

## FOCUS AREA: PROSPEROUS SISTERS

PROSPEROUS STRATEGY 1 Four-Season Tourist & Visitor Destination	Strategically develop Sisters Country's tourism and destination economy, increasing the number of shoulder season and Winter events and attractions, such as performances, festivals, retreats, educational speaker series, trainings, and outdoors sports tournaments.					
ACTION NUMBER, TITLE & TEXT	SUGGESTED LEAD PARTNER(S) & POTENTIAL SUPPORTING PARTNER(S)	MILESTONES IN ACHIEVING THE ACTION	IMPLEMENTATION TIMELINE			
			Less Than 1 Yr.	1 – 2 Yrs.	3 -5 Yrs.	5+ Yrs.
<p><b>Prosperous 1.1 Sisters Events Committee &amp; Coordinator</b></p> <p>Establish a Sisters Events Committee and develop and fill a new position for a full-time local events Coordinator. Develop funding to support the work of the Committee and Events Coordinator.</p> <p><i>(See also Resilient 1.3)</i></p>	<p><b>Suggested Lead Partner(s):</b> City of Sisters Chamber of Commerce</p> <p><b>Potential Supporting Partner(s):</b></p> <ul style="list-style-type: none"> <li>• Central Oregon Visitors Association</li> <li>• Sisters Folk Festival</li> <li>• Sisters Rodeo</li> <li>• Sisters Outdoor Quilt Show</li> <li>• Sisters Parks and Recreation</li> <li>• Sisters Arts Association</li> <li>• Sisters Athletic Club</li> <li>• Sisters Eagle Airport</li> <li>• Economic Development for Central Oregon</li> </ul>	<ol style="list-style-type: none"> <li>1. City, Prosperous VAT representatives, Chamber Board meet to build criteria for event committee members</li> <li>2. Committee members are selected</li> <li>3. Committee meets to build proposal for funding</li> <li>4. Once funding is secured, Committee establishes process to hire or contract with an events coordinator in consultation with Chamber Board, City and funding partners.</li> <li>5. Committee communicates and collaborates with all current key event coordinators</li> </ol>	□			

Timeline key: □ = Initiated → = Ongoing ✓ = Completed

	<ul style="list-style-type: none"> <li>• Other fitness &amp; adventure organizations</li> <li>• Visit Bend</li> <li>• Ford Family Foundation</li> <li>• The Roundhouse Foundation</li> </ul>	6. Committee assists with the establishment of <i>new</i> local events as outlined in this and other Sisters Horizons Strategies				
<b>Progress Updates:</b>		<ul style="list-style-type: none"> <li>• City and Chamber are collaborating to review options for funding a coordinator role.</li> </ul>				
<b>Prosperous 1.2 Permanent Multi-Use Events Center</b>  Promote the development of a permanent multi-use venue for the performing arts, events, speaker series, concerts and other similar activities.	<b>Suggested Lead Partner(s):</b> <ul style="list-style-type: none"> <li>• Sisters Events Committee</li> </ul> <b>Potential Supporting Partner(s):</b> <ul style="list-style-type: none"> <li>• City of Sisters</li> <li>• Sisters Chamber of Commerce</li> <li>• Sisters School District</li> <li>• Ford Family Foundation</li> <li>• Oregon Community Foundation</li> <li>• The Roundhouse Foundation</li> <li>• Sisters Outdoor Quilt Show</li> <li>• Sisters Arts Association</li> <li>• Sisters Parks &amp; Recreation Department</li> <li>• Sisters Folk Festival</li> <li>• Community Assets Committee (Report)</li> </ul>	1. Develop a business plan of planned uses, partners, funding, etc. 2. Identify location(s) consistent with business plan, including meeting with City staff regarding regulatory issues (e.g., change in use of a building, parking, zoning). 3. Engage the public (if applicable) to support the proposed business plan and site 4. Secure the site, permits (if necessary), funding for site improvements, etc.		□		
<b>Progress Updates:</b>						
<b>Prosperous 1.3 Four-Season Competitive Tournaments</b>  Develop, market, and support new tournaments, athletic competitions and related events	<b>Suggested Lead Partner(s):</b> <ul style="list-style-type: none"> <li>• Sisters Events Committee</li> <li>• Sisters Park &amp; Recreation District</li> <li>• Sisters School District</li> <li>• outside vendor(s)</li> </ul>	1. Sisters Events Committee meets to discuss 2. Committee establishes a Plan 3. Committee secures funding 4. Committee implements Plan		□		

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and activities in Sisters Country, focusing on the shoulder seasons and Winter months. (Ideas: Bobsled, Ropes Course-Leadership, Obstacle Course Events)	<b>Potential Supporting Partner(s):</b> <ul style="list-style-type: none"> <li>• Sisters Chamber of Commerce</li> <li>• U.S. Forest Service</li> <li>• Hoodoo Resort</li> <li>• Sisters Park &amp; Recreation District</li> <li>• Visit Bend</li> <li>• Downtown &amp; Adventure businesses</li> <li>• Central Oregon Visitors Association</li> <li>• Sisters Trail Alliance</li> <li>• Sisters Athletic Club</li> </ul>					
<b>Progress Updates:</b>		<ul style="list-style-type: none"> <li>• NEW shoulder season event happening October 2019. "Sisters Festival" is an Author Festival/Book Fair hosted by Five Pines Lodge and organized by Paulina Springs and the Sisters Chamber of Commerce.</li> </ul>				
<b>Prosperous 1.4 Sisters Country Winter Festival</b>  Develop an annual Winter festival with family-friendly activities such as ice sculpting, ice skating, craft food and beverages, gingerbread house tour, art walks, indoor/outdoor competitions, Christmas Town Concept, etc.	<b>Suggested Lead Partner(s):</b> <ul style="list-style-type: none"> <li>• Chamber of Commerce</li> <li>• Sisters Events Committee</li> </ul> <b>Potential Supporting Partner(s):</b> <ul style="list-style-type: none"> <li>• City of Sisters</li> <li>• Sisters Country businesses</li> <li>• Hoodoo Resort</li> <li>• Black Butte Ranch</li> </ul>	<ol style="list-style-type: none"> <li>1. Sisters Events Committee meets to discuss</li> <li>2. Committee establishes a Plan</li> <li>3. Committee secures funding</li> <li>4. Committee implements Plan</li> </ol>		□		
<b>Progress Updates:</b>						
<b>Prosperous 1.5 Regional Events Partnerships</b>  Partner with and piggyback off of other, larger winter and shoulder	<b>Suggested Lead Partner(s):</b> <ul style="list-style-type: none"> <li>• Sisters Events Committee</li> </ul> <b>Potential Supporting Partner(s):</b> <ul style="list-style-type: none"> <li>• Sisters Chamber of Commerce</li> </ul>	<ol style="list-style-type: none"> <li>1. Sisters Events Committee meets to discuss</li> <li>2. Committee establishes a Plan</li> <li>3. Committee secures funding</li> </ol>		□		

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season events in Bend and Central Oregon to attract visitors to Sisters.	<ul style="list-style-type: none"> <li>• City of Bend</li> <li>• City of Sisters</li> <li>• Visit Bend</li> <li>• Central Oregon Visitors Assn.</li> </ul>	4. Committee implements Plan				
<b>Progress Updates:</b>						
<b>Prosperous 1.6 Ice Rink &amp; Fly-Fishing Pond</b>  Build a smaller-sized ice rink that doubles as a fly-fishing practice pond in off seasons. (Consider the mobile one in Redmond.	<b>Suggested Lead Partner(s):</b> <ul style="list-style-type: none"> <li>• City of Sisters</li> </ul> <b>Potential Supporting Partner(s):</b> <ul style="list-style-type: none"> <li>• Sisters Chamber of Commerce</li> <li>• The Fly Fishers Place</li> <li>• Catch Magazine</li> </ul>	<ol style="list-style-type: none"> <li>1. City develops an implementation and management plan</li> <li>2. City identifies appropriate property</li> <li>3. Funding secured</li> <li>4. City implements plan and develops asset</li> </ol>		□		
<b>Progress Updates:</b>		<ul style="list-style-type: none"> <li>• SPRD Master Planning Process will incorporate this project.</li> </ul>				

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<p><b>PROSPEROUS STRATEGY 2</b> <b>Oregon's Artisanal Capital</b></p>	<p><b>Develop and promote Sisters Country as the "Artisanal Capital of Oregon," building on its strategic location and spectacular environment, expanding the artisanal economy including visual artists, trades and crafts people, musicians, performance artists, writers, brewers, distillers, and farm-to-table chefs.</b></p>						
<p><b>ACTION NUMBER, TITLE &amp; TEXT</b></p>	<p><b>SUGGESTED LEAD PARTNER(S) &amp; POTENTIAL SUPPORTING PARTNER(S)</b></p>	<p><b>MILESTONES IN ACHIEVING THE ACTION</b></p>	<p><b>IMPLEMENTATION TIMELINE</b></p>				
			<p><i>Less Than 1 Yr.</i></p>	<p><i>1 - 2 Yrs.</i></p>	<p><i>3 -5 Yrs.</i></p>	<p><i>5+ Yrs.</i></p>	
<p><b>Prosperous 2.1 Public Art Installations</b></p> <p>Install consigned public art around Sisters Downtown Commercial zone.</p>	<p><b>Suggested Lead Partner(s):</b></p> <ul style="list-style-type: none"> <li>• Sisters Arts Association</li> </ul> <p><b>Potential Supporting Partner(s):</b></p> <ul style="list-style-type: none"> <li>• City of Sisters</li> <li>• Sisters Chamber of Commerce</li> <li>• Ford Family Foundation</li> <li>• Oregon Community Foundation</li> <li>• The Roundhouse Foundation</li> </ul>	<ol style="list-style-type: none"> <li>1. Meet with the Property Owners and Merchants to discuss giving up a parking spot for Public Arts on Hood Ave. for first instillations.</li> <li>2. Meet with City staff to determine private property and right-of-way regulations/permits or any other potential limiting factors, etc., pertaining to public art instillations3.Work with City to identify future locations of art on Adams, Main and Cascade Ave</li> <li>3. Finalize Implementation Plan</li> <li>4. Report Plan to Vision Implementation Committee in Early 2019</li> <li>5. Secure Funding</li> <li>6. Form local Public Art Selection Committee</li> </ol>	<p>☐</p>				

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<b>Progress Updates:</b>		<ul style="list-style-type: none"> <li>City included funding for 4 new art pedestals (estimated, may change based on actual cost). Sisters Arts Association is working with the city to formalize a partnership that will enable the Association to administer the public art program. Goal: formalize the partnership by late 2019, with program rollout beginning 2020.</li> </ul>				
<p><b>Prosperous 2.2 Artisanal Capital Marketing Plan &amp; Programming</b></p> <p>Create a marketing campaign and programming to identify and promote Sisters as the Artisan Capital of Oregon.</p>	<p><b>Suggested Lead Partner(s):</b></p> <ul style="list-style-type: none"> <li>Chamber of Commerce</li> </ul> <p><b>Potential Supporting Partner(s):</b></p> <ul style="list-style-type: none"> <li>Sisters Arts Association</li> <li>Sisters Chamber of Commerce</li> <li>The Roundhouse Foundation</li> <li>Central Oregon Visitors Association</li> <li>Ford Family Foundation</li> <li>Arts &amp; Culture Alliance</li> </ul>	<ol style="list-style-type: none"> <li>Develop a Business/ Marketing Campaign, including scope and funding; social media; promotional materials for distribution at appropriate local, statewide, and regional (multi-state) trade-shows/events; target specific geographic markets.</li> </ol>		□		
<b>Progress Updates:</b>						
<p><b>Prosperous 2.3 'Made in Sisters' Annual Festival</b></p> <p>Develop an annual 'Made in Sisters' event centered around art, food and other products hand-crafted in Sisters Country.</p> <p><i>(See also Prosperous 3.3)</i></p>	<p><b>Suggested Lead Partner(s):</b></p> <ul style="list-style-type: none"> <li>Sisters Events Committee</li> <li>Sisters Country Businesses</li> </ul> <p><b>Potential Supporting Partner(s):</b></p> <ul style="list-style-type: none"> <li>City of Sisters</li> <li>Sisters Chamber of Commerce</li> <li>Sisters Arts Association</li> <li>The Roundhouse Foundation</li> <li>Economic Development for Central Oregon</li> <li>Central Oregon Builders Association</li> </ul>	<ol style="list-style-type: none"> <li>Assemble team of supporting partners to plan the event</li> <li>Coordinate annual event</li> </ol>		□		

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	<ul style="list-style-type: none"> <li>• Central Oregon Visitors Association</li> <li>• 2-3 lead businesses likely to showcase their products, crafts, etc. at the festival</li> </ul>					
<b>Progress Updates:</b>		<ul style="list-style-type: none"> <li>• EDCO-Sisters sponsored “Made in Sisters” event in spring 2019. They are interested in discussing ways to expand this event in the future!</li> </ul>				

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<p><b>PROSPEROUS STRATEGY 3</b> <b>Sisters Makers District</b></p>	<p><b>Develop and promote a Sisters Makers District, where wood, metal, and glass crafts, woven crafts, pottery, and arts studios mix with local food and craft beverages, creating a pedestrian friendly zone that compliments, diversifies, and expands the local economy and supports entrepreneurialism and innovation.</b></p>					
<p><b>ACTION NUMBER, TITLE &amp; TEXT</b></p>	<p><b>SUGGESTED LEAD PARTNER(S) &amp; POTENTIAL SUPPORTING PARTNER(S)</b></p>	<p><b>MILESTONES IN ACHIEVING THE ACTION</b></p>	<p><b>IMPLEMENTATION TIMELINE</b></p>			
			<p><i>Less Than 1 Yr.</i></p>	<p><i>1 – 2 Yrs.</i></p>	<p><i>3 -5 Yrs.</i></p>	<p><i>5+ Yrs.</i></p>
<p><b>Prosperous 3.1 Sisters Makers District Designation</b></p> <p>Establish a formal Sisters Makers District, including boundaries, official designation, and appropriate zoning and planning ordinances enabling its development over time.</p> <p>Encourage and support development of appropriate facilities and work spaces for makers and other entrepreneurs.</p>	<p><b>Suggested Lead Partner(s):</b></p> <ul style="list-style-type: none"> <li>• City of Sisters</li> <li>• Sisters Country Makers Businesses</li> </ul> <p><b>Potential Supporting Partner(s):</b></p> <ul style="list-style-type: none"> <li>• Sisters Chamber of Commerce</li> <li>• Economic Development for Central Oregon</li> </ul>	<ol style="list-style-type: none"> <li>1. Establish agreement on the purpose of the district among all the partners and at least a few lead property owners and businesses</li> <li>2. Form a Maker’s District Committee</li> <li>3. Locate and map the most appropriate zone with the support of property owners and businesses within the identified boundaries</li> <li>4. If necessary, amend City zoning map and code to facilitate the implementation of the new district</li> <li>5. Establish distinct gateways or other entry/exit physical features such as banners/signs, public art, and/or streetscape, etc. to identify/celebrate the unique district. This is coordinated with Action 2.4 below.</li> </ol>	<p>□</p>	<p>➔</p>	<p>➔</p>	<p>➔</p>

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<b>Progress Updates:</b>		<ul style="list-style-type: none"> <li>Sun Ranch Business Park is currently under consideration for designation as the Sisters Maker's District. City, EDCO and local businesses are working closely together. The biggest challenge: parking constraints.</li> </ul>				
<b>Prosperous 3.2 Makers District Marketing Plan</b>  Develop a marketing plan for the Sisters Makers District	<b>Suggested Lead Partner(s):</b> <ul style="list-style-type: none"> <li>Sisters Chamber of Commerce</li> <li>Sisters Country Makers Committee</li> </ul> <b>Potential Supporting Partner(s):</b> <ul style="list-style-type: none"> <li>City of Sisters</li> <li>Economic Development for Central Oregon</li> </ul>	<ol style="list-style-type: none"> <li>Create a district plan (does not need to be detailed) similar to a business plan – purpose, boundaries, types of businesses and activities highlighted/targeted/existing, physical improvements (if any), programming (next action plan), etc.</li> <li>Review marketing plans from other makers districts (no need to recreate the wheel if unnecessary) and/or meet with staff from others, to determine best practices for Sisters with available resources</li> </ol>		□		
<b>Progress Updates:</b>		<ul style="list-style-type: none"> <li>EDCO-Sisters is currently recruiting arts-based traded-sector businesses. Not specific to the maker's district at this point.</li> </ul>				
<b>Prosperous 3.3 Sisters Makers' Event</b>  Develop an event centered around products "Made in Sisters Country." Implement with "Made in Sisters Annual Event" (See also Prosperous 2.3)	<b>Suggested Lead Partner(s):</b> <ul style="list-style-type: none"> <li>Sisters Events Committee</li> <li>Sisters Country Makers Committee</li> </ul> <b>Potential Supporting Partner(s):</b> <ul style="list-style-type: none"> <li>City of Sisters</li> <li>Sisters Chamber of Commerce</li> <li>Sisters Arts Association</li> <li>Economic Development for Central Oregon</li> <li>The Roundhouse Foundation</li> <li>Ford Family Foundation</li> <li>Central Oregon Visitors Association</li> </ul>	<ol style="list-style-type: none"> <li>Convene makers district property owners/businesses to discuss the benefits of an event, details, etc.</li> </ol>		□		
<b>Progress Updates:</b>						

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<p><b>Prosperous 3.4 Makers District Pedestrian Zone</b></p> <p>Support establishment of a pedestrian friendly zone in the Sisters Maker District, featuring pedestrian amenities similar to areas of downtown.</p>	<p><b>Lead Partner(s):</b></p> <ul style="list-style-type: none"> <li>• City of Sisters</li> </ul> <p><b>Potential Supporting Partner(s):</b></p> <ul style="list-style-type: none"> <li>• Sisters Chamber of Commerce</li> <li>• Sisters Arts Association</li> <li>• Oregon Department of Transportation</li> </ul>	<ol style="list-style-type: none"> <li>1. Convene makers district's property owners and businesses to establish agreement on the pedestrian zone's improvements – physical (public/private property), regulatory changes, etc.</li> <li>2. Public engagement to gain support for changes</li> <li>3. Identify funding options, improvement timelines, etc.</li> </ol>	<p>□</p>	<p>➔</p>	<p>➔</p>	
<p><b>Progress Updates:</b></p>						

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<b>PROSPEROUS STRATEGY 4</b> <b>A Vibrant and Diverse Local Economy</b>		<b>Facilitate local Entrepreneurial Infrastructure and the development of Sisters Compatible Light Industrial land and building inventory, as well as Support Vocational Education &amp; Workforce Development.</b>				
<b>ACTION NUMBER, TITLE &amp; TEXT</b>	<b>SUGGESTED LEAD PARTNER(S) &amp; POTENTIAL SUPPORTING PARTNER(S)</b>	<b>MILESTONES IN ACHIEVING THE ACTION</b>	<b>IMPLEMENTATION TIMELINE</b>			
			<i>Less Than 1 Yr.</i>	<i>1 – 2 Yrs.</i>	<i>3 -5 Yrs.</i>	<i>5+ Yrs.</i>
<b>Prosperous 4.1</b> <b>Local Entrepreneur &amp; Start-Up Infrastructure</b>  Develop infrastructure to support local entrepreneurs and start-up companies with initiatives such as co-working spaces, business incubators, coordinated meet ups, “live/work” housing, technology systems and support networks, and connect them to the established regional entrepreneurial and innovation ecosystem.	<b>Suggested Lead Partner(s):</b> <ul style="list-style-type: none"> <li>• Economic Development for Central Oregon</li> <li>• City of Sisters</li> </ul> <b>Potential Supporting Partner(s):</b> <ul style="list-style-type: none"> <li>• Deschutes County</li> <li>• Sisters Chamber of Commerce</li> <li>• Developers</li> <li>• Land Owners</li> <li>• Technology Association of Oregon</li> <li>• Bend Broadband</li> <li>• Jobb (Fika)</li> <li>• City Housing Policy Board</li> <li>• Sisters Community</li> <li>• Small Business Development Center</li> </ul>	<ol style="list-style-type: none"> <li>1. Partner with and support the local program, specifically these initiatives and ongoing activities as outlined in the Sisters (Economic Development for Central Oregon) Strategic Plan (START)</li> <li>2. Inform and educate the City and service providers of the Sisters START Plan and its benefits to regional economy.</li> <li>3. Coordinate with the City and service providers to develop an implementation plan (projects/scope, schedule, and budget).</li> <li>4. Coordinate mixers/meet-ups for solo-entrepreneurs, young business owners and influencers</li> </ol>	➔	➔	➔	➔

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<p><b>Progress Updates:</b></p>		<ul style="list-style-type: none"> <li>• EDCO-Sisters is coordinating a NEW local network of entrepreneurs, executives, and telecommuters, called Sisters Country Executives and Entrepreneurs Network (SCEEN). The purpose of this network is to provide resources for start-ups and entrepreneurs. Now meeting monthly on the First Tuesday of the month. Contact EDCO for more info.</li> <li>• EDCO-Sisters runs the <i>Venture Catalyst</i> and <i>Stable of Experts</i> programs, which connect local entrepreneurs and businesses to resources to assist with start-up and expansion.</li> </ul>				
<p><b>Prosperous 4.2 Light Industrial Space &amp; Lands</b></p> <p>Promote the development of new light industrial zoned land for purchase or lease in Sisters, focusing on recruitment of companies that build on the established and emerging industry sectors that fit our community’s culture and vision for the future economy.</p>	<p><b>Suggested Lead Partner(s):</b></p> <ul style="list-style-type: none"> <li>• City of Sisters</li> <li>• Economic Development for Central Oregon</li> </ul> <p><b>Potential Supporting Partner(s):</b></p> <ul style="list-style-type: none"> <li>• Deschutes County</li> <li>• Business Oregon</li> <li>• State Department of Land Conservation and Development</li> <li>• Central Oregon Intergovernmental Council</li> <li>• Sisters Eagle Airport</li> <li>• US Forest Service</li> <li>• Local Landowners Developers</li> <li>• Heart of Oregon Corps</li> </ul>	<ol style="list-style-type: none"> <li>1. Working with the City and County focus current economic development strategies to increase land inventory with Light Industrial zoning (USFS, Airport, UGB Expansion, County Condition Uses)</li> <li>2. Partner with and support the local EDCO program, specifically these initiatives and ongoing activities as outlined in the Sisters (Economic Development for Central Oregon) Strategic Plan (MOVE))</li> </ol>	➔	➔	➔	➔
<p><b>Progress Updates:</b></p>		<ul style="list-style-type: none"> <li>• Sale of the North Parcel of the USFS property may lead to the development of additional</li> </ul>				

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		<p>light industrial space, as the developer has indicated they are interested in this option.</p> <ul style="list-style-type: none"> <li>City signed a new, 3-year contract with EDCO to continue their work in Sisters.</li> </ul>				
<p><b>Prosperous 4.3 Emerging Workforce Development</b></p> <p>Work with Sisters School District, regional higher education institutions, local businesses, and workforce development organizations to create programs, internships, and apprenticeships to develop and train Sisters Country’s emerging workforce to succeed in our regional economy.</p>	<p><b>Suggested Lead Partner(s):</b></p> <ul style="list-style-type: none"> <li>Sisters School District</li> <li>Better Together - Youth Career Connect</li> <li>Economic Development for Central Oregon</li> <li>East Cascades Workforce Investment Board</li> </ul> <p><b>Potential Supporting Partner(s):</b></p> <ul style="list-style-type: none"> <li>Sisters School District</li> <li>City of Sisters</li> <li>Oregon State University</li> <li>University of Oregon</li> <li>Technology Association of Oregon</li> <li>Central Oregon Community College</li> <li>WorkSource Oregon</li> <li>East Cascades Workforce Investment Board</li> <li>Central Oregon Intergovernmental Council</li> </ul>	<ol style="list-style-type: none"> <li>Partner with and support the local EDCO program, specifically these workforce development initiatives, and ongoing activities as outlined in the Sisters Economic Development Strategic Plan.</li> <li>Assemble a meeting or ongoing forum of lead and supporting partners to track the progress of strategy, identify new opportunities/employers to participate in the program as the economy and workforce needs evolve, and any additional resources to sustain this initiative over time.</li> <li>Annually celebrate/recognize the participating businesses and students.</li> </ol>	□	➔	➔	➔
<p><b>Progress Updates:</b></p>		<ul style="list-style-type: none"> <li>EDCO is currently working with Youth Conservation Corps, East Cascades Works, and Sisters School District on a local internship pilot program to support local and regional workforce development.</li> </ul>				
<p><b>Prosperous 4.4 Baseline Economic Data</b></p>	<p><b>Suggested Lead Partner(s):</b></p> <ul style="list-style-type: none"> <li>Economic Development for Central Oregon</li> </ul>	<ol style="list-style-type: none"> <li>Collect economic data from appropriate supporting partners, including but not limited</li> </ol>	□	✓		

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<p>Develop comprehensive baseline economic data to evaluate Sisters Country's current and projected economic performance and measure its progress over time. Make this data available to key public and private entities to assist in their planning.</p>	<ul style="list-style-type: none"> <li>• Central Oregon Intergovernmental Council</li> </ul> <p><b>Potential Supporting Partner(s):</b></p> <ul style="list-style-type: none"> <li>• City of Sisters</li> <li>• Deschutes County</li> <li>• Oregon Employment Department</li> <li>• Business Oregon</li> <li>• Chamber of Commerce</li> </ul>	<p>to: employment data (industry/wages); property valuations; and tourism/visitor data.</p> <ol style="list-style-type: none"> <li>2. Extrapolate data from region or Metropolitan Statistical Area (MSA) if needed.</li> <li>3. Utilize acquired data to develop a comprehensive economic baseline for Sisters Country.</li> </ol>				
<p><b>Progress Updates:</b></p>						

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<b>PROSPEROUS STRATEGY 5</b> <b>Forest Service Property Development</b>	<b>Facilitate the development of a masterplan on the U.S. Forest Service property that is compatible with the community's character and identity, combining mixed-used commercial, residential and recreational facilities that anchor and define the community, create new jobs, and provide housing options.</b>						
<b>ACTION NUMBER, TITLE &amp; TEXT</b>	<b>SUGGESTED LEAD PARTNER(S) &amp; POTENTIAL SUPPORTING PARTNER(S)</b>	<b>MILESTONES IN ACHIEVING THE ACTION</b>	<b>IMPLEMENTATION TIMELINE</b>				
			<b>Less Than 1 Yr.</b>	<b>1 – 2 Yrs.</b>	<b>3 -5 Yrs.</b>	<b>5+ Yrs.</b>	
<b>Prosperous 5.1 Interested Parties Meeting</b>  Coordinate and convene a facilitated meeting with the City, U.S. Forest Service, interested developers, and other identified stakeholders to discuss opportunities, challenges and potential next steps in development of the Forest Service property.	<b>Suggested Lead Partner(s):</b> <ul style="list-style-type: none"> <li>• City of Sisters</li> <li>• Economic Development for Central Oregon</li> <li>• US Forest Service</li> <li>• Central Oregon Intergovernmental Council</li> </ul> <b>Potential Supporting Partner(s):</b> <ul style="list-style-type: none"> <li>• State Representatives</li> <li>• Developers</li> <li>• Realtors</li> <li>• Stakeholders</li> <li>• Sisters Events Committee</li> </ul>	<ol style="list-style-type: none"> <li>1. Coordinate an initial meeting</li> <li>2. Collect information and compile data</li> <li>3. Encourage parties to join City's Advisory Committee</li> <li>4. Establish a public information/outreach strategy (may be simple) to share key milestones or decision points with city residents to ensure an open/transparent process – to the extent possible (since this effort involves real property sales, etc.).</li> </ol>	<input type="checkbox"/>				
<b>Progress Updates:</b>		<ul style="list-style-type: none"> <li>• North Parcel sold to private developer. Middle parcel divided, with 12 acres retained by USFS for a new Ranger Station. Planned</li> </ul>					

Timeline key:  = Initiated   ➔ = Ongoing   ✓ = Completed

		acquisition of the East Portal by ODOT, with a portion reserved for community use.				
<p><b>Prosperous 5.2 USFS Property City Advisory Committee</b></p> <p>Establish a City advisory committee dedicated to collecting and analyzing relevant data information, and working with the interested parties in exploring the feasibility of developing the U.S. Forest Service property.</p>	<p><b>Suggested Lead Partner(s):</b></p> <ul style="list-style-type: none"> <li>• City of Sisters</li> <li>• United States Forest Service</li> </ul> <p><b>Potential Supporting Partner(s):</b></p> <ul style="list-style-type: none"> <li>• Economic Development for Central Oregon</li> <li>• Deschutes County</li> <li>• State Department of Land Conservation and Development</li> <li>• Sisters Events Committee</li> </ul>	<ol style="list-style-type: none"> <li>1. Form a committee including; USFS representatives, the City, developers, realtors, non-profit organizations, businesses, state representatives, and citizens.</li> <li>2. Facilitate rezoning (zone overlay) of USFS property for designated use as a mixed-use development, including revision of the current comprehensive plan and zoning regulations as appropriate.</li> </ol>	□	➔	➔	
<b>Progress Updates:</b>		<ul style="list-style-type: none"> <li>• City to incorporate the East Portal into the Sisters Parks and Recreation District master planning process.</li> </ul>				
<p><b>Prosperous 5.3 Data Collection &amp; Feasibility Analysis</b></p> <p>Collect and compile relevant data and information regarding opportunities, challenges and costs of developing the Forest Service property. Conduct a feasibility analysis and game plan for proceeding.</p>	<p><b>Suggested Lead Partner(s):</b></p> <ul style="list-style-type: none"> <li>• City of Sisters</li> <li>• USFS Property Advisory Committee</li> </ul> <p><b>Potential Supporting Partner(s):</b></p> <ul style="list-style-type: none"> <li>• Economic Development for Central Oregon</li> <li>• University of Oregon-Sustainable Cities Initiative</li> <li>• Sisters Events Committee</li> </ul>	<ol style="list-style-type: none"> <li>1. Maintain an up-to-date City Housing Needs Assessment</li> <li>2. Develop and maintain an up-to-date Employment Land Inventory Needs Assessment</li> <li>3. Perform an Infrastructure Needs Assessment and Cost Analysis</li> <li>4. Consider funding options, such as a Bond to Purchase???</li> </ol>	□	➔		
<b>Progress Updates:</b>		<ul style="list-style-type: none"> <li>• Housing Needs Assessment completed summer 2019. Next steps: Employment Buildable Lands Inventory and Economic Opportunity Analysis.</li> </ul>				
<p><b>Prosperous 5.4 Design Competition &amp; Symposium</b></p>	<p><b>Suggested Lead Partner(s):</b></p> <ul style="list-style-type: none"> <li>• City of Sisters</li> </ul>		□			

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<p>Develop public interest in and support for Forest Service property development through a design competition, community events, and related marketing.</p>	<p><b>Potential Supporting Partner(s):</b></p> <ul style="list-style-type: none"> <li>• Economic Development for Central Oregon</li> <li>• Sisters Chamber of Commerce</li> <li>• Universities</li> <li>• Sisters Events Committee</li> </ul>					
<p><b>Progress Updates:</b></p>		<ul style="list-style-type: none"> <li>• Given the sales of several parcels, this action item is more likely to be applied to the East Portal “community open space”.</li> </ul>				

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## FOCUS AREA: LIVABLE SISTERS

LIVABLE STRATEGY 1 Walkable Downtown	Expand pedestrian-friendly amenities in Downtown Sisters, encouraging residents and visitors to get out of their cars and walk, including during the evening hours.						
ACTION NUMBER, TITLE & TEXT	SUGGESTED LEAD PARTNER(S) & POTENTIAL SUPPORTING PARTNER(S)	MILESTONES IN ACHIEVING THE ACTION	IMPLEMENTATION TIMELINE				
			Less Than 1 Yr.	1 – 2 Yrs.	3 - 5 Yrs.	5+ Yrs.	
<b>Livable 1.1 Pedestrian Flag Program</b>  Formalize and expand the Sisters Pedestrian Flag Program to allow for safe crossings throughout Downtown Sisters. Engage sponsors to create flags with artwork, sayings, or promotional content for community events and core values.	<b>Suggested Lead Partner(s):</b> <ul style="list-style-type: none"> <li>• Sisters Chamber of Commerce</li> <li>• Sisters Book Club</li> </ul> <b>Potential Supporting Partner(s):</b> <ul style="list-style-type: none"> <li>• Local business, civic groups, nonprofits</li> <li>• Commute Options</li> <li>• Oregon Department of Transportation</li> </ul>	1. Inventory current crossing locations. 2. Identify needed new crossing locations. 3. Create schedule of Pedestrian Flag Program of sponsors and funders.	☐	✓			
<b>Progress Updates:</b>							
<b>Livable 1.2 'Hey, Let's Walk There!' Initiative</b>	<b>Suggested Lead Partner(s):</b> <ul style="list-style-type: none"> <li>• Sisters Chamber of Commerce</li> <li>• Sisters Historical Society</li> </ul>	1. Develop and distribute walking maps identifying points of interest and incentive locations.	☐	➔			

Timeline key: ☐ = Initiated ➔ = Ongoing ✓ = Completed

<p>Create an incentive based program – such as pedestrians receiving points from local businesses or prizes – to promote walking downtown. Distribute pedestrian walking maps among local business to assist visitors in wayfinding. Work with businesses for after-hours events.</p>	<p><b>Potential Supporting Partner(s):</b></p> <ul style="list-style-type: none"> <li>• Healthcare provider?</li> <li>• Sisters Art Association</li> <li>• Commute Options</li> <li>• Oregon Department of Transportation</li> </ul>	<ol style="list-style-type: none"> <li>2. Sponsor one after-hours walking event per month among businesses and galleries.</li> <li>3. Develop incentive program in conjunction with program.</li> </ol>				
<b>Progress Updates:</b>						
<p><b>Livable 1.3 Improved Downtown Lighting</b></p> <p>Add lighting downtown to promote twilight/after dark pedestrian safety, while still promoting compatibility with a dark skies ordinance.</p>	<p><b>Suggested Lead Partner(s):</b></p> <ul style="list-style-type: none"> <li>• City of Sisters – Public Works</li> </ul> <p><b>Potential Supporting Partner(s):</b></p> <ul style="list-style-type: none"> <li>• Sisters Astronomy Club</li> </ul>	<ol style="list-style-type: none"> <li>1. Complete Adams Avenue Streetscape Plan to identify locations for new lighting.</li> <li>2. Complete construction of Adams Avenue.</li> <li>3. Determine need and install additional multiuse path lighting.</li> <li>4. Promote education of dark skies ordinance with pamphlet.</li> </ol>	□		✓	
<b>Progress Updates:</b>		<ul style="list-style-type: none"> <li>• Adams Ave Streetscape Plan complete</li> <li>• Construction dependent on funding</li> </ul>				

Timeline key: □ = Initiated → = Ongoing ✓ = Completed

<b>LIVABLE STRATEGY 2</b> <b>Affordable Housing</b>	<b>Increase the availability of affordable housing in Sisters Country, including a comprehensive review of the 2010 Sisters Housing Plan, promotion of a diverse mix of housing types, and support for private and volunteer programs that address the issue of housing affordability.</b>						
<b>ACTION NUMBER, TITLE &amp; TEXT</b>	<b>SUGGESTED LEAD PARTNER(S) &amp; POTENTIAL SUPPORTING PARTNER(S)</b>	<b>MILESTONES IN ACHIEVING THE ACTION</b>	<b>IMPLEMENTATION TIMELINE</b>				
			<i>Less Than 1 Yr.</i>	<i>1 – 2 Yrs.</i>	<i>3 -5 Yrs.</i>	<i>5+ Yrs.</i>	
<b>Livable 2.1 Sisters Housing Plan Update</b>  Review and update the 2010 Sisters Housing Plan.	<b>Suggested Lead Partner(s):</b> <ul style="list-style-type: none"> <li>• City of Sisters - CDD</li> <li>• Age Friendly Sisters Country</li> </ul> <b>Potential Supporting Partner(s):</b> <ul style="list-style-type: none"> <li>• Housing Works</li> <li>• COIC</li> <li>• Housing for All</li> </ul>	<ol style="list-style-type: none"> <li>1. Housing Policy Advisory Board is established.</li> <li>2. 2010 Housing Plan reviewed and adopted by City Council.</li> <li>3. Implement adopted Housing Plan.</li> <li>4. Identify funding opportunities and packages for continued City support.</li> <li>5. Explore innovative housing types including adaptive reuse.</li> </ol>	<input type="checkbox"/>  <input checked="" type="checkbox"/>				
<b>Progress Updates:</b>		<ul style="list-style-type: none"> <li>• Housing Needs Analysis Complete</li> <li>• Housing Assistance Plan rolling out late 2019</li> <li>• Next steps: Housing Advisory Board creation</li> </ul>					

Timeline key:  = Initiated   ➔ = Ongoing   ✓ = Completed

<p><b>Livable 2.2 Workforce Housing</b></p> <p>Pursue workforce housing in conjunction with new or expanded business development. Provide incentives for businesses to provide housing for employees.</p>	<p><b>Suggested Lead Partner(s):</b></p> <ul style="list-style-type: none"> <li>• City of Sisters - CDD</li> </ul> <p><b>Potential Supporting Partner(s):</b></p> <ul style="list-style-type: none"> <li>• Sisters Chamber of Commerce</li> <li>• Economic Development for Central Oregon</li> <li>• Larger Employers (i.e. Rays, Laird Superfood, etc.)</li> <li>• COIC</li> <li>• Housing for All</li> </ul>	<ol style="list-style-type: none"> <li>1. Develop stakeholder list – employers, developers, nonprofit representatives, elected officials, etc.</li> <li>2. Contact stakeholder list – and form a stakeholder/worker group.</li> <li>3. Develop incentive program.</li> </ol>		□	➔	
<p><b>Progress Updates:</b></p>						
<p><b>Livable 2.3 Long-Term Rental Housing</b></p> <p>Expand efforts and explore new options to promote and support long-term rental housing in Sisters.</p>	<p><b>Suggested Lead Partner(s):</b></p> <ul style="list-style-type: none"> <li>• City of Sisters - CDD</li> </ul> <p><b>Potential Supporting Partner(s):</b></p> <ul style="list-style-type: none"> <li>• Private Sector/Prop. Owners</li> <li>• COIC</li> <li>• Housing for All</li> </ul>	<ol style="list-style-type: none"> <li>1. Develop incentives for property owners to promote long-term rental of properties.</li> <li>2. Implement and enforce new City Short Term Rental ordinance.</li> </ol>		□	➔	
<p><b>Progress Updates:</b></p>		<ul style="list-style-type: none"> <li>• City Implemented Short-Term Rental Ordinance in 2019</li> </ul>				

Timeline key: □ = Initiated ➔ = Ongoing ✓ = Completed

<p style="text-align: center;"><b>LIVABLE STRATEGY 3</b> <b>Integrated Transportation System</b></p>	<p style="text-align: center;"><b>Implement the updated Sisters Transportation System Plan that addresses changes in local and regional growth and new state transportation policies. Determine a preferred alternative to address congestion on Highway 20 in Downtown Sisters, exploring alternate routes and roadway designs, traffic management strategies, bicycle and pedestrian options, signage, and centralized public parking.</b></p>						
<p style="text-align: center;"><b>ACTION NUMBER, TITLE &amp; TEXT</b></p>	<p style="text-align: center;"><b>SUGGESTED LEAD PARTNER(S) &amp; POTENTIAL SUPPORTING PARTNER(S)</b></p>	<p style="text-align: center;"><b>MILESTONES IN ACHIEVING THE ACTION</b></p>	<p style="text-align: center;"><b>IMPLEMENTATION TIMELINE</b></p>				
<p><b>Livable 3.1</b> <b>Intra-Sisters Country Transit</b></p> <p>Conduct a survey to help determine the viability of a Sisters Country Transit system and preferred destinations/routes. Emphasize providing additional transportation options for the community, including seniors.</p>	<p><b>Suggested Lead Partner(s):</b></p> <ul style="list-style-type: none"> <li>• Council on Aging</li> <li>• Age Friendly Sisters Country</li> </ul> <p><b>Potential Supporting Partner(s):</b></p> <ul style="list-style-type: none"> <li>• Sisters Park &amp; Recreation District</li> <li>• Central Oregon Intergovernmental Council</li> <li>• Cascades East Transit</li> <li>• Sisters Lodge Assisted Living</li> </ul>	<ol style="list-style-type: none"> <li>1. Develop website as a “one-stop shop” for mobility/transportation options in Sisters Country. Include information from surveys already conducted by AFSC.</li> <li>2. AFSC conducts a survey to gauge interest in preferred routes for bus/van service.</li> <li>3. Pilot projected conducted by preferred partner (CET, SPRD or private partner)</li> </ol>	□		✓		
<p><b>Progress Updates:</b></p>							
<p><b>Livable 3.2</b> <b>Activity Bus Route</b></p> <p>Conduct a needs assessment for expanded activity bus service, such as Sisters Park &amp; Recreation District, using existing buses to provide transportation for students to after-school activities.</p>	<p><b>Suggested Lead Partner(s):</b></p> <ul style="list-style-type: none"> <li>• Sisters Parent-Teacher Association</li> <li>• Sisters Park &amp; Recreation District</li> </ul> <p><b>Potential Supporting Partner(s):</b></p> <ul style="list-style-type: none"> <li>• Sisters School District</li> <li>• Commute Options</li> <li>• Black Butte School</li> <li>• Sisters Christian Academy</li> </ul>	<ol style="list-style-type: none"> <li>1. Determine feasibility of a program with key partners.</li> <li>2. Create task force to determine route.</li> <li>3. Organize route schedule and support</li> <li>4. Conduct survey to determine effectiveness.</li> </ol>	□	➔			

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	<ul style="list-style-type: none"> <li>• Central Oregon Intergovernmental Council</li> </ul>					
<b>Progress Updates:</b>						
<b>Livable 3.3 Grant Funding for Transportation</b> Engage the Central Oregon Intergovernmental Council, Oregon Department of Transportation, Travel Oregon and other groups to pursue grants to study, evaluate, and implement high priority transportation projects – including bicycle facilities and transit service identified in local and regional plans.	<b>Suggested Lead Partner(s):</b> <ul style="list-style-type: none"> <li>• City of Sisters – Public Works</li> <li>• Oregon Department of Transportation</li> </ul> <b>Potential Supporting Partner(s):</b> <ul style="list-style-type: none"> <li>• Central Oregon Intergovernmental Council</li> <li>• Commute Options</li> <li>• Age Friendly Sisters Country</li> <li>• Central Oregon Intergovernmental Council/Cascades East Transit</li> </ul>	<ol style="list-style-type: none"> <li>1. Secure 2021-23 State Transportation Improvement Plan funding for high priority projects.</li> <li>2. Coordinate with local agencies to identify potential for redirection of funding from HB 2017 for high priority projects in Transportation System Plan.</li> </ol>	☐	✓		
<b>Progress Updates:</b>						
<b>Livable 3.4 Washington Avenue Bike Boulevard</b>  Pilot the first Sisters Bicycle Boulevard on Washington Avenue (in TSP) – a low volume, low speed street that has been optimized for bicycle travel through treatments such as traffic calming and traffic reduction, signage and pavement markings, and intersection crossing treatments. Motor vehicle access is maintained.	<b>Suggested Lead Partner(s):</b> <ul style="list-style-type: none"> <li>• City of Sisters — Public Works</li> </ul> <b>Potential Supporting Partner(s):</b> <ul style="list-style-type: none"> <li>• Deschutes County Bicycle &amp; Pedestrian Committee</li> <li>• Commute Options</li> </ul>	<ol style="list-style-type: none"> <li>1. City Conducts Public Outreach – Washington Ave residents specifically</li> <li>2. Secure funding</li> <li>3. Complete construction –striping, signage in place</li> </ol>		☐		✓
<b>Progress Updates:</b>						

Timeline key: ☐ = Initiated → = Ongoing ✓ = Completed

<p><b>Livable 3.5 Alternative Regional Transportation Options</b></p> <p>Develop options for transportation (including commuting) between Sisters and the region, using vehicle for hire (Lyft, Uber), carpool, vanpool, etc. Emphasize options that are safe for all users.</p>	<p><b>Suggested Lead Partner(s):</b></p> <ul style="list-style-type: none"> <li>• City of Sisters - CDD</li> </ul> <p><b>Potential Supporting Partner(s):</b></p> <ul style="list-style-type: none"> <li>• Uber Lyft</li> <li>• Commute Options</li> <li>• Age Friendly Sisters Country</li> <li>• Cascade East Transit</li> <li>• Central Oregon Intergovernmental Council.</li> </ul>	<ol style="list-style-type: none"> <li>1. Engage Uber and Lyft to determine what is necessary for the companies to operate within Sisters.</li> <li>2. Formalize resources for carpool/vanpool for ease of access including social media and other networking tools.</li> </ol>	<p>☐ ✓</p>			
<p><b>Progress Updates:</b></p>						

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<b>LIVABLE STRATEGY 4</b> <b>Expanded Trail System</b>	<b>Support Sisters Trails Alliance and the U.S. Forest Service in expanding and integrating equestrian, bicycle and hiking trails throughout Sisters Country and beyond, connecting unincorporated rural communities with Downtown, linking Sisters to Redmond and Bend, and facilitating appropriate access to recreational areas.</b>						
<b>ACTION NUMBER, TITLE &amp; TEXT</b>	<b>SUGGESTED LEAD PARTNER(S) &amp; POTENTIAL SUPPORTING PARTNER(S)</b>	<b>MILESTONES IN ACHIEVING THE ACTION</b>	<b>IMPLEMENTATION TIMELINE</b>				
			<b>Less Than 1 Yr.</b>	<b>1 – 2 Yrs.</b>	<b>3 -5 Yrs.</b>	<b>5+ Yrs.</b>	
<b>Livable 4.1 Trail Expansion Outreach</b>  Conduct community outreach to gain input for trail connections between Sisters and Sisters Country.  <i>(See also Resilient Sisters 3.3, 3.4)</i>	<b>Suggested Lead Partner(s):</b> <ul style="list-style-type: none"> <li>• U.S. Forest Service</li> <li>• Oregon Department of Transportation</li> </ul> <b>Potential Supporting Partner(s):</b> <ul style="list-style-type: none"> <li>• Citizens4Community</li> <li>• Sisters Trail Alliance</li> <li>• Sisters Country HOAs</li> <li>• City of Sisters — CDD</li> <li>• Deschutes County CDD</li> <li>• Brooks Resources</li> <li>• Deschutes Land Trust</li> </ul>	<ol style="list-style-type: none"> <li>1. Conduct community meetings/surveys facilitated by C4C to prioritize trail projects.</li> <li>2. Solicit input letters from Sisters Country HOAs and residents.</li> </ol>		<input type="checkbox"/> →			
<b>Progress Updates:</b>		<ul style="list-style-type: none"> <li>• USFS and the Sisters Trails Alliance are working together on many trail upgrades in 2019/20. Projects include Indian Ford Trail Bridge, and a grant to relocate the Peterson</li> </ul>					

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		Ridge Trailhead. Contact Forest Service or Sisters Trails Alliance for more info.				
<p><b>Livable 4.2 Trail Expansion Funding</b></p> <p>Secure funding for trail connections between Sisters and Sisters Country.</p> <p><i>(See also Resilient Sisters 3.3, 3.4)</i></p>	<p><b>Suggested Lead Partner(s):</b></p> <ul style="list-style-type: none"> <li>• Sisters Trail Alliance</li> </ul> <p><b>Potential Supporting Partner(s):</b></p> <ul style="list-style-type: none"> <li>• U.S. Forest Service</li> <li>• ODOT</li> <li>• Deschutes County Bicycle and Pedestrian Advisory Committee (BPAC)</li> <li>• City of Sisters</li> <li>• Brooks Resources</li> <li>• Deschutes Trails Coalition</li> <li>• Deschutes Land Trust</li> </ul>	<ol style="list-style-type: none"> <li>1. Following outreach, develop estimated budget.</li> <li>2. Identify potential funding sources by outside agencies (travel Oregon, etc.)</li> <li>3. Identify key costs, such as securing ROW/Easements.</li> </ol>		☐➔		
<b>Progress Updates:</b>		<ul style="list-style-type: none"> <li>• USFS has applied for a grant to relocate the Peterson Ridge Trailhead, pending approval.</li> </ul>				
<p><b>Livable 4.3 Regional Trails System</b></p> <p>Plan for and support development of a regional trails system connecting Sisters and Sisters Country with Redmond and Bend.</p> <p><i>(See also Resilient Sisters 3.3, 3.4)</i></p>	<p><b>Suggested Lead Partner(s):</b></p> <ul style="list-style-type: none"> <li>• U.S. Bureau of Land Management</li> <li>• Sisters Trails Alliance</li> <li>• Deschutes County -CDD</li> </ul> <p><b>Potential Supporting Partner(s):</b></p> <ul style="list-style-type: none"> <li>• Central Oregon Trail Alliance</li> <li>• Bend/Redmond/Sisters chambers</li> <li>• Brooks Resources</li> <li>• Pacific NW Endurance Riders – Jeff Tryens</li> <li>• Oregon Equestrian Trails (OET)</li> <li>• City of Redmond</li> <li>• City of Bend</li> <li>• City of Sisters</li> </ul>	<ol style="list-style-type: none"> <li>1. Conduct Feasibility Analysis alongside regional cities.</li> <li>2. Conduct public outreach within City of Sisters, Redmond, and Bend to identify preferred routes, opportunities, and challenges.</li> <li>3. Develop stakeholder group to determine project scope.</li> </ol>		☐ ➔		
<b>Progress Updates:</b>						

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<p><b>Livable 4.4</b>  <b>Separated Bike and Equestrian Trails on Sisters Tie Trail</b></p> <p>Separate bicycle and equestrian trails from one another on Sisters Tie Trail to allow for ease of use and better access for users.</p>	<p><b>Suggested Lead Partner(s):</b></p> <ul style="list-style-type: none"> <li>• U.S. Forest Service</li> <li>• Sisters Trail Alliance</li> <li>• Oregon Equestrian Trails (OET)</li> </ul> <p><b>Potential Supporting Partner(s):</b></p> <ul style="list-style-type: none"> <li>• (TBD)</li> </ul>	<ol style="list-style-type: none"> <li>1. Confirm completion of Indian Ford Bridge crossing.</li> <li>2. Organize volunteers to construct trail.</li> <li>3. Flag and complete horse trail.</li> </ol>	□	➔		
<p><b>Progress Updates:</b></p>						

Timeline key: □ = Initiated ➔ = Ongoing ✓ = Completed

<b>LIVABLE STRATEGY 5</b> <b>Parks, Recreation &amp; Greenspace</b>	<b>Identify potential new parks, greenspaces and recreation sites and facilities in Sisters Country to meet the needs of a growing resident population and create new public amenities and visitor attractions. Recognize and honor the City of Sisters' status as a Tree City, and develop Dark Skies program.</b>						
<b>ACTION NUMBER, TITLE &amp; TEXT</b>	<b>SUGGESTED LEAD PARTNER(S) &amp; POTENTIAL SUPPORTING PARTNER(S)</b>	<b>MILESTONES IN ACHIEVING THE ACTION</b>	<b>IMPLEMENTATION TIMELINE</b>				
			<i>Less Than 1 Yr.</i>	<i>1 – 2 Yrs.</i>	<i>3 -5 Yrs.</i>	<i>5+ Yrs.</i>	
<b>Livable 5.1 Greenspace and View Corridor Assets Inventory</b>  Inventory the community’s natural assets to aid in development of a Sisters Country Parks, Recreation, Greenspace, and View Corridor Master Plan.	<b>Suggested Lead Partner(s):</b> <ul style="list-style-type: none"> <li>• City Parks Advisory Committee</li> <li>• Deschutes County – Community Development</li> </ul> <b>Potential Supporting Partner(s):</b> <ul style="list-style-type: none"> <li>• Sisters Park &amp; Recreation District</li> <li>• Deschutes Land Trust</li> </ul>	<ol style="list-style-type: none"> <li>1. Identify existing greenspace and view corridors within and surrounding city limits (lazy Z, PMV, Patterson Ranch, etc.)</li> <li>2. Identify high priority land for conservation easements and/or land acquisition.</li> </ol>	□		➔		
<b>Progress Updates:</b>							
<b>Livable 5.2 Greenspace and View Corridor Standards</b>  Create standards for development to preserve key corridors.	<b>Suggested Lead Partner(s):</b> <ul style="list-style-type: none"> <li>• City Parks Advisory Committee</li> <li>• Deschutes County – Community Development</li> </ul> <b>Potential Supporting Partner(s)</b> <ul style="list-style-type: none"> <li>• Sisters Park &amp; Recreation District</li> </ul>	<ol style="list-style-type: none"> <li>1. Support zoning efforts to preserve corridors, greenspace, and trail connections.</li> <li>2. Identify Code changes to limit building placement, height and set back restrictions</li> <li>3. Obtain permanent view corridor/greenspace easements and/or land</li> </ol>	□		➔		

Timeline key: □ = Initiated ➔ = Ongoing ✓ = Completed

	<ul style="list-style-type: none"> <li>• Deschutes Land Trust</li> </ul>					
<b>Progress Updates:</b>						
<b>Livable 5.3</b> <b>New City Park on East Portal Property (corner of Cascade Ave and Santiam Highway, near the Labyrinth)</b>  Develop property with new multi-purpose city owned park.	<b>Suggested Lead Partner(s):</b> <ul style="list-style-type: none"> <li>• ODOT</li> <li>• Forest Service</li> </ul> <b>Potential Supporting Partner(s):</b> <ul style="list-style-type: none"> <li>• City of Sisters-CDD</li> <li>• City Parks Advisory Board</li> <li>• Deschutes County – CDD</li> </ul>	<ol style="list-style-type: none"> <li>1. Create stakeholder group with lead and supporting partners to discuss timeline and potential for land acquisition.</li> <li>2. Conduct community outreach and surveys to determine preferred park amenities (e.g., dog park).</li> <li>3. Develop park master plan and receive city approvals.</li> <li>4. Construct park and open for public use.</li> </ol>		☐		✓
<b>Progress Updates:</b>		<ul style="list-style-type: none"> <li>• City is working with ODOT to coordinate the acquisition of the East Portal property, with an area retained for community use</li> </ul>				
<b>Livable 5.4</b> <b>Tree Planting/Re-Planting</b>  Promote planting and replanting of trees in alignment with Tree City status.	<b>Suggested Lead Partner(s):</b> <ul style="list-style-type: none"> <li>• City of Sisters – CDD /PW</li> <li>• City of Sisters – Urban Forestry Board</li> </ul> <b>Potential Supporting Partner(s):</b> <ul style="list-style-type: none"> <li>• N/A</li> </ul>	<ol style="list-style-type: none"> <li>1. Enforce City’s ordinance regarding replanting of trees following tree removal to ensure Tree City Status is honored.</li> <li>2. Promote planting of new trees.</li> </ol>	☐ ➔			
<b>Progress Updates:</b>		<ul style="list-style-type: none"> <li>• City currently enforcing existing ordinances.</li> </ul>				
<b>Livable 5.5</b> <b>New Community Recreational Facilities</b>  Identify potential new community recreation facilities (i.e., swimming pool, field house).	<b>Suggested Lead Partner(s):</b> <ul style="list-style-type: none"> <li>• Sister Park and Recreation Department</li> <li>• City of Sisters – CDD</li> </ul> <b>Potential Supporting Partner(s):</b> <ul style="list-style-type: none"> <li>• Sisters School District</li> </ul>	<ol style="list-style-type: none"> <li>1. Refer to 2014 Community Assets survey to identify notable projects.</li> <li>2. Assess interest through community outreach.</li> <li>3. Determine feasibility of new recreation facility</li> </ol>			☐	➔
<b>Progress Updates:</b>						

Timeline key: ☐ = Initiated ➔ = Ongoing ✓ = Completed

## FOCUS AREA: RESILIENT SISTERS

RESILIENT STRATEGY 1 Urgent Care Center	Pursue establishment of a comprehensive urgent care facility in Sisters, providing walk-in and related ambulatory care and medical services for a rapidly growing population and increasing numbers of tourists.						
ACTION NUMBER & TITLE & TEXT	SUGGESTED LEAD PARTNER(S) & POTENTIAL SUPPORTING PARTNER(S)	MILESTONES IN ACHIEVING THE ACTION	IMPLEMENTATION TIMELINE				
			Less Than 1 Yr.	1 – 2 Yrs.	3 - 5 Yrs.	5+ Yrs.	
<b>Resilient 1.1 Needs Analysis</b>  Conduct a survey of medical service providers to analyze the need for an urgent care facility serving Sisters Country residents and visitors.	<b>Suggested Lead Partner(s):</b> • (TBD)  <b>Potential Supporting Partner(s):</b> • Citizens4Community • City of Sisters • Medical service providers • Assisted Living Facility providers • Sisters-Camp Sherman Fire District • Age Friendly Sisters Country • Central Oregon Health Council	1. Frame the inquiry to guide collection of need-related information 2. Make the inquiry 3. Follow up with information sources 4. Assemble and report the results	☐	✓			
<b>Progress Updates:</b>		<ul style="list-style-type: none"> <li>City met with County Health Department in 2019 to discuss options.</li> <li>Mosaic Medical has applied for a grant which may help them explore the possibility of</li> </ul>					

Timeline key: ☐ = Initiated   ➔ = Ongoing   ✓ = Completed

		<p>locating a medical facility in Sisters. Grant determination still pending.</p> <ul style="list-style-type: none"> <li>• City Manager, Sisters Mayor met with CEO of St. Charles to discuss potential opportunities.</li> </ul>				
<p><b>Resilient 1.2 Gaps/Barriers Analysis</b></p> <p>Identify gaps/barriers – such as availability and cost of real estate, demand per demographics, and regulatory hurdles – to establishing an urgent care facility.</p>	<p><b>Suggested Lead Partner(s):</b></p> <ul style="list-style-type: none"> <li>• (TBD)</li> </ul> <p><b>Potential Supporting Partner(s):</b></p> <ul style="list-style-type: none"> <li>• Citizens4Community</li> <li>• City of Sisters</li> <li>• Medical service providers</li> <li>• Sisters Chamber of Commerce</li> <li>• Assisted Living Facility providers</li> <li>• Sisters-Camp Sherman Fire District</li> </ul>	<ol style="list-style-type: none"> <li>1. Frame the inquiry to guide collection of gap/barrier-related information</li> <li>2. Make the inquiry</li> <li>3. Follow up with information sources</li> <li>4. Assemble and report the results</li> </ol>	☐	✓		
<b>Progress Updates:</b>						
<p><b>Resilient 1.3 Close Gaps and Eliminate Barriers</b></p> <p>Based on the results of the needs and gaps/barriers analyses, complete steps necessary to close identified gaps and to eliminate identified barriers to the establishment of an urgent care facility in Sisters Country.</p>	<p><b>Suggested Lead Partner(s):</b></p> <ul style="list-style-type: none"> <li>• Potentially interested medical care providers</li> </ul> <p><b>Potential Supporting Partner(s):</b></p> <ul style="list-style-type: none"> <li>• Citizens4Community</li> <li>• Deschutes County Health Dept.</li> <li>• City of Sisters</li> <li>• Sisters Chamber of Commerce</li> <li>• Other public and private entities as suggested by the gap/barrier analysis</li> <li>• Central Oregon Health Council</li> </ul>	<ol style="list-style-type: none"> <li>1. Create a list of the steps required to close identified gaps and eliminate identified barriers</li> <li>2. Implement the listed steps</li> <li>3. Plan and conduct a grand ribbon-cutting event to celebrate the community’s support for, and involvement in creating, the new urgent care facility.</li> </ol>	☐	✓		
<b>Progress Updates:</b>						

Timeline key: ☐ = Initiated → = Ongoing ✓ = Completed

<b>RESILIENT STRATEGY 2 Communications Connectivity</b>	<b>Improve communications connectivity and infrastructure (telecommunications, broadband, mobile and Internet services) in Sisters Country with special attention paid to underserved areas.</b>						
<b>ACTION NUMBER &amp; TITLE &amp; TEXT</b>	<b>SUGGESTED LEAD PARTNER(S) &amp; POTENTIAL SUPPORTING PARTNER(S)</b>	<b>MILESTONES IN ACHIEVING THE ACTION</b>	<b>IMPLEMENTATION TIMELINE</b>				
			<i>Less Than 1 Yr.</i>	<i>1 – 2 Yrs.</i>	<i>3 -5 Yrs.</i>	<i>5+ Yrs.</i>	
<b>Resilient 2.1 FirstNet Communications Tower</b>  Encourage and support funding and construction of a communications tower, part of the planned Nationwide Public Safety Broadband Network, serving the greater Camp Sherman region. FirstNet is a federal authority established in 2012 to enhance first responder communications throughout the nation.	<b>Suggested Lead Partner(s):</b> <ul style="list-style-type: none"> <li>• AT&amp;T</li> </ul> <b>Potential Supporting Partner(s):</b> <ul style="list-style-type: none"> <li>• Sisters-Camp Sherman Fire District</li> <li>• U.S. Forest Service</li> <li>• Deschutes County</li> <li>• Oregon State Police</li> <li>• Black Butte Ranch</li> <li>• Oregon Department of Forestry</li> <li>• Other public and private entities</li> </ul>	<ol style="list-style-type: none"> <li>1. Convene at least one meeting of the Supporting Partners to update them on the progress toward constructing the communications tower and to facilitate ongoing discussion of gaps and barriers that may need to be filled or overcome to make the tower a reality</li> <li>2. Construct tower</li> <li>3. Plan and conduct a grand ribbon-cutting event to celebrate the community’s support for, and involvement in creating, the new communications tower</li> </ol>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		
<b>Progress Updates:</b>		<ul style="list-style-type: none"> <li>• State build out of 45 FirstNet towers is underway. All 45 towers are funded at this time. There will be a tower on highway 20 that will serve the community of Camp</li> </ul>					

Timeline key:  = Initiated     = Ongoing     = Completed



		Sherman and provide coverage gaps on highway 20. Timeline is TBA.				
<p><b>Resilient 2.2 Underserved Areas</b></p> <p>Conduct a needs/gaps survey to identify, by region within Sisters Country, provider capabilities, demand, and opportunities to expand and improve telecommunication, broadband, mobile and Internet service infrastructure.</p> <p><i>(See also 2.3 below)</i></p>	<p><b>Suggested Lead Partner(s):</b></p> <ul style="list-style-type: none"> <li>• Central Oregon Intergovernmental Council</li> </ul> <p><b>Potential Supporting Partner(s):</b></p> <ul style="list-style-type: none"> <li>• City of Sisters</li> <li>• Sisters Chamber of Commerce</li> <li>• Sisters-Camp Sherman Fire District</li> <li>• Deschutes County</li> <li>• Economic Development for Central Oregon</li> <li>• Service providers</li> <li>• Sisters School District</li> <li>• Family Action Network</li> </ul>	<ol style="list-style-type: none"> <li>1. Frame the inquiry to guide collection of needs/gaps-related information</li> <li>2. Make the inquiry</li> <li>3. Follow up with information sources</li> <li>4. Assemble and report the results</li> </ol>	□	✓		
<b>Progress Updates:</b>						
<p><b>Resilient 2.3 Remediation in Underserved Areas</b></p> <p>Identify and execute steps necessary to enhance provider capabilities, meet demand, and capitalize on opportunities to expand and improve telecommunication, broadband, mobile and Internet service infrastructure in underserved regions of Sisters Country.</p> <p><i>(See also 2.2 above)</i></p>	<p><b>Suggested Lead Partner(s):</b></p> <ul style="list-style-type: none"> <li>• Economic Development for Central Oregon</li> </ul> <p><b>Potential Supporting Partner(s):</b></p> <ul style="list-style-type: none"> <li>• City of Sisters</li> <li>• Sisters Chamber of Commerce</li> <li>• Sisters-Camp Sherman Fire District</li> <li>• Deschutes County</li> <li>• Sisters School District</li> <li>• Family Action Network</li> <li>• Central Oregon Intergovernmental Council</li> </ul>	<ol style="list-style-type: none"> <li>1. Create a list of recommended steps required to close identified gaps and eliminate identified barriers</li> <li>2. Implement the recommended steps</li> </ol>	X		✓	
<b>Progress Updates:</b>						

Timeline key: □ = Initiated → = Ongoing ✓ = Completed

Timeline key: □ = Initiated → = Ongoing ✓ = Completed

<b>RESILIENT STRATEGY 3</b> <b>Age Friendly Community</b>	<b>Support an ‘age-friendly’ community in Sisters Country, encouraging key organizations to share resources and to advocate for issues relevant to all ages and abilities.</b>						
<b>ACTION NUMBER &amp; TITLE &amp; TEXT</b>	<b>SUGGESTED LEAD PARTNER(S) &amp; POTENTIAL SUPPORTING PARTNER(S)</b>	<b>MILESTONES IN ACHIEVING THE ACTION</b>	<b>IMPLEMENTATION TIMELINE</b>				
			<i>Less Than 1 Yr.</i>	<i>1 – 2 Yrs.</i>	<i>3 -5 Yrs.</i>	<i>5+ Yrs.</i>	
<b>Resilient 3.1</b> <b>Inventory of Age Specific Facilities and Programs</b> Compile and regularly update a comprehensive list of programs and facilities serving specific age groups in Sisters Country.	<b>Suggested Lead Partner(s):</b> <ul style="list-style-type: none"> <li>• Sisters Park &amp; Recreation District</li> <li>• Age Friendly Sisters Country</li> </ul> <b>Potential Supporting Partner(s):</b> <ul style="list-style-type: none"> <li>• City of Sisters</li> <li>• Deschutes County</li> <li>• Sisters Trail Alliance</li> <li>• U.S. Forest Service</li> <li>• Hoodoo Ski Resort</li> <li>• Sisters School District</li> <li>• Local media and social media platforms</li> </ul>	<ol style="list-style-type: none"> <li>1. Frame the inquiry to guide collection of information about programs and facilities</li> <li>2. Make the inquiry</li> <li>3. Follow up with information sources</li> <li>4. Assemble and begin publishing the results</li> </ol>	□	✓	➔	➔	
<b>Progress Updates:</b>	<ul style="list-style-type: none"> <li>• Age-friendly Sisters Country is now taking the lead</li> </ul>	<ul style="list-style-type: none"> <li>• City partnered with Age Friendly Sisters Country to obtain official recognition as a World Health Organization/AARP “Age-Friendly Community”.</li> </ul>					
<b>Resilient 3.2</b> <b>Community Calendar</b>	<b>Suggested Lead Partner(s):</b> <ul style="list-style-type: none"> <li>• Sisters Park &amp; Recreation District</li> <li>• Sisters Chamber of Commerce</li> </ul>		□	✓	➔	➔	

Timeline key: □ = Initiated ➔ = Ongoing ✓ = Completed

<p>Create an enhanced comprehensive public online Community Calendar, with a print edition for Sisters Country residents lacking on-line access.</p>	<p><b>Potential Supporting Partner(s):</b></p> <ul style="list-style-type: none"> <li>• City of Sisters</li> <li>• Deschutes County</li> <li>• Sisters Trail Alliance</li> <li>• U.S. Forest Service</li> <li>• Sisters School District</li> <li>• Deschutes County Public Library</li> <li>• Citizens4Community</li> <li>• Age Friendly Sisters Country</li> <li>• Local media outlets</li> </ul>	<ol style="list-style-type: none"> <li>1. Sample existing online tools (Meetup, etc.) to determine whether any can be adapted to the purposes of this strategy</li> <li>2. Build system if no existing systems can be adapted to the purpose</li> <li>3. Establish and publicize instructions and protocols for user-entry of events, programs, facilities</li> <li>4. Require governmental supporting partners to begin using the selected forum as a supplemental means of meeting legal obligations to provide notice of public meetings</li> <li>5. Encourage leadership of non-governmental events and programs to use the selected forum as an additional means of providing notice of public events and programs.</li> </ol>				
<p><b>Progress Updates:</b></p>						
<p><b>Resilient 3.3 Access to Healthy Outdoor Activities – On unincorporated lands</b></p> <p>Improve and enhance existing facilities and trails on federal lands within Sisters Country and the surrounding areas and establish new trails and facilities, including snowshoe routes, to reflect age specific demand and fill service gaps.</p> <p><i>(See also Livable Sisters 4.1, 4.2 4.3)</i></p>	<p><b>Suggested Lead Partner(s):</b></p> <ul style="list-style-type: none"> <li>• U.S. Forest Service</li> <li>• Sisters Trail Alliance</li> </ul> <p><b>Potential Supporting Partner(s):</b></p> <ul style="list-style-type: none"> <li>• Oregon Department of Transportation</li> <li>• Sisters Chamber of Commerce</li> <li>• Sisters Park &amp; Recreation District</li> <li>• Citizens4Community</li> <li>• Oregon Parks and Recreation Dept.</li> </ul>	<ol style="list-style-type: none"> <li>1. Collect and review existing plans</li> <li>2. Conduct community based prioritization of planned projects for improvement and enhancement of existing resources and for establishment of new trails and facilities</li> <li>3. Develop trails master plan</li> <li>4. Implement priority projects as appropriate</li> <li>5. Advocate for funding as appropriate</li> </ol>	□	→	→	✓
<p><b>Progress Updates:</b></p>						

Timeline key: □ = Initiated → = Ongoing ✓ = Completed

<p><b>Resilient 3.4 Access to Healthy Outdoor Activities – within the City limits</b></p> <p>Improve and enhance existing parks, sidewalks and multi-use paths within the City of Sisters and establish new facilities to reflect demand and service gaps; update City Parks Master Plan to reflect public input of service demands.</p> <p><i>(See also Livable Sisters 4.1, 4.2, 4.3)</i></p>	<p><b>Suggested Lead Partner(s):</b></p> <ul style="list-style-type: none"> <li>• City of Sisters</li> </ul> <p><b>Potential Supporting Partner(s):</b></p> <ul style="list-style-type: none"> <li>• Oregon Department of Transportation</li> <li>• U.S. Forest Service</li> <li>• Sisters Chamber of Commerce</li> <li>• Sisters Trail Alliance</li> <li>• Oregon Parks and Recreation Dept.</li> </ul>	<ol style="list-style-type: none"> <li>1. Collect and review existing plans</li> <li>2. Advocate for funding as appropriate</li> <li>3. Implement priority projects as appropriate</li> <li>4. Update City Parks Master Plan after City Comprehensive Plan update is adopted</li> </ol>	<p>□</p>	<p>➔</p>	<p>✓</p>	
<p><b>Progress Updates:</b></p>						

Timeline key: □ = Initiated ➔ = Ongoing ✓ = Completed

<b>RESILIENT STRATEGY 4</b> <b>Fire/Drought Resistant Building and Development Codes</b>	<b>Review and update City of Sisters and Deschutes County building and development codes to improve and enhance the fire and drought resistance of homes, communities and landscapes in Sisters Country.</b>						
<b>ACTION NUMBER &amp; TITLE &amp; TEXT</b>	<b>SUGGESTED LEAD PARTNER(S) &amp; POTENTIAL SUPPORTING PARTNER(S)</b>	<b>MILESTONES IN ACHIEVING THE ACTION</b>	<b>IMPLEMENTATION TIMELINE</b>				
			<i>Less Than 1 Yr.</i>	<i>1 – 2 Yrs.</i>	<i>3 -5 Yrs.</i>	<i>5+ Yrs.</i>	
<b>Resilient 4.1 State Regulatory Framework</b>  Encourage the State Building Codes Division to adopt Appendix W (Wildfire Hazard Mitigation) to the State Building Code, and then encourage the City of Sisters and Deschutes County to apply the adopted Appendix W to new construction proposed for areas of Sisters Country determined to be a Wildfire Hazard Area.	<b>Suggested Lead Partner(s):</b> <ul style="list-style-type: none"> <li>• City of Sisters</li> <li>• Deschutes County</li> <li>• Sisters-Camp Sherman Fire District</li> </ul> <b>Potential Supporting Partner(s):</b> <ul style="list-style-type: none"> <li>• Citizens4Community</li> <li>• Black Butte Ranch</li> <li>• Cloverdale Fire District</li> <li>• Insurance companies</li> <li>• Builders &amp; real estate developers</li> </ul>	<ol style="list-style-type: none"> <li>1. Monitor adoption of Appendix W by State of Oregon Building Codes Division</li> <li>2. State of OR BCD adopts Appendix W and enables localities to voluntarily adopt</li> <li>3. Wildfire Risk Maps are updated to accurately reflect existing conditions and on a level of accuracy sufficient for City level scale</li> <li>4. Deschutes County adopts Appendix W</li> <li>5. City co-adopts Appendix W</li> </ol>	<input type="checkbox"/>	<input checked="" type="checkbox"/>			
<b>Progress Updates:</b>		<ul style="list-style-type: none"> <li>• City is working with the Fire Department and County on the development of a mapping framework.</li> </ul>					

Timeline key:  = Initiated   ➔ = Ongoing   ✓ = Completed

		<ul style="list-style-type: none"> <li>• City has participated in the Community Planning Assistance for Wildfire (CPAW) program</li> <li>• Sisters Community Wildfire Protection Plan (CWPP) update will take place in 2019/20</li> <li>• Deschutes County Board of Commissioners forming an Advisory Committee to review mapping and make recommendations to the Board about how to update building codes. 12 seats available on the committee. See county website for more info.</li> </ul>				
<p><b>Resilient 4.2 Sisters-Specific Regulatory Framework</b></p> <p>Implement by adoption of appropriate ordinances and policies all recommendations of the 2018 Community Planning Assistance for Wildfire (CPAW) Report commissioned in 2019 by the City of Sisters.</p>	<p><b>Suggested Lead Partner(s):</b></p> <ul style="list-style-type: none"> <li>• City of Sisters</li> <li>• Deschutes County</li> <li>• Sisters-Camp Sherman Fire District</li> </ul> <p><b>Potential Supporting Partner(s):</b></p> <ul style="list-style-type: none"> <li>• Citizens4Community</li> </ul>	<ol style="list-style-type: none"> <li>1. Conduct community outreach activities (1-2 years)</li> <li>2. Develop and implement Comprehensive Plan policies as appropriate</li> <li>3. Amend supporting Plans such as County Hazard Mitigation Plan, Community Wildfire Protection Plans as appropriate</li> <li>4. Amend Development Code requirements as appropriate</li> <li>5. Establish partnerships and programs to conduct mandatory remediation requirements</li> </ol>	☐	➔	✓	
<b>Progress Updates:</b>						
<p><b>Resilient 4.3 Retrofits to Critical Infrastructure Other Structures &amp; Landscaping</b></p> <p>Seek and establish funding sources to support modification of existing structures and landscaping to mitigate the effects of wildfires.</p>	<p><b>Suggested Lead Partner(s):</b></p> <ul style="list-style-type: none"> <li>• City of Sisters</li> <li>• Deschutes County</li> <li>• Sisters-Camp Sherman Fire District</li> </ul> <p><b>Potential Supporting Partner(s):</b></p> <ul style="list-style-type: none"> <li>• Oregon State University</li> <li>• University of Oregon</li> </ul>	<ol style="list-style-type: none"> <li>1. Compile list of critical infrastructure in Sisters Country including public and private assets.</li> <li>2. Research existing funding opportunities and ongoing programs</li> <li>3. Present report of findings to governing bodies</li> <li>4. Draft and present report of proposed funding programs appropriate to local capabilities and external funding opportunities</li> <li>5. Establish funding program as appropriate</li> </ol>	☐	➔	✓	

Timeline key: ☐ = Initiated ➔ = Ongoing ✓ = Completed

	<ul style="list-style-type: none"> <li>• Oregon State Fire Marshall</li> <li>• Steering Committee for the existing Greater Sisters Country Community Wildfire Protection Plan</li> <li>• Homeowners</li> </ul>	6. Retrofit critical community infrastructure such as wells, reservoirs, emergency egress routes and other facilities as necessary				
<b>Progress Updates:</b>						

Timeline key: □ = Initiated → = Ongoing ✓ = Completed



<b>RESILIENT STRATEGY 5</b> <b>Disaster Preparedness and Response</b>	<b>Promote enhanced coordination of disaster preparedness and response efforts in Sisters Country within the statewide network. Improve and enhance natural disaster preparedness and socioeconomic resilience training and education programs.</b>						
<b>ACTION NUMBER &amp; TITLE &amp; TEXT</b>	<b>SUGGESTED LEAD PARTNER(S) &amp; POTENTIAL SUPPORTING PARTNER(S)</b>	<b>MILESTONES IN ACHIEVING THE ACTION</b>	<b>IMPLEMENTATION TIMELINE</b>				
			<i>Less Than 1 Yr.</i>	<i>1 – 2 Yrs.</i>	<i>3 -5 Yrs.</i>	<i>5+ Yrs.</i>	
<b>Resilient 5.1 Active Forest Management</b>  Sponsor public forums and education efforts illuminating the potential benefits and potential trade-offs of Active Forest Management practices, including prescribed burns, mechanical ground cover treatment and timber stand thinning.	<b>Suggested Lead Partner(s):</b> <ul style="list-style-type: none"> <li>• U.S. Forest Service</li> </ul> <b>Potential Supporting Partner(s):</b> <ul style="list-style-type: none"> <li>• Sisters-Camp Sherman and Black Butte Fire Districts</li> <li>• Deschutes County Project Wildfire</li> <li>• Deschutes Collaborative Forest Project</li> <li>• Citizens4Community</li> <li>• Oregon Department of Forestry</li> <li>• Private forestland owners</li> <li>• Deschutes River Alliance</li> <li>• Other public and private entities</li> </ul>	1. Series of public forums are scheduled and conducted	□	✓			
<b>Progress Updates:</b>							
<b>Resilient 5.2</b>	<b>Suggested Lead Partner(s):</b> <ul style="list-style-type: none"> <li>• Deschutes County</li> </ul>		□	➔	✓		

Timeline key: □ = Initiated ➔ = Ongoing ✓ = Completed

<p><b>Models for Active Forest Management</b></p> <p>Collect and analyze models of programs and systems in which political jurisdictions (such as the cities of Ashland, Ore., and Prescott, Ariz.) fund active management, including prescribed burns and thinning, of forested land beyond their jurisdictional boundaries.</p>	<ul style="list-style-type: none"> <li>• City of Sisters</li> </ul> <p><b>Potential Supporting Partner(s):</b></p> <ul style="list-style-type: none"> <li>• U.S. Forest Service</li> <li>• State Department of Forestry</li> <li>• Oregon State University</li> </ul>	<ol style="list-style-type: none"> <li>1. Research existing programs and systems in other jurisdictions.</li> <li>2. Identify funding opportunities</li> <li>3. Present report on findings to governing bodies and to the Sisters Country community at large</li> <li>4. Draft and publicly report on proposed funding programs appropriate to local capabilities and external funding opportunities</li> <li>5. Establish funding assistance program as appropriate</li> </ol>				
<b>Progress Updates:</b>						
<p><b>Resilient 5.3 Economic Uses of Forest Management By-Products</b></p> <p>Collect and analyze existing reports to identify approaches to making economic use of by-products from active forest management, such as thinning, with emphasis on identifying steps that could be taken within Sisters Country to realize such use of byproducts.</p>	<p><b>Suggested Lead Partner(s):</b></p> <ul style="list-style-type: none"> <li>• Economic Development for Central Oregon</li> <li>• Central Oregon Intergovernmental Council</li> </ul> <p><b>Potential Supporting Partner(s):</b></p> <ul style="list-style-type: none"> <li>• Oregon State University</li> <li>• U.S. Forest Service</li> <li>• Oregon Department of Forestry</li> <li>• City of Sisters</li> <li>• Deschutes County</li> <li>• Forest product businesses</li> <li>• Confederated Tribes of the Warm Springs</li> <li>• Central Oregon Intergovernmental Council</li> </ul>	<ol style="list-style-type: none"> <li>1. Research existing programs</li> <li>2. Present report on findings to governing bodies and all other interested parties</li> <li>3. Recommend amendments to policy plans and development regulations to enable actions to be taken to accomplish the objective</li> </ol>	□	✓		
<b>Progress Updates:</b>						

Timeline key: □ = Initiated → = Ongoing ✓ = Completed

<p><b>Resilient 5.4 Community Outreach Activities</b> Conduct community outreach activities to educate residents, businesses and property owners about adaptive techniques to improve protection of structures and landscaping threatened by all natural hazards, including wildfire.</p>	<p><b>Suggested Lead Partner(s):</b></p> <ul style="list-style-type: none"> <li>• Sisters-Camp Sherman Fire District</li> <li>• City of Sisters</li> <li>• Deschutes County</li> </ul> <p><b>Potential Supporting Partner(s):</b></p> <ul style="list-style-type: none"> <li>• Citizens4Community</li> <li>• Sisters Chamber of Commerce</li> </ul>	<p>1. Series of public forums are scheduled and conducted</p>	<p>☐</p>	<p>✓</p>		
<p><b>Progress Updates:</b></p>		<ul style="list-style-type: none"> <li>• Fire Department is an active partner with Project Wildfire, providing community outreach and wildfire preparation education to local communities.</li> </ul>				
<p><b>Resilient 5.5 Comprehensive Natural Hazards Planning and Preparation</b>  Review existing natural hazard mitigation plans, actively participate in projects to update plans, and promote community education and awareness on preparedness for all known natural hazards.</p>	<p><b>Suggested Lead Partner(s):</b></p> <ul style="list-style-type: none"> <li>• Sisters-Camp Sherman Fire District</li> <li>• Black Butte Fire District</li> <li>• Cloverdale Fire District</li> <li>• Deschutes County Sherriff's Office, Special Services Unit</li> </ul> <p><b>Potential Supporting Partner(s):</b></p> <ul style="list-style-type: none"> <li>• Citizens4Community</li> <li>• City of Sisters</li> <li>• Sisters School District</li> <li>• Local media outlets</li> <li>• Homeowner's Associations</li> <li>• Central Oregon Intergovernmental Council</li> <li>• Adjacent jurisdictional emergency service agencies</li> <li>• Oregon State Police</li> <li>• Oregon Office of Emergency Management</li> </ul>	<p>1. Conduct community preparedness exercises centered around significant dates or as supporting assets are available</p> <p>2. Promote 100% registry of cell phone users to subscribe to reverse 911 call services</p> <p>3. Encourage media to participate in information dissemination of natural hazard awareness and emergency preparedness information</p> <p>4. Actively participate in updating the Deschutes County Natural Hazards Mitigation Plan</p> <p>5. Fund and perform mitigation measures or seek funding to mitigate hazards identified in the updated Deschutes County NHMP.</p>	<p>☐</p>	<p>➔</p>	<p>✓</p>	

Timeline key: ☐ = Initiated ➔ = Ongoing ✓ = Completed

<b>Progress Updates:</b>		<ul style="list-style-type: none"> <li>• Deschutes County Natural Hazards Mitigation Plan (NHMP) update currently underway.</li> <li>• Sisters - Camp Sherman Fire District conducted a reverse 911 community test spring 2019. This event promoted registry of cell phones in the local network. 100 new numbers registered in 2019.</li> <li>• The Fire Districts need more volunteers! Consider getting involved today.</li> </ul>				
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## FOCUS AREA: CONNECTED SISTERS

<b>CONNECTED STRATEGY 1</b> <b>Small Town Atmosphere</b>		<b>Promote the small-town atmosphere and friendly vibe of Sisters Country as the city and region grow, increasing outreach and opportunities for face-to-face contacts, neighbor-to-neighbor cooperation, and visitors-to-locals connections and commerce.</b>				
<b>ACTION NUMBER &amp; TITLE &amp; TEXT</b>	<b>SUGGESTED LEAD PARTNER(S) &amp; POTENTIAL SUPPORTING PARTNER(S)</b>	<b>MILESTONES IN ACHIEVING THE ACTION</b>	<b>IMPLEMENTATION TIMELINE</b>			
			<i>Less Than 1 Yr.</i>	<i>1 – 2 Yrs.</i>	<i>3 -5 Yrs.</i>	<i>5+ Yrs.</i>
<b>Connected 1.1 Values-Based Marketing Campaign</b>  Identify and promote shared small-town values and develop and implement a collaborative marketing campaign.	<b>Suggested Lead Partner(s):</b> <ul style="list-style-type: none"> <li>• City of Sisters</li> </ul> <b>Potential Supporting Partner(s):</b> <ul style="list-style-type: none"> <li>• Three Sisters Historical Society</li> <li>• Citizens4Community</li> <li>• Chamber of Commerce</li> </ul>	<ol style="list-style-type: none"> <li>1. Lead partner signed on to the effort.</li> <li>2. Task force created for this purpose.</li> <li>3. Marketing plan budget established.</li> <li>4. Marketing plan funding secured.</li> <li>5. Marketing plan completed and approved.</li> <li>6. Marketing plan implemented.</li> <li>7. Marketing plan results reviewed and plan modified where necessary.</li> </ol>		<input type="checkbox"/>	<input checked="" type="checkbox"/>	

Timeline key:  = Initiated   ➔ = Ongoing   ✓ = Completed

		8. Lessons learned documented and distributed.				
<b>Progress Updates:</b>						
<b>Connected 1.2 Strengthened Business Community Connections</b>  Develop and promote a shared value proposition among business owners, to educate and inspire community connection and cohesion.	<b>Suggested Lead Partner(s):</b> <ul style="list-style-type: none"> <li>• Sisters Chamber of Commerce</li> <li>• Sisters Art Association</li> </ul> <b>Potential Supporting Partner(s):</b> <ul style="list-style-type: none"> <li>• Economic Development for Central Oregon</li> <li>• Citizens4Community</li> </ul>	<ol style="list-style-type: none"> <li>1. Lead partner signed on to the effort.</li> <li>2. Task force created for this purpose.</li> <li>3. Business leaders informed of the effort and inputs requested.</li> <li>4. Business leader input reviewed.</li> <li>5. Plan developed to strengthen community connections.</li> <li>6. Meeting held with business leaders to go over plan and solicit comments.</li> <li>7. Business leader comments incorporated in plan.</li> <li>8. Community connection plan implemented.</li> <li>9. Community connection plan results reviewed and plan modified where necessary.</li> <li>10. Lessons learned documented and distributed.</li> </ol>		☐	✓	
<b>Progress Updates:</b>						
<b>Connected 1.3 New Celebrations</b>  Develop new community events and celebrations, such as the Sisters Feast Series, focused on residents first. Provide childcare, transportation for seniors, and other amenities to make these events accessible to all residents.	<b>Suggested Lead Partner(s):</b> <ul style="list-style-type: none"> <li>• Sisters Park &amp; Recreation District</li> <li>• City of Sisters</li> </ul> <b>Potential Supporting Partner(s):</b> <ul style="list-style-type: none"> <li>• Citizens4Community</li> <li>• Age-Friendly Sisters Country</li> <li>• Sisters Quilt Show</li> <li>• Sisters Folk Festival</li> <li>• Sisters Art Association</li> <li>• Sisters Fire District</li> <li>• Sheriff's Department</li> </ul>	<ol style="list-style-type: none"> <li>1. Lead partner signed on to the effort.</li> <li>2. Task force created for this purpose.</li> <li>3. Plan for new community events established.</li> <li>4. Slate of events for 2019/2020 prepared.</li> <li>5. Financial sponsors for the events secured.</li> <li>6. Organizations to staff the events secured.</li> <li>7. Detailed plan for each event prepared.</li> <li>8. Events held based on the plan.</li> <li>9. Results reviewed and event schedule/format modified as necessary.</li> <li>10. Lessons learned documented and distributed.</li> <li>11. Steps 3-9 repeated for subsequent years.</li> </ol>		☐	✓	

Timeline key: ☐ = Initiated → = Ongoing ✓ = Completed

<b>Progress Updates:</b>						
<p><b>Connected 1.4 Community Hub Activities</b></p> <p>Utilize community "hubs" where residents gather, such as the post office, Ray's and Bi-mart special Tuesdays, to create plaza environments with live music, workshops, and activities for kids. Build or expand on hardscape design in these areas to create more welcoming spaces for residents to spend time together.</p>	<p><b>Suggested Lead Partner(s):</b></p> <ul style="list-style-type: none"> <li>• "Hub" Business Owners</li> <li>• Chamber of Commerce</li> <li>• City of Sisters</li> </ul> <p><b>Potential Supporting Partner(s):</b></p> <ul style="list-style-type: none"> <li>• Age-Friendly Sisters Country</li> <li>• Citizens4Community</li> <li>• Sisters Park &amp; Recreation District</li> <li>• Fire District</li> <li>• Sisters Art Association</li> <li>• Sheriff's Department</li> </ul>	<ol style="list-style-type: none"> <li>1. Lead partner signed on to the effort.</li> <li>2. Task force created for this purpose.</li> <li>3. Review of current resources completed.</li> <li>4. Plan for community hubs prepared.</li> <li>5. Meeting with business leaders held to go over plan and solicit comments.</li> <li>6. Business leader comments incorporated in plan.</li> <li>7. Community hub activities plan implemented.</li> <li>8. Community hub activities plan results reviewed and plan modified where necessary.</li> <li>9. Lessons learned documented and distributed.</li> </ol> <p><b>**Note: "Softscape" events can start in 1-2 years, by coordinating with the business owners and Chamber. Hardscape changes will require city involvement and will take longer to enact.</b></p>			☐	✓
<b>Progress Updates:</b>						

Timeline key: ☐ = Initiated → = Ongoing ✓ = Completed

<p align="center"><b>CONNECTED STRATEGY 2</b>  <b>Innovation &amp; Distinctive Programming in Schools</b></p>	<p align="center"><b>Support the innovative curriculum, distinctive programming, community-based initiatives, and year-round use of existing Sisters School District facilities, bolstering the district as the "hub of the community" and connecting its students to the community and beyond.</b></p>					
<p align="center"><b>ACTION NUMBER &amp; TITLE &amp; TEXT</b></p>	<p align="center"><b>SUGGESTED LEAD PARTNER(S) &amp; POTENTIAL SUPPORTING PARTNER(S)</b></p>	<p align="center"><b>MILESTONES IN ACHIEVING THE ACTION</b></p>	<p align="center"><b>IMPLEMENTATION TIMELINE</b></p>			
			<p align="center"><i>Less Than 1 Yr.</i></p>	<p align="center"><i>1 – 2 Yrs.</i></p>	<p align="center"><i>3 -5 Yrs.</i></p>	<p align="center"><i>5+ Yrs.</i></p>
<p><b>Connected 2.1 Schools Marketing Campaign</b></p> <p>Inspire and recruit new students by marketing existing innovation and excellence in the Sisters school district – distinctive class offerings, place-based learning opportunities, an excellent community support system, and exceptionally strong science and arts programs. Improve marketing efforts as a way to boost enrollment.</p>	<p><b>Suggested Lead Partner(s):</b></p> <ul style="list-style-type: none"> <li>• Sisters School District/School Board</li> </ul> <p><b>Potential Supporting Partner(s):</b></p> <ul style="list-style-type: none"> <li>• Sisters Schools Foundation</li> <li>• Roundhouse Foundation</li> <li>• Sisters GROW</li> <li>• Sisters ASPIRE</li> <li>• Local Realtors</li> <li>• Parent/Teacher/Students Associations</li> </ul>	<ol style="list-style-type: none"> <li>1. Lead partner signed on to the effort.</li> <li>2. Task force created for this purpose.</li> <li>3. Proposals requested from marketing firms for marketing the Sisters School System.</li> <li>4. Proposals reviewed and marketing firm candidates reviewed.</li> <li>5. Marketing firm selected.</li> <li>6. Funding solicited and secured for the marketing effort.</li> <li>7. Marketing effort launched.</li> <li>8. Initial results reviewed and marketing plan modified as warranted.</li> <li>9. Lessons learned documented and distributed.</li> </ol> <p><b>**Note:</b> SSD will be starting an internal marketing campaign following their strategic plan update in the 2018-2019 school year. Any campaign involving a marketing consultant would happen in the 2019-2020 school year or beyond.</p>	<p align="center">☐</p>	<p align="center">✓</p>		

Timeline key: ☐ = Initiated → = Ongoing ✓ = Completed

Progress Updates:						
<p><b>Connected 2.2 New School Partners and Leaders</b></p> <p>Create an attractive, easy-to-use online platform where community members can suggest innovative new curriculum ideas, easily sign up to volunteer, or make the school district aware of their skills and experience.</p>	<p><b>Suggested Lead Partner(s):</b></p> <ul style="list-style-type: none"> <li>• Sisters School District/School Board</li> </ul> <p><b>Potential Supporting Partner(s):</b></p> <ul style="list-style-type: none"> <li>• Stanford Design School – “School Retool” Program</li> <li>• OSU-Cascades Computer Science graduate students</li> <li>• Better Together</li> <li>• Proposed Sisters Foundation</li> <li>• Academic Partners (COCC, OSU, PSU)</li> </ul>	<ol style="list-style-type: none"> <li>1. Lead partner signed on to the effort.</li> <li>2. Task force created for online platform.</li> <li>3. Online platform detailed goals established.</li> <li>4. Funding secured for online platform design and management.</li> <li>5. Online platform designed and approved.</li> <li>6. Online platform concept publicized.</li> <li>7. Online platform launched.</li> <li>8. Initial results reviewed and online platform modified as necessary.</li> <li>9. Lessons learned documented and distributed.</li> </ol> <p><b>**Note:</b> Select SSD staff will be participating in the Stanford Design School program in 2019-2020 school year. They will kick start this process.</p>		☐	✓	
<p><b>Connected 2.3 Community HR Database</b></p> <p>Utilize the online platform for the additional purpose of serving as a community human resource database to serve a) students and b) community organizations looking for specialized assistance.</p>	<p><b>Suggested Lead Partner(s):</b></p> <ul style="list-style-type: none"> <li>• TBD</li> </ul> <p><b>Potential Supporting Partner(s):</b></p> <ul style="list-style-type: none"> <li>• Sisters School District</li> <li>• Sisters Science Club</li> <li>• Americana Project</li> <li>• Proposed Sisters Foundation</li> <li>• Better Together</li> </ul>	<ol style="list-style-type: none"> <li>1. Lead partner signed on to the effort.</li> <li>2. Task force created for this purpose.</li> <li>3. Community HR database detailed goals established.</li> <li>4. Funding secured for design and management of online platform.</li> <li>5. Enhanced online platform design addressing community HR database detailed goals completed and approved.</li> <li>6. Enhanced online platform concept publicized.</li> <li>7. Enhanced online platform launched.</li> <li>8. Initial results reviewed and enhanced online platform modified where necessary.</li> <li>9. Lessons learned documented and distributed.</li> </ol>		☐	→	
Progress Updates:						

Timeline key: ☐ = Initiated → = Ongoing ✓ = Completed



<p><b>Connected 2.4 Annual School Pitch Event</b></p> <p>Invite community members to participate in an annual School Pitch Night event, where new program ideas are presented, publicly vetted, and potentially crowdfunded.</p>	<p><b>Suggested Lead Partner(s):</b></p> <ul style="list-style-type: none"> <li>• Sisters School District</li> </ul> <p><b>Potential Supporting Partner(s):</b></p> <ul style="list-style-type: none"> <li>• Sisters Science Club</li> <li>• Sisters Schools Foundation</li> <li>• Proposed Sisters Foundation</li> </ul>	<ol style="list-style-type: none"> <li>1. Task force created for pitch night.</li> <li>2. Pitch night concept detailed goals established.</li> <li>3. Pitch night format (idea presentation, funding presentation (i.e., funds offered &amp; remaining funding needed), duration of event, judging, etc.) finalized.</li> <li>4. Pitch night setting (date and location) finalized.</li> <li>5. Pitch night publicized.</li> <li>6. Pitch night completed.</li> <li>7. Pitch night format reviewed and modified where necessary.</li> <li>8. Sisters School Board completes its review and decides which, if any, pitched ideas are worth pursuing at present time.</li> <li>9. Sisters School Board completes plan for implementing selected idea(s), including financing plan (including, where appropriate, crowdfunding) if additional funding is needed.</li> <li>10. Lessons learned documented and distributed.</li> <li>11. Steps 8-16 repeated bi-annually.</li> </ol>			✓	
<b>Progress Updates:</b>						
<p><b>Connected 2.5 Crowdfunding for New Programs</b></p> <p>Ask community members to help fund new programs through a crowdfunding platform or individual campaign. Work with Oregon's Kitchen Table to build an effective crowdfunding strategy for Sisters Country.</p>	<p><b>Suggested Lead Partner(s):</b></p> <ul style="list-style-type: none"> <li>• Sisters School District</li> </ul> <p><b>Potential Supporting Partner(s):</b></p> <ul style="list-style-type: none"> <li>• Oregon's Kitchen Table</li> <li>• Roundhouse Foundation</li> <li>• The Ford Family Foundation</li> <li>• Sisters Nugget</li> <li>• Proposed Sisters Foundation</li> </ul>	<ol style="list-style-type: none"> <li>1. Lead partner signed on to the effort.</li> <li>2. Task force created for this purpose.</li> <li>3. An effective crowdfunding strategy to assist in the funding of new programs is developed.</li> <li>4. Crowdfunding strategy is shared as appropriate with other organizations in Sisters Country.</li> <li>5. Crowdfunding strategy is utilized as need arises.</li> <li>6. Crowdfunding strategy results are reviewed and strategy is modified where required.</li> <li>7. Lessons learned documented and distributed.</li> </ol>		□	✓	

Timeline key: □ = Initiated → = Ongoing ✓ = Completed

		<p>**Note: There are multiple capital campaigns starting in the next 1-2 years: Sisters Folk Festival and Habitat for Humanity. The community might be stretched for funds during this time period. This type of crowdfunding might need to be pushed out in light of this.</p>				
<b>Progress Updates:</b>						

Timeline key: □ = Initiated → = Ongoing ✓ = Completed

<p align="center"><b>CONNECTED STRATEGY 3</b> <b>Multi-Purpose Community Center</b></p>	<p align="center"><b>Plan, finance and develop a multi-purpose community center in Sisters, featuring year-round programming and opportunities for community members of all ages and abilities to gather and connect, take part in healthy recreation and exercise, and participate in classes, arts, lectures, and community events.</b></p>					
<p align="center"><b>ACTION NUMBER &amp; TITLE &amp; TEXT</b></p>	<p align="center"><b>SUGGESTED LEAD PARTNER(S) &amp; POTENTIAL SUPPORTING PARTNER(S)</b></p>	<p align="center"><b>MILESTONES IN ACHIEVING THE ACTION</b></p>	<p align="center"><b>IMPLEMENTATION TIMELINE</b></p>			
			<p align="center"><i>Less Than 1 Yr.</i></p>	<p align="center"><i>1 – 2 Yrs.</i></p>	<p align="center"><i>3 -5 Yrs.</i></p>	<p align="center"><i>5+ Yrs.</i></p>
<p><b>Connected 3.1 Existing Elementary School Conversion</b></p> <p>Plan and construct a new elementary school on the Sisters School District main campus, and re-purpose a portion of the existing elementary school facility to serve as a multi-purpose community center. Promote this strategy early to secure support for the proposed SSD bond measure.</p>	<p><b>Suggested Lead Partner(s):</b></p> <ul style="list-style-type: none"> <li>• Sisters School District</li> <li>• Sisters Park &amp; Recreation District</li> </ul> <p><b>Potential Supporting Partner(s):</b></p> <ul style="list-style-type: none"> <li>• Sisters Schools Foundation</li> <li>• City of Sisters</li> <li>• Citizens4Community</li> <li>• Sisters Nugget</li> <li>• Age Friendly Sisters Country</li> <li>• Proposed Sisters Foundation</li> <li>• US Department of Agriculture RD</li> <li>• The Ford Family Foundation</li> </ul>	<ol style="list-style-type: none"> <li>1. Lead partner signed on to the effort.</li> <li>2. Task force created for this purpose.</li> <li>3. Completion of public outreach to clarify and quantify the various facets of the need for the community center.</li> <li>4. Completion of compilation and prioritization of the different components of the community’s need for the center.</li> <li>5. Completion of a suitability study covering a conversion of the existing elementary school facility into a community center.</li> <li>6. Completion of a study to compare alternatives for locating a community center.</li> <li>7. Completion of a study to assess alternative uses for the existing elementary school facility.</li> <li>8. Completion of a study to determine the best location of the community center, given the facts obtained from the previous studies.</li> </ol>			<p align="center">☐</p>	<p align="center">✓</p>

Timeline key: ☐ = Initiated → = Ongoing ✓ = Completed

		<p>9. Utilization of results of all aforementioned studies, as appropriate, in the marketing of any future SSD bond measure for the construction of a new elementary school.</p> <p>10. Lessons learned documented and distributed.</p> <p><b>**Note:</b> While the bond measure is at least 5 years out, we could start promoting this strategy in 3-5 years to build a groundswell of support.</p>				
<b>Progress Updates:</b>						
<p><b>Connected 3.2 Community Center Task Force</b></p> <p>Appoint a collaborative task force of diverse stakeholders to determine the best fit to own and operate the multi-purpose community center. The task force will help set operational goals, monitor the owner/operator, and help secure funding.</p>	<p><b>Suggested Lead Partner(s):</b></p> <ul style="list-style-type: none"> <li>• Central Oregon Intergovernmental Council OR</li> <li>• PAC (not yet formed)</li> </ul> <p><b>Potential Supporting Partner(s):</b></p> <ul style="list-style-type: none"> <li>• Sisters School District</li> <li>• Sisters Park &amp; Recreation District</li> <li>• Citizens4Community</li> <li>• Sisters Schools Foundation</li> <li>• City of Sisters/City Council</li> <li>• Age Friendly Sisters Country</li> <li>• Proposed Sisters Foundation</li> </ul>	<ol style="list-style-type: none"> <li>1. Lead partner signed on to the effort.</li> <li>2. Task force created (note: could initially be same task force created in Action 3.1).</li> <li>3. Criteria established covering the qualities needed for the owner and the operator of the community center.</li> <li>4. Owner and operator are selected based on the criteria established.</li> <li>5. Operational goals are established.</li> <li>6. Organization selected for the monitoring of the owner and the operator.</li> <li>7. Operational funding is stream is identified.</li> <li>8. Community Center is opened for the community's use.</li> <li>9. Lessons learned documented and distributed.</li> </ol> <p><b>**Note:</b> We need to revisit outcome and timelines for this action as compared to 3.1</p>		☐ →	✓	
<b>Progress Updates:</b>						
<p><b>Connected 3.3 New Funding for Sisters Park &amp; Recreation District</b></p>	<p><b>Suggested Lead Partner(s):</b></p> <ul style="list-style-type: none"> <li>• Sisters Parks &amp; Recreation District Board of Directors</li> </ul>	<ol style="list-style-type: none"> <li>1. Lead partner signed on to the effort.</li> <li>2. Task force created for this purpose.</li> </ol>		☐ ✓		

Timeline key: ☐ = Initiated → = Ongoing ✓ = Completed

<p>Help the Sisters Park &amp; Recreation District secure additional funding to raise salaries, attract and/or retain talented staff and board leadership, and support internal organizational development, with the goal of SPRD taking on operations of the community center facility.</p>	<p><b>Potential Supporting Partner(s):</b></p> <ul style="list-style-type: none"> <li>• Sisters Schools Foundation</li> <li>• Rotary Club, Kiwanis and/or other service organizations</li> <li>• Central Oregon Intergovernmental Council</li> <li>• SOAR Foundation (see note)</li> </ul>	<ol style="list-style-type: none"> <li>3. Completion of a study to determine additional SPRD funding requirements.</li> <li>4. Completion of a study to determine funding options.</li> <li>5. Selection of best funding option completed.</li> <li>6. Launch of funding option.</li> <li>7. Funding secured.</li> <li>8. Funding utilized to address needs as determined in study mentioned in Milestone No. 3 above.</li> <li>9. SPRD takes on operations of the community center.</li> <li>10. Lessons learned documented and distributed.</li> </ol> <p>**Note: The SOAR Foundation is currently dormant and would need to be reactivated.</p>				
<p><b>Progress Updates:</b></p>		<ul style="list-style-type: none"> <li>• Under the direction of the interim Director, SPRD launched “Operation Shipshape” and completed a lot of work to stabilize their organizational structure, raise salaries and invest in long-term staff retention.</li> <li>• SPRD has hired a new Executive Director, coming on board August 2019.</li> </ul>				

Timeline key: □ = Initiated → = Ongoing ✓ = Completed

CONNECTED STRATEGY 4 Diversity & Inclusion		Bring Sisters Country's less frequently heard voices into a more diverse, welcoming and inclusive community conversation, fostering greater tolerance in the community helping newcomers as well as long-time residents to feel valued and supported.				
ACTION NUMBER & TITLE & TEXT	SUGGESTED LEAD PARTNER(S) & POTENTIAL SUPPORTING PARTNER(S)	MILESTONES IN ACHIEVING THE ACTION	IMPLEMENTATION TIMELINE			
			Less Than 1 Yr.	1 – 2 Yrs.	3 – 5 Yrs.	5+ Yrs.
<p><b>Connected 4.1 Community Demographics Assessment</b></p> <p>Utilize existing organizations and available data sources to develop a more accurate assessment of existing community demographics. Work with identified communities to collaboratively design new cultural learning opportunities, answering questions such as: How do we communicate more effectively? What dates, historical figures, religious symbols, etc., are culturally significant in this community? How can we celebrate these together?</p>	<p><b>Suggested Lead Partner(s):</b></p> <ul style="list-style-type: none"> <li>• City of Sisters</li> <li>• Central Oregon Intergovernmental Council</li> <li>• Citizens4Community</li> </ul> <p><b>Potential Supporting Partner(s):</b></p> <ul style="list-style-type: none"> <li>• Family Access Network</li> <li>• Deschutes County Library, Sisters branch</li> <li>• Age Friendly Sisters Country</li> <li>• Three Sisters Historical Society</li> <li>• Faith-based community</li> <li>• Latino Community Association</li> <li>• Homeless Leadership Coalition</li> <li>• Winter Shelter Project (Lois Caplan)</li> <li>• Kiwanis</li> <li>• Sisters Juntos Program</li> <li>• Habitat for Humanity</li> </ul>	<ol style="list-style-type: none"> <li>1. Lead partner signed on to the effort.</li> <li>2. Task force created for this purpose.</li> <li>3. More accurate assessment of existing community demographics created.</li> <li>4. Determination of communities to collaborate with completed.</li> <li>5. Determination of items of cultural significance for each community completed.</li> <li>6. Completion of design of new cultural learning opportunities for each of the communities identified in Milestone No. 4 above.</li> <li>7. Lessons learned documented and distributed.</li> </ol> <p><b>**Note:</b> The City and COIC will take the lead on data collection. C4C will lead outreach to identified communities.</p>			✓	

Timeline key: □ = Initiated → = Ongoing ✓ = Completed

Progress Updates:						
<p><b>Connected 4.2 Barriers to Diversity</b></p> <p>Identify and develop an action plan to address existing barriers — such as cost of living, accessibility and language — to enable minority populations and other priority groups to thrive.</p>	<p><b>Suggested Lead Partner(s):</b></p> <ul style="list-style-type: none"> <li>• Age Friendly Sisters Country</li> <li>• Citizens4Community</li> </ul> <p><b>Potential Supporting Partner(s):</b></p> <ul style="list-style-type: none"> <li>• City of Sisters</li> <li>• Central Oregon Intergovernmental Council</li> <li>• All groups supporting minority and other priority populations (see 4.1)</li> </ul>	<ol style="list-style-type: none"> <li>1. Lead partner signed on to the effort.</li> <li>2. Task force created for this purpose.</li> <li>3. Completion of a study to determine the targeted populations to most effectively support.</li> <li>4. Completion of a study to determine existing barriers to the targeted populations.</li> <li>5. Completion of a plan to prioritize specific barriers to be addressed and actions needed to remove or reduce those barriers.</li> <li>6. Commencement of work on plan to remove or reduce identified barriers to diversity.</li> <li>7. Results reviewed and plan modified where necessary.</li> <li>8. Completion of work on plan to remove or reduce identified barriers to diversity.</li> <li>9. Lessons learned documented and distributed</li> </ol> <p>**Some or many of the identified barriers may be addressed by other strategies in this action plan.</p>		□	➔	✓
<p><b>Progress Updates:</b></p>		<ul style="list-style-type: none"> <li>• C4C is taking a lead with more targeted community meetings in 2019/20. Working closely with the local Latinx Community to identify existing barriers.</li> <li>• C4C will not put on a 2019 Fiesta. Instead, they are sponsoring a series of training events that aims to bring new leadership, facilitation, and funding resources to the Latinx Community of Sisters. More info at <a href="http://citizens4community.com/">http://citizens4community.com/</a></li> </ul>				
<p><b>Connected 4.3 Mental Health Support Systems</b></p>	<p><b>Suggested Lead Partner(s):</b></p> <ul style="list-style-type: none"> <li>• Age Friendly Sisters Country</li> </ul>	<ol style="list-style-type: none"> <li>1. Lead partner signed on to the effort.</li> </ol>				

Timeline key: □ = Initiated ➔ = Ongoing ✓ = Completed

<p>Build hope for struggling members of our community by identifying existing services and strengthening partnerships to connect residents with services.</p>	<ul style="list-style-type: none"> <li>• Sisters School District</li> <li>• Family Access Network</li> </ul> <p><b>Potential Supporting Partner(s):</b></p> <ul style="list-style-type: none"> <li>• Sheriff's Department</li> <li>• Fire District</li> <li>• Deschutes County Behavioral Health</li> <li>• Sisters Library</li> <li>• Central Oregon Health Council</li> <li>• St. Charles Health System</li> <li>• Homeless Leadership Coalition</li> <li>• Deschutes County Library, Sisters</li> </ul>	<ol style="list-style-type: none"> <li>2. Task force created for this purpose.</li> <li>3. Completion of a study to determine the community members with mental health support system issues and the nature of those issues.</li> <li>4. Completion of a plan on how best to address the issues determined in the study mentioned in Milestone No. 3 above, including best use of existing community organizations and funding requirements and sources.</li> <li>5. Agreement reached with community organizations on their roles.</li> <li>6. Funding identified.</li> <li>7. Plan identified in Milestone No. 4 implemented.</li> <li>8. Funding secured.</li> <li>9. Results reviewed and plan modified where necessary.</li> <li>10. Lessons learned documented and distributed.</li> </ol> <p><b>**Note:</b> To reach both adult and youth populations, SSD and Age Friendly Sisters Country need to be co-leads.</p>	<p>□</p>	<p>➔</p>	<p>✓</p>	
<p><b>Progress Updates:</b></p>						

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<b>CONNECTED STRATEGY 5</b> <b>Leadership Training &amp; Development Emphasizing Youth</b>	<b>Develop a deeper pool of leadership through mentorship, education and training, opportunities for civic participation, and community involvement across the generational spectrum with a particular emphasis on youth and young adults.</b>						
ACTION NUMBER & TITLE & TEXT	SUGGESTED LEAD PARTNER(S) & POTENTIAL SUPPORTING PARTNER(S)	MILESTONES IN ACHIEVING THE ACTION	IMPLEMENTATION TIMELINE				
			Less Than 1 Yr.	1 – 2 Yrs.	3 -5 Yrs.	5+ Yrs.	
<b>Connected 5.1 Community-wide Leadership Training Model</b>  Research successful community-wide leadership training programs that have been implemented in other communities. Identify successful program elements and determine their relevance to Sisters Country. Select an existing model or develop a new model by adapting elements from other successful programs.	<b>Suggested Lead Partner(s):</b> <ul style="list-style-type: none"> <li>• Chamber of Commerce</li> </ul> <b>Potential Supporting Partner(s):</b> <ul style="list-style-type: none"> <li>• Citizens4Community</li> <li>• Non-profit Association of Oregon</li> <li>• Central Oregon Intergovernmental Council</li> <li>• The Ford Family Foundation</li> <li>• City of Sisters</li> <li>• Deschutes County</li> <li>• Deschutes County Library, Sisters</li> <li>• Academic partners (COCC, OSU, PSU)</li> <li>• Proposed Sisters Foundation</li> </ul>	<ol style="list-style-type: none"> <li>1. Lead partner signed on to the effort.</li> <li>2. Task force created for this purpose.</li> <li>3. Identification of previously implemented community-wide leadership programs completed.</li> <li>4. Review of leadership training programs previously identified is completed.</li> <li>5. Identification of successful leadership program elements is completed.</li> <li>6. Determination of relevance to Sisters Country of elements identified in milestone No. 5 complete.</li> <li>7. Leadership training model selected or developed from information gathered in Milestone Nos. 3-6 above.</li> <li>8. Program funding secured.</li> <li>9. Program management secured.</li> <li>10. Leadership training program commenced.</li> </ol>		□	✓		

Timeline key: □ = Initiated → = Ongoing ✓ = Completed

		11. Results reviewed and program modified where necessary. 12. Lessons learned documented and distributed.				
<b>Progress Updates:</b>						
<b>Connected 5.2 Existing Leadership Barriers</b>  Identify and address existing barriers that deter people from pursuing leadership opportunities, especially among populations currently under-represented in community leadership. Barriers include: scheduling designed for working adults, students, or parents; free or low-cost childcare options; transportation to/from meetings; translation or language support services.	<b>Suggested Lead Partner(s):</b> <ul style="list-style-type: none"> <li>• Chamber of Commerce</li> <li>• Economic Development for Central Oregon</li> </ul> <b>Potential Supporting Partner(s):</b> <ul style="list-style-type: none"> <li>• Non-profit Association of Oregon</li> <li>• Citizens4Community</li> <li>• The Ford Family Foundation</li> <li>• City of Sisters</li> <li>• Sisters Library</li> <li>• Age Friendly Sisters Country</li> <li>• Sisters Juntos</li> <li>• Sisters School District</li> <li>• Central Oregon Community College</li> <li>• OSU-Cascades</li> <li>• Proposed Sisters Foundation</li> <li>• Family Access Network</li> <li>• Deschutes County Library</li> <li>• Academic Partners (COCC, OSU, PSU)</li> <li>• Central Oregon Intergovernmental Council</li> </ul>	1. Lead partner signed on to the effort. 2. Task force created for this purpose. 3. Completion of a study to determine the current under-represented populations. 4. Completion of a study to identify the existing barriers to the targeted populations. 5. Completion of a plan to prioritize specific barriers to be addressed and actions needed to remove or reduce those barriers. 6. Commencement of work on plan to remove or reduce identified barriers. 7. Results reviewed and plan modified where necessary. 8. Completion of work on plan to remove or reduce identified barriers. 9. Lessons learned documented and distributed.		□	➔	✓
<b>Progress Updates:</b>						
<b>Connected 5.3 Mentorship Program</b>	<b>Suggested Lead Partner(s):</b> <ul style="list-style-type: none"> <li>• Chamber of Commerce</li> </ul> <b>Potential Supporting Partner(s):</b>	1. Lead partner signed on to the effort. 2. Task force created for this purpose.			□	✓

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<p>Develop a mentorship program to pair existing community leaders with new and emerging leaders, providing skills training, opportunities for civic engagement, and personal coaching to help new leaders develop confidence, competency, and visibility. The program is open to all, but with an emphasis on recruiting youth, young adults and diverse populations.</p>	<ul style="list-style-type: none"> <li>• Sisters School District</li> <li>• Sisters ASPIRE</li> <li>• Economic Development for Central Oregon</li> <li>• Proposed Sisters Foundation</li> </ul>	<ol style="list-style-type: none"> <li>3. Details and mechanics of mentorship program defined, including how it will be publicized.</li> <li>4. Database of existing and willing mentors created and maintained.</li> <li>5. Mentorship program publicized.</li> <li>6. List of emerging leaders established and maintained.</li> <li>7. Mentorship program commenced.</li> <li>8. Results reviewed and program modified where necessary.</li> <li>9. Lessons learned documented and distributed.</li> </ol>				
<b>Progress Updates:</b>						
<p><b>Connected 5.4 Key Community Leadership Partners</b></p> <p>Recruit key partners from the business, education, non-profit, and government sectors to participate in, champion, and spread the word about leadership training and mentorship programs.</p>	<p><b>Suggested Lead Partner(s):</b></p> <ul style="list-style-type: none"> <li>• Chamber of Commerce</li> <li>• Economic Development for Central Oregon</li> </ul> <p><b>Potential Supporting Partner(s):</b></p> <ul style="list-style-type: none"> <li>• City of Sisters</li> <li>• Sisters School District</li> <li>• Citizens4Community</li> <li>• Proposed Sisters Foundation</li> </ul>	<ol style="list-style-type: none"> <li>1. Lead partner signed on to the effort.</li> <li>2. Task force created for this purpose.</li> <li>3. Potential key leadership training program partners identified.</li> <li>4. Potential key mentorship program partners identified.</li> <li>5. Key leadership training program partners recruited.</li> <li>6. Key mentorship program partners recruited.</li> <li>7. Key leadership training program partners commence efforts.</li> <li>8. Key mentorship program partners commence efforts.</li> <li>9. Results reviewed and partner staffing modified where necessary.</li> <li>10. Lessons learned documented and distributed.</li> </ol>			□	✓
<b>Progress Updates:</b>						

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<p><b>Connected 5.5 Sisters Foundation</b></p> <p>Facilitate community conversations to define the unique role of a local organization in Sisters Country that could take on tasks such as providing leadership training (Connected Sisters Actions 5.1-5.5) and creating/enhancing a local skills database for the benefit of the community (Connected Sisters Action 2.3)</p> <p>Determine if a local foundation-in-forming (Sisters Community Foundation) would be a good fit in this role.</p>	<p><b>Suggested Lead Partner(s):</b></p> <ul style="list-style-type: none"> <li>• Citizens4Community</li> </ul> <p><b>Potential Supporting Partner(s):</b></p> <ul style="list-style-type: none"> <li>• Chamber of Commerce</li> <li>• City of Sisters</li> <li>• Non-profit leaders</li> <li>• Proposed Sisters Foundation</li> </ul>	<ol style="list-style-type: none"> <li>1. Lead partners signed on to the effort.</li> <li>2. Task force created for this purpose.</li> <li>3. Community conversations facilitated by C4C, with a focus on engaging local non-profit and organizational leaders.</li> <li>4. Discussions held between C4C and Sisters Community Foundation (SCF) to determine whether SCF would agree to take on the role of the Sisters Country Foundation.</li> <li>5. If it is decided SCF will take on the role of Sisters Country Foundation, additional Board members for SCF recruited and signed up.</li> <li>6. SCF ends hiatus and resumes work.</li> <li>7. Lessons learned documented and distributed.</li> </ol>	<p>□</p>	<p>✓</p>		
<p><b>Progress Updates:</b></p>		<ul style="list-style-type: none"> <li>• Much of the planning work has already been done for a potential future foundation. However, no legal entity exists right now. Next steps: recruit interested board members, begin conversations with local organizations.</li> </ul>				

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