



# **VISION ACTION PLAN**

## **FINAL**

**Sisters Country Vision  
City of Sisters, Oregon  
June 2019**

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## INTRODUCTION & OVERVIEW

The **Vision Action Plan** presented in this report is the final outcome of the **Sisters Country Horizons** community visioning project of the **City of Sisters**, Oregon conducted in 2018. (Note: As of June 2019, the project has been rebranded as the **Sisters Country Vision** with a new logo and tagline: “Our Community • Our Future”.)

The City sponsored this effort to engage the community in a comprehensive conversation about the future of Sisters Country, to renew and update the community's existing vision for the future, and to develop a community-based action plan to engage the City and its key partners in achieving that vision over time, focusing on the next five years.

**Deschutes County** and **Central Oregon Intergovernmental Council**, along with PSU's **Oregon's Kitchen Table** project and **Citizens4Community**, partnered with the City in this effort.

As its name implies, the Horizons project focused on the **Sisters Country** area of Deschutes County – loosely defined as the Sisters School District 006 and Camp Sherman, including the city of Sisters proper, along with outlying residential developments and unincorporated areas, ranches and farms. The project actively reached out to residents throughout Sisters Country to engage them in the conversation.

To accomplish this goal, the project incorporated an exhaustive outreach and engagement effort. Key activities included: **stakeholder interviews** with 81 community leaders; 13 local **community meetings** conducted across the area; additional **"kitchen table" meetings** run by residents themselves; two major **online surveys** along with additional web-based opportunities for public comment; four **community forums** focused on the vision's four respective focus areas; and a culminating **Vision Summit**.

Special outreach was also conducted for local service clubs, senior citizens, high school students, veterans, the Latino community, Millennials, and others.

All of these activities were promoted by a **project website** and **social media**, along with **press releases** for local and regional media. As a result, a number of articles were published by *The Nugget*, *Bend Bulletin* and *Bend Magazine*. The project also developed a bespoke brand identity, logo and tagline, designed to be useful beyond the visioning process itself.

By the end of the process, nearly 2,000 participants had been engaged in the conversation, accounting for tens of thousands of individual comments and suggestions. This input eventually culminated in an overarching long-range vision statement presented at the Summit in September and 20 top priority **Strategies** recommended by the public for implementation over time.

Following these activities, a 31-member **Vision Action Team (VAT)** was formed and charged with reviewing and refining the strategies, and developing a vision action plan to promote their implementation.

The VAT met six times in the fall of 2018 to develop this plan, totaling nearly 500 hours of citizen time. Five strategies were fully developed for each of four focus areas: **Prosperous Sisters**,

**Livable Sisters, Resilient Sisters and Connected Sisters**, along with detailed action steps, suggested lead partners for their implementation, timelines and milestones. The City of Sisters, the major plan partner, commenced an effort to secure the commitments of other partners.

The final **Vision Action Plan** is intended to be a "living plan" and a guide to future action by the Lead Partners who sign on to help implement it. At the same time, it is not a legally binding document, but rather a catalogue of ideas and possibilities with the ambition of making it happen to the best of the City and its partners' abilities. Sisters City Council, as well as the boards of other Lead Partner organizations, is anticipated to adopt the plan.

Some actions in the plan may take up to five years (or beyond) to fully implement, and not every action called out in the plan may be achieved. It is also expected that the final list of Lead Partners may change or evolve over time, as may the actions themselves that they commit to undertake.

That said, based on the thousands of comments received from residents across Sisters Country, it is clearly the community's expressed desire that most of what is called out in the Vision Action Plan will, in fact, be achieved. And the results will mean a more prosperous, livable, resilient and connected Sisters Country – better prepared for whatever the future may bring.

**NXT Consulting Group**, consultant to the Sisters Country Horizons project, would like to thank the many **elected officials, citizens, community members and volunteers** who helped make this visioning process an exceptional community effort.

This long list includes: the Mayor of Sisters, President of Sisters City Council, and Sisters City Councilors; City of Sisters City Manager, City staff and the Community Development Department; Project Partners Deschutes County, Central Oregon Intergovernmental Council, Oregon's Kitchen Table and Citizens4Community; the Horizons Project Management Team; the Horizons Vision Action Team (VAT); numerous planners at Deschutes County who assisted with community meetings and VAT planning sessions; community leaders who volunteered to be interviewed by the Horizons project; volunteers who were trained and helped facilitate community meetings and/or kitchen table sessions; volunteers who assisted with special outreach to youth, seniors, veterans and the Latino community; and the many contributors who created the Sisters Horizons Community Quilt, itself a catalogue of ideas and possibilities.

During the course of this project, it has been said many times that if there is one person smarter than any of us, it's all of us. The residents of Sisters Country have demonstrated many times over that they possess the intelligence, vision and courage to ensure a bright future for their community and all its residents – and a legacy for generations to come.

## **SISTERS COUNTRY – PROFILE OF A CHANGING COMMUNITY**

Situated at the eastern base of Cascade Range, "Sisters Country" is the widely used name for a much loved, stunningly beautiful part of Deschutes County, Oregon. The majestic Three Sisters peaks – just miles from the city of Sisters and visible from almost every part of the region – lend the region its name and help define its lifestyles, identity and brand.

As the heart of Sisters Country, the city of Sisters lies where the Santiam and McKenzie highways converge at the west end of town to form Cascade Avenue and separate again on their way to Bend and Redmond to the east. Most Sisters Country residents frequent the city as part of their daily lives, for school and work, business and shopping, and government, professional and medical services – traveling to Bend or Redmond for those needs that cannot be met locally.

### **Population Growth and Change**

During the latter half of the 20th century, the city of Sisters' population grew (and declined) in direct relation to its economic fortunes. In 1950 the population was 723 and 50 years later in the year 2000 it was still only 959. However, with the 21st century came a sustained period of growth as more people discovered Sisters. Despite the disruption of the Great Recession in 2008-09, the city's population in 2016 was estimated to be 2,537 – and growing.

The population of the city of Sisters is largely white (estimated at 94% in 2016), although there is a small but growing Latino population. The population is slightly older and more affluent than the state as a whole, while the median value of the city's housing is higher than that of the state.

Demographic information for the larger Sisters Country area is not easy to quantify, as most available data is not collected or aggregated by its informal boundaries. The best approximation can be found in examining combined data for Black Butte and Sisters school districts (which includes the city of Sisters). In 2016, the combined Census-estimated population of this area was 7,796, or a little more than three times that of the city of Sisters proper. This would indicate that two-thirds of the Sisters Country population lives outside the city – or roughly twice as many people as live within it.

The statistical differences with the rest of the state appear to be more pronounced for the part of Sisters Country that lies outside the city. Anecdotally, this area is considered older and more affluent. Population in the wider region has also grown during the last two decades.

### **History and a Changing Economy**

Sisters Country has a rich and colorful history, shaped by its geographic location and spectacular geology, pre-history and native peoples, early pioneers and settlers, development of the town of Sisters (first incorporated in 1946), and the area's legacy economy, including logging, lumber and wood products, ranching and farming.

In latter decades of the 20th century, the economic profile of the area began to shift significantly, with the decline of logging and closure of the town's sawmills – and rise of destination resorts, tourism, arts and cultural amenities, and outdoor recreation. Catalyzed by the development of Black Butte Ranch resort, the downtown Sisters' 1880's building façades and Western-themed visitor

attractions grew from the 1970s onward, launching a new chapter in the community's economic development.

Today, the "Sisters County" brand is promoted by the Sisters Area Chamber of Commerce and bolstered by iconic Western events, including the Sisters Rodeo, Sisters Outdoor Quilt Show and Sisters Folk Festival. These, in turn, have fostered the spin-off of newer arts and craft, performance and visitor-related events and attractions.

While government (including the U.S. Forest Service), administration, education, accommodations and food, and professional/technical services are relatively large sectors of the Sisters compared to the state as a whole, the number of innovative new companies, telecommuting workers (i.e., "lone eagles"), and independent entrepreneurs has begun to grow, drawn by its location, amenities, and quality of life. An influx of retirees also has also brought a steady stream of former professionals, not to mention retirement incomes and accumulated wealth.

Middle- and lower-income families in Sisters Country have not fared so well in Sisters Country of late, as living wage jobs are not easy to find and rising housing costs have made it more difficult for Millennials, young families and minority residents to sink roots. There is also a small but significant population of homeless families living in the area, some of whom have encamped in nearby forests.

The lack of affordable housing and family wage jobs has also challenged local schools, which have faced declining enrollments in recent years. Sisters' schools are considered the heart of the community by many, with a history of strong financial support, community-based initiatives, and academic excellence. The School District offers innovative programming reflecting the area's evolving economy, including the Americana, arts and luthier programs, and the Interdisciplinary Environmental Expedition.

As to its future economy, Sisters Country recognizes that tourism and the arts and recreational economies will continue to be a major source of its future prosperity. Rural Sisters Country, which continues to support ranching and agricultural operations, also hosts other visitor amenities and attractions.

At the same time, clean, light industry and smaller specialty companies compatible with the local culture are seen as critical to a more sustainable and equitable economy that can support working families. Currently, existing and potential relocating traded-sector employers (i.e., companies that produce goods and services sold outside the region) estimate 450 new year-round non-seasonal jobs, which will significantly impact the local and regional economy. Not only would this represent a significant number of new jobs, but also a shift in the economic base toward greater diversification.

Economic Development for Central Oregon's (EDCO) Sisters staff is working with the City, other government agencies, Sisters Area Chamber of Commerce, local businesses, investors and developers, and the community-at-large to strategically assist in diversifying the future economy of Sisters.

### **Planning for Future Growth and Development**

The City of Sisters, Deschutes County and Central Oregon Intergovernmental Council (COIC) are actively involved in planning for the future growth and development of Sisters and Sisters Country. The City of Sisters has purview over plans, policies and ordinances affecting the city proper, while

Deschutes County provides traditional county services for the entire area, administers building codes for the City of Sisters, and oversees planning and policy for all unincorporated areas outside the City. COIC offers a range of regional planning and governmental services that includes Sisters Country, focusing on community economic development, education and training, transportation and more.

The City of Sisters has active public works, planning and community development departments, and a full slate of plans and policies guiding the town's growth and development. These include the Sisters Comprehensive Plan (last updated in 2014), Transportation System Plan Refinement (June 2018), Natural Hazards Mitigation Plan (prepared in collaboration with Deschutes County) (2015), Greater Sisters Country Community Wildfire Protection Plan (2014), Sisters Housing Plan (2010), and Downtown Urban Renewal Plan (2003).

Among the City's active planning projects in 2018 were the Community Planning Assistance for Wildfire project (CPAW), Whychus Creek Riparian Restoration and Fish Passage Project, and the Sisters Country Horizons visioning project. A complete update of the City's Comprehensive Plan is expected to be undertaken in the next couple years.

### **Sisters Country Horizons Visioning Project**

The Sisters Country Horizons project is intended to provide a larger context for more detailed plans and initiatives of the City, County and COIC, and to do so in a way that engages the diverse perspectives and input of the wider public across the region.

The Sisters City Council has expressed a desire for the project to develop a better understanding and what local residents, both inside and outside city limits, aspire to for the future of their community – and what types of projects they are willing to support. The visioning project also has been seen by some as part of a response to a recent difficult period in community relations – and the expressed desire for more inclusive, civil conversations about the area's future.

Not surprisingly, the Horizons project is not the first time Sisters Country has set its sights on the future. The most recent vision plan for Sisters Country was undertaken more than a decade ago. Sponsored by the Community Action Team of Sisters, COIC and Rural Development Initiatives, Inc., this effort resulted in the *Community Vision and Strategic Plan* (2007). The plan included seven focus areas, a long list of action projects, and identified project "champions." Many of the recommended projects were achieved over time, although the Great Recession put a damper on local initiatives and the plan was never formally updated.

The Horizons project is built in part on the foundation of the 2007 plan. At the same time, it has involved local governments as project sponsors, reframed the vision's focus areas into a shorter list, and addressed a number of trends that have accelerated since 2007 (see below). It has also been designed to encourage ongoing involvement of the City of Sisters, its partner agencies and the wider community to help ensure the implementation of its vision action plan over time. (See "Implementing the Vision Action Plan," page 24.)

### **Emerging State and Local Trends & Strategic Issues**

While the Sisters Country Horizons project was launched during a relatively stable and prosperous time in the state and local economies, the future could be seen as more challenging. Below are

some of the trends projected to have major impacts Oregon's local communities going forward, including observations on how they may affect Deschutes County and Sisters Country. This information was gathered from a variety of government, educational and independent research organizations, and online data sources.

- Oregon's population is growing. Oregon's statewide population is forecast to increase by nearly a million people, from 3.97 million in 2014 to 4.8 million in 2030, with most population growth occurring in urban centers. This is due in part to increased levels of in-migration from other states; over the last decade, Oregon has had one of the highest levels of in-migration from other states in the entire nation. **Deschutes County** is one of the fastest growing counties in Oregon; current forecasts show County population increasing from nearly 188,000 in 2018 to 244,000 in 2040. Similarly, the **City of Sisters** population is forecast to nearly double from 2,691 in 2018 to 5,169 in 2043. Forecasts for future growth in *rural* parts of Deschutes County while significant are somewhat lower than its urbanized areas.
- Oregon's population is aging. Oregon's percentage of citizens over 65 is growing faster than the nation as a whole (an 18% increase from 2010 to 2014 compared to 14% for the nation as a whole). This increase is happening across the state and in every county, and is due to the aging Baby Boomers as well as an influx of retirees from other places. **Sisters Country** has become a significant destination for more affluent retirees.
- Oregon's population continues to diversify. Oregon will continue to become more racially and culturally diverse, especially with a burgeoning Hispanic population dominating younger cohorts. Oregon's Hispanic population grew five times faster than the rest of the population between 2000 and 2014, increasing by 65%. **Sisters Country** has attracted a small but growing number of Latinos; Hispanics accounted for an estimated 4% of the area's population in 2016.
- Oregon's economy is restructuring and diversifying. Oregon's economy has largely recovered from the Great Recession, and continues its long-term trend away from resource-based and extractive industries to a more diversified economy. Rural areas of Oregon continue to lag behind its larger cities economically, but the State of Oregon is working to link natural resources with innovation to create new jobs in rural areas. With its quality of life, natural amenities, and arts and tourism industries, the **city of Sisters** could be considered a prime example of the economic potential of Oregon's smaller communities.
- Oregonians continue to earn less than the nation with a few exceptions. In 2014 median household income in Oregon was slightly above \$51,000, or more than \$2,500 less than the nation as a whole. At the same time, Oregon currently has one of the higher minimum wages in the nation. Oregon's highest household incomes are in the Portland metro area and Deschutes County, and yet there are significant numbers of households in the county that struggle with the area's high living costs, especially housing. This problem is very evident in **Sisters Country** and a focus of local government and community-based organizations.

- Oregon's cities have relatively stronger controls over new development. As Oregon grows, the State's comprehensive land-use planning system will provide Oregon cities a relatively greater degree of control over new development than other states – and potentially higher levels of community livability. The **city of Sisters** continues to grow, but faces long-term constraints on land for both housing and industrial development due to adjacent public lands and exclusive farm use lands. Vacant and buildable land within City limits is highly constrained. The City projects a need for 922 new housing units by 2038 – but not enough land to accommodate 20 years of residential growth. The largest and most significant parcel of potentially developable land in the city is the 81-acre Forest Service property.
- Homelessness is becoming a bigger issue in Oregon. For the foreseeable future the number of people affected by homelessness in Oregon is projected to grow, placing increased stresses on schools and local social services, housing, drug treatment and mental health providers, and the criminal justice system. With known encampments in its vast expanse of adjacent public lands, the homeless situation in **Sisters Country** is not as visible as other Deschutes County communities, but significant nonetheless. The community and schools have responded to this challenge with a number of programs and initiatives.
- Oregonians are stepping up preparations for climate change and natural disasters. Oregon faces the threats of climate change in the form of increasing average temperatures, ongoing serious droughts, and the threat of large-scale wildfires, as well as the predicted Cascadia Subduction Zone earthquake. At the same time, "climate refugees" are also expected to increase in their numbers in Oregon, including migrants from more severely climate-impacted areas of California, the Southwest and beyond.

**Sisters Country** faces the possibility of larger, catastrophic wildfires and affiliated impacts in the future. Research shows that the largest fires in Deschutes Country over the last century have occurred since the year 2000, and that most of them have occurred in the vicinity of Sisters Country. The Milli Fire of 2017 burned 24,000 acres in the Deschutes National Forest and Three Sisters Wilderness, came within several miles of the City of Sisters, and caused the cancellation of key summer activities and the Sisters Folk Festival. In 2018, the City of Sisters was a participant in the Community Planning Assistance for Wildfire project.

There is a predicted 37% chance of a Cascadia earthquake occurring between now and 2065. Impacts will be severe on the Oregon coast and serious in the western valleys, while more moderate in Central Oregon. However, after the quake **Central Oregon** will become the center for Federal emergency response (FEMA), possibly the temporary seat of state government, and the state's transportation and distribution hub for two years or more. Large population migrations to Central Oregon from Western valleys in the short term are anticipated with major impacts on housing, traffic, cost of living and day-to-day life.

State and local governments are increasingly focused on building greater resiliency in local communities in Oregon. The State of Oregon has a State Resiliency Plan and localities are working to increase public awareness and readiness. In addition to wildfires and earthquakes, Central Oregon and Sisters Country face a number of other potential natural hazards. **Deschutes County** and the **City of Sisters** are working aggressively to anticipate and prepare for a range of potential natural disasters, including fire and volcanic events.

- Use of public lands, parks and recreational amenities continues to increase in Oregon. With its exceptional natural attractions and large amount of public lands, Oregon will continue to focus on both economic utilization and public enjoyment of its natural amenities. More and more people will be using national, state, regional and local parks and recreational facilities, bringing more potential visitors, tourists and new residents to **Sisters Country**. While offering potential large economic benefits to the region, these activities may have associated impacts such as traffic congestion, demand for vacation rentals, and potential overuse of local parks and other recreational facilities.

### **Community Perceptions on Change**

Beyond the data and forecasts, local community residents often have very accurate insights into the impact of change on their communities, informed by their daily experiences and personal observations. Such insights were on full display during the Horizons visioning process. (See "Sisters Country Horizons – A Comprehensive Community Conversation," page 12.) In the first of two online community surveys, hundreds of respondents voiced their opinions on the biggest challenges facing the future of the region.

Among the top challenges cited by respondents:

- **Planning for and managing future growth**
- **Meeting the need for more affordable housing**
- **Ensuring sufficient living wage jobs**
- **Addressing traffic congestion**
- **Undertaking key transportation improvements**

Also mentioned were a number of distinctly more social challenges, including:

- **Maintaining the small-town character of Sisters Country**
- **Building greater community trust**
- **Meeting the needs of the region's young adults and families**

Finally, respondents cited **adapting and responding to change itself** as among the greatest of challenges facing the future of Sisters Country. These challenges directly informed the Sisters Country Horizons visioning process and its resulting Vision and Action Plan. (See "Sisters Country Horizons Strategies & Actions," page 18.)

## SISTERS COUNTRY HORIZONS – A COMPREHENSIVE COMMUNITY CONVERSATION

From the beginning, the **Sisters Country Horizons** visioning project was intended to be a conversation as broad and comprehensive as the landscape of the Central Oregon Cascades.

The project's overarching goal was a ‘whole of community’ vision, reflecting the breadth, depth and diversity of the Sisters Country region. For this reason, the visioning process was inclusive of many voices as possible – rural and urban, young and old, newcomers and old-timers – reflecting their shared values, perceived challenges, and aspirations for the future of the area.

For the better part of a year, community leader interviews, on-line surveys, meetings and forums offered multiple opportunities for citizens of all backgrounds and perspectives to contribute their ideas and feedback. Toward the end of the process, guided by a task force of 31 community leaders, the focus shifted to developing a concrete plan of action to achieve the vision.

As a result, the resulting vision and plan feel both ‘right-sized’ yet full of the possibility and promise of the wider Sisters Country community. Here’s how we got there...

### Project Organization & Structure

Sponsored by the **City of Sisters**, the Sisters Country Horizons visioning process was undertaken in partnership with **Deschutes County** and the **Central Oregon Intergovernmental Council (COIC)**. **Oregon’s Kitchen Table**, a program of Portland State University affiliated with COIC and **Citizens4 Community** also partnered with the project. These groups formed a **Project Management Team** that met 20 times over the course of the project. **NXT Consulting Group** of Bend and Portland led the planning process.

The area of study for the project – **Sisters Country** – was defined as the part of Deschutes County served by the Sisters School District 006, including the city of Sisters itself, surrounding unincorporated communities and residential areas, local ranches and farms, as well as a small area outside the District. Even though it lies within Jefferson County, Camp Sherman is typically considered part of Sisters Country and was a part of this assessment.

As a comprehensive community visioning process, the Horizons project was based on a planning approach known as the **Oregon Model**. This approach, employed by scores of communities across the state, is driven by a series of questions, tapping into the inherent wisdom of the community about its future. The process was delivered over the span of 2018, with framing of the process in the late winter, setting the context in the early spring, conducting visioning activities late spring through early fall, and developing the plan in the fall and early winter.



The content of all Horizons project conversations was organized around four **focus areas** providing the structure of the vision and action plan – **Prosperous Sisters, Livable Sisters, Resilient Sisters, and Connected Sisters**. These themes became the "mantra" of project organizers, facilitators and participants alike – organizing and adding specificity to the higher-level discussions.

### **Stakeholder Interviews (February-April 2018)**

As the first step of engagement for its visioning process, Sisters Country Horizons conducted a series of stakeholder interviews between February and April 2018.

Interviewees were identified as community leaders and opinion shapers for the Sisters Country community. Building on an initial list recommended by the City, the number of interviews grew significantly. Additional referrals were added to reflect the broader diversity of the community, with attention paid to emerging business and cultural leaders, Millennials, and representatives of underserved or under-represented residents, including rural areas. Fully 81 individuals participated in the interviews – an exceptional number for a community of this size.

Conducted by Ruth Williamson of NXT Consulting Group, most interviews lasted over an hour and were organized by five major questions:

- **Values:** What do you most value about living in Sisters Country?
- **Challenges:** What is the biggest challenge facing the future of Sisters Country?
- **Vision:** What is your vision for the future of Sisters Country?
- **Action:** What actions would help achieve your vision?
- **Results:** How would you know your vision has been achieved?

Capturing major themes that surfaced during these conversations, a 76-page interview report was produced, concealing the identity of individual interviewees. The full report, along with a shorter executive summary, was released in May 2018 and can be found at the project website:

[www.sistershorizons.com/learn-more/](http://www.sistershorizons.com/learn-more/)

### **General Community Input (March-May 2018)**

The project applied these same themes to the general public through two major on-line community surveys and printed questionnaires, a series of small town hall-style community meetings facilitated by Oregon's Kitchen Table, Deschutes County planners and community volunteers, and DIY 'Kitchen Table' conversations hosted by community members themselves.

These activities were supplemented by presentations to various local groups, including C4C's Age-Friendly Community Event, Sisters High School Leadership class, local service clubs, and others, using the print or online survey to gather additional input.

On-Line Community Survey I. Findings from the first online community survey, in particular, served as the foundational research in developing a long-range vision and action plan for Sisters Country and its residents. The total number of online and print survey respondents –

approaching 500 people in a community with a population of some 8,000 residents – added validity to these findings.

Four core questions were worded exactly the same in both the on-line and print versions of the survey, and corresponded to the same questions asked during the community leader interviews. With the on-line survey, several more questions were added to mine community perceptions on the future more deeply, get a better sense of who was taking the survey, and to test differences in attitudes between different communities within Sisters Country, such urban and rural residents. While a few significant differences were noted, more significant was the high degree of alignment.

By far, the on-line survey proved to be the most effective method in reaching community members. The short print survey featured key questions used in the online version and provided a more traditional form of input for individuals not inclined to go online.

Community Meetings. A series of 13 community meetings, augmented by Kitchen Table conversations, were held at various locations in Sisters Country, both inside the city and in several rural locations. During these group discussions, meeting facilitators, drawn from the community-at-large and the Deschutes County Community Development Department, took notes of what residents said, including what they value most about the community, what they see as its biggest challenges, and finally what vision ideas they have for the future of the community. Again, these topics closely mirrored three of the main questions asked in Online Community Survey I. These notes were added to the online database and separated from the survey results.

C4C's Values and Visioning Quilt. Adding an artistic (and highly local) touch to the visioning process, the Citizens4Community organization collected ideas of residents and visitors about what they value about Sisters Country and their aspirations for its future. These aspirations were literally quilted into an "interactive piece of community art" known as the Sisters Horizons Community Quilt. These short but inspiring sentiments were added to the Sisters Country Horizons online database and separated from the results of the two surveys and from the results of the community meetings.

Factoring in the stakeholder interviews, presentations to Citizens4Community's (C4C) Age-Friendly Community event, and Sisters High School's Leadership Class, and creative forms of input including C4C's Values and Visioning Quilt, the total number of data points from all sources climbed to nearly 1,000 submissions by the end of May.

Working with all of these sources, the Sisters Country Horizons project utilized "qualitative data analysis" (QDA) software to analyze all compiled community input, identifying major themes and enabling the generation of graphical "word clouds" to capture the community's core values, perceived challenges, and high-level aspirations.

All of these methods of community input reflected Sisters Country Horizons' strong commitment to engaging as many people as possible in order to firmly and clearly articulate their aspirations for the future of Sisters Country. Based upon this input, the Community Input Report was released in report was released in June 2018 and can be found at the project website:

**[www.sistershorizons.com/learn-more/](http://www.sistershorizons.com/learn-more/)**

### Community Forums (June 2018)

With clear themes emerging from the Stakeholder Interviews and Community Input Report, the project began to drill down from high-level aspirations to more specific strategies for the future of Sisters Country. Four community forums were staged, each forum dedicated to one of the four Horizons focus areas: Prosperous Sisters, Livable Sisters, Resilient Sisters, and Connected Sisters. At each forum, local and regional experts presented base line data and trends for that focus area. Forum participants, working with ideas gleaned from the general public, developed a draft list of strategies. Slide presentations for each of the four forums can be found at the project website: [www.sistershorizons.com/learn-more/](http://www.sistershorizons.com/learn-more/)

### Online Community Survey II (July-August 2018)

Working with the results of the four community forums, a second online community survey tested 54 potential strategies with the general public between late July and late August. Between 13 and 14 strategies were presented for each focus area, and respondents were asked to select their top five ideas for each area. Based on total numbers of votes, a short list of the top five strategies for each area was determined.

A total of 565 participants took the second survey. Their top overall strategies were: **Oregon's Artisanal Capital** (Prosperous Sisters), **Walkable Downtown** (Livable Sisters), **Urgent Care Facility** (Resilient Sisters), and **Small Town Atmosphere** (Connected Sisters).

These top scoring strategies were presented at the Vision Summit in September, and handed over to the project's Vision Action Team for further refinement. The Community Survey Report II was released in September and can be found at the project website: [www.sistershorizons.com/learn-more/](http://www.sistershorizons.com/learn-more/)

### Vision Summit (October 2018)

After a late summer hiatus, the Sisters Country Horizons visioning process was reintroduced to the community in early October with a Vision Summit hosted at Five Pines Lodge Conference Center.

Close to 100 citizens gathered for an initial reading of the draft Sisters Country Horizons Vision Statement, shaped from the data collected through the aforementioned engagements earlier in the vision process, and the revealing of the top-scoring vision strategies. Both the vision and strategies were simultaneously posted to the Horizons website for general public comment.

The Summit also set the stage for the final phase of the project – planning the actions that would help make the vision for Sisters Country a reality. The newly formed Vision Action Team was introduced to the community at this time.

Finally, the Summit was highlighted with storytelling from community leaders from across Sisters Country, describing their diverse experiences of the 'Sisters Way,' a cultural standard often referred to in interviews and community meetings during the project.

### **Vision Action Team (September-November 2018)**

The Sisters Country Horizons Vision Action Team – or "VAT" – was appointed and oriented in early September and went to work immediately following the Vision Summit. The VAT was comprised of 31 community members representing leaders from across Sisters Country. Their mission was to develop a Vision Action Plan to guide achievement of the Sisters Country Horizons vision with implementable action steps over the next 3-5 years.

During the months of October and November the Vision Action Team met four times to

- **finalize top priority strategies;**
- **brainstorm actions for each strategy;**
- **finalize actions and identify Lead Partner contacts; and**
- **affirm suggested Lead Partners and finalize the draft Vision Action Plan.**

The VAT worked in small teams organized by the four vision focus areas and guided by Team Leaders from the City of Sisters, Deschutes County, COIC and EDCO. The open-ended dialogue in small group format coalesced the VAT membership and created a collective sense of ownership of the community vision, establishing a robust foundation for implementation of the adopted strategies and actions pending approval by the Sisters City Council.

Early in the week of Thanksgiving, the VAT elected to meet one more time to review and finalize the draft action plan, preparing it for posting to the Horizons website for public comment and presentation to Sisters City Council. The draft plan was previewed with Sisters City Council on November 28. A final draft was planned for Council consideration on January 9, 2019 with formal adoption of the final plan scheduled for February 13, 2019.

A summary version of the plan is presented in this report (See "Sisters Country Horizons Strategies & Actions," page 18) and the Vision Action Plan Implementation Guide presented in the Appendix.



## **OUR VISION FOR SISTERS COUNTRY – A LEGACY FOR GENERATIONS TO COME**

**Our Vision for Sisters Country** – first revealed at the Vision Summit in October 2018 – is the overarching vision statement developed by the Sisters Country Horizons visioning process. The result of input from participants across Sisters Country, including community interviews, meetings, online surveys and forums, it reflects the ideas and words of Sisters Country residents themselves – and their aspirations for a more prosperous, livable, resilient and connected community.

***SISTERS COUNTRY proudly stands at a pivotal moment in its history – with a past we choose to honor, a present we seek to improve, and a future we aspire to create that is uniquely and positively our own.***

***WE HONOR AND STRIVE TO MAINTAIN our spectacular natural environment, our small town feel, the experience of caring and belonging, our outstanding schools, and our Western identity.***

***WE ACTIVELY SEEK TO IMPROVE our community's quality of life, economic opportunity and affordability for all residents, and the facilities, programs and services that enrich and sustain our lives.***

***WE ASPIRE TO CREATE a prosperous economy rooted in arts and craft, recreation, entrepreneurship and innovation, a livable city and region that remain welcoming even as we grow, resilient people better prepared for a challenging world, and a connected community that works together for the common good.***

***OUR VISION is to seize this moment, choose our preferred future, and create an enduring legacy for generations to come.***



## SISTERS COUNTRY HORIZONS STRATEGIES & ACTIONS

The following **Strategies and Actions** – summarized here from the **Sisters Country Horizons Vision Action Plan** – are intended to help achieve the community's vision over time. (A complete version of the Vision Action Plan Implementation Guide can be found in the Appendix of this document.)

The **Strategies** are the result of an extensive community conversation, including stakeholder interviews, community meetings, community forums, and two online community surveys. Through this process hundreds of potential ideas were whittled down to a list of 54 draft strategies, tested again with the public, and then reduced to a list of 20 top priority strategies. From there, the project's 31-member **Vision Action Team** further refined the list and developed a series of recommended actions to implement each strategy over the next five years.

The resulting strategies and actions are organized into four "focus areas," each area representing a key aspect of the future of Sisters Country: **Prosperous Sisters, Livable Sisters, Resilient Sisters, and Connected Sisters.**



Each action includes one or more **Suggested Lead Partners**, who are being asked to lead its implementation. The plan also identifies **Potential Supporting Partners, Milestones, and Timelines** for each action.

As a community-based initiative, the actions in the **Vision Action Plan** will involve multiple partners from the public, private and nonprofit sectors in its implementation. While a good deal of the actions will be led by the City of Sisters, other Lead Partners are anticipated to include **Deschutes County, Central Oregon Intergovernmental Council (COIC), Sisters Ranger District/U.S. Forest Service, Sisters-Camp Sherman Fire District, Sisters School District, Sisters Park & Recreation District, Economic Development for Central Oregon (EDCO), Sisters Chamber of Commerce, Sisters Arts Association, Sisters Trail Alliance, Citizens4Community,** and others.

## **PROSPEROUS SISTERS**

***Our Vision: a prosperous economy rooted in arts and craft, recreation, entrepreneurship and innovation.***

*This focus area is about creating a Sisters Country that is prosperous for all its residents. It covers such topics as jobs, small business, economic development, and entrepreneurial activities that generate income for Sisters: tourism, arts and craft, recreation, and more. More detailed information can be found in the Vision Action Plan Implementation Guide in the Appendix.*

**Strategy 1: Four-Season Tourism & 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.

### **Actions:**

- 1.1 Sisters Event Committee & Coordinator**
- 1.2 Permanent Multi-Use Events Center**
- 1.3 Four-Season Competitive Tournaments**
- 1.4 Sisters Country Winter Festival**
- 1.5 Regional Events Partnerships**
- 1.6 Ice Rink & Fly-Fishing Pond**

**Strategy 2: Oregon's Artisanal Capital.** 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.

### **Actions:**

- 2.1 Public Art Installations**
- 2.2 Artisanal Capital Marketing Plan & Programming**
- 2.3 'Made in Sisters' Annual Festival**

**Strategy 3: Sisters Makers District.** 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.

### **Actions:**

- 3.1 Sisters Makers District Designation**
- 3.2 Makers District Marketing Plan**
- 3.3 Sisters Makers Event**
- 3.4 Makers District Pedestrian Zone**

**Strategy 4: Vibrant & Diverse Local Economy.** Facilitate local entrepreneurial infrastructure and the development of Sisters-compatible light industrial land and building inventory, as well as support vocational education and workforce development.

### **Actions:**

- 4.1 Local Entrepreneur & Start-Up Infrastructure**
- 4.2 Light Industrial Space & Lands**

### 4.3 Emerging Workforce Development

### 4.4 Baseline Economic Data

**Strategy 5: Forest Service Property Development.** 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.

**Actions:**

**5.1 Interested Parties Meeting**

**5.2 USFS Property City Advisory Committee**

**5.3 Data Collection & Feasibility Analysis**

**5.4 Design Competition & Symposium**

## LIVABLE SISTERS

***Our Vision: a livable city and region that remain welcoming even as they grow.***

*This focus area is about creating a Sisters Country that is livable for all its residents. It covers such topics as growth and planning, housing, transportation, parks and recreation, environmental quality, biking and walking, and other factors that combine to make Sisters Country such a great place to live. More detailed information can be found in the Vision Action Plan Implementation Guide in the Appendix.*

**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.

**Actions:**

**1.1 Pedestrian Flag Program**

**1.2 'Hey, Let's Walk There!' Initiative**

**1.3 Improved Downtown Lighting**

**Strategy 2: Affordable Housing.** 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.

**Actions:**

**2.1 Sisters Housing Plan Update**

**2.2 Workforce Housing**

**2.3 Long-Term Rental Housing**

**Strategy 3: Integrated Transportation System.** 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.

**Actions:**

- 3.1 Intra-Sisters Country Transit**
- 3.2 Activity Bus Route**
- 3.3 Grant Funding for Transportation**
- 3.4 Washington Avenue Bike Boulevard**
- 3.5 Alternative Regional Transportation Options**

**Strategy 4: Expanded Trail System.** 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.

**Actions:**

- 4.1 Trail Expansion Outreach**
- 4.2 Trail Expansion Funding**
- 4.3 Regional Trails System**
- 4.4 Separated Bike and Equestrian Trails on Sisters Tie Trail**

**Strategy 5: Parks, Recreation & Greenspace.** 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.

**Actions:**

- 5.1 Greenspace and View Corridor Assets Inventory**
- 5.2 Greenspace and View Corridor Standards**
- 5.3 New City Park on East Portal Property**
- 5.4 Tree-Planting/Replanting**
- 5.5 New Community Recreational Facilities**

**RESILIENT SISTERS**

***Our Vision: resilient people better prepared for a challenging world.***

*This focus area is about creating a Sisters Country that is resilient for all its residents. It covers such topics as public safety, health and wellness, social services, fire safety and disaster preparedness, and other initiatives that will help our community to be prepared for unanticipated events or a less certain future. More detailed information can be found in the Vision Action Plan Implementation Guide in the Appendix.*

**Strategy 1: Urgent Care Facility.** 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.

**Actions:**

- 1.1 Needs Analysis**
- 1.2 Gaps/Barriers Analysis**
- 1.3 Close Gaps and Eliminate Barriers**

**Strategy 2: Communications Connectivity.** Improve communications connectivity and infrastructure (telecommunications, broadband, mobile and Internet services) in Sisters Country with special attention paid to underserved areas.

**Actions:**

- 2.1 FirstNet Communications Tower**
- 2.2 Underserved Areas**
- 2.3 Remediation in Underserved Areas**

**Strategy 3: Age-Friendly Community.** 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.

**Actions:**

- 3.1 Inventory of Age Specific Facilities and Programs**
- 3.2 Community Calendar**
- 3.3 Access to Healthy Outdoor Activities – On Unincorporated Lands**
- 3.4 Access to Healthy Outdoor Activities – Within City Limits**

**Strategy 4: Fire/Drought Resistant Building & Development Codes.** 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.

**Actions:**

- 4.1 State Regulatory Framework**
- 4.2 Sisters-Specific Regulatory Framework**
- 4.3 Retrofits to Critical Infrastructure, Other Structures and Landscaping**

**Strategy 5: Disaster Preparedness & Response.** 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.

**Actions:**

- 5.1 Active Forest Management**
- 5.2 Models for Active Forest Management**
- 5.3 Economic Uses of Forest Management By-Products**
- 5.4 Community Outreach Activities**
- 5.5 Comprehensive Natural Hazards Planning and Preparation**

**CONNECTED SISTERS**

***Our Vision: a connected community working together for the common good.***

*This focus area is about creating a Sisters Country that is more connected, making all its residents feel welcome and involved. It covers such topics as governance and leadership, education and learning, civic engagement and dialogue, volunteerism, and other things that bind us together as a community. More detailed information can be found in the Vision Action Plan Implementation Guide in the Appendix.*

**Strategy 1: Small Town Atmosphere.** 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.

**Actions:**

- 1.1 Values-Based Marketing Campaign**
- 1.2 Strengthened Business Community Connections**
- 1.3 New Celebrations**
- 1.4 Community Hub Activities**

**Strategy 2: Innovation & Distinctive Programming in Schools.** 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.

**Actions:**

- 2.1 Schools Marketing Campaign**
- 2.2 New Schools Partners and Leaders**
- 2.3 Community HR Database**
- 2.4 Annual School Pitch Event**
- 2.5 Crowdfunding for New Programs**

**Strategy 3: Multi-Purpose Community Center.** 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.

**Actions:**

- 3.1 Existing Elementary School Conversion**
- 3.2 Community Center Task Force**
- 3.3 New Funding for Sisters Park & Recreation District**

**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.

**Actions:**

- 4.1 Community Demographics Assessment**
- 4.2 Barriers to Diversity**
- 4.3 Mental Health Support Systems**

**Strategy 5: Leadership Training & Development Emphasizing Youth.** 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.

**Actions:**

- 5.1 Community-wide Leadership Training Model**
- 5.2 Existing Leadership Barriers**
- 5.3 Mentorship Program**
- 5.4 Key Community Leadership Partners**

## 5.5 Sisters Foundation

### IMPLEMENTING THE VISION ACTION PLAN

The **Sisters Country Horizons Vision Action Plan** has been designed and developed to help Sisters Country achieve its vision for the future. Each of its 20 strategies includes a number of action steps intended to be implemented over the next five years, suggested "Lead Partner" organizations who are being asked to take on those activities, and timelines and milestones for their achievement. (A complete version of the Vision Action Plan Implementation Guide with supporting information can be found in the Appendix of this document.)

For many communities that have developed vision action plans, seeing their plans through to completion can be more daunting than creating them in the first place. It involves commitment, resolve and persistence. However, those communities that have succeeded in implementing their plans have achieved significant, even impressive results.

The **City of Sisters** has been called upon to implement a number of the actions in the Vision Action Plan, but as primary sponsor and "owner" of the visioning process it is also identified to lead another important charge: to ensure that the overall plan is effectively implemented over time, as well as renewed and updated at an appropriate point in the future.

As Sisters Country looks forward to achieving its plan for the future, **NXT Consulting Group**, consultant to the Sisters Country Horizons visioning process, offers the follow **implementation recommendations** to the help the City and its partners achieve the most successful outcomes:

- **Formal Commitment.** Signal the City's formal commitment to implementation through plan adoption. Support Deschutes County and other government agencies and organizations in signaling their commitment to the plan as well. Use the action plan to guide annual Council goal setting sessions and link the plan to the City's own internal strategic planning efforts. Refer back to the public input compiled through the visioning process interviews, meetings, surveys and forums to help inform new City plans and policies on a continuing basis.
- **Dedicated Staff Time.** Dedicate a portion of City staff time to promote implementation of City-led actions and track overall plan implementation. For a variety of reasons, it makes good sense to lead such activities from the City Manager's desk.
- **Vision Implementation Team (VIT).** Form a City advisory team to monitor, track and support plan implementation. A Vision Implementation Team (VIT) reflecting key Lead Partners in the plan should meet periodically to support plan partners in implementing the plan and to monitor and report on implementation progress back to the City and community.
- **Easy Wins and Game Changers.** Immediately implement some plan actions in order to get "easy wins" on the board and communicate the success of these achievements to the public. These small successes will help demonstrate the power of the plan to affect change and build motivation and resolve to take on the bigger, bolder actions – such as developing a masterplan for development of the USFS property or a multi-purpose community center.
- **Horizons Brand.** Use the brand, logo, website that have been developed for the visioning process to sell the vision and plan to the community and beyond. Publish a polished,

graphical version of the vision statement and strategies, that can be used by the City, Chamber, Schools and other organizations to develop support for their own activities, promote the community, and attract grants and other investments in the community.

- Ongoing Engagement. Continue to engage the wider community in the achievement of the Vision Action Plan over time. Along with the VIT, an annual Vision Town Hall meeting is a good way to keep people engaged, report on progress and accomplishments, honor citizens and organizations who have done the most to promote the vision, and generate new ideas that keep the plan alive.
- Measuring Progress. Develop a set of community "indicators" and corresponding metrics to measure the community's general progress in the direction of its vision over time. Having measurable indicators of the plan's general effectiveness is a critical part of ensuring the long-term success and relevance of a community's vision. The Sisters Vision Action Plan has been designed and structured to promote this additional activity.

### **Next Steps for Plan Implementation**

The process to successfully implement each of the Vision Acton Plan strategies going forward will entail highly coordinated and committed efforts among several organizations and committees. Given the above recommendations, below is a suggested path forward for the City and its partners.

Lead Partner Engagement. First and foremost, the City must engage the suggested Lead Partner for each strategy, respecting the fact that each partner must confirm their readiness and capacity to implement specific actions. These leads are critical to the success of the plan and have been chosen based on their expertise in that particular strategy. Fortunately, most of the major partners were involved with the Vision Action Team and have had a hand in developing specific strategies and actions.

The effort to engage Lead Partners is already underway and being led by the City Manager with assistance as needed from the Mayor. Once all Lead Partners have been engaged, it will be their responsibility to begin the process of implementing identified actions necessary for successful strategy implementation. In some cases partners may suggest refinements to specific actions or timelines to better fit their ability to implement them.

For some actions, this also means engaging several supporting partners and/or possibly forming separate committees to supplement the lead partner's activities. It will be necessary for the Lead Partner to work with their key players to communicate and coordinate progress; update milestones and responsible parties; and monitor remaining action item plans.

Vision Implementation Team (VIT) Formation. Another key step in plan implementation will be forming the Vision Implementation Team (VIT). This team should be established over the next few months and will serve as an overall advisory board to the City (Staff and Council) and to the general public. Ideally, the VIT will include members of the Vision Action Team (VAT), a number of whom have already indicated their interest in continuing with the process.

The VIT role will be to monitor and track accomplishment progress across all strategies, using tools such as key performance indicators (KPI's). This team will also need to meet regularly to keep an active pulse on progress and to identify "gaps" where we may need to increase focus and attention. Selected City Staff should be active members of the VIT and regular reporting including the KPI's will be necessary.

Council & Board Engagement. Another key step will be to engage Sisters City Council and the Deschutes County Board of Commissioners in this process on an ongoing basis. The Council and Board can help by potentially identifying liaison members to some of the key lead partner organizations and/or the VIT. This will be particularly valuable when an action may potentially need some type of future decision by the Council or the Board (e.g.: funding mechanisms; policy resolutions; etc.).

It will be necessary to have regular workshop agenda items on the Council calendar focused on updates to the Visioning process including reviewing VIT KPI's, etc. Finally, the Council and Board will make the Visioning project part of their annual goal setting sessions so there is greater coordination and momentum between the two areas.

Another potential is to engage the various existing City and County Committees (e.g.: planning; parks; HPAB; etc.) in the process by potentially identifying member(s) to serve on either lead partner committees or the VIT.

It goes without saying that adequate resources, overall engagement and commitment, and communication will be critical for overall success of the Horizons Vision Action Plan. That said, potential selected consulting support and/or incremental staff assistance may be necessary for successful implementation. These decisions will be led by the City Manager and will be part of the upcoming annual budgeting process.

Finally, ongoing engagement of the entire community will be necessary to keep communication lines open on progress and feedback including an annual Vision town meeting. At the end of the day, the community's continued engagement will ensure the success of this plan for the future of Sisters Country.



**APPENDIX**  
**VISION ACTION PLAN**  
**Implementation Guide**

**Sisters Country Vision**

**City of Sisters, Oregon  
February 2019**

**(Last Updated: 06.20.19)**

**Prepared by  
Sisters Country Horizons Vision Action Team**

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## INTRODUCTION & OVERVIEW

The **Vision Action Plan** presented in this document is the final outcome of the **Sisters Country Horizons** community visioning project of the **City of Sisters**, Oregon conducted in 2018. (Note: As of June 2019, the project has been rebranded as the **Sisters Country Vision** with a new logo and tagline: "Our Community • Our Future".)

The preceding report contains a *summary* version of the plan including focus area visions, strategies and corresponding actions.

The following ("Implementation Guide") is the *full* version of the plan, containing all supplementary information developed by the Sisters County Horizons Vision Action Team (VAT), 31 appointed community and agency leaders who articulated the actions recommended herein.

Following public input via the Horizons website in December 2018, a few subsequent minor revisions and one new action (Prosperous 4.4, "Baseline Economic Data") were approved by the Horizons Project Management Team, advised by the VAT's Focus Area Team Leaders.

In addition to **Strategies** and corresponding **Actions**, for each action this version of the plan includes the following information:

- **Suggested Lead Partners**, the government agencies or nonprofit organizations who have been recommended for implementing respective actions;
- **Potential Supporting Partners**, other government agencies or nonprofit organizations that may be able to assist in or support the implementation of those actions;
- **Suggested Milestones** for measuring progress in implementation of actions;
- **Suggested Timeline** for action implementation.

It should be noted that not all Suggested Lead Partners may have been confirmed as of publication of this final Vision Action Plan. The City of Sisters will continue to work on those confirmations with the respective agencies or organizations, as necessary.

It is quite possible that agencies or organizations recommended by the VAT as "Suggested Lead Partners" for specific actions may change at the request of those entities, and may not necessarily be the entities that end up implementing those actions.

Finally, this plan represents a well-informed road map forward. It is not intended, however, to be a prescriptive document. Adoption assumes further development and refinement of the plan's recommended actions by their respective Suggested Lead Partners.