



SISTERS VISION IMPLEMENTATION TEAM

ANNUAL VISION PROGRESS UPDATE
JULY 2019 – JULY 2020

Welcome to the 2019/20 Sisters Vision Implementation Team’s Annual Progress Update. This document was created at the end of the VIT’s first year and offers a summary of the progress on the Sisters Country Vision from July 2019 to July 2020.

The Sisters Country Vision and Action Plan was a collaborative community process that began in 2017 and concluded in 2018. The Sisters Country Vision Action Plan was adopted by Sisters City Council and other key partners in early 2019. The Vision Implementation Team was formed in July 2019.

Action Items are color-coded as shown in the table key below:

Blue Background	Vision Strategy, as seen in the 2018 Vision Action Plan
Yellow Background	Action item/activity included in the original Vision Action Plan, which has seen progress in the past year
Red Text	Action item/activity included in the Vision Action Plan, that has seen no work completed in the past year, or the team has decided not to pursue (for now)
Green Background	New action item/activity not included in the original Vision Action Plan, which one or more partners decided to take on in service to the Vision Strategy and is currently in progress
Purple Background	Action item/activity that has been completed!

FOCUS AREA: PROSPEROUS SISTERS

<p>PROSPEROUS STRATEGY 1 Four-Season Tourist & Visitor Destination</p>	<p>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.</p> <p><i>VIT Strategy Lead(s): Sisters Area Chamber of Commerce</i></p>	
<p>What was done?</p>	<p>Who participated?</p>	<p>When did the work happen?</p>
<p><i>Action item title + short, 1-2 sentence description</i></p>	<p><i>Bulleated list of any organization, agency or other legal entity who has contributed in the past year</i></p>	<p><i>Date range for each action item + date completed (if applicable)</i></p>
<p>1. New Shoulder Season Events: Sisters Festival of Books Paulina Springs Bookstore hosted, and the Sisters Area Chamber of Commerce provided sponsorship for a shoulder-season event - Sisters Festival of Books. The event drew 500 participants in year 1.</p>	<ul style="list-style-type: none"> ● Paulina Springs Bookstore ● Sisters Area Chamber of Commerce ● Other Sponsors 	<p>Work started: May 2019</p> <p>Work completed: October 2019</p>
<p>2. Establish Sisters Events Committee & Coordinator The Chamber and the City are meeting to determine if a Sisters Events Committee is feasible, and how to potentially fund a coordinator position. The Chamber and City are creating a committee to write a tourism and an economic engine strategic plan.</p>	<ul style="list-style-type: none"> ● Sisters Area Chamber of Commerce ● The City of Sisters 	<p>Work started: October 2019</p> <p>Work completed: Ongoing</p>

<p>3. Winter Festival The Chamber researched the viability of hosting a winter festival and determined it is not viable at this time, while the Event Center project is on hold. To host a winter festival will require an indoor events center with a larger capacity than currently available in Sisters Country. Will work with Bend WinterFest marketing arm to increase the off-season drive market during the Bend Winterfest.</p>	<ul style="list-style-type: none"> • Sisters Area Chamber of Commerce 	<p>Work started: Research started Fall 2019.</p> <p>Work completed: Decided not to pursue at this time.</p>
<p>4. Permanent Multi-use Events Center Given progress on a multi-use community center, no work has been done to develop a secondary events center at this time. Stakeholders are ready to engage if an opportunity arises.</p>	<ul style="list-style-type: none"> • N/A 	<p>Work started: on hold to focus on the community center for now.</p> <p>Work completed: N/A</p>
<p>5. Ice Rink & Fly Fishing Pond No work started to date.</p>	<ul style="list-style-type: none"> • N/A 	<p>Work started: not started yet.</p> <p>Work completed: N/A</p>
<p>6. Regional Events Partnerships No work started to date.</p>	<ul style="list-style-type: none"> • N/A 	<p>Work started: not yet started.</p> <p>Work completed: N/A</p>
<p>7. Shoulder Season and Winter Events The Chamber and City of Sisters collaborated to continue hosting popular annual events, including:</p>	<ul style="list-style-type: none"> • Sisters Area Chamber of Commerce • City of Sisters 	<p>Work started: Jan 2019</p> <p>Work completed: Dec 2019</p>

- Christmas Tree Lighting Ceremony (500 attendees)
- Christmas Parade (1,500 attendees)
- Community Visit with Santa (200 attendees)

**The Sisters Chamber Shoulder
Season and Winter Events**

- Sisters Harvest Fair (10,000 attendees)
- Business Awards Ceremony (250 business owners and community attendees)
- Sisters Chamber Shoulder/Winter Season marketing campaigns. Market winter and shoulder events and activities hosted by non-profit and private sector businesses, such as: Folk Festival, Hoodo, Suttle Lake and others.

<p align="center">PROSPEROUS STRATEGY 2 Oregon's Artisanal Capital</p>	<p>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.</p> <p>VIT Strategy Lead(s): Sisters Area Chamber of Commerce & EDCO</p>	
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<p>1. Public Art Installations Sisters Arts Association worked with the City of Sisters to identify sites for public art installations.</p>	<ul style="list-style-type: none"> ● Sisters Arts Association ● The City of Sisters 	<p>Work started: August 2018</p> <p>Work completed: 2021 (estimated)</p>
<p>2. Artisanal Capital Marketing Plan & Programming The Chamber is working to develop marketing materials for the Sisters Arts Starts Here campaign that will promote Sisters as an arts supportive community. The Chamber also promotes the Arts Association Friday ArtWalks through its online calendar and its social media platforms. Approximate attendees reach 300 people.</p>	<ul style="list-style-type: none"> ● Sisters Area Chamber of Commerce 	<p>Work started: Summer 2019</p> <p>Work completed: Ongoing</p>

<p>3. Support Arts-focused Organizations to Help Attract New Opportunities EDCO-Sisters leveraged relationships with arts-based organizations to attract new arts-based businesses and entrepreneurs to Sisters.</p>	<ul style="list-style-type: none"> ● EDCO-Sisters ● Sisters Folk Festival ● Sisters Roundhouse Foundation ● Sisters Arts Association 	<p>Work started: 2019 (<i>ongoing since 2013</i>)</p> <p>Work completed: Ongoing</p>
<p>4. 'Made in Sisters' Annual Festival EDCO organized a <i>Made in Sisters Tour and Luncheon</i> for members and stakeholders (annual event). Work to develop an annual "Made in Sisters" Festival has not yet started.</p>	<ul style="list-style-type: none"> ● Sisters Events Committee ● Sisters Country Businesses ● City of Sisters ● Sisters Chamber of Commerce ● Sisters Arts Association ● The Roundhouse Foundation ● EDCO-Sisters ● Central Oregon Builders Association ● Central Oregon Visitors Association ● 2-3 lead businesses likely to showcase their products, crafts, etc. at the festival 	<p>Work started: not yet started</p> <p>Work completed: N/A</p>
<p>5. Sisters Community Profile EDCO developed the annual Sisters Community Profile, which promotes Sisters as an authentic entrepreneurial community that strongly supports the arts, for business recruitment.</p>	<ul style="list-style-type: none"> ● EDCO 	<p>Work started: July 2019 (<i>ongoing since 2013</i>)</p> <p>Work completed: Ongoing</p>
<p>6. Oregon Visitors Guide EDCO contributed content and ads in the Nugget's Visitor's Guide that promotes Sisters as an arts-supportive community, for business recruitment.</p>	<ul style="list-style-type: none"> ● EDCO ● The Nugget ● The City of Sisters 	<p>Work started: March 2020</p> <p>Work completed: June 2020</p>

<p align="center">PROSPEROUS STRATEGY 3 Sisters Makers District</p>	<p align="center">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.</p> <p align="center">VIT Strategy Lead(s): City of Sisters & EDCO</p>	
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<p>1. Sisters Makers District Designation Partners worked together to determine the best geographic location and zone for a Makers District. The process to obtain official designation has not yet started.</p>	<ul style="list-style-type: none"> • City of Sisters • EDCO-Sisters • Business Community • Chamber 	<p>Work started: 2019</p> <p>Work completed: Ongoing</p>
<p>3. Maker's District Marketing Campaign EDCO promoted a new Sisters' makers space located in Sun Ranch given the zoning, existing development, and location.</p>	<ul style="list-style-type: none"> • EDCO-Sisters • Chamber 	<p>Work started: 2019</p> <p>Work completed: Ongoing</p>
<p>4. Sisters Makers Event Work has not yet started.</p>	<ul style="list-style-type: none"> • N/A 	<p>Work started: not yet started.</p> <p>Work completed: N/A</p>

<p>5. Develop New Maker's Spaces & Connect Entrepreneurs EDCO and the City assisted a private developer in creating new flex spaces in mixed use buildings in Sun Ranch.</p>	<ul style="list-style-type: none"> ● Private Developer ● City of Sisters ● EDCO-Sisters 	<p>Work started: 2019</p> <p>Work completed: Ongoing</p>
<p>6. Makers District Feasibility Study The City is currently considering a feasibility study, including land use adjustments and streetscape improvements scheduled for exploration in FY 2020/21, to further the Sun Ranch area as a potential Makers District.</p>	<ul style="list-style-type: none"> ● City of Sisters 	<p>Work started: January 2020</p> <p>Work completed: Ongoing</p>

<p style="text-align: center;">PROSPEROUS STRATEGY 4</p> <p style="text-align: center;">A Vibrant and Diverse Local Economy</p>	<p style="text-align: center;">Facilitate local Entrepreneurial Infrastructure and the development of Sisters Compatible Light Industrial land and building inventory, as well as support Vocational Education & Workforce Development</p> <p style="text-align: center;"><i>VIT Strategy Lead(s): EDCO</i></p>	
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<p>1. Local Entrepreneur and Start-Up Infrastructure</p> <p>EDCO advised Sisters entrepreneurs and start-up companies by connecting them to regional business networks and resources, including EDCO's Venture Catalyst and Stable of Experts.</p> <p>EDCO supported start-up, and connected entrepreneurs to the Sisters Country Entrepreneurs and Executive Network (SCEEN).</p> <p>EDCO supported Josie's Best Gluten-Free Baking Mixes, Pawket Treats, SousZen, and Jobb start-ups in 2019.</p> <p>EDCO hosted a variety of networking events, including:</p> <ul style="list-style-type: none"> ● <i>Pub Talk</i> 	<ul style="list-style-type: none"> ● EDCO - Sisters 	<p>Work started: 2019 (<i>ongoing since 1981</i>)</p> <p>Work completed: Ongoing</p>

<ul style="list-style-type: none"> • EDCO Annual Tour & Luncheon • Annual <i>Made in Sisters Tour and Luncheon</i> 		
<p>2. Baseline Economic Data EDCO compiled data on current and projected economic performance to provide regular economic data updates via the EDCO website and events.</p>	<ul style="list-style-type: none"> • EDCO 	<p>Work started: 2019 (<i>ongoing since 1981</i>)</p> <p>Work completed: Ongoing</p>
<p>3. Light Industrial Space & Lands EDCO promoted the development of industrial space for business expansion and recruitment, such as:</p> <ul style="list-style-type: none"> • Laird Superfood • Goby Walnut • Vejo • Kibak Tile • Jobb • Cascade Street Distillery • Z Glass Act • Three Creeks Brewing (production facility) • Metabolic Maintenance <p>EDCO is assisting the City of Sisters and private developers to rezone private land to light industrial, which will add a total of 15 new acres of “employment” land.</p>	<ul style="list-style-type: none"> • EDCO • City of Sisters 	<p>Work started: 2019 (<i>ongoing since 2013</i>)</p> <p>Work completed: Ongoing</p>
<p>4. Emerging Workforce Development EDCO supported the development of live/work development projects</p>	<ul style="list-style-type: none"> • EDCO-Sisters • Developers • Small Businesses • Opportunity Foundation 	<p>Work started: 2019 (<i>ongoing since 2018</i>)</p> <p>Work completed: Ongoing</p>

<p>to support local Entrepreneurs, small businesses, and Start-Up Companies. Thus far, EDCO has provided an additional 12 new workforce housing units with more in the planning stages. Projects included:</p> <ul style="list-style-type: none"> • Sun Ranch • North Sisters Business Park <p>EDCO also supported the development of co-working spaces in Sisters:</p> <ul style="list-style-type: none"> • JOBB <p>EDCO worked with Opportunity Foundation to develop workforce training initiatives and connect them to local businesses.</p>		
<p>5. Rural Broadband Initiatives and Improvements EDCO is leading key initiatives to improve rural broadband for Sisters Country, and the Central Oregon Region. EDCO worked with the City and a stakeholder group in Camp Sherman to develop recommendations.</p>	<ul style="list-style-type: none"> • EDCO/SCED • The City of Sisters • Deschutes County • Business Oregon • COIC 	<p>Work started: 2019 (<i>ongoing since winter 2018</i>)</p> <p>Work completed: Ongoing</p>
<p>6. Support Planning Efforts Through Regular Updates on Economic Development Information and Trends EDCO assisted City and County Planners by working with developers and businesses to provide updated economic</p>	<ul style="list-style-type: none"> • EDCO-Sisters 	<p>Work started: 2019 (<i>ongoing since 2018</i>)</p> <p>Work completed: Ongoing</p>

<p>development information and trends on rezoning projects, recruitment, and baseline economic development data.</p>		
<p>7. Youth Internship Program EDCO, Better Together-Youth Career Connect, East Cascade Works and Sisters School District developed a program and hired an Internship Coordinator to support internship programs for local youth</p>	<ul style="list-style-type: none"> ● EDCO-Sisters ● Sisters School District ● Better Together- Youth Career Connect ● East Cascades Works ● Oregon Employment Department 	<p>Work started: 2019 (<i>ongoing since 2018</i>)</p> <p>Work completed: Ongoing</p>
<p>8. Develop and Expand Industry Clusters EDCO continued to develop and expand industry clusters that have been successful in Sisters, specifically: Bioscience, Natural Products, Specialty Food and Beverage, Adv Manufacturing, Outdoor and Arts-Based industries.</p>	<ul style="list-style-type: none"> ● EDCO/SCED 	<p>Work started: 2019 (<i>ongoing since 2015</i>)</p> <p>Work completed: Ongoing</p>

<p align="center">PROSPEROUS STRATEGY 5 Forest Service Property Development</p>	<p align="center">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.</p> <p align="center">VIT Strategy Lead(s): City of Sisters</p>	
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<p>1. Key Parties Meeting City of Sisters met many times with developers and key stakeholders, regarding the USFS property that is now in escrow. Meetings will continue for different parcels after sales are finalized.</p>	<ul style="list-style-type: none"> ● City of Sisters ● Potential Developers ● USFS ● EDCO-Sisters ● Deschutes County 	<p>Work started: July 2019 <i>(work originally started 2017)</i></p> <p>Work completed: Ongoing</p>
<p>2. City Advisory Committee With rapid progress in 2019, formation of this committee was no longer necessary at this time.</p>	<ul style="list-style-type: none"> ● N/A 	<p>Work started: N/A</p> <p>Work completed: decided not to pursue for now.</p>
<p>3. Design Competition & Symposium With developers on board and all parcels currently in development or planning, this action item was no longer necessary at this time.</p>	<ul style="list-style-type: none"> ● N/A 	<p>Work started: N/A</p> <p>Work completed: decided not to pursue for now.</p>
<p>4. Data Collection and Feasibility Analysis</p>	<ul style="list-style-type: none"> ● N/A 	<p>Work started: N/A</p>

<p>With the property currently under development, a feasibility study was no longer necessary. Instead, the City of Sisters focused on updating their Buildable Lands Inventory and Housing Needs Assessment, while assisting the property developers with their due diligence efforts.</p>		<p>Work completed: Decided not to pursue, no longer necessary.</p>
<p>5. Acquisition of the East Portal by City for Public Use The City of Sisters is working on a multi-stakeholder agreement to acquire the “East Portal” of the property. The goal is to develop an agreement between ODOT and the City of Sisters to purchase and facilitate the East Portal remaining a public use space.</p>	<ul style="list-style-type: none"> ● City of Sisters ● USFS ● ODOT 	<p>Work started: July 2019</p> <p>Work completed: Ongoing</p>
<p>6. Forest Service Ranger Station. USFS decided to build a new District Ranger Station on the “North Parcel” of the property, rather than relocating out of town. USFS will be using proceeds from recent land sales of administrative parcels and pending appropriated funds for capital improvements to replace dilapidated buildings and maintain a presence in Sisters. USFS will work collaboratively with the City on site design.</p>	<ul style="list-style-type: none"> ● USFS ● City of Sisters 	<p>Work started: July 2019</p> <p>Work completed: Ongoing</p>