

Bend
2030



A Visioning Project
by and for the People
of Bend | Oregon

**COMMUNITY VISION STATEMENT
AND EXECUTIVE SUMMARY**

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Set alongside the Deschutes River,

where the Cascade Mountains meet the high desert, Bend in 2030 is a vibrant, dynamic and beautiful city. We are committed, respectful, and engaged citizens supported by a powerful community vision, open and accessible leadership, collaborative community groups, and ongoing civic dialogue.

We have strategically managed our city's growth, maintaining its small-town character and friendly, inviting atmosphere, while supporting its livability, accessibility and growing cultural diversity. We are proud of our clean and efficient public transportation, appropriate mixed-use development, public gathering places where people meet and connect, well-designed neighborhoods with affordable housing and safe, pedestrian-friendly centers, and our trail system that connects us to surrounding wildlands.

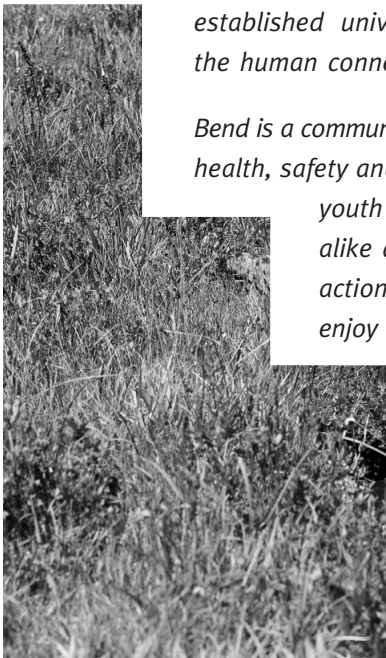
Our dynamic economy is diversified and entrepreneurial, producing abundant business opportunities and living wage jobs. We are a leading-edge center for environmental protection, resource conservation and renewable energy, clean industry, and sustainable development. We believe in the synergy of innovation, a well-rounded, broad-based education from kindergarten and high school to our community college and established university, lifelong learning, and the human connection of the arts.

Bend is a community of strong connections. We support the health, safety and wellness of our children and families, youth and elderly. Residents and visitors alike appreciate the warm, personable interactions that our community affords. We enjoy access to community and cultural events, open spaces, parks and natural areas, and recreational and fitness opportunities distinctive of the spirit and landscape that is

Central Oregon.



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Bend
2030
OUR COMMUNITY
VISION

1

A WELL-PLANNED *City*

In the year 2030, Bend has strategically managed its growth and development to the benefit of the entire community. Our growth management practices and incentives have retained Bend’s small-town character while supporting a range of environmentally friendly modes of transportation, the provision of more diverse and affordable housing, and the formation of complete communities—including mixed-use development and accessible neighborhood centers. We carefully protect our parks and open spaces, greenbelts and river ways. Bend’s long-standing policy on ‘concurrency’ of growth with community infrastructure and public services ensures our city’s continued financial health and sustainability. We are a national leader in land use practices that promote government accountability and coordinated planning through proactive civic involvement and collaborative local and regional dialogue.





**OUR VISION FOR
A WELL-PLANNED
City**

KEY VISION ELEMENTS

PLANNING

- 1 Coordinated Regional Planning.** Bend is part of a formal regional planning organization that promotes collaborative dialogue and coordinated planning for transportation, natural resource management, land use, water use and economic development in and among communities.
- 2 Community Dialogue on Growth.** The community, elected officials, planners and developers collaborate in addressing growth challenges through open, thoughtful and strategic dialogue on Urban Growth Boundary changes, infill, redevelopment and density.
- 3 Strong Land Use Plan and Procedures.** Bend has enhanced its comprehensive General Land Use Plan to guide development incorporating such items as creative zoning, good design and density requirements. Bend continues to empower its Planning Commission with clear review and approval procedures.
- 4 Conditions for Growth.** Growth in Bend is subject to clear, measurable targets for density, open space, affordable housing, mixed-use development, industrial lands, water management and conservation, and the ongoing review of past experience in meeting these goals.

INFRASTRUCTURE AND SERVICES

- 5 Funding for Infrastructure and Services.** Bend has developed a fair, coherent system of taxes, fees and “system development charges”, providing adequate funding to build and maintain quality community infrastructure (including educational facilities) and provide public services—all concurrent with growth.

TRANSPORTATION

6 Balanced Transportation. Bend has a balanced, environmentally friendly, “multi-modal” transportation system, accommodating private automobiles, commercial traffic, buses and shuttles, regional light rail, and accessible pedestrian and bicycle pathways.

7 Road Connectivity. The City of Bend has a fully-funded, comprehensive long-term traffic and street improvement program, facilitating flow, bypasses and easy connection to all areas of the community.

8 Bicycle and Walking Routes. A comprehensive, integrated system of bicycle and walking routes provide safe, healthy access to major hubs of the city, including employment areas, neighborhood centers, parks and open spaces, schools and retail areas.

DEVELOPMENT & REDEVELOPMENT

9 Vibrant Downtown. Bend has strengthened and enhanced its downtown district, carefully expanding opportunities for businesses, shops, restaurants, and housing. New construction is planned in the context of preserving downtown’s unique character.

10 Small Neighborhood Centers. Bend has developed a number of small neighborhood centers in the community, where local residents can walk or bike to cafes, shops, gathering places, pocket parks, recreational facilities, and other services.

11 Mixed-Use Development. Bend has established mixed-use development along key corridors and in designated centers. Development codes address building design, heights, densities and levels of affordability where residential, employment and retail uses mix.

12 Affordable Housing Supply. The City of Bend and partner organizations have preserved and increased the available supply of affordable housing at a rate consistent with population growth.

**OUR VISION FOR
A WELL-PLANNED
*City***

KEY VISION ELEMENTS

CONSERVATION

13 Renewable Energy. Through city ordinances, incentives, zoning and building codes, the City of Bend promotes energy conservation and the use of renewable energy in the growth and development of the community. The City models the use of renewable energy in its own consumption and procurement practices.

14 Conservation Greenbelts. Bend has helped maintain the community's distinct identity by locating strategically integrated, permanent conservation 'greenbelt' areas to provide connectivity and open space.

2

A VIBRANT *Economy*

In the year 2030, Bend has a diversified economy that provides healthy work environments and sufficient living wage jobs to support our local population. Our

economic vision has attracted people, resources, and investment focused on diverse industries that offer economic opportunity, longevity in the global market, and a clean and sustainable environment. Bend is a leader in ‘green’ building materials and technology, and sustainable energy. An established university and a research center in Bend promote creativity, innovation, and entrepreneurship that empower and advance a skilled and competitive local workforce. Our access to the global marketplace is efficient and viable due to enhancements of local and regional communications and transportation systems including air, rail, highways, and alternative modes of travel.



OUR VISION FOR
A VIBRANT
Economy

KEY VISION ELEMENTS

ECONOMIC DEVELOPMENT

- 1 Incentives for Healthy Economic Growth.** Bend has worked to develop and implement a comprehensive regional approach that provides incentives to foster healthy economic growth.
- 2 Living Wage Jobs.** The Bend economy produces a sufficient number of living wage jobs to support its population, offering all local residents the opportunity to achieve a basic standard of living.
- 3 Targeted Industries.** Bend has a comprehensive program to recruit, retain and expand targeted business and industry, focusing on diverse and desirable industries that provide economic opportunity, longevity in the global market, and a clean environment.
- 4 Intellectual Capital.** Bend uses its intellectual capital as a catalyst to build success within economic clusters. A business campus links workplaces with research and development, manufacturing and marketing.
- 5 Support for Small Businesses and Entrepreneurs.** Bend promotes and supports its existing and potential small businesses and entrepreneurs with information, technical assistance and resources.

BUSINESS INFRASTRUCTURE

6 Transportation Access. Regional transportation access and efficiency in Central Oregon has been increased through comprehensive enhancements to air and rail service, a new interstate system, the local highway system, and north-south and east-west arterial roads and commuter options.

7 Available Industrial and Commercial Lands. Bend maintains an ample supply of available serviced industrial and commercial land that enhances business recruitment and allows for the expansion of existing businesses.

8 Robust Communication infrastructure. Bend is served by a robust communication and technology infrastructure that supports business, government, education and citizen needs. Residents are fully connected locally, regionally, statewide, nationally and globally. The communication network offers competitive costs and is easily accessible throughout the region.

WORKFORCE

9 Workforce Education and Training. Bend's local educational infrastructure supports its future economic needs and provides a skilled labor pool for local businesses and targeted industries. The community has expanded higher education programs and facilities, professional technical education, and trade school and training programs, providing the local and migratory workforce with improved employment opportunities.

10 Safe, Healthy Work Environments. Bend has safe and healthy work environments that are drug-free, boost employee morale, productivity and knowledge, and enhance the quality of their products and services.

OUR VISION FOR
A VIBRANT
Economy

KEY VISION ELEMENTS

SUSTAINABLE INDUSTRIES

11 Tourism Benefits to Community. Bend promotes and supports year-round tourism based on its natural beauty and outdoor recreation opportunities. Visitors to Bend find a diverse mix of attractions including arts and culture, sports, clean air and water and environmentally focused tours and programs.

12 'Green' Building Leader. Bend is a nationally recognized leader in the research, development, manufacture and application of environmentally friendly 'green' building materials and technology.

13 Investment in Sustainable Energy. Bend is a leader in developing sustainable energy and associated technologies. Bend has promoted and attracted substantial investment in the development and production of renewable and sustainable energy which supports economic growth.

14 Health-Conscious Businesses. Bend uses its natural environment and healthy lifestyles to attract and develop holistic, health-conscious businesses. Such investment inspires community interest in preserving Bend's scenic assets, environmental quality, and sustainable practices.

3

A QUALITY *Environment*

In the year 2030, Bend is a community defined by and connected to its unique natural environment. We regard clean air, pure water, natural areas and habitat, and other elements as essential to a whole ecosystem. We have successfully managed

the challenges related to Bend's growth and development by achieving a balance between environmental protection and the community's quality of life. We are dedicated to ensuring this balance remains secure, intact and sustainable into the future. Our community is served by a locally and regionally integrated system of trails, roads, and public transit. The Deschutes River, a community focal point, has been enhanced and protected

as a functioning natural ecosystem. Our strong environmental stewardship and collaboration is reinforced through City ordinances, energy conservation measures, and 'green' building codes. Bend sets a national standard for environmental protection and the other intrinsic qualities of living in a landscape of rivers, mountains, lakes, and high desert.



OUR VISION FOR
A QUALITY
Environment

KEY VISION ELEMENTS

AIR

1 Air Quality. Bend is a national leader in promoting air quality. Bend has maintained its high air quality by reducing harmful emissions, construction dust and implementing alternatives to field and forest burning in the region. Bend has instituted snow and ice removal procedures that minimize threats to the environment and personal health.

WATER

2 Basin-Wide Water Management Collaboration. The City has partnered with key stakeholders in creating a basin-wide water quality and quantity management authority and water bank ensuring that human, agricultural and ecosystem needs for water are met. Availability of 'level four' wastewater has provided industrial and commercial users with significant alternatives to the consumption of water treated to drinking standards.

3 Deschutes River Enhancement. Bend has enhanced, improved and protected Deschutes River habitat and riparian environments as the city has grown. A balance between Deschutes River recreation and habitat has been achieved enhancing its value to all elements and users. In-stream flow of the river through Bend is sufficient year-round to provide high quality fish habitat.

4 Storm Water Treatment and Drainage. Bend has promoted and implemented storm water alternatives such as 'eco-roofs' and 'bio-swales', providing safe, effective diversion and containment of storm water run-off. Storm water diversion is an integral part of infrastructure planning for new developments.

5 Irrigation Canals. A comprehensive long-term program developed by a City-led consortium of local, state, and federal organizations has succeeded in eliminating water loss from irrigation canals. The successful program has increased overall quantity of available water remaining in the river, enhancing fisheries and insuring public safety. The irrigation corridors provide linear parks through the community.

6 Citywide Water Conservation. Bend has helped assure adequate water supplies by promoting aggressive citywide water conservation, including industrial, construction, commercial, residential and individual users. Public education has resulted in steep reductions in historically high summertime water use, significantly reducing the need for supplemental (well) water.

7 Native Plants and Water-Conserving Landscaping. Native plant species and water-conserving landscaping have been widely adopted in public and private ornamental landscapes throughout the community. Serious efforts to remove, manage, and control noxious weeds have earned the City accolades.

LAND

8 Protected Open Space, Parks and Natural Areas. Bend has planned for and protected parklands, greenbelts, urban forests, trails, urban wildlife corridors and habitat areas in and around the city through management standards and practices. Open space, parks and natural areas are an integral part of our community that shape future development and provide recreational opportunities essential to the health of community members.

9 Protection of Natural Resources by Developers. Developers in Bend demonstrate high levels of respect and protection for the area’s natural resources, stewarding them and protecting them—particularly trees. All heritage trees are protected and carefully integrated into new developments.

10 Maintenance of the ‘Urban Forest’. Bend places a high value on maintenance of its ‘urban forest’. A City tree ordinance has increased tree planting and preservation, improving community appearance, providing wildlife habitat, boosting property values and mitigating the ‘heat island’ effect caused by increased development. Bend is recognized as a Tree City USA.

11 Interconnected Trail System. Bend has completed a citywide, fully interconnected ‘urban trails’ system that links walkers, runners and bicyclists to local parks and recreation facilities, open spaces, and other destinations through sidewalks, paths, water trails, and greenbelt corridors. This system provides public recreational access throughout the city while protecting the environment. Bend has regionally coordinated trail systems that connect cities and provide access to adjoining city, state and federal lands.

RESOURCE CONSERVATION

12 Energy Conservation and Alternative Energy Sources. Bend has widely adopted and installed solar and other alternative energy sources for residential, commercial and industrial energy generation. The City of Bend has adopted renewable energy standards for municipal services including fleet vehicles, building design, procurement policies, operations and maintenance.

OUR VISION FOR
A QUALITY
Environment

KEY VISION ELEMENTS

RESOURCE CONSERVATION *continued*

13 City-Wide Waste Prevention and Recycling. Increased efficiency and reduced waste is the cornerstone of Bend’s sustainable community. Bend’s commercial, residential and construction recycling levels are among the highest in the nation. Bend has substantially increased recycling through education, incentives and City ordinances, and has implemented aggressive waste prevention practices and programs for businesses and households. Construction waste and yard debris, once major waste disposal elements in the growing city’s waste stream are managed, as a renewable resource.

SUSTAINABILITY

14 Sustainable Bend. Bend has established itself as a model of sustainability, embedding this concept throughout the community’s environmental, economic, social well-being, growth management and development process. Public-private partnerships work with the sustainability vision, key plans and policies, and recommendations of previous studies to protect the community’s environment while assuring its prosperity and cultural history. A ‘Sustainable Bend’ program incorporates ‘green’ building codes, design guidelines, energy and resource conservation and other measures.

15 Incentive-Based Sustainability. The City’s planning and growth management policies, procedures, directives, mandates, and tools include incentives for developers to incorporate Sustainable Bend principles into all new developments.

16 ‘Green’ Building Standards and Practices. The public and private sectors have invested substantially in ‘green’ building technologies, significantly decreasing Bend’s overall resource consumption, use of toxic materials, and energy consumption over the years. The City of Bend has embedded and institutionalized green building standards into City building codes and ordinances.

17 Environmental Education. Education to promote a quality environment in Bend is widely available and accessible throughout the community, in schools and institutions of higher education, through parks and recreation programs, and lifelong learning and the arts. Bend has established a sustainable environment research center to study and promote environmental sustainability.

4

SAFE, HEALTHY *People*

In the year 2030, the residents of Bend are engaged in and committed to the health and

safety of one another. We have access to opportunities, resources, and support in order to lead safe and healthy lives. By addressing the special needs of our population, we have increased the health, safety and wellness of our community as a whole. Bend's Essential Health Access is a center for strong community programs that serve the physical and mental health needs of our residents. The City supports residents through leadership in access and 'universal design,' and reinforces safe, affordable housing for low-income, elderly and disabled populations. Emergency response for catastrophic fire, natural disasters, health emergencies, and other threats greatly enhances community security in Bend through citywide and regional coordination.



OUR VISION FOR
SAFE, HEALTHY
People

KEY VISION ELEMENTS

PUBLIC SAFETY

- 1 City-Wide Emergency Response.** Bend has implemented an enhanced city-wide emergency response plan for the area, addressing catastrophic fire (including wildland fires in and around the city), natural disasters, pandemics, health crises and other threats to public health and safety. Education of the public is an integral part of the plan.
- 2 Law Enforcement.** Bend has invested significantly in law enforcement programs and agencies. Bend’s law enforcement program is an industry model.
- 3 Neighborhood Watch and Community Policing.** Law enforcement and neighborhoods work closely in Bend. An increased number of neighborhood watch groups function alongside community policing units citywide to ensure neighborhoods are safe and secure.
- 4 Child Health, Safety, and Welfare.** Bend is a leader in protecting the health, safety and welfare of children. Through a variety of public, private and community-based programs, Bend has become a safe place for all its children—whether they are at home, in school or at play. Bend continues to advocate detection of physical, mental and medical issues that can inhibit social and physical development in early childhood.

BASIC SERVICES

5 Family-Friendly Workplaces. Bend employers have succeeded in creating workplace environments that are conducive to families and parents. Many employers include flextime employment, on-site daycare, and other programs to support and nurture Bend’s working families.

6 Community ‘Essential Health’ Access. Bend has established a one-stop ‘Essential Health’ Access center to serve the physical, mental and preventive health needs of all populations, including drug abuse and addiction. The City has partnered with other government agencies and community groups to reduce drug abuse and illicit drug trafficking in the city and the region. Essential Health Access is supported by satellite locations.

7 Continuing Care Retirement Communities. Bend has developed more continuing care retirement communities for its growing elderly population, including independent living, assisted living and nursing care.

ACCESS AND EQUITY

8 Special Needs Housing. Special needs populations in Bend are able to secure safe, affordable, accessible housing that meets their basic needs and income levels.

9 Leader in ‘Universal Design’. Bend has long been fully compliant with Americans with Disabilities Act (ADA) provisions in public and private places. Equal access for all is the standard.

10 Elimination of Cultural and Linguistic Barriers. Bend has virtually eliminated cultural and linguistic barriers in order to ensure equal access to vital public information and community services.

OUR VISION FOR
SAFE, HEALTHY
People

KEY VISION ELEMENTS

PREVENTIVE HEALTH

11 A Non-Smoking Community. Bend has virtually eliminated smoking in public places. Smoking is not allowed in public buildings/facilities, at public events, on public transit or in public gathering places, nor in restaurants or bars.

12 Health Impact Awareness. Bend has increased its awareness of the health impacts of the built environment, such as indoor air quality and pedestrian safety. City development codes require health impact assessments for major new developments, including pedestrian friendliness.

13 Addressing Poverty, Hunger, Homelessness. Bend has taken a leadership role in establishing strong systems to address the root causes of poverty, hunger and homelessness in Central Oregon.

14 Healthy Lifestyles for All Citizens. Bend residents are among the healthiest citizens in the nation. Adequate indoor/outdoor facilities and recreational/competitive programs provide opportunities for achieving individual health and fitness goals.

5

A STRONG *Community*

In the year 2030, Bend is a strong, respectful, connected community supported by a powerful community vision, open accessible leadership

collaborative community groups, and an ongoing engaged civic dialogue. The availability of family wage jobs and affordable housing in our community help promote opportunity and economic security. Our youth and seniors thrive because of extensive community commitment, involvement,

and support. We celebrate openness and equality and show a respect for our growing cultural diversity. We perpetuate Bend's small-town feel and sense of community through cohesive neighborhoods, awareness programs and support for our history, heritage and values, and gathering places where people can safely meet and connect.



OUR VISION FOR
A STRONG
Community

KEY VISION ELEMENTS

COMMUNITY GOVERNANCE

1 Community Vision and Action Plan. Bend uses its Vision and Action Plan to provide ongoing community direction. City elected officials and other community agencies use the community’s vision and values to drive their missions, decisions and actions. The vision actions have been funded and accomplished through stakeholder commitment in the Action Plan.

2 Bend 2030 Coalition. The citizens of Bend show ongoing support for a *Bend 2030* coalition that works to monitor ongoing implementation of the *Bend 2030 VISION* and conducts periodic reviews with community input to ensure its dynamic adaptation over time.

3 Citizen-Government Dialogue. Bend’s leadership listens and learns from an ongoing dialogue with citizens, soliciting input from the wider community. Elected government officials are open, accessible, and accountable. There are ample opportunities for citizens to share their ideas and concerns and get involved, including an Annual Town Hall and interactive ‘virtual’ meetings.

4 Public Meeting Spaces. Bend has assured a variety of appropriate, affordable venues are available to accommodate public meetings, including government agencies, civic and non-profit groups, and local business organizations.

CIVIC ENGAGEMENT

5 Collaboration Among Community Groups. Bend’s non-profit organizations work together to maximize limited resources for the good of the community. An umbrella foundation promotes greater collaboration among service clubs, neighborhood associations, volunteer organizations, religious organizations and community groups.

6 Community Philanthropy. Bend has a great spirit of giving and growing support for civic participation. Bend’s philanthropic traditions and giving continue to shape and provide cohesion for the wider community.

7 Active Volunteer Network. Bend has established an active volunteer network to match the community’s many opportunities for volunteerism with an active, engaged citizenry—including youth and seniors.

8 Community Support for Federal Lands. Bend’s surrounding federal lands have active community support for a common vision and land management goals that promote a sustainable local forest products industry, continue recreation opportunities, and protect cultural and natural resources. This vision is supported by both the economic and environmental communities.

OUR VISION FOR
A STRONG
Community

KEY VISION ELEMENTS

INCLUSIVITY

9 Opportunity for All Economic Levels. Bend promotes economic opportunity for all, knowing that a secure populace means a stronger community. Bend’s sustainable economy, support for local business, tax structure, family wage jobs, affordable housing, and health care ensure that all groups are able to live here.

10 Thriving Children and Youth. Bend provides numerous opportunities for children and youth to gather, connect and take part in healthy social activities, with youth-centered programs and facilities that include children and families, teens, parents and mentors. The City has a Youth Task Force and promotes youth involvement in programs that affect their lives.

11 Honoring and Respecting Diversity and Equality. Bend honors its growing ethnic and cultural diversity, promoting respect and openness through education and awareness programs. Bend respects all points of view, encourages open dialogue, and supports equality.

12 Active, Contributing Seniors. Bend’s senior citizens are active, visible members of the community, integrated into every aspect of civic life. Seniors have excellent access to housing, health care, support services, facilities and programs. The community values, seeks and honors their collective wisdom.

COMMUNITY SPIRIT

13 Perpetuating Small-Town Feel. Bend continues to honor and perpetuate its small-town feel, cohesive neighborhoods, strong sense of community and quality of life. The community works together to maintain and enhance Bend’s friendly, inviting atmosphere.

14 Community History and Heritage. Bend supports local programs and institutions that preserve its historical buildings and key community features, to share its rich cultural heritage and ethnic traditions of Central Oregon.

15 Community Gathering Places. Bend has established gathering places throughout the community and in every neighborhood where people can gather and connect safely.

6

A CREATIVE, LEARNING

In the year 2030, Bend is a community that values the synergy of a well-rounded,

Culture

broad-based education, the nurturing and economic power of creativity, and the human connection of culture, heritage and recreation. We are a respected national leader in education, from our kindergartens and public schools to our community college and an established university. Exceptional literacy rates, rigorous academics, well-trained teachers, stable funding, and culturally and globally aware students are hallmarks of our K-12 educational system, while lifelong learning programs foster the mastery of new skills and personal growth.

Our new Performing Arts Center and a Museum of Fine Arts serve as major venues for cultural and artistic events, and are centerpieces of the region's reverence for artistic excellence and achievement. Community-wide cultural arts mentoring, international cultural exchanges and connections with Central Oregon's heritage and peoples inspire creativity and provide outlets for artistic expression that spans Bend's socio-economic and cultural backgrounds.



OUR VISION FOR
A CREATIVE, LEARNING
Culture

KEY VISION ELEMENTS

EDUCATION

- 1 Stable K-12 Funding.** Bend-La Pine schools have achieved permanent sources of stable funding for K-12 education, assuring small class sizes and the best teachers, facilities, resources, curricula and programs for students.

- 2 Educational Excellence.** Bend has high quality, accessible early childhood and pre-kindergarten educational programs. The Bend-La Pine School District is recognized as the top school system in Oregon, with well-trained teachers, academically demanding curricula, educational preparation for technical training, high graduation rates, exceptional levels of literacy, and culturally and globally aware graduates. There is comprehensive collaboration among all the community's K-20 stakeholders.

- 3 Alternative Educational Models.** Bend offers more creative choices in its K-12 educational system through the provision of alternative learning and instructional options.

- 4 Integration of Technology and Sustainability in Education and Economy.** Bend integrates technology and the principles of environmental sustainability into education, arts and business in the community.

HIGHER EDUCATION & LIFELONG LEARNING

5 Thriving Community College. Central Oregon Community College continues to thrive, meeting the diverse needs of a growing community, with adequate funding and strong community support.

6 Established University. Bend has an established sustainable university with an attractive campus offering research, graduate programs and scholarship opportunities to satisfy the needs of Central Oregon students and attract a national and international student body.

7 Higher Education-Community Collaboration. Bend's university and community college are actively involved in community affairs, with a 'low walls' policy that promotes higher education/community collaboration in solving local problems and synergizing the local economy.

8 Lifelong Learning Opportunities. Opportunities in Bend abound for lifelong learning, fostering the mastery of new skills, academic enrichment, mentoring programs and personal growth.

OUR VISION FOR
A CREATIVE, LEARNING
Culture

KEY VISION ELEMENTS

ARTS

9 Active and Thriving Arts Scene. Bend recognizes and supports the arts and culture as a vital part of the community and a significant economic engine in the region's economy, promoting its continued strengthening and development.

10 Performing Arts Center. A new Performing Arts Center has been established in Bend, providing a major venue for performing arts, including concerts, theatre and dance.

11 Bend Museum of Fine Arts. Bend has established a new museum of fine arts with permanent collections, exhibits, an auditorium for films, and other events and activities.

CULTURE

12 Cultural Mentoring. Bend has established a community-wide cultural arts mentoring program to promote the exchange of knowledge and skills from one generation of the community's artists to the next, bridging social, economic and cultural gaps.

14 International Cultural Exchange. Bend has established an international cultural exchange program, promoting artistic, cultural and informational understanding of other cities and cultures around the world.

15 Connections with Central Oregon's Culture and Heritage. Bend honors and celebrates its connections with Central Oregon's history, heritage and peoples, and their connection with the area, including historical, artistic, cultural, environmental and spiritual ideas and traditions.



EXECUTIVE
Summary

Bend
2030
OUR COMMUNITY
VISION

EXECUTIVE *Summary*

Bend 2030—OUR COMMUNITY VISION, a visioning process for the community of Bend, Oregon, was launched in August of 2005. Phase I of the process concludes in June 2006 with the presentation of the community's vision statement to Bend City Council.

The mission of *Bend 2030* is to create a 25-year vision for the Bend community and a strategic action plan designed to achieve this vision over time. The overarching approach of *Bend 2030* is to provide a framework that encourages the community to participate in development of the vision.

To achieve that mission, broad community involvement inclusive of the entire community was sought throughout vision development. According to a scientific survey conducted near the end of the visioning process, fully one in seven adults participated in Phase I of the *Bend 2030* process. The survey also demonstrated strong public support for the vision. The **VISION TASK FORCE** is pleased to present this vision to the community and to the Bend City Council for endorsement (see APPENDIX B).

PROJECT STRUCTURE

There are three Phases in the overall *Bend 2030* process. This report covers the process and results of **Phase I** – development of a long-range community vision. **Phase II** will produce a strategic action plan by December 2006, and **Phase III**, launching the formal implementation phase, will begin in early 2007.

Three committees were formed to achieve the mission of *Bend 2030*: a **VISION TASK FORCE**, a **PROJECT MANAGEMENT TEAM** and a **STAKEHOLDER ADVISORY COMMITTEE**.

The most visible group is the 27-member **VISION TASK FORCE (VTF)** comprised of a broad cross-section of Bend area residents. Their task has been to oversee and steward the development of the vision statement based on input from the wider community. Task Force members were selected from more than 150 applicants to reflect the broad diversity of the Bend community. Seven key demographics were analyzed to ensure that the applicant pool was representational of the wider community. The work of the Task Force will conclude at the end of Phase I and they will formally disband.

The **STAKEHOLDER ADVISORY COMMITTEE (SAC)** is made up of nearly 30 representatives from key government agencies, community organizations and individuals with jurisdiction over and extensive knowledge of key community services and issues. They have served in an advisory capacity during the development of the vision. Stakeholder Advisory Committee members will increase their involvement during the action planning and implementation phases.

The third committee is the **PROJECT MANAGEMENT TEAM (PMT)**, which has managed the overall *Bend 2030* process and provided direction to its staff and consultant.

DATA COLLECTION

The first step in the process was gathering information to help the Vision Task Force understand the community today, as well as existing and emerging trends that may influence its future. This was accomplished through a random sample survey of the Bend community, and by compiling and analyzing information for publication of the 136-page **COMMUNITY PROFILE AND TRENDS REPORT**—a detailed snapshot of Bend in 2005.

The Vision Task Force absorbed this information and began working in six identified vision **focus areas**:

- ▶ **WELL PLANNED CITY**
- ▶ **VIBRANT ECONOMY**
- ▶ **QUALITY ENVIRONMENT**
- ▶ **SAFE, HEALTHY PEOPLE**
- ▶ **STRONG COMMUNITY**
- ▶ **A CREATIVE, LEARNING CULTURE**

The Task Force also received additional information, opinions and ideas from the residents of Bend through a series of community focus groups, stakeholder interviews, major public meetings, informal surveys, and the website. Once a draft vision was complete, a scientific vision validation survey was conducted to determine if the community supported the key vision elements.

The survey results show that 73 of 82 concepts tested in the Draft Vision Statement were rated “Important” or “Very Important” for the future of Bend. The Vision Task Force incorporated public comments on the draft to strengthen and refine the final Vision Statement.

PUBLIC INVOLVEMENT

The public was directly involved at three key points during the vision development phase.

- ▶ **Community Forum Week** was designed to educate and inform the community about the *Bend 2030* process and about issues and trends facing the community today. This included open houses and a major public event at the Tower Theatre.
- ▶ **The Vision Summit** was an all-day visioning workshop where members of the public considered key issues facing the community and developed and prioritized vision ideas.
- ▶ **The Vision Roadshow** provided an opportunity for the community to review the draft vision. During the Roadshow, members of the public met with members of the Task Force and attended presentations held in various locations throughout the community.

PUBLIC INVOLVEMENT CONTINUED

Throughout Phase I, more than 5,700 people participated in a Bend 2030 activity. In addition 75,000 tabloids about the project were distributed, stories in the City of Bend newsletter reached every citizen and extensive media coverage including live and recorded television broadcasts, radio interviews, and print media reached thousands of area residents many times throughout the process. Approximately 2,500 comments were received from the public and more than 23,000 website visits were recorded.

COMMUNITY CONTRIBUTIONS

Volunteers in the *Bend 2030* process, including the Project Management Team, Stakeholder Advisory Committee, the Vision Task Force and others, contributed well in excess of 1,000 hours of volunteer time. In addition, more than \$94,000 was donated in cash and in-kind services by the community over the course of the 11-month Phase I timeline.

NEXT STEPS

Phase I of the *Bend 2030* project will conclude with the printing and distribution of the final vision and a Final Report that documents the process.

Upon City Council's endorsement of the final **COMMUNITY VISION, Phase II** of the project will be launched. The purpose of Phase II is to develop an **ACTION PLAN** to implement the *Bend 2030 VISION* over the next five years and identify top priorities. Implementation of the Action Plan will involve broader community partners and will commence at the conclusion of the Action Planning Phase.



VISION ENDORSEMENT
and Action Planning
(Phase II)

Bend

2030

OUR COMMUNITY

VISION

VISION ENDORSEMENT and *Action Planning* (Phase II)

On June 21, 2006, the Vision Task Force will present the *Bend 2030 VISION STATEMENT* to Bend City Council for its formal endorsement (APPENDIX B). Council will be asked to endorse the vision as an expression of the community's aspirations for the future of Bend, to review the City's long range policies, plans and strategies in order to promote their overall consistency with the vision, and to help implement the vision in order to achieve a bright future for the citizens of Bend and the greater Bend community.

City staff will be asked to continue working with other community organizations as part of the *Bend 2030 VISION Phase II* (action planning) and **Phase III** (implementation) to begin implementing projects, programs and activities in order to see the *Bend 2030 VISION* to fruition over time. Similarly, *Bend 2030 Stakeholders* will be asked to seek their respective organization's endorsement of the *Bend 2030 VISION*.

VISION ENDORSEMENT AND ACTION PLANNING (PHASE II)

ACTION PLANNING—PHASE II

Immediately upon City Council endorsement of the *Bend 2030 VISION STATEMENT*, Phase II of project will begin. The purpose of Phase II is to develop an Action Plan to implement the *Bend 2030 VISION* over the next five years and identify top priorities for implementation. Implementation of the Action Plan will involve City of Bend and other key community stakeholders, including local government, businesses, civic organizations and community groups.

An Action Planning Forum is scheduled for July 2006 and organizations and individuals will be encouraged to attend if they have a key role to play in implementing the vision. Participants at the Forum will be asked to seek endorsement of the vision from their respective organizations, to develop background information on their current programs, plans and policies that may be relevant to the action plan, and to consider applying to participate to serve on one or more Action Teams.

The *Bend 2030 ACTION TEAMS* will be the creators of the action plan. There will be six teams of up to 16-members each. Teams will be formed for each of the six Focus Areas: **WELL-PLANNED CITY, VIBRANT ECONOMY, QUALITY ENVIRONMENT, SAFE, HEALTHY PEOPLE, STRONG COMMUNITY, and CREATIVE, LEARNING CULTURE.**

Action Teams will include one to two members from the original Vision Task Force, up to five members from the Stakeholder Committee, representatives of relevant City staff, and eight or more new members from the wider community with background or expertise in their respective focus areas. All members will be selected to ensure balanced representation from across the community and for their commitment to participate fully and effectively in the action planning process. Representatives of specific organizations will also be selected for their organization’s interest in and capacity to take responsibility for one or more potential action items after the plan is completed.

All Action Team members will attend a comprehensive training and orientation session in September and then meet up to six times between September and November in order to complete action plans for their respective focus areas. Action Team Co-Chairs will preside over the Action Team meetings and will work with *Bend 2030* to continually reconcile the actions coming from each of the six groups. This will ensure that the final Action Plan fits together without redundant or opposing action items. Action Team meetings will be facilitated by professional facilitators, guided by team chairs and advised by the Project Consultant.

Through the Action Planning process, ‘lead partners’—or those organizations in the community that will take responsibility for implementation of one or more action items—will be identified. During Phase III (Implementation), lead partners will provide regular updates on their implementation progress, and present on their activities at an annual *Bend 2030* event.

The Stakeholder Advisory Committee and individual members will be actively involved in Phase II of the process, and potentially on tap to serve as lead partners of the action plan during implementation of the vision.

During the Action Planning process the Project Management Team will be working to develop a work plan for Phase III (Implementation), as well as a long-range organizational and staffing strategy for *Bend 2030*. This work will be part of the Action Plan submitted to Council for its endorsement, and to participating community organizations.

VISION ENDORSEMENT AND ACTION PLANNING (PHASE II)

VISIONCORPS

While the action planning of Phase II will be conducted primarily in a series of concurrent Action Team meetings, the wider public will stay engaged in and updated on Vision process by a new group, called the *Bend 2030 VISIONCORPS*—made up of former Vision Task Force members and new volunteers who conduct outreach to keep *Bend 2030* in the public’s eye through local activities and presentations. The *Bend 2030* website will also continue to be updated with fresh information, surveys and other interactive opportunities.

PHASE III KICKOFF

A Town Hall Meeting presenting the Action Plan and celebrating the successful conclusion of the Visioning process and the launch of the implementation phase is planned for early 2007. The first action plan implementation cycle will be 2007–2011. Implementation of some actions, including ‘easy wins’—action items that can be implemented quickly, simply and without a lot of resources—may begin sooner.

APPENDICES

APPENDIX A:
Acknowledgements

VISION TASK FORCE
STAKEHOLDER ADVISORY COMMITTEE
PROJECT MANAGEMENT TEAM, STAFF AND VOLUNTEERS
CONTRIBUTORS

APPENDIX B:
Vision Endorsement

APPENDIX C:
Phase II
CONCEPT FOR ACTION PLANNING
DRAFT WORKPLAN
TIMELINE



Bend
2030
OUR COMMUNITY
VISION

APPENDIX A: *Acknowledgements*

STAKEHOLDER ADVISORY COMMITTEE

ANDY ANDERSON	City Manager, City of Bend
JAY CASBON	CEO and Vice Provost, OSU Cascades Campus
PAUL CLAEYSSENS	Boyd Acres Neighborhood Association
CYNDY COOK	Executive Director, Central Oregon Housing Authority
JIM DIEGEL	President/CEO, Cascade Healthcare Community
BILL FRIEDMAN	Mayor, Bend City Council
MICHAEL GASTON	Executive Director, Deschutes Public Library District
DON HORTON	Executive Director, Bend Metro Park & Recreation District
CHERYL HOWARD	Chair of Orchard District Neighborhood Association
LINDA JOHNSON	Bend City Council
STEVE JOHNSON	Executive Director, Central Oregon Irrigation District
ROGER LEE	Executive Director, Economic Development for Central Oregon
MANUEL LOPEZ	Owner, Rustic River Restaurant & Lounge
DAVID MCDANIEL	Executive Director, Central Oregon Partnership
JIM MIDDLETON	President/CEO, Central Oregon Community College
CHARLEY MILLER	President, Bend Chamber of Commerce
SHARON MILLER	Executive Director, COCAAN
CATHERINE MORROW	Community Development, Deschutes County
DOUG NELSON	Superintendent, Bend-La Pine Schools
CATE O'HAGAN	Executive Director, Arts Central
GRETCHEN PALMER	Vice President & Secretary, Palmer Homes
JENNI PESKIN	Executive Director, Human Dignity Coalition
SHAUNA QUISTORFF	Executive Director, Central Oregon Environmental Center
MARK RADABAUGH	Oregon Department of Land Conservation & Development
SUSAN SCHNEIDER	Oregon Community Foundation
HEIDI SLAGBAUGH	Commissioner, Landmarks Commission
LESLIE WELDON	Supervisor, Deschutes National Forest

VISION TASK FORCE

ROBIN GYORGYFALVY	Community Liaison
ERIC STROBEL	Community Liaison
CHUCK ARNOLD	
J. THOMAS ATKINS	
BRUCE AYLWARD	
JAY BENNETT	
BRYAN E. CARNAHAN	
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YANETH ESPINOZA	
MIKE FICHER	
KYLE FRICK	
CASSIE GIDDINGS	
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SUSAN L. HOPP	
JOHN HOWELL	
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CARLOS LOVIZZARO	
JOEL D. MARSH	
NANCY O'CONNOR	
TROY REINHART	
MARIKA SMILEY	
SUE SMIT	
JEAN WOOD	

PROJECT MANAGEMENT TEAM

STEVEN AMES Project Consultant	BILL FRIEDMAN Mayor	MOLLY KRUEZMAN Citizen	PETER SCHENCK Citizen
JAN BAKER Task Force Facilitator	ROBIN GYORGYFALVY Task Force Liaison	ANDIE LINDGREN Bend Metro Parks and Recreation District	MIKE SCHMIDT Chamber of Commerce
JODIE BARRAM Planning Commissioner	MICHEAL HOLTZCLAW Planning Commissioner	ANDREA McCULLOUGH City Staff-Communications	BRIAN SHETTERLY City Staff-Long Range Planner
ANNA MARIE CASEY Citizen	LINDA JOHNSON City Councilor; Chair of PMT	DARCY McNAMARA Vision Coordinator	PATTY STELL City Staff-Administration
SUSAN CUNNINGHAM Citizen			ALAN WILCOX Citizen

APPENDIX A: ACKNOWLEDGEMENTS

VOLUNTEERS

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 DAVID WHITE
 CHRISTINE LIPSCOMB
 LUCY HAMILTON
 TIM CASEY
 THAVY YIMSUT

STAFF

DARCY McNAMARA
 Project Coordinator
 PAT COHEN
 Project Assistant
 STEVEN AMES
 Project Consultant
 Steven Ames Planning, Portland

Bend 2030 FINANCIAL AND IN-KIND CONTRIBUTORS

JAN BAKER FACILITATES	
BEND METRO PARK AND RECREATION DISTRICT	
CACADE BUSINESS GROUP	
THE BULLETIN	DESCHUTES PUBLIC LIBRARY DISTRICT
PAMELA TROW-JOHNSON/ ART PASSIONS DESIGN	JT ATKINS & ASSOCIATES
EXPRESS PERSONNEL & PROFESSIONAL STAFFING	ALPEN EXPOSURE/DUSTIN MITSCH
BEND SENIOR CENTER	TOWER THEATER
STEVEN AMES PLANNING	PHOENIX INN
PETER SCHENCK	BEND VISITORS AND CONVENTION BUREAU
HIGH DESERT JOURNAL	BEND BROADBAND
CASCADE HEALTHCARE COMMUNITY	PROFESSIONAL AIR
ALPINE INTERNET	MIRROR POND GALLERY
SUE HAMMOND	LES SCHWAB
CUMULUS LLC	BLUE SKY ENERGY
BEND-LA PINE SCHOOLS	SOUTHWICK SPECIALTY ADVERTISING
TIFFANY PAULIN	MARIKA SMILEY
OBSIDIAN TECHNOLOGIES	BARNES & NOBLE BOOKSELLERS
MID OREGON CREDIT UNION	STARBUCKS
	WILD OATS NATURAL MARKETPLACE
	DESERTSCAPE MANAGEMENT
	CENTRAL OREGON COMMUNITY COLLEGE

APPENDIX B: *Vision Endorsement*

DRAFT for City Council

RESOLUTION OF SUPPORT FOR BEND 2030 COMMUNITY VISION

A RESOLUTION TO ENDORSE THE BEND 2030 VISION

WHEREAS, the Bend City Council has initiated and funded from the general fund, money to assist in the development of a visioning process for the Bend community, and;

WHEREAS, Bend 2030 is a broad, inclusive, community-based effort involving thousands of community members, agencies, and key stakeholders to develop a 25 year vision statement to guide community efforts in creating a better future for Bend, and;

WHEREAS, the City Manager for Bend has served on the Bend 2030 Our Community Vision Stakeholder Advisory Committee (SAC) to advise and provide support in the development of a community vision for the future of Bend, and;

WHEREAS, the Bend City Council recognizes that the Bend 2030 Vision will be an important tool in informing the development and implementation of the City's Comprehensive Plan and other long range plans of the City;

NOW THEREFORE, the Bend City Council DOES RESOLVE:

To endorse the Bend Vision 2030 Vision Statement as the expression of the community's aspirations for the future of Bend, to review our long range policies, plans and strategies to promote their overall consistency with the vision, and to help implement the vision in order to achieve a bright future for the citizens of Bend and the greater Bend community.

Further, we resolve to continue working with other community organizations as part of the Bend Vision 2030 Phase II Action Planning Process and Phase III Implementation process to implement projects and programs to see the Bend 2030 Vision to fruition.

ADOPTED by the _____ the ____ day of _____, ____.
Title _____

APPENDIX C: *Phase II*

PURPOSE

Develop Action Plan to implement the *Bend 2030 VISION* over the next five years and identify top priorities. Implementation of the Action Plan would involve City of Bend and other key community stakeholders, including local government, businesses, civic organizations and community groups.

GOALS

- ▶ Engage key community stakeholder groups in development of the Action Plan
- ▶ Identify and secure buy-in of the Action Plan's identified implementers (*lead partners*)
- ▶ Identify 'easy win' actions for immediate implementation
- ▶ Develop Action Plan implementation strategy
- ▶ Inform and engage public in Action Plan development and implementation as appropriate

STRUCTURE

- ▶ **LEAD SPONSOR** City of Bend
- ▶ **PROJECT MANAGEMENT TEAM (PMT)** Oversees Phase II activities and personnel. The PMT will develop recommendations during the Action Planning phase to ensure resources and long-term staffing for the implementation phase (Phase III), which will begin in early 2007.
- ▶ **STAKEHOLDER ADVISORY COMMITTEE (SAC)** Continues to provide input and feedback from key community stakeholder groups and participates individually in Action Plan development.

► **ACTION PLANNING FORUMS** Key events at beginning and end of action planning process to solicit input and endorsement of community groups for Action Plan. (Participants would include members of Stakeholder Advisory Committee, former Vision Task Force members, City of Bend staff, other local public agencies and institutions, and citizens-at-large with relevant experience and expertise.)

► **VISION ACTION TEAMS (Action Teams)** Six working groups who develop draft Action Plan. Each team has up to 16 members, including 1–2 former VTF members, up to five SAC members, and at least one City representative per team. Up to eight additional members would be drawn from Forum participants. Each team would be convened by co-chairs drawn from the SAC. A cross-team coordinating group comprised of the Action Team chairs would assist in reconciliation of the six plan elements.

► *Bend 2030* **'VISIONCORPS'** Volunteers who assist Bend 2030 doing out-reach and promotion of vision.

► **PROJECT COORDINATOR** A project coordinator would be hired to staff the project. The coordinator would be supervised by the PMT and work with the consultant through Phase II and be assisted by part time staff.

► **PROJECT CONSULTANT** Project consultant would be supervised by the PMT and work with the Project Coordinator.

KEY ACTION PLAN ELEMENTS

Strategies & Actions, Lead Action Partners (implementers of specific actions), Supporting Partners, Timeline, Resources/Costs, and Milestones

PLAN IMPLEMENTATION

The first action plan implementation cycle will be 2007–2011; implementation of some actions, including “easy wins”, may begin sooner (in 2006).

PHASE II: *Draft Workplan*

JUNE 2006 – FEBRUARY 2007

JUNE 2006

- ▶ Action Team members from SAC and VTF selected
- ▶ Forum I participants identified
- ▶ Final Phase I SAC Meeting (June 21)
- ▶ Council receives & endorses vision (June 21)
- ▶ Phase II Project Coordinator hired
- ▶ Phase II Project Consultant retained

JULY

- ▶ Vision document published (July)
- ▶ *Bend 2030* **VISIONCORPS** formed (speaker's bureau and other volunteer activities)
- ▶ Forum I invitations issued
- ▶ Action Planning Forum I (July 20 proposed date)
 - hear presentation of vision by former VTF members
 - commit to seek organization's endorsement of vision
 - receive summer 'homework' assignment as input to action planning (e.g.: *What we are doing now that supports the vision?* Potential actions we might take on to support vision, etc.)

AUGUST

- ▶ Forum participant 'homework' turned in (date TBD; late August)
- ▶ PMT appoints remaining Action Team members
- ▶ Action Team Facilitators retained

SEPTEMBER

- ▶ Action Team Orientation & Training (Date TBD; September 15)
- ▶ Ongoing VisionCorps presentations

MID-SEPTEMBER – MID-NOVEMBER

- ▶ Action Teams meet (up to 6 scheduled meetings per team)
- ▶ Ongoing compilation and reconciliation of six action plans
- ▶ Ongoing VisionCorps presentations
- ▶ PMT develops recommendations to ensure resources and long-term staffing for the implementation phase

LATE NOVEMBER

- ▶ Final Draft Action Plan prepared
- ▶ SAC review of Draft Action Plan

DECEMBER

- ▶ Action Planning Forum II (Date TBA)
- ▶ Review Revised Draft Action Plan
 - briefing on Action Plan endorsement and Implementation Strategy
- ▶ Publication of Final Draft Action Plan Document
- ▶ Lead Partners (who have emerged during the process) sign *statements of commitment* for Actions for which they are accepting responsibility
- ▶ Council Endorsement of Action Plan

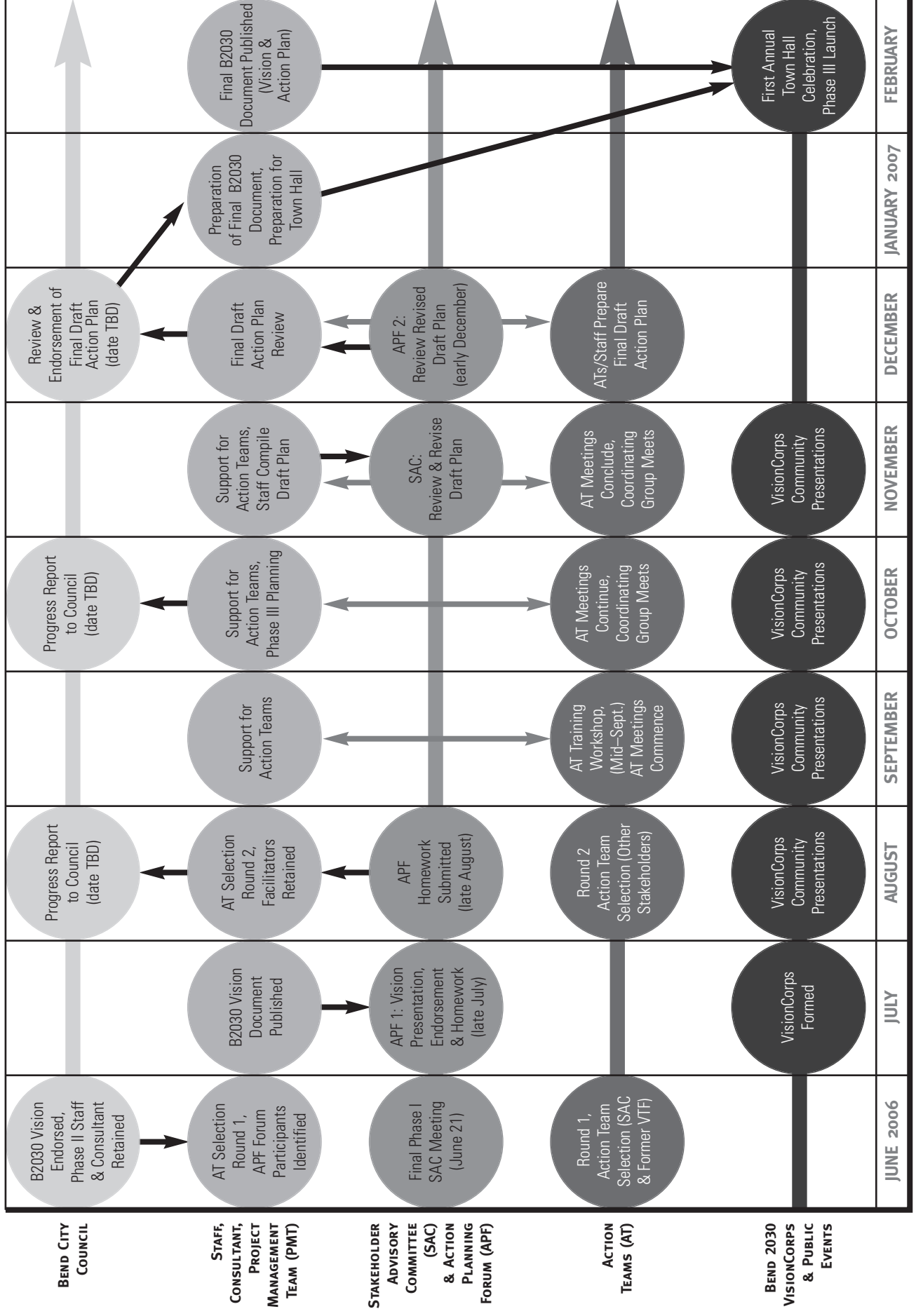
JANUARY – FEBRUARY 2007

- ▶ Publication of *Bend 2030 VISION/ACTION PLAN*
- ▶ Public Celebration/First Annual *Bend 2030 VISION TOWN HALL (VISIONCORPS)*
- ▶ Launch of Vision Implementation (Phase III)



PHASE II:
Timeline

Bend 2030 | **OUR COMMUNITY VISION** | PROPOSED PROJECT TIMELINE – PHASE II | JULY 2006 – FEBRUARY 2007





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