parking
- Transit
- Over- & Under-crossings

Please refer to the Transportation and Utilities & Related Infrastructure Memo and [Storymap](#) to better understand the transportation projects that are programmed, planned, and in consideration for the project study area.

## Utilities & Infrastructure

This category includes the following types of utility and infrastructure projects:

- Sewer
- Stormwater
- Water
- Private utilities

### Sewer

The City identified several capital sewer projects to accommodate future buildout of the study area in the 2018 Collection System Public Facility Plan<sup>1</sup>. Funding for these projects is currently identified as being supported by sewer rates and System Development Charges (SDCs) and likely will not need urban renewal funds to contribute towards sewer projects for the area.

Please refer to the interactive storymap to get a better understanding of the location of programmed and planned sewer improvements within and adjacent to the study area.

### Stormwater

Currently the City charges a monthly stormwater service charge based on a property's impervious surface. This charge is used to fund system operation, maintenance, stormwater regulatory requirements, and capital stormwater improvements within City limits.

The City has identified the Franklin & Greenwood Underpasses as priority stormwater improvement locations.

The City plans to update the Stormwater Master Plan in the near future. Through this process, specific stormwater solutions for this area can be identified. Treating stormwater on-site can be cost prohibitive to new development/redevelopment, especially for smaller sites within the Area.

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<sup>1</sup>2018 Collection System Public Facility Plan: <https://www.bendoregon.gov/home/showdocument?id=39565>

In the interim, it may be pertinent for URAB to consider utilizing Urban Renewal revenue to support the following stormwater facilities and treatments within the Area:

- Low impact development stormwater treatments and incentives (on-site, regional, streetscape)
- Regional stormwater facilities
- Conveyance/Piping to a regional system/facility
- Underground injection control treatments

Urban Renewal plans can allocate funds toward anticipated needs without specific solutions identified at the time of the plan's adoption.

Please refer to the interactive storymap to get a better understanding of the location of planned stormwater improvements within the study area

## Water

The City is in the process of updating its Integrated Water System Master Plan. Over the next year, the City will identify specific water system improvement needs within the Area. The primary concern is that water lines within the Area consist of outdated galvanized and cast-iron piping. The City intends, and will strive, to incorporate water line improvements as streets are improved and in coordination with new private development/redevelopment. Funding for water system needs in the area will likely be covered by water rates and System Development Charges (SDCs).

## Private utilities

Urban Renewal revenue could be used to support the undergrounding of overhead utilities (power lines, fiber, gas, communication, etc). This can be in support of Private Development and Redevelopment and/or as part of transportation and streetscape improvements.

## Parks & Open Space

This project category includes park and open space projects to serve the area. This could include the funding of design, acquisition, construction or rehabilitation of public spaces, parks, or public facilities within the Urban Renewal Area.

Bend Park and Recreation District (BPRD) is the provider of parks within the City of Bend. Riverview Park located on Division Street, is the only park within the study area. This park is located within City right-of-way and is maintained by the BPRD. There are no current improvements of this park planned.

Specific park and open space projects intended to serve the area have not yet been identified. BPRD identified the need for an urban park/plaza within the Bend Central District to support new development/redevelopment of the Area in their 2018 Bend Park & Recreation District Comprehensive Plan<sup>2</sup>. BPRD has available funding to develop an urban park within the study area in the next 10 years, but does not have funds to acquire land within the area.

Potential parks and open space projects include:

- Park improvements
- Walkways and plazas
- Pocket parks to support/facilitate stormwater management
- Improvements identified, listed, and/or included in BPRD's Comprehensive Plan

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<sup>2</sup> Bend Park and Recreation District Comprehensive Plan: <https://www.bendparksandrec.org/wp-content/uploads/2018/07/BPRD-Comp-Plan-Adopted-for-web.pdf>

## Public Buildings and Attractors

Currently, there are no specific plans to locate, relocate, or otherwise develop any significant Public Buildings and Attractors within the Area (to Staff's knowledge). Public Buildings and Attractors can increase general public usage of the area, enhance protective services, and stimulate additional public and private investment within the Area.

URAB may wish to consider for recommendation utilizing Urban Renewal revenue to support the funding of Public Buildings and Attractors based on a finding of public benefit to the Area, and the importance of the potential project in carrying out the Plan's objectives. However, this may create challenges for Plan adoption (see box below).

The type and location of potential Public Buildings and Attractors has yet to be determined and will require future study. Potential Public Buildings and Attractors could include, but are not limited to:

- New Library
- New Performing and/or Visual Arts Venue
- New City Hall and other associated Facilities
- Conference and/or Community Centers
- Public Transportation Facilities

### Proposed Urban Renewal Legislation – Public Buildings

Draft Urban Renewal legislation currently under committee review for ORS 457, includes a new definition for a “Public Building” as meaning:

- A fire station, police station, public library, public hospital, capitol building, school as defined in ORS 339.315, college or university or city hall or the residence of any state official elected by the state at large;
- The grounds owned by a public body adjacent to a building described above;
- The portion of any other building owned and prepared for occupation or occupied by an agency of the state or a municipal corporation as defined in ORS 297.405; or
- A public art statue, sculpture, clock tower or bell tower.

The draft Legislation would also require concurrence from the top 3 out of 4 Taxing Districts, whom forgo the most property tax within the Area, in order for a Public Building (as defined above) to be included as a Project within an Urban Renewal Area Plan.

## Signage, Wayfinding, and Public Art

The City does not currently have a comprehensive wayfinding and signage program. As new development/redevelopment occurs the implementation of an area-wide wayfinding and signage program may be necessary to ensure businesses, institutions, and other attractors are provided with essential visibility and accessibility.

Urban Renewal revenue can support the funding of an Area wayfinding and signage program. Project types include, but are not limited to:

- Street and directional signage
- Gateway monuments
- Landscape and water features
- Murals

- Public art

## Affordable Housing

Currently, the City of Bend offers an Affordable Housing program<sup>3</sup> through the Economic Development Department. The program does not build or manage any housing directly; instead, the City partners with affordable housing developers to meet affordable housing needs.

The following are examples of the types of programs and activities that could utilize Urban Renewal tax increment revenue in support of affordable housing investment in the Area:

- Housing Renovation and Rehabilitation Program:
  - A low interest loan program that is intended to support the naturally occurring affordable housing in the area through the renovation and rehabilitation of existing residential buildings. Qualifying types of improvements could include items that are necessary to make a home livable and safe, such as repairs to the roof, heating & cooling systems, electrical systems, and plumbing systems.
- Affordable Housing Partnerships and Support:
  - A program that would allow BURA to specifically partner with the City of Bend's Affordable Housing program, other affordable housing organizations and developers to create low income, affordable housing opportunities. Project funds could be used for activities that support the development or rehabilitation of low-income and affordable housing, including:
    - Land acquisition
    - Pre-development activities and costs
    - Housing rehabilitation and renovation through partnerships
    - Capital improvements in support of affordable housing development
    - Infrastructure improvements and/or construction
    - Other direct support for affordable housing programs and projects

## Business and Infill Development/Redevelopment Assistance

This project category includes programs designed with the intent of promoting new business, business expansion, new development, and redevelopment opportunities within the Area. The following are program types typically associated with a Plan:

- Business Development/Redevelopment Assistance
- System Development Charge Assistance
- Development Participation/Support

### Business Development/Redevelopment Assistance

Currently, the City of Bend provides Business assistance through the use of a Business Advocate, intended to provide both local and potential business owners with a dedicated staff member as a first point of contact for questions, important developments, and engagement. The City of Bend also sponsors a business incentive program through the use of an Enterprise Zone<sup>4</sup>, which allows businesses to waive property taxes after making qualified investments and creating qualifying jobs within the zone boundary.

In addition to the existing Enterprise Zone, URAB may recommend for BURA to consider the establishment and administration of loans and grant programs to provide financial assistance to

<sup>3</sup> <https://www.bendoregon.gov/affordablehousing>

<sup>4</sup> <https://edcoinfo.com/wp-content/uploads/2018/05/Bend-Enterprise-Zone-Sheet.pdf>

businesses or property owners for capital improvements and renovations/rehabilitations. This could include bringing older buildings up to relevant code standards; façade improvements; tenant improvements; support for possible mitigation or remediation of environmental conditions (provided that the City does not intend to assume the obligations of the responsible parties); assessing the feasibility of development or redevelopment; assist in other improvements to allow for the intensification of under-utilized sites; and other programs to eliminate blight in the area and retain existing businesses while also attracting new start-up businesses that will provide needed goods and services to the Area.

### **System Development Charge Assistance**

Currently, the City of Bend offers a System Development Charges (SDC) Deferral program<sup>5</sup> for multi-family developments which allows for the charges to be due upon the issuance of a Certificate of Occupancy instead of the issuance of a Building Permit; and a five (5) or ten (10) year System Development Charges Loan program for private developments (Affordable Housing projects are eligible for exemption).

In addition to the existing programs, URAB may recommend for BURA to consider an Assistance program that utilizes Urban Renewal revenue to reimburse and/or pay directly the System Development Charges associated with a new development in the Area. An example is currently being utilized in Springfield, OR<sup>6</sup>.

URAB may also want to recommend for BURA an SDC Credit program intended to provide new developments with an opportunity to utilize SDCs directly toward projects identified within the Area.<sup>7</sup> This could provide an opportunity for new development projects to mitigate direct impacts to the surrounding residences, businesses, and other stakeholders.

### **Development Participation/Support**

This type of program would grant the City/BURA the ability to participate as a development partner on proposed development projects; including mixed-use, commercial, and market-rate residential developments/redevelopments throughout the Area. By providing financing through loans, bonds, reimbursements, or partner contributions, the City/Agency could request eligible projects to meet certain development criteria in exchange for the additional capital contribution to ensure the project(s) provide a public benefit which align with the goals/guiding principles for the Area such as green building features, local economic impact, or affordable housing contributions.

Typical project and/or participation support can be used for activities, including but not limited to:

- Land acquisition
- Pre-development activities and costs
- Site improvements
- Infrastructure improvements and/or construction

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<sup>5</sup> <https://www.bendoregon.gov/government/departments/community-development/system-development-charges>

<sup>6</sup> <http://www.oregonurbanrenewal.org/wordpress/wp-content/uploads/2016/10/Springfield-SDC-Program.pdf>

<sup>7</sup> A similar program was implemented in Eugene. The implementation of this program would require an amendment to the City's SDC Code.