R = Rpt w/o pmt request

$90,000 Grant Reports

Oct. 15, 2008 R1 – Send R1 Rpt = (selection process, consultant name, org, addy, phone, Email + signed copy of contract)
2 Hard copies + 1 cd.

Nov. 25, 2008 P1 – for items 2-8 + Verif. of R1 Rpt. + SIGNED Attachmt C Requesting $40,000.
See also Fiscal Impact Due 11-28-08

Mar. 31, 2009 – 6, 9-13 + $40,000

June 30, 08 – 6 + 14 + $10,000

We have until July 31, 2009 to submit final Rpt.

DEPARTMENT OF LAND CONSERVATION AND DEVELOPMENT
SPECIAL AWARD CONDITIONS

Subject to the debt limitation of Oregon counties set forth in Article XI, Section 10, of the Oregon Constitution, and contingent upon funds being appropriated therefore, Grantee agrees to the provisions below.

1. ***Grantee agrees*** that this grant, number **TA-R-09-198**, to **City of La Pine** supports the work described in the Grantee's grant application, which is incorporated into this grant agreement as **Attachment A**. Where the terms of this grant agreement and proposal differ, the terms of this grant agreement shall prevail.

2. ***Grantee agrees*** that all reports, studies, and other documents produced under this grant agreement must indicate on their cover or the title page an acknowledgement of the financial assistance provided by the Department of Land Conservation and Development.

3. ***Grantee agrees*** to identify the location of the originals, if the submittal is a copy.

4. ***Grantee agrees*** to coordinate closely with the DLCD Grant Manager regarding the selection and approval of the facilitator (consultant) designated by the grantee to perform all, or a portion, of the work under grant.

5. ***Grantee agrees*** to obtain DLCD approval of any facilitator (consultant) selected to perform all, or a portion, of the work under the grant.

6. ***Grantee agrees*** to complete the following by **October 13, 2008:**

   a. Identify by name, address, telephone, and email address, those person(s) who will be performing the work under the grant and which grant tasks they will work on.

   b. Provide a detailed, written explanation of the process that will use to perform the work under this grant.

   c. List each step that will be taken to complete each grant work item(s) and product(s).

   d. List benchmarks, or progress indicators, for each grant product.

R-1 Rpt

Contract to scope of work

7. ***Grantee agrees*** in performing work under this grant, to ensure consistent, coordinated use of population, employment, housing, and land needs projections associated with any post-acknowledgment plan and land use regulation amendments proposed by the grantee.

8. ***Grantee agrees*** to provide prior notice of work session(s) and timely review of all drafts and/or draft products to the DLCD Grant Manager.

9. ***Grantee agrees*** to coordinate and provide notice to DLCD, Deschutes County, other agencies, and organizations listed in **Attachment A** of the grant application of public meetings, workshops, and/or hearings to develop, review or approve products prepared under this grant.

22. *Grantee agrees* to submit hard copy maps in addition to a CD and/or DVD-ROM. If paper copies are submitted inside and outside of GIS they must follow this format below: one map measuring 81/2" by 11" on Mylar and drawn to a scale of 1" = 400' depicting the update zoning for the entire city and UGB.

23. *Grantee agrees* to provide copies of all final products produced under this grant to DLCD in the manner described in the following Special Award Conditions Table and in **Attachment A.**

24. *Grantee agrees* to perform the following activities described in further detail in the Special Award Conditions Table below and the Grantee's application **(Attachment A).** Where appropriate, a reference to the application numbering has been made in the "Item #" column.

SPECIAL AWARD CONDITIONS TABLE

Item #	Products, Activities and/or Payments	Target / Due Date	Reimbursement Amount
1	***Activity:*** Obtain Consultant as described in this Grant Contract Attachment A Narrative Task 1, see for more detail. ***Product:*** (1) Report on selection process including the consultant's name, organization, address, telephone number, email address, and copy of the signed contract.	09/09/2008 to 10/13/2008	R1 Report
R1	***"Submittal of reports without payment request"*** Submittal of Product listed in Grant Item 1. Send one copy of the deliverables in a hard copy and digital CD to the grant administrative specialist and to the grant manager at the addresses listed in **Attachment B -- DLCD Contact Information.**	**10/15/2008**	R1 Report
2 (3T2)	***Activity:*** Literature and Studies Search as described in this Grant Contract Attachment A Narrative Task 2, see for more detail. ***Product:*** Report the findings for this Item 2 as described in Attachment A Narrative Task 2 for the products.	09/09/2008 to 10/30/2008	
3	***Activity:*** Appoint advisory committees as described in Grant contract Attachment A Narrative in section 2 Products and Outcomes. ***Product:*** Report on formation of Advisory Committees, complete the following for each committee: list names, addresses, telephone numbers and email addresses.	09/09/2008 to 11/21/2008	
4 (3T3)	***Activity:*** Deschutes County coordinated population forecast as described in this Grant Contract Attachment A Narrative Task 3, see for more detail. ***Product:*** Draft coordinated population forecast as described in the Attachment A Narrative Task 3.	09/19/2008 to 11/21/2008	

Item #	Products, Activities and/or Payments	Target / Due Date	Reimbursement Amount
5 (3T4 a-c)	***Activity:*** Community Visioning and Citizen participation Element as described in this Grant Contract Attachment A Narrative Task 4a-c, see for more detail. Task 4a-Refine and Map Citizen Participation Process and Structure, and 4c-Community Vision and Design. ***Product:*** Citizen Participation Process and Structure, Public Meetings reports and minutes for each meeting, and Community Vision and Design Plan. cancel Recordings	09/19/2008 to 11/21/2008	
6 (3T4b d-e)	***Activity:*** Community Visioning and Citizen participation Element continued and meetings held throughout process as described in this Grant Contract Attachment A Narrative 4b-Hold Public Meetings, Task 4d-e, see for more detail. ***Product:*** (1) See Products as described in this Grant Contract Attachment A Narrative Task 4b, d-e for further detail. (2) Report on each meeting held throughout process: date, minutes, and what was decided.	09/19/2008 to 06/30/2009	
7 (3T5)	***Activity:*** Buildable Lands (BLI) Analysis as described in this Grant Contract Attachment A Narrative Task 5, see for more detail. ***Product:*** Draft BLI, and GIS maps (if determined as needed).	09/19/2008 to 11/21/2008	
8 (3T6)	***Activity:*** Agriculture and Forest Elements as described in this Grant Contract Attachment A Narrative Task 6, see for more detail. ***Product:*** Draft Agriculture Goal 3 and Forest Goal 4 Elements.	09/19/2008 to 11/21/2008	
P1	**Interim Payment:** Reimbursement **up to $40,000** upon submittal of products listed in **Grant Items 2-8 and verification of Item R1-Report 1;** and a signed **Attachment C:** DLCD Interim Reimbursement Form request acceptable to DLCD. **Submit** a total of four (4) hard Copies and two (2) CDs to the following: Three (3) copies each of the deliverables in hard copies and one (1) CD to the grant manager, and one (1) copy each deliverables in a hard copy and one (1) CD to the grant administrative specialist to addresses listed in **Attachment B – DLCD Contact Information.** **Send Attachment C – Interim Reimbursement Form,** and accompanying products to the grant administrative specialist. Payment will not be made until all copies are received in the Salem Office and approved by DLCD.	**11/25/2008 Date Due**	**$40,000.00**
9 (3T7)	**Activity:** Housing Element as described in this Grant Contract Attachment A Narrative Task 7, see for more detail. ***Product:*** Draft Housing Goal 10 Element.	11/24/2008 to 03/27/2009	

Item #	Products, Activities and/or Payments	Target / Due Date	Reimbursement Amount
10 (3T8)	***Activity:*** Economic Development element as described in this Grant Contract Attachment A Narrative Task 8, see for more detail. ***Product:*** Draft Economic Development Goal 9 Element.	11/24/2008 to 03/27/2009	
11 (3T9)	***Activity:*** Public Facilities element as described in this Grant Contract Attachment A Narrative Task 9, see for more detail. ***Product:*** Public Facilities Goal 11 Element.	11/24/2008 to 03/27/2009	
12 (3T10)	***Activity:*** Natural Resources and the Environmental Elements as described in this Grant Contract Attachment A Narrative Task 10, see for more detail. ***Product:*** Draft Natural Resources and Environmental Goal 5 Element.	11/24/2008 to 03/27/2009	
13 (3T11a)	***Activity:*** Compilation of draft comprehensive plan text, policies and implementation programs as described in this Grant Contract Attachment A Narrative Task 11a, see for more detail. ***Products:*** Draft comprehensive plan text, policies and implementation programs.	01/05/2009 to 03/27/2009	
P2	**Interim Payment: Reimbursement up to $40,000** upon submittal of products listed in **Grant Items 6, 9, 10, 11, 12 and 13;** and a signed **Attachment C:** DLCD Interim Reimbursement Form request acceptable to DLCD. **Submit** a total of four (4) hard Copies and two (2) CDs to the following: Three (3) copies each of the deliverables in hard copies and one (1) CD to the grant manager, and one (1) copy each deliverables in a hard copy and one (1) CD to the grant administrative specialist to addresses listed in **Attachment B – DLCD Contact Information.** **Send Attachment C – Interim Reimbursement Form,** and accompanying products to the grant administrative specialist. Payment will not be made until all copies are received in the Salem Office and approved by DLCD.	**03/31/2009 Due Date**	**$40,000.00**
14 (3T11 b-e)	***Activity:*** Plan Development, UGB proposal and maps, final draft comprehensive plan and maps, as described in this Grant Contract Attachment A Narrative Tasks 11b-e, see for more detail. Task 11b-Develop Draft Land Use Map, 11c-Establish UGB, 11d-Develop findings to prepare comp plan and UGB adoption, 11e-Prepare final Draft comprehensive plan and findings, Land Use Map and UGB. ***Product:*** Draft Comprehensive Plan, Land Use Map, and UGB proposal and maps.	03/02/2009 to 06/30/2009	

Item #	Products, Activities and/or Payments	Target / Due Date	Reimbursement Amount
15 (3T12)	*Activity:* Comprehensive Plan adoption as described in this Grant Contract Attachment A Narrative Task 12, see for more detail. *Product:* **NO ADOPTED PRODUCTS WILL BE SUBMITTED FOR THIS ITEM in 2007-2009. Submittal of adopted products will be in the 2009-2011 biennium.** **NOTE: THE PRODUCTS FOR ITEMS 2-13 will be incorporated into Item 14, and locally adopted and submitted for acknowledgment under ORS 197.251, 197.757 and OAR 660-003-0005 through 660-003-0050 in the 2009-2011 biennium.**	N/A	
P3	**Final Payment:** Reimbursement for work completed through **June 30, 2009, of up to $10,000.00** or the balance of the not spent grant funds for this grant award upon submittal of: Products listed in **Grant Items 6 and 14**; and a signed **Attachment C** - DLCD Final Reimbursement Form request acceptable to DLCD. **Submit**, no later than **July 31, 2009** (30 days after the closeout): a total of four (4) hard Copies and two (2) CDs to the following: Three (3) copies each of the deliverables in hard copies and one (1) CD to the grant manager, and one (1) copy each deliverables in a hard copy and one (1) CD to the grant administrative specialist to addresses listed in **Attachment B – DLCD Contact Information.** **Send Attachment C – Final Reimbursement Form**, and the accompanying products to the grant administrative specialist. Payment will not be made until all copies are received in the Salem office and approved by DLCD.	**06/30/2009 Due Date**	**$10,000.00**
		TOTALS	**$90,000.00**

Attachment B

DLCD General Fund TA-PR Grant Agreement
Contact Information
for the City of La Pine Comp Plan
TA-R-09-198

For questions regarding the scope of work of your grant, please contact:

Grant Manager:
Mark Radabaugh
DLCD Bend Office
888 N.W. Hill Street, Suite 2
Bend, OR 97701-2942

Phone: 541-318-2899 Mark Radabaugh mark.radabaugh@state.or.us
Fax: 541-318-8361

~~**Grant Program Manager:**~~
~~Darren Nichols~~ ~~darren.nichols@state.or.us~~
~~DLCD Salem Office~~
~~635 Capitol St NE, Suite 150~~
~~Salem, OR 97301-2540~~

~~Phone: (503) 373-0050 ext. 255~~
~~Fax: (503) 378-5518~~

For questions regarding the processing of paperwork and payments, please contact:

Grant Administrative Specialist
Larry French larry.french@state.or.us
DLCD Salem Office
635 Capitol St NE, Suite 150
Salem, OR 97301-2540

Phone: (503) 373-0050 ext. 283
Fax: (503) 378-5518

DMC Consulting Services LLC

INVOICE # 1

Deborah McMahon
P.O. Box 902
Redmond, Oregon 97756
Phone: 541.480.3266 email: dmc@bendnet.com

DATE: March 24, 2009

BILL TO City of La Pine
La Pine City Hall,
PO Box 3055, 51340 Hwy 97,
Oregon 97739

COMMENTS Contact: Luana Damerval, City Administrator 536-1432

COMPREHENSIVE PLAN DLCD GRANT

DATE	DESCRIPTION OF SERVICES RENDERED		AMOUNT
March 24, 2009	Final Product Billing No.1 Literature studies search and digest, report on formation of advisory committees and participants, coordination on population forecast, Goal 1 citizen participation plan, community visioning plan, building lands inventory and GIS maps, BLI analysis and draft BLI map, draft goal 3 Agricultural Element, draft goal 4 Forest Land element, continued citizen participation meetings and staff updates, coordination with agencies and local business groups, Council and County updates, and DLCD coordination.		$40,000.00

CURRENT	1-30 DAYS PAST DUE	31-60 DAYS PAST DUE	61-90 DAYS PAST DUE	OVER 90 DAYS PAST DUE	AMOUNT DUE
$40,000.00					$40,000.00

REMITTANCE	
Invoice #	1
Date	
Amount Due	$40,000.00
Amount Enclosed	

Make all checks payable to DMC Consulting Services LLC
THANK YOU FOR YOUR BUSINESS!

Oregon
Theodore R. Kulongoski, Governor

Department of Land Conservation and Development
Central Oregon Regional Office
888 NW Hill Street, Suite 2
Bend, OR 97701-2942
Rural Regional Representative (541) 318-2890
Urban Regional Representative (541) 318-2899
Community Service Specialist (541) 318-8193
Fax (541) 318-8361
Web Address: http://www.oregon.gov/LCD

February 25, 2009

Peter Gutowsky, AICP
Principal Planner
Deschutes County Community Development Department
117 NW Lafayette Avenue
Bend, Oregon 97701

Subject: La Pine Population Forecast
State File: Deschutes PAPA 002-09
Local File: PA 09-1

Dear Peter,

Thank you for the opportunity to comment on Deschutes County's first-ever population forecast for the recently incorporated City of La Pine. We appreciate the County's timely response to developing this forecast update. As mentioned in your staff report, this population forecast will be one of the key foundations for La Pine as it begins work on developing its own Comprehensive Plan.

The methodology proposed for this forecast is spelled out in the staff report's proposed findings. The proposed methodology has utilized La Pine's base-year population as estimated by Portland State University's Population Research Center and then prorated this number proportionally against the unincorporated County population found in the 2004 acknowledged city and countywide population forecast. This became the basis for projecting an annualized 2.2% annual population growth rate for La Pine to year 2029. In order to meet OAR 660-024-0030(1) and (2), the County should also explain why the rate used to determine the population forecast for the newly incorporated City of La Pine is expected to mirror the countywide unincorporated rate which was acknowledged in 2004.

In adopting the La Pine forecast, the County and City must adopt a 20-year forecast which is consistent with the coordinated County forecast. OAR 660-024-0030(2) states "The forecast must be developed using commonly accepted practices and standards for population forecasting used by professional practitioners in the field of demography or economics, and must be based on current, reliable and objective sources and verifiable factual information..." Since this is a new forecast for a new city, the County's final decision should show how its methodology has followed this guidance.

Please place this letter in the record of proceedings for this matter. If you have any questions, do not hesitate to cal me at 318-2899.

Sincerely,

Mark Radabaugh
Regional Representative

c: Deborah McMahon, DMC Consulting
DLCD PAPA file:

REVIEWED

LEGAL COUNSEL

For Recording Stamp Only

BEFORE THE BOARD OF COUNTY COMMISSIONERS OF DESCHUTES COUNTY, OREGON

An Ordinance Amending Title 23, the Deschutes County Comprehensive Plan, of the Deschutes County Code, to revise a coordinated population forecast for Deschutes.	* * * *	ORDINANCE NO. 2009-006

WHEREAS, pursuant to ORS 195.036, Deschutes County, acting as the coordinating body under ORS 195.025, is required to establish and to maintain a population forecast for the County, including the cities of Bend, La Pine, Redmond, and Sisters; and

WHEREAS, the County first adopted a coordinated population forecast in 1998 after coordinating with the cities of Bend, Redmond, and Sisters to develop and come to an agreement on the forecast; and

WHEREAS, the County coordinated with the cities of Bend, Redmond, and Sisters, and the Oregon Department of Land Conservation and Development, and adopted a population forecast from the year 2000 to year 2025 in 2004; and

WHEREAS, the city of La Pine incorporated on November 7, 2006; and

WHEREAS, the city of La Pine is coordinating with the Oregon Department of Land Conservation and Development to develop its first comprehensive plan; and

WHEREAS, the County has coordinated with the city of La Pine and the Oregon Department of Land Conservation and Development, to develop a new population forecast for the municipality from the year 2009 to the year 2029; and

WHEREAS, the County recognizes the value of adopting a coordinated population forecast for guiding the long range planning efforts of the county and each city; and

WHEREAS, the Deschutes County Planning Commission and Board of County Commissioners have each considered the coordinated population forecast after public hearings; now, therefore,

THE BOARD OF COUNTY COMMISSIONERS OF DESCHUTES COUNTY, OREGON, ORDAINS as follows:

Section 1. AMENDMENT. DCC 23.16.020, Population, is amended to read as described in Exhibit "A," attached hereto and by this reference incorporated herein, with new language underlined and language to be deleted in ~~strikethrough~~.

Section 2. AMENDMENT. DCC 23.24.010, Rural Development, is amended to read as described in Exhibit "B," attached hereto and by this reference incorporated herein, with new language underlined and language to be deleted in ~~strikethrough~~.

Section 3. AMENDMENT. DCC 23.48.010, Urbanization, is amended to read as described in Exhibit "C," attached hereto and by this reference incorporated herein, with new language underlined and language to be deleted in ~~strikethrough~~.

Section 4. FINDINGS. The Board adopts as its findings Exhibit "D," attached and incorporated by reference herein.

///

Dated this _____ of _____, 2009

BOARD OF COUNTY COMMISSIONERS
OF DESCHUTES COUNTY, OREGON

_____
TAMMY BANEY, Chair

_____
DENNIS R. LUKE, Vice Chair

_____
ALAN UNGER, Commissioner

ATTEST:

_____
Recording Secretary

Date of 1st Reading: _____ day of _____, 2009.

Date of 2nd Reading: _____ day of _____, 2009.

Record of Adoption Vote

Commissioner	Yes	No	Abstained	Excused
Tammy Baney	____	____	____	____
Dennis R. Luke	____	____	____	____
Alan Unger	____	____	____	____

Effective date: _____ day of _____, 2009.

ATTEST:

_____
Recording Secretary

Chapter 23.16. EXISTING CONDITIONS AND CONCERNS

23.16.010. Introduction.
23.16.020. Population.
23.16.030. Economy.
23.16.040. Housing.
23.16.050. Land Use.
23.16.060. Public facilities.
23.16.070. Transportation.
23.16.080. Other.

23.16.010. Introduction.

Before a plan can be prepared for a community, there must be an understanding of the physical structure, general attitudes and existing trends which identify that community as the unique society that is constitutes. Further, it is important that there exist some understanding of the problems and issues facing the local community. The purpose of this portion of the plan is to briefly review the status of some of the elements which make up Deschutes County in 1979 and discuss the apparent direction which the County seems to be taking into the future. More detailed information on local conditions and trends may be found in the Resource Element which is part of this plan.
(Ord. 2000-017 §1, 2000; PL-20, 1979)

23.16.020. Population.

The population of the County has increased significantly since the adoption of the comprehensive plan in 1979.

Population Growth in Deschutes County: 1980 to 2000			
Sources	**1980**	**1990**	**2000**
Population Research Center - July 1 estimates	62,500	75,600	116,600
Census Bureau - April 1 census counts	62,142	74,958	115,367

ORS 195.025(1) requires the counties to coordinate local plans and population forecasts. In 1996, Bend, Redmond, Sisters and the County reviewed the most recent population forecasts from the Portland State University Center for Population Research and Census, the Department of Transportation, Woods and Poole, the Bonneville Power Administration and the State Department of Administrative Services Office of Economic Analysis. After review of these projections, the cities and Deschutes County agreed on the coordinated population forecast adopted by the County in 1998 by Ordinance 98-084

The results of the 2000 decennial census and subsequent population estimates prepared by the Population Research Center (PRC) at Portland State University revealed the respective populations of the County and the incorporated cities were growing faster that contemplated under the 1998 coordinated forecast. The cites and the County engaged in a coordination process between 2002 and 2004 that culminated with the County adopting a revised population forecast that projected population for the cities and the County to the year 2025. The following table displays the 2004 coordinated population forecast for Deschutes County and the urban growth boundaries of the cities of Bend, Redmond, and Sisters from 2000 to 2025:

EXHIBIT "A"

2000-2025 Coordinated Population Forecast					
Year	**Bend UGB**	**Redmond UGB**	**Sisters UGB**	**Unincorporated County**	**Total County**
2000	52,800	15,505	975	47,320	116,600
2005	69,004	19,249	1,768	53,032	143,053
2010	81,155	23,897	2,306	59,127	166,485
2015	91,158	29,667	2,694	65,924	189,443
2020	100,646	36,831	3,166	73,502	214,145
2025	109,389	45,724	3,747	81,951	240,811

The process through which the County and the cities coordinated to develop the 2000-2025 coordinated forecast is outlined in the report titled "*Deschutes County Coordinated Population Forecast 2000-2025: Findings in Support of Forecast*" dated July 2004. This report provides the findings in support of the adopted forecast. The Deschutes County Year 2000 Comprehensive Plan (1979) included a population forecast from 1980 to 2000 that was incorporated in several chapters. In 1998, the County adopted a coordinated population forecast under ORS 195.036. The following table displays all three forecasts for comparison:

Deschutes County Population Forecasts from 1979, 1998, and 2004			
Year	**1979 forecast**	**1998 forecast**	**2004 forecast**
1980	53,400	-	-
1985	66,600	-	-
1990	82,900	74,958	-
1995	103,400	94,100	-
2000	128,200	113,231	116,600
2005	-	132,239	143,053
2010	-	151,431	166,485
2015	-	167,911	189,443
2020	-	182,353	214,145
2025	-	-	240,811

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The fourth city in Deschutes County is La Pine. Incorporated on November 7, 2006, the City of La Pine's 2006 population estimate of 1,590 was certified by Portland State University, Population and Research Center on December 15, 2007. As of January 1, 2009, La Pine is coordinating with the Oregon Department of Land Conservation and Development to develop its first comprehensive plan. As a result of La Pine incorporation, Deschutes County updated its Coordinated Population Forecast with Ordinance 2009-006. The purpose of this modification was to adopt a conservative twenty-year population forecast for the City of La Pine that can be used by city officials and the Oregon Department of Land Conservation and Development to estimate future land need and an Urban Growth Boundary. The following table displays the coordinated population forecast for Deschutes County, the urban growth boundaries of the cities of Bend, Redmond, and Sisters, and the city of La Pine from 2000 to 2025:

2000-2025 Coordinated Population Forecast						
Year	Bend UGB	Redmond UGB	Sisters UGB	La Pine UGB	Unincorporated County	Total County
2000	52,800	15,505	975	-	47,320	116,600
2005	69,004	19,249	1,768	-	53,032	143,053
2010	81,155	23,897	2,306	1,697	57,430	166,485
2015	91,158	29,667	2,694	1,892	64,032	189,443
2020	100,646	36,831	3,166	2,110	71,392	214,145
2025	109,389	45,724	3,747	2,352	79,599	240,811

In the fall of 1998, the Oregon Water Resources Department acknowledged that virtually all groundwater in the Deschutes River basin discharges to the rivers of the basin. The Water Resources Department may place restrictions on the consumptive use of groundwater to protect the free flowing nature of the Deschutes River, instream water rights and existing water rights. These restrictions may affect the use of groundwater resources for future development and consequently affect the future growth and allocation of population in the County and the four urban jurisdictions.

Deleted: three

(Ord. 2009-006 §1, 2009; Ord. 2003-078 §1, 2003; Ord. 2003-001 §1, 2003; Ord. 2000-017 §1, 2000; Ord. 98-084 §1, 1998; PL-20, 1979)

23.16.030. Economy.

Equally important in understanding the local area is the economic base of the community. Presently the timber and wood products sector is the major manufacturing employer locally, with 2,720 employees as of March 1978. However, major changes may be expected during the 20-year planning period and the overall result is difficult to assess. It does appear that conversion to processing smaller trees and maintenance of the allowable cut will permit some growth in employment but overall timber and wood products will probable play a proportionally smaller role in the County's future economy. In fact, total manufacturing is presently decreasing in importance locally. How much decrease this ultimately will amount to is difficult to predict. Regionally and nationally the economy is shifting to a more service and trade-oriented status. Given the emphasis on promoting manufacturing in Redmond and to a lesser extent in La Pine and the growing local labor pool, it seems probably that some gains in industrial employment may be expected although as a proportion of the economy some small decline may occur.

One of the strongest segments of the local economy is construction which grew 187.5 per cent between 1970 and 1978. Related to construction is the growth in finance, insurance and real estate employment, up 95.8 per cent during the same period. These industries are directly related to the large in-migration of people occurring in the County.

Tourism is also a significant factor locally, as is reflected in the strong growth (up 107.3 per cent) taking place in the services sector of the economy. Some of this growth is likely to be related to population growth and a national trend to more services. Unfortunately, service jobs tend to be somewhat lower paying and more seasonal than some other types of employment. However, the City of Sisters has chosen to base its economy almost solely on tourism. And tourism locally is a less seasonable economy which seems to provide many jobs for the young and second incomes for families.

Wholesale and retail trade has also witnessed rapid growth, up 96.9 per cent, and is probably tied to a burgeoning population and a growing importance for Bend as a regional shopping center. Agriculture, once a major factor in the local economy, has continued to decline. Only livestock areas and some of the better cropland areas, which have remained largely undivided, have continued to produce significant amounts of

agricultural products. Many small farms exist in the County, but their agricultural production is largely subsidized by off-farm employment. The definition of marginal farmland and how much is marginal is a major issue in this area.

It appears Deschutes County is shifting from a rural economy to one more characteristic of a growing urban area. Growth in trade and services seems likely to continue with a growing interest in manufacturing employment, presently not evident, probable once an adequate pool of labor exists.

Unemployment has consistently been higher in Deschutes County for many years. To some extent, this situation is related to the seasonable fluctuations of such industries as tourism, logging and agriculture. Most recently, the major reason is probably the rapid influx of new residents. Many of these people are young skilled individuals who have moved here for the higher quality of life available locally and are willing to accept jobs for which they are over-qualified or to create their own employment. Given the rapid influx of people, which likely hides a large out-migration of people unable to find adequate employment (in-migration is still faster than the out-migration so the population increases), it is perhaps surprising the economy has accommodated so many.
(Ord. 2000-017 §1, 2000; PL-20, 1979)

23.16.040. Housing.

Nineteen seventy-seven housing data indicate Deschutes County residents build more single family units (62.5 per cent of all new dwelling unit permits versus a State average of 55.32 per cent), buy more mobile homes (20.4 per cent versus 15.92 per cent), and construct fewer multiple family units (17.1 per cent versus 28.75 per cent) than is characteristic Statewide. These findings appear to be consistent with the earlier population information. The low vacancy rates found locally, for single-family dwellings and multiple family units, are indicative of the rapid growth locally. One aspect of the local housing situation that is difficult to determine is the effect of seasonable housing on local housing demand. Surveys indicate about 10 per cent of the local housing stock is used as seasonal housing and is, therefore, generally unavailable to meet the need of local residents. This is a factor which must be remembered when assessing how much land needs to be set aside for housing construction.
(Ord. 2000-017 §1, 2000; PL-20, 1979)

23.16.050. Land Use.

One of the most obvious results of growing County population has been the sprawling residential development that has spread rapidly over much of western Deschutes County. This has caused the loss of valuable agricultural and forestland and accentuated the need for expensive public services. Recreational and rural tract lots in the County in 1979 accounted for 58 percent of the total lots. Interestingly, of these lots, 17,377 were found to be undeveloped.

It appears the County presently has enough available empty lots to more than serve the needs of the anticipated new rural residents.

In the La Pine area, recreational subdivisions once seen as a boon to the County taxpayer have slowly been changing to more permanent occupancies that demand schools, buses, sheriff and fire patrol, as well as a variety of other expensive services that must be delivered over a large area.

Historic structures and sites, so important to the preservation of the County's history and the education of the community, have been lost to the dictates of unregulated change.

Strip commercial development has continued to stretch out from the urban areas along the highways, often obliterating scenic views and natural lands while promoting inefficient energy consumption and traffic patterns.

Rural Service Centers have not been used as originally intended. Often the land uses constructed have little or nothing to do with the servicing of the rural population, but instead are just further examples of the spread of commercial uses along the highways or the use of loopholes to avoid planned development (i.e., Deschutes Junction).
(Ord. 2000-017 §1, 2000; PL-20, 1979)

23.16.060. Public Facilities.

As has been mentioned previously, the sprawling pattern of development which has been characteristic locally has resulted in extensions of increasingly expensive public services. Further, growth has been so rapid that even in urban areas services have lagged behind the population growth, although not so seriously as in La Pine. Occasionally, the lack of services has even created the potential for serious problems, such as the lack of sheriff's protection in La Pine and the use of irrigation water for drinking in the Bend-Tumalo areas.

Many people have expressed concern over rising tax rates and the possibility that they are subsidizing those areas of the County they would like to see left open and unchanged.
(Ord. 2000-017 §1, 2000; PL-20, 1979)

23.16.070. Transportation.

In Deschutes County, as is typical of rural areas, the primary mode of transportation is the private automobile. In fact, this area's love of outdoor activities and sprawled development seems to have resulted in a higher rate of vehicular ownership than is characteristic Statewide. Certainly these attitudes and conditions are much of the reason mass transit has been so unsuccessful locally.
(Ord. 2000-017 §1, 2000; PL-20, 1979)

23.16.080. Other.

Concern has been expressed over the loss of wildlife habitat, such as the subdivision of deer winter ranges and the blockage of deer migration corridors in the La Pine area. The Oregon Fish and Wildlife Department has been outspoken in its concern and has, upon occasion, sued to protect the dwindling habitat.

Problems with water quality have been found to exist in La Pine and septic tanks have failed in Terrebonne. Increasingly the major environmental damage has been the loss of scenic vistas and sensitive environment areas along highways, rivers and other areas where development has occurred. Often the resources lost have been irreplaceable locally.

Fortunately, Deschutes County still has many scenic and natural resources available. Public ownership constitutes over 78 per cent of the land in the County. Proper management of both public and private lands can assure the area's primary resource--its natural beauty and diversity--is maintained for future residents.

Energy usage has been growing dramatically in Deschutes County, not only because of the population growth but also due to the low-density sprawled-out pattern, construction of energy consumptive commercial uses and a general unconcern about energy by many citizens. Interestingly, the heavy use of wood heat locally does seem to have saved a significant amount of electrical energy. Problems with coordinating activities and regulations between the various Federal, State and local agencies have often created unnecessary delays and expenses. Often this has been expressed in comments about comments about lax enforcement of local ordinances are being received. While improvement has been noted, much more will be necessary for the coordinated and productive management of public resources and services locally, particularly if growth and change continue to occur at a pace as rapid as it is now.

This brief summary of conditions, trends and local issues is not meant to be all-encompassing, but it does include the major characteristics and trends of concern in the preparation of this plan. Deschutes County has available tremendous environmental and human resources but it also suffers from many of the problems common to areas with rapid rates of growth. The scenic and environmental qualities that first attracted people will be needed in the future as well.

However, not all of the results of growth are bad. Increasing population has brought new businesses and services to the area. Educational and cultural opportunities have improved significantly. Employment alternatives have increased, as have wages. And, a lot of new people have been able to improve their quality of life. Growth and change is a mixed blessing. The purpose of this plan is to address the issues and

EXHIBIT "B"

Chapter 23.24 RURAL DEVELOPMENT

23.24.010. Rural Development.
23.24.020. Goals.
23.24.030. Policies.

23.24.010. Rural Development.

The primary duty of this comprehensive plan is to guide growth and development in the rural areas of Deschutes County. The Urbanization chapter discusses urban area growth, but the primary plans for the County's major communities are the three urban area plans. The Deschutes County Comprehensive Plan is focused upon the changes that will be taking place outside the urban growth boundaries. This chapter is meant to tie together the various more specific chapters that deal with resource and growth management so that an integrated plan for the development of the County may be obtained.

Being the fastest growing County in Oregon has meant many changes for Deschutes County. Some of the changes, such as improved social, cultural and economic opportunities, are seen as beneficial. Others, such as traffic congestion, loss of scenic views, and rising taxes to pay for public services, are changes most people would like to do without.

The public process for developing the Deschutes County Year 2000 Comprehensive Plan (1979) occurred during a time of rapid population growth in the County. The County's population was growing at around 6.3 percent a year. The population of unincorporated Deschutes County was estimated at 49,700. Population growth was expected to occur at a rate of 4.5 percent per year through the year 2000. In 1979, the County population forecast for the year 2000 was 128,200. The 2000 Census count for the County's population was 115,367, with 48,898 people residing in unincorporated areas of the County. By 2003, the County's estimated population was 130,500. If population growth occurs as forecasted, 32,279 new residents will reside in rural areas by 2025.

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Much of the development that has occurred locally has been the standard parcelization of land into small (less than 10 acres) lots. This dispersed pattern is often the most costly to serve; the most wasteful of energy, land and resources; the least esthetic; and the most destructive to rural character. Planned Developments, such as Indian Ford Planned Development, often provide a more efficient and beneficial manner in which to serve the public demand for rural recreational or residential experience. Destination resorts, such as Black Butte Ranch and dude ranches, have been found locally to be economically and socially desirable land uses, when located and developed consistent with the capabilities of the land and the abilities of various public and private agencies to serve that area.

Recreational subdivision was originally seen as a benefit to the County as the non-resident landowners would be contributing to the County tax base. This probably resulted in areas like La Pine subsidizing other portions of the County. Now the recreation subdivisions are filling up with retirees and younger people seeking less expensive building lots. The result is a call for more services in areas far from existing service facilities and in subdivisions where roads and other improvements were meant only for seasonal and limited use. As demand continues to grow, to provide adequate service levels it will be necessary for other areas to subsidize the recreational areas for many years. Studies by Oregon State University indicate that Deschutes County is likely faced with such a situation presently.

Deleted: To accommodate the new rural population will require 3,039 lots (assumes 2.32 persons per household). There were available in Deschutes County, as of January 1, 1979, 17,377 undeveloped rural tract and recreational lots. It appears that Countywide there is in excess of 14,000 lots beyond the publics housing needs until the year 2000. That does not preclude the possibility of certain areas needing new lots, since the vast majority of those existing lots are in the La Pine area, but it does indicate the County must give serious review before approving any further rural development.¶

The County has witnessed losses of agricultural, forest and other resource lands, as well as seen the expense and esthetic losses created by urban sprawl. Studies such as "The Costs of Sprawl" have emphasized the greater efficiencies that can be obtained by a more condensed and planned development pattern. When these factors were combined with State requirements to contain development in urban areas,

there was no question to the Overall CAC that the updated comprehensive plan would have to address the issue of containing urban sprawl and protecting the rural character of the County.

The predominant rural land uses in the County are open spaces, pasture and limited crop production, livestock production, natural resource utilization and wildlife cover. There is also residential use and some commercial and industrial activity in the rural service centers. Unfortunately, the unrestrictive zoning permitted in the rural service centers has allowed incompatible adjacent land uses and not resulted in providing the needed services for the surrounding rural areas. In the case of Deschutes Junction this result is combined with another factor in that Bend's urban sprawl is augmented by development at the junction.

Interestingly, the residents of the rural service centers, except for La Pine, have expressed concern that higher levels of development in their locales would be incompatible with the existing rural nature of the area. They agree that there is a need for limited and controlled growth, but that the rural character of the community must be maintained.

To guide development into appropriate patterns the following goals have been prepared.

(Ord. 2009-006 §2, 2009Ord. 2002-005 §1, 2002; Ord. 2000-017 §1, 2000; Ord. 92-051, 1992; PL-20, 1979)

23.24.020. Goals.

A. To preserve and enhance the open spaces, rural character, scenic values and natural resources of the County.
B. To guide the location and design of rural development so as to minimize the public costs of facilities and services, to avoid unnecessary expansion of service boundaries, and to preserve and enhance the safety and viability of rural land uses.
C. To provide for the possible long-term expansion of urban areas while protecting the distinction between urban (urbanizing) land and rural lands.

(Ord. 2002-005 §1, 2002; Ord. 2000-017 §1, 2000; Ord. 92-051, 1992; PL-20, 1979)

23.24.030. Policies.

The policies needed to accomplish the identified goals were largely developed by the Overall CAC during its deliberations on the preliminary plan. It was obvious that some policies were needed to pull the various resource and management chapters together and to fill in some gaps so that an integrated and cohesive plan was available.

Rural Development policies are meant to pertain to all non- urban areas (areas outside urban growth boundaries) and are the basic policies to be followed in guiding rural growth. Specific resource or management policies from other chapters shall augment these policies so that the plan must be viewed as an integrated whole rather than a series of individual chapters.

- **Residential/recreational development.**

1. Because 91 percent of the new County population will live inside an urban area, with only 3,039 new rural lots required, and in light of the 17,377 undeveloped rural tracts and lots as well as the energy, environmental and public service costs, all future rural development will be stringently reviewed for public need before approval. As a guideline for review if a study of existing lots within three miles of the proposed development indicates approximately 50 per cent or more of those lots have not had structures constructed thereon, then the developer shall submit adequate testimony justifying additional lots in that area. This will permit development in areas where such is needed (other policies considering energy, public facilities, safety and other development aspects shall also be considered) while restricting future division in areas where many undeveloped lots already exist.
2. To further restrict subdivision outside urban areas the minimum parcel size shall be 10 acres, except where other policies supersede this minimum (see Unincorporated Communities, Rural Service Centers, Agriculture and Forest Lands).

3. Cluster or planned development offers significant savings to the developer because of reduced roadway, utility and construction costs. Public costs to serve cluster developments are also usually lower. Therefore, to encourage cluster and planned developments, rather than parcelization, the county shall permit smaller lot sizes and the continued use of special lot size requirements in cluster and planned developments in rural residential exception areas.
4. Cluster and planned developments shall maintain a minimum of 65 per cent of the land in open space, forest or agricultural uses compatible with the surrounding area and the development area. The open space of the development may be platted as a separate parcel or in common ownership of some or all of the clustered units; however, the open area shall not be subject to development unless the whole development is brought inside an urban growth boundary. Also, service connections shall be the minimum length necessary and underground where feasible. Roads may be private roads and shall meet County standards.
5. Destination resorts are important elements of the local economy. These developments shall not be permitted in exclusive farm use districts except in EFU-20 and EFU-40 zones pursuant to the County's Destination Resort Siting Map and Destination Resort Siting Combining Zone and in forest districts only in the F-2 zone pursuant to the County's Destination Resort Siting Combining Zone. They may be allowed in the County's rural areas if compatible with the environmental capabilities of the site, near existing transportation and utility facilities, consistent with the rural character of the area, and unlikely to create undue public service burdens.
6. Other than as outlined in Policy 5 and the Goals and Policies set forth for Destination Resorts, no further recreational (seasonal) subdivision will be approved in rural areas.
7. Parcels legally existing at the time of this plan's adoption shall continue to function as legal lots and will not be unduly affected by the new lot size.

- **Commercial and Industrial Development.**

8. Within one mile of acknowledged urban growth boundaries, use of the planned or cluster development concepts shall permit development in Multiple Use Agriculture or Rural Residential zones (not under a combining zone which would prevent such) with a minimum lot size or equivalent density of one unit per five acres.
9. Temporary on-site processing and storage of either mineral and aggregate materials or agricultural products shall be permitted as appropriate, in order to support the continued productivity of the County's natural resources.
10. Certain industrial uses, such as research and development facilities (requiring quiet and open surroundings) and manufacturers of hazardous materials (requiring long distances between the plant and neighbors) are more suitably located in rural areas. The County shall consider making provision for such uses as the need is found to exist (see Tumalo).
11. Certain industrial uses, such as research and development facilities (requiring quiet and open surroundings), wrecking or salvage yards and manufacturers of hazardous materials (requiring long distances between the plant and neighbors) are more suitably located in rural areas. The County shall consider making provision for such uses as the need is found to exist (see Tumalo).

    To ensure that the uses in the Rural Industrial zone on tax lot 16-12-26C-301 are limited in nature and scope, the Rural Industrial zoning on the subject parcel shall be subject to a Limited Use Combining Zone, which will limit the uses to storage, crushing, processing, sale and distribution of pumice.
12. Because large scale recreation facilities cannot normally be accommodated in urban areas, uses such as motor cross tracks, rodeo grounds and livestock arenas shall be conditional uses which may be approved in rural areas adjacent to existing highways and other public facilities.

- **Other.**

13. Construction on open lands shall be in a manner least intrusive to the aesthetic and natural character of those lands and neighboring lands (fences and access roads shall not be considered structures).

EXHIBIT "C"

Chapter 23.48. URBANIZATION

23.48.010. Urbanization.
23.48.020. Goals.
23.48.030. Urban Growth Boundary Policies.
23.48.040. Urban Reserve Area Policies

23.48.010. Urbanization.

A major emphasis in Oregon's land use planning is locating the majority of new development in urban areas. The rural areas are primarily to be protected for natural resource utilization. Between the urban areas (incorporated cities) and the rural areas lies what is referred to as the urbanizing area. Usually under the jurisdiction of the County, this is the area where the future population will be located and where the city's services must be extended.

In Deschutes County the incorporated cities of Bend, Redmond and Sisters have been given the authority, by the County, to prepare plans for their respective urban areas. These plans are coordinated with the County's planning effort and will eventually be adopted as part of the County's comprehensive plan. In addition to a plan each city also prepares an urban area zoning ordinance and a cooperative agreement for mutually administering the urbanizing area.

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All three incorporated cities were growing at rapid rates by the time the Deschutes County Year 2000 Comprehensive Plan was adopted in 1979. At that time, the County estimated Bend's urban area contained a population of 33,000 people, Redmond's was approximately 7,500, and Sisters' approximately 900. All of the cities were expected to continue their growth to the year 2000. The 2000 Census results for Bend, Redmond, and Sisters were 52,029, 13,481, and 959, respectively. In 2000, 58 percent of the County's population lived in urban areas. The fourth city in Deschutes County is La Pine. Incorporated on November 7, 2006, the City of La Pine's 2006 population estimate of 1,590 was certified by Portland State University, Population and Research Center on December 15, 2007. As of January 1, 2009, La Pine is coordinating with the Oregon Department of Land Conservation and Development to develop its first comprehensive plan, which when acknowledged, will officially recognize an Urban Growth Boundary.

The Deschutes County Coordinated Population Forecast, adopted in August 2004 estimated that by the year 2025, the County's population will reach 240,811 people. The 2004 forecast estimated 109,389 people in Bend, 45,724 people in Redmond, 3,747 people in Sisters, and 81,951 in Nonurban, unincorporated areas. If population growth occurs as forecasted in 2004, 66 percent of the County's population will reside in urban areas by 2025.

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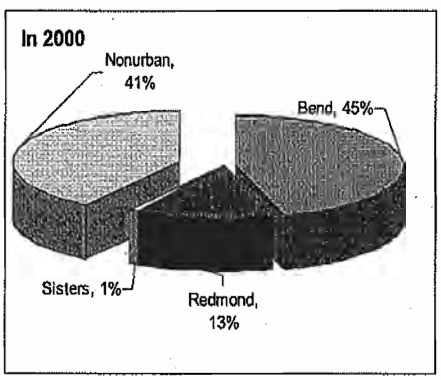

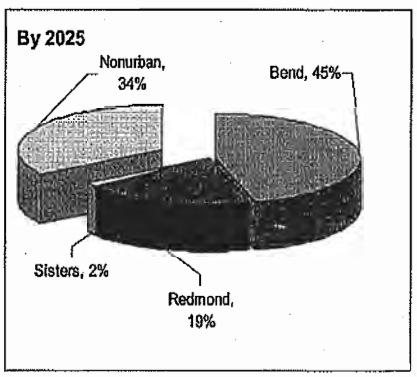

As a result of La Pine incorporation, Deschutes County updated its Coordinated Population Forecast with Ordinance 2009-006. The purpose of this modification was to adopt a conservative twenty-year population forecast for the City of La Pine that can be used by city officials and the Oregon Department of Land Conservation and Development to estimate future land need and an Urban Growth Boundary. Deschutes County's 2004 Coordinated Population Forecast applied a conservative 2.2% annual average growth rate to estimate the county's unincorporated population from 2000 to 2025. This method applied the growth rate as a compounding rate throughout the entire forecast. Recognizing that incorporation occurred on November 7, 2006, it is reasonable to apply a 2.2% annual average growth rate to La Pine's estimated population, starting in July 1, 2007, the first time Portland State University's Population Research Center officially certified the City of La Pine in an Annual Population Report. By extending the growth rate to the Year 2025, La Pine's population will be 2,352. The Nonurban unincorporated population decreases by 2,352 from its original projection of 81,951 to 79,599. Extending the growth rate to the Year 2029 results in a twenty year population estimate of 2,566 for La Pine.

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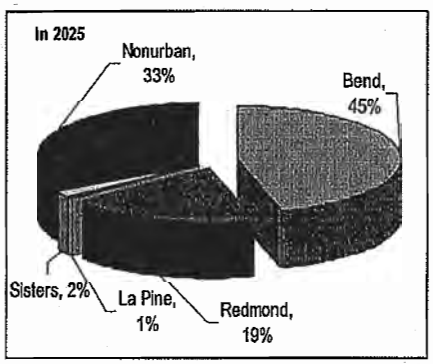

Such growth will undoubtedly create severe problems for the provision of public services and adequate amounts of residential, commercial and industrial lands. Other problems are the protection of important aesthetic values, needed improvements in appearance and function of existing developments, safety and aesthetic problems, as well as energy and service costs, created by strip development; and problems with coordination and cooperation between the various agencies serving the public in urban areas, a problem which already exists.

Some opportunities also exist. Cities in Deschutes County are located in one of the most beautiful and livable environments in the State. All of the communities have within their authority the power to guide their community's growth for the public's benefit. Cooperation and mutual effort between the cities, special districts and the County could mean urban environments that not only function efficiently but are attractive and desirable places to live.

The purposes of DCC 23.48 are to provide the link between the urban and rural areas, and to provide some basic parameters within which the urban areas of Deschutes County shall develop, although the specific urban area plan for each community shall be the prevailing document for guiding growth in its respective
area. These policies will permit the County to review each urban area plan against common criteria and assure consistency County-wide.

(Ord. 2009-006 §3, 2009; Ord. 2004-012 §4, 2004; Ord. 2002-005 §1, 2002; Ord. 2000-017 §1, 2000; Ord. 92-051, 1992; PL-20, 1979)

parks, highways, police, garbage disposal, fire protection, libraries and other facilities and services.

c. Deschutes County adopts by reference the goals, policies, programs, elements, and statements of intent of the Redmond Comprehensive Plan, the officially adopted comprehensive plan for the City of Redmond and its surrounding Urban Growth Boundary.

3. Residential development.
   a. Residential developments should be located so that they are convenient to places of employment and shopping facilities, and they should be developed in ways which are consistent with the character of the topography and soils on the site. Residential areas should offer a wide variety of housing densities in locations best suited to each.
   b. Residential densities indicated on general plans should be respected and reflected in City and County codes, ordinances and development policies.
   c. In residential areas, development should be encouraged which have side yards or rear yards along arterial streets as a means of reducing congestion through turning movements in and out of driveways.
   d. Higher density residential areas should be concentrated near commercial services and public open space.
4. Commercial.
   a. Commercial facilities should be allocated in a reasonable amount and in a planned relationship to the people they will serve. Any future expansion of commercial uses should be developed as centers rather than strips and very carefully considered so that they do not cause unnecessary traffic congestion and do not detract from the appearance of the community.
   b. Neighborhood commercial shopping areas, parks, school and public uses may be located within residential districts and should have development standards which recognize the residential area. Development standards should be established for those commercial uses which will provide off-street parking, landscaping, access control, sign regulations and design review.
   c. Strip commercial developments along highways should not be extended. Commercial uses along major streets and highways shall be subject to special development standards relating to landscaping, setbacks, signs and median strips. No further commercial development outside urban growth boundaries, rural service centers, planned developments, or destination resorts shall be permitted.
   d. All commercial shopping centers shall be subject to special development standards relating to setbacks, landscaping, physical buffers, screening, access, signs, building heights and design review. Care shall be taken to control the size of any new commercial developments that may be required as growth occurs. Sites shall not be oversized to a point where additional uses which would generate traffic from outside the intended service area are necessary to make the development an economic success.
5. Industrial.
   a. Community efforts should be directed toward preserving prime industrial lands for industrial purposes. Industrial areas shall be protected from incompatible commercial and residential uses.
   b. Industrial areas of the community shall be located where necessary services can be provided and with good access to transportation facilities.
   c. Community efforts should be directed toward improving the general appearance of commercial and industrial areas so that they make a positive contribution to the environment of the community.
   d. Industrial areas shall provide for new industry in a park-like setting.
   e. All industrial centers shall be subject to special development standards relating to setbacks, landscaping physical buffers, screening, access, signs, building heights and design review.
6. Community appearance.

a. Because of slow natural growth and their effective use as a visual and noise buffer, and their relationship to air quality, trees or stands of trees shall be protected whenever feasible in industrial, commercial, residential and other urban developments.
b. Community appearance shall continue to be a major concern. Landscaping, sign regulations and building design review shall contribute to an improved environment. Major natural features such as rock outcrops, stream banks, canyons, or stands of trees should be preserved as a community asset as the area develops.
c. Attempts by each community to identify those characteristics which give the community its individual identity and to preserve and expand those characteristics as growth occurs shall be encouraged by the County.
d. Sign regulations shall be adopted which limit the size, location and number of signs in commercial and industrial areas and have amortization provisions to remove existing signs which do not conform with the regulations within a reasonable period of time.

7. Urban transportation.
   a. Expressways and arterial streets should have landscaped median strips wherever possible together with left-turn refuge lanes. Public transportation routes should be encouraged throughout the area and, if necessary, special provisions made in street design to accommodate ways.
   b. Streets and highways should be located and constructed in a manner which will accommodate both current and future traffic needs. Implementation of arterial and collector road systems should be joint County and City effort with strict time schedules and priorities.
   c. Interurban transportation facilities should be located in or near the central business district or main highway. Special consideration will be needed to evaluate public transportation needs and possibilities within the urban area.
   d. Except for major arterial and collector streets, street patterns in residential areas should be designed to provide convenient access to each living unit but not encourage through-traffic. Major and collector streets should be secured and developed under a strict time frame so that a reasonable circulation pattern will result.
   e. Provisions should be considered which will permit mass transit vehicles on arterial and collector streets within residential areas in the future.
8. Facilities and services.
   a. Efforts should be made over a sustained period of time to place utility lines underground in existing and new residential areas.
   b. Parks should be located within walking distance of every dwelling unit in the community. Parks should be centrally located and easily accessible to the areas they are intended to serve (see Recreation).
   c. Certain private recreational uses such as golf courses or riding stables can be successfully integrated into residential areas provided the location, design and operation are compatible with surrounding residential developments.
   d. Fire protection in the planning area should be considered as a common problem by the City, County, water district and the fire protection district, and equipment should reflect the character of land uses in the community.
   e. Efforts should be made to encourage Federal and State agencies to locate in urban areas.
   f. Efforts should be made to group public offices in a more or less common location as a convenience to the public.
9. Other.
   a. In many cases, home occupations are a legitimate use within residential areas and should be permitted provided that the use displays no outward manifestations of business other an a small business sign attached to the wall of the house.
   b. Recreation vehicle storage should be permitted in planned residential areas and these facilities shall be landscaped and otherwise screened from adjacent residential uses.

c. Consistent with policies in the Historic and Cultural chapter rehabilitation and/or redevelopment of older residential areas shall be encouraged.
d. All development in Deschutes County shall comply with all applicable state and federal rules, regulations and standards.

(Ord. 2006-018 §1, 2006; Ord. 2005-023 §1, 2005; Ord. 2002-005 §1, 2002; Ord. 2000-017 §1, 2000; Ord. 92-051, 1992; PL-20, 1979)

23.48.040. Urban Reserve Area Policies.

1. Redmond Urban Reserve Area. The following policies apply to the division and development of land in the area designated Redmond Urban Reserve on the County Comprehensive Plan map.
   a. The Redmond Urban Reserve Area (RURA) shall be designated with an urban reserve boundary located on the County's Comprehensive Plan Map.
   b. The County shall implement the Urban Reserve Area designation through the application of a RURA Combining Zone. The text of this combining zone shall be added and maintained in Title 18, County Zoning, of the Deschutes County Code.
   c. Until included in the Redmond Urban Growth Boundary, lands zoned Multiple Use Agricultural, Surface Mining, Rural Residential, or EFU in the RURA shall continue to be planned and zoned for rural uses, but in a manner that ensures a range of opportunities for the orderly, economic and efficient provision of urban services when these lands are included in the urban growth boundary.
   d. The County, by designating a RURA, shall adopt and implement land use regulations that ensure development and division of land in the Multiple Use Agricultural, Surface Mining or Rural Residential zoning districts, will not hinder the efficient transition to urban land uses and the orderly and efficient provision of urban services.
      These land use regulations shall include:
      1. Prohibition on the creation of new parcels less than ten acres;
      2. Regulations that prohibit zone changes or plan amendments allowing more intensive uses, including higher residential density, than permitted by the acknowledged zoning in effect as of the date of establishment of the urban reserve area. Such regulations shall remain in effect until such time as the land is included in the Redmond Urban Growth Boundary.
   e. Partitions of land zoned Exclusive Farm Use shall be allowed according to state law and the County Zoning Ordinance.
   f. The City of Redmond and Deschutes County shall adopt a RURA Agreement consistent with their respective comprehensive plans and the requirements of OAR 660-021-0050.
   g. New arterial and collector right-of-way established in the RURA shall meet the right-of-way standards of Deschutes County or the City of Redmond, whichever is greater.
   h. The siting of new development shall be regulated along existing and future arterial and collector right-of-way, designated on the County's Transportation System Plan, for the purpose of ensuring the opportunity for future urban development and public facilities.
   i. The siting of a single family dwelling on a legal parcel is permissible if the single family dwelling would otherwise have been allowed under law, existing prior to the designation of the parcel as part of the Redmond Urban Reserve Area.
   j. City of Redmond shall collaborate with Deschutes County to assure that the County owned 1800 acres in the RURA is master planned before it is incorporated into Redmond's urban growth boundary.

(Ord. 2002-005 §1, 2002; Ord. 2000-017 §1, 2000; Ord. 92-051, 1992; PL-20, 1979; Ord. 2005-023 §1, 2005)

EXHIBIT "C"

23.24.010. Rural development.

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Much of the development that has occurred locally has been the standard parcelization of land into small (less than 10 acres) lots. This dispersed pattern is often the most costly to serve; the most wasteful of energy, land and resources; the least esthetic; and the most destructive to rural character. Planned Developments, such as Indian Ford Planned Development, often provide a more efficient and beneficial manner in which to serve the public demand for rural recreational or residential experience. Destination resorts, such as Black Butte Ranch and dude ranches, have been found locally to be economically and socially desirable land uses, when located and developed consistent with the capabilities of the land and the abilities of various public and private agencies to serve that area.

Deleted: Recent years have witnessed Countywide growth occurring at about 6.3 per cent annually. The present population of Deschutes County is estimated at 49,700. Growth is expected to continue at a slower rate (4.5 per cent annually) to the year 2000. By that time, the County will likely have about 128,200 residents. Of that number, 84,000 will be in the Bend Urban Area; another 23,093 will be in and around Redmond; 2,135 are expected for Sisters; and La Pine will have incorporated and reached an urban area population of 3,620. That leaves a rural population of 15,350 people, up from an estimated 8,300 presently.¶

Recreational subdivision was originally seen as a benefit to the County as the non-resident landowners would be contributing to the County tax base. This probably resulted in areas like La Pine subsidizing other portions of the County. Now the recreation subdivisions are filling up with retirees and younger people seeking less expensive building lots. The result is a call for more services in areas far from existing service facilities and in subdivisions where roads and other improvements were meant only for seasonal and limited use. As demand continues to grow, to provide adequate service levels it will be necessary for other areas to subsidize the recreational areas for many years. Studies by Oregon State University indicate that Deschutes County is likely faced with such a situation presently.

The County has witnessed losses of agricultural, forest and other resource lands, as well as seen the expense and esthetic losses created by urban sprawl. Studies such as "The Costs of Sprawl" have emphasized the greater efficiencies that can be obtained by a more condensed and planned development pattern. When these factors were combined with State requirements to contain development in urban areas, there was no question to the Overall CAC that the updated comprehensive plan would have to address the issue of containing urban sprawl and protecting the rural character of the County.

Deleted: To accommodate the new rural population will require 3,039 lots (assumes 2.32 persons per household). There were available in Deschutes County, as of January 1, 1979, 17,377 undeveloped rural tract and recreational lots. It appears that Countywide there is in excess of 14,000 lots beyond the publics housing needs until the year 2000. That does not preclude the possibility of certain areas needing new lots, since the vast majority of those existing lots are in the La Pine area, but it does indicate the County must give serious review before approving any further rural development.¶
¶

The predominant rural land uses in the County are open spaces, pasture and limited crop production, livestock production, natural resource utilization and wildlife cover. There is also residential use and some commercial and industrial activity in the rural service centers. Unfortunately, the unrestrictive zoning permitted in the rural service centers has allowed incompatible adjacent land uses and not resulted in

providing the needed services for the surrounding rural areas. In the case of Deschutes Junction this result is combined with another factor in that Bend's urban sprawl is augmented by development at the junction.

Interestingly, the residents of the rural service centers, except for La Pine, have expressed concern that higher levels of development in their locales would be incompatible with the existing rural nature of the area. They agree that there is a need for limited and controlled growth, but that the rural character of the community must be maintained.

To guide development into appropriate patterns the following goals have been prepared.
(Ord. 2004-012 § 3, 2004; Ord. 2002-005 § 1, 2002; Ord. 2000-017 § 1, 2000; Ord. 92-051, 1992; PL-20, 1979)

Draft CITIZEN INVOLVEMENT PROGRAM

CCI – Committee for Citizen Involvement
CAC – Planning Commission and other committees as needed

Chapter_____

Purpose
The provisions of this chapter provide a citizen involvement program to insure the opportunity for citizens to be involved in all phases of the planning process. This chapter defines the procedures by which the public will be involved in the ongoing land use process and to provide for a continuity of citizen participation and transmittal of information by:

1. Establishing a process to involve a cross section of affected citizens, insure effective communication between citizens and elected officials, and assure citizens will receive a response from policy makers.

2. Assuring compliance with all state requirements for open meetings and open records, as well as defining the process for standing for advisory committees in La Pine land use actions.

3. Providing two bodies for assisting in citizen involvement in La Pine:

a. The Committee for Citizen Involvement (CCI) shall be an advisory body to the City Council to assure that the intent and purposes of this chapter are met.

b. Citizen Advisory Committees (CACs) shall insure plan amendments are developed in accordance with an overall City plan and also advise the Council on individual land use matters. The La Pine Planning Commission is one example of such an advisory committee.

Committee for Citizen Involvement (CCI)

1. Creation and Composition
The Committee for Citizen Involvement will act as a liaison between the City Council and the various Citizen Advisory Committees and citizens of La Pine. The Committee shall be composed of a member from each active CAC including one representative of the La Pine Planning Commission. The Planning Commission shall designate one of their members to serve as the Planning Commission Representative on the Committee for Citizen Involvement. The Planning Commission Representative shall serve on the Committee for a term of one year. With the exception of the Planning Commission representative, members shall also be appointed to serve on a Citizen Advisory Committee.

Members shall represent a cross section of affected citizens, as well as all geographic areas and interests related to land use and land use decisions, and chosen by the City Council after a publicized and open selection process. Members of the Committee for Citizen Involvement will receive no compensation.

2. Tenure and Removal
a. Members shall serve for terms of three years; provided, however, that the initial membership of the Committee shall be on staggered terms so that each year no less than two, nor more than three, members may be appointed.
b. A member of the Committee may be reappointed by the City Council to serve additional terms.
c. Members of the Committee may be removed by the City Council for cause, which include, but is not limited to, neglect or inattention to duty, failure to attend meetings and failure to implement the policy and purpose of this program.
d. A member of the Committee may resign at any time by submitting such resignation to the City Council.

3. Responsibilities
a. The Committee for Citizen Involvement shall be responsible to the City Council City Council for implementing and revising the La Pine Citizen Involvement Program, to promote and enhance citizen involvement in land use planning, further assisting in implementation of that Citizen Involvement Program and evaluation of the process used for citizen involvement.
b. The Committee for Citizen Involvement shall be the designated agency for receipt and evaluation of communications from citizens regarding the citizen involvement process in La Pine and shall report periodically to the Council on the state of the program.
c. The CCI shall be authorized to designate alternate members of their respective CAC's to attend CCI meetings in their absence.

Creation of Citizen Advisory Committees (CACs)

1. The City Council shall have the authority to establish and dissolve Citizen Advisory Committees, subject to the provisions of this chapter.
2. The City Council shall have the authority to establish, modify and abolish the boundaries in which Citizen Advisory Committees shall exercise their functions.
3. The City Council may undertake the activities listed in this section by City Council order only after consultation with the Committee for Citizen Involvement. Until such time, however, the Citizen Advisory Committees as composed on the effective date of this ordinance and the boundaries of each Citizen Advisory Committee are hereby ratified and affirmed.

Membership Requirements
1. Each Citizen Advisory Committee shall have five, seven or nine positions as designated by the City Council upon an order creating or modifying such

committee. A CAC may exceed the designated positions temporarily, as a result of CAC boundary or issue change.
2. Members of each Citizen Advisory Committee shall be residents of the area served by such committee or a represent an issue connected to the subject matter.
3. Membership of each Citizen Advisory Committee shall be representative of a broad cross section of the citizens living in the area served by the Citizen Advisory Committee or represent an issue that relates to the committee function.

Applications and Appointments
1. All persons residing in each Citizen Advisory Committee Area are eligible to apply for membership on the committee of that district or in the case of special issues, be representative on that issue.
2. Applications for appointments to Citizen Advisory Committees shall be submitted to the City Council, Committee for Citizen Involvement or the Planning Director on forms provided by the Director.
3. Applications received for committee membership shall be treated as follows:
a. If no vacancy exists on a Citizen Advisory Committee, such application shall be held by the Planning Director for at least one year for consideration by the Committee for Citizen Involvement and the City Council when vacancies occur. The applicant shall be notified of the fact that no vacancy exists and that the application will be held for one year.
b. Where a vacancy on a Citizen Advisory Committee does exist, the application shall be referred to the Committee for Citizen Involvement for review. The Committee shall advise the City Council as to their recommendations on disposition of outstanding applications according to the following criteria:
(1) Whether there is sufficient number of applications to provide a reasonable choice among applicants, consistent with the overall goal of providing for an effective cross section of citizen involvement in the Advisory Committee area. If the Committee does not feel that there is a sufficient number of applications, it may recommend to the City Council that action be deferred until the Committee has undertaken to seek out an additional number of applicants. The City Council may, on its own motion, also undertake such recruitment.
(2) If the Committee be satisfied that appointment of one or more applicants would provide for a balance of representation on a Citizen Advisory Committee, based upon interests, occupation and geographic location, it shall recommend to the City Council that one or more of the applicants be appointed.
c. Applications for Citizen Advisory Committee membership shall be forwarded to the City Council, together with recommendations from the Committee, not less than 30 days after the Committee is notified of an existing vacancy, unless the Committee or the City Council undertakes additional active recruiting.
d. From the list of applicants submitted to the Committee for its recommendations, the City Council shall consider the recommendations of the Committee and fill the vacancy or vacancies from a list supplied by the Committee. If the City Council finds all names submitted by the Committee unacceptable, it shall return the list to the Committee with their reason for

rejection and request additional lists of selections. The Committee shall, within a reasonable time of return of the list, submit to the City Council a new list for action by the City Council.

Term of Appointment

1. The term of membership on a Citizen Advisory Committee shall be three years from the date of appointment, except as otherwise provided for in this chapter.
2. A member may be reappointed by the City Council for additional terms.
3. When a vacancy occurs prior to the end of the three year term, the City Council shall appoint a member to serve the portions of a Citizen Advisory Committee member's term.

Removal and Resignation

1. The City Council may remove a member of a Citizen Advisory Committee only after receiving a recommendation from the Committee for Citizen Involvement, if the City Council finds that the policies of this chapter or the Comprehensive Plan are not met, or for the particular reasons set forth in this section. The City Council will also request that the Committee for Citizen Involvement undertake an investigation with respect to the grounds for removal or to respond to any complaints brought against any member of any Citizen Advisory Committee, or any Committee as a whole. The investigation shall include a Fact Finding Meeting to which all involved parties will receive a written invitation at least ten (10) days prior to the meeting. Statements will be taken, findings prepared and a recommendation for action made to the City Council.
2. The City Council may remove a member of a Citizen Advisory Committee for failure to participate actively or failure to perform adequately the duties and responsibilities of such membership. A CAC member's failure to attend three or more consecutive meetings, without explanation, shall be considered justification for removal. In all cases, the City Council shall request the recommendation of the Committee for Citizen Involvement prior to taking action.
3. A member of a Citizen Advisory Committee may resign at any time by submitting such resignation to the City.

Liability

1. Citizen Advisory Committee members shall be considered agents of the City within the coverage of ORS 30.260 to 30.330 in any actions taken by a Citizen Advisory Committee in performance of the duties, responsibilities and functions as set forth in this chapter.
2. La Pine shall not indemnify CAC members for legal fees, judgments or other costs associated with legal suits or actions filed against any Citizen Advisory Committee or members thereof for any action taken outside of the scope of the duties, responsibilities, and functions of the Citizen Advisory Committee.
3. Upon recommendation from the Committee for Citizen Involvement, the

City Council may waive the provisions of this section if the City Council finds it is necessary to undertake such action to protect citizen involvement in La Pine and the action is consistent with ORS 30.287(1).
4. No provision of this section shall be construed to diminish or deny any rights of CAC members under ORS 30.260 to 30.330, when such CAC members are acting as agents of the City.

Duties, Responsibilities and Functions of Citizen Advisory Committee Members

1. Each Citizen Advisory Committee shall elect a chairperson, vice chairperson and secretary at the first regular meeting of the calendar year.
a. The chairperson shall call meetings of the Citizen Advisory Committee as necessary and appropriate to discuss and respond to planning program issues.
b. The vice chairperson shall act as chairperson pro-tem in the absence of the chairperson.
c. The secretary shall take minutes of such Committee meetings.
2. Each Committee shall comply with all provisions of the Oregon Public Meeting Law (ORS 192.610 to 192.990).
a. All meetings of the advisory committees shall be open to the public and all persons shall be permitted to attend any such meeting. A committee shall have no authority to conduct executive sessions under ORS 192.660.
b. Each Citizen Advisory Committee shall provide notice of the time, place and subject matter of its meetings either to the Planning Director or to the Citizen Involvement Coordinator during business hours at the Planning Department. The Citizen Involvement Coordinator shall be responsible for providing notice to the media in time for them to publish the notice at least 24 hours prior to the meeting.
c. The CAC secretary shall take minutes which shall include:
1. the names of all CAC members present;
2. all motions and their disposition;
3. the results of all votes and the vote of each member, by name;
4. the substance of any document discussed;
5. reference to any document discussed.

CAC minutes should also contain the date, time, and location of the meeting, the names of any guests present, and land use application references such as the applicant's name and the Planning Department file number.

The CAC minutes shall be submitted to the Planning Director no more than ten days after the meeting.

3. The Citizen Advisory Committees shall participate in the development of the La Pine Comprehensive Plan, and amendments and revisions thereto, and shall advise the City Council with regard to any concerns or comments the advisory committee may have with respect to such Plan, amendments or revisions.

a. The Planning Director shall submit proposals for Comprehensive Plans, or amendments or revisions thereto, at least 15 days in advance of the expected date of Citizen Advisory Committee comments; provided, however, that this paragraph shall not apply to amendments or revisions to Comprehensive Plans changed at public hearings before the Planning Commission or the City Council, if the subject matter of such plans, amendments or revisions were submitted previously to the Planning Advisory Committees.
b. Each Citizen Advisory Committee shall have the authority to conduct meetings to review and evaluate such Plans, or amendments or revisions thereto, and may comment in writing by submitting their responses to the Planning Director, Planning Commission or City Council, or comment orally at hearings held on such Plans, revisions or amendments.
c. Each Citizen Advisory Committee shall allow interested persons to participate in the review and evaluation of such Plans, revisions or amendments thereto, by means of oral or written testimony.
d. Citizen Advisory Committee members are encouraged to participate in the workshops and regional meetings held on Comprehensive Plans or revisions thereto.
e. Upon completion of Comprehensive Plan Elements, or revisions thereto, each Citizen Advisory Committee shall participate in the review of land use maps for its area or region of the City.
f. Citizen Advisory Committee members shall be entitled to participate in regional workshop meetings dealing with selection of preferred map alternatives to be submitted to the Planning Commission and City Council in conjunction with the adoption or revision of a Comprehensive Plan.
4. Each Citizen Advisory Committee may participate in advising the Hearings Officer, Commission, or City Council with respect to quasi-judicial land use applications which lie within, or immediately affect land within, territory of the Citizen Advisory Committee.
a. Each Citizen Advisory Committee is entitled to become a party at hearings involving quasijudicial land use applications.
b. The Planning Director shall provide notice of hearings to the appropriate Citizen Advisory Committee, within the time limitations provided in Chapter ____ of this ordinance. The CAC may respond to the notice as it deems appropriate.
c. No response to such notices shall be transmitted to the Planning Director, Hearings Officer, Commission or City Council except after a properly conducted meeting and affirmative vote of a quorum of such committee.
d. All such responses shall be in written form and shall contain the following information:
(1) Name of the Citizen Advisory Committee;
(2) A statement as to whether such committee desires standing as a party;
(3) A statement as to the reason for supporting or opposing the proposal; and
(4) A statement indicating whether the Citizen Advisory Committee wishes to be heard further, i.e., other than such written notice.

5. Citizen Advisory Committees may also advise the City on areas of community interests or concerns which the advisory committee feels are of importance to their area, the City, or planning activities.

Implementation Measures
Citizen Advisory Committees shall be entitled to participate in the formulation, amendment, revision or repeal of all measures implementing Comprehensive Plans for La Pine in the same manner as that provided for in the adoption, amendment or revision of Comprehensive Plans for the City.

Planning Director Responsibilities for Citizen Participation and Coordination

1. The Planning Director shall be responsible for assuring that the citizen involvement provisions of this chapter are implemented. To that end, the Director shall consult periodically with the Committee for Citizen Involvement and may make such recommendations as are necessary to implement the purposes of this chapter and LCDC Goal 1. The Planning Director may delegate his duties to a Citizen Involvement Coordinator; however, he/she shall reserve the authority to overrule such coordinator to assure compliance with the provisions of this chapter.
2. The Planning Director shall assure coordination between federal, state and regional agencies and special purpose districts to coordinate their planning efforts with La Pine and shall make use of local citizen involvement programs established by other entities, where such programs affect La Pine.
3. The Planning Director shall provide such information to the Planning Advisory Committees as is necessary for those Committees, and the general public, to identify and comprehend planning and plan implementation issues. All information supplied by any department or agency of La Pine in planning or plan implementation matters shall be in simplified, understandable form and shall be coordinated through the Planning Director.
4. The Planning Director shall act as liaison between the citizens of La Pine and the City Council and shall respond to citizen comments on planning or plan implementation issues directly, or by referring the same to the appropriate agency for response. All departments and agencies of La Pine shall cooperate with the Planning Director in assuring effective two-way communication between citizens and their government.
5. The Planning Director shall make available to all Citizen Advisory Committees a copy of all proposed elements of any La Pine Comprehensive Plan, or amendments or revisions thereto, all implementing ordinances, or amendments or revisions thereto, and any studies, reports or background information, if any, necessary to understand such proposal, at least ten days prior to action by the City Council. Such proposals and background information shall be provided to the La Pine City Hall and at such other facilities the Planning Director may deem necessary to provide for an informed citizenry.

6. The Planning Director shall provide, in each annual budget request to the City Council, for sufficient financial support to insure adequate funding of a citizen involvement program to meet the purposes of this chapter.
7. The responsibilities of the Planning Director, under this section, shall continue, even after acknowledgement of the La Pine Comprehensive Plan and Implementing Ordinances by the Land Conservation and Development Commission.

Proposed CAC's

1. Planning Commission
2. Public Utility/Infrastructure Committee
3. Economic Development Committee
4. Residential/Industrial/Commercial Issues Committee

Community Visioning Plan
City of La Pine
Comprehensive Planning Process

I. What is Community Visioning?

Visioning as an overview.

"Visioning" (as a planning term) is a process by which community values are weighed and a community identity is created.

Key elements that need to be understood and defined in any community visioning process are:

- Where are we now?
- Where are we going?
- Where do we want to be?
- How do we get there?

Community involvement and participation from a broad spectrum is necessary to create a true community identity.

A full scale, independent Visioning process results in a plan that does the following:

- Identifies primary community issues and desires
- Investigates the physical, cultural, economic and social fabric of a community
- Establishes community goals
- Develops strategies for meeting goals
- Creates an implementation plan

A key understanding of participants in the process is that not all desires of individual citizens will be viewed by others as a "community" need – there must be prioritization during the Visioning process.

Key factors that must be kept in mind during the Visioning process are:

- What are the necessities versus aspirations
- Fiscal, legal and procedural requirements to achieve the goals

- Who is responsible for moving goals forward (i.e. government, private business, other agencies)?
- Is the plan sustainable over the long term?

The intended result is a definitive community direction that is aimed at empowering citizens to work in a cohesive fashion to build a better community.

Successful implementation of a Vision plan requires the establishment of benchmarks so that successes and accomplishments of the plan can be weighed.

Ultimately, the plan should be used to guide decisions on issues that have community wide implications.

II. Creating a Vision for the Future

In developing a vision for the future, La Pine must go through the following steps:

- Define what "makes up" the community – Is the community of LaPine comprised of only those properties and residents within the City boundary, or does the "community" also include outlying residents who rely of City services and businesses for their everyday needs?

- Identify available community resources – This process is both quantitative and qualitative in its efforts. It consists of documenting the availability of public facilities and services, service agencies, private businesses and all other community resources that provide everyday service needs to the community.

- Develop a community "mission/vision statement" – The mission, or vision statement is an overriding long term goal of the community that embodies the sentiment and direction of the community. All future actions should contribute to meeting this long term goal.

- Create an Action Plan – An action plan is a prioritized set of specific tasks aimed at meeting the long term goals of the community. Groups who have participated in the development of the community vision should be

encouraged to develop individual operation plans that contribute to the overall community vision and action plan.

- Implementation – The tasks identified in the action plan should be assigned to individuals, groups, civic organizations and local government entities as appropriate. Completion of tasks should be lauded in a public fashion with benchmarks established.

III. Who Should Participate in Community Visioning?

Local leadership for a community visioning process must be established – any project is only as good as it leaders.

The local leadership must include all stakeholders in a fair and equitable manner.

Local participants must take an active and responsible role for their portion of the visioning process from development through implementation.

A regional participation is very helpful in determining how the vision for La Pine meshes with its role as a regional partner with the other communities in Central Oregon – La Pine cannot stand alone.

IV. Visioning for La Pine – Short Term and Long Term Visioning

Short Term Visioning - Short term visioning for La Pine will occur during the Comprehensive Planning process – development of Goals and Polices for the operation and direction of the City as a jurisdictional organization is important in the near term to meet basic needs of community residents.

Important during the short term visioning process is to recognize the work that has already been done in the community. This work consists of a Community Design Charette that was done in 2000 and a Strategic Plan that was adopted by the City in November, 2008.

Community Design Charette
In April, 2000 the La Pine Community Action Team sponsored the La Pine Community Design Charrette – with the help of professional at the Rocky Mountain Institute, a charrette process was completed and a report identifying the desires of the community was produced. The primary

accomplishments of the charrette were the identification of specific projects that the citizens of La Pine see as desirable and beneficial to their community, as well as considering specific design, size and locational requirements for each.

The following are the primary projects identified by participants in the process (with a brief description of what was desired). However, there was an acknowledgment that the prospective projects may not be built.

1. Performing Arts Center – An auditorium of 12,000 square feet with 400 seats

2. Community Health Center – A 24-hour emergency facility and rural hospital of 10,000 to 20,000 square feet.

3. Skate Park – Would require about 9,000 square feet of land

4. Safe House – A short-term residence for 1 to 5 victims of domestic violence.

5. Civic Center – A 5,000 square foot building to provide a variety of City and County services.

6. Senior Center – A 9,500 square foot building on 4-acres with parking for 100 vehicles. This would provide a variety of senior services.

7. Community Park – Large enough to accommodate many large scale recreational needs for the community and region.

8. Community Fairgrounds – A multi-use recreational and educational facility requiring 40 to 50 acres consisting of rodeo grounds, community building, administrative offices, etc.

9. Airport – On approximately 300 acres, this facility would include hangars, light industrial businesses, RV park, etc.

The following projects were also identified during the charrette process, but were less specific as to size, location and design.

- Central Oregon Community College south campus

- New schools and school expansions
- Neighborhood parks
- Senior Housing
- Swimming pool
- Information kiosks
- Affordable housing
- City, County and State public works yard
- Open space
- Trails for equestrians, bikers, snowmobilers and skiers

Town Center
Another major discussion point of the Charrette process was the opportunity to create an identifiable Town Center as a hub of community activity. The Town Center would be a compact area that is centrally located and planned for easy walking access. The uses would be comprised of a mixture of commercial businesses, civic buildings and other community uses. The intent is to develop such an area with a public/private partnership.

Relationship between Design Charrette and La Pine Strategic Plan
In early 2008, the City leaders initiated work on the 2008-2010 City of La Pine Strategic Plan – the Plan was adopted by the City in December. The intent of the plan is to identify and give direction on primary community needs for the next 2-3 years. The Plan was developed through a community process whereby citizens were asked to comment on the Plan at public meetings. Unlike the Design Charrette, which is more aspirational toward long term City desires, the Strategic Plan is a prioritized work plan with specific short and long term objectives aimed at specific needs. Ultimately, it will be the completion of many tasks listed in the Strategic Plan that will lay the foundation for achieving the community desires identified in the design charrette.

Questions Asked During Initial Comprehensive Plan Community Visioning Meeting, January, 2009
It was decided that a review of the Design Charrette document was a great starting point for the community visioning that will be done throughout the Comprehensive Planning project. The continued viability of the identified projects must be discussed with the following questions in mind:

- Do the projects still accurately reflect the desires of the community?

- Can the remaining projects be achieved?
- How was the successful completion of some projects achieved?
- How can the results of the Design Charrette be incorporated into the Comprehensive Planning project?

Results of Community Meeting as related to Design Charrete

1. Performing Arts Center – An auditorium of 12,000 square feet with 400 seats

Public Response: This has been completed with a recent expansion of La Pine High School that included a large auditorium.

2. Community Health Center – A 24-hour emergency facility and rural hospital of 10,000 to 20,000 square feet.

Public Response: This is still needed in the community – there are no emergency services.

3. Skate Park – Would require about 9,000 square feet of land

Public Response: This should be done in conjunction with overall park development. If done alone, it could potentially lead to problems for the area in which it is located (i.e. vandalism).

4. Safe House – A short-term residence for 1 to 5 victims of domestic violence.

Public Response: This is a good idea to plan for – it should be located in an area in close proximity to medical services and should not be isolated.

5. Civic Center – A 5,000 square foot building to provide a variety of City and County services.

Public Response: This has somewhat been completed by the joint use of a building by Deschutes County for county services and the City of La Pine as City Hall and Council Chambers.

6. Senior Center – A 9,500 square foot building on 4-acres with parking for 100 vehicles. This would provide a variety of senior services.

Public Response: This project is complete with the construction of the Senior Center approximately 3-years ago.

7. Community Park – Large enough to accommodate many large scale recreational needs for the community and region.

Public Response: This should be looked at in conjunction with the Community Fairgrounds project listed below and the very recent discussions about BLM/Federal land on the southwest side of La Pine being given to the community as a Rodeo Grounds. The discussion centered around the fact that a large site could meet many overlapping needs for cost savings and efficiency sake. It was discussed though that this may not be appropriate in the City limits and the City may be better involved in coordination and support rather than direct responsibility.

8. Community Fairgrounds – A multi-use recreational and educational facility requiring 40 to 50 acres consisting of rodeo grounds, community building, administrative offices, etc.

Public Response: See above.

9. Airport – On approximately 300 acres, this facility would include hangars, light industrial businesses, RV park, etc.

Public Response: It was discussed that over the long term, this is something that will benefit the region and would provide an amenity to justify/support private economic development in La Pine and the surrounding area. However, the previously planned are on the east side of La Pine, within City limits, may not be appropriate for logistical/safety reasons. Nonetheless, it was something that should still be planned for in the Comprehensive Plan. Limitations identified though were the costs to develop and maintain an airport, and the proper agency (City or not) to operate the airport.

New Ideas

After review of the points identified in the past visioning process, the discussion opened up toward new ideas. Many of the issues raised were similar to those identified during the project launch meeting in December. The primary points raised at the launch meeting that were also echoed at this meeting were:

- Economy – how to create and generate jobs in La Pine
- Desire to maintain the "rural feel" of the community
- Transportation – Highway 97 bisects the city and creates physical and perceivable obstacles – need for a traffic signal at 1st Street
- Livability – a "slow degree of change" – not aggressive tactics to change the community quickly
- Establish design protocol for new development/buildings in La Pine
- Concern over the newest residential neighborhood within City boundaries that was reviewed/approved by Deschutes County under County development standards

Aside from the issues listed above, a significant discussion occurred about the idea of Design Review standards for new buildings in La Pine. At issue was whether or not the City should regulate "how buildings look." There was strong sentiment in both directions. The point was not to resolve this issue at his meeting, but rather to show the attendees that there are some issues that need to be thought out more carefully and that compromise will be necessary during the Comprehensive Planning process.

A key element in moving forward with short term visioning process is to determine how design charrette and the Comprehensive Planning project are related. Ultimately, it was decided that the short term visioning process will occur as a basic thread throughout the Comprehensive Planning process. The pulse of the community will be taken, with key elements identified and considered, during each separate topic that must be addressed as part of the Comprehensive Plan under the Oregon Statewide Planning Goals.

Long Term Visioning – Long term visioning is a refined, definitive process that goes beyond the jurisdictional requirements of the City of La Pine. It is somewhat loftier in its aspirations than is the Comprehensive Planning Process and goes beyond identifying goals and policies for the sake of giving the City direction for municipal operation. Although similar in many of the components necessary for the creation of a Comprehensive Plan, it must be realized that the visioning process typically includes broader involvement beyond City boundaries. The principle components to a Community Visioning process are:

- Creation of an oversight committee or steering committee to give guidance and provide decision making throughout the process
- Conduct community workshops (throughout the process) in an open forum where ideas can be expressed and debated, and progress on the project can be evaluated
- Establishment of Task Forces to focus on specific issues and elements of the Plan
- Develop Goals, Policies and Programs designed to give direction and achieve results.
- Develop the Vision Statement
- Create the draft document and allow a public review period and refinements of the Plan
- Adoption of the Plan along with an Action Plan aimed at implementing the identified programs
- Progress reports and review of the pan to determine continual viability toward community desires

The above identified elements are the basis for a long term Visioning Program aside from the short-term process that is included within the realm of the Comprehensive Planning process.

V. Desired Outcome of Visioning Process

At the end of any visioning process there will be a document that includes goals, policies and programs all aimed at fulfilling the community visioning statement. The document is a "Plan" that can be looked to by the community to provide direction to all groups who provide services to community members.

The Visioning Plan must include a process for updating – it must be realized that the visioning process is continual. As the community and surrounding influential circumstances change, the community must review the Plan for accuracy toward community desires. Adaptation of the plan to current circumstances is important in maintaining its relevance as guidance to community livability.

DRAFT

City of La Pine – Comprehensive Plan, Chapter _____ Agricultural Lands

I. State Planning Goal 3, Agricultural Lands

Oregon State Planning Goal 3 defines "agricultural lands" and requires Counties to inventory such lands. Counties are required "to preserve and maintain agricultural lands" by comprehensively planning and applying implementing zoning regulations. However, pursuant to ORS Chapter 215 and OAR, Chapter 660, Division 33, the planning for agricultural lands within cities is not required. Nonetheless, the Deschutes County Comprehensive Plan and zoning regulations have historically applied agricultural designations and zoning regulations to areas identified as Agricultural lands prior to their inclusion within the area incorporated as the City of La Pine. Because the Deschutes County comprehensive plan and zoning designations applied within the city limits (by intergovernmental agreement between Deschutes County and the City of La Pine during the transition of governmental responsibility), there are still areas within the incorporated City of La Pine that are designated Agriculture and Exclusive Farm Use on the County Comprehensive Plan and Zoning maps.

II. Purpose and Intent

As stated above, the City of La Pine is not required to plan for Agricultural lands within the City limits. However, there have been and continue to be agricultural uses of some areas within the City Limits. Historically, such uses have been limited in activity and have been concentrated in areas along the wetlands and floodplain of the Little Deschutes River. These have been the only areas where there has been ample moisture in the soils to allow forage growth that would sustain cattle grazing. Due to climatological conditions, the growing season in La Pine is too short to sustain active crop production. Overall, the areas historically used for agricultural purposes in La Pine have resulted from the limited physical ability to use the land for other purposes.

It is expected that as the City grows, the wetland and flood plain factors will limit the use of the agriculturally used lands for many other urban purposes. Nonetheless, it is the intent of this plan to recognize then potential transition of such lands to other uses more appropriate within an incorporated community. Such uses may include residential or economic lands (traditional land use designations within Cities) as land needs dictate and public facilities and services allow. However, agricultural lands may also transition to designated natural areas, open spaces, wilderness areas and wildlife habitat due to the limited uses that could be accommodated in the wetlands and flood plains. The link between agricultural lands and the natural environment will be important to define and plan for as La Pine transitions to an urban environment. This element is explored in greater detail in the Natural Resources Chapter of the Comprehensive Plan.

III. Issues, Goals, Policies and Programs

The City of La Pine is heavily influenced by the Little Deschutes River and areas of high ground water resulting in wetlands and flood plains – particularly along the city's western and southern edges. These areas have historically remained undeveloped and were used for cattle grazing by early residents. The agricultural/farming uses of these areas has declined in past years as the land uses within the City limits (even prior to incorporation) have transitioned from rural to urban as La Pine became the service area for the southern portion of Deschutes County. Although the use of such areas is receiving pressure from surrounding land uses, such as residential and commercial development adjacent to such lands, there has been very little change to the physical properties of the agriculturally designated areas. It is expected that the transition for uses of many of the agricultural lands will be best planned for as natural resources (State Planning Goal 5) to serve as natural areas, wetlands, wildlife habitat, parklands and buffer areas to development. These are addressed in Chapter ____, Natural Resources.

IV. Goals and Policies

Goal #1
To plan for the appropriate transition of Agricultural lands within La Pine to urban uses (residential, commercial and industrial uses).

Policies
1. Owners of lands that have been historically employed in agricultural uses or that remain designated for agricultural uses through this Comprehensive Planning process, shall not be prevented from using such lands for farming purposes; such rights shall be protected until such lands are re-designated for urban uses through future amendments to the Comprehensive Plan or zoning code.

2. All lands designated Agriculture shall be reviewed for their potential to be utilized for urban land uses – including the ability to be utilized in conjunction with adjacent residential, commercial and industrial land uses, as well as the ability to provide urban services and facilities to such lands.

Goal #2
Recognize the unique physical characteristics and development limitations of Agricultural lands within La Pine and plan for the enhancement of those elements within the surrounding urban environment.

Policies
1. All lands with historic use for agricultural purposes, whether designated Agriculture or not, that have wetlands or flood plain, shall be reviewed for their potential to be utilized as natural areas, parklands and buffers between and among areas designated for traditional urban development.

2. For the purpose of identifying wetlands, flood plain and historic agricultural use, the City shall rely upon the Federal Emergency management Agency's adopted floodplain maps and the National Wetlands Inventory maps, and Deschutes County Tax Assessors data unless more specific data can be supplied.

3. Encourage property owner protection and enhancement of environmentally sensitive areas that have been and continue to be used for agricultural purposes such as livestock grazing, including the implementation of specific zoning regulations for such purposes.

4. The City shall work with the La Pine Park and Recreation Department to look for opportunities to acquire agricultural lands that can be utilized for recreational purposes.

5. The City shall work with the Bureau of Land Management and other federal agencies to seek transfers of federally owned agricultural lands within and adjacent t the City to be utilized as open space, buffer lands and other amenities to serve the urban environment.

V. Programs

The City shall complete the following:

1. Create an inventory of flood plain and wetland areas for all lands designated Agriculture.

2. Work with local, State and Federal Agencies in identifying long term land uses for lands under their ownership within the City limits that are designated as Agricultural lands.

3. Coordinate and map the current park and open space system with potential or proposed open space linkages on current agricultural lands.

DRAFT

City of La Pine – Comprehensive Plan, Chapter _____
Forest Lands

I. State Planning Goal 4, Forest Lands

Oregon State Planning Goal 4 defines "forest lands" and requires Counties to inventory such lands. Counties are required "to conserve forest lands by maintaining the forest land base and to protect the state's forest economy" through efficient use of forest lands that balance forest practices with sound environmental practices. However, pursuant to Oregon Revised Statutes and Administrative Rules, the planning for forest lands within cities is not required. Nonetheless, the Deschutes County Comprehensive Plan and zoning regulations have historically applied forest designations and zoning regulations to areas identified as Forest lands prior to their inclusion within the area incorporated as the City of La Pine. Because the Deschutes County comprehensive plan and zoning designations applied within the city limits (by intergovernmental agreement between Deschutes County and the City of La Pine during the transition of governmental responsibility), there are still areas within the incorporated City of La Pine that are designated Forest on the County Comprehensive Plan and Zoning maps.

II. Purpose and Intent

As stated above, the City of La Pine is not required to plan for Forest lands within the City limits. However, there have been and continue to be Forest uses of some areas within the City Limits. Historically, such uses have been the basis for the surrounding economy, with lands currently inside the City limits used for actual timber harvest, as well as timber processing to varying degrees. However, in the recent past, forest/timber activities have been limited on those lands designated as Forest within the City due to the immaturity of the existing timber stands and the availability of Industrial lands for processing operations. The areas designated as Forest include large tracts along the entire eastern edge of the city, in the area east of Highway 97 between what was historically referred to as Wickiup Junction and La Pine.

Although some of the lands designated Forest within La Pine are privately owned, the majority of Forest designated lands are under federal (Bureau of Land Management - BLM) ownership. Through the Upper Deschutes Resource Management Plan adopted by the BLM, it is recognized that the forest lands within the City limits will someday be subject to community expansion. Thus, there is an acknowledgment by the BLM that such lands will most likely transfer ownership at some point in the future and that the long term use of the property will transition from forest to other urban uses.

It is expected that as the City grows, the forest lands will be converted to many other urban purposes. It is the intent of this plan to recognize then potential transition of such lands to other uses more appropriate within an incorporated community. Such uses may

include residential or economic lands (traditional land use designations within Cities) as land needs dictate and public facilities and services allow. However, due to the rural nature of the community, and the desire for the residents to retain this character, forest lands may also transition to designated natural areas, open spaces, wilderness areas and wildlife habitat. The link between forest lands and the natural environment will be important to define and plan for as La Pine transitions to an urban environment. This element is explored in greater detail in the Natural Resources Chapter of the Comprehensive Plan.

III. Issues, Goals, Policies and Programs

The City of La Pine is heavily influenced by the thick coniferous forest that extends from inside City limits to areas surrounding the community is all directions. These areas have historically remained undeveloped where federal ownership is in place - large tracts of private land have been continuously used for forest practices as prospective yields will allow. It is assumed that forest practices will continue to be an important part of the economy and lifestyle of the La Pine area, and will influence the overall land development pattern, especially in transition areas along the community edge. Although the use of such areas is receiving pressure from urbanizing land uses, such as residential, commercial and industrial development adjacent to such lands, there has been very little change to the physical properties of the designated forest areas. It is expected that the transition of use for some of the forest lands will be best planned for as natural resources (State Planning Goal 5) to serve as natural areas, wildlife habitat, parklands and buffer areas in and among planned development, while some areas are designated specifically for conversion to urban uses. However, the timing of such conversion will be dependent upon the land need within La Pine and the ability to access the designated forest areas with transportation facilities and utilities.

IV. Goals and Policies

Goal #1
To plan for the appropriate transition of Forest lands within La Pine to urban uses (residential, commercial and industrial uses).

Policies
1. Owners of lands that have been historically employed in forest uses or that remain designated for forest uses through this Comprehensive Planning process, shall not be prevented from using such lands for forest and timber harvest purposes; such rights shall be protected until such lands are re-designated for urban uses through future amendments to the Comprehensive Plan or zoning code.

2. All lands designated Forest shall be reviewed for their potential to be utilized for urban land uses – including the ability to be utilized in conjunction with adjacent

residential, commercial and industrial land uses, as well as the ability to provide urban services and facilities to such lands.

3. The Forest lands east of the BNSF railroad tracks shall be reviewed for transition to urban uses dependent upon and at such time as the ability to provide adequate transportation connections across the tracks is available.

4. The City of La Pine shall coordinate any transition of Forest lands to urban uses with the BLM, U.S. Forest Service, State Department of Forestry and La Pine Fire District as applicable to ensure adherence with the forest practices act and the adopted management plans of each agency.

Goal #2
Recognize the unique physical characteristics and cultural importance of Forest lands within La Pine and plan for the enhancement of those elements within the surrounding urban environment.

Policies
1. Forest lands within the City, shall be reviewed for their potential to be utilized as natural areas, parklands and buffers between and among areas designated for traditional urban development.

2. Encourage property owner protection and enhancement of environmentally sensitive areas that have been and continue to be used for forest practices, including the implementation of specific zoning regulations for such purposes.

3. Recognize the importance of the forested areas as crucial migration corridors and winter range for wildlife; forested areas shall be reviewed for the retention of such corridors as urbanization occurs.

4. The City shall work with the La Pine Park and Recreation Department to look for opportunities to acquire forest that can be utilized for recreational purposes.

5. The City shall work with the Bureau of Land Management and other federal agencies to seek transfers of federally owned forest lands within and adjacent to the City to be utilized as open space, buffer lands and other amenities to serve the urban environment.

Goal #3
To reduce wildfire hazard on forested lands within the City and coordinate wildfire hazard reduction with adjacent federal forested lands.

Policies
1. Implement the Greater La Pine Community Wildfire Protection Plan within the City of La Pine through local development codes and regulations – work with all

appropriate local, state and federal agencies to coordinate efforts in wildfire hazard reduction through local regulations.

V. Programs

The City shall complete the following:

1. Work with local, State and Federal Agencies in identifying long term land uses for lands under their ownership within the City limits that are designated as Forest lands.

2. Continually participate with local, State and Federal Agencies on developing and implementing management plans (i.e. use, fire protection, etc.) for forest lands inside City limits, as well as the transition areas along the City boundary.

3. Coordinate with emergency services agencies and plan for the development and recognition of fire zone interface areas and supportive land management techniques.

City of La Pine
Comprehensive Plan
"Project 242" Launch Meeting

Thursday, December 18, 2008 - 5:30pm to 7:30pm
La Pine Senior Center
16450 Victory Way

AGENDA

1. Welcome, Introductions and Thank-You
   - Consultant Team, City Representatives, Chamber of Commerce

2. Background and Description of the Project
   - La Pine is the Newest City in Oregon

3. What is a Comprehensive Plan?
   - A Blueprint for Land Use, Development and Community Ideals

4. Why is a Plan Required?
   - Oregon Statewide Planning Goals

5. Why will the Plan be Beneficial to the Citizens of La Pine?
   - Long Term Planning for Retention of Community Ideals and Quality of Life

6. How Can You Participate?
   - Committees, Public Meetings and Opportunities to Provide Input

7. Questions
   - An Open Forum for Questions Related to the Project

8. Next Steps
   - Future Meetings, Topics, etc.

Comprehensive Planning for Your Community
Oregon Land Use "101"

- **Statewide Planning Goals**

  - There are 19 Statewide Land Use Planning Goals – 14 of which are applicable to La Pine (Hand Out)
  - The Statewide Goals and State land use planning requirements are administered by the Department of Land Conservation and Development
  - The Statewide Planning Goals express the State's policies on land use
  - State land use laws require that each City and County in the State develop and adopt a Comprehensive Plan
  - The local Comprehensive Plan must be consistent with and implement the Statewide Goals
  - The Comprehensive Plan becomes the controlling document for the defined planning area

- **Local Planning Implementation**

  - Comprehensive Plan – Although consistency with the Statewide Planning Goals must be achieved, the local Comprehensive Plan establishes goals and polices unique and important to the local community to guide future growth and development.

  - Zoning Code – The Zoning Code is the implementing "law" for the Comprehensive Plan. It establishes the specific requirements for all land use and development. By applying the specific legal requirements of the Zoning Code, the overarching goals and polices of the Comprehensive Plan are achieved.

  - Infrastructure Plans – Infrastructure plans are a key component to the long term development of every community. Plans for the long term development of transportation, sewer and water systems are coordinated with the type and level of development anticipated for various areas of the community.

The Process - How La Pine's Citizens Can Get Involved

- **Establish a Protocol That Engages All Community Members**

  - Conduct multiple public meetings on a regular basis in which a variety of specific topics will be discussed and information from citizens is sought.
  - Establishment of a Citizens Advisory Committee to provide focused public input and direction.
  - Establishment of a Technical Advisory Committee comprised of agency experts in specific areas (i.e. parks, transportation, water, sewer, etc.).
  - Project web page – as part of the City of LaPine web page, the project web page will include all documents created throughout the process and will allow for comment and questions.
  - Mailing Lists and e-mail lists will be created to inform citizens on upcoming meetings and to provide updates on new information throughout the process.
  - Creation of a newsletter announcing upcoming meetings and a synopsis of recent activities.
  - Provide a variety of venues and comfort levels so all citizens feel comfortable participating.

- **Identify a Framework of Key Issues**

  - Primary issues, such as economic opportunities, infrastructure needs/limitations, affordable housing, etc., will be established to provide focused direction for the process.
  - A protocol for discussion of each specific issue will be established so that goals/policies can be developed in an efficient manner that is clear to the citizens.

- **Utilize Existing Documents and Plans**

  - La Pine Design Charrette – This document, created by the citizens of La Pine, contains many far-reaching goals about long-term growth of the community.

- La Pine Strategic Plan – This document, created by the City of La Pine with Citizen input, identifies many current issues facing La Pine and ways in which to address those concerns.

What is a Comprehensive Plan?

- **A Comprehensive Plan is a blueprint for community land use decision making to ensure that the needs of the community are met as growth occurs over the term of the planning period**

  - During the creation of the Comprehensive Plan, three fundamental questions must be kept in mind, these are: *Where are we now? Where do we want to be? How will we get there?*
  - Although the document is primarily intended to provide a basis of how land will be utilized and developed, it has far reaching affects on many day to day issues such as: provision of public/emergency services (police/fire); economic development/jobs; land values; schools; parks; and, transportation.
  - A Comprehensive Plan helps define a community and puts into a single document the goals and policies that ensure that the desired character and quality of life within the community is maintained as the community grows.

- **Elements of a Comprehensive Plan**

  - A Comprehensive Plan is comprised of separate chapters each addressing fundamental factors in community development. In Oregon the basis for the Plan is established by the Statewide Planning Goals – these Goals require that the following issues be addressed and planned for:
    - agricultural and forest lands
    - natural resources/historic resources
    - the quality of air, water and land resources
    - natural hazards
    - recreational needs
    - economic development
    - housing needs
    - public facilities and services
    - transportation
    - energy conservation

- Comprehensive Plans must also include provisions for regular updating to allow for changes in community direction and needs over time.
- Provisions for implementation of the goals and policies contained within the Plan must be established. These include the adoption of a Zoning Code and subsequent specialized Code texts that have the effect of law.
- A corresponding map identifying long term land use designations will accompany the textual document.

- **Reasons for a Comprehensive Plan**

  - Compliance with State of Oregon Land Use requirements.
  - Provides the legal basis for the communities land use regulations (laws) and land use decisions.
  - Helps identify issues that are important to the community and plan for change.
  - Ensures that adequate public facilities and services are provided and maintained to meet citizen needs
  - Provides a degree of certainty and protection for citizens regarding land uses, values and rights in their community.
  - Ensures that the citizens of the La Pine have a say in the development of their community.

MEMORANDUM

To: City of La Pine Mayor and City Councilors

From: DMC Consulting/Foreterra LLC (Deborah McMahon and James Lewis)

RE: La Pine Comprehensive Plan – Launch Meeting Summary

Date: January 9, 2009

The following is a summary of the La Pine Comprehensive Plan Launch Meeting held December 18, 2008 at the La Pine Senior Center.

The meeting was appropriately noticed and advertised by means of direct mailing to property owners within the La Pine City Limits and other affected property owners, and public postings were located at prominent locations in La Pine (Post Office, City Hall, Library, Senior Center, etc.). There were 18 people in attendance at the meeting. The attendance varied from City Councilors, to property owners within the City limits, to business owners and residents who live in the outlying area.

The primary purpose of the meeting was to begin the formal process of creating the City of La Pine's first Comprehensive Plan. The goals were as follows:

- To explain why a Comprehensive Plan is necessary for all Cities in Oregon and how it fits within the state laws and rules which guide land use.
- To explain the local process by which the Comprehensive Plan would be drafted.
- To explain how the citizens of La Pine could become and stay involved in the process.
- To explain the importance of a Comprehensive Plan and what it means to the future well being of La Pine.
- To demonstrate to the citizens how this is their opportunity to guide the growth of their community for the next 20 years.
- To hear what the primary, ideas, concerns and issues are that are currently facing the citizenry.
- To answer questions from the attendees about the ideas, issues and concerns that they raised, and how those concerns can be addressed through the Comprehensive Planning Process.

The meeting began with a brief presentation by the consultants for the project (Deborah McMahon and James Lewis) about the history of the land use planning process in the State of Oregon. A description of the Statewide Planning Goals was given, with focus on how these guide, but do not dictate the Comprehensive Planning process at the local level. It was further explained that the planning laws offer a tiered approach to local land uses – the Statewide Planning Goals guide the development of local goals and polices

that form the Comprehensive Plan. The goals/policies in a local plan are unique to each individual community and reflect the important issues and attributes of that town. Thus, the Comprehensive Plan for La Pine will address the issues required by the State laws, but will do so in a manner that reflects the local character. Subsequently, it was explained that once a Comprehensive Plan is adopted by the City, a Zoning/Development Code which implements the Comprehensive Plan will then need to be created.

After the introductory presentation, the consultants directed the meeting toward a discussion with the attendees and sought out specific issues. This was a very useful format in that it generated a conversation among the attendees and the consultants, and spurred further ideas. The consultants made a specific effort to get comments from each individual that attended the meeting – individuals were essentially "put on the spot" and asked what their ideas and concerns were about their community. This discussion, questioning and the answers provided were very positive and pro-active – not only were concerns raised, but ideas for resolution and moving forward on some of the issues was offered. The primary points raised by citizens were:

- Economy – how to create and generate jobs in La Pine
- Desire to maintain the "rural feel" of the community
- Transportation – Highway 97 bisects the city and creates physical and perceivable obstacles
- Trepidation about past Deschutes County governmental control – the citizens want local control
- Citizen apathy toward such processes – how can others be inclined to participate
- Affordable Housing
- Livability – a "slow degree of change" – not aggressive tactics to change the community quickly
- Better coordination between the citizens of La Pine and the outlying residents who rely on the urban services within the City.
- Establish design protocol for new development/buildings in La Pine
- Concern over the newest residential neighborhood within City boundaries that was reviewed/approved by Deschutes County under County development standards
- Deer Winter Range – La Pine lies in the middle of a deer migration corridor and concerns about how this can be maintained or would be affected were raised.

Aside from the issues listed above, the meeting included considerable discussion about the fact that local citizen involvement was important in the process. There seemed to be some trepidation and skepticism about the importance of public involvement based on past history of government involvement into local affairs – this likens back to the desire for local control.

At the meeting, an information packet was handed out to attendees. The information packet included documents describing the State Land use Planning Laws; a description of

what a Comprehensive Plan is comprised of; the La Pine Strategic Plan; the La Pine Visioning Document; and, ways in which the citizens can participate in the Comprehensive Planning Process. Also, a public sign-in and survey sheet was distributed. The sign-in/survey sheet asked basic information (contact information) as well as specific questions about property ownership in La Pine, business ownership, and how the meetings can be more helpful.

The meeting concluded on a positive note with all in attendance expressing they were far more aware of how the land use system works, why a local Comprehensive Plan is necessary and desirable, and excitement about participating in the remainder of the process.

City of La Pine
Comprehensive Plan
"Project 242" Community Visioning Meeting

Tuesday, January 27, 2009 - 5:30pm to 7:30pm
La Pine Senior Center - 16450 Victory Way

AGENDA

1. Welcome, introductions and opening comments

2. What is "Visioning"?
   - Community desires for sustainable livability

3. Why is community Visioning important to developing a Comprehensive Plan?
   - Citizen input to capture, retain and enhance the unique characteristics of the community

4. What are the important elements of a Visioning plan?
   - Necessities versus aspirations

5. Ability to attain the Vision and bring ideas to fruition
   - Prioritization of Vision elements
   - Fiscal ability

6. How does the Vision translate into Goals and Policies of the Comprehensive Plan?
   - The Visioning process is not finite and continues throughout the creative process of developing the Comprehensive Plan

7. Relevance of La Pine Community Design Charrette (April, 2000)
   - Are the vision, goals and prospective projects identified in the document applicable to La Pine and the Comprehensive Planning process?

8. Questions
   - An open forum for questions related to the project

City of La Pine
Comprehensive Plan
"Project 242" Community Visioning Meeting

Tuesday, January 27, 2009 - 5:30pm to 7:30pm
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AGENDA

1. Welcome, introductions and opening comments

2. What is "Visioning"?
   - Community desires for sustainable livability

3. Why is community Visioning important to developing a Comprehensive Plan?
   - Citizen input to capture, retain and enhance the unique characteristics of the community

4. What are the important elements of a Visioning plan?
   - Necessities versus aspirations

5. Ability to attain the Vision and bring ideas to fruition
   - Prioritization of Vision elements
   - Fiscal ability

6. How does the Vision translate into Goals and Policies of the Comprehensive Plan?
   - **The Visioning process is not finite and continues throughout the creative process of developing the Comprehensive Plan**

7. Relevance of La Pine Community Design Charrette (April, 2000)
   - Are the vision, goals and prospective projects identified in the document applicable to La Pine and the Comprehensive Planning process?
   - The difference between projects and goals

8. Questions
   - An open forum for questions related to the project

What is Visioning?

"Visioning" (as a planning term) is a process by which community values are weighed and a community identity is created.

Community involvement and participation from a broad spectrum is necessary to create a true community identity.

A full scale, independent Visioning process results in a plan that does the following:

- Identifies primary community issues and desires
- Investigates the physical, cultural, economic and social fabric of a community
- Establishes community goals
- Develops strategies for meeting goals
- Creates an implementation plan

A key understanding of participants in the process is that not all desires of individual citizens will be viewed by others as a "community" need – there must be prioritization during the Visioning process.

Key factors that must be kept in mind during the Visioning process are:

- What are the necessities versus aspirations
- Fiscal, legal and procedural requirements to achieve the goals
- Who is responsible for moving goals forward (i.e. government, private business, other agencies)?
- Is the plan sustainable over the long term?

The intended result is a definitive community direction that is aimed at empowering citizens to work in a cohesive fashion to build a better community.

Successful implementation of a Vision plan requires the establishment of benchmarks so that successes and accomplishments of the plan can be weighed.

Ultimately, the plan should be used to guide decisions on issues that have community wide implications.

Prospective Projects
La Pine Community Design Charrette, April 2000

Background
In April, 2000 the La Pine Community Action Team sponsored the La Pine Community Design Charrette – with the help of professional at the Rocky Mountain Institute, a charrette process was completed and a report identifying the desires of the community was produced. The primary accomplishments of the charrette were the identification of specific projects that the citizens of La Pine see as desirable and beneficial to their community, as well as considering specific design, size and locational requirements for each.

The following are the primary projects identified by participants in the process (with a brief description of what was desired). However, there was an acknowledgment that the prospective projects may not be built.

1. Performing Arts Center – An auditorium of 12,000 square feet with 400 seats

2. Community Health Center – A 24-hour emergency facility and rural hospital of 10,000 to 20,000 square feet.

3. Skate Park – Would require about 9,000 square feet of land

4. Safe House – A short-term residence for 1 to 5 victims of domestic violence.

5. Civic Center – A 5,000 square foot building to provide a variety of City and County services.

6. Senior Center – A 9,500 square foot building on 4-acres with parking for 100 vehicles. This would provide a variety of senior services.

7. Community Park – Large enough to accommodate many large scale recreational needs for the community and region.

8. Community Fairgrounds – A multi-use recreational and educational facility requiring 40 to 50 acres consisting of rodeo grounds, community building, administrative offices, etc.

9. Airport – On approximately 300 acres, this facility would include hangars, light industrial businesses, RV park, etc.

The following projects were also identified during the charrette process, but were less specific as to size, location and design.

- Central Oregon Community College south campus
- New schools and school expansions
- Neighborhood parks
- Senior Housing
- Swimming pool
- Information kiosks
- Affordable housing
- City, County and State public works yard
- Open space
- Trails for equestrians, bikers, snowmobilers and skiers

Town Center

Another major discussion point of the Charrette process was the opportunity to create an identifiable Town Center as a hub of community activity. The Town Center would be a compact area that is centrally located and planned for easy walking access. The uses would be comprised of a mixture of commercial businesses, civic buildings and other community uses. The intent is to develop such an area with a public/private partnership.

Relationship between Design Charrette and La Pine Strategic Plan

In early 2008, the City leaders initiated work on the 2008-2010 City of La Pine Strategic Plan – the Plan was adopted by the City in December. The intent of the plan is to identify and give direction on primary community needs for the next 2-3 years. The Plan was developed through a community process whereby citizens were asked to comment on the Plan at public meetings. Unlike the Design Charrette, which is more aspirational toward long term City desires, the Strategic Plan is a prioritized work plan with specific short and long term objectives aimed at specific needs. Ultimately, it will be the completion of many tasks listed in the Strategic Plan that will lay the foundation for achieving the community desires identified in the design charrette.

Questions

A review of the Design Charrette document is a great starting point for the community visioning that will be done throughout the Comprehensive Planning project. The continued viability of the identified projects must be discussed with the following questions in mind:

- Do the projects still accurately reflect the desires of the community?
- Can the remaining projects be achieved?
- How was the successful completion of some projects achieved?
- How can the results of the Design Charrette be incorporated into the Comprehensive Planning project?
- How does the Comprehensive Planning project go beyond the charrette?

MEMORANDUM

To: City of La Pine Mayor and City Councilors

From: DMC Consulting/Foreterra LLC (Deborah McMahon and James Lewis)

RE: La Pine Comprehensive Plan – Visioning Meeting Summary

Date: February 3, 2009

The following is a summary of the La Pine Comprehensive Plan Visioning Meeting held January 27, 2008 at the La Pine Senior Center.

The meeting was appropriately noticed and advertised by means of public postings at prominent locations in La Pine (Post Office, City Hall, Library, Senior Center, etc.) and in a local paper of general circulation. There were 26 people in attendance at the meeting. The attendance varied from City Councilors, to property owners within the City limits, to business owners and residents who live in the outlying area.

The meeting began with a brief presentation by the consultants for the project (Deborah McMahon and James Lewis) about the history of the past Visioning Process that took place in La Pine and what was and was not anticipated for this meeting. It was explained that this meeting was not an entire visioning process – such processes are typically lengthy and result in a specific Vision Document. Rather, this meeting was going to be used to re-visit some old ideas, as well as identifying new ideas. However, most importantly, it is intended to get people to think about what they want for their community and to understand how their ideas (vision) fit within the Comprehensive Planning process.

After the introductory presentation, the consultants directed the meeting toward a discussion with the attendees and sought out specific issues. One of the primary purposes of the meeting was to review the previous City visioning process (the La Pine Community Design Charrette – April 2000) to determine if the identified ideas and projects are still relevant to the citizen's desires today, and to identify new issues that should become part of the vision. It was also explained to those in attendance that the visioning process was something that continued throughout the course of the Comprehensive Planning process – meaning that the ideas discussed at this public meeting would have further discussion during the future public meetings where specific issues were discussed (such as transportation, recreation, public facilities, etc.). The specific items from the previous visioning process that were discussed were as follows:

1. Performing Arts Center – An auditorium of 12,000 square feet with 400 seats

Public Response: This has been completed with a recent expansion of La Pine High School that included a large auditorium.

2. Community Health Center – A 24-hour emergency facility and rural hospital of 10,000 to 20,000 square feet.

Public Response: This is still needed in the community – there are no emergency services.

3. Skate Park – Would require about 9,000 square feet of land

Public Response: This should be done in conjunction with overall park development. If done alone, it could potentially lead to problems for the area in which it is located (i.e. vandalism).

4. Safe House – A short-term residence for 1 to 5 victims of domestic violence.

Public Response: This is a good idea to plan for – it should be located in an area in close proximity to medical services and should not be isolated.

5. Civic Center – A 5,000 square foot building to provide a variety of City and County services.

Public Response: This has somewhat been completed by the joint use of a building by Deschutes County for county services and the City of La Pine as City Hall and Council Chambers.

6. Senior Center – A 9,500 square foot building on 4-acres with parking for 100 vehicles. This would provide a variety of senior services.

Public Response: This project is complete with the construction of the Senior Center approximately 3-years ago.

7. Community Park – Large enough to accommodate many large scale recreational needs for the community and region.

Public Response: This should be looked at in conjunction with the Community Fairgrounds project listed below and the very recent discussions about BLM/Federal land on the southwest side of La Pine being given to the community as a Rodeo Grounds. The discussion centered around the fact that a large site could meet many overlapping needs for cost savings and efficiency sake. It was discussed though that this may not be appropriate in the City limits and the City may be better involved in coordination and support rather than direct responsibility.

8. Community Fairgrounds – A multi-use recreational and educational facility requiring 40 to 50 acres consisting of rodeo grounds, community building, administrative offices, etc.

Public Response: See above.

9. Airport – On approximately 300 acres, this facility would include hangars, light industrial businesses, RV park, etc.

Public Response: It was discussed that over the long term, this is something that will benefit the region and would provide an amenity to justify/support private economic development in La Pine and the surrounding area. However, the previously planned are on the east side of La Pine, within City limits, may not be appropriate for logistical/safety reasons. Nonetheless, it was something that should still be planned for in the Comprehensive Plan. Limitations identified though were the costs to develop and maintain an airport, and the proper agency (City or not) to operate the airport.

After review of the points identified in the past visioning process, the discussion opened up toward new ideas. Many of the issues raised were similar to those identified during the project launch meeting in December. The primary points raised at the launch meeting that were also echoed at this meeting were:

- Economy – how to create and generate jobs in La Pine
- Desire to maintain the "rural feel" of the community
- Transportation – Highway 97 bisects the city and creates physical and perceivable obstacles – need for a traffic signal at 1st Street
- Livability – a "slow degree of change" – not aggressive tactics to change the community quickly
- Establish design protocol for new development/buildings in La Pine
- Concern over the newest residential neighborhood within City boundaries that was reviewed/approved by Deschutes County under County development standards

Aside from the issues listed above, a significant discussion occurred about the idea of Design Review standards for new buildings in La Pine. At issue was whether or not the City should regulate "how buildings look." There was strong sentiment in both directions. The point was not to resolve this issue at his meeting, but rather to show the attendees that there are some issues that need to be thought out more carefully and that compromise will be necessary during the Comprehensive Planning process.

Another item that was discussed and believed to be important to the community is the establishment of a "town center." Simply, this is an area identifiable as a downtown.

At the meeting, an information packet was handed out to attendees. The information packet included documents describing what Visioning is and what was identified at the past visioning process in 2000. Also, a public sign-in and survey sheet was distributed again. The sign-in/survey sheet asked basic information (contact information) as well as specific questions about property ownership in La Pine, business ownership, and how the meetings can be more helpful.

City of La Pine
Comprehensive Plan
PUBLIC MEETING

Topics:
Community Visioning Concepts,
Agricultural Lands, Forest Lands,
Population Forecast, Buildable Lands
and
Economic Development

Monday, March 23, 2009 – 7:00pm to 9:00pm
Mid-State Electric Meeting Room – 16755 Finley Butte Rd.

AGENDA

1. Welcome, introductions and opening comments

2. Community Visioning Concepts – Review of Previous Public Meeting and Overview of Draft Community Visioning Plan

3. Agricultural Lands – Review Draft Agricultural Section

4. Forest Lands – Review Draft Forest Section

5. Population Forecast – Review of County Data and Draft Ordinance Recognizing the City of La Pine Population Projections
   - 2.2% AAGR
   - 2029 pop estimated at 2,566

6. Buildable Lands – What Are Buildable Lands
   - Why is a buildable lands inventory important?
   - How are buildable lands determined?
   - How does a "buildable lands inventory" relate to "land needs analysis" for future housing?

7. Economic Development – What is Economic Development?
   - What are "economic lands" comprised of?

8. Questions
   - An open forum for questions related to the project and the subjects of tonight's meeting

La Pine Comprehensive Plan

Buildable Lands Discussion

Statewide Planning Goal 10 - Housing

I. Oregon Administrative Rule (OAR) 660-015-0000(10)

Goal 10
To provide for the housing needs of citizens of the state.
Buildable lands for residential use shall be inventoried and plans shall encourage the availability of adequate numbers of needed housing units in price ranges and rent levels which are commensurate with the financial capabilities of Oregon households and allow for flexibility of housing location, type and density.

Buildable Lands - refers to lands in urban and urbanizable areas that are suitable, available and necessary for residential use.

Needed Housing Units – means housing types determined to meet the need shown for housing within an urban growth boundary at particular price ranges and rent levels. For cities having a population larger than 2,500 people and counties having populations larger than 15,000 people, "needed housing units" also includes (but is not limited to) attached and detached single family housing, multiple family housing, and manufactured homes, whether occupied by owners or renters.

Guidelines

A. Planning

The following components should be included in the "housing element" of a Comprehensive Plan:

- comparison of population by income
- available housing units by cost
- vacancy rates with cost levels and rent ranges
- expected housing demand at various cost levels and rent ranges
- allowance for a variety of densities and housing types

Based on the elements listed above, plans should:

- insure appropriate types and amounts of land for housing of all types
- provide appropriate type, location and phasing of public facilities and services to support housing
- consider the carrying capacity of the air, land and water resources

B. Implementation

Plans should:

- provide for a continuing review of housing needs
- look for ways to stimulate rehabilitation of existing housing
- include methods for expediting decisions on housing development proposals
- include ordinances and incentives to increase densities in areas where public facilities and services are adequate
- utilize creative financing, tax incentives and code streamlining to foster densification within urban areas
- provide a management program including all agencies to meet the housing goals

La Pine Comprehensive Plan

Economic Development Discussion

Statewide Planning Goal 9 – Economic Development

I. Oregon Administrative Rule (OAR) 660-009-0000(9)

Goal 9

Intent and Purpose.
The intent of the Land Conservation and Development Commission is to provide an adequate land supply for economic development and employment growth in Oregon. The intent of these planning rules is to link planning for adequate economic lands to infrastructure planning, community involvement and coordination among and between local jurisdictions and the state.

Economic Opportunities Analysis.
Cities must review and amend as b=necessary their Comprehensive Plan to provide economic opportunities analyses that contains the following information:

- Review national, state, regional, local trends for major categories of industrial and other economic sectors.
- Identify the number of sites available for the expected employment growth by employment sector
- Inventory vacant and developed industrial and employment lands – taking into account site characteristics, development constraints, and infrastructure needs
- Assessment of community economic development potential

Employment Land Policies
The local jurisdiction must adopt policies which state overall objectives for economic development within the community. Such policies should be specific to the capabilities of the community.

Identification and Designation of Needed Sites.
Based on the information gathered in the Economic Opportunities Analysis, combined with population projections and local economic development policies, adequate lands must be set aside for economic development.

MEMORANDUM

To: City of La Pine Mayor and City Councilors

From: DMC Consulting/Foreterra LLC (Deborah McMahon and James Lewis)

RE: La Pine Comprehensive Plan – Third Public Meeting Summary: Visioning; Agricultural lands; Forest lands; Population Forecast; Buildable Lands; and, Economic Development

Date: Memorandum Date - April 10, 2009

The following is a summary of the La Pine Comprehensive Plan Visioning Meeting held March 23, 2009 at the Mid-State Electric Cooperative Meeting Room.

The meeting was appropriately noticed and advertised by means of public notice in a local paper of general circulation. There were 16 people in attendance at the meeting. The attendance varied from City Councilors, to property owners within the City limits, to business owners and residents who live in the outlying area.

The meeting began with a brief presentation by the consultants for the project (Deborah McMahon and James Lewis) about the past Visioning Process meeting that occurred in January. At this meeting, it was explained that the Visioning process for the Comprehensive Plan project is an abbreviated, topic specific process aimed at getting input from Citizens as to how they believe the City should focus on various issues during day to day administration. It was further explained that a long-term visioning process is a lengthy community wide process aimed at getting all community groups (i.e. school district, civic groups, park district) to work toward common community identified goals as their individual agencies administer their day-to-day tasks. The long-term Visioning process is something that will be identified in the Comprehensive Plan as a long term goal that the City of la Pine (as a governmental entity) may sponsor.

Subsequent to the follow up on the past Visioning meeting and the discussion about how visioning will be important to La Pine's future (long-term visioning, the meeting was directed toward a discussion on the new issues of Forest lands, Agricultural lands, Population Forecast, Buildable lands and Economic Development. These are the same issues that were discussed earlier in the day with the Technical Advisory Committee.

Copies of the draft Agriculture lands and Forest lands elements of the Comprehensive Plan were distributed to the attendees. It was explained that the draft sections were based on the input from the Technical Advisory Committee. It was also explained that even though the State law/rules do not require planning for Agricultural and Forest lands within Urban Areas (inside City limits) that such sections were going to be included in the La Pine Comprehensive Plan since such lands comprise large, prominent sections of the City (i.e. the entire eastern portion of La Pine is Forest land while the river corridor is

the primary Agricultural land). The rationale for including these sections in the Comprehensive Plan was primarily for two reasons: 1.) To adequately plan for the transition of such lands to urban (residential, commercial and industrial) uses; and, 2.) to ensure that during the transition of such lands the highest and best uses of such lands is considered, including utilizing such lands as natural areas, parks, trail connections and buffers to development. During the interim to conversion, the importance of managing such lands to maintain the importance of the resource and to allow continued forest and agricultural uses of the lands was listed as an important goal. Additionally, another important goal was identifying the importance of managing the wildfire risk on these lands and the interface between the outlying federal forest lands and the private, developed properties within the City. Those in attendance agreed with the goals and issues as stated, but continued to emphasize their belief that the goals and polices for Forest and Agricultural lands should emphasize the preservation of natural areas and build those into the fabric of the developed community because the rural feel was an important attribute of La Pine.

The population discussion centered on the soon to be adopted population projections completed by Deschutes County. In short, the 2.2% AAGR and the projected growth of approximately 1,000 persons within the City over the next 20-years was explained. There were no disagreements with or questioning of these projections by the group.

Associated with the population projection discussion was the Buildable Land Inventory (BLI). The methods of creating the BLI were explained to the group – it was explained that there are many factors that contribute toward lands that are actually available to build upon to meet the city's projected growth during the 20-year planning period. These factors include limitations, such as flood plain, existing development, government ownership, etc., as well as the ability to provide public facilities and services (i.e. water, sewer, transportation/access). Ultimately, after consideration of all factors, an inventory of how much land is available to develop, and where it is located, the amount of land available can be determined. It was also explained to the group that the type of residential land necessary to accommodate the population growth will be an important issue during Comprehensive Plan development – such as the ratio between single-family and multiple family residential land. General comments in this regard were in favor of maintaining the predominantly single family nature of the community (to maintain the current rural feel), but with an understanding that as the population ages, there will be a need for more affordable housing (senior housing) in a potentially multi-family style. The new affordable housing project currently being developed in La Pine was cited as a change to past development styles but one that was needed in the community. The desire for slow change was stated again. Also, there was additional questioning concerning the new development along Huntington Road that is commonly referred to as "the County project." The questioning centered upon whether or not the citizens of La Pine will have control over new development proposals and whether or not they can direct the style and design of new residential developments. It was explained that the Comprehensive Plan sets the goals and polices toward the type of development that is desired, and that ultimately the future Zoning/Subdivision Codes will list the specific design requirements.

The attendees understood that they had control over what is ultimately included in the Plan and implementing Codes, but that it must be within State guidelines.

The Economic Development discussion was aimed at an introduction to the public – it was not intended as a full-blown discussion on this issue at this meeting. It was intended to get the citizens thinking about this issue since it will be more formally discussed in upcoming meetings. Nonetheless, many of the factors that will be included in an eventual Economic Opportunities Analysis were presented to the group.

TAC Meeting #1 Worksheet

1:30 pm Tuesday January 27, 2009
La Pine City Hall

1. **Welcome and Proposed Strategy**
   - Guiding Principle - Seek input and advice from TAC before producing data
   - Produce Data – Review and seek approval of data results with TAC
   - Review Data with Citizens in public meetings, make any needed adjustments
   - Prepare findings to support Data results, acknowledge Data in Public hearings, make any needed adjustments to Data, obtain Council and Commission approval
   - Submit package to State

2. **Population – Review County Projection Spreadsheet**
   - 2.2% AAGR
   - 2029 pop estimated at 2,566
   - Review how will this data be used in the Comp Plan process

3. **Agriculture – Review Approach**
   - Inventory
   - Identify conflicts and coordinate other entity plans as land becomes urbanized
   - Identify types of ownership patterns
   - Identify potential hazards
   - Propose policies that manage the lands through the physical transition to urban uses
   - Are there community needs that can be accommodated from the Ag properties? i.e. Are there special reasons to preserve these areas as Goal 5, 6, 7, 8 resources?

4. **Forest – Review Approach**
   - Inventory
   - Identify conflicts and coordinate with other entity plans as land becomes urbanized
   - Identify types of ownership patterns
   - Identify potential hazards
   - Propose policies that manage the resource through the physical transition to urban
   - Are there community needs that can be accommodated from the Forest properties? i.e. Are there special reasons to preserve these areas as Goal 5, 6, 7, 8 resources?

5. **Building Lands Inventory- by zoning category or type (Ind., Comm., Res.)**
   - Analyze lands within City out to ¼ mile of City boundary by steps.

   Step One - Process of exclusion – We propose to identify parameters, on a "macro" scale, showing what can't be developed or shouldn't be developed. Examples may include:

   I. Floodway
   II. Flood plain

III. Wetlands
IV. Other Goal 5,6,7, and 8 resources
V. School areas and expansion areas
VI. Utility areas- Sewage Treatment/Storm Water Retention/Power Plants and expansion areas/ communication facilities and expansion areas
VII. CCR's and Development Restrictions
VIII. Railroad
IX. Parks public or private and linkages and future areas
X. Government Buildings
XI. Buffer areas between incompatible uses (farm/forest)
XII. Can't be served with public facilities
XIII. Other – historic significance

Step Two – the remaining lands are those that will be considered candidate lands:

Vacant Lands- fully eligible for development

Developed Lands-some may be eligible for re-development and will classified as "Redevelopable"

Redevelopable Lands:

- Those lands with dilapidated structures that are non-habitable
- Those lands with structures that have a 40-50% life or less, (via Co. Tax Assessor depreciation schedule), are considered redevelopable
- Those lands that have structures *without* suitable foundations are considered redevelopable unless on "historic" list or register
- Those lands that have adequate space for additional units per zone or future zone

Step Three – GIS mapping and analysis proceeds

- Review mapping data and commensurate spreadsheets
- Ground-truth data

6. Next Steps - Determine desired housing density ranges and Commercial/Industrial approaches in anticipation of Housing Study and Economic Analysis

Next Meeting Date

MEMORANDUM

To: City of La Pine Mayor and City Councilors

From: DMC Consulting/Foreterra LLC (Deborah McMahon and James Lewis)

RE: La Pine Comprehensive Plan – Second Technical Advisory Committee Meeting: Population; Buildable Lands; Visioning Concepts; Housing; and, Economic Development

Date: Memorandum Date - April 10, 2009

The following is a summary of the La Pine Comprehensive Plan Technical Advisory Committee Meeting held March 23, 2009 at the La Pine City Hall. These are not formal meeting minutes, but rather they are notes of primary issues and topics discussed, as well as comments and direction provided by committee participants.

The following representatives were in attendance at the meeting:
Deborah McMahon, DMC Consulting (project consultant); James Lewis, Foreterra LLC (project consultant); Joe Stutler, Deschutes County, County Forester; Christine Lewis, Housing Works; Jayne Benner, La Pine Chamber of Commerce; Ginny Woodruff, Mayor of La Pine; Barbara Hedges, La Pine City Councilor; Kitty Shields, La Pine City Councilor and, Luana Damerval, La Pine City Recorder.

The meeting began with a brief presentation by the consultants for the project (Deborah McMahon and James Lewis), with follow on the topics from the previous TAC meeting – the previous issues were forest lands, agricultural lands and buildable lands. It was explained again at this meeting that the participants at this meeting and future meetings will have some core members, but will also vary depending upon the topic of the meeting and the expertise necessary for appropriate input. For the purposes of this meeting and the topics discussed, the participants were asked to provide relevant issues, as well as to provide any information on background materials that the consultants should have/use for the entirety of the project.

As a follow up to the last meeting and as input to this meeting there are written comments that have been submitted by Mollie Chaudet, Deschutes National Forest, addressing the relationship between the forested lands in La Pine and the eventual and planned development of those lands. In general, her comments cited the need to consider hazardous fuel treatments adjacent to developed lands; consideration of impacts to surface waters (Deschutes River) as it is Designated a Wild and Scenic River within the Deschutes National Forest; and, opportunities to retain some forest lands as part of development for preservation of wildlife corridors.

The initial discussion centered on the topic of population. It was explained that the Deschutes County population forecast, which is being finalized and adopted for La Pine,

is projecting a 2.2% AAGR and a 2029 population of 2,566. This is approximately 1,000 more citizens over the next 20 years. It was explained that this data is the basis for determining the necessary lands for residential, commercial and industrial growth during the planning period. These issues were more informational than for group discussion – the group understood that it was background data necessary for all other work toward completion of the Comprehensive Plan.

The second issue discussed was the Buildable Lands Inventory and it's relationship to the project. The parameters of the BLI were introduced to the group – the parameters are the categories of study that need to be reviewed to determine which lands are developed, undeveloped, developable, undevelopable and re-developable. It was explained that the actual buildable lands are those that, after a process of exclusion, have no factors that would prevent the land from being utilized for residential development. Exclusionary factors may include the presence of floodplains, wetlands, existing development that is expected to remain, etc. The group understood the parameters that were being used to identify developable lands within the BLI and had no outstanding comments. The group was then reminded that the BLI and the population data together help identify the needed lands (needs analysis).

With regard to Buildable Lands and the needs analysis, the primary comments were from Christine Lewis, Housing Works. Christine indicated that in 2000 Housing Works (at that time CORHA) created an affordable housing needs analysis for Central Oregon (primarily Deschutes County). There was an update to that analysis in 2003 which was a "gap analysis." Additionally, in 2006 the agency coordinated a workforce needs analysis to identify factors important to he workforce of central Oregon to determine how and where there needs are met, but also where improvements are needed. Christine indicated that this was done for the entire county, but was not sure what was done specifically for the City of La Pine. Christine was able to provide data which indicated that there are 65 households in La Pine that are on rental assistance and that one-half of these are either elderly or disabled. Also, the rental assistance households are at or below the 50% median County income level.

The next topic was a review of the Visioning process and the important concepts as they are related to the Comprehensive Planning project (short term visioning) and the future of La Pine (long term visioning). It was explained that a full long term Visioning effort is typically many months and is aimed at coordinating various agencies and community organizations toward singular identified goals in specific areas. The intent is for all groups and agencies to work toward the same ends when identifying internal operating procedures and goals of their specific organization. The long term visioning is something that will be identified and included in the Comprehensive Plan as an important community endeavor in the future. Contrary to the long term visioning, the short term visioning is aimed primarily at City of La Pine internal goals as to how the City will meet and fulfill the desires of the citizens and what they expect from their local government agency. This part of visioning will be an important element during the Comprehensive Planning process and will guide the development of goals and policies within the plan.

The topics of Forest and Agricultural lands were discussed, with the basis for discussion being the draft Forest and Agriculture elements of the Plan that were created since the last TAC meeting. It was explained that based on the State laws/rules governing forest/agriculture lands, such lands within cities are not required to be planned for. However, since such lands were prominent within La Pine (especially forest lands along the city's east side) there would be elements for these designations included within the Comprehensive Plan. Essentially, the concepts were aimed at planning for conversion of such lands to more urban uses when necessary in the future and how to integrate such lands into the urban framework. Important elements included preservation of natural areas as linkages between developed areas and the use of such lands (especially undevelopable areas) as parks and other elements of urban design. The draft Forest and Agriculture elements were distributed to the group via e-mail and during the meeting.

The primary comments regarding the draft Forest element were from Joe Stutler, Deschutes County Forester. Mr. Stutler's comments were primarily aimed at additional ideas that should be recognized, considered and included in this section of the plan. Mr. Stutler suggested that there be specific goals/policies aimed at education and encouragement of the public toward wildfire hazards and protection. He suggested that a copy of the La Pine Rural Fire Protection Plan be obtained and reviewed for inclusion of either elements of or the entire plan within the La Pine Comprehensive Plan. Further, Mr. Stutler suggested specific policies be included in the Comprehensive Plan to address reducing and treating forest land fuel loads and for the interface between federal and private forest lands within and adjacent to La Pine. Again Mr. Stutler suggested reviewing the LRFPP for guidance in these areas.

Additional Comments on the Forest and Agriculture elements of the Plan came from City Councilors. The primary comments were that the City should include policies that direct the City work with the Parks and Recreation agencies to acquire property from the BLM (federal agencies) for park lands, trails, etc., to ensure an adequate supply and connection of such lands within the City.

The discussion on Housing was aimed at the approach being taken by the consultant to obtain the data necessary to create the BLI. The data research included obtaining local, state and national information and overlaying that information to create a base scenario for La Pine. This data base would serve as the primary determinant in deciding the types and amounts of each residential land type for the projected community growth (i.e. percentage of single-family residential land versus multiple-family residential land; density ranges, proximity to services)

The meeting concluded with an acknowledgement that the consultants would revise the draft Forest and Agriculture elements of the plan to include goals/policies to implement the ideas and concepts raised by Mr. Stutler, and the City Councilors.

MEMORANDUM

To: City of La Pine Mayor and City Councilors

From: DMC Consulting/Foreterra LLC (Deborah McMahon and James Lewis)

RE: La Pine Comprehensive Plan – First Technical Advisory Committee Meeting; Forest Lands, Agricultural lands, Buildable lands, Population

Date: February 3, 2009

The following is a summary of the La Pine Comprehensive Plan Technical Advisory Committee Meeting held January 27, 2008 at the La Pine City Hall. These are not formal meeting minutes, but rather they are notes of primary issues and topics discussed, as well as comments and direction provided by committee participants.

The following representatives were in attendance at the meeting:
Deborah McMahon, DMC Consulting (project consultant); James Lewis, Foreterra LLC (project consultant); Mark Radabaugh, DLCD; Jim Bryant, ODOT; Peter Russell, Deschutes County; Kevin Harrison, Deschutes County; Peter Gutowsky, Deschutes County; Ginny Woodruff, Mayor of La Pine; Lee Smith, La Pine Industrial Group; Pat Yaeger, Principal La Pine Middle School (representing Charlie Beck, South County Area Supervisor for Bend-La Pine Schools); Daniel Daugherty, La Pine Fire District; Barbara Hedges, La Pine City Councilor; and, Luana Damerval, La Pine City Staff. Participants from the Oregon Department of Fish and Wildlife, The U.S. Forest Service, Deschutes National Forest and Oregon Department of Forestry were also invited to the meeting – they either declined to participate at this time or did not show up for the meeting.

The meeting began with a brief presentation by the consultants for the project (Deborah McMahon and James Lewis) about the history of the La Pine Comprehensive Planning Project and the direction/participation expected from the TAC members. It was explained that the participants at this meeting and future meetings will have some core members, but will also vary depending upon the topic of the meeting and the expertise necessary for appropriate input. For the purposes of this meeting and the topics discussed, the participants were asked to provide relevant issues, as well as to provide any information on background materials that the consultants should have/use for the entirety of the project.

Prior to formal discussion on relevant issues, it was explained that State Rules and Statutes do not require planning for Agriculture or Forest lands inside Urban Growth Boundaries. However, it was discussed that such sections would be included in the LaPine Comprehensive Plan due to the large areas of Forest lands, inside the city boundary.

The first issue raised was by Jim Bryant, ODOT – Jim asked if the work being done for the La Pine Comprehensive Plan will correspond with the work being done by ODOT for Wickiup Junction – it was decided that the consultants would obtain copies of all relevant documents related to that project and would rely on ODOT for such coordination. Ultimately, the work done for Wickiup Junction and Highway 97 will be relevant during the transportation portion of the Comp Plan project.

Peter Russell, Deschutes County Transportation Planner, stated that there had been a past TGM Grant for an Access Management Plan to Highway 97 for the La Pine area. This was administered by Deschutes County when in was done approximately 7 years ago. A copy of the plan was to be obtained by the consultants.

Peter Gutowsky gave a brief explanation of the population study and growth rates established for La Pine and Deschutes County – the rationale for the growth estimates was explained with the understanding that they are based on historical percentages of growth. A handout was provided which showed past growth rates and projected growth for the 20-year planning period. It is estimated that La Pine will approximately double from 1,400 citizens presently to 2,800 in 2030.

There was a brief discussion of the fact that Deschutes County Commissioners will have an upcoming hearing on a change to the County Comprehensive Plan to reflect the fact that La Pine has incorporated. Mark Radabaugh, DLCD, indicated that it would be appropriate for the City of La Pine to issue a letter of support to the County in support of the amendment.

When looking at existing maps of Forest and Agricultural lands (as designated on current zoning maps (as historically applied by Deschutes County), it was noted that the majority of the Forest lands are located on the west side of La Pine, east of the BNSF railroad tracks. The majority of the Agricultural lands are located along the east side, associated with floodplain and some wetlands along the Little Deschutes River. Discussion ensued that since these are now located within La Pine City limits they do not have to remain in such designations in the future and that the long term best use of the property will be explored and planed for during the Comprehensive Planning process.

With regard to the location of the Forest lands, Peter Russell stated that much of the existing forest land lies east of the BNSF railroad tracks and that future use of this land will be subject to railroad crossings (primarily streets/auto, but also pedestrian). This fact could have a limiting affect on future uses of this land in terms of adequate access and costs to provide infrastructure.

Kevin Harrison, Deschutes County Planning, noted that there is currently a large amount of Forest land (acreage in general) in the La Pine City limits – not all of that land may be urbanizable (justifiable for inclusion in the La Pine UGB) based on existing and projected population projections and land needs. Thus, the City may be bigger than the UGB. Mark Radabaugh agreed with those statements and acknowledged that that will be determined through the buildable lands inventory/land needs analysis. Overall, it was

acknowledged by all that this may give rationale to not including some Forest lands east of the railroad tracks in the UGB.

Based on the discussion referenced above, Mayor Ginny Woodruff asked the question about when the City does expand the UGB (if UGB and City limits do not correspond), would the land added to the UGB have to come from the City limits (if City boundary is larger that the UGB)? It was explained by many that the UGB expansion is based on state law/rules guiding expansions – it is based on a prescribed set of rationale. It does not necessarily mean that future expansions would include lands from inside City limits if they do not meet the requirements for inclusion in UGB. The process of Urban Area Reserves Planning was discussed – it was stated that after La Pine does their initial Comprehensive Planning and develops implementing ordinances, the UAR planning process is something that would be appropriate in the future.

Peter Gutowsky indicated that it would be a good idea for the consultants to provide a road for the Comprehensive Planning process, as well as future processes that would be necessary to implement the Comprehensive Plan (i.e. zoning code, land division code, etc.). This would provide everyone with a long term idea of what is necessary to enable La Pine to be self sufficient.

Daniel Daugherty, La Pine Fire District, indicated that there was a Wildland Fire Protection Plan that was created by the Forest Service, with the participation of multiple agencies. There was also a Greater la Pine Fire Protection Plan that was created. Copies o all of these plans were to be obtained by the consultants.

Deborah McMahon explained the methodology as to how buildable lands were to be evaluated and decided upon – this was provided to the group as a handout. A mapping exercise with Deschutes County GIS was to be completed, based on specific criteria, with the results providing the basis for available development lands. Mark Rababaugh asked for clarification as to how the Tax Assessor's 40% to 50% criteria apply to the rationale for assessing re-developable lands.

Another final comment provided by Deschutes County was a question as to how the High water table lands identified within the City would be accounted for in this process. Those properties are essentially those with high water tables that cannot support septic systems. It was explained that ultimately these would be provide with sewer, but during the interim a plan for these properties must be decided upon.

The meeting concluded with an acknowledgement that the consultants would begin providing draft goals and polices associated with what we heard and the information we gathered regarding Forest and Agricultural lands.

City of La Pine Comprehensive Plan
Technical Advisory Committee (TAC) Meeting

Date: March 23, 2009
Time: 3:00pm to 4:30pm
Place: La Pine City Hall Council Chambers

Agenda

1. Welcome

2. General overview of Comprehensive Plan and TAC

3. Review of current key topics and strategies:
    - Population - County adoption; draft goal and policy issues
    - Buildable land parameters – review work to date and the approach developed from the last TAC meeting
    - Visioning Concepts- review work to date
    - Agricultural and Forest Lands- review work to date; draft goal and policy issues
    - Housing- review approach to meeting housing goals and objectives
    - Economic Development-review approach to meeting economic development goals and objectives

4. Select next meeting date, time, and topics

5. Adjourn

TAC Meeting #2 Worksheet

3:00pm-4:30pm Monday March 23, 2009
La Pine City Hall

1. **Welcome and Review of Strategy**
   - Guiding Principle - Seek input and advice from TAC before producing data
   - Produce Data – Review and seek approval of data results with TAC
   - Review Data with Citizens in public meetings, make any needed adjustments
   - Prepare findings to support Data results, acknowledge Data in Public hearings, make any needed adjustments to Data, obtain Council and Commission approval
   - Submit package to State

2. **Population –**
   - County has adopted 2.2% AAGR, 2029 pop estimated at 2,566
   - Review how will this data be used in the Comp Plan process

3. **Building Lands Inventory- by zoning category or type (Ind., Comm., Res.)**
   - County data prepared – review categories and approach to developing developable, redevelopable, and developed properties.

   Step One - Process of exclusion – We propose to identify parameters, on a "macro" scale, showing what can't be developed or shouldn't be developed. Examples may include:

   I. Floodway
   II. Flood plain
   III. Wetlands
   IV. Other Goal 5,6,7, and 8 resources
   V. School areas and expansion areas
   VI. Utility areas- Sewage Treatment/Storm Water Retention/Power Plants and expansion areas/ communication facilities and expansion areas
   VII. CCR's and Development Restrictions
   VIII. Railroad
   IX. Parks public or private and linkages and future areas
   X. Government Buildings
   XI. Buffer areas between incompatible uses (farm/forest)
   XII. Can't be served with public facilities
   XIII. Other – historic significance

Step Two – the remaining lands are those that will be considered candidate lands:

Vacant Lands- fully eligible for development

Developed Lands-some may be eligible for re-development and will classified as "Redevelopable"

Redevelopable Lands:

- Those lands with dilapidated structures that are non-habitable
- Those lands with structures that have a 40-50% life or less, (via Co. Tax Assessor depreciation schedule), are considered redevelopable
- Those lands that have structures *without* suitable foundations are considered redevelopable unless on "historic" list or register
- Those lands that have adequate space for additional units per zone or future zone

Step Three – GIS mapping and analysis proceeds

- Review mapping data and commensurate spreadsheets
- Ground-truth data

4. Visioning Concepts – Review data and citizen comments collected

- Discuss chapter draft concepts
- Discuss desired housing density ranges and Commercial/Industrial approaches in anticipation of Housing Study and Economic Analysis
- Citizen Involvement concepts and draft Chapter

5. Agriculture and Forest –

- Inventory and ownership created in Buildable Lands Inventory work
- Other entity plans will come into play as land becomes urbanized
- Chapter data and policies drafted to manage the lands through the physical transition to urban uses
- Community needs may be accommodated from the Ag/Forest properties.

6. Housing Concepts and Approach-

- Review known issues, new Claritas data, Goal 10 issues, etc.
- Seek key housing needs from Housing Works
- What is a desired housing ratio between detached and attached housing units? Discuss: Efficiency in distribution of infrastructure costs, carrying capacity of land, community vision, jobs/housing imbalance, and, energy consumption.

Reference Data for Housing and Economic Development

Oregon's Statewide Planning Goals & Guidelines -GOAL 10: HOUSING

OAR 660-015-0000(10)

To provide for the housing needs of citizens of the state.
Buildable lands for residential use shall be inventoried and plans shall encourage the availability of adequate numbers of needed housing units at price ranges and rent levels which are commensurate with the financial capabilities of Oregon households and allow for flexibility of housing location, type and density.
Buildable Lands *-- refers to lands in urban and urbanizable areas that are suitable, available and necessary for residential use.*
Government-Assisted Housing *-- means housing that is financed in whole or part by either a federal or state housing agency or a local housing authority as defined in ORS 456.005 to 456.720, or housing that is occupied by a tenant or tenants who benefit from rent supplements or housing vouchers provided by either a federal or state housing agency or a local housing authority.*
Household *-- refers to one or more persons occupying a single housing unit.*
Manufactured Homes *– means structures with a Department of Housing and Urban Development (HUD) label certifying that the structure is constructed in accordance with the National Manufactured Housing Construction and Safety Standards Act of 1974 (42 USC 5401 et seq.), as amended on August 22, 1981.*
Needed Housing Units *– means housing types determined to meet the need shown for housing within an urban growth boundary at particular price ranges and rent levels. On and after the beginning of the first periodic review of a local government's acknowledged comprehensive plan, "needed housing units" also includes government-assisted housing. For cities having populations larger than 2,500 people and counties having populations larger than 15,000 people, "needed housing units" also includes (but is not limited to) attached and detached single-family housing, multiple-family housing, and manufactured homes, whether occupied by owners or renters.*

GUIDELINES
A. PLANNING
1. In addition to inventories of buildable lands, housing elements of a comprehensive plan should, at a minimum, include: (1) a comparison of the distribution of the existing population by income with the distribution of available housing units by cost; (2) a determination of vacancy rates, both overall and at varying rent ranges and cost levels; (3) a determination of expected housing demand at varying rent ranges and cost levels; (4) allowance for a variety of densities and types of residences in each community; and (5) an inventory of sound housing in urban areas including units capable of being rehabilitated.
2. Plans should be developed in a manner that insures the provision of appropriate types and amounts of land within urban growth boundaries. Such land should be necessary and suitable for housing that meets the housing needs of households of all income levels.
3. Plans should provide for the appropriate type, location and phasing of public facilities and services sufficient to support housing development in areas presently developed or undergoing development or redevelopment.
4. Plans providing for housing needs should consider as a major determinant the carrying capacity of the air, land and water resources of the planning area. The land conservation and development actions provided for by such plans should not exceed the carrying capacity of such resources.
B. IMPLEMENTATION
1. Plans should provide for a continuing review of housing need projections and should establish a process for accommodating needed revisions.
2. Plans should take into account the effects of utilizing financial incentives and resources to (a) stimulate the rehabilitation of substandard housing without regard to the financial capacity of the

owner so long as benefits accrue to the occupants; and (b) bring into compliance with codes adopted to assure safe and sanitary housing the dwellings of individuals who cannot on their own afford to meet such codes.
3. Decisions on housing development proposals should be expedited when such proposals are in accordance with zoning ordinances and with provisions of comprehensive plans.
4. Ordinances and incentives should be used to increase population densities in urban areas taking into consideration (1) key facilities, (2) the economic, environmental, social and energy consequences of the proposed densities and (3) the optimal use of existing urban land particularly in sections containing significant amounts of unsound substandard structures.
5. Additional methods and devices for achieving this goal should, after consideration of the impact on lower income households, include, but not be limited to: (1) tax incentives and disincentives; (2) building and construction code revision; (3) zoning and land use controls; (4) subsidies and loans; (5) fee and less-than-fee acquisition techniques; (6) enforcement of local health and safety codes; and (7) coordination of the development of urban facilities and services to disperse low income housing throughout the planning area.
6. Plans should provide for a detailed management program to assign respective implementation roles and responsibilities to those governmental bodies operating in the planning area and having interests in carrying out the goal.

Excerpt from Oregon Revised Statutes

NEEDED HOUSING IN URBAN GROWTH AREAS

197.295 Definitions for ORS 197.295 to 197.314 and 197.475 to 197.490. *As used in ORS 197.295 to 197.314 and 197.475 to 197.490:*

(1) "Buildable lands" means lands in urban and urbanizable areas that are suitable, available and necessary for residential uses. "Buildable lands" includes both vacant land and developed land likely to be redeveloped.

(2) "Manufactured dwelling park" has the meaning given that term in ORS 446.003.

(3) "Government assisted housing" means housing that is financed in whole or part by either a federal or state housing agency or a housing authority as defined in ORS 456.005, or housing that is occupied by a tenant or tenants who benefit from rent supplements or housing vouchers provided by either a federal or state housing agency or a local housing authority.

(4) "Manufactured homes" has the meaning given that term in ORS 446.003.

(5) "Mobile home park" has the meaning given that term in ORS 446.003.

(6) "Periodic review" means the process and procedures as set forth in ORS 197.628 to 197.650.

(7) "Urban growth boundary" means an urban growth boundary included or referenced in a comprehensive plan. [1981 c.884 §4; 1983 c.795 §1; 1987 c.785 §1; 1989 c.648 §51; 1991 c.226 §16; 1991 c.612 §12; 1995 c.79 §73; 1995 c.547 §2]

197.296 Factors to establish sufficiency of buildable lands within urban growth boundary; analysis and determination of residential housing patterns. *(1)(a) The provisions of this section apply to metropolitan service district regional framework plans and local government comprehensive plans for lands within the urban growth boundary of a city that is located outside of a metropolitan service district and has a population of 25,000 or more.*

(b) The Land Conservation and Development Commission may establish a set of factors under which additional cities are subject to the provisions of this section. In establishing the set of factors required under this paragraph, the commission shall consider the size of the city, the rate of population growth of the city or the proximity of the city to another city with a population of 25,000 or more or to a metropolitan service district.

(2) At periodic review pursuant to ORS 197.628 to 197.650 or at any other legislative review of the comprehensive plan or regional plan that concerns the urban growth boundary and requires the application of a statewide planning goal relating to buildable lands for residential use, a local government shall demonstrate that its comprehensive plan or regional plan provides sufficient buildable lands within the urban growth boundary established pursuant to statewide planning goals to accommodate estimated housing needs for 20 years. The 20-year period shall commence on the date initially scheduled for completion of the periodic or legislative review.

(3) In performing the duties under subsection (2) of this section, a local government shall:

(a) Inventory the supply of buildable lands within the urban growth boundary and determine the

housing capacity of the buildable lands; and

(b) Conduct an analysis of housing need by type and density range, in accordance with ORS 197.303 and statewide planning goals and rules relating to housing, to determine the number of units and amount of land needed for each needed housing type for the next 20 years.

(4)(a) For the purpose of the inventory described in subsection (3)(a) of this section, "buildable lands" includes:

(A) Vacant lands planned or zoned for residential use;

(B) Partially vacant lands planned or zoned for residential use;

(C) Lands that may be used for a mix of residential and employment uses under the existing planning or zoning; and

(D) Lands that may be used for residential infill or redevelopment.

(b) For the purpose of the inventory and determination of housing capacity described in subsection (3)(a) of this section, the local government must demonstrate consideration of:

(A) The extent that residential development is prohibited or restricted by local regulation and ordinance, state law and rule or federal statute and regulation;

(B) A written long term contract or easement for radio, telecommunications or electrical facilities, if the written contract or easement is provided to the local government; and

(C) The presence of a single family dwelling or other structure on a lot or parcel.

(c) Except for land that may be used for residential infill or redevelopment, a local government shall create a map or document that may be used to verify and identify specific lots or parcels that have been determined to be buildable lands.

(5)(a) Except as provided in paragraphs (b) and (c) of this subsection, the determination of housing capacity and need pursuant to subsection (3) of this section must be based on data relating to land within the urban growth boundary that has been collected since the last periodic review or five years, whichever is greater. The data shall include:

(A) The number, density and average mix of housing types of urban residential development that have actually occurred;

(B) Trends in density and average mix of housing types of urban residential development;

(C) Demographic and population trends;

(D) Economic trends and cycles; and

(E) The number, density and average mix of housing types that have occurred on the buildable lands described in subsection (4)(a) of this section.

(b) A local government shall make the determination described in paragraph (a) of this subsection using a shorter time period than the time period described in paragraph (a) of this subsection if the local government finds that the shorter time period will provide more accurate and reliable data related to housing capacity and need. The shorter time period may not be less than three years.

(c) A local government shall use data from a wider geographic area or use a time period for economic cycles and trends longer than the time period described in paragraph (a) of this subsection if the analysis of a wider geographic area or the use of a longer time period will provide more accurate, complete and reliable data relating to trends affecting housing need than an analysis performed pursuant to paragraph (a) of this subsection. The local government must clearly describe the geographic area, time frame and source of data used in a determination performed under this paragraph.

(6) If the housing need determined pursuant to subsection (3)(b) of this section is greater than the housing capacity determined pursuant to subsection (3)(a) of this section, the local government shall take one or more of the following actions to accommodate the additional housing need:

(a) Amend its urban growth boundary to include sufficient buildable lands to accommodate housing needs for the next 20 years. As part of this process, the local government shall consider the effects of measures taken pursuant to paragraph (b) of this subsection. The amendment shall include sufficient land reasonably necessary to accommodate the siting of new public school facilities. The need and inclusion of lands for new public school facilities shall be a coordinated process between the affected public school districts and the local government that has the authority to approve the urban growth boundary;

(b) Amend its comprehensive plan, regional plan, functional plan or land use regulations to include new measures that demonstrably increase the likelihood that residential development will occur at densities sufficient to accommodate housing needs for the next 20 years without expansion of the urban growth boundary. A local government or metropolitan service district that takes this action shall monitor and record the level of development activity and development density by housing type following the date of the adoption of the new measures; or

(c) Adopt a combination of the actions described in paragraphs (a) and (b) of this subsection.

(7) Using the analysis conducted under subsection (3)(b) of this section, the local government shall

determine the overall average density and overall mix of housing types at which residential development of needed housing types must occur in order to meet housing needs over the next 20 years. If that density is greater than the actual density of development determined under subsection (5)(a)(A) of this section, or if that mix is different from the actual mix of housing types determined under subsection (5)(a)(A) of this section, the local government, as part of its periodic review, shall adopt measures that demonstrably increase the likelihood that residential development will occur at the housing types and density and at the mix of housing types required to meet housing needs over the next 20 years.

(8)(a) A local government outside a metropolitan service district that takes any actions under subsection (6) or (7) of this section shall demonstrate that the comprehensive plan and land use regulations comply with goals and rules adopted by the commission and implement ORS 197.295 to 197.314.

(b) The local government shall determine the density and mix of housing types anticipated as a result of actions taken under subsections (6) and (7) of this section and monitor and record the actual density and mix of housing types achieved. The local government shall compare actual and anticipated density and mix. The local government shall submit its comparison to the commission at the next periodic review or at the next legislative review of its urban growth boundary, whichever comes first.

(9) In establishing that actions and measures adopted under subsections (6) or (7) of this section demonstrably increase the likelihood of higher density residential development, the local government shall at a minimum ensure that land zoned for needed housing is in locations appropriate for the housing types identified under subsection (3) of this section and is zoned at density ranges that are likely to be achieved by the housing market using the analysis in subsection (3) of this section. Actions or measures, or both, may include but are not limited to:

(a) Increases in the permitted density on existing residential land;

(b) Financial incentives for higher density housing;

(c) Provisions permitting additional density beyond that generally allowed in the zoning district in exchange for amenities and features provided by the developer;

(d) Removal or easing of approval standards or procedures;

(e) Minimum density ranges;

(f) Redevelopment and infill strategies;

(g) Authorization of housing types not previously allowed by the plan or regulations;

(h) Adoption of an average residential density standard; and

(i) Rezoning or redesignation of nonresidential land. [1995 c.547 §3; 2001 c.908 §1; 2003 c.177 §1]

197.186 Removal from buildable lands inventory of land subject to open space tax assessment; reapplication for assessment. *(1) At periodic review under ORS 197.633 next following approval of an application under ORS 308A.309, the local government shall remove any lot or parcel subject to the application from any inventory of buildable lands maintained by the local government. The local government shall compensate for the resulting reduction in available buildable lands either by increasing the development capacity of the remaining supply of buildable lands or by expanding the urban growth boundary.*

(2) A landowner who wishes to reapply for current open space use assessment under ORS 308A.306 following the end of the assessment period shall reapply with the local government as provided in ORS 308A.309. [1999 c.503 §5]

197.303 "Needed housing" defined. *(1) As used in ORS 197.307, until the beginning of the first periodic review of a local government's acknowledged comprehensive plan, "needed housing" means housing types determined to meet the need shown for housing within an urban growth boundary at particular price ranges and rent levels. On and after the beginning of the first periodic review of a local government's acknowledged comprehensive plan, "needed housing" also means:*

(a) Housing that includes, but is not limited to, attached and detached single-family housing and multiple family housing for both owner and renter occupancy;

(b) Government assisted housing;

(c) Mobile home or manufactured dwelling parks as provided in ORS 197.475 to 197.490; and

(d) Manufactured homes on individual lots planned and zoned for single-family residential use that are in addition to lots within designated manufactured dwelling subdivisions.

(2) Subsection (1)(a) and (d) of this section shall not apply to:

(a) A city with a population of less than 2,500.

(b) A county with a population of less than 15,000.

(3) A local government may take an exception to subsection (1) of this section in the same manner that

an exception may be taken under the goals. [1981 c.884 §6; 1983 c.795 §2; 1989 c.380 §1]

DIVISION 8

INTERPRETATION OF GOAL 10 HOUSING

660-008-0000

Purpose

(1) The purpose of this rule is to assure opportunity for the provision of adequate numbers of needed housing units, the efficient use of buildable land within urban growth boundaries, and to provide greater certainty in the development process so as to reduce housing costs. This rule is intended to define standards for compliance with Goal 10 "Housing" and to implement ORS 197.303 through 197.307.

660-008-0005

Definitions

For the purpose of this rule, the definitions in ORS 197.015, 197.295, and 197.303 shall apply. In addition, the following definitions shall apply:

(1) "Attached Single Family Housing" means common-wall dwellings or rowhouses where each dwelling unit occupies a separate lot.

(2) "Buildable Land" means residentially designated land within the urban growth boundary, including both vacant and developed land likely to be redeveloped, that is suitable, available and necessary for residential uses. Publicly owned land is generally not considered available for residential uses. Land is generally considered "suitable and available" unless it:

(a) Is severely constrained by natural hazards as determined under Statewide Planning Goal 7;

(b) Is subject to natural resource protection measures determined under statewide Planning Goals 5, 15, 16, 17, or 18;

(c) Has slopes of 25 percent or greater;

(d) Is within the 100-year flood plain; or

(e) Cannot be provided with public facilities.

(3) "Detached Single Family Housing" means a housing unit that is free standing and separate from other housing units.

(4) "Housing Needs Projection" refers to a local determination, justified in the plan, of the mix of housing types and densities that will be:

(a) Commensurate with the financial capabilities of present and future area residents of all income levels during the planning period;

(b) Consistent with any adopted regional housing standards, state statutes and Land Conservation and Development Commission administrative rules; and

(c) Consistent with Goal 14 requirements.

(5) "Multiple Family Housing" means attached housing where each dwelling unit is not located on a separate lot.

(6) "Redevelopable Land" means land zoned for residential use on which development has already occurred but on which, due to present or expected market forces, there exists the strong likelihood that existing development will be converted to more intensive residential uses during the planning period.

660-008-0010

Allocation of Buildable Land

The mix and density of needed housing is determined in the housing needs projection. Sufficient buildable land shall be designated on the comprehensive plan map to satisfy housing needs by type and density range as determined in the housing needs projection. The local buildable lands inventory must document the amount of buildable land in each residential plan designation.

660-008-0015

Clear and Objective Approval Standards Required

Local approval standards, special conditions and procedures regulating the development of needed housing must be clear and objective, and must not have the effect, either of themselves or cumulatively, of discouraging needed housing through unreasonable cost or delay.

660-008-0020

Specific Plan Designations Required

(1) Plan designations that allow or require residential uses shall be assigned to all buildable land. Such designations may allow nonresidential uses as well as residential uses. Such designations may be considered to be "residential plan designations" for the purposes of this division. The plan designations assigned to buildable land shall be specific so as to accommodate the varying housing types and densities identified in the local housing needs projection.
(2) A local government may defer the assignment of specific residential plan designations only when the following conditions have been met:
(a) Uncertainties concerning the funding, location and timing of public facilities have been identified in the local comprehensive plan;
(b) The decision not to assign specific residential plan designations is specifically related to identified public facilities constraints and is so justified in the plan; and
(c) The plan includes a time-specific strategy for resolution of identified public facilities uncertainties and a policy commitment to assign specific residential plan designations when identified public facilities uncertainties are resolved.
660-008-0025
The Rezoning Process
A local government may defer rezoning of land within an urban growth boundary to maximum planned residential density provided that the process for future rezoning is reasonably justified. If such is the case, then:
(1) The plan shall contain a justification for the rezoning process and policies which explain how this process will be used to provide for needed housing.
(2) Standards and procedures governing the process for future rezoning shall be based on the rezoning justification and policy statement, and must be clear and objective.
660-008-0030
Regional Coordination
(1) Each local government shall consider the needs of the relevant region in arriving at a fair allocation of housing types and densities.
(2) The local coordination body shall be responsible for ensuring that the regional housing impacts of restrictive or expansive local government programs are considered. The local coordination body shall ensure that needed housing is provided for on a regional basis through coordinated comprehensive plans.
660-008-0035
Substantive Standards for Taking a Goal 2, Part II Exception Pursuant to ORS 197.303(3)
(1) A local government may satisfy the substantive standards for exceptions contained in Goal 2, Part II, upon a demonstration in the local housing needs projection, supported by compelling reasons and facts, that:
(a) The needed housing type is being provided for elsewhere in the region in sufficient numbers to meet regional needs;
(b) Sufficient buildable land has been allocated within the local jurisdiction for other types of housing which can meet the need for shelter at the particular price ranges and rent levels that would have been met by the excluded housing type; and
(c) The decision to substitute other housing types for the excluded needed housing type furthers the policies and objectives of the local comprehensive plan, and has been coordinated with other affected units of government.
(2) The substantive standards listed in section (1) of this rule shall apply to the ORS 197.303(3) exceptions process in lieu of the substantive standards in Goal 2, Part II. The standards listed in section (1) of this rule shall not apply to the exceptions process authorized by OAR 660-007-0360.
660-008-0040
Restrictions on Housing Tenure
Any local government that restricts the construction of either rental or owner occupied housing on or after its first periodic review shall include a determination of housing need according to tenure as part of the local housing needs projection.

6. Economic Analysis Concepts and Approach-

The Economic Opportunities Analysis should clearly explain the factors, data, assumptions, and conclusions used to estimate industrial and other employment land demand for the 20-year planning period.

The substantive content of an Economic Opportunities Analysis is governed by OAR 660-009-0015. This rule requires inclusion of the following four interrelated elements:

1. Review of national, state, regional, county and local trends;
2. Identification of required site types;
3. Inventory of industrial and other employment lands; and
4. Assessment of community economic development potential.

Department of Land Conservation and Development

DIVISION 009
ECONOMIC DEVELOPMENT

660-009-0000
Intent and Purpose

The intent of the Land Conservation and Development Commission is to provide an adequate land supply for economic development and employment growth in Oregon. The intent of this division is to link planning for an adequate land supply to infrastructure planning, community involvement and coordination among local governments and the state. The purpose of this division is to implement Goal 9, Economy of the State (OAR 660-015-0000(9)), and ORS 197.712(2)(a) to(d). This division responds to legislative direction to assure that comprehensive plans and land use regulations are updated to provide adequate opportunities for a variety of economic activities throughout the state (ORS 197.712(1)) and to assure that comprehensive plans are based on information about state and national economic trends (ORS 197.717(2)).

660-009-0005
Definitions

For purposes of this division, the definitions in ORS chapter 197 and the statewide planning goals apply, unless the context requires otherwise. In addition, the following definitions apply:

(1) "Developed Land" means non-vacant land that is likely to be redeveloped during the planning period.

(2) "Development Constraints" means factors that temporarily or permanently limit or prevent the use of land for economic development. Development constraints include, but are not limited to, wetlands, environmentally sensitive areas such as habitat, environmental contamination, slope, topography, cultural and archeological resources, infrastructure deficiencies, parcel fragmentation, or natural hazard areas.

(3) "Industrial Use" means employment activities generating income from the production, handling or distribution of goods. Industrial uses include, but are not limited to: manufacturing; assembly; fabrication; processing; storage; logistics; warehousing; importation; distribution and transshipment; and research and development. Industrial uses may have unique land, infrastructure, energy, and transportation requirements. Industrial uses may have external impacts on surrounding uses and may cluster in traditional or new industrial areas where they are segregated from other non-industrial activities.

(4) "Locational Factors" means market factors that affect where a particular type of industrial or other employment use will locate. Locational factors include, but are not limited to, proximity to raw materials, supplies, labor, services, markets, or educational institutions; access to transportation and freight facilities such as rail, marine ports and airports, multimodal freight or transshipment facilities, and major transportation routes; and workforce factors (e.g., skill level, education, age distribution).

(6) "Other Employment Use" means all non-industrial employment activities including the widest range of retail, wholesale, service, non-profit, business headquarters, administrative and governmental employment activities that are accommodated in retail, office and flexible building types. Other employment uses also include employment activities of an entity or organization that serves the medical, educational, social service, recreation and security needs of the community typically in large buildings or multibuilding campuses.
(7) "Planning Area" means the area within an existing or proposed urban growth boundary. Cities and counties with urban growth management agreements must address the urban land governed by their respective plans as specified in the urban growth management agreement for the affected area.
(8) "Prime Industrial Land" means land suited for traded-sector industries as well as other industrial uses providing support to traded-sector industries. Prime industrial lands possess site characteristics that are difficult or impossible to replicate in the planning area or region. Prime industrial lands have necessary access to transportation and freight infrastructure, including, but not limited to, rail, marine ports and airports, multimodal freight or transshipment facilities, and major transportation routes. Traded-sector has the meaning provided in ORS 285B.280.
(9) "Serviceable" means the city or county has determined that public facilities and transportation facilities, as defined by OAR chapter 660, division 011 and division 012, currently have adequate capacity for development planned in the service area where the site is located or can be upgraded to have adequate capacity within the 20-year planning period.
(10) "Short-term Supply of Land" means suitable land that is ready for construction within one year of an application for a building permit or request for service extension. Engineering feasibility is sufficient to qualify land for the short-term supply of land. Funding availability is not required. "Competitive Short-term Supply" means the short term supply of land provides a range of site sizes and locations to accommodate the market needs of a variety of industrial and other employment uses.
(11) "Site Characteristics" means the attributes of a site necessary for a particular industrial or other employment use to operate. Site characteristics include, but are not limited to, a minimum acreage or site configuration including shape and topography, visibility, specific types or levels of public facilities, services or energy infrastructure, or proximity to a particular transportation or freight facility such as rail, marine ports and airports, multimodal freight or transshipment facilities, and major transportation routes.
(12) "Suitable" means serviceable land designated for industrial or other employment use that provides, or can be expected to provide the appropriate site characteristics for the proposed use.
(13) "Total Land Supply" means the supply of land estimated to be adequate to accommodate industrial and other employment uses for a 20-year planning period. Total land supply includes the short-term supply of land as well as the remaining supply of lands considered suitable and serviceable for the industrial or other employment uses identified in a comprehensive plan. Total land supply includes both vacant and developed land.
(14) "Vacant Land" means a lot or parcel:
(a) Equal to or larger than one half-acre not currently containing permanent buildings or improvements; or
(b) Equal to or larger than five acres where less than one half-acre is occupied by permanent buildings or improvements.

Application

(1) This division applies to comprehensive plans for areas within urban growth boundaries. This division does not require or restrict planning for industrial and other employment uses outside urban growth boundaries. Cities and counties subject to this division must adopt plan and ordinance amendments necessary to comply with this division.

(2) Comprehensive plans and land use regulations must be reviewed and amended as necessary to comply with this division as amended at the time of each periodic review of the plan pursuant to ORS 197.712(3). Jurisdictions that have received a periodic review notice from the Department (pursuant to OAR 660-025-0050) prior to the effective date of amendments to this division must comply with such amendments at their next periodic review unless otherwise directed by the Commission.

(3) Cities and counties may rely on their existing plans to meet the requirements of this division if they conclude:

(a) There are not significant changes in economic development opportunities (e.g., a need for sites not presently provided for in the plan) based on a review of new information about national, state, regional, county and local trends; and

(b) That existing inventories, policies, and implementing measures meet the requirements in OAR 660-009-0015 to 660-009-0030.

(4) For a post-acknowledgement plan amendment under OAR chapter 660, division 18, that changes the plan designation of land in excess of two acres within an existing urban growth boundary from an industrial use designation to a non-industrial use designation, or an other employment use designation to any other use designation, a city or county must address all applicable planning requirements, and:

(a) Demonstrate that the proposed amendment is consistent with its most recent economic opportunities analysis and the parts of its acknowledged comprehensive plan which address the requirements of this division; or

(b) Amend its comprehensive plan to incorporate the proposed amendment, consistent with the requirements of this division; or (c) Adopt a combination of the above, consistent with the requirements of this division.

(5) The effort necessary to comply with OAR 660-009-0015 through 660-009-0030 will vary depending upon the size of the jurisdiction, the detail of previous economic development planning efforts, and the extent of new information on national, state, regional, county, and local economic trends. A jurisdiction's planning effort is adequate if it uses the best available or readily collectable information to respond to the requirements of this division.

(6) The amendments to this division are effective January 1, 2007. A city or county may voluntarily follow adopted amendments to this division prior to the effective date of the adopted amendments.

Economic Opportunities Analysis

Cities and counties must review and, as necessary, amend their comprehensive plans to provide economic opportunities analyses containing the information described in sections

(1) to (4) of this rule. This analysis will compare the demand for land for industrial and other employment uses to the existing supply of such land.

(1) Review of National, State, Regional, County and Local Trends. The economic opportunities analysis must identify the major categories of industrial or other employment uses that could reasonably be expected to locate or expand in the planning area based on information about national, state, regional, county or local trends. This

review of trends is the principal basis for estimating future industrial and other employment uses as described in section (4) of this rule. A use or category of use could reasonably be expected to expand or locate in the planning area if the area possesses the appropriate locational factors for the use or category of use. Cities and counties are strongly encouraged to analyze trends and establish employment projections in a geographic area larger than the planning area and to determine the percentage of employment growth reasonably expected to be captured for the planning area based on the assessment of community economic development potential pursuant to section (4) of this rule.

(2) Identification of Required Site Types. The economic opportunities analysis must identify the number of sites by type reasonably expected to be needed to accommodate the expected employment growth based on the site characteristics typical of expected uses. Cities and counties are encouraged to examine existing firms in the planning area to identify the types of sites that may be needed for expansion. Industrial or other employment uses with compatible site characteristics may be grouped together into common site categories.

(3) Inventory of Industrial and Other Employment Lands. Comprehensive plans for all areas within urban growth boundaries must include an inventory of vacant and developed lands within the planning area designated for industrial or other employment use.

(a) For sites inventoried under this section, plans must provide the following information:

(A) The description, including site characteristics, of vacant or developed sites within each plan or zoning district;

(B) A description of any development constraints or infrastructure needs that affect the buildable area of sites in the inventory; and

(b) When comparing current land supply to the projected demand, cities and counties may inventory contiguous lots or parcels together that are within a discrete plan or zoning district.

(c) Cities and counties that adopt objectives or policies providing for prime industrial land pursuant to OAR 660-009-0020(6) and 660-009-0025(8) must identify and inventory any vacant or developed prime industrial land according to section 3(a) of this rule.

(4) Assessment of Community Economic Development Potential. The economic opportunities analysis must estimate the types and amounts of industrial and other employment uses likely to occur in the planning area. The estimate must be based on information generated in response to sections (1) to (3) of this rule and must consider the planning area's economic advantages and disadvantages. Relevant economic advantages and disadvantages to be considered may include but are not limited to:

(a) Location, size and buying power of markets;

(b) Availability of transportation facilities for access and freight mobility;

(c) Public facilities and public services;

(d) Labor market factors;

(e) Access to suppliers and utilities;

(f) Necessary support services;

(g) Limits on development due to federal and state environmental protection laws; and

(h) Educational and technical training programs.

(5) Cities and counties are strongly encouraged to assess community economic development potential through a visioning or some other public input based process in

conjunction with state agencies. Cities and counties are strongly encouraged to use the assessment of community economic development potential to form the community economic development objectives pursuant to OAR 660-009-0020(1)(a).

Industrial and Other Employment Development Policies

(1) Comprehensive plans subject to this division must include policies stating the economic development objectives for the planning area. These policies must be based on the community economic opportunities analysis prepared pursuant to OAR 660-009-0015 and must provide the following:

(a) Community Economic Development Objectives. The plan must state the overall objectives for economic development in the planning area and identify categories or particular types of industrial and other employment uses desired by the community. Policy objectives may identify the level of short-term supply of land the planning area needs. Cities and counties are strongly encouraged to select a competitive short-term supply of land as a policy objective.

(c) Commitment to Provide Adequate Sites and Facilities. The plan must include policies committing the city or county to designate an adequate number of sites of suitable sizes, types and locations. The plan must also include policies, through public facilities planning and transportation system planning, to provide necessary public facilities and transportation facilities for the planning area.

(3) Plans may include policies to maintain existing categories or levels of industrial and other employment uses including maintaining downtowns or central business districts.

(4) Plan policies may emphasize the expansion of and increased productivity from existing industries and firms as a means to facilitate local economic development.

(5) Cities and counties are strongly encouraged to adopt plan policies that include brownfield redevelopment strategies for retaining land in industrial use and for qualifying them as part of the local short-term supply of land.

(6) Cities and counties are strongly encouraged to adopt plan policies pertaining to prime industrial land pursuant to OAR 660-009-0025(8).

(7) Cities and counties are strongly encouraged to adopt plan policies that include additional approaches to implement this division including, but not limited to:

(a) Tax incentives and disincentives;

(b) Land use controls and ordinances;

(c) Preferential tax assessments;

(d) Capital improvement programming;

(e) Property acquisition techniques;

(f) Public/private partnerships; and

(g) Intergovernmental agreements.

Designation of Lands for Industrial and Other Employment Uses

Cities and counties must adopt measures adequate to implement policies adopted pursuant to OAR 660-009-0020. Appropriate implementing measures include amendments to plan and zone map designations, land use regulations, public facility plans, and transportation system plans.

(1) Identification of Needed Sites. The plan must identify the approximate number, acreage and site characteristics of sites needed to accommodate industrial and other employment uses to implement plan policies. Plans do not need to provide a different type of site for each industrial or other employment use. Compatible uses with similar site characteristics may be combined into broad site categories. Several broad site categories will provide for industrial and other employment uses likely to occur in most planning areas. Cities and counties may also designate mixed-use zones to meet multiple

needs in a given location.
(2) Total Land Supply. Plans must designate serviceable land suitable to meet the site needs identified in section (1) of this rule. Except as provided for in section (5) of this rule, the total acreage of land designated must at least equal the total projected land needs for each industrial or other employment use category identified in the plan during the 20-year planning period.
(4) If cities and counties are required to prepare a public facility plan or transportation system plan by OAR chapter 660, division 011 or division 012, the city or county must complete subsections (a) to (c) of this section at the time of periodic review. Requirements of this rule apply only to city and county decisions made at the time of periodic review. Subsequent implementation of or amendments to the comprehensive plan or the public facility plan that change the supply of serviceable land are not subject to the requirements of this section. Cities and counties must:
(a) Identify serviceable industrial and other employment sites. The affected city or county in consultation with the local service provider, if applicable, must make decisions about whether a site is serviceable. Cities and counties are encouraged to develop specific criteria for deciding whether or not a site is serviceable. Cities and counties are strongly encouraged to also consider whether or not extension of facilities is reasonably likely to occur considering the size and type of uses likely to occur and the cost or distance of facility extension;
(b) Estimate the amount of serviceable industrial and other employment land likely to be needed during the planning period for the public facilities plan. Appropriate techniques for estimating land needs include but are not limited to the following:
(A) Projections or forecasts based on development trends in the area over previous years; and
(B) Deriving a proportionate share of the anticipated 20-year need specified in the comprehensive plan.
(c) Review and, if necessary, amend the comprehensive plan and the public facilities plan to maintain a short-term supply of land. Amendments to implement this requirement include but are not limited to the following:
(A) Changes to the public facilities plan to add or reschedule projects to make more land serviceable;
(B) Amendments to the comprehensive plan that redesignate additional serviceable land for industrial or other employment use; and
(C) Reconsideration of the planning area's economic development objectives and amendment of plan objectives and policies based on public facility limitations.
(d) If a city or county is unable to meet the requirements of this section, it must identify the specific steps needed to provide expanded public facilities at the earliest possible time.
(5) Institutional Uses. Cities and counties are not required to designate institutional uses on privately owned land when implementing section (2) of this rule. Cities and counties may designate land in an industrial or other employment land category to compensate for any institutional land demand that is not designated under this section.
(6) Compatibility. Cities and counties are strongly encouraged to manage encroachment and intrusion of uses incompatible with industrial and other employment uses. Strategies for managing encroachment and intrusion of incompatible uses include, but are not limited to, transition areas around uses having negative impacts on surrounding areas,

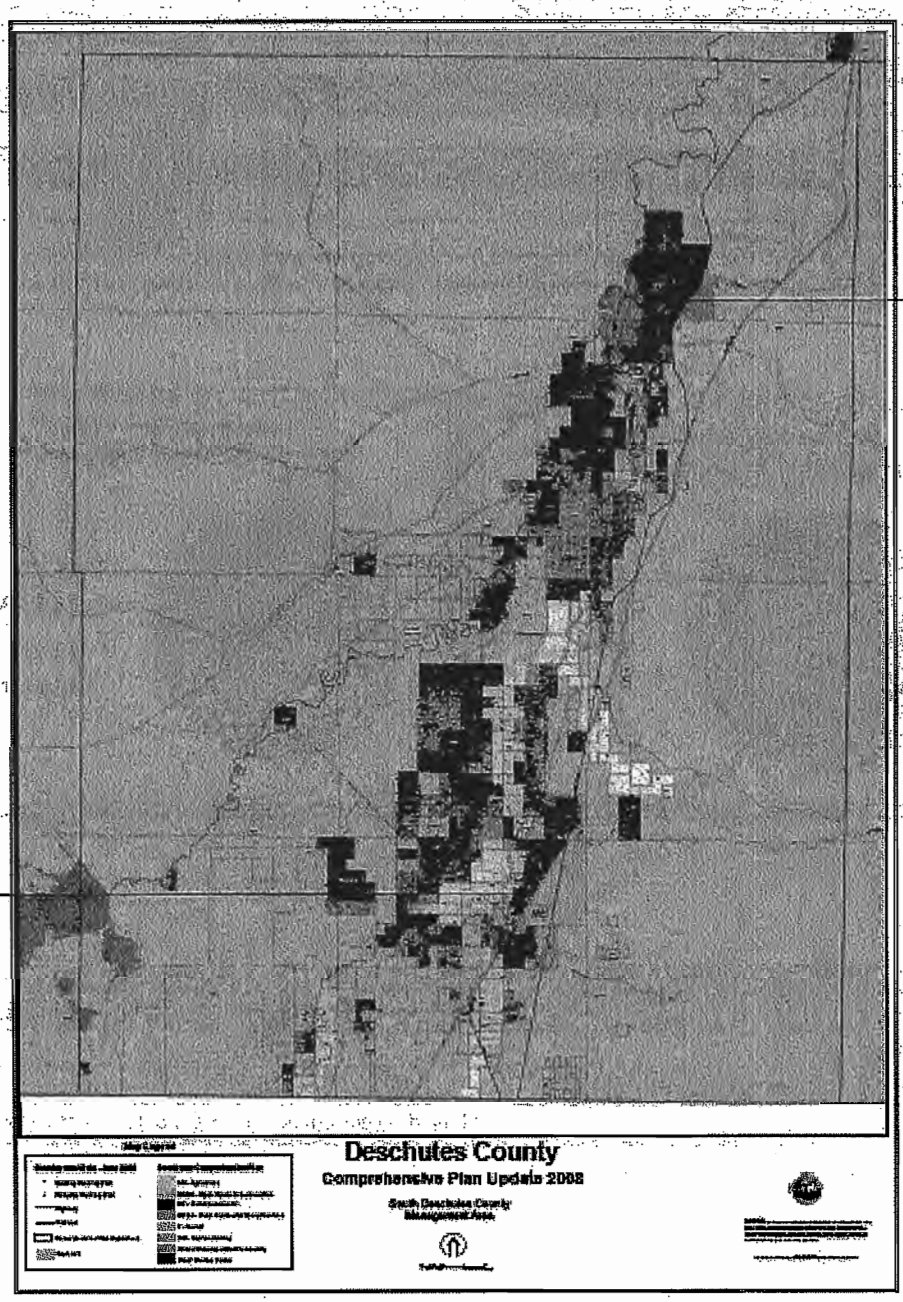
design criteria, district designation, and limiting non-essential uses within districts.
(7) Availability. Cities and counties may consider land availability when designating the short-term supply of land. Available land is vacant or developed land likely to be on the market for sale or lease at prices consistent with the local real estate market. Methods for determining lack of availability include, but are not limited to:
(a) Bona fide offers for purchase or purchase options in excess of real market value have been rejected in the last 24 months;
(b) A site is listed for sale at more than 150 percent of real market values;
(c) An owner has not made timely response to inquiries from local or state economic development officials; or
(d) Sites in an industrial or other employment land category lack diversity of ownership within a planning area when a single owner or entity controls more than 51 percent of those sites.
(8) Uses with Special Siting Characteristics. Cities and counties that adopt objectives or policies providing for uses with special site needs must adopt policies and land use regulations providing for those special site needs. Special site needs include, but are not limited to large acreage sites, special site configurations, direct access to transportation facilities, prime industrial lands, sensitivity to adjacent land uses, or coastal shoreland sites designated as suited for water-dependent use under Goal 17. Policies and land use regulations for these uses must:
(a) Identify sites suitable for the proposed use;
(b) Protect sites suitable for the proposed use by limiting land divisions and permissible uses and activities that interfere with development of the site for the intended use; and
(c) Where necessary, protect a site for the intended use by including measures that either prevent or appropriately restrict incompatible uses on adjacent and nearby lands.

Community Development Department

Planning Division Building Division Environmental Health Division

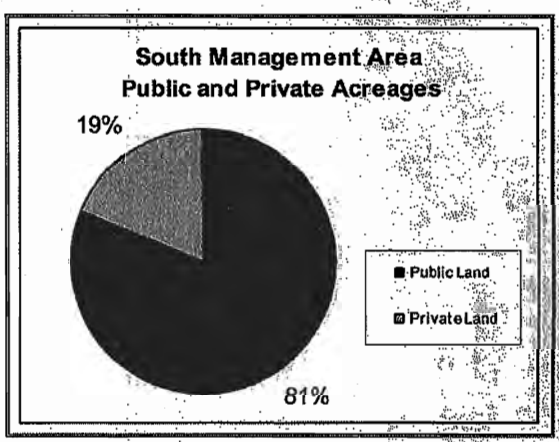
117 NW Lafayette Bend, Oregon 97701-1925
(541) 388-6575 FAX (541) 385-1764
http://www.co.deschutes.or.us\cdd

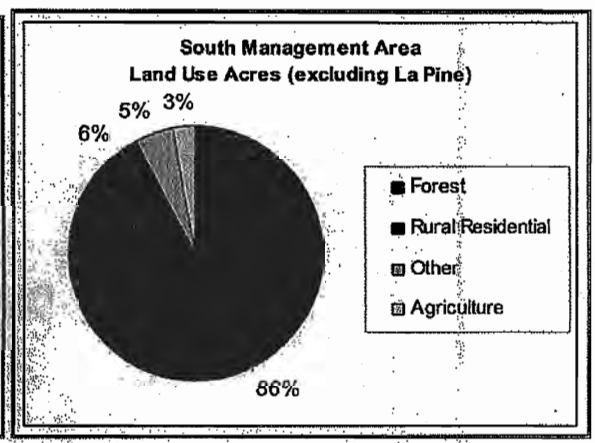
Unincorporated Deschutes County
South Management Area Fact Sheet 2008



Land Use

LAND USE ZONING BASICS	ACRES	PERCENT
Rural Residential	17,567	6.4
Agriculture (78% non-irrigated land)	7,817	2.8
Forest	232,015	84.3
Other (i.e. unincorporated community, open space and conservation, rural commercial)	13,441	4.9
City of La Pine (including water bodies, rights-of-way)	4,471	1.6
Total Land (including water bodies, rights-of-way)	275,311	100
Individual Parcels	268,301	
Wildlife Overlay	102,226	37.1
Destination Resort Overlay	22,884	8.3
Source: County GIS		





Estimated Housing and Population (excluding the City of La Pine)

	EXISTING	POTENTIAL*
Dwelling Units	11,008	5,315
Population (1.9 persons/household)	20,915	10,099
Source: County GIS	* based on current development potential of vacant parcels	

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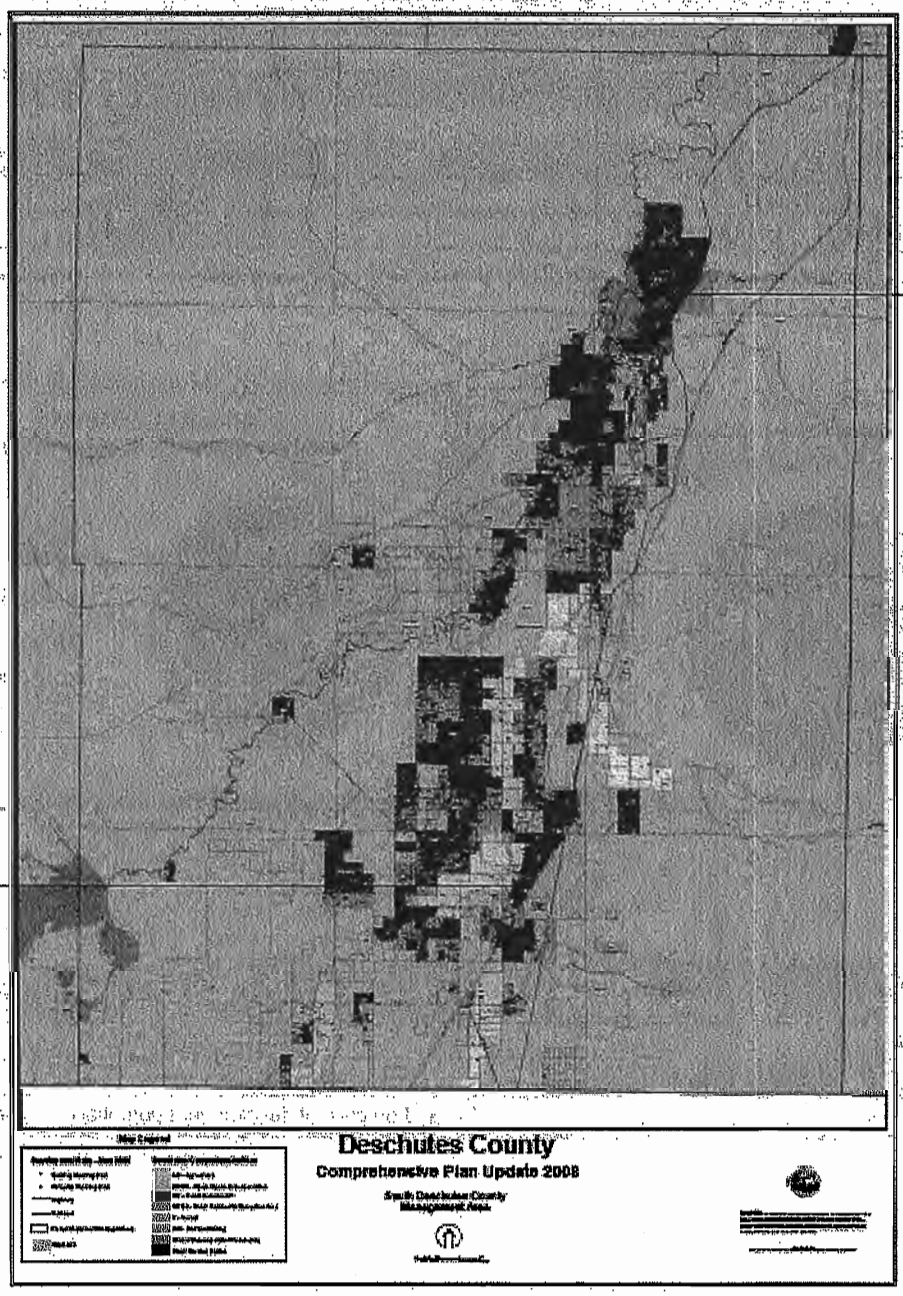

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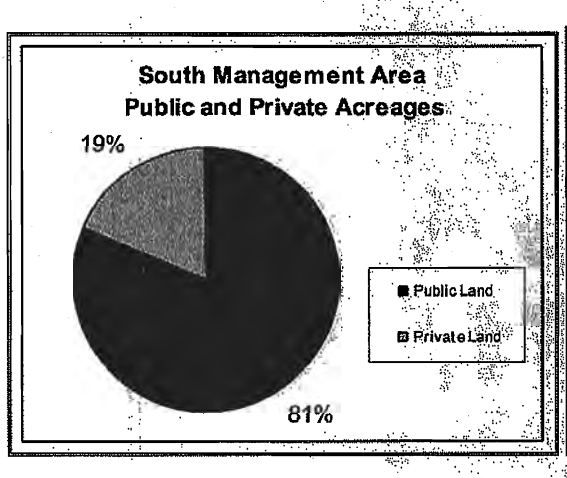

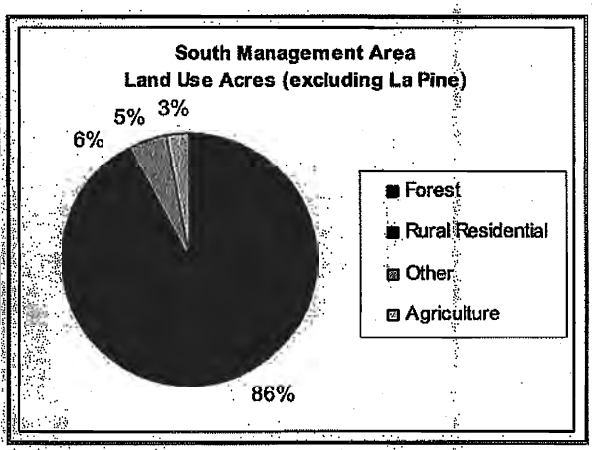

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Reference Data for Housing and Economic Development

Oregon's Statewide Planning Goals & Guidelines -GOAL 10: HOUSING

OAR 660-015-0000(10)

To provide for the housing needs of citizens of the state.
Buildable lands for residential use shall be inventoried and plans shall encourage the availability of adequate numbers of needed housing units at price ranges and rent levels which are commensurate with the financial capabilities of Oregon households and allow for flexibility of housing location, type and density.
Buildable Lands *-- refers to lands in urban and urbanizable areas that are suitable, available and necessary for residential use.*
Government-Assisted Housing *-- means housing that is financed in whole or part by either a federal or state housing agency or a local housing authority as defined in ORS 456.005 to 456.720, or housing that is occupied by a tenant or tenants who benefit from rent supplements or housing vouchers provided by either a federal or state housing agency or a local housing authority.*
Household *-- refers to one or more persons occupying a single housing unit.*
Manufactured Homes *-- means structures with a Department of Housing and Urban Development (HUD) label certifying that the structure is constructed in accordance with the National Manufactured Housing Construction and Safety Standards Act of 1974 (42 USC 5401 et seq.), as amended on August 22, 1981.*
Needed Housing Units *-- means housing types determined to meet the need shown for housing within an urban growth boundary at particular price ranges and rent levels. On and after the beginning of the first periodic review of a local government's acknowledged comprehensive plan, "needed housing units" also includes government-assisted housing. For cities having populations larger than 2,500 people and counties having populations larger than 15,000 people, "needed housing units" also includes (but is not limited to) attached and detached single-family housing, multiple-family housing, and manufactured homes, whether occupied by owners or renters.*

GUIDELINES
A. PLANNING
1. In addition to inventories of buildable lands, housing elements of a comprehensive plan should, at a minimum, include: (1) a comparison of the distribution of the existing population by income with the distribution of available housing units by cost; (2) a determination of vacancy rates, both overall and at varying rent ranges and cost levels; (3) a determination of expected housing demand at varying rent ranges and cost levels; (4) allowance for a variety of densities and types of residences in each community; and (5) an inventory of sound housing in urban areas including units capable of being rehabilitated.
2. Plans should be developed in a manner that insures the provision of appropriate types and amounts of land within urban growth boundaries. Such land should be necessary and suitable for housing that meets the housing needs of households of all income levels.
3. Plans should provide for the appropriate type, location and phasing of public facilities and services sufficient to support housing development in areas presently developed or undergoing development or redevelopment.
4. Plans providing for housing needs should consider as a major determinant the carrying capacity of the air, land and water resources of the planning area. The land conservation and development actions provided for by such plans should not exceed the carrying capacity of such resources.
B. IMPLEMENTATION
1. Plans should provide for a continuing review of housing need projections and should establish a process for accommodating needed revisions.
2. Plans should take into account the effects of utilizing financial incentives and resources to (a) stimulate the rehabilitation of substandard housing without regard to the financial capacity of the

owner so long as benefits accrue to the occupants; and (b) bring into compliance with codes adopted to assure safe and sanitary housing the dwellings of individuals who cannot on their own afford to meet such codes.
3. Decisions on housing development proposals should be expedited when such proposals are in accordance with zoning ordinances and with provisions of comprehensive plans.
4. Ordinances and incentives should be used to increase population densities in urban areas taking into consideration (1) key facilities, (2) the economic, environmental, social and energy consequences of the proposed densities and (3) the optimal use of existing urban land particularly in sections containing significant amounts of unsound substandard structures.
5. Additional methods and devices for achieving this goal should, after consideration of the impact on lower income households, include, but not be limited to: (1) tax incentives and disincentives; (2) building and construction code revision; (3) zoning and land use controls; (4) subsidies and loans; (5) fee and less-than-fee acquisition techniques; (6) enforcement of local health and safety codes; and (7) coordination of the development of urban facilities and services to disperse low income housing throughout the planning area.
6. Plans should provide for a detailed management program to assign respective implementation roles and responsibilities to those governmental bodies operating in the planning area and having interests in carrying out the goal.

Excerpt from Oregon Revised Statutes

NEEDED HOUSING IN URBAN GROWTH AREAS

197.295 Definitions for ORS 197.295 to 197.314 and 197.475 to 197.490. *As used in ORS 197.295 to 197.314 and 197.475 to 197.490:*

(1) "Buildable lands" means lands in urban and urbanizable areas that are suitable, available and necessary for residential uses. "Buildable lands" includes both vacant land and developed land likely to be redeveloped.

(2) "Manufactured dwelling park" has the meaning given that term in ORS 446.003.

(3) "Government assisted housing" means housing that is financed in whole or part by either a federal or state housing agency or a housing authority as defined in ORS 456.005, or housing that is occupied by a tenant or tenants who benefit from rent supplements or housing vouchers provided by either a federal or state housing agency or a local housing authority.

(4) "Manufactured homes" has the meaning given that term in ORS 446.003.

(5) "Mobile home park" has the meaning given that term in ORS 446.003.

(6) "Periodic review" means the process and procedures as set forth in ORS 197.628 to 197.650.

(7) "Urban growth boundary" means an urban growth boundary included or referenced in a comprehensive plan. [1981 c.884 §4; 1983 c.795 §1; 1987 c.785 §1; 1989 c.648 §51; 1991 c.226 §16; 1991 c.612 §12; 1995 c.79 §73; 1995 c.547 §2]

197.296 Factors to establish sufficiency of buildable lands within urban growth boundary; analysis and determination of residential housing patterns. *(1)(a) The provisions of this section apply to metropolitan service district regional framework plans and local government comprehensive plans for lands within the urban growth boundary of a city that is located outside of a metropolitan service district and has a population of 25,000 or more.*

(b) The Land Conservation and Development Commission may establish a set of factors under which additional cities are subject to the provisions of this section. In establishing the set of factors required under this paragraph, the commission shall consider the size of the city, the rate of population growth of the city or the proximity of the city to another city with a population of 25,000 or more or to a metropolitan service district.

(2) At periodic review pursuant to ORS 197.628 to 197.650 or at any other legislative review of the comprehensive plan or regional plan that concerns the urban growth boundary and requires the application of a statewide planning goal relating to buildable lands for residential use, a local government shall demonstrate that its comprehensive plan or regional plan provides sufficient buildable lands within the urban growth boundary established pursuant to statewide planning goals to accommodate estimated housing needs for 20 years. The 20-year period shall commence on the date initially scheduled for completion of the periodic or legislative review.

(3) In performing the duties under subsection (2) of this section, a local government shall:

(a) Inventory the supply of buildable lands within the urban growth boundary and determine the

housing capacity of the buildable lands; and

(b) Conduct an analysis of housing need by type and density range, in accordance with ORS 197.303 and statewide planning goals and rules relating to housing, to determine the number of units and amount of land needed for each needed housing type for the next 20 years.

(4)(a) For the purpose of the inventory described in subsection (3)(a) of this section, "buildable lands" includes:

(A) Vacant lands planned or zoned for residential use;

(B) Partially vacant lands planned or zoned for residential use;

(C) Lands that may be used for a mix of residential and employment uses under the existing planning or zoning; and

(D) Lands that may be used for residential infill or redevelopment.

(b) For the purpose of the inventory and determination of housing capacity described in subsection (3)(a) of this section, the local government must demonstrate consideration of:

(A) The extent that residential development is prohibited or restricted by local regulation and ordinance, state law and rule or federal statute and regulation;

(B) A written long term contract or easement for radio, telecommunications or electrical facilities, if the written contract or easement is provided to the local government; and

(C) The presence of a single family dwelling or other structure on a lot or parcel.

(c) Except for land that may be used for residential infill or redevelopment, a local government shall create a map or document that may be used to verify and identify specific lots or parcels that have been determined to be buildable lands.

(5)(a) Except as provided in paragraphs (b) and (c) of this subsection, the determination of housing capacity and need pursuant to subsection (3) of this section must be based on data relating to land within the urban growth boundary that has been collected since the last periodic review or five years, whichever is greater. The data shall include:

(A) The number, density and average mix of housing types of urban residential development that have actually occurred;

(B) Trends in density and average mix of housing types of urban residential development;

(C) Demographic and population trends;

(D) Economic trends and cycles; and

(E) The number, density and average mix of housing types that have occurred on the buildable lands described in subsection (4)(a) of this section.

(b) A local government shall make the determination described in paragraph (a) of this subsection using a shorter time period than the time period described in paragraph (a) of this subsection if the local government finds that the shorter time period will provide more accurate and reliable data related to housing capacity and need. The shorter time period may not be less than three years.

(c) A local government shall use data from a wider geographic area or use a time period for economic cycles and trends longer than the time period described in paragraph (a) of this subsection if the analysis of a wider geographic area or the use of a longer time period will provide more accurate, complete and reliable data relating to trends affecting housing need than an analysis performed pursuant to paragraph (a) of this subsection. The local government must clearly describe the geographic area, time frame and source of data used in a determination performed under this paragraph.

(6) If the housing need determined pursuant to subsection (3)(b) of this section is greater than the housing capacity determined pursuant to subsection (3)(a) of this section, the local government shall take one or more of the following actions to accommodate the additional housing need:

(a) Amend its urban growth boundary to include sufficient buildable lands to accommodate housing needs for the next 20 years. As part of this process, the local government shall consider the effects of measures taken pursuant to paragraph (b) of this subsection. The amendment shall include sufficient land reasonably necessary to accommodate the siting of new public school facilities. The need and inclusion of lands for new public school facilities shall be a coordinated process between the affected public school districts and the local government that has the authority to approve the urban growth boundary;

(b) Amend its comprehensive plan, regional plan, functional plan or land use regulations to include new measures that demonstrably increase the likelihood that residential development will occur at densities sufficient to accommodate housing needs for the next 20 years without expansion of the urban growth boundary. A local government or metropolitan service district that takes this action shall monitor and record the level of development activity and development density by housing type following the date of the adoption of the new measures; or

(c) Adopt a combination of the actions described in paragraphs (a) and (b) of this subsection.

(7) Using the analysis conducted under subsection (3)(b) of this section, the local government shall

determine the overall average density and overall mix of housing types at which residential development of needed housing types must occur in order to meet housing needs over the next 20 years. If that density is greater than the actual density of development determined under subsection (5)(a)(A) of this section, or if that mix is different from the actual mix of housing types determined under subsection (5)(a)(A) of this section, the local government, as part of its periodic review, shall adopt measures that demonstrably increase the likelihood that residential development will occur at the housing types and density and at the mix of housing types required to meet housing needs over the next 20 years.

(8)(a) A local government outside a metropolitan service district that takes any actions under subsection (6) or (7) of this section shall demonstrate that the comprehensive plan and land use regulations comply with goals and rules adopted by the commission and implement ORS 197.295 to 197.314.

(b) The local government shall determine the density and mix of housing types anticipated as a result of actions taken under subsections (6) and (7) of this section and monitor and record the actual density and mix of housing types achieved. The local government shall compare actual and anticipated density and mix. The local government shall submit its comparison to the commission at the next periodic review or at the next legislative review of its urban growth boundary, whichever comes first.

(9) In establishing that actions and measures adopted under subsections (6) or (7) of this section demonstrably increase the likelihood of higher density residential development, the local government shall at a minimum ensure that land zoned for needed housing is in locations appropriate for the housing types identified under subsection (3) of this section and is zoned at density ranges that are likely to be achieved by the housing market using the analysis in subsection (3) of this section. Actions or measures, or both, may include but are not limited to:

(a) Increases in the permitted density on existing residential land;

(b) Financial incentives for higher density housing;

(c) Provisions permitting additional density beyond that generally allowed in the zoning district in exchange for amenities and features provided by the developer;

(d) Removal or easing of approval standards or procedures;

(e) Minimum density ranges;

(f) Redevelopment and infill strategies;

(g) Authorization of housing types not previously allowed by the plan or regulations;

(h) Adoption of an average residential density standard; and

(i) Rezoning or redesignation of nonresidential land. [1995 c.547 §3; 2001 c.908 §1; 2003 c.177 §1]

197.186 Removal from buildable lands inventory of land subject to open space tax assessment; reapplication for assessment. *(1) At periodic review under ORS 197.633 next following approval of an application under ORS 308A.309, the local government shall remove any lot or parcel subject to the application from any inventory of buildable lands maintained by the local government. The local government shall compensate for the resulting reduction in available buildable lands either by increasing the development capacity of the remaining supply of buildable lands or by expanding the urban growth boundary.*

(2) A landowner who wishes to reapply for current open space use assessment under ORS 308A.306 following the end of the assessment period shall reapply with the local government as provided in ORS 308A.309. [1999 c.503 §5]

197.303 "Needed housing" defined. *(1) As used in ORS 197.307, until the beginning of the first periodic review of a local government's acknowledged comprehensive plan, "needed housing" means housing types determined to meet the need shown for housing within an urban growth boundary at particular price ranges and rent levels. On and after the beginning of the first periodic review of a local government's acknowledged comprehensive plan, "needed housing" also means:*

(a) Housing that includes, but is not limited to, attached and detached single-family housing and multiple family housing for both owner and renter occupancy;

(b) Government assisted housing;

(c) Mobile home or manufactured dwelling parks as provided in ORS 197.475 to 197.490; and

(d) Manufactured homes on individual lots planned and zoned for single-family residential use that are in addition to lots within designated manufactured dwelling subdivisions.

(2) Subsection (1)(a) and (d) of this section shall not apply to:

(a) A city with a population of less than 2,500.

(b) A county with a population of less than 15,000.

(3) A local government may take an exception to subsection (1) of this section in the same manner that

an exception may be taken under the goals. [1981 c.884 §6; 1983 c.795 §2; 1989 c.380 §1]

DIVISION 8

INTERPRETATION OF GOAL 10 HOUSING

660-008-0000

Purpose

(1) The purpose of this rule is to assure opportunity for the provision of adequate numbers of needed housing units, the efficient use of buildable land within urban growth boundaries, and to provide greater certainty in the development process so as to reduce housing costs. This rule is intended to define standards for compliance with Goal 10 "Housing" and to implement ORS 197.303 through 197.307.

660-008-0005

Definitions

For the purpose of this rule, the definitions in ORS 197.015, 197.295, and 197.303 shall apply. In addition, the following definitions shall apply:

(1) "Attached Single Family Housing" means common-wall dwellings or rowhouses where each dwelling unit occupies a separate lot.

(2) "Buildable Land" means residentially designated land within the urban growth boundary, including both vacant and developed land likely to be redeveloped, that is suitable, available and necessary for residential uses. Publicly owned land is generally not considered available for residential uses. Land is generally considered "suitable and available" unless it:

(a) Is severely constrained by natural hazards as determined under Statewide Planning Goal 7;

(b) Is subject to natural resource protection measures determined under statewide Planning Goals 5, 15, 16, 17, or 18;

(c) Has slopes of 25 percent or greater;

(d) Is within the 100-year flood plain; or

(e) Cannot be provided with public facilities.

(3) "Detached Single Family Housing" means a housing unit that is free standing and separate from other housing units.

(4) "Housing Needs Projection" refers to a local determination, justified in the plan, of the mix of housing types and densities that will be:

(a) Commensurate with the financial capabilities of present and future area residents of all income levels during the planning period;

(b) Consistent with any adopted regional housing standards, state statutes and Land Conservation and Development Commission administrative rules; and

(c) Consistent with Goal 14 requirements.

(5) "Multiple Family Housing" means attached housing where each dwelling unit is not located on a separate lot.

(6) "Redevelopable Land" means land zoned for residential use on which development has already occurred but on which, due to present or expected market forces, there exists the strong likelihood that existing development will be converted to more intensive residential uses during the planning period.

660-008-0010

Allocation of Buildable Land

The mix and density of needed housing is determined in the housing needs projection. Sufficient buildable land shall be designated on the comprehensive plan map to satisfy housing needs by type and density range as determined in the housing needs projection. The local buildable lands inventory must document the amount of buildable land in each residential plan designation.

660-008-0015

Clear and Objective Approval Standards Required

Local approval standards, special conditions and procedures regulating the development of needed housing must be clear and objective, and must not have the effect, either of themselves or cumulatively, of discouraging needed housing through unreasonable cost or delay.

660-008-0020

Specific Plan Designations Required

(1) Plan designations that allow or require residential uses shall be assigned to all buildable land. Such designations may allow nonresidential uses as well as residential uses. Such designations may be considered to be "residential plan designations" for the purposes of this division. The plan designations assigned to buildable land shall be specific so as to accommodate the varying housing types and densities identified in the local housing needs projection.
(2) A local government may defer the assignment of specific residential plan designations only when the following conditions have been met:
(a) Uncertainties concerning the funding, location and timing of public facilities have been identified in the local comprehensive plan;
(b) The decision not to assign specific residential plan designations is specifically related to identified public facilities constraints and is so justified in the plan; and
(c) The plan includes a time-specific strategy for resolution of identified public facilities uncertainties and a policy commitment to assign specific residential plan designations when identified public facilities uncertainties are resolved.
660-008-0025
The Rezoning Process
A local government may defer rezoning of land within an urban growth boundary to maximum planned residential density provided that the process for future rezoning is reasonably justified. If such is the case, then:
(1) The plan shall contain a justification for the rezoning process and policies which explain how this process will be used to provide for needed housing.
(2) Standards and procedures governing the process for future rezoning shall be based on the rezoning justification and policy statement, and must be clear and objective.
660-008-0030
Regional Coordination
(1) Each local government shall consider the needs of the relevant region in arriving at a fair allocation of housing types and densities.
(2) The local coordination body shall be responsible for ensuring that the regional housing impacts of restrictive or expansive local government programs are considered. The local coordination body shall ensure that needed housing is provided for on a regional basis through coordinated comprehensive plans.
660-008-0035
Substantive Standards for Taking a Goal 2, Part II Exception Pursuant to ORS 197.303(3)
(1) A local government may satisfy the substantive standards for exceptions contained in Goal 2, Part II, upon a demonstration in the local housing needs projection, supported by compelling reasons and facts, that:
(a) The needed housing type is being provided for elsewhere in the region in sufficient numbers to meet regional needs;
(b) Sufficient buildable land has been allocated within the local jurisdiction for other types of housing which can meet the need for shelter at the particular price ranges and rent levels that would have been met by the excluded housing type; and
(c) The decision to substitute other housing types for the excluded needed housing type furthers the policies and objectives of the local comprehensive plan, and has been coordinated with other affected units of government.
(2) The substantive standards listed in section (1) of this rule shall apply to the ORS 197.303(3) exceptions process in lieu of the substantive standards in Goal 2, Part II. The standards listed in section (1) of this rule shall not apply to the exceptions process authorized by OAR 660-007-0360.
660-008-0040
Restrictions on Housing Tenure
Any local government that restricts the construction of either rental or owner occupied housing on or after its first periodic review shall include a determination of housing need according to tenure as part of the local housing needs projection.

6. Economic Analysis Concepts and Approach-

The Economic Opportunities Analysis should clearly explain the factors, data, assumptions, and conclusions used to estimate industrial and other employment land demand for the 20-year planning period.

The substantive content of an Economic Opportunities Analysis is governed by OAR 660-009-0015. This rule requires inclusion of the following four interrelated elements:

1. Review of national, state, regional, county and local trends;
2. Identification of required site types;
3. Inventory of industrial and other employment lands; and
4. Assessment of community economic development potential.

Department of Land Conservation and Development

DIVISION 009
ECONOMIC DEVELOPMENT

660-009-0000
Intent and Purpose

The intent of the Land Conservation and Development Commission is to provide an adequate land supply for economic development and employment growth in Oregon. The intent of this division is to link planning for an adequate land supply to infrastructure planning, community involvement and coordination among local governments and the state. The purpose of this division is to implement Goal 9, Economy of the State (OAR 660-015-0000(9)), and ORS 197.712(2)(a) to(d). This division responds to legislative direction to assure that comprehensive plans and land use regulations are updated to provide adequate opportunities for a variety of economic activities throughout the state (ORS 197.712(1)) and to assure that comprehensive plans are based on information about state and national economic trends (ORS 197.717(2)).

660-009-0005
Definitions

For purposes of this division, the definitions in ORS chapter 197 and the statewide planning goals apply, unless the context requires otherwise. In addition, the following definitions apply:

(1) "Developed Land" means non-vacant land that is likely to be redeveloped during the planning period.

(2) "Development Constraints" means factors that temporarily or permanently limit or prevent the use of land for economic development. Development constraints include, but are not limited to, wetlands, environmentally sensitive areas such as habitat, environmental contamination, slope, topography, cultural and archeological resources, infrastructure deficiencies, parcel fragmentation, or natural hazard areas.

(3) "Industrial Use" means employment activities generating income from the production, handling or distribution of goods. Industrial uses include, but are not limited to: manufacturing; assembly; fabrication; processing; storage; logistics; warehousing; importation; distribution and transshipment; and research and development. Industrial uses may have unique land, infrastructure, energy, and transportation requirements. Industrial uses may have external impacts on surrounding uses and may cluster in traditional or new industrial areas where they are segregated from other non-industrial activities.

(4) "Locational Factors" means market factors that affect where a particular type of industrial or other employment use will locate. Locational factors include, but are not limited to, proximity to raw materials, supplies, labor, services, markets, or educational institutions; access to transportation and freight facilities such as rail, marine ports and airports, multimodal freight or transshipment facilities, and major transportation routes; and workforce factors (e.g., skill level, education, age distribution).

(6) "Other Employment Use" means all non-industrial employment activities including the widest range of retail, wholesale, service, non-profit, business headquarters, administrative and governmental employment activities that are accommodated in retail, office and flexible building types. Other employment uses also include employment activities of an entity or organization that serves the medical, educational, social service, recreation and security needs of the community typically in large buildings or multibuilding campuses.
(7) "Planning Area" means the area within an existing or proposed urban growth boundary. Cities and counties with urban growth management agreements must address the urban land governed by their respective plans as specified in the urban growth management agreement for the affected area.
(8) "Prime Industrial Land" means land suited for traded-sector industries as well as other industrial uses providing support to traded-sector industries. Prime industrial lands possess site characteristics that are difficult or impossible to replicate in the planning area or region. Prime industrial lands have necessary access to transportation and freight infrastructure, including, but not limited to, rail, marine ports and airports, multimodal freight or transshipment facilities, and major transportation routes. Traded-sector has the meaning provided in ORS 285B.280.
(9) "Serviceable" means the city or county has determined that public facilities and transportation facilities, as defined by OAR chapter 660, division 011 and division 012, currently have adequate capacity for development planned in the service area where the site is located or can be upgraded to have adequate capacity within the 20-year planning period.
(10) "Short-term Supply of Land" means suitable land that is ready for construction within one year of an application for a building permit or request for service extension. Engineering feasibility is sufficient to qualify land for the short-term supply of land. Funding availability is not required. "Competitive Short-term Supply" means the short term supply of land provides a range of site sizes and locations to accommodate the market needs of a variety of industrial and other employment uses.
(11) "Site Characteristics" means the attributes of a site necessary for a particular industrial or other employment use to operate. Site characteristics include, but are not limited to, a minimum acreage or site configuration including shape and topography, visibility, specific types or levels of public facilities, services or energy infrastructure, or proximity to a particular transportation or freight facility such as rail, marine ports and airports, multimodal freight or transshipment facilities, and major transportation routes.
(12) "Suitable" means serviceable land designated for industrial or other employment use that provides, or can be expected to provide the appropriate site characteristics for the proposed use.
(13) "Total Land Supply" means the supply of land estimated to be adequate to accommodate industrial and other employment uses for a 20-year planning period. Total land supply includes the short-term supply of land as well as the remaining supply of lands considered suitable and serviceable for the industrial or other employment uses identified in a comprehensive plan. Total land supply includes both vacant and developed land.
(14) "Vacant Land" means a lot or parcel:
(a) Equal to or larger than one half-acre not currently containing permanent buildings or improvements; or
(b) Equal to or larger than five acres where less than one half-acre is occupied by permanent buildings or improvements.

Application

(1) This division applies to comprehensive plans for areas within urban growth boundaries. This division does not require or restrict planning for industrial and other employment uses outside urban growth boundaries. Cities and counties subject to this division must adopt plan and ordinance amendments necessary to comply with this division.

(2) Comprehensive plans and land use regulations must be reviewed and amended as necessary to comply with this division as amended at the time of each periodic review of the plan pursuant to ORS 197.712(3). Jurisdictions that have received a periodic review notice from the Department (pursuant to OAR 660-025-0050) prior to the effective date of amendments to this division must comply with such amendments at their next periodic review unless otherwise directed by the Commission.

(3) Cities and counties may rely on their existing plans to meet the requirements of this division if they conclude:

(a) There are not significant changes in economic development opportunities (e.g., a need for sites not presently provided for in the plan) based on a review of new information about national, state, regional, county and local trends; and

(b) That existing inventories, policies, and implementing measures meet the requirements in OAR 660-009-0015 to 660-009-0030.

(4) For a post-acknowledgement plan amendment under OAR chapter 660, division 18, that changes the plan designation of land in excess of two acres within an existing urban growth boundary from an industrial use designation to a non-industrial use designation, or an other employment use designation to any other use designation, a city or county must address all applicable planning requirements, and:

(a) Demonstrate that the proposed amendment is consistent with its most recent economic opportunities analysis and the parts of its acknowledged comprehensive plan which address the requirements of this division; or

(b) Amend its comprehensive plan to incorporate the proposed amendment, consistent with the requirements of this division; or (c) Adopt a combination of the above, consistent with the requirements of this division.

(5) The effort necessary to comply with OAR 660-009-0015 through 660-009-0030 will vary depending upon the size of the jurisdiction, the detail of previous economic development planning efforts, and the extent of new information on national, state, regional, county, and local economic trends. A jurisdiction's planning effort is adequate if it uses the best available or readily collectable information to respond to the requirements of this division.

(6) The amendments to this division are effective January 1, 2007. A city or county may voluntarily follow adopted amendments to this division prior to the effective date of the adopted amendments.

Economic Opportunities Analysis

Cities and counties must review and, as necessary, amend their comprehensive plans to provide economic opportunities analyses containing the information described in sections

(1) to (4) of this rule. This analysis will compare the demand for land for industrial and other employment uses to the existing supply of such land.

(1) Review of National, State, Regional, County and Local Trends. The economic opportunities analysis must identify the major categories of industrial or other employment uses that could reasonably be expected to locate or expand in the planning area based on information about national, state, regional, county or local trends. This

review of trends is the principal basis for estimating future industrial and other employment uses as described in section (4) of this rule. A use or category of use could reasonably be expected to expand or locate in the planning area if the area possesses the appropriate locational factors for the use or category of use. Cities and counties are strongly encouraged to analyze trends and establish employment projections in a geographic area larger than the planning area and to determine the percentage of employment growth reasonably expected to be captured for the planning area based on the assessment of community economic development potential pursuant to section (4) of this rule.

(2) Identification of Required Site Types. The economic opportunities analysis must identify the number of sites by type reasonably expected to be needed to accommodate the expected employment growth based on the site characteristics typical of expected uses. Cities and counties are encouraged to examine existing firms in the planning area to identify the types of sites that may be needed for expansion. Industrial or other employment uses with compatible site characteristics may be grouped together into common site categories.

(3) Inventory of Industrial and Other Employment Lands. Comprehensive plans for all areas within urban growth boundaries must include an inventory of vacant and developed lands within the planning area designated for industrial or other employment use.

(a) For sites inventoried under this section, plans must provide the following information:

(A) The description, including site characteristics, of vacant or developed sites within each plan or zoning district;

(B) A description of any development constraints or infrastructure needs that affect the buildable area of sites in the inventory; and

(b) When comparing current land supply to the projected demand, cities and counties may inventory contiguous lots or parcels together that are within a discrete plan or zoning district.

(c) Cities and counties that adopt objectives or policies providing for prime industrial land pursuant to OAR 660-009-0020(6) and 660-009-0025(8) must identify and inventory any vacant or developed prime industrial land according to section 3(a) of this rule.

(4) Assessment of Community Economic Development Potential. The economic opportunities analysis must estimate the types and amounts of industrial and other employment uses likely to occur in the planning area. The estimate must be based on information generated in response to sections (1) to (3) of this rule and must consider the planning area's economic advantages and disadvantages. Relevant economic advantages and disadvantages to be considered may include but are not limited to:

(a) Location, size and buying power of markets;

(b) Availability of transportation facilities for access and freight mobility;

(c) Public facilities and public services;

(d) Labor market factors;

(e) Access to suppliers and utilities;

(f) Necessary support services;

(g) Limits on development due to federal and state environmental protection laws; and

(h) Educational and technical training programs.

(5) Cities and counties are strongly encouraged to assess community economic development potential through a visioning or some other public input based process in

conjunction with state agencies. Cities and counties are strongly encouraged to use the assessment of community economic development potential to form the community economic development objectives pursuant to OAR 660-009-0020(1)(a).

Industrial and Other Employment Development Policies

(1) Comprehensive plans subject to this division must include policies stating the economic development objectives for the planning area. These policies must be based on the community economic opportunities analysis prepared pursuant to OAR 660-009-0015 and must provide the following:

(a) Community Economic Development Objectives. The plan must state the overall objectives for economic development in the planning area and identify categories or particular types of industrial and other employment uses desired by the community. Policy objectives may identify the level of short-term supply of land the planning area needs. Cities and counties are strongly encouraged to select a competitive short-term supply of land as a policy objective.

(c) Commitment to Provide Adequate Sites and Facilities. The plan must include policies committing the city or county to designate an adequate number of sites of suitable sizes, types and locations. The plan must also include policies, through public facilities planning and transportation system planning, to provide necessary public facilities and transportation facilities for the planning area.

(3) Plans may include policies to maintain existing categories or levels of industrial and other employment uses including maintaining downtowns or central business districts.

(4) Plan policies may emphasize the expansion of and increased productivity from existing industries and firms as a means to facilitate local economic development.

(5) Cities and counties are strongly encouraged to adopt plan policies that include brownfield redevelopment strategies for retaining land in industrial use and for qualifying them as part of the local short-term supply of land.

(6) Cities and counties are strongly encouraged to adopt plan policies pertaining to prime industrial land pursuant to OAR 660-009-0025(8).

(7) Cities and counties are strongly encouraged to adopt plan policies that include additional approaches to implement this division including, but not limited to:

(a) Tax incentives and disincentives;
(b) Land use controls and ordinances;
(c) Preferential tax assessments;
(d) Capital improvement programming;
(e) Property acquisition techniques;
(f) Public/private partnerships; and
(g) Intergovernmental agreements.

Designation of Lands for Industrial and Other Employment Uses

Cities and counties must adopt measures adequate to implement policies adopted pursuant to OAR 660-009-0020. Appropriate implementing measures include amendments to plan and zone map designations, land use regulations, public facility plans, and transportation system plans.

(1) Identification of Needed Sites. The plan must identify the approximate number, acreage and site characteristics of sites needed to accommodate industrial and other employment uses to implement plan policies. Plans do not need to provide a different type of site for each industrial or other employment use. Compatible uses with similar site characteristics may be combined into broad site categories. Several broad site categories will provide for industrial and other employment uses likely to occur in most planning areas. Cities and counties may also designate mixed-use zones to meet multiple

needs in a given location.
(2) Total Land Supply. Plans must designate serviceable land suitable to meet the site needs identified in section (1) of this rule. Except as provided for in section (5) of this rule, the total acreage of land designated must at least equal the total projected land needs for each industrial or other employment use category identified in the plan during the 20-year planning period.
(4) If cities and counties are required to prepare a public facility plan or transportation system plan by OAR chapter 660, division 011 or division 012, the city or county must complete subsections (a) to (c) of this section at the time of periodic review. Requirements of this rule apply only to city and county decisions made at the time of periodic review. Subsequent implementation of or amendments to the comprehensive plan or the public facility plan that change the supply of serviceable land are not subject to the requirements of this section. Cities and counties must:
(a) Identify serviceable industrial and other employment sites. The affected city or county in consultation with the local service provider, if applicable, must make decisions about whether a site is serviceable. Cities and counties are encouraged to develop specific criteria for deciding whether or not a site is serviceable. Cities and counties are strongly encouraged to also consider whether or not extension of facilities is reasonably likely to occur considering the size and type of uses likely to occur and the cost or distance of facility extension;
(b) Estimate the amount of serviceable industrial and other employment land likely to be needed during the planning period for the public facilities plan. Appropriate techniques for estimating land needs include but are not limited to the following:
(A) Projections or forecasts based on development trends in the area over previous years; and
(B) Deriving a proportionate share of the anticipated 20-year need specified in the comprehensive plan.
(c) Review and, if necessary, amend the comprehensive plan and the public facilities plan to maintain a short-term supply of land. Amendments to implement this requirement include but are not limited to the following:
(A) Changes to the public facilities plan to add or reschedule projects to make more land serviceable;
(B) Amendments to the comprehensive plan that redesignate additional serviceable land for industrial or other employment use; and
(C) Reconsideration of the planning area's economic development objectives and amendment of plan objectives and policies based on public facility limitations.
(d) If a city or county is unable to meet the requirements of this section, it must identify the specific steps needed to provide expanded public facilities at the earliest possible time.
(5) Institutional Uses. Cities and counties are not required to designate institutional uses on privately owned land when implementing section (2) of this rule. Cities and counties may designate land in an industrial or other employment land category to compensate for any institutional land demand that is not designated under this section.
(6) Compatibility. Cities and counties are strongly encouraged to manage encroachment and intrusion of uses incompatible with industrial and other employment uses. Strategies for managing encroachment and intrusion of incompatible uses include, but are not limited to, transition areas around uses having negative impacts on surrounding areas,

design criteria, district designation, and limiting non-essential uses within districts.
(7) Availability. Cities and counties may consider land availability when designating the short-term supply of land. Available land is vacant or developed land likely to be on the market for sale or lease at prices consistent with the local real estate market. Methods for determining lack of availability include, but are not limited to:
(a) Bona fide offers for purchase or purchase options in excess of real market value have been rejected in the last 24 months;
(b) A site is listed for sale at more than 150 percent of real market values;
(c) An owner has not made timely response to inquiries from local or state economic development officials; or
(d) Sites in an industrial or other employment land category lack diversity of ownership within a planning area when a single owner or entity controls more than 51 percent of those sites.
(8) Uses with Special Siting Characteristics. Cities and counties that adopt objectives or policies providing for uses with special site needs must adopt policies and land use regulations providing for those special site needs. Special site needs include, but are not limited to large acreage sites, special site configurations, direct access to transportation facilities, prime industrial lands, sensitivity to adjacent land uses, or coastal shoreland sites designated as suited for water-dependent use under Goal 17. Policies and land use regulations for these uses must:
(a) Identify sites suitable for the proposed use;
(b) Protect sites suitable for the proposed use by limiting land divisions and permissible uses and activities that interfere with development of the site for the intended use; and
(c) Where necessary, protect a site for the intended use by including measures that either prevent or appropriately restrict incompatible uses on adjacent and nearby lands.

DRAFT PURPOSE AND NEED
US 97 Wickiup Junction (Lapine)
Key No. 09679

Project Location: US Highway 97 at Wickiup Junction (MP 161.74 - MP167.50)

Purpose and Need:

The purpose of the US 97 Wickiup Junction project is to improve safety at the Burlington Northern Santa Fe Railway's crossing of US 97.

US 97 is an expressway in the project area, and drivers often do not anticipate stopping for trains. Currently, 10 -12 trains per day pass through Wickiup Junction at 49 mph, and train traffic is expected to increase.

School buses and hazardous material vehicles are required to stop at railroad crossings regardless of whether a train is approaching or not, which creates an extremely unsafe situation on a highway. The safety problem associated with the train tracks has forced local school buses to avoid this section of the highway, and they travel out-of-direction to complete their routes.

The traffic volume on US 97 through the project area is currently at 9,000 vehicles per day, and is projected to increase to 13,800 by the year 2024. The traffic volume on Burgess Road at its intersection with US 97, immediately south of the railroad crossing, is currently at 4,615 vehicles per day. Traffic volumes are increasing as more development occurs in the La Pine area. The increase in traffic intensifies the need to improve safety of the railroad crossing of US 97.

Policy 2G of the Oregon Highway Plan (OHP) states that "It is the policy of the State of Oregon to increase safety and transportation efficiency through the reduction and prevention of conflicts between railroad and highway users". More specifically, Action 2G.1 of the same policy requires ODOT to "eliminate crossings at grade wherever possible". This language is also in ORS 824.202.

DRAFT GOALS AND OBJECTIVES
US 97 Wickiup Junction (LaPine)

Safety

- Provide a transportation solution that safely accommodates projected travel demands for all users and modes 20 years into the future.
- Eliminate existing at-grade rail crossings within the project area.
- Avoid creating any new at-grade rail road crossings on local roads.
- Ensure effective emergency access and exit routes within the project vicinity.

Access and Traffic Flow

- Maintain mobility and minimize traffic delays for US97.
- Avoid bisecting the City of LaPine with any new transportation solution.
- Provide safe and reasonable access to area communities, Wickiup Junction businesses, and recreational destinations while minimizing out-of-direction travel.
- Maintain reasonable access between U.S. 97 and Burgess Road.
- Improve access to public lands for recreation.
- Accommodate all classes of vehicles.

Social Economics

- Minimize direct property impacts to residential and business property.
- Attempt to avoid impacts to BLM lands designated for retention and the Rosland Off Highway Vehicle recreation site. Minimize impacts to all other public lands within the project area.
- Support Wickiup Junction's role as a part of the City of LaPine's commercial center for highway, recreational, and local traffic.

Implementation

- Provide a long-range transportation solution that can be phased, if necessary.
- Do not preclude opportunities for future traffic improvements to Highway 97 through the City of La Pine.
- Minimize costs and maximize project value (cost-effective solution).
- Minimize US 97 traffic delays during construction, and address other construction related impacts to BNSF, the local transportation system and surrounding land uses.
- Achieve consistency and compatibility with the OHP, applicable objectives of the ODOT's US 97 Highway Strategy, and the OHP expressway designation of US 97.

La Pine Water District

Established March 1997, by election

La Pine, Oregon

Rules, Regulations,
Rates and Charges
for Water Service

P.O. Box 2867
51477 Hwy 97
La Pine, OR 97739
Telephone - (541) 536-3281

ORDINANCE NO. 2003-1
Rules, Regulations,
Rates and Charges for
Water Service

Repeals and Replaces Ordinance 2001-1

Originally Adopted January 21, 2003

Revised version Adopted by the Board of Commissioners
This ____ Day of _____, 2007

BOARD OF COMMISSIONERS
BarbeAnn Nelson-Dodson, President
Brian Earls, Secretary/Treasurer
Beverly Lawlor, Commissioner
Randy Rhoades, Commissioner
Dennis Carter, Commissioner

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ORDINANCE NO. 2003-1

LA PINE WATER DISTRICT

RULES & REGULATIONS

PREFACE

The La Pine Water District is a municipal corporation duly incorporated for the purpose of supplying the inhabitants with water for domestic purposes, and such other purposes as by law authorized. It is located within Deschutes County, State of Oregon.

The District is governed by a Board of five Commissioners. The power and authority given to the District is vested and shall be exercised by the Board. The Board is to manage, control and direct the operation of the District. The Board holds regular monthly meetings, which are open to the residents of the District. The Board may employ a Manager/Operator and such other employees as are required to carry on the operation of the utility. Work carried on by the District's personnel includes installing, repairing and maintaining mains, services and meters; supervision over the operation and maintenance of storage facilities, pumping stations, and other facilities and appurtenance; reading meters, preparing and mailing bills, making collections; and approving plans and construction for water facilities planned for construction by developers, that ultimately will become part of the District water system.

The water system is owned by the District, a municipal corporation. Major improvements in system facilities such as supply lines, reservoirs and feeder mains are normally undertaken by the issuance of bonds and may need to be authorized by the voters. The system is not operated for a profit; its function is that of rendering service at cost. Generally, improvements that benefit new development will be financed by the development, and not by water users of the District.

Under State Laws, the District may issue general obligation bonds financed by tax levy up to ten percent (10%) of the real market value of property within the District. Revenue bonds retired by monies collected from the sale of water may be issued without legal limit; the practical limitation being the ability to sell the securities.

1. DEFINITIONS

"District" shall mean the La Pine Water District, Deschutes County Oregon.

"Board" shall mean the Board of Commissioners of the La Pine Water District.

"Person" shall mean and include any natural person, firm, co-partnership, association or corporation.

"Applicant or Customer" shall mean any "person" granted water service after due application to the District, under the terms of these regulations.

"Manager/Operator" shall mean the manager of the La Pine Water District employed by the Board.

"System" shall mean all or any part of the water system owned and operated by the District, and shall include all service lines to and including all meters.

"EDU" shall mean equivalent dwelling unit.

"SDC" shall mean system development charges.

"Service Line" or "Service Connection" shall mean the pipe, valves, stops, and fittings from a main to and including the meter and meter box.

"Customer Line" shall mean the pipe, valves, and fittings leading from the water meter into the premises served.

"Main" or "Water Main" shall mean the pipe in the street, alley or right of way owned and maintained by the District for the purpose of distributing water to customers and servicing fire hydrants.

2. OWNERSHIP OF SYSTEM

The water system is owned by the District. This District is a municipal corporation organized and operated under Oregon Revised Statutes Chapter 264, and possesses the powers as set forth therein.

3. JURISDICTION AND OPERATION

The entire system, including all mains, service lines, meters, reservoirs, pumping stations, wells and all facilities and appurtenances shall be operated only by regularly employed or authorized personnel of the District.

No person shall connect to any main or service of the system or interfere with the operation of any of the facilities whatsoever, or turn on any meter or service, or operate any valves or fire hydrant; provided however, that members of regularly constituted fire departments shall be permitted to connect to and use fire hydrants for the express purpose of fighting fires, testing and use consistent therewith.

4. RESPONSIBILITY AND LIABILITY OF THE DISTRICT

The District shall maintain and repair its mains, service pipes, meters, structures, facilities and all appurtenances so as to keep them in repair and operative conditions at all times so far as practical and reasonable. The District will exercise reasonable diligence and care to deliver a continuous and sufficient supply of water to customers at pressures in compliance with Oregon Health Division regulations, and to avoid so far as reasonably possible any shortage or interruption in delivery.

5. USE OF WATER

The District shall furnish water for ordinary domestic, business and community use and for such sprinkling, irrigation, industrial, commercial and fire fighting purposes as the system may reasonably supply and as may be approved by the Board.

6. QUALITY OF WATER

The District will exercise reasonable diligence to supply safe and potable water at all times.

7. FURNISHING WATER

The District shall not be obligated to furnish and install at its expense system facilities for all property within the District. The District shall so far as reasonable and practical and within its financial means, however, provide adequate source of supply, necessary primary feeder mains, storage facilities and other improvements necessary to make water service generally available for all areas within the District. Extensions to furnish water to areas at present, not now obtaining water from the system shall, at the expense of those persons requesting service, be made by the District or by those expressly authorized to do so. See Section 29 WATER MAIN EXTENSIONS.

Structures and uses established and existing on or before the effective date of this ordinance that are to be connected to the water system under the initial plan, loan and grant, are exempt from SDCs to the extent that the structure or use then existing continues and to the extent of the parcel of land as it is constituted on that date. Structures and uses affected by this section shall pay SDCs, pursuant to the terms of this ordinance when there is an alteration in the number of parcels to be served, there is an addition to a structure or a change in use of a structure that requires an increase in the use of the water system.

8. MANDATORY CONNECTION

When public water becomes available for connection to property utilizing a private water system, such property shall be connected to the public water system within sixty (60) days after the date of official notice from the District to connect, except where and when time extensions are granted by the Board. Time extensions may be granted on a case-by-case basis at the Board's discretion, after considering the following criteria:

a. size, location and elevation of the property

b. condition of the private water system

c. length of the extension under consideration, and

d. such other criteria as the Board may deem appropriate upon consultation with the District's engineer or manager/operator water master.

A customer may continue to use their private well for outside domestic watering purposes including irrigation, watering of lawns and gardens and providing water to livestock (except in instances where livestock are used for commercial and/or industrial purposes).

Customer's shall not drill any wells within District boundaries without written permission of the Board or it's agent.

9. SERVICE INSTALLATION CHARGES/SDCs

Customers desiring to connect to the water system after the effective date of this ordinance shall be required to pay service installation charges for complete installation of service pipe and meter from the main to the property line and SDCs. These charges shall be as set forth in a Resolution adopted by the Board.

Payment for service connections for new service where no service previously existed, or for a change in meter size or location, shall be submitted with the application.

10. WATER SERVICE AND METERS

Application for new water service installation shall be made in writing by the owner of the premises to be served, or the owner's agent duly authorized in writing, on regular application forms furnished by the District. No service will be rendered until such application has been completed and the required payments made. All applications shall include signature of applicant, location of premises for which service is requested, address to which all bills shall be sent, and such additional data as the District from time to time may require.

Application for new water service shall be considered merely as a request for service, and shall not bind the District or Board to provide service.

Arrangements to pay all charges made for the installation of water services shall be made in advance of installation by the District.

Water service shall be provided only from pipes or mains located within streets, alleys or rights of way controlled by the district, and to property or premises abutting such mains. So called "Spider Connections" which would provide service from one street or road to property or premises abutting another street or road shall not be permitted, and request for such service shall be disapproved.

The owner of property served shall be responsible for the payment of all bills and charges made for water service installations and service, whether for his/her use or the use of other persons or customers whether they be occupants, renters, or holders of leases of the property to be served, or otherwise. Costs should include costs for review of plans submitted by the owner or property desiring service, and should include the cost of review by District personnel and the District's engineer.

Each dwelling or building shall be provided with its own water service connection and meter. Other options may be available to mobile home parks and malls, per District approval. No person shall furnish water to either buildings or premises without the written approval of the District, and then only under the specific terms of any such authorization which might be granted.

Meters shall be set at property lines, and the service pipe from the main to the meter, as well as the meter and meter box shall be the property of the District and not the person owning the premises or paying for the installation.

Meters shall be installed in such a manner as to allow District personnel access. Meters shall not be installed behind fences or any other enclosure as to render them inaccessible by District personnel, without written permission of the District or its agent.

Unless otherwise requested or required, approved and paid for service connections shall be _ inch and meters shall be first quality 5/8 inch x _ inch meters, to be installed by the District at the cost of the customer as set forth in a Resolution adopted by the Board, together with such corporation stop, fittings, connections, yoke or setter, meter box, shut-off cocks, etc., as the District shall require.

Services larger than _ inch may be installed provided the system is able to adequately service such larger connections without interfering with the water service of others. The charges made for the installation of larger services shall be sufficient to cover all costs thereof, and the basic or facility charge may be higher than for standard 5/8 x _ inch meters.

The size of customer piping for services which are more than 100' from the meter shall be no less than 1".

Minimum meter size shall be determined by the District and be based on expected flows, distance and user needs.

Persons requesting large service connections for fire protection (sprinkler systems) may be required by the Board to pay for an equitable portion of the cost of feeder mains needed to supply the required flow. Each such case shall be considered separately on its merits and the circumstances applying to the case. The Board may also develop fire rates for service of this type in which fire line rates or charges are established that are sufficient to cover the cost of the service rendered and shall be as set forth in a Resolution adopted by the Board.

Service to persons residing outside the limits of the District shall be made only if the District has sufficient surplus water, over and above its requirements within the District, and in compliance with the Oregon Department of Land Conservation and Development (DLCD) regulations. Such service, if provided, may be discontinued at any time if the interest and the needs of the District so require. The rate schedule for outside service shall in no instance be less than 1.5 times the rates charged for residents within the District, and charges may be in such additional amount as the Board may from time to time determine.

11. CLASSES OF SERVICE

The classes of service shall be Residential, Commercial, Industrial, Standby Fire, Contract Services and Special Contracts, as defined as follows: Any class of service may be Within District Boundaries, or Outside District Boundaries.

a. Residential Services. Residential services shall consist of all services for Domestic purposes, single-family dwellings and homes.

b. Commercial Service. Commercial services shall consist of those services where water is used for commercial services, such as businesses, multi-family dwellings, trailer parks, nonprofit, community, medical, municipal and religious organizations. Alternatively, at the District's discretion, organizations may be charged on a store-front basis, one charge for each separate entity in a building. Each separate organization could be charged even though there may not be facilities in the user's portion of the building, as each user's use the and occupancy adds to the load and demand on the overall system. The District may charge the owner or user where the

common facilities are located for each tenancy in lieu of charging each tenant individually.

c. Industrial Service. Industrial Service shall consist of those services, including, but not limited to, industrial and manufacturing purposes.

d. Standby Fire. Standby fire services shall consist of those services where water is available or used for fire protection only. This type of service will only be installed where adequate provisions are made to prevent the use of water from such services for purposes other than fire fighting. Sealed fire sprinkler systems with water-operated alarms shall be considered as having such provisions.

e. Contract Services. Contract services shall consist of providing water to fire districts or other water districts or associations under contracts authorized by the Board.

f. Construction Water. Water for construction purposes shall be provided only after application for such service. Water shall be metered using a hydrant meter checked out and/or authorized by District personnel. Penalties for unauthorized use may be levied in the event such person or contractor uses District water without permission. Penalties for unauthorized use shall be as set forth in a Resolution as adopted by the Board.

g. Special Contracts. When the applicant's requirements for water are unusual or large, such as for an independent water system or that may necessitate special or reserve equipment or capacity, the District, by authorization of the Board, reserves the right to make special contracts, the provisions of which are different from and have exceptions to the regularly published water rates, rules and regulations. Terms of any special contract shall be approved by the Board. See Section 21. CONTRACTS.

12. TURNING ON WATER SERVICES AND METERS

No person other than an employee of the District shall turn on or off any of the District's meters or services without District approval. Customers desiring either a continuance of service, a new service or restoration of service shall make arrangements therefore with the District.

13. DEPOSITS

The District may require the applicant to make a cash deposit in order to establish credit as set forth in a Resolution adopted by the Board.

At the time the deposit is given to the District, the applicant will be given a receipt for the same. The deposit is not to be considered as a payment on account. In the event the service is discontinued, the deposit will be applied to the closing bill, and any amount in excess of the closing bill will be refunded. The District will not pay interest on any deposit.

If an account becomes delinquent and it is necessary to turn off the service, the deposit shall be applied to the unpaid balance due. Water service will not be restored to that premises or that customer at different premises until all outstanding bills due the District have been

paid and the cash deposit replaced, together with service charges as provided by a Resolution adopted by the Board.

14. METER READING AND BILLING

Meters shall be read monthly or bi-monthly and bills rendered based upon consumption to the nearest 100 U.S. gallons used, as well as any other charges affixed to the service.

For the purpose of making charges, all meters serving a customer's premises shall be billed separately, and in accordance with the requirements of the District. Separate meters shall be provided for each dwelling or structure, unless otherwise specifically approved by the Board.

In the event that it shall be impossible or impractical to read a meter on the regular reading date, the water consumption shall be pro-rated on the basis of thirty (30) days per month and the total consumption for billing purposes for the period shall be estimated.

Upon determination of actual water consumption for the period estimated, the customer shall be billed for any additional amounts owed the District. In the event the estimated bill was too high, the excess will either be credited to that customer's next bill or refunded directly to the customer, at the District's discretion.

15. PAYMENTS FOR SERVICE

All charges for water service shall be due and payable monthly on the date of billing and become delinquent on the tenth day thereafter. If payment is not received by the next date of billing, a late fee shall be assessed, as adopted by Resolution adopted by the Board, in addition to the regular charges due. If the property is a rental property, a courtesy notification will be sent to the property owner. If not paid within 45 days of the billing date, a shut off notice will be sent to the customer and/or property owner. If payment is not received within 15 days of mailing of the shut off notice the water service shall be disconnected and an additional late fee shall be assessed.

Water service disconnected for lack of payment of bills will be restored when all past due bills are paid plus such other charge(s) therefore as the Board shall determine proper from time to time and as set forth by Resolution then in effect. This requirement shall not be avoided by change in title or user.

All payments shall be made to the District either by mail or at the office of the District, or such other place as the Board may from time to time designate.

16. WATER RATES AND CHARGES

Monthly or bi-monthly water bills shall consist of a basic charge for each meter category and consumptive water rates which shall be as set forth by Resolution adopted by the Board. The price for consumptive units of water shall be the same for all users within the same classification.

Other charges or fees shall be as set forth in the Resolutions as adopted by the Board.

Water cost contributions, which will be based on the current Water Rate Study, will determine a user's water service EDU. EDUs will be re-assessed as the Board determines necessary.

17. ADJUSTMENTS OF WATER BILLS

Unusually high water bills resulting from loss occurring in the customer's plumbing system may be adjusted for a period not to exceed the previous two months upon notification and request by the user, and if the situation is corrected within thirty (30) days after its discovery. The basis of adjustment will be reduction of water bills by applying production of water costs to excess usage over user's normal bill. Any reduction in any bill is solely at the discretion of the Board.

18. TEMPORARY SERVICE

For temporary water service a customer shall pay the established charge for installation for the service connections requested, plus any additional charge which may be required by the District for removal or resetting of the service following the termination of temporary use. The customer shall also pay in advance one month's anticipated or estimated water service charge, and shall continue to do so each month thereafter so long as the temporary service is maintained.

19. DISCONTINUANCE OF SERVICE OR CHANGE OF OCCUPANCY

At any time specified by a customer that he/she expects to vacate premises where water service is provided and that he/she wishes service discontinued, the District shall read the meter and render a bill promptly, and the bill shall be paid at once.

Basic charges for a portion of a month shall be pro-rated upon the actual days of use. Final bills will be comprised of the pro-rated basic charge plus the consumption charges for the actual amount of water used.

If, at the customer's request, a service is shut off, such charge shall be made therefore as the Board shall determine proper from time to time and as set forth in a Resolution adopted by the Board.

20. SERVICE INTERRUPTIONS

The District from time to time must interrupt service for repairing mains, making extensions, repairing valves, pumps and control devices, etc., and for cleaning, maintaining and reconditioning reservoirs and storage tanks. The District shall not be responsible for any damages caused by such interruptions of service or fluctuations in pressure, but shall, whenever feasible to do so, give customers advance notice whenever it is known that service is to be interrupted for any appreciable length of time. Failure to give such notice shall in no manner cause the District to become liable for loss or damage caused by service interruption.

21. CONTRACTS

Whenever the applicant's requirements for water service are unusually large, or subject to great fluctuation or variation in draft, the District may require a special contract for an extended period of time, and the District may require reasonable security satisfactory to the District and sufficient to protect the District against loss and to guarantee performance under the terms of the contract

Resale of water will be permitted only under conditions of a special contract, and will not be applicable to normal water service within the District boundaries.

All rules, regulations, rates and charges are subject to change or modification by the Board except however, special contracts which specify the length of time in which the contract rates shall apply. All such special contracts shall be in writing, signed by the applicant and duly authorized by either the manager or Board. See Section 11. CLASSES OF SERVICE, subsection g.

22. LEAKAGE WITHIN PREMISES

All leakage occurring beyond the meter shall be at the expense of the customer, and the customer shall be responsible for the proper maintenance and repair of customer's lines, stop and waste valves, gate valves, pressure regulators, plumbing fixtures, etc., within customer's premises.

23. WATER DAMAGES OR INJURIES WITHIN PROPERTY

The District shall not be liable for any damage or injury whatsoever for leakage or for the running of water on the premises from pipe lines, plumbing fixtures, open faucets, valves, fixtures and hoses beyond meters set at property lines.

24. MAINTENANCE AND REPAIR OF CUSTOMER'S LINES

Customers shall install, maintain and repair all piping between meters and premises served, and shall install same at a minimum of 30" depth to protect from freezing and traffic. Leakage occurring in customer's lines shall be the responsibility of the customer. See Section 22. LEAKAGE WITHIN PREMISES.

25. CROSS CONNECTION OR PHYSICAL CONNECTIONS WITH OTHER WATER SUPPLIES OR SYSTEMS

In accordance with District rules and regulations, neither cross connections nor physical connections of any kind shall be made to any other water supply, whether private or public. Included in this category are all pipe lines, appurtenances, and facilities of the District system and all pipes, appurtenances, pumps, tanks, storage reservoirs, facilities, equipment, appliances, etc., of other systems whether located within or on public or private property, or the premises of the water user. Backflow prevention devices and other requisites shall be required as determined by the District.

The District's Manager/Operator or other authorized representative shall have the right without being deemed guilty of trespass or unlawful act to check the premises of users for physical connections with other water supplies or other cross connections. Any such connection shall be removed by the customer after notice. If not removed within the time specified, the District may remove or discontinue any connection which it may have for servicing the property.

All plumbing within buildings served by the District shall be so installed and all plumbing fixtures so constructed as to prevent pollution of water supply by back siphonage or cross

connections. Water service to any premises known or found to have such defects and hazards shall be disconnected and not restored until such defects and hazards have been eliminated.

The District program will follow rules as described in:

1. Oregon Administrative Rules, Chapter 333-61-070;
2. AWWA accepted procedure and practice in cross connection control manual, 9th edition;
3. EPA cross connection control manual revised 1989. The District will inform the customer as to the proper approved Oregon State Health Division backflow device required. Approved double check device on the customer's side of the meter is the minimum requirement that each customer will have installed. Approved devices shall also be installed at all locations where a known or potential hazard exists. For those meters with a double check backflow device at the meter, another approved device may be required to high points of hazard when water is used by the public. The public needs are to be protected. All required backflow devices are the complete responsibility of the customer and will be tested annually per OAR 333-61-070 (10). The test report for the devices will be sent to the District per OAR.

Failure to comply with this section shall result in the immediate termination of water service.

26. MAINTENANCE, REPAIR AND TESTING OF METERS

Normal maintenance and repair of meters shall be carried on by the District at its expense. Should a customer wish to have his/her meter tested, the District will make such test, but should the meter so tested be found to be ninety-six to one hundred and two percent (96-102%) accurate, the customer requesting such testing may be required to pay the cost thereof, provided however that should such meter be found to over-register in excess of two percent (2%) testing shall be at the cost of the District.

Charges made for meter testing may be required to be paid in advance, and deposit required for checking same shall be as shown in a Resolution adopted by the Board. The deposit shall be refunded if such meter testing shall be found to register in excess of two percent (2%) of actual usage.

Whenever a meter has been found to over-register more than two percent (2%), an adjustment in a reasonable amount shall be made to the customer for past billings, but in no case shall adjustment exceed a period of six (6) months.

27. PRESSURE REGULATION

In so far as it is reasonably possible, feasible and economical for the District to do so, it will furnish water at desirable service pressures. Locations in which service pressures are higher than desired or needed by users, customers shall install and maintain within their premises any pressure regulators required.

The District shall not be responsible for damages or difficulties experienced by reason of variations to pressure within the system.

28. MAINTENANCE AND REPAIR OF SERVICE LINES

The District shall maintain and repair service piping between mains and meters at its expense. Water users shall be responsible for the maintenance and repair of service piping between meters and premises. Owners and users shall take all reasonable precautions to protect service lines and meter installations from damage of any kind whatsoever.

29. WATER MAIN EXTENSIONS

Water lines shall meet with District and Oregon Health Division approval for all plans, specifications, standards, materials and construction practices.

The District as a whole shall pay for the cost of supply, pumping stations, storage facilities and primary mains for the general distribution of water within the District, but it shall not pay the cost of main extensions to service additional customers, properties, tracts or subdivisions. Such extensions, when requested, shall be paid for and/or be caused to be installed by the person requesting such extensions; and shall be extended to interconnect with existing facilities within the District.

All such extensions shall be constructed by a properly insured and bonded owner or by a licensed, insured and bonded contractor engaged by the owner or District according to a set of plans drawn by a State of Oregon registered engineer and duly approved by the District according to State of Oregon Health Division Rules and Regulations. All materials used shall be approved by the District and be of first quality and become a part of the permanent system of the District.

The District shall determine the size of mains required. Materials will be comparable to existing materials of installed facilities within the District. All costs related to the extension such as, fittings, service pipe, meters, meter boxes, valves, valve boxes, fire hydrants, taps, disinfection, testing and engineering services required shall be included in the cost to the person requesting such extensions. Extensions shall be made in the street to a point to and through the property to be served, or to the far side of any street bordering new developments.

Main lines, will be designed, inspected and certified by a qualified Registered Professional Engineer and constructed to District standards, subject to District's inspection and approval and at the developer's expense, are required:

a. for structures which are more than 250' to the front of the structure or more than 300' to the rear of the structure, or

b. when water service to more than 3 structures on a single piece of property is expected, or

c. when expected or predicted future development necessitates the installation of a water main.

If the District is performing the work or engaging a contractor to perform the main extension, advance payments for extensions may be required of the owner or owners of the property for which service is desired. After receipt of a written request for a main extension, the Manager/Operator or Engineer for the District shall prepare an estimate of cost and furnish the applicant with a copy thereof. The District shall not proceed with the work until

payments or arrangements to pay have been made for the full amount of the proposed work. After completion of the work and tabulation of costs of the installation, any excess monies deposited prior to the work shall be refunded and any deficiency shall forthwith be paid to the District by the owner. Regular inspections by a qualified Engineer's representative will be required for acceptance of facilities by the District, and said Engineer will certify that construction was completed in compliance with plans and specifications for the project. Prior to final acceptance of the project by the District, Engineer shall provide accurate as-builts for District records, and will furnish as-built records in original reproducible form, with two paper copies of each. A digital record shall also be supplied for the District's record purposes.

The facilities after installation shall be the sole property of the District and shall be maintained and operated by the District's personnel exclusively, and all connections for services thereto shall be made in the manner elsewhere set forth in these regulations, and the charges made for service connections and meters shall be as therein set forth.

30. APPLICANT'S PLUMBING

The applicant's plumbing, which shall include the applicant's service line and all plumbing, piping, fixtures and other appurtenances carrying or intended to carry water, sewer or drainage, shall comply with the plumbing code of the State of Oregon.

Applicants shall install a suitable control valve in the customer service line as close to the meter as possible, the operation of which will control the entire water supply to the premises served. In the event a customer's service is discontinued for any reason, a control valve must be installed, if none exists, as provided by this section.

It shall be a violation of these rules and regulations for the applicant to operate, cause or permit unauthorized operation of the meter stop or any appurtenances on the service connection.

31. WATER MAIN AND CONNECTION INSTALLATION

New water mains and connections shall be installed only on duly dedicated public highways, streets, or roads; being not less than forty (40) feet in width, or by attained utility easement, subject to the discretionary right of the Board to acquire property in any lawful manner for the uses and purposes of the District.

32. WATER SHORTAGE PROVISIONS

In the event a water shortage should occur, and it becomes necessary for water to be conserved, or water use restricted, the Board, by resolution, may place such restrictions and promulgate such regulations in connection therewith as may be necessary until the water shortage is over.

33. REVISION AND MODIFICATION OF RULES, REGULATIONS AND CHARGES

The Board may from time to time, as the occasion may demand or require and in the Board's sole discretion, make such modifications, revisions and additions to the rules and regulations as may be deemed necessary and in the interest of the District. Rates and charges for service, installation of meters, service piping, main extensions and any other item may likewise be revised as necessary and required in the interest of the District.

34. ENTERING INTO CONTRACTUAL ARRANGEMENTS

The Board may from time to time enter into lawful contracts.

35. RESPONSIBILITY FOR EQUIPMENT

a. Responsibility for customer equipment. The District shall not be liable for any loss or damage of any nature whatsoever caused by any defect in the customer's line, plumbing or equipment, nor shall the District be liable for loss or damage due to interruption of service or temporary changes in pressure. The customer shall be responsible for valves on his premises being turned off when the water service is turned on.

b. Responsibility for District equipment. District equipment on the customer's premises remains the property of the District and may be repaired, replaced or removed by District employees at any time without consent of the customer. No payment will be made to the property owner for the right to install, maintain, replace or remove District equipment on his or her premises. The property owner must keep vicious dogs or other animals secured or confined to avoid interference with the utility operation and maintenance.

c. Damage to District equipment. The customer shall be liable for any damage to equipment owned by the District which is caused by an act of the customer, his tenants, agents, employees, contractors, licensees or permittees. Damage to equipment shall include, but not be limited to, breaking of seals and locks, tampering with meters, injury to meters, including, but not limited to, damages by hot water or steam, and damaged meter boxes, curb stops, meter stops and other appurtenances.

36. FIRE HYDRANTS

a. Operation. No person or persons other than those designated and authorized by the District shall open any fire hydrant belonging to the District, attempt to draw water from it or in any manner damage or tamper with it. Any violation of this regulation will be prosecuted according to law. No tool other than special hydrant wrenches shall be used to operate a hydrant valve. In cases where a temporary service has been granted to receive water through a fire hydrant, an auxiliary external valve will be provided to control the flow of water.

b. Moving a fire hydrant. When a fire hydrant has been installed in the locations specified by the proper authority, the District has fulfilled its obligation. If a property owner or other party desires to change the size, type or location of the hydrant, he shall bear all costs of such changes. Any changes in the location of a fire hydrant must be approved by the District and the Fire Department.

37. SUSPENSION OF RULES

No employee of the District is authorized to suspend or alter any of the policies, rules and regulations cited herein without specific approval or direction of the Board, except in cases of emergency involving loss of life or property or which would place the water system operation in jeopardy.

38. CONSTITUTIONALITY SAVING CLAUSE

If any clause, sentence, paragraph, section or portion of this ordinance for any reason shall be adjudged invalid by a court of competent jurisdiction, such judgment shall not affect, impair or invalidate the remainder of this ordinance, but shall be confined in its operation to the clause, sentence, paragraph, section or portion of this ordinance directly involved in the controversy in which the judgment is rendered.

39. EMERGENCY CLAUSE

It is hereby adjudged and decreed that existing conditions are such that this ordinance is necessary for the immediate preservation of the public peace, health and safety of the La Pine Water District, and an emergency is hereby declared to exist, and this ordinance shall take effect and be in full force and effect from and after its passage.

Signed by me in open session in authentication of its passage
This _____ day of _____, 2007.

_____
President

Attested:

_____
Secretary

RESOLUTION NO. 2001-6

A RESOLUTION PROVIDING FOR THE ESTABLISHMENT OF A SYSTEMS DEVELOPMENT CHARGE TO IMPROVE AND EXPAND THE LAPINE DOMESTIC WATER SYSTEM.

WHEREAS, the LaPine Water District has completed a preliminary feasibility study for planning and design of a community water system, entitled "LaPine Domestic Water System Master Plan"; and

WHEREAS, the District's existing Water System does not have available capacity to address growth and increased water needs within the District; and

WHEREAS, District Engineers HGE, Inc., Architects, Engineers, Surveyors & Planners (HGE, Inc.) has developed a Water System Master Plan and a Water System Methodology Summary, attached respectively as Exhibits 1 and 2 and incorporated herein; and

WHEREAS, the District has adopted Ordinance No. 2001-2, an ordinance authorizing the establishment and provisions governing the development and use for system development charges for water; and

WHEREAS, the District must adopt a methodology in order to impose an improvement fee pursuant to its ordinance.

NOW, THEREFORE, be it resolved by the District Board of the LaPine Water District, as follows:

Section 1. Systems Development Charge (SDC). The Water System Master Plan identifies $663,185 of improvements which must be made to the District's Water System in order to meet anticipated growth demands.

Gross projections within the Water System Master Plan, based upon a 3% growth rate, estimate a residential population of 3,431 needing to be served by the District by the year 2021. For purposes of estimating growth for an expanding service area and various classes of customers, the District has calculated this growth projection in terms of equivalent dwelling units (EDUs). An EDU is defined as the quantity of water utilized by an average residential dwelling unit. HGE, Inc. has calculated that the anticipated growth will create a need for 628 additional EDUs within the District by the year 2021.

Section 2. Establishment of the Water System Improvement Fee.

Formula for Systems Development Charge per EDU:

Planned Capacity Increasing Project Costs
÷ Projected Growth Expressed in EDUs
= Charge + Service-Related Costs = SDC per EDU

$663,185 ÷ 628 EDUs = $1,055 + $350 = $1,405 per EDU

Section 3. Collection of Charge. The Water Systems Development Charge as calculated above is payable upon issuance of a permit to connect to the water system or at the time the usage of the improvement is increased; or as otherwise allowed under Ordinance ___.

ADOPTED this __ day of _____, 2000, by action of the Board of Commissioners.

LAPINE WATER DISTRICT
BOARD OF COMMISSIONERS

_____
President

ATTESTED:

_____
Secretary

2007 Water Quality Report

Is my water safe?
Last year, as in years past, your tap water met all U.S. Environmental Protection Agency (EPA) and state drinking water health standards. La Pine Water vigilantly safeguards its water supplies and once again we are proud to report that our system has not violated a maximum contaminant level or any other water quality standard.

Do I need to take special precautions?
Some people may be more vulnerable to contaminants in drinking water than the general population. Immuno-compromised persons such as persons with cancer undergoing chemotherapy, persons who have undergone organ transplants, people with HIV/AIDS or other immune system disorders, some elderly, and infants can be particularly at risk from infections. These people should seek advice about drinking water from their health care providers. EPA/Centers for Disease Control (CDC) guidelines on appropriate means to lessen the risk of infection by Cryptosporidium and other microbial contaminants are available from the Safe Water Drinking Hotline (800-426-4791).

Where does my water come from?
Your water comes from 2 source wells on Finley Butte. We do not treat the water in any way.

Source water assessment and its availability
We will be working this summer on completing the source water assessment.

Why are there contaminants in my drinking water?
Drinking water, including bottled water, may reasonably be expected to contain at least small amounts of some contaminants. The presence of contaminants does not necessarily indicate that water poses a health risk. More information about contaminants and potential health effects can be obtained by calling the Environmental Protection Agency's (EPA) Safe Drinking Water Hotline (800-426-4791). The sources of drinking water (both tap water and bottled water) include rivers, lakes, streams, ponds, reservoirs, springs, and wells. As water travels over the surface of the land or through the ground, it dissolves naturally occurring minerals and, in some cases, radioactive material, and can pick up substances resulting from the presence of animals or from human activity: microbial contaminants, such as viruses and bacteria, that may come from sewage treatment plants, septic systems, agricultural livestock operations, and wildlife; inorganic contaminants, such as salts and metals, which can be naturally occurring or result from urban stormwater runoff, industrial, or domestic wastewater discharges, oil and gas production, mining, or farming; pesticides and herbicides, which may come from a variety of sources such as agriculture, urban stormwater runoff, and residential uses; organic Chemical Contaminants, including synthetic and volatile organic chemicals, which are by-products of industrial processes and petroleum production, and can also come from gas stations, urban stormwater runoff, and septic systems; and radioactive contaminants, which can be naturally occurring or be the result of oil and gas production and mining activities. In order to ensure that tap water is safe to drink, EPA prescribes regulations that limit the amount of certain contaminants in water provided by public water systems. Food and Drug Administration (FDA) regulations establish limits for contaminants in bottled water which must provide the same protection for public health.

How can I get involved?
We invite our customers to attend our monthly meetings to provide input and ideas. Our regular monthly meetings are held on the second Tuesday of each month at our office at 51490 Hinkle Way at 1:00 pm. Please contact us by the Friday before a meeting if you wish to be on the agenda.

Conservation Tips
Did you know that the average U.S. household uses approximately 350 gallons of water per day? Luckily, there are many low-cost or no-cost ways to conserve water. Water your lawn at the least sunny times of the day. Fix toilet and faucet leaks. Take short showers - a 5 minute shower uses 4 to 5 gallons of water compared to up to 50 gallons for a bath. Turn the faucet off while brushing your teeth and shaving; 3-5 gallons go down the drain per minute. Teach your kids about water conservation to ensure a future generation that uses water wisely. Make it a family effort to reduce next month's water bill!

Water Quality Data Table

The table below lists all of the drinking water contaminants that we detected during the calendar year of this report. The presence of contaminants in the water does not necessarily indicate that the water poses a health risk. Unless otherwise noted, the data presented in this table is from testing done in the calendar year of the report. The EPA or the State requires us to monitor for certain contaminants less than once per year because the concentrations of these contaminants do not change frequently.

Contaminants	MCLG or MRDLG	MCL, TT, or MRDL	Your Water	Range Low	Range High	Sample Date	Violation	Typical Source
Inorganic Contaminants								
Nitrate [measured as Nitrogen] (ppm)	10	10	0	NA		2007	No	Runoff from fertilizer use; Leaching from septic tanks, sewage; Erosion of natural deposits

Unit Descriptions

Term	Definition
ppm	ppm: parts per million, or milligrams per liter (mg/L)
NA	NA: not applicable
ND	ND: Not detected
NR	NR: Monitoring not required, but recommended.

Important Drinking Water Definitions

Term	Definition
MCLG	MCLG: Maximum Contaminant Level Goal: The level of a contaminant in drinking water below which there is no known or expected risk to health. MCLGs allow for a margin of safety.
MCL	MCL: Maximum Contaminant Level: The highest level of a contaminant that is allowed in drinking water. MCLs are set as close to the MCLGs as feasible using the best available treatment technology.
TT	TT: Treatment Technique: A required process intended to reduce the level of a contaminant in drinking water.
AL	AL: Action Level: The concentration of a contaminant which, if exceeded, triggers treatment or other requirements which a water system must follow.
Variances and Exemptions	Variances and Exemptions: State or EPA permission not to meet an MCL or a treatment technique under certain conditions.
MRDLG	MRDLG: Maximum residual disinfection level goal. The level of a drinking water disinfectant below which there is no known or expected risk to health. MRDLGs do not reflect the benefits of the use of disinfectants to control microbial contaminants.
MRDL	MRDL: Maximum residual disinfectant level. The highest level of a disinfectant allowed in drinking water. There is convincing evidence that addition of a disinfectant is necessary for control of microbial contaminants.
MNR	MNR: Monitored Not Regulated
MPL	MPL: State Assigned Maximum Permissible Level

For more information please contact:

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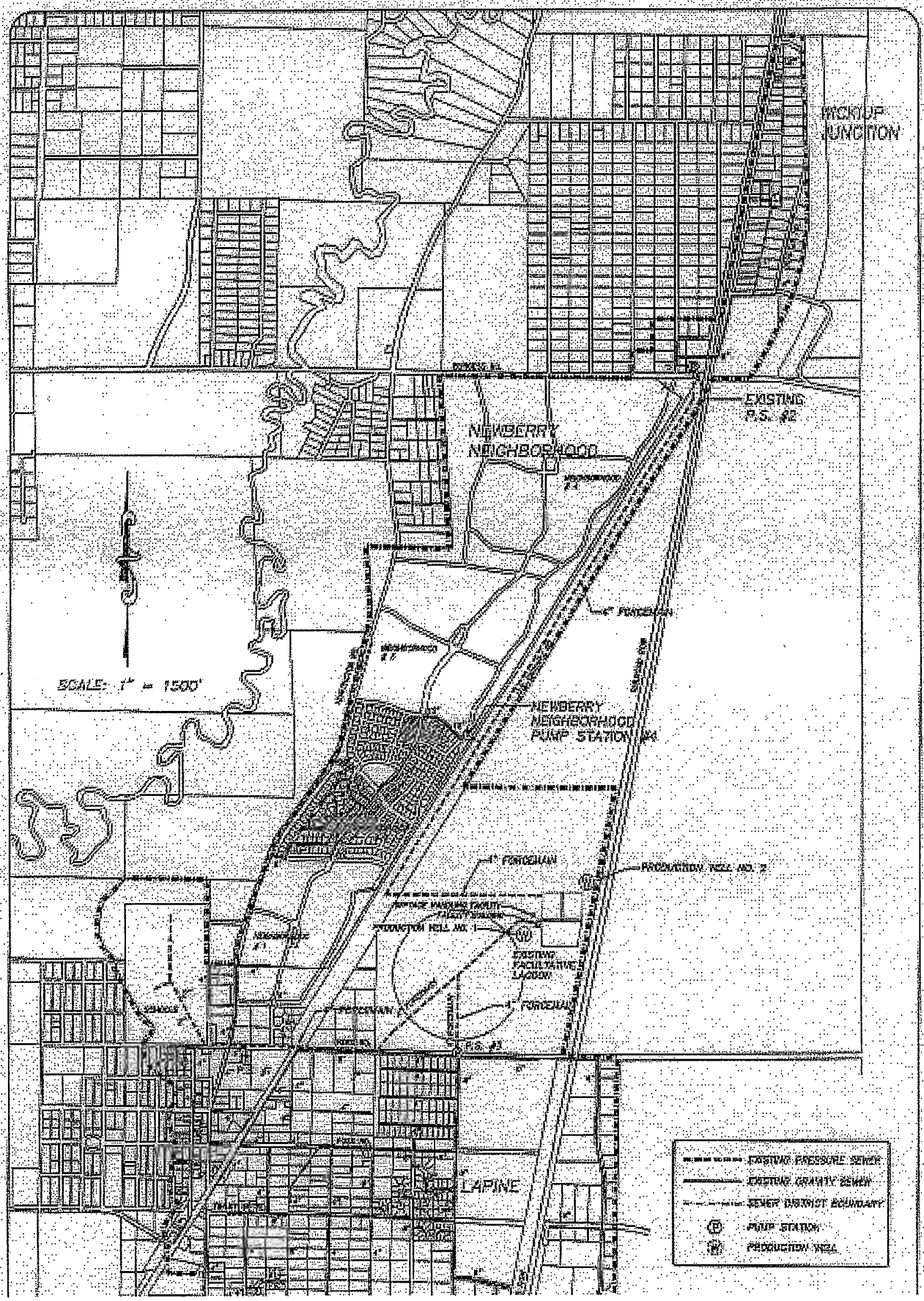

PICKUP JUNCTION
EXISTING P.S. #2
NEWBERRY NEIGHBORHOOD
SCALE: 1" = 1500'
NEWBERRY NEIGHBORHOOD PUMP STATION #4
4" FORCEMAIN
PRODUCTION WELL NO. 2
PRODUCTION WELL NO. 1
EXISTING FACULTATIVE LAGOON
LAPINE
EXISTING PRESSURE SEWER
EXISTING GRAVITY SEWER
SEWER DISTRICT BOUNDARY
PUMP STATION
PRODUCTION WELL

RESOLUTION NO. 06-3

A RESOLUTION PROVIDING FOR THE ESTABLISHMENT OF A WASTEWATER SYSTEM DEVELOPMENT CHARGE; AND REPEAL OF RESOLUTION NO. 03-7

WHEREAS, the La Pine Special Sewer District has recently completed Phase 1 of its expansion of the wastewater collection, treatment and effluent reuse system based on short term community growth needs;

WHEREAS, the District Board of Directors, therefore, directed staff and engineering consultants, HGE, Inc., Architects, Engineers and Surveyors and Planners, to develop and complete a Wastewater System Capital Facilities Plan (January 2006), a Wastewater System Methodology for both wastewater reimbursement and improvement fees, and an associated Wastewater System SDC combining these two fees, all attached as Exhibit 1 and incorporated herein by this reference, including any documents referenced in or relied upon by Exhibit 1; and

WHEREAS, additional expansion and an increase in the level of performance of the District's wastewater collection, treatment, bio-solids management and effluent reuse facilities is essential to accommodate new growth within the La Pine UUC, Wickiup Junction RSC, and the Newberry Neighborhood development; and

WHEREAS, District wishes to impose the cost of the wastewater system improvements required to serve new development on new growth through imposition of reimbursement and improvement fees; and

WHEREAS, the total remaining capital cost for the Phase 1 system treatment plant improvements construction attributable to new growth is $1,023,788, expressed in year 2006 dollars; and

WHEREAS, system expansion to provide wastewater capacity for anticipated resident needs through the 20-year planning period to 2025 are estimated at $8,294,152, expressed in 2006 dollars; and

WHEREAS, the engineering analysis estimates that 3,590 people, or a projected 1,632 additional Equivalent Dwelling Units (EDUs) will be served through the 20-year planning period to 2025; and

WHEREAS, the District desires that the SDC improvement fee be increased on an annual basis by the cost of inflation, based upon the Engineering News Record index (ENR); and

WHEREAS, the District has adopted Ordinance No. 01-4, an Ordinance Authorizing the Establishment of System Development Charges for Wastewater; and

WHEREAS, the wastewater system SDC methodology has been available for public review since April 7, 2006, in excess of the statutory 60-day minimum review period.

NOW, THEREFORE, BE IT RESOLVED by the District Board for the La Pine Special Sewer District, as follows:

Section 1. Methodology Adopted. The reimbursement and improvement fee methodologies set forth in Section 13 of the Wastewater System Capital Facilities Plan (Exhibit 1) are hereby adopted as the methodologies for the reimbursement and improvement wastewater system development charge fees established herein.

Section 2. Establishment of Wastewater System SDCs.

A. Reimbursement Fee. To compensate District for the costs of undertaking construction of the Phase 1 interim needs of the wastewater system, which were specifically constructed to accommodate growth, the following formula for a System Development Charge reimbursement fee per EDU, based upon 2025 projections, will be used:

The pricing of the remaining capacity in the La Pine Special Sewer District wastewater facilities is a function of the "book value" of the facilities, which retain capacity available for growth, divided by the projected growth in service demand as measured in EDUs (Book value cost basis ÷ benefited EDUs).

Calculation:

= $1,023,788 ÷ 1632
= Cost Per Benefited EDU = $627.32
Reimbursement fee = $672.32 per EDU

B. Improvement Fee. To compensate the District for system expansions and to increase the level of performance of collection, treatment, and reuse facilities, the following formula for a System Development Charge improvement fee per new development EDU will be used:

Total Cost of Planned Capacity Increasing & System Improvement Projects
÷ Estimated increase in EDUs to 2025
= $8,294,152 ÷ 1632
= $5,082.20 per EDU

C. SDC Fee Per EDU.

Reimbursement Fee + Improvement Fee + Service related costs
= Wastewater SDC
$627.32 + $5,082.20 = $5,709.52

To assure equitable costs, the existing Sewer District SDC of $5,700.00 is affirmed.

Section 3. Charge Increase. The Wastewater SDC improvement fee imposed herein shall increase annually by the cost of inflation on the 1st day of January, each year, based on the ENR, without the need for modification of this Resolution or the underlying methodology. An ENR value of 7630 was utilized for construction estimates in the Wastewater System Capital Facilities Plan.

Section 4. The Wastewater System SDC fee imposed herein is payable upon issuance of a building permit, a development permit for development not requiring the issuance of a building permit, a permit or approval to connect to the water system, at the time the usage of the Water System is increased, or as otherwise required by Ordinance No. 01-4.

Section 5.

A. Qualified Public Improvement Credit. Where a "qualified public improvement", as defined in Ordinance No. 01-4, is constructed by a wastewater connection applicant (Applicant), the District shall grant a credit against any and all applicable improvement charges which would otherwise be owed by the Applicant. The amount of the credit shall be determined by the District Engineer. The credit shall be only for the improvement fee charged for the type of improvement that exceeds the District's minimum standard facility size or capacity needed to serve the particular development project or property. The Applicant shall have the burden of demonstrating that a particular improvement qualifies for credit under this section of this Resolution, pursuant to ORS 223.304 and Ordinance No. 01-4.

B. When the construction of a qualified public improvement gives rise to a credit amount greater than the wastewater SDC improvement fee that would otherwise be levied against the project receiving development approval, the excess credit may be applied against wastewater SDC improvement fees that accrue in subsequent phases of

the original development project. This subsection shall not prohibit the District from providing a greater credit, or from establishing a system providing for the transferability of credit, or from providing a credit for a capital improvement not identified in the wastewater CIP, or from providing a share of the costs of such improvement by other means, if the District so designates by resolution.

C. Any credit granted under this Section shall be used within ten (10) years from the date the credit is granted.

Section 6. All previously adopted resolutions establishing wastewater system development charges are hereby repealed.

DATED this _____ day of _____, 2006.

APPROVED BY:

_____
President,
Board of Directors

ATTEST:

_____
Secretary,
Board of Directors

ORDINANCE NO. 01-1

AN ORDINANCE FOR THE LAPINE SPECIAL SEWER DISTRICT SEWERAGE SYSTEM REGULATING THE USE AND EXPANSION OF THE PUBLIC SEWER, THE DRAINS, THE INSTALLATION, AND CONNECTION OF BUILDING SEWERS, THE DISCHARGE OF WATER AND WASTES INTO THE PUBLIC SEWER SYSTEM; PROVIDING PENALTIES FOR VIOLATION THEREOF; REPEALING ORDINANCES NOS. 1, 88-1, 87-3, 88-4, 88-7, AND 89-2; AND DECLARING AN EMERGENCY

THE LAPINE SPECIAL SEWER DISTRICT DOES ORDAIN AS FOLLOWS:

SECTION 1: SHORT TITLE:

This ordinance shall be known as LaPine Special Sewer District (District) System Use and regulation ordinance.

SECTION 2: TABLE OF CONTENTS:

Section 3: Definitions

Section 4: Use of Public Sewers Required

Section 5: Private Wastewater Disposal

Section 6: Sewer Connections

Section 7: Building Sewer Plumbing

Section 8: Use of Public Sewers

Section 9: Prohibitions

Section 10: Power and Authority of Inspectors

Section 11: Appeals Procedure

Section 12: Penalties

Section 13: Repeal Clause

Section 14: Emergency

SECTION 3. DEFINITIONS:

Unless the context specifically indicates otherwise, the meaning of terms used in this ordinance shall be as follows:

3.1. Board: The Board of Directors of the LaPine Special Sewer District, a sanitary District within Deschutes County, formed pursuant to ORS.450.045 to 450.060, and ORS.198.825.

3.2. "BOD" (denoting Biochemical Oxygen Demand): The quantity of oxygen utilized in the biochemical oxidation of organic matter under a standard laboratory procedure in 5 days at 20 degrees Celsius expressed in milligrams per liter (mg/L).

3.3. Building Drain: The building drain is that part of the lowest piping of a drainage system which receives the discharge from soil, waste and other drainage pipes inside the walls of the building and conveys it to the building sewer beginning two (2) feet (.6M) outside the building wall.

3.4. Building Sewer: The building sewer is that part of the horizontal piping of a drainage system which extends from the end of the building drain and which receives the discharge of the building drain and conveys it to a public sewer, private sewer, individual sewage disposal system or other point of disposal.

3.5. Building Official: The Deschutes County Building Official Chair or his/her appointed representative.

3.6. County: Deschutes County, Oregon.

3.7. District: The LaPine Special Sewer District, a sanitary District within Deschutes County, Oregon, formed pursuant to ORS198.705 to ORS198.955.

3.8. Chair: The presiding officer of the Board of Directors of the District.

3.9. Easement: an acquired legal right for the specific use of land owned by others.

3.10. Floatable Oil: Oil, fat, or grease in a physical state such that it will separate by gravity from wastewater by treatment in an approved pretreatment facility. A wastewater shall be considered free of floatable fat if it is properly pretreated and the wastewater does not interfere with the collection system.

3.11. Garbage: Shall mean solid wastes from the preparation, cooking, and dispensing of food, and from the handling, storage, and sale of produce.

3.12. Industrial Wastes: The wastewater from industrial processes, trade, or businesses, as distinct from domestic or sanitary wastes.

3.13. May: Is permissive.

3.14. Natural outlet: Any outlet, including combined sewer overflows, into a watercourse, pond, ditch, lake, or other body of surface or groundwater.

3.15. Owner: (1) A person with a legal right of possession to real property; (2) one who is recognized and held responsible by law as the owner of real property; (3) including a purchaser under a land sales contract.

3.16. Person: Any individual, firm, company, association, society, corporation, or group.

3.17. pH: The logarithm of the reciprocal of the hydrogen-ion concentration. The concentration is the weight of hydrogen-ions, in grams, per liter of solution. Neutral water, for example, has a pH value of 7 and a hydrogen-ion concentration of 10-7.

3.18. Practical Route: That route determined by the Board Chair to be economically feasible.

3.19. Properly Shredded Garbage: The wastes from the preparation, cooking, and dispensing of food that have been shredded to such a degree that all particles will be carried freely under the flow conditions normally prevailing in the building drain, with no particle greater than ½ inch in any dimension.

3.20. Public Sewer: The LaPine Special Sewer District Sewerage System, also referred to as System, or Sewerage System, including septic tanks, pumping facilities, service lines, system piping and control panels, and street sewer. The term 'public sewer' includes STEP, STE systems, and electrical systems.

3.21. STEP System: A septic tank effluent pumping system. A service connection using a pump within a septic tank to convey effluent to the street sewer.

3.22. STE System: A septic tank effluent system. A service connection using a septic tank and gravity effluent sewer to convey effluent to the street sewer.

3.23. Sanitary Sewer: A sewer that carries liquid and water carried wastes from the residences, commercial buildings, industrial plants, and institutions together with minor quantities of ground, storm, and surface waters that are not admitted intentionally.

3.24. Service Connection: A septic tank and service line installed on property to connect the septic tank serving the structures thereon to the system piping. Unlike a lateral of a main or a main, service lines are not designed or intended to receive effluent flow from structures other than those structures with wastewater plumbing existing on the property when the lines were installed.

3.25. Sewage: Water-carried human wastes, including kitchen, bath, and laundry waste from residences, buildings, industrial establishments, or other places, together

with such groundwater infiltration, surface waters, or industrial waste as may be present.

3.26. Sewer: A pipe or conduit that carries wastewater or drainage water.

3.27. Shall: Is mandatory.

3.28. Slug: Any discharge of water or wastewater which in concentration of any given constituent or in quantity of flow shall adversely affect the collection system or performance of the wastewater treatment works.

3.29. Storm Sewer (or "Storm Drain"): A drain or sewer for conveying storm water, groundwater, subsurface water, or unpolluted water from <u>any</u> source.

3.30. Street Sewer: A sewer not located upon private property.

3.31. Suspended Solids: Total suspended matter that either floats on the surface of, or is in suspension in, water, wastewater, or other liquids, and that is removable by laboratory filtering as prescribed in "Standard Methods for the Examination of Water and Wastewater".

3.32. System Piping: The main transmission lines and its laterals which collect wastewater from service lines.

3.33. Unpolluted Water: Water of quality equal to or better than the effluent criteria in effect, or water that would not cause violation of receiving water quality standards and would not be benefitted by discharge to the sanitary sewers and wastewater treatment facilities provided.

3.34. Vacant Property: Property, at the time of the sewer system construction, on which there exists no structures; or on which there exists no habitable structures, and for which there is no apparent active owner.

3.35. WPCF: Water Pollution Control Federation.

3.36. Wastewater: Same meaning as sewage.

3.37. Wastewater Facilities: The structures, equipment, and processes required to collect, carry away, and treat domestic and industrial wastes and dispose of the effluent. Wastewater facilities include the septic tanks, pumping facilities, service lines, system piping, and control panels.

3.38. Wastewater Treatment Works: An arrangement of devices and structures for treating wastewater, industrial wastes, and sludge. Sometimes used as synonymous with "wastewater treatment plant" or "water pollution control plant".

3.39. Water Course: A natural or artificial channel for the passage of water either continuously or intermittently.

SECTION 4. USE OF PUBLIC SEWERS REQUIRED

4.1. It shall be unlawful to discharge to any natural outlet, or to place, deposit, or permit to be deposited in an unsanitary manner upon public or private property within the LaPine Special Sewer District, or in any jurisdiction of said District, any sewage, industrial wastes, or other polluted waters, any human excrement, garbage, or other objectionable waste, except where suitable treatment has been provided in accordance with subsequent provisions of this ordinance.

4.2. Except as hereinafter provided, it shall be unlawful to construct or use any privy, privy vault, septic tank, cesspool, or other facility intended or used for the disposal of wastewater.

4.3. The owners of all property within the boundaries of the LaPine Special Sewer District are hereby required, in accordance with the provisions of this ordinance and within sixty (60) days after date of official notice to do so, to connect the wastewater plumbing of any house, building or structure now existing or subsequently developed, to the System when any system piping, initially constructed or extensions thereafter, is located within six hundred (600) feet along the practical route to such house, building or structure.

4.4. a. Proceedings to extend system piping to an owner or owners of property within the boundaries of the LaPine Special Sewer District who did not connect the wastewater plumbing of any house, building or other structure to the system because the system piping was not within 600 feet as provided in Sec. 4.3 may be initiated by resolution of the Board. Provided however, that such owner or owners may request the Chair for connection to the system by a service line or lines. If such request is granted, the requesting owner shall pay the prevailing connection fee plus the actual costs of installing any piping beyond 300 feet from the system piping. If the Chair determines, however, that extension by service lines is unfeasible or otherwise unwarranted because an extension of system piping is called for, he/she shall not grant the request and shall advise the requesting owner(s) to petition the Board for an extension of system piping.

b. The Board may extend system piping beyond District boundaries if, after a hearing, it finds such extension conforms to any applicable comprehensive land use plan.

SECTION 5. PRIVATE WASTEWATER DISPOSAL

5.1. Where a public sanitary sewer is not available under the provisions of Sec. 4.3, the building sewer shall be connected to a private wastewater disposal system complying with State, County and local law, including the subsurface sewage disposal regulations of the State of Oregon Department of Environmental Quality.

5.2. At such time as a public sewer becomes available to a property served by a private wastewater disposal system, a direct connection shall be made to the public sewer within one year after the date official notice from the District to connect and comply with this ordinance, except where and when time extensions are granted by the District Board. The septic tanks, cesspools, and similar private wastewater disposal facilities previously utilized shall be abandoned, cleaned of sludge and filled with suitable material in accordance with State, County and local laws, ordinances, rules and regulations. or removed or crushed.

Time extensions may be granted on a case-by-case basis, in the Board's sole discretion, after consideration of the following criteria:

a. The size, location and elevation of the property,

b. The condition of the private disposal system,

c.The length of the extension under consideration, and

d. Such other criteria as the District Board may deem appropriate, upon consultation with the District engineer.

SECTION 6. SEWER, CONNECTIONS, AND DESIGN

6.1. No unauthorized person(s) shall uncover, make any connections with or opening into, use, alter, or disturb any public sewer or appurtenance thereof without first obtaining a written permit from the District.

6.2. Written permits for installation of a service connection issued by the District shall reference District Standards for materials and workmanship. Such standards shall be available for public review. The permittee shall install the service connection in accordance with these standards for materials and workmanship. The permittee must obtain District certification that the installation conforms to District standards, prior to placing the system in use.

6.3. There shall be three classes of written permits:

a. Single family residential;

b. Commercial, multi-family (including mobile home parks or any other service which will use a septic tank utilized by more than one building, structure,

or mobile home, or which will have a flow exceeding the equivalent flow of a single family residence); and

c. Establishments producing industrial wastes.

The owner(s) or its agent shall make application on a special form furnished by the District. The permit application shall be supplemented by any plans, specifications, or other information considered pertinent in the judgment of the Chair, and shall be accompanied by a properly executed easement approved by the Chair which permits access by the District to owner's property for the purpose of installing, constructing, maintaining, and inspecting service lines, and septic tanks serving owner's property.

6.4. No permit shall be issued under this ordinance for vacant property. Vacant property means property with no improvements located upon it, or property which has improvements upon it but no need for plumbing.

6.5. a. All costs and expenses incidental to the installation and connection of a building sewer shall be borne by the owner(s). The owner(s) shall indemnify the District from any loss or damage that may directly or indirectly be occasioned by the installation of the building sewer.

b. Installation and connection costs and expenses may be paid in installments and assessed against owner's(') property, pursuant to ORS 454.805, where:

(1) The District makes financing for the installation costs available to owner(s); and

(2) The District determines that owner(s) may apply to pay the assessments in installments, as provided in ORS 223.205 to 223.314, subject to a reasonable penalty for prepayment of assessment installments.

c. Where, in the case of hardship, owner(s) agree in writing that the District may assess the total installation and connection costs, plus interest, to the benefitted property, to be paid upon either foreclosure or sale of the property, immediate payment of such costs may be waived and the entire determination of a hardship will be based upon the District Board's consideration of:

(1) The financial resources of owner(s) and the burden that payment of installation costs will impose, with due regard to owner's(') other obligations; and

(2) The extent to which such burden can be alleviated by waiving immediate payment and assessing the total amount against the benefitted property.

6.6. No person(s) shall make connection of roof downspouts, foundations drains, areaway drains, or other sources of surface runoff or groundwater to a building sewer or building drain which in turn is connected directly or indirectly to a public sanitary sewer, unless such connection is approved by the Chair in writing for purposes of disposal of polluted surface drainage. Otherwise, no intentional infiltration or inflow shall be permitted.

6.7. To the extent reasonably possible, all excavations for sewer installation shall be adequately guarded with barricades and lights so as to protect from hazard. Streets, sidewalks, parkways, and other public property disturbed in the course of the work shall be restored in a manner satisfactory to the District.

6.8. Upon the sale of a subdivided or partitioned parcel with a house, building, or structure utilizing a septic tank common to another house, building, or structure which was not included in the sale or located on the parcel after division, another septic tank and proper piping shall be installed so that each parcel has independent sewerage facilities.

6.9. With each application for a permit or for an application to provide sewers to a subdivision, the applicant shall submit to the Chair one set of plot plans showing the general layout of the proposed development at a scale no smaller than 1" = 100', and showing the following:

a. Name of owner;

b. Name of person who prepared plans;

c. Property line and both existing and proposed layout;

d. Building sewers or sewer connections and their distance from system piping;

e. Existing and proposed water lines and other underground utility lines;

f. Buildings;

g. Streets, if any;

h. Existing private sewage disposal systems; and

i. Scale used.

SECTION 7. BUILDING SEWER PLUMBING

7.1. Existing building sewers may be used in connection with the new buildings only when they meet all requirements of the applicable plumbing code.

7.2. The size, slope, alignment, materials of construction of a building sewer, and the methods to be used in excavating, placing of the pipe, jointing, testing, and backfilling the trench, shall all conform to the requirements of the building and plumbing code or other applicable rules and regulations of the State of Oregon.

7.3. Whenever possible, the building sewer shall be brought to the building at an elevation below the basement floor. In all buildings in which any building drain is too low to permit gravity flow to the septic tank, sanitary sewage carried by such building drain shall be lifted by an approved means and discharged to the building sewer.

7.4. The connection of the building sewer into the septic tank shall conform to the requirements of the applicable plumbing code. All such connections shall be made gas-tight and water-tight and verified by proper testing. Any deviation from the prescribed procedures and materials must be approved by the Chair and/or building official before installation.

7.5. The permit applicant shall notify the building official when the building sewer is ready for inspection and connection to the septic tank. The connection and testing shall be made under the supervision of the Deschutes County building official or his/her representative.

7.6. Plumbing within newly constructed houses, buildings, or structures shall be so oriented, unless otherwise approved by the Chair and building official, as to allow the building sewer to stem from the side closest to the system piping.

SECTION 8. USE OF PUBLIC SEWERS

8.1. The first part of the public sewer system is a septic tank. All discharge to the public sewer system shall first pass through such device.

8.2. No person(s) shall discharge or cause to be discharged any unpolluted waters such as stormwater, groundwater, roof runoff, subsurface drainage, or cooling water to any sewer.

8.3. No person(s) shall discharge or cause to be discharged any of the following described waters or wastes to any public sewer:

a. Any gasoline, benzene, naptha, fuel, oil, or other flammable or explosive liquid, solid, or gas;

b. Any waters containing toxic or poisonous solids, liquids, or gases in sufficient concentration, either singly or by interaction with other wastes, to injure or interfere with any waste treatment process, constitute a hazard to humans or animals, or create a public nuisance, or create any hazard in the receiving waters of the wastewater facilities;

c. Any waters or wastes having a pH lower than 5.5 or greater than 9.5 or having any other corrosive property capable of causing damage or hazard to structures, equipment, and personnel of the wastewater facilities;

d. Solid or viscous substances in quantities or of such size capable of causing obstruction to the flow in sewers, or other interference with the proper operation of the wastewater facilities such as but not limited to, ashes, bones, cinders, sand, mud, straw, shavings, metal, glass, rags, feathers, tar, plastics, wood, underground garbage, whole blood, paunch manure, hair and fleshings, entrails, paper dishes, cups, or milk containers, etc., either whole or ground by garbage grinders;

e. Ceramic dusts or particles or other abrasive substances; and

f. Any water received through infiltration or inflow.

8.4. The following described substances, materials, waters, or waste shall be limited in discharges to the System to concentrations or quantities which will not harm either the sewers, wastewater treatment process or equipment, will not have an adverse effect on the receiving stream, or will not otherwise endanger lives, limb, public property, or constitute a nuisance. The Chair may set more restrictive limitations than those established below if, in the Chair's opinion, such limitations are necessary to meet the above objectives. In forming his/her opinion, the Chair will give consideration to such factors as the quantity of subject waste in relation to flows and velocities in the sewers, construction materials of the sewers, the wastewater treatment process employed, capacity of the wastewater treatment plant, degree of treatability of the waste in the wastewater treatment plant, and other pertinent factors. The following limitations or restrictions on materials or characteristics of waste or wastewater discharged to the sanitary sewer shall not be violated without approval of the Chair:

a. Wastewater having a temperature higher than 150 degrees Fahrenheit (65 degrees Celsius);

b. Wastewater containing more than 25 milligrams per liter of petroleum oil, non-biodegradable cutting oils, or product of mineral oil origin;

c. Wastewater from industrial plants containing floatable oils, fat, or grease;

d. Any garbage that has not been properly shredded. Garbage grinders are discouraged;

e. Any waters or wastes containing iron, chromium, copper, zinc, and similar objectionable or toxic substances to such degree that any such material received in the composite wastewater at the wastewater treatment works exceeds the limits established by the Chair for such materials;

f. Any waters or wastes containing odor-producing substances exceeding limits which may be established by the Chair;

g. Any radioactive wastes or isotopes of such half-life or concentration exceeding applicable state or federal regulation limits;

h. Quantities of flow, concentrations, or both which constitute a "slug" as defined herein;

i. Waters or wastes containing substances which are not amenable to treatment or reduction by the wastewater treatment processes employed or are amenable to treatment only to such degree that the wastewater treatment plant effluent cannot meet the requirements of other agencies having jurisdiction over discharge to the receiving waters; and

j. Any water or wastes which, by interaction with other water or wastes in the public sewer system, release obnoxious gases, form suspended solids which interfere with the collection system, or create a condition deleterious to structures and treatment processes.

8.5. If any waters or wastes are discharged or are proposed to be discharged to the public sewers which waters contain the substances or possess the characteristics enumerated in Sec. 8.4, the Chair may:

a. Reject the wastes;

b. Require pretreatment to an acceptable condition for discharge to the public sewers;

c. Require control over the quantities and rates of discharge; and/or

d. Require payment to cover the added costs of handling and treating the wastes not covered by sewer charges.

When considering the above alternatives, the Chair shall give consideration to the economic impact of each alternative on the discharger. If the Chair permits

pretreatment or equalization of waste flows, the design and installation of the plants and equipment shall be subject to the review and approval of the Chair.

8.6. Grease, oil, and sand interceptors shall be provided when, in the opinion of the Chair, they are necessary for the proper handling of liquid wastes containing floatable grease in excessive amounts or any flammable wastes, sand, or other harmful ingredients; except that such interceptors shall not be required for private living quarters or dwelling units. All interceptors shall be of a type and capacity approved by the Chair, and shall be located as to be readily and easily accessible for cleaning and inspection. In the maintaining of these interceptors the owner(s) shall be responsible for the proper removal and disposal by appropriate means of the captured material and shall maintain records of the dates, and means of disposal which are subject to review by the Chair. Any removal and hauling of the collected materials not performed by owner(s)' personnel must be performed by currently licensed waste disposal firms.

8.7. Where pretreatment or flow-equalizing facilities are provided or required for any waters or wastes, they shall be maintained continuously in satisfactory and effective operation by the owner(s) at his/her expense.

8.8. When required by the Chair, the owner(s) of any property serviced by a building sewer carrying industrial wastes shall install a suitable structure together with such necessary meters and other appurtenances in the building sewer to facilitate observation, sampling, and measurement of the wastes. Such structure, when required, shall be accessible and safely located and shall be constructed in accordance with plans approved by the Chair. The structure shall be installed by the owner at his/her expense and shall be maintained by him/her so as to be safe and accessible at all times.

8.9. The Chair may require an applicant or holder of a class 6.3.b or 6.3.c permit to provide information needed to determine compliance with this ordinance. These requirements may include:

a. Wastewaters discharge average, peak rate, and volume over a specified time period;

b. Chemical and biological analysis of wastewaters sampled at specified times, locations, durations, and frequencies;

c. Information on raw materials, processes, and products affecting wastewater volume and quality;

d. Quantity and disposition on specific liquid, sludge, oil, solvent, or other materials important to sewer use control;

e. A plot plan of sewers on the user's property showing sewer and pretreatment facility location;

f. Details of wastewater pretreatment facilities; and/or

g. Details of system to prevent and control the losses of materials through spills to the public sewer.

8.10. All measurements, tests, and analysis of the characteristics of water and wastes to which reference is made above shall be determined in accordance with the latest edition of "Standard Methods for the Examination of Water and Sewage". Sampling methods, location, times, and durations and frequencies are to be determined on an individual basis, subject to approval by the Chair.

8.11. No statement contained in Section 8 of this ordinance shall be construed as preventing any special agreement or arrangement between the District and any industrial concern whereby an industrial waste of unusual strength or character may be accepted by the District for treatment, subject to payment therefore by the industrial concern.

SECTION 9. PROHIBITIONS

9.1. No person shall maliciously, willfully, or negligently break, damage, destroy, uncover, deface, or tamper with any structure, appurtenance or equipment which is part of the wastewater facilities or drive a motor vehicle over any septic tank not rated for traffic loading.

9.2. No person shall excavate within any area subject to a recorded easement granting the District access and installation rights for wastewater facilities without first obtaining a permit to do so from the Chair.

9.3. No person shall place any structure whatsoever over any facilities without first obtaining a permit to do so from the Chair.

SECTION 10. POWERS & AUTHORITY OF INSPECTORS

10.1. The Chair or other duly authorized employees or agents of the District, bearing proper credentials and identification, shall be permitted to enter all private properties through which the District holds a duly negotiated easement for the purposes of inspection, observation, measurement, sampling, repair, and maintenance of any portion of the wastewater facilities lying within said easement. All entry and subsequent work, if any, on said easement, shall be done in full accordance with the terms of the duly negotiated easement pertaining to the private property involved.

SECTION 11. APPEALS PROCEDURE

11.1 Any person aggrieved by a ruling under or interpretation of the provisions of this ordinance may submit a written appeal to the Chair. The appeal shall set forth the events and circumstances leading to the appeal, the nature of the ruling or interpretation from which relief is sought, the nature of the impact of the ruling on appellant's property or business, together with any reasons for the appeal.

11.2. The Chair shall submit such appeal together with his/her recommendations to the Board which shall forthwith appoint a committee of three (3) Board members to study the matter, hear testimony if necessary, and prepare a written decision based upon its finding which shall be sent to the appellant and to the full Board within thirty (30) days.

11.3. In the event that the appellant considers that his/her grievance has not been handled to his/her satisfaction by the Committee, he/she may apply to the Board for an independent review of his/her case by the Board within thirty (30) days from the date of the written decision of the Committee. The Committee shall forward to the Board its entire file on the case for review of the case. The Board shall, in no more than thirty (30) days from receipt of the application, prepare a written decision on the matter which shall be sent to the applicant and to the Committee.

11.4. Decisions of the Board shall be reviewable by the Circuit Court, the State of Oregon for Deschutes County solely and exclusively under the provisions of ORS 34.010 to 34.100.

SECTION 12. PENALTIES

12.1. If any person shall construct a public sewer in violation of this ordinance, the Chair may issue an order to such person to stop work in progress which is not then in compliance with this ordinance, or the Chair may issue an order to correct work which has been performed. Such person shall forthwith take such action as may be necessary to comply with such order and with this ordinance, all at the expense of such person.

12.2. The Chair may order the owner(s) of any property from which prohibited discharges are entering any sewer to correct such condition. The Chair shall first give written notice of such prohibited discharge to the person. If such person fails to correct such condition within ten (10) days after receipt of such notice, the Chair may enter upon such property and remove or close sewer connections as hereinafter provided.

Any person discharging any material deemed to be dangerous, injurious to treatment processes, hazardous to any person, structure or treatment unit may be subject to immediate discontinuance of sewer service without prior notice at the discretion of the Chair. The Chair shall have the right to enter upon the person's property to remove or close sewer connections as hereinafter provided.

12.3. Any person found to be violating any provision of this ordinance shall be served by the District with written notice stating the nature of the violation and providing a reasonable time limit for the satisfactory correction thereof. The offender shall, within the period of time stated in such notice, permanently cease all violations.

Any person who shall continue any violation beyond the time limit provided for in Sec. 12.2, or the time limit provided in written notice required by this Section, shall be guilty of an infraction, and on conviction thereof, shall be fined in an amount not exceeding one hundred dollars ($100.00) for each violation. Each day in which any violation shall continue shall be deemed a separate offense.

Any person violating any of these provisions of this ordinance shall be liable to the District for any expense, loss or damage occasioned by the District by reason of such violation.

The District reserves the right to injunctive relief against violation of any of the provisions of this ordinance.

12.4. Conformance with this ordinance shall in no way be a substitute for or eliminate the necessity of conforming with any and all state and county laws, ordinances and rules and regulations which are now or may in the future be in effect relating to the public health.

SECTION 13. REPEAL CLAUSE

13.1. Ordinance Nos. 1, 87-3, 88-1, 88-4, 88-7, 89-2, and other ordinances or parts thereof duplicating and/or inconsistent with this ordinance are hereby repealed.

SECTION 14. EMERGENCY

14.1. This Ordinance being deemed necessary by the Board of the LaPine Special Sewer District for the immediate preservation and protection of the public peace, health, safety, and general welfare of the LaPine Special Sewer District, Deschutes County, an emergency is hereby declared to exist and this Ordinance shall be in full force and effect upon its passage.

PASSED AND ADOPTED by a 2 vote for and a 0 vote against by the LaPine Special Sewer District Board of Directors, this 13th day of December 2001.

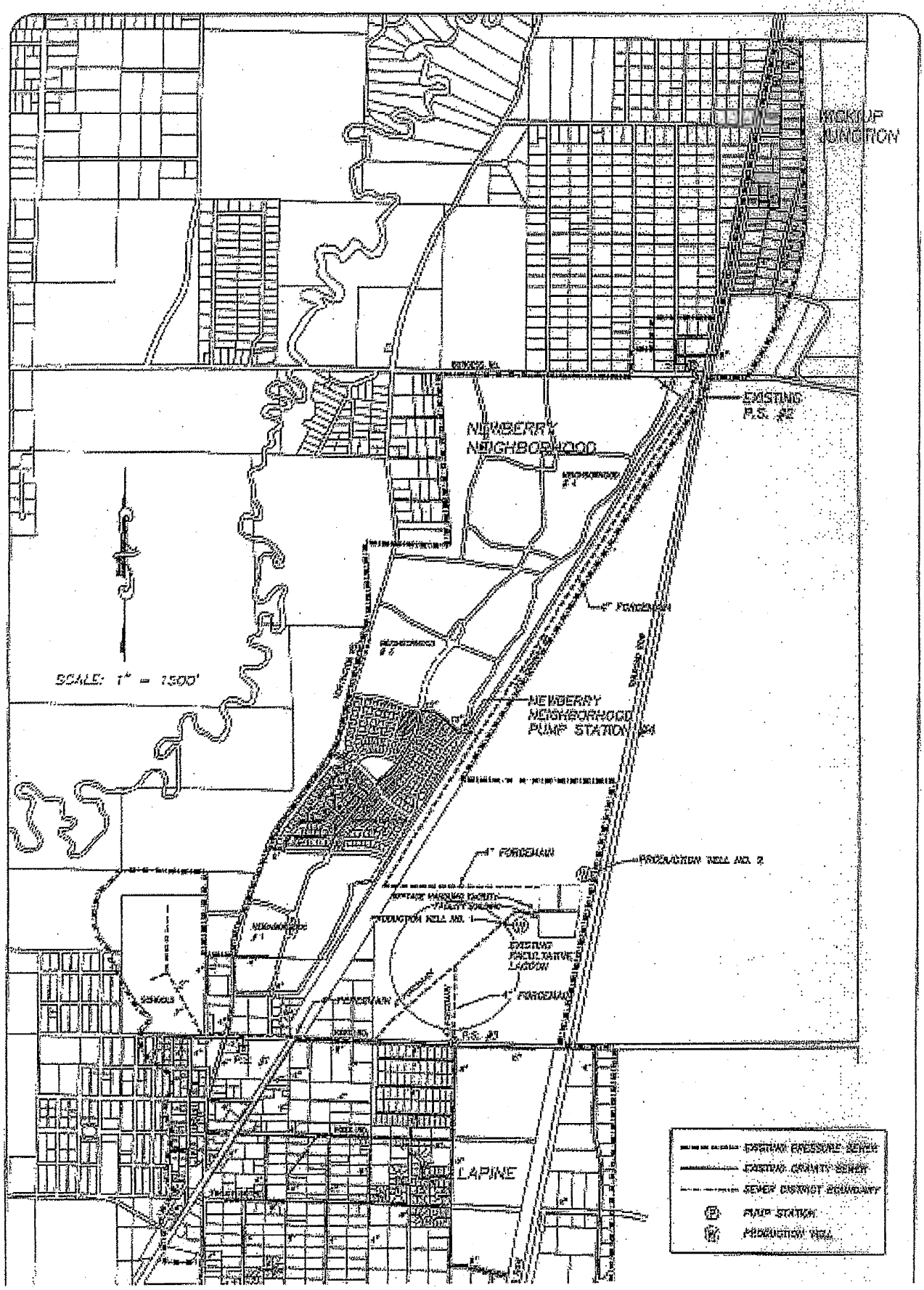
_____

Board Chair

ATTEST:

_____

Board Secretary


PICKUP JUNCTION
EXISTING P.S. #2
NEWBERRY NEIGHBORHOOD
4" FORCEMAIN
SCALE: 1" = 1500'
NEWBERRY NEIGHBORHOOD PUMP STATION
4" FORCEMAIN
PRODUCTION WELL NO. 2
PRODUCTION WELL NO. 1
EXISTING FACULTATIVE LAGOON
4" FORCEMAIN
LAPINE
EXISTING PRESSURE SEWER
EXISTING GRAVITY SEWER
SEWER DISTRICT BOUNDARY
PUMP STATION
PRODUCTION WELL

ORDINANCE NO. 05-1

AN ORDINANCE DEFINING CERTAIN TERMS; ESTABLISHING SEWER USER CHARGES; IDENTIFYING THOSE RESPONSIBLE FOR PAYMENT; PROVIDING FOR COLLECTION OF USER CHARGES; REPEALING ORDINANCE NO. 04-1; AND DECLARING AN EMERGENCY.

THE LAPINE SPECIAL SEWER DISTRICT ORDAINS AS FOLLOWS:

SECTION 1. SHORT TITLE:

This ordinance shall be known as the La Pine Special Sewer District Sewer Rate Ordinance.

SECTION 2. TABLE OF CONTENTS:

Section 3. Purpose

Section 4. Definitions

Section 5. Sewer User Charges

Section 6. Responsibility, Payment Delinquencies and Penalties

Section 7. Handling of Funds

Section 8. Appeals

Section 9. Conformity with the Law

Section 10. Severability

Section 11. Repeal Clause

Section 12. Emergency Clause

SECTION 3. PURPOSE: This ordinance is adopted for the following purposes:

I. In order to protect the groundwaters within and adjacent to the core area of the community of LaPine from pollution and to promote the health, safety, and welfare of the residents, a sewage system has been proposed to be constructed and operated by the LaPine Special Sewer District for collection, treatment, and disposal of wastewater;

II. In order to carry out the District's authorized function of sewage collection, treatment and disposal, it is necessary and in the public interest that the District establish rates for sewage service in amounts sufficient to pay the expenses of operating and maintaining such facilities, to provide for replacement, and to provide a margin for reserve; and

III. The District has entered into a grant agreement with the Environmental Protection Agency for construction of sewage treatment facilities, in which the District has agreed that the costs of operating and maintaining the sewage treatment works shall be distributed among all users of such treatment works in general proportion to each user's contribution to the total wastewater flow and loading of the sewage system.

SECTION 4. DEFINITIONS:

Refer to the LaPine Special Sewer District System Use Ordinance (Ord.No 01-1) for additional definitions.

4.1 "Collection and treatment works" shall mean all facilities for collection, pumping, treating and disposing of sewage to be operated by the District. "Treatment works", "treatment system", and "sewage system" shall be equivalent terms for "collection and treatment works".

4.2 "Commercial user" shall mean any premises used for commercial or business purposes which are not an industry as defined in this ordinance.

4.3 "District" shall mean the LaPine Special Sewer District, Deschutes County, Oregon.

4.4 "District Engineer" shall mean the consulting engineer retained by the District.

4.5 "Domestic Waste" shall mean any wastewater from dwellings.

4.6 "Operation and maintenance" shall mean activities required to ensure the dependable and economical function of treatment works.

(a) Maintenance: Preservation of functional integrity and efficiency of equipment and structures. This includes preventive maintenance, corrective maintenance and replacement of equipment.

(b) Operation: Control of the unit processes and equipment that make up the treatment works. This includes keeping financial and personnel management records, laboratory control, process control, safety and emergency operation planning, employment of attorneys and consultants, payment of court costs; and payment of any costs or fees reasonably associated with any of the above.

4.7 "Person" shall mean any individual, firm, company, association, society, corporation or group.

4.8 "Public treatment works" shall mean a treatment works owned and operated by a public authority.

4.9 "Replacement" shall mean obtaining and installing equipment accessories or appurtenances that are necessary during the design or useful life, whichever is longer, of the treatment works to maintain the capacity and performance for which such works were designed and constructed.

4.10 "Service area" shall mean all the area served by the collection and treatment works and for which there is one uniform user charge system.

4.11 "User" shall mean every person directly or indirectly using any part of the public treatment works of the LaPine Special Sewer District. User includes each separate, non-residential establishment, whether or not sewer facilities are located in the user's portion of the building.

(a) "Residential user" shall mean domestic sewer usage.

(b) "Non-residential user" shall mean any other user.

4.12 "User charge" shall mean a charge levied on users of a treatment works, paid by a user for the user's proportionate share of the cost of improvement, operation and maintenance (including replacement) of such works under Section 204(b)(1)(A) of the Federal Clean Water Act.

SECTION 5. SEWER USER CHARGES:

5.1 User charges shall be levied on all users of the public treatment works. These charges shall cover the costs of improvement, operation and maintenance, replacement, taxes, and other administrative costs of such collection and treatment works. The user charge shall distribute these costs in proportion to each user's benefit derived and/or contribution to the wastewater loading of the treatment works.

5.2 There shall be established classes of users such that all members of a class shall pay a flat charge for a minimum volume of wastewater discharged from each residence, facility or other appropriate unit.

5.3 Should any user believe that the user's proportional cost is incorrect, user may apply for review of the user charge as provided in Section 9 of this ordinance.

5.4 Should the District Engineer determine that a user's wastewater contribution is incorrectly assigned, he or she shall reassign a more appropriate value to that user and shall notify the user of such reassignment.

5.5 Records of all assigned wastewater contributions forming the basis of the charges shall be kept on file with the District and shall be open for public inspection.

5.6 Each non-residential user's wastewater treatment cost contribution will be determined on the basis of the current equivalent dwelling unit schedule. This will determine that user's annual wastewater service charge, to be assessed in accordance with the rate schedule established by resolution of the District Board. Residential users may be considered to be one class of user and an equitable service charge may be determined for each such user based on an estimate of the total wastewater contribution of this class of user. The District may classify industrial, commercial and other non-residential establishments as a residential user, provided that the wastes from these establishments are equivalent to the wastes from the average residential user.

5.7 Non-residential establishments are charged on a store-front basis, one charge per each separate business in a structure. Each separate business is charged even though there may not be facilities in the user's portion of the building since each user's use and occupancy adds to the load and sewage

treated by the overall system. The District may charge the owner or user where the common facilities are located for each tenancy in lieu of charging each tenant individually.

5.8 Any user that cannot be classified in any of the above user classes shall be considered a special user. Such user shall be placed in an Open Class and charged according to the user's wastewater contribution, as determined by the District Engineer, and the rates established by resolution, all in accordance with this section.

5.9 The sewer charge for new development shall commence three months after the system development charge is paid or due, whichever is earlier. Once commenced, no sewer charge credit shall be given for vacancy thereafter.

SECTION 6. RESPONSIBILITY, PAYMENT DELINQUENCIES AND PENALTIES:

6.1 The property owner of record is the responsible party for purposes of this Ordinance, and shall apply for sewer services and be responsible for all charges, administrative and late fees therefore, as prescribed by this ordinance. Where a responsible party has a delinquent bill for one premises, the delinquency may be charged against that responsible party for sewer services obtained at any other premises within the District.

6.2 The responsible party shall be billed every month (12 times per year) for services at a rate to be established by resolution.

6.3 Sewer user charges shall be due and payable to the District no later than 20 days after the bill is sent.

6.4 If the District has not received payment within twenty (20) days, a notice shall be mailed to the responsible party, notifying the responsible party that sewer service may be suspended if the delinquent bill has not been paid in full within thirty (30) days, and that the sewer charges may be collected in accordance with this section and in accordance with the provisions of subsection 6.5, fifteen (15) days from the date of notice unless payment is received in full.

6.5 Any sewer charge which is due and unpaid at the expiration of the time limitations set forth in subsection 6.4 or any expenses related to discontinuance, removal, closing or restoration of service after a delinquency, may be recovered in an action at law by the District in accordance with the provisions of this Section; and any delinquencies may be certified to the tax assessor of Deschutes County Oregon, for collection in the manner provided by ORS 454.225.

6.6 Interest shall accrue on all accounts from the date of delinquency. In addition, a penalty shall be assessed from the date of delinquency, which shall be added to the account and shall accrue interest in the same manner as all other delinquent charges beginning the following month. The interest rate and penalty charge shall be established by resolution.

6.7 In the event sewer charges remain unpaid fifty (50) days after the date of the end of the one-month period for which the bill is made, the District shall have the right to remove or close sewer connections and to enter upon the property for accomplishing such purposes. If the District chooses to pursue this

option, it will provide a ten (10) day prior written notice to any affected user(s). The expense of such discontinuance, removal, or closing, as well as the expense of restoring service shall be a debt due to the District and may be collected from the responsible party in accordance with the provisions of this ordinance.

6.8 In the District's sole discretion, sewer service may not be restored until all charges, including interest accrued and the expense of removal, closing, and restoration have been paid.

6.9 Change of ownership or occupancy of premises found delinquent shall not be cause for reducing or eliminating these penalties. In the District's discretion, it may refuse to provide new service to any person owing unpaid fees and/or penalties, plus interest to the District, until such amounts have been paid in full.

SECTION 7. HANDLING OF FUNDS:

7.1 Bills for sewer user charges shall be mailed to the address specified in the application for permit to make the connection unless or until a different owner or user of the property is reported to the District.

7.2 All collections of sewer user charges shall be made by the Manager of the District. Sewer user charges shall be computed as provided in Section 5 of this ordinance and shall be payable as provided in Section 6 of this ordinance.

7.3 The Manager of the District is hereby directed to deposit in the Sewer Fund all of the gross revenues received from charges, rates and penalties collected for the use of the sewage system as herein provided.

7.4 The revenues thus deposited in the Sewer Fund shall be used exclusively for the operation, maintenance and repair of the sewage system; reasonable administration costs; expenses of collection of charges imposed by this ordinance and connection fees provided for in the LaPine Special Sewer District sewer system use and regulation ordinance together with any attorney fees, investigation fees and/or court costs incurred therein; and payments of the principal and interest on any debts of the sewage system of the District.

SECTION 8. APPEALS:

8.1 Any responsible party who feels the applicable sewer user charge is unjust and inequitable as applied to the user's premises within the intent of the foregoing provisions may make written application to the District's Board of Directors requesting a review of the user charge. Said written request shall, where necessary, show the actual or estimated average flow of the user's wastewater in comparison with the values upon which the charge is based, including how the measurements or estimates were made.

8.2 Review of the request shall be made by the District's Board of Directors and the District Engineer. The District Engineer shall determine if the request is substantiated or not, including recommending further study of the matter by the District engineer or other registered professional engineer.

8.3 If the request is determined to be substantiated, the user charges for the user shall be recomputed, based on the approved revised flow and/or strength data and the new charges thus recomputed shall be applicable retroactively up to six months, as appropriate.

8.4 Any appeal undertaken herein shall not excuse the responsible party from paying all sewer user charges presently assessed. Failure to pay such charges shall subject the responsible party to the penalties provided in Section 6. A subsequent ruling on appeal favorable to the responsible party shall not act to extinguish any penalties or interest assessed against the responsible party for non-payment of any user fees; provided, however, that such penalties and interest shall be recomputed consistent with any reduction in user fees allowed on appeal.

SECTION 9. CONFORMITY WITH THE LAW:

This ordinance shall not substitute for or eliminate the necessity for conformity with any and all laws, ordinances, rules or regulations of the State of Oregon or its agencies, Deschutes County, the District or other public entity.

SECTION 10. SEVERABILITY:

If any section, subsection, sentence, clause, phrase or portion of this ordinance is for any reason held invalid or unconstitutional by a court of competent jurisdiction, such portion shall be deemed as a separate, distinct, and independent provision and such holding shall not affect the validity of the remaining portions of this ordinance.

SECTION 11. REPEAL CLAUSE:

Ordinance 04-1 is hereby repealed.

SECTION 12. EMERGENCY CLAUSE:

It is hereby adjudged and declared that existing conditions are such that this Ordinance is necessary for the immediate preservation of the public peace, health, and safety of the LaPine Special Sewer District, and an emergency is hereby declared to exist and this Ordinance, and all provisions modifying the ordinances referred to herein, shall take effect in full force and effect when signed by the Board President.

PASSED AND ADOPTED by a ___ vote for and a ___ vote against by the LaPine Special Sewer District Board of Directors, this ___ day of _____ 2005.

_____
Board President

ATTEST:

Board Secretary

Angelo planning group

LAND USE PLANNING • TRANSPORTATION PLANNING • PROJECT MANAGEMENT

Memorandum

Date: **November 14, 2008**

To: City of La Pine City Council

From: DJ Heffernan

Cc: Christine Nelson, City of La Pine

Mark Radabaugh, DLCD

Re: Land Use Alternatives and Fiscal Impact Analysis for the City of La Pine

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Overview

This memorandum analyzes marginal differences in the cost to provide public services to city residents. Four land use scenarios are analyzed in which the basic land development pattern for the city is altered. The purpose of the analysis is not to forecast revenues and service delivery costs for budgeting purposes but rather to examine how land use policy decisions may affect city finances. At the heart of the analysis is a quantitative (i.e. dollar-based comparisons) analysis of the affect that land development patterns have on the cost to develop and maintain city streets. Other qualitative comparisons (i.e. high, medium, and low) are made relative to the delivery of utility and public safety services.

The memo is divided into three parts. Part one presents a summary of the analysis conclusions and how the results may be used to inform future decisions regarding land use policy, including a list of next steps for the city to consider. Part two provides a brief summary of the land use and cost of service assumptions and the analysis methodology. Part three presents the analysis results in detail for each of the four alternatives.

We wish to emphasize again that this analysis was conducted with a limited number of variables and assumes that the relation between those variables will remain constant over time. The actual outcome to the city from adopting a particular land use policy is likely to differ from the outcomes depicted in the analysis. In other words, this is far too simple a model to use for financial forecasting. The results are instructive, however, in demonstrating how land use decisions may influence the city's future tax revenues and its cost to deliver public services. The intent simply is to demonstrate to what extent land use policy decisions can affect the community's fiscal posture. As a "Next Step", the city may wish to update the analysis to be representative of the land use program that the city ultimately will adopt through the comprehensive planning process.

Part I: Analysis Results

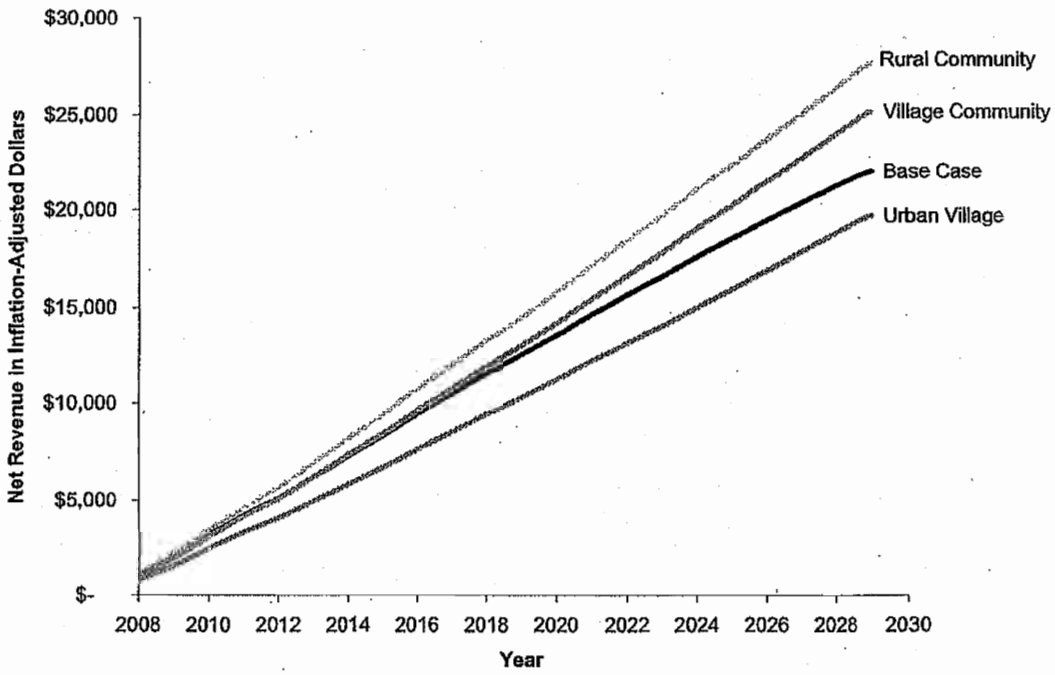
Major Conclusions:

- With regard to which land use scenario is best for the city's finances over the next 20-years, it appears the development pattern makes little difference to the city's fiscal posture because La Pine's large boundary obligates it to finance significant fixed costs for roads and utilities that cannot be avoided or reduced by altering the land development pattern. Expanding the city will only make this problem worse.

- With regard to recovering the added cost to maintain new city roads that may be built as a result of new development; the Rural Community land use scenario performs slightly better than the other scenarios on a present value basis. This includes the cost to maintain new roads associated with new development in subdivisions where the capital costs to build these roads are assumed to be paid by the developer. While the Rural Community scenario comes out ahead, the net difference in tax revenue between it and the other scenarios is less than $10,000, which is not considered significant given the time scale involved (see Figure 1 below).

FIGURE 1

New Tax Revenue Net of New Subdivision Road Costs (Adjusted for Inflation)



- The cost to pave the city's gravel roads using General Fund revenue poses a possible threat to the city's fiscal health regardless of the growth management scenario the city adopts. Even with the commitment of state shared revenue and gas tax revenue, the city will need to spend almost all its general fund revenues to build and maintain these roads given the city's projected growth rate; very little surplus revenue will be available to finance other city services, such as police, code enforcement, land use planning services, or city administration. This outcome occurs even if the city only commits general fund resources to the modest goal of gradually paving its gravel streets over a 20-year period. The alternative either is to secure additional revenue to finance road construction from outside the existing tax base (e.g. a capital bond measure), to not pave city roads, or to balance the rate at which city roads are paved to a level that is affordable under a pay as you go strategy after paying for city administration, public safety, land use planning, and other desired city services.

- The City will incur significantly higher road maintenance costs if it accepts responsibility for county and private roads. The cost to maintain city, county and private roads using the General Fund poses a significant threat to the city's fiscal health. The added cost to maintain roads not currently under city ownership, even if they are paved when accepted, likely will exceed the total revenue available to the general fund from all existing revenue sources regardless of when the city chooses to take ownership of these roads. Accepting maintenance responsibility for these roads eventually would lead to a deficit in the General Fund. Without additional revenue, the only scenario that does not result in General Fund deficits is one in which the city does not accept responsibility for any of the roughly 24 miles of county and private roads in the city. If the city wishes to accept ownership and maintain the entire street network within its jurisdiction, or is required to do so, it will need to develop new sources of revenue to offset the additional maintenance expenses and reduce or eliminate the road maintenance burden on the General Fund.

- We researched the cost to provide police services in two other small cities: Sisters and Merrill, Oregon. The City of Sisters contracts 120 patrol hours per week with the Deschutes County Sheriff's Department for $397,000 per year[1]. That cost is programmed to increase by 6% and 3% respectively in the next two years. The City of Merrill OR, with a population of around 900, hires their own police officer and part-time backup for around $143,000 per year. Merrill uses a donated patrol car and patrol hours are roughly half the number provided in Sisters. At present, La Pine pays nothing for police service but relies on County Sheriff patrols at the minimum coverage level required of the Sheriff by law. It appears that La Pine may have insufficient General Fund revenue to procure public safety services using either the Sisters or Merrill approach unless it significantly alters current General Fund outlays for road maintenance or secures approval for a 5-year public safety serial levy funded outside its permanent tax rate.

- The cost to provide water and sewer service was not analyzed for the alternative growth scenarios outlined in this report. It is our opinion that the result of such an analysis would be similar to the analysis for city roads; i.e. that it does not much matter which growth scenario the city chooses. This opinion is based on the fact that the marginal savings in capital and operating costs associated with compact future development are unlikely to produce significant savings because existing service commitments throughout the city prevent the utility districts from realizing capital and operating efficiencies by serving a more compact development footprint. In addition, since the majority of operating costs for water and sewer systems are related to water production and storage and to sewage treatment and disposal, a compact footprint will only yield small operating efficiency gains.

  It also should be noted that La Pine's special utility districts operate with no tax base; they are entirely fee supported, as are most municipal utilities, whether operated as a special district or through a city enterprise fund. One benefit of having municipal utility functions as part of the city, however, is the opportunity to spread administrative costs across more departments (i.e. budget and accounting and other services are consolidated). Another benefit is having one legislative body coordinate growth management and economic development policies. In La Pine's case, for example, the city may have an interest in limiting future development in certain areas where additional growth could exert pressure on it to assume responsibility for road maintenance. The water and sewer districts, on the other hand, have just the opposite incentive when there is infrastructure in place with capacity to serve more customers. Under

[1] Personal communications with Jim Ross, Deschutes Co. Sheriff Business Officer and Cathy Nelson, City of Sisters.

those conditions, they want new development in all parts of their system with capacity to generate revenue and recover capital and operating expenses. La Pine's initial boundary decision, while well intentioned, may have inadvertently led to competing interests between the city and the utility service providers, which will complicate decisions regarding how to maximize service efficiencies. It will take significant coordination between the utilities and the city to reach agreement on a set of growth management goals and policies that produce an acceptable outcome for all.

Recommendations and Next Steps:

- The city needs to work with citizens to examine which services should be provided by the city, the desired level of service, and when it should start providing these services.
- The city needs to work with citizens to carefully examine how to finance city services, including which services should be financed from the General Fund and which services it should finance using revenue generated outside the General Fund. There is a sample "Income Statement" attached to this report that may help demonstrate to citizens the revenue limitations facing the General Fund.
- The city should explore options for financing its road system through an enterprise fund and examine alternative sources of revenue for recovering the cost to develop and maintain the city's road network. Options to consider include:
    - Local Option Gas Tax (Retail)
    - Local Option Value Added Tax on Fuel Deliveries (Wholesale)
    - City-wide Street Maintenance Utility
    - Capital Bond Measure
    - System Development Charges
    - Urban Renewal (Tax Increment Financing) related to economic development
- The city should work with citizens early in the land use planning process to identify a growth management strategy that establishes "city service center(s)" and guidance principals for future expansion away from the center(s).
- The city and utility service providers should cooperate on future service expansion policies in support of a common growth management strategy.
- The city and its citizens should carefully consider its boundary and whether all parts of the city can be urbanized and fully served in a reasonable time period and, if not, whether adjustments to city boundaries should be made.
- The city may wish to update the financial analysis using the tools developed in this report for its proposed land use plan in order to assess fiscal impacts. We believe that unless there are significant differences in the underlying assumptions for how city services will be delivered, the outcome will not differ significantly from those presented here.

Part II: Demographic, Land Use, and Economic Assumptions

The development of demographic, land use, and economic assumptions is explained in detail in an earlier memorandum dated 16 September 2008 and titled *Land Use and Cost Assumptions for La Pine Fiscal Alternatives Analysis* (see attached). A summary of those assumptions is presented here to document the information sources and assumptions used in the analysis. The reader should note there have been some modifications to the earlier assumptions brought on by refinement of county assessor data and the availability of new information.

Demographic Assumptions

Each of the four land use scenarios assumes the same amount of growth for the City of La Pine. The scenarios only differ in how that growth is distributed. Table 1 shows the key demographic assumptions used in the analysis.

Table 1 – Demographic Assumptions

YEAR	POPULATION	Households (2.5 avg. HH size)	Dwelling units (5% vacancy rate)
Incorporation Nov. 7, 2006	1,585	634	666
2007	**1,590**	**636**	**668**
2029	**2,567**	**1,027**	**1,078**
Net increase 2007 - 2029	**977**	**391**	**410**

Sources: Portland State Center for Population Research; Deschutes County Planning Department

For commercial land use, the analysis assumed that La Pine's recent commercial development boom and the worsening economic downturn have led to a market condition that is saturated. We assume that the current ratio of commercial development to city population will decline for 5-years (i.e. no new development) and then hold steady, so that by the end of the planning period in 2025, the per capita retail square footage ratio will be less than it is today. In other words, there will be an increase in commercial development but the per capita ratio of that development will be only 75% of today's ratio.

For industrial development, we assumed that the amount of industrial acreage will remain constant relative to the area population, as characterized by the amount of development in the city's light industrial development park. This means that the amount of developed industrial square footage will increase proportionally with the growth in population.

Land Use Assumptions

Four land use scenarios were prepared. We used parcel and zoning data provided by Deschutes County Assessor to alter the distribution of future development in each scenario. These scenarios represent discrete choices for the city's future development pattern and no doubt the city actually will develop differently from the scenarios described. Their purpose is to represent distinctly different approaches for managing growth in the future, whether or not the approach described is realistic based on existing development patterns, and to assess the fiscal consequence of that policy. In other words, the scenarios are not intended to represent reality, but rather to test whether or not a particular land use pattern, such as spreading out or building compactly, can influence the city's fiscal health as represented by its net general fund balance over time.

The four scenarios reflect a gradual increase in the density at which new housing development takes place but the total number of new dwelling units constructed is the same for each scenario.

Consequently, as the density increases, the amount of land developed is reduced. This outcome is reflected in the Acres Used column of the summary table for each scenario. The development assumptions for commercial and industrial uses were the same for each scenario. Maps depicting the differences in residential density for each scenario are included at the end of the report in Appendix D.

La Pine's existing zoning and land area will accommodate far more growth than is forecast through 2029 so no expansion of city boundaries is anticipated. The scenarios all make use of the existing county zoning and development constraints with one exception (see the scenario descriptions below). The scenarios differ from each other based on assumptions about which parts of the city will attract future development and the density for that new development. The scenarios are as follows.

Base Case

This scenario assumes La Pine's future development pattern will mirror the historic development pattern, with housing widely distributed throughout the city mostly on large lots. Relatively few new subdivisions are created and those that are developed use the largest allowed lot sizes (15,000 sq. ft.). This scenario represents a continuation of the city's existing low density development pattern. This development pattern results in approximately 1.18 miles of new city roads and related utilities that would be constructed to serve development in the new subdivisions (0.034 miles of roadway per acre of subdivided land).

Development Type	Zone	Acres Used	Parcels Used	Percent multi-family	Number multi-family	Number single-family	Total new units
Lots of record	All zones	203.1	317	5%	30	302	332
Subdivisions	LPR	35.3	78	0%	-	78	78
Total		238.5	395	7.3%	30	380	410

Rural Community

This scenario assumes that new development will be slightly more concentrated than in the Base Case. Most new homes are still built on existing lots of record but more of that development takes place in the southern part of the city and more development occurs in new subdivisions. These new subdivisions take advantage of the zoning code's 5000 sq. ft. minimum lot size allowance resulting in higher density and more efficient land development. Close to half (46%) of the new housing is built in these subdivisions at an average density of 7.3 du/acre net of roads. Around 10% of these new homes are duplexes. This scenario results in less land developed overall than the Base Case (a total of 138.1 acres), and just over 25 acres in new subdivisions. The new subdivisions require approximately 0.87 miles of new city roads and utilities.

Development Type	Zone	Acres Used	Parcels Used	Percent multi-family	New multi-family	New single-family	Total new units
Lots of record	RR10	34.0	22	0%	-	22	22
	LPWCR	19.4	14	10%	2	13	15
	LPR	52.8	138	10%	26	125	151
	LPNRC, LPNRG	5.9	33	0%	-	33	33
Subdivision	LPR	25.9	172	10%	34	155	189
Total		138.1	379	15.1%	62	348	410

Village Community

This scenario envisions that limits are placed on the extension of sewers in existing rural subdivisions resulting in less development on existing lots of record in the northern end of the City. It assumes subdivisions mostly create 5000 sq. ft. lots and that some mid-size lots in the southern end of the City are partitioned and developed as smaller lots. This scenario introduces some apartment development. The total amount of land developed in this scenario is less than the previous scenarios at only 109 acres developed. The amount of land in subdivisions and the land developed as apartments that would require new roads and utilities is reduced to 21 acres. The amount of new roadways falls to 0.70 miles. We conservatively assumed that the new subdivisions and apartments would require roughly as many miles of roadway per acre as in existing subdivisions.

Development Type	Zone	Acres Used	Parcels Used	Percent multi-family	New multi-family	New single-family	Total New Units
Lots of record	RR10	17.7	8	0%	-	8	8
	LPWCR	9.2	5	0%	-	5	5
	LPR	21.1	109	10%	20	99	119
	LPNRC, LPNRG	5.9	33	0%	-	33	33
Partition	LPR	34.32	72	10%	14	65	79
Apartments	LPNRC	9.4	1	100%	94	-	94
Subdivision	LPR	11.55	69	5%	6	66	72
Total		109.2	297	32.7%	134	276	410

Urban Village

In this scenario, we assumed no infill development in the northern part of the City in order to test the effect of having all new housing in compact higher density developments. Some apartments are developed within the northern edge of the commercial district and there is less infill of the southern La Pine Residential District. Most development occurs at the maximum allowed density in the La Pine Neighborhood Residential Center (LPNRC) zone. Even with this emphasis on the LPNRC, only a small fraction of the total area that is available for development in that plan district would be used under this scenario. The implication is that the city would develop more compactly and with more housing choices especially in the south and central neighborhoods. Less residential development would occur in the Cagle subdivision, in the Wickiup Junction commercial area, or in the southern La Pine Residential Zone district than under the other scenarios and less land would be developed overall. This scenario also features the least land requiring new utilities. A total of 79 acres would be developed; only 18 acres of land developed for subdivisions and apartments require services. This scenario would require roughly 0.60 miles of new roads and utilities.

Development Type	Zone	Acres Used	Parcels Used	Percent multi-family	New multi-family	New single-family	Total New Units
Lots of record	LPR	21.1	109	10%	20	99	119
	LPNRC, LPNRG	5.9	33	0%	-	33	33
Partition	LPR	34.32	58	10%	10	53	63
Apartments	LPNRC	9.4	1	100%	113	-	113
	LPC	8.57	1	100%	82	-	82
Total		79.4	202	54.9%	225	185	410

Economic Assumptions

Two important sets of economic assumptions were used to assess the impact of these land use scenarios on city finances. The first set of assumptions determine how much additional property value is added to the city tax roles from new development and how much tax revenue that development adds to the city's general fund. The second set of assumptions determines the increase in cost to develop and maintain city streets. Some of the assumptions have been modified from the assumptions presented in Memo 1, dated 16 September 2008, as a result of refining information sources and testing the assumptions in the analysis.

We did not analyze the incremental cost to develop and maintain water and sewer utility service for each scenario because those services are not supported by property taxes. We make inferences about the effect of the land development pattern on the overall cost to provide those services, which usually tend to decline as densities increase. In La Pine's case, however, existing service commitments and geographic coverage mean that there is little the city can do to reduce the cost to deliver utility services by altering the land development pattern.

We also did not prepare detailed cost of service analysis by land use scenario for public safety services. The reason is that most of the cost associated with delivering these services is capacity-related sunk costs (i.e. building a fire station, building a police station, and buying mobile response equipment). At the margin in a city the size of La Pine there is virtually no differences in service response coverage that can be achieved by altering the land development pattern. It is fair to say that development concentrated near fire stations would tend to receive faster response times in emergencies than development farther away, so if the future development pattern fit that description, more of the city's population would benefit from this condition. Overall, however, the land development pattern in La Pine is not a significant factor in assessing service delivery efficiency for public safety services. We did compare the cost for in-house police service vs. contracting this service with Deschutes County. That information is presented at the end of the memo.

Property Tax Revenue Assumptions

Average assessed values for newly constructed single-family and multi-family housing units (exclusive of land values) were derived from Deschutes County Assessor records. For single-family houses (including manufactured structures), the assessed value (AV) assumption is based on the average AV for homes built in La Pine between 2004 and 2006. The assessed ratio is approximately 43% of market value (MV), which is consistent with the county-wide ratio.

For duplex units, we assumed that the AV per unit would be half of that for a single-family unit, since duplex structures are often similar in size and value to single-family homes, but contain two units.

For apartments, an MV assumption was developed based on a range of values for multi-family structures built in Redmond, OR. We used information for the average MV for all Redmond multi-family units, plus per unit MV information for several apartment developments in Redmond built in the 1990s (Chaparral Apts., Obsidian Apts., Redmond Triangle Housing, and Reindeer Meadows), and an MV estimate for a recently permitted apartment development (Glacier Vista Apts.) using its building permit valuation. The average per unit value derived from these various sources was used as a proxy market value for future multi-family housing in La Pine. The assessed ratio for multi-family housing county-wide, which is 48.6% of market value, was used to estimate the increase in AV added to the city tax roll for each unit constructed.

The base-year (2007) AV for newly constructed single-family, duplex, and apartment units are shown in the table below. These factors only address new assessed value for structural improvements and

do not include the underlying land value; the change in land value is subject to the 3% limitation and that increase is accounted for in the incremental increase in the base AV .

Housing Type	New Assessed Value per Unit (2007 basis)
Single-family	$58,584
Duplexes	$29,292
Apartments	$20,199

For newly constructed commercial and industrial developments, the change in value by location in Deschutes County is significant. To obtain a value relevant to La Pine, we elected to use an average market value of improvements per square foot for newer commercial and industrial buildings in La Pine and applied the relevant Deschutes County Exception Ratio to the MV per square foot estimate to develop an AV per square foot estimate. The starting (2007) assessed value of improvements per square foot for commercial and industrial development are shown in the table below.

Development Type	Assessed Value per Square Foot of Improvements
Commercial	$41.22
Industrial	$25.09

Based on Oregon's tax laws (Measures 5 and 50), the maximum increase in assessed value for all development in a class of properties is 3% per year. We assume that the assessed value of all existing development, including land, improvements and projects built the previous year, will grow at that rate. We also assume that changes to the market value of new development will follow the same trends as changes to the market value of existing development and therefore adjusted these AV values at a constant rate, so that the AV per unit or per square foot applied to new development increases by 3% each year. In the event that market values would increase faster than 3%, an adjustment would be made to the exception ratio to maintain the existing revenue generating relationship for properties in the class. Rather than engaging in speculation about market trends, we elected to hold the relation constant, which should result in an accurate representation of the revenue generating potential for new development.

An acknowledged risk in the analysis is the assumption that property values in La Pine will increase by at least 3% per year throughout the planning period. By law, AV may only increase by 3% per year or by the actual rate of change in property values for each class of property, whichever is less. Since the market value for real property in Deschutes County has consistently risen by more than 3% annually over the past 20 years, the 3% annual AV value increase seems reasonable. There is a risk, however, that this may not happen, especially given the current economic downturn and its direct link to property values. It is noted that vacancy rates in La Pine are climbing and this may put downward pressure on property values. In the event real market property values rise less than three percent, or decline, there would be a corresponding change in the rate of growth in assessed property values, which would have the effect of lowering city tax revenue. In that case, the comparative performance of the land use scenarios likely would not change but projections regarding coverage ratios for city costs would. The financial performance risk is especially acute for costs that may not be sensitive to general economic trends. For example, if health care and other benefit costs continue to rise when real property values are falling, there would be a compounding impact that could dramatically alter the city's financial standing.

Revenue Assumptions for Other General Fund Items

In addition to property taxes, which if levied at the city's full tax rate would comprise 40% of General Fund revenue, La Pine generates revenue from three other main sources: State shared revenue (including gas taxes), franchise and regulatory fees, and hospitality taxes. These revenue sources contribute 40% of city revenues. Grants make up the remaining 20% (in the FY 2008 budget); they represent one-off contributions to the city and may not be relied on as an on-going source of revenue. In effect, therefore, the General Fund's revenue is comprised 50% property taxes and 50% other taxes and fees.

We forecast that these revenues would either remain flat or grow at the same rate as city's population. Motel tax revenue was included, with 30% of the budgeted total revenue allocated to the general fund and the balance to tourism promotion. This was kept constant (before discounting for inflation) based on the city's recommendation, however an argument could be made to grow these revenues at the growth rate for traffic volume on the highway, which historically has been greater than 2.2% per year. The gas tax, allocated by the state, was assumed to start at the level shown in La Pine's adopted budget for fiscal year 2008-09 and to remain constant (before discounting for inflation). The rate of growth in gas tax revenues has been declining statewide in recent years. A combination of improved fleet mileage and alternative fuel compounds has helped to slow the rate of growth in fuel tax revenue, and this past year, when fuel prices climbed above $4.00/gallon, the state realized a decline in fuel-tax revenue from the previous year. Finally, fees and service charges were included based on the adopted 2008-09 budget, and increased at the rate of population growth (2.2%) on the assumption that many of the fees and charges included would grow with additional development. Table C-2 in Appendix C shows General Fund revenue from all sources as included in this analysis (all values are in present dollars).

Cost Assumptions for Road Construction and Maintenance

For all land use scenarios, we used the same cost of service assumptions. Variances in the cost to deliver services are based on differences in geographic coverage for various services.

Costs were based on information provided by Deschutes County Public Works Department for its southern maintenance district and cost estimates provided by the City of La Pine.

- Gravel Roads - $8,554 per mile per year (annual cost for gravel, spreading and grading, spring maintenance, snow removal, and dust abatement)
- Paved local roads - $14,357 per mile per year (annualized cost of patching, sweeping, winter maintenance, crack seal, chip seal, and 2" depth overlays); this assumes that costs are amortized over 50 year service life employing an active preventive maintenance program.
- Paved collector roads - $17,857 per mile per year (annualized cost of patching, sweeping, winter maintenance, crack seal, chip seal, and 3" depth overlays).
- Initial paving cost for an unpaved road - $235,405 per mile (including full survey).
- Cost escalation – Road construction and maintenance costs are assumed to increase at 5% a year, based on trends in the Oregon Construction Cost Index for road construction since 1990.
- Maintenance schedules – Per City & County treatment schedules
- Ownership Transfer – All new subdivisions were assumed to develop with paved streets dedicated to the city. Private roads in older subdivisions and county roads, however, may eventually be transferred to the city. It is our understanding that no formal agreement exists for

the transfer of county or private roads to the city. Many approaches could be taken for such an agreement, including bringing roads to an urban standard as a condition of transfer. If such a policy were in place, the only future cost the city would incur would be for ongoing road maintenance after the transfer occurs. The change in city maintenance costs would depend on the functional classification of the roads involved in a transfer; i.e. collector roads require more frequent and expensive maintenance treatments than do residential streets, which carry much lower traffic volumes.

For county urban collector roads, the transfer could happen incrementally as roads are improved to an urban standard or could occur at some date certain. For county residential streets, an agreement could establish a transfer condition tied to a development density that must be reached prior to ownership transfer. For example, ownership transfer could be based on meeting a minimum urban density standard (e.g. one house per acre) combined with improving the rural road to minimum city design standard. Under this type of agreement, roads in areas whose development pattern remains largely unchanged from existing conditions would remain under county or private ownership. We examined one road transfer scenario and its fiscal implications; it is discussed in the final section of the report.

Planning Services, Building Inspection, Administrative Services

We assumed the city will continue to procure land use planning and permitting, and plan review, building inspection services, and the administrative support related to these services from Deschutes County until La Pine adopts comprehensive land use plan and land use regulations. At that point the city has at least three options:

1. The City could take on responsibility for these services and pay for them from General Fund. A portion of the costs would be recovered through development permits and inspection fees. Fee revenue would vary from year to year depending on economic conditions, but it is likely the city would need to subsidize fee revenue from other General Fund sources because the volume of land use and other types of permits issued in La Pine is relatively low.

2. The City could take over land use planning and permitting, plan review and related administrative support, but continue to contract with Deschutes County for building inspection and code enforcement services. Fees for these services would accrue to the entity providing them (i.e. some to the city and some to the county). As in option 1, the City likely would need to subsidize fee revenue from other sources in the General Fund. The City would have to renegotiate the existing IGA with Deschutes County and should expect the new agreement to include fee increases and surcharges to fully recover the County's cost to provide these services.

3. The City could contract with Deschutes County to continue to provide these services. The City would have to renegotiate the existing IGA with Deschutes County for these services and should expect the new agreement to include fee increases and surcharges to fully recover the County's cost to provide these services.

Financing land use planning, permitting and building inspection services likely will require a significant increase in the expenditure of city resources over the amount that is now being collected by Deschutes County in fees.

For city administrative services, we assumed that there may not be a directly proportional increase in city administrative costs with population growth to prepare the annual budget, record city meetings, and staffing to manage other city functions. These costs, however, will increase as the city grows due to the complexity of managing a larger city. The city's development pattern will have little impact on these costs, but there are significant challenges in meeting existing city administrative requirements for budget, accounting, civic meetings, and contracting obligations at present funding levels. The city should expect to see these costs increase between 50% and 60%.

Part III: Analysis Process & Results

Revenue Calculations

New property tax revenue in each of the four land use scenarios was calculated using the assumptions outlined above. The number of new dwelling units built in each year was based on the projected population increase for that year (2.2% annual increase). New units were allocated between single-family, duplex, and apartment units based on the assumptions for each scenario. In some cases this resulted in fractions of apartment projects being built, which we acknowledge is not realistic, but it represents a reasonable average for estimating growth each year.

The assumptions used to derive AV for new development and the growth in AV for existing development are detailed in the previous section. The assessed value added to the tax roll in each year was based on the amount of each type of development assumed to occur in that year (e.g. single-family, multi-family, commercial, industrial) multiplied by the assessed value per unit or square foot for that type of development in that year. The assessed value of land and all property improvements built in prior years was increased at the maximum 3% each year (as per Oregon law). The total AV for each year was computed by adding the AV from new development to 103% to capture the 3% increase of the AV from the previous year. An example of this is shown in Appendix A, detailing the revenue impact of new residential development in the Base Case scenario (before adjusting for inflation). In addition, Table C-4 in Appendix C shows the assessed value calculations (after adjusting for inflation) for the Rural Community Scenario, including residential, commercial, industrial, and existing development. Table C-3 shows property tax revenue from these sources based on the assessed value increases.

The assumptions and methodology used to calculate the General Fund revenue derived from other sources are explained in the previous section. Table C-2 in Appendix C shows General Fund revenue from all sources as included in this analysis (all values are in present dollars).

Cost Calculations

The assumed starting costs for various road construction and maintenance activities (Yr 2007 basis) are detailed in the previous section. Road construction and maintenance costs were assumed to escalate by 5% annually, based on historical trends in the Oregon Construction Cost Index that is published each year by the Oregon Department of Transportation (ODOT).

The number of road miles subject to each of the costs listed was determined based on some assumptions common to all scenarios and some specific to the individual scenarios. The table below shows the breakdown of ownership and paving status of the existing roads (other than the state highway) within city limits. The numbers for city and county roads come from Deschutes County estimates, while the length of private roads within the city was estimated based on GIS analysis.

Jurisdiction	Total Miles	Paved Miles	Unpaved Miles
City	10.16	2.79	7.37
County	20.7	18.7	2
Private	3.27	0	3.27
Total	**34.13**	**21.49**	**12.64**

The miles of new subdivision roads needed to serve each land use scenario was calculated based on the acres of new subdivisions in that scenario multiplied by a constant number of road miles per new acre (which was derived from existing subdivisions within the city). The total new miles required were spread over the planning horizon based on the percent of the total new housing units built each year. It was assumed that these new roads would be paved according to city standards by the developers, and then accepted by the city for maintenance.

For existing roads, we prepared an analysis of the cost to pave all unpaved city roads over a 20 year period starting in 2009, paving 1/20th of the unpaved road miles each year, so that in the final year of the analysis, all city roads would be paved. The cost for road maintenance each year varies based on the percentage of paved and unpaved road miles times the annualized cost per mile for maintenance of each type of road surface. We also analyzed the impacts of funding paving costs through another revenue source, but accepting the newly-paved roads for city maintenance; and leaving all unpaved city roads in that condition through the end of the planning period. The impacts of these various assumptions are shown under Analysis Interpretation.

We also tested a variety of scenarios regarding the city's assumption of maintenance responsibilities for county and private roads within the city. In all cases, it was assumed that the city would only accept roads that had been brought up to city standards by a third party. County roads included all collector roads, which we assumed would be paved to city standards and maintained in accordance with the DCRD road maintenance cost for collector roads. Private roads were assumed to be paved to city local street standards and accepted by the city. The costs associated with maintaining over 20 additional miles of paved roads was prohibitively expensive for the city regardless of when the transfer of ownership was assumed (i.e. whether this happened all at once or in stages).

A spreadsheet illustrating one combination of these variables (county and private roads accepted and unpaved city roads paved gradually over the course of 20 years with paving costs for unpaved city roads coming from the General Fund), is shown in Table C-5 in Appendix C.

Accounting for Inflation

To account for the effects of inflation, all future costs and revenues were discounted to today's dollars using a discount rate of 2.5%. The discount rate was chosen based on trends over the last 10 years in the Gross Domestic Product Deflator (an index of prices more appropriate to government revenues and expenditures than the Consumer Price Index). All tables in Appendix C are shown in present dollars (accounting for inflation).

Public Safety Cost of Service

An estimate was prepared for the cost to deliver police and public safety inspections using two options. Option 1 considered contracting these services with Deschutes County. Sisters OR takes this approach and contracts for 120 patrol hours per week at a cost of around $397,000 per year. That amount will increase by 6% in 2009-10 and another 3% in 2010-11. Sisters receives monthly

reports from Deschutes County that document actual service hours; these reports typically show hours provided exceed the 120 hour minimum.

By comparison, Merrill OR, population 900, hires their own police officer. They have been able to obtain patrol cars donated by larger police departments. They hire one full time sergeant and have funds budgeted for patrol backup. Their annual cost, which provides less than half the patrol hours that Sisters purchases, is around $143,000. This cost does not include city administrative expenses and overhead associated with frequent recruitment and training new patrol officers, which Merrill incurs because of high turnover. The city typically attracts very young officer candidates who tend to move on for better paying positions with larger departments, older officers nearing the end of their careers, and problem officers that also tend not to remain in service very long.

One other consideration with regard to public safety is the cost to provide code enforcement. Sisters and Merrill are able to use their police officers to provide some measure of code enforcement, but that does not extend to the enforcement of building codes and other specialty code requirements that police officers are not qualified or trained to enforce. Additional funding is required to secure these services either on a contract basis or by hiring qualified city personnel.

Analysis Interpretation

Land Use Scenario Analysis: Of the four land use alternatives examined, the Rural Community land use scenario comes out ahead of the others for revenue generation net of the expense to pay for additional road maintenance in new subdivisions, but not by much (see Figure 1 in first section). The analysis shows that the Rural Community scenario nets the city a few thousand dollars in additional revenue each year over the other scenarios – an imperceptible difference given the number of variables and assumptions involved in the analysis. The net impact of new development in the Rural Community scenario, the best-case scenario studied, is that by the end of the planning period, the city would be earning roughly $27,000 more tax revenue than it does today, net of new road maintenance costs, in inflation adjusted dollars.

In terms of overall fiscal health, the land use pattern makes little difference because La Pine's large boundary relative to its population, and the significant amount of rural development scattered throughout the city, obligates the city to pay fixed costs related to maintaining roads and utilities that cannot be avoided or reduced by altering the future development pattern. Expanding the city boundaries will only make this problem worse.

To illustrate the significance of this problem, we compared the average persons per square mile in La Pine with a number of other cities in Oregon. The following table shows the startling difference.

City	Area (sq. miles)	Population (2000 Census)	Persons/sq.mile (2000 Census)	La Pine pop. @ same density
La Pine	6.99	1590 (2007 PSU Est.)	277.5 (calculated)	1590
Bend	32.02	52,029	1624.8	11,350
Culver	0.62	802	1302	9095
Madras	2.18	5,078	2326.9	16,254
Oakridge	1.90	3,148	1659.8	11,594
Prineville	6.65	7,356	1105.9	7725
Sisters	1.45	959	663	4631

It should be recognized that there is a large amount of land in federal ownership in La Pine, but even if that acreage is removed, La Pine's population density is far below the other cities examined.

Paving City Streets: The cost to pave city-owned gravel roads poses a significant threat to the city's fiscal health regardless of the growth management scenario the city adopts. It is estimated that the cost to simply tar-mat existing unpaved city streets will total around $2.31 million (in today's dollars) over the course of 20 years, with an annual expenditure of roughly $90,000, rising to over $140,000 (in today's dollars) by 2029 as road costs increase. The cost to similarly pave county and private gravel roads is an additional $1.25 million. This is for the road surface only and does not include curbs, storm drainage, or sidewalks.

The city's ability to pay these costs, however, is uncertain because the city's tax revenues from existing development are capped at a growth rate of 3% per year and pavement costs are increasing at least 5% per year. Given this disparity, the factor that allows the city to keep pace with the paving target over time (0.37 miles per year) is the projected 2.2% annual population growth rate and the related increase in tax revenue from that growth. In the event that the cost to construct roads increases by more than 5% per year, or if the city's growth rate slows, the relationship between these variables will change and the road construction target would be in jeopardy.

The impact on the city's overall fiscal health of various choices about paving city streets is shown in Figures 2 through 4. Figure 2 shows total General Fund revenue net of all road maintenance costs if the city chooses to use General Fund revenue to pay for paving the city's unpaved roads. Figure 3 shows General Fund revenue net of road costs if the city chooses not to pave the roads during the planning period. Figure 4 shows General Fund revenue net of road costs if a separate revenue source is used to pay for paving, while maintenance costs continue to be paid out of the General Fund. In this case, road costs still increase because paved roads are more expensive to maintain than gravel, but the paving cost is removed from the General Fund.

FIGURE 2

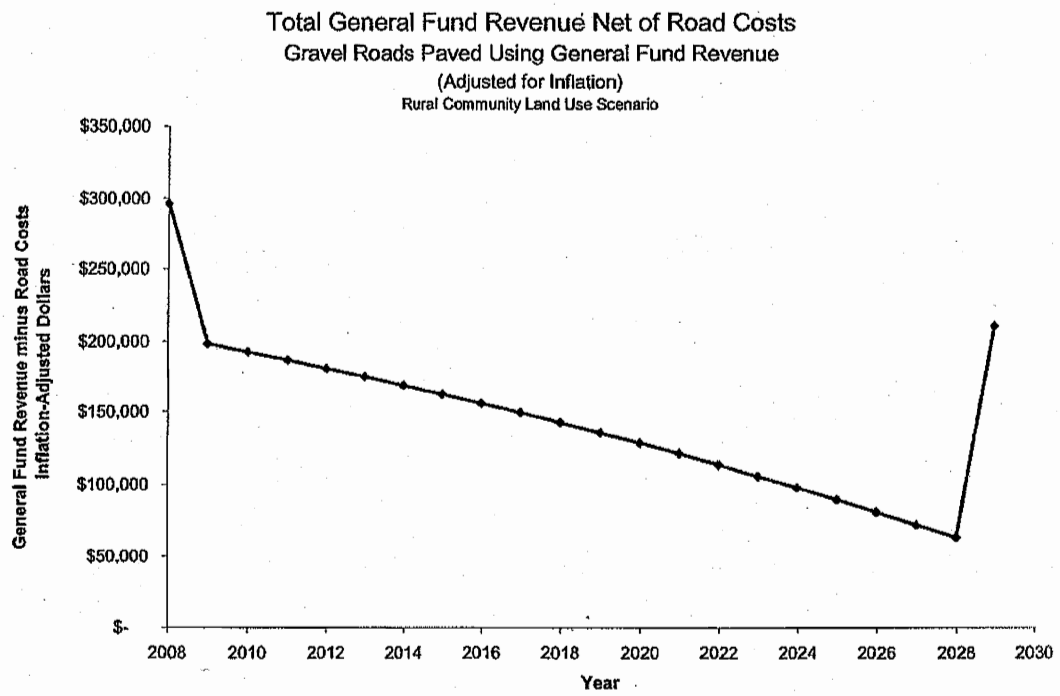


FIGURE 3

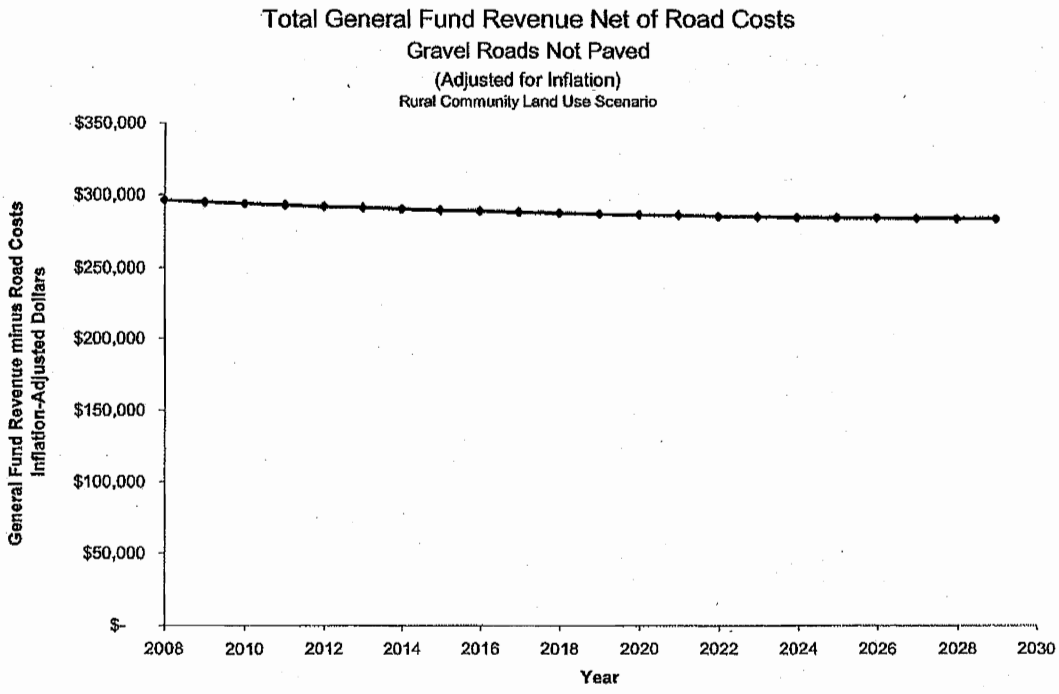
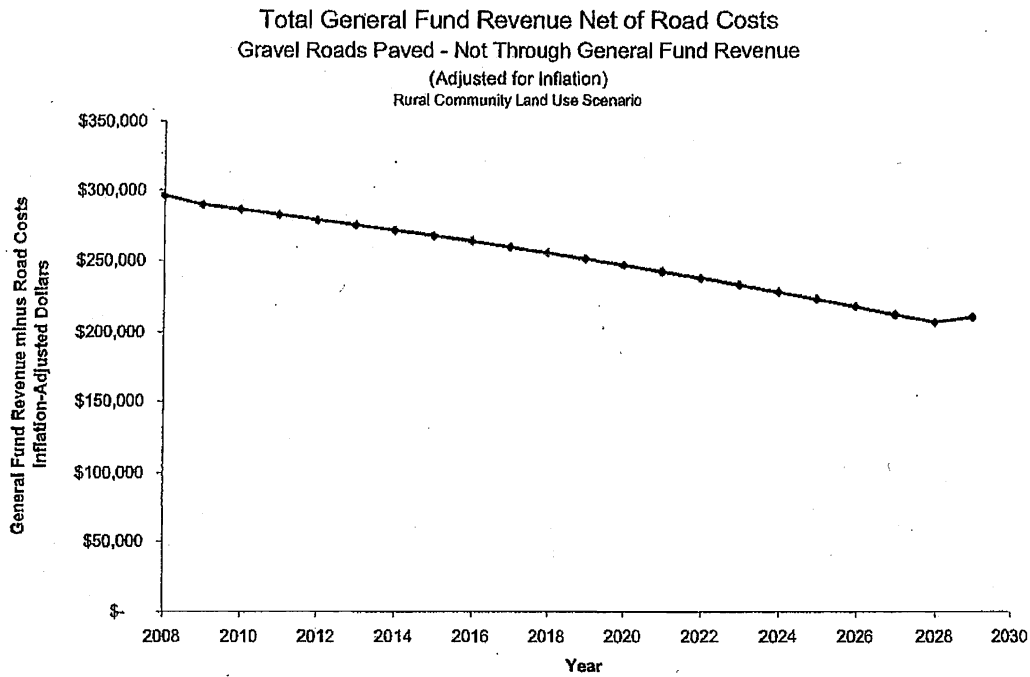


FIGURE 4



Road Maintenance Program: The cost to maintain existing city, county and private roads poses a significantly threat to the city's fiscal health. La Pine will incur much higher road maintenance costs if it accepts responsibility for maintaining county and private roads. The extra cost associated with maintaining these roads is far greater than the available revenue, regardless of what land use development pattern the city adopts or when the city chooses to accept responsibility for additional roads. For example, one of several scenarios we examined considered the increase in street maintenance costs if the city were to accept 1/20th of the county and private roads each year for 20 years. The combined additional maintenance cost of this program and the annual capital cost of paving the city's own unpaved roads would cause a deficit in the General Fund in roughly 2017, as shown in Figure 5. Annual capital and maintenance costs continue and the annual cost continues to rise until 2028 when paving gravel roads would be completed. A deficit of over $80,000 remains, however, even after the paving is complete in 2029.

This scenario is shown numerically in Table C-1 in Appendix C, showing total revenue, total road costs, and net General Fund revenues for each year during the planning period. Even if another revenue source is used to pay for paving, the combined additional maintenance costs from the new paved roads and newly accepted roads still causes a General Fund deficit around 2023, as shown in Figure 6.

FIGURE 5

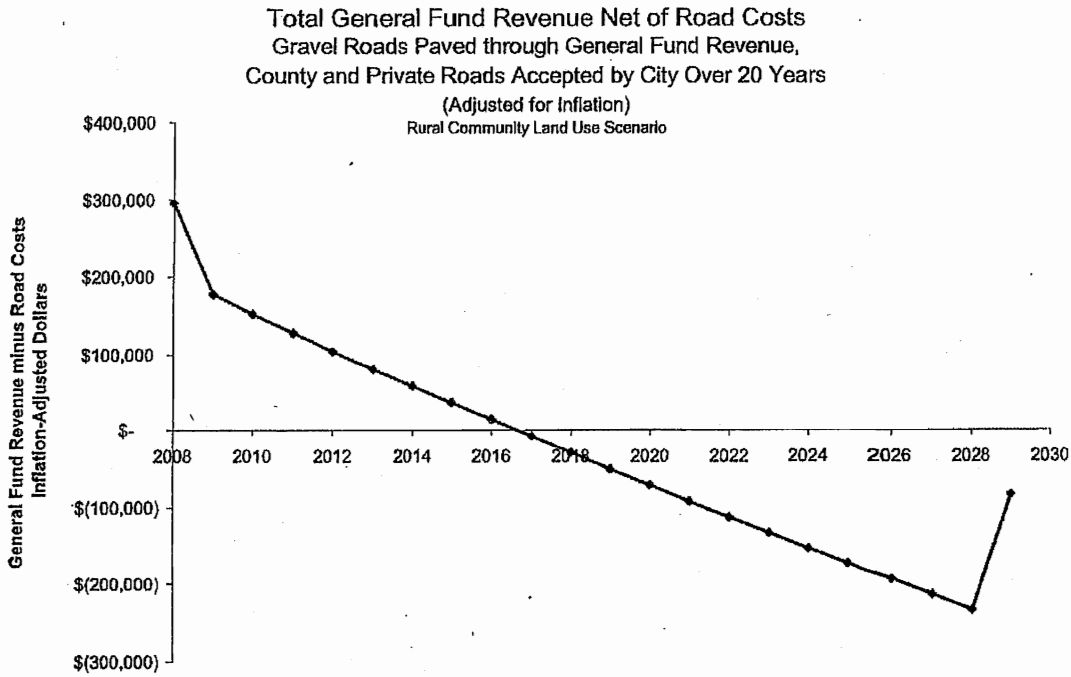
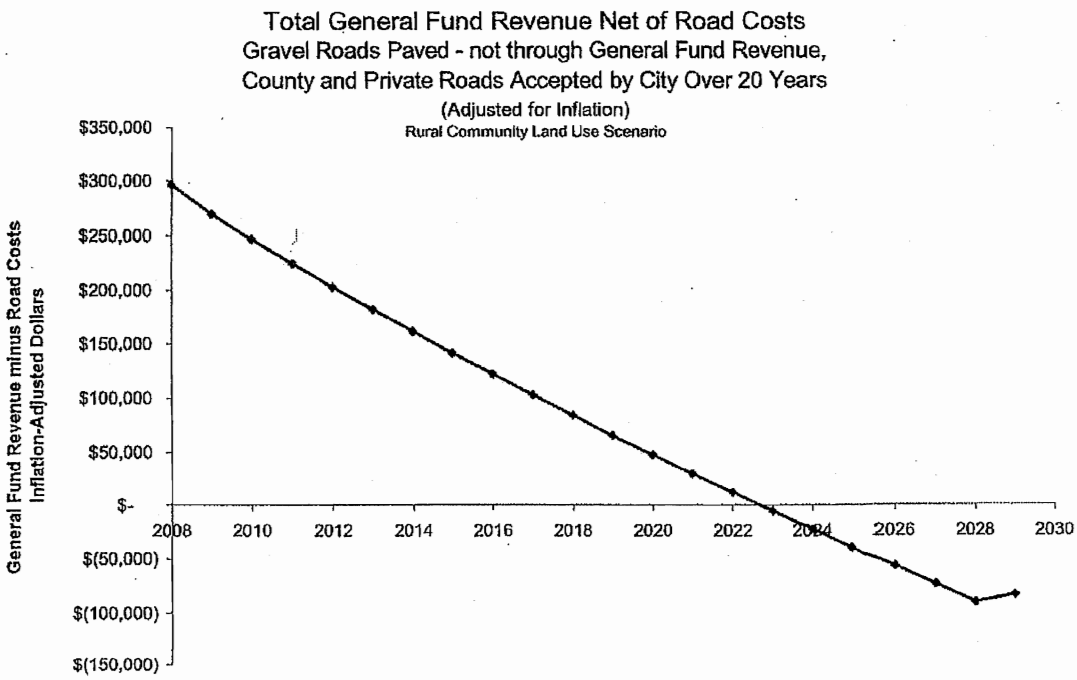


FIGURE 6



Taking on the added cost of maintaining county and private roads greatly increases the burden of road maintenance on the General Fund, to the point where the expenditures required are unsustainable. It would appear that the only way the city will be able to assume responsibility for county and private roads while maintaining and paving its own streets is to approve a new tax and/or fee program and eliminate some or all of the road maintenance burden on the General Fund.

Public Safety: At present, La Pine relies on the County Sheriff for police service but the level of service is the minimum required by law and does not provide local code enforcement service. Sisters OR contracts 120 patrol hours per week with the County Sheriff's Department, at an estimated cost of $397,000 per year, some of which is devoted to code enforcement[2]. The City of Merrill OR, with a population of around 900, hires their own police sergeant and part-time backup for around $143,000 per year. Merrill uses a donated patrol car and weekly patrol hours are significantly less than what Sisters buys. It appears La Pine has insufficient General Fund revenue to procure public safety services using either of these approaches without adjusting current General Fund outlays (i.e. reducing or eliminating road maintenance) or securing public approval for a 5-year serial levy approved by voters outside the permanent tax rate.

Financial Planning Analysis for Other City Services: Attached as Appendix B is a sample income statement for the city of La Pine. The document is in a public accounting format rather than a fund accounting format to better show sources and uses of city revenue.

The income statement helps demonstrate the challenges facing the city in future years for sustaining and expanding city services. On the revenue side, the city can expect some increase in property tax revenue. The increase can come about in two ways. First, the city can raise its assessment rate from $1.80 to $1.98, which is the level allowed by law. This would generate an additional $21,000 in tax revenue. Second, the city may anticipate some increase in tax revenue if property values rise, but there are indications that will not happen this year and the city may even see a decrease in the assessment value on the tax roll.

On the expenditure side, after the city completes its land use plan it faces a number of difficult decisions regarding how to finance the public services summarized below:

- Public Safety – the annual outlay for police and code enforcement services likely will range between $150,000 to $350,000 or more depending on the desired level of service;
- Land Use Planning and Inspection – the annual outlay for planning and permitting services is estimated to range between $50,000 to $100,000 depending on level of services and costs recovered through fees;
- City Administration – Unspecified outlays for additional capital and personnel support plus labor and benefit cost adjustments;
- Road Construction and Maintenance – Unspecified levels of investment in paving and maintenance costs depending on policy decisions for road system construction and maintenance.

[2] Personal communications with Jim Ross, Deschutes Co. Sheriff Business Officer and Cathy Nelson, City of Sisters.

There is clearly an imbalance between the expected revenue available to the city and its ability to deliver the city services that citizens were told would be provided after incorporation. At the margin, regardless of the land use scenario for the city, it will be a challenge to underwrite the city's road maintenance program, and also finance land use planning and inspection services, public safety services, and mandated city administration services from revenues currently available to the General Fund. The city will need to carefully assess priorities with citizens and decide how to address them. In our view, a key decision that needs to be reached relates to roads and how they will be maintained in the future. The city should explore the possibility of establishing a separate city road fund, either as an enterprise fund or as a special revenue fund initially financed with state shared gas tax revenue, to better account for and plan how that city service will be financed.

Appendix A: Example General Fund Revenue Calculation – Base Case Residential Growth

YEAR	Total Dwelling Units (DU)	New DU	New SF DU	AV per new SF unit	New duplex units	AV per new duplex unit	Residential AV added	Residential tax revenue added	Cumulative AV of new residential development	Cumulative new residential tax revenue
2006	666									
2007	668			$ 58,584		$ 29,292				
2008	683	15	13.9	$ 60,342	1.1	$ 30,171	$ 872,009	$ 1,727	$ 872,009	$ 1,727
2009	697	14	13.0	$ 62,152	1.0	$ 31,076	$ 838,291	$ 1,660	$ 1,736,460	$ 3,438
2010	713	16	14.8	$ 64,016	1.2	$ 32,008	$ 986,788	$ 1,954	$ 2,775,342	$ 5,495
2011	729	16	14.8	$ 65,937	1.2	$ 32,968	$1,016,392	$ 2,012	$ 3,874,994	$ 7,672
2012	744	15	13.9	$ 67,915	1.1	$ 33,957	$ 981,453	$ 1,943	$ 4,972,697	$ 9,846
2013	761	17	15.8	$ 69,952	1.2	$ 34,976	$1,145,683	$ 2,268	$ 6,267,561	$ 12,410
2014	778	17	15.8	$ 72,051	1.2	$ 36,025	$1,180,054	$ 2,337	$ 7,635,642	$ 15,119
2015	795	17	15.8	$ 74,212	1.2	$ 37,106	$1,215,455	$ 2,407	$ 9,080,166	$ 17,979
2016	813	18	16.7	$ 76,439	1.3	$ 38,219	$1,325,561	$ 2,625	$ 10,678,133	$ 21,143
2017	831	18	16.7	$ 78,732	1.3	$ 39,366	$1,365,328	$ 2,703	$ 12,363,805	$ 24,480
2018	849	18	16.7	$ 81,094	1.3	$ 40,547	$1,406,288	$ 2,784	$ 14,141,007	$ 27,999
2019	867	18	16.7	$ 83,527	1.3	$ 41,763	$1,448,477	$ 2,868	$ 16,013,714	$ 31,707
2020	886	19	17.6	$ 86,033	1.4	$ 43,016	$1,574,816	$ 3,118	$ 18,068,941	$ 35,777
2021	906	20	18.5	$ 88,614	1.5	$ 44,307	$1,707,432	$ 3,381	$ 20,318,441	$ 40,231
2022	926	20	18.5	$ 91,272	1.5	$ 45,636	$1,758,655	$ 3,482	$ 22,686,650	$ 44,920
2023	946	20	18.5	$ 94,010	1.5	$ 47,005	$1,811,415	$ 3,587	$ 25,178,664	$ 49,854
2024	967	21	19.5	$ 96,830	1.5	$ 48,415	$1,959,045	$ 3,879	$ 27,893,069	$ 55,228
2025	988	21	19.5	$ 99,735	1.5	$ 49,868	$2,017,816	$ 3,995	$ 30,747,577	$ 60,880
2026	1,010	22	20.4	$102,727	1.6	$ 51,364	$2,177,320	$ 4,311	$ 33,847,427	$ 67,018
2027	1,032	22	20.4	$105,809	1.6	$ 52,905	$2,242,639	$ 4,440	$ 37,105,490	$ 73,469
2028	1,055	23	21.3	$108,984	1.7	$ 54,492	$2,414,915	$ 4,782	$ 40,633,569	$ 80,454
2029	1,078	23	21.3	$112,253	1.7	$ 56,127	$2,487,362	$ 4,925	$ 44,339,939	$ 87,793

Appendix B: City of La Pine Income Statement

City of La Pine
General Income Statement
FY 2008 Budget Basis

	REVENUES			%
Property Taxes & Interest Income				
R1	Property Taxes *	$	209,000	
R2	Late Taxes		4,300	
R3	Interest Income		4,500	
	Subtotal		217,800	37%
Other Taxes				
R4	Hospitality Tax **		81,000	
	Subtotal		81,000	14%
Fees and Service Charges				
R5	Franchise Fees ***	$	59,000	
R6	Regulatory Fees		9,000	
R7	Other Fees		50	
	Subtotal		68,050	12%
Shared Revenue				
R8	State Shared Revenue		$ 29,800	
R9	State Gas Tax		70,500	
	Subtotal		100,300	17%
Grants				
R10	DLCD Grants	$	94,000	
R11	SCA Grant		25,000	
	Subtotal		119,000	20%
Income/Expanse Summary				
R	Total Revenue	$	586,150	76%
S	Retained Earnings		187,756	24%
FB	Available Resources	$	773,906	100%

	EXPENSES			%
Personnel Services				
E1	Labor Wages and Salaries	$	98,300	
E2	Health and Retirement		13,940	
E3	Payroll Taxes		7,061	
E4	Unemp/Worker Comp		24,000	
	Subtotal		143,301	20%
Professional Services				
E5	Planning	$	133,000	
E6	Legal Council		80,000	
E7	IT Services		12,400	
	Subtotal		225,400	31%
Capital Outlay and Services				
E8	Street Maintenance	$	165,000	
E8	Training/Membership		8,500	
E10	Repairs, Misc., Contingencies		41,500	
E11	Tourism Distributions		56,700	
	Subtotal		271,700	37%
Administrative Services				
E12	Rent	$	7,400	
E13	Utilities, postage, supplies		12,500	
E14	Elections & Notices		1,750	
E15	Contract Services		10,750	
	Subtotal		32,400	4%
Debt Service and Fees				
E16	Bond Insurance	$	2,700	
E17	State Loan		50,000	
	Subtotal		52,700	7%
E	Total Expenses	$	725,501	100%
	Net Income (loss)	$	48,405	

Permanent Tax Rates:

Fire Tax Rate/$000	1.54
City Tax Rate/$000	1.98
Total Assessment Rate	3.52

* Based on $1.80 assessment rate. Revenue using $1.98 rate would be around $230,000
** Only 30% of the city Hospitality room tax stays in the GF; the remainder goes to promotion programs
*** 2008 franchise and other fee revenue is lagging the budget estimate

Table C-1: Net General Fund Revenue

YEAR	Total revenue Present Dollars	Total road costs Present Dollars	Net GF Revenue Present Dollars
2006			
2007	$ 400,509	$ 103,100	$ 297,409
2008	$ 498,805	$ 106,073	$ 392,732
2009	$ 502,353	$ 227,580	$ 274,773
2010	$ 506,278	$ 258,323	$ 247,955
2011	$ 510,365	$ 290,442	$ 219,923
2012	$ 514,506	$ 323,986	$ 190,521
2013	$ 519,032	$ 359,005	$ 160,027
2014	$ 523,725	$ 395,553	$ 128,171
2015	$ 528,585	$ 433,685	$ 94,901
2016	$ 533,728	$ 473,455	$ 60,273
2017	$ 539,043	$ 514,921	$ 24,121
2018	$ 544,531	$ 558,145	$ (13,614)
2019	$ 550,196	$ 603,187	$ (52,992)
2020	$ 556,151	$ 650,112	$ (93,960)
2021	$ 562,402	$ 698,984	$ (136,582)
2022	$ 568,836	$ 749,873	$ (181,037)
2023	$ 575,456	$ 802,848	$ (227,392)
2024	$ 582,380	$ 857,981	$ (275,601)
2025	$ 589,495	$ 915,348	$ (325,853)
2026	$ 596,921	$ 975,025	$ (378,104)
2027	$ 604,544	$ 1,037,092	$ (432,549)
2028	$ 612,485	$ 1,101,632	$ (489,147)
2029	$ 620,630	$ 976,947	$ (356,317)

Table C-2: Total General Fund Revenue

YEAR	Property Tax Present Dollars	Gas Tax Present Dollars	Motel Tax Present Dollars	Fees & Service Charges Present Dollars	Total revenue Present Dollars
2006					
2007	$ 237,659	$ 70,500	$ 24,300	$ 68,050	$ 400,509
2008	$ 241,970	$ 68,780	$ 23,707	$ 67,851	$ 498,805
2009	$ 246,244	$ 67,103	$ 23,129	$ 67,652	$ 502,353
2010	$ 250,806	$ 65,466	$ 22,565	$ 67,454	$ 506,278
2011	$ 255,442	$ 63,870	$ 22,015	$ 67,257	$ 510,365
2012	$ 260,045	$ 62,312	$ 21,478	$ 67,060	$ 514,506
2013	$ 264,945	$ 60,792	$ 20,954	$ 66,864	$ 519,032
2014	$ 269,925	$ 59,309	$ 20,443	$ 66,668	$ 523,725
2015	$ 274,988	$ 57,863	$ 19,944	$ 66,473	$ 528,585
2016	$ 280,246	$ 56,451	$ 19,458	$ 66,278	$ 533,728
2017	$ 285,592	$ 55,074	$ 18,983	$ 66,084	$ 539,043
2018	$ 291,026	$ 53,731	$ 18,520	$ 65,891	$ 544,531
2019	$ 296,550	$ 52,421	$ 18,068	$ 65,698	$ 550,196
2020	$ 302,281	$ 51,142	$ 17,628	$ 65,506	$ 556,151
2021	$ 308,223	$ 49,895	$ 17,198	$ 65,314	$ 562,402
2022	$ 314,263	$ 48,678	$ 16,778	$ 65,123	$ 568,836
2023	$ 320,404	$ 47,491	$ 16,369	$ 64,932	$ 575,456
2024	$ 326,765	$ 46,332	$ 15,970	$ 64,742	$ 582,380
2025	$ 333,232	$ 45,202	$ 15,580	$ 64,553	$ 589,495
2026	$ 339,925	$ 44,100	$ 15,200	$ 64,364	$ 596,921
2027	$ 346,731	$ 43,024	$ 14,830	$ 64,175	$ 604,544
2028	$ 353,770	$ 41,975	$ 14,468	$ 63,988	$ 612,485
2029	$ 360,927	$ 40,951	$ 14,115	$ 63,800	$ 620,630

Table C-3: Property Tax Revenue

YEAR	Cumulative tax revenue from new development				Existing Development	Total Property Tax Revenue
	Residential	Industrial	Commercial	Total		
	Present Dollars					
2006						
2007					$ 237,659	$ 237,659
2008	$ 1,657	$ 314	$ 1,260	$ 3,152	$ 244,788	$ 241,970
2009	$ 3,299	$ 654	$ 2,625	$ 6,261	$ 252,132	$ 246,244
2010	$ 5,273	$ 1,021	$ 4,101	$ 9,652	$ 259,696	$ 250,806
2011	$ 7,362	$ 1,418	$ 5,694	$ 13,112	$ 267,487	$ 255,442
2012	$ 9,447	$ 1,846	$ 7,412	$ 16,533	$ 275,512	$ 260,045
2013	$ 11,907	$ 2,307	$ 9,264	$ 20,245	$ 283,777	$ 264,945
2014	$ 14,506	$ 2,803	$ 11,257	$ 24,032	$ 292,290	$ 269,925
2015	$ 17,250	$ 3,337	$ 13,400	$ 27,895	$ 301,059	$ 274,988
2016	$ 20,286	$ 3,910	$ 15,702	$ 31,948	$ 310,091	$ 280,246
2017	$ 23,489	$ 4,525	$ 18,174	$ 36,082	$ 319,393	$ 285,592
2018	$ 26,865	$ 5,185	$ 20,825	$ 40,299	$ 328,975	$ 291,026
2019	$ 30,423	$ 5,893	$ 23,666	$ 44,600	$ 338,845	$ 296,550
2020	$ 34,327	$ 6,651	$ 26,710	$ 49,102	$ 349,010	$ 302,281
2021	$ 38,601	$ 7,462	$ 29,967	$ 53,809	$ 359,480	$ 308,223
2022	$ 43,100	$ 8,330	$ 33,452	$ 58,608	$ 370,265	$ 314,263
2023	$ 47,834	$ 9,257	$ 37,178	$ 63,502	$ 381,372	$ 320,404
2024	$ 52,991	$10,248	$ 41,158	$ 68,610	$ 392,814	$ 326,765
2025	$ 58,414	$11,307	$ 45,409	$ 73,817	$ 404,598	$ 333,232
2026	$ 64,303	$12,437	$ 49,946	$ 79,245	$ 416,736	$ 339,925
2027	$ 70,493	$13,642	$ 54,786	$ 84,779	$ 429,238	$ 346,731
2028	$ 77,196	$14,927	$ 59,948	$ 90,541	$ 442,115	$ 353,770
2029	$ 84,237	$16,297	$ 65,450	$ 96,414	$ 455,379	$ 360,927

Table C-4: Assessed Value

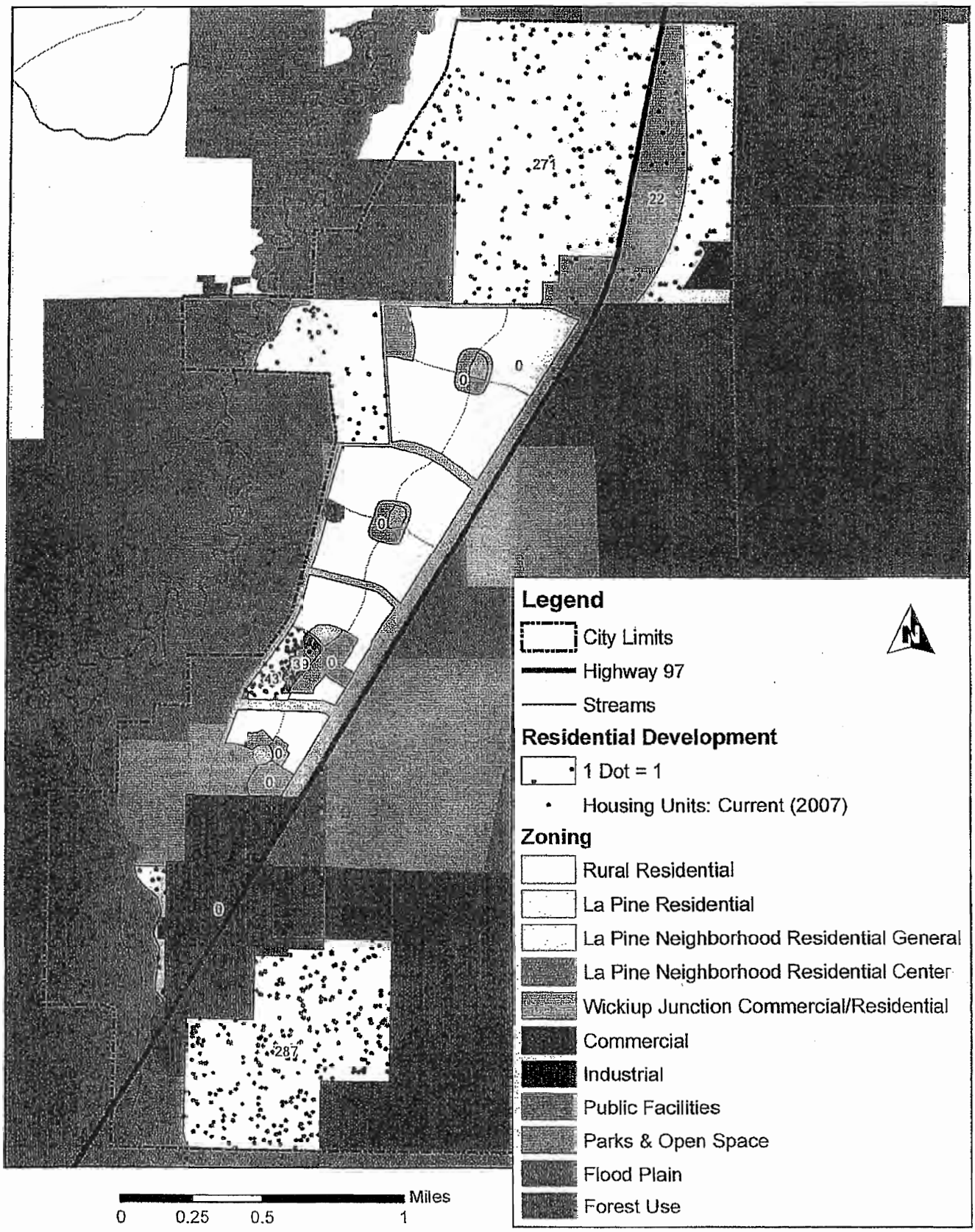
YEAR	Cumulative AV of new development				Existing Development	Total AV
	Residential	Industrial	Commercial	Total	AV Growing at 3%	
	Present Dollars	Present Dollars	Present Dollars	Present Dollars	Present Dollars	Present Dollars
2006						
2007					$ 120,029,656	$ 120,029,656
2008	$ 816,280	$ 154,650	$ 621,081	$ 1,592,011	$ 120,615,167	$ 122,207,177
2009	$ 1,585,839	$ 314,227	$ 1,261,953	$ 3,162,019	$ 121,203,533	$ 124,365,552
2010	$ 2,472,789	$ 478,869	$ 1,923,162	$ 4,874,820	$ 121,794,770	$ 126,669,590
2011	$ 3,368,354	$ 648,715	$ 2,605,274	$ 6,622,343	$ 122,388,891	$ 129,011,234
2012	$ 4,217,109	$ 823,911	$ 3,308,868	$ 8,349,887	$ 122,985,910	$ 131,335,796
2013	$ 5,185,582	$ 1,004,603	$ 4,034,537	$ 10,224,721	$ 123,585,841	$ 133,810,563
2014	$ 6,163,404	$ 1,190,944	$ 4,782,893	$ 12,137,240	$ 124,188,699	$ 136,325,939
2015	$ 7,150,641	$ 1,383,090	$ 5,554,563	$ 14,088,294	$ 124,794,497	$ 138,882,792
2016	$ 8,203,943	$ 1,581,203	$ 6,350,191	$ 16,135,337	$ 125,403,251	$ 141,538,588
2017	$ 9,267,351	$ 1,785,445	$ 7,170,440	$ 18,223,236	$ 126,014,974	$ 144,238,210
2018	$ 10,340,938	$ 1,995,987	$ 8,015,989	$ 20,352,914	$ 126,629,681	$ 146,982,595
2019	$ 11,424,779	$ 2,213,003	$ 8,887,536	$ 22,525,317	$ 127,247,387	$ 149,772,704
2020	$ 12,576,638	$ 2,436,671	$ 9,785,798	$ 24,799,107	$ 127,868,106	$ 152,667,213
2021	$ 13,797,436	$ 2,667,175	$ 10,711,512	$ 27,176,122	$ 128,491,853	$ 155,667,975
2022	$ 15,029,845	$ 2,904,702	$ 11,665,434	$ 29,599,981	$ 129,118,642	$ 158,718,623
2023	$ 16,273,949	$ 3,149,447	$ 12,648,341	$ 32,071,737	$ 129,748,489	$ 161,820,226
2024	$ 17,588,658	$ 3,401,608	$ 13,661,032	$ 34,651,297	$ 130,381,409	$ 165,032,706
2025	$ 18,915,806	$ 3,661,388	$ 14,704,325	$ 37,281,520	$ 131,017,416	$ 168,298,935
2026	$ 20,314,883	$ 3,928,999	$ 15,779,063	$ 40,022,946	$ 131,656,525	$ 171,679,471
2027	$ 21,727,160	$ 4,204,655	$ 16,886,111	$ 42,817,926	$ 132,298,752	$ 175,116,678
2028	$ 23,212,714	$ 4,488,576	$ 18,026,355	$ 45,727,645	$ 132,944,112	$ 178,671,757
2029	$ 24,712,243	$ 4,780,991	$ 19,200,709	$ 48,693,943	$ 133,592,620	$ 182,286,563

Table C-5: Road Costs

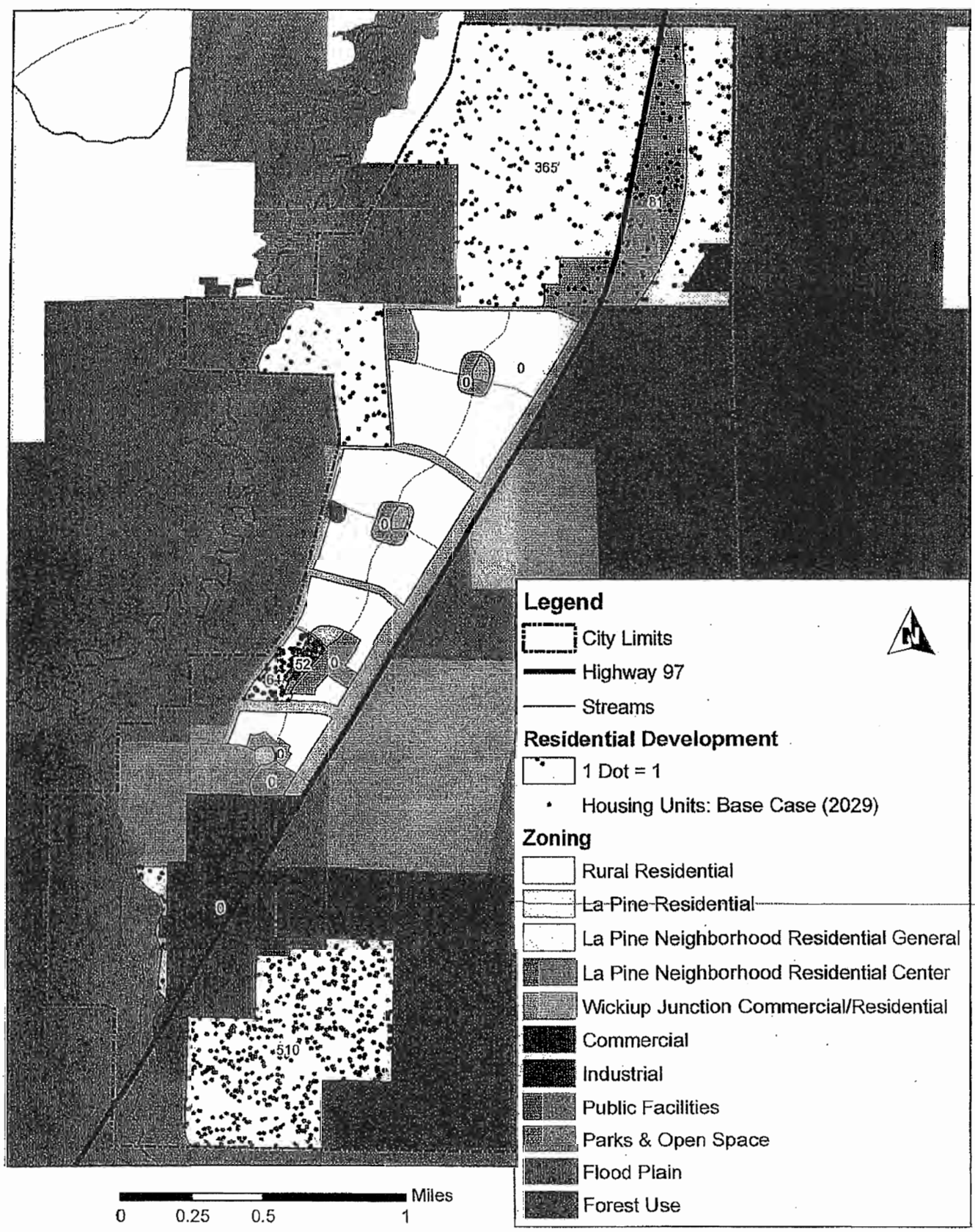
YEAR	Road Miles				Road miles maintained by city			Paving cost	Annual Road Maintenance Costs			
	county roads accepted	private roads accepted	gravel roads paved	new sub-division roads	Paved local roads	Paved collector roads	Gravel roads		Paved local roads	Paved collector roads	Gravel roads	Total
								Present Dollars				
2006												
2007					2.79	0.00	7.37	$ -	$ 40,056.43	$ -	$ 63,043.38	$ 103,099.81
2008				0.031	2.82	0.00	7.37	$ -	$ 41,491.91	$ -	$ 64,581.02	$ 106,072.93
2009	1.04	0.16	0.37	0.032	3.39	1.04	7.37	$ 91,030	$ 50,999.05	$ 19,394.71	$ 66,156.17	$ 227,580.09
2010	1.04	0.16	0.37	0.033	3.95	2.07	7.00	$ 98,250.12	$ 60,956.08	$ 39,735.49	$ 64,338.25	$ 258,323.24
2011	1.04	0.16	0.37	0.033	4.51	3.11	6.63	$ 95,524.82	$ 71,379.81	$ 61,056.98	$ 62,480.39	$ 290,442.00
2012	1.04	0.16	0.37	0.034	5.08	4.14	6.26	$ 97,854.69	$ 82,287.61	$ 83,394.90	$ 60,448.51	$ 323,985.71
2013	1.04	0.16	0.37	0.035	5.65	5.18	5.90	$ 100,241.39	$ 93,697.45	$ 106,786.15	$ 58,280.34	$ 359,005.33
2014	1.04	0.16	0.37	0.036	6.22	6.21	5.53	$ 102,686.31	$ 105,627.91	$ 131,268.83	$ 55,970.45	$ 395,553.49
2015	1.04	0.16	0.37	0.036	6.78	7.25	5.16	$ 105,190.85	$ 118,098.21	$ 156,882.26	$ 53,513.2	$ 435,684.52
2016	1.04	0.16	0.37	0.037	7.35	8.28	4.79	$ 107,756.48	$ 131,128.22	$ 183,667.03	$ 50,902.81	$ 473,454.54
2017	1.04	0.16	0.37	0.038	7.92	9.32	4.42	$ 110,384.69	$ 144,738.51	$ 211,665.06	$ 48,133.24	$ 514,921.49
2018	1.04	0.16	0.37	0.039	8.49	10.35	4.05	$ 113,077.00	$ 158,950.31	$ 240,919.58	$ 45,198.28	$ 558,145.17
2019	1.04	0.16	0.37	0.040	9.06	11.39	3.69	$ 115,834.97	$ 173,785.62	$ 271,475.23	$ 42,091.53	$ 603,187.35
2020	1.04	0.16	0.37	0.040	9.64	12.42	3.32	$ 118,660.21	$ 189,267.15	$ 303,318.09	$ 38,806.34	$ 659,111.79
2021	1.04	0.16	0.37	0.041	10.21	13.46	2.95	$ 121,554.37	$ 205,418.42	$ 336,675.68	$ 35,335.85	$ 698,984.32
2022	1.04	0.16	0.37	0.042	10.78	14.49	2.58	$ 124,519.11	$ 222,263.71	$ 371,417.07	$ 31,672.99	$ 749,872.88
2023	1.04	0.16	0.37	0.043	11.36	15.53	2.21	$ 127,556.16	$ 239,828.17	$ 407,652.89	$ 27,810.43	$ 802,847.64
2024	1.04	0.16	0.37	0.044	11.94	16.56	1.84	$ 130,667.28	$ 258,137.76	$ 445,435.35	$ 23,740.61	$ 857,981.00
2025	1.04	0.16	0.37	0.045	12.51	17.60	1.47	$ 133,854.29	$ 277,219.35	$ 484,813.36	$ 19,455.72	$ 915,347.72
2026	1.04	0.16	0.37	0.046	13.09	18.63	1.11	$ 137,119.03	$ 297,100.73	$ 525,857.49	$ 14,947.69	$ 975,024.94
2027	1.04	0.16	0.37	0.047	13.67	19.67	0.74	$ 140,463.40	$ 317,810.60	$ 568,610.14	$ 10,208.18	$ 1,037,092.31
2028	1.04	0.16	0.37	0.048	14.25	20.70	0.37	$ 143,889.33	$ 339,378.67	$ 613,135.45	$ 5,228.58	$ 1,101,632.03
2029				0.049	14.30	20.70	0.00	$ -	$ 348,857.29	$ 628,089.97	$ (0.00)	$ 976,947.26

Appendix D: Land Use Scenario Maps

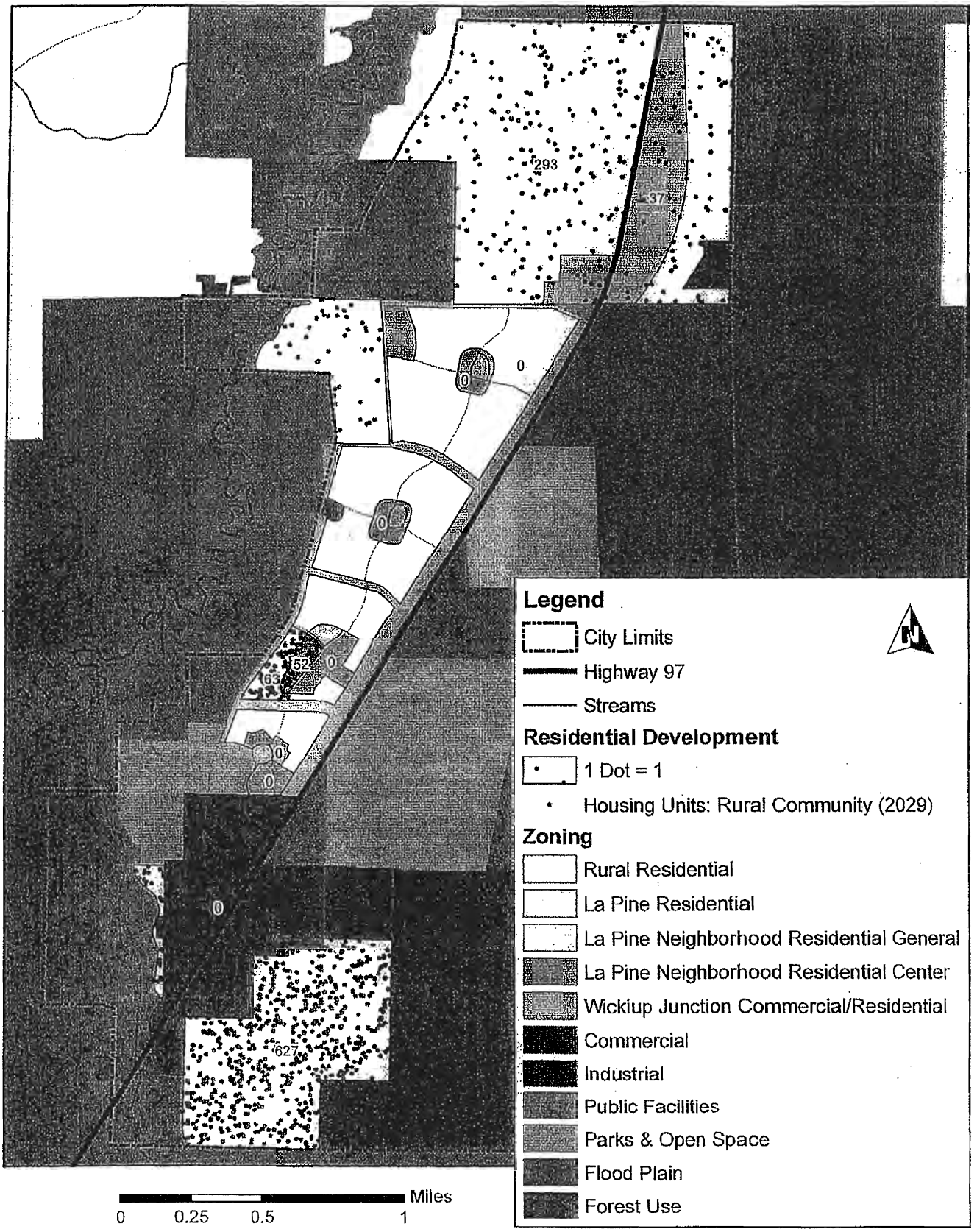
La Pine Residential Development: Current (2007)



La Pine Residential Development: Base Case



La Pine Residential Development: Rural Community



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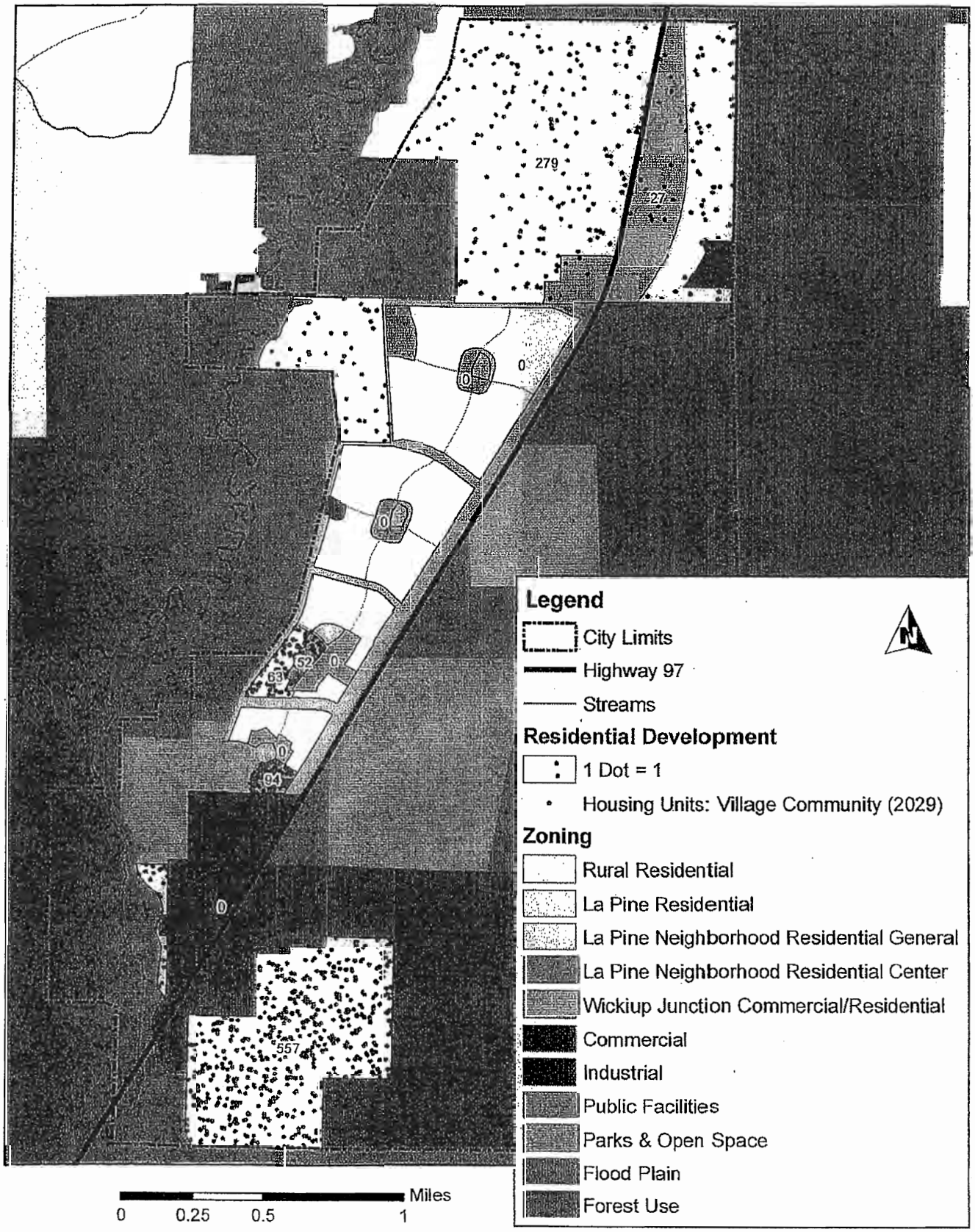

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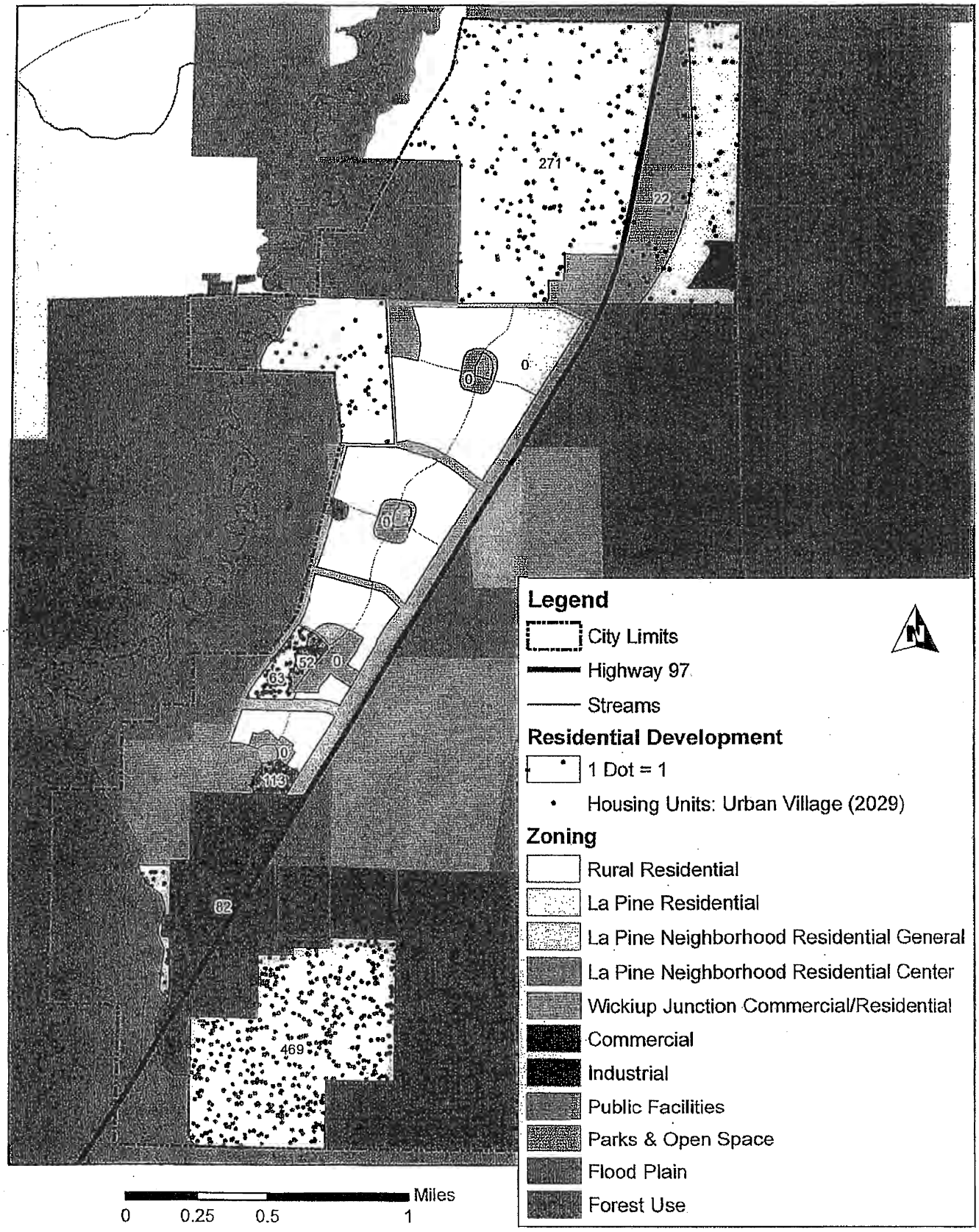

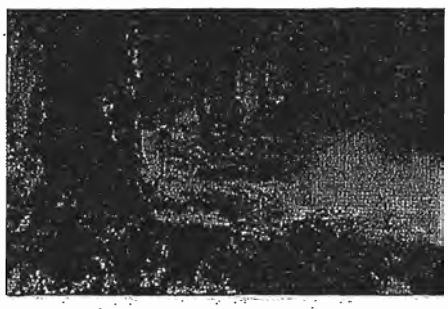

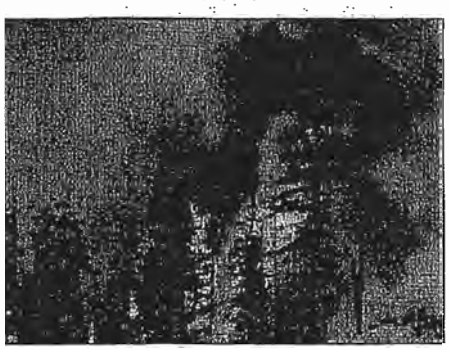

Greater La Pine Community Wildfire Protection Plan

December 13, 2005

Prepared by
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Declaration of Agreement

The Healthy Forests Restoration Act requires that the applicable local government, the local fire department, and the state entity responsible for forest management agree to the Community Wildfire Protection Plan. The undersigned have reviewed this plan and agree to the completed document.

_____ _____

Jim Gustafson, Fire Chief — Date
La Pine Rural Fire Protection District

_____ _____

Robert Young, District Forester — Date
Oregon Department of Forestry

_____ _____

Mike Daly, Chair — Date
Deschutes County Board of Commissioners

_____ _____

Dennis Luke, Budget Officer — Date
Deschutes County Board of Commissioners

_____ _____

Fred Huft, Representative — Date
Greater La Pine CWPP Steering Committee

Acknowledgements

Assembled within the true spirit of collaboration, the following people are acknowledged for their participation and commitment resulting in the creation of the Greater La Pine Community Wildfire Protection Plan.

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Greater La Pine Community Wildfire Protection Plan

Purpose

The mission of the Greater La Pine Community Wildfire Protection Plan is ***to protect against loss of life, property and natural resources as the result of wildland fire.***

This document outlines the priorities, strategies and action plans for fuels reduction treatments in the wildland urban interface. This CWPP also addresses special areas of concern and makes recommendations for reducing structual vulnerability in communities at risk. It is intended to be a living vehicle for fuels reduction, educational, and other projects to decrease overall risks of loss from wildland fire; updated and revisited at least semi-annually to meet its mission.

Wildland fire is a natural and necessary component of forest ecosystems across the country. Central Oregon is no exception. Historically, wildland fires have shaped the forests and rangelands valued by residents and visitors. Forests and rangelands in the greater La Pine basin however, are now significantly altered due to fire prevention efforts, modern suppression activities and a general lack of large scale fires, resulting in overgrown forests with closed canopies that tend to burn more intensely than in the past. In addition, the recent explosion in population has led to increased residential development into forests, in the wildland urban interface (WUI). To address these issues, members of fire agencies, local businesses and organizations, and individuals have partnered to develop the Greater La Pine Community Wildfire Protection Plan.

Although reducing the risk of wildland fire is the primary motivation behind this plan, managing the forests and rangelands for hazardous fuels reduction and fire resilience is only one part of the larger picture. Residents and visitors desire healthy, fire-resilient forests that provide habitat for wildlife, recreational opportunities, and scenic beauty.

The Greater La Pine Community Wildfire Protection Plan will assist La Pine Rural Fire Protection District and La Pine area residents in the identification of surrounding lands, including federal and state lands, at risk from severe wildland fire. It identifies strategies for reducing wildland fire fuels while improving forest health, supporting local industry and economy and improving fire protection capabilities.

Collaboration

In 2003, the federal government passed historical bi-partisan legislation: the Healthy Forests Restoration Act (HFRA). This legislation directs federal agencies to collaborate with communities in developing hazardous fuels reduction projects, and in the prioritization of treatment areas as defined by a Community Wildfire Protection Plan (CWPP). It further provides authorities to expedite the NEPA process for fuels reduction projects on federal lands. The act also requires that 50% of funding allocated to HFRA projects be used to protect communities at risk of wildland fire.

For the first time, communities have the opportunity to direct where federal agencies place their fuels reduction efforts. HFRA also allows community groups to apply for federal funding to make communities safer against the threat of wildland fire.

Through the formation of a Steering Committee, community members of La Pine, Oregon came together with representatives from La Pine Rural Fire Protection District, Oregon Department of Forestry, the USDA Forest Service, the USDI Bureau of Land Management, and Deschutes County to develop the Greater La Pine Community Wildfire Protection Plan. The plan was created in accordance with *Preparing a Community Wildfire Protection Plan: A Handbook for Wildland-Urban Interface Communities* (Communities Committee, Society of American Foresters, National Association of Counties, National Association of State Foresters 2005).

Background information

The unincorporated area of La Pine, Oregon is located approximately 30 miles south of Bend along US Highway 97 and includes the southern portion of Deschutes County. Situated primarily among thick forests of lodgepole and ponderosa pine, an estimated 18,000 residents call the La Pine basin home. In a classic wildland urban interface environment, the La Pine area is also home to abundant wildlife including deer, elk, mountain lion, and many species of birds and fish.

Historically, the La Pine basin was predominately meadow with scattered tracts of lodgepole and ponderosa pine. Following logging in the first half of the 1900's many of these stands naturally regenerated to lodgepole pine. Lodgepole pine is a species that lives and dies by high intensity and active crown fires. It is therefore less desirable from a wildland fire standpoint because of the risk these stands pose to the communities of the La Pine basin. Today, with less stand management, logging activity and highly effective wildland fire suppression, the forestland is predominantly dense lodgepole pine with some mixed stands of lodgepole and ponderosa pine. Much of the understory consists of dense bitterbrush and manzanita with some areas of native bunchgrasses. Due to the lack of disturbance, these stands continue to become more and more overcrowded.

The La Pine community has experienced four large fires that have threatened lives, property, wildlife and the landscape in the recent past. In 2001, the Crane Complex Fire burned 713 acres and the Pine Forest Fire charred 120 acres, directly threatening one of the largest residential subdivisions in the area. In 2003, the Davis Lake Fire burned 21,181 acres and threatened homes and property at Wickiup Acres. In August 2005 the Park Fire burned 139 acres and caused the evacuation of 500 people from the La Pine State Park and over 200 residents in nearby subdivisions.

Structural fire protection is afforded across the greater La Pine area by the La Pine Rural Fire Protection District with wildland fire responses met by coordinated efforts between La Pine RFPD, Oregon Department of Forestry, US Forest Service, the Bureau of Land Management and neighboring fire departments in Walker Range, Crescent and Sunriver.

As part of the ongoing wildland fire risk management of the surrounding public and private forestlands, the US Forest Service, the Bureau of Land Management, Oregon Department of Forestry, Deschutes County and private landowners are engaged in several current fuels treatment projects.

Community Base Maps

The Greater La Pine CWPP relies on the following maps and GIS data:

- Greater La Pine WUI boundary with nine identified communities at risk and land ownership
- Historical fire starts and large fire history
- Fire Regime Condition Class and Oregon Forestland-Urban Interface Fire Protection Act of 1997 (SB 360) ratings
- Crown Fire Potential

Community Profile

Wildland Urban Interface Description

The Healthy Forests Restoration Act defines wildland urban interface (WUI) as an area within or adjacent to an at risk community that has been identified by a community in its wildfire protection plan or, for areas that do not have such a plan, as an area:

- extending ½ mile from the boundary of an at risk community,
- extending 1½ miles from the boundary of an at risk community when other criteria are met such as a sustained steep slope or a geographic feature that creates an effective firebreak, or is classified as fire condition class 3 land,
- or that is adjacent to an evacuation route.

The La Pine Community has carefully planned and mapped the WUI. The Deschutes County line marks the southern edge of the WUI while the Upper Deschutes River Natural Resources Coalition CWPP marks the boundary to the north. The community of La Pine and seven of the nine identified communities at risk lie in the core of the Greater La Pine WUI boundary. The vast majority of land adjacent to the identified communities is federal land. The Greater La Pine wildland urban interface boundary is approximately 100 square miles. For more detailed information, see the maps in Appendix A.

The Steering Committee utilized the most recent tax information available to identify and name the following nine "communities at risk" within the Greater La Pine WUI for assessment and prioritization.

- **Little Deschutes River** – 7,391 acres with 577 structures including named developments: Summit Acres, Lazy River, Pine Crest Ranchettes, Holmes Acres, Bradcomb, Potters Estates, Cagle Subdivision, La Pine Meadows, Sundown Park, and Wickiup Commercial.
- **Newberry Estates** – 324 acres with 190 structures
- **Ponderosa Pines** – 1,023 acres with 331 structures
- **6th & Dorrance Meadow** – 7,549 acres with 934 structures including named developments: Conifer Acres, Lechner Acres, Sand Lilly Estates, Woodland Park Homesites, Safari Acres, Glenwood Acres, Newberry Neighborhood, Timber Haven, Rosland Vacation Plat, Ponderosa Pines East, Deschutes River Acres, Rio Land, Bluewood, CL & D Ranch, Singing Pines, South Park, Pierce Tracts, and Dora's Acres.
- **Masten Road Area** – 7,211 acres with 132 structures including named developments: Wagon Trail North, Hockman, The South Forty, and Deer Forest Acres.
- **Day Road Corridor** – 5,122 acres with 1,726 structures including named developments: Deschutes River Recreation Sites, Terra De Oro Estates, Parkway Acres, Meadowcrest Acres, Tall Pines, Ammon Estates, Crane Prairie, Pine Meadows Tracts, Bieler Boys Estates, Danielle's Acres, Los Pinos, Alpine Meadows, Jacobsen's North Addition, Forest View, CW Reeve Resort, Lynne Acres, Anderson Acres, Jacobsen's South Addition, Evergreen Park, and Ahern Acres.
- **Huntington South** – 3,492 acres with 173 structures including named developments: Newberry Business Park, Hinkle Road Tracts, La Pine Industrial, Huntington Meadows, Finley Butte and Roan Park.

- **Wickiup Acres** – 33 acres with 26 structures – no fire protection from La Pine RFPD, wildland fire protection only from Oregon Department of Forestry.
- **Section 36** – 629 acres with 5 structures – no fire protection from La Pine RFPD, wildland fire protection only from Oregon Department of Forestry.

Fuel Hazards and Ecotypes

The Greater La Pine area is a mosaic of vegetation types including:

- Ponderosa pine
- Lodgepole pine
- Manzanita
- Bitterbrush
- Riparian areas

Ponderosa pine is currently found in meadows and in scattered tracts of lodgepole pine stands. There are relatively few pure stands of ponderosa pine remaining in the La Pine basin.

Historically, ponderosa pine forests contained more understory grasses and shrubs than are present today. These plants combined with fallen pine needles, formed fast-burning fuels that led to recurrent widespread burning. Frequent low-intensity ground fires that occur with a fire return interval of 11-15 years characterize the fire regime for ponderosa pine. The pattern of low ground fires and stand dynamics resulted in the open park-like conditions that early inhabitants and visitors found in the region.

Less stand management, logging activity and highly effective wildland fire suppression, have significantly altered the ponderosa pine forest type. Removal of the larger "yellow belly" pines has dramatically decreased clumpy open forests, replacing them with more evenly spaced and smaller "black-bark" forests. Similar to other species of conifer forest types, the suppression of fire has greatly increased the stocking levels (number of trees) and density of trees, creating ladder fuels and putting the stands at risk of attack from insects and disease. These factors have contributed to more intense fires in ponderosa pine forests in recent years.

Mature **lodgepole pine** in central Oregon is characterized by dense, uniform stands, an absence of other species, and a general lack of understory shrub or herbs (although bitterbrush is often found with mature lodgepole pine). Lodgepole pine forests exhibit a moderate severity fire regime with a fire return interval between 60 and 80 years. Fire in lodgepole pine stands can be low, moderate, or severe over time and often result in full stand replacement.

In addition to fire, mountain pine beetles are worth noting as a significant disturbance agent as the two processes are linked. The fire cycle in lodgepole pine is 60-80 years and occurs as follows: a stand replacement fire leads to stand regeneration ➔ Dead snags from the fire fall to the forest floor and fuels begin to accumulate ➔ Windstorms blow more trees to the ground ➔ Forest fires burn some of the downed logs and lead to heart rot in the standing trees ➔ The heart rot stresses the stands and makes it vulnerable to attack by the mountain pine beetle ➔ A major outbreak of the mountain pine beetle causes significant mortality and soon the conditions are ripe for another stand replacement fire.

Manzanita is a shrub that occurs throughout the Greater La Pine area, usually mixed with other shrub species such as bitterbrush. Manzanita is established both through sprouts and seeds that are stimulated by fire. Fires in manzanita are conducive to rapid and extensive fire spread due to both physical and chemical characteristics. Manzanita is particularly susceptible to fire due to its stand density, presence of volatile materials in the leaves, low moisture content of the foliage and persistence of dead branches and stems.

Bitterbrush occurs throughout the Greater La Pine area on all aspects and elevations. Fire severely damages bitterbrush, especially if rain is not received shortly after a burn. Bitterbrush is fire dependent, but not fire resistant. It regenerates mostly from seed after a fire and is often from caches of seeds made by rodents. Bitterbrush will sprout after burning regardless of the severity of the burn and matures relatively quickly. Consequently, the greater La Pine wildland-urban interface area is rich with patches of bitterbrush that provide fire-ready ladder fuels for taller tree stands.

A **riparian area** is defined as the strip of moisture-loving vegetation growing along the edge of a natural water body. The exact boundary of the riparian area is often difficult to determine because it is a zone of transition between the water body and the upland vegetation. The Little Deschutes River and Paulina Creek flow through the greater La Pine WUI boundary creating large riparian areas along the middle and northeastern portions of the planning area. Vegetation types in these riparian areas vary from grasses, forbs and willows. The primary concern from a wildland fire perspective is during the spring and autumn when the vegetation has either cured or "greenup" has not begun.

The result of the fuel hazards and forest types in the greater La Pine area is an overgrowth of trees, forest floor fuels and an abundance of dead or dying vegetation that contribute to a substantially elevated risk of wildland fires that are difficult to control. These overly dense conditions lead to fire behavior that produce flame lengths over eight feet with crowning and torching that can result in stand replacement severity fires.

Not only have large, stand replacement fires not occurred, but also the more frequent low intensity fires have not been allowed to burn either. This practice of fire exclusion along with insufficient vegetation/fuels reduction has resulted in the buildup of excessive live and dead fuels.

Community Assessment of Risk

The Greater La Pine Community Wildfire Protection Plan utilized three risk assessment methodologies: the Oregon Department of Forestry Assessment of Risk Factors and Fire Regime Condition Class & Oregon Forestland-Wildland Urban Interface Fire Protection Act of 1997 (SB 360) classification ratings. The group also used the National Fire Protection Association (NFPA) 1144 Structural Vulnerability Assessment. These assessments are combined for overall ratings and used separately to identify specific hazards in the communities at risk.

ODF Assessment of Risk Factors

Risk of Wildfire Occurrence

The risk of wildfire occurrence refers to the likelihood of a fire occurring based on historical fire occurrence, home density and ignition sources. The risk is high for the entire La Pine area based on historical evidence of fire starts as well as ready ignition sources like abundant dry lightning storms, debris burning, equipment use, juveniles, widespread camping, and arson.

The current condition of the vegetation on the federal and private lands within the greater La Pine WUI poses an extreme risk of catastrophic loss from wildland fire. La Pine is also threatened by the likely possibility of a crown fire sweeping into the community, or by embers falling on the community from an adjacent wildland fire.

Hazard

The hazard rating describes resistance to control once a fire starts based on weather, topography (including slope, aspect and elevation), vegetation and crown fire potential. As stated earlier, less logging activity and effective wildland fire suppression has led to a forestland of dense lodgepole pine with some mixed stands of lodgepole and ponderosa pine. Much of the understory consists of dense bitterbrush and manzanita with some areas of native bunchgrasses. Due to the lack of disturbance these stands continue to become more and more overcrowded.

A wildland fire could start within the communities or in any of the forested areas adjacent to and/or surrounding the communities. With a fire of any significance, it could be difficult to assemble the resources necessary to adequately address all of the fire and life safety issues that could arise in the early stages of emergency operations. The potential exists for a catastrophic wildland fire for any number of reasons, during any time of year.

Values Protected

The human and economic values protected in the Greater La Pine planning area range from low to high with an average rating of moderate. These ratings are based on home

density per ten acres and community infrastructure such as power substations, transportation corridors, water and fuel storage, etc.

There are approximately 6,900 homes in the unincorporated area of La Pine, with an appraised value of $925 million. In addition, there are approximately 29,430 acres of private land with an appraised value of $185 million. 170 businesses operate in the La Pine area, with an appraised value of $71 million.

The essential infrastructure includes utilities, roads, water and sewer systems and has an approximate replacement value of $275,000 per mile for electrical transmission lines; $150,000 per mile of electrical distribution lines; and $2 million per electrical sub-station. Loss to roads, water and sewer systems would be minimal because most are underground or otherwise not flammable.

Other Community Values

Of high importance to residents and business owners in La Pine is the value placed on scenic beauty and recreational opportunities that exist on public lands both within and adjacent to the planning area. If a large wildland fire occurs in this area which resulted in area closures or the closure of US Highway 97, the economic loss to businesses could be as much as $50,000 per day.

The loss of recreational use by visitors to the area as a result of scenic quality, specifically large "burn over" areas, will have an unknown economic impact not only to the La Pine area, but to the remainder of Deschutes County and neighboring cities like Bend, Redmond and Sisters. If a large wildland fire occurs in this area, the result will be catastrophic loss to both the developed and dispersed recreational opportunities in the greater La Pine area.

Protection capability

Fire protection capability in the Greater La Pine planning area ranges from low to high with an average ranking of moderate. The ratings are based on fire protection capability and resources to control and suppress wildland and structural fires. The ratings also consider response times and community preparedness.

<u>La Pine Rural Fire Protection District</u>

The La Pine RFPD provides first response structural and wildland fire coverage within its 115 square mile service district. The District provides Emergency Medical Services, including Advanced Cardiac Life Support transport, within a 1,000 square mile boundary.

Two communities within the greater La Pine WUI boundary are not protected by the La Pine Rural Fire Protection District: Wickiup Acres and Section 36. Both areas are afforded wildland fire protection by Oregon Department of Forestry.

The District is managed by a five-member elected board of directors. The District consists of 20 career and 14 volunteer positions involved directly in fire and EMS

operations. The District also houses three resident students who participate in the Fire/EMS program at Central Oregon Community College. All firefighting personnel have received training in wildland firefighting practices, structural fire protection and suppression techniques, and other related topics. The District has adopted the National Incident Management Systems (NIMS) Incident Command System and all personnel have received training and continue to train in its use. There are three career personnel and 19 support volunteers not involved in fire and EMS.

The District works out of one centrally located fire station and two satellite stations. It maintains a fleet of three structural fire engines, three Advanced Cardiac Life Support ambulances, three heavy brush engines, one light brush engine, three water tenders and three staff/utility vehicles.

The District is a party to the Central Oregon Mutual Aid Agreement. In the event of a major fire the department may request assistance from all other fire departments that are signatory to the agreement. In addition to Central Oregon Fire Departments, this includes The US Forest Service, Oregon Department of Forestry, and the Bureau of Land Management. Conversely, when these agencies need assistance and the District has resources available, it assists them. The La Pine Rural Fire Protection District and Sunriver Fire Department cooperate in "automatic aid" which includes response zones in certain parts of each district.

Oregon Department of Forestry

Within the greater La Pine WUI, private forestland is protected by the Central Oregon District of the Oregon Department of Forestry (ODF). ODF provides wildland fire response for fires burning on, or threatening private forestlands paying a Forest Patrol Assessment. There are some areas within the greater La Pine WUI that receive dual protection from ODF and the La Pine RFPD because they are located within the rural fire protection district and are also classified as private forestland within the ODF district. In those cases La Pine RFPD provides initial response and transfers fire command to ODF upon their arrival.

Oregon Department of Forestry provides one Type 6 engine in the La Pine area during fire season, typically June through October. Twelve additional engines are available for response in the Prineville-Sisters unit. Statewide resources are also available to ODF including initial attack hand crews, dozers, water tenders, helicopters, air tankers, and overhead staff positions.

USDA Forest Service and USDI Bureau of Land Management

The Forest Service and BLM provide wildland fire protection on the federal lands within the greater La Pine area. Together, they are identified as the Central Oregon Fire Management Service (COFMS). COFMS includes the Deschutes National Forest, the Ochoco National Forest, the Crooked River National Grassland, and the Prineville District of the BLM. These four units are managed cooperatively under combined leadership, with an Interagency Fire Management Officer, two Deputy Fire Management Officers, and a Board of Directors including decision makers from both agencies, with

Forest Service District Rangers and BLM Field Managers. COFMS has a central dispatching facility in partnership with the Oregon Department of Forestry that serves as a communications hub for fire and fuels operations, as well as safety and training issues for COFMS. In total, COFMS provides the following resources: 15 engines, 4 initial attack hand crews, 6 prevention units, 2 dozers, 2 water tenders, 1 helicopter with module, 35 smokejumpers, 2 Inter-regional Hotshot crews, 1 air tanker, 1 National Fire Cache, 1 interagency dispatch center and 20 overhead staff positions.

Anytime an incident grows beyond the capability of the local resources a request may be made to the State and to the Pacific Northwest Coordination Center for additional wildland fire fighting resources.

Law Enforcement

Police services are provided by Deschutes County Sheriff in the La Pine basin. The Sheriff's Department has responsibility for ensuring the safe and orderly evacuation of the community in the event of a major emergency. A number of resources have been allocated to accomplish this task including hi/lo sirens on vehicles; emergency notification via radio and television; reverse 9-1-1 capability; Sheriff's Department staff; La Pine Rural Fire Protection District staff and community-wide volunteers. Any other issues relative to a major emergency are addressed by the Countywide Disaster Plan and the County Department of Emergency Services.

Oregon State Police assists the federal agency law enforcement efforts and cooperates with Deschutes County for protection in the greater La Pine area.

Community Preparedness

Also under the category of Protection Capabilities, the ODF Assessment of Risk examines a community's level of organization and preparedness to respond in an emergency situation. The assessment looks at whether the area has an organized stakeholder group that looks out for its own area through mitigation efforts, a phone tree, etc. Or, does the area only receive outside efforts such as newsletters, mailings or FireFree information from other groups? In the Greater La Pine WUI, the communities at risk varied from having a high level of organization to not having any. The Steering Committee used local knowledge to determine the level of preparedness. The average value rating for community preparedness was moderate.

The following table is a summary of the nine identified communities, the value ratings and total score for each community in each category. The higher the total score in this assessment, the higher the overall risk.

Table 1 – ODF Assessment of Risk

Community	Risk	Hazard	Protection capability	Values protected	Structural vulnerability	Total score	Rank
Newberry Estates	High (40)	Extreme (74)	Moderate (10)	High (40)	Moderate (53.68)	**217.68**	1
6th & Dorrance	High (35)	Extreme (66.5)	Moderate (10)	High (35)	Moderate (52.33)	**198.83**	2
Day Road Corridor	High (35)	Extreme (69)	Moderate (10)	High (35)	Moderate (45.00)	**194.00**	3
Wickiup Acres	High (30)	Extreme (74)	High (19)	Low (2)	High (68.50)	**193.50**	4
Ponderosa Pines	High (35)	Extreme (69)	Low (8)	Moderate (25)	Moderate (51.52)	**188.52**	5
Masten Road Area	High (30)	Extreme (71.5)	Moderate (10)	Moderate (22)	Moderate (46.34)	**179.84**	6
Huntington South	High (30)	Extreme (69)	Moderate (10)	Moderate (22)	Moderate (44.26)	**175.26**	7
Little Deschutes River	High (30)	Extreme (64)	Moderate (10)	Moderate (22)	Moderate (44.72)	**170.72**	8
Section 36	High (30)	Extreme (74)	High (19)	Low (2)	Low (26.00)	**151.00**	9

Risk: Describes the likelihood of a fire occurring based on historical fire occurrence and ignition sources.

Hazard: Describes resistance to control once a fire starts based on weather, topography and fuel.

Protection capability: Describes fire protection capability and resources based on type of protection, response times and community preparedness.

Values protected: Describes the human and economic values in the community based on home density per ten acres and community infrastructure such as power substations, transportation corridors, water and fuel storage, etc.

Structural vulnerability: Describes the likelihood that structures will be destroyed by wildfire based on roofing and building materials, defensible space, separation of homes, fire department access and street signage.

Total score: A sum of all the points from each category surveyed.

Rank: An ordered numerical ranking based on the total points.

Fire Regime Condition Class and Senate Bill 360 ratings

Fire Regime Condition Class considers the type of vegetation and the departure from its natural fire behavior interval.

Five natural (historical) fire regimes are classified based on the average number of years between fires (fire frequency) combined with the severity of the fire on dominant overstory vegetation. Fire regimes I through IV are each represented on the landscape in the greater La Pine planning area. Lodgepole pine for example has a 60-80 year fire interval with the potential for full stand replacement fires. Lodgepole pine therefore falls within Fire Regime IV which describes species with fire return intervals between 35 – 100 years. Ponderosa pine has an 11-15 year natural fire interval with a low potential for stand replacement fires. Therefore, ponderosa pine falls under Fire Regime I which describes species with fire return intervals between 0-35 years.

The following table summarizes Fire Regimes.

Table 2 – Fire Regimes

Fire Regime Group	Fire Frequency	Fire Severity	Plant Association Group
I	0 – 35 years	Low severity	Ponderosa pine, manzanita, bitterbrush
II	0 – 35 years	Stand replacement	Western juniper
III	35 – 100+ years	Mixed severity	Mixed conifer dry
IV	35 – 100+ years	Stand replacement	Lodgepole pine
V	> 200 years	Stand replacement	Western hemlock, mixed conifer wet

Condition Class categorizes a departure from the natural fire regime based on ecosystem attributes. In Condition Class 1, the historical ecosystem attributes are largely intact and functioning as defined by the historical natural fire regime. In other words, the stand has not missed a fire cycle. In Condition Class 2, the historical ecosystem attributes have been moderately altered. Generally, at least one fire cycle has been missed. In Condition Class 3, historical ecosystem attributes have been significantly altered. Multiple fire cycles have been missed. The risk of losing key ecosystem components (e.g. native species, large trees, soil) is low for Class 1, moderate for Class 2, and high for Class 3.

Lodgepole pine in the La Pine basin is considered in Condition Class 1 because it is currently within its historical and natural fire interval. It nonetheless poses a significant threat to communities due to its overgrowth and potential for large, stand replacement fires. For this reason, the steering committee also considered crown fire potential. This takes into account areas of high hazard such as lodgepole pine stands that may be in condition class 1, but still pose a significant risk to communities.

The following table summarizes Condition Class.

Table 3 – Condition Class

Condition Class	Attributes
Condition Class 1	▪ Fire regimes are within or near an historical range. ▪ The risk of losing key ecosystem components is low. ▪ Fire frequencies have departed from historical frequencies (either increased or decreased) by no more than one return interval. ▪ Vegetation attributes are in tact and functioning within an historical range.
Condition Class 2	▪ Fire regimes have been moderately altered from their historical range. ▪ The risk of losing key ecosystem components has increased to moderate. ▪ Fire frequencies have departed (either increased or decreased) from historical frequencies by more than one return interval. This change results in moderate changes to one or more of the following: fire size, frequency, intensity, severity or landscape patterns. ▪ Vegetation attributes have been moderately altered from their historic ranges.
Condition Class 3	▪ Fire regimes have been significantly altered from their historical range. ▪ The risk of losing key ecosystem components is high. ▪ Fire frequencies have departed (either increased or decreased) by multiple return intervals. This change results in dramatic changes to one or more of the following: fire size, frequency, intensity, severity, or landscape patterns. ▪ Vegetation attributes have been significantly altered from their historic ranges.

The Steering Committee considered available GIS data that shows the amount of Condition Class 2 and 3 lands in the Greater La Pine WUI. The nine communities at risk were ranked and given a corresponding score based on the amount of Condition Class 2 and 3 lands in each community, with 1 representing the highest amount of Condition Class 2 and 3 lands. Therefore, the lower the ranking from this exercise, the higher the risk of catastrophic wildland fire. The summary of the scores in each area is shown in Table 4.

SB 360 ratings refer to the classification of risk under the Oregon Forestland – Urban Interface Fire Protection Act of 1997 based on the amount and type of vegetation on private property. Classifications in the Greater La Pine planning area include "high", "extreme", and "high density extreme".

The Steering Committee combined the SB 360 classification map and the Fire Regime Condition Class map to reveal where "extreme" and "high density extreme" lands overlap with Condition Class 2 and 3 vegetation. The Steering Committee then ranked and gave a corresponding score to the nine communities at risk based on the amount of Condition Class 2 and 3 vegetation found on the "extreme" and "high density extreme" lands, with 1 referring to the highest amount of Condition Class 2 and 3 vegetation on "high density extreme" lands. Table 4 shows the summary of this exercise.

Table 4 also shows the combined scores for both exercises above in each of the nine communities. The lower the combined score for each community, the higher the risk.

Table 4 – Fire Regime Condition Class & Senate Bill 360 Classifications

Community	Fire Regime Condition Class Score	Senate Bill 360 Score	Total score	Rank
Newberry Estates	1	4	5	1
Ponderosa Pines	4	1	5	1
Masten Road Area	5	1	6	2
6th & Dorrance	3	3	6	2
Day Road Corridor	2	6	8	3
Wickiup Acres	8	2	10	4
Huntington South	6	6	12	5
Little Deschutes River	7	6	13	6
Section 36	8	5	13	6

Neighborhood Structural Vulnerability

The steering committee agreed to utilize the NFPA 1144 structural vulnerability assessment. It evaluates survivability of structures in the event of a wildland fire. Local fire professionals and neighborhood leaders conducted the assessment in each of the nine communities at risk. The assessment is based on factors such as roofing and building materials, defensible space and distance between structures, and fire department access.

Table 5 is a summary of the NFPA 1144 Structural Vulnerability exercise. The higher the total score for each community, the higher the risk.

Table 5 – NFPA 1144 Structural Vulnerability

Community	Total score	Rank
Wickiup Acres	68.50	1
Newberry Estates	53.68	2
6th & Dorrance	52.33	3
Ponderosa Pines	51.52	4
Masten Road Area	46.34	5
Day Road Corridor	45.00	6
Little Deschutes River	44.72	7
Huntington South	44.26	8
Section 36	26.00	9

The Steering Committee agreed to combine the three risk assessments and the following table summarizes all three risk assessments and assigns an overall rank for each of the nine communities. The lower the total score of all three assessments, the higher the risk.

Table 6 – Summary of the three risk assessments

Community	ODF Assessment of Risk Factors	Fire Regime Condition Class & Senate Bill 360	NFPA 1144 Structural Vulnerability	Total score	Overall rank
Newberry Estates	1	1	2	**4**	**1**
6th & Dorrance	2	2	3	**7**	**2**
Wickiup Acres	4	4	1	**9**	**3**
Ponderosa Pines	5	1	4	**10**	**4**
Day Road Corridor	3	3	6	**12**	**5**
Masten Road Area	6	2	5	**13**	**6**
Huntington South	7	5	8	**20**	**7**
Little Deschutes River	8	6	7	**21**	**8**
Section 36	9	6	9	**24**	**9**

Areas of special concern

Evacuation routes

Also of high importance to the residents and business owners in greater La Pine is the condition of the roads and the lack of evacuation routes in the area. The Steering Committee is concerned with the lack of maintained roads leading in and out of the high risk areas in the WUI boundary. Should an evacuation be necessary, as in the recent evacuation of over 700 people during the Park Fire, the Steering Committee expressed great concern over the quality of the evacuation routes. Many of the egress routes in the La Pine area are dirt roads that contribute to substantial dust and debris clouds as vehicles attempt to use them. During the summer months, after a few cars travel the road, the dust is so dense that it is not safe for vehicles to continue using the road until the dust settles. Lack of maintenance has led to deteriorated road surfaces with large potholes, ruts and washboards that slow evacuation efforts and cause some vehicles to break down, further complicating a mass departure from the area. The current condition of the evacuation routes is a life safety issue.

Two of the communities at risk have populated areas with only one way in and one way out. In the Little Deschutes River Corridor, the Lazy River South neighborhood has only one road for ingress and egress, and it is over a bridge, which presents additional risks in the event of an evacuation. The Deer Road neighborhood in the 6th & Dorrance Meadow community also only has one way in and out. These will be of high priority for evaluation and project determination by the Steering Committee following the completion of this plan.

Vacant lots

Within the Greater La Pine Community Wildfire Protection Plan boundary, over 50% of the private lands are vacant lots. Many of those are owned by "absentee owners". In general, vacant lots owned by absentee owners present a specific threat to neighborhoods in that owners have no connections to the neighborhoods and in most cases do not recognize their responsibility to contribute to the safety of the entire neighborhood by reducing the hazardous vegetation on their properties. The risk of destructive wildland fires is thereby greater inside these neighborhoods due to the lack of owner attention on vacant lots.

Deschutes County is the property owner for approximately 300 acres of half-acre or larger lots. The Oregon Forestland-Urban Interface Fire Protection Act of 1997 (also known as Senate Bill 360) only addresses vacant lots that are classified as "High Density Extreme" with a recommended standard of a 20-foot fuel break around each vacant lot. Only a small percentage of the plan area is classified as "High Density Extreme" yet there are thousands of acres in the plan area that pose a significant threat to neighboring lands. The Oregon Department of Forestry along with Deschutes County and the La Pine Fire District are currently working on solutions to this issue, including a proposed county ordinance that addresses all vacant lots.

2 Prioritized Hazard Reduction Recommendations and Preferred Treatment Methods

The Steering Committee agreed that the Greater La Pine Community Wildfire Protection Plan is a tool that can be used for many outcomes. The following is an outline of the priorities and preferred treatments under the Greater La Pine Community Wildfire Protection Plan.

Federal and State owned lands

Federal lands make up a majority of the Greater La Pine CWPP and each of the nine neighborhoods is adjacent to public land managed by either the Forest Service or the Bureau of Land Management. State owned lands represent only a small percentage of the lands within the plan area. The state also bears fire protection responsibility for the La Pine State Park which borders the Greater La Pine WUI boundary. Although it is outside the greater La Pine WUI, the Steering Committee expresses great concern over the significant threat to adjacent neighborhoods and recommends that it be recognized as a priority area for fuels treatment. It is the intent of the Steering Committee that the Greater La Pine WUI be subject to expedited measures for hazardous fuels treatment and allocation of funds to protect the communities and neighborhoods as stipulated by the Healthy Forests Restoration Act.

The included maps show the WUI boundary throughout the Greater La Pine CWPP and the individual neighborhoods calling for protection specifically by reducing wildland fuel hazards on public lands.

The standard of the Greater La Pine CWPP is to decrease the risk of uncharacteristic wildland fire behavior by reducing fuel loads to that which can produce flame lengths of less than four feet in the areas within the ¼ mile buffer of each community at risk. This enables safe and effective initial attack. This standard will be achieved by the federal and state landowners through a variety of treatment methodologies such as prescribed burning and mechanical treatments.

Based on the combined risk assessments shown in Table 6, the priorities of the Greater La Pine Community Wildfire Protection Plan with regard to federal and state owned lands within the WUI are as follows:

1) Condition class 2 and 3 lands and all areas where crown fire potential is rated extreme:

A) Within ¼ mile of each community at risk portions of the WUI utilizing the following priorities:

- Newberry Estates, 6th and Dorrance and Wickiup Acres
- Ponderosa Pines, Day Road, and Masten Road.
- Little Deschutes Corridor, Huntington South and Section 36

B) Within 300 feet of any evacuation route from each community at risk. Specific treatment should address fuels issues on a landscape scale rather than acre by acre.

2) Condition class 2 and 3 lands and all areas where crown fire potential is rated extreme, beyond ¼ mile of each prioritized community at risk, in ¼ mile increments until the WUI boundary is reached.

In general, the dominant strategy in all areas should be thinning from below, in an effort to restore large tree, open park-like ponderosa pine dominated forests. In exclusively lodgepole pine stands where site conditions are favorable to ponderosa pine, intensive thinning should occur with a reforestation strategy to restore a proper ratio, as determined by the agency, of lodgepole to ponderosa pine. In exclusively lodgepole pine stands where site conditions are not favorable to ponderosa pine, thinning should occur to provide a minimum of 20' X 20' spacing, and excessive dead/down fuels should be removed followed by understory maintenance.

Industrial and non-industrial private timberlands

The Steering Committee recommends continued partnerships with private timberland owners that encourage the following standard and treatments.

The standard of the Greater La Pine CWPP is to decrease the risk of uncharacteristic wildland fire behavior by reducing fuel loads to that which can produce flame lengths of less than four feet in the areas within the ¼ mile buffer of each identified neighborhood. This enables safe and effective initial attack. This standard will be achieved by the industrial and non-industrial timberland owners through a variety of treatment methodologies such as prescribed burning and mechanical treatments.

Based on the combined risk assessments shown in Table 6, the priorities of the Greater La Pine Community Wildfire Protection Plan with regard to industrial and non-industrial timberlands within the WUI are as follows:

1) Condition class 2 and 3 lands and all areas where crown fire potential is rated extreme:

A) Within ¼ mile of each community at risk portions of the WUI utilizing the following priorities:

- Newberry Estates, 6th and Dorrance and Wickiup Acres
- Ponderosa Pines, Day Road, and Masten Road.
- Little Deschutes Corridor, Huntington South and Section 36

B) Within 300 feet of any evacuation route from each community at risk. Specific treatment should address fuels issues on a landscape scale rather than acre by acre.

2) Condition class 2 and 3 lands and all areas where crown fire potential is rated extreme, beyond ¼ mile of each prioritized community at risk, in ¼ mile increments until the WUI boundary is reached.

In general, the dominant strategy in all areas should be thinning from below, in an effort to restore large tree, open park-like ponderosa pine dominated forests. In exclusively lodgepole pine stands where site conditions are favorable to ponderosa pine, intensive thinning should occur with a reforestation strategy to restore a proper ratio, as determined by the landowner, of lodgepole to ponderosa pine. In exclusively lodgepole pine stands where site conditions are not favorable to ponderosa pine, thinning should occur to provide a minimum of 20' X 20' spacing, and excessive dead/down fuels should be removed followed by understory maintenance.

Private and County owned lands

The standard of the Greater La Pine CWPP is to decrease the risk of uncharacteristic wildland fire behavior by reducing fuel loads to that which can produce flame lengths of less than four feet in the areas within the ¼ mile buffer of each community at risk. This enables safe and effective initial attack. This standard will be achieved by the private landowners through a variety of treatment methodologies such as prescribed burning and mechanical treatments.

On private lands within the Greater La Pine CWPP WUI boundary with structural improvements, the goal is for each structure to meet the defensible space requirements identified in the Oregon Forestland – Urban Interface Fire Protection Act of 1997, also known as Senate Bill 360.

Priority areas for completion based on Table 6:

- Newberry Estates, 6th and Dorrance and Wickiup Acres
- Ponderosa Pines, Day Road, and Masten Road.
- Little Deschutes Corridor, Huntington South and Section 36

On private and County owned lands that are vacant lots, the goal is for each lot to have an established and maintained 20-foot fuel break along property lines and the sides of every road, or adhere to any subsequent county ordinance that addresses vacant lots.

Priority areas for completion based on Table 6:

- Newberry Estates, 6th and Dorrance and Wickiup Acres
- Ponderosa Pines, Day Road, and Masten Road.
- Little Deschutes Corridor, Huntington South and Section 36

2 Recommendations to Reduce Structural Vulnerability

Structural Vulnerability

In recent years, many neighborhoods in the greater La Pine area have been taking steps to decrease the vulnerability of structures to wildland fire. It is a goal of this CWPP that all structures within the plan area are as fire safe as possible; and that all neighborhoods and structures survivable in the event of a wildland fire.

The Structural Vulnerability risk assessment identified the communities at greatest risk based on the NFPA 1144 survey. Utilizing that information, the Steering Committee prioritized the nine communities at risk of loss due to wildland fire. The prioritized list for recommended action is located in Table 5.

The following table identifies the main hazards for structures and communities at risk in Greater La Pine. For each hazard or risk listed, an action is recommended to address the threat or decrease the risk. The communities are listed in priority order from Table 5.

Table 7 – Structural Vulnerability Hazards & Recommendations

Priority	Community	Primary Hazards	Recommended Actions
1	Wickiup Acres	Defensible space – hazardous vegetation	FireFree, Fire Wise, SB 360 compliance
		Structural composition	FireFree, Fire Wise, SB 360 compliance
		Insufficient water supply	Develop water supply
		Poor condition of roads	Identify, upgrade and maintain
2	Newberry Estates	Defensible space – hazardous vegetation	FireFree, Fire Wise, SB 360 compliance
		Structural composition	FireFree, Fire Wise, SB 360 compliance
		No water supply	Develop water supply
		Insufficient evacuation routes	Establish route(s), sign and maintain
		Poor condition of interior roads	Identify, upgrade and maintain
3	6th and Dorrance	Defensible space – hazardous vegetation	FireFree, Fire Wise, SB 360 compliance
		Structural composition	FireFree, Fire Wise, SB 360 compliance
		Some high structural density	FireFree, Fire Wise, SB 360 compliance
		No water supply	Develop water supply
		Insufficient evacuation routes	Establish route(s), sign and maintain
		Poor condition of interior roads	Identify, upgrade and maintain
4	Ponderosa Pines	Defensible space – hazardous vegetation	FireFree, Fire Wise, SB 360 compliance
		Structural composition	FireFree, Fire Wise, SB 360 compliance
		High structural density	FireFree, Fire Wise, SB 360 compliance
		Insufficient water system	Upgrade to support structural fire flow
		Insufficient evacuation routes	Establish route(s), sign and maintain
		Poor condition of interior roads	Identify, upgrade and maintain
5	Masten Road	Defensible space – hazardous vegetation	FireFree, Fire Wise, SB 360 compliance
		Structural composition	FireFree, Fire Wise, SB 360 compliance
		High structural density	FireFree, Fire Wise, SB 360 compliance
		No water supply	Develop water supply
		Insufficient evacuation routes	Establish route(s), sign and maintain
		Poor condition of interior roads	Identify, upgrade and maintain
6	Day Road Corridor	Defensible space – hazardous vegetation	FireFree, Fire Wise, SB 360 compliance
		Structural composition	FireFree, Fire Wise, SB 360 compliance
		Some high structural density	FireFree, Fire Wise, SB 360 compliance
		No water supply	Develop water supply
		Poor condition of interior roads	Identify, upgrade and maintain
7	Little Deschutes River	Defensible space – hazardous vegetation	FireFree, Fire Wise, SB 360 compliance
		Structural composition	FireFree, Fire Wise, SB 360 compliance
		High structural density	FireFree, Fire Wise, SB 360 compliance
		Insufficient water supply	Develop draft sites
		Insufficient evacuation routes	Establish route(s), sign and maintain
		Poor condition of interior roads	Identify, upgrade and maintain
8	Huntington South	Defensible space – hazardous vegetation	FireFree, Fire Wise, SB 360 compliance
		Structural composition	FireFree, Fire Wise, SB 360 compliance
		No water supply	Develop water supply
		Insufficient evacuation routes	Establish route(s), sign and maintain
		Poor condition of interior roads	Identify, upgrade and maintain
9	Section 36	Defensible space – hazardous vegetation	FireFree, Fire Wise, SB 360 compliance
		Structural composition	FireFree, Fire Wise, SB 360 compliance
		No water supply	Develop water supply
		Insufficient evacuation routes	Establish route(s), sign and maintain
		Poor condition of roads	Identify, upgrade and maintain

Education

Education and outreach are primary goals for the Greater La Pine CWPP. There are ongoing efforts in greater La Pine to educate and inform residents about two main subjects: living in a fire adapted environment and increasing personal responsibility for creating defensible space.

The rapid influx of new residents is just one reason the Steering Committee places high value on the education of La Pine area residents and landowners. Many new residents are unfamiliar with wildland fire and have limited experience with issues like defensible space. Residents and visitors will continue to benefit from clear examples of what a fire resilient forest and community look like as well as easy access to resources that help them take action.

The La Pine Rural Fire Protection District maintains active membership in the Central Oregon Fire Prevention Cooperative, the Central Oregon FireFree Program and routinely partners with Project Wildfire for educational efforts in each area. The Steering Committee for the Greater La Pine CWPP is committed to maintaining and enhancing these partnerships.

Some neighborhoods in the greater La Pine area are well organized through homeowners associations and other organized groups. These groups provide valuable ongoing education to their populations about the risks of catastrophic wildland fire and ways to reduce those risks. The Steering Committee supports these groups and encourages the formation of them in the greater La Pine area to address the educational needs of current and incoming residents about living in a fire adapted environment and increasing personal responsibility for creating defensible space.

Local residents are encouraged to contact the La Pine Rural Protection Fire District for information. Residents may also find additional information on how they can reduce hazards and protect themselves from loss due to wildland fires at www.firefree.org and www.firewise.org.

2 Action Plan and Implementation

The Steering Committee will make copies of the Greater La Pine CWPP available to all adjacent landowners including the Deschutes National Forest, the Bureau of Land Management, Oregon Department of Forestry, industrial and non-industrial timberland owners. The intention of the Steering Committee is to engage in continued discussions with the greater La Pine community and adjacent landowners to implement the CWPP and projects that address the outlined priorities in the Greater La Pine planning area in the most expeditious manner possible.

Regarding Structural Vulnerability, the Steering Committee is charged with the task of engaging community members to review the Structural Vulnerability Assessment in this CWPP and identify projects that will strengthen the potential for the neighborhoods to survive a catastrophic wildland fire within the Greater La Pine WUI.

In addition, the Steering Committee will encourage and assist community groups in seeking funding for fuels reduction, educational, and other projects to decrease overall risks of loss from wildland fire.

2 Evaluation and Monitoring

The Steering Committee faced a complex task in the development of the Greater La Pine Community Wildfire Protection Plan. Implementing and sustaining these efforts will require a significant commitment. Building a collaborative and cooperative environment between the La Pine Rural Fire Protection District, community-based organizations, local government and the public land management agencies has been the first step in reducing the risk of wildland fire. The Steering Committee pledges to maintain this cooperation with the public over the long-term with the commitment of all the partners involved.

The La Pine Rural Fire Protection District will work with Project Wildfire to convene the Steering Committee yearly as follows, or as often as the Steering Committee deems necessary to accomplish agreed upon tasks:

January

- Identify specific fuels treatment projects.
- Discuss grant opportunities and determine which communities at risk will seek funding for identified projects.
- Review grant opportunities, write grants.

Spring

- Identify appropriate projects to decrease structural vulnerability, address issues with evacuation routes, condition of roads and water supply.
- Identify appropriate projects to address educational needs.

Fall

- Evaluate and track progress toward goals (field trips to project areas), and update maps.
- Identify and assess new or treated risks.
- Adopt new and/or revised priorities, with specific projects.

At a minimum, the Steering Committee shall include: the La Pine RFPD Fire Chief; a representative from ODF; representatives from the US Forest Service, the BLM, Central Oregon Fire Management Service and Deschutes County along with members of the greater La Pine public.

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2 Glossary of Terms

A

Aerial Fuels: All live and dead vegetation in the forest canopy or above surface fuels, including tree branches, twigs and cones, snags, moss, and high brush.

Agency: Any federal, state, or county government organization participating with jurisdictional responsibilities.

Anchor Point: An advantageous location, usually a barrier to fire spread, from which to start building a fire line. An anchor point is used to reduce the chance of firefighters being flanked by fire.

Aspect: Direction toward which a slope faces.

B

Backfire: A fire set along the inner edge of a fire line to consume the fuel in the path of a wildfire and/or change the direction of force of the fire's convection column.

Blow-up: A sudden increase in fire intensity or rate of spread strong enough to prevent direct control or to upset control plans. Blow-ups are often accompanied by violent convection and may have other characteristics of a fire storm. (See Flare-up.)

Brush: A collective term that refers to stands of vegetation dominated by shrubby, woody plants, or low growing trees, usually of a type undesirable for livestock or timber management.

Brush Fire: A fire burning in vegetation that is predominantly shrubs, brush and scrub growth.

Buffer Zones: An area of reduced vegetation that separates wild lands from vulnerable residential or business developments. This barrier is similar to a greenbelt in that it is usually used for another purpose such as agriculture, recreation areas, parks, or golf courses.

Burn Out: Setting fire inside a control line to widen it or consume fuel between the edge of the fire and the control line.

Burning Ban: A declared ban on open air burning within a specified area, usually due to sustained high fire danger.

Burning Conditions: The state of the combined factors of the environment that affect fire behavior in a specified fuel type.

Burning Period: That part of each 24-hour period when fires spread most rapidly, typically from 10:00 a.m. to sundown.

C

Closure: Legal restriction, but not necessarily elimination of specified activities such as smoking, camping, or entry that might cause fires in a given area.

Contain a fire: A fuel break around the fire has been completed. This break may include natural barriers or manually and/or mechanically constructed line.

Control a fire: The complete extinguishment of a fire, including spot fires. Fire line has been strengthened so that flare-ups from within the perimeter of the fire will not break through this line.

Control Line: All built or natural fire barriers and treated fire edge used to control a fire.

Creeping Fire: Fire burning with a low flame and spreading slowly.

Crown: That portion of a tree or shrub which is either the needles or leaves. Tree needles generally stay green and remain on the tree, leaves are generally deciduous and fall from the tree in autumn.

Crown Fire (Crowning): The movement of fire through the crowns of trees or shrubs more or less independently of the surface fire.

Curing: Drying and browning of herbaceous vegetation or slash.

D

Dead Fuels: Fuels with no living tissue in which moisture content is governed almost entirely by atmospheric moisture (relative humidity and precipitation), dry-bulb temperature, and solar radiation.

Debris Burning: A fire spreading from any fire originally set for the purpose of clearing land or for rubbish, garbage, range, stubble, or meadow burning.

Defensible Space: An area either natural or manmade where material capable of causing a fire to spread has been treated, cleared, reduced, or changed to act as a barrier between an advancing wildland fire and the loss to life, property, or resources. In practice, "defensible space" is defined as an area a minimum of 30
feet around a structure that is cleared of flammable brush or vegetation.

Drought Index: A number representing net effect of evaporation, transpiration, and precipitation in producing cumulative moisture depletion in deep duff or upper soil layers.

Dry Lightning Storm: Thunderstorm in which negligible precipitation reaches the ground. Also called a dry storm.

Duff: The layer of decomposing organic materials lying below the litter layer of freshly fallen twigs, needles, and leaves and immediately above the mineral soil.

E

Environmental Assessment (EA): EA's were authorized by the National Environmental Policy Act (NEPA) of 1969. They are concise, analytical documents prepared with public participation that determine if an Environmental Impact Statement (EIS) is needed for a particular project or action. If an EA determines an
EIS is not needed, the EA becomes the document allowing agency compliance with NEPA requirements.

Environmental Impact Statement (EIS): EIS's were authorized by the National Environmental Policy Act (NEPA) of 1969. Prepared with public participation, they assist decision makers by providing information, analysis and an array of action alternatives, allowing managers to see the probable effects of decisions on the environment. Generally, EIS's are written for large-scale actions or geographical areas.

Extreme Fire Behavior: "Extreme" implies a level of fire behavior characteristics that ordinarily precludes methods of direct control action. One of more of the following is usually involved: high rate of spread, prolific crowning and/or spotting, presence of fire whirls, strong convection column. Predictability is difficult because such fires often exercise some degree of influence on their environment and behave
erratically, sometimes dangerously.

F

Fine (Light) Fuels: Fast-drying fuels, generally with a comparatively high surface area-to-volume ratio, which is less than 1/4-inch in diameter and has a time lag of one hour or less. These fuels readily ignite and are rapidly consumed by fire when dry.

Fire Behavior: The manner in which a fire reacts to the influences of fuel, weather and topography.

Fire Behavior Forecast: Prediction of probable fire behavior usually prepared by a Fire Behavior Officer, in support of fire suppression or prescribed burning operations.

Fire Break/Fuel Break: A natural or constructed barrier used to stop or check fires that may occur, or to provide a control line from which to work. In either case, sufficient vegetation (fuel) is removed or absent from the area.

Fire Front: The part of a fire within which continuous flaming combustion is taking place. Unless otherwise specified the fire front is assumed to be the leading edge of the fire perimeter. In ground fires, the fire front may be mainly smoldering combustion.

Fire Intensity: A general term relating to the heat energy released by a fire.

Fire Line: A linear fire barrier that is scraped or dug to mineral soil.

Fire Load: The number and size of fires historically experienced on a specified unit over a specified period (usually one day) at a specified index of fire danger.

Fire Management Plan (FMP): A strategic plan that defines a program to manage wildland and prescribed fires and documents the Fire Management Program in the approved land use plan. The plan is supplemented by operational plans such as preparedness plans, preplanned dispatch plans, prescribed fire plans, and prevention plans.

Fire Perimeter: The entire outer edge or boundary of a fire.

Fire Season: 1) Period(s) of the year during which wildland fires are likely to occur, spread, and affect resource values sufficient to warrant organized fire management activities. 2) A legally enacted time during which burning activities are regulated by state or local authority.

Fire Weather: Weather conditions that influence fire ignition, behavior and suppression.

Fire Weather Watch: A term used by fire weather forecasters to notify using agencies, usually 24 to 72 hours ahead of the event, that current and developing meteorological conditions may evolve into dangerous fire weather.

Firefighting Resources: All people and major items of equipment that can or potentially could be assigned to fires.

Flame Height: The average maximum vertical extension of flames at the leading edge of the fire front. Occasional flashes that rise above the general level of flames are not considered. This distance is less than the flame length if flames are tilted due to wind or slope.

Flame Length: The distance between the flame tip and the midpoint of the flame depth at the base of the flame (generally the ground surface); an indicator of fire intensity.

Flaming Front: The zone of a moving fire where the combustion is primarily flaming. Behind this flaming zone combustion is primarily glowing. Light fuels typically have a shallow flaming front, whereas heavy fuels have a deeper front. Also called fire front.

Flanks of a Fire: The parts of a fire's perimeter that are roughly parallel to the main direction of spread.

Flare-up: Any sudden acceleration of fire spread or intensification of a fire. Unlike a blow-up, a flare-up lasts a relatively short time and does not radically change control plans.

Flash Fuels: Fuels such as grass, leaves, draped pine needles, fern, tree moss and some kinds of slash, that ignite readily and are consumed rapidly when dry. Also called fine fuels.

Forbs: A plant with a soft, rather than permanent woody stem, that is not a grass or grass-like plant.

Fuel: Combustible material. Includes, vegetation, such as grass, leaves, ground litter, plants, shrubs and trees, which feed a fire. (See Surface Fuels.)

Fuel Bed: An array of fuels usually constructed with specific loading, depth and particle size to meet experimental requirements; also, commonly used to describe the fuel composition in natural settings.

Fuel Break/Fire Break: A natural or constructed barrier used to stop or check fires that may occur, or to provide a control line from which to work. In either case, sufficient vegetation (fuel) is removed or absent from the area.

Fuel Loading: The amount of fuel present expressed quantitatively in terms of weight of fuel per unit area.

Fuel Reduction: Manipulation, including combustion, or removal of fuels to reduce the likelihood of ignition and/or to lessen potential damage and resistance to control.

Fuel Type: An identifiable association of fuel elements of a distinctive plant species, form, size, arrangement, or other characteristics that will cause a predictable rate of fire spread or difficulty of control under specified weather conditions.

G

Geographic Area: A political boundary designated by the wildland fire protection agencies, where these agencies work together in the coordination and effective utilization

Ground Fuel: All combustible materials below the surface litter, including duff, tree or shrub roots, punchy wood, peat, and sawdust, which normally support a glowing combustion without flame.

H

Hand Line: A fireline built with hand tools.

Hazard Reduction: Any treatment of a hazard that reduces the threat of ignition and fire intensity or rate of spread.

Head of a Fire: The side of the fire having the fastest rate of spread.

Heavy Fuels: Fuels of large diameter such as snags, logs, large limb wood, that ignite and are consumed more slowly than flash fuels.

Hotspot: A particular active part of a fire.

I

Incident Commander: Individual responsible for the management of all incident operations at the incident site.

Initial Attack: The actions taken by the first resources to arrive at a wildfire to protect lives and property, and prevent further extension of the fire.

K

Knock Down: To reduce the flame or heat on the more vigorously burning parts of a fire edge.

L

Ladder Fuels: Fuels which provide vertical continuity between strata, thereby allowing fire to carry from surface fuels into the crowns of trees or shrubs with relative ease. They help initiate and assure the continuation of crowning.

Large Fire: 1) For statistical purposes, a fire burning more than a specified area of land e.g., 300 acres. 2) A fire burning with a size and intensity such that its behavior is determined by interaction between its own convection column and weather conditions above the surface.

Light (Fine) Fuels: Fast-drying fuels, generally with comparatively high surface area-to-volume ratios, which is less than 1/4-inch in diameter and have a time lag of one hour or less. These fuels readily ignite and are rapidly consumed by fire when dry.

Lightning Activity Level (LAL): A number, on a scale of 1 to 6, which reflects frequency and character of cloud-to-ground lightning. The scale is exponential, based on powers of 2 (i.e., LAL 3 indicates twice the lightning of LAL 2).

Litter: Top layer of the forest, scrubland, or grassland floor, directly above the fermentation layer, composed of loose debris of dead sticks, branches, twigs, and recently fallen leaves or needles, little altered in structure by decomposition.

Live Fuels: Living plants, such as trees, grasses, and shrubs, in which the seasonal moisture content cycle is controlled largely by internal physiological mechanisms, rather than by external weather influences.

M

Mineral Soil: Soil layers below the predominantly organic horizons; soil with little combustible material.

Mop-up: To make a fire safe or reduce residual smoke after the fire has been controlled by extinguishing or removing burning material along or near the control line, felling snags, or moving logs so they won't roll downhill.

N

National Environmental Policy Act (NEPA): NEPA is the basic national law for protection of the environment, passed by Congress in 1969. It sets policy and procedures for environmental protection, and authorizes Environmental Impact Statements and Environmental Assessments to be used as analytical tools to help federal managers make decisions.

Normal Fire Season: 1) A season when weather, fire danger, and number and distribution of fires are about average. 2) Period of the year that normally comprises the fire season.

P

Peak Fire Season: That period of the fire season during which fires are expected to ignite most readily, to burn with greater than average intensity, and to create damages at an unacceptable level.

Preparedness: Condition or degree of being ready to cope with a potential fire situation

Prescribed Fire: Any fire ignited by management actions under certain, predetermined conditions to meet specific objectives related to hazardous fuels or habitat improvement. A written, approved prescribed fire plan must exist, and NEPA requirements must be met, prior to ignition.

Prescription: Measurable criteria that define conditions under which a prescribed fire may be ignited, guide selection of appropriate management responses, and indicate other required actions. Prescription criteria may include safety, economic, public health, environmental, geographic, administrative, social, or legal considerations.

Prevention: Activities directed at reducing the incidence of fires, including public education, law enforcement, personal contact, and reduction of fuel hazards.

Project Fire: A fire of such size or complexity that a large organization and prolonged activity is required to suppress it.

R

Rate of Spread: The relative activity of a fire in extending its horizontal dimensions. It is expressed as a rate of increase of the total perimeter of the fire, as rate of forward spread of the fire front, or as rate of increase in area, depending on the intended use of the information. Usually it is expressed in chains or acres per hour for a specific period in the fire's history.

Re-burn: The burning of an area that has been previously burned but that contains flammable fuel that ignites when burning conditions are more favorable; an area that has re-burned.

Red Flag Warning: Term used by fire weather forecasters to alert forecast users to an ongoing or imminent critical fire weather pattern.

Rehabilitation: The activities necessary to repair damage or disturbance caused by wildland fires or the fire suppression activity.

Resource Management Plan (RMP): A document prepared by field office staff with public participation and approved by field office managers that provides general guidance and direction for land management activities at a field office. The RMP identifies the need for fire in a particular area and for a specific benefit.

Retardant: A substance or chemical agent which reduced the flammability of combustibles.

Run (of a fire): The rapid advance of the head of a fire with a marked change in fire line intensity and rate of spread from that noted before and after the advance.

S

Slash: Debris left after logging, pruning, thinning or brush cutting; includes logs, chips, bark, branches, stumps and broken understory trees or brush.

Smoke Management: Application of fire intensities and meteorological processes to minimize degradation of air quality during prescribed fires.

Smoldering Fire: A fire burning without flame and barely spreading.

Snag: A standing dead tree or part of a dead tree from which at least the smaller branches have fallen.

Spark Arrester: A device installed in a chimney, flue, or exhaust pipe to stop the emission of sparks and burning fragments.

Spot Fire: A fire ignited outside the perimeter of the main fire by flying sparks or embers.

Spotting: Behavior of a fire producing sparks or embers that are carried by the wind and start new fires beyond the zone of direct ignition by the main fire.

Structure Fire: Fire originating in and burning any part or all of any building, shelter, or other structure.

Suppressant: An agent, such as water or foam, used to extinguish the flaming and glowing phases of combustion when direction applied to burning fuels.

Suppression: All the work of extinguishing or containing a fire, beginning with its discovery.

Surface Fuels: Loose surface litter on the soil surface, normally consisting of fallen leaves or needles, twigs, bark, cones, and small branches that have not yet decayed enough to lose their identity; also grasses, forbs, low and medium shrubs, tree seedlings, heavier branch wood, downed logs, and stumps interspersed with or partially replacing the litter.

T

Tactics: Deploying and directing resources on an incident to accomplish the objectives designated by strategy.

Test Fire: A small fire ignited within the planned burn unit to determine the characteristic of the prescribed fire, such as fire behavior, detection performance and control measures.

Torching: The ignition and flare-up of a tree or small group of trees, usually from bottom to top.

U

Uncontrolled Fire: Any fire which threatens to destroy life, property, or natural resources, and

Under burn: A fire that consumes surface fuels but not trees or shrubs. (See Surface Fuels.)

Unprotected Lands: Improved and unimproved lands where no formal structural and/or wildland response is planned in the event of fire. These lands are not claimed by wildland or structural fire agencies and by default, County Government is responsible for fire protection.

V

Volunteer Fire Department (VFD): A fire department of which some or all members are unpaid.

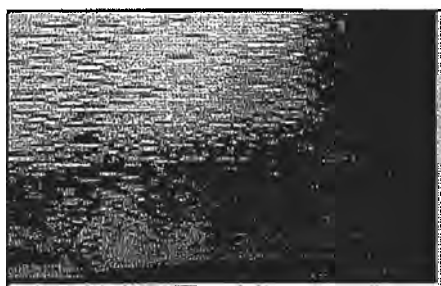
W

Wet Line: A line of water or water and chemical retardant, sprayed along the ground, that serves as a temporary control line from which to ignite or stop a low-intensity fire. Wildland Fire: Any non-structure fire, other than prescribed fire, that occurs in the wildland.

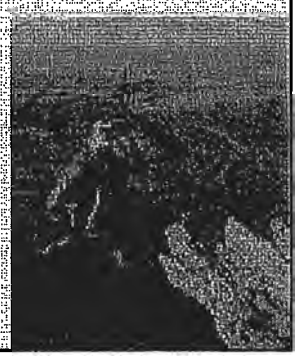
Wildland Urban Interface: The line, area or zone where structures and other human development meet or intermingle with undeveloped wildland or vegetative fuels.

Community Visioning

Caroline Wilkinson, VNRLI Program Manager
UVA Institute for Environmental Negotiation



Without vision, we can't see where we're headed, and we don't get very far.



The clear view?

Community Vision:
"A shared sense of a desired future"

Place-based

*Developed with **broad involvement***

*and **made visible** or tangible*

A community's vision can take many forms:
Blueprint, Vision statement,
Timeline, Roadmap, or series of maps or images

A vision can:

- Respond to a trend, issue or problem
(e.g. transportation, parks, proposed development, loss of open space)
- Serve as a basis for a comprehensive planning process or stand alone
- Identify discrete future goals and timeline to achieve them

Some Visioning Steps

Design the process
- Scope issues and stakeholders,
- Identify the place or places involved

Draft the vision with community input
- Engage people: "What do you value about this place?"
- Identify the shared values and concerns - build on them!

Develop final vision at follow-up meeting

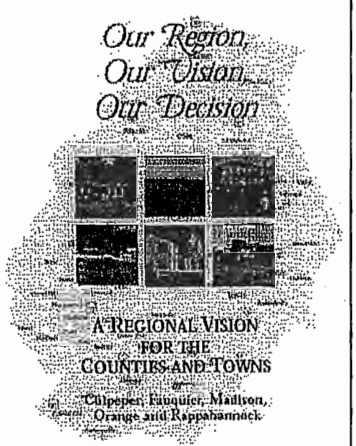
Determine next steps – these might include:
- Ratifying vision for implementation – celebration!
- No more action needed (issue-based)
- Committee to carry forward
- Benchmarks or timeline of activities

Key Elements of Visioning

- Be **Inclusive**: engage diverse stakeholders
- Stay **rooted** in community: true to people & place
- **Invite many inputs**: multiple avenues to participate – online, written comments, forums, focus groups, phone surveys
- Address key **trends**: provide current, high-quality resources
- Make priorities **visible** through sketches, photos or maps
- **LINK** visioning effort to established planning processes
  - » Comprehensive Plan updates
  - » Ordinances: zoning, erosion/sedimentation, subdivision
  - » Economic development, capital improvements, VDOT plan
- Identify benchmarks, but be **dynamic** enough for RE-vision

Regional Focus: RRRC

- 5 County-level forums fed into draft regional vision
- Residents participated through surveys, group discussions, written comments
- Final Vision refined at follow-up forum
- Each of the Counties and Towns had unique voices and implementation strategies – included both specific and region-wide values



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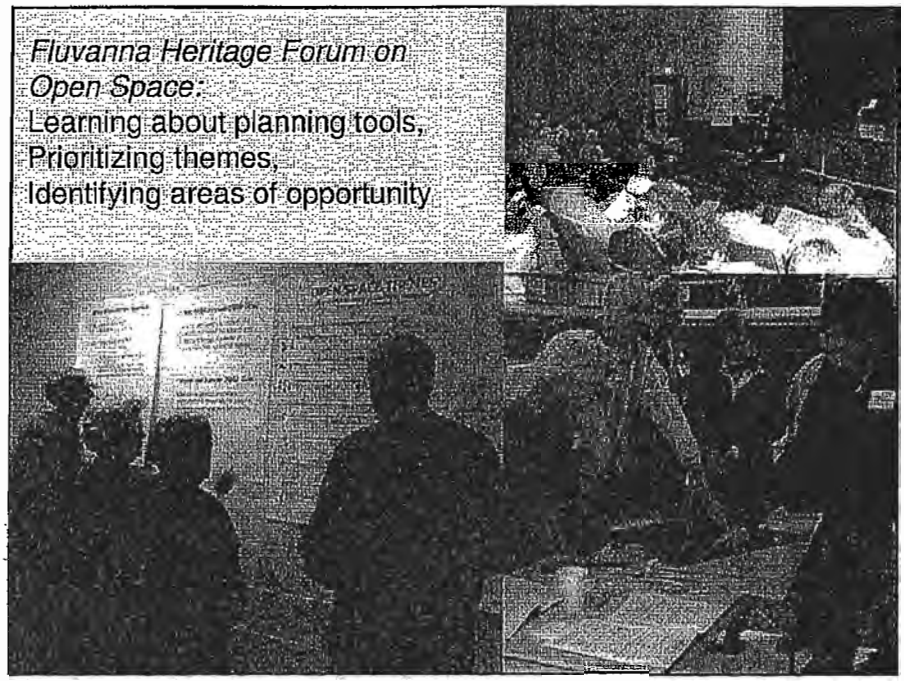
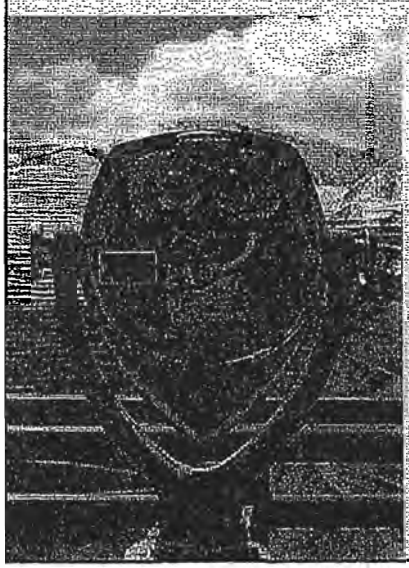
Managing Trends: Fluvanna Heritage Forum

- Fast-growing rural community seeking to preserve rural character
- Day-long forum planned by Heritage Forum committee
- Forum included presentations, facilitated breakout groups with **map work**
- Drew over 125 business owners, civic groups, students, longtime and new residents
- Prepared **resource guide** to preserving open space and final vision document
- Shaped Planning Commission's open space efforts
- Gave shared interests a voice and helped staff & elected officials act with broad support

Fluvanna Heritage Forum on Open Space:
Learning about planning tools,
Prioritizing themes,
Identifying areas of opportunity



Visioning Tools



- Online surveys
- Sketches, renderings
- Buildout analysis
- Aerial photos
- Zoning maps
- GIS maps
- Visual preference surveys
- "Mental mapping"

Key Elements of Visioning

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- Identify benchmarks, but be **dynamic** enough for RE-vision

Long-Term Visioning: Chattanooga's *Vision 2000*

- Civic process to address economic development, contaminated properties central city revitalization
- Tremendous long-term effort built community and public-private partnerships
- Identified concrete goals with a **timeframe for implementation**
- **Revisited** in *Re-Vision 2000* effort
- City now a "living laboratory" for sustainability

Key Benefits: Visioning can…

- Encourage participation in democracy
- Identify shared values that shape efforts
- Create and build support for a shared plan
- Draw in civic groups and new partners
- Build community capacity to approach issues and challenges
- Lead to funding priorities and fund projects
- Enable staff & officials to move forward with public support

Common Challenges

- Getting people involved
- Providing high-quality and current information
- Integrating vision with ongoing processes
- Divergent viewpoints

The Hard Part: *Putting the Vision to Work*

- Requires continued local champions
- Takes leadership & collaboration, perhaps even **collaborative leadership**
- Sustained through periodic revision and follow-up to measure progress

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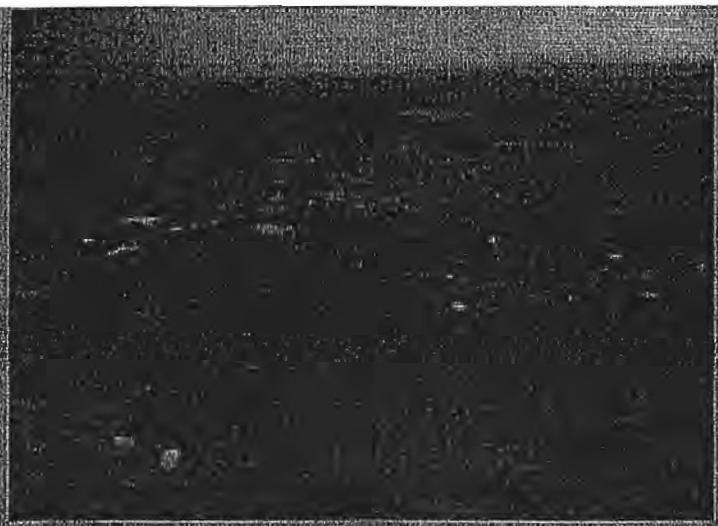
BUILDING OUR FUTURE

A guide to community visioning



Gary Green
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Stephen Halebsky

G3708

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Preface

Communities today face any number of pressing concerns, including requests for rezoning, demands for affordable housing or the loss of a major employer. Unfortunately, decisions about these issues are frequently made in the absence of a real vision of how residents want their communities to look in the future.

This manual provides community residents with a process for thinking about and planning for their mutual future. Visioning is a process by which a community envisions the future it wants and then plans how to achieve it. A key to the success of this process is that the goals and action plans are firmly rooted in the goals and values of the local community. The process also places a great deal of emphasis on public participation, not only at the beginning stages, but throughout the entire planning process.

Structure of the guide

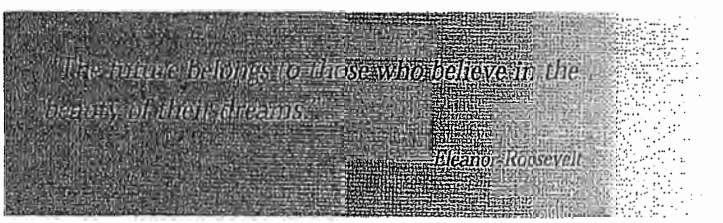
This publication is divided into ten chapters. The first describes the visioning process which leads communities through a visioning workshop, gathering and analyzing data and developing action plans. The following chapters focus on substantive issues: downtown revitalization, economic development, housing, land use, natural resources, public works, transportation and workforce development.

Purpose

The manual has two aims. First, it can be used to design a community visioning process—either a general community vision or one on a specific issue. We provide guidelines on how to move from developing a community vision to an action plan and finally to implementation of projects. Second, local officials are asked increasingly to design public participation processes for various issues (for example, housing, workforce development, natural resources) affecting their communities. These mandates are frequently made by the federal and state governments as a condition for receiving grants or loans. This guide provides communities with a framework for organizing this public participation and will help identify a process that will be more meaningful than simply soliciting public input.

Who should use this guide?

We prepared this manual with the idea that many different users could take advantage of it. As an Extension publication, it is designed primarily for community, natural resource and economic development (CRD) agents and educators, particularly those new to extension or community development. We expect experienced CRD agents to use the guide as well, taking advantage of elements that mesh with their style, experience and knowledge. Other users might be community planners who can use the publication to start planning with a visioning approach. Community housing organizations and neighborhood associations might benefit from specific chapters, such as housing or downtown revitalization, as a way to energize their communities.



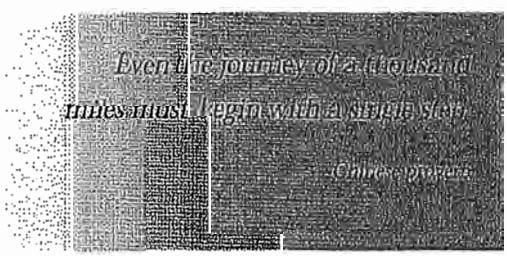
How to use this guide

We see the role of extension agents and educators as facilitating the visioning process, sharing the first chapter of this guide with coordinating committees and helping communities organize and prepare workshops. In some communities, agents may want to train coordinating committees to lead their communities through a visioning process.

Extension agents and community developers may also use this guide to provide technical assistance. It affords the coordinating committees and task forces basic information on how to gather and analyze data on the salient issues—which differ from community to community.

We chose to emphasize eight substantive areas here, but hope to provide additional modules in the future—including material on visioning for parks and recreation.

Access to parts of this guide are available on our web site at: http://www.drs.wisc.edu/vision/



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The downtown revitalization chapter was prepared by Stephen Halebsky with much support and encouragement from Chuck Law, Local Government Center, Bill Ryan, Center for Community Economic Development, UW–Extension, and Jim Engle, Wisconsin Main Street.

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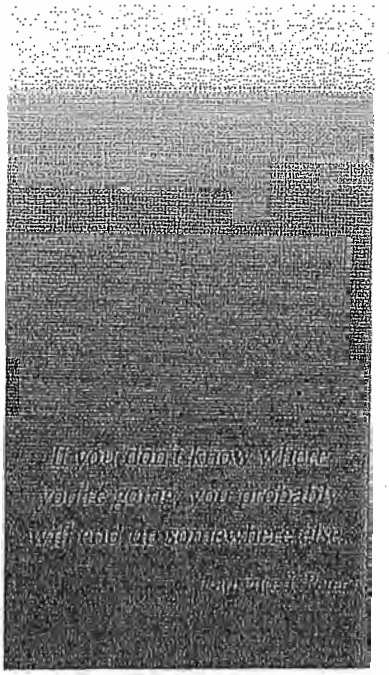


Chapter 1

What is visioning?

Planning for a community's future can be a difficult, time-consuming and costly job. Community residents often are more concerned with daily tasks than with thinking about a vision for their community's future. Residents want good schools, decent jobs and a safe and clean environment in which to live. Without a vision, however, communities limit their ability to make decisions about these issues—somewhat like driving across the country without a roadmap.

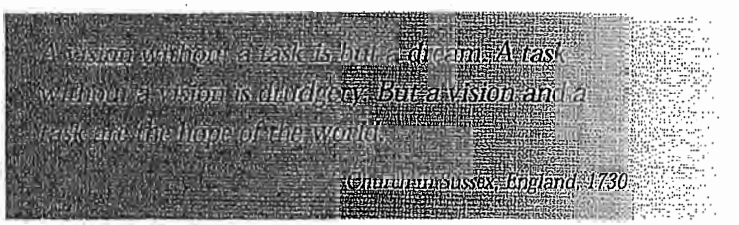
Who should determine a community's future, other than its residents? Should it be a consultant hired by the local government to develop a plan, a state or federal agency making decisions about highway bypasses or wetlands preservation, or a private developer constructing a shopping mall or a residential subdivision? All these could have a large impact on a community's future. A group of individuals in the community may be making decisions about the community's future without input from a broad range of residents. Residents need to participate in and actively envision the future of their community—or other groups and individuals will determine it for them.

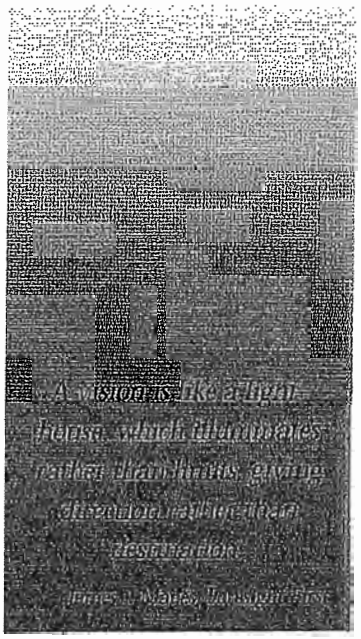
This manual's purpose is to provide community residents with a process for thinking about and planning for their shared future. It does not use a cookbook approach, but rather promotes development of a unique community vision. It guides a community through the process of arriving at a vision and an action plan that supports and leads the community toward its goal.

This manual is conceptually divided into three sections:

1. What is visioning?
2. The visioning process: two versions
3. Eight key areas:
   Downtown Revitalization
   Economic Development
   Housing
   Land Use
   Public Works
   Natural Resources
   Transportation
   Workforce Development

We begin with the premise that your community understands the need for community visioning and acting on the resulting vision. In the appendices you will find recommended readings, a list of communities around the country that have produced and acted on their visions, and a variety of worksheets related to specific steps in the process. Also, we provide sample sessions for a community workshop that details how to arrive at the general vision statement. We realize that you may want to tailor the worksheets to meet the specific needs of your community. These sessions reflect what we consider the "best practices" for developing a community vision.





The process

Visioning is a *process* by which a *community* envisions the *future* it wants, and *plans* how to achieve it. Through *public* involvement, communities identify their *purpose*, core *values* and *vision* of the future, which are then transformed into a manageable and feasible set of community *goals* and an *action plan*.

The roots of visioning

Comprehensive rational planning has been the most common form of planning for the future used by cities and villages. In the 1980s, many organizations adopted strategic planning (focusing on a few issues rather than all possible issues) as an alternative to comprehensive planning. Bryson (1995:4-5) offers the following general definition of strategic planning: It is a "disciplined effort to produce fundamental decisions and actions that shape what an organization is, what it does, and why it does it... [This effort] requires broad yet effective information gathering, development and exploration of strategic alternatives, and an emphasis on future implications of present decisions." Most models of strategic planning emphasize data gathering and its systematic analysis during the initial steps of the process.

During the 1980s, the principles of strategic planning were extended to the field of community development. Typically, these planning programs involved assessing the major trends in the community, evaluating various development strategies and developing action plans to achieve their goals. Many strategic planning processes include a step where those involved considered their desired future outcomes. The desired future, or "vision," may be somewhat idealized and not fully realizable, but the formal consideration of this future serves to clarify what the community is actually working toward.

Community visioning appears to be used in different ways. First, it is an accepted step in many strategic planning processes. Community strategic planning efforts usually begin with a scan of where the community is headed, which may involve some assessment of the area's demographic, economic, social and fiscal trends. The next logical step is to develop a common view of where the community should be headed, which usually involves some form of visioning processes.

Second, the visioning process may be considered so important that it is given its own event. A community may convene a special meeting, or series of meetings, to develop a community vision. The primary result of such an event would be a guide for subsequent planning. Usually, the vision is followed by the development of specific strategies and an action plan that may or may not involve data analysis.

Models of strategic visioning

Several states have developed visioning programs that have much in common but that also differ in some important respects.

The Oregon Model. Probably no state has been more involved in community visioning than the state of Oregon. The Oregon model has four basic steps: 1) a community profile ("where are we now?"); 2) a trend statement ("where are we going?"); 3) a vision statement (where do we want to be?"); and 4) an action plan ("how do we get there?"). This model suggests choosing a target year that is at least ten but no more than 25 years in the future (Ames 1993). A simplified version of this model can be completed in six months or less, while a comprehensive version can take a year or more.

The Pennsylvania Model. This model, developed by the Center for Rural Pennsylvania, is an example of a visioning process where quality of life is the object of visioning (Center for Rural Pennsylvania 1998). Some questions to stimulate forming a vision include: What five things would really improve the community? What are the community's principal values? What things in the community should be preserved? The process itself is broken down into five tasks: defining the community boundaries; inventorying and analyzing community resources; writing and adopting a vision statement; developing an action plan; and implementing the plan.

The Missouri Model. This model has an orientation toward visioning the future community as a whole in common with the Pennsylvania model (Leuci et al. 1997). The object is to focus on future possibilities rather than being limited by present or past problems. The centerpiece of the process is an "Action Planning Workshop" that takes three to five hours and is typically held over one or two days. The workshop is almost entirely about formulating a vision and developing action plans to carry it out; community strengths, weaknesses and relevant trends are not considered.

The Arkansas Model. This model is similar to most of the others in that it focuses on four basic questions: Where have you been? Where are you now? Where do you want to go? How will you get there? Participants are asked to identify what they would like to see in their community in the future, and they may be prompted in specific areas such as economic development, education, parks and recreation (Peterson, Mark. 1995.)

These models tend to vary with regard to how participation occurs in the visioning process, how and when data are used in the workshops, and the length of time prescribed for conducting the process. Most are geared toward developing a broad community vision and action plan in a relatively short time (1–2 days). In the following, we describe two versions: the first is similar to these other models and the second focuses on specific topical areas (land use, housing, etc.) and usually takes much longer to complete.

The visioning road map

Getting from where we are to where we want to be

The model we outline in this manual focuses on a community's possibilities rather than its problems. We offer two different versions of developing a community vision and action plan; your community can decide to use either one. The version your community chooses depends upon the amount of time, resources and community response to a visioning process and plan.

The first version, which we refer to as the *short-term version*, is to conduct a 1½ day workshop to develop the community's vision and an action plan to accomplish it.

Variations on the short-term version are most widely used in other states around the country that are involved in community visioning. Facilitators are brought in to help a community develop its vision and action plan. There is usually very little follow-up on the part of the facilitator, other than possibly holding another workshop three to six months later to evaluate progress on the action plan.

The *long-term version* begins with the same process of identifying a community vision, but establishes task forces after that stage to develop a vision and action plan for each strategic area (such as housing, land use, education and workforce development). The emphasis on substantive areas makes this version unique. This process may take much longer than the short-term version because the task forces gather data on the situations in their communities and may adopt particular strategies appropriate to the circumstances.

The long-term version requires a substantial commitment from local residents and an ongoing role for facilitation.[1] This ongoing facilitation could be provided by a group of individuals trained in facilitation processes rather than by outside expertise.

One more word should be said about the long-term version outlined here. The model describing the visioning process for each topical area assumes that communities will have developed a general vision of the community first. We recognize that many communities will be interested in developing an action plan only for a specific topic, such as land use or housing. We believe the substantive chapters will be useful because they identify a process that can be used to develop a vision in each area, specific issues to consider, and a list of resources. In some instances, communities may be asked by a federal or state agency to develop a public participation process to address specific needs, such as housing or economic development. The long-term version offers one method for satisfying these demands.

[1] See UW Extension's Strategic Thinking Program, Facilitation Resources for assistance in this area. Glenn Kiser's book *Masterful Facilitation: Becoming a Catalyst for Meaningful Change* (1998) is useful as well.

Chapter 2

The visioning process: two versions

We recommend the short-term version for those communities unwilling to take on a year-long process. The short-term version generates a general vision statement for the community as a whole and an accompanying action plan.

Communities willing to commit to a long-term version begin from the same place by developing a broad community vision. The next step is to develop key area vision statements; that is, visions for thematic areas, such as downtown revitalization, housing and transportation, and an action plan. The final step in the long-term version calls for the biggest commitment, since it involves data gathering and analysis, goal and strategy development, and action planning. Appendix 1: *Ingredients of Success* can help you understand factors that might make your community's visioning process and its outcomes more successful.

The difference between the two versions is in the community's commitment to the visioning process in time and resources. See Tables 1 and 2 for the steps involved in each version. The organization of this guide generally follows the steps found in Table 2.

For those communities that decide to follow the short-term version, steps 1 through 3 are the same as the long-term version. Steps 4 through 6 are the same as the last three (steps 9–11) in the long-term version.

Table 1: Short-term version of visioning

Step	Component	Component explanation
1	Getting started	Coordinating committee forms and begins planning for the first workshop.
2	Community visioning workshop	Coordinating committee facilitates process of preparing a general vision statement and identifies key areas.
3	Establishing key area groups	At workshop, assemble key area groups and meet to set action plan.
4	Goal and strategy development	Key area groups should develop goals and strategies based on vision statements.
5	Developing action plans	The key area groups should prepare action plans based on agreed-upon strategies and goals.
6	Implement	Undertake action plans.
7	Monitor, evaluate and revise	The coordinating committee plans a meeting to review the activities and accomplishments to date and the activities to be implemented the following year.

Table 2: Long-term version of visioning		
Step	**Component**	**Component explanation**
1	Getting started	Coordinating committee forms and begins planning for the first workshop
2	Community visioning workshop	Coordinating committee facilitates process of preparing a general vision statement and identifies key areas.
3	Establishing task forces	At workshop, assemble task forces by key area and meet to set action plan.
4	Key area visioning workshops	Each key area task force convenes a community workshop to facilitate a process for preparing a key area vision statement and identifying key sub-areas.
5	Review plans and/or programs	Task forces review all relevant existing plans, zoning and subdivision regulations.
6	Data gathering and analysis	Each task force gathers and analyzes pertinent data and prepares strategies. Larger task force evaluates data and strategies against general and key area visions.
7	Goal and strategy development	Task forces develop goals and strategies based on data and vision statements.
8	Community feedback workshop	Coordinating committee plans a community-wide workshop to present the general and key area visions and broad strategies.
9	Developing action plans	Each task force should prepare action plans based on agreed-upon strategies and goals.
10	Implement	Undertake action plans.
11	Monitor, evaluate and revise	The coordinating committee plans a meeting to review the activities and accomplishments to date and activities to be implemented the following year.

The short-term version

Step 1: Getting started

The person, group or organization initiating this visioning process should consider several issues before moving forward.

Pre-vision

Before you start, try to answer the following questions:

- Why are we interested in community visioning?
- What do we hope to accomplish with the process?
- How can visioning improve existing community planning efforts?
- How can visioning complement other county, regional or state planning efforts?

(Source: Ames 1993 [rev. 1998], p. 13)

By answering these questions, you will gain a better understanding of the commitment necessary for the visioning process, as well as ensure that your efforts are not duplicated, and the visioning process is supported by the political process.

One of the issues communities may face is whether they are ready to take on such a process. Should they focus on developing new leaders in the community before engaging in this process? Or should they work on developing new and existing organizations that may be needed to implement the community's action plans? Timing and preparedness certainly should be considered before moving ahead with a community visioning process. At the same time, organizational and leadership development are frequent results of visioning efforts. By successfully completing projects identified in the process, communities can develop the capacity to address bigger and more complex issues. Participants may discover along the way that what they really need are more leaders in their community, and decide to invest in a leadership training program. Without initiating the process, this realization may not have occurred.

Getting organized

A successful community vision, whether it's a weekend event or a year-long process, requires a substantial investment in organizing. Organization is necessary to get the venture off the ground and is crucial to keeping things on track over the long haul. The key is a committed coordinating committee. In this section we discuss the steps the coordinating committee should take to prepare for the visioning process.

1. Form the coordinating committee. The original impetus to undertake a community visioning process will probably come from a very small group of individuals, either acting on their own or as representatives of local organizations, such as the chamber of commerce, the city council, the planning department, a local service organization, or a local educational institution or individual with influence, such as a mayor. This group will help form a coordinating committee with the responsibility of planning and overseeing all aspects of the entire visioning process. This coordinating committee, however, should be broader than the group that has initiated the process.

The committee should have about 8 to 12 members. *More important than the exact number of members, however, are their commitment and representativeness.* The committee sets the tone for the project, organizes the key events such as the community workshops, and is responsible for keeping the project rolling along. The committee's makeup will itself help to legitimate the process. For this reason it is important that it reflect a wide variety of community interests and organizations. Besides representing an array of interests and perspectives, committee members should be people who:

- Have the time to participate and work.
- Are good at getting things done.
- Know other people, are part of networks and are familiar with resources.
- Are truly committed to making their community a better place.

Source: Adapted from Leuci et al. 1997, p. 23

Table 3: Ten steps to getting organized

1	Form a committee.
2	Find local sponsors.
3	Identify community boundaries.
4	Specify the planning period (e.g., the next 20 years).
5	Give the process a name.
6	Decide how to structure the process, whether short- or long-term.
7	Prepare a budget and raise funds.
8	Publicize the visioning process.
9	Identify and recruit participants.
10	Organize the initial event.

Source: Adapted from Okubo 1997

Appendix 2 contains useful information on the responsibilities of chairpersons, committee members, conducting and evaluating your meetings.

After the main coordinating committee has been established, set up subcommittees if needed. (If there is a formal organization involved, it may be able to help in many of these areas and some areas may not be necessary.) Possible subcommittees include:

- **Publicity:** Publicizes the search for workshop participants, the visioning process in general and each of the events.
- **Logistics:** Organizes and plans for the various events. Handles site arrangements, sets up for the workshops, plans meals and refreshments, arranges for daycare, etc. (See Appendix 5).
- **Budget**: Develops a budget and manages funds (See Appendix 3).
- **Fundraising:** Seeks funding and other forms of support.
- **Invitations and personal contacts:** Prepares invitations to all participants. Personally contacts all participants if possible to let them know their input and effort are appreciated.
- **Report writing:** Prepares reports as necessary.
- **History:** Records and documents the visioning process. Keeps a scrapbook of articles. Takes photographs of the workshops.
- **Youth involvement:** Ensures that youth are involved and supported throughout the process.
- **Thank you:** Arranges for "thank you's" and recognition for all contributions to the project, including non-financial contributions.

Source: Adapted from Leuci et al. 1997, p. 23- 24

2. Find local sponsors. One of the first tasks of the coordinating committee is to find sponsors. Initially sponsors are those organizations that will contribute financially or through in-kind goods and services to the visioning process. However, the coordinating committee should accept organizations as sponsors even if they cannot contribute financially or through in-kind goods and services. We recommend finding at least two or three sponsors, perhaps one each from the business sector, non-profit sector and local government. Communities that have undergone a visioning process have received sponsorship from a variety of local sources, such as:

- Chamber of commerce
- Banks or other financial institutions
- Government
- Economic development corporation
- Service organizations
- Utility company (may actually be a regional or statewide utility)
- Churches

Sponsors should be able to provide some of the needed financial support. Although finding local sponsors is not a prerequisite to a visioning process, it can help the process run more smoothly. Sponsors help legitimize the visioning process, publicize the undertaking, and potentially provide supplies or facilities for the workshop(s).

Sponsors will benefit from their involvement in several ways. They will be contributing to an important local event that will help determine the community's future. They will also gain local prestige and publicity by being associated with the process. Finally, participating will place them in a position to be intimately involved with the visioning process itself, which may directly benefit their organization.

Experience in other communities around the country has shown that it is important, if not crucial, to have the support of local government officials to create and implement a successful vision. There is, though, a caveat concerning local government's role. Officials, especially those in the executive branch (e.g., the mayor), should not dominate the process. If that occurs, the process loses a degree of legitimacy as it might appear that it is simply a forum for those in power to promote their own agendas.

3. Identify community boundaries. Before attempting to create a community vision it is essential to specify who and/or what constitutes the "community." In some cases this may be quite straightforward. The community may correspond to an existing municipality such as a city, town or township. In other cases, it may make more sense to describe the community in geographical terms, even though this may mean including people from more than one political jurisdiction. The vision for the Yachats area in Oregon, for

example, defines the "Yachats community" as:

> *that area where people regularly contribute to the economic, social and spiritual activities of the area. Generally this is the area from Big Creek at the north to 10 Mile Creek on the south, and as far inland from the Pacific Ocean and the coastal plains as full-time residents regularly live in the local creek and river valleys.*
>
> *(McKeever/Morris, Inc. 1996, p. 16)*

It may make sense for two or more towns to get together and create a common community vision. In the visioning that has been done around the country, the "community" has taken the form of neighborhoods, downtowns main streets, parks, small towns, big cities, counties, geographical regions and states.

It should be pointed out that this visioning manual is written primarily for "communities of place" rather than "communities of interest," such as nonprofit organizations. The motivations for individual action in the two are quite different.

4. Specify the planning period. The coordinating committee should decide how far into the future the vision will extend. Visioning, by its nature, involves long-term planning. We suggest that the community try to look at least 15 years into the future—preferably 20 or even 25. Anything beyond a 25-year time period may be difficult for participants to take very seriously. Ironically, looking at a shorter time span may result in examining issues with which the community has very little control. Taking the long-term version enables the group to get beyond current issues and problems.

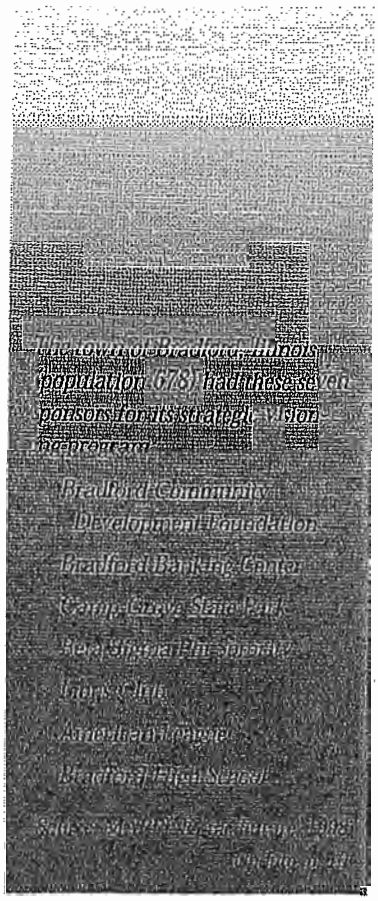
5. Give the process a name Some examples from around the country are:

- Yachats 20/20 (Yachats, OR)
- Empowering the Vision (Charlotte, NC)
- Phoenix Futures Forum (Phoenix, AZ)
- Portland Future Focus (Portland, OR)
- Kingsport Tomorrow (Kingsport, TN)
- Vision for a Greater New Haven (New Haven, CT)
- Vision 2015 (Rogers, AR)
- The Roanoke Vision (Roanoke, VA)
- Envision EscaRosa (Escambia and Santa Rosa Counties, FL)

Be creative—choose a name that captures your community and your excitement about creating and implementing a vision.

6. Decide how to structure the process. In this publication we present two basic versions of the visioning process: a short- and a long-term version. In the short-term version the participants will create a community vision, identify key areas, form task forces for each key area, and devise action plans. These activities may all happen during a community workshop held over one weekend.

The long-term version uses three weekend workshops as a method to get broad community participation. These are only the first part of a



structured series of activities extending over approximately one year in which each of the key areas will be studied carefully. This process entails collecting and analyzing data about the community, developing goals, strategies and action plans based on this information, and implementing, evaluating and monitoring actions.

Although we present the long-term version as part of a broad visioning effort in communities, the part of the process that focuses on specific areas such as housing or natural resources could be undertaken as a separate process. In many cases, federal or state agencies require citizen participation in local issues and this guideline may help structure those efforts. We believe, however, that it may be advantageous to develop a broad community vision before jumping into these substantive areas.

With the process presented here, it is possible for a community to undertake the short-term version and then decide at some point to use the long-term version. Whether the committee initially decides upon a short- or long-term version, draw up a schedule of meetings, deadlines and activities to keep the project on track.

7. Prepare a budget and raise funds. This is a local program and local financial support will be necessary to make it possible. The coordinating committee should prepare a budget based on the type of process (short- or long-term) that will be used. See Appendix 3 for a list of possible budget items. Seek funds from both the public and private sector. The coordinating committee could explore possibilities for grants. There may be a local foundation interested in funding this kind of process. Be sure to publicly acknowledge all sources of support. For many visioning efforts, this step may not be necessary, especially if a formal organization is leading the effort.

8. Publicize the process. The local media should help to market the program and keep the public informed. It is essential to publicize the process for two purposes: to build public support and attract participants. Here are some suggestions for publicizing the process:

- Write press releases. Try to get the local newspapers, radio and television stations interested in the visioning process. Ask the local newspaper if you can insert a flyer in their paper. Appendix 4 contains a sample press release.
- Prepare public service announcements for the local media (newspapers, radio and television). Be sure to have important dates included in the community calendar section.
- Use display boards at libraries, shopping centers, schools, community centers and other places with a lot of traffic. Create a special poster for the process.
- Prepare flyers and mail them to all residents and stakeholders. Ask a local utility to include the flyers in a monthly mailing.
- Create a newsletter for the project.
- Submit articles to local organizations which can then inform their members or print notices in their newsletter (a cheap way to help get the word out).
- Consider submitting an op-ed piece.
- Ask local school officials if you can send a flyer home with their students.
- Set up an information and display table at a community festival, farmers' market, or other well-attended event.
- Members of the coordinating committee or other interested persons, could offer to speak at schools, service clubs, and other organizations.

9. Identify and recruit participants. One of the keys to a successful community visioning workshop is to involve a representative group of participants. Broad community participation is desired but participants should have local contacts. Local networks and communications will be effective in promoting the program.

Of course, the best option is to invite and have all residents participate in the visioning exercise. As the National Civic League notes (Okubo 1997, p. 10), it is particularly important to "avoid 'rounding up the usual suspects' or forming a 'blue ribbon panel' of the same community leaders and organizations" that are typically involved in community efforts. This point cannot be overemphasized. *Failure to include a broad cross-section of community interests will doom the project to failure.* Lack of representativeness will undermine the legitimacy of the project and thus will diminish potential support. If the whole process is perceived as a special interest scheme masquerading as a community project many people in the community will lose interest quickly. Furthermore, lack of representativeness will decrease the effectiveness of the vision because important information and resources will simply be inaccessible. It should be remembered that one of the primary goals of the selection process should be to bring together people with a diverse set of backgrounds and interests.

The coordinating committee should select the participants who are to receive invitations, but everyone in the community should be invited to participate. Make sure to target special interests such as environmental groups. However, do not neglect to include people who are not part of any organized group in your community, such as homemakers, retirees and youth. The publicity for the process should stress that the community vision will be the prod-

uct of input from a diverse cross-section of the community. Residents and stakeholders (including corporations with local facilities) should be invited to nominate themselves or others to be participants. It may not always be obvious what the various interests are in the community. Table 4 provides a list of the different types of organizations, interests, and individuals in a community that can be used to guide the selection of participants.

Another decision concerns the number of people who should be active participants. Balance representativeness on one hand, with resources and logistics on the other. With a large number of participants it is easier to ensure that all important community interests and points of view are represented. However, more people also means more expenses and more logistical problems. We recommend that you aim for a group of approximately 40–60 participants. Many cities, however, have conducted visioning sessions with much larger groups.

10. Organize the initial event. Local contacts generally arrange for a meeting place, equipment and refreshments. Consider the following:

- Choose a site carefully. It should be accessible and neutral. The local country club, for example, is probably not a good choice as it may send the signal that this event is by and for an elite group. You want a site where all the participants will feel comfortable. Choose one that is large enough to accommodate 40–60 people and comfortable enough

Table 4: Types of participants

Economic sectors	Organizations	Local government	Personal characteristics	Political views
Agriculture, forestry, fishing	Art and culture	Elected officials	Age *youth/adults/retirees*	Conservative/ liberal/moderate, etc.
Wholesaling, retailing	Education	Planning department	Ethnicity/race	Pro-growth/ anti-growth
Construction	Churches	Police, fire	Sex	
Manufacturing	Civic (e.g., Rotary)	Natural resources/water	Income level	
Transportation/ utilities	Unions	Transportation	Homeowners/renters	
Finance, insurance, real estate	Business (e.g., Chamber of Commerce)	Housing	Blue collar/white	
Services *business, personal, social, health care*	Youth (e.g. Boy Scouts, Girl Scouts)	Economic development	Have children/don't have children	
Tourism	Neighborhood	Workforce development	Geographic location *downtown, outskirts, etc.*	
Local media	Social service agencies		Long-time resident/newer resident	
Business type *small/medium-sized/large business; locally owned/head-quartered out of the area*	Health care			
	Environmental			
	Recreational			

Source: Adapted from Ayres 1996; Okubo 1997

for people to spend an entire day there. Check to see if the site is accessible by both public and private transportation. See the logistics committee checklist in Appendix 5 for more details.

- Determine the exact date and time. For a weekend workshop it is sometimes better to schedule the events over Friday afternoon/evening and Saturday morning/afternoon rather than over Saturday and Sunday.
- Prepare an agenda. Decide who will facilitate. Many communities have found it most effective to use outside facilitators. This decision, however, is influenced by the resources available for the project. Decide who will make introductory remarks.
- Consider if day-care and/or transportation will be needed and make arrangements if necessary.
- Make provisions for meals or refreshments.
- Get together all the materials necessary for the sessions.
- Decide who will get there early to set up.
- Prepare and send out invitations for all the participants.
- You may want to designate someone to take notes and prepare a report on the proceedings.
- Let the local media know about the event. One way to do this is to issue a press release.

Source: Adapted from Center for Rural Pennsylvania n.d.; Okubo 1997

By this step, the coordinating committee will have the first community workshop organized. The next step is the workshop itself. The coordinating committee should try to plan for about a 12-hour period. If this is impossible, the coordinating committee with the facilitator will need to shorten the workshop by abbreviating many of the sessions.

This workshop can be split up into one evening and one full day, or some other combination. Many places opt for a Friday night session followed by a full Saturday to complete the workshop. Appendix 6 gives samples of sessions that the coordinating committee and the selected facilitators can follow.

Step 2: First community workshop

The first session begins with a round of introductions and leads the facilitator through getting the community to brainstorm and prepare a vision statement. The final part of the workshop is to identify key areas and form key area task forces. Remember that the agenda and sample sessions are simply recommendations and communities may need to adjust them to meet their specific needs. Experience with these workshops suggests that making changes in the process appears to have little effect on the outcomes.

Following are a list of questions to guide the process. Facilitators should keep these kinds of questions in mind as they proceed through the first workshop.

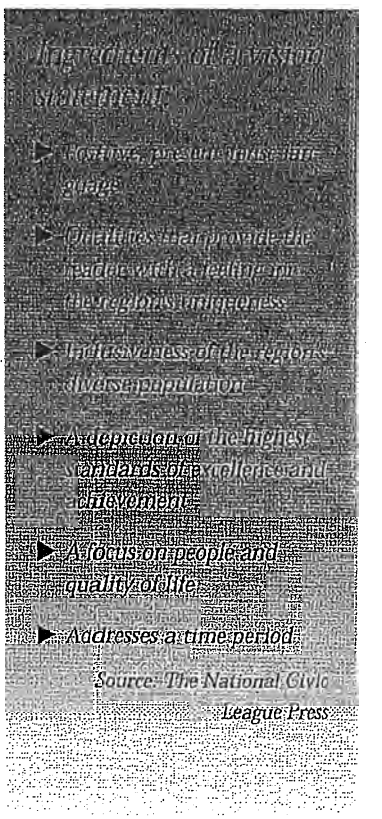
Questions to guide the process

Three questions drive the community workshop and should shape the way in which participants think about their community.

1. *What do people want to preserve in the community?*
2. *What do people want to create in the community?*
3. *What do people want to change in the community?*

Preparing a vision statement

By the end of the first community workshop, participants will prepare a vision statement. Appendix 6 contains sample sessions that will assist the facilitator in leading the community through the process of organizing, prioritizing and writing down statements about the community's future. Although this first



workshop results in a general vision statement, it is important to remember that the process is more important than the product. The statement can be revised and, in fact, should be revised over time. In Appendix 7 you will find examples of vision statements from communities around the U.S.

Perhaps the most direct way to help the community develop its vision is to ask: *In the year 20XX, in our community we would like to see:*

_____.

Again, it is useful to look beyond the immediate future and develop the vision for at least a 15-year period. To go beyond 25 years may be too difficult for the group to work with in such a session.

Step 3: Establish task forces

The final session in the first workshop is held to assemble key area task forces. During the two days of the workshop, community participants will have worked on identifying important themes. These themes will highlight key areas in which to continue the visioning process in more detail. Individuals will need to volunteer to work in these key areas. Each task force needs to be assigned a temporary leader. When key area task forces are assembled, each should begin to define an action plan. The worksheet in the appendix can help to clarify who is interested and what they want their roles to be. This action plan will define the task forces' next steps in preparing key area vision statements.

- Task force members should understand and strongly support the visioning project.
- Task force leaders should be able to direct and facilitate meetings.
- Task force leaders should avoid overly long meetings by using subcommittees, work groups and technical support to reduce task force workload.
- Task force members should begin to identify who is missing from the group. Is there an individual or organization with special expertise that the group needs?
- Task force members should select the next meeting date and begin meeting regularly after the workshop.

Each task force should include all the stakeholders that may be affected by future projects. Appendix 6 presents a worksheet that can help organizers to identify members of the task force and the aspects of the project in which they are interested.

The general vision and the sub-area visions represent the efforts of the people who were involved in the process. Some communities have sought to gain support for their vision by getting a local government to formally adopt it. Formal adoption has several benefits, such as broad dissemination of the vision, increased legitimacy in the community and a possible strategy for getting local government officials involved in the implementation stage.

After the community visioning workshop, the coordinating committee should concentrate on preparing a report that could include the visioning process, the vision statement, goals, strategies, or action plans, and the workshop participants.

The long-term version

This version begins with the same steps involved in the short-term version. Where the short-term version ended with a vision statement and a broad action plan, the long-term version continues to articulate the vision and to develop strategies and action plans for each key area that is identified. To continue with the long-term version, the general process is outlined below, but it is recommended that you refer to the chapters that address an identified key area to consider the kinds of questions the community should ask of itself, the kinds of information and data necessary to understand the past, present and possible futures in those key areas, and to devise appropriate strategies and action plans.

Keeping on track

Keeping the process on track and moving forward can be a challenging task. It is also one of the chief criticisms of this kind of process. It is one of the chief responsibilities of the coordinating committee. There are some things that the coordinating committee can do to keep the process on track.

- Make sure all task forces report to the coordinating committee on a regular basis—or the coordinating committee should remain in contact with each task force on a regular basis. Find out

what problems they have and what they need. Address problems and resistance head-on.

- Nurture and provide support of all kinds—moral, emotional, physical, problem-solving and financial.
- Build momentum by scheduling meetings regularly and interconnecting their results.
- Emphasize communication and information flow within and between task forces, with key stakeholders and with the public, using every available means: newspaper, radio, telephone, meetings, newsletters and personal contact.
- Do not let the process stop; at the community workshops all the steps should be completed. The workshop should not end prior to completing an action plan; these are important parts of the overall process. Give participants short-term, doable goals.
- Those with a stake in the action plan should be involved in the visioning process.
- Recognize people every chance you get for their contributions, for the part they play, for their accomplishments and for their spirit. Use creative methods, and develop your own recognition program.
- Recommend realistic, measurable actions.
- Set a future date for revisiting the vision and action plan and updating them.

Adapted from: Ames (1993)

Step 4: Concurrent community workshops

Each key area task force convenes a community workshop to develop a process for preparing a key area vision statement and identifying key sub-areas.

After the first community workshop, the key area task forces are responsible for organizing the next workshops. This involves the last three steps that were carried out in planning and organizing the first workshop. Once again it is necessary to publicize the visioning process for the key areas with the goals of identifying and recruiting participants and organizing the event.

Three steps to the key area workshops

1. **Publicize the visioning process** Local media should help to market the program and keep the public informed.
2. **Identify and recruit participants** Broad community participation is desired but participants should have certain skills and expertise in the specific key area. Local networks and communications will be effective in promoting the program.
3. **Organize the event** Local contacts generally arrange for a meeting place, equipment and refreshments.

These three steps were discussed in the first workshop. The same process can be followed here. A suggested agenda for the second community workshop with one sample session can be found in Appendix 8. Many of the sessions can be repeated from the first community workshop since a vision statement is the purpose of both workshops.

- It is crucial for key area task forces to communicate with each other on the timing of their workshops and the processes they are using to identify and recruit participants. Here is where the coordinating committee can and should play a crucial role in keeping communication lines open.

Establishing sub-task forces

The second workshop assembles residents to discuss a specific theme or key area identified during the first workshop. The group goes through the process outlined for the first workshop to prepare a key area vision statement. When this is accomplished, sub-themes are generated. Participants also begin to think about actions—what to do about these various sub-themes. At this point, sub-task forces should be organized around the sub-themes. From there, each sub-task force can begin to define action plans and next steps for addressing the sub-themes.

In the first two workshops, various individuals probably have been reluctant to accept vision statements not based on detailed information and analysis. However, because these first two workshops focused on visions, information and analysis were not crucial to the process. If the task forces and coor-

dinating committee want to develop more detailed and realistic strategies and plans to make the vision into reality, data gathering and analysis assignments must be performed. The long-term method focuses on these aspects of visioning. The task force worksheet in Appendix 6 should be useful for organizing task force members. In Appendix 9, there are two exercises to help task force members when they get to the point of trying to establish goals and strategies based on the data they've gathered.

Step 5: Review plans and/or programs

Each key area task force should review all relevant existing plans, programs, projects, zoning, subdivision regulations and building codes. Look for these documents in government, for-profit, non-profit and voluntary organizations, as well as churches, social and youth groups and any other organizations that can affect development in your community.

Consider the following during your review:

- With the existing plans and regulations, can the general vision statement be achieved?
- If not, you need to think how to involve the relevant governmental bodies in your more extensive visioning, strategy making and action planning.
- Are there programs or projects aiming at parts of what the general vision statement is trying to achieve?

Step 6: Data gathering and analysis

Each sub-task force should gather and analyze pertinent data and prepare strategies and goals. The coordinating committee is crucial in this step; it should act as a data clearinghouse. Many of the task forces will need similar data. The coordinating committee can collect this common data and make it available to the task forces. The data to be collected and analyzed will be of two types: general data common to all or most task forces that will help you understand the overall situation in your area; and specific data needed for each task force to understand its specific area. Below is a list of some of the data that is probably common to all the groups.

Demographic and economic patterns and trends

Use the U.S. Census and County Business Patterns for your main sources of data. Although we recommend these sources, it is essential to remember that census data are collected only every ten years, so it is likely your community has changed since the last time information was gathered. You can get updated population figures from your community's local government, the *Wisconsin Blue Book* and the U.S. Census. However, much of the other data will not be updated until the next census. We recommend that you discuss the kinds of changes that have taken place in your community related to the bulleted items.

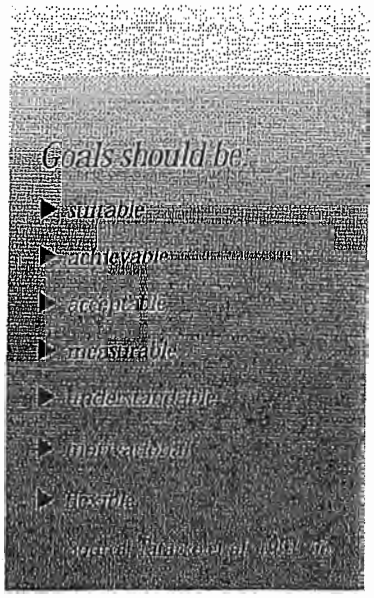
A couple of things to remember when putting together the data on your community: It is preferable to have data for more than one time period, if possible, to assess changes and trends. A poverty rate of 15% is more meaningful when you can see that the poverty rate was only 5% ten years ago. Similarly, comparative data allow residents to see how their communities are changing compared to similar communities or those in the region.

- Population and rate of population growth by age from 1980 through the latest census figures. Make projections for 2000, 2010 and 2020.
- Racial composition and percentage of total population
- Employment characteristics and trends

Appendix 10: Data Gathering and Analysis Worksheets should assist in gathering and organizing the data.

Step 7: Goals and strategy development

Each sub-task force collects and analyzes data on the issues it is examining. Many participants will want to jump immediately from the analysis to identifying specific projects that address the needs they have identified. We recommend that the sub-task forces identify broad goals and strategies before moving too quickly to identifying specific projects. These goals and strategies can be introduced to the group or developed within the group itself. This step in the process helps provide a tighter link between the vision and the action plan that will



be developed. Without a set of goals and strategies, communities may identify specific projects that are not related to the vision established earlier in the process.

Step 8: Community workshop

When each task force has developed its vision and related goals and strategies, the next step is for the coordinating committee to plan on a final workshop to present the general vision, key area visions and goals and strategies. The coordinating committee should open the meeting to all community residents. Prior to the workshop, the general vision, key area visions and goals and strategies could be published in the local newspaper to prepare residents for the meeting. The article could ask for written comments from those residents who cannot come to the meeting.

The coordinating committee should introduce the meeting and the general vision. Task force representatives can then introduce key area visions and their accompanying strategies. After the presentations the coordinating committee should facilitate a process that elicits comments from everyone rather than from a few dominant voices. Breaking into small groups is a good way to have everyone participate. .

Step 9: Developing action plans

What is an action plan? An action plan is a description of the activities needed to move the community toward its vision. For each project that is identified, there should be a detailed plan of what needs to be done, who can do it, when it will be done, what information is needed, and what resources are necessary to implement the strategy. In Appendix 12, we provide a series of action planning worksheets that should assist the coordinating committee, the task forces and the sub-task forces as they begin to prepare action plans. Each sub-task force should prepare action plans based on agreed-upon strategies and goals.

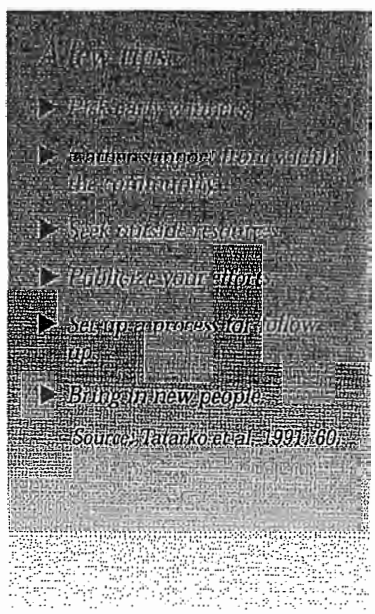
Probably the most efficient way to develop the action plans is to have subgroups work on specific themes identified in the vision or by goals and strategies formulated earlier in the process. Most facilitators prefer to build the action plan by using flip charts. This allows participants to see how various parts of the plan fit together and encourages more participation in the process.

One of the most important products of the action planning process is the report that results from the workshop. Each task force should have a recorder who keeps track of the many ideas that the workshops generate. A copy of the record should be available to all participants, especially those in other task forces who need to be apprised of the group's work. A condensed version of the report also may be available to the media to make public and government officials aware of the task force's work.

Step 10: Implement

Information identified in the action planning worksheets can provide the basic information necessary to move from an action plan to implementation. The group must identify who will be responsible for implementation, when it will be done, what resources are necessary, and who the stakeholders and others affected by this action are.

One of the major decisions to be made at this stage is who should manage the implementation process: should it be the sub-task force, some existing organizations



or groups in the community, or a newly established organization? This decision will be based on an assessment of the current situation and what is being done to address the issue.

The keys to implementing the action plan involve coordination among various participants, expanding the number of people involved in the process and communicating the project appropriately to the general public and government officials.

Step 11: Monitor, evaluate and revise

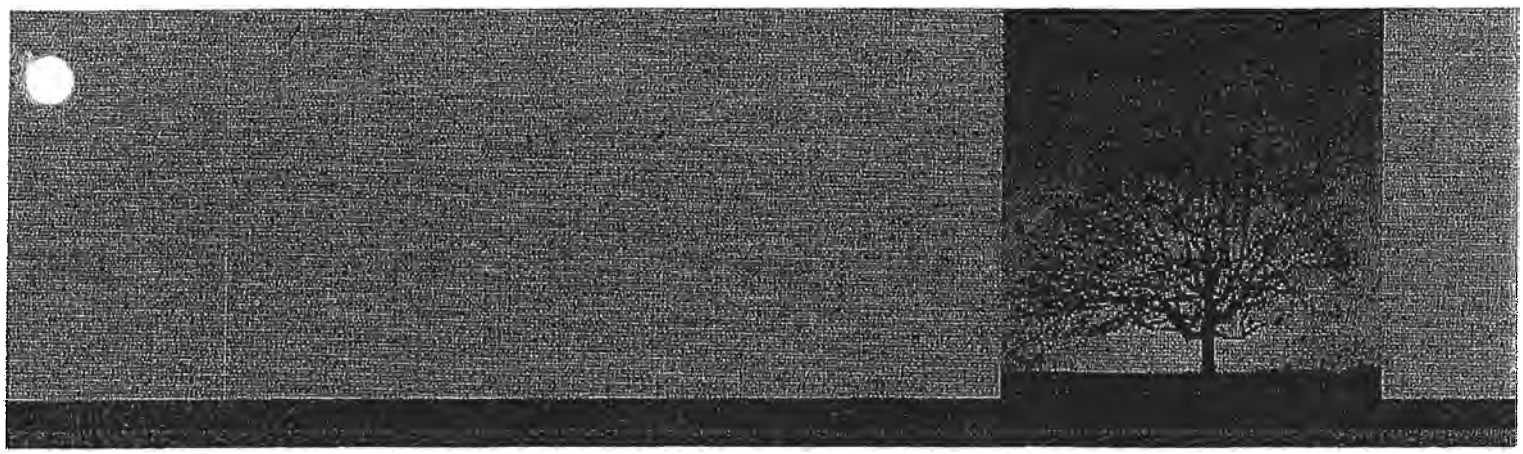
Monitoring is an assessment of the planning process itself. The purpose of monitoring is to provide indications of whether the action plan needs some adjustments. For each element of the action plan, communities should ask each of the following questions.

- *Are the time deadlines being met?*
- *Is the budget appropriate?*
- *Is the staffing appropriate?*
- *Is the amount of work realistic?*
- *Are priorities receiving the appropriate amount of attention?*
- *How are we working as a group? Are we learning something important to share? What else do we need?*

In Appendix 13 we provide a sample Gantt Chart for a housing project. This chart gives participants a schedule for completion of various tasks for a project. Monitoring should begin once the planning process has begun.

Evaluation focuses on the specific accomplishments of the process. A distinction should be made between measuring *outputs* and *outcomes*. Outputs that result from the action plan can usually be counted. Examples of outputs include number of jobs created, number of houses built, or the number of programs developed. Outcomes, however, are usually much more long term and more difficult to link to the specific elements of the action plan. Examples of outcomes are decreased levels of poverty or increased levels of personal income, more people accepting leadership roles, or improved social networks among residents. Specifically, participants in the strategic visioning process should ask how a community is better off as a result and then try to measure success in terms of goals stated in the development action plan.

An example of an outcome from a plan may be to expand citizen participation in the community. Measures of success might include such indicators as the number of regular members in voluntary organizations, the number of people who attend organization activities, number of volunteer hours in each organization, or the number of new members in the organization.



Planning for the Future: A Handbook on Community Visioning

Third Edition

The Center for

Rural Pennsylvania

A Legislative Agency of the Pennsylvania General Assembly

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The Center for Rural Pennsylvania is a bipartisan, bicameral legislative agency that serves as a resource for rural policy research within the Pennsylvania General Assembly. It was created in 1987 under Act 16, the Rural Revitalization Act, to promote and sustain the vitality of Pennsylvania's rural and small communities. The Center seeks to preserve and enhance the rural environment which makes the Commonwealth a unique place to live, work or visit; awards grants for applied research and model projects; maintains and disseminates information on rural trends and conditions; develops publications to share research and project results; and sponsors local, state and national forums on rural issues.

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MESSAGE FROM THE CHAIRMAN

Dear Friends:

The Center for Rural Pennsylvania is pleased to offer this third edition of the Handbook on Community Visioning. Our first editions, published in 1998 and 2000, were so well received and widely distributed that we were encouraged to issue a third edition.

This edition offers the same basic information on creating a vision for your community's future and includes updated contact information on successful visioning projects initiated statewide. By offering this mix of information, we hope to encourage you to further think about the process and determine how you might use the information to create a visioning plan of your own.

As we mentioned in the first edition, a cookie-cutter approach to visioning cannot work since every community is different and must determine its own needs. While the information in this handbook can help to get your visioning project started, it is up to the entire community to come together to create, refine, and implement the plan that it has set out to achieve. Examples of what other communities have done and their successes and suggestions may give you some good ideas on how to keep the process moving along, but again, it is up to you to realize your vision.

Inside you will find practical information on everything from establishing a steering committee to planning community workshops. There are also sample worksheets and a list of resources for further assistance. Use this information to your advantage.

Best wishes for much success in your efforts. I hope you find this handbook to be a useful guide and reference.

Sincerely,
Representative Sheila Miller
Chairman

INTRODUCTION

It's not easy planning your community's future. In most cases, residents are too busy making sure that the roads are in good condition or that their volunteer fire company is properly equipped to think about or plan what they want their community to be in 10 or 15 years.

Yet, if a community doesn't think about its future, who will? It might be a private developer who is trying to construct a large shopping mall or housing subdivision, or it might be state or federal agencies located hundreds of miles away deciding where to locate a new highway or hazardous waste site.

Residents who don't think about and actively play a role in shaping the future of their community may become victims of that future.

Planning your community's future requires leadership, patience, determination, and most importantly, community involvement. What it doesn't require is a great deal of money, technical skills or outside consultants.

The purpose of this handbook is to help communities like yours begin thinking and planning for the future. It is not, however, a cookbook on community visioning. Every community in Pennsylvania is unique, so it must develop its own vision and plan for the future. On the other hand, many of the same principles and activities that are included in the process may be useful to many communities. To help communities find that common ground and allow them the freedom to decide what their plans might include, the Center for Rural Pennsylvania designed this handbook to focus on the process of visioning, not the outcome.

This guide is divided into the following sections:

- What is Community Visioning
- How to Create a Vision for the Future
- Elements of Success
- Nuts-and-Bolts of Visioning
- Lessons Learned

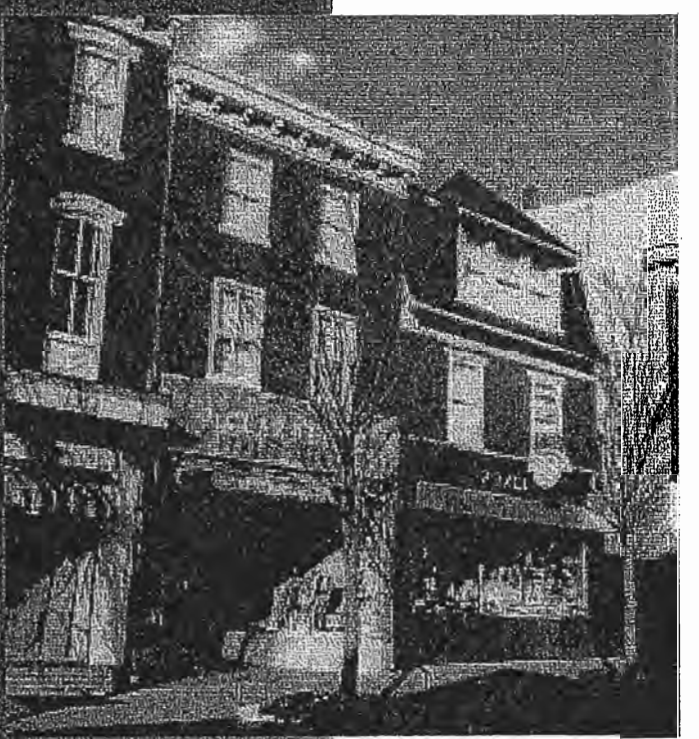
This guide also includes a list of recommended readings, a list of federal, state, and private resources that can be used to help implement different parts of your community vision, and sample project materials.

WHAT IS COMMUNITY VISIONING?

Community visioning is both a process and a product. The process gives residents the opportunity to express what they value about their community and to develop a consensus on what they would like to change or preserve. During this process, residents discuss their ideas on what they would like their community to look and feel like in the next five to 10 years. The product of these discussions is a vision statement. This short statement describes what residents value about their community and what they would like their community to look like in the future.

The process of developing a vision statement is more important than the actual statement. The process helps residents to take a realistic look at their community; not to assign blame but to establish an honest appraisal of what their community is. This information is critical for developing a strategy for change.

The product, the vision statement, is important because it helps keep the community on track. Think of the statement as a compass that guides a community through the ups and downs of economic, social and political change. If the statement is truly community developed and supported, changes in these landscapes will have little impact. In addition, the statement may be used to assess the compatibility of new initiatives and programs with the residents' ideas. A community will always have new opportunities, such as new businesses, highways, and government programs. But it is up to residents to determine if these opportunities will either hinder or help their community achieve its vision for the future.



The Center for Rural Pennsylvania

HOW TO CREATE A VISION FOR THE FUTURE

The process of creating a community vision is inexpensive and straightforward. It does not require outside consultants or a government grant. However, it does require residents to develop a mutually agreed upon vision for what they want their community to look and feel like in the future.

While the actual process of developing a vision may vary from place to place, the Center for Rural Pennsylvania found in its study of examples throughout Pennsylvania and other states that every community goes though the following five steps to develop and implement its vision:

- Define Community Boundaries
- Inventory and Analyze Community Resources
- Write and Adopt a Vision Statement
- Develop an Action Plan
- Implement the Action Plan

DEFINE COMMUNITY BOUNDARIES

One municipality does not make a community. In Pennsylvania, as elsewhere, every township, borough, and city are linked together physically, economically, and culturally. These links should be the basis of a community's boundary. To define their community, some groups have used the school district boundaries; some have used physical features such a river valleys, mountain ranges, or watershed regions; and others have used the county boundaries as the basis of their "community."

The purpose of defining a community's boundaries is to give the vision a focus. According to one count, Pennsylvania's 2,580 municipalities can be boiled down to slightly more than 200 communities. Each of these places are unique and special. A vision statement developed by residents in one community is not transferable to another community since these residents have no investment in its creation.

Another reason for defining a community's boundaries is to make the process more manageable. Residents may not become involved if they must travel more than 30 miles one way. By focusing on a specific area, residents can more strongly develop a sense of community. Additionally, they can begin to identify issues and affect change.

INVENTORY AND ANALYZE COMMUNITY RESOURCES

One of the most exciting parts of the community visioning process is the inventory and analysis of community resources. This is the stage where residents are asked to identify and define those things that make their community special. For example, residents are asked: where do you like to take out-of-town visitors; how do you describe your community to outsiders; and what types of changes do you think will happen in the next five to 10 years? Residents are also asked to identify and explain problems in their community; where they avoid taking out-of-town guests; and what negative trends are affecting their community.

The purpose of the inventory is to gather as much information as possible about the community and its resources. This information should include both the good and the bad, the quantitative and the qualitative, and the attitudinal and the behavioral. Information on economic, demographic, and social conditions should be added to the mix as well. (A partial list of information needed and data collection techniques are included in the section entitled, *Nuts-and-Bolts of Visioning*.) The purpose of this information is to provide the community with the most complete snapshot of what it is and the resources it possesses.

The analytical aspect of this process involves taking all the information and developing a series of probable scenarios of what the community can be in the future. These scenarios should range from pie-in-the-sky to doom-and-gloom. In each instance, however, they should describe where the community currently is, how it got there, and where it is going.

VISION STATEMENTS ARE NOT MEANT TO BE PLACED ON A BOOKSHELF OR IN A PICTURE FRAME. THEY ARE MEANT TO BE USED.

WRITE AND ADOPT A VISION STATEMENT

Once the inventory is completed and the probable scenarios are developed, the next step is to allow the residents to select one scenario and further define it. This process is relatively straightforward and should be done at a community-wide workshop where residents have the opportunity to review and discuss the information and to select the scenario they believe best reflects their community's hopes and dreams. Residents should also be encouraged to change or modify all the scenarios.

With the preferred scenario in hand, residents should spend the rest of the community workshop developing a simple two-to-three paragraph statement that captures the essence of the preferred scenario. This statement is the vision statement.

The next step is to publicize and adopt the statement. Diverse community groups such as the Rotary Club, fire companies, and large businesses, should be formally asked to adopt the vision statement and use it as a guide when making decisions affecting the community. Official bodies such as municipal governments, school boards, and sewer and water authorities should also be asked to adopt the statement in the form of a resolution. The purpose of this activity is to get as many groups and organizations as possible to adopt the vision statement and participate in its implementation.

DEVELOP AN ACTION PLAN

Once the vision statement is written and adopted, the next most critical step is the development of an action plan. The purpose of the plan is to prioritize and coordinate components of the vision statement. Often this is not a difficult process. In many communities, social, business, religious, and governmental groups and organizations already have plans and strategies to improve aspects of community life. If these groups participate in the visioning process, it should be relatively easy to coordinate these individual plans with the vision's objective. Another way to think about it is that the vision statement acts as a huge umbrella for these groups, and that their individual plans may be used to implement the community's larger vision for the future. No group or individual should be forced to change their plan. Instead, they should be encouraged to adopt the community's action plan as their own and to act accordingly.

IMPLEMENT THE ACTION PLAN

Vision statements are not meant to be placed on a bookshelf or in a picture frame. They are meant to be used. Creating a vision statement is only the first step in a larger process of community development.

Once the statement is adopted and the plan is identified, the community must implement the plan. It is important not to get hung-up on the lack of resources for major projects. Many communities have turned themselves around by taking small steps and making small improvements here and there. Once residents see change occurring, they are more likely to get involved. Success breeds success.

The most important thing to remember is to use the vision statement as a guide to begin improving the community. Don't wait for others!

TIMEFRAME

The time it takes to develop a community vision will vary from place to place. Some communities are more active and already have a corps of participants ready to go. Other places need to spend time and energy recruiting people and organizations to work on the visioning process.

By examining the visioning process throughout the state, the Center for Rural Pennsylvania has found that many rural communities need between eight to 12 months to write a vision statement and another three to six months to have it widely adopted. With a larger population base and many organizations, urban and suburban areas may take shorter periods of time.

There is no exact timeframe for the implementation of the vision statement. In general, vision statements should have a five to 10-year timeframe.

ELEMENTS OF SUCCESS

To implement a community visioning project, every community needs to tap into some basic local resources and keep in mind some of the same basic principles. Following are the basic resources that are available to every community and the principles that communities should remember as their visioning projects begin and progress.

CITIZEN PARTICIPATION

The most important resource for any community in creating its vision is its citizens. Each member of the community must be given the opportunity to participate in the visioning process. The vision cannot be created or driven by local or state government, the chamber of commerce or some special interest group alone because, chances are, it will fail. To create an effective vision for the future, every resident must be given an opportunity to participate in its formation.

Local buy-in is the reason why citizen participation is so critical. The more people and groups that participate in the visioning process, the more likely they are to invest in its outcome and work towards its achievement.

A special effort should be made to involve area youth. The youth of a community can offer different viewpoints and have specific skills and talents that can really add to the visioning process. By including youth in the visioning process, the community may also help its youth develop a greater sense of civic commitment. For example, it has often been observed that youth who

Residents are the most important resource for any community as it begins the visioning process.

are involved in their community are more likely to remain in or return to that community after completing their education. This can be an important consideration in areas that have seen a large exodus of youth because of a lack of opportunities.

In an age of home entertainment centers and declining leisure time, it is not always easy to get people involved in community activities. Every community has a healthy number of people or organizations that will not participate for any number of reasons. Getting "nay-sayers" to actively and constructively participate can be challenging. In most cases, the best advice for dealing with these groups or individuals is to let them know what is going on and that the door is always open for their participation.

LOCAL LEADERSHIP

Community leaders come in all colors, shapes and sizes. Elected officials are often seen as traditional community leaders and they are important to the process. But others are needed, too. Nonprofit organizations, businesses, youth groups and people from different walks-of-life can take on important roles in the process. They are needed to weave the diverse threads of a community together, delegate responsibility, and ensure that projects are completed.

Local leadership is critical to ensure that the entire process is kept on track. People who lead a community vision process do not need special training or education, but they must be able to listen, direct, work as part of a team, and let go so others can follow through. These skills can be found in many individuals, whether they are involved in area businesses, volunteer fire companies, or even little league baseball teams. The important thing to remember is that leadership is not exclusively the domain of municipal governments, chambers of commerce, or other organizations.

The role of a leader in the visioning process is to manage the process and ensure that activities are completed. Leaders are also responsible for making sure that other groups are involved in the process and for keeping a positive focus on the activities at hand. Visioning leaders are not super heroes. They are people like you who want to improve their community.

COMMUNITY RESPONSIBILITY

A community's vision for the future must be its own. It will not be effective if it is imposed by either state government or consultants. Similarly, simply photocopying and adopting a neighboring community's vision statement will not work. Each community is different and unique, and each has the responsibility to figure out what it wants to be in the future. There are no short cuts in this process.

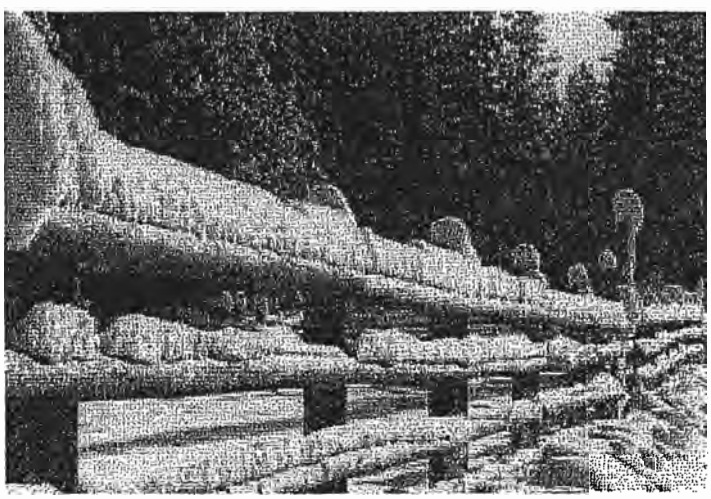
Outside groups and consultants can help in the visioning process, but it is ultimately the community's responsibility to ensure that the vision it develops addresses its own particular needs and aspirations.

REGIONAL PERSPECTIVE

In Pennsylvania, one municipality does not make a community. Every borough, township, and city in the state is linked physically, economically, and culturally to others.

While there are natural limits to the size of a community, municipalities that undergo the visioning process must realize that they are one community. Communities need to look beyond their immediate municipal boundaries and establish a long-term picture of what kind of place would be suitable for present and future generations.

A community vision works best when it is limited to a specific geographic area. Whether these limits



are manmade, such as county or school district boundaries, or natural, such as a river corridor, it is important that the majority of residents identify these as the starting and ending points of their community.

OUTCOMES ARE NOT PREDETERMINED

When people are asked what they want their community to look like in the future, they can come up with some surprising answers. They may want more strip malls, less trees, and more parking lots. They may also want a revitalized downtown, better residential neighborhoods, and better bus service. The point is, the entire visioning process is a learning experience. No one should go into the process with preconceived expectations that the final outcome will support a single opinion or idea.

A single issue should not drive the visioning process. Whether that issue is downtown improvements, the need for schools, or reducing crime, the visioning process is a comprehensive process. This process addresses where the entire community will be in the future, not how some individual issue will change. While these individual issues need to be examined and addressed, they should not be the sole focus of the community's vision.

To this end, the process should not be packaged as economic development. A vision focuses on improving the quality of life, not on creating more jobs or filling up industrial parks. While a vision should certainly have an economic development component, it should not be the driving force behind creating a vision.

NUTS-AND-BOLTS OF VISIONING

Now that we have a good idea of what a community vision is and what some of its elements are, we can focus on technique. There are no hard and fast "rules" for this process. Each community will need to find its own pace, players, and tools that work best. What this handbook offers is a set of principles, a process, and a variety of tools that have been used effectively in communities just like yours.

Below are elements involved in the process of developing a community vision. These elements are neither magical nor absolute. They should be modified to meet your own community's needs.

Three principle components to these elements are:

- **The Steering Committee**: Responsible for oversight and organization of the entire process.

- **Community Workshops**: Open public meetings that are used to inform citizens about the visioning process, to discuss the progress being made and to discuss issues affecting the community.

- **Taskforces**: Small groups that gather information on a specific issue affecting the community and identify possible solutions.

Each of these components are included in the elements listed on the following page. The

timeframe in developing a vision statement can range from eight to 12 months depending on the level of commitment of the participants. In general, the main elements of a community visioning process are:

Getting Started: Steering committee forms and begins planning for first workshop.

First Community Workshop: Steering committee provides an overview of the visioning process and asks participants to identify issues affecting their community.

Establishing Taskforces: Steering committee tallies results, develops list of taskforces, and plans for second workshop.

Second Community Workshop: Steering committee reviews activities to date and breaks participants into small taskforces, giving each a specific issue to examine in detail.

Keeping on Track: Steering committee ensures that taskforces are meeting regularly and plans for the third workshop.

Third Community Workshop: Taskforces report major findings to the community. Participants are asked to discuss what they want their community to look like in the future.

Drafting the Visioning Statement: Steering committee ensures that taskforces are meeting regularly and drafts a tentative vision statement.

Fourth Community Workshop/Celebration: Public unveiling of vision statement and celebration of the community and its residents.

Marketing and Making the Vision a Reality: Steering committee and taskforces present the vision statement to community groups, local governments, and other groups for their formal approval of the statement. Committee and taskforces request these groups to use the statement when making decisions affecting the community.

Action Plan: Working with various community organizations and governments, the steering committee develops an action plan by implementing the taskforces' recommendations and other elements of the vision statement.

When forming the steering committee, remember to invite those who are actively interested in improving the community.

Annual Progress Report: The steering committee plans a meeting that reviews the activities and accomplishments to date and what activities will be implemented the following year.

Keep in mind that in community visioning there is no absolute formula where step one will automatically lead to steps two, three and four. The steps outlined here have worked in some communities, but not all, so you should feel free to combine, rearrange, or even eliminate steps. The ultimate measure of your vision's success is not how closely you follow this model, but how effective you are in improving your community's quality of life.

GETTING STARTED

In all communities, there are people and organizations that are respected and active. Business owners, elected officials, members of non-profit agencies, educators, health care professionals and others who are actively interested in improving their community should be members of the visioning steering committee.

Key points to remember in forming a steering committee include:

- ✓ Open membership up to many organizations;
- ✓ Reach out across sections: public, private, and nonprofit;
- ✓ Be inclusive, not exclusive;

✓ Don't avoid differences in opinion; and
✓ Don't get stuck on the past. Remember this is a plan for the future.

Once the list of likely members has been put together, invite them to a meeting. Don't be disappointed if only a few show up. Initiating change is not easy. It can be a slow and frustrating process. At this first meeting, and at others if necessary, do the following:

1. Identify who is missing from the group. Make a concerted effort to identify persons and/or organizations that should be involved in the visioning process. At this point, the list should include those who are considered influential in shaping community opinions. These individuals should be invited to the next steering committee meeting.

2. Establish a positive attitude. Initiate a brief discussion on the community's strengths to help get a positive tone going.

3. Develop an action plan. This plan doesn't need to be very detailed, but it should include the next step in the process, when the public should be involved, what resources are available to see this process through, and who will be available to provide guidance and technical support.

4. Develop a working definition of the community. Meeting participants should leave with an understanding of the geographic boundaries of the community and an understanding of the economic, cultural, and social bonds that make them a community.

A facilitator should be selected. The facilitator's job is to keep the process focused and to give every participant the chance to have a say in the process. The facilitator must be a leader, a follower, a diplomat, and a person with the ability to complete projects. The facilitator must also be able to link resources such as talent, money, and ideas together for the betterment of the community.

In subsequent meetings, the steering committee needs to develop a good sense of what its role is and how the community could benefit from the visioning process. It is a good idea to ask other organizations or communities for technical support. Appendix 3 includes a list of organizations that have helped others complete visioning projects. Most of these organizations can provide assistance at little or no cost.

Once the steering committee has met and feels confident to take the next step, it is time to hold a community workshop. While there is no sure-fire way to know when the committee is ready, it is important that its members don't fall into the "waiting-for-the-right" trap . . . like waiting for the right time, the right politics, the right information. There is no right or wrong time to start involving people as long as you do it right away. Collecting massive amounts of information before having any idea what it is to be used for or how it fits with what the community wants is an excuse for not getting started.

Key Outcome: Form a functional steering committee made up of 10 to 20 members who represent a broad cross section of the community
Time: Two to three months
Cost: None

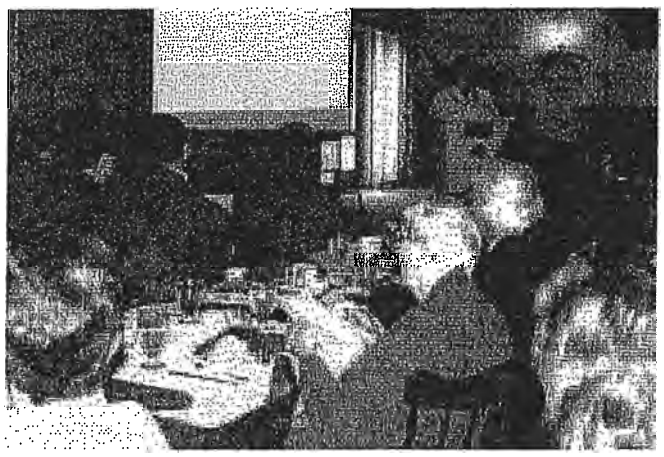
FIRST COMMUNITY WORKSHOP

At the first community workshop, the steering committee needs to be concerned about organization and outcome. The organization is how the workshop is put together; outcome is what information is generated during the workshop. Both of these elements are critical for a successful workshop.

ORGANIZATION

Organizing a community workshop is not difficult, but it can be challenging. The steering committee organizes the first workshop. Below are some items that need to be considered in planning for the workshop. Appendix 4 is a detailed checklist of how to organize a workshop.

Location: The first step in planning a community workshop is to select a location. As a general rule, you should choose a facility that people are familiar with and comfortable visiting. It may be a senior citizen center, American Legion, fire hall, school, church, municipal building, or hotel. In



Two general rules to follow when selecting a workshop date are to make sure no other community group has an event scheduled at the same time and to give the steering committee plenty of lead time to adequately promote and organize the workshop.

many cases these facilities are free to community groups or can be rented for a nominal fee.

Date: Selecting a date for a community workshop is always a tricky matter. Weekday morning workshops can be just as popular as evening workshops. Similarly, Saturday morning can also be very popular. There are two general rules to follow when selecting a workshop date: first, make sure no other community group has an event scheduled at the same time; second, give the steering committee plenty of lead time to adequately promote and organize the workshop.

Agenda: Developing and following an agenda is critical. An agenda lets participants know what is going on and how long the workshop will last. The steering committee can use the example agenda in Appendix 7, or create its own. Some key items to include in the agenda are:

✓ Welcoming remarks and the purpose of the workshop (Why are we here and what do we want to accomplish?);

✓ An overview of the visioning process;

✓ A large block of time for small group discussions; and

✓ Concluding remarks and a discussion of the next step (where do we go from here?).

Speakers: When selecting speakers, it is important to choose people who have effective communication skills and who are comfortable speaking in front of large groups. The welcoming speaker should be a member of the steering committee. The person giving the overview of the visioning process can also be a steering committee member, or someone from outside the community (government agency, leader from a community that developed a vision, or a consultant). A list of groups that may have a speaker for your workshop is in Appendix 3.

Pre-select and pre-train a small group of facilitators for the workshop. Again, facilitators can be members of the steering committee or local resource people like the county planner, RC&D coordinator, or county extension agent.

Promotion: To ensure good attendance, promote the workshop. You may consider printed brochures, which are an inexpensive and effective way of letting residents know about the workshop. Appendix 6 is an example of a flier. With permission, these can be left at areas banks, grocery stores, and churches. If the fliers are to be mailed, keep in mind that someone will have to pay for the postage. Area groups, such as chambers of commerce and Rotary Clubs, may be able to supply mailing labels.

Contact members of the media about two weeks before the workshop. A sample media release announcing the workshop is in Appendix 5. A representative of the committee may want to call local newspapers, radio stations, and televsion stations a week before the workshop to ask if a reporter will attend the workshop.

Next, the steering committee may want to consider personally contacting municipal and county officials as well as state and federal legislators. The group may also want to put posters in community gathering places, photocopy fliers that school children may take home to their parents, or place announcements in church and club bulletins.

Refreshments: Offering light refreshments or a meal sponsored by an area organization is always a good idea. Refreshments are an effective icebreaker and can range from coffee and donuts to ice cream sundaes.

OUTCOMES

Key outcomes from the workshop include:

- Participants understand the visioning process and how it might help their community.
- Steering committee obtains a list of top issues affecting the community.

The first outcome is the responsibility of the speaker. The second is the product of the small group discussions.

After the keynote speakers, the large group should be broken into small discussion groups of no more than 10 people. Participants should be randomly assigned to different groups to help break up any cliques and help the discussion flow more freely. Each of the small groups should have a facilitator, who must make sure that everyone in the group has a chance to participate and that the group develops a list of issues.

The facilitator's first task is to ask group members to list the issues in their community. Worksheets that may help to initiate discussion are included in Appendix 8. These sheets should be changed to meet the community's specific needs. After all participants have completed the worksheets, each person should discuss what they see as community issues. Comments should be recorded on a flip chart. Afterwards, every participant should "vote" for the top five issues by placing a colored mark next to the five most important comments recorded on the flip chart.

This discussion can be exciting and informative. Make sure your facilitator steers people away from negative comments or personal "sermons" about pet problems. Participants should be reminded that they are not here to solve every problem but to take stock of all the issues and identify the most important issues for the community's future.

Key Outcome: Community understands the visioning process and develops a list of key issues
Time: Two-and-one-half to three hours
Cost: Printing, postage, refreshments, supplies: about $100 to $200

ESTABLISHING TASKFORCES

A week after the first community workshop, the steering committee should meet and assess what went right at the workshop and what needs to be improved. The committee also needs to take the results of the participants' issue lists and identify similarities and differences among the lists. The lists need to be condensed or combined into four or five broad topics. These topics will serve as the basis for the taskforces.

Each taskforce needs to be assigned a temporary leader, who is usually a steering committee member. The leader is responsible for informally recruiting members to the taskforce and collecting information on that particular topic.

In addition to identifying the taskforces, the steering committee should begin preparing for the next community workshop, which should be scheduled within two months after the first workshop.

Key Outcome: Develop list of taskforces with temporary leader
Time: Two to three months
Cost: None

SECOND COMMUNITY WORKSHOP

Following the same organizational procedures as the first workshop, steering committee members should design the second workshop to get the taskforces up and running. The second workshop should offer individuals who could not or would not attend the first workshop the opportunity to become involved.

The workshop should begin with an overview of the activities of the first workshop and the visioning process. Participants should then be directed to meet with their taskforce group. Except for the temporary taskforce leader, try not to pre-assign members to each taskforce. Each participant should be allowed to join the taskforce in which they are most interested.

In the taskforces, several things should happen:

1). Select a leader. The leader may by the temporary leader or someone else.

2). Identify who is missing from the group. Are there individuals or organizations that have special expertise that the group needs?

3). Select the next meeting date. The taskforces should begin meeting regularly after the workshop.

4). Complete the SWOT analysis of the taskforce issue (see below).

5). Begin identifying the resources available to address the taskforce issue.

The workshop should adjourn after each taskforce reports what it has accomplished and what its next steps are.

SWOT ANALYSIS—STRENGTHS, WEAKNESSES, OPPORTUNITIES, AND THREATS

Borrowed from business, SWOT analysis is a quick way to assess an issue or topic in terms of its strengths — what is good, what are its positive attributes; weaknesses — what is wrong, what are the problems; opportunities — what can be done to improve the situation, both short and long-term; and threats — what are the external/internal threats in the future.

For communities, SWOT analysis is a useful tool to explore an issue. Below is an example of a group that used SWOT analysis to assess their downtown.

Downtown Revitalization

✓ Strengths: Good mix of retail and service; good traffic flow; many historic buildings.

✓ Weaknesses: Not enough parking; lots of vacant store fronts; high property taxes.

✓ Opportunities: Recruit a downtown manager; coordinate store hours; repave the sidewalks.

✓ Threats: Being ignored by municipal government; shopping malls; highway bypass.

Key Outcome: Establish active taskforces
Time: Two-and-one-half to three hours
Cost: Printing, postage, refreshments, supplies: about $100 to $200

KEEPING ON TRACK

A week after the second community workshop, the steering committee should meet and again assess what went right at the workshop and what needs to be improved. The second job for the committee is to make sure that the taskforces are meeting regularly. The leader of each taskforce should be asked to give a brief report on their findings and activities to date.

The steering committee should also continue to grow. New members should be asked to join and to take a leadership role. The committee should also begin informally surveying other groups to determine what their mission is and how they can work together.

Finally, the steering committee should begin planning for the third workshop. This workshop should be scheduled no later than two months after the second workshop.

Key Outcomes: Keeping the taskforces active, planning for the next workshop
Time: Two to three months
Cost: None

During the first community workshop, participants should be asked to take stock of all community issues and identify the most important ones for the community's future.

THIRD COMMUNITY WORKSHOP

Following the same organizational procedures as the first workshop, the steering committee should design the third workshop to allow for the actual writing of the community's vision statement. This workshop should also give individuals who could not attend the first two workshops the opportunity to become involved.

After the welcoming remarks and a review of the activities to date, participants should be randomly

assigned to small groups of no more than 10 people. Each small group should have a pre-assigned facilitator. The role of this person is to record the answers to the questions below on a flip chart and to keep the session focused.

- What features (physical, social, cultural) do residents use to identify their community?
- What are the community's principle values?
- What defines a "good" quality of life in the community?
- What are the community's opportunities?
- What things in the community should be preserved? What things should be changed?
- What five things would really improve the community?
- What should the community physically look like in the future?
- How fast should changes occur?

By now, most workshop participants should have a keen understanding of their community, including its problems and opportunities. The facilitator should encourage an open discussion of the questions above and should strongly discourage participants from focusing on "how" issues. The facilitator should also steer clear of any discussions about money and how projects will be financed since these issues tend to stifle creativity. The "how" questions will be addressed during the planning stage.

The timeframe for answering these questions can vary from community to community. Typically, most places incorporate a five- to 10-year timeframe.

After a short break, the small groups should meet again to begin writing a vision statement. Using the responses from the first session, participants should write a short two-to-three paragraph statement about their community and its future. Elements of this statement may include a list of community values; a list of future opportunities; and a description of what the community will look and feel like in the future.

Each small group should develop its own statement. Because the statements will ultimately be combined, the groups should not get overly concerned about phraseology or grammar. At this point, it's important to flesh out ideas and dreams about the community's future.

Key Outcome: Develop small group vision statements
Time: Two-and-one-half to three hours
Cost: Printing, postage, supplies, refreshments: about $100 to $200

DRAFTING THE VISION STATEMENT

A week after the third community workshop, the steering committee should meet and assess what went right at the workshop and what needs to be improved. The key assignment for the steering committee is to take the small group vision statements and combine them into a single statement.

This task is not as daunting as it may seem. In most instances, the small groups will come up with very similar statements. Oftentimes, the only tricky part is wordsmithing the final statement.

Once the statement is completed, it should be test driven. The small group facilitators, selected community leaders, and others active in the visioning process should have an opportunity to make sure the statement captures what participants actually said at the workshop. Any modifications should be done at this time.

The steering committee should also make sure that the taskforces are meeting regularly and should ask taskforce leaders to provide brief updates on their activities. Plans for the final community workshop should also be underway.

Key Outcomes: Draft the vision statement, keep taskforces active, plan for the next workshop
Time: Two to three months
Cost: None

FOURTH COMMUNITY WORKSHOP/ CELEBRATION

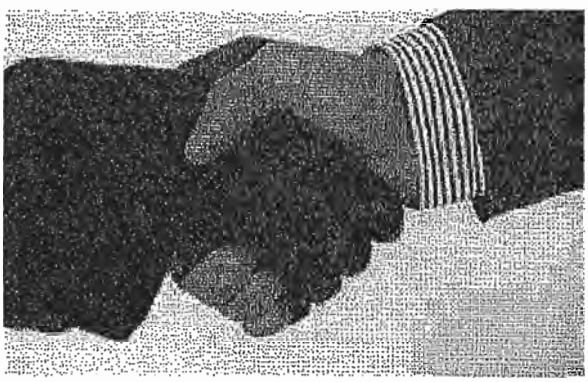
The fourth workshop should be a community celebration. It could be a picnic or street festival, or even be a part of some other type of community-wide event. The only "work" that should take place

at this workshop is to make sure that everyone is having fun!

Ideally, the celebration should be held no later than three months after the third community workshop and should mark the official unveiling of the community's vision statement. Try to introduce the statement through some sort of ceremony. For example, the steering committee members may want to publicly sign some type of document supporting the statement, and later ask community, business and government leaders who are attending the event to do the same. These leaders may also be asked to talk to the audience about the community's future.

Remember to invite members of the media to attend the event so that the activities of the day and the vision statement may be introduced to an even wider audience. It's a good idea to print and mount the statement on large posterboard and to have extra copies of the statement to pass out to the media and the audience.

Key Outcomes: Unveil the vision statement to the public and celebrate
Time: Varies
Cost: Varies



TO GAIN WIDE ACCEPTANCE AND SUPPORT FOR THE VISION STATEMENT, THE STEERING COMMITTEE SHOULD DEVELOP A STRATEGY TO INTRODUCE AND "SELL" THE STATEMENT TO PUBLIC AND PRIVATE GROUPS AND INDIVIDUALS

MARKETING AND MAKING THE VISION A REALITY

After the community celebration, the steering committee should meet and begin developing a marketing strategy for the vision statement and, more importantly, a strategic action plan. Both of these activities can occur at the same time.

- The marketing strategy is designed to get the word out about the vision statement. More specifically, it should explain what the vision statement is, how it was created, and how it is to be used. The strategy should include features that will help to recruit volunteers for developing the strategic action plan.
- The strategic action plan is the detailed strategy on how the vision statement will be implemented. The action plan should include any resources needed to implement the plan.

MARKETING STRATEGY

To gain wide acceptance and support for the vision statement, the steering committee should develop a strategy to introduce and "sell" the statement to public and private groups and individuals. This strategy should include sending representatives of the steering committee to various public and private group meetings. Representatives should ask the leaders of these groups beforehand to make a presentation to the entire group to introduce and explain the vision statement.

For example, a steering committee representative may request to speak at a municipal or school district meeting to talk about the statement, and later ask these groups to approve a resolution in support of the vision statement. This resolution should ask these groups to:

- Refer to the statement and its principles when discussing issues affecting the entire community;
- Consider taking an active role in implementing various aspects of the statement's goals; and
- Consider cooperating with other organizations to improve the community's quality of life.

The resolution should be non-threatening. It should not be legally binding or require the expenditure of funds. It is much better if these governing

bodies volunteer their time and resources rather than being coerced.

The same resolution — or a modified version — should also be presented to the community's social clubs, volunteer fire companies, and businesses for their formal approval.

Make sure that the groups have a chance to comment on the statement. The steering committee representative should help these groups understand that the visioning process and statement are not trying to supplant the groups' authority or responsibilities.

Remember, the objective of this activity is to get as many groups as possible to support and use the statement, and to get as many people as possible involved in the planning and implementation process.

STRATEGIC ACTION PLAN

The strategic action plan is a detailed plan on how the community will make the vision statement a reality. This is where the work of the taskforces comes into play. Although the plan is a community-wide activity, it may be necessary to get outside technical advice.

To begin, the steering committee should break the vision statement down into its basic components, and explain the intent behind each component. Next, it should describe the individual goals and objectives of the taskforces. With this information and input from different community groups, the committee can also identify and prioritize specific projects. Simple, low cost projects should be tackled first and larger, more expensive projects should be placed near the end of the vision timeframe.

After goals and projects are identified, the committee should examine funding resources. Appendix 3 includes a list of state, federal, and private funding sources. Experience has shown that communities with an identified vision and action plan are more successful in securing funds than those communities that want money for a project here and there without any knowledge of how these projects will ultimately fit together.

Local governments, community groups, and others should all have a hand in writing the plan. They should also be asked to volunteer to take on specific projects.

The role of the steering committee and taskforces is to make sure the projects are completed and that groups are coordinated.

Key Outcomes: Secure community support for the vision statement and develop a strategic action plan to implement the vision statement
Time: Ongoing
Cost: Varies

ANNUAL PROGRESS REPORT

As the strategic action plan is being implemented, it is a good idea to let residents and others know how the plan is progressing. Develop an annual progress report and make it available to the public. Consider passing out copies of the report during some type of annual community awards dinner or sending a copy of it to the local newspaper.

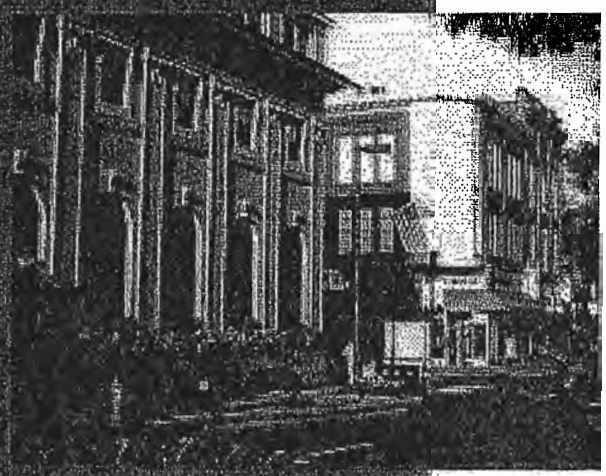
The progress report should:

- Include a copy of the vision statement and a summary of the strategic action plan;
- Review any accomplishments to date;
- Recognize every individual or organization that made meaningful contributions during the year;
- Highlight success stories;
- Describe any difficulties encountered; and
- Outline the coming year's activities.

The report may also include any before-and-after pictures and should provide an opportunity for new residents and businesses to become involved in the plan.

Key Outcome: Report implementation progress to the community
Time: Every year
Cost: Varies

LESSONS LEARNED



Every Pennsylvania community is unique. By initiating a visioning project, residents will learn what is truly important to their community, set goals that make sense, and take the necessary steps to achieve those goals.

There are many approaches to organizing and creating a community vision. And no matter which approach your community takes, you must remember that all projects are works in progress and that there is no one single formula when it comes to creating a community vision. Like other communities, your community should use the steps and approaches that best suit your area and your project so that your community may realize its own successful project.

In its work with many of the visioning projects launched statewide, the Center for Rural Pennsylvania has learned more about the elements that work and do not work in the visioning process. Below are some points that communities may want to consider before they launch a community visioning project.

1. Every Community is Unique: Although Pennsylvania has nearly 2,600 municipalities, each one is different and unique. What works in one community may not necessarily work in another. The needs and aspirations of each community must be examined and addressed separately. State and federal political leaders should understand that a community vision does not happen by command. Communities need to figure out for themselves what they want and don't want. Political pressure to make a vision will have limited results and impact.

2. Regionalism: In Pennsylvania, one municipality does not make a community. Every city, borough and township in the state is linked physically, economically, and culturally to one another. While there are natural limits to a size of a community, it is important that the municipalities within these limited areas recognize themselves as one community, not separate political entities. Intergovernmental cooperation is a must.

3. Geographic Limits: A community vision works best when it is limited to a specific geographic area. It is important for the majority of residents to recognize these areas as the beginning and ending points of their community.

4. Wealth/Poverty Not Important: The amount of money a community has does not affect its ability to create a vision for the future. Instead, a community must be able to focus its resources where they are needed to make the vision a reality.

5. Leadership: Local leadership is critical for creating a successful vision for the future. In many of the visioning projects listed in Appendix 2, the leadership for creating a vision did not come from elected officials but from concerned individuals who were willing to work for the betterment of their community.

6. Citizen Participation: A community vision is not the vision of the local chamber of commerce, its elected officials, or even a special interest group. It is a vision that must represent the views, aspirations, and dreams of the entire community. It must have a regional perspective in which communities look beyond their immediate municipal boundaries and establish a long-term picture of what kind of place they want their children's children to grow up in. Remember, citizens come in all colors, shapes, sizes and ages.

7. Visioning Is Not Economic Development: A community visioning project should not be packaged as economic development. A vision focuses on improving the quality of life — not creating more jobs or businesses. While a vision should certainly have an economic development component, it should not be the driving force behind its creation.

8. Community Inventory: Armed with clipboards and maps, residents can begin inventorying their community to find out what they have and don't have. The inventory helps citizens to better understand their community and to answer such basic questions as, "where are we now?" and "where are we going?" The inventory also enables residents to see and assess the good, the bad, and the ugly of their community. The community inventory is a non-threatening way to get citizens involved in the visioning process.

9. Outcomes are Not Predetermined: You can never be sure what people might say when they are asked to envision their community's future. They may want more chain department stores or strip malls, less trees, and more parking lots. They may also want a revitalized downtown, better residential neighborhoods, and better bus service. The point is, community visioning is a learning process and results are not predetermined.

10. Community Visioning is a Challenging Process: Community visioning is not an easy process. There are many starts and stops. People who participate in the process many have different agendas and may be combative towards one another. Moreover, it is very difficult to get the naysayers involved in the process. Community visioning is frustrating in part because it requires people to look beyond their front yard or neighborhood to address concerns of the entire community.

11. Visioning Should be Fun: Although visioning is hard, challenging work, it should also be fun. Events celebrating the community and fun activities to get residents more involved should be part of the process. Community visioning should be a positive experience.

CONCLUSION

In communities all over America, citizens are more aware and involved in shaping their future. The key is to keep up the momentum and take some concrete actions that will sustain the long-term process of building sustainable communities. There are several things you can do right now to help your community build its future.

Recognize that the vision process goes on all the time: Every time your community responds to change, it has a chance to incorporate the values expressed by the community.

Stay active and get others involved in the process: There are many things that can be accomplished simply by talking to others about the goals and objectives highlighted in this handbook.

Take stock of your community: Follow up on some of the remaining questions about your community's resources. Identify the things that make your community special and a good place to live. Collect old photographs and look at the impact of both good and bad changes.

Celebrate your successes: Have an event like a potluck supper, poster contest at school, or an outing with members of the steering committee and other friends. Work without some socializing and celebrating often leads to volunteer burnout!

Look for ways to collaborate: Continue to expand the number of people and organizations that are involved in the strategic plan so that it may be sustained and expanded.

REMEMBER TO CELEBRATE YOUR SUCCESSES. WORK WITHOUT SOME SOCIALIZING AND CELEBRATING OFTEN LEADS TO VOLUNTEER BURNOUT!

Develop local leaders: Check out programs offered by area leadership forums, chambers of commerce, and other organizations to begin building a steady source of civic leaders. Convince your elected officials and organizations to support such programs.

Make good use of your local media: Let people know what's happening and how they can help through regular articles or reports in area papers, and radio and television news or informational programs. The media can be very helpful in generating support for the actions needed to implement some of your vision's objectives.

Work with your state officials: Your legislators and regional offices of state government can help you but they need to be asked and involved in the process.

Work on your county Comprehensive Plan: Find out how your county plan meshes with the community's vision. Build a consensus around the county plan and use it to develop local actions that will implement the plan's goals and objectives.

Develop a "road show": Take your vision statement, some visual aides, and your colleagues' ideas and develop a presentation that you can make to local organizations, at public meetings and to other communities. These road shows will help build cooperation and identify new allies in the process.

America has a long history of civic pride and community idealism. Many of Pennsylvania's early settlements were experiments in creating the "perfect" community. You can continue that tradition by initiating a visioning project in your community. Dream first and then act. Future generations will thank you.

Oregon's Statewide Planning Goals & Guidelines

GOAL 3: AGRICULTURAL LANDS

OAR 660-015-0000(3)

To preserve and maintain agricultural lands.

Agricultural lands shall be preserved and maintained for farm use, consistent with existing and future needs for agricultural products, forest and open space and with the state's agricultural land use policy expressed in ORS 215.243 and 215.700.

USES

Counties may authorize farm uses and those nonfarm uses defined by commission rule that will not have significant adverse effects on accepted farm or forest practices.

IMPLEMENTATION

Zoning applied to agricultural land shall limit uses which can have significant adverse effects on agricultural and forest land, farm and forest uses or accepted farming or forest practices.

Counties shall establish minimum sizes for new lots or parcels in each agricultural land designation. The minimum parcel size established for farm uses in farmland zones shall be consistent with applicable statutes. If a county proposes a minimum lot or parcel size less than 80 acres, or 160 acres for rangeland, the minimum shall be appropriate to maintain the existing commercial agricultural enterprise within the area and meet the requirements of ORS 215.243.

Counties authorized by ORS 215.316 may designate agricultural land as marginal land and allow those uses and land divisions on the designated marginal land as allowed by law.

LCDC shall review and approve plan designations and revisions to land use regulations in the manner provided by ORS Chapter 197.

DEFINITIONS

Agricultural Land -- in western Oregon is land of predominantly Class I, II, III and IV soils and in eastern Oregon is land of predominantly Class I, II, III, IV, V and VI soils as identified in the Soil Capability Classification System of the United States Soil Conservation Service, and other lands which are suitable for farm use taking into consideration soil fertility, suitability for grazing, climatic conditions, existing and future availability of water for farm irrigation purposes, existing land-use patterns, technological and energy inputs required, or accepted farming practices. Lands in other classes which are necessary to permit farm practices to be undertaken on adjacent or nearby lands, shall be included as agricultural land in any event.

More detailed soil data to define agricultural land may be utilized by local governments if such data permits achievement of this goal.

Agricultural land does not include land within acknowledged urban growth boundaries or land within acknowledged exceptions to Goals 3 or 4.

Farm Use -- is as set forth in ORS 215.203.

High-Value Farmlands -- are areas of agricultural land defined by statute and Commission rule.

GUIDELINES

A. PLANNING

1. Urban growth should be separated from agricultural lands by buffer or transitional areas of open space.
2. Plans providing for the preservation and maintenance of farm land for farm use, should consider as a major determinant the carrying capacity of the air, land and water resources of the planning area. The land conservation and development actions provided for by such plans should not exceed the carrying capacity of such resources.

B. IMPLEMENTATION

1. Non-farm uses permitted within farm use zones under ORS 215.213(2) and (3) and 215.283(2) and (3) should be minimized to allow for maximum agricultural productivity.
2. Extension of services, such as sewer and water supplies into rural areas should be appropriate for the needs of agriculture, farm use and non-farm uses established under ORS 215.213 and 215.283.
3. Services that need to pass through agricultural lands should not be connected with any use that is not allowed under ORS 215.203, 215.213, and 215.283, should not be assessed as part of the farm unit and should be limited in capacity to serve specific service areas and identified needs.
4. Forest and open space uses should be permitted on agricultural land that is being preserved for future agricultural growth. The interchange of such lands should not be subject to tax penalties.

DES. COUNTY

Chapter 23.88. AGRICULTURAL LANDS

23.88.010. Agricultural Lands.
23.88.020. Goal.
23.88.030. Zoning Policies.

23.88.010. Agricultural Lands.

The protection of farmland is a public policy goal of the federal government (USDA, Secretary's Memo #1828, Revised, Oct. 30, 1978), most states in the United States and many other countries. In Oregon, the 1975 Planning Goals, as amended, set statewide standards which must be met by local governments. For farmlands, ORS 215 and 197 and OAR 660, Division 5 set forth the criteria for compliance. The principal concept is that standards in the EFU zones must provide protection for the continuation of commercial-scale agriculture in the County, including farm operations, marketing outlets and the agricultural support system. In Deschutes County, where some lands have severe limitations for the commercial production of agricultural products, this has resulted in considerable debate and occasional hostility. The County has found itself between angry landowners who do not wish to protect what they see as marginal agricultural land, other County residents who are adamant that agricultural land is a non-renewable resource that must be preserved and a State law mandating specific actions that must be taken to protect the land defined as agricultural land.

Commercial agriculture in Deschutes County consists primarily of field crops (alfalfa, other hay, some peppermint, potatoes and seed crops) and livestock operations. The high elevation (2700-3500 feet) and low rainfall make difficult conditions for crop farming. A short growing season and the risk of crop damage from frost or mid-summer hailstorms must be factored into agriculture investment planning. Irrigation is essential for crops and is used extensively for irrigated pastures. Without irrigation, little soil is classified better than SCS Soil Capability Class IV. These factors, along with limited marketing alternatives, often produce a frustrating and discouraging experience for local farmers, although some do manage to be successful.

However, agriculture still is an important economic element of the County, contributing significantly to the local economy. Agriculture also provides secondary benefits such as open space and scenic appearance; benefits which may also pay economic returns in the form of tourist dollars.

Since detailed soils mapping existed for only a portion of the County in 1979, it was necessary to develop a more elaborate definition than that found in the State Goal. The definition finally agreed to by the County used the available information on agricultural lands and laid a foundation for future additions or deletions as better soils information became available.

Agricultural lands were defined as those lands identified as possessing Soil Conservation Service Agricultural Capability Class I-VI soils (S.C.S. Land Capabilities Classification Map) or, where detailed soils information was not available, land identified by having been listed as on Farm Tax Deferral within the five years preceding the adoption of the 1979 plan (as indicated on the Existing Land Use Map compiled from County Assessor's records) and/or by the fact that the land was indicated on the County Planning Department's Irrigated Lands Map.

Having a definition was only the first step, as it was then necessary to differentiate between the various types of agriculture to be found locally and to identify the various areas they characterized. Members of the Planning Staff, the Agricultural CAC and the Overall CAC identified seven types of agriculture and areas characterized by such agriculture. These types included High Desert Sagebrush and Juniper Land, located east of Horse Ridge and characterized by extensive livestock grazing; Riparian Meadows, located along the Upper Deschutes River, the Little Deschutes River and in the Sisters area and characterized by sub-irrigated pasture and meadow hay; Irrigated Commercial Crop Land, located in Lower Bridge and characterized by

field crops; Irrigated Marginally Commercial Land, located in the Alfalfa, Cloverdale and Terrebonne areas and characterized by pasture and forage; Dry Rangeland, located near Odin Falls and characterized by dry land grazing; Marginal Farm Land - Undeveloped, located east of Bend and near Redmond, Tumalo and Sisters and characterized by pasture and forage; and Marginal Farm Land - Developed, located in the Bend, Plainview and Tumalo areas and characterized by pasture and forage.

As part of periodic review in 1992, the County conducted a study of commercial agriculture in Deschutes County. The purpose of the study was to ensure that EFU zone boundaries and standards for farm divisions and dwellings were consistent with Goal 3 and relevant administrative rules. The results of the study are detailed in the completion report dated June 1992, and are incorporated into the Resource Element of the Comprehensive Plan. The study identified 7 agricultural subzones: Lower Bridge, Sisters/Cloverdale, Tumalo/Redmond/Bend, Terrebonne, Alfalfa, La Pine and Horse Ridge East. For each subzone, standards were determined for minimum parcel sizes for farm divisions. The standards are designed to protect the commercial agriculture land base.

One of the primary findings of the study is that irrigated acres is the controlling variable for defining commercial agriculture. Therefore, the standard for defining what constitutes a farm parcel is keyed to the number of irrigated acres typically found on commercial farms in each subzone. The study also found that farms in Deschutes County usually contain a mix of irrigated and nonirrigated land, as well as a mix of soils of different classes. Since the assessed farm use value is linked to the productive capability of property, it provides a surrogate for irrigated acres by acknowledging the presence and role of unirrigated soils in farm operations. The assessed farm use value can be used in place of the irrigated acreage figure where the land value is set to equal that of the irrigated land (i.e., median irrigated acres in subzone x farm use value of best irrigated land in subzone = threshold assessed land value).

Notwithstanding the preceding, the La Pine Subzone is somewhat different from the other subzones in that farm sales are less than farm use values. In general, this is due to agricultural practices that depend to a much greater degree than in the other subzones on livestock grazing on non-irrigated pasture. To address this situation, median irrigated acreage and median assessed farm use value are used to set the basic commercial standards.

Following the completion of the 1992 farm study and submission of the County's periodic review package to LCDC, the Oregon legislative session and LCDC amended the statutes and rules governing uses in the farm zones. The County's ordinances and the policies that follow have been amended as necessary to conform to those changes.

Recognizing the importance of protecting agricultural land the following policies were chosen to meet State requirements and local needs.

(Ord. 2002-005 §1, 2002; Ord. 2000-17 §1, 2000; Ord. 95-017, 1995; Ord. 80-203, 1980; PL-20, 1979)

23.88.020. Goal.

To preserve and maintain agricultural land.

(Ord. 2002-005 §1, 2002; Ord. 2000-17 §1, 2000; Ord. 95-017, 1995; PL-20, 1979)

23.88.030. Zoning Policies.

1. All lands meeting the definition of agricultural lands shall be zoned Exclusive Farm use, unless an exception to State goal 3 is obtained so that the zoning may be Multiple Use Agriculture or Rural Residential.
2. Lands not meeting the agricultural lands definition but having potential for irrigation according to the Bureau of Reclamation Special Report - Deschutes Project, Central Division, Oregon, although presently without water, shall receive exclusive farm use zoning.
3. Public lands meeting the criteria for EFU zoning shall be so zoned unless some other resource (i.e., forest) or public use exists on the land.

4. No more than 25 percent of a given agricultural subzone shall be composed of lands not of the same agricultural type. Any agricultural lands not zoned EFU agriculture shall be identified in the County Exception Statement. Zoning districts shall be at least 40 acres in size.
5. Zones and minimum parcel sizes shall be established to assure the preservation of the existing commercial agricultural enterprise of the area.
6. For purposes of profiling the existing commercial agricultural enterprises of the County, the County shall consider as one land unit all tracts in contiguous ownership (including those parcels separated only by a road) zoned EFU.
7. The County will consider as its pool for profiling the nature of the existing agricultural enterprises of the area those farms that make the highest 90% contribution to the local agricultural economy.
8. In recognition that irrigated acres per farm unit is the key variable identifying commercial agricultural enterprises in the County, the County shall use the median number of irrigated acres per farm unit in the area or subzone as its principal standard for defining what size of tract constitutes a farm parcel.
9. Following from the June 1992 OSU Extension Service completion report detailed in the resource element, the County has identified 7 subzones representing distinct groupings of agricultural types. The County's EFU zoning shall reflect those identified subzones, generally described as follows and as more particularly detailed in the resource element of the comprehensive plan:

Subzone	**Profile**
Lower Bridge	Irrigated field crops, hay and pasture
Sisters/Cloverdale	Irrigated alfalfa, hay and pasture, wooded grazing and some field crops
Terrebonne	Irrigated hay and pasture
Tumalo/Redmond/ Bend	Irrigated pasture and some hay
Alfalfa	Irrigated hay and pasture
La Pine	Riparian meadows, grazing and meadow hay
Horse Ridge East	Rangeland grazing

10. For the purposes of determining relevant characteristics (i.e., farm use values, multipliers, irrigated acres and assessed farm use values) of commercial farms, the County will rely on those farms and those statistics identified in the completion report prepared by the OSU Extension Service dated June 1992 and set forth in the resource element of the comprehensive plan.
11. In order to provide some flexibility in the zoning and to assist farmers who may need to sell an isolated unproductive piece of land in order to assure continued operation of the farm, individual isolated partitions (creation of one or two new nonfarm parcels) establishing parcels less than the EFU irrigated minimum lot size in EFU areas shall be permitted. The remaining farm parcel must be at least the irrigated minimum established by the EFU subzone.

    In order to provide some flexibility in the zoning, while still maintaining the rural character of the area and limiting the costs of providing services to rural residents, the county shall allow non-farm residential divisions on nonirrigated land, in accordance with state law, with a minimum lot size of five acres.
12. So that a farmer who has lived on his land for 10 years or more may retire and sell his property while retaining the use of his existing home, a homestead exception may be permitted which allows the homesteader to retain a life estate lease on the home and some of the surrounding land. The lease will end with the death(s) of the homesteader and spouse. This exception shall not permit the creation of another residence on the property in question.

13. A division of land for non-farm uses, except dwellings, may be approved as long as the parcel for the non-farm use is no larger than the minimum size necessary for the use. The parcel shall be at least one acre in size.
14. Parcel size exceptions may be granted because of survey errors when original section lines were established, so that standard section divisions may be achieved (i.e., 160, 80, 40, 10, etc., acres). Man-made barriers such as roads or canals, over which the applicant has no control, may serve as adequate justification for granting a parcel (lot) size variance.
15. Normal agricultural practices (i.e., aerial pesticide applications, machinery dust and noise, etc.) shall not be restricted by non-agricultural interests in exclusive farm use zones. The County shall consider requiring noise, dust, fly, etc., easements to be granted to adjoining farmers where non-agricultural uses are permitted.
16. Coordination between public and private landowners to encourage farm use shall be encouraged. And projects to increase productivity and to bring new land into agricultural production shall be fostered.
17. Control of noxious weeds through educational programs should be continued.
18. Farm and non-farm uses in rural areas shall be consistent with the conservation of soil and water.
19. Prior to the next periodic review of its comprehensive plan and to the extent allowed by state law, the County Planning Department shall initiate a study of EFU-zoned lands to develop a recommendation as to whether marginal lands or secondary lands would be appropriate.

(Ord. 2002-020 §1, 2002; Ord. 2002-005 §1, 2002; Ord. 2000-17 §1, 2000; Ord. 95-017, 1995; Ord. 92-062, 1992; Ord. 80-203, 1980; PL-20, 1979)

Oregon's Statewide Planning Goals & Guidelines

GOAL 4: FOREST LANDS

OAR 660-015-0000(4)

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.

Forest lands are those lands acknowledged as forest lands as of the date of adoption of this goal amendment. Where a plan is not acknowledged or a plan amendment involving forest lands is proposed, forest land shall include lands which are suitable for commercial forest uses including adjacent or nearby lands which are necessary to permit forest operations or practices and other forested lands that maintain soil, air, water and fish and wildlife resources.

USES

Forest operations, practices and auxiliary uses shall be allowed on forest lands subject only to such regulation of uses as are found in ORS 527.722.

Uses which may be allowed subject to standards set forth in this goal and administrative rule are: (1) uses related to and in support of forest operations; (2) uses to conserve soil, water and air quality, and to provide for fish and wildlife resources, agriculture and recreational opportunities appropriate in a forest environment; (3) locationally dependent uses; (4) dwellings authorized by law.

IMPLEMENTATION

Comprehensive plans and zoning provide certainty to assure that forest lands will be available now and in the future for the growing and harvesting of trees. Local governments shall inventory, designate and zone forest lands. Local governments shall adopt zones which contain provisions to address the uses allowed by the goal and administrative rule and apply those zones to designated forest lands.

Zoning applied to forest land shall contain provisions which limit, to the extent permitted by ORS 527.722, uses which can have significant adverse effects on forest land, operations or practices. Such zones shall contain numeric standards for land divisions and standards for the review and siting of land uses. Such land divisions and siting standards shall be consistent with the applicable statutes, goal and administrative rule. If a county proposes a minimum lot or parcel size less than 80 acres, the minimum shall meet the requirements of ORS 527.630 and conserve values found on forest lands. Siting standards shall be designed to make allowed uses compatible with forest operations, agriculture and to conserve values found on forest lands.

Local governments authorized by ORS 215.316 may inventory, designate

and zone forest lands as marginal land, and may adopt a zone which contains provisions for those uses and land divisions authorized by law.

GUIDELINES

A. PLANNING

1. Forest lands should be inventoried so as to provide for the preservation of such lands for forest uses.
2. Plans providing for the preservation of forest lands for forest uses should consider as a major determinant the carrying capacity of the air, land and water resources of the planning area. The land conservation and development actions provided for by such plans should not exceed the carrying capacity of such resources.

B. IMPLEMENTATION

1. Before forest land is changed to another use, the productive capacity of the land in each use should be considered and evaluated.
2. Developments that are allowable under the forest lands classification should be limited to those activities for forest production and protection and other land management uses that are compatible with forest production. Forest lands should be available for recreation and other uses that do not hinder growth.
3. Forestation or reforestation should be encouraged on land suitable for such purposes, including marginal agricultural land not needed for farm use.
4. Road standards should be limited to the minimum width necessary for management and safety.
5. Highways through forest lands should be designed to minimize impact on such lands.
6. Rights-of-way should be designed so as not to preclude forest growth whenever possible.
7. Maximum utilization of utility rights-of-way should be required before permitting new ones.
8. Comprehensive plans should consider other land uses that are adjacent to forest lands so that conflicts with forest harvest and management are avoided.

DES. COUNTY

Chapter 23.92. FOREST LANDS

23.92.010. Forest Lands.
23.92.020. Goals.
23.92.030. Policies.

23.92.010. Forest Lands.

Much of the beauty, and the employment, in Deschutes County is directly related to the large expanse of forestland. For these reasons, this resource is of particular importance to the County's two major industries, timber/wood products and tourism. The great majority of the timber harvested consists of Ponderosa and Lodgepole pine.

One major problem is the increasing threat to local timber supplies created by scattered developments occurring in forested areas. This is particularly true if the development is located outside destination resorts or fire districts where fire protection is available.

In order to meet the State Land Conservation and Development Commission's requirement for an adequate inventory of forest site capability the County Planning Department worked with the State Department of Forestry. The resulting capabilities map is found in the plan's resource element. As shown on the map most of the land with high through moderate capability lies in the Deschutes National Forest.

The U.S. Forest Service and the Bureau of Land Management have responsibility for regulating use of federally-owned forest lands in the County pursuant to their own respective management plans. The decisions and actions of these agencies have, and will continue to have, major effects on the economic, social and natural environment of Deschutes County.

Subsequent to the acknowledgement of the County's plan in 1979, the Department of Land Conservation and Development promulgated an administrative rule setting forth allowed uses, siting conditions and minimum lot sizes in forest zones (forest rule). Previous to that enactment, there was no uniform criteria embodied in state law other than Goal 4's general policy guidance regulating forest zones. The rule requires that Counties implement its provisions no later than the time set for periodic review. In 1992, as part of periodic review of its comprehensive plan and zoning ordinances, the County proceeded to implement the forest rule by revising its forest zones. At the same time, the Forest Lands Goals and Policies in the Comprehensive Plan were reviewed and revised to conform them to the forest rule provisions. The Goals and Policies, as amended by Ordinance 92-024 and 94-037, reflect the forest rule.
(Ord. 2002-005 §1, 2002; Ord. 2000-017 §1, 2000; Ord. 94-037, 1994; Ord. 92-024, 1992; Ord. 80-203, 1980; PL-20, 1979)

23.92.020. Goal.

Because of the local importance of forest lands the following goal has been set: To conserve forest lands for forest uses.
(Ord. 2002-005 §1, 2002; Ord. 2000-017 §1, 2000; Ord. 94-037, 1994; Ord. 92-024, 1992; PL-20, 1979)

23.92.030. Policies.

1. Deschutes County shall designate forest lands on the comprehensive plan map consistent with Goal 4 and OAR 660, Division 6.
2. Deschutes County shall zone forest lands for uses allowed pursuant to OAR 660, Division 6. In addition to forest practices and operations and uses auxiliary to forest practices, as set forth in ORS 527.722, Deschutes County shall allow in the forest environment the following general types of uses:

a. Uses related to, and in support of, forest operations;
b. Uses to conserve soil, air and water quality and to provide for fish and wildlife resources, agriculture and recreational opportunities appropriate in a forest environment;
c. Locationally dependent uses such as communication towers, mineral and aggregate resources use, etc.;
d. Dwellings authorized by ORS 215.720 to 215.750; and
e. Other dwellings under prescribed conditions.

3. In order to conserve and maintain the unimpacted forest land base for forest use the County shall identify and zone as F-1 those lands which have the following characteristics:
   a. Consist predominantly of ownerships not developed by residences or non-forest uses.
   b. Consist predominantly of contiguous ownerships of 160 acres or larger in size.
   c. Consist predominantly of ownerships contiguous to other lands utilized for commercial forest or commercial farm uses.
   d. Accessed by arterial roads or roads intended primarily for forest management.
   e. Primarily under forest management.
4. In order to conserve and maintain impacted forest lands for forest use the County shall identify and zone as F-2 those lands which have the following characteristics:
   a. Consist predominantly of ownerships developed for residential or other non-forest uses;
   b. Consist predominantly of ownerships less than 160 acres in size;
   c. Consist of ownerships generally contiguous to tracts containing less than 160 acres and residences, or adjacent to acknowledged exception areas;
   d. Provided with a level of public facilities and services, including roads, intended primarily for direct services to rural residences.
5. Except as identified in this plan non-forest uses shall be discouraged in existing forested areas.
6. Forest management in Deschutes County shall be governed by the Oregon State Forest Practices Act.
7. Better coordination and cooperation between the U.S. Forest Service and Deschutes County shall be fostered, particularly as it relates to restrictive use of such Forest Service lands as Mt. Bachelor Ski Area and the Bend Watershed. As a basis for mutual cooperation and coordination, the Land Management Plan for the Deschutes National forest shall be used.
8. Notwithstanding any other quasi-judicial plan or zone change criteria, lands designated as Forest under the Plan and zoned Forest Use 2 under the zoning ordinance may upon application be redesignated under the Plan from Forest to Agriculture and rezoned under the zoning ordinance from Forest Use 2 to Exclusive Farm Use if such lands:
   a. Do not qualify under state law for forestland tax deferral,
   b. Are not necessary to permit forest operations or practices on adjoining lands and do not constitute forested lands that maintain soil, air, water and fish and wildlife resources,
   c. Have soils on the property that fall within the definition of agricultural lands as set forth in Goal 3,
   d. Are a tract of land 40 acres or less in size,
   e. Do not qualify under state law and the terms of the Forest Use 2 Zone for a dwelling, and;
   f. Were purchased by the property owner after January 1, 1985 but before November 4, 1993. Such changes may be made regardless of the size of the resulting EFU-Zoning district. Such changes shall be processed in the same manner as other quasi-judicial plan or zoning map changes."

(Ord. 2002-005 §1, 2002; Ord. 2000-017 §1, 2000; Ord. 94-037, 1994; Ord. 92-024, 1992; Ord, 80-203, 1980; PL-20, 1979)

23.40.020. Urban Unincorporated Community – La Pine.

A. Community overview

1. Planning history.

Several characteristics that are unique to the La Pine area have shaped the La Pine community. The pattern of public and private land ownership has scattered the population and made the creation of a cohesive community difficult. In the 1960s through 70s, before statewide planning, over 12,000 lots were platted south of Sunriver. The majority of the lots have on-site sewage disposal systems and are less than two acres in size. The area surrounding La Pine is fairly level and the groundwater aquifer, the source of domestic water, is generally shallow. Water pollution problems identified in the core area of La Pine in the 1980's resulted in the construction of a sewage treatment facility. While the water quality in the core area has since improved, the potential for more widespread water pollution problems in the rural area surrounding La Pine was recognized in the mid 1990s. In addition, deer migration corridors in the area have been seriously affected and large areas of forestland have been converted to residential development.

A desire by local residents to be independent of Bend has created a demand for local commercial and public services. However, the low-density residential pattern spread over approximately 50 square miles has created serious challenges relating to public facilities and services planning, energy conservation and urbanization.

Under the 1979 comprehensive plan, La Pine was designated as a rural service center, with plan designations for residential, commercial, industrial and industrial reserve. Zoning largely reflected the comprehensive plan designations. Through a plan amendment and zone change in 1984, the industrial reserve areas were planned for industrial development in conjunction with the industrial park owned and operated by Deschutes County.

In 1996 the La Pine Rural Service Center (RSC) was designated an "urban unincorporated community" or "UUC" and the Wickiup Junction RSC retained its designation as a "rural service center" under statewide planning rules for unincorporated communities. At the same time, the County began working on the "Regional Problem Solving Project for South Deschutes County," a planning project made possible through the Oregon legislature.

Through the Regional Problem Solving (RPS) planning process, community stakeholders identified regional problems. The four major concerns identified by the stakeholders where 1) the potential pollution of groundwater which adversely effects the primary source of drinking water in the area; 2) the loss of wildlife habitat; 3) increased threat from wildfire; and 4) impacts to air quality from dust from unpaved roads. (See Regional Problem Solving, Chapter 8, Section 4 of the Comprehensive Plan).

Groundwater flow models developed in 1996 by the Oregon Department of Environmental Quality indicated that nitrate levels in the groundwater could reach unhealthy levels in the near future if steps were not taken to limit the total number of on-site disposal systems in the area. The cost of a regional sewer system was analyzed and determined to be prohibitive. Other solutions, including a building moratorium or an increase in the minimum parcel size required for an on-site disposal system, were determined to be unacceptable options for the community.

One solution that emerged from the RPS project was to create a "new neighborhood" which would be primarily residential in character and be located between La Pine and Wickiup Junction. Future growth for the South County that would otherwise occur in existing subdivision lots in the surrounding area could be redirected to the new neighborhood.

The means to accomplish this change in the pattern of growth is through a transferable development credit (TDC) program that allows the owners of vacant lots to choose whether to build on their property or sell their "rights" to develop. A market will be created for these rights because of the requirement for TDCs to build in the new neighborhood, now known as the Neighborhood Planning Area in the La Pine UUC.

In August 2000 the La Pine UUC boundary was expanded to include the following additional areas to implement the RPS project and meet other identified community needs:

Property	BLM Tract 38	Baldwin-Herndon Oregon Trust	Wickiup Junction RSC
Acreage	518	66	102

At the same time, three planning areas were created in the La Pine UUC encompassing the following acreage:

Planning Area	La Pine	Neighborhood	Wickiup Junction
Acreage	982	571*	102

*Includes Hwy 97 & Huntington Rd. R-O-W

The La Pine Planning Area encompasses the former La Pine UUC plus 13 acres of the Baldwin-Herndon Oregon Trust Property. The Neighborhood Planning Area includes all of the BLM property identified as Tract 38 and 53 acres of the Baldwin-Herndon Oregon Trust property. The Wickiup Junction Planning Area is identical to the former Wickiup Junction RSC. The La Pine UUC and the three planning areas are shown on Figure 1.

The Neighborhood Planning Area will be developed with residential uses, including single-family and multi-family dwellings, a limited amount of commercial uses, a school, senior assisted living facilities and other community/civic uses, and open space and parks.

The 13 acres of Baldwin-Herndon Oregon Trust property, between Huntington and Couch Roads near the La Pine High School, was added to the La Pine Planning Area for future community uses, such as a pool, performing arts center and community education facilities. The need for these types of facilities was identified in design workshops held in 1998 as part of the Deschutes County Regional Problem Solving planning program and reaffirmed in a subsequent workshop conducted by the La Pine Community Action Team in April 2000. A new plan designation, "Community Facility", was created to include this property and the adjacent land that consists of the existing school site. This site was formerly designated as "Residential" in the La Pine Planning Area.

In 1998 a sewer line was extended from La Pine to Wickiup Junction and as of August 2000 there were approximately 34 developed properties in Wickiup Junction connected to the sewer system. There are plans to extend a water system to Wickiup Junction. Therefore, the Wickiup Junction area consisting of 102 acres was added as a third planning area in the La Pine UUC in 2000 and the designation of Wickiup Junction as rural service center was eliminated. The mixed commercial/residential comprehensive plan designation and zoning district were retained, however, in the Wickiup Junction Planning Area.

The expansion of the La Pine UUC boundary in 2000 was done under the auspices of Regional Problem Solving. It was completed by taking an exception to statewide planning Goal 4 and addressing the criteria for enlarging a UUC under the administrative rule for Unincorporated Communities, OAR 660, Division 22.

2. Planning under the Urban Unincorporated Community Regulations.
   Under the Administrative Rule for Unincorporated Communities, OAR 660, Division 22, La Pine meets the definition of an "Urban Unincorporated Community." La Pine has the following characteristics that make it an "Urban Unincorporated Community" under the rule:
   a. Includes at least 150 permanent dwelling units including manufactured homes;

In August 2000 the La Pine UUC boundary was expanded to include the following additional areas to implement the RPS project and meet other identified community needs:

Property	BLM Tract 38	Baldwin-Herndon Oregon Trust	Wickiup Junction RSC
Acreage	518	66	102

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Acreage	982	571*	102

*Includes Hwy 97 & Huntington Rd. R-O-W

The La Pine Planning Area encompasses the former La Pine UUC plus 13 acres of the Baldwin-Herndon Oregon Trust Property. The Neighborhood Planning Area includes all of the BLM property identified as Tract 38 and 53 acres of the Baldwin-Herndon Oregon Trust property. The Wickiup Junction Planning Area is identical to the former Wickiup Junction RSC. The La Pine UUC and the three planning areas are shown on Figure 1.

The Neighborhood Planning Area will be developed with residential uses, including single-family and multi-family dwellings, a limited amount of commercial uses, a school, senior assisted living facilities and other community/civic uses, and open space and parks.

The 13 acres of Baldwin-Herndon Oregon Trust property, between Huntington and Couch Roads near the La Pine High School, was added to the La Pine Planning Area for future community uses, such as a pool, performing arts center and community education facilities. The need for these types of facilities was identified in design workshops held in 1998 as part of the Deschutes County Regional Problem Solving planning program and reaffirmed in a subsequent workshop conducted by the La Pine Community Action Team in April 2000. A new plan designation, "Community Facility", was created to include this property and the adjacent land that consists of the existing school site. This site was formerly designated as "Residential" in the La Pine Planning Area.

In 1998 a sewer line was extended from La Pine to Wickiup Junction and as of August 2000 there were approximately 34 developed properties in Wickiup Junction connected to the sewer system. There are plans to extend a water system to Wickiup Junction. Therefore, the Wickiup Junction area consisting of 102 acres was added as a third planning area in the La Pine UUC in 2000 and the designation of Wickiup Junction as rural service center was eliminated. The mixed commercial/residential comprehensive plan designation and zoning district were retained, however, in the Wickiup Junction Planning Area.

The expansion of the La Pine UUC boundary in 2000 was done under the auspices of Regional Problem Solving. It was completed by taking an exception to statewide planning Goal 4 and addressing the criteria for enlarging a UUC under the administrative rule for Unincorporated Communities, OAR 660, Division 22.

2. Planning under the Urban Unincorporated Community Regulations.
Under the Administrative Rule for Unincorporated Communities, OAR 660, Division 22, La Pine meets the definition of an "Urban Unincorporated Community." La Pine has the following characteristics that make it an "Urban Unincorporated Community" under the rule:
   a. Includes at least 150 permanent dwelling units including manufactured homes;

b. Contains a mixture of land uses, including three or more public, commercial or industrial land uses;
c. Includes areas served by a community sewer system;
d. Includes areas served by a community water system; and
e. Is unincorporated.

Under the administrative rule, rural unincorporated communities are required to have a public facilities plan. The public facilities plan for the La Pine UUC is set forth in the section immediately following this general discussion of the La Pine Urban Unincorporated Community.

As of 1996, 22 non-community public water systems and a public sewer system served the La Pine Planning Area. The La Pine Special Sewer District was established in 1980 to protect the groundwater in the La Pine rural area. The sewer district boundaries were expanded in 1996 to include the industrial area and again in 1998 to include the Wickiup Planning Area. Figure 2 shows the sewer district boundaries as of August 2000. The sewer treatment system allows wastewater generated in La Pine to be collected, treated and disposed of safely while at the same time allowing growth and development of the La Pine UUC.

Construction of a public water system for La Pine was started in 1998. It is expected to start providing water to the La Pine Planning Area in 2001. The La Pine Water District was established in 1997 to operate and maintain the water system. Figure 3 shows the water district boundaries as of August 2000.

The La Pine Rural Fire Protection District currently serves the La Pine Urban Unincorporated Community and surrounding rural area. Figure 4 shows the boundaries of the fire district. The district headquarters is located in La Pine. An additional fire station is located north of the La Pine UUC near Vandevert Road.

The native vegetation in the area consists primarily of lodgepole and ponderosa pines with an under story of grasses and shrubs. Much of the native vegetation in the surrounding area remains, except that trees have been thinned in conjunction with forest product operations and residential development.

The La Pine UUC is the primary service center for the surrounding rural residential development located south of La Pine State Park Road. The UUC also serves the needs of additional RR-10 development south of Sunriver and north of La Pine State Park Road. Figure 5 shows the rural area that surrounds the La Pine UUC.

The existing development in the La Pine Planning Area consists of a variety of uses which include: elementary school, high school, church, post office, library, community park, bank, motels, gas/service stations, medical offices and various retail stores, restaurants and other commercial businesses. There is also some residential development within the La Pine Planning Area.

The La Pine Planning Area also includes the Deschutes County industrial park in addition to privately owned industrial land. All the land in the Industrial District is included in the La Pine Special Sewer District. As of 1996, the sewer district had the capacity to serve the Industrial District at build out. Because the Industrial District is in the sewer district it is anticipated that new industrial uses will connect to the sewer.

In 1996 the La Pine Industrial Group, Incorporated (LIGI) requested that Deschutes County establish a Business Park District on a 40-acre parcel of land within the Industrial District and located east of Highway 97 and south of Reed Road. The County Commissioners agreed with the La Pine Industrial Group, Inc. that a need existed in the La Pine UUC for a mix of light industrial and commercial uses to provide further economic stability within the La Pine UUC and surrounding area. In 2001 the County rezoned the 40-acre parcel to La Pine Business Park District and amended DCC Title 18 to include the Business Park District within the La Pine UUC.

In 1996, the boundary of the UUC was expanded from the former boundary of the La Pine Rural Service Center to include a large tract that is occupied by the La Pine Special Sewer District for the treatment and disposal of its effluent. The resource designation for this tract was changed from

Forest to Agriculture to recognize the fact that the tract had been cleared of trees and that treated effluent is used to grow hay crops as part of the disposal process.

The most contentious issue during the process of implementing the UUC designation in 1996 was whether a sufficient amount of land had been zoned for commercial use. The plan designations adopted as part of the 1996 UUC revision included an increase in designated commercial lands along the western boundaries of the La Pine Planning Area and some areas between Foss and Finley Butte Roads and along Foss Road.

Although there was a request that additional areas to the east of Highway 97 be zoned commercial, the County declined to designate those areas commercial, giving preference for commercial expansion along Huntington Road. Also, much of the residential development to be served by the UUC is located to the north and west of the UUC and there is a need to retain areas for future residential development within the La Pine core area.

The existing development in the Wickiup Junction Planning Area consists of a variety of commercial businesses including automotive services, restaurants, a bowling alley, motels and a gas station/convenience market. Two fraternal organizations are also located in the Wickiup Junction Planning Area. Some residential development also exists and recent land use actions and development within the Wickiup Junction Planning Area have converted existing buildings to new uses. A large truck stop for commercial haulers and other travelers on Highway 97 opened in 2000.

U.S. Highway 97 runs along the majority of the western boundary of the Wickiup Junction Planning Area. Burgess Road intersects Highway 97 along the southern boundary of the planning area. Both of these roads are two lanes and paved. Highway 97 is designated as a Primary Highway by Deschutes County while Burgess Road is classified as a Collector. Local streets provide internal access to the planning area. The Burlington Northern & Santa Fe Railroad railway runs parallel to Highway 97 west of the planning area boundary. There is an at-grade railway crossing of Highway 97 near the Burgess Road/Highway 97 intersection.

The Long Prairie Slough and its floodplain form the western boundary of the La Pine Planning Area. The floodplain area is used for agricultural purposes. The Division of State Lands completed a detailed wetland inventory in January 1996. The study found that there were no other wetlands located inside the La Pine Planning Area. Except for two historic structures, no Goal 5 resources have been identified or inventoried within the boundaries of the La Pine UUC.

Land surrounding the La Pine Urban Unincorporated Community boundary is zoned Rural Residential (10 acre minimum lot size), Forest Use 1, Forest Use 2 and Exclusive Farm Use (EFU – La Pine Sub-zone). Land to the east is federal land managed by the Bureau of Land Management. Land zoned Rural Residential lies to the north and west of the La Pine UUC. The comprehensive plan designation for the surrounding properties is Forest, Agriculture and Residential.

3. Comprehensive Plan Designations and Zoning.

In 2000, the La Pine Urban Unincorporated Community was expanded to include three planning areas:

a. La Pine Planning Area (formerly the La Pine UUC plus a 13-acre expansion).
b. Wickiup Junction Planning Area (formerly the Wickiup Junction Rural Service Center).
c. Neighborhood Planning Area (formerly designated as forest resource land)

The La Pine Planning Area is divided into seven comprehensive plan designations: Residential, Commercial, Industrial, Business Park, Community Facility, Park/Open Space and Agriculture (see Figure 6). This planning area includes eight zoning districts: Residential, Commercial, Industrial, Business Park, Sewer Facility, Community Facility, Community Facility Limited and Flood Plain (see Figure 7). In addition, a portion of the residential district is identified with a commercial overlay on the zoning map. A policy is included in the plan for the eventual rezoning of this overlay area from residential to commercial.

The commercial overlay area was mapped in 1996 and applies to certain properties identified for future commercial expansion. These areas were identified in 1996 when the La Pine RSC became a UUC under the administrative rules for unincorporated communities. A Community Facility plan

designation was created in 2000 to include the lands north of 1st Street already developed with schools and the 13-acre portion of the Baldwin-Herndon Oregon Trust property planned for other community facilities. The former area is in the Community Facility Limited zone district whereas the 13-acre portion of the Baldwin-Herndon Oregon Trust has been zoned Community Facility.

The Wickiup Junction Planning Area contains one plan designation and one zoning district: Commercial/Residential (see Figure 8). No changes were made to the boundary, plan policies or zone standards when this area became part of the La Pine UUC in 2000, except for the elimination of the policy that referred to expanding the sewer district boundary to serve this area and the placement of transportation policies into the overall La Pine UUC section.

The Neighborhood Planning Area contains four Neighborhoods. Each neighborhood is divided into four Quadrants. See the Quadrant Plan, Figure 11, for the generalized boundaries of the Neighborhoods and Quadrants. The Neighborhood Planning Area has plan designations-- Residential, Community Facility, Commercial and Park/Open Space (see Figure 9), and seven zoning districts-- Residential General, Residential Center, Community Facility, Community Facility Limited, Neighborhood Commercial, Neighborhood Park and Open Space (see Figure 10).

Plan policies and zoning standards were adopted in August 2000 and amended in September of 2001 to ensure that the Neighborhood Planning Area develops in accordance with the overall neighborhood plan and design documents produced for the Regional Problem Solving Project. Comprehensive plan and zoning maps were also adopted to help guide future planning and development in this planning area. In 2001 the County amended the Comprehensive Plan to refine the plan designations and adopt a quadrant planning process to allow flexibility in phased development in the four Neighborhoods. The boundaries of the plan designations and zoning area districts in the Neighborhood Planning Area may be adjusted during future refinements of the master plan for the entire planning area or when specific areas are addressed with Quadrant Plans during the subdivision plat process. The boundaries of the Zoning Districts are generalized locations that will be finalized during the Quadrant Plan approval process according to performance standards in the Neighborhood Planning Area zoning code and the policies in the this Plan.

The plan policies and zoning standards adopted in August 2000 and amended in 2001 are also intended to ensure that residential development in the Neighborhood Planning Area will include mixed housing types, provide affordable housing opportunities and require participation in a Transferable Development Credit Program.

4. Land use inventory.

The inventory information listed below is from the Deschutes County Assessor's Office data and the land use projections for the Neighborhood Planning Area compiled by the County GIS Service Center in July 2000 and is based on design work completed for Regional Problem Solving. The Neighborhood Planning Area acreages are guidelines for future development in this planning area. The final acreages will be determined when Quadrant Plans are approved for each of the four Neighborhoods in the planning area. Quadrant Plans will be required prior to any development in the Neighborhood Planning Area.

a. La Pine Planning Area:

Assessors Property Class	Tax Lots	Developed Tax Lots	Vacant Tax Lots	Centrally Assessed
Miscellaneous	11	2	3	6
Commercial	123	86	37	
Industrial	27	21	6	
Business Park	96	0	96	0
Tract*	202	128	74	
Farm	2	0	2	
Exempt**	41	11	30	
Totals	502	248	248	6

Zoning Districts	Total Lots	Developed Lots	Vacant Lots
Commercial	133	88	45
Residential	223	129	94
Industrial	48	15	33
Community Facility	1	0	1
Business Park	96	0	96
Community Facility Limited	1	1	0
Flood Plain	1	0	1
Sewer Facility	1	1	0
Totals	504	234	270

*Residential property or property used primarily for residential purposes.
**Tax exempt properties, i.e., church, County or state government.

Maximum # Potential new lots	Approximately 1,269 - based on both public water and public sewer service. Approximately 306 - based on either public water or public sewer service.
Existing sewer connections:	181 connections.
Existing public water systems:	22 non-community water systems with 146 connections, serving 1,837 people.
Total area	982 acres
Road distance to nearest UGB	25 miles - Bend UGB

b. Wickiup Junction Planning Area:

Assessors Property Class	Tax Lots	Developed Tax Lots	Vacant Tax Lots
Commercial	40	25	15
Tract*	30	17	13
Exempt**	27	3	24
Miscellaneous	2	0	2
Totals	99	45	54

Zoning District	Tax Lots	Developed Tax Lots	Vacant Tax Lots
Commercial/ Residential	99	41	58

*Residential property or property used primarily for residential purposes.

**Tax exempt properties, i.e., church, County or state government.

Maximum # Potential new lots	92
Existing sewer connections	34
Existing public water system	One non-community system with one connection servicing 100 people
Total area	102 acres
Road distance to nearest UGB	22 miles – Bend UGB

Zoning Districts	Developed Lots	Vacant Lots
Residential General	0	All
Residential Center	0	All
Community Facility	0	All
Community Facility Limited	*1	2
Commercial	0	1
Park/Open Space	n/a	n/a
Collector r-o-w	n/a	n/a
Totals		

*Includes local right-of-way

**Park & Ride @ Burgess/Hwy 97 Intersection

Maximum # residential lots	1800, including senior housing
Existing sewer Connections	None; sewer line passes through district – connection will be required
Existing public water system	None; -- connection will be required
Total area	519 acres
Road distance to nearest UGB	23 miles – Bend UGB

5. Population information.

Since 1989, Deschutes County has been the fastest growing County in the state on a percentage basis. The estimated population in 2000 for La Pine and the surrounding rural area is over 10,000 year-round residents (and a summer population upwards of 16,000). This would make this area the second largest city in Oregon east of the Cascades, exceeded only by Bend.

The La Pine area is currently experiencing rapid growth similar to the remainder of Deschutes County. The following population estimates for Deschutes County were made after the 1990 census:

Year	1990	2000	2005	2010
Population	74,958	106,671	117,887	128,868

Source: U.S. Census, 1990

Population estimates in 1990 for the La Pine UUC were as follows:

Year	1990	2000	2005	2010
Population	4,651	6,619	7,315	7,996

Source: Ratio projection model based on U.S. Census.

In 1998, Deschutes County adopted a coordinated population forecast with the cities of Bend, Redmond and Sisters in accordance with ORS 195.036. This forecast relied on information from Portland State University and the Oregon Office of Economic Analysis. The adopted forecast includes the following population estimates for Deschutes County and the incorporated cities.

Year	2000	2005	2010	2020
Population Estimate	113,231	132,239	151,431	182,353

From 1995 through 1999, building permits, vacant lot sales and real estate sales of improved lots increased. Growth in the La Pine UUC and surrounding rural area was similar to growth experienced in the remainder of Deschutes County for this time period. This trend is expected to continue.

B. La Pine Community Public Facility Plan.

1. Introduction.

The public facilities plan describes the water, sewer and transportation systems that are needed to support the land uses designated in the planning areas in the La Pine Urban Unincorporated Community. The facilities plan includes:

a. An inventory of the condition and capacity of existing facilities;

b. An assessment of the level of facilities and services needed to adequately serve the planned build out within the community area boundary, including references to policies at the end of this chapter applicable to the future needs for facilities; and

c. Coordination agreements with the special districts that operate and maintain facilities consistent with ORS Chapter 195.

This Community Facility plan is based extensively upon the *La Pine Facilities Plan for the La Pine Special Sewer District* (June 1985), the *La Pine Special Sewer District Annexation Study* (1991) and the *La Pine/Wickiup Junction Local Street, Bicycle and Pedestrian Plan* (1999). These documents are incorporated by reference as part of this community facility plan document. It is not the intent of this document to duplicate previously developed materials. Rather, it will serve as a summary of public facilities improvements anticipated by the community of La Pine.

A *Water and Wastewater Feasibility Study for: New Neighborhood and Cagle Subdivision* (April 1999) determined that there is capacity in the water and wastewater systems to serve the initial phases of development in the Neighborhood Planning Area. The report analyzed the overall system needs and determined the timing of improvements to the water and wastewater systems that would be needed during the development of subsequent phases in the Neighborhood Planning Area. The County contracted with a consultant to prepare a more detailed Capital Facilities Plan in 2000 for the water and wastewater systems as a result of the addition of the Neighborhood and Wickiup Junction Planning Areas to the UUC. This revision will update the capacity of these systems, evaluate/compare existing and new technological alternatives to provide capacity at build out, develop improvement plans, develop a methodology for computing rates, hook up fees and potential systems development charges (SDCs), and analyze financing options for constructing, operating and maintaining improvements. A plan policy was adopted in 2000 that requires the capital facilities plan be completed before building permits are issued or the tracts of land are sold in the Neighborhood Planning Area.

2. Inventory of existing system facilities.

a. Sewer.

The La Pine Special Sewer District was formed on September 3, 1980, to implement construction, operation and maintenance of sewage facilities in the core area in order to solve the groundwater pollution problem and allow expansion of businesses.

As a result of expansion in 2000 the La Pine UUC consists of approximately 1,655 acres. The La Pine Special Sewer District currently operates and maintains a sewage collection system and treatment plant that provides service for residences and businesses within the La Pine and Wickiup Junction Planning Areas. District boundaries are shown on Figure 2. The District anticipates expanding its boundary to encompass the Neighborhood Planning Area. A plan policy in this chapter states that the La Pine Special Sewer District should annex all land in the UUC.

The facilities consist of on-site septic tanks and septic tank effluent pump (STEP) units, a small diameter gravity collection system with a main pump station, and a treatment and disposal system which stores the septic tank effluent during the winter and spray irrigates it during the summer. Each of the three major components is described in more detail in the *"La Pine Special Sewer District Annexation Study Request For Environmental Information Form" FMHA 1940-20*. Construction of the existing system was completed in 1988.

As of March 1996, the system was operating at approximately 40% of capacity. With the addition of the Wickiup Junction Planning Area and additional development that has occurred in the La Pine Planning Area since then, the system is estimated to be operating at approximately 75% of capacity as of August 2000. The treatment system for the Sewer District could be described as underutilized because groundwater is being appropriated and pumped to the lagoons to supplement incoming effluent. This is being done so there is adequate water for irrigation of an annual hay crop.

b. Water.

As of 1996, La Pine was served by 22 non-community, public water systems. "Public Water System" means a system for the provision to the public of piped water for human consumption, if such system has more than 3 service connections or supplies water to a public or commercial establishment which operates a total of at least 60 days per year and which is used by 10 or more individuals per day, or a facility licensed by the Division of Environmental Quality. The motels, supermarkets, restaurants and the La Pine Elementary, Junior and Senior High Schools are all served by public water systems within the La Pine Planning Area.

A community water system is being engineered as of 2000. A test well constructed in 1998 on property east of La Pine resulted in a reliable source of potable water. Construction of a transmission line is anticipated in 2001. Additional storage tanks and one or two additional production wells will be needed in the future to meet the build out demands in the La Pine UUC. A comprehensive plan policy requiring a Capital Facilities Plan will ensure that the water system will be enlarged to meet future needs. An additional policy in this chapter states that the water district should expand to include all land within the UUC boundary.

c. Roads.

1) The La Pine Planning Area Street System.

(a) The Organizing Framework of La Pine-Highway 97 - The street system is the primary element that has shaped development in the La Pine Planning Area. The street system consists of a north-south/east-west grid of local streets bisected by the northeast southwest oriented Highway 97. Highway 97 is clearly the main "artery" of the community. Highway 97 is the center of commercial development. Residential and industrial users flow to, from and on Highway 97 when circulating about the community. Highway 97 is the primary route used to enter and exit La Pine, and is central Oregon's major north-south transportation facility for transport of people and cargo.

(b) Street Inventory - The La Pine Planning Area street system currently consists of three street classifications, per the Deschutes County Transportation System Plan - Principal Arterial (State Highway 97); Rural Collectors (Huntington Road, Reed Road, Finley Butte Road, 1st Street, and 6th Street); and local streets. Table 1 identifies existing right-of-way, surface type, travel lanes, posted speed, parking, bicycle and pedestrian facilities. The streets were inventoried through site reconnaissance and review of existing transportation-related materials.

2) The Wickiup Junction Planning Area Street System. U.S. Highway 97 runs along the majority of the western boundary of the District. Burgess Road intersects Highway 97 along the southern boundary of the District. Both of these roads are two lanes and paved. Highway 97 is designated as a Primary Highway by Deschutes County while Burgess Road is classified as a Collector. Local streets provide internal access to Wickiup Junction. The Great Northern Railroad runs parallel to Highway 97 west of the District boundary. Wickiup Junction is within the La Pine Fire Protection District.

(a) The Organizing Framework of Wickiup Junction - Highway 97 & the BNSF Railroad: Highway 97 and the Burlington Northern & Santa Fe Railroad are the dominant physical elements of Wickiup Junction. The highway and railroad are adjacent and parallel to one another in a primarily north-south orientation. Development of the district has primarily occurred along Highway 97's east frontage and the Highway 97/Burgess Road intersection at the south end of the district.

(b) Street Inventory: The Wickiup Junction street system currently consists of three street classifications, per the Deschutes County Transportation System Plan - Principal Arterial (State Highway 97), Rural Arterial (Burgess Road) and local streets. East of Highway 97, the street system consists of a frontage road and Drafter Road that parallel the highway. Rosland Road is an east-west oriented road that connects Highway 97

with the south end of Drafter Road. Drafter Road connects to Highway 97 at the north end of the district. ODOT owns a 300-foot wide unimproved right-of-way that extends along the entire eastern edge of the community.

Burgess Road is an east-west oriented road that extends west from its intersection with Highway 97. Burgess Road is the southern boundary of the planning area. Several north-south oriented streets extend north off Burgess Road.

Table 2 identifies existing right-of-way, surface type, travel lanes, posted speeds, parking, bicycle and pedestrian facilities. The streets were inventoried through site reconnaissance and review of existing transportation-related documents.

3) The Neighborhood Planning Area. The Neighborhood Planning Area is bounded by Huntington Road to the west, Burgess Road to the south and Highway 97 to the east. Traffic analyses completed by consultants and County staff have been completed for this planning area as part of the Regional Problem Solving Project. As of 2000 there were no internal roads serving this planning area.

3. Facility and service Assessment – Build out needs.

a. Sewer and water.

With regard to groundwater quality and the protection of regional groundwater, there are important reasons for improvements in the existing services provide to the La Pine area:

The local groundwater flow system in the La Pine area occurs in shallow, unconsolidated alluvium of the La Pine basin under unconfined aquifer conditions. The water used for domestic, commercial and industrial purposes is drawn almost exclusively from shallow wells sunk into the uppermost layer of the permanent groundwater table. The majority of these wells are developed to depths of only 20 to 100 feet below the ground surface. The shallowness of these wells combined with the porous nature of the overhearing alluvium make the aquifer highly susceptible to contamination from both surface and subsurface sources.

The major groundwater contaminant associated with the use and operation of septic tank/drain field sewage treatment systems is nitrate. Nitrates are found in household and industrial waste streams and are readily transferred to the groundwater via septic drain fields.

System improvements will help eliminate the immediate contamination and public health threat from point-source septic tank drain fields and thus improve local groundwater quality and reduce public health risks.

Future facility and service changes in the La Pine UUC include an annexation project for the La Pine Special Sewer District to service the Neighborhood Planning Area and annexation of the Neighborhood and Wickiup Junction Planning Areas into the La Pine Water District boundary.

As mentioned above, the capital facilities plan to be completed in 2000 will analyze in detail the capacity of the water and wastewater systems and alternative methods to improve these systems to meet the needs of the community at build out. Rate structures, financing and the methodology for collecting system development charges (Sacs) will be part of this study. A plan policy has been adopted that requires this plan to be completed before the County can sell tracts of land or issue building permits for development in the Neighborhood Planning area.

In 1995 development of a municipal water system was determined to be necessary to provide long-term assurance to the community that there will be an abundant supply of quality drinking water. The La Pine Water District was formed in 1997. The District acquired a private well in 1999 with assistance from the County. Detailed engineering work should be completed in 2000 and pipeline construction is anticipated to occur in 2001. The capital facilities plan to be completed in 2000 will determine future expansion needs to meet the water needs of the entire UUC at build out.

b. Transportation.

As a rural community located on a major highway, the La Pine UUC requires a transportation system that will accommodate local, commuter, regional, and interstate traffic. The local transportation system needs to balance the needs of through traffic with impacts on the community's livability and rural character. Accomplishing this goal requires integrated street, bicycle and pedestrian networks, appropriate street standards, safe access to Highway 97, and safe vehicular, bicycle, and pedestrian crossing of Highway 97.

1) Highway 97 Corridor.

Highway 97 is the primary transportation element of the community. Highway 97 is Central Oregon's major north-south facility for transport of people and cargo; therefore, it is important that efficient movement through the La Pine and Wickiup Junction Planning Areas is maintained. Aside from being the primary route for transportation through these planning areas, Highway 97 is the center of commercial development, and the primary access for local residential and industrial users. While the importance of Highway 97 cannot be underestimated, it also bisects each community creating a barrier between the east and west sides.

People have a need to move throughout the communities. Currently, Highway 97 restricts safe and efficient east-west movement. The Deschutes County Transportation System Plan (TSP) identified that in unincorporated communities such as the La Pine UUC, traffic calming and pedestrian safety on Highway 97 are more important than through traffic movement.

Through technical review and public input conducted in the TSP planning process, the following key Highway 97 issues have been identified:

(a) Vehicular, bicycle, and pedestrian movement across Highway 97 is unsafe and difficult;

(b) There is a community sense of excessive speeding on Highway 97, although speed studies have consistently shown that drivers are traveling within the accepted parameters of the posted speed;

(c) Vehicular turning movements across oncoming traffic are difficult and unsafe;

(d) There are odd-angled intersections in the La Pine Planning Area that create unsafe turning movements;

(e) Access to businesses and parking, to and from Highway 97, needs to be safe and convenient.

2) Street design standards.

The TSP includes County road design standards that are specific to the La Pine and Wickiup Junction Planning Areas, while ODOT has design standards for Highway 97. The Deschutes County guidelines include design standards for arterial, collector, and local streets, as well as alleys and multi-use paths that are separated from roads.

In recent years, Deschutes County required urban street development standards in some unincorporated communities in the rural portions of the County. The urban standards required 30-36 feet of pavement, with curb-tight sidewalks and gutters. This urban standard was generally not practical or necessary in unincorporated communities. As road design standards were developed for rural Deschutes County, it became evident that these rural standards may not be adequate to serve the densities and variety of uses found in unincorporated communities.

Instead, unincorporated communities can benefit from street standards that are between rural and urban standards. Therefore, when the County prepared the TSP, interim road standards were established for the La Pine Planning Area. These road standards were to be considered interim until the completion of the La Pine/Wickiup Junction Local Street, Bicycle and Pedestrian Plan.

Existing streets in the La Pine and Wickiup Junction Planning Areas are classified as follows:

(a) Principal Arterial - Highway 97;
(b) Rural Arterial - Burgess Road;
(c) Rural Collector - Huntington Road, 1st Street, 6th Street, Reed Road, Finley Butte Road;
(d) Rural Local - remaining streets not identified above.

The road design standards identified in this plan for the La Pine and Wickiup Junction Planning Areas generally follow the interim road design standards identified in the TSP. Exceptions are variations to the local street standards to allow for reduced right-of-way and pavement widths and the addition of multi-use paths that are separated from streets. Local streets in commercial and transitional areas should have sidewalks, whereas local streets in residential areas should not have sidewalks.

The exceptions to this standard include Morson Street and Foss Road, which are single-family streets that should have bicycle and pedestrian facilities due to direct connections to community activity centers, and any new or upgraded residential streets within or connecting to new subdivisions that have an average minimum lot size of 11,000 square feet or less. Figures 12 and 13 identify the functional classifications of roads and locations of existing and proposed pedestrian facilities within the La Pine Planning Area. Figure 14 identifies the functional road classifications within the Wickiup Junction Planning Area.

The Neighborhood Planning Area Street System will include a north-south Central Collector road connecting Bluewood Place to the south in the La Pine Planning Area and Burgess Road to the north. Perimeter Collector roads along the eastern edge of the neighborhood area, dividing the four Neighborhoods and east-west Neighborhood Collector roads. Figure 15 shows the conceptual street plan for the Neighborhood Planning Area. Figure 16 shows the non-motorized circulation plan including paved and unpaved and multi-use paths.

Two Perimeter Collector and three Neighborhood Collector roads will provide access from Huntington Road into the neighborhoods. The Central Collector and a Perimeter Collector will provide access from Burgess Road. The three Perimeter Collectors dividing the neighborhoods will be adjacent to open space corridors that provide buffers between the four Neighborhoods in the Neighborhood Planning Area. Driveway access will be limited onto the Central Collector and the Neighborhood Collectors. Parking in designated pullout areas will be provided along the collectors for access to open space, parks and residential lots. Direct access from residential lots onto the local streets and perimeter collectors will be permitted.

Shallow swales alongside the roads will provide for drainage. A network of multi-use paths will be developed parallel to many of the collector roads and in the open space buffer areas along Huntington Road and the eastern Perimeter Collector parallel to Highway 97.

The precise layout of these roads and multi-use paths will occur during the Quadrant Plan approval process as each Neighborhood and Quadrant are planned.

3) La Pine Planning Area Street System.

The existing street system within the La Pine Planning Area generally consists of a north-south/east-west grid of local and collector streets bisected by the northeast/southwest oriented Highway 97. The opportunity for new streets is primarily limited to undeveloped areas in the east and south sections of the community. Research and public input also identified some street realignment and intersection improvements that will increase safety and provide for enhanced traffic flow. These transportation improvements are identified below.

4) Street Maintenance. The need for ongoing street maintenance includes surface maintenance, shoulder maintenance, grading gravel streets, snow removal/storage, ice control, storm drainage, roadside vegetation management, and litter control.

5) Bicycles and Pedestrian System. There is a greater need for bicycle and pedestrian facilities in unincorporated communities than in other parts of the rural County. Generally, people are in closer proximity to destinations, therefore, there is a greater tendency to bicycle or walk. Bicycling and walking are also the only modes of transportation between destinations for some people, such as the young, elderly, and disabled population. Results of a questionnaire and comments received at community meetings during the preparation of the TSP indicate marginal support for a safely connected bicycle/pedestrian system within and between the La Pine and Wickiup Junction Planning Areas. However, the need was identified to provide safe bicycle/pedestrian connections from the La Pine and Wickiup Junction Planning Areas to the surrounding residential areas rather than just focusing on facilities within the planning areas themselves.

6) Bikeways. There are three types of bikeways appropriate in rural areas:
   (a) Shoulder bikeways are paved shoulders that allow for bicycle traffic on collector and arterial streets;
   (b) Shared bikeways are typically local streets with low traffic volumes that allow for bicycles to share the roadway with automobiles;
   (c) Bicycle/pedestrian are multi-use paths that are separated from streets. Multi-use paths are typically located along utility easements or in designated open spaces such as parallel to a drainage way. Bicycle/pedestrian paths are most often used for recreation, but also can connect activity centers and destinations. (In general, ODOT's 1995 Bicycle and Pedestrian Plan includes language that discourages the building of separated multi-use paths due to maintenance difficulties, lack of usage, and design challenges where paths need to cross streets and driveways.)

   For the La Pine and Wickiup Junction Planning Areas, shoulder bikeways are appropriate on Highway 97, Burgess Road, Huntington Road, 1st Street, 6th Street, Reed Road, Finley Butte Road, and Hinkle Way (when the extension is completed). Shared bikeways are appropriate on the local roads. There are opportunities for bicycle/pedestrian multi-use paths that are separated from streets and included in the transportation recommendations.

   The multi-use paths in the Neighborhood Planning Area alongside collector roads and in the open space buffers along Huntington Road and the eastern edge road parallel to Highway 97 will provide for shared bicycle/pedestrian use that is separated from the streets. The Non Motorized Circulation Plan, Figure 16 shows the general locations for the multi-use path in the Neighborhood Planning Area.

7) Walkway. Local streets in rural areas typically have low traffic volumes and therefore, are able to safely accommodate pedestrians, similar to the shared bikeway. On collector and arterial roads with higher traffic volumes it is appropriate to provide pedestrian facilities, i.e. sidewalks or paths separated from the traffic. Where not provided on collectors and arterials, paved shoulders should be wide enough to accommodate both pedestrians and bicyclists.

   As stated in the Deschutes County TSP, moving pedestrians across arterial roads may be more important than pedestrian travel along roads. It is important to provide safe pedestrian crossings and ensure that motorists are well aware of pedestrians crossing roads. The number of at-grade crossings needs to be considered. Pedestrian crossings where no traffic signal exists can provide a false sense of security.

   It is important to provide pedestrian facilities for a range of users. Within a community, pedestrian connections are needed from residential areas to schools, parks, and commercial areas. Pedestrian facilities need to connect commercial areas to and from parking.

8) Public Transportation System.
   There is interest in increasing public transportation services between La Pine/Wickiup Junction and Bend. Currently there is a Dial-A-Ride provider that serves La Pine, and a rideshare facility located at the northwest corner of Highway 97 and Burgess Road in

Wickiup Junction. There is the potential for a County-established rural transit district, which could provide fixed-route shuttle services between communities, i.e. La Pine and Bend.

Rail transportation. The Burlington Northern & Santa Fe Railroad provides significant transportation of freight through Central Oregon, including the segment through La Pine and Wickiup Junction. Railroad conflicts with other modes of transportation need to be minimized. Currently the only remaining at-grade railroad crossing of Highway 97 in Oregon is at the south end of the Wickiup Junction Planning Area near Burgess Road. Critical to the success of the eventual bypass and the function of the local street network, will be the continued operation of the existing at-grade railroad crossing. The County will work towards keeping this crossing open as a local road connecting the Neighborhood and Wickiup Planning Areas after the separated grade and highway relocation improvements are completed.

4. Coordination Agreements Consistent with ORS 195.

The Environmental Quality Commission adopted a groundwater protection rule for the Deschutes Basin Water Quality Management Plan in June 1983. This rule states that the wastewater generated within the core area of the community of La Pine shall be collected, treated and disposed of in a manner, which prevents pollution of the groundwater by not later than January 1, 1987.

The La Pine Special Sewer District Board of Directors approved a resolution on May 23, 1985 adopting final alternatives for the collection, treatment and disposal of sewage for the La Pine Core area.

5. Memoranda of Understanding.

As part of Regional Problem Solving the County entered into a separate Memorandum of Understanding (MOU) in 2000 with the La Pine Water District and the La Pine Special Sewer District. The MOUs state that the County and the districts recognize that the collaborative work done under Regional Problem Solving will continue so that water and wastewater systems will be expanded in an efficient manner to serve the entire La Pine UUC at build out.

A similar MOU recognizes that the County and the Bend-La Pine School District will cooperate on the planning of a new school site that is in compliance with the District's facilities plan. An additional MOU between the County and the La Pine Rural Fire Protection District establishes that fire suppression and prevention will be addressed in a cooperative fashion in the planning and design of the Neighborhood Planning Area.

C. La Pine Urban Unincorporated Community Plan Policies.

1. General.

a. The La Pine UUC shall contain the following planning areas: La Pine, Neighborhood and Wickiup Junction.

b. Expansion of the boundary of the Urban Unincorporated Community (UUC) will require demonstration of a long-term need for housing and employment. Need shall be based upon population growth estimates from a reputable forecast service (such as Portland State University). Estimates shall be coordinated with those for other cities and communities in the County and shall consider:

1. Plans to extend facilities and services to existing community land; and
2. The infill potential of existing land in the community.

c. An expansion undertaken under this policy shall follow the requirements listed in OAR 660-22-040.

d. When reviewing individual site plans, buildings shall be sited so as to protect significant trees wherever practicable.

e. Site plan criteria shall require landscaping for all new commercial and industrial development.

f. Conditional use permits shall be required for fill and removal activities in designated wetlands.

g. The County shall assist the community in reviewing incorporation alternatives.

2. Transportation.
   a. The County shall coordinate with the Oregon Department of Transportation to:
      1) Provide safe vehicular, bicycle, and pedestrian movement across Highway 97 in La Pine;
      2) Reduce speeds on Highway 97 through La Pine;
      3) Seek funding to design and implement a four-lane section with landscaped center median between 1st and 6th streets.
      4) Provide safe vehicular turning movements across oncoming traffic in La Pine;
      5) Consider intersection realignments to provide safer turning movements at odd-angled intersections in La Pine;
      6) Explore safer and more convenient access, parking and pedestrian circulation to businesses fronting Highway 97;
      7) Participate in an access management plan for La Pine;
      8) Support the extension of the four-lane highway section north and south of La Pine to enable vehicle passing in advance of reaching the community;
      9) Explore the potential of a future Highway 97 bypass around La Pine.
   b. Improvements to the public rights-of-way shall conform to the design standards contained in DCC Title 17 and 18.
   c. The County shall consider improvements to the following intersections to provide for improved traffic flow, and increased vehicular, bicycle, and pedestrian safety: Huntington Road/1st Street;
   d. The County shall consider reconfiguring the intersection of 6th Street/Morson Street/Highway 97/Finley Butte Road to provide safer connections to the state highway, and a more viable intersection that may ultimately become signalized.
   e. The County will determine specific transportation-related improvements to Huntington Road as commercial development/redevelopment occurs.
   f. Where new development requires the establishment of new streets, such streets shall connect to and extend the current grid street system.
   g. The County shall establish a safe, connected bicycle/pedestrian system throughout La Pine.
   h. The County shall pursue a countywide bicycle/pedestrian plan that provides connections to the La Pine UUC.
   i. The County shall explore the potential for scheduled fixed-route public transportation between La Pine/Wickiup Jct. and Bend.
   j. The County will ensure that adequate transportation facilities are provided between the La Pine and the Neighborhood Planning Areas as development occurs. Before phase one of the Neighborhood Planning Area is completed and prior to the start of phase two a traffic signal should be installed at the intersection of 1st Street and Highway 97. The County shall contribute a proportional share of the cost, based on the number of trips generated and distribution of trips to this intersection.
   k. Planning for bicycle and pedestrian traffic shall be incorporated in new street designs.
   l. The County shall work with the Oregon Department of Transportation to slow traffic to posted speeds, using a combination of enforcement and traffic calming techniques (extended curbs, landscaping, raised medians, etc.) along Highway 97 through the La Pine UUC.
   m. The County shall work with the Oregon Department of Transportation to adopt and implement consistent standards regarding left turn lanes, raised medians, driveway spacing, acceleration/deceleration lanes, turn refuges and means to enhance the local street network to handle local traffic and relieve congestion along Highway 97 within the La Pine Urban Unincorporated Community.
   n. Sidewalks shall be buffered from the streets with adequate landscaping, shoulders and/or on-street parking.
   o. Streets shall be designed to carry anticipated traffic volumes, and rights-of-way shall provide enough space for an adequate planting strip and sidewalks or bikeways.

p. The County shall encourage truck traffic generated from the Industrial District to access the Highway 97 corridor via Reed Road.

q. The County shall explore development of a Systems Development Charge (SDC) program for transportation facilities within the La Pine UUC.

3. Public Facility and Services.

a. New development should locate in areas where facilities are available or can be provided at least cost.

b. The La Pine Special Sewer District should annex all land within the UUC boundary.

c. The County shall support the development, re-development and expansion of a single domestic water system maintained and operated by the La Pine Water District so that cumulative development will not result in public health hazards or adverse environmental impacts that violate state or federal water quality regulations. The La Pine Water District should annex all land within the UUC boundary.

d. Consistent with Goal 11, the County shall support the development, re-development and expansion of the La Pine Special Sewer District's sewer system so that cumulative development will not result in public health hazards or adverse environmental impacts that violate state or federal water quality regulations.

e. The County site plan criteria shall require that all new developments include a drainage system that protects water quality. Alternative drainage options shall be allowed where shallow water table prohibits use of a drywell.

f. The County shall encourage early planning and acquisition of sites for needed public facilities (e.g., fire stations, schools, parks, roads, etc.).

g. The County shall cooperate with agencies and citizen's groups in improving water quality and the condition of the watershed.

h. A large tract to the north of the La Pine core area that is used by the La Pine Sewer District for disposal and treatment of effluent shall be designated as Agriculture under Goal 3 on the plan. It shall be zoned for sewer treatment and disposal and the uses allowed in the zoning district shall be limited to those that are consistent with Goal 3.

D. The La Pine Planning Area.

1. General.

The La Pine Planning Area shall contain the following plan designations: Residential, Commercial, Industrial, Business Park, Park/Open Space, Agriculture and Community Facility. The following zone districts shall exist in the La Pine Planning Area: Residential, Commercial, Community Facility, Community Facility Limited, Flood Plain, Industrial and Sewer Treatment. A commercial overlay area shall be applied on the zoning map to that portion of the residential district designated as commercial on the comprehensive plan.

2. Residential District.

a. The County shall encourage a diversity of housing options for community residents.

b. All new residential subdivisions and partitions shall provide public, semipublic and/or private open space as part of the development, or fee in lieu of land to the extent allowed by law.

c. Areas designated residential on the comprehensive plan shall be zoned residential district on the zoning map.

d. New subdivisions, cluster developments, and manufactured home parks shall be connected to a Department of Environmental Quality permitted community or municipal sewer system.

3. Commercial District.

a. The Commercial District shall be developed with small-scale, low-impact uses as defined under the Administrative Rule for Unincorporated Communities, OAR 660, Division 22. Small-scale, low impact commercial use is one that takes place in a building or buildings not exceeding 8,000 square feet of floor space.

b. The Commercial District shall be developed with uses intended to serve the community and surrounding rural area or the travel needs of people passing through the area. The surrounding

rural area includes the area south of La Pine State Park Road to the Klamath County line that is zoned Rural Residential, Forest and Exclusive Farm Use. See Figure 3.

c. Buildings in the Commercial District shall be limited to thirty feet in height to retain the rural character of the area and preserve views of the mountains, unless an exception is allowed under zoning regulations.

d. Community infrastructure, including sewer, water, streets, sidewalks and other transportation improvements identified in the Deschutes County Transportation System Plan shall be developed.

e. Future commercial development shall be encouraged along Huntington Road.

f. Future public uses should be located near the junction of Huntington Road and 1st Street, close to where existing public uses including school, County, office, public, park and fire stations have already been developed.

g. The County shall support transfer of federal and state land to private ownership within the Commercial District whenever feasible.

h. Residential use in conjunction with commercial uses shall be encouraged. Land divisions for residential purposes shall not be allowed in the commercial district.

i. Lands designated Commercial on the comprehensive plan that are not served by sewer, a municipal or community water system and abutted by roads constructed to County standards shall be given Residential zoning and be identified as Commercial Overlay on the zoning map. Notwithstanding and in place of the criteria set forth in DCC 18.136.030 regarding quasi-judicial zones changes, at such time as the sewer and water are in the street adjacent to the subject property and the road abutting the subject property is brought to County standards, a zone change for such lands shall, upon application to the County, be granted from Residential to Commercial. Such changes shall be subject to applicable post-acknowledgement provisions of ORS 197.510 through 197.625. (See Figure 5 for areas identified for future commercial expansion.)

4. Community Facility Limited District. Land located west of Coach Road and north of 1st Street shall be used for schools and their associated uses.

5. Community Facility District. Land located between Huntington and Coach Roads shall be used for community and public uses identified in the design workshop conducted by LCAT in April 2000, or for other community/civic uses identified in a future public process. These uses include a senior center, performing arts center, community health center, community college education facilities and a swimming pool.

6. Industrial District.

   a. In order to maximize land available for industrial uses, new uses in the Industrial District that meet the criteria for an Oregon Department of Environmental Quality (DEQ) water pollution control facility (WPCF) permit, shall be required to connect to the La Pine Sewer Treatment Facility in lieu of obtaining a WPCF permit.

   b. New industrial uses shall be limited to those that will not exceed the capacity of water and sewer service available to the site on December 5, 1994, or, if such services are not available to the site, the capacity of the site itself to provide water and absorb sewage.

   c. Industrial development shall not degrade the quality of surface or groundwater.

   d. Sitting criteria shall require adequate traffic circulation, off-street parking, and loading and service area.

   e. The community shall attempt to diversify its industrial base.

   f. Where the Industrial District abuts a residential district, special development standards relating to setbacks, screening, signs and building height shall be established.

   g. Industrial zoning shall protect industrial lands from incompatible commercial development.

7. Business Park District.
   a. A variety of commercial and industrial uses which support the needs of the community and surrounding rural area.
   b. Allow small scale, low-impact commercial uses in conformance with the requirements of OAR Chapter 660, Division 22. Larger more intense commercial uses shall be permitted if they are intended to serve the community, the surrounding rural area and the travel needs of people passing through the area.
   c. Small-scale, low-impact industrial uses should be allowed in conformance with the requirements of OAR Chapter 660, Division 22. No more intensive industrial uses shall be allowed.

Some of the FP areas are would be Ag/Forest lands

8. Flood Plain District.
   a. The area within the boundaries of the La Pine UUC that is within the flood plain mapped by Flood Emergency Management Agency (FEMA) shall be given a plan designation of "Commercial" and shall be given a zoning designation of "Flood Plain District." Notwithstanding and in place of the criteria set forth in DCC 18.136.030 regarding quasi-judicial zones changes, the owner of such property may apply for and shall receive a zone change to Commercial at such time as the owner obtains from FEMA a letter of map amendment (LOMA) or a letter of map revision (LOMR) verifying that the area is not located within the Special Flood Hazard Area (100 year flood plain). Such changes shall be subject to applicable post-acknowledgement provisions of ORS 197.510 through 197.625.
   b. The County shall request that FEMA conduct a detailed flood elevation survey for the floodplain adjacent to the La Pine UUC.
9. Agriculture District. The tract of land to the north of the core area that is used by the La Pine Special Sewer District for disposal and treatment of effluent shall be designated as Agriculture on the plan map and be zoned Sewer Treatment District, for sewer treatment and disposal. The uses allowed in the zoning district shall be limited to those that are consistent with Goal 3.

E. The Wickiup Junction Planning Area.
   1. General.
      a. The Wickiup Junction Planning Area shall contain one plan designation, Commercial/Residential and one zone district shall be established, Commercial/Residential, for residential and small-scale commercial uses.
      b. The County shall encourage mixed residential and commercial uses.
   2. Transportation.
      a. The County shall support traffic safety improvements to Burgess Road where it connects with Highway 97.
      b. The County shall work with the Oregon Department of Transportation to slow traffic to posted speeds using a combination of enforcement and traffic-calming techniques (extended curbs, landscaping, raised medians, etc.) along Highway 97 through the Wickiup Junction Planning Area.
      c. The County shall work with the Oregon Department of Transportation to adopt and implement consistent standards regarding left turn lanes, raised medians, driveway spacing, acceleration/deceleration lanes, turn refuges and means to enhance the local street network to handle local traffic and relieve congestion in the Wickiup Junction Planning Area.
      d. An applicant for a new use other than a use that is permitted outright must demonstrate that the affected transportation facilities are adequate to serve the proposed use, considering the functional classifications, capacity and the level of service of such facilities.
      e. The County shall require curbs and sidewalks for new development in the Commercial/Residential District, except on Highway 97, to the extent allowed by law.
      f. The County shall coordinate with the Oregon Department of Transportation to:
         1) Reduce speeds on Highway 97 through the Wickiup Junction Planning Area;

2) Provide safe vehicular turning movements across oncoming traffic in the Wickiup Junction Planning Area;
3) Explore safer and more convenient access, parking and pedestrian circulation to businesses fronting Highway 97; and
4) Participate in an access management plan for the Wickiup Junction Planning Area.

g. Improvements to the public rights-of-way shall conform to the applicable design standards in the Deschutes County Zoning Ordinance, Title 18 of the County Code.

h. The County shall consider improvements to the following intersection to provide for improved traffic flow, and increased vehicular, bicycle, and pedestrian safety: Huntington Road/Burgess Road;

i. Per the Deschutes County TSP, the County shall pursue the Highway 97 realignment and grade-separated railroad crossing in the Wickiup Junction Planning Area. The northern phase of the Neighborhood Planning Area should not be constructed before the bypass is constructed or the capacity to the Burgess Road/ Highway 97 intersection is increased by some other method or ODOT and the County determine at that time that it is acceptable to proceed.

j. Where new development requires the establishment of new streets, such streets shall connect to and extend the current grid street system.

k. The County shall establish a safe, connected bicycle/pedestrian system throughout Wickiup Junction.

l. The County shall ensure that adequate transportation facilities are provided between the Wickiup Junction and Neighborhood Planning Areas as development occurs.

m. The County shall pursue methods of acquiring right-of-way needed to connect Pam Way to Drafter Road.

F. The Neighborhood Planning Area.

1. General.

a. The Neighborhood Planning Area shall contain the following plan designations – Residential, Community Facility, Open Space/Park and Commercial.

	Maximum Density Units/ac.	Minimum Density Units/ac	Lot Size Range Single-family
NEIGHBORHOOD 1			
Neighborhood Center	12	8	2,400 – 4,500 s.f.
Neighborhood General	6	3	4,000 – 7,000 s.f.
NEIGHBORHOOD 2, 3 & 4			
Neighborhood Center	12	6	2,400 – 7,000 s.f.
Neighborhood General	6	2	7,000 – 15,000 s.f.

b. The Neighborhood Planning Area shall have the following zones: Community Facility, Community Facility Limited, Community Commercial, Neighborhood Center, Neighborhood General, Neighborhood Park and Open Space.

c. The Neighborhood Planning Area shall be divided into four Neighborhoods. The boundaries of the Neighborhoods shall be defined by Corridor Open Space and Perimeter Collector streets. Each Neighborhood shall be divided into four quadrants. The boundaries of the quadrants shall be defined by the collector street system and generally correspond to the Quadrant Plan map (Figure 11).

d. Approval of a Quadrant Plans as defined in the La Pine Neighborhood Planning Area zoning ordinance shall be required prior to any development in the Neighborhood Planning Area. At a minimum a quadrant plan shall include the following:

1) Zoning boundaries for each of the zones depicted on the zoning map and meeting the performance standards for minimum acreage or dimensions for the Neighborhood Center, Neighborhood Park Zones and Open Space Districts.
2) Lot configuration meeting the lot and density requirements of the zoning code and a tentative plan for the first phase.
3) Locations of all collector and local streets and alleys.

e. The Plan designations and depicted on Figure 9 and the zoning boundaries depicted on Figure 10 are generalized locations that will be defined with Quadrant Plan approval.

f. The Quadrant Plans shall guide the development of the Neighborhood Planning Area to guide overall development towards meeting the land use and residential density guidelines set forth in the following tables:

Land Use	Acres	Percentage of total area	Total dwelling units	Density (units/ac)
Single-family	208	40%	1326	6.4
Multi-family	29	5.6%	324	11.2
Senior housing	7	1.3%	75	10.7
Baldwin-Herndon Sr. Housing	7	1.3%	75	10.7
Subtotal	251	48.2%	1800	7.2
School	13	2.5%	n/a	n/a
Commercial	1	0.2%	n/a	n/a
Senior/Civic Medical/Facilities	10	1.9%	n/a	n/a
Community facility	8	1.5%	n/a	n/a
Open Space/ Parks	48	9.2%	n/a	n/a
Collector right-of-way	72	13.9%	n/a	n/a
Local right-of-way	116	22.4%	n/a	n/a
Totals	519	*99.8%	N/A	N/A

*Total does not equal 100% due to rounding.

Zoning Districts	Acres	Total Lots	Developed Lots	Vacant Lots
Residential General	*323	1110	0	All
Residential Center	*28	280	0	All
Community Facility	31	150	0	All
Community Facility Limited	20	3	**1	2
Commercial	2	1	0	1
Park/Open Space	60	n/a	n/a	n/a
Collector r-o-w	55	n/a	n/a	n/a
Totals	519	1800		

*Includes local right-of-way
**Park & Ride @ Burgess/Hwy 97 Intersection

Zoning Districts	Acres
Neighborhood General	Variable after Neighborhood Center, parks and open space zones are designated
Neighborhood Center	3 - 6 acres per Quadrant
Community Facility	Minimum of 10 acres in Neighborhood 1
Community Facility Limited	= / -20
Neighborhood Commercial	2 - 4 acres in Neighborhood 3
Neighborhood Park	2 – 5 acres per Neighborhood
Open Space	Variable based on Quadrant Plan

g. The County shall approve design guidelines for the Neighborhood Planning Area prior to development of the first phase. The design guidelines shall be developed as a component of the first Quadrant Plan and shall encourage a variety of housing types and styles and quality building materials.

h. After approval of a Quadrant Plan, each phase subsequently proposed for development shall be reviewed, prior to platting any additional lots, to ensure that it is developed in conformance with the Quadrant Plan.

i. The County shall, to the maximum extent allowed by law, reinvest net proceeds from the development or sale of real property in the Neighborhood Planning Area into future improvements such as: roads, parks and open space development and maintenance, public buildings, and on-site and off-site water and wastewater facility improvements or expansion in the La Pine UUC, that will service the Neighborhood Planning Area, the La Pine UUC or the Regional Problem Solving study area.

j. Before issuing any building permits or selling any tracts of land in the Neighborhood Planning Area, the TDC program will recognize the Neighborhood Planning Area as the "receiving area" for transfer of development credits and will indicate the number of credits required for an individual to obtain a building permit or the number of credits required for a developer to purchase a tract of land in the Neighborhood Planning Area. TDCs shall not be required for designated senior housing units in the Community Facility District.

k. Before selling tracts of land or issuing building permits in the Neighborhood Planning Area, the County shall work with the La Pine Water District and the La Pine Special Sewer District to complete a capital facilities plan for community water and wastewater systems to:
   1) Evaluate existing technology and new alternatives to provide capacity for growth at build out in the La Pine UUC;
   2) Establish and implement a methodology for hook up fees or systems development charges (SDCs) for water and wastewater services; and
   3) Seek funding opportunities for needed improvements and expansion to the water and wastewater facilities.

l. The Neighborhood Planning Area shall be developed to meet the Quality Development Objectives established by Executive Order 97-22 to:
   1) Give priority to the quality mix development that addresses the economic and community goals of the community and region.
   2) Encourage mixed use, energy efficient development designed to encourage walking, biking and opportunities for multi-modal transit use.
   3) Develop facilities that are compatible with the community's ability to provide adequate public facilities and services.
   4) Provide facilities that are compatible with the community and regional environmental concerns and available natural resource (e.g. available water, air quality and protection of wildlife corridors).

5) Support development that provides for a balance of jobs and affordable housing within the community to reduce the need to commute long distances between home and work, thereby minimizing personal commuting cost as well as the public and societal cost of expanding transportation infrastructure.

m. All new development in the Neighborhood Planning Area shall be connected to the La Pine Water District water system and the La Pine Special Sewer District sewage treatment facility or other Department of Environmental Quality approved sewage treatment facility. Fire hydrants shall be provided.

n. Industrial uses shall not be allowed.

o. Commercial development shall be limited to small-scale, low impact uses as defined in OAR 660-022. The zoning ordinance shall restrict commercial development to uses that are intended to primarily serve the Neighborhood Planning Area and shall limit the building size to less than 4,000 square feet for commercial uses.

p. Hotels and motels shall not be allowed.

q. Residential uses may include home occupations with restrictions as set forth by zoning standards.

r. Manufactured homes shall be allowed as single-family dwelling units, subject to zoning regulations.

s. Travel trailer parks shall not be allowed uses.

t. The keeping of livestock shall be limited to uses approved through site plan review in areas designated as Community Facility.

u. The County shall coordinate with the owners of the Baldwin-Herndon Oregon Trust property to complete a lot line adjustment or land exchange that will result in the County owning the western two quadrants in Neighborhood 1 and the Baldwin-Herndon Trust owning and amount of land in the eastern quadrants of Neighborhoods 1 and 2 that the County and the Trust through negotiations agree is an equitable boundary adjustment.

v. The southwest Quadrant of Neighborhood 1 shall be zoned Community Facility and be used for an assisted living facility, senior housing, health care facilities or other community uses. The County shall make the land it acquires in this area available for future development of such uses at a cost that reflects the pro rata share of land purchase and infrastructure development.

w. The County shall coordinate with the Bend La Pine School District to dedicate land in the Community Facility Limited District that is suitable for a school site at a cost that reflects the pro rata share of land purchase and infrastructure development.

x. The County shall coordinate with the La Pine Rural Fire Protection District and the Oregon Department of Forestry to create defensible space to diminish the possibility of wildfire in and around the Neighborhood Planning Area and assist in developing design guidelines that reduce the risk of fire to structures and open space.

y. The County shall coordinate with the Oregon Department of Housing and Community Services to provide affordable housing opportunities in the Neighborhood Planning Area.

z. The County shall coordinate with the Oregon Department of Fish and Wildlife, the Oregon Department of Parks and Recreation and the La Pine Recreation District for technical assistance for natural resource protection and recreational facility development in the design and development of the Neighborhood Planning Area.

aa. The County shall coordinate with the Oregon Department of Economic and Community Development in securing funding for public facilities in the Neighborhood Planning Area.

bb. The County shall coordinate with the Oregon Department of Transportation to implement mutually agreed upon road improvement projects related to the development of the Neighborhood Planning Area. The County shall determine the pro rata share of the Neighborhood Planning Area for Burgess Road/Highway 97 separated grade improvements prior to developing phase two of the Neighborhood Planning Area.

cc. Phasing of development in the Neighborhood Planning Area should generally begin in the south and proceed to the north as infrastructure, including sewer, water and streets are extended. The phasing should generally follow the Neighborhood Planning Area Phasing Plan depicted in Figure 18. The Board of County Commissioners may approve deviations from the Neighborhood Planning Area Phasing Plan based on infrastructure funding and phasing or community needs.

2. Neighborhood Planning Area Park Policies. The La Pine Neighborhood Planning Area is designed to include four developed neighborhood parks, undeveloped open space and a network of interconnected pathways for pedestrians and cyclists. The neighborhood parks are centrally located in each neighborhood within walking or biking distances of homes. Open space has been planned to separate neighborhoods, create a rural feel and buffer homes from busy streets and the state highway. Neighborhood centers are connected with paved paths on both sides of the central connector street. Sidewalks are provided in the commercial areas and in the neighborhood centers to connect higher density uses to the paved multi use path network. Soft surface paths are located in the perimeter open space and in the corridor open space separating the neighborhoods.

   a. Public neighborhood parks shall be located in the central area of each neighborhood in the La Pine Neighborhood Planning Area. The size of a neighborhood park shall be a minimum of two acres and a maximum of five acres. The purpose of the neighborhood parks is to provide recreation opportunities in for all groups and abilities within walking distance of most homes in the neighborhoods. The neighborhood parks also provide green, open space for the neighborhood and a place for neighborhood social gatherings.

   b. The developer or the County shall construct the Neighborhood Parks at the time the adjacent land is developed according to the Quadrant Plan.

   c. The neighborhood parks shall be maintained by a neighborhood homeowner's association, the La Pine Park District or a Park District established for the Neighborhood Planning Area. The entity to maintain the park shall be determined as a requirement for Quadrant Plan approval.

   d. A neighborhood park shall be located in each of the four Neighborhoods in La Pine Neighborhood Planning Area as generally depicted on the La Pine Neighborhood Planning Area Parks Plan, Figure 17. The park shall be bordered on at least three sides by public streets. Two of the public streets shall be collector streets. The park shall be accessed by the multi-use path system or sidewalks.

   e. Neighborhood park elements may include:
      1) Signage.
      2) Picnic Areas with tables.
      3) Tot Play area.
      4) Children's plan area.
      5) Paved Walkways.
      6) Open lawn play area.
      7) Trees.
      8) Basketball court or half court.
      9) Multi purpose court.
      10) Picnic shelter.
      11) Other small-scale recreations faculties.
      12) Open Space for passive recreation.

   Park is developed to serve pedestrians and bicyclists. Parking and restrooms are not typically provided.

   f. Should funding become available a Regional Park between 10 and 25 acres in size may be established in neighborhood 3 or 4 to provide recreational facilities to serve the needs of the La Pine Unincorporated Community and the greater La Pine Region.

g. The optional Regional Park must be located adjacent to at least two collector streets or one collector street and Huntington or Burgess Roads. The park shall have direct access to a paved multi-use path.

h. Regional Park elements may include:
   1) Any of the elements permitted in the Neighborhood Park.
   2) Athletic fields and grandstands.
   3) Aquatic Center.
   4) Amphitheater.
   5) Equestrian Facility.
   6) Water Feature.
   7) Fitness center.

3. Neighborhood Planning Area Open Space Policies.
   a. A minimum 200-foot wide buffer for open-space, multi use paths, passive recreation, visual and noise screening (earthen berm and/or vegetation) shall be provided along Highway 97.
   b. A minimum 75-foot wide perimeter open space shall be provided adjacent to Huntington and Burgess Roads as depicted in the La Pine Neighborhood Planning Area Park Plan, Figure 17. The open space may be used for multi use paths passive recreation and visual screening.
   c. A perimeter open space at least 50 feet wide shall be provided between the school site and existing residential lots along Huntington Road at the northwest corner of the Neighborhood Planning Area.
   d. Open space corridors shall be established between the neighborhoods along the Neighborhood Collector streets. The Neighborhood Collector streets shall be within or adjacent to the open space corridors. The width and precise location of the open space corridor shall be established with Quadrant Plan approval. The minimum width for the open space corridor shall be 200 feet. An Open Space Buffer will not be established between Neighborhood 1 and the La Pine Planning Area.

4. Neighborhood Planning Area Transportation Policies.
   a. A network of collector streets generally depicted in Figure 15, Neighborhood Planning Area Street Plan, will define the boundaries of the four neighborhoods in the Planning Area. The precise location of the collector street rights of way shall be determined with approval of quadrant plans for each neighborhood.
   b. Lots fronting the Central Collector and Neighborhood Collectors will have vehicle access off of alleys to enhance pedestrian and bicycle safety on the parallel multi-use paths.
   c. Driveway access from residential lots onto the local streets and Perimeter Collectors may be permitted.
   d. In the Neighborhood Commercial, Community Facility, Community Facility Limited and Residential Center Districts, where a paved multi-use path is not provided as required in Figure 16 (Non-Motorized Plan), sidewalks at least five feet wide shall be installed at the time of development. The sidewalks shall be property line tight and meet ADA accessibility requirements. The sidewalks shall be connected to the required paths identified on Figure 16, the Non-Motorized Plan.

(Ord. 2003-027 §1, 2003; Ord. 2002-005 §1, 2002; Ord. 2001-046 §§1 & 2, 2001; Ord. 2001-036 §1, 2001; Ord. 2000-017 §1, 2000)

Table 1

LA PINE PLANNING AREA - EXISTING STREET INVENTORY							
Street	**Road Classifi-Cation**	**Right Of Way**	**Paved Width/ Type**	**# of Travel Lanes**	**Bicycle Facility Type**	**Side-walks**	**Features/ Conditions**
HIGHWAY 97							
UUC Boundary to Reed/1st	Principal Arterial	300'	40' AC	2	shoulder		Two 12' travel lanes w/ 8' paved shoulders; no center median. Transition from 2 lanes to 3.
Reed/1st to Foss	Principal Arterial	100'	41' AC	3	shoulder	both sides	Center turn lane, two 12' travel lanes w/ 1'-8' paved shoulders, no median; conc. 5' sidewalk on e. Side; mix of concrete and ac sidewalks w/ some parking on w. Side.
Foss to 6th	Principal Arterial	100'	63' AC	5	shared	both sides	Center turn lane; 8' planter strips; s. Of Morson southbound from 2 to 1 travel lanes, northbound from 1 to 2 travel lanes. No shoulder, 5' sidewalks.
6th to UUC Boundary	Principal Arterial	100'	40' AC	2	shared	5' e. Side	A sidewalk fronts the Thriftway Market. 9' shoulder on east side, 5' shoulder on west side. Transition from 3 lanes to 2.
HUNTINGTON ROAD							
UUC Boundary to 1st St.	Rural Collector	60'	36' AC	2	shoulder	Partial	Some sidewalks
1st to 3rd	Rural Collector	60'	36' AC	2	shoulder	5' w. Side only	Planter strip on west side- not landscaped; curb only on e. Side
3rd to Hwy. 97	Rural Collector	60'	36' AC	2	shoulder	5' w. Side w/ planter	Curb only on e. Side; bike lanes not designated
Hwy. 97 to UUC Boundary	Rural Collector	60'	20' AC	2	shoulder	Limited	Sidewalk/curb w. Side behind Thriftway; sidewalk e. Side near Finley Butte
1ST STREET							
Hwy. 97 to Huntington	Collector	60'	30' AC	2	shared	5' n. Side	Storm drain (catch basin) on n. Side
Huntington to Coach	Rural Local	60'	24' AC	2	shared	5' s. Side	Additional pavement taper on s. Side; sidewalk adjacent to park

Coach to Morson	Rural Local	60'	28' AC	2	shared	5' n. Side	
Morson to end	Rural Local	60'	28' AC	2	shared	5' n. Side	

Street	Road Classifi-Cation	Right Of Way	Paved Width/ Type	# of Travel Lanes	Bicycle Facility Type	Side-walks	Features/ Conditions
2nd STREET							
2nd Street	Rural Local	60'	gravel	2	shared		Unimproved between Huntington & Morson
3RD STREET							
West of Huntington	Rural Local	80'	20' AC	2	shared	No	Gravel shoulders, appears ROW is adequate
East of Huntington	Rural Local	80'	20' AC	2	shared	5' n. Side	
4TH STREET							
Huntington to Hwy 97	Rural Local	60'	24' AC	2	shared	5' both sides	New sidewalks
Huntington to Morson	Rural Local	60'	28' AC	2	shared	No	
OTHER STREETS WEST OF HIGHWAY 97							
6th Street	Rural Collector	60'	34'-36' AC	2	shared	No	45 mph posted speed; broken curb near Hwy 97
Stillwell Street	Rural Local	60'	28' gravel	2	shared	No	No ditches, compacted gravel
Morson	Rural Local	60'	20'-22' AC	2	shared	No	Sidewalk/curb only fronting Carol's Tax/Bookkeeping; no ditches
Coach Rd.	Rural Local	60'	30' AC	2	shared	8' AC w. Side	Sidewalk in front of school w/ curb & 15' lawn between sidewalk and curb.
Bluewood	Rural Local	60'	36' AC	2	shared	5' both sides	No sidewalk on undeveloped w. Side property; curbs w/ storm drainage
Bluewood Pl.	Rural	60'	36' AC	2	shared	5' both	

	Local					sides	
Main Street	Rural Local	60'	20' AC	2	shared	No	Dead ends near Huntington/3rd intersection; ac in bad shape
OTHER STREETS EAST OF HIGHWAY 97							
Reed Road	Rural Collector	80'	36' AC	2	shared	No	45 mph posted speed; industrial zoning; ditches
Foss Rd.	Rural Local	60'	21' AC	2	shared	No	Commercial, residential and industrial zoning; ditches

Street	Road Classifi-Cation	Right Of Way	Paved Width/ Type	# of Travel Lanes	Bicycle Facility Type	Side-walks	Features/ Conditions
Finley Butte Rd.	Rural Collector	60/80'	24' AC	2	shared	No	2-10' travel lanes, 1'-AC outside fog line; 80' ROW in industrial area; 35 mph posted speed
Preble Way	Rural	60'	24' AC	2	shared	No	Residential; no ditches
Bonnie Way	Rural Local	50'	20' AC	2	shared	No	Residential; no ditches; Commercial zoning west side
Telegraph Rd.	Rural Local	?	15' gravel	1-2	shared	No	Residential; accessed south side of Foss Rd., e. Of Evans
Evans Way	Rural Local	50/60'	20' AC	2	shared	No	Residential; no ditches; 50' ROW n. Of Finley Butte, 60' ROW s. Of Fin. Butte
Hinkle Way	Rural Local	30'	20' AC	2	shared	No	Residential; no ditches
Walling Lane	Rural Local	30'	20' gravel	2	shared	No	Opposite Hinkle, s. Of Finley Butte; entrance to Community Park
Railroad frontage rd.	Rural Local	?	20' gravel	2	shared	No	Barricade s. Of Finley Butte
Russell Rd.	Rural Local	60'	36' AC	2	shared	No	Industrial area; ditches

Table 2

WICKIUP JUNCTION PLANNING AREA - EXISTING STREET INVENTORY							
Street	**Road Classifi-Cation**	**Right Of Way**	**Paved Width/ Type**	**# of Travel Lanes**	**Bicycle Facility Type**	**Side-walks**	**Features/ Conditions**
HIGHWAY 97							
	Principal Arterial		40' AC	2	Shoulder	No	Two 12' travel lanes w/ 8' paved shoulders, no center median
STREETS EAST OF HIGHWAY 97							
Hwy 97 Frontage Rd.	Rural Local	50'	20' AC	2	Shared	No	
Rosland Road	Rural Local	60'	20'AC	2	Shared	No	
Pam Way	Rural Local	60'	30' Dirt	2	Shared	No	
Drafter Road	Rural Local	60'	30' Gravel	2	Shared	No	
STREETS WEST OF HIGHWAY 97							
Burgess Road	Rural Arterial	80'	32' AC	2	Shared	No	Two 13' travel lanes w/ 3' paved shoulders
"Old" Burgess	Rural Local	50'	24-30' AC	2	Shared	No	1 block street was Burgess prior to realignment with Hwy. 97
Railroad Street	Rural Local	50'	20-24' Grav.	2	Shared	No	
Skidgel Road	Rural Local	50'	20-24' Grav.	2	Shared	No	Section from new Burgess to old Burgess is paved at 28'+.
Antler Lane	Rural Local	50'	20-24' Grav.	2	Shared	No	
Doe Lane	Rural Local	50'	20-24' Grav.	2	Shared	No	
Pine Drive	Rural Local	50'	20-24' Grav.	2	Shared	No	
Cagle Road	Rural Local	50'	20-24' Grav.	2	Shared	No	
Murray Drive	Rural Local	50'	20-24' Grav.	2	Shared	No	
Santa Barbara Drive	Rural Local	50'	20-24' Grav.	2	Shared	No	
Elm Lane	Rural Local	50'	20-24' Grav.	2	Shared	No	
Oak Lane	Rural Local	50'	20-24' Grav.	2	Shared	No	
Ash Lane	Rural Local	50'	20-24' Grav.	2	Shared	No	

Introduction

Purpose and Intent

The Prineville Urban Area Comprehensive Plan, known from here on out as the "Plan", is a dynamic and inspirational guide for directing and managing growth in the community. This document supercedes the previous Comprehensive Plan with Crook County and Prineville combined. The City of Prineville has chosen to have its own Plan and implementing land use ordinances.

The jurisdiction of the Plan applies to the areas within the Urban Growth Boundary (UGB). The Plan provides for and anticipates community-planning needs for all aspects of the urban environment. The Plan is a dynamic document that will be modified, refined, and changed from time to time when new values are determined. The City of Prineville will strive to manage those changes in a deliberate manner in order to reflect the desires and wishes of Prineville residents. Prineville's residents have made it clear that the small town feel of the community is a key feature of what makes the community livable and desirable. This Plan will focus on preserving this key feature.

Since 1973, Oregon has maintained a strong statewide program for land use planning. The State of Oregon requires that all cities conform to the Statewide Planning Goals as applicable. The foundation of that program is a set of 19 Statewide Planning Goals. The goals express the state's policies on land use and on related topics, such as citizen involvement, housing, and natural resources. Most of the goals are accompanied by 'guidelines,' that are suggestions about how a goal may be applied. As noted in Goal 2, guidelines are not mandatory.

Oregon's statewide goals are achieved through local comprehensive planning. State law requires each city and county to adopt a comprehensive plan and the zoning and land-division ordinances needed to put the plan into effect. The local comprehensive plans must be consistent with the Statewide Planning Goals. The State's Land Conservation and Development Commission (LCDC) review plans for such consistency.

When LCDC officially approves a local government's plan, the plan is said to be 'acknowledged.' After acknowledgement, the Plan becomes the controlling guide for implementing ordinances. Oregon's planning laws apply not only to local governments but also to special districts and state agencies. The laws strongly emphasize coordination -- keeping plans and programs consistent with each other, with the goals, and with acknowledged local plans.

A Summary of Oregon's Statewide Planning Goals

GOAL 1
CITIZEN INVOLVEMENT Goal 1 calls for "the opportunity for citizens to be involved in all phases of the planning process." It requires each city and county to have a citizen involvement program containing six components specified in the goal. It also requires local governments to have a committee for citizen involvement (CCI) to monitor and encourage public participation in planning.

GOAL 2
LAND USE PLANNING 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. Goal 2 also contains standards for taking exceptions to statewide goals. An exception may be taken when a statewide goal cannot or should not be applied to a particular area or situation.

GOAL 3
AGRICULTURAL LANDS Goal 3 defines "agricultural lands." It then requires counties to inventory such lands and to "preserve and maintain" them through farm zoning. Details on the uses allowed in farm zones are found in ORS Chapter 215 and in Oregon Administrative Rules, Chapter 660, and Division 33. ***This goal does not apply to land within the Prineville UGB.***

GOAL 4
FOREST LANDS This goal defines forest lands and requires counties to inventory them and adopt policies and ordinances that will "conserve forest lands for forest uses." ***This goal does not apply to land within the Prineville UGB.***

GOAL 5
OPEN SPACES, SCENIC AND HISTORIC AREAS AND NATURAL RESOURCES Goal 5 covers more than a dozen natural and cultural resources such as wildlife habitats and wetlands. It establishes a process for each resource to be inventoried and evaluated. If a resource or site is found to be significant, a local government has three policy choices: preserve the resource, allow proposed uses that conflict with it, or strike some sort of a balance between the resource and the uses that would conflict with it.

GOAL 6
AIR, WATER AND LAND RESOURCES QUALITY This goal requires local comprehensive plans and implementing measures to be consistent with state and federal regulations on matters such as groundwater pollution.

GOAL 7
AREAS SUBJECT TO NATURAL DISASTERS AND HAZARDS Goal 7 deals with development in places subject to natural hazards such as floods or landslides. It requires that jurisdictions apply "appropriate safeguards" (floodplain zoning, for example) when planning for development there.

GOAL 8
RECREATION NEEDS This goal calls for each community to evaluate its areas and facilities for recreation and develop plans to deal with the projected demand for them. It also sets forth detailed standards for expedited siting of destination resorts.

GOAL 9
ECONOMY OF THE STATE Goal 9 calls for diversification and improvement of the economy. It asks communities to inventory commercial and industrial lands, project future needs for such lands, and plan and zone enough land to meet those needs.

GOAL 10
HOUSING This goal specifies that each city must plan for and accommodate needed housing types, such as multifamily and manufactured housing. It requires each city to inventory its buildable residential lands, project future needs for such lands, and plan and zone enough buildable land to meet those needs. It also prohibits local plans from discriminating against needed housing types.

GOAL 11
PUBLIC FACILITIES AND SERVICES Goal 11 calls for efficient planning of public services such as sewers, water, law enforcement, and fire protection. The goal's central concept is that public services should to be planned in accordance with a community's needs and capacities rather than be forced to respond to development as it occurs.

GOAL 12
TRANSPORTATION The goal aims to provide "a safe, convenient and economic transportation system." It requires communities to address the needs of the "transportation disadvantaged."

GOAL 13
ENERGY Goal 13 requires that "land and uses developed on the land shall be managed and controlled so as to maximize the conservation of all forms of energy, based upon sound economic principles."

GOAL 14
URBANIZATION This goal requires cities to estimate future growth and needs for land and then plan and zone enough land to meet those needs. It calls for each city to establish an "urban growth boundary" (UGB) to "identify and separate urbanizable land from rural land." It specifies seven factors that must be considered in drawing up a UGB. It also lists four criteria to be applied when undeveloped land within a UGB is to be converted to urban uses.

GOAL 15
WILLAMETTE GREENWAY Goal 15 sets forth procedures for administering the 300 miles of greenway that protects the Willamette River. ***This goal does not apply to land within the Prineville UGB.***

GOAL 16
ESTUARINE RESOURCES This goal requires local governments to classify Oregon's 22 major estuaries in four categories: natural, conservation, shallow-draft development and deep-draft

development. It then describes types of land uses and activities that are permissible in those "management units." ***This goal does not apply to land within the Prineville UGB.***

GOAL 17
COASTAL SHORELANDS The goal defines a planning area bounded by the ocean beaches on the west and the coast highway (State Route 101) on the east. It specifies how certain types of land and resources there are to be managed: major marshes, for example, are to be protected. Sites best suited for unique coastal land uses (port facilities, for example) are reserved for "water-dependent" or "water related" uses. ***This goal does not apply to land within the Prineville UGB.***

GOAL 18
BEACHES AND DUNES Goal 18 sets planning standards for development on various types of dunes. It prohibits residential development on beaches and active foredunes, but allows some other types of development if they meet key criteria. The goal also deals with dune grading, groundwater drawdown in dunal aquifers and the breaching of foredunes. ***This goal does not apply to land within the Prineville UGB.***

GOAL 19
OCEAN RESOURCES Goal 19 aims "to conserve the long-term values, benefits, and natural resources of the near shore, ocean and the continental shelf." It deals with matters such as dumping of dredge spoils and discharging of waste products into the open sea. Goal 19's main requirements are for state agencies rather than cities and counties. ***This goal does not apply to land within the Prineville UGB.***

The previous Crook County Plan addressed the above goals as required. This document conforms to the Oregon Revised Statutes, Department of Land Conservation and Development rules and regulations as well as the Oregon Administrative Rules governing the Land Conservation and Development Commission. The context of the Plan has been developed in cooperation with Crook County and the Urban Management Agreement provisions contained in the Appendix of this document.

Looking beyond the conventions of law, this Plan exceeds minimum legal requirements to get at what local citizens desire. It describes who lives in the community, reflects upon Prineville's history, documents its use of land, examines its roadways, studies its economics, systems and governance, and assesses its current physical and ecological environment.

This new Plan does much the same as the old Plan except that it is "value driven" and more clearly expresses the vision of the *urban* community. The Plan provides direction to the City decision makers based upon those values. This Plan is intended to serve as a guidebook for city officials, based on the community's real-life conditions by helping its officials make informed decisions.

The advantage to having a "value driven" Plan is that the community goals become the foundation for decision-making on a variety of levels within the local government. Values tend to have more meaning than long lists of temporary tasks that have a limited shelf life and require constant revision. The City of Prineville's Comprehensive Plan values are based upon locally established vision, long range-goals, and clear policies derived from extensive public participation and local knowledge of community leaders. Thus, the Plan contains goals and policies based on the City's values, set in the context of current and potential opportunities, concerns and capabilities. The Plan

is meant to last for the 20-year planning horizon and thus, the values of the community need to be clearly expressed in the Plan before any changes are made to the implementing ordinances.

Ultimately, this Plan is a useful planning tool that will help shape the City's zoning and subdivision regulations, capital improvement programming and budgeting, and other legal and regulatory actions necessary to manage Prineville's physical, social, and environmental character. All of these implementation tools must be consistent with this Plan in order to be consistent with State law.

Some elements of this Plan address several goals in order to retain consistency and ease of review for local citizens. To that end, the Plan contains the following elements:

- **Community Characteristics**
- **Land Uses and Zoning Designations**
- **Natural Environment**
- **Parks and Recreation**
- **Economy**
- **Transportation and Circulation**
- **Housing**
- **Public Services and Facilities**
- **Appendix**

Planning Process

Planning is an ongoing process that requires extensive public input to accurately capture the desires of the community. All too often, we hear about growth creating unwelcome or unanticipated changes that cause anger and frustration. This Plan seeks to resolve some of the issues related to growth by providing clear policies on what the built environment should look like and how it should operate. This requires a significant amount of meaningful public involvement.

The goal of meaningful public involvement requires balancing many individual concerns and goals to arrive at a vision that reflects the unique aspects of Prineville. Meaningful public involvement requires a certain amount of outreach in order to entice busy citizens to get involved. Public involvement does not have to require laborious or extended night meetings. Technology, community websites, varied communication methods and other techniques are readily available as an alternative to numerous meetings as a way to avoid waiting for hours to deliver testimony. Prineville's citizens are perceptive and ready to respond on a variety of levels and local city officials will continue to embrace the concerns of their constituents and taxpayers.

The Decision Makers

The City currently operates a City Manager/Council form of government. Citizens are encouraged to participate in Council meetings and decision-making proceedings. With regard to land use planning, the City Council appoints a 7-member Planning Commission to serve as a quasi-judicial body that acts as a research and fact-finding group to analyze research and make recommendations to the City Council regarding the appropriate use and development of land throughout the municipality. The Planning Commission serves as the primary citizen involvement committee consistent with the requirements of the State Land Use Planning Goal 1.

Local Values and Vision

Land use planning is more of an art than a science, and often fraught with legal jargon and the potential for vast amounts of litigation – yet land use planning can be straightforward and productive if we focus on the elements that make for a quality living environment.

The intent of this Plan requires focus on the planning techniques that replicate and preserve the best of Prineville's small town features. The community has expressed its desire to retain a "small town feel" as growth occurs throughout the community. The focus of this Plan is to make sure that the growth and redevelopment of the community adheres to this concept. One of these techniques requires a careful examination of neighborhoods and the local elements that influence livability.

This Plan will begin with an assessment of what makes Prineville's neighborhoods complete and livable. Prineville's neighborhoods are not just limited to residential areas but those areas necessary so people can work, shop and play within close proximity of their homes. This concept is the foundation of"complete neighborhoods" and often reflects the places we would like to live in. Again, it is understood that there will not be a cookie-cutter approach or attempts at a "one size fits all" template for Prineville. Likewise, this Plan contemplates changes over time that responds to future needs and concepts that are beneficial to the community. The goal of this Plan is to serve the needs of <u>all</u> citizens by providing many choices and opportunities for housing, employment, shopping, services, and recreation.

What is the Community Vision?

The best way to approach the development of this Plan is to first examine where the community has come from, and where the community wants to go, by beginning with an assessment of current needs and issues and examining previous plans as a basis. The previous County/City Plan expressed a vision of Prineville that was helpful for determining what the community issues were in the past. A vision of the future, based on previous goals in the earlier Plan is a good way to proceed. More current visions [as expressed by community participants in the planning process], is the second step, outlining possible policy directives and the formation of initial goals in response to current and emerging issues.

A more intensive and directed goal-setting exercise follows, followed still by the creation of policies designed to achieve those goals by guiding City and agency behaviors. Programs then emerge to implement the policies, allowing the City to create individual tasks that can be included in annual departmental budgets. As the years pass, the community can then review the execution of the Plan's programs, evaluating progress and revising the plan as necessary.

Introduction

Planning, through a structured and deliberate process, creates and tests future scenarios. The results are a preferred course of action to achieve a desired result. The policies and programs included in this Plan reflect the Prineville resident's preferred direction and instruct community leaders on how to achieve the community's long-range goals. Thus, the Plan focuses on basic principles:

> ***Goals form policies, policies form programs and budgets, implementation occurs, and the result is accomplishment.***

The Prineville Comprehensive Plan must have solid community involvement during its review and preparation. Likewise, the Plan will function better if there is as much support as possible throughout its implementation. Prineville has used an array of public involvement techniques including a series of community workshops, design charrettes, a telephone survey, informational pamphlets in utility mailings, full-size posters and an interactive Web site to solicit and receive community comments on the plan, its vision, goals, policies and programs.

PRINEVILLE

Prineville's Comprehensive Plan

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Natural Environment

April 2006

Chapter 3 Natural Environment

Purpose and Intent

The future of Prineville will be shaped by how the community decides to accommodate growth and balance that against preservation of various elements of the natural environment. The State of Oregon Goal 5 Guidelines establish that the following resources shall be inventoried: a. Riparian corridors, including water and riparian areas and fish habitat; b. Wetlands; c. Wildlife Habitat; d. Federal Wild and Scenic Rivers; e. State Scenic Waterways; f. Groundwater Resources; g. Approved Oregon Recreation Trails; h. Natural Areas; i. Wilderness Areas; j. Mineral and Aggregate Resources; k. Energy sources; l. Cultural areas. Local governments and state agencies are encouraged to maintain current inventories of the following resources: a. Historic Resources; b. Open Space; c. Scenic Views and Sites. Following procedures, standards, and definitions contained in commission rules, local governments shall determine significant sites for inventoried resources and develop programs to achieve the goal.

Prineville's topography and small town charm are inseparably linked with natural floodplains and drainage ways, air quality issues, sensitive riparian areas, steep slopes, varied topography, historic flooding potential, urban flora and fauna, and high water tables. Thus, Prineville will need to adopt development regulations to protect critical areas (sensitive fish and wildlife habitat, frequently flooded areas, steep slopes, wetlands) and preserve air quality. Regulations should be balanced with other local values and in conformance with state law. Efforts to protect the natural environment should focus on maintaining a balance between the economy and ecology of the area while enhancing the aesthetic and livability ideals of the community.

In 2006-07, the City contracted with Winterbrook Planning to prepare site-specific inventories of the location, quantity and quality of Goal 5 resources within and immediately outside the Urban Growth Boundary. Winterbrook worked with Crook County GIS staff to prepare detailed maps and spatial analysis of significant riparian corridors, wetlands, wildlife habitat and scenic areas.

The Goal 5 inventory "clusters" significant natural resource into the following contiguous natural resource sites:

1. **Barnes Butte Scenic Area and Hudspeth Drainage**
2. **Upper Ochoco Creek Riparian Corridor and Scenic Rimrock**
3. **Lower Ochoco Creek Riparian Corridor**
4. **Upper Crooked River Riparian Corridor and Scenic Rimrock**
5. **Lower Crooked River Riparian Corridor and Scenic Rimrock**
6. **Ryegrass Drainage Riparian Corridor**

Winterbrook also worked with Crook County staff to map significant groundwater resources and Goal 7 natural hazards, including steep slopes, slide hazards, floodplains and dry wash areas. There is considerable overlap between Goal 5 natural resources and Goal 7 natural hazards within the Prineville UGB: approximately two-thirds of Prineville's Goal 5 natural resource area is affected by one or more natural hazards.

Next, Winterbrook prepared a draft limited protection program for all significant natural resources. The limited protection program balances urban development needs with conservation of the Goal 5 resource site. Generally, this program begins with existing Crook County and Prineville regulations, and combines Goal 5 (natural resource) and Goal 7 (natural hazard) protection programs where appropriate.

Next, Winterbrook evaluated the economic, social, environmental and energy consequences of three alternatives:

1. full local protection of each resource site (allow no conflicting urban development);
2. no local protection (allow conflicting urban development without mitigation); and
3. limited protection of each resource site based on the draft Goal 5 protection program.

After considering the draft limited protection program and its ESEE consequences, the City adopted a final Goal 5 protection program that implements the following natural resource and hazard policies.

Issues, Goals, Policies, and Programs

The City of Prineville and the surrounding area lie in a spectacular basin framed by dramatic geological forms and resource lands. Area residents have quick and convenient vehicle access to a variety of rural areas, forests, reservoirs, recreational areas, rivers, creeks, and other open spaces. Some of these areas, such as the Crooked River and Ochoco Creek riparian systems, public lands, open spaces, parklands, and plateaus are within the city limits. Preservation and enhancement of surrounding natural environmental system is a vital aspect of the community. Providing trails and alternate mode access to these special areas is necessary to avoid capacity issues, encourage healthy lifestyles, and to encourage safe access by children and adults. Protection of these special areas offers more than just aesthetic benefits; they can preserve the community's natural beauty without sacrificing economic development.

Local area livability can be enhanced and growth can occur in and around special areas if development regulations take the following issues into consideration:

- Opportunities for trail connections to existing and planned public parks and other recreational activities
- Updating the Code of Ordinances to improve regulations related to natural hazards such as flooding, wildfire, etc.
- Special setbacks from cliff edges and architectural design requirements for hillside areas.
- Inventory and analysis of important wildlife habitat
- Enhancement of the urban forest
- Increased air and water quality
- Preservation of key open spaces
- Protection of local values regarding the social and ecological benefits of maintaining the natural environment

Goal # 1: Protect and enhance identified Goal 5 resources and other features of the natural environment using a variety of methods and strategies

Natural Environment Values and Policies

- Local citizens desire to be good stewards of their community's natural resources, including significant natural resource sites and natural hazards shown on the Prineville Goal 5 and 7 inventory.

- The local economy can benefit from efforts to protect the natural environment. Prineville considered the economic consequences of resource and hazard protection in its analysis of economic, social, environmental and energy (ESEE) consequences of alternative resource protection programs.

- Programs are needed to address the protection of the natural environment in a balanced and fair fashion given the urban development goals of the City. Prineville's limited protection program achieves an appropriate balance between urban development needs (employment, housing, schools, parks and institutions), conservation of significant natural resources, and protection of life and property from natural hazards.

- Riparian and wetland areas support important wildlife and ecology and should be retained and enhanced to the greatest extend possible. Wildlife habitat associated with rivers, creeks and wetlands will be protected by maintaining and enhancing riparian vegetation within significant riparian corridors.

- The creeks and rivers that traverse the community need special setback protection and corridor enhancement. Prineville has applied a three-tiered protection program that recognizes different levels of development that have occurred near Ochoco Creek, Crooked River, and the Hudspeth and Ryegrass Drainages.

- The cliffs and rimrock areas should be preserved and local regulations should be crafted to limit development intrusion into these areas. Prineville will continue to apply Crook County scenic setbacks along rimrock canyons as land is annexed to the City, and new local regulations will protect the rimrock face and talus slopes below.

- Barnes Butte provides the scenic backdrop and identity to Prineville, and is recognized as the community's defining scenic resource site. Prineville will allow for an appropriate residential development, while protecting Barnes Buttes and associated steep slopes, dry washes and raptor habitat through a three-tiered protection program.

- The Prineville community has long experience with damaging floods. Prineville will amend the floodplain ordinance to incorporate a "no net loss of flood storage capacity" standard. Significant riparian corridors and wetlands within the 100-year floodplain will have a high level of protection.

- Air inversion policy ...[no change, or we could add language noting that tree conservation in riparian/wetland/habitat areas will have positive benefits for local air quality]

- The local water table is high in many areas of the community. To avoid further contamination of local aquifers, Prineville shall protect inventoried groundwater resources through adoption of a well-head protection ordinance as recommended by the Oregon Department of Environmental Quality.

- The open spaces and natural areas within the community need to be inventoried and networks of open space within the community shall be maintained and enhanced, including wildlife habitat corridors, storm water management areas, trails and other sensitive areas. Prineville will maintain updated inventories of Goal 5 natural resource and Goal 7 hazard areas.

- The local urban forest helps to create shade, improve respite areas, enhance drainage ways, and beautiful the community.

- Citizens should have convenient access to natural areas when practical and as long as sensitive areas are not diminished by such access.

- Children and other citizens will benefit from learning about and understanding the special characteristics of urban wildlife and natural habitats.

Programs:

The City shall:

1. Create an inventory of Goal 5 resources and natural areas that require special protection and new regulations.

2. Coordinate with the Crook County Parks and Recreation Department to develop an inventory of open spaces that can complement the system of parks and other recreational spaces.

3. Develop a system of linking open spaces, cultural/historic areas, natural areas, recreational areas, and public parks in coordination with the Parks District and other affected agencies.

4. Create a program that better informs the community about the importance of natural systems, cultural/historic areas, and open spaces.

5. Support and collaborate with the Parks District to keep the community Parks and Recreation Plan comprehensive and updated, outlining current and future requirements for open space and related Goal 5 resources.

6. Work with surrounding jurisdictions, including Crook County and BLM, to develop and implement a regional system of Goal 5 and open space corridors.

7. Evaluate and update all ordinances regarding riparian setbacks, flood plain protection, enhancement and development mitigation.

8. Encourage corridor development for riparian protection, pedestrian use, and wildlife routes.

9. Re-evaluate street design guidelines to include provisions for street trees, paths as alternatives to sidewalks, and plantings that provide shade and a variety of drainage controls.

10. Update and modify development regulations to provide protection of Goal 5 and other natural resources, reduce potential for flooding, and encourage private and/or public-private partnerships to protect and enhance sensitive natural areas.

11. Encourage revenue-producing activities in sensitive areas, resource land, and park and recreation development opportunities if they help protect natural features.

12. Leverage funding for habitat improvements by applying for grants to develop and protect natural areas, build trails, and sustain wildlife as appropriate.

13. Develop focused donation programs to help manage identified sensitive areas, naming of open spaces, riparian corridors, respite areas, waysides, trail segments, and other programs that can count toward grant match programs.

14. Encourage provision of open space with new development by providing developer incentives in addition to minimum standards in regulations.

15. Restore the functions of damaged wetlands and floodplains within the community by identifying a feasible variety of strategies and implementation techniques.

16. Create design guidelines to include provisions for critical areas and natural resource lands that minimize fragmentation of species and habitat due to development.

17. Limit development that diminishes desired or indicator species in or adjacent to fish and wildlife habitat areas.