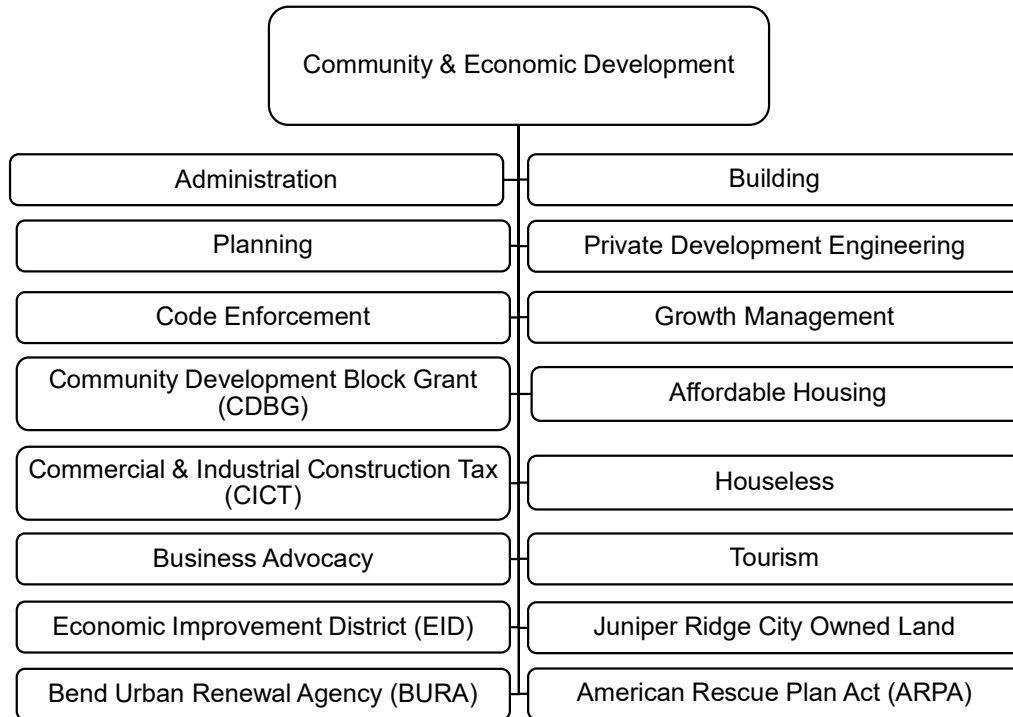


**COMMUNITY & ECONOMIC DEVELOPMENT
SERVICE AREA**



Community and Economic Development Department (CEDD) Administration

This Internal Service Fund division accounts for the administrative support of the various Community and Economic Development departments and functions.

Building and Planning

Activities for these funds include managing building inspections and permitting, accounting for current planning activities, and reviewing new development plans, plats and partitions for compliance.

Private Development Engineering

This program is responsible for ensuring that all public improvements made in conjunction with community development are constructed to development standards so they can be accepted into the inventory of public assets for perpetuity. The program also coordinates with the Growth Management program and Legal department to assure infrastructure planning is coordinated with the projected long term demand of future development.

Code Enforcement

Expenditures related to the Code Enforcement program are accounted for in the General Fund. Code Enforcement's mission is to protect the safety and health of the community by ensuring compliance with the City's land use and building codes.

Growth Management

Growth Management identifies and manages activities of a long-term nature including land use, public facility and transportation planning.

Community Development Block Grant (CDBG)

This fund accounts for the City's Community Development Block Grant program which is funded by CDBG direct entitlement and other grant funds allocated through the U.S. Department of Housing and Urban Development.

Affordable Housing

This fund accounts for the City's Affordable Housing program which is funded by an affordable housing fee assessed on building permits.

Continued on the next page

Commercial & Industrial Construction Tax (CICT)

This fund accounts for the collection of additional fee of 1/3 of 1% of the total building permit valuation for commercial and industrial building permits issued by the City. Under State law, these funds are collected in the General Fund then transferred to the CICT program to manage revenue and expenses.

Houseless

This is a new fund created in Spring 2023 to account for all revenues and expenditures related to owning and operating shelters, managing the right of way and related services and support to the community along the housing continuum. This fund is primarily grant funded.

Business Advocacy

This fund is responsible for implementing the Bend Economic Development Advisory Board's Strategic Plan.

Tourism

This fund accounts for the expenditure of room tax revenues dedicated to tourism promotion.

Economic Improvement District (EID)

This fund accounts for collection and payment of assessments for the Economic Improvement District created for the maintenance and beautification of downtown Bend.

Juniper Ridge City Owned Land

The Juniper Ridge City-Owned Land program of the General Fund accounts for the operating costs to manage the entire 1,500 acres of city-owned land in Juniper Ridge, as well as fund activities related to future development of the approximately 509 acres within the URA. The Juniper Ridge City-Owned Land Fund is funded by land sale revenue from property sold within the Juniper Ridge Urban Renewal Area (URA).

Bend Urban Renewal Agency (BURA)

These funds account for the activities of the City's urban renewal districts. The Juniper Ridge Construction and Debt Service Funds account for the activities of the City's Juniper Ridge urban renewal district. The Murphy Crossing Construction and Debt Service Funds account for the activities of the City's Murphy Crossing urban renewal district. The Core Area Construction and Debt Service Funds account for the activities of the City's Core Area Tax Increment Finance Area.

American Rescue Plan Act (ARPA)

This fund accounts for funds received from the US Department of Treasury through the American Rescue Plan Act, Coronavirus State and Local Fiscal Recovery Funds.

**Internal Service Fund - Departmental Administration
Community and Economic Development (CEDD) Administration**

	ACTUALS ¹ 2019-2021	ADJUSTED BUDGET 2021-2023	ESTIMATE ¹ 2021-2023	BIENNIAL BUDGET		
				PROPOSED 2023-2025	APPROVED 2023-2025	ADOPTED 2023-2025
RESOURCES						
Beginning working capital	\$ 273,713	\$ 791,400	\$ 781,416	\$ 752,200	\$ 752,200	\$ 752,200
Licenses and permits	504,146	582,000	623,650	636,000	636,000	636,000
Intergovernmental revenues	4,939	-	-	-	-	-
Charges for services	235,720	287,800	317,413	342,200	342,200	342,200
Miscellaneous	-	-	5,200	-	-	-
Interfund transfers	3,593,326	4,868,100	4,866,284	6,858,200	6,858,200	6,858,200
TOTAL RESOURCES	\$ 4,611,844	\$ 6,529,300	\$ 6,593,963	\$ 8,588,600	\$ 8,588,600	\$ 8,588,600
	ACTUALS ¹ 2019-2021	BUDGET 2021-2023	ESTIMATE ¹ 2021-2023	PROPOSED 2023-2025	APPROVED 2023-2025	ADOPTED 2023-2025
REQUIREMENTS						
<i>By Category:</i>						
Community & Econ Dev. Program						
Personnel services	\$ 2,904,326	\$ 4,974,200	\$ 4,486,788	\$ 6,969,100	\$ 6,969,100	\$ 6,969,100
Materials & services	173,723	493,400	362,071	255,900	255,900	255,900
Total Community & Econ Dev. Program	3,078,049	5,467,600	4,848,859	7,225,000	7,225,000	7,225,000
Interfund Transfers	752,379	949,200	992,894	1,313,400	1,313,400	1,313,400
Contingency	-	112,500	-	50,200	50,200	50,200
TOTAL REQUIREMENTS	\$ 3,830,428	\$ 6,529,300	\$ 5,841,753	\$ 8,588,600	\$ 8,588,600	\$ 8,588,600

Authorized Full Time Equivalents	19.75	21.75
Allocated Full Time Equivalents	21.25	22.25

¹ Due to rounding, actuals and estimated numbers may not add up precisely with the totals provided.

COMMUNITY & ECONOMIC DEVELOPMENT

Community and Economic Development Department Administration

Overview

The Community and Economic Development Department (CEDD) Administration, Licensing, and Development Services Divisions provide support services to the operational divisions within CEDD: Building, Planning, Private Development Engineering (PDE), Growth Management, Business Advocacy, and Code Enforcement. These divisions enable CEDD to work as one coordinated department, while allowing each division to focus on its specific regulatory areas of authority and expertise. The primary roles of these divisions are to administer the human, physical, digital and data resources of CEDD, to facilitate data-driven decision-making by CEDD management, to operate the CEDD Permit Center, and to manage City licensing and special programs.

Goals & Objectives for the 2023-2025 Biennial Budget

- Transfer the Private Security Company and Secondhand Dealer License programs from the Police Department to the Licensing Program in collaboration with the Police Department
- Establish framework, resources and processes for proactive enforcement of short-term rental properties
- Meet application-to-issuance turnaround timeframes for programs housed in the Licensing Division
- Shepherd public right-of-way (ROW) programs through the City's Spark! process improvement methodology and implement improvements as identified through that process
- Create standard policies and procedures to accommodate internal and external customer needs, with a focus on diversity, equity, inclusion and accessibility
- Participate in the System Development Charge (SDC) Methodology update by providing input and recommendations as part of internal working group and develop, update and implement programs and policies based on methodology outcomes
- Engage in continuous improvement efforts within existing development services programs by updating internal tools, providing ongoing staff training, making enhancements within the permitting software, and improving collaboration and outreach efforts
- Expand Documents and Agreements Program by developing desired turnaround timeframes, solidifying processes around performance agreement enforcement, and collaborating with various departments on agreement needs

Major Accomplishments during the 2021-2023 Biennium

- Continued permit center functions and aided all City Hall functions during facility closure due to the COVID-19 pandemic
- Completed a third-party audit of short-term rentals which resulted in identification of unlicensed rentals and established procedures to perform annual compliance auditing
- With the assistance of an external consultant, completed a department-wide fee study to ensure that cost of service is captured accurately
- Completed two major updates to the permitting software to enhance functionality

- Reestablished department metrics and reporting as a result of the new permitting software
- Added Business Parklet Program to allow businesses to expand into the right-of-way
- Transitioned the Room Tax Registration program into the Licensing Division
- Established an Economic Development Division within the department

Significant Changes from the 2021-2023 Biennial Budget

- One (1) Business Systems Analyst II was transferred to the Office of Performance Management (OPM)
- One (1) new Applications Analyst in IT is being funded 50% by CEDD Administration to support the permitting software
- One (1) new Program Coordinator for the Home Energy Score program and Short-Term Rental compliance

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Building Fund

	ACTUALS ¹ 2019-2021	ADJUSTED BUDGET 2021-2023	ESTIMATE ¹ 2021-2023	BIENNIAL BUDGET		
				PROPOSED 2023-2025	APPROVED 2023-2025	ADOPTED 2023-2025
RESOURCES						
Beginning working capital	\$ 13,980,313	\$ 12,252,900	\$ 12,455,170	\$ 10,307,700	\$ 10,307,700	\$ 10,307,700
Licenses and permits	10,177,838	10,123,400	9,340,994	12,115,900	12,115,900	12,115,900
Intergovernmental revenues	12,305	-	-	-	-	-
Charges for services	3,630,572	3,652,500	5,842,865	5,872,500	5,872,500	5,872,500
Miscellaneous	368,513	208,100	379,240	282,200	282,200	282,200
TOTAL RESOURCES	\$ 28,169,541	\$ 26,236,900	\$ 28,018,269	\$ 28,578,300	\$ 28,578,300	\$ 28,578,300
	ACTUALS¹ 2019-2021	BUDGET 2021-2023	ESTIMATE¹ 2021-2023	PROPOSED 2023-2025	APPROVED 2023-2025	ADOPTED 2023-2025
REQUIREMENTS						
<i>By Category:</i>						
Community & Econ Dev. Program						
Personnel services	\$ 10,188,253	\$ 11,838,700	\$ 11,256,450	\$ 14,320,700	\$ 14,320,700	\$ 14,320,700
Materials & services	918,158	747,500	666,385	931,900	931,900	931,900
Total Community & Econ Dev. Program	11,106,411	12,586,200	11,922,835	15,252,600	15,252,600	15,252,600
Interfund Transfers	4,607,960	6,681,900	5,787,685	7,739,200	7,739,200	7,739,200
Contingency	-	6,968,800	-	5,586,500	5,586,500	5,586,500
TOTAL REQUIREMENTS	\$ 15,714,371	\$ 26,236,900	\$ 17,710,520	\$ 28,578,300	\$ 28,578,300	\$ 28,578,300
Authorized Full Time Equivalents			44.00			44.00
Allocated Full Time Equivalents			45.00			45.00

¹ Due to rounding, actuals and estimated numbers may not add up precisely with the totals provided.

COMMUNITY & ECONOMIC DEVELOPMENT

Building Fund

Overview

The Building Program is comprised of the Building Safety and Electrical programs and serves as the clearinghouse for all construction permitting through a shared permitting software platform that includes coordination with Planning, Engineering, Utilities, Fire, State of Oregon Department of Environmental Quality, Deschutes County Environmental Health and Sanitation, and State of Oregon Department of Agriculture. The control measures are permit issuance and certificate of occupancy. Without clearance from all affected agencies, permits and occupancies are not issued. This provides a high level of accountability and quality control for regulating development services.

Goals & Objectives for the 2023-2025 Biennial Budget

- Enhance the Prescreen program for the Building Safety Division to catch application errors earlier in the permitting process resulting in faster review times
- Create “Subject to Field Inspection” permits to reduce staff review time
- Implement process improvements for more efficient minor commercial permit processing
- Enhance public outreach and communications related to the existing permitting process and new programs being implemented
- Implement process to allow for bulk uploading of application files which will reduce applicant upload time and allow for more efficient staff review of the application files

Major Accomplishments during the 2021-2023 Biennium

- With the assistance of an external consultant, completed a department-wide fee study to ensure that cost of service is captured accurately
- Implemented a new permitting software to move all activity online and allow for better reporting, document management and transparency into the permitting process
- Implemented a Cover Sheet for commercial projects to assist developers with submitting required documentation
- Implemented a Master/Reissue program to move similar projects through the permitting process quicker

Significant Changes from the 2021-2023 Biennial Budget

- The adopted budget includes a proposed 20% fee increase in each year of the biennium to move towards aligning fees with the cost-of-service delivery and to support plan review work that has become more complex with increased housing density and demands of redevelopment. Council adopted a 12% fee increase as part of the FY23-24 fee resolution. Current discussions are taking place with a group of stakeholders to phase in the increases over time and eliminate the increase of the Long Range Planning Surcharge
- Increasing usage of third-party plan review consultants

COMMUNITY & ECONOMIC DEVELOPMENT
Building Fund

FIVE YEAR VEHICLE PLAN

	2023-24	2024-25	2025-26	2026-27	2027-2028
Vehicles:					
Four (4) Vehicle replacements	\$ -	\$ -	\$ -	\$ -	\$ 200,000
Total	\$ -	\$ -	\$ -	\$ -	\$ 200,000

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Planning Fund

	ACTUALS ¹ 2019-2021	ADJUSTED BUDGET 2021-2023	ESTIMATE ¹ 2021-2023	BIENNIAL BUDGET		
				PROPOSED 2023-2025	APPROVED 2023-2025	ADOPTED 2023-2025
RESOURCES						
Beginning working capital	\$ 4,891,304	\$ 3,739,700	\$ 3,802,821	\$ 2,976,800	\$ 2,976,800	\$ 2,976,800
Licenses and permits	160,502	175,500	142,403	232,400	232,400	232,400
Intergovernmental revenues	28,563	-	11,813	30,000	30,000	30,000
Charges for services	5,644,330	5,846,800	6,941,842	9,202,400	9,202,400	9,202,400
Miscellaneous	121,198	82,100	121,376	89,200	89,200	89,200
Interfund transfers	-	305,000	215,786	-	400,000	400,000
TOTAL RESOURCES	\$ 10,845,897	\$ 10,149,100	\$ 11,236,041	\$ 12,530,800	\$ 12,930,800	\$ 12,930,800
	ACTUALS ¹ 2019-2021	BUDGET 2021-2023	ESTIMATE ¹ 2021-2023	PROPOSED 2023-2025	APPROVED 2023-2025	ADOPTED 2023-2025
REQUIREMENTS						
<i>By Category:</i>						
Community & Econ Dev. Program						
Personnel services	\$ 4,345,307	\$ 5,943,000	\$ 5,017,061	\$ 6,261,300	\$ 6,661,300	\$ 6,661,300
Materials & services	459,899	308,800	271,913	381,000	381,000	381,000
Total Community & Econ Dev. Program	4,805,206	6,251,800	5,288,974	6,642,300	7,042,300	7,042,300
Interfund Transfers	2,237,870	2,973,500	2,970,313	4,147,500	4,147,500	4,147,500
Contingency	-	923,800	-	1,741,000	1,741,000	1,741,000
TOTAL REQUIREMENTS	\$ 7,043,076	\$ 10,149,100	\$ 8,259,287	\$ 12,530,800	\$ 12,930,800	\$ 12,930,800

Authorized Full Time Equivalents	20.00	20.00
Allocated Full Time Equivalents	20.00	20.00

¹ Due to rounding, actuals and estimated numbers may not add up precisely with the totals provided.

COMMUNITY & ECONOMIC DEVELOPMENT

Planning Fund

Overview

The Planning program establishes and maintains the land use framework within which businesses and residents conduct their daily activities. It is responsible for implementing state-mandated requirements for comprehensive planning and zoning, public facilities planning and development review. The program includes multiple sub-programs designated to accomplish this work: Development Review, Sign Code Permitting, Historic Preservation and Code administration. The Planning program ensures the City's compliance with the Oregon Revised Statutes, Oregon Administrative Rules, Oregon case law, Bend Comprehensive Plan, Public Facilities Plans, the Bend Development Code, Bend Code, Historic Preservation Code, and the Sign Code.

Planning provides a vital economic development role in the City by providing the land use permits necessary for commercial and residential construction and for land divisions. This program continually strives to streamline processes and minimize unnecessary regulations to reduce delay and eliminate uncertainty. As part of its work, the program also:

- Reviews all land development in the City
- Serves as the venue for public participation and due process in land development
- Maintains and updates the Bend Development Code, Historic Preservation Code, and Sign Code
- Oversees the Historic Preservation Program and Planning Commission
- Interacts with developers of potential small to large-scale projects to foster economic development opportunities and goals

Goals & Objectives for the 2023-2025 Biennial Budget

- Meet planning review targets set by application type
 - Type I applications: 30 days
 - Type II applications: 60 days
 - Type III applications: 75 days
 - Permanent sign applications: 14 days
- Complete annual Development Code updates to reflect state mandates, Council goals, and to achieve internal consistency among development regulations, including:
 - Tree Protection standards balancing housing affordability and natural resource preservation
 - Respond to Climate Friendly and Equitable Communities (CFEC) rules
- Provide ongoing educational resources/outreach about Development Code and process updates

Major Accomplishments during the 2021-2023 Biennium

- Implemented a new permitting software
- With the assistance of an external consultant, completed a department-wide fee study to ensure that cost of service is captured accurately

- Implemented Development Code updates to appropriately reflect state mandates and Council goals including:
 - HB 2001 implementation to allow duplex, tri-plex and quad-plexes in all residential zones
 - Senate Bill 458 implementation to expedite middle housing land divisions
 - Increased separation distance for whole-house short-term rentals from 250 feet to 500 feet
 - Eliminated minimum vehicle parking requirements related to the CFEC rules
- Updated the Development Code, Transportation System Plan Maps, and Comprehensive Plan Maps for internal consistency

Significant Changes from the 2021-2023 Biennial Budget

- The adopted budget includes a 30% fee increase each year of the biennium to move towards aligning fees with the cost of service delivery and to support Planning work that has become more complex with increased housing density and demands of redevelopment. Council adopted a 20% fee increase as part of the FY23-24 fee resolution. Current discussions are taking place with a group of stakeholders to phase in the increases over time and eliminate the increase of the Long Range Planning Surcharge
- During Budget Committee deliberations on May 23, 2023, \$400,000 of additional General Fund support was added to the Approved budget to support City Council's Affordable Housing & Sustainable Development goal. The funding will contribute to city legislative work and code updates performed by Planning Staff

**COMMUNITY & ECONOMIC DEVELOPMENT
Planning Fund**

FIVE YEAR VEHICLE PLAN

	2023-24	2024-25	2025-26	2026-27	2027-28
Vehicles:					
Two (2) Vehicle replacements	\$ -	\$ -	\$ -	\$ -	\$ 100,000
Total	\$ -	\$ -	\$ -	\$ -	\$ 100,000

Private Development Engineering Fund

	ACTUALS ¹ 2019-2021	ADJUSTED BUDGET 2021-2023	ESTIMATE ¹ 2021-2023	BIENNIAL BUDGET		
				PROPOSED 2023-2025	APPROVED 2023-2025	ADOPTED 2023-2025
RESOURCES						
Beginning working capital	\$ 2,400,378	\$ 4,544,900	\$ 4,594,640	\$ 4,421,500	\$ 4,421,500	\$ 4,421,500
Licenses and permits	1,023,733	1,190,500	1,096,042	1,181,500	1,181,500	1,181,500
Charges for services	5,309,869	5,467,600	5,361,469	5,925,100	5,925,100	5,925,100
Miscellaneous	114,057	146,900	169,140	123,000	123,000	123,000
Interfund transfers	560,000	560,000	578,750	560,000	560,000	560,000
TOTAL RESOURCES	\$ 9,408,037	\$ 11,909,900	\$ 11,800,041	\$ 12,211,100	\$ 12,211,100	\$ 12,211,100
	ACTUALS¹ 2019-2021	BUDGET 2021-2023	ESTIMATE¹ 2021-2023	PROPOSED 2023-2025	APPROVED 2023-2025	ADOPTED 2023-2025
REQUIREMENTS						
<i>By Category:</i>						
Community & Econ Dev. Program						
Personnel services	\$ 3,129,643	\$ 4,743,700	\$ 4,424,197	\$ 5,723,400	\$ 5,723,400	\$ 5,723,400
Materials & services	240,743	221,800	172,377	215,500	215,500	215,500
Total Community & Econ Dev. Program	3,370,386	4,965,500	4,596,574	5,938,900	5,938,900	5,938,900
Interfund Transfers	1,443,011	2,790,400	2,781,928	2,916,900	2,916,900	2,916,900
Contingency	-	4,154,000	-	3,355,300	3,355,300	3,355,300
TOTAL REQUIREMENTS	\$ 4,813,397	\$ 11,909,900	\$ 7,378,502	\$ 12,211,100	\$ 12,211,100	\$ 12,211,100
Authorized Full Time Equivalents			19.00			19.00
Allocated Full Time Equivalents			18.70			18.70

¹ Due to rounding, actuals and estimated numbers may not add up precisely with the totals provided.

COMMUNITY & ECONOMIC DEVELOPMENT

Private Development Engineering Fund

Overview

Private Development Engineering (PDE) staff are dedicated to ensuring that new development in the City of Bend meets the goals of the community while protecting the City's vital infrastructure. This requires collaboration between the Planning and Building Divisions, and the Transportation and Mobility, and Utility Departments. Staff work closely with engineering consulting firms, land developers, and private landowners, providing guidance through the City of Bend development processes, and to coordinate new development efforts with other local, state, and federal agencies.

PDE staff review all new development plans and plats for engineering accuracy and compliance with City of Bend standards and specifications. Staff reviews new development including all commercial and industrial sites, residential subdivisions, schools, and parks. PDE is generally responsible for elements of most types of building and planning permits as well as all Right of Way (ROW) permits within the Urban Growth Boundary (UGB).

Goals & Objectives for the 2023-2025 Biennial Budget

- Standardize submittal and review processes for Tier 3 – Infrastructure Permits
- Implement In-house Design program
- Work with the Transportation and Mobility Department and City staff to produce various design guidelines and standards for items like roundabout design, mini roundabout standards, and ROW cross sections standards
- Continuous review and improvements of the coordination efforts between the City and its jurisdictional partners including the Oregon Department of Transportation, Deschutes County, Avion Water, Roats Water and the local irrigation districts
- Continue to be flexible in response to code updates resulting from new state mandates, including but not limited to Climate Friendly and Equitable Communities

Major Accomplishments during the 2021-2023 Biennium

- With the assistance of an external consultant, completed a department-wide fee study to ensure that cost of service is captured accurately
- Worked with the Engineering and Infrastructure Planning Department (EIPD) to update Standards and Specifications
- Worked with the City Manager's Office and City Attorney's Office to update City code related to franchise utility agreements
- Attained full staffing levels
- Refined engineering workflow processes to leverage the new permitting software

Significant Changes from the 2021-2023 Biennial Budget

- Budget includes a 10% fee increase for the first year of the biennium and a 10% increase for the second year of the biennium to move towards aligning fees with the cost of service delivery and to support permit review work that has become more complex with housing density and demands of redevelopment

COMMUNITY & ECONOMIC DEVELOPMENT
Private Development Engineering Fund

FIVE YEAR VEHICLE PLAN

	2023-24	2024-25	2025-26	2026-27	2027-28
Vehicles:					
Two (2) Vehicle replacements	\$ -	\$ -	\$ -	\$ -	\$ 100,000
Total	\$ -	\$ -	\$ -	\$ -	\$ 100,000

**General Fund
Code Enforcement**

	ACTUALS ¹ 2019-2021	ADJUSTED BUDGET 2021-2023	ESTIMATE ¹ 2021-2023	BIENNIAL BUDGET		
				PROPOSED 2023-2025	APPROVED 2023-2025	ADOPTED 2023-2025
REQUIREMENTS						
<i>By Category:</i>						
Community & Econ Dev. Program						
Personnel services	\$ 1,029,320	\$ 1,156,500	\$ 1,156,552	\$ 1,331,900	\$ 1,331,900	\$ 1,331,900
Materials & services	30,510	62,600	45,882	93,100	93,100	93,100
Capital outlay	48,667	27,000	19,940	-	-	-
Total Community & Econ Dev. Program	1,108,497	1,246,100	1,222,374	1,425,000	1,425,000	1,425,000
Interfund Transfers	224,469	341,400	341,662	438,600	438,600	438,600
TOTAL REQUIREMENTS	\$ 1,332,966	\$ 1,587,500	\$ 1,564,036	\$ 1,863,600	\$ 1,863,600	\$ 1,863,600

Authorized Full Time Equivalents	5.00	5.00
Allocated Full Time Equivalents	4.00	4.00

¹ Due to rounding, actuals and estimated numbers may not add up precisely with the totals provided.

COMMUNITY & ECONOMIC DEVELOPMENT

Code Enforcement

Overview

The City of Bend's Code Enforcement Division protects the health and safety of the City's residents and visitors and community livability by ensuring compliance with Bend's land-use, environmental and building codes. The City ensures code compliance by emphasizing voluntary compliance and by penalizing code violators who do not comply.

The division ensures compliance with the Bend Municipal Code, Bend Development Code and State of Oregon Specialty Codes. Code Enforcement staff provides the following customer services: inspections, enforcement actions, and in-person customer relations. In order to provide a professional level of service, staff maintain proper certifications including required continuing education credits.

Goals & Objectives for the 2023-2025 Biennial Budget

- Verify 95% of complaints submitted through the City's online permit center within two (2) business days of receipt
- Ensure that 95% of past due items are less than 30 days past due
- Maintain a minimum of 35% proactive enforcement cases
- Strive for 90% or higher voluntary enforcement case compliance
- Inspect 300 tax lots per assigned area for wildfire hazard each year
- Increase proactive nuisance complaint enforcement

Major Accomplishments during the 2021-2023 Biennium

- Implemented a new permitting software
- Inspected over 2,100 tax lots for wildfire hazards
- Assisted with development and implementation of houselessness policies
- 99.5% voluntary compliance rate

**General Fund
 Growth Management**

	ACTUALS ¹ 2019-2021	ADJUSTED BUDGET 2021-2023	ESTIMATE ¹ 2021-2023	BIENNIAL BUDGET		
				PROPOSED 2023-2025	APPROVED 2023-2025	ADOPTED 2023-2025
REQUIREMENTS						
<i>By Category:</i>						
Community & Econ Dev. Program						
Personnel services	\$ 1,346,094	\$ 965,500	\$ 870,659	\$ 1,069,700	\$ 1,069,700	\$ 1,069,700
Materials & services	588,111	1,123,200	405,672	818,200	818,200	818,200
Total Community & Econ Dev. Program	1,934,205	2,088,700	1,276,331	1,887,900	1,887,900	1,887,900
Interfund Transfers	785,004	956,400	955,975	767,800	767,800	767,800
TOTAL REQUIREMENTS	\$ 2,719,209	\$ 3,045,100	\$ 2,232,306	\$ 2,655,700	\$ 2,655,700	\$ 2,655,700

Authorized Full Time Equivalents	6.00	6.00
Allocated Full Time Equivalents	3.25	3.25

¹ Due to rounding, actuals and estimated numbers may not add up precisely with the totals provided.

COMMUNITY & ECONOMIC DEVELOPMENT

Growth Management

Overview

Growth Management is a division of the Community and Economic Development Department (CEDD). The Growth Management Division (GMD) focuses on city-wide or sub-city plans spanning land use, public facilities, and transportation planning. The specific focus of the division's work is directed by City Council priorities, but GMD will continue evolving into a long-range planning program around the subject areas of outreach and growth monitoring. GMD also plays a key support role for other departments in their major projects and programs.

GMD is responsible for the following:

- Creating and implementing long-range land use and infrastructure plans per state law and City Council goals
- Incorporating the community's increasing desire for forward looking plans, community involvement, and bringing innovative ideas and trends into the City's policies and practices
- Influencing new legislation and statewide rules to achieve City Council objectives
- Implementing new statewide planning laws and rules such as Climate Friendly and Equitable Communities (CFEC) rules

Statewide planning laws now require Bend to update long-range housing plans on an ongoing cycle. The new CFEC rules and housing-related legislation and rules will be met through outward-facing community planning projects in this biennium. The projects will align meeting state requirements and multiple City Council goals. GMD will involve people who have been historically underserved, as well as key agencies, groups, and interested parties. While most of GMD's staff time is spent achieving Council goals, they also support many other departments including CEDD, Engineering and Infrastructure Planning, Transportation and Mobility, and the City Manager's Office.

GMD is funded by the General Fund, the long-range planning surcharge fee and the Transportation Construction Fund. Staff are assigned projects based on Council Goals, and their funding depends on what type of projects they support. Projects and programs related to housing and employment needs and capacity, and the analysis of changes to land use patterns in the current Urban Growth Boundary (UGB) are funded by the General Fund and the long-range planning surcharge fee. Transportation work, including the transportation system planning embedded in the CFEC rules and support for other transportation-related projects and initiatives are funded out of the Transportation Construction Fund.

Goals & Objectives for the 2023-2025 Biennial Budget

- Begin working on the projects described in the CFEC work plan that optimize the foundational land use and infrastructure plan needed to accommodate Bend's growth
- Complete Housing Needs Analysis and Economic Opportunities Analysis
- Address greenhouse gas reductions associated with CFEC rules
- Evaluate efficient use of land within the UGB

- Evaluate integrating an Urban Reserve program in coordination with Deschutes County
- Align infrastructure plans with new land use patterns
- Bring Stevens Road Tract into the UGB
- Support other Council goals and projects including public facility and airport planning, the Council's legislative agenda, state rulemaking, aligning the Metropolitan Planning Organization and City objectives, and assist with projects related to climate, fire resilience, equity and outreach

Major Accomplishments during the 2021-2023 Biennium

- Completed and adopted the Stevens Road Tract Concept Plan
- Completed the technical component of the Housing Capacity Analysis
- Developed the City's CFEC work plan and submitted it to the Department of Land Conservation and Development for review
- Started the Climate Friendly Area study with its associated public engagement plan
- Continued to provide support for the airport, sewer collection system's master plan, Council's legislative agenda, and large development proposals

Significant Changes from the 2021-2023 Biennial Budget

- \$1.5 million is included in the city-wide budget for funding the CFEC work plan addressing future housing and employment land needs (including efficiency measures and potential UGB expansion), land use and infrastructure modeling, public engagement, urbanization, and public infrastructure planning. Half of the budget (\$750k) is included in the General Fund's Growth Management budget. The other \$750k of costs related to the transportation system plan requirements, modeling and community engagement are included in the Transportation Construction Fund budget presented in the Infrastructure service area of the budget document.
- The budget includes an increase in the Long Range Planning surcharge, which is charged as a percentage of building, planning and private development engineering fees and is recorded in the General Fund, from 4% of permit fees to 10%. However, there will be no change to the Long Range Planning surcharge at this time.

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Community Development Block Grant (CDBG) Fund

	ACTUALS ¹ 2019-2021	ADJUSTED BUDGET 2021-2023	ESTIMATE ¹ 2021-2023	BIENNIAL BUDGET		
				PROPOSED 2023-2025	APPROVED 2023-2025	ADOPTED 2023-2025
RESOURCES						
Beginning working capital	\$ 146,709	\$ 200,000	\$ 17,952	\$ -	\$ -	\$ 250,000
Intergovernmental revenues	1,851,435	2,107,000	1,873,352	1,212,200	1,212,200	1,212,200
Miscellaneous	602,013	568,400	726,645	500,400	500,400	500,400
General Fund Loan	17,000	200,000	190,000	200,000	200,000	200,000
Interfund transfers	348,000	331,000	224,800	157,400	157,400	157,400
TOTAL RESOURCES	\$ 2,965,157	\$ 3,406,400	\$ 3,032,749	\$ 2,070,000	\$ 2,070,000	\$ 2,320,000
	ACTUALS¹ 2019-2021	BUDGET 2021-2023	ESTIMATE¹ 2021-2023	PROPOSED 2023-2025	APPROVED 2023-2025	ADOPTED 2023-2025
REQUIREMENTS						
<i>By Category:</i>						
Community & Econ Dev. Program						
Personnel services	\$ 458,737	\$ 559,200	\$ 352,466	\$ 316,300	\$ 316,300	\$ 316,300
Materials & services	2,333,968	2,417,200	2,432,104	1,437,200	1,437,200	1,437,200
Capital outlay	36,200	-	-	-	-	-
Total Community & Econ Dev. Program	2,828,905	2,976,400	2,784,551	1,753,500	1,753,500	1,753,500
Interfund Transfers	118,300	141,200	141,200	111,800	111,800	111,800
Debt Service	-	200,000	107,000	200,000	200,000	450,000
Contingency	-	-	-	4,700	4,700	4,700
Reserves	-	88,800	-	-	-	-
TOTAL REQUIREMENTS	\$ 2,947,205	\$ 3,406,400	\$ 3,032,751	\$ 2,070,000	\$ 2,070,000	\$ 2,320,000

Authorized Full Time Equivalents	0.00	0.00
Allocated Full Time Equivalents	1.50	1.00

¹ Due to rounding, actuals and estimated numbers may not add up precisely with the totals provided.

COMMUNITY & ECONOMIC DEVELOPMENT **Community Development Block Grant (CDBG) Fund**

Overview

Signed into law by President Ford in August 1974, Title I of the Housing and Community Development Act created a federal block grant funding program. The Community Development Block Grant (CDBG) fund has been continually reauthorized by Congress since it started on January 1, 1975.

The CDBG program's stated purpose is: *"The development of viable urban communities, by providing decent housing and a suitable living environment and expanding economic opportunities, principally for persons of low and moderate income."*

CDBG is funded by the U.S. Department of Housing and Urban Development (HUD). The CDBG Fund provides, on an annual basis, an allocation of funds to local governments for a wide-range of eligible housing and community development activities. The City of Bend is an "entitlement city" which means it automatically receives the federal money based on a formula that takes into consideration the community needs, including the extent of poverty, population, housing overcrowding, age of housing and population growth lag in relationship to other metropolitan areas. The total funds available to the City of Bend vary each year.

Goals and Objectives for the 2023-2025 Biennial Budget

- Prepare the required 2023 Equity Plan
- Target outreach towards low- and moderate-income households with persons that identify as BIPOC, disabled, and/or homeless, after confirming best practice from organizations that support these populations
- Complete the required 2022-23 and 2023-24 Consolidated Annual Performance and Evaluation Report and submit to HUD
- Provide support to the 2023-24 and 2024-25 CDBG award recipients with technical assistance, capacity building and funding (when available)
- Staff and support Affordable Housing Advisory Committee meetings
- Draft the required 2023-24 and 2024-25 Annual Action Plan and submit to HUD
- Complete the goals of the 2023-2027 Consolidated Plan

Major Accomplishments during the 2021-2023 Biennium

- CDBG funding served over 4,000 low- and moderate-income community members
- An affordable housing developer completed 47 apartment dwellings for low- and moderate-income elderly community members on a property acquired with CDBG funding
- CDBG funding provided 9 low- and moderate-income households with down payment assistance to purchase a home in a land trust
- Completed the required 2020-21 and 2021-22 Consolidated Annual Performance and Evaluation Report and submitted to HUD

- Provided support to the 2021-22 and 2022-23 CDBG award recipients with technical assistance, capacity building and funding
- Staffed and supported Affordable Housing Advisory Committee meetings
- Hired and trained three additional staff that support all programs within the Housing Department
- Completed the goals of the 2019-2021 Consolidated Plan
- Drafted the required 2023-2027 Consolidated Plan

Significant Changes from the 2021-2023 Biennial Budget

- The City will not have the additional federal relief dollars that were available in the last biennium.
- A portion of Community Development Block Grant (CDBG) activities are supported by grants which can only be requested on a reimbursement basis, i.e. after the expenditures are paid. The adopted budget includes additional Beginning Working Capital and an increase to Debt Service appropriations by \$250,000 to repay the year-end operating loan from the General Fund to the CDBG Fund of up to \$350,000. This provides interim financing before grant funds are received. The \$350,000 loan will be repaid in July 2023

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Affordable Housing

	ACTUALS ¹ 2019-2021	ADJUSTED BUDGET 2021-2023	ESTIMATE ¹ 2021-2023	BIENNIAL BUDGET		
				PROPOSED 2023-2025	APPROVED 2023-2025	ADOPTED 2023-2025
RESOURCES						
Beginning working capital	\$ 3,214,844	\$ 4,401,500	\$ 4,980,029	\$ 738,400	\$ 738,400	\$ 738,400
Intergovernmental revenues	2,500,043	-	-	-	-	-
Charges for services	2,499,079	2,400,000	2,545,769	2,499,600	2,499,600	2,499,600
Miscellaneous	676,412	385,200	457,027	140,000	140,000	140,000
Interfund transfers	-	1,099,400	862,002	941,400	1,041,400	1,041,400
TOTAL RESOURCES	\$ 8,890,378	\$ 8,286,100	\$ 8,844,827	\$ 4,319,400	\$ 4,419,400	\$ 4,419,400
	ACTUALS¹ 2019-2021	BUDGET 2021-2023	ESTIMATE¹ 2021-2023	PROPOSED 2023-2025	APPROVED 2023-2025	ADOPTED 2023-2025
REQUIREMENTS						
<i>By Category:</i>						
Community & Econ Dev. Program						
Personnel services	\$ 285,566	\$ 726,300	\$ 846,391	\$ 1,652,000	\$ 1,652,000	\$ 1,652,000
Materials & services	3,006,383	4,220,800	4,098,599	1,693,600	1,693,600	1,693,600
Total Community & Econ Dev. Program	3,291,949	4,947,100	4,944,990	3,345,600	3,345,600	3,345,600
Interfund Transfers	618,400	3,267,600	3,161,400	758,800	858,800	858,800
Contingency	-	71,400	-	215,000	215,000	215,000
TOTAL REQUIREMENTS	\$ 3,910,349	\$ 8,286,100	\$ 8,106,390	\$ 4,319,400	\$ 4,419,400	\$ 4,419,400

Authorized Full Time Equivalents	7.00	8.00
Allocated Full Time Equivalents	3.45	4.94

¹ Due to rounding, actuals and estimated numbers may not add up precisely with the totals provided.

COMMUNITY & ECONOMIC DEVELOPMENT

Affordable Housing Fund

Overview

The City Council approved an ordinance in June 2006, that made the City of Bend the first city in the State of Oregon to implement a fee on new development to aid in the funding of Affordable Housing. This program is funded by a fee of 1/3 of 1% of the total building permit valuation for all building permits issued by the City.

The objective of this program as stated in the ordinance is: *“All funding from this source must be targeted for housing opportunities for residents at or below 100% of median income.”*

Goals for the 2023-2025 Biennial Budget

- In connection with Council’s strategy to “pursue policy actions to increase the supply of housing as a platform for equity”, create units of rent and price restricted housing that’s accessible and affordable to all
- Strengthen surplus land program by focusing on opportunity areas and partnerships with all publicly owned landowners, and rezone prime land with covenants to better utilize available land for affordable housing
- Work with the State to increase housing resources to Bend
- Continue to use the Affordable Housing Fund to leverage affordable housing development capital to generate economic development in Bend through construction of affordable housing
- Focus on lowest affordability levels while providing opportunity for mixed income development of all housing types
- Explore revenue and code/policy options to increase affordable and middle-income housing

Major Accomplishments during the 2021-2023 Biennium

- Funded, permitted, or completed over 800 Affordable Housing units during the 2021-2023 biennium
- Hired additional staff to provide greater service to the community

Significant Changes from the 2021-2023 Biennial Budget

- One (1) new Compliance Coordinator to support ongoing reporting requirements related to the distribution of Affordable Housing funds via loans and grants
- There was a greater allocation of annual funding during the 2021-2023 biennium that was devoted to program staff to meet Council goals and the escalating needs of the community
- During Budget Committee deliberations on May 23, 2023, \$100,000 of General Fund support was added to the Approved budget to offset administrative costs in support of City Council’s Affordable Housing & Sustainable Development goal

Commercial and Industrial Construction Tax Fund

	ACTUALS ¹ 2019-2021	ADJUSTED BUDGET 2021-2023	ESTIMATE ¹ 2021-2023	BIENNIAL BUDGET		
				PROPOSED 2023-2025	APPROVED 2023-2025	ADOPTED 2023-2025
RESOURCES						
Beginning working capital	\$ -	\$ 120,000	\$ -	\$ 70,500	\$ 70,500	\$ 70,500
Miscellaneous	-	4,800	1,859	2,000	2,000	2,000
Interfund transfers	-	1,100,000	332,748	1,180,000	1,180,000	1,180,000
TOTAL RESOURCES	\$ -	\$ 1,224,800	\$ 334,607	\$ 1,252,500	\$ 1,252,500	\$ 1,252,500
	ACTUALS ¹ 2019-2021	BUDGET 2021-2023	ESTIMATE ¹ 2021-2023	PROPOSED 2023-2025	APPROVED 2023-2025	ADOPTED 2023-2025
REQUIREMENTS						
<i>By Category:</i>						
Community & Econ Dev. Program						
Personnel services	\$ -	\$ 298,800	\$ 34,854	\$ 20,700	\$ 20,700	\$ 20,700
Materials & services	-	833,000	186,300	1,135,900	1,135,900	1,135,900
Total Community & Econ Dev. Program	-	1,131,800	221,154	1,156,600	1,156,600	1,156,600
Interfund Transfers	-	43,000	43,000	25,400	25,400	25,400
Contingency	-	50,000	-	70,500	70,500	70,500
TOTAL REQUIREMENTS	\$ -	\$ 1,224,800	\$ 264,154	\$ 1,252,500	\$ 1,252,500	\$ 1,252,500

Authorized Full Time Equivalents	0.00	0.00
Allocated Full Time Equivalents	0.05	0.06

¹ Due to rounding, actuals and estimated numbers may not add up precisely with the totals provided.

COMMUNITY & ECONOMIC DEVELOPMENT **Commercial & Industrial Construction Tax Fund**

Overview

The City Council approved an ordinance in December 2020 that established a Commercial and Industrial Construction Tax (CICT). This program is funded by an additional fee of 1/3 of 1% of the total building permit valuation on improvements for commercial and industrial building permits issued by the City. This fee is not assessed on any form of residential construction and has numerous exceptions to the types of projects upon which the fee is assessed. Under State law, these funds are collected in the General Fund then transferred to the CICT Fund to manage revenue and expenses. The City may retain an amount not to exceed four percent (4%) as an administrative fee to recoup the expenses of complying with state requirements. After deducting the administrative fee, the City shall use fifty percent (50%) of the remaining revenues received to fund programs related to housing. Council has prioritized all CICT funds for housing and services benefitting people making no more than 30% AMI.

Goals for the 2023-2025 Biennial Budget

- Collect revenue to support creation of additional units and expansion of existing services for the unstably housed, homeless, and formerly homeless population
- Support creation and expansion of shelter and transitional housing, as well as related services
- Support Permanent Supportive Housing, as well as Housing First initiatives which allow individuals to have access to housing without requiring participation in social services
- Support capacity building activities for community partners to end homelessness and housing insecurity
- Support wealth building activities for people in low-income brackets through investments in supportive services

Major Accomplishments during the 2021-2023 Biennium

- First award of CICT funding since program creation

Significant Changes from the 2021-2023 Biennial Budget

- Revenue estimates for 2021-2023 were not realized due to exemptions not being factored into the original revenue analysis. A combination of changing development patterns due to COVID-19 and differing definitions of “commercial permits” led to less revenue than expected
- The budget includes an increase from 1/3 of 1% to 1.2% of the total building permit valuation on improvements for commercial and industrial building permits issued by the City. Current discussions are taking place with a group of stakeholders to phase in the increases over time

Houseless Fund

	ACTUALS ¹ 2019-2021	ADJUSTED BUDGET 2021-2023	ESTIMATE ¹ 2021-2023	BIENNIAL BUDGET		
				PROPOSED 2023-2025	APPROVED 2023-2025	ADOPTED 2023-2025
RESOURCES						
Beginning working capital	\$ -	\$ -	\$ -	\$ 3,505,200	\$ 3,505,200	\$ 3,505,200
Intergovernmental revenues	-	1,739,300	3,937,800	4,170,000	4,170,000	4,170,000
Interfund transfers	-	5,437,100	5,712,400	3,831,100	4,831,100	4,831,100
TOTAL RESOURCES	\$ -	\$ 7,176,400	\$ 9,650,200	\$ 11,506,300	\$ 12,506,300	\$ 12,506,300
	ACTUALS¹ 2019-2021	BUDGET 2021-2023	ESTIMATE¹ 2021-2023	PROPOSED 2023-2025	APPROVED 2023-2025	ADOPTED 2023-2025
REQUIREMENTS						
<i>By Category:</i>						
Community & Econ Dev. Program						
Personnel services	\$ -	\$ 197,000	\$ 169,400	\$ 665,000	\$ 665,000	\$ 665,000
Materials & services	-	4,478,000	3,474,200	6,902,400	6,902,400	6,902,400
Total Community & Econ Dev. Program	-	4,675,000	3,643,600	7,567,400	7,567,400	7,567,400
Interfund Transfers	-	2,501,400	2,501,400	3,937,500	4,937,500	4,937,500
Contingency	-	-	-	1,400	1,400	1,400
TOTAL REQUIREMENTS	\$ -	\$ 7,176,400	\$ 6,145,000	\$ 11,506,300	\$ 12,506,300	\$ 12,506,300

Authorized Full Time Equivalents	0.00	0.00
Allocated Full Time Equivalents	2.00	2.00

¹ Due to rounding, actuals and estimated numbers may not add up precisely with the totals provided.

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**General Fund
 Houseless Services**

	ACTUALS ¹ 2019-2021	ADJUSTED BUDGET 2021-2023	ESTIMATE ¹ 2021-2023	BIENNIAL BUDGET		
				PROPOSED 2023-2025	APPROVED 2023-2025	ADOPTED 2023-2025
REQUIREMENTS						
<i>By Category:</i>						
Community & Econ Dev. Program						
Materials & services	-	1,375,000	374,166	-	-	-
Capital outlay	-	-	-	-	-	-
Total Community & Econ Dev. Program	-	1,375,000	374,166	-	-	-
Interfund Transfers	-	1,244,900	1,244,900	-	-	-
TOTAL REQUIREMENTS	\$ -	\$ 2,619,900	\$ 1,619,066	\$ -	\$ -	\$ -

¹ Due to rounding, actuals and estimated numbers may not add up precisely with the totals provided.

COMMUNITY & ECONOMIC DEVELOPMENT

Houseless Fund

Overview

The Houseless program accounts for all revenues and expenditures related to owning and operating shelters, managing the right of way and related services and support to the community along the housing continuum.

The program is predominantly grant funded.

Goals for the 2023-2025 Biennial Budget

- Create stable funding for operations of the three (3) facilities through state level engagement and local collaboration
- Deliver, in partnership, on the shelter contracts with NeighborImpact, Shepherd's House, Central Oregon Villages and others, to operate the facilities and sites in alignment with recognized best practices
- Build program staffing to necessary levels commensurate with Council goals
- Complete Bend's first Permanent Supportive Housing development and service provision
- Support the Coordinated Houseless Response Office to build capacity of providers

Major Accomplishments during the 2021-2023 Biennium

- Acquisition and opening of 3 facilities to support Bend's homeless community
- Completed remodel of Stepping Stone Shelter
- Development, opening, and operation of the Lighthouse Navigation Center
- Development of a site for Temporary Outdoor Shelter
- Creation of a shelter program within the Housing Department
- Creation or maintenance of 414 shelter beds towards Council's 500 bed goal

Significant Changes from the 2021-2023 Biennial Budget

- During the development of the 2021-23 biennial budget, revenue and expenditures related to houseless operations were budgeted within the City's General Fund. In Spring 2023, the City created the Houseless Fund, a separate special revenue fund which will include the revenues and expenditures related to owning and operating shelters, managing the right of way and related services and support to the community along the housing continuum. Starting with 2022-23, houseless activities are recorded in the new Houseless Fund and any beginning working capital and general fund subsidy were transferred to the Houseless Fund
- There are no additional relief funds after ARPA is expended
- During Budget Committee deliberations on May 23, 2023, \$1,000,000 of General Fund support was added to the Approved budget to supplement restrictive funding and offset administrative costs in support of City Council's Affordable Housing & Sustainable Development goal

Business Advocacy Fund

	ACTUALS ¹ 2019-2021	ADJUSTED BUDGET 2021-2023	ESTIMATE ¹ 2021-2023	BIENNIAL BUDGET		
				PROPOSED 2023-2025	APPROVED 2023-2025	ADOPTED 2023-2025
RESOURCES						
Beginning working capital	\$ 128,890	\$ 86,000	\$ 123,297	\$ 179,400	\$ 179,400	\$ 179,400
Licenses and permits	618,635	676,200	649,200	1,042,000	1,042,000	1,042,000
Intergovernmental revenues	77,629	-	-	-	-	-
Miscellaneous	2,784	3,100	3,928	2,800	2,800	2,800
Interfund transfers	-	350,000	250,000	100,000	100,000	100,000
General fund subsidy	120,000	125,600	125,600	177,000	177,000	177,000
TOTAL RESOURCES	\$ 947,938	\$ 1,240,900	\$ 1,152,025	\$ 1,501,200	\$ 1,501,200	\$ 1,501,200
	ACTUALS ¹ 2019-2021	BUDGET 2021-2023	ESTIMATE ¹ 2021-2023	PROPOSED 2023-2025	APPROVED 2023-2025	ADOPTED 2023-2025
REQUIREMENTS						
<i>By Category:</i>						
Community & Econ Dev. Program						
Personnel services	\$ 369,478	\$ 433,500	\$ 299,492	\$ 332,300	\$ 332,300	\$ 332,300
Materials & services	315,971	671,600	557,447	496,300	496,300	496,300
Total Community & Econ Dev. Program	685,449	1,105,100	856,939	828,600	828,600	828,600
Interfund Transfers	139,192	115,700	115,614	454,100	454,100	454,100
Contingency	-	20,100	-	218,500	218,500	218,500
TOTAL REQUIREMENTS	\$ 824,641	\$ 1,240,900	\$ 972,553	\$ 1,501,200	\$ 1,501,200	\$ 1,501,200

Authorized Full Time Equivalents	1.00	1.00
Allocated Full Time Equivalents	1.00	1.00

¹ Due to rounding, actuals and estimated numbers may not add up precisely with the totals provided.

COMMUNITY & ECONOMIC DEVELOPMENT

Business Advocacy Fund

Overview

The mission of the Business Advocacy Program is to advocate for business needs to all of the City's departments. The City's Business Advocate is tasked with providing the business community with regular communication, a single point of contact for questions or concerns, an avenue for feedback on city policies and processes, and to staff the Bend Economic Development Advisory Board (BEDAB) which provides oversight of the tourism promotion contract, the regional economic development contract, and policy input and recommendation to the Bend City Council.

The primary source of funding for this program is the Business Registration Fee. In addition, General Fund dollars are allocated annually in support of regional economic development efforts provided through the City's contract with Economic Development for Central Oregon (EDCO).

Goals & Objectives for the 2023-2025 Biennial Budget

- Complete and present a BEDAB-approved Economic Development Strategy to the Bend City Council
- Participate in the development and review of an Economic Opportunities Analysis
- Work with economic development partners to identify opportunities to share relevant Business Registration data, explore options to allow registrants to opt into communications from partners
- Communicate development and permit turnaround metrics to Business Registrants on a quarterly basis and ensure that up to date information is available on the City's Business page
- Explore options for an expedited or preferred permit submittal process
- Adopt a fee on companies participating in the Bend Enterprise Zone to offset growing local costs related to the EDCO contract
- Participate in the development of a Juniper Ridge land sale request for proposal process and identify priorities for successful respondents that support the approved economic development strategy

Major Accomplishments during the 2021-2023 Biennium

- Developed the 2022-24 BEDAB Strategic Plan, which was approved by BEDAB and accepted by the Bend City Council. The approved plan directed staff work related to the development of an Economic Development Strategy and other components of the 2023-25 Business Advocacy Program goals
- Participated in the development of an approved Regional Recovery Plan framework focused on responding to future economic crises in light of the COVID-19 pandemic
- Built upon City efforts around childcare from prior years, renewing a waiver of transportation system development charges for new or expanded childcare and allocating American Rescue Plan Act (ARPA) funds to home-based childcare and childcare workforce development efforts
- Partnered with the Bend Chamber of Commerce and City Urban Renewal staff to fund an outreach effort focused on underrepresented businesses located within the Core Urban Renewal Area

Significant Changes from the 2021-2023 Biennial Budget

- Adopted \$35.00 increase to business registration fees to support program staff and new programs

Tourism Fund

	ACTUALS ¹ 2019-2021	ADJUSTED BUDGET 2021-2023	ESTIMATE ¹ 2021-2023	BIENNIAL BUDGET		
				PROPOSED 2023-2025	APPROVED 2023-2025	ADOPTED 2023-2025
RESOURCES						
Beginning working capital	\$ 332,667	\$ 1,432,900	\$ 1,432,917	\$ 244,400	\$ 244,400	\$ 244,400
Room tax	6,250,560	10,258,800	9,766,469	10,693,400	10,693,400	10,693,400
Miscellaneous	3,108	2,000	8,057	8,300	8,300	8,300
TOTAL RESOURCES	\$ 6,586,335	\$ 11,693,700	\$ 11,207,443	\$ 10,946,100	\$ 10,946,100	\$ 10,946,100
	ACTUALS¹ 2019-2021	BUDGET 2021-2023	ESTIMATE¹ 2021-2023	PROPOSED 2023-2025	APPROVED 2023-2025	ADOPTED 2023-2025
REQUIREMENTS						
<i>By Category:</i>						
Community & Econ Dev. Program						
Materials & services	5,029,551	11,482,600	10,751,957	10,722,300	10,722,300	10,722,300
Total Community & Econ Dev. Program	5,029,551	11,482,600	10,751,957	10,722,300	10,722,300	10,722,300
Interfund Transfers	123,867	211,100	211,100	223,800	223,800	223,800
TOTAL REQUIREMENTS	\$ 5,153,418	\$ 11,693,700	\$ 10,963,057	\$ 10,946,100	\$ 10,946,100	\$ 10,946,100

¹ Due to rounding, actuals and estimated numbers may not add up precisely with the totals provided.

COMMUNITY & ECONOMIC DEVELOPMENT

Tourism Fund

Overview

The Tourism Fund accounts for the collection and use of the portion of room taxes that are dedicated to the promotion of tourism and development of tourism related facilities as required by Oregon Revised Statutes. The City contracts with Visit Bend for the ongoing efforts to promote tourism and manage grants related to the development of tourism related facilities and cultural tourism initiatives.

The City's current room tax rate is 10.4%; 35.4% of total collections are allocated to Visit Bend in line with state statute, the remaining collections go toward the City's General Fund or directly to public safety services.

All overnight lodging operators are required to levy the applicable tax rate on room revenues and remit the proceeds to the City on a monthly or quarterly basis; a rebate of 5% of the taxes is allowed to be retained by lodging providers for the administration of the tax.

Goals & Objectives for the 2023-2025 Biennial Budget

- Promote tourism to increase the number of overnight stays and/or gross room taxes collected in the City of Bend to fund Police, Fire, Streets and other general city services
- Continue to allocate funds for the development of new or improved tourism related facilities in and around Bend
- Deploy \$2.36 million in tourism funds held-back related to a 2017 legal challenge. Direction from the Bend City Council indicates a preference for tourism related facility projects in the Downtown Bend Economic Improvement District, notably along the Brooks Promenade corridor

Major Accomplishments during the 2021-2023 Biennium

- Developed a more modern scope of work in alignment with an ordinance to include tourism related facilities as an allowable use for the Tourism Fund
- Completed issuance of an updated request for proposal for a new five-year Tourism Fund contract
- Began allocating funds toward tourism related facility development via a competitive grant process
- In its first year, Visit Bend's Sustainability Fund allocated \$840,000 to eight projects in and around Bend

Significant Changes from the 2021-2023 Biennium

- The 2023-25 biennial budget reflects a return to allocating 35.4% of total room tax collections to Visit Bend for approved tourism related uses following the conclusion of a legal challenge dating back to 2017

Economic Improvement District (EID) Fund

	ACTUALS ¹ 2019-2021	ADJUSTED BUDGET 2021-2023	ESTIMATE ¹ 2021-2023	BIENNIAL BUDGET		
				PROPOSED 2023-2025	APPROVED 2023-2025	ADOPTED 2023-2025
RESOURCES						
Beginning working capital	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Miscellaneous	253,307	572,800	515,773	548,200	548,200	548,200
Interfund transfers	11,554	8,000	7,951	8,500	8,500	8,500
TOTAL RESOURCES	\$ 264,861	\$ 580,800	\$ 523,724	\$ 556,700	\$ 556,700	\$ 556,700
	ACTUALS¹ 2019-2021	BUDGET 2021-2023	ESTIMATE¹ 2021-2023	PROPOSED 2023-2025	APPROVED 2023-2025	ADOPTED 2023-2025
REQUIREMENTS						
<i>By Category:</i>						
Community & Econ Dev. Program						
Materials & services	251,653	551,400	507,993	540,100	540,100	540,100
Total Community & Econ Dev. Program	251,653	551,400	507,993	540,100	540,100	540,100
Interfund Transfers	13,207	29,400	15,731	16,600	16,600	16,600
TOTAL REQUIREMENTS	\$ 264,860	\$ 580,800	\$ 523,724	\$ 556,700	\$ 556,700	\$ 556,700

¹ Due to rounding, actuals and estimated numbers may not add up precisely with the totals provided.

COMMUNITY & ECONOMIC DEVELOPMENT **Economic Improvement District (EID) Fund**

Overview

The Economic Improvement District (EID) was created by the City Council at the request of Downtown property owners to provide a funding program for maintenance by the Downtown Bend Business Association (DBBA). The District was initially formed in 2007 and has been renewed five (5) times. The proposed 2021-24 renewal was adopted May 19, 2021.

The City mails assessments to property owners and collects the revenues. The City Council entered into a contract for services with the DBBA for the implementation of the EID's work plan. A 3% administration fee is maintained to assure that the City recovers administrative costs associated with oversight obligations for the program.

Goals & Objectives for the 2023-2025 Biennial Budget

- Provide a funding program for the maintenance of downtown beautification efforts by the DBBA, as well as funding for marketing, promotions, event sponsorship/coordination, and advertising for the district
- City to continue to provide oversight for the collection and distribution of assessments
- Review current EID boundary with the DBBA and downtown stakeholders, prepare for a potential EID renewal to occur in the first six months of calendar year 2025

Major Accomplishments during the 2021-2023 Biennium

- Renewed the EID for three more years with annual fee increases

Significant Changes from the 2021-2023 Biennium

- Increased assessment amount by \$.01 each year of the upcoming biennium

**General Fund
 Juniper Ridge City Owned Land**

	ACTUALS ¹ 2019-2021	ADJUSTED BUDGET 2021-2023	ESTIMATE ¹ 2021-2023	BIENNIAL BUDGET		
				PROPOSED 2023-2025	APPROVED 2023-2025	ADOPTED 2023-2025
REQUIREMENTS						
<i>By Category:</i>						
Community & Econ Dev. Program						
Materials & services	101,508	423,000	139,094	115,500	115,500	115,500
Capital outlay	20,415	200,000	176,900	-	-	-
Total Community & Econ Dev. Program	121,923	623,000	315,994	115,500	115,500	115,500
Interfund Transfers	55,730	385,700	145,200	446,000	446,000	446,000
TOTAL REQUIREMENTS	\$ 177,653	\$ 1,008,700	\$ 461,194	\$ 561,500	\$ 561,500	\$ 561,500

¹ Due to rounding, actuals and estimated numbers may not add up precisely with the totals provided.

COMMUNITY & ECONOMIC DEVELOPMENT

Juniper Ridge City Owned Land

Overview

Juniper Ridge consists of 1,500 acres of city-owned vacant land located at the north edge of the City of Bend, east of Highway 97 and north of Cooley Road. Approximately 509 acres are within the City's Urban Growth Boundary, City limits, and the Juniper Ridge Urban Renewal Area (URA).

The Juniper Ridge City Owned Land program was established in late FY 2020-21 to account for the operating costs to manage the entire 1,500 acres of city-owned land in Juniper Ridge, as well as fund activities related to future development of the approximately 509 acres within the URA. The Juniper Ridge City Owned Land program is funded by land sale revenue from property sold within the Juniper Ridge URA.

Goals & Objectives for the 2023-2025 Biennial Budget

- Leverage city-owned land at Juniper Ridge to increase opportunities for industrial development and housing
- Reestablish Juniper Ridge Owner's Association and appoint Association Board of Directors
- Amend Juniper Ridge Design Guidelines per Juniper Ridge Work Plan
- Amend Covenants, Conditions and Restrictions (CC&R) applicable area per Juniper Ridge Work Plan
- Revise Juniper Ridge Special Planned Area Development Code to reflect revised land sale and development strategy outlined in Juniper Ridge Work Plan
- Complete large "tract" lot platting for future sale of City-owned land
- Surplus City-owned land and sell large "tract" lots through a competitive bidding process

Major Accomplishments during the 2021-2023 Biennium

- Implemented additional security measures to improve safety for members of the houseless community currently living on the property as well as the neighboring property owners
- Reduced wildfire risks by implementing fuel reduction efforts: fuel breaks and removal of abandoned debris and vehicles
- Sold and closed on all platted lots within the Juniper Ridge Employment Subdistrict (Lots 2, 6, 7, 8, 10 and 11)
- Initiated large "tract" lot platting for future sale of City-owned land

Significant Changes from the 2021-2023 Biennial Budget

- Included \$50k in each year of the biennium related to permit costs to subdivide city-owned land at Juniper Ridge
- The reserves associated with the net sales of city owned land in Juniper Ridge totals are \$14.3 million at the end of the 2023-25 biennium and are presented under the City's "General Fund Service Area".

Bend Urban Renewal Agency (BURA) General Fund

	ACTUALS ¹ 2019-2021	ADJUSTED BUDGET 2021-2023	ESTIMATE ¹ 2021-2023	BIENNIAL BUDGET		
				PROPOSED 2023-2025	APPROVED 2023-2025	ADOPTED 2023-2025
RESOURCES						
Beginning working capital	\$ 459,028	\$ -	\$ -	\$ -	\$ -	\$ -
Charges for services	54,124	-	-	-	-	-
Miscellaneous	2,525	-	-	-	-	-
TOTAL RESOURCES	\$ 515,677	\$ -	\$ -	\$ -	\$ -	\$ -
	ACTUALS ¹ 2019-2021	BUDGET 2021-2023	ESTIMATE ¹ 2021-2023	PROPOSED 2023-2025	APPROVED 2023-2025	ADOPTED 2023-2025
REQUIREMENTS						
<i>By Category:</i>						
Community & Econ Dev. Program						
Personnel services	\$ 173,335	\$ -	\$ -	\$ -	\$ -	\$ -
Materials & services	342,342	-	-	-	-	-
Total Community & Econ Dev. Program	515,677	-	-	-	-	-
TOTAL REQUIREMENTS	\$ 515,677	\$ -	\$ -	\$ -	\$ -	\$ -

¹ Due to rounding, actuals and estimated numbers may not add up precisely with the totals provided.

**COMMUNITY & ECONOMIC DEVELOPMENT
BEND URBAN RENEWAL AGENCY (BURA)
BURA General Fund**

Overview

The purpose of urban renewal is to address conditions of blight, as defined in ORS 457.460.

The Bend Urban Renewal Agency (BURA) was first established in 1984 to address redevelopment of an area in downtown Bend known as the Central Bend Development Program Area (or Downtown Plan Area). The policies of BURA are established by a seven member board, the Bend Urban Renewal Agency Board, consisting of members of the Bend City Council. BURA uses tax increment financing in approved Urban Renewal Areas to finance its improvement projects.

The Bend Urban Renewal Agency (BURA) General Fund was used to account for the general planning, financial and engineering consulting and staff services within BURA not accounted for in the BURA debt service or construction funds.

The Fund was dissolved as of June 30, 2021 as the Core Area feasibility study has been completed and all available revenues and reserves have been depleted. The Juniper Ridge Construction Fund serves as the “general fund” for annual audit and financial reporting purposes.

Bend Urban Renewal Agency (BURA) Juniper Ridge Construction Fund

	ACTUALS ¹ 2019-2021	ADJUSTED BUDGET 2021-2023	ESTIMATE ¹ 2021-2023	BIENNIAL BUDGET		
				PROPOSED 2023-2025	APPROVED 2023-2025	ADOPTED 2023-2025
RESOURCES						
Beginning working capital*	\$ 1,322,752	\$ -	\$ -	\$ -	\$ -	\$ -
Intergovernmental revenues	1,894	-	-	-	-	-
Miscellaneous	31,524	-	1,357	-	-	-
Debt proceeds	-	3,627,000	3,315,000	397,800	397,800	397,800
Short-term loan proceeds from City GF	668,315	626,800	271,719	4,468,100	4,468,100	4,468,100
TOTAL RESOURCES	\$ 2,024,485	\$ 4,253,800	\$ 3,588,076	\$ 4,865,900	\$ 4,865,900	\$ 4,865,900
	ACTUALS¹ 2019-2021	BUDGET 2021-2023	ESTIMATE¹ 2021-2023	PROPOSED 2023-2025	APPROVED 2023-2025	ADOPTED 2023-2025
REQUIREMENTS						
<i>By Category:</i>						
Community & Econ Dev. Program						
Personnel services	\$ 243,986	\$ 253,500	\$ 28,284	\$ 147,200	\$ 147,200	\$ 147,200
Materials & services	1,780,498	221,300	81,614	4,027,500	4,027,500	4,027,500
Capital outlay	-	3,575,000	3,250,000	390,000	390,000	390,000
Total Community & Econ Dev. Program	2,024,484	4,049,800	3,359,898	4,564,700	4,564,700	4,564,700
Interfund Transfers	-	204,000	228,176	301,200	301,200	301,200
TOTAL REQUIREMENTS	\$ 2,024,484	\$ 4,253,800	\$ 3,588,074	\$ 4,865,900	\$ 4,865,900	\$ 4,865,900

Authorized Full Time Equivalents	0.00	0.00
Allocated Full Time Equivalents	0.40	0.40

¹ Due to rounding, actuals and estimated numbers may not add up precisely with the totals provided.

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Bend Urban Renewal Agency (BURA) Juniper Ridge Debt Service Fund

	ACTUALS ¹ 2019-2021	ADJUSTED BUDGET 2021-2023	ESTIMATE ¹ 2021-2023	BIENNIAL BUDGET		
				PROPOSED 2023-2025	APPROVED 2023-2025	ADOPTED 2023-2025
RESOURCES						
Beginning working capital	\$ 2,937,097	\$ 3,616,800	\$ 3,747,248	\$ 5,454,100	\$ 5,454,100	\$ 5,454,100
Property taxes	2,706,762	2,907,000	3,156,122	3,455,400	3,455,400	3,455,400
Miscellaneous	109,211	109,500	151,973	119,700	119,700	119,700
Debt proceeds	1,751,000	-	-	-	-	-
TOTAL RESOURCES	\$ 7,504,070	\$ 6,633,300	\$ 7,055,343	\$ 9,029,200	\$ 9,029,200	\$ 9,029,200
	ACTUALS ¹ 2019-2021	BUDGET 2021-2023	ESTIMATE ¹ 2021-2023	PROPOSED 2023-2025	APPROVED 2023-2025	ADOPTED 2023-2025
REQUIREMENTS						
<i>By Category:</i>						
Community & Econ Dev. Program						
Materials & services	5,322	-	-	-	-	-
Total Community & Econ Dev. Program	5,322	-	-	-	-	-
Debt Service	3,751,500	2,187,800	1,601,202	5,754,900	5,754,900	5,754,900
Reserves Debt Service	-	4,445,500	-	3,274,300	3,274,300	3,274,300
TOTAL REQUIREMENTS	\$ 3,756,822	\$ 6,633,300	\$ 1,601,202	\$ 9,029,200	\$ 9,029,200	\$ 9,029,200

¹ Due to rounding, actuals and estimated numbers may not add up precisely with the totals provided.

**COMMUNITY & ECONOMIC DEVELOPMENT
BEND URBAN RENEWAL AGENCY (BURA)
Juniper Ridge Urban Renewal Area**

Overview

The Juniper Ridge Urban Renewal Area (URA) was adopted in 2005 and amended in 2019 as a supporting finance mechanism to address blight (as defined by ORS 457) and aid in the future commercial and industrial development of the area. The amended area represents 721.95 acres in the north area of the City of Bend. The URA includes approximately 509 acres east of Highway 97 and north of Cooley Rd, known as “Juniper Ridge,” a primarily vacant land area owned by the City of Bend and zoned for commercial and industrial use. The maximum indebtedness of the Juniper Ridge URA is \$41,250,000. A boundary map of the Juniper Ridge Urban Renewal Area can be found at bendoregon.gov/urbanrenewal.

The BURA Juniper Ridge Construction Fund accounts for capital improvements to the Juniper Ridge Urban Renewal Area (URA) and is also the operating fund for all activities of BURA as it relates to the Juniper Ridge URA. The BURA Juniper Ridge Debt Service Fund accounts for debt service on urban renewal debt issued. Property taxes levied on the new growth or incremental assessed value within the Juniper Ridge URA are collected and used to pay debt service on the urban renewal debt.

Goals & Objectives for the 2023-2025 Biennial Budget

- Complete construction of Phase I of the Cooley Road / Talus Road Improvements project
- Provide funding for improvements related to the Oregon Department of Transportation (ODOT) US97 North Corridor project
- Support employment based commercial and industrial development

Major Accomplishments during the 2021-2023 Biennium

- Began construction of Phase I of the Cooley Road / Talus Road Improvements project

Significant Changes from the 2021-2023 Biennial Budget

- Urban Renewal activity is moving under the purview of the Real Estate Department
- Provide \$2 million in funding to ODOT for the US97 North Corridor project
- Provide \$2 million in funding for commercial and industrial business development

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BURA Juniper Ridge Construction Fund
Five Year Capital Improvement Program (CIP) Schedule

	Cost Estimate Classification*	2023-24	2024-25	2025-26	2026-27	2027-28	Total
1BCTL Cooley Rd. / Talus Rd. Improvements	1	\$ 390,000	\$ -	\$ -	\$ -	\$ -	\$ 390,000
Total		\$ 390,000	\$ -	\$ -	\$ -	\$ -	\$ 390,000

*The City's cost estimate classification system is based on standards developed by the AACE International Recommended Practice No. 18R-97

Estimate Class	Purpose	Project Definition Level Expressed as % of completion definition	Cost Estimate Range Typical variation in high & low range
Class 5	Concept or Feasibility	0% to 2%	+ 100% / -50%
Class 4	Preliminary Engineering	1% to 15%	+ 50% / -30%
Class 3	Semi-Detailed (30%-60% Design)	10% to 40%	+ 30% / -20%
Class 2	Detailed (60%-100% Design)	30% to 75%	+ 20% / -15%
Class 1	Final (100% Design/Bid Opening)	65% to 100%	+ 10% / -10%
N/A	Not Applicable		

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Bend Urban Renewal Agency (BURA) Murphy Crossing Construction Fund

	ACTUALS ¹ 2019-2021	ADJUSTED BUDGET 2021-2023	ESTIMATE ¹ 2021-2023	BIENNIAL BUDGET		
				PROPOSED 2023-2025	APPROVED 2023-2025	ADOPTED 2023-2025
RESOURCES						
Beginning working capital	\$ 6,792	\$ -	\$ -	\$ -	\$ -	\$ -
Miscellaneous	(289)	-	-	-	-	-
Debt proceeds	752,300	-	-	-	-	-
Short-term loan proceeds from City GF	20,465	549,300	318,633	268,500	268,500	268,500
TOTAL RESOURCES	\$ 779,268	\$ 549,300	\$ 318,633	\$ 268,500	\$ 268,500	\$ 268,500
	ACTUALS¹ 2019-2021	BUDGET 2021-2023	ESTIMATE¹ 2021-2023	PROPOSED 2023-2025	APPROVED 2023-2025	ADOPTED 2023-2025
REQUIREMENTS						
<i>By Category:</i>						
Community & Econ Dev. Program						
Personnel services	\$ 26,181	\$ 92,300	\$ 14,660	\$ 73,500	\$ 73,500	\$ 73,500
Materials & services	753,087	10,800	167,772	10,000	10,000	10,000
Capital outlay	-	310,000	-	150,000	150,000	150,000
Total Community & Econ Dev. Program	779,268	413,100	182,432	233,500	233,500	233,500
Interfund Transfers	-	136,200	136,200	35,000	35,000	35,000
TOTAL REQUIREMENTS	\$ 779,268	\$ 549,300	\$ 318,632	\$ 268,500	\$ 268,500	\$ 268,500
Authorized Full Time Equivalents			0.00			0.00
Allocated Full Time Equivalents			0.20			0.20

¹ Due to rounding, actuals and estimated numbers may not add up precisely with the totals provided.

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Bend Urban Renewal Agency (BURA) Murphy Crossing Debt Service Fund

	ACTUALS ¹ 2019-2021	ADJUSTED BUDGET 2021-2023	ESTIMATE ¹ 2021-2023	BIENNIAL BUDGET		
				PROPOSED 2023-2025	APPROVED 2023-2025	ADOPTED 2023-2025
RESOURCES						
Beginning working capital	\$ 873,275	\$ 1,199,600	\$ 1,449,392	\$ 1,756,800	\$ 1,756,800	\$ 1,756,800
Property taxes	1,047,176	1,268,500	1,295,716	1,544,000	1,544,000	1,544,000
Miscellaneous	34,887	39,400	54,852	41,700	41,700	41,700
Debt proceeds	1,648,100	-	-	-	-	-
TOTAL RESOURCES	\$ 3,603,438	\$ 2,507,500	\$ 2,799,960	\$ 3,342,500	\$ 3,342,500	\$ 3,342,500
	ACTUALS¹ 2019-2021	BUDGET 2021-2023	ESTIMATE¹ 2021-2023	PROPOSED 2023-2025	APPROVED 2023-2025	ADOPTED 2023-2025
REQUIREMENTS						
<i>By Category:</i>						
Community & Econ Dev. Program						
Materials & services	5,009	-	-	-	-	-
Total Community & Econ Dev. Program	5,009	-	-	-	-	-
Debt Service	2,149,036	1,146,300	1,043,159	993,500	993,500	993,500
Reserves Debt Service	-	1,361,200	-	2,349,000	2,349,000	2,349,000
TOTAL REQUIREMENTS	\$ 2,154,045	\$ 2,507,500	\$ 1,043,159	\$ 3,342,500	\$ 3,342,500	\$ 3,342,500

¹ Due to rounding, actuals and estimated numbers may not add up precisely with the totals provided.

**COMMUNITY & ECONOMIC DEVELOPMENT
BEND URBAN RENEWAL AGENCY (BURA)
Murphy Crossing Urban Renewal Area**

Overview

The Murphy Crossing Urban Renewal Area (URA) was adopted in 2008 as a finance mechanism to address blight (as defined by ORS 457), and aid in the development and redevelopment of a defined area in the south edge of the City of Bend. The URA consists of approximately 275.15 acres and includes the special planned area known as the Murphy Refinement Plan. The URA is intended to assist with the funding of access and utility improvements, including the overcrossing of the Bend Parkway at Murphy Road and a system of collector and local streets. The maximum amount of indebtedness is \$52,600,000. A boundary map of the Murphy Crossing Urban Renewal Area can be found at bendoregon.gov/urbanrenewal.

The BURA Murphy Crossing Construction Fund accounts for capital improvements to the Murphy Crossing URA and is also the operating fund for all activities of BURA as it relates to the Murphy Crossing URA. The BURA Murphy Crossing Debt Service Fund accounts for debt service on urban renewal debt issued. Property taxes levied on the new growth or incremental assessed value within the Murphy Crossing URA are collected and used to pay debt service on the urban renewal debt.

Goals & Objectives for the 2023-2025 Biennial Budget

- Revise and update the Murphy Crossing Urban Renewal Plan to reflect the built environment and financial projections
- Begin the study and engineering for the Murphy Crossing Interchange

Major Accomplishments during the 2021-2023 Biennium

- Provided financial assistance through the Affordable Housing Development program for the Stillwater Crossing Development project

Significant Changes from the 2021-2023 Biennial Budget

- Urban Renewal activity is moving under the purview of the Real Estate Department

City of Bend, Oregon
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**BURA Murphy Crossing Construction Fund
Five Year Capital Improvement Program (CIP) Schedule**

	Cost Estimate Classification*	2023-24	2024-25	2025-26	2026-27	2027-28	Total
1BM97 Murphy Rd/US97 Interchange	5	\$ -	\$ 150,000	\$ -	\$ -	\$ -	\$ 150,000
1B97N US97 Frontage Road North	5	-	-	-	750,000	-	750,000
1B97S US97 Frontage Road South	5	-	-	-	750,000	-	750,000
Total		\$ -	\$ 150,000	\$ -	\$ 1,500,000	\$ -	\$ 1,650,000

*The City's cost estimate classification system is based on standards developed by the AACE International Recommended Practice No. 18R-97

Estimate Class	Purpose	Project Definition Level Expressed as % of completion definition	Cost Estimate Range Typical variation in high & low range
Class 5	Concept or Feasibility	0% to 2%	+ 100% / -50%
Class 4	Preliminary Engineering	1% to 15%	+ 50% / -30%
Class 3	Semi-Detailed (30%-60% Design)	10% to 40%	+ 30% / -20%
Class 2	Detailed (60%-100% Design)	30% to 75%	+ 20% / -15%
Class 1	Final (100% Design/Bid Opening)	65% to 100%	+ 10% / -10%
N/A	Not Applicable		

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Bend Urban Renewal Agency (BURA) Core Area Construction Fund

	ACTUALS ¹ 2019-2021	ADJUSTED BUDGET 2021-2023	ESTIMATE ¹ 2021-2023	BIENNIAL BUDGET		
				PROPOSED 2023-2025	APPROVED 2023-2025	ADOPTED 2023-2025
RESOURCES						
Beginning working capital	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Miscellaneous	-	-	4,000	-	-	-
Debt proceeds	-	-	-	6,936,000	6,936,000	6,936,000
Short-term loan proceeds from City GF	-	977,800	573,300	1,826,900	1,826,900	1,826,900
TOTAL RESOURCES	\$ -	\$ 977,800	\$ 577,300	\$ 8,762,900	\$ 8,762,900	\$ 8,762,900
	ACTUALS¹ 2019-2021	BUDGET 2021-2023	ESTIMATE¹ 2021-2023	PROPOSED 2023-2025	APPROVED 2023-2025	ADOPTED 2023-2025
REQUIREMENTS						
<i>By Category:</i>						
Community & Econ Dev. Program						
Personnel services	\$ -	\$ 684,400	\$ 294,018	\$ 328,600	\$ 328,600	\$ 328,600
Materials & services	-	75,000	64,882	1,220,700	1,220,700	1,220,700
Capital outlay	-	-	-	4,500,000	4,500,000	4,500,000
Total Community & Econ Dev. Program	-	759,400	358,900	6,049,300	6,049,300	6,049,300
Interfund Transfers	-	218,400	218,400	213,600	213,600	213,600
Debt Service	-	-	-	1,000,000	1,000,000	1,000,000
Reserves Future Construction	-	-	-	1,500,000	1,500,000	1,500,000
TOTAL REQUIREMENTS	\$ -	\$ 977,800	\$ 577,300	\$ 8,762,900	\$ 8,762,900	\$ 8,762,900

Authorized Full Time Equivalents	2.00	1.00
Allocated Full Time Equivalents	1.40	0.90

¹ Due to rounding, actuals and estimated numbers may not add up precisely with the totals provided.

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Bend Urban Renewal Agency (BURA) Core Area Debt Service Fund

	ACTUALS ¹ 2019-2021	ADJUSTED BUDGET 2021-2023	ESTIMATE ¹ 2021-2023	BIENNIAL BUDGET		
				PROPOSED 2023-2025	APPROVED 2023-2025	ADOPTED 2023-2025
RESOURCES						
Beginning working capital	\$ -	\$ -	\$ -	\$ 786,800	\$ 786,800	\$ 786,800
Property taxes	-	1,264,500	1,347,745	2,137,800	2,137,800	2,137,800
Miscellaneous	-	10,000	12,389	10,000	10,000	10,000
TOTAL RESOURCES	\$ -	\$ 1,274,500	\$ 1,360,134	\$ 2,934,600	\$ 2,934,600	\$ 2,934,600
	ACTUALS¹ 2019-2021	BUDGET 2021-2023	ESTIMATE¹ 2021-2023	PROPOSED 2023-2025	APPROVED 2023-2025	ADOPTED 2023-2025
REQUIREMENTS						
<i>By Category:</i>						
Debt Service	-	977,800	573,300	826,900	826,900	826,900
Reserves Debt Service	-	296,700	-	2,107,700	2,107,700	2,107,700
TOTAL REQUIREMENTS	\$ -	\$ 1,274,500	\$ 573,300	\$ 2,934,600	\$ 2,934,600	\$ 2,934,600

¹ Due to rounding, actuals and estimated numbers may not add up precisely with the totals provided.

**COMMUNITY & ECONOMIC DEVELOPMENT
BEND URBAN RENEWAL AGENCY (BURA)
Core Area Tax Increment Finance Area**

Overview

The Core Area Tax Increment Finance Area (Core Area TIF) was adopted on August 19, 2020, as a finance mechanism to address blight (as defined by ORS 457), and aid future development and redevelopment within a defined area of the City of Bend. The Core Area TIF consists of 637.15 acres within the City of Bend where more intense development and redevelopment should occur to meet the City of Bend's housing and employment needs. The Core Area TIF includes four (4) of the nine (9) Opportunity Areas identified in the 2016 Comprehensive Plan update where growth is encouraged: Bend Central District, KorPine, East Downtown, and Inner Highway 20/Greenwood. The maximum indebtedness of the Core Area TIF is \$195,000,000. A boundary map of the Core Area Tax Increment Finance Area can be found at bendoregon.gov/urbanrenewal.

The BURA Core Area Construction Fund accounts for capital improvements to the Core Area TIF and is also the operating fund for all activities of BURA as it relates to the Core Area TIF. The BURA Core Area Debt Service Fund accounts for debt service on urban renewal/TIF debt issued. Property taxes levied on the new growth or incremental assessed value within the Core Area TIF will be collected and used to pay debt service on the urban renewal/TIF debt.

Goals & Objectives for the 2023-2025 Biennial Budget

- Adopt and implement a Development Assistance Program and support re/development
- Adopt and implement an Affordable Housing Assistance Program and support re/development
- Implement a Business Assistance Program to support local business
- Provide financial support and administer Five-Year Capital Improvement Program (CIP) projects within the Core Area TIF
- Create and monitor Core Area TIF specific performance metrics

Major Accomplishments during the 2021-2023 Biennium

- Established the Core Area Advisory Board (CAAB) as a TIF advisory committee to BURA
- Identified priority spending and program requirements for the Core Area TIF

Significant Changes from the 2021-2023 Biennial Budget

- Adopted a Five-Year Capital Improvement Program (CIP) for the Core Area TIF
- Implementing Business Assistance and Developer Assistance Programs
- Urban Renewal activity is moving under the purview of the Real Estate Department

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**BURA Core Area Construction Fund
Five Year Capital Improvement Program (CIP) Schedule**

	Cost Estimate Classification*	2023-24	2024-25	2025-26	2026-27	2027-28	Total
1GHAO Hawthorne Overcrossing	5	\$ -	\$ -	\$ -	\$ 1,500,000	\$ 1,500,000	\$ 3,000,000
1GFAI Franklin Crossing & Corridor Improvements	3	500,000	2,500,000	-	-	-	\$ 3,000,000
1BCA2 2nd Street Streetscape Improvements - Franklin to Greenwood	5	500,000	1,000,000	1,000,000	-	-	\$ 2,500,000
Total		\$ 1,000,000	\$ 3,500,000	\$ 1,000,000	\$ 1,500,000	\$ 1,500,000	\$ 8,500,000

*The City's cost estimate classification system is based on standards developed by the AACE International Recommended Practice No. 18R-97

Estimate Class	Purpose	Project Definition Level Expressed as % of completion definition	Cost Estimate Range Typical variation in high & low range
Class 5	Concept or Feasibility	0% to 2%	+ 100% / -50%
Class 4	Preliminary Engineering	1% to 15%	+ 50% / -30%
Class 3	Semi-Detailed (30%-60% Design)	10% to 40%	+ 30% / -20%
Class 2	Detailed (60%-100% Design)	30% to 75%	+ 20% / -15%
Class 1	Final (100% Design/Bid Opening)	65% to 100%	+ 10% / -10%
N/A	Not Applicable		

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American Rescue Plan Act (ARPA) Fund

	ACTUALS ¹ 2019-2021	ADJUSTED BUDGET 2021-2023	ESTIMATE ¹ 2021-2023	BIENNIAL BUDGET		
				PROPOSED 2023-2025	APPROVED 2023-2025	ADOPTED 2023-2025
RESOURCES						
Beginning working capital	\$ -	\$ -	\$ -	\$ 273,800	\$ 273,800	\$ 273,800
Intergovernmental revenues	-	14,076,600	6,702,684	7,122,300	7,122,300	7,122,300
Miscellaneous	-	-	275,637	101,500	101,500	101,500
TOTAL RESOURCES	\$ -	\$ 14,076,600	\$ 6,978,321	\$ 7,497,600	\$ 7,497,600	\$ 7,497,600
	ACTUALS ¹ 2019-2021	BUDGET 2021-2023	ESTIMATE ¹ 2021-2023	PROPOSED 2023-2025	APPROVED 2023-2025	ADOPTED 2023-2025
REQUIREMENTS						
<i>By Category:</i>						
Community & Econ Dev. Program						
Personnel services	\$ -	\$ 431,000	\$ 220,951	\$ -	\$ -	\$ -
Materials & services	-	858,000	927,645	-	-	-
Total Community & Econ Dev. Program	-	1,289,000	1,148,596	-	-	-
Interfund Transfers	-	7,769,100	5,555,919	6,714,400	6,714,400	6,714,400
Reserves	-	5,018,500	-	783,200	783,200	783,200
TOTAL REQUIREMENTS	\$ -	\$ 14,076,600	\$ 6,704,515	\$ 7,497,600	\$ 7,497,600	\$ 7,497,600

¹ Due to rounding, actuals and estimated numbers may not add up precisely with the totals provided.

COMMUNITY & ECONOMIC DEVELOPMENT **American Rescue Plan Act (ARPA) Fund**

Overview

The American Rescue Plan Act (ARPA) fund is a special revenue fund that was established in August 2021 to account for funds received from the US Department of Treasury through the American Rescue Plan Act, Coronavirus State and Local Fiscal Recovery funds.

The Coronavirus State and Local Fiscal Recovery Funds program authorized by the American Rescue Plan Act delivered \$350 billion to state, territorial, local, and tribal governments across the country to support their response to recovery from the COVID-19 public health emergency.

The City was the recipient of \$14.1 million in ARPA Funds during the 2021-23 biennium. The City's Stewardship subcommittee has designated the use of the funds for programs and purposes across the City that are in line with the restricted use of the funds per the award. A condition of the award is that the funds must be encumbered by December 31, 2024 and fully expended by June 30, 2026.

Funds have been allocated for the following projects/programs: (\$ in thousands)	
Shelters	\$ 1,500
Division Street/Stepping Stone shelter renovations	500
2nd St. shelter/Lighthouse Nav. Center renovations	100
New positions	1,446
Restoring previously eliminated positions	1,295
Cyber security software	128
Affordable housing relief	400
Utility assistance	200
Workforce/Childcare	250
Community assistance grants	330
Downtown design	70
Mobile Crisis Assessment Team agreement with Deschutes County	328
CORE3 for Central Oregon Intergovernmental Council (COIC)	259
Fire/EMS Services	1,800
Planning for future sustainable revenues	200
Ride Bend for COIC	100
Project Turnkey Shelter Operations	4,000
Envision Bend	80
General Fund Operations	1,091
Total	\$ 14,077

Goals for the 2023-2025 Biennial Budget

- Monitor planned and actual expenses to ensure the funds will be encumbered by June 2024 and fully expended by the June 2026 deadline according to the designated purposes as identified by the Stewardship Subcommittee

Major Accomplishments during the 2021-2023 Biennium

- Established the Community Assistance Grant program to assist qualifying nonprofit organizations recover from the COVID-19 pandemic and to assist non-profit entities provide services to individual members of the community who were negatively impacted by the COVID-19 pandemic, especially those who were disproportionately impacted
- In partnership with Central Oregon Community College and The East Cascades Workforce investment Board, provided construction and childcare workforce training programs
- Provided utility bill assistance for low-income residential customers in the City of Bend facing hardship as a result of the COVID-19 pandemic
- Provided funding for operations and renovations of houseless shelters
- Provided funding for new and eliminated positions at the City in order to maintain essential function levels

Significant Changes from the 2021-2023 Biennial Budget

- New fund was created during the 2021-2023 biennium to manage program funding

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