



MEETING AGENDA

URBAN RENEWAL ADVISORY BOARD

MEETING DATE: January 21, 2020

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) – Vice Chair Whitney Swander**
 - a. Approval of URAB 6 minutes
- 2. Public Comment (10 min) – Vice Chair Whitney Swander**
- 3. Where We are in the Process (5 min) – Joe Dills**
- 4. Updates from the team (5 min):**
 - a. Taxing District outreach – Matt Stuart
- 5. Draft Urban Renewal Plan and Report Components (45 min) – Matt Stuart & Elaine Howard**

Action Item: Review and discuss the below listed components of the Draft Urban Renewal Plan and Report, refine as needed, and vote to approve proposed language for staff to incorporate into future Draft Urban Renewal Plan and Report.

 - a. Updated language regarding Project Categories and Project Descriptions
 - b. Updated language regarding Plan Duration
- 6. Break (10 min)**
- 7. Core Area Report – Project Team**
 - a. Implementation Plan (10 min)**

In December, URAB reviewed the Core Area Project Report's "Chapter 6: Implementation Plan", which describes the CAP recommendations.

Action Item: Review summary of proposed revisions to Implementation Plan to be included in Core Area Report.
 - b. Action Plan (40 min)**

This agenda item is URAB's discussion of the follow-up to the Implementation Plan – the "Chapter 7: Action Plan". The Action Plan describes the intended work to carry out each recommendation. It describes the "what, when, who, and how much" of the work. Chapter 7 will be included in a Core Area Report which will be presented to URAB at the



MEETING AGENDA

March meeting. The intent is for the Core Area Report to be presented to City Council/BURA for their authorization to undertake the actions.

Action Item: Discuss the Action Plan, refine as needed, and vote to approve the direction to staff to finalize the Action Plan.

- 8. Ongoing coordination (5 min)**
- 9. Public comment (10 min) – Vice Chair Whitney Swander**
- 10. Next steps/close**



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 #6,
December 11, 2019



URAB 6 MINUTES

MEETING DATE: December 11, 2019

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

Minutes

Called to order at 12:03 pm.

Roll Call: Dale Van Valkenburg, Whitney Swander, Tim Page, Dennis Pahlisch, Adam Bledsoe, Andrea Breault, Craig Davis, Jim Landin, Sonja Porter, Zak Sundsten, Steve Porter, Joe Viola, Sarah Bodo, Sharon Smith, Robin Vora

1. Welcome, introductions – Chair Dale Van Valkenburg

a. Approval of URAB 5 minutes

Member Bledsoe moved to approve the previous meeting's minutes; seconded by Member Davis. Minutes were approved (13-0). Members Vora and Van Valkenburg abstained.

2. Public Comment – Co-Chair Whitney Swander

Erin Foote Morgan encouraged the committee to evaluate and discuss if sufficient emphasis on transit has been included in assumptions.

3. Where We are in the Process – Joe Dills

Mr. Dills provided a review of the Urban Renewal Advisory Board (URAB) project process status, as outlined in the presentation.

4. Updates from the team:

Ms. Platt indicated that on October 16, City staff presented URAB's recommendation to form an Urban Renewal District in the Core Area to City Council. Council gave direction to pursue development code amendments to the Bend Central District (BCD) code in order to remove barriers to development and redevelopment. Code amendments will be presented on January 13 to the Planning Commission for a public hearing before going to City Council for consideration.

Mr. Stuart reviewed Bend Urban Renewal Agency (BURA) direction to move forward with finalizing the Preliminary Finance Plan, Core Area Implementation Report, and drafting of the Urban Renewal Plan & Report, and with taxing district outreach, as outlined in the presentation. Members generally discussed implications of re-directing additional tax revenue away from taxing districts.

Elaine Howard indicated that amendments to the size of the Urban Renewal area of less than 1% can be done with BURA direction, however cumulatively, once the amendments to an area total more than 1%, a substantial amendment and public process is required. In addition amendments may not total more than 20% of the total area.



5. Draft Urban Renewal Finance Plan – 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

Ms. Juntunen reviewed the Draft Urban Renewal Finance Plan, as outlined in the presentation. She indicated that \$112 million in Funding Capacity is the mid-point of the total range, per previous committee consensus, and that funding allocations are flexible as projects are identified. Mr. Stuart indicated administrative costs are distributed evenly over the course of the plan and are intended in the early years to conduct studies, create programs, and cover setup costs. Transportation funding is aligning with Bend's Transportation System Plan (TSP).

Members declared the following conflicts of interest:

- Member Van Valkenburg – employed by Brooks Resources which owns property in the Bend Central District (BCD)
 - Member Pahlisch – developer, potential to develop property in the BCD
 - Member Davis – participated in the initial Franklin study
 - Member Bledsoe – conducts business in downtown and study area
- b. Determination of financial feasibility

Discussion included prioritization of affordable housing and homelessness; funding of transportation system plan identified projects with cost estimates based on those in the TSP; prioritizing East / West (Midtown) crossings and keep recommendation general; prioritizing studies and building confidence in developers via early infrastructure investment; addressing language for all funding mechanisms to ensure eligibility of alternative / matching funds, particularly regarding mobility / transit; shifting business and re/development assistance to transportation; recognition that percentages are meant as a framework and are flexible based on future circumstances; emphasizing safety and addressing blight; the timing of the studies versus the final plan.

Consensus was received for Mr. Dills' summary of the discussion, as follows:

- Categories are generally on track
- Early years funding is generally on track
- Adjust language to be more explicit about supporting transit facilities
- Be explicit about priority of mid-town crossing studies

Member Page moved to approve that given current projections, URAB finds that Urban Renewal is financially feasible and recommends to move forward with drafting the Urban Renewal Plan & Report. Motion was seconded by Member Davis. Motion passed unanimously.

6. Break

7. Core Area Report – Chapter 6: Implementation Plan – 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.

Ms. Platt reviewed the Core Area Report Chapter 6: Implementation Plan, as outlined in the presentation.

Discussion included designating Aune Road as a main street; defining tiny homes, RV parks, temporary uses; clarifying parameters around temporary events; Committee members have until January 6, 2020 to submit comments on the Implementation Plan report.

Consensus was received for Mr. Dills' summary of the discussion, as follows:

- Clarify intent for tiny homes and definition of RV
- Define temporary uses or utilize existing definitions
- Ensure temporary events are clarified in list of uses
- Reference the importance of Aune Road in narrative

Member Porter moved to approve the summary of recommendations, including the three clarifications identified by Mr. Dills. Motion was seconded by Member Pahlisch. Motion passed unanimously.

8. Look ahead – Urban Renewal Plan and Report – Elaine Howard

Ms. Howard reviewed the Urban Renewal Plan and Report, as outlined in the presentation.

9. Ongoing coordination

Ms. Platt indicated there is continuing coordination with the TSP.

10. Public comment

Gary Vodden spoke in favor of established timelines for plans.

Dave Kyle spoke about attaching maintenance requirements to tax incentives for Affordable Housing to help extend the useful life of housing.

11. Next steps/close

Next meeting scheduled for January 21, 2020.

Adjourned at 2:54 pm.



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DRAFT

Agenda Item No. 5:
Draft Urban Renewal
Plan and Report
Components



URBAN RENEWAL PLAN COMPONENTS

PREPARED FOR: Bend Urban Renewal Advisory Board
COPY TO: Project Team
PREPARED BY: Elaine Howard, Elaine Howard Consulting, LLC
DATE: January 13th, 2020

Introduction

At URAB Meeting #6 (December 11, 2019), the project team presented URAB, for their review and consideration, a memo outlining the components of an Urban Renewal Plan & Report and the specific information each component must contain and/or address.

For URAB Meeting #7 (January 21st, 2020), the project team requests feedback and a recommendation from URAB in regard to the Guiding Principles, Project Categories & Eligible Project Descriptions, and Plan Duration components for inclusion in the Plan. This information will be implemented into the DRAFT Core Area Tax Increment District Plan & Report, to be presented to the board for review, consideration, and recommendation at future URAB meeting(s).

Components

Plan Guiding Principles (Attachment A)

The Guiding Principles of the Plan represent its basic intents and purposes. The urban renewal projects identified in Sections V and VI of the Plan are the specific means of meeting the guiding principles. The Guiding Principles will be pursued as economically as is feasible and at the discretion of BURA. The Guiding Principles are reflective of those previously approved by board at URAB Meeting #3 (May 14th, 2019). They are not listed in any order of importance or priority.

Project Categories & Eligible Project Descriptions (Attachment B)

This section provides for the full list of eligible projects, with narrative project descriptions, applicable to each project category to be included in the plan.

Plan Duration (Attachment C)

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. Based on feedback received from Taxing Districts, the attached draft language is recommended. This draft language is still subject to bond counsel and City Council review, however is consistent with language used in other Urban Renewal Plans in the state of Oregon.

Conclusion

For URAB at Meeting 7 (January 21st, 2019), the project team seeks feedback and a recommendation from URAB regarding the draft language used for the Guiding Principles, Project Categories & Eligible Project Descriptions, and Plan Duration. The project team will incorporate the feedback and recommendations into the DRAFT Core Area Tax Increment Plan & Report to be presented at future URAB meeting(s).

Attachment A – Plan Guiding Principles

1. **Create a place where you can live, work and play.** This area is transformed into a vibrant mixed-use city center where businesses thrive, people live, and there are community gathering spaces for people to enjoy and recreate.
2. **This plan leads to direct outcomes, it is implemented.** This plan does not sit on a shelf. It leads to feasible, implementable projects and outcomes both in the short and long term.
3. **This area removes barriers and connects the East and West sides of Bend.** This area breaks down physical and socio-economic barriers between the East and West sides of Bend such as US 97, US20, 3rd Street, and the railroad. It also removes north-south barriers such as Greenwood/US20, Franklin, and Revere. This area is full of attractive amenities that draw residents from all sides of Bend.
4. **Affordability is preserved.** This area has a supply and mix of housing types that are affordable to those of all income levels. Strategies to stabilize and maintain affordability for businesses and key services is a priority.
5. **This is a walkable area with a balanced transportation system.** This area is walkable, destinations and services are within an easy and comfortable walk, and you do not need a car to get around. The area provides comfortable transportation options for all users including those that drive in to the area and need to park, bicyclists, and transit users.
6. **Public investments incentivize and catalyze private development.** The appropriate public investments and timing have been identified to attract private investment. This is an environment that developers can thrive in.
7. **The planning process is transparent and open to ensure that those affected by the decisions are involved in the process.** Throughout the planning process, community members have a voice in the process to ensure this plan maintains Bend's charm. Project outcomes and trade-offs are developed to spread benefits evenly.
8. **This area incorporates sustainable and low impact development principles and practices.** Incentives are provided to encourage and promote sustainable solutions and low impact designs in order to enhance and protect the environment.

Attachment B – Project Descriptions

I. URBAN RENEWAL PROJECT CATEGORIES

In relationship to the guiding principles described in the previous section, the projects within the District fall into the following categories:

- Transportation, Streetscape, and Utility Infrastructure
- Affordable Housing Redevelopment and Development Assistance, Partnership, and Support
- Business Redevelopment and Development Assistance, Partnership, and Support
- Open Space, Facilities, Amenities, and Wayfinding
- Plan Administration, Implementation, Reporting, Planning Refinement, and Support

II. URBAN RENEWAL PROJECTS

Urban renewal projects authorized by the Plan are described below. Projects will need to be individually evaluated for the public building criteria in ORS 457.010 and ORS 457.035 to 457.320.

A. Transportation, Streetscape, and Utility Infrastructure

The following projects are intended to provide a more efficient and functional transportation system, aimed at enhancing public rights-of-way and attracting development and redevelopment in the District by providing greater safety, increased system capacity and connectivity, and a more robust pedestrian and bicycle network.

Table “X” - Transportation Projects

Midtown Bicycle and Pedestrian Crossings	
Greenwood Avenue Undercrossing Sidewalk Widening	Widen Highway 97 undercrossing to include improved multimodal facilities.
Hawthorne Avenue Overcrossing	Close sidewalk gap along Hawthorne and create a grade-separated footbridge over BNSF RR and Highway 97.
Franklin Avenue Underpass	Shared use path adjacent to roadway- Widen sidewalk paths under BNSF RR and Highway 97 to modernize design for roadside safety.
Intersection Improvements	Improve safety, access, and mobility for all users and implements improvements at key intersections in the District.

3rd Street Railroad Undercrossing widening	Widen 3rd Street to 4-lanes under the BNSF RR, including complete street design from Emerson Avenue to Miller Avenue.
Sidewalk Infill	Improve pedestrian safety and connectivity throughout the District by closing sidewalk gaps along key routes and streets.
Low Stress Bicycle Network	Implement various bicycle safety and connectivity projects throughout the District and identified in the Low-Stress Bike Network.
Aune Road Extension from Bond Street to 3 rd Street	Two-lane 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.
Mobility Hubs	Citywide implementation of mobility hubs in coordination with Cascade East Transit (CET) and High Capacity Transit (HCT) routes.
Sisemore Street Extension	Construct street extension from Arizona Avenue to Bond Street.
Revere Avenue Interchange Improvements	Highway 97 coordination project to construct roadway upgrades and intersection improvement needs to serve all users.
Olney Protected Bicycle Lanes and Highway 97 Undercrossing	Provide protected bicycle lanes on Olney Avenue at Highway 97 undercrossing.
3 rd Street/Miller Intersection	Study and construction of intersection improvements and 3rd Street modifications.
Olney Avenue Railroad Crossing Improvements	Upgrade the Railroad crossing to include dedicated sidewalks and bike lanes.
Colorado Avenue/ Highway 97 Intersection	Includes traffic signal or RAB.
North-south High Capacity Transit (HCT)	Includes HCT transit service connecting key north-south destinations (to be coordinated with CET). Includes improved transit connections from District to HCT stops.
3 rd Street at Railroad to connect KorPine	3 rd Street underpass: Near term enhancements to sidewalk.
Safety Improvements	Improve safety, access, and livability at key sites including the Colorado Avenue/Highway 97 improvements.
East-west High Capacity Transit (HCT)	Includes HCT transit service connecting key east-west destinations (to be coordinated with CET).

	Includes improved transit connections from District to HCT stops.
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Provide funds to support streetscape enhancement projects identified in the Core Area Urban Design Framework intended to provide an identity and a safe and effective multimodal transportation network within the District. These enhancements include but are not limited to wide sidewalks, curb bulb outs, decorative paving, lighting, landscaping, furnishings - planters, seating, bicycle amenities, curbing, on-street parking.

Examples of rights-of-way eligible for streetscape enhancement projects include but are not limited to:

- 2nd Street
- 3rd Street
- 4th Street
- Greenwood Avenue
- Franklin Avenue
- Division Street
- Hawthorne Avenue
- Aune Road
- Revere Avenue
- Wall Street
- Olney Avenue

The following public utility projects are intended to address infrastructure deficiencies in the District.

Table X – Public Utility Projects

Sewer System Improvements	Support projects identified in the 2018 Sewer Public Facility Plan that are located within the District, including the Drake Lift Station and Force Main and the Drake Downstream Trunk/2nd Street Trunk.
Stormwater System Improvements	Support projects identified in the 2014 Stormwater Master Plan that are located within the District, including the costs associated with stormwater improvements for the Franklin Avenue and Greenwood Avenue Underpasses.
Water System Improvements	Support projects identified in the 2011 Water Master Plan that are located within the District, including upgrading and replacement projects for the Norton/Olney Avenue, Revere Avenue, and Division Street.

B. Affordable Housing Redevelopment and Development Assistance, Partnership, and Support

Partner with and offer funds to support housing organizations and developers to create low income, transitional, and affordable housing opportunities. Project funds may be used for activities that support the development, redevelopment, or rehabilitation of transitional, low-income and affordable housing projects.

Examples of eligible project activities include:

- Land acquisition/assembly
- Environmental review, mitigation and remediation
- Pre-development assistance including contracting with design professionals
- Payment of fees
- Frontage improvements including utility undergrounding
- Off-site infrastructure improvements
- Other direct support for programming and projects

C. *Business Redevelopment and Development Assistance, Partnership, and Support*

1. Development and Redevelopment

Provide funds to partner with and offer funds to support redevelopment and new development projects that support businesses, including housing providers and transit operators within the District.

Examples of eligible project activities include:

- Land acquisition and assembly
- Environmental review, mitigation and remediation
- Pre-development assistance including contracting with design professionals
- Payment of fees
- Frontage improvements including utility undergrounding
- Off-site infrastructure improvements
- Funding for commercial and residential building rehabilitation and renovation programs and projects, including energy efficiency and accessibility upgrades, through public/private partnerships
- Market-rate housing and mixed-use commercial/residential development projects
- Contracting with design professionals
- Other direct support for programming and projects

2. Business Support and 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.

Examples of eligible project activities include:

- Improve older buildings to meet current code standards
- Assist in assessment and permitting
- Environmental review, mitigation and remediation
- Feasibility assessment of development or redevelopment
- Assist in other improvements to allow for intensification of under-utilized sites
- Building façade improvements
- Building utilization assistance
- Landscaping enhancements and pedestrian amenities
- Professional engineering, architecture, landscaping, and other building and site design assistance

- Mechanical, electrical, and other building upgrades that will reduce emissions, support energy efficiency.
- Seismic, fire suppression, and other public safety improvements
- Other direct support for programming and projects

D. Open Space, Facilities, Amenities, and Wayfinding

Projects within this category are intended to support the District as a vibrant mixed-use city center where businesses thrive, people live, and there are community gathering spaces for people to enjoy and recreate.

Projects may include, but are not limited to, the following:

- Parks, plazas, recreation sites, trails, and/or open space land acquisition
- Wayfinding and signage to create a clear District identity
- Private art installations

E. Plan Administration, Implementation, Reporting, and Support

Provide funds to retain the services of City personnel or other independent professionals or organizations for activities such as:

- a. General staffing, and office or overhead expenses;
- b. Management and oversight of an appointed advisory board;
- c. Preparation of studies to inform project decisions such as the Midtown Crossings;
- d. Preparation of market feasibility, transportation impacts analysis, or other technical or economic studies;
- e. Preparation of design, architectural, engineering, environmental, landscape architectural, planning, platting, or other developmental documents, studies, or plans;
- f. Providing special rehabilitation, restoration or renovation feasibility and cost analysis studies;
- g. Providing appraisals for property acquisition and disposition;
- h. Assisting in the preparation of the annual financial report required by this Plan and ORS 457;
- i. Auditing, insurance, bond counsel, financing fees and other required administrative costs; and
- j. Any other powers granted by ORS 457 in connection with the implementation of this Plan.

Attachment C – Plan Duration

The Agency intends that it not collect tax increment revenues for the Area after FYE 2051. The Agency shall not initiate any urban renewal projects in the Area unless the Agency reasonably projects it will be able to pay for those projects from the proceeds of indebtedness issued on or before FYE 2051, and from other funds available to the Agency. Except as provided in the next sentence, all indebtedness that is secured by the tax increment revenues of the Area shall mature no later than FYE 2051, and the Agency shall structure all its indebtedness so that it can be paid in full from the tax increment revenues of the Area that the Agency reasonably projects it will receive on or before FYE 2051. The Agency may issue refunding indebtedness that matures after FYE 2051, only if issuing that refunding indebtedness is necessary to avoid a default on previously-issued indebtedness.

During the fifteenth (15th) year of the Plan, the Agency shall undertake a financial analysis of the Plan, including updated projections for tax increment finance revenues and evaluating the ability of the revenues to achieve or exceed the Plan's maximum indebtedness by the anticipated expiration date in FYE 2051. The Agency shall consult and confer with affected taxing districts regarding the results of this financial update and will consider revenue sharing or shortening the time frame of the plan if revenues are exceeding projections.

Agenda Item No. 7.a:
Summary of Changes to
Core Area Report Chapter 6:
Implementation Plan



IMPLEMENTATION PLAN

SUMMARY OF CHANGES

FOR: Urban Renewal Advisory Board (URAB)
FROM: Matt Stuart, Urban Renewal Manager
 Allison Platt, Senior Planner
DATE: January 14, 2020

The following is a summary of changes proposed for the Core Area Report Chapter 6, Implementation Plan, since the draft was presented to URAB at the last URAB meeting on December 11, 2019. At that meeting, URAB discussed the Draft Implementation Plan and provided direction for several modifications to the documents. Members and the public were asked to submit comments to staff by January 6, 2020. Only one comment was received requesting to expand the transit enhancement project examples to include transit hubs, in addition to mobility hubs, which is included below. The following list also includes minor changes identified by staff during the preparation of the draft Action Plan.

The implementation plan and associated technical appendices will be included in the Final Core Area Report.

Page 4 & 9:

- Renamed first action and recommendation (Establish Tax Increment Financing District & Adopt Urban Renewal Plan) to match the Action Plan template.

Pages 5-6:

- Added language to emphasize the importance of the Midtown Crossings in the Design & Build Key Infrastructure and Public Realm Amenities section.
- Reorganized the recommendations to match the Action Plan template.

Page 5 & 46:

- Changed recommendation to *“expand capacity to manage and coordinate LIDs”* (instead of specifically recommending to *“hire an LID coordinator”*) in order to provide flexibility in implementing this action with existing staff resources if possible.

Page 5 & 58:

- Added a recommendation to *“proactively monitor and manage parking in the Core Area”* in the Street Standards and Mobility Guidelines Section to address conversations and concerns related to parking that have been raised related to revised parking regulations for the area.



Page 14:

- Modified language in the Business and Re/Development Assistance, Partnerships and Support category to read: “to help first-time business owners, start-ups, and existing local businesses, including housing providers and transit operators, in developing, redeveloping, or rehabilitating a property” to match proposed Urban Renewal project description language, particularly related to project eligibility for transit facilities and transit operators.

Page 20:

- Added language to clarify the role of designating Main Streets with specific mention of the two east-west “spines” identified in the Urban Design Framework including Hawthorne Avenue and Aune Street.

Page 23:

- Replaced map of Main Streets with a map that also identifies Aune Street as a recommended “Main Street.”

Page 24:

- Added language introducing the need to proactively monitor and manage parking in the Core Area, particularly if reduced parking requirements are implemented through zoning and development code changes.

Page 30:

- Replaced reference to “RV parks to serve as temporary stay/hotel” with “tiny/small home hotels.”

Page 31:

- Changed “consider Mixed Urban Comprehensive Plan/Zoning designation for Industrial properties along SE 2nd Street” to “considered any mixed-use designation” to allow for more flexibility.

Page 47:

- Added language to incorporate other relevant city planning documents, including the 2019 Impediments to Fair Housing Analysis and Community Climate Action Plan, into the infrastructure section.

Page 51:

- Added language to emphasize the importance of providing a safe and comfortable connection between Downtown and the Bend Central District.

Page 58:

- Added the following language to describe the importance of managing parking in the Core Area:



“There is a need to balance parking needs in a new urban scale environment with a safe and effective multimodal system within limited rights of way. During the Core Area Project, parking was brought up as a key concern by community members. Providing parking on small lots was identified as a critical barrier to development/ redevelopment, particularly for housing in the area. As the City evaluates code changes to reduce parking requirements in order to encourage a more walkable urban form, this should be balanced with proactive and effective parking management. The City can invest in parking studies to monitor parking in the area in order to understand the best parking management strategies in the Core. Parking management strategies include, but are not limited to, the formation of new residential and commercial parking districts, encouraging shared-use parking agreements, transportation demand management, and public parking facilities. The City will need to take an active role in managing parking in the Core Area and evaluate parking policies, codes, and ordinances as the area develops/redevelops.”

Page 91:

- Modified language to read “As development code updates are considered for the Core Area, they could include higher energy efficiency standards, with the goal of ~~having net zero ready building codes by 2030~~ encouraging zero energy and zero energy ready buildings.”

Agenda Item No. 7.b:
Draft Core Area Report
Chapter 7: Action Plan



CHAPTER 7

Action Plan



INTRODUCTION

This chapter describes the actions necessary to implement the recommendations described in Chapter 6. The Action Plan describes the “what, when, and who” of the work proposed as follow-up to the completion of the Core Area Project report. The implementation of the Central Area Plan (CAP) recommendations will occur over many years. This Action Plan focuses on the 2020-2023 period, when the recommended projects and programs will be launched and the “early successes” of the Core Area plan will be delivered. The Action Plan also identifies the 2019-21 Council Goals that are relevant to each recommended action.

APPROACH – INTEGRATION & COORDINATION

The actions, recommendations, and follow-up work described in this Action Plan are organized by topic. Accordingly, the staffing responsibilities are identified for the City departments that will participate. This level of organization is a practical necessity; however, the work will not be a collection of separate efforts. Rather, the approach is to promote integration, coordination, and interdisciplinary work.

The following strategies will be used to promote integration and coordination:

1. **On-going collaboration by the Bend Core Area team** – City staff will include the following departments: City Manager’s Office (CMO), Growth Management (GMD), Community Development (CDD), Economic Development (EDD), Engineering and Infrastructure Planning (EIPD), Transportation and Mobility (TMD), Finance, and Legal.
2. **Use of the Core Area Guiding Principles** – The CAP Guiding Principles will be used to guide idea development and decision making. *(Note to reviewers – the principles listed below will be removed and a reference to Chapter 2 (Vision and Guiding Principles) added when the full report is prepared.)*
 - **Create a place where you can live, work and play.** This area is transformed into a vibrant mixed-use city center where businesses thrive, people live, and there are community gathering spaces for people to enjoy and recreate.
 - **This plan leads to direct outcomes, it is implemented.** This plan does not sit on a shelf. It leads to feasible, implementable projects and outcomes both in the short and long term.
 - **This area connects the East and West sides of Bend.** This area breaks down physical and socioeconomic barriers between the East and West sides of Bend such as US 97, 3rd Street, and the railroad. This area is full of attractive amenities that draw residents from both sides of Bend.
 - **There is affordable housing.** This area has a supply and mix of housing types that are affordable to those of all income levels.
 - **This is a walkable area with a balanced transportation system.** This area is walkable, destinations and services are within an easy and comfortable walk,

and you do not need a car to get around. The area provides opportunities for all transportation users including those that drive to the area and need to park, bicyclists, and transit users.

- **Public investments support and catalyze private development.** The appropriate public investments have been identified to attract private investment. This is an environment that developers can thrive in.
 - **Transparent and open public process that ensures that those affected by the decisions are involved in the process.** Throughout the planning process, community members have a voice in the process to ensure this plan maintains Bend's charm. Project outcomes and trade-offs are developed to spread benefits evenly.
3. **Integration of the Council Goals and other applicable City initiatives (such as the Community Climate Action Plan)** – As the City of Bend continues to innovate and adopt new policies and programs, those perspectives will be integrated into the Core Area implementation.
 4. **Synergistic work** – Many of the recommended actions are opportunities for synergistic work. For example, a development incentives program could be used to incentivize affordable/workforce housing and energy efficiency. The Core Area team will identify opportunities for synergistic work as projects and programs are implemented.

A NOTE ON STAFFING

The preliminary assessment of the staffing needs for the Action Plan is that it can be initiated with existing and planned City staffing resources. Staffing needs will be evaluated as the projects and programs are developed and delivered.

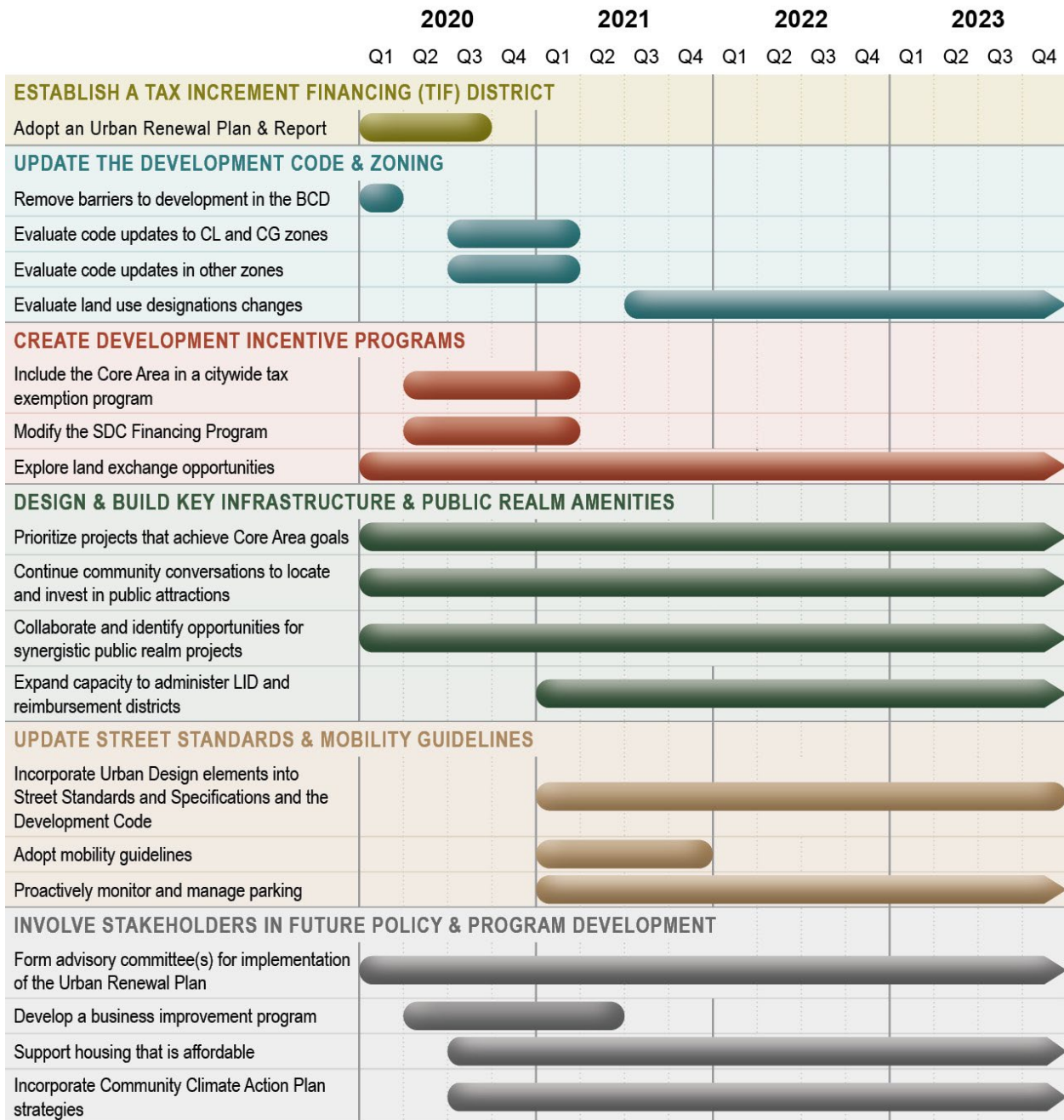
ACTION PLAN TIMELINE

Each Action Plan recommendation includes "Implementation Timing." The time durations are:

- Near Term: through the current budget cycle (1.5 years)
- Mid-Term: Fiscal Year (FY) 2021-2023 (1.5 – 3.5 years)
- Long-Term: beyond FY 2023 (3.5 years and beyond)
- On-going (example: Collaborate and identify opportunities for synergistic public realm projects)

Figure 1 illustrates the timeline for the Action Plan.

Figure 1. Action Plan Timeline



ACTION PLAN COSTS

The Action Plan recommendations include an “Estimated Cost.” The costs are generalized and defined as follows:

- \$ = Low (<\$ \$500,000)
- \$\$ = Med (\$500,000- \$1.5 Million)
- \$\$\$ = High (> \$1.5 Million)

CROSSWALK: RECOMMENDATIONS AND 2019-21 COUNCIL GOALS



Economic Vitality



Transportation & Infrastructure



Public Health & Safety



Effective & Efficient City Operations

RECOMMENDATION

RECOMMENDATION	Economic Vitality	Transportation & Infrastructure	Public Health & Safety	Effective & Efficient City Operations
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	✓			✓



ESTABLISH A TAX INCREMENT FINANCING DISTRICT

RECOMMENDATION	Adopt an Urban Renewal Plan and Report.
RATIONALE & OBJECTIVES	<ul style="list-style-type: none"> • Stimulate private development/redevelopment in the Core Area that may otherwise not occur. • Establish a funding mechanism to leverage public investments.
RELEVANT COUNCIL GOALS	<ul style="list-style-type: none"> • Increase the supply of shovel-ready residential land and decrease development costs for needed housing through public investment leveraging private development. • Increase the supply and viability of serviceable employment land through public investments leveraging private development. • Leverage multiple funding sources to improve transportation infrastructure, addressing both housing and mobility challenges. • Improve the condition and function of City sewer, stormwater, transportation, and water infrastructure to keep pace with community needs.
IMPLEMENTATION TIMING	Near-term. 2020 Quarter 1 through Quarter 3. Scheduled for Bend Urban Renewal Agency (BURA)/City Council consideration & adoption - July/August 2020.
LEAD RESPONSIBILITY	EDD (lead)
ESTIMATED COST	\$ (already allocated in 2019-21 Biennial Budget)
SCOPE OF WORK SUMMARY	EDD will lead the finalization of the draft Urban Renewal Plan and Report that will identify projects eligible for TIF funding, as well as the plan adoption process with the BURA and City Council. The adopted plan and report will establish a new Urban Renewal District and TIF as a funding mechanism.



UPDATE THE DEVELOPMENT CODE & ZONING

RECOMMENDATION	Remove barriers to development/redevelopment, particularly for housing and mixed-use development in Bend Central District.
RATIONALE & OBJECTIVES	<p>Remove barriers to development/redevelopment, including the following:</p> <ul style="list-style-type: none"> • Allow for more housing • Simplify and reduce parking requirements, particularly for small lots • Maximize buildable space for development while balancing public needs such as creating walkable and attractive streets
RELEVANT COUNCIL GOALS	<ul style="list-style-type: none"> • Increase the supply of shovel-ready land and decrease development costs for needed housing. • Permit 3,000 housing units (citywide) by June 30, 2021. • Identify barriers in constructing needed housing, including mobility and parking standards.
IMPLEMENTATION TIMING	Near-term. 2020 Quarter 1. City Council hearing scheduled for February 2020.
LEAD RESPONSIBILITY	CDD (lead), GMD (support)
ESTIMATED COST	<i>No additional costs anticipated</i>
SCOPE OF WORK SUMMARY	CDD has drafted the Bend Central District (BCD) Development Code amendments and will lead the adoption process (scheduled for City Council hearing on February 5, 2020). The code amendments can be used as a template to evaluate future code updates in other Core Area zones.

<p>RECOMMENDATION</p>	<p>Evaluate code updates to Commercial Limited (CL) and Commercial General (CG) zones in the Core Area to remove barriers to development/redevelopment.</p>
<p>RATIONALE & OBJECTIVES</p>	<ul style="list-style-type: none"> • Current CL and CG development standards are not conducive to supporting the vision or development potential of the Core Area. • Code updates, including allowing residential uses and removing excessive setbacks and parking requirements, are needed to remove barriers to development/redevelopment of CL and CG properties, compliment urban renewal investments, and achieve the vision for the Core Area. • Updated code will: <ul style="list-style-type: none"> ○ Encourage and facilitate the development of more needed housing. ○ Provide more flexibility for private development in balance with public needs.
<p>RELEVANT COUNCIL GOALS</p>	<ul style="list-style-type: none"> • Increase the supply of shovel ready employment land through City policy and procedural adjustments. • Complete land use planning for core areas, including the Bend Central District.
<p>IMPLEMENTATION TIMING</p>	<p>Near-term. 2020 Quarter 3 through 2021 Quarter 1 (upon Urban Renewal Plan adoption)</p>
<p>LEAD RESPONSIBILITY</p>	<p>CDD (lead), GMD (support)</p>
<p>ESTIMATED COST</p>	<p>\$ (some additional funding for consultant services, could be used from savings/contingency of existing Core Area Project contract)</p>
<p>SCOPE OF WORK SUMMARY</p>	<p>CDD to request Council direction to proceed with evaluation and drafting of CL and CG code updates in the Core Area. This effort should be coordinated with implementation of HB 3450. CDD to lead code evaluation with support from GMD. Engage the public and stakeholders in drafting the updates such as a new overlay or expanding the BCD area. Expanding the district should evaluate unique conditions of expanded areas for use allowances. Upon drafting, Planning Commission and City Council hearings would occur prior to adoption by ordinance.</p>



RECOMMENDATION	Evaluate code updates in other zones in the Core Area to remove barriers to development/redevelopment, particularly for housing.
RATIONALE & OBJECTIVES	<ul style="list-style-type: none"> • The feasibility analysis, feedback from owners, developers, and URAB identified the need to evaluate additional code updates throughout the Core Area to remove development barriers, compliment urban renewal investments, and achieve the vision for the Core Area. • Evaluate updated parking standards in Mixed Urban (MU) and Mixed Neighborhood (MN) zones, remove minimum mixed-use requirements in the Mixed Employment (ME) zone, and consider early activation uses.
RELEVANT COUNCIL GOALS	<ul style="list-style-type: none"> • Increase the supply of shovel-ready land available for housing and employment land. • Permit 3,000 units (citywide) by June 30, 2021. • Identify barriers in constructing needed housing, including mobility and parking standards.
IMPLEMENTATION TIMING	Near-term. 2020 Quarter 3 through 2021 Quarter 1 (upon Urban Renewal Plan adoption)
LEAD RESPONSIBILITY	CDD (lead), GMD/EDD (support)
ESTIMATED COST	\$ (consultant services, could be used from savings/contingency of existing Core Area Project contract)
SCOPE OF WORK SUMMARY	CDD to request Council direction to proceed with evaluation and drafting of additional code updates in Spring 2020. CDD to lead code evaluation with support from GMD. Engage the public and stakeholders in drafting the updates. Upon drafting, Planning Commission and City Council hearings would occur prior to adoption by ordinance.



RECOMMENDATION	Evaluate land use designation changes (Inner Greenwood & SE 2nd Street) in the Core Area.
RATIONALE & OBJECTIVES	<ul style="list-style-type: none"> • Evaluate plan designations and zoning in the Inner Greenwood opportunity area. • Consider a future mixed-use designation and zone for the SE 2nd Street Industrial area properties to accommodate a greater variety of active uses, including housing, helping to achieve the vision for the BCD.
RELEVANT COUNCIL GOALS	<ul style="list-style-type: none"> • Increase the supply of shovel-ready land available for housing and employment land. • Permit 3,000 units citywide by June 30, 2021.
IMPLEMENTATION TIMING	Mid-term. 2021 Quarter 3 through 2023 Quarter 2. – <i>ongoing</i>
LEAD RESPONSIBILITY	CDD (lead), GMD (support)
ESTIMATED COST	<i>Could be included in future city led projects</i>
SCOPE OF WORK SUMMARY	<p>CDD to request Council direction to proceed with re-designation of CL to MN zoning (or to include area in BCD) and re-designation of Light Industrial (IL) to a mixed-use designation. Prior to re-designation of IL, employment land needs particularly industrial land needs, would need to be evaluated. Engage affected property owners and businesses, as well as conduct significant public outreach and technical analysis, <u>as needed</u>. Would require a comprehensive plan map and zoning map amendment which would include public hearings with Planning Commission and City Council prior to adoption by ordinance.</p>

CREATE DEVELOPMENT INCENTIVE PROGRAMS

RECOMMENDATION	Include the Core Area in a citywide tax exemption program.
RATIONALE & OBJECTIVES	<ul style="list-style-type: none"> Achieving the vision for the Core Area will require the implementation of several incentive tools in order to make development feasible in the near-term. A tax exemption program will catalyze private investment in housing and mixed-use development in the early years of the Urban Renewal District, ensuring long-term revenue growth.
RELEVANT COUNCIL GOALS	<ul style="list-style-type: none"> Implement tax exemption programs that promote housing goals. Increase the supply of shovel-ready residential and employment land and decrease development costs for needed housing through City policy and procedural adjustments.
IMPLEMENTATION TIMING	Near-term. 2020 Quarter 2 – 2021 Quarter 1
LEAD RESPONSIBILITY	EDD (lead), CDD/Finance/CMO (support)
ESTIMATED COST	<i>No additional costs anticipated at this time</i>
SCOPE OF WORK SUMMARY	Developing a tax exemption program is included in 2019-21 Council Goals. EDD staff will work with Council in identifying applicable programs as defined in the Oregon Revised Statutes and seek direction regarding further stakeholder engagement, including taxing districts. In addition, staff will work to identify applicable areas and parameters for project qualification for Council and stakeholder consideration. Any tax exemption program will require adoption by Council ordinance.

RECOMMENDATION	Modify the System Development Charge (SDC) Financing Program in the Core Area
RATIONALE & OBJECTIVES	<ul style="list-style-type: none"> • Lower upfront development and holding costs. • Make SDC financing more accessible and broadly usable, including changing interest rates and/or deferral of SDC payments. • Changes will further incentivize development in the Core Area, including development of needed mixed-use and housing projects.
RELEVANT COUNCIL GOALS	<ul style="list-style-type: none"> • Develop 3-5 procedural and policy adjustments to streamline needed housing projects • Partner with other public agencies to reduce housing costs • Explore renewable energy production options
IMPLEMENTATION TIMING	Near-term. 2020 Quarter 2 – 2021 Quarter 2
LEAD RESPONSIBILITY	Finance/CDD (co-lead)
ESTIMATED COST	\$ - \$\$\$ (Cost impacts reflect the estimated deferred SDC revenues which will depend on modified SDC financing program utilization)
SCOPE OF WORK SUMMARY	Evaluate the need for a modified SDC financing program in the Core Area. Council direction to proceed with modifications to existing SDC Financing program. Research available and best options for interest rates for SDC loans and modifications to the SDC deferral program to a broader range of project types beyond the current allowance for just multi-family projects in the Core Area. Evaluate how these changes could impact SDC revenue and form a recommendation on how to modify the existing SDC financing program while monitoring deferred SDC revenue impacts. Will require amendments to the Bend Municipal Code (Chapter 12.10) and adoption by ordinance.



RECOMMENDATION	Explore land exchange opportunities.
RATIONALE & OBJECTIVES	<ul style="list-style-type: none"> • Leverage City-owned land, for existing uses and users looking to relocate out of the Core Area. • Maximize development potential, including residential capacity, on lands in the Core Area, while facilitating the relocation of growing employment-based users.
RELEVANT COUNCIL GOALS	<ul style="list-style-type: none"> • Increase the supply of shovel-ready land available for housing and employment in alignment with the City’s Comprehensive Plan. • Create a management and development plan for Juniper Ridge. • Decrease development costs for needed housing and increase viability of serviceable employment land through public investments leveraging private development.
IMPLEMENTATION TIMING	Near- to long-term. Starting 2019 Quarter 3 – <i>ongoing</i>
LEAD RESPONSIBILITY	EDD/Facilities (co-lead)
ESTIMATED COST	<i>No additional costs anticipated</i>
SCOPE OF WORK SUMMARY	Juniper Ridge Management Advisory Board is developing a vision, disposition strategy, and plan for future development for consideration by Council that could support this action. Identify and work with existing property owners within the Core Area who may be interested in relocating and facilitate the land exchange, in accordance with Bend Municipal Code 1.50.095.



DESIGN & BUILD KEY INFRASTRUCTURE & PUBLIC REALM AMENITIES

RECOMMENDATION	Invest in key infrastructure and public realm amenities: Prioritize projects that achieve Core Area goals in future infrastructure plans.
RATIONALE & OBJECTIVES	<ul style="list-style-type: none"> • Public investment in Core Area infrastructure projects will help to catalyze private development and investment. • Prioritize infrastructure projects within the Core Area that remove east-west barriers, provide north-south connectivity, create a walkable area with a balanced transportation system, and support and catalyze private development. • Remedy existing infrastructure deficiencies and attract private development within the Core Area. • Determine feasibility and priority for enhancing Midtown Crossings (Greenwood, Franklin, and Hawthorne) as a critical project to catalyze private development of the Core Area. • Identify stormwater solutions and policies that reduce barriers to private development within the Core Area while protecting water quality.
RELEVANT COUNCIL GOALS	<ul style="list-style-type: none"> • Increase the supply and viability of housing and employment land through public investments leveraging private development. • Prioritize short term transportation projects that relieve congestion, improve safety, and increase options for all modes of transportation. • Explore internal and external shared funding opportunities to make needed improvements & connections. • Leverage multiple funding sources to enhance and improve transportation infrastructure. • Improve the condition and function of City sewer, stormwater, transportation and water infrastructure.
IMPLEMENTATION TIMING	Near to long-term. 2020 Quarter 1 – <i>ongoing</i>
LEAD RESPONSIBILITY	TMD/EIPD (co-lead), Utilities/GMD (support)
ESTIMATED COST	\$ (planning) \$\$\$ (capital costs)



**SCOPE OF WORK
SUMMARY**

Obtain direction from Council to proceed with establishing a recommended prioritized list of Core Area infrastructure projects and public realm amenities, identifying both timing and possible funding sources. Project investments in this area have a direct benefit, by stimulating development and therefore additional tax increment that can be directly re-invested into the district. Work with public, stakeholders, and Council/BURA to develop prioritization criteria and draft recommended list. Obtain Council budget approvals and process to incorporate infrastructure project priorities for the Core Area on future Capital Improvement Program lists.



RECOMMENDATION	Invest in key infrastructure and public realm amenities: Continue community conversations to locate and invest in public attractions within the Core Area.
RATIONALE & OBJECTIVES	<ul style="list-style-type: none"> Public realm and infrastructure improvements will address deficiencies, create enhancements that benefit existing and surrounding businesses and residents, and stimulate new private development in the area. The community expressed a desire and support for civic and creative spaces (such as government buildings, music/art venues, and creative/maker space) to be located within the Core Area. Continue to engage and foster community conversations and support for centrally located community gathering spaces, attracting more people to the district, and driving private investment.
RELEVANT COUNCIL GOALS	<ul style="list-style-type: none"> Increase community participation. Complete comprehensive long-term facility plan, including a new City Hall and Public Works facility.
IMPLEMENTATION TIMING	Near to long-term. Beginning 2020 Quarter 1 – <i>ongoing</i>
LEAD RESPONSIBILITY	Facilities/CMO (co-lead). Other responsible include Communications, Council/BURA and community partners including districts, foundations, non-profits, and other relevant groups.
ESTIMATED COST	\$ (coordination and planning) \$\$\$ (capital costs)
SCOPE OF WORK SUMMARY	Identify lead responsibility and create a communications plan. Incorporate communications strategy and develop community investment plan and potential Urban Renewal program to support public attractions within the Core Area where relevant.



RECOMMENDATION	Invest in key infrastructure and public realm amenities: Collaborate and identify opportunities for synergistic public realm projects.
RATIONALE & OBJECTIVES	<ul style="list-style-type: none"> • Provides stormwater, sewer, water, transportation, and public realm benefits to the area and the community. • Uses public investment to leverage private investment.
RELEVANT COUNCIL GOALS	<ul style="list-style-type: none"> • Improve the condition and function of City sewer, stormwater, transportation and water infrastructure to keep pace with community needs. • Leverage multiple funding sources to enhance and improve transportation infrastructure. • Explore internal and external shared funding opportunities to make needed improvements & connections.
IMPLEMENTATION TIMING	Near to long-term – <i>ongoing</i>
LEAD RESPONSIBILITY	EIPD (lead), Utilities and partnerships with outside agencies such as Bend Park & Recreation District (support)
ESTIMATED COST	\$ (coordination and planning) \$\$\$ (capital costs)
SCOPE OF WORK SUMMARY	Continued collaboration and coordination between City departments and with external agencies such as BPRD. Council direction and budget approval to update Stormwater Master Plan and review stormwater policies for infill development. Evaluate projects and project prioritization that achieve multiple co-benefits such as a stormwater facility/park.



RECOMMENDATION	Expand capacity to administer Local Improvement Districts (LIDs) and reimbursement districts.
RATIONALE & OBJECTIVES	<ul style="list-style-type: none"> LIDs and reimbursement districts, where the City performs the work, are currently constrained by the City’s capacity to allocate staff time to develop districts and manage projects. With additional resources, the City could be of great help facilitating the private financing of public infrastructure. Expand infrastructure funding mechanisms (such as LIDs and Reimbursement Districts), in the Core Area as a pilot program with a potential citywide program to follow, to complement existing infrastructure financing mechanisms.
RELEVANT COUNCIL GOALS	<ul style="list-style-type: none"> Leverage multiple funding sources to enhance and improve transportation infrastructure. Explore internal and external shared funding opportunities to make needed improvements & connections
IMPLEMENTATION TIMING	Mid-term.
LEAD RESPONSIBILITY	Legal/Finance (co-lead), CDD (support)
ESTIMATED COST	\$ (If program is heavily utilized could result in the need for a new FTE)
SCOPE OF WORK SUMMARY	Evaluate internal capacity to manage <u>reimbursement and</u> local improvement districts and future program utilization. Would require Council approval of any future staff and corresponding budgets for future LIDs.



UPDATE STREET STANDARDS & MOBILITY GUIDELINES

<p>RECOMMENDATION</p>	<p>Incorporate Urban Design elements into Street Standards and Specifications and Development Code within the Core Area.</p>
<p>RATIONALE & OBJECTIVES</p>	<ul style="list-style-type: none"> • An updated and coordinated set of street cross sections and design elements are needed to develop standards and codes in order to provide clear direction to the City and BURA as they make investments in the area, to the private sector during development review, and to partnering agencies who own property or have transportation interests in the area. • Create walkable and attractive streets, support and attract private investment, remove east-west barriers, incorporate low impact development standards to protect water quality, and implement the Urban Design Framework and Urban Renewal Advisory Board’s Guiding Principles.
<p>RELEVANT COUNCIL GOALS</p>	<ul style="list-style-type: none"> • Prioritize short term transportation projects that relieve congestion, improve safety, and increase options for all modes of transportation. • Improve the condition and function of City transportation infrastructure.
<p>IMPLEMENTATION TIMING</p>	<p>Near to Mid-term. 2021 Quarter 1 to 2023 (post TSP adoption)</p>
<p>LEAD RESPONSIBILITY</p>	<p>EIPD/TMD/CCD/GMD/Utilities</p>
<p>ESTIMATED COST</p>	<p>\$ (planning, consultant services)</p>
<p>SCOPE OF WORK SUMMARY</p>	<p>Requires Council direction and approval of staff resources and budget to initiate project to plan for Core Area streets to include urban design elements to implement the Urban Design Framework. Develop a project to engage community stakeholders to identify desired street design elements. Will likely require updates to the BDC and Street Standards and Specifications as well as community outreach. Develop project work plan and key elements (in coordination with EIPD, TMD, GMD, CDD) and ensure coordination with citywide efforts to update street standards.</p>



RECOMMENDATION	Adopt mobility guidelines.
RATIONALE & OBJECTIVES	<ul style="list-style-type: none"> • Elements of mobility guidelines are either located in different places throughout the City’s various standards and policies, or currently don’t exist. Therefore, there is a need to adopt a consolidated set of mobility design elements and standards, including urban streetscape design, pedestrian, bikeway, transit, curb management and other mobility design elements needed for the Core Area. • Create walkable and attractive streets, support and attract private investment, and implement the Urban Design Framework and URAB’s Guiding Principles.
RELEVANT COUNCIL GOALS	<ul style="list-style-type: none"> • Prioritize short term transportation projects that relieve congestion, improve safety, and increase options for all modes of transportation. • Improve the condition and function of City transportation infrastructure.
IMPLEMENTATION TIMING	Near to Mid-term. 2021 Quarter 1 – Quarter 4. (post TSP adoption)
LEAD RESPONSIBILITY	EIPD (lead), TMD/GMD/Cascade East Transit (support)
ESTIMATED COST	\$ (consulting services)
SCOPE OF WORK SUMMARY	Obtain Council direction and approval of staff resources to proceed with development and adoption of Mobility Guidelines. Could be considered as part of a citywide effort. Evaluate and identify necessary adoption process and coordinate with stakeholders.

RECOMMENDATION	Proactively monitor and manage parking in the Core Area.
RATIONALE & OBJECTIVES	<ul style="list-style-type: none"> • Parking and parking management were brought up as key concerns during Core Area planning, especially as new parking regulations are considered for the area to encourage compact urban form and increased housing development feasibility in the area. • The City will need to take an active role to monitor and manage parking and parking policies, codes, ordinances in the Core Area and adjacent neighborhoods
RELEVANT COUNCIL GOALS	<ul style="list-style-type: none"> • Develop a community wide parking program that is based on the concept plan proposed in 2018 citywide parking study, is responsive to changing community needs <ul style="list-style-type: none"> ○ Create a self-sustaining parking services division ○ Develop programs for residential and business parking districts; adopt initial code changes ○ Leverage technology and data to modernize parking management and the customer experience
IMPLEMENTATION TIMING	Near- to long-term. 2021 Quarter 1 – Quarter 3 – <i>ongoing</i> (post Transportation Systems Plan adoption)
LEAD RESPONSIBILITY	EIPD (lead), TMD/GMD/Cascade East Transit (support)
ESTIMATED COST	\$ (consulting services)
SCOPE OF WORK SUMMARY	Evaluate potential impacts to Core Area parking from proposed code changes. Evaluate parking utilization rates in the Core Area and identify parking management strategies and/or policy changes. In the future, evaluate the need to form a new business parking district in the Core Area. Look to partner with private development to provide public parking areas in the district as new development occurs.



INVOLVE STAKEHOLDERS IN FUTURE POLICY & PROGRAM DEVELOPMENT

RECOMMENDATION	Form advisory committee(s) for implementation of the Urban Renewal Plan.
RATIONALE & OBJECTIVES	<ul style="list-style-type: none"> • Provide public and stakeholder input on project and program review, development, and implementation throughout the life of the Core Area Urban Renewal District.
RELEVANT COUNCIL GOALS	<ul style="list-style-type: none"> • Seek to improve the effectiveness of governance • Assess the effectiveness of advisory boards to respond to items of community interest
IMPLEMENTATION TIMING	Near- to long-term – ongoing
LEAD RESPONSIBILITY	EDD (lead)
ESTIMATED COST	<i>No additional costs expected</i>
SCOPE OF WORK SUMMARY	Evaluate role and desired structure of future advisory committees to oversee Core Area implementation. Council and/or BURA direction and approval to form an advisory committee(s) by resolution or ordinance.



RECOMMENDATION	Develop a business improvement program.
RATIONALE & OBJECTIVES	<ul style="list-style-type: none"> • Program will serve Core Area businesses and building owners to foster economic development. • Examples of business improvements programs include, but are not limited to, storefront/façade improvement grants, business expansion loans, and energy efficiency/ tenant improvement loans.
RELEVANT COUNCIL GOALS	<ul style="list-style-type: none"> • Increase the viability of serviceable employment land through public investments leveraging private development, City policy and procedural adjustments.
IMPLEMENTATION TIMING	<p>Near-term. 2020 Quarter 2 – 2021 Quarter 2</p> <p>Post Urban Renewal (UR) Plan and Report adoption</p>
LEAD RESPONSIBILITY	EDD (lead)
ESTIMATED COST	\$ (includes planning and implementation of program)
SCOPE OF WORK SUMMARY	<p>Council and/or BURA direction and approval of budget and resources to develop and support a business improvement program in Core Area. Coordination with community partners and stakeholders such as Economic Development for Central Oregon or EDCO, the Chamber of Commerce, and existing Core Area businesses.</p>



RECOMMENDATION	Support housing that is affordable.
RATIONALE & OBJECTIVES	<ul style="list-style-type: none"> Utilize the existing expertise and structure of the City’s Affordable Housing Program and the Affordable Housing Advisory Committee to support affordable housing in the Core Area. Evaluate updated density limits and parking requirements in the adjacent higher density residential zones to the Core Area (along 4th Street and within the Wilson subarea).
RELEVANT COUNCIL GOALS	<ul style="list-style-type: none"> Permit 3,000 residential units by 6/30/2021. Seek to improve the effectiveness of governance.
IMPLEMENTATION TIMING	Near-term. 2020 Quarter 3 - ongoing (post Urban Renewal Plan and Report adoption)
LEAD RESPONSIBILITY	EDD (lead), CDD (support)
ESTIMATED COST	<p>\$ (administrative processing for managing Affordable Housing program)</p> <p>No costs expected for evaluating development code changes.</p>
SCOPE OF WORK SUMMARY	<p>Council and/or BURA direction and approval of budget to support Affordable Housing Programs in Core Area. Urban Renewal revenue could be used as a supplemental funding source of the City’s existing Affordable Housing program (funds from Urban Renewal could only be used on projects within the Urban Renewal boundary).</p> <p>Evaluate code updates to increase development feasibility of adjacent high density residential to Core Areas through development code updates in partnership with Affordable Housing Advisory Committee. Development code amendments require Council direction as well as public hearings with both the Planning Commission and City Council prior to adoption.</p>



RECOMMENDATION	Incorporate Community Climate Action Plan (CCAP) strategies.
RATIONALE & OBJECTIVES	<ul style="list-style-type: none"> • Integrate CCAP strategies into the Core Area implementation and program development to reduce fossil fuel consumption. • Relevant CCAP strategies include creating incentives for energy efficient buildings, renewable energy projects and low carbon concrete and waste management; encouraging and planning for electric vehicle adoption, bike and pedestrian travel, transit; and identifying opportunities for innovative pilot projects such as community solar or battery storage.
RELEVANT COUNCIL GOALS	<ul style="list-style-type: none"> • Ensure growth takes into consideration natural resources and reflects a triple bottom line approach.
IMPLEMENTATION TIMING	Near- to mid-term. Starting 2020 Quarter 3 - <i>ongoing</i>
LEAD RESPONSIBILITY	CMO (lead), CDD/EDD/TMD/Utilities (support)
ESTIMATED COST	\$
SCOPE OF WORK SUMMARY	Obtain Council direction to incorporate CCAP strategies into Core Area implementation. CCAP representation on future Core Area Advisory Committee(s). Future Core Area proposals to be reviewed by Environment and Climate Committee. Integration of CCAP strategies into Core Area implementation (such as development code updates, tax abatement programs, and Urban Renewal programs) throughout the life of the Core Area Urban Renewal District.