



2025-2027

**COUNCIL GOAL
WORK PLAN**



CITY OF BEND

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The City of Bend City Council is committed to thoughtful leadership and delivering essential services that support everyone in our community. The 2025 - 2027 goals are shaped by community input and focus on creating equitable access to services and opportunities for all Bend residents.

2025-2027 Council Goals



Guiding Principles

Purpose

The Guiding Principles serve as a foundational lens for City staff, helping translate our community's values into an actionable framework that guides decision-making and policy development. They articulate the Bend City Council's core values, ensuring transparency, accountability, and inclusivity in our governance.

Safety + Belonging

We are committed to a Bend where everyone feels safe, welcome, included and connected. Housing stability is key to this, and we will prioritize policies that support affordable, attainable housing, and livability. Our goal is for people to live where they work and travel safely to the places they need to go. We will apply an equity lens and amplify the voices of historically excluded communities in our decision-making, ensuring all residents shape and benefit from Bend's future. Safety and belonging guide our decisions to build a more diverse, inclusive, accessible, and thriving city.



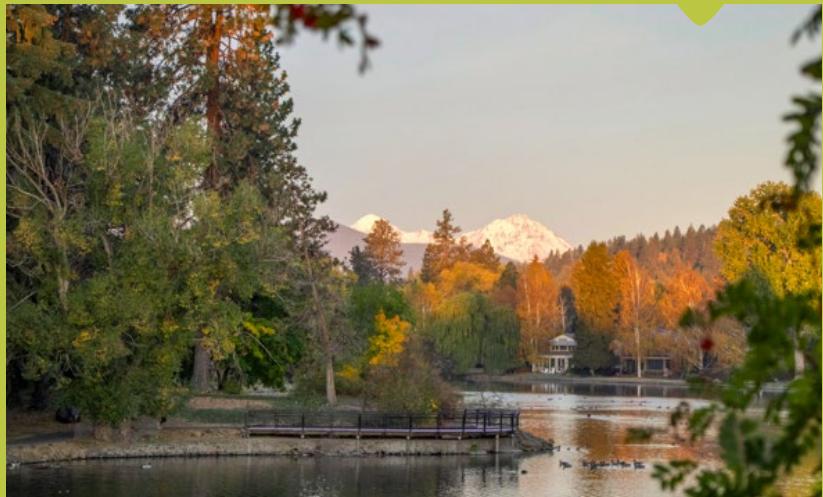
Inclusive Governance



We are committed to a responsive and transparent government that reflects the needs of our community. We will ensure residents are heard and engaged in meaningful ways while fostering an adaptable and resilient organization. Our leadership will be guided by community values, using data to inform decisions and drive equitable outcomes. We will advocate for the resources needed to meet Bend's evolving needs and align core services with community priorities. By modeling inclusive governance, we strengthen public trust and build a city that works for everyone.

Environment & Climate

We honor the people that came before us on these lands and reaffirm our commitment to protecting and sustaining the environment as a foundation of our community's well-being. We will be responsible stewards of our land, air, and water. We will take bold action to preserve access to nature, reduce carbon emissions, and support sustainable, smart growth. By prioritizing environmental resilience, we ensure a thriving and livable Bend for current and future generations.



Fiscal Stewardship

We are committed to transparent, responsible, and accountable management of our city's resources. Every financial decision will be made with short, medium, and long-term impacts in mind, ensuring sustainable growth and fiscal health. We will clearly connect expenditures to outcomes, demonstrating how investments align with community priorities. Through strategic fiscal stewardship, we build public trust and ensure Bend's resources serve residents effectively and equitably.

Partnership

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





HOUSING

Develop and implement strategies to meet community housing needs, reduce homelessness, and create complete, walkable neighborhoods through data-driven policies, reliable funding, and innovative development codes.

Target efforts for housing production based on community needs and directed by the State

- Create a Housing Production Strategies committee to develop policies, incentives and other funding tools to increase the supply of affordable and missing middle housing in alignment with the Oregon Housing Needs Analysis
- Permit 3,942 total housing units by the end of the biennium that includes 1,818 deed-restricted Affordable (at or below 80% AMI) and 826 units of deed-restricted or contract-restricted middle-income housing (at or below 120% AMI)

Target efforts for homelessness based on community needs that include maintaining at least 525 shelter beds and 300 transitions from shelters and temporary parking sites to more permanent housing

- Advocate for a reliable, ongoing funding program for shelters (for capital and operations) and supportive services
- Develop 15 additional safe parking spaces, for a total of 51 spaces
- Set goals and metrics for reducing homelessness that meet the needs in Bend while aligning with state and regional plans and funding sources

Accelerate complete neighborhoods

- Adopt elements of a 20-year plan for housing and jobs (Bend's growth plan), emphasizing policies that create walkable and complete neighborhoods and transition Bend to form based development codes
- Adopt development code and entitlement process improvements that remove barriers and speed up missing middle-income, affordable housing and infill development





TRANSPORTATION & INFRASTRUCTURE

Make travel safer and more reliable for everyone, ensure water and wastewater systems meet growth, housing, and economic prosperity needs, and improve transportation projects with sustainable funding and planning.

Enhance safety, accessibility and increased options for all modes of travel, with the goal of zero fatalities and a 10% decrease in crashes by the end of the biennium

- Create and begin implementation of Pedestrian and Bike Master Plans that address system gaps, costs, and priorities and are aligned to the Transportation System and Climate Friendly and Equitable Communities plans and policies
- Develop project and funding solutions to improve safety, reliability, maintenance, and capital needs, aligning revenue options with planning and performance metrics and goals
- Update transportation design standards and specifications for all users

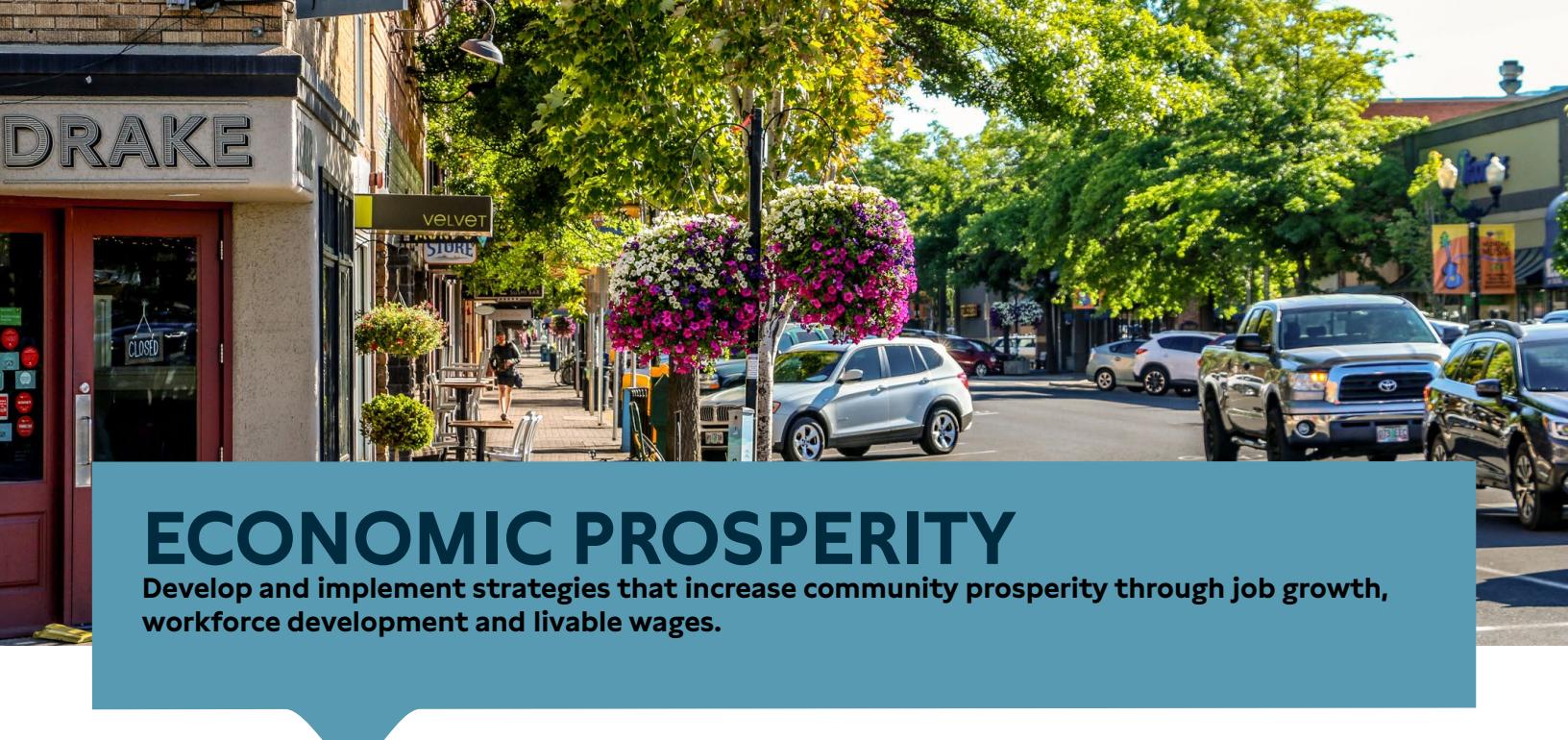
Ensure water, wastewater, and stormwater systems are aligned with the needs of a growing city and understand capacity for growth

- Finish the Sewer Collection System and Stormwater Master Plans, prioritizing infill development
- Acquire property to meet the long-term water supply and resiliency needs
- Finish updating plans for the Water Reclamation and Filtration Facilities, focusing on environmental stewardship, wildfire resiliency and clean energy opportunities

Improve and deliver the City's transportation projects and plans and prioritize future investments

- Work proactively with Cascades East Transit to increase transit service, secure sustainable transit funding and establish a mobility hub
- Deliver key transportation infrastructure projects that prioritize housing production and economic prosperity as well as address community priorities such as the Bend Bikeway and Neighborhood Street Safety Program
- Improve governance and oversight of transportation policy and project delivery that increases efficiency, including evaluating the scope of TBOC and oversight of GO Bond projects
- Develop a stable, self-sustaining funding plan for airport operations that has 100% of airport operating costs paid for by airport revenue by the end of the biennium





ECONOMIC PROSPERITY

Develop and implement strategies that increase community prosperity through job growth, workforce development and livable wages.

Create a comprehensive economic development plan and vision, which is measured by a Bend-specific economic prosperity index

- Incorporate inputs from the Targeted Sector Analysis, Urban Renewal Investment Strategy, and Industry Cluster Analysis to guide the Economic Development Plan
- Identify target sector land capacity and infrastructure needs that inform Bend's Growth Plan
- Connect Bend's Economic Development plan with local, regional and state partners such as EDCO, Bend Chamber of Commerce, OSU-Cascades, COCC, COIC and Business Oregon

Lead an effort to strengthen economic prosperity by enhancing strategic partnerships

- Leverage public-private partnerships that catalyze investment in the Bend Central District, including the development of a new City Hall and investments in the Drake to Juniper Park connection
- Identify and contract with partners that provide specialized business and employment services, including childcare aligned to the economic development plan
- Establish an internal economic development program that coordinates and facilitates the urban renewal, real estate, housing, equity and policy teams that execute the economic development plan
- Implement a Supplier Diversity Program with a focus on outreach and education

Implement the Urban Renewal Investment Strategy as a local tool to support economic growth with a target of 200 jobs created and 500 multi-family housing units constructed in the biennium using this tool

- Promote and ensure the urban design framework of the Core Area meets job and housing goals
- Leverage urban renewal funds, including site-specific opportunities, for housing, neighborhood commercial, entrepreneurial development, infrastructure, business and land development and beautification





CLIMATE RESILIENCY

Promote a sustainable and resilient community by advancing climate action- recognizing affordability and availability of clean energy, protecting natural resources, and building wildfire resiliency.

Advance the community climate action plan (CCAP) and encourage sustainable development with the target of a 20% per capita reduction in greenhouse gas emissions by late 2027

- Implement the recently updated Community Climate Action Plan (CCAP) to meet greenhouse gas emission reduction targets, including priority items (these will be identified in April), and policies and programs that advance electrification
 - Create a disincentive and incentive package to encourage electrification of buildings
 - Demonstrate clear energy leadership at the City
 - Develop and launch an energy navigator program
 - Expand EV Charging
- Contract with community partners through a new grant program that facilitates CCAP action implementation
- Identify sustainable funding to implement the CCAP and sustainability initiatives
- Adopt a plan for the future of the Urban Tree Canopy

Protect our watershed through water conservation and stewardship, reducing per capita water use by the end of the biennium

- Update the city's water rate structure to further incentivize water conservation
- Analyze and expand existing conservation measures to achieve per capita water use of 165 gallons per day by the end of the biennium and explore use of graywater
- Collaborate with Tribal partners on water resources in the Deschutes Basin
- Continue participation with the Deschutes Basin Water Collaborative and complete the Water Management Plan

Build wildfire resiliency through awareness, education and actions that reduce risks, increasing the number of property assessments by 25% over the biennium

- Evaluate and update codes to reflect best practices for wildfire resiliency
- Coordinate and expand community wildfire resiliency outreach and education





PUBLIC SAFETY

Enhance community safety and resilience through data-driven decision-making, responsible financial stewardship, and sustained investment in public safety services, while engaging in emergency preparedness and proactive crime prevention.

Maintain high quality Fire/EMS service levels, including keeping emergency response times less than 6 minutes in the City

Maintain response times with a continued emphasis on survivability of cardiovascular emergencies

- Identify long-term funding and governance options in partnership with the Rural Fire District
- Analyze response data to ensure the appropriate resources are responding to calls for service

Enhance emergency planning while increasing community preparedness resulting in a 10% increase of sign ups for Deschutes Alerts over the biennium

- Increase participation in community education, prevention, and preparedness programs through collaboration with partners
- Refine resiliency planning including natural hazard mitigation and continuity of operations
- Refine emergency planning to address City operations and response functions, and community evacuation plans

Develop and use preventative and proactive measures to reduce crime and increase community safety as demonstrated by increasing proactive calls for service by 10% over the biennium

- Prioritize engagement and trust building with the community
- Collaborate with all City Departments and local partner agencies to intervene in criminal activity and increase livability, including implementation of automated traffic enforcement
- Reduce calls for service through partnerships and alternative response
- Identify long-term funding options to match community needs and expectations





ACCESSIBLE & EFFECTIVE GOVERNMENT

Foster a thriving, engaged, and inclusive community by enhancing transparency, strengthening public participation, and expanding engagement with new voices while ensuring responsible stewardship of resources.

Advance the City's commitment to equity and community prosperity

- Expand language access and accessibility to ensure all residents can access City of Bend resources and decision-making processes
- Incorporate the equity framework into the City's decision-making processes
- Support and collaborate with community partners to address hate incidents and discrimination

Engage community members, prioritizing outreach to new voices, to ensure continuous and meaningful community participation in decision-making processes, as demonstrated by a 10% increase over the biennium of Community Survey respondents who gave the City an A or B grade for performance

- Cultivate community partnerships to engage youth and other new voices, and implement stakeholder specific engagement, through events and creative initiatives
- Incorporate an engagement framework, with a strong feedback loop, to ensure stakeholder involvement and collaboration
- Continue to improve communication and collaboration between Council and Council advisory groups

Implement process improvements to meet the needs of a growing City

- Foster community awareness and understanding of city projects by prioritizing a community-centric approach to project planning and communication
- Improve permitting processes and reduce review times to support housing and economic development, resulting in a 20% decrease in review time over the biennium for private engineering permits
- Complete and implement the One City strategic plan that aligns organizational priorities and initiatives with an updated mission, vision and values



Future Actions

To be completed as capacity allows or revisited for the 2027-2029 Council Goals



HOUSING

Collect data on the current housing and rental market to find gaps and key areas to improve housing production in alignment with state and regional plans



TRANSPORTATION & INFRASTRUCTURE

Apply for grants to meet the long-term water supply and resiliency needs



CLIMATE RESILIENCY

Restrict the use of gas leaf blowers

Explore improvements to Bend's outdoor lighting standards, informed by principles from the 'Dark Sky' initiative



ACCESSIBLE & EFFECTIVE GOVERNMENT

Review and refresh Council Rules

Explore ways to improve transparency of worker pay on private construction projects, including through existing regulatory structures, disclosure agreements, or other local mechanisms

Other Metrics We Will Be Tracking

Accessible & Effective Government



- Community Survey.
- Number of Spanish language survey responses
 - Add the following questions for 2026 (Biennial)
 - » Trust in the City of Bend
 - » Do you know how to engage with the City of Bend?
- Maintain or improve Permitting Review Times (monthly)
 - Residential New Construction – 35 days to first review
 - Commercial New Construction – 90 days to first review
 - Tier 2 Land Use – 60 days
 - Tier 3 Right of Way – 45 days to first review
- Communication Outreach Signups – number of participants (Quarterly)

Climate Resiliency



- Specific metrics will be developed for several of the seven priority actions being recommended as 25/27 priorities. Examples could include:
 - Number of EV charging stations installed
 - Percentage of new homes using electric instead of gas
 - Number of people reached through the energy navigator program
- Percentage of wildfire risk assessments where recommendations were implemented recommendations (Annual)

Economic Prosperity



- Number of housing units created through Urban Renewal Programs (Site Specific TIF) (annual)
- Total private dollars invested due to loans granted through BURA (using valuation of the buildings) (annual)
- Economic and Workforce (Bend Redmond MSA vs Bend)
 - Total Civilian Labor Force
 - Labor Force Participation Rate
 - » Percentage of Population over 25 with Bachelor's Degree or Higher
 - » Median Age
 - Unemployment Rate
- Education Attainment (USA, Bend Redmond MSA, Bend)
 - » High School Graduate or Higher
 - » Bachelor's Degree or Higher
- Median Household Income
- Cost of Living Comparison (Cost of Living Index and Median Home Prices in Peer Cities)

- Poverty Status (Past 12 months)
- Real Estate (Peer City Comparison)
 - Commercial Real Estate (cost/sqft)
 - » Office
 - » Industrial
 - » Mix-Use
 - Overall Construction Cost Index (Mortenson Construction Cost Index)

Transportation & Infrastructure



- Average Pavement Condition Index rating of 78 by the end of 2027 (Annual)
- Number of bike lane miles added or improved (Annual)
- Number of safe crossings added or improved (Annual)
- Number linear feet of sidewalk infill added or improved (Annual)
- Percentage of households that are within a 10-minute walk of key destinations (schools, parks, transit stops, mixed commercial centers)
- Percentage of households that are within a 15-minute bike ride of key destinations (schools, parks, transit stops, mixed commercial centers)
- Community Survey: How would you rate bike and pedestrian safety in Bend? (Biennial)
- Number of fatalities on public roadways

Public Safety



- Achieve gold level Mission Lifeline Award from the American Heart Association that recognizes prehospital agencies for exceptional heart attack (STEMI) and stroke care
- At least 75% of survey respondents agree or strongly agree that the Bend Police Department are trustworthy (biennial PSU Public Safety Survey)
- Maintain 4.5 (out of 5) ratings for procedure justice and trust in the Police Department (SPDR Survey)



Language Assistance Services & Accommodation Information for People with Disabilities

You can obtain this information in alternate formats such as Braille, electronic format, etc. Free language assistance services are also available. Please contact Stephanie Betteridge at sbetteridge@bendoregon.gov or 541-323-8561. Relay Users Dial 7-1-1.



Servicios de asistencia lingüística e información sobre alojamiento para personas con discapacidad

Puede obtener esta información en formatos alternativos como Braille, formato electrónico, etc. También disponemos de servicios gratuitos de asistencia lingüística. Póngase en contacto con Stephanie Betteridge en sbetteridge@bendoregon.gov o 541-323-8561. Los usuarios del servicio de retransmisión deben marcar el 7-1-1.



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