VISION ACTION PLAN

2024-28

ENVISION BEND

SHAPING OUR FUTURE

Photo credit: Deschutes County Historical Society

Wall Street (a.k.a. Main) in downtown Bend, 1910. *A little more than a century ago, downtown Bend, Oregon looked very different than it does today. From dry goods and dirt roads to sushi bars and e-bikes, a lot has changed in the intervening years in downtown — and the entire community.*

This begs a question: What future can we imagine for a greater Bend 25, 50 or even 100 years from now? More importantly, what foundations can we build today for a future Bend that works for everyone — our economy and community, our people, our environment?

Vision Action Plan 2024-28, Envision Bend © September 2023

Envision Bend is a nonpartisan community nonprofit 501(c)(3) organization. Its mission is to bring diverse stakeholders together to educate, engage and empower all members of the Bend community to have a voice in our community's future. In 2021, as the successor organization to Bend 2030, it reorganized and rebranded itself as Envision Bend.

Cover photo credit: VisitBend

TABLE OF CONTENTS

1 The Bend Vision Project – Introduction & Overview

9 Our Community's Vision & Shared Values

11 › Building an Economy for Everyone

17 › Guiding Our Growth & Development

23 › Cultivating an Inclusive Community

29 › Ensuring a Safe, Healthy Environment

35 Gratitude For Our Community

36 Bend Vision Project – Investors, Partners & Contributors

40 Envision Bend – Board, Leadership Alliance & Strategic Advisors

41 Technical Glossary

Photo credit: Steven Ames

THE BEND VISION PROJECT
INTRODUCTION & OVERVIEW

Change is a constant

in all our lives these days and life in Bend is no exception.

Over the past 20 years, the greater Bend area has undergone massive change, becoming one of the fastest growing small cities in the United States, diversifying its economy with an innovative entrepreneurial culture and a wave of tech start-ups, welcoming new businesses and public institutions, and receiving prominent attention in the national media as a desirable, high-amenity home town and destination.

At the same time, the community has dealt with the impact of destructive wildfires and smoke, lingering drought, increased traffic congestion, a severe lack of affordable housing for low- and moderate-income earners, and a surge in unhoused individuals and families. The COVID-19 global pandemic brought significant numbers of new residents and remote workers to Bend, but also exposed inequities and social divisions in the community.

So, how does the community navigate all this change without sacrificing its essential goodness — the qualities Bendites value most but are also worried about losing? This may be the challenge of our times. It's the question everyone seems to be asking, but nobody is quite sure how to answer.

ENVISIONING THE FUTURE OF BEND

During the depths of the pandemic, **Envision Bend** began exploring a meaningful conversation about change and the future of greater Bend with a host of community leaders: Where are we today and where are we going? Where do we want to be ten or twenty years from now? How do we get there?

Along with its **Leadership Alliance** and other partners, Envision Bend recognized that the next several years will be a critical period in which we will need to take intentional steps if we are to ensure that Bend remains a healthy, welcoming and resilient community for generations to come. There was also agreement that it was time to bring the wider community together in a collaborative, inclusive, nonpartisan way to think about and plan for a better future.

Envision Bend responded by launching the **Bend Vision Project** in February 2022, with the ambitious goal of engaging with thousands of residents in learning about community change, challenges and solutions, and then developing a five-year plan of action.

The last time the Bend area had undertaken such a large-scale visioning project was in 2005-06 under Envision Bend's predecessor organization, Bend 2030. That effort paid big dividends. Over the years, numerous ideas in the 2030 vision were realized: our first ever public transit system, a new four-year university campus, new volunteer opportunities, and more. Given all that had changed since 2006, the question was could we do it again?

This **Vision Action Plan** is the community's answer — the result of 15 months of research, broad community outreach, big picture visioning and in-depth planning. Based on input from thousands of community members, it features a vision for our future and a detailed set of strategies and related information to help make that vision a reality over time.

Virtually all of the plan's strategies are designed to be "value-added" projects or programs. The idea is to reinforce and build on the good work already happening in the community, but taking it to the next level. And, as a community-based plan, all of its strategies are designed to be led by partnering organizations from the public, nonprofit and private sectors with Envision Bend serving as overall steward of the plan.

THE BEND VISION PROJECT — A COMMUNITY-BASED PLANNING PROCESS

How did Envision Bend go about creating this plan? The answer is with a lot of effort on the part of hundreds of people, including the Envision Bend board, its Leadership Alliance and Strategic Advisors, dozens of Project Investors and Project Partner organizations, and its consultant **NXT Consulting Group**. To chart the way forward, Envision Bend designed a whole-of-community process meant to engage with as many people as possible, including those whose voices are not typically heard in such efforts.

To assure the fullest possible participation, the Bend Vision Project team also met with leaders of historically underrepresented groups and received advice on how to reach people from all perspectives and walks of life. Throughout the project, it also consulted with **Oregon's Kitchen Table**, a statewide program of the National Policy Consensus Center at Portland State University, which focuses on creating ways for community members to share what they think with decision makers on important issues that impact everyone.

To begin the process, Envision Bend conducted extensive trends research, including an in-depth scan of 300 articles and reports from mainstream media, professional journals, nongovernmental organizations and scholarly institutions. The resulting scan report provided a summary of key trends likely to impact the future of greater Bend, as well as an overview of local plans or initiatives underway that are responding to such trends. (For details, see Envision Bend's ***Environmental Scan*** at envisionbend.org/reports.)

During the extended participatory phases of the process, the Vision Project employed four distinct methods of engaging the community: interviews with community leaders; a bilingual online community survey; a series of focus groups for the general public and specific communities of interest; and a vision summit followed by a community poll on key ideas for the future of Bend that had risen up through the entire process.

HOW IS BEND CHANGING TODAY? WHAT THE STATS TELL US.

- Bend (pop. 103,250 in 2022) is projected to add 23,000 more people in the next 7 years
- City forecasts show Bend reaching 144,000 people by 2040, nearly twice its size in 2010
- Bend's median home list price in July 2023 reached a milestone $800,000, a one-year increase of $38,000
- Bend's 2023 home ownership affordability score was the lowest of major Oregon's cities at 14%
- More than 10% of Bendites were living below the poverty line in the 2020 census
- Wildfire acreage burned in Deschutes County increased sevenfold from the 1970s to the 2010s

Photo credit: Steven Ames

During the interviews, survey, and focus groups, four similar questions were asked:

- ***What is one thing you value most about the Bend area?***
- ***What are significant changes to our community you are observing or experiencing?***
- ***What do you see as the biggest challenge we must address for the future of Bend?***
- ***What ideas for the future do you have that would have a significant, positive impact on our community?***

Community Leader Interviews. Between February and May 2022, 73 community leaders and "connectors" were interviewed to learn their observations and perceptions about the greater Bend area. They also helped shape four focus areas eventually used to organize the Vision Action Plan (see Vision Action Plan Organization below). Interviewees were intentionally selected to provide robust and diverse perspectives, including long-time Bendites and newcomers to town, rural residents and city dwellers from all quadrants of the city, community leaders and people of varying backgrounds including income, education, ethnicity and cultural experiences. Interviewees ranged in age from the early 20s to the late 70s. About half were women and about one-fifth were people of color.

Online Community Survey. The interviews were followed by a major online survey in June 2022, delivered in both English and Spanish, and also available in a printed version. The survey was completed by nearly 2,050 respondents over a period of several weeks, including 98 percent who said their home in the community is their primary residence. Homeowners and older people represented a disproportionate number of respondents. Approximately 75 percent of survey respondents identified as White, close to 8 percent as Latino, along with Native Americans, Blacks, Asian and Native Hawaiians or Pacific Islanders comprising another 3.5%. The remainder preferred not to disclose their race or ethnicity. Given the large size of the overall response, the Vision Project was also able to statistically break out results for important subgroups based on race or ethnicity, age, income, and gender or gender identity.

Public Focus Groups. From July through September 2022, 17 public "Listen & Envision" focus groups were held, attracting a total of 142 participants. A number of these groups focused on specific communities of interest, including Latinos, veterans, seniors, people experiencing houselessness, members of the LGBTQ+ community, business owners, teachers, health care workers, people who are food insecure, and others. One session was conducted in Spanish. Most participants were city residents, but a significant number of Deschutes County residents also took part in the sessions.

Vision Summit & Community Poll. In February 2023, after staging a Vision Summit event attended by more than 200 people, Envision Bend tested potential strategies derived from more than 3,000 ideas collected from residents during the outreach phase. A bilingual online Community Poll asked respondents to choose strategies they thought were the highest priority for the community. More than 900 residents took part. About 80 percent of the poll respondents said they were City of Bend residents and 17 percent said they were Deschutes County residents.

For details on all these engagement activities, a demographic breakdown of participants and the community's priority strategies for the future, see Envision Bend's ***Community Input Report*** and ***Community Poll Report*** at envisionbend.org/reports.

WHAT THE COMMUNITY TOLD US – VALUES, CHANGE AND CHALLENGES

Public opinion across an entire community is always an expression of the collective thoughts of its residents. Based on Envision Bend's exhaustive engagement process, below is an overview of what Bend area residents told us:

Shared Community Values. Many residents expressed a deep love for Bend and Central Oregon. They described the community as a great place to live and raise a family,

Photo credit: Kendall Brobst-Schiff

blessed with natural beauty and plentiful outdoor activities, a spirit of volunteerism, a vibrant small-city atmosphere, good schools and higher education institutions. They also valued Bend's unique culture of collaboration, innovation and creativity, and its growing diversity. As core values, they asked that these attributes be retained for future generations.

Impacts of Change. Population growth over the past several years, including an influx of remote workers and others during the pandemic, has hardly gone unnoticed by Bend area residents. People agreed that housing is less available and far more costly, homelessness is increasing, traffic congestion is worsening, and public lands are more heavily used. They also observed that the Bend area is becoming more racially and culturally diverse. Census data confirms this: in 2022, for example, Latinos accounted for 8.6 percent of Bend's population, compared to 4 percent in 2000. An estimated 8,880 Latinos lived in Bend in 2022 and 18,175 countywide.

Challenges. Not surprisingly, housing and managing growth are the two top community challenges cited by Bend area residents. Some residents expressed concerns about the future livability of the area if it doesn't get

WHAT ARE BEND'S BIGGEST CHALLENGES FOR THE FUTURE? WHAT THE COMMUNITY TOLD US.

1. Population growth and development
2. Declining housing affordability
3. Rising impacts of climate change
4. Needed infrastructure improvements
5. Overuse of outdoor recreational areas
6. Increasing traffic congestion
7. Multiple factors leading to houselessness
8. Growing cost of living
9. Being a more inclusive community
10. Improving the transportation system

Photo credit: Kendall Brobst Schiff

ahead of the negative impacts of the growth. Other challenges mentioned by large numbers of people included mitigating the impacts of climate change, becoming a more inclusive community, improving behavioral health services and outcomes, and creating more and better-paying jobs so people who work in Bend can actually afford to live here. Several community leaders said Bend's treasured environmental resources are threatened by climate change, wildfires, and overuse of public lands.

CROSS-CUTTING THEMES – GROWTH, BASIC NEEDS, RESILIENCY AND COMMUNITY CONNECTEDNESS

During its outreach phase, the Bend Vision Project also discovered several themes that cut across different discussion topics such as the economy or environment, intersecting with multiple sectors and generally having a broader impact on the community. Those themes include:

Growth. As noted above, Bend's nonstop growth is on everyone's mind. Between 1990 and 2023, the city grew by 417 percent, earning recognition as one of the fastest growing small cities in the country. Remote workers and others who flocked to Bend during the pandemic represent the most recent wave. Population forecasts call for similar levels of growth in the coming decades, and "climate migrants" from hotter regions are likely to boost those forecasts. Many residents said the growth is impacting their lives and there needs to be greater balance between development and livability.

> *"The challenge is also the opportunity and that is just to grow well. To grow with intention, to grow with attention. And to grow in a way that is inclusive and equitable — something we are really, really proud of."*
>
> *~ Bend community leader*

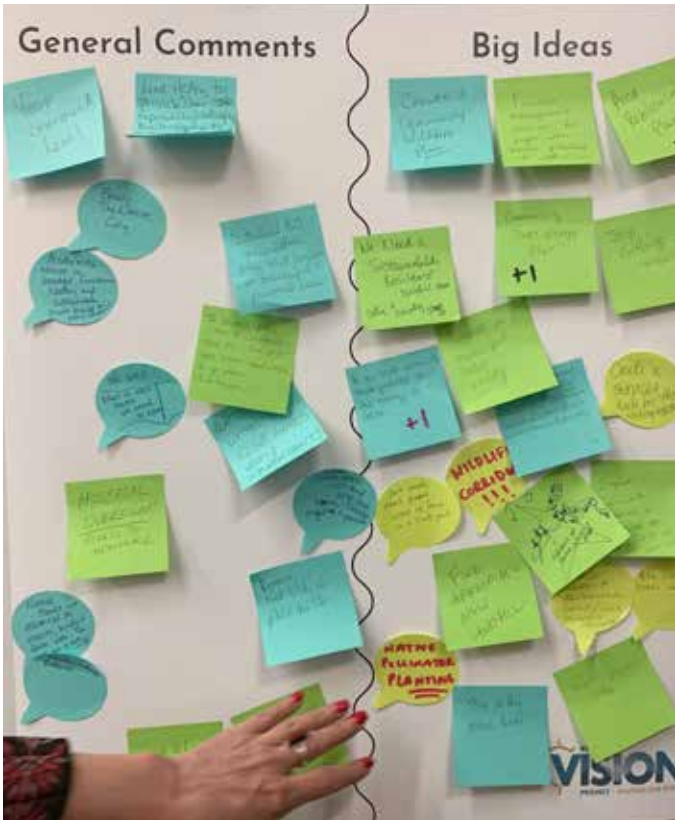
Basic Needs. Housing is increasingly difficult to afford in Bend, especially for middle- or lower-income individuals or households. This has forced people to live farther away from the city and their places of work. In turn, costly housing has also contributed to serious difficulties in hiring employees for many local businesses. Some accurately point to the housing crisis as one of several contributors to the number of unhoused people living in Bend. In 2023, more than 1,000 people in Bend were experiencing homelessness, up 25% over the previous year, and more than one-quarter of the city's population was experiencing rent burden, paying more than 50% of their income for housing.

The COVID-19 pandemic also laid bare a host of disparities and inequities in the greater Bend area, and created even greater hardships for those struggling to gain access to housing, food, education, medical care or mental health counseling. Those who lacked access to the Internet were particularly vulnerable, along with those living without reliable shelter in extreme heat or freezing temperatures.

Resiliency. Given its location on the dry side of the Cascades, residents recognize Bend's environment, community health, and economy are increasingly vulnerable to climate-induced drought, wildfires, poor air quality due to wildfire smoke, and other impacts of climate change. At the same time, the Vision Project found little consensus about preferred mitigation measures other than conserving and managing water more effectively, pointing to a need for greater public awareness and education.

Community Connectedness. Some residents said a strong sense of community remains intact in Bend, while others said they fear the city is losing that quality, mentioning rapid growth, an influx of new residents, and divisiveness over politics, pandemic mandates, and cultural issues. Some cited the lack of diversity in community leadership and elected positions. According to the Bend Vision Project survey, younger people (under the age of 30) value a diverse community at about four times the rate of older people (60 years and older). Many residents mentioned a desire to see people come together and move forward in unison.

> *"In Bend, there is still the ability to develop a life with possibility."*
>
> *~ Bend businessperson*



COMMUNITY VISION ACTION TEAMS

In April 2023, the Bend Vision Project shifted from a broadly participatory to more representational phase of the process, focusing on development of a detailed Vision Action Plan.

Envision Bend formed four community-based Vision Action Teams comprised of nearly 60 people with relevant interest or expertise to review project research and community input results, and work on strategies for inclusion in the Action Plan. Prospective team members went through a detailed application process and were carefully selected to be reflective of the wider community, including the general public, staff of public agencies and other organizations, technical experts, and traditionally underrepresented populations.

The Action Teams were charged with producing a final slate of recommended strategies for the five-year Vision Action Plan and to recommend organizations that might champion them as Lead or Supporting Partners. Teams also were encouraged to look into best practice projects and initiatives from around the country that might inform their strategies.

In early June 2023, after a major orientation workshop and 16 separate team meetings, the Vision Action Teams completed their work and handed off to Envision Bend a total of 20 recommended strategies, plus four "Game Changer" projects, four "Quick Win" projects, and related information for the plan's four focus areas.

Photo credit: Steven Ames

VISION ACTION PLAN ORGANIZATION

As mentioned above, the Vision Action Plan is organized into four broad focus areas based on Envision Bend's trends research and community input. Taken together, these areas reflect the whole of our community and a wide range of concerns expressed by its residents. They are also framed in a way that recognizes the cross-cutting themes that impact more than one area. The four focus areas include:

- **Building an Economy for Everyone**
- **Guiding our Growth and Development**
- **Creating an Inclusive Community**
- **Ensuring a Safe, Healthy Environment**

Each of the Action Plan's focus areas features a short vision statement for that area, as well as five recommended strategies to help achieve its vision over time. The vision is a longer-term aspiration, while the strategies call for concrete actions over the next five years.

Lead Partner organizations recommended to implement the strategies are identified, as well as potential Supporting Partners that might assist with implementation. Many potential Lead Partners were represented on the Vision Action Teams or had significant input into strategy development. Some Lead Partners may require more time or discussion before signing on to help implement them.

Each focus area also includes one "Game Changer" project, defined as a major initiative that will require multiple partners and significant investment but have a transformative impact on the community, and one "Quick Win" project involving less time and fewer resources to achieve.

Additionally, each focus area features a list of ideas to measure the success of its strategies over time, as well as small things that people can do to make the greater Bend area a better place for everyone if they are moved to take personal action.

Finally, there is a short list of strategies for future consideration that did not make the list of top strategies but that still are considered vitally important to the community's future. All these components are meant to help the community achieve its overall vision.

> *"The most important thing people can do in their own lives to create a better future for Bend is slow down and listen to one another."*
>
> *~ Bend local government official*

HOW THE PLAN WILL BE ACHIEVED

At the end of the day, no vision or plan of action is worth the paper it is printed on if it does not result in action on the ground and positive results over time. For all the discussion, dreaming and planning, the plan's accomplishments will be what make all that effort worthwhile.

This Vision Action Plan cannot simply be a wish list. There must be clear commitments to its implementation. This means integrating its strategies into the ongoing plans, programs and efforts of dozens of agencies, organizations and community groups. Every proposed project needs to be appropriately resourced, well-managed, and have community support.

To that end, Envision Bend is already working to ensure that the community's Action Plan is successful. This begins by identifying and securing the commitment of our Lead Partners to carry out their strategies. Over time, it means monitoring and tracking implementation of the plan's strategies and updating them as necessary. And it means celebrating the plan's successes as a community to demonstrate that its vision for the future can and will happen.

As the organization that will steward achievement of the plan, Envision Bend is prepared to be there every step along the way. Our community has done this before, and we know we can do it again. As Bend moves into a dramatically changing future with both new challenges and opportunities, we will be better prepared for whatever that future may bring.

In short, we will be a greater Bend — together.

> *"Bend's challenge is to be a viable, functional, innovative place — a community where people can belong and afford to live."*
>
> *~ Bend area educator*

A VISIONING GLOSSARY

Below are definitions of some of the key terms used in this plan to help in understanding its contents:

Vision. A statement of what residents would like our community to look like and be in the longer-term future. A vision speaks to the whole of our community as well as specific issues of concern. It is meant to articulate a shared direction and to guide strategies and implementation efforts toward its achievement over time.

Core Values. The community's underlying shared beliefs and ideals providing a foundation for the vision and a benchmark against which to test its strategies. These values reflect qualities that the community hopes to retain and strengthen going forward.

Vision Action Plan. A community-based, long-term vision and near-term (5-year) strategic action plan designed to help achieve the long-term vision over time.

Focus Area. Four specific areas of concern addressed in the Vision Action Plan. Together these focus areas reflect the whole of our community and a broad range of specific concerns and opportunities.

Strategy. Projects, programs or initiatives that are to be implemented as part of the Vision Action Plan that may involve any number of tactics or specific action steps.

Game Changer. A major strategy that will take multiple collaborative partners and greater resources to implement over a longer period of time, but which will have a positive and transformative impact on the community.

Quick Win. A discrete strategy that can be implemented relatively quickly, requiring less time or fewer resources with a high probability of completion. Quick wins can help create momentum to advance the community's vision, including some of its more challenging goals.

Lead Partner. A public, private, civic or community-based organization or group that takes on implementation of a specific strategy in the Vision Action Plan.

Supporting Partner. A public, private, civic or community-based organization or group that may collaborate with a Lead Partner in implementation of a specific strategy in the Vision Action Plan.

Greater Bend Area. The informal community that extends beyond Bend's official city limits, including the thousands of people who connect to Bend on a regular basis through their jobs, shopping, health care and professional services, education, personal and professional development, dining, civic and cultural events, entertainment and recreation.

OUR COMMUNITY VISION

We envision ... A greater Bend that blends its small-town friendliness and exceptional quality of life with the amenities of a growing city, helping all our residents lead safe, secure lives of purpose and possibility in a rapidly changing world.

In our vision for the future:

- *Our economy is robust, diversified and equitable*
- *Our growth is smart, well-planned and sustainable*
- *Our community is inclusive, engaged and caring*
- *Our environment is protected, stewarded and healthy*

We believe ... the unparalleled qualities of this place we call home, our enduring sense of community, and our collaborative approach to problem-solving give us the power to achieve this vision for our future.

OUR SHARED VALUES

We value our ...

- ***Natural Environment*** – Our mountains, forests and the high desert, rivers, lakes and streams, open spaces and scenic vistas, clean air and water, distinct seasons and sunny weather, and the tranquility we find in nature
- ***Outdoor Recreational Opportunities*** – Our wilderness areas and public lands, back roads and trails, hunting, fishing and camping, running, hiking and climbing, skiing and biking, paddling and rafting, and our many public parks, playgrounds and athletic fields
- ***Community Feel*** – Our inviting, neighborly community feel, personal safety and a lack of serious crime, opportunities to volunteer, lend a hand and practice kindness, family-friendly events and activities, and our enduring small-city qualities
- ***Quality Education & Health Care*** – Our excellent schools and teachers, community college and university, access to job skills, career development and lifelong learning, the medical providers, practitioners and health workers who care for us, and our potential to be healthy and thrive
- ***Robust Economy*** – Our growing and diversifying economy, established companies and good jobs, tech start-ups, remote workers and co-working spaces, innovative small businesses and creative entrepreneurs, and opportunities to innovate and prosper
- ***Vibrant Arts & Culture*** – Our vibrant arts, culture and entertainment scene, with live music, theatre, dance and film, marquee events and small performances, outdoor concerts and intimate venues, museums, galleries and exhibits, and our many community festivals and celebrations
- ***Growing Cultural Diversity*** – Our growing cultural diversity, getting to know neighbors and co-workers of diverse backgrounds and perspectives, opportunities to communicate and create mutual respect and understanding, and building a sense of belonging for everyone
- ***Spirit of Collaboration*** – Our long tradition of collaboration and problem-solving, coming together to determine what needs to be done and making it happen to benefit the entire community, and achieving big dreams together

Photo credit: COCC Center for Business, Industry & Professional Development; Bend Venture Conference

BUILDING AN ECONOMY FOR EVERYONE

OUR VISION

"Our economy is robust, diversified and equitable — with good jobs and extensive educational resources, innovative companies, start-ups and remote workers backed by leading edge technology, support for all small businesses, and employee wages, benefits and community services that empower our workforce and their families to live here and thrive."

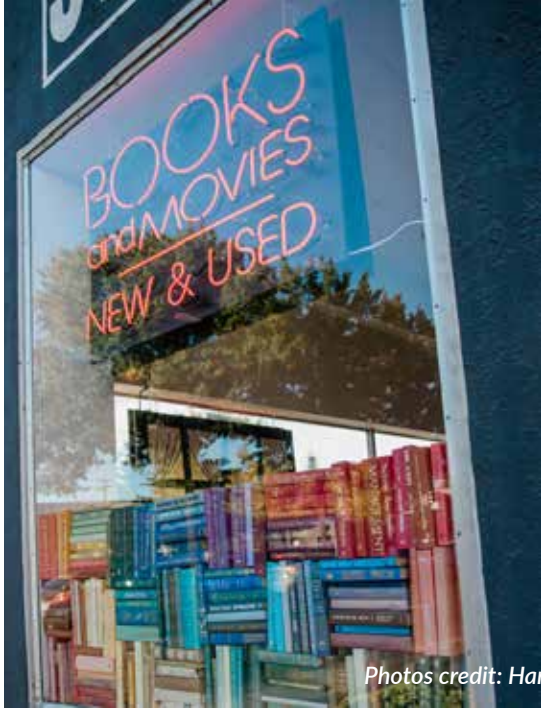
WHY IS THIS IMPORTANT?

Greater Bend's economy has evolved dramatically over the decades, from timber and railroads, to recreation, tourism and destination resorts, to a much more diverse economic profile. Today, our economy is healthy, with vibrant economic sectors, active business development resources, and low unemployment.

At the same time, the global pandemic and remote work trend meant many people from larger cities chose to relocate to Bend, allowing them to enjoy the amenities of a vibrant city that still has a small-town vibe. This in-migration has contributed to Bend's rising cost of living, especially owning or renting one's home. Along with housing, the gap between basic needs — food, transportation, health care and child care — and a livable wage has widened significantly.

Today, the greater Bend area economy is at a critical juncture. If essential workers, service providers, small business owners, and even the children of long-time residents cannot afford to both live and work here, it forces our workforce and their families to move to less costly locations, increasing commuter traffic, contributing to a "two-tiered" region, and diminishing everyone's quality of life.

Building an economy for everyone will address the core challenges that make it difficult for all of Bend's community members to fully participate and thrive, working and living in greater Bend. This plan offers strategies to help make that possible.



Photos credit: Hannah Turner for Central Oregon Landwatch

OUR STRATEGIES FOR AN ECONOMY FOR EVERYONE

Healthcare Worker Training & Development

Expand education, training and certification programs for aspiring healthcare workers by collaborating with local and regional educational institutions, public health organizations and healthcare providers to identify core needs, barriers, opportunities and investments that will increase access and opportunity for people interested in working in the healthcare system. Include education and resources in English and Spanish designed to help new health workers become established in their lives and careers.

RECOMMENDED PARTNERS:

- **Lead:** *Central Oregon Community College, OSU–Cascades, St. Charles Health System*
- **Supporting:** *Summit Health, Mosaic Community Health, Central Oregon Health Council*

Core Area Engagement & Investment

Engage the wider community in creating awareness and establishing a strong identity for revitalization of Bend's Core Area, including the Bend Central District, East Downtown, inner Highway 20/Greenwood Avenue, and the KorPine redevelopment area. Building on the City of Bend's urban renewal and tax increment finance planning and significant new funding for build-out of the Core Area, work proactively with public agencies, existing area residents and small businesses, property developers and investors to accelerate the area's transformation into a vibrant, mixed-use economic and civic hub in the heart of the city. Support development of a new City Hall and Civic Plaza as "Bend's Living Room" and one of the Core Area's anchor developments.

RECOMMENDED PARTNERS:

- **Lead:** *City of Bend (Core Area Advisory Board)*

Supporting: *Bend Chamber, Economic Development for Central Oregon, Central Oregon LandWatch, Bend Central District Business Association, development and commercial real estate companies, Core Area resident and small businesses*

'Move-in' Financial Assistance Programs

Create financial programs to assist individuals and families who make workforce wages (below 150% of Area Median Income per household), to move into rental units or purchase homes by offering subsidies or loans that help cover deposits, moving costs, down payments, and/or first and last month's rent. Work with key stakeholders to streamline and centralize the rental application process with a standard application and a one-time fee that can be used by all prospective renters and landlords. Promote programs through services that support those most in need and ensure all information is bilingual.

RECOMMENDED PARTNERS:

- Lead: *NeighborImpact*
- Supporting: *Central Oregon Intergovernmental Council, Latino Community Association, Central Oregon Association of Realtors, Oregon Community Foundation, Neighborhood Partnerships, Habitat for Humanity, Central Oregon LandWatch, RootedHomes, Hayden Homes, Oregon Bond Fund*

Expanded Access to Child Care

Work with major employers, business and professional associations, and local government to expand access to child care for working parents and families, through subsidies, integration of child-care programs with established employers and workplaces, public agencies or educational institutions, and partnerships with organizations providing resources, information and support on starting and running local child-care businesses, including child-care micro-center pilot projects.

RECOMMENDED PARTNERS:

- Lead: *NeighborImpact (Childcare Resources)*
- Supporting: *Bend Chamber, City of Bend, Economic Development for Central Oregon, Central Oregon Regional Solutions Center, High Desert Education Service District, Oregon Department of Early Learning & Care, East Cascades Works, Central Oregon Community College Small Business Development Center, Bend-LaPine Schools, Bend Park & Recreation District, COCC Small Business Development Center, Latino Community Association*

Expanded Access to Healthy Food

Significantly expand access to safe, healthy, nutritious food for all Bend residents by increasing funding for existing food assistance programs, employing multiple mobile "store-front" food pantries, and enlarging food access programs on college campuses. Work with key funders and community farms to create a system that subsidizes community supported agriculture (CSAs) directly targeting greater Bend's food insecure populations.

RECOMMENDED PARTNERS:

- Lead: *NeighborImpact*
- Supporting: *High Desert Food and Farm Alliance, Mosaic Health, OSU-Cascades, COCC, Deschutes County Libraries, Central Oregon Council on Aging, Central Oregon Veterans Ranch, Housing Works*

OUR 'GAME CHANGER' PROJECT

INNOVATIVE WORKFORCE HOUSING

Getting creative in solving one of Bend's greatest challenges — affordable housing for our workforce.

Project Description:

Increase affordable housing options for workers in proximity to major employment centers in Bend, establishing criteria for workforce housing, promoting preservation and development of such housing, and involving major Bend area employers in supporting and helping fund or subsidize its preservation and development. Acquire and manage, construct, and rehab or improve existing housing and rental units with special consideration and subsidies for local essential workers, teachers, healthcare workers, first responders and municipal workers, and Bend's growing student population. Incentivize builders to contribute to a centralized homeownership fund, and pilot other innovative solutions like the Poplar workforce housing development and the Simpson Community.

Initial Steps in Making it Happen:

- Form a task force with broad representation including workforce members, developers, bankers and employers, and Lead and Supporting Partners, with a well-defined charter, timeline, best practice methodologies, and clear metrics for success.
- Inventory current workforce housing programs and initiatives, assess what is working and can be amplified, as well as barriers that could be removed.
- Research best practices from other communities to address workforce housing affordability.
- Agree on multi-pronged strategies with clear ownership and accountability.

Rationale and Community Benefit:

According to Bend Vision Project findings, the need to address the growing chasm between workforce wages and housing costs is the top priority across all demographics in our community, including residents that own their own home, those that are retired, and more affluent residents. Across the board, the risks of not prioritizing affordable housing for people getting by on middle-class and lower incomes as Bend grows were articulated, from the significant challenge of hiring and retaining workers by employers to increased climate impact as people are forced to live outside the area and commute to work. While the City of Bend, Bend Chamber, Economic Development for Central Oregon and others have been working diligently on this issue, it is far from resolved. It is time for a bigger, bolder dialogue on expanding opportunities for people who live, work, and take care of their families in the community.

RECOMMENDED PARTNERS:

- **Lead:** *Bend Chamber*
- **Supporting:** *Oregon Housing Community Services, Economic Development for Central Oregon, Central Oregon Regional Solutions Center, Bend Metropolitan Planning Organization, City of Bend, NeighborImpact, Housing Works, RootedHomes, Pacific Crest Affordable Housing, Hiatus Homes, Hayden Homes, property management companies*
- **Timeframe:** *5+ Years*
- **Anticipated Investment:** *$$$$$*

Photo credit: Ashley & Vance Engineering

OUR 'QUICK WIN' PROJECT

ONE-STOP SMALL BUSINESS SUPPORT

Centralize and streamline all online resources for starting and running a small business and conducting commerce in the greater Bend area. Work with the City to streamline permitting with the goal of same-day processing, offer online applications and applicant guidance, compile and document important financial resources and information, and related services. Ensure the online permitting site and all documents are available in Spanish and highlight relevant resources for businesses owned by women, people of color and other historically marginalized business owners.

RECOMMENDED PARTNERS:

- Lead: *Small Business Development Center at Central Oregon Community College*
- Supporting: *Central Oregon Intergovernmental Council, WorkSource Bend, City of Bend, Bend Chamber, Embrace Bend, Latino Community Association*

Photo credit: Somewhere That's Green

> *"Bend's environmental values — its brand and image — are critical to the kind of industries we seek to attract and the jobs we create for our workforce."*
>
> *~ Bend economic development expert*

ONE SMALL THING

Here are some ideas for small things you can do to help build an economy for everyone

- Shop locally, whenever you can
- Become knowledgeable about housing, child care or small business resources that may help others
- Practice "random acts of kindness" for essential workers
- Coach or mentor young people building their careers as professionals and in the trades
- Volunteer to teach essential business skills to young entrepreneurs

Photo credit: VisitBend

ADDITIONAL STRATEGIES FOR CONSIDERATION

- **OSU-Cascades Innovation District Development.** Support the further development and build-out of OSU-Cascades Innovation District, advancing university-business collaboration and fostering continued development of Bend's science, technology and innovation economy.
- **Apprenticeship Trade Programs.** Develop a paid apprentice program for the trades (welding, carpentry, mechanics, technology) in middle schools and high schools, and expand Central Oregon Community College's skilled-trades programs, leveraging public-private partnerships.
- **Open Places, Event Spaces & Public Markets.** Develop more spaces where people can randomly gather and connect, dine, listen to music, check out art, and celebrate. Focus on venues that support locally-owned businesses, are affordable, family-friendly, and welcoming of the community's diversity.
- **Local/Municipally Owned Internet Services.** Support development of locally- or municipally-owned high-speed Internet services that offer reliable and redundant Internet and provide competition to out-of-state providers.
- **Centralized Storefront Improvement Resources.** Gather, compile and centralize a bilingual online resource for small business owners to easily navigate information on available grants, state and national funding resources, contacts and related information for storefront improvements.

MEASURING OUR SUCCESS

How can we measure our success in building an economy for everyone over time?

- Track AMI (area median income) relative to regional housing costs and report annually to the community on this data.
- Ensure that small business owners have easy access to usable information on best practices for growing and improving their revenue stream.
- Gather and analyze employers' ability to attract, hire and retain employees.
- Monitor and track the increase in available workers, reducing labor shortages.
- Advocate and assess reforms to simplify building and construction permitting.
- Track the availability of additional housing of all types.

Photo credit: RootedHomes

GUIDING OUR GROWTH & DEVELOPMENT

OUR VISION

"Our growth is smart, well-planned, and sustainable — with a revitalized city center, pedestrian-friendly development, improved roads and expanded public transportation, a comprehensive network of connected bikeways and pedestrian pathways, complete communities with livable neighborhoods, and affordable housing citywide."

WHY IS THIS IMPORTANT?

Growth is inevitable and greater Bend's opportunity to support growth with intention is now.

Of all the changes pushing Bend into the future, none is on everyone's mind more than growth. Accelerated growth and development in Bend have been a fact of life since the latter decades of the 20th century, transforming it from a small town with an undiversified economy and highly uniform population into something quite different. Perhaps no one senses that more than people who have lived here for decades.

At the same time, the pros and cons of growth are also a matter of perspective: many college students, remote workers, young families or new retirees who have moved here in recent years think they've landed in one of the coolest small cities on the planet in a recreational paradise.

The fact remains that for all Bend's natural amenities and outdoorsy hipness, new suburbs continue to spring up at the City's edges, rush hour is closer to a real hour these days, the core of the city needs revitalization, public transit is incomplete, connections between east and west/north and south are limited, neighborhoods lack complete amenities and services, and affordable housing is beyond the reach of many and getting more distant all the time.

The good news is that many public officials, planners, and community and business leaders are hard at work addressing all of these shortcomings. And among other developments, new state planning requirements, innovative ideas and new tools promise to make growing cities like Bend work better, more equitably and sustainably, helping retain those qualities that drew people here in the first place. This plan seeks to give such developments a significant boost.

OUR STRATEGIES FOR GROWTH & DEVELOPMENT

Improved, Expanded, Well-Funded Public Transit

Improve and expand Cascades East Transit, solidifying its leading role for public transportation in greater Bend and Central Oregon, with a stable revenue stream, transit service that is safe, convenient and reliable, a modern, efficient fleet that reduces or eliminates CO2 emissions, and local 'mobility hubs' that upgrade service while connecting with other modes of transportation. Initiate these improvements by coordinating with key local transportation partners, promoting greater organizational efficiency, and growing a qualified transit workforce, all leading to eventual establishment of a formal transit district to serve a rapidly growing region.

RECOMMENDED PARTNERS:

- Lead: *Cascades East Transit, Central Oregon Intergovernmental Council*
- Supporting: *City of Bend, Deschutes County, Bend Metropolitan Planning Organization, Oregon Department of Transportation, Bend Chamber, Central Oregon LandWatch, Bend Bike Wayfinding Project, Commute Options*

Complete Communities in Our Neighborhoods

Establish "complete communities" citywide, designed for people of all ages and abilities to safely and comfortably walk, bike and roll, with well-connected, walkable neighborhood centers, shops for daily needs, healthcare and family services, a mix of housing types and affordability, small parks, playgrounds and community gardens, and 'mobility hubs' for easy access to public transportation. Build on the City of Bend's work plan for climate-friendly and equitable communities ("CFEC") and its housing capacity analysis. Work to remove institutional barriers to complete communities by integrating smart growth principles and "form-based" code into development practices, mixing different uses and promoting new patterns of development.

RECOMMENDED PARTNERS:

- Lead: *City of Bend, including appropriate City boards and commissions, along with governance and public engagement*
- Supporting: *Central Oregon Intergovernmental Council/ Cascades East Transit, Central Oregon LandWatch, Bend Park & Recreation District, Developers, Neighborhood Associations, Housing & Equity Advocacy Organizations, Bend Bikes, Commute Options, other alternative transportation advocacy groups, Art in Public Places Bend*

A Citywide Bikeways & Pathways Network

Building upon the City of Bend's Crosstown Bikeways plan to develop key east-west/north-south bike routes, invest in, expand and promote a citywide interconnected network of urban bikeways and pedestrian pathways — dedicated, low-stress corridors that are physically separated from vehicular traffic, providing active transportation and recreational access for pedestrians, bicyclists and wheelchairs to neighborhoods, schools, business and service centers, mobility hubs, parks and closer-to-home recreational opportunities. Link this network to the proposed countywide interconnected trail system.

RECOMMENDED PARTNERS:

- Lead: *City of Bend, Bend Park & Recreation District*
- Supporting: *Commute Options, Bend Metropolitan Planning Organization, Environmental Center, Bend Bikes, Commute Options, neighborhood associations*

Drake-to-Juniper Pedestrian Corridor

Develop the Drake Park-to-Juniper Park Pedestrian Corridor, an east-west pedestrian/bicycle/wheelchair corridor connecting east and west Bend, and linking Drake Park and Downtown Bend to the Bend Central District, new Bend City Hall and Civic Plaza, and Juniper Park via the proposed Hawthorne Avenue Pedestrian and Bicyclist Overcrossing (a.k.a. Hawthorne Bridge). Create a downtown pedestrian-friendly zone along Minnesota Avenue with limited private vehicular traffic on corridor blocks, supporting shops and businesses, and accommodating wider sidewalks, outdoor dining, and public festivals and events.

RECOMMENDED PARTNERS:

- Lead: *City of Bend (Core Area Advisory Board), Bend Park & Recreation District*
- Supporting: *Bend Central District Business Association, Central Oregon LandWatch, Downtown Bend Business Association*

Housing Innovation & Affordability Coalition

Develop a regional Housing Innovation & Affordability Coalition with a clear plan to address greater Bend's long-term housing crisis, bringing government, technical housing experts, business and advocacy groups together to collaborate in increasing the supply of affordable housing for owners and renters. Utilize strategies that raise public awareness and funding, promote alternative housing types, revisit City and County regulations and policies connected to housing (e.g., property tax incentives or infrastructure funding), develop new incentives for builders and developers, and coordinate with existing City of Bend initiatives for affordable housing, climate-friendly and equitable communities, public transportation and personal mobility.

RECOMMENDED PARTNERS:

- Lead: *City of Bend (Affordable Housing Advisory Committee), selected technical experts and housing organizations*
- Supporting: *Oregon Housing Alliance, Housing Works, Central Oregon LandWatch, Central Oregon Builders Association, Central Oregon Association of Realtors, Bend Chamber, Human Rights and Equity Commission, NeighborImpact, Neighborhood Partnerships, Central Oregon Health Council, Homeless Leadership Coalition, RootedHomes*

Photo credit: VisitBend

OUR 'GAME CHANGER' PROJECT

RAILROAD SAFETY & REDEVELOPMENT OPPORTUNITIES

Moving switchyards for a safer community, reduced congestion, and revitalized center city.

Project Description:

Working in partnership with BNSF Railway and the Oregon Congressional Delegation, develop and implement a collaborative plan to relocate BNSF central and south switchyards and infrastructure to publicly-owned undeveloped lands outside the Urban Growth Boundary, expediting rail traffic through the city, reducing vehicle traffic congestion, noise and potential safety issues or environmental hazards, and repurposing vacated right-of-way for possible mixed-use redevelopment, including a new north-south bike-pedestrian trail through the center of the city. Use this opportunity to modernize switching facilities and explore potential development of a new intermodal shipment facility for freight benefitting both BNSF and the regional economy.

Initial Steps in Making it Happen:

- Conduct exploratory conversations with key potential partners, including BNSF, Oregon's Federal and State legislative delegations, and state and local governmental agencies.
- Establish an independent task force comprised of key potential partners to explore this concept and develop a formal project prospectus and timeline.
- Convene key partners to discuss and develop a framework and recommendations for proceeding.

Rationale and Community Benefit:

As a critical element of the nation's aging infrastructure, railroads have attracted heightened public attention in recent years, sometimes due to their impacts on urban areas, the environment, or public health and safety. With Bend's explosive growth of recent decades, BNSF's rail infrastructure is surrounded by a much bigger city, including commercial areas, neighborhoods and housing, schools, and increasing traffic on major arterials and at railroad crossings. Its two largest switchyards, one nearly a mile long, have also contributed to connectivity barriers between the East and West sides of the city.

Relocating these switchyards outside the Urban Growth Boundary where there is available land less likely to be used for future urban growth would be a win-win, serving as a proactive model of railroad-community collaboration. It would facilitate smoother rail traffic through the city, reduce traffic congestion, decrease the possibility of dangerous accidents, free up urban land for potential redevelopment and investment, and generate possible economic benefits for BNSF and the community as a whole.

RECOMMENDED PARTNERS:

- **Lead:** *BNSF Railway, Oregon Congressional Delegation, State legislators, City of Bend, Bend Metropolitan Planning Organization, Oregon Department of Transportation, Deschutes County*
- **Supporting:** *Oregon Legislature, U.S. Forest Service, Central Oregon Intergovernmental Council, Bend Park & Recreation District, Homeless Leadership Coalition*
- **Timeframe:** *5+ Years*
- **Anticipated Investment:** *$$$$$*

OUR 'QUICK WIN' PROJECT

HISTORIC PRESERVATION INVENTORY & ADAPTIVE REUSE

Conduct a survey and develop an inventory of historic community spaces (buildings and resources) that are valued for their significant contributions to our local history and civic identity, create character and a sense of place, contribute to the local economy, and reduce our community's carbon footprint. Identify time-tested incentives at the City and County level to promote preservation and adaptive reuse of these shared historic buildings, preserving Bend's historical identity as the city grows.

RECOMMENDED PARTNERS:

- **Lead:** *Bend Landmarks Commission*
- **Supporting:** *Deschutes Historical Museum*

Photo credit: VisitBend

> *"Bend always wants to be a better version of itself."*
>
> *~ Bend Vision Project focus group participant*

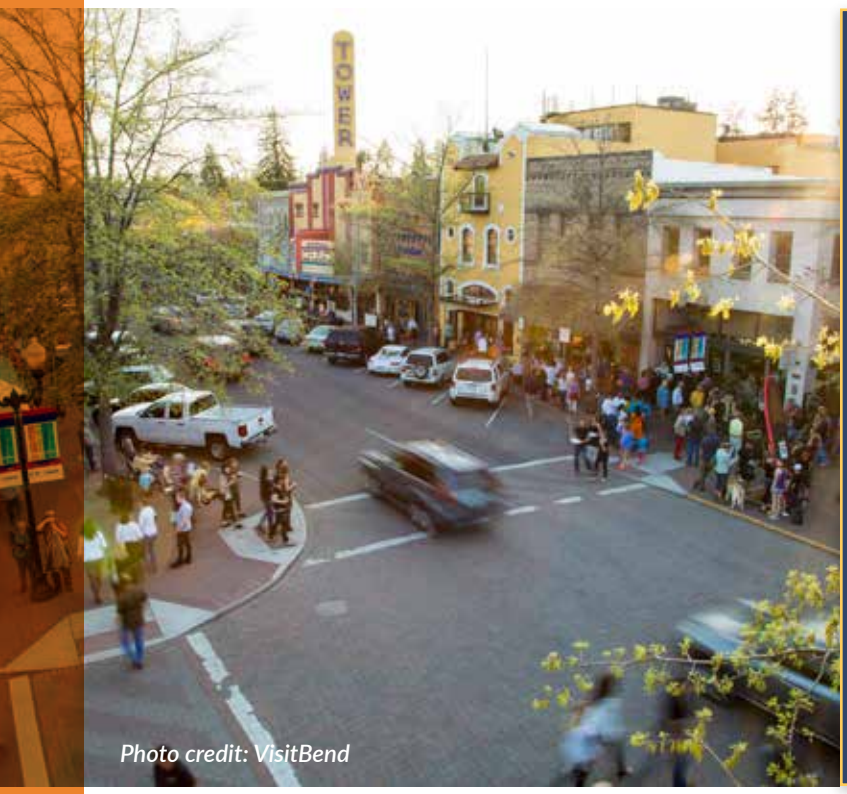


Photo credit: VisitBend

ONE SMALL THING

Here are some ideas for small things you can do to help guide our growth and development

- Get to know your neighbors, think of them as your "village"
- Ride Cascades East Transit buses instead of driving your car
- Walk or ride a bike for short trips to a friend's house or the local store
- Signal when exiting a roundabout
- Slow down and appreciate this place — a favorite river view, park bench or coffee shop
- Explore downtown, again. There's always something new to discover

Photo credit: VisitBend

ADDITIONAL STRATEGIES FOR CONSIDERATION

- **Key Routes & Connectivity.** Establish two key high-capacity routes (north-south/east-west) in Bend, prioritizing alternative modes of transportation and reducing vehicle miles traveled for all users.
- **Reducing Vacant Housing.** Develop policies to identify and reduce the inventory of vacant housing occupied less than six months a year.
- **LEED Certification Incentive Program.** Promote the Leadership in Energy and Environmental Design (LEED) green building certification and rating system for major existing and new developments through City of Bend policies and programs.
- **Electric Vehicle Charging Stations.** Develop electric vehicle charging stations across the city, enabling easy-to-use, fast EV charging in key locations, including hotels, major employment and shopping centers, apartment complexes, recreational facilities, and larger parks.

> *"Our parks have grown alongside our community. Alpenglow Park is a great example of newer parks designed to meet the needs of a growing community.."*
>
> *~ Envision Bend board member*

MEASURING OUR SUCCESS

How can we measure our success in guiding our growth and development over time?

- Educate the community of programs already underway that align with its values and vision.
- Support Lead Partner organizations in implementing their Action Plan strategies.
- Monitor and track the achievement of specific strategies in the action plan over time.
- Measure levels of satisfaction and happiness of residents in different parts of the City over time.
- Continue to conduct Envision Bend 'Listen & Envision' sessions as the vision action plan is rolled out.
- Go back to original Bend Vision Project online survey respondents to ask "How are we doing?"

Photos credit: Bend Park & Recreation, Latino Community Association, Oregon Adaptive Sports

CULTIVATING AN INCLUSIVE COMMUNITY

OUR VISION

"Our community is inclusive, engaged and caring — with a culture of belonging where basic needs are fully met, every person is valued and empowered to participate and contribute, our leaders reflect our community's growing diversity, we demonstrate kindness in everything we do, and we collaborate to achieve great things together."

WHY IS THIS IMPORTANT?

Population growth and change brings stresses and strains to any place, especially smaller cities and towns. As the population of the greater Bend area has exploded over the last few decades, residents across many demographics have mourned the loss of the old and familiar Bend, their sense of community, or even their feelings of personal safety. Unfortunately, in recent years, these feelings have been amplified by the isolation of the global pandemic, not to mention national political and cultural divisions.

Greater Bend's population is forecast to continue growing in the years to come, and as we grow it is also certain that we will become more diverse. While stopping or even slowing population growth is highly unlikely, our community can be more intentional about preserving its culture of warmth and friendliness. We can prioritize, model, and invest in initiatives that embrace others, including those who are new to our community, of diverse backgrounds and perspectives, or who have lived experiences that may be unfamiliar to others. This means identifying and addressing embedded misunderstandings or stereotypes that create unnecessary or hurtful barriers between people.

A community where all of us belong is better for everyone in a variety of ways, large and small. Bend has a century-long tradition of welcoming new people and experiences into its fold and benefitting from what they bring with them. Bend can build on this historical quality, but it will need to do much better. This plan offers some ways to help make that happen.

OUR STRATEGIES FOR AN INCLUSIVE COMMUNITY

Alliance of Equity Partners

Establish a community-wide Alliance of Equity Partners to serve as advisors, evaluators, and resources for Bend Area public, private and nonprofit organizations in addressing diversity, equity, inclusion, accessibility and justice (DEIA+J) issues and concerns in the community. Utilize best practices to develop common language and clear definitions for partner organizations, offer a ready-to-implement framework for evaluating existing equity structures and systems, and provide a toolkit for running meetings and developing new projects or initiatives. House, maintain and promote DEIA+J resources, including contact information for qualified consultants, trainers, and speakers.

RECOMMENDED PARTNERS:

- Lead: *City of Bend Human Rights & Equity Commission*
- Supporting: *Embrace Bend, Mosaic Community Health, Bend Park & Recreation District, Latino Community Association, Vamonos Outside, Out Central Oregon, Queer Creators Collective, Bend Chamber, Bend Equity Project*

Community Education on Homelessness

Coordinate, compile and disseminate information, statistics and stories about the diverse nature of people experiencing homelessness in the greater Bend area, including what leads to being homeless and the barriers to becoming re-housed. Work closely with the county-wide "Built for Zero" program, designed to end permanent homelessness by measurably and equitably making it rare and brief, to help the broader community understand the complexity of drivers and the solutions to reducing the number of people who are unhoused. Increase the community's understanding of and empathy for the daily experience of living without a home, including people suffering from mental, physical and intellectual disabilities, seniors on fixed incomes, working parents unable to afford housing, veterans, and teens aging out of the foster system. Provide information and avenues for community members to volunteer and contribute to solutions.

RECOMMENDED PARTNERS:

- Lead: *Central Oregon Intergovernmental Council (Housing for All), Regional Housing Council, Homeless Leadership Coalition, Bethlehem Inn*
- Supporting: *Bend City Council and staff, Deschutes County, NeighborImpact, City Club of Central Oregon, Old Mill District, Bend Police & Fire, Deschutes County, The Bulletin, The Source, Furnish Hope, Family Kitchen, Shepherd's House Ministries*

Photo credit: VisitBend

Collaborative Arts for Community Cohesion

Strengthen community cohesion and well-being by elevating and expanding on the foundation of artistic organizations, programs, events and experiences in the greater Bend area. Bring members of the artistic community and interested residents together to identify new ways to collaborate, explore shared stories, invite new voices, promote reflection and discussion, and expand access to the arts. Identify and address current gaps and needs in arts venues and resources while building support and commitment for the proposed Central Oregon Center for the Arts, which aspires to champion inclusive, transformative, and diverse art experiences.

RECOMMENDED PARTNERS:

- Lead: *Tower Theatre, Central Oregon Center for the Arts*
- Supporting: *COCC Fine Arts Department, OSU–Cascades Innovation District, Scalehouse, Old Mill District/Hayden Homes Amphitheater, BendFilm, Tin Pan Theatre, Open Space Studios, Cascades Theatrical Company, Greenhouse Cabaret, Volcanic Theatre Pub, Other Arts & Performance Spaces, Art in Public Places Bend, High Desert Museum, Bend Park & Recreation District*

Mental Health & Wellbeing in our Schools

Partner with the school system at the district level and other key K-12 education stakeholders to identify opportunities where public and private support can expand or amplify existing programs that seek to improve the mental health and wellbeing of our students, educators and administrators. Leverage proven strategies that increase access to mental and physical health services, improve student, teacher, administration and staff safety, and create caring and inclusive environments throughout the school system.

RECOMMENDED PARTNERS:

- Lead: *High Desert Education Service District, Bend-LaPine School District*
- Supporting: *Deschutes County Behavioral Health Services, Mosaic Community Health*

Neighborhood Vitality & Resiliency

Promote community connections and resiliency among people living in neighborhoods and small communities across greater Bend. Host an annual event celebrating local neighborhoods, including block parties, competitions, clean-up campaigns or food drives. Develop and provide a bilingual toolkit that includes materials and resources for residents to discover new ways to connect and come together, whether through sharing tools or books, creating child-care co-ops, or having agreed-on emergency plans in the event of local emergencies or natural disasters.

RECOMMENDED PARTNERS:

- Lead: *Bend Area Neighborhood Associations*
- Supporting: *Neighborhood Leadership Alliance, City Club of Central Oregon Civility Project*

Photo credit: VisitBend

OUR 'GAME CHANGER' PROJECT

A CITY OF BELONGING

Nurturing a culture where every person feels safe, respected, and part of the Bend community.

Project Description:

Launch an annual, year-long program focused on cultivating a sense of belonging for every resident of Bend, designed to build connections, empathy and inclusion among people of all backgrounds, perspectives and identities. Sponsor a series of coordinated annual events beginning with Welcoming Week, followed by monthly public campaigns celebrating Bend's many diverse communities, including Latino, BIPOC and LGBTQ+ Bendites, veterans, people living with disabilities, and more. Track the outcomes of these efforts by collecting both empirical data and anecdotal evidence on the evolving state of our population's sense of belonging and engagement. Measure and learn from these efforts to model a more inclusive city where every individual truly belongs.

Initial Steps in Making it Happen:

- Charter an exploratory committee that represents a variety of communities of interest to establish the first year's program and theme.
- Research and compile a calendar of existing events, festivals, programs and initiatives that can be "wrapped around" with additional community engagements, such as media, speakers, artistic programs, educational forums, conversation guides and more.
- Study best practices, and identify a research-based definition, model, and data to measure "belonging" in the community.

Rationale and Community Benefit:

The greater Bend area has a reputation for residents being nice and welcoming, at least among certain populations. Extensive research during the Bend Vision Project, along with recent disturbing events made clear that many residents do not feel welcome in Bend, let alone that they truly belong here. The fundamental distinction between welcoming and belonging is not well-understood. As a result, there are many residents who are unaware of the fears, distrust and negative interactions that some Bendites regularly experience.

As our community grows, and the depth and breadth of our diversity expands, the need to elevate understanding, compassion and empathy for all residents is imperative. Working together to create a community where every person feels they are integral will lead to a more vibrant economy, improved representation in leadership roles, increased innovation and creativity, and a stronger sense of safety.

RECOMMENDED PARTNERS:

- **Lead:** *City of Bend Human Rights and Equity Commission*
- **Supporting:** *Embrace Bend, City Club of Central Oregon, Central Oregon Health Council, Bend Chamber, St. Charles Health System, OSU–Cascades, Central Oregon Community College, Central Oregon Disability Support Network, Latino Community Association, Out Central Oregon, Queer Creators Collective, The 'On Being' Project, 2-1-1 Information*
- **Timeframe:** *2-5+ Years*
- **Anticipated Investment:** *$$$$$*

OUR 'QUICK WIN' PROJECT

SOCIAL SERVICE INFORMATION KIOSKS

Expand access to and information on major area social services by setting up display kiosks in key locations throughout the community. Provide bilingual information, QR codes for immediate access to websites, printed materials, and related information that can easily be accessed at neighborhood grocery stores, gas stations, libraries, schools, etc. Visually brand and promote the kiosks through a positive lens, such as "Bend Area Health and Well Being" resources.

RECOMMENDED PARTNERS:

- Lead: *Mosaic Community Health*
- Supporting: *NeighborImpact, Family Kitchen, Deschutes Public Library, Bend Park & Recreation District*

"Many of us in Bend are just a few phone calls away from help before we end up in a difficult space. It's about livability — for everyone."

~ Bend homeless persons advocate

ONE SMALL THING

Here are some ideas for small things you can do to help cultivate an inclusive community

- Support each other when you see fellow Bendites being disrespected
- Connect to your neighbors; introduce yourself or share contact information
- Listen to different perspectives at work or in conversations with others
- Be open and curious; learn about people who have a variety of life experiences
- Take part in a variety of community and cultural events or activities open to the public.

Photo credit: Bend Park & Recreation District

ADDITIONAL STRATEGIES FOR CONSIDERATION

- **Diverse Leadership in Governance & Decision-Making.** Ensure there is representation of Bend's historically underrepresented people on all community-wide government and nonprofit groups by reviewing policies and structures, identifying barriers, and taking steps to address challenges that limit participation.
- **Social Services Navigation Center.** Develop a one-stop navigation center that provides information, resources and referrals from major area social service agencies and organizations.
- **Serving People with Disabilities.** Sponsor training for local businesses, professional offices, recreational facilities and others about accommodating the needs of all people with disabilities.
- **Support for Veterans.** Strengthen coordination with regional, state and federal Veterans Administration programs to improve access and cut red tape for local veterans.

MEASURING OUR SUCCESS

How can we measure our success in cultivating an inclusive community over time?

- Establish key indicators or performance measures that relate to diversity, equity and inclusion.
- Track and measure data reflecting key indicators and report on this data to the community.
- Assess representation of diversity across key community leadership positions.
- Identify, address and work to remove barriers and improve supports for inclusive leadership.
- Monitor results of the biennial City of Bend survey to track changes in public perceptions.

Photo credit: Steven Ames

ENSURING A SAFE, HEALTHY ENVIRONMENT

OUR VISION

"Our environment is protected, stewarded and healthy — with its bountiful natural resources conserved and managed for a changing climate, sustainable supplies of clean water, locally-grown food and abundant open spaces accessible to everyone, and special attention paid to our community's resiliency, well-being, and personal safety."

WHY IS THIS IMPORTANT?

Without question, Central Oregon's spectacular natural environment and its recreational opportunities are greater Bend's most frequently cited community asset, valued by virtually everyone who lives here. From climbing the South Sister to a lazy float on the Deschutes River to just walking the dog on a gorgeous day, the environment is what drew many of us here, keeps us fit, and makes our lives complete. It also can bring us together as a community. At the same time, not everyone has equal access to such benefits — and the connection between access to nature and a safe, healthy thriving community is undeniable.

The growing number of recreationalists is also placing increased demands on the environment we love. Add to that increased traffic to recreational destinations, overcrowded trails, and encroachment on native habitats and wildlife, and the challenge become more apparent. Then, there is the climate crisis with historically high temperatures, persistent drought and diminishing water resources, unhealthy forests, and increasing risks of wildfire and polluted air. This is a threat not only to the natural resources on which we depend but our very quality of life.

Arguably, protecting the environment that defines much of who we are as a community is one of greater Bend's biggest challenges for the future. And ensuring that community members of all ages, incomes, abilities and backgrounds have the opportunity to benefit from access to nature and the healthy lifestyles it affords is integral to that challenge. Fortunately, there are a host of organizations and individuals working every day in many ways to turn this challenge into perhaps our most significant opportunity. The strategies in this plan are intended to amplify those efforts.

OUR STRATEGIES FOR A SAFE, HEALTHY ENVIRONMENT

Adapting to Climate Change

Assess and develop climate resilience and adaptation strategies for inclusion in the City of Bend's Community Climate Action Plan, using an established framework and tools to explore climate hazards including drought and destructive wildfire, assess public health and safety risks and vulnerabilities, and define possible actions. Explore City of Bend membership in the Race to Resilience, a U.N.-backed global campaign to strengthen the accountability and visibility of local climate resilience and adaptation measures.

RECOMMENDED PARTNERS:

- Lead: *City of Bend (Environment and Climate Committee)*
- Supporting: *Deschutes County, Central Oregon Intergovernmental Council, OSU-Cascades, University of Oregon (Eugene), Bend Park & Recreation District, The Environmental Center, International Council for Local Environmental Initiatives–USA*

Interconnected Regional Trail System

Complete development of a comprehensive, interconnected biking and pedestrian trail system in Deschutes County and beyond. Work with public and private partners to identify and acquire appropriate rights-of-way to construct trails, improving recreational access for underserved areas and populations, filling in gaps in the system such as a Deschutes River footbridge to connect southern Bend neighborhoods to the west side of the river, and connecting the cities of Bend, Redmond, Sisters, Sunriver, LaPine and other Central Oregon communities. Link the countywide trail system with existing or proposed urban trails and pathways inside these same cities.

RECOMMENDED PARTNERS:

- Lead: *Central Oregon Trail Alliance, Deschutes Trail Coalition, Oregon Department of Transportation, Oregon State Parks, Bend Park & Recreation District, Deschutes County Bicycle and Pedestrian Advisory Committee*
- Supporting: *Cities of Bend, Sisters, Redmond and LaPine, local park districts, U.S. Forest Service, Bureau of Land Management, Central Oregon Irrigation District and other Irrigation Districts, Deschutes Land Trust, Bend Bikes, Connect Bend, Visit Central Oregon, Oregon Adaptive Sports*

Solarizing Bend

Explore policy avenues to establish greater Bend as the solar energy capital of the Pacific Northwest, promoting and incentivizing its transition to a renewable energy economy, including development of a regional renewable energy plan, incentives for rooftop solar on new residential and commercial construction, parking lots, and government buildings, consumer resources for trusted solar services providers, community solar farms that offer opportunities to save on residential electric bills, and power purchase agreements between owners and the public for municipal- or privately-owned solar arrays.

RECOMMENDED PARTNERS:

- Lead: *Environmental Center, Oregon Shines*
- Supporting: *City of Bend, Deschutes County, Energy Trust of Oregon, electric utilities, local solar businesses*

Thriving Urban Tree Canopy

Develop an integrated urban tree strategy to promote, protect and enhance Bend's forest canopy and native trees with the goal of no net tree-loss and an equitable canopy cover citywide. Start by establishing a historical urban forest baseline inventory to measure tree cover change over time, quantify climate benefits, and identify areas of the city for targeted tree canopy investments. Incorporate urban forest carbon and canopy data in city climate monitoring and reporting, integrating it into adaptation plans to build a more equitable, robust and resilient urban forest for everyone.

RECOMMENDED PARTNERS:

- Lead: *City of Bend, Tree Regulation Update Advisory Committee*
- Supporting: *Bend Park & Recreation District, OSU-Cascades; Central Oregon Community College Geographic Information Systems, COCC Forest Resources Technology Program, Native Plants Society, local developers, neighborhood associations, homeowners associations, local arborists*

'Blue Zones' Project for Equitable Community Health

Pursue certification of greater Bend as an official "Blue Zones" community, a national program designed to improve community health outcomes and wellness lifestyles through proven longevity-oriented diets, movement, personal and community connections, and a sense of purpose. Focus on the unique health and wellness assets and needs of underserved and marginalized communities through this initiative.

RECOMMENDED PARTNERS:

- Lead: *Central Oregon Health Council, Deschutes County Health Services, Mosaic Community Health, St. Charles Health System*
- Supporting: *Bend-LaPine Schools, PacificSource, High Desert Food & Farm Alliance, local organic growers, Central Oregon Locavore, local physicians, counselors and therapists*

Photo credit: Jim Oberlander

BEND VISION GAME CHANGER PROJECT

OUR 'GAME CHANGER' PROJECT

SKYLINE FOREST FOR OUR FUTURE

A once-in-a-generation opportunity to secure our region's environmental future.

Project Description:

Build awareness and galvanize "all-hands-on-deck" support for the purchase, protection and restoration of the 33,000-acre landscape known as Skyline Forest, enhancing its unique ecological characteristics and conservation values for the entire region. Emphasize the once-in-a-generation contributions this area can make to regional climate resiliency, critical wildlife habitat, wildfire safety, groundwater supply and quality, public access to the outdoors and recreational opportunities, youth education and development, overall community health and well-being, and treasured Central Oregon lifestyles.

Initial Steps in Making it Happen:

- Raise public awareness about efforts to conserve Skyline Forest, identifying sources of community, business and philanthropic support.
- Build political backing and leadership for acquisition of Skyline Forest at the local, state and federal level.
- Add capacity to existing acquisition and conservation strategies for Skyline Forest.

Rationale and Community Benefit:

Flanking the east slope of the Cascades between Bend and Sisters, Skyline Forest (once known as Bull Springs Tree Farm) has a complex history: changing owners over the decades, sustaining multiple timber harvests, weathering major wildfires, and increasingly becoming an unofficial recreational attraction. However, the future status of Skyline Forest is a question mark. One-third again as large as the city of Bend and now up for sale, it is one of the area's last great private land holdings, still in its natural, if not pristine, state. Development of the area is one possibility, although not a given.

To secure its role in the environmental future of our region, citizens recently articulated a vision for this land, recognizing its indigenous and cultural heritage, extensive wildlife habitat, importance to our region's climate resiliency and wildfire safety efforts, opportunities for equitable recreational access, and potentially significant economic benefits. At the same time, hundreds of citizens and scores of local businesses have signed on to support the campaign for its conservation. Two local groups are now leading the charge to make this vision a reality, building public awareness, growing political support, and generating the substantial financial backing necessary to enable its acquisition.

RECOMMENDED PARTNERS:

- **Lead:** *Deschutes Land Trust, Central Oregon LandWatch*
- **Supporting:** *U.S. Forest Service, Deschutes Collaborative Forest Project, Deschutes Trails Coalition, Deschutes County, City of Bend, The Conservation Fund, other conservation funding organizations, Central Oregon Community College, OSU–Cascades*
- **Timeframe:** *5+ Years*
- **Anticipated Investment:** *$$$$$*

Photo credit: James Parsons

OUR 'QUICK WIN' PROJECT

OUTDOORS FOR EVERYONE INITIATIVE

Implement an initiative to promote equitable access for everyone to nature and the outdoors, educating the community on what access means to different people, cultures and age groups (including mid-teens and young adults), and how it can be made more accessible and welcoming to all, benefitting their physical and mental health. Address such topics as transportation, type, location and hours of parks, playing fields and recreational facilities, after-school playground open access, multilingual public signage and information, urban gardening, nature education programs and curricula, and arts and music programs in nature.

RECOMMENDED PARTNERS:

- **Lead:** *Bend Park & Recreation District, Bend-LaPine Schools, Children's Forest, Bend Forest School, Vamonos Outside, Oregon Adaptive Sports, Camp Fire Central Oregon Cascades East Transit, Mt. Bachelor*
- **Supporting:** *City of Bend Human Rights & Equity Commission, Latino Community Association, Oregon Health Authority, Deschutes County Health Services, Mosaic Health, Other Diversity-Equity-Inclusion Advocacy Organizations, Central Oregon Disability Support Network and Council on Aging*

Photo credit: VisitBend

> *"Bend has its own kind of theme park—it's called the great outdoors!"*
>
> *~ Bend health care advocate*

ONE SMALL THING

Here are some ideas for small things you can do to help ensure a safe, healthy environment

- Do your next meeting with someone while on an outdoor walk
- Leave no trace of trash, food or pet waste, whatever your favorite outdoor activity may be
- Sign up for solar energy from a community solar farm
- Plant native trees or wildflowers for birds, bees and other pollinators
- Switch to high-efficiency yard irrigation heads to save water and money
- Install ember-proof roof vent screening to protect your home against wildfire

Photo credit: Old Mill District

ADDITIONAL STRATEGIES FOR CONSIDERATION

- **Support for Mental Health & Substance Abuse.** Support existing mental health and substance abuse programs and facilities for all groups in greater Bend, focusing on youth and young adults, older adults, lower income households, unhoused populations, and marginalized or underrepresented communities, including Spanish-speakers and people who prefer a language other than English.
- **Supporting Sustainable Ranching & Farming.** Support development of sustainable agriculture practices for area farms and ranches. Build alliances between sustainable farms and ranches with community supported agriculture programs, food banks and food security programs.
- **Acquiring & Protecting Open Spaces.** Promote the continued equitable acquisition and protection of open space and undeveloped areas in and around Bend to be used as parks and nature preserves to protect both ecological and social benefits, including access to nature.

> *"I moved here from the East years ago. It's different here. There's a sense of freedom and openness. When you meet new people, they want to know who you are — not where you work or how much you make."*
>
> *~ Bend Vision Project focus group participant*

MEASURING OUR SUCCESS

How can we measure our success in ensuring a safe, healthy environment over time?

- Publicize the number of thriving centenarians living in Bend.
- Monitor and track improvements in overall community health and safety metrics.
- Document increased tree cover and trail improvements in East Bend.
- Inventory noted landmarks and popular open spaces to prevent their loss to new development.
- Track vehicle miles traveled (VMTs) in Bend with the goal of promoting their reduction.
- Monitor and track overall household electricity demand in Bend.
- Share 'citizen science' or the collection and classification of environmental health and safety data by members of the general public.

GRATITUDE FOR OUR COMMUNITY

WE ARE DEEPLY GRATEFUL to the thousands who have participated in, volunteered for, or contributed to the Bend Vision Project. Your involvement made it possible.

By the time you read this plan, our community will have begun the work of achieving its strategies. Some are very aspirational, challenging us to dream big and aim high; others are more readily attainable, reminding us that small steps do lead to large change over time.

We are relying on you — the community of greater Bend — to help us achieve this plan. Join us by believing in the vision, celebrating our shared values, and doing your part to move our community forward together.

Photo credit: VisitBend

BEND VISION PROJECT
INVESTORS, PARTNERS & CONTRIBUTORS

BEND VISION PROJECT INVESTORS

- **City of Bend** – Community Hero
- **Deschutes County** – Community Hero
- **Bend Park & Recreation District** – Community Champion
- **Hayden Homes Amphitheater** – Community Champion
- **Old Mill District** – Community Champion
- **Oregon Community Foundation** – Community Champion
- **Tykeson Family Charitable Trust** – Community Champion
- **Brooks Resources Corporation** – Community Benefactor
- **Capozzi Family Fund** – Community Benefactor
- **Central Oregon Assn. of Realtors** – Community Benefactor
- **Hayden Homes** – Community Benefactor
- **Kollective** – Community Benefactor
- **Miller Lumber** – Community Benefactor
- **Mt. Bachelor** – Community Benefactor
- **Pacific Power Foundation** – Community Benefactor
- **R&H Construction** – Community Benefactor
- **Tech Soft 3D** – Community Benefactor
- **Visit Bend** – Community Benefactor
- **Visit Central Oregon** – Community Benefactor
- **First Interstate Bank** – Community Believer
- **St. Charles Health System** – Community Believer
- **Pahlisch Homes** – Community Believer

Photo credit: Kendall Brobst-Schiff

BEND VISION PROJECT PARTNERS

- **Bend Bulletin**
- **Bend Chamber of Commerce**
- **Bend-LaPine School District**
- **Bend Park & Recreation District**
- **Bend Police Department**
- **Central Oregon Disability Support Network**
- **Central Oregon Intergovernmental Council**
- **City Club of Central Oregon**
- **City of Bend**
- **Council on Aging of Central Oregon**
- **Deschutes County**
- **Deschutes Public Library**
- **Economic Development for Central Oregon**
- **High Desert Food & Farm Alliance**
- **Latino Community Association**
- **Mosaic Medical**
- **Neighborhood Leadership Alliance**
- **NeighborImpact**
- **St. Charles Health System & Foundation**
- **The Environmental Center**

BEND VISION PROJECT COMMUNITY LEADERS & CONNECTORS INTERVIEWS

- Scott Aycock
- Jose Balcazar
- Katy Brooks
- Liliana Cabrera
- Erin Chiat
- Scott Cooper
- Mickie Derting
- Chris Dittman
- Keith Dodge
- Todd Dunkelberg
- Linda English
- Rutilla Galvan-Rodriguez
- Kim Gammond
- Dianna Hansen
- Corie Harlan
- Michelle Healy
- Miguel Herrada
- Anna Higgins
- Don Horton
- Eric King
- Elaine Knobbs-Seascholtz
- Mark Knowles
- Mike Krantz
- Brian Ladd
- Nick Lelack
- Annette Liebe
- Jim Lussier
- Kinsey Martin
- Megan Martin
- Geneva Mayall
- Martha McGinnis
- Tim McGinnis
- Joanne Mina
- David Mormon
- Don Myll
- Lora Nordquist
- Makayla Oliver
- Jim Peterson
- Chris Piper
- Brad Porterfield
- Rod Ray
- Mike Riley
- Morgan Schmidt
- Ted Schoenborn
- Mike Sipe
- Oliver Tatum
- Colleen Thomas
- Katrina Van Dis
- Gwenn Wysling
- Jasmine Wilder
- Ruth Williamson
- Mosley Wotta
- Teryl Young

Photo credit: Kendall Brobst-Schiff

BEND VISION PROJECT VISION ACTION TEAMS & MEMBERS

Building an Economy for Everyone

- **Peter McCaffrey**, Envision Bend Board Treasurer, William Smith Properties
- **Michelle Solley**, Envision Bend Board, St. Charles Foundation
- **Darrion Cotroneo**, Bend Redmond Habitat for Humanity
- **Andrew Davis**, Central Oregon Community College
- **Sienna Fitzpatrick**, Central Oregon Intergovernmental Council
- **Lisa Merritt**, Central Oregon Community College
- **Don Myll**, Economic Development for Central Oregon
- **Madelyn Nasser**, Bend business owner
- **Gary North**, Bend Economic Development Advisory Board
- **Deb Schoen**, Bend Park & Recreation District
- **Kelsey Schwartz**, Bend Park & Recreation District
- **Forrest Smith**, Oregon Employment Department
- **Ben Weber**, Bend urban planner

Guiding Our Growth & Development

- **Kelly Cannon-Miller**, Envision Bend Board, Deschutes County Historical Society
- **Leigh Capozzi**, Envision Bend Board, Protect Our Winters
- **James Dorofi**, Envision Bend Board Past Chair, Old Farm District Neighborhood Association
- **David Abbas**, City of Bend
- **Kaitlin Greene**, Bend Bikes
- **Jeff Heilman**, Central Oregon LandWatch
- **Eric Lint**, Cascade East Transit
- **Ian McLuskie**, Bend writer
- **Timothy Moore**, Integrated Environmental Solutions
- **Erica Nelson**, Monte Vista Homes
- **Nicole Potter**, The Environmental Center Board
- **Henry Stroud**, Bend Park & Recreation District
- **James Teeter**, Ashley & Vance Engineering

Cultivating an Inclusive Community

- **Presley Quon**, Envision Bend Board Secretary, Mount Bachelor
- **David White**, Envision Bend Board Chair, Tech Soft 3D
- **Summer Baird**, Bend school psychologist
- **Zavi Borja**, City of Bend, Latino Community Association, Bend Park & Recreation District Board
- **Emma Fried-Cassorla**, Council on Aging of Central Oregon
- **Blair Garland**, Oregon State University-Cascades
- **Avery Grace**, Integrative Medicine Practitioner, Activist Playwright
- **Jenny McGee**, Bend Park & Recreation District
- **Cassandra Kehoe**, City of Bend
- **Maggi Machala**, Bend retired community health director
- **Penny Pritchard**, Mosaic Community Health
- **Katy Segura-Whitman**, Deschutes County
- **Holly Sereni**, Cascade Academy
- **Ray Solley**, Tower Theatre
- **Nancy Steves**, Central Oregon Disability Support Network
- **Sara Q. Thompson**, Deschutes Public Library

Ensuring a Safe, Healthy Environment

- **Ted Schoenborn**, Envision Bend Board, Bend Park & Recreation District Board (retired)
- **Emily Tompkins**, Envision Bend Board Vice-Chair, Forest Futures
- **Michelle Abbey**, Bend community and donor relations
- **Grace Andrews**, The Environmental Center
- **Donna Burklo**, Family Kitchen
- **Elaine Cole**, Bend environmental educator
- **Kate Fitzpatrick**, Deschutes River Conservancy
- **Jacob Fritz**, Deschutes Collaborative Forest Project
- **Alex Hardison**, Central Oregon LandWatch
- **Wesley Heredia**, Vamonos Outside
- **Jessica Jacks**, Deschutes County Health Services
- **Elaine Knobbs-Seasholtz**, Mosaic Community Health
- **Cassie Lacy**, City of Bend
- **Cynthia Maree**, M.D., St. Charles Health System
- **Steve Van Dyke**, Bend environmental education specialist

BEND VISION PROJECT VISION ACTION TEAMS ORIENTATION PRESENTERS

- **Zavi Borja**, Moderator, Regional Solutions Coordinator, State of Oregon
- **Kevney Dugan**, Visit Bend
- **Brian Rankin**, City of Bend Long-Range Planning Manager
- **Mike Riley**, Bend City Council; The Environmental Center
- **Gwenn Wysling**, Bethlehem Inn

BEND VISION PROJECT MANAGEMENT TEAM

- **Matt Muchna**, Executive Director, Envision Bend
- **David White**, Board Chair; Tech Soft 3D
- **Emily Tompkins**, Board Vice-Chair; Forest Futures
- **James Dorofi**, Old Farm District Neighborhood Assn.
- **Kathy Schroeder**, Community Volunteer
- **Jillian Taylor**, NXT Consulting Affiliate
- **Steven Ames**, Principal, NXT Consulting Group

BEND VISION PROJECT CONSULTANTS

- **Steven Ames**, NXT Consulting Group; Principal Planner
- **Don Rushmer**, NXT Consulting, Contract Manager
- **Jillian Taylor**, NXT Consulting Affiliate, Project Director
- **Steve Maher**, NXT Consulting Affiliate, Communications/Data Research & Analysis
- **Wendy Willis**, Director, Civic Engagement, Oregon's Kitchen Table, Portland State University
- **Sarah Giles**, Project Manager, Oregon's Kitchen Table, Portland State University

VISION ACTION PLAN DESIGN & PRODUCTION

- **Michele Neary**, Mad Bird Design
- **Visit Bend** – Photography and Printing

Photo credit: VisitBend

Photo credit: Kendall Brobst-Schiff

BEND VISION PROJECT SUPPORT

- **Backporch Coffee Roasters**
- **Big Island Kona Mix Plate**
- **Café Yumm**
- **El Sancho**
- **Little Pizza Paradise**
- **Taco Del Mar**
- **Worthy Brewing**
- **The Haven Coworking**
- **Kendall Brobst Photography**
- **Somewhere That's Green**

CANINE SUPPORT GROUP

- **Winnie, Pisces & Nico** (Vision Action Team service dogs)

BEND VISION PROJECT SPECIAL THANKS

- **Eric King**, City of Bend
- **Laura Fritz**, Previous Executive Director of Envision Bend; Current Consultant
- **The Project Management Team**
- **Envision Bend Board of Directors**
- **NXT Consulting Group**
- **Michele Neary**, Mad Bird Design
- **Manoj Alipuria**, Human Rights and Equity Commission
- **Milagros Aparicio**, Latino Community Association
- **Leslie Cano**, Latino Community Association
- **Zavi Borja**, Regional Solutions Coordinator, State of Oregon
- **Bend Park & Recreation District**
- **Central Oregon Community College**
- **The Haven Coworking**
- **The Visit Bend Team**
- **William Smith Properties**

Photo credit: VisitBend

ENVISION BEND BOARD OF DIRECTORS, EXECUTIVE DIRECTOR & BOARD CONSULTANT

- **David White**, Chair, Tech Soft 3D
- **Emily Tompkins**, Vice Chair, Forest Futures
- **Peter McCaffrey**, Treasurer, William Smith Properties
- **Presley Quon**, Secretary, Mount Bachelor
- **Kelly Cannon-Miller**, Deschutes County Historical Society
- **Leigh Capozzi**, Protect Our Winters
- **James Dorofi**, Old Farm District Neighborhood Association
- **Ted Schoenborn**, Bend Park & Recreation District (ret.)
- **Kathy Schroeder**, Community Volunteer
- **Michelle Solley**, St. Charles Foundation
- **Zak Boone**, Central Oregon Community College (previous, 2021-23)
- **Kevney Dugan**, Visit Bend (previous, 2021-23)
- **Matt Muchna**, Executive Director (2023-present)
- **Laura Fritz**, Board Consultant (2023-present); Executive Director (2019-2023)

ENVISION BEND LEADERSHIP ALLIANCE

- **Bend Park & Recreation District**
- **Brooks Resources Corporation**
- **Lou Capozzi**
- **Central Oregon Association of Realtors**
- **Central Oregon Community College**
- **City of Bend, Oregon**
- **First Interstate Bank**
- **Miller Lumber**
- **Mt. Bachelor**
- **Old Mill District**
- **Oregon State University–Cascades**
- **Pahlisch Homes**
- **St. Charles Health System**
- **Tower Theatre Foundation**
- **Tykeson Family Foundation**
- **William Smith Properties**

ENVISION BEND STRATEGIC ADVISORS

- **Zak Boone**, Co-Chair, COCC Foundation
- **Kathy Schroeder**, Co-Chair, Council on Aging of Central Oregon
- **Bruce Abernethy**, Bend-La Pine Schools, Grant writer, former Bend 2030 board member
- **Riley Ahmuty**, President of Interact Club, Bend High student
- **Zavi Borja**, Regional Solutions Coordinator, State of Oregon
- **Neil Bryant**, Attorney-at-Law (ret.), former Oregon State Senator
- **Bess Goggins**, CEO, Boys & Girls Club
- **Erika McCalpine**, Assistant Director, Office of Social Equity, Oregon Department of Transportation
- **Jean Nelson-Dean**, Public Affairs Manager, Deschutes National Forest
- **Damon Runberg**, Economist, Business Oregon
- **Austin Smith**, Professional Snowboarder and Bend Promoter
- **Dale Van Valkenburg**, Director of Planning, Brooks Resources City

TECHNICAL GLOSSARY

50 TERMS IN THE VISION ACTION PLAN YOU MAY NOT KNOW

Active Transportation. Human-powered mobility, such as biking, walking or "rolling" (e.g., wheelchairs).

Adaptive Reuse. Renovation and re-use of existing structures, older buildings or warehouses for new uses that are respectful of a structure's historical value and compatible with its original architecture.

Affordable Housing. Housing that costs less than 30 percent of a given household's income, leaving sufficient money for food, utilities, transportation, medicine and other living essentials.

After-School Open Access Playgrounds. Schoolyards opened up to the general public during non-school hours, accommodating children who may not otherwise have access to similar play, athletic or recreational opportunities.

Area Median Income (AMI). Mid-point of an area's income distribution. Also referred to as MFI (Median Family Income) based on a four-person household.

Belonging. Description of an inclusive community where everyone *belongs* as opposed to merely being *welcomed*. Belonging is often understood to mean that community members respect one another as fully human and all participate in co-creating and co-owning the diverse structures that make up a community.

Bend Central District (BCD). Urban area flanking the Highway 20/Third Street corridor in Bend and envisioned as a revitalized residential/commercial hub supporting high density, mixed-use development and multi-modal transportation. BCD is a Federally-designated Opportunity Zone and City-designated Urban Renewal Area designed to leverage tax increment financing.

Bend Core Area. Largest of nine designated opportunity areas in the center of Bend identified in the 2020 Core Area Plan and intended for infill and redevelopment. The Core Area includes Bend Central District, East Downtown, Inner Highway/Greenwood Avenue, and the KorPine property.

Bendite, Bendites. Resident(s) of the city of Bend or greater Bend area.

BIPOC. Individuals or communities that identify as Black, Indigenous, and/or People of Color.

Blue Zones Communities. National program designed to improve community health outcomes and wellness lifestyles through proven longevity-oriented diets, movement, personal and community connections, and a sense of purpose. Identified blue zones around the world have been recognized for their populations' exceptional individual longevity over time.

Carbon Footprint. The amount of greenhouse gases (including carbon dioxide and methane) that are released into the atmosphere by the activities of any individual, group of people, industry or other entity. The average annual carbon footprint of a person in the United States is 16 tons of greenhouse gases, compared to a World average of 4 tons.

Child Care. Care and supervision of a child or multiple children by paid caregivers. In the U.S. child care is often the largest expense for working families with young children, more than housing or food. The average family in Deschutes County paid $10,500 for full-time child care in 2022.

Climate Adaptation. Adapting to climate change over time in a way that enables any species — including humans — to survive in new, changing or altered environments.

Climate Crisis. Transcending the notion of climate change, a situation characterized by the threat of highly dangerous and even irreversible changes to the global climate. The three major causes of the climate crisis are burning fossil fuels, deforestation, and the farming of livestock animals.

Climate Resiliency. Utilizing available resources to anticipate and plan for conditions driven by a changing climate, specifically to prepare for, respond to, and recover from adverse or hazardous climate-induced situations.

Community Solar Farms. Solar power installations that accept capital from and provide output credit and tax benefits to multiple customers, including individuals, businesses, nonprofits and other investors. Community solar provides direct access to renewable energy to customers who cannot otherwise install it themselves.

Community Supported Agriculture (CSA). Partnership between farmers and consumers where consumers purchase a share of a farm's products in advance, sharing in the risks and benefits of food production and receiving weekly supplies of vegetables, fruits, eggs and other products — typically organic.

DEI, DEIA+J. Diversity, equity and inclusion. More recently identified as diversity, equity, inclusion, accessibility and justice.

Demographics. Statistics that describe the characteristics of a given population such as within a city, state or nation. Key demographic indicators typically include age, gender, race and ethnicity, income and education.

Essential Workers. Workers in industries deemed essential to the basic functioning of society, typically including health care, food production and services, transportation, public safety and emergency services, and infrastructure operations.

EV Fast-Charging. Internal conversion of AC (alternating current) to DC (direct current) by an installed charging station, allowing direct delivery of DC to an electric vehicle's battery and thus speeding up the charging process.

Food Security. Having reliable physical and economic access to a sufficient quantity of safe, affordable, nutritious food that meets dietary needs and food preferences for an active, healthy lifestyle.

Form-Based Code. Land development regulations designed to achieve a preferred physical form of the built environment, used as the organizing principle of urban development and resulting in more livable communities. Form-based code is often seen as an alternative to traditional zoning codes and their separation of land uses.

Greater Bend Area. Informal description of the city Bend and surrounding unincorporated Deschutes County whose residents regularly use Bend for work, shopping, professional and medical services, entertainment and recreation.

Hawthorne Avenue Overcrossing. Hawthorne Avenue Pedestrian and Bicyclist Overcrossing will be a pedestrian- and bicycle-only crossing over Bend Parkway and the railroad, providing a much-needed connection for east-west travel and connecting Downtown Bend with the Bend Central District.

Homelessness. An individual or family experiences homelessness when they lack a fixed, regular, and adequate nighttime residence, including those living in emergency shelters, transitional housing, or places not intended for habitation. Sometimes described as being "unhoused," homelessness includes those who are literally homeless, at imminent risk of homelessness, homeless as defined by other Federal statutes, or fleeing or attempting to flee domestic violence.

Intermodal Shipment Facility. Freight shipping facility accommodating two or more modes of transportation, including trucks, rail, air and/or sea.

Key Routes. As called for in the Bend Transportation System Plan, transportation routes designed to be "low stress" for pedestrians and bicyclists, providing safe and appealing connections to schools, parks and other destinations, as well as for convenient cross-city travel.

Latino, Latina, Latinx. A person of Mexican, Cuban, Puerto Rican, Central or South American descent, or other Spanish culture or origin regardless of race. "Latinx" is sometimes used as a gender-neutral or non-binary alternative to the (masculine) Latino or (feminine) Latina.

LEED Certification. Globally accepted U.S. Green Building Council credential signifying proficiency in sustainable design, construction and operations stands. LEED certified buildings meet rigorous standards for healthy, efficient, cost- and energy-saving, environmentally-friendly construction.

LGBTQ+. Lesbian, gay, bisexual, transsexual, queer or questioning persons, plus other non-heterosexual orientations or genders. Sometimes referred to as LGBTQ2SIA+ to include persons of two-spirit, intersex or asexual identities.

Low-Stress Transportation Corridor. Streets that minimize stress levels for bicyclists and are designed to safely and comfortably accommodate about 60 percent of the bicycling public.

Low- & No-Water Landscaping, Xeriscape. Designing landscapes that greatly reduce or eliminate the need for irrigation. "Xeriscaped" landscapes require little or no water beyond what the natural climate can provide.

Marginalized Communities. Groups of people or communities that historically have experienced discrimination and exclusion (social, political, economic) due to unequal power relationships across economic, political, social and cultural dimensions.

Mixed-Use Development. Pedestrian-friendly development that blends two or more residential, commercial, cultural, institutional, and/or industrial uses. Mixing uses is one of the ten principles of the concept of Smart Growth.

Mobility Hubs. Community anchors that enable travelers of all backgrounds and abilities to access multiple travel options — including shared scooters, bicycles and cars, and public transit — and supportive amenities in a cohesive public setting.

New Bend City Hall & Civic Plaza. New Bend City Hall along with adjacent public open space and housing proposed for development.

Pedestrian Corridor. Unobstructed path of travel used for pedestrian traffic that may consist of sidewalks, greenways, multi-use pathways, and other public ways, or a combination of these elements.

Renewable Energy Economy. An economy that relies on clean, renewable energy sources, such as solar, wind and hydro and is supported by energy conservation, for its primary sources for electricity generation, space/water heating and cooling, and transportation. Available renewable energy resources in the U.S. outnumbers current electricity demand one hundred times over.

Resiliency, Resilience. The ability to anticipate changing conditions over time, and to prepare for, respond to, and recover from adverse situations, both natural and man-made. Core elements of a resilient community include local knowledge, networks and relationships, communication, health, good governance and leadership, resources and investment, preparedness, and "mental outlook."

Sustainability, Sustainable. Fulfilling the needs of current generations without compromising the needs of future generations, ensuring a balance between economic growth, environmental care and social well-being. A sustainable community meets the diverse needs of its current and future residents in a manner that ensures a healthy environment and quality of life.

Railroad Switchyard. Part of a railroad system where train cars are stored, loaded, and switched to different tracks. Currently, BNSF Railway switchyards in Bend are located entirely within the city limits and the city's designated Urban Growth Boundary.

Tax Increment Financing (TIF). A geographically targeted economic development tool that captures the increase in property taxes, and sometimes other taxes, resulting from new development, and diverts that revenue to subsidize the same development, allowing local governments to invest in public infrastructure and other improvements up-front.

Transportation Connectivity. Density of connections within a transportation network, with many short links, numerous intersections, and minimal dead-ends or cul-de-sacs. Greater connectivity improves public safety, health and well-being, while increasing economic activity and its benefits.

Tree Equity. Having enough trees in a given area of a community so that everyone living or working there can experience their climate, health and economic benefits. Trees cool and clean the air, lowering risks for heat-related and respiratory illness. A score of 100 means a community has achieved tree equity.

Underserved Communities. Specific groups or entire populations that live with limited or no access to resources, such as infrastructure, transportation, medical care or healthy food, or that have otherwise been disenfranchised in some way to limit access to resources and services. Underserved populations have high proportions of low to moderate income residents and often have higher numbers of people of color, immigrants, and/or geographically isolated people, including elderly community members and rural communities.

Urban Bikeways & Pathways. Bikeway is any trail, path, part of a roadway, surfaced or smooth shoulder or any other travel way that is specifically designated for bicycle travel. Pedestrian pathway means a path or walkway, other than a sidewalk, that is owned by a public entity and is specifically designed for foot traffic. Bikeway and pathways may be shared.

Urban Renewal. Rehabilitation of designated areas in cities by renovating or replacing dilapidated buildings with new housing, public buildings, parks and roadways, often in accordance with comprehensive plans and utilizing public investment to stimulate private development.

Workforce Housing. Permanent housing, intended as a primary year-round residence that is available to households regardless of age and best provided near places of employment. Workforce housing covers a broad range of places for both owners and renters and can include, but is not limited to, subsidized and affordable housing, as well as market-rate and mixed-income housing.

Photo credit: Deschutes County Historical Society

More than a century ago, the Bend Commercial Club dreamt of and advocated for the city of 100,000 that we know today. They also envisioned a thriving economy based on timber and agriculture, both of which have long since been eclipsed by recreation, technology, innovation, and more.

Today, can we imagine what greater Bend will be — or could be — in another 10, 25 or 100 years? That's what this plan is about: Bendites working together to achieve our community's vision for the future.

Whether big leaps or small steps, working with others or simply in your own life, what can you do to help make our vision a reality?

Creating a greater Bend. Together.
ENVISION
BEND
info@envisionbend.org
envisionbend.org