
Bend Economic Development Advisory Board (BEDAB)

Three-Year Workplan (2026–2028)

Aligned with the City of Bend Economic Development Strategic Plan (CoBEDSP)

Purpose & Alignment

This three-year BEDAB Workplan aligns directly with the City of Bend’s Economic Development Strategy (CoBEDSP) and Council Goal of **Economic Prosperity**. It focuses on **business retention, inclusive growth, resilience, long-range planning, and accountability**, while reinforcing BEDAB’s role as the City Council’s **business-facing advisory body**.

BEDAB’s responsibility under City Code is to **advise Council and staff** to ensure that economic development actions are responsive to real-world business conditions and aligned with community goals.

The Bend Economic Development Advisory Board (BEDAB) advances a resilient, inclusive, and competitive Bend economy by advising City Council with clear, actionable insight informed by business-sector expertise. BEDAB works to ensure that City policies, programs, investments, and long-range planning strengthen local businesses, expand opportunity, and align with the community’s vision for shared prosperity.

To support this mission, BEDAB’s work for 2026–2028 is organized around six strategic focus areas that mirror the City’s Economic Development Strategic Plan (CoBEDSP):

1. Business Retention, Growth & Responsiveness

Ensuring Bend remains a predictable, supportive environment for businesses of all sizes through structured feedback, customer-service improvements, and real-time business climate monitoring.

2. Inclusive Prosperity & Access to Opportunity

Supporting policies and programs that expand participation in Bend's economy—especially for small, minority-owned, and emerging businesses—and aligning economic growth with workforce housing and affordability needs.

3. Economic Resiliency & Risk Preparedness

Providing business-informed insight into disaster planning, workforce trends, and supply-chain vulnerabilities to strengthen Bend's long-term adaptability and competitiveness.

4. Planning for Growth & Future Economic Needs

Ensuring economic considerations are embedded in land-use planning, transportation decisions, urban growth discussions, and employment land strategies.

5. Urban Renewal & Catalytic Investment

Guiding transparent, economically sound investment in urban renewal areas and maximizing the impact of public-private development in support of job creation and vitality.

6. Accountability, Transparency & Performance Reporting

Providing input on economic development programs, contracts, and investments, and delivering reliable, actionable reporting to City Council and the community.

BEDAB Role in Implementation

BEDAB reports to City Council and supports CoBEDSP by:

- Providing **private-sector insight and validation**
- Monitoring **business climate indicators**
- Advising on **policy effectiveness and customer service**
- Supporting **coordination with regional and state partners**
- Ensuring **transparent reporting to Council**

Three-Year Priority Framework

The workplan is organized by **CoBEDS goal areas**, with phased emphasis across the three-year horizon.

Year 1	Year 2	Year 3
Establish baseline & feedback loops	Refine, evaluate & adapt	Inform next CoBEDS phase

GOAL 1: Retain, Grow & Support Businesses

CoBEDS Goal: Retain, Grow, Recruit Business

Objectives

- Strengthen Bend's reputation for responsiveness and predictability.
- Prioritize retention and small business stability.
- Ensure continuous, structured business feedback.

Three-Year Actions

- Conduct **biannual business confidence surveys**, including outreach to small and under-represented businesses.
- Host **at least two targeted business listening sessions per year**, aligned with CoBEDSP target industries.
- Review and advise on **permitting performance metrics** and customer experience impacts.
- Provide feedback on **business-facing communications and web presence**.

Council Value

- Early warning signals on economic stress
- Clear feedback on City service performance
- Measurable improvements in customer experience

Key Metrics

- Survey participation and trend data
- Permitting review timelines
- Business engagement levels

GOAL 2: Enable Inclusive Economic Prosperity

CoBEDSP Goal: Enable Inclusive Prosperity

Objectives

- Ensure economic growth expands access to opportunity.
- Reduce structural barriers to participation in Bend's economy.

Three-Year Actions

- Provide policy input supporting **workforce housing availability and affordability**.
- Support efforts that improve **access to City contracts and procurement** for small and minority-owned businesses.
- Evaluate and recommend City small business grants

Council Value

- Alignment between economic growth and prosperity goals
- Improved workforce stability
- Expanded participation in economic opportunity

Key Metrics

- Workforce housing units enabled
 - Small Business Assistance Grant applications & implementation tracking
 - Small business participation in City procurement
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GOAL 3: Build Economic Resiliency

CoBEDS Goal: Build Resiliency

Objectives

- Increase preparedness for economic volatility, climate risk, and workforce disruption.
- Improve long-term competitiveness.

Three-Year Actions

- Provide business-sector input into **disaster resilience and continuity planning**.
- Track emerging workforce, labor, and supply-chain challenges through partner updates to BEDAB.
- Coordinate feedback with regional partners to support adaptive economic strategies, i.e., Comprehensive Economic Development Strategy (CEDS).

Council Value

- Business-informed resilience planning
- Reduced economic disruption risk
- Stronger regional coordination

Key Metrics

- Resilience considerations incorporated into City operations & procurement
 - Partner coordination outcomes
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GOAL 4: Plan for Growth & Economic Opportunity

CoBEDS Goal: Plan for Growth

Objectives

- Ensure future economic needs are embedded in City planning decisions.
- Maintain a competitive supply of employment land.

Three-Year Actions

- Monitor **industrial and commercial land inventory**, including absorption and trends.
- Provide advisory input to:
 - Economic Opportunities Analysis (EOA)
 - Comprehensive Plan and Urban Growth Boundary planning discussions
 - Long-range land use and transportation plans
- Provide feedback of the **Juniper Ridge development framework**.

Council Value

- Economic insight informing growth decisions
- Reduced risk of future employment land shortages

- Better coordination between land use and economic strategy

Key Metrics

- Land inventory reviews completed
 - Planning inputs delivered to Council
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GOAL 5: Leverage & Support Urban Renewal

CoBEDS Goal: Leverage, Build & Support Urban Renewal

Objectives

- Ensure urban renewal investments advance job creation and economic vitality.
- Support catalytic public-private development.

Three-Year Actions

Provide the following to BURA and the Core Area Advisory Board:

- Explore advisory opportunities to Bend Urban Renewal Agency.
- Provide feedback on BURA investment and highest-and-best-use discussions for City-owned properties to Council.

Council Value

- Business-informed investment decisions
- Job creation accountability
- Improved leverage of public dollars

Key Metrics

- Jobs supported or enabled
- Private investment leveraged

GOAL 6: Accountability & Reporting

Cross-Cutting CoBEDS Principle: Accountable & Transparent

Objectives

- Maintain transparency and alignment across City economic programs and investments.
- Ensure Council receives clear, actionable insights.

Three-Year Actions

- Annual review of:
 - Visit Bend work plans and budget
 - EDCO contract performance
 - Track progress against **CoBEDSP-aligned outcomes and metrics**.
- Provide an **Annual Economic Conditions & Business Climate Report**

Council Value

- Transparency of investments
 - Vetted economic development outcomes
 - Consistent performance reporting
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BEDAB Deliverables to Council

- **Annual Workplan Update**
 - **Insights on Annual Economic Conditions & Business Climate Report**
 - **Policy Advisory Memos as Requested**
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Conclusion

This three-year BEDAB Workplan positions the Board as a **strategic partner to City Council**, focused on outcomes, accountability, and alignment with CoBEDS. It emphasizes **retention, resilience, inclusive growth, and long-range planning**—ensuring Bend remains competitive, adaptable, and prosperous.
