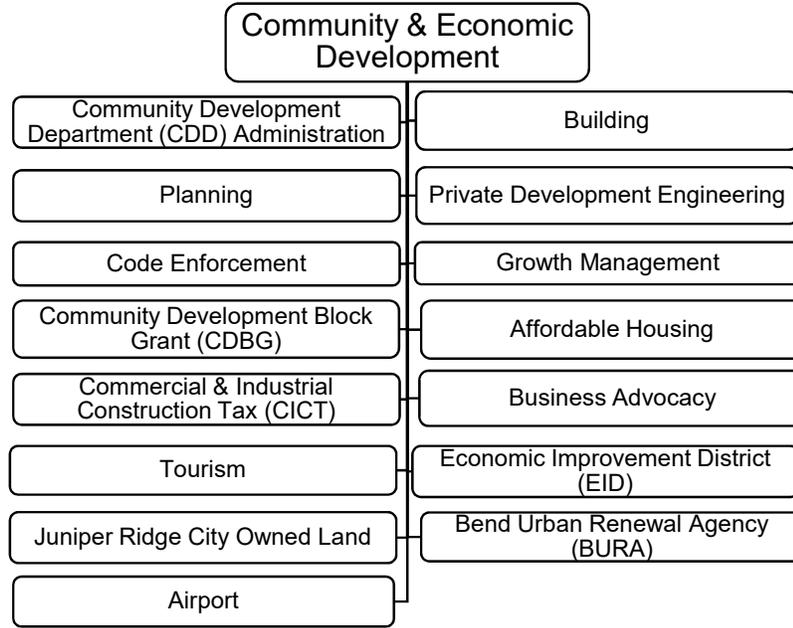


**COMMUNITY & ECONOMIC DEVELOPMENT  
SERVICE AREA**



**Community Development Department (CDD) Administration**

This Internal Service Fund division accounts for the administrative support of the various Community Development departments and functions.

**Building and Planning**

Activities for these funds include managing building inspections and permitting, accounting for current planning activities, and reviewing new development plans, plats and partitions for compliance.

**Private Development Engineering**

This program is responsible for ensuring that all public improvements made in conjunction with community development are constructed to development standards so they can be accepted into the inventory of public assets for perpetuity. The program also coordinates with the Growth Management and Legal departments to assure infrastructure planning is coordinated with the projected long term demand of future development.

**Code Enforcement**

Expenditures related to the Code Enforcement fund are accounted for in the General Fund. Code Enforcement's mission is to protect the safety and health of the City's residents and visitors by ensuring compliance with the City's land use and building codes.

**Growth Management**

Growth Management identifies and manages activities of a long-term nature including land use, public facility and transportation planning.

**Community Development Block Grant (CDBG)**

This fund accounts for the City's Community Development Block Grant program which is funded by CDBG direct entitlement and other grant funds allocated through the U.S. Department of Housing and Urban Development.

**Affordable Housing**

This fund accounts for the City's Affordable Housing program which is funded by an affordable housing fee assessed on building permits.

**Commercial & Industrial Construction Tax (CICT)**

This fund accounts for the collection of additional fee of 1/3 of 1% of the total building permit valuation for commercial and industrial building permits issued by the City. Under State law, these funds are collected in the General Fund then transferred to the CICT program to manage revenue and expenses.

**Business Advocacy**

This fund is responsible for implementing the Bend Economic Development Advisory Board's Strategic Plan.

**Tourism**

This fund accounts for the expenditure of room tax revenues dedicated to tourism promotion.

**Continued on the next page**

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**Economic Improvement District (EID)**

This fund accounts for collection and payment of assessments for the Economic Improvement District created for the maintenance and beautification of downtown Bend.

**Juniper Ridge City Owned Land**

The Juniper Ridge City-Owned Land Fund is a new fund established in late FY2020-21 that accounts for the operating costs to manage the entire 1,500 acres of city-owned land in Juniper Ridge, as well as fund activities related to future development of the approximately 509 acres within the URA. The Juniper Ridge City-Owned Land Fund is funded by land sale revenue from property sold within the Juniper Ridge URA.

**Bend Urban Renewal Agency (BURA)**

These funds account for the activities of the City's urban renewal districts. The BURA General Fund accounts for general services within BURA not accounted for within another fund. The Juniper Ridge Construction and Debt Service Funds account for the activities of the City's Juniper Ridge urban renewal district. The Murphy Crossing Construction and Debt Service Funds account for the activities of the City's Murphy Crossing urban renewal district. The Core Area Construction and Debt Service Funds account for the activities of the City's Core Area Tax Increment Finance Area.

**Airport**

This program accounts for the activities and operations of the Bend Municipal Airport.

**Internal Service Fund - Departmental Administration  
Community Development Department (CDD) Administration**

	ACTUALS <sup>1</sup> 2017-2019	ADJUSTED BUDGET 2019-2021	ESTIMATE <sup>1</sup> 2019-2021	BIENNIAL BUDGET		
				PROPOSED 2021-2023	APPROVED 2021-2023	ADOPTED 2021-2023
<b>RESOURCES</b>						
Beginning working capital	\$ -	\$ 326,700	\$ 273,713	\$ 791,400	\$ 791,400	\$ 791,400
Licenses and permits	453,354	468,000	535,036	582,000	582,000	582,000
Intergovernmental revenues	-	1,600	4,944	-	-	-
Charges for services	95,276	224,800	237,371	287,800	287,800	287,800
Interfund transfers	2,946,661	3,561,000	3,601,884	4,254,200	4,254,200	4,254,200
<b>TOTAL RESOURCES</b>	<b>\$ 3,495,290</b>	<b>\$ 4,582,100</b>	<b>\$ 4,652,948</b>	<b>\$ 5,915,400</b>	<b>\$ 5,915,400</b>	<b>\$ 5,915,400</b>
<b>REQUIREMENTS</b>						
Community & Econ Dev. Program						
Personnel services	\$ 2,869,962	\$ 3,063,500	\$ 2,937,085	\$ 4,370,900	\$ 4,370,900	\$ 4,370,900
Materials & services	123,516	225,700	169,514	493,400	493,400	493,400
Total Community & Econ Dev. Program	2,993,477	3,289,200	3,106,599	4,864,300	4,864,300	4,864,300
Interfund Transfers	228,100	748,400	754,900	969,000	969,000	969,000
Contingency	-	544,500	-	82,100	82,100	82,100
<b>TOTAL REQUIREMENTS</b>	<b>\$ 3,221,577</b>	<b>\$ 4,582,100</b>	<b>\$ 3,861,499</b>	<b>\$ 5,915,400</b>	<b>\$ 5,915,400</b>	<b>\$ 5,915,400</b>

Full Time Equivalents	12.50	17.00
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<sup>1</sup>Due to rounding, actuals and estimated numbers may not add up precisely with the totals provided.

**COMMUNITY & ECONOMIC DEVELOPMENT**  
**Community Development Department (CDD) Administration**

**Overview**

The Community Development Department (CDD) Administration, Licensing and Development Services Divisions provide support services to the operational divisions within CDD: Building, Planning, Private Development Engineering (PDE), Growth Management, and Code Enforcement. These divisions enable CDD to work as one coordinated department, while allowing each division to focus on its specific regulatory areas of authority and expertise. The primary roles of these divisions are to administer the human, physical, digital and data resources of CDD, to facilitate data-driven decision-making by CDD management, to operate the CDD Permit Center, and to manage City licensing and special programs.

**Goals & Objectives for the 2021 – 2023 Biennial Budget**

- Complete large number of enhancements and improvements to Permitting Software
- Facilitate department wide fee study to ensure that actual cost of service is captured correctly
- Collaborate with third party to conduct short term rental audit to verify that listed short term rentals are paying room taxes and are compliant with Bend Code licensing requirements
- Add Police-centric programs to Licensing Division to improve efficiencies in the application process and have all licensing performed by one department
- Centralize and normalize internal services for the department creating standard policies and procedures
- Reestablish department metrics and reporting as a result of the new Permitting Software
- Add Business Parklet Pilot Program to support the business community by allowing them to expand into the public right-of-way in partnership with the Transportation and Mobility Department
- Create standard policies and procedures accommodating internal and external customer needs, including diversity, equity, inclusion and accessibility
- Transition the Room Tax Registration Program into the Licensing Division

**Major Accomplishments during the 2019 – 2021 Biennium**

- Launched the Permitting Software Replacement Project
- Continued permit center functions and aided all City Hall functions during facility closure due to the COVID-19 pandemic
- Launched Data Governance Program within the City of Bend
- Launched CDD Dashboard to provide transparency to the public in how CDD is performing duties
- Reconstructed CDD Website to improve access to information for the development community
- Consolidated City licensing programs into one division (not including Police licenses)
- Created and implemented temporary programs to aid the business community needs in the midst of the COVID-19 pandemic
- Developed and implemented required central property and addressing geospatial platform
- Reorganized Development Services Division into three separate divisions to better align with and serve the needs of internal and external customers
- Launched a comprehensive System Development Charges & Agreements program, which includes processing and storing agreements within the Online Permit Center software for the benefit of future data-driven decision-making
- Developed a program around House Bill 2306 to allow customers to submit building permits earlier in the development process in order to expedite residential housing

Significant Changes from the 2019 – 2021 Biennial Budget

- In 2020, the Growth Management Division (GMD) was reorganized from a Department into a Division of the Community Development Department.
- Added total of four (4) new positions: two (2) Administrative Support Specialists, one (1) Program Tech, and one (1) Business Analyst position to support internal centralization and permit center functions
- Funding for two (2) Administrative Staff and half (.5) of the Long Range Planning Manager that were previously funded by the Growth Management Department was transferred to CDD.
- One (1) Business Manager position was replaced with one (1) Project Engineer position funded by Private Development Engineering to better facilitate workload
- One (1) Sr. Information System Analyst was transferred to the Office of Performance Management
- In addition, funding allocations for Community Development Administration staff are re-evaluated each biennium as Council goals and program needs change, which results in a fluctuation of the number of full-time equivalents (FTE) in each fund from one biennium to the next.

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City of Bend, Oregon  
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**Building Fund**

	ACTUALS <sup>1</sup> 2017-2019	ADJUSTED BUDGET 2019-2021	ESTIMATE <sup>1</sup> 2019-2021	BIENNIAL BUDGET		
				PROPOSED 2021-2023	APPROVED 2021-2023	ADOPTED 2021-2023
<b>RESOURCES</b>						
Beginning working capital	\$ 12,660,459	\$ 13,271,200	\$ 13,980,313	\$ 12,252,900	\$ 12,252,900	\$ 12,252,900
Licenses and permits	10,583,684	10,554,900	10,298,311	10,123,400	10,123,400	10,123,400
Intergovernmental revenues	-	9,700	12,295	-	-	-
Charges for services	3,364,416	2,747,900	3,255,541	3,652,500	3,652,500	3,652,500
Miscellaneous	654,324	346,000	360,591	208,100	208,100	208,100
Interfund transfers	35,598	-	-	-	-	-
<b>TOTAL RESOURCES</b>	<b>\$ 27,298,481</b>	<b>\$ 26,929,700</b>	<b>\$ 27,907,051</b>	<b>\$ 26,236,900</b>	<b>\$ 26,236,900</b>	<b>\$ 26,236,900</b>
<b>REQUIREMENTS</b>						
Community & Econ Dev. Program						
Personnel services	\$ 8,653,387	\$ 10,400,300	\$ 10,130,424	\$ 11,530,800	\$ 11,530,800	\$ 11,530,800
Materials & services	1,050,564	1,074,600	913,735	747,500	747,500	747,500
Capital outlay	100,167	-	-	-	-	-
Total Community & Econ Dev. Program	9,804,118	11,474,900	11,044,159	12,278,300	12,278,300	12,278,300
Interfund Transfers	3,514,050	4,625,700	4,610,001	6,289,800	6,289,800	6,289,800
Contingency	-	9,629,100	-	7,668,800	7,668,800	7,668,800
Reserves Future Capital	-	1,200,000	-	-	-	-
<b>TOTAL REQUIREMENTS</b>	<b>\$ 13,318,168</b>	<b>\$ 28,129,700</b>	<b>\$ 15,654,160</b>	<b>\$ 26,236,900</b>	<b>\$ 26,236,900</b>	<b>\$ 26,236,900</b>

Full Time Equivalents	39.00	39.00
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<sup>1</sup>Due to rounding, actuals and estimated numbers may not add up precisely with the totals provided.

## **COMMUNITY & ECONOMIC DEVELOPMENT**

### **Building Fund**

#### **Overview**

The Building Program is comprised of the Building Safety and Electrical programs and serves as the clearinghouse for all construction permitting through a shared permitting software platform that includes coordination with Planning, Engineering, Utilities, Fire, State of Oregon Department of Environmental Quality, Deschutes County Environmental Health and Sanitation, and State of Oregon Department of Agriculture. The control measures are permit issuance and certificate of occupancy. Without clearance from all affected agencies, permits and occupancies are not issued. This provides a high level of accountability and quality control for regulating development services.

#### **Goals & Objectives for the 2021 – 2023 Biennial Budget**

- Continue improvement to Permitting Software
- Complete new fee study based on changes from the software replacement and balancing resourcing needs for the division
- Implement new building codes
- Provide help and oversight to interpret building codes to facilitate homelessness and housing initiatives

#### **Major Accomplishments during the 2019 – 2021 Biennium**

- Successfully launched the Permitting Software Replacement Project
- Implemented pending updates to the State Commercial Building Codes and determine policies on new State Residential Building Codes on new housing options such as Tiny Homes and 4-plexes.
- Implemented Complex projects permitting processes to better streamline and clarify necessary entitlements with large scale projects.
- Continued to expedite Affordable Housing projects in conjunction with Council Goals
- Continue to increase public relations and customer service levels
- Managed increasing workload while implementing new Permitting Software
- Continued to work with partner agencies such as Bend-LaPine School District, Bend Park and Recreation District, and Oregon State University-Cascades as they implement their large-scale CIP/Bond programs including a new elementary school and high school.
- Collaborated with developers to safely and efficiently construct multi-story buildings greater than 4 stories

#### **Significant Changes from the 2019 – 2021 Biennial Budget**

- 3% CPI fee increase each year to keep pace with cost of business increase
- Continue trending with paperless processes
- Utilizing GIS to distribute inspection workloads to increase efficiency
- Efficiency and fee study post implementation of new Permitting Software to: ensure processes are efficient and effective, determine appropriate staffing levels, and establish appropriate fee rates and structure.
- Introduction of the complex commercial project program

**COMMUNITY & ECONOMIC DEVELOPMENT**  
**Building Fund**

**FIVE YEAR VEHICLE PLAN**

	<b>2021-22</b>	<b>2022-23</b>	<b>2023-24</b>	<b>2024-25</b>	<b>2025-26</b>
Seven (7) Vehicle replacements	\$ -	\$ -	\$ -	\$ 245,000	\$ -
Eight (8) Vehicle replacements	-	-	-	-	280,000
<b>Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 245,000</b>	<b>\$ 280,000</b>

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*Planning Fund*

	ACTUALS <sup>1</sup> 2017-2019	ADJUSTED BUDGET 2019-2021	ESTIMATE <sup>1</sup> 2019-2021	BIENNIAL BUDGET		
				PROPOSED 2021-2023	APPROVED 2021-2023	ADOPTED 2021-2023
<b>RESOURCES</b>						
Beginning working capital	\$ 3,891,323	\$ 5,024,400	\$ 4,891,304	\$ 3,739,700	\$ 3,739,700	\$ 3,739,700
Licenses and permits	173,358	175,500	163,698	175,500	175,500	175,500
Intergovernmental revenues	13,864	-	11,559	-	-	-
Charges for services	5,131,121	5,648,900	5,496,830	5,846,800	5,846,800	5,846,800
Miscellaneous	229,411	140,800	118,328	37,900	37,900	37,900
Interfund transfers	-	-	-	-	305,000	305,000
General fund subsidy	1,123,000	-	-	-	-	-
<b>TOTAL RESOURCES</b>	<b>\$ 10,562,077</b>	<b>\$ 10,989,600</b>	<b>\$ 10,681,718</b>	<b>\$ 9,799,900</b>	<b>\$ 10,104,900</b>	<b>\$ 10,104,900</b>
<b>REQUIREMENTS</b>						
Community & Econ Dev. Program						
Personnel services	\$ 3,873,989	\$ 4,631,600	\$ 4,252,066	\$ 5,454,700	\$ 5,759,700	\$ 5,759,700
Materials & services	458,961	531,000	453,617	308,800	308,800	308,800
Total Community & Econ Dev. Program	4,332,950	5,162,600	4,705,683	5,763,500	6,068,500	6,068,500
Interfund Transfers	1,337,823	2,252,800	2,236,290	2,743,800	2,743,800	2,743,800
Contingency	-	3,574,200	-	1,292,600	1,292,600	1,292,600
<b>TOTAL REQUIREMENTS</b>	<b>\$ 5,670,773</b>	<b>\$ 10,989,600</b>	<b>\$ 6,941,972</b>	<b>\$ 9,799,900</b>	<b>\$ 10,104,900</b>	<b>\$ 10,104,900</b>
Full Time Equivalents			18.00	19.00	20.00	20.00

<sup>1</sup>Due to rounding, actuals and estimated numbers may not add up precisely with the totals provided.

## **COMMUNITY & ECONOMIC DEVELOPMENT**

### **Planning Fund**

#### **Overview**

The Planning Fund program establishes and maintains the land use framework within which businesses and residents conduct their daily activities. It is responsible for implementing state-mandated requirements for comprehensive planning and zoning, public facilities planning and development review. The program comprises multiple sub-programs designated to accomplish this work: Development Review, Sign Code Permitting, Historic Preservation and Code administration. This program ensures the City's compliance with the Oregon Revised Statutes, Oregon Administrative Rules, and Oregon case law, Bend Comprehensive Plan, Public Facilities Plans, the Bend Development Code, Historic Preservation Code and the Sign Code.

The Planning Fund provides a vital economic development role in the city by providing the land use permits necessary for commercial and residential construction and for land divisions. This program is continually working to streamline processes and minimize unnecessary regulations to reduce delay and eliminate uncertainty. The program:

- Reviews all land development in the City
- Is the venue for public participation and due process in land development
- Maintains and updates the Bend Development Code, Landmarks Code, and Sign Code
- Oversees the Historic Preservation Program and Planning Commission.
- Interacts with developers of potential small to large-scale projects to foster economic development opportunities and goals

#### **Goals & Objectives for the 2021 – 2023 Biennial Budget**

- Continue to review Land Use applications within required timeframes including UGB Annexation areas.
- Implement development code updates to appropriately reflect state mandates and council goals including:
  - HB 2001 Implementation of Duplex, Tri-plex and 4-Plexes into all residential zones.
  - Tree Protection standards balancing housing affordability and natural resource preservation.
  - Implementing housing specific strategies and targets in the Core and Southeast Area Plans

#### **Major Accomplishments during the 2019 – 2021 Biennium**

- Adopted policies for alternative housing, such as 4-plexes, tiny homes and single room units
- Successfully launched the Permitting Software Replacement Project
- Assisted the City Council Goals in policy initiatives that involve remove barriers and land use regulations to help create more housing stock.
- Updated the Sign District Map and redistricting process

#### **Significant Changes from the 2019 – 2021 Biennial Budget**

- 6% CPI fee increase to recover additional costs of doing business. Planning work has become more complex with housing density and demands of redevelopment
- One new (1) Senior Planner to replace a position that was eliminated during the COVID budget reductions

- One (1) additional new Senior Planner was added to the Budget Committee Approved budget during deliberations on May 12, 2021. This new planner will support City Council's Accessible & Effective City Government goal by reducing permit turnaround times by focusing on review of complex planning applications.

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**Private Development Engineering Fund**

	ACTUALS <sup>1</sup> 2017-2019	ADJUSTED BUDGET 2019-2021	ESTIMATE <sup>1</sup> 2019-2021	BIENNIAL BUDGET		
				PROPOSED 2021-2023	APPROVED 2021-2023	ADOPTED 2021-2023
<b>RESOURCES</b>						
Beginning working capital	\$ -	\$ 2,342,300	\$ 2,400,378	\$ 4,544,900	\$ 4,544,900	\$ 4,544,900
Licenses and permits	807,804	885,000	1,015,956	1,190,500	1,190,500	1,190,500
Intergovernmental revenues	-	-	136	-	-	-
Charges for services	3,753,791	4,160,900	5,253,297	5,467,600	5,467,600	5,467,600
Miscellaneous	121,669	108,200	108,890	118,100	118,100	118,100
Interfund transfers	1,528,187	560,000	560,000	560,000	560,000	560,000
General fund subsidy	152,000	-	-	-	-	-
<b>TOTAL RESOURCES</b>	<b>\$ 6,363,450</b>	<b>\$ 8,056,400</b>	<b>\$ 9,338,657</b>	<b>\$ 11,881,100</b>	<b>\$ 11,881,100</b>	<b>\$ 11,881,100</b>
<b>REQUIREMENTS</b>						
Community & Econ Dev. Program						
Personnel services	\$ 2,799,301	\$ 3,332,800	\$ 3,091,593	\$ 4,249,100	\$ 4,249,100	\$ 4,249,100
Materials & services	269,139	359,800	252,128	221,800	221,800	221,800
Capital outlay	25,033	-	-	-	-	-
Total Community & Econ Dev. Program	3,093,473	3,692,600	3,343,721	4,470,900	4,470,900	4,470,900
Interfund Transfers	869,599	1,459,800	1,450,006	1,689,700	1,689,700	1,689,700
Contingency	-	2,904,000	-	5,720,500	5,720,500	5,720,500
<b>TOTAL REQUIREMENTS</b>	<b>\$ 3,963,072</b>	<b>\$ 8,056,400</b>	<b>\$ 4,793,727</b>	<b>\$ 11,881,100</b>	<b>\$ 11,881,100</b>	<b>\$ 11,881,100</b>

Full Time Equivalents	15.00	17.00
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<sup>1</sup>Due to rounding, actuals and estimated numbers may not add up precisely with the totals provided.

**COMMUNITY & ECONOMIC DEVELOPMENT**  
**Private Development Engineering Fund**

**Overview**

Private Development Engineering (PDE) staff are dedicated to ensuring that new development in the City of Bend meets the goals of the community while protecting the City's vital infrastructure. This process works through collaborative efforts between the Planning, Building, Transportation and Mobility, and Utility Departments. Staff works closely with engineering consulting firms, land developers, and private landowners, helping to provide guidance through the City of Bend development processes, and extend services to coordinate new development efforts with other local, state, and federal agencies.

PDE staff review all new development plans, plats, and partitions for engineering accuracy and compliance with the City of Bend standards and specifications. New development in Bend that is reviewed by staff includes all commercial and industrial sites, residential subdivisions, schools, and parks. PDE is generally responsible for parts of most types of building and planning permits as well as all Right of Way (ROW) permits within City limits.

**Goals & Objectives for the 2021 – 2023 Biennial Budget**

- Complete new fee study based on changes from the software replacement and balancing resourcing needs for the division
- Work with the Engineering and Infrastructure Planning Department (EIPD) to update Standards and Specifications
- Work with the Transportation and Mobility Department and City staff to produce various design guidelines and standards for items like roundabout design, mini roundabout standards, right of way cross sections standards
- Refinement to Engineering workflow processes to leverage the new Permitting Software
- Continuous review and improvements to the Franchise Utility Agreements and processes
- Formalize a process that accommodates the high demands of the 5G permit reviews and timeline constraints
- Continuous review and improvements of the coordination efforts between the City and its jurisdictional partners like the Oregon Department of Transportation, Deschutes County, Avion Water, Roats Water and the local irrigation districts.

**Major Accomplishments during the 2019 – 2021 Biennium**

- Successfully launched the permitting software replacement project
- Created a sidewalk plan and program that shares responsibilities between the City and adjacent property owners
- Streamlined and modernize the permit review process to include more upfront charging of fees to encourage transparency
- Addressed relevant code changes to align the Standards and Specifications and City Code
- Supported the development of Urban Growth Boundary related items including annexation policies and public facility plans
- Assisted in updating the Transportation System Plan and related System Development Charges (SDCs)
- Participated in the utility master plan updates and related SDCs
- Updated franchise utility agreements to reflect current City fees as well as City Standards and Specifications

Significant Changes from the 2019 – 2021 Biennial Budget

- 3% CPI revenue increase to keep pace with cost of business increase
- One new (1) Project Engineer position that was re-purposed from the vacant Business Manager position previously funded out of Community Development Department Administration
- One new (1) Associate Engineer to help support workload increase and assist with meeting metrics

**COMMUNITY & ECONOMIC DEVELOPMENT**  
**Private Development Engineering Fund**

**FIVE YEAR VEHICLE PLAN**

	2021-22	2022-23	2023-24	2024-25	2025-26
Two (2) Vehicle replacements	\$ -	\$ -	\$ 60,000		\$ -
<b>Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 60,000</b>	<b>\$ -</b>	<b>\$ -</b>

**General Fund  
Code Enforcement**

	ACTUALS <sup>1</sup> 2017-2019	ADJUSTED BUDGET 2019-2021	ESTIMATE <sup>1</sup> 2019-2021	BIENNIAL BUDGET		
				PROPOSED 2021-2023	APPROVED 2021-2023	ADOPTED 2021-2023
<b>REQUIREMENTS</b>						
Community & Econ Dev. Program						
Personnel services	\$ 909,311	\$ 1,109,300	\$ 1,027,207	\$ 1,156,500	\$ 1,156,500	\$ 1,156,500
Materials & services	32,549	45,100	32,566	62,600	62,600	62,600
Capital outlay	26,419	48,700	48,667	27,000	27,000	27,000
Total Community & Econ Dev. Program	968,278	1,203,100	1,108,440	1,246,100	1,246,100	1,246,100
Interfund Transfers	196,297	226,800	223,981	329,200	329,200	329,200
<b>TOTAL REQUIREMENTS</b>	<b>\$ 1,164,575</b>	<b>\$ 1,429,900</b>	<b>\$ 1,332,421</b>	<b>\$ 1,575,300</b>	<b>\$ 1,575,300</b>	<b>\$ 1,575,300</b>
Full Time Equivalents			5.00			5.00

<sup>1</sup>Due to rounding, actuals and estimated numbers may not add up precisely with the totals provided.

## **COMMUNITY & ECONOMIC DEVELOPMENT**

### **Code Enforcement**

#### **Overview**

The duties of the City of Bend's Code Enforcement Division are to protect the health and safety of the City's residents and visitors and the livability of the community by ensuring compliance with Bend's land-use, environmental and building codes. The City will ensure code compliance both by encouraging voluntary compliance and by penalizing code violators who do not comply.

This division ensures compliance with the Bend Municipal Code, Bend Development Code and State of Oregon Specialty Codes. City Code Enforcement staff provides the following customer services: inspections, enforcement actions, and in-person customer relations. In order to provide a professional level of service to Bend's residents, City staff obtains and maintains proper certifications including required continuing education credits.

#### **Goals & Objectives for the 2021 – 2023 Biennial Budget**

- Decrease overall case lifecycle
- Maintain current high level of voluntary compliance rate
- Increase proactive nuisance cases

#### **Major Accomplishments during the 2019 – 2021 Biennium**

- Maintained voluntary compliance rate above 98%
- Processed a significant number of new night sky lighting complaints
- Developed new more efficient workflows to be implemented with the Permitting Software Replacement Project
- Implemented new Permitting Software & related workflows
- Transitioned to mobile based operations
- Decreased overall case lifecycle by 20%
- Increased proactive nuisance cases by 15%

#### **Significant Changes from the 2019 – 20 Biennial Budget**

- Conversion of one (1) Limited Term Employee to a regular Code Enforcement Officer position that will focus on building and safety related code violations

**COMMUNITY & ECONOMIC DEVELOPMENT**  
**Code Enforcement**

**FIVE YEAR VEHICLE PLAN**

	<b>2021-22</b>	<b>2022-23</b>	<b>2023-24</b>	<b>2024-25</b>	<b>2025-26</b>
One (1) Vehicle replacement	\$ 27,000	\$ -	\$ -	\$ -	\$ -
<b>Total</b>	<b>\$ 27,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

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**General Fund  
 Growth Management**

	ACTUALS <sup>1</sup> 2017-2019	ADJUSTED BUDGET 2019-2021	ESTIMATE <sup>1</sup> 2019-2021	BIENNIAL BUDGET		
				PROPOSED 2021-2023	APPROVED 2021-2023	ADOPTED 2021-2023
<b>REQUIREMENTS</b>						
Community & Econ Dev. Program						
Personnel services	\$ 1,253,138	\$ 1,436,600	\$ 1,344,416	\$ 965,500	\$ 965,500	\$ 965,500
Materials & services	405,956	1,037,700	753,187	623,200	623,200	623,200
Total Community & Econ Dev. Program	1,659,094	2,474,300	2,097,603	1,588,700	1,588,700	1,588,700
Interfund Transfers	562,286	785,500	785,004	905,400	905,400	905,400
<b>TOTAL REQUIREMENTS</b>	<b>\$ 2,221,380</b>	<b>\$ 3,259,800</b>	<b>\$ 2,882,607</b>	<b>\$ 2,494,100</b>	<b>\$ 2,494,100</b>	<b>\$ 2,494,100</b>

Full Time Equivalents			4.80			2.85
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<sup>1</sup>Due to rounding, actuals and estimated numbers may not add up precisely with the totals provided.

## **COMMUNITY & ECONOMIC DEVELOPMENT**

### **Growth Management**

#### **Overview**

In 2020, the Growth Management Division (GMD) was reorganized from a Department into a Division of the Community Development Department. GMD still focuses on city-wide or sub-city plans spanning land use, public facilities, and transportation planning. The specific focus of this work is directed by City Council priorities, but GMD will begin evolving into a long-range planning program around the subject areas of outreach and growth monitoring to improve the public's connection to, and understanding of, significant policy issues facing the city. GMD also plays a key support role for other Departments in their major projects and programs.

GMD is responsible for the following:

- Create and implement long-range land use and infrastructure plans per City Council goals
- Incorporate the community's increasing desire for forward looking plans, community involvement, and bringing innovative ideas and trends into the city's policies and practices
- Connect City Council goals related to land use and infrastructure within State legal requirements, and the community's desires

Statewide planning laws now require Bend to update long-range housing plans on an ongoing cycle. This is the first biennium under these new laws which will be balanced with the policy desires of the new City Council. GMD will do so with attention to setting up our data systems and staffing to better monitor and report key policy data points on a yearly basis. GMD will also invest in new ways to involve people who have been historically underserved and not engaged in previous planning efforts, as well as key agencies, groups, and interested parties. The core work related to long-range land use and infrastructure planning is most of the work for this six-person division, but it will also support the many new initiatives in other departments as best as possible, notably Community Development, Engineering and Infrastructure Planning and Development, Transportation and Mobility, the City Manager's Office, and Economic Development.

Growth Management is funded by the General Fund, and transportation-related projects by the Transportation Construction Fund. Some staff are funded by Community Development Department (CDD) due to their positions and cross-over to CDD related work. Staff are funded through allocations from these funding sources based on the Council Goals and Action Plan. Staff will be engaged in land use projects and programs related to housing and employment needs and capacity, and the analysis of changes to land use patterns in the current UGB. Transportation work will be focused on supporting the work of other departments on Council Goals such as implementing the TSP and GO Bond, parking, and new programs or projects relating to multi-modal transportation systems.

#### **Goals & Objectives for the 2021 – 2023 Biennial Budget**

- Present a high-level assessment of Bend's 20-year housing need and snapshot of the community's housing capacity to inform the City Council in 2021 on potential options moving forward related to multiple City Council housing goals, strategies, and actions
- Create a framework for improved public engagement and long-range planning policy level metrics for ongoing communication and involvement with policy makers and the public
- After City Council guidance, consider adoptions of a new Housing Capacity Analysis, and Employment Opportunities Analysis, and Housing Production Strategy

- Scenario planning to explore redevelopment opportunities to meet Climate Action Plan goals and redevelopment goals required prior to expanding the Urban Growth Boundary and consistent with Council Goals
- Support other Departments in the areas of Transportation System Plan (TSP) implementation by; leading a Pedestrian Master Plan, assisting other work involving Core Area and Southeast Area implementation, technical and adoption support for all Public Facility Plans and the Airport Master Plan, and assisting on projects related to climate, fire resilience, and equity and outreach.

#### Major Accomplishments during the 2019 – 2021 Biennium

- Successful adoption of the Core Area Project and associated new CoreTax Increment Finance (TIF) District.
- Successful adoption of Bend Transportation Plan which set the stage for the successful General Obligation Bond.
- Adoption of the Southeast Area Plan slated for Spring 2021.
- From idea to local adoption, successful creation of House Bill 3450 pilot (housing in commercial districts in core of the city).
- Strategic coordination with CDD on Master Plans and Annexations, Development Code amendments, coordination with EIPD (Engineering Infrastructure Planning Development) and Transportation and Mobility.

#### Significant Changes from the 2019 – 2021 Biennial Budget

- Funding allocations for Community Development Administration staff are re-evaluated each biennium as Council goals and program needs change, which results in a fluctuation of the number of full time equivalents (FTE) in each fund from one biennium to the next.

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**Community Development Block Grant (CDBG) Fund**

	ACTUALS <sup>1</sup> 2017-2019	ADJUSTED BUDGET 2019-2021	ESTIMATE <sup>1</sup> 2019-2021	BIENNIAL BUDGET		
				PROPOSED 2021-2023	APPROVED 2021-2023	ADOPTED 2021-2023
<b>RESOURCES</b>						
Beginning working capital	\$ 531,196	\$ 188,400	\$ 146,709	\$ 100,000	\$ 100,000	\$ 100,000
Intergovernmental revenues	464,707	2,795,700	2,187,353	1,072,000	1,072,000	1,072,000
Miscellaneous	265,271	350,000	513,892	318,400	318,400	318,400
General Fund Loan	-	200,000	100,000	200,000	200,000	200,000
Interfund transfers	91,000	381,400	331,000	331,000	331,000	331,000
<b>TOTAL RESOURCES</b>	<b>\$ 1,352,174</b>	<b>\$ 3,915,500</b>	<b>\$ 3,278,954</b>	<b>\$ 2,021,400</b>	<b>\$ 2,021,400</b>	<b>\$ 2,021,400</b>
	ACTUALS <sup>1</sup> 2017-2019	ADJUSTED BUDGET 2019-2021	ESTIMATE <sup>1</sup> 2019-2021	BIENNIAL BUDGET		
				PROPOSED 2021-2023	APPROVED 2021-2023	ADOPTED 2021-2023
<b>REQUIREMENTS</b>						
Community & Econ Dev. Program						
Personnel services	\$ 299,385	\$ 363,400	\$ 460,983	\$ 559,200	\$ 559,200	\$ 559,200
Materials & services	874,979	3,006,800	2,562,655	1,032,200	1,032,200	1,032,200
Capital outlay	-	37,000	37,000	-	-	-
Total Community & Econ Dev. Program	1,174,365	3,407,200	3,060,638	1,591,400	1,591,400	1,591,400
Interfund Transfers	31,100	118,300	118,300	130,000	130,000	130,000
Debt Service	-	200,000	-	200,000	200,000	200,000
Reserves	-	190,000	-	100,000	100,000	100,000
<b>TOTAL REQUIREMENTS</b>	<b>\$ 1,205,465</b>	<b>\$ 3,915,500</b>	<b>\$ 3,178,938</b>	<b>\$ 2,021,400</b>	<b>\$ 2,021,400</b>	<b>\$ 2,021,400</b>

Full Time Equivalents	1.35	1.90
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<sup>1</sup>Due to rounding, actuals and estimated numbers may not add up precisely with the totals provided.

**COMMUNITY & ECONOMIC DEVELOPMENT**  
**Community Development Block Grant (CDBG) Fund**

**Overview**

Signed into law by President Ford in August 1974, Title I of the Housing and Community Development Act created a federal block grant funding program. It became effective January 1, 1975. Since then, the Community Development Block Grant (CDBG) fund has been continually reauthorized by Congress.

CDBG is funded by the U.S. Department of Housing and Urban Development (HUD). The CDBG Fund provides, on an annual basis, an allocation of funds to local governments for a wide-range of eligible housing and community development activities. The City of Bend is an “entitlement city” which means it automatically receives the federal money based on a formula that takes into consideration the community needs, including the extent of poverty, population, housing overcrowding, age of housing and population growth lag in relationship to other metropolitan areas. The total funds available to the City of Bend vary each year.

The stated purpose of the program is: *“The development of viable urban communities, by providing decent housing and a suitable living environment and expanding economic opportunities, principally for persons of low and moderate income.”*

**Goals and Objectives for the 2021 – 2023 Biennial Budget**

- Prepare for the required 2024 – 2029 Consolidated Plan and Fair Housing Plan(s), such as the Analysis of Impediments to Fair Housing
- Targeted outreach towards low- and moderate-income households with persons that identify as BIPOC, disabled, and/or homeless, after confirming best practice from organizations that support these sub-populations

**Major Accomplishments during the 2019 – 2021 Biennium**

- Continued implementation of the 2019 – 2023 five (5) year Consolidated Plan
- Executed the CDBG Program in Bend through efficient allocation of funds
- Allocated almost \$900,000 of additional CARES Act funding within six months of receiving the notification from HUD
- Met federal requirements in the management of CDBG funded programs, including project monitoring and fiscal reporting
- Developed and completed CDBG program requirements, including annual action plans and an annual Performance Report submitted on time to HUD
- Hosted four (4) subrecipient trainings and coordinated ongoing monitoring of program grants and loans to improve coordination and program compliance
- Provided and facilitated annual Fair Housing trainings
- Implemented the Council-adopted Annual Action Plan for Bend each year
- Published subrecipient spending to encourage accountability and effective program management
- Implemented new software to better manage CDBG funds and the funding process

**Significant Changes from the 2019 – 2021 Biennial Budget**

- New staff positions driven by the implementation of City Council’s Housing and Shared Prosperity goals related to housing and homelessness issues. Funding for these positions will be shared

amongst the Affordable Housing, Community Development Block Grant (CDBG) and the Commercial and Industrial Construction Tax (CICT) programs.

- One (1) new Affordable Housing Coordinator
- One half-time (.5) new Affordable Housing Sr. Administrative Specialist
- In addition, funding allocations for Economic Development staff are re-evaluated each biennium as Council goals and program needs change, which results in a fluctuation of the number of full-time equivalents (FTE) in each fund from one biennium to the next.

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**Affordable Housing Fund**

	ACTUALS <sup>1</sup> 2017-2019	ADJUSTED BUDGET 2019-2021	ESTIMATE <sup>1</sup> 2019-2021	BIENNIAL BUDGET		
				PROPOSED 2021-2023	APPROVED 2021-2023	ADOPTED 2021-2023
<b>RESOURCES</b>						
Beginning working capital	\$ 2,519,370	\$ 3,089,700	\$ 3,214,844	\$ 1,901,500	\$ 1,901,500	\$ 1,901,500
Intergovernmental revenues	-	-	43	-	-	-
Charges for services	2,614,465	2,580,600	2,343,494	2,400,000	2,400,000	2,400,000
Miscellaneous	551,255	225,600	717,805	385,200	385,200	385,200
<b>TOTAL RESOURCES</b>	<b>\$ 5,685,090</b>	<b>\$ 5,895,900</b>	<b>\$ 6,276,186</b>	<b>\$ 4,686,700</b>	<b>\$ 4,686,700</b>	<b>\$ 4,686,700</b>
<b>REQUIREMENTS</b>						
Community & Econ Dev. Program						
Personnel services	\$ 248,740	\$ 531,600	\$ 346,425	\$ 526,900	\$ 526,900	\$ 526,900
Materials & services	2,093,206	4,463,400	3,426,886	3,320,800	3,320,800	3,320,800
Total Community & Econ Dev. Program	2,341,946	4,995,000	3,773,311	3,847,700	3,847,700	3,847,700
Interfund Transfers	128,300	651,800	601,400	739,000	739,000	739,000
Contingency	-	249,100	-	100,000	100,000	100,000
<b>TOTAL REQUIREMENTS</b>	<b>\$ 2,470,246</b>	<b>\$ 5,895,900</b>	<b>\$ 4,374,711</b>	<b>\$ 4,686,700</b>	<b>\$ 4,686,700</b>	<b>\$ 4,686,700</b>

Full Time Equivalents	1.60	1.70
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<sup>1</sup>Due to rounding, actuals and estimated numbers may not add up precisely with the totals provided.

## **COMMUNITY & ECONOMIC DEVELOPMENT** **Affordable Housing Fund**

### **Overview**

The City Council approved an ordinance in June 2006 that made the City of Bend the first city in the State of Oregon to implement a fee on new development to aid in the funding of Affordable Housing. This program is funded by a fee of 1/3 of 1% of the total building permit valuation for all building permits issued by the City.

The objective of this program as stated in the ordinance is: *“All funding from this source must be targeted for housing opportunities for residents at or below 100% of median income.”*

### **Goals for the 2021 - 2023 Biennial Budget**

- In connection with Council’s strategy to “pursue policy actions to increase the supply of housing as a platform for equity”, create 1,000 units of rent and price restricted housing that’s accessible and affordable to all
- Strengthen surplus land program by focusing on opportunity areas and partnerships with all publicly owned land owners, and rezone prime land with covenants to better utilize available land for affordable housing
- Work with the State to increase housing resources to Bend
- Add additional staff to create awareness of poverty and housing insecurity by expanding the number of community partners of the Affordable Housing program and housing supply in Bend
- Strengthen local advocacy framework to inform Council of needs for underrepresented segments of the community

### **Major Accomplishments during the 2019 – 2021 Biennium**

- Implemented the Commercial and Industrial Construction Tax (CICT) and multiple development code changes that reduce barriers to building additional affordable housing units
- Awarded State’s only House Bill 4079 Pilot Project to expand an Urban Growth Boundary by less than 50 acres to develop affordable housing units and began work with a new owner to make progress with planning efforts towards the project
- Improved request for proposal process to attract six (6) new developers/builders into the Affordable Housing program
- Implemented new grants and loan software to better manage Affordable Housing program funds and the funding process

### **Significant Changes from the 2019 – 2021 Biennial Budget**

- New staff positions driven by the implementation of City Council’s Housing and Shared Prosperity goals related to housing and homelessness issues. Funding for these positions will be shared amongst the Affordable Housing, Community Development Block Grant (CDBG) and the CICT programs.
  - One (1) new Affordable Housing Coordinator
  - One half-time (.5) new Affordable Housing Sr. Administrative Specialist
- In addition, funding allocations for Economic Development staff are re-evaluated each biennium as Council goals and program needs change, which results in a fluctuation of the number of full-time equivalents (FTE) in each fund from one biennium to the next.

**Commercial & Industrial Construction Tax Fund**

	ACTUALS <sup>1</sup> 2017-2019	ADJUSTED BUDGET 2019-2021	ESTIMATE <sup>1</sup> 2019-2021	BIENNIAL BUDGET		
				PROPOSED 2021-2023	APPROVED 2021-2023	ADOPTED 2021-2023
<b>RESOURCES</b>						
Beginning working capital	\$ -	\$ -	\$ -	\$ 120,000	\$ 120,000	\$ 120,000
Miscellaneous	-	-	-	4,800	4,800	4,800
Interfund transfers	-	120,000	120,000	1,100,000	1,100,000	1,100,000
<b>TOTAL RESOURCES</b>	\$ -	\$ 120,000	\$ 120,000	\$ 1,224,800	\$ 1,224,800	\$ 1,224,800
<b>REQUIREMENTS</b>						
Community & Econ Dev. Program						
Personnel services	\$ -	\$ -	\$ -	\$ 298,800	\$ 298,800	\$ 298,800
Materials & services	-	120,000	-	833,000	833,000	833,000
Total Community & Econ Dev. Program	-	120,000	-	1,131,800	1,131,800	1,131,800
Interfund Transfers	-	-	-	43,000	43,000	43,000
Contingency	-	-	-	50,000	50,000	50,000
<b>TOTAL REQUIREMENTS</b>	\$ -	\$ 120,000	\$ -	\$ 1,224,800	\$ 1,224,800	\$ 1,224,800

Full Time Equivalents	0.00	1.05
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<sup>1</sup>Due to rounding, actuals and estimated numbers may not add up precisely with the totals provided.

**COMMUNITY & ECONOMIC DEVELOPMENT**  
**Commercial & Industrial Construction Tax Fund**

**Overview**

The City Council approved an ordinance in December 2020 that established a Commercial and Industrial Construction Tax (CICT). This program is funded by an additional fee of 1/3 of 1% of the total building permit valuation for commercial and industrial building permits issued by the City. Under State law, these funds are collected in the General Fund then transferred to the CICT program to manage revenue and expenses. The City may retain an amount not to exceed four percent (4%) as an administrative fee to recoup the expenses of complying with state requirements. After deducting the administrative fee, the City shall use fifty percent (50%) of the remaining revenues received to fund programs related to housing.

Revenue from this fund will begin to be collected in Spring 2021, with the goal of a funding request for proposals (RFP) being released in Fall 2021.

**Goals for the 2021 – 2023 Biennial Budget**

- Collect revenue to support creation of additional units and expansion of existing services for the homeless and formerly homeless population
- Support the ongoing operations of a motel, if acquired, to be used as a temporary transitional shelter
- Fund the operational costs of a low barrier temporary transitional shelter, such as a winter warming shelter or summer smoke shelter, and possibly a Navigation Center
- Permanent Supportive Housing (PSH) will be a focus of this program, as well as housing first initiatives which allow individuals to have access to housing without consent to participate in social services
- Support capacity building activities for community partners to end homelessness and housing insecurity
- Support wealth building activities for people in low income brackets through investments in home ownership and supportive financial services

**Major Accomplishments during the 2019 – 2021 Biennium**

- Received approval from City Council to assess the commercial and industrial construction excise tax and develop a new program to support services and programs for populations up to 30% AMI

**Significant Changes from the 2019 – 2021 Biennial Budget**

- New staff positions driven by the implementation of City Council's Housing and Shared Prosperity goals related to housing and homelessness issues. Funding for these positions will be shared amongst the Affordable Housing, Community Development Block Grant (CDBG) and the CICT programs.
  - One (1) new Affordable Housing Coordinator
  - One half-time (.5) new Affordable Housing Sr. Administrative Specialist
- Funding allocations for Economic Development staff are re-evaluated each biennium as Council goals and program needs change, which results in a fluctuation of the number of full-time equivalents (FTE) in each fund from one biennium to the next.

City of Bend, Oregon  
2021-2023 Adopted Biennial Budget

**Business Advocacy Fund**

	ACTUALS <sup>1</sup> 2017-2019	ADJUSTED BUDGET 2019-2021	ESTIMATE <sup>1</sup> 2019-2021	BIENNIAL BUDGET		
				PROPOSED 2021-2023	APPROVED 2021-2023	ADOPTED 2021-2023
<b>RESOURCES</b>						
Beginning working capital	\$ 122,224	\$ 123,000	\$ 128,890	\$ 86,000	\$ 86,000	\$ 86,000
Licenses and permits	624,050	724,400	583,350	676,200	676,200	676,200
Intergovernmental revenues	-	80,200	77,629	-	-	-
Miscellaneous	6,609	4,400	2,384	1,600	1,600	1,600
General Fund Transfers for Council Goal Initiatives	-	-	-	100,000	100,000	100,000
General fund subsidy	172,000	120,000	120,000	125,600	125,600	125,600
<b>TOTAL RESOURCES</b>	<b>\$ 924,882</b>	<b>\$ 1,052,000</b>	<b>\$ 912,253</b>	<b>\$ 989,400</b>	<b>\$ 989,400</b>	<b>\$ 989,400</b>
<b>REQUIREMENTS</b>						
Community & Econ Dev. Program						
Personnel services	\$ 406,210	\$ 412,400	\$ 369,179	\$ 433,500	\$ 433,500	\$ 433,500
Materials & services	290,717	358,800	318,077	421,600	421,600	421,600
Total Community & Econ Dev. Program	696,927	771,200	687,256	855,100	855,100	855,100
Interfund Transfers	99,066	140,000	139,042	107,800	107,800	107,800
Contingency	-	140,800	-	26,500	26,500	26,500
<b>TOTAL REQUIREMENTS</b>	<b>\$ 795,993</b>	<b>\$ 1,052,000</b>	<b>\$ 826,299</b>	<b>\$ 989,400</b>	<b>\$ 989,400</b>	<b>\$ 989,400</b>
Full Time Equivalents			1.35			1.45

<sup>1</sup>Due to rounding, actuals and estimated numbers may not add up precisely with the totals provided.

## **COMMUNITY & ECONOMIC DEVELOPMENT** **Business Advocacy Fund**

### **Overview**

The mission of the Business Advocacy Program is to advocate for business needs in all of the City's departments. The City's Business Advocate is tasked with providing the business community with regular communication, a single point of contact for questions or concerns, an avenue for feedback on city policies and processes, and to staff the Bend Economic Development Advisory Board (BEDAB) which provides oversight of the tourism promotion contract, the regional economic development contract, policy input and direction to the Bend City Council.

The primary source of funding for this program is the Business Registration Fee. In addition, General Fund dollars are allocated annually for regional economic development efforts which are provided through the City's contract with Economic Development for Central Oregon (EDCO).

### **Goals & Objectives for the 2021 - 2023 Biennial Budget**

- Identify and consistently report Business Registration data for BEDAB ex-officio members and City economic development partners engaged in business support efforts
- Build upon City efforts around childcare from prior years by addressing barriers to new development or expansion, and developing a web-based childcare portal for providers
- Participate in the development of a Regional Recovery Plan framework, continuing BEDAB's role as an advocacy lead on local priorities
- Develop the 2022-24 BEDAB Strategic Plan, incorporating any aspirational components of a future Economic Opportunities Analysis, defining and tracking green jobs, and ensuring City contracted economic development service providers (EDCO) align their work with BEDAB's goals
- Develop two efforts or pilot programs with partner organizations and local businesses aimed at education, outreach, or promotion of BIPOC and women-owned businesses

### **Major Accomplishments during the 2019 - 2021 Biennium**

- BEDAB provided seven (7) Council recommendations, identifying initiatives via the BEDAB Strategic Plan
- Business Registration mailing list expanded by 25%, with average open rates in excess of 30%
- Surveyed regional developers to identify barriers to construction in response to a Council Goal considering a request for information (RFI) or request for proposal (RFP) to aid in new development
- Tracked the development of new childcare slots and assisted five (5) providers in expanding or opening of new facilities
- Adopted policies for BEDAB funding and sponsorship allocations
- Shifted program efforts in response to the economic impact of the Coronavirus Pandemic, increasing communications, developing temporary programs, and partnering with the Bend Chamber of Commerce to distribute business assistance funds
  - Established a COVID-19 Business Resources webpage in Oregon, which received almost 8,000 views
  - Distributed twenty-seven (27) business newsletters via email, with 90,000 total opens
  - Received and responded to over 500 phone inquiries regarding the COVID-19 pandemic response at the state and local level
  - Distributed over 100,000 face masks to businesses in Bend

- In coordination with the Utility Department, created and implemented the Utility Crisis Assistance Program to support local businesses
- Modified outdoor dining, vacant space and parking requirements to allow more square footage for restaurants to improve their ability to serve customers
- Distributed over \$1.3 million in direct funding to businesses and childcare providers in partnership with the Bend Chamber of Commerce and NeighborImpact

Significant Changes from the 2019 - 2021 Biennial Budget

- Budget includes \$100k in additional General Fund support for implementation of City Council's Shared Prosperity Goal, by increasing affordable childcare options.
- Revenue projections include increases to business registration fees
- Funding allocations for Economic Development staff are re-evaluated each biennium as Council goals and program needs change, which results in a fluctuation of the number of full-time equivalents (FTE) in each fund from one biennium to the next.

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**Tourism Fund**

	ACTUALS <sup>1</sup> 2017-2019	ADJUSTED BUDGET 2019-2021	ESTIMATE <sup>1</sup> 2019-2021	BIENNIAL BUDGET		
				PROPOSED 2021-2023	APPROVED 2021-2023	ADOPTED 2021-2023
<b>RESOURCES</b>						
Beginning working capital	\$ 463,606	\$ 210,600	\$ 332,667	\$ 1,084,300	\$ 1,084,300	\$ 1,084,300
Room tax	6,218,091	6,718,700	5,905,273	7,584,800	7,584,800	7,584,800
Miscellaneous	1,196	1,000	1,951	2,000	2,000	2,000
<b>TOTAL RESOURCES</b>	<b>\$ 6,682,893</b>	<b>\$ 6,930,300</b>	<b>\$ 6,239,891</b>	<b>\$ 8,671,100</b>	<b>\$ 8,671,100</b>	<b>\$ 8,671,100</b>
	ACTUALS <sup>1</sup> 2017-2019	ADJUSTED BUDGET 2019-2021	ESTIMATE <sup>1</sup> 2019-2021	BIENNIAL BUDGET		
				PROPOSED 2021-2023	APPROVED 2021-2023	ADOPTED 2021-2023
<b>REQUIREMENTS</b>						
Community & Econ Dev. Program						
Materials & services	\$ 6,206,030	\$ 6,585,300	\$ 5,029,615	\$ 8,520,500	\$ 8,520,500	\$ 8,520,500
Total Community & Econ Dev. Program	6,206,030	6,585,300	5,029,615	8,520,500	8,520,500	8,520,500
Interfund Transfers	144,196	134,400	125,948	150,600	150,600	150,600
Contingency	-	210,600	-	-	-	-
<b>TOTAL REQUIREMENTS</b>	<b>\$ 6,350,226</b>	<b>\$ 6,930,300</b>	<b>\$ 5,155,563</b>	<b>\$ 8,671,100</b>	<b>\$ 8,671,100</b>	<b>\$ 8,671,100</b>

<sup>1</sup>Due to rounding, actuals and estimated numbers may not add up precisely with the totals provided.

**COMMUNITY & ECONOMIC DEVELOPMENT**  
**Tourism Fund**

**Overview**

The Tourism Fund accounts for the collection and use of the portion of room taxes that are dedicated to the promotion of tourism, as required by Oregon Revised Statutes. All overnight lodging operators are required to levy the applicable tax rate on room revenues and remit the proceeds to the City on a monthly or quarterly basis; a rebate of 5% of the taxes is allowed to be retained by lodging providers for the administration of the tax.

The City contracts with Visit Bend for the ongoing efforts to promote tourism. The City's current room tax rate is 10.4%.

**Goals & Objectives for the 2021 – 2023 Biennial Budget**

- Promote tourism to increase the number of overnight stays and gross room taxes collected in the City of Bend to fund Police, Fire, Streets and other general city services
- Develop a more modern scope of work in alignment with proposed ordinance to include tourism related facilities as an allowable use for the Tourism Fund
- Issue RFP for a new multi-year Tourism Fund contract

**Major Accomplishments during the 2019 – 2021 Biennium**

- The Bend Economic Development Advisory Board (BEDAB) and Council successfully approved two annual business plans for Visit Bend
- Successfully worked with Visit Bend to update tourism messaging as needed in response to the COVID-19 pandemic

**Significant Changes from the 2019 – 2021 Biennium**

- Revenue projections are based on current trends and discussions with Visit Bend, and organization contracted for marketing and promoting tourism in Bend.
- The Tourism fund will contribute \$17,200 towards funding a short-term rental audit

**Economic Improvement District (EID) Fund**

	ACTUALS <sup>1</sup> 2017-2019	ADJUSTED BUDGET 2019-2021	ESTIMATE <sup>1</sup> 2019-2021	BIENNIAL BUDGET		
				PROPOSED 2021-2023	APPROVED 2021-2023	ADOPTED 2021-2023
<b>RESOURCES</b>						
Miscellaneous	\$ 460,705	\$ 480,400	\$ 394,616	\$ 572,800	\$ 572,800	\$ 572,800
Interfund transfers	-	-	11,600	8,000	8,000	8,000
<b>TOTAL RESOURCES</b>	<b>\$ 460,705</b>	<b>\$ 480,400</b>	<b>\$ 406,216</b>	<b>\$ 580,800</b>	<b>\$ 580,800</b>	<b>\$ 580,800</b>
	ACTUALS <sup>1</sup> 2017-2019	ADJUSTED BUDGET 2019-2021	ESTIMATE <sup>1</sup> 2019-2021	BIENNIAL BUDGET		
				PROPOSED 2021-2023	APPROVED 2021-2023	ADOPTED 2021-2023
<b>REQUIREMENTS</b>						
Community & Econ Dev. Program						
Materials & services	\$ 437,710	\$ 456,400	\$ 385,936	\$ 551,400	\$ 551,400	\$ 551,400
Total Community & Econ Dev. Program	437,710	456,400	385,936	551,400	551,400	551,400
Interfund Transfers	22,995	24,000	20,280	29,400	29,400	29,400
<b>TOTAL REQUIREMENTS</b>	<b>\$ 460,705</b>	<b>\$ 480,400</b>	<b>\$ 406,216</b>	<b>\$ 580,800</b>	<b>\$ 580,800</b>	<b>\$ 580,800</b>

<sup>1</sup>Due to rounding, actuals and estimated numbers may not add up precisely with the totals provided.

**COMMUNITY & ECONOMIC DEVELOPMENT**  
**Economic Improvement District (EID) Fund**

**Overview**

The Economic Improvement District (EID) was created by the City Council at the request of Downtown property owners to provide a funding program for maintenance by the Downtown Bend Business Association (DBBA). The District was initially formed in 2007 and has been renewed five (5) times. The proposed 2020-21 renewal was adopted May 19, 2021.

The City mails assessments to property owners and collects the revenues. The City Council entered into a contract for services with the DBBA for the implementation of the EID's work plan. A 3% administration fee is maintained to assure that the City recovers administrative costs associated with oversight obligations for the program.

**Goals & Objectives for the 2021 – 2023 Biennial Budget**

- Provide a funding program for the maintenance of downtown beautification efforts by the DBBA
- Provide marketing, promotions, event sponsorship/coordination, and advertising for the district
- City to continue to provide oversight for the collection and distribution of assessments

**Major Accomplishments during the 2019 – 2021 Biennium**

- Prepared EID renewal for three more years with annually increasing rates

**Significant Changes from the 2019 – 2021 Biennium**

- Increased assessment amount to \$0.26 per square foot of non-residential space in the second year of the biennium, FY 2022-23. This is a change from the proposed document due to changing the timing of annual assessments. Previously assessments were issued in May, going forward assessments will be issued in July each year.

**General Fund**  
**Juniper Ridge City Owned Land**

	ACTUALS <sup>1</sup> 2017-2019	ADJUSTED BUDGET 2019-2021	ESTIMATE <sup>1</sup> 2019-2021	BIENNIAL BUDGET		
				PROPOSED 2021-2023	APPROVED 2021-2023	ADOPTED 2021-2023
<b>REQUIREMENTS</b>						
Community & Econ Dev. Program						
Materials & services	\$ -	\$ 1,197,900	\$ 481,900	\$ 623,000	\$ 623,000	\$ 623,000
Total Community & Econ Dev. Program	-	1,197,900	481,900	623,000	623,000	623,000
Interfund Transfers	-	-	40,000	240,500	240,500	240,500
<b>TOTAL REQUIREMENTS</b>	\$ -	\$ 1,197,900	\$ 521,900	\$ 863,500	\$ 863,500	\$ 863,500

<sup>1</sup>Due to rounding, actuals and estimated numbers may not add up precisely with the totals provided.

**COMMUNITY & ECONOMIC DEVELOPMENT**  
**Juniper Ridge City Owned Land**

**Overview**

Juniper Ridge consists of 1,500 acres of city-owned vacant land located at the north edge of the City of Bend, east of Highway 97 and north of Cooley road. Approximately 509 acres are within the City's Urban Growth Boundary, City limits, and the Juniper Ridge Urban Renewal Area (URA).

The Juniper Ridge City Owned Land program was established in late FY 2020-21 to account for the operating costs to manage the entire 1,500 acres of city-owned land in Juniper Ridge, as well as fund activities related to future development of the approximately 509 acres within the URA. The Juniper Ridge City Owned Land program is funded by land sale revenue from property sold within the Juniper Ridge URA.

**Goals & Objectives for the 2021 – 2023 Biennial Budget**

- Improve safety for members of the community experiencing homelessness and currently living on the property as well as the neighboring property owners to Juniper Ridge (for example, implement additional security measures as necessary)
- Continue to fund outreach efforts to assist community members with relocating off the property
- Reduce wildfire risks by implementing fuel reduction efforts: fuel breaks and removal of abandoned debris and vehicles
- Reestablish Juniper Ridge Owner's Association and appoint Association Board of Directors
- Amend Juniper Ridge Design Guidelines per Juniper Ridge Work Plan
- Amend Covenants, Conditions and Restrictions (CC&R) applicable area per Juniper Ridge Work Plan
- Sell and close on all platted lots within the Juniper Ridge Employment Subdistrict (Lot 2, Parcels 3, 6, 7, 8, 10, 11)
- Revise Juniper Ridge Special Planned Area Development Code to reflect revised land sale and development strategy outlined in Juniper Ridge Work Plan
- Initiate large "tract" lot platting for future sale of city-owned land

**Major Accomplishments during the 2019 – 2021 Biennium**

- Established a new program in FY 2020-21 to coordinate the execution of city-owned land management strategic initiatives and Land Management Policy with the City's Property Manager
- Tentative Plan and Final Plat approval for four (4) additional lots to market and sell
- Appointed and concluded Juniper Ridge Management Advisory Board
- Adopted Juniper Ridge Work Plan by Council
- Closed on land exchange deal with PacifiCorp
- Amended Juniper Ridge Employment Subdistrict development code per Juniper Ridge Work Plan
- Closed on the sale of Lot 1, bringing in ~\$450,000 in revenue
- Entered into Purchase and Sale Agreements for Lot 2, Parcels 3, 6, 7
- Coordinated with City's Property Manager to ensure safety for the entire Juniper Ridge property

**Significant Changes from the 2019 – 2021 Biennial Budget**

- Maintenance budget drops significantly 2022-23 as key initiatives will be completed

**Bend Urban Renewal Agency (BURA) General Fund**

	ACTUALS <sup>1</sup> 2017-2019	ADJUSTED BUDGET 2019-2021	ESTIMATE <sup>1</sup> 2019-2021	BIENNIAL BUDGET		
				PROPOSED 2021-2023	APPROVED 2021-2023	ADOPTED 2021-2023
<b>RESOURCES</b>						
Beginning working capital	\$ 322,056	\$ 433,400	\$ 459,028	\$ -	\$ -	\$ -
Charges for services	-	-	58,600	-	-	-
Miscellaneous	21,882	-	2,829	-	-	-
Interagency transfers	359,487	225,700	-	-	-	-
<b>TOTAL RESOURCES</b>	<b>\$ 703,426</b>	<b>\$ 659,100</b>	<b>\$ 520,457</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>REQUIREMENTS</b>						
Community & Econ Dev. Program						
Personnel services	\$ 165,181	\$ 188,400	\$ 175,156	\$ -	\$ -	\$ -
Materials & services	67,917	420,200	345,347	-	-	-
Total Community & Econ Dev. Program	233,098	608,600	520,503	-	-	-
Interfund Transfers	11,300	-	-	-	-	-
Contingency	-	50,500	-	-	-	-
<b>TOTAL REQUIREMENTS</b>	<b>\$ 244,398</b>	<b>\$ 659,100</b>	<b>\$ 520,503</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

Full Time Equivalents	0.50	0.00
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<sup>1</sup>Due to rounding, actuals and estimated numbers may not add up precisely with the totals provided.

**COMMUNITY & ECONOMIC DEVELOPMENT  
BEND URBAN RENEWAL AGENCY (BURA)  
BURA General Fund**

**Overview**

The purpose of urban renewal is to address conditions of blight, as defined in ORS 457.460.

The Bend Urban Renewal Agency (BURA) was first established in 1984 to address redevelopment of an area in downtown Bend known as the Central Bend Development Program Area (or Downtown Plan Area). The policies of BURA are established by a seven member board, the Bend Urban Renewal Agency Board, consisting of members of the Bend City Council. BURA uses tax increment financing in approved Urban Renewal Areas to finance its improvement projects.

The Bend Urban Renewal Agency (BURA) General Fund was used to account for the general planning, financial and engineering consulting and staff services within BURA not accounted for in the BURA debt service or construction funds.

**Goals & Objectives for the 2021 – 2023 Biennial Budget**

- As noted below, the BURA General Fund is being dissolved at the end of the 2019-2021 biennium. Urban renewal agencies are required to have a “general fund” for financial reporting purposes. Since the largest BURA fund is the Juniper Ridge Construction Fund, that fund will serve as the “general fund” for annual audit and financial reporting purposes.

**Major Accomplishments during the 2019 – 2021 Biennium**

- Completed Feasibility Study for a new urban renewal area in the central area of Bend
- Feasibility Study determined that Urban Renewal will work in the central area of Bend, and an Urban Renewal Plan and District was adopted for the Core Area. Refer to the budget summary and narrative for the BURA Core Area Tax Increment Financing (TIF) Areact for more details.

**Significant Changes from the 2019-2021 Biennial Budget**

- Fund is being dissolved as of June 30, 2021 as the Core Area feasibility study has been completed and all available revenues and reserves have been depleted.

**Bend Urban Renewal (BURA) Juniper Ridge Construction Fund**

	ACTUALS <sup>1</sup> 2017-2019	ADJUSTED BUDGET 2019-2021	ESTIMATE <sup>1</sup> 2019-2021	BIENNIAL BUDGET		
				PROPOSED 2021-2023	APPROVED 2021-2023	ADOPTED 2021-2023
<b>RESOURCES</b>						
Beginning working capital	\$ 90	\$ 1,277,400	\$ 1,322,752	\$ -	\$ -	\$ -
Intergovernmental revenues	-	-	1,894	-	-	-
Miscellaneous	54,403	132,500	27,902	-	-	-
Debt proceeds	-	500,000	-	2,652,000	2,652,000	2,652,000
Short-Term loan proceeds from City GF	-	325,000	800,300	626,800	626,800	626,800
Interfund transfers	1,437,944	-	-	-	-	-
<b>TOTAL RESOURCES</b>	<b>\$ 1,492,437</b>	<b>\$ 2,234,900</b>	<b>\$ 2,152,847</b>	<b>\$ 3,278,800</b>	<b>\$ 3,278,800</b>	<b>\$ 3,278,800</b>

	ACTUALS <sup>1</sup> 2017-2019	ADJUSTED BUDGET 2019-2021	ESTIMATE <sup>1</sup> 2019-2021	BIENNIAL BUDGET		
				PROPOSED 2021-2023	APPROVED 2021-2023	ADOPTED 2021-2023
<b>REQUIREMENTS</b>						
Community & Econ Dev. Program						
Personnel services	\$ 13,933	\$ 273,300	\$ 250,176	\$ 261,500	\$ 261,500	\$ 261,500
Materials & services	6,673	1,358,800	1,402,661	221,300	221,300	221,300
Capital outlay	88,580	500,000	500,000	2,600,000	2,600,000	2,600,000
Total Community & Econ Dev. Program	109,186	2,132,100	2,152,837	3,082,800	3,082,800	3,082,800
Interfund Transfers	60,500	-	-	196,000	196,000	196,000
Contingency	-	102,800	-	-	-	-
<b>TOTAL REQUIREMENTS</b>	<b>\$ 169,686</b>	<b>\$ 2,234,900</b>	<b>\$ 2,152,837</b>	<b>\$ 3,278,800</b>	<b>\$ 3,278,800</b>	<b>\$ 3,278,800</b>

Full Time Equivalents	1.10	0.90
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<sup>1</sup>Due to rounding, actuals and estimated numbers may not add up precisely with the totals provided.

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**Bend Urban Renewal Agency (BURA) Juniper Ridge Debt Service Fund**

	ACTUALS <sup>1</sup> 2017-2019	ADJUSTED BUDGET 2019-2021	ESTIMATE <sup>1</sup> 2019-2021	BIENNIAL BUDGET		
				PROPOSED 2021-2023	APPROVED 2021-2023	ADOPTED 2021-2023
<b>RESOURCES</b>						
Beginning working capital	\$ 2,010,451	\$ 2,882,200	\$ 2,937,097	\$ 3,616,800	\$ 3,616,800	\$ 3,616,800
Property taxes	2,135,706	2,713,900	2,714,203	2,907,000	2,907,000	2,907,000
Miscellaneous	131,795	171,500	106,490	109,500	109,500	109,500
Debt proceeds	-	1,741,000	-	-	-	-
<b>TOTAL RESOURCES</b>	<b>\$ 4,277,952</b>	<b>\$ 7,508,600</b>	<b>\$ 5,757,790</b>	<b>\$ 6,633,300</b>	<b>\$ 6,633,300</b>	<b>\$ 6,633,300</b>
<b>REQUIREMENTS</b>						
Community & Econ Dev. Program						
Materials & services	\$ -	\$ 6,000	\$ -	\$ -	\$ -	\$ -
Total Community & Econ Dev. Program	-	6,000	-	-	-	-
Interfund Transfers	-	-	-	-	-	-
Debt Service	1,340,855	3,751,500	2,140,997	2,187,800	2,187,800	2,187,800
Reserves Debt Service	-	3,751,100	-	4,445,500	4,445,500	4,445,500
<b>TOTAL REQUIREMENTS</b>	<b>\$ 1,340,855</b>	<b>\$ 7,508,600</b>	<b>\$ 2,140,997</b>	<b>\$ 6,633,300</b>	<b>\$ 6,633,300</b>	<b>\$ 6,633,300</b>

<sup>1</sup>Due to rounding, actuals and estimated numbers may not add up precisely with the totals provided.

**COMMUNITY & ECONOMIC DEVELOPMENT  
BEND URBAN RENEWAL AGENCY (BURA)  
Juniper Ridge Urban Renewal Area**

**Overview**

The Juniper Ridge Urban Renewal Area (URA) was adopted in 2005 and amended in 2019 as a supporting finance mechanism to address blight (as defined by ORS 457) and aid in the future commercial and industrial development of the area. The amended area represents 721.69 acres in the north area of the City of Bend. The URA includes approximately 509 acres east of Highway 97 and north of Cooley Rd, known as “Juniper Ridge,” a primarily vacant land area owned by the City of Bend and zoned for commercial and industrial use. The maximum indebtedness of the Juniper Ridge URA is \$41,250,000. A boundary map of the Juniper Ridge Urban Renewal Area can be found at [bendoregon.gov/urbanrenewal](http://bendoregon.gov/urbanrenewal).

The BURA Juniper Ridge Construction Fund accounts for capital improvements to the Juniper Ridge Urban Renewal Area (URA) and is also the operating fund for all activities of BURA as it relates to the Juniper Ridge URA. The BURA Juniper Ridge Debt Service Fund accounts for debt service on urban renewal debt issued. Property taxes levied on the new growth or incremental assessed value within the Juniper Ridge URA are collected and used to pay debt service on the urban renewal debt.

**Goals & Objectives for the 2021 – 2023 Biennial Budget**

- Construct Cooley Road / Talus Road Improvements project
- Provide funding for improvements related to the US20 and US97 North Corridor
- Support employment based commercial and industrial development

**Major Accomplishments during the 2019 – 2021 Biennium**

- Amended the Juniper Ridge Urban Renewal Area Plan

**Significant Changes from the 2019 – 2021 Biennial Budget**

- New staff position driven by the implementation of the City Council’s Shared Prosperity goals related to development of the three Urban Renewal Areas. Funding for One (1) new Urban Renewal Sr. Program Analyst shared with the Murphy Crossing and Core Area urban renewal funds.
- In addition, funding allocations for Economic Development staff are re-evaluated each biennium as Council goals and program needs change, which results in a fluctuation of the number of full-time equivalents (FTE) in each fund from one biennium to the next.

**BURA Juniper Ridge Construction  
Five Year Capital Improvement Program (CIP) Schedule**

	Cost Estimate Classification*	FY 21-22	FY 22-23	FY 23-24	FY 24-25	FY 25-26	Total
1BCTL Cooley Rd. / Talus Rd. Improvements	5	\$ 2,600,000	\$ -	\$ -	\$ -	\$ -	\$ 2,600,000
1BU97 US97 North Corridor Improvements	5	-	-	2,000,000	-	-	2,000,000
1BSTE Talus Sewer Trunk Line Extension	5	-	-	1,500,000	-	-	1,500,000
1B18E 18th Street Extension	5	-	-	-	1,000,000	1,000,000	2,000,000
1BCRE Cooley Road Extension	5	-	-	-	2,000,000	1,000,000	3,000,000
1BNCR New Collector Roads	5	-	-	-	1,000,000	1,000,000	2,000,000
		\$ 2,600,000	\$ -	\$ 3,500,000	\$ 4,000,000	\$ 3,000,000	\$ 13,100,000

\*The City's cost estimate classification system is based on standards developed by the AACE International Recommended Practice No. 18R-97

Estimate Class	Purpose	Project Definition Level Expressed as % of completion definition	Cost Estimate Range Typical variation in high & low range
Class 5	Concept or Feasibility	0% to 2%	+ 100% / -50%
Class 4	Preliminary Engineering	1% to 15%	+ 50% / -30%
Class 3	Semi-Detailed (30%-60% Design)	10% to 40%	+ 30% / -20%
Class 2	Detailed (60%-100% Design)	30% to 75%	+ 20% / -15%
Class 1	Final (100% Design/Bid Opening)	65% to 100%	+ 10% / -10%
N/A	Not Applicable		

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**Bend Urban Renewal Agency (BURA) Murphy Crossing Construction Fund**

	ACTUALS <sup>1</sup> 2017-2019	ADJUSTED BUDGET 2019-2021	ESTIMATE <sup>1</sup> 2019-2021	BIENNIAL BUDGET		
				PROPOSED 2021-2023	APPROVED 2021-2023	ADOPTED 2021-2023
<b>RESOURCES</b>						
Beginning working capital	\$ 216,193	\$ 4,100	\$ 6,792	\$ -	\$ -	\$ -
Miscellaneous	5,589	-	(289)	-	-	-
Debt proceeds	-	825,000	795,000	-	-	-
Short-term loan proceeds from City GF	-	307,100	271,000	389,300	389,300	389,300
<b>TOTAL RESOURCES</b>	<b>\$ 221,783</b>	<b>\$ 1,136,200</b>	<b>\$ 1,072,503</b>	<b>\$ 389,300</b>	<b>\$ 389,300</b>	<b>\$ 389,300</b>
<b>REQUIREMENTS</b>						
Community & Econ Dev. Program						
Personnel services	\$ -	\$ 50,300	\$ 26,692	\$ 101,900	\$ 101,900	\$ 101,900
Materials & services	-	831,800	795,800	10,800	10,800	10,800
Capital outlay	37,991	250,000	250,000	150,000	150,000	150,000
Total Community & Econ Dev. Program	37,991	1,132,100	1,072,492	262,700	262,700	262,700
Interfund Transfers	177,000	-	-	126,600	126,600	126,600
Contingency	-	4,100	-	-	-	-
<b>TOTAL REQUIREMENTS</b>	<b>\$ 214,991</b>	<b>\$ 1,136,200</b>	<b>\$ 1,072,492</b>	<b>\$ 389,300</b>	<b>\$ 389,300</b>	<b>\$ 389,300</b>

Full Time Equivalents 0.10 0.35

<sup>1</sup>Due to rounding, actuals and estimated numbers may not add up precisely with the totals provided.

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**Bend Urban Renewal Agency (BURA) Murphy Crossing Debt Service Fund**

	ACTUALS <sup>1</sup> 2017-2019	ADJUSTED BUDGET 2019-2021	ESTIMATE <sup>1</sup> 2019-2021	BIENNIAL BUDGET		
				PROPOSED 2021-2023	APPROVED 2021-2023	ADOPTED 2021-2023
<b>RESOURCES</b>						
Beginning working capital	\$ 507,900	\$ 848,500	\$ 873,275	\$ 1,199,600	\$ 1,199,600	\$ 1,199,600
Property taxes	813,469	994,500	1,050,553	1,268,500	1,268,500	1,268,500
Miscellaneous	39,269	80,000	35,451	39,400	39,400	39,400
Debt proceeds	-	1,648,100	-	-	-	-
Interfund transfers	177,000	-	-	-	-	-
<b>TOTAL RESOURCES</b>	<b>\$ 1,537,638</b>	<b>\$ 3,571,100</b>	<b>\$ 1,959,278</b>	<b>\$ 2,507,500</b>	<b>\$ 2,507,500</b>	<b>\$ 2,507,500</b>
	ACTUALS <sup>1</sup> 2017-2019	ADJUSTED BUDGET 2019-2021	ESTIMATE <sup>1</sup> 2019-2021	BIENNIAL BUDGET		
				PROPOSED 2021-2023	APPROVED 2021-2023	ADOPTED 2021-2023
<b>REQUIREMENTS</b>						
Community & Econ Dev. Program						
Materials & services	\$ -	\$ 6,000	\$ -	\$ -	\$ -	\$ -
Total Community & Econ Dev. Program	-	6,000	-	-	-	-
Debt Service	664,363	2,440,200	759,681	986,300	986,300	986,300
Reserves	-	1,124,900	-	1,521,200	1,521,200	1,521,200
<b>TOTAL REQUIREMENTS</b>	<b>\$ 664,363</b>	<b>\$ 3,571,100</b>	<b>\$ 759,681</b>	<b>\$ 2,507,500</b>	<b>\$ 2,507,500</b>	<b>\$ 2,507,500</b>

<sup>1</sup>Due to rounding, actuals and estimated numbers may not add up precisely with the totals provided.

**COMMUNITY & ECONOMIC DEVELOPMENT  
BEND URBAN RENEWAL AGENCY (BURA)  
Murphy Crossing Urban Renewal Area**

**Overview**

The Murphy Crossing Urban Renewal Area (URA) was adopted in 2008 as a finance mechanism to address blight (as defined by ORS 457), and aid in the development and redevelopment of a defined area in the south edge of the City of Bend. The URA consists of approximately 275.15 acres and includes the special planned area known as the Murphy Refinement Plan. The URA is intended to assist with the funding of access and utility improvements, including the overcrossing of the Bend Parkway at Murphy Road and a system of collector and local streets. The maximum amount of indebtedness is \$52,600,000. A boundary map of the Murphy Crossing Urban Renewal Area can be found at [bendoregon.gov/urbanrenewal](http://bendoregon.gov/urbanrenewal).

The BURA Murphy Crossing Construction Fund accounts for capital improvements to the Murphy Crossing URA and is also the operating fund for all activities of BURA as it relates to the Murphy Crossing URA. The BURA Murphy Crossing Debt Service Fund accounts for debt service on urban renewal debt issued. Property taxes levied on the new growth or incremental assessed value within the Murphy Crossing URA are collected and used to pay debt service on the urban renewal debt.

**Goals & Objectives for the 2021 – 2023 Biennial Budget**

- Revise the Murphy Crossing Urban Renewal Plan
- Begin study and engineering for the Murphy Crossing Interchange

**Major Accomplishments during the 2019 – 2021 Biennium**

- Contributed \$250,000 to the SW Atwood Drive sewer line project within the Murphy Crossing URA
- Contributed \$750,000 to support affordable housing development within the Murphy Crossing Urban Renewal Area, which will be funded with the issuance of long-term debt in Spring 2021

**Significant Changes from the 2019 – 2021 Biennial Budget**

- New staff position driven by the implementation of the City Council's Shared Prosperity goals related to development of the three Urban Renewal Areas. Funding for one (1) new Urban Renewal Sr. Program Analyst shared with the Murphy Crossing and Core Area urban renewal funds.
- In addition, funding allocations for Economic Development staff are re-evaluated each biennium as Council goals and program needs change, which results in a fluctuation of the number of full-time equivalents (FTE) in each fund from one biennium to the next.

**BURA Murphy Crossing Construction  
 Five Year Capital Improvement Program (CIP) Schedule**

	Cost Estimate Classification*	FY 21-22	FY 22-23	FY 23-24	FY 24-25	FY 25-26	Total
1BM97 Murphy Rd/US97 Interchange	5	\$ 125,000	\$ 25,000	\$ -	\$ -	\$ -	\$ 150,000
1B97N US97 Frontage Road North	5	-	-	-	750,000	-	750,000
1B97S US97 Frontage Road South	5	-	-	-	750,000	-	750,000
		\$ 125,000	\$ 25,000	\$ -	\$ 1,500,000	\$ -	\$ 1,650,000

\*The City's cost estimate classification system is based on standards developed by the AACE International Recommended Practice No. 18R-97

Estimate Class	Purpose	Project Definition Level Expressed as % of completion definition	Cost Estimate Range Typical variation in high & low range
Class 5	Concept or Feasibility	0% to 2%	+ 100% / -50%
Class 4	Preliminary Engineering	1% to 15%	+ 50% / -30%
Class 3	Semi-Detailed (30%-60% Design)	10% to 40%	+ 30% / -20%
Class 2	Detailed (60%-100% Design)	30% to 75%	+ 20% / -15%
Class 1	Final (100% Design/Bid Opening)	65% to 100%	+ 10% / -10%
N/A	Not Applicable		

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**Bend Urban Renewal Area (BURA) Core Area Construction Fund**

	ACTUALS <sup>1</sup> 2017-2019	ADJUSTED BUDGET 2019-2021	ESTIMATE <sup>1</sup> 2019-2021	BIENNIAL BUDGET		
				PROPOSED 2021-2023	APPROVED 2021-2023	ADOPTED 2021-2023
<b>RESOURCES</b>						
Short-term loan proceeds from City GF	\$ -	\$ -	\$ -	\$ 672,800	\$ 977,800	\$ 977,800
<b>TOTAL RESOURCES</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 672,800</b>	<b>\$ 977,800</b>	<b>\$ 977,800</b>
	ACTUALS <sup>1</sup> 2017-2019	ADJUSTED BUDGET 2019-2021	ESTIMATE <sup>1</sup> 2019-2021	BIENNIAL BUDGET		
				PROPOSED 2021-2023	APPROVED 2021-2023	ADOPTED 2021-2023
<b>REQUIREMENTS</b>						
Community & Econ Dev. Program						
Personnel services	\$ -	\$ -	\$ -	\$ 439,800	\$ 744,800	\$ 744,800
Materials & services	-	-	-	25,000	25,000	25,000
Total Community & Econ Dev. Program	-	-	-	464,800	769,800	769,800
Interfund Transfers	-	-	-	208,000	208,000	208,000
<b>TOTAL REQUIREMENTS</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 672,800</b>	<b>\$ 977,800</b>	<b>\$ 977,800</b>
Full Time Equivalents			0.00	1.65	2.65	2.65

<sup>1</sup>Due to rounding, actuals and estimated numbers may not add up precisely with the totals provided.

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***Bend Urban Renewal Area (BURA) Core Area Debt Service Fund***

	ACTUALS <sup>1</sup> 2017-2019	ADJUSTED BUDGET 2019-2021	ESTIMATE <sup>1</sup> 2019-2021	BIENNIAL BUDGET		
				PROPOSED 2021-2023	APPROVED 2021-2023	ADOPTED 2021-2023
<b>RESOURCES</b>						
Property taxes	\$ -	\$ -	\$ -	\$ 1,264,500	\$ 1,264,500	\$ 1,264,500
Miscellaneous	-	-	-	10,000	10,000	10,000
<b>TOTAL RESOURCES</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 1,274,500</b>	<b>\$ 1,274,500</b>	<b>\$ 1,274,500</b>
	ACTUALS <sup>1</sup> 2017-2019	ADJUSTED BUDGET 2019-2021	ESTIMATE <sup>1</sup> 2019-2021	BIENNIAL BUDGET		
				PROPOSED 2021-2023	APPROVED 2021-2023	ADOPTED 2021-2023
<b>REQUIREMENTS</b>						
Debt Service	\$ -	\$ -	\$ -	\$ 672,800	\$ 672,800	\$ 672,800
Reserves	-	-	-	601,700	601,700	601,700
<b>TOTAL REQUIREMENTS</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 1,274,500</b>	<b>\$ 1,274,500</b>	<b>\$ 1,274,500</b>

<sup>1</sup>Due to rounding, actuals and estimated numbers may not add up precisely with the totals provided.

**COMMUNITY & ECONOMIC DEVELOPMENT  
BEND URBAN RENEWAL AGENCY (BURA)  
Core Area Tax Increment Finance Area**

**Overview**

The Core Area Tax Increment Finance Area (Core Area TIF) was adopted on August 19, 2020 as a finance mechanism to address blight (as defined by ORS 457), and aid future development and redevelopment within a defined area of the City of Bend. The Core Area TIF consists of 637.15 acres within the City of Bend where more intense development and redevelopment should occur to meet the City of Bend's housing and employment needs. The Core Area TIF includes four (4) of the nine (9) Opportunity Areas identified in the 2016 Comprehensive Plan update where growth is encouraged: Bend Central District, KorPine, East Downtown, and Inner Highway 20/Greenwood. The maximum indebtedness of the Core Area TIF is \$195,000,000. A boundary map of the Core Area Tax Increment Finance Area can be found at [bendoregon.gov/urbanrenewal](http://bendoregon.gov/urbanrenewal).

The BURA Core Area Construction Fund accounts for capital improvements to the Core Area TIF and is also the operating fund for all activities of BURA as it relates to the Core Area TIF. The BURA Core Area Debt Service Fund accounts for debt service on urban renewal/TIF debt issued. Property taxes levied on the new growth or incremental assessed value within the Core Area TIF will be collected and used to pay debt service on the urban renewal/TIF debt.

**Goals & Objectives for the 2021 – 2023 Biennial Budget**

- Begin identifying priority spending and program requirements for the Core Area TIF

**Major Accomplishments during the 2019 – 2021 Biennium**

- Approval of the ordinance establishing the Core Area TIF Plan and Report

**Significant Changes from the 2019 – 2021 Biennial Budget**

- Collection of tax increment financing (TIF) beginning Fall 2021 for the 2021-22 tax assessment year
- One (1) new staff position driven by the implementation of the City Council's Shared Prosperity goals related to development of the three Urban Renewal Areas. Funding for one (1) new Urban Renewal Sr. Program Analyst shared with the Murphy Crossing and Core Area urban renewal funds.
- One (1) new Senior Planner was added to the Budget Committee Approved budget during deliberations on May 12, 2021. This new planner will support City Council's Shared Prosperity Goal by serving in a business advocate role to support the Urban Renewal Manager with future operations related to the Core Area Tax Increment Finance area.
- In addition, funding allocations for Economic Development staff are re-evaluated each biennium as Council goals and program needs change, which results in a fluctuation of the number of full-time equivalents (FTE) in each fund from one biennium to the next.

**Airport Fund**

	ACTUALS <sup>1</sup> 2017-2019	ADJUSTED BUDGET 2019-2021	ESTIMATE <sup>1</sup> 2019-2021	BIENNIAL BUDGET		
				PROPOSED 2021-2023	APPROVED 2021-2023	ADOPTED 2021-2023
<b>RESOURCES</b>						
Beginning working capital	\$ 2,688,053	\$ 955,500	\$ 955,440	\$ 324,600	\$ 324,600	\$ 324,600
Intergovernmental revenues	4,854,289	590,500	334,365	825,500	825,500	825,500
Charges for services	1,750,463	1,987,200	1,993,976	2,201,800	2,201,800	2,201,800
Miscellaneous	(8,283)	(6,300)	17,571	400	400	400
Debt proceeds, interfund	1,000,000	-	-	-	-	-
Debt proceeds	-	122,400	106,400	37,300	37,300	37,300
General fund loan	3,364,000	1,000,000	550,000	400,000	400,000	400,000
General fund subsidy	115,000	72,200	-	-	-	-
<b>TOTAL RESOURCES</b>	<b>\$ 13,763,521</b>	<b>\$ 4,721,500</b>	<b>\$ 3,957,753</b>	<b>\$ 3,789,600</b>	<b>\$ 3,789,600</b>	<b>\$ 3,789,600</b>
	ACTUALS <sup>1</sup> 2017-2019	ADJUSTED BUDGET 2019-2021	ESTIMATE <sup>1</sup> 2019-2021	BIENNIAL BUDGET		
				PROPOSED 2021-2023	APPROVED 2021-2023	ADOPTED 2021-2023
<b>REQUIREMENTS</b>						
Community & Econ Dev. Program						
Personnel services	\$ 561,969	\$ 626,000	\$ 507,154	\$ 745,200	\$ 745,200	\$ 745,200
Materials & services	270,004	359,000	358,190	473,500	473,500	473,500
Capital outlay	5,610,230	671,300	482,474	856,500	856,500	856,500
Total Community & Econ Dev. Program	6,442,202	1,656,300	1,347,818	2,075,200	2,075,200	2,075,200
Interfund Transfers	459,514	792,500	774,251	761,600	761,600	761,600
Debt Service	5,906,364	1,847,700	1,511,105	532,000	532,000	532,000
Contingency	-	425,000	-	420,800	420,800	420,800
<b>TOTAL REQUIREMENTS</b>	<b>\$ 12,808,081</b>	<b>\$ 4,721,500</b>	<b>\$ 3,633,175</b>	<b>\$ 3,789,600</b>	<b>\$ 3,789,600</b>	<b>\$ 3,789,600</b>

Full Time Equivalents	2.40	2.70
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<sup>1</sup>Due to rounding, actuals and estimated numbers may not add up precisely with the totals provided.

## **COMMUNITY AND ECONOMIC DEVELOPMENT**

### **Airport Fund**

#### **Overview**

The Airport fund provides oversight and management of the planning, operations, maintenance, development and expansion of the Bend Municipal Airport. The Bend Municipal Airport, the state's third busiest airport, is identified by the Oregon Department of Aviation as a Category 2, High Activity Business/General Aviation airport. The most recent data estimates 238 based aircraft and approximately 122,000 operations in 2019. An operation is defined by the Federal Aviation Administration (FAA) as either a takeoff or a landing and is the basis for capacity projections and future CIP projects.

The Bend Municipal Airport is located on 420 acres, situated five miles east of Bend's city limits. Owned by the City of Bend, the airport is located within Deschutes County and is outside the Bend Urban Growth Boundary. Airport facilities consist of a single instrument capable runway, 5,200 feet in length; a 26-acre Helicopter Operations Area (HOA) and facility with full utilities and 21 Helicopter parking pads; a full parallel taxiway on the west side and a second taxiway constructed on the east side; more than 72 hangars and industrial buildings; and parking facilities for aircraft and vehicles. As of 2020, eighteen aviation related businesses are located at the Airport with total annual payrolls in excess of \$20M.

Principal sources of operating revenue for the Airport come from over 200 individual leases including tenant ground leases, City-owned hangar and tie down leases, and fuel flowage fees. Expenses include operation, maintenance and capital improvement of the Airport infrastructure. FAA grants provide significant funding for capital improvements.

#### **Goals & Objectives for the 2021 – 2023 Biennial Budget**

- Complete the Airport Master Plan and obtain related approvals from FAA, City of Bend and Deschutes County
- Collaborate with airport stakeholders to include the Public Action Committee and recently formed Friends of the Airport to improve communications and obtain support for projects and policies they identify as a priority, such as capital improvements
- Identify and pursue revenue sources for unfunded airport improvements such as construction and maintenance of an air traffic control tower, perimeter fencing and new access road
- Enter into long term development agreements with additional private-sector businesses to meet current demand for hangar space, provide amenities for tenants and generate new revenues

#### **Major Accomplishments during the 2019 – 2021 Biennium**

- Completed Airport rent appraisal in 2020, which is required in years ending in zero and five
- Added ten (10) new hangars and eight (8) new tie-down spaces to meet demand for aircraft hangar space, tie-down space and business needs
- After a long and protracted delay due to unforeseen circumstances, the Airport is on target to meet completion of Airport Master Plan by end of calendar year 2021
- Continued to enhance safety and provide services that will meet the needs of pilots
- Completed the required text amendment with Deschutes County to allow for appropriate aviation uses on Airport property
- Purchased a Toolcat and a new truck with snow plow, which allowed Airport staff to perform snow removal operations, reducing reliance on contract snow removal operations and saving at least \$8,000 from one snow event

Significant Changes from the 2019 – 2021 Biennium

- Additional revenue projected due to implementation of 2020 appraisal rates
- New Airport Manager with experience, business knowledge and FAA connections will help grow the Bend Municipal Airport towards its maximum economic potential.
- In addition, funding allocations for Economic Development staff are re-evaluated each biennium as Council goals and program needs change, which results in a fluctuation of the number of full-time equivalents (FTE) in each fund from one biennium to the next

**COMMUNITY & ECONOMIC DEVELOPMENT**  
**Airport Fund**

**FIVE YEAR VEHICLE PLAN**

	2021-22	2022-23	2023-24	2024-25	2025-26
(1) All wheel drive SUV	\$ -	\$ 36,500	\$ -	\$ -	\$ -
<b>Total</b>	<b>\$ -</b>	<b>\$ 36,500</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

**Airport**  
**Five Year Capital Improvement Program (CIP) Schedule**

	Cost Estimate Classification*	FY 21-22	FY 22-23	FY 23-24	FY 24-25	FY 25-26	Total
AP19A Master Plan Update	N/A	\$ 20,000	\$ -	\$ -	\$ -	\$ -	\$ 20,000
AP22A Runway 16-34 & Seal Coat, Guidance Sign LED Upgrade	5	200,000	600,000	1,130,000	-	-	1,930,000
AP22B Air Traffic Control Tower	5	-	-	1,000,000	7,500,000	-	8,500,000
AP23A South Hangar Taxilane Rehab	5	-	-	750,000	-	-	750,000
AP25A Taxiway A & B Seal Coat and Edge Lighting, Beacon	5	-	-	-	-	3,056,000	3,056,000
		\$ 220,000	\$ 600,000	\$ 2,880,000	\$ 7,500,000	\$ 3,056,000	\$ 14,256,000

\*The City's cost estimate classification system is based on standards developed by the AACE International Recommended Practice No. 18R-97

Estimate Class	Purpose	Project Definition Level Expressed as % of completion definition	Cost Estimate Range Typical variation in high & low range
Class 5	Concept or Feasibility	0% to 2%	+100% / -50%
Class 4	Preliminary Engineering	1% to 15%	+50% / -30%
Class 3	Semi-Detailed (30%-60% Design)	10% to 40%	+30% / -20%
Class 2	Detailed (60%-100% Design)	30% to 75%	+20% / -15%
Class 1	Final (100% Design/Bid Opening)	65% to 100%	+10% / -10%
N/A	Not Applicable		

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