



Housing Policy Advisory Board Agenda

520 E. Cascade Avenue - PO Box 39 - Sisters, Or 97759 | ph.: (541) 549-6022 | www.ci.sisters.or.us

Tuesday, July 14, 2020

4:00 PM

520 E. Cascade Avenue, Sisters, OR 97759 - Council Chambers

The Housing Policy Advisory Board meeting will be open to the public via Zoom. Using Zoom is free of charge. The public is invited to join the meeting with your computer or telephone by going to the following link: www.ci.sisters.or.us/bc-hpab/page/housing-policy-advisory-board-8

- I. **CALL TO ORDER/DETERMINATION OF QUORUM**
- II. **ADOPTION OF AGENDA**
- III. **APPROVAL OF MINUTES:** January 14, 2020 and February 11, 2020
- IV. **VISITOR COMMUNICATION:** *There will be no verbal Visitor Communication. Written communication can be submitted to cjenkins@ci.sisters.or.us or dropped in the utility mail drop by 3:00 pm on Tuesday, July 14, 2020.*
- V. **BOARD BUSINESS**
 - A. Staff updates:
 1. Community Development Director Recruitment
 2. Affordable Housing Grant Program Update
 3. Workplan for 2020/2021
 4. Meeting Frequency/Expectations
- VI. **BOARD MEMBER REPORTS**
- VII. **ADJOURN**

This agenda is also available via the Internet at www.ci.sisters.or.us. The meeting location is accessible to persons with disabilities. Requests for an interpreter for the hearing impaired or for other disability accommodations should be made at least 48 hours before the meeting by contacting Kerry Prosser, City Recorder at k.prosser@ci.sisters.or.us



Housing Policy Advisory Board – Meeting Minutes
Tuesday, January 14, 2020 – 4:03 P.M.
520 E. Cascade Avenue, P.O. Box 39, Sisters, OR 97759

Housing Policy Advisory Board Attendees:

Board Members: Sharlene Weed, Jeff Seymour, David Brandt, George Slape, Tim Kizziar, Mande Seeley
Absent: Susan Wilson, Karna Gustafson
Council Representative: Richard Esterman, Absent
Visitor: Sue Stafford, Nugget Newspaper
Staff: Patrick Davenport, CDD Director
Recording Secretary: Carol Jenkins

I. CALL TO ORDER

Board Chair Weed called the meeting to order at 4:03 pm.

II. ADOPTION OF AGENDA

Housing Policy Advisory Board made a motion to approve the Agenda for Tuesday, January 14, 2020 as proposed. Motion carries.

III. APPROVAL OF MINUTES – July 18, 2019, September 10, 2019, and October 17, 2019.

Chairman Seymour made a motion to approve the minutes for July 18, 2019, September 10, 2019, and October 17, 2019 as presented.

Board Member Kizziar seconded. Motion carries.

A brief discussion took place regarding the minutes and whether they should be verbatim, or more action type minutes. It was decided to do more action type minutes for now, and then discuss at a later date.

IV. VISITOR COMMUNICATION – None

V. WORKSHOP

A. Review of the City residential permit activity, land use applications, other housing related data and on data related to development of housing units in the City of Sisters.

Director Davenport reported on the 2019 housing-related land use applications; 2019 residential building permits; 2019 commercial building permits, and housing sales with listing prices, sale prices, average days on the market, and financing covering calendar year 2019. (Specific data is available in Housing Policy Advisory Board packet dated 1/14/20).

Director Davenport stated that he will provide the permit status to the Board on a monthly basis.

- B. City of Sisters 2010 Housing Plan: Review/Audit of Accomplishments – Staff will facilitate a discussion focused on reviewing the accomplishments, progress and remaining tasks recommended in the Plan.

Director Davenport addressed the following information on the Housing Plan, providing feedback, and making recommendations to the City Council on the next steps.

- 2010 Housing Plan has reached the 10-year old mark since adoption.
- Staff is offering an opportunity to present findings on accomplishments and remaining tasks.
- HPAB’s feedback will inform Council, Planning Commission, and the broader community on progress made and remaining work necessary.
- The feedback will also inform how to prioritize these efforts in funding, code requirements, and other programs to support the City’s Housing Goals in the future.
- At the end of the exercise, we would be to get the Board’s recommendation to Council on what to do next.
- This Housing Plan is still in effect and on the next budget cycle 2021/22, we will be ready for a full-on new strategic plan.

Director Davenport stated that the Comprehensive Plan language is going to the City Council and then back to the Planning Commission if they direct it for the adoption hearing process. It will be Planning Commission on February 20th, and City Council adoption on March 25th.

Director Davenport addressed “Excerpts from the Housing Plan” with the Strategies, Approach, Potential Impact, Recommendations, Timing, Staff Findings, and Staff Conclusion.

Strategy 1: Develop Organizational Capacity to Implement Housing Programs and Strategies, and to Monitor Success in Achieving Housing Goals.

- A. Appoint a part-time Housing Coordinator or designate an appropriate staff person to monitor housing related activity and to represent Sisters on a regional level.
 - o This is a completed task, but also on-going and really never finished.
- B. Develop a Housing Policy Board to assist the City Housing Coordinator in developing strategies, providing input on housing related policies and regarding housing activity within the City.
 - o This is a completed task, but also on-going and really never finished.
- C. Monitor housing-related activity. Keep the Board advised on housing trends, providing more data, having a staff member come from the homeless shelter and report on how the season went. To date, the homeless numbers are very low, they are just serving

dinner for about 6-7 people, and then they go back to their camps because they don't want to stay, etc. The Forest Service offered to devote staff time to go out into the forest and count numbers, so these numbers should have a more robust count this year.

- o Task Ongoing.

A brief discussion took place regarding Short-Term Rentals, seasonal units, absentee owners, and the process of applying for a Short-Term Rental, licensing, and the 250-foot buffer at this time. Staff will provide the Board with additional numbers and current totals at the next meeting.

Strategy 2: Develop a Housing Trust Fund, and use other existing City funding sources on a limited basis.

- A. Develop a Housing Trust Fund through a variety of Funding Mechanisms.
 - Setting aside a portion of Transient Room Taxes;
 - Setting aside an affordable housing reserve fund;
 - Council approved the creation of the affordable housing grant program – ORD495;
 - Notice of funding opportunity;
 - Applications can be received now – six weeks to go before this funding cycle will close on March 1, 2020.
 - * Possible CET would come in here, and the options for the 'fee in-lieu' of for affordable housing. Explore the possibility of CET funding to increase this pot of money.
 - o Task Potentially Completed/Partially and Ongoing.
- B. Use a limited amount of Urban Renewal Funds.
 - Staff does not agree with this recommendation, and it is not very clear in using this money for affordable housing.
 - Urban Renewal Plan needs to be amended.
 - Setting aside funds to help with Renewal of the City.
 - Property taxes can be used to stimulate development which will in-turn increase their property taxes.
 - These funds currently do not include affordable housing, but not explicitly enough to use them. We want it very clear that it can be used for affordable housing.
 - o Task not completed.
- C. Develop a 5 to 10-year Strategic Action Plan identifying priorities for the allocation of funds.
 - Updating current Housing Plan.
 - Development of ADU's / Trailer Park as part of a plan.
 - Development of a City Work Plan.
 - Figure out the City's priorities and where do we want to spend these funds.
 - o Task Not Completed – need to do something and possible actions to take.

Strategy 3: Develop a Comprehensive Incentive Program for developers of affordable housing.

- A. Following adoption of the Housing Plan, identify which incentives are appropriate for the City of Sisters, and which incentives to provide developers of housing for low-income (less than 80 percent AMI), based on a cost/benefit analysis of each incentive. Provide an

additional list of incentives for non-profit housing developers. Examples of incentives include: Planning and Building Fee Exemptions, Expedited Review and Permitting Processing; System Development Charge Deferrals; Off-site Improvement Assistance; Density and Height Bonuses; Minimum Lot Size Exemptions.

- o Partially Completed and Potentially Ongoing.

A brief discussion took place regarding changes to the Development Code, 3-story versus 2-story buildings, density and height bonuses, population growing and limited land available.

- B. Develop a comprehensive annexation ordinance based on the needs of City residents, with requirements such as percentage of land for each income bracket; construction trimming; construction standards; distribution of affordable units; land dedication, and other requirements such as roads, water, sewer and other necessary public facilities, etc.
 - o Task Partially Completed/Potentially Ongoing.
- C. Examine a provision similar to the annexation ordinance for zone changes and/or plan amendments, to provide incentives for property owners who desire to provide affordable housing with market rate when choosing to apply for changes to existing zoning or plan designations. Continue to consult with Legal Counsel, get the Code requirements consistent with State laws, work with the developers to have a Development Agreement to build affordable housing.
 - o Task Not Completed.

Strategy 4: Upon release of 2010 Census data, revise the Comprehensive Plan target of “1-in-10” affordable units, to develop targets based on real data.

- This has been implemented on the McKenzie Meadows project 1-10; 10 single-family attached units that are affordable, 10 multi-family apartment units that will be affordable, and those are the most recent examples.
- This approach has not been implemented to date. The City must consult with legal counsel and draft code requirements consistent with State laws which enable localities to adopt these types of regulations in coordination with Strategy 3.B. A brief discussion on target data, but is hard to implement because of older data based on an old population, old targets, etc. This was done in the height of the recession, so things are just different now and the need is not any less.

The new 2020 Census data will be available in 2021 – the official word.

- Task not completed.

Director Davenport stated that next time we meet on February 11th, he would like to conclude the review of the plan and maybe Planned Development District concepts which is a potentially new zoning district, but it probably won't be ready by then. Planned Development District is a zoning district to do mixed-use instead of having one zoning for each type of use. We will check in and see what other localities are doing for Annexation Ordinances, etc.

City Manager Misley stated that part of our thought process is to update the Housing Plan taking this Board as well as the Planning Commission and Council, and from our perspective with the Annexation Ordinance, we don't have any land that can be annexed until we do a UGB expansion. We are probably at a minimum, a few years away from that. We don't really feel a sense of urgency, and we need to make sure before that we cover all our bases, but also don't want to rush through it because there is no real urgency. Expanding the UGB is one thing, and going through an Annexation Ordinance is another thing. Two (2) years is very aggressive, but could be 3-4 years and we're not really sure at this point.

The next Board meeting will be on Tuesday, February 11th at 4:00 pm.

VI. ADJOURN

Board Chair Weed adjourned the meeting at 5:15 pm.

Respectfully submitted,

Carol Jenkins, Recording Secretary



Housing Policy Advisory Board – Meeting Minutes
Tuesday, February 11, 2020 – 4:00 P.M.
520 E. Cascade Avenue, P.O. Box 39, Sisters, OR 97759

Housing Policy Advisory Board Attendees:

Board Members: Sharlene Weed, Susan Wilson, Jeff Seymour, Karna Gustafson
Absent: Tim Kizziar, George Slape, David Brandt
Council Representative: Richard Esterman
Staff: Patrick Davenport, CDD Director
Recording Secretary: Carol Jenkins

I. CALL TO ORDER

Board Chair Weed called the meeting to order at 4:03 pm.

II. ADOPTION OF AGENDA

Housing Policy Advisory Board made a motion to approve the Agenda for Tuesday, February 11, 2020 as proposed. Motion carries.

III. APPROVAL OF MINUTES – January 14, 2020

Board Chair Weed suggested to hold off on the approval of the minutes for January 14, 2020 until next month when more members of the Board are present.

IV. VISITOR COMMUNICATION – None

V. WORKSHOP

A. Continued: City of Sisters 2010 Housing Plan: Review/Audit of Accomplishments – Continued discussion on reviewing accomplishments, progress and remaining tasks recommended in the Plan.

B. Staff Update: Affordable Housing Grant applicants for 2020 cycle.

Director Davenport stated that one of the questions that the Board wanted more research on was the current number of Short-Term Rental Licenses that we have right now. The latest count is 88 and it went down because of people not getting their renewals in, or just walked away from them. We did the 250 ft. buffer, lessened the requirements on the land use decision, but made the requirements much more-strict on licensing and re-licensing. We are at about 1500-1600 residential units and that is a rough estimate on the books right now.

Director Davenport stated that the last Strategy # 4 that was discussed upon the release of the 2010 Census Data, revised the Comprehensive Plan target of 1-in-10 affordable units, to develop targets based on real data. There are potential impacts, not likely direct impacts, but indirect impacts are possible. We haven't formally implemented this strategy to date, although the implementation of that target has come to fruition in the recent McKenzie Meadows Master Plan of 1-10 along with the Development Agreement.

Chairman Seymour asked if we, as a group, determined to continue discussing and putting together some bullet points – but really waiting until the 2020 Census information was out before we made any really hard decisions just because this is data that is 10 years old.

Board Chair Weed asked if the Comprehensive Plan is more-vague, and this can be more specific. *Director Davenport* stated that it can be more-broad, and can narrow it down more.

Board Vice Chair Wilson asked for clarification on what needs to be done today is to review this, submit it, and say that this is what we've done. At what point, do you have to be more specific.

Director Davenport stated that this is more of an Audit. We would like to conclude with asking for the Board's support to just do a holding plan. We would have to be more specific in doing a new plan, etc. There have been additional tools put in place since this was written on what City's can do, and we need to work with our legal team before putting anything in the plan.

Director Davenport stated that on Strategy #5 – Examine existing public policies to ensure that regulations do not hinder affordable housing efforts. Amend the Code to remove barriers to development of affordable housing. The Housing Strategies Report also evaluated the public policies as well. The MFR District is quite friendly to allowing high density for Sisters, decent heights, wide-range of housing types, density bonuses for affordable housing, and density heights.

A brief discussion took place regarding setbacks, reducing lot sizes, parking requirements, setbacks in Master Plan situations, percentages, small pocket parks, square footages, trying to create more creativity, different interest amounts, and bringing infrastructure up to current Code, etc.

Director Davenport stated that we need help from the outside sector to look at our Code, and what is a barrier in our Code policies, etc.

Board Vice Chair Wilson stated that when doing the new plan, in various places, we did a workshop looking at the cost of housing, the cost of buying a piece of land, doing the actual development, the cost for parking, etc. We took the cost of an average home and broke it down to all of these components to see what by doing a policy to reduce this, what impacts it would have on the affordability of the house. It takes a lot of different pieces and what impacts it would have on the community by reducing parking, timing, etc.

Director Davenport stated that it would be helpful for a developer to provide generic Performance on a single-family dwelling, 3-bedroom, 2-bath on a 9,000 square foot lot, land use fees, building permit fees, etc. and how much are all of those fees straight across the board. The one thing for planning and zoning is the Development Code and one tool that we have.

Director Davenport stated that one of the things the City is doing right now is the grant program, where there was the open period for applications to help fund any affordable housing project. We are hoping that the applicants will provide what their benefits are for asking for the funds, etc.

A brief discussion took place regarding cottage developments, providing smaller lot sizes, and if ADU's are possibly easier to build, etc. The owner/occupancy requirement has been removed for all ADU's, and only one is allowed per lot.

Director Davenport stated that the next one is to Amend/Revise the City Charter referencing that a 50-year affordability. That is out there to waive SDC's and to not even collect them. This is subject to the voters, and is it necessary to dig into this on the Ballot question for a Charter Amendment. Right now, we have the Housing Affordable Grant Program, and we think it will be a much more popular tool than this 50-years of affordability per the Charter.

Director Davenport stated that we are thinking about a future Charter Amendment Committee for possibly the 2022 Ballot. We don't think it is that critical to do this right now especially with only one question on the Ballot to change or delete it.

Board Vice Chair Wilson asked if they would do away with the 50-year requirement, and is that what you are proposing.

Director Davenport stated that I'm not sure what to do with it because it is not being used, and maybe something for the Charter Committee one day to see if it is even worth it to change it maybe 20-30 like a typical mortgage. It also states that it is for non-profit affordable housing providers as well.

Director Davenport stated that SDC's have been waived for projects that were affordable and that one of them was the Housing Works and Neighbor Impact project. They joined forces for a ground lease project at Sky Gate/Jantzen Lane with seven (7) units and selling only the home.

Board Chair Weed stated that Habitat for Humanity is moving into a Land Trust model and this would be fine with us now.

Director Davenport stated that there are three (3) sets of paperwork with templates, trustee, promissory note, and agreement with about 75 pages total of paperwork.

Board Chair Weed stated that in that section of the Charter, it states that the City must charge the highest possible SDC's that they can to development. Years ago, the City wanted to make sure that the town, was wanting to make sure that the growth paid for itself, and the residents of the town wouldn't pay for expanding the sewer, water, and roads.

Director Davenport stated that it is also existing business owners expanding their business, and it affects the people who already live here as well.

Board Chair Weed stated that she thinks that this piece of the Charter is why our town is so healthy in SDC's. Other towns don't have that and are scrambling to get money for their infrastructure, etc. The City's SDC's are not that high compared to other jurisdictions.

Director Davenport stated that on Strategy # 6 – Preserve existing housing stock by promoting existing housing programs and Countywide resources, which generally target up to 80% AMI. Streamline Review processes, examine planning and building permit waivers, or deferrals for Housing Works, Habitat for Humanity, and other non-profit housing providers within the community. This is similar to Strategy # 3A – a bit of repetition.

Director Davenport stated that the Deschutes County Building Safety Division does the building fee waivers and that is the costly side, but we don't have any control of what they charge for the fees and they operate as an Enterprise Fund – their fees support their program entirely, they don't get General Fund supplements.

Ms. Gustafson stated that they were successful in getting some General Fund money in the last current budget cycle. It is possible that we could get it for this as well.

Director Davenport stated that again, we do have the Affordable Housing Grant Program, and you can use that to help pay for planning related fees. We need to keep evaluating what is possible and keep trying some new things.

A brief discussion took place regarding the existing housing stock, keeping it in repair so that the rents can stay affordable, and some sort of loan process for rentals. The non-entitled City's such as Prineville, La Pine, Redmond, Sisters, Madras, and maybe Culver can apply on behalf of all of us for all low-income owner-occupied residents for repairs, etc. Neighbor Impact is going to administer the program if we get the grant.

Board Chair Weed stated that as an FYI, if anyone is below the 60% AMI, we could use the Neighbor Impact money and have Habitat do the work, and if we do the work, we have free labor.

Director Davenport stated that on Strategy # 7 – Support and monitor Statewide efforts that encourage affordable housing. Appoint a Housing Coordinator to represent Sisters, but we don't feel that is necessary to have a formal position – new hire, so our duties have been appropriately amended to have a City staff, City Hall efforts with the City Manager to help with that, etc. It is a collective effort for this Housing Coordinator recommendation.

A brief discussion took place regarding the document recording fee, it is put into a Statewide Fund, and not reallocated back to the City which generates the funds. The recording fees went from \$15 up to \$60 and all for affordable housing. Bonds, interest rates, apartment housing units, impacts of new housing units, looking at the existing housing plan, and possibility creating a new housing plan, etc.

Director Davenport stated that we have already received the grant from DLCD to update Goal 9 and Goal 14, and gave us a grant to do the Housing Report. I would like to request your support for our Work Plan to do a new Housing Plan.

Board Vice-Chair Wilson made a motion to recommend to the City Council, the creation of a new Housing Strategy Implementation Plan, and to include it in the upcoming budget.

Chairman Seymour seconded. Motion carries.

Board Chair Weed stated that they did the point-in-time homeless count last week and the official tally in Sisters was 44 adults and 20 kids. These are people who have slept in tents, a shelter, or in their car, etc. We know that there are 14 students that are out in the woods, a family in Camp Sherman, a family with a 4, 8, and 10 year old, and another family that are 4, 7 and 9 year old. Some of the causes are economics and not enough money, domestic violence, personal reasons, health reasons, physical and mental disabilities living out in the woods. Some of the people have been here from 6-10 years, but will have more information on that later on.

Board Chair Weed stated that they help people by sending them to FAN (Family Access Network) that is located at the Sisters School Administration building if they need help.

Director Davenport stated that we have an active Master Plan that includes housing that is on the Planning Commission docket. It is a Master Plan for the Threewind Partners behind Bi-Mart for 50-market rate apartment units, and 23,000 square feet of commercial space. It is in the Highway Commercial zone and does allow housing which is a nod to what the State requires us to provide multiple opportunities for housing. Downtown Commercial and Highway Commercial does allow for detached multi-family housing if you do a Master Plan.

VI. ADJOURN

Board Chair Weed adjourned the workshop at 5:05 pm.

Respectfully submitted,

Carol Jenkins, Recording Secretary



FY 2020/21 CITY COUNCIL GOALS

LIVABILITY AND GROWTH

- Complete a Comprehensive Plan update.
- Update the Housing Plan.
- Develop a Master Plan for the City-owned Lazy-Z property.

PUBLIC SAFETY

- Monitor first year of new law enforcement contract with Deschutes County Sheriff Office (DSCO) and create first strategic plan.
- Conduct traffic safety audit and plan for capital investment for safer streets, sidewalks and bike and pedestrian paths.

ECONOMIC DEVELOPMENT

- Develop a strategic plan in regard to tourism with key community partners to guide the management of Transient Room Tax funds.
- Explore details of creating a Makers District and potential designation.
- Continue the City's role and investment in diversification of the local economy in partnership with Sisters Country Economic Development (SCED).

ESSENTIAL INFRASTRUCTURE

- Prioritize and plan for future infrastructure investments.
- Partner with Oregon Department of Transportation (ODOT) for right-of-way acquisition for Locust/US 20 roundabout.
- Partner with ODOT to acquire East Portal property from Forest Service.

GOOD GOVERNANCE

- Develop a financial forecasting model to assist long-term budget planning.
- Evaluate revenue sources to ensure sustainability and expansion of services.
- Increase and enhance public outreach.

COMMUNITY VISION

- Continue to support the Vision Implementation Team and partner collaboration.
- Lead by example on accomplishing Vision projects.



	Livability & Growth	Public Safety	Economic Development	Essential Infrastructure	Good Governance	Community Vision
FY 2020-2021 DRAFT DEPARTMENT WORKPLANS						
Administration						
Coordinate Vision projects the City leads	X	X	X	X	X	X
Administer the Affordable Housing Grant Program	X		X		X	X
Create first strategic plan for law enforcement with Deschutes County Sheriff's Office (DCSO)	X	X			X	
Budget for and encourage professional development opportunities for staff	X	X		X	X	
Hire a one-year Resource Assistance for Rural Environments (RARE) Program AmeriCorps member	X		X		X	X
Assist Sisters Country Economic Development (SCED) with implementation of updated strategic plan	X		X		X	X
Strengthen partnership between City, SCED, and Chamber of Commerce	X		X		X	X
Participate in a visitor survey to generate research for tourism and leads for economic development (Chamber & SCED)	X		X			X
Leverage Communication tools to strengthen outreach and community engagement (Facebook, Website, Utility Bills)	X	X	X	X	X	X
Hold a State of the City	X	X	X	X	X	X
Coordinate Celebration of the 75th anniversary of the City of Sisters	X				X	X
Prioritize policy and regulation that need updates and refinements	X				X	
Update Public Records Policy					X	
Finance						
Conduct cyber security assessment and increase protections				X	X	



	Livability & Growth	Public Safety	Economic Development	Essential Infrastructure	Good Governance	Community Vision
Perform Short Term Rental and Transient Room Tax audit	X				X	
Evaluate and implement ergonomic workplace opportunities					X	
Create and utilize long-range financial model for strategic opportunities	X	X	X	X	X	X
Expand employee assistance program tools					X	
Utility rate evaluation				X	X	
Public Works						



		Livability & Growth	Public Safety	Economic Development	Essential Infrastructure	Good Governance	Community Vision
WATER DEPARTMENT							
	Complete design of Well 4 Phase B	X			X		
	Construct Well 4 Phase A & B	X			X		
	Design and construct 8" Dist. Imp Jeff Ave (South Alley) Cedar to Locust	X			X		
	Design and construct 8" Dist. Imp Wash Ave (South Alley) Cedar to Locust	X			X		
	Conduct GIS GPS accuracy survey		X		X	X	
	Procure 75 hp back-up motor	X	X		X		
	Update Water Rate Model				X	X	
	8" Distribution Improvements - Trinity Way						
	12" Distribution Improvements - Upsizing						
SEWER DEPARTMENT							
	Develop Master Plan for Lazy Z property	X		X	X		X
	WWTP VFD design/build				X		
	Design Aeration Improvements for future replacement project	X			X		
	Biosolids Removal	X			X		
	Develop Bid Doc's/Specification for Locust St. Sewer line Relocation (LSR), bid project, procure construction easement	X	X		X		



	Livability & Growth	Public Safety	Economic Development	Essential Infrastructure	Good Governance	Community Vision
Conduct GIS GPS accuracy survey		X		X	X	
Design/Bid/Construct Rope St. Pumpstation improvements	X	X		X		
Update Sewer Rate Model				X	X	



		Livability & Growth	Public Safety	Economic Development	Essential Infrastructure	Good Governance	Community Vision
STREET DEPARTMENT							
	Conduct Traffic Safety Audit	X	X		X	X	X
	Complete TSP Amendments	X	X	X	X	X	X
	Complete Locust/US 20 Roundabout design	X	X	X	X	X	X
	Construct 20-21 Overlay Improvements	X			X		
	Construct 20-21 Chip seal/seal coat improvements	X			X		
	Establish Re-imb Dist. for future Sun Ranch improvements	X		X	X	X	
	Coordinate construction of E. Main Ave parking improvements (Lemos property)	X	X		X		
	Update Street Inventory & PCI Ratings	X			X	X	
	Develop Bid/Specs for Downtown Snow Removal Contract	X	X	X	X	X	X
	Construct Hood/Cedar safety improvements	X	X		X		
	Continue Striping/signage improvements		X		X		
	Update URA Street Improvement Projects	X	X	X	X	X	X
	East Portal Master Plan (Mobility Hub)	X	X		X		X
PARKS/PUBLIC EVENTS DEPARTMENT							
	Develop final bid docs/specs for Creekside Bridge Improvements	X			X	X	
	Update URA Park/Open Space Project list	X		X	X	X	X
	East Portal Master Plan (Mobility Hub)	X	X		X		X



	Livability & Growth	Public Safety	Economic Development	Essential Infrastructure	Good Governance	Community Vision
Facilities and other additional existing/proposed workload						
Complete all vehicle/equipment procurements		X			X	X
Community Development						
Complete Department of Land Conservation and Development (DLCD) grant to update Comprehensive Plan Goals 9 and 14	X		X			X
Support DLCD Grant with additional funds to update every Goal in Comprehensive Plan	X		X			X
Continue to improve nuisance code enforcement program	X				X	
Implement Defensible Space Community education and Enforcement with Sisters-CS Fire District	X	X			X	X
Continue development code text amendments to implement Vision Action Plan Items and Comp Plan Goals	X		X			X
Work closely with Planning Commission and Housing Policy Advisory Board to update the 2010 Housing Plan	X					X
Support Public Works Dept. with update (refinement) of TSP.	X			X		
Urban Renewal Agency (URA)						
Create new opportunities (programs) for URA to further its goals and objectives	X		X	X	X	X
Create a matrix to evaluate for vacant land for strategic property acquisition	X		X	X	X	X