



2019-21 BEDAB STRATEGIC PLAN REVIEW

FEBRUARY 7, 2022



- BEDAB Strategic Plan:
 - 3 year outline of key BEDAB initiatives and areas of focus
 - Required under Bend Code
 - Developed by BEDAB, presented to City Council
- Economic Opportunities Analysis (EOA):
 - Foundational document for UGB expansion application
 - Data driven product; developed by City Growth Management staff and UGB consultant team
- Economic Development Strategy:
 - Qualitative input for EOA
 - Focused on Economic Development aspirations and long term economic shifts

GOAL 1: BUSINESS OUTREACH & SATISFACTION



Target	Status	Notes
<p>Improve two-way communication with the more than 7,000 registered businesses in Bend, soliciting feedback via an annual business satisfaction survey focused on relevant business needs and concerns.</p>	<p>Incomplete</p>	<ul style="list-style-type: none"> • Incomplete: Annual survey • Regular topical survey questions in Business Registration newsletter
<p>Host three open listening or information sessions annually for businesses to share feedback and concerns with the BEDAB</p>	<p>Incomplete</p>	
<p>Turn business feedback from the annual survey, listening sessions, and BEDAB member input into at least four policy recommendations for consideration by the Bend City Council each year, 75% of which will be implemented</p>	<p>Complete</p>	<ul style="list-style-type: none"> • Highlights: <ul style="list-style-type: none"> • Chapter 4.7 • Housing Code Changes • Juniper Ridge • Climate Action Plan • State Brewery Tax

GOAL 1: BUSINESS OUTREACH & SATISFACTION



Target	Status	Notes
<p>Increase the reach and engagement of the Business Registration Newsletter— growing the mailing list by 20% while increasing average open rate to 31%, and average click-through rate to 3.5%</p>	<p>Complete</p>	<ul style="list-style-type: none"> Subscriber Growth 19-21: 23.1% Avg. Open Rate: 32% Avg. Click-Through: 3.5%
<p>Look at opportunities for frictionless permitting; work with Community Development Department staff to scope out the potential for a permitting “Express Lane” following the launch of an updated permitting system in the Fall of 2019</p>	<p>Partially complete</p>	<ul style="list-style-type: none"> Five BEDAB or Advocacy Discussions since 1/2021 Two listening sessions in Spring 2021 Feedback to Council via Councilor Perkins & January Council check-in Incomplete: Express lane/greater transparency for commercial permits

GOAL 2: GROW & DEVELOP A TALENTED WORKFORCE



Target	Status	Notes
<p>Support policy and funding decisions necessary to maximize the number of childcare slots to at least what was available in February 2020, after Deschutes County transitions to Phase 3 [or equivalent] of the State’s reopening guidelines.</p> <p>Track the impact of the 2018 reduction in Transportation SDCs ahead of its expiration at the end of 2020.</p>	Complete	<ul style="list-style-type: none"> • Pre and post COVID restrictions: childcare slots in Bend remained steady • TSDCs reduced to \$0: 12/2020-12/2022 • CARES Act: \$550k allocated to childcare assistance
<p>Support policy that results in additional housing units</p>	Complete	<ul style="list-style-type: none"> • 2020 Council Input: <ul style="list-style-type: none"> • Core Area Code Changes • Housing Code Update/HB3450 • 2019 Council Input: <ul style="list-style-type: none"> • Chapter 4.7 in Dev. Code

GOAL 2: GROW & DEVELOP A TALENTED WORKFORCE



Target	Status	Notes
<p>Connect businesses to workforce development opportunities through:</p> <ul style="list-style-type: none"> • The addition of an East Cascades Works ex-officio seat on BEDAB. Expanding businesses' knowledge of ECW programs and sector partnerships • Expanding businesses' utilization of WorkSource to recruit talent, particularly individuals unemployed by COVID-19 closures. 	<p>Partially Complete</p>	<ul style="list-style-type: none"> • Complete: Addition of ECW as BEDAB Ex-Officio • Complete: Allocation of ARPA Funds to SBDC and ECW for workforce development initiatives • Incomplete: Business utilization metrics
<p>Pursue objectives detailed in Goal 3 that increase funding for infrastructure</p>	<p>Complete</p>	<ul style="list-style-type: none"> • JRMAB related input • Chapter 4.7 Code Change

GOAL 3: ADEQUATE LAND SUPPLY



Target	Status	Notes
<p>Work with relevant City departments to develop and distribute a quarterly report detailing buildable land inventory, absorption rates, and other relevant metrics concerning land supply</p>	<p>Partially complete</p>	<ul style="list-style-type: none"> • Complete: Bend Land Inventory System (BLIS)-Residential • Incomplete: Commercial/Industrial (scheduling a BEDAB update with GIS team)
<p>Ensure the Juniper Ridge Management Board meets the benchmarks set forth by the Juniper Ridge Working Group, completing a framework plan and an implementation plan for Juniper Ridge by 2021.</p>	<p>Complete</p>	<ul style="list-style-type: none"> • 2019: Supported JRMAB formation • 2020: Supported adoption of Juniper Ridge Plan • 2021: Supported Juniper Ridge Code Changes

GOAL 3: ADEQUATE LAND SUPPLY



Target	Status	Notes
Survey a sample of property development and production builders operating in Bend twice annually to determine developer confidence and identify looming concerns around land supply or other development barriers. Share aggregated results with interested businesses	Incomplete	<ul style="list-style-type: none">Potential implementation related to 2022 Economic Development Strategy work?
Support policy that allocates funding for critical infrastructure investment	Complete	<ul style="list-style-type: none">Focus beyond 2021 as GO Bond prioritization continues?

POTENTIAL 2022-24 PLAN FRAMEWORK



- Oversee blocking and tackling of BEDAB related functions – Visit Bend, EDCO, business communications, business satisfaction, etc.
- Research, interview, collect and review data in order to create an Economic Development Strategy that informs an Economic Opportunities Analysis in concert with City Council.
- Actively promote city policy and activities that align with the adopted Economic Development Strategy
- Monitor and provide input on City issues that impact economic development, but do not belong in item 3.