

# CORE AREA OPPORTUNITY OVERLAY & GAP ANALYSIS WORKSHEET

Core Area Advisory Board — Working Session — Bend Urban Renewal Agency

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**Meeting Date:** \_\_\_\_\_ **Board Member Name:** \_\_\_\_\_

## PURPOSE

This worksheet supports the opportunity overlay and gap analysis segment of the working session. After existing anchors have been mapped, Opportunity Parcels are added as a second layer. This worksheet captures your observations about the relationship between the two and helps focus the conversation on the parcels where the Agency's investment will have the greatest strategic impact.

## HOW TO USE THIS WORKSHEET

*Work through the three parts in sequence. Part 1 is a quick holistic survey of the whole map. Part 2 is the heart of the worksheet — select two or three parcels that feel most strategically important and answer the targeted questions for each. Part 3 closes with forward-looking action prompts that translate the analysis into next steps the Agency can take.*

## **PART 1 — HOLISTIC GAP ANALYSIS**

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*After the opportunity parcels have been overlaid onto the anchor map, scan the whole map and answer these three questions. Brief notes are fine — you will go deeper on specific parcels in Part 2.*

### **1. High-leverage pairings**

*Where do opportunity parcels sit immediately adjacent to existing anchors? List the parcel–anchor pairings that feel most strategically important.*

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### **2. Anchors without nearby opportunity**

*Which existing anchors do not have nearby opportunity parcels? These are anchors to protect and amplify, but where redevelopment is not the right tool.*

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### **3. Opportunity without nearby anchors**

*Which opportunity parcels do not have nearby anchors? What use or anchor would need to come first to make these parcels strategically meaningful?*

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### **4. Parcels worth adding to the opportunity map**

*Are there parcels not currently on the opportunity map that, based on your local knowledge, should be? An underutilized building, a motivated owner, a corner that's quietly become strategic?*

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## **PART 2 — PARCEL DEEP-DIVE**

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*Select two or three of the parcels you identified in Part 1 that feel most strategically important. For each, work through the targeted questions below. The discipline of going deep on a few parcels is more valuable than answering every question for every parcel.*

### **PARCEL DEEP-DIVE #1**

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**Parcel / Address / Descriptor:**

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**Adjacent or Nearby Anchor (if any):**

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*What use on this parcel would best support the adjacent anchor or cluster? What would compete with it?*

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*What does the existing anchor or cluster need that this parcel could provide?*

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*What is actually stopping development on this parcel today? (Check all that apply.)*

- Fragmented or absentee ownership
  - Environmental contamination or uncertainty (brownfield)
  - Infrastructure deficit (water, sewer, stormwater, streetscape)
  - Zoning, land use, or entitlement complexity
  - Financing gap — cost of construction vs. achievable rents
  - Owner not motivated to sell, partner, or develop
  - Highway, rail, or access conditions limit development
  - Other (specify below)
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*If this parcel redeveloped poorly — wrong use, wrong scale, wrong tenant — what would the Core Area lose?*

## PARCEL DEEP-DIVE #2

**Parcel / Address / Descriptor:**

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**Adjacent or Nearby Anchor (if any):**

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*What use on this parcel would best support the adjacent anchor or cluster? What would compete with it?*

*What does the existing anchor or cluster need that this parcel could provide?*

*What is actually stopping development on this parcel today? (Check all that apply.)*

- Fragmented or absentee ownership
- Environmental contamination or uncertainty (brownfield)
- Infrastructure deficit (water, sewer, stormwater, streetscape)
- Zoning, land use, or entitlement complexity
- Financing gap — cost of construction vs. achievable rents
- Owner not motivated to sell, partner, or develop
- Highway, rail, or access conditions limit development
- Other (specify below)

*If this parcel redeveloped poorly — wrong use, wrong scale, wrong tenant — what would the Core Area lose?*

## PARCEL DEEP-DIVE #3

**Parcel / Address / Descriptor:**

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**Adjacent or Nearby Anchor (if any):**

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*What use on this parcel would best support the adjacent anchor or cluster? What would compete with it?*

*What does the existing anchor or cluster need that this parcel could provide?*

*What is actually stopping development on this parcel today? (Check all that apply.)*

- Fragmented or absentee ownership
- Environmental contamination or uncertainty (brownfield)
- Infrastructure deficit (water, sewer, stormwater, streetscape)
- Zoning, land use, or entitlement complexity
- Financing gap — cost of construction vs. achievable rents
- Owner not motivated to sell, partner, or develop
- Highway, rail, or access conditions limit development
- Other (specify below)

*If this parcel redeveloped poorly — wrong use, wrong scale, wrong tenant — what would the Core Area lose?*

## **PART 3 — FROM ANALYSIS TO ACTION**

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*These prompts translate the analysis into specific actions the Agency can take in the next 60 to 90 days. The goal is not to commit to a catalytic project today — it is to identify the parcels and relationships that should be prioritized as the Agency moves into the next phase of work.*

### **5. Near-term catalytic project candidates**

*Which parcel–anchor pair feels most ready for a near-term catalytic project? Why this one?*

### **6. Property owner conversations**

*Which property owners should the Agency be in direct conversation with in the next 60 days? What is the purpose of each conversation — acquisition, partnership, design influence, or relationship-building?*

### **7. Public realm investment alignment**

*Where should public realm investment (streetscape, lighting, wayfinding, public art, or one of the existing signature projects — Hawthorne Ridge, Franklin Avenue, completed Second Street) be sequenced to support the highest-leverage parcels?*

### **8. Parcels to actively shape, not just incentivize**

*On which parcels does the Agency most need to actively shape what gets built — through participation agreements, design standards, or direct acquisition — rather than simply providing incentives? Where would a poorly designed redevelopment most damage the district?*

## **9. Highway and rail context**

*Which of your selected parcels are most affected by US 97 or the BNSF corridor? What does that mean for what should be built there, and what would the parcels need from ODOT, BNSF, or the City to be developable?*