



CITY OF BEND



2023 – 2025

Council Goals and Work Plan

Bend City Council

These elected policy makers volunteer time and dedicate energy to keeping Bend special and providing crucial services for people in Bend. Councilors' 2023-25 goals emphasize the need to ensure services and opportunities are equitable for everyone in Bend.



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Guiding Principles

Equity

We want everyone to feel welcome and safe and will put that outcome at the center of our decision making and actions. Our engagement efforts will amplify the voices of historically excluded populations and work to ensure all groups have a seat at the table. We will apply an equity lens and consider the community of today and future generations with our actions and policies. We will strive for a Bend where everyone has a voice in decision making that leads to shared prosperity.

Inclusive Leadership

We will advocate for the community by working to gain recognition and the assistance necessary to meet our local needs, as outlined in our goals, from all levels of government. We will model these principles and community values in all aspects of our work.

Environment and Climate

We honor the people that came before us on these lands and acknowledge that the health of our community relies on the health of our environment. We will be stewards of our land, air, and water in accordance with our community's values. To ensure a healthy environment, we will work to preserve access to nature, reduce our community's carbon emissions, and support sustainable and smart growth.

Fiscal Stewardship

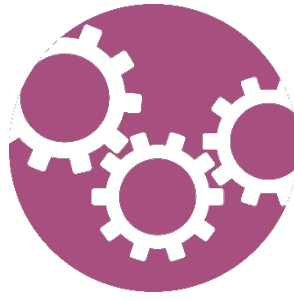
We will be responsible and accountable for our city's resources, carefully evaluating the short, medium, and long-term impacts of our decisions.

Governance

We will help people be heard by their local government and show up for the Bend community in new and creative ways. We will support a healthy organization. We will consider our capacity and allocate our resources to facilitate thoughtful conversations with the community, with a focus on aligning core services with community needs.

Partnership

We will meet the diverse and changing needs of the community through partnership with local government entities and building connection between community members and City government by providing services in ways that work for everyone, build public trust, and promote civic engagement.



Goal: Accessible + Effective City Government

Strategy

ADVANCE THE CITY'S COMMITMENT TO EQUITY

Actions

- Develop and pilot an equity framework
- Develop and implement a supplier diversity (community benefits) program
- Develop a process to connect community members who have experienced acts of discrimination with resources and assistance
- Develop and implement a language access policy and program

Strategy

EXPAND COMMUNITY ENGAGEMENT WITH AN EMPHASIS ON UNDERREPRESENTED COMMUNITY MEMBERS

Actions

- Research and develop innovative engagement tools to try as pilot programs, including ways to engage new voices
- Use the roundtable program to meet a variety of Council engagement opportunities, reporting back on what was learned and the actions taken in response
- Launch and grow the neighborhood association trailer program



Strategy

IMPLEMENT PROCESS IMPROVEMENTS AND EFFICIENCIES TO MEET THE NEEDS OF A GROWING CITY

Actions

- Review and evaluate current practices for information sharing between the City Council and City advisory boards, identify opportunities for improvement, and consider updates
- Review Council compensation
- Plan and build facilities to meet the needs of a growing city with a lens of sustainability and a reduced carbon footprint (Juniper Ridge & City Hall)
- Implement asset management strategies to support decision making and utilization of infrastructure assets

How We Will Measure Progress

- Percent of contracts awarded to women or minority-owned businesses
- Language Access Program utilization
- Survey feedback on trust in government, including number of Spanish language surveys submitted
- Customer satisfaction rating for service delivery (by core service area)
- Percent of community members who sign up for existing City communication resources
- Number and location of community trailer events
- Number of attendees at City sponsored community events





Goal: Affordable Housing + Sustainable Development

Strategy

PLAN FOR GROWTH IN ALIGNMENT WITH CLIMATE, ECONOMIC, AND HOUSING AFFORDABILITY STRATEGIES TO ENSURE SUFFICIENT LAND SUPPLY FOR FUTURE NEEDS

Actions

- Initiate an update to our plan for growth that is aligned with the Climate Friendly and Equitable Communities (CFEC) rules, ensures Bend has a sufficient land supply and adheres to the concept of 'complete neighborhoods' as we work to meet future needs for housing and jobs
- Bring Stevens Road Tract into the Urban Growth Boundary (UGB)
- Shape state efforts on housing to achieve housing goals in Central Oregon
- Improve permitting processes and review times to support housing and economic development

Strategy

ENCOURAGE ECONOMIC DEVELOPMENT THAT RESULTS IN SHARED PROSPERITY

Actions

- Leverage City-owned land at Juniper Ridge to increase opportunities for industrial development and housing
- Complete funding to begin construction of an air traffic control tower at Bend Municipal Airport
- Strategically invest in the Core Area to spur private development
- Establish an economic development strategic plan
- Complete the Economic Opportunity Analysis



Strategy

OPTIMIZE HOUSING CONTINUUM

Actions

- Seek sustainable funding for shelter operations to maintain existing level of shelter beds
- Explore revenue and code/policy options to increase affordable and middle-income housing
- Actively pursue partnerships to create land availability, funding, and additional capacity for emergency shelters, transitional and affordable housing, and supportive services
- Surplus City-owned properties to meet housing needs

How We Will Measure Progress

- | | |
|--|--|
| <ul style="list-style-type: none">• Permitting processing times• Walk score, Bike score• Per capita Vehicles Miles Traveled (VMT)• Ratio of private to public investment leveraged through Core Area programs• Ratio of private to public investment within the Juniper Ridge Overlay Zone | <ul style="list-style-type: none">• Percent of total housing stock that is Affordable• Number of units for those making 30% AMI or below• Number of people moved to stable housing• Number of beds to support houseless individuals/households (low-barrier beds, transitional housing beds, permanent supportive housing beds, etc.) |
|--|--|



Goal: Environment + Climate

Strategy

ADVANCE THE COMMUNITY CLIMATE ACTION PLAN (CCAP) AND ENCOURAGE SUSTAINABLE DEVELOPMENT

Actions

- Update the CCAP to integrate new greenhouse gas reduction strategies to achieve the City's climate action goals, including decarbonizing the energy supply and buildings and reducing emissions from transportation and waste sectors
- Implement 2-4 CCAP strategies prioritized by the Environment and Climate Committee (ECC)
- Develop new policies to support sustainable development including policies that are responsive to community concerns, such as the Tree Code, auto dependent uses in commercial zones and natural gas policy

Strategy

PROTECT OUR WATERSHED THROUGH CONSERVATION AND WATER STEWARDSHIP

Actions

- Implement conservation goals in the water management and conservation plan (WMCP)
- Continue participation in the Deschutes Basin Water Collaborative (DBWC)
- Explore options for future expansion of the Water Reclamation Facility through facility planning

How We Will Measure Progress

- Citywide Greenhouse Gas (GHG) emissions
- Per capita GHG emissions
- Per capita water utilization
- Number of utility customers participating in water conservation incentive programs



Goal: Public Safety

Strategy

MAINTAIN SERVICE LEVELS TO KEEP PACE WITH INCREASING CALLS AND EXPANDING RANGE OF SERVICE DEMANDS

Actions

- Maintain Fire/Emergency Medical Service response times and cardiac arrest survival rate
- Develop a long-term staffing strategy for the Fire and Police departments
- Continue to review and improve employee retention efforts

Strategy

REDUCE SERVICE DEMANDS THROUGH PARTNERSHIPS, USE OF TECHNOLOGY, ALTERNATIVE RESPONSE, AND COMMUNITY EDUCATION

Actions

- Identify and implement partnerships for alternative responses to ensure the right response for the right situation. Opioid settlement dollars will be utilized to support these efforts.
- Advance local gun safety policies in alignment with state policy changes
- Evaluate automated traffic enforcement to improve traffic safety
- Develop and implement a technology investment plan for both Police and Fire departments that expands the use of technology to build capacity and better meet community needs



Strategy

ENSURE HOUSING AND OTHER CRITICAL INFRASTRUCTURE CAN WITHSTAND WILDFIRES AND OTHER DISASTERS

Actions

- Establish the Department of Emergency Management
- Develop Continuity of Operations Plan (COOP)
- Develop Hazard Mitigation Plans
- Launch community education, prevention, and preparedness programs

How We Will Measure Progress

- Bend Fire & Rescue response times
- Cardiac arrest survival rates
- Employee retention rates
- Percent of calls that are dispatched/ addressed through alternative responses
- Emergency preparedness metric to be developed as part of the COOP



Goal: Transportation + Infrastructure

Strategy

IMPROVE THE TRANSPORTATION SYSTEM BY FOCUSING ON SAFETY AND SECURING SUSTAINABLE FUNDING ALIGNED WITH TRANSPORTATION SYSTEM PLAN (TSP)

Actions

- Update System Development Charges (SDC) methodology
- Pursue new revenue sources including grants and a transportation fee
- Collaborate with Central Oregon Intergovernmental Council (COIC) to pursue long term sustainable transit funding
- Implement transportation programs and mobility initiatives in alignment with available funding
- Implement near-term multimodal and safety projects to capitalize on existing system, including building one connected and protected North-South and one East-West key route, and wayfinding
- Continue to pursue funding and partnerships to build the Mid-Town Crossing



Strategy

ENSURE WATER, WASTEWATER, AND STORMWATER SYSTEMS ARE ALIGNED WITH THE NEEDS OF A GROWING CITY

Actions

- Complete an in-conduit hydro feasibility study
- Continue Outback expansion land acquisition to support wildfire resiliency and facility needs
- Complete long-range master planning efforts for sewer collection and stormwater systems

How We Will Measure Progress

- Utilization of alternative modes of transportation, including transit
- Percentage of people who feel safe using alternative modes of transportation
- Miles of bike lane and sidewalk improvements
- Pavement Condition Index (PCI) score
- Parking utilization rate
- Energy consumption at Water Utility facilities



GOAL: ACCESSIBLE + EFFECTIVE CITY GOVERNMENT

Legend	
	Council Touchpoint
	Action Timeline

	2023		2024				2025	
	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2
Strategy: Advance the City's commitment to equity								
Develop and pilot an equity framework								
Develop and implement a supplier diversity (community benefits) program								
Develop a process to connect community members who have experienced acts of discrimination with resources and assistance								
Develop and implement a language access policy and program								

Strategy: Expand community engagement with an emphasis on underrepresented community members

Research and develop innovative engagement tools to try as pilot programs, including ways to engage new voices								
Use the roundtable program to meet a variety of Council engagement opportunities, reporting back on what was learned and the actions taken in response								
Launch and grow the neighborhood association trailer program								

Strategy: Implement process improvements and efficiencies to meet the needs of a growing city

Review and evaluate current practices for information sharing between the City Council and City advisory boards, identify opportunities for improvement, and consider updates								
Review Council compensation								
Plan and build facilities to meet the needs of a growing city with a lens of sustainability and a reduced carbon footprint (Juniper Ridge & City Hall)								
Implement asset management strategies to support decision making and utilization of infrastructure assets								



GOAL: AFFORDABLE HOUSING + SUSTAINABLE DEVELOPMENT

Legend	
	Council Touchpoint
	Action Timeline

Strategy: Plan for growth in alignment with climate, economic, and housing affordability strategies to ensure sufficient land supply for future needs

Initiate an update to our plan for growth that is aligned with the Climate Friendly and Equitable Communities (CFEC) rules, ensures Bend has a sufficient land supply and adheres to the concept of 'complete neighborhoods' as we work to meet future needs for housing and jobs

Bring Stevens Road Tract into the Urban Growth Boundary (UGB)

Shape state efforts on housing to achieve housing goals in Central Oregon

Improve permitting processes and review times to support housing and economic development

2023		2024				2025	
Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2

Strategy: Encourage economic development that results in shared prosperity

Leverage City-owned land at Juniper Ridge to increase opportunities for industrial development and housing

Complete funding to begin construction of an air traffic control tower at Bend Municipal Airport

Strategically invest in the Core Area to spur private development

Establish an economic development strategic plan

Complete the Economic Opportunity Analysis

Strategy: Optimize housing continuum

Seek sustainable funding for shelter operations to maintain existing level of shelter beds

Explore revenue and code/policy options to increase affordable and middle-income housing

Actively pursue partnerships to create land availability, funding, and additional capacity for emergency shelters, transitional and affordable housing, and supportive services

Surplus City-owned properties to meet housing needs



GOAL: ENVIRONMENT + CLIMATE

Legend	
	Council Touchpoint
	Action Timeline

Strategy: Advance the Community Climate Action Plan (CCAP) and encourage sustainable development

Update the CCAP to integrate new greenhouse gas reduction strategies to achieve the City's climate action goals, including decarbonizing the energy supply and buildings and reducing emissions from transportation and waste sectors

Implement 2-4 CCAP strategies prioritized by the Environment and Climate Committee (ECC)

Develop new policies to support sustainable development including policies that are responsive to community concerns, such as the Tree Code, auto dependent uses in commercial zones and natural gas policy

2023		2024				2025	
Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2

Strategy: Protect our Watershed through conservation and water stewardship

Implement conservation goals in the water management and conservation plan (WMCP)

Continue participation in the Deschutes Basin Water Collaborative (DBWC)

Explore options for future expansion of the Water Reclamation Facility through facility planning



GOAL: PUBLIC SAFETY

Legend	
	Council Touchpoint
	Action Timeline

Strategy: Maintain service levels to keep pace with increasing calls and expanding range of service demands

Maintain Fire/Emergency Medical Service response times and cardiac arrest survival rate

Develop a long-term staffing strategy for the Fire and Police departments

Continue to review and improve employee retention efforts

2023		2024				2025	
Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2

Strategy: Reduce service demands through partnerships, use of technology, alternative response, and community education

Identify and implement partnerships for alternative responses to ensure the right response for the right situation. Opioid settlement dollars will be utilized to support these efforts.

Advance local gun safety policies in alignment with state policy changes

Evaluate automated traffic enforcement to improve traffic safety

Develop and implement a technology investment plan for both Police and Fire departments that expands the use of technology to build capacity and better meet community needs

Strategy: Ensure housing and other critical infrastructure can withstand wildfires and other disasters

Establish the Department of Emergency Management

Develop Continuity of Operations Plan

Develop Hazard Mitigation Plans

Launch community education, prevention, and preparedness programs



GOAL: TRANSPORTATION + INFRASTRUCTURE

Legend	
◆	Council Touchpoint
	Action Timeline

Strategy: Improve the transportation system by focusing on safety and securing sustainable funding aligned with Transportation System Plan (TSP)

	2023		2024				2025	
	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2
Update System Development Charges (SDC) methodology		◆		◆				
Pursue new revenue sources including grants and a transportation fee	◆		◆	◆		◆		
Collaborate with Central Oregon Intergovernmental Council (COIC) to pursue long term sustainable transit funding		◆				◆		
Implement transportation programs and mobility initiatives in alignment with available funding								
Implement near-term multimodal and safety projects to capitalize on existing system, including building one connected and protected North-South and one East-West key route, and wayfinding	◆		◆			◆		
Continue to pursue funding and partnerships to build the Mid-Town Crossing								

Strategy: Ensure water, wastewater, and stormwater systems are aligned with the needs of a growing city

Complete an in-conduit hydro feasibility study		◆						
Continue Outback expansion land acquisition to support wildfire resiliency and facility needs							◆	
Complete long-range master planning efforts for sewer collection and stormwater systems	◆						◆	◆