ORDINANCE NO. 504

AN ORDINANCE ADOPTING AMENDMENTS TO THE SISTERS COMPREHENSIVE PLAN FOR PLAN GOAL 1 CITIZEN INVOLVEMENT AND PLAN GOAL 10 HOUSING.

WHEREAS, the City of Sisters ("City"), as the applicant for file number CP-20-01, proposed legislative amendments to the City's Comprehensive Plan for, amongst other things, Plan Goal 1 Citizen Involvement and Plan Goal 10 Housing (collectively, the "Amendments");

WHEREAS, the Amendments, amongst other things, recognize and formally adopt the 2019 Sisters County Community Vision process and resulting Action Plan and formally adopt the 2019 Housing Needs Analysis, Housing Strategies Report, and Residential Buildable Lands Inventory;

WHEREAS, in accordance with Sisters Development Code Chapter 4.1, legislative amendments are processed as a Type IV application;

WHEREAS, the Department of Land Conservation and Development received a Notice of Proposed Amendment at least 35 days prior to the first evidentiary hearing;

WHEREAS, after due notice, a public hearing on the Amendments was held before the Sisters Planning Commission ("Planning Commission") on February 20, 2020;

WHEREAS, the Planning Commission, after receiving public testimony and other evidence and fully deliberating the matter, recommended that the Sisters City Council ("City Council") adopt the proposed Amendments;

WHEREAS, after due notice, a public hearing was scheduled before the City Council on March 25, 2020; and

WHEREAS, after reviewing the staff report and the Planning Commission's recommendation, receiving public testimony and other evidence, and deliberating the matter fully, City Council voted to adopt the Amendments.

NOW, THEREFORE, THE CITY OF SISTERS ORDAINS AS FOLLOWS:

1. Findings. The City Council finds that CP-20-01 meets all applicable criteria for approval. The more specific findings contained in the recitals and those found in the staff report delivered at the March 25, 2020 public hearing before City Council, and attached hereto as Exhibit A, are hereby adopted to support the approval.

2. Amendments. The amendments to the text of the City's Comprehensive Plan attached hereto as Exhibit B are hereby adopted. The provisions of City's Comprehensive Plan that are not amended or modified by this Ordinance No. 504 (this "Ordinance") remain unchanged and in full force and effect. The Amendments supersede any conflicting provisions and/or policies in any City enactment or adopted document. Staff is directed to take such actions as are necessary to incorporate and/or codify the Amendments into City's Comprehensive Plan.

3. Authorization. The City Manager, or his designee, is authorized to execute any documents and to take such actions as are necessary to further the purposes and objectives of this Ordinance.

4. Severability; Corrections. If any section, subsection, sentence, clause, and/or portion of this Ordinance is for any reason held invalid, unenforceable, and/or unconstitutional, such invalid, unenforceable, and/or unconstitutional section, subsection, sentence, clause, and/or portion will (a) yield to a construction permitting enforcement to the maximum extent permitted by applicable law, and (b) not affect the validity, enforceability, and/or constitutionality of the remaining portion of this Ordinance. This Ordinance may be corrected by order of the City Council to cure editorial and/or clerical errors.

This Ordinance was PASSED by the City Council by a vote of ___ for and ___ against and APPROVED by the mayor on this _____ day of _____, 2020.

_____
Chuck Ryan, Mayor

ATTEST:

_____
Kerry Prosser, City Recorder

Exhibit A

STAFF REPORT

[attached]

A RESOLUTION OF THE PLANNING COMMISSION OF THE CITY OF SISTERS, STATE OF OREGON PLANNING COMMISSION RESOLUTION PC 2020-02

WHEREAS, the City of Sisters, as the applicant for file number CP 20-01, proposed legislative amendments to the City's Comprehensive Plan text related to Comprehensive Plan Goals 1 (Citizen Involvement) and Goal 10 (Housing) (collectively, the "Amendments");

WHEREAS, in accordance with Sisters Development Code Chapter 4.1, legislative amendments are processed as a Type IV application;

WHEREAS, due notice of a February 20, 2020 public hearing on the Amendments was published in the Nugget newspaper;

WHEREAS, the Department of Land Conservation and Development (DLCD) received the Notice of Proposed Amendment at least 35 days prior to the first evidentiary hearing;

WHEREAS, City staff issued a staff report containing proposed findings of consistency with applicable approval criteria, which was available in advance of the public hearing;

WHEREAS, findings contained with the staff report determined that the Amendments will not adversely impact the City's public infrastructure;

WHEREAS, findings contained with the staff report determined that the Amendments meet applicable standards in the Development Code and are otherwise consistent with applicable Statewide Planning Goals and provisions of the City's Comprehensive Plan;

WHEREAS, a public hearing on the Amendments was held before the Sisters Planning Commission on February 20, 2020, at which time the staff report was reviewed, witnesses were heard, and evidence was received; and

WHEREAS, after fully deliberating the matter, the Planning Commission voted to recommend that the City Council adopt the proposed Amendments.

NOW, THEREFORE, the City of Sisters Planning Commission resolves as follows:

1. Findings. The above-stated findings and those contained in the staff report for file number CP 20-01 are hereby adopted.

2. Recommendation. The Planning Commission recommends that the City Council adopt the Amendments as proposed.

3. Severability; Effective Date. The provisions of this Resolution PC 2020-02 (this "Resolution") are severable. If any section, subsection, sentence, clause, and/or portion of this resolution is for any reason held invalid, unenforceable, and/or unconstitutional, such invalid, unenforceable, and/or unconstitutional section, subsection, sentence, clause, and/or portion will (a) yield to a construction permitting enforcement to the maximum extent permitted by applicable law, and (b) not affect the validity, enforceability, and/or constitutionality of the remaining portion of this resolution. This Resolution will be in full force and effect from and after its approval and adoption.

CITY OF SISTERS

Planning Commission Resolution

(CONSIDERED BY THE PLANNING COMMISSION FEBRUARY 20, 2020)

THE FOREGOING RESOLUTION IS HEREBY ADOPTED THIS 20th DAY OF FEBRUARY, 2020.

Members of the Commission: Seymour, Converse, Hamilton, Nagel, Davidson, Blumenkron, Wright

AYES:	Seymour, Converse, Nagel, Davidson, Wright	(5)
NOS:		(0)
ABSENT:	Hamilton, Blumenkron	(2)
ABSTAIN:		(0)

Signed: Jeff Seymour, Chair

STAFF REPORT
Community Development Department

File #: CP #20-01 Comprehensive Plan Text Amendments

Applicant: City of Sisters

Request: The proposal includes amendments to Comprehensive Plan Goal 1 Citizen Involvement and Goal 10 Housing.

Hearing Date: February 20, 2020, 5:30 pm, City Council Chambers, 520 E. Cascade Avenue, Sisters, OR

Staff: Patrick Davenport, Director

I. BACKGROUND

The Community Development Department (CDD) is responsible for updating and ongoing administration of the Comprehensive Plan. Working with the Housing Policy Advisory Board (HPAB), Planning Commission (PC), and City Council, staff has compiled the proposed Comprehensive Plan text amendments (CP 20-01) which were reviewed in a joint HPAB/PC workshop on 10/17/19, separate PC workshops on 08/15/19 and 11/21/19, and a workshop review by City Council on 01/22/20.

II. REQUEST

Acting on behalf of the City of Sisters as the applicant, staff is proposing to amend the Goal 1 Citizen Involvement and Goal 10 Housing. Staff requests the Planning Commission review the proposed Comprehensive Plan text amendments, conduct a public hearing, and make a formal recommendation to be forwarded to the City Council for final adoption.

A summary of the proposed amendments to Goal 1 and 10 is provided below and is being presented as amending and replacing in their entirety. The proposed Comprehensive Plan text amendments to Goals 1 and 10 are provided as Exhibit A and the existing Comprehensive Plan text for both Goals 1 and 10 are provided as Exhibit B.

SUMMARIES OF: PROPOSED COMPREHENSIVE PLAN TEXT AMENDMENTS

Comprehensive Plan Goal 1 Citizen Involvement amendments:

- Summarizes the importance of Citizen Involvement
- Provides an overview of historical and recent Community Visioning processes
- Recognizes the 2019 Sisters County Community Vision process and resulting Action Plan and formally adopts the Vision and Action Plan by reference.
- Emphasizes the following Objectives:
  - Designating the Planning Commission as the Committee for Citizen Input
  - Encourages the use of all types of communication mediums traditional and contemporary to enhance citizen involvement
  - Ensures information presented to the public can be understood in the most reasonable format as possible.

Comprehensive Plan Goal 10 Housing amendments

- Shorten the length of background narratives and reduces references to overly specific circumstances.
- Enables references to supporting reports such as the 2019 Housing Needs Analysis (HNA) and Housing Strategies Report (HSR) to provide the detailed data and analysis.
- Adopts the 2019 Housing Needs Analysis, Housing Strategies Report and Residential Buildable Lands Inventory by reference.
- Draft broader and less specific objectives and policies to provide City Council, the Planning Commission and Housing Policy Advisory Board, the necessary flexibility to adapt to changing circumstances in housing markets and economic conditions.

III. Review Procedures

Sisters Development Code, chapter 1.3, Definitions. A legislative change is defined in the Development Code as follows: ***Legislative*** - A legislative action or decision is the making of law, as opposed to the application of existing law to a particular use (e.g., adoption of, *or amendment to*, a *comprehensive plan* or development regulation).

Response: The applicant is amending the Comprehensive Plan text within various sections as described previously (within Goals 1 and 10). These actions are not site-specific, the process of amending the Comprehensive Plan and Zoning Map is by definition a *legislative amendment,* and will be processed accordingly.

4.1.600 Type IV Procedure (Legislative)

E. Decision-Making Considerations. The recommendation by the Planning Commission and the decision by the City Council shall be based on consideration of the following factors:

1. Approval of the request is consistent with the Statewide Planning Goals.

Goal 1 Citizen Involvement: To develop a citizen involvement program that ensures the opportunity for citizens to be involved in all phases of the planning process.

Response: The proposed Comprehensive Plan text amendments for Goal 1 improves policies supportive of enhancing citizen involvement and supports establishing the Planning Commission as the official Committee for Citizen Involvement where presently, there is not an official body designated. The amendment also adopts the Sisters Country Community Vision Action Plan and recognizes that this document and resulting implementation will support additional citizen involvement. This will improve the citizen involvement program and the requested revision is consistent with Goal 1: Citizen Involvement

Goal 2 Land Use Planning: To establish a land use planning process and policy framework as a basis for all decision and actions related to use of land and to assure an adequate factual base for such decisions and actions.

Response: The proposed Comprehensive Plan text revisions support the land use planning process by the aforementioned public involvement process. Multiple workshops were held having ample opportunity for public input. These amendments will also be processed via established formal public hearing process. The requested revisions are consistent with Goal 2: Land Use Planning.

Goal 3 Agricultural Lands:
Response: The proposed amendments would not directly affect Goal 3 Agricultural Lands.

Goal 4 Forest Lands:
Response: The proposed amendments would not directly affect Goal 4 Forest Lands.

Goal 5 Open Space, Scenic and Historic Areas, Natural Resources: To protect natural resources and conserve scenic and historic areas and open spaces.
Response: The proposed amendments would not directly affect Goal 5: Open Space, Scenic and Historic Areas, Natural Resources.

Goal 6 Air, Water, Land Resource Quality: To maintain and improve the quality of the air, water and land resources of the City.
Response: The proposed amendments would not directly affect Goal 6: Air, Water, Land Resource Quality.

Goal 7 Natural Disasters and Hazards: To protect people and property from natural hazards.
Response: The proposed amendments would not directly affect Goal 7: Natural Disasters and Hazards.

Goal 8 Recreational Needs: To satisfy the recreational needs of the citizens of the City and visitors, and, where appropriate, to provide for the siting of necessary recreational facilities.
Response: The proposed amendments would not directly affect Goal 8: Recreational Needs.

Goal 9 Economic Development: To provide adequate opportunities for a variety of economic activities vital to the health, welfare, and prosperity of the City's citizens.
Response: The proposed amendments would not directly affect economic development-related issues

Goal 10 Housing: To provide for the housing needs of citizens of the state.
Response: The intent of the proposed amendments is to improve the housing stock and housing-related policies within the City. The amendment to Goal 10 proposes to adopt by reference, the 2019 Housing Strategies Report and the 2019 Housing Needs Analysis with its accompanying Residential Buildable Lands Inventory. The requested revisions are consistent with Goal 10: Housing.

Goal 11 Public Facilities and Services: To plan and develop a timely, orderly and efficient arrangement of public facilities and services to serve as a framework for urban and rural development.
Response: The proposed amendments would not directly affect Goal 11: Public Facilities and Services.

Goal 12 Transportation: To provide and encourage a safe, convenient and economic transportation system.
Response: The proposed amendments would not directly affect Goal 12 Transportation.

Goal 14 <u>Urbanization</u>: To provide for an orderly and efficient transition from rural to urban land use, to accommodate urban population and urban employment inside urban growth boundaries, to ensure efficient use of land, and to provide for livable communities.

Response: The proposed amendments to Goal 10 offer policies to support orderly transition of lands from rural to urban uses as well as efficient use of urban land inside the UGB. Furthermore, proposed polices support development of low- and moderate-income housing and livable communities.
The requested revisions are consistent with Goal 14: Urbanization.

2. Approval of the request is consistent with the Comprehensive Plan;

Goal 1, Policy 1. 1. The City of Sisters shall seek out and encourage public participation in all aspects of the City planning process.

Response: The proposed amendments are subject to the procedures of the Sisters Development Code, which provides for notice, opportunities for written comment, and public hearings before the City's Planning Commission and the City Council to allow for public participation in this planning process.

…

Goal 10, Policy 2. The City shall implement the housing strategies from the Sisters Housing Plan (2009) to provide housing choices to all income levels in the City. Following adoption of the Plan, the City shall:

> **a. Prepare and adopt a budget for ongoing implementation of the Housing Plan strategies through a Housing Coordinator position or appropriate level of staff support.**
>
> **b. Establish a Housing Policy Board to provide ongoing direction to the Housing Coordinator regarding affordable housing strategies, programs, and opportunities, and to assist the Housing Coordinator in developing an Action Plan and implementation strategy for affordable housing.**
>
> **c. Establish, with the Housing Policy Board, a schedule to implement each of the strategies recommended in the Sisters Housing Plan.**

Response: As part of the proposed amendments, this policy is being updated to reflect current housing related planning documents and efforts. The City will continue to utilize its Housing Policy Advisory Board assist the City is developing and implementing housing related policy.

…

Goal 10, Policy 9. The City shall strengthen efforts to increase supplies of multi-family housing, in order to meet the demand for additional multifamily units, to provide additional workforce housing, and to increase the supplies of rental units.

Response: The proposed amendments include adopting an updated housing needs analysis. This analysis will assist the City in determining the need for various housing types including multi-family housing, workforce housing, and rental units.

3. The property and affected area is presently provided with adequate public facilities, services and transportation networks to support the use, or such facilities, services and transportation networks are planned to be provided concurrently with the development of the property. The applicant must demonstrate that the property and affected area shall be served with adequate public facilities, services and transportation networks to support maximum anticipated levels and densities of use allowed by the District without adversely impacting current levels of service provided to existing users; or applicant's proposal to provide concurrently with the development of the property such facilities, services and transportation networks needed to support maximum anticipated level and density of use allowed by the District without adversely impacting current levels of service provided to existing users.

Response: The proposed amendments do not have any impacts on the City's ability to provide public facilities, services, and transportation networks. No physical development is proposed and the amendments do not change any anticipated densities or uses.

4. Compliance with 4.7.600, Transportation Planning Rule (TPR) Compliance

Response: The Compliance with 4.7.600 is discussed below.

4.1.700 General Provisions

A. Application Requirements.

Acceptance of any application is subject to Section 1.4.800. All applications shall:

…

Response: The application contained all of the required materials and has been deemed complete.
…

E. Applications

1. Initiation of applications.

a. Applications for approval under this chapter may be initiated by:

1. Order of City Council;

2. Resolution of the Planning Commission;

3. The Community Development Director or designee;

Response: The Community Development Director, based on direction from City Council, initiated this application for legislative amendments.

2. Consolidation of proceedings. When an applicant applies for more than one type of land use or development permit (e.g., Type II and III) for the same one or more parcels of land, the proceedings shall be consolidated for review and decision.

a. If more than one approval authority would be required to decide on the applications if submitted separately, then the decision shall be made by the approval authority having original jurisdiction over one of the applications in the following order of preference: the Council, the Commission, or the Community Development Director.

b. When proceedings are consolidated:

1. The notice shall identify each application to be decided;
2. The decision on a plan map amendment shall precede the decision on a proposed land use district change and other decisions on a proposed development. Similarly, the decision on a zone map amendment shall precede the decision on a proposed development and other actions; and
3. Separate findings and decisions shall be made on each application.

Response: The applicant is not proposing more than one type of application, therefore these requirements is not applicable.

IV. Conclusionary Findings.

4.7.200 Legislative Amendments

Legislative amendments are policy decisions made by City Council. They are reviewed using the Type IV procedure in Chapter 4.1, Section 600 and shall conform to Section 4.7.600, as applicable.

Response: This application is being processed as a Type IV procedure in accordance with the procedures specified in Section 4.1.600 and 4.1.700.

4.7.300 Quasi-Judicial Amendment

A. Quasi-Judicial Amendments. Quasi-judicial amendments involve the application of adopted policy to a specific development application or Code revision. Quasi-judicial map amendments shall follow the Type III procedure as governed by Chapter 4.1.500, using standards of approval in Subsection "B" below. The approval authority shall be as follows:

1. The Planning Commission shall review and recommend Land Use District map changes which do not involve comprehensive plan map amendments;

2. The Planning Commission shall make a recommendation to the City Council on an application for a comprehensive plan map amendment. The City Council shall decide such applications; and,

3. The Planning Commission shall make a recommendation to the City Council on a land use district change application that also involves a comprehensive plan map amendment application. The City Council shall decide both applications.

Response: This application covers adoption of legislative Comprehensive Plan text amendments. The application does not qualify as a quasi-judicial type amendment.

4.7.600 Transportation Planning Rule Compliance

A. When a development application includes a proposed comprehensive plan amendment or land use district change, the proposal shall be reviewed by the City to determine whether it significantly affects a transportation facility, in accordance with Oregon Administrative Rule (OAR) 660-012-0060. Significant means the proposal would:

1. Change the functional classification of an existing or planned transportation facility. This would occur, for example, when a proposal is projected to cause future traffic to exceed the capacity of

"collector" street classification, requiring a change in the classification to an "arterial" street, as identified by the Transportation System Plan; or

2. Change the standards implementing a functional classification system; or

3. Allow types or levels of land use that would result in levels of travel or access what are inconsistent with the functional classification of a transportation facility; or

4. The effect of the proposal would reduce the performance standards of a public utility or facility below the minimum acceptable level identified in the Transportation System Plan.

B. Amendments to the Comprehensive Plan and land use standards which significantly affect a transportation facility shall assure that allowed land uses are consistent with the function, capacity, and level of service of the facility identified in the Transportation System Plan. This shall be accomplished by one of the following:

1. Limiting allowed land uses to be consistent with the planned function of the transportation facility; or

2. Amending the Transportation System Plan to ensure that existing, improved, or new transportation facilities are adequate to support the proposed land uses consistent with the requirement of the Transportation Planning Rule; or,

3. Altering land use designations, densities, or design requirements to reduce demand for automobile travel and meet travel needs through other modes of transportation.

Response: This application does not propose changes to functional classifications of existing or planned transportation facilities, does not allow for more traffic-intensive development, and does not change the standards implementing a functional classification system. There are no changes to levels of travel or access that are inconsistent with the functional classification of a transportation facility. The proposed amendments do not reduce the performance standards of a public utility or facility below the minimum acceptable level identified in the Transportation System Plan. Accordingly, the proposal does not significantly affect a transportation system.

V. PUBLIC COMMENTS: No Public Comments were received at the time of publication of this Staff Report.

Notice of the application (CP #20-01) was published in the Nugget Newspaper on February 5th, 2020, at least two weeks prior to the February 20, 2018 Planning Commission hearing.
Notice to DLCD was sent via Form 1 on January 14, 2020 in advance of the 35 day-minimum notice required prior to the February 20, 2020 public hearing.

VI. EXHIBITS

Exhibit A – CP 20-01 Comprehensive Plan Text Amendments of Goals 1 and 10 (amended and replaced in entirety)
Exhibit B – CP 20-01 Comprehensive Plan Text of Goals 1 and 10 (existing version)
Exhibit C – Sisters Country Community Vision and Action Plan
Exhibit D – 2019 Housing Needs Analysis, Buildable Land Inventory and Housing Strategies Report

VI. STAFF RECOMMENDATION

Staff finds that the proposed amendments satisfy all applicable criteria and recommends that the Planning Commission recommend that the City Council adopt the proposed amendments.

EXHIBIT A: Comprehensive Plan Text Amendments of Goals 1 and 10
(amended and replaced in entirety)

GOAL 1: CITIZEN INVOLVEMENT

STATEWIDE PLANNING GOAL 1 CITIZEN INVOLVEMENT: *To develop a citizen involvement program that insures the opportunity for citizens to be involved in all phases of the planning process.*

BACKGROUND

The Importance of Citizen Involvement
Localities in Oregon are required to provide a variety of meaningful opportunities and options for active participation by residents, business owners, private organizations and partnering agencies in the preparation of—or amendments to—a community's comprehensive plan.

Citizen involvement is:
• Required by State law;
• A means to assure planning efforts are worthwhile and meaningful endeavors; and
• Key to informing local leaders who make critical decisions (e.g., long-range planning, infrastructure investments, etc.) affecting the community's livability and economic vitality.

Robust public input supports effective and efficient governance by revealing public opposition for initiatives that local leaders might otherwise assume are desired or unopposed. Not only must a community's leaders provide the public with a chance to view and respond to planning documents and studies, they ALSO must proactively seek citizen involvement. Likewise, long-range/comprehensive planning documents often are used to inform investments in infrastructure and to guide decisions like financing debt or undertaking major policy initiatives. Governmental activities could create economic implications or impact payrolls and taxes—tools sometimes used to achieve the goals and objectives of a community. Therefore, "citizen involvement" also must extend to community businesses and industries. Channels and methods for involving residents often also can be effectively used to reach businesses and industries, as well as governmental, public utility, and transportation providers.

An Overview of Local Citizen Involvement and Vision Work

Local business-owners and residents living both inside and outside the City's urban growth boundary (city limits) share a strong sense of ownership of Sisters. The City and rural community—known collectively as "Sisters Country"—is home to native-born residents, long-time residents and relative newcomers. Historically, this diversity has engendered robust community interest and involvement in land-use decisions and proposed municipal investments. The most recent community visioning process has underscored the need and benefits of strong community outreach throughout Sisters Country.

The City formally adopted "Community Vision" action plans in 1999, 2007 and 2019. The 1999 and 2007 plans were relatively successful in informing important policy decisions. The most recent community-wide visioning campaign began in Winter 2017-2018. Over the course of a year, the 2019 Sisters Country Community Vision (SCCV) project received approximately 2,000 inputs from various sources to inform development of an Action Plan. This collaborative, multi-jurisdictional effort was spearheaded by The City of Sisters, Deschutes County, and the Central Oregon Intergovernmental Council (COIC) with support and assistance from several partners, including Economic Development for Central Oregon (EDCO), Oregon's Kitchen Table, local non-profits like Citizens4Community and Age Friendly Sisters Country and many area residents and business owners.

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The 2019 SCCV Action Plan (available at https://sistersvision.org) provides a list of tasks to be undertaken by governmental agencies, taxing districts and private organizations to improve the connectivity, livability, prosperity and resilience of Sisters Country. A Vision Implementation Team (VIT) will help ensure execution of the Action Plan; and the plan requires broad citizen involvement over several years. To increase public participation and foster implementation of the community's Vision, the 2019 Sisters Country Community Vision and Action Plan is hereby adopted by reference into the Comprehensive Plan.

Expanding Outreach and Awareness Efforts

Development of the 2019 Vision and Action Plan involved several different channels and tools for citizen outreach. Methods included information kiosks, email blasts, small-format local meetings, community-wide forums, volunteer workshops, online surveys, and 80-plus direct interviews with local residents. During this period surrounding the Visioning work, the City also made other notable efforts to boost citizen involvement and build more public awareness of City activities and proposed actions. Those accomplishments include modernizing the City website and expanding public access to electronic notices and public meeting agendas.

The City also subscribed to a code publisher to maintain its municipal and development codes by an efficient, independent server; and it partnered with the State to implement ACCELA—an online land use and building permit processing platform which facilitates access to key information and improves responsiveness to citizen requests.

City staff, the City Council and its appointed bodies continue to search for new opportunities to improve citizen involvement and gather public feedback. The City continually seeks to increase involvement by youth and encourages public participation and inclusion from diverse populations that do not ordinarily participate in the public discourse.

DRAFT

CITY OF SISTERS PUBLIC INVOLVEMENT GOAL: *The City endeavors to offer a wide variety of traditional and contemporary tools and opportunities that enable inclusion of a diverse population of residents, business owners, private organizations and partner agencies located inside and outside City limits to participate in all land use processes.*

OBJECTIVES AND POLICIES

OBJECTIVE 1.1: To maintain an effective Citizen Involvement Program and recognize an official body—a Committee for Citizen Involvement (CCI)—to be responsible for overseeing and regularly reviewing the effectiveness of the program in order to grow public awareness and participation.

POLICIES:

1.1.1 The Citizen Involvement Program will be directed by the City's Planning Commission, sitting as the Committee for Citizen Involvement. The Planning Commission shall seek multiple methods to support and cultivate additional, new and ever-expanding citizen involvement opportunities including working directly with private organizations to amplify opportunities for involvement.

1.1.2 The Planning Commission shall annually evaluate the City's public involvement tools and processes and report its findings in writing to the City Council along with recommendations as appropriate for improving the program.

1.1.3 The level of funding and human resources allocated to the Citizen Involvement Program should be an amount that will make citizen involvement and outreach an integral part of the planning process.

1.1.4 The Vision Implementation Team of the Sisters Country Community Vision shall regularly report progress of Action Plan implementation progress including documentation of its citizen outreach efforts.

OBJECTIVE 1.2: To recognize the need to use a variety of traditional and contemporary communication tools and channels in the Citizen Involvement Program—communication methods that will reach diverse audiences and drive greater awareness and participation in all phases of the planning process.

POLICIES:

1.2.1 Information about the City's planning activities and notices of upcoming meetings shall be maintained on the City's website and distributed via a variety of outlets and methods, including non-traditional methods that might be more successful at reaching underrepresented or less frequently involved members of the public (in accordance with Connected Strategy 4 of the 2019 SCCV Action Plan).

1.2.2 The Planning Commission and other City officials shall actively seek opportunities to personally present planning process or specific project information to community organizations, especially opportunities that will reach historically lesser-involved residents.

DRAFT

1.2.3 Citizen assistance in the preparation of each phase of the planning process shall be actively encouraged; and strategies to reach underrepresented or marginally-involved populations shall be implemented.

1.2.4 Planning Commission members and other City officials shall reach out to and encourage qualified individuals from historically lesser-involved populations to apply for vacancies on the City's advisory bodies, not only to foster vibrant and diverse perspectives within these bodies but also to encourage bridge-building to other voices in those populations.

OBJECTIVE 1.3: To present technical information that serves as the foundation of the plan in an understandable form.

POLICIES:

1.3.1 Information necessary to reach policy decisions shall be available in a simplified and understandable form at City Hall, on the City's website and via other resources as appropriate.

1.3.2 Upon written request, assistance in interpreting and using technical information shall be provided in a timely manner.

1.3.3 Recommendations resulting from the Citizen Involvement Program shall be retained and made available for public assessment.

1.3.4 Citizens who have participated in this program shall receive a response from policy-makers. The rationale used to reach land-use policy decisions shall be available in the form of a written record.

DRAFT

GOAL 10: HOUSING

STATEWIDE PLANNING GOAL 10 - HOUSING: *To provide for the housing needs of citizens of the state***.**

BACKGROUND DATA

Urban Growth Boundary (UGB) and Residential Inventory Summary

As of June 2019, City of Sisters contains approximately 400 total (gross) acres of lands zoned for residential use inside the UGB and approximately 91 (gross) acres of that residential lands remain vacant and suitable for development. A recently approved master plan and subdivision for McKenzie Meadow Village entitled approximately 24 gross acres of Multifamily Residential - zoned land for development of nearly 200 residential units. Other subdivisions are being developed at a steady pace and are anticipated to be built out within the 20-year planning period.

The recently completed 2019 Housing Needs Analysis (HNA) provides detailed information regarding the City's housing stock including ownership tenure and typology as well as detailed demographic information. A Housing Strategies Report (HSR) was completed at the same time and included an audit of existing housing-related polices and recommendations for the City to consider in order to improve its housing stock. The 2019 HNA and HSR are incorporated into the Comprehensive Plan by reference.

The 2019 HNA's major findings are:

- Sisters has experienced strong growth, with the population growing roughly 185% since 2000, an increase of nearly 1,800 people. Deschutes County and the state experienced population growth of 59% and 21% respectively.
- As of June 25, 2019, the City added over 350 new dwelling units since 2010 within the UGB. At the same time, the City has added an estimated 282 households, meaning the production of new housing outpaced the growth in resident households. Second homes and other vacation properties make up for much of this difference and contribute to an overall estimated vacancy rate of 22%
- Portland State University Population Research Center estimates a future growth rate of 2.6% per year, which means continued strong growth. This would add nearly 2,000 people and over 800 households over 20 years. The HNA estimates that 1,050 units at all income levels will be needed, with significant percentages needed for lower income households. There will also be a continued demand for houses at the median and upper-income ranges.
- There are projected future demands for a wide range of housing going forward to serve these households, with an estimated 60% being for owner households (including second homes), and 40% for renter households.

Future Needs for Residential Land and Housing Types

The 2019 HNA provides a reconciliation of land supply and needs over a 20-year period and estimates that the City will need 1,057 dwelling units to accommodate the increased population. The 2019 HNA further determines that the City's existing vacant land can accommodate 835 dwelling units, leaving a deficit of 222 units on an equivalent 67 gross acres. Since the publication of the 2019 HNA, as of October 1, 2019 over 50 additional residential units have been authorized by the City and by the time this revised chapter is adopted relatively significant numbers of additional units will be authorized and under construction.

DRAFT

The 2019 HNA and stakeholders with a vested interest in improving the City's housing stock have indicated the following generalized needs:

- *Wider variety of workforce housing types suitable for traded sector, service, retail and public agency employees*
- *Subsidized and/or programmed affordable housing managed by community partners such as Habitat for Humanity and Housing Works*
- *Housing types suitable for aging populations*
- *Group quarters such as assisted living facilities for lower income residents*
- *Strictly managed and appropriately sited seasonal emergency shelters*
- *2019 Regional Housing Needs Analysis led by Central Oregon Intergovernmental Council and the 2019 State Housing Plan echoes many of the same needs stated in the City's 2019 HNA*

Findings from 2019 Housing Strategies Report (HSR) and community input

The 2019 HSR accompanied the 2019 HNA and included the following recommendations for the City to take to improve its housing stock supply:

- Update the City's Comprehensive Plan's Policies related to housing to include contemporary narratives and data related to existing housing conditions and projections of needs for the future.
- Findings indicate a deficiency in the supply of land needed to meet housing needs over the next 20 years. Potential strategies to address that gap include the following:
    - Adopt supporting policies and subsequent Development Code text amendments to enhance efficiency measures inside the UGB such as increasing the range or densities of allowed housing types, reducing barriers to the development of housing, or establishing or increasing minimum densities.
    - Rezoning land from one designation to another.
    - Amending the City's UGB. However, prior to or coincident with amending the UGB, the other types of strategies noted above must be considered in concert with the protection of the existing character of neighborhoods.
- Other strategies described in the HSR include additional approaches that the City can undertake to provide opportunities for, support, or encourage the development of specific types and price ranges of needed housing. These types of strategies include but are not limited to:
    - Development Code – related incentives or requirements for specific types of development such as density and height bonuses and inclusionary zoning.
    - Fee reductions, including system development charge deferrals or exemptions, tax abatements or exemptions, or other reductions.
    - Funding measures that support low and moderate-income housing programs or incentives.
    - Partnerships with other agencies or organizations to develop or maintain housing affordable to people with low and moderate incomes.

DRAFT

CITY OF SISTERS HOUSING GOAL:

The City endeavors to enable construction of a wide range of quality housing for all ages and income levels. Housing will be compatible on a neighborhood scale and meet the demands of current and future residents, as well as the region's private and public sector employers.

OBJECTIVES AND POLICIES

OBJECTIVE 10.1: To accommodate for additional residential growth within the existing UGB as appropriate and necessary.

POLICIES:

10.1.1 Ensure adequate acreage of vacant land is zoned to meet residential land needs as defined in the 2019 HNA and other supporting data when made available.

10.1.2 Maintain reasonable, specific and enforceable design standards for single-family housing, manufactured homes, and multifamily housing.

10.1.3 Provide sufficient opportunities through Development Code requirements within the UGB for efficient development of residential land in harmony with existing neighborhoods.

10.1.4 Amend Development Code regulations to support streamlining the ability of housing developers to modify approved land use entitlements in response to changing market conditions and other circumstances.

10.1.5 Monitor residential land development to ensure that there is sufficient residential land to accommodate the long-term forecast for population growth and keep City leadership and community stakeholders informed of changing conditions.

10.1.6 Update the 2010 City Housing Plan upon completion of amending the Comprehensive Plan for Goal 10 Housing.

OBJECTIVE 10.2: To provide various opportunities for needed permanent housing types including: attached and detached single-family housing, and various types of multifamily and manufactured housing for both owner and renter occupancies, and government assisted housing.

POLICIES:

10.2.1 Provide flexibility through Development Code requirements of innovative housing types to meet medium and high-density housing as described in the HNA.

10.2.2 Accommodate the housing needs of aging populations and assisted living facilities in locations within walking distance of business and commercial areas and other services.

10.2.3 Support construction of smaller dwelling units that incorporate alternative building materials and methods that follow approved State Building Code requirements.

DRAFT

10.2.4 Evaluate Development Code requirements covering residential/commercial mixed-use requirements in the Downtown and Highway Commercial Districts regularly, to keep pace with emerging market trends.

OBJECTIVE 10.3: Evaluate Development Code requirements supportive of low and moderate-income housing, transitional housing and emergency shelters through Development Code requirements, land use policies and other incentive programs.

POLICIES:

10.3.1 Coordinate with Habitat for Humanity, Housing Works, and other providers of affordable housing to identify sites, projects and partners to develop housing units for low- and moderate-income households; evaluate and amend Development code requirements as appropriate

10.3.2 Evaluate policy and program options to enhance funding streams that would offer subsidies to offset development costs of affordable housing projects.

10.3.3 Monitor and evaluate efficacy of the existing Affordable Housing Grant Program and support changes to the program as conditions warrant.

10.3.4 Coordinate with emergency shelter providers, public safety providers and the County Health Department to adopt appropriate policies that are supportive of emergency shelters and transitional housing and are sensitive to the concerns of the surrounding community.

OBJECTIVE 10.4: Amend Development Code requirements for residentially-designated parcels brought into the UGB, to have clear and reasonable standards to ensure adequacy of public facilities and a mix of market rate and affordable housing units.

POLICIES:

10.4.1 Ensure Development Code requirements contain clear and objective standards to require that when land is brought into the UGB, a concept plan is provided to illustrate housing unit typology and distribution for the subject area, prior to annexation.

10.4.2 Coordinate capital improvements planning with concept and master planning of parcels brought into the UGB to ensure that land is ready for efficient residential development.

10.4.3 Require that lands intended for residential development that are annexed into the city limits, will have a residential - designated zone applied concurrent with annexation.

10.4.4 Ensure Development Code requirements contain clear and objective standards for development of Affordable Housing when land is annexed into the City or when land is rezoned from a non-residential district to a residential district.

10.4.5 Ensure that the Development Code requires that newly annexed residential areas will be evaluated through a regulating master plan ensuring provision of adequate public facilities and take into design consideration, the uses of lands located outside the UGB.

DRAFT

EXHIBIT B: Existing Comprehensive Plan Text of Goals 1 and 10

Part V
Comprehensive Plan Goals, Findings, & Policies

Goal 1: Citizen Involvement

1.1 GOAL

"To develop a citizen involvement program that ensures the opportunity for citizens to be involved in all phases of the planning process."

1.2 BACKGROUND

In compliance with State and City Goal #1, this Comprehensive Plan document is the culmination of an extensive public input and public hearing process. The creation of the Comprehensive Plan illustrates the City of Sisters' commitment to public involvement as well as the types of public involvement strategies commonly used by the City.

The Comprehensive Plan review process began in 1990 in response to zone change requests. In October 1990, the Sisters Urban Area Planning Committee was formed, and the update of the Sisters Comprehensive plan was undertaken. The Committee, with the assistance of the University of Oregon Planning Workshop, developed a list of five characteristics of the City of Sisters (City) community it wished to retain, and five characteristics it wished to improve. This list was, in large part, the basis for evaluation of the various Comprehensive Plan elements.

Characteristics to retain:

1. The benefits of a small town
2. Clean, controlled growth
3. Aesthetic qualities
4. Clean air and water
5. Western Frontier theme

Opportunities for improvement:

1. Public Sewer System
2. Traffic flow
3. Affordable housing with adequate off-street parking
4. Improved drinking water quality
5. Develop a city core area to accommodate visitors

Elements were assigned to various subcommittees comprised of concerned citizens and Planning Commissioners for review. After these subcommittees reviewed the existing

Plan, updated elements were brought back to the larger committee for review, comment and revisions.

The draft Plan was approved by the Planning Commission and City Council, and was given to the County Planning Department for review. The County expressed some concerns about several points within the Draft pertaining to Urban Growth Boundary (UGB) land beyond the City limits under County control.

In 1999, an agreement was reached between the City and County regarding land in the UGB; the agreement allowed the City to control planning efforts within UGB land without County intervention. Also, the City Council voted to amend the City limits to include virtually all of the UGB land. As of 2003, the City limits and UGB are the same. This Comprehensive Plan uses the terms City and UGB interchangeably, and they both refer to the same area. The City is responsible for administering the development within the UGB. Areas immediately outside the City are under the jurisdiction of Deschutes County.

Again in 1999, the draft Plan update went through additional public meeting sessions including Planning Commission meetings and City Council meetings for discussion and input. Voter approval and construction of a municipal sewer system in 2000 caused the rethinking of many Plan assumptions.

The rededicated process beginning in 2001 and culminating in this document involved additional public involvement consisting of an Advisory Committee meeting more than 12 times and an Open House. The Open House included a sign-in sheet, materials presented, and comments written from the attendees – these materials are part of the Planning Department's Plan Amendment file.

This process illustrates the interplay between the public, special committees, planning staff, the Planning Commission, and the City Council. These groups play important roles in guiding the policies and development of the City. Effective citizen involvement requires participation to be open, inclusive, and representative of the diversity present in the City.

The Planning Commission is the key body that facilitates public involvement. The Planning Commission is a City Council-appointed seven-member committee originally created by Ordinance 82 in 1972. The Planning Commission responds to public concerns, guides planning staff, and makes policy recommendations to the City Council. The Planning Commission also participates in public involvement, oversees work of special committees, hears appeals of administrative decisions, and makes quasi-judicial decisions on land use applications.

The four-member City Council and Mayor are citizen-elected public officers who represent the public's interests. Issues move up from public, to Planning Commission, then City Council, or can originate at the level of Mayor or City Council member. These

groups work together to best represent and involve the public in the land use issues facing the City.

1.3 FINDINGS

1. The City of Sisters has fulfilled the spirit and intent of State Goal 1, Citizen Involvement, during this Comprehensive Plan Update process. The process has been open and ongoing since 1990, included a wide range of interests, and represents goals, findings, and policies of the community.

2. To continue to conform to State Goal 1 and acceptable planning practices, the City of Sisters shall involve citizenry in the Planning process by holding regularly scheduled public Planning Commission and City Council meetings where public comment on planning issues is encouraged and invited, and by advertising these meetings in a manner that is appropriate for citizens interested in City planning efforts to be adequately informed about future meetings.

1.4 POLICIES

1. The City of Sisters shall seek out and encourage public participation in all aspects of the City planning process.

   Tasks –

   a. Planning Commission and City Council meetings shall be held on a regularly scheduled basis.

   b. Planning Commission and City Council meeting agendas shall be publicized in a manner that makes this information widely available.

   c. Formally designate the Planning Commission as the Committee for Citizen Involvement.

   d. The City shall use a variety of methods to achieve citizen involvement.

   e. The publication “How to Put People in Planning” shall be used by the City as a guide for formation and function of this policy. A copy of this publication will be available from the City Planning Department.

   f. Establish a coordinated process for parks planning that involves residents, community groups, visitors, stakeholders, Parks Advisory Committee, and City staff.

Goal 10: Housing

10.1 GOAL

"To provide for the housing needs of citizens of the City and ensure that land development allows for different housing types and densities."

10.2 BACKGROUND

This part of the Plan establishes housing goals for the City, presents factual information, describes anticipated housing needs, and sets policies to meet the housing goals. This chapter draws upon different sources of information necessary to establish polices that guide the development of housing in the City. The policies established are then used to develop implementing plans and ordinances. Where the Comprehensive Plan establishes the housing policy direction for the City, the Development Code, Building Code, Transportation Systems Plan, and Water and Sewer Master Plans establish specific standards that affect the size, form, appearance, and function of new housing developments.

The *Central Oregon Housing Needs Update*, March, 2003 by Rees Consulting, Inc. is referenced in this section to provide a local perspective on housing.

The same study was updated in 2006 "*Central Oregon Workforce Housing Needs Assessment" (Rees Consulting, July 2006).* The Workforce Assessment evaluated housing needs in Central Oregon and found a substantial imbalance between the demand and supply of workforce housing and a significant mismatch between prices and household incomes. Key findings from the Workforce Assessment include the following:

- Home prices have been rising and are no longer affordable to most members of the workforce;
- Growth in demand for workforce housing has been outpacing the production of units;
- Employers are being negatively affected by problems that can be directly attributed to the insufficient availability of affordable workforce housing;
- Growth in demand for workforce housing will continue yet will not be balanced with construction of affordably-priced units given development now underway in the pipeline. *See Workforce Assessment at page 64.*

Specific data from the Workforce Assessment can be found in the actual document. In February 2010, the City of Sisters adopted the *Sisters Housing Plan*, in order to implement strategies that encourage affordable housing for not only low and very-low income residents, but also to address evident shortages of workforce housing. The findings of the *Sisters Housing Plan* support the trends seen in the 2006 Workforce Assessment.

City of Sisters Housing Characteristics

Low Income Households

It is estimated that 20,722 households in the three-county region (Deschutes, Crook, and Jefferson) have incomes below 80% of the Area Median Income (AMI). This equates to 31% of the region's household population. As explained in the Technical Documentation, the 2000 AMI for the three counties as published by the Department of Housing and Urban Development was applied to 2000 Census income data to generate estimates of the number of households in three categories:

- Equal to or less than 30% AMI
- 31%-50% AMI
- 51%-80% AMI

The median incomes for a family of three were used in the calculation since the average size of households in the region tends to be near or slightly higher than 2.5 persons per occupied unit. The estimates in each income category were then adjusted upward from 2000 to 2003 using the projected increase in the overall population.

Cost Burdened Households

According to the U.S. Department of Housing and Urban Development (HUD), households that spend more than 30% of their gross income on housing are considered to be cost burdened. For homebuyers, housing-related expenses include mortgage principal and interest, taxes, property insurance, mortgage insurance, and essential utilities; for renter, housing-related expenses include rent and essential utilities.

Overcrowded Units

Based on 2000 Census data, about 4% of the region's occupied housing units have more than one person per room residing in the unit and are considered overcrowded.

The *Central Oregon Housing Needs Update*, March, 2003 includes information in the tables below, which illustrate some of the housing characteristics of Sisters.

Table 10.1: Housing Characteristics

Variable	2000 Census	2008 Estimated
Total Population	959	1875
Total housing units	482	639
Occupied (82.4%)	397	N/A
Vacant (17.6%)	85	N/A
Owner occupied (58.4%)	232	N/A
Renter occupied (41.6%)	165	N/A

Source: 2000 U.S. Census, City of Sisters, PSU Center for Population and Research Estimates, Sisters Buildable Lands Inventory Update.

Historically, the City of Sisters' housing stock has consisted of primarily detached stick-built dwellings, a substantial percentage of mobile and manufactured homes, and relatively few multiple-family dwellings.

Table 10.2: Type of Structure (2000 U.S. Census)

Variable	Year 2000 Percentage	Est. Year 2008 Percentage
Single-family	63%	84%
Mobile home	32%	(incl. in single-family)
Multi-family	5%	16%

Source: 2000 U.S. Census, City of Sisters

Updates from the *2006 Central Oregon Workforce Housing Needs Assessment*

According to the *Workforce Assessment*, over 51% of the City of Sisters households earn less than 80% of the Area Median Income (AMI), and are therefore considered low income.

Further, the *Workforce Assessment* provided a comparison by Central Oregon community, illustrating that Sisters has the highest percentage of low-income households. According to the *Workforce Assessment* "Approximately 37% of the region's households have incomes equal to or less than 80% of the Area Median Income (AMI), and are therefore considered to be low income. The percentage of households with low incomes (≤80% AMI) is very similar in all three counties. Bend has the lowest percentage of low- income households (38%) and Sisters has the highest (52%) with the other communities falling somewhere in between."

As noted in Table 10.3, the Area Median Income (AMI) in Deschutes County has slowly increased since 2004 to generally mirror that of the state. In 2007, AMI for Deschutes County was $58,800. AMI is based on a family of four.

Table 10.3: Area Median Family Income, Deschutes County and Oregon, 2002-2007

Area	2002	2003	2004	2005	2006	2007
Deschutes County	$45,000	$54,200	$57,800	$57,800	$58,800	$58,800
Oregon	$48,900	$56,300	$58,600	$58,600	$58,900	$58,833

Sources: U.S. Department of Housing and Urban Development, U.S. Bureau of Economic Analysis.

According to mortgage calculators, which estimate the affordable level of housing for a particular household income, 6.5 percent interest, and $5,000 downpayment, a household earning the 2007 AMI of $58,800 could afford a home of no more than $180,500 without experiencing cost burden.

10.3 FINDINGS

Anticipated Housing Demand and Inventory of Residential Land

On behalf of the City, Geo-Spatial Solutions completed the *Technical Overview Report, Sisters Residential Buildable Land Inventory*, dated December 18, 2002, and updated by the City Planning Department May 2003 and 2005 as the "Residential Land Supply and Demand Analysis, 3-17-05 Update" (RLSDA). This report is a detailed analysis supporting this Comprehensive Plan, is included as Appendix C, and is adopted with the adoption of this Plan. This study provided the foundation for the projected land needs of the City of Sisters as well as housing trends unique to the Sisters area.

The RLSDA 3-17-05 Update indicates that the City of Sisters is expected to grow from 1,080 people to approximately 3,747 by the year 2025. This forecast was based on year 2000 U.S. Census data, and historic and recent building permit activity. The forecast was coordinated with Deschutes County, and accepted by the Oregon Office of Economic Analysis and the Oregon Department of Land Conservation and Development.

It is important to note that the RLSDA was completed in 2002 and updated in March of 2005. At the time (2002), the best current population forecast was used to determine the need for housing. Since the completion of the RLSDA, the Deschutes County Coordinated Population Forecasts have been updated, challenged, and modified and have been adopted by all cities within and by Deschutes County. The coordinated population forecast is attached as Appendix A.

The RLSDA includes a Housing Needs Analysis that estimates that approximately 1,125 housing units will be needed in Sisters between the years 2005 and 2025. This estimate is based on forecast population, the number of anticipated residential building permits, occupancy, and persons per household. Generally, the estimate is based on the City issuing an average of 56 residential building permits per year (from planning staff), an occupancy rate of 81% (source: 2000 U.S. Census), and the assumption that there are two persons per household (source: 2000 U.S. Census and anticipated housing trends). This general information is based on averages of these data sources between the years 2003 and 2025. The detailed population information used by the Residential Lands Supply and Demand Analysis is contained in Appendix A and C.

According to the Coordinated Population Forecast, between 2002 and 2025 the population of Sisters is anticipated to more than double to 3,747. Rapid growth is expected in the short term, with sustained growth expected until the year 2025. The population growth rates per year gradually decrease from 13 percent per year in 2003 to 2005, to 3.2 to 5.5 % between years 2010 and 2025. Given the current slowdown in the housing market, these trends should be re-assessed after the year 2010 Census data is collected and obtained by the City.

According to the most current population figures, Sisters' population is growing slightly slower than anticipated in the RLSDA, as illustrated in Table 10.4.

Table 10.4: July 1, Certified Population Estimates by Year Compared to Adopted Population Estimates, 2005-2007, City of Sisters

Year	City of Sisters Population (Actual)	Estimated Population
2005	1660	1,768
2006	1745	1,927
2007	1825	2,031
2008	1875	2,119

Source: Center for Population Research and Census, Population Estimates for City of Sisters, Appendix 1 Sisters Comprehensive Plan, adopted July 2005.

Methodology

The RLSDA determined the existing supply of residential land, predicted demand for new housing based on population growth and demographics, anticipated the amount of land to be used for new development, and compared the existing supply of land with demand for new residential land.

The RLSDA analyzed the difference between housing types that have been built in the past and what needs to be built in the future to accommodate the housing needs of all of the City's residents. One goal of the analysis was to consider the housing needs of all City residents based on their different income levels, and to provide sufficient land to accommodate the resulting need for housing.

Demand for different housing types was then equated with demand for land with a zoning designation that enables development of the housing types commensurate with demand. The Comprehensive Plan Citizens Advisory Committee agreed that the future distribution of income levels of City residents should be like the distribution of income levels of City residents in the year 2000, and that this distribution will result in a healthy and diverse City.

Conclusion of the 2005 RLSDA

The RLSDA also determined that 350 undeveloped lots were present in existing and approved developments. As of 2005, there was a supply of 69 gross acres of land zoned Residential Multi-Family Sub-District, and 36 gross acres of land zoned Residential. After subtracting out the supply of platted and planned units in approved subdivisions and existing supply of vacant zoned land, there will be a shortage of residential land in the City of Sisters between the years 2002 and 2025 (refer to table 13 of Appendix C). Based on this shortage of 25 acres of residential land in the Residential District, a need exists for land to be added to the Urban Growth Boundary (refer to Chapter 14 for analysis). The process to convert lands to residential uses is described in detail in the Goal 14, Urbanization section of this Plan.

Conclusion of the 2010 Sisters Housing Plan

In 2008, as part of the research for development of the *Sisters Housing Plan*, the City compiled a buildable land inventory for residential land using the same methodology as the RLSDA. As a result of Comprehensive Plan polices that permitted and encouraged smaller lots sizes, the City experienced a significant increase in single family residential

densities for homes constructed between 2003 and 2007. During this period, the average density figure for single family homes steadily increased from 5.3 units per net acre in 2003, to 8.8 units per net acre through July 2007, nearly approaching the lower end of the R-MFSD required density of 9-20 units per acre.

The Comprehensive Plan originally estimated the residential land need for the City on an average density of approximately 5 units per net acre, and as discussed previously, densities have been much higher. The resulting inventory shows that the City has an adequate inventory of residential units to meet the demand to 2025, although these units are not necessarily priced in ranges considered attainable for many of the City's residents.

The buildable lands analysis completed for the Sisters Housing Plan shows a current residential inventory of 1367 lots or potential housing units[1] that have been approved through final plats, master plans, or site design review. Of these, 240 are approved for multi-family housing units, and 1127 are approved for single family detached or attached units. Additionally, there is the potential for 525 units that have received preliminary plat, master plan, and/or Site Design Review approval. As illustrated in Table 10.5 there is a total of 1892 approved, or potentially approved housing units within City. Of these, 1286, or 67.9% are single family, and 606, or 32.1%, are multi-family.

Table 10.5: Estimated Land Inventory, City of Sisters, December 2008.

Subdivisions with Final Plat Approval	Single Family Units Approved	Multi Family Units Approved	Building Permits Issued	Remaining Units to be Constructed	Total Lots/ Units by Subdivision
All Approved Subdivisions	1127	240	539	832	1367
Preliminary projects, with Preliminary Plat, Site Design Review, and/ or Master Plan Approval					
North Park Commons	62	63 (1)	-	125	125
Sun Ranch	45	60 (1)	-	105	105
Three Creeks Crossing	28	-	-	28	28
Black Butte Crossing	-	243	-	243	243
Village at Five Pine	24	-	-	24	24
Subtotal	159	366	-	525	525
Totals, including preliminary & approved	1286	606		1357	1892
Percentage of Housing Mix	67.9%	32.1%			

Source: City of Sisters Planning Department
(1) Includes potential for loft units in North Sisters Business Park Subdistrict, a mixed use industrial zone.

As determined in the Deschutes County Coordinated Population forecast, there is a need for 1850 residential housing units through the planning period of 2025. With 1892 units planned or approved, the City has sufficient units according to the adopted population forecast to meet the need through the planning period.

[1] *This figure consists of vacant lots approved for dwelling units.*

Average Housing Cost in 2002-2008

Single-family detached housing is the most expensive housing type in Sisters and 70% of the housing built in the City of Sisters between 1994 and 2002 was single-family housing. A City Planning Commissioner conducted an independent analysis of Multiple Listing Service (MLS) home sales data for the City of Sisters. The analysis included property sales (listed through agents) of single-family stick built, mobile, manufactured homes, and condominiums on one acre or less in 2002. A total of 47 units were sold ranging from $65,000 to $448,000, with an average sales price of $189,864 and a median sales price of $176,440.

In 2008, when the City developed the *Sisters Housing Plan*, average home prices had nearly doubled from those in 2002. As noted in Table 10.6, in the five-year period between 2001 and 2006, the average home price in the Sisters area (including outlying areas, not solely the City Limits) nearly doubled, from $235,000 to $460,000. The Sisters area exhibits the highest housing prices of any in Deschutes County. According to the Oregon Employment Department, average payroll wages in Deschutes County increased by only 17.9% between 2002-2006. Housing prices in the Sisters area, however, increased approximately 94% during the same period.

Table 10.6: Average home prices by year, Sisters (area, not City Limits),Bend, and Redmond

Area	2001	2002	2003	2004	2005	2006
Sisters	$235,000	$247,500	$270,000	$308,500	$394,250	$460,000
Bend	$168,950	$183,500	$195,000	$227,500	$279,900	$351,978
Redmond	$125,000	$135,125	$148,567	$158,500	$198,818	$262,749

Source: Central Oregon Realtors Association.

As provided in Table 10.7, the average home price of homes listed on the MLS service within the Sisters City Limits, as of January 2008, was $361,763. The median home price of those listed for the same period was $314,900. Based on Deschutes County AMI, and mortgage calculators estimating the maximum affordable home certain incomes can afford, the maximum affordable purchase price for a low-income household in Deschutes County is $180,500. Based on the MLS listings, there are no homes that are considered affordable for a household earning less than 80% median income in the Sisters City Limits. The lowest-priced listings in the City included 2 townhomes priced at $199,990.

Table 10.7: January and October 2008 Central Oregon Realtors MLS Residential Listings, Sisters City Limits

Listed Housing Price	January 2008 Number of Units	October 2008 Number of Units
$148,230-$199,990	2	16
$200,000-239,990	8	17
$240,000-$269,990	10	11
$270,000-$299,990	16	9
$300,000-$329,990	14	4
$330,000-$374,990	10	5
$375,000-$415,990	8	5
$416,000-$499,990	6	7
$500,000-$599,990	10	8
$600,000-$749,000	4	7
$749,990+	0	1
Total Housing Units	88	90

Source: City of Sisters, Central Oregon Realtors MLS Listings, January and October 2008.

In addition to tracking the listing prices of homes for sale, the Central Oregon Realtors Association tracks actual sales prices of homes. A comparison of homes sold in Sisters through the 3rd Quarter by year is shown in Table 10.8 below.

Table 10.8: Sisters Area Property Statistics, Year to Date Sales through3rd Quarter by Year, 2004-2008

YTD Solds through 3rd Quarter	2004	2005	2006	2007	2008
Single Family Detached					
Total Sold	102	131	103	78	62
Avg. Sales Amount	353,410	443,544	490,450	520,383	440,706
Median Sales Amount	302,500	386,000	445,900	411,000	374,750
Average DOM*	138	131	140	154	224
Townhome/ condo					
Total Sold	14	32	20	7	13
Avg. Sales Amount	215,841	264,338	252,011	378,286	302,170
Median Sales Amount	157,750	259,250	256,100	389,000	230,000
Manufactured Home					
Total Sold	8	7	10	10	5
Avg. Sales Amount	165,574	160,843	240,378	244,740	233,800
Median Sales Amount	182,020	165,000	230,000	231,450	225,000
Residential Lots					
Total Sold	44	57	21	6	6
Avg. Sales Amount	138,332	157,499	290,629	414,117	186,917
Median Sales Amount	127,400	137,500	250,000	249,000	193,750

**Days on the Market.*

Source: Central Oregon Realtors website: www.centraloregonrealtors.com

Affordable Housing

Economic forecasts are important to consider when estimating the amount and type of housing that will meet future demand for an area. State forecasts indicate that although job growth will continue to grow to 2014 in Central Oregon, it will be at a slower pace than previously experienced, and most job growth is expected in lower-paying service

industry sectors such as Leisure and Recreation, and Retail Trade. Additionally, recent trends in the market indicate that a slowdown in economic growth is evident and may continue for some time. Job growth in service industry sectors offers relatively lower-paying jobs that are necessary for the Sisters tourist-based economy. However, the tourism industry creates service industry jobs that typically pay minimum-wage incomes. This in turn creates demand for low- to moderate-income housing.

While the City has taken a proactive response to create provisions for the development of more affordable housing by providing height and density incentives to "income and rent controlled housing", background research conducted for the *Sisters Housing Plan* illustrated that these strategies have not provided more affordable housing choices in the City. In 2008, through the development of the *Sisters Housing Plan*, the City has committed to exploring and implementing additional strategies to encourage greater supplies of housing that is affordable to a variety of income levels. These strategies are discussed in the Policies section of this chapter.

As part of the Comprehensive Plan, the City has created new measures to improve access to affordable housing during the planning period. Further, in adopting the 2005 Comprehensive Plan, the City committed to exploring additional tools such as land trusts, shared appreciation mortgages, annexation policies, down payment assistance programs and gap financing to create long-term affordable housing for low-income households. The City also desires to create plans and coordinating with affordable housing advocates to provide specific numbers of affordable housing units will help the City meet the need for affordable housing. Measures recently implemented include the following:

1) Development code regulations that allowed and encouraged smaller minimum lot sizes, a density bonus, and a height bonus when residential is incorporated with commercial development. The density bonus incentive was offered exclusively to developers of affordable housing geared towards those earning less than 80% of AMI, while the other strategies were offered to both market rate and affordable housing developers;

2) System Development Charge (SDC) waivers for developers of affordable housing for those earning less than 80% of AMI, with a 50-year affordability period requirement.

Additionally, in order to ensure that new land supplies provide housing that is commensurate with future citizens' income levels, as the City considers lands to be included into the Urban Growth Boundary, it has been requiring affordable housing at a ratio of 1-in-10 affordable units. In the past, applicants for zone changes and/ or plan amendments have provided this ratio of affordable units as well, increasing the supply of affordable units within the City limits.

Rental Housing

According to the 2000 Census, out of 397 occupied housing units, 58.4 percent were owners and 41.6 percent were occupied by renters. The percentage of owner-occupied

units is lower in Sisters than the state percentage, 63.2 percent in 2003, and than that of the nation, which was 66.8 percent in 2003 (State of Oregon Progress Board 2005 Benchmark Report). Given that Sisters has a relatively large percentage of renters, specific strategies focused on encouraging rental housing should be developed as the Housing Plan strategies are implemented. Following release of the 2010 Census, more timely data concerning the number of renters in the City will be available, and strategies can be implemented at that time.

Housing Works tracks and monitors average rents by community in Central Oregon through an annual rental survey. As of this writing, the 2009 rental survey has not been completed, and the most recent rental data for Sisters is from the first quarter or 2007. Although the rental survey was completed in 2008, the Sisters sample was relatively small. The findings of the survey indicate that only when a worker is earning close to $14/hour does the person not experience cost burden, according to the data complied in the rental survey and by Housing Works.

Consequently, following adoption of the housing plan and formation of a Housing Policy Board to review and make recommendations on implementation of various strategies, a focus on rental-related incentives should be considered. Based on the economic forecasts that indicate the Sisters economy will be based primarily on tourist focused, retail and leisure services, strategies to provide additional supplies of rental housing for low income workers is important for the City's future.

Housing in Light Industrial Areas

Two light-industrial subdivisions in the northern portion of the city (Sun Ranch and Three Sisters Business Parks) are unique in that they have separate categories of permitted uses that have less impacts to neighboring land than do typical industrial uses and must be developed sensibly to achieve economic prosperity while respecting their surrounding uses as noted in Chapter 9. Adjacent to the north of both parcels are existing low-density rural residential uses, creating potential conflicts with intensive industrial development. To the south of both parcels lie existing light-industrial subdivisions which are ripe for more intensive development and redevelopment.

The Sun Ranch and Three Sisters industrial parks are located in transition areas between historically conflicting uses (residential and light industrial). The development of these parcels should reflect the unique role these business parks play in adding value to the community while also providing livable neighborhoods for the City's residents.

Consistent with this intent, in 2007, the City re-zoned a 12.58 parcel (Tract A- Three Sisters Business Park) from industrial to residential and multi-family residential zoning. This rezoning effort created an additional 12.58 acres of land zoned for single- and multi-family residential development, consistent with the goal of providing a variety of housing types needed to provide affordable workforce housing; consistent with the directives of the RLSDA and the *Workforce Assessment.* At the time of the rezone, the developer committed to 8 units of dedicated, affordable housing.

The City has acknowledged the Central Oregon Regional Housing Authority and Sisters Habitat for Humanity as providers of low-income housing assistance and will continue to meet the requirements of the Federal Fair Housing Act.

Housing for Moderate- to High-Income Households

Providing housing for moderate- to high-income households will benefit the City and the City needs to accommodate these housing needs. The BLI and Comprehensive Plan Advisory Committee found that half of all new dwelling units constructed in the planning period should be single-family units in existing or new subdivisions. The range of dwelling units available to these income groups is broad, and includes condominiums, single-family dwellings on a variety of lot sizes, townhomes, and duplexes. The Development Code permits creating lots in new subdivisions up to 10,000 sq. ft. to further promote the development of housing that attracts moderate- to high-income households, providing flexibility for builders to meet the needs of high as well as of low income residents of the City.

The Development Code (Master Plan section) requires the development of housing which provides site amenities and design features that add to the livability of the City of Sisters. The City recognizes that parks and/or open spaces are important for the livability of residential neighborhoods and that appropriate trees and site landscaping enhance the livability of residential areas. The Development Code is dynamic and may be adjusted to improve livability as new issues and challenges arise.

10.4 POLICIES

1. All residential developments shall retain and respect the physical characteristics of the site pertaining to existence of endangered species, significant natural features, soils, slope, geology, erosion, flooding and natural vegetation to the greatest extent possible. These developments shall be designed to be safe and aesthetically pleasing, recognizing and respecting the character of the area in which they are located.

2. The City shall implement the housing strategies from the Sisters Housing Plan (2009) to provide housing choices to all income levels in the City. Following adoption of the Plan, the City shall:

    a. Prepare and adopt a budget for ongoing implementation of the Housing Plan strategies through a Housing Coordinator position or appropriate level of staff support.

    b. Establish a Housing Policy Board to provide ongoing direction to the Housing Coordinator regarding affordable housing strategies, programs, and opportunities, and to assist the Housing Coordinator in developing an Action Plan and implementation strategy for affordable housing.

    c. Establish, with the Housing Policy Board, a schedule to implement each of the strategies recommended in the Sisters Housing Plan.

3. Modular and manufactured homes shall be permitted on individual lots, as part of a modular and manufactured home park, or in planned unit developments.
4. All residential development shall be provided with orderly extension of City services including sewer and water.
5. Limited and appropriate non-residential uses such as public and community facilities (utility substations, transformers, sewer pump stations) and small scale commercial uses such as home occupations are necessary and should be permitted within Residential Districts. Their location, size, and design shall be compatible with their surroundings and intended for the convenience and safety of the people.
6. Areas dedicated or provided as public, semi-public, or private open space as part of a residential development, as provided by the Development Code, shall be counted as part of the total area when computing residential densities for any given development. The gross size of the parcel will be used when calculating the minimum and maximum residential density allowed on a lot or parcel. It is the policy of the City to achieve a range of residential densities from 3-8 units per gross acre for standard residential and from 9-20 units per gross acre for multi-family residential.
7. The Sun Ranch Residential District shall contain flexible site design guidelines to provide an innovative residential layout and needed residential component to the Sun Ranch Mixed Use Community as well as to provide a good transition between the uses north of the community and the urban uses within the City of Sisters. A maximum of 45 units (or about 4.3 units per gross acre) shall be provided within this residential area. Development codes shall protect the economic uses of the land first and foremost, but allow housing as a means of creating more compatibility between adjacent uses and enhancing the economic vitality of the City.
8. Mixed use zoning districts that include a residential component shall contain mechanisms to ensure compatibility between residential and underlying commercial or industrial uses.
9. The City shall strengthen efforts to increase supplies of multi-family housing, in order to meet the demand for additional multifamily units, to provide additional workforce housing, and to increase the supplies of rental units.

EXHIBIT C: 2019 Sisters Country Community Vision and Action Plan

VISION ACTION PLAN

FINAL

Sisters Country Vision
City of Sisters, Oregon
June 2019

(Last Updated: 06.20.19)

Prepared by
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INTRODUCTION & OVERVIEW

The **Vision Action Plan** presented in this report is the final outcome of the **Sisters Country Horizons** community visioning project of the **City of Sisters**, Oregon conducted in 2018. (Note: As of June 2019, the project has been rebranded as the **Sisters Country Vision** with a new logo and tagline: "Our Community • Our Future".)

The City sponsored this effort to engage the community in a comprehensive conversation about the future of Sisters Country, to renew and update the community's existing vision for the future, and to develop a community-based action plan to engage the City and its key partners in achieving that vision over time, focusing on the next five years.

Deschutes County and **Central Oregon Intergovernmental Council**, along with PSU's **Oregon's Kitchen Table** project and **Citizens4Community**, partnered with the City in this effort.

As its name implies, the Horizons project focused on the **Sisters Country** area of Deschutes County – loosely defined as the Sisters School District 006 and Camp Sherman, including the city of Sisters proper, along with outlying residential developments and unincorporated areas, ranches and farms. The project actively reached out to residents throughout Sisters Country to engage them in the conversation.

To accomplish this goal, the project incorporated an exhaustive outreach and engagement effort. Key activities included: **stakeholder interviews** with 81 community leaders; 13 local **community meetings** conducted across the area; additional **"kitchen table" meetings** run by residents themselves; two major **online surveys** along with additional web-based opportunities for public comment; four **community forums** focused on the vision's four respective focus areas; and a culminating **Vision Summit**.

Special outreach was also conducted for local service clubs, senior citizens, high school students, veterans, the Latino community, Millennials, and others.

All of these activities were promoted by a **project website** and **social media**, along with **press releases** for local and regional media. As a result, a number of articles were published by *The Nugget*, *Bend Bulletin* and *Bend Magazine*. The project also developed a bespoke brand identity, logo and tagline, designed to be useful beyond the visioning process itself.

By the end of the process, nearly 2,000 participants had been engaged in the conversation, accounting for tens of thousands of individual comments and suggestions. This input eventually culminated in an overarching long-range vision statement presented at the Summit in September and 20 top priority **Strategies** recommended by the public for implementation over time.

Following these activities, a 31-member **Vision Action Team (VAT)** was formed and charged with reviewing and refining the strategies, and developing a vision action plan to promote their implementation.

The VAT met six times in the fall of 2018 to develop this plan, totaling nearly 500 hours of citizen time. Five strategies were fully developed for each of four focus areas: **Prosperous Sisters**,

Livable Sisters, **Resilient Sisters** and **Connected Sisters**, along with detailed action steps, suggested lead partners for their implementation, timelines and milestones. The City of Sisters, the major plan partner, commenced an effort to secure the commitments of other partners.

The final **Vision Action Plan** is intended to be a "living plan" and a guide to future action by the Lead Partners who sign on to help implement it. At the same time, it is not a legally binding document, but rather a catalogue of ideas and possibilities with the ambition of making it happen to the best of the City and its partners' abilities. Sisters City Council, as well as the boards of other Lead Partner organizations, is anticipated to adopt the plan.

Some actions in the plan may take up to five years (or beyond) to fully implement, and not every action called out in the plan may be achieved. It is also expected that the final list of Lead Partners may change or evolve over time, as may the actions themselves that they commit to undertake.

That said, based on the thousands of comments received from residents across Sisters Country, it is clearly the community's expressed desire that most of what is called out in the Vision Action Plan will, in fact, be achieved. And the results will mean a more prosperous, livable, resilient and connected Sisters Country – better prepared for whatever the future may bring.

NXT Consulting Group, consultant to the Sisters Country Horizons project, would like to thank the many **elected officials, citizens, community members and volunteers** who helped make this visioning process an exceptional community effort.

This long list includes: the Mayor of Sisters, President of Sisters City Council, and Sisters City Councilors; City of Sisters City Manager, City staff and the Community Development Department; Project Partners Deschutes County, Central Oregon Intergovernmental Council, Oregon's Kitchen Table and Citizens4Community; the Horizons Project Management Team; the Horizons Vision Action Team (VAT); numerous planners at Deschutes County who assisted with community meetings and VAT planning sessions; community leaders who volunteered to be interviewed by the Horizons project; volunteers who were trained and helped facilitate community meetings and/or kitchen table sessions; volunteers who assisted with special outreach to youth, seniors, veterans and the Latino community; and the many contributors who created the Sisters Horizons Community Quilt, itself a catalogue of ideas and possibilities.

During the course of this project, it has been said many times that if there is one person smarter than any of us, it's all of us. The residents of Sisters Country have demonstrated many times over that they possess the intelligence, vision and courage to ensure a bright future for their community and all its residents – and a legacy for generations to come.

SISTERS COUNTRY – PROFILE OF A CHANGING COMMUNITY

Situated at the eastern base of Cascade Range, "Sisters Country" is the widely used name for a much loved, stunningly beautiful part of Deschutes County, Oregon. The majestic Three Sisters peaks – just miles from the city of Sisters and visible from almost every part of the region – lend the region its name and help define its lifestyles, identity and brand.

As the heart of Sisters Country, the city of Sisters lies where the Santiam and McKenzie highways converge at the west end of town to form Cascade Avenue and separate again on their way to Bend and Redmond to the east. Most Sisters Country residents frequent the city as part of their daily lives, for school and work, business and shopping, and government, professional and medical services – traveling to Bend or Redmond for those needs that cannot be met locally.

Population Growth and Change

During the latter half of the 20th century, the city of Sisters' population grew (and declined) in direct relation to its economic fortunes. In 1950 the population was 723 and 50 years later in the year 2000 it was still only 959. However, with the 21st century came a sustained period of growth as more people discovered Sisters. Despite the disruption of the Great Recession in 2008-09, the city's population in 2016 was estimated to be 2,537 – and growing.

The population of the city of Sisters is largely white (estimated at 94% in 2016), although there is a small but growing Latino population. The population is slightly older and more affluent than the state as a whole, while the median value of the city's housing is higher than that of the state.

Demographic information for the larger Sisters Country area is not easy to quantify, as most available data is not collected or aggregated by its informal boundaries. The best approximation can be found in examining combined data for Black Butte and Sisters school districts (which includes the city of Sisters). In 2016, the combined Census-estimated population of this area was 7,796, or a little more than three times that of the city of Sisters proper. This would indicate that two-thirds of the Sisters Country population lives outside the city – or roughly twice as many people as live within it.

The statistical differences with the rest of the state appear to be more pronounced for the part of Sisters Country that lies outside the city. Anecdotally, this area is considered older and more affluent. Population in the wider region has also grown during the last two decades.

History and a Changing Economy

Sisters Country has a rich and colorful history, shaped by its geographic location and spectacular geology, pre-history and native peoples, early pioneers and settlers, development of the town of Sisters (first incorporated in 1946), and the area's legacy economy, including logging, lumber and wood products, ranching and farming.

In latter decades of the 20th century, the economic profile of the area began to shift significantly, with the decline of logging and closure of the town's sawmills – and rise of destination resorts, tourism, arts and cultural amenities, and outdoor recreation. Catalyzed by the development of Black Butte Ranch resort, the downtown Sisters' 1880's building façades and Western-themed visitor

attractions grew from the 1970s onward, launching a new chapter in the community's economic development.

Today, the "Sisters County" brand is promoted by the Sisters Area Chamber of Commerce and bolstered by iconic Western events, including the Sisters Rodeo, Sisters Outdoor Quilt Show and Sisters Folk Festival. These, in turn, have fostered the spin-off of newer arts and craft, performance and visitor-related events and attractions.

While government (including the U.S. Forest Service), administration, education, accommodations and food, and professional/technical services are relatively large sectors of the Sisters compared to the state as a whole, the number of innovative new companies, telecommuting workers (i.e., "lone eagles"), and independent entrepreneurs has begun to grow, drawn by its location, amenities, and quality of life. An influx of retirees also has also brought a steady stream of former professionals, not to mention retirement incomes and accumulated wealth.

Middle- and lower-income families in Sisters Country have not fared so well in Sisters Country of late, as living wage jobs are not easy to find and rising housing costs have made it more difficult for Millennials, young families and minority residents to sink roots. There is also a small but significant population of homeless families living in the area, some of whom have encamped in nearby forests.

The lack of affordable housing and family wage jobs has also challenged local schools, which have faced declining enrollments in recent years. Sisters' schools are considered the heart of the community by many, with a history of strong financial support, community-based initiatives, and academic excellence. The School District offers innovative programming reflecting the area's evolving economy, including the Americana, arts and luthier programs, and the Interdisciplinary Environmental Expedition.

As to its future economy, Sisters Country recognizes that tourism and the arts and recreational economies will continue to be a major source of its future prosperity. Rural Sisters Country, which continues to support ranching and agricultural operations, also hosts other visitor amenities and attractions.

At the same time, clean, light industry and smaller specialty companies compatible with the local culture are seen as critical to a more sustainable and equitable economy that can support working families. Currently, existing and potential relocating traded-sector employers (i.e., companies that produce goods and services sold outside the region) estimate 450 new year-round non-seasonal jobs, which will significantly impact the local and regional economy. Not only would this represent a significant number of new jobs, but also a shift in the economic base toward greater diversification.

Economic Development for Central Oregon's (EDCO) Sisters staff is working with the City, other government agencies, Sisters Area Chamber of Commerce, local businesses, investors and developers, and the community-at-large to strategically assist in diversifying the future economy of Sisters.

Planning for Future Growth and Development

The City of Sisters, Deschutes County and Central Oregon Intergovernmental Council (COIC) are actively involved in planning for the future growth and development of Sisters and Sisters Country. The City of Sisters has purview over plans, policies and ordinances affecting the city proper, while

Deschutes County provides traditional county services for the entire area, administers building codes for the City of Sisters, and oversees planning and policy for all unincorporated areas outside the City. COIC offers a range of regional planning and governmental services that includes Sisters Country, focusing on community economic development, education and training, transportation and more.

The City of Sisters has active public works, planning and community development departments, and a full slate of plans and policies guiding the town's growth and development. These include the Sisters Comprehensive Plan (last updated in 2014), Transportation System Plan Refinement (June 2018), Natural Hazards Mitigation Plan (prepared in collaboration with Deschutes County) (2015), Greater Sisters Country Community Wildfire Protection Plan (2014), Sisters Housing Plan (2010), and Downtown Urban Renewal Plan (2003).

Among the City's active planning projects in 2018 were the Community Planning Assistance for Wildfire project (CPAW), Whychus Creek Riparian Restoration and Fish Passage Project, and the Sisters Country Horizons visioning project. A complete update of the City's Comprehensive Plan is expected to be undertaken in the next couple years.

Sisters Country Horizons Visioning Project

The Sisters Country Horizons project is intended to provide a larger context for more detailed plans and initiatives of the City, County and COIC, and to do so in a way that engages the diverse perspectives and input of the wider public across the region.

The Sisters City Council has expressed a desire for the project to develop a better understanding and what local residents, both inside and outside city limits, aspire to for the future of their community – and what types of projects they are willing to support. The visioning project also has been seen by some as part of a response to a recent difficult period in community relations – and the expressed desire for more inclusive, civil conversations about the area's future.

Not surprisingly, the Horizons project is not the first time Sisters Country has set its sights on the future. The most recent vision plan for Sisters Country was undertaken more than a decade ago. Sponsored by the Community Action Team of Sisters, COIC and Rural Development Initiatives, Inc., this effort resulted in the *Community Vision and Strategic Plan* (2007). The plan included seven focus areas, a long list of action projects, and identified project "champions." Many of the recommended projects were achieved over time, although the Great Recession put a damper on local initiatives and the plan was never formally updated.

The Horizons project is built in part on the foundation of the 2007 plan. At the same time, it has involved local governments as project sponsors, reframed the vision's focus areas into a shorter list, and addressed a number of trends that have accelerated since 2007 (see below). It has also been designed to encourage ongoing involvement of the City of Sisters, its partner agencies and the wider community to help ensure the implementation of its vision action plan over time. (See "Implementing the Vision Action Plan," page 24.)

Emerging State and Local Trends & Strategic Issues

While the Sisters Country Horizons project was launched during a relatively stable and prosperous time in the state and local economies, the future could be seen as more challenging. Below are

some of the trends projected to have major impacts Oregon's local communities going forward, including observations on how they may affect Deschutes County and Sisters Country. This information was gathered from a variety of government, educational and independent research organizations, and online data sources.

- Oregon's population is growing. Oregon's statewide population is forecast to increase by nearly a million people, from 3.97 million in 2014 to 4.8 million in 2030, with most population growth occurring in urban centers. This is due in part to increased levels of in-migration from others states; over the last decade, Oregon has had one of the highest levels of in-migration from other states in the entire nation. **Deschutes County** is one of the fastest growing counties in Oregon; current forecasts show County population increasing from nearly 188,000 in 2018 to 244,000 in 2040. Similarly, the **City of Sisters** population is forecast to nearly double from 2,691 in 2018 to 5,169 in 2043. Forecasts for future growth in *rural* parts of Deschutes County while significant are somewhat lower than its urbanized areas.

- Oregon's population is aging. Oregon's percentage of citizens over 65 is growing faster than the nation as a whole (an 18% increase from 2010 to 2014 compared to 14% for the nation as a whole). This increase is happening across the state and in every county, and is due to the aging Baby Boomers as well as an influx of retirees from other places. **Sisters Country** has become a significant destination for more affluent retirees.

- Oregon's population continues to diversify. Oregon will continue to become more racially and culturally diverse, especially with a burgeoning Hispanic population dominating younger cohorts. Oregon's Hispanic population grew five times faster than the rest of the population between 2000 and 2014, increasing by 65%. **Sisters Country** has attracted a small but growing number of Latinos; Hispanics accounted for an estimated 4% of the area's population in 2016.

- Oregon's economy is restructuring and diversifying. Oregon's economy has largely recovered from the Great Recession, and continues its long-term trend away from resource-based and extractive industries to a more diversified economy. Rural areas of Oregon continue to lag behind its larger cities economically, but the State of Oregon is working to link natural resources with innovation to create new jobs in rural areas. With its quality of life, natural amenities, and arts and tourism industries, the **city of Sisters** could be considered a prime example of the economic potential of Oregon's smaller communities.

- Oregonians continue to earn less than the nation with a few exceptions. In 2014 median household income in Oregon was slightly above $51,000, or more than $2,500 less than the nation as a whole. At the same time, Oregon currently has one of the higher minimum wages in the nation. Oregon's highest household incomes are in the Portland metro area and Deschutes County, and yet there are significant numbers of households in the county that struggle with the area's high living costs, especially housing. This problem is very evident in **Sisters Country** and a focus of local government and community-based organizations.

- Oregon's cities have relatively stronger controls over new development. As Oregon grows, the State's comprehensive land-use planning system will provide Oregon cities a relatively

greater degree of control over new development than other states – and potentially higher levels of community livability. The **city of Sisters** continues to grow, but faces long-term constraints on land for both housing and industrial development due to adjacent public lands and exclusive farm use lands. Vacant and buildable land within City limits is highly constrained. The City projects a need for 922 new housing units by 2038 – but not enough land to accommodate 20 years of residential growth. The largest and most significant parcel of potentially developable land in the city is the 81-acre Forest Service property.

- Homelessness is becoming a bigger issue in Oregon. For the foreseeable future the number of people affected by homelessness in Oregon is projected to grow, placing increased stresses on schools and local social services, housing, drug treatment and mental health providers, and the criminal justice system. With known encampments in its vast expanse of adjacent public lands, the homeless situation in **Sisters Country** is not as visible as other Deschutes County communities, but significant nonetheless. The community and schools have responded to this challenge with a number of programs and initiatives.

- Oregonians are stepping up preparations for climate change and natural disasters. Oregon faces the threats of climate change in the form of increasing average temperatures, ongoing serious droughts, and the threat of large-scale wildfires, as well as the predicted Cascadia Subduction Zone earthquake. At the same time, "climate refugees" are also expected to increase in their numbers in Oregon, including migrants from more severely climate-impacted areas of California, the Southwest and beyond.

  Sisters Country faces the possibility of larger, catastrophic wildfires and affiliated impacts in the future. Research shows that the largest fires in Deschutes Country over the last century have occurred since the year 2000, and that most of them have occurred in the vicinity of Sisters Country. The Milli Fire of 2017 burned 24,000 acres in the Deschutes National Forest and Three Sisters Wilderness, came within several miles of the City of Sisters, and caused the cancellation of key summer activities and the Sisters Folk Festival. In 2018, the City of Sisters was a participant in the Community Planning Assistance for Wildfire project.

  There is a predicted 37% chance of a Cascadia earthquake occurring between now and 2065. Impacts will be severe on the Oregon coast and serious in the western valleys, while more moderate in Central Oregon. However, after the quake **Central Oregon** will become the center for Federal emergency response (FEMA), possibly the temporary seat of state government, and the state's transportation and distribution hub for two years or more. Large population migrations to Central Oregon from Western valleys in the short term are anticipated with major impacts on housing, traffic, cost of living and day-to-day life.

  State and local governments are increasingly focused on building greater resiliency in local communities in Oregon. The State of Oregon has a State Resiliency Plan and localities are working to increase public awareness and readiness. In addition to wildfires and earthquakes, Central Oregon and Sisters Country face a number of other potential natural hazards. **Deschutes County** and the **City of Sisters** are working aggressively to anticipate and prepare for a range of potential natural disasters, including fire and volcanic events.

- Use of public lands, parks and recreational amenities continues to increase in Oregon. With its exceptional natural attractions and large amount of public lands, Oregon will continue to focus on both economic utilization and public enjoyment of its natural amenities. More and more people will be using national, state, regional and local parks and recreational facilities, bringing more potential visitors, tourists and new residents to **Sisters Country**. While offering potential large economic benefits to the region, these activities may have associated impacts such as traffic congestion, demand for vacation rentals, and potential overuse of local parks and other recreational facilities.

Community Perceptions on Change

Beyond the data and forecasts, local community residents often have very accurate insights into the impact of change on their communities, informed by their daily experiences and personal observations. Such insights were on full display during the Horizons visioning process. (See "Sisters Country Horizons – A Comprehensive Community Conversation," page 12.) In the first of two online community surveys, hundreds of respondents voiced their opinions on the biggest challenges facing the future of the region.

Among the top challenges cited by respondents:

- **Planning for and managing future growth**
- **Meeting the need for more affordable housing**
- **Ensuring sufficient living wage jobs**
- **Addressing traffic congestion**
- **Undertaking key transportation improvements**

Also mentioned were a number of distinctly more social challenges, including:

- **Maintaining the small-town character of Sisters Country**
- **Building greater community trust**
- **Meeting the needs of the region's young adults and families**

Finally, respondents cited **adapting and responding to change itself** as among the greatest of challenges facing the future of Sisters Country. These challenges directly informed the Sisters Country Horizons visioning process and its resulting Vision and Action Plan. (See "Sisters Country Horizons Strategies & Actions," page 18.)

SISTERS COUNTRY HORIZONS – A COMPREHENSIVE COMMUNITY CONVERSATION

From the beginning, the **Sisters Country Horizons** visioning project was intended to be a conversation as broad and comprehensive as the landscape of the Central Oregon Cascades.

The project's overarching goal was a 'whole of community' vision, reflecting the breadth, depth and diversity of the Sisters Country region. For this reason, the visioning process was inclusive of many voices as possible – rural and urban, young and old, newcomers and old-timers – reflecting their shared values, perceived challenges, and aspirations for the future of the area.

For the better part of a year, community leader interviews, on-line surveys, meetings and forums offered multiple opportunities for citizens of all backgrounds and perspectives to contribute their ideas and feedback. Toward the end of the process, guided by a task force of 31 community leaders, the focus shifted to developing a concrete plan of action to achieve the vision.

As a result, the resulting vision and plan feel both 'right-sized' yet full of the possibility and promise of the wider Sisters Country community. Here's how we got there...

Project Organization & Structure

Sponsored by the **City of Sisters**, the Sisters Country Horizons visioning process was undertaken in partnership with **Deschutes County** and the **Central Oregon Intergovernmental Council** (COIC). **Oregon's Kitchen Table**, a program of Portland State University affiliated with COIC and **Citizens4 Community** also partnered with the project. These groups formed a **Project Management Team** that met 20 times over the course of the project. **NXT Consulting Group** of Bend and Portland led the planning process.

The area of study for the project – **Sisters Country** – was defined as the part of Deschutes County served by the Sisters School District 006, including the city of Sisters itself, surrounding unincorporated communities and residential areas, local ranches and farms, as well as a small area outside the District. Even though it lies within Jefferson County, Camp Sherman is typically considered part of Sisters Country and was a part of this assessment.

As a comprehensive community visioning process, the Horizons project was based on a planning approach known as the **Oregon Model**. This approach, employed by scores of communities across the state, is driven by a series of questions, tapping into the inherent wisdom of the community about its future. The process was delivered over the span of 2018, with framing of the process in the late winter, setting the context in the early spring, conducting visioning activities late spring through early fall, and developing the plan in the fall and early winter.

The content of all Horizons project conversations was organized around four **focus areas** providing the structure of the vision and action plan – **Prosperous Sisters**, **Livable Sisters**, **Resilient Sisters**, and **Connected Sisters**. These themes became the "mantra" of project organizers, facilitators and participants alike – organizing and adding specificity to the higher-level discussions.

Stakeholder Interviews (February-April 2018)

As the first step of engagement for its visioning process, Sisters Country Horizons conducted a series of stakeholder interviews between February and April 2018.

Interviewees were identified as community leaders and opinion shapers for the Sisters Country community. Building on an initial list recommended by the City, the number of interviews grew significantly. Additional referrals were added to reflect the broader diversity of the community, with attention paid to emerging business and cultural leaders, Millennials, and representatives of underserved or under-represented residents, including rural areas. Fully 81 individuals participated in the interviews – an exceptional number for a community of this size.

Conducted by Ruth Williamson of NXT Consulting Group, most interviews lasted over an hour and were organized by five major questions:

- **Values:** What do you most value about living in Sisters Country?
- **Challenges:** What is the biggest challenge facing the future of Sisters Country?
- **Vision:** What is your vision for the future of Sisters Country?
- **Action:** What actions would help achieve your vision?
- **Results:** How would you know your vision has been achieved?

Capturing major themes that surfaced during these conversations, a 76-page interview report was produced, concealing the identity of individual interviewees. The full report, along with a shorter executive summary, was released in May 2018 and can be found at the project website: ***www.sistershorizons.com/learn-more/***

General Community Input (March-May 2018)

The project applied these same themes to the general public through two major on-line community surveys and printed questionnaires, a series of small town hall-style community meetings facilitated by Oregon's Kitchen Table, Deschutes County planners and community volunteers, and DIY 'Kitchen Table' conversations hosted by community members themselves.

These activities were supplemented by presentations to various local groups, including C4C's Age-Friendly Community Event, Sisters High School Leadership class, local service clubs, and others, using the print or online survey to gather additional input.

On-Line Community Survey I. Findings from the first online community survey, in particular, served as the foundational research in developing a long-range vision and action plan for Sisters Country and its residents. The total number of online and print survey respondents – approaching 500 people in a community with a population of some 8,000 residents – added validity to these findings.

Four core questions were worded exactly the same in both the on-line and print versions of the survey, and corresponded to the same questions asked during the community leader interviews. With the on-line survey, several more questions were added to mine community perceptions on the future more deeply, get a better sense of who was taking the survey, and to test differences in attitudes between different communities within Sisters Country, such urban and rural residents. While a few significant differences were noted, more significant was the high degree of alignment.

By far, the on-line survey proved to be the most effective method in reaching community members. The short print survey featured key questions used in the online version and provided a more traditional form of input for individuals not inclined to go online.

Community Meetings. A series of 13 community meetings, augmented by Kitchen Table conversations, were held at various locations in Sisters Country, both inside the city and in several rural locations. During these group discussions, meeting facilitators, drawn from the community-at-large and the Deschutes County Community Development Department, took notes of what residents said, including what they value most about the community, what they see as its biggest challenges, and finally what vision ideas they have for the future of the community. Again, these topics closely mirrored three of the main questions asked in Online Community Survey I. These notes were added to the online database and separated from the survey results.

C4C's Values and Visioning Quilt. Adding an artistic (and highly local) touch to the visioning process, the Citizens4Community organization collected ideas of residents and visitors about what they value about Sisters Country and their aspirations for its future. These aspirations were literally quilted into an "interactive piece of community art" known as the Sisters Horizons Community Quilt. These short but inspiring sentiments were added to the Sisters Country Horizons online database and separated from the results of the two surveys and from the results of the community meetings.

Factoring in the stakeholder interviews, presentations to Citizens4Community's (C4C) Age-Friendly Community event, and Sisters High School's Leadership Class, and creative forms of input including C4C's Values and Visioning Quilt, the total number of data points from all sources climbed to nearly 1,000 submissions by the end of May.

Working with all of these sources, the Sisters Country Horizons project utilized "qualitative data analysis" (QDA) software to analyze all compiled community input, identifying major themes and enabling the generation of graphical "word clouds" to capture the community's core values, perceived challenges, and high-level aspirations.

All of these methods of community input reflected Sisters Country Horizons' strong commitment to engaging as many people as possible in order to firmly and clearly articulate their aspirations for the future of Sisters Country. Based upon this input, the Community Input Report was released in report was released in June 2018 and can be found at the project website: ***www.sistershorizons.com/learn-more/***

Community Forums (June 2018)

With clear themes emerging from the Stakeholder Interviews and Community Input Report, the project began to drill down from high-level aspirations to more specific strategies for the future of Sisters Country. Four community forums were staged, each forum dedicated to one of the four Horizons focus areas: Prosperous Sisters, Livable Sisters, Resilient Sisters, and Connected Sisters. At each forum, local and regional experts presented base line data and trends for that focus area. Forum participants, working with ideas gleaned from the general public, developed a draft list of strategies. Slide presentations for each of the four forums can be found at the project website: ***www.sistershorizons.com/learn-more/***

Online Community Survey II (July-August 2018)

Working with the results of the four community forums, a second online community survey tested 54 potential strategies with the general public between late July and late August. Between 13 and 14 strategies were presented for each focus area, and respondents were asked to select their top five ideas for each area. Based on total numbers of votes, a short list of the top five strategies for each area was determined.

A total of 565 participants took the second survey. Their top overall strategies were: **Oregon's Artisanal Capital** (Prosperous Sisters), **Walkable Downtown** (Livable Sisters), **Urgent Care Facility** (Resilient Sisters), and **Small Town Atmosphere** (Connected Sisters).

These top scoring strategies were presented at the Vision Summit in September, and handed over to the project's Vision Action Team for further refinement. The Community Survey Report II was released in September and can be found at the project website: ***www.sistershorizons.com/learn-more/***

Vision Summit (October 2018)

After a late summer hiatus, the Sisters Country Horizons visioning process was reintroduced to the community in early October with a Vision Summit hosted at Five Pines Lodge Conference Center.

Close to 100 citizens gathered for an initial reading of the draft Sisters Country Horizons Vision Statement, shaped from the data collected through the aforementioned engagements earlier in the vision process, and the revealing of the top-scoring vision strategies. Both the vision and strategies were simultaneously posted to the Horizons website for general public comment.

The Summit also set the stage for the final phase of the project – planning the actions that would help make the vision for Sisters Country a reality. The newly formed Vision Action Team was introduced to the community at this time.

Finally, the Summit was highlighted with storytelling from community leaders from across Sisters Country, describing their diverse experiences of the 'Sisters Way,' a cultural standard often referred to in interviews and community meetings during the project.

Vision Action Team (September-November 2018)

The Sisters Country Horizons Vision Action Team – or "VAT" – was appointed and oriented in early September and went to work immediately following the Vision Summit. The VAT was comprised of 31 community members representing leaders from across Sisters Country. Their mission was to develop a Vision Action Plan to guide achievement of the Sisters Country Horizons vision with implementable action steps over the next 3-5 years.

During the months of October and November the Vision Action Team met four times to

- **finalize top priority strategies;**
- **brainstorm actions for each strategy;**
- **finalize actions and identify Lead Partner contacts; and**
- **affirm suggested Lead Partners and finalize the draft Vision Action Plan.**

The VAT worked in small teams organized by the four vision focus areas and guided by Team Leaders from the City of Sisters, Deschutes Country, COIC and EDCO. The open-ended dialogue in small group format coalesced the VAT membership and created a collective sense of ownership of the community vision, establishing a robust foundation for implementation of the adopted strategies and actions pending approval by the Sisters City Council.

Early in the week of Thanksgiving, the VAT elected to meet one more time to review and finalize the draft action plan, preparing it for posting to the Horizons website for public comment and presentation to Sisters City Council. The draft plan was previewed with Sisters City Council on November 28. A final draft was planned for Council consideration on January 9, 2019 with formal adoption of the final plan scheduled for February 13, 2019.

A summary version of the plan is presented in this report (See "Sisters Country Horizons Strategies & Actions," page 18) and the Vision Action Plan Implementation Guide presented in the Appendix.

OUR VISION FOR SISTERS COUNTRY – A LEGACY FOR GENERATIONS TO COME

Our Vision for Sisters Country – first revealed at the Vision Summit in October 2018 – is the overarching vision statement developed by the Sisters Country Horizons visioning process. The result of input from participants across Sisters Country, including community interviews, meetings, online surveys and forums, it reflects the ideas and words of Sisters Country residents themselves – and their aspirations for a more prosperous, livable, resilient and connected community.

SISTERS COUNTRY proudly stands at a pivotal moment in its history – with a past we choose to honor, a present we seek to improve, and a future we aspire to create that is uniquely and positively our own.

WE HONOR AND STRIVE TO MAINTAIN our spectacular natural environment, our small town feel, the experience of caring and belonging, our outstanding schools, and our Western identity.

WE ACTIVELY SEEK TO IMPROVE our community's quality of life, economic opportunity and affordability for all residents, and the facilities, programs and services that enrich and sustain our lives.

WE ASPIRE TO CREATE a prosperous economy rooted in arts and craft, recreation, entrepreneurship and innovation, a livable city and region that remain welcoming even as we grow, resilient people better prepared for a challenging world, and a connected community that works together for the common good.

OUR VISION is to seize this moment, choose our preferred future, and create an enduring legacy for generations to come.

SISTERS COUNTRY HORIZONS STRATEGIES & ACTIONS

The following **Strategies and Actions** – summarized here from the **Sisters Country Horizons Vision Action Plan** – are intended to help achieve the community's vision over time. (A complete version of the Vision Action Plan Implementation Guide can be found in the Appendix of this document.)

The **Strategies** are the result of an extensive community conversation, including stakeholder interviews, community meetings, community forums, and two online community surveys. Through this process hundreds of potential ideas were whittled down to a list of 54 draft strategies, tested again with the public, and then reduced to a list of 20 top priority strategies. From there, the project's 31-member **Vision Action Team** further refined the list and developed a series of recommended actions to implement each strategy over the next five years.

The resulting strategies and actions are organized into four "focus areas," each area representing a key aspect of the future of Sisters Country: **Prosperous Sisters**, **Livable Sisters**, **Resilient Sisters**, and **Connected Sisters**.

Each action includes one or more **Suggested Lead Partners**, who are being asked to lead its implementation. The plan also identifies **Potential Supporting Partners**, **Milestones**, and **Timelines** for each action.

As a community-based initiative, the actions in the **Vision Action Plan** will involve multiple partners from the public, private and nonprofit sectors in its implementation. While a good deal of the actions will be led by the City of Sisters, other Lead Partners are anticipated to include **Deschutes County**, **Central Oregon Intergovernmental Council** (COIC), **Sisters Ranger District/U.S. Forest Service**, **Sisters-Camp Sherman Fire District**, **Sisters School District**, **Sisters Park & Recreation District**, **Economic Development for Central Oregon** (EDCO), **Sisters Chamber of Commerce**, **Sisters Arts Association**, **Sisters Trail Alliance**, **Citizens4Community**, and others.

PROSPEROUS SISTERS

Our Vision: a prosperous economy rooted in arts and craft, recreation, entrepreneurship and innovation.

This focus area is about creating a Sisters Country that is prosperous for all its residents. It covers such topics as jobs, small business, economic development, and entrepreneurial activities that generate income for Sisters: tourism, arts and craft, recreation, and more. More detailed information can be found in the Vision Action Plan Implementation Guide in the Appendix.

Strategy 1: Four-Season Tourism & Visitor Destination. Strategically develop Sisters Country's tourism and destination economy, increasing the number of shoulder season and winter events and attractions, such as performances, festivals, retreats, educational speaker series, trainings, and outdoors sports tournaments.

Actions:

1.1 Sisters Event Committee & Coordinator
1.2 Permanent Multi-Use Events Center
1.3 Four-Season Competitive Tournaments
1.4 Sisters Country Winter Festival
1.5 Regional Events Partnerships
1.6 Ice Rink & Fly-Fishing Pond

Strategy 2: Oregon's Artisanal Capital. Develop and promote Sisters Country as the "Artisanal Capital of Oregon," building on its strategic location and spectacular environment, expanding the artisanal economy including visual artists, trades and crafts people, musicians, performance artists, writers, brewers, distillers, and farm-to-table chefs.

Actions:

2.1 Public Art Installations
2.2 Artisanal Capital Marketing Plan & Programming
2.3 'Made in Sisters' Annual Festival

Strategy 3: Sisters Makers District. Develop and promote a Sisters Makers District, where wood, metal, and glass crafts, woven crafts, pottery, and arts studios mix with local food and craft beverages, creating a pedestrian friendly zone that compliments, diversifies, and expands the local economy and supports entrepreneurialism and innovation.

Actions:

3.1 Sisters Makers District Designation
3.2 Makers District Marketing Plan
3.3 Sisters Makers Event
3.4 Makers District Pedestrian Zone

Strategy 4: Vibrant & Diverse Local Economy. Facilitate local entrepreneurial infrastructure and the development of Sisters-compatible light Industrial land and building inventory, as well as support vocational education and workforce development.

Actions:

4.1 Local Entrepreneur & Start-Up Infrastructure
4.2 Light Industrial Space & Lands

4.3 Emerging Workforce Development
4.4 Baseline Economic Data

Strategy 5: Forest Service Property Development. Facilitate the development of a masterplan on the U.S. Forest Service property that is compatible with the community's character and identity, combining mixed-used commercial, residential and recreational facilities that anchor and define the community, create new jobs, and provide housing options.

Actions:
5.1 Interested Parties Meeting
5.2 USFS Property City Advisory Committee
5.3 Data Collection & Feasibility Analysis
5.4 Design Competition & Symposium

LIVABLE SISTERS

Our Vision: a livable city and region that remain welcoming even as they grow.

This focus area is about creating a Sisters Country that is livable for all its residents. It covers such topics as growth and planning, housing, transportation, parks and recreation, environmental quality, biking and walking, and other factors that combine to make Sisters Country such a great place to live. More detailed information can be found in the Vision Action Plan Implementation Guide in the Appendix.

Strategy 1: Walkable Downtown. Expand pedestrian-friendly amenities in Downtown Sisters, encouraging residents and visitors to get out of their cars and walk, including during the evening hours.

Actions:
1.1 Pedestrian Flag Program
1.2 'Hey, Let's Walk There!' Initiative
1.3 Improved Downtown Lighting

Strategy 2: Affordable Housing. Increase the availability of affordable housing in Sisters Country, including a comprehensive review of the 2010 Sisters Housing Plan, promotion of a diverse mix of housing types, and support for private and volunteer programs that address the issue of housing affordability.

Actions:
2.1 Sisters Housing Plan Update
2.2 Workforce Housing
2.3 Long-Term Rental Housing

Strategy 3: Integrated Transportation System. Implement the updated Sisters Transportation System Plan that addresses changes in local and regional growth and new state transportation policies. Determine a preferred alternative to address congestion on Highway 20 in Downtown Sisters, exploring alternate routes and roadway designs, traffic management strategies, bicycle and pedestrian options, signage, and centralized public parking.

Actions:
3.1 Intra-Sisters Country Transit
3.2 Activity Bus Route
3.3 Grant Funding for Transportation
3.4 Washington Avenue Bike Boulevard
3.5 Alternative Regional Transportation Options

Strategy 4: Expanded Trail System. Support Sisters Trails Alliance and the U.S. Forest Service in expanding and integrating equestrian, bicycle and hiking trails throughout Sisters Country and beyond, connecting unincorporated rural communities with Downtown, linking Sisters to Redmond and Bend, and facilitating appropriate access to recreational areas.

Actions:
4.1 Trail Expansion Outreach
4.2 Trail Expansion Funding
4.3 Regional Trails System
4.4 Separated Bike and Equestrian Trails on Sisters Tie Trail

Strategy 5: Parks, Recreation & Greenspace. Identify potential new parks, greenspaces and recreation sites and facilities in Sisters Country to meet the needs of a growing resident population and create new public amenities and visitor attractions. Recognize and honor the City of Sisters' status as a Tree City, and develop Dark Skies program.

Actions:
5.1 Greenspace and View Corridor Assets Inventory
5.2 Greenspace and View Corridor Standards
5.3 New City Park on East Portal Property
5.4 Tree-Planting/Replanting
5.5 New Community Recreational Facilities

RESILIENT SISTERS

Our Vision: resilient people better prepared for a challenging world.

This focus area is about creating a Sisters Country that is resilient for all its residents. It covers such topics as public safety, health and wellness, social services, fire safety and disaster preparedness, and other initiatives that will help our community to be prepared for unanticipated events or a less certain future. More detailed information can be found in the Vision Action Plan Implementation Guide in the Appendix.

Strategy 1: Urgent Care Facility. Pursue establishment of a comprehensive urgent care facility in Sisters, providing walk-in and related ambulatory care and medical services for a rapidly growing population and increasing numbers of tourists.

Actions:
1.1 Needs Analysis
1.2 Gaps/Barriers Analysis
1.3 Close Gaps and Eliminate Barriers

Strategy 2: Communications Connectivity. Improve communications connectivity and infrastructure (telecommunications, broadband, mobile and Internet services) in Sisters Country with special attention paid to underserved areas.

Actions:
2.1 FirstNet Communications Tower
2.2 Underserved Areas
2.3 Remediation in Underserved Areas

Strategy 3: Age-Friendly Community. Support an 'age-friendly' community in Sisters Country, encouraging key organizations to share resources and to advocate for issues relevant to all ages and abilities.

Actions:
3.1 Inventory of Age Specific Facilities and Programs
3.2 Community Calendar
3.3 Access to Healthy Outdoor Activities – On Unincorporated Lands
3.4 Access to Healthy Outdoor Activities – Within City Limits

Strategy 4: Fire/Drought Resistant Building & Development Codes. Review and update City of Sisters and Deschutes County building and development codes to improve and enhance the fire and drought resistance of homes, communities and landscapes in Sisters Country.

Actions:
4.1 State Regulatory Framework
4.2 Sisters-Specific Regulatory Framework
4.3 Retrofits to Critical Infrastructure, Other Structures and Landscaping

Strategy 5: Disaster Preparedness & Response. Promote enhanced coordination of disaster preparedness and response efforts in Sisters Country within the statewide network. Improve and enhance natural disaster preparedness and socioeconomic resilience training and education programs.

Actions:
5.1 Active Forest Management
5.2 Models for Active Forest Management
5.3 Economic Uses of Forest Management By-Products
5.4 Community Outreach Activities
5.5 Comprehensive Natural Hazards Planning and Preparation

CONNECTED SISTERS

Our Vision: a connected community working together for the common good.

This focus area is about creating a Sisters Country that is more connected, making all its residents feel welcome and involved. It covers such topics as governance and leadership, education and learning, civic engagement and dialogue, volunteerism, and other things that bind us together as a community. More detailed information can be found in the Vision Action Plan Implementation Guide in the Appendix.

Strategy 1: Small Town Atmosphere. Promote the small-town atmosphere and friendly vibe of Sisters Country as the city and region grow, increasing outreach and opportunities for face-to-face contacts, neighbor-to-neighbor cooperation, and visitors-to-locals connections and commerce.

Actions:
1.1 Values-Based Marketing Campaign
1.2 Strengthened Business Community Connections
1.3 New Celebrations
1.4 Community Hub Activities

Strategy 2: Innovation & Distinctive Programming in Schools. Support the innovative curriculum, distinctive programming, community-based initiatives, and year-round use of existing Sisters School District facilities, bolstering the district as the "hub of the community" and connecting its students to the community and beyond.

Actions:
2.1 Schools Marketing Campaign
2.2 New Schools Partners and Leaders
2.3 Community HR Database
2.4 Annual School Pitch Event
2.5 Crowdfunding for New Programs

Strategy 3: Multi-Purpose Community Center. Plan, finance and develop a multi-purpose community center in Sisters, featuring year-round programming and opportunities for community members of all ages and abilities to gather and connect, take part in healthy recreation and exercise, and participate in classes, arts, lectures, and community events.

Actions:
3.1 Existing Elementary School Conversion
3.2 Community Center Task Force
3.3 New Funding for Sisters Park & Recreation District

Strategy 4: Diversity & Inclusion. Bring Sisters Country's less frequently heard voices into a more diverse, welcoming and inclusive community conversation, fostering greater tolerance in the community helping newcomers as well as long-time residents to feel valued and supported.

Actions:
4.1 Community Demographics Assessment
4.2 Barriers to Diversity
4.3 Mental Health Support Systems

Strategy 5: Leadership Training & Development Emphasizing Youth. Develop a deeper pool of leadership through mentorship, education and training, opportunities for civic participation, and community involvement across the generational spectrum with a particular emphasis on youth and young adults.

Actions:
5.1 Community-wide Leadership Training Model
5.2 Existing Leadership Barriers
5.3 Mentorship Program
5.4 Key Community Leadership Partners
5.5 Sisters Foundation

IMPLEMENTING THE VISION ACTION PLAN

The **Sisters Country Horizons Vision Action Plan** has been designed and developed to help Sisters Country achieve its vision for the future. Each of its 20 strategies includes a number of action steps intended to be implemented over the next five years, suggested "Lead Partner" organizations who are being asked to take on those activities, and timelines and milestones for their achievement. (A complete version of the Vision Action Plan Implementation Guide with supporting information can be found in the Appendix of this document.)

For many communities that have developed vision action plans, seeing their plans through to completion can be more daunting than creating them in the first place. It involves commitment, resolve and persistence. However, those communities that have succeeded in implementing their plans have achieved significant, even impressive results.

The **City of Sisters** has been called upon to implement a number of the actions in the Vision Action Plan, but as primary sponsor and "owner" of the visioning process it is also identified to lead another important charge: to ensure that the overall plan is effectively implemented over time, as well as renewed and updated at an appropriate point in the future.

As Sisters Country looks forward to achieving its plan for the future, **NXT Consulting Group**, consultant to the Sisters Country Horizons visioning process, offers the follow **implementation recommendations** to the help the City and its partners achieve the most successful outcomes:

- Formal Commitment. Signal the City's formal commitment to implementation through plan adoption. Support Deschutes Country and other government agencies and organizations in signaling their commitment to the plan as well. Use the action plan to guide annual Council goal setting sessions and link the plan to the City's own internal strategic planning efforts. Refer back to the public input compiled through the visioning process interviews, meetings, surveys and forums to help inform new City plans and policies on a continuing basis.

- Dedicated Staff Time. Dedicate a portion of City staff time to promote implementation of City-led actions and track overall plan implementation. For a variety of reasons, it makes good sense to lead such activities from the City Manager's desk.

- Vision Implementation Team (VIT). Form a City advisory team to monitor, track and support plan implementation. A Vision Implementation Team (VIT) reflecting key Lead Partners in the plan should meet periodically to support plan partners in implementing the plan and to monitor and report on implementation progress back to the City and community.

- Easy Wins and Game Changers. Immediately implement some plan actions in order to get "easy wins" on the board and communicate the success of these achievements to the public. These small successes will help demonstrate the power of the plan to affect change and build motivation and resolve to take on the bigger, bolder actions – such as developing a masterplan for development of the USFS property or a multi-purpose community center.

- Horizons Brand. Use the brand, logo, website that have been developed for the visioning process to sell the vision and plan to the community and beyond. Publish a polished, graphical version of the vision statement and strategies, that can be used by the City,

Chamber, Schools and other organizations to develop support for their own activities, promote the community, and attract grants and other investments in the community.

- Ongoing Engagement. Continue to engage the wider community in the achievement of the Vision Action Plan over time. Along with the VIT, an annual Vision Town Hall meeting is a good way to keep people engaged, report on progress and accomplishments, honor citizens and organizations who have done the most to promote the vision, and generate new ideas that keep the plan alive.

- Measuring Progress. Develop a set of community "indicators" and corresponding metrics to measure the community's general progress in the direction of its vision over time. Having measurable indicators of the plan's general effectiveness is a critical part of ensuring the long-term success and relevance of a community's vision. The Sisters Vision Action Plan has been designed and structured to promote this additional activity.

Next Steps for Plan Implementation

The process to successfully implement each of the Vision Acton Plan strategies going forward will entail highly coordinated and committed efforts among several organizations and committees. Given the above recommendations, below is a suggested path forward for the City and its partners.

Lead Partner Engagement. First and foremost, the City must engage the suggested Lead Partner for each strategy, respecting the fact that each partner must confirm their readiness and capacity to implement specific actions. These leads are critical to the success of the plan and have been chosen based on their expertise in that particular strategy. Fortunately, most of the major partners were involved with the Vision Action Team and have had a hand in developing specific strategies and actions.

The effort to engage Lead Partners is already underway and being led by the City Manager with assistance as needed from the Mayor. Once all Lead Partners have been engaged, it will be their responsibility to begin the process of implementing identified actions necessary for successful strategy implementation. In some cases partners may suggest refinements to specific actions or timelines to better fit their ability to implement them.

For some actions, this also means engaging several supporting partners and/or possibly forming separate committees to supplement the lead partner's activities. It will be necessary for the Lead Partner to work with their key players to communicate and coordinate progress; update milestones and responsible parties; and monitor remaining action item plans.

Vision Implementation Team (VIT) Formation. Another key step in plan implementation will be forming the Vision Implementation Team (VIT). This team should be established over the next few months and will serve as an overall advisory board to the City (Staff and Council) and to the general public. Ideally, the VIT will include members of the Vision Action Team (VAT), a number of whom have already indicated their interest in continuing with the process.

The VIT role will be to monitor and track accomplishment progress across all strategies, using tools such as key performance indicators (KPI's). This team will also need to meet regularly to

keep an active pulse on progress and to identify “gaps” where we may need to increase focus and attention. Selected City Staff should be active members of the VIT and regular reporting including the KPI’s will be necessary.

Council & Board Engagement. Another key step will be to engage Sisters City Council and the Deschutes County Board of Commissioners in this process on an ongoing basis. The Council and Board can help by potentially identifying liaison members to some of the key lead partner organizations and/or the VIT. This will be particularly valuable when an action may potentially need some type of future decision by the Council or the Board (e.g.: funding mechanisms; policy resolutions; etc.).

It will be necessary to have regular workshop agenda items on the Council calendar focused on updates to the Visioning process including reviewing VIT KPI’s, etc. Finally, the Council and Board will make the Visioning project part of their annual goal setting sessions so there is greater coordination and momentum between the two areas.

Another potential is to engage the various existing City and County Committees (e.g.: planning; parks; HPAB; etc.) in the process by potentially identifying member(s) to serve on either lead partner committees or the VIT.

It goes without saying that adequate resources, overall engagement and commitment, and communication will be critical for overall success of the Horizons Vision Action Plan. That said, potential selected consulting support and/or incremental staff assistance may be necessary for successful implementation. These decisions will be led by the City Manager and will be part of the upcoming annual budgeting process.

Finally, ongoing engagement of the entire community will be necessary to keep communication lines open on progress and feedback including an annual Vision town meeting. At the end of the day, the community's continued engagement will ensure the success of this plan for the future of Sisters Country.

APPENDIX

VISION ACTION PLAN

Implementation Guide

Sisters Country Vision
City of Sisters, Oregon
February 2019

(Last Updated: 06.20.19)

Prepared by
Sisters Country Horizons Vision Action Team

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INTRODUCTION & OVERVIEW

The **Vision Action Plan** presented in this document is the final outcome of the **Sisters Country Horizons** community visioning project of the **City of Sisters**, Oregon conducted in 2018. (Note: As of June 2019, the project has been rebranded as the **Sisters Country Vision** with a new logo and tagline: "Our Community • Our Future".)

The preceding report contains a *summary* version of the plan including focus area visions, strategies and corresponding actions.

The following ("Implementation Guide") is the *full* version of the plan, containing all supplementary information developed by the Sisters County Horizons Vision Action Team (VAT), 31 appointed community and agency leaders who articulated the actions recommended herein.

Following public input via the Horizons website in December 2018, a few subsequent minor revisions and one new action (Prosperous 4.4, "Baseline Economic Data") were approved by the Horizons Project Management Team, advised by the VAT's Focus Area Team Leaders.

In addition to **Strategies** and corresponding **Actions**, for each action this version of the plan includes the following information:

- **Suggested Lead Partners**, the government agencies or nonprofit organizations who have been recommended for implementing respective actions;
- **Potential Supporting Partners,** other government agencies or nonprofit organizations that may be able to assist in or support the implementation of those actions;
- **Suggested Milestones** for measuring progress in implementation of actions;
- **Suggested Timeline** for action implementation.

It should be noted that not all Suggested Lead Partners may have been confirmed as of publication of this final Vision Action Plan. The City of Sisters will continue to work on those confirmations with the respective agencies or organizations, as necessary.

It is quite possible that agencies or organizations recommended by the VAT as "Suggested Lead Partners" for specific actions may change at the request of those entities, and may not necessarily be the entities that end up implementing those actions.

Finally, this plan represents a well-informed road map forward. It is not intended, however, to be a prescriptive document. Adoption assumes further development and refinement of the plan's recommended actions by their respective Suggested Lead Partners.

FOCUS AREA: PROSPEROUS SISTERS

PROSPEROUS **<u>STRATEGY 1</u>** **Four-Season Tourist & Visitor Destination**	**Strategically develop Sisters Country's tourism and destination economy, increasing the number of shoulder season and Winter events and attractions, such as performances, festivals, retreats, educational speaker series, trainings, and outdoors sports tournaments.**					
ACTION NUMBER, TITLE & TEXT	**SUGGESTED LEAD PARTNER(S) & POTENTIAL SUPPORTING PARTNER(S)**	**MILESTONES IN ACHIEVING THE ACTION**	**IMPLEMENTATION TIMELINE**			
			Less Than 1 Yr.	***1 – 2 Yrs.***	***3 -5 Yrs.***	***5+ Yrs.***
Prosperous 1.1 **Sisters Events Committee & Coordinator** Establish a Sisters Events Committee and develop and fill a new position for a full-time local events Coordinator. Develop funding to support the work of the Committee and Events Coordinator. *(See also Resilient 1.3)*	**Suggested Lead Partner(s):** City of Sisters Chamber of Commerce **Potential Supporting Partner(s):** • Central Oregon Visitors Association • Sisters Folk Festival • Sisters Rodeo • Sisters Outdoor Quilt Show • Sisters Parks and Recreation • Sisters Arts Association • Sisters Athletic Club • Sisters Eagle Airport • Economic Development for Central Oregon	1. City, Prosperous VAT representatives, Chamber Board meet to build criteria for event committee members 2. Committee members are selected 3. Committee meets to build proposal for funding 4. Once funding is secured, Committee establishes process to hire or contract with an events coordinator in consultation with Chamber Board, City and funding partners. 5. Committee communicates and collaborates with all current key event coordinators 6. Committee assists with the establishment of *new* local events as outlined in this and other Sisters Horizons Strategies				

Timeline key: = Initiated ➔ = Ongoing ✓ = Completed

	• Other fitness & adventure organizations • Visit Bend • Ford Family Foundation • The Roundhouse Foundation					
Prosperous 1.2 **Permanent Multi-Use Events Center** Promote the development of a permanent multi-use venue for the performing arts, events, speaker series, concerts and other similar activities.	**Suggested Lead Partner(s):** • Sisters Events Committee **Potential Supporting Partner(s):** • City of Sisters • Sisters Chamber of Commerce • Sisters School District • Ford Family Foundation • Oregon Community Foundation • The Roundhouse Foundation • Sisters Outdoor Quilt Show • Sisters Arts Association • Sisters Parks & Recreation Department • Sisters Folk Festival • Community Assets Committee (Report)	1. Develop a business plan of planned uses, partners, funding, etc. 2. Identify location(s) consistent with business plan, including meeting with City staff regarding regulatory issues (e.g., change in use of a building, parking, zoning). 3. Engage the public (if applicable) to support the proposed business plan and site 4. Secure the site, permits (if necessary), funding for site improvements, etc.				
Prosperous 1.3 **Four-Season Competitive Tournaments** Develop, market, and support new tournaments, athletic competitions and related events and activities in Sisters Country, focusing on the shoulder seasons and Winter months.	**Suggested Lead Partner(s):** • Sisters Events Committee • Sisters Park & Recreation District • Sisters School District • outside vendor(s) **Potential Supporting Partner(s):** • Sisters Chamber of Commerce • U.S. Forest Service • Hoodoo Resort • Sisters Park & Recreation District	1. Sisters Events Committee meets to discuss 2. Committee establishes a Plan 3. Committee secures funding 4. Committee implements Plan				

Timeline key: = Initiated ➔ = Ongoing ✓ = Completed

(Ideas: Bobsled, Ropes Course-Leadership, Obstacle Course Events)	• Visit Bend • Downtown & Adventure businesses • Central Oregon Visitors Association • Sisters Trail Alliance • Sisters Athletic Club					
Prosperous 1.4 **Sisters Country Winter Festival** Develop an annual Winter festival with family-friendly activities such as ice sculpting, ice skating, craft food and beverages, gingerbread house tour, art walks, indoor/outdoor competitions, Christmas Town Concept, etc.	**Suggested Lead Partner(s):** • Chamber of Commerce • Sisters Events Committee **Potential Supporting Partner(s):** • City of Sisters • Sisters Country businesses • Hoodoo Resort • Black Butte Ranch	1. Sisters Events Committee meets to discuss 2. Committee establishes a Plan 3. Committee secures funding 4. Committee implements Plan				
Prosperous 1.5 **Regional Events Partnerships** Partner with and piggyback off of other, larger winter and shoulder season events in Bend and Central Oregon to attract visitors to Sisters.	**Suggested Lead Partner(s):** • Sisters Events Committee **Potential Supporting Partner(s):** • Sisters Chamber of Commerce • City of Bend • City of Sisters • Visit Bend • Central Oregon Visitors Assn.	1. Sisters Events Committee meets to discuss 2. Committee establishes a Plan 3. Committee secures funding 4. Committee implements Plan				
Prosperous 1.6 **Ice Rink & Fly-Fishing Pond** Build a smaller-sized ice rink that doubles as a fly-fishing practice pond in off seasons. (Consider the mobile one in Redmond.	**Suggested Lead Partner(s):** • City of Sisters **Potential Supporting Partner(s):** • Sisters Chamber of Commerce • The Fly Fishers Place • Catch Magazine	1. City develops an implementation and management plan 2. City identifies appropriate property 3. Funding secured 4. City implements plan and develops asset				

Timeline key: = Initiated ➔ = Ongoing ✓ = Completed

PROSPEROUS **<u>STRATEGY 2</u>** **Oregon's Artisanal Capital**	**Develop and promote Sisters Country as the "Artisanal Capital of Oregon," building on its strategic location and spectacular environment, expanding the artisanal economy including visual artists, trades and crafts people, musicians, performance artists, writers, brewers, distillers, and farm-to-table chefs.**					
ACTION NUMBER, TITLE & TEXT	**SUGGESTED LEAD PARTNER(S) & POTENTIAL SUPPORTING PARTNER(S)**	**MILESTONES IN ACHIEVING THE ACTION**	**IMPLEMENTATION TIMELINE**			
			Less Than 1 Yr.	***1 – 2 Yrs.***	***3 -5 Yrs.***	***5+ Yrs.***
Prosperous 2.1 **Public Art Installations** Install consigned public art around Sisters Downtown Commercial zone.	**Suggested Lead Partner(s):** • Sisters Arts Association **Potential Supporting Partner(s):** • City of Sisters • Sisters Chamber of Commerce • Ford Family Foundation • Oregon Community Foundation • The Roundhouse Foundation	1. Meet with the Property Owners and Merchants to discuss giving up a parking spot for Public Arts on Hood Ave. for first instillations. 2. Meet with City staff to determine private property and right-of-way regulations/permits or any other potential limiting factors, etc., pertaining to public art instillations3.Work with City to identify future locations of art on Adams, Main and Cascade Ave 3. Finalize Implementation Plan 4. Report Plan to Vision Implementation Committee in Early 2019 5. Secure Funding 6. Form local Public Art Selection Committee				

Timeline key: = Initiated ➔ = Ongoing ✓ = Completed

Prosperous 2.2 **Artisanal Capital Marketing Plan & Programming** Create a marketing campaign and programming to identify and promote Sisters as the Artisan Capital of Oregon.	**Suggested Lead Partner(s):** • Chamber of Commerce **Potential Supporting Partner(s):** • Sisters Arts Association • Sisters Chamber of Commerce • The Roundhouse Foundation • Central Oregon Visitors Association • Ford Family Foundation • Arts & Culture Alliance	1. Develop a Business/ Marketing Campaign, including scope and funding; social media; promotional materials for distribution at appropriate local, statewide, and regional (multi-state) trade-shows/events; target specific geographic markets.				
Prosperous 2.3 **'Made in Sisters' Annual Festival** Develop an annual 'Made in Sisters' event centered around art, food and other products hand-crafted in Sisters Country. *(See also Prosperous 3.3)*	**Suggested Lead Partner(s):** • Sisters Events Committee • Sisters Country Businesses **Potential Supporting Partner(s):** • City of Sisters • Sisters Chamber of Commerce • Sisters Arts Association • The Roundhouse Foundation • Economic Development for Central Oregon • Central Oregon Builders Association • Central Oregon Visitors Association • 2-3 lead businesses likely to showcase their products, crafts, etc. at the festival	1. Assemble team of supporting partners to plan the event 2. Coordinate annual event				

Timeline key: = Initiated ➔ = Ongoing ✓ = Completed

PROSPEROUS **<u>STRATEGY 3</u>** **Sisters Makers District**	**Develop and promote a Sisters Makers District, where wood, metal, and glass crafts, woven crafts, pottery, and arts studios mix with local food and craft beverages, creating a pedestrian friendly zone that compliments, diversifies, and expands the local economy and supports entrepreneurialism and innovation.**					
ACTION NUMBER, TITLE & TEXT	**SUGGESTED LEAD PARTNER(S) & POTENTIAL SUPPORTING PARTNER(S)**	**MILESTONES IN ACHIEVING THE ACTION**	**IMPLEMENTATION TIMELINE**			
			Less Than 1 Yr.	***1 – 2 Yrs.***	***3 -5 Yrs.***	***5+ Yrs.***
Prosperous 3.1 **Sisters Makers District Designation** Establish a formal Sisters Makers District, including boundaries, official designation, and appropriate zoning and planning ordinances enabling its development over time. Encourage and support development of appropriate facilities and work spaces for makers and other entrepreneurs.	**Suggested Lead Partner(s):** • City of Sisters • Sisters Country Makers Businesses **Potential Supporting Partner(s):** • Sisters Chamber of Commerce • Economic Development for Central Oregon	1. Establish agreement on the purpose of the district among all the partners and at least a few lead property owners and businesses 2. Form a Maker's District Committee 3. Locate and map the most appropriate zone with the support of property owners and businesses within the identified boundaries 4. If necessary, amend City zoning map and code to facilitate the implementation of the new district 5. Establish distinct gateways or other entry/exit physical features such as banners/signs, public art, and/or streetscape, etc. to identify/celebrate the unique district. This is coordinated with Action 2.4 below.		➔	➔	➔
Prosperous 3.2 **Makers District Marketing Plan**	**Suggested Lead Partner(s):** • Sisters Chamber of Commerce • Sisters Country Makers Committee	1. Create a district plan (does not need to be detailed) similar to a business plan – purpose, boundaries, types of businesses and activities				

Timeline key: = Initiated ➔ = Ongoing ✓ = Completed

Develop a marketing plan for the Sisters Makers District	**Potential Supporting Partner(s):** • City of Sisters • Economic Development for Central Oregon	highlighted/targeted/existing, physical improvements (if any), programming (next action plan), etc. 2. Review marketing plans from other makers districts (no need to recreate the wheel if unnecessary) and/or meet with staff from others, to determine best practices for Sisters with available resources				
Prosperous 3.3 **Sisters Makers' Event** Develop an event centered around products "Made in Sisters Country." Implement with "Made in Sisters Annual Event *(See also Prosperous 2.3)*	**Suggested Lead Partner(s):** • Sisters Events Committee • Sisters Country Makers Committee **Potential Supporting Partner(s):** • City of Sisters • Sisters Chamber of Commerce • Sisters Arts Association • Economic Development for Central Oregon • The Roundhouse Foundation • Ford Family Foundation • Central Oregon Visitors Association	1. Convene makers district property owners/businesses to discuss the benefits of an event, details, etc.				
Prosperous 3.4 **Makers District** **Pedestrian Zone** Support establishment of a pedestrian friendly zone in the Sisters Maker District, featuring pedestrian amenities similar to areas of downtown.	**Lead Partner(s):** • City of Sisters **Potential Supporting Partner(s):** • Sisters Chamber of Commerce • Sisters Arts Association • Oregon Department of Transportation	1. Convene makers district's property owners and businesses to establish agreement on the pedestrian zone's improvements – physical (public/private property), regulatory changes, etc. 2. Public engagement to gain support for changes 3. Identify funding options, improvement timelines, etc.		➔	➔	

Timeline key: = Initiated ➔ = Ongoing ✓ = Completed

PROSPEROUS **<u>STRATEGY 4</u>** **A Vibrant and Diverse Local Economy**	**Facilitate local Entrepreneurial Infrastructure and the development of Sisters Compatible Light Industrial land and building inventory, as well as Support Vocational Education & Workforce Development.**					
ACTION NUMBER, TITLE & TEXT	**SUGGESTED LEAD PARTNER(S) & POTENTIAL SUPPORTING PARTNER(S)**	**MILESTONES IN ACHIEVING THE ACTION**	**IMPLEMENTATION TIMELINE**			
			Less Than 1 Yr.	***1 – 2 Yrs.***	***3 -5 Yrs.***	***5+ Yrs.***
Prosperous 4.1 **Local Entrepreneur & Start-Up Infrastructure** Develop infrastructure to support local entrepreneurs and start-up companies with initiatives such as co-working spaces, business incubators, coordinated meet ups, "live/work" housing, technology systems and support networks, and connect them to the established regional entrepreneurial and innovation ecosystem.	**Suggested Lead Partner(s):** • Economic Development for Central Oregon • City of Sisters **Potential Supporting Partner(s):** • Deschutes County • Sisters Chamber of Commerce • Developers • Land Owners • Technology Association of Oregon • Bend Broadband • Jobb (Fika) • City Housing Policy Board • Sisters Community • Small Business Development Center	1. Partner with and support the local program, specifically these initiatives and ongoing activities as outlined in the Sisters (Economic Development for Central Oregon) Strategic Plan (START) 2. Inform and educate the City and service providers of the Sisters START Plan and its benefits to regional economy. 3. Coordinate with the City and service providers to develop an implementation plan (projects/scope, schedule, and budget). 4. Coordinate mixers/meet-ups for solo-entrepreneurs, young business owners and influencers	➔	➔	➔	➔

Timeline key: = Initiated ➔ = Ongoing ✓ = Completed

Prosperous 4.2 **Light Industrial Space & Lands** Promote the development of new light industrial zoned land for purchase or lease in Sisters, focusing on recruitment of companies that build on the established and emerging industry sectors that fit our community's culture and vision for the future economy.	**Suggested Lead Partner(s):** • City of Sisters • Economic Development for Central Oregon **Potential Supporting Partner(s):** • Deschutes County • Business Oregon • State Department of Land Conservation and Development • Central Oregon Intergovernmental Council • Sisters Eagle Airport • US Forest Service • Local Landowners Developers • Heart of Oregon Corps	1. Working with the City and County focus current economic development strategies to increase land inventory with Light Industrial zoning (USFS, Airport, UGB Expansion, County Condition Uses) 2. Partner with and support the local EDCO program, specifically these initiatives and ongoing activities as outlined in the Sisters (Economic Development for Central Oregon) Strategic Plan (MOVE))	➔	➔	➔	➔
Prosperous 4.3 **Emerging Workforce Development** Work with Sisters School District, regional higher education institutions, local businesses, and workforce development organizations to create programs, internships, and apprenticeships to develop and train Sisters Country's emerging workforce to succeed in our regional economy.	**Suggested Lead Partner(s):** • Sisters School District • Better Together - Youth Career Connect • Economic Development for Central Oregon • East Cascades Workforce Investment Board **Potential Supporting Partner(s):** • Sisters School District • City of Sisters • Oregon State University • University of Oregon • Technology Association of Oregon • Central Oregon Community College • WorkSource Oregon	1. Partner with and support the local EDCO program, specifically these workforce development initiatives, and ongoing activities as outlined in the Sisters Economic Development Strategic Plan. 2. Assemble a meeting or ongoing forum of lead and supporting partners to track the progress of strategy, identify new opportunities/employers to participate in the program as the economy and workforce needs evolve, and any additional resources to sustain this initiative over time. 3. Annually celebrate/recognize the participating businesses and students.		➔	➔	➔

Timeline key: = Initiated ➔ = Ongoing ✓ = Completed

	• East Cascades Workforce Investment Board • Central Oregon Intergovernmental Council					
Prosperous 4.4 **Baseline Economic Data** Develop comprehensive baseline economic data to evaluate Sisters Country's current and projected economic performance and measure its progress over time. Make this data available to key public and private entities to assist in their planning.	**Suggested Lead Partner(s):** • Economic Development for Central Oregon • Central Oregon Intergovernmental Council **Potential Supporting Partner(s):** • City of Sisters • Deschutes County • Oregon Employment Department • Business Oregon • Chamber of Commerce	1. Collect economic data from appropriate supporting partners, including but not limited to: employment data (industry/wages); property valuations; and tourism/visitor data. 2. Extrapolate data from region or Metropolitan Statistical Area (MSA) if needed. 3. Utilize acquired data to develop a comprehensive economic baseline for Sisters Country.		✓		

Timeline key: = Initiated ➔ = Ongoing ✓ = Completed

PROSPEROUS **<u>STRATEGY 5</u>** **Forest Service Property Development**	**Facilitate the development of a masterplan on the U.S. Forest Service property that is compatible with the community's character and identity, combining mixed-used commercial, residential and recreational facilities that anchor and define the community, create new jobs, and provide housing options.**					
ACTION NUMBER, TITLE & TEXT	**SUGGESTED LEAD PARTNER(S) & POTENTIAL SUPPORTING PARTNER(S)**	**MILESTONES IN ACHIEVING THE ACTION**	**IMPLEMENTATION TIMELINE**			
			Less Than 1 Yr.	***1 – 2 Yrs.***	***3 -5 Yrs.***	***5+ Yrs.***
Prosperous 5.1 **Interested Parties Meeting** Coordinate and convene a facilitated meeting with the City, U.S. Forest Service, interested developers, and other identified stakeholders to discuss opportunities, challenges and potential next steps in development of the Forest Service property.	**Suggested Lead Partner(s):** • City of Sisters • Economic Development for Central Oregon • US Forest Service • Central Oregon Intergovernmental Council **Potential Supporting Partner(s):** • State Representatives • Developers • Realtors • Stakeholders • Sisters Events Committee	1. Coordinate an initial meeting 2. Collect information and compile data 3. Encourage parties to join City's Advisory Committee 4. Establish a public information/outreach strategy (may be simple) to share key milestones or decision points with city residents to ensure an open/transparent process – to the extent possible (since this effort involves real property sales, etc.).				
Prosperous 5.2 **USFS Property City Advisory Committee**	**Suggested Lead Partner(s):** • City of Sisters • United States Forest Service	1. Form a committee including; USFS representatives, the City, developers,		➔	➔	

Timeline key: = Initiated ➔ = Ongoing ✓ = Completed

Establish a City advisory committee dedicated to collecting and analyzing relevant data information, and working with the interested parties in exploring the feasibility of developing the U.S. Forest Service property.	**Potential Supporting Partner(s):** • Economic Development for Central Oregon • Deschutes County • State Department of Land Conservation and Development • Sisters Events Committee	realtors, non-profit organizations, businesses, state representatives, and citizens. 2. Facilitate rezoning (zone overlay) of USFS property for designated use as a mixed-use development, including revision of the current comprehensive plan and zoning regulations as appropriate.				
Prosperous 5.3 **Data Collection & Feasibility Analysis** Collect and compile relevant data and information regarding opportunities, challenges and costs of developing the Forest Service property. Conduct a feasibility analysis and game plan for proceeding.	**Suggested Lead Partner(s):** • City of Sisters • USFS Property Advisory Committee **Potential Supporting Partner(s):** • Economic Development for Central Oregon • University of Oregon-Sustainable Cities Initiative • Sisters Events Committee	1. Maintain an up-to-date City Housing Needs Assessment 2. Develop and maintain and up-to-date Employment Land Inventory Needs Assessment 3. Perform an Infrastructure Needs Assessment and Cost Analysis 4. Consider funding options, such as a Bond to Purchase???		➔		
Prosperous 5.4 **Design Competition & Symposium** Develop public interest in and support for Forest Service property development through a design competition, community events, and related marketing.	**Suggested Lead Partner(s):** • City of Sisters **Potential Supporting Partner(s):** • Economic Development for Central Oregon • Sisters Chamber of Commerce • Universities • Sisters Events Committee					

Timeline key: = Initiated ➔ = Ongoing ✓ = Completed

FOCUS AREA: LIVABLE SISTERS

LIVABLE **<u>STRATEGY 1</u>** **Walkable Downtown**	**Expand pedestrian-friendly amenities in Downtown Sisters, encouraging residents and visitors to get out of their cars and walk, including during the evening hours.**					
ACTION NUMBER, TITLE & TEXT	**SUGGESTED LEAD PARTNER(S) & POTENTIAL SUPPORTING PARTNER(S)**	**MILESTONES IN ACHIEVING THE ACTION**	**IMPLEMENTATION TIMELINE**			
			Less Than 1 Yr.	***1 – 2 Yrs.***	***3 -5 Yrs.***	***5+ Yrs.***
Livable 1.1 **Pedestrian Flag Program** Formalize and expand the Sisters Pedestrian Flag Program to allow for safe crossings throughout Downtown Sisters. Engage sponsors to create flags with artwork, sayings, or promotional content for community events and core values.	**Suggested Lead Partner(s):** • Sisters Chamber of Commerce • Sisters Book Club **Potential Supporting Partner(s):** • Local business, civic groups, nonprofits • Commute Options • Oregon Department of Transportation	1. Inventory current crossing locations. 2. Identify needed new crossing locations. 3. Create schedule of Pedestrian Flag Program of sponsors and funders.		✓		
Livable 1.2 **'Hey, Let's Walk There!' Initiative** Create an incentive based program – such as pedestrians receiving points from local	**Suggested Lead Partner(s):** • Sisters Chamber of Commerce • Sisters Historical Society **Potential Supporting Partner(s):** • Healthcare provider?	1. Develop and distribute walking maps identifying points of interest and incentive locations. 2. Sponsor one after-hours walking event per month among businesses and galleries.		➔		

Timeline key: = Initiated ➔ = Ongoing ✓ = Completed

businesses or prizes – to promote walking downtown. Distribute pedestrian walking maps among local business to assist visitors in wayfinding. Work with businesses for after-hours events.	• Sisters Art Association • Commute Options • Oregon Department of Transportation	3. Develop incentive program in conjunction with program.				
Livable 1.3 **Improved Downtown Lighting** Add lighting downtown to promote twilight/after dark pedestrian safety, while still promoting compatibility with a dark skies ordinance.	**Suggested Lead Partner(s):** • City of Sisters – Public Works **Potential Supporting Partner(s):** • Sisters Astronomy Club	1. Complete Adams Avenue Streetscape Plan to identify locations for new lighting. 2. Complete construction of Adams Avenue. 3. Determine need and install additional multiuse path lighting. 4. Promote education of dark skies ordinance with pamphlet.			✓	

Timeline key: = Initiated ➔ = Ongoing ✓ = Completed

LIVABLE **<u>STRATEGY 2</u>** **Affordable Housing**	**Increase the availability of affordable housing in Sisters Country, including a comprehensive review of the 2010 Sisters Housing Plan, promotion of a diverse mix of housing types, and support for private and volunteer programs that address the issue of housing affordability.**					
ACTION NUMBER, TITLE & TEXT	**SUGGESTED LEAD PARTNER(S) & POTENTIAL SUPPORTING PARTNER(S)**	**MILESTONES IN ACHIEVING THE ACTION**	**IMPLEMENTATION TIMELINE**			
			Less Than 1 Yr.	***1 – 2 Yrs.***	***3 -5 Yrs.***	***5+ Yrs.***
Livable 2.1 **Sisters Housing Plan Update** Review and update the 2010 Sisters Housing Plan.	**Suggested Lead Partner(s):** • City of Sisters - CDD • Age Friendly Sisters Country **Potential Supporting Partner(s):** • Housing Works • COIC • Housing for All	1. Housing Policy Advisory Board is established. 2. 2010 Housing Plan reviewed and adopted by City Council. 3. Implement adopted Housing Plan. 4. Identify funding opportunities and packages for continued City support. 5. Explore innovative housing types including adaptive reuse.	✓			
Livable 2.2 **Workforce Housing** Pursue workforce housing in conjunction with new or expanded business development. Provide incentives for businesses to provide housing for employees.	**Suggested Lead Partner(s):** • City of Sisters - CDD **Potential Supporting Partner(s):** • Sisters Chamber of Commerce • Economic Development for Central Oregon • Larger Employers (i.e. Rays, Laird Superfood, etc.) • COIC • Housing for All	1. Develop stakeholder list – employers, developers, nonprofit representatives, elected officials, etc. 2. Contact stakeholder list – and form a stakeholder/worker group. 3. Develop incentive program.			➔	

Timeline key: = Initiated ➔ = Ongoing ✓ = Completed

Livable 2.3 **Long-Term Rental Housing** Expand efforts and explore new options to promote and support long-term rental housing in Sisters.	**Suggested Lead Partner(s):** • City of Sisters - CDD **Potential Supporting Partner(s):** • Private Sector/Prop. Owners • COIC • Housing for All	1. Develop incentives for property owners to promote long-term rental of properties. 2. Implement and enforce new City Short Term Rental ordinance.		➔		

Timeline key: = Initiated ➔ = Ongoing ✓ = Completed

LIVABLE **STRATEGY 3** Integrated Transportation System	**Implement the updated Sisters Transportation System Plan that addresses changes in local and regional growth and new state transportation policies. Determine a preferred alternative to address congestion on Highway 20 in Downtown Sisters, exploring alternate routes and roadway designs, traffic management strategies, bicycle and pedestrian options, signage, and centralized public parking.**					
ACTION NUMBER, TITLE & TEXT	**SUGGESTED LEAD PARTNER(S) & POTENTIAL SUPPORTING PARTNER(S)**	**MILESTONES IN ACHIEVING THE ACTION**	**IMPLEMENTATION TIMELINE**			
			Less Than 1 Yr.	***1 – 2 Yrs.***	***3 -5 Yrs.***	***5+ Yrs.***
Livable 3.1 **Intra-Sisters Country Transit** Conduct a survey to help determine the viability of a Sisters Country Transit system and preferred destinations/routes. Emphasize providing additional transportation options for the community, including seniors.	**Suggested Lead Partner(s):** • Council on Aging • Age Friendly Sisters Country **Potential Supporting Partner(s):** • Sisters Park & Recreation District • Central Oregon Intergovernmental Council • Cascades East Transit • Sisters Lodge Assisted Living	1. Develop website as a "one-stop shop" for mobility/transportation options in Sisters Country. Include information from surveys already conducted by AFSC. 2. AFSC conducts a survey to gauge interest in preferred routes for bus/van service. 3. Pilot projected conducted by preferred partner (CET, SPRD or private partner)			✓	
Livable 3.2 **Activity Bus Route** Conduct a needs assessment for expanded activity bus service, such as Sisters Park & Recreation	**Suggested Lead Partner(s):** • Sisters Parent-Teacher Association • Sisters Park & Recreation District **Potential Supporting Partner(s):** • Sisters School District	1. Determine feasibility of a program with key partners. 2. Create task force to determine route. 3. Organize route schedule and support 4. Conduct survey to determine effectiveness.		➔		

Timeline key: = Initiated ➔ = Ongoing ✓ = Completed

District, using existing buses to provide transportation for students to after-school activities.	• Commute Options • Black Butte School • Sisters Christian Academy • Central Oregon Intergovernmental Council					
Livable 3.3 **Grant Funding for Transportation** Engage the Central Oregon Intergovernmental Council, Oregon Department of Transportation, Travel Oregon and other groups to pursue grants to study, evaluate, and implement high priority transportation projects – including bicycle facilities and transit service identified in local and regional plans.	**Suggested Lead Partner(s):** • City of Sisters – Public Works • Oregon Department of Transportation **Potential Supporting Partner(s):** • Central Oregon Intergovernmental Council •Commute Options • Age Friendly Sisters Country • Central Oregon Intergovernmental Council/Cascades East Transit	1. Secure 2021-23 State Transportation Improvement Plan funding for high priority projects. 2. Coordinate with local agencies to identify potential for redirection of funding from HB 2017 for high priority projects in Transportation System Plan.		✓		
Livable 3.4 **Washington Avenue Bike Boulevard** Pilot the first Sisters Bicycle Boulevard on Washington Avenue (in TSP) – a low volume, low speed street that has been optimized for bicycle travel through treatments such as traffic calming and traffic reduction, signage and pavement markings, and intersection crossing treatments. Motor vehicle access is maintained.	**Suggested Lead Partner(s):** • City of Sisters — Public Works **Potential Supporting Partner(s):** • Deschutes County Bicycle & Pedestrian Committee • Commute Options	1. City Conducts Public Outreach – Washington Ave residents specifically 2. Secure funding 3. Complete construction –striping, signage in place				✓
Livable 3.5 **Alternative Regional Transportation Options**	**Suggested Lead Partner(s):** • City of Sisters - CDD		✓			

Timeline key: = Initiated ➔ = Ongoing ✓ = Completed

Develop options for transportation (including commuting) between Sisters and the region, using vehicle for hire (Lyft, Uber), carpool, vanpool, etc. Emphasize options that are safe for all users.	**Potential Supporting Partner(s):** • Uber Lyft • Commute Options • Age Friendly Sisters Country • Cascade East Transit • Central Oregon Intergovernmental Council.	1. Engage Uber and Lyft to determine what is necessary for the companies to operate within Sisters. 2. Formalize resources for carpool/vanpool for ease of access including social media and other networking tools.				

Timeline key: = Initiated ➔ = Ongoing ✓ = Completed

LIVABLE STRATEGY 4 Expanded Trail System	Support Sisters Trails Alliance and the U.S. Forest Service in expanding and integrating equestrian, bicycle and hiking trails throughout Sisters Country and beyond, connecting unincorporated rural communities with Downtown, linking Sisters to Redmond and Bend, and facilitating appropriate access to recreational areas.					
ACTION NUMBER, TITLE & TEXT	**SUGGESTED LEAD PARTNER(S) & POTENTIAL SUPPORTING PARTNER(S)**	**MILESTONES IN ACHIEVING THE ACTION**	**IMPLEMENTATION TIMELINE**			
			Less Than 1 Yr.	***1 – 2 Yrs.***	***3 -5 Yrs.***	***5+ Yrs.***
Livable 4.1 **Trail Expansion Outreach** Conduct community outreach to gain input for trail connections between Sisters and Sisters Country. *(See also Resilient Sisters 3.3, 3.4)*	**Suggested Lead Partner(s):** • U.S. Forest Service • Oregon Department of Transportation **Potential Supporting Partner(s):** • Citizens4Community • Sisters Trail Alliance • Sisters Country HOAs • City of Sisters — CDD • Deschutes County CDD • Brooks Resources • Deschutes Land Trust	1. Conduct community meetings/surveys facilitated by C4C to prioritize trail projects. 2. Solicit input letters from Sisters Country HOAs and residents.		➔		
Livable 4.2 **Trail Expansion Funding**	**Suggested Lead Partner(s):** • Sisters Trail Alliance **Potential Supporting Partner(s):** • U.S. Forest Service	1. Following outreach, develop estimated budget. 2. Identify potential funding sources by outside agencies (travel Oregon, etc.)		➔		

Timeline key: = Initiated ➔ = Ongoing ✓ = Completed

Secure funding for trail connections between Sisters and Sisters Country. *(See also Resilient Sisters 3.3, 3.4)*	• ODOT • Deschutes County Bicycle and Pedestrian Advisory Committee (BPAC) • City of Sisters • Brooks Resources • Deschutes Trails Coalition • Deschutes Land Trust	3. Identify key costs, such as securing ROW/Easements.				
Livable 4.3 **Regional Trails System** Plan for and support development of a regional trails system connecting Sisters and Sisters Country with Redmond and Bend. *(See also Resilient Sisters 3.3, 3.4)*	**Suggested Lead Partner(s):** • U.S. Bureau of Land Management • Sisters Trails Alliance • Deschutes County -CDD **Potential Supporting Partner(s):** • Central Oregon Trail Alliance • Bend/Redmond/Sisters chambers • Brooks Resources • Pacific NW Endurance Riders – Jeff Tryens • Oregon Equestrian Trails (OET) • City of Redmond • City of Bend • City of Sisters	1. Conduct Feasibility Analysis alongside regional cities. 2. Conduct public outreach within City of Sisters, Redmond, and Bend to identify preferred routes, opportunities, and challenges. 3. Develop stakeholder group to determine project scope.			➔	
Livable 4.4 **Separated Bike and Equestrian Trails on Sisters Tie Trail** Separate bicycle and equestrian trails from one another on Sisters Tie Trail to allow for ease of use and better access for users.	**Suggested Lead Partner(s):** • U.S. Forest Service • Sisters Trail Alliance • Oregon Equestrian Trails (OET) **Potential Supporting Partner(s):** • (TBD)	1. Confirm completion of Indian Ford Bridge crossing. 2. Organize volunteers to construct trail. 3. Flag and complete horse trail.		➔		

Timeline key: = Initiated ➔ = Ongoing ✓ = Completed

LIVABLE STRATEGY 5 Parks, Recreation & Greenspace	Identify potential new parks, greenspaces and recreation sites and facilities in Sisters Country to meet the needs of a growing resident population and create new public amenities and visitor attractions. Recognize and honor the City of Sisters' status as a Tree City, and develop Dark Skies program.					
ACTION NUMBER, TITLE & TEXT	**SUGGESTED LEAD PARTNER(S) & POTENTIAL SUPPORTING PARTNER(S)**	**MILESTONES IN ACHIEVING THE ACTION**	**IMPLEMENTATION TIMELINE**			
			Less Than 1 Yr.	***1 – 2 Yrs.***	***3 -5 Yrs.***	***5+ Yrs.***
Livable 5.1 **Greenspace and View Corridor Assets Inventory** Inventory the community's natural assets to aid in development of a Sisters Country Parks, Recreation, Greenspace, and View Corridor Master Plan.	**Suggested Lead Partner(s):** • City Parks Advisory Committee • Deschutes County – Community Development **Potential Supporting Partner(s):** • Sisters Park & Recreation District • Deschutes Land Trust	1. Identify existing greenspace and view corridors within and surrounding city limits (lazy Z, PMV, Patterson Ranch, etc.) 2. Identify high priority land for conservation easements and/or land acquisition.			➔	
Livable 5.2 **Greenspace and View Corridor Standards** Create standards for development to preserve key corridors.	**Suggested Lead Partner(s):** • City Parks Advisory Committee • Deschutes County – Community Development **Potential Supporting Partner(s)** • Sisters Park & Recreation District • Deschutes Land Trust	1. Support zoning efforts to preserve corridors, greenspace, and trail connections. 2. Identify Code changes to limit building placement, height and set back restrictions 3. Obtain permanent view corridor/greenspace easements and/or land			➔	

Timeline key: = Initiated ➔ = Ongoing ✓ = Completed

Livable 5.3 **New City Park on East Portal Property (corner of Cascade Ave and Santiam Highway, near the Labyrinth)** Develop property with new multi-purpose city owned park.	**Suggested Lead Partner(s):** • ODOT • Forest Service **Potential Supporting Partner(s):** • City of Sisters-CDD • City Parks Advisory Board • Deschutes County – CDD	1. Create stakeholder group with lead and supporting partners to discuss timeline and potential for land acquisition. 2. Conduct community outreach and surveys to determine preferred park amenities (e.g., dog park). 3. Develop park master plan and receive city approvals. 4. Construct park and open for public use.				✓
Livable 5.4 **Tree Planting/Re-Planting** Promote planting and replanting of trees in alignment with Tree City status.	**Suggested Lead Partner(s):** • City of Sisters – CDD /PW • City of Sisters – Urban Forestry Board **Potential Supporting Partner(s):** • N/A	1. Enforce City's ordinance regarding replanting of trees following tree removal to ensure Tree City Status is honored. 2. Promote planting of new trees.	➔			
Livable 5.5 **New Community Recreational Facilities** Identify potential new community recreation facilities (i.e., swimming pool, field house).	**Suggested Lead Partner(s):** • Sister Park and Recreation Department • City of Sisters – CDD **Potential Supporting Partner(s):** • Sisters School District	1. Refer to 2014 Community Assets survey to identify notable projects. 2. Assess interest through community outreach. 3. Determine feasibility of new recreation facility				➔

Timeline key: = Initiated ➔ = Ongoing ✓ = Completed

FOCUS AREA: RESILIENT SISTERS

RESILIENT **<u>STRATEGY 1</u>** **Urgent Care Center**	**Pursue establishment of a comprehensive urgent care facility in Sisters, providing walk-in and related ambulatory care and medical services for a rapidly growing population and increasing numbers of tourists.**					
ACTION NUMBER & TITLE & TEXT	**SUGGESTED LEAD PARTNER(S) & POTENTIAL SUPPORTING PARTNER(S)**	**MILESTONES IN ACHIEVING THE ACTION**	**IMPLEMENTATION TIMELINE**			
			Less Than 1 Yr.	***1 – 2 Yrs.***	***3 -5 Yrs.***	***5+ Yrs.***
Resilient 1.1 **Needs Analysis** Conduct a survey of medical service providers to analyze the need for an urgent care facility serving Sisters Country residents and visitors.	**Suggested Lead Partner(s):** • (TBD) **Potential Supporting Partner(s):** • Citizens4Community • City of Sisters • Medical service providers • Assisted Living Facility providers • Sisters-Camp Sherman Fire District • Age Friendly Sisters Country • Central Oregon Health Council	1. Frame the inquiry to guide collection of need-related information 2. Make the inquiry 3. Follow up with information sources 4. Assemble and report the results		✓		
Resilient 1.2 **Gaps/Barriers Analysis** Identify gaps/barriers – such as availability and cost of real estate,	**Suggested Lead Partner(s):** • (TBD) **Potential Supporting Partner(s):** • Citizens4Community	1. Frame the inquiry to guide collection of gap/barrier-related information 2. Make the inquiry 3. Follow up with information sources		✓		

Timeline key: = Initiated ➔ = Ongoing ✓ = Completed

demand per demographics, and regulatory hurdles – to establishing an urgent care facility.	• City of Sisters • Medical service providers • Sisters Chamber of Commerce •Assisted Living Facility providers • Sisters-Camp Sherman Fire District	4. Assemble and report the results				
Resilient 1.3 **Close Gaps and Eliminate Barriers** Based on the results of the needs and gaps/barriers analyses, complete steps necessary to close identified gaps and to eliminate identified barriers to the establishment of an urgent care facility in Sisters Country.	**Suggested Lead Partner(s):** • Potentially interested medical care providers **Potential Supporting Partner(s):** • Citizens4Community • Deschutes County Health Dept. • City of Sisters • Sisters Chamber of Commerce • Other public and private entities as suggested by the gap/barrier analysis • Central Oregon Health Council	1. Create a list of the steps required to close identified gaps and eliminate identified barriers 2. Implement the listed steps 3. Plan and conduct a grand ribbon-cutting event to celebrate the community's support for, and involvement in creating, the new urgent care facility.		✓		

Timeline key: = Initiated ➔ = Ongoing ✓ = Completed

RESILIENT **<u>STRATEGY 2</u>** **Communications Connectivity**	**Improve communications connectivity and infrastructure (telecommunications, broadband, mobile and Internet services) in Sisters Country with special attention paid to underserved areas.**					
ACTION NUMBER & TITLE & TEXT	**SUGGESTED LEAD PARTNER(S) & POTENTIAL SUPPORTING PARTNER(S)**	**MILESTONES IN ACHIEVING THE ACTION**	**IMPLEMENTATION TIMELINE**			
			Less Than 1 Yr.	***1 – 2 Yrs.***	***3 -5 Yrs.***	***5+ Yrs.***
Resilient 2.1 **FirstNet Communications Tower** Encourage and support funding and construction of a communications tower, part of the planned Nationwide Public Safety Broadband Network, serving the greater Camp Sherman region. FirstNet is a federal authority established in 2012 to enhance first responder communications throughout the nation.	**Suggested Lead Partner(s):** • AT&T **Potential Supporting Partner(s):** • Sisters-Camp Sherman Fire District • U.S. Forest Service • Deschutes County • Oregon State Police • Black Butte Ranch • Oregon Department of Forestry • Other public and private entities	1. Convene at least one meeting of the Supporting Partners to update them on the progress toward constructing the communications tower and to facilitate ongoing discussion of gaps and barriers that may need to be filled or overcome to make the tower a reality 2. Construct tower 3. Plan and conduct a grand ribbon-cutting event to celebrate the community's support for, and involvement in creating, the new communications tower		➔	✓	
Resilient 2.2 **Underserved Areas** Conduct a needs/gaps survey to	**Suggested Lead Partner(s):** • Central Oregon Intergovernmental Council	1. Frame the inquiry to guide collection of needs/gaps-related information 2. Make the inquiry		✓		

Timeline key: = Initiated ➔ = Ongoing ✓ = Completed

identify, by region within Sisters Country, provider capabilities, demand, and opportunities to expand and improve telecommunication, broadband, mobile and Internet service infrastructure. *(See also 2.3 below)*	**Potential Supporting Partner(s):** • City of Sisters • Sisters Chamber of Commerce • Sisters-Camp Sherman Fire District • Deschutes County • Economic Development for Central Oregon • Service providers • Sisters School District • Family Action Network	3. Follow up with information sources 4. Assemble and report the results				
Resilient 2.3 **Remediation in Underserved Areas** Identify and execute steps necessary to enhance provider capabilities, meet demand, and capitalize on opportunities to expand and improve telecommunication, broadband, mobile and Internet service infrastructure in underserved regions of Sisters Country. *(See also 2.2 above)*	**Suggested Lead Partner(s):** • Economic Development for Central Oregon **Potential Supporting Partner(s):** • City of Sisters • Sisters Chamber of Commerce • Sisters-Camp Sherman Fire District • Deschutes County • Sisters School District • Family Action Network • Central Oregon Intergovernmental Council	1. Create a list of recommended steps required to close identified gaps and eliminate identified barriers 2. Implement the recommended steps	X		✓	

Timeline key: = Initiated ➔ = Ongoing ✓ = Completed

RESILIENT **<u>STRATEGY 3</u>** **Age Friendly Community**	**Support an 'age-friendly' community in Sisters Country, encouraging key organizations to share resources and to advocate for issues relevant to all ages and abilities.**					
ACTION NUMBER & TITLE & TEXT	**SUGGESTED LEAD PARTNER(S) & POTENTIAL SUPPORTING PARTNER(S)**	**MILESTONES IN ACHIEVING THE ACTION**	**IMPLEMENTATION TIMELINE**			
			Less Than 1 Yr.	***1 – 2 Yrs.***	***3 -5 Yrs.***	***5+ Yrs.***
Resilient 3.1 **Inventory of Age Specific Facilities and Programs** Compile and regularly update a comprehensive list of programs and facilities serving specific age groups in Sisters Country.	**Suggested Lead Partner(s):** • Sisters Park & Recreation District • Age Friendly Sisters Country **Potential Supporting Partner(s):** • City of Sisters • Deschutes County • Sisters Trail Alliance • U.S. Forest Service • Hoodoo Ski Resort • Sisters School District • Local media and social media platforms	1. Frame the inquiry to guide collection of information about programs and facilities 2. Make the inquiry 3. Follow up with information sources 4. Assemble and begin publishing the results		✓	➔	➔
Resilient 3.2 **Community Calendar** Create an enhanced comprehensive public online Community Calendar, with a print edition for Sisters Country residents lacking on-line access.	**Suggested Lead Partner(s):** • Sisters Park & Recreation District • Sisters Chamber of Commerce **Potential Supporting Partner(s):** • City of Sisters • Deschutes County	1. Sample existing online tools (Meetup, etc.) to determine whether any can be adapted to the purposes of this strategy 2. Build system if no existing systems can be adapted to the purpose		✓	➔	➔

Timeline key: = Initiated ➔ = Ongoing ✓ = Completed

	• Sisters Trail Alliance • U.S. Forest Service • Sisters School District • Deschutes County Public Library • Citizens4Community • Age Friendly Sisters Country • Local media outlets	3. Establish and publicize instructions and protocols for user-entry of events, programs, facilities 4. Require governmental supporting partners to begin using the selected forum as a supplemental means of meeting legal obligations to provide notice of public meetings 5. Encourage leadership of non-governmental events and programs to use the selected forum as an additional means of providing notice of public events and programs.				
Resilient 3.3 **Access to Healthy Outdoor Activities – On unincorporated lands** Improve and enhance existing facilities and trails on federal lands within Sisters Country and the surrounding areas and establish new trails and facilities, including snowshoe routes, to reflect age specific demand and fill service gaps. *(See also Livable Sisters 4.1, 4.2 4.3)*	**Suggested Lead Partner(s):** • U.S. Forest Service • Sisters Trail Alliance **Potential Supporting Partner(s):** • Oregon Department of Transportation • Sisters Chamber of Commerce • Sisters Park & Recreation District • Citizens4Community • Oregon Parks and Recreation Dept.	1. Collect and review existing plans 2. Conduct community based prioritization of planned projects for improvement and enhancement of existing resources and for establishment of new trails and facilities 3. Develop trails master plan 4. Implement priority projects as appropriate 5. Advocate for funding as appropriate		➔	➔	✓
Resilient 3.4 **Access to Healthy Outdoor Activities – within the City limits** Improve and enhance existing parks, sidewalks and multi-use paths within the City of Sisters and establish new facilities to	**Suggested Lead Partner(s):** • City of Sisters **Potential Supporting Partner(s):** • Oregon Department of Transportation • U.S. Forest Service • Sisters Chamber of Commerce	1. Collect and review existing plans 2. Advocate for funding as appropriate 3. Implement priority projects as appropriate 4. Update City Parks Master Plan after City Comprehensive Plan update is adopted		➔	✓	

Timeline key: = Initiated ➔ = Ongoing ✓ = Completed

reflect demand and service gaps; update City Parks Master Plan to reflect public input of service demands. *(See also Livable Sisters 4.1, 4.2, 4.3)*	• Sisters Trail Alliance • Oregon Parks and Recreation Dept.					

Timeline key: = Initiated ➔ = Ongoing ✓ = Completed

RESILIENT **<u>STRATEGY 4</u>** **Fire/Drought Resistant Building and Development Codes**	**Review and update City of Sisters and Deschutes County building and development codes to improve and enhance the fire and drought resistance of homes, communities and landscapes in Sisters Country.**					
ACTION NUMBER & TITLE & TEXT	**SUGGESTED LEAD PARTNER(S) & POTENTIAL SUPPORTING PARTNER(S)**	**MILESTONES IN ACHIEVING THE ACTION**	**IMPLEMENTATION TIMELINE**			
			Less Than 1 Yr.	***1 – 2 Yrs.***	***3 -5 Yrs.***	***5+ Yrs.***
Resilient 4.1 **State Regulatory Framework** Encourage the State Building Codes Division to adopt Appendix W (Wildfire Hazard Mitigation) to the State Building Code, and then encourage the City of Sisters and Deschutes County to apply the adopted Appendix W to new construction proposed for areas of Sisters Country determined to be a Wildfire Hazard Area.	**Suggested Lead Partner(s):** • City of Sisters • Deschutes County • Sisters-Camp Sherman Fire District **Potential Supporting Partner(s):** • Citizens4Community • Black Butte Ranch • Cloverdale Fire District • Insurance companies • Builders & real estate developers	1. Monitor adoption of Appendix W by State of Oregon Building Codes Division 2. State of OR BCD adopts Appendix W and enables localities to voluntarily adopt 3. Wildfire Risk Maps are updated to accurately reflect existing conditions and on a level of accuracy sufficient for City level scale 4. Deschutes County adopts Appendix W 5. City co-adopts Appendix W		✓		
Resilient 4.2 **Sisters-Specific Regulatory Framework**	**Suggested Lead Partner(s):** • City of Sisters • Deschutes County • Sisters-Camp Sherman Fire District	1. Conduct community outreach activities (1-2 years) 2. Develop and implement Comprehensive Plan policies as appropriate		➔	✓	

Timeline key: = Initiated ➔ = Ongoing ✓ = Completed

Implement by adoption of appropriate ordinances and policies all recommendations of the 2018 Community Planning Assistance for Wildfire (CPAW) Report commissioned in 2019 by the City of Sisters.	**Potential Supporting Partner(s):** • Citizens4Community	3. Amend supporting Plans such as County Hazard Mitigation Plan, Community Wildfire Protection Plans as appropriate 4. Amend Development Code requirements as appropriate 5. Establish partnerships and programs to conduct mandatory remediation requirements				
Resilient 4.3 **Retrofits to Critical Infrastructure Other Structures & Landscaping** Seek and establish funding sources to support modification of existing structures and landscaping to mitigate the effects of wildfires.	**Suggested Lead Partner(s):** • City of Sisters • Deschutes County • Sisters-Camp Sherman Fire District **Potential Supporting Partner(s):** • Oregon State University • University of Oregon • Oregon State Fire Marshall • Steering Committee for the existing Greater Sisters Country Community Wildfire Protection Plan • Homeowners	1. Compile list of critical infrastructure in Sisters Country including public and private assets. 2. Research existing funding opportunities and ongoing programs 3. Present report of findings to governing bodies 4. Draft and present report of proposed funding programs appropriate to local capabilities and external funding opportunities 5. Establish funding program as appropriate 6. Retrofit critical community infrastructure such as wells, reservoirs, emergency egress routes and other facilities as necessary		➔	✓	

Timeline key: = Initiated ➔ = Ongoing ✓ = Completed

RESILIENT STRATEGY 5 Disaster Preparedness and Response	Promote enhanced coordination of disaster preparedness and response efforts in Sisters Country within the statewide network. Improve and enhance natural disaster preparedness and socioeconomic resilience training and education programs.					
ACTION NUMBER & TITLE & TEXT	**SUGGESTED LEAD PARTNER(S) & POTENTIAL SUPPORTING PARTNER(S)**	**MILESTONES IN ACHIEVING THE ACTION**	**IMPLEMENTATION TIMELINE**			
			Less Than 1 Yr.	***1 – 2 Yrs.***	***3 -5 Yrs.***	***5+ Yrs.***
Resilient 5.1 **Active Forest Management** Sponsor public forums and education efforts illuminating the potential benefits and potential trade-offs of Active Forest Management practices, including prescribed burns, mechanical ground cover treatment and timber stand thinning.	**Suggested Lead Partner(s):** • U.S. Forest Service **Potential Supporting Partner(s):** • Sisters-Camp Sherman and Black Butte Fire Districts • Deschutes County Project Wildfire • Deschutes Collaborative Forest Project • Citizens4Community • Oregon Department of Forestry • Private forestland owners • Deschutes River Alliance • Other public and private entities	1. Series of public forums are scheduled and conducted		✓		
Resilient 5.2 **Models for Active Forest Management**	**Suggested Lead Partner(s):** • Deschutes County • City of Sisters	1. Research existing programs and systems in other jurisdictions. 2. Identify funding opportunities		➔	✓	

Timeline key: = Initiated ➔ = Ongoing ✓ = Completed

Collect and analyze models of programs and systems in which political jurisdictions (such as the cities of Ashland, Ore., and Prescott, Ariz.) fund active management, including prescribed burns and thinning, of forested land beyond their jurisdictional boundaries.	**Potential Supporting Partner(s):** • U.S. Forest Service • State Department of Forestry • Oregon State University	3. Present report on findings to governing bodies and to the Sisters Country community at large 4. Draft and publicly report on proposed funding programs appropriate to local capabilities and external funding opportunities 5. Establish funding assistance program as appropriate				
Resilient 5.3 **Economic Uses of Forest Management By-Products** Collect and analyze existing reports to identify approaches to making economic use of by-products from active forest management, such as thinning, with emphasis on identifying steps that could be taken within Sisters Country to realize such use of byproducts.	**Suggested Lead Partner(s):** • Economic Development for Central Oregon • Central Oregon Intergovernmental Council **Potential Supporting Partner(s):** • Oregon State University • U.S. Forest Service • Oregon Department of Forestry • City of Sisters • Deschutes County • Forest product businesses • Confederated Tribes of the Warm Springs • Central Oregon Intergovernmental Council	1. Research existing programs 2. Present report on findings to governing bodies and all other interested parties 3. Recommend amendments to policy plans and development regulations to enable actions to be taken to accomplish the objective		✓		

Timeline key: = Initiated ➔ = Ongoing ✓ = Completed

Resilient 5.4 **Community Outreach Activities** Conduct community outreach activities to educate residents, businesses and property owners about adaptive techniques to improve protection of structures and landscaping threatened by all natural hazards, including wildfire.	**Suggested Lead Partner(s):** • Sisters-Camp Sherman Fire District • City of Sisters • Deschutes County **Potential Supporting Partner(s):** • Citizens4Community • Sisters Chamber of Commerce	1. Series of public forums are scheduled and conducted		✓		
Resilient 5.5 **Comprehensive Natural Hazards Planning and Preparation** Review existing natural hazard mitigation plans, actively participate in projects to update plans, and promote community education and awareness on preparedness for all known natural hazards .	**Suggested Lead Partner(s):** • Sisters-Camp Sherman Fire District • Black Butte Fire District • Cloverdale Fire District • Deschutes County Sherriff's Office, Special Services Unit **Potential Supporting Partner(s):** • Citizens4Community • City of Sisters • Sisters School District • Local media outlets • Homeowner's Associations • Central Oregon Intergovernmental Council • Adjacent jurisdictional emergency service agencies • Oregon State Police • Oregon Office of Emergency Management	1. Conduct community preparedness exercises centered around significant dates or as supporting assets are available 2. Promote 100% registry of cell phone users to subscribe to reverse 911 call services 3. Encourage media to participate in information dissemination of natural hazard awareness and emergency preparedness information 4. Actively participate in updating the Deschutes County Natural Hazards Mitigation Plan 5. Fund and perform mitigation measures or seek funding to mitigate hazards identified in the updated Deschutes County NHMP.		➔	✓	

Timeline key: = Initiated ➔ = Ongoing ✓ = Completed

FOCUS AREA: CONNECTED SISTERS

CONNECTED **<u>STRATEGY 1</u>** **Small Town Atmosphere**	**Promote the small-town atmosphere and friendly vibe of Sisters Country as the city and region grow, increasing outreach and opportunities for face-to-face contacts, neighbor-to-neighbor cooperation, and visitors-to-locals connections and commerce.**					
ACTION NUMBER & TITLE & TEXT	**SUGGESTED LEAD PARTNER(S) & POTENTIAL SUPPORTING PARTNER(S)**	**MILESTONES IN ACHIEVING THE ACTION**	**IMPLEMENTATION TIMELINE**			
			Less Than 1 Yr.	***1 – 2 Yrs.***	***3 -5 Yrs.***	***5+ Yrs.***
Connected 1.1 **Values-Based Marketing Campaign** Identify and promote shared small-town values and develop and implement a collaborative marketing campaign.	**Suggested Lead Partner(s):** • City of Sisters **Potential Supporting Partner(s):** • Three Sisters Historical Society • Citizens4Community • Chamber of Commerce	1. Lead partner signed on to the effort. 2. Task force created for this purpose. 3. Marketing plan budget established. 4. Marketing plan funding secured. 5. Marketing plan completed and approved. 6. Marketing plan implemented. 7. Marketing plan results reviewed and plan modified where necessary. 8. Lessons learned documented and distributed.			✓	
Connected 1.2 **Strengthened Business Community Connections** Develop and promote a shared value proposition among business owners, to educate and	**Suggested Lead Partner(s):** • Sisters Chamber of Commerce • Sisters Art Association **Potential Supporting Partner(s):** • Economic Development for Central Oregon	1. Lead partner signed on to the effort. 2. Task force created for this purpose. 3. Business leaders informed of the effort and inputs requested. 4. Business leader input reviewed.			✓	

Timeline key: = Initiated ➔ = Ongoing ✓ = Completed

inspire community connection and cohesion.	• Citizens4Community	5. Plan developed to strengthen community connections. 6. Meeting held with business leaders to go over plan and solicit comments. 7. Business leader comments incorporated in plan. 8. Community connection plan implemented. 9. Community connection plan results reviewed and plan modified where necessary. 10. Lessons learned documented and distributed.				
Connected 1.3 **New Celebrations** Develop new community events and celebrations, such as the Sisters Feast Series, focused on residents first. Provide childcare, transportation for seniors, and other amenities to make these events accessible to all residents.	**Suggested Lead Partner(s):** • Sisters Park & Recreation District • City of Sisters **Potential Supporting Partner(s):** • Citizens4Community • Age-Friendly Sisters Country • Sisters Quilt Show • Sisters Folk Festival • Sisters Art Association • Sisters Fire District • Sheriff's Department	1. Lead partner signed on to the effort. 2. Task force created for this purpose. 3. Plan for new community events established. 4. Slate of events for 2019/2020 prepared. 5. Financial sponsors for the events secured. 6. Organizations to staff the events secured. 7. Detailed plan for each event prepared. 8. Events held based on the plan. 9. Results reviewed and event schedule/format modified as necessary. 10. Lessons learned documented and distributed. 11. Steps 3-9 repeated for subsequent years.			✓	
Connected 1.4 **Community Hub Activities** Utilize community "hubs" where residents gather, such as the post office, Ray's and Bi-mart special Tuesdays, to create plaza environments with live music, workshops, and activities for kids. Build or expand on hardscape design in these areas to create more welcoming	**Suggested Lead Partner(s):** • "Hub" Business Owners • Chamber of Commerce • City of Sisters **Potential Supporting Partner(s):** • Age-Friendly Sisters Country • Citizens4Community • Sisters Park & Recreation District • Fire District • Sisters Art Association • Sheriff's Department	1. Lead partner signed on to the effort. 2. Task force created for this purpose. 3. Review of current resources completed. 4. Plan for community hubs prepared. 5. Meeting with business leaders held to go over plan and solicit comments. 6. Business leader comments incorporated in plan. 7. Community hub activities plan implemented. 8. Community hub activities plan results reviewed and plan modified where necessary. 9. Lessons learned documented and distributed.			✓	

Timeline key: = Initiated ➔ = Ongoing ✓ = Completed

spaces for residents to spend time together.		**Note: “Softscape” events can start in 1-2 years, by coordinating with the business owners and Chamber. Hardscape changes will require city involvement and will take longer to enact.				

Timeline key: = Initiated ➔ = Ongoing ✓ = Completed

CONNECTED **<u>STRATEGY 2</u>** **Innovation & Distinctive Programming in Schools**	**Support the innovative curriculum, distinctive programming, community-based initiatives, and year-round use of existing Sisters School District facilities, bolstering the district as the "hub of the community" and connecting its students to the community and beyond.**					
ACTION NUMBER & TITLE & TEXT	**SUGGESTED LEAD PARTNER(S) & POTENTIAL SUPPORTING PARTNER(S)**	**MILESTONES IN ACHIEVING THE ACTION**	**IMPLEMENTATION TIMELINE**			
			Less Than 1 Yr.	***1 – 2 Yrs.***	***3 -5 Yrs.***	***5+ Yrs.***
Connected 2.1 **Schools Marketing Campaign** Inspire and recruit new students by marketing existing innovation and excellence in the Sisters school district – distinctive class offerings, place-based learning opportunities, an excellent community support system, and exceptionally strong science and arts programs. Improve marketing efforts as a way to boost enrollment.	**Suggested Lead Partner(s):** • Sisters School District/School Board **Potential Supporting Partner(s):** • Sisters Schools Foundation • Roundhouse Foundation • Sisters GROW • Sisters ASPIRE • Local Realtors • Parent/Teacher/Students Associations	1. Lead partner signed on to the effort. 2. Task force created for this purpose. 3. Proposals requested from marketing firms for marketing the Sisters School System. 4. Proposals reviewed and marketing firm candidates reviewed. 5. Marketing firm selected. 6. Funding solicited and secured for the marketing effort. 7. Marketing effort launched. 8. Initial results reviewed and marketing plan modified as warranted. 9. Lessons learned documented and distributed. **Note: SSD will be starting an internal marketing campaign following their strategic plan update in the 2018-2019 school year. Any campaign involving a marketing consultant would happen in the 2019-2020 school year or beyond.		✓		

Timeline key: = Initiated ➔ = Ongoing ✓ = Completed

Connected 2.2 **New School Partners and Leaders** Create an attractive, easy-to-use online platform where community members can suggest innovative new curriculum ideas, easily sign up to volunteer, or make the school district aware of their skills and experience.	**Suggested Lead Partner(s):** • Sisters School District/School Board **Potential Supporting Partner(s):** • Stanford Design School – "School Retool" Program • OSU-Cascades Computer Science graduate students • Better Together • Proposed Sisters Foundation • Academic Partners (COCC, OSU, PSU)	1. Lead partner signed on to the effort. 2. Task force created for online platform. 3. Online platform detailed goals established. 4. Funding secured for online platform design and management. 5. Online platform designed and approved. 6. Online platform concept publicized. 7. Online platform launched. 8. Initial results reviewed and online platform modified as necessary. 9. Lessons learned documented and distributed. **Note: Select SSD staff will be participating in the Stanford Design School program in 2019-2020 school year. They will kick start this process.			✓	
Connected 2.3 **Community HR Database** Utilize the online platform for the additional purpose of serving as a community human resource database to serve a) students and b) community organizations looking for specialized assistance.	**Suggested Lead Partner(s):** • TBD **Potential Supporting Partner(s):** • Sisters School District • Sisters Science Club • Americana Project • Proposed Sisters Foundation • Better Together	1. Lead partner signed on to the effort. 2. Task force created for this purpose. 3. Community HR database detailed goals established. 4. Funding secured for design and management of online platform. 5. Enhanced online platform design addressing community HR database detailed goals completed and approved. 6. Enhanced online platform concept publicized. 7. Enhanced online platform launched. 8. Initial results reviewed and enhanced online platform modified where necessary. 9. Lessons learned documented and distributed.				➔
Connected 2.4 **Annual School Pitch Event** Invite community members to participate in an annual School	**Suggested Lead Partner(s):** • Sisters School District **Potential Supporting Partner(s):** • Sisters Science Club	1. Task force created for pitch night. 2. Pitch night concept detailed goals established. 3. Pitch night format (idea presentation, funding presentation (i.e., funds offered & remaining			✓	

Timeline key: = Initiated ➔ = Ongoing ✓ = Completed

Pitch Night event, where new program ideas are presented, publicly vetted, and potentially crowdfunded.	• Sisters Schools Foundation • Proposed Sisters Foundation	funding needed), duration of event, judging, etc.) finalized. 4. Pitch night setting (date and location) finalized. 5. Pitch night publicized. 6. Pitch night completed. 7. Pitch night format reviewed and modified where necessary. 8. Sisters School Board completes its review and decides which, if any, pitched ideas are worth pursuing at present time. 9. Sisters School Board completes plan for implementing selected idea(s), including financing plan (including, where appropriate, crowdfunding) if additional funding is needed. 10. Lessons learned documented and distributed. 11. Steps 8-16 repeated bi-annually.				
Connected 2.5 Crowdfunding for New Programs Ask community members to help fund new programs through a crowdfunding platform or individual campaign. Work with Oregon's Kitchen Table to build an effective crowdfunding strategy for Sisters Country.	**Suggested Lead Partner(s):** • Sisters School District **Potential Supporting Partner(s):** • Oregon's Kitchen Table • Roundhouse Foundation • The Ford Family Foundation • Sisters Nugget • Proposed Sisters Foundation	1. Lead partner signed on to the effort. 2. Task force created for this purpose. 3. An effective crowdfunding strategy to assist in the funding of new programs is developed. 4. Crowdfunding strategy is shared as appropriate with other organizations in Sisters Country. 5. Crowdfunding strategy is utilized as need arises. 6. Crowdfunding strategy results are reviewed and strategy is modified where required. 7. Lessons learned documented and distributed. **Note: There are multiple capital campaigns starting in the next 1-2 years: Sisters Folk Festival and Habitat for Humanity. The community might be stretched for funds during this time period. This type of crowdfunding might need to be pushed out in light of this.			✓	

Timeline key: = Initiated ➔ = Ongoing ✓ = Completed

CONNECTED **<u>STRATEGY 3</u>** **Multi-Purpose Community Center**	**Plan, finance and develop a multi-purpose community center in Sisters, featuring year-round programming and opportunities for community members of all ages and abilities to gather and connect, take part in healthy recreation and exercise, and participate in classes, arts, lectures, and community events.**					
ACTION NUMBER & TITLE & TEXT	**SUGGESTED LEAD PARTNER(S) & POTENTIAL SUPPORTING PARTNER(S)**	**MILESTONES IN ACHIEVING THE ACTION**	**IMPLEMENTATION TIMELINE**			
			Less Than 1 Yr.	***1 – 2 Yrs.***	***3 -5 Yrs.***	***5+ Yrs.***
Connected 3.1 **Existing Elementary School Conversion** Plan and construct a new elementary school on the Sisters School District main campus, and re-purpose a portion of the existing elementary school facility to serve as a multi-purpose community center. Promote this strategy early to secure support for the proposed SSD bond measure.	**Suggested Lead Partner(s):** • Sisters School District • Sisters Park & Recreation District **Potential Supporting Partner(s):** • Sisters Schools Foundation • City of Sisters • Citizens4Community • Sisters Nugget • Age Friendly Sisters Country • Proposed Sisters Foundation • US Department of Agriculture RD • The Ford Family Foundation	1. Lead partner signed on to the effort. 2. Task force created for this purpose. 3. Completion of public outreach to clarify and quantify the various facets of the need for the community center. 4. Completion of compilation and prioritization of the different components of the community's need for the center. 5. Completion of a suitability study covering a conversion of the existing elementary school facility into a community center. 6. Completion of a study to compare alternatives for locating a community center. 7. Completion of a study to assess alternative uses for the existing elementary school facility. 8. Completion of a study to determine the best location of the community center, given the facts obtained from the previous studies.				✓

Timeline key: = Initiated ➔ = Ongoing ✓ = Completed

		9. Utilization of results of all aforementioned studies, as appropriate, in the marketing of any future SSD bond measure for the construction of a new elementary school. 10. Lessons learned documented and distributed. **Note: While the bond measure is at least 5 years out, we could start promoting this strategy in 3-5 years to build a groundswell of support.				
Connected 3.2 **Community Center Task Force** Appoint a collaborative task force of diverse stakeholders to determine the best fit to own and operate the multi-purpose community center. The task force will help set operational goals, monitor the owner/operator, and help secure funding.	**Suggested Lead Partner(s):** • Central Oregon Intergovernmental Council OR • PAC (not yet formed) **Potential Supporting Partner(s):** • Sisters School District • Sisters Park & Recreation District • Citizens4Community • Sisters Schools Foundation • City of Sisters/City Council • Age Friendly Sisters Country • Proposed Sisters Foundation	1. Lead partner signed on to the effort. 2. Task force created (note: could initially be same task force created in Action 3.1). 3. Criteria established covering the qualities needed for the owner and the operator of the community center. 4. Owner and operator are selected based on the criteria established. 5. Operational goals are established. 6. Organization selected for the monitoring of the owner and the operator. 7. Operational funding is stream is identified. 8. Community Center is opened for the community's use. 9. Lessons learned documented and distributed. **Note: We need to revisit outcome and timelines for this action as compared to 3.1			➔	✓
Connected 3.3 **New Funding for Sisters Park & Recreation District** Help the Sisters Park & Recreation District secure additional funding to raise salaries, attract and/or retain talented staff and board	**Suggested Lead Partner(s):** • Sisters Parks & Recreation District Board of Directors **Potential Supporting Partner(s):** • Sisters Schools Foundation • Rotary Club, Kiwanis and/or other service organizations	1. Lead partner signed on to the effort. 2. Task force created for this purpose. 3. Completion of a study to determine additional SPRD funding requirements. 4. Completion of a study to determine funding options. 5. Selection of best funding option completed. 6. Launch of funding option.		✓		

Timeline key: = Initiated ➔ = Ongoing ✓ = Completed

leadership, and support internal organizational development, with the goal of SPRD taking on operations of the community center facility.	• Central Oregon Intergovernmental Council • SOAR Foundation (see note)	7. Funding secured. 8. Funding utilized to address needs as determined in study mentioned in Milestone No. 3 above. 9. SPRD takes on operations of the community center. 10. Lessons learned documented and distributed. **Note: The SOAR Foundation is currently dormant and would need to be reactivated.				

Timeline key: = Initiated ➔ = Ongoing ✓ = Completed

CONNECTED **<u>STRATEGY 4</u>** **Diversity & Inclusion**	**Bring Sisters Country's less frequently heard voices into a more diverse, welcoming and inclusive community conversation, fostering greater tolerance in the community helping newcomers as well as long-time residents to feel valued and supported.**					
ACTION NUMBER & TITLE & TEXT	**SUGGESTED LEAD PARTNER(S) & POTENTIAL SUPPORTING PARTNER(S)**	**MILESTONES IN ACHIEVING THE ACTION**	**IMPLEMENTATION TIMELINE**			
			Less Than 1 Yr.	***1 – 2 Yrs.***	***3 -5 Yrs.***	***5+ Yrs.***
Connected 4.1 **Community Demographics Assessment** Utilize existing organizations and available data sources to develop a more accurate assessment of existing community demographics. Work with identified communities to collaboratively design new cultural learning opportunities, answering questions such as: How do we communicate more effectively? What dates, historical figures, religious symbols, etc., are culturally significant in this community? How can we celebrate these together?	**Suggested Lead Partner(s):** • City of Sisters • Central Oregon Intergovernmental Council • Citizens4Community **Potential Supporting Partner(s):** • Family Access Network • Deschutes County Library, Sisters branch • Age Friendly Sisters Country • Three Sisters Historical Society • Faith-based community • Latino Community Association • Homeless Leadership Coalition • Winter Shelter Project (Lois Caplan) • Kiwanis • Sisters Juntos Program • Habitat for Humanity	1. Lead partner signed on to the effort. 2. Task force created for this purpose. 3. More accurate assessment of existing community demographics created. 4. Determination of communities to collaborate with completed. 5. Determination of items of cultural significance for each community completed. 6. Completion of design of new cultural learning opportunities for each of the communities identified in Milestone No. 4 above. 7. Lessons learned documented and distributed. **Note: The City and COIC will take the lead on data collection. C4C will lead outreach to identified communities.			✓	

Timeline key: = Initiated ➔ = Ongoing ✓ = Completed

Connected 4.2 **Barriers to Diversity** Identify and develop an action plan to address existing barriers — such as cost of living, accessibility and language — to enable minority populations and other priority groups to thrive.	**Suggested Lead Partner(s):** • Age Friendly Sisters Country • Citizens4Community **Potential Supporting Partner(s):** • City of Sisters • Central Oregon Intergovernmental Council • All groups supporting minority and other priority populations (see 4.1)	1. Lead partner signed on to the effort. 2. Task force created for this purpose. 3. Completion of a study to determine the targeted populations to most effectively support. 4. Completion of a study to determine existing barriers to the targeted populations. 5. Completion of a plan to prioritize specific barriers to be addressed and actions needed to remove or reduce those barriers. 6. Commencement of work on plan to remove or reduce identified barriers to diversity. 7. Results reviewed and plan modified where necessary. 8. Completion of work on plan to remove or reduce identified barriers to diversity. 9. Lessons learned documented and distributed **Some or many of the identified barriers may be addressed by other strategies in this action plan.			➔	✓
Connected 4.3 **Mental Health Support Systems** Build hope for struggling members of our community by identifying existing services and strengthening partnerships to connect residents with services.	**Suggested Lead Partner(s):** • Age Friendly Sisters Country • Sisters School District • Family Access Network **Potential Supporting Partner(s):** • Sheriff's Department • Fire District • Deschutes County Behavioral Health • Sisters Library • Central Oregon Health Council • St. Charles Health System • Homeless Leadership Coalition • Deschutes County Library, Sisters	1. Lead partner signed on to the effort. 2. Task force created for this purpose. 3. Completion of a study to determine the community members with mental health support system issues and the nature of those issues. 4. Completion of a plan on how best to address the issues determined in the study mentioned in Milestone No. 3 above, including best use of existing community organizations and funding requirements and sources. 5. Agreement reached with community organizations on their roles. 6. Funding identified.		➔	✓	

Timeline key: = Initiated ➔ = Ongoing ✓ = Completed

		7. Plan identified in Milestone No. 4 implemented. 8. Funding secured. 9. Results reviewed and plan modified where necessary. 10. Lessons learned documented and distributed. **Note: To reach both adult and youth populations, SSD and Age Friendly Sisters Country need to be co-leads.				

Timeline key: = Initiated ➔ = Ongoing ✓ = Completed

CONNECTED **<u>STRATEGY 5</u>** **Leadership Training & Development Emphasizing Youth**	**Develop a deeper pool of leadership through mentorship, education and training, opportunities for civic participation, and community involvement across the generational spectrum with a particular emphasis on youth and young adults.**					
ACTION NUMBER & TITLE & TEXT	**SUGGESTED LEAD PARTNER(S) & POTENTIAL SUPPORTING PARTNER(S)**	**MILESTONES IN ACHIEVING THE ACTION**	**IMPLEMENTATION TIMELINE**			
			Less Than 1 Yr.	***1 – 2 Yrs.***	***3 -5 Yrs.***	***5+ Yrs.***
Connected 5.1 **Community-wide Leadership Training Model** Research successful community-wide leadership training programs that have been implemented in other communities. Identify successful program elements and determine their relevance to Sisters Country. Select an existing model or develop a new model by adapting elements from other successful programs.	**Suggested Lead Partner(s):** • Chamber of Commerce **Potential Supporting Partner(s):** • Citizens4Community • Non-profit Association of Oregon • Central Oregon Intergovernmental Council • The Ford Family Foundation • City of Sisters • Deschutes County • Deschutes County Library, Sisters • Academic partners (COCC, OSU, PSU) • Proposed Sisters Foundation	1. Lead partner signed on to the effort. 2. Task force created for this purpose. 3. Identification of previously implemented community-wide leadership programs completed. 4. Review of leadership training programs previously identified is completed. 5. Identification of successful leadership program elements is completed. 6. Determination of relevance to Sisters Country of elements identified in milestone No. 5 complete. 7. Leadership training model selected or developed from information gathered in Milestone Nos. 3-6 above. 8. Program funding secured. 9. Program management secured. 10. Leadership training program commenced.			✓	

Timeline key: = Initiated ➔ = Ongoing ✓ = Completed

		11. Results reviewed and program modified where necessary. 12. Lessons learned documented and distributed.				
Connected 5.2 **Existing Leadership Barriers** Identify and address existing barriers that deter people from pursuing leadership opportunities, especially among populations currently under-represented in community leadership. Barriers include: scheduling designed for working adults, students, or parents; free or low-cost childcare options; transportation to/from meetings; translation or language support services.	**Suggested Lead Partner(s):** • Chamber of Commerce • Economic Development for Central Oregon **Potential Supporting Partner(s):** • Non-profit Association of Oregon • Citizens4Community • The Ford Family Foundation • City of Sisters • Sisters Library • Age Friendly Sisters Country • Sisters Juntos • Sisters School District • Central Oregon Community College • OSU-Cascades • Proposed Sisters Foundation • Family Access Network • Deschutes County Library • Academic Partners (COCC, OSU, PSU) • Central Oregon Intergovernmental Council	1. Lead partner signed on to the effort. 2. Task force created for this purpose. 3. Completion of a study to determine the current under-represented populations. 4. Completion of a study to identify the existing barriers to the targeted populations. 5. Completion of a plan to prioritize specific barriers to be addressed and actions needed to remove or reduce those barriers. 6. Commencement of work on plan to remove or reduce identified barriers. 7. Results reviewed and plan modified where necessary. 8. Completion of work on plan to remove or reduce identified barriers. 9. Lessons learned documented and distributed.			➔	✓
Connected 5.3 **Mentorship Program** Develop a mentorship program to pair existing community leaders with new and emerging leaders, providing skills training, opportunities for civic engagement, and personal	**Suggested Lead Partner(s):** • Chamber of Commerce **Potential Supporting Partner(s):** • Sisters School District • Sisters ASPIRE • Economic Development for Central Oregon • Proposed Sisters Foundation	1. Lead partner signed on to the effort. 2. Task force created for this purpose. 3. Details and mechanics of mentorship program defined, including how it will be publicized. 4. Database of existing and willing mentors created and maintained. 5. Mentorship program publicized.				✓

Timeline key: = Initiated ➔ = Ongoing ✓ = Completed

coaching to help new leaders develop confidence, competency, and visibility. The program is open to all, but with an emphasis on recruiting youth, young adults and diverse populations.		6. List of emerging leaders established and maintained. 7. Mentorship program commenced. 8. Results reviewed and program modified where necessary. 9. Lessons learned documented and distributed.				
Connected 5.4 **Key Community Leadership Partners** Recruit key partners from the business, education, non-profit, and government sectors to participate in, champion, and spread the word about leadership training and mentorship programs.	**Suggested Lead Partner(s):** • Chamber of Commerce • Economic Development for Central Oregon **Potential Supporting Partner(s):** • City of Sisters • Sisters School District • Citizens4Community • Proposed Sisters Foundation	1. Lead partner signed on to the effort. 2. Task force created for this purpose. 3. Potential key leadership training program partners identified. 4. Potential key mentorship program partners identified. 5. Key leadership training program partners recruited. 6. Key mentorship program partners recruited. 7. Key leadership training program partners commence efforts. 8. Key mentorship program partners commence efforts. 9. Results reviewed and partner staffing modified where necessary. 10. Lessons learned documented and distributed.				✓
Connected 5.5 **Sisters Foundation** Facilitate community conversations to define the unique role of a local organization in Sisters Country that could take on tasks such as providing leadership training (Connected	**Suggested Lead Partner(s):** • Citizens4Community **Potential Supporting Partner(s):** • Chamber of Commerce • City of Sisters • Non-profit leaders • Proposed Sisters Foundation	1. Lead partners signed on to the effort. 2. Task force created for this purpose. 3. Community conversations facilitated by C4C, with a focus on engaging local non-profit and organizational leaders. 4. Discussions held between C4C and Sisters Community Foundation (SCF) to determine		✓		

Timeline key: = Initiated ➔ = Ongoing ✓ = Completed

Sisters Actions 5.1-5.5) and creating/enhancing a local skills database for the benefit of the community (Connected Sisters Action 2.3) Determine if a local foundation-in-forming (Sisters Community Foundation) would be a good fit in this role.		whether SCF would agree to take on the role of the Sisters Country Foundation. 5. If it is decided SCF will take on the role of Sisters Country Foundation, additional Board members for SCF recruited and signed up. 6. SCF ends hiatus and resumes work. 7. Lessons learned documented and distributed.				

Timeline key: = Initiated ➔ = Ongoing ✓ = Completed

EXHIBIT D: 2019 Housing Needs Analysis, Buildable Land Inventory and Housing Strategies Report

JOHNSON ECONOMICS

CITY OF SISTERS, OR

HOUSING AND RESIDENTIAL LAND NEEDS ASSESSMENT (OREGON STATEWIDE PLANNING GOAL 10)

20-YEAR HOUSING NEED 2019 - 2039

Prepared For:
CITY OF SISTERS, OREGON

June 2019

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INTRODUCTION

This analysis outlines a forecast of housing need within the City of Sisters. Housing need and resulting land need are forecast to 2039 consistent with 20-year need assessment requirements of periodic review. This report presents a housing need analysis (presented in number and types of housing units) and a residential land need analysis, based on those projections.

This report was prepared in accordance with the requirements of OAR 660 Division 8: Interpretation of Goal 10 Housing. This project is funded by the State of Oregon through the Department of Land Conservation and Development. The contents of this document do not necessarily reflect the views or policies of the State of Oregon.

Notes on Data Sources

The primary data sources used in generating this forecast were:

- City of Sisters land and housing inventory
- Portland State University Population Research Center
- U.S. Census
- Environics Analytics Inc.[1]
- Oregon Employment Department
- Deschutes County GIS
- Other sources are identified as appropriate.

This analysis reflects the coordinated population forecast from the Oregon Population Forecast Program, at the Population Research Center (PRC) at PSU. State legislation passed in 2013 made the PRC responsible for generating the official population forecasts to be used in Goal 10 housing analyses in Oregon communities outside of the Portland Metro area (ORS 195.033). The population forecasts used in this analysis were generated in 2015.

The current housing inventory and residential Buildable Lands Inventory are based upon records maintained by the City of Sisters, which are updated on a regular basis. This analysis relies on the City inventory dating to the end of March 2019. This inventory is updated on a regular basis as development is forecast to continue at a steady pace in Sisters. Therefore this analysis necessarily provides a snapshot view of the inventory and resulting findings of land need at the time this report was prepared.

This analysis relies heavily on Census data from both the Decennial Census, and the American Community Survey (ACS). Generally, data from the ACS has a larger statistical margin of error than the 10-year Census. This analysis relies whenever possible on the ACS 5-year estimates from 2012-2017. The 5-year estimates have the lowest margin of error in comparison to the ACS 3-year and 1-year estimates. All Census data feature some margin of error but remain the best source of data available on many demographic and housing subjects.

[1] Environics Analytics Inc. is a third-party company providing data on demographics and market segmentation. It licenses data from the Nielson Company which conducts direct market research including surveying of households across the nation. Nielson combines proprietary data with data from the U.S. Census, Postal Service, and other federal sources, as well as local-level sources such as Equifax, Vallassis and the National Association of Realtors. Projections of future growth by demographic segments are based on the continuation of long-term and emergent demographic trends identified through the above sources.

I. CITY OF SISTERS DEMOGRAPHIC PROFILE

SUMMARY

The following table (Figure 1.1) presents a profile of City of Sisters demographics from the 2000 and 2010 Census. This includes the area within the Urban Growth Boundary (UGB) of Sisters, which is mostly contiguous with the city limits. It also presents the estimated population of this area as of July 2018 from PSU estimates.

- Sisters is a City of an estimated 2,767 people, located in Deschutes County in Central Oregon.
- Based on the population, Sisters is roughly the 103rd largest city in the state by population, though is within range of many other similarly sized cities. Within Deschutes County, Sisters is modestly-sized in comparison to Bend, Redmond and the population in unincorporated areas.
- Sisters has experienced strong growth, with the population growing roughly 185% since 2000, an increase of nearly 1,800 people. In contrast, Deschutes County and the state experienced population growth of 59% and 21% respectively. No other part of the county grew at a similar high rate (US Census and PSU Population Research Center)

FIGURE 1.1: SISTERS DEMOGRAPHIC PROFILE

POPULATION, HOUSEHOLDS, FAMILIES, AND YEAR-ROUND HOUSING UNITS					
	2000 (Census)	**2010 (Census)**	**Growth 00-10**	**2018 (PSU)**	**Growth 10-18**
Population[1]	974	2,069	112.5%	2,767	33.7%
Households[2]	386	862	123.0%	1,144	32.7%
Families[3]	244	567	132%	802	41%
Housing Units[4]	515	1,126	119%	1,476	31%
Group Quarters Population[5]	4	10	150%	34	240%
Household Size (non-group)	*2.51*	*2.39*	-5%	*2.39*	0%
Avg. Family Size	*3.04*	*2.92*	-4%	*2.98*	2%
PER CAPITA AND MEDIAN HOUSEHOLD INCOME					
	2000 (Census)	**2010 (Census)**	**Growth 00-10**	**2018 (Proj.)**	**Growth 10-18**
Per Capita ($)	$17,847	$25,422	42%	$25,025	-2%
Median HH ($)	$35,000	$49,306	41%	$56,809	15%

SOURCE: Census, PSU Population Research Center, and Johnson Economics

Census Tables: DP-1 (2000, 2010); DP-3 (2000); S1901; S19301

1 From PSU Population Research Center, Population Forecast Program, final forecast for Deschutes Co. (2017)

[2] 2018 Households = (2018 population - Group Quarters Population)/2018 HH Size

[3] Ratio of 2018 Families to total HH is based on 2016 ACS 5-year Estimates

[4] 2018 housing units are the '10 Census total plus new units permitted from '10 through '18 (source: Census, Cities)

[5] Ratio of 2018 Group Quarters Population to Total Population is kept constant from 2010. Group Quarters total does not include 62 units of assisted living soon to be completed at The Lodge development.

- The Sisters UGB was home to an estimated 1,144 households in 2018, an increase of roughly 660 households since 2000. The percentage of family households has grown between 2000 and 2018 from

63% to 70%. The city has a larger share of family households than Deschutes County (67%) and the state (63%).

- Sisters' estimated average household size as of the 2010 Census was 2.39 persons, less than in 2000. This is lower than the Deschutes County average of 2.5 and the statewide average of 2.47.

A. Population Growth

Since 2000, Sisters has grown by roughly 1,800 people within the UGB, or 184% in 18 years. This is a much higher growth rate than was seen in the rest of the county (59%), and the state (21%).

B. Household Growth & Size

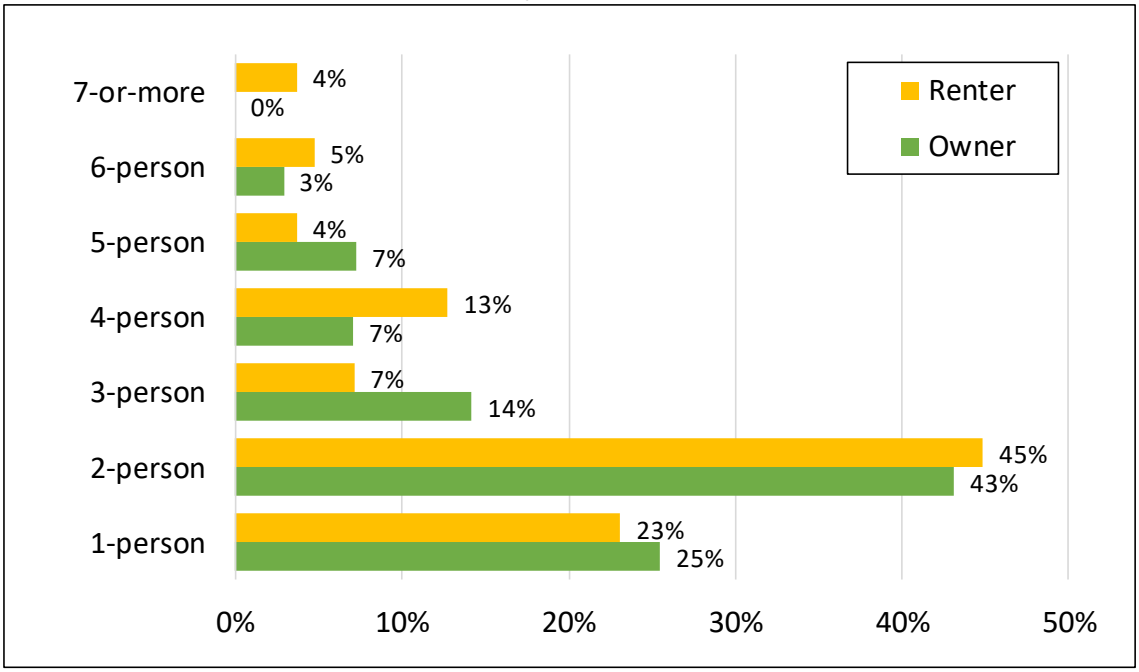
As of 2018, the city has an estimated 1,144 households. Since 2000, Sisters has added an estimated 760 households, or 196% growth. A household is defined as all the persons who occupy a single housing unit, whether or not they are related.

Household growth has kept pace with population growth reflecting a stable average household size. There has been a general trend in Oregon and nationwide towards declining household size as birth rates have fallen, more people have chosen to live alone, and the Baby Boomers have become empty nesters. While this trend of diminishing household size is expected to continue nationwide, there are limits to how far the average can fall. Sisters has resisted this trend in recent years.

Sisters' average household size of 2.39 people is smaller than Deschutes County (2.5). (This analysis uses the average household size from the 2010 census as a conservative assumption, as the figure from the ACS has a larger margin of error, and other aspects of this analysis have cast doubt on the reliability of that figure.)

Figure 1.2 shows the share of households by the number of people for renter and owner households in 2017 (latest available), according to the Census. Renter households are more likely to have three or fewer persons. Owner households are somewhat more likely to have larger households.

Figure 1.2: Number of People per Household, City of Sisters



SOURCE: US Census, Johnson Economics LLC
Census Tables: B25009 (2017 ACS 5-yr Estimates)

C. Family Households

As of the 2017, the Census estimated that 70% of Sisters households were family households, a higher share than in 2000. The Census defines family households as two or more persons, related by marriage, birth or adoption and living together. The total number of family households in Sisters is estimated to have grown by 560 since 2000. This is 73% of all new households in this period.

The average family household tends to be larger than the average of all household types. In 2017, family households in Sisters had an average size of 2.98 people, compared to an average of 2.39 people for all households (family and non-).

D. Housing Units

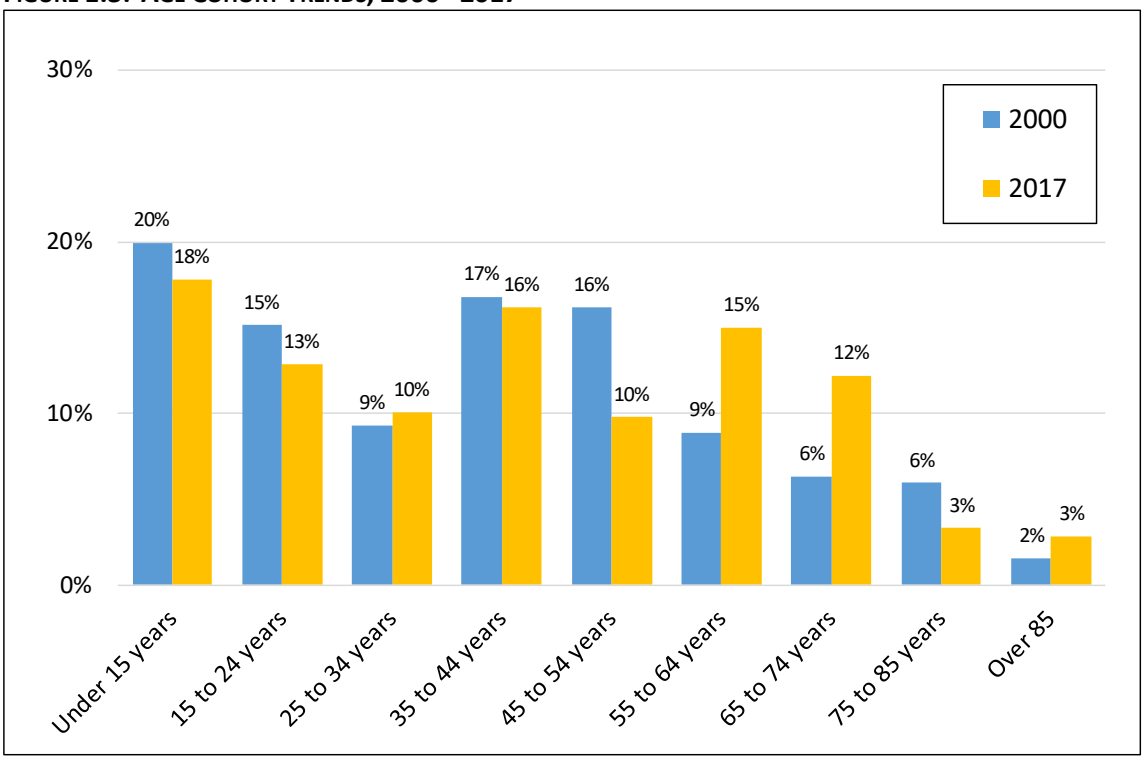
Data from the City of Sisters and the US Census indicate that the city added a little over 350 new housing units since 2010 within the UGB. At the same time, the city has added an estimated 282 households, meaning the production of new housing in the community has outpaced the growth in resident households in recent years.

As of March 2019, the city had an estimated housing stock of roughly 1,476 units for its 1,144 estimated households (source: City of Sisters' inventory). Over 750 additional units are current under construction or entitled. This implies a high vacancy rate of 22.5%. This high rate reflects the prevalence of vacation homes and investment properties in the community.

E. Age Trends

The following figure shows the share of the population falling in different age cohorts between the 2000 Census and the most recent 5-year estimates. As the chart shows, there is a general trend of growth among those aged 55 and older. Those in the younger and middle age cohorts fell as a share of total population. Going forward, the older age groups are projected to continuing increasing in share, in keeping with the national trend caused by the aging of the Baby Boom generation.

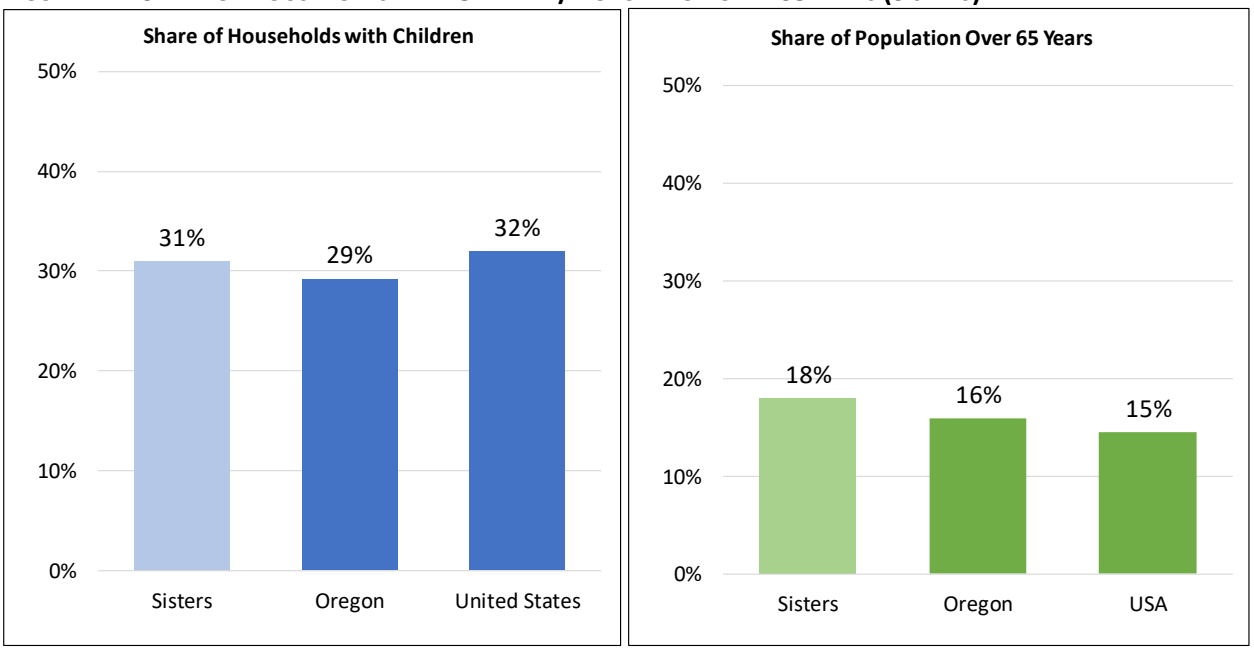
Figure 1.3: Age Cohort Trends, 2000 - 2017



SOURCE: US Census, Johnson Economics LLC
Census Tables: QT-P1 (2000); S0101 (2017 ACS 5-yr Estimates)

- The cohorts that grew in share during this period were those aged 55 and older. An estimated 33% of the population is in this group, while 67% are younger.
- In the 2017 ACS, the local median age was an estimated 40 years, compared to 42 years in Deschutes County, and 39 years in Oregon.
- Figure 1.4 presents the share of households with children, and the share of population over 65 years for comparison. Compared to county and state averages, Sisters has a similar share of households with children and a larger share of the population over 65.

FIGURE 1.4: SHARE OF HOUSEHOLDS WITH CHILDREN/ POPULATION OVER 65 YEARS (SISTERS)



SOURCE: US Census, JOHNSON ECONOMICS LLC
Census Tables: B11005; S0101 (2017 ACS 5-yr Estimates)

F. INCOME TRENDS

The following figure presents data on income trends in Sisters.

FIGURE 1.5: INCOME TRENDS, 2000 – 2018

PER CAPITA AND MEDIAN HOUSEHOLD INCOME					
	2000 (Census)	2010 (Census)	Growth 00-10	2018 (Proj.)	Growth 10-18
Per Capita ($)	$17,847	$25,422	42%	$25,025	-2%
Median HH ($)	$35,000	$49,306	41%	$56,809	15%

SOURCE: Census, PSU Population Research Center, and Johnson Economics

Census Tables: DP-1 (2000, 2010); DP-3 (2000); S1901; S19301

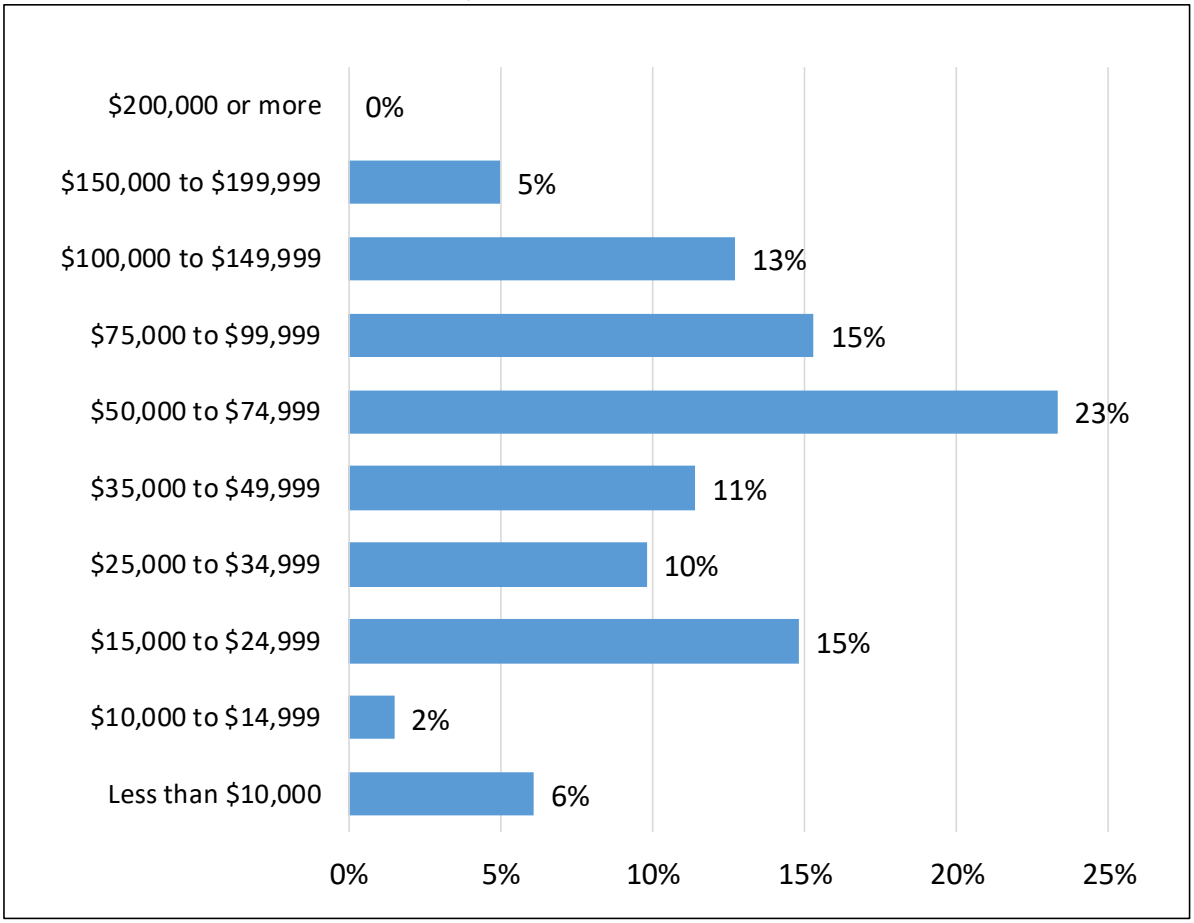
- Sisters' estimated median household income was $56,800 in 2018. This has risen significantly from the estimated median in 2010 and is slightly lower than the Deschutes County median of $59,150.
- Sisters' per capita income is $25,000.

- Median income has grown an estimated 62% between 2000 and 2018, in real dollars. Inflation was an estimated 57% over this period. The local median income has outpaced inflation during this period, defying the regional and nationwide trend. The growth in income is likely attributed to new households that are relatively more affluent on average than existing households, as well as the nature of some of the blue-collar employment that has been created in Sisters in recent years, which is often higher-paid than service-industry employment.

Figure 1.6 presents the estimated distribution of households by income as of 2017. The largest income cohorts are those households earning between $15 and $25k, between $50k and $75k, and between $75k to $100k.

- 44% of households earn less than $50k per year, while 56% of households earn $50k or more.
- 22% of households earn $25k or less.

FIGURE 1.6: HOUSEHOLD INCOME COHORTS, 2017



SOURCE: US Census
Census Tables: S1901 (2017 ACS 5-yr Est.)

G. POVERTY STATISTICS

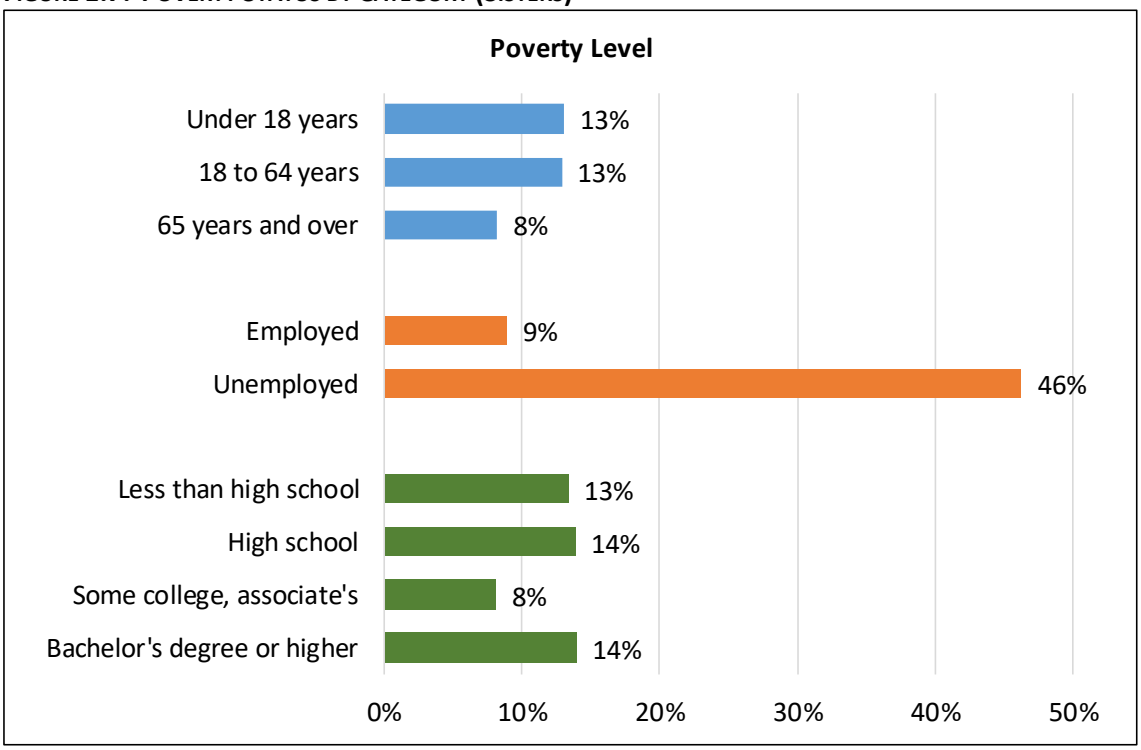
According to the US Census, the official poverty rate in Sisters is an estimated 12% over the most recent period reported (2017 5-year estimates).[2] This is roughly 295 individuals in Sisters. In comparison, the official poverty rate in Deschutes County is also 12%, and at the state level is 17%.

[2] Census Tables: S1701 (2017 ACS 5-yr Estimates)

In the 2013-17 period:

- Sisters' poverty rate is highest among children and those 18 to 64 years of age at 13%. The rate is lowest for those 65 and older at 8%.
- There is not a lot of variation among poverty rates based on employment level. For those without a high school diploma the poverty rate is 13%. For those with a high school diploma only, the estimated rate is 14%. For those with some college education the poverty rate is lower at 8%.
- Among those who are employed the poverty rate is 9%, while it is 46% for those who are unemployed.
- Information on affordable housing is presented in the following section of this report.

FIGURE 1.7: POVERTY STATUS BY CATEGORY (SISTERS)



SOURCE: US Census
Census Tables: S1701 (2017 ACS 5-yr Est.)

H. EMPLOYMENT LOCATION TRENDS

This section provides an overview of employment and industry trends in Sisters that are related to housing.

Commuting Patterns: The following figure shows the inflow and outflow of commuters to Sisters according to the Census Employment Dynamics Database. As of 2015, the most recent year available, the Census estimated there were roughly 1,675 jobs located in Sisters. Relatively few are held by local residents, while nearly 1,470 employees commute into the city from elsewhere. This pattern is fairly common among many communities. While Census data is incomplete, it seems that most local workers commuting into the city live in Bend, Redmond, or Black Butte Ranch.

Of the estimated 700 employed Sisters residents, over 70% of them commute elsewhere for employment. Many of these residents commute to Bend and Redmond.

FIGURE 1.8: COMMUTING PATTERNS (PRIMARY JOBS), SISTERS

Source: US Census Longitudinal Employer-Household Dynamics

Jobs/Household Ratio: Sisters features a jobs-to-households ratio of 1.6 jobs per household. This means that there is a high number of jobs compared to local households, and many workers commuting into the community. There is no "right" jobs/housing ratio, but it is an indicator of the balance of employment activity to residential uses in the community. In this case, it is an indicator that more local employees could be in the market for housing in the community itself.

There are an estimated 1,675 jobs in the city of Sisters, and an estimated 696 Sisters residents in the labor force (as opposed to *households* discussed above). This represents roughly 2.4 job per working adult. This estimated local workforce also indicates that there are many non-working households in the community, including many retirees.

II. CURRENT HOUSING CONDITIONS

The following figure presents a profile of the current housing stock and market indicators in Sisters. This profile forms the foundation to which current and future housing needs will be compared.

A. HOUSING TENURE

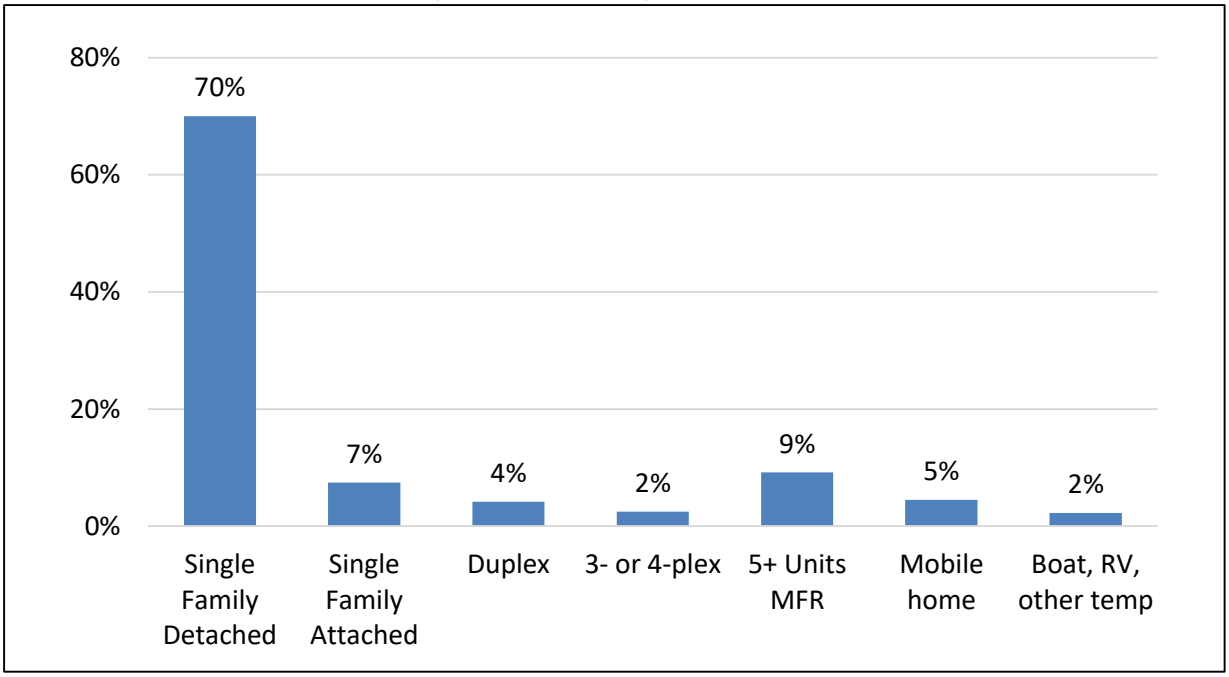
Sisters has a larger share of owner households than renter households among permanent residents. The 2017 American Community Survey estimates that 55% of occupied units were owner occupied, and 45% renter occupied. The estimated ownership rate is higher in Deschutes County (65%).

The ownership rate in Sisters has fallen from 58% since 2000. During this period the statewide rate fell from 64% to 61%. Nationally, the homeownership rate has nearly reached the historical average of 65%, after the rate climbed from the late 1990's to 2004 (69%).

B. HOUSING STOCK

As shown in Figure 1.1, Sisters UGB had an estimated 1,476 housing units in 2018, with an estimated vacancy rate of 22.5%.

FIGURE 2.1: ESTIMATED SHARE OF UNITS, BY PROPERTY TYPE, 2017



SOURCE: City of Sisters, Census ACS 2017

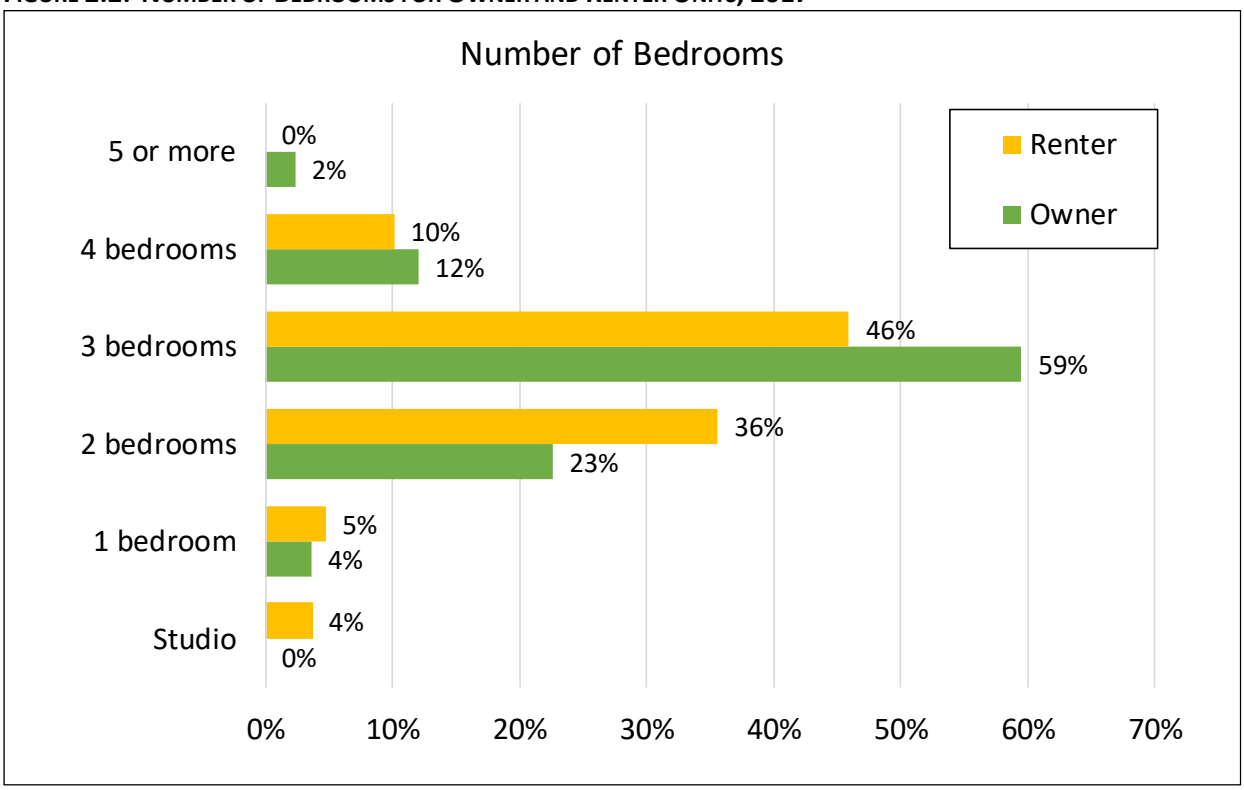
Figure 2.1 shows the estimated share of units by type as of March 2019. Detached single-family homes represent an estimated 70% of housing units.

Units in larger apartment complexes of 5 or more units represent 9% of units, and other types of attached homes represent an additional 13% of units. (Attached single family generally includes townhomes, some condo flats, and plexes which are separately metered.) Mobile homes represent 5% of the inventory, and households living in RVs represent an estimated 2%.

C. NUMBER OF BEDROOMS

Figure 2.2 shows the share of units for owners and renters by the number of bedrooms they have. Owner-occupied units are more likely to have three or more bedrooms, while renter occupied units are more likely to have two or fewer bedrooms.

FIGURE 2.2: NUMBER OF BEDROOMS FOR OWNER AND RENTER UNITS, 2017



SOURCE: US Census
Census Tables: B25042 (2017 ACS 5-year Estimates)

D. UNIT TYPES BY TENURE

As Figure 2.3 and 2.4 show, a large share of owner-occupied units (80%) are detached homes, or mobile homes (3%). Renter-occupied units are more distributed among a range of structure types. 81% of rented units are estimated to be either detached homes or mobile homes, while the remainder are some form of attached unit. An estimated 12% of rental units are in larger apartment complexes.

FIGURE 2.3: CURRENT INVENTORY BY UNIT TYPE, FOR OWNERSHIP AND RENTAL HOUSING

OWNERSHIP HOUSING

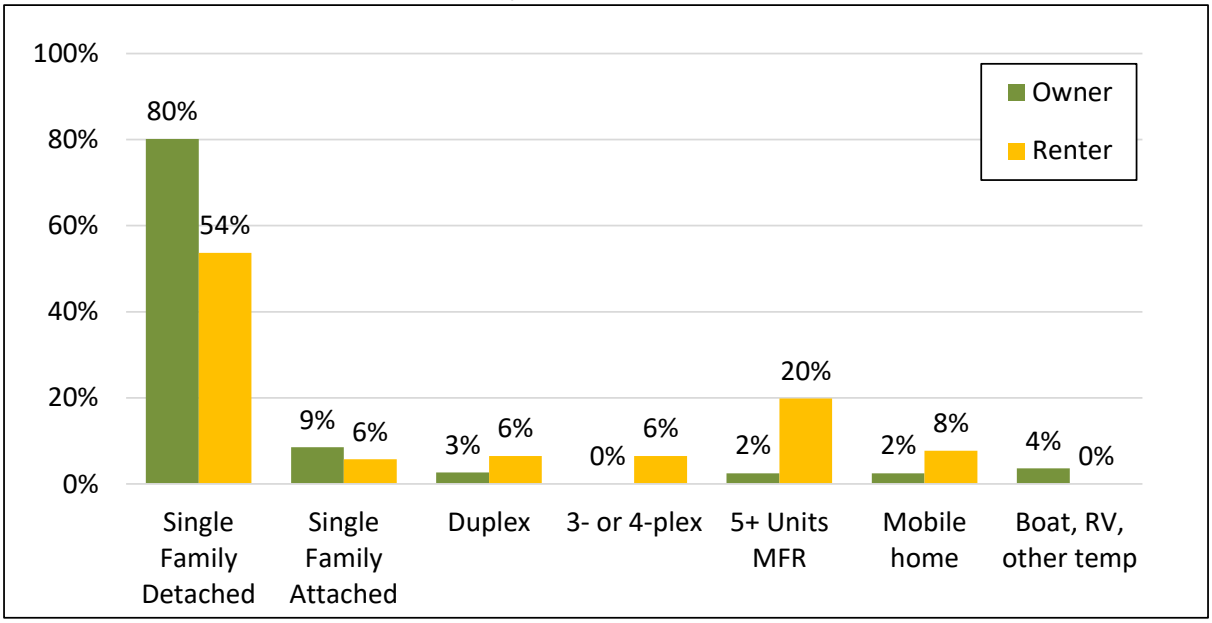
OWNERSHIP HOUSING								
Price Range	Single Family Detached	Single Family Attached	Duplex	3- or 4-plex	5+ Units MFR	Mobile home	Boat, RV, other temp	Total Units
Totals:	729	77	25	0	23	23	33	**910**
Percentage:	80.2%	8.5%	2.7%	0.0%	2.5%	2.5%	3.6%	100.0%

RENTAL HOUSING

RENTAL HOUSING								
Price Range	Single Family Detached	Single Family Attached	Duplex	3- or 4-plex	5+ Units MFR	Mobile home	Boat, RV, other temp	Total Units
Totals:	304	32	37	37	112	44	0	**566**
Percentage:	53.7%	5.7%	6.5%	6.5%	19.9%	7.7%	0.0%	100.0%

Sources: US Census, JOHNSON ECONOMICS, CITY OF SISTERS

FIGURE 2.4: CURRENT INVENTORY BY UNIT TYPE, BY SHARE

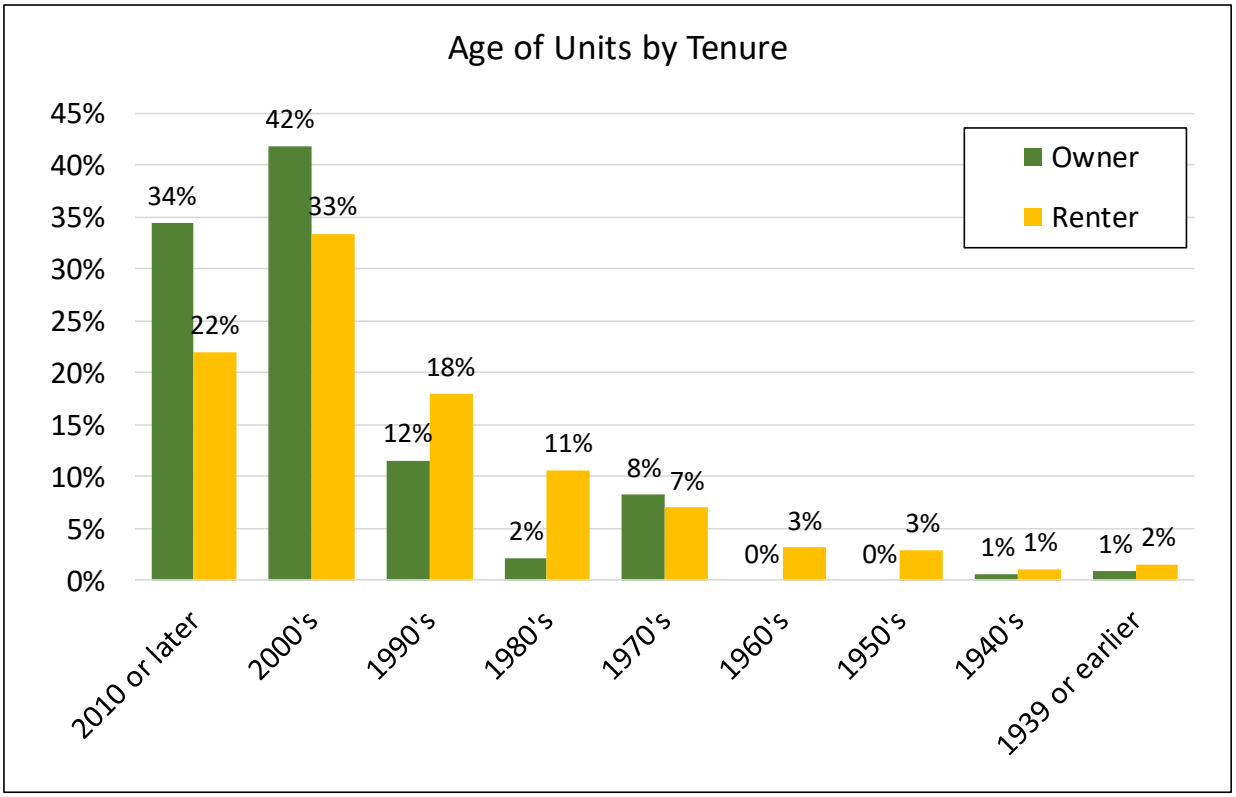


Sources: US Census, JOHNSON ECONOMICS, CITY OF SISTERS

E. AGE OF HOUSING STOCK

Sisters' housing stock reflects the pattern of development in the area over time. 69% of the housing stock was built post-2000. Roughly a quarter of the stock was built from the 1970's to the 1990's. Only a small share was built in 1960's and earlier. The following figure shows that owners are more likely to live in newer housing, while more rental housing dates to prior periods.

FIGURE 2.5: AGE OF UNITS FOR OWNERS AND RENTERS



SOURCE: US Census
Census Tables: B25036 (2017 ACS 5-year Estimates)

F. Housing Costs vs. Local Incomes

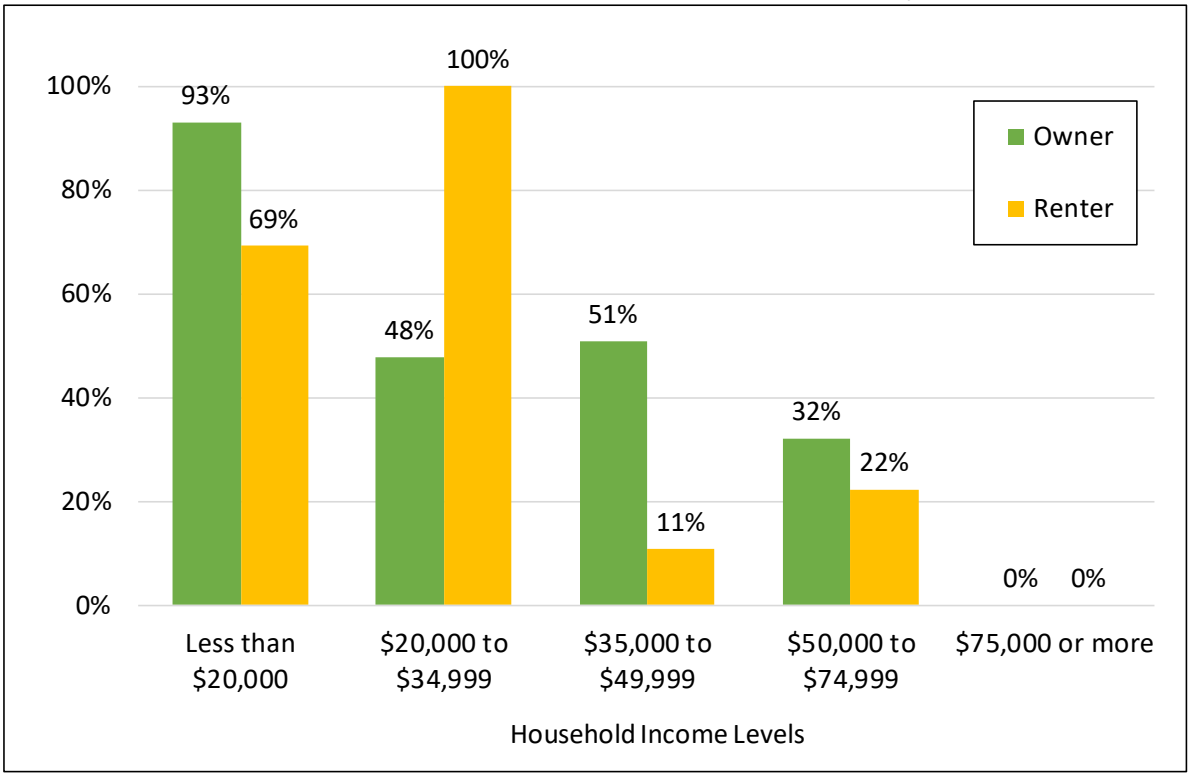
Figure 2.6 shows the share of owner and renter households who are paying more than 30% of their household income towards housing costs, by income segment. (Spending 30% or less on housing costs is a common measure of "affordability" used by HUD and others, and in the analysis presented in this report.)

In total, the US Census estimates that 33% of Sisters households pay more than 30% of income towards housing costs (2017 ACS, B25106).

As one would expect, households with lower incomes tend to spend more than 30% of their income on housing, while incrementally fewer of those in higher income groups spend more than 30% on their incomes on housing costs. Of those earning less than $20,000, an estimated 93% of owner households and 69% of renters spend more than 30% of income on housing costs. The lower share of renter households may be due to the available affordable rental housing in the community for households at this income level.

Households in higher income categories are increasingly less likely to spend more than 30% on housing costs.

Figure 2.6: Share of Households Spending More than 30% on Housing Costs, by Income Group

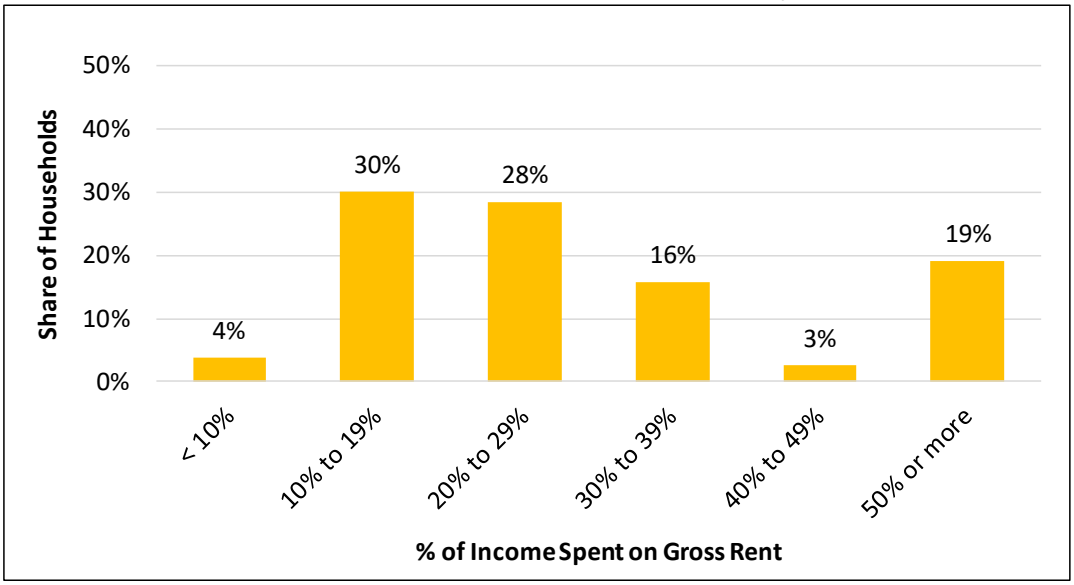


Sources: US Census, Johnson Economics
Census Table: B25106 (2017 ACS 5-yr Estimates)

Figure 2.7 shows the percentage of household income spent towards gross rent for local renter households only. This more fine-grained data shows that 38% of renters spending more than 30% of their income on rent, with an estimated 19% of renters are spending 50% or more of their income.

Renters are disproportionately lower income relative to homeowners. The burden of housing costs is felt more broadly for these households, and as the analysis presented in later section shows there is a need for more affordable rental units in Sisters, as in most communities.

FIGURE 2.7: PERCENTAGE OF HOUSEHOLD INCOME SPENT ON GROSS RENT, SISTERS RENTER HOUSEHOLDS



Sources: US Census, JOHNSON ECONOMICS
Census Table: B25070 (2017 ACS 5-yr Estimates)

G. PUBLICLY-ASSISTED HOUSING

Affordable Housing Goal: Sisters has an adopted goal that 10% of its housing units should be affordable. Based on the current inventory estimate, this would be roughly 160 units. It is estimated that including affordable rental and ownership housing there are 134 existing units, 3 under construction and 34 proposed in Sisters, which would be roughly 11.5% of the current housing inventory.

Currently Sisters is home to 81 rent-subsidized units in Ponderosa Heights and Tamarack Village. This represents roughly 5.5% of the city's total housing stock, and 14% of the rental housing stock.

There are 46 households living in Habitat for Humanity homes in the city limits, and 6 outside the city. These are reduced-cost homeownership opportunities. There are seven additional affordable ownership units at the Skygate land trust development (Housing Impact), and eight more pending in the Clearpine development.

Housing Works Central Oregon also administers roughly 1,200 housing choice vouchers which may be used in Sisters or other communities in the jurisdiction. There are an estimated 34 vouchers being used in Sisters.

Agricultural Worker Housing: There are no identified housing properties dedicated to agricultural workers in Sisters.

Homelessness: A Point-in-Time count of homeless individuals in Deschutes County conducted in 2017 found 701 homeless individuals on the streets, in shelters, or other temporary and/or precarious housing. This was up from 503 people in 2015. *These figures are for the entire county.*[3] This included:

- Most of the counted individuals (500) were unsheltered.
- 22% of counted individuals were children;
- 36% of individuals were women or girls, and 64% were male.
- In Sisters itself, there were an estimated 48 adults and 18 kids counted, for a total of 66 homeless individuals. This would represent an estimated 2% of the current estimated population.

An analysis of the ability of current and projected housing supply to meet the needs of low-income people, and the potential shortfall is included in the following sections of this report.

[3] Figures via OHCS

III. CURRENT HOUSING NEEDS (CITY OF SISTERS)

The profile of current housing conditions in the study area is based on Census 2010, which the Portland State University Population Research Center (PRC) uses to develop yearly estimates through July 2018. The PRC methodology incorporates the estimated population from within the city limits and an estimated population from those areas within the UGB, but outside of the city limits. To estimate the additional population within the UGB area, the PRC assigned a share of the population from the relevant Census tracts.

FIGURE 3.1: CURRENT HOUSING PROFILE (2018)

CURRENT HOUSING CONDITIONS (2018)			SOURCE
Total 2018 Population:	2,767		PSU Pop. Research Center
- Estimated group housing population:	34	(1.2% of Total)	US Census
Estimated Non-Group 2018 Population:	**2,733**	(Total - Group)	
Avg. HH Size:	2.39		US Census
Estimated Non-Group 2018 Households:	**1,144**	(Pop/HH Size)	
Total Housing Units:	**1,476**	(Occupied + Vacant)	Census 2010 + permits
Occupied Housing Units:	1,144	(= # of HH)	
Vacant Housing Units:	332	(Total HH - Occupied)	
Current Vacancy Rate:	22.5%	(Vacant units/ Total units)	

Sources: Johnson Economics, City of SISTERS, PSU Population Research Center, U.S. Census

*This table reflects population, household and housing unit projections shown in Figure 1.1

We estimate a current population of roughly 2,767 residents, living in 1,144 households (excluding group living situations). Average household size is 2.39 persons.

There are an estimated 1,476 housing units in the city, translating to a vacancy rate of 22.5%. This includes units vacant for any reason, not just those which are currently for sale or rent. In Sisters, this includes many second homes and vacation rentals that translate to a higher vacancy rate.

ESTIMATE OF CURRENT HOUSING DEMAND

Following the establishment of the current housing profile, the current housing demand was determined based upon the age and income characteristics of current households.

The analysis considered the propensity of households in specific age and income levels to either rent or own their home (tenure), in order to derive the current demand for ownership and rental housing units and the appropriate housing cost level of each. This is done by combining data on tenure by age and tenure by income from the Census American Community Survey (tables: B25007 and B25118, 2017 ACS 5-yr Estimates).

The analysis takes into account the average amount that owners and renters tend to spend on housing costs. For instance, lower income households tend to spend more of their total income on housing, while upper income households spend less on a percentage basis. In this case, it was assumed that households in lower income bands

would *prefer* housing costs at no more than 30% of gross income (a common measure of affordability). Higher income households pay a decreasing share down to 20% for the highest income households.

While the Census estimates that most low-income households pay more than 30% of their income for housing, this is an estimate of current *preferred* demand. It assumes that low-income households prefer (or demand) units affordable to them at no more than 30% of income, rather than more expensive units.

Figure 3.2 presents a snapshot of current housing demand (i.e. preferences) equal to the number of households in the study area (1,144). The breakdown of tenure (owners vs. renters) is different from the 2017 ACS, as current demographics indicate that more households would likely prefer to own their homes if opportunities were available (61% vs. 55%).

FIGURE 3.2: ESTIMATE OF CURRENT HOUSING DEMAND (2018)

Ownership				
Price Range	**# of Households**	**Income Range**	**% of Total**	**Cumulative**
$0k - $90k	51	Less than $15,000	7.3%	7.3%
$90k - $130k	48	$15,000 - $24,999	7.0%	14.3%
$130k - $190k	31	$25,000 - $34,999	4.5%	18.8%
$190k - $240k	61	$35,000 - $49,999	8.7%	27.5%
$240k - $320k	129	$50,000 - $74,999	18.5%	46.1%
$320k - $370k	78	$75,000 - $99,999	11.2%	57.2%
$370k - $450k	121	$100,000 - $124,999	17.4%	74.6%
$450k - $540k	55	$125,000 - $149,999	8.0%	82.6%
$540k - $710k	56	$150,000 - $199,999	8.1%	90.7%
$710k +	65	$200,000+	9.3%	100.0%
Totals:	**696**		**% of All:**	**60.8%**

Rental					
Rent Level	**# of Households**	**Income Range**	**% of Total**	**Cumulative**	
$0 - $400	25	Less than $15,000	5.5%	5.5%	
$400 - $600	81	$15,000 - $24,999	18.0%	23.5%	
$600 - $900	49	$25,000 - $34,999	11.0%	34.5%	
$900 - $1100	82	$35,000 - $49,999	18.2%	52.8%	
$1100 - $1500	47	$50,000 - $74,999	10.4%	63.2%	
$1500 - $1700	82	$75,000 - $99,999	18.2%	81.4%	
$1700 - $2100	20	$100,000 - $124,999	4.5%	86.0%	
$2100 - $2500	11	$125,000 - $149,999	2.5%	88.5%	
$2500 - $3300	30	$150,000 - $199,999	6.8%	95.3%	
$3300 +	21	$200,000+	4.7%	100.0%	**All Households**
Totals:	**448**		**% of All:**	**39.2%**	**1,144**

Sources: PSU Population Research Center, Environics Analytics., Census, JOHNSON ECONOMICS
Census Tables: B25007, B25106, B25118 (2017 ACS 5-yr Estimates)
Claritas: Estimates of income by age of householder

The estimated home price and rent ranges are irregular because they are mapped to the affordability levels of the Census income level categories. For instance, an affordable home for those in the lowest income category (less

than $15,000) would have to cost $90,000 or less. Affordable rent for someone in this category would be $400 or less.

The affordable price level for ownership housing assumes 30-year amortization, at an interest rate of 5% (significantly more than the current rate, but in line with historic norms), with 15% down payment. These assumptions are designed to represent prudent lending and borrowing levels for ownership households. The 30-year mortgage commonly serves as the standard. In the 2000's, down payment requirements fell significantly, but standards have tightened somewhat since the 2008/9 credit crisis. While 20% is often cited as the standard for most buyers, it is common for homebuyers, particularly first-time buyers, to pay significantly less than this using available programs.

Interest rates are subject to disruption from national and global economic forces, and therefore impossible to forecast beyond the short term. The 5% used here is roughly the average 30-year rate over the last 20 years. The general trend has been falling interest rates since the early 1980's, but coming out of the recent recession, many economists believe that rates cannot fall farther and must begin to climb as the Federal Reserve raises its rate over the coming years.

CURRENT HOUSING INVENTORY

The profile of current housing demand (Figure 3.2) represents the preference and affordability levels of households. In reality, the current housing supply (Figure 3.3 below) differs from this profile, meaning that some households may find themselves in housing units which are not optimal, either not meeting the household's own/rent preference, or being unaffordable (requiring more than 30% of gross income).

A profile of current housing supply in Sisters was estimated based on permit data from the City of Sisters and Census data from the most recently available 2017 ACS, which provides a profile of housing types (single family, attached, mobile home, etc.), tenure, housing values, and rent levels. The 5-year estimates from the ACS were used because 3-year and 1-year estimates are not yet available for Sisters geography.

- An estimated 62% of housing units are ownership units, while an estimated 38% of housing units are rental units. This is close to the estimated demand profile shown in Figure 3.2, which forecasted a slightly higher ownership rate. (The inventory includes vacant units, so the breakdown of ownership vs. rental does not match the tenure split of actual households. Second homes and vacation homes are counted in the "ownership" category.)

- 80% of ownership units are detached homes, 3% are mobile homes, and 4% are RVs. 61% of rental units are either single family homes or mobile homes, while roughly 20% are in structures of 5 units or more.

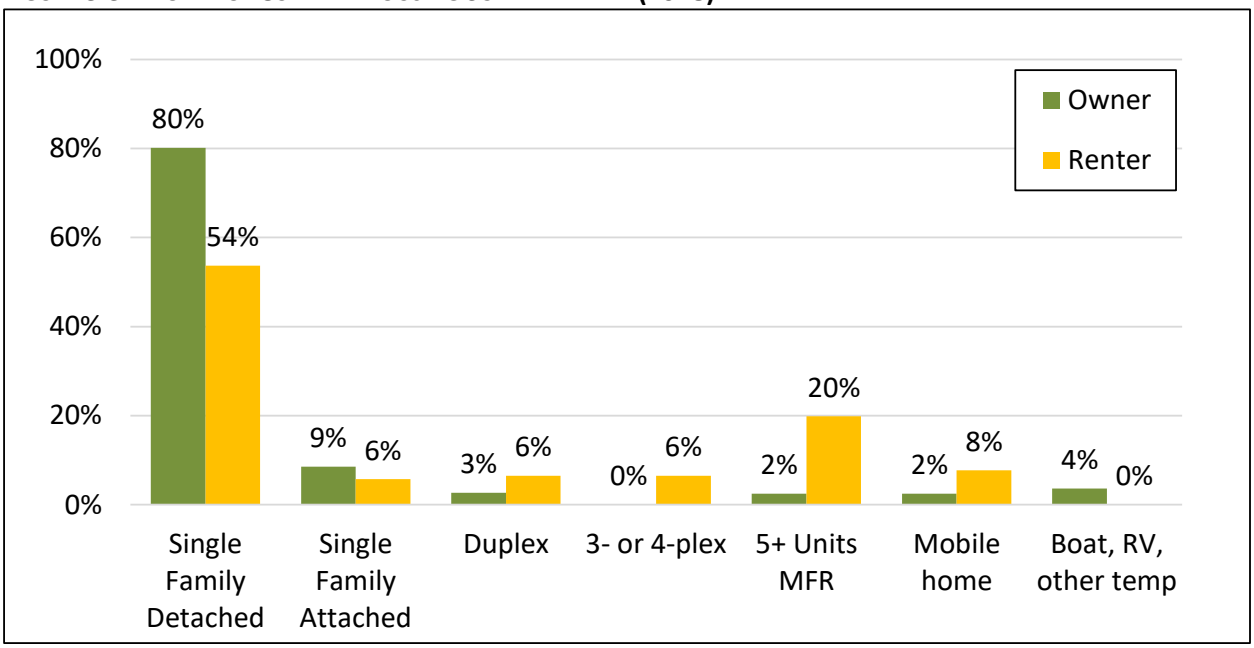
- Of total housing units, an estimated 70% are detached homes, 5% are mobile homes, 2% are RVs, while 23% are some sort of attached type.

- The affordability of different unit types is an approximation based on Census data on the distribution of housing units by value (ownership) or gross rent (rentals).

- Most subsidized affordable housing units found in the city are represented by the inventory at the lowest end of the rental spectrum.

- Ownership housing found at the lower end of the value spectrum generally reflect mobile homes, older, smaller homes, or homes in poor condition on small or irregular lots. **It is important to note that these represent estimates of current *property value*, not the current market pricing of homes in the city.** These properties may be candidates for redevelopment when next they sell but are currently estimated to have low value.

FIGURE 3.3: PROFILE OF CURRENT HOUSING SUPPLY BY TYPE (2018)



Sources: US Census, JOHNSON ECONOMICS, CITY OF SISTERS

FIGURE 3.4: PROFILE OF CURRENT HOUSING SUPPLY, ESTIMATED AFFORDABILITY (2018)

	Ownership Housing		Rental Housing		
Income Range	**Affordable Price Level**	**Estimated Units**	**Affordable Rent Level**	**Estimated Units**	**Share of Total Units**
Less than $15,000	$0k - $90k	10	$0 - $400	104	8%
$15,000 - $24,999	$90k - $130k	13	$400 - $600	39	4%
$25,000 - $34,999	$130k - $190k	233	$600 - $900	174	28%
$35,000 - $49,999	$190k - $240k	153	$900 - $1100	99	17%
$50,000 - $74,999	$240k - $320k	106	$1100 - $1500	117	15%
$75,000 - $99,999	$320k - $370k	107	$1500 - $1700	13	8%
$100,000 - $124,999	$370k - $450k	121	$1700 - $2100	20	10%
$125,000 - $149,999	$450k - $540k	65	$2100 - $2500	0	4%
$150,000 - $199,999	$540k - $710k	103	$2500 - $3300	0	7%
$200,000+	$710k +	0	$3300 +	0	0%
	62%	910	38%	566	0% 10% 20% 30%

Sources: US Census, PSU Population Research Center, JOHNSON ECONOMICS
Census Tables: B25004, B25032, B25063, B25075 (2017 ACS 5-yr Estimates)

COMPARISON OF CURRENT HOUSING DEMAND WITH CURRENT SUPPLY

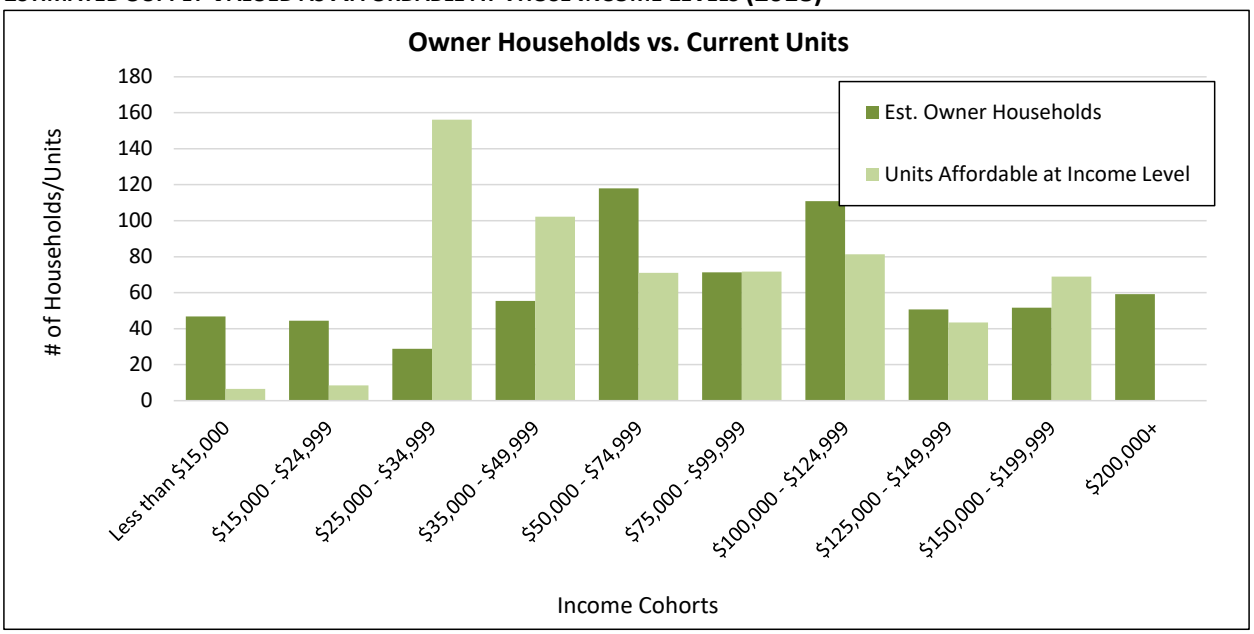
A comparison of estimated current housing *demand* with the existing *supply* identifies the existing discrepancies between needs and the housing which is currently available.

In general, this identifies that there is currently support for more ownership housing at price ranges lower than $130k, with a larger supply at higher price points. This is because most housing in Sisters is clustered in the middle to high price points.

The analysis finds that most demand for rental units is at the lower end of the rent spectrum, therefore there is a shortage of units priced at $600 or lower. Most rentals units are found in the $600 to $1,500 range representing the current market rent range in Sisters. Rentals at more expensive levels generally represent single family homes for rent.

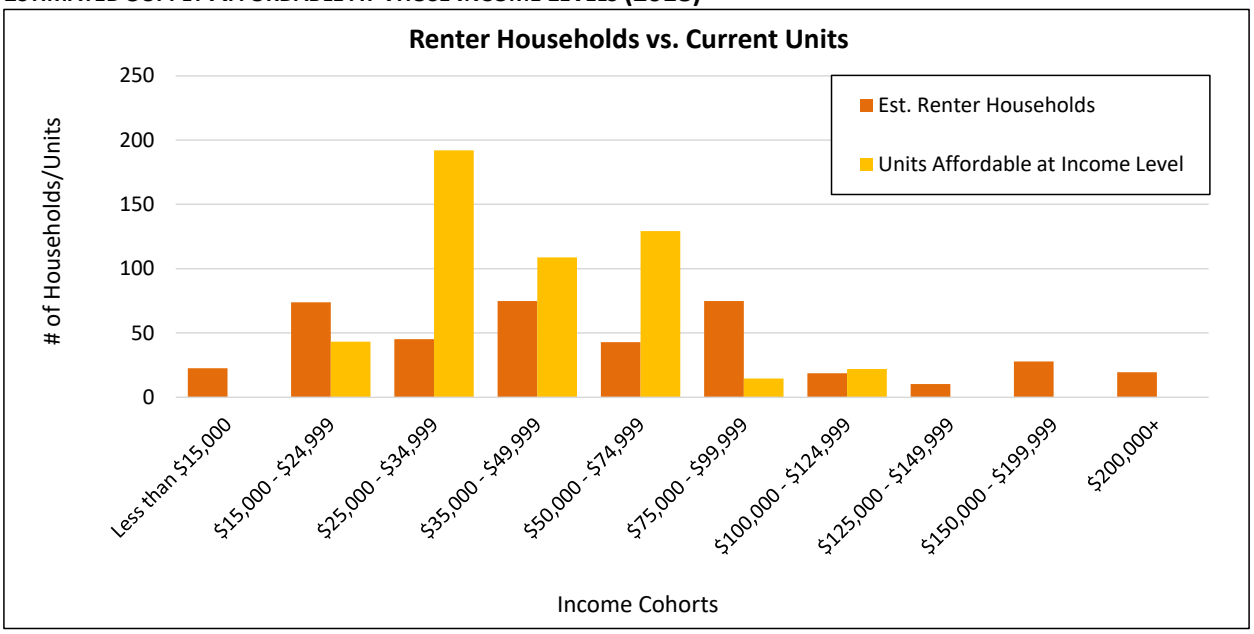
Figures 3.5 and 3.6 present this information in chart form, comparing the estimated number of households in given income ranges, and the supply of units with estimated property values that are affordable within those income ranges. The data is presented for owner and renter households.

FIGURE 3.5: COMPARISON OF OWNER HOUSEHOLD INCOME GROUPS TO ESTIMATED SUPPLY VALUED AS AFFORDABLE AT THOSE INCOME LEVELS (2018)



Sources: PSU Population Research Center, City of Sisters, Census, JOHNSON ECONOMICS

FIGURE 3.6: COMPARISON OF RENTER HOUSEHOLD INCOME GROUPS TO ESTIMATED SUPPLY AFFORDABLE AT THOSE INCOME LEVELS (2018)



Sources: PSU Population Research Center, City of Sisters, Census, JOHNSON ECONOMICS

The analysis finds a "surplus" of housing in various categories largely because the elevated vacancy rate. Much of this vacancy is the result of second homes/vacation homes in the community. Like many popular vacation communities, Sisters has some housing inventory that does not primarily serve full-time residents. This can cause a mismatch between available housing and local need, as homes built for the vacation market may not be the proper housing type or price point to serve local residents.

The projections of future housing need presented in the following section include an assumption of continued second housing need (i.e. built-in vacancy of these units) in addition to projected needs of permanent residents.

In Figures 3.5 and 3.6, there are price and rent segments which show that units outnumber demand. These segments represent where current market pricing for homes, or rental rates for apartments, tend to cluster. Because these are the market rates, most units are found in these segments. These levels will be too costly for some (i.e. require more than 30% in gross income) or "too affordable" for others (i.e. they have income levels that indicate they could afford more expensive housing if it were available).

The fact that units in these price and rent segments are estimated to "outnumber" the households in those segment is not meant to imply that there are lots of these units available for sale or rent on the open market. These units are filled with many households in lower and higher income segments, because this is where market pricing is clustered. Some are rented by households that are paying more than 30% of income, some are filled by households that theoretically could afford to pay a bit more.

In general, these findings demonstrate that there are insufficient housing opportunities at lower price points than might be considered "affordable" for many owner or renter households. The community may also be able to support some new rental housing at a higher price point.

* * *

The findings of current need form the foundation for projected future housing need, presented in a following section.

IV. FUTURE HOUSING NEEDS - 2039 (CITY OF SISTERS)

The projected future (20-year) housing profile (Figure 4.1) in the study area is based on the current housing profile (2018), multiplied by an assumed projected future household growth rate. The projected future growth is the official forecasted annual growth rate (2.6%) for 2040 generated by the PSU Oregon Forecast Program. This rate is applied to the year 2039. (This represents a 20-year forecast period from the preparation of this report in 2019, though much of the most current data on population and current housing dated to 2018.)

FIGURE 4.1: FUTURE HOUSING PROFILE (2039)

PROJECTED FUTURE HOUSING CONDITIONS (2018 - 2039)			SOURCE
2018 Population (Minus Group Pop.)	2,733		PSU
Projected Annual Growth Rate	2.61%	OR Population Forecast Program	PSU
2039 Population (Minus Group Pop.)	4,690	(Total 2039 Population - Group Housing Pop.)	
Estimated group housing population:	58	Share of total pop from Census	US Census
Total Estimated 2039 Population:	**4,749**		
Estimated Non-Group 2039 Households:	**1,963**	(2039 Non-Group Pop./Avg. Household Size)	
New Households 2018 to 2039	819		
Avg. Household Size:	2.39	Projected household size	US Census
Total Housing Units:	**2,533**	Occupied Units plus Vacant	
Occupied Housing Units:	1,963	(= Number of Non-Group Households)	
Vacant Housing Units:	127		
Vacation Home, 2nd Home, Seasonal:	444		
Projected Market Vacancy Rate:	5.0%	(Vacant Units/ Total Units)	
Projected Vacation Rate, 2nd Home:	17.5%	(US Census, Johnson Economics est.)	US Census

Sources: PSU Population Research Center Oregon Population Forecast Program, Census, JOHNSON ECONOMICS LLC
*Projections are applied to estimates of 2018 population, household and housing units shown in Figure 1.1

The model projects growth in the number of non-group households over 20 years of roughly 820 households, with accompanying population growth of 1,982 new residents. (The number of households differs from the number of housing units, because the total number of housing units includes a percentage of vacancy. The vacancy rate for market-rate housing is estimated at 5%, which is considered a healthy vacancy that allows from some mobility for households. The estimated vacancy rate for second homes/vacation homes is held constant from the 2018 estimate. Projected housing unit needs are discussed below.)

PROJECTION OF FUTURE HOUSING UNIT DEMAND (2039)

The profile of future housing demand was derived using the same methodology used to produce the estimate of current housing need. This estimate includes current and future households, *but does not include a vacancy assumption*. *The vacancy assumption is added in the subsequent step.* Therefore the need identified below is the total need for actual households in occupied units (1,963).

The analysis considered the propensity of households at specific age and income levels to either rent or own their home, in order to derive the future need for ownership and rental housing units, and the affordable cost level of each. The projected need is for *all* 2039 households and therefore includes the needs of current households.

The price levels presented here use the same assumptions regarding the amount of gross income applied to housing costs, from 30% for low income households down to 20% for the highest income households.

The affordable price level for ownership housing assumes 30-year amortization, at an interest rate of 5%, with 15% down payment. Because of the impossibility of predicting variables such as interest rates 20 years into the future, these assumptions were kept constant from the estimation of current housing demand. Income levels and price levels are presented in 2018 dollars.

Figure 4.2 presents the projected occupied future housing demand (current and new households, without vacancy) in 2039.

FIGURE 4.2: PROJECTED OCCUPIED FUTURE HOUSING DEMAND (2039)

Ownership				
Price Range	**# of Households**	**Income Range**	**% of Total**	**Cumulative**
$0k - $90k	70	Less than $15,000	5.8%	5.8%
$90k - $130k	73	$15,000 - $24,999	6.0%	11.8%
$130k - $190k	56	$25,000 - $34,999	4.7%	16.5%
$190k - $240k	81	$35,000 - $49,999	6.7%	23.2%
$240k - $320k	212	$50,000 - $74,999	17.5%	40.8%
$320k - $370k	129	$75,000 - $99,999	10.6%	51.4%
$370k - $450k	208	$100,000 - $124,999	17.2%	68.6%
$450k - $540k	116	$125,000 - $149,999	9.6%	78.2%
$540k - $710k	104	$150,000 - $199,999	8.6%	86.8%
$710k +	159	$200,000+	13.2%	100.0%
Totals:	**1,209**		**% of All:**	**61.6%**

Rental				
Rent Level	**# of Households**	**Income Range**	**% of Total**	**Cumulative**
$0 - $400	35	Less than $15,000	4.7%	4.7%
$400 - $600	118	$15,000 - $24,999	15.6%	20.3%
$600 - $900	84	$25,000 - $34,999	11.1%	31.5%
$900 - $1100	123	$35,000 - $49,999	16.3%	47.7%
$1100 - $1500	84	$50,000 - $74,999	11.1%	58.8%
$1500 - $1700	141	$75,000 - $99,999	18.7%	77.5%
$1700 - $2100	37	$100,000 - $124,999	5.0%	82.5%
$2100 - $2500	24	$125,000 - $149,999	3.2%	85.7%
$2500 - $3300	56	$150,000 - $199,999	7.4%	93.1%
$3300 +	52	$200,000+	6.9%	100.0%
Totals:	**754**		**% of All:**	**38.4%**

All Units
1,963

Sources: Census, Environics Analytics, JOHNSON ECONOMICS

It is projected that the homeownership rate in Sisters will increase over the next 20 years to 62%, which would be closer to the current statewide average (61%). The continued shift to older and marginally higher-income households (Baby Boomers, retirees) is projected to increase the homeownership rate somewhat. As is the finding that more current households might own if appropriate units were available. At the same time, there will remain significant demand for moderate- and low-price home buying opportunities.

Renter households are expected to make up over 38% of households, with needs for rental units affordable across the income spectrum. The number of lower income households seeking subsidized rentals is anticipated to grow, as is the number of households seeking market-rate units.

COMPARISON OF FUTURE HOUSING DEMAND TO CURRENT HOUSING INVENTORY

The profile of occupied future housing demand presented above (Figure 4.2) was compared to the current housing inventory presented in the previous section to determine the total future need for *new* housing units by type and price range (Figure 4.3).

This estimate includes a vacancy assumption. As reflected by the most recent Census data, and as is common in most communities, the vacancy rate for rental units is typically higher than that for ownership units. An average vacancy rate of 5% is assumed for the purpose of this analysis. This analysis maintains the discrepancy between rental and ownership units going forward, so that the vacancy rate for rentals is assumed to be slightly higher than the overall average, while the vacancy rate for ownership units is assumed to be lower.

FIGURE 4.3: PROJECTED FUTURE NEED FOR NEW HOUSING UNITS (2039), SISTERS

OWNERSHIP HOUSING									
			Multi-Family						
Unit Type:	Single Family Detached	Single Family Attached	2-unit	3- or 4-plex	5+ Units MFR	Mobile home	Boat, RV, other temp	Total Units	% of Units
Totals:	484	67	30	13	29	16	0	**638**	60.4%
Percentage:	75.8%	10.5%	4.7%	2.0%	4.5%	2.5%	0.0%	100%	

RENTAL HOUSING									
			Multi-Family						
Unit Type:	Single Family Detached	Single Family Attached	2-unit	3- or 4-plex	5+ Units MFR	Mobile home	Boat, RV, other temp	Total Units	% of Units
Totals:	191	32	36	36	92	32	0	**419**	39.6%
Percentage:	45.7%	7.7%	8.5%	8.5%	21.9%	7.7%	0.0%	100%	

TOTAL HOUSING UNITS									
			Multi-Family						
Unit Type:	Single Family Detached	Single Family Attached*	2-unit	3- or 4-plex	5+ Units MFR	Mobile home	Boat, RV, other temp	Total Units	% of Units
Totals:	675	99	66	48	120	48	0	**1,057**	**100%**
Percentage:	63.9%	9.4%	6.2%	4.6%	11.4%	4.6%	0.0%	100%	

Sources: PSU, City of Sisters, Census, Environics Analytics, JOHNSON ECONOMICS

- The results show a need for 1,057 new housing units by 2039, which would represent 72% growth over the current estimated supply.
- Of the new units needed, roughly 60% are projected to be ownership units, while 40% are projected to be rental units. This is due to the forecast of a higher homeownership rate in the future as well as the second home market, leading to marginally more need for ownership units than rental units.
- There is an estimated need for some ownership housing at the low-end of the pricing spectrum, which is difficult to supply but might include some new mobile home/manufactured home supply, as well as smaller

unit types such as condo flats. There is remaining need at higher price points reflecting rising local incomes and the second home market.

- A high need for rental units is found at the lowest price points from $0 to $600. There is also a need for some single-family homes for rent at higher price points. The middle of the rent spectrum is where most current rental units are located (i.e. "market rent level") so there is not a finding of more units needed in that range.

Needed Unit Types

The mix of needed unit types shown in Figure 4.3 reflects both past trends and anticipated future trends. Since 2000, detached single family units (including manufactured and mobile homes) have constituted most of the permitted units in Sisters. In keeping with development trends, and the buildable land available to Sisters, single family units are expected to make up the greatest share of new housing development over the next 20 years.

- 64% of the new units are projected to be single family detached homes, while 31% is projected to be some form of attached housing, and 5% are projected to be mobile homes.
- Single family attached units (townhomes on individual lots) are projected to meet 9% of future need. These are defined as units on separate tax lots, attached by a wall but separately metered, the most common example being townhome units.
- Duplex through four-plex units are projected to represent nearly 11% of the total need. Duplex units would include a detached single family home with an accessory dwelling unit on the same lot, or with a separate unit in the home (for instance, a rental basement unit.)
- 11.5% of all needed units are projected to be multi-family in structures of 5+ attached units.
- 5% of new needed units are projected to be mobile home units, which meet the needs of some low-income households for both ownership and rental.
- Of ownership units, 76% are projected to be single-family homes, and 3% mobile homes. Nearly 11% are projected to be attached single-family housing
- 46.5% of new rental units are projected to be found in new attached buildings, with the remainder being single family or mobile home units.

Needed Affordability Levels

- The needed affordability levels presented here are based on current 2018 dollars. Over time, incomes and housing costs will both experience inflation, so the general relationship projected here is expected to remain unchanged.
- The future needed affordability types (2039) reflect the same relationship shown in the comparison of current (2018) need and supply (shown in Figure 3.4). Generally, based on income levels there is a shortage of units in the lowest pricing levels for renter households.
- Figure 4.3 presents the *net NEW* housing unit need over the next 20 years. However, there is also a *current* need for more affordable units. In order for all households, current and new to pay 30% or less of their income towards housing in 2039, more affordable rental units would be required. This indicates that some of the current supply, while it shows up as existing available housing, would need to become less expensive to meet the needs of current households.
- There is a finding of some new need at the lowest end of the rental spectrum ($600 and less).
- Projected needed ownership units show that the supply at the lowest end of the spectrum is currently insufficient. (This reflects the estimated *value* of the total housing stock, and not necessarily the average pricing for housing currently for sale.)
- Figure 4.4 presents estimates of need at key low-income affordability levels in 2018 and in 2039. There is existing and on-going need at these levels, based on income levels specified by Oregon Housing and Community Services for Deschutes County. An estimated 46% of households qualify as at least "low income" or lower on the income scale, while 13% of households qualify as "extremely low income".

FIGURE 4.4: PROJECTED NEED FOR HOUSING AFFORDABLE AT LOW INCOME LEVELS, SISTERS

Affordablilty Level	Income Level		Current Need (2018)		Future Need (2039)		NEW Need (20-Year)	
			# of HH	% of All	# of HH	% of All	# of HH	% of All
Extremely Low Inc.	30% AMI	$20,880	152	13%	218	11%	66	6%
Very Low Income	50% AMI	$34,800	284	25%	434	22%	150	14%
Low Income	80% AMI	$55,680	528	46%	808	41%	281	27%

Sources: OHCS, Environics Analytics, JOHNSON ECONOMICS

* Income levels are based on OHCS guidelines for a family of four.

Agricultural Workforce Housing

There is currently no identified housing dedicated to this population in Deschutes County. Based on the assumption that this type of housing will maintain its current representation in the local housing stock, this indicates no need for dedicated agricultural workforce housing in Sisters during this planning period. However, this population may be served by other available affordable units.

V. RECONCILIATION OF FUTURE NEED (2039) & LAND SUPPLY (CITY OF SISTERS)

This section summarizes the results of the most recent Buildable Lands Inventory (BLI) and compares it to the forecast of housing need described in the previous sections. The City of Sisters maintains an ongoing land inventory that tracks available residentially-zoned parcels and estimates the number of units for which those lands are entitled.

This analysis relies on the City's BLI dating to 3/29/2019. By necessity, these findings are a snapshot-in-time of land capacity and land need in Sisters as of the time of this analysis. Housing development has been steady and robust in the years preceding this report and is expected to continue at a steady pace. Therefore, these numbers will continue to change after adoption of this report.

Figure 5.1 presents the estimated acreage of buildable residential lands identified in the City of Sisters UGV. There are an estimated 91 buildable acres remaining, with roughly half (46 acres) in lower-density residential zones, and 43 acres in the multi-family residential zone.

FIGURE 5.1: ESTIMATED BUILDABLE LANDS CAPACITY BY ACREAGE (2019)

Zoning Designation	Partially Vacant or Vacant Parcels	Gross Vacant Acres			Net Vacant Acres[1]
		Partially Vacant	Vacant	Total	
R - Residential	203	5	47	51	**39**
MFR - Multi-Family Residential	89	1	53	54	**43**
SRR - Sun Ranch Residential	50	0	10	10	**7**
Subtotal	**342**	**6**	**110**	**116**	**91**
Net Buildable Acres[2]	--	**5**	***85***	***91***	--

[1] Subtracting 25% of acreage to account for public utilities and open space, as well as .25 acres for "partially vacant" properties.

[2] The calculated total for net vacant acres and net buildable acres is the sum of each individual parcel's net buildable acres (75% of gross of each parcel added up), rather than 75% of the sum of "gross vacant acres".

Sources: City of Sisters, Angelo Planning Group

Figure 5.2 presents the above inventory of buildable acreage converted to an estimate of housing unit capacity within the UGB. There is a total remaining capacity of 835 units of different types within the study area. Much of this capacity (60%) is within the multi-family residential (MFR) zone.

FIGURE 5.2: ESTIMATED BUILDABLE LANDS CAPACITY BY NUMBER OF UNITS (2019)

Zoning Designation	Estimated Housing Unit Capacity		
	Net Vacant Acres	Projected DU/Net Acre	Projected Housing Capacity
R – Residential	39	5	284
MFR – Multi-Family Residential	43	15	506
SRR – Sun Ranch Residential	7	4	45
Total	***91***	--	***835***

Sources: City of Sisters, Angelo Planning Group

Comparison of Housing Need and Capacity

The following tables summarize the forecasted future unit need for Sisters. These are the summarized results from Section IV of this report.

FIGURE 5.3: SUMMARY OF FORECASTED FUTURE UNIT NEED (2039)

TOTAL HOUSING UNITS									
	Multi-Family								
Unit Type:	Single Family Detached	Single Family Attached*	2-unit	3- or 4-plex	5+ Units MFR	Mobile home	Boat, RV, other temp	Total Units	% of Units
Totals:	675	99	66	48	120	48	0	**1,057**	**100%**
Percentage:	63.9%	9.4%	6.2%	4.6%	11.4%	4.6%	0.0%	100%	

Sources: PSU Population Research Center, Census, Johnson Economics

There is a total forecasted need for roughly 1,057 units over the next 20 years based on the PSU forecasted growth rate. This is well above the estimated remaining capacity of 835 units.

As Figure 5.4 below presents the estimated 20-year need for housing units compared to the estimated current housing unit capacity. It is projected that there is sufficient capacity for the forecasted multi-family housing, but a shortage of capacity for single-family housing.

FIGURE 5.4: COMPARISON OF FORECASTED FUTURE HOUSING UNIT NEED (2039) WITH AVAILABLE CAPACITY

	Unit Type		
NEED vs. LAND SUPPLY	Single Family Detached	Multi-Family	**TOTAL**
New Housing Unit Need by 2039:	724	334	1,057
Housing Unit Capacity:	329	506	835
Surplus Unit Capacity (or Need):	-395	172	-222

Sources: City of Sisters, Johnson Economics

Figure 5.5 shows the estimated housing unit surplus or deficit, converted to an estimate of the equivalent acreage of residential land. The shortage of capacity of 395 housing units in low-density residential zones translates to a potential need for 79 acres of low-density residential land.

At the same time, there is an estimated excess capacity of multi-family land.

FIGURE 5.5 FORECASTED HOUSING UNIT NEED (2039) CONVERTED TO ACREAGE

	Residential Land Class		
NEED vs. LAND SUPPLY	**Single Family Detached**	**Multi-Family**	**TOTAL**
Surplus Unit Capacity (or Need):	-395	172	-222
Estimated Avg. Density:	5	15	
Surplus Acreage Capacity (or Need):	-78.9	11.5	-67

Sources: City of Sisters, Johnson Economics

FINDING: It is estimated that there may be insufficient residential lands within Sisters to accommodate the projected need, particularly for low-density residential development, while there is some excess capacity in multi-family zones if used efficiently. These findings will help guide further discussion of potential housing policies and measures to increase efficient land use and address deficits.

MEMORANDUM

City of Sisters Residential Buildable Lands Inventory (BLI)

Sisters Housing Needs Analysis

DATE	June 25, 2019
TO	Sisters HNA PMT and TAC
FROM	Matt Hastie, Andrew Parish, Brandon Crawford, Angelo Planning Group
CC	File

The purpose of this memo is to summarize the methodology and initial results of a Geographic Information Systems (GIS)-based Buildable Land Inventory (BLI) for the City of Sisters Housing Needs Analysis (HNA). The results are expected to inform the strategies and approaches that may be effective and appropriate for increasing the developability of residential land, which can lead to greater overall housing supply. The memo summarizes the methodology and key findings of the analysis, then presents the initial results in a series of tables and maps. This memorandum focuses solely on the supply and capacity of buildable residential land within the Sisters urban growth boundary (UGB). The projected future need for land for housing and the comparison of projected need and supply are described in a separate Housing Needs Analysis report.

The results of this memo represent a point-in-time estimate of the supply of buildable residential land in the City. Development of land which occurs after preparation of this memo will further reduce the supply of land accordingly and will need to be reflected in future housing planning efforts.

METHODOLOGY

Buildable Land Inventories

This BLI uses the methodology of the Simplified Urban Growth Boundary Methodology as identified in OAR 660-038-0060 – Buildable Lands Inventory (BLI) for Residential Land within the UGB. These administrative rules require:

- Classification of residential districts into low-density (8 dwelling units per acre or less); medium density (between 8 and 16 dwelling units per acre); and high density (greater than 16 dwelling units per acre) (660-038-0060(1)(B))
- For all parcels in a residential district:

- Identify vacant land as a parcel which is at least 3,000 square feet in size with a real market improvement value of less than $10,000. (660-038-0060(2))
- For lots at least ½ acre in size that contain a single-family residence, subtract ¼ acre for the residence and count the remainder of the lot as vacant land. For lots that contain more than one single family residence, or other uses, use aerial photography or other method to identify vacant land. These lots are "partially vacant." (660-038-0060(3))
- The following lots are excluded: private streets, common open areas, utility areas, schools and other public facilities, rights of way, and other institutions (660-038-0060(3)).

- Determine the amount and location of low density, medium density, and high density vacant and partially vacant land.

In addition to these rules, OAR 660-038-0070 describes reductions of buildable land for natural resources (in this case, floodplain area) and Table 2 (OAR 660-038-0050(1)) describes the densities assumed for low, medium, and high-density residential districts. While we have used the provisions of Division 38 of OAR 660 for assumed densities and constraints, the assumed densities also are consistent with densities allowed by the City of Sisters' Development Code and also are consistent with the provisions of Division 24 of OAR 660.

Table 2: Land Need

Table 2 OAR 660-038-0050(1): To determine the net land needed for each category of residential development over the 14-year period, the city must divide the number of needed units determined in OAR 660-038-0040 by the number of dwelling units per acre from the ranges in Table 2.

	Low	Medium	High
Eastern Oregon*			
Population Less than 2,500	5 to 6.5 du/ac.	10-15 du/ac.	
Population 2,500-10,000	5 to 6.5 du/ac.	10-12 du/ac.	15-24 du/ac.
Population 10,000-25,000	5 to 6.5 du/ac.	10-12 du/ac.	15-24 du/ac.
Population 25,000 or greater	5 to 6.5 du/ac.	10-14 du/ac.	15-33 du/ac.
Outside of Eastern Oregon			
Population Less than 2,500	5 to 6 du/ac.	10-15 du/ac.	
Population 2,500-10,000	5 to 6 du/ac.	10-12 du/ac.	15-24 du/ac.
Population 10,000-25,000	6 to 7 du/ac.	10-12 du/ac.	15-24 du/ac.
Population 25,000 or greater	6 to 7 du/ac.	12-15 du/ac.	20-33 du/ac.

**Eastern Oregon consists of the following counties: Baker, Gilliam, Grant, Harney, Klamath, Lake, Malheur, Morrow, Sherman, Umatilla, Union, Wallowa, and Wheeler.*

Step 1: Identify Residential Land

For the purposes of this analysis, residential land includes the following:

- Land with a comprehensive plan designation of "Residential." Zoning designations for residential tax lots within Sisters city limits generally match comprehensive plan categories, with some small exceptions for lots with "Open Space" designations that have residential zoning. These are examined on a case-by-case basis.
- Land with a county residential zoning designation within the city's urban growth boundary (UGB).

Other land (designated as open space, commercial, industrial, or airport) is excluded as it is generally intended for non-residential purposes. Although the City's development code allows for residential use in some of these zones, there is no guarantee that it will be used for residential development. Land within the US Forest Service property located in Sisters also was not considered in the inventory because it does not have a residential designation. If all or a portion of this property is planned and zoned for residential use in the future, it may provide additional capacity for future housing.

Figure 1. Sisters UGB and City Limits

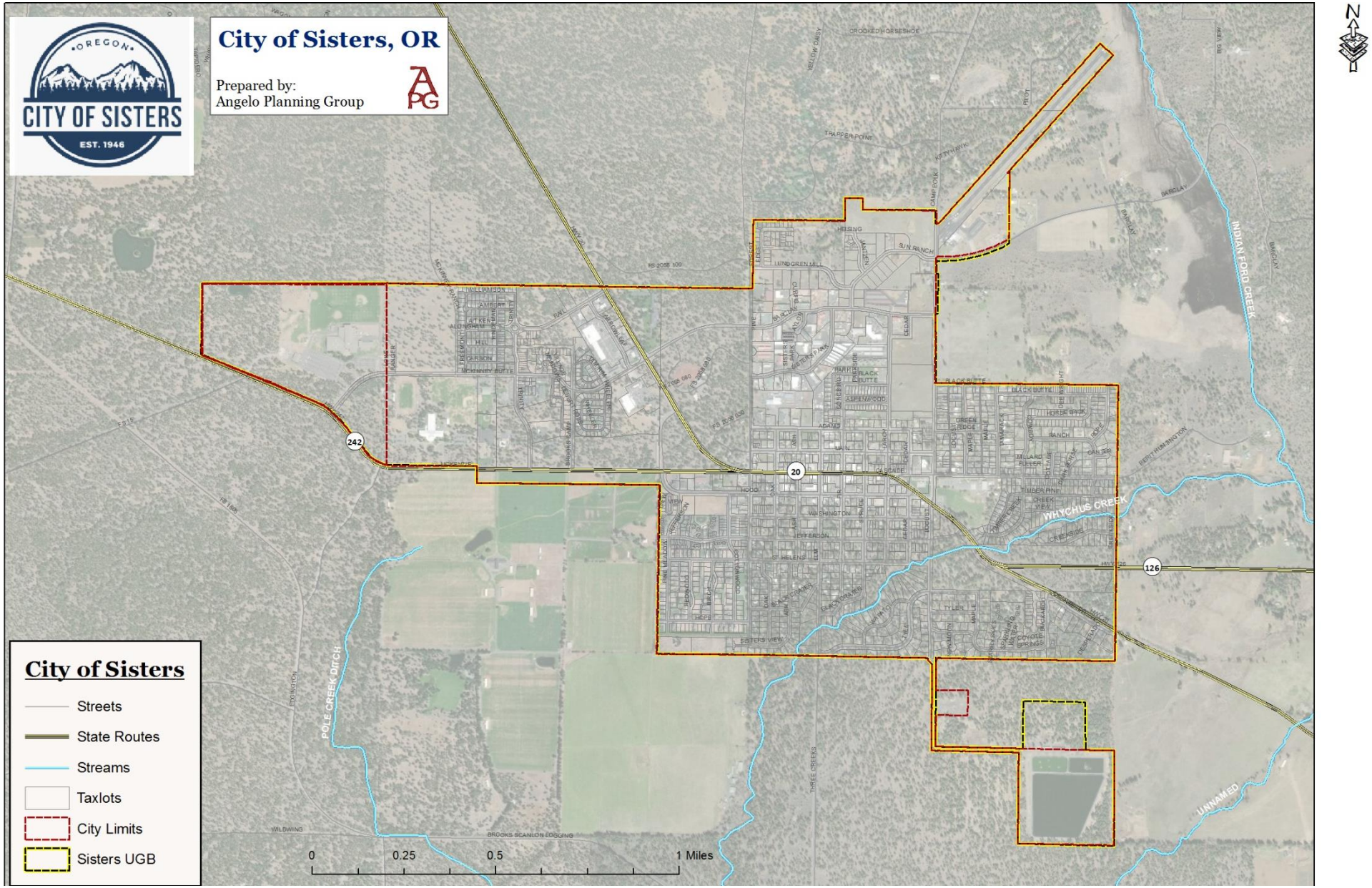


Figure 2. Sisters Zoning Designations

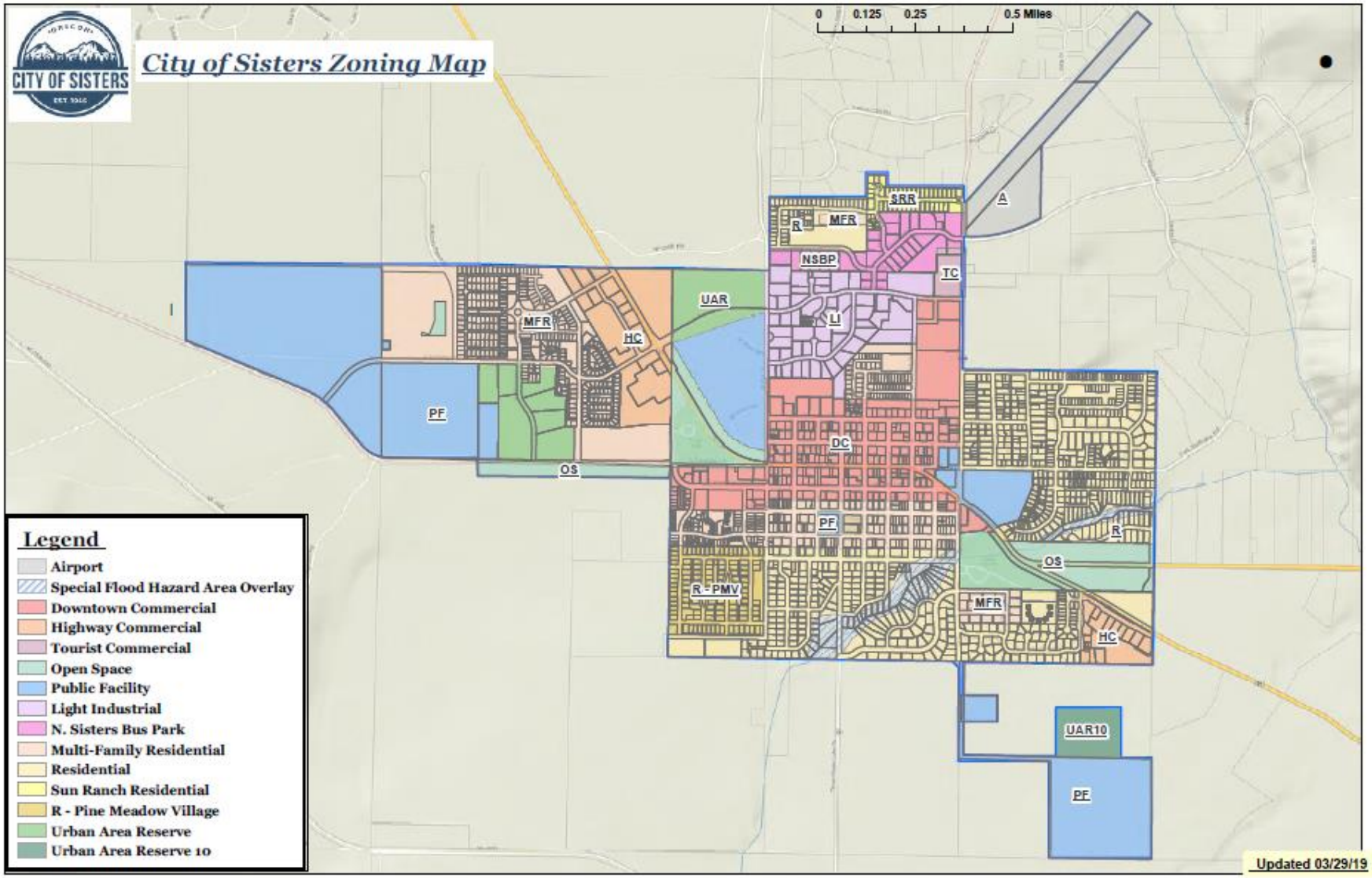
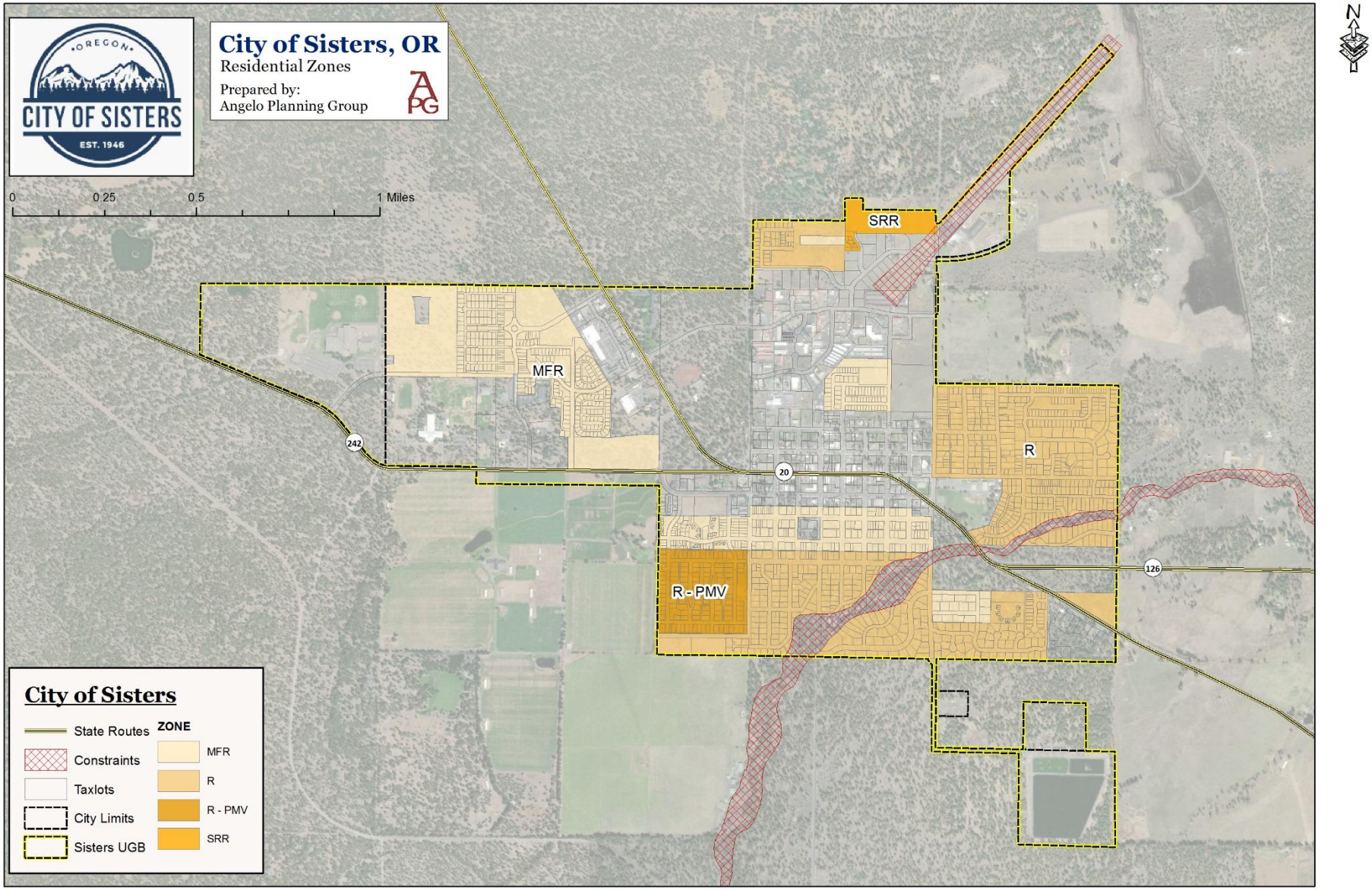


Figure 3. Residential Zones



Updated 06/12/2019

Step 2: Identify Environmental Constraints and Natural Hazards

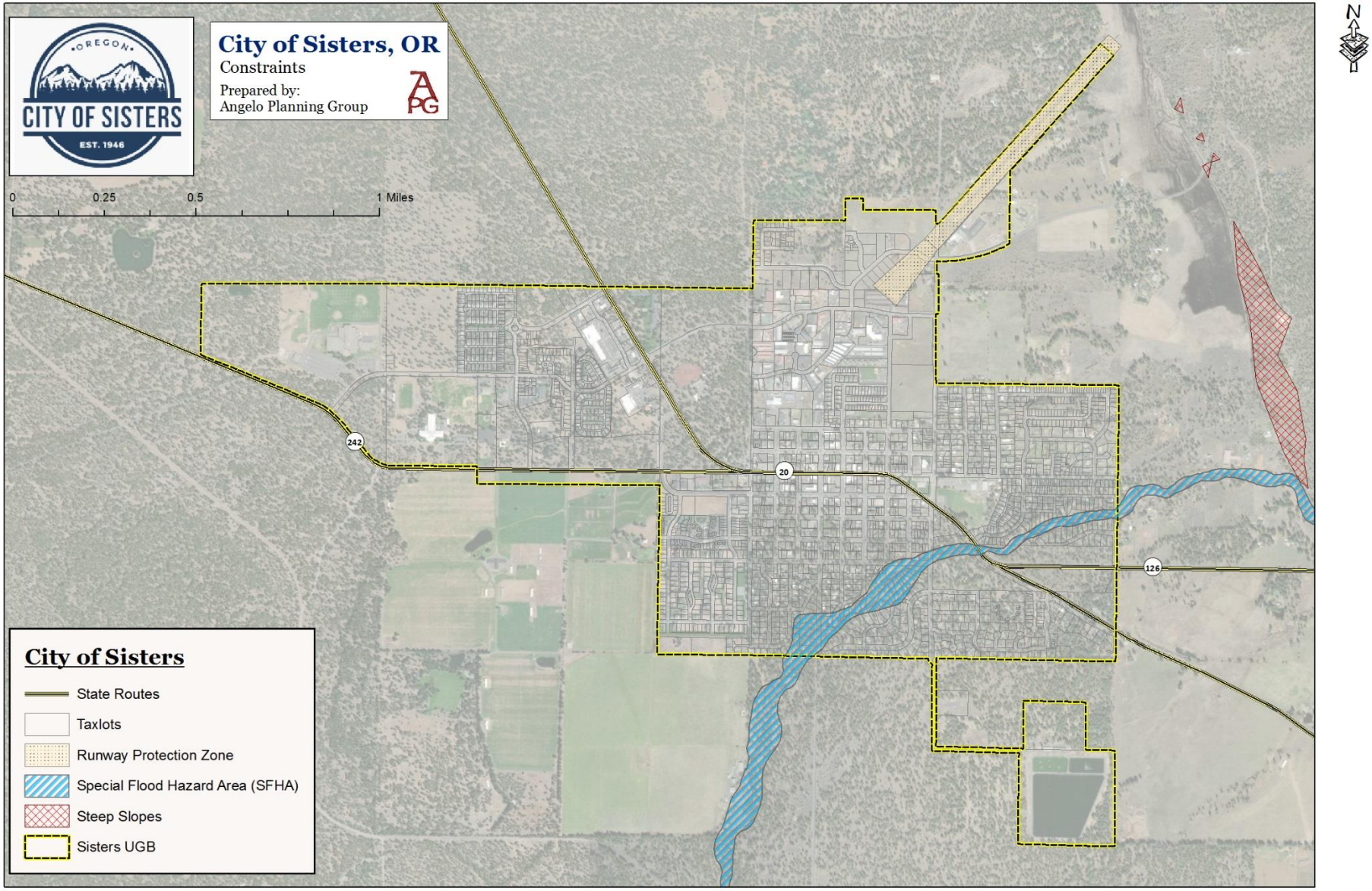
In order to estimate lands that may be buildable for residential uses, it is necessary to remove any lands where development is constrained or unfeasible due to environmental resources, hazards, or topography. GIS data on location of these constraints was obtained from the City. The following items constraints been included in the BLI.

- Floodplains: Areas within the 100-year floodplain, based on the most recent version of FEMA floodplain maps released in 2012.
- Runway Protection Zone: The overlay zone that is intended to prevent obstructions within the Sisters Eagle Air Airport approach surface.

These constraints are shown in Figure 4.

The land that falls into one or more of the above constrained categories was combined with tax lots within the UGB to estimate the amount of land in each parcel where development is limited by environmental constraints. These constrained areas were deducted from the total area of the parcel to estimate the portion of the parcel that is potentially buildable.

Figure 4. Constraints and Natural Hazards



Updated 06/11/2019

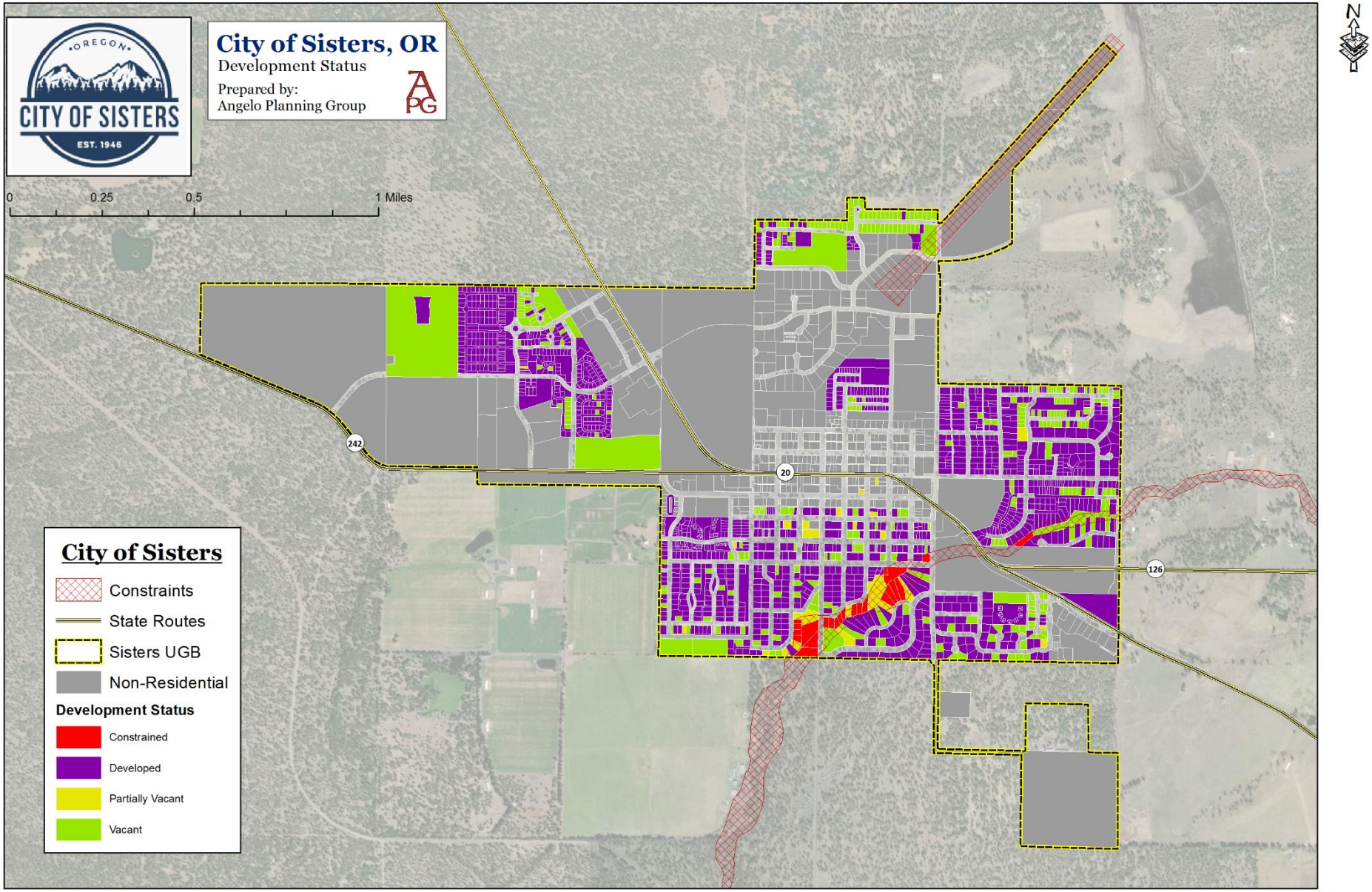
Step 3 – Classify Parcels by Development Status

Each parcel in the City was classified based on its potential for accommodating new residential development. This classification is intended to separate parcels that have capacity for development from those that do not. The classification is based on the amount of potentially buildable area on the parcel and the valuation of improvements (buildings, other structures). While the analysis included every parcel in the City, the mapping and figures in this report are limited to residential zones only. Improvement values are sourced from Deschutes County Tax Assessor data. The following four categories were used to classify parcels:

- Developed: Parcels that have an improvement value of more than $10,000, but do not meet the definition of Partially Vacant or Constrained.
- Constrained: Parcels with less than 3,000 square feet of unconstrained land. These parcels are assumed to not be developable due to the small area on the lot that is potentially buildable. This figure is also the recommended threshold for DLCD's Simplified BLI Method used for cities with populations greater than 2,500.
- Partially Vacant: Parcels that meet the state definition as partially vacant under provisions of (660-038-0060(3)) mentioned previously. These parcels are at least a half-acre in size, have an existing single-family dwelling, and have an improvement value greater than $10,000. The amount of potentially buildable area on a parcel was estimated based on the type of structure, value of structure, and size of parcel, as follows:
    - A quarter-acre was removed from the unconstrained area of these parcels to account for the existing dwelling. If the remaining unconstrained area was less than a quarter-acre, then the parcel was classified as "Developed", OR;
    - Parcels with an improvement value to land value ratio of less than 0.75. Those with a ratio greater than 0.75 were classified as "Developed".
- Vacant: These are vacant parcels with sufficient area for development. They must meet a minimum of 3,000 square feet of unconstrained land and:
    - An improvement value of less than $10,000, OR;
    - Have a tax assessor property class code that identifies the parcel as residentially zoned and vacant.

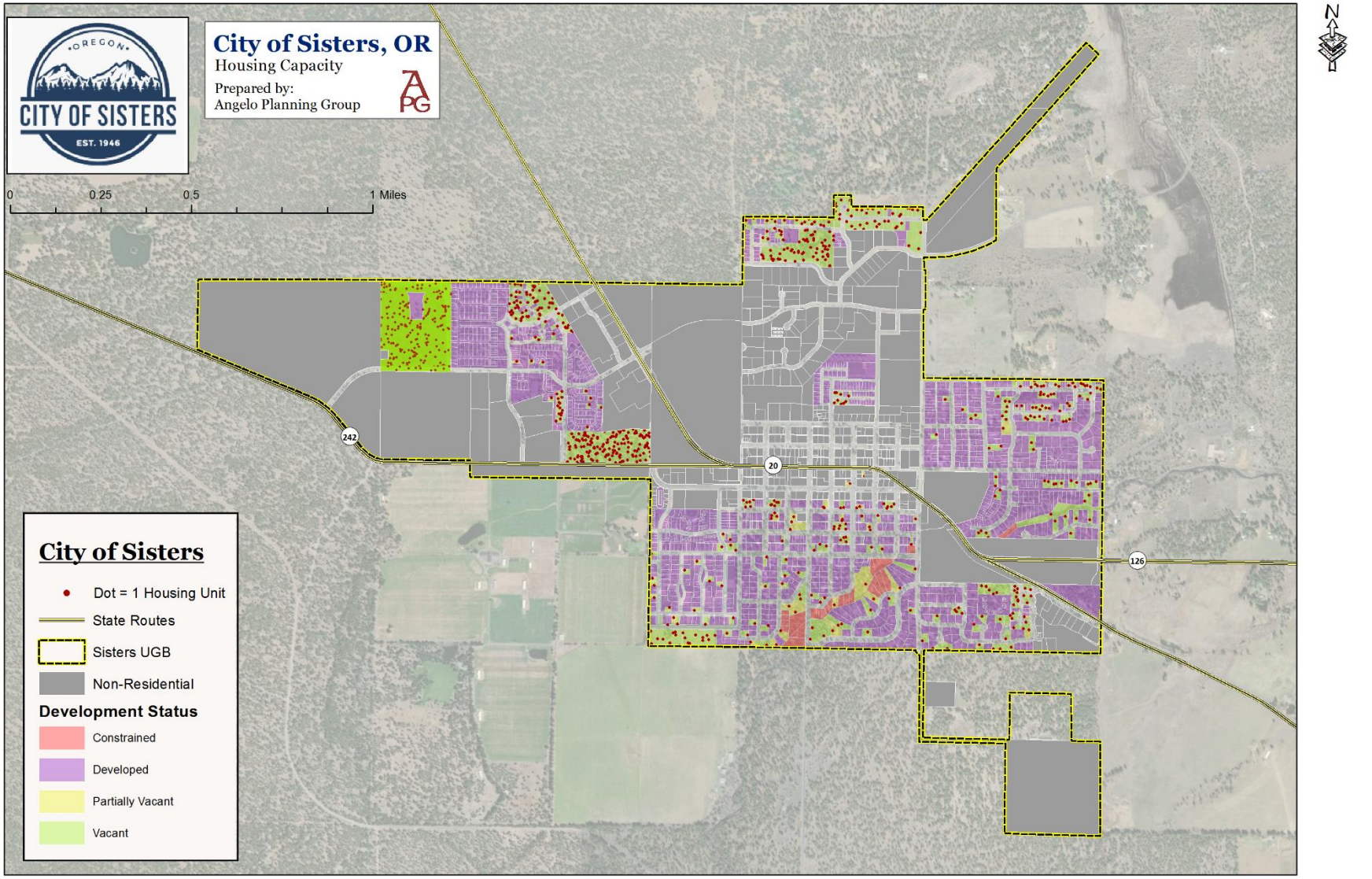
In cases where the data was unclear, aerial imagery was used to make the best possible determination of development status. The classification of land was reviewed by City Staff.

Figure 5. Development Status.



Updated 06/25/2019

Figure 6. Housing Unit Capacity



Updated 06/25/2019

Step 4 – Estimate Potentially Buildable Lands and Housing Unit Capacity

Assign parcels to zones

Lands were classified by zone type (residential, commercial, etc.) to estimate the amount of land that is potentially developable that is zoned for residential uses. To do this, all City and County zoning designations were classified into generalized zone types, and each parcel was assigned a zone.

Estimate housing unit capacity based on zoning

Next, the capacity for residential development on each parcel was estimated based on the density regulations of the zone and/or approval of development applications specifying a specific number and type of future housing units. For each zone, a projected density (units per acre) was calculated based on the minimum lot size standards of the zone and the housing types (single-family, duplex, multi-family, etc.) that are permitted in the zone.

These assumptions for projected density are detailed in Table 3.

The projected density was applied to the buildable acres of each parcel to estimate the capacity for new housing units on that parcel. This calculation was applied to all residential parcels, however "developed" and "constrained" parcels were assigned a housing capacity of "0" by default. Finally, the housing unit capacity of each parcel was rounded down to a whole number to reflect the actual maximum allowable number of units that could be permitted.

For several parcels, development approvals for specific numbers of units exist. These approvals have been used to assign these lots a development capacity that matches the number of units already approved.

KEY FINDINGS AND RESULTS

- There are relatively few physical constraints on housing in Sisters. Consequently, the City's vacant and partially vacant land has significant capacity for additional housing. Multi-family zones in the City's western region represents a sizable portion of the vacant area and housing capacity.
- The Sun Ranch Residential area in Northern Sisters, while mostly vacant, comprises of a small portion of the City's housing capacity, largely due to the cap on the number of units allowed in the district.
- As noted previously, land within the US Forest Service property located in Sisters also was not considered in the inventory because it does not have a residential designation. If all or a portion of this property is planned and zoned for residential use in the future, it may provide additional capacity for future housing.
- Land included within existing or approved subdivisions which is committed, planned or dedicated for roads or open space was not included in the acres of buildable land.

Table 1. Development Status

Parcel Status	Total Parcels	Total Acres	Constrained Acres	Vacant Acres (Gross)
Constrained	25	10	10	-
Developed	1,330	256	4	-
Total Not Buildable (sum of constrained and developed)	*1,355*	*266*	-	-
Partially Vacant*	24	10	4	6
Vacant	318	118	6	112
Total Potentially Buildable	**342**	**128**	**10**	**118**

* Partially Vacant properties are assumed to have .25 acres for an existing home, with the remaining area available for development. This is removed as part of the gross-to-net calculation of Table 2.

Table 2. Potentially Buildable Acres by Zoning Designation

Zoning Designation	Partially Vacant or Vacant Parcels	Gross Vacant Acres			Net Vacant Acres[1]
		Partially Vacant	Vacant	Total	
Residential	203	5	47	51	**39**
Multi-Family Residential	89	1	53	54	**43**
Sun Ranch Residential	50	0	10	10	**7**
Subtotal	**342**	**6**	**110**	**116**	**91**
Net Buildable Acres[2]	--	**5**	***85***	***91***	--

[1] Subtracting 25% of acreage to account for public utilities and open space, as well as .25 acres for "partially vacant" properties.

[2] The calculated total for net vacant acres and net buildable acres is the sum of each individual parcel's net buildable acres (75% of gross of each parcel added up), rather than 75% of the sum of "gross vacant acres".

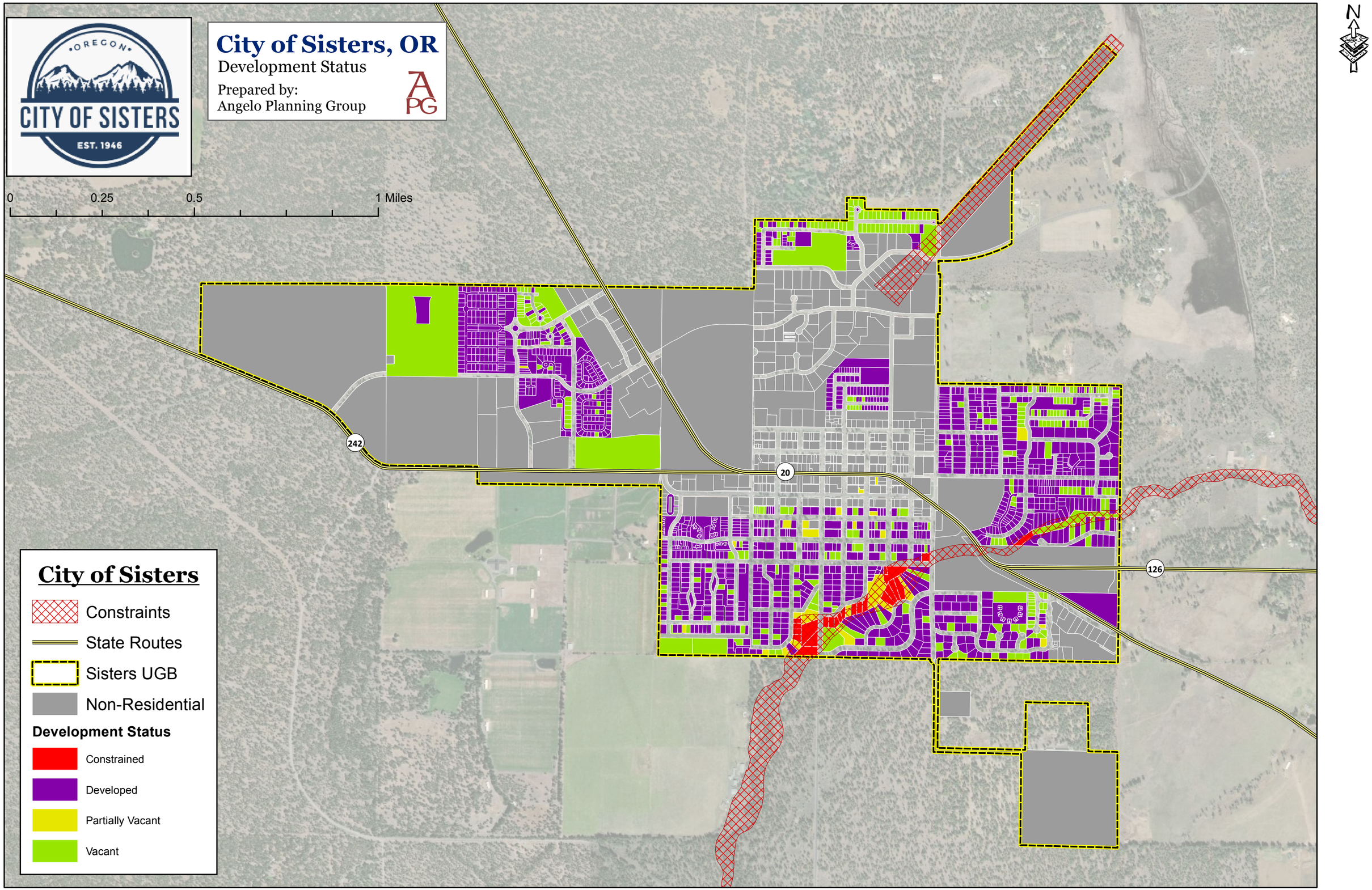
Table 3. Development Assumptions for Sisters and Deschutes County Zoning Designations

Jurisdiction	Sisters Density Projections				
	Zone	Min lot size (for single-family detached)	Max DU/Net Acre	Notes (single-family detached allowed in all residential zones)	**Projected DU/Net Acre**
City of Sisters	R	6000	8	Manufactured dwellings and parks, accessory dwelling, townhomes, cottage cluster, duplexes allowed	5
	MFR	4500	20 (minor conditional use)	Manufactured dwellings and parks, accessory dwelling units, duplex/triplex, multi-family, townhomes, cottage cluster allowed	15
	SRR	2000	45 Total in District (Development Code 2.13.1000.A.1)	Cottage cluster, manufactured dwelling, townhome, accessory dwelling unit allowed	4

Table 4. Housing Unit Capacity by Zone, Residential Zones

Zoning Designation	Estimated Housing Unit Capacity		
	Net Vacant Acres	**Projected DU/Net Acre**	**Projected Housing Capacity**
R – Residential	39	5	284
MFR – Multi-Family Residential	43	15	506
SRR – Sun Ranch Residential	7	4	45
Total	***91***	--	***835***

All residential parcels that were not constrained or developed were given at least one housing unit in capacity, which is why the projected housing capacity is slightly higher than the product of “net vacant acres” and “projected units per acre”. Those calculated to less than one unit for the entire parcel were rounded up to one. The remaining parcels were rounded down to the nearest integer.



Updated 06/25/2019

JUNE 25, 2019

DRAFT HOUSING MEASURES REPORT

SISTERS, OREGON

Angelo planning group

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1. Introduction and Overview

Having affordable, quality housing in safe neighborhoods with access to community services is essential for all Oregonians. Like other cities in Oregon, the City of Sisters is responsible for helping to ensure that its residents have access to a variety of housing types that meet the housing needs of households and residents of all incomes, ages and specific needs. Towards that end, the City has conducted a Housing Needs Analysis and is currently completing a Buildable Lands Inventory to update the Housing Element of its Comprehensive Plan; complete an updated, realistic assessment of future residential land needs and supply; and make amendments to the City's Comprehensive Plan and Development Code to support housing needs. Statewide Planning Goal 10 (Housing) states that each city must:

> "*encourage the availability of adequate numbers of needed housing units at price ranges and rent levels which are commensurate with the financial capabilities of Oregon households and allow for flexibility of housing location, type and density*."

This report includes the following information intended to help the City update its Comprehensive Plan:

- Draft narrative and findings associated with existing and future housing needs which can be incorporated into narrative sections of the City's Comprehensive Plan.
- Recommended new or updated Comprehensive Plan policies for housing
- Recommended measures that the City can consider in the future and use to help meet future housing needs

The first two elements above would be incorporated into the City's Comprehensive Plan as part of a subsequent update. This report, along with the associated Housing Needs Projection Report and Buildable Lands Inventory maps and a summary memo or report would be referenced in the Comprehensive Plan and as supporting or ancillary documents to the Comprehensive Plan.

This report along with the accompanying Housing Needs Projection and Buildable Lands Inventory (BLI) maps (in progress), was prepared in coordination with Sisters City staff, a the City's Housing Policy Advisory Board (HPAB), and members of the Sisters Planning Commission and City Council, and community members who attended advisory committee, Planning Commission, City Council and public meetings and commented on the draft reports and presentation materials. The project was funded by a grant from the Oregon Department of Land Conservation and Development (DLCD) and DLCD staff participated in managing the grant and reviewing materials prepared for the project. A variety of data sources have been used to prepare these reports and analyses, including US Census data, populations projections from the Portland State University Population Research Center, Deschutes County (base GIS data), and third-party data providers. These sources represent the most current, reliable sources of available data for these types of analyses.

2. Housing Conditions and Trends (Comprehensive Plan Narrative and Findings)

The following is a summary of data and findings from the "Housing and Residential Land Needs Assessment" report which can ultimately be incorporated into the Sisters Comprehensive Plan as supporting narrative for the Housing Chapter.

Introduction

Having affordable, quality housing in safe neighborhoods with access to community services is essential for all Oregonians. Like other cities in Oregon, the City of Sisters is responsible for helping to ensure that its residents have access to a variety of housing types that meet the housing needs of households and residents of all incomes, ages and specific needs. Towards that end, the City has undertaken and will continue to implement and update a variety of activities to meet current and future housing needs:

- Conduct and periodically update an analysis of current and future housing conditions and needs. The City most recently conducted this analysis in 2019. The results are summarized in this element of the Comprehensive Plan and described in more detail in a supporting Housing and Residential Land Need Assessment Report.
- Conduct and periodically update an inventory of buildable residential land (BLI) to ensure that the City has an adequate supply of land zoned for residential use to meet projected future needs. The City most recently conducted this analysis in 2019. The results are summarized in this element of the Comprehensive Plan and described in more detail in a supporting Buildable Lands Inventory Report.
- Adopt and amend, as needed, a set of housing-related Comprehensive Plan policies to address future housing needs.
- Update the City's Housing Plan to reflect the information and recommendations from the 2019 HNA, BLI and Housing Measures Report.
- Regularly update and apply regulations in the City's Zoning and Subdivision Ordinances to meet housing needs identified in the Comprehensive Plan and supporting documents.
- Implement additional strategies to address housing needs in partnership with state and county agencies and other housing organizations. Potential strategies are described in more detail in a Housing Strategies Report prepared as part of the Housing Needs Analysis in 2019.

The remainder of this chapter summarizes these topics in more detail.

Demographic Trends

Following is a brief summary of demographic conditions and trends in Sisters, along with accompanying tables and charts, as described in the Housing Needs Analysis prepared for the City in 2019. Additional information about demographic and housing conditions and trends can be found in that document which is a supporting document of the Comprehensive Plan.

- Sisters is a City of an estimated 2,767 people, located in Deschutes County in Central Oregon.
- Based on the population, Sisters is roughly the 103rd largest city in the state by population, though is within range of many other similarly sized cities. Within Deschutes County, Sisters is modestly sized in comparison to Bend, Redmond and the population in unincorporated areas.
- Sisters has experienced strong growth, with the population growing roughly 185% since 2000, and increase of nearly 1,800 people. In contrast, Deschutes County and the state experienced population growth of 59% and 21% respectively. No other part of the county grew at a similarly high rate.
- The Sisters UGB was home to an estimated 1,144 households in 2018, an increase of roughly 660 households since 2000. The percentage of family households has grown between 2000 and 2018 from 63% to 70%. The city has a larger share of family households than Deschutes County (67%) and the state (63%).
- Sisters' estimated average household size as of the 2010 Census was 2.39 persons, less than in 2000. This is lower than the Deschutes County average of 2.5 and the statewide average of 2.47.
- Sisters' estimated median household income was $56,800 in 2018. This has risen significantly from the estimated median in 2010 and is slightly lower than the Deschutes County median of $59,150.
- Relatively few jobs are held by local residents (208), while nearly 1,470 employees commute into the city from elsewhere. This pattern is fairly common among many communities although it is more pronounced in Sisters than in many urban metropolitan communities in closer proximity to other places to live or work.

FIGURE 1.1: SISTERS DEMOGRAPHIC PROFILE

POPULATION, HOUSEHOLDS, FAMILIES, AND YEAR-ROUND HOUSING UNITS					
	2000 (Census)	2010 (Census)	Growth 00-10	2018 (PSU)	Growth 10-18
Population[1]	974	2,069	112.5%	2,767	33.7%
Households[2]	386	862	123.0%	1,144	32.7%
Families[3]	244	567	132%	802	41%
Housing Units[4]	515	1,126	119%	1,476	31%
Group Quarters Population[5]	4	10	150%	34	240%
Household Size (non-group)	*2.51*	*2.39*	-5%	*2.39*	0%
Avg. Family Size	*3.04*	*2.92*	-4%	*2.98*	2%
PER CAPITA AND MEDIAN HOUSEHOLD INCOME					
	2000 (Census)	2010 (Census)	Growth 00-10	2018 (Proj.)	Growth 10-18
Per Capita ($)	$17,847	$25,422	42%	$25,025	-2%
Median HH ($)	$35,000	$49,306	41%	$56,809	15%

SOURCE: Census, PSU Population Research Center, and Johnson Economics

Census Tables: DP-1 (2000, 2010); DP-3 (2000); S1901; S19301

1 From PSU Population Research Center, Population Forecast Program, final forecast for Deschutes Co. (2017)

[2] 2018 Households = (2018 population - Group Quarters Population)/2018 HH Size

[3] Ratio of 2018 Families to total HH is based on 2016 ACS 5-year Estimates

[4] 2018 housing units are the '10 Census total plus new units permitted from '10 through '18 (source: Census, Cities)

[5] Ratio of 2018 Group Quarters Population to Total Population is kept constant from 2010. Group Quarters total does not include 62 units of assisted living soon to be completed at The Lodge development.

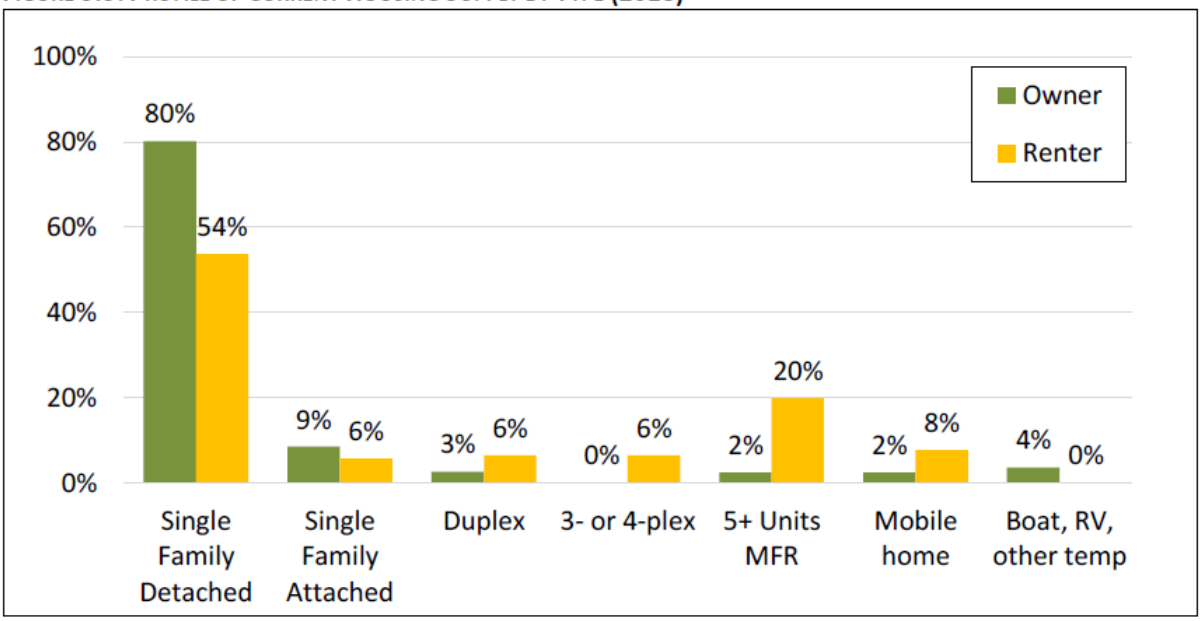
FIGURE 3.1: CURRENT HOUSING PROFILE (2018)

CURRENT HOUSING CONDITIONS (2018)			SOURCE
Total 2018 Population:	2,767		PSU Pop. Research Center
- Estimated group housing population:	34	(1.2% of Total)	US Census
Estimated Non-Group 2018 Population:	**2,733**	(Total - Group)	
Avg. HH Size:	2.39		US Census
Estimated Non-Group 2018 Households:	**1,144**	(Pop/HH Size)	
Total Housing Units:	**1,476**	(Occupied + Vacant)	Census 2010 + permits
Occupied Housing Units:	1,144	(= # of HH)	
Vacant Housing Units:	332	(Total HH - Occupied)	
Current Vacancy Rate:	22.5%	(Vacant units/ Total units)	

Sources: Johnson Economics, City of SISTERS, PSU Population Research Center, U.S. Census

*This table reflects population, household and housing unit projections shown in Figure 1.1

FIGURE 3.3: PROFILE OF CURRENT HOUSING SUPPLY BY TYPE (2018)



Sources: US Census, JOHNSON ECONOMICS, CITY OF SISTERS

In coming decades, some of the demographic trends that are likely to affect future housing needs include:

- As demand increases, prices rise, and remaining land within the UGB is developed, denser forms of development and creative reuse of parcels through infill and redevelopment become more

economically viable. Communities like Sisters which face a future of growing within limited boundaries are likely to see increased pressure to generate denser housing than they have historically experienced in some parts of the community. This may occur through a mixture of market forces, policy choices and state planning mandates.

- Baby boomer households will have a preference towards aging in place as long as possible, particularly for homeowners, and will on average be healthier longer than previous generations. When they do transition to other housing, their stock of older existing single-family homes will be attractive starter and move-up homes to younger family households.
- Sisters can plan ahead for younger generations. Consequently, opportunities to walk and bike will also be attractive. However, attractive local employment opportunities will likely be the greatest factor in keeping and attracting young households. Many of these households will seek good first-time home buying opportunities, meaning a stock of existing and new homes in low- to middle price ranges. The younger and lower income members of this generation will need a sufficient stock of multi-family rentals.
- Sisters, like many communities, currently has a persistent shortage of housing available to the lowest-income households.

Current and Projected Housing Needs

Following is a brief summary of current and projected housing needs in Sisters, along with accompanying tables and charts, as described in the Housing Needs Analysis prepared for the City in 2019. Additional information about demographic and housing conditions and trends can be found in that document which is a supporting document of the Comprehensive Plan.

- There is a projected need for 1,057 new housing units by 2039, which would represent 72% growth over the current estimated supply.
- Of the new units needed, roughly 66% are projected to be ownership units, while 34% are projected to be rental units. This is due to the forecast of a higher homeownership rate in the future as well as the second home market, leading to marginally more need for ownership units than rental units.
- There is an estimated need for some ownership housing at the low-end of the pricing spectrum, which is difficult to supply but might include some new mobile home/manufactured home supply, as well as smaller unit types such as condo flats. There is remaining need at higher price points reflecting rising local incomes and the second home market.
- 65% of the new units are projected to be single-family detached homes, while 30.5% is projected to be some form of attached housing, and 4.5% are projected to be mobile homes.
- Single-family attached units (townhomes on individual lots) are projected to meet 10% of future need. These are defined as units on separate tax lots, attached by a wall but separately metered, the most common example being townhome units.
- Duplex through four-plex units are projected to represent nearly over 11% of the total need. Duplex units would include a detached single-family home with an accessory dwelling unit on the same lot, or with a separate unit in the home (for instance, a rental basement unit.)
- 10.5% of all needed units are projected to be multi-family in structures of 5+ attached units.

- 4.5% of new needed units are projected to be mobile home units, which meet the needs of some low-income households for both ownership and rental.
- Of ownership units, 75% are projected to be single-family homes, and 3% mobile homes. Nearly 11% are projected to be attached single-family housing
- 46.5% of new rental units are projected to be found in new attached buildings, with the remainder being single-family or mobile home units.
- A high need for rental units is found at the lowest price points from $0 to $600. There is also a need for some single-family homes for rent at higher price points. The middle of the rent spectrum is where most current rental units are located (i.e. "market rent level") so there is not a finding of more units needed in that range.

FIGURE 4.1: FUTURE HOUSING PROFILE (2039)

PROJECTED FUTURE HOUSING CONDITIONS (2018 - 2039)			SOURCE
2018 Population (Minus Group Pop.)	2,733		PSU
Projected Annual Growth Rate	2.61%	OR Population Forecast Program	PSU
2039 Population (Minus Group Pop.)	4,690	(Total 2039 Population - Group Housing Pop.)	
Estimated group housing population:	58	Share of total pop from Census	US Census
Total Estimated 2039 Population:	**4,749**		
Estimated Non-Group 2039 Households:	**1,963**	(2039 Non-Group Pop./Avg. Household Size)	
New Households 2018 to 2039	819		
Avg. Household Size:	2.39	Projected household size	US Census
Total Housing Units:	**2,533**	Occupied Units plus Vacant	
Occupied Housing Units:	1,963	(= Number of Non-Group Households)	
Vacant Housing Units:	127		
Vacation Home, 2nd Home, Seasonal:	444		
Projected Market Vacancy Rate:	5.0%	(Vacant Units/ Total Units)	
Projected Vacation Rate, 2nd Home:	17.5%	(US Census, Johnson Economics est.)	US Census

Sources: PSU Population Research Center Oregon Population Forecast Program, Census, JOHNSON ECONOMICS LLC
*Projections are applied to estimates of 2018 population, household and housing units shown in Figure 1.1

FIGURE 4.3: PROJECTED FUTURE NEED FOR NEW HOUSING UNITS (2039), SISTERS

OWNERSHIP HOUSING									
			Multi-Family						
Unit Type:	Single Family Detached	Single Family Attached	2-unit	3- or 4-plex	5+ Units MFR	Mobile home	Boat, RV, other temp	Total Units	% of Units
Totals:	523	75	33	14	32	18	0	695	65.7%
Percentage:	75.2%	10.8%	4.8%	2.0%	4.6%	2.6%	0.0%	100%	

RENTAL HOUSING									
			Multi-Family						
Unit Type:	Single Family Detached	Single Family Attached	2-unit	3- or 4-plex	5+ Units MFR	Mobile home	Boat, RV, other temp	Total Units	% of Units
Totals:	165	28	31	31	79	28	0	362	34.3%
Percentage:	45.7%	7.7%	8.5%	8.5%	21.9%	7.7%	0.0%	100%	

TOTAL HOUSING UNITS									
			Multi-Family						
Unit Type:	Single Family Detached	Single Family Attached*	2-unit	3- or 4-plex	5+ Units MFR	Mobile home	Boat, RV, other temp	Total Units	% of Units
Totals:	688	103	64	45	111	46	0	1,057	100%
Percentage:	65.1%	9.8%	6.1%	4.2%	10.5%	4.4%	0.0%	100%	

Sources: PSU, City of Sisters, Census, Environics Analytics, JOHNSON ECONOMICS

Buildable Land Supply and Capacity

A buildable lands inventory (BLI) was conducted for the City in 2019 as part of the City's Housing Needs Analysis study. The approach for the study included the following steps:

- Identify properties that are potentially buildable, including vacant and partially vacant properties zoned for residential use.
- Subtract constrained properties or constrained portions of properties based on the presence of floodplains and the City's airport runway zones. Remaining areas represent the supply of "gross buildable acres" of land.
- Further subtract areas which would be needed for or already are committed or used for roads, other infrastructure or utilities, or open space to arrive at "net buildable acres" of land.
- For each residential plan designation, divide the net buildable acres of land by estimated average development densities to estimate the capacity of the buildable area in terms of future new housing units in each residential designation. For properties with approved subdivision or other development plans, capacity is based on the number of housing units approved.

The results of this analysis are summarized in the following tables and also are described in more detail in the City's BLI Report which is adopted as a supporting element of this Plan. It is important to

note that this information is based on a point-in-time analysis and conditions likely have changed since the analysis was completed in June, 2019.

Potentially Buildable Acres by Zoning Designation

Zoning Designation	Partially Vacant or Vacant Parcels	Gross Vacant Acres			Net Vacant Acres[1]
		Partially Vacant	Vacant	Total	
Residential	203	5	47	51	**39**
Multi-Family Residential	89	1	53	54	**43**
Sun Ranch Residential	50	0	10	10	**7**
Subtotal	**342**	**6**	**110**	**116**	**91**
Net Buildable Acres[2]	--	**5**	***85***	***91***	--

Housing Unit Capacity by Zone, Residential Zones

Zoning Designation	Estimated Housing Unit Capacity		
	Net Vacant Acres	Projected DU/Net Acre	Projected Housing Capacity
R – Residential	39	5	284
MFR – Multi-Family Residential	43	15	506
SRR – Sun Ranch Residential	7	4	45
Total	***91***	--	***835***

Comparison of Projected Need and Buildable Land Supply

There is a total forecasted need for roughly 1,057 units over the next 20 years based on the PSU forecasted growth rate, with an associated land need of approximately 167 acres of net residential land to accommodate this growth based on the mix of housing and estimated average densities identified in the projection of housing need. There is a supply of approximately 91 net buildable acres of land within the City's urban growth boundary (UGB). The majority of is this land is approximately evenly split between the City's Multi-Family Residential and Residential zones.

Average net densities of five (5) and 15 units per acre are assumed for the city's single-family and multi-family residential zones, respectively. These densities are based on a consideration of densities

[1] Subtracting 25% of acreage to account for public utilities and open space, as well as .25 acres for "partially vacant" properties.

[2] The calculated total for net vacant acres and net buildable acres is the sum of each individual parcel's net buildable acres (75% of gross of each parcel added up), rather than 75% of the sum of "gross vacant acres".

allowed in these designations by the Sisters development code in combination with guidance from the Oregon Department of Land Conversation and Development (DLCD) simplified urban growth boundary methodology. While the analysis incorporated the provisions of Division 38 of OAR 660 for assumed densities and constraints, the assumed densities also are consistent with densities allowed by the City of Sisters' Development Code and also are consistent with the provisions of Division 24 of OAR 660.

The following tables summarize the results of the comparison of land need and supply. They indicate that there is a potential shortage of land available for single-family detached housing units and a surplus of land zoned for multi-family residential development. The single-family development gap or shortage is equivalent to approximately 395 units or approximately 79 acres of net residential land. The multi-family surplus is 172 housing units or approximately 11.5 acres of net residential land.

The multi-family surplus would not make up for the single-family deficit and as a result, the analysis indicates that there may be an insufficient supply of residential land within the Sisters urban growth boundary (UGB) to accommodate the projected future housing need. These findings will help guide further discussion of potential housing policies and measures to address these deficits, including a possible combination of efficiency measures and/or an amendment to the City's UGB.

FIGURE 5.4: COMPARISON OF FORECASTED FUTURE HOUSING UNIT NEED (2039) WITH AVAILABLE CAPACITY

	Unit Type		
NEED vs. LAND SUPPLY	Single Family Detached	Multi-Family	TOTAL
New Housing Unit Need by 2039:	724	334	1,057
Housing Unit Capacity:	329	506	835
Surplus Unit Capacity (or Need):	-395	172	-222

Sources: City of Sisters, Johnson Economics

FIGURE 5.5 FORECASTED HOUSING UNIT NEED (2039) CONVERTED TO ACREAGE

NEED vs. LAND SUPPLY	Residential Land Class		TOTAL
	Single Family Detached	Multi-Family	
Surplus Unit Capacity (or Need):	-395	172	-222
Estimated Avg. Density:	5	15	
Surplus Acreage Capacity (or Need):	-78.9	11.5	-67

Sources: City of Sisters, Johnson Economics

For more detail on these findings please refer to the "Housing and Residential Land Needs Assessment Report" and the Buildable Lands Inventory (BLI) Memo and maps prepared for the city.

Strategies to Accommodate Future Housing Needs

Because the City has a potential deficit of land zoned for residential use inside the UGB, specifically a deficit of land needed for single-family detached housing, some combination of strategies will be needed to address this deficit in order to accommodate housing needs over the course of the planning period. In general, these measures could include:

- Increase the efficiency of land use within existing residential areas through some combination of increased allowed densities, establishment of minimum densities, or allowing for or encouraging types of housing that can be developed using less land.
- Rezone land from low or high density (multi-family) residential to lower density (single-family) residential use.
- Plan for potential residential uses on the US Forest Service property in Sisters. Some future residential use of that property is assumed but the property is not currently zoned for residential use and therefore is not included in the inventory of buildable residential land.
- Rezone land from employment to residential designations, assuming such a rezoning would not compromise the needed supply of future employment lands.
- Evaluate the need for an urban growth boundary amendment and pursue an amendment if warranted.

In addition to these strategies, the City can consider a variety of other strategies in the future to further provide opportunities for a wide range of housing choices, efficient land use, and development of housing affordable to people with low and moderate incomes. Potential strategies are summarized in the following table and described in more detail in the Housing Strategies Report prepared by the City as part of its Housing Needs Analysis project in 2019.

Strategy	Primary goal
1. Urban Growth Boundary Amendment (UGB) Amend the city's UGB if the supply of land within the UGB cannot accommodate the amount needed for future development. Prior to pursuing an expansion, the city must consider measures to improve the efficiency of future land use within the existing boundary.	Ensure an adequate land supply for future residential development
2. Rezone Land Rezone land from other residential designations and/or from commercial, industrial or institutional designations to meet specific housing needs, assuming there is an adequate supply of land available to meet non-residential needs.	Ensure appropriate zoning and supply of land for housing
3. Increase the Allowed Density or Range of Housing Types Increase the allowed density or reduce the minimum allowed size of lots in one or more zones to allow for more compact development and/or a wider range of housing types in specific areas; expand the range of housing types allowed in one or more zones.	Ensure appropriate zoning and supply of land for housing
4. Minimum Densities In order to ensure that land is these zones is not consumed by lower density development, the City could consider adopting minimum density requirements.	Ensure appropriate zoning and supply of land for housing
5. Code Amendments for Small Housing Types Zoning code and other regulatory amendments to increase housing choices and reduce barriers to development for accessory dwelling units (ADUs), tiny homes, cottage clusters, townhomes, and other "missing middle" housing types.	Remove regulatory barriers
6. Reduce Unnecessary Barriers to Housing Development Some regulations may constrain housing development to a degree that the corresponding public benefits of the regulation do not outweigh the effect on housing development. These regulations may include off-street parking requirements, architectural design standards, landscaping standards, or other development standards such as setbacks and height regulation.	Remove regulatory barriers
7. Inclusionary Zoning A tool used to produce affordable housing within new market-rate residential developments. Typically implemented through an ordinance mandating that a minimum percentage of units remain affordable for a set period of time.	Promote construction of new affordable housing units
8. Short-Term Rental Housing Rules or Regulations The City already monitors and regulates short-term rental housing, including administering a licensing program and limitation on the number of rentals through Chapter 2.15.2700 of the City's Development Code.	Ensure an adequate supply of long-term rental housing
9. Incentive Zoning Creates incentives to developers to provide a community benefit (such as affordable housing), in exchange for ability to build a project that would not otherwise be allowed by the development code.	Increase development flexibility / reduce housing costs

10. System Development Charge (SDC) Deferral Deferral of SDCs for affordable housing. Can be applied to regulated affordable housing and/or specific housing types (such as ADUs).	Reduce development costs
11. Expedited Development Review Variety of strategies to reduce review and processing times for regulated affordable housing development, such as formally adopting shortened review timelines for applications or giving priority in scheduling hearings and meetings with staff.	Reduce development costs / remove process barriers
12. Tax Abatements or Exemptions Tax exemptions or abatements offer another financial incentive to developers that can improve the long-term economic performance of a property and improve its viability. This can be a substantial incentive, but the City will forego taxes on the property, generally for ten years. Other taxing jurisdictions are not included, unless they agree to participate. Tax exemption programs are authorized by the state for specific purposes: Vertical Housing; Multiple-Unit Housing; Non-Profit Low-Income.	Reduce development costs
13. Community Land Trust A model wherein a community organization owns land and provides long-term leases to low or moderate-income households to purchase the homes on the land, agreeing to purchase prices, resale prices, equity capture, and other terms. Housing recently built by Habitat for Humanity is a local example.	Reduce land costs / develop long-term affordable housing
14. Public-Private Partnerships (PPPs) Arrangements between public and private entities to create more and/or affordable housing. PPPs can promote a variety of affordable housing programs or projects and include partnerships from multiple entities (public, private, and non-profit). The ClearPine / Habitat partnership using state funding is a good local example of this strategy.	Promote construction of new affordable housing
15. Tenant Protection Programs and Policies Local regulations and enforcement programs that provide protections for tenants of existing affordable housing and low cost market rate housing against evictions, excessive rent increases, discrimination, and health and safety violations.	Protect affordable units and reduce displacement
16. Land Acquisition and Banking Land acquisition is a tool to secure sites for affordable housing. Land banking is the acquisition and holding of properties for extended periods without immediate plans for development, but with the intent that properties eventually be used for affordable housing.	Reduce land costs
17. Construction Excise Tax Adopt a tax on new construction of between 1 and 3% to help pay for other affordable housing strategies identified here. The tax is a one-time tax assessed on new construction. State law requires it to be spent on specific types of programs and activities.	Provide source of funding for other affordable housing programs
18. Financial Assistance Programs A range of tools that can be used to maintain housing affordability or to help keep residents in their homes. Possible tools include rent assistance, loans for homeowners, or assistance to low-cost apartment owners for repairs and upgrades.	Protect affordable units and reduce displacement

3. Comprehensive Plan Housing Policies

It is essential that the Comprehensive Plan of every city in Oregon include a robust set of policies directed at meeting the current and future housing needs of community members.

APG reviewed the Comprehensive Plan to assess whether it includes the following types of supportive policies:

- **Supports Statewide Planning Goal 10**. Comprehensive Plans typically do and should include a general policy that mirrors Statewide Planning Goal 10 (Housing), stating that the overall goal of the jurisdiction is to "*encourage the availability of adequate numbers of needed housing units at price ranges and rent levels which are commensurate with the financial capabilities of Oregon households and allow for flexibility of housing location, type and density*."
- **Emphasizes affordable housing needs**. Given that meeting the needs of low and moderate-income households often requires public intervention or subsidy, it is important to include policies emphasizing the needs of these households.
- **Supports partnerships**. Most Comprehensive Plan housing elements include policies aimed at supporting other public agencies, non-profits and market rate developers who focus on meeting the needs of low and moderate-income households and community members with special housing needs.
- **Encourages a variety of housing types**. In addition to a broad goal or policy about meeting a full range of housing needs, Plans often include policies noting the need for a variety of housing types, including single-family attached housing, duplexes, triplexes, multi-family housing and townhomes, as well as less traditional forms of housing such as cottage cluster housing and accessory dwelling units.
- **Affirms Fair Housing goals**. Local governments are required to ensure that their housing policies and standards do not discriminate against or have adverse effects on the ability of "protected classes" to obtain housing, consistent with the federal Fair Housing Act.
- **Supports mixed use development**. Some Plans explicitly support the development of mixed-use projects, which typically include upper story housing located above retail or commercial uses.
- **Supports accessory dwelling units**. Comprehensive Plans may include policies specifically referencing support for this form of housing. Recent Oregon legislation requires all cities below a certain size to allow for this form of housing outright in all zones where single-family detached housing is allowed.
- **Addresses land supply goals**. Many Comprehensive Plans include policies which reference the need to ensure that adequate land is zoned to meet identified housing needs, and to periodically update the jurisdiction's inventory of such lands.

- **Supports maintenance and rehabilitation of existing housing**. Many comprehensive plans emphasize maintenance of existing housing stock as a method to prevent unsafe conditions and keep affordable housing available within the community.
- **Supports development of manufactured homes**. Oregon law requires that all zones that allow for "stick built" single-family detached homes also allow for manufactured homes on individual lots. Each jurisdiction must also allow for manufactured home parks in at least one residential zone.
- **Regulates short term rentals**. Many communities, particularly those with high levels of tourism, regulate short-term rental housing to reduce its impact on the supply and affordability of long-term rental housing.

Table 1 summarizes recommended policy amendments for the City of Sisters to address these gaps. A preliminary draft set of proposed adoption-ready Comprehensive Plan policy amendments is provided below. The City may refine these policies as part of the adoption process.

10.4. Policies

1. All residential developments shall retain and respect the physical characteristics of the site pertaining to existence of endangered species, significant natural features, soils, slope, geology, erosion, flooding and natural vegetation to the greatest extent possible. These developments shall be designed to be safe and aesthetically pleasing, recognizing and respecting the character of the area in which they are located.

2. The City shall ~~implement the housing strategies from the Sisters Housing Plan (2009)~~ provide a full range of housing choices to all income levels of existing and future residents in the City, including housing that is affordable to low- and moderate-income households. Towards this end, ~~Following adoption of the Plan,~~ the City shall consider, refine, and implement the housing strategies from the Sisters Housing Strategies Report (2019) through the following process:

    a. Update the Sisters Housing Plan.

    b. Prepare and adopt an annual budget for ongoing implementation of the ~~Housing Plan~~ strategies through ~~a Housing Coordinator position or~~ appropriate level of staff support.

    c. ~~Establish~~ Continue to use a Housing Policy Board to provide ongoing direction to the City ~~Housing Coordinator~~ leadership regarding affordable housing strategies, programs, and opportunities, and to assist the Housing Coordinator in developing an Action Plan and implementation strategy for affordable housing.

    d. ~~Establish~~ Maintain, with the Housing Policy Board, a schedule to implement ~~each of~~ the strategies recommended in the Sisters Housing Plan.

3. Modular and manufactured homes shall be permitted on individual lots, as part of a modular and manufactured home park, or in planned unit developments.

4. All residential development shall be provided with orderly extension of City services including sewer and water.

5. Limited and appropriate non-residential uses such as public and community facilities (utility substations, transformers, sewer pump stations) and small-scale commercial uses such as home occupations are necessary and should be permitted within Residential Districts. Their location, size, and design shall be compatible with their surroundings and intended for the convenience and safety of the people.

6. ~~Areas dedicated or provided as public, semi-public, or private open space as part of a residential development, as provided by the Development Code, shall be counted as part of the total area when computing residential densities for any given development. The gross size of the parcel will be used when calculating the minimum and maximum residential density allowed on a lot or parcel.~~ It is the policy of the City to achieve a range of residential densities from 3-8 units per gross acre for standard residential and from ~~9-20~~ 9-24 units per gross acre for multi-family residential. (*Note: The first part of this policy is more appropriately defined in the City's Development Code*.)

7. Mixed use zoning districts that include a residential component shall contain mechanisms to ensure compatibility between residential and underlying commercial or industrial uses.

8. The City shall strengthen efforts to increase supplies of multi-family housing, in order to meet the demand for additional multifamily units, to provide additional workforce housing, and to increase the supplies of rental units.

9. The City shall seek partnerships with non-profit housing developers and other agencies to create the opportunity to provide moderate-and low-income housing development and rehabilitation activities within the City.

10. The City shall employ strategies that support federal and state Fair Housing laws and other federal and state fair housing requirements to affirmatively further fair housing.

11. The City shall allow and continue to support the development of Accessory Dwelling Units in all residential zones where single-family detached homes are allowed, as required by State law.

12. The City shall encourage efficient use of residential land within the Urban Growth Boundary.

13. The City shall regularly monitor its supply of buildable land and shall provide a sufficient amount of residential land to accommodate residential growth.

14. The City shall continue to regulate short term rentals to reduce their impact on availability and long-term affordability of housing.

1.1.1 Table 1. Comprehensive Plan Policy

Policy Topic	***Existing Goal Language***	***Example Additional or Alternative Language to Consider***
Supports Statewide Planning Goal 10.	Partially addressed Policy 2 states: *The City shall implement the housing strategies from the Sisters Housing Plan (2009) to provide housing choices to all income levels in the City.*	• The City of Sisters shall encourage development of a full range of housing types that meet the needs of all income groups of existing and future residents.
Emphasizes affordable housing needs	Not addressed explicitly. See Policy 2 above. Policy 9 states: *The City shall strengthen efforts to increase supplies of multi-family housing, in order to meet the demand for additional multifamily units, to provide additional workforce housing, and to increase the supplies of rental units*.	• The City shall provide opportunities for the development of housing that is affordable to low- and moderate-income households.
Supports partnerships	Not addressed (N/A)	• The City shall seek partnerships with non-profit housing developers and other agencies to create the opportunity to provide moderate-and low-income housing development and rehabilitation activities within the City.
Encourages a variety of housing types	N/A	• The City shall encourage development of higher density and multifamily housing within areas designated for this use and limit low-density housing in these locations. • The City shall provide opportunities for the development of a variety of housing choices that meet the needs and preferences of current and future households.

Supports mixed use development	*Mixed use zoning districts that include a residential component shall contain mechanisms to ensure compatibility between residential and underlying commercial or industrial uses. (Policy 8)*	• Adequately addressed.
Affirms Fair Housing Goals	N/A	• The City shall employ strategies that support the Fair Housing Act and other federal and state fair housing requirements to affirmatively further fair housing.
Supports ADUs	N/A	• The City shall continue to allow and support the development of Accessory Dwelling Units in all residential zones as required by State law.
Addresses Land Supply Goals	N/A	• The City shall encourage efficient use of residential land within the Urban Growth Boundary • The City shall regularly monitor its supply of buildable land and shall provide a sufficient amount of residential land to accommodate residential growth. • The City shall ensure that the City has an adequate housing supply with enough land to support the community's growth.
Supports Development of Manufactured Homes	*Modular and manufactured homes shall be permitted on individual lots, as part of a modular and manufactured home park, or in planned unit developments. (Policy 3)*	• Adequately addressed.
Supports maintenance and rehabilitation of existing housing	N/A	• The City shall encourage maintenance and rehabilitation of the existing housing stock.

Regulates Short Term Rentals	N/A	• As necessary, the City shall continue to regulate short term rentals to reduce their impact on availability and long-term affordability of housing.

4. Other Housing Measures

As noted previously, analysis of future housing needs and land supply indicates that the City does not have an adequate supply of land to meet its overall housing needs, including a deficit of lands in the single-family residential zone. Some combination of the following strategies can be implemented by the city to address that deficit:

- Increase the efficiency of land use within existing residential areas through some combination of increased allowed densities, establishment of minimum densities, or allowing for or encouraging types of housing that can be developed using less land.
- Rezone land from low or high density (multi-family) residential to lower density (single-family) residential use.
- Plan for potential residential uses on the US Forest Service property in Sisters. Some future residential use of that property is assumed but the property is not currently zoned for residential use and therefore is not included in the inventory of buildable residential land.
- Rezone land from employment to residential designations, assuming such a rezoning would not compromise the needed supply of future employment lands.
- Evaluate the need for an urban growth boundary amendment and pursue an amendment if warranted.

In addition to these strategies, the City can consider a variety of other strategies in the future to provide opportunities for a wide range of housing choices, efficient land use, and development of housing affordable to people with low and moderate incomes. Potential strategies are summarized in the following pages. These measures have been organized into the following categories.

<u>Land Supply and Regulatory Strategies</u>

- Rezone Land
- Urban Growth Boundary Expansion
- Increase Allowed Density Range or Housing Types
- Minimum Density Standards
- Code Amendments for Small Housing Types (e.g., “cottage cluster” housing, duplexes, triplexes and accessory dwelling units)
- Inclusionary Zoning
- Short-Term Rental Housing Regulation

Incentives

- Incentive Zoning
- Remove Unnecessary Barriers to Development
- System Development Charge Deferral
- Expedited Development Review
- Tax Exemptions or Abatements

Funding Sources and Uses

- Construction Excise Tax
- Public Private Partnerships
- Community Land Trust
- Land Acquisition and Banking
- Financial Assistance Programs
- Tenant Protection Programs and Policies

The remainder of this section describes these potential measures in more detail.

Land Supply and Regulatory Strategies

1. Rezone Land

One potential strategy to address the deficit of land for single-family residential land would be to rezone land from the city's multi-family designation to the single-family designation. Alternatively, the City could consider redesignating commercial, industrial or institutional land to the single-family designation. In considering the most appropriate location for rezoning land, the city should use the following criteria or factors:

- Adequate supply of commercial and industrial land. Prior to redesignating any land from employment to residential use, the City will need to ensure that it has an adequate supply of land for future commercial and industrial uses. This will likely require an update to the City's inventory of employment lands and its Economic Opportunities Analysis.
- Proximity to services. Ideally, new residential areas should be reasonably close to supporting commercial and other services (schools, parks, etc.) to help ensure that residents can easily access these services and daily needs by walking, biking or driving.

- Size. The size of any area proposed for rezoning should be large enough to provide opportunities for efficient use of the site for future residential development. At the same time, the total supply of existing vacant or partially vacant multi-family area is relatively limited.

The US Forest Service site in Sisters represents a specific opportunity for rezoning. Previous planning efforts for this property have assumed that it will be redeveloped and that certain portion of the property will be designated and used for housing. This site could provide the capacity for 100+ residential units. The site is currently zoned for Public Facilities. Other possible opportunity sites potentially could include school district and church properties in the Heavenly Acres area.

2. Urban Growth Boundary Expansion

Given that the findings of the Housing Needs Analysis and BLI studies indicate a deficit of residential land, an expansion of the City's UGB may be warranted. Prior to pursuing an UGB expansion, the city would need to consider and adopt efficiency measures to ensure that land inside the UGB is being used efficiently. Many of the development code update recommendations identified for this project are efficiency measures and the City has already considered and implemented a number of those strategies to some degree.

In evaluating alternative areas for a potential future UGB expansion, the City will need to address a variety of state requirements, including the following:

- **Location of expansion areas**. The location of the land to be added to replace the land being removed. First, use OAR 660-024-0065 to determine appropriate study areas. For a city with a UGB population less than 10,000, the city must consider all land within ½ mile of the existing UGB boundary.
- **Exclusion areas**. In considering expansion areas, the city can exclude areas that cannot be reasonably serviced with public facilities, are subject to significant natural hazards, have some a high level of environmental or natural resource value, or are federal lands.
- **Prioritization**. The city needs to prioritize potential expansion areas in terms of rural residential "exception" lands vs. farm and forest lands, with exception lands having first priority.
- **Criteria for evaluating expansion areas**. Cities must look at alternative expansion areas and evaluate them using the four factors for location of UGB expansions found in Goal 14. These include 1) efficient urban form, 2) public facilities, 3) ESEE consequences, and 4) impact on adjacent farm and forest activities in rural areas. The city's analysis must consider and analyze all four factors, but the city can weigh and balance those factors based upon a set of findings and policy judgments which, unless they are without merit, will be upheld on judicial review.

In addition to meeting these state requirements, the City will want to consider other factors in this process such as:

- Will potential expansion areas have direct access to roads, sewer or water lines or will they be even more difficult or costly to serve with these facilities than land proposed to be removed from the UGB?
- Will areas proposed for inclusion be in relatively close proximity to commercial and other services? This is particularly important if new areas are proposed for higher density development.
- Will the areas have any other practical barriers or impediments to residential development or conflict with other strategies to meet future housing needs?

3. Increase the Allowed Density or Range of Housing Types

An alternative or complementary action to rezoning land to address the city's identified deficit of – single-family residential land would be to increase the allowed density or range of housing types in the City's residential zones. This could increase the range of housing options available to residents as well as the efficiency of land use within the City and potentially reduce the projected need for a UGB expansion.

Currently, the City's single-family Residential District (R) permits single-family detached, zero lot line, SF attached (two units), duplexes, manufactured dwellings/parks, cottage developments and accessory dwelling units. The gross residential density in this district is a minimum of three (3) dwelling units per acre and maximum of seven (7) dwelling units per acre. This represents a fairly broad range of housing types and a reasonably range of densities for a single-family residential zone and potential changes to allowed used and densities in this zone are likely to generate fairly minimal gains in development efficiency or housing choice. The one potential exception would be to allow triplexes in the R zones.

Although the overall densities allowed in the R zone are reasonable, minimum lot sizes required in the City's Development Code are relatively high and in a number of cases either likely prevent developments from achieving allowed densities or make certain types of housing financially infeasible or challenging to build. The following changes to minimum lot sizes are recommended:

- Single-family detached dwellings: Reduce to 5,000 sf
- Single-family attached dwelling (townhomes): Reduce to 2,500 or 3,000 sf; reduce minimum lot width to 25-30 feet
- Duplexes: Reduce to 7,500 sf (total, or 3,750 sf per unit)

The City's Multifamily Residential District (MFR) permits single-family detached housing, single-family attached housing (townhomes), zero lot line housing, duplexes, triplexes, four-plex's, apartments, manufactured dwellings/parks, cottage developments and accessory dwelling units. The gross residential density in this district is a minimum of seven (7) dwelling units per acre and maximum of 15 dwelling units per acre. The range of housing types allowed in this district is very broad and there are limited opportunities to expand the list of housing types. However, the densities are relatively low for a multi-family residential zone and there may be an opportunity to increase both the minimum and maximum density. It is recommended that the City consider increasing the maximum density in this zone to 25-30 net units per acre (approximately 19-22 gross units per acre). In addition, the City could consider prohibiting or limiting development of new single-family detached housing in this zone.

Other zones in the City also allow residential development. The Downtown Commercial (DC) and Highway Commercial also allow residential units in a mixed commercial master plan. The North Sisters Business Park (NSBP) allows limited live-work units.

4. Minimum Densities

As noted in the previous section, the City currently has minimum gross density standards of three (3) units per acre and seven (7) units per acre in its Residential and Multi-Family Residential (MFR) zones, respectively. The standard for the Residential zone is reasonable for a smaller community in Oregon and no changes to that standard are recommended. However, the minimum density standard for the MFR zone is relatively low in comparison to both the current and proposed maximum density standard and could be increased. Typical best practices recommend that minimum densities be set at approximately 50-80% of the maximum density. A minimum density of 9 or 10 gross units per acre (about 12-14 net units per acre) would be consistent with the low end of this range and also would be consistent with the densities at which most housing types allowed in this zone are developed. For example, rowhouses are typically constructed at net densities of 14-16 net units per acre. While this would be a helpful best practice, it also would result in a gap in allowed densities, given that the City only has two residential zones and may not need to increase the maximum allowed density in the R zone. This gap would have to be addressed somehow if the City were to increase the minimum density in the MFR zone.

5. Code Amendments for Small Housing Types

Small housing types typically include accessory dwelling units (ADUs), duplexes, triplexes, fourplexes, townhomes and cottage cluster housing. Many of these housing types can be relatively compatible with single-family detached housing, while providing a wider range of housing options for smaller households and at lower costs to develop. The City of Sisters already allows most of these types of housing in its R zone and allows all of them in its MFR zone. The City has specific standards for Cottage Cluster housing which are consistent with best practices for this type of housing.

The City has specific requirements for ADUs in section 215.300 of its Development Code. The City could update its Code to include the following types of provisions to reduce barriers to the development of ADUs and ensure that it has clear and objective standards for them.

- **Size**: The size limit of 800 sf could be revised to be 800 sf or 50% of the primary dwelling whichever is greater, and also could allow for a full floor of a dwelling to be used for the ADU.
- **Number**: The City could consider allowing for two ADUs, if one of the ADUs is internal to the primary dwelling.
- **Parking**: Many cities do not require an additional parking space for an ADU. Sisters could consider relaxing the existing requirement to provide a parking space for each ADU.
- **Owner-occupancy standard**. It is recommended that the City eliminate this standard.
- **Design compatibility**: Sisters requires that ADUs have "exterior finish materials, roof pitch, trim, window proportion and orientation, and eaves for the accessory dwelling must be the same or visually match in type, size and placement, the exterior details of the primary dwelling on the lot." We recommend that the City eliminate this standard altogether or incorporate a shorter list of clear and objective standards for ADUs.

Figure 2: Diagram and Examples Images of Accessory Dwelling Units (ADUs)

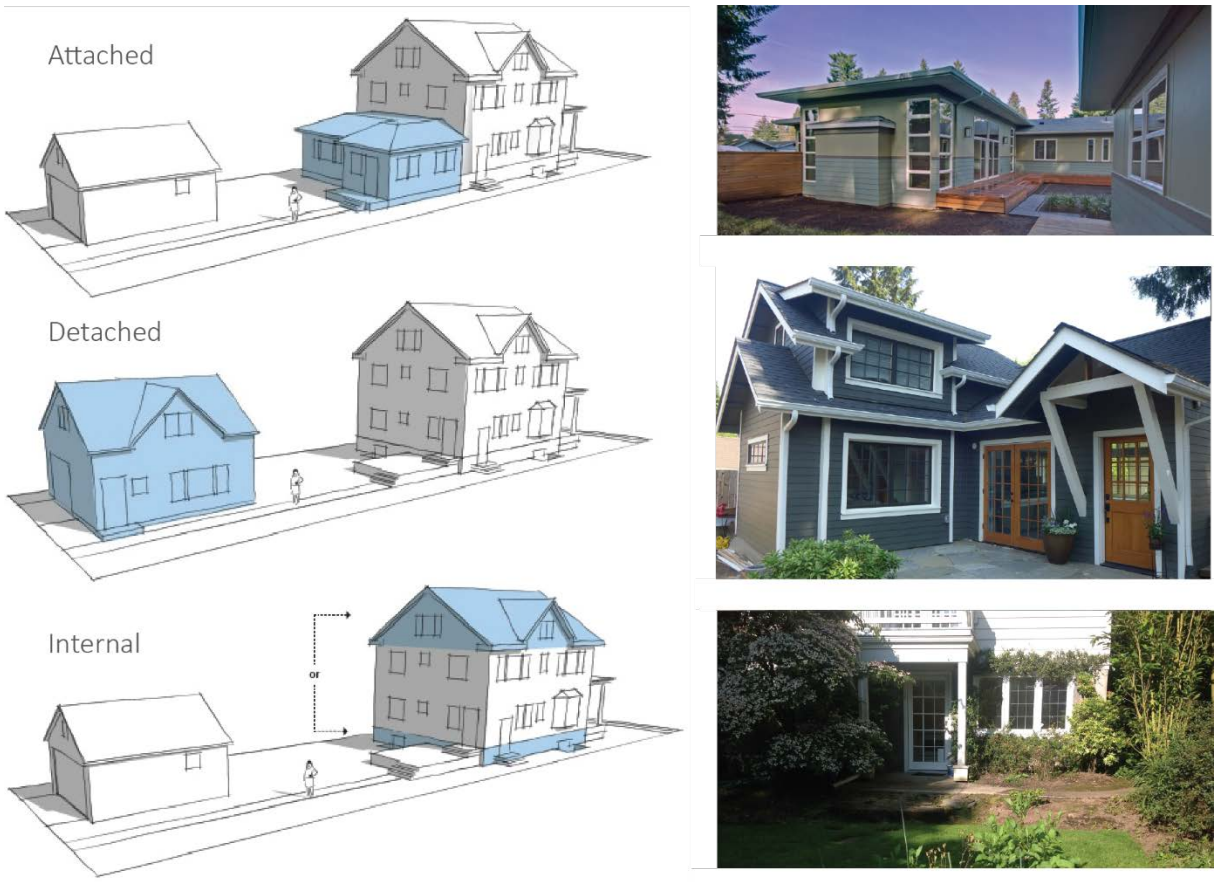


Image Credits: City of Minneapolis, AccessoryDwellings.org

6. Inclusionary Zoning

After being prohibited in Oregon since 1999, legislation allowing jurisdictions to adopt inclusionary zoning was passed in the Oregon Legislature in 2016. However, this legislation came with a number or limitations that are being regarded by affordable housing providers and advocates as challenging to implement this strategy in most small- and medium-sized jurisdictions in the state. The requirements only may be applied to multifamily housing development of 20 units or more. In addition, jurisdictions must provide "finance-based incentives" (e.g., property tax exemptions, fee waivers, development bonuses) to offset the cost of providing affordable units, but in an undetermined amount. They also must provide developers with the option to pay a "fee in lieu" instead of providing affordable units. Cities may also establish a local excise task to help fund inclusionary housing program.

These provisions are expected to limit the applicability and extent of the application of inclusionary housing programs and result in administrative and financial hurdles to implementation, particularly for smaller communities. Relatively few communities are expected to have the financial and

administrative resources to establish inclusionary zoning programs. That said, Sisters may wish to explore the relative costs and benefits of establishing inclusionary zoning requirements. In addition, the City could explore implementation of inclusionary housing on a voluntary basis either as part of a negotiated process through annexation of land into the City or through use of incentives such as those described earlier in this report. The cities of Bend and Hillsboro have used these types of processes with specific annexation areas and developments in the past. This voluntary approach to inclusionary zoning may avoid some of the pitfalls of the mandated approach allowed by the recent state legislation.

The following actions are recommended to assess the feasibility of a mandatory approach to inclusionary zoning:

- Identify the approximate benefits of establishing a set of inclusionary zoning provisions based on the expected number of developments that would be subject to the standards and the approximate number of resulting new units.
- Estimate potential excise fee revenues that could be applied to covering the cost of implementing inclusionary zoning standards.
- Estimate the cost of establishing and administering the non-code-based elements of an inclusionary zoning program, including a fee-in-lieu program and other finance-based incentives.
- Determine if the expected benefits outweigh the costs of establishing an inclusionary zoning program.
- If the costs outweigh the benefits and the City decides to move forward with the program, establish needed code requirements and other administrative and financial procedures and protocols needed for implementation.

The following steps could be undertaken to explore a voluntary approach to inclusionary zoning.

- Identify programmatic opportunities for implementation (e.g., annexation agreements, incentives such as building height or density bonuses or parking reductions).
- Determine appropriate ratios or requirements for the number or percentage of affordable units to be incorporated in applicable developments.
- Develop sample annexation agreement language and/or other implementing procedures.
- Undergo initial implementation through one or more test cases.
- If test cases are successful, implement more broadly.

7. Short-Term Rental Regulation

Short-term rental housing can have an impact on the supply and cost of long-term rental housing if it becomes a significant portion of the rental market. The City of Sisters already monitors and regulates short-term rental housing, including administering a licensing program and limits on their number

through Chapter 2.15.2700 and other related requirement of Section 5.50 of the City's Development Code.

Incentives

8. Incentive Zoning

Some development regulations can present obstacles or add costs to housing developments. In addition to or in lieu of financial incentives, the City can offer concessions on regulatory standards that provide meaningful economic value. The concessions should be offered in exchange for the development dedicating a minimum proportion of the units to be regulated as affordable to people with lower or moderate-income. The incentives typically include relief from certain development standards such as parking, setbacks, or density. Examples include the following:

- **Parking reductions**. In general, research shows that households with lower incomes tend to have lower car ownerships and driving rates, particularly when residents have ready access to shopping and other opportunities and services. A number of jurisdictions in Oregon provide reductions in off-street parking requirements for developments that are affordable to households with low or moderate incomes. Typically, developments must commit to providing affordable units over a significant length of time (20-60 years).
- **Height or density bonuses**. Some cities allow higher density or greater height in exchange for a commitment to provide housing units that are affordable to households with low or moderate incomes. Height bonuses are typically in terms of number of stories (e.g., one story in an area with an existing height limit of 35 or 45 feet). Density bonuses are typically stated in terms of a percentage of units (e.g., 10-20% is a common threshold). The amount of the bonus can be tied to the affordability levels provided and/or to the number of affordable units. Additionally, setback and bulk standards may be allowed to vary to a accommodate the added density or to reduce development costs.

9. Reduce Barriers to Development of Affordable Housing

Some regulations may constrain housing development to a degree that the corresponding public benefits of the regulation do not outweigh the effect on housing development. These regulations may include off-street parking requirements, architectural design standards, landscaping standards, or other development standards such as setbacks and height requirements. Following are preliminary ideas related to this strategy:

- **Parking**. In general, the city's off-street parking requirements appear to be reasonable for a smaller city in Oregon. As noted above, reduced parking requirements could be considered for qualifying affordable housing developments.

- **Setbacks**. The City allow for zero lot line developments and side and rear yard setbacks are generally reasonable although rear yard setbacks could be relaxed for single-family attached housing, particular if such developments were alley-loaded.
- **Building heights**. The City could consider allowing for higher building heights for mixed use development (housing over commercial uses) in portions of the Downtown Commercial District to the extent it doesn't conflict with other design objectives in this area.

10. System Development Charge (SDC) Deferral

System Development Charge (SDC) deferrals can be used to reduce the cost of development. Many SDC methodologies are intended to be commensurable with the cost or impact to the system. Some missing middle housing types, such as ADUs (often associated with affordable units), do not fit within the levels within SDC methodologies because the impact of these types of housing on the need for water, sewer or transportation facilities is not equivalent to that of other housing units, given the reduced average size and occupancy of smaller units. Therefore, any reduction that can be justified based on reduced demand or impact (e.g. smaller units, multifamily vs. single-family, housing types that tend to generate less traffic, etc.) is justifiable for reducing or potentially waiving SDCs for these housing types. This type of reduction is generally identified in the SDC methodology and rate setting.

Policy-based reductions, waivers, deferrals, or exemptions that do not have a basis in reduced impacts or costs are not explicitly addressed in Oregon's SDC laws, and local jurisdictions have taken a range of approaches to navigating this ambiguity. Recent state legislation enabling inclusionary zoning (Senate Bill 1533) identifies SDC and permit fee reductions or waivers as incentives that may be offered to development impacted by an inclusionary zoning requirement. This legislation also has been interpreted by some communities as authorizing SDC reductions or exemptions for affordable multifamily development. Several cities in Oregon choose to exempt certain classes of development (including regulated affordable housing) from SDC requirements. Funding strategies such as a Construction Excise Tax can be used to cover the cost of SDC reductions or exemptions. SDC options for Sisters to consider include:

- Reducing required SDCs for Exempting qualifying affordable housing developments based on a commitment to long-term affordability of the units.
- Deferring payment of all or a portion of SDCs for affordable housing developments for a specified period of time.
- Updating the City's SDC methodology so that it better reflects the impacts of smaller housing units on system impacts, and reducing SDCs for those units accordingly.

The City Charter currently allows for use of this strategy in exchange for a 50-year affordability period. The City's Affordable Housing Assistance Grant policy helps implement this program (ORD 495). The Skyview project noted in section 14 is a local example of this strategy.

11. Expedited Development Review

Jurisdictions can search for ways to reduce time and costs of the review and permitting process to developers building desired housing types. This incentive can be accomplished by reducing review times, consolidating steps in the process, and reducing or simplifying submittal requirements. In few industries is the old adage that "time is money" more true than in the development industry. The developer is often tying up capital and/or paying interest on loans during the pre-development process. Any reduction in process time translates into reduced costs and greater certainty to the developer and their partners.

Streamlining the process can also involve an internal audit of the process to ensure it is efficient for both staff and applicants. This might involve making all permits available in one location with one main contact, providing clear and accessible information on requirements, and also allowing enough flexibility to consider innovative or new forms of development. Streamlining the review and permitting process is usually administratively feasible, though the greatest obstacle is often staff resources to expedite some projects when staff is already busy and/or limited in size. While City review processes could be streamlined, other regulatory review processes also impact the length of the permitting process. For example, state permitting of wetland fill or removal would also need to be streamlined to have a meaningful impact on permit review processes where wetlands are potentially impacted.

Recent statewide legislation also requires that cities with a population over 5,000, and counties with a population over 25,000 allow for 100-day review and decision on qualified affordable housing applications.

City staff indicate that they review plans as quickly as possible, consistent with state guidelines on how quickly and certain type of land use application can take to be reviewed. Unfortunately, lengthy appeal processes can result in project subsequent delays. Deschutes County administers the building code on behalf of the City and they also review plan as quickly as possible. Implementation of this strategy for building permits would need to be implemented by the County.

12. Tax Exemptions and Abatements

Tax abatements are reductions in property taxes for affordable housing. Abatements may be provided to non-profit corporations or to private developers in exchange for developing affordable housing. Property tax exemptions/freezes can also be applied to housing in distressed areas, or for rehabilitated housing. Common tax abatement programs include vertical housing programs that provide property tax exemptions for development that reaches a certain height, and multifamily housing tax exemptions.

The City of Beaverton has an Affordable Housing Tax Exemption Program designed to promote construction of affordable rental housing for low-income households (focusing on 60 percent area median income and below). The program allows an exemption of up to 100 percent of property

taxes. The City of Newberg has a Multiple Unit Housing Property Tax Exemption (MUPTE) that aims to encourage private development of multi-unit housing in transit-oriented areas by providing a ten-year property tax exemption on the residential portion of improvements. Newberg also has a property tax exemption of properties owned by low-income persons or held for the purposes of developing low-income housing.

Even smaller cities, such as Yachats, have applied tax exemption programs to qualifying low-income housing projects.

Funding Sources and Uses

13. Construction Excise Tax

A construction excise tax (CET) is a tax on construction projects that can be used to fund affordable housing. According to state statutes, the tax may be imposed on improvements to real property that result in a new structure or additional square footage in an existing structure. Cities and counties may levy a CET on residential construction for up to 1% of the permit value; or on commercial and industrial construction, with no cap on the rate of the CET.

The allowed uses for CET funding are defined by the state statutes. The City may retain 4% of funds to cover administrative costs. The funds remaining must be allocated as follows, if the City uses a residential CET:

- 50% must be used for developer incentives (e.g. fee and SDC waivers, tax abatements, etc.)
- 35% may be used flexibly for affordable housing programs, as defined by the jurisdiction.
- 15% flows to Oregon Housing and Community Services (OHCS) for homeowner programs.

If the City implements a CET on commercial or industrial uses, 50% of the funds must be used for allowed developer incentives and the remaining 50% are unrestricted.

To date, eight jurisdictions (Portland, Corvallis, Cannon Beach, Hood River County, Hood River City, and Newport) have passed local CETs under the new state statutes, and many others are considering adopting the tool.

The primary advantage of a CET is that it would provide a source of funding for other programs or measures aimed at helping subsidize the cost of affordable housing in Sisters, either through city-led programs or those implemented by private or non-profit partners. SCD exemptions or reductions are a prime example. In addition, once a CET is established, it would be straightforward to administer through the development permitting process. On the downside, CET increases development costs and can increase the costs of housing more generally. However, by structuring the policy with offsetting incentives or tools to reduce development barriers, the City could potentially limit the impact on feasibility for certain projects.

Establishing a construction excise tax would necessitate that Sisters City Council pass a new City ordinance. The City should work closely with the development and housing community in developing the fee structure. Implementing programs would need to be developed, and possibly coordinated

with housing partners. The City's Affordable Housing Grant Policy, adopted by Ordinance 495, could serve as a template for these programs.

14. Land Acquisition and Banking

Land acquisition is a tool to secure sites for affordable housing. Public agencies can identify locations where prices are going up and acquire land before the market becomes too competitive, with the intention to use the land for affordable housing. The ability to identify promising sites within these locations and act quickly and efficiently in acquiring them can tip the scales to make an affordable housing development financially feasible.

Land banking is the acquisition and holding of properties for extended periods without immediate plans for development, but with the intent that properties eventually be developed for affordable housing. Land banks are often are quasi-governmental entities created by municipalities to effectively manage and repurpose an inventory of underused, abandoned, or foreclosed property. Public agencies or larger nonprofits may be better equipped than small community development corporations to do both land acquisition and banking.

This strategy may be a challenge for implementation in Sisters. Key challenges for land acquisition include reliably identifying future areas of gentrification before prices go up, developing the resources necessary to purchase the land, creating mechanisms for easy land transfer and removing the liability associated with holding land. Land banking requires significant up-front investment to acquire land, which typically requires grants, and funding partnerships—with non-profits, public entities, and private financing—to reach necessary funding levels. In addition, while this technique can help address the long-term need for affordable housing, it will not address the current need in the short-term.

A more feasible way to implement this strategy in Sisters would be to assess the potential for any existing city-owned properties to be used for affordable housing development in the future and then seek non-profit or other affordable housing developers to lead the actual development efforts. In exchange for donating or selling city-owned land at a nominal price, the City would require a commitment to long-term affordability of any housing units developed. Other options for Sisters to consider could include:

- Inventory current land holdings and that of other public entities to see if there were any surplus lands that could be acquired for affordable housing.
- Help finance the purchase of property for affordable housing, perhaps setting up a low-interest loan fund that could be accessed by affordable housing builders.

15. Community Land Trust

Community Land Trusts (CLT) is a model wherein a community organization owns land and provides long-term ground leases to low-income households to purchase the homes on the land, agreeing to purchase prices, resale prices, equity capture, and other terms. This model allows low-income households to become homeowners and capture some equity as the home appreciates, but ensures

that the home remains affordable for future homebuyers. CLTs may also lease land to affordable housing developers for the development of rental housing or may develop and manage rental housing themselves. Land trusts are typically run as non-profits, with support from the public sector and philanthropy, and could be linked to a land bank. Land trusts can be focused on homeownership or rental units.

The Clear Pine / Habitat for Humanity partnership is a good example of this strategy. In this case, the developer was able to build their affordable housing needs by working with a non-profit organization and using state funding. Another example is the Skyview project developed by Housing Works which resulted in seven affordable detached single-family units using a land trust model. This project also received SDC waivers from the City.

The City's primary role in the CLT model would be to continue to support organizations like Habitat for Humanity or similar organizations, either through financial contributions or through assistance in finding or acquiring properties for development.

16. Public-Private Partnership (PPPs)

The City can implement arrangements between public and private entities to create more and/or affordable housing. These PPPs can promote a variety of affordable housing programs or projects and include partnerships from multiple public, private, and non-profit or other affordable housing organizations such as NeighborImpact or Housing Works. These efforts typically involve utilization of a variety of other housing measures or strategies, including those described in this report. The Skyview project mentioned in the previous section is an example of this strategy. Examples of these types of efforts implemented in other Oregon communities include the following:

- **The Fields Apartments, Tigard, OR.** A recent example of an innovative PPP in Tigard is The Fields mixed-use development, which is planned to include 260 housing units affordable to residents earning 60% AMI or below, including 26 units serving extremely low-income families at or below 30% AMI. The site will also include office development. To help facilitate the project, the City of Tigard worked with the property owner to pursue a grant from the Economic Development Administration that paid for infrastructure improvements to unlock the economic development potential of the site. The City also worked with the property owner to rezone the site, which allowed the apartments to be developed. As mentioned below, the Fields project received a LIFT award to assist with project financing, and the Washington County Housing Authority also contributed financing.

- **Our Coastal Village (Fisterra Gardens), Yachats, OR**. This project included use of several city, county and state programs. This included direct funding from Lincoln County to match other state, federal, and private funding sources bringing this project to fruition; tax abatement by Lincoln County; deferral of SDCs by the City of Yachats, and updates to the City's development code allowing flexible development standards for townhomes.

- **Local Innovation and Fast Track Housing Program (LIFT), State of Oregon.** LIFT is a state-administered program that was approved through legislation in 2016 and provides funding for new affordable housing across the state, including for projects by private developers. The program was developed with the goal of quickly providing affordable housing units to low-income families and has funded numerous projects since its inception, including the Fields Apartments in Tigard (provided $9.8 million) described above and Cornerstone Apartments in Salem (provided $4.9 million).

In addition to working with non-profit or other affordable housing developers to produce housing that meets the needs or low and moderate-income households in Sisters, the City also can work with market rate developers to generally support residential development. Private market developers appreciate clarity and certainty in the design and permitting process. Certainty helps the developer save time, make decisions to proceed, and avoid costly surprises further along in the process. In some cases, a developer will prefer the certainty of a clear process even if it has greater requirements and fees, over a complex and unclear process with nominally lower requirements and fees. This means that City development code, review processes, permitting process, fees etc. should be as easy to understand and navigate for the developer as possible.

The City can do this in multiple ways:

- Ensure that primary documents such as the Development Code and design standards are easy to use for a person moderately informed in the design or development process;
- Provide knowledgeable staff to answer questions regarding the entire process from planning to permitting;
- Create additional materials such as one-page handouts that summarize relevant code and process information, even if it is already available in longer documents
- Provide information about code provisions and other strategies described elsewhere in this report that can serve as incentives to develop housing in places with good access to transportation, services and facilities;
- Assign a single contact person to facilitate the development process for key projects, such as a large-scale development, prominent site location, or catalyst project; and
- Provide as much of this information in advance as possible. Try to provide estimates of time, requirements and fees to the extent practicable, while emphasizing that these are all preliminary estimates that may change. Avoid processes which require developers to commit extensive time and money before key requirements or public processes become apparent.

17. Financial Assistance Programs

A range of tools that can be used to maintain housing affordability or to help keep residents in their homes. Possible tools include rent assistance, loans for homeowners, or assistance to low-cost apartment owners for repairs and upgrades. Often these programs are funded by federal and state

housing programs such as the Community Development Block Grant program administered by county housing authorities in partnership with non-profit organizations and local jurisdictions. For example, Habitat for Humanity has a repair program for homeowners in Sisters who earn 60% or less of Area Median Income (AMI) and NeighborImpact provides rental assistance to local residents who qualify for the program. In addition, NeighborImpact is applying for CDBG funding for these types of programs and the city's Affordable Housing Assistance Grant (ORD 495) is an available tool.

The City of Sisters can continue to work with these and other organizations to implement and publicize these types of programs. The City also could consider implementation of financial assistance programs related to utility payments or other city fees and services. For example, the City of Milwaukie, OR provides for reduced municipal utility bill payments for qualified low-income households.

18. Tenant Protection Programs and Policies

Tenant protections include local regulations and enforcement programs that provide protections for tenants of existing affordable housing and low-cost market rate (LCMR) housing against evictions, excessive rent increases, discrimination, and health and safety violations. Tenant protections can also provide various types of assistance to renters. The purpose of these protections is help tenants of affordable units to access and retain their housing, particularly for very low-income and other vulnerable community members. Tenant protections can be implemented through policies and/or programs. The Oregon State Legislature is currently in the process of reviewing Senate Bill 608, which would regulate some tenant protection policies statewide. With the exception of rent regulation, local jurisdictions have the ability create tenant protection regulations that go beyond state requirements as long as they do not conflict with them. Homeowner protection programs could include education as well as financial and technical assistance to stabilize and combat predation of low- and moderate-income homeowners. Rent stabilization legislation was adopted by the State of Oregon during the 2019 legislative session and the state will essentially administer associated programs. The remainder of this section focuses on other types of tenant protection programs.

Notification for No-Cause Evictions. Under the provisions of ORS 90.427, landlords are required to give 30- or 60-day notification of no-cause evictions. Previously, some jurisdictions, including Portland and Milwaukie, increased the no-cause eviction notice to 90-day. However, Senate Bill 608, mandates a 90-day notice for no-cause eviction statewide. Senate Bill 608 was passed on February 28, 2019 and is effective immediately.

Renter Relocation Assistance. These programs require landlords to pay a set amount to assist tenants when lease conditions change—such as no-cause eviction, substantial rent increase, or not receiving the option to renew a lease. Relocation assistance programs have been implemented by the cities of Portland, OR and Vancouver, BC during the last several years. Recent state legislation also addresses these programs.

Rental Registration. These programs allow jurisdictions to keep an accurate inventory of residential rentals. A well-maintained inventory can help improve notification of changes to local landlord-

tenant laws. Also, the program helps monitor and protect tenants while requiring more responsibility and accountability from landlords.

Rental Inspection Program. Rental inspection programs monitor rentals to protect tenants and require more accountability from landlords. Inspection programs can be combined with a registration program or stand-alone. Also, the types of housing or dwellings that a required to register for the program can vary to all housing, affordable housing, multi-family housing, or other criteria. Several Oregon jurisdictions have rental inspection programs, including the cities of Gresham and Salem.

Several of these programs require relatively significant administrative time and resources and may not be appropriate for the City as this time but could be considered for implementation in the future. In addition, the City could consider the following approaches to assisting tenants in Sisters:

- The City has a Dangerous Building Code in place; see Municipal Code Section 8.15.200. The Housing Policy Board should review this code and provide recommendations for its future implementation and potential enhancement.
- The City should ensure that any affordable housing built in the future have a local preference rule, ensuring that the units are offered first to folks who live or work in Sisters. Such provisions would need to comply with In accordance the Federal Fair Housing Act and associated rules and regulations.

Exhibit B

COMPREHENSIVE PLAN TEXT AMENDMENTS

[attached]

GOAL 1: CITIZEN INVOLVEMENT

STATEWIDE PLANNING GOAL 1 CITIZEN INVOLVEMENT: *To develop a citizen involvement program that insures the opportunity for citizens to be involved in all phases of the planning process.*

BACKGROUND

The Importance of Citizen Involvement
Localities in Oregon are required to provide a variety of meaningful opportunities and options for active participation by residents, business owners, private organizations and partnering agencies in the preparation of—or amendments to—a community's comprehensive plan.

Citizen involvement is:
• Required by State law;
• A means to assure planning efforts are worthwhile and meaningful endeavors; and
• Key to informing local leaders who make critical decisions (e.g., long-range planning, infrastructure investments, etc.) affecting the community's livability and economic vitality.

Robust public input supports effective and efficient governance by revealing public opposition for initiatives that local leaders might otherwise assume are desired or unopposed. Not only must a community's leaders provide the public with a chance to view and respond to planning documents and studies, they ALSO must proactively seek citizen involvement. Likewise, long-range/comprehensive planning documents often are used to inform investments in infrastructure and to guide decisions like financing debt or undertaking major policy initiatives. Governmental activities could create economic implications or impact payrolls and taxes—tools sometimes used to achieve the goals and objectives of a community. Therefore, "citizen involvement" also must extend to community businesses and industries. Channels and methods for involving residents often also can be effectively used to reach businesses and industries, as well as governmental, public utility, and transportation providers.

An Overview of Local Citizen Involvement and Vision Work

Local business-owners and residents living both inside and outside the City's urban growth boundary (city limits) share a strong sense of ownership of Sisters. The City and rural community—known collectively as "Sisters Country"—is home to native-born residents, long-time residents and relative newcomers. Historically, this diversity has engendered robust community interest and involvement in land-use decisions and proposed municipal investments. The most recent community visioning process has underscored the need and benefits of strong community outreach throughout Sisters Country.

The City formally adopted "Community Vision" action plans in 1999, 2007 and 2019. The 1999 and 2007 plans were relatively successful in informing important policy decisions. The most recent community-wide visioning campaign began in Winter 2017-2018. Over the course of a year, the 2019 Sisters Country Community Vision (SCCV) project received approximately 2,000 inputs from various sources to inform development of an Action Plan. This collaborative, multi-jurisdictional effort was spearheaded by The City of Sisters, Deschutes County, and the Central Oregon Intergovernmental Council (COIC) with support and assistance from several partners, including Economic Development for Central Oregon (EDCO), Oregon's Kitchen Table, local non-profits like Citizens4Community and Age Friendly Sisters Country and many area residents and business owners.

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The 2019 SCCV Action Plan (available at https://sistersvision.org) provides a list of tasks to be undertaken by governmental agencies, taxing districts and private organizations to improve the connectivity, livability, prosperity and resilience of Sisters Country. A Vision Implementation Team (VIT) will help ensure execution of the Action Plan; and the plan requires broad citizen involvement over several years. To increase public participation and foster implementation of the community's Vision, the 2019 Sisters Country Community Vision and Action Plan is hereby adopted by reference into the Comprehensive Plan.

Expanding Outreach and Awareness Efforts

Development of the 2019 Vision and Action Plan involved several different channels and tools for citizen outreach. Methods included information kiosks, email blasts, small-format local meetings, community-wide forums, volunteer workshops, online surveys, and 80-plus direct interviews with local residents. During this period surrounding the Visioning work, the City also made other notable efforts to boost citizen involvement and build more public awareness of City activities and proposed actions. Those accomplishments include modernizing the City website and expanding public access to electronic notices and public meeting agendas.

The City also subscribed to a code publisher to maintain its municipal and development codes by an efficient, independent server; and it partnered with the State to implement ACCELA—an online land use and building permit processing platform which facilitates access to key information and improves responsiveness to citizen requests.

City staff, the City Council and its appointed bodies continue to search for new opportunities to improve citizen involvement and gather public feedback. The City continually seeks to increase involvement by youth and encourages public participation and inclusion from diverse populations that do not ordinarily participate in the public discourse.

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CITY OF SISTERS PUBLIC INVOLVEMENT GOAL: *The City endeavors to offer a wide variety of traditional and contemporary tools and opportunities that enable inclusion of a diverse population of residents, business owners, private organizations and partner agencies located inside and outside City limits to participate in all land use processes.*

OBJECTIVES AND POLICIES

OBJECTIVE 1.1: To maintain an effective Citizen Involvement Program and recognize an official body—a Committee for Citizen Involvement (CCI)—to be responsible for overseeing and regularly reviewing the effectiveness of the program in order to grow public awareness and participation.

POLICIES:

1.1.1 The Citizen Involvement Program will be directed by the City's Planning Commission, sitting as the Committee for Citizen Involvement. The Planning Commission shall seek multiple methods to support and cultivate additional, new and ever-expanding citizen involvement opportunities including working directly with private organizations to amplify opportunities for involvement.

1.1.2 The Planning Commission shall annually evaluate the City's public involvement tools and processes and report its findings in writing to the City Council along with recommendations as appropriate for improving the program.

1.1.3 The level of funding and human resources allocated to the Citizen Involvement Program should be an amount that will make citizen involvement and outreach an integral part of the planning process.

1.1.4 The Vision Implementation Team of the Sisters Country Community Vision shall regularly report progress of Action Plan implementation progress including documentation of its citizen outreach efforts.

OBJECTIVE 1.2: To recognize the need to use a variety of traditional and contemporary communication tools and channels in the Citizen Involvement Program—communication methods that will reach diverse audiences and drive greater awareness and participation in all phases of the planning process.

POLICIES:

1.2.1 Information about the City's planning activities and notices of upcoming meetings shall be maintained on the City's website and distributed via a variety of outlets and methods, including non-traditional methods that might be more successful at reaching underrepresented or less frequently involved members of the public (in accordance with Connected Strategy 4 of the 2019 SCCV Action Plan).

1.2.2 The Planning Commission and other City officials shall actively seek opportunities to personally present planning process or specific project information to community organizations, especially opportunities that will reach historically lesser-involved residents.

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1.2.3 Citizen assistance in the preparation of each phase of the planning process shall be actively encouraged; and strategies to reach underrepresented or marginally-involved populations shall be implemented.

1.2.4 Planning Commission members and other City officials shall reach out to and encourage qualified individuals from historically lesser-involved populations to apply for vacancies on the City's advisory bodies, not only to foster vibrant and diverse perspectives within these bodies but also to encourage bridge-building to other voices in those populations.

OBJECTIVE 1.3: To present technical information that serves as the foundation of the plan in an understandable form.

POLICIES:

1.3.1 Information necessary to reach policy decisions shall be available in a simplified and understandable form at City Hall, on the City's website and via other resources as appropriate.

1.3.2 Upon written request, assistance in interpreting and using technical information shall be provided in a timely manner.

1.3.3 Recommendations resulting from the Citizen Involvement Program shall be retained and made available for public assessment.

1.3.4 Citizens who have participated in this program shall receive a response from policy-makers. The rationale used to reach land-use policy decisions shall be available in the form of a written record.

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GOAL 10: HOUSING

STATEWIDE PLANNING GOAL 10 - HOUSING: *To provide for the housing needs of citizens of the state***.**

BACKGROUND DATA

Urban Growth Boundary (UGB) and Residential Inventory Summary

As of June 2019, City of Sisters contains approximately 400 total (gross) acres of lands zoned for residential use inside the UGB and approximately 91 (gross) acres of that residential lands remain vacant and suitable for development. A recently approved master plan and subdivision for McKenzie Meadow Village entitled approximately 24 gross acres of Multifamily Residential - zoned land for development of nearly 200 residential units. Other subdivisions are being developed at a steady pace and are anticipated to be built out within the 20-year planning period.

The recently completed 2019 Housing Needs Analysis (HNA) provides detailed information regarding the City's housing stock including ownership tenure and typology as well as detailed demographic information. A Housing Strategies Report (HSR) was completed at the same time and included an audit of existing housing-related polices and recommendations for the City to consider in order to improve its housing stock. The 2019 HNA and HSR are incorporated into the Comprehensive Plan by reference.

The 2019 HNA's major findings are:

- Sisters has experienced strong growth, with the population growing roughly 185% since 2000, an increase of nearly 1,800 people. Deschutes County and the state experienced population growth of 59% and 21% respectively.
- As of June 25, 2019, the City added over 350 new dwelling units since 2010 within the UGB. At the same time, the City has added an estimated 282 households, meaning the production of new housing outpaced the growth in resident households. Second homes and other vacation properties make up for much of this difference and contribute to an overall estimated vacancy rate of 22%
- Portland State University Population Research Center estimates a future growth rate of 2.6% per year, which means continued strong growth. This would add nearly 2,000 people and over 800 households over 20 years. The HNA estimates that 1,050 units at all income levels will be needed, with significant percentages needed for lower income households. There will also be a continued demand for houses at the median and upper-income ranges.
- There are projected future demands for a wide range of housing going forward to serve these households, with an estimated 60% being for owner households (including second homes), and 40% for renter households.

Future Needs for Residential Land and Housing Types

The 2019 HNA provides a reconciliation of land supply and needs over a 20-year period and estimates that the City will need 1,057 dwelling units to accommodate the increased population. The 2019 HNA further determines that the City's existing vacant land can accommodate 835 dwelling units, leaving a deficit of 222 units on an equivalent 67 gross acres. Since the publication of the 2019 HNA, as of October 1, 2019 over 50 additional residential units have been authorized by the City and by the time this revised chapter is adopted relatively significant numbers of additional units will be authorized and under construction.

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The 2019 HNA and stakeholders with a vested interest in improving the City's housing stock have indicated the following generalized needs:

- *Wider variety of workforce housing types suitable for traded sector, service, retail and public agency employees*
- *Subsidized and/or programmed affordable housing managed by community partners such as Habitat for Humanity and Housing Works*
- *Housing types suitable for aging populations*
- *Group quarters such as assisted living facilities for lower income residents*
- *Strictly managed and appropriately sited seasonal emergency shelters*
- *2019 Regional Housing Needs Analysis led by Central Oregon Intergovernmental Council and the 2019 State Housing Plan echoes many of the same needs stated in the City's 2019 HNA*

Findings from 2019 Housing Strategies Report (HSR) and community input

The 2019 HSR accompanied the 2019 HNA and included the following recommendations for the City to take to improve its housing stock supply:

- Update the City's Comprehensive Plan's Policies related to housing to include contemporary narratives and data related to existing housing conditions and projections of needs for the future.
- Findings indicate a deficiency in the supply of land needed to meet housing needs over the next 20 years. Potential strategies to address that gap include the following:
    - Adopt supporting policies and subsequent Development Code text amendments to enhance efficiency measures inside the UGB such as increasing the range or densities of allowed housing types, reducing barriers to the development of housing, or establishing or increasing minimum densities.
    - Rezoning land from one designation to another.
    - Amending the City's UGB. However, prior to or coincident with amending the UGB, the other types of strategies noted above must be considered in concert with the protection of the existing character of neighborhoods.
- Other strategies described in the HSR include additional approaches that the City can undertake to provide opportunities for, support, or encourage the development of specific types and price ranges of needed housing. These types of strategies include but are not limited to:
    - Development Code – related incentives or requirements for specific types of development such as density and height bonuses and inclusionary zoning.
    - Fee reductions, including system development charge deferrals or exemptions, tax abatements or exemptions, or other reductions.
    - Funding measures that support low and moderate-income housing programs or incentives.
    - Partnerships with other agencies or organizations to develop or maintain housing affordable to people with low and moderate incomes.

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CITY OF SISTERS HOUSING GOAL:

The City endeavors to enable construction of a wide range of quality housing for all ages and income levels. Housing will be compatible on a neighborhood scale and meet the demands of current and future residents, as well as the region's private and public sector employers.

OBJECTIVES AND POLICIES

OBJECTIVE 10.1: To accommodate for additional residential growth within the existing UGB as appropriate and necessary.

POLICIES:

10.1.1 Ensure adequate acreage of vacant land is zoned to meet residential land needs as defined in the 2019 HNA and other supporting data when made available.

10.1.2 Maintain reasonable, specific and enforceable design standards for single-family housing, manufactured homes, and multifamily housing.

10.1.3 Provide sufficient opportunities through Development Code requirements within the UGB for efficient development of residential land in harmony with existing neighborhoods.

10.1.4 Amend Development Code regulations to support streamlining the ability of housing developers to modify approved land use entitlements in response to changing market conditions and other circumstances.

10.1.5 Monitor residential land development to ensure that there is sufficient residential land to accommodate the long-term forecast for population growth and keep City leadership and community stakeholders informed of changing conditions.

10.1.6 Update the 2010 City Housing Plan upon completion of amending the Comprehensive Plan for Goal 10 Housing.

OBJECTIVE 10.2: To provide various opportunities for needed permanent housing types including: attached and detached single-family housing, and various types of multifamily and manufactured housing for both owner and renter occupancies, and government assisted housing.

POLICIES:

10.2.1 Provide flexibility through Development Code requirements of innovative housing types to meet medium and high-density housing as described in the HNA.

10.2.2 Accommodate the housing needs of aging populations and assisted living facilities in locations within walking distance of business and commercial areas and other services.

10.2.3 Support construction of smaller dwelling units that incorporate alternative building materials and methods that follow approved State Building Code requirements.

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10.2.4 Evaluate Development Code requirements covering residential/commercial mixed-use requirements in the Downtown and Highway Commercial Districts regularly, to keep pace with emerging market trends.

OBJECTIVE 10.3: Evaluate Development Code requirements supportive of low and moderate-income housing, transitional housing and emergency shelters through Development Code requirements, land use policies and other incentive programs.

POLICIES:

10.3.1 Coordinate with Habitat for Humanity, Housing Works, and other providers of affordable housing to identify sites, projects and partners to develop housing units for low- and moderate-income households; evaluate and amend Development code requirements as appropriate

10.3.2 Evaluate policy and program options to enhance funding streams that would offer subsidies to offset development costs of affordable housing projects.

10.3.3 Monitor and evaluate efficacy of the existing Affordable Housing Grant Program and support changes to the program as conditions warrant.

10.3.4 Coordinate with emergency shelter providers, public safety providers and the County Health Department to adopt appropriate policies that are supportive of emergency shelters and transitional housing and are sensitive to the concerns of the surrounding community.

OBJECTIVE 10.4: Amend Development Code requirements for residentially-designated parcels brought into the UGB, to have clear and reasonable standards to ensure adequacy of public facilities and a mix of market rate and affordable housing units.

POLICIES:

10.4.1 Ensure Development Code requirements contain clear and objective standards to require that when land is brought into the UGB, a concept plan is provided to illustrate housing unit typology and distribution for the subject area, prior to annexation.

10.4.2 Coordinate capital improvements planning with concept and master planning of parcels brought into the UGB to ensure that land is ready for efficient residential development.

10.4.3 Require that lands intended for residential development that are annexed into the city limits, will have a residential - designated zone applied concurrent with annexation.

10.4.4 Ensure Development Code requirements contain clear and objective standards for development of Affordable Housing when land is annexed into the City or when land is rezoned from a non-residential district to a residential district.

10.4.5 Ensure that the Development Code requires that newly annexed residential areas will be evaluated through a regulating master plan ensuring provision of adequate public facilities and take into design consideration, the uses of lands located outside the UGB.

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