



CITY OF BEND
BEND URBAN RENEWAL AGENCY

Core Area Advisory Board April Meeting

4/17/2025

Item 2: Approval of Minutes

November 7, 2024

January 30, 2025

March 20, 2025

Recommended Motion

I motion to approve the Core Area Advisory Board Minutes for November 7, 2024; January 30, 2025; and March 20, 2025.



Item 3:

PUBLIC COMMENT





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BEND URBAN RENEWAL AGENCY

Item 4:

Invest Bend

Jonathan Taylor, Urban Renewal Project Manager
Cyrus Mooney, Business Advocate

4/17/2025



invest bend

A City of Bend Project for Community Prosperity

Previous Efforts' Recap

February 2025 – First Draft Bend Urban Renewal Investment Strategy Presented

March 2025 – Internal/External Discussions about evolving the BURA Investment Strategy to a more comprehensive Economic Development Strategy

April 2, 2025 – City Council approved the Invest Bend Campaign and appointed BEDAB as the primary advisory body to over see project.

April 7, 2025 – BEDAB initiated work on the proposed framework. Will begin to outline focus groups, stakeholders, and participation from City Advisory Bodies.



invest bend

A City of Bend Project for Community Prosperity



Project
PURPOSE

Develop the first Economic Development Strategic Plan to guide the City's economic development programs, policies, partnerships and investments for the next ten years.



Project **GOAL**

Identify objectives that cultivate stable, long-lasting, and equitable opportunities for upward economic mobility for all who reside in Bend



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A photograph of four cyclists riding through a tunnel. The tunnel's interior is painted with vibrant, abstract patterns in blue, yellow, and green. The cyclists are wearing helmets and casual riding gear. The scene is brightly lit, suggesting a sunny day outside the tunnel.

THE FINAL PLAN WILL:

Set a vision for a sustainable and equitable economic development in Bend through 2035

Provide key focus areas, strategies and actions to achieve that vision

Facilitates implementation by recommending priority strategies and actions for the next five years

Assists with the Bend Urban Renewal Investment Strategy

Recommend roles and structures for the City and external partners



BUSINESS

PEOPLE

PLACE



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Business is the primary method of achieving economic growth and prosperity. Recruiting, retaining, and fostering business growth will provide access to upward mobility for area workers, assists with stabilizing and diversifying the local tax base, and reduces tax burdens on residential residents.

Example Areas

- Promote entrepreneurial growth
- Encourage retail and commercial growth
- Cultivate target industry clusters

People are the primary reason why a community wants to enhance its economic development efforts. Access to housing, better paying jobs, quality education, and healthy community resources encourage life-long residents while attracting new neighbors.

Example Areas

Ensure housing development and affordability

Build a strong workforce

Enhance recreational and cultural opportunities



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SUPPORTING OUR NEIGHBORS





SECURING OUR FUTURE

Example Areas

Infrastructure Development

Neighborhood Beautification

Economic and Environmental Resiliency

Place is the historic character and soul of the community. Preserving and enhancing what makes a community unique must be central in ongoing development and growth. Access to parks and cultural amenities, restaurants, retail, and sustainable infrastructure systems increases happiness, reduces community stressors, and fosters safety.

DEVELOPMENT STRUCTURE



**Community Foundation
Assessment and Data Analysis**



Community Engagement



Core Team and City Council



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invest bend

Campaign

Investing in our community where nature meets prosperity



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STRATEGY TIMELINE

DETERMINE POSITION

November 2024 – July 2025

DEVELOP STRATEGY

June 2025 – September 2025

BUILD PLAN

August 2025 – November 2025

PERFORM & MONITOR

December 2025 - Onward

Plan development will rely on **key partners** in identified areas to reveal community priorities for economic growth. Selected by BEDAB, the members of the will participate in three sessions:

Session 1: Where are we going and what do we bring?

Session 2: Where are we going and what do we want to be?

Session 3: How do we get there?

FOCUS GROUP





The development of the plan will also **incorporate broader community collaboration and input**. While key stakeholders can provide valuable information, key feedback may be missed. Providing opportunities for all residents and workers in Bend will be pivotal in the development of this plan.

Example Outreach Efforts:
Local Bank Consortium Lunch
Cultivate Bend
Bend Outdoor Worx
Local CEO Roundtable
Worker Survey
Business Survey

Plan Development Team

- **City Council and BURA Champions –**
Mayor Pro Tem Megan Perkins and BURA Chair Mike Riley
 - These individuals will bring spirited advocacy for internal and cross-elected collaboration. These individuals should be interested in economic development policies and investments. Champions should have the ability to create and maintain strong business relations, understand the value of the project, and can effectively communicate the position of the City.
- **Main Advisory Board – Bend Economic Development Advisory Board**
 - The advisory board will provide strategic advice during plan development, assist in making informed decisions about project direction and formation, identify new opportunities for community engagement, provide feedback on draft documents and data, and recommend final product to City Council.



Plan Development Team

- **Project Managers**

- The project managers will have the responsibility of planning, developing, coordinating, and executing the development the Economic Development Strategic Plan.
 - Cyrus Mooney
 - Jonathan Taylor

- **Project Team**

- The project team will have the responsibility of providing continued feedback on information gleaned and developed in the process.
 - Cassie Lacy
 - Cate Schneider
 - Kerry Bell
 - Damian Syrnyk
 - Carrie Karl
 - Matt Stuart
 - René Mitchell



Question to CAAB

What recommendation do you have for the Bend Economic Development Advisory Board for including additional citizen advisory body participation in this process.





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Item 5: Proposed Beautification and Enhancement Grant Program

Jonathan Taylor, Urban Renewal Project Manager

4/17/2025

Background

- The Core Area Business Assistance Program was approved by the Bend Urban Renewal Agency on April 5, 2023
- Program awarded \$64,250 in grant assistance to four businesses. 83% of that funding went to interior projects and 17% going to façade improvement
- The two businesses that utilized the Program for exterior improvements were Colima Market (façade paint and lighting and signage) and Timber Kiddies Childcare (signage)
- After the 2023 grant round, Program was paused to determine future tax increment revenue and program structure



Discussion Points

- The proposed 2025-2027 Bend Urban Renewal Agency Budget has allocated \$500,000 to business development grants and loans. The proposed grant biennium amount is \$100,000
- Most small business assistance grant programs focus on small-scale exterior beautification. Large scale exterior improvements and interior improvements are primarily funded through revolving loan funds. Grants should be used to immediately change an area's *look, feel, and vibe*
- The proposed Façade and Beautification Grant Program reformats the existing Core Area Business Assistance Program to an external façade and landscape improvement program
- The proposed program will eliminate interior and non-primary footage improvements, reduce focus to targeted-frontage streets, and reduce maximum grant award to \$10,000 with a required 50% match (total project \$20,000)



Proposed Purpose

- Establish program criteria and parameters for the administration of a beautification grant program provided by the Bend Urban Renewal Agency (BURA) for established tax increment finance areas.
- Matching grant program intended to support upgrades to building facades and frontage areas that will improve the experience for customers and/or people walking, biking, rolling, and/or using transit, area aesthetics, and the opportunity for customer-facing business success in the Core Area.



Proposed Eligibility

Upgrades or improvements to building frontage that will improve, expand, or attract new customer- or visitor-oriented traffic. Proposed projects must:

- Be located within a Bend Urban Renewal Tax Increment District
- Be located on a site with an existing or planned ground floor commercial use
- Business tenancy must be demonstrated either through ownership of site, a current lease, or letter of intent to enter-into a lease
- Proposed improvements must comply with all applicable City of Bend standards, and are a permitted or conditional use in the zone
- Applicant must be building owner or tenant with owner authorization



Proposed Ineligibility

- Interior improvements
- Primary structural repairs or improvements
- Roof repairs
- Non-primary designated facing street entrances
- Non-permanent or temporary structures



Eligible Use of Funds

- Building façade or exterior upgrades (doors, windows, lighting, signage, siding, awnings, paint, murals)
- Landscape beautification improvements (vegetation, trees, climate adaptable designs)
- Frontage improvements (sidewalks, landscaping, signage, accessibility upgrades, pedestrian amenities and utilities including utility undergrounding)



Proposed Payment

- A 50% matching grant up to \$10,000.
- Reimbursement program, no progressive invoicing.

Key Comparisons

Core Area Small Business Assistance Program	Façade and Beautification Program (FBP)
Interior and Exterior Improvements	Exterior Improvements
Total Project Costs (including hard and soft costs)	Hard Costs
4 tiered grant award amount with specific matching requirement.	50% matching grant up to \$10,000.
Reimbursement and progressive invoicing	Reimbursement



Key Considerations

SUCCESS METRICS

1. Number of improvements (Square Footage)
2. Measurement of ratio of private investment versus assistance
3. Increased property values
4. Increased area spending

FUTURE DECISION POINTS

1. Judging criteria
2. Timing



DISCUSSION



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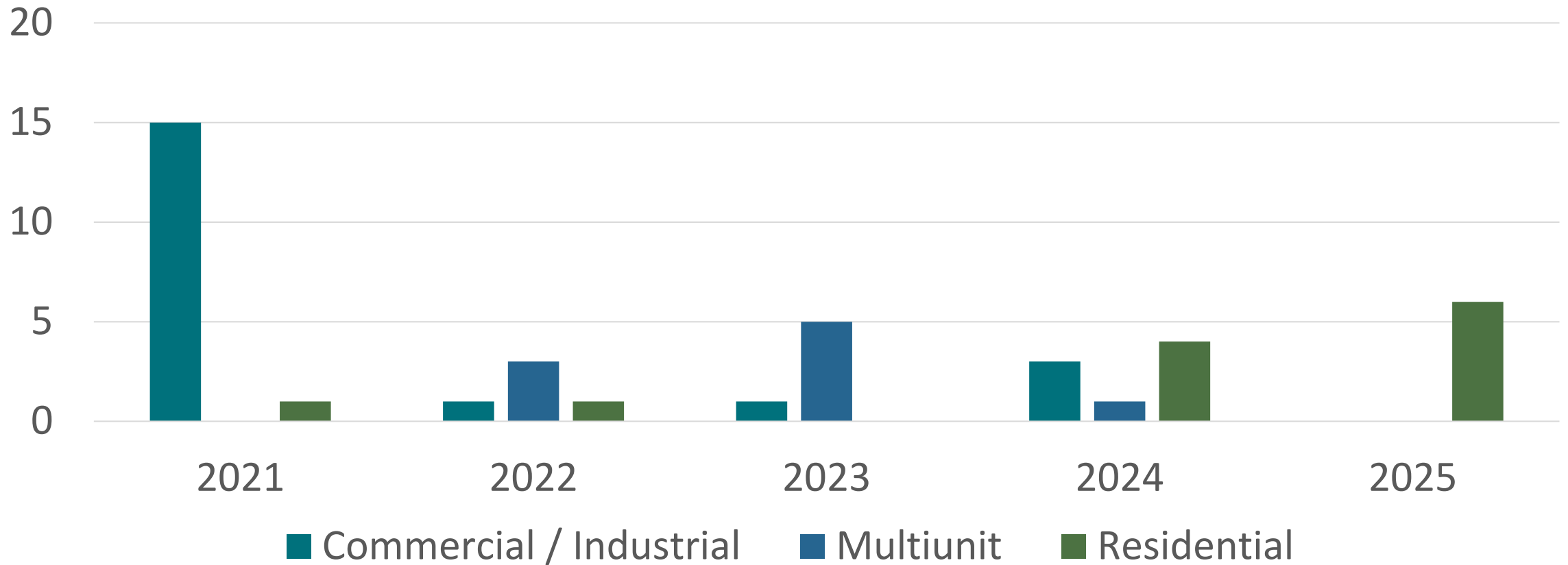
Item 6: Revolving Loan Program

Jonathan Taylor, Urban Renewal Project Manager

4/17/2025

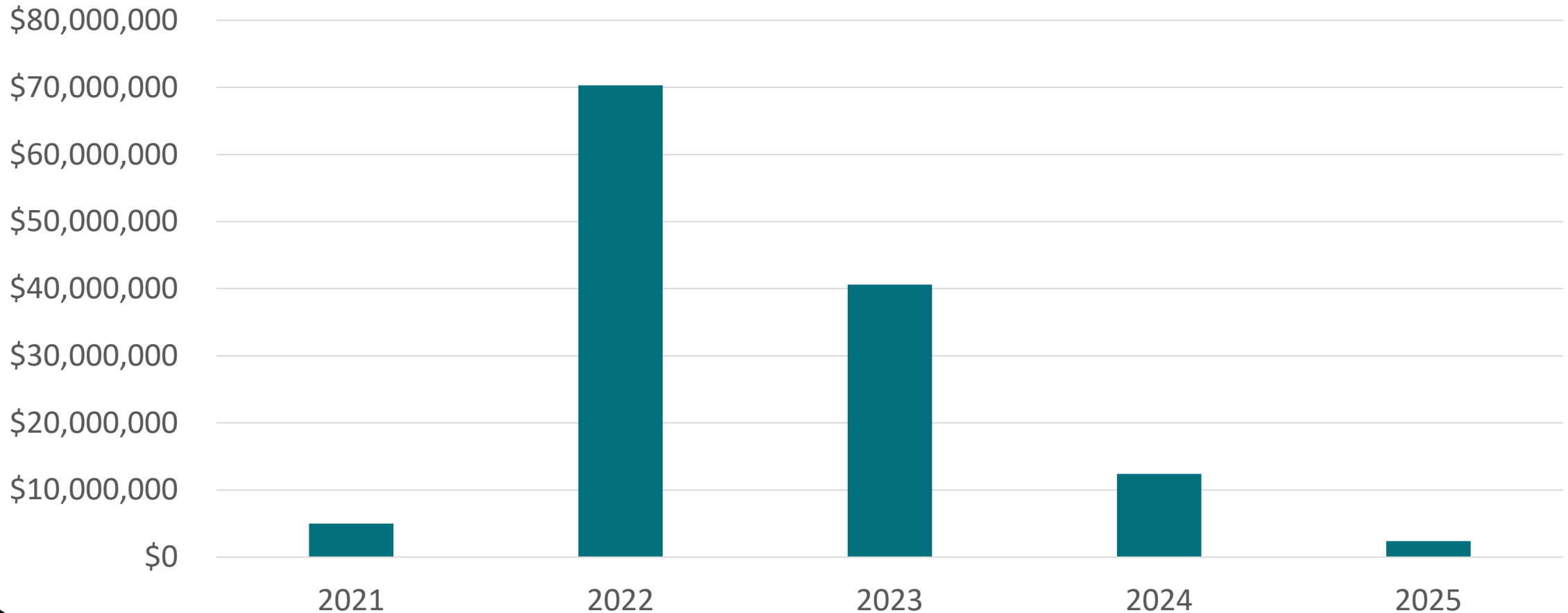
Core Area Development

Figure 1.1 - Total Number of Permits in Core Area



Core Area Development

Figure 1.2 - Total Permit Valuations



Core Area Development Summary

- Number of new commercial/industrial permits have continued to fall from 2021 levels (Figure 1.1). Pulled permits are an indication of long-term economic investment in a specific area.
- Current there are 13 permits for large-scale projects currently pulled in the Core Area and 8 are under-construction.
- The Core Area Tax Increment Finance Plan projected an annual 5% assessed value growth. Over the three years of tax collection, the average annual growth is 2.2% This has led to lower-than-expected TIF revenues. With the continued decline of completed and active permits, the Core Area may see lower than projected annual assessed value growth.



Reasoning

The development of a revolving loan fund program will assist with the continued investment in the Core Area while mitigating any overleveraging of current and future tax increment revenues.



What is an RLF?

A revolving loan fund (RLF) is a gap financing measure primarily used for development and expansion of small businesses. It is a self-replenishing pool of money, utilizing interest and principal payments on old loans to issue new ones. While the majority of RLFs support local businesses, some target specific areas such as healthcare, minority business development, and environmental cleanup.



Typical uses of RLF

- Acquisition of land and buildings
- New construction
- Facade and building renovation
- Landscape and property improvements
- Machinery and equipment



RLF Amounts

Loan terms vary according to the use of funds. A loan used for small scale capital development, for instance, may range from 3 to 5 years, while loans for equipment are up to 10 years and real estate loans may last 15 to 30 years. It is important that terms are fixed to the useful life of the asset financed.

Loan amounts range from small (\$1,000 to \$10,000) to mid-sized (\$25,000 to \$75,000), with larger (\$100,000 to \$250,000 and up) amounts available when the borrower has secured a substantial sum from private lenders.



RLF Expectations

As a public investment instrument, revolving loan funds are expected to result in public goods – namely projects contributing to economic growth and community revitalization. Borrowers, therefore, must address performance measures established by the loan administrator such as:

- Number and type of jobs created or retained
- Increase in tax revenue
- Private funding relative to public investment
- Benefits to low and moderate-income citizens, from business ownership to job opportunities



Examples

Urban Redevelopment Authority of Pittsburgh

These RLFs are used as gap financing products for commercial real estate development and small and medium sized business development. CIE programs work in conjunction with private finance to leverage the capital needed to help businesses grow and expand.

Oregon Business Development Fund

Funds under this program can be used for land, buildings, equipment, machinery and permanent working capital. Loans are fixed-rate with terms tied to the useful life of the asset financed. All businesses using this program must create or retain jobs and must typically be a traded-sector business in manufacturing, processing or distribution.

EDA RLF Program

As part of the Economic Adjustment Assistance Program, EDA regional offices award competitive grants to units of local government, state governments, institutions of higher education, public or private non-profit organizations, approved economic development district organizations, and Indian tribes to establish Revolving Loan Funds (RLFs).



Process to establish RLF?

1. Research
2. Design process.
3. Establish the purpose of the RLF.
4. Set requirements
5. Establish an application fee, origination fee, and policies regarding closing costs. Define the default and delinquency terms. Establish variable or fixed Interest rates
6. Develop the loan application form. Create a short pre-application form or checklist to help borrowers determine if they are eligible.
7. Determine the administrative duties and staffing needs associated with the program.
8. Promote the RLF and capitalize with funds from grants and individual donations.
9. Provide loans and technical assistance to borrowers.



Summary

Revolving loan funds provide critical financing when credit access is limited, supporting the development and expansion of local businesses and other special initiatives. While a revolving loan fund cannot finance projects on its own, it is an integral part of the small business loan package. Borrowers benefit from flexible and favorable terms, and financial institutions enjoy lower overall risk in supporting small businesses. The results include new jobs, new businesses, and a healthier local economy.



DISCUSSION



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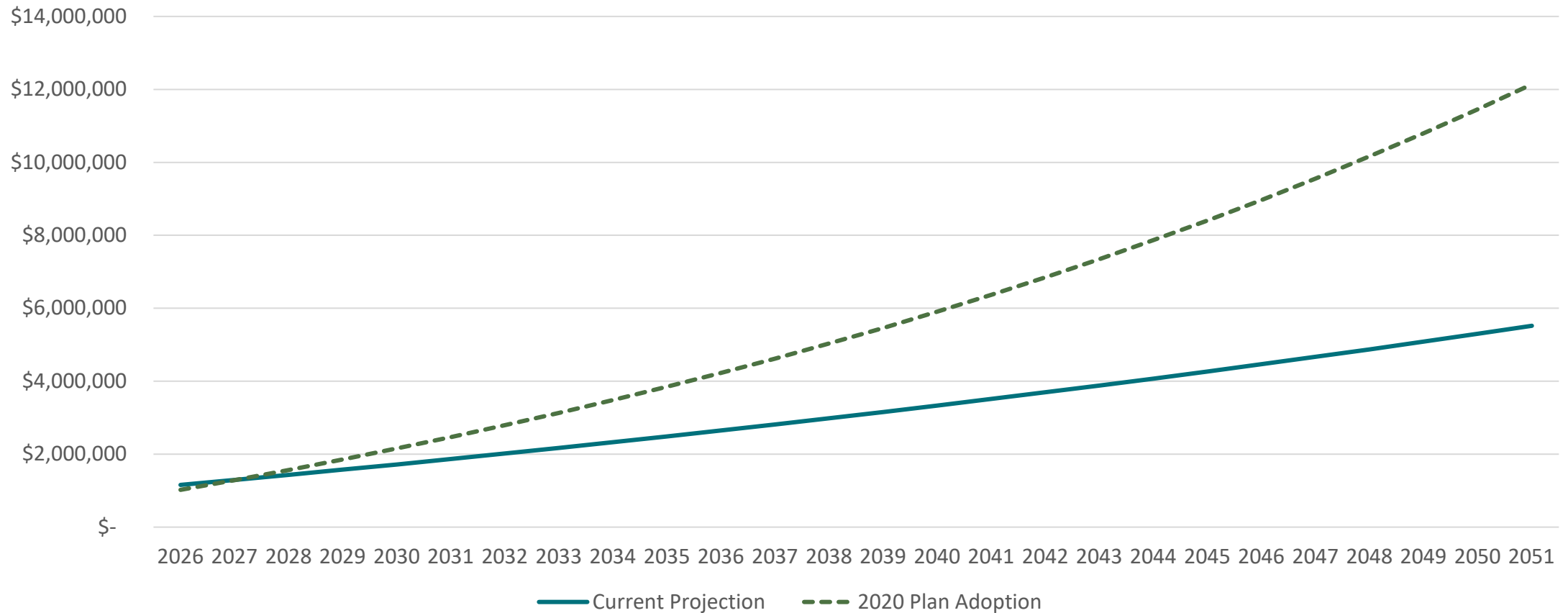
Item 7: Staff Liaison Report

- **Meet with Visit Bend**
 - Consumer Spending Data for Core Area (other areas of City)
- **Budget Update**
- **Work Plan (Policy, Program, Capital) Planning**
- **2nd Street Ribbon Cutting – May/June (no meeting this month)**
- **Single Egress Residential Work Session – June**

- **Opportunity for City Council Liaison Updates**

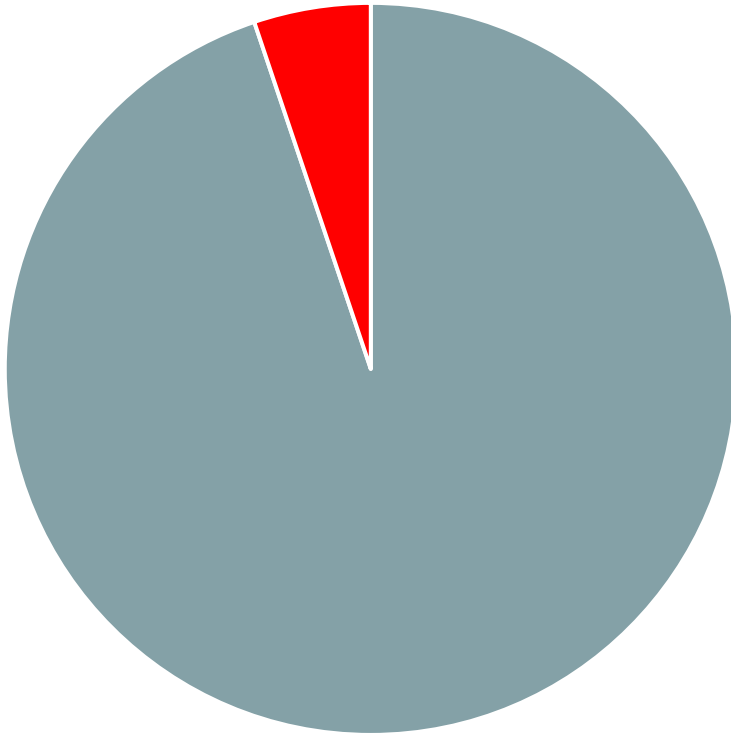


Item 7: Staff Liaison Report – BUDGET UPDATE

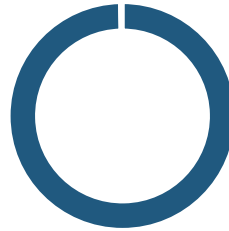


CURRENT MI STATUS AND PROJECT CATEGORIES

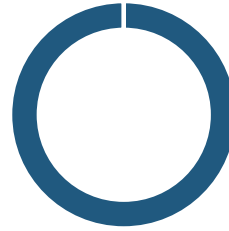
Current MI Status



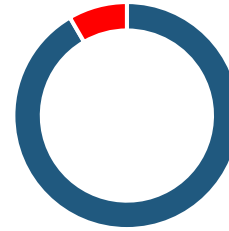
Business Support



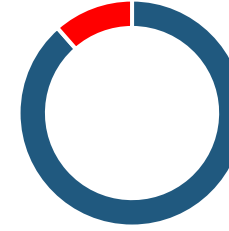
Open Space



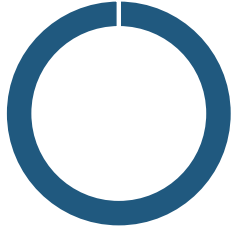
Transportation



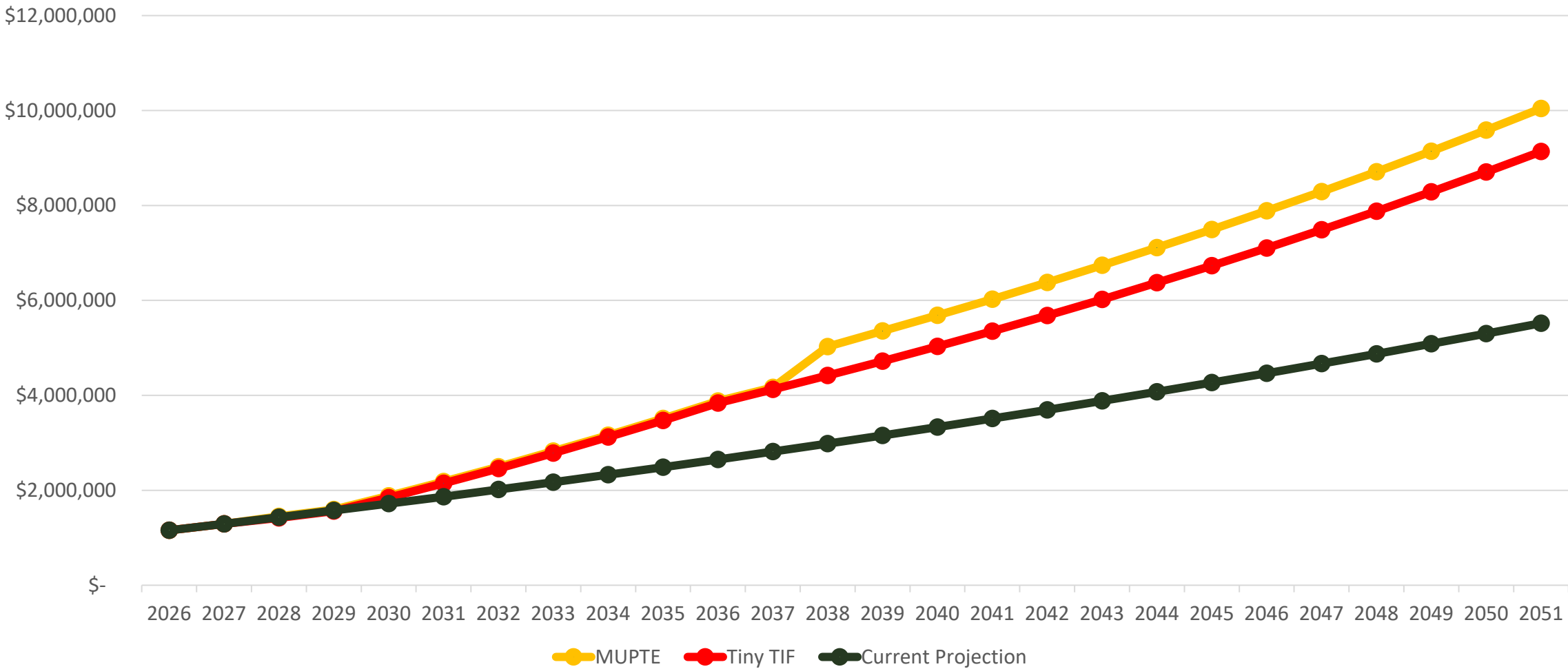
Plan Administration



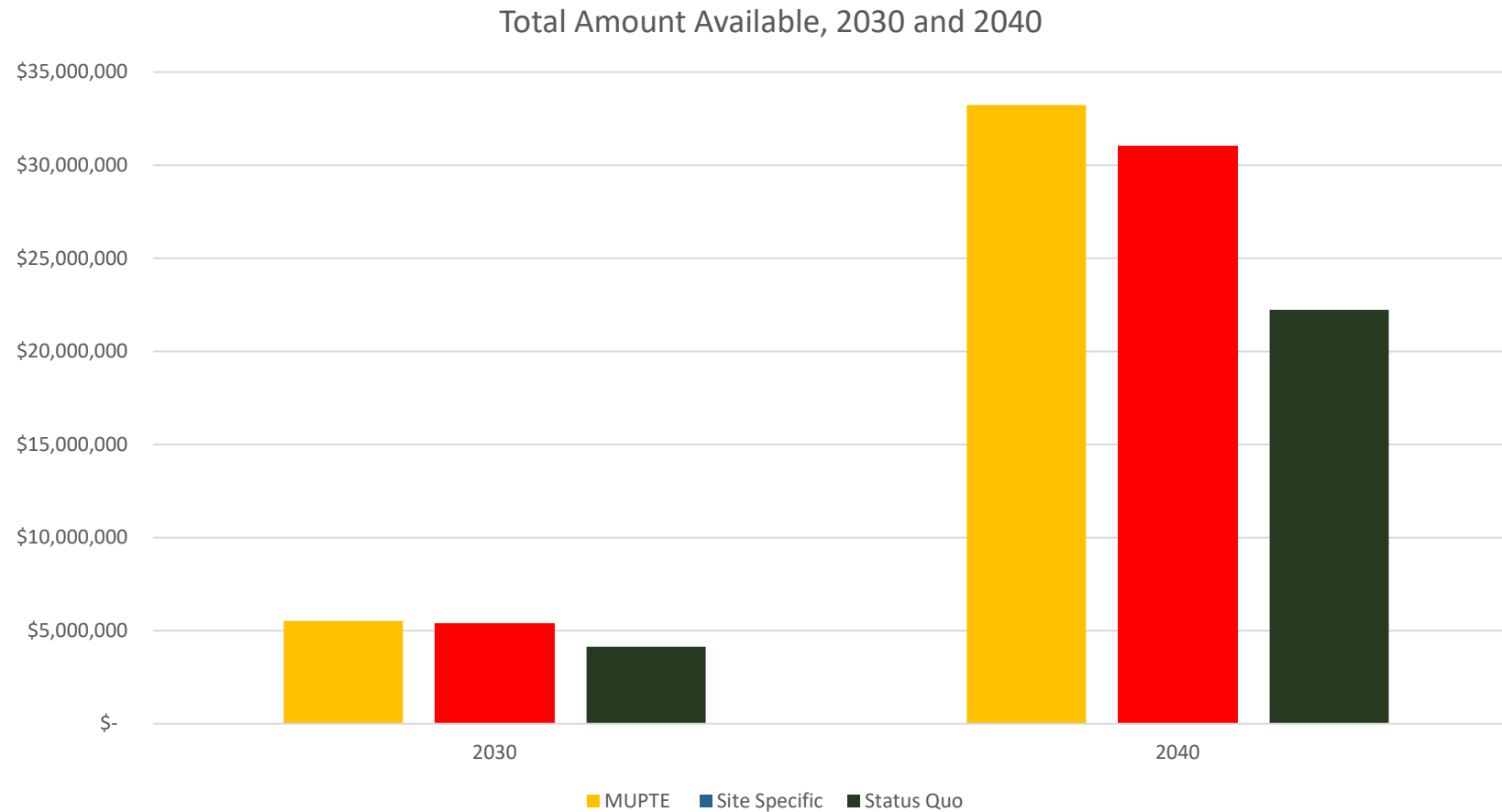
Affordable Housing



Item 7: Staff Liaison Report – PLATFORM DEVELOPMENT



Item 7: Staff Liaison Report – Next 5 Years



2030 AMOUNT

- We will continue to operate under 2.0% Growth Rate
- Forecasted Available TIF Balance **\$4.1 million**. This does not include future bond amount or debt service.

Item 7: Staff Liaison Report

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ITEM: 8

Board Member Area of Interest

This is an opportunity to suggest ideas, programs or policies for future consideration or research.



Adjourn

Language Assistance Services & Accommodation Information for People with Disabilities



You can obtain this information in alternate formats such as Braille, electronic format, etc. Free language assistance services are also available. Please contact [Jonathan Taylor] at [jtaylor@bendoregon.gov] or [541.322.6332]. Relay Users Dial 7-1-1.



Servicios de asistencia lingüística e información sobre alojamiento para personas con discapacidad

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