



# Meeting Agenda

## Technical Advisory Committees Orientation

Tuesday, July 29, 2014 3-5 PM

Community Room - Bend Park and Recreation District  
799 SW Columbia Street, Bend

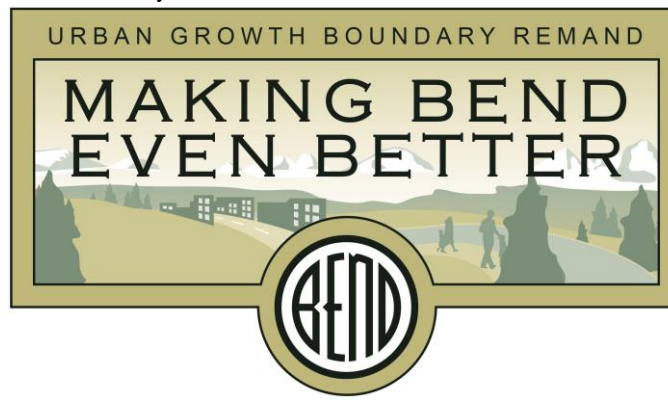
1. **Welcome** 3 PM
  - a. Welcome by Victor Chudowsky, UGB Steering Committee Chair
  - b. Introduction of project team (Brian Rankin)
2. **Project Overview and TAC Role** 3:10 PM
  - a. Project overview
    - Council goals (Victor, Brian)
    - TAC role (Brian)
    - Remand basics (Brian, Gary Firestone)
    - Project and TAC work plan (Brian and Joe Dills, Angelo Planning Group)
3. **A Few Process Issues** 4:10 PM
  - a. Meeting protocols
  - b. Heads up – election of TAC chair and vice chair and first meeting
4. **FAQs and Discussion** 4:20 PM
  - a. Highlights of the FAQs (Brian, Joe)
  - b. Additional TAC questions and discussion
5. **Adjourn** 5:00 PM

For additional project information, visit the project website at <http://bend.or.us> or contact Brian Rankin, City of Bend, at [brankin@bendoregon.gov](mailto:brankin@bendoregon.gov) or 541-388-5584



### Accessible Meeting/Alternate Format Notification

*This meeting/event location is accessible. Sign and other language interpreter service, assistive listening devices, materials in alternate format such as Braille, large print, electronic formats, language translations or any other accommodations are available upon advance request at no cost. Please contact the City Recorder no later than 24 hours in advance of the meeting at [rchristie@ci.bend.or.us](mailto:rchristie@ci.bend.or.us), or fax 385-6676. Providing at least 2 days notice prior to the event will help ensure availability.*



# Technical Advisory Committees

## *Roster*

*July 24, 2014*

Residential Lands Technical Advisory Committee	
Kristina Barragan	Alzheimer's Association
David Ford	Brooks Resources, COCC
Stuart Hicks	Author and consultant
Andy High	COBA, AHAC
Allen Johnson	LCDC/DLCD work groups
Thomas Kemper	Housing Works
Katrina Langenderfer	Harper Houf Peterson Righellis, Central Oregon Food Policy Council
Lynne McConnell	NeighborImpact
Michael O'Neil	Rotary Club of Bend, COBA, Bend Fire/Safety Budget Committee
Kurt Petrich	Bendfilm, Central Oregon Locavore
Bill Robie	COAR, AHAC
Don Senecal	Past Bend Planning Commissioner
Sidney Snyder	OSU CEAC
Kirk Schueler	Budget Committee, EDCO, BBB
Stacey Stemach	Galveston Avenue Task Force, OSU CEAC, SIAG, BBB Chair

### Residential Lands Technical Advisory Committee

Mike Tiller	Bend-La Pine Schools
Commissions	
Laura Fritz	Planning Commission
Ex Officio	
Steve Jorgensen	BMPRD
Gordon Howard	DLCD

### Employment Lands Technical Advisory Committee

Ken Brinich	St. Francis School
Peter Christoff	Bend Chamber, Shepherd's House
Ann Marie Colucci	Real estate broker
Todd Dunkelberg	Deschutes Public Library, United Way
Brian Fratzke	COAR, Bend Chamber
David Garcia	Construction/development consulting
Christopher Heaps	Central Oregon Locavore, Defenders of Veterans Central Oregon
Patrick Kesgard	BEDAB
William Kuhn	BEDAB, Bend Habitat for Humanity
Robert Lebre	City Budget Committee
Dustin Locke	Architect
Wesley Price	SIAG, BEDAB, EDCO
Damon Runberg	Regional economist
Cindy Tisher	Bend Water Treatment Committee, Growing Tree Board
Jennifer Von Rohr	Bend 2030
Ron White	St. Charles committee, Red Cross
Commissions	

### Employment Lands Technical Advisory Committee

Joan Vinci	Planning Commission
Wallace Corwin	BEDAB
Jade Mayer	Budget Committee
Ex Officio	
Tom Hogue	DLCD

### Boundary and Growth Scenarios Technical Advisory Committee

Toby Bayard	Central Oregon Land Watch, Tumalo Langlauf Club, US 97 Corridor CAC
Susan Brody	Oregon Transportation Commission, Oregon Environmental Council
Peter Carlson	Bend Chamber
Paul Dewey	Central Oregon Land Watch, Governors Eastside Forest Advisory Council
John Dotson	Past Bend Planning Commissioner
Ellen Grover	Deschutes River Conservancy Secretary, The Environmental Center – Energy Challenge
Steve Hultberg	SIAG, Deschutes County Road Infrastructure Committee, Deschutes County Systems Development Charge Committee
Brian Meece	UGB TAC (initial proposal), COAR
Charlie Miller	COCC, Bend Chamber
Mike Riley	SIAG, Bend 2030
John Russell	Department of State Lands Asset Planner, Former Bend Economic Development Director
Ron Ross	Oregon Chapter Commercial Real Estate President, COAR, past Bend Chamber, past EDCO
Sharon Smith	SIAG, NeighborImpact
Gary Timm	Former California Coastal Commissioner
Rod Tomcho	Tennant Developments, US Bancorp Vice President

<b>Boundary and Growth Scenarios Technical Advisory Committee</b>	
Robin Vora	Orchard NA, MPO TAC, BMPRD NA Advisory Committee
Dale Van Valkenburg	Brooks Resources, BEDAB, SIAG, BBB
Bruce White	BEDAB
Ruth Williamson	Bend 2030 Chair, Deschutes County Collaborative Forest Project
<b>Commissions</b>	
Rockland Dunn	Planning Commission
Peter Werner	Budget Committee
<b>Ex Officio</b>	
Scott Edelman	DLCD
Jim Bryant	ODOT
Nick Lelack	Deschutes County

**Affiliation acronyms:**

AHAC – Affordable Housing Advisory Committee

BBB – Building a Better Bend

BEDAB – Bend Economic Development Advisory Board

BMPRD – Bend Metro Park and Recreation District

COAR – Central Oregon Association of Realtors

COBA – Central Oregon Builders Association

COCC – Central Oregon Community College

DLCD – Department of Land Conservation and Development

EDCO – Economic Development for Central Oregon

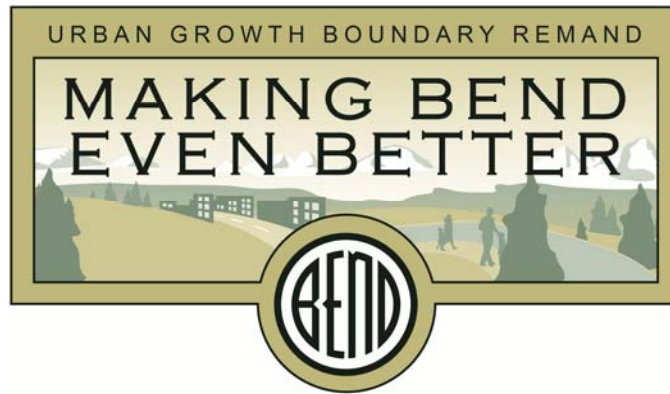
LCDC – Land Conservation and Development Commission

MPO – Metropolitan Planning Organization

NA – Neighborhood Association

OSU CEAC – Oregon State University Campus Expansion Advisory Committee

SIAG – Sewer Infrastructure Advisory Group



# Project Goals And Work Plan Summary

*July 24, 2014*

## OVERALL GOALS

The Bend City Council has agreed to the following goals for this project:

- Complete local adoption by April 2016
- Use a collaborative decision making process involving local experts and interested parties in a facilitated and expertly assisted process as described
- Apply best planning and engineering practices involving scenario development and analysis
- Engage, inform, and receive input from the public with techniques best suited for the project

The Urban Growth Boundary (UGB) expansion remand is one of the most important planning projects facing the citizens and leaders of Bend. The project will result in an updated General Plan, Transportation Systems Plan, UGB expansion, and new land use designations inside and outside the current UGB. This project will determine:

- The location, intensity, and type of future growth in Bend
- The pattern of development for existing and new residential areas, commercial and mixed use areas, industrial lands, and lands for public services like parks, schools, universities, and other public services
- The types, location, and costs of public infrastructure to serve future land uses
- The impacts on natural systems and resources such as rivers, riparian habitat, and farm and forest lands
- The future development of public parks and schools that are developed by separate agencies

## WORK PLAN SUMMARY AND SCHEDULE

### A Three Phase Work Plan

The project work plan has been organized into three phases as shown on the attached Project Schedule graphic.

#### *Phase 1*

Phase 1's key outcomes include the project goals, land need determinations, capacity analysis for the current UGB, and methodology for UGB expansion that will be applied in Phase 2. The goals will be established by the UGB Steering Committee (USC), with web-based and other community input in August. The other outcomes comprise much of the work that will be prepared by the Technical Advisory Committees (TACs). Phase 1 will produce updates to the City's Housing Needs Analysis, Economic Opportunities Analysis, and Buildable Lands Inventory. These products, and TAC review, may continue into Phase 2 as determined through subsequent scope development and the progress achieved in Phase 1. UGB analysis conclusions will be captured in an Urban Growth Report.

Phase 1 has a detailed scope of work and schedule. The sequence of work includes:

**June through September, 2014** – Kick-off meeting by USC, appointment of TACs, preparation of and community outreach for project goals.

**August through October, 2014** – The TACs complete estimates of land needs, initial testing of efficiency measures, and methodologies for UGB expansion evaluation.

**December through January, 2015** – Joint USC-TAC work sessions will include: review of technical analyses on how various efficiency measures perform; analysis of compliance with the Transportation Planning Rule (including per capita vehicle miles traveled or VMT reduction and integrated land use and transportation plan provisions); estimates of current UGB capacity when various efficiency measures are assumed; and other topics related to Remand requirements for the current UGB.

**February, 2015** – USC approval of Phase 1 recommendations (updated Housing Needs Analysis, Economic Opportunities Analysis, Phase 2 Boundary Methodology, Urbanization Report sections related to growth inside the current UGB).

#### *Phase 2*

Phase 2 will apply the UGB methodology developed in Phase 1. Phase 2's key outcomes include the preparation of alternative growth scenarios (with redevelopment, infill and UGB expansion considered), evaluation of those scenarios and application of Goal 14 criteria, narrowing of alternatives and selection of the preferred alternative, and preparation of the proposed UGB map, policies, findings and regulations. Phase 2 has been scoped at a general level – a detailed scope and schedule will be prepared at the conclusion of Phase 1.

### *Phase 3*

Phase 3's outcomes include the final documents and supporting findings; and the work sessions, hearings and adoption proceedings required for local adoption of the amendments to the General Plan and implementing regulations. Following adoption, the UGB package will be submitted to the Department of Land Conservation and Development for acknowledgement.

### *Public Involvement*

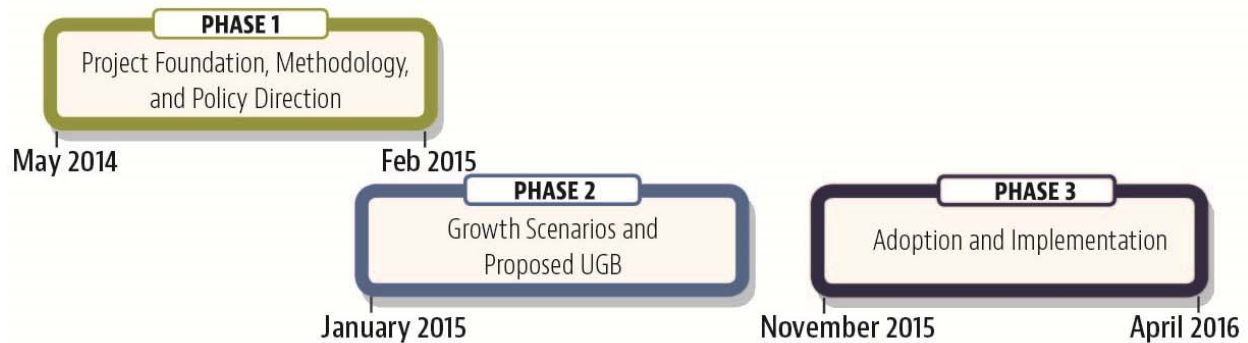
Public involvement activities, public information, and feedback loops are woven throughout the above-listed milestones and activities. For more information, please see the Public Involvement Plan Summary.



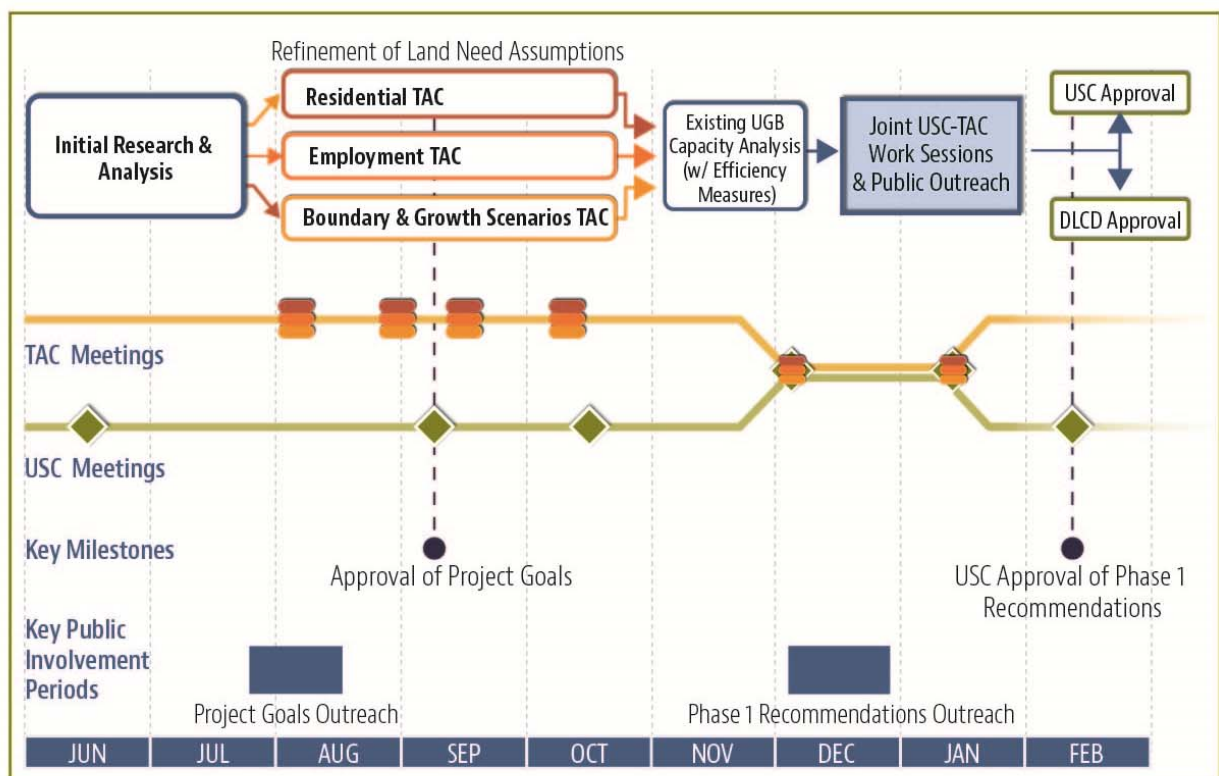
## Project Schedule

The schedules shown below are preliminary and subject to change.

The schedule below is a high-level schedule for the three phases of the project.



The schedule below is an estimate of the work to occur, by month, in Phase I.



TAC = Technical Advisory Committee  
USC = UGB Steering Committee

## PHASE 1 TAC WORK PLAN SUMMARY AND SCHEDULE

### Four sets of meetings to address key questions

The Phase 1 work plan shown on the preceding page includes the TACs meeting four times each in the August through October timeframe. During this period, the TACs are addressing the following questions:

#### *Residential TAC*

- How much land is needed for housing and related uses to the year 2028?
- What “residential efficiency measures” are best for Bend?

#### *Employment TAC*

- How much land is needed for employment to the year 2028?
- How and where will we invest public dollars to make land ready for the market?
- What are the best locations for needed employment lands?

#### *UGB Scenarios and Boundary TAC*

- Consistent with the requirements of the Remand, how do we frame the study area(s) for the analysis and packaging of UGB alternatives?
- How do we measure, evaluate and balance the location factors of Goal 14?
- Should some factors be weighted more heavily than others?

### Joint work sessions and finalizing recommendations

The work plan also shows two joint work sessions between completion of the TAC meetings in October and the UGB Steering Committee meeting in the December-January time frame. The agenda, approach and number of actual participants for these work sessions is yet to be determined. Also, TAC involvement in reviewing updated Housing Needs Analysis (HNA), Economic Opportunity Analysis (EOA) and final Boundary Methodology documents will be identified in the coming months.

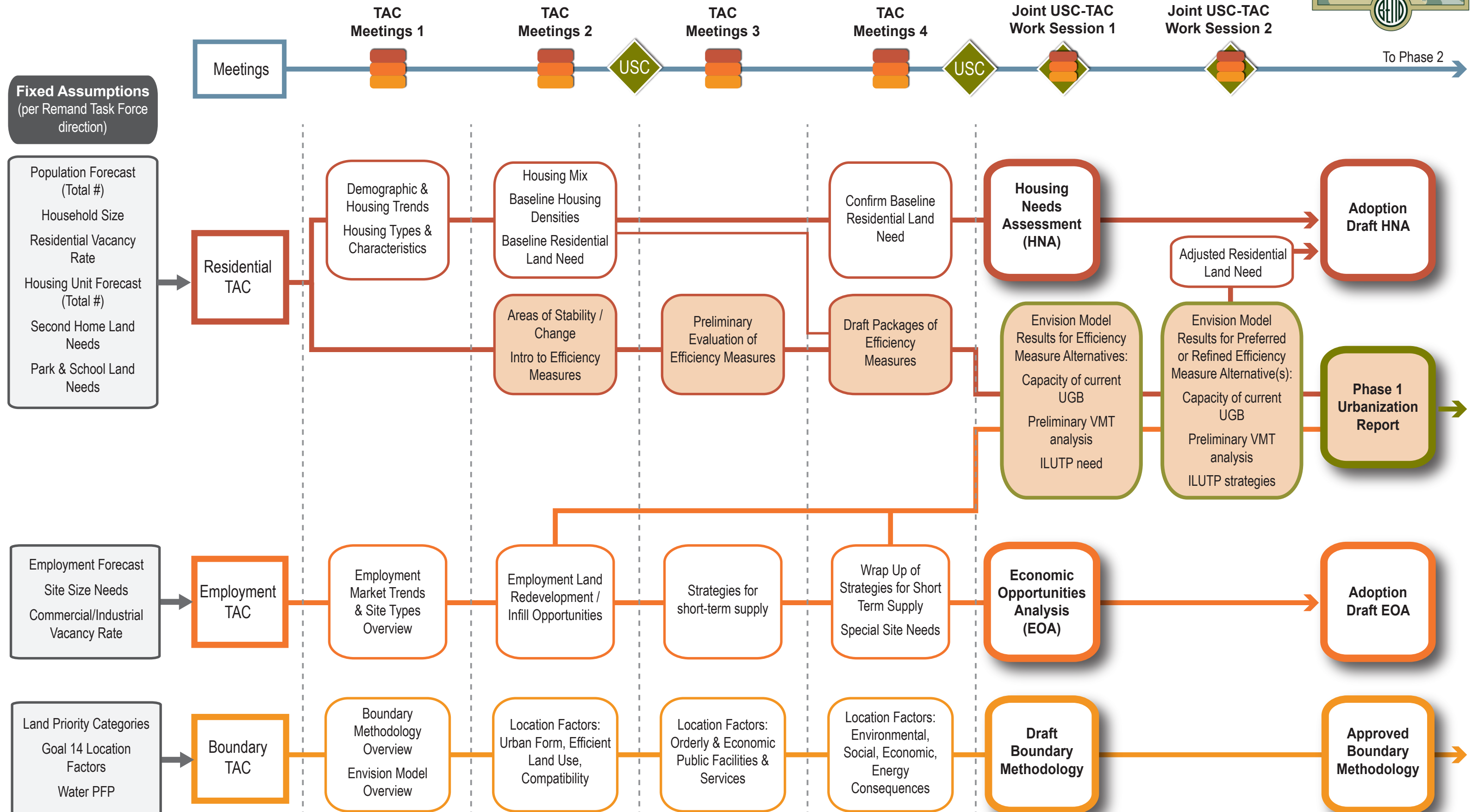
### Topics for the four TAC meetings

The attached graphic is a summary of the topics to be addressed at each of four TAC meetings in the August through October timeframe. The graphic also lists some the key assumptions that were “fixed” as part of the Remand Task Force’s review of Remand issues. Finally the graphic shows how the recommendations from the TACs will be used in the joint work sessions and the key documents that will result from Phase 1: updated HNA, updated EOA, Urbanization Report sections related to growth inside the current UGB, and Boundary Methodology.

The approach to the TACs meetings is to focus on key Remand questions. This is intended to make the best use of TAC member’s valuable time, focus the meetings, and reduce the volume of material that needs to be reviewed in each meeting (which is potentially very high!). The team is working on the specific questions that will be posed for each meeting of the TACs.

## Phase 1 Work Plan - Committee Meeting Outcomes

Draft: July 21, 2014 (preliminary and subject to change)



Key: TAC = Technical Advisory Committee; USC = Urban Growth Boundary Steering Committee; UGB = Urban Growth Boundary; PFP = Public Facilities Plan; VMT = Vehicle Miles Traveled; ILUTP = Integrated Land Use and Transportation Plan; HNA = Housing Needs Assessment; EOA = Economic Opportunities Analysis



# Technical Advisory Committee

## *Meeting and Decision Making Protocols*

July 24, 2014

---

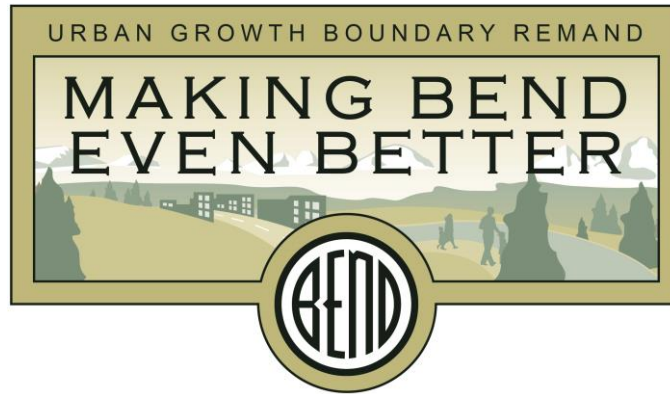
### GENERAL GUIDELINES

- a. The agenda and Technical Advisory Committee (TAC) discussions will be managed by the Chair, or someone designated by the Chair. As used below, the term Chair means the Chair or his designee, including the Facilitator.
- b. Meetings will begin and end on time. If agenda items cannot be completed on time, the group will decide if the meeting should be extended or if an additional meeting should be scheduled. Additional meetings will likely require adjustments to the project schedule.
- c. At the meetings, members will:
  - Provide direct input as required to help reach group consensus
  - Share the available speaking time so that all members can be heard
  - Be respectful of a range of opinions
  - Focus on successfully completing the agreed upon agenda
  - Avoid side discussions when others are speaking
  - Voice concerns regarding agenda items as needed at the meeting, rather than voice concerns to consultants and staff after the meeting
  - Strive for consensus and acknowledging points of mutual agreement
- d. The Chair will gather comments and perspectives from other members before a member speaks multiple times on an issue.
- e. The Chair will provide opportunities for brief public comment or announcements at the beginning or end of each meeting. Public comment will not exceed 20 minutes of allotted meeting time with a maximum of 2 minutes per individual, at the discretion of the Chair – the public is encouraged to provide written comments, and summarize them briefly in the public comment period. Time permitting, the Chair may provide opportunities for public comment at other times of the meeting with the consent of the committee, such as immediately before the group makes a decision. The agenda may indicate specific items where public comment is invited.
- f. When members identify issues that are outside the scope of the committee's purpose, the ideas will be documented in an "idea bin" for future use by others, and the group will continue with the agenda.

- g. Members are encouraged to share the committee's progress with their respective constituencies at meetings, by e-mail or through newsletters.

## DECISION MAKING

1. The TAC is an advisory group. It will forward advice in the form of recommendations to the USC.
2. Consistent with city policies for advisory committees, decisions will be made with a majority vote of a quorum of the TAC members. A minority opinion report on contentious issues may be forwarded to the USC when advised by the TAC. The Chair or Facilitator may check-in with the group regarding "do we have consensus on this recommendation" then ask for vote to document the consensus. Consensus is reached when all of the members present either support or can live with the proposal.
3. A quorum is a majority of the voting members of the TAC. The concurrence of a majority of those members present and voting shall be required to decide any matter.
4. As a general protocol, the TAC will try not to revisit its recommendations. However, prior decisions can be reconsidered when there is consensus or a majority vote approving a reconsideration. In this case, the project team will advise on budget and schedule implications. As needed, the USC may direct the TAC to reconsider issues as directed.



# Project History And Back-Casting Narrative

*July 24, 2014*

## **A SUMMARY OF UGB EXPANSION HISTORY**

The City of Bend has been working on the UGB expansion since 2004. The project has weathered changes in policy direction from different city councils, numerous project managers and staff teams, and external conditions in the local economy and community. The following explains some of the history of the UGB expansion project.

- The process for demonstrating a need for the UGB expansion began in 2004, and included the development and adoption of a coordinated population forecast with Deschutes County, followed by three years of technical work on buildable lands inventories, housing needs analysis, economic opportunities analysis, forecasting additional residential and employment lands, and public facilities (water, sewer, transportation) planning. Local real estate markets were experiencing rapid price increases and shortages of buildable land, making the UGB expansion a contentious project.
- Between April 2007 and November 2008, the city and county (either jointly or separately) conducted 66 public meetings on the UGB expansion. These meetings included public hearings, workshops, planning commission and council work sessions, and meetings of the technical advisory committee. This process relied very heavily on staff to do the technical work as well as run advisory committee meetings.
- From September 2007 through October 2008, the Bend Planning Commission, along with liaisons from the County Planning Commission,



conducted weekly or bi-weekly work sessions that were open to the public and included time for public comments on the UGB expansion.

- In January 2009, the Bend City Council approved the UGB expansion proposal. A summary of the original proposal and small map showing the proposed boundary and land uses are provided in Exhibit D. This was followed by the Deschutes County Board of County Commissioners' approval of the same proposal on February 11, 2009. These local adoptions were followed by a number of appeals to the Land Use Board of Appeals and Land Conservation and Development Commission.
- On January 8, 2010, the Oregon Department of Land Conservation and Development (DLCD) issued a Director's Report on the Bend UGB expansion proposal. This report remanded the proposal back to the City for further work. Please visit DLCD's web site pertaining to the City of Bend UGB expansion for DLCD's letters, reports, decisions, and other materials related to the Bend UGB. See the Oregon Department of Land Conservation and Development: [http://www.oregon.gov/LCD/pages/report\\_on\\_bend\\_and\\_deschutes\\_ugb\\_amendment.aspx#director\\_s\\_response\\_to\\_the\\_appeals](http://www.oregon.gov/LCD/pages/report_on_bend_and_deschutes_ugb_amendment.aspx#director_s_response_to_the_appeals)
- On January 29, 2010, the City of Bend submitted an Appeal of the Director's Report to the LCDC. Eleven other parties also filed appeals.
- On March 18 and 19, April 23, and May 12, 2010, LCDC held a public hearing on these twelve appeals of the Director's Decision on the UGB expansion. DLCD prepared a summary of the Commission's tentative decisions that can be downloaded from their website.
- The City wrote an October 6, 2009 letter requesting DLCD acknowledge the Public Facility Plans which were elements of the UGB expansion proposal. You may view DLCD's October 21, 2009 letter responding to the City's request.
- On Nov. 3, 2010 LCDC issued an order that partially acknowledges and partially remands Bend's proposed UGB expansion. Certain elements of the City's proposal have been approved (Acknowledged); the remaining elements require additional explanation and/or work (remand). The Commission's final order became final on Jan. 3, 2011.
- On January 19, 2011, the Bend City Council approved a motion to form a special task force comprised of three City Councilors and two Bend Planning Commissioners - referred to as the Remand Task Force (RTF) to act as official review body to assist staff in addressing issues raised in the LCDC Remand Order, and to help form a recommendation to the full City Council. The approach was designed to be a technical exercise led by the RTF and planning staff to meet the requirements of the LCDC Remand Order. See the

City of Bend website with RTF meeting materials:

<http://bendoregon.gov/index.aspx?page=52&parent=5432>

- Between March, 2011 and April 2013, the RTF approved work related to a number of tasks including the residential Buildable Lands Inventory, elements of the Housing Needs Analysis, park, school, and other land need, and other remand tasks. Some of this work included findings, other work included analysis that will be the basis for findings. This work was informally reviewed and approved by DLCD field and Salem staff. Since then, this work has been reaffirmed by the current City Council with the understanding that findings will need to be written on the Housing Needs Analysis. The City expects most, if not all, of this work to be used by the selected consulting team.
- In July of 2012, the city began a multi-year sewer collection system master planning process for the current and Acknowledged UGB (not any proposed UGB expansion). This project includes multiple consultants and public involvement and outreach strategy. This plan must be completed, and a Sewer Public Facility Plan Acknowledged, before the city can use it as a basis for analyzing different infill and UGB expansion scenarios as part of the Goal 14 boundary analysis directed by the LCDC Remand Order. This planning process is currently underway and expected to end in November of 2014. After this, the Sewer PFP will need to be adopted by the City Council and Acknowledged by DLCD.
- A Water System Master Plan for the current and Acknowledged UGB was completed in February, 2012. A Water System Public Facility Plan and corresponding amendments to the Bend Area General Plan were adopted, appealed, and after two appeals to and one remand from the Land Use Board of Appeals, has been Acknowledged. Like the Sewer PFP, this plan and the corresponding water model for the current UGB, will be used as the basis for evaluating different infill and UGB expansion scenarios as part of the Goal 14 boundary analysis directed by the LCDC Remand Order.
- Between 2009 and 2013, long-range planning staff working on the UGB decreased from six employees to two employees. This was the result of layoffs that occurred after the downturn in the economy, lower building and planning permit fees coming into the city, and retirements. During 2011 and 2012, the UGB project was not moving forward due to having fewer staff resources, staff working on the underlying PFP adoption and legal challenges, and a general lack of urgency due in part to the economic downturn.
- In early 2013, the city appointed a new project manager to the UGB remand. This resulted in outreach and presentations with the community and RTF,



developing a new approach to the UGB remand, and new timelines reflecting the PFP timelines and new project approach.

- On April 1, 2013, LCDC granted the City of Bend an extension to complete the LCDC Remand Order. The current deadline to submit an adopted submittal consistent with the LCDC Remand Order is June 30, 2017.
- In September 2013, the Bend City Council approved new project goals, a project approach and milestones, and date to complete the Bend UGB remand work. The direction set by the City Council is included in this RFP (per the project goal discussed earlier)
- In October 2013, the City Council decided that all seven councilors would serve on the RTF with two Planning Commissioners and one Deschutes County Commissioners. Meetings with the RTF have focused on deciding how to frame the project, when to accept new information versus using current information in the record, reviewing past work, and discussing the detailed requirements of the LCDC Remand Order. This work is being done to bring new members of the RTF up to speed and to reach agreement on the project approach in advance of selecting a consultant to perform the work.

## **BACK-CASTING NARRATIVE**

The following narrative is from the perspective of an observer in the future looking back in time and describing how the UGB expansion project was successfully completed. This is presented to provide some perspective and be an example of how a successful project could be described.

In the Winter of 2014, a multi-disciplinary team was hired by the City of Bend to create a 20-year plan for Bend's future that met the requirements established by the Land Conservation and Development Commission (LCDC) Remand Order, and set the course for Bend to become one of the most unique and visionary communities in the West.

In 2014, Bend was in the process of recovering from a collapse of the housing market and resulting increase in the unemployment rate. Bend had boomed and busted, but was on the rebound. Residential and economic land supplies were again being reduced due to a faster than expected recovery of the housing market. Continued enrollment growth was pressuring the development of new schools at the urban fringe due to land shortages. Voters had decided to support continued investments in Bend's outstanding parks, recreation, and trail system. Oregon State University Cascades Campus was in the process of planning and building Bend's first stand-alone four-year college campus on Bend's west side. The city was in the process of completing entirely new plans for its water and sewer systems for the existing UGB, and making difficult decisions about

tradeoffs about natural resources, water and sewer rates, and the citizenry's ability to pay for public services to remedy deficiencies and serve anticipated growth. In addition, the City was investing over \$100 million in transportation projects through a General Obligation Bond and the Murphy Road Overcrossing Project, over \$30 million dollar enhancement to the City's sewer treatment plant, and over \$40 million dollar improvements to the City's water source, transmission, and treatment systems. It was clearly a time when the city as a whole needed a new plan to direct the growth that was being experienced, the enthusiasm for Bend's continued success, and residential and employment growth that was forecasted.

The UGB project and plan brought the community together in workshops, advisory committees, public events, and through new approaches to citizen involvement to help make decisions on technical and policy related questions posed by the LCDC remand. While the LCDC remand was legal and technical in nature, and the products developed met these legal and technical requirements, the City of Bend did not forget that this project had to result in a cohesive and concrete plan for Bend's future. This plan considered Bend's unique housing and employment markets and established a 20 year plan for redevelopment and future expansion. This plan developed and analyzed different ways for Bend to grow, presented likely impacts of different growth patterns, and allowed the public and decision makers to make informed decisions to guide future growth. Public infrastructure such as water, wastewater, and multi-modal transportation services were public services provided by the City of Bend, and the implications of growth on these systems was understood and quantified to inform decisions about future growth and capital improvements.

For a plan to succeed, it must be implemented. Since implementation of the plan required combinations of public financing, private financing, Capital Improvement Programs (CIP), System Development Charges (SDC), and public private partnerships, among other mechanisms, the vision for Bend's future considered how the plan would be paid for by current and future generations. The connection between land use patterns and transportation systems was a key element of the plan. The plan successfully integrated land use patterns with multi-modal transportation improvements and programs. The project resulted in a plan that reduced the reliance on the automobile, enhanced the bicycle and pedestrian systems, and also identified the role of transit in meeting land use development goals.

The LCDC remand required the city to closely examine opportunities for redevelopment and infill. The project team led an analysis and community discussion of likely types, scales, and locations for future redevelopment in the City. Infill and redevelopment are often controversial subjects at the neighborhood level, so the city and project team sought to get high level buy-in of opportunities for redevelopment that could be supported by the community.

The process of expanding a UGB is always controversial, and the project team and city developed agreement on how the boundary decision would be made consistent with the direction from the LCDC remand prior to undertaking the actual analysis involving redevelopment and expansion. The boundary analysis considered the legal requirements specified in the LCDC remand, but where appropriate, also applied community and policy maker values to inform the analysis.

Through a process of scenario planning informed by direction from the LCDC Remand Order and the community, the public and decision makers were informed about the implications of different land use and infrastructure plans. Tradeoffs, benefits, costs, advantages, and disadvantages of different types of development patterns were explicitly discussed. The resulting conversation with decision makers and the community was well informed, unbiased, and transparent. The final decision on the mix of infill, redevelopment, and UGB expansion was the result of decision makers having the best available information from a process that involved Bend's well informed, civic minded citizens.

The end products of the project included major updates to the Bend General Plan text and policies. These updates included changes to the City's Transportation Systems Plan (TSP), and added new technical appendices regarding housing and employment land. The analysis of the boundary referenced technical studies of water and sewer systems that were later used as a basis for new Public Facilities Plans. For the first time since 1998, the City of Bend had an updated General Plan. The analysis and input was then combined to inform the creation of findings that illustrated how the proposal met the requirements of the LCDC remand and the administrative rules and laws of the State of Oregon.

Throughout the project, the city and consultant partnered to provide accurate and high quality analysis. This information was then used to further the conversation with the public and decision makers. The pros, cons, and tradeoffs of different growth policies were explained and discussed throughout the project. This approach allowed the public to be involved, for decisions to be based on facts as well as values, and to be transparent. In a growing community like Bend, decisions about growth can be controversial, but controversy in this project was minimized through a transparent analysis and discussion of the issues. Where there was controversy, decisions were based on a clear connection between facts, inferences, and meeting the legal and procedural requirements of the LCDC remand.

The aggressive timeline established by the City Council was achieved through a project design which reduced the risk of drawn out delays and another significant remand of the final product. Finishing the project by early 2016 was critical to the overall success of the city during a period of economic recovery and growth in the housing sector. The successful completion of the plan created a plan to direct growth and redevelopment,

created a degree of certainty about the near future, but also built new relationships between community partners and previously opposing interest groups. Finishing the project created certainty about Bend's future, and the community's energies focused on implementation and moving Bend forward.



# Public Involvement Approach and Strategies

June 10, 2014

Draft

## OVERALL GOALS

- Inform people about the planning process and how they can participate in a clear and effective manner.
- Use a variety of tools and strategies to engage key stakeholders and other community members in the process and incorporate the results in planning efforts and analyses.
- Coordinate planning and public involvement efforts among this and other related planning processes, as well as broader city communication strategies and efforts.

## COMMUNITY ENGAGEMENT TOOLS AT A GLANCE

Tool	Audiences	Related Communication Materials and Strategies
Stakeholder Interviews	Key community stakeholders, interest groups	<ul style="list-style-type: none"> <li>• Key issues, themes, core values</li> <li>• Public involvement strategy</li> </ul>
Online tools - City Web site, MetroQuest, BendVoice	All community members/ general public	<ul style="list-style-type: none"> <li>• Schedule</li> <li>• Project news and updates</li> <li>• Meeting materials</li> <li>• Fact sheet(s), FAQs</li> <li>• Questionnaires</li> <li>• Maps and reports</li> <li>• Contact Information</li> <li>• Links to other planning efforts</li> <li>• Key communication themes</li> </ul>
Social media	All community members/tech savvy/younger residents	<ul style="list-style-type: none"> <li>• Facebook</li> <li>• Twitter</li> </ul>
Printed materials	All community members/ general public	<ul style="list-style-type: none"> <li>• FAQs</li> <li>• Summary memos, reports, findings, maps, etc.</li> </ul>
Media notices, op-ed articles, briefings	Media organizations, general public	<ul style="list-style-type: none"> <li>• In coordination with City staff and broad city communication strategy</li> </ul>

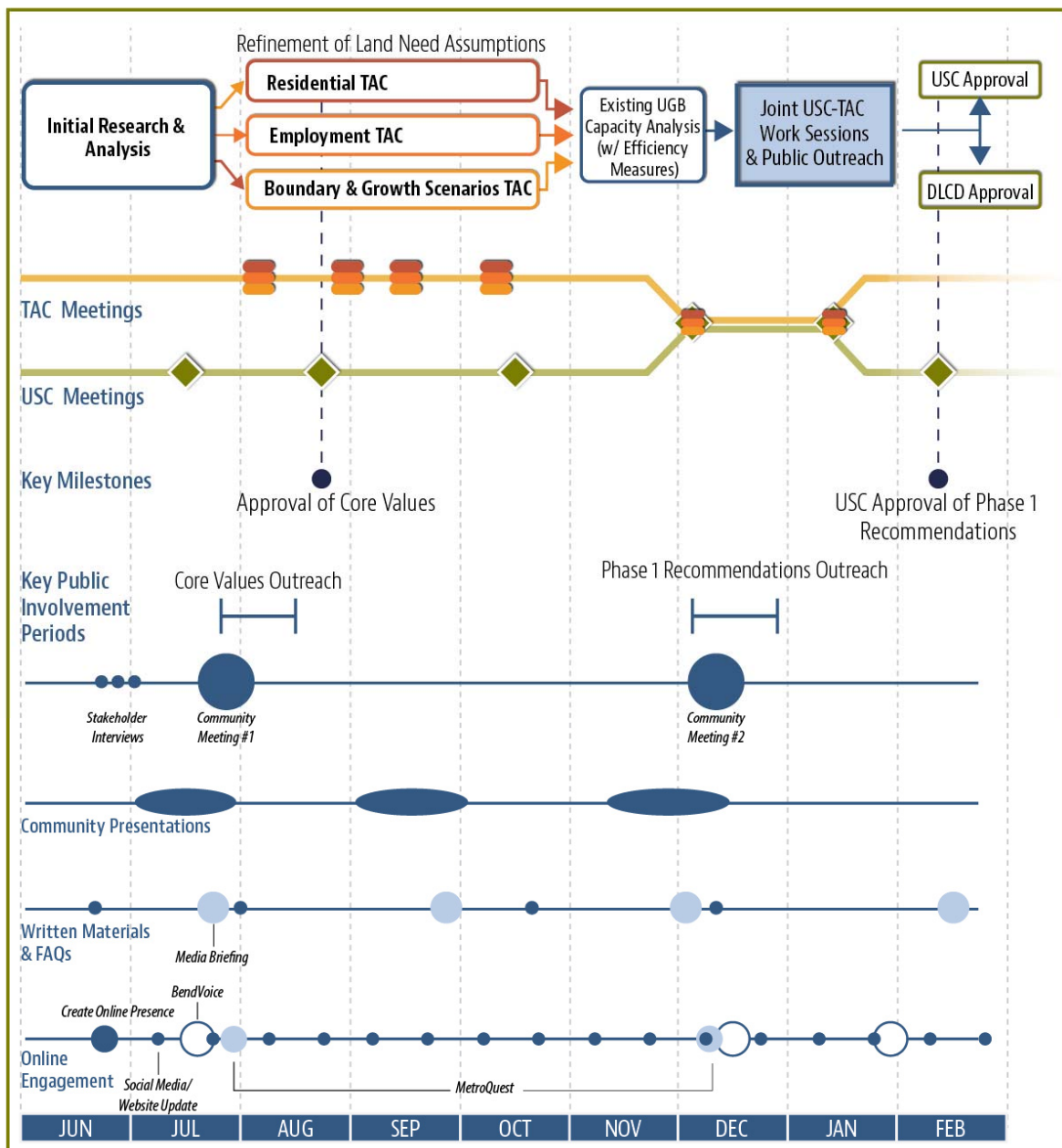
Tool	Audiences	Related Communication Materials and Strategies
Technical Advisory Committees (TAC)	Technical experts, key stakeholders, interest groups; general public can attend	<ul style="list-style-type: none"> <li>• Agendas</li> <li>• Maps and summary memos or reports via Web site</li> <li>• Opportunities for public participation, comment</li> </ul>
Steering Committee (SC)	City and county decision-makers	<ul style="list-style-type: none"> <li>• Agendas</li> <li>• Maps and summary memos or reports via Web site</li> <li>• Opportunities for public participation, comment</li> </ul>
Planning Commission Briefings	Planning Commission, general public	<ul style="list-style-type: none"> <li>• Agendas</li> <li>• Maps and summary memos or reports via Web site</li> <li>• Updates via staff reports</li> <li>• PowerPoint</li> <li>• Summary notes</li> </ul>
Community Meetings	All community members/ general public	<ul style="list-style-type: none"> <li>• Flyers</li> <li>• FAQs/Handouts</li> <li>• Questionnaires</li> <li>• Maps and summary memos or reports via Web site</li> <li>• PowerPoint</li> <li>• Summary notes</li> </ul>
Community Group Meetings & Events/ Speakers Bureau	Local community groups, general public	<ul style="list-style-type: none"> <li>• FAQs/Handouts</li> <li>• Questionnaires</li> <li>• Maps and summary memos or reports via Web site</li> <li>• Summary notes</li> </ul>
Direct Citizen Communications	All community members/ general public	<ul style="list-style-type: none"> <li>• Contact list</li> <li>• Call-in number</li> <li>• City staff contact</li> <li>• Web site</li> </ul>

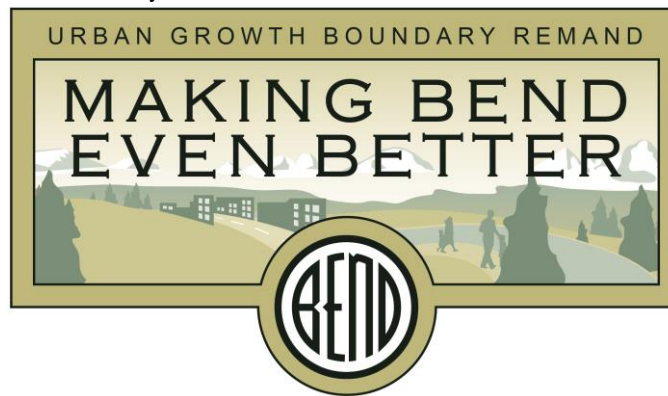
## Project Schedule: *Public Involvement*

The schedules shown below are preliminary and subject to change.

TAC = Technical Advisory Committee

USC = UGB Steering Committee





## Project Team

### *Roster*

*July 24, 2014*

City of Bend	
Eric King	City Manager
Jon Skidmore	Assistant City Manager
Brian Rankin	Principal Planner, City Project Manager <a href="mailto:brankin@bendoregon.gov">brankin@bendoregon.gov</a> 541-388-5584
Damian Syrnyk	Senior Planner <a href="mailto:dsyrnyk@bendoregon.gov">dsyrnyk@bendoregon.gov</a> 541-312-4919
Nick Arnis	Department Head, Growth Management Department
Tom Hickmann	Department Head, Engineering, Infrastructure, and Planning Department (EIPD)
Mary Winters	City Legal Counsel
Gary Firestone	City Assistant Legal Counsel
Justin Finestone	Department Head, Communications Department
Anne Aurand	Community Relations Manager, Communications Department
Other city staff as needed	



<b>Angelo Planning Group Team</b>	
Angelo Planning Group	
Joe Dills	Consultant team project manager
Mary Dorman	Goals 14, 5, & 7 task lead
Frank Angelo	Principal-in-charge
Becky Hewitt	Assistant project manager, planning, GIS/scenarios
Matt Hastie	Public involvement task lead
DKS Associates	
Chris Maciejewski	Transportation analysis lead
ECONorthwest	
Bob Parker	Goal 9 & 10 task lead; Goal 14 advisor
Beth Goodman	Goal 9 & 10 compliance
Lorelei Juntunen	Fiscal impact task lead
Fregonese Associates	
John Fregonese	Scenario advisor
Glen Bolen	Scenarios / Envision model
Alex Joyce	Scenarios / Envision model
Leland Consulting Group	
Chris Zahas	Market analysis
MetroQuest	
Mike Walsh	MetroQuest on-line tool
Norma Hogan	MetroQuest on-line tool
MIG	
Jay Renkens	Urban design
The Mary Orton Company	
Mary Orton	Steering Committee facilitator, public involvement advisor
Anne George	Public involvement support
Joy Cooper	Public involvement support