

# Economic Development for Central Oregon

Sisters Strategic Plan  
2024-2027

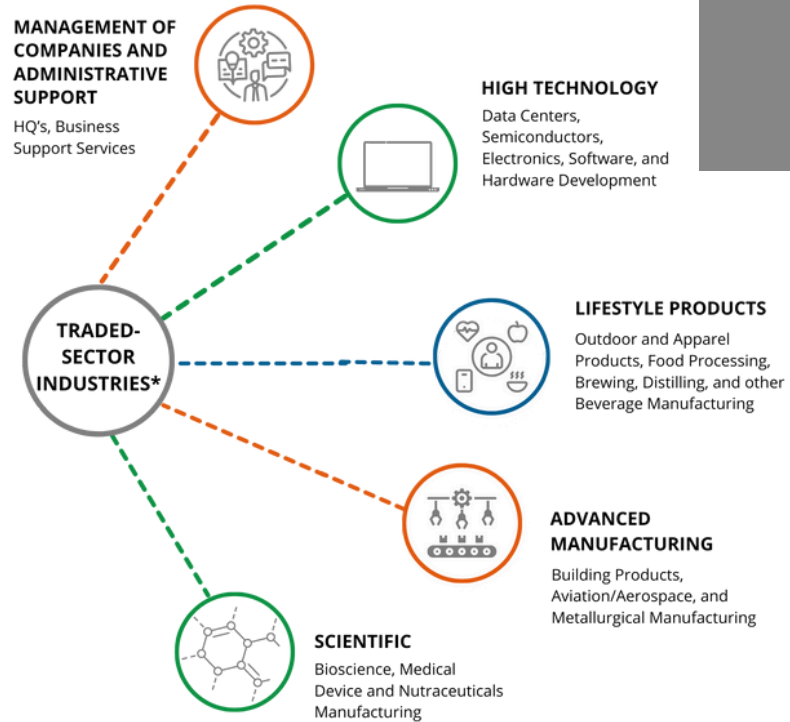


# About EDCO

EDCO is a non-profit corporation supported by private and public members and stakeholders, whose mission is to create middle-class jobs in Central Oregon by recruiting new employers to move to the region; helping entrepreneurs start new, scalable businesses; and working with businesses that are already here to grow their operations.

## Industry Diversification

Identify and respond to industry needs by championing current and future business start-up, expansion and relocation efforts. Build and maintain relationships with businesses to connect them to local resources.



## Business Friendly Environment

We work with stakeholders to expand available land and infrastructure across Central Oregon while supporting policies that reduce regulatory burdens and address affordability issues.



## Build a Pipeline of Talent

EDCO works with education providers and workforce development organizations to connect traded-sector\* businesses and local students to ensure Central Oregon has the workforce for continued growth.

\*EDCO focuses on traded-sector employers or those whose majority of goods and/or services are exported outside of the region



## STRATEGIC PLAN



Goal: Move three new companies to the Sisters area that will create 15 new, well-paying jobs and invest \$2 million in new capital investment.

Action Plan:

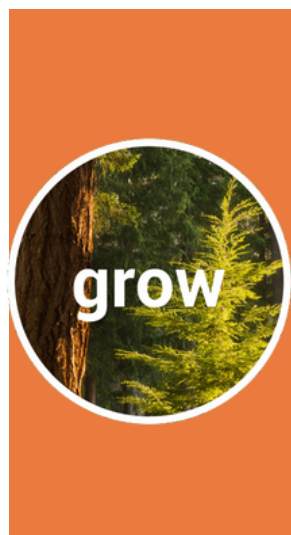
- Generate 20 leads annually through targeted marketing and recruitment efforts based on geographic and industry-based data.
- Capitalize on Sisters' established brand, image and reputation as a "community of choice" for lifestyle, quality schools, the arts, and scenic beauty.
- Partner with Explore Sisters on marketing and advertising strategies for business development.
- Target specific companies and individuals within industry sectors that are a good fit for the Sisters area. Industries for Sisters include, but are not limited to small-scale: Advanced Manufacturing, Art, Scientific (medical device, bioscience, health and wellness), Musical Instrument Design and Manufacturing, Outdoor Apparel & Gear, and Specialty Food Products



Goal: Facilitate the Start of five local, scalable early-stage companies and create an entrepreneurial ecosystem to generate at least 10 jobs from those startups and help companies raise \$1 million in growth capital.

Action Plan:

- Nurture homegrown businesses, artisans, makers and farmers by providing resources, mentorship and access to markets. Celebrate our distinctiveness as community for locally-crafted products.
- Connect Sisters early-stage companies with existing local, regional and statewide entrepreneurial assets including but not limited to EDCO's Venture Catalyst.
- Provide advisory and mentoring support to local early-stage companies.
- Evaluate and develop additional capital resources to support early-stage companies.
- Assist in development of small scale, leasable spaces for new companies.



Goal: Help Grow five local traded-sector employers with a robust Business Retention & Expansion (BRE) Program that catalyzes \$4 million in new capital investment and 30 new, well-paying jobs.

Action Plan:

- Meet with all local traded-sector companies in Sisters annually to identify opportunities and challenges.
- Host and/or refer companies to periodic events that support business goals, develop peer to peer support and help EDCO learn about barriers to growth.
- Assist and manage cities and counties with implementation of local incentives, including enterprise and e-commerce zones.
- Collaborate with the Sisters School District to develop internship program.

# Table Setting

Expand and improve community resources that benefit business, including:

- Daycare
  - Participate in childcare working group.
  - Act as liaison between businesses and childcare opportunities.
- Workforce Housing
  - Link workforce housing developers with companies in need of housing for key employees.
  - Actively support workforce housing developments in the community.
  - Seek and research possible properties for housing development.
- Transportation
  - Actively market Commute Options vanpool to businesses.
  - Support transportation projects that improve access for businesses.
- UGB Expansion/Employment Lands
  - Participate in City UGB process.
  - Educate businesses on the UGB process and progress.
  - Advocate for sufficient employment lands.
- Support the Sisters Makers Development
  - Partner with Explore Sisters to develop map/marketing materials for makers tour.
  - Recruit businesses to participate in tour.
  - Advocate for city policies that support artists, makers, growers and innovators.
- Improve retail availability of quality, affordable food.
  - Market vacant parcels that allow grocery operations.
  - Encourage and support co-op retail food ventures and local emerging food growers, makers, and processors.
  - Contact existing regional grocers to assess interest.

Work with the private and public partners to catalyze development of at least 40,000 sf of new light industrial space in Sisters to help both new and existing companies.

- Advocate for development of retail/production space from 500 – 1,500 square feet.
- Encourage and support the development of live/workspaces.
- Assist commercial realtors in filling available light industrial space.
- Hold tour of available space for Central Oregon realtors.

# Membership

Build SCED membership program, adding 20 new members.

- Create marketing materials for SCED membership.
  - Build member target list.
  - Recruit board member to assist on membership.
  - Hold two events annually to promote the SCED program.
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# Sisters Guiding Principles for Economic Development

## VISION

We envision a vibrant and resilient future where economic prosperity harmonizes with our natural surroundings, heritage, and quality of life.

## MISSION

Help move, start and grow businesses to purposefully create a balanced and diverse economy.

This is how we go about doing this work in our small, authentic community:

- Collaboration with economic development partners such as the City, County, Explore Sisters and the Sisters Chamber are key to program success.
  - Encourage multi-generational participation.
  - Advocate for the next generation. (Can our children live here and find gainful employment?)
  - Act as the reference point for everyone in the community regarding jobs, business, and industry development.
  - Economic prosperity and diversity is at the center of all we do.
  - Participate in community building activities like childcare, housing and transportation that improve the climate for business.
  - Respect the quality of life that makes this place special; and
  - Manage growth so it is consistent with the character and values of the community.
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## For inquiries, contact:

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