

## **COUNCIL GOAL - *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
- Lead an effort to strengthen economic prosperity by enhancing strategic partnerships
- 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.

# STRATEGIES FOR A CHANGING ECONOMY

## State of Oregon, Business Oregon, our Region and the City

### INDICATORS

Slowing federal & state economy

Population is stagnating

Regulation & delay are making Oregon uncompetitive

Businesses leaving the state is an increasing threat

Oregon has ineffective incentives to attract and retain business

Workforce is undergoing change

Housing costs remain high & commute patterns are impacting employees, businesses and transportation infrastructure

### STRATEGIES

Oregon Prosperity Roadmap

Business Oregon Statewide Economic Development Plan & Incentives Program Update

Regional Strategic Plan Updates - EDCO, East Cascade Works, COIC/CEDS, etc.

CoB Economic Development Department Launch & Strategic Plan

## FEEDBACK & INCLUSION

### Feedback & Guidance from a Broad Business Community

<b>Focus Groups</b>	<b>50+ members, variety of industries, under-represented owners - 6 sessions total</b>
<b>Stakeholder Interviews</b>	<b>More than 80 individuals</b>
<b>Business Survey</b>	<b>170+ responses</b>
<b>BEDAB</b>	<b>Continuous briefings and feedback</b>

## Guiding Principles from Stakeholders

- **Inclusive economic growth** that prioritizes targeted economic and community investments designed to generate measurable opportunities for all residents and workers.
- **Customer service** that centers decision-making on the needs and experiences of city businesses to ensure responsiveness, transparency, efficiency, and accessibility in all interactions.
- **Adaptable and innovative** approaches that ensure that policies and investments remain responsive to evolving business needs, market conditions, and community priorities.
- **Accountable and Transparent** actions that ensure openness in decisions and operations, clear responsibilities, and accessible information for residents and stakeholders.

## **Economic Plan Assumptions**

### **Warning Signs for the 2026/27 Economy**

- Statewide population, employment and revenue down
- Unpredictability of tariffs, supply chain, labor brings uncertainty to business

### **Retaining & Growing Businesses**

- Losing some business to other locations in the region, some leaving the state
- Small businesses struggling

### **Housing affordability & Availability is Key to an Inclusive Economy and a Thriving City**

- Housing affordability and availability are still short of long-term goals, though making progress
- Dispersed labor adds cost, carbon and transportation challenges

### **The Regional Economy –**

- The Central Oregon Region is connected and a powerful driver of Oregon's economy
- Collaboration is needed on infrastructure, workforce development, housing, employment lands and supply chain

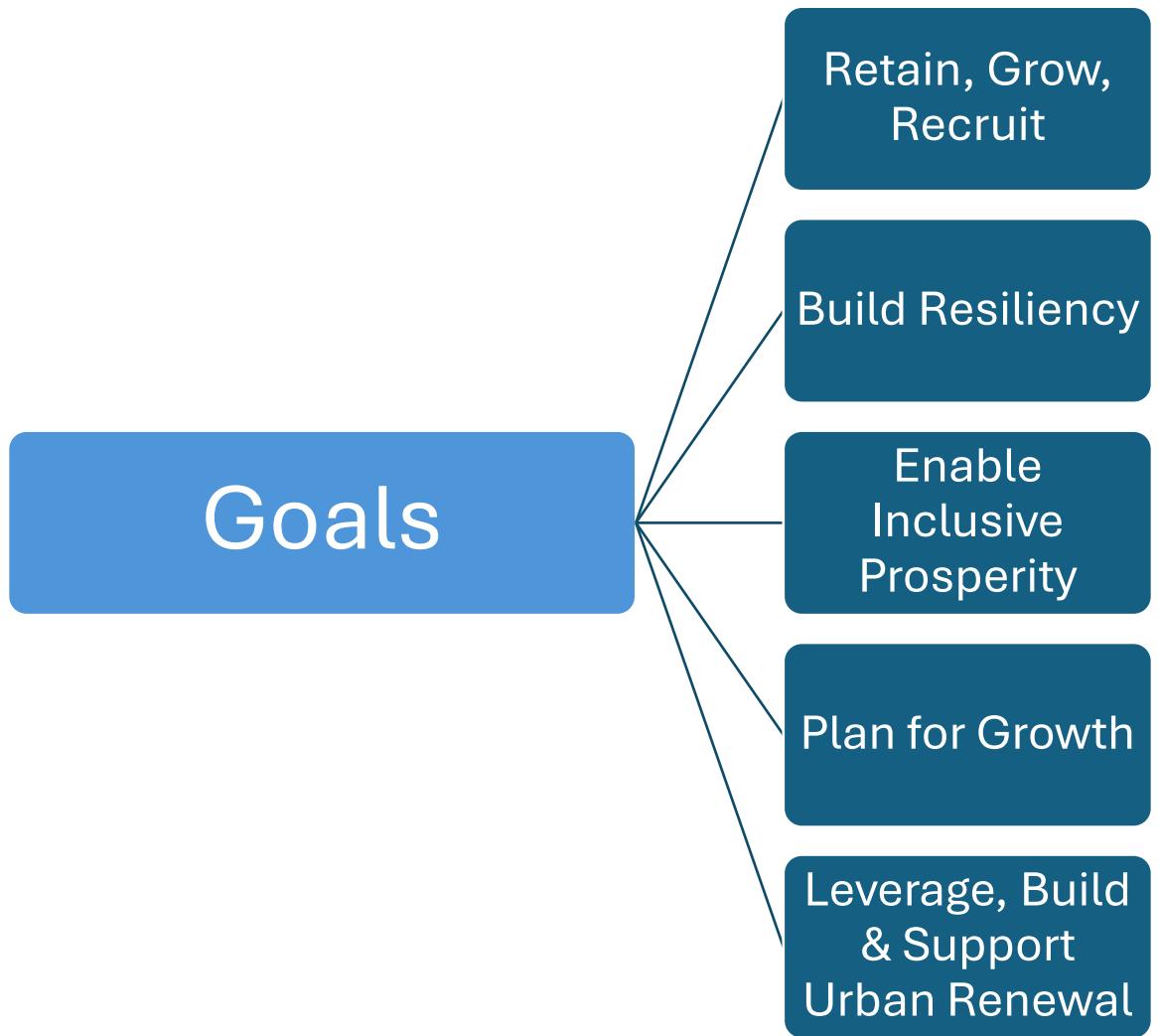
### **Focusing on Target Industries for revenue, high-value jobs and wage mobility**

- Industries include health and bio sciences, outdoor product development, specialty food and beverages, and value-added manufacturing
- Collaborative recruitment efforts, calibrated for Bend's market

### **Leveraging Urban Renewal –**

- Deploy BURA investment strategies
- Invest in both infrastructure and vertical development

## ECONOMIC DEVELOPMENT GOALS



## **INFORMING STRATEGIES**

- Identified Opportunity
- Stakeholder Feedback
- Alignment with Regional & State Economic Strategies
- Data & Metrics
- Peer learnings

# STRATEGIES

## 1. RETAIN, GROW, RECRUIT BUSINESS

- **Develop & Implement a Retention Strategy**
  - Small business support
  - Building relationships and collaboration
  - Pursuing grants & funding programs that enable growth
  - Identifying growth industry needs
  - Continuing improvement in customer service
  - Developing a new BEDAB work plan
  - New web page

## 2. BUILD RESILIENCY

- Understand changing workforce dynamics & leverage partnerships
- Include business plan in natural disaster plan

## 3. ENABLE INCLUSIVE PROSPERITY

- Continue innovation and work on creating more attainable and affordable housing for the workforce
- Support the stability & growth of small businesses
- Enable more access to minority-owned businesses to attain City contracts
- Build and economy with pathways from entry level to upward mobility for all
- Work with partners to address transportation needs of a dispersed workforce

## 4. PLAN FOR GROWTH

- Include future economic needs in long-range planning, including commercial, industrial and micro-commercial uses
- Address accessibility and connectivity of the workforce to job centers

## 5. LEVERAGE, BUILD & SUPPORT URBAN RENEWAL

- Implement the BURA Investment Strategy for three urban renewal areas
- City Hall and highest/best use analysis of City urban properties
- Explore public/private partnerships for urban renewal projects
- Construct key transportation projects
- Develop decision timeline for each urban renewal area

