Oregon
Theodore R. Kulongoski, Governor

Department of Land Conservation and Development
635 Capitol Street, Suite 150
Salem, OR 97301-2540
(503) 373-0050
Fax (503) 378-5518
www.lcd.state.or.us

NOTICE OF ADOPTED AMENDMENT

09/06/2011

TO: Subscribers to Notice of Adopted Plan or Land Use Regulation Amendments

FROM: Plan Amendment Program Specialist

SUBJECT: City of Sisters Plan Amendment
DLCD File Number 001-11

The Department of Land Conservation and Development (DLCD) received the attached notice of adoption. Due to the size of amended material submitted, a complete copy has not been attached. A Copy of the adopted plan amendment is available for review at the DLCD office in Salem and the local government office.

Appeal Procedures*

DLCD ACKNOWLEDGMENT or DEADLINE TO APPEAL: Friday, September 16, 2011

This amendment was submitted to DLCD for review prior to adoption pursuant to ORS 197.830(2)(b) only persons who participated in the local government proceedings leading to adoption of the amendment are eligible to appeal this decision to the Land Use Board of Appeals (LUBA).

If you wish to appeal, you must file a notice of intent to appeal with the Land Use Board of Appeals (LUBA) no later than 21 days from the date the decision was mailed to you by the local government. If you have questions, check with the local government to determine the appeal deadline. Copies of the notice of intent to appeal must be served upon the local government and others who received written notice of the final decision from the local government. The notice of intent to appeal must be served and filed in the form and manner prescribed by LUBA, (OAR Chapter 661, Division 10). Please call LUBA at 503-373-1265, if you have questions about appeal procedures.

*NOTE: The Acknowledgment or Appeal Deadline is based upon the date the decision was mailed by local government. A decision may have been mailed to you on a different date than it was mailed to DLCD. As a result, your appeal deadline may be earlier than the above date specified. NO LUBA Notification to the jurisdiction of an appeal by the deadline, this Plan Amendment is acknowledged.

Cc: Pauline Hardie, City of Sisters
Angela Lazarean, DLCD Urban Planning Specialist
Karen Swirsky, DLCD Regional Representative

Angela Lazarean, DLCD Urban Planner
Amanda Punton, DLCD Regional Representative

<paa> YA/email

FORM 2 DLCD Notice of Adoption

This Form 2 must be mailed to DLCD within **5-Working Days after the Final Ordinance is signed** by the public Official Designated by the jurisdiction and all other requirements of ORS 197.615 and OAR 660-018-000

☐ In person ☐ electronic ☐ mailed
DATE STAMP
DEPT OF
AUG 29 2011
LAND CONSERVATION AND DEVELOPMENT

Jurisdiction: **City of Sisters** Local file number: **CP 10-01**

Date of Adoption: **8/25/2011** Date Mailed: **8/26/2011**

Was a Notice of Proposed Amendment (Form 1) mailed to DLCD? ☒ Yes ☐ No Date: 06/29/11

☒ Comprehensive Plan Text Amendment ☐ Comprehensive Plan Map Amendment

☐ Land Use Regulation Amendment ☐ Zoning Map Amendment

☐ New Land Use Regulation ☒ Other: **Adopt a Parks Master Plan**

Summarize the adopted amendment. Do not use technical terms. Do not write "See Attached".

The 2011 Sisters Parks Master Plan will guide development of the municipal parks system for the period between 2011 and 2030. This Plan is an update to the 2000 Sisters Oregon Parks Master Plan. This plan identifies strategies and recommendations for operation and maintenance of parks, land acquisition, development, and funding. Along with the adoption of the Parks Master Plan, the City of Sisters amended the Sisters Comprehensive Plan Goals to incorporate the Parks Master Plan.

Does the Adoption differ from proposal? Yes, Please explain below:

Amanda Punton, Goal 5 Specialist, recommended a correction to page 34 of the Comprehensive Plan (#10). Staff changed ODFW to Department of State Lands for reviewing cut and fill permits in the Flood Zone.

Plan Map Changed from: **N/A** to:

Zone Map Changed from: **N/A** to:

Location: **City wide** Acres Involved:

Specify Density: Previous: **N/A** New:

Applicable statewide planning goals:

1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19
☒	☒	☐	☐	☒	☐	☐	☒	☐	☐	☒	☒	☐	☒	☐	☐	☐	☐	☐

Was an Exception Adopted? ☐ YES ☒ NO

Did DLCD receive a Notice of Proposed Amendment...

45-days prior to first evidentiary hearing? ☒ **Yes** ☐ **No**

If no, do the statewide planning goals apply? ☐ **Yes** ☐ **No**

DLCD File No. 001-11 (18880) [16744]

If no, did Emergency Circumstances require immediate adoption? ☐ Yes ☐ No

DLCD file No. _____

Please list all affected State or Federal Agencies, Local Governments or Special Districts:

U.S. Forest Service, State of Oregon Parks and Recreation Department, Deschutes County

Local Contact: **Pauline Hardie** Phone: **(541) 323-5208** Extension:

Address: **520 E Cascade Ave, PO Box 39** Fax Number: **541-549-561 0561**

City: **Sisters** Zip: **97759** E-mail Address: **phardie@ci.sisters.or.us**

ADOPTION SUBMITTAL REQUIREMENTS

This Form 2 must be received by DLCD no later than 5 working days after the ordinance has been signed by the public official designated by the jurisdiction to sign the approved ordinance(s)
per ORS 197.615 and OAR Chapter 660, Division 18

1. This Form 2 must be submitted by local jurisdictions only (not by applicant).
2. When submitting the adopted amendment, please print a completed copy of Form 2 on light **green paper if available**.
3. Send this Form 2 and **one complete paper copy** (documents and maps) of the adopted amendment to the address below.
4. Submittal of this Notice of Adoption must include the final signed ordinance(s), all supporting finding(s), exhibit(s) and any other supplementary information (ORS 197.615).
5. Deadline to appeals to LUBA is calculated **twenty-one (21) days** from the receipt (postmark date) by DLCD of the adoption (ORS 197.830 to 197.845).
6. In addition to sending the Form 2 - Notice of Adoption to DLCD, please also remember to notify persons who participated in the local hearing and requested notice of the final decision. (ORS 197.615).
7. Submit **one complete paper copy** via United States Postal Service, Common Carrier or Hand Carried to the DLCD Salem Office and stamped with the incoming date stamp.
8. Please mail the adopted amendment packet to:

ATTENTION: PLAN AMENDMENT SPECIALIST
DEPARTMENT OF LAND CONSERVATION AND DEVELOPMENT
635 CAPITOL STREET NE, SUITE 150
SALEM, OREGON 97301-2540

9. **Need More Copies?** Please print forms on **8½ -1/2x11 green paper only if available**. If you have any questions or would like assistance, please contact your DLCD regional representative or contact the DLCD Salem Office at (503) 373-0050 x238 or e-mail **plan.amendments@state.or.us**.

AGENDA ITEM SUMMARY **CITY OF SISTERS**
SISTERS CITY COUNCIL

Meeting Date:	August 25, 2011	**Staff:**	Pauline Hardie
Type:	Workshop/Regular Meeting	**Dept:**	CDD
Subject:	2011 City of Sisters Parks Master Plan and Comprehensive Plan Amendments		

Action Requested:
In the Workshop: Receive a presentation on the proposed 2011 City of Sisters Parks Master Plan.

In the Regular Meeting: Conduct a public hearing and consider the adoption of Ordinance No. 406: AN ORDINANCE OF THE CITY OF SISTERS ADOPTING THE 2011 CITY OF SISTERS PARKS MASTER PLAN AND COMPREHENSIVE PLAN AMENDMENTS TO GOALS 1, 2, 5, 8, 11, 12, and 14.

Background: The City's existing Park and Recreation Plan, known as the Sisters Parks, Recreation and Open Space Master Plan, was completed in October 2000, almost 11 years ago. This Plan has since become outdated in a variety of ways as the population of Sisters has changed and the recreational needs of the city have changed in conjunction. Some of the outdated aspects of the Plan are easily fixed, but others are more in-depth and required a re-assessment of the community's parks and recreation needs.

The City of Sisters was award a grant in July, 2009 from the Oregon Parks and Recreation Department (OPRD) for this project. Cameron McCarthy Gilbert & Scheibe/University of Oregon Community Planning Workshop were selected to prepare the update which included the following;

- An inventory of existing parks and an analysis of park classifications and standards, including a recommended level or service target;
- Identifying current and future park needs using input from the community as well as technical data;
- Establishing a vision, goals, and objectives for the park system;
- Creating a capital improvement plan (CIP) that enables the City to achieve its goals;
- Creating a strategy for short and long-term land acquisition; and,
- Identifying potential funding techniques and sources to implement the CIP.

The Plan was considered in a public hearing before the Planning Commission on August 18, 2011, wherein the Commission unanimously (4 approved, 3 absent) recommended that the City Council adopt the 2011 City of Sisters Parks Master Plan and Comprehensive Plan amendments including an amendment as recommended by the

Department of Land Conservation and Development. Staff is requesting that the City Council consider the adoption of Ordinance No. 406, which would effectively adopt the 2011 City of Sisters Parks Master Plan along with text changes to the Comprehensive Plan Goals 1, 2, 5, 8, 11, 12, and 14. Adopting the 2011 City of Sisters Parks Master Plan and the proposed Comprehensive Plan amendments will help the City continue to improve its parks and recreation facilities to meet the needs of current and future residents.

Financial Impact:

The original grant proposal was for $42,185; however, the total project cost to date is $31,532. The City's match is $12,843. The grant end date is August 31, 2011 and staff will request a final reimbursement at that time.

The 2011 City of Sisters Parks Master Plan does not have an immediate financial impact to the City. In the future, there may be grant opportunities available for several of the projects listed in the Plan.

Options:

Option 1 – Adopt Ordinance No. 406 as proposed. This means that the 2011 City of Sisters Parks Master Plan and Comprehensive Plan amendments are adopted by the City.

Option 2 – Take no action. This means that the 2011 City of Sisters Parks Master Plan adoption and Comprehensive Plan amendments would be deferred pending further City Council discussion or deferred indefinitely. Staff would have to ask for a grant extension since the deadline is August 31, 2011.

Staff recommends Option 1.

Attachment(s):

A - Ordinance No. 406: AN ORDINANCE OF THE CITY OF SISTERS ADOPTING THE 2011 CITY OF SISTERS PARKS MASTER PLAN AND COMPREHENSIVE PLAN AMENDMENTS TO GOALS 1, 2, 5, 8, 11, 12, and 14.

Concurrence: CM: EJ A&F: JY PW: EJ for TB CDD: DW

CITY OF SISTERS
ORDINANCE NO. 406

AN ORDINANCE OF THE CITY OF SISTERS ADOPTING THE 2011 CITY OF SISTERS PARKS MASTER PLAN AND COMPREHENSIVE PLAN AMENDMENTS TO GOALS 1, 2, 5, 8, 11, 12, and 14.

WHEREAS, in October 2000, the City of Sisters adopted the Park and Recreation Plan, and Open Space Master Plan; and,

WHEREAS, in July 2009, the City of Sisters received a grant from the Oregon Parks and Recreation Department (OPRD) to develop the 2011 City of Sisters Parks Master Plan;

WHEREAS, the 2011 City of Sisters Parks Master Plan is intended to guide development of the municipal parks system for the period between 2011 and 2030; and,

WHEREAS, the 2011 City of Sisters Parks Master Plan Goal states "The City of Sisters will create a distinctive and well-connected parks system with a diversity of social, cultural, educational, and recreational opportunities that meet the needs of our community and visitors and promote the arts and healthy lifestyles; and,

WHEREAS, citizen involvement reached a wide array of community members and stakeholders through seven different methods: an online survey, Hispanic survey, user intercept survey, community workshops, senior focus group, youth focus group, and stakeholder interviews; and,

WHEREAS, the amendments to the City of Sisters Comprehensive Plan Goals 1, 2, 5, 8, 11, 12, and 14 will help the City continue to improve its parks and recreation facilities to meet the needs of current and future residents; and,

WHEREAS, in accordance to the provisions found in the Sisters Development Code Table 4.1.200 and Section 4.1.600, the proposed adoption of the 2011 City of Sisters Parks Master Plan and Comprehensive Plan amendments are processed as a Type IV application; and,

WHEREAS, the Department of Land Conservation and Development (DLCD) received the Notice of Proposed 2011 City of Sisters Parks Master Plan and Comprehensive Plan amendments to goals 1, 2, 5, 8, 11, 12, and 14 at least 45-days prior to the first evidentiary hearing; and,

WHEREAS, after due notice, a public hearing on the proposed project was held before the Sisters Planning Commission at the City of Sisters Council Chambers (520 E Cascade Avenue, Sisters, 97759) on August 18, 2011 and at which time findings were reviewed, witnesses were heard and evidence was received and at which time the Planning Commission recommended that the City Council adopt 2011 City of Sisters Parks Master Plan and Comprehensive Plan amendments 2010-01 as amended by the Planning Commission; and,

WHEREAS, after due notice, a public hearing on the proposed project was held before the Sisters City Council on August 25, 2011, at which time the City Council found that the 2011 City of Sisters Parks Master Plan and Comprehensive Plan amendments 2010-01 as amended

meet all applicable approval criteria, including all notice requirements, and that the ordinance will benefit the city of Sisters.

NOW, THEREFORE, the City Council of the City of Sisters ordains as follows:

SECTION 1. The Comprehensive Plan is amended as provided in the following exhibits, which is incorporated into this Ordinance by reference.

Exhibit A - Comprehensive Plan amendments to Goals 1, 2, 5, 8, 11, 12, and 14
Exhibit B - Planning Commission recommended amended change to Goal 5 (Revised language from DLCD, Goal 5, Findings 5.3 #10 of the Comprehensive Plan)

SECTION 2. In support of the City of Sisters' parks, open space, natural areas, and trails, the City Council hereby adopts the 2011 City of Sisters Parks Master Plan, attached hereto as Exhibit C to this Ordinance.

SECTION 3. In support of the adoption of the 2011 City of Sisters Parks Master Plan in Section One and Comprehensive Plan amendments in Section Two, the City Council hereby adopts the findings attached hereto as Exhibit D to this Ordinance, which demonstrate compliance with the Sisters Development Code, the City's Comprehensive Plan, and the applicable statewide planning goals.

PASSED by the Common Council of the City of Sisters this 25 day of August, 2011 and APPROVED by the Mayor of the City of Sisters.

Mayor

ATTEST:

Kathy Nelson, City Recorder

Exhibit A
Comprehensive Plan Amendments to Goals 1, 2, 5, 8, 11, 12, and 14

Part V
Comprehensive Plan Goals, Findings, & Policies

Goal 1: Citizen Involvement

1.1 GOAL

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

1.2 BACKGROUND

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

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

Characteristics to retain:

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

Opportunities for improvement:

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

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

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

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

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

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

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

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

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

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

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

1.3 FINDINGS

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

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

1.4 POLICIES

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

   Tasks –

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

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

   c. A Committee for Citizen Involvement shall be established with its processes codified and maintained by the City.

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

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

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

Goal 2: LAND USE PLANNING

2.1 GOAL "To establish a Land Use Planning process and policy framework as a basis for all decisions and actions related to the use of land and to assure an adequate factual base for such decisions and actions."

2.2 BACKGROUND

Statewide Planning Goal (Goal 2) is the foundation for all the City's adopted planning processes. The City's original Comprehensive Plan was adopted in 1974 and updated in 1979. The City completed Periodic Review in 1988 and was acknowledged by the Department of Land Conservation and Development (DLCD) in 1994. As per Oregon Senate Bill 543, the City is now exempt from Periodic Review as it contains a population of less than 2,500.

The Comprehensive Plan acknowledged by DLCD in 1994 is being updated in 2005 in a Post Acknowledgement Plan Amendment process. The process will result in this Plan and will contain information from the acknowledged 1994 Plan and updated background, findings, analysis, and policies. In 2007, the Comprehensive Plan was amended in specific to adopt the Sun Ranch Mixed Use Community, and a mixed use development pattern for the Three Sisters Business Park. This effort focused on adding a factual and policy basis to develop a mixed-use light industrial and business area that serves as a transition between residential and light industrial uses and updating the amount of acreage in the City used for light industrial and residential uses. Additionally, the findings supported the creation of a new mixed use land use district, the North Sisters Business Park Sub-district.

The amendments adopted in 2007 to support the Sun Ranch Mixed Community and the creation of the North Sisters Business Park Sub-district are incorporated in the Comprehensive Plan findings, policies, and maps in Chapters 9, 10, 11, and 14. The adopting ordinances and supporting materials for the Sun Ranch Mixed Use Community are attached to the Comprehensive Plan as technical appendices as Appendix E, and as Appendix F for the Three Sisters Business Park and North Sisters Business Park Sub-district.

Statewide Planning Process

ORS Chapter 197 effectuates statewide policy with respect to the authorized governmental planning function, Comprehensive Plan preparation. These policies state that Comprehensive Plans (1) must be adopted by the governing body, (2) are expressions of public policy, i.e. policy statements, generalized maps, standards and guidelines, (3) shall be the basis for rules, regulations and ordinances which implement the plan, (4) shall be prepared to assure that all public actions are consistent and coordinated within the plan, and (5) shall be regularly reviewed and modified to meet changing needs and desires of the citizens the plan serves.

The Comprehensive Plan must be consistent with statewide planning goals approved by the Oregon Land Conservation and Development Commission (LCDC). The Development Code and other ordinances or regulation must be enacted to implement the Comprehensive Plan.

LCDC is charged with the responsibility of making sure that statewide planning goals are complied with in preparing, adopting, revising, and implementing existing and future Comprehensive Plans. LCDC is authorized to review plan provisions, ordinances and regulations if petitions by (1) City or County when land conservation and development action taken by a governmental unit is in conflict with statewide planning goals, (2) a county governing body, when a comprehensive plan or ordinance adopted by a governing body is in conflict with statewide planning goals, (3) a governing body when the action of the county governing body is considered outside the authority vested in the county body, and (4) any person or group of persons whose interests are substantially affected, a comprehensive plan provision or any ordinance alleged to be in violation of statewide planning goals.

Comprehensive Plan Review, Adoption, Amendments

After the Comprehensive Plan Citizens Advisory Committee has completed its work on the Plan update, the City Planning Commission is responsible for reviewing and making recommendations to the City Council.

Plan Amendments will be necessary as time passes and conditions change. The Plan is intended to be a guide for the future growth of the community. It should be subject to review and should be flexible, but not so flexible as to be meaningless as a statement of community policy. Changes in the plan should be made in light of considerations relating to all or part of the community rather that to who owns the property.

It is recommended that the Plan be reviewed by the Planning Commission every year to whatever degree is necessary to ensure 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. The Development Code allows changes to the Plan and describes the procedures for making such changes. Any changes should be consistent with the statewide and local 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.

Involvement

The City, Deschutes County, and State of Oregon have actively participated and offered input throughout the Comprehensive Plan Update process. Sufficient notice was provided to appropriate public agencies and interested parties to ensure that all interested parties were able to participate.

The City has specific procedures for notification, review, and appeal of land use applications and changes to the Comprehensive Plan and Development Code. All

applications are Type I, II, III, or IV. These types have different levels of public participation associated with them, with more public involvement applying to applications with greater community impact. The process includes ministerial and administrative reviews by City staff with appeals heard by the City's Planning Commission (Type I), quasi-judicial public hearings held by the City Planning Commission (Type II and III), legislative public hearings held before the Planning Commission with appeals to the City Council (Type IV), and other land use processes as part of the City's Development Code. Each of these processes for notification, review, and appeal are in compliance with Oregon State law.

Planning Staff

The City has a Planning Department staffed by a Planning Director, Associate Planner and Administrative Assistant. Long-range and current planning projects are completed by planning staff and consultants with oversight by the City Manager, Planning Commission, and City Council. These persons work together to create, implement, review, and modify the Plan with guidance from the City's citizens.

2.3 FINDINGS

1. Upon acknowledgement of this Comprehensive Plan by the Land Conservation and Development Commission, this Plan will meet the State's requirements regulating the factual content, policy direction, scope of local Comprehensive Plans.
2. Planning studies have been completed since the last Comprehensive Plan update in 1994 to facilitate acknowledgement. These activities will help the City accommodate anticipated growth and development and form the backbone of the City's land use and planning framework. These include completing the Parks/Recreation and Open Space, A 20-Year Master Plan (2000); the City of Sisters Wastewater Treatment Plant Plan (2000); adopting the City of Sisters Development Code (2001) and the City of Sisters Transportation System Plan (2001). The City completed a Residential Land Supply and Demand Analysis, 3-17-05 Update that determines land needs in the City for until year 2025. The City also completed a Technical Report, City of Sisters Commercial and Industrial Future Land Needs Analysis in 2003 that determines needs for commercial and industrial land in the City until year 2025.
3. Since the update to the Comprehensive Plan in 2005, several additional plan studies have been adopted. In January, 2010 the City adopted an updated Transportation System Plan (TSP) that identifies specific transportation projects and programs needed to support the City's goals and policies and to serve planned growth through the TSP horizon year (2030). ~~Also~~ In January, 2011 the City adopted the Whychus Creek Restoration Management Plan in order to reduce impacts to water quality and aquatic habitat, emphasize the presence of listed species in the creek and identify the City's commitment to stormwater management and the protection of the creek. Also in August, 2011 the City adopted the City of Sisters Parks Master Plan which updated the Parks/Recreation and Open Space Plan. These studies are incorporated into the Comprehensive Plan by reference.

2.4 POLICIES

1. The City of Sisters shall develop land use codes and ordinances that are based on an adequate factual basis as well as applicable local, state, and federal regulations.

   Tasks –

   a. Codes and ordinances shall spell out responsibilities for administering and enforcing land use policies.

   b. The City of Sisters Development Code shall be used to facilitate the development process and to implement the land use goals outlined in this Plan.

2. The City shall review the policies in the Comprehensive Plan annually to take into account changing public policies and circumstances and to ensure that it is continuing to function as a guide for community growth.

   Tasks –

   a. The City shall ensure that other local; state and federal agencies having programs, land ownerships, or responsibilities within the planning area are included in the update process, as needed.

   b. The City Council shall convene annually to set Council Goals and to review and coordinate those Goals with the Comprehensive Plan Goals and Policies.

3. As economic and social conditions change, it may be appropriate for the City to create new zoning designations that will work to assist the City in meeting the goals and policies of the Comprehensive Plan, the requirements of state law, and state land use goals.

   Tasks -

   a. The City shall periodically review the Sisters Development Code to determine whether the districts set forth therein are adequate to address the goals, policies and objectives of the Comprehensive Plan and whether economic and social conditions warrant revision of the district codes, or creation of new districts. Any application for a code amendment shall address the policies and facts supporting the proposed code amendments.

Goal 5: Open Space, Scenic and Historic Areas, Natural Resources

5.1 GOAL

"To protect natural resources and conserve scenic and historic areas and open spaces."

5.2 BACKGROUND

The City of Sisters is virtually surrounded by National Forest Service and agricultural land. The surrounding open spaces separate Sisters from neighboring communities and provide much of the unique character and identity found in the City. In addition, the rural and forest setting of the Sisters area is important to the quality of life and economic development of the community.

Goal 5 requires local government to adopt programs that will protect natural resources and conserve scenic, historic, and open space resources for present and future generations. These resources promote a healthy environment and natural landscape that contributes to Oregon's and Sister's livability. The City's inventory of existing natural resources and the data is contained within this Chapter. The inventories could be updated in accordance with OAR 660-023 if the city finds that updated inventory information would be valuable. However, the City is not required to amend its inventories since cities with a population less than 10,000 are exempt from periodic review. Further direction on protecting these resources is provided in Oregon Administrative rule (OAR) 660-023.

In compliance with State Goal #5, Deschutes County has worked towards providing programs that serve to inventory, protect, and manage historic and cultural resources. In 1980, the Deschutes County Board of Commissioners established the Historical Landmarks Commission. This Commission serves as a review body and Planning Commission for issues concerning historic and cultural resources inside Deschutes County (including the City), reviews development applications for alterations to designated historic sites, and reviews the exterior treatments of buildings applying the Western Frontier Architectural Design Theme.

Also, in compliance with Goal #5, the City of Sisters and the Upper Deschutes Watershed Council (UDWC) partnered to develop the Whychus Creek Restoration and Management Plan, June 2009, in order to address concerns including the creek's natural dynamic system, development patterns that have put properties at risk and decades of "fixes" that have made the problems worse. The City has a long-term interest in the management of Whychus Creek to protect property from excessive stream bank erosion, provide recreational and aesthetic community benefits, enhance the natural resource values, and comply with the federal Endangered Species Act and other natural resource regulations. Therefore, the City is adopting the Whychus Creek Restoration and Management Plan as a Resource Element to the Comprehensive Plan.

The overall goal of the Whychus Creek Restoration and Management Plan, June 2009, is to identify opportunities for the enhancement and restoration of the developed reaches of Whychus Creek throughout the project area. The objects for the project are to develop restoration, management, and policy-level actions that protect properties while restoring the proper function of the creek system.

In August, 2011 the City adopted the City of Sisters Parks Master Plan. Sisters contains several designated open space or natural areas and the plan identifies additional priority areas for open space and natural area conservation.

5.3 FINDINGS

1. Open space within the Urban Growth Boundary (UGB) consists of forested land, land used for low-intensity agricultural uses (irrigation, growing feed grasses, and grazing), flood plain and parks.
2. The protection and inclusion of natural areas and open space is critical to establishing and maintaining a balanced park system. The Sisters park system is comprised of two mini parks, one neighborhood park, two community parks, three special use parks, five trails, and several open space areas. Chapter 8 provides details of each park.
2. Land that is undeveloped and is expected to remain so within the UGB includes:

~~A. Parks~~

~~1. The Village Green - 1.15~~ 1.32 ~~acres~~
~~2. Creekside Park - 2.00~~ 2.65 ~~acres~~
~~3. Sisters Overnight Park - 11.42 acres~~
~~4. Forest Service Triangle - 19.12 acres~~
~~5. Cliff Clemons Park - 2.32 acres~~
~~6. Whychus Creek Trail - 2.32 acres~~
~~7. Buck Run Mini-Park - .083 acres (3,600 square feet)~~
~~8. Harold and Dorothy Barclay Park - .44 acres~~

A. Whychus Creek Flood Plain - 26 acres within the City limits.

B. ~~Landscape Management (LM)~~ Open Space (OS) zoned property, 69 acres within City limits.

3. National Forest lands within the City Limits are currently zoned Public Facility (PF) and Urban Area Reserve (UAR). The approximately 77 gross acres of National Forest lands within the City limits are allocated as scenic views in the 1990 Deschutes National Forest Land and Resource Management Plan. Approximately 40 acres of this site are developed with the Sisters Ranger District complex and the Oregon Department of Transportation (ODOT) Highway Department Maintenance Station. Approximately 23 acres of U.S. National Forest lands are zoned Urban Area Reserve and are a holding zone for future urban uses.
4. Other forested lands adjacent to the Urban Growth Boundary may be suitable for urban development. At such time, the extension of urban facilities will be needed to

facilitate orderly urban expansion.

5. The Sisters City Council approved the following sites on June 25, 1985, for inclusion on the Inventory of Historic Sites:
   - Leithauser Store, Commercial, 120 E. Cascade ("The Sisters Bakery")
   - Aitken Drugstore, Commercial, 158 W. Cascade ("The Palace")
   - Hotel Sisters, Commercial, 105 W. Cascade ("Bronco Billy's Ranch Grill & Saloon")
   - Hardy Allen House, Commercial, 310 E. Main ("Nettie's")
6. Within the City's UGB there are no museums or historical landmarks.
7. There is a heritage marker on the McKenzie Hwy 242 just west of downtown. Another heritage marker is located along Hwy 20 NW of town.
8. Approximately ten percent of houses in the City were constructed in the decade prior to 1950 and eight percent prior to 1940. This group of structures is most likely to contain candidates for future historical designation. In 2003, the City completed an inventory of all structures built prior to 1960 and therefore potentially eligible for historical landmark designation. The inventory is kept at City Hall, the Public Library, and Deschutes County Historic Landmarks Commission office. All owners of properties on this list have been notified.
9. In 1999, City voters approved maximum SDC fees in part for the creation and implementation of a Master Parks Plan for the City.
10. There are 26 gross acres of land in the 100-year flood plain determined by the Federal Emergency Management Agency (FEMA) Flood Insurance Rate Maps #41017C0040 and #41017C0105 C dated August 16, 1998. This area constitutes the total possible area for riparian resources in the UGB. Resources include the soils, plants, insects, and animals common to riparian areas in the Sisters area. The 100-year flood plain is designated FP (Flood Plain) by the Sisters Development Code and uses requiring development of structures are not allowed in the FP District. No cut, fill, construction, or disturbance to the landscape within the FP District shall occur without permits from the Army Corps of Engineers, ~~Department of Fish and Wildlife~~, Department of State Lands and the City of Sisters. These measures protect the riparian and wetland areas inside the Sisters UGB.
11. The City does not have a riparian enhancement plan to protect Whychus Creek.
12. Whychus Creek and its associated riparian vegetation community contribute to the health, safety, and general welfare in the City of Sisters UGB area. The stability of the natural systems and the vitality of the community depend on the excellent water quality and habitat provided by Whychus Creek.
13. Natural drainage ways such as Whychus are significant natural resources that provide protection from flooding, treatment of stormwater, and help maintain stream morphology important for resident fish and macroinvertebrates.
14. Local fish and wildlife, some of which are endangered or threatened, depend on the excellent water quality and habitat function that is provided by Whychus Creek.

15. The ability for native soils to absorb and filter stormwater is essential to maintaining high quality ground and surface water resources. These functions must be preserved or their loss mitigated by future development.

16. Open space includes areas designated for protection or preservation through conservation easements, acquisition, or dedication. The following open space lands are left primarily in their natural state and managed to provide limited passive recreation opportunities, as appropriate:

    a. **Whychus Creek**
    The City owns 11.21 acres of open space along Whychus Creek south of Highway 126. The open space is accessed by a pedestrian connection from Timber Creek Drive. The open space spans both sides of Whychus Creek, with only the north side currently accessible to the public.

    b. **East Portal**
    The 7.73 acre East Portal is located at the intersection of Highways 20 and 126. Owned by the U.S. Forest Service, the wooded, natural area includes public parking, restrooms, and a shelter with public art and interpretive information about the area and the City of Sisters.

    c. **Other Open Space Areas**
    Additional open space areas are located throughout Sisters, with the majority held in conservation easements or dedicated to the City as part of the subdivision process. The Pine Meadow subdivision contains 2.97 acres of public open, The Saddlestone contains 2.11 acres of open space located in the vicinity of Saddlestone Park, and the Sun Ranch subdivision contains 4.63 acres of open space located south of Sun Ranch Drive.

5.4 POLICIES

1. The City shall promote a harmonious relationship between residential, commercial, and industrial development.

   Tasks –

   a. The City shall balance quantities of land to ensure land is available for a variety of uses, classified in a manner consistent with the carrying capacity of the land.

   b. The City's Development Code shall contain provisions to include open space as a part of a Master Planned Development.

2. The City shall identify and protect historical sites within the UGB.

   Tasks –

   a. The Sisters City Council has entered into an agreement with the Deschutes County Landmarks Commission to periodically investigate and identify historic sites within the City Limits and study various means of interpreting local history.

b. The Sisters City Council should review the policy relating to historical signs and plaques per City Council action of October 9, 1980 (ORD. 138)

c. The City should encourage the placement of heritage markers on historical buildings for identification through the Development Code.

d. Residential renovations and/or historic building designations (National Register of Historic Places) should be promoted and encouraged by the City to help upgrade and preserve older housing stock

3. The City shall identify and protect natural, riparian, and scenic resources within the UGB.

Tasks –

a. The City shall develop a riparian protection program for Whychus Creek consistent with State Planning Goal 5.

b. The approximate 23 gross acres of Deschutes National Forest lands within the City Limits zoned UAR shall be held as urban reserve areas until such time as needed for urban expansion.

c. The Whychus Creek Flood Plain shall be managed according to Federal Emergency Management Agency (FEMA) regulations, as incorporated into the City of Sisters Development Code.

d. Open space and forested lands along the highways outside the UGB should be protected as scenic corridors with landscape management programs implemented by the County, State, and United States Forest Service.

e. All City Parks shall ~~continue to~~ serve as public parks under the jurisdiction of the City of Sisters. In collaboration with SPRD, explore the feasibility of expanding district functions to include parks operations, maintenance, and development. When the City Limits expand, adequate park resources to serve the expansion shall be included.

f. Site-specific buffering, setback requirements, and best management practices (BMPs) may be required, as necessary, to enhance and protect stream-side properties as well as Whychus Creek riparian areas and channel migration zone.

g. Pursue development of a riparian protection overlay zone, a riparian setback ordinance, a stream protection overlay zone, or a habitat protection ordinance for the Whychus Creek riparian corridor (see *Whychus Creek Restoration and Management Plan* – June 2009 analysis of riparian/stream protection options in Section 4.5.1).

h. The parks system shall be managed and maintained to ensure its health, safety, and efficiency in accordance to the 2011 City of Sisters Parks Master Plan.

i. Improve the existing access to the Whychus Creek open space area from Timber Creek Drive.

j. Protect property identified in the 2011 City of Sisters Parks Master Plan to conserve open space along Whychus Creek in order to provide creek access, limited passive recreation opportunities and trail development.

k. Protect the East Portal Triangle property as open space and parkland.

Chapter 8 Recreation Needs

8.1 GOALS

"To satisfy the recreational needs of the citizens of the City and visitors, and, where appropriate, to provide for the siting of necessary recreational facilities."

"Maintain adequate park facilities providing a variety of recreational and cultural opportunities for residents and visitors of Sisters."

8.2 BACKGROUND

The continued availability of parks and recreational facilities within and in the surrounding areas of the City of Sisters enhances the quality of life for residents. Within a 20 mile radius, the Deschutes National Forest provides numerous recreational options ranging from recreational sites and points of interest, to major tourist attractions such as Mt. Bachelor and HooDoo winter ski areas and Suttle Lake operated in conjunction with private enterprises.

8.3 FINDINGS

In October 2000, the City completed and adopted a Parks Master Plan for a 20-year planning period. The "Parks Recreation and Open Space: A 20-Year Master Plan, City of Sisters, Oregon, October 2000" (Parks Master Plan) identified existing parks facilities within the City; completed a community survey to determine public opinion on the City's recreational needs; developed a list of current and projected needs based on the requirements of the National Recreation and Parks Association (NRPA) and developed a formula for the City to assess and levy System Development Charges (SDC) for future development within the City.

In 2011, the City adopted the City of Sisters Parks Master Plan to guide development of the municipal parks system for the period between 2011 and 2030. This Plan is an update to the 2000 Sisters Oregon Parks Master Plan. A parks master plan is a long-term vision and action plan for a community's parks system. The following is the vision for the Sisters' parks system:

> ***The City of Sisters will create a distinctive and well-connected parks system with a diversity of social, cultural, educational, and recreational opportunities that meet the needs of our community and visitors and promote the arts and healthy lifestyles.***

The 2011 City of Sisters Parks Master Plan identifies strategies and recommendations for operation and maintenance of parks, land acquisition, development, and funding. More specifically the Plan:

- Provides an inventory of existing parks and an analysis of park classifications and standards, including a recommended level or service target;
- Identifies current and future park needs using input from the community as well as technical data;
- Establishes a vision, goals, and objectives for the park system;
- Includes a capital improvement plan (CIP) that enables the City to achieve its goals;
- Creates a strategy for short and long-term land acquisition; and
- Identifies potential funding techniques and sources to implement the CIP.

As identified in the 2011 City of Sisters Parks Master Plan, different types of parks serve different functions and needs in the community. The existing parks system provides a range of park types and recreation opportunities. The City of Sisters currently owns and maintains eight developed park facilities, which comprise 13.70 acres of developed parkland, and three undeveloped parcels, which comprise 6.88 acres of undeveloped parkland. In addition, the Sisters planning area contains 33.76 linear miles of trails and 28.65 acres of open space.

[redacted]	
Mini Parks	
Buck Run Park	0.02
Harold & Dorothy Barclay Park	0.44
Neighborhood Parks	
Cliff Clemens Park	2.28
Community Parks	
Village Green	1.32
Creekside Park	2.65
Special Use Parks	
Three Sisters Overnight Park	6.72
Veterans Memorial Park	0.25
Wild Stallion Park	0.02
TOTAL DEVELOPED PARKLAND	**13.70**
Undeveloped Parkland	
Three Sisters Park Expansion	4.68
Undeveloped City ROW	1.89
Fir Street Site	0.31
TOTAL UNDEVELOPED PARKLAND	**6.88**

Open Space	
Whychus Creek Open Space	11.21
East Portal Open Space	7.73
Other Parcels	9.71
TOTAL OPEN SPACE	**28.65**

Trails	
Whychus Creek Trail	1.00
Tollgate / High School Trail	0.76
Peterson Ridge/Sisters Mountain Bike Trail	25.00
Five Pine / Peterson Ridge Trail Connector	0.50
Sisters Tie Trail	6.50
TOTAL TRAILS	**33.76**

Source: City of Sisters, Cameron McCarthy

The 2011 City of Sisters Parks Master Plan also includes two accompanying documents including the Sisters Parks Public Involvement Report and the Sisters Parks Capital Improvements Plan (CIP). The Public Involvement Report includes an analysis and assessment of community needs based on local demographic, economic and recreation trends, as well as community input and public participation. The goal for the public participation process was to gather the views of a diversity of community members concerning the parks system. Involvement reached a wide array of community members and stakeholders through seven different methods: an online survey, hispanic survey, user intercept survey, community workshops, senior focus group, youth focus group, and stakeholder interviews. The CIP identifies specific improvements for each of Sisters' eight parks with estimated project costs and target completion dates.

In January, 2010, ~~In addition,~~ the City adopted an updated Transportation System Plan (TSP) ~~in January, 2010~~ which identifies recreational opportunities in the form of pedestrian and bicycle facility improvements including sidewalks, shared used paths, bike lanes and bicycle boulevards/shared streets. Additional partners in the development of park and recreation facilities within the City are the Sisters School District and the ~~Sisters Organization for Activities and Recreation (SOAR)~~ Sisters Park and Recreation District (SPRD).

~~The Parks Master Plan determined that current parkland within the City's Urban Growth Boundary meets or exceed those recommended by the National Recreation and Parks~~

~~Association (NRPA) within the planning period. For the years following 2010 and beyond, the Plan recommends that the City consider development of additional park facilities.~~

~~The Plan's assessment of the current City owned park sites, open space and trails is as follows:~~

~~*Table 8.1: Park System Land Classification*~~

~~Classification~~	~~Land Quantity~~	~~Location~~
~~Mini Parks~~	~~.52 Acres~~	~~Buck Run Mini-Park and the Harold and Dorothy Barclay Park~~
~~Neighborhood Parks (Developed)~~	~~1.15 Acres~~	~~The Village Green Park~~
	~~2.00 Acres~~	~~Creekside Park~~
~~Neighborhood Park Land~~	~~2.32 Acres~~	~~Cliff Clemens Park~~
~~Community Park~~	~~11.42 Acres~~	~~Sisters RV Park~~
~~Trails~~	~~2.32 Acres~~	~~Whychus Creek Trail~~
~~**TOTAL**~~	~~**19.73 Acres**~~	

Source: Deschutes County Tax Records

8.4 POLICIES

The following eight policies shape the planning framework for Sisters to address population growth, demographic changes, recreation trends, and the overall desires of Sisters residents. These serve as the link between the park and recreation needs of the community and the recommendations identified in the 2011 City of Sisters Parks Master Plan for parks system improvements. Recommendations identified in the 2011 City of Sisters Parks Master Plan are the result of a thorough analysis of Sisters' current and future parks, trails, and recreation needs established through the broad community input process. The recommendations establish a strategy for improving park service for underserved areas, maintaining and enhancing existing parks; promoting connectivity and conservation, and improving level of service.

~~1. The City of City of Sisters Parks Master Planshall be the document guiding funding and development of City parks. The City shall utilize the findings presented in the Parks Master Plan to identify improvements to existing parks and guide development of future parks. City ordinances shall guide the operation of City Parks~~

~~**Tasks –**~~

~~a. The City shall establish a periodic evaluation and improvement program for all park and recreation facilities.~~

~~b. All City Parks will remain under city control.~~

~~c. The City shall encourage citizens of all ages to participate in developing parks, recreational facilities, and recreational programs.~~

~~d. The requirements of the Americans with Disabilities Act (ADA) shall be incorporated into parks improvements and new park facilities.~~

~~e. Parks shall be accessible by alternative modes of transportation including pathways, bikeways, and multi-use trails to establish connections with neighborhoods and community facilities.~~

1. Create a unique park system with a strong identity.

Tasks –

a. Incorporate elements in the development of facilities that create a unique brand for the Sisters' parks system.
b. Develop Sisters' parks as destination points for locals and visitors.
c. Develop a wayfinding system to help users locate facilities.

2. Strengthen relationships between the City of Sisters and its partners.

Tasks -

a. Develop partnerships with community and private entities (e.g., community alliances, organizations, groups) that have an interest in providing recreation opportunities.
b. Define roles of partners and partnerships to enhance and compliment City recreation services and the parks system.
c. Develop strategies to address system and service gaps.

3. Foster a safe and accessible park and recreation environment.

Tasks -

a. Update existing facilities to improve accessibility and, as appropriate, ensure new facilities are accessible.
b. Upgrade existing equipment to ensure safety and utility and ensure new facilities are of the highest safety and utility.
c. Ensure that parks are appropriately lit for their location and use while in accordance with the City's Dark Sky Ordinance.
d. Coordinate with public safety agencies to discourage illegal activity in parks.

4. Establish stable and diverse mechanisms for funding existing and future recreation and parks facilities.

Tasks –

a. Develop and expand funding sources for operations, parks maintenance, and parkland acquisition.
b. Develop contingency plans for potential future funding shortfalls utilizing existing plans, policies, and procedures.
c. Review new and current funding mechanisms periodically to assess their effectiveness in meeting the goals and objectives of the Parks Master Plan.
d. Research and prepare grant proposals to fund projects.

5. Manage and maintain the parks system to ensure its health, safety, and efficiency.

   Tasks -
   a. Develop strategies to foster community ownership of the parks system.
   b. Foster community partnerships that increase and enhance volunteerism.
   c. Involve youth in stewardship of the parks system.
   d. Provide educational opportunities regarding appropriate care for Sisters' parks, trails, open space, and natural areas.
   e. Continue providing high quality maintenance services.

6. Promote social and physical connections to facilities and an equitable distribution of facilities within the community.

   Tasks -
   a. Acquire land that can provide park space in underserved areas.
   b. Construct pedestrian and bicycle paths and trails to promote connectivity between parks.
   c. Improve access to Whychus Creek.
   d. Provide spaces and opportunities for interactions among all populations.

7. Develop and maintain attractive and enjoyable spaces for a diversity of activities and events as identified in the 2011 City of Sisters Parks Master Plan.

   Tasks -
   a. Use identified community needs and current recreation trends to plan new park development and future park enhancement projects.
   b. Provide amenities and/or facilities to enhance recreation, events, and activities.
   c. Enhance landscaping and natural resources within parks to create attractive comfortable spaces.

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

   Tasks -
   a. Create a strategy for implementing and updating the 2011 City of Sisters Parks Master Plan.
   b. Update the Parks Master Plan every five to ten years to ensure that it continues to reflect the needs and desires of the community.
   c. Continue to engage stakeholder groups, community members, visitors and other local partners in the parks planning process.
   d. Establish a permanent Parks Advisory Committee to advise the City Council on behalf of the parks system.

9. The City shall actively support and coordinate with the Sisters Community Trails Committee to establish a network of multi-use trails within and beyond the City limits.
10. The City shall maintain a program of System Development Charges (SDC) to develop park facilities.
11. The City should explore programs to obtain land in the flood plain for the public's recreational use.

Goal 11: Public Facilities and Services

11.1 GOAL

"To plan and develop a timely, orderly and efficient arrangement of public facilities to support the City's development."

11.2 BACKGROUND

Public facilities and services accommodate or provide various government services to the people of the community. These include, but are not limited to schools, parks, fire stations and other public facilities such as shop areas, solid waste disposal sites, sewer and water systems. Adequate public facilities are essential for orderly growth and community life, economic development, enhancing the health, safety, educational and recreational aspects of urban living.

City Government

The City of Sisters is organized under the Mayor - Council / City Manager form of municipal government. The Mayor and four members of the Council conduct the business of the City at a regularly scheduled meeting held on the second and fourth Thursdays of each month. A seven member Planning Commission appointed under the provisions of ORS 227. 020, is responsible to the Council for matters pertaining to city planning and development. Two members of the Commission are permitted to be from outside the City limits. The Commission and City Council are responsible for the implementation of the Sisters Comprehensive Plan, Development Code, and facility master plans.

The City Hall staff provide for the majority of City governmental functions which include the City Administration, Recorder, Public Works, Planning, Utility Billing, and Finance.

Fire Protection

The City of Sisters belongs to the Sisters-Camp Sherman Rural Fire Protection District. The District encompasses approximately 534 square miles of rural territory. Mutual aid arrangements are currently in force with 17 fire departments, U.S. Department of Agriculture and Oregon Department of Forestry. A five-member Board governs the District. The Sisters-Camp Sherman RFPD implements the International Fire Code as of 2003 and will implement changes to this code as amendments are adopted by the Oregon State Fire Marshal.

Law Enforcement

The City of Sisters contracts for police services with the Deschutes County Sheriff Department. Facilities are available within the City for booking and evidence storage. All detention is at the Deschutes County Jail in Bend. The Deschutes County Sheriff's

Department is also responsible for law enforcement functions for the area surrounding the City of Sisters.

Library

The City of Sisters library services are provided by the Deschutes Public Library System. The Sisters Branch Library built in 1989 is a 2,655 square foot building owned by the City of Sisters and located at 164 E. Main Street.

Schools

School District No. 6 serves the City of Sisters and an area approximately 10 miles beyond the city limits. The District serves a Kindergarten through grade 12 grade span. The School District boundaries reach north beyond Indian Ford Ranch to the Jefferson County line; easterly approximately 8 miles along the Bend and Redmond Highways, south along Three Creek Road and west to Black Butte Ranch and along the McKenzie Highway including the Crossroads, Tollgate, and Indian Ford subdivisions. The Sisters School District also serves students living in Camp Sherman and Suttle Lake area in Jefferson County grades 7 through 12.

The Sisters School District holds valuable land assets that enable long-range facility planning for the duration of the planning period. The lands owned by the School District are sufficient to allow future school building sites, community use facilities, and space for light industry.

Parks

The 2011 City of Sisters Parks Master Plan is intended to guide development of the municipal parks system for the period between 2011 and 2030. The 2011 City of Sisters Parks Master Plan is incorporated herein by reference as an element of the Comprehensive Plan. This Plan is an update to the 2000 Sisters Oregon Parks Master Plan. A parks master plan is a long-term vision and action plan for a community's parks system. Currently, Sisters provides 11 parks facilities – 8 developed and 3 undeveloped. The 2011 City of Sisters Parks Master Plan identifies strategies and recommendations for operation and maintenance of parks, land acquisition, development, and funding. Through the 2011 City of Sisters Parks Master Plan, the City of Sisters will continue to improve its parks and recreation facilities to meet the needs of current and future residents.

Central Oregon Community College

The Central Oregon Community College (COCC) has a General Community Satellite Education Program in Sisters for post-secondary education. The main COCC campus is located in Bend. The local COCC program shares space in a building owned by the Sisters Organization for Activities and Recreation.

Solid Waste

The City of Sisters currently operates a solid waste/recycling collection program. The county-operated northwest waste collection and transfer station is located on Fryrear Road approximately 8 miles from Sisters.

Wastewater System

The City adopted Wastewater System Master Plan dated March, 2000 which provides the planning and analysis for the development of the Wastewater Holding and Effluent Disposal System. This Wastewater System Master Plan is incorporated herein by reference as an element of the Comprehensive Plan. The System has been operational since 2001. The system includes lines and connections to nearly each structure in the City, pumping stations, two storage and initial intake reservoirs with 7 million gallons of storage capacity each, and one large 70 million gallon storage pond. Treated effluent is applied to the forest on a City-owned site that is currently 120 acres. The continued development of the system is phased, to allow for future construction which is affordable for the residents of the City of Sisters funded primarily by System Development Charges.

Transportation

The City completed and adopted the original Transportation System Plan (TSP) in June, 2001, then updated the Plan in January, 2010. The TSP plan is incorporated herein by reference as an element of the Comprehensive Plan. The TSP provides an overview of the current transportation system, a review of the City's expected pedestrian, bicyclist and vehicular needs and improvements and recommendations as to how to implement the proposed transportation system modifications. The TSP is described in more detail in the section Goal 12 of this Plan.

Water Supply

The City completed and adopted a Water System Master Plan completed in March, 2000. The City provides municipal water service, utilizing Pole Creek as a source from which the City has been allocated a water right of 0.2 cubic feet per second (CFS) in addition to two City wells. The City plans to install another well on the north end of town within the Sun Ranch Mixed Use Community. The City maintains a 2.5 million-gallon impoundment reservoir at the point of diversion of Pole Creek and a 1.6 million gallon sealed concrete reservoir that supplies the City water distribution system through a 12 inch diameter transmission main. The water is chlorinated and all water services are metered.

System Development Charges

System Development Charges (SDCs) compensate the City for increased use of public infrastructure and are required in the City of Sisters. SDCs are in place for wastewater, water, parks, and transportation, and require new development to pay in proportion to the impact of the new development. SDCs are a valuable mechanism that will help the City expand infrastructure as demands increase.

Development Standards for Water, Wastewater, and Transportation

The City of Sisters, Public Works Standards, November, 1999 and its subsequent updates are City Ordinances that regulated the construction, installation, etc. of public facilities, including water, wastewater, stormwater, roads, curbs, sidewalks, and utilities.

Health Care

City residents depend on local clinic offices to provide health services. Regional hospitals are the Central Oregon Community Hospital in Redmond and St. Charles Medical Center in Bend.

Other Public Services

The City adheres to the State Uniform Building Code, which provides for minimum building construction standards within the community. Many cities and counties in Oregon are replacing the UBC with International Building Codes. It is likely that within the planning period, the City will adopt the International Building Code and International Residential Code for One- and Two-Family Dwellings, 2000 International Building Codes.

Additional government services include the Oregon Department of Forestry office, Deschutes National Forest Service Compound and the Sisters U.S. Post Office. The U.S. Post Office is located at 160 S. Fir Street, Sisters. The Oregon Department of Forestry maintains a sub-unit office of the Central Oregon District and warehouse facility located at the northwest corner of Washington and Elm Streets.

The Deschutes National Forest compound area is located at the junction of U.S. Highway 20 and Pine Street. This area includes the Sisters District Ranger Administrative Office, seven single-family dwelling units, office space, warehousing, maintenance facilities and two bunk houses and the Oregon State Highway Division maintenance facilities.

Capital Improvement Plans and Projects

Transportation
The City of Sisters updated Transportation Systems Plan (TSP), January, 2010; adopted by the City Council, controls the development of transportation infrastructure in the City. This Comprehensive Plan adopts the findings and recommendations of the TSP. The full text of the TSP is available from the Community Development Department.

Water and Wastewater
The City of Sisters Water System and Wastewater System Master Plans, March, 2000 adopted by the City Council, control the development of water and wastewater infrastructure in the City. This Comprehensive Plan adopts the findings and recommendations of the City of Sisters Wastewater System Master Plan and Water System Master Plan, March 2000. The full text of these reports is available from the City Planning Department.

Stormwater

The City does not have a stormwater master plan. The stormwater system built prior to 2001 consists mostly of drywells. Since 2001, dry wells are subject to more stringent permitting and monitoring requirements established by the Oregon Department of Environmental Quality Groundwater Injection Control Program. Currently, the City requires all new construction to comply with DEQ stormwater management guidelines. This may include the use of drywells, swales, retention ponds, and other mechanisms. The City requires all new development to control and dispose of drainage on-site consistent with DEQ guidelines.

11.3 FINDINGS

1. The current City Hall building contains only one meeting and one conference room which is not adequate to meet the needs of all the City departments. The City recently obtained a parcel of land at the corner of Locust Street and Main Avenue to construct a new City Hall.
2. In 2001, the City constructed a public sewer system capable of serving all existing properties with expansion capabilities.
3. In 1994, the City completed a $2.1 million water improvement project on the current system which included upgrading most of the 4" size lines in the core area, looping some of the dead end lines and building a 1.6 million gallon storage reservoir in the approximate same location of the existing open reservoir. The system is metered for all water accounts.
4. The City Maintenance Center and Recycling Station located at the corner of Ash Street and Washington Avenue is inadequate for servicing and storing equipment and materials to be recycled. In addition, the center and station are currently non-conforming uses and should be relocated.
5. The Deschutes County Sheriff's Department currently provides police protection services to the City.
6. Sisters School District provides education for kindergarten through twelfth grade. School buildings and field areas provide for diverse community activities.
7. The City maintains a water right on Pole Creek of .2 cubic feet per second. Water from this source is not currently used for municipal purposes. A 2.3 million gallon storage pond is kept empty and available for emergency water storage.
8. The City will need additional wells for municipal and emergency purposes.
9. There is some home delivery mail service provided in Sisters. There is frequently traffic congestion at the Post Office Building.
10. Residential subdivisions on surrounding County lands place demands on City taxpayer-supported facilities and services.
11. The City now has a public restroom facilities for pedestrians and tourists in the downtown district located in the Harold and Dorothy Barclay Park at the intersection of Ash Street and Cascade Avenue, and at the Village Green Park.

12. The Sisters School District constructed a new high school designed for 700 students in 2001-2002. The former 600-student High School is now the Middle School. The two parcels abut, totaling 138.3 acres. There is adequate space for future expansion of both facilities and an elementary school.
13. The Sisters – Camp Sherman Fire District shall have four acres located near the City's sewage treatment plant for purposes of constructing and operating a fire training facility for the greater Sisters region.
14. Untreated stormwater discharge, and the loss of natural storage capacity due to increases in impervious surfaces and channelization of Whychus Creek, contribute to impaired water quality in the creek.
15. Improperly treated and/or stored stormwater can compromise the recovery of Endangered Species Act (ESA) listed bull trout and summer steelhead in Whychus Creek, and can lead to an illegal "take" of these protected species.
16. Effective stormwater treatment requires implementation of a range of programs including appropriate alterations to development patterns, on-site stormwater retention and treatment, and efforts to decrease impervious surfaces associated with new growth in Sisters.

11.4 POLICIES

1. The City shall be proactive in planning, financing, obtaining lands, facilities, equipment, and other system elements to ensure the safe and efficient operation of public services.

   Tasks-

   a. The City shall continue to update its water supply system to meet new State and Federal health requirements, and domestic and emergency needs.

   b. The City shall continue its policy of assessing fair and equitable charges in System Development Charges to finance the impacts of growth on public facilities.

   c. The City shall develop policies to adequately fund or require public facilities improvement and budget plans as well as ongoing maintenance for all public infrastructures (water, sewer, roads, etc.).

   d. The City of Sister Public Works Standards shall be periodically updated and improved for specificity, accuracy, consistency, and code compliance.

   e. Public Works Standards shall include standards for maintaining and paying for landscaping in the public right-of-way and multi-use paths.

   f. The City should maintain City garbage service and develop alternative disposal options to best serve the City residents in the future.

   g. The City shall develop adequate City Office facilities.

h. Water Management and Conservation Plans shall be required by significant new developments impacting the City's water supply system.

i. Police protection services should be maintained at levels consistent with the needs of the community.

j. The City shall assist the Sisters – Camp Sherman Fire District in the annexation and ultimately the provision of city utilities to the 4 acre property known as the Sisters – Camp Sherman Fire District's fire training facility.

2. The City shall ensure that all properties within the Urban Growth Boundary are able to be provided with water, sewer, electrical and phone utilities.

Tasks-

a. Applications for annexations shall demonstrate that the full development of the annexed property will not reduce levels of service or adversely impact the long-term operation of public infrastructure (water, sewer, roadways).

b. Public facilities and all utilities (phone, cable, and power) shall be located underground and required "to and through" when a property is developed or redeveloped, in order to ensure that neighboring properties can be served in the future.

3. The City shall provide adequate public restrooms in the downtown commercial core and parks.

4. The City should help civic groups establish a Community Center.

5. The City shall work with agencies and interest groups including the Sisters School District, County, COCC, CATS, and ~~SOAR~~ SPRD to meet the educational and recreational needs for the community.

6. The City shall increase its efforts to protect and enhance water quality, including preserving natural drainage and hydrology features, and increase opportunities for on-site infiltration, detention, and treatment of stormwater through implementation of the *Central Oregon Stormwater Manual* (2007) in the development process.

7. The City shall take steps to minimize impacts to Whychus Creek water quality through the use of appropriate strategies as identified in the *Central Oregon Stormwater Manual* (2007).

Goal 12: Transportation

12.1 Transportation Goal

"To provide and encourage a safe, convenient and economic transportation system."

12.2 BACKGROUND

Historically, the City has relied heavily upon agriculture and its proximity to transportation routes for its economic livelihood. The City now has a more diversified economy that relies less upon agriculture and more upon commercial, light industrial and tourism sectors of the economy. The highways running through Sisters still supply pass through traffic vital to the local tourist economy, but also are the backbone of the local transportation network. This Comprehensive Plan chapter examines how the transportation system will function to accommodate a wide range of uses in the future.

The City of Sisters completed and Sisters City Council adopted the original Transportation System Plan (TSP) in June, 2001, then updated the Plan in January, 2010. The TSP is a long-range transportation planning tool that analyzes existing conditions, anticipates future needs, and suggests specific improvements to address system deficiencies. The TSP constitutes the transportation element of the City's Comprehensive Plan and is incorporated herein by reference. This part of the Plan references information from the TSP and adds additional transportation policies. The full text of the TSP is available at the City of Sisters Community Development Department.

Transportation Network

The following section describes the City's streets which includes the Barclay-Locust Alternate Route. This is based on information in the TSP. The historic street design is formed as an interlocking grid and future streets need to extend and support the grid design.

Alternate Route

An alternatives analysis was performed as part of the 2010 TSP update for Highway 20 and included detailed transportation analysis, community feedback, and Project Advisory Committee (PAC) review and decision making. Eleven possible alternatives were initially identified and included highway widening, alternate routes, couplets, and bypasses. These alternatives underwent a screening process, during which it was determined that both the Hood-Main Couplet and the Barclay-Locust Alternate Route alternatives would meet the forecasted long-term transportation needs of Highway 20 through the 2030 TPS horizon year. The PAC reviewed the alternatives analysis findings and unanimously selected the Barclay-Locust Alternate Route as the locally preferred alternative. This selection was made for four main reasons:

- Cascade Avenue will continue to operate as the principal roadway during the majority of the year, and the Alternate Route would act as a relief valve during peak congestion periods.
- The Barclay-Locust Alternate Route alternative will have better flexibility in construction phasing and staging than the Hood-Main Couplet.
- The Hood-Main Couplet would have greater circulation impacts, especially in the vicinity of the elementary school.
- The Hood-Main Couplet would increase the number of roadways acting as barriers from one to two.

During a community open house held on October 29, 2008, the PAC presented their decision to select the Barclay-Locust Alternate Route as the preferred alternative, and the majority of the attendees completing comment forms indicated that they agreed with the Project Advisory Committee's recommendation for the Alternate Route concept over a couplet design for the state highway. The Motor Vehicle Plan of the TSP is based on implementation of the Highway 20 Alternate Route as the preferred Highway 20 solution.

Arterials

Arterial streets serve to interconnect the City. These streets link major commercial, residential, industrial and institutional areas. Access control is the key feature of an arterial route. Arterial streets are typically spaced about one mile apart to assure accessibility and reduce the incidence of traffic using collectors or local streets for through traffic in lieu of a well placed arterial street. The maximum interval for arterial spacing within the City shall be 3,000 feet where feasible. Arterials are typically multiple miles in length.

The City of Sisters has three principal routes into and out of the city. These include the McKenzie Highway (OR 242 and OR 126); McKenzie-Bend Highway (US 20) and the Santiam Highway (US 20/OR 126). These are classified as arterials for the local street system and are the primary connections to Bend and Redmond to the east and the Willamette Valley to the west.

The 1999 Oregon Highway Plan (OHP) classifies the state highway system into five categories: Interstate, Statewide, Regional, and District Highways and Local Interest Roads. Additional design considerations are required for state highways. These state highway design considerations are defined in the OHP and in the Highway Design Manual (HDM). Any deviation from these standards requires ODOT approval of a design exception.

Table 12.1: State Highways in the Sisters Urban Growth Boundary

State Highway	Highway Route Number	Freight Route	Expressway	Classification
McKenzie-Bend HWY 17 (east of Sisters)	US 20	✓	✓	Statewide
McKenzie HWY 15 (east of Sisters)	OR 126	✓	✓	Statewide
McKenzie HWY 15 (through town - MP 92.28 - 93.07)	US 20/OR 126	✓		Statewide
McKenzie HWY 15 (west of Sisters)	OR 242			District
Santiam HWY 16 (County line to Barclay [MP 99.95])	US 20/OR 126	✓	✓	Statewide
Santiam HWY 16 (Barclay to Jct w/McKenzie [MP 100.12])	US 20/OR 126	✓		Statewide

Source: Oregon Department of Transportation

The 2010 Transportation System Plan upgraded Barclay Drive and Camp Polk Road/Locust Street from Highway 20 to Barclay Drive to arterials. These particular roads will function as an alternate route that will alleviate traffic in downtown Sisters during peak periods of congestion

Collectors

Collector streets provide both access and circulation within and between residential and commercial/industrial areas. Collectors differ from arterials in that they provide more of a citywide circulation function, do not require as extensive control of access (compared to arterials) and penetrate residential neighborhoods, distributing trips from the neighborhood and local street system. The maximum interval for collector roadways shall be 1,500 feet where feasible. Collectors are typically greater than 0.5 to 1.0 miles in length. The adopted Transportation System Plan upgraded East Cascade Avenue from Cascade Avenue to Rope Street, Jefferson Avenue from Pine Street to west City limits, Larch Street from Jefferson Avenue to Barclay Drive, McKinney Butte Road and Rail Way, to collector streets.

Neighborhood Routes

Neighborhood routes are usually long relative to local streets and provide connectivity to collectors or arterials. Because neighborhood routes have greater connectivity, they generally have more traffic than local streets and are used by residents in the area to get into and out of the neighborhood, but do not serve citywide/large area circulation. They are typically about a quarter to a half-mile in total length. Traffic from cul-de-sacs and other local streets may drain onto neighborhood routes to gain access to collectors or arterials. Because traffic needs are greater than a local street, certain measures should be considered to retain the neighborhood character and livability of these routes. Neighborhood traffic management measures are often appropriate (including devices such as speed humps, traffic circles and other devices). However, it should not be construed that neighborhood routes automatically get speed humps or any other measures. While these routes have special needs, neighborhood traffic management is only one means of retaining neighborhood character and vitality. The adopted Transportation System Plan upgraded Adams Avenue from Pine Street to Cedar Street, Black Butte Avenue from Larch Street to east City limits, Brooks Camp Road, Cedar Street from Main Avenue to Adams Avenue, Cowboy Street from Black Butte Avenue to East Cascade Avenue, Lundgren Mill, Pine Street from Jefferson Avenue to south City limits, Pine Meadow Street, Rope Street from East Cascade Avenue to Timber Pine Drive, Sisters Park Drive, St. Helens Avenue from Locust Street to Pine Street, Sun Ranch Drive, Timber Creek Drive, Timber Pine Drive from Rope Street to Highway 126, Trinity Way and Washington Street from Locust Street to Pine Street to neighborhood routes. The TSP also downgraded Locust Street from Jefferson Avenue to south City limits from a collector to a neighborhood route.

Local

Local streets have the sole function of providing immediate access to adjacent land. Service to through traffic movements on local streets is deliberately discouraged by design. All other city streets in the City of Sisters that are not designated as arterial streets, collector streets, or neighborhood routes are considered to be local streets.
The adopted Transportation System Plan downgraded Tyee Drive from Elm Street to Locust Street from a collector to a local street.

Street Conditions

The Transportation System Plan, 2010 identified pavement conditions as either good, fair, poor and gravel. The poor segments were identified as streets in need of pavement improvements and include the following arterial and collector streets:

- Cascade Avenue (US 20/OR 126) – Pine Street to Larch Street
- McKenzie Highway (US 20/OR 126) – Larch Street to Locust Street
- South Elm Street - West Black Crater Avenue to Washington Avenue

Bikeways

Several types of bicycle facilities exist in Sisters, including shared roadways, shoulder bikeways, bike lanes, and shared-use paths (also known as trails or multi-use paths). Sisters has shoulder bikeways on Highway 126 and Highway 20 east of Locust Street.

State highways and arterial streets comprise the majority of the bike lane network in Sisters. A map of the City's existing bicycle facilities is included in the City's TSP.

The Community Action Team of Sisters (CATS) sponsors the Sisters Community Trails Committee. This committee completed a Trails Plan, December, 2003 with the assistance of local donors, public sponsors, and community input. The Trails Plan lays out a framework for creating a community-wide non-motorized trail system. This trail system links rural subdivisions and rural trails/roadway systems to points of interest within the City of Sisters. The City plays a critical role in meeting the goals of the Sisters Community Trails project by constructing trail, bike lane, multi-use pathway, and sidewalk projects in the adopted TSP, coordinating with the trails committee to obtain funding, and other providing assistance as needed. The City finds that developing the proposed trail system in the Trails Plan, in addition to developing other new trails in and around the City, will help the City meet transportation, recreation, land use, and public facility goals and action items.

The Bicycle Master Plan and Action Plan in the TSP identifies a network of bike lanes, shoulder bikeways, shared use paths and bike boulevards. Recommended projects include filling in system gaps and developing a more complete network appropriate for bicyclists of all ages and abilities. The project system includes an expanded bike lane network on streets where bicyclists would benefit from delineated separation from motorist, while shared-use paths are recommended in wide right-of-ways along several cross-town routes. The recommended network also includes several Bicycle Boulevards or shared streets, taking advantage of Sisters' extensive network of lower-volume streets. A map of the City's bicycle system improvements is included in the City's TSP.

Bicycle Boulevards

Several areas in Sisters benefit from a generally well-connected system of lower-volume streets that – with the addition of moderate treatments – could become good bicycling routes for riders of all ages and skills. These streets (commonly referred to as "Bicycle Boulevards") accommodate bicyclists and motorists in the same travel lanes, usually with no bicycle lane delineation. Traffic controls along a Bicycle Boulevard assign priority to through cyclist movement while encouraging through vehicle traffic to use alternate parallel routes. Traffic calming and other treatments along the corridor reduce vehicle speeds so that motorists and bicyclists generally travel at the same speed, creating a safer and more comfortable environment for all users. On-street parking does help slow traffic but should be parallel or back-in diagonal to minimize motor vehicle/bicycle conflicts. Boulevards also incorporate treatments to facilitate safe and convenient crossings where bicyclists must traverse major streets. Bicycle Boulevards work best in well-connected street grids, where riders can follow reasonably direct and logical routes with few "twists and turns." Boulevards also work best when higher-order parallel streets exist to serve through vehicle traffic. The recommended Bicycle Boulevards are for Washington Avenue and Adams Avenue.

Sidewalks

A fairly complete sidewalk system exists in the downtown core, which includes the areas

bounded by Hood Avenue, Main Avenue, Larch Street and Pine Street. In some residential neighborhoods and along collectors outside of the downtown area, narrow asphalt paths take place of sidewalks. Roadway shoulders are utilized for two-way pedestrian travel in Sisters where sidewalks do not exist. Some major streets where shoulders are the only pedestrian facilities include the following:

- Portions of Highway 242 – primary access routes to the Sisters middle and high schools (except as constructed on the north side)
- Portions of Highway 20 (though not on Cascade Avenue) within the city limits
- Highway 126
- Portions of Barclay Drive
- Locust Street from Highway 20 to City Limits

Although roadway shoulders may appropriately accommodate pedestrians in rural areas, the gradual outward expansion of Sisters urban development has resulted in higher traffic volumes on these roads, necessitating the provision of additional pedestrian facilities to separate pedestrians and motorists.

Existing pedestrian issues include high traffic volumes, awkward intersection geometry and narrow sidewalks along Cascade Avenue (US 20/OR 126). Other concerns include discontinuous streets, insufficient shared use paths, fragmented sidewalks, lack of facilities in key locations, street crossing of McKinney Butte Road, ditches, poor street lighting, inadequate curb ramps, auto bumper intrusion onto sidewalks and high vehicle speeds on Locust Street near the elementary school.

The Pedestrian Master Plan and Action Plan in the TSP identifies a recommended pedestrian network that builds upon Sisters' existing system of sidewalks, shared use paths, and other pedestrian infrastructure. Recommendations include filling gaps in the sidewalk system, developing an interconnected shared-use path network, and targeting specific intersections for pedestrian crossing enhancements. A map of the City's pedestrian system improvements is included in the City's TSP.

Special Transportation Area

The ODOT Special Transportation Area (STA) designation can be applied to a highway segment when an existing downtown business district straddles the state highway in an urban center. For an STA to be applied, it must be approved by the Oregon Transportation Commission. In order to be considered for STA designation, an area must:

- Straddle a state highway;
- Not be located on a freeway or expressway; and
- Have slow traffic speeds, generally 25 mph or less.

Typically, STAs are located with mixed land uses and buildings spaced close together and developed with little or no setback from the highway. In addition, sidewalks are wide and are located adjacent to both the buildings and the highway. In general, public

road connections are preferred to private driveway access, which would mean that businesses would combine driveways and have access onto the side streets as opposed to direct access onto the highway; however, private driveway access would be allowed where feasible access alternatives are not available.

Acquiring an STA designation is consistent with the desire of the community to widen sidewalks throughout downtown and construct enhanced pedestrian crossings to provide a safe, convenient, and desirable walking environment. The objective of an STA designation is to emphasize that, in addition to providing vehicular mobility, this portion of the highway should also provide access to community activities, businesses, and residences and should accommodate pedestrian, bicycle, and transit movement along and across the highway. One way in which this designation shifts emphasis to other modes is by allowing increased traffic congestion before roadway widening mitigations are required. Another way is by allowing the roadways to have reduced cross-sections. To achieve the desired Highway 20-Cascade Avenue cross-section, City staff has coordinated with ODOT Region 4 and District staff on design exceptions for narrower sidewalk widths and narrower shoulder widths to achieve some of the desired components of an STA designation. Therefore, a STA designation is not required to implement the proposed cross sections for Cascade Avenue, but may still be a desired designation for the City to manage future congestion and focus on local multi-modal activity.

To obtain an STA designation for downtown Sisters, a STA Management Plan will be required as Highway 20 is a freight route. The STA Management Plan will identify long-term strategies for managing improvements, intersection spacing, and access management along the corridor.

Urban Renewal Plan

An Urban Renewal District (URD) is a tax-funded district within the city. The URD is funded with the incremental increases in property taxes that result from the construction of applicable improvements, some of which may be transportation related. As desired, the funds raised by a URD can be used for, but are not limited to, transportation projects.

The City of Sisters created an URD for its downtown core in 2003. The primary purpose in creating the URD was to make Sisters' downtown area more pedestrian and bicycle friendly (goals established in the City's 2001 TSP). Four of the URD goals address the downtown transportation network:

- Strengthen downtown Sisters' role as the heart of the community
- Improve vehicular and pedestrian circulation through and within the downtown to accommodate both through traffic and downtown patrons
- Promote a mix of commercial and residential uses oriented to pedestrians
- Enhance the pedestrian environment on streets and in public parks, a town square, and other public gathering places

The Downtown Sisters Urban Renewal Plan will promote the development of downtown as the commercial and cultural center of the Sisters community. The Urban Renewal Plan will provide for improvements to streets, sidewalks, pedestrian ways, public gathering places, parks and public parking. It will also assist property owners in the rehabilitation, development or redevelopment of their properties.

Other Transportation Modes

Public Transportation

Local public transportation in Sisters is the "Dial a Ride" service offered by Cascade East Transit. This service is provided to many communities in Central Oregon. In Sisters, the service consists of door-to-door transport to medical appointments. In addition, Cascade East Transit offers limited connector shuttle services.

Airport

The City of Sisters' Eagle General Aviation Airport located at the intersection of Camp Polk Road and Barclay Drive is less than one mile from the Sisters city limits. The privately owned airfield has a heliport and a runway that is 50' wide by 3,550' long. The paved and unlit runway supports locally based aircraft and primarily accommodates recreation-oriented traffic. Limited service is provided to users at their own risk. There are certain operational limitations that are associated with runway orientation, prevailing northern winds and high elevation terrain some 200 feet east of Runway 2. This airport is the center for AirLife, search and rescue, smoke-jumper training, and other airport related activities.

A municipal commercial airfield is located in Redmond, 20 miles to the east of Sisters via Highway 126, serves as the main aviation hub for Central Oregon. The airport has two paved, lighted, 7,000-foot runways that accommodate most sizes of commercial aircraft. In addition, general aviation support facilities are available through the fixed operator that supports charter flights, flight training and aircraft maintenance and service.

Rail Service

There are no rail lines or services in the Sisters area.

Water Transportation/Pipeline Service

There are no water or pipeline transportations modes in Sisters.

12.3 FINDINGS

1. The City of Sisters TSP is an element of the City of Sisters Comprehensive Plan and is incorporated herein by reference. As such, it identifies the general location of transportation improvements and allows the following actions without land use review:

a. Changes in the specific alignment of proposed public road and highway projects are permitted without plan amendment if the new alignment falls within a transportation corridor identified in the TSP.

b. Operation, maintenance, repair, and preservation of existing transportation facilities without land use review, except where specifically regulated.

c. Dedication of right-of-way, authorization of construction and the construction of facilities and improvements, for improvements designated in the TSP, the classification of the roadway and approved road standards.

2. The City has developed and adopted a Transportation System Plan (TSP) in January 2010, in conformance with the Oregon Transportation Planning Rule.

   This Sisters Transportation System Plan (TSP) identifies specific transportation projects and programs needed to support the City's goals and policies and to serve planned growth through the TSP horizon year (2030). This TSP builds on the previous plan that was developed for the City in 2001 and addresses changes in local and regional growth patterns and new transportation planning policies adopted by the state. In addition, it provides refined analysis used to determine a preferred alternative that addresses congestion on Highway 20 through the downtown commercial district. This plan update is aimed at fulfilling Transportation Planning Rule (TPR) requirements for comprehensive transportation planning in the cities of Oregon, and presents the investments and priorities for the pedestrian, bicycle, and motor vehicle systems along with new transportation programs to correct existing shortfalls and enhance critical services.

3. Highway 20 facilities provide inadequate mobility during peak travel days. Heavy congestion on this primary route through Sisters impacts local circulation and access for all travel modes in the downtown area. Recurring congestion and vehicle queues adversely impact local circulation at major cross streets including Locust Avenue, Elm Street, Pine Street and Barclay Drive. As volumes grow from regional and local development, the frequency and severity of these heavy congestion events on Highway 20 will increase.

4. The community desires wider sidewalks throughout downtown along with enhanced pedestrian crossings to provide a safe, convenient, and desirable walking environment. Limited right-of-way of 60-feet, established before 1915, coupled with compact zero lot line development along Highway 20 in downtown Sisters, restricts certain ODOT improvements including required sidewalk and shoulder widths. Exceptions to these ODOT standards will need to be approved by ODOT.

5. An STA designation for Highway 20 (Cascade Avenue) through downtown Sisters would facilitate a shift in mobility focus of the corridor from auto to pedestrian, bicycle, and local activities. This would be accomplished by the proposed narrowing of the existing curb to curb width of Highway 20 to allow for construction of wider

sidewalks. Where turn lanes are needed, on-street parking would be removed. One way in which this designation shifts emphasis to other modes is by allowing increased traffic congestion before roadway widening mitigations are required. Another way is by allowing the roadways to have reduced cross-sections. To achieve the desired Highway 20-Cascade Avenue cross-section, City staff has coordinated with ODOT Region 4 and District staff on a design exception for narrow sidewalk widths and narrower shoulder widths to achieve some of the desired components of an STA designation. Therefore, a STA designation is not required to implement the proposed cross sections for Cascade Avenue, but may still be a desired designation for the City to manage future congestion and focus on local multi-modal activity.

6. The TSP identifies the following strategies for the City's pedestrian system:
   - Develop a Sidewalk Infill Program.
   - Continue to support policies that promote walking. Specific recommendations include:
     - Update and clarify pedestrian facility construction standards and incorporate them into the City's Public Works Standards and Development Code.
     - Retrofit existing pedestrian facilities to current standards to promote safety, connectivity, and consistency, as adjacent development occurs, as funds become available, or as roads are replaced or reconstructed.
     - Require that all walkways be constructed in a manner that addresses environmental conditions, such as natural, cultural, and historical features.
     - Require pedestrian connections within and between adjacent developments to provide convenience and safety for pedestrians.
   - Develop and fund a Spot Improvement Program to respond quickly to location-specific pedestrian infrastructure improvement needs.
   - Develop an Americans with Disabilities Act (ADA) Transition Plan to identify strategies and priorities for upgrading the City's current transportation infrastructure to accommodate persons with disabilities.
   - Establish a routine maintenance schedule for pedestrian facilities (e.g., repairing damaged sidewalks).
   - Pursue Special Transportation Area (STA) designation for Highway 20 from Pine Street to Locust Street.
   - Implement recommendations made by the Safe Routes to School Plan. Coordinate with the Sisters School District to establish and strengthen Safe Routes to School (SR2S) Programs at the Elementary School, Middle School, and High School and ensure long-term, successful programs at each school. Prioritize facility improvements throughout the city on SR2S travel corridors.
   - Develop education programs to increase the awareness of pedestrian needs and rights.
   - Develop encouragement programs to promote walking as a convenient, healthy, safe, and viable transportation mode.
   - Develop enforcement programs to ensure that pedestrians, bicyclists, and motorists obey traffic laws.
   - Identify and apply for available state and federal grant funding for system improvements identified in this Pedestrian Master Plan.
   - Continue to seek funding for Washington Avenue multi-modal corridor improvements through grants or other funding mechanisms.
   - Provide safe, comfortable, and convenient alternatives to Highway 20 for bicyclists and pedestrians of all ages and abilities by emphasizing alternate parallel facilities.

7. The TSP identifies the following strategies for the City's bicycle system:
   - Continue to support policies that promote bicycling. Specific suggestions include:
     - Establish bicycle facility construction standards and incorporate them into the City's Public Works Standards and Development Code
     - Retrofit existing bicycle facilities to current standards to promote safety, connectivity, and consistency, as adjacent development occurs, as funds become available, or as roads are replaced or reconstructed.
     - Require that all bikeways be constructed in a manner that addresses environmental conditions, such as natural, cultural, and historical features
     - Require continuous bicycle connections and corridors within and between developments to provide convenience and safety for bicyclists.
   - Develop and fund a Spot Improvement Program to respond quickly to location-specific bicycle infrastructure improvement needs.
   - Establish a bicycle network signing program to determine sign placement locations and sign content (e.g., locations, distance, and travel time). The City should consider using custom signage to complement Sisters' Western-themed downtown and existing street signs.
   - Establish a routine maintenance schedule for bicycle facilities (e.g., repairing/restriping damaged bike lanes).
   - Implement recommendations made by the Safe Routes to School Plan. Coordinate with the Sisters School District to establish and strengthen Safe Routes to School (SR2S) Programs at the Elementary School, Middle School, and High School and to ensure long term, successful programs at each school. Prioritize facility improvements throughout the city on SR2S travel corridors. Develop education programs to increase the awareness of bicyclist needs and rights.
   - Pursue Special Transportation Area (STA) designation for Highway 20 (Cascade Avenue).
   - Develop encouragement programs to promote bicycling as a convenient, healthy, safe, and viable transportation mode.
   - Develop enforcement programs to ensure that pedestrians, bicyclists, and motorists obey traffic laws.
   - Identify and apply for state and federal grant funding opportunities to fund the system improvements identified in the Bicycle Master Plan.
   - Convert head-in diagonal parking to back-in diagonal parking to increase the safety for all roadway users and to reduce bicycle-pedestrian-vehicle conflicts throughout the city along bikeways and elsewhere when feasible.
   - Continue to seek funding for Washington Avenue multi modal corridor improvements through grants or other funding mechanisms.
   - Create safe, comfortable, and convenient facilities parallel to Highway 20 for pedestrians and bicyclists of all ages and abilities.

8. The transportation improvements will be more sustainable and the associated financial investments will yield greater returns by following a variety of management and capital improvement strategies identified in the TSP, including:
   - Obtain design exceptions from ODOT for HYW 20 in the downtown core.
   - Acquire a Special Transportation Area (STA) designation for Highway 20 in the downtown core.
   - Perform Transportation System Management (TSM) – Improve management of the existing transportation system through one or more measures, including:

  - Neighborhood Traffic Management
  - Functional Classification
  - Cross-section standards
  - Access Management
  - Local Street Connectivity
- Perform Transportation Demand Management (TDM) – Encourage other transportation modes during the peak travel demand period besides single occupant vehicles.
- Develop a Motor Vehicle Improvement Plan that provides the necessary capacity and circulation improvements.
- Designate Truck Routes through Sisters.

9. Without capacity or circulation improvements, traffic operations in 2030 would fail throughout the year and excessive queuing and delay would become common along Highway 20. One of the key focuses of the motor vehicle improvement plan for this TSP update was the development of a preferred Highway 20 alternative to meet the long-term transportation needs of Highway 20 through the year 2030. The Transportation System Plan Project Advisory Committee (PAC) unanimously selected the Barclay-Locust Alternate Route as the locally preferred alternative. This selection was made for four main reasons:
   - Cascade Avenue would continue to operate as the principal roadway during the majority of the year, and the Alternate Route would act as a relief valve during peak congestion periods.
   - The Barclay-Locust Alternate Route alternative would have better flexibility in construction phasing and staging than the Hood-Main Couplet.
   - The Hood-Main Couplet would have greater circulation impacts, especially in the vicinity of the elementary school.
   - The Hood-Main Couplet would increase the number of roadways acting as barriers from one to two.

10. Section 660-12-045 (1) of the Transportation Planning Rule (TPR) requires that cities and counties amend their land use regulations to conform with the jurisdiction's adopted TSP. This section of the TPR is indented to clarify the approval process for transportation-related projects. The approval process for different types of projects should be clear.

11. Section 660-12-045 (2) (d) of the TPR requires that jurisdictions develop a process for the coordinated review of land use decisions affecting transportation facilities.

12. Section 660-12-045(2) of the TPR requires that jurisdictions protect future operation of transportation corridors. In addition, the proposed function of a future roadway and other transportation facilities such as airports must be protected from incompatible land uses.

13. Highways, roads, streets in Sisters can have negative impacts on water quality by increasing both the quantity and velocity of runoff, and by collecting oil and other pollutants that are flushed into Whychus Creek when it rains.

14. Narrower local streets, standards that limit the amount of parking, and pervious paving surfaces (where practical) can reduce the amount of impervious surfaces in the City.

15. As part of the 2011 City of Sisters Parks Master Plan planning process, the community identified support for additional trails and pathways throughout the planning area. The community growth trends, recreation analysis, stakeholder interviews and community workshops contributed to identifying a need for improved connectivity. The 2011 City of Sisters Parks Master Plan relies upon and supports the trails, bike paths, and pathways identified in previous planning efforts, including the 2011 Sisters Trails Plan and the 2010 Sisters TSP. No additional trail or path projects are proposed by the 2011 City of Sisters Parks Master Plan outside of those identified in the open space or park development projects.

12.4 POLICIES

1. The City shall implement the adopted City of Sisters Transportation System Plan, January 2010.
2. The City will be proactive in obtaining all elements of a well functioning multi-modal transportation system through all legal means.

   Tasks -

   a. The City shall plan for the development and maintenance of additional parking spaces and/or facilities.

   b. Right-of-way for planned transportation facilities, access ways, paths, or trails shall be preserved through all practical means, including exaction, voluntary dedication, conditions of approval, setbacks, or other appropriate means.

   c. The City of Sisters shall include a clear and objective process for the approval of transportation projects in the City's Development Code.

   d. New development shall integrate with the existing street and grid system to facilitate local traffic flows, access to developments, and safe access to state highways.

   e. All public streets shall be constructed to City Public Works Construction standards.

3. The City shall cooperate with neighboring Cities and with Deschutes County in the development of an inter-city transportation plan.
4. The City shall participate in the Central Oregon Commute Options Program by assisting in implementing measures outlined in their programming.
5. The City should develop and utilize telecommuting strategies to facilitate the movement of information and data rather than people.
6. The City of Sisters Tax Increment Financing District (Urban Renewal District) provides funding for the development of improvements along and adjacent to the commercial core.

7. Residential street lighting shall be designed consistent with the 1880s Western Design Theme, Dark Skies ordinance, and Development Code.
8. Street signs of a type approved by the City shall be provided by the developer for each new residential development.
9. The City shall work with ODOT to lower speed limits along highways within the entire Urban Growth Boundary.
10. The City shall work with ODOT to obtain design exceptions to the sidewalk and shoulder widths for Highway 20 in the downtown core.
11. The City should obtain a Special Transportation Area (STA) for Highway 20 through downtown Sisters Cascade Avenue from Larch Street to the intersection past Pine Street (the right-in/right-out at Old Highway 242).

    Tasks –
    a. Complete an STA Management Plan for Highway 20.
    b. Obtain Oregon Transportation Commission (OTC) approval of the STA designation.

12. Sisters Transportation System Plan shall be consistent with other City goals and policies, including the goal of protecting and enhancing water quality.
13. The Transportation System Plan shall promote walking and bicycling within the City to reduce the impacts of transportation on water quality.

    Tasks -
    a. Construct pedestrian and bicycle paths and trails to promote connectivity.

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	**Approximate Gross Acres**
Public Facility District (PF District)	
School District Properties	144.00
Forest Service Property	36.00
Middle and Elementary School Properties	19.00
Wastewater Treatment Facility	**58.80**
PF District Total	**257.80**
~~Landscape Management~~ Open Space District (~~LM~~ District)	OS
Forest Service Property	19.00
City and State Parks	43.00
~~LM~~ OS Total	**62.00**
Flood Plain District (FP District) Total (not including area in City and State Parks in the ~~LM~~ OS District)	**24.00**

Commercial Districts (C District)	
Commercial District (C) & Tourist Commercial	134.41
Highway Commercial Sub-District (C-HC)	66.00
C and C-HC Districts Total	**200.41**
Light Industrial District (LI District) Total	**109.67**
Residential (R District)	
Residential District (R District)	**279.68**
Residential Multi-Family Sub-District (R-MFSD District)	161.00
R Districts Total	**440.68**
Urban Area Reserve District (UAR District)	
UAR (Residential 2.5-acre Minimum)	30.00
UAR (Business Park 5-acre Minimum owned by the U.S. Forest Service)	23.00
Fire Training Facility	4.00
UAR-10 (Residential – McKenzie Meadows) Total	**30.00**
UAR Districts Total	**87.00**
Total Area in Urban Growth Boundary	**1181.66**

Source: City of Sisters GIS based on Deschutes County GIS Taxlots, and as amended by files CP06-01/02, Z06-01 and CP 08-02.

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 official July 1, 2004 population estimated for the City of Sisters is 1,490 (Portland State University, PRC July 1, 2004 estimates). This statistic is 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 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%	Declining	975	80	1.99	1,927
2007	5.40%	Influence of	1,027	53	1.99	2,031
2008	4.30%	New Sewer	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%	Rate of	1,360	41	2.00	2,694
2016	3.13%	Building	1,402	43	2.00	2,780
2017	3.13%	Permit	1,446	44	2.10	2,872
2018	3.13%	Growth	1,491	45	2.10	2,967
2019	3.13%	same rate as 1990	1,538	47	2.10	3,065
2020	3.13%	through	1,586	48	2.10	3,166
2021	3.13%	2000	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 adequate facilities to accept increased enrollment and their reputation for quality (as defined as being a public school with one of the highest average SAT scores for graduating seniors) attracts families to the district. The Sisters School District recently completed building a new high school, enabling the high school, middle school, and elementary school to all have enrollment at approximately half of the facilities total student capacity. In addition, the Sisters School District owns a large campus with sufficient room for an additional elementary school if needed.

Future Land Needs

Public Facility and ~~Landscape Management~~ Open Space Districts (PF and ~~LM~~ OS 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 existing high school facility will house the middle school, and the middle school facility will likely convert to a library, city hall, and school administration use.

The United States Forest Service (U.S.F.S.) owns several properties in Sisters, one of which is a roughly 48 acre property designated and zoned PF (Public Facilities), and is

commonly referred to as the 'South Barclay Parcel'. The property is located on the south side of Barclay Drive; east of Highway 20, and west of Pine Street.

It is anticipated that the U.S.F.S. will seek to sell the South Barclay Parcel, along with a 14.82 acre property known as the East Portal Triangle (referred to herein as the Forest Service Triangle) which is located west of the South Barclay Parcel / Highway 20, and bounded by Highway 20, Highway 26 and Hood Street. The East Portal parcel is designated and zoned ~~LM Landscaped Management~~ Open Space (OS) District, and is identified within Chapter 5 of this Plan as ~~future park land~~ open space land left primarily in its natural state and managed to provide limited passive recreational opportunities.

The location of the South Barclay Parcel is strategic to the city's downtown and entry on the west side. The City intends the South Barclay Parcel to be developed for urban uses related to its downtown planning theme under mixed use principles. Therefore, it is the policy of the City of Sisters that any comprehensive plan and/or zoning amendment that affects the future development of the South Barclay Parcel 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 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, 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 2000, Sisters Parks Masterplan does not call for additional development of parks in the current City Limits but does have recommendations for the development of future~~

~~parks. Specifically, based on population growth and community needs assessments, the City should locate suitable property options for new neighborhood parks within ¼ mile walking distance of all Sisters residents, acquire sites as available to create a "parks land bank", and generate master plans for park development. Specific needs include major recreational facilities, a skate park, and up to two softball fields. Approximately 13 acres of new land for parks are proposed as part of the urban growth boundary expansion to meet these and future needs.~~

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 is proposed at this time. This expansion is proposed for the area 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-MFSD 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-MFSD 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-MFSD, 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 (C, C-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 C and C-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 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. For more information see Appendix B, *Technical Report, City of Sisters Commercial and Industrial Land Needs Analysis*.

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. There is a projected demand for 34 net buildable acres of industrial land inside the Sisters UGB by the year 2025. A surplus of 30 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.

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 70.8 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. A total of 4 acres of UAR land is intended to be rezoned as PF Public Facility land for purposes of establishing a fire training facility for the Sisters – Camp Sherman Fire District.

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. 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.

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). Of this, 30 acres were added to the UGB, redesignated and rezoned to Urban Area Reserve (10-acre minimum) to satisfy an estimated 20-year need for residential, associated park and church uses. 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.

A four-acre portion of land is now being considered for inclusion into the UGB and subsequently 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. 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 Public Works Department facility located at 175 W. Washington Avenue has been sold to the Sisters Camp Sherman Rural Fire Department and a new facility is needed for a Public Works headquarters. Uses at the current 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. This headquarters is in a residential area where site operations are not compatible with surrounding uses and there are few sites in existing industrial areas where such a facility can be sited for the long run.

For these and other reasons, a 13.8-acre expansion of the existing City wastewater treatment facility site occurred during the 2005 Comprehensive Plan update process. The 160-acre parcel is owned by the City and contains Public Facility zoned lands inside the Sisters UGB as well as rural Forest (F1) land outside the UGB. The expansion would increase the amount of the site inside the UGB, enabling the area to be used for a new Public Works Department headquarters in the same area as the existing wastewater treatment facility and vehicle storage areas.

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. 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 as 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

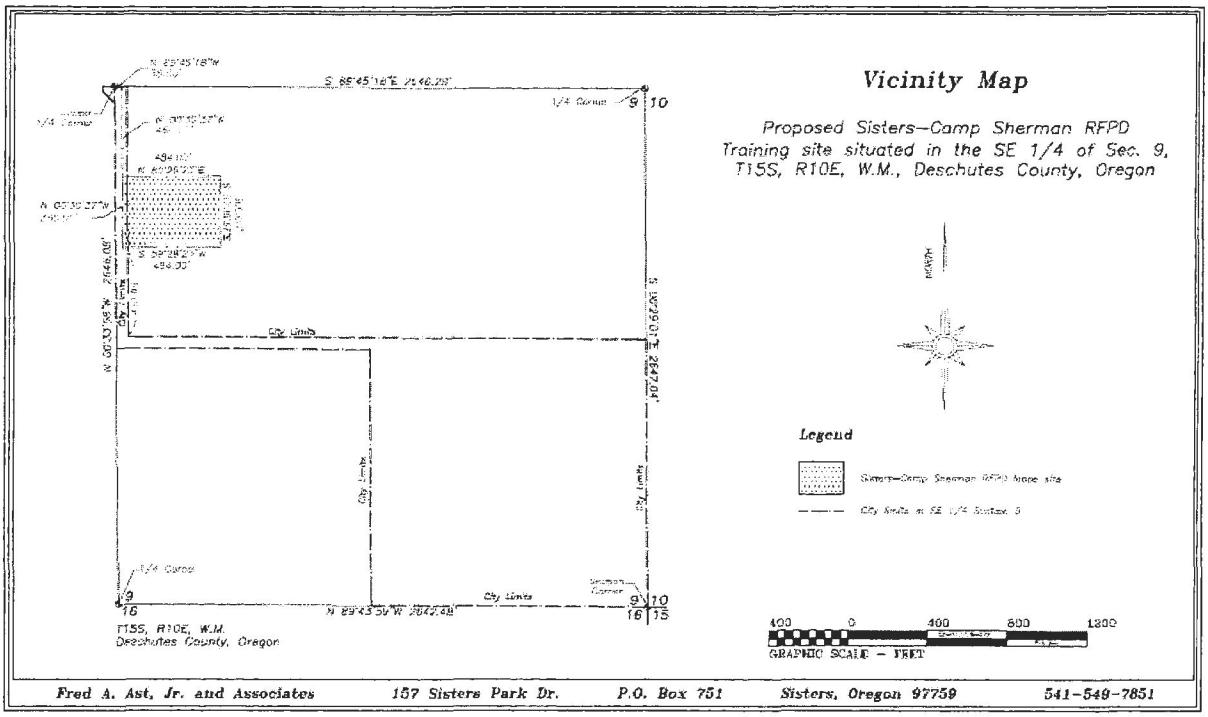
The locations of the properties selected for inclusion in the Sisters UGB are shown in figures 14 -1, 14-2, 14-3, and 14-4. Each figure shows different information. *Figure 14-1: City of Sisters Proposed Additions to the UGB*, shows parcels that were added to the City's UGB in 2005. Figure 14-2: City 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.
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.

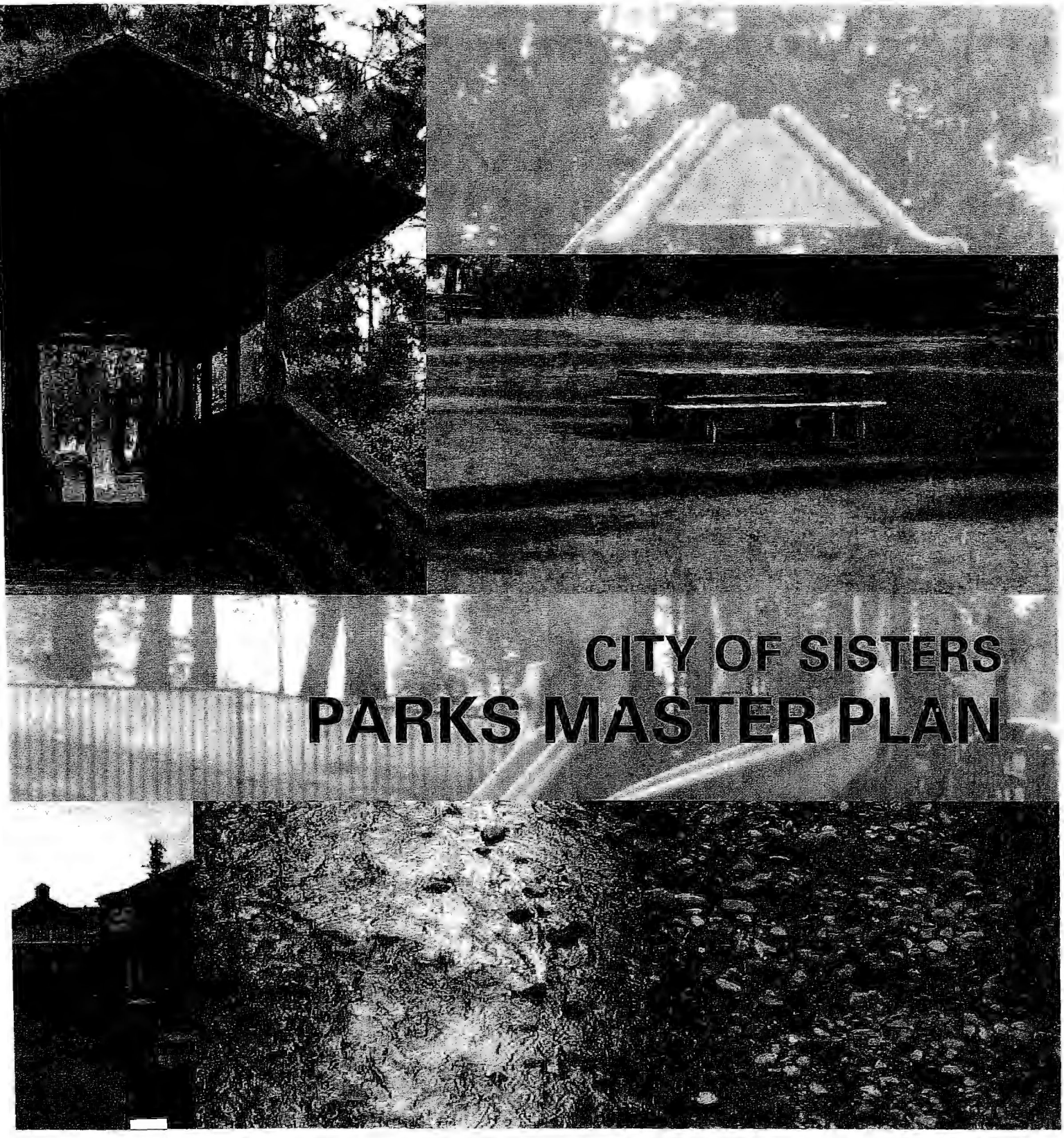
8. Implement a system-wide level of service (LOS) standard of 5.0 acres of developed parkland per 1,000 residents.

Exhibit B
Planning Commission recommended change to Goal 5

Revised language from DLCD, Goal 5, Findings 5.3 #10 of the Comprehensive Plan

Goal 5: Open Space, Scenic and Historic Areas, Natural Resources
5.3 FINDINGS
10. There are 26 gross acres of land in the 100-year flood plain determined by the Federal Emergency Management Agency (FEMA) Flood Insurance Rate Maps #41017C0040 and #41017C0105 C dated August 16, 1998. This area constitutes the total possible area for riparian resources in the UGB. Resources include the soils, plants, insects, and animals common to riparian areas in the Sisters area. The 100-year flood plain is designated FP (Flood Plain) by the Sisters Development Code and uses requiring development of structures are not allowed in the FP District. No cut, fill, construction, or disturbance to the landscape within the FP District shall occur without permits from the Army Corps of Engineers, ~~Department of Fish and Wildlife~~, Department of State Lands and the City of Sisters. These measures protect the riparian and wetland areas inside the Sisters UGB.

Exhibit C
2011 City of Sisters Parks Master Plan



CITY OF SISTERS
PARKS MASTER PLAN

CAMERON McCARTHY
LANDSCAPE ARCHITECTURE & PLANNING

SISTERS OREGON

FINAL DRAFT | JUNE 2011

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ACKNOWLEGEMENTS

This project was funded by the Oregon Parks and Recreation Department (OPRD). This program was created in 1998 and includes a local government grant program that was approved by the 1999 Legislature. The Oregon Parks & Recreation Commission adopted administrative rules for the distribution of state lottery funds to eligible local governments for outdoor park and recreation areas and facilities, acquisition of property for park purposes, trails, bicycle recreation opportunities, non-motorized water-based recreation. The contents of this document do not necessarily reflect views or policies of the State of Oregon.

OREGON PARKS AND RECREATION DEPARTMENT

Project Team

CAMERON MCCARTHY

Colin McArthur, AICP; Project Manager
Lauren Worland
Zach Rix
Lev Parker

COMMUNITY PLANNING WORKSHOP

Robert Parker, AICP; Program Director
Amanda West; Project Coordinator
Francesca Patricolo
Patty Stevenson
Serena Parcell

City of Sisters

CITY STAFF

Pauline Hardie, AICP; Community Development Director
Paul Bertagna; Director of Public Works
Eric Porter; Principal Planner
Carol Jenkins; Planning Technican

PARKS ADVISORY COMMITTEE

Evelyn Brush
Gabe Chladek
Tim Clasen
Anne Heath
Wendy Holzman
Dave Marlow
Marlys Underwood
Sharlene Weed

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EXECUTIVE SUMMARY

Overview

The Sisters Parks Master Plan is intended to guide development of the municipal parks system for the period between 2011 and 2030. This Plan is an update to the *2000 Sisters Oregon Parks Master Plan*. A parks master plan is a long-term vision and action plan for a community's parks system. Currently, Sisters provides 11 parks facilities – 8 developed and 3 undeveloped. This plan identifies strategies and recommendations for operation and maintenance of parks, land acquisition, development, and funding. Through this plan, the City of Sisters will continue to improve its parks and recreation facilities to meet the needs of current and future residents.

As noted above, the Plan guides future development and management efforts of Sisters' parks system over the next 20 years. More specifically the Plan:

- Provides an inventory of existing parks and an analysis of park classifications and standards, including a recommended level or service target;
- Identifies current and future park needs using input from the community as well as technical data;
- Establishes a vision, goals, and objectives for the park system;
- Includes a capital improvement plan (CIP) that enables the City to achieve its goals;
- Creates a strategy for short and long-term land acquisition; and
- Identifies potential funding techniques and sources to implement the CIP.

The Executive Summary highlights existing facilities, key community needs, goals and recommendations, park improvements and acquisitions, and funding strategies.

Park Inventory and Assessment

A critical aspect of planning for the future of a city's parks system is conducting an inventory and condition assessment of existing park facilities. The City currently owns 8 developed parks and 3 undeveloped sites. Chapter 3 Parks System includes a description of each park facility and an overview of the condition of the parks system as a whole. This information is included in its entirety as Appendix A; which includes descriptions of park facilities, opportunities and constraints, as well as recommendations. A summary of City facility and their respective classification is presented in Table ES-1.

Table ES-1. Inventory and Classification Summary, Sisters

EXISTING PARKS	ACRES
Mini Parks	
Buck Run Park	0.02
Harold & Dorothy Barclay Park	0.44
Neighborhood Parks	
Cliff Clemens Park	2.28
Community Parks	
Village Green	1.32
Creekside Park	2.65
Special Use Parks	
Three Sisters Overnight Park	6.72
Veterans Memorial Park	0.25
Wild Stallion Park	0.02
TOTAL DEVELOPED PARKLAND	**13.70**
Undeveloped Parkland	
Three Sisters Park Expansion	4.68
Undeveloped City ROW	1.89
Fir Street Site	0.31
TOTAL UNDEVELOPED PARKLAND	**6.88**

Source: Cameron McCarthy, 2011.

Park and Recreation Needs

The Sisters Parks Master Plan includes an analysis and assessment of community needs based on local demographic, economic and recreation trends, as well as community input and public participation. The goal for the public participation process was to gather the views of a diversity of community members concerning the parks system. Involvement reached a wide array of community members and stakeholders through seven different methods: an online survey, hispanic survey, user intercept survey, community workshops, senior focus group, youth focus group, and stakeholder interviews. The accompanying *Sister Parks Master Plan Public Involvement Report* (bound separately) includes detailed summary reports for each method.

Parks and recreation facilities are important to communities and to the residents of Sisters in particular. Therefore, it is not surprising that many residents see opportunities for improvement in the parks system. After reviewing recreation trends and input from the community, several key needs emerged:

- Vision, diversity, and connectivity in the parks system.
- More variety of park sizes, diversity of parks types, and locations throughout the City.
- Spaces for natural play and specifically creek access.
- Additional parks (public preference for larger community and neighborhood parks).
- Better management of the parks based on a perceived a lack of leadership, communication, and collaboration between different entities overseeing the parks.

Community Vision and Goals

The Parks Master Plan includes a long-term vision for the Sisters Parks System, eight goals that define system priorities and specific objectives that guide implementation. Following is the vision for Sisters' parks system:

The City of Sisters will create a distinctive and well-connected parks system with a diversity of social, cultural, educational, and recreational opportunities that meet the needs of our community and visitors and promote the arts and healthy lifestyles.

Goal 1: Identity & Uniqueness
Create a unique park system with a strong identity.

Goal 2: Coordination
Strengthen relationships between the City of Sisters and its partners.

Goal 3: Safety and Access
Foster a safe and accessible park and recreation environment.

Goals 4: Funding
Establish stable and diverse mechanisms for funding existing and future recreation and parks facilities.

Goal 5: Stewardship & Maintenance
Manage and maintain the parks system to ensure its health, safety, and efficiency.

Goal 6: Distribution & Connectivity
Promote social and physical connections to facilities.and an equitable distribution of facilities within the community.

Goal 7: Recreation, Events, & Activities
Develop and maintain attractive and enjoyable spaces for a diversity of activities and events.

Goal 8: Updates to the Plan & Parks Planning
Establish a coordinated process for parks planning that involves residents, community groups, visitors, stakeholders, Parks Advisory Committee, and City staff.

System Improvements

The Sisters Parks Master Plan identifies system-wide recommendations for improvements, parkland acquisition, and development as well as capital improvements for specific parks. System improvements include parkland acquisition and development as well as open space and natural area conservation. System-wide and general improvements include:

- Implement a system-wide level of service (LOS) standard of 5.0 acres of developed parkland per 1,000 residents.
- Provide accommodations for the installation of public art in all parks that do not provide art.
- Install wayfinding signage in parks to provide information to residents and visitors about the park system, feature individual facilities, and promote connectivity, especially through walking and biking.

- Install interpretive signage in parks, as appropriate, to provide educational opportunities to residents and visitors on historic or natural features within the community.
- Install basic amenities; consisting of benches, picnic tables, bicycle racks, trash/recycling receptacles, and dog waste disposal stations in parks, as appropriate, to facilitate use and comfort.
- Enhance park aesthetic qualities and appearance through the installation of additional landscape plantings, as appropriate.
- Establish a permanent Parks Commission or Committee to allow for direct decision making on behalf of City parks.
- Invest in additional revenue-generating facilities that produce user fees to support the parks system.
- Explore partnership options with SPRD to expand recreational opportunities within Sisters.

The Parks Master Plan is implemented, in part, through the Parks Capital Improvement Plan (CIP). The Capital Improvement Plan (CIP) identifies park improvements and estimates costs for the ten-year period between 2011 and 2021. Park improvements included in the capital improvement plan focus on improving access, safety, landscaping, play and restroom structures, and providing additional park amenities. Because of its dynamic nature, the CIP is incorporated as a separate document. The Parks CIP should be reviewed on an annual basis by City staff and the Parks Advisory Committee as part of the City of Sisters' 10-year Capital Improvement Plan.

Funding

This Plan proposes improvements to existing facilities, the acquisition and development of new parkland, the acquisition and conservation of open space, general improvements to enhance connectivity, and expanded operation and maintenance; which constitute the majority of the City's park expenditures over the next 10 years. Based on the costs to implement the proposed improvements, the City will need to spend between $7,495,000 and $19,465,000 on its parks system during the 20-year planning horizon through 2030. Table ES-2 outlines parks system expenditures through 2030.

Table ES-2. Park System Improvement Actions, 2011-2030

CAPITAL PROJECT	TOTAL COST		
Park Improvements			
Mini Park Projects	$ 45,480		
Neighborhood Park Projects	$223,880		
Community Park Projects	$779,285		
Special Use Park Projects	$ 13,500		
Land Acquisition	$2,482,000	to	$ 6,052,000
Parkland Development	$3,945,000	to	$12,345,000
Open Space Development	$ 5,638		
Total (Range)	**$7,495,000**	**to**	**$19,465,000**

Source: Cameron McCarthy, 2011.

Park improvements, land acquisition, and parkland development comprise the majority of the total costs. Specific park improvements to existing park facilities are estimated at $1,066,000. The actual costs associated with the acquisition and development of new parks can be reduced through a diversified funding strategy that may include user fees,

bonds and levies, partnerships, land donations, trusts, and easements. Table ES-3 presents a summary of anticipated revenue and funding requirements to implement recommendations in this Plan for four 5-year periods from 2011-2030. Anticipated revenue sources will only fund 32 percent of the improvement actions and capital projects recommended in this Plan.

Table ES-3. Parks Revenue and Funding Summary, 2011-2030

	5-YEAR PERIOD			
Funding Sources	**2011-2015**	**2016-2020**	**2021-2025**	**2026-2030**
Park Fund Balance	$ 121,411	$ -	$ -	$ -
General Fund	$ 1,032,887	$ 1,140,391	$ 1,259,084	$ 1,390,131
System Development Charges	$ 295,697	$ 383,423	$ 504,115	$ 608,830
Grants	$ 250,000	$ 250,000	$ 250,000	$ 250,000
Donations	$ 50,000	$ 50,000	$ 50,000	$ 50,000
Total	$ 1,749,995	$ 1,823,815	$ 2,063,199	$ 2,298,960
Funding Requirements				
Improvement Actions				
Priority I Projects	$ 1,795,283	$ -	$ -	$ -
Priority II Projects	$ -	$ 739,000	$ -	$ -
Priority III Projects	$ -	$ -	$ 8,465,250	$ 8,465,250
Operations and Maintenance Costs	$ 222,676	$ 261,674	$ 309,745	$ 364,174
Total	$ 2,017,959	$ 1,000,674	$ 8,774,995	$ 8,829,424
Surplus / (Deficit)	$ (267,964)	$ 823,140	$ (6,711,796)	$ (6,530,464)
Cumulative Surplus / (Deficit)	$ (298,007)	$ 525,134	$ (6,186,662)	$ (12,717,126)

Source: Cameron McCarthy, 2011.

This Parks Master Plan establishes a vision for Sisters' parks system. This vision, however, is inconsequential if the City cannot secure the funds to achieve the vision. Sisters will need to identify and pursue a variety of short and long-term funding strategies to fulfill its parks system goals. Moreover, refined strategies are also needed to help the City implement recommended land acquisitions and facility improvements.

The City should pursue a funding strategy that includes a variety of sources including grants, donations, and partnerships, as well increased SDC revenues. The Plan specifically recommends that the City update the SDC assessment rates; pursue grant opportunities for capital improvement projects and land acquisition; consider partnerships with private and non-profit organizations; develop relationships with landowners; evaluate the feasibility of bond measures; and employ measures to reduce acquisition, development, and operational costs.

Conclusion

Completion of this plan update is an important step toward the fulfillment of the City's parks system vision, goals, and recommendations, through which the parks system will continue to improve local resident quality of life while adequately planning for the future park needs of the growing community.

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1 INTRODUCTION

1.1 Overview

Parks system assets - parks, open space, natural areas, and trails - are significant contributors to a community's quality of life. "Quality of life" is an expression that has grown in popularity during recent decades. Quality of life is a broad multidimensional concept that refers to an individual's satisfaction with their social and physical surroundings. It is used to measure the livability of a given City or community. Quality of life is measured through a combination of subjective satisfaction criteria and objective determinants such as safety and infrastructure.

Quality of life and livability are associated with a number of green infrastructure amenities, including trails, natural areas, open space, and parks. These amenities are considered assets that build strong communities by providing recreation opportunities, gathering spaces, connectivity, natural resource protection, cultural resource preservation, and aesthetic beauty. Their functions shape the character of communities, provide anchors for neighborhood activities, and promote healthy behaviors and lifestyles.

Creating and maintaining park and recreation facilities is a challenge for Cities, Counties, and service providers. Limited resources and competition for resources, both staffing and budgetary, restricts the ability of many communities' to develop and maintain parks systems. Identifying system priorities and matching them with available resources requires thoughtful and detailed planning. Most communities develop and adopt *Parks System Master Plans* to guide development and operation of parks systems and update the plans on a periodic basis.

1.2 Purpose of the Plan

The Parks Master Plan (Master Plan, Plan) establishes a vision for Sisters' parks system and includes recommendations for the operations and development of quality park facilities over the next 20 years. The Plan is intended to help Sisters build upon its unique park assets, identify new opportunities for acquisition and development, and address the needs of current and future residents.

This Plan is an update of the *2000 Sisters Oregon Parks Master Plan* and builds upon past information within that plan to provide a current and comprehensive guiding document. Specifically, this Plan includes:

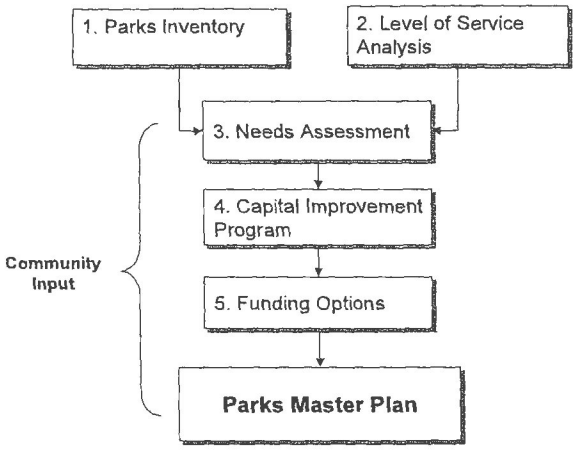
- An inventory of existing park and recreation facilities in the Sisters planning area, including an analysis of park classifications and standards;
- A parks and recreation needs analysis based on technical and demographic data, as well as extensive community involvement, including workshops, focus groups, an online survey, intercept surveys, and stakeholder interviews;
- A ten-year capital improvement plan that identifies specific improvements for each of Sisters' eight parks with estimated project costs and target completion dates;
- A parkland acquisition strategy that identifies the amount of land needed, by park type, for the next 20 years and describes strategies for acquiring lands that are appropriate for inclusion in the parks system, including paths and trails, as well as natural areas and open space;
- Funding options and a funding strategy, including a review of revenue sources such as Systems Development Charges (SDCs).

The Plan outlines Sisters' vision for the parks system and provides the specific tools and components necessary to achieve that vision. For this plan to best reflect the community's current and future needs, updates are recommended every five to ten years. Regular updates ensure that the plan continues to be a relevant planning tool.

1.3 Planning Process

This Plan utilizes a "systems" approach for the planning process, as recommended by the National Recreation and Parks Association (NRPA). The systems approach places local values and needs first, and provides a framework for creating a parks system that physically meets those values and needs. The planning process is outlined in four phases, as described below and detailed in Figure 1-1.

Figure 1-1. The Parks Planning Process



Source: CPW.

- **Phase 1 – Inventory & Analysis:** Inventory existing parks. Identify existing park facilities, assess general park conditions and existing improvements, and identify needed maintenance or additions.
- **Phase 2 – Needs Assessment:** Conduct a community needs assessment. Identify key needs throughout the community, drawing from demographic data, recreation trends, and community input. Population growth, demographic characteristics and recreation participation trends help identify the types of facilities needed by current and future residents. Determine level of service, usually expressed as acres of developed parkland per 1,000 residents.
- **Phase 3 – Vision and Recommendations:** Develop a capital improvement program (CIP) and land acquisition plan. Using Steps 1-3, the CIP identifies capital improvement projects for 2011-2031 and prioritizes projects for the first five years of the plan. The CIP (bound separately) is based upon current needs. The land acquisition plan looks at the longer 20-year planning term to determine parkland needs to serve a growing population.
- **Phase 4 – Implementation and Funding Strategies:** Identify potential sources and methods for acquiring funding for development, maintenance, operations, and general improvements.

- **Phase 5 – Plan Refinement and Adoption:** Incorporate comments and suggestions based on City staff, Parks Advisory Committee, Planning Commission, and City Council review of Draft Plan. Prepare Final Plan for adoption by the Sisters City Council based on recommendation by the Parks Advisory Committee.

1.4 Relationship to Other Plans

The Parks Master Plan is one of several documents that comprise Sisters' long-range planning and policy framework. The following documents were reviewed during Plan development; contain specific elements that have bearing on the parks planning process; and, guide the goals, objectives, and recommendations within this Plan.

Sisters Oregon Parks Master Plan (2000)[1]

Adopted by the City Council in October 2000, the *Sisters Oregon Parks Master Plan* (2000 Parks Plan) "documents an evolving process for assessing existing park and recreation facilities while keeping an eye on the future growth, population, and recreational needs of the Sisters community." Preparation of the plan involved identification an analysis of the park system and the establishment of a basis for a systematic development program, which addresses community needs relative to funding alternatives. The plan includes a list of projects for implementation over a 20-year timeframe and was completed with the involvement of a Technical Advisory Committee appointed by the City Manager. This plan updates and replaces the 2000 Parks Plan in its entirety.

Sisters Urban Area Comprehensive Plan (2005)[2]

Adopted July 2005 and updated February 2010, the *Sisters Urban Area Comprehensive Plan* includes a chapter addressing recreation needs (Chapter 8). The chapter references the 2000 Parks Master Plan and includes the following goals and policies:

Goals (8.1)

"To satisfy the recreational needs of the citizens of the City and visitors, and, where appropriate, to provide for the siting of necessary recreational facilities."

"Maintain adequate park facilities providing a variety of recreational and cultural opportunities for residents and visitors of Sisters."

Policies (8.4)

1. *The City of Sisters Parks Master Plan shall be the document guiding funding and development of City parks. The City shall utilize the findings presented in the Parks Master Plan to identify improvements to existing parks and guide development of future parks. City ordinances shall guide the operation of City Parks.*
2. *The City shall actively support and coordinate with the Sisters Community Trails Committee to establish a network of multi-use trails within and beyond the City limits.*
3. *The City shall maintain a program of System Development Charges (SDC) to develop park facilities.*
4. *The City should explore programs to obtain land in the flood plain for the public's recreational use.*

---

[1] Sisters Oregon Parks Master Plan. David Evans and Associates, Inc. October 2000.

[2] Sisters Urban Area Comprehensive Plan. City of Sisters. Adopted July 2005, Updated February 2010.

Sisters Transportation System Plan (2010)[3]

The *Sisters Transportation System Plan* (TSP) "identifies specific transportation projects and programs needed to support the City's goals and policies and to serve planned growth through the TSP horizon year (2030)." Chapter 5 identifies system improvements for the pedestrian network and Chapter 5 identifies system improvements for the bicycle network. Improvements identified include filling pedestrian and bicycle facility gaps, upgrading intersections, expanding the shared-use path network, and other infrastructure projects. The plan includes a list of pedestrian and bicycle projects, planning-level cost estimates, and project prioritization criteria. The Parks Plan relies upon the TSP as the determinant for existing and proposed bicycle and pedestrian facilities designed to connect key destinations throughout Sisters. Combined with trails, these facilities provide connectivity within the core system of parks, open space, and natural areas.

Sisters Trails Plan (2011)[4]

The *Sisters Community Trails Plan* is a guiding document for the Sisters Trails Alliance (STA) and a blueprint for future non-motorized trails. The plan identifies and prioritizes fourteen trails projects based upon community input, program goals, and feasibility. The plan includes a detailed description, land ownership summary, and recommendations for use and surfacing for each project. Most of the trail projects are delineated from the City Limits. Where abutting or within the City Limits, the trails projects are designed to connect to existing or proposed shared-use paths identified in the TSP. This Parks Plan uses the Trails Plan as a key determinant for future land acquisition and parkland development recommendations.

Deschutes County Greenprint (2010)[5]

The Deschutes County Greenprint identifies key land and water conservation projects. A Greenprint is a non-regulatory vision to help communities make informed decisions about land conservation, scenic values, and recreation priorities. Components include detailed analysis, mapping, and an inclusive vision. The vision is designed to support local efforts to secure funding from federal, state, and private sources and to make potential projects more competitive for outside dollars. This Parks Plan seeks to align acquisition and development recommendations with identified conservation projects as appropriate.

1.5 Plan Organization

This Plan is organized into seven chapters and four appendices, described below:

- **Chapter 1: Introduction** – Provides an overview of the project purpose, planning process, and methods of data collection, as well as this Plan's relationship to other plans.
- **Chapter 2: Community Profile** – Provides information on Sisters' planning context, growth and demographic trends.
- **Chapter 3: Parks System** - Provides information on Sisters' park service areas, level of service, and park classifications. Includes classification and service area maps.
- **Chapter 4: Park and Recreation Needs** – Provides a summary of national and statewide park and recreation trends, and key trends in Sisters based on community involvements findings. A detailed record of Sisters residents' input can be found in the *Sisters Parks Public Involvement Report* (bound separately).

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[3] Sisters Transportation System Plan. DKS Associates. January 2010

[4] Sisters Community Trail Plan. Sisters Trails Alliance. January 2011

[5] A Greenprint for Deschutes County. The Trust for Public Land. June 2010.

- **Chapter 5: Planning Framework** – Presents the vision, goals, and objectives designed to meet community needs, as identified in Chapter 4.
- **Chapter 6: Recommendations** – Includes recommendations for park specific projects (included in the Capital Improvement Plan), land acquisition, trail and pathway development, and maintenance and operations.
- **Chapter 7: Implementation** – Includes implementation strategies, the budget information, identified funding needs, and funding recommendations.
- **Appendix A: Parks Inventory** – Includes an inventory of each park currently in Sisters' parks system.
- **Appendix B: Park Concept Plans** – Contains concept plans and planning-level cost estimates for two potential park development sites.
- **Appendix D: Design Standards** - Provides guidelines for the improvement and development of all parks.
- **Appendix E: Funding Sources** – Provides detailed information on funding and land acquisition strategies, including relevant contacts.

This Plan is accompanied by two additional documents, bound separately, and described below:

- **Sisters Parks Capital Improvements Plan (CIP)** - identifies specific improvements for each of Sisters' eight parks with estimated project costs and target completion dates
- **Sisters Parks Public Involvement Report** – contains a detailed record of public involvement conducted during the course of the planning process, including findings from an online community survey.





2 COMMUNITY PROFILE

2.1 Overview

An initial step in the parks planning process is to evaluate how the community is being served by its parks system. This chapter establishes an overview of Sisters' regional context and planning area and summarizes the local demographic composition of the community. Regional context is an important factor in considering the environmental and political opportunities and constraints involved with parks planning. In addition, analyzing trends in demographic composition informs parks-related policy decisions and ensures that parks are designed to address the diverse needs of varied populations.

2.2 Regional Context & Planning Area

The City of Sisters is located in western Deschutes County on the east flank of the Cascade Mountains. With an elevation 3,100 feet, Sisters is considered part of the high desert of Central Oregon. Once a major lumber producing town, Sisters is now known as the Gateway to the Cascades.[6] Within Sisters, Santiam Highway (U.S. Route 20) and McKenzie Highway (Oregon Route 126) merge to form Cascade Avenue, the main thoroughfare through downtown Sisters. Cascade Avenue is lined with specialty stores and galleries and caters to tourists and pedestrian traffic. East of Sisters the two highways split, with Highway 126 connecting to Redmond and Highway 20 connecting to Bend. West of Sisters, the highway splits once more, with the McKenzie Highway becoming Oregon Route 242 and traveling west over the McKenzie Pass (a summertime only scenic route over the Cascades) connecting to Eugene. The Santiam Highway proceeds over the Santiam Pass connecting to Salem.[7] Sisters is located 20 miles west of Bend, 109 miles east of Salem, and 100 miles northeast of Eugene.

The City of Sisters is 1.87 square miles in size and has a population density of about 885 people per square mile. The planning area is identified as "Sisters Country" and extends beyond the City limits to follow the school district boundary. The Sisters planning area includes approximately 10,000 residents, located within the Sisters City limits and neighboring Deschutes County.

2.3 Demographic Analysis

Trends in population growth, age, ethnicity, the economy, and housing are all key determinants in understanding a community's composition. Sisters' demographic trends are influenced primarily by its proximity to Bend, La Pine, and Redmond, which comprise the four incorporated cities in Deschutes County:

POPULATION GROWTH

With a population of 2,038 in 2010, Sisters is one of Oregon's smaller incorporated communities. Bend, Redmond, Sisters, and La Pine, along with Deschutes County as a whole, have grown significantly since the early 1990's and are expected to experience steady growth during the 20-year planning horizon for this plan. According to the Oregon Employment Department (OED), Deschutes County is one of the fastest growing counties in the state and is projected to remain in the top percentile through 2040. Between 1990 and 2005, Deschutes County had an annual growth rate of 4.4%. The population percent

[6] Welcome to Sisters, Oregon website. http://www.el.com/to/sisters

[7] Oregon Department of Transportation, Transportation Map of Deschutes County

change from 2000 to 2008 was 37.5%, the highest in the state followed by Crook County at 39.9% and Jefferson County at 18.1%.[8]

Significant population growth occurred in Sisters following the construction of municipal sewer infrastructure in 2001. Between 2001 and 2003, the average annual rate of population growth in the City was 13.6%, nearly four times the average rate during the 1990's. In addition, the City's development codes were dramatically revised in 2001, facilitating infill development, redevelopment, and smaller lot sizes. Thus, the conditions present in 2004 and beyond are significantly different than those in the 1990's.[9]

Table 2-1. Regional Historic Populations, 1990–2010

County & City	1990	2000	2010	Population change 2000-2010
Deschutes	74,958	115,367	157,733	36.7%
Sisters	708	959	2,038	112.5%
Bend	20,447	52,029	76,639	47.3%
Redmond	7,165	13,481	26,215	94.5%
La Pine	n/a	909	1,653	81.8%
Unincorporated	46,638	48,898	59,075	n/a

Source: Portland State University (PSU) 2009 Annual Population Report & Census 2010 Data for Oregon.

Table 2-2. Sisters Future Population Forecasts and Projected Annual Growth Rate, 2010-2030

Year	2010	2015	2020	2025	2030
Population	2,038	2,381	2,798	3,312	3,894
% Change	-	3.16%	3.28%	3.43%	3.29%

Source: City of Sisters Comprehensive Plan, 2005.

Table 2-3. Forecasted Population Trends for Cities in Deschutes County, 2000-2025

Year	Bend UGB	Redmond UGB	Sisters UGB	Unincorp. County
2000	52,800	15,505	975	47,320
2005	69,004	19,249	1,768	53,032
2010	81,242	23,897	2,306	59,127
2015	91,158	29,667	2,694	65,924
2020	100,646	36,831	3,166	73,502
2025	109,389	45,724	3,747	81,951

Source: Deschutes County Coordinated Population Forecast, 2004.

[8] Worksource Oregon Employment Department (OED), Regional Profile Population in Region 10, 2006.

[9] City of Sisters Comprehensive Plan, 2005.

REGIONAL TRENDS

Deschutes County is located in Region 10, as defined by OED, and is comprised of three counties: Crook, Deschutes, and Jefferson. The region's employment is historically dominated by wood product manufacturing and natural resource extraction. The composition has changed in recent decades resulting from employment growth in educational and health services; professional and business services; leisure and hospitality; and other types of manufacturing.

The employment diversification in the region has been partially spurred by population growth. All three counties have the fastest population growth rates in the state. In addition, the region has become a tourist destination and is home to many national bicycle (road and mountain) and ski races, which attract competitors and spectators alike.[10]

Deschutes County has historically been independent of the state's overall population growth trends. The county experienced little growth for almost twenty years, between 1980 and 2000, followed in the last decade (2000-2010) by a period of rapid growth. As illustrated in Table 1, Sisters (112.5%) and Redmond (94.5%) experienced the greatest population growth in Deschutes County during the period between 1990-2010.

AGE

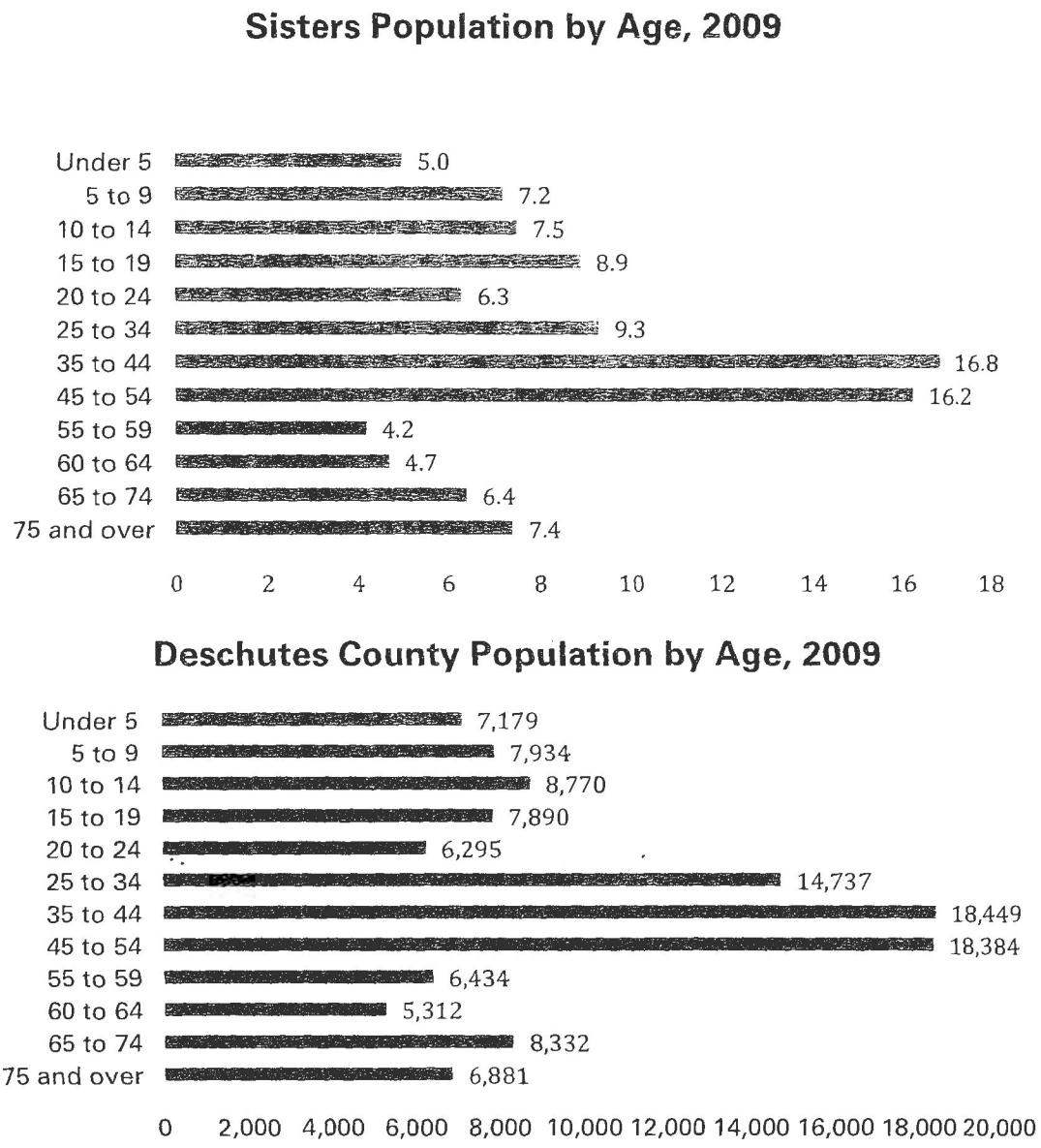
It is critical that parks systems be structured to meet the recreation needs of residents of all ages in order to equitably provide for the community as a whole. Analyzing the population by age groups can be applied to adjust planning efforts for future age-related trends in recreation.

In 2000, the largest percentages of Sisters residents were between the ages of 35 and 44 (16.8%) and between the ages 45-54 (16.2%). The next highest percentage of residents was between the ages of 25-34 (9.3%).[11] This means that adult and elderly populations make up the majority of residents in the City. While park facilities, amenities, and recreation opportunities should accommodate users of all ages, there may be heavier usage and increased demand for facilities and opportunities that interest the adult and elderly population.

[10] Oregon Employment Department (OED), 2006.

[11] U.S. Census Bureau, 2000.

Figures 2-1 & 2-2. Age Distribution of Deschutes County and Sisters



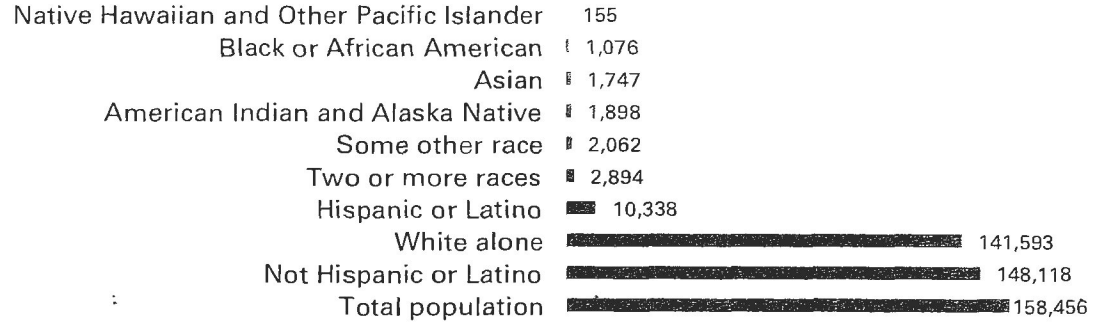
Source: U.S. Census Bureau, 2005-2009 American Community Survey.

ETHNICICTY

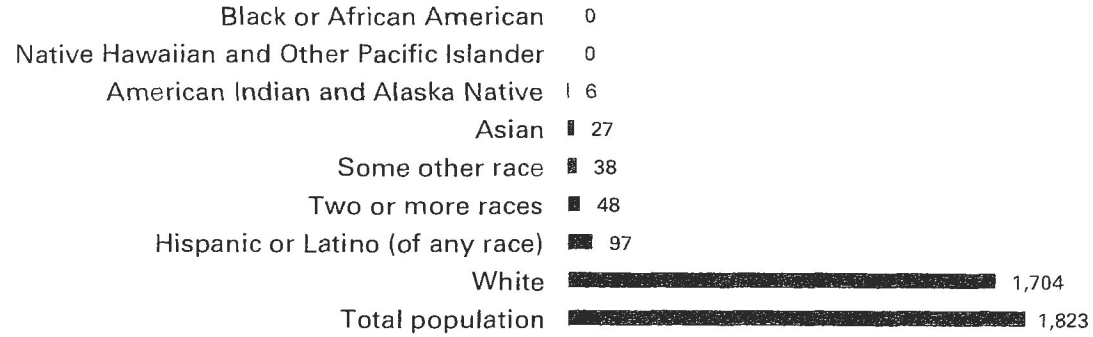
According to the 2008 American Community Survey, Sisters ethnic population composition is 93% white, 5% Hispanic or Latino, 2% other races, and 1% Asian. Deschutes County is slightly more diverse as a whole with 89% white, 6.5% Hispanic or Latino, 1% other races, and 1% Asian population. The State of Oregon has a smaller white population than is represented in Sisters and has double the percentage of Hispanic or Latino population. The State is more diverse as a whole than Deschutes County or Sisters. However, it is likely that Sisters, and the rest of the country, will increasingly diversify over the next 20 years following national, statewide, and regional population trends. Sisters will need to adapt its park and recreation facilities to meet the needs of residents from diverse backgrounds. This diversification has implications for staffing, maintenance, and marketing of park and recreation facilities. The City will need to track the unique ways in which different groups use services in order to meet their needs.

Figures 2-3 & 2-4. Race and Ethnic Composition Estimates for Deschutes County and Sisters

Deschutes County Race and Ethnic Composition



Sisters Race and Ethnic Composition



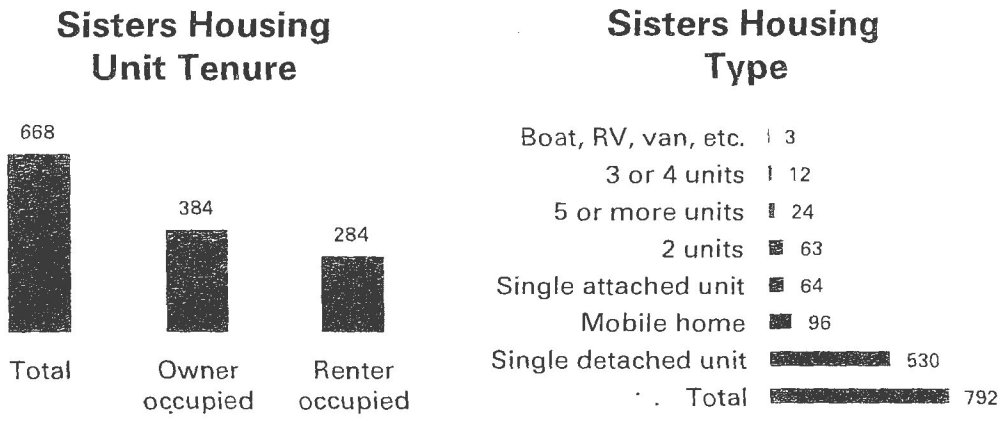
Source: U.S. Census Bureau, 2005-2009 American Community Survey.

HOUSING

Most of the housing units in Sisters are owner occupied. However, the City contains approximately 100 fewer renter occupied units than owner occupied units, indicating a comparatively substantial number of renters in the community. While this data does not indicate the seasonality of renter tenure, or duration of tenure at their current location, renters may have different recreation use patterns than unit-occupying owners do. Policy makers should consider public input on seasonal fluctuations in park use in order to best determine individual neighborhood facility needs.

A high percentage of single-family dwellings (75% of all units) signifies a potential demand for family-oriented park facilities and recreational opportunities. The high number of mobile home dwellings in Sisters may indicate a need to serve residents who do not have access to private outdoor spaces.

Figure 2-5 & 2-6. Housing Unit Tenure for Sisters; Sisters Housing Type



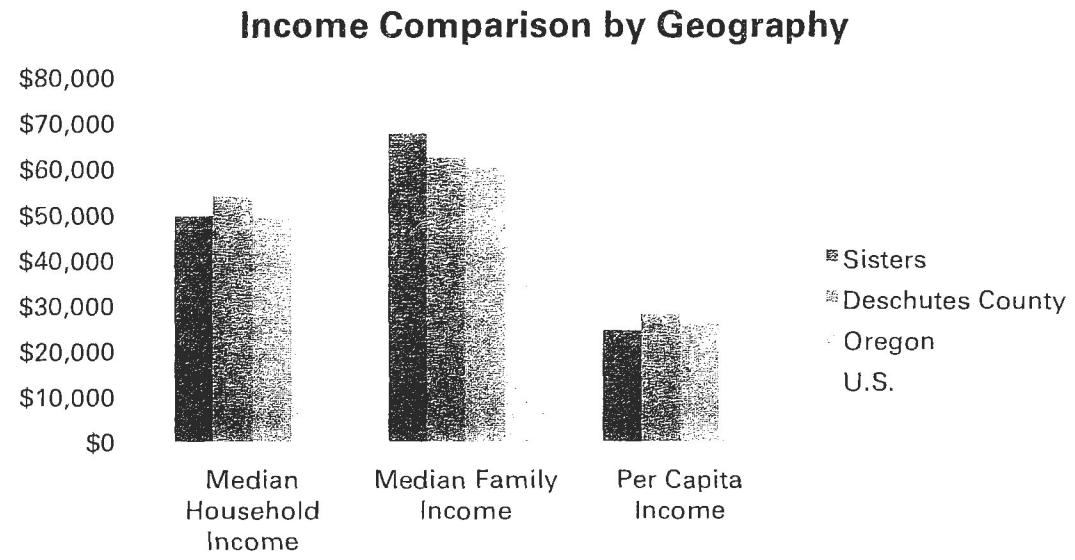
Source: U.S. Census Bureau, 2005-2009 American Community Survey.

ECONOMY AND INCOME

A community's support of, desire for, and willingness to fund park and recreation services are directly related to the strength of its economic base. Understanding Sisters' economic characteristics is a critical step in determining priorities for park and recreation services. Although Sisters has a lower per capita income than Deschutes County, the State of Oregon, and the U.S., its median family income is higher than the county, state, and national averages. Sisters' median household income is lower than Deschutes County, however the county has a higher median household income than the national average and Sisters is similar to the state statistics.

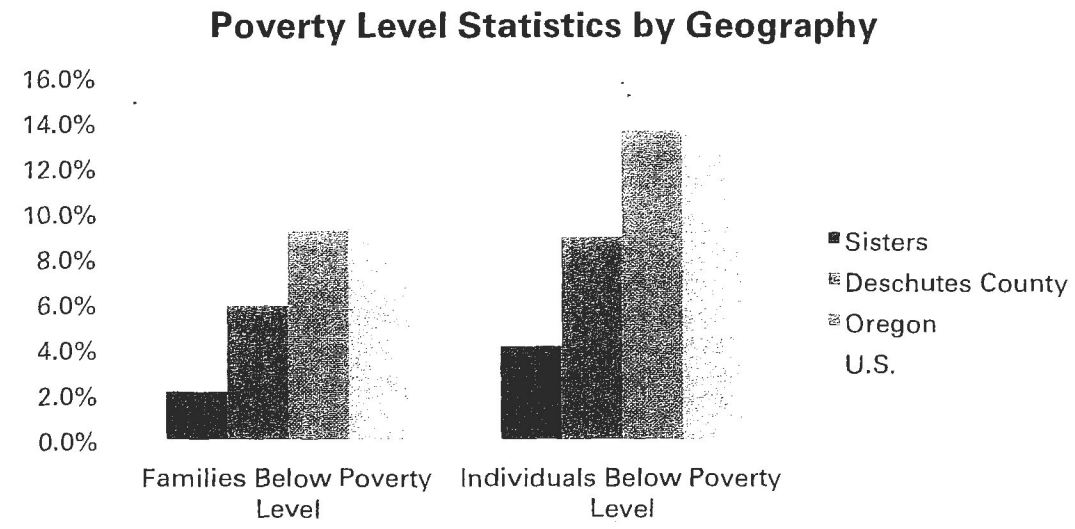
Sisters' poverty level statistics indicate that there are fewer families and individuals living below the poverty line than in Deschutes County, Oregon, and the rest of the nation. These statistics suggest that Sisters has the potential to access community philanthropy for the purpose of specific recreation and parks system needs. At the same time, the City should offer its recreation and park resources equitably throughout the community regardless of neighborhood income levels.

Figure 2-7. Income Comparison by Geography; Sisters, Deschutes County, Oregon, U.S.



Source: U.S. Census Bureau, 2005-2009 American Community Survey.

Figure 2-8. Poverty Level Statistics by Geography; Sisters, Deschutes County, Oregon, U.S.



Source: U.S. Census Bureau, 2005-2009 American Community Survey.

2.4 Conclusions

The demographic context provided in this chapter includes several key findings that have bearing on parks planning decisions for the Sisters community. Following is a summary of key contextual demographic findings:

- Sisters' population is expected to increase by 1.6% per year over the next 20 years, reaching 3,894 by 2030. Population growth will increase the demand for new park facilities to maintain equitable access and services.
- The population in Sisters has a historic trend of slow growth over long periods of time. The City should plan with care and patience, strategically moving forward towards directed parks goals as resources are secured or made available.
- The largest age cohort in Sisters is between the ages of 35 to 54 (33%) with the next largest population between 15 and 34 (25%). This represents a large population of teenagers and adults that require active recreational options. There is also a significant age cohort between the ages of 55 to 74 (15%); an age range that may have unique recreation trends, needs, and interests. Age distribution plays a role in influencing future park activities and development for Sisters' residents, as cohorts tend to have varying habits, interests, and abilities. In order to provide a balanced and equitable parks system it will be important to represent all age groups in meeting recreational needs.
- Hispanic and Latino residents were projected to make up the second largest ethnic group (5%) in Sisters, second to White/Non-Hispanics (93%). A fair and equitable parks system will consider the needs of the Hispanic/Latino population, as different ethnic groups often use parks differently.
- Sisters has a high percentage of single-family dwellings (almost 63%), indicating a demand for park facilities and open space to serve the large population of families in the area. There is also a need to serve residents who do not have access to private outdoor spaces especially due to a large number of mobile home dwellings in the area.
- Economic statistics indicate that Sisters may have the potential to access community philanthropy to fulfill specific recreation and parks system needs. At the same time, the City should offer its recreation and park resources equitably throughout the community regardless of neighborhood income levels. The City should continue to pursue directed programming to the low-income community to improve their ability to access the benefits of living in Sisters as they relate to recreational opportunity and park access.

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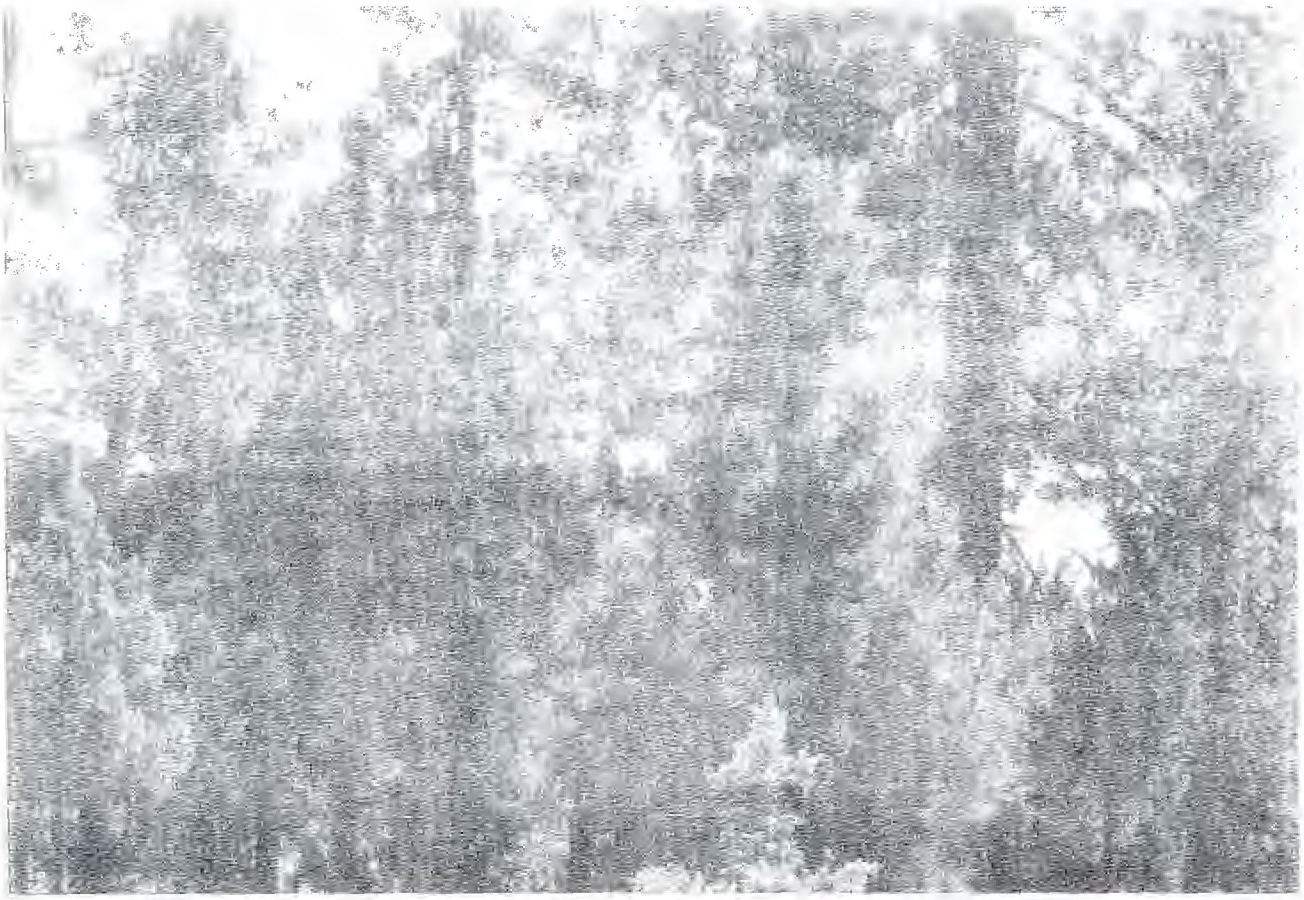
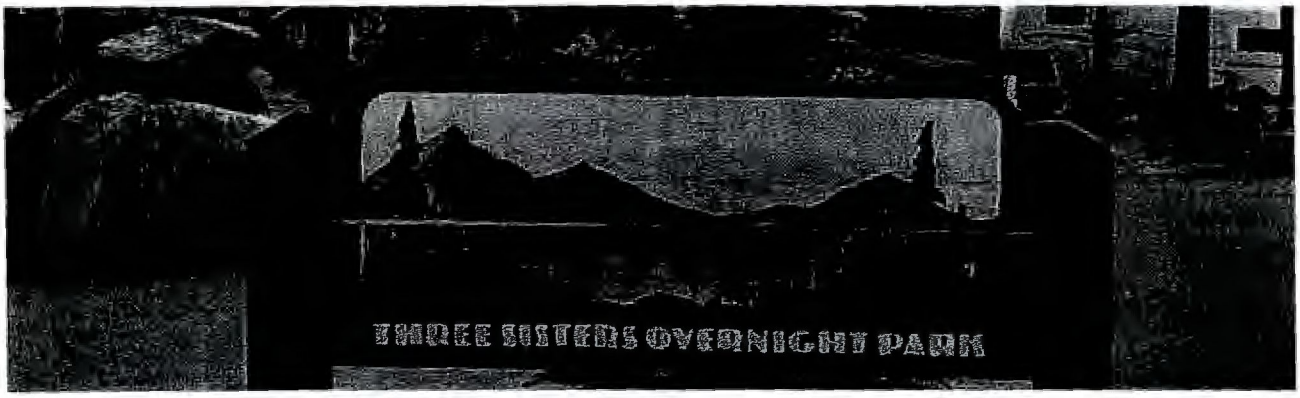




3 PARKS SYSTEM

3.1 Overview

Effective parks system planning requires identifying and assessing existing park facilities and amenities through an inventory and classification process. The inventory process exposes system-wide strengths, needs, opportunities and constraints, and reveals underserved areas and services. Knowledge of the activities that occur in each park and the condition of facilities and amenities helps guide recommendations and capital improvement programming efforts. The inventory process includes consideration and assignment of park classifications. Careful review of current and future park system needs by park classification type ensures a balanced parks system capable of efficient service to the community.

National Recreation and Parks Association (NRPA) classifications are used as a basis for forming a classification system specific to the needs, resources, and existing facilities in Sisters. Park classification determination considers individual park benefits, functions, size, service area, and amenities. The park classifications selected for Sisters consist of the following categories:

- Mini Parks
- Neighborhood Parks
- Community Parks
- Special Use Parks
- Undeveloped Parkland
- Trails
- Open Space
- Recreation District Facilities
- School District Facilities
- Private Facilities

The parks inventory includes all parkland owned by the City as well as information about local trails, the public school district, the park and recreation district, and privately owned recreation facilities that are available to residents. The inventory was completed using information provided by City staff as well as visits to park facilities.

3.2 Parks System

Different types of parks serve different functions and needs in the community. The existing parks system provides a range of park types and recreation opportunities. The City of Sisters currently owns and maintains eight developed park facilities, which comprise 13.70 acres of developed parkland, and three undeveloped parcels, which comprise 6.88 acres of undeveloped parkland (Table 3-1). In addition, the Sisters planning area contains 33.76 linear miles of trails (Table 3-2) and 28.65 acres of open space (Table 3-3).

INVENTORY AND CLASSIFICATION

For the purpose of this Plan, park facilities are assessed based on amenities, size, service area, and function. The Sisters park system is comprised of two mini parks, one neighborhood park, two community parks, three special use parks, five trails, and several open space areas. Following is a summary of the park classifications, their acreages, and brief descriptions of each facility. A detailed inventory of existing park facilities, including existing facilities and amenities and opportunities and constraints, is included as Appendix A. Map 3-1 illustrates the Sisters Park System, open space, and trails network.

Table 3-1. Sisters Parks Inventory

EXISTING PARKS	ACRES
Mini Parks	
Buck Run Park	0.02
Harold & Dorothy Barclay Park	0.44
Neighborhood Parks	
Cliff Clemens Park	2.28
Community Parks	
Village Green	1.32
Creekside Park	2.65
Special Use Parks	
Three Sisters Overnight Park	6.72
Veterans Memorial Park	0.25
Wild Stallion Park	0.02
TOTAL DEVELOPED PARKLAND	**13.70**
Undeveloped Parkland	
Three Sisters Park Expansion	4.68
Undeveloped City ROW	1.89
Fir Street Site	0.31
TOTAL UNDEVELOPED PARKLAND	**6.88**

Source: City of Sisters, Cameron McCarthy.

Table 3-2. Sisters Trails Inventory

EXISTING TRAILS	MILES
Trails	
Whychus Creek Trail	1.00
Tollgate / High School Trail	0.76
Peterson Ridge/Sisters Mountain Bike Trail	25.00
Five Pine / Peterson Ridge Trail Connector	0.50
Sisters Tie Trail	6.50
TOTAL TRAILS	**33.76**

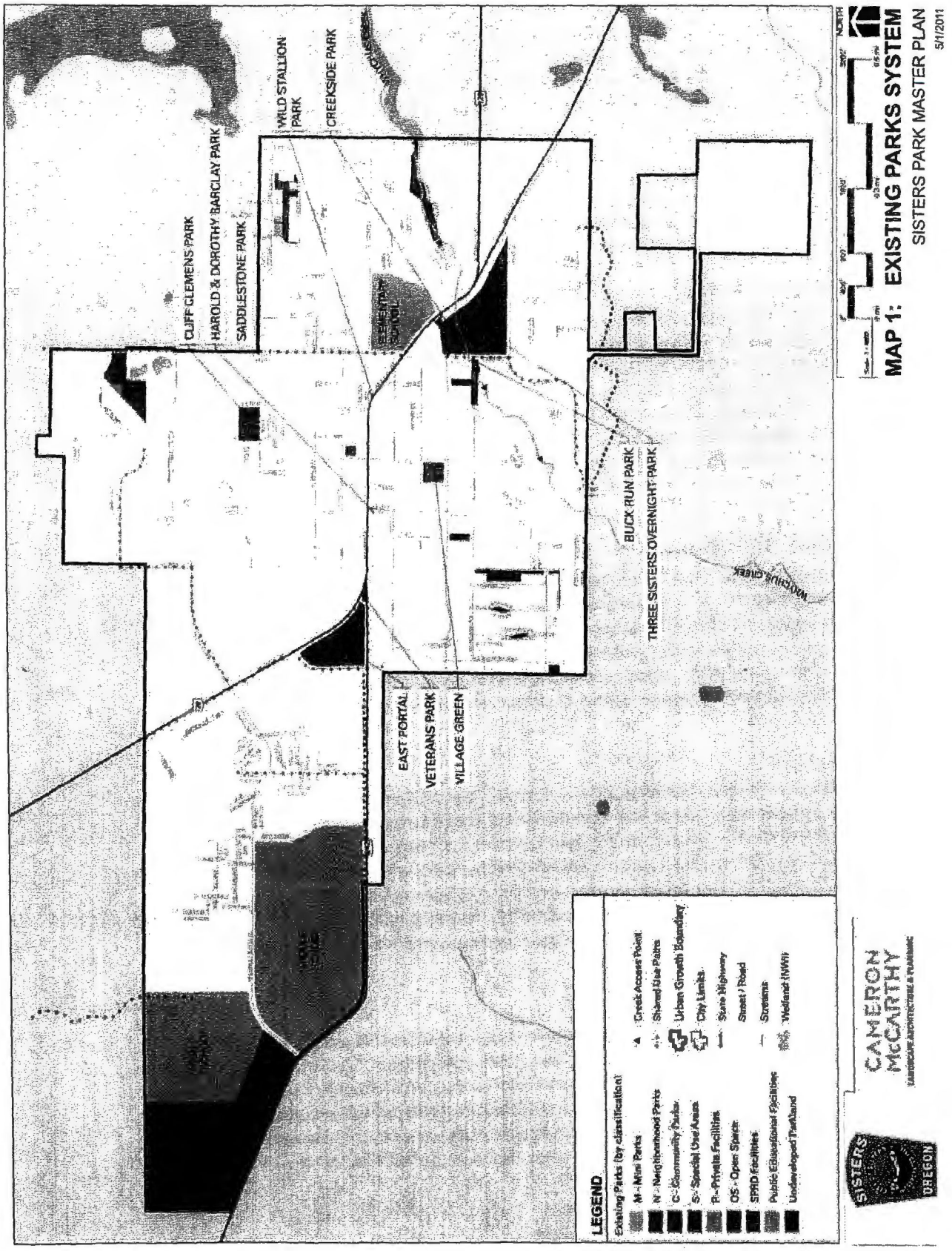
Source: City of Sisters Trails Plan 2011.

Table 3-3. Sisters Open Space Inventory

EXISTING OPEN SPACE	ACRES
Open Space	
Whychus Creek Open Space	11.21
East Portal Open Space	7.73
Other Parcels	9.71
TOTAL OPEN SPACE	**28.65**

Source: City of Sisters, Cameron McCarthy.

Map 3-1. Sisters Park System



MINI PARKS

There are two mini parks in Sisters. Mini parks are typically located on small parcels and provide passive or limited active recreation opportunities. Mini parks provide basic neighborhood recreation amenities, such as playgrounds, sport courts, benches, and lawn areas. These parks are generally smaller than 1-acre and serve residents within a ¼-mile radius.

Buck Run Park

The triangularly shaped, 0.02-acre Buck Run Park provides access to Whychus Creek. The park is located across from Three Sisters Overnight Park and adjacent to the Buck Run subdivision. The name refers to historical deer travel along the creek.

Harold & Dorothy Barclay Park

Among original pioneer entrepreneurs to settle in Sisters, Mr. and Mrs. Barclay formed a successful local logging company. Today, in the heart of the City's commercial zone, the 0.44-acre park bears their names in honor of their historic contributions. The highly developed park is located south of Highway 20 between Oak and Fir Streets. The park features a small landscaped pond, public restrooms, and seating. Barclay Park received an Award of Excellence for small cities in 2003 from the League of Oregon Cities. Positively noted was the fact that about 80% of the project was privately funded with contributions that included the Sisters Kiwanis, Rotary, and Chamber of Commerce.

NEIGHBORHOOD PARKS

Sisters contains one neighborhood park. Neighborhood parks are located within walking and bicycling distance of most users. Neighborhood parks provide access to basic recreation activities for nearby residents of all ages, function as critical open space, and are often defining elements of a neighborhood. These parks are generally 1 to 5 acres in size and serve residents within ¼ to ½ mile radius. Neighborhood parks typically include facilities such as playgrounds, basketball courts, tennis courts, lawn areas, picnic tables, and benches.

Cliff Clemens Park

In 2004, Cliff Clemens Park was dedicated to Mr. Clifton Clemens in recognition of a lifetime of outstanding and devoted service to the community of Sisters. As the first president of the Kiwanis Club of Sisters, he has been referred to as "Sisters most venerable citizen" for his commitment to the community. Located at the corner of Black Butte Avenue and Larch Street, the 2.28 acre neighborhood park contains an open green lawn, improved parking, sidewalks, picnic tables, fencing, and connections to the adjacent trail system. The park is planned to include a playground, paved picnic area, gazebo, and sand volleyball.

COMMUNITY PARKS

Sisters contains two community parks. Community parks provide a variety of structured, active, passive, and informal recreation opportunities for all age groups. Community parks are generally larger in size and serve a wide base of residents. They typically include facilities that attract people from the entire community, such as sports fields, pavilions and picnic shelters, and water features, and require support facilities, such as parking and restrooms. These parks may also include natural areas, unique landscapes, and trails. Community parks may range in size from 1 to 50 acres.

Village Green

Village Green is a highly visible and well-used 1.25 acre Community Park located two blocks south of downtown between Elm and Fir Streets. The park encompasses a full City block and contains several developed amenities including, a playground, restroom, picnic pavilion, and large open green. For a nominal fee, the City allows groups to reserve the park for events including craft shows, fairs, and weddings. During the summer months, the park is consistently booked with community events.

Creekside Park

Located between Highway 20, Jefferson Avenue, and Locust Street, Creekside Park is a mostly undeveloped neighborhood park located adjacent to glacier fed Whychus Creek. The 2.65 acre park is used most frequently for picnicking, as it has several picnic tables spread throughout an expanse of large coniferous trees and open lawn. The park contains restrooms that are accessible via a pedestrian footbridge that spans Whychus Creek and provides limited creek access.

SPECIAL USE PARKS

There are three special use parks in Sisters. Special use parks are recreation sites or parkland occupied by a specialized facility designed to serve a specific function. Facilities typically included in this classification are sports field complexes, community centers, community gardens, skate parks, aquatic centers, and amphitheaters.

Three Sisters Overnight Park

Three Sisters Overnight Park is a 6.72 acre developed campground for tent and RV visitors. Located between Highway 20, Jefferson Avenue, and Locust Street, the park abuts Whychus Creek, the highway, and a residential area to the south. Creekside Park is adjacent to the overnight park, across Whychus Creek, is and accessible by a footbridge. The park provides connections to paved paths running parallel to Whychus Creek.

Veterans Memorial Park

Veterans Memorial Park was dedicated in 2006 to those who have served in the United States Armed Forces and their families. The 0.25 acre park is entirely maintained by volunteers, many of who are involved with Sisters Rotary or the Sisters Community Church. The park contains a flagpole donated by local contractor Lynn Johnston. The flag has been donated (and replaced about every two years) by Earl Schroeder of the Sisters Veterans of Foreign Wars (VFW). The park also features a memorial rock plaque that was donated by the VFW.

Wild Stallion Park

Wild Stallion Park, a 0.02 acre park located on the corner of Larch and Cascade Streets, is named for its prominent 13 foot bronze horse statue designed by renowned Sisters artist Lorenzo Ghiglieri. The statue, entitled "The Wild Stallion," was donated to the City in 2009. In additional to the statue, the park contains lawn and a rock-lined drainage swale.

UNDEVELOPED PARKLAND

The City of Sisters owns three undeveloped parcels that have the potential to be developed parks. Undeveloped parkland refers to land that is City-owned and carrying potential to provide park and recreation facilities or functions. This can occur through the addition of facilities or amenities or developing the land for higher intensity uses.

Fir Street Site

The 0.31 acre Fir Street Site consists of two vacant lots between the Chamber of Commerce and adjacent to Fir Street. The property is ½-block from Cascade Avenue and has the potential to be developed as a mini park.

Three Sisters Park Extension

This approximately 4.68 acre undeveloped end of the Three Sisters Overnight Park has access to the Whychus Creek Trail. The undeveloped park contains large Ponderosa Pines disbursed throughout an open lawn area. The land abuts a neighboring residential area to the south and Highway 20 to the north.

Undeveloped ROW

Sisters owns 1.46 acres of undeveloped ROW along St. Helens Avenue and Cedar Street, abutting Whychus Creek. The ROW is not planned for any transportation improvements and has the potential to be developed as a linear park and creek access point. Sisters owns 0.43-acre of undeveloped ROW between Ash Street and Pine Street, located between St. Helens Avenue and Jefferson Avenue. The ROW is not planned for any transportation improvements and has the potential to be developed as a small linear park.

TRAILS

The Sisters planning area includes five trails, totaling approximately 33.76 miles in length. Trails refer to trail-oriented recreational activity as well as to connectors that serve as public access routes.

Whychus Creek Trail

The Whychus Creek Trail is approximately one mile long and follows a section of Whychus Creek along the east banks wandering through sections of creek beds and pine forest. Constructed in 2007, it is a single-track dirt trail that is flat with uneven surface in some sections. According to the Sisters Trail Alliance, "Access on the north end is provided near the foot bridge on Mainline Road approximately ¼-mile west of Three Creeks Road (park along on the edge of the Mainline Road), and on the south end near the 2 mile marker on Three Creek Road (no immediate parking at this location)."

Tollgate / High School Trail

The Tollgate-High School Trail is 0.76 miles of compacted gravel and bentonite connecting the Tollgate Community to the Middle and High Schools. Constructed in 2006, between Tollgate and Sisters High School, the trail meanders through the Trout Creek Conservation area (managed by the Deschutes Basin Land Trust and the Sisters School District). Constructed in 2006, the trail is approximately 8 feet wide and moderately flat. The trail is accessible from the south end of Tollgate and the Sisters High School east parking lot.

Peterson Ridge / Sisters Mountain Bike Trail

The Peterson Ridge Trail/ Sisters Mountain Bike Trail, approximately 25 miles in length, was originally constructed in 1989 and dramatically expanded in 2008. The trails alternate between single-track trails and an old forest service road. The trail can be accessed off of Three Creeks Road, however the main trailhead is located ½ mile south of downtown on the south side of the Whychus Creek Bridge. According to the Sisters Trails Alliance, parking is limited at the main trailhead, however users often park at Village Green where restrooms are available. Additional access points are just past mile marker five on Three Creek Road and where the trail crosses Mainline and Peterson Ridge Roads.

Five Pine / Peterson Ridge Trail Connector

The ½-mile Five Pine/Peterson Ridge Trail Connector is a combination of single-track and old Forest Service road. The trailhead is a trail kiosk south of 1001 Desperado Trail Road within the Five Pines development.

Sisters Tie Trail

The Sisters Tie Trail connects to the Indian Ford Campground, which then provides connections to the Metolius/Windigo Trail across Highway 20, the Black Butte Loop Trails, and the Suttle Lake Tie Trail. The 6.5 mile trail is generally flat single-track but also has some areas of old Forest Service road. Trailheads are located ½ mile north of Sisters on Pine Street, near Campsite 12 within the Indian Ford Campground, and near the connector trail to Three Creek Road on the north end of Pine Street.

OPEN SPACE

Open space includes areas designated for protection or preservation through conservation easements, acquisition, or dedication. Open space lands are left primarily in their natural state and managed to provide limited passive recreation opportunities, as appropriate.

Whychus Creek

The City owns 11.21 acres of open space along Whychus Creek south of Highway 126. The open space is accessed by a pedestrian connection from Timber Creek Drive. The open space spans both sides of Whychus Creek, with only the north side currently accessible to the public.

East Portal

The 7.73 acre East Portal is located at the intersection of Highways 20 and 126. Owned by the U.S. Forest Service, the wooded, natural area includes public parking, restrooms, and a shelter with public art and interpretive information about the area and the City of Sisters.

Other Open Space Areas

Additional open space areas are located throughout Sisters, with the majority held in conservation easements or dedicated to the City as part of the subdivision process. The Pine Meadow subdivision contains 2.97 acres of public open, The Saddlestone contains 2.11 acres of open space located in the vicinity of Saddlestone Park, and the Sun Ranch subdivision contains 4.63 acres of open space located south of Sun Ranch Drive.

RECREATION DISTRICT FACILITIES[12]

The mission of the Sisters Park & Recreation District (SPRD) is to provide recreational opportunities designed to benefit the health and wellness of the Sisters community. In 1995, community groups (including the Sisters School District, Sisters Kiwanis Club, Sisters Rotary Club, Sisters Rodeo Association, AARP and the Parent Teacher Association) came together as a non-profit organization called Sisters Organization for Activities & Recreation (SOAR) to provide recreation, sports and enrichment programs for Sisters area youth and families. Three years later, voters approved a special park and recreation district partially funded by their taxes. In 2009, the name became Sisters Park & Recreation District (SPRD) with the Sisters Park & Recreation District Foundation as its fundraising arm. SPRD is governed by a board of five elected officials and has boundaries similar to the Sisters School

[12] Information provided by the Sisters Parks and Recreation District (SPRD).

District, serving about 14,000 residents. SPRD maintains and operates the following facilities:

Coffield Community Center

Located off McKinney Butte Road, east of Sisters High School, Coffield Community Center is a 10,000 square foot facility that includes a teen center, dance and fitness studio, business office and three classrooms. According to SPRD, over 150 people use the center each day to participate in programs and every year over 3,000 kids participate in programs offered at the center.

Community Ball Fields

SPRD operates two community ball fields located next to SPRD facilities. The fields include the following amenities:

- Signage
- Picnic table
- Bleachers (2 at Field 1)
- Dugouts (2 at each)
- Secured storage
- Drinking fountain

Community Garden

The four-year old Sisters Community Garden is managed by an oversight committee under the umbrella of SPRD. Its 48 plots are leased to groups and individuals in the community. The land that holds the community garden, located on Adams Avenue between Larch and Spruce Streets, was formerly leased from Habitat for Humanity, however it is now under private ownership. The community garden includes the following amenities:

- Signage
- Ground Beds (14)
- Above Ground Planter Boxes (2)
- Secured Shed
- Unsecured Storage Shelter
- Benches (4)
- Picnic Table
- Tables (3)
- Lawn Chairs (2)
- Wagon

Hyzer Pines Disc Golf Course

Located near Sisters High School and SPRD headquarters at 1750 W. McKinney Butte Rd., the Hyzer Pines Disc Golf Course was constructed by Ryan Lane. It opened in 2007 as the premier 18-hole par three course in Deschutes County. The equipment includes Innova Discatcher Baskets and Launch Pads Rubber tee pads.

Additional Facilities

In addition to the above facilities, SPRD owns and maintains a playground at the community center and a half pipe for skateboarding. The playground includes a climbing wall, play structure, secured storage, basketball hoop (under half court size), and a picnic table.

SISTERS SCHOOL DISTRICT #6 FACILITIES

School playgrounds and recreational facilities provide a variety of active and passive recreation opportunities designed to serve a certain age group within the community. Residents in the community have the potential to utilize school district facilities for active and passive uses during non-school hours. Elementary and middle or junior high schools may

offer playgrounds and sports facilities. High schools tend to offer solely sport facilities. Sisters School District #6 operates three facilities in Sisters.

Sisters Elementary School
Sisters Elementary School, located at 611 East Cascade, has an enrollment of 430 students grades K-4 that use the following facilities and amenities:

- Trails map
- Basketball court (6 baskets or 2 courts, court doubles as two tennis courts)
- Soccer goals (6)
- Perimeter trail (around play field)
- Play structures (2)
- Swing sets (2)
- Picnic benches (4 on play field)
- Bike rack (1)
- Mini softball field
- Dugouts (2)
- Maintenance shed
- Climbing dome

Sisters Middle School
Sisters Middle School, located at 15200 McKenzie Highway, has an enrollment of 445 students grades 5-8 and includes the following facilities and amenities:

- Rock wall
- Slide
- Monkey loop bars
- Swing set
- Full basketball court
- Wall ball (shared with basketball court)
- Soccer field
- Baseball fields (3)
- School greenhouse

Sisters High School
Sisters High School, located at 1700 West McKinney Butte Road, has an enrollment of 523 students grades 9-12 and includes the following facilities and amenities:

- Bike racks (3 sets)
- Picnic benches (9)
- Pay phone
- Benches (7)
- Soccer fields with four goals
- Baseball fields (3)
- Dugouts (2)
- Football field
- Portable toilets (2)
- Secured storage (3: 2 small, 1 large garage)
- Bleachers (4)
- Reed Stadium
  - Ticket stands (2)
  - Sheltered picnic area
  - Lights (6)
  - Picnic benches (4)
  - Trash receptacles (8)
  - Portable restrooms (3)
  - Bench

PRIVATE FACILITIES

Private facilities provide unique recreational services to select residents and/or visitors and include facilities that are not generally available to the community as a whole.

Saddlestone Park
Saddlestone Park is a private mini park located at the corner of Cowboy Street and Black Butte Avenue. The 1-acre park includes a play structure, covered picnic shelter with picnic tables, benches, paths, lawn, and landscape plantings.

Sisters Community Church

Sisters Community Church, located at 1300 W. McKenzie Highway, is a "non-denominational bible-believing" church that owns and operates ball fields, meeting rooms, an indoor gym, and other facilities. All the facilities and amenities are open to public use free of charge. The gymnasium is used for basketball, volleyball, parties, and events. Facility users can schedule with the church for use of the ball fields, gym, and main facility (including auditorium and meeting rooms). The ball fields are primarily used for little league.

Pine Meadow Village

Pine Meadow Village is a private subdivision with its clubhouse located at 596 East Jefferson Avenue. Other facilities include a swimming pool, hot tub, tennis courts, greenbelts, pathways, creeks, ponds, and walking/ biking paths.

Additional School Facilities

The additional schools listed below have a minimal impact on community recreation opportunities based on facility size and use by small selected populations.

Sisters Christian Academy

The Sisters Christian Academy, located at 15211 McKinney Butte Road, is a private secular school serving about 70 students from pre-kindergarten to eighth grade. Facilities are designated for private use and include an indoor gym and blacktop playground.

Little Outlaw Learning Center

The Little Outlaw Learning Center is a private preschool located at 15200 McKenzie Highway serving about 28 children.

3.3 Operations and Maintenance

The Sisters parks system is operated and managed by the Public Works Department. The Public Works Department manages "park programs which provide for the development, construction, and maintenance of all City parks."[13] Within the Public Works Department a total of 2.39 FTE (full time equivalent) is assigned to parks services. Within the parks division, a total of 0.79 FTE is assigned to administration and a total of 1.60 FTE is assigned to operations and maintenance of parks.[14] The Public Works Director is responsible for overseeing operations and maintenance of the parks system. The Maintenance Supervisor, Utility Technicians, and a Utility Technician Assistant provide the maintenance of City parks. Personnel allocations for operations and maintenance by position are detailed below.

Public Works Director	0.15 FTE
Maintenance Supervisor	0.15 FTE
Utility Technician I	0.25 FTE
Utility Technical I	0.10 FTE
Utility Technician I	0.10 FTE
Utility Technicial I	0.10 FTE
Utility Technician III	0.10 FTE
Utility Technician Assistant	0.65 FTE
Total	**1.60 FTE**

Sisters provides 13.70 acres of developed parkland. With an FTE of 1.60, there is currently 0.12 FTE devoted to the operations and maintenance of each acre of developed parkland.

[13] City of Sisters Adopted Budget, Fiscal Year 2010-2011.

[14] City of Sisters Personnel Allocations By Department/Fund, Fiscal Year 2011-2012.

3.4 Park Service Area

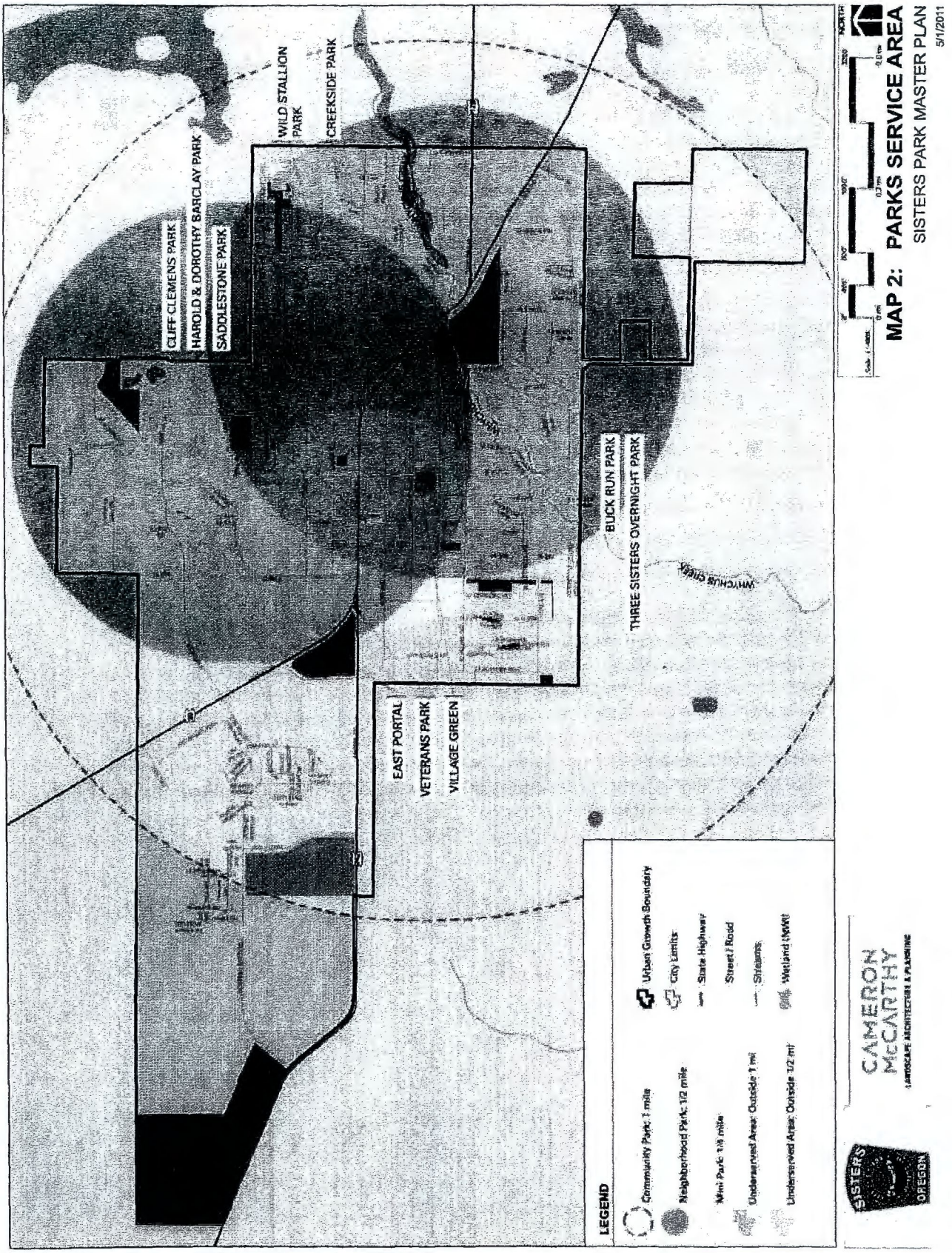
To serve the needs of a diverse population, it is important that a parks system contain parks of different types and sizes distributed throughout the community. It is also important that residents have convenient access to a developed public park within their neighborhood (defined as a ¼-mile or less walking distance). Map 3-2 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 indicates that sections of the City are currently underserved or not served at all by developed parks.

As illustrated on Map 3-2, 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.

Map 3-2. Sisters Park Service Areas



3.5 Park Level of Service

The *2000 Parks Plan* does not include a system-wide parkland Level of Service (LOS) standard. The National Recreation and Park Association (NPRA) advocates for a community system-wide parkland LOS standard. A LOS standard is a measurable target for parkland development that provides the foundation for meeting future community parkland needs and leveraging funding. The LOS is used to project future land acquisition needs and appropriately budget for those needs through the Capital Improvement Program (CIP) and System Development Charge (SDC) fees. As it functions primarily as a target, adopting a LOS standard does not obligate a City to provide all necessary funding to implement the standard. It simply provides the basis for leveraging funds through the CIP, SDC revenues and other funding sources.

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 of Sisters contains eight developed park facilities, three (3) of which are classified as special use parks or linear parks. Special use parks and linear parks are not included in the LOS calculation due to their unique purposes and conditions. The total acreage for the remaining five developed parks included in the LOS analysis is 6.71 acres. Therefore, the current LOS provided by the parks system is 3.47 acres per 1,000 residents. This is based on the estimated 2010 population of 1,935 residents. Table 1 displays a summary of developed parkland by classification and the existing LOS provided by the classifications.

Table 3-4. Existing LOS by Parks Classification

Existing Parks	Acres
Mini Parks	
Buck Run Park	0.02
Harold & Dorothy Barclay Park	0.44
Neighborhood Parks	
Cliff Clemens Park	2.28
Community Parks	
Village Green Park	1.32
Creekside Park	2.65
TOTAL	**6.71**

Source: Cameron McCarthy 2010

Table 3-5 presents a comparison of Sister's current LOS with the example LOS provided in several other Oregon communities.

Table 3-5. Comparison of system-wide LOS

City	Developed Park Acreage	Year 2009 Population	Developed Parkland Per 1,000 Residents
Brownsville	30.5	1,780	17.1
Lincoln City	90.3	7,930	11.4
Brookings	55.5	6,470	8.6
Sweet Home	76.4	9,050	8.4
Bandon	27.3	3,295	8.3
Turner	13.7	1,750	7.8
Warrenton	25.3	4,896	5.2
Troutdale	70.7	15,535	4.6
Sisters	6.7	1,935	3.5
Lebanon	50.9	15,580	3.3
Talent	17.0	6,680	2.5
Monmouth	23.3	9,630	2.4
Canby	37.0	15,230	2.4
Seaside	14.1	6,480	2.2
Astoria	21.6	10,250	2.1
Newport	20.0	10,600	1.9
Note: 2010 population estimate used for Sisters			

Source: PSU 2009 Population Report, Cameron McCarthy, 2010.

As Sister's population increases, it will be necessary to develop additional parkland in order to maintain or increase the current LOS.

3.6 Conclusions

To serve the needs of a diverse population, it is important that a parks system contain parks of different types and sizes throughout the City. Currently, there are a number of areas outside of Sisters' central core that are underserved by the City's parks system. These areas are primarily identified as the: (1) northeast – east of Cowboy Street and north of Whychus Creek; (2) south – south of St. Helens Avenue and north of the southern City limits; and (3) west – west of Pine Street and east of Sisters High School. In addition, Sisters does not have an adopted LOS standard. The City's current LOS is 3.47 acres of parkland per 1,000 residents. Compared to other communities of similar size, Sisters' LOS is slightly lower than average.

Currently, Sisters contains mini, neighborhood, community, and special use parks, trails, and open spaces areas, as well as several undeveloped sites. The parks vary in size and design, but are under-developed, lacking typical passive and active recreation amenities needed to serve neighboring residents. Sisters' parks system is well maintained, through the efforts of City staff and active volunteer groups. Residents express pride in the existing parks, trails, and open space within Sisters.

Sisters benefits from its regional setting, surrounded by federal and state forest land, bisected by Whychus Creek running through town, and positioned at the intersection of two major transportation corridors (Highway 126 and Highway 20). The *2011 Sisters Trails Plan* and the *2010 Deschutes County Greenprint* document existing trails and open space assets within and surrounding the community and lay the foundation for an expansive regional trails system and land conservation targets. This plan builds upon those documents to focus the direction and efforts of the park system to compliment existing assets and to expand to meet the needs of a growing community into the future.

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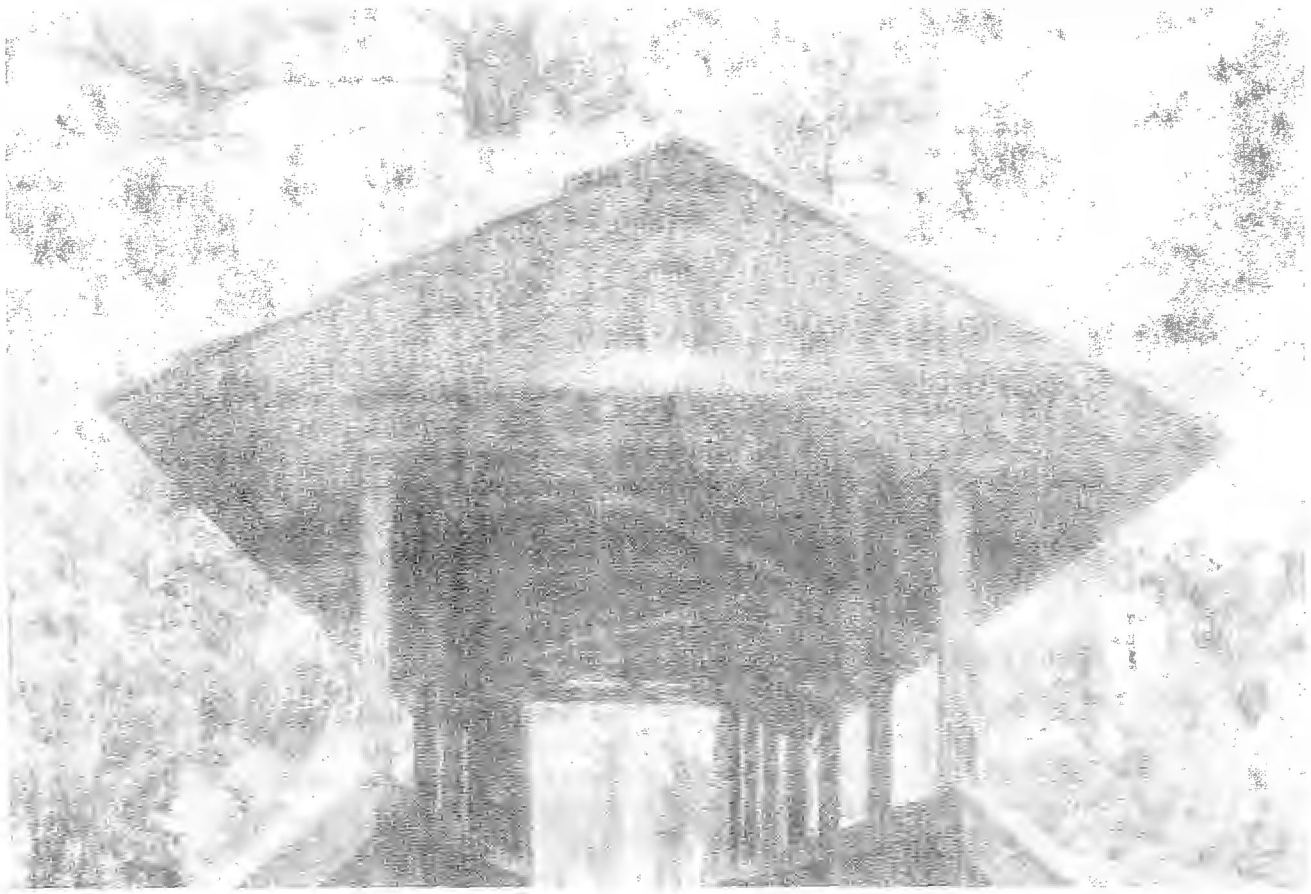

4 PARK AND RECREATION NEEDS

4.1 Overview

This chapter provides an overview of national and state recreation trends, as well as the park and recreation needs of Sisters' residents. Park and recreation trends, along with the population growth and demographic data summarized in Chapter 2, and the analysis of the current parks system included in Chapter 3, are incorporated into the needs assessment detailed in this chapter.

4.2 National and State Trends

As part of the park planning process, monitoring current trends impacting the field of park and recreation is important in order to plan for services that meet and exceed user expectations. This task involves an analysis of recreation participation and historical, current, and future demands for facilities and services. Data on park and recreation user trends was obtained from three sources: the National Sporting Goods Association 2009 Survey, the 2003 Oregon Outdoor Recreation Survey, and the 2008-2012 Oregon Statewide Comprehensive Outdoor Recreation Plan (SCORP).

NATIONAL SPORTS PARTICIPATION

The National Sporting Goods Association (NSGA) collects data on national sports participation trends. The NSGA collects yearly data using a representative household survey. Table 4-1 presents the top ten recreation activities based on national participation. These national trends are important to Sisters because increased participation in activities such as exercise with equipment, cycling, and camping may increase demand for facilities that accommodate these activities.

Table 4-1. National Sports Participation Levels, 2009

Sports	Total Participation (in Millions)	Percent Change (from 2008)
Exercise Walking	93.4	-3.4%
Exercising with Equipment	57.2	4.0%
Camping (vacation/overnight)	50.9	3.0%
Swimming	50.2	-6.1%
Bowling	45.0	0.6%
Workout at Club	38.3	-2.6%
Bicycle Riding	38.1	-1.5%
Weight Lifting	34.5	1.8%
Hiking	34.0	2.8%
Aerobic Exercising	33.1	3.0%

Source: National Sporting Goods Association, 2009.

Table 4-2 presents changes in participation levels for selected sports. Between 2008 and 2009, the top twelve sports listed above all experienced significant increases in participation. Sports that experienced a decrease in participation levels include: bicycle riding (-1.5%), exercise walking (-5.0%), swimming (-5.3%), and fishing (-22.0%). However, all show significant numbers of participants in the United States. Exercise walking remains the number one sport in national participation, with 93.4 million participants, followed by exercising with equipment (57.2 million), and camping (vacation/overnight) (50.9 million).

Table 4-2. Selected Sports Ranked by Percent Change for Nation, 2008-2009

Sports	Total Participation (in Millions) 2009	Percent Change 2008 to 2009	Percent of US Population 2008
Hockey (ice)	3.1	60.0%	1.0%
Yoga	15.7	20.9%	5.1%
Muzzleloading	3.8	11.6%	1.2%
Skiing (cross country)	1.7	7.4%	0.5%
Skiing (alpine)	7.0	7.3%	2.3%
Snowboarding	6.2	5.7%	2.0%
Target Shooting - Airgun	5.2	4.3%	1.7%
Exercising with Equipment	57.2	4.0%	18.4%
Camping	50.9	3.0%	16.4%
Aerobic Exercising	33.1	3.0%	10.7%
Hiking	34.0	2.8%	10.9%
Weight Lifting	34.5	1.8%	11.1%
Running/Jogging	32.2	1.0%	10.4%
Soccer	13.6	0.6%	4.4%
Bowling	45.0	0.6%	14.5%
Bicycle Riding	38.1	-1.5%	12.3%
Exercise Walking	93.4	-5.0%	30.1%
Swimming	50.2	-5.3%	16.2%
Fishing	32.9	-22.0%	10.6%

Source: National Sporting Goods Association, 2009.

These trends suggest a shift in participation due to changing age demographics and the growing popularity of sports such as hockey, yoga, alpine/cross-country skiing, and snowboarding. The national level data provides a broad understanding of overall trends; however, state and regional data is more applicable to establishing and understanding the types of outdoor recreation activities that will most directly influence future planning in Sisters.

STATE AND REGIONAL RECREATION PARTICIPATION

The 2003 Oregon Outdoor Recreation Survey provides data on regional outdoor recreation participation in Oregon. Region 7 encompasses Deschutes, Crook, Jefferson, and Wheeler Counties. Region 7 findings provide insight into the types of recreation taking place in central Oregon. Tables 4-3 and 4-4 present the most significant percentages for participation in outdoor activities in 2002 in residents of region 7 and tourists from California, Washington and Idaho. Highlighted items show overlap in interests for local residents and tourists from neighboring states.

Table 4-3. Most Significant Participation in Outdoor Activities; Residents of Region 7 (Deschutes, Crook, Jefferson and Wheeler Counties)

Rank	Outdoor Activity	% of Population Participation (Region 7)
1	Sightseeing/Driving for Pleasure	38.98%
2	Picnicking	29.43%
3	Running/Walking for Exercise	29.43%
4	Fishing from a Bank or Shore	28.67%
5	Visiting Cultural/Historical Sites	27.90%
6	Walking for Pleasure	26.37%
7	Nature/Wildlife Observation	25.99%
8	Fishing from a Boat	22.17%
9	Hiking	20.26%

Source: Oregon Outdoor Recreation Survey, 2003.

Activities that constitute a large user group and show an increase in activity should help guide parks planning-related decisions. As shown in Table 4-3, sightseeing/driving for pleasure, picnicking, and running/walking for exercise represent the largest groups regionally. Similarly, sightseeing/driving for pleasure and picnicking both ranked highly along with the addition of visiting cultural/historical sites as preferred outdoor activities for visitors outside of Oregon. This data presents opportunities for Sisters' park system to include activities that benefit both local residents and tourists.

Table 4-4. Most Significant Participation in Outdoor Activities; Residents of California, Washington, and Idaho

Rank	Outdoor Activity	% of Population Participation (Out of State)
1	Sightseeing/Driving for Pleasure	20.17%
2	Visiting Cultural/Historical Sites	15.08%
3	Picnicking	12.10%
4	Walking for Pleasure	11.43%
5	Nature/Wildlife Observation	10.46%
6	Outdoor Photography	7.87%
7	RV/Trailer Camping	7.20%
8	Hiking	6.82%
9	Fishing from a Boat	5.95%
10	Bird Watching	5.76%
11	Collecting (rocks, plants, mushrooms, berries, etc.)	5.28%

Source: Oregon Outdoor Recreation Survey, 2003.

STATE AND REGIONAL RECREATION TRENDS

The 2008-2012 Oregon Statewide Comprehensive Outdoor Recreation Plan (SCORP) is the State's 5-year plan for outdoor recreation. As a planning and informational tool, the SCORP provides recommendations to the Oregon State Park System and guidance for the Oregon Park and Recreation Department's (OPRD) administered grant programs. In addition, the

plan provides guidance to local governments and the private sector in making policy and planning decisions. The SCORP identifies the following key issues, which are used to inform parks planning and policy decisions:

- **A Rapidly Aging Population:** Within the next decade, 15% of Oregon's total population will be over the age of 65. By 2030 that number will grow to nearly 20 percent.
- **Fewer Oregon Youth Learning Outdoor Skills:** Although Oregon is a state with abundant natural resources, there is growing evidence that Oregon's youth are gravitating away from outdoor recreation. Analysis of past SCORP survey results indicates that participation in traditional outdoor recreation activities such as camping, fishing, and hunting has dramatically decreased. Research has shown that people who do not participate in outdoor recreation as youth are less likely to participate in those activities as adults.
- **An Increasingly Diverse Population:** By the year 2020, Oregon's combined Hispanic, Asian, and African-American population will make up more than 22% of the state's population. Research has identified that; in general, minorities are less likely than whites to participate in outdoor recreation in the U.S. As a result, these under-represented populations forego benefits of outdoor recreation while park service providers miss a potentially important group of supporters.
- **A Physical Activity Crisis:** According to the U.S. Center for Disease Control (CDC), rates of physical inactivity and obesity in the U.S. have reached epidemic proportions. Regular, moderate exercise has been proven to reduce the risk of serious health conditions. Public facilities such as trails and parks that are conveniently located have been found to be positively associated with vigorous physical activity in a number of studies, among both adults and children.

4.3 Community Needs

This section summarizes the parks and recreation needs that are unique to the community of Sisters. These needs were developed through community input and public participation, which is a critical component of the parks planning process. Public participation helps inform the needs assessment and guide the recommendations in the Plan. This section presents a summary of the public input gathered from several involvement methods and organizes the information by parks system strengths, needs, and opportunities. The accompanying ***Sister Parks Master Plan Public Involvement Report*** (bound separately) includes detailed summary reports for each method. The report should be used to reference specific suggestions from the public.

Besides the public involvement report, the needs assessment is also informed by a system-wide inventory analysis, spatial analysis, level of service analysis, and operations and maintenance analysis. The needs assessment serves as a foundation from which recommendations for specific parks system improvements are formed.

METHODS

The goal for the public participation process was to gather the views of a diversity of community members concerning the Sisters Parks System. Involvement touched a wide array of community members and stakeholders through seven different methods:

- Online survey

- Hispanic survey
- User intercept survey
- Community workshops
- Senior focus group
- Youth focus group
- Stakeholder interviews

Online Survey

Online surveys are a cost effective way to gather input from a large number of stakeholders. The Sisters Parks online survey was designed to solicit input from a broad base of residents. The survey was created and distributed using the online survey vendor Qualtrics. The survey was available for reply from September 27 – November 5 and had 186 responses. The survey was distributed through email listserves, the City's website, and advertised in the Nugget.

Hispanic Survey

As part of the Hispanic outreach for this plan, a member of the Hispanic Coalition asked Hispanic community members to complete a hard copy of the online survey. The surveys were administered and translated in person. Three surveys were collected in this manner.

User Intercept Survey

A user intercept survey allows for the gathering of information from diverse populations that share one characteristic. In this case the survey was designed to solicit input from those who use parks in the Sisters area. The intercept survey was conducted with park users in five parks on October 12, 2010 and October 14, 2010. Parks included: Three Sisters Overnight Park, Harold and Dorothy Barclay Park, Creekside City Park, Village Green, and Cliff Clemens Park. Users who were willing to participate completed a survey form and returned it to a staff member. A total of 45 user surveys were collected.

Community Workshops

A community workshop allows community members to interact with staff and other interested community members while providing input. This interaction allows for a dynamic input process.

The first Sisters Parks Master Plan Community Workshop was held on October 14, 2010 from 4:00-6:00 PM at Sisters City Hall. Thirty-three (33) community members attended. The event was broken into four primary activities which allowed participants to provide written suggestions for the improvement of specific parks, to express their vision for the Sisters Parks and Trails system by answering prompts, to prioritize possible amenities, and to provide general input by speaking individually with someone involved in the planning process.

The second Sisters Parks Master Plan Community Workshop was held on March 3, 2011 from 5:00-7:00 PM at Sisters City Hall. Twenty (20) community members attended. The event was broken into six primary activities which allowed participants to watch a slide show on the Parks Master Plan process, view and comment on displays with key findings from the community needs assessment, vote on top system priorities and needed facilities, view and comment on displays with information on the existing park system, and provide input on new park development and ask questions of project consultants.

Senior Focus Group

A Parks Master Plan focus group with the Sisters Senior Council was held on October 5, 2010, via teleconference to the Council's regular meeting time. The objective of the focus group was to gain insight from the senior population on how Sisters parks could serve them better. The focus group was provided 30 minutes of the agenda time in which seven participants took turns sharing their opinions on parks and park system improvements.

Youth Focus Group
A focus group with eighteen (18) upperclassmen in the Sisters High School leadership class was held on November 12, 2010 at Sisters High School. The objective of the focus group was to gain insight from community youth on how Sisters parks could serve them better. The focus group included three activities: an introduction question, an ideal park exercise, and a current use exercise.

Stakeholder Interviews
Eighteen (18) stakeholder interviews were conducted over the phone for the Sisters' Parks Master plan development. The interviews provided broader understanding of issues, strengths, weaknesses, and needs within the Sisters' park system. The half-hour interview consisted of six questions. The interview inquired about strengths and weaknesses of individual parks and the park system as a whole and requested suggestions and prioritizations of improvements and goals.

Interviews were held with a wide variety of stakeholders within the Sisters community as requested by the Parks Advisory Committee. The stakeholders ranged from government agency staff, school district and parks district staff, a member of the local community church, and members of groups and organizations that represent a diverse set of populations in Sisters, such as the local veterans, fisherman, trail alliance and public art groups, Kiwanis, soccer and little league clubs, and a member of the local community garden and senior council.

4.4 Conclusions

RECREATION TRENDS KEY FINDINGS

The National Sporting Goods Association 2009 Household Survey finds that Americans most commonly participate in exercise walking, exercise with equipment and overnight/vacation camping. Exercise walking experienced a decrease in total participation from 2008 survey results, while the latter two experienced increases of 4% and 3% respectively. Other sports (e.g., hockey, yoga, alpine/cross-country skiing, and snowboarding) also indicated a rise in participation, suggesting that outdoor pursuits are generally gaining popularity.

The 2003 Oregon Outdoor Recreation Survey provides data on regional outdoor recreation participation in Oregon. Region 7 encompasses Deschutes, Crook, Jefferson, and Wheeler Counties. More than one third of residents (39%) in those counties enjoy sightseeing/driving for pleasure. The next most popular activities were picnicking and exercise walking, both at 29%. Visitors from Idaho, Washington and California also participate in picnicking and sightseeing at high levels, but more often visit historic or cultural sites (15% of visitors participate, making this the second most popular activity for tourists).

The 2008-2012 Oregon Statewide Comprehensive Outdoor Recreation Plan (SCORP) is the State's 5-year plan for outdoor recreation. The SCORP identifies the following key issues, which are used to inform parks planning and policy decisions: a rapidly aging population,

fewer Oregon youth learning outdoor skills, an increasingly diverse population, and a physical activity crisis.

These recreation trends findings should be considered in conjunction with trends highlighted in the *Sisters Parks Public Involvement Report* (bound separately) for this parks master plan. Considering information from all these sources will yield a parks plan designed to meet the current and future needs of the community and its visitors.

COMMUNITY NEEDS KEY FINDINGS

The following information comprises the key findings for all seven methods of public participation.

STRENGTHS

Park System

- There is high use and overall satisfaction with the parks system.
- Current parks are well located and distributed throughout the City.
- The parks are beautiful.
- Village Green is the most widely used park and users expressed high satisfaction with it.
- Creekside Park is a widely used park and users expressed satisfaction with it.
- Harold & Dorothy Barclay Park received the highest rating for amenities offered in the park.

Trail System

- There is general user satisfaction with the trail system.
- The existing and planned multi-use path system is a strength.

Maintenance

- Park grounds and facilities are generally well maintained and clean.
- The parks benefit from active and involved community members and a strong volunteer base.

Safety

- The parks are generally considered very safe.

Tourism

- The parks are generally viewed as an asset for tourism to the community and local economy.
- There are a variety of events and programs found within the parks.

NEEDS

Park System

- The parks system needs vision, diversity, and connectivity.
- The community needs permanent space for the community garden.

- Sisters needs a variety of park sizes.
- Sisters needs a diversity of park types and park locations throughout the City.
- Increase the number of planned activities.
- Community members desire spaces for swimming and spaces for natural play and creek access.
- Community members desire soccer fields and baseball/softball fields.
- The City needs additional parks (public preference for larger community and neighborhood parks).
- Maximize the usability of current facilities and spaces.
- The parks system needs sufficient bathrooms.
- Village Green should feature more concerts at the gazebo.

Trail System

- The system needs better connectivity to all areas of Sisters.
- Improvements should be made in order to increase use.

Management/Oversight

- Sisters parks needs a cohesive vision.
- Enhance coordination between partnerships and services.
- Form better leadership over parks system and collaboration with other entities.
- Better management of the parks due to a perceived a lack of leadership, communication, and collaboration from the different entities overseeing the parks.
- Sisters needs to secure sufficient funds for City parks.

Amenities & Facilities

- Sisters needs more athletic facilities.
- More all-season parking spaces (spaces with protection from rain and snow).
- A physical fitness walking trail should be added somewhere to the parks system where it could be accessed by seniors.
- Interest in an indoor skating facility.
- The Sisters' community needs a dog park for a safe place to take their dogs off leash.
- All parks and trails should have plenty of benches for seniors to stop and rest along the way.
- There should be more garbage receptacles to reduce litter around the parks and connector trails.
- Interest in a splash play or swimming facility as well as an amphitheater.
- Interest in adding swings and cardio stations to the parks system.
- All youth focus group participants agreed they need a skate bowl in town.
- Add public art.
- Add a high quality sand volleyball court.
- Provide space to play football.

- Add badminton.
- Cliff Clemens Park needs restrooms.

Safety & Access

- Improve lighting in public areas and parks for safety.
- Some people have impaired abilities and the parks system should be planned for accommodating all abilities.
- Safety or safety perception improvements for Village Green, Creekside, and Three Sisters Overnight Park (see Youth Focus Group user map in *Sister Parks Master Plan Public Involvement Report* for specific areas of concern).
- Improvements to the intersection near the high school because there are many car crashes there.
- Needs to improve ADA accessibility.

Youth

- Increase the number and types of facilities to accommodate youth of all ages.

Tourism

- Tourism in the parks system is not being maximized.
- Increase wayfinding to connect visitors to parks.
- Needs more references to cultural and natural histories.

OPPORTUNITIES

Park System

- Create responsibility from dog owners.
- Respondents generally think it is very important or important to serve all age groups as well as those with disabilities.
- Cliff Clemens Park does not get used very much but it is a big space so it has opportunities to be better.
- Cliff Clemens Park had the highest dissatisfaction out of all the parks, leaving it much room for improvement.
- Although it is the most enjoyed park, Village Green received the highest number of complaints concerning litter, vandalism, graffiti, and maintenance signaling opportunities for improvement.

Trail System

- Connect trails, paths and open spaces to other pedestrian and bicycle facilities.
- Build a new running trail close to the high school.
- More private/secluded trails for backpacking.

Management/Oversight

- There is a perceived missed opportunity to connect with other systems such as mountain biking trails, hiking trails, the Forest Service open spaces, SPRD parks, and various open spaces and trails.
- There are concerns that the bureaucratic process for parks development slows and halts progress too much and a democratic approach in decision-making needs to be better implemented.

Amenities & Facilities

- The online survey provided information on the most popular activities people in Sisters participate in (see Table 4-5) as well as their desires for parks and facilities (see Table 4-6).
- According to public participants, the most important facilities for parks to have are restrooms, playgrounds, picnic areas, and areas for special events and festivals.
- When respondents were asked for suggestions of additional amenities to the Sisters Park Sytems, the most common answers were drinking fountains, horsehoe pits, lighting, a splash play area, and swings.
- The City could make an indoor place to rock climb.
- A play area was suggested for Cliff Clemens Park.
- There is room for the Three Sisters Overnight Park to improve its average satisfaction rating for amenities offered in the park.

Safety

- Potential to add two roundabouts at either end of town as entry points to the City.

Youth

- Popularly desired amenities and facilities for Sisters youth include rock climbing walls, pools, swing sets, ponds, and trails.
- Larger parks that provide activities for a range of ages are desirable.
- Facilities at the middle school are also used by high school students.

Tourism

- Activities that are regionally growing in popularity offer an opportunity for the community to provide accommodation in the parks system. These activities include picnicking, running or walking for exercise, walking for pleasure, nature and wildlife observation, and hiking.

Table 4-5. Most Popular Activities in Sisters

Activity	Number of People Who Participate Daily, Weekly, or Monthly
Walking/Hiking	128
Wildlife Viewing	105
Bicycling	98
Festivals/Special Events	98
Creek Access	79
Dog Walking	77
Athletic Club Use	72
Picnics/BBQs	61
Watching Sports Live	60
Arts & Crafts	58
Skiing/Snowboarding	58
Swimming	55

Source: Sisters Parks Online Survey, 2010

Table 4-6. Desired Parks & Facilities in Sisters

Type of Park/Facility	Weighted Total
Swimming Facilities	25
Trails and Connectivity Additions/Improvements	13
Amphitheater	12
Dog Park	11
Community Center	11
Skate Park	11
More Small Neighborhood Parks	11
More Sports Courts/Fields	11
Improved Play Equipment	10
Buy/Develop Forest Service Open Space	6
Permanent Community Garden	5
Enhanced Creek Access	4
Ice Skating	4
Mountain Bike Park	3
Build a Park in the South	2

Source: Sisters Parks Online Survey, 2010





5 PLANNING FRAMEWORK

5.1 Overview

This chapter outlines the vision, goals, and objectives established through the parks planning process. The **vision** for Sisters' parks system is intended to represent the community's needs and desires. **Goals** represent the general end toward which organizational efforts are directed. They identify how a community intends to achieve its mission and establish a vision for the future. **Objectives** are measurable statements, which identify specific steps needed to achieve stated goals. **Recommendations**, included in the following chapter, are the specific steps needed to achieve the master plan goals and implement the vision.

5.2 Vision

The City of Sisters will create a distinctive and well-connected parks system with a diversity of social, cultural, educational, and recreational opportunities that meet the needs of our community and visitors and promote the arts and healthy lifestyles.

Eight system goals and objectives were developed to define and support Sisters' vision, as described below.

5.3 Goals and Objectives

Goal 1: Identity & Uniqueness

Create a unique park system with a strong identity.

Objective 1.1: Incorporate elements in the development of facilities that create a unique brand for the Sisters' parks system.

Objective 1.2: Develop Sisters' parks as destination points for locals and visitors.

Objective 1.3: Develop a wayfinding system to help users locate facilities.

Goal 2: Coordination

Strengthen relationships between the City of Sisters and its partners.

Objective 2.1: Develop partnerships with community and private entities (e.g., community alliances, organizations, groups) that have an interest in providing recreation opportunities.

Objective 2.2: Define roles of partners and partnerships to enhance and compliment City recreation services and the parks system.

Objective 2.3: Develop strategies to address system and service gaps.

Goal 3: Safety and Access

Foster a safe and accessible park and recreation environment.

Objective 3.1: Update existing facilities to improve accessibility and, as appropriate, ensure new facilities are accessible.

Objective 3.2: Upgrade existing equipment to ensure safety and utility and ensure new facilities are of the highest safety and utility.

Objective 3.3: Ensure that parks are appropriately lit for their location and use while in accordance with the City's Dark Sky Ordinance.

Objective 3.4: Coordinate with public safety agencies to discourage illegal activity in parks.

Goals 4: Funding

Establish stable and diverse mechanisms for funding existing and future recreation and parks facilities.

Objective 4.1: Develop and expand funding sources for operations, parks maintenance, and parkland acquisition.

Objective 4.2: Develop contingency plans for potential future funding shortfalls utilizing existing plans, policies, and procedures.

Objective 4.3: Review new and current funding mechanisms periodically to assess their effectiveness in meeting the goals and objectives of the Parks Master Plan.

Objective 4.4: Research and prepare grant proposals to fund projects.

Goal 5: Stewardship & Maintenance

Manage and maintain the parks system to ensure its health, safety, and efficiency.

Objective 5.1: Develop strategies to foster community ownership of the parks system.

Objective 5.2: Foster community partnerships that increase and enhance volunteerism.

Objective 5.3: Involve youth in stewardship of the parks system.

Objective 5.4: Provide educational opportunities regarding appropriate care for Sisters' parks, trails, open space, and natural areas.

Objective 5.5: Continue providing high quality maintenance services.

Goal 6: Distribution & Connectivity

Promote social and physical connections to facilities and an equitable distribution of facilities within the community.

Objective 6.1: Acquire land that can provide park space in underserved areas.

Objective 6.2: Construct pedestrian and bicycle paths and trails to promote connectivity between parks.

Objective 6.3: Improve access to Whychus Creek.

Objective 6.4: Provide spaces and opportunities for interactions among all populations.

Goal 7: Recreation, Events, & Activities

Develop and maintain attractive and enjoyable spaces for a diversity of activities and events.

Objective 7.1: Use identified community needs and current recreation trends to plan new park development and future park enhancement projects.

Objective 7.2: Provide amenities and/or facilities to enhance recreation, events, and activities.

Objective 7.3: Enhance landscaping and natural resources within parks to create attractive comfortable spaces.

Goal 8: Updates to the Plan & Parks Planning

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

Objective 8.1: Create a strategy for implementing and updating the Parks Master Plan.

Objective 8.2: Update the Parks Master Plan every five to ten years to ensure that it continues to reflect the needs and desires of the community.

Objective 8.3: Continue to engage stakeholder groups, community members, visitors, and other local partners in the parks planning process.

Objective 8.4: Establish a permanent Parks Advisory Committee to advise the City Council on behalf of the parks system.

5.4 Conclusions

The eight goals and thirty objectives described above shape the planning framework for Sisters to address population growth, demographic changes, recreation trends, and the overall desires of Sisters residents. These goals and objectives serve as the link between the park and recreation needs of the community and the recommendations for parks system improvements in the following chapter.

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6 RECOMMENDATIONS

6.1 Overview

Communities are strengthened by a sufficient supply and variety of parks, trails, open space, and natural areas. A comprehensive approach is effective in improving the parks system for current users as well as accommodating future growth and the changing needs of the community. Based on the assessment and evaluation of the current parks system (Chapter 3 Parks System) and input from the community and City staff (Chapter 5 Planning Framework), system improvements were identified to guide the future development and maintenance of Sisters' parks system. This chapter also provides a strategy for identifying and acquiring land for parks and open space. In addition, this chapter identifies park specific projects, identified as recommendations, for improving Sisters' existing park facilities.

Recommendations are the result of a thorough analysis of Sisters' current and future parks, trails, and recreation needs established through the broad community input process. The resulting recommendations provide a path for strengthening the City's park system and are aimed at building community capacity while accommodating future growth and adapting to changing needs.

6.2 System-wide Level of Service

The NRPA advocates for a community system-wide parkland LOS standard. The basic function of the LOS is to ensure quality of service delivery and equity. A LOS standard is a measurable target for parkland development that provides the foundation for meeting future community parkland needs and leveraging funding. The LOS is used to project future land acquisition needs and appropriately budget for those needs through the Parks CIP. As it functions primarily as a target, adopting a LOS standard does not obligate a City to provide all necessary funding to implement the standard; it simply provides the basis for leveraging funds.

The *2000 Sisters Parks Plan* does not include a system-wide parkland LOS standard. For the purposes of this LOS analysis, Sisters contains five developed park facilities. The total acreage for these developed parks is 6.71 acres. Refer to Table 3-4 for a summary of developed parkland by classification (mini, neighborhood, and community) and the existing LOS provided by each of the classifications. The current LOS provided by the parks system is 3.47 acres per 1,000 persons. This is based on the estimated 2010 population of 2,038 residents.

In order to better serve the residents of Sisters, this Plan recommends adopting a LOS standard of 5.0 acres per 1,000 residents. As discussed in Chapter 3, the LOS provides a standard by which the system can be assessed to determine if the current parks system meets current and future parkland needs. According to population projections, Sisters' population is estimated to reach 3,894 residents by 2030.

Table 6-1 displays the amount of developed parkland needed to reach and maintain a LOS standard of 5.0 acres based on future population projections through 2028. Based on these projections, Sisters will need to acquire and develop 12.76 acres of parkland within the next 20 years to maintain the desired LOS.

Table 6-1. Proposed LOS Standard

Year	2010	2015	2020	2025	2030
Projected Population	**2038**	**2381**	**2798**	**3312**	**3894**
LOS Standard (acres per 1,000 residents)	**5.0**	**5.0**	**5.0**	**5.0**	**5.0**
Developed Parkland	6.71				
Undeveloped Parkland	4.99				
Total Parkland	11.70				
Developed Parkland Needed to Reach LOS Standard	10.19	11.91	13.99	16.56	19.47
Cumulative Surplus / (Deficit)	**(3.48)**	**(5.20)**	**(7.28)**	**(9.85)**	**(12.76)**

Source: Cameron McCarthy, 2011.

SYSTEM-WIDE RECOMMENDATIONS (W)

The LOS analysis accounts for 6.71 acres of developed parkland within Sisters. In addition, Sisters owns 4.99 acres of undeveloped parkland that has the potential to be developed as parkland in the future. If existing undeveloped parkland is developed as parkland, total land acquisition and development demand to reach and maintain the LOS standard through the planning horizon is 7.77 acres. An increased LOS standard coupled with a growing population implies that Sisters will need to both develop existing undeveloped parkland and acquire and develop new parkland to provide the recommended LOS and keep pace with growth. Specific recommendations for the adoption of an LOS standard are provided below.

Recommendation W-1: Implement a system-wide level of service (LOS) standard of 5.0 acres of developed parkland per 1,000 residents.

Recommendation W-2: Evaluate progress towards the LOS standard every five years and, as appropriate, increase the LOS standard over time.

6.3 Parkland Acquisition

A major focus of the Plan is to provide equitable parkland for all residential areas. Although a number of parks exist throughout Sisters, sections of the City are currently underserved or not served at all by developed parks. These areas, because of their lack of developed parkland, represent potential parkland acquisition areas. The parkland acquisition strategy takes into account the recreation needs of current underserved areas and the anticipated needs of future residential development. Map 6-1 displays recommended areas for parkland acquisition and the relationship to the existing parks, trails, and open space system. Parkland acquisition recommendations are based upon community and staff input, GIS analysis, and other City plans (*Sisters Trails Plan*, etc.). The recommendations for parkland acquisition are as follows:

PARKLAND ACQUISITION RECOMMENDATIONS (A)

Recommendation A-1: Acquire parcels abutting Creekside Park (Site X-1) to expand park and provide space for additional recreation amenities. Include land in the redevelopment of the overall park.

Recommendation A-2: Acquire and develop approximately 5 acres of parkland northwest of SPRD and west of Sisters High School (Site S-1) to provide for a special use park facility.

Recommendation A-3: **Acquire and develop additional parkland north of Whychus Creek and south of Timber Pine Drive, near the eastern extent of the UGB (Site N-3), to provide for creek access and recreation facilities to serve the surrounding neighborhood. Acquire parkland suitable for the development of a mini or neighborhood park.**

Recommendation A-4: **Acquire and develop additional parkland south of St. Helens Avenue and east of Three Creeks Road, near the Peterson Ridge/Sisters Mountain Bike trail system (Site N-4), to provide a trailhead, access to Whychus Creek, and recreation facilities to serve the surrounding neighborhood. Acquire parkland suitable for the development of a neighborhood park.**

Recommendation A-5: **In partnership with SPRD and Deschutes County, acquire and develop between 5 and 47 acres of the U.S. Forest Service property (Site C-1) located between Pine Street and Highway 20 for a future community or regional park identified as Ponderosa Park.**

Recommendation A-6: **Acquire land comprising Saddlestone Park and re-designate the park as a mini park in order to ensure that the facility provides benefits the entire community into the future.**

Recommendation A-7: **Acquire approximately 0.5-acre of parkland (site not identified) for a permanent site for the Sisters Community Garden.**

Recommendation A-8: **Acquire approximately 0.5-acre of parkland (site not identified) for a future skate park.**

Recommendation A-9: **Acquire additional land for distributed community garden sites throughout Sisters.**

Recommendation A-9: **Explore partnership opportunities with Deschutes County for all parkland, open space, and trail acquisition and development actions outside the Sisters city limits.**

6.4 Parkland Development

Parkland development includes the improvement and upgrade of existing park facilities. Recommendations focus on providing necessary park repairs and enhancements as well as raising maintenance and safety standards. This section includes general recommendations, applicable to all park facilities, and specific recommendation organized by park classification (community, neighborhood, mini, special use, and linear); including specific recommendations for each of Sisters' eight parks. The recommendations herein are detailed in the Capital Improvement Plan (CIP).

GENERAL DEVELOPMENT RECOMMENDATIONS (D)

General recommendations were identified through the public involvement process and input from the PAC. The recommendations are the output of goals and objectives found in

Chapter 5 and include elements that promote the parks system through installation of unifying elements (public art, wayfinding signage, interpretive signage, etc.) and improve the park system through upgrades. Some of the amenities and equipment within existing parks is outdated or in need of repair. In addition, some amenities and facilities are not ADA compliant. New equipment requires less maintenance, increases user access, and promotes user safety.

Recommendation D-1: Provide accommodations for the installation of public art in all parks that do not provide art.

Recommendation D-2: Install wayfinding signage in parks to provide information to residents and visitors about the park system, feature individual facilities, and promote connectivity, especially through walking and biking.

Recommendation D-3: Install interpretive signage in parks, as appropriate, to provide educational opportunities to residents and visitors on historic or natural features within the community.

Recommendation D-4: Install basic amenities; consisting of benches, picnic tables, bicycle racks, trash/recycling receptacles, and dog waste disposal stations in parks, as appropriate, to facilitate use and comfort.

Recommendation D-5: Enhance park aesthetic qualities and appearance through the installation of additional landscape plantings, as appropriate.

Recommendation D-6: Establish a permanent Parks Commission or Committee to allow for direct decision making on behalf of City parks.

Recommendation D-7: Invest in additional revenue-generating facilities that produce user fees to support the parks system.

Recommendation D-8: Explore partnership options with SPRD to expand recreational opportunities within Sisters.

Recommendation D-9: Consider establishing a parks utility fee for operations and maintenance.

Recommendation D-10: Develop a skatepark within the Sisters downtown area.

SPECIFIC DEVELOPMENT RECOMMENDATIONS (M, N, C, S, L, U)

Mini Parks Recommendations (M)

Mini parks are generally smaller than 1-acre and serve residents within a ¼-mile radius. Mini parks provide basic neighborhood recreation amenities, such as playgrounds, sport courts, benches, and lawn areas. They can be expensive to maintain, provide limited facilities, and predominantly serve only a small segment of the population located close to the park.

Buck Run Park Recommendations

The triangularly shaped, 0.02-acre Buck Run Park provides access to Whychus Creek. The park is located across from Three Sisters Overnight Park and adjacent to the Buck Run subdivision.

Recommendation M-1: Install basic amenities, including benches and a dog waste disposal station to promote park use.

Harold & Dorothy Barclay Park Recommendations

The highly developed Harold and Dorothy Barclay Park is located south of Highway 20 between Oak and Fir Streets. The park features a small landscaped pond, public restrooms, and seating.

Recommendation M-2: Improve the parking area abutting the park to the south.

Neighborhood Park Recommendations (N)

Neighborhood parks are small in size (1 to 5-acres) and serve residents within a ¼ to ½-mile radius. They provide non-supervised and non-organized recreation activities for the local neighborhood. These types of parks provide a variety of amenities for passive and active recreation. Often they serve an important function in the community as the focal point that helps to define each neighborhood. It is important for Sisters to continue to upgrade and maintain the amenities offered in neighborhood parks.

Cliff Clemens Park Recommendations

Located at the corner of Black Butte Avenue and Larch Street, the 2.28 acre neighborhood park contains an open expanse of lawn, improved parking, sidewalks, picnic tables, fencing, and connections to the adjacent trail system. The park is planned to include a playground, paved picnic area, gazebo, and sand volleyball.

Recommendation N-1: Install a restroom structure.

Recommendation N-2: Construct a paved picnic area, gazebo or pavilion, and sand volleyball court.

Community Parks Recommendations (C)

Community parks are larger than neighborhood parks (1 to 50-acres) and provide a wider variety of uses and activities. They commonly contain sports fields and offer additional structured recreation activities. As a result, community parks draw users from a much larger area and require access and parking considerations. A specific set of amenities is required at these parks for them to function properly. These parks may also include natural areas, unique landscapes, and trails. Since this type of park is intended to draw users from the entire community, consideration of any negative impacts, such as traffic and parking, on adjacent neighborhoods should be taken into account.

Village Green Recommendations

Village Green is a highly visible and well-used 1.25 acre park located two blocks south of downtown between Elm and Fir Streets. The park encompasses a full City block and contains several developed amenities including, a playground, restroom, picnic pavilion, and large open green. The park hosts a variety of special events and festivals throughout the year.

Recommendation C-1: **Construct sidewalks and parking improvements on the south, east, and west sides of the block to improve accessibility and functionality.**

Recommendation C-2: **Expand the existing play area and install new play equipment to provide additional recreation opportunities for children of all ages.**

Recommendation C-3: **Replace the existing restrooms with a new restroom structure.**

Recommendation C-4: **Improve perimeter lighting around the park**

Recommendation C-5: **Install barbeque/special event preparation station within or adjacent to the existing pavilion.**

Creekside Park

Located between Highway 20, Jefferson Avenue, and Locust Street, Creekside Park is a mostly undeveloped neighborhood park located adjacent to glacier fed Whychus Creek. The 2.65 acre park is used most frequently for picnicking, as it has several picnic tables spread throughout an expanse of large coniferous trees and open lawn. The park contains restrooms that are accessible via a pedestrian footbridge that spans Wychus Creek and provides limited creek access.

Recommendation C-6: **Construct improvements to the exiting footbridge across Whychus Creek to meet ADA accessibility requirements.**

Recommendation C-7: **Improve the existing parking area to enhance accessibility and functionality.**

Recommendation C-8: **Construct a gazebo or pavilion to provide an additional amenity for visitors.**

Recommendation C-9: **Improve pedestrian access to Whychus Creek along the north bank abutting the park without degrading riparian areas.**

Recommendation C-10: **Upgrade the electrical system to better accommodate special events and additional uses.**

Special Use Parks Recommendations (S)

Special use parks are intended to serve the entire community and serve as an attraction for visitors from outside the community. In order to accomplish these goals, special use parks need to offer unique amenities and should serve as a focal point of the community's parks system. They provide space for cultural activities, such as festivals, provide athletic fields or offer other recreation activities. As a result, they draw users from a much larger area and require better access. Traffic and parking can be a problem around special use parks; therefore, impacts to the surrounding neighborhood should be considered.

Three Sisters Overnight Park Recommendations

Three Sisters Overnight Park is a 6.72 acre developed campground for tent and RV visitors. Located between Highway 20, Jefferson Avenue, and Locust Street, the park abuts Whychus Creek, the highway, and a residential area to the south. Creekside Park is adjacent to the overnight park, across Whychus Creek, is and accessible by a footbridge.

This Plan does not include any recommendations concerning Three Sisters Overnight Park.

Veterans Memorial Park Recommendations

Veterans Memorial Park was dedicated in 2006 to those who have served in the United States Armed Forces and their families. The 0.25 acre park is located at the terminus of Highway 20 and Highway 242 and is entirely maintained by volunteers, many of who are involved with Sisters Rotary or the Sisters Community Church.

Recommendation S-1: Install basic amenities including interpretive signage and public art.

Wild Stallion Park Recommendations

Wild Stallion Park is a 0.02-acre park located on the corner of Larch and Cascade Streets. The park is named for its prominent 13-foot bronze horse statue designed by renowned Sisters artist Lorenzo Ghiglieri. In additional to the statue, the park contains lawn and a rock-lined drainage swale.

Recommendation S-2: Install basic amenities, including interpretive signage, decorative lighting, and landscaping planting enhancements.

Undeveloped Parkland Recommendations (U)

The City of Sisters owns three undeveloped parcels that have the potential to be developed parks. Undeveloped parkland refers to City-owned land with the potential to provide park and recreation facilities or functions. Development can occur through the addition of facilities or amenities or developing the land in its entirety for higher intensity uses.

Fir Street Site Recommendations

The 0.31 acre Fir Street Site consists of two vacant lots between the Chamber of Commerce and adjacent to Fir Street. The property is ½ block from Cascade Avenue and has the potential to be developed as a mini or special use park. The planning process involved the preparation of a concept plan and planning-level cost estimate for the Fir Street Site (Site M-1), included in Appendix B.

Recommendation U-1: Develop the Fir Street site (Site M-1) as a mini or special use park in accordance with the Fir Street Park Concept Plan (Appendix B).

Three Sisters Park Extension

This approximately 4.68 acre undeveloped end of the Three Sisters Overnight Park has access to the Whychus Creek Trail. The undeveloped park contains large Ponderosa Pines disbursed throughout an open lawn area. The land abuts a neighboring residential area to the south and Highway 20 to the north. The planning process involved the preparation of a concept plan and planning-level cost estimate for the Three Sisters Park Extension (Site N-2), included in Appendix B.

Recommendation U-2: Develop the Three Sisters Park Extension (Site N-2) as a neighborhood park in accordance with the Three Sisters Park Extension Concept Plan (Appendix B).

Undeveloped ROW

Sisters owns 1.46 acres of undeveloped ROW along St. Helens Avenue and Cedar Street, abutting Whychus Creek (Site L-1). Sisters owns 0.43-acre of undeveloped ROW between Ash Street and Pine Street, located between St. Helens Avenue and Jefferson Avenue (Site L-2). The ROW is not planned for any transportation improvements and has the potential to be developed as a small linear park.

Recommendation U-3: Develop the undeveloped land between St. Helens Avenue and Cedar Street (Site L-1) as a linear park, with basic park amenities and improved access to Whychus Creek.

Recommendation U-4: Develop the undeveloped land between Ash Street and Pine Street (Site L-2) as a linear park, with basic park amenities.

6.5 Trail Development

Trails, bike paths, and pathways establish connectivity and enhance quality of life in communities by facilitating movement throughout the City. Map 6-1 shows existing and proposed TSP designated shared-use paths. This trails networks will include both off-street and on-street sections and will provide residents options for traversing the City and accessing trail systems outside the City limits, which provide connectivity to surrounding areas. As part of the parks planning process, the community identified support for additional trails and pathways throughout the planning area. The community growth trends, recreation analysis, stakeholder interviews and community workshops contributed to identifying a need for improved connectivity. This plan relies upon and supports the trails, bike paths, and pathways identified in previous planning efforts, including the *2011 Sisters Trails Plan* and the *2010 Sisters TSP*. No additional trail or path projects are proposed by this plan outside of those included in open space or park development projects.

6.6 Open Space and Natural Areas

The protection and inclusion of natural areas and open space is critical to establishing and maintaining a balanced park system. Open space and natural areas are undeveloped lands primarily left in their natural state with passive recreation uses as a secondary objective. They are usually owned or managed by a governmental agency and may or may not have public access. This type of land often includes wetlands, steep hillsides, riparian areas, or other types of resources. In addition to open space and natural areas, which are typically acquired or dedicated to the City or other public agencies, conservation buffers can be overlaid on property to preserve open space and natural resources.

Open Space Recommendations (O)

Sisters contains several designated open space or natural areas. This plan identifies priority areas for open space and natural area conservation. Following are recommendations for the conservation of open space and natural areas. Refer to Map 6-1 for site references.

Recommendation O-1: Improve the existing access to the Whychus Creek open space area from Timber Creek Drive.

Recommendation O-2: Acquire the East Portal open space property from the U.S. Forest Service.

Recommendation O-3: **Acquire and conserve open space along Whychus Creek (Site O-1) to provide creek access and limited passive recreation opportunities.**

Recommendation O-4: **Acquire the DSL property (Site O-2) located north of Highway 126 and south of Whychus Creek to provide creek access and trail development.**

6.7 Operations and Maintenance

The Sisters Public Works Department currently operates and manages the City parks, as one of its multiple responsibilities. An overview of organizational structure for parks maintenance and operations is provided in Chapter 3. In total, approximately 1.60 FTEs (full time equivalents) are assigned to park maintenance and operations. Accordingly, there is currently 0.12 FTE devoted to the operations and maintenance of each acre of developed parkland.

Recommendation O-1: **Increase staffing levels for parks operations and maintenance as the park system expands.**

Recommendation O-2: **Increase funding for parks operations and maintenance as the park system expands.**

6.8 Funding

The Sisters parks system vision presented in Chapter 5 cannot be fully realized without sufficient resources. The following funding recommendations are designed to compliment and support the funding strategies outlined in Chapter 7.

Funding Recommendations

Recommendation F-1: **Update Parks SDC methodology and rates following adoption of this plan.**

Recommendation F-2: **Explore the feasibility of a commercial SDC for parks acquisition and development as part of Parks SDC methodology update.**

Recommendation F-3: **In collaboration with SPRD, explore the feasibility of expanding district functions to include parks operations, maintenance, and development.**

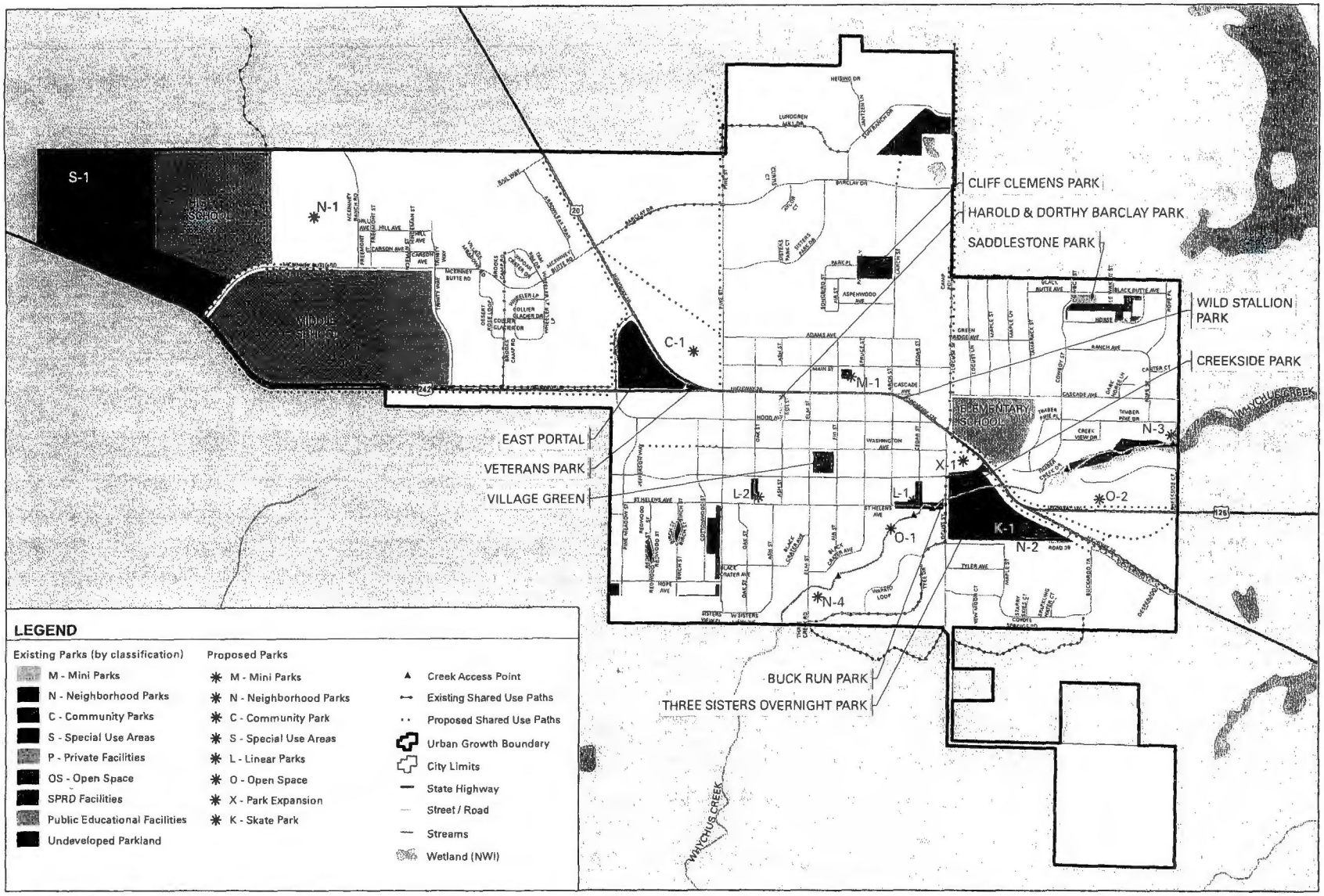
Recommendation F-4: **Where appropriate, utilize Urban Renewal District Funding to implement parks projects.**

6.9 Conclusions

This chapter includes recommendations for improving and expanding Sisters' parks system to better serve its residents and to keep pace with growth. The recommendations focus on land acquisition, improving existing parks, and expanding the parks system to include park development and open space conservation. Sisters owns several undeveloped sites that are appropriate for parkland development. In addition, there are a number of strategic locations where land may be acquired – along Whychus Creek and in underserved areas – to

provide for park and open space needs. Sisters' existing parks system can be enhanced through the installation of basic amenities in many facilities that improve user comfort, safety, and access. Most importantly, the park system must receive adequate funding, in terms of staffing and resources, to operate efficiently. The recommendations herein establish a strategy for improving park service for underserved areas, maintaining and enhancing existing parks, promoting connectivity and conservation, and improving level of service.

Map 6-1. Proposed Parks System



MAP 3: PROPOSED PARK SYSTEM

SISTERS PARK MASTER PLAN

5/1/2011

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7 IMPLEMENTATION

7.1 Overview

This chapter provides information on the parks and recreation organizational structure, the current parks budget, future funding requirements, and recommendations for funding and implementing the proposed recommendations in Chapter 6. Funding strategies are based on park-specific improvements, parkland acquisition and development, and parkland operations and maintenance as outlined in the *Sisters Parks Capital Improvements Plan* (CIP).

7.2 Organizational Structure

The Sisters parks system is operated and managed by the Public Works Department. The Public Works Department manages "park programs which provide for the development, construction, and maintenance of all City parks." Within the Public Works Department a total of 2.39 FTE (full time equivalent) is assigned to parks services. Within the parks division, a total of 0.79 FTE is assigned to administration and a total of 1.60 FTE is assigned to operations and maintenance of parks. The Public Works Director is responsible for overseeing operations and maintenance of the parks system. The Maintenance Supervisor, Utility Technicians, and a Utility Technician Assistant provide the maintenance of City parks. Personnel allocations for operations and maintenance by position are detailed in Chapter 3. Sisters provides 13.70 acres of developed parkland. With an FTE of 1.60, there is currently 0.12 FTE devoted to the operations and maintenance of each acre of developed parkland.

7.3 Current Operating Budget

This section presents the current operating budget for the Sisters parks system. The operating budget consists of park operation and maintenance expenditures and revenue generated from system development charges, interest, grants, and the City's General Fund. The City Manager and Public Works Director establish the parks budget each year as part of the full City Budget, which is approved by the City Council for the July to June fiscal year.

EXPENDITURES

The Parks Development Fund provides for planning, design and construction of park improvements that are paid by the collection of systems development charges, grants, and interest income. The parks fund budget is divided into three primary expenditures: materials and services, capital improvements, operating contingencies, and transfers. The City has approved a budget of $165,211 for fiscal year 2010-2011 (FY 10/11) for operations, maintenance, and capital improvements. Table 7-1A presents recent and current (FY 10/11) development fund budget allocations.

Table 7-1A. Sisters Parks Development Fund Expenditures by Category

	FY 2006/07 (Actual)	FY 2007/08 (Actual)	FY 2008/09 (Actual)	FY 2009/10 (Revised)	FY 2010/11 (Adopted)
Materials and Services	$ -	$ -	$ -	$ 25,000	$ 51,250
Capital Improvements	$ -	$ -	$ -	$ 179,000	$ -
Operating Contingencies	$ -	$ -	$ -	$ 109,713	$ 113,961
Tranfers	$ -	$ -	$ -	$ -	$ -
Total Expenditures	**$ -**	**$ -**	**$ -**	**$ 313,713**	**$ 165,211**
Annual Percent Change	**0%**	**0%**	**0%**	**0%**	**-47%**

Source: City of Sisters FY 2010/11 Operating Budget.

Parks are also supported by the general fund. The parks general fund budget is divided into two primary expenditures; personal services and materials and services. The City has approved a budget of $198,478 for fiscal year 2010-2011 (FY 10/11) for personal services and materials and services related to administration, operations, and maintenance of the parks system. Table 7-1B presents recent and current (FY 10/11) general fund budget allocations.

Table 7-1B. Sisters Parks General Fund Expenditures by Category

	FY 2006/07 (Actual)	FY 2007/08 (Actual)	FY 2008/09 (Actual)	FY 2009/10 (Revised)	FY 2010/11 (Adopted)
Personal Services	$ -	$ 114,267	$ 126,125	$ 134,437	$ 151,454
Materials and Services	$ -	$ 34,011	$ 44,853	$ 60,233	$ 47,024
Total Expenditures	**$ -**	**$ 148,278**	**$ 170,978**	**$ 194,670**	**$ 198,478**
Annual Percent Change	**0%**	**0%**	**15%**	**14%**	**2%**

Source: City of Sisters FY 2010/11 Operating Budget.

RESOURCES

The current Sisters parks budget is funded through a mix of revenue sources. The three primary sources are: interest, System Development Charges (SDCs), and intergovernmental transfers (General Fund revenue).

Interest

This category of revenue consists of minimal amounts of carried interest generated from investment income.

System Development Charges (SDCs)

The City funds the majority of major park improvements through system development charges (SDCs). SDCs are one-time fees imposed on new development to help fund infrastructure improvements. Legally, SDCs can only be utilized for land acquisition and capital improvements to transportation, water, sewer, storm water, and park facilities; operation and maintenance expenses do not qualify. A park SDC is comprised of two elements, the Improvement Fee, and the Reimbursement Fee. The Improvement Fee is based upon the projected per person cost for acquiring new parkland and development of facilities. The Reimbursement Fee includes charges based on use of existing park facilities and costs associated with compliance with Oregon SDC regulations such as professional services for site design and development. During recent fiscal periods Sisters has received, on average, SDC receipts of approximately $23,620 annually.

Intergovernmental Transfers

This category of revenue consists of income from intergovernmental transfers, grants, and donations. These revenue sources are used primarily for planning and development of the parks system.

General Fund

This category of revenue consists of an allocation from the City's General Fund. These revenue sources are used primarily for operation and maintenance of the parks system. As Table 7-1B shows, the revenue allocated from the City's General Fund is derived from undedicated funds that vary from year to year. This variation is due to both the changes in the City's General Fund and the percentage allocated to the parks fund each year.

Table 7-2. Sisters Parks Fund Resources by Category

	FY 2006/07 (Actual)	FY 2007/08 (Actual)	FY 2008/09 (Actual)	FY 2009/10 (Revised)	FY 2010/11 (Adopted)
Interest	$ 2,061	$ 3,716	$ 2,281	$ 1,000	$ 800
System Development Charges	$ 62,515	$ 15,938	$ 11,647	$ 10,000	$ 18,000
Intergovernmental Transfers	$ -	$ -	$ -	$ 180,840	$ 25,000
General Fund	$ -	$ 148,278	$ 170,978	$ 194,670	$ 198,478
Total Resources	**$ 64,576**	**$ 167,932**	**$ 184,906**	**$ 386,510**	**$ 242,278**
Beginning Fund Balance	**$ 23,143**	**$ 87,719**	**$ 107,373**	**$ 121,873**	**$ 121,411**
Total Resources	**$ 87,719**	**$ 255,651**	**$ 292,279**	**$ 508,383**	**$ 363,689**

Source: City of Sisters FY 2010/11 Operating Budget.

7.4 Funding Requirements

This section describes the funding requirements to implement the recommendations contained in the Parks Master Plan and achieve the vision and goals for the Sisters parks system. This information is intended to provide an understanding of the financial realities affecting the future of the Sisters parks system. The funding needs include improvement actions and forecasted operations and maintenance costs. The information has been organized into four sections:

- **Estimating Costs.** Outlines the parameters used for estimating probable costs of implementation actions.
- **Capital Projects.** Provides costs for projects based on a detailed 10-year Capital Improvement Plan (CIP), included as a separate document. Prioritizes projects into three categories: 0-5 years (Priority I), 6-10 years (Priority II), and as funds become available (Priority III).
- **Operations and Maintenance.** Estimates costs for operation and maintenance of additional parkland as it is added to the system.
- **Improvement Actions.** Consist of capital projects categorized as park improvements, land acquisition, new park development, and trail development.

ESTIMATING COSTS

Improvement costs vary widely based on local conditions, economic factors, environmental constraints, and application of SDCs. The following parameters were used for estimating costs in Sisters, based on past projects and additional local information.

- **Land Acquisition.** The cost of land can vary widely within Sisters. For estimating probable acquisition costs, the Plan uses land prices that were estimated at $85,000 per acre within the UGB.
- **New Park Development.** New park development is estimated at $200,000 per acre for mini and neighborhood parks, and $150,000 per acre for special use parks, and $50,000 per acre for open space areas.
- **Park Improvements.** Detailed cost estimates were developed for each improvement within the park. Additional detail is provided in the *Parks CIP.*

CAPITAL PROJECTS

The costs for capital projects are summarized below. The cost estimates are for individual and system-wide park improvements that meet the City's design standards and residents' needs. However, costs for these types of projects can vary greatly and depend upon the design of the facilities. For a detailed description of park improvements refer to the separate *Parks CIP.*

The total ten year cost for all of the improvements identified is estimated at $2,534,000. This amount includes Priority I and Priority II projects planned to occur within the next 10 years. This amount does not include Priority III projects (totaling $4,961,000 to $16,931,000) which may occur outside the 10-year planning horizon, or as funding allows. The total 20-year cost for implementing recommendations in this plan is estimated at $7,495,000 to $19,465,000. Following is a summary of proposed projects and estimated costs organized in tables by improvement type.

Park Improvements

This section identifies improvements to existing parks within the Sisters parks system, based on input from residents and stakeholders as expressed through the community involvement process, and needs identified through the needs assessment process.

Table 7-3. Mini Park Projects

MINI PARK PROJECTS			
PARK	PROJECT	TOTAL COST	SCHEDULE
Barclay Park	Parking Area Improvements	$ 28,000	Priority I
	Enhance Landscape Plantings	$ 7,000	Priority I
	Public Art	$ 5,000	Priority I
	Interpretive Signage	$ 1,500	Priority I
	Bike Racks	$ 500	Priority I
	Dog Waste Disposal Station	$ 390	Priority I
	Wayfinding Signage	$ 1,000	Priority I
	Subtotal	$ 43,390	
Buck Run Park	Benches	$ 1,700	Priority I
	Dog Waste Disposal Station	$ 390	Priority I
	Subtotal	$ 2,090	
PRIORITY I TOTAL		$ 45,480	
TOTAL		$ 45,480	

Source: Cameron McCarthy 2011.

Table 7-4. Neighborhood Park Projects

NEIGHBORHOOD PARK PROJECTS			
PARK	PROJECT	TOTAL COST	SCHEDULE
Cliff Clemens Park	Restroom Building	$ 75,000	Priority I
	Picnic Table Area	$ 2,100	Priority I
	Gazebo	$ 70,000	Priority I
	Enhance Landscape Plantings	$ 35,000	Priority I
	Public Art	$ 5,000	Priority I
	Sand Volleyball Court	$ 35,000	Priority I
	Dog Waste Disposal Stations	$ 780	Priority I
	Wayfinding Signage	$ 1,000	Priority I
	Subtotal	$ 223,880	
PRIORITY I TOTAL		$ 223,880	
TOTAL		$ 223,880	

Source: Cameron McCarthy 2011.

Table 7-5. Community Park Projects

COMMUNITY PARK PROJECTS			
PARK	PROJECT	TOTAL COST	SCHEDULE
Village Green	Parking and Pathway Improvements	$ 288,000	Priority I
	Play Structure Expanded	$ 50,000	Priority I
	Play Equipment and Swings	$ 20,000	Priority I
	Replace Restrooms	$ 100,000	Priority I
	Improve Lighting	$ 40,000	Priority I
	Public Art	$ 5,000	Priority I
	Benches	$ 2,550	Priority I
	Bike Racks	$ 1,000	Priority I
	Dog Waste Disposal Stations	$ 1,560	Priority I
	Wayfinding Signage	$ 1,000	Priority I
	BBQ/Event Prep Station	$ 5,000	Priority I
	Subtotal	$ 514,110	
Creekside Park	ADA Accessibility Improvements	$ 20,000	Priority I
	Parking Improvements	$ 108,000	Priority I
	Pavilion/Gazebo	$ 30,000	Priority I
	Electrical Upgrades	$ 20,000	Priority I
	Enhance Entry	$ 1,600	Priority I
	Enhance Landscape Plantings	$ 56,000	Priority I
	Improve Creek Access	$ 10,000	Priority I
	Interpretive Signage	$ 3,000	Priority I
	Wayfinding Signage	$ 1,000	Priority I
	Public Art	$ 5,000	Priority I
	Benches	$ 5,100	Priority I
	Picnic Tables	$ 2,985	Priority I
	Trash/Recycling Receptacles	$ 1,600	Priority I
	Bike Racks	$ 500	Priority I
	Dog Waste Disposal Station	$ 390	Priority I
	Subtotal	$ 265,175	
PRIORITY I TOTAL		$ 779,285	
TOTAL		$ 779,285	

Source: Cameron McCarthy 2011.

Table 7-6. Special Use Park Projects

SPECIAL USE PARK PROJECTS			
PARK	PROJECT	TOTAL COST	SCHEDULE
Veterans Memorial Park	Interpretive Signage	$ 1,500	Priority I
	Public Art	$ 5,000	Priority I
	Subtotal	$ 6,500	
Wild Stallion Park	Interpretive Signage	$ 1,500	Priority I
	Decorative Lighting	$ 4,000	Priority I
	Enhance Landscape Plantings	$ 1,500	Priority I
	Subtotal	$ 7,000	
PRIORITY I TOTAL		$ 13,500	
TOTAL		$ 13,500	

Source: Cameron McCarthy 2011.

Land Acquisition

In order to provide enough parkland to maintain the recommended LOS standard, the City will need to acquire and develop additional parkland within the next 20 years. Currently, Sisters owns several undeveloped properties that can be developed as parkland. To preserve the ability to develop parkland in the future, Sisters will need to spend approximately $2,482,000 to $6,052,000 in actual costs, or dedication value, over the life of the plan to acquire land, as presented in Table 7-7.

Table 7-7. Land Acquisition

LAND ACQUISITION		
PROJECT	TOTAL COST	SCHEDULE
Saddlestone Park	$ 85,000	Priority III
Site N-3	$ 42,500	Priority II
Site N-4	$ 161,500	Priority II
Site C-1 *	$ 425,000 $ 3,995,000	Priority III
Site S-1	$ 425,000	Priority III
Site X-1	$ 178,500	Priority III
Site O-1	$ 170,000	Priority III
Site O-2	$ 952,000	Priority III
Community Garden Site	$ 42,500	Priority I
Priority I Total	**$ 42,500**	
Priority II Total	**$ 204,000**	
Priority III Total	**$ 2,235,500** **$ 5,805,500**	**to**
TOTAL (RANGE)	**$ 2,482,000** **$ 6,052,000**	**to**

Source: Cameron McCarthy 2011.

Acquisition costs are based on a conservative estimate of $85,000 per acre for undeveloped land within the UGB. Due to demand pressures and inflation rates, acquisition costs between $100,000 and $200,000 per acre are likely over the twenty-year plan horizon.

Parkland Development

Development costs for new parkland are estimated at $200,000 per acre for mini and neighborhood parks, and $150,000 per acre for special use parks, and $50,000 per acre for open space areas, based on average costs for park development in Oregon. Table 7-8 presents a summary of new parkland development. During the next 20-years, new parkland development is estimated to between $3,945,000 and $12,345,000.

Table 7-8. Parkland Development

PARKLAND DEVELOPMENT		
PROJECT	TOTAL COST	SCHEDULE
Site M-1	$ 310,000	Priority I
Site N-2	$ 375,000	Priority I
Site N-3	$ 100,000	Priority II
Site N-4	$ 285,000	Priority II
Site C-1	$ 1,000,000 $ 9,400,000	Priority III
Site S-1	$ 750,000	Priority III
Site X-1	$ 315,000	Priority III
Site L-1	$ 75,000	Priority II
Site L-2	$ 75,000	Priority II
Site O-1	$ 100,000	Priority III
Site O-2	$ 560,000	Priority III
Priority I Total	**$ 685,000**	
Priority II Total	**$ 535,000**	
Priority III Total	**$ 2,725,000** **$ 11,125,000**	**to**
TOTAL (RANGE)	**$ 3,945,000** **$ 12,345,000**	**to**

Source: Cameron McCarthy 2011.

Open Space Improvements

The Plan includes development to one existing open space area in the form of access improvements, as presented in Table 7-9 below.

Table 7-9. Open Space Development

OPEN SPACE			
PARK	PROJECT	TOTAL COST	SCHEDULE
Whychus Creek Access	Path Extension	$ 3,563	Priority I
	Extend Split-rail Fence	$ 1,075	Priority I
	Way Finding Signage	$ 1,000	Priority I
PRIORITY I TOTAL		$ 5,638	
TOTAL		$ 5,638	

Source: Cameron McCarthy 2011.

OPERATIONS AND MAINTENANCE

The Sisters Parks System will increase in acreage over the next 20 years. If Sisters reaches the recommended LOS of 5.0 acres per 1,000 persons, it will have approximately 20 acres of developed parkland in the year 2030. The current per acre cost for operations and maintenance is $3,741 per developed park acre. Using these numbers as a standard maintenance cost per acre, the City can expect to spend approximately $74,820 (inflation not withstanding) in the year 2030 for operation and maintenance of the system. The Parks fund resources transferred from the City's General Fund are the primary dedicated funding source for operations and maintenance. The City will need to obtain additional funds as the park system expands to cover operations and maintenance costs associated with a 20-acre parks system.

IMPROVEMENT ACTIONS

Total costs for park improvements, land acquisition, parkland development, and trail development are estimated to be approximately $7,495,000 to $19,465,000. Land acquisition, parkland development, and trail development comprise the majority of the total costs. Specific park improvement costs total $1,066,000.

Table 7-10. Total Cost of Capital Projects

CAPITAL PROJECT	TOTAL COST		
Park Improvements			
Mini Park Projects	$ 45,480		
Neighborhood Park Projects	$223,880		
Community Park Projects	$779,285		
Special Use Park Projects	$ 13,500		
Land Acquisition	$2,482,000	to	$ 6,052,000
Parkland Development	$3,945,000	to	$12,345,000
Open Space Development	$ 5,638		
Total (Range)	**$7,495,000**	to	**$19,465,000**

Source: Cameron McCarthy 2011.

Table 7-11 identifies estimated costs by Priority assignment.

Table 7-11. Total Costs by Priority Assignment

PRIORITY LEVEL	TOTAL COST		
Priority I	$ 1,795,283		
Priority II	$ 739,000		
Priority III	$4,960,500	to	$16,930,500
Total (Range)	**$7,495,000**	**to**	**$19,465,000**

Source: Cameron McCarthy 2011.

7.5 Funding Strategy

Parks system improvement actions have been historically funded almost exclusively out of the Sisters Parks Fund Budget, as described earlier in this Chapter. This fund consists of revenue from SDCs, allocation from the general fund, and interest from investments. In addition, the City can utilize grants, donations, user fees, and other funding sources to fund improvement actions. The land use process can also be utilized as a means for parkland acquisition.

ANTICIPATED FUNDING SOURCES

This section details anticipated funding sources for Sisters parks system improvement actions.

General Fund

For planning purposes, it is assumed that the Sisters Parks Fund will receive $2,415,222 in funds from the General Fund over the course of 10-years. This calculation is based on the 2011 general fund budget allocation in Table 7-1B and assumes a 2 percent annual increase.

Park Fund Balance

The fund currently has a balance of $121,411, all of which is available to fund park improvements.

System Development Charges

The *Parks CIP* provides a foundation for a review and increase of the SDC rate to fund park improvements, system-wide improvements, and land acquisition and development associated with implementing the goals and objectives of this plan. Table 7-12 projects SCD rates using a 3.90% inflation rate and single family dwelling units (SF-DU) at a density of 2.9 people/unit for calculations. Based on the assumption that single-family homes will continue to dominate residential construction and growth occurs according to projections, the City can expect to receive approximately $50,000 to $125,000 in SDC revenues annually through 2030.

Table 7-12. Forecasted SDC Revenues, 2010-2030.

Year	Population[1]	Population Change	Increase in Dwelling Units Annually[2]	Increase in Dwelling Units 5-Year Period[2]	SDC Rate per Dwelling Unit[3,4]	SDC Revenue Generated Annually	SDC Revenue Generated 5-Year Period
2010	2,038	-	-	-	-	$ 3,678	-
2015	2,381	343	24	118	$ 2,500	$ 59,139	$ 295,697
2020	2,798	417	29	144	$ 2,667	$ 76,685	$ 383,423
2025	3,312	514	35	177	$ 2,845	$ 100,823	$ 504,115
2030	3,894	582	40	201	$ 3,034	$ 121,766	$ 608,830

[1] Assumes a 2.30% annual population increase between 2011 and 2030.
[2] Assuming 2.9 residents per dwelling unit.
[3] Assumes 1.3% annual SDC rate increase based upon the 2010 Portland Consumer Price Index.
[4] Assumes a beginning SDC of $2,500 per SF-DU.

Source: Cameron McCarthy 2011.

During the 10-year period between 2011 and 2021, it is estimated that Sisters will receive approximately $679,120 in SDC fees from residential development. During the 10-year period between 2021 and 2030, it is assumed that Sisters will receive approximately $1,112,944 in fees.

Grants

Sisters has historically been the recipient of grants, both state and federal, for parks and trails related capital improvements. In 2010, the City received a grant from the Oregon Parks and Recreation Department (ORPD) in the amount of $25,000 for the completion of this plan. A comprehensive list of grant funding sources is included as *Appendix E*. If the City aggressively pursues grant funding, the City should be able to receive approximately $500,000 in total grant funding over the next 10-years.

Donations

Sisters should develop a plan to actively pursue and accept donations of cash or in-kind services for park improvements. Assuming the plan is successful, about $10,000 per year should be accrued over the next 10-years.

FUNDING SUMMARY

Table 7-13 presents a summary of anticipating funding for improvement actions over the next 10-years. The City can expect to receive $3,815,753 in funds from the parks fund balance, intergovernmental transfers (general fund), SDCs, grants, and donations over the next 10-years.

Table 7-13. Funding Sources (10-years)

FUNDING SOURCE	AMOUNT
Park Fund Balance	$ 121,411
General Fund	$ 2,415,222
System Development Charges	$ 679,120
Grants	$ 500,000
Donations	$ 100,000
TOTAL	$ 3,815,753

Source: Cameron McCarthy 2011.

As noted above, Priority I and Priority II projects are included in the 10-year *Parks CIP*. These projects total $2,534,000 in estimated costs. Priority I projects total $1,795,000 and Priority II projects total $739,000. Based on forecasted revenues, Sisters has adequate funding to complete Priority I and II projects within the next 10-years.

Table 7-14 presents a summary of anticipated revenue and funding requirements to implement recommendations in this Plan for 5-year periods from 2011-2021. Anticipated revenue sources will only fund between 32 and 50 percent of the improvement actions and capital projects recommended in this Plan. The City will need to consider additional funding sources for parks system improvements such as a parks utility fee, bonds, levies, and grants.

Table 7-14. Parks Revenue and Funding Summary, 2011-2030.

	5-YEAR PERIOD			
Funding Sources	**2011-2015**	**2016-2020**	**2021-2025**	**2026-2030**
Park Fund Balance	$ 121,411	$ -	$ -	$ -
General Fund	$ 1,032,887	$ 1,140,391	$ 1,259,084	$ 1,390,131
System Development Charges	$ 295,697	$ 383,423	$ 504,115	$ 608,830
Grants	$ 250,000	$ 250,000	$ 250,000	$ 250,000
Donations	$ 50,000	$ 50,000	$ 50,000	$ 50,000
Total	$ 1,749,995	$ 1,823,815	$ 2,063,199	$ 2,298,960
Funding Requirements				
Improvement Actions				
Priority I Projects	$ 1,795,283	$ -	$ -	$ -
Priority II Projects	$ -	$ 739,000	$ -	$ -
Priority III Projects	$ -	$ -	$ 8,465,250	$ 8,465,250
Operations and Maintenance Costs	$ 222,676	$ 261,674	$ 309,745	$ 364,174
Total	$ 2,017,959	$ 1,000,674	$ 8,774,995	$ 8,829,424
Surplus / (Deficit)	$ (267,964)	$ 823,140	$ (6,711,796)	$ (6,530,464)
Cumulative Surplus / (Deficit)	$ (298,007)	$ 525,134	$ (6,186,662)	$ (12,717,126)

Source: Cameron McCarthy 2011.

7.6 Additional Funding Resources

As the Sisters expands its parks system, additional funding will be needed for parkland acquisition, development and maintenance. The City should work to obtain critical funding from diverse sources in order to maintain and expand its parks system. Although Sisters currently utilizes a variety of these strategies, a funding gap exists. This section provides recommendations in two sectors, operations and capital projects.

OPERATIONS RESOURCES

Ideally, the parks system should receive a dedicated source of funds. It is the desire of the City to decrease reliance on the general fund for parks operations and maintenance; therefore, the City will need to explore alternate funding sources. The following funding sources are for operations and maintenance as well as capital projects.

- **Local Option Levy:** A local option levy for capital improvements provides for a separate property tax levy outside the City's permanent rate limit. This levy may be used to fund a capital project or a group of projects over a specified period of time, up to ten years. Revenues from these levies may be used to secure bonds for projects, or to complete one or more projects on a "pay as you go" basis.

- **Public/Private Donations**: Donations of labor, land, or cash by service agencies, private groups or individuals are a popular way to raise small amounts of money for specific projects. Two key motives for donation are philanthropy and tax incentives. The typical strategy for land donations is to identify target parcels and then work directly with landowners. There are a number of drawbacks associated with this funding option:
    - Soliciting donations requires time and effort on the part of City staff;
    - It is important to establish a nonprofit foundation, which requires additional resources, to accept and manage donations; and
    - Donations are an unstable funding source and should not be relied upon to fund the majority parks system improvements.
- **Public/Private Partnerships:** Partnerships play an important role in the acquisition of new park and recreation facilities and in providing one-time or on-going maintenance support. Public, private and non-profit organizations may be willing to fund outright or work with the City to acquire additional parks and recreation facilities and services. Partnerships, like donations, require time and effort on the part of City staff.
- **Fees and Charges:** As the number and quality of park amenities increase the amount of user fees should increase. The user fees, however, represent a relatively small amount of the total revenue.
- **Parks Utility Fee:** At least one Oregon community has established a parks utility fee for operation and maintenance of the parks system. The parks utility fee establishes a stable stream of funding for operations and maintenance. The parks utility fee can be increased to stabilize the on-going maintenance needs, which represent a large long-term cost to the City. This would relieve the parks system's reliance on revenue from the City's General Fund and other funding sources.

CAPITAL IMPROVEMENT RESOURCES

The following funding sources are for capital projects only.

- **System Development Charges (SDC):** The City should consider updating the SDC rate methodology and tying future rate increases to an inflation index.
- **Local Improvement District (LID):** Under Oregon Law, communities can create LIDs to partially subsidize capital projects. The creation of a special district is most appropriate for an area that directly benefits from a new development such as a neighborhood park.
- **General Obligation Bond:** This type of bond is a tax assessment on real and personal property. The City of Sisters can levy this type of bond only with a double majority voter approval unless the vote takes place during a general election held on an even year, in which case a simple majority is required. This fund can supplement SDC revenues and is more equitable.
- **Public/Government Grant Programs:** These include Community Development and Block Grants (CDBG), Land and Water Conservation Grants, Federal Transportation Grants, State of Oregon Local Government Grants, Urban Forestry Grants, Oregon Watershed Enhancement Board Grants.
- **Other Options:** These include land trusts, exchange of property, conservation easements, lifetime estates and the National Tree Trust programs.

7.7 Conclusion

To create a healthy, well-funded parks system, the City of Sisters must pursue a funding strategy that includes a variety of sources. Grants, donations, partnerships, as well as bonds, levies, and fee/permit revenues all play a part in a diverse funding strategy. The City should consider the following actions in developing a funding strategy:

- **Increase the SDC assessment rates**: The current SDC rates are not sufficient to allow the City to expand and develop its parks system while meeting its park goals and objectives. Additionally, the SDC methodology does not take into account inflation, nor does it take into account acquisition or development costs. The City should evaluate the affect of an SDC rate increase on the Parks Budget and real estate development efforts.
- **Pursue grant opportunities for capital improvement projects, trails, and land acquisition:** State, regional, and federal grants can provide funding for a variety of park, open space, and trail projects. The City should balance the potential application's competitiveness with required outlays of staff time when applying for grant funds.
- **Develop partnerships:** The City should work to develop partnerships with local recreation service providers, specifically SPRD, to improve operational efficiencies and leveraging of funds. Land trusts also provide an opportunity for collaborative efforts to contribute to the open space and natural areas of the parks system.
- **Develop relationships with landowners:** The City should cultivate relationships with landowners who may be interested in donating land to the City or allowing purchase at a reduced cost. Private landowners have contributed to the Sisters parks system in the past, and may continue to do so in the future.
- **Evaluate the feasibility of bond measures:** The City should evaluate the feasibility of a bond measure with a defined development plan as outlined in this Plan.
- **Explore measures to reduce acquisition, development, and operational costs:** The City should explore ways to reduce operational costs, potentially through cost-efficient design and facilities; to reduce development costs, through the use of volunteers and donations; and to reduce land acquisition costs by exploring alternative means of acquiring lands.

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APPENDEX A
PARKS
INVENTORY



BUCK RUN PARK

Type
Mini Park

Size
0.02 acres

Status
Developed (minimal improvements)

Existing Facilities

- Bench
- Picnic table
- Signage
- Water access

Description
The triangularly shaped Buck Run Park provides access to Whychus Creek. The park is located across from Three Sisters Overnight Park and next to the Buck Run subdivision. The name refers to historical deer travel along the creek.

Opportunities and Constraints

- Proximity to Three Sisters Overnight Park
- Access to Whychus Creek

HAROLD AND DOROTHY BARCLAY PARK



Type
Mini Park

Size
0.44 acres

Status
Developed

Existing Facilities

- Signage
- Parking
- ADA Access
- Lighting
- Pedestrian Plaza
- Restrooms
- Benches (11)
- Water Feature
- Trash Receptacles
- Trees

Description
Among original pioneer entrepreneurs to settle in Sisters, Mr. and Mrs. Barclay formed a successful local logging company. Today, in the heart of the City's commercial zone, a plaza bears their names in honor of their historic contributions. The highly developed park is located south of Highway 20 between Oak and Fir Streets, serving as a welcome resting spot for pedestrians and travelers. The park features a small landscaped pond, public restrooms, and seating. The park received an Award of Excellence for small cities in 2003 from the League of Oregon Cities. Positively noted was the fact that about 80% of the project was privately funded with contributions that included the Sisters Kiwanis, Rotary, and Chamber of Commerce.

Opportunities and Constraints

- Interest in a local performance area/amphitheater
- Opportunity to prominently display public art
- Interest in more small community activities
- Additional seating
- Concerns over better servicing of restrooms
- Interest in additional landscaping
- Needed parking lot improvements

CLIFF CLEMENS PARK



Type
Neighborhood Park

Size
2.28 acres

Status
Developed

Existing Facilities

- Signage
- Parking
- ADA access (limited)
- Access to paths
- Lighting (limited)
- Picnic Tables (5)
- Benches (2)
- Dog Station
- Trash Receptacle (1)

Description
In 2004, Cliff Clemens Park was dedicated to Mr. Clifton Clemens in recognition of a lifetime of outstanding and devoted service to the community of Sisters. As the first president of the Kiwanis Club of Sisters, he has been referred to as "Sisters most venerable citizen" for his commitment to the community. Located at the corner of Black Butte Avenue and Larch Street, this undeveloped neighborhood park is a wide-open green lawn with parking access and trail connections. The park is currently frequently used by the neighboring residential community and as a place to exercise dogs.

Opportunities and Constraints

- Interest in adding athletic fields and equipment
- Interest in adding restroom facilities
- Interest in sand volleyball
- Desires for more activities
- Needs better connectivity with downtown
- Desire for access to a community garden
- Concern for better landscaping to make it more inviting
- Potential interest in adding a splash play feature
- Desire for more seating
- Desires for better park signage

VILLAGE GREEN PARK



Type
Community Park

Size
1.32 acres

Status
Developed

Existing Facilities

- Signage
- Information Kiosk
- Parking
- Lighting (limited)
- Bike Rack (1)
- Picnic tables (10)
- Benches (6)
- Water Fountain (1)
- Gazebo (1)
- Covered Pavilion
- Veterans Memorial
- Play Structure (1)
- Double Swing (1)
- Trash Receptacles (4)
- Trees and Landscaping

Description
Sited on a full City block, this highly used Community Park is located just two blocks south of downtown between Elm and Fir Streets. For a nominal fee, the City allows groups to reserve the park for events including craft shows, fairs, and weddings. The park has many developed amenities offering a range of uses to the community.

Opportunities and Constraints

- Electricity is available
- Interest in more picnic tables
- Interest in a water play feature
- Needs drinking fountains
- Needs recycling containers
- Needs dog stations
- Interest in adding swings
- Needs better connectivity to trails, other parks, and Whychus Creek
- Interest in public art
- Outdated play equipment
- Lack of bike parking
- Outdated restrooms
- Concerns about safety at night

CREEKSIDE PARK



Type
Community Park

Size
2.65 acres

Status
Developed

Existing Facilities

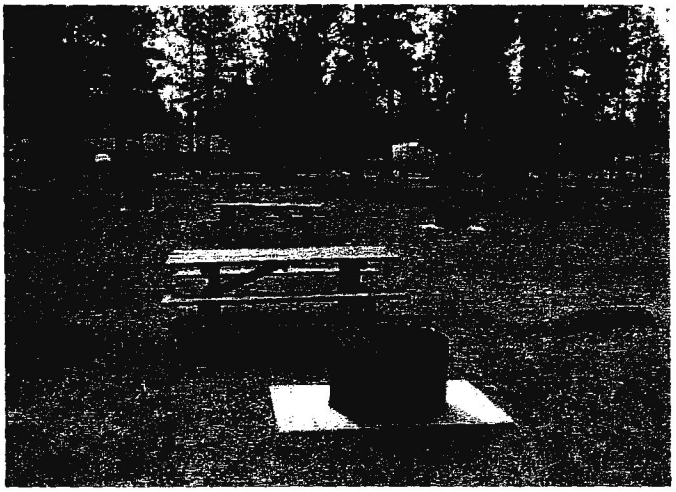
- Signage
- Information/directional signage
- Parking
- Creek Access
- Bike and Pedestrian Bridge
- Picnic Tables (10)
- Benches (1)
- Dog Station (1)
- Drinking Fountain (1)
- Trees and Landscaping

Description
Located between Highway 20, Jefferson Avenue, and Locust Street, Creekside Park is a partially developed park adjacent to glacier fed Whychus Creek. The park is often used for picnicking as it has many picnic tables spread throughout the many large coniferous trees on the grass lawn. Bathrooms are accessible via the pedestrian foot bridge to the adjacent Three Sisters Overnight Park.

Opportunities and Constraints

- Interest in a local performance area/amphitheatre
- Needs electrical upgrades
- Potential need for free-standing benches
- Interest in adding public art
- Needs ADA compliance update
- Expressed desires for better creek access
- Potential location for horseshoe pits at the east end of the park
- Needs dog stations
- Interest for more public activities throughout the year
- Desires for additional picnic tables
- Interest in a gazebo
- Concerns over lighting and safety

THREE SISTERS OVERNIGHT



PARK

Type
Special Use Park

Size
6.72 acres

Status
Developed

Existing Facilities

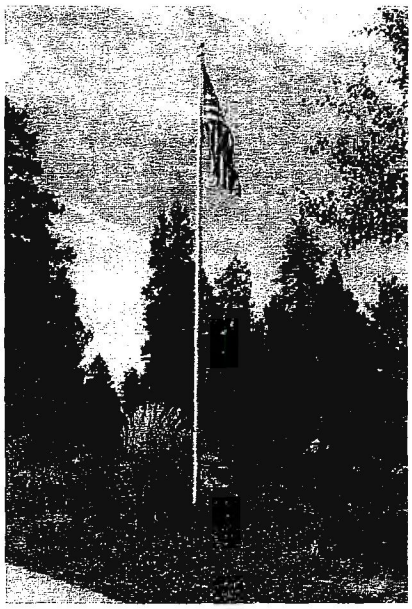
- RV Spaces (70)
  - RV Sewage Disposal Station
  - Storage Sheds (3)
  - Camp Host Site
  - Full hook-up for RVs (25)
  - Fire Pits (for RVs)
  - Pay Station
  - Picnic Tables (for RVs)
  - Trash Dumpster (1)
  - Signage
  - Access to Path
  - Access to Whychus Creek
  - Restrooms

Description
Three Sisters Overnight Park is a developed campground for tent and RV visitors. Located between Highway 20, Jefferson Avenue and Locust Street, it is both close to the highway but tucked away in the surrounding residential area. Creekside Park is adjacent to the overnight park and accessible by a centrally located foot bridge. There are also connections to paved paths running parallel to Whychus Creek along the overnight park side.

Opportunities and Constraints

- Contains trees and natural habitat
- Does not have a playground
- No local access to a dog park
- Needs an electrical upgrade in Southeast end for Whychus Trail lighting and park lighting
- Users voice desire for a posted map of the City that shows amenities
- Needs additional way finding park signage
- Needs updates to the restrooms
- Potential for more lawn area

VETERANS MEMORIAL PARK



Type
Special Use Park

Size
0.25 acres

Status
Developed

Existing Facilities

- Flag pole
- Memorial
- Welcome sign
- Decorative lighting
- Landscaping

Description
Veterans Memorial Park was dedicated in 2006 to those who have served in the United States Armed Forces and their families. The park is entirely maintained by volunteers, many of which are involved with Sisters Rotary or the Community Church. The flagpole was donated by local contractor Lynn Johnston and the flag has been donated (and replaced about every two years) by Earl Schroeder of the Sisters Veterans of Foreign Wars (VFW). The park also features a memorial rock plaque that was donated by the VFW.

Opportunities and Constraints

- Maintenance is the result of community volunteerism.

WILD STALLION PARK



Type
Special Use Park

Size
0.02 acres

Status
Developed

Existing Facilities

- Bronze stallion statue
- Landscaping
- Bioswale

Description
Wild Stallion Park, located on the corner of Larch and Cascade Streets, is named for its prominent 13-foot bronze horse statue by renowned Sisters artist Lorenzo Ghiglieri. The statue, entitled "The Wild Stallion," was donated to the City in 2009. The park contains lawn and a rock-lined bioswale surrounded by landscaping.

Opportunities and Constraints

- Interest in decorative lighting

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APPENDEX B
PARKS
CONCEPT PLANS

Figure B-1. Fir Street Park Concept Plan

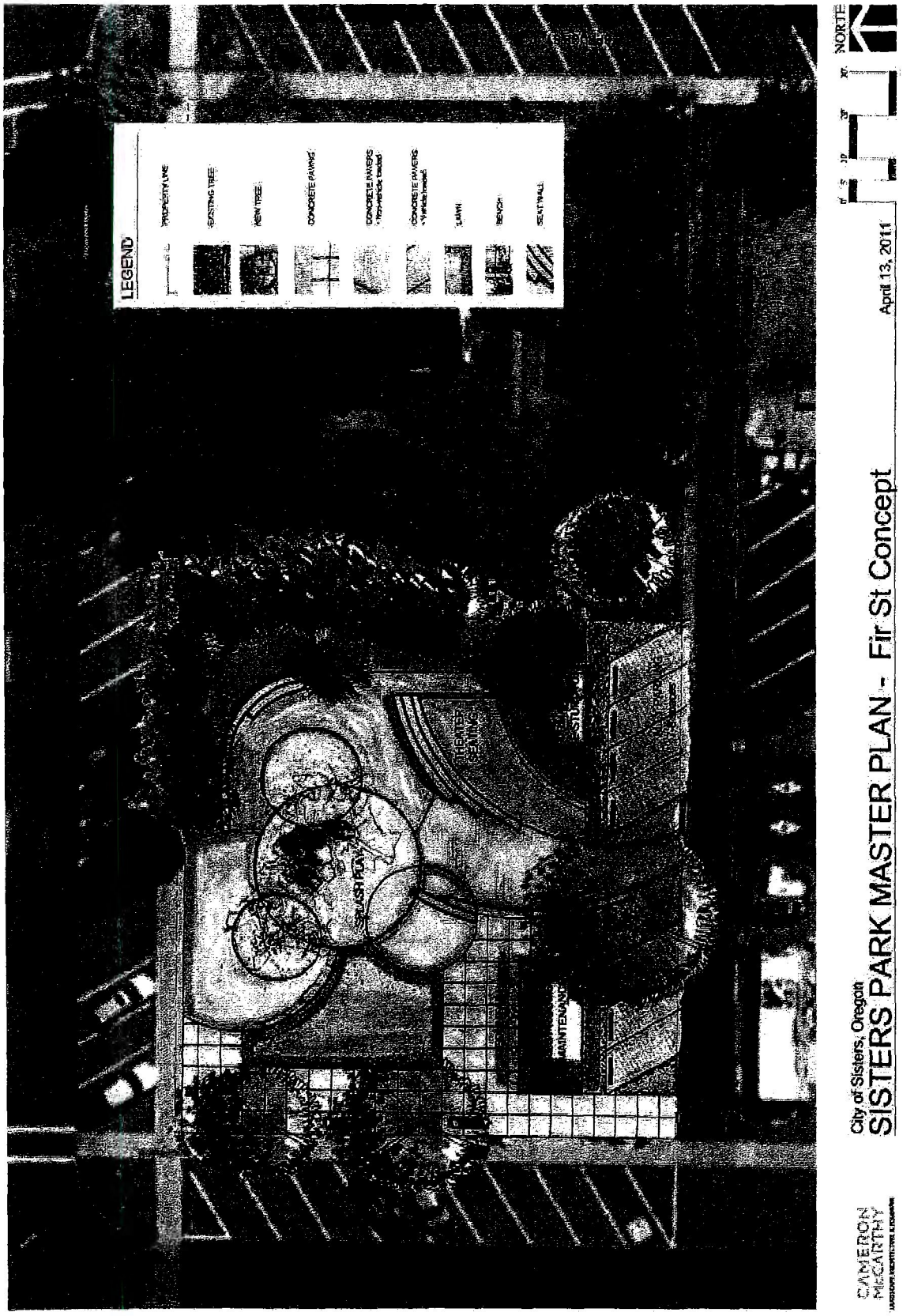

Figure B-2. Three Sisters Park Extension Concept Plan



Figure B-3. US Forest Service Site Concept Plan



APPENDIX C
DESIGN STANDARDS

Overview

The following standards are applicable to the design of parks, natural areas, open space, and trails in Sisters. These standards are intended to guide the future development of park system assets to ensure that safe, easily maintained facilities that contribute to the livability of the community are created. The standards provide direction to the Park and Recreation Board, Public Works Department, and developers in the design of park and recreation facilities.

The standards address the following general areas:

- Safety
- Plantings
- Mowing and Turf Maintenance
- Parking
- Restrooms
- Play Areas
- Site Furnishings

Specific standards address the design and development of the following park types:

- Mini Parks
- Neighborhood Parks
- Community Parks
- Open Space/Greenways

General Standards

SAFETY

It is important to create landscapes that do not have the potential to attract illegal or threatening activities, as well as illegal or threatening use. The following features will help create transparency in public spaces:

- Apply Crime Prevention through Environmental Design (CPTED) principles to all park design.
- Vegetation that is directly adjacent to pedestrian areas should allow for visibility through the site. To provide visual access to users and authorities, trees should be limbed up to a height of 7 feet and shrubs should not exceed 2 feet in height.
- Built structures should be situated for easy observation from areas of frequent use and convenient access by law enforcement.
- Vehicle access to the park and amenities will allow authorities to patrol parks with some ease and proficiency. This access can also provide emergency services and maintenance.
- Sidewalks and paths intended for vehicle use should be at least 8 feet wide. Those that are concrete should be at least 7 inches thick.

PLANTINGS

The use of native vegetation can play an integral part in park design to enhance a regional feel as well as support the ecological systems that are unique to the area. The following vegetation and irrigation guidelines assist in creating efficient, distinctive, and lush spaces.

- Vegetation along trail systems, waterways (creeks, rivers, bioswales and storm water) and within linear parks should consist of native plants and flora.
- Non-irrigated areas and irrigation reserved for areas such as sports fields should be designated. The use of native vegetation will reduce the need for irrigation. To establish plants, consider using a temporary irrigation system or hand watering. Design the irrigation system so that irrigation heads spray underneath plants or into them, not above them.
- Trees planted in groups increase the efficiency of mowing and maintenance. When designing tree groups, it is important to provide a flush border around groups to ease irrigation and mowing.
- Planting areas in parking lots should be designed to provide continuous coverage within 3 years. The plants should be hardy, with a track record of survival in the harsh environment of a parking lot.
- Trees should not be planted next to restrooms because they may provide unwanted access to the roof as well as create hiding places near the structure (shrubs should be less than 4 feet in height and should be limbed up to allow visual access under them). Plantings should allow maintenance access to the roof.

MOWING AND TURF MAINTENANCE

Turf areas allow different experiences in parks. Groomed areas provide field sports, picnicking and free play, while rough mowed areas provide an aesthetic to the park while buffering natural and riparian areas. To create these effects design intent and maintenance should be followed.

- Rough mown areas are mowed once or twice a year. There should be 15 feet between vertical obstacles in these areas. Maximum mowing slopes for rough turf or natural areas should be less than 5:1.
- Groomed turf slopes should be less than 4:1, with less being preferable.
- Irrigation systems should take into account solar aspect, wind and topography to minimize the overuse of water. The minimum distance between vertical objects is 7 feet for mower access. Design for continuous mowing, taking care to avoid the creation of dead ends, tight corners or areas where a mower cannot easily reach. Provide a concrete mowing strip around vertical objects such as fence posts, signs, drinking fountains, light poles and other site furniture with a 12" minimum offset between the object's vertical edge and turf. Also, plant trees in groups (see Planting).
- Vehicular access is important to ensure ease to the maintenance crew. Providing curb cuts in logical areas such as turnaround areas where possible and generous radius corners to protect adjacent planting or lawn.
- Herbicide use should be limited in favor of more sustainable pest management products and practices.

PARKING

Parking lots should be representative of the experience the user will have at the park and designed to minimize disturbance of park functions. The following guidelines will help to carefully situate parking in the landscape to provide both accessibility and views.

- A minimum of 3 to 5 spaces per acre of usable active park area should be provided if less than 300 linear feet of street frontage occurs.
- Park design should encourage access by foot or bicycle, and provide bicycle racks at each primary access point and restroom.
- The size of planting areas within the parking lot should be as large as possible with adequate room for maintenance to be performed safely.
- Stormwater runoff should be diverted into a stormwater facility such as a bioswale before entering the storm water system to reduce the impact of pollution on stream and creek systems. To achieve this purpose of water purification and cooling, the bioswales should be planted with native vegetation (see Planting).
- Outdoor light fixtures should are encouraged in larger parking lots to enhance safety during darkness.

RESTROOMS

Restrooms should be safe, low maintenance facilities that reflect Sisters' regional feel. The components and the placement of these structures are important in addressing the following goals.

- Interior surfaces of restrooms should be glazed tile and the exterior surfaces should be non-porous for easy cleaning (i.e., glazed block, glazed tile, painted block or painted concrete). The use of heavy concrete partitions between stalls is recommended. Specify only stainless steel restroom fixtures.
- The drain inside the structure should always operate correctly. If the facility is near an athletic field such as volleyball courts or a spray park, there should be an area outside the restroom with a faucet/ shower and drain for users to rinse off sand and chlorine.
- Including separate storage areas adjacent to the restroom structure can serve the city. Storage areas may house recreation equipment for fair weather activities and maintenance supplies for park crew convenience.
- Sky lights can maximize the use of natural light. Minimizing light fixtures helps prevent tampering, destruction and keep costs down. Facilities that are open in the evening should have lighting that is designed with vandalism in mind. Lighting fixtures in all parks should be provided by the same manufacturer to save on expenses as well as space for replacements parts.
- A 5 to 6 foot apron around the structure should be constructed to protect the building from debris and water. Trees should be avoided next to the restroom (see Plantings).

PLAY AREAS

Playgrounds in Sisters should meet the needs of children of different ages and abilities. The following guidelines will help create facilities that ensure accessibility and safety for children of all ages.

- Parks that have playground equipment, sports fields and splash fountains should be accessible to children under sixteen. Sidewalks, bike lanes and cross walks are necessary for connectivity and safety.
- Play areas should be level to reduce the surface substance from slumping to low points. Further, play surfaces should also take into consideration the physical requirements of special needs users. Consider using beach sand as a cost-effective, low-maintenance playground surface. Do not use engineered wood chip surfaces because decomposition will result in regular and expensive replacement.
- Play structures and equipment come in many different materials. Avoid specifying wood because: wood footings will rot, they are prone to termite infestation, the shrink/ swell defect of moisture loosens bolts and creates a safety hazard, pressure treated wood contains chromate copper arsenate (CCA), a carcinogen.
- Wooden play structures that exist presently should be sealed every two years to prevent arsenic leaching.
- Natural play areas created from boulders, logs and land forms and playground equipment made from 100% recycled plastic or other non-metal material are recommended. Metal playground equipment can be detrimental to special needs children.
- Planting trees or other structures to shade the play area is recommended.

SITE FURNISHINGS

Site furnishings should be chosen or matched based on the current standard for Sisters. Water fountains, benches, light fixtures and posts, signage and bike racks can be used not only in the parks but in the City as well. This furniture should offer comfort, aesthetic beauty and be of formidable stature to prevent vandalism.

- Seating should be made from a material that is comfortable both in winter and the heat of summer while being able to withstand the elements and vandalism. Benches should be provided to offer places of rest, opportunities to experience views and congregate.
- Drinking fountains should be available at a ratio of one per 5 acres (with the exception of mini parks) which should have one. Drinking fountains should have the same design elements as the other furniture.

- Signage should be located in every park in areas that will be visible to all users. For example, place a sign at the entrance of the park that is visible to vehicular traffic, also place signs along the greenways and trails to inform pedestrians and bicyclists. Signage should be easy to read and informative. Interpretive signs fall into this category as well. They can be useful in natural and historic areas. When used in natural areas these signs should not be used in more sensitive places and should be used where it is universally accessible. Finally, signage should ensure graphic continuity throughout the park system.

Specific Park Guidelines

MINI PARKS

- Mini parks can be expensive to construct and maintain on a per unit basis but can be very valuable in neighborhoods that do not have parks or open space in close proximity. Following are design guidelines that will help to create spaces that have appropriate visual access and provide areas for community gathering.
- Mini Parks should be connected to a sidewalk and preferably a bike path. Housing should have direct access to the park through a path that is at a minimum of six feet wide.
- Fencing should offer privacy to residents abutting the park property line while still providing transparency. A four foot fence lined with trees that are limbed up 4 feet and shrubs that are generally 2 to 3 feet high will create a barrier for the park neighbors while still allowing the neighbors to enjoy the view of the park from their yard. Adjacent neighbors of the park should have a lockable gate to allow them direct access to the park from their yards. New development surrounding the park should be required to include gates.
- Facilities that are appropriate in mini-parks include children's playground, open grass play area and picnic tables.
- Furniture should include one drinking fountain, a street light, seating that allows for rest while walking down the street and a sign that is recognizable to passers by.
- Restrooms are not required in these parks unless community events are a part of event schedules (i.e. a parade route).

NEIGHBORHOOD PARKS

A neighborhood park should accommodate the needs of a wide variety of user groups. These spaces are designed primarily for non-supervised, non-organized recreation activities. The guidelines will help ensure these parks are desirable to the surrounding neighborhood and offer activities that function as a daily pastime for neighborhood children.

- Connectivity to the surrounding neighborhood is vital to these parks. Sidewalks, bike paths, crosswalks and connections to larger trail systems should be established. The pedestrian is more important than the car in this situation and should be thought of foremost in the overall plan.

- Fencing should maintain privacy for residents but also provide some transparency to increase resident visibility into the park. Fencing should not be greater than 6 feet in height. Vegetation can be used as a screen to allow neighbors privacy while preserving views into the park.
- Housing developments should create an entrance at some point to the park to create connectivity and ease accessibility for young people.
- Appropriate facilities in a neighborhood park include: children's play equipment, outdoor basketball courts, tennis courts, sand volleyball courts, unprogrammed play space and accessible pathways.
- Furnishing include but are not limited to drinking fountains, picnic tables and benches, trash receptacles, signage at entrances and at all major trail intersections and utilities.
- Restroom buildings should be discouraged unless community wide activities (i.e. festivals, parade routes) are located in the park. Another consideration is providing portable toilets when needed to support programs or special events. Provide locations for seating and screening portable toilets.

COMMUNITY PARKS

The size of these parks provides opportunities to offer active and structured recreation activities for young people and adults. There is also an opportunity to provide indoor facilities because the service area is much broader and therefore can meet a wider range of interests. These guidelines will help to create spaces that will be useful to people of all ages and create facilities that will be valuable to Sisters' growth.

- Community Parks should be a minimum of 10-acres in size, allowing two-thirds of the site to be available for active recreation use such as: ball fields, tennis, basketball and volleyball courts, open grass areas for free play, children's playgrounds and space for outdoor events.
- Paved pathways should direct users to the different areas within the park as well as trails, greenways, streets and sidewalks.
- Facilities that are appropriate in community parks can include: children's play equipment, outdoor basketball court, sports fields, unprogrammed play space, off-leash dog areas, utilities and accessible pathways. It is recommended that one community park in the Sisters Park System provide a community center or natural learning center to hold community events.
- Housing developments need to create access to parks if they lie on the boundary of a park. To promote further connectivity these developments should connect to other neighborhoods as well, especially if those other neighborhoods are connected to a park.
- Furnishing include but should not be limited to drinking fountains, picnic tables and benches, trash receptacles, bike racks, and signage at entrances and at all major trail intersections and utilities. Drinking fountains should be provided at intersections of larger trail systems. Drinking fountains should be designed for human and canine users.

NATURAL AREAS, OPEN SPACE, AND TRAILS

These spaces are generally left in their natural condition, with structured recreation discouraged and limited to trail, interpretive and educational activities. To achieve these goals the following guidelines should be implemented:

- Trails should meander or offer views through different ecological areas in order to fully experience the place/region. However, consideration must be made to more sensitive areas of these places
- Wetland and riparian areas should be protected by a 50 foot native vegetation buffer allowing access occasionally for interpretive and educational viewing areas that are accompanied by a sign.
- Improvements should be limited to restorative actions and minimal construction of human made elements with the exception of thoughtfully placed paths. Paths should be natural if possible (i.e. bark mulch or stone).
- The construction and design of the paths needs to be carefully planned. Take into account the amount of users, the width of the path, the type of path, the placement in regards to the topography, soils and drainage conditions. All trails do not need to be paved but the system should offer diverse experiences to those who may be more challenged than others. Pathways that are paved with asphalt or concrete should be constructed correctly to achieve the longest lifetime possible.

APPENDIX D
FUNDING SOURCES

Local Tax Options

BONDS

To issue long-term debt instruments, a municipality obtains legal authorization from either the voters or its legislative body to borrow money from a qualified lender. Usually, the lender is an established financial institution, such as a bank; an investment service that may purchase bonds as part of its mutual fund portfolio; or, sometimes, an insurance company. Issuing debt is justified based on several factors:

- Borrowing distributes costs and payments for a project or improvement to those who will benefit from it over its useful life, rather than requiring today's taxpayers or rate payers to pay for future use;
- During times of inflation, debt allows future repayment of borrowed money in cheaper dollars;
- Borrowing may improve a municipality's liquidity to purchase needed equipment or for project construction and improvements. Debt issuance also does not exhaust current cash-on-hand, allowing such general fund revenues to be used for operating expenses; and
- Interest rates rise as the maturity term of a bond increases, as borrowers have to compensate investors for locking up their resources for a longer period of time.

Oregon Law requires that all Unlimited-Tax General Obligation (ULTGO) bonds be authorized by a vote of the people. The Oregon Bond Manual – 4th Edition, recommends municipalities hire a bond counsel prior to the bond election to ensure that all requirements are met. The Bond Manual also notes that approval of an ULTGO bond requires considerable effort. Some examples of methods for gaining public support include: attitude polls, forming a bond issue citizens' committee, holding public meetings, leaflets, and door-to-door canvassing. Note that under Oregon law, no public resources may be used to advocate a pro or con position regarding a ballot measure. Accordingly, any printed materials must be purely explanatory in nature.

A fundamental rule associated with issuing long-term debt instruments is not to issue them for a maturity period longer than the project's useful life. People should not be paying for a major park or recreational facility after it is no longer in use. Further, Sisters should be very clear about the specific acquisitions and other actions to be carried out with the bond revenue, as the City will be asking residents to pay for park and recreation acquisitions. Working with the community is a key aspect of a successful bond measure.

The key benefit of bonds for park acquisition and development is that the City can generate a substantial amount of capital. This capital can then be used to purchase parkland or for major capital improvements that will serve the community far into the future.

LEVIES

A local option levy for capital improvements provides for a separate property tax levy outside the City's permanent rate limit. This levy may be used to fund a capital project or a group of projects over a specified period of time, up to ten years. Revenues from these levies may be used to secure bonds for projects, or to complete one or more projects on a "pay as you go" basis.

The advantages of levies include reduced interest, increased flexibility, enhanced debt capacity, improved borrowing terms, and increased fiscal responsibility. The major disadvantages of the approach are insufficient funding, intergenerational inequity (if, for example, long term facilities are paid for disproportionately by current users), inconsistency of funding requirements, and use of accumulated reserves. There are also legal requirements for Sisters, including property tax limitations imposed by Ballot Measure 50 (approved by Oregon voters at the statewide special election ballot on May 20, 1997).

Prior to Measure 50, Oregon's property tax system was a levy-based system. With its adoption, the system was converted to a combination rate and levy-based system, eliminating the taxing district's 'tax base' for operational purposes, which automatically increased by six percent annually. Instead, each taxing district has a frozen tax rate for operation expenses, but local jurisdictions may obtain revenue through bonds and local option levies. Revenues from local option levies are also subject to limitations under Measure 5.

Local option levies require voter approval and are subject to the double majority requirement of Measure 50 and are not considered to be a good alternative to the use of general obligation bonds for large projects or groups of projects. Property tax levies can be used for land acquisition and capital improvements; however, they are also frequently used for facility operations and maintenance.

SYSTEM DEVELOPMENT CHARGES

A SDC is a one-time fee charged on new development and certain types of redevelopment to help pay for existing and planned infrastructure to serve the development. Cities, counties and special districts in Oregon may impose SDCs for capital improvements, which include parks and recreation facilities. SDCs cannot be used for operation and maintenance costs or replacement costs for existing infrastructure capacity.

A SDC may be an improvement fee, reimbursement fee, or a combination of the two. SDCs utilized for parks and recreation facilities are generally improvement fee SDCs. Improvement fee SDCs may be charged for new capital improvements that will increase capacity and includes debt service payments. The improvement fee must be calculated such that it funds the portion of the cost of capital improvements that meets the projected need for increased capacity for future users. Revenues generated by improvement fee SDCs may be expended only for capital improvements identified in a required Capital Improvement Plan.

Partnerships

Partnerships with federal, state, and local agencies and not-for-profit groups play an important role in the acquisition and development of park and recreation facilities. Partnerships can also provide one-time or ongoing maintenance support.

FEDERAL

U.S. Fish and Wildlife Service (USFWS)
Assistance available through the USFWS include the Partners for Fish and Wildlife program. Since 1987, the program promotes conservation and habitat protection by offering technical and financial assistance to private (non-federal) landowners to voluntarily restore wetlands and other fish and wildlife habitats on their land.

Partners for Fish and Wildlife, Oregon
911 North East 11th Avenue
Portland, Oregon 97232-4181
Phone: (503) 231-6156
Fax: (503) 231-2050
Website: www.partners.fws.gov

Bureau of Land Management (BLM)
The BLM manages a wide variety of public land uses in Oregon. Public land uses include land for wildlife, recreation, timber harvest, livestock grazing, mineral resource extraction and other public uses. The BLM offers grants for land acquisition requiring that it be used for public and recreation purposes. Local government can also obtain parklands at very low or at no cost if there is a developed park plan.

Salem District Office
Bureau of Land Management
1717 Fabry Rd. SE
Salem, Oregon 97306
Phone: (503) 375-5646
Website: www.or.blm.gov

U.S. Forest Service (USFS)
The Pacific Northwest Region of the USFS offers urban and community forestry funds and assists with economic diversification projects.

Group Leader, Grants and Agreements
USDA Forest Service – Pacific Northwest Region
333 SW First Avenue, Portland, Oregon 97208
P.O. Box 3623, Portland, Oregon 97208-3623
Phone: (503) 808-2202
Website: www.fs.fed.us/r6

STATE

Department of State Lands (DSL), Wetland Grant Program
The Wetland Grant Program provides technical and planning assistance for wetland preservation efforts. Elements of the program include wetland inventory, identification, delineation, and function assessments as well as wetland mitigation, public information and education.

Wetland Mitigation Specialist
Division of State Lands
775 Summer Street NE, Suite 100
Salem, Oregon 97301-1279
Phone: (503) 986-5299
Website: http://oregonstatelands.us/DSL/PERMITS/pil.shtml

Oregon Parks and Recreation Department (OPRD)
OPRD provides and protects outstanding natural, scenic, cultural, historical and recreational sites for the enjoyment and education of present and future generations. OPRD administers grants and provides technical assistance to communities involved in parks planning.

Oregon Parks and Recreation Department
725 Summer Street NE, Suite C
Salem, Oregon 97301-1279
Phone: (503) 986-0707
Website: www.prd.state.or.us

Oregon Youth Conservation Corps (OYCC)
OYCC provides communities with needed services, while unemployed youth are placed in gainful activities. OYCC funding is distributed in equal amounts to each county in Oregon every summer. The program funds individual projects ranging from $5,000 to $10,000. The OYCC program consists of grants of labor and capital financing. Grants support conservation or environment-related projects proposed by non-profit organizations.

Oregon Youth Conservation Corps
255 Capital Street NE, Third Floor
Salem, Oregon 97310
Phone: (503) 378-3441
Fax: (503) 373-2353
Website: www.oregon.gov/CCWD/OYCC/

LOCAL

There are a variety of public, private, and non-profit organizations available to provide the City of Sisters with additional parks and recreation facilities and services. Local partnerships create cooperation among public and private partners in the area. Local businesses may also be willing to partner with the City to provide partner services. The Chamber of Commerce is a good way to begin to form such partnerships. A list of potential partners besides police and fire departments, utility providers, and the school district include:

- Sisters Organization for Activities and Recreation District
- Religious organizations
- Community associations
- Boy Scouts of America
- Girl Scouts
- Lions Club
- Historical societies & museums
- Kiwanis

Not-for-Profit Organizations

The Nature Conservancy
This is a national environmental organization focused on the preservation of plants, animals and natural communities. They have worked in direct land acquisition and in obtaining

conservation easements for protection of wilderness and agricultural lands. Their grants program is usually focused on acquisition of land, but they are willing to work with communities who want to purchase land if it is to be set aside for environmental preservation.

The Nature Conservancy of Oregon
821 S.E. 14th Avenue
Portland, Oregon 97214
Phone: (503) 230-1221
Fax: (503) 230-9639
Website: www.nature.org/Oregon

Oregon Recreation and Park Association (ORPA)
The Oregon Recreation and Park Association, a non-profit organization founded in 1954, serves as a network offering information and contacts directly related to the parks and recreation systems. ORPA's mission is to provide a network of support through professional development and resources in order to enhance the quality of recreation and parks services.

Oregon Recreation and Park Association (ORPA)
309 Lexington Avenue
Astoria, Oregon 97103
Phone: (503) 325-6772
Website: www.orpa.org

Land Trusts

The Trust for Public Land
The Trust for Public Land helps public agencies and communities create city parks. This was one of the founding goals of the Trust for Public Land and remains the only large national conservation organization focused on creating parks for people. TPL works with community leaders to identify opportunities for park creation, secure park funding, and acquire parklands. TPL's participatory design process ensures that parks meet community needs. TPL also assists in efforts for land and water conservation, heritage lands, and natural lands.

Specific to the Pacific Northwest, TPL's program, "Parks for People – Northwest" works to ensure that everyone-- in particular, every child--enjoys access to a park, playground, or open space. A community's parks, natural areas, and open spaces are often among its most important assets—identifying its character and essence. Beyond their symbolic value, these parks contribute to quality of life and offer havens where citizens seek renewal. TPL is helping established urban cities and growing communities across the Northwest plan proactively for parks and open spaces.

The Trust for Public Land
National Office
116 New Montgomery Street
4th Floor
San Francisco, California 94105
Phone: (415) 495-4014
E-mail: info@tpl.org
Website: www.tpl.org

The Wetlands Conservancy
The Wetlands Conservancy (TWC) is a non-profit land trust. It is dedicated to preserving, protecting, and promoting the wildlife, water quality and open space values of wetlands in Oregon.

The Wetlands Conservancy
Esther Lev
Executive Director
P.O. Box 1195
Tualatin, Oregon 97062
Phone: (503) 691-1394
E-mail: estherlev@wetlandsconservancy.org
Website: www.wetlandsconservancy.org/

Land Trust Alliance
The Land Trust Alliance assists nonprofit land trusts and organizations that protect land through donation and purchase. This is done by working with landowners interested in donating or selling conservation easements, or by acquiring land outright to maintain as open space. Membership of the alliance is one of the qualifications for assistance from this organization.

Land Trust Alliance
Wendy Ninteman
Western Director
P.O. Box 8596
Missoula, MT 59807
Phone: (406) 549-2750
Website: www.landtrustalliance.org

Private Donations

Donations of labor, land, or cash by service agencies, private groups or individuals are a popular way to raise small amounts of money for specific projects. Two key motives for donation are philanthropy and tax incentives. These benefits should be emphasized when collaborating with landowners. Most organizations implement capital campaigns focused on specific projects for cash donations. The typical strategy for land donations is to identify target parcels (such as identified in the Parkland Acquisition section of the Plan) and then work directly with landowners.

Soliciting donations, like partnering, takes time and effort on the part of City staff, but can be mutually rewarding. The City of Sisters should consider establishing a nonprofit parks foundation to implement a capital campaign and to accept and manage donations. The City should begin working on setting up such a group or recruit volunteers to provide the services. Generally, donations are not stable sources of land or finances and should not be relied upon as a major portion of funding.

Pursuing donations through partnerships can provide advantages to all parties involved. For example, working a land transaction through a non-profit organization may provide tax benefits for the donor, provide flexibility to the City, and reap financial benefits for the non-profit.

Grants

The securing of grants is a good strategy to supplement park acquisition and development funds. Many grant organizations throughout the country fund park acquisition and improvements, although few provide funds for ongoing maintenance activities. Most grant organizations have lengthy processes that require staff time and effort, and grants usually have very specific guidelines and only fund projects that address the granting organization's overall goals. Moreover, grants should not be considered a long-term, stable funding source. This appendix provides contacts for state, regional, and federal granting organizations and outlines these organizations' goals.

The grant process is highly competitive. When identifying possible grant funding, allocate staff time appropriately for applicable grants and pursue partnerships for volunteer grant writing. As grant agencies often look favorably upon collaborative projects, developing partnerships between agencies, organizations, and the City will improve the City's competitiveness in the grant application process.

Private Grant-Making Organizations

NATIONAL GRANTS

Bikes Belong Grants
Bikes Belong is sponsored by the U.S. bicycle industry with the goal of putting more people on bicycles more often. From helping create safe places to ride to promoting bicycling, Bikes Belong carefully selects projects and partnerships that have the capacity to make a difference. Their initial goal was to ensure funding for new bicycle facilities that would increase bike riding, boost public health and happiness, and strengthen the bike business. All proposals must encourage ridership growth, support bicycle advocacy, promote bicycling, and leverage funding with other grants. These funds cannot be used for general operating costs.

Grants that have been funding in the past include mountain bike trails, a BMX track, a 10-mile portion of the Lake Wobegon Trail in Minnesota as well as greenways for bicycle commuting and recreation.

Bikes Belong Coalition
P.O. Box 2359
Boulder, CO 80306
Phone: (303) 449-4893
Website: www.bikesbelong.org

STATE GRANTS

Oregon Community Foundation Grants
The Oregon Community Foundation (OCF) prioritizes funding based on a set of principles and four funding objectives.

- To nurture children, strengthen families and foster the self-sufficiency of Oregonians;
- To enhance the educational experience of Oregonians;

- To increase cultural opportunities for Oregonians; and
- To preserve and improve Oregon's livability through citizen involvement.

OCF awards about 200 grants annually. Most Community Foundation Grants are between $5,000 and $35,000, but multi-year grants may range up to $150,000 for projects with particular community impact. Around 5 percent of Community Grants are above $50,000 and tend to be created only for projects that are an exceptionally good fit with OCF priorities, have a broad scope of impact, and address an area to which OCF's board has decided to give special attention.

Oregon Community Foundation
1221 SW Yamhill, #100
Portland, Oregon 97205
Phone: (503) 227-6846
Fax: (503) 274-7771
Website: www.oregoncf.org/receive/grants

The Collins Foundation
The purpose of the Collins Foundation is to improve, enrich, and give a greater expression to the religious, educational, cultural, and scientific endeavors in the State of Oregon and to assist in improving the quality of life in the state. The trustees of the Collins Foundation work through existing agencies and have supported proposals submitted by colleges and universities, organized religious groups, arts, cultural and civic organizations, and agencies devoted to health, welfare, and youth.

Director of Progress
The Collins Foundation
1618 SW First Avenue, Suite 505
Portland, Oregon 97201
Phone: (503) 227-7171
Website: www.collinsfoundation.org

The Oregon Historic Trails Fund
The purpose of the fund is to develop interpretive, educational, and economic projects to preserve and protect the cultural and natural resources of Oregon's historic trails. Grants are made each fall from the Oregon Historic Trails Fund to support projects that interpret, preserve, or maintain trail-related resources. Grants may be awarded also for marketing, education, advocacy, and research related to historic trails. An advisory committee made up of people who are knowledgeable about Oregon's historic trails and cultural resources review grant applications and makes recommendations to The Oregon Community Foundation board of directors.

Historic Trails Fund
c/o The Oregon Community Foundation
1221 SW Yamhill, Suite 100
Portland, Oregon 97205
Phone: (503) 227-6846
Website: www.oregonhistorictrailsfund.org/trails/index.php

Public Grant-making Organizations

FEDERAL

National Park Service – National Heritage Areas Program
The United States Congress designates a national heritage area as a place where "natural, cultural, historic, and recreational resources combine to form a cohesive, nationally distinctive landscape arising from patterns of human activity shaped by geography". (National Park Service, www.cr.nps.gov) Through Strategic public and private partnerships, federal grant money is available to leverage funding opportunities for nationally designated heritage sites.

To determine if the City of Sisters qualifies as a National Heritage Area, the community must complete a suitability/feasibility study, using the ten guidelines developed by the National Park Service. All ten guidelines can be found at the National Park Service website.

The designation enhances local pride and includes limited technical planning and financial assistance from the National Park Service. Federal designation depends on Congressional support and the degree to which a community is engaged in a support of the designation. The four critical steps that need to be followed prior designation are:

1. Completion of a suitability/feasibility study;
2. Public involvement in the sustainability/feasibility study;
3. Demonstration of widespread public support among heritage area residents for the proposed designation; and
4. Commitment to the proposal from key constituents, which may include governments, industry, and private, non-profit organizations, in addition to area residents.

National Heritage Areas Program
1201 Eye Street, NW
8th Floor
Washington D.C., 20005
Phone: (202) 354-2222
Fax: (202) 371-6468
Website: www.nps.gov/history/heritageareas/

Land and Water Conservation Fund
This fund provides federal dollars from the National Park Service that are passed down to states for acquisition, development, and rehabilitation of park and recreation areas, and facilities. To be eligible for Land and Water Conservation Fund grants, the proposed project must be consistent with the outdoor recreation goals and objectives contained in the Statewide Comprehensive Outdoor Recreation Plan (SCORP) and elements of a jurisdiction's local comprehensive land use and parks master plans. Emphasis should be placed on the grants available to the State of Oregon rather than federal funds.

Land and Water Conservation Fund
725 Summer Street NE, Suite C
Phone: (503) 378-4168 Ext. 241
Fax: (503) 378-6447

Salem, Oregon 97301
Website: egov.oregon.gov/OPRD/GRANTS/lwcf.shtml

U.S. Department of Transportation
Through the Transportation Equity Act for the 21st Century (TEA-21), the U.S. Department of Transportation authorizes federal surface transportation programs for highways, highway safety, and transit. TEA-21 provides funding for parks and connections that include:

- Bicycle transportation and pedestrian walkways;
- Recreational trails program;
- National Scenic Byways Program; and
- Transportation and Community and System Preservation Pilots.

U.S. Department of Transportation
400 7th Street, S.W.
Washington D.C., 20590
Phone: (202) 366-4000
Website: www.fhwa.dot.gov/tea21/index.htm

National Oceanic and Atmospheric Coastal and Estuarine Land Conservation Program (CELCP)
The Coastal and Estuarine Land Conservation Program (CELCP) was established in 2002 to protect coastal and estuarine lands considered important for their ecological, conservation, recreational, historical or aesthetic values. The program provides state and local governments with matching funds to purchase significant coastal and estuarine lands, or conservation easements on such lands, from willing sellers. To date, the program has protected more than 45,000 acres of land through projects funded between 2002 and 2008.

Elaine Vaudreuil
Department of Land Conservation and Development
635 Capitol Street NE, Suite 150
Salem, Oregon 97301-2540
Phone: (301) 713-3155 x103
Website: coastalmanagement.noaa.gov/land/welcome.html

US Fish and Wildlife Service National Coastal Wetlands Conservation Grant Program
The grants will be used to acquire, restore or enhance coastal wetlands and adjacent uplands to provide long-term conservation benefits to fish, wildlife and their habitat. The National Coastal Wetlands Conservation Grant Program was established by Title III of P.L. 101-646, Coastal Wetlands Planning, Protection and Restoration Act of 1990. Under the Program, the U.S. Fish and Wildlife Service provides matching grants to States for acquisition, restoration, management or enhancement of coastal wetlands.

Division of Habitat and Resource Conservation
4401 N. Fairfax Drive, Suite 840
Arlington, Virginia 22203
Phone: (703) 358-2161
Website: www.fws.gov/coastal/CoastalGrants/index.html

North American Wetlands Conservation Act Grant Program

The North American Wetlands Conservation Act (Act, or NAWCA) of 1989 provides matching grants to organizations and individuals who have developed partnerships to carry out wetlands conservation projects in the United States, Canada, and Mexico for the benefit of wetlands-associated migratory birds and other wildlife. The Standard Grants Program supports projects that involve long-term protection, restoration, and/or enhancement of wetlands and associated uplands habitats. The Small Grants Program supports the same type of projects and adheres to the same selection criteria and administrative guidelines as the U.S. Standard Grants Program. However, project activities are usually smaller in scope and involve fewer project dollars.

US Fish and Wildlife Service
Division of Bird Habitat Conservation
4401 North Fairfax Drive
Mailstop MBSP 4075
Arlington, Virginia 22203
Phone: (703) 358-1784
E-mail: dbhc@fws.gov.
Website: www.fws.gov/birdhabitat/Grants/NAWCA/index.shtm

STATE

State Highway Funds

At least 1% of the State Highway Funds that the City receives must be spent for bicycle/pedestrian improvements and maintenance within existing street rights-of-way. Oregon Revised Statute 366.514 required the Oregon Department of Transportation and cities and counties within Oregon to "expand reasonable amounts of the highway fund to provide bikeways and walkways" and it requires "the inclusion of bikeways and walkways whenever highways, roads, streets are constructed or relocated."

ODOT also administers the Pedestrian and Bicycle Facility Improvement Grant Program, which provides grants of up to $200,000 for sidewalk completion, ADA upgrades, crossing improvements, and minor widening for bike lanes or shoulders. Competitive projects involve no right-of-way or environmental impacts; have significant local matching funds available; consider the needs of school children, the elderly, disables, or transit users; and have support of local elected officials. Grant money may not be used for the completion of trails and/or bikeways within parks but can be used to help fund larger pedestrian and bicycle improvements occurring within street rights-of-way.

Oregon Department of Transportation (ODOT)

State Pedestrian and Bicycle Grants

ODOT provides grants to cities and counties for pedestrian or bicycle improvements on state highways or local streets. Grants amount requires at least 5% local match. Projects must be administered by the applicant, be situated in roads, streets or highway right-of-ways. Project types include sidewalk infill, ADA upgrades, street crossings, intersection improvements, and minor widening for bike lanes. Grants are offered every two years.

For 2010-2011, several of the awarded grants were for pedestrian crossings, sidewalks, bicycle lanes, and streetscaping. These grants ranged from $90,000 up to almost $700,000 for projects.

Oregon Department of Transportation
Bicycle and Pedestrian Program
355 Capital Street N.E., Fifth Floor
Salem, Oregon 97301
Phone: (503) 986-3555
Fax: (503) 986-4063
Website: www.oregon.gov/ODOT/HWY/BIKEPED/grants1.shtml

Transportation Enhancement Program

These funds are available from ODOT projects that enhance the cultural, aesthetic and environmental value of the state's transportation system. Some of the eligible activities include bicycle/pedestrian projects, historic preservation, landscaping and scenic beautification, mitigation of pollution due to highway runoff, and preservation of abandoned railway corridors. The application cycle is every two years. Funding is decided by technical merit and local support.

Recently, these grants were used to help build a multi-use path in Corvallis, a bicycle/pedestrian path and landscaping in Coos Bay, and a bike bridge in Eugene.

Patricia Fisher
Transportation Enhancement Program Manager
Transportation Enhancement Program
Oregon Department of Transportation
Phone: (503) 986-3528
E-mail: patricia.r.fisher@odot.state.or.us
Website: www.oregon.gov/ODOT/HWY/LGS/enhancement.shtml

Transportation Safety Safe Routes to School Grants

The goals of the program are to increase the ability and opportunity for children to walk and bicycle to school; promote walking and bicycling to school and encourage a healthy and active lifestyle at an early age; and facilitate the planning, development and implementation of projects and activities that will improve safety and reduce traffic, fuel consumption and air pollution within two miles of the school. The National Center for Safe Routes to School is offering 35 $1,000 mini-grants for Safe Routes programs.

Julie Yip
Safe Routes to School Program Manager
ODOT Transportation Safety Division
235 Union St N.E.
Salem, Oregon 97301
Phone: (503) 986-4196
E-mail: julie.a.yip@odot.state.or.us
Website: www.oregon.gov/ODOT/TS/saferoutes.shtml

Transportation Growth Management (TGM)

Oregon's Transportation and Growth Management Program supports community efforts to expand transportation choices for people. By linking land use and transportation planning, TGM works in partnership with local governments to create vibrant, livable places in which people can walk, bike, take transit or drive where they want to go.

During the last grant award cycle, these grants were used to update pedestrian and bicycle master plans, a waterfront linkage project, and other plan and project updates. These grants generally require 12% of matching funding in the form of direct expenditures for eligible cost projects. Key requirements for this grant are local support, clear transportation relationships, meeting state mandates, and that the grants are for planning work.

Cindy Lesmeister
Oregon Transportation & Growth Management Grants
Phone: (503) 986-4349
E-mail: Cindy.L.Lesmeister@odot.state.or.us
Website: www.oblpct.state.or.us/Gov/ERT/about_us.shtml

Oregon Tourism Commission

Travel Oregon

Travel Oregon focuses on tourism related projects, and offers matching grants of up to $10,000 for tourism projects. These can include marketing materials, market analysis, signage, and visitor center development planning. This grant requires a match of funds or materials relevant to the project, and the money does not include funding for construction.

Travel Oregon Grant Program
Carole Astley
Industry Relations Manager
Phone: (503) 378-8850
E-mail: grants@traveloregon.com
Website: industry.traveloregon.com/Departments/Tourism-Development/Matching-Grants-Program.aspx

Oregon Department of Environmental Quality (DEQ)

Water Quality Non-point Source Grants

The DEQ offers grants for non-point source water quality and watershed enhancement projects that address the priorities in the Oregon Water Quality Non-point Source Management Plan. Grants require a minimum of 40 percent match of non-federal funds and a partnership with other entities. About $1.5 million of federal grants dollars will be available under the Clean Water Act.

Ivan Camacho
Oregon Department of Environmental Quality
811 Sixth Avenue
Portland, Oregon 97204-1390

Phone: (503) 229-5088
Website: www.deq.state.or.us/wq/nonpoint/grants.htm

Oregon Department of State Lands (DSL)

Easements

DSL grants easements for the use of state-owned land managed by the agency. Easements allow the user to have the right to use state-owned land for a specific purpose and length of time. Uses of state owned land subject to an easement include, but are not limited to, gas, electric and communication lines (including fiber optic cables); water supply pipelines and ditches, canals and flumes; innerducts and conduits for cables; sewer, storm and cooling water lines; bridges, skylines and logging lines; roads and trails; and railroad and light track.

Oregon Department of State Lands
Land Management, Waterway Leasing and Ownership
775 Summer St. NE, Suite 100
Salem, Oregon 97301
Phone: (503) 986-5200
Website: www.oregon.gov/DSL/LW/easements.shtml

Oregon Parks and Recreation Department

The Oregon Parks and Recreation Department administers several grant programs including the Federal Land and Water Conservation Fund, Local Government, and Recreation Trails grants.

Local Government Grants

These grants provide for the acquisition, development, and rehabilitation of park and recreation areas and facilities. OPRD gives more than $4 million annually to Oregon communities for outdoor recreation projects, and has awarded nearly $40 million in grants across the state since 1999.

Oregon Parks and Recreation Department
Michele Scalise
Grant Program Coordinator
Phone: (503) 986-0711
Grants Coordinator
Phone: (503) 986-0708
Fax: (503) 986-0794
E-mail: Michele.scalise@state.or.us
Website: www.oregon.gov/OPRD/GRANTS/local.shtml

Recreation Trail Grants

The Oregon Parks and Recreation Department accepts applications for Recreation Trial Program (RTP) grants every year for recreational trail-related projects, such as hiking, running, bicycling, off-road motorcycling, and all-terrain vehicle riding. Grant recipients are required to provide a minimum of 20 percent in matching funds. Funding is divided into 30% motorized trail use, 30% non-motorized trail use and 40% diverse trail use. Project sponsors provide at least 20% of the projects total costs.

Oregon Parks and Recreation Department
Marilyn Almero Lippincott
Senior Grants Project Coordinator
Recreation Trails Program Grants
725 Summer St. NE, Suite C
Salem, Oregon 97301
Phone: (503) 986-0711
Fax: (503) 986-0793
E-mail: marilyn.lippincott@state.or.us
Website: www.oregon.gov/OPRD/GRANTS/trails.shtml

ATV Grant Program
The ATV Grant Program provides funding statewide for off-highway vehicle (OHV) recreation. ATV grants help pay for operation and maintenance, law enforcement, emergency services, land acquisition, leases, planning, development and safety education in Oregon's OHV recreation areas. Projects require a minimum 20% match.

ATV Grant Program
Ron Price
725 Summer St NE, Suite C
Salem, Oregon 97301
Phone: (503) 986-0706
E-mail: ron.price@state.or.us
Website: www.oweb.state.or.us

Oregon Watershed Enhancement Board
The Oregon Watershed Enhancement Board (OWEB) administers a grant program that awards more than $20 million annually to support voluntary efforts by Oregonians seeking to create and maintain healthy watersheds. Small grants are available for opportunities for learning about watershed concepts (education/outreach). Watershed education could be incorporated into a parks or trail systems.

Oregon Watershed Enhancement Board
Small Grant Team Contact Officer
David Ambrose
Clatsop SWCD
750 Commercial Street, Room 207
Astoria, Oregon 97103
Phone: (503) 325-4571
E-mail: clatsopswcd@iinet.com
Website: www.oweb.state.or.us

Sisters Parks Master Plan
Public Involvement Report

Final Report

Prepared for:

City of Sisters

Sisters Parks Advisory Committee

Prepared by:

Community Planning Workshop

A Program of the
Community Service Center
1209 University of Oregon
Eugene, OR 97403-1209
http://cpw.uoregon.edu

January 2011

CPW Staff

Amanda West, CPW Project Coordinator

Research Team:

Francesca Patricolo

Patty Stevenson

Serena Parcell

Cameron McCarthy

Colin McArthur



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This project was funded by the Oregon Parks and Recreation Department. This program was created in 1998 and includes a local government grant program that was approved by the 1999 Legislature. The Oregon Parks & Recreation Commission adopted administrative rules for the distribution of state lottery funds to eligible local governments for outdoor park and recreation areas and facilities, acquisition of property for park purposes, trails, bicycle recreation opportunities, non-motorized water-based recreation. The contents of this document do not necessarily reflect views or policies of the State of Oregon.



Oregon Parks and Recreation Department

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INTRODUCTION

The City of Sisters contracted with Cameron McCarthy, a planning and landscape architecture firm based out of Eugene, Oregon, to create a Comprehensive Parks and Recreation Master Plan (Parks Master Plan). The Plan prepares a guiding vision for the parks system and provides focus and direction for policy, planning, and implementation efforts. After identifying system assets, deficiencies and needs, the Parks Master Plan will provide goals, policies, recommendations, and implementation measures that will guide the development of the park system over the next 20-years.

Cameron McCarthy engaged the Community Planning Workshop (CPW) at the University of Oregon to work in cooperation with them on community involvement activities and public meetings; inventory and evaluation of existing parks, recreation, and open space facilities and resources; and community needs assessment. Cameron McCarthy and CPW have a long-standing relationship and have partnered on several parks master plans over the years.

METHODOLOGY

Public participation helps inform the needs assessment portion of the Plan and guide the recommendations of the Parks Master Plan. This report presents a summary of the public input gathered from several involvement methods and organizes the information by parks system strengths, needs, and opportunities. Appendices to this report contain more detailed summary reports for each method. The appendices should be used to reference specific suggestions from the public.

The goal for the public participation process was to gather the views of a diversity of community members concerning the Sisters Parks System. Involvement touched a wide array of community members and stakeholders through seven different methods:

- Online survey
- Hispanic survey
- User intercept survey
- Community workshop
- Senior focus group
- Youth focus group
- Stakeholder interviews

Online Survey

Online surveys are a cost effective way to gather input from a large number of stakeholders. This online survey was designed to solicit input from a broad base of residents of the Sisters area.

The survey was created and distributed using the online survey vendor Qualtrics. The survey was available for reply from September 27th – November 5th and had 186 responses. It was distributed through email listserves, the City's website and advertised in the Nugget.

Hispanic Survey

As part of the Hispanic outreach for this plan, a member of the Hispanic Coalition asked Hispanic community members to complete a hard copy of the online survey. The surveys were administered and translated in person. Three surveys were collected this way.

User Intercept Survey

A user intercept survey allows for the gathering of information from diverse populations that share one characteristic. In this case the survey was designed to solicit input from those who use the parks in the Sisters area.

The intercept survey was conducted with park users in five parks on October 12th and October 14th, 2010. Parks included: Three Sisters Overnight Park, Harold and Dorothy Barclay Park, Creekside City Park, Village Green City Park and Cliff Clemens Park. Users who were willing to participate completed a survey form and returned it to a Community Planning Workshop (CPW) staff member. CPW collected 45 user surveys.

Community Workshop

A community workshop allows community members to interact with staff and other interested community members while providing input. This interaction allows for a dynamic input process.

The Sisters Parks Master Plan Community Workshop was held on October 14th from 4:00-6:00 pm. Thirty-three community members attended. The event was broken into four primary activities which allowed participants to provide written suggestions for the improvement of specific parks, to express their vision for the Sisters Parks and Trails system by answering prompts, to prioritize possible amenities and to provide general input by speaking individually with someone involved in the planning process.

Senior Citizen Focus Group

A Parks Master Plan focus group with the Sisters Senior Council was held on October 5th, via teleconference to the Council's regular meeting time. The objective of the focus group was to gain insight from the senior population on how Sisters parks could serve them better. The focus group was given 30 minutes

of the agenda time in which seven participants took turns sharing their opinions on parks and park system improvements.

Youth Focus Group

A focus group with 18 upperclassmen in the Sisters High School leadership class was held on November 12th at Sisters High School. The objective of the focus group was to gain insight from community youth on how Sisters parks could serve them better. The focus group included three activities: an introduction question, an ideal park exercise, and a current use exercise.

Stakeholder Interviews

Eighteen stakeholder interviews were conducted over the phone for the Sisters' Parks Master plan development. The interviews provided broader understanding of issues, strengths, weaknesses, and needs within the Sisters' park system. The half-hour interview consisted of six questions. The interview inquired about strengths and weaknesses of individual parks and the park system as a whole and requested suggestions and prioritizations of improvements and goals.

Interviews were held with a wide variety of stakeholders within the Sisters community as requested by the Parks Advisory Committee. The stakeholders ranged from government agency staff, school district and parks district staff, a member of the local community church, and members of groups and organizations that represent a diverse set of populations in Sisters, such as the local veterans, fisherman, trail alliance and public art groups, Kiwanis, soccer and little league clubs, and a member of the local community garden and senior council.

KEY FINDINGS

The following information is the result of all seven methods of public participation.

Strengths

Park System

- There is high use and overall satisfaction with the parks system.
- Current parks are well located and distributed throughout the city.
- The parks are beautiful.
- Village Green Park is the most widely used park and users expressed high satisfaction with it.
- Creekside Park is a widely used park and users expressed satisfaction with it.
- Harold and Dorothy Barclay Park received the highest rating for amenities offered in the park.

Trail System

- There is general satisfaction with the trail system.

- The multi-use path system is a strength.

Maintenance

- Park grounds and facilities are generally well maintained and clean.
- There are active and involved community members and volunteer base.
- The City has friendly employees.

Safety

- The parks are generally considered very safe.

Tourism

- The parks are generally viewed as an asset for tourism to the community and local economy.
- There are a variety of events and programs found within the parks.

Needs

Park System

- The parks system needs vision, diversity, and connectivity.
- Needs permanent space for the community garden.
- Needs a variety of park sizes.
- Needs diversity of park types and diversity of park locations throughout the city.
- Increase the number of planned activities.
- Community members want to see spaces for swimming and spaces for natural play/creek access.
- Community members want to have soccer fields and baseball/softball fields.
- The City needs additional parks (public preference for larger community and neighborhood parks).
- Maximize the usability of current facilities and spaces.
- Needs sufficient bathrooms.
- Village Green Park should have more concerts at the gazebo.

Trail System

- Needs better connectivity to other areas of Sisters.
- Improvements should be made in order to increase use.

Management/Oversight

- Needs a cohesive vision.
- Enhance coordination between partnerships and services.

- Form better leadership over parks system and collaboration with other entities.
- Better management of the parks due to a perceived a lack of leadership, communication, and collaboration from the different entities overseeing the parks.
- Needs sufficient funds for city parks.

Amenities & Facilities

- Needs athletic facilities.
- Needs adequate parking.
- Needs more all-season parking spaces (spaces with protection from rain and snow).
- A physical fitness walking trail should be added somewhere to the parks system where it could be accessed by seniors.
- The City needs a dog park so that they can safely take their dogs off leash.
- All parks and trails should have plenty of benches for seniors to stop and rest along the way.
- There should be more garbage receptacles to reduce litter around the parks and connector trails.
- Interest in a splash play facility as well as an amphitheater.
- Interest in adding swings and cardio stations to the parks system.
- All youth focus group participants agreed they need a skate bowl in town.
- Add public art.
- Add a high quality sand volleyball court.
- Add more room to play football.
- Add a park for badmitten.
- Cliff Clemens Park needs restrooms.

Safety & Access

- Improve lighting in public areas and parks for safety.
- Some people have impaired abilities and the parks system should be planned for accommodating all abilities.
- Safety or safety perception improvements for Village Green, Creekside, and Three Sisters Overnight Park. (See Youth Focus Group user map for specific areas of concern).
- Improvements to the intersection near the high school because there are many car crashes there.
- Needs to improve ADA accessibility.

Youth

- Increase the number and types of facilities to accommodate youth of all ages.

Tourism

- Tourism in the parks system is not being maximized.
- Increase wayfinding to connect visitors to parks.
- Needs more references to cultural and natural histories.

Opportunities

Park System

- Create responsibility from dog owners.
- Respondents generally think it is very important or important to serve all age groups as well as those with disabilities.
- Cliff Clemens Park does not get used very much but it is a big space so it has opportunities to be better.
- Cliff Clemens Park had the highest dissatisfaction out of all the parks, leaving it much room for improvement.
- Although it is the most enjoyed park, Village Green City Park received the highest number of complaints concerning litter, vandalism, graffiti and maintenance signaling opportunities for improvement.

Trail System

- Connect trails, paths and open spaces to other pedestrian and bicycle facilities.
- Build a new running trail close to the high school.
- More private/secluded trails for backpacking.

Management/Oversight

- There is a perceived missed opportunity to connect with other systems such as mountain biking trails, hiking trails, the Forest Service open spaces, SPRD parks, and various open spaces and trails.
- There are concerns that the bureaucratic process for parks development slows and halts progress too much and a democratic approach in decision-making needs to be better implemented.

Amenities & Facilities

- The online survey provided information on the most popular activities people in Sisters participate in (see Table 1) as well as their desires for parks and facilities (see Table 2).
- According to public participants, the most important facilities for parks to have are restrooms, playgrounds, picnic areas, and areas for special events and festivals.

- When respondents were asked for suggestions of additional amenities to the Sisters Park Systems, the most common answers were drinking fountains, horseshoe pits, lighting, a splash play area and swings.
- The city could make an indoor place to rock climb.
- A play area was suggested for Cliff Clemens Park.
- There is room for the Three Sisters Overnight Park to improve its average satisfaction rating for amenities offered in the park.

Safety

- Potential to add two roundabouts at either end of town as entry points to the city.

Youth

- Popularly desired amenities and facilities for Sisters youth include rock climbing walls, pools, swing sets, ponds, and trails.
- Larger parks that provide activities for a range of ages are desirable.
- Facilities at the middle school are also used by high school students.

Tourism

- Activities that are regionally growing in popularity offer an opportunity for the community to provide accommodation in the parks system. These activities include picnicking, running or walking for exercise, walking for pleasure, nature and wildlife observation, and hiking.

Table 1. Most Popular Activities in Sisters

Activity	Number of People Who Participant Daily, Weekly or Monthly
Walking/Hiking	128
Wildlife Viewing	105
Bicycling	98
Festivals/Special Events	98
Creek Access	79
Dog Walking	77
Athletic Club Use	72
Picnics/BBQs	61
Watching Sports Live	60
Arts & Crafts	58
Skiing/Snowboarding	58
Swimming	55

Source: Sisters Parks Online Survey, 2010

Table 2. Desired Parks & Facilities in Sisters

Type of Park/Facility	Count
Swimming Facilities	25
Trails and Connectivity Additions/Improvements	13
Amphitheater	12
Dog Park	11
Build Community Center	11
Skate Park	11
More Small Neighborhood Parks	11
More Sports Courts/Fields	11
Improved Play Equipment	10
Buy/Develop Forest Service Land	6
Permanent Community Garden	5
Better Creek Access	4
Ice Skating	4
Mountain Bike Park	3
Build a Park in the South	2

Source: Sisters Parks Online Survey, 2010

This information will be used to inform the needs assessment for the parks master planning process. Besides the public involvement report, the needs assessment is also informed by a system-wide inventory analysis, spatial analysis, level of service analysis, and operations and maintenance analysis. The needs assessment serves as a foundation from which recommendations for specific parks system improvements are formed later in the parks master planning process.

APPENDIX A: ONLINE SURVEY SUMMARY

PURPOSE

Online surveys are a cost effective way to gather input from a large number of stakeholders. The online survey was designed to solicit input from a broad base of residents of the Sisters area. This survey is one of the methods being used to collect resident and user input about the current status of the parks and trails system and areas for improvement for the Parks Master Plan. Other methods being used are stakeholder interviews, focus groups, intercept surveys and community workshops.

METHODOLOGY

The survey was created and distributed using the online survey vendor Qualtrics. The survey was available for reply from September 27th – November 5th and had 186 responses. It was distributed through email listservs, the City's website and advertised in the Nugget.

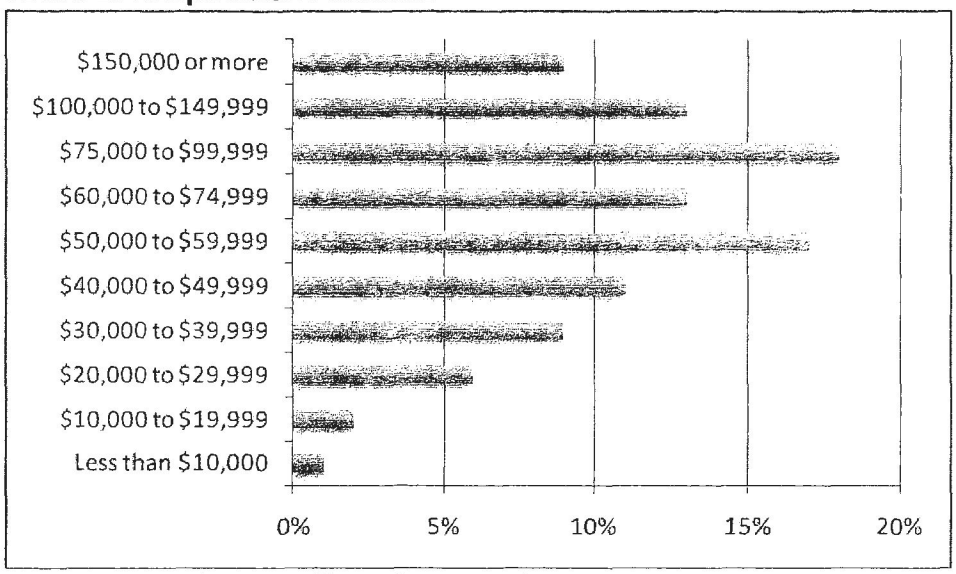
The survey contained 28 questions that asked respondents about: their use of the parks and trails, overall satisfaction with the parks system and maintenance, important features of parks in general, recreation habits, and facilities and amenities that should be added to the current parks and trails system.

RESPONDENT CHARACTERISTICS

The majority of respondents (52%) are residents of the City of Sisters. Of the 48% who are not residents of the City, 85% live within the Sisters School District and 15% live in outlying areas like Bend, Camp Sherman and Redmond. Tenure in the area was distributed fairly evenly among the categories of 1-5 years (22%), 6-10 years (29%), 11-20 years (27%) and 20+ years (15%) and almost all the respondents (90%) own their home.

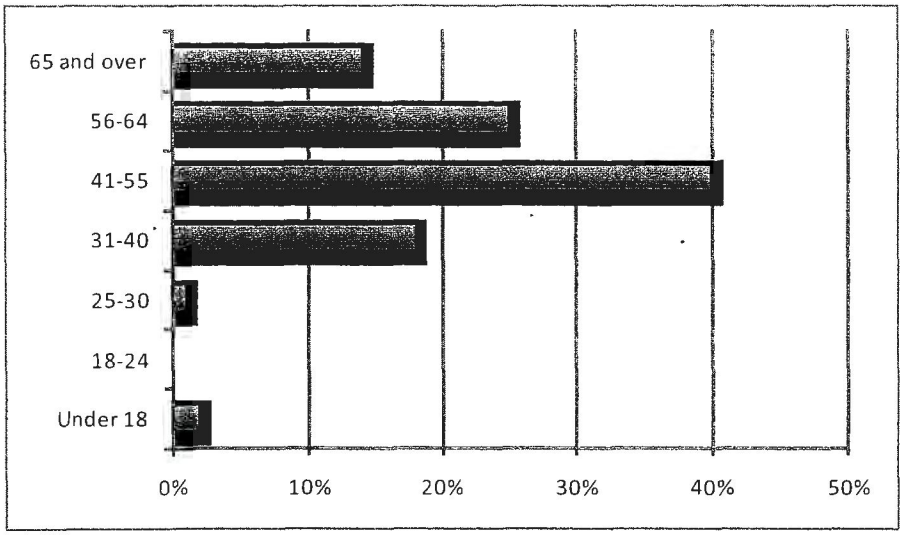
The gender distribution of respondents was 57% female and 43% male. Various income levels and ages were also represented by the respondents as shown in Tables 1 and 2. The age groups representing those 30 years and younger were underrepresented in this survey as well as those with incomes under $19,999.

Table 1. Respondent Income



Source: Sisters Parks Master Plan Online Survey, 2010

Table 2. Respondent Age



Source: Sisters Parks Master Plan Online Survey, 2010

PARK AND TRAIL USE & SATISFACTION

Park and Trail Use

Almost all respondents (98%) think that parks are very important or important to the quality of life in the Sisters area and 100% of respondents had visited a park or trail in the last 12 months. The most frequently used park was Village Green Park and the most frequently used trail was the Peterson Ridge/Sisters Mountain Bike Trail. Nine of the 13 parks and trails listed had high percentages of respondents say they never use them and two parks (Harold & Dorothy Barclay Park and Creekside Park) had their highest percentages in the 'Yearly' use category. These

results indicate that respondents are not using the parks and trails very often and that they possibly need improvements to increase the frequency of their use. Respondents most commonly access the parks and trials by driving (47%), walking (20%) and biking (23%).

Table 3. Frequency of Park and Trail Use

	Never	Yearly	Monthly	Weekly	Daily	Don't Know Facility	N=
Three Sisters Overnight Park	**59.6%**	21.3%	7.8%	4.3%	1.4%	5.7%	141
Harold & Dorothy Barclay Park	27.7%	**30.7%**	24.1%	6.6%	1.5%	9.5%	137
Creekside City Park	11.0%	**46.9%**	28.3%	9.0%	3.4%	1.4%	145
Village Green City Park	0.7%	27.0%	**47.3%**	22.3%	2.0%	0.7%	148
Cliff Clemens Park	**47.2%**	23.2%	4.2%	4.2%	0.7%	20.4%	142
Pahlisch Park	**47.6%**	12.6%	4.2%	6.3%	0.0%	29.4%	143
Pine Meadow Village	**42.8%**	19.3%	12.4%	6.9%	0.7%	17.9%	145
Whychus Creek Foot Trail	28.1%	30.1%	17.8%	8.9%	3.4%	11.6%	146
Tollgate - High School Trail	**46.9%**	21.4%	13.8%	5.5%	4.1%	8.3%	145
Peterson Ridge / Sisters Mtn. Bike Trail (includes Eagle Rock Loop)	**26.5%**	22.4%	19.7%	19.0%	7.5%	4.8%	147
Five Pine - Sisters Bike Trail Connector	**38.5%**	23.0%	16.2%	10.1%	4.7%	7.4%	148
Sisters Tie Trail	**42.5%**	19.9%	8.9%	5.5%	0.7%	22.6%	146
Lazy Z Ranch Trail	**58.9%**	8.2%	0.0%	0.7%	0.0%	32.2%	146

Source: Sisters Parks Master Plan Online Survey, 2010

Satisfaction with Quality and Maintenance of Parks System

The majority of respondents (61%) were very satisfied or satisfied with the overall quality of the parks systems and only 8% were dissatisfied. Additionally, 95% of respondent think the level of park maintenance is excellent or good. When asked about their satisfaction with specific parks, many respondents said that they 'Don't Know' what their level of satisfaction with these facilities was. Village Green City Park had the highest percentage of respondents that were very satisfied or satisfied with it (81%) follow by Creekside City Park (66%) and Harold & Dorothy Barclay Park (53%). Cliff Clemens Park had the highest percentage (11%) of dissatisfaction out of all the parks.

Table 4. Satisfaction with Parks

	Very Satisfied/ Satisfied	Neutral	Dissatisfied/ Very Dissatisfied	Don't Know	N=
Three Sisters Overnight Park	38.0%	0.1%	0.7%	**41.5%**	142
Harold & Dorothy Barclay Park	**52.8%**	0.1%	1.4%	33.1%	142
Creekside City Park	**66.4%**	0.1%	4.9%	11.9%	143
Village Green City Park	**81.4%**	0.1%	4.1%	2.8%	145

Cliff Clemens Park	22.1%	0.2%	11.0%	**44.1%**	145
Pahlisch Park	21.5%	0.1%	1.4%	**57.6%**	144
Pine Meadow Village	25.7%	0.1%	1.4%	**51.4%**	144

Source: Sisters Parks Master Plan Online Survey, 2010

The majority of respondents (55%) think that the city of sisters needs additional parks while only 26% do not think the city needs additional parks.

Recreation Activity Participation and Desired Facilities

Respondents were asked how often they or someone in their household participates in a variety of recreation activities locally. The most popular activities, judged by 50 or more respondents saying they do this activity daily, weekly or monthly, are listed below. These results show opportunities for ways to improve the parks by making these activities available, possible or more convenient.

Table 5. Popular Activities

Activity	Number of People Who Participant Daily, Weekly or Monthly
Walking/Hiking	128
Wildlife Viewing	105
Bicycling	98
Festivals/Special Events	98
Creek Access	79
Dog Walking	77
Athletic Club Use	72
Picnics/BBQs	61
Watching Sports Live	60
Arts & Crafts	58
Skiing/Snowboarding	58
Swimming	55

Source: Sisters Parks Master Plan Online Survey, 2010

Desired Facilities

Respondents were asked to write what kinds of parks and types of facilities they would most like to see in the Sisters Parks system. A total of 71 people responded to this question. A summary table of this question is below, for the complete responses see Appendix A-2.

Table 6. Desired Parks & Facilities

Type of Park/Facility	Count
Swimming Facilities	25
Trails and Connectivity Additions/Improvements	13
Amphitheatre	12
Dog Park	11
Build Community Center	11
Skate Park	11
More Small Neighborhood Parks	11
More Sports Courts/Fields	11
Improved Play Equipment	10
Buy/Develop Forest Service Land	6
Permanent Community Garden	5
Better Creek Access	4
Ice Skating	4
Mountain Bike Park	3
Build a Park in the South	2

Source: Sisters Parks Master Plan Online Survey, 2010
Note that some respondents had multiple answers.

IMPORTANCE OF PARKS AND RECREATION FEATURES

Respondents were asked to indicate the importance of several aspects of parks and recreation including: population served, features, facilities, trails, sports fields, and types of parks. The results show opportunities for making improvements to the parks system indicated by the importance of various features and facilities.

Respondents generally think it is very important or important to serve all age groups as well as those with disabilities. The highest percentages of responses were for children ages 0-12 (96%) and adults ages 20-64 (93%); however, all age groups and those with disabilities received over 80%.

Respondents indicated that it is very important or important for the facility to be well-maintained, safe and have convenient hours of operation.

Table 7. Important Features

	Very Important/ Important	Neutral	Unimportant/ Very Unimportant	Don't Know
Close to home or work	79.9%	17.3%	2.9%	0.0%
Facility is well-maintained	99.3%	0.7%	0.0%	0.0%

Not crowded	71.2%	27.3%	1.4%	0.0%
Convenient hours of operation	91.4%	7.9%	0.7%	0.0%
Safe	98.6%	1.4%	0.0%	0.0%

Source: Sisters Parks Master Plan Online Survey, 2010

Respondents also indicated many facilities that were very important or important to have in park. The most important facilities were restrooms, playgrounds, picnic areas, and areas for special events and festivals.

Table 8. Important Facilities

	Very Important/ Important	Neutral	Unimportant/ Very Unimportant	Don't Know
Horseshoe pits	24.6%	50.7%	19.6%	5.1%
Creek access for swimming	50.4%	28.9%	17.0%	3.7%
Picnic areas	**92.1%**	5.8%	1.4%	0.7%
Community center	66.4%	24.1%	8.8%	0.7%
Community gardens	72.5%	16.7%	10.1%	0.7%
Playgrounds	**92.0%**	5.8%	1.5%	0.7%
Areas for special events and festivals	**91.3%**	5.1%	2.9%	0.7%
Off-leash dog areas	48.9%	27.7%	21.2%	2.2%
Restrooms	**97.1%**	2.2%	0.0%	0.7%
Skate park	42.8%	37.0%	16.7%	3.6%
Covered playground/sports courts	50.7%	28.3%	18.8%	2.2%

Source: Sisters Parks Master Plan Online Survey, 2010

Next the survey asked about the level of importance of various types of trails. The trails that received the high percentages of very important or important include unpaved trails, mountain biking trails, running trails, and winter sport trails. Respondents were most neutral about interpretive trails (41%) and the highest percentage of unimportant or very unimportant was for paved trails (12%).

Table 9. Important Trails

	Very Important/ Important	Neutral	Unimportant/ Very Unimportant	Don't Know
Paved trails	56.5%	30.4%	**11.6%**	1.4%
Unpaved trails	**80.7%**	16.3%	1.5%	1.5%
Interpretive trails	50.0%	**41.2%**	5.9%	2.9%
Secluded trails	56.2%	35.0%	6.6%	2.2%

Mtn. biking trails	**72.5%**	21.0%	5.1%	1.4%
Running trails	**71.0%**	24.6%	2.9%	1.4%
Winter sport trails	**71.7%**	22.5%	3.6%	2.2%

Source: Sisters Parks Master Plan Online Survey, 2010

Respondents also indicated the importance of baseball/softball, football and soccer fields. The total percentages for very important and important are 64% for baseball/softball, 54% for football and 69% for soccer. Please note that were respondents were not asked to rate the sports field in relation to each other but only their importance in parks and recreation.

The last question in this series was about the importance of various types of parks. The most respondents said it was very important or important to have community parks (86%) and neighborhood parks (84%). Mini parks received the highest percentages of neutral (30%) and unimportant or very unimportant (9%).

Table 10. Important Types of Parks

	Very Important/ Important	Neutral	Unimportant/ Very Unimportant	Don't Know
Mini parks (2,500 sq. ft. to 1 acre)	58.0%	**29.7%**	**9.4%**	2.9%
Neighborhood parks (1.1 acres to 5 acres)	**84.2%**	12.2%	2.2%	1.4%
Community parks (5.1 acres to 25 acres)	**85.6%**	9.4%	2.9%	2.2%
Open space (undeveloped)	78.4%	16.5%	3.6%	1.4%

Source: Sisters Parks Master Plan Online Survey, 2010

CONCLUSION

Park and Trail Use

Almost all respondents (98%) think that parks are very important or important to the quality of life in the Sisters area and 100% of respondents had visited a park or trail in the last 12 months. The most frequently used park was Village Green Park and the most frequently used trail was the Peterson Ridge/Sisters Mountain Bike Trail. The majority of respondents (55%) think that the city of sisters needs additional parks while only 26% do not think the city needs additional parks.

Satisfaction with Quality and Maintenance of Parks System

The majority of respondents (61%) were very satisfied or satisfied with the overall quality of the parks systems and only 8% were dissatisfied. Additionally, 95% of respondent think the level of park maintenance is excellent or good.

Village Green City Park had the highest percentage of respondents that were very satisfied or satisfied with it (81%) follow by Creekside City Park (66%) and Harold & Dorothy Barclay Park (53%). Cliff Clemens Park had the highest percentage (11%) of dissatisfaction out of all the parks.

Recreation and Desired Facilities

The most popular activities for respondents to participate in were: walking/hiking, wildlife viewing, bicycling, festivals/events, creek access, dog walking, athletic club use, picnics and BBQs, watching sports live, arts & crafts, skiing/snowboarding and swimming.

The most desired facilities by respondents were: swimming facilities, trails and connectivity, amphitheatre, dog park, community center, skate parks, small neighborhood parks, sports courts/fields and improved play equipment.

Important Park and Recreation Features

Respondents generally think it is very important or important to serve all age groups as well as those with disabilities. The most important facilities for parks to have are restrooms, playgrounds, picnic areas, and areas for special events and festivals. The trails that received the high percentages of very important or important include unpaved trails, mountain biking trails, running trails, and winter sport trails. The total percentages for very important and important sports fields are 64% for baseball/softball, 54% for football and 69% for soccer. The most respondents said it was very important or important to have community parks (86%) and neighborhood parks (84%).

APPENDIX A-1: ADDITIONAL COMMENTS

28. Please share any comments you would like about your satisfaction or dissatisfaction with the parks or trails.

Text Response
I would love to see a dog park invorporated into our parks system. Also updated play equipment at Village Green as what is there is very tired looking.
Need play equipment at Clemens Park. Need swings more than just at the schools. Need tennis courts. I dont think any residents use the campground. It could be made into a space for locals rather than visitors unless the city gets revenue from it.
Clemens Park definitely needs more amenities. With the kids sports event that take place there they really need a restroom, and it is just a depressing grass rectangle overall.
We need more park amenities - especially Clemins park. It would be a great place for the community garden and an interesting, super cool play structure.. one that would be a draw for visitors.
The playground structures at Village Green Park are outdated and the swinging bench is dangerous and has no enjoyment level whatsoever. With so many children in Sisters and so many children visiting Sisters, we should have a much better playground structure to offer them! Several of my mom (and dad) friends have lamented Sisters poor park playground structures for several years now.
Sisters needs a skate park and more playgrounds. All parks should have a restroom.
I don't know a lot of these parks - maybe they are little corners of landscaping meant for visual appeal, which is important too. Creekside park is nice enough, the west end is unfortunately getting overused by cars driving right down to the creek, the grass there has turned to dust. I like that there is a place in town where we can sit and dip our feet in the creek and where children have access to play in the creek.
We need more facilities that raise the livibility of our town and area. The parks have minimal play structures and such for children and could be better connected by bike paths. I would encourage more development of facilities that reach to more variety of recreation for all members of our community. Dreaming big... a swimming facility would be ideal! and we need a skate park for our youth.
Sisters has an outstanding park system for our citizens and those visiting from outside the city

limits and those from outside central Oregon. Don't change a thing!

Nothing to link those of us out off Hwy. 126; my sone would love to ride his bike to school and I would like to ride to town...but NOT on the highway. Could be better info; easier to fine; I don't even know where the trails are! Cleaner bathrooms!!

Hey Pauline, Either the City should be responsible for all Parks and Rec stuff or SPRD should, not both... Great survey. Thanks, Andrew

The dog poop in Cliff Clemens Park prevents us from using what could be a fun place for the kids to tear around. We love the Village Green park as long as we remember to bring a towel or 2 to dry off the picnic tables and slides - could the grass be watered in the night to allow time to dry before folks would be using it? Likewise Pahlisch park - the grass seems to be too wet to enjoy nearly every time we are there. Otherwise we adore Sisters parks and bring our out of town guests to enjoy them too!

Cliff Clemens Park is a wonderful area of open space and grass. How about play equipment for children? Toilets would be nice and benches.

Eastern city trail access is limited. The proposed trail at the eastern boundary would be an excellent addition. A dog park would be a good addition to town. Those I drive to in Bend to exercise and socialize my dog are fantastic, and consistently busy. Would be a great way to get passers through to stop, and support the local economy.

Need a dedicated river trail connecting Whychus Creek Trail to the City Limits through either a land swap or Public Access Easement. The community also needs a sports complex much like Bend Pine Nursery, Umatilla ballfields in Redmond, or the Ballfield complex in Madras to have tournaments to bring people to Sisters.

Seems as though Cliff Clemens Park enjoys very limited usage except for immediate neighbors.....they think it is "their" park, not a City-owned piece of property.

Generally very well maintained, but need more amenities and interest.

We have great natural beauty and opportunity to create park "adventures". Currently we're lacking creative energy and then most important implementation.

Not familiar with Pahlisch Park and Pine Meadow Village.

The parks function well as green space in the city, and as venues for events. Village Green could use some bike parking for events and regular use, since it functions as a trail head/parking for the Peterson Ridge system. Three Sisters Overnight has really been improved

with the connector trail to Fivepine and the attention to landscaping. Clemens Park is a puzzler. Rather...minimalist. Great for tossing frisbees and letting the dog run, I guess.

Sisters Parks through the Sisters Trails Alliance has done a great job creating the trail system. I would be in favor of continuing to separate the horse and bike/walking/joging trails. For example, the Sisters Tie Trail is great except that horse use really chops up the surface making it almost unrideable or difficult to jog on.

think the Village Green Park is overused and some parks are not adequately used at this time.

Need more, and more innovative and artistic playground equipment (should see what many little towns in Vermont have). Peterson Ridge needs a proper trailhead. Would be nice if Barclay had more greenery. Need a major park on the west end of town -- the FS kiosk is nice but not a park where people can recreate. The Village Green is a jewel -- keep it that way (better restrooms, get rid of that dumpster) and create a second one on the west end of town. Need someplace to fish the Whychus from town (something more specific than off the footbridge). More could be done to enhance the Middle School Mile trail -- things like exercise stations. Need more interpretative signage along Whychus, identifying trees, history, etc. While not precisely a trail, the Washington Street bicycle boulevard would be a park-like asset.

Why didn't you ask about horseback riding? There are literally hundreds of people who horseback ride the trails around Sisters (Peterson Ridge trail network, Sisters Tie Trail, the Metolius-Windigo Trail, and all of the trails around Sisters Cow Camp and Graham Corral. OK, these trails aren't parks, but they're the reason why hundreds of people come to Sisters to recreate, and they spend money while they're there. And many of them are maintained by the Sisters Trails Alliance under the auspices of SPRD. Just because you don't see folks riding their horses down the middle of Sisters very often doesn't mean that equestrians aren't doing a lot to support the Sisters economy.

Many of the parks do not have enough play equipment/swingsets or they don't have any play equipment/swingsets. The majority of the parks do not have enough picnic tables. Most of the parks do not have bathrooms. None of the parks cater to teens.

Perhaps you could post more info around town on walking and bike trails. The Chamber of Commerce is always short on this pamphlet. More kiosks might be helpful too. We do have some very nice parks. My favorite is the Creekside Park. I am a realtor in town and my clients do care about parks, and bike/walking trails.

it would be nice to add a doggie park if at all practical

Parks and open green spaces are valuable to the community regardless of if they are used for a specifica activity or not. Clemens Park is a good example. I like seeing the attractive entry and

green expanse there instead of filled with row houses, even though I rarely set foot in or "use" the park. Every now and then I a few kids might be kicking a ball or catch with their dog. That kind of visual is important, even though it is not me in the park. A similar argument could be said of the other parks and open spaces. I just passed through Hines and they have a large park on both sides of the road that does not seem to be extensively used. However it is a wonderful visual welcome to to town, and sets a nice tone that would otherwise be boring and bleak. The community should be willing to pay for their parks and open spaces however and uniform taxes that are efficiently managed are unfortunately the only equitable vehicle for doing this. Volunteer efforts only get you so far in setting up capital improvements, and they simply don't work for long-term maintenance.

Pine Meadow Village could use more Benches and Picnic Tables.

I feel the parks & trails (that i know of and use) are kept in top notch condition but don't have great facilities - like the bathroom at Village Green is pretty appalling. Peterson Ridge trail system could use better parking and amenities (trash can, doggie poop bags, possibly even bathrooms.

The parks and trails are very nice to have. Even if I am not using them, just seeing others use them gives me satisfaction. It builds a sense of community.

Have no idea where the trails are. Need year round bathrooms at parks & doggy doo stations with bags & a trash can

I think the mt bike trails are a huge asset to the community. I am beginning to use the parks in a different way since becoming a grandparent. I am concerned a bit with safety from campers etc out Peterson Ridge trail system. Would not feel safe having my 10 year old Grandson go out there alone.

City Parks are well mantained Creekside could use picnic tables

Cliff Clemens Park is underdeveloped and held hostage by some of the surrounding residents who seem to think it is a park only for their housing development rather than a city park.

Overall, they're in great condition.

updated playground equipment would be a nice addition to either Clemens Park or Village Green.

Need more public amenities - volleyball courts, public swimming pool, etc.

It would be nice to have a dedicated dog park in town! We love the disk golf course by the High

School so we hope to see that maintained. I would like better access to swimming in town without having to join an athletic club with monthly or yearly dues.

We are dog owners and use the trail systems in town less because it is not clear about dog only trails and dogs and bikes don't mix. The trails are otherwise done very well. It might be nice to have posted the events to occur in the parks (especially the Village green) at the beginning of the summer. It would be another way to advertise free of charge about the park usage.

the reason for the neutral ratings..... village green--play equipment needs improvement and chair swing is the biggest hazard ever...i've seen so many kids get hurt on that when the chain stops it from swinging. pahlisch park--no bathroom is the only problem but a biggie, the rest is great.

Cliff Clemens park is a bare patch of grass and very unattractive, It needs a lot of upgrading before it can be attractive to residents.

need to incorporate a SENIOR CITIZEN CENTER into one of the parks...many seniors are in need of one.!!

even tho i live in Camp Sherman I use Sisters a lot and think the trails are important

The parks that have equipment for children to play on need to be updated to be more children friendly. Sisters has a large quantity of young children and they need to beable to have play equipment that is geared for them. You should check out some of the newest parks in the Bend area for ideas.

Need new restrooms at Village Green. Provide more trail connection both paved and unpaved. Provide a large sports complex that could support regional sporting events such as soccer, baseball, and softball.

The Village Green could really use a new play structure- something more for older kids as well as younger. The current structure is primarily for very young kids. The park in Bend off Reed Market has a very nice and extensive structure that would be a great model for something like it in Sisters.

The quality and number of parks determine the health and vitality of a community. Parks should be located throughout the community so that people can walk and ride their bike to access them. A vibrant community is an active community and local and regional parks make this possible.

Three Sisters overnight park is more a campground than a park. Barclay needs more identity as a park Creekside needs updating and identity as a park Village Green has identity and is a nice

community park Cliff Clemens has identity but needs a play structure and other amentities Pahlish was done nicely Pine Meadow is more like a lineal parkway. It is great for walking and running.

The parks are ok but they do not provide enough family oriented things.

Like the Peterson Ridge Trail...especially the new trails and the marker signs!

We frequent the Village Green Park and I would love to see a swing set, a couple of additional benches and the addition of some garbage cans. It is also a real drag to have my kids constantly stepping in dog poop because someone neglected to pick up after their dog, so some enforcement or additional availability of disposal facilities and bags would really be great. There is also some concerns about sketchy transactions in the Village Green Park towards the evening hours and I will often choose not to take my kids to the park for fear they will witness something entirely inappropriate.

Creekside needs more tables and maybe a gazebo. Cliff Clemens needs a playground. Would love to see a dog park (2 sections - one for large dogs and one for small dogs) somewhere near the Three Sisters Overnight Park.

APPENDIX A-2: QUESTION 18 COMPLETE RESPONSES

18. Please indicate what kind of parks, where, and the type of facilities you would most like.

Text Response
Off -leash park Small neighborhood parks
Better community tennis courts!!! The ones at the elementary school are horrible. Since the ones at Pine Meadow are locked we need good community courts please!! More community garden space would be nice. It would be good to have one on the other side of town (SW).
community garden; parks with natural area like the Forest Service Land, parks with swings and water feature. need a playground/park by the high school
Sisters needs a park in the south part of town and hear the Hayden master plan.
Parks with creek access, small neighborhood parks, swimming pool on the forest service property
Alot more parks of various sizes and types, some with grass, some with trees and picnic areas, playgrounds, some with river access, some not and mostly A LOT more trails connecting areas of sisters and through the forest and along the creek up toward 3 creeks.
I would like to see both Village Green Park and Creekside park fixed up with state-of-the-art playground structures and some new features that make each park more inviting to people and families of all ages. I am not sure if we need new parks or the parks we have just spiffed up a bit.
Sisters very much needs a skate park and bike walk train system to get around town. It would be nice to connect the town parks to the trail systems on the National Forest lands around town by town bike/walk trail.
Community gardens; bike trails connecting parks, schools, residential areas, and community centers, such as library, etc.; quality skate park; more access to Whychus Creek; swimming pool; improved play areas for children. Preserved open spaces with trails.
POOL POOL POOL POOL POOL POOL SKATEARK SKATEPARK SKATEPARK Horeshoe pits; a sand volleyball set of courts would be super cool but not high on my list of "expected" additions Trail connecting the residents off Hwy. 126 to town

Multi use parks, lots of grass, other facilities, flexible spaces for outdoor functions...

A community center as part of a park system would be fantastic and would fulfill a need for a community space for all ages and a variety of activities. We have long wished for one.

A dog park would be a great improvement to the parks system and encourage community interaction. Currently I drive to Bend just for the dog park and end up talking with strangers. How nice it would be to have the option to meet some of my fellow Sisters residents while allowing my dog to play in safe environment.

Parks for children with play equipment, a community center at the site of Forest Service property that is for sale. Swimming would be nice but a community building is most important.

I would like to see a dog park as number 1 priority. Numerous sisters area residents drive to bend to use them, we are missing out. I would like to see an amphitheater for outdoor performances and festivals\events. We have a fabulous music scene started, and no large venue to support it..

A Bend Pine Nursery type facility located on the Lazy Z in the western section of the City owned property where DEQ determined that it was not able to be irrigated with Effluent. This area could include a pin-wheel baseball/softball facility, pond/lake water feature (Using city owned irrigation rights), dog park, and performing arts amphitheater.

Mixed use park like Pine Nursery in Bend. Includes off-lease dog area, area for community garden, interpretive trail highlighting drought-tolerant, local/native plant species....as well as a skate park. In the perfect world, it would be great to have a community center as well as an outdoor/indoor swimming pool.

Need parks with more interest and a greater variety of attractions. We need to appeal to adults and children alike with parks that will draw people to want to visit.

A real skate park would serve kids who are too old for the playground but not yet adults. They need somewhere to hang out and be active. The developing neighborhoods near the schools will be the next area that needs to be considered for parks. It is important that people don't have to drive somewhere just to let their kids play in a playground. To that end, trails/paths should connect residential areas with the parks and city center so that everyone has the option of walking or biking instead of driving. And these facilities need to be ADA compliant so that all may use them.

Besides developing the Skate board park, I think Parks should consider putting in a BMX bicycle course for kids.

The one place I feel is lacking is at the Petersen Ridge Trailhead. I would like to see a mini type park there with improved parking, a restroom, perhaps benches or a picnic table. This trail gets a huge amount of foot and bike traffic which will increase as the Mtn Bike Trail expands and more events are held there as a result. I also think we need a soccer park, a skateboarding park and a place for kids to do more techical mountain biking.

see comments above

The Forest Service land would make a fantastic park. It could have many amenities such as an ampitheater, swimming pool, picnic, covered areas for play and eating, restrooms, a state-of-art (one of a kind) playground area, etc.

The Seniors in town need an indoor swimming pool. The Fitness Club is too expensive for the majority of folks. It could also provide a space for the lunch program.

Off leash DOG Parks around the perimeter of the city.

doggie park, place where available,needs rest rooms,doggie bag stations,garbage cans,something low on maintence, yet closed in for dogs to be able to run off of leash

I would rather see expansion of trail network than additional parks. I believe the current parks, in addition to existing school grounds are probably very adequate for current population. None of the parks have an overcrowding situation, even when events are under way. Thank goodness we do have the current parks, as they add a huge element of livability to the town. I would also hate to have maintenance deteriorate on existing parks due to addition of new parks. I am also skeptical that the community is currently willing to pay more in taxes for more parks right now--though land use planning for open space and future parks is essential. One opportunity for doing this without increasing taxes is to figure out a way to set aside land in the forest service/ODOT facility for community park/open space. This property is virtually at the heart of the town and the perfect West-side compliment to Village green and City park. Yes, it is not as easy as it sounds, and it will lower the sale price of this property to a developer. I honestly should find out more about the status of this property and become an advocate for a future community space.

Inner city parks for relaxation and eating lunch

Community Center, "green" Parking w/ bathrooms and open area

off leash dog park more and better trails along the creek better bathroom at Village Green a Community Center with amphitheater surrounded by park area - suitable for performing arts, community gatherings, festivals - as close to the downtown core as possible

Further development of high-quality trails and park / picnic areas in forested lands around Sisters

A fenced dog park would be a great addition to Sisters. Right now we drive to Bend to go to the dog parks. The one at Big Pine Nursery is a great example of a great dog park. It's 18 acres fenced with some trails, trees, some open play areas, drinking fountain for dogs and people and a portable bathroom. Besides residents, many travelers use these dog parks and will stay near them when traveling with pets. It would be a welcome addition to Sisters.

we need recreational parks along with seenick parks.

Centrally located, near to the downtown core with the ability to provide entertainment venues (folk festival, outdoor movies, etc)

skatepark pool skatepark pool skatepark pool

performing arts location, like the Brit in Jacksonville.

stop the crowded neighborhoods/ put in small parks in neighborhoods rather then the high density of homes

indoor swimming pool. Health club that is a more fair price compared to the athletic club.

Parks with more activities for kids beyond the small playground at Village Green. Something that children from the ages of 7-14ish would enjoy and want to spend time at.

COMMUNITY POOL!!!!

More play equipment for children, possible amphitheater for concerts, etc., handicapped accessible, community pool. Purchase and develop the Forest Service property at the west end of town.

Sister needs a swimming facility for adults.

I think that a public rec center that contained a public pool and indoor courts etc would best serve this community...

Sisters is lacking in public tennis courts, basketball courts.

Sisters needs a long term Community Garden location. Ten or more years in the same location, center of town so people can walk and bike, lots of sun, large and open. The one we have now

is wonderful, but temporary.

When my grandchildren visit there is really nothing for them to play on for the older kids (8 to 11). There is no easy way to reach the creek at Creekside and not nearly enough picnic tables. A large fenced dog park would be WONDERFUL. We should not have to drive to Bend for a safe place for our dogs to run and exercise.

skate park, an indoor park of some sort w/sport courts, rock climbing,tennis...things to do when weather is bad 9months out of the year.

Hiking trails

The city should purchase the forest service property and consider these options: public swimming pool, ice skating rink, volleyball courts

We really like Village Green and visit often, mostly because it is shaded.

The folk festival has gotten really big and it would be nice to see another park being used for that event - additional or Creekside.

the only type of park i feel we're missing is the community type park. pool and indoor courts for winter time activities. a community center may better take care of this problem though. as far as actual parks go i think improvement on existing parks would be best rather than purchase of land for a bigger park. as far as local events and festivals i like keeping it small enough to fit at our existing parks as to not loose the feel of our small community. the problem really lies with the lack of choices for finding community members at a public space in the winter months.

A maintained swiming hole in squaw creek would be nice, neighborhood parks with swings and playground equipment.

WE NEED A PLACE TO SWIM AND ICE-SKATE!!!!!!!!!! The only place to swim costs a family $115 a month. School kids don't even a place to have swim team practice. They have to use private facilities. An ice rink would be a wonderful place for Sisters families to spend time together and an additional draw for tourists. We need more paved trails off of roads for families to bike together. Now the only place to do that is to poach trails at BBR.

Senior citizen facility is very much needed as we are an older populatiuon!!

Lacrosse Fields, Village Green type community Parks

xc skiing, bike, hike, natural, maybe connecting areas thru the forests away from cars

I think that the City of Sisters should have a skate park and a swimming pool. These will make for happy children and more visitor contentment.

I think Sisters needs a large outdoor sports complex with camping facilities to facilitate regional events such as soccer and baseball/softball tournaments, cyclocross races, etc. This complex would be a benefit to locals in terms of directly using the facility and also attracting tourism/business to the community.

Off Leash Dog Park. Corner of Brooks Camp Rd. and McKinney Butte Rd.

Would love to see some sport courts, perhaps a community swimming pool, newer play structures, multi use play fields- could be used for soccer, football, lacrosse etc.

We need a park that can accommodate ice-skating and or swimming.Close to town. These activities many people go elsewhere to find.

Skate Park and connectors for winter park use (sledding, X-country, Snoe shoeing)

Community Center to hold events indoors if needed. Village Green Park gets a lot of use in summer with events and I would think the residents around there would like to see events somewhere else , would be nice to have another park like that but as far as a location I don't know but needs to be close to town. A larger park where you can hold things other than craft fairs, possibly performing arts & music.

Every neigborhood should be served by a small park. The Pahlish Park is a perfect example. It gets heavey use from families and it provides muti use options, but it does not have a bathroom. For people visiting parks provide and opportunity for them to spend more time in Sisters and if they spend more time they will spend more money.

SEPARATE Three creek cross country ski and snow shoe trails. This trail is heavily used by both type of users and it is too narrow to share. Show shoes walk over ski trails and that creates danger to cross country skies (especially when it ices over). Build trails separate to Jeff view shelter just like it is at Virginia Meisner snow park by Mt Bachelor. Ice skating ring and community pool would be nice.

Parks along the creek and more centrally located in neighborhoods

A complex with a dog park and a sports complex

I mentioned this in previous comments, but I would love to see a playground with swings and additional structures...Village Green is great, but when there is a festival or other event it is

absolutely overrun with people.
public swimming, outdoor concert space
Indoor play space for kids and adults. Dog Park!!!!!! Indoor Swimming Pool would be great too!

APPENDIX B: HISPANIC SURVEY SUMMARY

PURPOSE & METHODOLOGY

As part of the Hispanic outreach for this plan, a member of the Hispanic Coalition asked Hispanic community members to complete a hard copy of the online survey. The surveys were administered and translated in person. Three surveys were collected this way.

RESPONDENT CHARACTERISTICS

- All three respondents indicated that their annual income is less than $10,000 and that they rent their homes. Ninety percent of online respondents own their home.
- All three respondents live in households with more children under the age of 18 than the average of the online survey: these respondents each lived with three children under the age of 18, while the online average was 0.81.

PARK AND TRAIL USE & SATISFACTION

Park and Trail Use

- All three respondents indicated that they believe that the parks in Sisters are 'very important' to quality of life in the Sisters area.
- All three respondents believe that 'mini-parks' are a 'very unimportant' type of park. Two of 138 (1.4%) online respondents stated the same.
- All three respondents have visited a Sisters Park in the last 12 months.
- All three respondents walk to parks and two respondents bike. No respondent indicated that they use any other form of transportation to reach the parks. Nearly half (47%) of the online respondents indicated that they drive to parks.

Satisfaction with Quality and Maintenance of Parks System

- One of the respondents ranked maintenance of the park system as 'fair' and two ranked it as 'poor'. Of the online respondents, 6% chose 'fair' and none chose 'poor'.
- Two of the respondents answered that they are dissatisfied with the overall quality of the parks system and one respondent was 'neutral'. More than half (61%) of the online respondents were either 'satisfied' or 'very satisfied' with the parks system.

Other Comments: Reasons for Dissatisfaction with the Park System

- "There are not enough games/equipment and activities for different ages. I would like more covered parks for winter weather."

- "I go to Bend sometimes because the parks here don't have the rides/equipment for my kids: older kids can hurt my little kids. There are not enough benches to sit on."

- "The parks games need more kid's games and better lighting."

Recreation Activity Participation and Desired Facilities

Recreation Activities

- All three respondents indicated that they participate daily in bicycling and playground use. Of 147 online respondents who participate in bicycling, 33 respondents do so daily. Of the 147 online respondents who participate in playground use, 9 respondents do so daily.

Desired Facilities

- "An indoor center where kids can play while parents relax. We need a large, multi-service park where kids can play, people can run/walk, courts for several sports. Ice skating in winter and roller skating in summer for kids and teens, as in Sun River."

- "A large park with several areas; games, activities for kids of several ages, with trails for parents to walk on to be close to kids while they play. A place for parents to supervise while kids play indoors."

- "I would like a big park with enough activities for all ages. More little kid's equipment (swings, etc.)"

Importance of Parks and Recreation Features

- All three respondents believe that it is very important that the parks system serve children, teenagers and adults, while two respondents believe that it is very important to serve senior citizens and the disabled.

- All three respondents believe that each of the following features is very important: Facility is well-maintained, not crowded, has convenient hours of operation and is safe. These four features were the only four ranked in the survey. This is similar to the online responses.

- All three respondents provided identical responses when asked how important it is to include specific facilities. The respondents believe that picnic shelters, a community center, playgrounds, areas for festivals, restrooms, a skate park, covered playgrounds and creek access are very important.

CONCLUSION

The demographic information for the three Hispanic respondents is very different from the online respondents. They have a much lower annual income, are much more likely to rent their homes and live in larger households than the typical online respondent.

The Hispanic respondents are much less satisfied with the current Sisters Parks System and its maintenance than online respondents.

The Hispanic respondents demonstrate no difference in the activities they participate in when compared to the online respondents. However, the activities that the Hispanic respondents participate in daily (bicycling and playground use) are not common daily activities for the online respondents.

The Hispanic respondents are also much more likely than online respondents to state that small neighborhood parks or 'mini-parks' are very unimportant. Responses generally reflect the idea that large parks that provide activities for a range of ages are desirable.

This information will be combined with responses from participants in other public participation methods to be incorporated into the Needs Assessment portion of the Master Plan for the Sisters Park System.

APPENDIX C: USER SURVEY SUMMARY

PURPOSE

A user intercept survey allows for the gathering of information from diverse populations that share one characteristic. In this case the survey was designed to solicit input from those who use the parks in the Sisters area. This survey is one of the methods being used to collect resident and user input about the current status of the parks and trails system and areas for improvement for the Parks Master Plan. Other methods being used are stakeholder interviews, focus groups, an online survey and community workshops.

METHODOLOGY

The intercept survey was conducted with park users in five parks on October 12th and October 14th, 2010. Parks included: Three Sisters Overnight Park, Harold and Dorothy Barclay Park, Creekside City Park, Village Green City Park and Cliff Clemens Park. Users who were willing to participate completed a survey form and returned it to a Community Planning Workshop (CPW) staff member.

The survey contained 7 questions that asked respondents about their use of the park, their feeling of safety in that park and specific maintenance issues. Users were also asked to evaluate the amenities available in that park and to provide feedback on what amenities they would like to see added to the Sisters Park System. CPW intercepted a total of 45 people.

RESPONDENT CHARACTERISTICS

Approximately half of the 45 respondents (51%) are not residents of the City of Sisters. The remaining respondents (49%) are residents of Sisters, with no respondent stating that they are a resident of the Sisters School District but not the City of Sisters.

Village Green City Park had the highest number of users who agreed to complete the survey (29%), while Creekside City Park had the lowest (9%). A small number of users in Creekside City Park and Cliff Clemens Park on the day of the survey meant that those parks have the lowest representation in survey responses, despite efforts to gather information from them over the course of the day. The highest percentage of visitors was found in Harold and Dorothy Barclay Park, where 92% of users were visitors, (92%) while Cliff Clemens Park users were all residents of the City of Sisters.

Table 1. Location of Respondents

PARK	% of n=	n=
Three Sisters Overnight Park	22%	10
Harold and Dorothy Barclay Park	27%	12
Creekside City Park	**9%**	**4**
Village Green City Park	**29%**	**13**
Cliff Clemens Park	13%	6
TOTAL	100%	44

Source: Sisters Parks Master Plan User Survey, 2010

Table 2. Residency by Park

PARK	Residency		n=
	RESIDENT	VISITOR	
Three Sisters Overnight Park	20%	**80%**	10
Harold and Dorothy Barclay Park	8%	92%	12
Creekside City Park	66%	33%	3
Village Green City Park	85%	15%	13
Cliff Clemens Park	**100%**	0%	6
TOTAL	**49%**	**51%**	45

Source: Sisters Parks Master Plan User Survey, 2010

FREQUENCY OF PARK USE

Overall, one-third (33%) of respondents use the park they were in almost daily or weekly. The remaining respondents are spread somewhat evenly among the categories of once or twice a month (17%), at least a few times a year (13%), less than a few times a year (28%), and first-time users (14%). Village Green City Park had the highest percentage of daily or weekly users (67%). Three Sisters Overnight Park had the highest percentage of less than yearly users (56%).

Table 3. Frequency of Use By Park

PARK	Frequency Of Use					n=
	DAILY OR WEEKLY	MONTHLY	YEARLY	LESS THAN YEARLY	FIRST TIME	
Three Sisters Overnight Park	11%	0%	11%	**56%**	22%	9
Harold and Dorothy Barclay Park	0%	25%	17%	25%	33%	12
Creekside City Park	25%	25%	0%	25%	0%	4
Village Green City Park	**67%**	8%	16%	8%	0%	12
Cliff Clemens Park	83%	0%	17%	0%	0%	6
TOTAL	**33%**	**11%**	**14%**	**28%**	**14%**	43

Source: Sisters Parks Master Plan User Survey, 2010

FEELINGS OF SAFETY

Of 44 respondents, all felt safe in the park in which they completed the survey.

Table 4. Feelings of Safety by Park

PARK	YES	NO	n=
Three Sisters Overnight Park	**100%**	0%	9
Harold and Dorothy Barclay Park	**100%**	0%	12
Creekside City Park	**100%**	0%	4
Village Green City Park	**100%**	0%	13
Cliff Clemens Park	**100%**	0%	6

Source: Sisters Parks Master Plan User Survey, 2010

ISSUES IN PARKS

Respondents were asked to evaluate whether graffiti, litter, vandalism or maintenance issues were present in the park. Surveys generally indicated few issues with the parks.

- **Three Sisters Overnight Park:** One person was 'somewhat' concerned with the presence of graffiti in the park.
- **Harold and Dorothy Barclay Park:** No one stated that there were issues in the park.
- **Creekside City Park:** One person is 'somewhat' concerned with graffiti in the park and one person is concerned with vandalism.
- **Village Green City Park:** Two people are concerned or 'somewhat' concerned with graffiti and vandalism in the park. Four people are concerned or 'somewhat' concerned with litter and maintenance. This represents the highest average concern of any of the parks in the survey.
- **Cliff Clemens Park:** No user indicated any concerns in this park, which received the lowest average concern of any of the parks in the survey.

Table 5. Issues By Park

		Issue			
PARK		GRAFFITI	LITTER	VANDALISM	MAINTENANCE
Three Sisters Overnight Park	YES	0%	0%	0%	0%
	NO	**90%**	**90%**	**10%**	**10%**
n=10	SOMEWHAT	**10%**	**10%**	0%	0%
Harold and Dorothy Barclay Park	YES	0%	0%	0%	**10%**
	NO	**100%**	**100%**	**100%**	**90%**
n=10	SOMEWHAT	0%	0%	0%	0%

Creekside City Park	YES	0%	25%	25%	0%
	NO	75%	75%	75%	67%
n=3	SOMEWHAT	25%	0%	0%	33%
Village Green City Park	YES	8%	17%	8%	30%
	NO	83%	67%	83%	60%
n=12	SOMEWHAT	8%	17%	8%	10%
Cliff Clemens Park	YES	0%	0%	0%	0%
	NO	100%	100%	100%	100%
n=6	SOMEWHAT	0%	0%	0%	0%

Source: Sisters Parks Master Plan User Survey, 2010

SATISFACTION WITH AMENITIES

Respondents were asked to indicate their satisfaction with the amenities provided in each park. Respondents were instructed to rank their satisfaction on a scale from 'very satisfied' to 'very unsatisfied', with an option of being 'neither unsatisfied nor satisfied'. Neutral responses were not tallied, while 'very satisfied' and 'satisfied' respondents were grouped together into the 'Satisfied' category and 'very unsatisfied and 'unsatisfied' formed another group, designated 'Not Satisfied'. These two categories were then compared in order to assess average satisfaction with amenities in each park

Table 6. Average Satisfaction by Park

PARK	Satisfaction	
	Satisfied	Not Satisfied
Three Sisters Overnight Park	83%	17%
Harold and Dorothy Barclay Park	98%	2%
Creekside City Park	83%	17%
Village Green City Park	88%	12%
Cliff Clemens Park	79%	21%
OVERALL	86%	14%

Source: Sisters Parks Master Plan User Survey, 2010

Three Sisters Overnight Park

Three Sisters Overnight Park received the lowest average percentage satisfaction (64%).

One respondent in Three Sisters Overnight Park stated that they were dissatisfied with the play equipment available in that park and one respondent stated that they were dissatisfied with

the picnic shelter facilities. Forty percent (40%) of respondents were unhappy with the lighting provided in the park.

Table 6.1 Satisfaction for Three Sisters Overnight Park

AMENITY	Satisfaction		
	Satisfied	Not Satisfied	n=
Park Name Signage	83%	17%	6
Restrooms	83%	17%	6
Sports Fields			0
Benches and Seating	87%	13%	8
Landscaping	87%	13%	8
Play Equipment	0%	**100%**	1
Lighting	60%	**40%**	5
Picnic Shelter	50%	50%	2
AVERAGE	64%	36%	

Source: Sisters Parks Master Plan User Survey, 2010

Harold and Dorothy Barclay Park

Harold and Dorothy Barclay Park received the highest average percentage of satisfaction with its amenities (98%).

In Harold and Dorothy Barclay Park, 11% of respondents were unhappy with the bathroom facilities. The remaining respondents were satisfied with the facilities offered.

Table 6.2 Satisfaction for Barclay Park

AMENITY	Satisfaction		
	Satisfied	Not Satisfied	n=
Park Name Signage	100%	0%	7
Restrooms	89%	11%	9
Sports Fields			0
Sports Courts			0
Benches and Seating	100%	0%	9
Landscaping	100%	0%	9
Play Equipment	100%	0%	1
Lighting	100%	0%	5
Picnic Shelter	100%	0%	1
AVERAGE	98%	2%	

Source: Sisters Parks Master Plan User Survey, 2010

Creekside City Park

The lighting and picnic shelter facilities in Creekside City Park received 'not satisfied' responses. All other facilities in that park were satisfactory.

Table 6.3 Satisfaction for Creekside City Park

AMENITY	Satisfaction: Satisfied	Satisfaction: Not Satisfied	n=
Park Name Signage	100%	0%	2
Restrooms	100%	0%	3
Sports Fields	100%	0%	3
Sports Courts	100%	0%	1
Benches and Seating	100%	0%	1
Landscaping	100%	0%	4
Play Equipment	100%	0%	1
Lighting	0%	**100%**	1
Picnic Shelter	50%	**50%**	2
AVERAGE	83%	17%	

Source: Sisters Parks Master Plan User Survey, 2010

Village Green City Park

Twenty-nine percent (29%) of respondents in Village Green City Park were unsatisfied with the lighting provided. Twenty-five percent (25%) were unsatisfied with the sports courts facilities and 20% were unsatisfied with the sports fields. As Village Green City Park does not currently include sports fields or sports courts, those responses may be expressing a desire to add those facilities.

Table 6.4 Satisfaction for Village Green City Park

AMENITY	Satisfaction: Satisfied	Satisfaction: Not Satisfied	N=
Park Name Signage	91%	9%	11
Restrooms	92%	8%	12
Sports Fields	80%	**20%**	5
Sports Courts	75%	**25%**	4
Benches and Seating	100%	0%	9
Landscaping	100%	0%	11
Play Equipment	100%	0%	8
Lighting	71%	**29%**	7
Picnic Shelter	83%	17%	12
AVERAGE	88%	12%	

Source: Sisters Parks Master Plan User Survey, 2010

Cliff Clemens Park

All respondents (100%) in Cliff Clemens Park were satisfied with park name signage, benches and seating and landscaping. Half of respondents (50%) were unsatisfied with play equipment and one respondent was unsatisfied with the restroom facilities. These responses may be concerning the need to add these facilities, which do not currently exist.

Table 6.5 Satisfaction for Cliff Clemens Park

AMENITY	Satisfaction: Satisfied	Satisfaction: Not Satisfied	n=
Park Name Signage	**100%**	0%	5
Restrooms	0%	100%	1
Sports Fields	**100%**	0%	2
Sports Courts			0
Benches and Seating	**100%**	0%	5
Landscaping	**100%**	0%	4
Play Equipment	50%	**50%**	2
Lighting			0
Picnic Shelter	100%	0%	1
AVERAGE	79%	21%	

Source: Sisters Parks Master Plan User Survey, 2010

DESIRED ADDITIONS

Respondents were asked which amenities they would like to see added to the Sisters Park System. Responses were not based on the amenities provided in any one park but on those provided by the entire system. Drinking fountains, horseshoe pits, lighting, swings and a splash play area each received ten responses and represent the five most popular suggestions. Softball and baseball fields received very little support; only one respondent indicated that they would like to see that amenity added to the parks system. Tennis courts, a gazebo and internal trails also received very little support, with two respondents each.

Table 7. Respondents' Suggested Additions

FEATURE	NUMBER OF SUGGESTIONS
Drinking fountains	10
Horseshoe pits	10
Lighting	10
Splash play area	10
Swings	10
Benches	9

Trash cans	9
Play equipment	8
Restrooms	7
BBQ Grills	6
Teeter totters	6
Volleyball courts	6
Basketball courts	5
Landscaping	4
Interpretive signage	4
Slide	4
Grassy area	3
Picnic shelter	3
Picnic tables	3
Soccer fields	3
Gazebo	2
Internal trails	2
Tennis courts	2
Softball/Baseball fields	1

Source: Sisters Parks Master Plan User Survey, 2010

CONCLUSION

The User Survey was conducted with 45 people in one of five parks in the Sisters Park System on October 12th or 14th, 2010. The survey was given to users of Three Sisters Overnight Park, Harold and Dorothy Barclay Park, Creekside City Park, Village Green City Park, and Cliff Clemens Park and requested feedback concerning the park in which they completed the survey and for the Sisters Park System as a whole.

Overall, one-third (33%) of respondents use the park in which they completed the survey almost daily or weekly. The remaining respondents were spread somewhat evenly among the remaining categories. All users felt safe in the park in which they completed the survey, although some respondents noted issues of upkeep in some parks. Village Green City Park received the highest number of complaints concerning litter, vandalism, graffiti and maintenance.

Respondents also indicated their level of satisfaction with the amenities offered in the park. Three Sisters Overnight Park received the lowest average satisfaction rate (64%), while Harold and Dorothy Barclay Park received the highest (98%).

When respondents were asked for suggestions of additional amenities to the Sisters Park Systems, the most common answers were drinking fountains, horseshoe pits, lighting, a splash play area and swings.

This information will be combined with responses from participants in other public participation methods to be incorporated into the Needs Assessment portion of the Master Plan for the Sisters Park System.

APPENDIX D: COMMUNITY WORKSHOP SUMMARY

PURPOSE

A community workshop allows community members to interact with staff and other interested community members while providing input. This interaction allows for a dynamic input process and provides an opportunity for community members to 'feel heard'. This workshop is one of the methods being used to collect resident and user input about the current status of the parks and trails system and areas for improvement for the Parks Master Plan. Other methods being used are stakeholder interviews, focus groups, intercept surveys and an online survey.

MEETING PROCESS

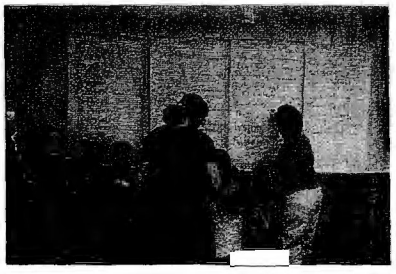
The Sisters Parks Master Plan Community Workshop was held on October 14th from 4:00-6:00pm. Thirty-three community members attended. The event was broken into four primary activities which allowed participants to provide written suggestions for the improvement of specific parks, to express their vision for the Sisters Parks and Trails system by answering prompts, to prioritize possible amenities and to provide general input by speaking individually with someone involved in the planning process. The four activities are listed below.



1. Park Tour Station: The Park Tour was a grouping of stations dedicated to individual parks in the community. At each station participants could identify ways to improve that park, either by writing on a large sheet of paper placed next to a map of the park or by completing a private comment sheet.



2. Visioning Station: This station provided an opportunity for participants to express their vision for the Sisters Parks and Trails system. Participants completed visioning sentences posted on a wall by finishing that sentence on a snowcard. Answers were then placed under the question, in order to gain a clear picture of which high-level ideas were most important and to act as a guide toward a comprehensive vision statement.



3. Amenities Priorities Station: This station consisted of a large list of possible facilities or amenities to add to the Sisters Park System. Participants were given four stickers and asked to place them next to their highest priority items. Participants were not asked to distribute stickers evenly but could instead place any number of them next to any item. Participants also had the option of adding other items to the original

list. The facilitator asked questions based on participant comments in order to glean more information.

4. General Input Station: Participants who wanted to provide suggestions and input that did not fit into the other stations or who felt most comfortable speaking with someone directly involved with the creation of the Sisters Parks Master Plan could do so at this station. Participants held one-on-one conversations with a facilitator. The facilitator recorded notes based on each conversation to ensure that ideas and comments were captured.



PARK TOUR STATION

In this part of the meeting, participants walked through stations, each of which represented a specific city park. Each station provided a map of the city park that it represented. Participants then identified ways in which each park could be improved. These suggestions were recorded on either a large sheet of paper or on an individual questionnaire. Participant suggestions typically fell into one of three general categories: positive comments (including those from participants who did not want to see any changes to that park), needs and improvements. Participants were also invited to provide any general feedback that did not apply to only one park. These general comments endorsed the development of tetherball amenities, improved public art and suggestions for improving bicycle facilities. For complete list of comments, see Appendix D-1.

	Three Sisters Overnight Park
Positive Comments	• Looks good. Nice recent improvements. • (I would not like) a dog park or a playground.
Needs	• A dog park. • A playground. • A map of the city that shows amenities. • A community garden. • Electrical upgrades.
Improvements	NONE LISTED
	Harold and Dorothy Barclay Park
Positive Comments	• Fine as a public square. • Looks good as it is.
Needs	• More planned activities • More benches.

Improvements	• To the performance area. • Creek access. • To public art pieces.
	Creekside City Park
Positive Comments	NONE LISTED
Needs	• An amphitheatre. • Electrical upgrades. • A parking facility. • Free standing benches. • Horseshoe pits. • A skate area.
Improvements	• More planned activities. • Increased creek access. • ADA ramp to the bridge.
	Village Green City Park
Positive Comments	NONE LISTED
Needs	• A water play feature. • Recycling containers. • Public art.
Improvements	• To picnic tables and garbage receptacles. • To dog stations. • To swings. • Connectivity to neighborhoods. • More planned activities.
	Cliff Clemens City Park
Positive Comments	• Good parking. • (I would not like) a playground.
Needs	• Playground equipment. • Athletic fields and equipment. • A community garden. • A water play feature.
Improvements	• To downtown access. • More planned activities. • Landscaping.

RESULTS OF VISIONING STATION

In this part of the meeting participants could provide direction in the creation of a vision statement. Prompts were answered by participants on snowcards, which were placed along one wall during the workshop. A total of thirty-three suggestions were given in response to five prompts.

Sisters' Parks Should Be...

- A great place to go
- Unique and creative, like our town
- A fun, safe place
- ADA friendly/compliant
- Fiscally self-sufficient
- A place for all ages of children, as well as adults
- Accessible by bike and foot

Sisters' Parks Should Promote...

- Imaginative play
- Community activities
- Active kids
- Performing arts (2)
- Sports (tournaments)
- People to stop and spend time in Sisters
- Spending more time with family and friends, rather than electronics

Sisters' Parks Should Be Known For...

- A great place to go
- The gateway to Deschutes County biking
- Recreation
- Arts History
- A fun place to spend the day
- A cowboy theme park
- A nice place for a picnic

Sisters' Parks Should Maintain...

- Play structures and fall zones
- What we have
- Unique play structures
- The culture of sisters
- Good neighborly relations

Sisters' Parks Should Improve...

- Cliff Clemens Park
- Benches at Creekside Park

- Pedestrian/Bicycle Connectivity
- Creek access
- Put a park in Rolling Horse (lots of kids and families there)
- Participation
- Performance areas

RESULTS OF AMENITIES PRIORITIES STATION

At the Amenities Priorities station, participants tallied their preferences for possible amenities and types of parks. Participants were given four dots to distribute among lists of types of parks, equipment and spaces that may be included in the Sisters Parks Master Plan. A total of 148 dots were used across the four lists. Participants were not required to distribute their dots evenly among choices, but were allowed to place more than one dot on an item that was highly valued to them.

Types of Parks	
Splash Play	10
Amphitheatre	6
Dog Park	6
Skate Park	5
Healing Gardens	5
Botanical Gardens/Arboretum	3
Demonstration Gardens	1
Themed Park	0

Equipment	
Swings	10
Cardio Stations	8
BBQ Areas	4
Fort-Themed Play Structure	3
Play Structures	3
Gazebo	3
Interpretive Signage	3
Benches	2
Teeter Totters	2
Horseshoe Pits	2
Picnic Tables	2
Mtn Bike Agility Course	1

Spaces For...	
Swimming	13
Natural Play/Creek Access	8
Performance Areas	7
Ice Skating	6
Fly Fishing	6
Art	4
History	3
Sledding	2

Sports Courts and Fields	
Soccer Field	6
Softball/Baseball Fields	4
Volleyball Court	3
Tennis Court	2
Sand Volleyball Court	1
Open Fields	1
Basketball Court	0

RESULTS OF GENERAL INPUT STATION

At the General Input Station, participants could speak individually with someone involved in the parks planning process. The facilitator took notes about the feedback received at this station. Only three people decided to visit this station. The notes taken by the facilitator are below.

- East side potential park, Cascade Street, city ownership,
  - Planned for public access, bikeway
  - Was looked at to be accessible to whole neighborhood.
- Old brookscanlon mainline, to be paved for bike path, connector between Sisters and Bend
- Connection to Peterson trailhead
- Dog waste receptacles at Village Green
- More garbage containers at Village Green
- Skate rink
- Support for acquiring forest service parcel (triangle) at intersection of 20 and 242.

CONCLUSION

On October 14th, 2010, 33 community members attended the Sisters Parks Master Plan Community Workshop. Participants provided feedback at four stations, designed to solicit input on opportunities for improvement in specific parks, possible aspects of a vision statement and priorities for amenities.

At the Parks Tour Station, participants provided feedback for specific parks in the Sisters Park System. Participant suggestions typically fell into one of three general categories: positive comments (including those from participants who did not want to see any changes to that park), needs and improvements. Four of the five parks received responses asking for an increased number of planned activities. Suggested improvements in public art and connectivity to other areas of Sisters were also common responses.

At the Visioning Station, participants provided suggestions for what the Sisters Park System should maintain, be known for, improve and promote. Responses generally centered around the creation of unique, fun and accessible park spaces.

At the Amenities Priorities Station, participants ranked amenities based on their interest in seeing that amenity added to the Sisters Park System. 'Splash play' (10 responses) and 'amphitheatre' (6 responses) received the most votes for 'Types of Parks,' while 'swings' (10 responses) and 'cardio stations' (8 responses) were the most popular options for 'Equipment'. Spaces for 'swimming' (13 responses) and 'natural play/creek access' (8 responses) ranked as respondents' highest priority for Spaces and 'soccer fields' (6 responses) and 'baseball/softball fields' (4 responses) ranked as the highest for Sports Fields.

This information will be combined with responses from participants in other public participation methods to be incorporated into the Needs Assessment portion of the Master Plan for the Sisters Park System.

APPENDIX D-1: RESULTS FOR PARK TOUR STATION

Three Sisters Overnight Park

- Needs a playground
- Needs a dog park
- Electrical upgrade in Southeast end for Whychus Trail lighting and park lighting
- Map of city (shows amenities)
- Looks good! Nice recent improvements
- Community garden
- No dog park or playground

Harold and Dorothy Barclay Park

- A performance area could be added to one side of the bathrooms. As it currently stands, a make-shift performance area can be set up in front of the bathroom doors but this is not visually attractive
- A couple of public art pieces could fit well in this park
- Like to see more small activities planned for this park
- Would like to play in the creek
- Fine as is – public square
- Occasional small musical groups on weekends in the summer
- A few more benches
- Public art – something to stop and look at
- Looks good as is...but is it really a park?
- Improve public art
- Make use of park for smaller crafts shows, only bead show is held there now

Creekside City Park

- Amphitheater (small) (agree!)
- Electrical upgrade for festivals
- Parking facility
- Free-standing benches
- Remove BBQ stands
- Add artwork
- Hold more activities there
- Smooth ADA ramp to the bridge
- A clearly marked area to access the creek
- Horseshoe pits at the east end of the park (there is no grass or amenities in this area)
- Needs dog stations
- Yes to horseshoe pits
- Yes to small performance space and electrical upgrade, otherwise it's beautiful, keep it natural
- Would like to see more activities held throughout the year

- Improve public art and event spaces, possibly add a skate area

Village Green City Park

- I am concerned about the overuse of this park and ultimate difficulty maintaining it
- More garbage containers throughout park
- Picnic tables throughout entire park – not just gathered in one area
- Water play feature
- Water fountains
- Recycle containers
- Plastic bags to pick up "dog residue" only available on one side of the park, only one dog station in this park, should be four
- Swings
- Encourage community activities
- A single bench swing for parents that doesn't jolt back and forth
- More garbage cans/recycling containers
- Improve connectivity to all the neighborhoods, otherwise people drive or ride bikes on the road
- Add public art
- More garbage containers on all sides of the park
- Have tables in all parts of park – not just gathered in a few areas

Cliff Clemens City Park

- Playground equipment
- Athletic field equipment
- Bathrooms
- Rock for climbing (SPRD has walls and would donate)
- Sand volleyball
- Swings
- Wireless node
- Hold more activities there
- Make a clear way to walk there from downtown – would also help the Pottery
- Good place for demo garden – densely populated area and not good for playground equipment etc re noise factor
- Better landscaping to make it more inviting
- Good parking but tourists do not know that. This park is there as a rest stop, picnic tables, bathrooms
- Water play feature
- Rooftop covering for playground
- Fort themed play structure
- Community Garden
- Improve benches, picnic tables, drinking fountains, restrooms, trash cans,

cooking/BBQ facilities, play equipment, public art, event spaces and trees

Other Comments

- Sisters is becoming a bicycle mecca. How will that be incorporated? What about a joint FS/City Park either at Petersen Ridge Pkwy area (this is in the city) or the old Brooks-Scanlon Mainline Road (this is ¾ miles outside the city)?
- Tether ball at any park
- Agree with tether ball at any park
- Public art in all parks

APPENDIX E: SENIOR FOCUS GROUP SUMMARY

PURPOSE & METHODS

A Parks Master Plan focus group with the Sisters Senior Council was held on October 5th, 2010 via teleconference to the Council's regular meeting time. The objective of the focus group was to gain insight from the senior population on how Sisters Parks could serve them better. The focus group was given 30 minutes of the agenda time in which seven participants took turns sharing their opinions on park and park system improvements.

KEY FINDINGS

Members praised many aspects of the parks system saying that they are happy with the parks for the most part. The group agreed it was important to mention that not everyone is a biker or runner. Some people have impaired abilities and the parks system should be planned for accommodating all abilities. All parks and trails should have plenty of benches for seniors to stop and rest along the way.

Physical Fitness Stations

Focus group members were in favor of having a physical fitness walking trail added somewhere to the parks system where it could be accessed by seniors (although others would use it too). One member noted that there is a great example of this in San Jose, California. The idea is that there would be perhaps 10-15 equipment stations along a walking trail where individuals could stop, read the instructions, and do the activity for each station. It is a great way to get people active outdoors and these stations are particularly senior-friendly. It would actively promote health and wellness in the community and be an asset to the parks system.

Additional Comments

Some members mentioned Village Green Park should have more concerts at the gazebo. It would be enjoyable to go to the park and listen once a week or once a month during the warm months.

The City needs a dog park so that they can safely take their dogs off leash. There are a lot of people in the community that have dogs and it would probably be highly used. One member opined that all the existing parks are too small for a dog park.

Some of the focus group members mentioned that Cliff Clemens Park needs restrooms. The park does not get used very much but it is a big space that has opportunities to be better. Some participants suggested a play area would be nice.

Some Senior Council members also mentioned that there should be more garbage receptacles around to reduce litter around the parks and connector trails.

CONCLUSION

The senior focus group did not elaborate upon the strengths of the parks system though they indicated they are generally pleased with it. The following summary of their identified needs and opportunities will be incorporated into the Public Involvement Report portion of the Needs Assessment of the Parks Master Plan. The Needs Assessment, in concert with the Master Plan Vision and Goals, will guide overall recommendations for parks, trails, and system-wide improvements.

Senior focus group identified needs and opportunities include the following:

Needs

- Cliff Clemens Park needs restrooms.
- There should be more garbage receptacles around to reduce litter around the parks and connector trails.
- Some people have impaired abilities and the parks system should be planned for accommodating all abilities.
- The City needs a dog park so that they can safely take their dogs off leash.
- All parks and trails should have plenty of benches for seniors to stop and rest along the way.

Opportunities

- Focus group members were in favor of having a physical fitness walking trail added somewhere to the parks system where it could be accessed by seniors.
- Village Green Park should have more concerts at the gazebo.
- Cliff Clemens Park does not get used very much but it is a big space so has opportunities to be better. Some participants suggested a play area would be nice.
- Some people have impaired abilities and the parks system should be planned for accommodating all abilities.

Appendix F: Youth Focus Group Summary

Purpose & Methodology

A focus group with 18 upperclassmen in the Sisters High School leadership class was held on November 12th, 2010 at Sisters High School. The objective of the focus group was to gain insight from community youth on how Sisters Parks could serve them better.

The recruitment for the focus group initiated though contact with the school principal who directed CPW to the leadership class. CPW was then contacted by the leadership class instructor and invited to hold our focus group with the upperclassmen of her class.

The focus group included three activities: an introduction question, an ideal park exercise, and a current use exercise. The goals of the activities were to identify how Sisters parks could better serve youth and to better understand how youth are currently using the parks system. Of the participants, six live in the city limits and 12 live outside the City limits. It was noted that the City limits encompass a small area.

Introduction Question

For the introduction, participants were asked go around and share with everyone an activity they like to do outside or at parks and one thing they need in order to do it. Participants enjoy activities ranging from running to hockey and have some specific needs for each type of activity. The most popular activities among the participants included running, hiking, backpacking, hunting & fishing, and mountain biking. Most of the needs for all these popular activities included appropriate trails.

Results as follows are organized in order of general activity popularity among participants (on the left) and their comments on what is needed to do those activities (on the right):

Activities Individuals Participate In (and number of participants who repeated the activity)	What is Needed to Participate in the Activities Mentioned
Run (4)	Trails to run on, don't have trail close to the school, some trails here are in good running condition and some aren't, need more trails
Hike (3*)	A trail that is easy to walk on, good trails
Backpacking (3)	Take down trails, people to respect the wilderness rules, more private/ secluded trails
Hunting & fishing (3)	Less people in the woods, fishing spots, forest
Mountain biking (2*)	Bikable trails and a mt. bike, trails
Horseback riding	Trails and a course
Rock climb	Need easier access to places to climb outdoors, need an indoor place to climb

Volleyball	Hard to find a good court to use. The sand here is bad at the court and it isn't open all the time
Football	Need more room to play
Lacrosse	Good fields
Handball	Facilities for that sport
Hockey	Need ice

*= While students were sharing, other students indicated they participate in that activity as well.

Ideal Park Exercise

For the Ideal Park Exercise, participants were asked to close their eyes and imagine the following scenario: The City of Sisters has decided to name a park after you for your leadership in the community. What would it look like? Who would use it/ who would you design it for? What facilities and amenities might it have?

Upon opening their eyes, they were each given large white sheets of paper and colored markers and asked to draw their vision for an ideal park that could be realistically built. Each focus group participant then shared their drawing with the group, indicating the facilities and amenities they included.

The most popular facilities and amenities included in participant drawings were rock climbing walls, pools, swing sets, ponds, and trails. A skate park was mentioned as a unique response; however, it was well received among participants who had consensus that a skate park would be well used in the community (noting that the half-pipe that currently exists is not enough and is in poor condition).

The following results include a list of facilities and amenities students drew in the order of their popularity among participants:

Facility/ Amenities in Participants' Ideal Parks	Number of Times Facility/ Amenity was Repeated
Rock Climbing Wall	7
Pool	6
Swing Set	6
Pond (for viewing & fishing)	6
Trails (walking, mt. bike)	6
Slides	4
Large Open Fields	4
Stage	3
Merry-go-round	3
Tennis Court	3

Trampoline	3
Concession Stand	2
Benches	2
Basketball Court	2
Trees	2
Dog Area (Dog Park)	2
Fountain	1
Wildlife	1
Play Structures	1
Bounce House	1
Tree Houses	1
Restrooms	1
Volleyball Court (sand)	1
Trash cans	1
Sitting Area	1
Picnic Area	1
Soccer Field	1
Skate Park	1

Current Use Patterns Exercise

Participants were given maps of the City of Sisters with all the parks and trails labeled and colored markers. They were asked to draw and write on the maps using specific colors to indicate different features, use patterns, and concerns. Participants used the following indications on their maps:

- Orange circles representing dangerous areas or areas that feel unsafe.
- Black circles and dots representing parks they use and other places they go.
- Green lines indicating the routes they walk.
- Brown lines indicating the routes they bike or skate.
- Red lines indicating the routes they drive or are driven.

Participants were asked to share what they drew using the directed methods of indication for dangerous or unsafe areas, parks and places they use and go, routes they walk, bike, or skate, and routes they are driven. The following are comments and responses made by participants:

Dangerous areas or areas that feel unsafe:

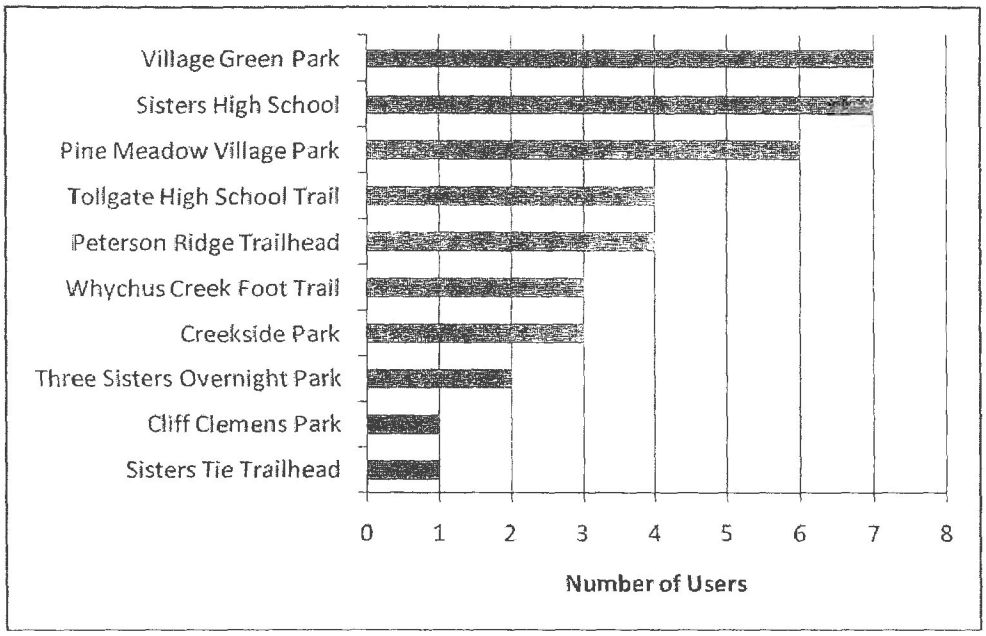
- They think Village Green, Creekside, and Three Sisters Overnight Park feel unsafe sometimes.

- Eleven out of 18 participants felt that Village Green is scary at night and they think drugs are dealt there.
- Sixteen out of 18 participants felt that Creekside Park is scary sometimes because there are homeless there and they have concerns regarding drug dealing. They also think it is too dark.
- Participants mentioned the intersection near the high school is scary because there are many car crashes there.

Places they go:

- Eleven out of 18 participants use and like to go to Village Green Park.
- Six out of 18 participants use Creekside Park.
- One out of 18 participants use the Industrial Park area to play in the big open field.
- Two out of 18 participants use Saddlestone Park.
- Seven out of 18 participants use the facilities at the Middle School. Users mentioned it is close enough to the high school and that they have a big field because it is combined with the Community Church facilities. They can also play disc golf and wall ball there.
- Participants agreed that people do not go to many destinations in Sisters because they are "either in the woods or at school."
- Seven out of 18 participants ust Village Green Park and High School facilities.
- Pine Meadow Village Park (a private park of a development) is used by six of the 18 participants.
- Four of the participants use the Tollgate High School Trail and Peterson Ridge Trail, however three participants use the Whychus Creek Foot Trail and Creekside Park.
- Two participants use or visit the Three Sisters Overnight Park, while just one participant each indicated they use Cliff Clemens Park or the Sisters Tie Trail.

Table 1. Parks and Other Places Used by Youth Participants



Routes they walk, bike, or skate:

- One participant mentioned he commutes to Bend in order to skateboard.

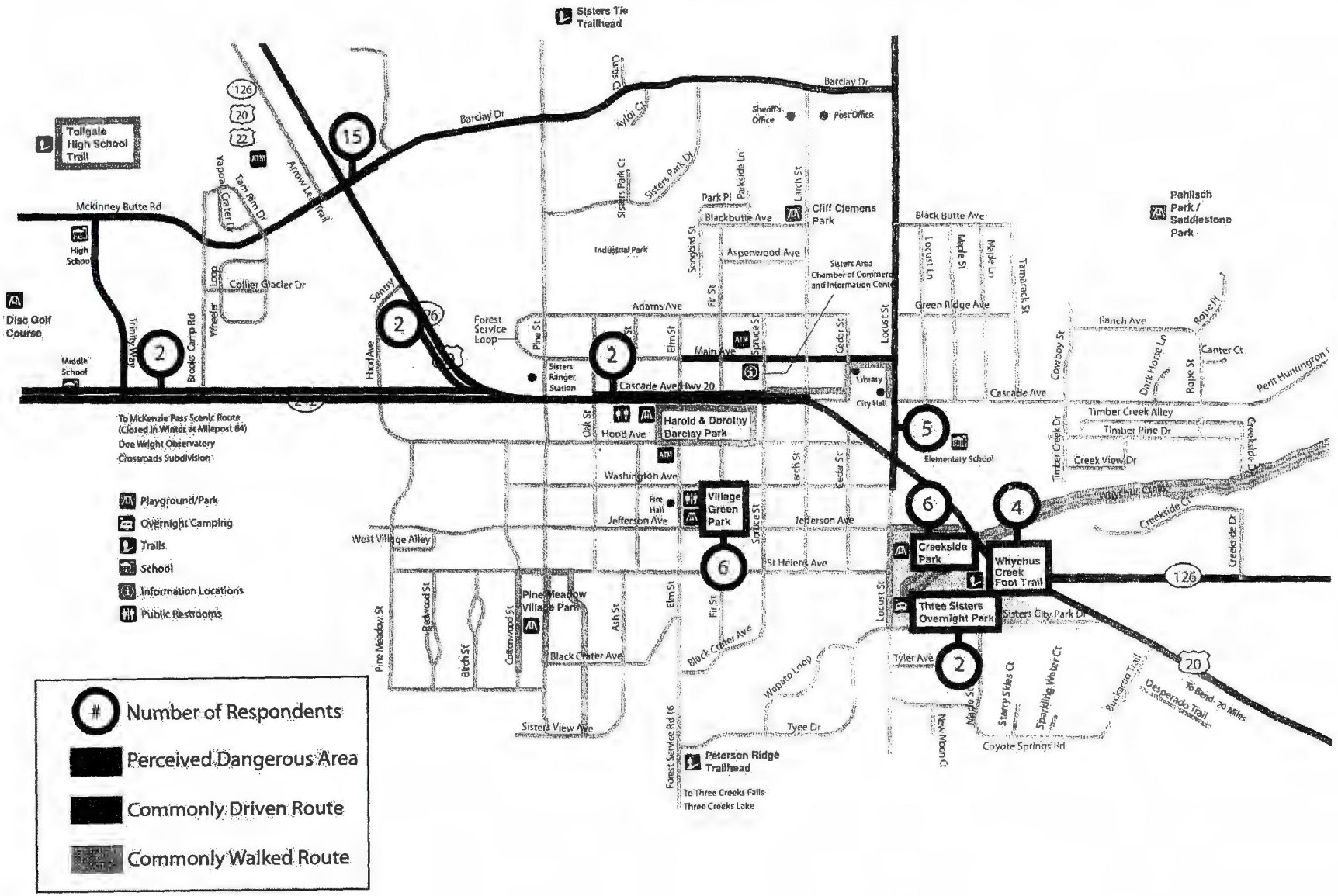
Routes they drive or are driven to:

- Participants said they mostly drive around town because they live outside of town and have to commute.
- Ninety percent of participants say they drive from park to park.

Additional comments:

- Fifteen out of 18 participants want a park for badmitten.
- All participants agreed they need a skate bowl in town.

Youth Focus Group
Current Use Patterns Exercise



Conclusion

The youth focus group indicated strengths, needs, and opportunities for the parks system which are summarized below. The summary of comments will be incorporated into the Public Involvement Report portion of the Needs Assessment of the Parks Master Plan. The Needs Assessment, in concert with the Master Plan Vision and Goals, will guide overall recommendations for parks, trails, and system-wide improvements.

Strengths:

- Eleven out of 18 participants use and like to go to Village Green Park.
- Six out of 18 participants use Creekside Park.
- Seven out of 18 participants use the facilities at the Middle School. Users mentioned it is close enough to the high school and that they have a big field because it is combined with the Community Church facilities. They can also play disc golf and wall ball there.

Needs:

- All participants agreed they need a skate bowl in town.

Opportunities:

- The most popularly desired activities for participants included rock climbing walls, pools, swing sets, ponds, and trails. Having an indoor place to rock climb. Safety or safety perception improvements for Village Green, Creekside, and Three Sisters Overnight Park.
- Improvements to the intersection near the high school because there are many car crashes there.
- A high quality sand volleyball court.
- More room to play football.
- A park for badminton.
- Build a new running trail close to the school. Participants felt like more trails are needed around town.
- More private/ secluded trails for backpacking.

APPENDIX G: INTERVIEW SUMMARY

PURPOSE

The importance of conducting interviews with a variety of local agencies and organizations was to provide broader understanding of issues, strengths, weaknesses, and needs within the Sisters' park system. Interviews were held with a wide variety of stakeholders within the Sisters community as requested by the Parks Advisory Committee. The stakeholders ranged from government agency staff, school district and parks district staff, a member of the local community church, and members of groups and organizations that represent a diverse set of populations in Sisters, such as the local veterans, fisherman, trail alliance and public art groups, Kiwanis, soccer and little league clubs, and a member of the local community garden and senior council.

METHODS

Eighteen stakeholder interviews were conducted over the phone for the public participation portion of the Sisters' Parks Master plan development. The half-hour interview consisted of six questions, which inquired about strengths and weaknesses of individual parks and the park system as a whole and requested suggestions and prioritizations of improvements and goals. Interview questions were grouped into similar categories to see how often a particular response was given. Each response was counted and placed into a high, medium, and low frequency distribution for comparison. The table for each question lists the comment, the number of times it was said (Count), and the frequency category it falls into (High, Medium, Low).

FINDINGS

Strengths of the Park System

Response	Count	Frequency
Variety of events and programs	9	High
Village Green	6	
Park locations	4	Medium
Maintenance of parks	4	
Creekside Park	4	
Community members and volunteers	3	
Three Sisters Overnight Park	3	
Loved and used by community	2	Low
Multi-use path system	2	
Barclay Park	2	
Safety in parks	1	
City staff	1	
Beautiful parks	1	
Used by tourists	1	
Supportive of economy	1	

For strengths of the Sisters' park system, high frequency responses included a **variety of events and programs** found within the parks, particularly during the summer months and an appreciation of the **Village Green** park located downtown Sisters. Interviewees felt it is an asset because it in a good location, is well used, has a nice layout and use of open space, has a nice playground, bathrooms, and memorial rock, and is a jewel of the city.

Medium frequency responses included **park locations** and distribution through out the city, the parks are very well **maintained** and clean (which shows a passion in the maintenance crew), and the active and involved **community members and volunteer** base. The final medium frequency response referred to **Creekside Park**, which is appreciated for its natural setting, nice picnic spots.

Low frequency responses stated that the parks are well **loved and used by community** members and the **multi-use path system** is strength because it is used by people of all ages and abilities (due to paving) and has a nice connection to Hwy 242 and Whychus Creek. **Barclay Park** is also perceived as well-used and enjoyed as well as the **Three Sisters Overnight park** which is perceived as an outstanding RV park with a well-designed dump station. **Safety** of Sisters parks received a comment, as did the **City's friendly staff**. The last three low frequency responses were Sisters **beautiful parks** and how well tourists use them, which supports of the local **economy**.

Weaknesses of the Park System

Response	Count	Frequency
Lack of opportunities for youth of all ages	6	High
Management of parks	5	
Lack of bathrooms	4	
Lack of vision for park system	4	
Park sizes, diversity and locations	4	
Missed opportunity to connect with other systems	4	
Insufficient funds	3	Medium
Neighbors of parks	2	
Inadequate parking	2	
Lack of athletic facilities	2	
Connection with tourists	2	
All-season spaces in parks	1	Low
Lack of reference to cultural and natural histories	1	
ADA accessibility	1	
Lack of responsibility of dog owners	1	
Lack of permanent space for community garden	1	

High frequency responses for weaknesses of the Sisters' park system included a **lack of opportunities for youth of all ages.** Interviewees felt the park system lacked play structures and sufficient spaces and activities for older youth. Respondents also stated **management of the parks**, due to a perceived a lack of leadership, communication, and collaboration from the different entities overseeing the Sisters' parks and concerns that the bureaucratic process for parks development slows or halts progress too much and a democratic approach in decision-making needs to be better implemented. Other high frequency responses were the parks system lacks sufficient **bathrooms**, a cohesive **vision**, and variety of **park sizes, diversity and locations** throughout the city. Also mentioned was the perceived **missed opportunity to connect with other systems** such as mountain biking trails, hiking trails, and the Forest Service open spaces, SPRD parks, and other various open spaces and trails.

Medium frequency responses included **insufficient funds** for city parks and that **neighbors of parks** treat the parks as private neighborhood facilities and discourage public use. Other medium frequency responses were **inadequate parking** and a **lack of athletic facilities** for tournaments and general whole-field play for the public's use. Respondents also felt that Sisters' parks do not **connect with tourists** and should be seen more as destination spots, which could prevent residents and tourists from traveling to neighboring cities.

Low frequency responses included more **all-season spaces** (spaces with protection from rain and snow) and more **references to cultural and natural histories** such as art pieces, sculptures, and information kiosks. Other low frequency response were concerns over the lack of **ADA**

accessibility in the parks, **lack of responsibility from dog owners** in regards to cleaning up after their pets, and a **lack of a permanent space for the area's community garden**.

Improvements for Parks System

Response	Count	Frequency
Coordination & collaboration	9	High
Amenities, facilities, activities	7	
Goals and planning	3	Medium
Work with existing parks system	2	
Youth	2	
Acquiring new land	2	
ADA accessibility	1	Low
Utilizing volunteers	1	
Natural & cultural history	1	
Management of parks budget	1	

The highest frequency response for improvements for the Sisters' park system was on **coordination and collaboration**. This refers to collaborating with Sisters Trails Coalition, partially to help improve connectivity, working with BLM, the County, the Forest Service, the fire department, and SPRD (and even possibly house SPRD within the City). Interviewees suggested that these entities have similar interest (trails, youth, open spaces, etc.) and should coordinate efforts, budgets, and fundraising. One respondent also suggested the City should be more proactive and provide more leadership. The other high frequency suggestion included **amenities, facilities, and activities**. Suggestions referred to adding more stalls in public bathrooms, ADA toilets, picnic tables with extended ends for people in wheelchairs, dog waste bag dispensers, and covered areas for snow and rain, a skate park, open spaces for whole-field play, a BMX course, interpretive trails, hiking trails for the blind, a fly-fishing casting pond, more mountain biking and cycling opportunities for all ages, athletic fields, and incorporating a permanent space on City land for the local community garden with good sun exposure.

Medium frequency responses included **goals and planning**, which refers to planning ahead to make Sisters an attractive place for visitors and people looking to move to the region. A respondent suggested each park have a theme in response to the goals and purpose of each of those parks. Lastly, it was suggested the City should consider the growing community and plan for locating new parks in those growing areas. **Working with existing parks system** referred to improving and maintaining the existing parks before building new ones. **Youth**, referred to the perception the youth don't have enough to do in the parks, especially the younger kids. A skate park was suggested as a possible place for older youth to recreate. **Acquiring new lands** refers to suggestions for acquiring the triangle space from parks service and turn into a public facility and the space by shopping and schools, off 242, by the entrance.

Low frequency responses included improving **ADA accessibility** and complying with ADA regulations regarding signage. **Utilizing volunteers** suggests the importance of volunteers when the City's budget is low on funds for the parks. One respondent suggested connecting the designs and aesthetics of the parks to the **natural and cultural history** of the region, and the final medium frequency response, **management of parks budget,** refers to a suggestion that the City needs to improve the management of the park's budget.

Improvements for Individual Parks

Village Green
Remove metal swings
Improve parking situation and strategized
Creekside Park
Re-incorporate more public access on creek
Play structures needed
Bike parking racks or corrals
Add benches for parents while watching kids play
Bathrooms should be open in winter
Widen creek on one side into an eddy or small pond. Could be a safe place for youth to play
Path on creek - Improve with trees, shrubs, bark mulch, etc
Connect foot and car bridges
Add an (little) amphitheatre in park
Cliff Clemens
Play structure
Bathrooms
More trees and shade
Leave large open space
Maintain safety level day and night
More tables, benches
Water station for drinking
Add a pavilion near parking area
Incorporate an airport theme (reference to Cliff Clemens)
Permanent soccer goals
Barclay Park
Very nice water feature but could be improved if creek bed ran on both sides of bathrooms
Add art piece to water feature to compliment it (bronze stature of a crane)
Add raised flowerbeds in front of parking spaces next to park

Could turn on side of bathrooms into a amphitheatre so performers don't have to set up right in front of bathrooms
Three Sisters Overnight Park
Improve parking

Priorities for Park System

Short-term priorities for Sisters' parks

Response	Count	Frequency
Amenities, facilities & activities	6	High
Planning for the future	3	Medium
Work with existing parks and system	3	
Land outside Sisters	2	
Coordination & collaboration	2	
Youth	2	
Fire suppression	1	Low
Maintenance	1	
Public art	1	
ADA Accessibility	1	

High frequency responses for short-term priorities for the Sisters' park system included **amenities, facilities, and activities**, which refers to adding play structures (specifically swings, teeter-totters, and slides), bicycle parking, doggie bag stations, permanent soccer goals at Cliff Clemens, a permanent location on city owned land for the local community garden with good sun exposure, and increase the quantity and varieties of activities throughout the parks that provide opportunities to children and adults of all ages and visitors as well.

Medium frequency responses included **planning for the future**. This refers to finishing the parks master plan, being more aggressive in securing park space for the future, consider on-going concerns such as population growth and other inevitable changes. **Working with existing parks and system** suggests improving the existing parks that are underdeveloped and under established, continue to work with the priorities in the current parks master plan, and continue to make sure people are aware and appreciative of what the parks currently offer. **Land outside Sisters** refers to working with entities such as BLM (which has opportunities for winter recreational activities) and also connecting with trails and trailheads in the land outside the city. **Coordination and collaboration** comments suggested stakeholders of the parks system work together and the City of Sisters and SPRD work closely together. Interviewees' comments on **youth** referred to incorporating opportunities to educate the youth about the environment, conservation, stewardship, and involvement. One respondent felt a good example of this is the Youth and Whychus Creek Project through SPRD.

Low frequency responses suggested a priority of **fire suppression**, which referred to 'fuels treatment needs to be kept up'. **Maintenance** refers to working on a general maintenance plan (sprinklers maintenance and fixing, mowing, edging, fertilizing, fixing grandstands, and weed control). Another respondent commented that **public art** should be thought about 'sooner rather than later' and the last comment on short-term priorities suggested parks should improve **ADA accessibility.**

Long-term priorities for Sisters' parks

Response	Count	Frequency
Coordination & collaboration	8	High
Land outside Sisters	7	
Amenities, facilities & activities	3	Medium
Fire suppression	2	
Signage	1	Low
Planning	1	
Youth	1	
ADA accessibility	1	

High frequency responses for long-term priorities for the Sisters' park system included **coordination and collaboration**. This refers to collaborating with local entities and organizations such as the community church (to convert more of its properties and facilities for community use), the school district (to establish a field system that could draw sporting events and tourism), with BLM, SPRD, Camp Sherman, Black Butte, and other entities that oversee parks and tails. Furthermore, respondents commented that coordinating with other entities and organizations could improve efforts for fundraising. **Land outside Sisters** refers to the City working with entities that work with lands and systems outside the city. This includes working with trails in surrounding areas (Black Butte and Camp Sherman), connecting these different locations and systems with paved multi-use trails, and connecting Bend and Sisters with trail systems, link Whychus Creek and Timber Creek Parks. Other comments included designating areas relatively near Sisters for non-motorized trail development (potentially two parcels of BLM land in NW area along Whychus Creek and another along Sizemore Rd), and providing 'close to home' opportunities so people don't have to travel far from Sisters for outdoor recreation.

Medium frequency responses included **amenities, facilities, and activities.** These responses included providing opportunities in Sisters for hosting major events such as little league tournaments (comparable to the fields and facilities in Redmond), which generally includes 26 teams and thus numerous families from out of town visiting and staying in Sisters. The other medium frequency response, **fire suppression**, commented that Sisters should monitor tree health in areas of expansion as well as fire resilience of these parcels. Lands should have fuel reduction treatment: mow brush, thin overstocked stands, remove fuels that promote fire, and lastly provide accessibility for fire trucks.

Low frequency responses suggested considering improving and funding **signage** for the parks. **Planning** response referred to continuing to understand Sisters is quickly growing and long-term planning is important. Another response on **youth** commented on the importance of education and the final response suggested to continue to instill **ADA accessibility** in parks and go 'above and beyond' what is necessary to make parks more accessible for all, not just people in wheelchairs.

CONCLUSION

Stakeholders indicated several key strengths, needs, and opportunities for the Sisters parks system. The following summary will be incorporated into the Public Involvement Report portion of the Needs Assessment of the Parks Master Plan. The Needs Assessment, in concert with the Master Plan Vision and Goals, will guide overall recommendations for parks, trails, and system-wide improvements.

Strengths

- Parks are safe.
- The City has friendly employees.
- The parks are beautiful.
- The parks are very well maintained and clean.
- The parks are well loved and used by community members.
- Current parks are well located and distributed throughout the city.
- There are a variety of events and programs found within the parks.
- There is an active and involved community members and volunteer base.
- The multi-use path system is a strength.
- Tourists use the parks, which supports the local economy.
- Barclay Park and Three Sisters Overnight Park are perceived as well used and enjoyed.
- Village Green Park is a strength.
- Creekside Park is appreciated.

Needs

- More opportunities for youth of all ages.
- Better management of the parks due to a perceived a lack of leadership, communication, and collaboration from the different entities overseeing the parks.
- Needs sufficient bathrooms.
- Needs a cohesive vision.
- Needs a variety of park sizes.
- Needs diversity of park types and diversity of park locations throughout the city.
- Needs sufficient funds for city parks.
- Needs athletic facilities.
- Needs adequate parking.

- Needs more all-season parking spaces (spaces with protection from rain and snow).
- Needs more references to cultural and natural histories.
- Needs to improve ADA accessibility.
- Aesthetic and safety improvements to public spaces in town.
- Needs permanent space for the community garden.

Opportunities

- Create responsibility from dog owners.
- There are concerns that the bureaucratic process for parks development slows and halts progress too much and a democratic approach in decision-making needs to be better implemented.
- There is a perceived missed opportunity to connect with other systems such as mountain biking trails, hiking trails, the Forest Service open spaces, SPRD parks, and other various open spaces and trails.
- Neighbors treat the parks as private neighborhood facilities.
- Connect to other outdoor systems, refers to connecting the Sisters' parks to other pedestrian and bicycle facilities such as trails, paths and open spaces.
- Potential to add two roundabouts at either end of town as entry points to the city.

SISTERS PARKS MASTER PLAN
DRAFT CAPITAL IMPROVEMENTS PLAN (CIP)

June 15, 2011

PARK IMPROVEMENTS

	PROJECT	QTY	UNITS	UNIT COST	TOTAL COST	SCHEDULE
	VILLAGE GREEN					
1	Parking and Pathway Improvements	72,000	sf	$ 4.00	$ 288,000	Priority I
2	Play Structure Expanded	1	ea	$ 50,000.00	$ 50,000	Priority I
3	Play Equipment and Swings	1	ea	$ 20,000.00	$ 20,000	Priority I
4	Replace Restrooms	1	ea	$ 100,000.00	$ 100,000	Priority I
5	Improve Lighting	4	ea	$ 10,000.00	$ 40,000	Priority I
6	Public Art	1	ea	$ 5,000.00	$ 5,000	Priority I
7	Benches	3	ea	$ 850.00	$ 2,550	Priority I
8	Bike Racks	4	ea	$ 250.00	$ 1,000	Priority I
9	Dog Waste Disposal Stations	4	ea	$ 390.00	$ 1,560	Priority I
10	Wayfinding Signage	1	ea	$ 1,000.00	$ 1,000	Priority I
11	BBQ/Event Prep Station	1	ea	$ 5,000.00	$ 5,000	Priority I
					$ 514,110	
	CLEMENS PARK					
12	Restroom Building	1	ea	$ 75,000.00	$ 75,000	Priority I
13	Picnic Table Area	600	sf	$ 3.50	$ 2,100	Priority I
14	Gazebo	1	ea	$ 70,000	$ 70,000	Priority I
15	Enhance Landscape Plantings	10,000	sf	$ 3.50	$ 35,000	Priority I
16	Public Art	1	ea	$ 5,000.00	$ 5,000	Priority I
17	Sand Volleyball Court	1	ea	$ 35,000.00	$ 35,000	Priority I
18	Dog Waste Disposal Stations	2	ea	$ 390.00	$ 780	Priority I
19	Wayfinding Signage	1	ea	$ 1,000.00	$ 1,000	Priority I
					$ 223,880	
	CREEKSIDE PARK					
20	ADA Accessibility Improvements	1	ls	$ 20,000.00	$ 20,000	Priority I
21	Parking Improvements	27,000	sf	$ 4.00	$ 108,000	Priority I
22	Pavilion/Gazebo	1	ea	$ 30,000.00	$ 30,000	Priority I
23	Electrical Upgrades	1	ls	$ 20,000.00	$ 20,000	Priority I
24	Enhance Entry	400	sf	$ 4.00	$ 1,600	Priority I
25	Enhance Landscape Plantings	16,000	sf	$ 3.50	$ 56,000	Priority I
26	Improve Creek Access	1	ea	$ 10,000.00	$ 10,000	Priority I
27	Interpretive Signage	2	ea	$ 1,500.00	$ 3,000	Priority I
28	Wayfinding Signage	1	ea	$ 1,000.00	$ 1,000	Priority I
29	Public Art	1	ea	$ 5,000.00	$ 5,000	Priority I
30	Benches	6	ea	$ 850	$ 5,100	Priority I
31	Picnic Tables	3	ea	$ 995	$ 2,985	Priority I
32	Trash/Recycling Receptacles	2	ea	$ 800.00	$ 1,600	Priority I
33	Bike Racks	2	ea	$ 250.00	$ 500	Priority I
34	Dog Waste Disposal Station	1	ea	$ 390.00	$ 390	Priority I
					$ 265,175	
	BARCLAY PARK					
35	Parking Area Improvements	7,000	sf	$ 4.00	$ 28,000	Priority I
36	Enhance Landscape Plantings	2,000	sf	$ 3.50	$ 7,000	Priority I
37	Public Art	1	ea	$ 5,000.00	$ 5,000	Priority I
38	Interpretive Signage	1	ea	$ 1,500.00	$ 1,500	Priority I
39	Bike Racks	2	ea	$ 250.00	$ 500	Priority I
40	Dog Waste Disposal Station	1	ea	$ 390.00	$ 390	Priority I
41	Wayfinding Signage	1	ea	$ 1,000.00	$ 1,000	Priority I
					$ 43,390	
	THREE SISTERS OVERNIGHT PARK					
	No projects					
					$ -	
	VETERANS MEMORIAL PARK					
42	Interpretive Signage	1	ea	$ 1,500.00	$ 1,500	Priority I
43	Public Art	1	ea	$ 5,000.00	$ 5,000	Priority I
					$ 6,500	
	BUCK RUN PARK					
44	Benches	2	ea	$ 850.00	$ 1,700	Priority I

45	Dog Waste Disposal Station	1	ea	$ 390.00	$ 390	Priority I
					$ 2,090	
	WILD STALLION PARK					
46	Interpretive Signage	1	ea	$ 1,500.00	$ 1,500	Priority I
47	Decorative Lighting	1	ea	$ 4,000.00	$ 4,000	Priority I
48	Enhance Landscape Plantings	150	sf	$ 10.00	$ 1,500	Priority I
					$ 7,000	
	TOTAL PARK IMPROVEMENTS				**$ 1,062,145**	

TRAIL IMPROVEMENTS

	WHYCHUS CREEK ACCESS					
49	Path Extension	375	sf	$ 9.50	$ 3,563	Priority I
50	Extend Split-rail Fence	50	lf	$ 21.50	$ 1,075	Priority I
51	Wayfinding Signage	1	ea	$ 1,000.00	$ 1,000	Priority I
	TOTAL TRAIL IMPROVEMENTS				**$ 5,638**	

LAND ACQUISITION

	PROJECT	QTY	UNITS	UNIT COST	TOTAL COST	SCHEDULE
52	Saddlestone Park	1.0	ac	$ 85,000.00	$ 85,000	Priority III
53	Site N-3	0.5	ac	$ 85,000.00	$ 42,500	Priority II
54	Site N-4	1.9	ac	$ 85,000.00	$ 161,500	Priority II
55	Site C-1 *	5.0 to 47.0	ac ac	$ 85,000.00 $ 85,000.00	$ 425,000 $ 3,995,000	Priority III
56	Site S-1	5.0	ac	$ 85,000.00	$ 425,000	Priority III
57	Site X-1	2.1	ac	$ 85,000.00	$ 178,500	Priority III
58	Site O-1	2.0	ac	$ 85,000.00	$ 170,000	Priority III
59	Site O-2	11.2	ac	$ 85,000.00	$ 952,000	Priority III
60	Community Garden Site	0.5	ac	$ 85,000.00	$ 42,500	Priority I
	TOTAL LAND ACQUISITION (RANGE)				**$ 2,482,000** **$ 6,052,000**	**to**

* Land value unit cost based on appraised value not market value

PARK & TRAIL DEVELOPMENT

	PROJECT	QTY	UNITS	UNIT COST	TOTAL COST	SCHEDULE
61	Site M-1	1.0	ls	$ 310,000.00	$ 310,000	Priority I
62	Site N-2	4.5	ls	$ 375,000.00	$ 375,000	Priority I
63	Site N-3	0.5	ac	$ 200,000.00	$ 100,000	Priority II
64	Site N-4	1.9	ac	$ 150,000.00	$ 285,000	Priority II
65	Site C-1	5.0 to 47.0	ac ac	$ 200,000.00 $ 200,000.00	$ 1,000,000 $ 9,400,000	Priority III
66	Site S-1	5.0	ac	$ 150,000.00	$ 750,000	Priority III
67	Site X-1	2.1	ac	$ 150,000.00	$ 315,000	Priority III
68	Site L-1	1.5	ac	$ 50,000.00	$ 75,000	Priority II
69	Site L-2	1.5	ac	$ 50,000.00	$ 75,000	Priority II
70	Site O-1	2.0	ac	$ 50,000.00	$ 100,000	Priority III
71	Site O-2	11.2	ac	$ 50,000.00	$ 560,000	Priority III
	TOTAL PARK & TRAIL DEVELOPMENT (RANGE)				**$ 3,945,000** **$ 12,345,000**	**to**

TOTAL CIP COST	**$ 7,495,000** **$ 19,465,000**	**to**

Exhibit D
Planning Commission Resolution 2011-07
Including Staff Report and Findings

A RESOLUTION OF THE PLANNING COMMISSION
OF THE CITY OF SISTERS
STATE OF OREGON
PLANNING COMMISSION RESOLUTION PC 2011-07

THE CITY OF SISTERS PLANNING COMMISSION DOES HEREBY FIND AND RESOLVE THAT:

WHEREAS, the City of Sisters proposes to adopt the 2011 Sisters Parks Master Plan to guide development of the municipal parks system for the period between 2011 and 2030. This Plan is an update to the 2000 Sisters Oregon Parks Master Plan. This plan identifies strategies and recommendations for operation and maintenance of parks, land acquisition, development, and funding. Along with the adoption of the 2011 Sisters Parks Master Plan, the City of Sisters is proposing to amend Comprehensive Plan Goals 1, 2, 5, 8, 11, 12, and 14 to incorporate the Parks Master Plan; and,

WHEREAS, CP 10-01 includes incorporating the 2011 Sisters Parks Master Plan into Goal 2 of the Comprehensive Plan to acknowledge it as a document to help Sisters build upon its unique park assets, identify new opportunities for acquisition and development, and address the needs of current and future residents; and,

WHEREAS, in accordance to the provisions found in the Sisters Development Code Table 4.1.200 and Section 4.1.600, the proposed adoption of the 2011 Sisters Parks Master Plan and Comprehensive Plan amendments are processed as a Type IV application; and,

WHEREAS, the Department of Land Conservation and Development (DLCD) received the Notice of Proposed Amendment at least 45-days prior to the first evidentiary hearing; and,

WHEREAS, after due notice, a public hearing on the proposed project was held before the Sisters Planning Commission on August 18, 2011, at which time findings were reviewed, witnesses were heard and evidence was received.

NOW, THEREFORE, BE IT RESOLVED THAT THE CITY OF SISTERS PLANNING COMMISSION FINDS THAT:

1. Notice has been given in the time and in the manner required by state law and city code; and,
2. The findings of fact on this matter are located in the staff report dated August 18, 2011, herewith attached and by this reference incorporated herein as Exhibit A.

NOW THEREFORE, BE IT FURTHER RESOLVED THAT BASED ON THE AFOREMENTIONED FINDINGS, THE PLANNING COMMISSION HEREBY FINDS AND RECOMMENDS THAT THE CITY COUNCIL ADOPT THE 2011 SISTERS PARKS MASTER PLAN AND COMPREHENSIVE PLAN AMENDMENT 10-01 SUBJECT TO THE FOLLOWING EXHIBITS:

Exhibit A - Staff Report dated August 18, 2011
Exhibit B – 2011 Sisters Parks Master Plan June 2011
Exhibit C - Comprehensive Plan Amendments
Exhibit D – Revised language from DLCD, Goal 5, Findings 5.3 #10 of the Comprehensive Plan

CITY OF SISTERS

Planning Commission Resolution

(RECOMMENDED BY THE PLANNING COMMISSION AUGUST 18, 2011)

THE FOREGOING RESOLUTION IS HEREBY ADOPTED THIS 18th DAY OF AUGUST 2011.

Members of the Commission:

AYES:	Holzman, Auerbach, Protas and Roberts	(4)
NOES:		(0)
ABSENT:	Gentry, Layne, and Tewalt	(0)
ABSTAIN:		(3)

Signed: Alan Holzman, Chairperson

CITY OF SISTERS

Planning Commission Resolution

(RECOMMENDED BY THE PLANNING COMMISSION AUGUST 18, 2011)

EXHIBIT A
STAFF REPORT

CITY OF SISTERS

STAFF REPORT

Exhibit A

File #:	CP10-03
Applicant:	City of Sisters
Request:	The City of Sisters proposes to adopt the 2011 Sisters Parks Master Plan to guide development of the municipal parks system for the period between 2011 and 2030. This Plan is an update to the 2000 Sisters Oregon Parks Master Plan. This plan identifies strategies and recommendations for operation and maintenance of parks, land acquisition, development, and funding. Along with the adoption of the 2011 Sisters Parks Master Plan, the City of Sisters is proposing to amend Comprehensive Plan Goals 1, 2, 5, 8, 11, 12, and 14 to incorporate the Parks Master Plan.
Hearing Date:	August 18, 2011
Location:	City wide
Planner:	Pauline Hardie, Community Development Director

I. Staff Recommendation

Planning Commission recommendation of adoption of the 2011 Sisters Parks Master Plan and Comprehensive Plan amendments to the City Council. Adoption of proposed Plan and Comprehensive Plan amendments along with their associated findings will amend the City's Comprehensive Plan to conform to Statewide Planning goals including 1, 2, 5, 8, 11, 12, and 14 .

II. Background

The 2011 Sisters Parks Master Plan is intended to guide development of the municipal parks system for the period between 2011 and 2030. This Plan is an update to the 2000 Sisters Oregon Parks Master Plan. A parks master plan is a long-term vision and action plan for a community's parks system. Currently, Sisters provides 11 parks facilities – 8 developed and 3 undeveloped. This plan identifies strategies and recommendations for operation and maintenance of parks, land acquisition, development, and funding. Through this plan, the City of Sisters will continue to improve its parks and recreation facilities to meet the needs of current and future residents. As noted above, the Plan guides future development and management efforts of Sisters' parks system over the next 20 years. More specifically the Plan:

- Provides an inventory of existing parks and an analysis of park classifications and

standards, including a recommended level or service target;
- Identifies current and future park needs using input from the community as well as technical data;
- Establishes a vision, goals, and objectives for the park system;
- Includes a capital improvement plan (CIP) that enables the City to achieve its goals;
- Creates a strategy for short and long-term land acquisition; and
- Identifies potential funding techniques and sources to implement the CIP.

III. Conclusionary Findings

Chapter 4.1 Types of Reviews and Procedures

Required Findings

According to Table 4.1.200 the proposed adoption of the 2011 Sisters Parks Master Plan and Comprehensive Plan amendments shall be processed as a Type IV Procedure (Legislative). Notice of the project was sent to the Department of Land Conservation and Development 45 days prior to the first evidentiary hearing date on July 29, 2011. Notice was also emailed on July 6, 2011 to the U.S. Forest Service, State of Oregon Parks and Recreation Department and Deschutes County. Notice was also posted in the Nugget newspaper on August 3, 2011.

According to Section 4.1.600.E. Decision-Making Considerations, the recommendation by the Planning Commission and the decision by the City Council shall be based on consideration of the following factors:

1. **Approval of the request is consistent with the Statewide Planning Goals;**
   The proposed 2011 Sisters Parks Master Plan and Comprehensive Plan amendments are consistent with the Statewide Planning Goals as discussed below.

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

   Finding: The plan was developed in close coordination with an advisory team comprised of eight members including one from the Sisters Park and Recreation Department (SPRD) and two City Council members. Public participation was also sought for the update through an online survey, a Hispanic survey, a user intercept survey, community workshops on October 14, 2010 and March 3, 2011, a senior focus group, a youth focus group and stakeholder interviews.

   GOAL 2: LAND USE PLANNING ***To establish a land use planning process and policy framework as a basis for all decision and actions related to use of land and to assure an adequate factual base for such decisions and actions.***

   Finding: Goal 2 outlines the basic procedures of Oregon's statewide planning program. It says that land use decisions are to be made in accordance with a comprehensive plan, and that suitable "implementation ordinances" to put the plan's policies into effect must

be adopted. It requires that plans be based on "factual information"; that local plans and ordinances be coordinated with those of other jurisdictions and agencies; and that plans be reviewed periodically and amended as needed. CP 10-01 includes incorporating the 2011 Sisters Parks Master Plan into Goal 2 of the Comprehensive Plan to acknowledge it as a document to help Sisters build upon its unique park assets, identify new opportunities for acquisition and development, and address the needs of current and future residents.

Goal 3: AGRICULTURAL LANDS ***To preserve and maintain agricultural lands.***

Finding: The proposed 2011 Sisters Parks Master Plan and Comprehensive Plan amendments do not affect any agricultural lands. As such, the requirements of Goal 3 are not applicable to the proposal.

Goal 4: FOREST LANDS ***To conserve forest lands by maintaining the forest land base and to protect the state's forest economy by making possible economically efficient forest practices that assure the continuous growing and harvesting of forest tree species as the leading use on forest land consistent with sound management of soil, air, water, and fish and wildlife resources and to provide for recreational opportunities and agriculture.***

Finding: The proposed 2011 Sisters Parks Master Plan and Comprehensive Plan amendments do not affect any lands zoned or designated for forest uses. As such, the requirements of Goal 4 are not applicable to the application.

Goal 5: NATUAL RESOURCES, SCENIC AND HISTORIC AREAS, AND OPEN SPACES ***To protect natural resources and conserve scenic and historic areas and open spaces.***

Finding: Goal 5 requires local governments to adopt programs that will protect natural resources and conserve scenic, historic, and open space resources for present and future generations. These resources promote a healthy environment and natural landscape that contributes to Oregon's livability.

Adoption the 2011 Sisters Parks Master Plan and the proposed Comprehensive Plan amendments to Goal 5 will help manage and maintain our parks systems to ensure its health, safety and efficiency. Protecting natural and open space areas including access to Whychus Creek and the East Portal Triangle are critical to establishing and maintaining a balanced park system, providing creek access and limited passive recreation opportunities and trail development. The following open space lands are left primarily in their natural state and managed to provide limited passive recreation opportunities, as appropriate:

Table 3-3. Sisters Open Space Inventory

[redacted]

Open Space	
Whychus Creek Open Space	11.21
East Portal Open Space	7.73
Other Parcels	9.71
TOTAL OPEN SPACE	**28.65**

The 2011 Sisters Parks Master Plan identifies priority areas for open space and natural area conservation and makes the following recommendations in Chapter 6;

Recommendation O-1: Improve the existing access to the Whychus Creek open space area from Timber Creek Drive.

Recommendation O-2: Acquire the East Portal open space property from the U.S. Forest Service.

Recommendation O-3: Acquire and conserve open space along Whychus Creek (Site O-1) to provide creek access and limited passive recreation opportunities.

Recommendation O-4: Acquire the DSL property (Site O-2) located north of Highway 126 and south of Whychus Creek to provide creek access and trail development..

Goal 6: AIR, WATER AND LAND RESOURCES QUALITY ***To maintain and improve the quality of the air, water and land resources of the state.***

Finding: This goal requires that "all waste and process discharges from future development, when combined with such discharges from existing developments, shall not threaten to violate, or violate applicable state or federal environmental quality statues, rules and standards". The 2011 Sisters Parks Master Plan does not deal with waste and process discharges. As such, the requirements of Goal 6 are not applicable to the application.

GOAL 7: AREAS SUBJECT TO NATURAL HAZARDS ***To protect people and property from natural hazards.***

Finding: Goal 7 requires local governments to adopt comprehensive plans that reduce risk to people and property from natural hazards including floods. The 2011 Sisters Parks Master Plan does not deal with natural hazard protections. As such, the requirements of Goal 6 are not applicable to the application.

Goal 8: RECREATION NEEDS ***To satisfy the recreational needs of the citizens of the state and visitors and, where appropriate, to provide for the siting of necessary recreational facilities including destination resorts.***

Finding: The 2011 Sisters Parks Master Plan implements Goal 8 since it guides development and improves the parks system for current users as well as accommodating future growth and the changing needs of the community. The Parks Master Plan establishes a vision for Sisters' parks system and includes recommendations for the operations and development of quality park facilities over the next 20 years. The Plan is intended to help Sisters build upon its unique park assets, identify new opportunities for acquisition and development, and address the needs of current and future residents.

Goal 9: ECONOMIC DEVELOPMENT ***To provide adequate opportunities throughout the state for a variety of economic activities vital to the health, welfare, and prosperity of Oregon's citizens.***

Finding: The proposed 2011 Sisters Parks Master Plan and Comprehensive Plan amendments do not address economic opportunities. As such, the requirements of Goal 9 are not applicable to the proposal.

Goal 10: HOUSING ***To provide for the housing needs of citizens of the state.***

Finding: The proposed 2011 Sisters Parks Master Plan and Comprehensive Plan amendments do not address housing needs. As such, the requirements of Goal 10 are not applicable to the application.

GOAL 11: PUBLIC FACILITIES AND SERVICES ***To plan and develop a timely, orderly and efficient arrangement of public facilities and services to serve as a framework for urban and rural development.***

Finding: Goal 11 calls for efficient planning of recreation facilities and services. The 2011 Sisters Parks Master Plan is intended to guide development of the municipal parks system for the period between 2011 and 2030. The Plan identifies strategies and recommendations for operation and maintenance of parks, land acquisition, development and funding. Adoption of the 2011 City of Sisters Parks Master Plan and the proposed Comprehensive Plan amendments to Goal 11 will better enhance the City's park system facilities and services for all users.

GOAL 12: TRANSPORTATION ***To provide and encourage a safe, convenient and economic transportation system.***

Finding: Goal 12 aims to provide "a safe, convenient and economic transportation system." A transportation plan shall consider all modes of transportation including mass transit, air, water, pipeline, rail, highway, bicycle and pedestrian. The 2011 Sisters Parks Master Plan recognizes that the trails system needs better connectivity to all areas of Sisters and that improvements should be made in order to increase use. As part of the

2011 Sisters Parks Master Plan planning process, the community identified support for additional trails and pathways throughout the planning area. The community growth trends, recreation analysis, stakeholder interviews and community workshops contributed to identifying a need for improved connectivity. The 2011 Sisters Parks Master Plan relies upon and supports the trails, bike paths, and pathways identified in previous planning efforts, including the 2011 Sisters Trails Plan and the 2010 Sisters TSP. The adoption of the 2011 Sisters Parks Master Plan and Comprehensive Plan amendments will support the continuing efforts of pedestrian and bicycling improvements and connectivity.

Goal 13: ENERGY CONSERVATION *To conserve energy.*

Finding: The proposed 2011 Sisters Parks Master Plan and Comprehensive Plan amendments are not related to energy conservation. As such, the requirements of Goal 13 are not applicable to the proposal.

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

Finding: Goal 14 requires plans to designate sufficient amounts of urbanizable land to accommodate the need for further urban expansion, taking into account (1) the growth policy of the area; (2) the needs of the forecast population; (3) the carrying capacity of the planning area; and (4) open space and recreational needs.

The 2011 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 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 Sisters Parks Master Plan indicates that sections of the City are currently underserved or not served at all by developed parks.

The 2011 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.

It is also important to note that the 2011 Sisters Parks Master Plan and proposed Comprehensive Plan amendments identify 5 to 47 acres of the U.S. Forest Service property (South Barclay Parcel) as a desired future community or regional park in Sisters. This potential parkland area was identified through the park update as well as through a separate Quick Response planning effort for the Forest Service property's future redevelopment. This potential parkland is in addition to the continued preservation of the East Portal Triangle as open space.

Sisters does not have an adopted Level of Service (LOS) standard, which is a needs-driven, facility based, and land measured formula; expressed as the ratio of developed parkland per 1,000 residents. The basic function of the LOS is to ensure quality of service delivery and equity. 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 2011 Sisters Parks Master Plan identifies the need for additional parks, recreation and open space areas and guides development to address those needs.

Goal 15, Willamette River Greenway, Goal 16 Estuarine Resources, Goal 17 Coastal Shorelands, Goal 18 Beaches and Dunes, and Goal 19 Ocean Resources

Finding: Goals 15, 16, 17, 18, and 19 are not related to the proposed 2011 Sisters Parks Master Plan and Comprehensive Plan amendments

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

Finding: Proposed amendments to the Comprehensive Plan include Goal 1, 2, 5, 8, 11, 12, and 14 are necessary to reflect the adoption of the proposed 2011 Sisters Parks Master Plan. The following section provides an evaluation of the proposal's compliance with the current Sisters Comprehensive Plan policies and relevant sections.

Part I
Introduction

Finding: The 2005 Sisters Comprehensive Plan is intended to be an adaptable, living document. The Plan must be implemented if it is to be of value to the community. It requires public awareness and involves extensive daily contact with public groups and individual citizens, the administration of appropriate codes and ordinances which influence development, capital improvement programming for the expenditure of local governmental funds, and the continuing refinement of the Plan in special circumstances such as the central business district, park and recreation, community appearance, etc. The 2011 Sisters Parks Master Plan is intended to guide development of the municipal parks system for the period between 2011 and 2030. This Parks Plan is an update to the 2000 Sisters Oregon Parks Master Plan which is currently identified in the Comprehensive Plan. This Parks Plan identifies strategies and recommendations for operation and maintenance of parks, land acquisition, development, and funding. Through this plan, the City of Sisters will continue to improve its parks and recreation facilities to meet the needs of current and future residents. The following findings demonstrate that the proposed Parks Plan amendments comply with and implement many of the Plan's existing policies.

Part II
Citizen Involvement

Finding: As provided under a previous finding addressing compliance with Statewide Planning Goal 1, the 2011 Sisters Parks Master Plan was developed with opportunities for citizen involvement through several community meetings and surveys.

Part III
General Goals and Objectives

Finding: The following discusses how the proposed amendments address the 2005 General Goals and Objectives of the current Comprehensive Plan.

Goal 5. To protect natural resources and conserve scenic and historic areas and open spaces.

Finding: As previously discussed the 2011 Sisters Parks Master Plan states that open space includes areas designated for protection or preservation through conservation easements, acquisition, or dedication. Open space lands are left primarily in their natural state and managed to provide limited passive recreation opportunities, as appropriate. Sisters planning area contains 28.65 acres of open space. The Parks Plan recognizes the protection and inclusion of natural areas and open space is critical to establishing and maintaining a balanced park system and makes several recommendations on improving the City's open space areas.

Goal 8. To satisfy the recreational needs of the citizens of the City and visitors, and, where appropriate, to provide for the siting of necessary recreational facilities.

Goal 9. Maintain adequate park facilities providing a variety of recreational and cultural opportunities for residents and visitors of Sisters.

Finding: The 2011 Sisters Parks Plan recognizes that communities are strengthened by a sufficient supply and variety of parks, trails, open space, and natural areas. Based on the assessment and evaluation of the current parks system (Chapter 3 Parks System) and input from the community and City staff (Chapter 5 Planning Framework), system improvements are identified in the Parks Plan to guide the future development and maintenance of Sisters' parks system.

Goal 13. To provide and encourage a safe, convenient and economic transportation system.

Finding: Trails, bike paths, and pathways establish connectivity and enhance quality of life in communities by facilitating movement throughout the City. Map 6-1 of the 2011 Sisters Parks Master Plan shows existing and proposed TSP designated shared-use paths. This trails networks will include both off-street and on-street sections and will provide residents options for traversing the City and accessing trail systems outside the City limits, which provide connectivity to surrounding areas. As part of the parks planning process, the community identified support for additional trails and pathways throughout the planning area. The community growth trends, recreation analysis, stakeholder interviews and community workshops contributed to identifying a need for improved connectivity. This parks plan relies upon and supports the trails, bike paths, and pathways identified in previous planning efforts, including the 2011 Sisters Trails Plan and the 2010 Sisters TSP. No additional trail or path projects are proposed by this plan outside of those included in open space or park development projects.

Part IV
Background

Finding: The 2011 Sisters Parks Master Plan doesn't change or implement the history section of the Comprehensive Plan.

Part V
Comprehensive Plan Goals, Findings, & Policies

Finding: Along with the adoption of the Parks Master Plan, the City of Sisters is proposing to amend the Sisters Comprehensive Plan Goals to incorporate the Parks Master Plan. This will bring the Comprehensive Plan current in regards to land use data, needs and identified improvements.

3. **The property and affected area is presently provided with adequate public facilities, services and transportation networks to support the use, or such facilities, services and transportation networks are planned to be provided concurrently with the development of the property. The applicant shall update City of Sisters Master Plans for Water, Sewer, Parks and Transportation Systems subject to City Council approval, to reflect impacts of the rezoning on those facilities and long-range plans. The applicant must demonstrate that the property and affected area shall be served with**

adequate public facilities, services and transportation networks to support maximum anticipated levels and densities of use allowed by the District without adversely impacting current levels of service provided to existing users; or applicant's proposal to provide concurrently with the development of the property such facilities, services and transportation networks needed to support maximum anticipated level and density of use allowed by the District without adversely impacting current levels of service provided to existing users;

Finding: The 2011 Sisters Parks Master Plan implements this finding since it is an update to the City's master plans and also an update of the 2000 Sisters Oregon Parks Master Plan. Specifically, this Plan includes:

- An inventory of existing park and recreation facilities in the Sisters planning area, including an analysis of park classifications and standards;
- A parks and recreation needs analysis based on technical and demographic data, as well as extensive community involvement, including workshops, focus groups, an online survey, intercept surveys, and stakeholder interviews;
- A ten-year capital improvement plan that identifies specific improvements for each of Sisters' eight parks with estimated project costs and target completion dates;
- A parkland acquisition strategy that identifies the amount of land needed, by park type, for the next 20 years and describes strategies for acquiring lands that are appropriate for inclusion in the parks system, including paths and trails, as well as natural areas and open space;
- Funding options and a funding strategy, including a review of revenue sources such as Systems Development Charges (SDCs).

The Plan outlines Sisters' vision for the parks system and provides the specific tools and components necessary to achieve that vision. For this plan to best reflect the community's current and future needs, updates are recommended every five to ten years. Completion of this plan update is an important step toward the fulfillment of the City's parks system vision, goals, and recommendations, through which the parks system will continue to improve local resident quality of life while adequately planning for the future park needs of the growing community.

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

Finding: Because the 2011 Sisters Parks Master Plan and amendments do not pertain to a specific development proposal, or affect a specific transportation facility, Criteria 4 does not apply to the application.

IV. Public Comments

The City of Sisters notified the Department of Land Conservation and Development (DLCD), U.S. Forest Service, State of Oregon Parks and Recreation Department and Deschutes County about the proposed adoption of the 2011 City of Sisters Parks Master Plan and Comprehensive Plan amendments.

Karen Swirsky of DLCD forwarded a minor change on page 34 of the Comprehensive Plan (#10) from Amanda Punton of DLCD. The change recognizes that the Oregon Department of Fish and Wildlife reviews the cut and fill permits; however, the Army Corp of Engineers and the Department of State Lands issues the permits. Exhibit D of the Resolution includes the proposed change. Angela Lazarean of DLCD stated "they've addressed all of the requirements of Goal 8 and have done an excellent job being very thorough on all the elements."

No other comments were received during the comment period.

V. Attachments

The following attachments make up the record in this matter (these are contained in file CP10-01 and are available for review at the City of Sisters City Hall):

1. DLCD Notice submitted 06/29/11
2. Notice emailed to affected agencies dated July 6, 2011
3. 2011 City of Sisters Parks Master Plan June 2011
4. Proposed Comprehensive Plan amendments
5. Email from Karen Swirsky, DLCD Central Oregon Regional Representative dated July 12, 2011

CITY OF SISTERS

Planning Commission Resolution

(RECOMMENDED BY THE PLANNING COMMISSION AUGUST 18, 2011)

EXHIBIT B
2011 SISTERS PARKS MASTER PLAN
DATED JUNE 2011

See Exhibit C of Ordinance 406

EXHIBIT C
COMPREHENSIVE PLAN AMENDMENTS

See Exhibit A of Ordinance 406

CITY OF SISTERS

Planning Commission Resolution

(RECOMMENDED BY THE PLANNING COMMISSION AUGUST 18, 2011)

EXHIBIT D
COMPREHENSIVE PLAN AMENDMENTS
Revised language from DLCD, Goal 5, Findings 5.3 #10 of the Comprehensive Plan

Goal 5: Open Space, Scenic and Historic Areas, Natural Resources

5.3 FINDINGS

10. There are 26 gross acres of land in the 100-year flood plain determined by the Federal Emergency Management Agency (FEMA) Flood Insurance Rate Maps #41017C0040 and #41017C0105 C dated August 16, 1998. This area constitutes the total possible area for riparian resources in the UGB. Resources include the soils, plants, insects, and animals common to riparian areas in the Sisters area. The 100-year flood plain is designated FP (Flood Plain) by the Sisters Development Code and uses requiring development of structures are not allowed in the FP District. No cut, fill, construction, or disturbance to the landscape within the FP District shall occur without permits from the Army Corps of Engineers, ~~Department of Fish and Wildlife~~, Department of State Lands and the City of Sisters. These measures protect the riparian and wetland areas inside the Sisters UGB.

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