



MEETING AGENDA

URBAN RENEWAL ADVISORY BOARD

MEETING DATE: December 11, 2019

MEETING TIME: 12:00 PM to 3:00 PM

LOCATION: Bend Municipal Court, 555 NE 15th St, Bend, OR 97701

STAFF LIAISONS: Matt Stuart, Urban Renewal Manager
Allison Platt, Senior Planner

AGENDA

1. Welcome, introductions (5 min) – Chair Dale Van Valkenburg

- a. Approval of URAB 5 minutes

2. Public Comment (10 min) – Chair Dale Van Valkenburg

3. Where We are in the Process (5 min) – Joe Dills

4. Updates from the team (15 min):

- a. Update on BURA/Council Direction – Allison Platt & Matt Stuart
- b. Taxing District outreach – Matt Stuart

5. Draft Urban Renewal Finance Plan (60 min) – Matt Stuart & Lorelei Juntunen

Action Item: Discuss and direct changes to be incorporated in the Urban Renewal Plan and Report. Discuss overall comfort level with the feasibility of the Urban Renewal District, and vote to determine financial feasibility of forming a new Urban Renewal District.

- a. Briefing from staff, with URAB discussion/direction
- b. Determination of financial feasibility

6. Break (10 min)

Core Area Report – Chapter 6: Implementation Plan (50 min) – Project Team

The CAP process recommendations will be captured in a report chapter titled Implementation Plan. The recommendations are from URAB to BURA and the City Council. This agenda item is an action item focused on only the Introduction section (pages 4 to 8) of the report, which is the list of recommendations.

Action Item: Discuss the summary of recommendations, refine as needed, and vote to approve.

The full report is provided for context and to explain the intended outcomes, need, and issues associated with each recommendation. Board members may comment on the text if they wish, by emailing staff prior to 1/6/20. The full chapter, including comments and technical appendices, will be presented at the next URAB meeting on 1/21/20.



MEETING AGENDA

In summary, the recommendations are:

- a. Form an UR District
 - b. Update Zoning and Development Code
 - c. Create Development Incentive Programs
 - d. Design and Build Key Infrastructure and Public Realm Amenities
 - e. Update Street Standards and Develop Mobility Guidelines
 - f. Involve Stakeholders in Future Policy and Program Development
- 7. Look ahead – Urban Renewal Plan and Report (10 min) – Elaine Howard**
 - 8. Ongoing coordination (5 min)**
 - 9. Public comment (10 min)**
 - 10. Next steps/close**

Draft Implementation Plan Report available [using this link](#).



Accessible Meeting Information

This meeting/event location is accessible. Sign language interpreter service, assistive listening devices, materials in alternate format such as Braille, large print, electronic formats and CD Formats, or any other accommodations are available upon advance request. Please contact Allison Platt at aplatt@bendoregon.gov or 541-322-6394. Providing at least 3 days' notice prior to the event will help ensure availability.

Agenda Item No. 1:
Minutes from URAB #5,
October 1, 2019



URAB 5 MINUTES

MEETING DATE: October 1, 2019

STAFF LIAISONS: Matt Stuart, Urban Renewal Manager
Allison Platt, Senior Planner

Minutes

Called to order at 12:02 pm.

Roll Call: Whitney Swander, Bart Bowen, Elise Jones, Tim Page, Dennis Pahlisch, Adam Bledsoe, Andrea Berault, Craig Davis, Jim Landin, Sonja Porter, Zak Sundsten, Steve Porter

Ex Officios: Sarah Bodo, Bend Parks & Rec District; Todd Dunkelberg, Library District; Sharon Smith, Bend La-Pine School District

Councilor Livingston arrived at 1:07 pm.

1. **Welcome, introductions** – Co-Chair Whitney Swander

a. **Approval of URAB 4 minutes**

Minutes approved. Steve Porter abstained as was not present at last meeting.

b. **Public Comment** – Co-Chair Whitney Swander

Susan Rotella, Executive Director of Council on Aging. Introduced self and that they are located within Central District and have submitted a grant request to Board and Council.

Moey Newbold – Landwatch, coordinating BCD initiative. There are following transportation planning. Mid-town crossings are important. All three need improvements and should be in near term.

Aaron Gifford – mural project Franklin undercrossing. Finished painting on mural. Community seems excited to see feeling of brightness and safety.

Kathy Austin – architect working on greenway crossing concept. Encourages Board to move forward with code changes to make development more feasible in Core

Mindy Aisling – Downtown Bend Business Association (DBBA). Talked about expanding Downtown Business District boundaries to include Greenwood east to US97 and Wall Street north to Revere Avenue. Could Revere be entry to downtown? If it is added, DBBA will need financial assistance to maintain.

Erin Foote Morgan – transit. Thank you for including a Mobility Hub as a possible project. Wants multi-modal. Where is right place for hub? Keep language inclusive to allow CET to determine location of hub.

Andrew – bikes everyday downtown. No safe way to get there. Would like to see bike lane down Greenwood.

2. **Where We are in the Process** – Joe Dills

Conflict Of Interest: Adam Bledsoe stated he works in commercial real estate with

transactions within the Core Area.

3. Update on Legislation and Public Buildings – Lorelei Juntunen, Matt Stuart

Changes to ORS 457 were made in the 2019 legislature regarding definition of a public building. Public art is included in that definition. Does not include property acquired and given back along profit lines. Three of four top taxing districts must approve public building project(s). This does not mean concurrence on the entire urban renewal plan, just relate to specific project(s) that meet the definition of a public building. Look at presentation. Transportation facilities, including transit, are not included in the definition of a public building.

4. Preliminary TIF projections, Projects, and Timing – Becky Hewitt, Matt Stuart, Allison Platt

a. Initial revenue projections by growth scenario and plan duration

Projections are estimates not guarantees. Growth on existing development as well as new development. Historical growth for Core Area is 4%, 6% is too aggressive. Settled on middle (5-5.5%) due to catalysts. Capacity of \$74 million to \$137 million. New construction value of 20 million. Does this range feel right? Between 5 and 5.5%. Duration also important. Is there a preference of 25-30 years? Time period is not binding. Maximum amount is the key. Question asked if we are balancing needs of development with taxing district needs. There is no certainty for taxing districts regarding duration. Matt mentioned that in regards to duration, the existing urban renewal plans in Bend cannot get more debt for new projects, only to pay off existing debt, following the termination dates defined in the plans. Termination can be written into this plan. Expectation setting is important. There is a concern with size of projects. Felt light to some. Adam asked how is money distributed. Matt said the important thing is to get to the buckets of projects. There is a whole other step to create criteria for awarding money. Debt financed. Today grand scheme is where do we want money to go? Money can go out as loans and grants. Dennis Pahlisch stressed that need utilities and transportation or is a non- starter.

Check in with group: not hearing disagreement as starting point, is subject to projects. Several said seems low. Change to up to 30 years. Team working to \$125 million. Is a concern to Parks District. \$85-\$125 million, 30 years with a hard stop.

Check in with BURA on October 16th. Goes to BURA and taxing districts. This won't be last look at these numbers.

b. Introduction to potential Urban Renewal projects: overview of "best practices," desired level of detail and project categories

Should take into account best practices guidelines, existing and applicable plans, guiding principles, general project categories, and general project category funding.

Balance between specificity and flexibility. What do we want plan to accomplish?

Examples:

Redmond: 20 year, \$120 million, no project categories 18 projects

Corvallis: 407.25 acres. \$62 million 5 project categories, 8 projects.

Tigard: 35 year, 547.9 acres, \$188 million, 35 year period. 6 project categories, 24 projects.

Be more specific with transportation, broader in other categories. Look at impact on blight and return on investment.

c. Overview of non-transportation project categories: examples, preliminary allocation among categories, potential funding

Transportation, affordable housing, business and redevelopment assistance, public open space and plan administration.

- Bulk is in transportation, streetscape and utility infrastructure: 50%
- Narrow focus on affordable housing (under 80% AMI) due to Comprehensive Plan definition: 15%; could be used to satisfy bonus height requirement in Bend Central District code. Does not need to be stand-alone affordable housing to qualify.
- Business: 15%
- Public open space, art, wayfinding: 10% Funding could be less here yet still fund a lot
- Administration 10% Might want to cap especially if max is higher.

Looking for feedback on percentage splits. Might want to adjust admin down if going to high end. Categories overlap.

Discussion on what is affordable housing and how to allocate a bit more. Discussed allocating extra 5% from admin toward affordable housing. Others mentioned if some went to infrastructure would help all groups including affordable housing. An affordable housing development get transportation. Suggested that split 5% between affordable housing and transportation. Need to come up with creative development assistance and amenities to attract people. If fits Affordable Housing Committee funding guidelines, then affordable housing, if not, then development. Parking could be either transportation if City is doing, development assistance if private.

Decided to reduce admin to 5%. Split the 5% saved between affordable housing at 18% and transportation at 52%. Other percentages remain the same. Unanimous consensus for this using a straw poll vote.

- d. Strategies for funding transportation projects: types of transportation projects, options to “focus” or “spread” investments, coordination with the Bend Transportation Plan project list update, implementing the CAP Urban Design Framework, and identifying project priorities
- e. Funding priorities for early years of URA: initial recommendations (information to be presented at the meeting)

URAB had the following discussion about transportation priorities for the Core Area:

- Craig: Most important is to connect district to Downtown (such as new bridge at Hawthorne)
- Tim: Also need safe N-S connections (safe crossings)
 - Timeline (early investments for this area are important and will help generate revenue to support UR projects)
- Steve: Can we signal as a group to CTAC that investments in the area should be in near term and if so then more of UR revenue should be used for icing
 - Make sure we have funding for the three crossings
- Dennis this is only a recommendation to CTAC; hard to decide when we don't know what CTAC will do
- Bart: Hawthorne is obvious solution

- Sharon: pedestrian crossing is important BUT its so expensive to fix all three of those things; there's not enough money to do all that. How can we make the existing crossings better
 - We don't have enough info about Hawthorne crossing yet; how feasible or how expensive it is. I need more info about that before I can decide what priority it is.
 - Adam agrees with Sharon
 - Can we just leave it all in the bucket?
 - Yes, but guidance/priorities helps us with the funding plan
- Steve: if we support more icing- does that signal to CTAC our priorities or do they not care?
 - Staff: Good news, most of the core area projects in the TSP list are in the near-term list already, CTAC is recommending and City is pursuing a large near term funding source (a GO Bond), the project team has been messaging to CTAC that Urban Renewal is not a silver bullet that will solve issues for Core Area
- Tim: sounds like icing/streetscape is really important
 - Early years of UR area will have less revenue available and usually streetscape is one of the early projects
- Sonja: Those streetscape improvements are crucial for attracting development for this area
- Staff presentation: Where does URAB want to focus investments? Team conceptualizes three priority areas:
 - Core of the Core (between Greenwood and Franklin)
 - KorPine/South
 - Division/North
- CTAC asked URAB to weigh-in on the midterm midtown crossing projects
 - Not question to value of all three
 - But whether to keep all three in the midterm, if you could only fund one or two in the midterm- what would they be? Is there a preference?
 - Crossings are expected to cost about \$12M/project (Planning Level 5 estimates)
 - Greenwood widening sidewalk (currently 3ft wide in portions), discussion about the lanes
 - Franklin- boring sides to increase width of path
 - Hawthorne- ODOT is working on re-scoping effort
- Bart: if all of these projects are expensive (\$12M), then we need a signature project
 - Might not be able to fix existing crossings very well
 - Should put all our \$ onto Hawthorne vs bandaids on the other two
- Craig: if you don't invest in Hawthorne then they'll spend all the money on bandaids of the existing ones
- Sarah: There isn't a lot of UR funding in near term so how does that work; why are we talking about them?
 - You would likely want to match streetscape investments to the crossing improvement (TSP project)
- Steve: Could CTAC give up a road widening project to fund all three of these in the near-term?
- Craig: Recommend we fund icing if CTAC commits to the cake
- Project team: Hearing an emphasis on Hawthorne

- Elise: emphasis on Hawthorne, but improvements should still be made to Greenwood and Franklin, but maybe we just do the Icing to those two
- Dennis: Need CTAC's decision and need to know if Bond is happening to know what projects, because we don't have all the answers. This plan will change; need to know answers
 - What we want are ideas/priorities
 - Multiple projects at same time (advisory committees advising each other), hoping to bring perspectives to CTAC
- Sharon: importance of having crossings and concern about having it all?
 - We should spend the time to analyze what those projects would cost and then make iterative decision about priorities; need to know if they are feasible
- Tim: Hard to prioritize when cost range is so big. There is not enough information. But they are all really important and near-term is important. Whatever that mix is to make sure this area is connected.
- Sonja: would like to ensure that Hawthorne is over (vs. under). We already have issues with under (safe, drainage, etc). We need an over
- Sharon: the challenge with over is the ADA challenge
- Craig: over will have zig zag ramps, challenge will be to make it nice
- Ada:- east/west yeah but in order to make this district multi-modal, we also have to be able to go North South; at least there are crossings that go east-west. We don't have that for north-south except 3rd
- Summary of comments:
 - Desire to send to CTAC importance of Hawthorne and desire to support a portion of Hawthorne with UR and to support Greenwood and Franklin
 - Sharon: not sure about Hawthorne, concern about cost
 - Where does \$12M come from? Seems like its too high
 - There is not agreement on which crossing (high level there is interest in doing something for all three, but no closure on specific ones)
- Steve: is north-south icing? CTAC doesn't care about icing but they can fund cake
 - Some of the intersection improvements for north south are cake projects but interior street crossings are cake
- Dennis: **Recommendation to focus UR revenue 65% towards streetscape/icing improvements and 35% towards TSP/cake identified projects**
 - 52% of UR funding for transportation/utilities
 - 65% of that for streetscape improvements
 - Beautify Greenwood and Franklin
 - 2nd Street
 - Division
 - Olney/Revere/Wall
 - Aune
 - 3rd Street undercrossing
 - 35% of that for TSP projects
 - Focus on key midtown crossings (Franklin, Greenwood, Hawthorne)
 - **Agreement on Dennis' recommendation by members**
 - Tim also wants to support transit/mobility hubs

- Andrea added that mobility hubs wouldn't be covered with FTA/Transit funding support because they aren't solely transit focused

All of this information is valuable to supporting both CTAC prioritization and URAB's processes. Are we ok with us taking this collective body of comments to use for CTAC's process? (no formal vote/agreement)

- What about North-South Route? Which routes are most important to URAB: 2nd, 4th, 3rd?
 - Steve: can do more on 2nd than 3rd
 - Adam: 4th street has better sidewalks, etc today, 2nd street needs more love
 - Elise: agree to 2nd
- 2nd Priority Area (South/KorPine/Wilson)- comments/priorities
 - Sharon: Like the icing projects
 - Dennis: 65/35; support for Colorado/97 and Sisemore extension
 - What parts of Aune extension won't be covered with private funding
 - Tim: 3rd Street undercrossing is important/critical connection for north/south
 - Craig: Smaller portions to these areas but better to focus our spending in BCD vs. 3rd Street
 - Dennis agrees
- Third Priority Area (North/Division)
 - Focus more on icing; spread among

Whether to add Wilson into the Urban Renewal boundary for the Wilson key route project?

- Tim: doesn't fit (agreement, head nods); not a priority for most members
- The project is needed but not needed in URA

f. **Specific direction requested from URAB** that will guide the next technical work on Urban Renewal feasibility:

- i. For forecasting revenue, what is URAB's direction regarding the growth rates and plan durations to be used to complete the financial analysis? See recommendations at the end of the memo by ECONorthwest.
- ii. Does the Project Team's initial allocation of funds among project categories feel right or need refinement? See the table titled Urban Renewal Project Category and Project Outline, which is Preliminary.
- iii. Does URAB support the transportation funding recommendations? See conclusions and questions for URAB in the Transportation Funding Strategy memo.
- iv. Which transportation projects (or types of projects) should be the focus for UR funding?
- v. Do the Project Team's initial recommendations for funding priorities in the early years (0-5 years, when revenue is limited) feel right or need refinement?

Near term. Early years: Business grants/loans; Façade improvements, streetscape; Private art and mural; Wayfinding and signage program; Housing/mixed use.

Joe: Recapped consensus below

Finance plan: Up to \$125 million in funding capacity. Look into stop date. 25-30 year range. Consensus is to move ahead.

Categories: use recommended percentages with the exception of reducing admin by 5% of which 3% would go to affordable housing and 2% to transportation.

Final recommended allocation:

- Transportation/Utility- 52%
- Affordable Housing- 18%
- Business Re/Development Assistance- 15%
- Park/Open Space + Facilities- 10%
- Administration- 5%

Transportation:

- Desire for about a 65/35 % allocation between streetscape (icing) /TSP projects (cake) with a priority for streetscape projects
- Strong support for all three mid-town crossing projects
 - All three are important
 - Want to know more about project details (costs, feasibility, design)
 - Should be primary focus of UR dollars towards “cake” projects if CTAC doesn’t pick up the bill
- Desire to support a key north-south connection
 - Agree to invest on 2nd Street
- Desire to support other TSP projects at lower levels
 - Mobility Hubs/Transit
 - 3rd Street underpass
 - Sisemore extension
 - Colorado/US97
- Overarching theme: let CTAC know URAB’s preference to keep projects in Core Area in the near term bucket
- Don’t need to add Wilson Avenue into UR boundary

Early Year Spending:

- Looks good
- Emphasis on streetscapes (2nd Street as N-S and a couple East-West)
- Housing + Existing businesses

g. Overall direction requested from URAB:

- i. At this mid-point stage in the process, does URAB agree that the formation of an Urban Renewal District in the Core Area would have significant benefit in helping to achieve the vision and goals for the area? Staff would like to convey URAB’s answer to this question in upcoming meetings with BURA/City Council, the taxing districts, and others.

Take to BURA. Do we believe urban renewal if viable option for this area as a financing mechanism to alleviate blight. **URAB agrees that the formation of an Urban Renewal District in the Core Area would have significant benefit in helping to achieve the vision and goals for the area.**

Elise Jones made motion to take to BURA. Craig Davis seconded. Unanimous

support.

5. Direction on Development Code Updates

- Allow for more housing by relaxing prescribed code.
- Simplify and reduce parking particularly with small lots.
- Maximize buildable space for private development while balancing public needs such as creating walkable and attractive streets.

Allow for more housing. Suggestion that be retail-ready as opposed to retail at the beginning. Add 2nd Street in the core of core area. Want a blend. 75 or 80% or clustered around intersections. Look at percentage.

Parking high level analysis was done. 885 total stalls. 143 on street. 33% utilized. When does parking supply start to be a concern? Updating standards, 4x as much housing. Small lots more likely to develop. Feasible to accommodate on street for first 10 years.

Comments: Why eliminate parking maximum? Hard stop or incentivize.

Maximize buildable space. Front setback eased to meet desired sidewalk width. Reduce minimum lot width. Eliminate limitation on building size for all buildings.

Allow for more housing/relax mixed-use requirements: Focus non-residential requirements to main streets (see map in presentation). URAB comments:

- Concern that too many streets are being required to provide ground floors as commercial ready
- Counter that you can allow the ground floor use to be flexible but require it be “commercial ready”; once you lose the ground floor as commercial ready, it’s gone.
- Recommendation to add 2nd Street between Greenwood and Franklin as needing to provide commercial ground floor.
- Look at a certain % of the street as needing to require commercial ground floors to help with that or cluster around intersections

Simplifying/reducing parking: Parking high level analysis was done. 885 total stalls. 143 on street. 33% utilized. When does parking supply start to be a concern? Updating standards, 4x as much housing. Small lots more likely to develop. Feasible to accommodate on street for first 10 years. URAB comments:

- Concern about eliminating parking maximums and trying to encourage walkability.
- Agreement with the rest of the code provisions

Maximize buildable space: Front setback eased to meet desired sidewalk width. Reduce minimum lot width. Eliminate limitation on building size for all buildings.

- No comments

Development code recommendation made by Dennis Pahlisch, Craig Davis seconded, unanimous.

6. Ongoing coordination

Staff continuing to monitor and coordinate transportation.

URAB/AHAC brownbag was well attended.

7. Public comment

Moey Newbold had a question on financial piece. Bond ahead of time. Will this be addressed? Response: will be thinking about in funding plan but is pretty challenging for early years.

8. Next steps/close

October 16th work session with BURA/Council on URAB Recommendations. BCD Code recommendations would then move through the Planning Commission.

Send Allison an email if want to attend.

Adjourned at 3:00 pm.

DRAFT

Agenda Item No. 5:
Summary of Preliminary
Draft Urban Renewal
Finance Plan



Summary of Preliminary Draft Urban Renewal Finance Plan

PREPARED FOR: Bend Urban Renewal Advisory Board
COPY TO: Project Team
PREPARED BY: Lorelei Juntunen, ECONorthwest; Becky Hewitt, ECONorthwest;
Nick Popenuk, Tiberius Solutions
DATE: December 3, 2019

Introduction

This memorandum provides the Urban Renewal Advisory Board (URAB) with an overview of the preliminary draft finance plan for the proposed Core Area Urban Renewal District (URD).

The purpose of the finance plan is to demonstrate financial feasibility by showing that the projected increase in property value within the urban renewal boundary will create enough Tax Increment Financing (TIF) revenue to pay for the costs of the projects that will be adopted in the Urban Renewal Plan and Report. It shows when the City is likely to be able to borrow money to pay for urban renewal projects, how much it will be able to borrow each time, and how much extra revenue it is likely to have for smaller expenditures after making debt payments. It can also show when specific projects or categories of projects are expected to be funded and in what amounts.

The finance plan takes into consideration:

- Revenue assumptions:
 - Existing assessed value within the URD
 - Growth assumptions for assessed value due to appreciation and new development
 - Adjustments for non-collection of delinquent tax revenue and deferred tax payments from prior years¹
- Expenditure assumptions:
 - Timing and amount of project costs (the share to be funded with Urban Renewal), including the need for borrowing to fund projects and inflation in project costs
 - Borrowing limitations (e.g. debt coverage ratios, which set how high loan payments can be relative to the incoming TIF revenues), interest on debt used to pay for projects, and financing fees

The assumptions in the finance plan are not binding to implementation of the urban renewal plan, but they are intended to be a best guess and to create reasonable expectations about when projects can be funded.

¹ The finance plan also considers whether statutory requirements for revenue-sharing with overlapping taxing districts are applicable. In the case of this urban renewal area, the forecast shows that they are not applicable.

The current draft of the finance plan is based on the recommendations for key finance plan parameters from URAB at the last meeting:

- Assume roughly 5% average annual growth in assessed value
- Assume an urban renewal plan duration of up to 30 years
- Target \$100-125 million in funding capacity (in 2020 dollars)

Other assumptions are based on industry standard, best practices, and input from the City's urban renewal and finance staff.

At URAB Meeting #6 (December 11, 2019), the team will provide a summary of the draft finance plan and request feedback from URAB on the following key questions:

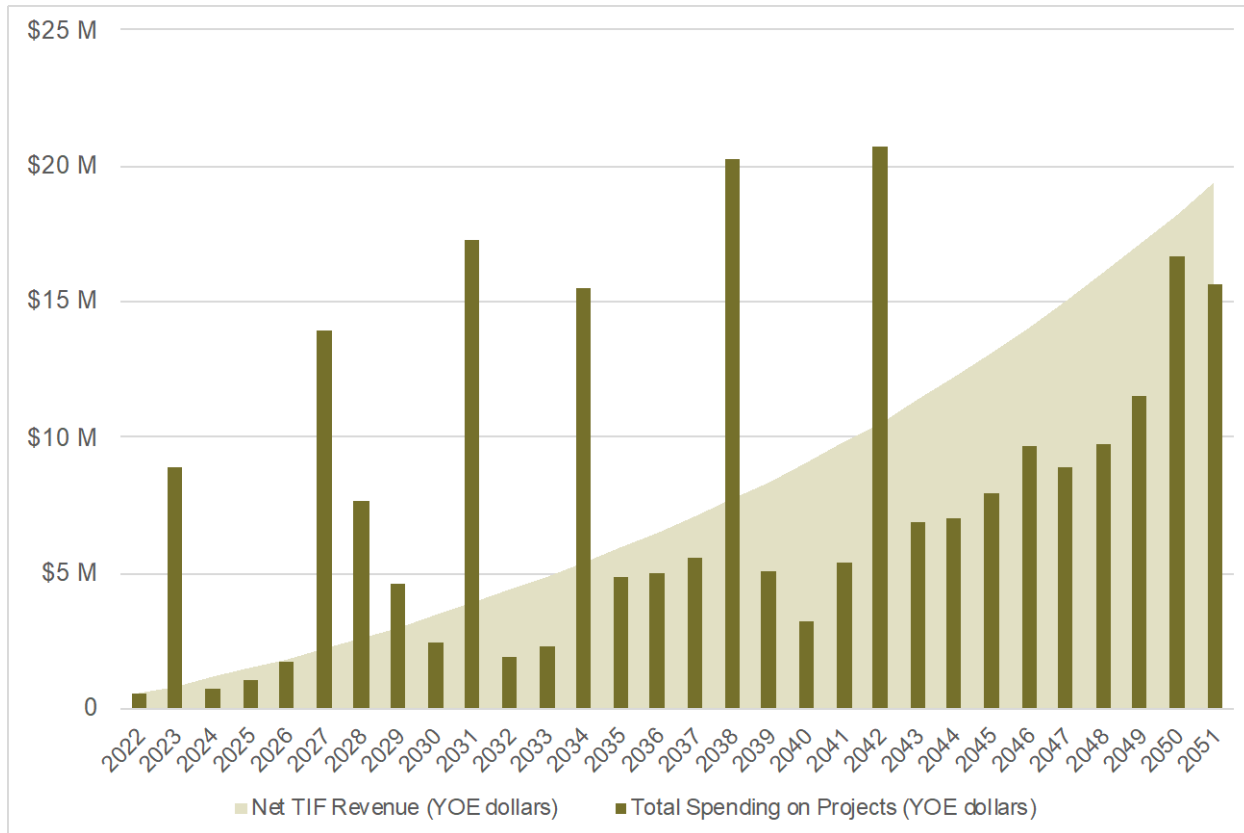
- Does funding for certain categories of projects need to be accelerated or emphasized more during earlier years?
- If so, what type of projects should be shifted to later years to free up funding?

In addition, the project team welcomes any questions or feedback from URAB on the specific projects proposed for inclusion in the plan.

Revenue Projections

Figure 1 illustrates how TIF is projected to grow over time for the proposed URD, and how Bend's Urban Renewal Agency (BURA) could borrow against future TIF revenue to accelerate the timeline to fund projects. This accelerated funding becomes available in larger increments during the years of borrowing and debt issuance, while smaller increment amounts are available (following debt repayment) in other years to support on-going programmatic investments. Debt in the early years is limited by the amount of revenue available to cover debt payments (reflected in Figure 1 by the gradual increase in "shading" of "Net TIF Revenues"); while debt in later years is limited by the remaining time available to pay off debt issued earlier in the plan.

Figure 1: TIF Revenues and Amount of Funding for Projects (in YOE dollars)²



The total tax increment collected over the life of the plan determines how much money can be spent on projects (called the “Maximum Indebtedness” or MI). Based on the assumptions described above, the URD would yield a Net Increment of just over \$237 million, resulting in an MI of just over \$195 million³, that can fund close to \$112 million (in 2020 dollars) of urban renewal projects, after taking inflation into account.⁴

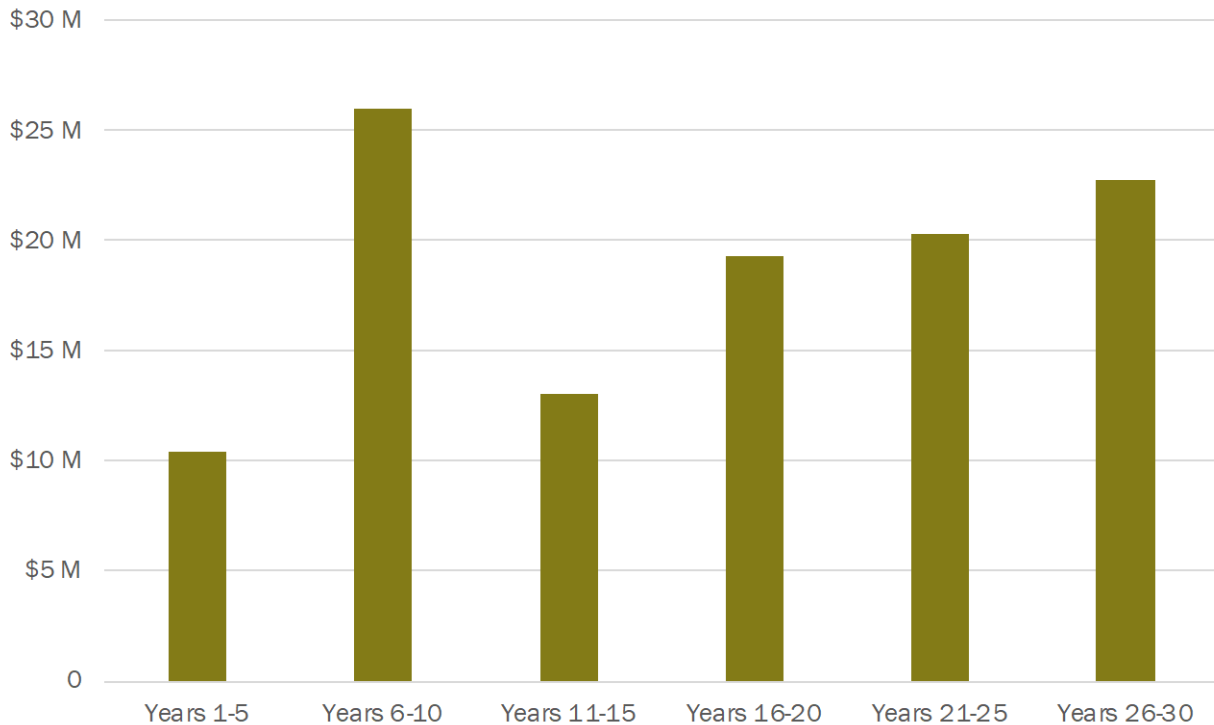
Figure 2 shows the amount of revenue that is anticipated to be available in five-year increments. Even with borrowing, funding for projects in the first five years is expected to be limited to about \$10 million (in 2020 dollars), with more available in later years. The emphasis on borrowing to deliver catalytic investments as early as possible means that potential expenditures drop in years 11-15 relative to years 6-10.

² This chart shows funding for projects in YOE dollars for consistency with TIF revenues. In other sections of this document and other charts funding for projects is reported in 2020 dollars to better align with project costs.

³ ORS 457 sets limits on the maximum indebtedness based on the urban renewal district’s total assessed value. The proposed MI for this urban renewal district is consistent with those limits.

⁴ The MI is required by statute to be stated in nominal (i.e., year-of-expenditure dollars), thus to truly understand the financial capacity of a new URD, it is helpful to adjust the MI for inflation and present it in real terms (i.e. constant 2020 dollars). Note also that funding for projects includes financing fees.

Figure 2: Estimated Financial Capacity by Time Period (in 2020 dollars)



Draft Allocation of Revenue Over Time

Based on input from URAB at previous meetings regarding the desired allocation of urban renewal funds and the priorities for funding in early years, the project team has created an initial draft of the finance plan that allocates funding to projects in specific time periods.

At the meeting on October 1, 2019, URAB recommended the following allocation of funds to broad project categories:

- Transportation, Streetscape, and Utility Infrastructure: 52%
- Affordable Housing Re/Development Assistance, Partnership, & Support: 18%
- Business and Re/Development Assistance, Partnership, & Support: 15%
- Public/Open Space, Facilities, Amenities, & Wayfinding: 10%
- Plan Administration, Implementation, Reporting, & Support: 5%

URAB also indicated support for investing in streetscapes, housing, existing businesses, wayfinding, and art in the early years of the urban renewal plan.

Figure 3⁵ shows the proportion of project spending in the first five years and the total spending on projects over the life of the URD. The overall distribution of funds closely matches the allocations recommended by URAB. In the first five years, the proposed allocations direct a significant portion of funding toward transportation (primarily bike/pedestrian improvements) and streetscape improvements, with additional funding for affordable housing, business enhancement and support, and utility infrastructure.

⁵ For informational and illustration purposes, the Transportation, Streetscape, and Utility Infrastructure project category is broken out into three project types – Transportation & Bicycle/Pedestrian, Streetscape, and Utility Infrastructure, to better demonstrate funding allocation.

Figure 3: Proportion of Projected Spending First 5-Years and Total Project Cost by Project Type

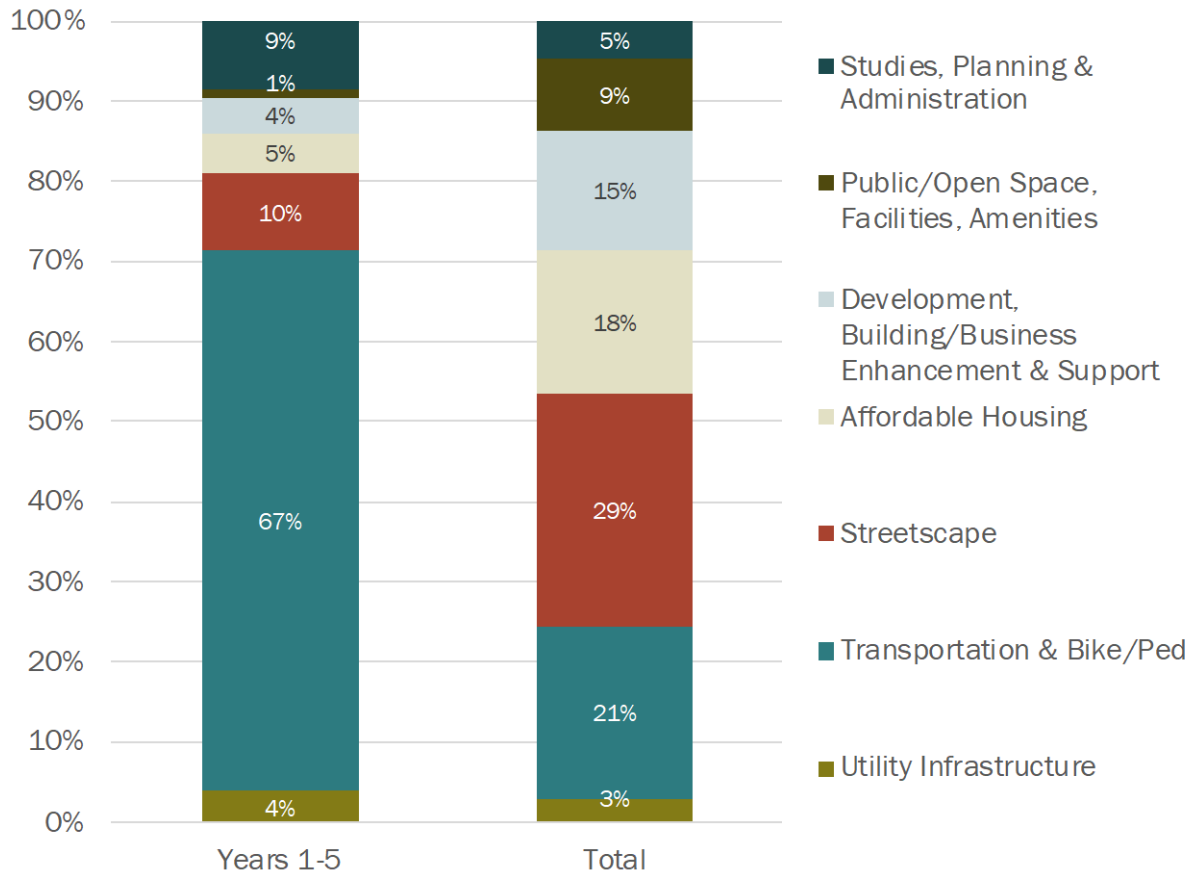
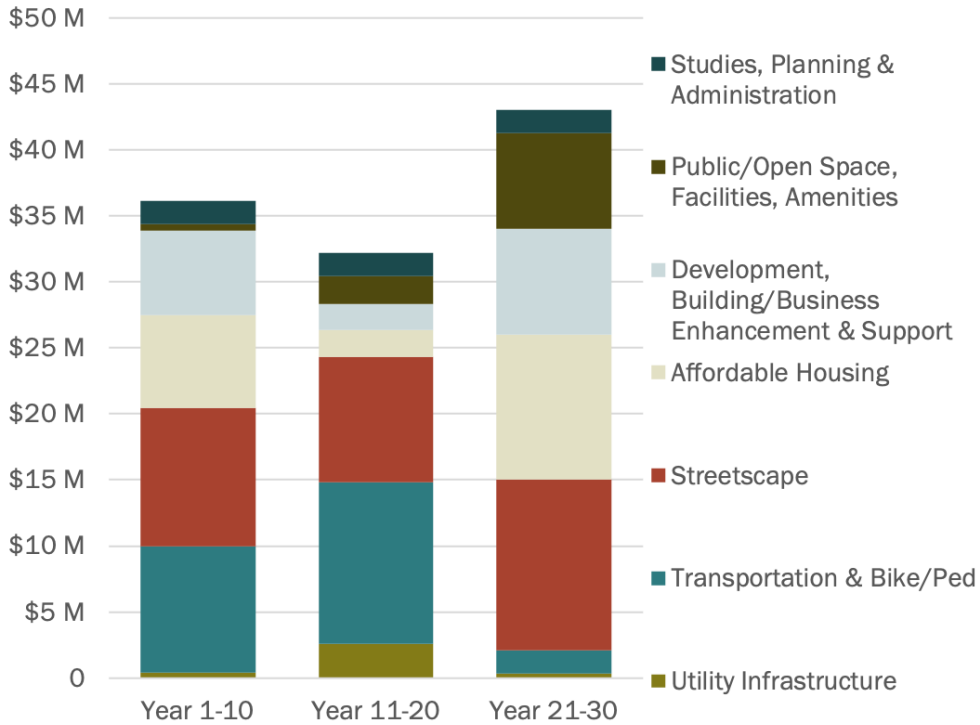


Figure 4 illustrates potential urban renewal spending by category in 10-year increments. Staff identified the recommended project timing based on the following considerations.

- **Transportation, streetscape, and utility infrastructure projects:**
 - Water, sewer, and stormwater projects are reflective of the recommendations identified in their respective adopted public facilities and master plans.
 - The timing of transportation and bicycle/pedestrian projects is reflective of the phasing recommendations in the current TSP project list (note that years 1-9 in the urban renewal plan correspond to the “Near-Term” in the TSP).
 - Streetscape projects are reflective of synergy projects and “low-hanging fruit” in the early years, with larger efforts in the later years.
- For **affordable housing**, the timing is reflective of initiating funding prior to potential property value escalations, and continuing to fund programmatically throughout the life of the plan, as funding allows.
- For **business, building, enhancement & development support**, the timing is reflective of providing seed funding (e.g. for a revolving loan fund) for improvements to existing buildings/businesses in the early years, with greater emphasis on supporting new development in the latter years.
- For **public/open space, way finding, and amenities**, the timing is reflective of emphasizing smaller investments in wayfinding, signage, and private art installations early, with funding in the later years for larger public parks/plazas and open space capital projects.

- For **studies, planning, and administration**, the timing is reflective of consistent funding throughout the life of the plan to develop and advance other projects as necessary.

Figure 4: Projected Spending by Time Period by Project Type (in 2020 dollars)



Draft Project List

Table 1 below provides a list of projects for urban renewal funding, building on the preliminary project outline prepared by staff for URAB Meeting 5 (October 1, 2019), with the draft funding amount (total, throughout the life of the urban renewal plan) and generalized timing anticipated for funding. The project descriptions will be refined for the official urban renewal plan and report, but are anticipated to be at roughly the same level of detail as provided below.

Table 1: Draft Project List

Project Category/Type/Title	Preliminary Project Description	Draft Urban Renewal Funding Amount (in 2020 dollars)	Funding Years 1-10	Funding Years 11-20	Funding Years 21-30
TRANSPORTATION, STREETScape, AND UTILITY INFRASTRUCTURE					
Utility Infrastructure					
Sewer System Improvements	Support projects identified in the 2018 Sewer Public Facility Plan that are located within the URD, including the Drake Lift Station and Force Main (under construction) and the Drake Downstream Trunk/2nd Street Trunk.	\$1,000,000 (about 30% of total project cost in URD boundary)		✓	
Stormwater System Improvements	Support projects identified in the 2014 Stormwater Master Plan that are located within the URD, including the costs associated with stormwater improvements for the Franklin and Greenwood Underpasses	\$2,000,000 (about 35% of total project cost in URD boundary)	✓	✓	
Water System Improvements	Support projects identified in the 2011 Water Master Plan that are located within the URD, including the Norton Ave, Olney Parallel, Revere, and Division upgrade/replace projects	\$300,000 (about 30% of total project cost in URD boundary)			✓

Project Category/Type/Title	Preliminary Project Description	Draft Urban Renewal Funding Amount (in 2020 dollars)	Funding Years 1-10	Funding Years 11-20	Funding Years 21-30
Transportation & Streetscape					
Streetscape enhancements	Streetscape enhancement (including wide sidewalks, decorative paving, lighting, landscaping, furnishings - planters, seating, bicycle amenities, curbing, on-street parking) for key streets identified in the Urban Design Framework.	\$32,900,000 (75-100% of total project cost in URD boundary)	✓	✓	✓
East/West Multi-modal Crossing Improvements (Franklin, Greenwood, Hawthorne)	Greenwood Undercrossing Sidewalk Widening Improvements: Widen Parkway undercrossing to include improved multimodal facilities. Hawthorne Parkway Overcrossing: Close sidewalk gap along Hawthorne and create a grade-separated footbridge over BNSF Railroad and Hwy 97. Franklin Undercrossing, Hill Street to 1st Street. Shared use path adjacent to roadway: Widen sidewalk paths under Railroad and Hwy 97 to modernize design for roadside safety.	\$12,000,000 (about 50% of total project cost in URD boundary)	✓	✓	
Intersection Improvements	Improve safety, access, and mobility for all users and implement improvement at key identified intersections in the URD.	\$3,157,000 (about 25% of total project cost in URD boundary)	✓	✓	✓
3rd Street Undercrossing	Widen 3 rd Street to 4-lanes under the Railroad, including complete street design from Emerson Avenue to Miller Avenue.	\$2,740,000 (about 20% of total project cost in URD boundary)		✓	
Sidewalk Infill	Improve pedestrian safety and connectivity throughout the URD by closing sidewalk gaps along key routes and streets.	\$1,250,000 (about 5% of total project cost in URD boundary)	✓	✓	✓

Project Category/Type/Title	Preliminary Project Description	Draft Urban Renewal Funding Amount (in 2020 dollars)	Funding Years 1-10	Funding Years 11-20	Funding Years 21-30
Low Stress Bicycle Network	Implement various bicycle safety and connectivity projects throughout the URD and identified in the Low-Stress Bike Network.	\$1,250,000 (about 15% of total project cost in URD boundary)	✓	✓	✓
Aune Road Extension	Two-lane roadway extension of Aune Road to connect 3rd Street and Bond Street. Includes intersection improvement at 3rd Street and roundabout (RAB) at the intersection of Bond Street and Industrial Way.	\$675,000 (about 5% of total project cost in URD boundary)	✓		
Mobility Hubs	Citywide implementation of mobility hubs in coordination with Cascade East Transit (CET) and High Capacity Transit (HCT) routes. Assumes up to 5 hubs.	\$500,000 (about 25% of total project cost in URD boundary)	✓		
Sisemore Street Extension	Improve connectivity for all users by constructing a street extension of Sisemore from Arizona Avenue to Bond Street.	\$480,000 (about 20% of total project cost in URD boundary)		✓	
Revere Ave Interchange	Parkway coordination project to construct roadway upgrades and intersection improvements to improve mobility for all modes.	\$425,000 (about 5% of total project cost in URD boundary)	✓		
Olney Bike Lanes	Improve bicycle safety and provide protected bicycle lanes on Olney Avenue at Parkway undercrossing.	\$320,000 (about 15% of total project cost in URD boundary)	✓		
3rd Street/Miller Intersection	Improve safety and access for all users by constructing intersection improvements and 3 rd Street modifications.	\$310,000 (about 10% of total project cost in URD boundary)		✓	

Project Category/Type/Title	Preliminary Project Description	Draft Urban Renewal Funding Amount (in 2020 dollars)	Funding Years 1-10	Funding Years 11-20	Funding Years 21-30
Olney Railroad Crossing	Improve safety and multimodal connections by upgrading the Railroad crossing to include dedicated sidewalks and bike lanes.	\$275,000 (about 15% of total project cost in URD boundary)	✓	✓	
Colorado Ave/US 97 Intersection	Improve pedestrian/bike crossing opportunities and improve safety for all users. Includes construction of a traffic signal or RAB.	\$86,000 (about 20% of total project cost in URD boundary)	✓		
3rd Street High Capacity Transit (HCT)	Includes HCT transit service connecting northern Bend (“the Triangle”) to southern Bend. Includes improved transit connections from neighborhoods to HCT stops.	\$40,000 (about 20% of total project cost in URD boundary)	✓		
3rd Street/KorPine Connection	Create a safe crossing of 3rd Street between BNSF Railroad and Wilson Avenue using a Rectangular Rapid Flashing Beacon (RRFB) crosswalk and safety island.	\$30,000 (about 15% of total project cost in URD boundary)	✓	✓	
Safety Improvements	Improve safety, access, and livability for all users at key sites including the Colorado Avenue/US 97 improvements.	\$30,000 (about 5% of total project cost in URD boundary)	✓		
Newport/Greenwood High Capacity Transit (HCT)	Includes HCT service connecting COCC to downtown and St. Charles Area. Includes improved transit connections from neighborhoods to HCT stops.	\$20,000 (about 20% of total project cost in URD boundary)	✓		
AFFORDABLE HOUSING RE/DEVELOPMENT ASSISTANCE, PARTNERSHIP, & SUPPORT					

Project Category/Type/Title	Preliminary Project Description	Draft Urban Renewal Funding Amount (in 2020 dollars)	Funding Years 1-10	Funding Years 11-20	Funding Years 21-30
Affordable Housing Development Support	Partner with, and offer funds to support affordable housing organizations and developers to create low income, affordable housing opportunities as defined by the 2016 Bend Comprehensive Plan (Policy 5-20) within the URD. Project funds may be used for activities that support the development or rehabilitation of low-income affordable housing, including land acquisition/assembly; environmental review, mitigation, and remediation; pre-development assistance; payment of fees; frontage improvements (including utility undergrounding); and off-site infrastructure improvements.	\$20,000,000 (about 20% of total project cost in URD boundary)	✓	✓	✓
<i>BUSINESS AND RE/DEVELOPMENT ASSISTANCE, PARTNERSHIP, & SUPPORT</i>					
Development Support	Partner with and offer funds to support redevelopment and new development projects within the URD. Project funds may be used for activities that support non-profit, commercial, mixed-use and residential market-rate housing development projects, including land acquisition/assembly; environmental review, mitigation, and remediation; pre-development assistance; payment of fees; frontage improvements (including utility undergrounding); and off-site infrastructure improvements.	\$16,000,000 (about 5.5% of total project cost in URD boundary)	✓	✓	✓

Project Category/Type/Title	Preliminary Project Description	Draft Urban Renewal Funding Amount (in 2020 dollars)	Funding Years 1-10	Funding Years 11-20	Funding Years 21-30
Existing Business/Building Support & Enhancement	Provide and administer loans and grant programs to assist start-ups, existing local business owners and property owners in developing, redeveloping, or rehabilitating property. Loans and/or grants may be used to improve older buildings to meet current code standards; assist in the assessment, permitting and possible mitigation or remediation of environmental conditions; assess 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 businesses that will provide needed goods and services.	\$450,000 (about 7.5% of total project cost in URD boundary)	✓		
PUBLIC/OPEN SPACE, FACILITIES, AMENITIES, & WAYFINDING					
Parks/Trails/Plazas/Open Space	Support the acquisition of land for the purposes of a park, plaza, recreation, trail, and/or open space use.	\$9,250,000 (about 75-100% of project acquisition cost in URD boundary)		✓	✓
Wayfinding & Signage	Assist in creating a clear identity for those that live, work, and/or visit the area through the development of a wayfinding system and distinct district signage.	\$200,000 (about 100% of project cost in URD boundary)	✓		
Private Art Installations	Provide and administer loans and/or grants that provide new and existing businesses, or new and existing property owners, with the ability to contribute to the creative vibe of the area. Funds could be used for events, performances, and/or commissioned artist fees for murals or other art installations on private property.	\$350,000 (about 50-100% of project cost in URD boundary)	✓	✓	

Project Category/Type/Title	Preliminary Project Description	Draft Urban Renewal Funding Amount (in 2020 dollars)	Funding Years 1-10	Funding Years 11-20	Funding Years 21-30
PLAN ADMINISTRATION, IMPLEMENTATION, REPORTING, & SUPPORT					
Planning & Studies	Provide funds for staff and/or independent professionals or organizations to provide additional planning or studies to refine or advance implementation of projects (e.g. market studies, transportation analysis, design / engineering, cost estimating, etc.).	\$2,250,000	✓	✓	✓
Administration	Provide funds to retain the services of City personnel or other independent professionals or organizations that provide administrative and/or project management services; for costs associated with the implementation of the Plan and outlined activities; and ongoing administration and financing costs associated with issuing long- and short-term debt, relocation costs, and other activities required by ORS Chapter 457.	\$3,600,000	✓	✓	✓



Conclusions / Questions

The draft finance plan shows that it is financially feasible, based on the projected TIF revenues generated from a 5% average annual growth in assessed value over a 30 year time period, to fund roughly \$112 million of projects (in 2020 dollars). The project team has estimated the amount of funding available in different time periods based on these revenues and best practices for ensuring adequate funding to cover debt obligations. Funding available is likely to shift slightly through refinement of the finance plan, but not in a way that affects overall financial feasibility.

The overall allocation of funds to project categories aligns with input from URAB at previous meetings, but a key focus for URAB's input is the timing of expenditures within each category. Put another way, the height of the bars in the charts is largely set, but URAB can offer feedback about how to allocate the funds in each period among the project categories or to specific key projects.

The key questions for URAB at Meeting 6 (December 11, 2019) are:

- Does funding for certain categories of projects need to be accelerated or emphasized more during earlier periods?
- If so, what type of projects should be shifted to later years to free up funding?

Agenda Item No. 6:
Draft Implementation
Plan Cover Memo



Draft Implementation Plan

PREPARED FOR: Urban Renewal Advisory Board (URAB)
COPY TO: Project Team
PREPARED BY: Allison Platt and Joe Dills
DATE: December 4, 2019

Overview

The project team has completed a review draft of the “Implementation Plan” for the Core Area Project which will be included in a Final Core Area Report. The draft Implementation Plan describes recommendations that have been discussed by URAB and includes a few additional recommendations that are responsive to issues identified in the CAP process to date. In summary, the recommendations are:

1. Adopt an Urban Renewal Plan
2. Update the Development Code and Zoning
3. Create Development Incentive Programs
4. Design and Build Key Infrastructure and Public Realm Amenities
5. Update Street Standards and Mobility Guidelines
6. Involve Stakeholders in Future Policy and Program Development

Each of the above-listed topical recommendations have more specific recommendations that are summarized in the Introduction and described more fully in the draft report. When complete by URAB, these recommendations will be brought to the City Council, together with an Action Plan describing the steps, responsibilities, and resources required for implementation.

Technical Appendices will be included in the next version of the Chapter that will be presented at the January 21 URAB meeting.

Request to URAB

URAB is asked to:

1. **Review the Introduction and Summary of Recommendations.** This short document is included in the meeting packet and will be discussed at the Board’s meeting on December 11th.
2. **Review the full Draft [Implementation Plan](#) report to be familiar with the basis and background for the recommendations.** The full Implementation Plan report is available on the City’s website. Please note that staff does not expect a detailed review by URAB of the full report prior to December 11th.

If you would like to submit comments on the full report, you may do so by email to Allison at aplatt@bendoregon.gov by January 6, 2020. The full chapter, including comments, will be reviewed by URAB at the January 21, 2020, meeting. Also, please contact Allison if you would like a printed copy of the draft Implementation Plan.

Action Planning – Working Ideas

As noted above, the Implementation Plan will be accompanied by an Action Plan describing the steps, responsibilities, and resources required for implementation. A draft of the Action Plan will be ready for URAB's review at the Board's next meeting on January 21, 2020. As a preview, the table below are a few working ideas for the Action Plan. Please note these examples are preliminary and subject to change.

ACTION	RECOMMENDATIONS	EXAMPLES OF IMPLEMENTATION & NEXT STEPS
<i>Adopt an Urban Renewal Plan</i>	<ul style="list-style-type: none"> ● Adopt an urban renewal plan for to establish tax increment financing as a funding mechanism for strategic public investments that stimulate private re/development in the Core Area. 	<ul style="list-style-type: none"> ● Urban Renewal Plan and Report scheduled for BURA consideration in July/August 2020.
<i>Update Development Code & Zoning</i>	<ul style="list-style-type: none"> ● Use the following themes to remove barriers to development and redevelopment, particularly for housing and mixed-use development: <ul style="list-style-type: none"> – Allow for more housing and focus non-residential mixed-use requirements to designated Main Streets. – Simplify and reduce parking requirements. – Provide flexibility for private development in balance with public needs. ● Evaluate code updates needed to remove barriers in the CL and CG zones. ● Evaluate code updates needed to remove barriers in other zones in the Core Area. ● Evaluate updates to land use designations in two areas to: 1) correct a mapping error in the Inner Greenwood opportunity area; and 2) consider a future Mixed Urban designation for the SE 2nd Street Industrial area properties. 	<ul style="list-style-type: none"> ● Bend Central District code amendments to remove barriers to development/redevelopment scheduled for hearings with Planning Commission and Council consideration in early 2020. ● Other Core Area development code and plan amendments not currently scheduled, would require Council direction followed by public hearings with Planning Commission and City Council prior to adoption by ordinance.
<i>Create Development Incentive Programs</i>	<ul style="list-style-type: none"> ● Include Core Area properties into a citywide tax abatement program during the early years of the Urban Renewal District to help catalyze private development. 	<ul style="list-style-type: none"> ● Developing Tax Abatement program is included in 2019-21 Council Goals, will require Council direction, outreach

ACTION	RECOMMENDATIONS	EXAMPLES OF IMPLEMENTATION & NEXT STEPS
	<ul style="list-style-type: none"> ● Modify the SDC Financing program, particularly modifications to the SDC deferral program. ● Explore land exchange and or trade opportunities, leveraging City owned land, for existing uses and users looking to relocate out of the Core Area. 	<p>to affected taxing districts, and adoption by ordinance.</p> <ul style="list-style-type: none"> ● Modifications to SDC Financing program requires Council direction and adoption by ordinance. ● Juniper Ridge Management Advisory Board (JRMAB) is developing a vision, disposition strategy, & plan for future development for consideration by Council.
<p><i>Design and Build Key Infrastructure and Public Realm Amenities</i></p>	<ul style="list-style-type: none"> ● Invest in key infrastructure and public realm amenities to remedy existing deficiencies and attract private development within the Core Area. ● Continue to engage in community conversations to locate and invest in public attractions within the Core Area to catalyze private development. ● Incorporate policies and prioritize projects that achieve Core Area goals when updating future infrastructure plans. <ul style="list-style-type: none"> ○ Prioritize infrastructure projects within the Core Area ○ Identify storm water solutions that reduce barriers to private development within the Core Area while protecting water quality. ● Develop internal capacity to partner with private development to finance infrastructure investments using tools such as Local Improvement Districts (LIDs) and Reimbursement Districts. <ul style="list-style-type: none"> ○ Consider hiring a Citywide Local Improvement District 	<ul style="list-style-type: none"> ● Requires Council approval of FY 21-23 Budget to include a LID Coordinator. ● Council budget approvals required to incorporate infrastructure project priorities for the Core Area on future Capital Improvement Program (CIP). ● Council direction to review stormwater policies for infill development in future Stormwater Master Plan update.

ACTION	RECOMMENDATIONS	EXAMPLES OF IMPLEMENTATION & NEXT STEPS
	<p>(LID) Coordinator in the next fiscal biennium (FY 21-23) to support administration of LID projects in the Core Area and Citywide.</p> <ul style="list-style-type: none"> Continue to collaborate and identify opportunities for synergy projects that provide stormwater, sewer, water, transportation, and public realm benefits to the area and for the community. 	
<p>Update Street Standards</p>	<ul style="list-style-type: none"> Update Street Standards and Specifications for streets within the Core Area Adopt mobility guidelines that include urban design, pedestrian, bikeway, transit, curb management and other mobility design elements for the Core Area. 	<ul style="list-style-type: none"> Council direction and approval of staff resources and budget to initiate project to update Street Standards and develop Mobility Guidelines.
<p>Continued Involvement for Future Policy and Program Development</p>	<ul style="list-style-type: none"> Form advisory committee(s) for project and/or program review, development, and implementation throughout the life of the Core Area Urban Renewal District. Develop a business development & improvement program to serve Core Area businesses and building owners. Support housing affordability in the Core Area, utilizing the existing expertise and structure of the City’s Affordable Housing Program and the Affordable Housing Advisory Committee. Incorporate strategies identified in the Community Climate Action Plan (CCAP) into the Core Area implementation and program development. 	<ul style="list-style-type: none"> Council and/or BURA formation of advisory committee(s) by resolution or ordinance. Council and/or BURA direction and approval of budget and resources to develop a business improvement program in Core Area. Council and/or BURA direction and approval of budget to support Affordable Housing Program in Core Area. Council direction to incorporate CCAP strategies into Core Area implementation.

Agenda Item No. 6:
Introduction Section from Core
Area Plan Report - Chapter 6:
Implementation Plan

INTRODUCTION

This chapter describes the implementing recommendations for the Core Area Project (CAP). Starting with the foundational action to create the Core Area Urban Renewal District (URD), the Implementation Plan describes a comprehensive approach to combining and leveraging tax increment financing (TIF), regulatory improvements, urban design strategies, infrastructure coordination, and stakeholder involvement. This plan integrates multiple City initiatives and programs to achieve the City’s vision for the Core Area of Bend.

SUMMARY OF RECOMMENDATIONS

ACTIONS	RECOMMENDATIONS
<p>1. <i>Adopt an Urban Renewal Plan</i></p>	<p>1.1. Adopt an Urban Renewal Plan to establish tax increment financing as a funding mechanism for strategic public investments that stimulate private re/development in the Core Area.</p>
<p>2. <i>Update the Development Code and Zoning</i></p>	<p>2.1. Use the following themes to remove barriers to development and redevelopment, particularly for housing and mixed-use development:</p> <ul style="list-style-type: none"> • Allow for more housing and focus non-residential mixed-use requirements to designated Main Streets. • Simplify and reduce parking requirements. • Provide flexibility for private development in balance with public needs. <p>2.2. Evaluate code updates needed to remove barriers in the Commercial Limited (CL) and Commercial General (CG) zones.</p> <p>2.3. Evaluate code updates needed to remove barriers in other zones in the Core Area.</p> <p>2.4. Evaluate updates to land use designations in two areas to: 1) correct a mapping error in the Inner Greenwood opportunity area; and 2) consider a Mixed Urban designation for the SE 2nd Street Industrial Area properties.</p>
<p>3. <i>Create Development Incentive Programs</i></p>	<p>3.1. Include Core Area properties in a citywide tax abatement program during the early years of the Urban Renewal District to help catalyze private development.</p>

CORE AREA PLAN REPORT

	<p>3.2. Modify the System Development Charge (SDC) financing program, particularly focused on modifications to the SDC deferral program.</p> <p>3.3. Explore land exchange and/or trade opportunities, leveraging City-owned land, for existing uses and users looking to relocate out of the Core Area.</p>
<p>4. Design and Build Key Infrastructure and Public Realm Amenities</p>	<p>4.1. Invest in key infrastructure and public realm amenities to remedy existing deficiencies and attract private development within the Core Area.</p> <p>4.2. Continue to engage in community conversations to locate and invest in public attractions within the Core Area to catalyze private development.</p> <p>4.3. Incorporate policies and prioritize projects that achieve Core Area goals when updating future infrastructure plans.</p> <ul style="list-style-type: none"> • Prioritize infrastructure projects within the Core Area. • Identify stormwater solutions that reduce barriers to private development within the Core Area while protecting water quality. <p>4.4. Develop internal capacity to partner with private development to finance infrastructure investments using tools such as Local Improvement Districts (LIDs) and reimbursement districts.</p> <ul style="list-style-type: none"> • Consider hiring a Citywide LID Coordinator in the next fiscal biennium (FY 21-23) to support administration of LID projects in the Core Area and citywide. <p>4.5. Continue to collaborate and identify opportunities for synergy projects that provide stormwater, sewer, water, transportation, and public realm benefits to the area and the community.</p>
<p>5. Update Street Standards and Mobility Guidelines</p>	<p>5.1. Update Street Standards and Specifications for streets within the Core Area</p> <p>5.2. Adopt mobility guidelines that include urban design, pedestrian, bikeway, transit, curb management and other mobility design elements for the Core Area.</p>
<p>6. Involve Stakeholders in Future Policy and Program Development</p>	<p>6.1. Form advisory committee(s) for project and/or program review, development, and implementation throughout the life of the Core Area Urban Renewal District.</p> <p>6.2. Develop a business development and improvement program to serve Core Area businesses and building owners.</p>

CORE AREA PLAN REPORT

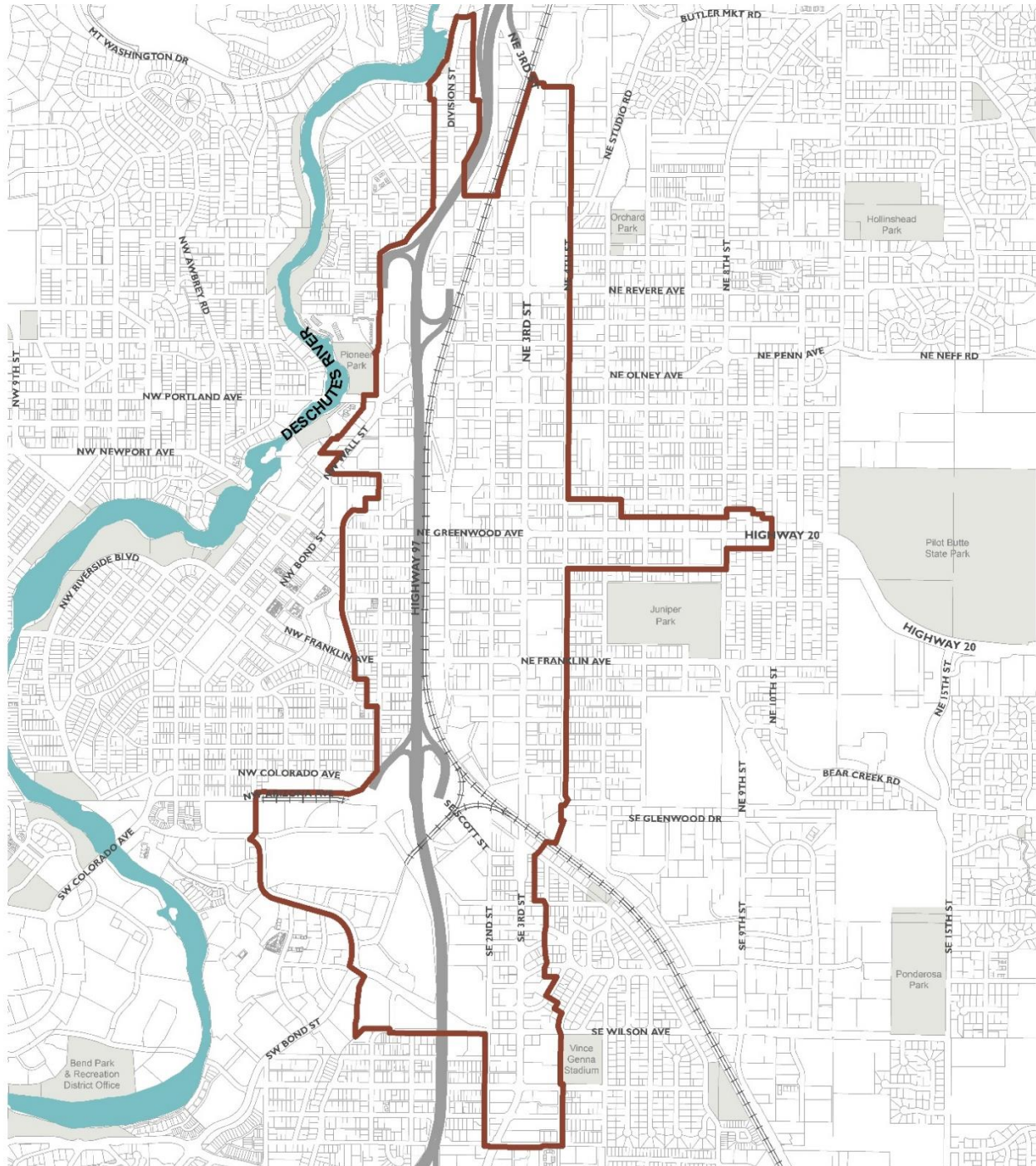
- 6.3. Support housing affordability in the Core Area, utilizing the existing expertise and structure of the City's Affordable Housing Program and the Affordable Housing Advisory Committee.
- 6.4. Incorporate strategies identified in the Community Climate Action Plan into Core Area implementation and program development.

CROSSWALK: RECOMMENDATIONS AND GUIDING PRINCIPLES





ACTIONS	Create a place where you can live, work and play	This plan leads to direct outcomes; it is implemented	This area removes barriers and connects the east and west sides of Bend	Affordability is preserved	This is a walkable area with a balanced transportation system	Public investments incentivize and catalyze private development	The planning process is transparent and open to ensure that those affected by the decisions are involved in the process	This area incorporates sustainable and low impact development principles and practices
Adopt an Urban Renewal Plan	✓	✓	✓	✓	✓	✓	✓	✓
Update the Development Code and Zoning	✓	✓				✓		
Create Development Incentive Programs				✓		✓		✓
Design and Build Key Infrastructure and Public Realm Amenities	✓		✓			✓		✓
Update Street Standards and Mobility Guidelines	✓				✓			
Involve Stakeholders in Future Policy and Program Development	✓			✓			✓	✓

CORE AREA PLAN REPORT

Figure 1. Recommended Core Area Urban Renewal Boundary



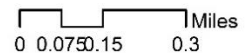
BEND CORE AREA
RECOMMENDED
BOUNDARY

-  Recommended Boundary
-  Deschutes River
-  Taxlots
-  Parks

11/14/2019



* This data has not been verified by the City of Bend



Agenda Item No. 7:
Components of an Urban
Renewal Plan and Report



MEMO

.....
TO: Matt Stuart, Urban Renewal Manager
.....
FROM: Elaine Howard, Elaine Howard Consulting, LLC
.....
CC: Becky Hewett, Lorelei Juntunen
.....
RE: Components of an urban renewal plan and report
.....
DATE: November 21, 2019
.....

In preparation for the December 11, 2019 Bend Urban Renewal Advisory Board (URAB) meeting, you have asked me to outline the component parts of an urban renewal plan and report. Urban renewal plans and reports must contain specific information as required in Oregon Revised Statute (ORS) 457.085.

My firm typically writes urban renewal plans with the below mentioned component parts in the following order:

1. Introduction - Background on the development of the urban renewal plan
2. Maximum Indebtedness – Defined in the finance plan of the urban renewal area
3. Plan Goals – This section is not a required component of ORS 457, but goals appear in most urban renewal plans. The guiding principles adopted by the URAB for the Bend Core Area would translate to this section.
4. Project Categories – This section outlines the main categories or project types, i.e.
 - Affordable Housing Re/Development Assistance, Partnerships, and Support
 - Business and Re/Development Assistance, Partnerships and Support
 - Public/Open Space, Facilities, Amenities and Installations
 - Plan Administration Implementation, Reporting, and Support
 - Transportation, Streetscape, Bicycle & Pedestrian, and Infrastructure Improvements
5. Urban Renewal Projects – This section provides for the full list of projects applicable to each project category, with narrative descriptions of each included in the urban renewal plan.
6. Amendments to the Plan - ORS 457.085 designates two actions as a Substantial Amendment:
 - Increasing the Maximum Indebtedness
 - Adding acreage over 1% of the existing acreage in the urban renewal area

In most urban renewal plans where the city council is also the urban renewal agency (as is the case in Bend, OR), there is another amendment type, a Minor Amendment. Where the urban renewal agency is a different body than the city council, there will often be a third amendment type called a Council Approved Amendment. Council Approved Amendments are intended to address proposed amendments to certain thresholds, as defined in the urban renewal plan. These thresholds are typically for changes in project costs that are over a specified dollar amount.

7. Property Acquisition and Disposition - This section is usually standard language and does not vary from one urban renewal plan to another. There is a sub-section for the listing of any properties to be acquired. If there are specific properties to be acquired that are known at the time the plan is developed, they must be identified here. It is more typical to complete a minor amendment in the future when properties are identified for acquisition. It is important to remember that an urban renewal agency may not use eminent domain to acquire property from one private party to sell or transfer to another private party. Eminent domain may be used for acquiring property for public improvements.
8. Relocation Methods - This section is usually standard language and does not vary from one urban renewal plan to another.
9. Tax Increment Financing of Plan - This section is usually standard language and does not vary from one urban renewal plan to another.
10. Annual Report - This section is not required to be in the urban renewal plan but is a requirement for using urban renewal. As it is a statutory requirement, we typically include it in the urban renewal plan so it is not overlooked by city staff in the future.
11. Plan Duration – This section is not required to be in the urban renewal plan but is sometimes an important consideration when it comes to identifying when a plan will terminate. The typical termination is tied to reaching the maximum indebtedness. The following other options have been included in urban renewal plans:
 - A review of the financial status of the urban renewal plan at a set time frame, i.e. 10 to 15 years from adoption. Communication to the taxing districts of the information in the financial review.
 - All projects will be completed, but tax increment revenue collection will continue to pay off existing debt.

- No new projects will be undertaken, but tax increment revenue collection will continue to pay off existing debt.
 - No new debt will be issued, but tax increment revenue collection will continue to pay off existing debt.
 - Tax increment debt will be retired and tax increment collections will cease. (This limit should be used cautiously, given the predictability of tax increment revenue collection, and it is not always necessary since maximum indebtedness already determines when tax increment revenue collections will cease. Bond counsel prefers not to have this type of language included, and if included, they want additional language that provides for assurances on ability to refund existing debt to avoid any defaults on previously issued debt.)
12. Relationship to Local Objectives – This section is a fairly extensive review of the Comprehensive Plan, Transportation Systems Plan and any other plans that are component parts of the Comprehensive Plan. The urban renewal plan must conform to the comprehensive plan, and the findings for making that determination are included in this section of the urban renewal plan. This finding is typically made by the Planning Commission. There are no explicit review criteria for a Planning Commission, however, ORS 457.085(4) states that “An urban renewal plan and accompanying report shall be forwarded to the planning commission of the municipality for recommendations, prior to presenting the plan to the governing body of the municipality for approval under ORS 457.095”. The generally accepted practice is for the Planning Commission to provide input on the relationship of the Plan to the Local Goals and Objectives , and particularly to its conformance to the Comprehensive Plan.

A report is required to accompany an urban renewal plan. The urban renewal plan is required to be financially feasible when adopted by the city council. However, financial assumptions may be changed in the future as economic conditions change. For example, projected loans may be taken earlier or later, depending on financial conditions. As urban renewal plans occur over an extended lifetime, the timing of projects and project costs may change over time. The urban renewal agency has the authority to make those changes as they do their annual budgeting for urban renewal activities. If new projects are contemplated, they must be added through a minor amendment to the urban renewal plan. The report accompanying the plan is required to be updated only when a substantial amendment is completed. The report components are also prescribed by

ORS 457.085 and my firm typically writes the report to contain the below mentioned categories in the following order:

1. Introduction
2. The Projects in the Area and the Relationship of the Project and the Existing Conditions in the Area – This section reiterates the project descriptions from the urban renewal plan and then adds information about the existing conditions that these projects are addressing.
3. The Estimated Total Cost of Each Project and the Sources of Moneys to Pay Such Costs – This section identifies the project costs by category and also identifies if other funds in addition to tax increment funds will be required to complete the projects. These funds are typically system development charge (SDC) funds, general funds, grants or developer contributions.
4. Financial Analysis of the Plan – This section contains a spreadsheet that shows the projected tax increment funds over the projected life of the urban renewal area.
5. The Estimated Amount of Tax Increment Revenues Required and the Anticipated Year in Which the Indebtedness Will be Retired – This section includes a series of tables that project the tax increment revenues and their allocation to debt service over the life of the urban renewal area.
6. The Anticipated Completion Date for Each Project – This section includes a series of tables that show the allocation of funds to projects over the life of the urban renewal area.
7. Revenue Sharing – This section includes an analysis of whether revenue sharing thresholds will be met during the life of the urban renewal plan.
8. Impact of the Tax Increment Financing – This section provides an analysis of the projected fiscal impacts on the taxing districts on an annual basis.
9. Compliance with Statutory Limits on Assessed Value and Size of an Urban Renewal Area – This section outlines the statutory limitations for a city the size of Bend that no more than 15% of the assessed value and 15% of the acreage may be in an urban renewal area. Since Bend has two other active urban renewal areas, this analysis will include those areas calculations.

10. Existing Physical, Social and Economic Conditions and Impacts on Municipal Services - This section provides the background for finding blight in the urban renewal area. It contains an analysis of the land use, zoning, comprehensive plan designations in the area, an analysis of the deficiencies in the transportation, water, storm water and sewer utilities, parks in the area, an analysis of the social conditions using census tract data, an analysis of the building to land ratio of tax lots in the area, and a brief summary of the impact on municipal services.
11. Reasons for Selection of Each Urban Renewal Area in the Plan - Upon recommendation from legal counsel, the primary reason is always to cure blight in the urban renewal area. There may be other reasons listed.
12. Relocation Report – This section is usually standard language and does not vary from one urban renewal plan to another unless there is specific acquisition identified.