





Community Impact Framework

Bend Made AIM Tool & Workflow

August 2026

BEND MADE

A PLAN FOR TOMORROW, CRAFTED TODAY.

Growing a Bend by Centering Community

Bend Made is built around a simple idea: growing a Bend that works for everyone by centering community and everyone who lives here, not just some. That means asking, throughout every step of the planning process, who has access to housing, jobs, transportation, and the other things that make Bend work — who should, and how the decisions we make now can continue to expand that access. The Community Impact Framework is how Bend Made puts that commitment into practice.

This framework will be presented to the City Council on September 14, 2026, as part of a two-workshop launch of the Bend Made project with the City Council.

As City Council reviews the framework and associated Community Impact Spatial Analysis methodology, please consider the following questions that will be discussed at the workshop:

- Is the project team on the right track in how we plan to evaluate community impact?
- Are there dimensions of community impact that should be emphasized?

Community Impact Framework: Bend Made AIM Tool & Workflow

Part 1: About This Framework

What Is This Framework?

This framework adapts the City of Bend's AIM Equity Tool — a structured approach to integrating equity into City decision-making — for the specific work of Bend Made. The City's AIM Equity Tool and its full methodology are documented separately. This document describes how that tool has been applied and expanded for Bend Made, including integration of spatial data through the Community Impact Spatial Analysis (CISA). For the full CISA methodology, see the Community Impact Spatial Analysis Methodology document.

AIM stands for Ask, Identify, Measure — three areas of inquiry that help the project team and City staff examine how planning decisions affect Bend's communities:

- **Ask** — What assumptions are built into this decision? What do we know about past practices and their lasting effects on different communities? Where are the gaps in our knowledge or data?

- **Identify** — Who benefits from this decision, and who bears the burden? Where do we need to hear more voices before moving forward?
- **Measure** — What outcomes are we trying to achieve for Bend's communities, and how will we know if we are on track?

The Community Impact Spatial Analysis (CISA)

The CISA is a set of interactive maps developed specifically for Bend Made that shows, at a neighborhood scale, where different communities live in Bend, what assets and resources they have access to, what environmental and infrastructure challenges they face, and how current and past land use and transportation patterns impact Bend today. The CISA draws on three lenses:

- **People Lens** — Who lives where: income, housing cost burden, race and ethnicity, age, disability status, language, household type, and more. The People Lens also examines business conditions — locations of employment clusters and community-serving businesses face and conditions that may indicate higher risk of disruption or displacement.
- **Place Lens** — Explores the locations of community assets such as parks, schools, healthcare, transit, jobs, grocery stores, and community centers alongside hazards and harms like wildfire exposure, flood risk, and crash severity as well as the locations of housing that may be vulnerable to redevelopment.
- **Practices Lens** — What is happening or happened here: past regulatory, legal, and planning decisions — including restrictive covenants, urban renewal boundaries, and transition areas — that continue to shape conditions today. This lens examines both the potential positive and negative impacts of past and current policies.

The CISA is designed to answer two questions:

1. What people and places in Bend require extra support to mitigate the effects of growth and change?
2. What people and places in Bend have housing-secure populations, high-quality amenities, and jobs that support future growth?

The CISA does not make decisions. It surfaces information that helps the project team, and City staff ask better questions, identify who may be overlooked, and evaluate the potential impacts of policy choices that will surface throughout the planning process. This work will then be shared with the community, standing committees including the project's Joint Committee Working Group, and the City Council through the planning process. The full CISA methodology, including all data sources and indicator descriptions, is documented in the attached Community Impact Spatial Analysis Methodology.

How the Framework Is Used

The Community Impact Framework is applied throughout Bend Made, not just at the end. For each major deliverable, the consulting team and City staff work through the AIM questions together in facilitated working sessions. The process is iterative — the team returns to and refines its findings as community engagement surfaces new information and as the analysis develops.

Findings from these sessions are documented in a Community Impact Summary for each deliverable — a plain-language record of what the team learned, how engagement feedback shaped the analysis, and what the implications are for different Bend residents. Community Impact Summaries will be shared in English and Spanish.

The framework applies to the Bend Made deliverables listed at the end of this document. This work is part of how Bend Made ensures that a growing Bend works for everyone.

Deliverables the Tool & Workflow Would Apply To

This tool and workflow applies to seven Bend Made deliverables across two time periods: September 2026 through June 2027, and July 2027 through December 2029.

Now – June 2027

Deliverable	Purpose
Contextualized Housing Needs Analysis (CHNA)	Examines the types, affordability, characteristics, and locations of housing needed in Bend.
Housing Capacity Analysis 1 (HCA1) & Buildable Lands Inventory (BLI)	Analyzes whether the Urban Growth Boundary has enough buildable residential land to meet forecasted housing needs over a 20-year period.
Economic Opportunity Analysis (EOA) & BLI	Analyzes whether Bend has the land and sites needed to support growth of target industries and employment over a 20-year period.

July 2027 – December 2029

Deliverable	Purpose
Housing Capacity Analysis 2 (HCA2) & Housing Production Strategy (HPS)	Identifies the specific policies and tools needed to address housing needs and capacity issues identified in HCA1.
Growth Planning & Urbanization	Evaluates options for how and where growth occurs through a scenario planning process.

Deliverable	Purpose
Comprehensive Plan Update	Major update of the City's Comprehensive Plan including reorganization of chapters, content, and policies.
Transportation System Plan Update	Major update to the City's Transportation System Plan including policies and the transportation project list.

City of Bend Equity Definitions

Working Definition: *Working toward fair outcomes for people or groups by treating them in ways that address their unique advantages or barriers.* *(OHSU Language Inclusion)*

Aspirational Definition: *Equity acknowledges that not all people, or all communities, are starting from the same place due to historical and current systems of oppression. Equity is the effort to provide different levels of support based on an individual's or group's needs to achieve fairness in outcomes. Equity actionably empowers communities most impacted by systemic oppression and requires redistribution of resources, power and opportunity to those communities.* *(State of Oregon DEI Action Plan, Roadmap to Racial Equity and Belonging)*

PART 2: COMMUNITY IMPACT WORKING TOOL WORKSHEET

This section will be used by the consulting team and City staff to document the community impact analysis for each major Bend Made deliverable as internal working documents. The consulting team documents findings after each working session.

Deliverable Information

Deliverable / Task	
Adoption Package (1-5)	
Lead Consultant Firm & Analyst(s)	Onset: _____ Mid-point: _____ Final: _____
Worksheet Stage & Date of Review	Onset: _____ Mid-point: _____ Final: _____
City Reviewer & Date	Onset: _____ Mid-point: _____ Final: _____

Step 0 — Orient

Before the first working session, the Lead Analyst reviews the CISA mapping tool, the Engagement Feedback Tracking Tool, and the City's Equity Analysis Historical Narrative (where relevant). This helps orient and understand which populations may be affected by this deliverable have and have not yet been reached, to anchor the engagement scan discussion.

Confirm you have reviewed the following before beginning:

- ☐ *CISA mapping tool — review composite and thematic layers relevant to this deliverable*
- ☐ *Engagement Feedback Tracking Tool (Task 6.5) — review feedback collected to date*
- ☐ *City of Bend Equity Definition (see Part 1)*
- ☐ *City's Equity Analysis Historical Narrative — where relevant to this deliverable's subject matter*

O1. Which CISA composite and thematic layers are most relevant to this deliverable? What other data or information sources will inform the analysis, and how?

The full list of CISA indicators is documented in the CISA Methodology. Most Bend Made deliverables have citywide impact — approach the layers as a complete set, not a checklist. Note which layers are most applicable and flag any populations or places where spatial data is limited or unavailable. Note: Some populations required to be considered by Divisions 8 & 12 do not have comprehensive spatial data in the CISA and should be addressed through engagement data, qualitative sources, or other available evidence — including 2SLGBTQIA+ community members, immigrants and refugees, agricultural workers, and people experiencing homelessness.

[Response]

A — Ask

These questions guide the initial working session with City staff. The goal is to surface assumptions, data limitations, and engagement gaps before analysis begins, grounded in the CISA review completed in Step 0.

A1. In one sentence, what is the primary goal of this deliverable — who should benefit, and from what? Does that goal adequately reflect community impact, or does the CISA or engagement record suggest it should be framed differently?

Defining the goal of the deliverable, derived from state law, helps prevents the analysis from rationalizing assumptions set before community impact was considered.

[Response]

A2. Based on the CISA data review, what assumptions are embedded in this deliverable about who the typical Bend resident, household, or business is — and where do those assumptions risk overlooking underserved populations?

Reference People Lens indicators and composite maps from Step 0.

[Response]

A3. What engagement has been conducted to date relevant to this deliverable, and which populations most likely to be affected have not yet been meaningfully reached?

Reference the Engagement Feedback Tracking Tool and input from outreach activities. This question anchors the engagement scan at the onset of the deliverable. Consider:

- ☐ *Which underserved populations most affected by this deliverable have been reached through Bend Made engagement activities?*
- ☐ *Have federally recognized tribes been notified and offered government-to-government consultation? Note: Tribal consultation is a City responsibility — confirm status with the City project lead.*
- ☐ *Has engagement gone beyond informing to consulting or involving affected populations?*
- ☐ *If key engagement has not yet occurred, note the gap — Engagement Action Plans will address how and when it will be filled.*

[Response]

A4. What do past land use, transportation, and housing decisions tell us about how underserved populations in Bend have been affected — and how do those past practices connect to current conditions relevant to this deliverable?

Evaluate how Practice indicators and information from the Equity Analysis Historical Narrative relate to Bend's people and place indicators today. Where spatial data is unavailable, use documented historical evidence (equity analysis). Consider where climate-related harms — including wildfire exposure, urban heat, flood risk, reduced snowpack, and air quality — compound existing inequities for underserved populations.

[Response]

A5. What data limitations exist in this analysis that could underrepresent specific populations or places? Where is data insufficient, outdated, geographically too coarse, or potentially misleading?

Note where the best available data still falls short or has notable margins of error and what qualitative or alternative sources are being used. Engagement gaps identified in A3 should also be noted here as a form of data limitation. Flag any indicator data that may be inaccurate or misleading for specific geographies.

[Response]

I — Identify

These questions guide working sessions as the deliverable develops. The goal is to assess who benefits and who bears burden from the outcomes of this deliverable, and to review what engagement has revealed since the initial working session.

I1. Who benefits most from the outcomes of this deliverable, and who bears the greatest burden? What unintended consequences might arise for underserved populations? Are any communities being asked to absorb disproportionate change so others may benefit?

For analytical deliverables such as the HCA or EOA, reframe this question as: whose conditions are documented in this analysis, and whose are not? What gaps in coverage could affect downstream policy decisions?

Reference CISA People Lens indicators and composite maps. Consider where overlapping disadvantages compound — for example, low-income renters with disabilities, immigrants with limited English proficiency in areas with poor transit, or seniors in high wildfire-risk areas. Also consider impacts on locally-owned, community-serving, and culturally significant businesses.

Benefits: [Response]

Burdens: [Response]

Unintended consequences: [Response]

I2. Has engagement since the initial working session reached the populations identified as gaps at onset? How has new input shaped the analysis?

Reference engagement summaries and the Engagement Feedback Tracking Tool. The BGP Engagement Strategy and Engagement Action Plans govern how engagement is planned and conducted — this is a check, not a planning exercise. Consider:

- ☐ *Which gaps identified in A3 have since been reached? What gaps remain?*
- ☐ *Has engagement gone beyond informing to consulting or involving affected populations?*
- ☐ *Confirm tribal consultation status with the City project lead.*

[Response]

I3. What are the key themes from engagement relevant to this deliverable, and how should each theme influence the deliverable's direction, findings, or recommendations?

For each major theme, document what was heard, which populations raised it, and whether it will influence the deliverable — and if not, why not.

Engagement Theme	Populations Who Raised It	How It Should Influence This Deliverable	Will It Be Incorporated? If Not, Why Not

If relevant engagement has not yet occurred at this stage, document the gap and the plan for addressing it.

M — Measure

These questions guide the final working session with City staff. The goal is to define key community outcomes and targets, confirm policy recommendations, and document any unresolved gaps before the deliverable is finalized.

M1. What community outcomes does this deliverable seek to advance or protect, and what indicators, metrics, or targets will track whether those outcomes are achieved over time?

For analytical deliverables such as the HCA or EOA, reframe this as: what equity-relevant findings from this analysis should be carried forward to inform downstream policy decisions, and what analytical gaps could undermine equitable outcomes if not addressed?

Where applicable, tie to Division 8 and 12 performance measure requirements (OAR 660-012-0135(d); 660-012-0905) and CISA indicators that can be tracked at future milestones.

[Response]

M2. What policy recommendations or mitigation strategies does this analysis suggest are needed to reduce identified burdens or expand benefits for underserved populations?

[Response]

M3. **What unresolved data gaps, engagement gaps, or analytical limitations should be carried forward and addressed in subsequent deliverables or through continued engagement?**

Required report-backs to engaged communities on findings and unresolved issues will be carried out through direct engagement and through quarterly Project & Engagement Summaries (Task 6.6) per OAR 660-012-0135(4)(f).

Focus on gaps that emerged or remained unresolved since A5 — do not restate limitations already documented there unless their significance has changed.

[Response]

Community Impact Summary

Complete at the end of the final stage only. This table is the basis for the Community Impact Summary deliverable required by Tasks 10.6, 11.5, 12.5, 13.5 of the scope of work, and equivalent future subtasks. Write in plain language accessible to non-technical audiences. CP will translate to Spanish upon completion.

Summary Field	Response
Key community impact finding(s) from this analysis	
Key community impact policy recommendations & carry-forward actions	
How CISA data informed the analysis	
How the Equity Analysis Historical Narrative informed the analysis	
What engagement feedback themes were relevant	
How engagement feedback was integrated	
Remaining data or engagement gaps	
Findings and unresolved issues to carry forward to the next	

Project & Engagement Summary (Task 6.6) per OAR 660-012-0135(4)(f)	
Division 8 / Division 12 compliance notes (including tribal consultation status)	

Workflow

The consulting team facilitates working sessions with City staff at key points in each deliverable's development. The number and timing of sessions is right sized to the deliverable. Findings surface iteratively through these working sessions as well as the normal project rhythm — which will include regular engagement with the community, targeted engagement, and quarterly touchpoints with JCWG and Council sessions. The Lead Consultant Analyst documents confirmed findings after working sessions.

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CITY OF BEND

Accommodation Information for People with Disabilities & Language Assistance Services
You can obtain this information in alternate formats such as Braille, electronic format, etc. Free language assistance services are also available. Please email **accessibility@bendoregon.gov** or call 541-693-2198. Relay Users Dial 7-1-1. All requests are subject to vendor processing times and should be submitted 48-72 hours in advance of events.

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 en correo electrónico **accessibility@bendoregon.gov** o número de teléfono 541-693-2198. Los usuarios del servicio de retransmisión deben marcar el 7-1-1. Por favor, envíe sus solicitudes con 48-72 horas de antelación al evento; todas las solicitudes están sujetas a los tiempos de procesamiento del proveedor.