

PREPARED FOR: Core Area Advisory Board (CAAB)

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CITY OF BEND

Core Area Performance Metrics

Performance Metrics are a tool to identify trends that produce a path towards successful outcomes for identified goals and objectives. Research and best practices recommend that the performance metrics should prioritize indicators that:

- Are measurable
- Use data that is credible, readily available and regularly updated
- Show change over time
- Are easily understood
- Inspire action

Staff recommends that the advisory board selects a number of key performance metrics (8-12) to monitor and evaluate annually over the lifetime of the Core Area Tax Increment Finance (TIF) Plan duration. There may also be key performance metrics that the advisory board would like to be measured either quarterly or bi-annually. The number and type of performance metrics that are selected should be focused on the guiding principles of the plan and in balance with staff resources and capacity. This memo outlines an initial framework for both organizing and identifying performance metrics to help guide future CAAB recommendations on priority performance metrics to ensure envisioned outcomes. In addition, staff researched how three separate agencies conduct their annual reporting and measure success of their TIF areas including Prosper Portland, City of Salem, and City of Redmond.

Aligning Performance Metrics with Guiding Principles



Staff recommends that Core Area Performance Metrics be guided and aligned with the Core Area Guiding Principles, adopted in both the Core Area Tax Increment Finance Plan and Core Area Project Report. Staff have started to identify example indicators that could be used to measure Core Area success, organized by Guiding Principle.




In addition, staff took into consideration the January 21, 2022, discussion that CAAB members had to describe what success of the Core Area would look like to them to identify potential indicators. That discussion resulted in the following key themes. Most themes fit within the existing Guiding Principle framework but could be used to inform indicator selection and indicator priorities. CAAB members believe the Core Area will be a success when the Core Area is:




- A place that people want to spend time in, rather than pass through
- Livable, safe, and comfortable and supports human beings
- An inclusive neighborhood
- Walkable
- A place with both affordable housing and middle-income housing options
- A place where businesses thrive and a destination where they want to be
- A place where existing residents and businesses are not displaced as the area changes
- Vibrant and maintains Bend's uniqueness

- A place where good development happens
- An active place both for people (parks, places to exercise) and events (ie. markets, community events)

Below is a list of both recommended performance indicators organized by Guiding Principle, as well as other possible indicators. Staff has identified approximately twenty (20) recommended performance metrics for CAAB to consider displayed in **bold**. The next step is for CAAB to further evaluate the proposed indicators and to identify which indicators to pursue. Discussion should address the level of difficulty to obtain credible data sources that could be used for different indicators. Initial performance metrics should be based on more readily available data sources or specific indicators that are a priority of the CAAB. It will be important to develop baseline metrics so that metrics can compare future performance to existing conditions. Baseline metrics will also need to be established for each chosen indicator. The goal is to identify a manageable number of metrics (8-12) to monitor performance of the TIF Area.

	Core Area Guiding Principle	Performance Metric Indicators
	<p>Create a place where you can live, work, and play.</p>	<p>Recommended Indicators:</p> <ul style="list-style-type: none"> • Number of new residential units • Residential density • Number of businesses and employees in Core Area • Job density • Total new commercial square footage • Total area of Public Spaces, Parks and Open Space • Reduction in crime related calls in Core Area <p>Other Possibilities:</p> <ul style="list-style-type: none"> • Mix of uses within the Core Area (diversity index score) • Percentage of dwelling units and businesses within a quarter mile of a public space other than a street • Number of activities programmed annually for public spaces, including streets. • Commercial vacancy rates • Number of public art and cultural installations
	<p>This is a walkable area with a balanced transportation system.</p>	<p>Recommended Indicators:</p> <ul style="list-style-type: none"> • Percentage of street length in Core Area with sidewalks on both sides • Core Area Walk Score • Percentage of planned low stress network within Core Area that is constructed • Transit ridership • Number of pedestrian and bicyclist fatalities and injuries annually • Number of high-capacity transit stops in Core Area <p>Other possibilities:</p> <ul style="list-style-type: none"> • Percentage of daily essentials (shopping, civic, education, recreation) within a ½ mile of Core Area dwellings • Number of bike and car share options • Household car ownership rate

	Core Area Guiding Principle	Performance Metric Indicators
		<ul style="list-style-type: none"> • Vehicle Miles Travelled (VMT)/capita • Percentage of Core Area intersections with enhanced crossings • Franklin Avenue pedestrian and bicycle counts (this is where a permanent counter is located within the District)
	<p>This area removes barriers and connects the East and West sides of Bend.</p>	<p>Recommended Indicators:</p> <ul style="list-style-type: none"> • Percent completion of Midtown Crossings Feasibility Study • Percent complete of capital projects including: <ul style="list-style-type: none"> ○ Midtown Crossings (Greenwood, Franklin, Hawthorne) ○ Olney Protected Bicycle Lanes (Key Route) ○ Aune Extension East ○ Aune Extension West ○ Wilson Avenue Corridor Improvements <p>Other possibilities:</p> <ul style="list-style-type: none"> • Transportation mode split based on count data (ie. Franklin Avenue permanent counters) • Travel time reliability on key arterials in Core Area (3rd Street, Greenwood Avenue, Franklin Avenue, etc)
	<p>This plan leads to direct outcomes, it is implemented.</p>	<p>Recommended Indicators:</p> <ul style="list-style-type: none"> • Number of Core Area Project Report Actions that are implemented
	<p>Affordability is preserved.</p>	<p>Recommended Indicators:</p> <ul style="list-style-type: none"> • Number of dwelling units priced at Affordable (<80% AMI) levels • Average/median residential rental costs • Average/median commercial lease rates <p>Other possibilities:</p> <ul style="list-style-type: none"> • Percentage of dwelling units occupied (vacancy rates) • Number and types of jobs retained annually • Number of incubators, accelerators, maker spaces, artist spaces, and co-working spaces in the district

	Core Area Guiding Principle	Performance Metric Indicators
	<p>Public investments incentivize and catalyze private development.</p>	<p>Recommended Indicators:</p> <ul style="list-style-type: none"> • Assessed Value Growth <ul style="list-style-type: none"> ○ Since Plan inception and 5-year average • Development activity (total number of building permits pulled) • Amount of funding leveraged with tax increment finance investments
	<p>The planning process is transparent and open to ensure that those affected by the decisions are involved in the process.</p>	<p>Recommended Indicators:</p> <ul style="list-style-type: none"> • Number of people subscribed for Core Area updates (newsletter open rate, email notifications) <p>Other possibilities:</p> <ul style="list-style-type: none"> • Number of people attending Core Area planning events, including CAAB meetings • Number of comments received at CAAB meetings and events • Number of businesses engaged
	<p>This area incorporates sustainable and low impact development principles and practices.</p>	<p>Recommended Indicators:</p> <ul style="list-style-type: none"> • Ratio of pervious to impervious surfaces • Greenwood and Franklin stormwater projects are completed • Number of buildings in Core Area that voluntarily meet REACH code <p>Other possibilities:</p> <ul style="list-style-type: none"> • Percent of district with tree canopy • Area of contaminated land remediated for reuse • Percentage of 50-year storm event managed within the district

Framework for Evaluation

Following the selection of priority performance metrics, CAAB will advise staff on a framework to evaluate and report on the various performance metrics. For example, some performance metrics may make sense to report for the entire Core Area whereas some may make more sense when broken down by subareas such as the Opportunity Areas within the larger Core Area (ie. Bend Central District, East Downtown, KorPine, Inner Highway 20/Greenwood).

Some indicators may also need a deeper analysis to fully understand the impact of the performance metric. For example, staff may be able to measure the activity, but may need to use qualitative and quantitative information to further evaluate the result and impact of a measured activity.

At the March 17, 2022 CAAB meeting, staff will develop more detailed recommendations on which indicators are easier to collect and report on, and a recommended approach or framework for evaluating each indicator.

Example Metrics from other Communities

The following examples from three different Oregon urban renewal agencies that can be used to help guide and provide insight into current and best practices for annual reporting, information sharing, and measuring success. Examples of annual and quarterly reports from each organization are included as Appendices to this memo.

Prosper Portland

Prosper Portland's 5-year Strategic Plan identifies five overarching objectives which are measured using 18 indicators of success that are evaluated by desired outcome, metric, and baseline. The five overarching objectives are organized into the following objective categories in their annual plan status reports:

1. **Neighborhoods:** Strengthen Portland's communities by striving to build and increase access to healthy, complete neighborhoods throughout Portland.
2. **Jobs:** Leverage and maintain Portland's
3. **Prosperity:** Increase equitable opportunities to foster wealth creation within communities of color and low-income neighborhoods
4. **Partnership:** Align efforts by forming 21st century civic networks, institutions, and partnerships
5. **Equitable, Financially Sustainable Agency:** Model the values of this plan and maintain PDC's ability to be an agent of positive change in the city of Portland by operating an equitable, innovative, and financially sustainable agency.

Some of the 18 metrics that they have identified meet multiple objectives. For example, their "prosperous household" metric to increase the percentage of households at or above self-sufficiency to 68% by 2020 helps meet all five of their objectives.

It is important for CAAB to keep in mind that Prosper Portland differs significantly in its resource capacity. Prosper Portland manages funds from eleven Urban Renewal/Tax Increment Finance (TIF) areas, has nearly 80 staff members, and a significantly higher annual operating budget than the Bend Urban Renewal Agency.

Redmond Urban Renewal Agency

The City of Redmond's Downtown Urban Renewal District was formed in 1995 and currently generates approximately \$3.5 million annually. Redmond has two staff dedicated to their Urban Renewal program, which more closely matches the Bend Urban Renewal Agency resource level compared to the Prosper Portland example. Redmond prepares both a quarterly report for decision makers and their advisory board as well as an annual report that describes the projects that Redmond's Urban Renewal District supported annually. Quarterly reports include information such as annual budgeted amounts for each urban renewal activity, the total amount expended, and amount remaining as well as information on how funds were spent. The annual report includes key information about projects including Urban Renewal funds dedicated to the project as well as the total project investment that focus on quantifying the amount of private investment that was leveraged from urban renewal investments.

Salem's Urban Renewal Reporting

Salem has three Urban Renewal Areas (Downtown, North Gateway, and West Salem) and is staffed by their Urban Development Department. Staff typically prepare an annual report, regular media releases to announce major projects, a quarterly staff report to City Council which reports on Urban Renewal Area grant activity, and other economic development and urban renewal activity. Salem also tracks key performance indicators that are reported on annually through the budget process and will soon be reported on quarterly on their website as well as through the City's annual Strategic Plan reports. Some key metrics that Salem track include:

1. Increase in Assessed Value (AV)
2. Leverage of private investment
3. Housing units created as a result of an urban renewal grant activity
4. New jobs created as a result of an urban renewal grant activity

The Salem Downtown Action Plan also recommends tracking a variety of data points from projects including:

- Overall property value appreciation (real market and assessed value)
- New housing units built
- Net square footage of new development
- New businesses, business expansions, and job creation
- Visitor attendance at Conference Center, parks, and other key venues and events
- Pedestrian counts on key retail streets
- Vacancy, rent, and other real estate indicators

Appendices:

- Appendix A: Prosper Portland Annual Report excerpt
- Appendix B: Redmond Urban Renewal Quarterly Report
- Appendix C: Salem 2020 Urban Renewal Annual Report