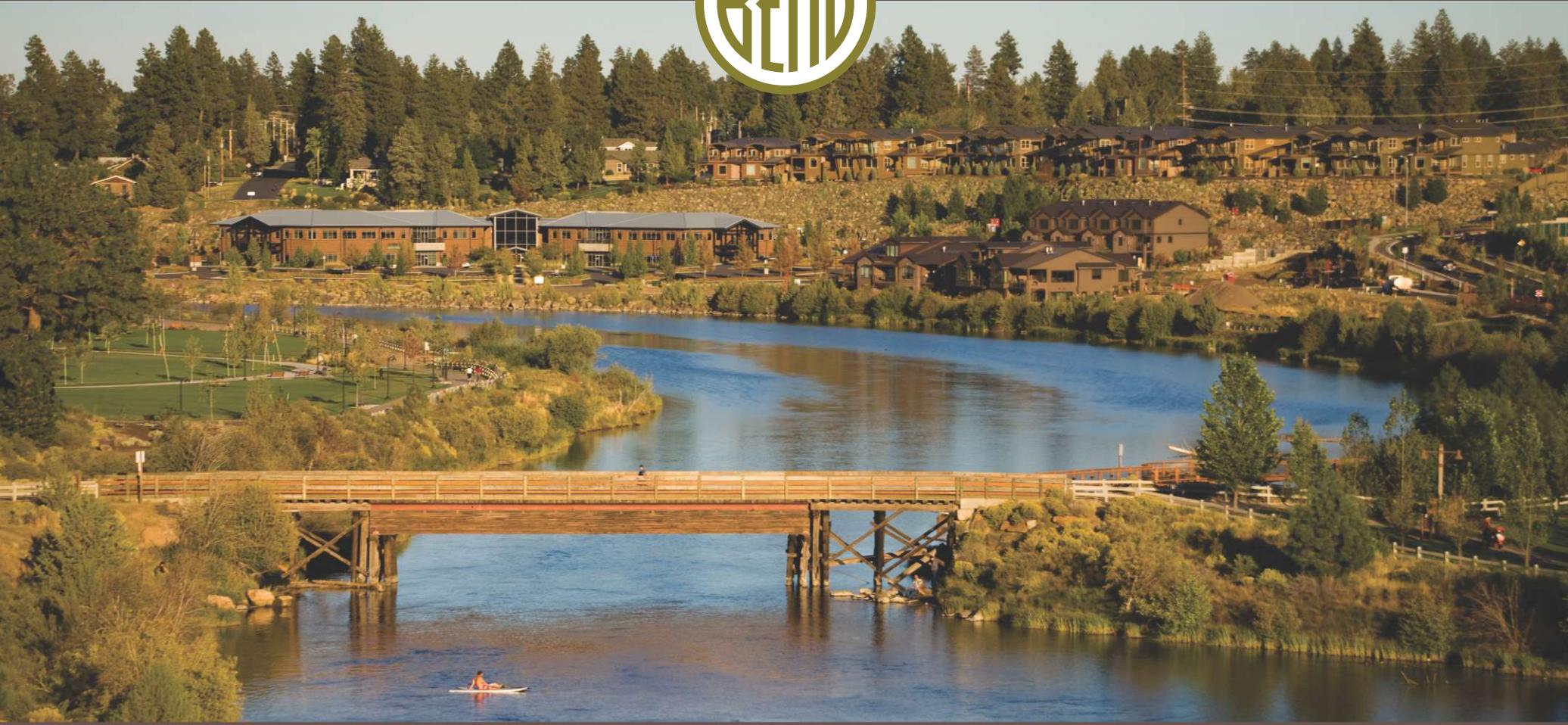


City of Bend

# BEDAB STRATEGIC PLAN



## ACKNOWLEDGMENTS

### Bend City Council

Jim Clinton, *Mayor*  
Jodie Barram, *Mayor Pro Tem*  
Mark Capell  
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Doug Knight  
Scott Ramsay  
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City Staff who contributed to this Strategic Plan through their participation in meetings and continuing support for the Bend Economic Development Advisory Board

Eric King, *City Manager*  
Jon Skidmore, *Assistant City Manager*  
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Justin Finestone, *Communications Director*

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## TABLE OF CONTENTS

BEDAB History .....	1
2011-2013 BEDAB Accomplishments .....	2
Vision, Mission, Goals & Objectives .....	3-4
2013-2014 BEDAB & BBA Projects .....	5-6
SWOT Analysis .....	7
2013-2014 Subcommittee Goals & Projects .....	8
Special Thanks .....	9

## BEDAB HISTORY

For much of the past decade, the City of Bend's economic development program focused on managing the municipal airport, redeveloping downtown and creating affordable housing. The regional economic development agency, EDCO, had a small two-person staff that worked on business retention, expansion and recruitment. Even though EDCO is a regional organization, due to Bend's size, the number of companies in Bend and the location of the EDCO offices, Bend received most of EDCO's attention.

At the Bend City Council's 2009 goal setting workshop, economic development was one of the top three priorities. The City Council partnered with EDCO. City Council requested that an advisory board of Bend businesses be created to develop a Bend Economic Development plan. Industry representatives and others were chosen by EDCO staff; six business representatives and three economic development and workforce development representatives were selected.

On July 20, 2009, the Bend Economic Development Advisory Board (BEDAB) had its first meeting. The BEDAB spent six months studying the economic development landscape and discussing what should be the focus of the board. Initially, EDCO took the lead, using its economic development experience and knowledge of Bend. The original idea was to use EDCO's existing strategic plan as a template and change accordingly to fit Bend's new vision. In the end, the selected board members chose to develop a new Bend-specific plan with EDCO's input. That plan was adopted by City Council on November 3, 2010.

One of the BEDAB recommended actions was to hire a City of Bend employee whose entire job centered on business relationships. The position was created, and the first Bend Business Advocate (BBA) was hired in April 2011. With the BBA on board and the goals and objectives laid out in the BEDAB Strategic Plan, the City's new business advocacy program began to take shape. Months into the BBA's new position, he was promoted to Assistant City Manager. A new BBA was hired in August 2012. This 2013-2016 BEDAB Strategic Plan provides the road map for the Board and the Business Advocate for the next three years.



## 2011 - 2013 BEDAB ACCOMPLISHMENTS

- Established BEDAB as an advisory board to Bend City Council supported with a budget and staff
- Created Bend Business Advocate position and hired first (and second) Business Advocate
- Implemented Tools for Business on Business Resources website
- Implemented on-line business license and renewal with credit card payment option
- Hosted three Business Support Organization summits
- Implemented an initial advertising campaign
- Created the Opportunity Fund and funded eight companies
- Created and Implemented the Tenant Relocation Assistance Program (TRAP)
- Sponsored the Bend Venture Conference two years in a row
- Added “Impact on Businesses” to all Issue Summaries submitted to Bend City Council
- Created seven testimonial videos from businesses in Bend
- Improved alignment between the City of Bend and EDCO
- City management and City Council recognize positive assistance of/input from BEDAB on issues

### City Staff implementation of BEDAB recommendations:

- City created an SDC deferral program and a zero percent SDC financing program for employment-based commercial development
- Community Development pre-application meeting fee eliminated
- Project management program for employment-based projects in place
- Throughout the City, staff are more responsive to business community and its interests
- Created process to review Extra Strength Charge (ESC) program with industry and community input
- Community Development Department revised fee resolution to reduce “multipliers”
- Long Range Planning surcharge fee will be eliminated from 2013-2014 fee resolution



## VISION

Bend: The Lifestyle City Cultivating Tomorrow's Economy

## MISSION

To Innovate and Advocate for a Prosperous Economic Environment

## GOALS & OBJECTIVES

### **GOAL 1 – Coordinate resources to grow, recruit and retain businesses**

- a. Develop feedback mechanism for businesses to discuss their interactions with the City
- b. Ensure that City Departments optimize their interactions with businesses, strive to create certainty and are collaborative problem-solvers
- c. Determine an equitable solution to permitting and SDC fees
- d. Guarantee an educated workforce with emerging skills by supporting higher education and workforce training and by communicating business needs to educational institutions
- e. Further develop the Business Advocate as a resource and connection for businesses



**GOAL 2 – Create an environment where businesses thrive**

- a. Ensure City of Bend infrastructure can accommodate growth—land, sewer, water, and roads
- b. Develop and implement a marketing plan for Bend to recruit new businesses.
- c. Increase coordination among business support organizations
- d. Support the continued evolution of entrepreneurial infrastructure

**GOAL 3 – Achieve balance between lifestyle and business opportunity**

- a. Provide formal feedback and recommendations for City Council and staff prior to decision-making to maintain optimal balance between lifestyle and business needs
- b. Promote adequate inventory of land for current and future growth, such as thoughtful expansion of Urban Growth Boundary (UGB) and an Economic Opportunities Analysis (EOA)
- c. Leverage recreational organizations for input and events to promote business
- d. Encourage improvement and expansion of transportation infrastructure—air service, highways, and rail that expand access to markets

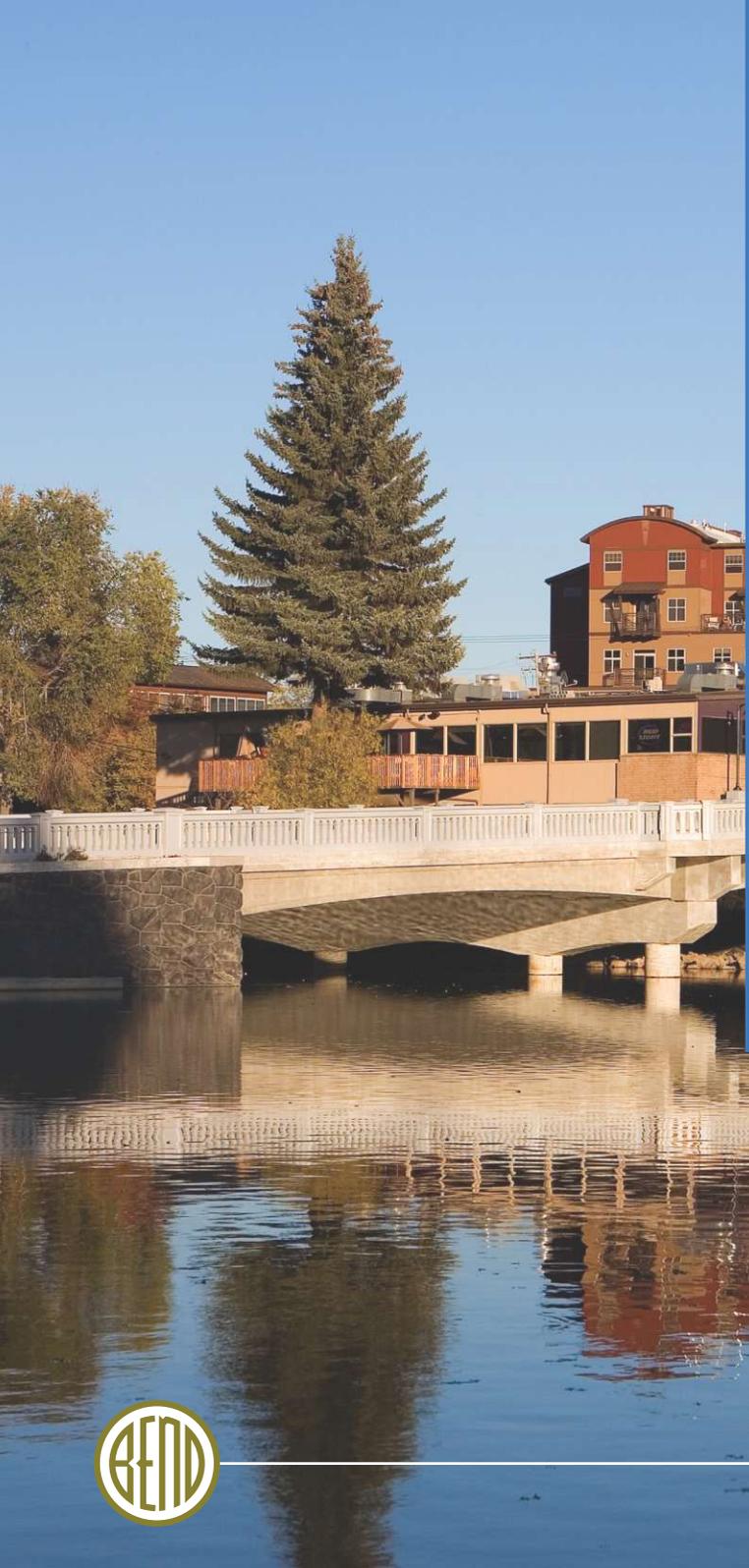




## 2013 - 2014 BEDAB & BBA PROJECTS

### Goal 1:

1. Work with the Building Department to conduct focus group meetings to gain valuable input from permit applicants to improve building department processes
2. Work with Community Development Department to develop an easy-to-use customer feedback survey to improve processes
3. Work with Fire Department to coordinate business fire inspections and the business license database to increase compliance with business license
4. Work with Public Works Department to upgrade water meters for commercial accounts
5. Analyze instances where businesses need to interact with more than one City department (example, Special Event permits) and suggest improvements, as needed
6. Advocacy Subcommittee will work with the Planning Division to craft Permit Fee Study
7. Participate in the Certified Work Ready Community effort with COIC
8. Work with OSU Cascade internship program to increase business community and OSU connection
9. Present the City's economic development/business advocacy program to, at least, 20 business and community organizations
10. Increase business license program awareness and compliance and improve quarterly reporting
11. Coordinate with other State and Local agencies to ensure high quality service to Bend businesses
12. Marketing Subcommittee will create and launch [www.BendforBusiness.com](http://www.BendforBusiness.com) website



## Goal 2:

1. Advocacy Subcommittee will work with Long Range Planning on the UGB expansion
2. BEDAB members and subcommittee members will continue to participate in city infrastructure planning groups
3. Finalize and implement the Sewer Extra Strength Charge program
4. Marketing Subcommittee will actively support EDCO's business recruitment strategy
5. Undertake one major City of Bend advertising effort
6. Business Support Organization Subcommittee will host two Business Support Organization professional development roundtables
7. Business Support Organization Subcommittee will host one Business Support Organization expo
8. Sponsor Bend Venture Conference
9. Monetary contribution to EDCO's Venture Catalyst position

## Goal 3:

1. Provide regular updates to City Council on BEDAB activities
2. Provide input to staff on the Impact on Business section of the issue summary
3. Host one meeting with arts and recreational organizations for input on City processes and decision-making
4. Work with Visit Bend and EDCO to improve link between recreation, tourism and economic development
5. Support regional-wide efforts that improve access to Bend, such as Trip 97



## STRENGTHS

Livability  
Location  
Attractive  
Reputation  
Lifestyle  
Community  
Diversity  
Recreation  
Environment  
Energy  
BEDAB  
Size

## WEAKNESS

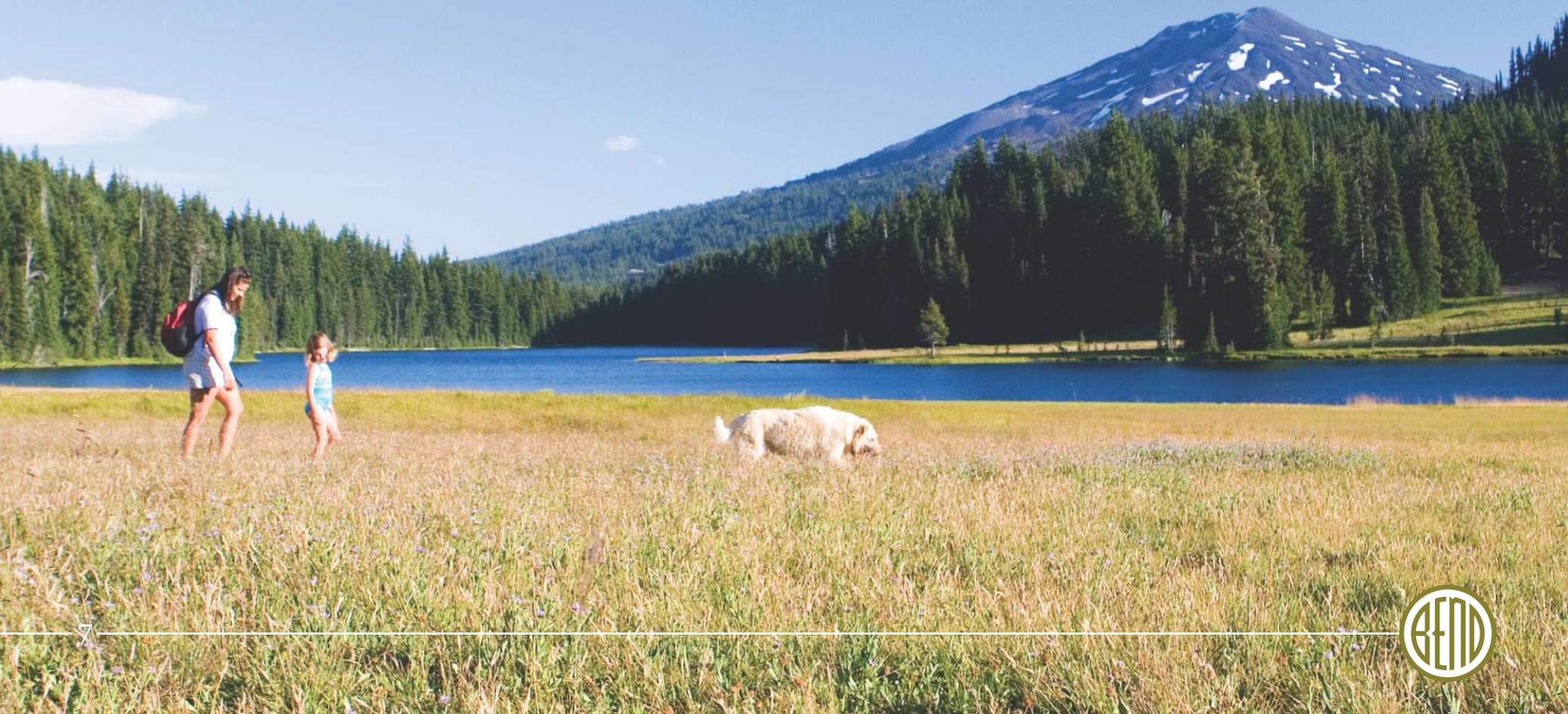
Isolation  
Infrastructure  
Fractured  
Reputation  
Access  
Cost  
Policy  
Government  
Tradition(s)  
History

## OPPORTUNITY

Community  
Recent Publicity  
Start-Up  
Workforce  
University  
Infrastructure  
Dreams  
Potential  
Growth  
Technology  
Commitment  
Diversity

## THREAT

Funding  
Competition  
Remote  
Agility of others  
Capacity  
Infrastructure  
Focus  
External  
Regulation (State)  
NIMBY's  
Downturn  
Costs



# 2013-2014 SUBCOMMITTEE GOALS & PROJECTS

## Advocacy Subcommittee

### Goals:

1. Advocate for sustainable and equitable funding for the Community Development Department that results in fair permit fees
2. Advocate for fair and equitable system development charges (SDC) for businesses
3. Ensure that the City of Bend has adequate infrastructure for economic development – land, water, sewer and streets
4. Advocate for City departments to optimize interactions with businesses and maintain a problem solving attitude

### Projects:

- Oversight and involvement in Planning Funding and Fee Studies
- Receive regular updates on City's UGB progress and bring feedback from local businesses
- Inventory which City personnel and departments interact with businesses

## Business Support Organization Subcommittee

### Goals:

1. Increase awareness and collaboration among Business Service Organizations
2. Provide professional development opportunities to BSOs to improve economic vibrancy and business success in Bend

### Projects:

- Host 2 BSO summits/professional development roundtables
- Host 1 BSO- Business expo

## Marketing Subcommittee

### Goals:

1. Actively support recruitment for targeted industries
2. Create and implement a communication strategy to raise awareness of the City of Bend's economic development efforts
3. Develop and maintain a marketing tool kit

### Projects:

- Develop and implement [www.BendforBusiness.com](http://www.BendforBusiness.com)
- Updates to existing marketing collateral
- Undertake a lead generation project for October "Entrepreneur" Month
- Participate in SummerFest in partnership with Cascade Sotheby's





## SPECIAL THANKS

Thank you to current and past BEDAB members for your work on this document and all of the time and effort you give to the City of Bend.

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Beth Wickham

Bill Kuhn

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Erich Schultz

Katie Tank

Nate LiaBraaten

Rod Elliot-Mullens

Steve Curley

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Van Schoessler

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Doug LaPlaca

Garrett Wales

Georell Bracelin

Justin Finestone

Kelly Karr

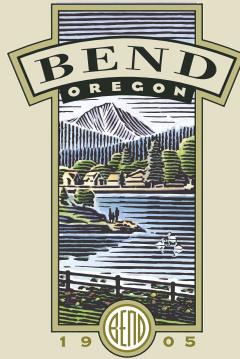
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### Accommodation Information for People with Disabilities

To obtain this information in an alternate format such as Braille, large print, electronic format and audio cassette tape please contact Karin Morris at (541) 693-2141 or email [Kmorris@bendoregon.gov](mailto:Kmorris@bendoregon.gov).