



Bend Park & Recreation District

September 15, 2026

Board of Directors

Agenda and Reports

www.bendparksandrec.org



play for life



Our Vision

To be a leader in building a community connected to nature, active lifestyles and one another.

Our Mission

To strengthen community vitality and foster healthy, enriched lifestyles through parks, trails and recreation.

Our Community Pledge

To reflect our community, welcome and serve equitably, and operate with transparency and accountability.

We Value

COMMUNITY by interacting in a responsive, considerate and efficient manner to create positive patron experiences and impact in the community.

INCLUSION by reducing physical, social and financial barriers to our programs, facilities and services, and making them more equitable for all.

SAFETY by promoting a safe and healthy environment for all who work and play in our parks, trails, facilities and programs.

STAFF by honoring the diverse contributions of each employee and volunteer, and recognizing them as essential to accomplishing our mission.

SUSTAINABILITY by fostering a balanced approach to fiscal, environmental and social assets to support the health and longevity of the district, the environment and our community.



District Office

799 SW Columbia St., Bend, Oregon 97702 | www.bendparksandrec.org | (541) 389-7275



Board of Directors

September 15, 2026

District Office Building | 799 SW Columbia | Bend, Oregon

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AGENDA

4:00 pm EXECUTIVE SESSION

The Board will meet in Executive Session pursuant to ORS 192.660(2)(e) and (h) for the purpose of discussing real property transactions and consulting with legal counsel regarding current litigation or litigation likely to be filed. This session is closed to all members of the public except representatives of the news media. Representatives of the news media who wish to attend should contact Natalie Macsalka at nataliem@bendparksandrec.org

The board of directors will hold its bi-monthly regularly scheduled meeting. In accordance with Oregon state law, this meeting is open to the public and may be attended in person or remotely.

In-person: Community Room at 799 SW Columbia St. Bend, OR 97703

Virtual/remotely: There are two ways to join remotely:

- Via Zoom: click the link below and enter the passcode:
<https://us02web.zoom.us/j/82090205722?pwd=r2xxgqqgmnmLhVTp9yi3zJyn8cyLI7.1>
- **Passcode:704100**
- **Telephone:** Call 1 669 900 6833 and enter the webinar ID: 82090205722 and passcode: 704100

5:30 pm CONVENE MEETING

ROLL CALL

VISITORS

The Board welcomes comments on district-related topics. This time is for listening only and is not intended to be a dialog with the board. Comments are limited to three minutes and may be provided in person or virtually. In-person speakers must complete a comment card and submit it to staff. Virtual participants should use the "Raise Hand" feature and will be called in the order received. Cameras and microphones should be enabled. If follow-up is needed, staff will respond after the meeting. Thank you for your involvement.

WORK SESSION

1. Strategic Plan FY2026 Update (15 min) Natalie Macsalka

EXECUTIVE DIRECTOR'S REPORT

MEETING SUMMARY – 8/18/2026

REPORTS—Project Report

BOARD MEETINGS CALENDAR

GOOD OF THE ORDER

ADJOURN

Accessible Meeting/Alternate Format Notification

This meeting location is accessible. Sign and other language interpreter services, assistive listening devices, materials in alternate format or other accommodations are available upon advance request. Please contact the Executive Assistant no later than 24 hours in advance of the meeting at nataliem@bendparksandrec.org or 541-706-6151. Providing at least 2 business days' notice prior to the meeting will help ensure availability.

BOARD AGENDA COMMUNICATION

AGENDA DATE: September 15, 2026

SUBJECT: 2025 Strategic Plan – Fiscal Year 2025/2026 Action Items

STAFF RESOURCE: Natalie Macsalka, Assistant to the Executive Director

PREVIOUS BOARD ACTION: March 4, 2025, Action Item Update
October 15, 2024: Strategic Plan Adoption

ACTION PROPOSED: None

STRATEGIC PLAN: N/A

BACKGROUND

The fiscal year 2024-2029 Strategic Plan (plan) (attachment A) was adopted by the district's board of directors on October 15, 2024. Since the plan's adoption, district staff have developed annual action plans to advance the plan's 20 strategies.

The FY 2026 actions, summarized in Attachment B, have been completed and will be reviewed with the board. Of the 67 action items identified for FY 2026, 54 were completed and 13 were carried forward into the FY 2027 action plan.

Strategic Plan actions will continue to be developed and evaluated annually. Implementation of the FY 2027 actions is currently underway and is expected to be completed by June of 2027.

BUDGETARY IMPACT

Funding for the completion of the identified fiscal year 2027 action items is incorporated into the district's current budget.

STAFF RECOMMENDATION

None

MOTION

None

ATTACHMENTS

- A. [Fiscal Year 2024-2029 Strategic Plan](#) (available online)
- B. Fiscal Year 2025/2026 Completed Action Items
- C. Fiscal Year 2026/2027 Planned Action Items

The background of the entire page is a large, vibrant photograph of a splash pad at a park. Numerous people, including children and adults, are seen playing in the water. The scene is bright and sunny, with tall pine trees in the background and a modern building to the left. The water is splashing, creating a dynamic and lively atmosphere.

2024 - 29 strategic plan

BEND PARK & RECREATION DISTRICT

Bend, Oregon | bendparksandrec.org

October 15, 2024

play for life



what's inside



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ACKNOWLEDGEMENTS

BOARD OF DIRECTORS: 2024-25

Jodie Barram, Board Chair
 Donna Owens, Vice Chair
 Nathan Hovekamp
 Cary Schneider
 Deb Schoen

EXECUTIVE TEAM

Michelle Healy, Executive Director
 Don Horton, Executive Director (*Outgoing*)
 Kristin Toney, Administrative Services Director
 Julie Brown, Community Engagement Director
 Kathleen Hinman, Human Resources Director
 Theresa Albert, Human Resources Director (*Outgoing*)
 Sasha Sulia, Park Services Director
 Brian Hudspeth, Planning & Development Director
 Matt Mercer, Recreation Services Director

STRATEGIC PLAN PROJECT TEAM

Rachel Colton, Park Planner,
 Strategic Plan Project Manager
 Kristin Toney, Administrative Services Director
 Kelsey Schwartz, Planning & Property Specialist
 Colleen McNally, Marketing Manager

DISTRICT STAFF

More than 200 district staff members participated in and contributed to the development of the Strategic Plan.

BEND PARK & RECREATION DISTRICT

799 SW Columbia St., Bend, Oregon 97702
 phone: 541-389-7275
 email: info@bendparksandrec.org
 website: bendparksandrec.org

For more on the
 2024-29 Strategic Plan,
 visit [bendparksandrec.org/
 strategicplan](http://bendparksandrec.org/strategicplan)





strategic plan

EXECUTIVE SUMMARY

Planning for the future of Bend Park and Recreation District is one of the most important things we can do to assure that the resources we are entrusted to manage are of maximum benefit to our community and visitors.

The Bend Park and Recreation District's Strategic Plan guides our organization on how to best bring our mission and values to life for the next five years (Fiscal Year 2024-25 to Fiscal Year 2028-29). As we embark on this next strategic journey, our focus remains on leveraging our strengths, addressing weaknesses, capitalizing on opportunities, and navigating potential threats in sustainable ways to enable us to be the most efficient and effective organization.

The Strategic Plan is an internally focused document that identifies our vision, mission, community pledge, organizational values and the strategies to help us achieve our identified strategic goals. It is used to help inform our long-range plans and budgets, and will be used by staff in their day-to-day operations, decision-making, and long-term planning.

This plan is more than a guide; it is a testament to our dedication to providing recreational services, maintaining and growing our parks and trails, and fostering a sense of community connection and pride. With the next five years of growth and change ahead, we remain confident that we have a talented, dedicated and enthusiastic team in position to provide amazing parks, trails, facilities, recreation programs, and events that will help Bend residents and visitors play for life.



our vision

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our mission

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community pledge

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STAFF by honoring the diverse contributions of each employee and volunteer, and recognizing them as essential to accomplishing our mission.

SUSTAINABILITY by fostering a balanced approach to fiscal, environmental and social assets to support the health and longevity of the district, the environment and our community.

planning & engagement process

This intentional and flexible plan was developed through a comprehensive process that was driven by data, and staff, board and community feedback. Key elements of plan development include:

DATA REVIEW: Having a solid foundation was critical to the development of this plan. In order to ensure the plan was informed by relevant data, the team reviewed a dozen data sources, including, but not limited to the current Strategic Plan, 2018 Comprehensive Plan, 2022 Community Perception Survey, 2022 Employee Survey, 2022/2023 Recreation Annual Report, 2023 Community Needs Assessment Survey, applicable district policies, Diversity Equity and Inclusion (DEI) Action Plan, and the district's mission, vision and values.

STAFF & BOARD ENGAGEMENT: Given the internal facing nature of this document, extensive staff and board engagement was a critical element of plan development. This included the opportunity for all staff members to take a survey to provide feedback on the district's strengths, weaknesses, opportunities and threats (SWOT), as well as focus groups with the board, executive team and leadership team to discuss this same topic. This engagement included numerous focus groups to reach alignment around the key strengths, weaknesses, opportunities and threats of the district, which ultimately played a critical role in the development of key plan elements. The entirety of staff was kept engaged as the process progressed through regular email updates and feedback opportunities.

DRAFT PLAN DEVELOPMENT: The draft plan was developed and reviewed internally before it was posted to the district's website for public and board review. The district's board provided feedback on the plan at a publicly noticed meeting where the community also had the opportunity to provide feedback. The plan was finalized after consideration of all feedback and relevant plan updates.

217
Employee
survey
responses

6
Executive Team
focus group
meetings

3
Board of
Directors
meetings

2
DEI
Committee
meetings

12
Documents/
community
survey results
reviewed

5
Leadership
Team
focus group
meetings

strengths

- **ASSETS** – well maintained parks, trails and facilities
- **COMMUNITY SUPPORT** – positive reputation
- **FUNDING** – dedicated funding and fiscally responsible
- **PROGRAMMING** – diverse and high-quality offerings
- **STAFF** – talented, dedicated, passionate and knowledgeable

weaknesses

- **COMMUNICATION** – internal and external
- **FACILITY/PROGRAM CAPACITY** – high demand/use
- **STAFF CAPACITY** – high workloads
- **STAFFING & STAFF TURNOVER**
- **WAGES/BENEFITS** – be competitive and recognize cost of living

SWOT Analysis

A Strengths, Weaknesses, Opportunities and Threats (SWOT) analysis is a method that yields data to help organizations develop goals and strategies to meet their objectives, improve efficiency and fulfill their missions. The analysis was a key part of our plan's development. Each SWOT element received more than 300 individual comments which were distilled to the five bullets shown here, exemplifying the key messages heard.

opportunities

- **CHANGING COMMUNITY/WORKFORCE DEMOGRAPHICS**
- **FUNDING OPTIONS** – more grants and alternative funding
- **MAINTAIN** – take care of assets and protect natural resources
- **PARTNERSHIPS** – expand and enhance partnerships
- **PROGRAM & ASSET FOCUSED EXPANSION** – expand in key areas

threats

- **AFFORDABILITY** – for the district, its employees and the community
- **CLIMATE** – ice storms, high heat, poor air quality and fires
- **COMPETITION FOR DISTRICT FUNDING & STAFF**
- **CRIME & MISBEHAVIOR**
- **RAPID POPULATION GROWTH & DEVELOPMENT**



guide to the strategic plan

The key elements of this strategic plan are the foundational priorities, goals and strategies. They exemplify what is important to the district, what we are trying to achieve as we look towards the future, and how we will achieve it.

priorities

Key focus area in which the district will invest time, energy and resources.

goals

Outcomes intended to result from the district's dedication of resources, attention, and effort to help achieve a desired future state.

strategies

Define where the district will focus our efforts to achieve established goals.



priorities

Throughout the strategic planning process, a theme of priorities became clear. These priorities are the key focus areas that will help us achieve our long-term vision, and where we will invest time, energy and resources.

These are the areas in which the district will invest time, energy, and resources.

team
service
community





priorities, goals and strategies

team

GOAL 1: Attract and retain qualified employees at staffing levels that support desired service levels

STRATEGIES:

- a. Align recruitment, on-boarding and retention practices with the desired needs, work experiences and work practices of employees
- b. Build staffing plans to maintain the desired level of service
- c. Be competitive with other employers' wages and benefits

GOAL 2: Foster a workforce that is heard, informed, involved and valued

STRATEGIES:

- a. Continue to develop a collaborative and welcoming work culture across departments and between all levels of the organization
- b. Offer diverse recognition and appreciation programs



priorities, goals and strategies

team

GOAL 3: Invest in the growth and development of all district employees

STRATEGIES:

- a. Support a culture of learning and growing by providing support for staff to access training
- b. Provide opportunities for employees to contribute in areas beyond their daily activities, and advance in the organization

GOAL 4: Support the well-being and safety of all district employees

STRATEGIES:

- a. Keep up with changing workforce needs and adapt how the district works to enhance employee experiences
- b. Identify opportunities to enhance a welcoming, safe and inclusive work environment



priorities, goals and strategies

service

GOAL 1: Maintain quality, clean and safe parks, trails and facilities

STRATEGIES:

- a. Take care of what we have by prioritizing investment in existing assets
- b. Develop and use data and best practices to increase work efficiency, and use benchmarks to track progress over time

GOAL 2: Support the recreational needs of an evolving community through programming, parks, trails and facilities

STRATEGIES:

- a. Maintain adopted levels of service targets for parks, trails and facilities
- b. Monitor and adapt programming to meet community needs

GOAL 3: Steward fiscal resources, and further environmental and social sustainability

STRATEGIES:

- a. Use financial modeling and other planning tools to holistically evaluate, plan and forecast necessary expenditures for system expansion, operations and maintenance
- b. Continue efforts to be responsible stewards of the natural environment and evaluate and identify opportunities to respond to changing environmental conditions
- c. Provide opportunities for building community connections and foster belonging



priorities, goals and strategies

community

GOAL 1: Deliver positive patron and community experiences by offering services that are accessible, responsive to patron feedback, and welcoming to all

STRATEGIES:

- a. Develop and redevelop parks, trails and facilities to ensure they are welcoming and inclusive
- b. Plan and create welcoming, inclusive, safe and accessible opportunities and programs that address barriers to participation

GOAL 2: Expand and leverage collaborations to increase impact

STRATEGIES:

- a. Dedicate resources to seek grant and alternative funding opportunities to support priorities
- b. Strategically align with partners that enhance the district's efforts



plan implementation

This plan is intentionally broad and adaptable, in order to support creativity and allow for changing conditions. It does not include actions or performance measures, which are intended to be developed as part of plan implementation. These actions should align not only with the goal and strategies within the plan, but also the district's budget and staff workloads. Identified actions are intended to not just be a box to check off. They should be something that truly moves the needle in helping the district meet its identified goals.

The district's leadership team will be responsible for development and completion of actions, in partnership with the strategic planning team. The recommended process for plan implementation is illustrated on the following page. The first year of this process will be unique given that no actions have been developed to date.

In addition to the quarterly leadership team meetings identified on the next page, action specific meetings may occur as necessary to help facilitate completion of action items. The intent of the Annual Strategic Plan Cycle graphic is to illustrate the broad scope of what the leadership team will address at each of the quarterly meetings.

To help the district track progress towards achieving goals identified within the plan, performance measures will be refined, developed and tracked. The district currently has a total of 14 performance measures that were developed as part of the 2019-2024 Strategic Plan, which will be re-evaluated as part of the implementation of this Strategic Plan. As part of the quarterly leadership team meetings, the Strategic Plan team will present opportunities for adding, removing and changing existing performance measures to better align with this Strategic Plan. Performance measure updates will be provided to the board annually at the board workshop.

ANNUAL STRATEGIC PLAN CYCLE

FALL

Develop actions and identify champions to lead work for each strategy. After year one, the team will report on action item status, and re-evaluate and add/remove actions as necessary.

SUMMER

Discuss action item progress and amend actions as necessary. Prepare for Strategic Plan action item update during board work session.

WINTER

Report on action item progress and amend actions as necessary. Evaluate existing performance measures and consider new ones. Prepare for Strategic Plan update at annual board workshop.

SPRING

Report on action item progress and finalize any action item changes.



**The future is not
some place we are going to,
but one we are creating.**

**~ John Schaar,
American Political Theorist**

play for life



BEND PARK AND RECREATION DISTRICT 2024-2029 STRATEGIC PLAN 2025/2026 COMPLETED ACTIONS

Attachment B

Team

1. Attract and retain qualified employees at staffing levels that support desired service levels
2. Foster a workforce that is heard, informed, involved and valued
3. Invest in the growth and development of all district employees
4. Support the well-being and safety of all district employees

Completed:

- 1a. Develop a consistent onboarding process for new employees
- 1a. Review turnover with different departments and work areas to better understand where issues exist and develop strategies to address challenges.
- 1c. Benchmark other agency wages and benefits and review for competitiveness
- 1c. Complete Classification and Compensation Study
- 2a. Evaluate Committees for Effectiveness - Review all district committees to identify opportunities for increased impact and efficiency
- 2a. Research, Review, and recommend DEI training and roll-out.
- 2a. Schedule a Town Hall style meeting for Michelle and staff to review the employee engagement survey and provide district updates.
- 2b. Survey staff about ideas for adjustments to the recognition and appreciation program.
- 2b. Celebrate the successes and current benefits of the recognition and appreciate programs (like gift card winners from impression drawings, more vacation provided over time as a longevity reward, lifetime facility passes, retirement celebrations, etc.) at staff meetings like the Huddle and Scoop
- 2b. Introduce Team Spotlight Series, choose 3 departments to highlight the work they do to the district.
- 3a. Improve channels of communication for existing training and development opportunities
- 3a. Create a criteria or process for external trainings that involve travel
- 3b. Evaluate professional aspirations with goal setting on annual performance evaluations with a focus on growth in the district



**BEND PARK AND RECREATION DISTRICT
2024-2029 STRATEGIC PLAN
2025/2026 COMPLETED ACTIONS**

Attachment B

Team (cont.)

1. Attract and retain qualified employees at staffing levels that support desired service levels
2. Foster a workforce that is heard, informed, involved and valued
3. Invest in the growth and development of all district employees
4. Support the well-being and safety of all district employees

Completed:

- 3b. Formalize the CPRP Study Group Test Support, includes study material, test fee and group study instruction
- 3b. Create a suggestion box in Paylocity Community for suggestions and questions for all committees
- 4a. Invite staff to review the results of the employee engagement survey to understand the needs of staff
- 4a. Create staff survey for priority benefits (combined with recognition survey)
- 4a. Create actions in response to Employee Engagement Survey
- 4b. Adopt facilities code of conduct
- 4b. Develop communications campaign to inform staff and the public about rules and expectations
- 4b. Benchmark with other organizations through the employee engagement survey to see how the district is performing.
- 4b. Update Mutual Respect Policy.

Continued:

- 1b. Implement a position tracking system in Paylocity (AKA Positioning management of position control) to help with tracking the number and type of positions, and monitoring positions and their budgets.
- 2b. Document existing district recognition and appreciation programs, evaluate if the programs have been effective and identify who uses the programs
- 3a. Create electronic content for the SDI series to support the in-person training

** The listed numbers and letters correspond to identified goals and strategies in the [Strategic Plan](#).*



**BEND PARK AND RECREATION DISTRICT
2024-2029 STRATEGIC PLAN
2025/2026 COMPLETED ACTIONS**

Attachment B

Service

1. Maintain quality, clean and safe parks, trails and facilities
2. Support the recreational needs of an evolving community through programming, parks, trails and facilities
3. Steward fiscal resources, and further environmental and social sustainability

Completed:

- 1a. Refine energy cap dashboard for applicable staff responsible for monitoring utilities.
- 1a. Re-survey the districts tree survey using GIS creating a tree layer that can be easily updated in neighborhood and community parks.
- 1a. Review use and setup of fleet vehicles, create standards for use, acquisition and replacement.
- 1a. Develop a plan to use Placer AI to evaluate asset management, facility usage in parks and natural areas to identify assets and activities that drive higher use (trash cans, portable toilets, etc.)
- 1a. Use data loggers to monitor MEP systems and seek operational efficiencies and identify potential issues.
- 1b. Establish a program to evaluate existing and new programs and services for efficiency and lean practices.
- 1b. All departments will evaluate programs/services for need, costs and efficiency; identify 3 opportunities
- 2a. Consider development and use of a LOS metric for indoor facilities.
- 2a. Complete mid-term update to the district's comprehensive plan
- 2b. Adapt the Adult Shiny and a pancake for youth
- 2b. Adapt inclusion support services to address community need and financial sustainability
- 3a. Recommend and implement changes to recreation scholarship program to balance long-term financial sustainability and program accessibility for low-income residents
- 3a. Expand the Financial Forecast to include multiple scenarios to aid in decision making at the Board workshop
- 3a. Develop and launch standardized, on-demand financial reporting tools

* The listed numbers and letters correspond to identified goals and strategies in the [Strategic Plan](#).



**BEND PARK AND RECREATION DISTRICT
2024-2029 STRATEGIC PLAN
2025/2026 COMPLETED ACTIONS**

Attachment B

Service (cont.)

1. Maintain quality, clean and safe parks, trails and facilities
2. Support the recreational needs of an evolving community through programming, parks, trails and facilities
3. Steward fiscal resources, and further environmental and social sustainability

Completed:

- 3a. Complete operational plan and budget for new Art Station
- 3a. Complete preliminary feasibility study for potential indoor recreational facility development
- 3b. Use documents already created and Implement a plan for conversion of equipment (hand tools) to electric.
- 3b. Identify maintenance needs/responsibilities/costs for managing properties that are not developed.
- 3c. Therapeutic Recreation in partnership with their clients will develop an art gallery that will be publicly displayed at Juniper Swim and Fitness Center
- 3c. Offer additional sports programs specifically for girls
- 3c. Create a volunteer event series in Natural Resources and Trails
- 3c. Plan and implement 3 additional senior social activities

Continuation:

- 1a. Establish a new process for using Maintenance Management System (MMS) to track staff time on specific work being done in the field
- 1b. Evaluate employee time spent driving vs. working to maximize efficiencies
- 3a. Launch standardized, on-demand financial reporting tools
- 3b. Define what climate resiliency means to BPRD and establish a process for determining future actions to address climate resiliency throughout the district.
- 3c. Integrate broader cultural components in community celebrations
- 3c. Expanding Senior Social programs and opportunities-learn to play social games and adding special events sock hops (monthly); out to lunch bunch day trips; Yesterday Tunes
- * *The listed numbers and letters correspond to identified goals and strategies in the [Strategic Plan](#).*



**BEND PARK AND RECREATION DISTRICT
2024-2029 STRATEGIC PLAN
2025/2026 COMPLETED ACTIONS**

Attachment B

Community

1. Deliver positive patron and community experiences by offering services that are accessible, responsive to patron feedback, and welcoming to all
2. Expand and leverage collaborations to increase impact

Completed:

- 1a. Evaluate Public Information Plan (PIP) for increased opportunities to have more inclusive engagement
- 1a. Develop a process for engaging the safety staff/committee during initial project design for all new and remodel projects and include this in updates to the PIP
- 1b. Therapeutic Recreation to collaborate with the Youth recreation team to offer an all-abilities camp
- 2a. Research and identify opportunities to improve solicitation of donations through the registration system
- 2b. Document the process and criteria for when and how the BPRD Foundation can apply for grant funding that supports BPRD initiatives, with staff input and management responsibilities for reporting and tracking.
- 2b. Present/Table at 1 annual conferences or trainings for other groups that allows district staff to seek or develop a new partnership.
- 2b. Collaborate with COCC and OSU for financial intern
- 2b. Add public AEDs to sports complexes in collaboration with Deschutes County 911 and Bend Fire to provide life-saving equipment to community members
- 2b. Finalize MOU amendment with Bend Pickleball Club and develop addendum to support sponsorship program.
- 2b. Collaborations with the Library

Continued

- 2b. Implement and market enhanced donation capabilities in the registration system
- 2b. Rollout grant policy and tools. Identify staff responsible for seeking and managing grants.
- 2b. Partner with the City of Bend to identify and implement a process for Park Stewards to issue citations
- 2b. Convene parking discussions with Old Mill and neighbors.

* The listed numbers and letters correspond to identified goals and strategies in the [Strategic Plan](#).

Strategic Plan FY27 Action Items:

The Strategic Plan's capstone, pillars, and foundation are designed to strengthen District operations and management practices, enhance community relationships, and support employees and workplace culture. Together, these elements guide how we invest in our **Team** , deliver effective **Service** , and create meaningful impact for our **Community** .

The Board adopted the 2024–2029 Bend Park and Recreation District Strategic Plan in October 2024. Building on that direction, departments have identified and aligned actions planned for the upcoming fiscal year to advance the District's strategic priorities.

TEAM	
Goal 1: Attract and retain qualified employees at staffing levels that support desired service levels	
Strategy a. Align recruitment, on-boarding and retention practices with the desired needs, work experiences and work practices of employees	
<i>FY27 Actions:</i>	
Create a standardized new-hire onboarding process with clear I-9 compliance steps	
Track and review turnover data for the different job categories and review with applicable divisions in the district.	
Strategy b. Build staffing plans to maintain the desired level of service	
<i>FY27 Actions:</i>	
Continuation: Implement a position tracking system in Paylocity (AKA Positioning management of position control) to help with tracking the number and type of positions, and monitoring positions and their budgets	
Develop a Speciality Instructor Academy for Fitness Instructors as underfills to fill recruitment and sub gaps	
Strategy c. Be competitive with other employers' wages and benefits	
<i>FY27 Actions:</i>	
Implement findings from the Compensation and Classification Study and Pay Equity Analysis project.	
Goal 2: Foster a workforce that is heard, informed, involved and valued.	
Strategy a. Continue to develop a collaborative and welcoming work culture across departments and between all levels of the organization.	
<i>FY27 Actions:</i>	
Implement DEI training plan.	
Support a process for committee information sharing and responsibility.	
Strategy b. Offer diverse recognition and appreciation programs	
<i>FY27 Actions:</i>	

TEAM	
Goal 3: Invest in the growth and development of all district employees	
Strategy a. Support a culture of learning and growing by providing support for staff to access training	
<i>FY27 Actions:</i>	
Finish electronic content for the SDI series to support the in-person training.	
Inclusion Trainings for FSL's, CSR's, Swim Lessons to come.	
Strategy b. Provide opportunities for employees to contribute to areas beyond their daily activities, and advance in the organization.	
<i>FY27 Actions:</i>	
Standardize Emergency Response debriefs and employee support following critical incidents.	
Digitize Community Center Operations Manuals and Procedures for easy access in the field with search options and easy updates for current content.	
Goal 4: Support the well-being and safety of all district employees	
Strategy a. Keep up with changing workforce needs and adapt how the district works to enhance employee experiences	
<i>FY27 Actions:</i>	
Enhance training for staff and volunteers using technology systems to gain efficiencies and on-demand recall	
Strategy b. Identify opportunities to enhance welcoming, safe and inclusive work environment	
<i>FY27 Actions:</i>	
Inclusion Trainings with TR and Verbal Judo Trainings with Park Stewards for Recreation Center Staff.	
Update the district's welcome video for new employee onboarding.	
SERVICE	
Goal 1: Maintain quality, clean and safe parks, trails and facilities.	
Strategy a. Take care of what we have by prioritizing investment in existing areas	
<i>FY27 Actions:</i>	
Implement and evaluate fleet leasing program	
Establish a new process for using Maintenance Management System (MMS) to track staff time on specific work being done in the field.	
Continuation: Launch standardized, on-demand financial reporting tools	
Plan and implement moving Park Services, Stewards, and Planning and Development to Boyd Shop	
Strategy b. Develop and use data and best practices to increase work efficiency, and use benchmarks to track progress over time	
<i>FY27 Actions:</i>	
Evaluate effectiveness of the additional Field Map licenses purchased FY 26-27 for the Stewards and Landscape/NR and Trails	
Evaluate employee time spent driving vs. working to maximize efficiencies.	
Evaluate Optimize Play initiative and determine next steps	

SERVICE									
Goal 2: Support the recreational needs of an evolving community through programming, parks, trails and facilities.									
Strategy a. Maintain adopted level of service targets for parks, trails and facilities									
<i>FY27 Actions:</i>									
Strategy b. Monitor and adapt programming to meet community needs									
<i>FY27 Actions:</i>									
Reimagining Busy Buddies and Child Care programming at JSFC; Patron Survey, Research working with staff to redesign schedule and services.									
Goal 3: Steward fiscal resources, and further environment and social sustainability									
Strategy a. Use financial modeling and other planning tools to holistically evaluate, plan and forecast necessary expenditures for system expansion, operations and maintenance									
<i>FY27 Actions:</i>									
Launch Expenditure Reimbursement module in Paylocity									
Launch on demand financial reporting tool									
Reduce utility cost at Boyd Shop by changing out lighting to LED, installing occupancy sensors on lights, and smart thermostats									
Work with ETO to replace Juniper 25 meter lighting including tie off points for replacing upper lights									
Reconvene facility walk throughs for sustainability goals and improvements									
Assess and recommend the most effective purchasing methods that make sound business sense while saving time and potential tax dollars, specifically cooperative contracts for basic supplies that are applied across the district and streamlining the Purchasing card programs									
Strategy b. Continue efforts to be responsible stewards of the natural environment and evaluate and identify opportunities to respond to changing environmental									
<i>FY27 Actions:</i>									
Complete update of the river plan									
Continuation: Develop Climate Resilience Plan "adaptation plan"									
Create public awareness campaign about forest health and fuels management to demonstrate BPRD's expertise and adherence to responsible management of natural spaces.									
Strategy c. Provide opportunities for building community connections and foster belonging									
<i>FY27 Actions:</i>									
Continuation: Integrate broader cultural components in community celebrations									
Expanding Senior Social programs and opportunities-learn to play social games and adding special events sock hops (monthly); out to lunch bunch day trips; Yesterday Tunes									

COMMUNITY	
Goal 1: Deliver positive patron and community experiences by offering services that are accessible, responsive to patron feedback, and welcoming to all	
Strategy a. Develop and redevelop parks, trails and facilities to ensure they are welcoming and inclusive	
<i>FY27 Actions:</i>	
Launch and introduce Art station to community	
Work with community partners, (ODOT) and Natural Resources to plan a potential trail connection from the COHCT to Coulter Grove Park	
Strategy b. Plan and create welcoming, inclusive, safe and accessible opportunities and programs that address barriers to participation	
<i>FY27 Actions:</i>	
Prepare BPRD for compliance with digital accessibility requirements that take effect in April 2027, including accessibility improvements for all public facing communication including website, documents and other forms.	
Expansion of Virtual Fitness Classes	
Sensory Swim opportunities at Larkspur	
Everybody Moves Fitness collaboration with OSU Cascades	
Fitness Classes in Spanish	
Goal 2: Expand and leverage collaborations to increase impact	
Strategy a. Dedicate resources to seek grant and alternative funding opportunities to support priorities.	
<i>FY27 Actions:</i>	
Continuation: Implement and market enhanced Donation option in registration process	
Continuation: Roll out grant policy and tools. Identify staff responsible for seeking and managing grants	
Strategy b. Strategically align with partners to enhance the district's efforts	
<i>FY27 Actions:</i>	
Continuation: Partner with City of Bend to consider implementation of a process for Park Stewards to issue citations.	
Continuation: Convene parking discussions with Old Mill and neighbors.	
Continuation: Present/Table at 1 annual conference or trainings for other groups that allow district staff to seek or develop a new partnership.	

Recreation Services Director Jase Newton and Cathi Ellis presented the opening and operating plan for the Art Station. Construction was approved in 2023, began in 2025 and was anticipated to be completed in August 2026, with programs expected to begin in September. The approximately \$4.3 million facility is planned to operate seven days per week for about 350 days annually, with holiday and maintenance closures, and is expected to add approximately 1,500 annual programming hours. A public grand opening is scheduled for October 11 from 1:00 to 3:00 p.m.

Staff explained that programming decisions were informed by participant surveys, three years of enrollment and cancellation data, and program waitlists. Survey responses showed continued interest in ceramics and pottery, as well as painting, drawing, and mixed media, one-time workshops and supervised open studio use. Existing programs will be distributed among the Art Station, Harmon Clay Studio and Bend-La Pine Schools based on equipment needs, target audiences, parking impacts and program schedules. The new facility will support larger class capacities, expanded program offerings, rentals, therapeutic recreation and future arts disciplines.

Board members discussed communications about Larkspur parking, participant evaluation, scholarship accessibility, the pace of facility growth, custodial coverage and future rentals. Staff said evaluations are sent after registered programs and may be expanded to ask specifically about the Art Station experience. Staff also noted that scholarship use was below the budgeted allocation, providing flexibility to absorb additional demand. The operating model will include Arts and Enrichment staff during daytime business hours, instructor access during evening programs and custodial service five evenings each week. Programming will be monitored and adjusted using participation, waitlist and community feedback data. The Board expressed appreciation for the data-driven and flexible approach.

2. Bend La-Pine School District Partnership

Recreation Services Director Jase Newton, Cathi Ellis and David Kieffer reviewed the district's intergovernmental agreement and long-standing partnership with Bend-La Pine Schools. The five-year agreement was last updated in 2023 and is scheduled for renewal in 2028. The partnership provides reciprocal access to facilities, supports efficient use of public resources and expands recreation opportunities for students, families and the broader community. During the reporting period, the district used school facilities for approximately 22,715 program hours and served 8,094 participants across elementary and middle schools, gyms, fields, courts and the transition co-op building. Programs included therapeutic recreation, Kids Inc., early-release enrichment offerings and youth and adult sports. Bend-La Pine Schools used district facilities for more than 8,000 hours, including aquatics, athletic tournaments, practices, games, park and rental hall activities, and use of Vince Genna Stadium. Staff emphasized that reciprocal access reduces duplicate public investment and substantially expands both agencies' capacity. Board members expressed appreciation for the scale and quality of the partnership and asked how coordination occurs and whether additional opportunities remain. Staff described ongoing coordination among facility schedulers, school administrators, athletic directors and program teams, supported by periodic longer-range planning conversations. Staff reported no significant unmet facility needs at this time and encouraged continued advocacy for the partnership. The

Executive Director noted that the report had also been provided to the school district in recognition of the collaboration and staff effort required to maintain it.

Business Session

1. Larkspur Parking Direction

Bronwen Mastro presented updated parking improvement options for Larkspur Community Park. The park currently has 240 stalls and experiences peak demand on weekday mornings. Staff evaluated three locations within already developed portions of the park that could add up to 56 parking stalls. Updated cost estimates totaled approximately \$850,000 for all three areas, with available funding sufficient to complete the project.

Staff recommended proceeding with improvements to the 15th Street and Bocce/east island areas which would add approximately 39 stalls for just under \$700,000 and not pursuing the north parking area due to higher costs, utility easement constraints, design challenges, and community concerns. Board discussion focused on retaining the north gravel area for staff parking, potential tree impacts, construction timing, and efforts to minimize disruption during construction. Staff noted that opportunities to relocate affected trees would be explored. Permitting and bidding were expected to continue, with construction anticipated in spring 2027. Bid documents will address phasing and traffic management, and the construction contract will return to the Board for approval.

MOTION: Director Schiffman moved to direct staff to proceed with completion of the design, permitting and construction bidding for the 15th Street and the Bocce and East Island Parking Areas at Larkspur Park. Director Owens seconded the motion. The motion passed unanimously, 4-0, (Owens, Schneider, Schoen, Schiffman; Hovekamp absent).

2. Columbia Park Access & Restoration Project

Jason Powell presented the Columbia Park Access and Restoration Project, which will reconstruct and stabilize the park's Deschutes River frontage, restore riparian areas, create a hardened river access point similar to Miller's Landing, improve accessible pathways and furnishings, replace the Gilchrist Bridge and restore areas affected by construction. The replacement bridge will be longer than the existing structure, provide greater clearance and reduce constriction of the river channel.

Further engineering identified poor subsurface conditions requiring significant foundation changes, including deep micropiles, while leaving the visible layout, footprint and design substantially unchanged. The City of Bend approved the increased bridge-related costs. District funding includes grants, available project funds and city contributions, leaving an estimated district shortfall of approximately \$33,000 when a standard 10 percent contingency is applied. Staff reported that contingency savings from other projects were available to address the difference.

Three bids were received. Deschutes Construction Corporation submitted the lowest responsive combined base and alternate bid of \$2,492,454 and had previously completed district river and park projects. Board members confirmed that the cost increase resulted from subsurface conditions rather than major design changes and expressed support for moving the project forward. Director Schiffman noted for the record that absent Director Hovekamp had

previously expressed concerns about the bridge aesthetics, without speculating on how he would have voted.

MOTION: Director Schoen moved to authorize the Executive Director to award a construction contract to Deschutes Construction Corporation for the Columbia Park Access and Restoration Project in the amount of \$2,492,454 and approve a 10% contingency of \$249,245, for a total construction budget not to exceed \$2,741,699. Director Schiffman seconded the motion. The motion passed unanimously, 4-0, (Owens, Schneider, Schoen, Schiffman; Hovekamp absent).

Executive Director's report

- Miller's Landing Park received a national award from the States Organization for Boating Access after nomination by the Oregon State Marine Board. Ian will travel to Boise to present the project and accept the award on behalf of the district.
- Healy reported that the Art in the High Desert event would proceed as planned this year and that staff continue working with event organizers regarding park capacity and environmental challenges and that a broader presentation regarding event operations and emerging challenges was planned for the fall.
- Upcoming district events include: September 2 employee picnic at Alpenglow Community Park, a September 2 South Bridge stakeholder meeting, Pavilionpalooza on September 13 and the Art Station celebration on October 11. The September 1 board meeting is cancelled, and the next regular meeting is September 15.
- Healy reported that approximately \$3.7 million in system development charges had been deferred until occupancy, while current collections remained strong. Available SDC waivers were committed through the end of the calendar year, and anticipated waivers for the following year had also been prioritized. Staff were working with Habitat for Humanity on SDC credits for trail improvements near Discovery Park. Healy also noted that the Oregon Recreation and Park Association was monitoring potential legislative proposals to limit park SDCs, particularly for recreation facilities.
- The district will name the pickleball facility at Pine Nursery the Zehnder Pickleball Complex in recognition of Zehnder's contributions to the development of pickleball in the community. A dedication celebration is scheduled for September 17 from 3:00 to 4:00 p.m.

Good of the Order

- Director Owens asked about future Board discussion regarding the Boys & Girls Club, including the breach letter and potential interest in the former school gym property. Healy reported that she would meet with Bend-La Pine Schools and the Boys & Girls Club and had requested a written response clarifying the club's request and progress addressing the breach. Owens stated that any change to the existing record should return to the Board for discussion. She also thanked staff for the quarterly financial and project reports.

- The Board discussed follow-up to Miller's Shevlin Park comments. Staff reported that the former parking area had been identified for closure because of safety concerns and was retained for emergency and staff access. Trail restoration and closure of user-created trails were underway, and the pedestrian bridge remained in the district work plan but required additional planning and time. The Board supported a coordinated response providing available cost information and clarifying the administrative decision and future access plan.
- Director Schiffman expressed appreciation for fuels mitigation work at Shevlin Park and informed the Board of an upcoming absence.
- Director Schoen proposed sending a note of appreciation to Olive and May for recognizing the women associated with the development and preservation of Drake Park.
- Director Schneider thanked staff for removing a trail obstruction, provided an update that the City of Bend coordination framework was expected to return at the next business session following additional discussion with the City, and asked about the Riverfront Street project, which had advanced to 90 percent design but continued to have funding issues to resolve. Schneider also thanked Schiffman for her work while away.

The meeting adjourned following Good of the Order. The next board meeting is September 15, 2026. ###



PLANNING & DEVELOPMENT PROJECT UPDATES September 2026

COMMUNITY PARK PROJECTS

Pine Nursery Park Phase 5: *This project constructs the final features identified in the approved development plan for this highly used community park. Project work includes athletic field lighting, artificial turf infields, more pickleball courts, pickleball court lighting, full court basketball, new trail connectivity, ADA access improvements, off-leash dog area improvements, pedestrian trail lighting, maintenance area improvements, landscaping, and irrigation.*

<https://www.bendparksandrec.org/project/pine-nursery-park-phase-5/>

Phase: Construction

☐ No updates

☒ Update

- Lighting installation is nearly complete, and the sod is installed and growing in. Staff training for infield and athletic field lighting maintenance and will be scheduled soon. Construction is anticipated to be completed by this fall.

Sawyer Park Upgrades: *Decades of use and increased visitors to the park created the need for an improved entrance and parking lot. The plans include relocating the parking area closer to O.B. Riley Road, adding accessible parking, habitat restoration, improving trail accessibility, and the addition of a permanent restroom, picnic shelter, and river overlook. This project is funded in part by grants from the Land and Water Conservation Fund and the Local Government Grant Program.*

<https://www.bendparksandrec.org/project/sawyerparkupgrades/>

Phase: Permitting

☐ No updates

☒ Update

- Permitting is causing some delays in construction getting started, however, the contractor is expected to mobilize on site this month.

NEIGHBORHOOD PARK PROJECTS

Coulter Grove Park: *The district purchased this property in 2023 to fulfill Search Area 18. Neighborhood parks offer recreation amenities such as picnic shelters, open lawn play areas, children's play areas, paths, and natural areas. The scope of the project will be refined through the public outreach process prior to the start of the design phase.*

<https://www.bendparksandrec.org/project/reed-lane-neighborhood-park-site/>

Phase: Outreach/Design

☒ No updates

- The preferred concept design was approved at the July 21 board meeting. Design development is in progress.

☐ Update

TRAIL PROJECTS

Deschutes River Trail South – Refinement Study: *This project will investigate and refine alternatives for completing the Deschutes River Trail South project. It does not include scope for final design or construction at this time.*

<https://www.bendparksandrec.org/project/deschutes-river-trail-south-study/>

Phase: Planning

☐ No updates

☒ Update

- The next stakeholders meeting will be held at 6:00pm in the District Office Community Room on September 2.

North Unit Canal Trail – Phase 1: *This trail in northeast Bend is planned to be a 10-foot-wide multi-use trail with primarily compacted gravel surface, with some portions having asphalt surface. Phase 1 includes the development between Canal Row Park and the future extension of Yeoman Road, which will also provide access to Pine Nursery Park. The segment of the trail that passes through the new Pahlisch Homes Petrosa subdivision will be transferred to BPRD for management upon completion and will offer connections to interior trails for Fieldstone Park.* <https://www.bendparksandrec.org/project/northunitcanaltrail/>

Phase: Permitting

☒ No updates

- The district has completed property acquisition and has submitted a permit application to the Bureau of Reclamation. Currently, staff do not have a set timeline for the permit review and approval process.

☐ Update

Riverfront Street Deschutes River Trail Improvements: *Riverfront Street, between Galveston Avenue and Miller's Landing Park, is a local street with narrow sidewalk that has functioned as the DRT for many years. It is one of the last remaining "gaps" of through downtown Bend. In 2023, BPRD and the city signed an intergovernmental agreement as a joint effort led by the City of Bend and supported by BPRD. The renewed project will seek to improve conditions for trail users as well as replace the street and other public infrastructure as needed.* <https://www.bendparksandrec.org/project/deschutes-river-trail-riverfront/>

Phase: Design

☐ No updates

☒ Update

- The City of Bend has provided the district with 90% design documents for the "one-way street" design approach that includes a 10-foot-wide concrete trail in lieu of sidewalk throughout the entire street corridor. District staff will be reviewing the plan set and providing comments back to the city. Funding for construction has still not been identified, so a timeline for construction cannot be provided at this time.

REGIONAL/ COMMUNITY WIDE PROJECTS

Art Station and Larkspur Parking Considerations: *This new facility will be built adjacent to the basketball court at Larkspur Park. It will have an entry space, three classrooms, office space, and restrooms. The surrounding natural space and trails will be a beneficial asset to art programs for inspiration and space to create, while preserving the landscape and trail experience to the fullest extent possible. Additional research will also be done to evaluate the Larkspur complex parking. Staff hired a transportation engineer to review and evaluate the current parking constraints seen frequently onsite. The potential for 50+ parking stalls may be required for the overall Larkspur Site.* <https://www.bendparksandrec.org/project/art-station/>

Phase: Construction

☐ No updates

☒ Update

- Building – Plantings and landscaping is underway, and interior finishes are wrapping up. The Art Station is expected to be under construction through the summer of 2026.

Bend White Water Park Maintenance and McKay Park River Access Project: After completion in 2016, the Whitewater Park is due for review and maintenance. The first phase of this project used survey and engineering analysis to compare the current functions of the park with the original design intent. The district will work with the consultant to determine the scope of work for a project to update and improve the whitewater park features. The project also includes improving river access for all users at McKay Park. The preferred concept design was completed and approved in 2023 under the McKay, Miller's, and Columbia Park River Access and Restoration project. <https://www.bendparksandrec.org/project/bend-whitewater-park-maintenance-and-mckay-park-access/>

Phase: Design

☒ No updates

- Staff provided a project status update to the July 21 board meeting.

☐ Update

Columbia Park River Access Project: The preferred concept design includes bank improvements to enhance the natural area within this reach of river frontage, as well as a small, hardened access point for river users. It is anticipated that this project will go out to bid in summer 2026 with construction beginning in early fall 2026. This project was prioritized from the 2018 Deschutes River Access and Habitat Restoration Plan, and the preferred concept design was completed under the 2023 McKay, Miller's, and Columbia Park River Access project. <https://www.bendparksandrec.org/project/columbia-park-river-access-project/>

Phase: Permitting

☐ No updates

☒ Update

- The construction contract was awarded August 18. The Notice of Award has been issued, and contract documents are in process with the construction start date anticipated for this October.

ASSET MANAGEMENT PROJECTS

Sylvan Park Playground Renovation: The small wood-based playground was built in 1993, no longer serving the needs of the neighborhood. The district will replace the playground and surfacing and create an accessible route to the playground from the parking area. <https://www.bendparksandrec.org/project/sylvan-park-playground-renovation/>

Phase: Construction

☒ No updates

- Playground equipment has been delivered and is being installed by the contractor, with surfacing to follow.

☐ Update

JSFC Outdoor Pool Roof Cover Replacement and Renovation Project: This design build contract project combines five projects needed for the facility which are replacement of the existing 50-meter pool cover, replacement of the main chiller unit, replacement of the roofing material covering the south wing, and re-lining of the Myrtha walls in the 50-meter pool. Work is scheduled to begin Fall 2027. <https://www.bendparksandrec.org/project/juniper-renovations/>

Phase: Planning

☒ No updates

- Pence Construction has been working with the City of Bend regarding recently updated code sections for structural and fire protections. Once staff get the information from the city, the architectural team will begin the construction design for the project, moving forward with permitting later this fall/winter. Construction is scheduled to begin in the fall of 2027.

☐ Update

Boyd Acres Park Services Complex: *The district has executed a purchase and sale agreement (PSA) with the City of Bend for the purchase of their existing utility shop on Boyd Acres Road to become the new Park Services site. This PSA allows the city to occupy the facility until their new facility is complete, which is anticipated at the end of 2026. The district is developing a design for tenant improvements to be constructed once the district takes ownership of the property.*

Phase: Construction

☒ **No updates:**

- The Park Stewards and Planning and Development team moved into Building A in July. Construction progress on the rest of the site continues and is anticipated to be complete this fall.

☐ **Update**

Hollinshead Park ADA and Preferred Concept Design: *Knowing the importance of this historic property, community members and BPRD staff worked together in 2010 to develop a preferred concept plan for the future of the property. Improvements for the park include a new permanent restroom, ADA-compliant pathways, renovation of the parking area, enclosing the off-leash area, a “history walk” with interpretive signs in collaboration with the Deschutes Historical Society, and a maintenance report to preserve the park’s structures. Construction is slated to begin mid-2027.*
<https://www.bendparksandrec.org/project/hollinshead-park/>

Phase: Permitting

☒ **No updates**

- The City of Bend Land Use application is being prepared and will be ready to submit this summer. Once Land Use has been finalized, the construction permitting process will begin and carry through to spring 2027. Construction is anticipated to begin summer 2027.

☐ **Update**

Old Bend Gym Wall Renovation: *The Old Bend Gym is a historic building on the National Register of Historic Places. The building is owned by BPRD, operated by the Boys & Girls Club on property owned by the Bend-La Pine School District. The entry to the building from NW Wall Street utilizes an exterior staircase for access to the second floor. The structural wall supporting the staircase is failing and needs to be replaced.*

Phase: Permitting

☒ **No updates**

- Work to create the molds for the cast stone decorative features is scheduled to start September 21.

☐ **Update**

Larkspur Park Playground Renovation: *After years of use at this highly popular playground, renovations and replacements of the existing playground surfacing is needed. The major priority for this replacement is to ensure property ADA access is maintained throughout the playground area, including proper grade transitions from hardscape to playground surfacing.*

Phase: Planning

☒ **No updates**

- Additional analysis is required to determine the full scope of this project. Staff will continue to develop options.

☐ **Update**

OTHER PROJECTS AND FUTURE DEVELOPMENT

Park Search Area Planning: *District planners regularly work with local developers or private property owners to acquire property for new parks and trails in district Park Search Areas as defined by the Comprehensive Plan: 2024 Midterm Update.*

☒ **No updates**

- Staff are working with several property owners in search areas 15, 21 and 38, all located in the SE section of town. These are very difficult areas of the community to locate park properties within. As staff gets more details, these properties will be brought to the board for consideration to move forward with purchase and sale agreements

☐ **Update**

SDC Waivers for Affordable Housing:

☐ No updates

☒ Update

- Park SDC waivers for 787 single- and multi-family units have been approved through coordination with the City of Bend at a cost to the district of about \$5.5 million in waived SDC fees. BPRD has also approved SDC waivers for three temporary shelter projects, totaling 32 units, and at a cost of \$200,737 to the district. The board approved an additional 150 waivers for 2025 and 2026, all 150 of which have been used. Staff and legal counsel have completed the necessary deed restriction documents for 659 units since May 2020.

Deschutes River Access and Habitat Restoration Plan (River Plan) Update: *The Deschutes River Access and Habitat Restoration Plan (River Plan) was adopted in November 2021 and includes 28 projects. Over the past four years, the district has completed 12 of the 28 projects, or approximately 43%. Planning staff are working on a minor update to the plan to reflect changing conditions within the river corridor and to incorporate new sources of data regarding environmental conditions and river park usage.*

☒ No updates

- Staff provided the board with an update on plan implementation and the scope of the update and are currently working on background data collection and review, including a review of the habitat inventory work completed by BPRD's 2025 summer intern.

☐ Update

Climate Adaptation Plan Update: *The district has begun to develop a Climate Adaptation Plan that will include specific strategies to reduce impacts to district assets and manage the risks associated with climate change.*

☐ No updates

☒ Update

- After discussing possible scoring criteria with the Executive Team, staff are now refining the initial climate adaptation ideas so that they can be prioritized based on agreed-upon criteria.

Tax Exemptions and Tax Increment Financing (TIF): *The City of Bend uses a number of tax exemptions and TIF programs to incentivize both residential and commercial development. These tax exemptions and TIF programs have a near term impact on district property tax revenues, with the goal of increasing property tax revenues in the long term. TIF and tax exemption durations range from 5 to 32 years from approval date.*

☐ No updates

☒ Update

- At the City of Bend City Council work session on August 12, Council reviewed recommendations from the Housing Options Made for Everyone (HOME) committee on how to stimulate and facilitate housing development in Bend. [Here is the staff memo](#) and [here is the staff presentation](#). Both tax exemptions and additional tax increment finance areas were options considered by the committee. The next step is for staff to develop a workplan based upon the HOME committee's recommendations and Council feedback, which is expected to be complete early 2027.

Board Calendar 2026

**This working calendar of goals/projects is intended as a guide for the board and subject to change.*

October 6 Board Reports Due 9/25

EXECUTIVE SESSION

WORK SESSION

- DRT South Study – *Matt Kittleson -Kittleson and Associates (60 minutes)*

BUSINESS SESSION

REPORTS Project Updates

October 20 Board Reports Due 10/9

EXECUTIVE SESSION

- Land

WORK SESSION

- TPL Financial Feasibility report – *TPL and Michelle Healy (30 min)* tent
- Class and Comp Update (30 min) Kathleen Hinman
- Summer Recreation Overview—*Michael Egging (15 min)*

BUSINESS SESSION

- Approve Resolution # 2026-0X for the purchase of the property– *Sara Anselment (15 min)*
- Approve Resolution # 2026-0X for the purchase of the Bear Creek property– *Sara Anselment (15 min)*
- Resolution No. X Approving COB/BPRD Framework – *Michelle Healy (5 min)* – tent

REPORTS

November 3 Board Reports Due 10/23

EXECUTIVE SESSION

WORK SESSION

- City of Bend Economic Development Initiatives – *Katy Brooks (30 min)*
- Report on Historical Society for Hollinshead Museum – *Julie Brown (20 min)*
- Park Steward Program—*Julie Brown (30 min) tentative*

BUSINESS SESSION

- Approve DRT South recommended alignments – tentative *Henry Stroud (45 min)*

REPORTS - Project Updates

November 17 Board Reports Due 11/6

EXECUTIVE SESSION

WORK SESSION

- Neighborhood Parks and Sports—Overview of Program
- Events and rentals in Parks – *Jase Newton and David Keiffer (30 min)*

- Optimize Play—*Kristin Toney* (10 min) (tell Kristin)

BUSINESS SESSION

REPORTS

- First Quarter Admin Update
- Summer Recreation Report

Future Topics

IGA with NUID for canal trail – *Henry Stroud*

DEI Update – *Bronwen Mastro*

South UGB Updates – *Henry Stroud*

Park Search Area 5 PSA – Quinn Keever

Therapeutic Recreation Update

Girls in sports

Stewardship enforcement

Class and Comp

Fleet Leasing Update