

COMMUNITY PROFILE AND TRENDS REPORT | Bend 2030 | A Visioning Project by and for the People of Bend and Central Oregon | 2005–2006



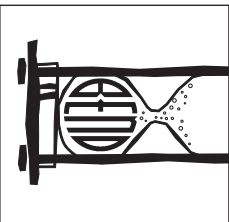
The *Bend 2030 PROFILE AND TRENDS* document was compiled by an independent team of researchers/writers in the service of the *Bend 2030 Project Management Team* from August through October, 2005. It was gleaned from materials provided upon request from a wide variety of public and private sources throughout the region as well as from various media reports. It is intended to serve as a statistical and factual ‘snapshot in time’ to assist the *Bend 2030 Vision Task Force* and the wider community in better comprehending where Bend is today and where it appears to be heading in the future. This report is the beginning point in the *Bend 2030* community visioning process. We make no representation that the information contained herein addresses all viewpoints, concerns, studies or available data. Rather, it is a broad-brush effort undertaken in good faith in the full knowledge that additional data and information may be identified as part of this community’s dialogue.

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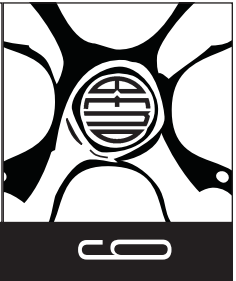


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Envisioning

THE FUTURE OF BEND

CHAPTER 1

INTRODUCTION

In November 2004, the City of Bend officially celebrated its 100th anniversary, marking a century of dynamic growth and change. Even though Bend in 1904 had already existed for some time—having been visited by explorers and trappers, immigrant wagon trains, and even the Indian wars—it wasn't until the early 20th century that the residents of Bend finally decided to become a city.

When the citizens of Bend finally voted to incorporate in November 1905 it was more than just a practical decision—it was also an affirmation of the young community in the heart of Oregon's high desert country and its bright prospects for the future. Bend City Council took office in January 1906 and the community never looked back. First came the irrigation canals for agriculture, then ranchers, then railroads and huge timber mills to fill them with the region's forest bounty, and then more settlers seeking new and better lives.

Indeed, for the rest of the 20th century change in Bend never really let up. There were two great wars and a Great Depression, automobiles and highways, forest fires and floods, even a global influenza pandemic that cut a swath of disease through the city in 1918. Later in the century, Bend saw its economy falter and its prospects shift again as railroads then timber gave way to tourism and recreational development, ski resorts and golf courses, “equity migrants” and lifestyle seekers, movie makers and astronauts practicing for their moon walks. All this in a scant 100 years!

If Bend's original founders could somehow be magically transported to the present, they would surely marvel at how their little town amidst the Ponderosas has grown and changed. The city not only survived the upheavals of the 20th century—it thrived. Bend in 2005 is a growing city with an increasingly diverse economy, a lively downtown, beautiful new neighborhoods and schools, an advanced medical center, varied and unique restaurants and art galleries, ski lifts minutes from town, and an incomparable quality of life still rooted in its special environment. But how will Bend stack up in the next 100 years—**today, at the beginning of a new century, the city of Bend faces a new era of change probably unmatched by anything it has experienced in the past.** Emerging trends such as intensive growth and development driven by people migrating here from other places, growing demands for public services and infrastructure improvements, a huge thirst for



water in a semi-arid region, uncertain federal, state and local funding for social services, and threats to the region's environmental integrity and character all promise to have an impact on the city.

How will the people and the government of Bend face up to these challenges? Can we ensure our continued quality of life, with accessibility and affordability for a diverse populace in the face of rapid growth and development? Can we adapt our historical values and quality of life to a much larger, more cosmopolitan population that has moved here from other places? Can we maintain our safety and security in a sometimes dysfunctional society or a troubled world? Can we remain a wholesome place to start families, raise children, pursue an education, and build a life? Can we protect and sustain the natural environment that attracted so many of us in the first place?

- 5 In short, will Bend in 2030 be a place at which we will continue to marvel and are proud to pass on to our children? Or will it become an entirely different and disheartening community? The choices, of course, are ours to make.

Bend 2030—OUR COMMUNITY VISION

In August 2005, Bend City Council voted unanimously to sponsor *Bend 2030—Our Community Vision*, a community visioning process for the community of Bend and all its citizens. The goal of *Bend 2030* is to help the people of Bend make better, more informed choices for our long-term future.

Through this process, community members will come together to build consensus on a preferred future for our community—a vision for the year 2030—and begin working to make that vision a reality over time.

With a population nearing 70,000 residents today and projections of a population of perhaps 120,000 in 2030, Bend's planners, administrators and politicians alike are hopeful that citizens of Bend will understand and agree on what we want the Bend of 2030 to be. Widespread consensus on desired future directions for the city will help ensure the likelihood that we will achieve our goals over time. It will also promote greater collaboration on the part of local government agencies and key community institutions.

The *Bend 2030* visioning process will not replace ongoing city planning and decision-making, but it can help make these activities better informed, more strategic and more effective. For example, as the *Bend 2030* vision is developed, it will provide guidance to the City for on-going planning projects such as future urban area expansion, the Central Area Plan, and transportation planning.

As part of the visioning process, the Bend community will have the opportunity to explore where we are today, where we want to be, and how we might get there. The process will also provide a way for the people to come together to discuss significant trends and issues affecting our community in a proactive, collaborative way. Specifically, participants in the *Bend 2030* process will:

- ▶ assess Bend today—its strengths, weaknesses and core community values;
- ▶ consider where Bend may be headed tomorrow—the key trends shaping our future;
- ▶ envision what we want Bend to be in the future—a vision for the year 2030; and
- ▶ plan to achieve our vision over time through a community-based action plan.

In order to accomplish this ambitious agenda, *Bend 2030* will be assisted by a number of groups and individuals who are part of the process. The *Bend 2030* Vision Task Force (VTF), a committee of 30 reflecting the broad diversity of the Bend community and coming from all parts of the city will guide these activities, stewarding the development of the community's vision.

Supporting the VTF will be a Project Management Team (PMT) appointed by the City to coordinate the visioning process and a Stakeholder Advisory Committee (SAC), to provide ongoing input into the process and contribute to the development of the vision and action plan. The SAC will be made up of representatives from key local public agencies and institutions, and community-based organizations. A small project staff advised by a project consultant will manage the process on a daily basis. Additionally, a number of citizens will provide research, publications and website design, facilitation services, and many other in-kind donations of time and talent.

Throughout the *Bend 2030* visioning process, participants will be focusing in on six key themes—or “focus areas”—that are central to the future of our community:

- ▶ **Well-Planned City**
- ▶ **Vibrant Economy**
- ▶ **Strong Community**
- ▶ **Healthy People**
- ▶ **Quality Environment**
- ▶ **Proactive Leadership**

These focus areas were tested through input from a community survey conducted by the City of Bend, one-on-one interviews with representatives of key community stakeholder groups, and several discussion groups drawn from the wider community. They will also be affirmed with the wider community during the public outreach stages of the process. Bend’s final vision statement and its community-based action plan will be organized according to these focus areas, yielding strategies, actions, implementation partners, timelines, priorities and milestones to monitor our progress in achieving the vision over time.

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As part of *Bend 2030*, there will be a series of public activities and events beginning in the autumn of 2005 and continuing throughout 2006. A Community Forum Week will allow citizens to discuss key trends and emerging issues, including information presented in this report. A Community Vision Summit will allow members of the public to provide direct input into a vision statement for the future of Bend. A Vision “Road Show” will provide the public a chance to comment on the community’s draft vision statement. And a Community Action Planning Workshop will launch the process of shaping a strategic action plan to achieve the vision over time.

The first phase of the *Bend 2030* project, the development of the vision, is scheduled to be completed with its endorsement by City Council in June 2006. Detailed action planning and actual implementation of the vision and plan will follow.

While taking the lead by providing major funding for *Bend 2030*, Bend City Council is looking to the wider community to help establish Bend’s vision of the future. In addition to the City funding, the Bend Metro Park and Recreation District has made a generous contribution to the project and other community partners

including Jan Baker Facilitates, LLC; Pamela Trow-Johnson/Art Passions Design; Alpine Internet; St. Charles Medical Center; Cascade Business Group; Express Personnel; and Tiffcreative have provided in-kind donations of services. Other public and private supporters are anticipated to join as the process gathers momentum.

THE *Bend 2030* COMMUNITY PROFILE AND TRENDS REPORT

In order to decide where we want our community to be in the future, the people of Bend first need to assess where we are today and understand where we might be headed in the future. That was the purpose of the *Bend 2030* “environmental scan”—a comprehensive information gathering and analysis process. The result of the scan is this report—the *Bend 2030* Community Profile and Trends Report. It attempts to answer three key questions about Bend:

- ▶ **“Where are we today?”**
- ▶ **“Where are we going?”**
- ▶ **“What key questions must we address?”**

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As part of the scanning process, a team of highly skilled volunteers working with other local and state government agencies, compiled and analyzed an enormous amount of data from City, county, regional, state and national information sources. This information has been organized into different topics areas, and the Community Profile and Trends Report includes a chapter for each of the following topics:

- ▶ **People & Demography**
- ▶ **Economy**
- ▶ **Land Use, Growth & Development**
- ▶ **Transportation**
- ▶ **Housing**
- ▶ **Water & Wastewater**
- ▶ **Environmental Quality**
- ▶ **Health & Human Services**
- ▶ **Education**
- ▶ **Public Safety**
- ▶ **Parks & Recreation**
- ▶ **Arts & Culture**
- ▶ **Government**

In addition, each chapter is further organized into four sections, including:

- ▶ a description of the topic area and its importance (**INTRODUCTION**)
- ▶ an assessment of the community today (**THE SITUATION TODAY**)
- ▶ identification of trends that will influence the future (**LOOKING TO THE FUTURE**)
- ▶ and key questions facing the future of the community (**KEY QUESTIONS**)

Each chapter also provides a summary of key data (**FAST FACTS**) and a short summary of key recommendations from Your Community 2000, a communitywide study on the future of Bend conducted in 1990. All of this information will serve as a resource to the visioning process, while answers to the questions it poses may inform the community's emerging vision statement and the action plan designed to achieve it.

Most of the data included in this report is presented in the context of the City of Bend. However, there are also data for Deschutes County, the Central Oregon region, and the State of Oregon. There are several reasons for this approach: First, the City of Bend's area of influence already extends well beyond its existing city limits; in fact, Bend's urban growth boundary is expected to grow significantly with the next update of the City's comprehensive plan. Secondly, some data and information are only available for the whole of the County or a larger region. Finally, some emerging trends and issues can only be truly understood when viewed from a truly larger perspective—state, national and even global.

IDENTIFYING TRENDS OF CHANGE

During the *Bend 2030* environmental scanning process, a large number of emerging trends and issues were identified—some offering new perspectives on long-standing issues confronting the community and others hinting at entirely new concerns. An important aspect of many of these trends is that they are mutually reinforcing. For example, trends such as an aging population or escalating housing costs may reinforce the growing demand for non-traditional and more affordable types of housing or increased pressures for higher residential and developmental densities in the city. These, in turn, may reinforce other concerns, such as a growing demand for mass transit or other alternatives to the automobile.

At the same time, there are trends that may be pushing in opposite directions, forcing potential policy choices or trade-offs. For example, the community's probable increase in the demand for social and human services may conflict with a long-term trend of declining federal and state participation in human resource delivery or the declining availability of government subsidies to pay for desired or mandated social programs.

Considering the potential interaction among all these trends and their cumulative impact, this report offers a rough composite sketch of Bend's probable future—that is to say, where we may end up if we were to

continue on our current course absent any major changes of direction. No one truly expects that to happen, but such a scenario can still serve as a baseline against which to measure and develop future options and choices. From all of this information should emerge the beginnings of a preferred scenario—or vision—for Bend in 2030.

UNDERSTANDING THE BIG PICTURE

One of the most important challenges in conducting a community visioning process is to understand the big picture—that is to say the larger context of change, be it regional, national, or even global in scale. If a planning process does not take into account the potential impact of such trends, it runs the risk of creating a plan that is too narrow in scope or out of touch with rapidly changing times.

As part of the scanning process for this report, an attempt was made to consider the future from such a perspective. This was accomplished by focusing on developments driven by larger societal forces, particularly demographic and economic trends. The impacts of these trends were considered in scanning other areas such as housing, land use and infrastructure.

At the same time, some of the larger trends affecting the future are so vast in scale or broad in their implications that they are difficult to “capture” at the local level, even though their influence on local communities may be enormous. While trying to predict the impact of such larger trends is beyond the focus of this report, understanding their general thrust is important. In the rest of this introduction we describe some of the larger context that many experts agree will influence the future of Bend. Hopefully, this information will provide a broader backdrop for the discussion of local and regional trends that follows. Ultimately, it may encourage the development of specific strategies for the future that otherwise might not be considered. As the popular adage goes, the point is to “think globally but act locally.”

GLOBAL DRIVING FORCES

More than a quarter century ago, futurist Robert Theobald described a number of global “driving forces” that would likely change our nation in the future. He defined a driving force as a long-term trend so broad

and powerful that the chance of it being slowed or reversed is unlikely. Global driving forces are the ultimate trends—enormous currents of change that sweep entire nations along on a seemingly inevitable trajectory toward the future. Today, Theobald's concept of driving forces is widely recognized by futurists, academics, policy analysts and politicians alike. Many see such trends as driving the planetary future in the 21st century. Such driving forces, which are briefly summarized below, will set the global stage upon which the future of local communities around the world—including greater Bend—will be played out.

► **Population Growth and Shifts.** Despite efforts to curb population growth and relatively low birth rates in industrialized nations, world population will continue to expand in the foreseeable future. U.N. planning forecasts for the year 2050 range from a low of 7.9 billion people to a high of 11.9 billion. The world's population in 2004 was close to 6.4 billion. Although the rate of increase has been slowing over the last 10 years, the world is still growing by 73 million people annually. Sustained growth is expected to continue the pressure for major population migrations, both among and within nations. Within the United States, California has the largest population of any state and continues to be a global magnet for migration from around the world. Simultaneously, many Californians continue to leave their state for other, relatively under-populated cities and regions in the U.S. West in search of affordability, safety and quality of life. Bend can expect to continue to attract new residents, both from California and an ongoing migration of Americans to the South and the West.

► **Growing Gap Between Rich and Poor.** The number of people living in “absolute poverty” currently is estimated to be more than one-fifth of the world's population. At the same time, inequities between rich and poor continue to become more pronounced both among and within nations. This gap between rich and poor is larger in the United States than any other major industrialized nation. This phenomenon is also referred to as the disappearing American middle class. The specter of a shrinking middle class also has disturbing implications for the U.S. Here, social problems that are related to poverty and homelessness are increasingly more visible at the local level. Income disparities in Bend can be seen in a shortage of family wage jobs and lack of affordable housing. These, in turn, are reflected in other social issues, including youth crime and drugs.

► **Decline of Cheap, Abundant Energy.** Cheap energy from fossil fuels and oil in particular—are being used up worldwide. Evidence of this global trend is particularly acute in 2005. By the 1990s, the majority of all oil consumed in the U.S. was imported, increasing American vulnerability in global energy markets and exacerbating the national trade deficit. Some studies have projected that U.S. domestic oil and gas supplies will be virtually exhausted within a few decades. There is also accelerated speculation as to when the world itself reaches “peak oil”—the point at which total supplies from existing and untapped sources are in absolute decline. The implications are staggering. With its relatively remote location, longer distance from major West coast urban centers, primary reliance on automobiles and private transport, and limited public transportation services, Bend may prove more vulnerable to long-term decline of oil than many communities.

► **Global Environmental Degradation.** In the last few years, mounting evidence of worldwide environmental degradation has become a daily litany in the media: atmospheric pollution, climate change and global warming, oceanic pollution, soil erosion and expanding “desertification,” contamination of ground water and food supplies, toxic and hazardous wastes, endangered species and declining biological diversity—the list seems endless. While some of these trends may seem far removed from Bend, with its seemingly pristine natural environment, others are very real. Water quality and quantity is a major concern for the Bend area and can be expected to become an even greater concern in the future as the city nearly doubles its population over the next two decades. And those environmental issues that do not pose direct threats to Bend promise to have an indirect impact on our lives as well.

► **Rapid Development of Communications.** The communications revolution is pushing developed nations out of the waning industrial era into an emerging information era based on microprocessors, computers and telecommunication. The accelerated flow of data and information is shrinking the planet, changing the nature of business and the workplace, and altering the daily lives of millions of people. These information flows will undoubtedly continue to broaden and deepen. With its small town atmosphere, quality of life and access to nature, there is no reason Bend cannot compete in attracting more knowledge-based industries and occupations or home-based and self-employed information and service workers, however investments may be required to update its information infrastructure.

► **Accelerated Advances in Science and Technology.** Fundamental advances in science and technology will continue to push the horizons of innovation into uncharted new territories. Developments in the fields of genetic engineering, biotechnology and new materials, are among the technological frontiers driving a host of innovations that will fuel the race for economic supremacy among the developed nations. Those nations and communities that latch on to these developments will become the major players in the global economy of the 21st century, with major implications for secondary and higher education, labor force development, job training and economic development. It remains to be seen how and to what degree Bend will take advantage of such opportunities.

While this list of global driving forces may seem vast in its scale and potential implications, it is not complete. It is difficult if not impossible to describe with any accuracy the true global future. New driving forces will continue to emerge in the coming years. Then there are the “emerging issues” or wildcards—an unpredictable world economy, global warming and climate change, international terrorism—possibly even another flu pandemic. Such developments will bring with them new uncertainties and imperatives for the planet and for life at the local level. The reality is that no matter how locally we may choose to focus our attention, the larger world will always influence the context in which we act.

NATIONAL AND REGIONAL TRENDS

The future of Bend will be just as strongly influenced by national and regional level trends that unfold during the coming decades. While these trends may not be as overwhelming in their scale, they are much closer to home and more visible in terms of their impact. Here is an overview of key U.S. national trends:

► **Growing, Aging Population.** The American population is changing dramatically, both in terms of its size and average age. This trend is driven by the sheer size of the baby boom generation—the 76 million Americans born between 1946 and 1964. Between 2010 and 2025 the majority of baby boomers will turn 65 years of age. During the next two decades, elderly Americans will represent a growing share of the population, with enormous implications for housing, health care, transportation, social services and cultural activities. An aging population will place unique demands on local communities—but also offer unique opportunities for volunteerism, youth mentoring and civic service. Bend, in addition, is seen as a desirable place to retire by many people, and can be expected to be at the heart of the Baby Boomer’s “last act.”

► **Increasing Social and Cultural Diversity.** While the American population is aging, it is also becoming more racially, ethnically and culturally diverse. This change is driven, in part, by in-migration of new racial, ethnic and cultural groups, but also by shifting social mores, values, lifestyles and family structures. Many of the new ethnic immigrants to the U.S. are coming from Latin America and Asia, and they are beginning to settle in places where immigrants have not traditionally lived. Increasing diversity will continue to test the nation's ability to tolerate and embrace differences between people, calling for greater sensitivity and understanding on the part of all population groups. Bend is still relatively homogeneous in its population mix compared to the large cities of the West; at the same time, its population is becoming much more diverse, further distinguishing it from much of Central and Eastern Oregon.

► **Shifting Economic Base.** The American economy is midstream in a long-term economic shift: from an industrial and manufacturing based economy to an information-, technology- and service-based economy. As a result, fewer and fewer jobs are being created in traditional industrial occupations, while relatively more jobs will be created in knowledge- and service-oriented fields. This trend has dramatic implications for the future of work, as well as the types of education and training required by the occupations of the future. Bend, only loosely tethered to its historical economy, has undergone a major economic transformation in recent years, building on tourism, services, education and technology. Many of the newest technologically based industries are “footloose” businesses, capable of locating wherever their employees can enjoy better lives. With its superior quality of life, Bend may be positioned to take its evolving economy in any number of directions.

► **Continued Decentralization.** The United States is continuing to shift from social and institutional centralization to social and institutional decentralization. Throughout most of the postwar era of the 20th century, social, economic and political forces continued to support the centralization of power, authority and responsibility in the public and private sectors. Today, a countervailing trend of decentralization is moving in the opposite direction. Responsibility is becoming more local. State and local governments are taking—or being asked to take—more responsibility for the delivery of local services, although funding for same is less than clear. At the same time, other non-governmental aspects of society are also decentralizing. Decentralization will place more pressure on communities such as Bend to understand and respond to needs at the local level. However, with its relatively high levels of “social capital”, Bend may be up to the task.

A BEND COMMUNITY PROFILE

Along with the above information on global, national and regional trends, the following report presents a wealth of more detailed local information on greater Bend concerning where the community is today, where it is headed tomorrow, and what issues it may face along the way. The composite picture it presents is one of a community in the midst of a major transition, driven by rapid population growth but demonstrating many other indicators of change as well.

Through the Bend 2030 community visioning process, the residents of Bend will have a rare opportunity to assess our probable future as a community and to begin building a preferred future—one that upholds our core values as a community, takes advantage of emerging trends and opportunities, and honors our highest aspirations for the future.

The choices about what Bend is to become are ours to make. Hopefully, this document will assist us in making the right ones.



Steven Ames,
Bend 2030 Vision Project Advisor



STEVEN AMES

HAS BEEN HIRED AS PROJECT
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MR. AMES IS A PRINCIPAL OF
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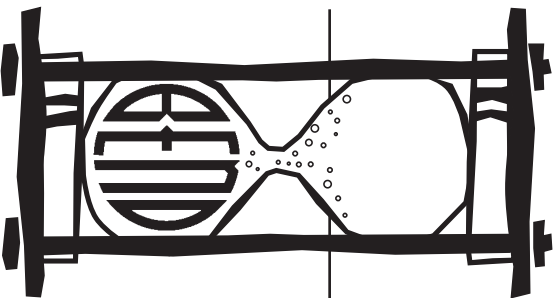


2030
Our Community Vision

Bend

HISTORIC TIMELINE

CHAPTER 2



17

<p>Pre-1800 Native American tribes (the Klamath and Warm Springs) live in the region.</p>	<p>Early 1800's Peter Skene Ogden and Hudson's Bay Company explorers enter the area looking for beaver grounds.</p>	<p>US Government scouts explore Central Oregon in the 1840s.</p>	<p>1851 Immigrant wagon trains heading in opposite directions coin the name "Farewell Bend" for the bend in the Deschutes River where they part.</p>
<p>1855 Railroad survey parties enter the area.</p>	<p>1866-67 Indian wars erupt as the US campaigns against Chief Paulina.</p>	<p>1866 First Post Office opens; city serves as a trade center for agricultural and ranching operations east and north of the city.</p>	<p>1877 A land claim is filed for Farewell Bend; and the first cabin is built at Farewell Bend by Cort Allen and W.H. Stoats.</p>
			<p>1900 East coast developer Alexander Drake arrives to install an irrigation system to get water into the desert lands to support agriculture.</p>

1901
New Post Office building is constructed on Wall Street.

1902
Drake builds the first Pilot Butte Inn on Wall Street.

1903
E.A. Sather builds the first store on Wall Street. The second floor is used as a dance hall and to show the first “flickers” in Bend.

1903
The Bend Bulletin is founded in Cort Allen’s original cabin, which by now has been moved to a site near the present day Drake Park.

1904
First school house is built—and declared too small immediately. The city has two saloons, two small sawmills, three general stores, two butcher shops and three hotels.

1908
First auto arrives.

1909
First hospital constructed: Mrs. Hall’s hospital for pregnant women built on Oregon Avenue.

1910
Major forest fires threaten the city in July; the sawmills close and send all employees out to fight the fires. City’s first football team has an away game with Pineville. The Bend Garage is built on Wall Street. New dance hall with skating rink erected. George Palmer Putnam, son of a New York publishing scion, buys the Bend Bulletin. Mirror Pond dam constructed. Oregon and Wall streets. Colorado Street dam built on Deschutes River.

1911
The Oregon Trunk Railroad extends a line to Bend from the Columbia River. First trains arrive carrying brick-making machinery. Bend Flour Mill built.

1904 Voters agree to a central government for Bend with a Mayor, City Council and Minor Officers. First order of business: deal with the town's drunks. Postmaster A.L. Goodville is elected first Mayor.

1905 Two competing railroads begin laying track in the Deschutes River canyon and Thomas Shevlin arrives to announce he'll build a major sawmill once Bend has a railroad connection.

1906 The First Baptist church built on Oregon Avenue. A telephone line is built between Bend and Rosland (which will be renamed in 1915 to La Pine), July 4th horse races on Wall Street are a major summer attraction.

1907 President Theodore Roosevelt signs an act creating the Deschutes National Forest and various federal forest reserves. Oregon law declares a one-day limit for trout on the Deschutes River: 125 trout per person.

1915 Two Minnesota lumber companies—Shevlin-Hixon and Brooks-Scanlon—announce plans to build major sawmills on each side of the Farwell Bend of the Deschutes River. Would-be workers stream into Bend for \$3.25 a day wages, causing the US Census Bureau to declare the city the fastest growing population in the nation briefly. First street lights installed downtown. Two competing railroads begin laying track in the Deschutes River canyon and Thomas Shevlin arrives to announce he'll build a major sawmill once Bend has a railroad connection.

1916 Lumbermen's National Bank built on the corner of Oregon and Wall streets. Colorado Street dam built on Deschutes River.

1917 World War I breaks out and all men volunteer to fight. Percy Stevens dies and becomes the town's first war hero when the troop carrier Tuscania sinks. New Pilot Butte Inn is built in the style of a French chalet on Wall and Newport streets.

1918 An outbreak of the Spanish influenza kills many of the city's homesteaders. The Bend Amateur Athletic Club is built (now serves as the Boys and Girls Club of Bend).

1919	The Pine Tavern is built and run by two women who want to demonstrate that there are noble ways for women to earn money in Bend.	In 1920	census figures show that Bend has 5,000 residents. St. Francis Catholic Church built on Franklin Avenue. Drake Park established.	1921	Drake Park footbridge built across Deschutes River.	1922	Band stand built in Drake Park.	1923	Wettles Department Store opens on Wall Street.
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1955	The Kirk Douglas film, The Indian Fighter, is filmed near Bend.	1965	City ceases Water Pageant citing problems with river silt, drinkers, streakers, costs and volunteer burn-out.	1967	NASA tests prototype space suits for future moon missions, near Lava Butte.	1973	Pilot Butte Inn torn down.	1981	Annual Pole, Pedal, Paddle race begins.
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1929 Trailways Bus Service is founded in Bend.

1933 Bend's first Water Pageant is conducted on Mirror Pond.

1941 Deschutes County court-house built on Bond Street.

1950 Shevlin-Hixon mill closes.

1951 First large passenger airplane lands at the Redmond Airport; a United Air flight carrying State Representative Sam Johnson, who leads a ceremonial dedication.

1982 High Desert Museum opens south of Bend.

1983 Indian spiritual instructor Bhagwan Shree Rajneesh purchases a ranch near Antelope and invites red clad devotees from around the world to come stay. Ice dam clogs the Deschutes River and floods the Riverside district of Bend.

1990 Awbrey Hall fire destroys many homes.

1991 Shevlin-Hixon railway trestle over Deschutes River demolished.

1998 First phase of the Bend Parkway opens to traffic.

Editor's Note: FORMATTING

CHAPTER 3

The following 13 segments are arranged in a common format.

Each begins with an **INTRODUCTION** that explains why that specific topic is important either as a contributor to a vibrant community or as a critical tool for community planning.

This is followed in order by a section entitled **FAST FACTS**, which is a brief collection of some of the most critical or compelling facts contained in the overall segment.

Next readers will encounter **THE SITUATION TODAY**, a compilation of current data available from a variety of sources, arranged to provide a basic understanding of the facts and issues surrounding each topic.

This is followed immediately by a section called **LOOKING TO THE FUTURE**, where today's concerns and trends are combined with available projections to surmise what the key issues will be going forward.

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Next in the order is a section called **YOUR COMMUNITY 2000 RECOMMENDATIONS**. These are recommendations, relevant to each topic, that were assembled by the last citizen group in Bend that endeavored to plan for the future. Your Community 2000 began its work in March 1990 and tried to foresee the challenges and opportunities for Bend in the year 2000.

A critical tool for the Bend 2030 process follows as **KEY QUESTIONS** suggested by the data are posed to stimulate visionary thinking and discussion among planners, citizens and participants in the process.

Finally, a **RESOURCES** section is provided to share primary source data employed by the compilers of this profile with those who might wish to explore a subject in greater depth.

(Source data for the project will be listed and linked on the Bend 2030 web site: www.bend2030.org).

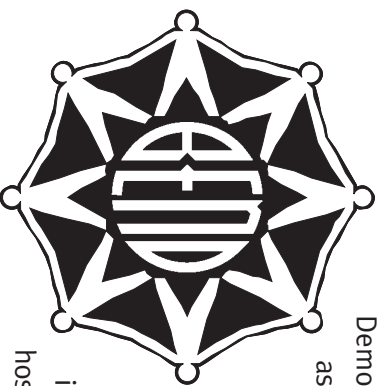
People AND DEMOGRAPHY

CHAPTER 4

People define both the history and future of a place.

Demography is the study of human populations, their size, growth and distribution, as well as of the statistics which describe them. Planners employ demographics as key markers in knowing both where a community is today, as well as where it may be headed in the future.

The demographic characteristics of a community also influence the demand for services and the allocation of governmental expenditures in sectors like public works, education and social services. For example, decision makers can use demographic information to determine whether a new school or library is needed, or what level of hospital staffing might be required and when. In this way, demographics can both inform and influence public policy.



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In 1905 when Bend, Oregon was incorporated as a city, it boasted 226 people among its populace. The majority of those people were loggers, mill workers, small retailers, homemakers, road, rail and utility workers, a few health workers, and some government employees.

Anyone constructing either a history of Bend or predicting the future of Bend from that point in time forward, would have studied those facts and pegged the Bend of 1905 as a place for hardy individuals, where timber and lumber held center stage and the rest of the community existed almost exclusively in support of that primary industry.

A similar scan of the community of Bend in 2005 yields the image of a much more complex and diverse community.

THE SITUATION TODAY

Dramatic, undiminished and consistent growth by in-migration has been Bend's singular story line for the past decade and a half.

The sheer weight and momentum of this growth wave has created large, new neighborhoods from raw desert land, spawned a very substantial construction and building trades industry, propelled a massive

expansion in the service industry sector, and challenged governmental decision-makers and agencies to the very limit of their powers and abilities.

In 1990 Bend had 20,469 residents. By 2004, Bend had a population of 65,210—more than tripling in size. In fact it surged a staggering 25 percent just in the span of time between 2000 and 2004.

	1990	2000	Change	% Change
Bend	20,469	52,029	31,560	154%
Crook	14,111	19,184	5,073	36%
Deschutes	74,958	115,367	40,409	54%
Jefferson	13,676	19,009	5,333	39%
Region 10	102,745	153,560	50,815	49%

Source: Population Research Center, Portland State University ~ www.upa.pdx.edu/PRC

A number of factors combined to attract the wave of newcomers including:

- ▶ The popularity and appeal of the region's recreational amenities and tourism.
- ▶ Broad media coverage of the region and its attractiveness to vacationers and retirees.
- ▶ The practical impacts of the internet and enhanced telecommunications, permitting many information-based workers to telecommute and live outside of traditional urban work centers.
- ▶ A more diversified service economy, offering starter jobs to younger elements of the workforce and in-fill salaries to older members of the employee force.
- ▶ The appeal of a quasi-rural setting with many urban amenities, a strong sense of community, and a mostly welcoming attitude toward newcomers.

- The mobility and wealth of many semi-retired couples searching for a new place to call home after the departure of adult children.
- The persistence of historically low mortgage rates and the disproportionately higher value of the California real estate that many relocators sold before moving to Bend.
- The sheer momentum created by the growth wave itself.

In addition, the growth wave helped spawn a more diversified economy.

Below is a snap-shot of how Bend's economy looks today by job type and sector.

Industry Category	2001	2002	2003	2004
Total nonfarm employment	53,240	53,960	56,050	59,470
Total private	46,050	46,600	48,670	51,940
Natural resources, mining, and construction	4,520	4,720	5,300	5,870
Manufacturing	5,500	5,350	5,240	5,650
Durable goods	4,910	4,660	4,520	4,910
Wood product manufacturing	1,990	1,910	1,800	1,840
Trade, transportation, and utilities	10,850	10,900	11,210	11,670
Wholesale trade	1,140	1,160	1,310	1,410
Retail trade	8,440	8,530	8,750	9,140
Transportation, warehousing, and utilities	1,270	1,200	1,160	1,110
Information	1,430	1,450	1,520	1,510
Financial activities	3,410	3,520	3,840	4,060
Professional and business services	4,790	4,840	5,150	5,940
Educational and health services	6,090	6,410	6,640	6,990
Leisure and Hospitality	7,820	7,750	8,040	8,450
Accommodation and food services	6,340	6,320	6,600	6,990
Government	1,650	1,670	1,730	1,800
Federal government	7,190	7,350	7,380	7,530
State government	850	860	890	890
Local government	760	760	770	850
Local education	5,580	5,730	5,730	5,790
Other services	3,490	3,580	3,480	3,330

Source: Oregon Employment Department ~ www.qualityinfo.org/olmisj/Olmisjzine

Bend MSA
 (Deschutes County)
 Annual Average
 Non-farm
 Employment 2001
 Through 2004

2000 CENSUS HIGHLIGHTS

As evidenced by the release of the 2000 Census, Bend had a statistical profile that is virtually worlds apart from the profile it presented in 1905.

Among the demographic highlights of Bend in 2000 were the following:

Population

Total: 52,029 (Males: 25,633 Females: 26,396)

Age Groups

While there were gains in all age groupings between 1990 and 2000, the in-migration phenomenon of the period saw proportionately higher gains in residents aged 45 to 59 years of age.

Age	1990	2000	Change	% Change	% of Total in 2000
Under 25 years	7,225	18,058	10,833	150%	35%
25 to 44 years	7,413	16,171	8,758	118%	31%
45 to 54 years	1,771	7,459	5,688	321%	14%
55 to 59 years	628	2,209	1,581	252%	4%
60 to 64 years	672	1,701	1,029	153%	3%
65 to 74 years	1,436	3,109	1,673	117%	6%
75 years and over	1,324	3,322	1,998	151%	6%
Total	20,469	52,029	31,560	154%	100%

Source: 2000 Census data for Bend through American Factfinder (<http://factfinder.census.gov>) US Census Bureau.

Educational Attainment

On average 9 in 10 Bend residents had completed a high school degree program, while nearly one in three has either Bachelor's or advanced degree from a college or university.

High school graduate or higher	
25 to 34 years	90%
35 to 44 years	91%
45 to 64 years	94.8%
65 years and over	81%
Bachelor's degree or higher	
25 to 34 years	30.2%
35 to 44 years	26%
45 to 64 years	35%
65 years and over	22.3%

Source: Oregon Employment Department
www.qualityinfo.org/olmis/jOlmisZine

Employment

Bend's employment profile is strongly weighted toward a service industry profile where a majority of the goods and services produced are produced for the direct benefit of residents of the community.

Private for-profit and salary workers	19,036
Employees of own corporation	1,273
Private not-for-profit wage/salary workers	1,515
Local government workers	1,911
State government workers	823
Federal government workers	350
Self-employed workers	2,795
Self-employed (ag., forestry, fishing)	32
Unpaid family workers	135

Employed Civilian Population
 16 and Over
 (26,565)

**Employed Civilian
Population
16 and Over
(26,565)**

Private for-profit and salary workers	19,036	Natural Resources, Mining, and Construction	9%
Employees of own corporation	1,273	Manufacturing	9%
Private not-for-profit wage/salary workers	1,515	Trade, Transportation, and Utilities	17%
Local government workers	1,911	Information	2%
State government workers	823	Financial Activities	6%
Federal government workers	350	Professional and Business Services	9%
Self-employed workers	2,795	Educational and Health Services	11%
Self-employed (ag., forestry, fishing)	32	Leisure and Hospitality	13%
Unpaid family workers	135	Other Services	3%
		Government	11%
		Other Employment	10%
		Natural Resources, Mining, and Construction	9%

**Distribution of
Employment
by Industry
in 2004**

Income Distribution

Bend presents an income profile that is fairly evenly divided across the spectrum, meaning that all income classes are represented in Bend. However, recent in-migration has favored higher income families and pushed housing costs out of reach for many lower income families.

Total Households					21,050
Less than \$10,000	1,436	\$35,000 to \$39,999	1,328	\$100,000 to \$124,999	909
\$10,000 to \$14,999	1,441	\$40,000 to \$44,999	1,189	\$125,000 to \$149,999	407
\$15,000 to \$19,999	1,377	\$45,000 to \$49,999	1,216	\$150,000 to \$199,999	333
\$20,000 to \$24,999	1,369	\$50,000 to \$59,999	2,017	\$200,000 or more	355
\$25,000 to \$29,999	1,644	\$60,000 to \$74,999	2,233	Median Income (dollars)	\$40,857
\$30,000 to \$34,999	1,727	\$75,000 to \$99,999	2,069	Mean Income (dollars)	\$52,298

Source: US Census Bureau

Poverty Status

In spite of the many positives Bend could report over the previous decade, according to the 2000 Census, the city counted some 1,807 families and 976 individuals with incomes below the federal poverty level. In 2004 the federal government declared that in order to fall below the poverty level an individual would make less than \$9,310 a year and a family of three would make less than \$15,670 a year.

	Bend	Oregon
Median Household Income	\$40,857	\$40,916
Median Family Income	\$49,387	\$48,680
Per Capita Income	\$21,624 (1999)	\$20,940
Median Income (Male)	\$33,377	\$36,588
Median Income (Female)	\$25,094	\$26,980

Source: US Census Bureau, Income and Poverty in 1999: 2000

Household
Income
2000

Home Ownership

Nearly two-thirds of Bend residents own the home they reside in, while slightly more than one-third live in a rental unit. During the period from 1990–2000, the construction industry added 12,536 units in Bend; 8,630 homes and 3,906 rental units.

	1990		2000		Change		% Change	
	Number	Percent	Number	Percent	1900–2000	1900–2000	1900–2000	1900–2000
Occupancy								
All housing units	9,004	100%	22,507	100%	13,503	150%	150%	150%
Occupied housing units	8,526	95%	21,062	94%	12,536	147%	147%	147%
Vacant housing units	478	5%	1,445	6%	967	202%	202%	202%
Tenure								
Occupied housing units	8,526	100%	21,062	100%	12,536	147%	147%	147%
Owner-occupied housing units	4,614	54%	13,244	63%	8,630	187%	187%	187%
Renter-occupied housing units	3,912	46%	7,818	37%	3,906	100%	100%	100%

Source: Summary File (SF3) for Bend (2000), US Census Bureau

Occupancy and Tenure for Bend in 1990 and 2000

Racial Composition
 Bend remains a predominantly white city. While there have been numeric gains among virtually all minority groupings over the past decade (particularly among Hispanic/Latinos) the proportion of whites to all other races has remained essentially the same—well over 90%.

Race	1990	2000	Change	Percent Change	% Distribution in 2000
White	19,959	49,964	30,005	150%	96%
African-American	39	281	242	621%	1%
American Indian and Alaska Native	174	905	731	420%	2%
Asian, Native Hawaiian, Other Pacific Islander	153	929	776	507%	2%
Other Race	144	1,154	1,010	701%	2%
Hispanic or Latino	485	2,396	1,911	394%	5%

Source: 2000 Census data for Bend through American Factfinder (<http://factfinder.census.gov>) ~ US Census Bureau

1990–2000 Changes in Race in Bend

LOOKING TO THE FUTURE

- More Growth. If Bend's current growth wave persists, as many believe it will, it appears that the population will nearly double again by the year 2025.

Shown below is the growth projection model currently used by all government planners in the region.

Area	2000	2005	2010	2015	2020	2025
Oregon	3,436,750	3,618,200	3,843,900	4,095,708	4,359,258	4,626,015
Deschutes County	116,600	143,053	166,572	189,443	214,145	240,811
Bend	52,800	69,004	81,242	91,158	100,646	109,389

Sources: Forecast of Oregon's County Population and Components of Change (2004) State of Oregon Office of Economic Analysis (OEA) ~ www.oea.das.state.or.us; Deschutes County Coordinated Population Forecast 2000-2025. Findings in Support of Forecast (2004) ~ www.deschutes.org/cdd.

- An Aging Populace. One key difference between the Bend of today and the Bend of 20 years hence will be age distribution. Bend and the America of 2025 will be older.

According to the table on the next page, nearly 40,000 of the city's residents will be over age 55 in 2025. This single statistic will have far-reaching impacts in the areas of health, welfare, housing, workforce, transportation, public safety, education and government services.



Age Group Projection 2000 to 2025					
Age	Bend in 2000	Bend in 2025	Change	% Change	% of Total in 2025
Under 25 years	18,058	27,708	9,650	53%	25%
25 to 44 years	16,171	27,252	11,081	69%	25%
45 to 54 years	7,459	14,999	7,540	101%	14%
55 to 59 years	2,209	7,219	5,010	227%	7%
60 to 64 years	1,701	7,741	6,040	355%	7%
65 to 74 years	3,109	14,711	11,602	373%	13%
75 years and over	3,322	9,760	6,438	194%	9%
Total	52,029	109,389	57,360	110%	100%

Sources: Bend UGB population forecast (2004), OEA population forecasts by age and sex for Deschutes County
<http://www.oea.das.state.or.us/DAS/OEA/docs/demographic>

- **More Urbanization.** To accommodate the population growth predicted, the city will need to expand physically by adding to its Urban Growth Boundary and it will need to greatly expand its housing base, its business base and its service base.
- **More Difficult Choices.** Greater urbanization is likely to present the community with difficult choices:

 - ~ Shall we increase housing densities further in order to optimize the use of available lands?
 - ~ Should we allow more commercial development in neighborhoods in order to reduce the amount of auto travel city wide?
 - ~ How will we maintain the sense of community that makes Bend feel special and welcoming today?
 - ~ In the face of even more development, how will we maintain the natural environment and the natural landscape that make Bend unique?

~ How will we attract the jobs and employers to pay the wages necessary to permit all classes of income-earners to live and work in Bend?

~ How will we address the current shortage of affordable housing plus make way for another wave of new arrivals?

Harvard Political Scientist Robert Putnam has identified the importance of social capital in the creation and nurture of healthy communities worldwide.

**Bend Scores High
in Social Capital—But
Challenges Await**

IN-DEPTH

33 According to Putnam, individuals accrue social capital by virtue of their social relationships. These relationships give people access to resources, information and other goods (such as entertainment) that they would not otherwise possess as solitary individuals. In turn, communities deemed rich in social capital are more active, vibrant and healthy places to live.

In his famous work, *Bowling Alone*, Putnam reported the decline of social capital in America and established himself and his team of researchers as leaders in the field seeking to understand social capital and its importance to society.

Shortly thereafter Putnam's Saguaro Seminar at Harvard University produced the Social Capital Community Benchmark Survey in 2002; a work funded by a number of private foundations, including the Northwest Area Foundation (NWAFF) of Minneapolis.

At the direction of NWAFF, Central Oregon was one of the featured regions in that study and a follow-on study (yet to be published) focused on Bend. Bend was selected as a subject city owing to its recent accelerated growth. The group is interested in knowing whether that growth would impact the structure and/or quality of the city's social capital.

Team researcher Abby Williamson gathered data in 45 interviews conducted between October 2003 and June 2004. Among her observations:

- ▶ Older residents (residents of more than 10 years) reported feeling some degree of loss of community and social capital, owing to the high degree of physical growth and rapid influx of newcomers.
- ▶ New arrivals however, report recognizing a good degree of community connection and social capital still in place. (i.e. smiles on the street, high degrees of volunteerism, etc.)
- ▶ Community leaders reflect a strong feeling of civic and community responsibility (i.e. the Boys & Girls Club project, the four year university process, etc.). These are indicators of a sound and positive level of civic volunteerism, according to Williamson.
- ▶ There are two potentially negative indicators in the Bend profile:
 - 1** Rapid growth itself can be seen as potentially damaging to social capital as social capital has tended to thrive in smaller community settings. Frequently the conflicts arising from growth can spawn personal enmities and disagreements that make continued social contacts more difficult. This, in turn, can lower the levels of trust and impair the free flow of social capital. (Ms. Williamson noted that in spite of these conflicts, much of the Bend community seemed eager to integrate newcomers and heal the rifts caused by some of the more contentious growth issues i.e. the Southern Crossing Bridge).
 - 2** Income inequality is the second and more troubling indicator. “Recent trends in Bend show significant growth in the upper income sectors, a stagnant middle class and a lower income class that is being pushed out of the city by economic forces,” says Williamson.
 - ▶ Historically, social capital is diminished in areas with high income inequality as trust levels lower and greater social divides become evident. (Bend’s ‘east-west divide’ is an example with Ms. Williamson noting that recent school levy votes have mirrored the east-west split.)

- ▶ On the plus side, newcomers reported feeling that Bend is a relatively easy community to get involved in; that the wealth of outdoor events is a healthy tonic for social capital and that newcomers are increasingly showing up as active political participants.
 - ▶ Many feel that the physical environment is already being significantly affected by growth and that future quality of water, air, and recreational areas are at risk.
 - ▶ The viability of our current and future quality of life and the overall livability of Bend and Central Oregon is in jeopardy without proper planning and management of growth.
-

YOUR COMMUNITY 2000 RECOMMENDATIONS

35 In a 1990 community planning process, planners faced with similar growth predictions identified the following problems and goals:

Problems

- ▶ Existing infrastructure and public services will have to be significantly expanded if they are to meet future needs. Continued investment in water, sewer, schools and police and fire services will need to be maintained.
- ▶ There is already a serious shortage of affordable housing which must be addressed.
- ▶ Traffic and transportation systems are already being adversely impacted by growth and must be expanded.

GOALS

- ▶ The unique scenic beauty, rural character, healthful quality of life, open space and varied lifestyles should be preserved and improved.
- ▶ We should live in harmony with our environment, maximizing the use of recycling and renewable energy strategies to optimize retention of our resources.

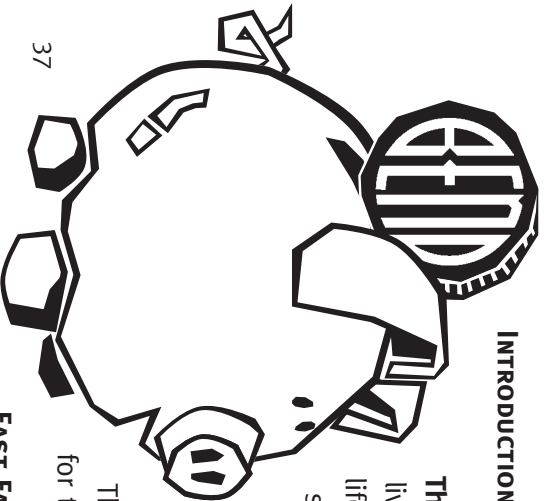
- ▶ There should always be an adequate supply of affordable housing.
- ▶ We wish to maintain our high standards of excellence in our schools, recreation and cultural facilities and government.
- ▶ New growth should pay its share of the costs of growth; growth should be resource limited, not resource driven.

KEY QUESTIONS

1. *How will Bend accommodate the continued growth predicted for the city?*
2. *Where will the growth be physically located?*
3. *What will be the implications of more growth for city services (i.e. roads, police, fire, water, waste-water, parks and recreation, and more) and local schools?*
4. *What will be the implications of an aging population? How can we better prepare for them?*
5. *How will we attract the jobs and salaries to keep pace with growth?*
6. *How can we protect against the potential loss of the city's middle class and avoid the extremes of income inequality?*
7. *How will we deal with the increasing shortage of affordable housing?*
8. *How can the development of strong 'social capital' in Bend be encouraged, despite the rapid growth of its population?*

RESOURCES

- | | |
|--|---|
| ~ U.S. Census Bureau website | ~ 2005 Fact book, Economic Development for Central Oregon, Inc. |
| ~ 2005 Bend Market Profile, Bend Chamber of Commerce | ~ City of Bend Housing Needs Analysis, 2005 |



INTRODUCTION

The health of a community's economy directly affects the lives of everyone who lives there. The ability to earn an adequate living is fundamental to one's quality of life. A robust economy also gives the community the resources it needs to provide services, facilities, and amenities for its residents.

Bend's economy has transitioned from one dependent upon harvesting timber for wood products to one that provides a diverse array of goods and services, largely in support of the people who live here.

The city also serves as a regional trade center and a popular visitor destination for tourists year round.

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FAST FACTS

- ▶ In 2005 Bend's economy is strong and far more diverse than it was even a decade ago.
- ▶ Retail consumers in Bend will spend \$1.1 billion in 2005.
- ▶ Sales by auto dealers in 2004 account for over 20 percent of the local retail economy (\$241 million, or more than 21 percent).
- ▶ In-migration of new residents to the area has been the engine that has driven economic growth in the past decade. In 2005, Bend was the fifth fastest growing city in the U.S.
- ▶ Bend continues to wrestle with higher-than-average unemployment, underemployment and lower wages.

THE SITUATION TODAY

In its 1998 General Plan, the City of Bend, already sensing a substantial quickening in the growth rate, foresaw the following economic trends:

- ▶ The industrial sector will need to continue to diversify as new medium- and small-manufacturing firms locate in Bend.
 - ▶ We will need large industrial parcels of land to support new or expanding industries.
 - ▶ Bend will continue to attract interest from national or regional restaurant chains, motels and large retailers.
 - ▶ The expanding mix of large retailers and specialty shops will solidify the urban area as a regional trade center.
 - ▶ The service and retail sectors will continue to be significant sources for new jobs.
 - ▶ Bend's climate and natural beauty will attract businesses wishing to relocate in order to offer employees a better quality of life.
 - ▶ The relatively large percentage of young and middle age workers will provide an appealing workforce for new or expanding businesses.
 - ▶ Exceptional increase in jobs in 1990's is expected to slow to more normal levels over the long term.
- As a result the General Plan incorporated the following goals:
- ▶ Have a vital, diverse and sustainable economy, while enhancing the community's overall livability.
 - ▶ Ensure an adequate supply of appropriately zoned land in Bend to provide for a full range of industrial, commercial, and professional development opportunities.
 - ▶ Stimulate economic development that will diversify and strengthen economic activity and provide primary and secondary job opportunities for local residents.
 - ▶ Strengthen Bend's position as a regional economic center.
 - ▶ Improve the income levels of Bend's residents.
 - ▶ Create commercial areas in outlying sections of the community as neighborhood centers rather than extending commercial strips along major roads.

- ▶ Encourage more small neighborhood commercial developments and convenience commercial centers to reduce vehicle trips and trip lengths.

EIGHT YEARS LATER...

Bend's economy today could be described as robust.

Over the past 20 years the city's economy has undergone a major transition from an economy dominated by wood products to a more diverse, broad based economy.

Today the following five industry categories define Bend's fundamental economic profile:

- ▶ **Tourism (7,772 jobs)**
- ▶ **Healthcare and Social Services (6,062 jobs)**
- ▶ **Professional, Scientific and Technical Services (1,893 jobs)**
- ▶ **Wood Products Manufacturing (1,798 jobs)**
- ▶ **Recreation and Transportation Equipment (1,065 jobs)**

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Many of the economic changes of the past decade have been driven and sustained by the substantial in-migration of new residents to the area.

This has fueled a considerable increase in the volume and make-up of the city's retail and service bases, as well as led to the emergence of major mixed-use developments like the Old Mill District, Northwest Crossing and the proposed Juniper Ridge development.

In turn, these developments (and many others) have served to reshape the basic geography of the Bend business community, expanding its physical footprint considerably in all directions.

Coupled with the significant technologically-driven changes in the way much business is conducted, the combination of in-migration and new technology has been largely responsible for the transition of Bend from a commodity-based, manufacturing economy to a predominantly service-based economy.

Economic Development for Central Oregon, Inc. (EDCO) describes Bend's new economy as "one that has foundations in a variety of manufacturing: high technology, services, and specialty manufacturing."

Additionally, consumer spending in the city in 2005 will total \$1.1 billion.
 Today Bend's economy looks like this:


Total Employment		50,560		
Executive and Professional		17,166	Service Personnel	
Management	3,864	Health Care Personnel	942	
Sales and Marketing	6,804	Food and Beverage	4,492	
Health-Legal-Social	2,755	Personal Service	1,709	
Engineer/Science/Computer Prof	898	Protective Services	693	
Educators	1,809	Trade and Labor	12,693	
Journalists/Creative Prof	1,036	Construction	1,984	
Administration and Support	12,865	Installation and Repair	4,040	
Management Support	1,521	Craft Production	831	
Admin/Clerical Support	9,452	Machine Operators	1,069	
Technical Support	1,892	Assemblers	788	
		Transportation	1,379	
		Agriculture	820	
		Laborers	1,782	

Source: Claritas, Inc., 2005 Report/Bend, Oregon

Total Retail Sales		\$1,132,338,798	100%		
Apparel/Accessories	\$37,042,879	27%	Furniture/Home Furnish.	\$43,601,971	3.85%
Auto Dealers	\$241,071,054	21.29%	Home Appliance/TV	\$15,306,391	1.35%
Auto/Home Supply	\$27,417,376	2.42%	Gas Stations	\$57,824,705	5.11%
Drug/Proprietary	\$43,838,186	3.87%	General Merchandise	\$166,082,318	14.67%
Eating/Drinking	\$104,852,713	9.26%	Department Stores	\$100,284,318	8.86%
Food Stores	\$178,318,976	15.75%	Hardware, Lumber, Garden	\$134,643,232	11.89%

Source: Claritas, Inc., 2004 Retail Trade Report/Bend, Oregon

Rank 2004	Rank 2005	Private Sector Company	Employees
1	1	St. Charles Medical Center (Bend-2,023 Redmond-314)	2,337
2	2	Bright Wood Corporation (Region Wide) (Bend-142 Madras-1,107 Redmond-217)	1,466
3	3	Les Schwab Tire Center (Region Wide)	1,142
4	4	Sunriver Resort (Sunriver-Seasonal)	870
5	5	Mt. Bachelor, Inc. (Bend-Seasonal)	750
8	6	T-Mobile (Redmond)	674
9	7	Beaver Motor Coaches (Bend)	654
6	8	iSKY (Bend)	625
10	9	Clear Pine Mouldings, Inc. (Prineville)	597
11	10	JELD-WEN Windows & Doors (Bend)	521
7	11	Eagle Crest Partners, Ltd. (Redmond-Seasonal)	500
14	12	Safeway (Region Wide)	490
20	13	Hap Taylor & Sons (Bend)	465
13	14	Bend Memorial Clinic (Bend)	460
17	15	The Lancair Company (Bend)	447
12	16	Wal-Mart (Region Wide)	445
15	17	Fred Meyer (Region Wide)	411
16	18	Woodgrain Millwork (Prineville)	365
18	19	Black Butte Ranch (Sisters)	350
19	20	Kah-Nee-Tah (Warm Springs--Seasonal)	350
21	21	Seaswirl Boats (Culver)	269
25	22	Hooker Creek Companies (Region Wide)	258
22	23	Albertson's Supermarkets (Region Wide)	248
23	24	The Bulletin (Bend & Redmond)	244
24	25	Opportunity Foundation of Central Oregon (Region Wide)	240



2005
Central Oregon's
Largest
Employers

2005
Central Oregon's
Largest
Employers

Rank 2004	Rank 2005	Private Sector Company	Employees
29	26	Hilltop Health Care of Oregon (Region Wide)	237
26	27	Bank of the Cascades (Region Wide)	236
28	28	JELD-WEN Millworks Manufacturing (Bend)	225
38	29	Lifewise - A Premiera Health Plan Inc. (Bend)	216
30	30	Fuqua Homes (Bend)	200
37	31	Brooks Resources (Bend-Seasonal)	200
31	32	Mt. View Hospital District (Madras)	196
27	33	The Riverhouse (Bend)	175
32	34	Pioneer Memorial Hospital (Prineville)	175
33	35	PCC Schlosser (Redmond)	175
35	36	Home Depot (Bend)	156
39	37	Advanced Power Technology (Bend)	153
40	38	Keith Manufacturing (Madras)	150
NL	39	Inn of the Seventh Mountain (Bend-Seasonal)	150
47	40	Edge Wireless (Bend)	149
42	41	Bend Research Inc. (Bend)	145
46	42	Pioneer Cut Stock Inc. (Prineville)	141
41	43	Deschutes Brewery (Bend)	140
45	44	Warm Springs Forest Products (Warm Springs)	135
34	45	Kirby Nagelhout (Bend)	130
NL	46	The Center Orthopedic & Neurosurgical Care & Research (Bend)	128
49	47	BendBroadband (Bend)	125
43	48	Unicel (Region Wide)	115
NL	49	Wells Fargo (Region Wide)	109
48	50	US Bank (Region Wide)	108

NL=Not Previously Listed Source: EDCO, March 2005

THREE UNANTICIPATED BI-PRODUCTS OF BEND'S GROWTH

1 Persistently higher-than-average rates of unemployment. According to EDCCO, “The unemployment rates have remained consistently higher than the state and national averages through the 1990’s not because of a depressed economy or a chronically unemployable workforce, but rather because population growth (in-migration) has outpaced job growth. What this means to existing and new employers is a larger labor pool of applicants vying for available jobs. More importantly, because many of the “unemployed” have actually left previous employment elsewhere to move to the region, they have more work experience and generally higher skill levels in whichever sector they worked in the past.”

2 A tendency toward underemployment. On the topic of underemployment, EDCCO reports, “Because there are more people looking for employment than there are jobs available, many Central Oregonians work less than full-time or must settle for lower skill, lower wage jobs. The total number of people who are underemployed in the region is difficult to quantify because this phenomenon is not currently being tracked. Anecdotal evidence suggests, however, that underemployment is prevalent in Central Oregon. The majority of new residents, both young and old, move to the region without first securing employment, and as a result, these ‘lifestyle’ migrants must often settle for jobs that underutilize their talents in order to make ends meet. About half of the new jobs created in the region come from the retail and service sectors, leaving skilled workers and professionals with limited employment alternatives.”

3 Chronically lower pay scales. On the subject of average wages, EDCCO observes: “The region’s cost of labor has remained relatively flat throughout the 1990’s. The average wage for all industries increased by a mere 1.4 percent from 1990–1999 for Central Oregon compared to an increase of 13.6 percent for the state as a whole. Many of Central Oregon wages are significantly lower than state averages. For example, the average wage in the manufacturing sector at the state level was \$13,539 higher than that for Central Oregon. This trend is projected to continue as regional population growth strains the area job market. Competition for available jobs will tend to keep wage inflation in check.”

	Central Oregon				Oregon	WA	CA
Average Wages Offered for Selected Occupations 2004	Trade						
	Truck Driver, Heavy	\$15.89	\$16.46	\$17.26	\$17.21		
	Secretary	\$13.27	\$13.44	\$14.90	\$14.97		
	Receptionist	\$10.82	\$11.29	\$11.26	\$11.55		
	Customer Service Representative	\$12.84	\$13.17	\$15.41	\$15.47		
	Machinist	\$19.19	\$18.72	\$18.93	\$17.00		
	Computer & Technical						
	Network and Computer Systems Administrators	\$23.21	\$25.74	\$27.87	\$31.08		
	Computer Support Specialist	\$15.63	\$17.88	\$21.85	\$22.54		
	Database Administrators	\$30.66	\$27.81	\$31.07	\$31.08		
	Professional						
	Marketing Manager	\$40.94	\$41.78	\$48.43	\$50.24		
	Sales Manager	\$34.46	\$42.77	\$47.56	\$50.71		
	Industrial Production Managers	\$32.83	\$37.39	\$39.52	\$41.16		
	General and Operations Manager	\$42.55	\$44.01	\$56.63	\$51.981		

	LOOKING TO THE FUTURE					% Growth 2005-2025	
	2005	2010	2015	2020	2025		
Deschutes County Population Projections	Looking ahead, there are additional trends that warrant attention.						
	Bend	66,357	78,042	87,953	98,689	107,632	62%
	Redmond	21,582	27,873	34,795	41,051	47,169	119%
	Sisters	1,572	2,390	3,085	3,872	4,837	208%
	Non-Urban County	52,327	56,094	60,132	64,461	69,101	32%
	County Total	141,838	164,399	185,965	208,073	228,739	61%

- Population models predict Bend's population will reach over 107,000 residents between now and the year 2025, substantially up from 66,000-plus in 2005.

Source: Deschutes County Coordinated Population Forecast

- ▶ However, City of Bend research into job creation models and projected income schedules conclude that the city will have its greatest success in creating and attracting jobs at the low end of the pay scale. Should this prove to be the case, projections suggest that a disproportionate number of residents will be unable to afford housing and meet basic family expenses.

- ▶ In addition, the projected make-up of the 2025 population suggests that the proportion of residents under 25 years will decline to 50 percent or less. At the same time, the proportion that is 65 years of age or older will increase to 22 percent of the population while the proportion between 45 and 64 years of age will also increase to 28 percent of the population. Thus, if these predictions prove true the Bend of 2025 will house an older population along with a much smaller active workforce than today.

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- ▶ Other factors that could affect the evolution of the local economy include macro economic forces such as a slowing of in-migration and growth rates, heightened foreign competition and overseas outsourcing, severely increased energy costs, the continued loss of manufacturing jobs abroad, and disruptive geo-political conflicts, natural disasters or other global developments.

YOUR COMMUNITY 2000 RECOMMENDATIONS

(Shown below are the recommendations of a 1990 community task force charged with planning for Bend in the Year 2000.)

- ▶ Foster economic growth in a diversified manner including a balance between tourism, wood products, commerce, clean industry and health care services. Emphasize the promotion of small business development. Promote the development of commerce that infuses new money into the local economy. Over time, reduce the segment of the economy represented by tourism through accelerated growth in other areas of the economy.
- ▶ Increase per capita personal income by developing more middle income employment opportunities and reducing economic reliance on tourism.

- ▶ Lower the overall cost of living through continued economic development and specific programs directed at improving the general economy of Bend. Provide a means to address housing for lower income families.
- ▶ Promote local decision-making and involvement of business in our community and its affairs.
- ▶ Focus more economic development effort on supporting and encouraging the growth of existing businesses through expansion and diversification.

KEY QUESTIONS

1. *How will Bend attract the family wage jobs it needs to support its future growth?*
2. *Can Bend create new employment opportunities for its large class of underemployed workers, putting their skills and education to better use?*
3. *In which industries and professions should Bend focus its efforts to attract new employers?*
4. *How can Bend take advantage of emerging niche economic sectors, including ecotourism, the “creative economy”, and sustainable development?*
5. *How will Bend fill the service sector jobs needed to support and serve an aging population?*
6. *Should Bend take a stronger role in the kinds of businesses that are recruited or attracted to the area? If so, what types of industries should they be?*
7. *What kinds of incentives (if any) should Bend offer in order to attract new businesses?*
8. *What elements of today’s economy should Bend endeavor to retain and which elements might we endeavor to modify or eliminate?*
9. *How can Bend encourage and assist existing businesses to prosper?*

10. *What community attributes will we need to nurture and sustain in order to be attractive to new businesses and their employees?*

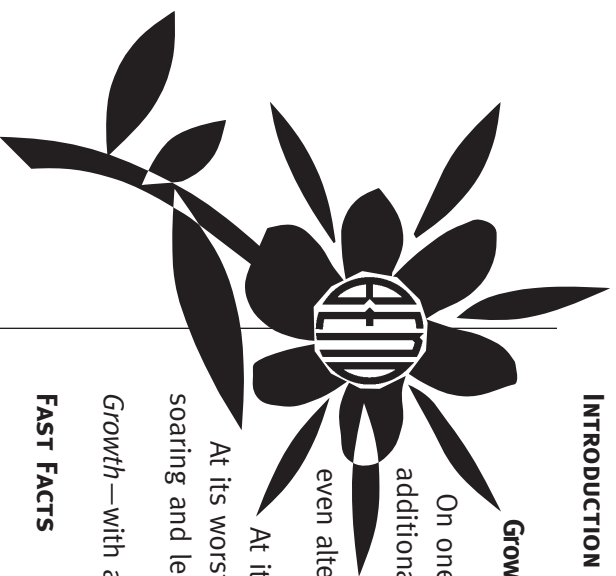
11. *How should Bend prepare for larger national or global trends or developments that may have a significant impact on its economy?*

RESOURCES

- ~ Economic Development for Central Oregon, Inc. (EDCO) Fact Book 2005
- ~ Bend Chamber of Commerce Market Profile, 2005
- ~ City of Bend Housing Needs Analysis, 2005
- ~ Your Community 2000: Report to the Community of Bend, 1992
- ~ The Next Century: A Look at Central Oregon Life in the Future, The Bend Bulletin, April, 2005

Land Use, Growth AND DEVELOPMENT

CHAPTER 6



INTRODUCTION

Growth has two faces.

On one side, it can bring economic vitality, more and better jobs, increased cultural offerings, and additional tax and fee income to fund and support local government. On the other, it can also strain the community's infrastructure; challenge traditional land uses; stress the environment and even alter the very fabric of a community.

At its best growth can catapult a region to a high level of activity, opportunity and achievement. At its worst, it can rob a community of its character, hurt the natural environment, send housing prices soaring and lead to more crime, congestion and urban sprawl.


Growth—with all its potential and its problems—is now a daily part of Bend and its story.

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FAST FACTS

- ▶ In FY 2004–2005 the City of Bend issued 13,500 permits for new development activity on projects valued at \$400 million and requiring 55,000 individual inspections.
- ▶ One year later, the estimates for 2005–2006 call for 19,500 permits on projects valued at \$650 million and requiring 75,000 individual inspections.
- ▶ Planning applications, which numbered 489 in 2000, now average over 750 a year.
- ▶ System Development Charges in 2005–2006 will contribute \$6.1 million for transportation programs, \$3.2 million for water system needs and \$2.8 million for sewer system needs. (SDCs are currently at 85 percent of allowable limits for transportation, 75 percent of allowable limits for water and 60 percent of limits for sewer.)
- ▶ Development fees in 2005–2006 will contribute \$5.1 million to the operation of the city's Building Division, \$2.1 million for planning, and \$1.8 million for city-related engineering.

THE SITUATION TODAY

	FY 00/01	FY 01/02	FY 02/03	FY 03/04	FY 04/05	FY 05/06 Est.	 Inspection and Permit Activity
Number of Building Permits	9,000	9147	11726	13,388	16,000	19,500	
Number of Inspection Permits	33,000	34,311	35,172	55,051	65,000	75,000	

In the past eight years, Bend has sustained a rate of growth unforeseen by any earlier estimates—public or private. (The annual growth rate between 1990 and 2004 was 5.49 percent.)

49 That the City was able to accommodate this massive expansion with any semblance of order is largely a tribute to planning undertaken in 1998 as part of the City of Bend's General Plan (and since updated in 2002) and to the dedication and focus of city planners and staff.

Shown below are the public standards and tactics from the City's Plan that policy-makers have used to guide Bend's growth in recent years. When land use and planning decisions were made, these are the guiding principles the decision-makers have used. They capture the City's projections in 1998 as to how the community would change in the intervening years. In retrospect, these forecasts also accurately capture the picture regarding growth and development in Bend in 2005.



BEND IS A COMMUNITY THAT VALUES ITS NATURAL FEATURES OF TREES, ROCKS, RIVER, SOUNDS, VIEWS AS WELL AS A DIVERSE CITIZENRY THAT WORKS TOGETHER TO CREATE A HEALTHY LEGACY AND VISION FOR BEND'S FUTURE LIVABILITY. THE BEND GENERAL PLAN IS DESIGNED TO PRESERVE AND ENHANCE THIS VISION FOR OUR COMMUNITY.



COMMUNITY GOALS

- ▶ *Create and preserve attractive neighborhoods for living.*
- ▶ *Protect and enhance Bend's natural beauty noting especially the trees, rocks, river, view, sounds and historic structures.*
- ▶ *Ensure that the “built” environment is as attractive as feasible.*
- ▶ *Assure an opportunity for a stable, vital and diverse economy while sustaining its environmental/ecological support systems.*
- ▶ *Assure the opportunity for a wide variety of housing and neighborhoods within a community diverse in education, income, employment, and recreation opportunities.*
- ▶ *Foster transportation systems that provide opportunities for all practical modes to facilitate the livability of neighborhoods and the community.*
- ▶ *Encourage the involvement of all citizens, corporations and individuals in keeping the city vital and the Plan an evolving vision.*

KEY ISSUES

- ▶ *Managing anticipated growth.*
- ▶ *Finding innovative ways to manage transportation challenges presented by residents, visitors and growth.*
- ▶ *Building new schools and basic infrastructure to accommodate growth.*
- ▶ *Heighten land use efficiency—create appropriate in-fill neighborhoods, allow for more compact growth/density, promote mixed use developments, encourage “island” commercial developments so people*

can drive shorter distances to basic services/needs, improve grid system efficiency for drivers and pedestrians. Manage urbanization process in conformance with the Urban Growth Boundary standards imposed by the State.

NATURAL FEATURES AND OPEN SPACE

KEY GOALS

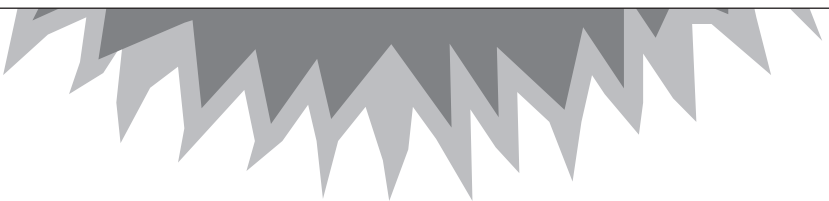
- ▶ *Maintain diverse plant and animal habitats.*
- ▶ *Create visual and spatial breaks from urban uses.*
- ▶ *Create places for recreation and sports activities.*

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- ▶ *Create facilities for community events, trails for pedestrian and bicycle transportation and recreation. (These shall take the forms of: parks, public school grounds, trails, natural areas, areas of special interest, river and stream corridors, open space enhancements, rights of way and lands excluded from development.)*
- ▶ *Place special emphasis on protecting and preserving the Deschutes River.*
- ▶ *Preserve and protect abundant wildlife in the Deschutes River corridor and in the urban areas along Tumalo Creek.*

HOUSING AND RESIDENTIAL LANDS

- ▶ *Plan future housing with different densities in order to link properly to street patterns, with consideration of natural features, for a variety of architectural styles and in a fashion that promotes safe, diverse and interesting neighborhoods.*
- ▶ *A well-designed transportation system is also an important factor in designing new residential areas.*





KEY DESIRED ATTRIBUTES

- ▶ *Keep neighborhoods livable.*
- ▶ *Offer a variety of housing styles and residential choices.*
- ▶ *Create attractive neighborhoods located close to schools, parks, shopping and employment.*
- ▶ *Accommodate the varied housing needs of citizens with concern for safety, affordability, open space and sense of community.*
- ▶ *Use open space to break the visual pattern of urban development; to provide relief in high density areas; to preserve the natural landscape in the urban area; to provide habitat and to serve as a buffer between different land uses.*

TRENDS AND FORECASTS (1998)

- ▶ *The local economy will continue to expand, providing a mix of new professional and entry-level jobs.*
- ▶ *Household incomes will rise as more and more varied jobs are created.*
- ▶ *The cost of developing land will continue to rise but at a more moderate rate than in the early 90's.*
- ▶ *Attached housing of all types for both renters and owners will make up a higher percentage of the housing supply.*
- ▶ *Even with more attached housing, traditional detached single family housing will remain the main housing option well into the next century.*
- ▶ *Manufactured housing on lots and in parks will make up a higher percentage of housing.*
- ▶ *There will be more interest in incorporating natural features into the design of subdivisions and developments.*

- ▶ *In new subdivisions there will be more emphasis on designs that have narrower streets, planter strips, better street connectivity and fewer cul-de-sacs.*
- ▶ *As Baby Boomers move toward retirement, there will be more demand for smaller homes and probably for yards requiring less maintenance.*
- ▶ *The plan projected a need for 14,527 new dwellings by 2020. (Note: The City of Bend's latest 2005 Housing Needs Analysis has updated this estimate and now concludes the city will require more than 23,000 new dwellings by 2025 in order to accommodate anticipated growth.)*

THE ECONOMY AND LANDS FOR ECONOMIC GROWTH

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The 1998 planners recognized that new job growth in all wage levels was going to be needed.

The Plan noted that governments, economic development groups and developers all shared the role of retaining, expanding and recruiting new businesses.

The planners saw the role of the General Plan to provide an adequate supply of industrial, commercial and mixed-use land to fuel Bend's growth.

GOALS

- ▶ *Have a vital, diverse and sustainable economy, while enhancing the community's overall livability.*
- ▶ *Ensure an adequate supply of appropriately zoned land in Bend to provide for a full range of industrial, commercial, and professional development opportunities.*
- ▶ *Stimulate economic development that will diversify and strengthen economic activity and provide primary and secondary job opportunities for local residents.*
- ▶ *Strengthen Bend's position as a regional economic center.*

- 
- *Improve the income levels of Bend's residents.*
 - *Create commercial areas in outlying sections of the community as neighborhood centers rather than extending strips along major roads.*
 - *Encourage more small neighborhood commercial developments and convenience commercial centers to reduce vehicle trips and trip lengths.*

FORECAST TRENDS

- *The industrial sector will need to continue to become more diverse as new medium- and small-manufacturing firms locate in Bend.*
- *There is a need for large industrial parcels to support new or expanding industries.*
- *Bend will continue to attract interest from more national or regional restaurant chains, motels and large retailers.*
- *The expanding mix of large retailers and specialty shops will solidify the urban area as a regional trade center.*
- *The service and retail sectors will continue to be significant sources for new jobs.*
- *Bend's climate and natural beauty will attract businesses wishing to relocate.*
- *The relatively large percentage of young and middle age workers will provide an appealing workforce for new or expanding businesses.*
- *Exceptional increase in jobs in 1990's is expected to slow to more normal levels over the long term.*

COMMUNITY APPEARANCE

The Plan's basic objective is to retain and re-establish a sense of community as growth occurs.

Planners vowed to pay attention to the overall appearance of the community and promote better designs for all developments.

TACTICS

- ▶ *Make a concerted effort to improve the appearance of the community particularly in the commercial, industrial and multifamily areas.*

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- ▶ *Initiate community action programs for the purpose of developing an awareness of community appearance and developing specific improvement programs.*

- ▶ *Preserve those characteristics that give the community its identity.*

- ▶ *Improve the appearance along state highways and other transportation corridors.*

- ▶ *Maintain development standards that ensure attractive and appealing neighborhoods.*

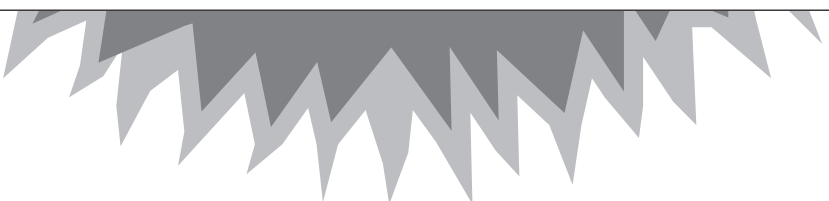
- ▶ *Blend new and peripheral developments with existing neighborhoods.*

- ▶ *Improve commercial development standards to gain order and relationship between buildings. Do similar work with industrial sites and developments.*

- ▶ *Maintain the appearance and quality of the Deschutes River Corridor.*

- ▶ *Improve the appearance of key transportation corridors.*

- ▶ *Improve site planning, design, landscaping, signage and overall architecture.*





NATURAL FORCES/ENVIRONMENT

- ▶ *Maintain and improve air quality.*
- ▶ *Encourage energy conservation.*
- ▶ *Work with State and Federal agencies to map data on flood plains, faults and other natural hazards.*

LOOKING TO THE FUTURE

If the predictions of the planning group in 1998 were prescient in predicting the coming onslaught of growth, today's planners face a growing sense of déjà vu as they view the growth forecasts between now and 2025.

Once again the community is faced with the same set of questions it wrestled with before—but now with an existing population of 66,000-plus on the way to a projected population of 119,000-plus by 2030.

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Again the issues of land for economic development, transportation efficiency, environmental balance, the development of new neighborhoods, building and development standards, housing affordability, livability and community appearance are front and center.

At the top of City lists are the following current activities for the coming year:

- ▶ Determining how much of an expansion of the Urban Growth Boundary will be required based upon the current inventory of available residential lands and the annual growth rate.
- ▶ Considering higher housing densities in some areas in order to optimize the use of available land.
- ▶ Determining which direction the city will seek to grow if and when a UGB extension is needed.
- ▶ Addressing the proposed 1,500-acre Juniper Ridge UGB expansion and university site.
- ▶ Planning where to locate future urban reserves in support of an expanded UGB beyond the 2030 time horizon.

- ▶ Updating key elements of the General Plan (transportation, public facilities, housing and residential lands, economic lands and community appearance).
 - ▶ Updating and refining the Development Code.
 - ▶ Completing work on the Central Area Plan, to guide long-term expansion of the downtown area.
 - ▶ Planning for re-development of sections of Third Street.
- Even in the midst of the continuing growth wave, residents, planners, community developers, government overseers and builders are all asking the same questions:

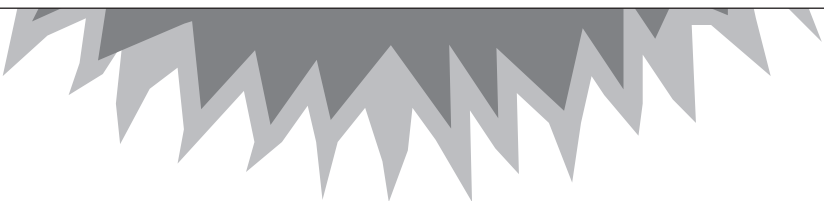
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- ▶ How can we accommodate the newcomers and still maintain the very things that make this community attractive to all of us?
- ▶ Are we doing the right things?
- ▶ How can we avoid doing the wrong things?

YOUR COMMUNITY 2000 RECOMMENDATIONS

(Shown below are the recommendations of a 1990 community task force charged with planning for Bend in the Year 2000.)

- ▶ Consider augmenting an enforcement staff for monitoring compliance with development agreements.
- ▶ Develop a means to resolve disputes between governing entities and developers prior to the completion of projects.
- ▶ Update existing land use plans.
- ▶ Extend Bend city limits and the Park District to the Urban Growth Boundary.
- ▶ Meet or exceed the national standard of 10-acres per 1,000 acres for improved park land and green ways, along with an ample reserve of natural areas within the Urban Growth Boundary.



KEY QUESTIONS

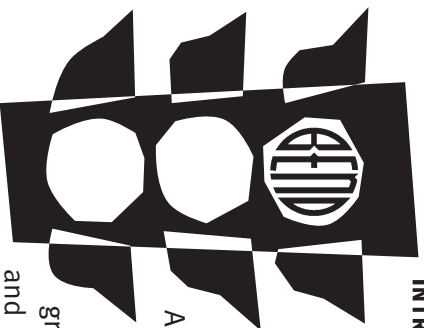
- 1) *What should Bend look like in the future, as an urban community? Should we seek a more compact urban form that maximizes efficient use of our land and public facilities, a more expanded urban form that builds on our current pattern dominated by single-family homes and easy mobility by car, a combination of these directions, or another entirely different alternative?*
- 2) *Are the criteria used by the City of Bend in evaluating and reviewing proposed land use applications in recent years, the right criteria for weighing similar applications in the years ahead?*
- 3) *How can the City's efforts to provide land and infrastructure for future economic development be improved?*
- 4) *How can the City effectively implement its policies to foster in-fill development, considering increased housing densities in some areas, encouraging increased construction of multi-family units and affordable housing?*
- 5) *What are the newest planning models and best practices for promoting and accommodating higher densities in a city of the size and character of Bend?*
- 6) *How can the City continue to protect open space, nurture air and water quality, guard community appearance, and encourage energy conservation in the face of continued growth and development of the city?*
- 7) *How can we more equitably distribute the costs of new growth and development in Bend?*
- 8) *How should the City of Bend work with other cities in the region, Redmond, Prineville, Sisters and La Pine, as well as counties, to anticipate and plan for future growth and development?*

RESOURCES

- ~ City of Bend General Plan, 1998 plus 2002 amendments.
- ~ City of Bend Housing Needs Analysis, 2005
- ~ Your Community 2000: Report to the Community of Bend
- ~ City of Bend Budget, 2005–2006

TRANS PORTATION

CHAPTER 7



INTRODUCTION

The ability to get around easily in a community has a major impact on the quality of life.

Traffic congestion and gridlock can choke a region's vitality and economy. At the same time, inadequate or poorly maintained infrastructure can make traveling from one place to another an inconvenient if not frustrating experience.

A good transportation system usually includes alternative choices for getting around. Fast growing communities that depend heavily on the automobile often find themselves increasingly plagued by traffic jams, air pollution and urban sprawl. Many are putting greater emphasis on solutions like increased biking, walking, carpooling and mass transit, and supporting these with complementary land use and development tools.

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FAST FACTS

- ▶ In 2005, City of Bend crews laid 2.8 miles of chip seal; 10.7 miles of asphalt overlay; cleaned 35,000-plus curb miles of streets; deposited 3,283 yards of cinders on winter streets; sprayed 68,370 gallons of magnesium chloride to prevent freezing; painted 600 miles of stripes; repaired or replaced 2,429 signs, and cleaned 2,750 catch basins.
- ▶ City transportation staff report: Increasing traffic volumes; high rates of asphalt deterioration; increased demand for winter services; increased demand for alternative modes of transportation; increased landscaping demands and increased demands for neighborhood traffic calming.
- ▶ The City's Dial-A-Ride program will serve 105,000 riders in 2005, taking 127,000 trips, providing 32,000 hours of service, and driving a total of 306,700 miles. Passenger fares will cover just 7.5 percent of annual expenses.

THE SITUATION TODAY

- ▶ The City of Bend operates under a Transportation System Plan (TSP) adopted in 2000 and updated frequently.
- ▶ The TSP states: "Bend is having difficulty keeping up with the surge in community wide traffic." It also

acknowledges transportation deficiencies including a lack of public transportation, an incomplete system of sidewalks and bike facilities, a limited number of railroad and river crossings, and poor levels of service at some major intersections (most of which are along Highway 97/Third Street).

- Automobile ownership and operation continue to grow in Bend, adding to the area's traffic difficulties, as does the number of vehicles per person. New residents moving to Deschutes County averaged 1.46 vehicles per person in 2004.

2002–2004
Deschutes County
Automobile
Ownership

	Pop	# Change	% Change	Veh	# Change	% Change	Veh Change/ Pop Change
July 2002	126500	no data	no data	160957	no data	no data	no data
July 2003	130500	4000	3.16%	166010	5053	3.14%	1.26
July 2004	135450	4950	3.79%	173256	7246	4.36%	1.46

- Street System:** Bend has 80 miles of arterials and 35 miles of collector roads in the city. There are 31 traffic signals, 18 roundabouts, and 46 bridges in the urban area. There are seven full-use bridges and three bridges for bicyclists and pedestrians across the Deschutes River. A large portion of Bend's major street system is laid out in a grid system, which is interrupted by prominent topographic features like the Deschutes River; Awbrey, Overturf and Pilot buttes, the railroad and the irrigation canal system.

- Pedestrian and Bikeway System:** There are about 60 miles of sidewalks along arterial and collector streets, accounting for only one-fourth of the major street system frontage. There are also many gaps in the sidewalk system. Bike lanes line about 70 miles of major streets and there are about 28 miles of trails open to the public within the urban area.

- Public transportation:** Bend operates a Dial-A-Ride service which is a rapid demand response program using shuttle buses to ferry passengers around the city. The service is open to the general public, operates seven days a week from 7:15 a.m. to 7:15 p.m. weekdays with slightly reduced hours on weekends. The service currently serves about 100,000 passengers annually. Several operators offer daily bus service to other destinations.

- **Freight Rail Service:** The Burlington Northern-Santa Fe Railroad provides freight rail service to Bend.
- **Passenger Rail Service:** Amtrak provides access to passenger rail service via shuttle buses that ferry riders between Bend and Chemult, 70 miles south of Bend, the nearest passenger train connecting point.
- **Regional Air Service:** Daily passenger air service is provided from the Redmond Airport, 16 miles north of Bend. Service is provided by Horizon, United Express and Delta airlines. Also, a local shuttle bus makes two round trips daily to Portland International Airport.
- **Civilian Air Service:** The City of Bend owns and operates the Bend Municipal Airport, five miles northeast of the city. With a 5,005 foot runway, the airport is base to 170 private aircraft and sixteen aviation-related businesses, employing 700 people.
- **Truckings:** Hwy 97 and Hwy 20 are both designated state freight routes. Daily truck volumes (in 2002) on Hwy 20 ranged between 500 and 1,499. Daily truck volumes on Hwy 97 generally ranged between 1,500 and 2,900. These volumes increase to over 3,000 trucks per day between Cooley Road and Empire Avenue. In 2002, the percentage of trucks using Hwy 97 was less than 10 percent. The percentage of trucks using Hwy 20 was generally less than 10 percent. This percentage increased near the eastern city limits.

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LOOKING TO THE FUTURE

- On average, traffic volumes are increasing 3% per year on the city's major roadways. In areas with significant growth, volumes are increasing at a higher rate.
- Traffic volumes in Bend will likely continue to increase (unless rising fuel costs exceed consumer ability/acceptance, forcing greater conservation of automobile use and/or the adoption of alternative modes of transportation).
- Through-bound truck traffic is also expected to increase as work begins on fixing and replacing many of the bridges in the I-5 corridor. Work on the I-5 bridges is expected to last 4–6 years.

- ▶ Calls for alternatives to the One Car/One Person mode of transportation are likely to continue as will demands for fixed-route mass transportation in the urban area.
- ▶ City planners will seek to devise ways to reduce city wide traffic flow by permitting island commercial zones in neighborhoods to permit more localized shopping for grocery and other basic services (i.e. dry cleaning, banking, etc.) and thereby reduce the necessity of driving further afield to obtain these services.
- ▶ Key road and highway projects planned for Bend in near-, mid-, and long-term include:
 - ▶ Short- and Mid-term: Empire Avenue extension—Yeoman Road to 27th Street; improvements to Reed Market Road; improvements to Neff Road; improvements to Murphy Road from Brookwood to 15th Street (includes new overpass at the Parkway and an extension to 15th Street); numerous bicycle and pedestrian improvements; upgrades to many existing arterial and collector roadways; construction of new arterial and collector roadways (example: Skyline Ranch Road).
 - ▶ Long-term: 3rd Street railroad undercrossing widening; numerous bicycle and pedestrian improvements; upgrades to many existing arterial and collector roadways; construction of new arterial and collector roadways.
- ▶ The City is working to increase traffic system safety, particularly at key intersections along Highway 97 (Third Street), where the greatest number of traffic accidents occur annually
- ▶ The City has a 20-year plan to modernize and/or widen many of its collector and arterial streets. Cost to complete all projects is pegged at \$185 million in Year 2000 dollars.
- ▶ The City is also working to in-fill gaps in the sidewalk system and to retrofit intersections in older sections of the city with ramps to accommodate the disabled.
- ▶ The City also has plans to continue to improve bike lanes recognizing that some arterial and collector streets may have to be widened in order to accommodate standard bike lanes.

- ▶ Plans also call for completion of the areas' primary trail system by adding another 32 miles of trails.
- ▶ The City's first dedicated parking structure is under construction in downtown Bend in mid-2005, but parking will likely continue to be a topic of discussion particularly in commercially dense sectors of the city or where higher commercial and residential densities are sought.
- ▶ The Bend Metropolitan Planning Organization is beginning development of the regional transportation plan in 2005–2006. The plan will evaluate the needs for all transportation modes through the year 2030.
- ▶ The Oregon Department of Transportation is studying Hwy 97 and Hwy 20 from Empire Avenue to the City's northern urban growth boundary. The study is evaluating the need for long-term improvements for both corridors.
- ▶ The City of Bend is studying the Reed Market Road corridor. This study is evaluating improvement options for the corridor. Similar studies are scheduled for Neff Road and Murphy Road.

YOUR COMMUNITY 2000 RECOMMENDATIONS

(Shown below are the recommendations of a 1990 community task force charged with planning for Bend in the Year 2000.)

- ▶ Develop a long-range traffic and transportation plan, incorporating the use of one-way grids, the Parkway, a potential by-pass, networks of pedestrian and bicycle paths and a future bus system. Coordinate such a plan with the County and State planning activities.
- ▶ Research the feasibility of air shuttle services from the Bend Airport to other metro areas.

KEY QUESTIONS

- 1) *What are the most viable alternative transportation modes and options to help relieve traffic congestion in Bend?*
- 2) *What land use scenarios or tools are feasible in helping to mitigate traffic problems?*
- 3) *What is needed in order for public transportation to meet community needs more efficiently? Are additional modes of mass transit, such as a full-service bus system or some form of rail feasible for the Bend region?*

- 4) *How can individuals be persuaded to embrace the alternatives that would reduce traffic? What role should bicycle or pedestrian walkways play?*
- 5) *What types of traffic solutions could be put into place to reduce car and truck traffic in the current Third Street/ Highway 97 and Highway 20 corridors?*
- 6) *How should the community respond if the current trend of increased fuel costs continues unabated? Should decreased use of the private automobile force more comprehensive changes in the current transportation system?*
- 7) *What role will home-based business, telecommuting and other alternatives to travel play in the future mobility of Bend residents.*

RESOURCES

- ~ City of Bend Transportation System Plan (TSP) 2000
- ~ City of Bend Budget 2005–2006
- ~ Bend Metropolitan Planning Organization Work Program 2005–2006
- ~ Your Community 2000 Plan, 1990

INTRODUCTION

Owning a home has traditionally been the centerpiece of the American Dream. Home ownership provides the foundation for personal comfort, economic security and family life, and creates the basis for neighborhoods, schools and businesses. The quality, variety and affordability of housing in a community are major components of its livability. Housing ownership, availability and affordability are increasingly a major concern to the people of Bend. The cost of housing is on the rise in Bend; many Bend residents occupy housing that they cannot technically afford, and affordable housing including non-single family housing such as multi-family and rental units are in short supply. How we house ourselves is an important question for the future.



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FAST FACTS

- ▶ There were a total of 69,004 people and 30,197 housing units in Bend in 2005.
- ▶ Projections suggest that Bend's population will be 109,389 in 2025 requiring an additional 23,338 housing units by 2030.
- ▶ Bend was listed as the 25th most overvalued real estate market in the U.S. in 2005.
- ▶ If current population and income projections hold, a substantial volume of affordable housing, mostly in the form of multi-family units, will be required to service the coming demand.
- ▶ Bend will need employers willing and able to provide higher salaries if Bend's workforce is to be able to purchase housing in the future.

THE SITUATION TODAY

- ▶ In 2005 Bend had a total of 18,303 owner-occupied homes and 11,894 rental units.
- ▶ New housing units are being added to the existing inventory at a rapid rate. In 2004 alone 1,595 new

housing units were added to the city's inventory and from January through October 10, 2005 the city had added another 2,090 housing units.

- According to studies by the City of Bend, it had over 1,400 fewer rental units than its population required in 2005.
- Home values increased markedly across all sectors of the city in 2005, earning Bend the number 25 spot on a list of overpriced real estate markets nationwide. A study by the National City Corporation estimated Bend's home values to be 45 percent over where they should normally be, given historic valuation performance.
- The median value of a home in Bend increased 111 percent between 1990 and 2000, from \$68,800 to \$145,000, outpacing the national increase by 60 percent.
- Rents also increased over the past decade. In 1990 the median contract rent in Bend was \$369.00. By 2000, the median rent was \$588.00, an increase of 59 percent.

Comparison of Median Home Values in 1990 and 2000

	United States	Oregon	Deschutes County	Bend
1990 Median				
Household Income	\$ 30,056	\$ 27,250	\$ 27,217	\$ 25,787
Value	\$ 79,100	\$ 67,100	\$ 74,500	\$ 68,800
Contract Rent	\$ 374	\$ 344	\$ 364	\$ 369
2000 Median				
Household Income	\$ 41,994	\$ 40,916	\$ 41,487	\$ 40,857
Value	\$ 119,600	\$ 152,100	\$ 148,800	\$ 145,500
Contract Rent	\$ 519	\$ 549	\$ 550	\$ 558
% Change '90-'00				
Household Income	40%	50%	52%	58%
Value	51%	127%	100%	111%
Contract Rent	39	60%	51%	51%


Source: US Census Bureau Summary Tape File 1 (STF1) for 1990; Summary File 3 (SF3) for 2000, through American FactFinder ~ <http://factfinder.census.gov>.

- Of the 21,000 plus households living in Bend in 2000, 32 percent lived in housing that was not affordable based on their incomes. Of these households, 74 percent had annual incomes under \$35,000.
- Increased housing densities were also in evidence as developers sought to in-fill any available land space within the current Urban Growth Boundary and the city sought to make optimum use of all available developable land.
- In 2004, most of the housing units in Bend were single family dwelling units. Multi-family units with 5 or more units represented the next largest grouping of units.

	Single Family Units	Manufact'd Dwelling Park Units	Duplex Units	Tri-Quadplex Units	5+ Multi-Family Units	Total Units	Total Dwelling Units
Totals	21,866	1,403	1,642	1,141	4,145	30,197	30,197
Percentage	72.4%	4.6%	5.4%	3.8%	13.7%	100.0%	

Source: Oregon Housing Needs Model for Bend (Appendix A)

- Economic trends show that household income was surpassed by increases in housing values and rents. (Median household income grew by 58 percent in Bend between 1990 and 2000. During this same period the median value of housing increased by 111 percent. Median rent increased by 59 percent.)
- During the first five years of this decade (2001–2005) both the average and median sales amounts for residential property have increased by over 40 percent.
- The current mix of housing is primarily single family dwellings (72 percent) with multi-family housing representing the second largest category of units (13.7 percent). Two to four unit buildings (e.g. duplexes, triplexes) make up the remainder of today's housing along with manufactured homes in parks.
- The current density of development for all types of housing in the city is just under four units to the acre.

 **Current Mix of Housing in the Bend UGB**

LOOKING TO THE FUTURE

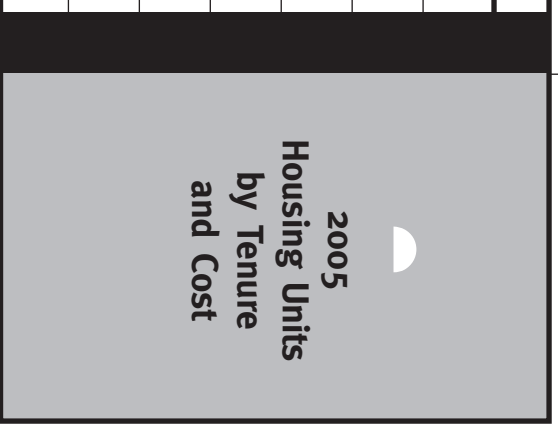
- ▶ The City of Bend projects a population of 109,389 people by the year 2025.
- ▶ A housing unit projection based on this forecast suggests Bend will need an additional 23,228 housing units by 2030. Factors that may affect this number include changes in employment projections, the number of people traveling to work in Bend from other locations, and national economic forces.
- ▶ Further trends that may affect the growth in housing units include: continued population growth in Bend and all of Deschutes County, increases in the number of smaller households (1-2 people), relatively stable average household size, increases in the number of older households, increased owner occupied housing and decreases in rental housing.
- ▶ A comparison of projected employment by industry with current wages shows that if employment continues to grow in lower wage industries the economy will not be providing jobs with sufficient income to fund housing families can afford.
- ▶ The future mix of housing will require additional multi-family units for both rental and purchase.
- ▶ If demand continues to grow densities may have to increase. For single family dwellings, this density would continue at 4–5 units per acre. For buildings with two to four units (e.g. duplexes, triplexes), this density would be 12 units per acre. For multi-family housing with five or more units the needed density is 19 units per acre.
- ▶ Based on current population and household income data, Bend needs 13,300 units for rent and 16,992 units for households to purchase. Bend currently has 11,894 units for rent and approximately 18,303 units that are owned or being purchased. The current tenure split is 60.6 percent owner-occupied units and 39.4 percent renter-occupied units. The out factor shown in the tables below presents the proportion of households that would choose a lower priced unit.

HOUSING UNITS NEEDED BY PRICE RANGE AND TYPE

Rental						Ownership					
Rent	Out Factor	Tenant Vouchers	Needed Units	% of Units	Cum %	Price	Out Factor	Needed Units	% of Units	Cum %	
0 – 199	0%	136	1,530	11.5%	11.5%	<56.7k	0%	910	5.4%	5.4%	
200 – 429	5%	118	2,660	20.0%	31.5%	56.7k <85k	5%	1,960	11.5%	16.9%	
430 – 664	5%	450	2,526	19.0%	50.5%	85k <113.3k	5%	2,140	12.6%	29.5%	
665 – 909	10%	88	3,002	22.6%	73.1%	113.3k <141.7k	7%	2,365	13.9%	43.4%	
910 – 1149	25%	49	2,357	17.7%	90.8%	141.7k <212.5k	8%	4,589	27.0%	70.4%	
1150 +	50%	62	1,226	9.2%	100.0%	212.5k+	15%	5,027	29.6%	100.0%	
Totals		903	13,300	% of All	Totals			16,992	% of All	56.1%	

Source: Oregon Housing Needs Model for Bend (Appendix A)

The next table presents data on the future units needed in Bend by tenure and costs. The purpose of this table is to show what types of housing by tenure and price will be needed to provide each household with suitably affordable housing.



		Rental					Ownership					
		Rent	Out Factor	Tenant Vouchers	Needed Units	% of Units	Cum %	Price	Out Factor	Needed Units	% of Units	Cum %
2030 Future Housing Units Needed by Tenure & Cost	0 – 199	0%	3	2,753	12.5%	12.5%	<56.7k	0%	3,219	11.5%	11.5%	
	200 – 429	5%	62	4,533	20.6%	33.1%	56.7k <85k	5%	2,910	10.4%	21.8%	
	430 – 664	5%	268	4,300	19.5%	52.7%	85k <113.3k	5%	3,361	12.0%	33.8%	
	665 – 909	10%	143	4,489	20.4%	73.1%	113.3k <141.7k	7%	3,576	12.7%	46.5%	
	910 – 1149	25%	4	3,899	17.7%	90.8%	141.7k <212.5k	8%	7,850	27.9%	74.4%	
	1150 +	50%	0	2,028	9.2%	100.0%	212.5k+	15%	7,193	25.6%	100.0%	
Totals			22,001		% of All	43.9%		Totals	28,108		% of All	56.1%

Source: Oregon Housing Needs Model for Bend (Appendix A)

By 2030, Bend will need 22,001 units for rent and 28,108 units to purchase. The future tenure split is 44% rental and 56% owner-occupied. The out factor shown in the second column of each half of these tables presents the proportion of households that would choose a lower priced unit.

		Total New Rental and Ownership Units						
		Needed Units	Single Family Units	Manufactured Dwelling Park Units	Duplex Units	Tri-Quadplex Units	5+ Multi-Family Unit	Total Units
Needed Mix of New Housing Units by Type	Totals	19,912	9,256	1,697	1,032	173	7,753	19,912
	% of Total Units		46.5%	8.5%	5.2%	0.9%	38.9%	100.0%

Source: Oregon Housing Needs Model for Bend (Appendix A)

CONCLUSIONS

- ▶ Demographic and economic trends show the need for more diverse types of housing in Bend in the future.
- ▶ These trends indicate a variety of housing of different price ranges and rent levels will be needed based on changes in household make-up and household incomes.
- ▶ As the city continues to grow, housing will need to be provided for households making different choices (e.g. children or none) and at different stages in their life cycle (e.g. starting a family or retirement).
- ▶ Current forecasts of total employment indicate sustained growth in all industries. However, the greatest gains will be in sectors with some of the lowest earning potential, i.e. retail trade.

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- ▶ Meeting demand may involve economic development efforts to recruit and retain industries with wages and salaries that make home ownership possible.
- ▶ Median housing values have grown faster than median household incomes in the county and in Bend.
- ▶ The importance of employment as a source of household income cannot be overstated as earnings from work will continue to be the largest source of personal income.
- ▶ Changes in the mix and density of housing in Bend are also needed to ensure that Bend meets state mandates (Goal 10).
- ▶ The future mix of housing will need to include a greater proportion of multi-family housing and possibly higher densities.
- ▶ Increasing densities in the city's zoning and development code may not be necessary if additional land is provided for medium and high density residential developments.

CORHA: One Bright Light

Founded in 1976 by Deschutes and Jefferson counties, the Central Oregon Regional Housing Authority has had considerable success in blending the efforts of local, state and federal government programs with regional lenders, developers and communities to construct and manage a host of affordable housing projects.

Today, CORHA oversees 48 public housing units and 489 CORHA-owned affordable housing units for low-to moderate-income individuals and families, seniors, farm workers and mentally ill adults.

It currently has another 44 affordable housing units under development as well as 16 units for mentally ill adults.

CORHA now serves some 1,600 families in the tri-county area and boasts a number of award winning projects in Bend.

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YOUR COMMUNITY 2000 RECOMMENDATIONS

(Shown below are the recommendations of a 1990 community task force charged with planning for Bend in the Year 2000.)

- ▶ Increase the availability of affordable housing by increasing land zoned for that use and increasing buildable acres within the Urban Growth Boundary.
 - a. Balance availability of rentals with need.
 - b. Over time, reduce the percentage of average income going toward housing costs.
- ▶ Consider means to require developers to invest a percentage of development costs in low cost housing.
- ▶ Re-evaluate zoning and consider set asides for low and/or moderate income housing.
- ▶ Increase the mix of moderate and high density development.

KEY QUESTIONS

- 1) *How can we increase the volume of affordable housing in the city over the next 25 years?*
- 2) *What solutions can the city and regional governments employ to encourage the development of affordable housing and increased rental properties?*
- 3) *How will the city attract businesses that can afford to pay salaries that will permit local workers to be able to afford housing here?*
- 4) *How will the city meet the housing needs of service workers who are necessary to run and maintain our community? Should housing opportunities for services workers be developed in nearby, more affordable communities?*

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RESOURCES

- ~ City of Bend Housing Needs Analysis 2005
- ~ Central Oregon Housing Needs Update, March 2003 (Central Oregon Regional Housing Authority & Central Oregon Partnership)
- ~ Your Community 2000 Report to the Community of Bend, 1990
- ~ Bend Urban Area Joint Management Agreement/City of Bend and Deschutes County
- ~ USA Today 8/17/05 High Priced Housing Faces Risks.

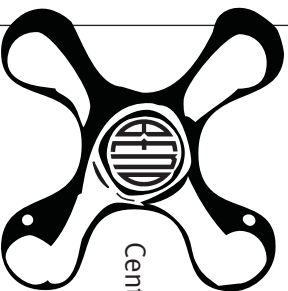
Water AND WASTEWATER

CHAPTER 9

INTRODUCTION

Water sustains life.

Nowhere has that truism been more evident than in the American west, where conflicts over water are central to the region's history.



Central Oregon has been blessed with relatively abundant water of excellent quality. That does not mean that the supply of water is infinite because it is not. But a number of regional, state and local governments and organizations are working together to manage this precious resource and to protect and optimize the inner workings of the Deschutes Basin, which provides the water we all depend upon for life.

As the largest city in the region, Bend accounts for a substantial part of the daily “draw-down” of regional water resources. Fortunately, the City of Bend is proving to be both attuned to its future needs and eager to collaborate with other regional users to ensure that the water battles of the west remain, for now...in the history books.

FAST FACTS

- ▶ The city of Bend expects demand to exceed current water supplies around the year 2007—but has identified a new five million gallon a day source that, subject to State approval, would carry the city for another six years at current growth rates, securing adequate supplies of water through 2013.
- ▶ By the year 2025 the City of Bend will need 46.5 million gallons a day to meet the demand of a projected population of 107,000.
- ▶ Recent conservation efforts by the city have reduced water consumption 10 percent per capita.
- ▶ The Pronghorn development northeast of Bend irrigates its golf courses with purified water provided by Bend's sewage treatment plant, which hopes to provide area agricultural operations with professional grade soils amendments soon.

THE SITUATION TODAY

Water

- ▶ The City of Bend has 367 miles of water mains, 4,100 fire hydrants, 23,200 service connections and an average daily consumption level of 11.75 million gallons per day.
- ▶ The City operates 13 water storage facilities, holding a combined total of 26.5 million gallons of water.
- ▶ Bend's dramatic growth of the 1990's and early 2000's is projected to continue. This will, in turn, affect Bend's water customer base and the community's need for water.

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- ▶ The City estimates that maximum daily demand will increase from 26 MGD (million gallons per day) in 2003 to 46.5 MGD by 2025 and 55 MGD by the year 2035.
- ▶ Based on the City's analysis of future production needs and available supply, Bend estimates demand will exceed current supply by 2007—or earlier depending upon growth and weather impacts. (These estimates incorporate the savings realized through the implementation of additional conservation measures.)
- ▶ The City has substantially stepped up its conservation efforts (aggressive installation of water metering systems, water use auditing, leak detection and public education) and should continue to do so over the coming five years. Thus far, conservation has reduced per capita water use by 10 percent.
- ▶ The City is also actively working with state agencies, local governments, and regional stakeholders to develop a coordinated water management plan for the entire Deschutes Basin.

Sewer System

- ▶ The city has 400 miles of sanitary sewer lines, 25,000 service connections and a single treatment plant that treats an average of 5.2 million gallons of waste daily and has a maximum capacity of 7.5 MGD.
- ▶ Treatment plant flow rates are increasing at a rate of 3 percent per year.

- ▶ Virtually all the city's sewage is driven through collection lines by pumping stations, which are labor-intensive and expensive to maintain.
- ▶ Recent sustained growth has challenged the existing sewer system. During the last five years the system grew 37.8 percent.
- ▶ With growth has come the need for new lines and pump stations, increasing odor and corrosion control, the need for more line cleaning and higher costs for treatment chemicals.

LOOKING TO THE FUTURE

Water

- ▶ When demand does exceed currently available supply the City is ready to apply to the State to exercise additional water rights to divert an additional 5 MGD under its Lava Island water right to augment its current 31.2 MGD supply.
- ▶ The newly added water supply is expected to give Bend approximately six years of additional supply.
- ▶ The City will explore the possibility of adding more groundwater supplies to help in-fill surging demand.
- ▶ In addition to the need for more water local officials will also need to supply increased fire suppression services, increased water quality testing, as well as increased security and emergency response planning.
- ▶ The city will also expend efforts and funds soon to implement an automated water meter reading system.

Sewer System

- ▶ City engineers are considering proposing that future additions to the sewage collection system be gravity-fed instead of pump-supported. Cost-benefit studies are currently underway.
- ▶ The City is about to unveil an industrial pre-treatment program, which will ease stresses on the treatment plant and forestall, to a degree, the need to expand the plant.

- ▶ With the installation of more sophisticated filtering systems, the City hopes to be able to convert residual solids to the production of soil amendments for agricultural uses.

KEY QUESTIONS

- 1) *Will the City of Bend's finite supplies of water eventually serve as a brake on Bend's growth, or will continued population growth require that the City seek additional sources of water supply?*
- 2) *How should Bend's required expansion of its Urban Growth Boundary be shaped by available or anticipated supplies of water?*
- 3) *Should Bend continue to rely on groundwater sources (i.e. wells) to serve an important supplemental role in the community's overall water supply? What, if any, new alternative sources of potable water should be developed for Bend in the future?*
- 4) *How can the City and other agencies encourage increased conservation by residential, commercial, industrial and agricultural users of water in the region?*
- 5) *Should the City and other organizations support and promote use of "grey water" (water treated to less-than-potable standards) for residential, parks, golf courses, and other public and private landscaping?*
- 6) *How could the City promote "xeriscaping" (low water landscaping employing native species) for civic, commercial and residential uses?*
- 7) *Are the City of Bend's existing plans for a new sewage treatment plant adequate to address future needs for waste treatment capacity? Are there alternative methods for the treatment of wastewater that should be incorporated into future plans?*

RESOURCES

- ~ City of Bend Water Management and Conservation Plan/Final Report, 2004
- ~ City of Bend Budget 2005–2006
- ~ City of Bend Utilities System Master Plan, 1996

The Environment

CHAPTER 10



INTRODUCTION

Environmental quality shapes the character of a community.

The difference between a city with dirty air, polluted water, excessive garbage, and drainage problems and one that has pristine air, clean water, minimal garbage and well-drained land can be enormous.

Most communities fall somewhere between these extremes but Bend, with its bracing, juniper-scented air, cold and clear water, forested hinterlands, treasured Deschutes River, park-like open spaces, towering Ponderosas and spectacular mountain vistas—is special.

Each resident here understands this on some level. Each of us also knows that if we mismanage these resources, we risk becoming another indistinguishable urban center dominated by asphalt, fouled air, fast food outlets, and shopping malls—perhaps devoid of the grace nature brings wherever she is allowed to flourish.

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FAST FACTS

- The City of Bend will need 55 million gallons of water per day by the year 2035 to meet basic demands of the population.
- Bend will reach maximum capacity of its current water sources in 2007 at current growth rate. It already has identified a new supplemental source that is ready to come on-line and provide an additional 5 million gallons a day, subject to State approval.
- Air quality in Bend is good 344 days a year, according to DEQ. But for health-sensitive groups, it failed the test 10 days in 2004.
- Eight million people a year visit the 1.6 million acres of the Deschutes National Forest making environmental recreation the region's most significant tourism attraction.

- ▶ Increasing fuel costs could foster energy conservation, improve air quality and accelerate public transportation planning...or not.

THE SITUATION TODAY

The volume of recent planning and community dialogue in Bend relating to environmental issues suggests that, along with the recent wave of growth, has come a parallel set of concerns about maintaining, protecting and nurturing the environmental attributes that have made the area so appealing to so many in the first place.

In 2005, environmental planning and concerns are strongly evident within the City of Bend, Deschutes County, the Bend Metro Park and Recreation District, the Deschutes National Forest, and the work of the member groups of the Central Oregon Environmental Center, which provides support to the local efforts of some 37 national, regional and local non-profit environmental groups.

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Despite these planning efforts, there is little in the way of an overarching, coordinated effort to protect the environment in Bend.

Among the subject areas of greatest concern and focus are:

- ▶ **Water Quality**
 - ▶ **Water Conservation and Planning for Future Supply Needs**
 - ▶ **Energy Conservation**
 - ▶ **Air Quality**
 - ▶ **Open Space, Habitat Conservation and Management**
- ▶ **Management of the Deschutes River**
 - ▶ **Forest Land Interface**
 - ▶ **Optimizing Transportation Efficiency**
 - ▶ **Waste and Recycling**
 - ▶ **Management of Toxic Materials**

CITY OF BEND PROGRAMS

The City of Bend has formalized environmental planning in a number of areas: in its Bend Area General Plan (Amended 2001); in its Operational Sustainability Report (2004); in its Water Management and Conservation Plan (2004); and in its Utilities System Master Plan (1996).

Among key City environmental initiatives underway are the following:

- ▶ Planning and land use management efforts to encourage responsible habitat management i.e. the Water Overlay Zone on the Deschutes River to protect the river’s edge and the wetlands associated with the river.
- ▶ Development of a proposed Comprehensive Building Code that incorporates principles of sustainability (2005).
- ▶ Implementation of an aggressive water conservation and public education program sponsored by the City in 2004–2005, resulting in a 10 percent per capita reduction in water consumption.
- ▶ An ongoing effort to monitor and manage the city’s air quality in concert with the Oregon Department of Environmental Quality and the Bend Clean Air Committee.
- ▶ An active Facilities Management program with a strong energy conservation component.
- ▶ A formal program to improve the operating efficiency of all City fleet vehicles.
- ▶ A formal effort to reduce the use of toxic chemicals by City staff.
- ▶ Efforts to enter formal partnerships and agreements with water users from throughout the Deschutes Basin to ensure the orderly use and development of water resources in order to meet the current and future water needs of the city. (For detailed discussion of Bend’s future water needs and plans, see the section entitled *Water and Wastewater* in this profile.)
- ▶ A two-year baseline evaluation of the water quality in the Deschutes River to be completed at the end of 2005.
- ▶ The establishment of waste reduction and recycling programs throughout all City departments.
- ▶ The continuing effort to optimize transportation options for citizens, visitors, employees and businesses.

- ▶ 2004–2005 action planning by each City department to incorporate specific conservation and environmentally efficient programs and projects.
- ▶ Finally, in recent years the City Council has consistently identified the broader issue of sustainability as one of its key goals and issue areas in shaping recent city policy and departmental planning. (Sustainability has been defined as planning to meet the needs of the present without compromising the ability to meet the needs of future generations.)

Other Initiatives Underway

In addition to the above activities on the part of the City, many other non-profit organizations and agencies also have environmental projects underway. For example, the Bend Metro Park and Recreation District uses only organic fertilizer and has reduced irrigation significantly in the many parks in Bend. Significant river-bank restoration efforts have been undertaken in recent years, most notably the areas along Farewell Bend Park and the Miller Property and at Tumalo Creek. Non-profit organizations such as the Upper Deschutes Watershed Council and the Deschutes River Conservancy are also working to restore riparian habitat and in-stream flow in Bend.

Key Topics

▶ Water Quality

A two-year water quality monitoring study is just being completed for the Deschutes River in Bend by the Upper Deschutes Watershed Council and data will be available in late 2005. There are water quality concerns in the river in certain seasons and locations. Additionally, several locations on the Deschutes River in Bend are listed by the Oregon Department of Water Quality as not meeting the state's water quality standards. Among them is Mirror Pond which is steadily filling up with silt and vegetation resulting in reduced water quality, aesthetics and navigability. There are four dams in Bend, built between 1910 and 1922, that affect siltation in the river. The dams are deteriorating and will need repair or replacement in the relative near-term.

The City has also designated Surface Water Management (Storm Water Drainage) as a priority program. The program will seek to remedy the potential problem of old drill and bore holes (created to collect storm water) possibly infiltrating the ground water supply and also sending storm drainage waters directly into the Deschutes River.

► **Water Conservation and Planning for Future Supply Needs**

Bend estimates that maximum daily demand will increase from 26 MGD (million gallons per day) in 2003 to 46.5 MGD by 2025 and 55 MGD by the year 2035. Bend estimates demand will exceed current supply by 2007—or earlier depending upon growth and weather impacts. The City has substantially stepped up its conservation efforts (aggressive installation of water metering systems, water use auditing, leak detection and public education) and will continue to do so over the coming five years. Thus far, conservation has reduced per capita municipal water use by 10 percent.

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When demand does exceed currently available supply the City is prepared to exercise additional water rights (subject to State approval) in order to divert an additional 5 MGD under its Lava Island water right to augment its current 31.2 MGD supply. The newly added water supply is expected to give Bend approximately six years of additional supply

Leaving sufficient water in-stream for fish is also a significant concern. There are five significant irrigation diversions in and near Bend that substantially reduce water flow in the Deschutes River during certain periods. A variety of initiatives are underway to balance and improve stream flows for fish and wildlife.

► **Energy Conservation**

While considerable energy conservation efforts have been undertaken by the City of Bend in recent years, (see above), a clear picture regarding the success of energy conservation efforts citywide or regionally is not currently available. This lack of information implies that significant conservation efforts are either not underway or are not being well publicized.

It may be argued that energy efficiency as a subset of building design, building codes and construction practices has been steadily improving over the previous two decades. However, active energy conservation on the part of consumers is tied to awareness and direct expense. When costs and awareness are low, energy conservation wanes; commensurately, when both costs and awareness are high, energy conservation is demonstrably more active. As this profile is being compiled, fuel prices are quite high and rising. Thus, awareness of the need to conserve energy is once again on the increase.

► **Air Quality**

Summary reports for 2004 compiled by the Oregon Department of Environmental Quality indicate that Bend's air quality was rated Good for 344 days of the year; air quality was rated Moderate for eight days of the year. At no time during the year did the city's air merit an Unhealthy ranking. However, for 10 days during the year, the city received an Unhealthy for Sensitive Groups ranking. On such days people with breathing disorders such as asthma are encouraged to stay indoors. For Bend such ratings typically occur either when wood smoke levels are elevated (during periods of severe cold) or when there are nearby forest fires.

► **Wildlife Habitat Conservation and Management and Scenic Views**

The Bend Metro Park and Recreation District, the Central Oregon Irrigation District and private owners hold most of the significant remaining natural open space in the city. Major natural parks include Shevlin Park (600 acres on Tumalo Creek) and Sawyer Park (61 acres on the Deschutes). In addition, Central Oregon Irrigation District holds over 300 acres of undeveloped open space, including a mile and a half of river frontage. The City adopted its Areas of Special Interest Ordinance to protect some upland and riparian habitat on private lands. These are mostly small parcels, isolated from one another and preserved for their scenic beauty and natural features. Much of the privately held open space is rapidly disappearing as a result of aggressive in-fill development

There are no significant, coordinated planning efforts underway to preserve habitat as the UGB expands and zoning for resorts increases. The Oregon Department of Fish and Wildlife does identify and map deer migration corridors in the county and will provide expertise within the city limits on specific wildlife issues such as the burgeoning Canada goose population.

There are two stretches of the Deschutes River in Bend (the north and south ends of the river within the Urban Growth Boundary) that are designated as State Scenic Waterways.

There is no tree protection ordinance in Bend.

► **Management of the Deschutes River**

In 1999 the Bend Metro Park and Recreation Foundation, undertook a substantive study and planning process called The Bend Riverway Project. The process involved many hundreds of community professionals and volunteers and resulted in a comprehensive riverway management plan to promote the conservation and enjoyment of the Deschutes River.

Today, responsibility for oversight and management of the plan resides with the Bend Metro Parks and Recreation Department as well as with the Upper Deschutes Watershed Council, a group that has taken on the restoration of riparian habitat with the Park District.

Among key goals and objectives:

- ~ *Be a catalyst for a strong river-oriented community.* ~ *Conserve and enhance natural areas.*
- ~ *Improve and promote public access* ~ *Protect fish and wildlife.*
- ~ *Preserve scenic qualities.* ~ *Promote historic and cultural river heritage.*
- ~ *Advocate for river health.*

Since the Riverway Plan was developed there have been some significant changes. In recent years there has been an explosion of human activity along the river as new laws allowing swimming in the river and new access points have come into being. Along with the enjoyment people are having using the river, there come additional concerns about littering, habitat disturbance and safety.

Most of Bend's river front property has been developed—some provides habitat along the riverbank, much does not. Restoration is occurring sporadically along the riverbanks. Noxious, invasive weeds such as knapweed and toadflax are serious ongoing concerns and there are a number of efforts underway to reduce weed populations.

► **Forest Lands Management**

The Deschutes National Forest oversees 1.6 million acres of forest lands to Bend's west and south, spanning over 100 miles on the leeward side of the Cascade Mountain range. Eight million people use and enjoy these forest lands annually as campers, fishermen, hikers, hunters and skiers and the forest's many resources are a primary source of economic activity for the region and city.

The US Forest Service manages the many activities that occur within the Forest's boundaries. A sampling of these activities include: road and trail construction and maintenance; management of geothermal sites; management of fish and wildlife; coordination of tourism and visitor infrastructure; timber sales; fire suppression activity; research support; resource management; grazing oversight; historic preservation; campground management; recreation residence management; ecological evaluation and management; habitat management; mushroom and firewood collection; and conservation and forest health initiatives, among others.

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Ensuring that this remarkable regional asset remains well-managed and intact is of primary importance to Bend's visitor industry and those residents who value the quality of life afforded Bend by the existence of these natural phenomena in such close proximity to the city.

The Bureau of Land Management also manages a significant expanse of land around Bend and released its final plan for lands it manages in Central Oregon, in October 2005.

► **Optimizing Transportation Efficiency**

Bend, like many American cities, has struggled with achieving transportation efficiency. Heavy dependence upon the automobile, relatively cheap gasoline prices, inexpensive and accessible parking, and inefficient and inaccessible public transportation options have all contributed to the situation.

Advocates for the environment assert that overdependence on finite fossil fuels and individual auto transit fouls the air, forces communities to spend disproportionately more tax funds on roadways and parking requirements, and precludes communities from taking the steps necessary to conceive and install efficient public transit.

Bend's environmental community continues to advocate for eventual mobility for all Bend's citizens with an emphasis on public transportation for all school students as well as available public transportation for all workers—neither of which is available today.

► **Waste and Recycling**

Deschutes County oversees the region's public waste and recycling programs. It operates the Knott Landfill (the region's sole sanitary landfill) as well as four regional transfer stations. The landfill is equipped to receive both standard as well as hazardous wastes under the oversight of the Oregon Department of Environmental Quality.

It offers special disposal periods for tires, appliances, computers, household hazardous waste, yard debris and paints and stains.

Further, recycling services are available to receive: aluminum cans, mixed paper, cardboard, glass, magazines, newspapers, auto batteries, plastic bottles, scrap metal, tin cans, motor oil and computer parts.

► **Management of Toxic Materials**

Toxic chemicals and materials are in use throughout the region by industrial, commercial and home users. Businesses using toxic chemicals or materials are subject to restrictions, laws and programs overseen by the Oregon Department of Environmental Quality. Household users of such materials are strongly encouraged to dispose of such materials in accordance with state law and in concert with programs offered by Deschutes County at its Knott Landfill operation.

► **Environmental Group Concerns**

A preliminary survey of groups affiliated with the Central Oregon Environmental Center identified the following areas of "pressing environmental concern":

- Diminishing open space and wildlife habitat. (Endangered Species Act protection i.e. bald eagle, peregrine falcon, sage grouse.)

- ▶ Water quantity and quality (drawing down groundwater to support growth).
- ▶ Air quality.
- ▶ Wildfire suppression and management.
- ▶ Noxious weed infestation and its impact on native species.
- ▶ Invading bird species attracted by open garbage pits i.e. crows, starlings.
- ▶ Disproportionate spending on roads and parking at the expense of options that could improve environmental health.

LOOKING TO THE FUTURE

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Anticipated growth in Bend is expected to exacerbate environmental issues and concerns.

More people inevitably mean more cars, more houses, less open space, increased traffic, potentially diminished air quality, heightened demand for more water for home uses, reductions in wildlife habitats within the city, etc.

In short, urbanization, with its higher densities, will put more pressure on the carrying capacity of the local environment, the very thing that attracted many of Bend's current residents in the first place.

Because no single government agency oversees the considerable complexity presented by managing the environment, measurement, monitoring, and oversight are divided among a host of agencies or left to the choices of individual citizens.

Among specific concerns for the future, members of the environmental community identify the following key issues:

- ▶ Maintenance of range and migration corridors for deer and elk (and their companion predators).
- ▶ Maintenance of and access to public open spaces.
- ▶ Retention and balancing of commercial and individual use of rivers and trails.

- ▶ Consideration of xeriscaping ordinances for future residential and commercial development.
 - ▶ Consideration of alternatives to auto commuting and encouragement of a comprehensive approach to evaluating and streamlining Bend's transportation network.
- In addition other issues that need to be weighed and evaluated include:
- ▶ Maintenance of air and water quality.
 - ▶ Management of surface water and storm run-off.
 - ▶ Preservation of remaining (or sensitive) habitat, open space and trees.
 - ▶ Preservation and careful management of the Deschutes River Corridor and its ecosystem.
 - ▶ Attention to preservation and management of the peripheral public forest and recreation lands that attract visitors and fuel our tourism industry.
 - ▶ Maintenance and preservation of our sense of community; our community attractiveness and our cultural assets, which are also important parts of our environment.

YOUR COMMUNITY 2000 RECOMMENDATIONS

(These are the recommendations of a 1990 community task force charged with planning for Bend in the Year 2000.)

- ▶ Monitor and manage growth in relation to its impact on the environment, which is intimately involved with the overall quality of life in Central Oregon. Balance the need for economic development and prudent environmental concerns.
- ▶ Increase open space, both landscaped and natural, and provide programs that preserve and protect natural resources like the Deschutes River.
- ▶ Establish goals, measures and actions to improve air quality.
- ▶ Through more exhaustive study, develop a more thorough understanding of ground water systems and consideration of modification of management of the water resource.

- ▶ Encourage all forms of conservation measures such as recycling, development of sewer systems, the eventual elimination of drill holes and the reduction of septic systems.
- ▶ Consider other social pollutants such as light and noise pollution, and the impact of developments like over-crowding and traffic impacts on both the environment and people.

KEY QUESTIONS

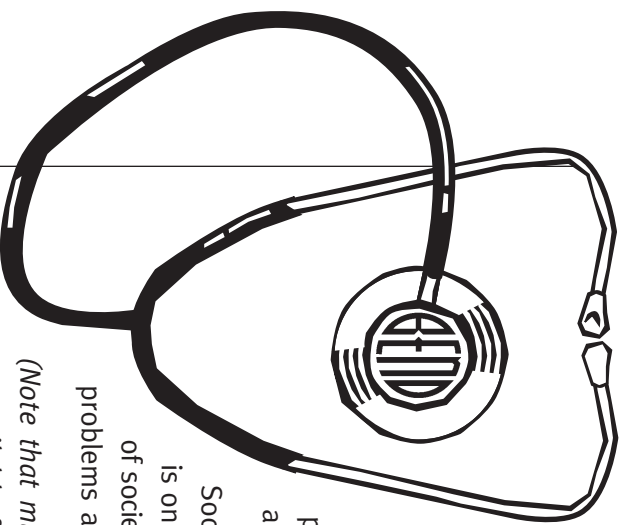
- 1) *What should be Bend's key environmental priorities in the coming decades? Which environmental challenges will require immediate attention, and which will need to be addressed in a more sustained fashion over time?*
- 2) *How can Bend accommodate new growth and development, without exceeding the carrying capacity of the land and despoiling its exceptional natural environment and quality of life?*
- 3) *How can Bend advocate and promote more environmentally sustainable approaches to growth and development, transportation, the use of water and energy, and more? How can Bend become a model of sustainable development for other cities?*
- 4) *How can the community best organize environmental efforts that are both effective and collaborative? How should we allocate responsibility for achieving key identified environmental goals? How can we measure progress against our priorities?*

PRIMARY RESOURCES

- | | |
|--|---|
| ~ Central Oregon Environmental Center | ~ City of Bend Water Management and Conservation Plan, 2004 |
| ~ City of Bend 2005–2006 Budget | ~ Deschutes National Forest Plan and Website |
| ~ Deschutes County Website | |
| ~ Oregon Department of Environmental Quality Website | ~ The Bend Riverway Plan, 1999 |

Health AND HUMAN SERVICES

CHAPTER 11



INTRODUCTION

Healthy people contribute to a vibrant community.

Health and human service organizations strive to help individuals and families maintain or improve their physical and mental health and overall well being in order to be more successful family members, workers and citizens.

Special needs populations such as the elderly, the poor, the unemployed, single-parent families, minorities and children, or people with physical or mental disabilities also receive special assistance to help them overcome specific barriers.

Social services include preventive as well as responsive activities. The current emphasis is on managing for results, and helping clients become self-sufficient, productive members of society. Human service providers are collaborating to take a holistic approach to individuals' problems and to identify long-term solutions.

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(Note that much of the data in this segment covers Deschutes County, as few measurements are available for Bend alone.)

FAST FACTS

- ▶ Deschutes County families earning minimum wage spend one-third of their gross family income on child care.
- ▶ The number and percent of children with no health insurance has nearly doubled in the past three years, with 15 percent of children living in Deschutes County having no health insurance in 2004.
- ▶ The Central Oregon region continues to have one of the highest rates of hunger in the state. Thirty five percent of students in Deschutes County were in Free and Reduced Lunch Programs in 2004.
- ▶ Data from 2004 shows that 18 percent of children under the age of 18 live in poverty.
- ▶ Reports of drunk driving, particularly among adolescents, are twice as high as the state average.

THE SITUATION TODAY

While the Bend area has experienced significant population growth, a robust economy and many outward signs of increasing household affluence, rates of hunger and the number of people without medical insurance in the region remain high. As the cost of housing and additional living expenses increase and wages remain essentially stable, additional pressures are being placed on low-income families.

A strong community includes a wide and fortified network of agencies and services to assist residents. Health and human service programs strive to be responsive to the needs of all community members, providing physical and mental health services for all ages, income levels, special needs and family configurations. They are both responsive and preventive in focus.

91 Continuing an ongoing trend, losses in funding from State and Federal sources present difficult challenges at the local level, and have significantly affected the health and well-being of our children and families:

- ▶ **Child Abuse Prevention.** As abused children grow up without intervention and treatment all too often they become the child and partner abusers of tomorrow. Children from abusive homes are 4 times more likely to exhibit violent behavior. Statewide data from 2001 indicates that the number one family stressor in abuse reports was drug and/or alcohol abuse. There were 276 victims of child abuse in Deschutes County in 2004. Note that child abuse rates under-represent the actual number of victims of child abuse as a confirmed case first has to be reported, investigated, and then determined to be a case of child abuse.
- ▶ **Child Care.** Quality childcare has been shown to enhance development and improve health outcomes in children. Quality childcare is directly related to many factors, including the education of the early childhood teacher, wages, teacher-to-child ratios, and access to ongoing training and education for all childcare staff members. Many parents cannot shoulder the entire cost of quality childcare, and must turn to subsidies from federal and state programs, along with community and employer involvement. Deschutes County has 15 child care slots per 100 children. The Oregon benchmark calls for 25 slots per 100 children. Deschutes County families earning minimum wage spend one-third of their gross family income on childcare.

Child Health. Deschutes County continues to have the best prenatal care rates in Oregon, and has improved significantly over the last 10 years (although still falling short of 2010 objectives) in key indicators of child health such as low birth weight babies, the number of infant deaths, and immunization rates.

Health Care Coverage. In 2002, 14.2 percent of adult Central Oregon residents were not covered by health insurance. The number is higher for children under the age of 18, with nearly 1 in 6 being without coverage. Due to cutbacks in the Oregon Health Plan, it is estimated that these numbers have increased since 2002. Uncompensated health care is a major challenge that local health care providers are facing, as they seek to provide the best possible service to our community in the face of increasing levels of uncompensated care.

Health Care Providers. St. Charles Medical Center (SCMC), the region's sole hospital provider, is regularly cited as one of the Top 100 hospitals in the U.S. for its quality of care and operational efficiency. SCMC's patient satisfaction scores rank in the top 5 percent nationally. St. Charles serves as the regional referral center for 230,000 residents who live in a 32,000 square mile area. Currently, the 220-bed medical center, with 240 physicians representing 40 specialties, is undergoing a \$128 million expansion to keep up with Central Oregon's rapid growth in population as well as available new technologies. Funding this expansion and meeting operating expenses has presented serious challenges as SCMC is simultaneously faced with declining or flat federal reimbursements, increasing costs, and substantial growth in uncompensated care. In spite of these challenges, SCMC continues to strive to keep pace with the latest in medical technology and practice with several new centers including:

- ~ **The Center for Orthopedics and Neurosurgery**, with comprehensive, one-stop orthopedic and neurosurgical care; rated a Top 100 US orthopedic program and ranked as one of the Top 5 back and neck surgery programs in the West.
- ~ **The Heart Center**, also a comprehensive, one-stop cardiac care facility, currently under construction on the SCMC campus, and scheduled to offer full-service cardiac care from simple diagnosis and monitoring to the most challenging open heart surgical procedures.

~ **The Cancer Treatment Center**, a third comprehensive, one-stop treatment program for cancer patients, is in the planning stages.

- St. Charles also participates as a collaborative partner in the HealthyStart pre-natal care program, which serves low income women throughout the region with birthing education and pre-natal care.
- Adjacent to the SCMC Campus, is another St Charles collaborative partnership, the Volunteers in Medicine Clinic of the Cascades, which offers free primary medical care to some 12,000 uninsured, needy Deschutes County residents. The Clinic is a non-profit, tax qualified service providing basic primary care, outpatient gynecology services, limited cancer screening, mental health assessment, minor medical procedures, outpatient lab services, prescription assistance and referrals to qualifying patients.

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- In addition, the community is home to a variety of medically-oriented clinics, the largest being the Bend Memorial Clinic with 80 physicians organized across 30 specialties. The Clinic offers urgent care, occupational medicine services, primary care and a variety of clinical services. There are also numerous single specialty clinics throughout Bend.

Homelessness. Housing prices in the Bend area have escalated dramatically in recent years and the affordable housing unit stock has not kept up with demand, making affordable housing increasingly scarce. The number of chronically homeless individuals reported doubled from a total of 18 in 2004 to 36 in 2005. While the absolute numbers may seem relatively small, other trends suggest that they may continue to increase exponentially.

Hunger. In 2002, Oregon was ranked first in the nation in hunger and sixth in food insecurity. The Central Oregon region continues to have one of the highest rates of hunger in the state. Fully 35 percent of students in Deschutes County were in Free and Reduced Lunch Programs in 2004. In 2003–2004, an average of 6,700 households each month accessed emergency and supplemental food programs in Deschutes County.

Since 2002 in Deschutes County, there has been a 43 percent increase in the number of people receiving food boxes per month, and 40 percent of those are children. Hunger is not just an issue for those who are out of work. Fifty percent of the families accessing emergency food boxes have at least one family member who is employed.

Mental Health. Mental illness or emotional crises, left untreated, risk homelessness, community crises, costly hospitalizations, incarceration and suicide. The Governor’s 2004 Blueprint for Action cites profound shortcomings in Oregon. They include “a public stigma against mental illness, significant underfunding, fragmented services and inappropriate reliance on jails and prisons, lack of community resources, insufficient use of early intervention services and a costly State Hospital in crisis.” Locally, critical needs include the need for additional public housing projects and housing options (including attendant case management for other needs), employment opportunities (with support) in both the public and private sectors, and public transportation through a fixed route system.

Deschutes County is the state-designated “mental health authority” for the greater Bend area. Much of the County’s work is focused on people in crisis, adults with a serious or persistent mental illness, children with emotional disturbances, people on the Oregon Health Plan, and the indigent population. Strengths of the county system include school based mental health services, treatment for victims of child abuse, a small mental health court, and one of the best senior’s mental health programs in Oregon. St. Charles Medical Center (including the Sage View psychiatric unit), several private agencies (e.g. Trillium Family Services, Cascade Child Center) and private practitioners also play critical roles and provide excellent services to area residents. Many community organizations, particularly the Central Oregon Regional Housing Authority and the public schools are also active and supportive partners in the system.

Recent mental health developments in the community include new secure crisis stabilization and treatment services for adults, local residential treatment services for children with emotional disturbances, help for the homeless with mental illnesses, and transitional housing for adults with mental illness.

Substance Abuse and Mental Health. Substance abuse remains a major issue for both adults and youth, particularly alcohol and tobacco use among adolescents and methamphetamine use among both adults and adolescents. Use of alcohol continued to rise among middle and high school adolescents. In a 2003 self reported study, one in three Deschutes County 11th graders reported binge drinking (5 or more drinks of alcohol in a row) within the past 30 days. Reports of drunk driving, particularly in adolescents, are twice as high as the state average. Use and abuse of methamphetamine has become a significant problem among high schoolers and adults.

Law enforcement officials state that there has been a significant rise in the number of cases where meth is involved. In 2003, 43 percent of the clients seen for substance abuse treatment at Deschutes County Mental Health were diagnosed with meth dependency or abuse, surpassing alcohol abuse or dependency treatment. Much of the county's emphasis is on "co-occurring" disorders (i.e., mental illnesses and addiction) with several private agencies treating addiction problems.

Currently in Oregon, there is an emerging emphasis, both at the state and local level, on the **development of a family drug court as an alternative to incarceration.** Local governments are being asked for active and direct involvement in this project. The other current local effort is the development of a needle exchange program to prevent disease and encourage participation in treatment.

Positive Parenting. Positive parenting continues to be a high priority in the community, and is a key strategy used by many public agencies to impact child abuse, school readiness, school success, juvenile crime, and juvenile substance use/abuse. The community has provided significant local funding to assist nonprofit agencies that provide parenting skill classes.

Positive Youth Development. Adolescents who spend time in communities that are rich in developmental opportunities experience less risk and show evidence of higher rates of positive development. The Family Access Network program made over 7,000 community "connections" in the area in 2004–2005, an increase from the prior year. Over 2,000 connections were made in the area of conflict management skills, an increase of 150 percent from the prior year.

Poverty. While slightly lower than the Oregon average, 10,613 individuals, including 3,115 children, were living in poverty in Deschutes County in the year 2000. This represents approximately one out of every 10 residents. Data from 2004 shows that 18 percent of children under the age of 18 lived in poverty.

Sexually Transmitted Diseases (STD's). The number of STD's reported and requiring clinical follow-up in Deschutes County has increased by 146 percent since 1998, similar to the national increase but compounded by local population growth and better reporting. Chlamydia accounts for over 95 percent of STD cases.

Transportation. Transportation is and will continue to be a critical need for many people in Bend. Efforts to increase and enhance services for people with a variety of needs can only be effective if these people have transportation to access the services. Meeting the need for employment opportunities for people with mental health or developmental disabilities issues must be paired with the ability to get to and from work in a reliable manner. The isolation and loneliness that impacts many of our residents with mental health or developmental disabilities issues could be reduced if people had a way to get to the places and activities that add such quality to their lives.

Youth Suicide. Suicide is the second leading cause of death for 15–24 year-olds in Deschutes County. Youth Suicide attempt rates in Deschutes County nearly doubled in 3 years (from 252 to 402 per 100,000 children ages 0–17).

LOOKING TO THE FUTURE

- Employer involvement in child care is growing in the Bend area and will need to continue to do so if the need is to be met. Employers that support childcare report decreased absenteeism, increased productivity, and improved retention of quality workers.
- Deschutes County will continue to be well below the Oregon benchmarks for accessibility and affordability of child care to low income families.
- Until major changes are implemented in the National and State health care systems, a significant number

of local adults and children will continue to lack adequate access to health care as the number of uninsured and underinsured individuals remains high.

- The number and percent of children with no health insurance will continue to be at a high level, having nearly doubled in the past three years, with 15 percent of Deschutes County children having no health insurance in 2004.
- The need to keep pace with new medical technologies and procedures as well as population growth and demographic shifts will continue to challenge Bend and St. Charles Medical Center as will spiraling costs and public discomfort with the overall cost of health care.

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- As more retirees with longer life expectancies move to the area, meeting the needs of increasing numbers of older citizens will necessitate changes by local health care providers.

- The number of chronically homeless individuals will continue to increase. While there has been an increase in total shelter availability, there has not been an increase for families with children.
- A significant continuing need is to in-fill gaps in the Mental Health System to ensure options that span the spectrum from crisis management, treatment, housing, transportation, training and employment opportunities and socialization options.
- Providing Positive Parenting will continue to face many challenges, including: continued loss of funding sources for parenting skill building, future increases in the number of Spanish speaking families, continuing high numbers of divorces, and growth in the number of high needs families.
- Positive Youth Development efforts will continue to face funding challenges. In the past 3 years, Positive Youth Development programs have been significantly impacted as our Community has experienced a tremendous loss of funding for after-school activities, affecting thousands of children and working parents. Police-based juvenile crime prevention programs have also been unfunded and discontinued.

YOUR COMMUNITY 2000 RECOMMENDATIONS

- ▶ Development of children should be a top priority—their education, drug abuse programs, community based programs for drug/alcohol treatment; preventive health programs, and child abuse treatment programs.
- ▶ Unify and improve coordination of a variety of agencies into mutually supportive programs.
 - a. Target teen programs. Reduce teen-age pregnancy rates.
 - b. Pursue programs like the drug-free work place.
 - c. Reduce crime.
- 1. Establish Adult/Family mental health in-patient/out-patient programs in Central Oregon.

IN-DEPTH

Combining Resources to Deliver Better Results: F.A.N.

As levels of state and federal funding decline for health and human services, a collaborative approach at the local level can increase the effectiveness of area providers. An example in the Bend area is the FAMILY ACCESS NETWORK (F.A.N.).

F.A.N. is a collaborative network of agencies that provide services efficiently and effectively to children and families in need of basic resources, such as food, shelter, and clothing.

Key partners with F.A.N. include the Bend-La Pine, Redmond and Sisters School Districts, Bend Metro Parks and Recreation District, Central Oregon Partnership, Commission on Children & Families, Department of Human Services, Deschutes County Community Justice, Deschutes County Health and Mental Health, Family Resource Center, High Desert Education Service District, and St. Charles Medical Center.

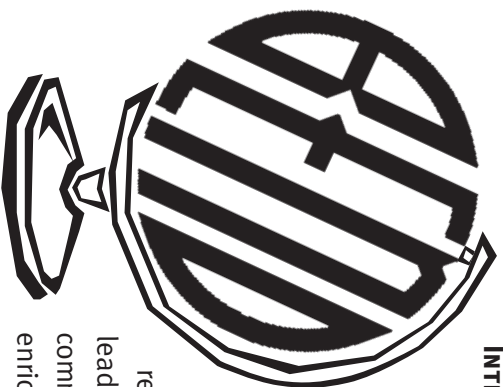
Through the use of Family Advocates working in public schools and at early childhood sites, F.A.N. seeks to provide children and families with information, referrals and access to health and other support services.

KEY QUESTIONS

- 1) *What can the Bend area do to assure that we continue to have first class health care that is available to all citizens?*
- 2) *How can the Bend area improve the availability and affordability of child care for low income residents?*
- 3) *How will the community deal with the high number of uninsured and underinsured residents?*
- 4) *How should the City prepare for the impact of an aging population on tax revenues and the demand for municipal and related social services?*
- 5) *What can the community do to reduce hunger among its children and families?*
- 6) *How can the Bend area assure continued strong support for Positive Parenting and Positive Youth Development programs?*
- 7) *What can the community do to reduce alcohol and drug abuse?*
- 8) *How will the community continue to encourage and support collaborative, multi-agency approaches to deliver the best possible results in Health and Human Services?*
- 9) *How can the community strengthen available treatment solutions for those residents with mental illness?*
- 10) *How can the community become virtually barrier-free to the physically disabled?*

RESOURCES

- ~ Central Oregon's Regional Childcare Annual Report Card: 2003–2004
- ~ Children First for Oregon–Status of Oregon's Children County Data Book 2004
- ~ Continuum of Care 2005 application (excerpts) for Supportive Housing Program–COCAAN
- ~ Deschutes County Community Plan–Our Vision 2010
- ~ Deschutes County Community Plan–Our Vision 2010 (3 year report card–April 2005)
- ~ Deschutes County Health Report 2004



INTRODUCTION

Few issues are more important to a community than education. A commitment to education is a commitment to the future of a community. A quality education system touches all facets of a city, contributing not only to the growth and development of its children, but also supporting the community's families, contributing to the health and wellness of youth and the larger population, making the community safer and more secure, producing future entrepreneurs and employees for business and the workforce, promoting youth in becoming responsible, productive, contributing members of society, and even developing leaders for the future. Lifelong learning can play an important role for adults in a community as well, providing professional education, skills enhancement and cultural enrichment and ultimately a higher quality of life.

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FAST FACTS

- ▶ In the next five years, the Bend-La Pine School District projects it will add almost 2,000 students, resulting in a total K-12 enrollment of 16,586 in 2010.
- ▶ Since 1990, Bend area voters have approved three of four Bend-La Pine School District bond measures that were submitted to them in an effort to keep up with facilities needs in the rapidly growing district. (Bond measures passed in 1991, 1998, and 2001).
- ▶ Changes in the State's Higher Education funding formula are reducing the amount of state funding that Central Oregon Community College receives. With the possibility that state funding could totally disappear by 2010, COCC leaders are developing a range of solutions that will allow the college to continue to operate fully.
- ▶ The number of students participating in the "dual enrollment" program (admitted to Oregon State University-Cascades campus, but also admitted to take classes at COCC) continues to increase steadily each year and is expected to continue to increase.

- ▶ OSU-Cascades has not received the amount of funding it was promised by the State. Funding anticipated growth and expansion will be a challenge in a state that over the last decade has not placed a high priority on funding higher education.

THE SITUATION TODAY

More than ever before, today's technology allows people to live at a distance from their work in varied geographic areas, and to choose a community that fits their livability preferences and needs. The quality of a community's educational system is oftentimes an important aspect of the "livability decision."

Prior to 1990, a majority of school funding in Oregon originated from local property taxes that were under the control of local school boards. Property taxes presented a relatively stable funding source. Beginning in 1990, a series of voter-approved statewide property tax limitations altered school funding dramatically and shifted greater responsibility and control to the state legislature.

This presents a huge funding challenge for a rapidly growing community like Bend. The choices the city makes today on educational funding may determine whether it remains high on the list of desired places to live in the future.

(Note that much of the data below covers the Bend-La Pine School District, while Bend area data was used where available. Not all figures are from the same school year due to lag times in reporting.)

Education in Bend is characterized by the following:

- ▶ The rapidly growing Bend-La Pine School District, currently serves approximately 10,500 K-12 students in the Bend area who are taught in 10 elementary schools, 3 middle schools, and 3 high schools.
- ▶ In the recently released 2003–2004 School Report Cards issued by the Oregon Department of Education, two Bend-La Pine schools received a rating of Exceptional, eight were rated Strong, ten were rated Satisfactory, one was rated Unsatisfactory and two were Unrated.

- The one year dropout rate for Bend-La Pine School District is decreasing, having dropped from over 7 percent in 2000 to 4 percent in 2004.
- Since 2000–2001, the Bend-La Pine School District has added one high school, one middle school and three elementary schools. Enrollment growth has been 3 percent per year over the last decade, resulting in recent increases of over 300 students per year.
- More than 200 homeless children were enrolled in the Bend-La Pine School District in 2004–2005. The number of students eligible for free and reduced meals increased from 28 percent in 2001–2002 to 36 percent in 2004–2005 (expressed as percentage of overall enrollment).
- Private school students numbered 1,450 (over 10 percent of the Bend-La Pine District total) in 2002–2003. Home schooled students totaled 743 for 2005–2006, including 374 who are part of the Alternative Education for Home School Students (and thus are counted in the School District figures).
- Voters in the Bend-La Pine School District have approved three of four bond measures that have been submitted to them since 1991: \$44 million in 1991, \$57.5 million in 1998, and \$47.8 million in 2001. These bonds helped fund additional facilities to accommodate rapid growth in the District.
- Voters in the Bend-La Pine School District have rejected Local Option operating levies 3 times over the last 5 years: in 2000, and in May and November of 2004). The local option proposals were to provide funds for operating purposes only, and not for capital projects.
- The main campus of Central Oregon Community College (COCC) is in Bend. COCC is well established and the oldest community college in Oregon. The COCC District served 14,102 total residents in 2004–2005 including 3,216 Full Time Equivalent (FTE) students.
- Slightly over half of the 2004–2005 FTE enrollment at COCC took lower division collegiate courses, with the remainder focusing on course offerings in professional/technical fields, developmental education, self improvement and hobby/recreational.

- The last few years have seen a decrease in annual headcount and FTE totals for COCC (a trend repeated by nearly all of Oregon’s 17 community colleges). COCC’s credit and non-credit headcount and FTE tended to fluctuate slightly up or down in each of the previous five years. However, 2004–2005 saw a slight increase in FTE for credit offerings, while non-credit offerings increased by 11.4 percent.
- In spite of funding challenges, COCC has expanded its nursing program, other health services programs and its manufacturing program. COCC has also created an aviation program in response to community needs.
- The number of students participating in the “dual enrollment” program (admitted to OSU-Cascades, but also admitted to take classes at COCC) continues to increase steadily each year, and is expected to continue to increase.
- A branch of Oregon State University (OSU) is located on the Bend campus allowing students to move seamlessly from COCC to OSU courses with a dual enrollment program. The University of Oregon partners with OSU-Cascades to provide additional academic offerings.
- Since its beginning in Bend a few short years ago, OSU-Cascades has grown to a projected enrollment of 651 students for fall 2005, including dually enrolled COCC students. Twenty different degree options are available including signature programs in Recreation and Tourism.
- The Bend-La Pine School District, COCC, OSU-Cascades and The City of Bend have jointly formed the Central Oregon Regional Education Consortium Team (CORRECT), a partnership to increase high school graduation rates, college enrollment, college degrees awarded and professional/technical enrollments.

LOOKING TO THE FUTURE

- The Bend-La Pine School District faces many challenges as it seeks to carry out its mission: “to prepare each student with the knowledge, skills, confidence and personal integrity to be a thriving citizen, by assuring the highest quality education.” The District faces:

- ~ A shift from emphasizing universal access to education in the early 20th Century to mandated universal achievement at the beginning of the 21st Century.
- ~ Under-funded mandates from the federal government that started in the 1960's and continue today. Growing federal mandates include the "No Child Left Behind Act of 2001".
- ~ A move toward centralization of education control at the state level.
- ~ Revenue for schools that are increasingly restricted by tax limitation measures.
- ~ An unpredictable tax system as a source of funding.
- ~ Rising labor costs due to dramatic increases in health care and pension costs associated with an aging labor force.
- ~ Rising costs and growth in Special Education, English Language Learning (ELL) and minority populations.
- The Bend-La Pine School District has developed a Comprehensive Plan that "focuses on items that make a difference", and utilizes student reading as a prime measure. A number of major initiatives are being implemented, including:
 - ~ **Advanced Placement Initiative**
 - ~ **School to Career Partnership**
 - ~ **K-3 Class Size Reduction**
 - ~ **Extended Day Kindergarten**
 - ~ **Technology Initiative**
 - ~ **Student Accountability**
 - ~ **Middle School Alternatives**
- Changes in the State's Community College funding formula are reducing the amount of state funding that COCC receives. With the possibility that state funding could be reduced to zero by 2010, COCC leaders are developing a range of solutions that would allow the college to continue to operate fully and thrive. Central to the COCC's future success is collaboration with key local businesses, health service providers, educational service providers and others in Workforce development, health services programming, concurrent high school/community college enrollment, expansion of the Cascades Culinary Institute, aviation, manufacturing and technology.
- OSU-Cascades has enjoyed strong growth in enrollment since its 2001 startup. The long-term vision for OSU-Cascades is to become Central Oregon's first full-service university. Goals for the next 3–5 years include:

- ~ Develop and expand the dynamic and relevant programs.
- ~ Provide a technologically advanced learning and research university environment.
- ~ Begin development of a distinctive university campus at Juniper Ridge.
- ~ Become a strong partner with the Central Oregon region.
- ~ Achieve financial sustainability.

- ▶ The Oregon Legislature has made significant cuts to Oregon higher education in the 21st Century. OSU-Cascades has not received the amount of funding it was promised from the state, attributable in part to the difficult economic conditions at the time the campus was started. Funding anticipated growth and expansion will be a challenge in a state that has not placed a high priority on funding higher education over the last decade.

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- ▶ The Student share of higher education costs continues to trend upward, as the State decreases its share of support. The student share of higher education costs has increased from 41 percent in 1999-2001 to 55 percent in 2003–2005.

YOUR COMMUNITY 2000 RECOMMENDATIONS

(Shown below are the recommendations of a 1990 community task force charged with planning for Bend in the Year 2000.)

- ▶ Over time, increase the school year to 240 days and decrease our high school drop out rate from 25% to 0%. Develop pre-school programs for all children. Increase curriculum in high schools and expand higher educational opportunities for all citizens.
- ▶ Make education and life long learning a strong community value for Bend and Central Oregon.
- ▶ Expand post-secondary education programming and opportunities by:
 - a. Expansion of COCC programming in key areas.
 - b. Continued Development of the Central Oregon Consortium for Higher Education (COCHE) Program and programs which support business, community and economic development in Bend.
 - c. Support the relocation or development of a Four-Year/Post-Graduate College or University in Bend.

IN-DEPTH

Four Year University Education in Bend: Looking to the Future

Few would deny that Central Oregon needs a full-fledged, four-year university. Education leaders, city officials and local politicians have joined together to propose a new university facility offering undergraduate and graduate level programs at the Juniper Ridge site in Northeast Bend. Also proposed for the site is a large industrial/employment development, including a technology-oriented research park.

The proposal envisions a new state model that coordinates education from kindergarten through college. Funding possibilities would be enhanced by utilizing creative public-private partnerships. While the Office of the Governor currently supports the proposal, no significant funding has been committed by the state.

Knowing that the state will likely continue to face a shortage of funding for higher education, some local civic leaders have suggested that the community should explore the feasibility of partnering with a private university at the Juniper Ridge site.

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KEY QUESTIONS

- 1) How can the community continue to improve and support its educational system? What will be required to increase overall community levels of satisfaction with the quality and types of education available in the Bend area?*
- 2) What specific elements of the educational programs in the Bend area merit concern or praise? How can the most visionary elements be promoted or replicated system-wide?*
- 3) Are there more visionary funding models that will provide for the expansion and improvement of the overall educational system in Bend?*

- 4) *How will the rapidly growing Bend-La Pine School District continue to meet expanding needs for capital investment?*
- 5) *What should be the desired strategy to expand and enhance higher education in the Bend area? Which specific scenarios for expanded higher educational facilities are most like to succeed in the future?*
- 6) *How can the Bend area incorporate education and training that will support the emerging economic opportunities of the 21st century, including technology, the “creative” economy, and sustainable development?*

RESOURCES

- ~ Bend-La Pine Public Schools website, <http://www.bend.k12.or.us/>
- ~ Central Oregon Community College (COCC) Institutional Assessment Report 2004–2005
- ~ COCC website, <http://www.cocc.edu/>
- ~ OSU-Cascades website, <http://www.osucascades.edu/>
- ~ OSU-Cascades Vision and Goals (Draft 10/07/05)
- ~ Oregon Dept. of Education website, <http://www.ode.state.or.us/>

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INTRODUCTION

Feeling safe is a prerequisite for enjoying life.

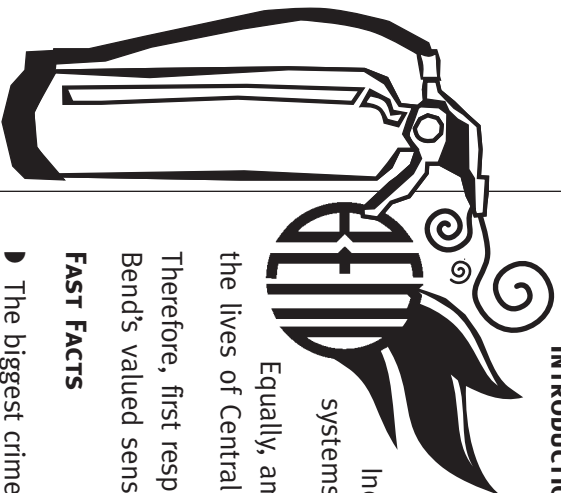
Crime control and fire protection each contribute to a community's sense of well-being. Increasing crime rates put pressure on the community's public safety and criminal justice systems, but they also rob the community of its basic sense of communal trust.

Equally, amidst forest lands that extend to the horizon, the threat of fires is a constant shadow in the lives of Central Oregonians.

Therefore, first responders—local police, fire and other emergency services—play integral roles in sustaining Bend's valued sense of community.

FAST FACTS

- ▶ The biggest crime challenge facing the community today is the manufacture and use of methamphetamines. Highest use is among men and women 26 to 34, but the fastest growth in use is among girls 17 years and under.
- ▶ Theft, much of it tied to drug use, is the only category of crime in Bend showing significant and consistent frequency.
- ▶ Bend police believe the need for increased staffing is pressing. The reasons: higher call volumes, a smaller officer corps than cities of similar size, less time to solve crimes, a lack of preventative programs, and the impacts of accelerated urbanization.
- ▶ The impacts of an aging population are being felt by City ambulance services. Bend's Fire Department averages one ambulance response annually for every resident of an assisted living facility and a rate three times that for each resident of a skilled nursing facility. As the city's population ages, this rate can be expected to increase significantly.
- ▶ Fire Department call volume held steady from 2001 through 2003, but in 2004 call volume climbed



25 percent, attributed to the growth in population.

- ▶ At the same time, fire planners believe they will be helped by the fact that a majority of homes in Bend were recently built and constructed using the latest building materials, techniques and fire prevention practices.

THE SITUATION TODAY

The Bend Police Department

- ▶ As of 2004 the Bend Police Department had a staff on 100 people including 76 sworn officers, including a chief, six lieutenants, 48 police officers, six community service officers, three captains, nine sergeants, eight detectives and nineteen support staff.

- ▶ This staffing profile accounted for an officer per 1,000 population ratio of 1.15, down from a 1.58 ratio a decade earlier in 1994.

- ▶ Police officials anticipate the need for more officers in the coming years, owing to an increasing population, higher call volumes, less time to dedicate to crime solving, increases in drug use and theft, a lack of staff to perform preventative programs, and the fact that Bend already has a proportionately smaller force than comparable communities.

- ▶ The 2004–2005 budget for the Department totaled \$11.73 million with \$10-million allocated to personnel expense, \$1.4 million allotted to Material and Services and \$319, 300 to Capital Outlay.

In 2004 there were:

- ~ 56,735 calls for service.
- ~ 3,424 Part I Crimes (Homicide, rape, robbery, assaults and burglaries)
- ~ 4,186 Part II Crimes (Traffic crimes, drug offenses, and lesser sex offenses.)
- ~ 22% of Part I Crimes and 70% of the Part II crimes were cleared by the Department.

- ▶ Between 2003 and 2004 investigations of Part I crimes declined 9.4 percent and departmental clearances of Part I crimes also declined 18.4 percent.

- ▶ During the same period (2003–2004) the Department investigated 12.2 percent fewer Part II crimes but saw clearances increase 4.3 percent.
- ▶ The Department participates in several crime stopping consortia including the Central Oregon Law Enforcement Services group, the Central Oregon Drug Enforcement group, and the Central Oregon Emergency Response team.
- ▶ According to Police Chief Andy Jordan, the biggest challenge facing the community today is the manufacture and use of methamphetamine. Highest use of meth is among men and women 26 to 34, but the fastest growth in use is among girls 17 years and under.
- ▶ The continued high volume of local theft cases can be directly correlated to increased meth use, with an estimated 80–90 percent of property crimes linked to meth activity.
- ▶ Traffic complaints lead the list of community complaints tracked by the Police Department, and the city plans to increase traffic enforcement in the near-term.

Bend Police Department Part 1 Crimes–Offenses Investigated 3-year Comparison			
	2002	2003	2004
Criminal Homicide	3	0	2
Forcible Rape	21	20	34
Robbery	28	35	30
Aggravated Assault	101	113	44
Burglary	513	607	561
Theft	2,586	2,720	2,496
Motor Vehicle Theft	207	256	246
Arson	18	29	11
Grand Totals	3,477	3,780	3,424

THE BEND FIRE DEPARTMENT

- ▶ As of 2004, the Bend Fire Department employed 79 career employees, 15 part-time people and 8 volunteers.
- ▶ The Department protects a 36-square mile area within the City of Bend, with five strategically-arrayed stations around the city.
- ▶ In 2004–2005 the Department’s annual budget was \$10.3 million, including \$7.6 million for personnel expenses, \$1.12 million for Materials and Services, and \$75,000 for Capital Equipment.
- ▶ In 2004, the Department: conducted 2,414 Fire Safety Inspections; discovered 4,996 hazards; oversaw 572 business self-inspections; gave 152 fire safety presentations to 23,020 participants; reviewed 382 new construction plans; issued 97 burning permits; and wrote 244 burning violation notices.
- ▶ There were 4,314 Ambulance/EMS calls for 2004, 338 fire calls, and 1,336 miscellaneous calls.
- ▶ In 2004 the City Fire Department also responded to 988 calls in the Rural Fire Districts.
- ▶ After three consecutive years of flat call volume, 2004 saw a 25 percent increase in call volume attributed to the substantial growth in population.
- ▶ Fire planners are also concerned about increased residential building on lands contiguous to forest lands and wilderness, and are closely monitoring construction with built-in fire prevention systems.
- ▶ Call volume for ambulance and EMS services are also on the upswing, particularly in light of substantial increases in special housing facilities for the elderly.

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LOOKING TO THE FUTURE

- ▶ As noted above, Bend Police will soon begin seeking Council support to expand its officer corps.
- ▶ Police are concerned that they are unable to respond to all calls for assistance today; that they lack the capacity to perform prevention programs; and that crime solving is down because they lack the man-power to investigate reported crimes.
- ▶ The Police do anticipate some additions to their current headquarters building including a municipal court facility in the near-term, to be followed eventually by building expansion and the creation of sub-

- stations over the coming 10-20 years to accommodate the expected growth in the force and community.
- ▶ The Fire Department is well positioned to provide services for a population of 150,000 and is already planning the long-term steps required for an infrastructure to serve 250,000. Toward this end the Department is working with the City to secure land for a sixth fire station; at the corner of 15th Street and Bear Creek Road.

YOUR COMMUNITY 2000 RECOMMENDATIONS

(Shown below are the recommendations of a 1990 community task force charged with planning for Bend in the Year 2000.)

- ▶ Investments in crime prevention and court systems will have to be increased as Bend and Central Oregon grow.

KEY QUESTIONS

- 1) *What plans or policies should be put into place to provide for the continued growth and expansion of public safety resources in Bend?*
- 2) *What steps can be taken locally to support state and federal efforts to address the growing methamphetamine problem? Are there innovative responses or solutions that can be instituted at the local level?*
- 3) *What correctional or preventive strategies can be developed that will address growing drug use among youth, particularly young girls?*
- 4) *Are there specific groups or types of crimes that deserve greater community attention or action in the future? What types of measures, especially preventative, can be put into place to address them?*
- 5) *How can Bend better prepare for major public health and safety threats or emergencies—especially those that originate outside the region? How can the City work in concert with other local, state and national agencies to anticipate and plan for such contingencies.*

RESOURCES

- ~ 2004 Annual Report, City of Bend Police Report
- ~ 2004 Annual Report, City of Bend Fire Department

Parks AND RECREATION

CHAPTER 14



INTRODUCTION

The ability to quickly “get away from it all”-to take a walk in a park, attend a community sports event, or enjoy a bit of nature-is an important aspect of life and well being in any community. Parks, playing fields and open spaces provide the balance to roads, cars and congestion, buildings and noise, helping to relieve and remedy the stresses of modern life.

However, just because such amenities are “natural” does not mean they come free. Land must be purchased, sports equipment and facilities must be constructed and maintained, and trees and greenery must be planted and cared for over time. Additionally, as communities grow and develop, additional land must be set aside so as not to be park deficient. Thus, key issues for the future of parks and recreation include the protection and use of open space, funding for park expansion and new facilities, and funding programs to make the best use of parks and recreation facilities.

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FAST FACTS

- ▶ In the Bend Metro Parks and Recreation District (BMPRD) 2004 Citizen Survey, 77 percent of respondents believe it is very or somewhat important to fund parks and recreation services compared to other community priorities such as police, fire and streets.
- ▶ The 2004 Citizen Survey indicated that 81 percent of respondent households visited BMPRD parks in the last year. This is considerably higher than the national benchmark of 72 percent.
- ▶ Participation in programs offered by BMPRD is significantly higher than national benchmarks and the programs have high satisfaction ratings, according to results from the 2004 Citizen Survey.
- ▶ In the 2004 Citizen Survey, the most supported of 6 existing BMPRD goals was “Assuring that funding is adequate to operate and care for existing parks and recreation facilities.”

THE SITUATION TODAY

The Bend Metro Park and Recreation District (BMPRD) is the primary provider of parks and recreation programs in the area. Bend is in a unique natural setting and its parks are positively perceived and valued by members of the public. BMPRD is recognized as one of the premier park and recreation organizations in the Pacific Northwest, and was recently named one of four finalists for the 2005 National Recreation and Parks Association Gold Medal Award, for communities with a population of 50,000 to 100,000.

The BMPRD service area is slightly larger than the City of Bend, however approximately 98 percent of the District's population is currently within the Bend Urban Growth Boundary. In addition to serving those who reside in the District, BMPRD also serves those living outside the District, as well as tourists who use parks and facilities and participate in programs on a space available basis—and at a higher fee than District residents.

In September 2005, The Bend Metro Park and Recreation District adopted a 20-year Comprehensive Plan to guide the planning and development of parks, facilities and recreation programs. Goals, objectives and policies developed in the Comprehensive Plan provide the basis for organizing the District's 5 year capital improvement plan, along with providing strategic planning to guide the District into the foreseeable future. To help address the needs of a rapidly growing community, in the past 10 years BMPRD has developed a number of plans and updates, and has completed several community surveys. Included in these efforts are the 2001 Neighborhood Park Plan and the 2002 River Trail Action Plan.

Today the BMPRD includes:

- ▶ Approximately 2,375 acres of park, recreational land, and natural areas. These parks and recreational sites offer a range of facilities including: 18 ball fields, 9 outdoor basketball courts, 8 tennis courts, 96 picnic tables, 27 children's playgrounds, 2 swimming pools, and a skateboard park. In addition, there are over 880 acres of natural area containing native species, pathways, interpretive signage, and river access. BMPRD also maintains 48 miles of District trails and over 109,915 square feet of indoor recreation and support facility space.

● BMPRD utilizes level-of-service (LOS) measurements in planning for the provision of parks and trails within the district, measured in park acreage per 1,000 residents and miles of trails per 1,000 residents. The targeted levels of service are: Neighborhood Parks– 2 acres/1000 residents; Community Parks– 5 acres/1000 residents; and Regional Parks– 10 acres/1000 residents.

● The 2001 Neighborhood Parks Needs Assessment recognized the need for more neighborhood parks that were closer to home and pedestrian accessible. The Neighborhood Park Classification and Development Standards, along with the accompanying Neighborhood Parks Plan Map (revised in July 2004) have proven to be valuable tools in planning for future neighborhood developments.

● From a list of 27 types of park and recreation facilities, 2004 Citizen Survey respondents were asked to select the four that are most important to them and members of their household. Listed below are the top responses:

- ~ **Walking and biking trails**
- ~ **Small neighborhood parks**
- ~ **Natural areas/wildlife habitats**
- ~ **Indoor swimming pools/water parks**
- ~ **Large community parks**
- ~ **Access to Deschutes River**
- ~ **Off-leash dog areas**

● BMPRD offers programs, activities and services in a wide variety of categories. Program registration has increased steadily over time and more than doubled between 2001 and 2004—from 110,000 registrants to 243,000 registrants not including drop-in use of facilities and attendance at special events. Recreation services also include four business units in the Special Revenue Fund:

- ~ Juniper Swim and Fitness Center, offering aquatic and fitness facilities and programs to the entire community.
- ~ Sports Division, providing for youth and adult organized recreational sports opportunities.
- ~ Recreation and Enrichment Division, providing for before and after school care, special events, youth and adult enrichment, special recreation and youth and adult outdoor programs through classes, activities and events.
- ~ Bend Senior Center Division, offering a hub for a center of diverse activities, programs and services for adults 50 years and over.

- From a list of 12 recreation programs, 2004 Citizen Survey respondents were asked to indicate those that they and members of their household most needed. Two of the 12 programs attracted at least 40 percent of respondents: aquatic programs (43 percent) and community special events (40 percent).
- BMPRD currently works collaboratively with many groups offering programming at a reasonable cost. Among current partnering organizations are: local schools, the county's library system, the Council on Aging, arts groups, area museums, sports organizations, Special Olympics, and Central Oregon Community College. The District also works with many private independent contractors to provide service.
- Demand for field space. The District is at a cross roads in balancing its role in the provision of developmental and recreational sports and the demand for field space created by more competitive options available through local sports associations and other groups.
- Vince Genna Stadium is providing some field capacity in the community, but it is limited to exclusive uses and is therefore, not counted in the capacity analysis for community programs. While the aging stadium is still functional, it is not considered adequate for minor league baseball.
- Several trail planning projects will ultimately affect the trail inventory in the Bend area. Included are revisions to the City of Bend's Urban Area Bicycle and Primary Trails System Plan, and a trails master-planning project by BMPRD.
- Funding Sources. Tax receipts and user fees are expected to grow at a steady increase. In addition to revenue related to growth, there is a three percent growth in property valuation allowed by state law. The annual cost per citizen for operations of BMPRD has increased from \$89 in 2001 to \$107 in 2005. Funding from System Development Charges (SDCs)—charges attached to new residential developments to provide for urban services—also increased sharply beginning in 2003 as a result of a revision to the methodology used to calculate and establish fees.
- The District collaborates through intergovernmental agreements with the City of Bend and Deschutes County. Joint Use Agreements also exist with the Bend-La Pine School District.

LOOKING TO THE FUTURE

There is potential for growth of the BMPRD service boundaries in the near future as the City of Bend expands its Urban Growth Boundary (UGB). An existing Intergovernmental Agreement with the City calls out the responsibilities of each agency in the provision of public parks, trails and open space within the UGB. With the anticipated UGB extension, the City and the District will need to work closely together in planning for the orderly extension of future park and recreation services.

Though the rate of facility acquisition and development has increased substantially since 2003, the District has remained challenged in maintaining its targeted levels-of-service (LOS). This reflects a lag time between the impact of population growth and the District's capacity to develop new facilities. Since 2002, the neighborhood and community park LOS has fallen slightly, while that for regional parks has seen a substantial reduction. The trail LOS has shown a slight gain in this period.

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The planning process identified several goals for future facility needs and improvements. (Detailed strategies for each goal can be obtained from the BMPRD 2005 Comprehensive Plan, chapter 8, <http://www.bendparksandrec.org/>).

- ~ Acquire new sites to provide for future parks, natural areas, and recreational facility development.
- ~ Plan for those future facility needs identified in the Plan. Includes funding improvements to the Pine Nursery area, determine the feasibility of white water play areas, identify a site for a new skate park, and various other projects.
- ~ Provide adequate indoor facility space to meet the needs for drop-in use and recreation programming spaces. Includes renovations at Juniper Swim and Fitness Center, renew the planning effort for the Community Recreation Center, and various other projects.
- ~ Provide a District-wide trail system that will serve a variety of uses, is accessible to all, easy to navigate and connects parks, schools, civic spaces and to regional trails.

The planning process also identified several goals for recreation services. (Detailed strategies for each goal are contained in the BMPRD 2005 Comprehensive Plan, chapter 8, <http://www.bendparksandrec.org/>).

- ~ Provide quality recreation services and well managed facilities that are financially sustainable, provide excellent customer service, and meet the needs of District residents.
 - ~ Schedule programs to meet the needs of our changing society.
 - ~ Establish appropriate philosophical underpinnings for the provision of youth sports programming.
 - ~ Maximize current field space available for all athletic activities.
- ▶ A variety of alternative providers of recreation services exist in the Bend area. An up-to-date inventory of the alternative providers and their distinct differences could help fill service gaps and limit unnecessary duplication of services. It may be possible for BMPRD to create new mutually beneficial relationships with some providers.
 - ▶ In this fast paced, modern society it is important for the District to stay on top of current trends impacting the field of recreation. The greatest trend in recreation is not a particular sport but rather a demographic grouping. Baby boomers (those born between 1946 and 1964) comprise some 76 million citizens nationwide and will continue to have significant implications for recreation service providers as they age for the foreseeable future. Other age cohorts (Matures, Generation X, etc.) also have unique impacts on recreation and leisure services, and will likely require different services and infrastructure.
 - ▶ BMPRD is challenged with the rate of population growth and maintaining its levels of service in the face of that growth. As new citizens arrive from other areas, they bring expectations regarding parks and recreation services that can be significantly different than those that have been traditionally provided by the District. It is important to be aware of what newcomers expect in the way of services while at the same time maintaining a strong sense of the existing community and its core values. The District must also remain conscious that new facilities have long term maintenance and replacement costs. If the current rate of growth in Bend slows—not necessarily a likely scenario—costs to maintain services are expected to increase at a rate greater than the 3 percent annual property tax valuation increase allowed under state statute. This could result in a compression of the tax funding available to support existing facilities and programs.
 - ▶ Intergovernmental Cooperation. A key element in the BMPRD 2005 Comprehensive Plan is to be recognized as the guiding document for all park and recreation services planning within the Bend Urban Growth

Boundary and the Bend Urban Area Reserve. The Plan calls for BMPRD to work with the City of Bend to incorporate the Plan by reference into the Bend Urban Area General Plan.

YOUR COMMUNITY 2000 RECOMMENDATIONS

(Shown below are the recommendations of a 1990 community task force charged with planning for Bend in the Year 2000.)

- ▶ Extend Bend city limits and Park District to the urban growth boundaries.
- ▶ Meet or exceed the national standard of 10 acres/1000 for improved park land and greenways, along with an ample reserve of natural areas within the urban growth boundary.

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Over 58% of respondents in the BMPRD 2004 Citizen Survey are either very supportive, or somewhat supportive, of each of the six existing long term goals of the District. The first column beside each goal represents the level of support for the goal. The column on the far right represents the percentage of respondents who indicated that the goal is one of the top four they are willing to fund with more money.

**Support for
Long Term Goals of
Bend Metro Parks
and Recreation District**

Goal	Support for Goal	Top 4 Goals to Fund
Assure that funding is adequate to operate and care for existing parks and recreation facilities (most supported goal)	78%	56%
Assure that funding is adequate to operate and care for existing recreation programs.	71%	46%
Complete the Deschutes River trail system	69%	44%
Acquire important properties to set aside for future open space preservation and park development.	64%	37%
Development and maintenance of athletic fields for youth and adult soccer, baseball, softball, etc.	60%	28%
Build indoor recreation and swim facilities for recreation programs, fitness and sports activities	58%	37%

KEY QUESTIONS

- 1) How can the community assure that future funding will be adequate to operate and care for existing parks and recreation facilities and programs?*
- 2) Are there additional collaborative efforts that can be undertaken with other partners to improve the efficiency and effectiveness of providing parks and recreation services?*
- 3) How can the community meet targeted levels of service (for each park category) as the population continues to grow?*
- 4) What should be the future role of the Parks and Recreation system with respect to the Deschutes River and its use as an open space, scenic and recreational resource for the community?*
- 5) What are the possibilities for the Vince Genna Stadium and property? Should it be left the same, refurbished, expanded, torn down or re-worked?*
- 6) What can the community do to ensure that open spaces and natural areas are protected as the community grows?*
- 7) What is the role and potential for privately held open spaces, natural areas or gardens in the overall parks and recreational picture for the future of Bend?*
- 8) How will public use of parks and recreational facilities change as the Baby Boom generation reaches post-retirement age (ca. 2011–2031) and Generation X reaches its middle and late middle age? What types of facilities and services will become more in demand—and less so?*
- 9) What roles can parks and recreational facilities in Bend play in promoting more energy- and water-conserving forms of recreation and land management on the part of the public in the future?*

10) *Will there be a greater need to address crime in publicly-held parks and recreational facilities in the future, and if so, what strategies can be put into place to do so?*

11) *Is there an expanded role for Bend's parks and recreational facilities to support and promote "eco-tourism" in the future?*

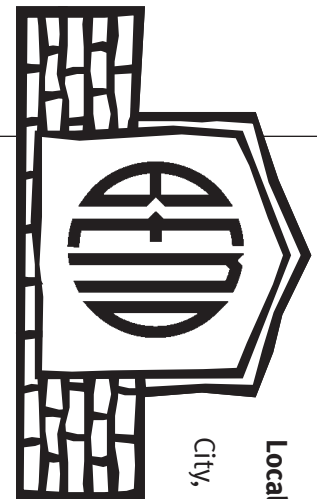
RESOURCES

- ~ Park, Recreation, and Open Space Comprehensive Plan (Final Draft 9/8/05) — Bend Metro Park and Recreation District.
- ~ Bend Metro Park and Recreation District website, <http://www.bendparksandrec.org/>

INTRODUCTION

Local government plays a central role in a community's quality of life.

City, county and special district governments provide the decisions and services that shape, protect, guide and enrich the daily life and evolution of the city over time, whether through police and fire services, planning and land use processes, operation of parks and recreation programs, and more.



Taxpayers everywhere are increasingly aware that they pay for government services

and monitor what they get for their investment. Recent reform efforts across the country and regionally have been aimed at reducing or limiting taxation, increasing government efficiency, and exploring new ways of providing services as well as new ways of funding them. Simultaneously, citizens increasingly look to government for answers and solutions to emerging issues and challenges faced by local communities.

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At the same time, local governments everywhere face new mandates from federal and state governments, limited sources of new revenues, and shifting demands for services from their growing and diversifying populations. It's not simple to balance all these trends and demands, yet for all its challenges, local government continues to be the very foundation of democracy in America.

FAST FACTS

- The City of Bend comprises an area of 32.5 square miles, has a total assessed value of \$5.39 billion, an annual budget of \$182 million, and a staff of 446 people.
- The size of the City's staff has more than doubled from the mid-1990's, matching the meteoric growth of the city's population.
- In its 2005–2006 budget the City identified 4 key future budget stress points: funding the future road system infrastructure; funding its Juniper Ridge development project; revamping the public transportation

program; and fixing storm drainage water from penetrating ground water supplies and entering the Deschutes River.

THE SITUATION TODAY

- ▶ As with all other aspects of Bend, the storyline for the City and its operations for the past decade (and foreseeable future) has been growth—how to predict it, prepare for it, and serve it.
- ▶ Servicing growth has substantially expanded City services, budgets and staffing. It has also fostered significant traffic and parking challenges; increased calls for police, fire and ambulance services; pushed the Community Development Department’s capacity to issue building permits and inspect construction sites beyond expectations; made public transportation a growing issue; caused City planners to recommend increased residential and commercial densities and consider loosening height restrictions on new buildings; stretched existing water supplies to the limit; and generally pushed and prodded every aspect of city service.

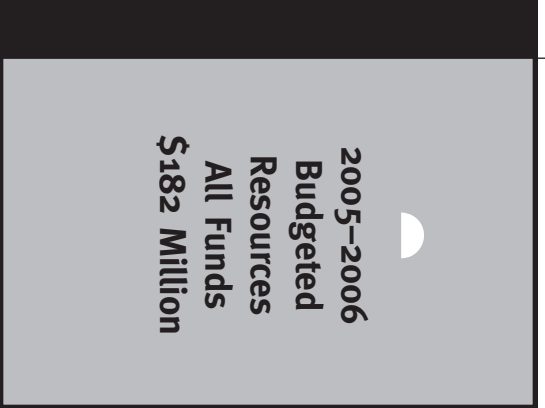
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- ▶ At times, the speed and scope of the growth has also degraded the tenor of public discourse, leading to greater polarization amongst members of the public and more intense public disagreements about how the City and its residents should address the issues that have come with the growth wave.
- ▶ In spite of these pressures—and sometimes because of them—civic activity and social connection in the city continues to be rated very high (see Social Capital ratings page 33), and most people would agree that many good things have come from the growth wave—along with all the challenges.
- ▶ The City of Bend was incorporated in 1905 and operates a Council/Manager form of government with a 7 member City Council each member of which serves a four-year term. The Mayor is elected by Council members, from among its members, and serves a two-year term.
- ▶ A full-time City Manager administers the affairs of the City at the direction and oversight of the Council.

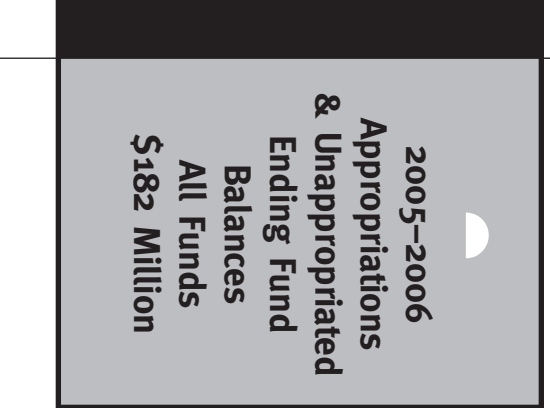
- The Council meets twice monthly to conduct City business and exercise legislative, quasi-judicial and administrative powers. The Council votes on budgets, ordinances and resolutions; hears various appeals of administrative decisions; and provides direction to management staff.
- All Council members, including the Mayor, have one vote to exercise on each official issue, thus placing the duty and responsibility for directing the City in the hands of an elected group of officials of equal rank and power.
- The City Council meets the first and third Wednesday of each month at 7 p.m. in the Council chambers at City Hall. Additional meetings are set, advertised and held as required.
- As of 2005–2006, the City of Bend manages an annual budget totaling \$182 million.

2005–2006 Staffing Comparison		2005–2006 Payroll Category	
Public Works	32%	Payroll Taxes	6%
Information Technology	2%	Salary Wage	66%
Economic Development	2%	Insurance	15%
Public Safety	41%	Retirement	13%
Administration/Finance	8%		
Community Development	15%		

COMBINED SUMMARY OF FINANCIAL SOURCES AND USES

Debt Proceeds	4%	 <p>2005-2006 Budgeted Resources All Funds \$182 Million</p>
Transfers	9%	
Taxes	14%	
Intergovernmental	19%	
License & Permits	3%	
Charges for Services	23%	
SDC's	7%	
Working Capital	29%	
Other	4%	

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Debt Service	5%	 <p>2005-2006 Appropriations & Unappropriated Ending Fund Balances All Funds \$182 Million</p>
Transfers	14%	
Contingency	7%	
Personal Services	23%	
Material & Services	15%	
Capital Outlay	24%	
Unappropriated Fund Balance	6%	
Other Requirements	7%	

COMBINED SUMMARY OF FINANCIAL SOURCES AND USES

Analysis of Revenue Sources	
Debt Proceeds	7%
Property Tax	17%
Transient Room Tax	3%
Franchise Tax	5%
Intergovernmental	5%
Development Fees & Permits	7%
Fines & Forfeits	1%
Charges for Services	20%
SDC's	13%
State Shared	4%
Utility User Fees	17%
Other User Fees	1%

- The City Council meets the first and third Wednesday of each month at 7 p.m. in the Council chambers at City Hall. Additional meetings are set, advertised and held as required.
- As of 2005–2006, the City of Bend manages an annual budget totaling \$182 million.
- The City of Bend employs 446 people, covers an area of 32.5 square miles and has a total assessed valuation for all taxpayers of \$5.39 billion.
- Among new programs unveiled as part of the 2005–2006 City Budget were the following. This diverse set of initiatives could be seen as setting the current strategic direction of the City:

- ~ **A Wastewater Industrial Pre-Treatment Program:** Bend's wastewater treatment plant has exceeded federal threshold volumes and is therefore required to put a significant number of industrial users of the sewage system on a mandatory pre-treatment program.
- ~ **Surface Water Management (Storm Water Drainage):** The program will seek to remedy the potential problem of old drill and bore holes (created to collect storm water) possibly infiltrating the ground water supply and also sending drainage waters directly into the Deschutes River.
- ~ **A Crime Prevention Unit for the Police Department:** To target and sustain investigations of repeat criminal offenders and thereby reduce criminal activity in the community.
- ~ **A Wide Area Wireless Network:** This proprietary network will be used by local police and area law enforcement agencies.
- ~ **Juniper Ridge Urban Renewal Area:** A multi-use, city-sponsored development project on 1,500-acres of city-owned land north of the existing city limits to include a university, sustainable industrial development and residential areas.

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- ▶ City Management has identified the following current budgetary “Stress Points” going forward. This set of issues could be seen as defining current strategic challenges facing the City:
 - ~ Future funding of the transportation infrastructure (roads, intersections, round-about, bridges, etc).
 - ~ Establishing an ongoing funding source for the Juniper Ridge project.
 - ~ Significantly altering the business and operational plan for the Public Transit System to provide affordable and sustainable service.
 - ~ Altering the means by which the city manages its surface water (storm drainage) system and identifying a funding source.
- ▶ The City employs a number of budgetary Fund categories to facilitate oversight and management of City

assets and revenues. They reflect the breadth of the City's mission. These include:

~ **Capital Projects Funds** (the Improvement District Construction Fund, the Downtown Plan Area Construction Fund and the Juniper Ridge Plan Area Construction Fund).

~ **Proprietary Funds** (Enterprise Funds: The Airport Fund, the Cemetery Fund, the Water Fund, the Sewer Fund, the Downtown Parking Fund, and the Surface Water Fund).

~ **Internal Service Funds** (the Garage Division, the Information Services Division, the Facility management Division, the Engineering Division, the Public Works Administration and Support Services Division, the Risk Management Division, the Administrative and Financial Services Division and the Urban Renewal/Economic Development Department).

~ **Fiduciary Fund** (the Park Development Agency Fund).

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(Citizens may view and review details of the current City of Bend budget and these funds by visiting the City's website at: www.ci.bend.or.us/online_forms/budget_2005-06.html)

LOOKING TO THE FUTURE

Having sustained nearly 6 percent annualized growth for the past 15 years City of Bend staff are somewhat accustomed to the continuous increase in demands. However, continued growth at these levels will place significant pressure in several other areas including:

- ▶ Correctly gauging and planning for future growth within the City limits.
- ▶ Ensuring that the proper development codes, fees and inspection systems are in place and able to accommodate the continuing growth.
- ▶ Managing the needed expansion of the Urban Growth Boundary and Reserve.

- ▶ Successful management and funding of the Juniper Ridge project.
 - ▶ Successful management and refinement of the road system and traffic/parking challenges.
 - ▶ Oversight of housing and land use policies that provide suitable future housing for all economic levels.
 - ▶ Economic development strategies to attract and sustain family wage capable businesses.
 - ▶ Successful oversight and management of a public transportation system that renders city wide service at affordable prices—without breaking the city’s budget.
 - ▶ Successfully meeting the increases in demand for basic city services.
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- ▶ Addressing the growing methamphetamine problem and increasing staffing needs for the Police Department.
 - ▶ Balancing the need to sustain the natural environment of the City and Central Oregon as well as the strong sense of community with the growing pressures of urbanization and development.
 - ▶ Addressing the space squeeze in city-owned facilities perhaps through the construction of a new city hall.
 - ▶ Projecting the impact of an aging society and work force on future city tax revenues and services.

YOUR COMMUNITY 2000 RECOMMENDATIONS

(Shown below are the recommendations of a 1990 community task force charged with planning for Bend in the Year 2000.)

- ▶ Every effort should be made to coordinate future planning among all government entities and their subordinate organizations involved in short- and long-term planning.
- ▶ Growth should be managed to ensure that Bend and Central Oregon remain environmentally sound and economically diverse; and that the quality of life we have come to enjoy is sustainable for the future, not only for ourselves, but for our children.

- ▶ Public services infrastructure and the general resources necessary to sustain our desired quality of life should be synchronized with new development.
- ▶ The overall growth patterns for the twenty-first century should be directed with the intent of realizing the vision, values and character of Bend.

KEY QUESTIONS

Given the city's continued growth and a future population of 100,000, in planning for the next 25 years:

- 1. What are the key areas of strategic concern for the future of the community facing the City and local government in general? How will they shift over time? How should the City organize itself to address them?*
- 2. Given the constraints of state law, how can the City ensure adequate and stable sources of funding for City facilities, services and operations over the long term? What are viable, long-term alternative sources of funding? What role if any should the private sector or major foundations, play in the funding of local government?*
- 3. How can the City better handle growth? Specifically, what changes can or should the City implement in order to better manage the demands placed upon the City as an institution due to sustained population growth and new development?*
- 4. How should the City approach the further expansion and development of critical infrastructure in the coming years in order address future growth and development?*
- 5. What are the right priorities to maintain our quality of life given our prospective growth? How can the City help honor the community's core values while still addressing the challenges of new growth and development?*
- 6. What mechanisms should be put into place to ensure that an ongoing, long-range and strategic perspective is brought to bear on all City plans, decisions and actions?*
- 7. How can the public be involved in discussing and providing input on key issues facing the future of the*

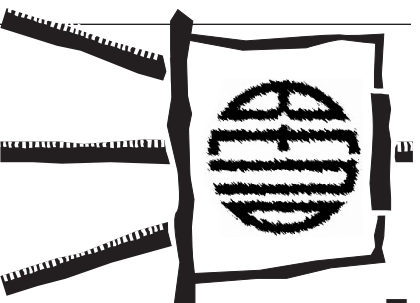
- community and local government? What new methods for public engagement and outreach can be put into place?*
8. *How can the City assure that its structure affords equal opportunity and access for all?*
9. *How can the City work more effectively with other local and regional governmental agencies and public institutions in addressing the challenges of growth and change?*
10. *Local law enforcement is seeking to deploy city wide wireless communications technology in the future; should the City pursue a parallel effort to create a wireless zone for use by the general public?*

RESOURCES

- ~ The City of Bend Budget 2005–2006
- ~ Your Community 2000, Report to the Community of Bend, 1992

Culture AND THE ARTS

CHAPTER 16



INTRODUCTION

Culture and the arts can bring Technicolor and meaning to the often black-and-white existence of daily routine.

Whether in the form of museums, galleries, special events, theater, dance, or music, they enhance our lives and help define a community's unique identity.

Even though Bend has always been shaped and defined by its spectacular natural environment, it has also historically embraced the arts and their contribution to our mutual community story.

FAST FACTS

- ▶ 7 in 10 residents of Bend see the arts as personally important to them.
- ▶ 9 in 10 say the community would benefit from more arts activities and events
- ▶ Virtually all Bend's arts organizations experience annual budgetary shortfalls.
- ▶ A performing arts center and stable funding top the wish list for Bend's arts community.

THE SITUATION TODAY

The depth and variety of cultural resources in Bend has been steadily growing over the past decade. The area supports an array of historic sites, museums and events; folkloric traditions and activities; a growing number of literary, visual and performing artists and crafts people; a host of well received musical, theater, poetry, arts and other events; all in addition to exceptional recreational opportunities.

Bend and Deschutes County are also at the center of the fastest growing region in the state of Oregon, which presents both challenges and opportunities to the region's arts and cultural assets.

On the one hand, the community's burgeoning population base has led to an increased interest in and demand for local cultural activities and events. Likewise, Central Oregon enjoys a growing reputation as a prime tourist destination—which benefits the region economically.

With such growth, however, comes challenges. It is increasingly important that the area's arts and cultural resources—both natural and historic—be protected; that all residents have access to cultural activities regardless of income level; and that the diversity of cultural groups, activities and individuals is maintained. Despite its rapid growth, Bend has no overarching, centralized arts organization. However, Deschutes County has empanelled The Deschutes Cultural Coalition which has adopted three priorities to promote all aspects of the county's arts, heritage and humanities resources.

These priorities include:

- ~ Support existing cultural resources and encouraging greater awareness of local culture.
- ~ Strengthen the relationship between local cultural resources and tourist-based businesses.
- ~ Ensure that cultural resources are accessible to all residents.

These priorities along with specific strategies, quantitative benchmarks, and qualitative indicators of success should help the Deschutes Cultural Coalition ensure the continued growth and vibrancy of the county's arts and cultural resources.

ASSESSMENT DATA

In 2004, the planning arm of the County's Cultural Coalition conducted a region-wide survey. Tabulation of the survey of Deschutes County residents' attitudes towards cultural activities showed that:

- ▶ Residents see cultural activities as very important to them personally (73 percent), and to the county's economy (84 percent).
- ▶ Activities associated with the arts and performances were favorites, with museum programs and community events a close second.

- ▶ Heritage activities, including local history and archaeological sites, rated high, as did library programs and films.
- ▶ Only half of those surveyed felt that there were enough activities in the arts and heritage areas, and only one-third felt that there were enough activities in the humanities.
- ▶ 80–90 percent wanted more programs available.
- ▶ Most (81 percent) participated in cultural events as an audience member, but slightly over half committed themselves as financial donors (52 percent), or as volunteers (54.3 percent).
- ▶ When asked to evaluate the proposed goals for the County’s cultural plan, 82 percent agreed that supporting existing cultural resources and encouraging greater awareness of local culture is important, 72 percent agreed that improving access to events is important, and 64 percent agreed that cultural tourism is an important goal.

LOOKING TO THE FUTURE

Supporters of the arts in Bend identify four areas of opportunity for the decade ahead:

- ▶ Consider establishment of a regional Arts Council to hear and blend the varied voices of today’s arts community into a more cohesive and singular voice; and to undertake planning to optimize facilities development and fund raising and to represent the arts in discussion with government agencies and the community as a whole.
- ▶ Continue efforts to properly conceive and construct a performing arts center in Bend. Arts advocates support the development of a center that is a focal point for the performing arts as well as an incubator and education hub for the development of new artists and artistic vision.
- ▶ Explore the possibility of a centralized funding mechanism for the arts—a sort of United Way for the arts community, according corporations, philanthropists and individuals a well-defined, annual avenue for support of the arts.

- ▶ Convince the City of Bend that it can serve a valuable role as convener, benefactor, and encourager of the arts by publicly stating its support for and appreciation of the cultural assets of the region.

YOUR COMMUNITY 2000 RECOMMENDATIONS

(Shown below are the recommendations of a 1990 community task force charged with planning for Bend in the Year 2000.)

- ▶ Develop a feasibility study leading to the realization of a multi-use civic/cultural center for Bend.

KEY QUESTIONS

- 1) *How can the city ensure that there are ample opportunities to access arts and culture for all residents?*
- 2) *How can the community best support local artists, musicians, writers, dancers and other performing artists? What role can the Bend school district, COCC and OSU/Cascades play in meeting the needs of arts and culture in the community?*
- 3) *How can Bend both promote and benefit from arts and culture as a tourism activity? Are there innovative connections to be made between Bend's natural environment, ecotourism and the arts?*
- 4) *How could a new Performing Arts Center best contribute to and serve the community? What features and facilities should it offer? How should it tie into the future redevelopment of the community?*
- 5) *How can the community assist in building philanthropic support for the arts?*
- 6) *How can the community use arts and culture to the benefit of the existing local economy and to help build the new economy of Bend in 2030?*

RESOURCES

- ~ Deschutes County Cultural Plan, 2003
- ~ Cascade Art & Entertainment Cultural Directory, 2004

A PARTIAL INVENTORY OF BEND'S CULTURAL ASSETS

<p>Artists Associations/Guilds/Unions</p> <p>Artists Local 101</p> <p>Arts Central</p> <p>(Mirror Pond Gallery, Arts in Education)</p> <p>Bend Gallery Association</p> <p>Cascade Camera Club</p> <p>Central Oregon Film & Video Association</p> <p>Central Oregon Metal Arts Guild</p> <p>Central Oregon Songwriters Association</p> <p>Central Oregon Spinners & Weavers Guild</p> <p>Farewell Bend Writers Roundtable</p> <p>High Desert Art League</p> <p>Oregon Arts Commission</p> <p>People of Letters & Lyrics</p> <p>Plein Air Painters of Oregon</p> <p>Raku Artists of Central Oregon</p> <p>Sagebrushers Art Society</p> <p>Fairs/Festivals/Celebrations/Events</p> <p>Bank of the Cascades Bend Summer Festival</p> <p>Bend Downtowners Art Hop</p> <p>Bend Fall Festival</p> <p>BendFilm Festival</p> <p>Bend Winter Carnival</p> <p>Cascade Cycling Classic</p> <p>Cascade Festival of Music</p> <p>Clear Summer Nights Concert Series</p>	<p>Farmer's Markets</p> <p>First Friday Art Walks</p> <p>Fourth of July Festival and Pet Parade</p> <p>Les Schwab Amphitheater Music and Event Series</p> <p>Munch 'n Movies</p> <p>Munch 'n Music</p> <p>The Pole, Pedal, Paddle Race</p> <p>Red, White & Blues Festival</p> <p>Saturday Markets</p> <p>Sunriver Music Festival</p> <p>Performing Arts Organizations</p> <p>Cascade Chorale</p> <p>Cascade Winds Symphonic Band</p> <p>Cascade School of Music</p> <p>Central Oregon School of Ballet</p> <p>Central Oregon Symphony Association</p> <p>Kumpania International Folkdancers</p> <p>Le Fiesta Flaminco</p> <p>Obsidian Opera</p> <p>Youth Choir of Central Oregon</p> <p>Theatres</p> <p>2nd Street Theater</p> <p>Bend Theatre for Young People</p> <p>Candlelight Dinner Cabaret Theatre</p> <p>Central Oregon Community College</p> <p>Magie Circle Theatre</p> <p>& Magie Circle Dance Theatre (COCC)</p> <p>Cascades Theatrical Company</p> <p>Tower Theater</p>	<p>Public Art</p> <p>Art in Public Places—Bend Foundation</p> <p>Ethnic Organizations</p> <p>Caledonian Society of Central Oregon</p> <p>High Desert Celtic Society</p> <p>Sons of Norway Hall</p> <p>Heritage/Historical Museums</p> <p>Des Chutes Historical Center Museum</p> <p>The High Desert Museum</p> <p>Working Wonders Children's Museum</p> <p>Heritage Organizations</p> <p>Deschutes County Historical Society</p> <p>Deschutes County Historical Landmarks Commission</p> <p>Historic Buildings/Sites</p> <p>Bend Old Town Historic District</p> <p>Drake Park Pavilion</p> <p>Humanities Organizations</p> <p>American Association of University Women</p> <p>Deschutes County Chapter of the League of Women Voters</p> <p>Friends of the Deschutes County Library</p> <p>The Nancy R. Chandler Visiting Scholar Program</p> <p>Human Rights Organizations</p> <p>Human Dignity Coalition</p>	<p>Libraries</p> <p>The Deschutes County Library System</p> <p>The COCC Library</p> <p>Art Instruction School Programs/Workshops</p> <p>Art in the Mountains</p> <p>Art Station</p> <p>Art/Works</p> <p>Cascade Community School of Music</p> <p>Central Oregon Community College</p> <p>Creative Arts School</p> <p>Hart Art</p> <p>Performance Art Instruction</p> <p>2nd Street Theater</p> <p>Central Oregon Community College</p> <p>Central Oregon School of Ballet</p> <p>Fiesta Flamenca</p> <p>Gotta Dance</p> <p>New Paths: Creating & Promoting Cultural Diversity</p> <p>Terpsichorean Dance Studio</p> <p>The Vibe</p> <p>Photo/Mdeo/Film</p> <p>Cascade Camera Club</p> <p>Gnass Photo Images, Inc.</p> <p>Writing Groups</p> <p>Christian Writers Guild</p> <p>Farewell Bend Writers Roundtable</p> <p>Writing Ranch</p>
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