

Double underline = proposed additions

~~Strikethrough~~ = proposed deletions

Goal 9: Economic Development

9.1 GOAL

“To provide adequate opportunities for a variety of economic activities vital to the health, welfare, and prosperity of the City’s citizens.”

9.2 BACKGROUND

Historic Employment and Recent Trends

Sisters originated as an overnight stop for travelers of early-day wagon roads and for shepherders in the area. From the 1920's through the early 1950's, the town was also a center for local logging and sawmills.

After the sawmills closed, the town's population decreased until recreational developers came to the area in the late 1960's and started subdividing lands for recreational homes. The area was discovered by a new generation of Oregonians and visitors, and tourism became the new economic base. Tourism has continued to be the main attraction for Sisters, but in recent years there have also been light industrial businesses that have located in town. The City of Sisters is becoming a service center for the growing year-round population.

Local Businesses and Employment by Sector

The City of Sisters issues business licenses for all businesses located in Sisters and firms or individuals doing business in the City. These licenses include brief descriptions of the types of business activities taking place. Table 9.1 below, describes recent business licenses by type and number, not including transient business licenses.

Table 9.1: Business Licenses Issued in City of Sisters, 1999-2003

Years	Number of Business Licenses Issued	Most Frequent General Business Types
1999-2000	290	Retail, Real Estate and
2000-2001	299	Construction Related
2001-2002	364	Businesses, Restaurant
2002-2003	360	

Source: City of Sisters Business Licenses, 1999-2003

As shown, the number of business licenses issued in the City since 1999 has been steadily growing. Year 2002-2003 is the current year and additional licenses are expected to be issued, slightly exceeding 364 business licenses. The column titled “Most Frequent General Business Types” refers to the type of employers, not employees, and is intended to demonstrate the most common types of businesses in Sisters. The spike in the Number of Business Licenses Issued between year 2000-2001 and 2001-2002 is likely due to a

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surge of construction activities during that time associated with completion of the sewer and adoption of a new Development Code.

Another indicator of local employment is the number of employees in Sisters and the top employers. The *Technical Report, City of Sisters Commercial and Industrial Future Land Needs Analysis*, February 2, 2003 (see Appendix B) describes existing and anticipated employment by sector in Sisters. This report is incorporated herein by reference and is adopted with the adoption of this Plan. Table 9.2 describes the differences between employment by sector in Deschutes County and Sisters. The data for the column “2002 Estimated Employment by Sector in Sisters” was obtained by analyzing business licenses and interviews with local businesses. Business licenses describe the type of business and number of employees. This information was then used to determine the businesses sector, resulting in the number of employees by sector for business located in Sisters for the year 2002.

Table 9.2: Sector Comparisons between Deschutes County and the City of Sisters

Industry	Deschutes County (1)	City of Sisters (2)	2002 Estimated Employment by Sector in Sisters (3)
Total Non-Farm Payroll Employment	100%	100%	1,633
Goods Producing (4)	19%	19%	307
Services Producing (4)	81%	81%	1,326
Manufacturing, Total	11%	12%	198
Non-Manufacturing Total	89%	88%	1,435
Construction & Mining	8%	7%	109
Transportation, Communications, Utilities	4%	1%	15
Wholesale and Retail Trade	27%	40%	656
Finance Insurance Real Estate	6%	7%	119
Services	30%	18%	298
Government	14%	15%	238
(subset) Federal	2%	4%	65
(subset) State	1%	1%	22
(subset) Local	11%	9%	151

(1) Source: Oregon Employment Department, Workforce Analysis, November 2002

(2) Source: Based on 2002 Estimated Employment by Sector in Sisters

(3) Source: City of Sisters analysis of number of employees by business type from business licenses in 2002-2003

(4) Goods producing and durable and non-durable goods include all manufacturing sector plus construction and mining portion of the non-manufacturing sector. Service producing represents all non-manufacturing minus construction and mining sectors.

Table 9.2 illustrates the similarities between the sector distribution in Deschutes County and the City of Sisters. The most notable differences between Sisters and Deschutes County is that Sisters has fewer businesses in the Service, Construction and Mining, and Transportation, Communications, Utilities sectors, and more dependence upon the

Wholesale and Retail Trade sector. Wholesale and Retail Trade is the sector that employs the most people in Sisters.

Table 9.3 shows the results of a review of 2002 City of Sisters’ business licenses and interviews with local businesses.

Table 9.3: Five Largest Employers in Sisters in 2002-2003 (by number of employees)

Employer	Number of Employees
Sisters School District	140
Multnomah Publishers, Inc.	131
U.S. Forest Service	65
Gallery Restaurant	45
Ray’s Food Place	45

Source: City of Sisters Business Licenses, 2003-2003

Anticipated Population and Employment Growth

Since the early 1990’s Central Oregon and the areas around Sisters have experienced rapid population growth. The majority of growth in the Sisters planning area has occurred in rural residential subdivisions beyond the city limits and the Urban Growth Boundary (UGB). Historically, the lack of a municipal sewer system, small lot sizes unable to support on-site sewage systems and lack of mountain view properties discouraged development within the City.

As described in the *Technical Report, City of Sisters Commercial and Industrial Future Land Needs Analysis* (LNA), February 2, 2003 (see Appendix B), the rate of population growth in the City of Sisters is expected to outpace Bend, Redmond, and the rural areas in Deschutes County. The primary factor driving this growth is the completion of a municipal sewer system (as described in Goal 11). Development of this sewerage system will continue to provide opportunities for population and economic growth in the City. As the City’s population increases, economic growth is also expected.

The LNA used a gravity model to predict economic growth. Such models assume that a city will attract employment relative to a given region based on its relative size. The analysis predicted the City will grow by an additional 1,083 non-farm jobs over the period from 2000 to 2025 in addition to the current 1,636 employees in 2000. This indicates that the City will create and provide for nearly double the number of current jobs in the City.

Assuming the same distribution of jobs between sectors in 2002, of 1,083 new jobs, 880 jobs are expected to be in Service Producing and 203 in Goods Producing sectors. Within the Service Producing category, 40% of the jobs or approximately 435 new jobs are anticipated to be in the Wholesale and Retail Trade sector. After Wholesale and Retail Trade, the Services, Government, and Construction and Mining Sectors are expected to be significant contributors to new job growth.

If the City is successful in diversifying its economic base as discussed later in the Findings portion of this chapter, then the distribution of jobs within non-manufacturing will be more evenly distributed than in 2002. In particular, the percentage of employees in the Wholesale and Retail Trade sector may decrease, and increases are sought in the Construction and Mining, Finance Insurance Real Estate, and Services sectors. The City is also undertaking efforts to maintain and increase employment in the sectors identified in the “*Sisters Strategic Action Plan for Economic Development*”, in particular, light industrial employment opportunities.

In September 2010, the Leland Consulting Group prepared a memorandum identifying potential development that could occur on the 67+ (net) acre Forest Service property – this occurred in conjunction with the development of three ‘Design Options’, [which included a variety of residential, commercial and light industrial areas.](#) ~~referred to as Design Options A, B and C (discussed at length in Chapter 14). Note: also added is “Design Option D”, the Park option, which would use between 5 and 47 acres of the same Forest Service land as a public park. Since then, the Forest Service long range plans were revised and the property north of Barclay was sold to a private developer, increasing the flexibility in design and layout of uses in this area.~~

The Leland memorandum summarized key market and demographic information to produce a Development Option Summary, which highlighted the feasibility of developing the land with varieties of mixed-use development, such as retail / commercial (12 to 15 acres), light industrial (18 to 22 acres), and some housing (10 to 14 acres).

Lands for New Employment

Through the Development Code, the City established zoning or land use districts that will accommodate a range of businesses. As discussed in detail below, the pertinent zoning districts for economic development in Sisters include the Commercial and Highway Commercial Sub-Districts, Airport District and Light Industrial District. Additional zoning districts may be adopted during the planning period to fulfill the goals and policies of the Comprehensive Plan.

Commercial Lands

The Commercial District (C District) is located along Hood, Cascade, and Main Avenues. In addition, Adams Avenue, and land to the immediate west of North Locust Street and south of Barclay Drive is zoned Commercial. The Commercial District establishes locations for the continuation and development of a center for commerce and provides for the shopping, consumer and service requirements for area residents and visitors. Retail and commercial service areas for Sisters residents and visitors are primarily concentrated within Sisters along Cascade/Highway 20, Main and Hood Streets. The community believes that enhancing the pedestrian environment in this District will establish long-term economic vitality for the downtown core. To achieve this end, public works, parks, trails, urban renewal, and roadway projects have all been planned for this area to enhance the pedestrian environment.

The Highway-Commercial Districts (HC Districts) are located at the entrances to Sisters along U.S. Highway 20 and U.S. Highway 20/ Oregon Highway 126. This District is intended to provide areas for commercial uses and services primarily oriented to automobile traffic.

An 1880's Western Architectural Design Theme applies to the Downtown Commercial District (DC District) and Highway Commercial District (HC District). This design theme creates an appealing and distinctive appearance that separates the commercial areas of Sisters from all other commercial areas in Deschutes County.

Land developed as the Conklin Guest House on Camp Polk Road has been annexed into the City Limits. The guest house property is developed as a bed and breakfast Inn. It is used as a site for local events and provides lodging for visitors to Sisters. The Inn is a landmark building at the north entrance to the City on Camp Polk Road. The Inn is located close to the Sisters Eagle Airport and adjacent to the City's light industrial zoning district. In this location, the Inn can provide lodging, restaurant and event services to serve businesses that locate in the light industrial zone, while continuing to serve tourists.

The Conklin Guest House property was included in the City's UGB for tourist commercial uses with the adoption of the 2005 Sisters Urban Area Comprehensive Plan. Initially the property was zoned Urban Area Reserve. Later in 2005, the property was annexed to the City and a commercial zoning district with special use limitations was applied to the property. In 2007, the City adopted the Sun Ranch Tourist Commercial zoning district for the property. It also added 0.8 acres of land that include the Conklin Guest House barn to the district.

The 1880's Western Architectural Design Theme provisions of the Comprehensive Plan and City's zoning ordinance shall not be applied to the Sun Ranch Tourist Commercial zoning district. The design of the Sun Ranch Tourist Commercial zoning district shall be allowed greater flexibility to match the design of the historic Conklin Guest House and existing barn to provide a first-quality lodging experience for guests. As the Sun Ranch Tourist Commercial district is located outside the downtown and highway areas of the community, this variation will not detract from the unique downtown experience offered by the City of Sisters. A 1900s Rural Farm/Ranch House design theme is required for buildings within the Sun Ranch Tourist Commercial district. This theme is consistent with the history of the property and is compatible with and provides a good transition from the 1880s Western Design Theme.

Airport Lands

At 3168', Sisters Eagle Airport is located one mile north of downtown Sisters and is located next to the North Sisters Business Park. It is categorized by the Oregon Department of Aviation as Category IV (local general aviation airport). Although Sisters Eagle Airport is privately owned, the airport is open to public use. It is also used for wildfire aircraft support. The privately owned airfield has a heliport and a runway that is 60' wide by 3,560' long.

In 2013, the City of Sisters amended the Comprehensive Plan to add an Airport land use designation and also amended the Development Code to add an Airport District. The Sisters Eagle Airport property was annexed into the City of Sisters on March 15, 2014, and designated as Airport in the Comprehensive Plan and rezoned to Airport (A) District. The property owners plan to build an expanded terminal and an array of facilities for

pilots. In addition, the Sisters Eagle Airport is a center for local businesses, and several successful traded-sector companies, including ENERGYneering, have their headquarters at the airport.

Light-Industrial Lands

The Light Industrial District (LI) is located in the northern portion of the UGB, west of Locust Street and east of Pine Street, and north of Adams Street. The District provides for business parks and a mix of industrial and commercial uses. The LI District presents industrial opportunities for non-offensive industrial activities that do not cause noise, light, water, or air pollution.

There are currently four industrial subdivisions in the City; the Sisters Industrial Park containing 28 lots, the Mountain View Industrial Park containing 17 lots, the Sun Ranch, Phase I containing 20 lots and the Three Sisters Business Park containing 8 lots. The four industrial subdivisions encompass approximately 45 acres and two expansion areas. All of these subdivisions are designated Light Industrial by this Comprehensive Plan.

The North Sisters Business Park Sub-district, adopted in 2007, is an innovative mixed-use zoning district that provides additional opportunities for employment. The North Sisters Business Park Sub-district provides for ground floor light industrial uses with the flexibility to build second story loft apartments above industrial operations, and can be applied under the Light Industrial Comprehensive Plan designation. The second story loft units may be utilized as employee or workforce housing or provide additional rental revenues to support the underlying industrial operations.

1880's Design Theme for Commercial Areas

The concept of a central architectural and sign theme based on Western and/or Frontier building styles of the 1880's has been initiated in the Commercial Districts of the City. This is presently expressed through several store fronts remodeled in this style and many new commercial developments in the downtown area.

The result of this interest and endeavor has been adoption of a community development objective to "encourage the development of a central architectural and sign theme based on Western and/or Frontier building styles of the 1880's." This particular goal originally was formed in the 1979 Plan and continues today to improve the City's image, visual appearance, a tourist oriented economy. It has also been prompted by the desire to establish city identity, interest and attraction of visitors and tourists in support of a significant community economic activity.

A legislative mandate for this architectural design and construction is in the City's Development Code. Additional encouragement and results may also be fostered through the local Chamber of Commerce by the business community and a continuing program of business community education and support.

The following information and illustrations in Appendix D of this Plan concern the architectural styles, materials, methods of construction, color and miscellaneous features of the 1880's. It is not intended as a precise interpretation of the architectural design and building philosophy in its purest form, but as a methodology of approaching an overall period expression of architectural style.

Principal features of the period's architectural style revolve around the renaissance or rebirth of the elements of classical architectural orders, expressed in period building materials and methods of construction, with the presentation of an impressive rectangular false store front. In relation to Western and/or Frontier towns, with their explosive boom and usual economic "bust", this was principally carried out in light wood frame and bearing wall masonry (brick) construction. Light wood frame construction predominates construction in the majority of Western towns in this category; however there are substantial exceptions as exemplified by Jacksonville, Oregon, Virginia City, Nevada and Granite City, Montana.

The following sections are keyed to subsequent illustrations to exemplify methodology of use of materials and construction techniques.

Materials

Structure: Light wood framing, post and beam and masonry bearing walls are typical structural systems. Light wood framing may be achieved through current construction practices utilizing Ballon Framing and/or Western or Platform Framing with light wood framing details, up to two and three stories in height. Here attention will have to be given to building code requirements for fire resistive construction and building separation. Masonry bearing wall construction, particularly I brick, provides an alternative with inherent fire protective benefits.

Roof: Roof systems may be supported by a standard rafter system or pre-fabricated light wood trusses. Typical roof coverings may be realized with shingles or shakes at a minimum slope of four inches in one foot. Alternative coverings are metal with standing or batten/ribbed seams or asphaltic shingles.

Exterior Finishes: Typical materials are varieties of horizontal wood drop siding, vertical board and batten (rough sawn or surfaced four sides) and cedar shingles, with the later particularly applicable to ornamental patterns on residential structures and brick masonry. Modern composite materials such as T1-11, vial siding, and the like are not appropriate exterior finishes.

Windows: Wood sash windows are typical, to include double hung, casement, horizontal sliding and fixed sash. Availability of currently manufactured stock in styles keeping with the period is limited as to capturing the period window style. This is particularly true for large expanses of glass in commercial store fronts and will undoubtedly require special fabrication.

Doors: Combination glass and wood panel doors are typical and are available in certain standard types in single and divided glass lights. To approach the variety of period door styles will require modification of standard door types, particularly in arrangement of glass lights or necessitate special manufacture.

Ornamentation and Trim: The principal features of period ornamentation are concerned with the revival of elements of classical architectural orders. This primarily concerns the entablature or the upper section of wall or story that is usually supported on columns or pilasters and consists of the architrave, the lowest division of the entablature resting immediately on the capital or top of the column and the molding around a door or other rectangular wall opening; frieze or the part of the entablature between the architrave and cornice (top), the richly ornamented band; and the cornice or the molding and projecting horizontal member that crowns the architectural composition. In addition, this revival was manifest in the use of wood columns supporting the porch or covered entrance along the front of a building, reminiscent of the classical portico or colonnaded building entrance. This architectural embellishment also embraced the use of balustrade or “fence” between columns and at the periphery of second story porches.

Exterior Surface Finishes: Depending upon the intended longevity of a particular structure and the quality of exterior finish materials, period structures present variety within the basic construction practices of the era.

Rough sawn or milled board and batten surfaces were unfinished to oiled and/or stained to protect the surface materials. This is practical with the use of Cedar or Redwood which both contain natural oils that protect the wood. As a practical matter for extended protection of any board and batten surface, the use of a sealer or oil base or solid color stain is warranted. The same is true of vertical surfaces finished with Cedar shingles.

Horizontal wood drop siding was normally finished with paint; however in many instances, no finish applied. Here a sealer or stain would be appropriate, in lieu of a painted surface.

In consideration of providing boardwalks in lieu of concrete sidewalks, only pressure treated wood members should be used.

Color: Rough sawn or milled board and batten, particularly Cedar and Redwood, may be retained in a natural finish which ultimately weathers to silver-gray in color.

During the period, there was a lack of high gloss finishes; therefore color applications were generally flat in nature. To duplicate this character, flat or low gloss products currently on the market should be utilized.

Applied surface colors were predominantly flat white for most buildings, particularly the exposed surfaces of porches or covered walkways and ornamentation attached to brick masonry buildings. Large area surface colors other than white were primarily flat earthy ochres, yellows, browns and reds. These colors are generally contrasted with white trim

at the cornice, vertical corner trim of the building, windows and doors, porch and balustrade.

Modern interpretation of color application has tended toward a broader color selection in keeping with the white-dark contrast, by adding deep blues, blue-greens and red-oranges.

Color availability and selection for stains is readily obtained from product manufacturers. One example of such product used extensively in the Northwest is Olympic stain, particularly the solid color stains. These stains offer a fairly broad range of color selection and provide a flat, deep colored finish in keeping with the period.

Latex based paints also produce a flat finish color and low-gloss oil base enamels offer additional applications for colored finishes. Color selection samples are readily available from local paint suppliers.

The City Council has adopted an approved color pallet recommended by the Deschutes Landmarks Commission to represent typical 1880's colors. This makes color selection and matching easy for applicants.

Methods of Construction

General: Adherence to presently accepted methods of construction and compliance with applicable building codes and development ordinances is recommended as the minimum standards. Fire and life safety are of particular concern.

As the majority of new construction and existing building renovation is adjacent to public walkways, attention to good construction safety practices is necessary. This is particularly true in the more congested commercial areas.

Standard False Front Commercial Structure: The following graphic illustrations keyed to this sub-section illustrate standard approaches to the construction of this element.

Miscellaneous

See the graphic illustrations in Appendix D for various details for:

- Construction Details
- Ornammentation
- Fences
- Gates

Signs: Signing was generally handled by painting the sign directly on the façade of the building, either directly on the finish material or on a sign board which was subsequently affixed to the building. Ornammentation is achieved at the edge of the sign board by its particular shape and the application of edge molding or individually cut raised letters utilized for relief and contrast.

Other signing methods include projecting double faced boards affixed high on the façade of the building and structurally supported by wires.

Free hanging sign boards attached under covered porches were also utilized.

Lettering was generally ornamental and/or shaded and painted in contrasting colors on flat white surfaces. Examples of lettering are provided in the following graphic illustrations keyed to this sub-section. Individual cut-out letters applied to the sign surface and routed lettering provides additional acceptable techniques for signing.

The City's sign code in the Development Code requires adherence to these standards and regulate all signs in the City Limits.

9.3 FINDINGS

Anticipated Demand for Economic Lands and Inventory of Economic Lands

In the greater Sisters area, most of the industrial and commercial activity takes place within the City limits. Land is needed for these activities and an adequate supply of economic lands is needed for expansion of the City's economic base. The *Technical Report, City of Sisters Commercial and Industrial Future Land Needs Analysis (LNA)* was completed to compare the supply and demand of industrial and commercial land until the year 2025 (See Appendix B).

Commercial Land

The LNA identified that there are approximately 37 net buildable acres of vacant C and C-HC designated lands inside the Sisters UGB. The term "net" refers to the amount of land after subtracting approximately 20% for roads and other infrastructure. Adding approximately 12 net buildable acres of re-developable and 40 net buildable acres of developable acreage of partially developed lands, a total of 89 net buildable acres of buildable C and C-HC lands are inside the Sisters UGB. Since the projected future demand is 28 net buildable acres, there is a surplus of commercial land of approximately 61 acres. Even without considering the re-development of partially developed lands, there is sufficient vacant and re-developable land in the existing UGB to accommodate demand for commercial lands within the next 20 years.

As part of the LNA needs, the City has determined that it needs to include five acres of tourist commercial land in the UGB. This property is needed by the City to better serve the needs of tourists and local business in the City's light industrial district adjacent to the airport. The Conklin Guest House was included in the UGB in 2005 to encourage the retention and expansion of this important business as a part of the Sisters Community to meet the needs of nearby existing and future businesses. The Sun Ranch Tourist Commercial zoning district has been written and applied to this property. The new zoning district assures conformance with the goals, policies, and findings of the Comprehensive Plan by limiting uses to lodging, restaurants, and other uses that serve the Industrial Park businesses and tourists alike.

Airport Land

Annexing the Sisters Eagle Airport into City limits and rezoning it to Airport (A) District allows the continued vitality of the Airport as a permitted use. As a permitted use, the Airport and associated businesses will be able to develop and provide living wage jobs to members of the community. In addition to on-site development, the Airport provides access for businesses within the community who may benefit from air service.

Industrial Land

Sisters has experienced a significant population growth of the past twenty years. Employment levels have also reached a new high with strategic economic development efforts. The job number increases are in industries other than tourism, indicating a more diverse economy.

By early 2020, the amount of developable employment land inside the Sisters UGB has significantly decreased. All of the light industrial parcels in Sisters are being utilized (nearly 100% occupancy for the entire zone), with only 9 lots (6.75 acres) listed as vacant (still utilized, but not developed). Development within the North Sisters Business Park zone has increased significantly and the occupancy rate is 100%.

~~There are approximately 44 net buildable acres of vacant LI designated lands inside the Sisters UGB. Adding 3 net buildable acres of re-developable and 17 acres of developable acreage of partially developed lands, a total of 64 acres of buildable light industrial (LI) lands are available inside the Sisters UGB. The 2005 Sisters Urban Area Comprehensive Plan added approximately 3.07 net buildable acres of industrial land to the UGB (Carpenter property). This land was not included in Table 9.4 in the 2005 Comprehensive Plan Update. In 2007, the City removed 4.9548 net buildable acres of land (approximately 11.684 gross acres) located in the Sun Ranch Mixed Use Community from the industrial land supply of the City. Also in 2007, the City re-zoned a 7.62 net buildable acre (12.58 gross acres) parcel from Light Industrial to Residential and Multi-Family Sub-district for residential purposes. In 2014, more than half of the Three Sisters Business Park (approximately 20 acres) was rezoned from light industrial to residential. Justification for this change was the lull in lot sales and construction activity during and the years following the recession. Therefore, the City's existing vacant land and surplus of light industrial land has decreased significantly. by a total of 9.5 net buildable acres. The LNA projects a demand for 34 net buildable acres of industrial land inside the Sisters UGB until the year 2025. A surplus of approximately 24.5 acres of net buildable industrial land is predicted based on anticipated supply and demand of undeveloped industrial lands until the year 2025. There is a sufficient supply of vacant acreage alone to satisfy anticipated demand, without considering re-developable and partially developed lots. Table 9.4 illustrates that with re-developable and existing vacant land, there is still a surplus of 20.5 net buildable acres of industrial land with the two rezones from 2007.~~

~~Table 9.4: Summary of Commercial and Industrial Future Land Needs until Year 2025 (net acres)~~

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Land-Designation	Existing Vacant Land	Re-developable and Partially-Developed	Total Available Land	Projected Land-Demand	Surplus
Commercial	37	52	89	28	61
Industrial	34.59	20	54.59	34	20.59

~~Source: Technical Report, City of Sisters Commercial and Industrial Future Land Needs-Analysis, February 2, 2002, as amended by files CP06-01/02 and Z06-01, and files C06-04 and Z06-02.~~

~~In addition, there is a 17.54 acre parcel of land zoned UAR intended for future urban use. That is in addition to the acreages indicated in Table 9.4.~~

~~Lastly, there is a 4.34 acre tract of land north of Barclay Drive and west of the Conklin Guest House intended for development with adjacent light industrial zoned land. This property was annexed into the City Limits in 2007.~~

Public Infrastructure and Economic Development

As addressed in Goal 11, Public Facilities, the City developed a public sewerage system within the City, which was completed in 2001. The construction of this system will enabled the City to meet the demands for new commercial and industrial development. Adoption of System Development Charges for water and sewer systems provides a mechanism to ensure that systems can be expanded to accommodate increased demands over time.

Goal 3 of the City’s Transportation System Plan (adopted January, 2010) calls for promoting the development of the City, Region, and State economies through the efficient movement of people, goods, and services and through the distribution of information. This goal is supported by a policy that states “Ensure a safe and efficient freight system that facilitates the movement of goods to, from, and through the City, Region, and State while minimizing conflicts with other travel modes.” Efficient truck movement through Sisters plays a vital role in maintaining and developing Central Oregon’s economic base as Highway 20 is a key freight corridor for the region. As identified within the City’s TSP, high levels of truck traffic likely affect highway performance. Therefore, as part of the TSP update, Barclay Drive and Camp Polk Road/Locust Street from Highway 20 to Barclay Drive are upgraded from collectors to arterials. These arterials are also identified in the TSP as proposed truck routes with the completion of the Alternate Route. The Alternate Route will provide relief to Highway 20 and consists of 3-lane arterial streets on Barclay Drive and Locust Street, adequate traffic control devices (either traffic signals or multilane roundabouts), at either end of the route where it intersects with the state highway, a roundabout at the Barclay Drive/Locust Street intersection, and, possibly, intelligent transportation system (ITS) technology that detects congestion on the highway and directs traffic onto the alternate route. These improvements will provide for the economical movement of raw materials, finished products and services while enhancing public safety and the pedestrian-friendly quality of the City’s downtown core.

The airport, Sisters Eagle Airfield, does have an impact on the development of industrial uses, as the Runway Protection Zone overlays a portion of a few lots in the industrial area. The Runway Protection Zone precludes uses including structures and water features. However, the airfield also creates opportunities by enabling corporate aircraft to use the facility as well as encouraging aviation-related businesses. An Airport Overlay District has been adopted in conformance with the Land Conservation and Development Commission Transportation

Planning Rule. The Sisters Eagle Airport was annexed into the City of Sisters on March 15, 2014.

Enterprise Zone.

The City of Sisters has partnered with the City of Redmond and Deschutes County to expand the ‘Greater Redmond Enterprise Zone’ to include portions of the City of Sisters. The City is currently looking to amend the zone boundary to include the Sisters Eagle Airfield within this zone, which is expected to occur following annexation of the land. The Enterprise Zone offers benefits to qualifying business, and is administered by Economic Development of Central Oregon (Bend office). Qualifying businesses receive tax incentives on the portions of their facilities that are upgraded to provide additional employees, and

Downtown Sisters Urban Renewal Plan

The City recognizes that tourism will continue to be important to the economic development of the City of Sisters. *The Downtown Sisters Urban Renewal Plan*, adopted in July of 2003 (Urban Renewal Plan), is intended to promote the development of downtown as the commercial and cultural center of the Sisters community. The Urban Renewal Plan is incorporated herein, by reference by this Plan.

The Urban Renewal Plan's goals are stated below.

1. Strengthen Downtown Sisters' Role as the Heart of the Community
2. Improve Vehicular and Pedestrian Circulation Through and Within the Downtown to Accommodate Through Traffic and Downtown Patrons
3. Promote a Mix of Commercial and Residential Uses Oriented to Pedestrians
4. Enhance the Pedestrian Environment On Streets and In Public Parks, a Town Square and Public Gathering Places
5. Promote High-Quality Design and Development Compatible with the Sisters Western Frontier Architectural Theme
6. Encourage Intensive Development of Downtown Properties
7. Promote Employment Uses to Generate Year-Round Jobs

These goals are met by forming an Urban Renewal District overseen by the Sisters Development Commission. Within the boundaries of the Urban Renewal District, tax increment financing, grants, loans, developer contributions, and donations will generate funds to use for improvement projects. The Sisters Development Commission, which is the urban renewal agency of the City, will implement the Urban Renewal Plan. The implementation will involve public improvements; assistance to property owners/lessees for rehabilitation, redevelopment or development; and the creation of civic and community facilities. Overall, the improvements are intended to enhance the vitality of the downtown area by improving streetscapes, reinforcing the existing design theme, and creating community amenities.

Business Recruitment and Outreach Activities

The Sisters Area Chamber of Commerce is a non-profit corporation founded in 1974 to "unify and coordinate the efforts of businesses and residents in promoting the civic, industrial, commercial, agricultural, environmental and general welfare of the City of Sisters, Oregon and its economic area."

The Sisters Chamber promotes economic development in the City as well as the outlying area. The Chamber assists visitors, answers inquiries, and promotes business relocations to the Sisters area. It also sponsors community events throughout the year that encourage people to visit and support local businesses.

The Sisters Chamber of Commerce with the assistance of the Community Action Team of Sisters (CATS) sponsored the *Sisters Strategic Action Plan for Economic Development*, 2002. This plan identifies overall goals for local businesses and the community as well as specific sector strategies for retail, agribusiness, light industrial/manufacturing, entrepreneurial/professional services, and tourism. Overall, these strategies focus on maintaining and promoting the uniqueness of Sisters' natural, clean, and friendly environment as the City's economic base diversifies and grows. The plan seeks to reinforce the existing strengths of the local economy (tourism/retail, traditional agricultural economy, light industrial) by improving the City's infrastructure (pedestrian environment, roadway function) and promoting and collaborating business-related activities.

The *Sisters Strategic Action Plan for Economic Development* also focuses economic development efforts on targeted industries:

- Light Industry/Manufacturing
- Entrepreneurial/Small Office Home Office/Professional Services
- Tourism
- Retail
- Culture and the Arts
- Real Estate Development
- Agribusiness

Efforts to recruit and relocate businesses will be concentrated on these industries. To this end, a business relocation brochure was created by the Sisters Chambers and CATS. This effort involved many businesses, City Council members, and City staff. The purpose of this document is to encourage targeted industries to relocate to Sisters. These industries are expected to provide the types of economic opportunities appropriate for, and a benefit to, the local economy, while also being compatible with the environment and character of the City. This relocation guide describes the Sisters area, lifestyle, location and climate, community, a calendar of events, the school district, housing, local businesses, and other local resources.

The City of Sisters should focus on attracting the types of industries that will choose to locate in the City. Traditional industrial uses may not find the City attractive for their needs due to the relative isolation. Focusing on ideas such as creating and attracting better jobs and boosting incomes is a better approach than focusing on attracting more jobs. Providing a better place for business versus a cheaper place for business is also pertinent.

Companies the City hopes will be attracted to the area will tend to be smaller companies with educated workers and relatively high pay scales. The demographics of the Sisters area (affluent, well educated) will also draw companies to the area. Innovative regulations geared towards attracting the desired industries, mixed use zoning, etc. will provide a competitive advantage to help attract businesses that will contribute to Sisters' long term economic health.

Although the City hopes to attract smaller companies and industry to the area, the City acknowledges that rising land values, increasing rents, and the shortage of affordable workforce housing will continue to impact the City's ability to recruit and attract new businesses to Sisters. In recognition of these factors, as further outlined in the findings in *Chapter 10, Housing*, the North Sisters Business Park Sub-district allows the development of second story residential units above industrial operations. The additional flexibility created by this zoning district provides numerous advantages to industrial operators and will assist the City in its efforts to recruit and attract new business opportunities. The second story residential units can be utilized by industrial land owners who want/need to reside above operating industrial facilities. The units can also be utilized to provide employee housing, either as a compensation incentive or as an additional source of revenue for the industrial operator. If the units are not utilized by the industrial operator, they can serve as low-cost rental units that provide additional rental income to help offset the cost of industrial operations. By allowing limited housing with industrial uses, these low cost housing units will provide the type of workforce housing that is needed to support existing commercial and industrial operations within the City limits.

Two light-industrial subdivisions in the northern portion of the city (Sun Ranch and Three Sisters Business Parks) are unique and must be developed sensibly to achieve economic prosperity while respecting their surrounding uses. These two subdivisions are appropriate for live-work mixed use development for a number of reasons. First, both subdivisions are vacant so new policies guiding development will create a consistent and well functioning built environment. To the east of both parcels is the Sisters Eagle Airport, providing convenient small engine aircraft service. 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 Business Park is unique as it borders a commercial area to the southeast and is a gateway to downtown Sisters from the rural areas to the north. Three Sisters Business park is also unique as it is adjacent to UAR-zoned lands to the west that may be subject to future redevelopment.

The Sun Ranch and Three Sisters industrial parks are in transition areas between typically conflicting uses (residential and light industrial). The transition is also from increasingly rural areas to the north and more intensive development to the south. The development of these parcels should reflect the unique role these business parks play in adding value to the community while also protecting existing property values in the surrounding areas.

The unique location and site characteristics of the Sun Ranch and Three Sisters business parks require the city to create specific policies and development codes for these properties accomplishing the following goals:

1. Decrease opportunities for highly intensive polluting and hazardous industrial uses to protect the natural beauty of the Sisters area, city, and neighboring residents

2. Encourage economic growth in the city by making the primary uses in the business parks a combination of light manufacturing and professional services
3. Allow secondary and accessory uses such as retail and dwelling units to foster a more lively and unique development and provide an incentive for new businesses to locate in Sisters
4. Create design standards that favor the economic uses while creating attractive, healthy, and stable living environments
5. Protect the long-term economic uses of the land and prevent a reversion to intensive residential uses

9.4 POLICIES

1. The City shall guide growth in a manner that will result in a balance between economic and environmental interests.

Tasks -

- a. The City shall maintain and enhance the appearance and function of the Commercial Districts by providing a safe and aesthetically pleasing pedestrian environment, mixed use development, and requiring adherence to the Sisters Western Frontier Architectural Design for all types of development and signage. The Sisters Western Frontier Architectural Design Theme does not apply to the Sun Ranch Tourist Commercial District. In its place a more historically accurate 1900s Rural Farm/Ranch House design standard applies. The City shall establish standards for this design theme in the Development Code.
- b. Auto Oriented developments such as restaurants with drive-up windows are not appropriate in the downtown area or Commercial District. Auto oriented uses shall only be permitted in the Highway Commercial District, Light Industrial District, and North Sisters Business Park District, and shall be limited and managed based on their impacts.
- c. The City shall assure development contiguous to commercial and residential zones is designed and built in a manner that is consistent and integrates with the character and quality of those zones.
- d. The City's Development Code should continue to allow mixed-use development within the Commercial Districts, and in transitional light-industrial areas such as the Sun Ranch and Three Sisters Business Parks (as previously noted in the findings), and small commercial uses and home occupation mixed with residential uses.
- e. Commercial and Industrial uses shall minimize their impacts on residential areas by being subject to additional development standards, i.e. buffers, setbacks, landscaping, sign regulation and building height restrictions.
- f. The City has adopted the Sun Ranch Tourist Commercial District to apply to the Conklin Guest House property. This property is intended to provide

commercial uses that will serve the needs of the nearby light industrial uses and visitors to the area. Drive through facilities are not appropriate for this zoning district.

- g. Development standards shall be added to the City's Development Code for unique light-industrial parks in transition areas. Standards shall be developed to accomplish the goals outlined in the Business Recruitment and Outreach Activities findings of this chapter.
2. The City shall support the tourist industry and special events that have a positive year-round economic impact on the community.
3. The City shall continue to partner with the Community Action Team of Sisters, the Chamber of Commerce, Economic Development for Central Oregon, and other economic development agencies, to improve local and regional economic development efforts, attract businesses, and enhance and diversify the City's economic base. The City will participate with these agencies in periodic updating of the *Sisters Strategic Action Plan for Economic Development*.
4. The City should support efforts to attract businesses providing family-wage employment opportunities.
5. The City should work with area educational institutions to maintain high standards of educational opportunity.
6. The City shall ensure an adequate supply of land for the needs of commercial, mixed-use and light industrial purposes.

Goal 14: Urbanization

14.1 GOALS

"To provide for an orderly and efficient transition from rural to urban land use."

14.2 BACKGROUND

Definitions

Urban Lands: Lands inside the City of Sisters Urban Growth Boundary (UGB) for which sewer and water services are available and capable of supporting planned levels of development, including associated open space and unbuildable land.

Urbanizable Lands: Land inside the City of Sisters UGB that is designated for urban development for which sewer and water services capable of supporting planned development are not available.

Urban Services: Key facilities to support urban types and levels of development and to include at least the following: City water and sewer services, storm drainage facilities, and transportation infrastructure.

The City of Sisters' City Limits coincide with the City's adopted Urban Growth Boundary (UGB). The current (2007) city limits contains approximately 1176 gross acres. Table 14.1 below shows the approximate gross acres of lands in the Sisters UGB by land use district. The data is approximate, includes public roadways, and is based on engineering estimates and public records available to the City.

Table 14.1: Gross Acreage of Areas in Urban Growth Boundary by Land Use District

Land Use District	Approx. Gross Acre
Public Facility District (PF District)	
<i>School District Properties</i>	144.30
<i>Forest Service Property</i>	42.58
<i>Middle and Elementary School Properties</i>	19.00
<i>Wastewater Treatment Facility and Fire Training Facility</i>	62.80
PF District Total	268.68
Open Space District (OS District)	
<i>Forest Service Property</i>	7.56
<i>City and State Parks including the unplatted McKenzie Meadow Park</i>	44.80
OS District Total	52.36
Flood Plain District (FP District) Total (not including area in City and State Parks the OS District)	24.00
Commercial Districts (C District)	

<i>Downtown Commercial District (DC) & Tourist Commercial</i>	134.41
<i>Highway Commercial District (HC)</i>	66.00
C and HC Districts Total	200.41
Light Industrial District (LI District) Total	101.08
Residential (R District)	
<i>Residential District (R District)</i>	288.00
<i>Residential Multi-Family District (R-MFD District)</i>	188.90
R Districts Total	476.90
Urban Area Reserve District (UAR District)	
<i>UAR (Residential 2.5-acre Minimum)</i>	30.00
<i>UAR (Business Park 5-acre Minimum) (Formerly owned by the U.S. Forest Service)</i>	17.54
<i>Fire Training Facility</i>	4.00
UAR Districts Total	51.54
Airport District Total	34.3
Total Area in Urban Growth Boundary	1,210.54

Source: City of Sisters GIS based on Deschutes County GIS tax lots, and as amended by files CP06-01/02, Z06-01 and CP 08-02. Recalculated on 6/28/11 following the survey of the Forest Service property in 2008, and the annexation of the McKenzie Meadow Village and Fire Training Properties in 2010 - 2011.

The Conklin Guest House property was included in the UGB in 2005 with a commercial zoning designation. In 2007, the Sun Ranch Tourist Commercial zoning district was adopted and applied to the property and an additional area of 0.8 acres was added to the district. The Sun Ranch Tourist Commercial District allows uses that serve tourists and the Light Industrial areas to the west.

14.3 FINDINGS

Population Forecast

The population used in the 2005 Comprehensive Plan update was for year 2004, which was estimated at 1,490 persons (Portland State University, PRC July 1, 2004 estimates). Year 2010 census numbers showed a total population of 2038 persons. These statistics are for the Sisters City limits and Urban Growth Boundary, which are coincident. The City of Sisters (hereafter referred to as Sisters or City) population is forecast to remain small compared to the other jurisdictions, but will experience consistent growth over the long-term. Sisters uses the population forecast numbers for long-range planning purposes, including the residential buildable lands supply and demand analysis. Refer to Appendix A for City of Sisters 2004 coordinated population forecast.

Summary of Population Forecast

Table 14.2 is a summary of the City's 20-year population forecast. The expected population growth rate between 2000 and 2005 is 12.54% per year. This rate is expected to decrease during the 20-year planning period to above 3 percent per year. The year 2025 population is expected to be 3,747 people.

14.2 Population Forecast Summary

Year	City of Sisters Population ²	5-year Average Annual Growth Rate (previous to current year)
2000	975 ¹	NA
2005	1,768	12.64%
2010	2,306	5.46%
2015	2,694	3.16%
2020	3,166	3.28%
2025	3,747	3.43%

¹ Source: PRC July 1, Official Population Estimate for City of Sisters.

² Source: Population Estimates by City of Sisters.

The City of Sisters’ methodology for determining population is based on the current estimates of the City’s population (from PRC) plus estimates of population growth based on the number of new residential building permits that will be issued in the city between 2004 and 2025. The housing unit method approximates population for the city based on the number of occupied housing units in the city multiplied by the city’s average household size. Based on the number of building permits issued each year, and the number of people per household (considering vacancy rate and local demographics) it is possible to forecast how many people will be “added” to the City in the future. For years beyond 2004, the number of building permits for residential units was estimated based on past and recent building trends, then population was estimated from the growth in housing represented by residential building permit issuance.

This technique is one of the most feasible, accurate, and cost-effective among the major methods of population estimation available for small geographies such as Sisters. Using the number of building permits coupled with other demographic information to estimate population is commonly used to estimate populations for small geographic areas. Different versions of the housing unit model are used by the US Census Bureau to estimate sub-County populations and by a wide variety of cities, counties, states and special districts. The official yearly estimates of the City’s population determined by Portland State University’s Center for Population Research and Census are based on a housing unit method.

14.3 Housing Units and Building Permit Issuance, 1990-2000

Period	Number of Total Housing Units In City of Sisters	Average Annual Growth Rate of Building Permit Issuance
1990-2000 ¹	354 to 482 housing units	3.13%

¹ Source: 1990 and 2000 U.S. Census, Summary File 1 (SF-1) 100-Percent Data
Between 1990 and 2000, the number of housing units increased 3.13 percent/year as shown in Table 14.3. Note in Table 14.4, using the exact same source of data (U.S.

Census data), the rate of population growth was 3.51 percent per year. These two rates of average annual growth are very similar. This information demonstrates why it is appropriate to use the number of new dwelling units to predict population, in combination with other important data.

14.4 Population Growth, 1990-2000

Period	Population by Year, City of Sisters	Average Annual Growth Rates of Population
1990-2000 ¹	679 to 959 people	3.51%

¹ Source: 1990 and 2000 U.S. Census, Summary File 1 (SF-1) 100-Percent Data

The factual information presented in tables 14.3 and 14.4 supports the City’s assumption that using residential building permits to approximate the growth of housing units and to predict population is appropriate when used with other information such as the number of people per dwelling unit. The rates of growth of the City’s housing units and population mirror each other over a decade between 1990 and 2000 as well as during a short period such as 2001-2003. Increases in housing unit construction are mirrored by the increases in the official population estimates by PRC. Multiple sources of public data verify these conclusions.

Table 14.5 below, shows how many building permits for residential units after subtracting demolitions were issued by year in the City between 1990 and 2003. This demonstrates the slow rate of building in the early 1990’s, the acceleration in anticipation of construction of the municipal sewer in 1996, the dramatic and sustained increases in issuance of building permits as the sewer became operational, and the continued rate of building permit issuance since the sewer’s completion.

Table 14.5 Housing Unit Growth Rates, 1990-2003

Period	Number of Total Housing Units	Average Annual Growth Rate of Housing Construction
1990-2000 ¹	354 to 482 housing units	3.13%
2001-2003 ²	482 to 725 housing units	14.57%

¹ Source: 1990 and 2000 U.S. Censuses, Summary File 1 (SF-1) 100-Percent Data

² Source: City of Sisters Building Permits for Residential Units, after subtracting demolitions.

In years 1990 through 2000, no municipal sewer was available and residential development was limited to single-family development on large (1/2 acre) lots. The relatively low average annual population growth rate of 3.68 percent per year between 1990 and 2000 reflects this when compared to the rate of population growth after the municipal sewer installation in 2001. In years 2001 to 2003 the average annual rate of population growth in the City was 13.62 percent per year, nearly four times the rate during the 1990s. In addition, the City’s development codes were dramatically updated in 2001, facilitating infill development and smaller lot sizes. Thus, the conditions (new sewer and code) present in 2004 and beyond are significantly different than in the 1990’s.

The population forecast assumes that the high rate of growth seen after the installation of the municipal sewer will slowly decrease and long-term growth for the remainder of the planning period will be at rates slightly higher than population and housing growth rates during the 1990s. The yearly population forecast, which is part of the Deschutes County Coordinated Population Forecast 2000-2025, is presented in Table 14.6. For a detailed discussion of the population forecast and methodology, please refer to Appendix 1.

Table 14.6: Population Forecast for City of Sisters, 2003-2025

Forecast Year	Forecasted Rate of Building Permit Growth ¹	Forecasted Residential Housing Units ²	Forecasted New Residential Building Permits Issued/Yr. ³	Persons per Dwelling Unit ⁴	Population Forecast ⁵
2003	NA	725	104	NA	1,430
2004	11.10%	805	80	1.99	1,590
2005	11.10%	895	89	1.99	1,768
2006	8.90%	975	80	1.99	1,927
2007	5.40%	1,027	53	1.99	2,031
2008	4.30%	1,071	44	1.99	2,119
2009	4.30%	1,117	46	1.99	2,211
2010	4.30%	1,165	48	1.99	2,306
2011	3.13%	1,202	36	1.99	2,379
2012	3.13%	1,240	38	2.00	2,454
2013	3.13%	1,278	39	2.00	2,532
2014	3.13%	1,318	40	2.00	2,612
2015	3.13%	1,360	41	2.00	2,694
2016	3.13%	1,402	43	2.00	2,780
2017	3.13%	1,446	44	2.10	2,872
2018	3.13%	1,491	45	2.10	2,967
2019	3.13%	1,538	47	2.10	3,065
2020	3.13%	1,586	48	2.10	3,166
2021	3.13%	1,636	50	2.20	3,275
2022	3.13%	1,687	51	2.20	3,388
2023	3.13%	1,740	53	2.20	3,504
2024	3.13%	1,794	54	2.20	3,624
2025	3.13%	1,850	56	2.20	3,747

¹ Source: Rates between 2004 through 2010 based on weighted average of growth rates before and after the construction of the municipal sewer. Rates of Building Permit Growth between 2011 and 2025 based on rate of housing unit growth between 1990-2000 as determined by the U.S. Census.

² Source: "Forecasted Residential Housing Units" based on "Forecasted Rate of Building Permit Growth" applied to base of 725 Residential Housing Units in 2003, and grown by the applicable rate per year.

³ Source: Current year minus previous years "Forecasted Residential Housing Units", for example in 2004, 805 Forecasted Residential Units in 2004 minus 725 Forecasted Housing Units in 2003 equals 80.

⁴ Source: Persons per Dwelling Unit of 1.99 is from the 2000 U. S. Census, SF-1.

This statistic accounts for vacancy rates and second homes. The statistic increases over time as estimated here by the City of Sisters Planning Department based on the assumption that the City will approach the State of Oregon statistic of 2.4 Persons Per Dwelling Unit as determined by the 2000 U.S. Census, SF-1. In other words, the City of Sisters will become more like the state in terms of persons per household in the future.

⁵ Source: Calculated by adding the total of (Total Res. Permits/Yr. in Sisters UGB x Persons Per Dwelling Unit) to previous year's Population Forecast.

Infrastructure

The City has community facilities plans for water, wastewater, parks and transportation. A voter mandated Charter amendment that Systems Development Charges be paid as development permits are issued ensures there will be adequate capacity in those systems to accommodate growth. As more building permits are issued, the amount of SDCs collected increases directly. If additional land is needed to accommodate anticipated housing, industrial, or commercial growth, the City will comply with State of Oregon requirements to provide the necessary land base. Water, sewer, and transportation

facility plans will be updated to reflect anticipated population growth, necessary infrastructure will be planned, and SDCs updated and required to fund needed improvements.

The Sisters School District has three schools, all of which are rated as excellent. Sisters High School has one of the highest average SAT scores for graduating seniors, which attracts families to the district. Sisters schools offer full educational experiences including arts and music. The District uses a place-based environmental education model called ‘IEE’, which teaches and promotes education by locale, and good stewardship of natural resources. The School District has recently created many public and private partnerships which help us to maintain adequate funding in challenging budgetary times

Sisters school capacities and current enrollments are as follows**;

<u>School:</u>	<u>Capacity:</u>	<u>Current Enrollment*:</u>	<u>Percent:</u>
Sisters Elementary School	525	310	59%
Sisters Middle School	459	390	85%
Sisters High School	750	504	67%

*school year 2011-2012...

**source: Jim Golden, Sisters School District Superintendent, via email on 12-16-2011.

Future Land Needs

Public Facility and Landscape Management Districts (PF and LM Districts)

Additional lands for Public Facilities are not anticipated within the planning period with the possible exception of land needed for a public works shop and additional surface dispersal of treated effluent and the training facility for the Sisters / Camp Sherman Fire District.

The Sisters School District completed its new school campus including a new high school, fields, and recreation facilities for the Sisters Organization for Athletics and Recreation on the 98-acre parcel. The site is not fully utilized and could accommodate additional development.

The United States Forest Service (USFS) Properties.

The USFS owns several properties in Sisters, including a 42.58 acre property designated and zoned Public Facilities, which is commonly referred to as the ‘South Barclay Parcel’; a 7.56 acre property designated and zoned Open Space that is commonly referred to as the ‘East Portal Triangle’, and, until recently, a 17.54 acre parcel that is designated and zoned Urban Area Reserve and is commonly referred to as the ‘North Barclay’ property. The properties are generally located along the east side of Highway 20 west of Pine Street.

It is anticipated that the USFS will seek to sell most of these **three** parcels in order to fund a new headquarters building in Sisters. In 2008, the USFS attempted to sell the land but received no bids. Feedback received by the USFS and the City was that there were too many uncertainties associated with future zone changes and the likely application of the Transportation Planning Rule (TPR). This, in combination with a suddenly volatile economy, appeared to be the reason that the property did not sell in 2008. In 2019, the Forest Service made the decision to stay at the current location and sold the 17+-acre parcel north of Barclay for private development.

In 2010, the City, ODOT, DLCD and the USFS coordinated efforts, and through a \$74,900 Transportation and Growth Management grant, agreed to produce two design options (Options A and B) that would establish density thresholds and land use types without triggering the TPR. A third design option (Option C) was also developed at the request of the City of Sisters. A fourth option, Option D which is referred to herein as the ‘Park Option’, was developed by the Technical Advisory Committee who provided input on the Park Master Plan update. ODOT Region 4 reviewed the methodology used for each of these design options, and found the methodology and street placements to be acceptable. ~~These options, and their associated development densities, are as follows;~~

However, the Forest Service long range plans changed, resulting in the 2019 sale of the property north of Barclay and the consolidation of Forest Service operations on a portion of the property south of Barclay. This departure from previous planning allows other configurations and land uses to be considered, both north and south of Barclay.

Option A

~~Retail / Commercial: 7 ac. (gross) 80,000 s.f. (maximum)
Highway Commercial: 5 ac. (gross) 60,000 s.f. (maximum)~~

~~Residential: 10 ac. (gross) 70 dwelling units (max.)~~
~~Light Industrial: 20 ac. (gross)~~

Park: _____ 6.3 ac. (gross; the 'East Portal Triangle')
 Add'l Park: _____ min. 5 ac. (gross; can be required open space)

USFS Property — Design Option A



Design Option B

Retail / Commercial: _____ 7 ac. (gross) _____ 80,000 s.f. (maximum)
 Resort Commercial: _____ 10 ac. (gross) up to 12,000 s.f. + 20 vacation units
 Residential: _____ 10 ac. (gross) up to 160 dwelling units (max.)
 Light Industrial: _____ 15 ac. (gross)

Park: 6.3 ac. (gross; the 'East Portal Triangle')
 Add'l Park: min. 5 ac. (gross; can be required open space)

USFS Property Design Option B



Design Option C

Retail / Commercial: 6 ac. (gross) 50,000 s.f. (maximum)
 Resort Commercial: 9 ac. (gross) up to 60,000 s.f. + 25 vacation units
 Residential: 10 ac. (gross) up to 85 dwelling units (max.)
 Light Industrial: 12 ac. (gross)

Park: _____ 6.3 ac. (gross; the 'East Portal Triangle')
Add'l Park: _____ min. 5 ac. (gross; can be required open space)

USFS Property: Design Option C



The location of these parcels, and in particular the South Barclay Parcel is strategic to the city's downtown as a gateway into Sisters from the west side. The City anticipates that some or most of the land will be developed for urban uses related to its downtown planning theme under mixed use principals, as well as for light industrial uses. There is a possibility that some or most of this land could be

purchased through public and/or private funding for use as a park; this possibility is addressed further in Goal 5 of this document.

In the event that this land is purchased with the intent of developing the land with either commercial, residential or light industrial uses, then it is the policy of the City of Sisters that any comprehensive plan and/or zoning amendment that affects the future development of the properties must meet specific criteria in order for the City to be able to support a potential plan amendment for the property. These criteria are as follows:

1. The amendment shall be based on a 20-year land need analysis for both employment and housing needs, including for affordable housing. The analysis shall include an updated buildable lands inventory for employment and housing needs as part of the 20-year land need analysis. The analysis shall be consistent with statewide planning Goal 9 (Economic Development) and Goal 10 (Housing).
2. The amendment shall demonstrate consistency and integration with the city's ~~2008-09~~ 2018 update of its Transportation System Plan, as well as the state's Transportation Planning Rule as found in OAR 660-012.
3. The amendment shall demonstrate that it has maximized urban efficiency consistent with city and state planning requirements; and quality in urban design; ~~and complies with the city's Western Theme design standards.~~
4. The amendment shall include a development plan for the South Barclay Parcel which integrates proposed land uses, transportation and building layout and design in a manner that meets the overall community needs. The development plan shall provide detailed commitments to design context, energy efficiency and public and private financing of public improvements.
5. The amendment shall demonstrate consistency and integration with the 2011 City of Sisters Parks Master Plan which recommends between 5 and 47 acres to be dedicated for a future community or regional park.

The 2011 City of Sisters Parks Master Plan identifies service area needs within the City. To serve the needs of a diverse population, it is important that a parks system contain parks of different types and sizes distributed throughout the community. It is also important that residents have convenient access to a developed public park within their neighborhood (defined as a ¼ mile or less walking distance). Map 3-2 of the 2011 City of Sisters Parks Master Plan illustrates park service areas. Service areas of 1-mile for community parks, ½ mile for neighborhood parks, and ¼ mile for mini parks are used as a measurement to analyze how well Sisters residents are served by their parks system. Although a number of parks exist throughout Sisters, the service area analysis in the 2011 Parks Master Plan indicates that sections of the City are currently underserved or not served at all by developed parks.

The 2011 City of Sisters Parks Master Plan identifies that the central core of Sisters is well serviced by parks, with Barclay Park, Creekside Park, and Cliff Clemens Park all contributing in this area. The north-central portion of Sisters (north of Black Butte Avenue) is entirely serviced by Cliff Clemens Park and the south-central portion of Sisters (south of St. Helens Avenue) is entirely serviced by Creekside Park. Although these parks are geographically located in appropriate locations to serve these areas, both parks currently contain minimal amenities and do not provide the full range of features typically found in a neighborhood park. Outside of the central core, three general areas of Sisters are underserved by park facilities:

- Northeast – east of Cowboy Street and north of Whychus Creek;
- South – south of St. Helens Avenue and north of the southern City limits; and
- West – west of Pine Street and east of Sisters High School.

The service area analysis also indicates that the southwest portion of Sisters, south of Highway 242 and west of Pine Street, is underserved. However, this area benefits from private facilities in the Pine Meadow subdivision. The underserved areas described above consist predominately of single-family residential properties or undeveloped properties zoned for residential use. The service area analysis supports land acquisition and parkland development in the northeast, south, and west portions of Sisters, with the stated goal of establishing park facilities that serve residents and residential areas within ¼ mile. By promoting parks that are within walking distance, and within underserved areas, the City of Sisters can better serve its residents.

In addition, Sisters does not have an adopted Level of Service (LOS) standard. The basic function of the LOS is to ensure quality of service delivery and equity. It is a needs-driven, facility based, and land measured formula; expressed as the ratio of developed parkland per 1,000 residents. The City's current LOS is 3.47 acres of parkland per 1,000 residents. This is based on the estimated 2010 population of 1,935 residents. Compared to other communities of similar size, Sisters' LOS is slightly lower than average. As Sister's population increases, it will be necessary to develop additional parkland in order to maintain or increase the current LOS. In order to better serve the residents of Sisters, the 2011 Parks Master Plan recommends adopting a LOS standard of 5.0 acres per 1,000 residents.

The City of Sisters anticipates needing new land for wastewater treatment facilities above their current holdings. The City currently owns 160 acres designated for use as a wastewater treatment facility. The City will require additional land, possibly as much as 80 acres adjacent to the current site, for future treatment capacity. As additional land for facilities is required, land will be annexed into the City and UGB consistent with State and local UGB expansion policies, requirements, and laws.

A UGB expansion of 13.8 acres of Public Facility land for the wastewater treatment facility occurred in 2005 during the Comprehensive Plan update. This expansion is for the area adjacent to the shop at the wastewater treatment facility and may be used for equipment storage and a public works headquarters. This expansion is discussed in

greater detail in the UGB Findings Document, incorporated herein by reference and available from the Planning Department.

A UGB expansion of 4 acres of future Public Facility land for the Sisters – Camp Sherman Fire District occurred in 2009. This expansion affected land located immediately east of S. Locust Street leading to the city’s sewage percolation ponds. This expansion is discussed in greater detail in the UGB Findings Document (2008), incorporated herein by reference and available from the Planning Department.

Flood Plain Lands (FP District)

The FP District and 100-year flood plain are not expected to change in the planning period. If improved maps of the 100-year flood plain are made available by FEMA or local survey efforts, the City will make the appropriate changes in the boundaries of this district.

Residential Lands (R and R-MFD Districts)

As found in the 2010 Sisters Housing Plan, given anticipated population growth, the existing supply of residential land by district, number of platted and planned units in subdivisions, and current density ranges, a surplus of ‘R’ zoned residential land to meet the 20-year demand is predicted in the planning period. This surplus was evidenced after supplies of vacant residential land were developed, as existing platted subdivisions were developed, and as infill occurred, which increased the average density in the ‘R’ District to nearly 9 units per acre between 2005 and 2009. As a consequence, there is not a demand for additional ‘R’ zoned land through the planning period. However, there are insufficient R-MFD lands to meet anticipated needs during the planning period, as described in Chapter 10 of the Comprehensive Plan. As a consequence of Sisters’ tourist and service-based economy, and economic forecasts which indicate slow job growth into the future, there is a need for additional multi-family units, units targeted specifically at workforce and lower-income populations. Additionally, there is a need for housing for special needs and elderly populations, due to Sisters’ higher-than-average median age. In 2005, the City included a UGB expansion of 30 acres and designated it as ‘R’ land, in order meet the demand for ‘R’ zoned land that was anticipated at the time. In 2010, the City reevaluated this demand, and found this land was better-suited as R-MFD, in order to meet the demand for multi-family, low-income and workforce housing, and housing targeted specifically at senior populations.

Commercial and Light Industrial Lands (DC, HC, LI Districts)

Given anticipated population growth, the existing supply of economic lands by district and anticipated employment by sector there are approximately 37 net buildable acres of vacant DC and HC designated lands inside the Sisters UGB. Adding approximately 12 net buildable acres of re-developable and 40 net buildable acres of developable acreage of partially developed lands, a total of 89 net buildable acres of buildable DC and HC lands are inside the Sisters UGB. Since the projected future demand is 28 net buildable acres, there is a surplus of commercial land of approximately 61 acres. Even without considering the re-development of partially developed lands, there is sufficient vacant and re-developable land in the existing UGB to accommodate demand for commercial

lands within the next 20 years. For more information see Appendix B, *Technical Report, City of Sisters Commercial and Industrial Land Needs Analysis*.

By early 2020, the amount of available LI-designated lands inside the Sisters UGB has significantly decreased. All of the light industrial parcels in Sisters (50.69 acres/89 lots) are being utilized (nearly 100% occupancy for the entire zone), with only 9 lots (6.75 acres) listed as vacant (still utilized, but not developed). Development within the North Sisters Business Park zone has increased significantly and the occupancy rate is 100%. Current vacancy rates regionally are also lower than historic rates. Based on recent summaries by Economic Development for Central Oregon (EDCO), “Sisters has not had enough available light industrial inventory to take advantage of opportunities.” EDCO further reports that the majority of light industrial lot needs in the area are currently less than one acre, but some flexibility in sizing is desired to accommodate an opportunity for a larger project.

~~“There are approximately 35.68 net buildable acres of vacant LI designated lands inside the Sisters UGB. Adding 3 net buildable acres of re-developable and 17 acres of developable acreage of partially developed lands, a total of 55.68 acres of buildable light industrial (LI) lands are available inside the Sisters UGB. There is a projected demand for 34 net buildable acres of industrial land inside the Sisters UGB by the year 2025. A surplus of 21.68 acres of net buildable industrial land is predicted based on anticipated supply and demand of industrial lands until the year 2025. There is a sufficient supply of vacant acreage alone to satisfy anticipated demand, without considering re-developable and partially developed lots. For more information see Appendix B.”~~

Airport (A District)

In 2012, the citizens of the Sisters voted to annex the Sisters Eagle Airport, 34.3 acres, by popular vote during the November 2012 general election, by approximately 85%. The Sisters Eagle Airport was then annexed into the City of Sisters on March 15, 2014.

Annexing the Sisters Eagle Airport and rezoning it to Airport District (A) provides an orderly and efficient transition from rural to urban land use. Annexing the Sisters Eagle Airport is an efficient accommodation of land needs because it will allow the community to use an existing resource that has been developed historically adjacent to the City and is approved by the Oregon Department of Aviation (ODA).

There are no other available locations to develop an airport within the UGB. It is more efficient to use an already developed airport rather than develop a redundant airport to meet the community’s needs.

Urban Area Reserve (UAR District)

The City has adopted and mapped the Urban Area Reserve (UAR) Sub-District which contains a minimum lot size of 2.5 acres to preserve land for future development at urban densities. There are a total of 51.54 acres of UAR inside the current UGB. Of this, 30 acres are intended as a holding zone for future residential development re-zoning to residential uses. As part of the UGB Site Evaluation process, the UAR properties were examined for use as residential properties since the UAR is a holding zone for residential uses. City staff

estimates that 8.8 gross acres of R-MFSD can be obtained from the re-zoning and re-development of these properties. 30 acres of UAR-zoned land was removed from the inventory in 2010 when McKenzie Meadow Village annexed into the city limits and was subsequently re-zoned from UAR 10 to R-MFD, PF and OS.

The Needs Assessment and Site Selection findings are found separately from this Comprehensive Plan in the 2008 burden of proof statement incorporated herein by reference, and available from the Planning Department.

23 acres of UAR inside the City Limits/UGB are owned by the U.S. Forest Service and are intended as a holding zone for the future development of a business park [or a light industrial area](#). While this parcel is zoned UAR, a holding zone for residential development, it is intended as a holding zone for light industrial/business park uses. If this parcel is rezoned it would be for light industrial/business park uses or for a relocated Forest Service Ranger Station. [In 2019, the Forest Service sold the property north of Barclay to a private developer, obviating the possibility of the use of the property for a relocated Forest Service Ranger Station.](#)

The remaining 13.8 acres of UAR land are owned by the City (described earlier herein) as possible future use for equipment storage and a Public Works warehouse / maintenance building.

Urban Growth Management

Any proposal to annex new areas to the City must demonstrate that sufficient public facilities (including water, sewerage and transportation) are available or will be installed in conjunction with any land development. In Sisters, the annexation must also be approved by a majority of voters in an election. New policies included in the section below also guide urban growth consistent with State of Oregon laws.

State of Oregon laws require sufficient supplies of buildable lands inside the UGB to accommodate anticipated demand, provide choices in the marketplace, and livability. Some factors influencing the need for land include population growth, required development densities, economic development goals, land needs of public institutions, and market forces. Some specific ways to accommodate the 20-year need for residential land include expanding the UGB, re-zoning UAR lands to urban zoning designations, increasing residential densities, and converting non-residential lands to residential use.

UGB Expansion

The City of Sisters completed a modest Urban Growth Boundary expansion during the 2005 Comprehensive Plan update process to implement its amended Sisters Urban Area Comprehensive Plan policies and tasks. This expansion and its compliance with applicable state and local requirements is presented in greater detail in a UGB Expansion Findings document, incorporated herein by reference. The Urban Growth Boundary (UGB) expansion occurred for number of purposes, including:

1. accommodating anticipated 20-year demand for residential uses such as single-family housing
2. adding additional land for Public Facility uses, specifically a new City Public Works Department headquarters building (office, maintenance, and storage facility) adjacent to the existing City of Sisters wastewater treatment facility,
3. bringing a small existing developed urban use on an Exclusive Farm Use parcel adjacent and outside the City of Sisters (City) UGB inside the UGB,
4. bringing a small Exclusive Farm Use parcel entirely surrounded by the City UGB into the UGB.

The 2005 Plan update brought a total of approximately 53 acres of land into the City of

Sisters Urban Growth Boundary (UGB). 8.9 acres is intended for commercial and light industrial uses – reflecting an existing commercial use and a parcel surrounded by the

city. The 2005 Plan update also brought approximately 13.8 acres of land into the City of Sisters UGB and rezoning the property from F1 to Public Facility as a site for a new Public Works Department headquarters adjacent to the existing wastewater treatment facility.

The need for additional residential land use is not until 2010-2020. Since the need is later in the 20-year planning period the land is proposed to be added to the UGB as Urban Area Reserve-10 acre minimum, outside the City Limits. As land is needed it would be annexed by the land owners, rezoned, and then developed for the urban use. Until then, uses would be limited outside the City Limits and would be subject to the development standards of Title 21 of the Deschutes County Code. When rezoned inside the City Limits, the site would be designated as Residential, or other zoning district based on documented need at the time of rezoning and redesignation.

In 2011, a four-acre portion of land was brought into the UGB and subsequently into the City limits for purposes of providing a training facility for the Sisters – Camp Sherman Fire District. The Needs Analysis and all accompanying Site Alternative Study documentation are found in a separate burden of proof document referenced herein and available at the Planning Department.

Determining Need and Comprehensive Plan Designation

Residential Uses (lands zoned UAR-10 with Plan designation Residential)

The Residential Buildable Land Supply and Demand Analysis (see Appendix C) predicted the amount of residential land needed until year 2025 based on anticipated population growth, historic and anticipated building trends, housing needs by income group, existing zoning, and the current supply of buildable residential land. This report estimated a need for additional land to be added to the Sisters UGB to meet anticipated demand. Specifically, 25 gross acres of land zoned for residential (predominately single-family) development (Residential-R District) were needed to accommodate 20-year demand. To meet the need for residential land, a single parcel of 30 acres (McKenzie Meadows parcel) was included in the UGB as a result of the Comprehensive Plan, and has since annexed into the city limits. Because the density in the single-family ‘R’ District increased so substantially between the period of 2005 and 2010, when the McKenzie Meadows parcel was annexed to the City, there was no longer a demand for ‘R’ zoned land, but a demand for multifamily, workforce and low-income housing, and housing targeted at the senior population. Eventual urban development of this parcel will be in the form of a Master Plan, so any area subject to restrictions can be used to fulfill open space and access requirements.

Public Facility Uses (Land zoned Public Facility (PF) with PF Plan designation)

The City’s old Public Works Department facility had been located at 175 W. Washington Avenue, and has since ~~has~~ been sold to the Sisters Camp Sherman Rural Fire Department. A new facility for the Public Works headquarters has been constructed adjacent to the sewage treatment plant percolation ponds. Uses at the new headquarters include a centralized office and repair shop, storage for garbage trucks, tractors, back hoes, street sweepers, solid waste

dumpsters, and rooms and structures holding equipment and supplies such as sand, gravel, pilings, pipes, and other associated uses.

The Sisters – Camp Sherman Fire District entered into an Agreement with the City of Sisters. The purpose of this Agreement is for the Fire District to allow the City to use a property owned by the Fire District for a new recycle center, which has subsequently been constructed. The City then became obligated to provide 4 acres of land for a Fire Training Facility, which occurred in year 2010. This Comprehensive Plan amendment followed.

The site has been fully evaluated for soil suitability, and comparable sites have been evaluated as is required by Oregon Administrative Rules. The Deschutes County Hearings Officer had made a formal recommendation to approve the 4 acre UGB expansion request, and the Board of County Commissioners voted unanimously to allow Sisters to amend its UGB by vote that occurred in April 2009. The support documentation referenced herein is found at the Planning Department, City Hall, 520 E. Cascade Avenue, Sisters.

Commercial and Industrial Uses (Lands zoned UAR –10 with Plan designations Commercial and Light Industrial)

In 2000, City voters approved the annexation of a 4.6-acre parcel of Exclusive Farm Use land adjacent to the northern portion of the Sisters UGB. The site is developed as the Conklin Guest House and has a bed and breakfast, small water feature, a barn, landscaping, and other improvements. This parcel is irrevocably converted to urban uses and so no loss of farm land would occur.

The proposal is to include the parcel in the UGB with a zoning designation of Urban Area Reserve UAR-10 (10-acre minimum, hereafter referred to as UAR-10) and a Plan designation of Commercial. This would preserve the use at current levels until a time when it applies for a zone change and annexation. Adding the site to the UGB would also enable the owner to intensify the development consistent with the Airport Height, Commercial District, and other land use guidelines in place in the Sisters Development Code. This parcel of land is also surrounded by the Sisters UGB to the north, west, and south, creating a gap in the urban area that will result in less efficient extension of utilities to the parcels inside the current UGB to the north.

With the Conklin Guest House parcel included in the UGB, the parcel adjacent to the west would be an Exclusive Farm Use Parcel that would be entirely surrounded by Urban Lands. This parcel has no water rights, is only 4.3 acres, and is currently a vacant dry parcel.

The proposal is to include the parcel in the Sisters UGB zoned UAR-10 with a Plan designation of Light Industrial. This preserves the use at current levels or would allow the development of a single-family house, or other low intensity developments until the site successfully annexes and rezones consistent with City Development Codes. After rezoned, the use could be intensified consistent with the Airport Height, and Light Industrial guidelines in place in the Sisters Development Code.

Overview of Site Selection Process

After the need for additional land was determined and new Plan policies developed, the 2005 and 2009 UGB expansion was determined through a methodology implementing State of Oregon statute and rule as well as the City's Plan policies. As mentioned previously, the site selection process for the 4 acre expansion occurred through a separate set of documents which are available at the Sisters Planning Department, and are referenced as file no. CP 08-2 / ZC 08-1.

A site evaluation strategy was developed to determine the best sites to be included in the UGB to meet the need for additional residential land. Generally, all properties surrounding the current coincident UGB and city limits that were determined to have significant developable lands were rated according to 17 criteria that implemented State of Oregon statutes and rules and local policies. All parcels were evaluated as either Good (3 points), Fair (2 points), or Poor (1 point) in each criterion and the total points were added to a total score and weighted total score. The best parcels (ones with the highest point totals) were considered to meet anticipated needs. Refer to the UGB Site Evaluation Matrix and Maps (Appendix 5) of the Findings for UGB Expansion document for the resulting evaluation matrix.

This matrix is referred to many times in the Findings document. The methodology resulting in parcels selected for inclusion in the UGB is as follows:

1. Parcels adjacent to the UGB determined to have developable lands were identified and are shown in the Productivity Spreadsheet
2. Only developable parcels that were not in public ownership were selected to be evaluated further
3. Criteria were developed to implement the "seven factors" of Goal 14 as well as Plan policies and ORS 197.298 prioritization criteria
4. Parcels were evaluated based on the criteria and each received a score according to the parcels characteristics
5. Scores were 3 points for a "Good" evaluation, 2 points for a "Fair" evaluation, and 1 point for a "Poor" evaluation
6. Scores were added together to arrive at the overall score for the parcel (see Appendix 2 column named "Overall Score" in the UGB Expansion Findings document)
7. Scores for criteria under the column headings "ORS 197.298 Priority of Lands for UGB" and "Factor 3" were doubled and added to the rest of the criteria to arrive at the "Overall Weighted Score" column. The purpose of this was to evaluate how a parcel's score might change compared to the non-weighted "Overall Score". This demonstrates possible differences in the overall scores when placing more importance on two factors.
8. "Overall Rank" and "Weighted Rank" were calculated based on the parcels scores on "Overall Score" and "Overall Weighted Scores", respectively. This shows the ordinal rank of parcel according to these scores and a snapshot of a best to worst evaluation for all parcels evaluated.

9. A parcel had to score “Fair” on average in both the “Overall Rank” and “Weighted Rank” to be considered further. Those parcels that scored “Fair” on average in both categories were scored with a “Yes” in this column.
10. The top ranked sites in the “Overall Rank” and “Weighted Rank” category were considered for addition to the Sisters UGB.

The 30 acre parcel that was considered to best meet the needs of the City and ranked highly in the UGB Site Evaluation Matrix is the McKenzie Meadows parcel. The City decided that it best met the need because it is virtually surrounded by urban uses where the other highly ranked parcels weren't. In addition, it was sited closer to the majority of schools in the City. Lastly, it has more potential to be developed for needed residential uses within the planning period.

Location and Designation of New Lands Brought Into UGB

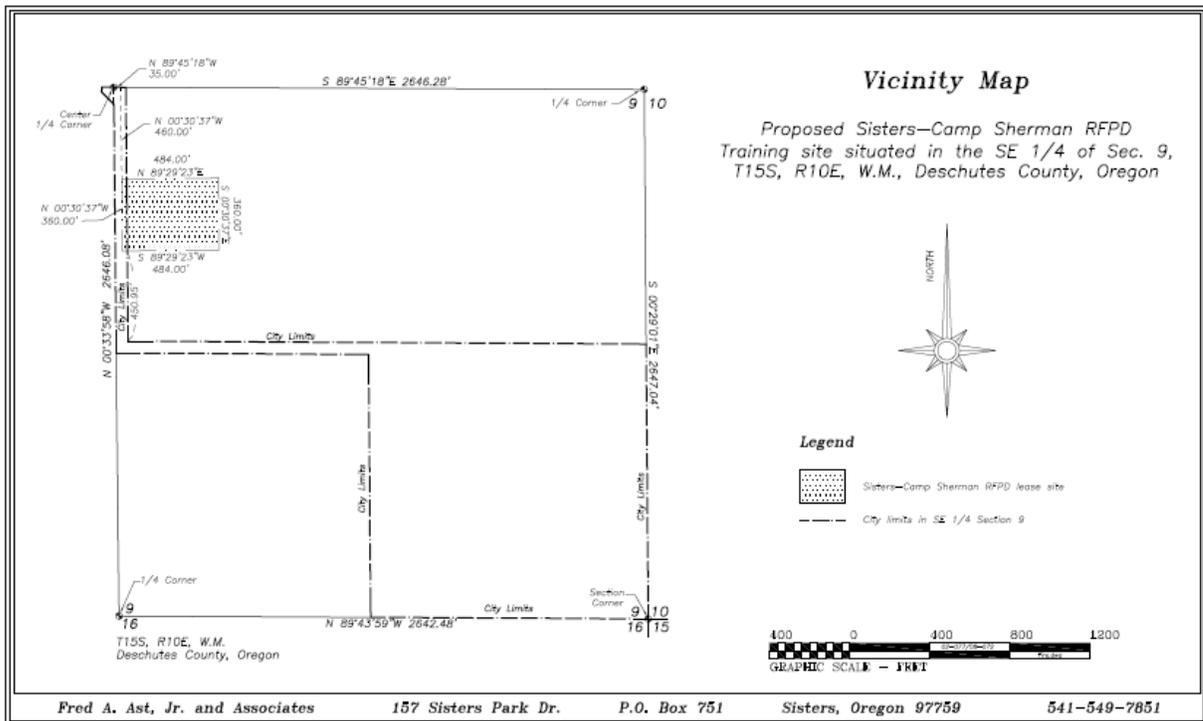
The locations of the properties selected for inclusion in the Sisters UGB are shown in figures 14 -1, 14-2, 14-3, and 14-4. Each figure shows different information. *Figure 14-1: City of Sisters Proposed Additions to the UGB*, shows parcels that were added to the City's UGB in 2005. *Figure 14-2: City of Sisters Zoning Map*, shows the zoning of lands within the UGB following adoption of the 2005 Comprehensive Plan update. *Figure 14-3: City of Sisters: Comprehensive Plan Map* shows the Comprehensive Plan designation for lands within the UGB, including the 4 acre portion of land to be used by the Sisters – Camp Sherman Fire District which is under consideration at this time. *Figure 14-4* is the survey map of the 4 acre portion of land mentioned herein. Land uses shall be consistent with the Comprehensive Plan map. As parcels are added to the City limits, the Urban Area Reserve designation would be changed to match the Comprehensive Plan Map.

Figure 14-1: Proposed Additions to UGB

Figure 14-2: City of Sisters: Zoning Map

Figure 14-3: City of Sisters Comprehensive Plan Map

Figure 14-4: Survey Map of the Sisters – Camp Sherman Fire Training Facility land



Compliance with Goal 14

Statewide Planning Goal 14 provides for “orderly and efficient transition from rural to urban uses”. The goal requires cities and counties to cooperatively establish urban growth boundaries and outlines the procedure for amending the boundaries. If an applicant wishes to establish an urban use on rural land, it must either take an exception to Goal 14 or amend the UGB consistent with Goal 14. This UGB expansion is consistent with Goal 14 as discussed in the UGB Expansion Findings document.

Exceptions to State Goals

The proposed 4 acre UGB expansion will not require taking exceptions to any of the statewide planning goals. Compliance is demonstrated in the UGB Expansion Findings document.

14.4 POLICIES

1. The City shall promote development within the UGB to minimize the cost of providing public services and infrastructure and to protect resource land outside the UGB.
2. The City shall support adequate public safety services.

Task -

- a. The City shall assist public Fire safety providers in supplying land for fire training.
3. The Urban Growth Boundary is the official area for which to plan all land uses, public facilities, and annexations.
4. The City shall provide for an orderly and efficient conversion of urbanizable land to urban land, the City will manage the UGB to maintain the potential for planned urban development on urbanizable lands.
5. The establishment and change of the Urban Growth Boundary shall be based upon considerations of the following factors:
 - a. Demonstrated need to accommodate long-range urban population growth requirements consistent with LCDC goals;
 - b. Orderly and economic provision for public facilities and services;
 - c. Maximum efficiency of land uses within and on the fringe of the existing urban area;
 - d. Environmental, energy, economic and social consequences;
 - e. Retention of agricultural land as defined, with Class I being the highest priority for retention and Class VI the lowest priority; and,
 - f. Compatibility of the proposed urban uses with nearby agricultural activities.

Tasks –

- a. The 160 acres of land currently used as a wastewater treatment facility shall be protected from development in order to ensure adequate land supply for the sewer treatment system.
- b. The UGB shall be expanded by approximately 4 acres to add Public Facility land ~~to~~ near the existing wastewater treatment facility site for a future Fire Training facility.
- c. The UGB shall be expanded by approximately 34.3 acres to add Airport land to accommodate the Sisters Eagle Airport.
6. The following policies apply to the conversion of urbanizable land to urban land:
 - a. Orderly economic provision for public facilities and services;
 - b. Availability of sufficient land for the various uses to insure choices in the

- market place;
- c. Statewide planning goals and LCDC administrative rules; and
- d. Encouragement of development within the urban areas before conversion of urbanizable areas.

Tasks-

- a. Lands inside the UGB but outside the City Limits intended for public facility use shall be rezoned to PF Public Facilities consistent with the Comprehensive Plan at the time of annexation.
7. Providing City services is an integral part of the City's growth management strategy. Extension of City services are guided by the following:
- a. The City shall require annexation prior to extending water or sanitary sewer services to any property within the unincorporated portion of the UGB.
 - b. The City shall not authorize urban levels of development without the provision of the all necessary urban service (see definition) to support planned levels of development. The City will require provision of urban services as lands are converted to urban lands.
 - c. Rural levels of development (authorized in the Urban Area Reserves), sited without services on urbanizable land, shall be sited in such a way as to not interfere with urban levels of development and services when conversion from urbanizable land to urban land occurs.
 - d. The City and Deschutes County shall require property owners and/or developers to pay their fair and proportionate share of the costs to extend community services to their properties and to pay for or build necessary on- and off-site public improvements.
8. Implement a system-wide level of service (LOS) standard of 5.0 acres of developed parkland per 1,000 residents.

Part VI

Implementation Policies and Programs

The Comprehensive Plan for the Sisters Urban Area has value only to the extent that it is supported by the community and its citizens, as a policy statement for the general guidance of future development actions which work toward attainment of community goals and objectives. Realization of community goals and objectives through the Comprehensive Plan is dependent on adoption of the general proposals of the Plan, its specific policies and the tools for implementation.

It is recommended that the Plan be reviewed by the Planning Commission every year to whatever degree is necessary to insure that it is continuing to function as a guide for community growth. In addition, it should be possible for individuals to petition for changes or amendments to the plan in a manner similar to that for zone changes. There must be a public hearing before the Planning Commission and the Governing Body prior to making any changes. Any changes should be consistent with the goals, objectives, policies and statements of intent of the plan or these guidelines should first be changed or amended to reflect the new policies. This should be true of both changes resulting from periodic Planning Commission review and from individual petitions.

Interpretation of the Comprehensive Plan

Administration and interpretation of the Comprehensive Plan is a continuing process and for this purpose the material contained in this report and supplemental maps identical to the one published herein, constitute the Comprehensive Plan. Full understanding and interpretation of proposals contained on the maps may be accomplished only through proper reference to the descriptive analysis, policies and proposals contained in this report.

Proper administration of the Plan demands flexibility, variation and adjustment, however, such changes in policy or proposals must come from careful independent study of broadly based issues and not be dictated by “issues of the moment”, such as controversial zoning requests, momentary fiscal problems or the inadequacy of public facilities. Necessary changes which may be required through the years should normally be accomplished during the annual review process

Implementation Policies, Ordinances and Programs

The following implementation measures are essential to the functional success of the Comprehensive Plan.

Development Code

The City adopted a new Development Code in 2001 that facilitates a wide variety of land developments and housing types. The Development Code may need to be modified to bring it into conformance with provisions of the Comprehensive Plan and provide the City with a more effective implementation tool. The Development Code is a separate document supplemental to this Plan.

A revised Official Zoning Map has been prepared as a separate document in conformance with the land use policies set forth in this Plan. Upon adoption of the Comprehensive Plan, the Revised Official Zoning Map may be adopted as further described by the Development Code.

In accordance with Goal 2 of the Statewide Land Use Goals, the City develops and follows orderly procedures to establish the land use planning process and policy framework. This framework results in objective standards to evaluate proposed land uses in the City.

Capital Improvements Programming

Capital Improvement programming is an important process in the implementation of the Plan. It consists of three basic elements – listing of necessary public improvements, determination of priorities, and a financial analysis. A listing of all Capital Improvements that will be needed in the foreseeable future is first established. Based on evaluation of the projects and their relative urgency, a priority is assigned to each project based on the apparent need. A financial analysis is prepared to determine existing and anticipated future sources of revenue which can be applied to the Capital Improvement programs. From these projections, it is possible to estimate the amount of revenue available annually for capital expenditures and to allocate these funds to appropriate projects.

Capital Improvement programs are usually prepared on an overall basis for 20 years in five-year increments, and they are revised annually as funds are expended and priorities change. Developing a realistic Capital Improvement program and applying it to the city and county budgeting processes can be one of the most significant and beneficial steps which the community can take to guide its growth in an orderly manner. There are many federal and state programs which can be applied to the communities Capital Improvement requirements. These programs cover a wide variety of problems and these sources of assistance should be fully explored and used as necessary to implement the plan.

Intergovernmental Program Coordination

Responsibility for the provision of necessary public programs and support facilities to maintain the desired level of public services for the City of Sisters is vested in all levels of government. These include the City of Sisters with its existing and projected range of program services; Deschutes County, particularly in roads, health and sanitation and building; School District No. 6, U.S. Forest Service for public use of forest lands; Oregon State Department of Transportation, for highways and airport facilities; State of Oregon Department of Environmental Quality; State of Oregon Department of Commerce in the housing program area; and elements of the Federal Government for surplus federal properties and financial grant and aid programs. This results in a broad range of program concern and intensity, project priority, authorization and funding and implementation timing.

Authority and responsibility vested in city legislative powers does not include the ability to compel other levels of government to comply with and/or coordinate their program

activities with those of the City. Consequently, it is imperative that the City establish lines of communication with related governmental agencies whereby positive influence may be exercised toward coordination of programs and facilities which are the responsibility of more than one level of government or a specific project is inter-related to other governmental programs and facilities. This action may consist of (1) identifying the responsible segment of involved governmental agencies with which to establish effective lines of communication and coordination, (2) define agency responsibilities as to roles and commitment in the implementation of specific programs and/or projects, (3) coordinate the priority, timing and funding of involved levels of government in realizing a well integrated program or facility and (4) referral of program and project proposals to related governmental agencies prior to execution.

PART VII
APPENDICES

Appendix A: Coordinated Population Forecast

Appendix B: Technical Report, City of Sisters Commercial and Industrial
Future Land Needs Analysis

Appendix C: Technical Report: Residential Land Supply and Demand
Analysis, 3-17-05 Update

Appendix D: Examples of 1880's Architectural Design

Appendix E: Roster of Amendments to Comprehensive Plan Since
Original Adoption