



CITY OF BEND  
BEND URBAN RENEWAL AGENCY

# **Core Area Advisory Board**

## **April Meeting**

4/17/2025

# **Item 2: Approval of Minutes**

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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.



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# **Item 3:**

# **PUBLIC COMMENT**



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# **Item 4: Invest Bend**

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

4/17/2025

An aerial photograph of a city street, likely Bend, Oregon. The scene shows a mix of modern and older buildings, including a prominent yellow building with a red roof and a vertical sign that reads "TOWER". A parking lot in the foreground is filled with various cars. The background features a dense forest of green trees.

# invest bend

A City of Bend Project for Community Prosperity

# Previous Efforts' Recap

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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.



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# 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.



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# 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 people riding bicycles on a paved path. They are wearing helmets and sunglasses. The path is under a colorful mural of flowers and leaves. The mural is blue, yellow, and pink. The people are smiling and looking towards the camera. The path is made of wood and has a metal railing. The background is a green hillside with trees. The sun is shining brightly, creating a lens flare effect.

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



# PLAN OVERVIEW

# BUSINESS

# PEOPLE

# PLACE



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# GROWING OUR BUSINESSES

**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.

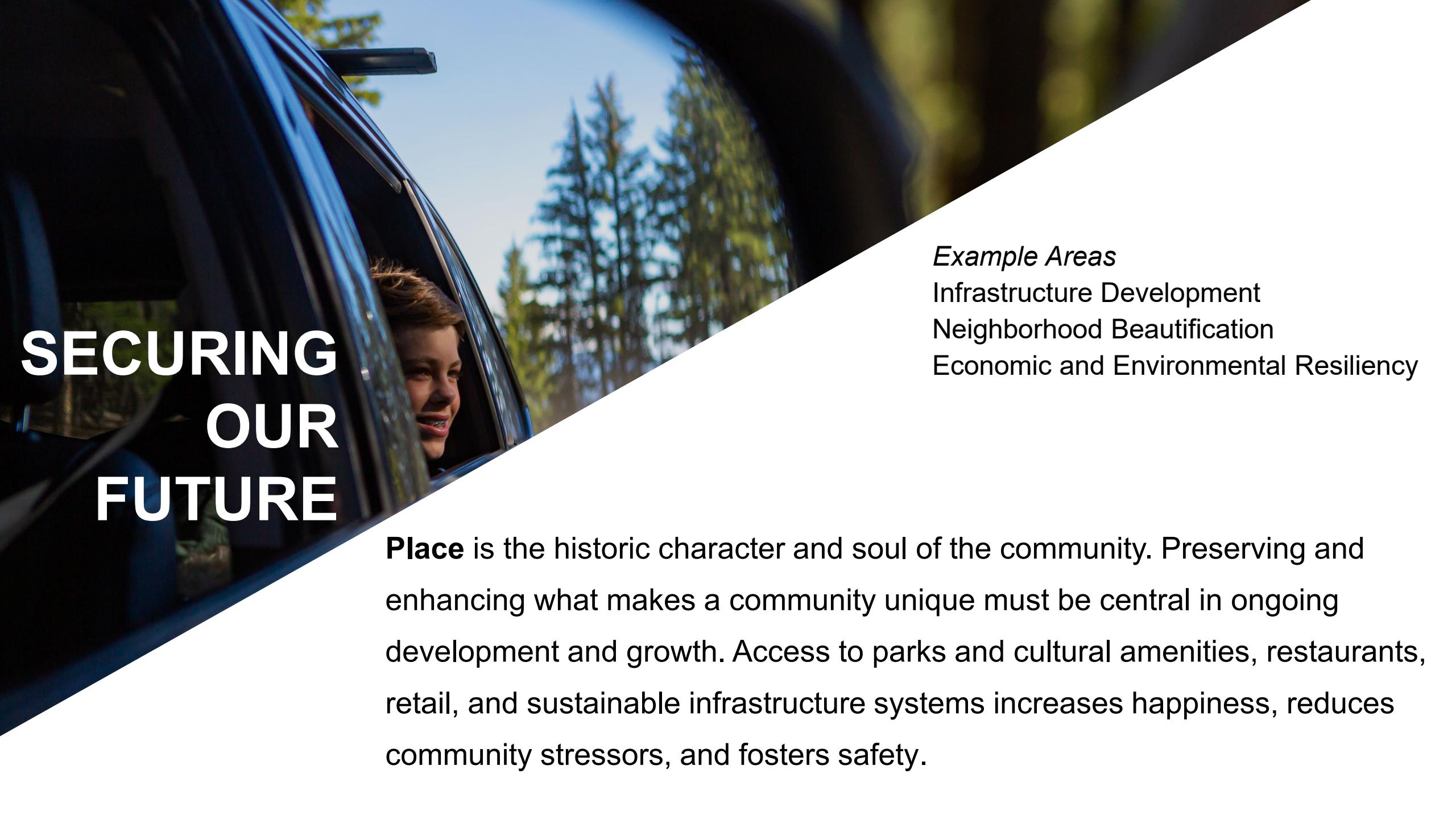
*Example Areas*

Ensure housing development and affordability  
Build a strong workforce  
Enhance recreational and cultural opportunities

# SUPPORTING OUR NEIGHBORS



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A photograph of a young boy with short brown hair, wearing a white t-shirt, looking out of the open rear window of a dark-colored car. He is smiling and looking towards the camera. The background is a blurred forest of tall evergreen trees under a clear blue sky.

# SECURING OUR FUTURE

**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.

#### *Example Areas*

Infrastructure Development  
Neighborhood Beautification  
Economic and Environmental Resiliency

# 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



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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

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- **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

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- **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

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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

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- 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

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- 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 reforms 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

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- 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

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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**

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



# **Eligible Use of Funds**

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- 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**

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



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# Key Comparisons

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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**

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## **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**

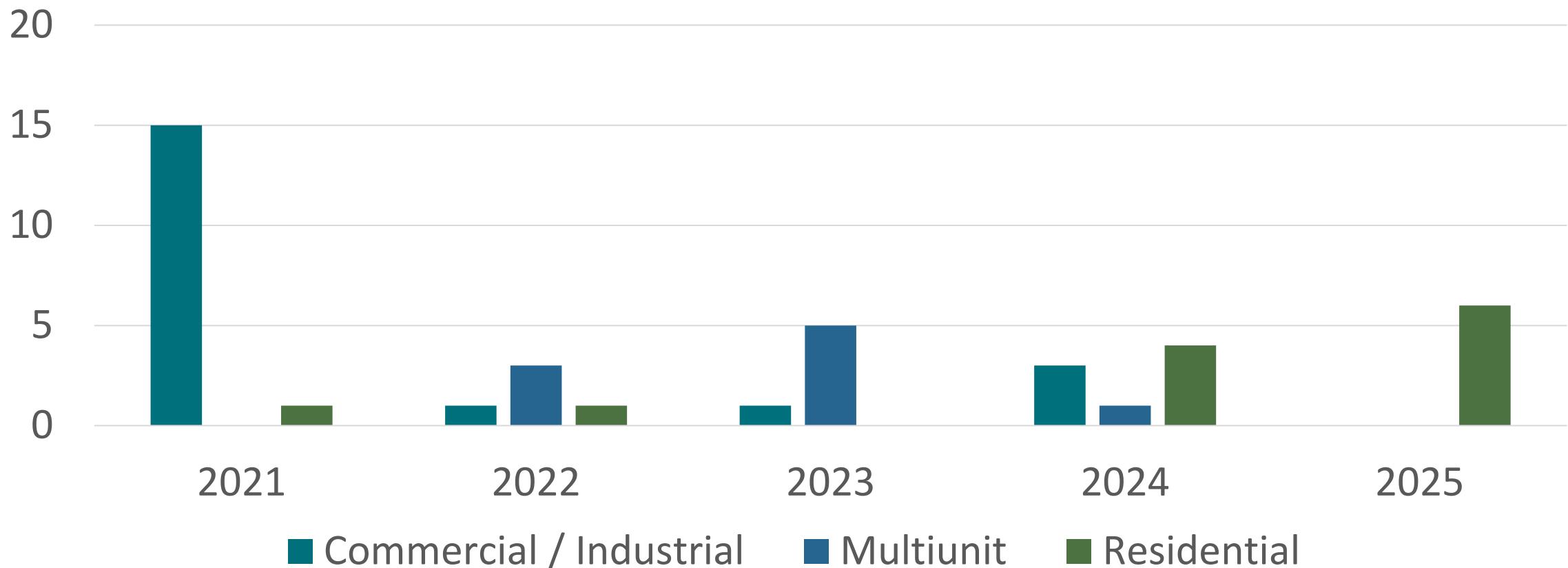
**Jonathan Taylor, Urban Renewal Project Manager**

4/17/2025

# Core Area Development

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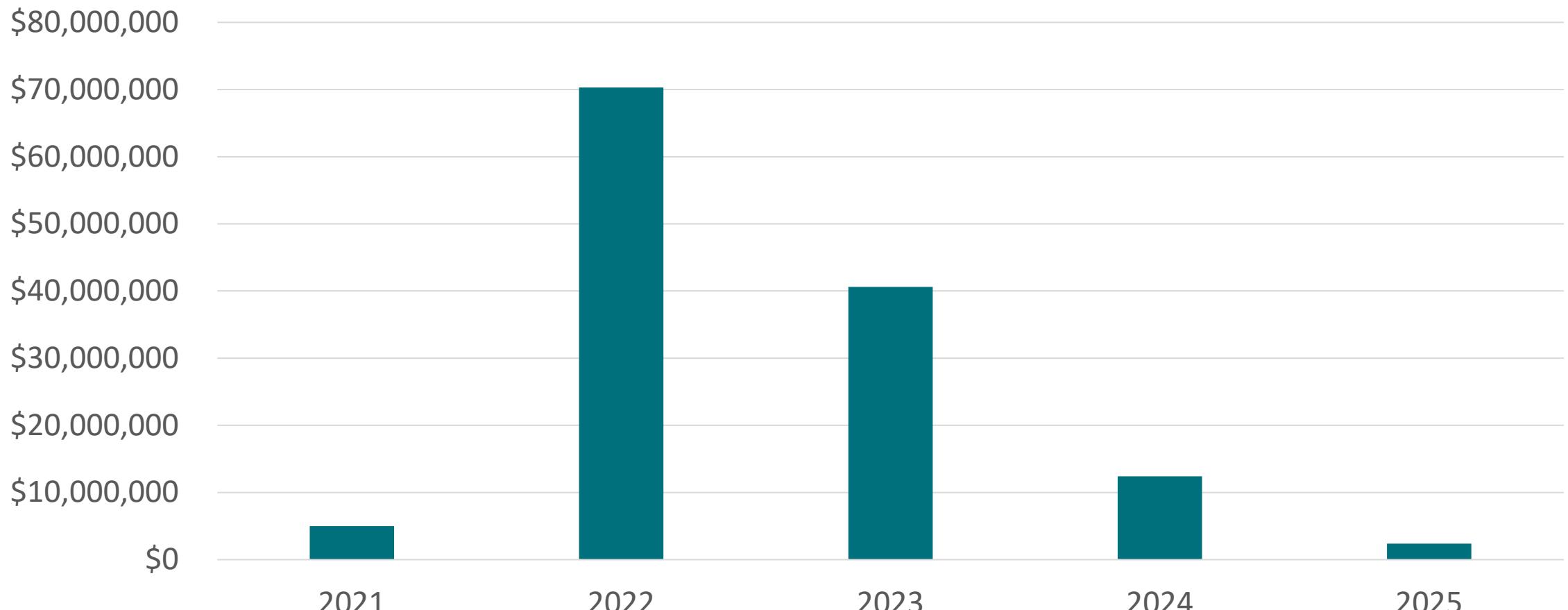
Figure 1.1 - Total Number of Permits in Core Area



# Core Area Development

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Figure 1.2 - Total Permit Valuations



# Core Area Development Summary

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- 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

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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?

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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

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



# RLF Amounts

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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

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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

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## **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?

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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

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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**

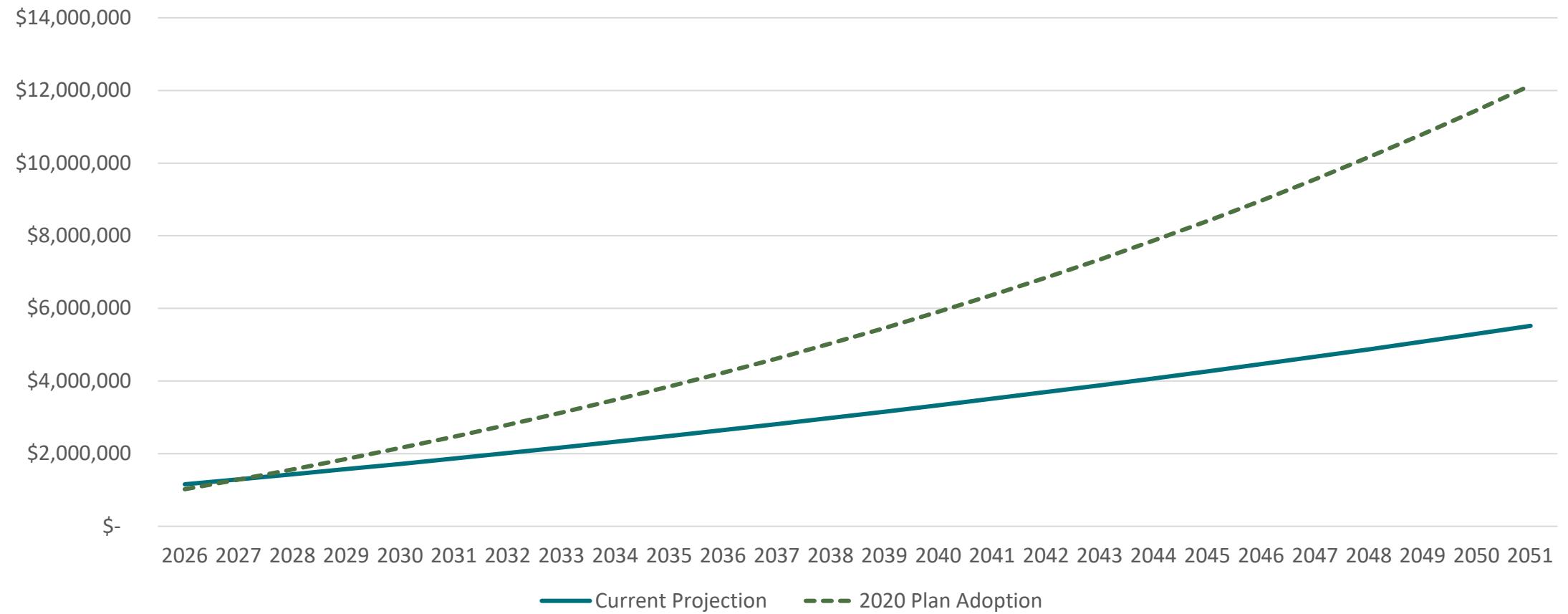
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- **Meet with Visit Bend**
  - Consumer Spending Data for Core Area (other areas of City)
- **Budget Update**
- **Work Plan (Policy, Program, Capital) Planning**
- **2<sup>nd</sup> Street Ribbon Cutting – May/June (no meeting this month)**
- **Single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



# Item 7: Staff Liaison Report – BUDGET UPDATE

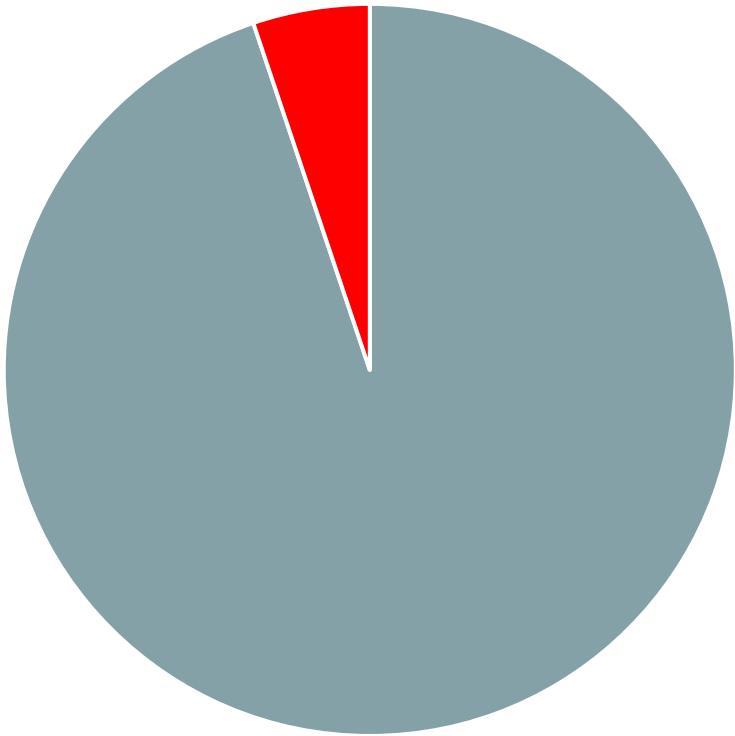
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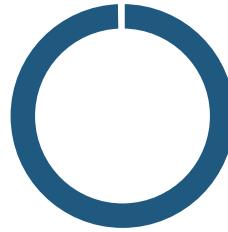
# CURRENT MI STATUS AND PROJECT CATEGORIES

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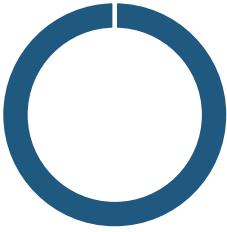
Current MI Status



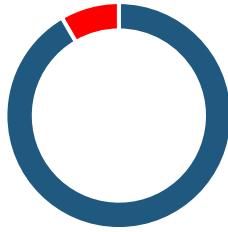
Business Support



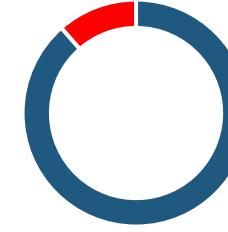
Open Space



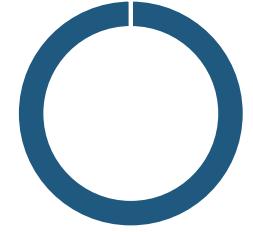
Transportation



Plan Administration



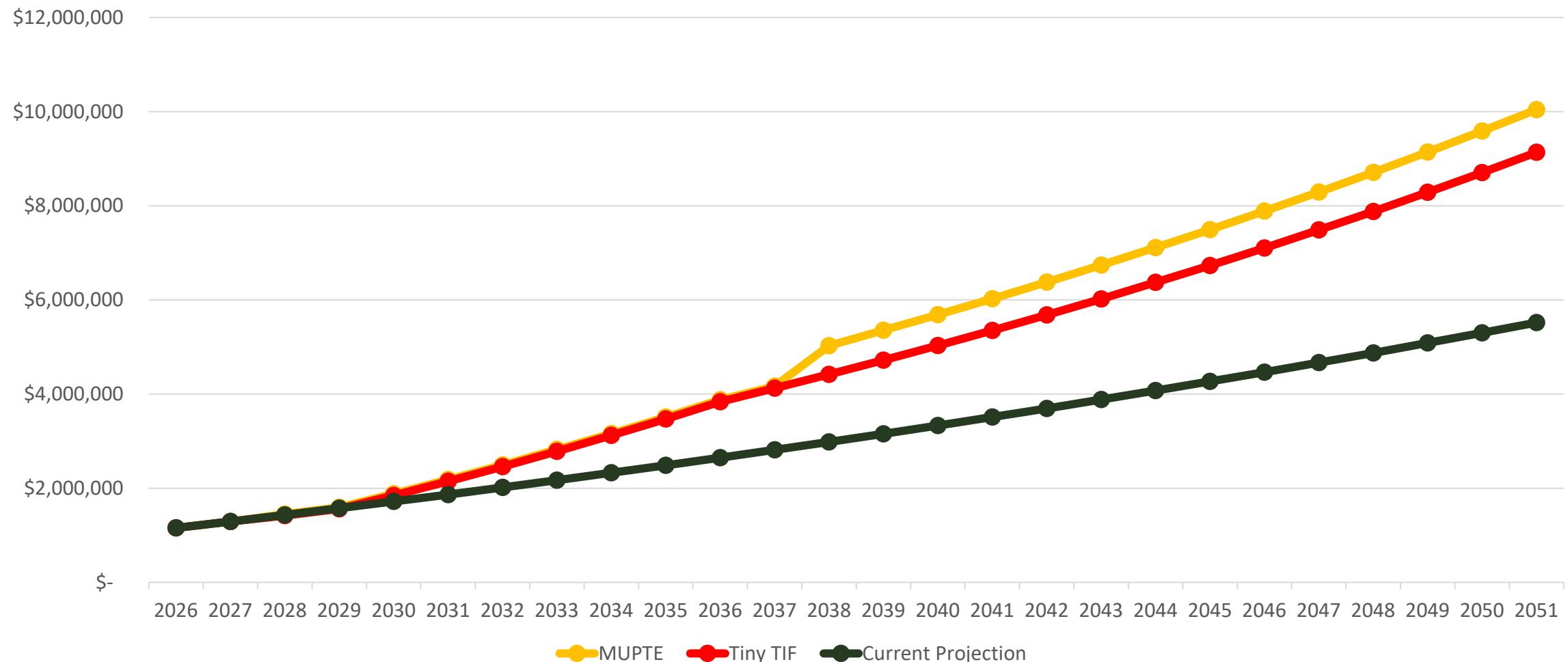
Affordable Housing



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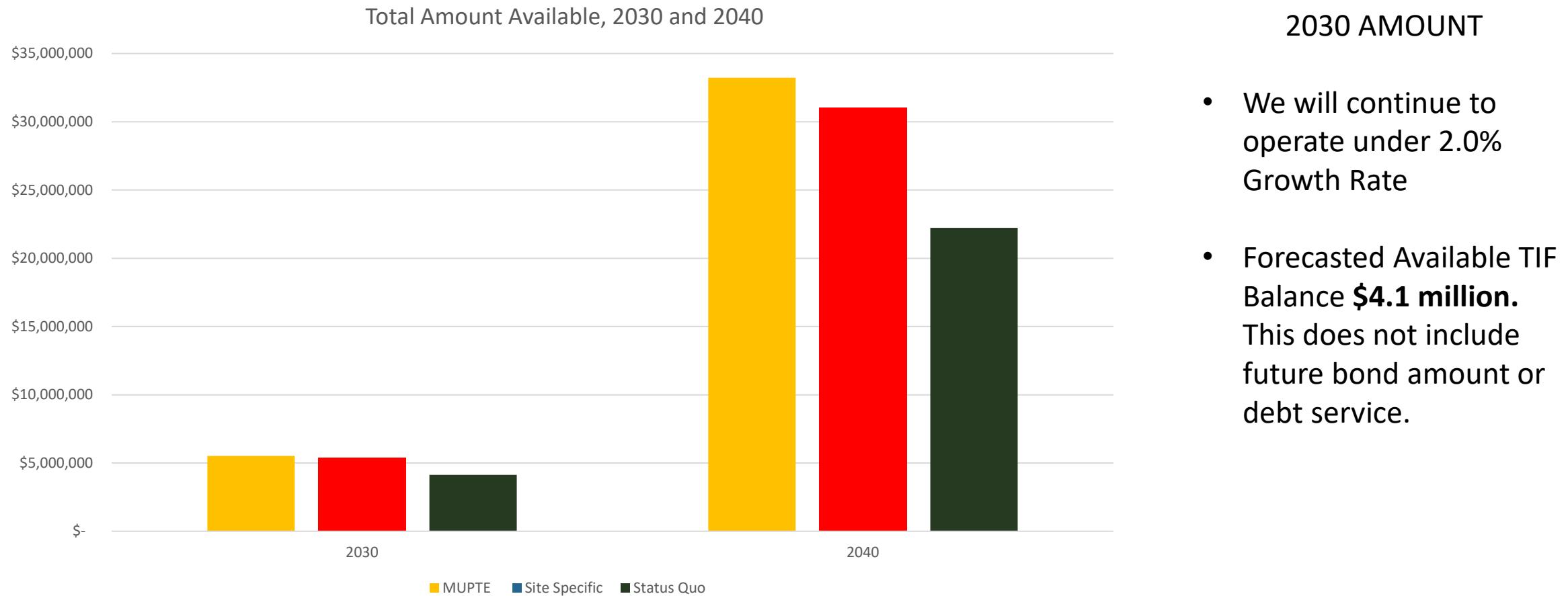
# Item 7: Staff Liaison Report – PLATFORM DEVELOPMENT

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# Item 7: Staff Liaison Report – Next 5 Years

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# **Item 7: Staff Liaison Report**

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- **Meet with Visit Bend**
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- **Budget Update**
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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.



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# Adjourn



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# Language Assistance Services & Accommodation Information for People with Disabilities

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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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