



Bend 2030 Action Plan Status: Updated Jan. 23, 2007

This document reflects changes to the Action Plan that was presented to the Bend City Council on Dec. 20, 2006. (Changes are noted in the color green.) Ongoing changes are expected as this is a very dynamic document that reflects the ongoing discussions and decisions made by Lead and Supporting Partners.

Contact Bend 2030 at 541-598-3942 for more information.

<i>Key Vision Element</i>	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.						
<i>Strategy</i>	COORDINATED REGIONAL PLANNING. Promote coordinated formal regional planning for transportation, natural resource management, land use, water use and economic development in Central Oregon.	Lead Partner	Suggested Supporting Partners	Timeline			
WPC 1				Less Than 1 Year	1 – 2 Years	3 – 5 Years	6+ Years
<i>Action</i>	REGIONAL WATER STAKEHOLDER COORDINATION. Convene regional water stakeholder coordinating group that meets semi-annually. Meetings will allow stakeholders to identify areas of mutual interest and opportunities to partner to achieve identified goals and projects or to resolve conflicts. Stakeholders will be able to coordinate education efforts. <i>(See also Strategies QE 3, QE 6)</i>	Deschutes River Conservancy (DRC)	All cities in Basin, Tribes, Irrigation Districts, OWRD, watershed councils, Water Watch, agricultural organizations, USFS, BLM, Bureau of Reclamation	●	●	●	●
<i>Action</i>	ANNUAL PUBLIC WATER-ISSUES FORUM. Conduct annual public water-issues forum to educate the public on water issues and provide opportunity for water managers to hear and address public water-policy issues.	Bend County Water District <i>(Pending)</i>	All cities in Basin, Tribes, irrigation districts, OWRD, watershed councils, Water Watch, agricultural organizations, USFS, BLM, Bureau of Reclamation	★	●	●	●
<i>Action</i>	REGIONAL TRANSPORTATION PLANNING. Coordinate with affected agencies on regional multi-modal transportation needs. <i>(See also Action WPC 7.1 and the appendix: ‘Thinking Forward’-WPC 7)</i>	Central Oregon Area Commission on Transportation (COACT)	Bend MPO, ODOT		●		

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Bend 2030 Action Plan

Strategy	WPC 2	COORDINATED LOCAL PLANNING. Promote coordinated formal local planning for transportation, natural resource management, land use, water use and economic development in Bend.	Lead Partner	Suggested Supporting Partners	Timeline			
					Less Than 1 Year	1-2 Years	3-5 Years	6+ Years
Action	WPC 2.1	COLLABORATIVE STAKEHOLDER LIAISON MEETINGS. Conduct regular collaborative liaison meetings between the city, partnering agencies, and local stakeholders to assure that the partners are engaged in supporting and implementing the Bend 2030 Vision. Regular interagency liaison meetings will allow information exchange, identification of issues, and coordination of planning processes and plans.	City of Bend	BMPRD, BLPS, DPLS, irrigation districts; other service providers (Avion Water), neighborhood associations, Bend MPO, State agencies, Federal agencies, Tribes	●	●	●	●

Key Vision Element	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.							
Strategy	WPC 3	COMMUNITY DIALOGUE ON GROWTH. Foster an open, thoughtful, strategic dialogue among the community, elected officials, planners and developers to address such growth challenges as Urban Growth Boundary expansion, infill, redevelopment and density.	Lead Partner	Suggested Supporting Partners	Timeline			
					Less Than 1 Year	1-2 Years	3-5 Years	6+ Years
Action	WPC 3.1	PUBLIC EDUCATION/GROWTH ISSUES FORUM & SPEAKERS PANEL. Conduct semi-annual symposium with key players to educate the public about growth issues and to provide a public forum for dialogue, discussion and debate.	Building a Better Bend Board	Neighborhood associations, FOB, City, Chamber, BMPRD	★	●	●	●




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Bend 2030 Action Plan

<p><i>Action</i></p> <p>WPC 3.2</p>	<p>PUBLIC EDUCATION/GROWTH PROGRAMMING THEME. Develop public education programming on growth that would include events and forums at the Tower Theater, schools, senior center, and a variety of other venues. The programming would focus on the issues of growth and provide the community with a better understanding of this complex issue. Awards could be given to corporations, individuals and students for the most innovative ideas, solutions and/or recommendations.</p>	<p>Deschutes Public Library</p>	<p>Build a Better Bend Board; FOB, BLPS, COCC, City Club of Central Oregon</p>		●		
<p><i>Action</i></p> <p>WPC 3.3</p>	<p>PUBLIC EDUCATION/GROWTH DIALOGUE WEBLOG. Create a web log on growth where the public can comment on growth issues.</p>	<p>City Club of Central Oregon (CCCO)</p>	<p>DPLS, media, City, COCC</p>	●			

<p><i>Key Vision Element</i></p>	<p>STRONG LAND USE PLANS 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.</p>						
<p><i>Strategy</i></p> <p>WPC 4</p>	<p>LAND USE PLAN ENHANCEMENTS. Enhance the City's General Land Use Plan to guide development, incorporating creative zoning, good design and density requirements. Empower the City's Planning Commission with clear review and approval procedures.</p>	<p>Lead Partner</p>	<p>Suggested Supporting Partners</p>	<p>Timeline</p>			
				<p>Less Than 1 Year</p>	<p>1-2 Years</p>	<p>3-5 Years</p>	<p>6+ Years</p>
<p><i>Action</i></p> <p>WPC 4.1</p>	<p>MIXED-USE NEIGHBORHOOD PLANNING. Mandate master planning and related plan refinements to create distinct mixed-use neighborhoods in the city. <i>(See also Action WPC 12.)</i></p>	<p>City of Bend</p>	<p>Planning Commission, neighborhood associations, FOB, Development Community, BLPS, Bmprd, property owners</p>		●		
<p><i>Action</i></p> <p>WPC 4.2</p>	<p>POPULATION, EMPLOYMENT AND HOUSING FORECASTS. Develop, monitor, and update as necessary population, employment and housing forecasts for the city, approximately every five years.</p>	<p>City of Bend</p>	<p>Deschutes County Planning Division, EDCO, OEA, PSU-Population Research Center, U.S. Census Bureau</p>	●			


<i>Key Vision Element</i>	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.						
<i>Strategy</i> WPC 5	GROWTH TARGETS. Establish clear, measurable targets for growth in Bend, including density, open space, affordable housing, mixed-use development, industrial lands, and water management and conservation.	Lead Partner	Suggested Supporting Partners	Timeline			
<i>Action</i> WPC 5.1				Less Than 1 Year	1 – 2 Years	3 – 5 Years	6+ Years
<i>Action</i> WPC 5.2	GROWTH TARGETS MONITORING AND BENCHMARKS. Establish and adopt Monitoring Program and Benchmarks to measure growth targets for all elements of this strategy, including public schools and services.	City of Bend	BMPRD, BLPS, neighborhood associations, Housing Works, Development Community	●	●		
<i>Action</i> WPC 5.2	GENERAL PLAN UPDATE. Update the Bend Area General Plan to incorporate the endorsed Bend 2030 Vision and adopted Action Items.	City of Bend	City Council, Planning Commission, neighborhood associations			●	

<p><i>Key Vision Element</i></p>	<p>FUNDING FOR INFRASTRUCTURE AND SERVICE. 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.</p>						
<p><i>Strategy</i> WPC 6</p>	<p>INFRASTRUCTURE & SERVICES DELIVERY FUNDING. Develop a fair, coherent system of taxes, fees and ‘system development charges’, providing adequate funding to build and maintain quality infrastructure and public services concurrent with growth. <i>(See “Thinking Forward” appendix for additional Actions without a Lead Partner)</i></p>	<p>Lead Partner</p>	<p>Suggested Supporting Partners</p>	<p>Timeline</p>			
				<p>Less Than 1 Year</p>	<p>1 – 2 Years</p>	<p>3 – 5 Years</p>	<p>6+ Years</p>
<p><i>Action</i> WPC 6.1</p>	<p>JUNIPER RIDGE INFRASTRUCTURE FUNDING. Develop a plan for funding the unfunded infrastructure of Juniper Ridge, including funding for schools, parks, and other services that are currently unfunded and will be required by the anticipated population.</p>	<p>City of Bend</p>	<p>COIC</p>				
<p><i>Action</i> WPC 6.2</p>	<p>INFRASTRUCTURE NEEDS ASSESSMENT. Identify and inventory unfunded infrastructure and related public service needs. (NOTE: CITY OF BEND REMOVED AS LEAD PARTNER.)</p>		<p>BMPRD, BLPS, neighborhood associations, Housing Works, development community</p>				
<p><i>Action</i> WPC 6.3</p>	<p>ANNEXATION AND REZONING. Research and advocate for a change in state law that would realize revenue from the increase in property value as the result of annexation or rezoning.</p>	<p>Central Oregon Cities Organization (COCO)</p>	<p>DLCD, Deschutes County Tax Assessor, COBA</p>				

<p>Key Vision Element</p>	<p>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.</p>						
<p>Strategy WPC 7</p>	<p>MULTI-MODAL TRANSPORTATION. Promote establishment of a balanced, environmentally friendly, 'multi-modal' transportation system in Bend that can accommodate private automobiles, commercial traffic, buses and shuttles, regional light rail, and accessible pedestrian and bicycle pathways.</p> <p><i>(See "Thinking Forward" appendix for additional Actions without a Lead Partner)</i></p>	<p>Lead Partner</p>	<p>Suggested Supporting Partners</p>	<p>Timeline</p>			
				<p>Less Than 1 Year</p>	<p>1 – 2 Years</p>	<p>3 – 5 Years</p>	<p>6+ Years</p>
<p>Action WPC 7.1</p>	<p>MODAL CONNECTIVITY PLAN. Create a modal connectivity plan or Transportation System Plan (TSP) overlay utilizing the City's bus route plan, bicycle & pedestrian plan, trail plan and existing park and ride facilities. Identify key locations that serve as the primary interface between transportation modes and infrastructure improvements or facility needs that would enhance the use of these modal "hubs". Indicate modal hubs that are strategically located for interfacing with a Regional Public Transportation system (including the potential for both regional bus and light rail systems).</p> <p><i>(See also Actions WPC 1.3, VW 2.6, QE 11.2)</i></p>	<p>City of Bend</p>	<p>COIC; Commute Options, neighborhood associations, Chamber, BLPS, COACT, BMPRD; Bend Traffic Safety Committee; Bend MPO</p>				
<p>Action WPC 7.2</p>	<p>'HOW TO GET AROUND' PUBLICATIONS. Produce "How To Get Around"- booklets targeted for the two key audiences, residents and visitors, that describe:</p> <ol style="list-style-type: none"> 1. WHAT transportation options are available 2. WHY it is important both for the individual and the community to use these options 3. WHERE do you live and where do you want to go for transportation information 4. HOW to get started, i.e. – setting a goal, keeping it simple - starting with an errand or trip. <p>Include timetables, costs and cost savings, maps, and contact information.</p>	<p>Central Oregon Area Commission on Transportation (COACT)</p>	<p>Commute Options, City, Chamber, neighborhood associations, COTA, BMPRD, Fitness Associations, ODOT</p>				

A WELL-PLANNED CITY

Bend 2030 Action Plan

<p><i>Action</i></p> <p>WPC 7.3</p>	<p>'TRAVEL-THE-WORLD' CAMPAIGN. Capture the interest of teenagers by initiating a “Travel-the-World” Campaign that promotes the idea that money saved from not owning and operating a personal vehicle could go towards other cool things like planning a post-graduation trip to somewhere around the world. Produce information that can be introduced through curricula or special presentations that show the breakdown of cost for a teenager to own and operate a vehicle over a three-year period.</p>	<p>Commute Options for Central Oregon (COCO)</p>	<p>BLPS</p>				
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<p><i>Key Vision Element</i></p>	<p>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.</p>						
<p><i>Strategy</i> WPC 8</p>	<p>TRAFFIC AND STREET IMPROVEMENTS. Support a fully-funded, comprehensive long-term traffic and street improvement program for the City of Bend, facilitating flow, bypasses and easy connection to all areas of the community.</p>	<p>Lead Partner</p>	<p>Suggested Supporting Partners</p>	<p>Timeline</p>			
				<p>Less Than 1 Year</p>	<p>1-2 Years</p>	<p>3-5 Years</p>	<p>6+ Years</p>
<p><i>Action</i> WPC 8.1</p>	<p>METROPOLITAN TRANSPORTATION PLAN ADOPTION. Complete and adopt the Metropolitan Transportation Plan (MTP) <i>(See also Strategy VE 9)</i></p>	<p>Bend Metropolitan Planning Organization (MPO)</p>	<p>City, ODOT, Deschutes County Planning Commission</p>	<p>●</p>			
<p><i>Action</i> WPC 8.2</p>	<p>TRANSPORTATION SYSTEM PLAN REVIEW. Monitor and revise the Transportation Systems Plan (TSP) bi-annually.</p>	<p>City of Bend</p>	<p>BMPO, Private Developers</p>		<p>●</p>	<p>●</p>	<p>●</p>

Key Vision Element	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.							
Strategy WPC 9	PEDESTRIAN AND BICYCLE ROUTES. Establish a comprehensive, integrated system of bicycle and walking routes, providing safe, healthy access to major hubs of the city, including employment areas, neighborhood centers, parks and open spaces, schools and retail areas.		Lead Partner	Suggested Supporting Partners	Timeline			
			Less Than 1 Year	1 – 2 Years	3 – 5 Years	6+ Years		
Action WPC 9.1	‘INFILL’ SIDEWALKS AND BIKE FACILITIES. Complete infill sidewalks and bike facilities on existing collectors, arterials and off-street trails.		City of Bend	BLPS, County Health Department, Commute Options, Bend Traffic Safety Committee			●	
Action WPC 9.2	‘SAFE ROUTES FOR KIDS’ PROGRAM. Establish, promote and secure annual funding for a Safe Routes for Kids program that guides school children and their parents in identifying the safest routes to and from school, street crossings, etc. (NOTE: MOVED BEND LA PINES SCHOOLS TO SUPPORTING PARTNER.)			City, Commute Options, BMRPD, BLPS		●		
Action WPC 9.3	NEW PEDESTRIAN CROSSINGS. Demarcate a targeted number of new pedestrian crossings per year on existing arterials and collectors to improve pedestrian safety.		City of Bend	Bend Traffic Safety Committee, County Bike and Ped Advisory Committee, Commute Options, neighborhood associations, BMRPD			●	
Action WPC 9.4	PEDESTRIAN, BICYCLE AND DRIVER AWARENESS EDUCATION. Expand youth and adult bicycle, pedestrian and driver awareness education in order to promote public safety and reduce accidents.		Commute Options	Police, Deschutes County Bike and Ped Advisory Committee, City, Healthy Active Central Oregon Coalition		●		

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Bend 2030 Action Plan







<p><i>Action</i></p> <p>WPC 9.5</p>	<p>BUSINESS INCENTIVES FOR COMMUTING OPTIONS. Explore and implement innovative business incentives to reward employees for seeking alternative transportation such as utilizing the Comprehensive National Energy Strategy Law to provide employees with a transportation fringe benefit, discounted parking passes, discounted bus passes, etc.</p>	<p>Commute Options</p>	<p>Bend Downtowners Association, Chamber</p>		●		
<p><i>Action</i></p> <p>WPC 9.6</p>	<p>PEDESTRIAN AND BICYCLE SAFETY. Improve the enforcement of laws that enhance pedestrian and bicycle safety.</p>	<p>City of Bend</p>	<p>City Traffic Safety Committee, Deschutes County Bike and Ped. Advisory Committee</p>		●		


Development and Redevelopment

<p><i>Key Vision Element</i></p>	<p>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.</p>						
<p><i>Strategy</i></p> <p>WPC 10</p>	<p>HISTORIC DOWNTOWN ENHANCEMENT. Strengthen and enhance Bend's downtown district, carefully expanding opportunities for businesses, shops, restaurants, and housing while preserving downtown's unique character.</p>	<p>Lead Partner</p>	<p>Suggested Supporting Partners</p>	<p>Timeline</p>			
				<p>Less Than 1 Year</p>	<p>1 – 2 Years</p>	<p>3 – 5 Years</p>	<p>6+ Years</p>
<p><i>Action</i></p> <p>WPC 10.1</p>	<p>DOWNTOWN REDEVELOPMENT. Identify projects within the Central Business District (CBD) to expend the remaining Bend Urban Renewal Area (BURA) funds.</p>	<p>Bend Urban Renewal Area (BURA)</p>	<p>Bend Downtowners Association, Chamber, City</p>	●			

A WELL-PLANNED CITY

Bend 2030 Action Plan

<i>Action</i> WPC 10.2	CENTRAL BUSINESS DISTRICT EXPANSION. Identify and adopt an expansion plan for the CBD to include immediate surrounding areas of current zone.	Bend Urban Renewal Area (BURA)	Bend Downtowners Association, Chamber, City				
<i>Action</i> WPC 10.3	DOWNTOWN CONNECTIVITY. Enhance the connectivity to downtown through the Franklin and Greenwood corridors.	Bend Urban Renewal Area (BURA)	Bend Downtowners Association, Chamber, City				
<i>Action</i> WPC 10.4	HISTORIC DESIGN REVIEW COMMITTEE. Establish a historic design review committee for preserving and enhancing the character of downtown Bend.	Bend Urban Renewal Area (BURA)	Landmarks Commission, Bend Downtowners Association				

<i>Key Vision Element</i>	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.						
<i>Strategy</i> WPC 11	LOCAL GATHERING PLACES. Plan, design and develop small neighborhood centers throughout the community, where local residents can walk or bike to cafes, shops, gathering places, pocket parks, recreational facilities, and other services.	Lead Partner	Suggested Supporting Partners	Timeline			
<i>Action</i> WPC 11.1	MIXED-USE CODE FOR GATHERING PLACES. Amend the Bend General Plan and Development Code to establish a mixed use code that will support current and future neighborhood gathering places.	City of Bend	BMPRD; Neighborhood Associations; City Planning				
				Less Than 1 Year	1 – 2 Years	3 – 5 Years	6+ Years

A WELL-PLANNED CITY


Bend 2030 Action Plan

<i>Action</i> WPC 11.2	NEIGHBORHOOD GATHERING PLACES PLAN. Establish a collaborative effort to identify, plan and map locations for neighborhood gathering places.	City of Bend	Private Developers, BMPRD, Neighborhood Associations		●		
<i>Action</i> WPC 11.3	NEIGHBORHOOD PARKS. Revise, fund and implement the BMPRD Neighborhood Parks Plan annually in order that all Bend neighborhoods will enjoy equitably distributed park amenities and community gathering places.	Bend Metro Parks and Recreation District (BMPRD)	City of Bend; Neighborhood Associations, Developers	★			
<i>Action</i> WPC 11.4	NEIGHBORHOOD ANNEXATION POLICY. Develop an annexation policy that requires master-planned neighborhoods as a prerequisite to annexation.	City of Bend	Neighborhood Associations, BMPRD, Central Oregon Builders Association (COBA), Private Developers		●		





<i>Key Vision Element</i>	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.						
<i>Strategy</i> WPC 12	KEY CORRIDOR MIXED-USE DEVELOPMENT. Promote and establish mixed-use development along key corridors and in designated centers of Bend, with development codes where residential, employment and retail uses mix that address building design, heights, densities and levels of affordability.	Lead Partner	Suggested Supporting Partners	Timeline			
				Less Than 1 Year	1 – 2 Years	3 – 5 Years	6+ Years
<i>Action</i> WPC 12.1	THIRD STREET REDEVELOPMENT. Adopt zoning that allows higher density, mixed-use, transit, and determine development costs using an ULTRA-type process. <i>(See: “Use of Land for Transportation Alternatives”, City of Bend, 2003)</i>	City of Bend	Chamber, Commute options, Deschutes County Bike & Pedestrian Advisory Committee, private developers, CORHA, property owners	●			

A WELL-PLANNED CITY




Bend 2030 Action Plan




<i>Action</i> WPC 12.2	ZONING AND CODE AMENDMENTS FOR MIXED-USE DEVELOPMENT. Amend Bend zoning map and code to support Mixed-Use districts that could be supported by transit. <i>(See also Action WPC 4.1 Mixed-Use Neighborhood Planning)</i>	City of Bend	Friends of Bend, CO Landwatch, Chamber, private developers, Commute Options, CORHA				
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<i>Key Vision Element</i>	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.						
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<i>Strategy</i> WPC 13	PRESERVATION AND EXPANSION OF AFFORDABLE HOUSING. Engage the City of Bend and partner organizations in preserving and increasing the available supply of affordable housing at a rate consistent with population growth in the community. <i>(See also Strategy VE 3, Strategy SHP 9)</i>	Lead Partner	Suggested Supporting Partners	Timeline			
				Less Than 1 Year	1 – 2 Years	3 – 5 Years	6+ Years
<i>Action</i> WPC 13.1	LAND ACQUISITION FOR AFFORDABLE HOUSING. Acquire additional land to be used to develop affordable housing based on the deficit identified in the 2006 Central Oregon Workforce Housing Needs Assessment.	City of Bend	Homeless Leadership Council, Housing Works, OHCS, lenders, non-profit housing providers, private developers				
<i>Action</i> WPC 13.2	AFFORDABLE HOUSING SUPPLY. Increase the supply of affordable housing by determining if there are properties available that could be acquired and rehabilitated for affordable housing uses.	Housing Works	CDBG, CORA				
<i>Action</i> WPC 13.3	AFFORDABLE HOUSING INVENTORY MAINTENANCE. Maintain the inventory of existing properties that meet the affordable housing criteria.	Housing Works	OHCS (tax credits, weatherization loans, etc.) Neighbor Impact, City				
<i>Action</i> WPC 13.4	AFFORDABLE HOUSING LOBBYING. Lobby for additional funding and tools to develop and maintain affordable housing, including real estate transfer fees, SDC waivers, and inclusionary zoning.	Central Oregon Cities Organization (COCO)	Housing Alliance, local lobby groups, Housing Works, realtor associations, builders, developers				

Conservation

<i>Key Vision Element</i>	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.						
<i>Strategy</i>	ENERGY CONSERVATION AND RENEWABLE ENERGY PROMOTION. As Bend grows and develops, promote energy conservation and the use of renewable energy through City ordinances, incentives, zoning and building codes. Model the use of renewable energy through the City of Bend's own consumption and procurement practices.	Lead Partner	Suggested Supporting Partners	Timeline			
WPC 14				Less Than 1 Year	1 – 2 Years	3 – 5 Years	6+ Years
<i>Action</i>	PUBLIC CONSERVATION/RENEWABLE MODELS. Establish the use of renewable energy through public agencies' own consumption and procurement practices.	reSource	3E Strategies, City, BLPS, other public agencies				
<i>Action</i>	JUNIPER RIDGE CONSERVATION/RENEWABLE MODEL. Develop Juniper Ridge as a model of renewable energy and conservation. <i>(See also Action VE 2.5)</i>	City of Bend	EDCO; 3E Strategies, JR Master Developer				
<i>Action</i>	ADOPTION OF GREEN STANDARDS. Adopt Green Standards including Leadership in Energy and Environmental Design (LEED) and other certification standards for buildings and promote education on sustainability.	City of Bend	3E Strategies; COBA, Planning Commission				

<p><i>Key Vision Element</i></p>	<p>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.</p>						
<p><i>Strategy</i> WPC 15</p>	<p>GREENBELT DEVELOPMENT. Maintain Bend's distinct identity by locating strategically integrated, permanent conservation areas that provide both open space as well as connectivity to existing green space. (See also Strategy VE 15, Strategy QE 14)</p>	<p>Lead Partner</p>	<p>Suggested Supporting Partners</p>	<p>Timeline</p>			
				<p>Less Than 1 Year</p>	<p>1 – 2 Years</p>	<p>3 – 5 Years</p>	<p>6+ Years</p>
<p><i>Action</i> WPC 15.1</p>	<p>‘GREEN PRINT’ PLAN. Conduct public planning process to develop a ‘Green Print’ plan for the area in and around the city to identify a network of existing and proposed natural areas, public open space, developed recreation areas and connections.</p>	<p>Bend Metro Parks and Recreation District (BMPRD)</p>	<p>City, neighborhood associations, TPL</p>				
<p><i>Action</i> WPC 15.2</p>	<p>‘GREEN PRINT’ PLAN II. Adopt the 'Green Print' plan into the Bend Urban Area General Plan and include policies that will require implementation of the plan as a condition of annexation. (NOTE: TIMELINE CHANGED TO 3-5 YEARS)</p>	<p>City of Bend</p>	<p>BMPRD, FOB, neighborhood associations</p>				
<p><i>Action</i> WPC 15.3</p>	<p>‘GREEN PRINT’ PLAN INITIATIVES. Develop and support a bond measure ("Save Our Natural Spaces"- SOnS) to acquire new natural spaces to support the metropolitan ‘Green Print’ plan.</p>	<p>Friends of Bend</p>	<p>TPL, BMPRD, City</p>				

A VIBRANT ECONOMY







Economic Development

<i>Key Vision Element</i>	INCENTIVES FOR HEALTHY ECONOMIC GROWTH. Bend has worked to develop and implement a comprehensive regional approach that provides incentives to foster healthy economic growth.						
<i>Strategy</i> VE 1	INCENTIVES FOR HEALTHY ECONOMIC GROWTH. Integrate relevant regional strategies that provide incentives to foster healthy economic growth.	Lead Partner	Suggested Supporting Partners	Timeline			
				Less Than 1 Year	1 - 2 Years	3 - 5 Years	6+ Years
<i>Action</i> VE 1.1	IDENTIFY EXISTING REGIONAL PLANS. Identify existing regional strategic plans, select appropriate action steps and implement.	Economic Development for Central Oregon (EDCO)	COCIB; Crook, Jefferson, and Deschutes Counties; Cities of Bend, Redmond, Madras, Prineville, Sisters, Culver, Metolius, (LaPine?), OECDD, US EDA, Warm Springs, Governor's Office, Chamber; COACT, ODOT, 3EStrategies; Neighbor Impact, Housing Works, COCC, OSU- Cascades		●		

<i>Strategy</i> VE 2	JUNIPER RIDGE MODEL. Establish Juniper Ridge as a model of healthy, sustainable economic development.	Lead Partner	Suggested Supporting Partners	Timeline			
				Less Than 1 Year	1 - 2 Years	3 - 5 Years	6+ Years
<i>Action</i> VE 2.1	INDUSTRIAL LANDS PRIORITIZATION. Prioritize industrial land uses at Juniper Ridge for industrial sectors targeted through the Sector Targeting - process (study currently underway).	City of Bend	EDCO, OSU, COEC, 3EStrategies, COCC	●			

A VIBRANT ECONOMY

Bend 2030 Action Plan

<i>Action</i> VE 2.2	EDUCATIONAL CONSORTIUM. Establish a Regional Educational Consortium that responds to community and Central Oregon needs while serving the needs of businesses.	City of Bend	Developer, CORRECT, COCC, OSU- Cascades					
<i>Action</i> VE 2.3	HIGHER EDUCATION/BUSINESS INTERACTION. Closely integrate higher education at Juniper Ridge with businesses providing opportunities for interaction both inside and outside the classroom.	City of Bend	Developer, CORRECT, COCC, OSU- Cascades					
<i>Action</i> VE 2.4	SUSTAINABLE DEVELOPMENT PRACTICES. Ensure that design, construction, and operations at Juniper Ridge follow the best practices of sustainable and green development.	City of Bend	Developer, 3EStrategies					
<i>Action</i> VE 2.5	BUILDING ENERGY CONSERVATION. Implement energy conservation measures at Juniper Ridge so that building energy costs are 25 percent to 50 percent lower than for traditional buildings. <i>(See also Action WPC 14.2)</i>	City of Bend	Developer, 3EStrategies					
<i>Action</i> VE 2.6	MULTI-MODAL LAND USE PLANNING. Implement land use planning at Juniper Ridge that accommodates pedestrians, bicycles, transit, and promotes the efficient use of automobiles. <i>(See also Action WPC 7.1, Strategy WPC 9)</i>	City of Bend	Commute Options					
<i>Action</i> VE 2.7	OPEN SPACE INTEGRATION. Integrate open spaces at Juniper Ridge that preserves the most important natural features and are connected by trails.	City of Bend	Developer, BMPRD					

Strategy	RESIDENTIAL LAND SUPPLY AND AFFORDABLE HOUSING. Maintain an adequate supply of residential land which is specifically available for affordable housing development. <i>(See also Strategy WPC 13, Strategy SHP 9)</i>	Lead Partner	Suggested Supporting Partners	Timeline			
				Less Than 1 Year	1 – 2 Years	3 – 5 Years	6+ Years
Action VE 3.1	AFFORDABLE HOUSING TYPE TARGETS. Utilize specific housing type targets in the General Plan and Development Code to fill affordable housing needs. Include monitoring and adaptive management programs on an annual basis.	City of Bend	EDCO, area home builders and home builder groups, Chamber	●			
Action VE 3.2	AFFORDABLE HOUSING AND JOB RECRUITMENT. Assure that adequate affordable housing is available as part of job recruitment efforts.	City of Bend	EDCO	●	●	●	●
Action VE 3.3	AFFORDABLE HOUSING ANNUAL REVIEW. Conduct annual review of affordable housing targets, supplies, related benchmarks and indicators.	City of Bend	EDCO, area home builders and home builder groups, Chamber	●	●	●	●

Strategy	METRICS FOR SUCCESS. Develop and utilize ‘metrics’ to measure success in achieving healthy economic growth strategies.	Lead Partner	Suggested Supporting Partners	Timeline			
				Less Than 1 Year	1 – 2 Years	3 – 5 Years	6+ Years
Action VE 4.1	METRICS DEVELOPMENT. Develop measurability metrics for key strategies. (NOTE: LEAD PARTNER CHANGED TO EDCO.)	Economic Development for Central Oregon (EDCO)	Area home builders and home builder groups, Chamber		●		

A VIBRANT ECONOMY



Bend 2030 Action Plan

<i>Action</i> VE 4.2	SUCCESS METRICS REPORTING. Report on measurable success metrics for selected strategies on an annual basis.	Economic Development for Central Oregon (EDCO)	City, Chamber, COIC, COWIB			●	●
<i>Action</i> VE 4.3	STRATEGIES AND METRICS UPDATE. Update strategies and metrics as appropriate.	Economic Development for Central Oregon (EDCO)	City, Chamber, COIC, COWIB				●

<i>Key Vision Element</i>	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.						
<i>Strategy</i> VE 5	LIVING WAGE JOBS. Increase the number of living wage jobs to support Bend's growing population, offering all local residents the opportunity to achieve a basic standard of living. <i>(Strategies without Actions have either been addressed in another Strategy/Action or are perceived to be general enough to be achieved through implementation of the overall Action Plan)</i>	Lead Partner	Suggested Supporting Partners	Timeline			
				Less Than 1 Year	1 – 2 Years	3 – 5 Years	6+ Years

<i>Key Vision Element</i>	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.						
<i>Strategy</i> VE 6	TARGETED INDUSTRIES. Establish and support a comprehensive program to recruit, retain and expand targeted business and industry in Bend, focusing on diverse and desirable industries that provide economic opportunity, longevity in the global market, and a clean environment.	Lead Partner	Suggested Supporting Partners	Timeline			
				Less Than 1 Year	1 – 2 Years	3 – 5 Years	6+ Years
<i>Action</i> VE 6.1	ECONOMIC DEVELOPMENT INCENTIVE GUIDELINES. Develop City guidelines for Economic Development incentives with specific emphasis on targeted industries.	City of Bend	CORRECT, OECDD, EDCO		●		
<i>Action</i> VE 6.2	TARGETED SECTORS STRATEGIES. Complete detailed strategy for each targeted industrial sector.	City of Bend	COCC, CORRECT, OECDD, Chamber, Employment Div., COIC	●			
<i>Action</i> VE 6.3	COORDINATED INDUSTRIAL RECRUITMENT. Coordinate recruitment strategy for targeted industries with industrial developers.	City of Bend	Juniper Ridge Partners, EDCO	●			
<i>Action</i> VE 6.5	INDUSTRIAL RECRUITMENT AND RETENTION. Establish industrial recruitment and retention programs with emphasis on targeted industries.	Economic Development for Central Oregon (EDCO)	City, Chamber, COCC, COIC	●	●	●	

<i>Key Vision Element</i>	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.						
<i>Strategy</i> VE 7	INTELLECTUAL CAPITAL. Promote Bend's intellectual capital as a catalyst to build success within targeted economic clusters. Establish a business campus linking workplaces with research and development, manufacturing and marketing.	Lead Partner	Suggested Supporting Partners	Timeline			
				Less Than 1 Year	1 – 2 Years	3 – 5 Years	6+ Years
<i>Action</i> VE 7.1	BEND TECHNOLOGY CENTER. Create a Bend Technology Center to recruit, promote and incubate new technology in the region.	Economic Development for Central Oregon (EDCO)	COCC, OSU- Cascade , CORRECT, City, Chamber			●	
<i>Action</i> VE 7.2	SUSTAINABLE ENERGY CENTER. Create a Sustainable Energy Center to promote and support the development of sustainable energy industries in Bend. <i>(See also Strategy QE 14)</i>	3E Strategies	COCC		●	●	
<i>Action</i> VE 7.3	WEB-BASED INTELLECTUAL CAPITAL NETWORK. Create a web- based intellectual capital network.	Small Business Development Center (SBDC)	Central Oregon Partnership	●	●		







<i>Key Vision Element</i>	SUPPORT FOR SMALL BUSINESSES AND ENTREPRENEURS. Bend promotes and supports its existing and potential small businesses and entrepreneurs with information, technical assistance and resources.						
<i>Strategy</i> VE 8	SUPPORT FOR SMALL BUSINESSES AND ENTREPRENEURS. Support and promote existing and potential small businesses and entrepreneurs in Bend with information, technical assistance and resources.	Lead Partner	Suggested Supporting Partners	Timeline			
				Less Than 1 Year	1 - 2 Years	3 - 5 Years	6+ Years
<i>Action</i> VE 8.1	SCORE PROGRAM RE-ESTABLISHMENT. Re-Establish a SCORE (Service Corps of Retired Executives) Chapter in Central Oregon.	Small Business Development Center (SBDC)	Opportunity Knocks, EDCO, Chamber, WorkForce Oregon, COIC, SBDC				
<i>Action</i> VE 8.2	ESTABLISH INFORMATION CLEARINGHOUSE. Establish a small business and entrepreneurs information clearinghouse.	Small Business Development Center (SBDC)	Opportunity Knocks, EDCO, Chamber, WorkForce Oregon, COIC, SBDC				
<i>Action</i> VE 8.3	NON-PROFIT SKILL MATCHING. Develop a referral agency or program for matching skilled citizen volunteers with under-manned and under-volunteered non-profit organizations.	The Central Oregon Partnership Network	Opportunity Knocks, EDCO, Chamber, WorkForce Oregon, COIC, SBDC				

<i>Key Vision Element</i>	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.							
<i>Strategy</i> VE 9	TRANSPORTATION ACCESS. Increase regional transportation access and efficiency in Central Oregon 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. <i>(See also Strategy WPC 8)</i>		Lead Partner	Suggested Supporting Partners	Timeline			
					Less Than 1 Year	1 – 2 Years	3 – 5 Years	6+ Years
<i>Action</i> VE 9.1	BEND AREA TRANSIT EXPANSION. Support the expansion of Bend Area Transit (BAT) and integrate with Commute Options and other multi-modal programs.		City of Bend	BAT, Commute Options, Bend MPO	●	●	●	
<i>Action</i> VE 9.2	TRANSIT PLANNING INTEGRATION. Support the vertical integration of the transit planning and implementation work being done by Central Oregon Area Commission on Transportation (COACT), the Bend Metropolitan Planning Organization (MPO), and Bend Area Transit (BAT) and Oregon Department of Transportation (ODOT).		City of Bend	BAT, COACT, Bend MPO	●	●	●	
<i>Action</i> VE 9.3	COOLEY ROAD – HWY 97 – HWY 20 REFINEMENTS. Work towards resolution of the Cooley Road - highway 97/20 refinement plan.		Bend Metropolitan Planning Organization (MPO)	ODOT, COACT, City	●	●	●	
<i>Action</i> VE 9.4	REED MARKET ROAD CONCEPT PLAN. Support the Reed Market conceptual plan and bring the project to fruition.		City of Bend	ODOT, COACT, Railroads, Bend MPO	●	●	●	

A VIBRANT ECONOMY

Bend 2030 Action Plan

<i>Action</i> VE 9.5	MURPHY ROAD EXTENSION PLAN. Support the Murphy road extension plan and implementation.	City of Bend	Bend MPO; Railroads, ODOT				
<i>Action</i> VE 9.6	RESIDENTIAL LANDS STUDY TRANSPORTATION PLANNING. Continue transportation planning as part of the City of Bend Residential Lands Study.	City of Bend	Bend MPO; Railroads				
<i>Action</i> VE 9.7	REDMOND AIRPORT EXPANSION. Support expansion of the Redmond Airport.	City of Redmond	EDCO				
<i>Action</i> VE 9.8	BEND AIRPORT DEVELOPMENT AND EXPANSION. Continue expansion/development of the Bend Airport.	City of Bend	EDCO				
<i>Action</i> VE 9.9	INFRASTRUCTURE FOR ALTERNATIVE TRANSPORTATION. Work to establish infrastructure that supports sustainable, alternative modes of transportation.	City of Bend					
<i>Action</i> VE 9.10	RAIL SYSTEM ADJUSTMENTS FOR IMPROVED CONNECTIVITY. Review potential to adjust railroad system to promote transportation connectivity and flow of traffic in Bend. (NOTE: LEAD PARTNER CHANGED TO COACT; CITY MOVED TO SUPPORTING PARTNER.)	COACT	City of Bend, Commute Options, railroads				
<i>Action</i> VE 9.11	INCENTIVES FOR NON-AUTOMOBILE TRANSPORTATION. Develop incentives that promote non-automobile transportation options, such as transporting students to school and events.	Commute Options	City				

<i>Key Vision Element</i>	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.						
<i>Strategy</i> VE 10	AVAILABLE INDUSTRIAL AND COMMERCIAL LANDS. Maintain an ample supply of available serviced industrial and commercial land that enhances business recruitment and allows for the expansion of existing businesses.	Lead Partner	Suggested Supporting Partners	Timeline			
				Less Than 1 Year	1 – 2 Years	3 – 5 Years	6+ Years
<i>Action</i> VE 10.1	INDUSTRIAL AND COMMERCIAL LANDS INVENTORY. Update inventory totals of available industrial and commercial land within the city limits to establish a baseline for newly required acreage in the Urban Growth Boundary expansion.	City of Bend	State of Oregon, County, DLCD, EDCO, Chamber				
<i>Action</i> VE 10.2	URBAN RESOURCES DESIGNATION. Designate Urban Reserve Boundary for the next 50 years and develop a corresponding monitoring program.	City of Bend	State of Oregon, County, DLCD, EDCO, Chamber				
<i>Action</i> VE 10.3	INDUSTRIAL AND COMMERCIAL URBAN GROWTH BOUNDARY. Expand the City of Bend's Urban Growth Boundary (UGB) to accommodate appropriate industrial and commercial development and develop a program to maintain the inventory over time.	City of Bend	State of Oregon, County, DLCD, EDCO, Chamber				
<i>Action</i> VE 10.4	INDUSTRIAL REDEVELOPMENT SITES. Create incentives to encourage redevelopment of existing or underutilized industrial/commercial sites.	City of Bend	EDCO				

<i>Key Vision Element</i>	ROBUST COMMUNICATIONS 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, state-wide, nationally and globally. The communication network offers competitive costs and is easily accessible throughout the region.						
<i>Strategy</i> VE 11	ROBUST COMMUNICATIONS INFRASTRUCTURE. Establish robust communication and technology infrastructure that supports business, government, education, citizen and resident needs. Ensure a communication network that offers competitive costs and is easily accessible region-wide.	Lead Partner	Suggested Supporting Partners	Timeline			
<i>Action</i> VE 11.1	WIRELESS NETWORK. Establish a wireless network and local educational resources. (NOTE: BEND LA PINE SCHOOLS ET ALL MOVED TO SUPPORTING PARTNER.) <i>(See also Action CLC 4.4)</i>		CORRECT ; Bend/La Pine Schools (BLPS), High Desert Education Service District (HDES), Central Oregon Community College (COCC)	Less Than 1 Year ●	1 – 2 Years	3 – 5 Years	6+ Years

A VIBRANT ECONOMY






Workforce

<i>Key Vision Element</i>	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.						
<i>Strategy</i> VE 12	WORKFORCE EDUCATION AND TRAINING. Expand higher education programs and facilities, professional technical education, and trade school and training programs to provide the local and migratory workforce with improved employment opportunities, providing a skilled labor pool for Bend's local businesses and targeted industries. <i>(See also Strategy SC 9, Strategy CLC 6, Strategy CLC 7, Strategy CLC 8)</i>	Lead Partner	Suggested Supporting Partners	Timeline			
				Less Than 1 Year	1 – 2 Years	3 – 5 Years	6+ Years
<i>Action</i> VE 12.1	INDUSTRY AND BUSINESS WORKFORCE TRAINING ASSESSMENT. Identify educational, training, and “soft skills” needs of local businesses and targeted industry clusters.	Oregon State University - Cascades Campus	CORRECT, CHC, EDCO, Oregon Employment Department, Leaders from targeted industry clusters, Chamber	●			
<i>Action</i> VE 12.2	K-20 GAP ANALYSIS AND INITIATIVES. Assess “gaps” in workforce training and target K-20 initiatives that address these gaps.	Oregon State University - Cascades Campus	CORRECT, CHC, EDCO, Oregon Employment Department, Leaders from targeted industry clusters, Chamber, COCC, BLPS		●		
<i>Action</i> VE 12.3	K-20 INITIATIVE IMPLEMENTATION PLANS AND ASSESSMENT. Develop implementation plans for identified initiatives, analyze effectiveness and adjust where necessary.	Oregon State University - Cascades Campus	CORRECT, CHC, EDCO, Oregon Employment Department, Leaders from targeted industry clusters, Chamber COCC, BLPS			●	

<i>Key Vision Element</i>	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							
<i>Strategy</i> VE 13	SAFE, HEALTHY WORK ENVIRONMENTS. Promote safe, healthy, drug-free work environments that boost employee morale, productivity and knowledge, and enhance the quality of their products and services. <i>(See also Strategy SHP 7)</i>		Lead Partner	Suggested Supporting Partners	Timeline			
					Less Than 1 Year	1 – 2 Years	3 – 5 Years	6+ Years
<i>Action</i> VE 13.1	DRUG-FREE WORKPLACE PROGRAM. Promote the Bend Chamber of Commerce Drug-Free Workplace program.		Bend Chamber of Commerce <i>(Pending)</i>	EDCO, Meth Action Coalition, medical field, insurance carriers		●		
<i>Action</i> VE 13.2	DRUG-FREE WORKPLACE PROGRAM BRANDING. Develop a branding campaign that promotes Bend as a drug-free workplace.		Bend Chamber of Commerce <i>(Pending)</i>	EDCO, Meth Action Coalition, medical field, insurance carriers		●		

A VIBRANT ECONOMY

Sustainable Industries




<i>Key Vision Element</i>	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.						
<i>Strategy</i> VE 14	TOURISM BENEFITS TO COMMUNITY. Promote and support year-round tourism based on Bend's natural beauty and outdoor recreation opportunities, with a diverse mix of attractions including arts and culture, sports, clean air and water and environmentally focused tours and programs.	Lead Partner	Suggested Supporting Partners	Timeline			
				Less Than 1 Year	1 – 2 Years	3 – 5 Years	6+ Years
<i>Action</i> VE 14.1	ARTS AND CULTURE PARTNERSHIPS. Develop a partnership with agencies involved with arts and culture to develop, expand and promote special events appealing to visitors.	Bend Visitor and Convention Bureau (VCB)	City of Bend, Tower Theater Foundation, CFM, BendFilm.				
<i>Action</i> VE 14.2	OUTDOOR RECREATION BRANDING AND PROMOTION. Develop a branding and marketing program that promotes Bend as an urban oasis in an outdoor recreation paradise.	Bend Visitor and Convention Bureau (VCB)					
<i>Action</i> VE 14.3	DESCHUTES RIVER PADDLE TRAIL. Foster further development of Deschutes River Paddle Trail.	Paddle Trail Alliance	Bend VCB, BMRPD				
<i>Action</i> VE 14.4	‘BE BEND FRIENDLY’-CAMPAIGN. Develop a “Be Bend Friendly”-campaign to educate local businesses on importance of tourism and its benefits for the local economy.	Bend Visitor and Convention Bureau (VCB)	COCC				
<i>Action</i> VE 14.5	HOSPITALITY AND TOURISM DEGREE PROGRAM. Develop an integrated baccalaureate degree program in Hospitality and Tourism that includes community extension programs in customer service training.	Bend Visitor and Convention Bureau (VCB)	COCC, OSU- Cascade				

A VIBRANT ECONOMY

Bend 2030 Action Plan

<i>Action</i> VE 14.6	WELLNESS LIFESTYLE TOURISM DEVELOPMENT. Encourage development of "wellness lifestyle" tourism products and services based on the successful experiences of similar communities.	Bend Visitor and Convention Bureau (VCB)						
<i>Action</i> VE 14.7	'POINT OF DIFFERENTIATION' ANALYSIS. Determine Bend's 'Point of Differentiation' (POD) (what makes Bend unique; similar to unique selling point) and conduct competitive set analysis.	Bend Visitor and Convention Bureau (VCB)						
<i>Action</i> VE 14.8	PERFORMING ARTS CENTER. Encourage development and construction of a Performing Arts Center. <i>(See also Strategy CLC 11)</i>	Central Oregon Arts & Cultural Center (COACC)	Bend VCB, Arts Community, City					

<i>Key Vision Element</i>	'GREEN' BUILDING LEADER. Bend is a nationally recognized leader in the research, development, manufacture and application of environmentally friendly 'green' building materials and technology.							
<i>Strategy</i> VE 15	'GREEN' BUILDING LEADER. Establish and market Bend as a national leader in the research, development, manufacture and application of environmentally friendly 'green' building materials and technology. <i>(See also Strategy WPC 15, Strategy QE 14)</i>	Lead Partner	Suggested Supporting Partners	Timeline				
<i>Action</i> VE 15.1				Less Than 1 Year	1 - 2 Years	3 - 5 Years	6+ Years	
<i>Action</i> VE 15.2	GREEN BUILDING PRACTICES. Encourage and support the City of Bend to adopt green building practices for all public buildings and incentives for privately-owned buildings.	3EStrategies' Building Green Council	City, COBA					
<i>Action</i> VE 15.2	'ZERO NET-ENERGY' BUILDING PROGRAM. Establish a 'zero net-energy' building program that provides strong incentives and technical support.	3EStrategies' Building Green Council	City, COBA					

<i>Key Vision Element</i>	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.						
<i>Strategy</i>	INVESTMENT IN SUSTAINABLE ENERGY. Promote and attract substantial investment in the development and production of renewable and sustainable energy, and associated technologies that support economic growth.	Lead Partner	Suggested Supporting Partners	Timeline			
VE 16				Less Than 1 Year	1 - 2 Years	3 - 5 Years	6+ Years
<i>Action</i>							
VE 16.1	LOCATION AND SUPPORT OF SUSTAINABLE ENERGY COMPANIES. Ensure that City of Bend makes a full commitment to becoming a cutting-edge hub for the location and support of sustainable energy companies.	City of Bend	3EStrategies, EDCO, Chamber, Juniper Ridge Partners				
<i>Action</i>							
VE 16.2	INCENTIVES TO ATTRACT SUSTAINABLE ENERGY COMPANIES. Establish incentives to attract sustainable energy companies and projects. (NOTE: CITY MOVED TO SUPPORTING PARTNER.)		EDCO, 3EStrategies, City of Bend				
<i>Action</i>							
VE 16.3	COMMUNITY ENERGY PLAN. Develop a community energy plan that addresses resource options such as utilizing commercial roof space for solar panels, establishes a community biomass facility, small hydro on irrigation canals, bio-fuels production, community development patterns and conservation opportunities.	3EStrategies	Irrigation Districts, County Solid Waste Department, Chamber, DLCD, Oregon Department of Energy, City				
<i>Action</i>							
VE 16.4	ENERGY EFFICIENT TRANSPORTATION INCENTIVES. Create incentives for non-auto and energy-efficient transportation options.	Commute Options	City, ODOT				

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.							
<i>Strategy</i> VE 17	HEALTH-CONSCIOUS BUSINESSES. Build on Bend's natural environment and healthy lifestyles to attract and develop holistic, health-conscious businesses that support community interest in preserving Bend's scenic assets, environmental quality, and sustainable practices <i>(See “Thinking Forward” appendix for additional Actions without a Lead Partner)</i>	Lead Partner	Suggested Supporting Partners	Timeline			
				Less Than 1 Year	1 – 2 Years	3 – 5 Years	6+ Years
<i>Action</i> VE 17.1	ENVIRONMENTALLY SUSTAINABLE BUSINESSES. Create incentives to attract businesses with an interest in preserving Bend’s scenic assets and environmental quality through sustainable practices.	City of Bend	EDCO			●	
<i>Action</i> VE 17.2	SUSTAINABLE CITY MODEL. Establish Bend as a sustainable city model offering tours and demonstrations of leading edge technologies and practices that make the city a renowned national leader in environmental sustainability.	3EStrategies	City; Bend VCB				●
<i>Action</i> VE 17.3	NATIONAL CONVENTION. Attract a national convention to Bend by an organization such as the National Center for Complementary and Alternative Medicine (NCCAM).	Bend Visitor and Convention Bureau (VCB)	City, ODOT			●	

A QUALITY ENVIRONMENT

Air






<i>Key Vision Element</i>	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.						
<i>Strategy</i>	AIR QUALITY. Maintain Bend's high air quality by reducing harmful emissions, construction dust and implementing alternatives to field and forest burning in the region. Institute snow and ice removal procedures that minimize threats to the environment and personal health.	Lead Partner	Suggested Supporting Partners	Timeline			
QE 1				Less Than 1 Year	1 - 2 Years	3 - 5 Years	6+ Years
<i>Action</i>	AIR QUALITY. Monitor air quality for particulate matter and pollutants such as carbon dioxide, ozone, nitrogen oxide, and other hazardous air pollutants.	Oregon Department of Environmental Quality	Clean Air Committee, Central Oregon Environmental Center				
QE 1.1							

Water

	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.						
<i>Strategy</i>	BASIN-WIDE WATER MANAGEMENT COLLABORATION. Create a basin-wide water quality and quantity management authority and water bank, ensuring that human, agricultural and ecosystem needs for water are met. Provide industrial and commercial users with alternatives to the consumption of water treated to drinking standards. <i>(Strategies without Actions have either been addressed in another Strategy/Action or are perceived to be general enough to be achieved through implementation of the overall Action Plan)</i>	Lead Partner	Suggested Supporting Partners	Timeline			
QE 2				Less Than 1 Year	1 - 2 Years	3 - 5 Years	6+ Years

A QUALITY ENVIRONMENT

Bend 2030 Action Plan

Key Vision Element	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.						
Strategy QE 3	DESCHUTES RIVER ENHANCEMENT. Enhance, improve and protect Deschutes River. Balance demands and uses to ensure the river's value to all elements and users. Assure year-round river flow patterns that support healthy riparian and aquatic ecosystems in Bend.	Lead Partner	Suggested Supporting Partners	Timeline			
				Less Than 1 Year	1 – 2 Years	3 – 5 Years	
Action QE 3.1	BASIN-WIDE WATER MANAGEMENT COLLABORATION. Create a basin-wide water management forum, ensuring that human, agriculture, and ecosystem needs for water are met.	Deschutes County (Pending)	DRC, DBBC, COCO, Other Counties, CTWS, environmental interests				
Action QE 3.2	CENTRAL OREGON WATER BANK. Establish the Central Oregon Water Bank to facilitate water transactions. Build relationships with additional irrigation districts and municipal water supplies.	Deschutes River Conservancy (DRC CO Water Bank)	Districts, COCO, private water purveyors				
Action QE 3.3	IRRIGATION CANAL EFFICIENCY IMPROVEMENTS. Establish a long-term program to eliminate water loss from irrigation canals, increasing the quantity of water remaining in the river while improving public safety. Establish trail connectivity over canal routes.	Deschutes Basin Board of Control (DBBC)	COCO, DRC, Bmprd				
Action QE 3.4	RIPARIAN LANDOWNER ASSISTANCE. Create a partnership to assist landowners interested in developing, protecting or enhancing property along the Deschutes River.	Upper Deschutes Watershed Council (UDWC)	USFS, City, Bmprd, DRC, private landowners				
Action QE 3.5	RIVER AREAS OF SPECIAL INTEREST. Identify areas of special interest along the Deschutes River and account for them in future planning and zoning, beyond existing requirements. (NOTE: DESCHUTES COUNTY REMOVED AS LEAD PARTNER; MUST CLARIFY “SPECIAL INTEREST” AND “BEYOND EXISTING REQUIREMENTS” LANGUAGE.) (See also Action WPC 1.1, Action WPC 1.2)		USFS, City of Bend, Bend Parks and Rec, Developers, DBLT, UDWC, DBBC, ODFW				


A QUALITY ENVIRONMENT

Bend 2030 Action Plan

<i>Action</i> QE 3.6	DESCHUTES RIVER EDUCATION. Coordinate a regional partnership for community outreach and education concerning Deschutes River issues.	Upper Deschutes Watershed Council (UDWC)	DRC, DBBC, City, County						
<i>Action</i> QE 3.7	MIRROR POND VISION. Establish a City Council-appointed Community Task Force to facilitate a near-term community vision for Mirror Pond, using technical advisory committee findings.	City of Bend	TAC						
<i>Action</i> QE 3.8	MIRROR POND SEDIMENTATION SOLUTION. Develop and adopt a long-term solution to address sedimentation in Mirror Pond.	City of Bend	County, Upper Deschutes Watershed Council, DRC, Mirror Pond Technical Advisory Group						




<i>Key Vision Element</i>	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.								
<i>Strategy</i> QE 4	STORM WATER TREATMENT AND DRAINAGE. Promote and implement storm water alternatives such as 'eco-roofs' and 'bio-swales', providing safe, effective diversion and containment of storm water run-off. Establish storm water diversion as an integral part of infrastructure planning for new developments. <i>(Strategies without Actions have either been addressed in another Strategy/Action or are perceived to be general enough to be achieved through implementation of the overall Action Plan)</i>	Lead Partner	Suggested Supporting Partners	Timeline					
				Less Than 1 Year	1 - 2 Years	3 - 5 Years	6+ Years		

<i>Key Vision Element</i>	IRRIGATION CANALS. A comprehensive long-term program developed by a City-led consortium of local, state, and federal organizations have 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.						
<i>Strategy</i>	IRRIGATION CANALS. Establish a City-led consortium of local, state and federal organizations with a long-term program to eliminate water loss from irrigation canals, increasing overall quantity of available water remaining in the river, enhancing fisheries and ensuring public safety. Establish linear parks along irrigation corridors throughout the community. <i>(Strategies without Actions have either been addressed in another Strategy/Action or are perceived to be general enough to be achieved through implementation of the overall Action Plan)</i>	Lead Partner	Suggested Supporting Partners	Timeline			
QE 5				Less Than 1 Year	1 – 2 Years	3 – 5 Years	6+ Years

<i>Key Vision Element</i>	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.						
<i>Strategy</i>	WATER CONSERVATION. Assure adequate water supplies by promoting aggressive citywide water conservation, including industrial, construction, commercial, residential and individual users. Educate the public in water conservation to reduce high summertime water use and the need for supplemental (well) water.	Lead Partner	Suggested Supporting Partners	Timeline			
QE 6				Less Than 1 Year	1 – 2 Years	3 – 5 Years	6+ Years
<i>Action</i>	BASIN-WIDE WATER MANAGEMENT CONSERVATION EDUCATION AND OUTREACH. Create a water conservation program for local education and outreach. Provide education and outreach with the ultimate goal to move the landscape continuum from 'total turf' with high input/maintenance requirements, toward lower input landscapes and native plant use with minimal inputs/maintenance requirements. <i>(See also Action WPC 1.1, Action WPC 1.2)</i>	City of Bend	OSU Extension, OSU Horticulture program, other cities/private utilities, BLM, Green Building, reSource, 3E Strategies, LEED, Earth Advantage, COBA, ASLA, COEC, OLCA, Irrigation Association, PLANET, COCC, USFS, BMPRD, FireFree				
QE 6.1							

A QUALITY ENVIRONMENT






Bend 2030 Action Plan

Action QE 6.2	'SMART CONTROLLER' LANDSCAPE IRRIGATION PROGRAM. Require the installation and ongoing use of City of Bend approved smart controllers and related technology. Consider municipal code, CC&R or other regulation and enforcement processes to include contractor and homeowner training classes and related stakeholder education.	City of Bend	Irrigation Assoc, other cities, private utilities, Green Building, reSource, 3E Strategies, LEED, Earth Advantage, COBA, COEC, OLCA, BMPRD, ASLA, OLCA				
Action QE 6.3	WATER CONSERVATION CONFERENCE TRACK. Create and sponsor ongoing appropriate conservation track at annual conference.	Oregon Landscape Contractors Association (OLCA)	City, reSource, 3EStrategies, LEED, Earth Advantage, COBA,IA, PLANET, OSU Extension, ODF				
Action QE 6.4	WATER CONSERVATION EDUCATION AND CERTIFICATION. Promote State legislation that requires continuing education on water conservation technologies and certification for licensed landscape contractors and landscape designers.	Oregon Landscape Contractors Association (OLCA)	City, Other cities, private utilities, green building, reSource, 3E Strategies, LEED, Earth Advantage, COEC, COBA, IA, PLANET, State and local governments, COCO, major homebuilders, nurseries, COCC				

Key Vision Element	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.						
Strategy QE 7	NATIVE PLANTS AND WATER CONSERVING LANDSCAPING. Promote widespread adoption of native plant species and water conserving landscaping in public and private ornamental landscapes throughout the community. Expand City programs to remove, manage and control noxious weeds. <i>(Strategies without Actions have either been addressed in another Strategy/Action or are perceived to be general enough to be achieved through implementation of the overall Action Plan)</i>	Lead Partner	Suggested Supporting Partners	Timeline			
				Less Than 1 Year	1 - 2 Years	3 - 5 Years	6+ Years

A QUALITY ENVIRONMENT

Land

<i>Key Vision Element</i>	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.						
<i>Strategy</i> QE 8	PROTECTED OPEN SPACE, PARKS, AND NATURAL AREAS. Protect parklands, greenbelts, urban forests, trails, urban wildlife corridors and habitat areas in and around the city through comprehensive planning, growth, management strategies and developer incentives. Establish open space, parks and natural areas as an integral part of the community, shaping future neighborhoods and providing region-wide recreational opportunities.	Lead Partner	Suggested Supporting Partners	Timeline			
				Less Than 1 Year	1 – 2 Years	3 – 5 Years	6+ Years
<i>Action</i> QE 8.1	CREATE A TOP TEN PRIORITIES LIST FOR CONSERVATION AQUISITION. Create an annual top ten priority list for private land conservation/acquisition opportunities. Develop an acquisition strategy for each property such as Land and Water Conservation Fund, partnerships and exchanges.	Deschutes Basin Land Trust	USFS, BLM, ONDA, County, State Division of Lands, TLP				
<i>Action</i> QE 8.2	COLLABORATIVE OPEN SPACES VISION. Engage agencies and organizations to create a master vision for open space, parks and natural lands within the urban growth boundary and the greater Bend region.	Bend Metro Parks and Recreation District (BMPRD)	Trust for Public Land, Deschutes Basin Land Trust, NPS Rivers and Trails, CO Environmental Center, County, City, Oregon State Parks, USFS, BLM				
<i>Action</i> QE 8.3	SKYLINE FOREST CONSERVATION MODEL. Establish the Skyline Forest as a model for future open space conservation.	Deschutes Basin Land Trust	BMPRD, County, Community Forest Authority, City of Bend, USFS,				
<i>Action</i> QE 8.4	OPEN SPACE ANNEXATION. Create a City policy requiring that parks, open space, trails and natural areas are master-planned prior to annexation.	City of Bend	BMPRD, COTA				

A QUALITY ENVIRONMENT

<i>Key Vision Element</i>	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.						
<i>Strategy</i> QE 9	PROTECTION OF NATURAL RESOURCES BY DEVELOPERS. Promote high levels of respect for stewardship and protection of Bend's natural resources during all stages of development, including the protection of heritage trees, migratory paths, rock outcroppings, water features and other natural features.	Lead Partner	Suggested Supporting Partners	Timeline			
				Less Than 1 Year	1 – 2 Years	3 – 5 Years	6+ Years
<i>Action</i> QE 9.1	CODE REVIEW TASK FORCE. Appoint an independent task force to review the existing planning code to identify gaps that prevent or make difficult the protection of natural resources including trees, waterways, migratory paths, rock outcroppings, as well as encourage diverse native vegetation and prevention of noxious weeds.	City of Bend	COBA, private developers, neighborhood associations, environmental groups, land use attorneys		●		
<i>Action</i> QE 9.2	GRADING PERMITS. Move grading permits into the development process, subject to the same rules and regulations as called upon in the development code.	City of Bend	COBA, private developers, neighborhood associations, environmental groups, land use attorneys.		●		
<i>Action</i> QE 9.3	COORDINATED PERMITTING PROCESS. Organize city departments associated with development to coordinate the permitting process to increase the protection of natural resources.	City of Bend			●		

<i>Key Vision Element</i>	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.						
<i>Strategy</i> QE 10	MAINTENANCE OF THE ‘URBAN FOREST’. Promote the maintenance of Bend's ‘urban forest’, increasing tree planting and preservation, improving community appearance, providing wildlife habitat, mitigating heat island effects and boosting property values.	Lead Partner	Suggested Supporting Partners	Timeline			
<i>Action</i> QE 10.1	‘URBAN FOREST’ STANDING COMMITTEE. Appoint a standing urban forest committee to advance Bend's urban forest. Duties include but are not limited to: <ol style="list-style-type: none"> 1. developing an urban forest management plan 2. reviewing the existing tree ordinance and drafting amendments to update or extend it where appropriate with special protection for Heritage Trees 3. Upholding Bend's status as a Tree City USA. 	City of Bend (Tree Board)	OSU Extension, County Forester, OSU- Cascade, Natural Resources program, neighborhood associations, COEC	Less Than 1 Year	1 – 2 Years	3 – 5 Years	6+ Years

<p><i>Key Vision Element</i></p>	<p>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.</p>						
<p><i>Strategy</i></p> <p>QE 11</p>	<p>INTERCONNECTED TRAIL SYSTEM. Complete a citywide, fully integrated 'urban trails' system that links walkers, runners and bicyclists to local parks and recreation facilities, natural areas, and other destinations through sidewalks, paths, water trails, and greenbelt corridors. This trail system will coordinate with a region-wide network, providing systems to access adjoining city, state and federal lands, as well as connecting with other cities. The trail system will also relate logically to area recreational trails, serving both summer and winter trail activities, i.e.: hiking, cross-country skiing, mountain biking, skijoring, dog sledding and snowshoeing.</p>	<p>Lead Partner</p>	<p>Suggested Supporting Partners</p>	<p>Timeline</p>			
				<p>Less Than 1 Year</p>	<p>1 – 2 Years</p>	<p>3 – 5 Years</p>	<p>6+ Years</p>
<p><i>Action</i></p> <p>QE 11.1</p>	<p>REGIONAL TRAIL COUNCIL. Create a supporting Regional Trail Council to oversee a broad county-wide trail system that encompasses urban and regional trails, whereby trail development decisions are evaluated with the same level of importance as the road systems. (NOTE: LEAD PARTNER CHANGED TO DESCHUTES COUNTY PER JAN. 2, 2007 EMAIL FROM CATHERINE MORROW. BMPRD MOVED TO SUPPORTING PARTNER.)</p>	<p>Deschutes County</p>	<p>BMPRD, City, other communities, destination resort developers, land trusts, community and neighborhood groups, COTA, Commute Options, Bend Paddle Trail Alliance, Irrigation Districts, OR State Parks</p>				
<p><i>Action</i></p> <p>QE 11.2</p>	<p>BICYCLE AND PEDESTRIAN SYSTEMS PLAN ADOPTION. Adopt and implement the Bend Urban Area Bicycle and Pedestrian Systems Plan dated August 2006.</p> <p>(See also Strategy WPC 7, Strategy WPC 9, Action VE 2.6)</p>	<p>City of Bend</p>	<p>BMPRD, Irrigation Districts, Burlington Northern Santa Fe Rail with trails opportunity, neighborhood groups</p>				

A QUALITY ENVIRONMENT

Bend 2030 Action Plan




<p><i>Action</i></p> <p>QE 11.3</p>	<p>COUNTY-WIDE TRAIL PLAN. Develop a county-wide trail plan that supports ongoing trail planning and development projects including Deschutes River Trail, Bend to Smith Rock State Park Trail, and others.</p>	<p>Deschutes County</p>	<p>City, City of Redmond, City of Sisters, City of La Pine, BMRPD, Sisters Organization of Activities and Recreation (SOAR), Deschutes County Bike-Ped Committee, USFS, BLM, Irrigation Districts, Oregon State Parks, COTA, Commute Options, Bend Paddle Trail Alliance</p>			●	
<p><i>Action</i></p> <p>QE 11.4</p>	<p>TRAILS PLANNING AND INTEGRATION. Create a policy requiring trails to be planned along with other urban infrastructure elements, such as roads, sewer, water, etc.</p>	<p>City of Bend</p>	<p>BMRPD, Irrigation Districts, DBBC</p>		●		

Resource Conservation

<p><i>Key Vision Element</i></p>	<p>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.</p>						
<p><i>Strategy</i></p> <p>QE 12</p>	<p>ENERGY CONSERVATION AND ALTERNATIVE ENERGY SOURCES. Promote widespread adoption and installation of solar energy and other alternative energy sources for residential, commercial and industrial energy generation in Bend. Adopt City renewable energy standards for municipal services including fleet vehicles, building design, procurement policies, operations and maintenance.</p> <p><i>(Strategies without Actions have either been addressed in another Strategy/Action or are perceived to be general enough to be achieved through implementation of the overall Action Plan)</i></p>	<p>Lead Partner</p>	<p>Suggested Supporting Partners</p>	<p>Timeline</p>			
				<p>Less Than 1 Year</p>	<p>1 – 2 Years</p>	<p>3 – 5 Years</p>	<p>6+ Years</p>



A QUALITY ENVIRONMENT

Bend 2030 Action Plan

<p><i>Key Vision Element</i></p>	<p>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.</p>						
<p><i>Strategy</i> QE 13</p>	<p>CITY-WIDE WASTE PREVENTION AND RECYCLING. Increase waste reduction and recycling in Bend through education, incentives, City ordinances, and aggressive waste prevention practices and programs for businesses and households. Promote use of construction waste and yard debris as a renewable resource. Establish a goal of commercial, residential and construction recycling rates that are among the highest in the nation.</p>	<p>Lead Partner</p>	<p>Suggested Supporting Partners</p>	<p>Timeline</p>			
				<p>Less Than 1 Year</p>	<p>1 – 2 Years</p>	<p>3 – 5 Years</p>	<p>6+ Years</p>
<p><i>Action</i> QE 13.1</p>	<p>YARD DEBRIS CURBSIDE COLLECTION. Implement curbside collection of yard debris as an integral part of Bend’s refuse and recycling collection services.</p>	<p>Deschutes County</p>	<p>City, Garbage collection franchise holders</p>				
<p><i>Action</i> QE 13.2</p>	<p>DEMOLITION/CONSTRUCTION DEBRIS RECYCLING. Establish a demolition and construction recycling permit fee system in City. Accommodate reimbursement of collected fees to permit holders who demonstrate effective recycling practices. (NOTE: CITY OF BEND MOVED TO SUPPORTING PARTNER. COUNCIL MAY CONSIDER THIS ACTION IN THE FUTURE.)</p>		<p>County, City of Redmond, City of Bend</p>				
<p><i>Action</i> QE 13.3</p>	<p>CONSTRUCTION AND DEMOLITION RECOVERY FACILITY. Establish a construction and demolition materials recovery facility.</p>	<p>Deschutes County</p>	<p>City, Garbage collection franchise holders</p>				
<p><i>Action</i> QE 13.4</p>	<p>RECYCLED MATERIALS MARKETING. Establish a task force to examine opportunities for using recycled materials locally. Such opportunities could include using locally generated compost for landscaping, glass for fill, and wood for biomass facilities.</p>	<p>Deschutes County</p>	<p>reSource, City of Bend, Deschutes Recycling, garbage collection franchises</p>				

A QUALITY ENVIRONMENT

Bend 2030 Action Plan

<p><i>Action</i> QE 13.5</p>	<p>RECYCLING IN PUBLIC PLACES. Install recycling containers at all parks and public gathering places in Bend. (NOTE: BMPRD AND DESCHUTES COUNTY ACCEPTED THIS ACTION FOR FACILITIES UNDER THEIR JURISDICTION.)</p>	<p>BMPRD, Deschutes County</p>	<p>Garbage collection franchise holders, City of Bend</p>				
<p><i>Action</i> QE 13.6</p>	<p>EDUCATION AND OUTREACH FOR WASTE PREVENTION. Initiate a waste prevention education campaign within the current solid waste education and promotion programs.</p>	<p>Deschutes County</p>	<p>reSource, garbage collection franchise holders</p>				

A QUALITY ENVIRONMENT

Sustainability

<p><i>Key Vision Element</i></p>	<p>SUSTAINABLE BEND. Bend has established itself as a model of sustainability, embedding this concept throughout the community’s environmental, economic and 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.</p>						
<p><i>Strategy</i></p> <p>QE 14</p>	<p>SUSTAINABLE BEND. Establish Bend as a model of sustainability using the Bend 2030 Vision as its guiding principle. Enhance sustainability throughout the community's environmental, economic and social well-being, growth management and development process. Develop public-private partnerships that work with the sustainability vision, key plans and policies, and recommendations of previous studies to protect the community's environment while assuring its prosperity, social well-being, and cultural history.</p> <p><i>(See also Strategy WPC 15, Strategy VE 15, Action VE 7.2)</i></p>	<p>Lead Partner</p>	<p>Suggested Supporting Partners</p>	<p>Timeline</p>			
				<p>Less Than 1 Year</p>	<p>1 – 2 Years</p>	<p>3 – 5 Years</p>	<p>6+ Years</p>
<p><i>Action</i></p> <p>QE 14.1</p>	<p>GREEN BUILDING PLANNING AND DESIGN. Collaborate with builders, developers, sustainability non-profits, recycling and waste companies to explore and encourage planning and design approaches to new development and redevelopment that lower building costs, raises energy savings, and minimizes waste. (NOTE: CITY OF BEND MOVED TO SUPPORTING PARTNER.)</p>		<p>City of Bend, 3E Strategies, Building Green Council, COEC, reSource, Housing Works, Earth Advantage, COBA, COCC/OSU (Sustainable Building Advisory Course), developers, builders, design professionals (architects, landscape architects, engineers), contractors, Deschutes County Solid Waste Department, garbage and recycling companies.</p>		<p>●</p>	<p>●</p>	
<p><i>Action</i></p> <p>QE 14.2</p>	<p>GREEN BUILDING STANDARDS AND PRACTICES. Adopt green building standards and practices (LEED, Earth Advantage) in both the public and private sectors to encourage substantial investment in ‘green’ building technologies and to significantly decrease Bend's overall resource consumption, use of toxic materials, and energy consumption over the years. (NOTE: CITY OF BEND MOVED TO SUPPORTING PARTNER.)</p>		<p>City of Bend, 3E Strategies, Building Green Council, COEC, reSource, Housing Works, Earth Advantage, COBA, COCC/OSU (Sustainable Building Advisory Course), developers, builders, design professionals (architects,</p>		<p>●</p>	<p>●</p>	





A QUALITY ENVIRONMENT

Bend 2030 Action Plan

			landscape architects, engineers), contractors, Deschutes County Solid Waste Department, garbage and recycling companies.				
<i>Action</i> QE 14.3	SUSTAINABILITY IN CITY PLANS AND POLICIES. Direct the City's planning and growth management policies to include incentives for developers to incorporate Sustainable-Bend principles into all new developments. (NOTE: CITY OF BEND MOVED TO SUPPORTING PARTNER.)		City of Bend, 3E Strategies, Building Green Council, COEC, reSource, Housing Works, Earth Advantage, COBA, COCC/OSU (Sustainable Building Advisory program), developers, builders, design professionals (architects, landscape architects, engineers), contractors		●	●	
<i>Action</i> QE 14.4	DEVELOPER AND BUILDER INCENTIVES. Develop incentives for developers and builders to plan, design and build new housing developments that are affordable, energy efficient, and provide a quality of life-setting and environment. (NOTE: CITY OF BEND MOVED TO SUPPORTING PARTNER.)		City of Bend, 3E Strategies, Building Green Council, COEC, reSource, Housing Works, Earth Advantage, COBA, COCC/OSU (Sustainable Building Advisory program), developers, builders, design professionals (architects, landscape architects, engineers), contractors		●	●	
<i>Action</i> QE 14.5	SUSTAINABLE CITY MARKETING CAMPAIGN. Implement a city-wide campaign that markets sustainability principles in order to educate and create commitment from both consumers and suppliers with support from both the business and environmental communities. (NOTE: CITY OF BEND MOVED TO SUPPORTING PARTNER.)		City of Bend, 3E Strategies, Building Green Council, COEC, reSource, Housing Works, Earth Advantage, COBA, COCC/OSU (Sustainable Building Advisory program), developers, builders, design professionals (architects, landscape architects, engineers), contractors, Deschutes County Solid Waste Department, Chamber, The Source, The Bulletin, Cascade Business News, Waste and Recycling Companies		●	●	

A QUALITY ENVIRONMENT

Bend 2030 Action Plan


<p><i>Action</i> QE 14.6</p>	<p>SUSTAINABLE BUILDING PUBLICATION. Develop a publication for sustainable building and development that provides information about financial incentives from city, state and federal agencies.</p>	<p>3EStrategies</p>	<p>ODOE, Energy Trust of Oregon, City</p>				
<p><i>Action</i> QE 14.7</p>	<p>SUSTAINABLE-BEND AWARD CRITERIA. Determine criteria for an annual Sustainable-Bend Award that recognizes a business or organization that has improved the built and natural environment, enhanced quality of life and provided for a vibrant economy.</p>	<p>reSource</p>	<p>Central Oregon Environmental Center, 3EStrategies, City</p>				
<p><i>Action</i> QE 14.8</p>	<p>SUSTAINABLE-BEND AWARD. Present an annual Sustainable-Bend Award</p>	<p>City of Bend</p>	<p>3EStrategies, reSource, Central Oregon Environmental Center, other nonprofits</p>				
<p><i>Action</i> QE 14.9</p>	<p>SUSTAINABILITY PROGRAM FUNDING. Identify funding sources to support a sustainability program with the City of Bend. (NOTE: ACCEPTANCE CONFIRMED ON JAN. 18, 2007.)</p>	<p>Central Oregon Environmental Center</p>	<p>reSource, 3EStrategies, Bend 2030, City, other fundraisers experienced with government grants</p>				

<i>Key Vision Element</i>	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.						
<i>Strategy</i> QE 15	INCENTIVE-BASED SUSTAINABILITY. Develop incentives for developers to incorporate Sustainable Bend principles into all new developments through City planning and growth management policies, procedures, directives, mandates, and tools. <i>(Strategies without Actions have either been addressed in another Strategy/Action or are perceived to be general enough to be achieved through implementation of the overall Action Plan)</i>	Lead Partner	Suggested Supporting Partners	Timeline			
				Less Than 1 Year	1 – 2 Years	3 – 5 Years	6+ Years

<i>Key Vision Element</i>	‘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.						
<i>Strategy</i> QE 16	GREEN BUILDING STANDARDS AND PRACTICES. Promote public and private investment in 'green' building technologies, significantly decreasing Bend's overall resource consumption, use of toxic materials, and energy consumption. Institutionalize green building standards into City building codes and ordinances. <i>(Strategies without Actions have either been addressed in another Strategy/Action or are perceived to be general enough to be achieved through implementation of the overall Action Plan)</i>	Lead Partner	Suggested Supporting Partners	Timeline			
				Less Than 1 Year	1 – 2 Years	3 – 5 Years	6+ Years

<i>Key Vision Element</i>	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.						
<i>Strategy</i> QE 17	ENVIRONMENTAL EDUCATION. Expand environmental education throughout the community, in schools and institutions of higher education, through parks and recreation programs, and lifelong learning and the arts. Establish a sustainable environment research center to study and promote environmental sustainability. <i>(Strategies without Actions have either been addressed in another Strategy/Action or are perceived to be general enough to be achieved through implementation of the overall Action Plan)</i>	Lead Partner	Suggested Supporting Partners	Timeline			
				Less Than 1 Year	1 – 2 Years	3 – 5 Years	6+ Years

Public Safety

<i>Key Vision Element</i>	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.						
<i>Strategy</i> SHP 1	ENHANCED CITY-WIDE EMERGENCY RESPONSE. Develop and implement an enhanced city-wide emergency response plan, addressing catastrophic fire (including wildland fires in and around the city), natural disasters, pandemics, health crises and other threats to public health and safety. Incorporate education of the public as an integral part of the plan.	Lead Partner	Suggested Supporting Partners	Timeline			
				Less Than 1 Year	1 – 2 Years	3 – 5 Years	6+ Years
<i>Action</i> SHP 1.1	EMERGENCY RESPONSE SUMMIT (ERP). Convene Emergency Response Summit to formalize Emergency Response relationships, protocols and directory.	Deschutes County Emergency Management (DCEM)	City Fire, City PD, City PW, DCSO, BLPS, Red Cross, SCMC, State FMO, DER, DCPW, DC Health, USFS, ODF, City, County Admin, DCRFPD#2, Deschutes 9-1-1, OSP, COCC, BMPRD, DCMH				

SAFE, HEALTHY PEOPLE

Bend 2030 Action Plan

<i>Action</i> SHP 1.2	CITY OF BEND EMERGENCY RESPONSE PLAN (ERP). Establish City of Bend Emergency Response Plan.	City of Bend	City		●		
<i>Action</i> SHP 1.3	EMERGENCY RESPONSE TRAINING. Conduct training and drills, including National Incident Management System (NIMS) and Incident Command Systems (ICS) and publicize outcomes for organizations as listed in "supporting partners".	Deschutes County Emergency Management (DCEM)	City Fire, City PD, City PW, DCSO, BLPS, Red Cross, SCMC, State FMO, DER, DCPW, DC Health, USFS, ODF, City., County Admin DCRFPD#2, Deschutes 9-1-1, OSP, COCC, BMPRD, DCMH	●	●	●	●
<i>Action</i> SHP 1.4	ERP OUTREACH. Develop and disseminate a comprehensive disaster preparedness community education program for broadcast and other media for use at public gatherings.	Red Cross	DCCA		●		
<i>Action</i> SHP 1.5	ERP PERIODIC REVIEW. Develop a schedule for periodic revision of the plan and its elements.	Deschutes County Emergency Management (DCEM)		●	●	●	●
<i>Action</i> SHP 1.6	STANDARD EMERGENCY OPERATION PROCEDURES. Establish standard operating procedures for Emergency Operation Center (EOC) and Standardized Emergency Management Systems (SEMS).	City of Bend	Police Department, Fire Department	●	●	●	●
<i>Action</i> SHP 1.7	EMERGENCY OPERATION PLANS FOR CITY DEPARTMENTS. Develop and update Emergency Operations Plans (EOP) for City departments.	City of Bend	Police Department, Fire Department		●		
<i>Action</i> SHP 1.8	RESIDENT EVACUATION PLANS. Develop evacuation plans and identify resources to establish efficient and effective exit routes for residents.	City of Bend	Police Department, Fire Department, County, American Red Cross, BLPS	●	●	●	●








SAFE, HEALTHY PEOPLE

Bend 2030 Action Plan

<i>Action</i> SHP 1.9	BUSINESS SECTOR EMERGENCY OPERATING PLANS. Develop outreach and an individual emergency program plan with local businesses and corporations.	City of Bend	Police Department, Fire Department, Chamber, St. Charles Medical Center, Red Cross, Deschutes County Communication Agency (911)		●		
<i>Action</i> SHP 1.10	EMERGENCY NEEDS INVENTORY. Develop an inventory of materials, equipment, and contractual needs to address a variety of emergency situations.	City of Bend	Police Department, Fire Department		●		
<i>Action</i> SHP 1.11	EMERGENCY RESOURCES INVENTORY. Inventory existing private and public resources available for emergency operations and resource teams.	City of Bend	Police Department, Fire Department		●		
<i>Action</i> SHP 1.12	EMERGENCY OPERATIONS CENTER TRAINING. Conduct training programs for Emergency Operations Center personnel, including tabletop exercises.	City of Bend	Police Department, Fire Department	●	●	●	●
<i>Action</i> SHP 1.13	HAZARD MITIGATION PROGRAM. Develop and review a hazard mitigation program with the goal of reducing or eliminating potential hazards.	City of Bend	Police Department, Fire Department		●		
<i>Action</i> SHP 1.14	EMERGENCY COMMUNICATION PLAN. Develop a standardized emergency communications plan to include: 1. Pandemic planning; pet relocation/evacuation plan 2. Options for emergency notification system 3. Shelter and mass care plan 4. Emergency/Disaster training program for residents and businesses 5. A final plan report for City officials 6. A working budget for City's Emergency Preparedness Program	City of Bend	Police Department, Fire Department		●		



SAFE, HEALTHY PEOPLE

Bend 2030 Action Plan

<p><i>Action</i></p> <p>SHP 1.15</p>	<p>EMERGENCY MANAGEMENT GRANT FUNDING. Prepare a report on available resources for grant funding for emergency management programs.</p>	<p>City of Bend</p>	<p>Police Department, Fire Department, Finance</p>				
<p><i>Action</i></p> <p>SHP 1.16</p>	<p>FIRE DEPARTMENT MUTUAL AID. Continue building strong City of Bend Fire Department regional ties by developing and maintaining seamless mutual aid agreements and interoperable communications systems.</p>	<p>City of Bend</p>					
<p><i>Action</i></p> <p>SHP 1.17</p>	<p>FIRE PREVENTION EDUCATION SPACE. Provide space where fire prevention and community education can be conducted.</p>	<p>City of Bend</p>	<p>Neighboring Agencies</p>				
<p><i>Action</i></p> <p>SHP 1.18</p>	<p>FIRE PREVENTION EDUCATION PLAN. Implement the Fire Prevention Public Education plan, developed with assistance from state agencies, which includes FireFree, Smokey Bear Team Teaching, Firebusters, Firework safety, Oregon Fire Safety Skills curriculum, and Fire Resistive Plants, among other educational and public outreach efforts.</p>	<p>City of Bend</p>					









Key Vision Element	LAW ENFORCEMENT. Bend has invested significantly in law enforcement programs and agencies. Bend’s law enforcement program is an industry model.						
Strategy SHP 2	MODEL LAW ENFORCEMENT PROGRAMS. Expand investments in Bend's law enforcement programs and agencies, establishing local law enforcement programs as an 'industry' model.	Lead Partner	Suggested Supporting Partners	Timeline			
				Less Than 1 Year	1 – 2 Years	3 – 5 Years	6+ Years
Action SHP 2.1	OFFICER TRAINING. Train all officers in crisis intervention, sexual assault response, and domestic violence response.	City Of Bend	COBRA, other law enforcement agencies, Dept. of Mental Health, Victim Assistance, Social Services, CORIL, City, neighborhood representatives, City of Portland Police Department’s Mental Health Training	●	●	●	●
Action SHP 2.2	JUVENILE CRIME PREVENTION. Identify, sponsor and help finance a single community-wide Best Practices-youth program that mitigates juvenile crime and develops life skills in our youth. Evaluate annually.	Commission on Children and Families	Youth Organizations, Chamber, COCC, OSU (research best practice), YOUTH, Boys and Girls Club, BMPRD, Bend PD, Juvenile Department	●	●	●	
Action SHP 2.3	CULTURAL COMPETENCY. Increase 'cultural competency' to reflect the changing cultural composition of our community. <i>(See also Strategy SHP 11.1 Volunteer Interpreters.)</i>	City of Bend	School Dist., COCC, LCA, SCMC, DCSD		●		
Action SHP 2.4	COMMUNITY POLICING GUIDELINES. Develop and adopt guidelines for effective community policing.	City of Bend	City Council		●		


<i>Key Vision Element</i>	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 city-wide to ensure neighborhoods are safe and secure.						
<i>Strategy</i> SHP 3	NEIGHBORHOOD/LAW ENFORCEMENT COORDINATION. Promote close cooperation between neighborhoods and law enforcement in Bend. Increase the number of neighborhood watch groups that function alongside community policing units city-wide to ensure neighborhoods are safe and secure. <i>(Strategies without Actions have either been addressed in another Strategy/Action or are perceived to be general enough to be achieved through implementation of the overall Action Plan)</i>	Lead Partner	Suggested Supporting Partners	Timeline			
				Less Than 1 Year	1 – 2 Years	3 – 5 Years	6+ Years






<i>Key Vision Element</i>	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.						
<i>Strategy</i> SHP 4	CHILD HEALTH, SAFETY AND WELFARE. Establish Bend as a leader in protecting the health, safety and welfare of children. Ensure that Bend is a safe place for all its children - whether they are at home, in school or at play - through a variety of public, private and community-based programs. Advocate for the detection of physical, mental and medical issues that can inhibit social and physical development in early childhood.	Lead Partner	Suggested Supporting Partners	Timeline			
				Less Than 1 Year	1 – 2 Years	3 – 5 Years	6+ Years
<i>Action</i> SHP 4.1	YOUTH HEALTH SAFETY/WELFARE GAP ANALYSIS. Conduct community forum to identify gaps in current support system, identify those services and programs already in place and explore ways to provide better awareness of and access to programs and services. Include yearly measurement of outcomes by tracking key indicators.	Commission on Children and Families	City, Red Cross, BLPS, Commute Options, BMPRD, Healthy Beginnings, The Center Foundation, ODOT, Kids Center, St. Charles, Bike Safety and Education				

SAFE, HEALTHY PEOPLE

Bend 2030 Action Plan

<p><i>Action</i></p> <p>SHP 4.2</p>	<p>YOUTH SAFETY SERVICES COORDINATOR. Develop a Youth Safety Service Coordinator position.</p>	<p>Commission on Children and Families</p>	<p>City, Red Cross, BLPS, Commute Options, BMPRD, Healthy Beginnings, The Center Foundation, ODOT, Kids Center, St. Charles, Bike Safety and Education</p>				
<p><i>Action</i></p> <p>SHP 4.3</p>	<p>SAFETY EDUCATION FOR CHILDREN. Promote and provide top-quality safety education programs for children and improve and support system of Foster Care.</p>	<p>Commission on Children and Families</p>	<p>City, Red Cross, BLPS, Commute Options, BMPRD, Healthy Beginnings, The Center Foundation, ODOT, Kids Center, St. Charles, Bike Safety and Education</p>				
<p><i>Action</i></p> <p>SHP 4.4</p>	<p>EARLY CHILDHOOD DEVELOPMENT. Identify, support and advocate for early childhood development.</p>	<p>Commission on Children and Families</p>	<p>City, Red Cross, BLPS, Commute Options, BMPRD, Healthy Beginnings, The Center Foundation, ODOT, Kids Center, St. Charles, Bike Safety and Education</p>				
<p><i>Action</i></p> <p>SHP 4.5</p>	<p>ENHANCED FAMILY FUNCTIONING. Identify, support and advocate for enhanced family functioning.</p>	<p>Commission on Children and Families</p>	<p>City, Red Cross, BLPS, Commute Options, BMPRD, Healthy Beginnings, The Center Foundation, ODOT, Kids Center, St. Charles, Bike Safety and Education</p>				

<i>Key Vision Element</i>	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.						
<i>Strategy</i> SHP 5	FAMILY-FRIENDLY WORKPLACES. Involve Bend employers in creating workplace environments that are conducive to families and parents. Promote the establishment of flextime employment, on-site childcare, and other programs to support and nurture Bend's working families by Bend employers. <i>(See “Thinking Forward” appendix for additional Actions without a Lead Partner)</i>	Lead Partner	Suggested Supporting Partners	Timeline			
				Less Than 1 Year	1 – 2 Years	3 – 5 Years	6+ Years
<i>Action</i> SHP 5.1	QUALITY CHILDCARE. Increase availability of quality childcare.	Commission on Children and Families					

<p><i>Key Vision Element</i></p>	<p>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.</p>						
<p><i>Strategy</i> SHP 6</p>	<p>ESSENTIAL HEALTH ACCESS. Establish a convenient essential health access system to serve the physical, mental, and preventive health needs of all populations in Bend.</p>	<p>Lead Partner</p>	<p>Suggested Supporting Partners</p>	<p>Timeline</p>			
				<p>Less Than 1 Year</p>	<p>1 – 2 Years</p>	<p>3 – 5 Years</p>	<p>6+ Years</p>
<p><i>Action</i> SHP 6.1</p>	<p>CENTRAL OREGON HEALTH COLLABORATIVE MISSION. Promote the incorporation of the goal of establishing a convenient essential health care system, serving the physical, mental and preventive health needs of all populations in Bend, into the mission statement for the Central Oregon Health Collaborative (COHC).</p>	<p>Central Oregon Health Collaborative (COHC)</p>	<p>Central Oregon Veterans Organization, Bend Memorial Clinic, Volunteers in Medicine, Serenity Lane, BestCare Treatment Services, Bend Clinic (Ochocco Clinic), Deschutres County Mental Health</p>	<p></p>			
<p><i>Action</i> SHP 6.2</p>	<p>COMPREHENSIVE HEALTHCARE ACCESS. Research and implement technological and systemic opportunities for making comprehensive healthcare convenient and accessible including potential changes in insurance and payer options and changes in service delivery locations throughout the city for more convenient access.</p>	<p>Central Oregon Health Collaborative (COHC)</p>	<p>Central Oregon Veterans Organization, Bend Memorial Clinic, Volunteers in Medicine, Serenity Lane, BestCare Treatment Services, Bend Clinic (Ochocco Clinic), Deschutres County Mental Health</p>	<p></p>	<p></p>	<p></p>	<p></p>
<p><i>Action</i> SHP 6.3</p>	<p>HEALTHCARE ACCESS BENCHMARKS. Develop benchmarks to promote healthcare access in Bend. Use these benchmarks to monitor progress over time.</p>	<p>Central Oregon Health Collaborative (COHC)</p>	<p>Central Oregon Veterans Organization, Bend Memorial Clinic, Volunteers in Medicine, Serenity Lane, BestCare Treatment Services, Bend Clinic (Ochocco Clinic), Deschutres County Mental Health</p>				

SAFE, HEALTHY PEOPLE


Bend 2030 Action Plan

<i>Action</i> SHP 6.4	HEALTHCARE PROGRAM PUBLIC OUTREACH. Develop public outreach and communications plans to keep the community informed of efforts to create a functional health care system.	Central Oregon Health Collaborative (COHC)	Central Oregon Veterans Organization, Bend Memorial Clinic, Volunteers in Medicine, Serenity Lane, BestCare Treatment Services, Bend Clinic (Ochooco Clinic), Deschutes County Mental Health				
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<i>Strategy</i> SHP 7	DRUG ABUSE PREVENTION AND TREATMENT. Utilize community partnership of local organizations, government, agencies, and community groups to support prevention and treatment of drug abuse in the city and across the region. <i>(See also Strategy VE 13)</i>	Lead Partner	Suggested Supporting Partners	Timeline			
				Less Than 1 Year	1 – 2 Years	3 – 5 Years	6+ Years
<i>Action</i> SHP 7.1	DRUG ABUSE PREVENTION AND TREATMENT COLLABORATION. Identify partners and actions to prevent drug abuse promoting addiction treatment as the principal means for eliminating drug abuse (including alcohol abuse) and the impacts on the community.	Meth Action Coalition/Commission on Children and Families	BestCare Treatment Services				
<i>Action</i> SHP7.2	SUBSTANCE ABUSE PREVENTION AND TREATMENT OUTREACH. Establish a public outreach and communications program to inform and engage the community in the issues of substance abuse.	Meth Action Coalition/Commission on Children and Families	BestCare Treatment Services				
<i>Action</i> SHP 7.3	SUBSTANCE ABUSE BENCHMARK. Establish benchmarks to mitigate substance abuse in Bend. Use these benchmarks to monitor progress over time.	Commission on Children and Families	BestCare Treatment Services				








<i>Key Vision Element</i>	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.						
<i>Strategy</i> SHP 8	RETIREMENT/ELDERLY HOUSING AND CARE. Promote the development of continuing care retirement communities for Bend's growing elderly population, including independent living, assisted living and extended care facilities. <i>(Strategies without Actions have either been addressed in another Strategy/Action or are perceived to be general enough to be achieved through implementation of the overall Action Plan)</i>	Lead Partner	Suggested Supporting Partners	Timeline			
				Less Than 1 Year	1 - 2 Years	3 - 5 Years	6+ Years







Access and Equity





<i>Key Vision Element</i>	SPECIAL NEEDS HOUSING. Special needs populations in Bend are able to secure safe, affordable, accessible housing that meets their basic needs and income levels.						
<i>Strategy</i> SHP 9	SPECIAL NEEDS HOUSING. Develop safe, affordable, accessible housing for Bend's special needs populations meeting their basic needs and income levels. <i>(See also Strategy WPC 13, Strategy VE 3)</i>	Lead Partner	Suggested Supporting Partners	Timeline			
				Less Than 1 Year	1 - 2 Years	3 - 5 Years	6+ Years
<i>Action</i> SHP 9.1	SPECIAL NEEDS HOUSING COALITION. Create a special needs housing coalition including housing representatives, mental & physical health professionals, and business community representatives.	Housing Works	Bethlehem Inn, Homeless Leadership Council, COBRA, Grandma's House, Nancy's House, Cascade Youth and Family				

SAFE, HEALTHY PEOPLE

Bend 2030 Action Plan



<p><i>Action</i></p> <p>SHP 9.2</p>	<p>COLLABORATION REGARDING HOUSING. Collaborate with the City of Bend regarding optimal accessibility to housing.</p>	<p>Central Oregon Coalition for Access (COCA)</p>	<p>Housing Works, CORIL, FAN, City, other providers</p>				
<p><i>Action</i></p> <p>SHP 9.3</p>	<p>AFFORDABLE HOUSING DEVELOPMENT FEE. Establish a development fee to promote the funding of affordable housing.</p>	<p>City of Bend</p>	<p>Providers</p>				
<p><i>Action</i></p> <p>SHP 9.4</p>	<p>COMMUNITY DEVELOPMENT BLOCK GRANTS. Secure Community Development Block Grant to assist with development of special needs housing.</p>	<p>City of Bend</p>	<p>Providers</p>				
<p><i>Action</i></p> <p>SHP 9.5</p>	<p>AFFORDABLE HOUSING DENSITY BONUS. Provide density bonuses to developers for inclusion of affordable housing considerations.</p>	<p>City of Bend</p>	<p>Providers</p>				

<i>Key Vision Element</i>	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.						
<i>Strategy</i> SHP 10	AMERICANS WITH DISABILITIES ACT COMPLIANCE. Promote equal access for all in Bend incorporating the principles of 'universal design', including full compliance with Americans with Disabilities Act (ADA) provisions for both public and private places.	Lead Partner	Suggested Supporting Partners	Timeline			
				Less Than 1 Year	1 – 2 Years	3 – 5 Years	6+ Years
<i>Action</i> SHP 10.1	TRAINING FOR DESIGN COMMUNITY. Provide comprehensive training for design community, city staff, businesses and organization leaders.	Central Oregon Coalition for Access (COCA)	County, City				
<i>Action</i> SHP 10.2	TRANSPORTATION COMPLIANCE REVIEW. Implement a review process to ensure transportation improvements are compliant with Americans with Disabilities Act (ADA) and local access policies and standards.	City of Bend					
<i>Action</i> SHP 10.3	CITY ACCESSIBILITY ADVISORY COMMITTEE. Establish an advisory committee to assist the City with accessibility determinations and to review Department of Justice requirements, City compliance, City infrastructure, downtown accessibility, downtown parking accessibility, new development accessibility and Access Challenge resolution.	City of Bend	Bend City Council				




<p><i>Key Vision Element</i></p>	<p>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.</p>						
<p><i>Strategy</i> SHP 11</p>	<p>CULTURAL/LINGUISTIC BARRIERS. Promote the elimination of cultural and linguistic barriers in Bend in order to ensure equal access to vital public information and community services. <i>(See “Thinking Forward” appendix for additional Actions without a Lead Partner)</i></p>	<p>Lead Partner</p>	<p>Suggested Supporting Partners</p>	<p>Timeline</p>			
				<p>Less Than 1 Year</p>	<p>1 – 2 Years</p>	<p>3 – 5 Years</p>	<p>6+ Years</p>
<p><i>Action</i> SHP 11.1</p>	<p>VOLUNTEER INTERPRETERS. Establish a community language bank that would provide volunteer interpreters. (NOTE: ACTION ACCEPTED ON JAN. 22, 2007.)</p>	<p>Bend La-Pine School (BLPS)</p>	<p>LCA, HDC, Deaf Community Agency, higher education institutions and HDESD</p>				
<p><i>Action</i> SHP 11.2</p>	<p>ACCESSIBLE BEND 2030. Incorporate a multi-cultural component, including Spanish language translation and American Sign Language in Bend 2030 annual events.</p>	<p>Bend 2030</p>	<p>Human Dignity Coalition, LCA</p>				
<p><i>Action</i> SHP 11.3</p>	<p>ACCESS TO DIVERSE CULTURE/LANGUAGE. Create opportunities for interested community members to learn about the culture/language of the diverse segments of Bend community.</p>	<p>Latino Community Association (LCA)</p>					
<p><i>Action</i> SHP 11.4</p>	<p>ALTERNATIVE FORMATS FOR CITY FORMS. Provide all city forms in multiple languages including Braille.</p>	<p>City of Bend</p>	<p>School District, St. Charles</p>				

SAFE, HEALTHY PEOPLE

Bend 2030 Action Plan



<i>Action</i> SHP 11.5	INTERPRETER TRAINING AND RECRUITMENT. Expand interpreter services capacity through training and recruitment.	Cascade Healthcare Community (CHC)	COCC, OSU, LCA, Condega (Sister City)				
<i>Action</i> SHP 11.6	CULTURAL DIVERSITY COMPETENCY PROGRAM. Develop public outreach and communications plans to keep the community informed of efforts to create a functional health care system.	Cascade Healthcare Community (CHC)					


Preventive Health

<i>Key Vision Element</i>	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.						
<i>Strategy</i> SHP 12	NON-SMOKING COMMUNITY. Achieve elimination of smoking in all public places in Bend, including in public buildings and facilities, at public events, on public transit, in public gathering places, and in restaurants and bars.	Lead Partner	Suggested Supporting Partners	Timeline			
				Less Than 1 Year	1-2 Years	3-5 Years	6+ Years
<i>Action</i> SHP 12.1	SECONDHAND SMOKE EXPOSURE REDUCTION. Reduce the percentage of individuals exposed to secondhand smoke by increasing the number of indoor public places and workplaces that prohibit smoking (e.g. bars, bowling alleys, bingo halls etc.). Reduce the number of individuals exposed to secondhand smoke in homes and vehicles. Increase the number of outdoor places that prohibit smoking by strengthening tobacco-free campus and property policies.	Deschutes County Tobacco Prevention Coordinator	TFA , City, BMPRD, Business Association, Chamber				
<i>Action</i> SHP 12.2	REDUCTION OF YOUTH ACCESS TO TOBACCO. Decrease young people’s desire to use tobacco and their access to tobacco. Increase the number of schools with evidence-based comprehensive tobacco-use prevention education programs.	Deschutes County Tobacco Prevention Coordinator	TFA , BLPS, Commission on Children and Families, Prevention Team				

SAFE, HEALTHY PEOPLE

Bend 2030 Action Plan








<p><i>Action</i></p> <p>SHP 12.3</p>	<p>HEALTH PLAN SUPPORT FOR TOBACCO CESSATION. Increase the percentage of Bend residents who have access to cessation benefits through their employer or health insurance including services and programs for adults, youth and populations with tobacco-use disparities.</p>	<p>Deschutes County Tobacco Prevention Coordinator</p>	<p>TFA, Local health plans</p>				
<p><i>Action</i></p> <p>SHP 12.4</p>	<p>REDUCTION OF DISPARITIES IN TOBACCO USE. Develop and implement effective population-specific tobacco control programs directed at specific ethnic and cultural groups affected by tobacco use disparities. Expand data collection and develop innovative data collection strategies for populations affected by tobacco-related disparities.</p>	<p>Deschutes County Tobacco Prevention Coordinator</p>	<p>TFA, LCA</p>				


<p><i>Key Vision Element</i></p>	<p>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.</p>						
<p><i>Strategy</i></p> <p>SHP 13</p>	<p>ENVIRONMENTAL HEALTH. Enhance public awareness of the health impacts of the built environment in Bend, including indoor air quality and pedestrian access and safety. Adopt City development codes that require health impact assessments for major new developments, including pedestrian friendliness.</p>	<p>Lead Partner</p>	<p>Suggested Supporting Partners</p>	<p>Timeline</p>			
<p><i>Action</i></p> <p>SHP 13.1</p>	<p>HEALTH IMPACT ASSESSMENTS (HIA). Assess current development codes for potential to add Health Impact Assessment (HIA) requirements for major new development. Considerations should include sidewalks, green-space, traffic-calming devices, bike lanes and ramps for accessibility. (NOTE: TIMELINE CHANGED FROM 1-2 YEARS TO 6+ YEARS.)</p>	<p>City of Bend</p>	<p>HACO, Health Department, Commute Options, Safekids Coalition</p>	<p>Less Than 1 Year</p>	<p>1 – 2 Years</p>	<p>3 – 5 Years</p>	<p>6+ Years</p> 

<i>Key Vision Element</i>	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.						
<i>Strategy</i> SHP 14	ADDRESSING ROOT CAUSES OF POVERTY. Establish Bend as a national leader for its programs and plans to address the root causes of poverty, hunger and homelessness in Central Oregon.	Lead Partner	Suggested Supporting Partners	Timeline			
				Less Than 1 Year	1 – 2 Years	3 – 5 Years	6+ Years
<i>Action</i> SHP 14.1	FOCUS GROUP DEVELOPMENT. Convene partner agencies and interested parties and organize focus groups to address respective areas of concern including poverty, hunger and homelessness.	Neighbor Impact (formerly known as COCAAN)	COP, Homeless Leadership Council	●			
<i>Action</i> SHP 14.2	BACKGROUND RESEARCH AND ANALYSIS. Conduct background research within focus areas, including: needs assessment, gap analysis, and root cause analysis. Combine research results to identify and prioritize needs and gaps. Review root causes and prioritize for greatest impact.	Neighbor Impact (formerly known as COCAAN)	COP, Homeless Leadership Council	●			
<i>Action</i> SHP 14.3	LEAD PARTNER COLLABORATION. Promote a collaboration of Lead Partners with related Bend 2030 initiatives to ensure progress toward locating and eliminating the root causes of poverty, hunger, and homelessness.	Neighbor Impact (formerly known as COCAAN)	COP, Homeless Leadership Council	●			
<i>Action</i> SHP 14.4	RESOURCE IDENTIFICATION. Identify resources to reduce the root causes of poverty, hunger and homelessness, including: financial, volunteer, commercial interests, nonprofit agencies, faith-based, and service organizations such as clubs and organizations.	Neighbor Impact (formerly known as COCAAN)	COP, Homeless Leadership Council	●	●		

SAFE, HEALTHY PEOPLE

Bend 2030 Action Plan

<p><i>Action</i></p> <p>SHP 14.5</p>	<p>CONTINUITY OF COMMUNITY EFFORTS. Review Lead Partner and related agency strategic plans to ensure a continuity of effort across the community in reducing the root causes of poverty, hunger and homelessness.</p>	<p>Neighbor Impact (formerly known as COCAAN)</p>	<p>COP, Homeless Leadership Council</p>				
<p><i>Action</i></p> <p>SHP 14.6</p>	<p>STRATEGIC PLAN DEVELOPMENT. Create a strategic plan based on research, resources, and initiatives being pursued by other entities.</p>	<p>Neighbor Impact (formerly known as COCAAN)</p>	<p>COP, Homeless Leadership Council</p>				
<p><i>Action</i></p> <p>SHP 14.7</p>	<p>WORK PROGRAM AND PUBLIC OUTREACH. Launch work plan to address the root causes of poverty, hunger and homelessness with promotion and press releases. Continue with advocacy and promotional efforts to build public awareness and engagement.</p>	<p>Neighbor Impact (formerly known as COCAAN)</p>	<p>Central Oregon Intergovernmental Council (COIC), Hunger Prevention Coalition, Homeless Leadership Council</p>				
<p><i>Action</i></p> <p>SHP 14.8</p>	<p>SHELTER FOR HOMELESS FAMILIES. Secure ongoing shelter for homeless families.</p>	<p>Neighbor Impact (formerly known as COCAAN)</p>	<p>Homeless Leadership Council, Bethlehem Inn</p>				

<i>Key Vision Element</i>	HEALTHY LIFESTYLE 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.						
<i>Strategy</i> SHP 15	HEALTHY LIFESTYLES. Promote lifestyles that establish Bend residents as among the healthiest citizens in the nation. Provide enhanced opportunities for residents to achieve individual health and fitness goals through adequate indoor and outdoor facilities and recreational and competitive programs.	Lead Partner	Suggested Supporting Partners	Timeline			
<i>Action</i> SHP 15.1	HEALTHY LIFESTYLES SUMMIT. Convene a meeting to conduct a gap analysis, address issues of access and develop a comprehensive approach to healthy lifestyles.	Bend Metro Parks and Recreation District (BMPRD)	Deschutes County Health Dept., St. Charles, Healthy Active Central Oregon, Boys & Girls Club, Business of Health and Physical Fitness community, Dietetics Association, Chamber	Less Than 1 Year	1 – 2 Years	3 – 5 Years	6+ Years
							

A STRONG COMMUNITY


Community Governance

<i>Key Vision Element</i>	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.						
<i>Strategy</i> SC 1	BEND 2030 VISION AND ACTION PLAN IMPLEMENTATION. Utilize the Bend 2030 Vision and Action Plan to provide ongoing community direction. Encourage City government, elected officials, and other community agencies to use the community's vision to drive their missions, decisions and actions. Promote stakeholder commitment in funding and implementing the Bend 2030 Action Plan.	Lead Partner	Suggested Supporting Partners	Timeline			
				Less Than 1 Year	1 – 2 Years	3 – 5 Years	6+ Years
<i>Action</i> SC 1.1	PARTNER STRATEGIC PLANS. Support all partners in incorporating Bend 2030 actions in their strategic plans, annual work plans and budgets.	Bend 2030	Community agencies and government, local media outlets, CCGG		●		
<i>Action</i> SC 1.2	PUBLIC AWARENESS. Develop plan to raise public awareness and keep vision statements current in community discussions, i.e., employee trainings, elected official briefings, non-profit board discussions, and community reporting.	Bend 2030	Community agencies and government, local media outlets, CCGG	●			

<i>Key Vision Element</i>	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.						
<i>Strategy</i>	BEND 2030 NON-PROFIT DEVELOPMENT. Establish a Bend 2030 non-profit organization to coordinate and monitor ongoing implementation of the Bend 2030 Vision and Action Plan through community partnerships, public education and engagement, and advocacy. The organization would also conduct periodic reviews with the community input to ensure the Vision and Action Plan's dynamic adoption over time.	Lead Partner	Suggested Supporting Partners	Timeline			
SC 2				Less Than 1 Year	1 – 2 Years	3 – 5 Years	6+ Years
<i>Action</i>	VISION COORDINATION AND MONITORING. Create a 501©3 non-profit entity to coordinate and monitor ongoing implementation of the Bend 2030 Vision.	City of Bend	2030 PMT	★			
<i>Action</i>	BEND 2030 STRUCTURE. Establish a Board of Directors and bylaws that include representation from the Bend 2030 Steering Committee, Bend 2030 Vision Task force, Lead Partners, Supporting Partners and general citizens.	City of Bend	2030 PMT	★			
<i>Action</i>	BEND 2030 MISSION AND BUDGET. Identify core functions, activities, annual work plan and annual budget. Funding to include personnel, materials and services with a sharp eye to neutrality.	Bend 2030	2030 PMT, Lead Partners, Supporting Partners	★			
<i>Action</i>	BEND 2030 FUNDING STRATEGY. Develop a funding strategy to ensure the success for the Bend 2030 organization to include staff support provided by the City of Bend.	Bend 2030	2030 SC and VTF, Lead Partners, Supporting Partners	★	●		
<i>Action</i>	BEND 2030 PERFORMANCE INDICATORS. Develop key performance indicators for each of the six focus areas.	Bend 2030	Other Lead Partners and the Oregon Progress Board		●		

A STRONG COMMUNITY

Bend 2030 Action Plan


<i>Key Vision Element</i>	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.						
<i>Strategy</i> SC 3	COMMUNITY INVOLVEMENT. Promote an ongoing dialogue between government and citizens, soliciting input from the wider community. Encourage open, accessible and accountable leadership, and ample opportunities for citizens to share their ideas and concerns and get involved, including an Annual Town Hall and interactive 'virtual' meetings. <i>(See "Thinking Forward" appendix for additional Actions without a Lead Partner)</i>	Lead Partner	Suggested Supporting Partners	Timeline			
				Less Than 1 Year	1 - 2 Years	3 - 5 Years	6+ Years
<i>Action</i> SC 3.1	REGULAR CITIZEN/GOVERNMENT EXCHANGES. Identify participation opportunities for government - citizen exchange on a regular basis (Town Hall, Virtual Meeting, Neighborhood Meetings, etc.) to facilitate engagement and joint accountability.	Bend 2030	BMPRD, Chamber, Deschutes County RSVP BLPS, Churches, non-profits and neighborhood associations City, CCGG				

<i>Key Vision Element</i>	PUBLIC MEETING SPACES. Bend has assured that a variety of appropriate, affordable venues are available to accommodate public meetings, including government agencies, civic and non-profit groups, and local business organizations.						
<i>Strategy</i> SC 4	PUBLIC MEETING VENUES. Assure that a variety of appropriate, affordable venues are available to accommodate public meetings in Bend, including government agencies, civic and non-profit groups, and local business organizations. <i>(Strategies without Actions have either been addressed in another Strategy/Action or are perceived to be general enough to be achieved through implementation of the overall Action Plan)</i>	Lead Partner	Suggested Supporting Partners	Timeline			
				Less Than 1 Year	1 - 2 Years	3 - 5 Years	6+ Years

A STRONG COMMUNITY


Civic Engagement



<i>Key Vision Element</i>	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.						
<i>Strategy</i> SC 5	COLLABORATION OF NON-PROFITS. Encourage Bend's non-profit organizations to work together to maximize limited resources for the good of the community. Establish an umbrella organization to promote strong leadership and greater collaboration among Bend's service clubs, neighborhood associations, volunteer organizations, religious organizations and community groups. <i>(Strategies without Actions have either been addressed in another Strategy/Action or are perceived to be general enough to be achieved through implementation of the overall Action Plan)</i>	Lead Partner	Suggested Supporting Partners	Timeline			
				Less Than 1 Year	1 – 2 Years	3 – 5 Years	6+ Years

<i>Key Vision Element</i>	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.						
<i>Strategy</i> SC 6	PHILANTHROPY. Enhance Bend's philanthropic traditions and giving to shape and provide cohesion for the wider community. Promote a strong spirit of giving and growing support for civic organizations.	Lead Partner	Suggested Supporting Partners	Timeline			
				Less Than 1 Year	1 – 2 Years	3 – 5 Years	6+ Years
<i>Action</i> SC 6.1	LOCAL FUNDRAISING COORDINATION. Create and coordinate the activities of local development (fundraising) officers' association to provide professional development and networking opportunities and promote widespread adoption of best practices.	Non-Profit Resource Council	TACS, Association of Fundraising Professionals, Chamber Nonprofit Council, CCCG				

A STRONG COMMUNITY


Bend 2030 Action Plan


<i>Action</i> SC 6.2	NON-PROFIT FUNDING ACTIVITIES ASSESSMENT. Assess donor perceptions of non-profit organizations' development (fundraising) activities and identify ways to make these activities more effective and efficient for both non-profit organizations and their donors.	Local leader of association created in action above	TACS, Nonprofit Resource Council, Bend Chamber Nonprofit Council					
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<i>Key Vision Element</i>	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.							
<i>Strategy</i> SC 7	VOLUNTEER NETWORK. Establish an active volunteer network to match the community's many opportunities for volunteerism with an active, engaged citizenry - including youth and seniors.	Lead Partner	Suggested Supporting Partners	Timeline				
				Less Than 1 Year	1 – 2 Years	3 – 5 Years	6+ Years	
<i>Action</i> SC 7.1	'VOLUNTEERISM' WORKING GROUP. Convene a volunteerism working group.	Non-Profit Resource Council	TACS, Association of Fundraising Professionals, Chamber Nonprofit Council					
<i>Action</i> SC 7.2	EXPANDED VOLUNTEER EFFORTS. Research ways to expand volunteer efforts that benefit the entire nonprofit and government sectors (such as annual collaborative community-wide efforts for National Volunteer Week, increased coordination and collaboration with state wide efforts such as Oregon Involved, creating a centralized volunteer clearinghouse modeled after "DC Cares" in Washington, D.C., etc.).	Volunteerism Working Group	TACS, Nonprofit Resource Council, Chamber Nonprofit Council					

<i>Key Vision Element</i>	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.						
<i>Strategy</i> SC 8	FEDERAL LANDS VISION AND MANAGEMENT GOALS. Establish a vision and management goals for Bend's surrounding federal lands that are supported by the economic and environmental communities, and promote a sustainable local forest products industry, continued recreation opportunities, and the protection of cultural and natural resources.	Lead Partner	Suggested Supporting Partners	Timeline			
				Less Than 1 Year	1 – 2 Years	3 – 5 Years	6+ Years
<i>Action</i> SC 8.1	LOCAL ENVIRONMENTAL ETHIC. Bring together all the divergent groups with an interest in federal lands to create and support a local environmental ethic.	Deschutes National Forest	Central Oregon Environmental Center	●			
<i>Action</i> SC 8.2	FEDERAL LANDS COMMUNITY ADVISORY GROUP. Develop a Community Advisory group to build partnerships and cooperative planning across divergent stakeholder groups regarding federal lands.	Deschutes National Forest	City, BMRPD, Deschutes Co., adjacent private land owners Oregon Forestry Department	●			
<i>Action</i> SC 8.2	ENVIRONMENTAL STEWARDSHIP OUTREACH. Create an outreach campaign to foster community-wide local stewardship of environmental ethic. (NOTE: ACCEPTANCE CONFIRMED ON JAN. 18, 2007.)	Central Oregon Environmental Center			●		




Inclusivity







<i>Key Vision Element</i>	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.						
<i>Strategy</i> SC 9	ECONOMIC OPPORTUNITY PROMOTION. Promote economic opportunity for all in Bend through a sustainable economy, local business support, fair tax structure, family wage jobs and affordable housing to ensure that all people are able to live here.	Lead Partner	Suggested Supporting Partners	Timeline			
				Less Than 1 Year	1 – 2 Years	3 – 5 Years	6+ Years
<i>Action</i> SC 9.1	CENTRAL OREGON TECHNICAL INSTITUTE. Conduct a feasibility study on locating a technical institute in Central Oregon for the purposes of establishing a labor pool for skilled and trade professions. (NOTE: CORRECT IS LEAD PARTNER; CITY MOVED TO SUPPORTING PARTNER.) <i>(See “Thinking Forward” appendix for additional Actions without a Lead Partner)</i> <i>(See also Strategy VE 12, Strategy CLC 6, Strategy CLC 7, Strategy CLC 8)</i>	CORRECT	City of Bend, Juniper Ridge, COCC, OSU-Cascade				

<i>Key Vision Element</i>	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.						
<i>Strategy</i> SC 10	HEALTHY ACTIVITIES FOR YOUTH AND FAMILY. Provide opportunities in Bend 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. Establish a Youth Task Force to promote youth involvement in programs that affect their lives.	Lead Partner	Suggested Supporting Partners	Timeline			
				Less Than 1 Year	1 – 2 Years	3 – 5 Years	6+ Years
<i>Action</i> SC 10.1	COMMUNITY YOUTH CONNECTION. Re-establish the Community Youth Connection to increase opportunities for positive youth development activities and communication between youth-serving organizations, as well as to provide a variety of opportunities for student practicum.	Oregon State University - Cascades (OSU-Cascade)	BMPRD, Campfire, 4-H Extension, Boys & Girls Club, High Desert Museum.				

A STRONG COMMUNITY



Bend 2030 Action Plan

<i>Action</i> SC 10.2	ADVENTURE PROGRAM. Develop a community inter-agency adventure program to support healthy activities for youth and families (i.e., challenge ropes course, etc.).	4H Extension Service	BMPRD, BLPS, youth serving organizations, local businesses				
<i>Action</i> SC 10.3	YOUTH COUNCIL. Develop a youth council to advise boards regarding issues affecting youth.	Commission on Children & Families	BLPS & youth serving organizations				

<i>Key Vision Element</i>	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.						
<i>Strategy</i> SC 11	ETHNIC AND CULTURAL DIVERSITY. Honor Bend's growing diverse populations, promoting respect and openness through education and awareness programs and opportunities for shared activities and participation. Encourage open dialogue that supports equality and respects all points of view. <i>(See "Thinking Forward" appendix for additional Actions without a Lead Partner)</i>	Lead Partner	Suggested Supporting Partners	Timeline			
				Less Than 1 Year	1 - 2 Years	3 - 5 Years	6+ Years
<i>Action</i> SC 11.1	DIVERSITY DIALOGUES. Design and implement a process to facilitate open dialogue about diversity issues, including a survey about perceptions, attitudes and barriers to participation in the broader community.	Central Oregon Community College (COCC)	City, Library, service clubs, School District Human Dignity Coalition, LCA				
<i>Action</i> SC 11.2	LIFE EXPERIENCE PRESENTATIONS. Support programs for presenters to share their lives and experiences in the U.S. and elsewhere.	Central Oregon Community College (COCC)	Tower Theatre, McMenamins Human Dignity Coalition, LCA, CCCG, Library				
<i>Action</i> SC 11.3	COMMUNITY RELATIONS COMMISSION. Implement Community Relations Commission adopted in May 2006 to examine current diversity issues beginning with accessibility.	City of Bend					

<i>Key Vision Element</i>	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.						
<i>Strategy</i> SC 12	SENIOR CITIZEN INVOLVEMENT. Integrate Bends' senior citizens into every aspect of civic life as active, visible members of the community, seeking and valuing their collective wisdom. Promote excellent access for Bend's seniors to housing, health care, support services, facilities and programs. <i>(Strategies without Actions have either been addressed in another Strategy/Action or are perceived to be general enough to be achieved through implementation of the overall Action Plan)</i>	Lead Partner	Suggested Supporting Partners	Timeline			
				Less Than 1 Year	1 - 2 Years	3 - 5 Years	6+ Years

Community Spirit









<i>Key Vision Element</i>	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.						
<i>Strategy</i> SC 13	'SMALL-TOWN' FEEL. Honor and perpetuate Bend's small-town feel, cohesive neighborhoods, and strong sense of community.	Lead Partner	Suggested Supporting Partners	Timeline			
				Less Than 1 Year	1 - 2 Years	3 - 5 Years	6+ Years
<i>Action</i> SC 13.1	BEND'S 'SMALL-TOWN'- FEEL BRANDING. Establish a branding campaign for Bend to promote the City's small-town feel, cohesive neighborhoods, and strong sense of community (among its residents).	Ad Federation of Central Oregon	City, Chamber, VCB				

<i>Key Vision Element</i>	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.						
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A STRONG COMMUNITY



Bend 2030 Action Plan

Strategy	HISTORIC BUILDINGS AND HERITAGE PRESERVATION. Expand support for local programs that preserve Bend's historical buildings and key community features, sharing the rich cultural heritage and ethnic traditions of Central Oregon. <i>(See "Thinking Forward" appendix for additional Actions without a Lead Partner)</i>	Lead Partner	Suggested Supporting Partners	Timeline			
				Less Than 1 Year	1 – 2 Years	3 – 5 Years	6+ Years
<i>Action</i> SC 14.1	LANDMARKS COMMISSION DEVELOPMENT. Complete the process to identify, publicize and develop significant landmarks and historical sites important in Bend.	Landmarks Commission	City, Deschutes Historical Society, Library	★			
<i>Action</i> SC 14.2	ETHNIC HISTORY AND TRADITIONS TASKFORCE. Create a committee to research, publicize and promote the ethnic history and traditions of Bend.	High Desert Museum <i>(Pending)</i>	Deschutes Historical Society, Landmark Commission		●		

Key Vision Element	COMMUNITY GATHERING PLACES. Bend has established gathering places throughout the community and in every neighborhood where people can gather and connect safely.						
Strategy SC 15	COMMUNITY GATHERING PLACES. Establish gathering places throughout the community and in every neighborhood where people can gather and connect safely. <i>(See “Thinking Forward” appendix for additional Actions without a Lead Partner)</i>	Lead Partner	Suggested Supporting Partners	Timeline			
		Less Than 1 Year	1 – 2 Years	3 – 5 Years	6+ Years		
Action SC 15.1	PARKS NEEDS ASSESSMENT. Assess park needs and advocate for their development.	Bend Metro Park and Recreation District (BMPRD)	City, BLPS, local developers				
Action SC 15.2	COMMUNITY RECREATION CENTER. Establish a multi-use community recreation center.	Bend Metro Park and Recreation District (BMPRD)	City, Arts Central, community recreation providers				
Action SC 15.3	HERITAGE SQUARE. Create a coalition to develop plans and identify funding sources to complete 'Heritage Square' as a downtown village commons area.	City of Bend	Landmarks Commission, Old Bend Neighborhood Assn., BLPS, Bend Downtowners Association Assn.				
Action SC 15.4	GATHERING PLACES INVENTORY. Develop an inventory of gathering spaces available for public use in Bend. (NOTE: TIMELINE CHANGED FROM LESS THAN 1 YEAR/EASY WIN TO 1-2 YEARS.)	City of Bend	City, BLPS, neighborhood association				
Action SC 15.5	PERFORMING ARTS CENTER. Support and promote establishment of a performing arts center in Bend.	Central Oregon Arts and Cultural Center	Bend 2030, local colleges, Symphony Association, local theater groups				

A STRONG COMMUNITY

Bend 2030 Action Plan







<p><i>Action</i></p> <p>SC 15.6</p>	<p>CREATIVE USE OF EXISTING LANDS. Assess existing public and private land inventories for new and creative uses that benefit the community, i.e. community gardens, pocket parks, and demonstration sites of native-plants.</p>	<p>reSource</p>	<p>Neighborhood associations, City, Rotary, OSU, BMPRD., area nurseries, schools</p>				
<p><i>Action</i></p> <p>SC 15.7</p>	<p>VACANT LOT DEMONSTRATION PROJECT. Develop at least one site as a demonstration project to use vacant land to create a community garden or for other agricultural uses. (NOTE: RESOURCE MOVED TO SUPPORTING PARTNER.)</p>		<p>reSource, COHCC, , neighborhood associations, City, Rotary, OSU, BMPRD, area nurseries, schools</p>				

Key Vision Element	STABLE K-12 FUNDING. Bend-LaPine 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						
Strategy CLC 1	STABLE K-12 EDUCATIONAL FUNDING. Secure permanent sources of stable and adequate funding for K-12 education in Bend, assuring small class sizes and the best teachers, facilities, resources, curricula and programs for students. <i>(See “Thinking Forward” appendix for additional Actions without a Lead Partner)</i>	Lead Partner	Suggested Supporting Partners	Timeline			
				Less Than 1 Year	1 – 2 Years	3 – 5 Years	6+ Years
Action CLC 1.1	PUBLIC AWARENESS. Form an Education Action Council made up of citizens and representatives from education stakeholder groups to communicate on issues surrounding K-12 funding.	Bend-LaPine Schools (BLPS)	Chamber, COCC, OSU-Cascade , HDESD, neighborhood associations, Oregon Chalkboard Project, Stand for Children, PTA, School Site Councils, COBA	●			
Action CLC 1.2	INFORMED STUDENTS. Make curriculum resources available for High School Government classes to educate students about Oregon school funding as part of the state government structure.	Bend-LaPine Schools (BLPS)	Stand for Children, PTA, Oregon Chalkboard Project	●			

CREATIVE, LEARNING CULTURE

Bend 2030 Action Plan

<i>Key Vision Element</i>	EDUCATIONAL EXCELLENCE. Bend has high quality, accessible early childhood and pre-kindergarten educational programs. The Bend-LaPine Schools 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.						
<i>Strategy</i> CLC 2	EDUCATIONAL EXCELLENCE. Ensure high quality, accessible educational programs (early childhood through high school) in Bend.	Lead Partner	Suggested Supporting Partners	Timeline			
				Less Than 1 Year	1-2 Years	3-5 Years	6+ Years
<i>Action</i> CLC 2.1	K-12 EXCELLENCE. Communicate and garner support for Bend-LaPine Schools comprehensive strategic plan which includes: 1. K-12 literacy focus, with enhanced early literacy 2. High expectations and advanced opportunities system-wide 3. Additional support options for students and families 4. Strong library media and information technology access. 5. Safe and conducive learning environments 6. Systematic staff development	Bend-LaPine Schools (BLPS)	Horizon Broadcasting, Bend Radio Group, Combined Communications, Chambers Communications, CO-TV, print & electronic media, Old Mill District, PTAs, School Site Councils, City, BMPRD, Chamber	●	●	●	●
<i>Action</i> CLC 2.2	K-20 COLLABORATION. Forge educational alliances and increase K-20 collaboration.	Central Oregon Regional Education Consortium Team (CORRECT)	OSU- Cascade, COCC, BLPS, HDESD, City	●	●	●	●
<i>Action</i> CLC 2.3	EARLY LITERACY PROGRAM. Broaden parent understanding of the strategies for and critical importance of early literacy skills.	Deschutes Public Library, Bend-LaPine Schools (BLPS)	Partners for Young Children, Headstart	★	●	●	●
<i>Action</i> CLC 2.4	PROGRAMS FOR DIRECT LIBRARY ACCESS. Increase public understanding and support for public library programs that provide direct access to information for students and faculty.	Deschutes Public Library	BLPS, HDESD	●	●	●	●

<i>Key Vision Element</i>	ALTERNATIVE EDUCATIONAL MODELS. Bend offers more creative choices in its K-12 educational system through the provision of alternative learning and instructional options.						
<i>Strategy</i> CLC 3	ALTERNATIVE EDUCATIONAL MODELS. Promote more creative choices for Bend's K-12 educational system through the provision of alternative learning and instructional options.	Lead Partner	Suggested Supporting Partners	Timeline			
				Less Than 1 Year	1 – 2 Years	3 – 5 Years	6+ Years
<i>Action</i> CLC 3.1	PROMOTION OF LIBRARY EDUCATIONAL RESOURCES. Increase use of public libraries as an integral part of the community's educational resources.	Deschutes Public Library	BLPS, COCC, OSU-Cascade , HDESD				
<i>Action</i> CLC 3.2	ALTERNATIVE LEARNING CLEARINGHOUSE. Establish and promote an Alternative Learning Clearinghouse web presence to increase public awareness of alternative education options in Bend.	High Desert Education Service District (ESD)	BLPS, COCC				
<i>Action</i> CLC 3.3	EDUCATIONAL EXCHANGE BULLETIN BOARD. Create and promote an electronic bulletin board for educational exchange to enhance communication among patrons of alternative education options.	High Desert Education Service District (ESD)	COCC				

Key Vision Element	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.						
Strategy CLC 4	TECHNOLOGY INTEGRATION. Integrate technology into the delivery of public education in Bend.	Lead Partner	Suggested Supporting Partners	Timeline			
				Less Than 1 Year	1 – 2 Years	3 – 5 Years	6+ Years
Action CLC 4.1	MENTORING AND INTERNSHIP PROGRAM. Establish a mentoring and internship program with local technology-based companies to involve middle school, high school and community college/OSU students, at appropriate levels.	Central Oregon Regional Educational Consortium Team (CORRECT)	Advanced Power Technology, Alliance Data Systems, IdaTech, and Microsemi.			●	
Action CLC 4.2	ANNUAL TECHNOLOGY FAIR. Create an annual technology competition for Bend area schools to encourage creative use of technology.	Bend-LaPine Schools (BLPS)	BLPS, Private Bend area schools, BMPRD, Juniper School, local technology companies, local technology retailers, Inventors' Club, Bend Science Station		●		
Action CLC 4.3	REUSABLE TECHNOLOGY CLEARINGHOUSE. Form a clearing house/service for placing used or unneeded technology equipment from local businesses to local schools and students in need.	reSource	BLPS, COCC, OSU-Cascade , Deschutes Public Library			●	
Action CLC 4.4	EDUCATIONAL SYSTEM WIRELESS INITIATIVE. Integrate K-20 educational system into the "wireless community" initiative. <i>(See also Action VE 11.1)</i>	Central Oregon Regional Educational Consortium Team (CORRECT)	BLPS, COCC, OSU-Cascade , Bend Broadband			●	



Strategy CLC 5	SUSTAINABILITY INTEGRATION. Integrate concepts of environmental sustainability into education and the economy	Lead Partner	Suggested Supporting Partners	Timeline			
				Less Than 1 Year	1-2 Years	3-5 Years	6+ Years
Action CLC 5.1	‘SUSTAINABLE BEND’ - EDUCATION WEEK. Organize a "Sustainable Bend" - week to promote community-wide sustainability practices.	reSource	The Environmental Center, City, Green Builders' Association, 3E Strategies, Commute Options		●		
Action CLC 5.2	SUSTAINABILITY PRACTICES IN SCHOOLS. Advocate for endorsement of the Sustainable Oregon Schools (SOS) Initiative by the leadership of all Bend area schools (public and private) and support expansion of sustainable practices in their daily operations and design and construction of new facilities.	reSource	Leadership of local public and private schools, 3E Strategies, Commute Options, Sustainable Oregon Schools Initiative	●			
Action CLC 5.3	SUSTAINABILITY EDUCATIONAL PROGRAMS. Expand sustainability education programs into all K-12 public and private schools in the Bend area and improve collaboration with teachers and school leadership in program design and delivery.	reSource	Local public and private school leaders, teachers, PTAs, youth organizations, Environmental Education Association of Oregon, Oregon Science Teachers Association, OSU-Cascade	●			

Higher Education and Lifelong Learning

Key Vision Element	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.							
Strategy CLC 6	THRIVING COMMUNITY COLLEGE. Support the continued success of Central Oregon Community College (COCC) as a thriving institution, meeting the diverse needs of a growing community, with adequate funding and strong community support. <i>(See “Thinking Forward” appendix for additional Actions without a Lead Partner) (See also Strategy VE 12, Action SC 9.1)</i>		Lead Partner	Suggested Supporting Partners	Timeline			
					Less Than 1 Year	1 – 2 Years	3 – 5 Years	6+ Years
<i>Action</i> CLC 6.1	COCC/K-12 CURRICULUM COORDINATION. Enhance COCC/K-12 curricular coordination to: 1. Optimize opportunities to raise Bend students’ aspiration for higher education 2. Optimize high school students achieving college credit while still in high school 3. Reduce the number of students needing remediation upon entrance to any college.		Central Oregon Community College (COCC), Bend-LaPine Schools (BLPS)	OSU- Cascade , CORRECT		●		
<i>Action</i> CLC 6.2	COCC/UNIVERSITY SYSTEM COLLABORATION. Enhance Central Oregon Community College (COCC)/University (Oregon State University – Cascade (OSU-CASCADE), Oregon State University (OSU), University of Oregon (UO) and others) collaboration to: 1. Improve financial efficiencies 2. Enhance seamless curriculum pathways for students, 3. Attract out-of-region students to grow the local university 4. Strengthen local higher educational finances		Central Oregon Community College (COCC), Oregon State University – Cascades-Campus	State educational agencies, CORRECT		●		
<i>Action</i> CLC 6.3	COCC/BUSINESS PARTNERSHIPS. Broaden Central Oregon Community College (COCC)/business partnership to: 1. Develop clinical/internship/mentoring programs 2. Expand real-world-learning opportunities for students,		Central Oregon Community College (COCC), Economic Development for	St. Charles Hospital, regional businesses, Chamber		●		

CREATIVE, LEARNING CULTURE







Bend 2030 Action Plan

	3. Broaden financial resources for COCC to benefit both students and the business who rely on educated students.	Central Oregon (EDCO)					
<i>Action</i> CLC 6.4	TOUCHMARK/COCC JOINT PROJECT. Complete the planned Touchmark/ Central Oregon Community College (COCC) joint project which will provide significant income for COCC; expand lifelong learning opportunities for retirees in the region; develop practical learning experiences for nursing, massage, culinary and other students; and expand mentoring/tutoring/instructional aide services provided by regional retirees.	Central Oregon Community College (COCC), Touchmark	City, adjacent neighborhood associations, COCC Foundation, Culinary Advisory Committee				
<i>Action</i> CLC 6.5	COCC/JUNIPER RIDGE INTEGRATION. Integrate strategic Central Oregon Community College (COCC) facilities and instructional programs into planning for the higher education role in the Juniper Ridge development.	Central Oregon Regional Educational Consortium Team (CORRECT) <i>(Pending)</i>	COCC, OSU- Cascade , BLPS, HDESD, City				

Key Vision Element	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.						
Strategy CLC 7	ESTABLISHED UNIVERSITY. Establish a 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. <i>(See “Thinking Forward” appendix for additional Actions without a Lead Partner) (See also Strategy VE 12, Action SC 9.1)</i>	Lead Partner	Suggested Supporting Partners	Timeline			
				Less Than 1 Year	1 – 2 Years	3 – 5 Years	6+ Years
Action CLC 7.1	FOUR-YEAR COLLEGE EVALUATION AND PLAN. Evaluate and select a plan for and established four-year university which creates economic value and makes a positive social contribution to the community using the following criteria drawn from the Bend 2030 vision. <ul style="list-style-type: none"> • Provides access to Central Oregon students • Creates local knowledge • Offers programs that create leaders and engage citizens • Offers degrees that fit regional needs and values • Encourages strong connections between faculty and students 	City of Bend	OSU- Cascade , OUS, COCC, UO, CORRECT, Juniper Ridge Partners LLC		●		
Action CLC 7.2	LEGISLATIVE COALITION. Establish a legislative coalition to secure adequate funding for the existing branch campus Oregon State University – Cascade (OSU-Cascade) in order to fully implement the 2006-2011 Strategic Plans.	Oregon State University- Cascades Campus	COCC, Government Affairs Council, Mayors in the region, City, Chamber, OSU, UO		●		
Action CLC 7.3	FUNDING FOUR-YEAR UNIVERSITY. Define and evaluate options for local funding sources to augment state and/or private resources for a four-year university. To be identified based on framework established by CLC Action 7.2	Oregon State University- Cascades Campus <i>(Pending)</i>	CORRECT, EDCO			●	

CREATIVE, LEARNING CULTURE

Bend 2030 Action Plan

<p><i>Action</i> CLC 7.4</p>	<p>DEGREE-GRANTING AUTHORITY. Evaluate options for securing independent baccalaureate and graduate degree-granting authority for Central Oregon's university.</p>	<p>Oregon State University-Cascades Campus</p>	<p>OSU, UO, COCC</p>				
<p><i>Action</i> CLC 7.5</p>	<p>BUILD UNIVERSITY RESEARCH CAPACITY. Expand local university-level research capacity through building faculty resources, partnerships with other universities, grants, local business partnerships, and dedicated research facilities.</p>	<p>Oregon State University-Cascades Campus CEO, Central Oregon Regional Educational Consortium Team (CORRECT)</p>	<p>COCC, EDCO, business partnerships, higher education partners</p>				
<p><i>Action</i> CLC 7.6</p>	<p>OSU-CASCADE AND COCC ASSESSMENT OF OPERATIONS AND OPPORTUNITY. Improve operational efficiencies and expand educational opportunity through bi-yearly assessment and refinement of the partnership between Oregon State University (OSU)-Cascades and Central Oregon Community College (COCC).</p>	<p>Oregon State University-Cascades Campus Advisory Board, Central Oregon Community College (COCC)</p>	<p>COCC, OSU- Cascade , EDCO, CORRECT</p>				

Key Vision Element	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.						
Strategy CLC 8	HIGHER EDUCATION-COMMUNITY COLLABORATION. Foster the active involvement of Bend's university and community college in community affairs, with a 'low walls' policy that promotes higher education/community collaboration in addressing local issues and synergizing the local economy. <i>(See "Thinking Forward" appendix for additional Actions without a Lead Partner) (See also Strategy VE 12, Action SC 9.1)</i>	Lead Partner	Suggested Supporting Partners	Timeline			
				Less Than 1 Year	1 – 2 Years	3 – 5 Years	6+ Years
Action CLC 8.1	COLLABORATIVE RESEARCH PARTNERSHIPS. Establish partnerships between Central Oregon Community College (COCC), Oregon State University – Cascade (OSU-CASCADE), University of Oregon (UO) and Oregon State University (OSU) extension services for research (applied and theoretical) on local issues.	Oregon State University-Cascades Campus , Central Oregon Community College (COCC)	COCC, UO, OSU-Extension Office for Deschutes County		●		
Action CLC 8.2	APPLIED RESEARCH PROJECTS. Provide opportunities for advanced undergraduate and graduate students to engage in community-based learning and applied scholarship.	Oregon State University-Cascades Campus	COCC, Volunteer Insights			●	
Action CLC 8.3	SUBJECT KNOWLEDGE EXPERTS. Develop list of faculty "experts" for use by community agencies and organizations.	Oregon State University-Cascades Campus	UO, COCC, OSU	●			
Action CLC 8.4	HIGHER EDUCATION REPRESENTATION. Ensure representation of each sector of higher education on appropriate City and local agencies and boards.	City of Bend	OSU- Cascade , COCC	●			









<i>Key Vision Element</i>	LIFELONG LEARNING OPPORTUNITIES. Opportunities in Bend abound for lifelong learning, fostering the mastery of new skills, academic enrichment, mentoring programs and personal growth.						
<i>Strategy</i> CLC 9	LIFELONG LEARNING OPPORTUNITIES. Promote abundant opportunities for lifelong learning in Bend, fostering the mastery of new skills, academic enrichment, mentoring programs and personal growth.	Lead Partner	Suggested Supporting Partners	Timeline			
				Less Than 1 Year	1 - 2 Years	3 - 5 Years	6+ Years
<i>Action</i> CLC 9.1	EDUCATIONAL FORUM FOR SENIORS. Develop a series of learning opportunities and seminars designed to encourage Bend's senior citizens to become active participants in community issues.	Oregon State University- Osher Lifelong Learning Institute	OSU- Cascade , COCC, Bend Senior Center		●		










Arts

<i>Key Vision Element</i>	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.						
<i>Strategy</i> CLC 10	ACTIVE AND THRIVING ARTS SCENE. Recognize and supports the arts and culture in Bend as a vital part of the community and a significant economic engine in the region's economy.	Lead Partner	Suggested Supporting Partners	Timeline			
				Less Than 1 Year	1 - 2 Years	3 - 5 Years	6+ Years
<i>Action</i> CLC 10.1	OREGON ARTS COMMISSION (OAC) ARTS AND CULTURE STRATEGY. Expand the role of Arts Central (the state designated regional arts council for central Oregon) to be the coordinator of local arts and culture resources as well as provider of arts and culture technical services: 1. Organize and jointly market local arts and culture groups	Arts Central	City, ABC Commission (Bend), Deschutes Cultural Coalition, VCB/COVA, Chamber, BMPRD, BLPS, arts and culture	●	●	●	●

CREATIVE, LEARNING CULTURE

Bend 2030 Action Plan


	<p>2. Serve as a catalyst for partnerships between culture and the arts and businesses, government agencies, tourism, K-12 and higher education, donors, foundations, citizen groups and national/international cultural organizations.</p> <p>3. Provide access to resources for services such as grant writing, public art projects, board development, fundraising and strategic planning</p>		<p>organizations, City Club of Central Oregon, Deschutes Public Library</p>				
<p><i>Action</i></p> <p>CLC 10.2</p>	<p>ARTS AND CULTURE ADVOCATES ORGANIZATION. Establish the Bend Arts and Culture Advocates group with Arts Central as the facilitating and fiscal sponsor.</p>	Arts Central	<p>City, ABC Commission (Bend), Deschutes Cultural Coalition, VCB/COVA, Chamber, BMPRD, BLPS, arts and culture organizations, City Club of Central Oregon, Deschutes Public Library</p>				
<p><i>Action</i></p> <p>CLC 10.3</p>	<p>ARTS AND CULTURE ADVOCATES STRATEGIC PLAN DEVELOPMENT. Develop and implement a strategic plan for Bend Arts and Culture Advocates including:</p> <ol style="list-style-type: none"> 1. Cultural Inventory update 2. Needs assessment 3. Marketing Plan 4. Funding Plan 	Arts Central	<p>City, ABC Commission (Bend), Deschutes Cultural Coalition, VCB/COVA, Chamber, BMPRD, BLPS, arts and culture organizations, City Club of Central Oregon COCC, OSU-Cascade</p>				
<p><i>Action</i></p> <p>CLC 10.4</p>	<p>ARTS AND CULTURE ADVOCATES STRATEGIC PLAN IMPLEMENTATION. Implement Phase One of the Bend Arts and Culture Advocates strategic plan</p>	Arts Central	<p>City, ABC Commission (Bend), Deschutes Cultural Coalition, VCB/COVA, Chamber, BMPRD, BLPS, arts and culture organizations, City Club of Central Oregon</p>				
<p><i>Action</i></p> <p>CLC 10.5</p>	<p>PUBLIC ART. Expand private sector and City collaboration to enhance art in public places.</p>	Art in Public Places	<p>Bend Foundation, City, Celebrate Bend</p>				

<p><i>Key Vision Element</i></p>	<p>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.</p>						
<p><i>Strategy</i> CLC 11</p>	<p>PERFORMING ARTS CENTER. Establish a new Performing Arts Center in Bend, providing a major venue for the fine and performing arts, including a gallery with permanent collections and exhibits. <i>(See also Action VE 14.8)</i></p>	<p>Lead Partner</p>	<p>Suggested Supporting Partners</p>	<p>Timeline</p>			
				<p>Less Than 1 Year</p>	<p>1 – 2 Years</p>	<p>3 – 5 Years</p>	<p>6+ Years</p>
<p><i>Action</i> CLC 11.1</p>	<p>COMMUNICATIONS PLAN. Enhance the Performing Arts Center Communication Plan to include editorials, newsletters to donors, public forums, journal publications, news releases and the development of a website.</p>	<p>Central Oregon Arts & Cultural Center (COACC)</p>	<p>Print media, electronic media, COCC</p>	<p></p>	<p></p>	<p></p>	<p></p>
<p><i>Action</i> CLC 11.2</p>	<p>FUNDING STRATEGY. Initiate the Performing Arts Center funding strategy 1) Engage a major donor campaign consultant to assist in raising the necessary funds. 2) Establish partnerships with local businesses and corporations</p>	<p>Central Oregon Arts & Cultural Center (COACC)</p>	<p>City, Deschutes County, COCC, OSU-Cascade, performing groups, Chamber</p>	<p></p>			
<p><i>Action</i> CLC 11.3</p>	<p>SUSTAINABILITY PLAN. Launch a sustainability Plan 1) Establish local partnerships with businesses and corporations to build long-term relationships for ongoing support of the facility 2) Establish endowments 3) Establish partnerships with local performing groups to assist with facility design to ensure long-term facility use.</p>	<p>Central Oregon Arts & Cultural Center (COACC)</p>	<p>Chamber, COVA, City Club of CO, EDCO, local businesses, OCT, banks, performing groups</p>	<p></p>	<p></p>	<p></p>	<p></p>

<i>Key Vision Element</i>	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.						
<i>Strategy</i> CLC 12	BEND MUSEUM OF FINE ARTS. Establish a new museum of fine arts in Bend with permanent collections, exhibits, an auditorium for films, and other events and activities. <i>(Strategies without Actions have either been addressed in another Strategy/Action or are perceived to be general enough to be achieved through implementation of the overall Action Plan)</i>	Lead Partner	Suggested Supporting Partners	Timeline			
				Less Than 1 Year	1 – 2 Years	3 – 5 Years	6+ Years

Culture

<i>Key Vision Element</i>	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.						
<i>Strategy</i> CLC 13	CULTURAL MENTORING. Establish a community-wide cultural arts mentoring program in Bend to further the exchange of knowledge and skills from one generation of the community's artists to the next, bridging social, economic and cultural gaps. <i>(Strategies without Actions have either been addressed in another Strategy/Action or are perceived to be general enough to be achieved through implementation of the overall Action Plan)</i>	Lead Partner	Suggested Supporting Partners	Timeline			
				Less Than 1 Year	1 – 2 Years	3 – 5 Years	6+ Years

<i>Key Vision Element</i>	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.						
<i>Strategy</i> CLC 14	INTERNATIONAL CULTURAL EXCHANGE. Establish an international cultural exchange program in Bend, promoting artistic, cultural and informational understanding of other cities and cultures around the world.	Lead Partner	Suggested Supporting Partners	Timeline			
				Less Than 1 Year	1 – 2 Years	3 – 5 Years	6+ Years
<i>Action</i> CLC 14.1	INTERNATIONAL STUDENT EXCHANGE PROGRAM. Expand Intercultural Cultural Service Program (ICSP) to attract students from a broader range of countries and expand K-12 visits.	Oregon State University-Cascades Campus	BLSP, HDESD, Rotary Clubs, City				

<i>Key Vision Element</i>	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.						
<i>Strategy</i> CLC 15	CONNECTIONS WITH CENTRAL OREGON’S CULTURE AND HERITAGE. Honor and celebrate Bend’s 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.	Lead Partner	Suggested Supporting Partners	Timeline			
				Less Than 1 Year	1 – 2 Years	3 – 5 Years	6+ Years
<i>Action</i> CLC 15.1	CONNECTED HERITAGE AND CULTURAL ORGANIZATIONS. Increase collaboration and communication among the High Desert Museum and other entities celebrating the culture and heritage of Central Oregon.	High Desert Museum	Deschutes County, Celebrate Bend, Human Dignity Coalition, Deschutes Historical Center Museum, Deschutes County Historical Society.		