



# Community Action Plan for Cottage Grove, Oregon

LOCAL FOODS, LOCAL PLACES TECHNICAL ASSISTANCE

November 2020



For more information about Local Foods, Local Places, visit:  
<https://www.epa.gov/smartgrowth/local-foods-local-places>

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## COMMUNITY STORY

Cottage Grove, Oregon is a small historic timber mining town of nearly 10,000 people<sup>1</sup> located near the western coast of Oregon along the Row River. This land was originally inhabited by the Confederated Tribes of Grand Ronde, including the Yoncalla, Cow Creek Umpqua, Siuslaw, and the Kalapuya<sup>2</sup> before the arrival of Europeans. The city lies just 20 miles south of the City of Eugene, an important consumer market. Cottage Grove offers a theater arts scene, local restaurants, proximity to wine country, and scenic waterfalls among its attributes. In addition to these, the City has historical draw as a previous site for gold mining and film set for many movies such as Buster Keaton's "The General", "Animal House", and parts of "Stand by Me."<sup>3</sup>

The City of Cottage Grove offers a good quality of life for its citizens, hosting a strong school district, a regional hospital, several golf courses, an active community event calendar, and quick access to nearby recreational amenities via the Row River National Recreational Trail. Main Street is the city's commercial and social center. Designated a historic district in 1994, it includes the most intact collection of early 20th Century buildings in Lane County. The five block long, two-story district houses the majority of the community's 250 local businesses, but it has suffered from decades of disinvestment and slow economic decline since the collapse of the timber industry in the 1980s. Currently, 38% of the commercial spaces in the District are vacant.

Even though a small community, Cottage Grove is fortunate to have many existing and emerging food system assets, with producers of both raw goods and value-added foods in the area with regional distribution markets. A primary local venture is the Bohemia Food Hub<sup>4</sup>. Founded in 2016, the Bohemia Food Hub supports food and beverage businesses by navigating the start-up and scaling process. The physical space includes a co-working commercial kitchen, a developed food truck court, and a commercial grocer. Two anchor tenants that



Figure 1 - Cottage Grove is known as the Covered Bridge Capital of the West

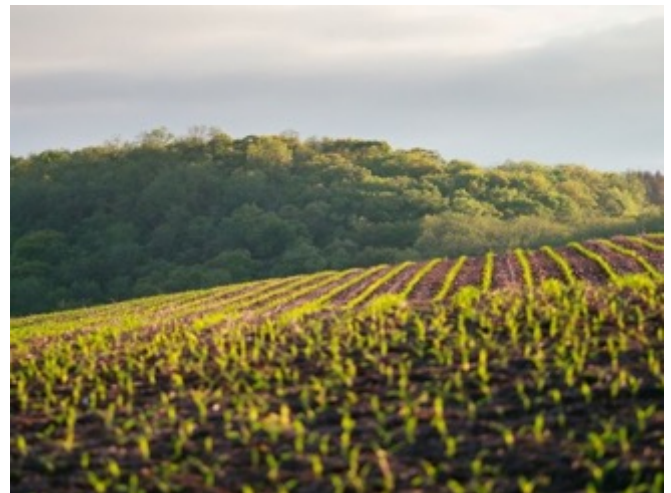


Figure 2 - The region is rich with fertile agricultural lands and producers that provide for numerous value-added enterprises for local and regional distribution

<sup>1</sup> US Census population Quick Facts. <https://www.census.gov/quickfacts/cottagegrovecityoregon>. Accessed November 9, 2020.

<sup>2</sup> Native Land website. <https://native-land.ca/> Accessed November 9, 2020.

<sup>3</sup> Eugene, Cascades, & Coast: Cottage Grove. <https://www.eugenecascadescoast.org/regions-cities/cottage-grove/>. Accessed November 9, 2020.

<sup>4</sup> Bohemia Food Hub. <https://www.bohemiafoodhub.com/>. November 12, 2020.

were incubated by the food hub, Sohr Foods, Inc and Hot Winter Hot Sauce, allow Bohemia Food Hub to keep prices low for other businesses that are just starting. To date, Bohemia Food Hub has successfully incubated 15 businesses and employs nearly 40 community members. The Bohemia Food Hub, food pantries, and Sustainable Cottage Grove also help to expand the food system to all members of society in an ethical manner.

As a part of the Bohemia Food Hub complex, the Coast Fork Farm Stand features local, organic, fair trade and healthy produce and natural foods alongside products from many of the Bohemia Food Hub businesses. Another key asset is the South Valley Farmer's Market. The market runs from May to December and serves as a public space for farmers and local food producers to market their goods. Local farms include Branch Road Farm, Ruby & Amber's Farm, and several others.

Community gardens are another important part of the Cottage Grove food system. There are a number of these gardens which include the community sharing food pantry garden and the garden at Harrison Elementary School. Huerto de la Familia<sup>5</sup> is planning to expand and operate a community garden at the Bohemia Elementary School. The organization's mission is to increase the health and economic security of Latinx communities in Lane County by providing training in business creation and agriculture. In recent years, the City has experienced a growing population of immigrant families, specifically in the Latinx community. In Oregon, nearly half of Latinx communities are facing food insecurity. This is primarily due to the fact that many members of the community are seasonal workers and face job insecurity, which contributes to food insecurity.

The City of Cottage Grove has been working with community stakeholders, businesses, and property owners to implement its Main Street Revitalization Plan. The City has applied for a \$14 million grant to perform a "complete streets" restoration of the street and sidewalk system in downtown Cottage Grove to make the commercial core assessable to all users and invite private investment in its historic commercial buildings. The plan includes a vision to revitalize blighted areas and to restore some historic assets including an historic Cottage Grove Armory. The current plan calls for the basement of the Cottage Grove armory to be converted into a commercial catering kitchen and the main floor to be used as an event space, or even pop-up retail space. The cold storage and leasable space of the commercial kitchen can serve as a space for product



Figure 3 - Coast Fork Farm Stand is a standalone retail business that is part of the BFH complex and feature local, organic produce and natural foods



Figure 4 - Welcome to Huerto de la Familia (The Family Garden), a non-profit working to increase the health and security of Latinos in Lane County, OR. A video about their organic garden program is available here: <https://vimeo.com/38174654> Their website is here: <https://huertodelafamilia.org/>

<sup>5</sup> Huerto de la Familia. <https://huertodelafamilia.org/>. November 12, 2020.

development and teaching food preparation skills, as well as provide a potential catering kitchen for the future events there. The art deco style building was constructed in 1931. Its restoration will help to enrich Main Street and boost the local economy. Reducing commercial vacancies downtown remains the focus of the city's partners, including Main Street Cottage Grove, the Economic Business & Improvement District, Cottage Grove Community Development Corporation, and the Chamber of Commerce.

Cottage Grove has many existing and potential assets they hope to expand and grow. Currently, PeaceHealth conducts a produce class for members of the Oregon Health Plan. Cottage Grove would like this program to include a migrant nutrition class and infant nutrition class. The weekly farmer's market is also an asset that links consumers to local foods but can be improved upon to become more inclusive. The food cart project is a partnership between South Lane School District and Bohemia Food Hub to create a food cart for students to use as a microbusiness experience. This project is funded through Business Oregon. The food court at Covered Bridge Brewing Group also provides an opportunity for expanding the Bohemia Food Hub enterprises.

In 2019, Cottage Grove applied for and was awarded planning assistance through the Local Foods, Local Places program to develop an action plan for growing their existing and emerging food assets in tandem with the recent revitalization and place-making efforts downtown and with the Armory. Cottage Grove's wish to expand their local food and place making connections are consistent with the goals of the Local Foods, Local Places program, which are to create:

- More economic opportunities for local farmers and businesses.
- Better access to healthy, local food, especially among disadvantaged groups.
- Revitalized downtowns, main streets, and neighborhoods.

## Local Foods, Local Places Steering Committee

### Pre-workshop committee

- **Amanda Ferguson**, City of Cottage Grove
- **Amy Hause**, Rural Development Initiatives
- **Kim Johnson**, Bohemia Food Hub
- **Dale Smith**, Coast Fork Brewery/Feed Store
- **Molly Murai**, Main Street Cottage Grove
- **Ana Maria Dudley**, Peace Health/immigrant representative
- **Jenna Cusimano**, Lane County Economic Development
- **Micah Elconin**, Eugene's Table

### Post-workshop collaborators

- **Jeff Malik**, Travel Lane County
- **Kevin Sleeper**, Rural Organizing Project
- **Karen Rainsong**, Singing Creek Educational Center
- **Samantha Duncan**, Be Your Best and The Health Hub
- **Beth Pool**, Be Your Best, Sustainable Cottage Grove
- **Katie McFall**, Willamette Valley Visitors Association
- **Sarah Mitts**, Catalyze Social
- **Matthew Molyneaux**, Wild Everlasting Farm
- **Abbi Aldrich**, South Valley Farmers Market

Figure 5 - The local host steering committee, those that participated in the pre-workshop planning as well as additional members who signed up to stay involved post workshop

The Local Foods, Local Places program is supported by the U.S. Environmental Protection Agency, the U.S. Department of Agriculture, and the Northern Border Regional Commission. Cottage Grove was one of 16 communities across the United States selected to participate in the program in 2020. A Local Foods, Local Places steering committee was formed in Cottage Grove to prepare for the planning assistance award and is comprised of a variety of community partners (see Figure 5). They were supported by a planning assistance team comprised of consultants and multiple federal and state agency partners (Figure 6). The Steering Committee worked to prepare a set of draft goals and were crafted around the perfect opportunity to catalyze economic growth in Cottage Grove, coordinate efforts with diverse partners, and bring economic vitality to Cottage Grove through the growth of local food system and entrepreneurship.

The remainder of this report and appendices document the engagement process, the workshop activities, and most importantly, the outcome: a community action plan to achieve Cottage Grove’s goals.

## ENGAGEMENT

The technical assistance engagement process for Local Foods, Local Places has three phases, illustrated in Figure 7 below. The planning phase consists of three preparation conference calls with the steering committee and technical assistance team to clarify goals and arrange workshop logistics. The convene phase includes the effort's capstone event—a two-day workshop in the community, which occurred virtually. The act phase includes three follow up conference calls to finalize a community action plan and strategize on maintaining momentum generated during the workshop. The community workshop occurred over two days from November 5-6, and the activities those days are described below. The virtual workshop exercise results are summarized in **Appendix A**, a list of workshop participants is provided in **Appendix B**, slides from the virtual community tour PowerPoint in **Appendix C**, a data profile in **Appendix D**, funding resources in **Appendix E**, and general references in **Appendix F**.

### Local Foods, Local Places Technical Assistance Team

- **John Foster**, Environmental Protection Specialist, EPA HQ Office of Community Revitalization
- **Vicky Salazar, Sr.** Sustainability Policy Advisor, EPA Region 10
- **Samantha Beers**, Director of Enforcement Compliance and Environment, EPA Region 3 (Philadelphia)
- **Sasha Pokrovskaya**, Architect, USDA AMS Transportation and Marketing
- **Ron Batcher**, Architect, USDA AMS Transportation and Marketing
- **Yvette Garcia**, USDA AMS
- **Holly Fowler**, Northbound Ventures (Facilitator)
- **Jason Espie**, EPR, P.C. (Facilitator)

Figure 6 - Planning assistance team, federal and state partners and facilitators



Figure 7 - Picturesque Cottage Grove, OR

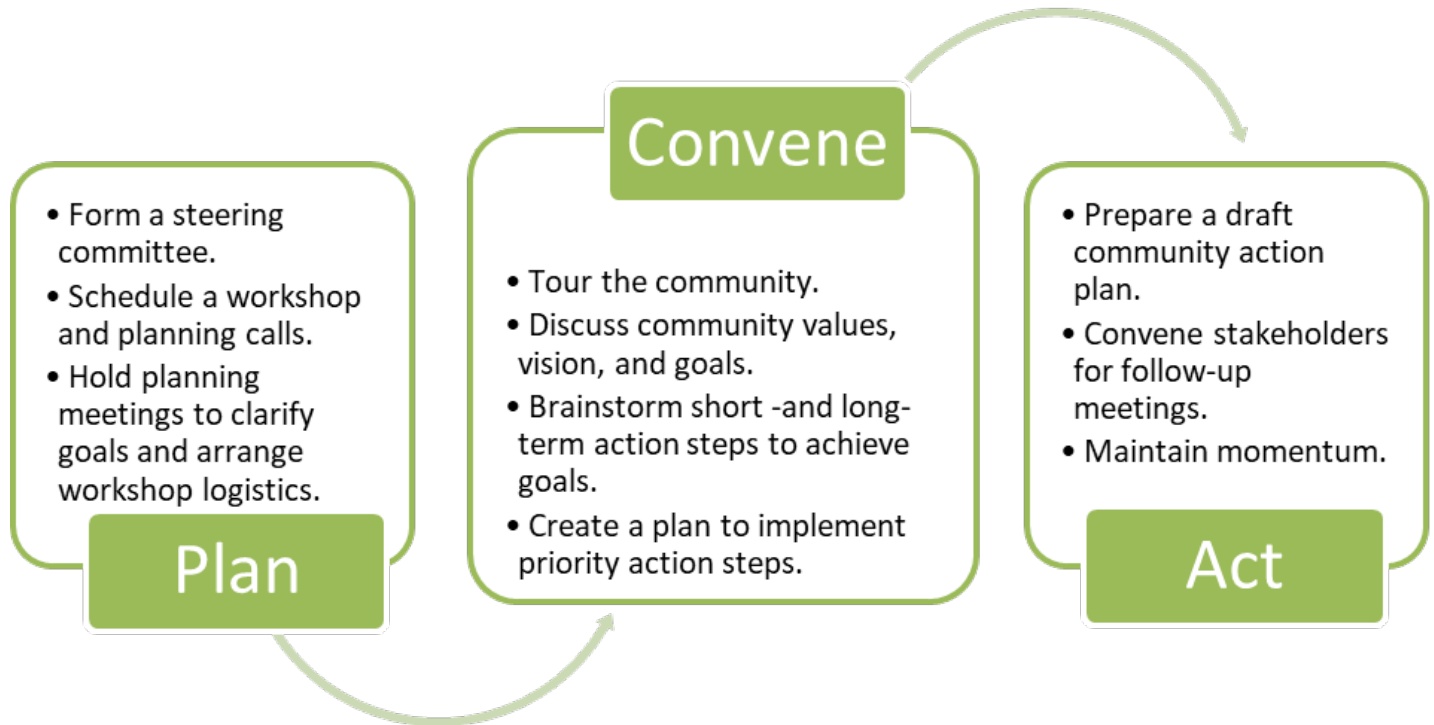


Figure 8 - Local Foods, Local Places technical assistance process diagram.

## THE VIRTUAL WORKSHOP

Seven virtual working sessions were held from Thursday, November 5<sup>th</sup> until Friday, November 7<sup>th</sup>. The opening session began with introductions from each attendee, who expressed what most excited them about the process in one to three words. An overview of the Local Foods, Local Places program, and process followed the introductions. After the program overview, the technical assistance team introduced the four workshop goals and passed the presentation to the virtual community tour's steering committee. The local steering committee members provided a presentation of the virtual tour to orient the group to the numerous food assets and emerging projects, as well as community revitalization efforts such as the Armory redevelopment concepts. The PowerPoint presentation is included as Appendix C, but many of the assets and ideas featured in their presentation are illustrated throughout this community action plan.



Figure 9 – Branch Road Farm is just one of the many farms that are important to the region. It manages a large CSA, commercial kitchen, catering services, and youth food education programs. Image credit: Branch Road Farm.





The opening session concluded with three quick response exercises asking participants to share in the Zoom chat something they believe about local food and their community. In small groups, participants imagined future headlines that reflected the improvements that the goals aspire to make in Cottage Grove.

### Stories, Exercises, and Brainstorming

The first day sessions involved case stories, small group exercises, and action brainstorming. Holly Fowler of the technical assistance team provided a handful of case stories of food projects that helped increase food access and contribute to vibrant downtowns, focusing on a number of kitchens, food hubs and cooperative models. The case stories included **Nibble**, a Somerville Arts Council Initiative (Massachusetts); the **Mad River Food Hub** (Vermont); **Commonwealth Kitchen**, a non-profit business incubator in Boston; the **Western Massachusetts Food Processing Center** in Massachusetts' Pioneer Valley; the **Daily Table** non-profit grocery model in Boston; the member owned and operated **Durham Co-Op Market** (North Carolina); and the similar venture of the **Upper Valley Food Coop** in White River Junction, Vermont. Around each case story, questions were asked and fielded, often using the chat to share ideas or other examples.

After the case stories, attendees broke into three groups and participated in the group exercises described in the following sections. The small group exercises helped the attendees to think about specific actions that could support the workshop goals within the next couple of years.

One small group participated in a brainstorming exercise to identify and discuss assets and challenges related to the four goals. The assets included things working well in Cottage Grove to build on the food economy and revitalize the downtown. The challenges included existing barriers to achieving the goals and what would be needed to overcome those barriers.

### Making headlines!

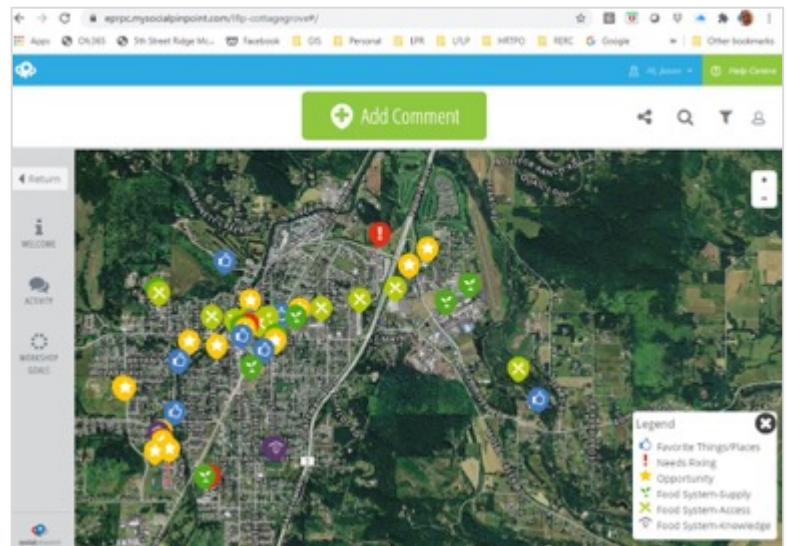
- Latino Lead Farms Flourishing & Feeding Their Community
- Food insecurity has reached record lows in Cottage Grove!
- Cottage Grove is an anchor of food security in Oregon
- Locally owned co-op grocery store now open!
- Cottage Grove is a pioneer in climate-friendly agriculture, local food systems, and social, cultural, and economic restoration
- Cottage Grove Armory Kitchen opens to the community
- Cottage Grove is the international leader in the sustainability and restoration of first foods!
- Kids create sustainable gardens and community programs, Families embrace less waste systems
- America's model rural town for transitioning to a healthy green local economy
- All Cottage Grove Restaurants support Featured Local Farmer Program
- Cottage Grove is a leader in community health through access to heirloom and local food, fresh and prepared.
- Cottage Grove blends many cultural flavors in its local food plan that celebrates its fifth anniversary!

Another small workshop participant group engaged in an online interactive mapping exercise using the Social Pinpoint mapping platform. The mapping included placing a dot on locations that pertained to one of six categories: Favorite Things & Places, Needs Fixing, Opportunity, Food-System Supply, Food-System Access, and Food-System Knowledge. The URL for the map remains live and will remain open for comment until end of March 2021 (<https://eprpc.mysocialpinpoint.com/lflp-cottagegrove#/>). The third group worked on an image of a food system value chain and were asked to identify existing elements and strengths as well as future opportunities for growth or where gaps were needed. **Appendix A** contains the full results of all workshop exercises in more readable format than are illustrate in Figure 13.

The first day concluded with action brainstorming as attendees drafted ideas for how to advance the community’s goals. After the brainstorming session, the technical assistance team reviewed the various actions, de-duplicated them, and put them in categories for ease of viewing. A Google form was created, and each action listed for purposes of voting. The form was emailed to all meeting registrants the evening of day one, allowing those who registered to weigh in on voting even if they missed the day's sessions.

### Prioritization, Detailing, Wrap up

The second day of the workshop, November 6<sup>th</sup>, entailed action prioritization, action detailing, and a wrap-up session. For the action prioritization, each attendee could vote on up to twelve actions that they were most excited about or thought needed to happen first. The votes were then tabulated and reviewed. The



#### Goal 2: Improve food security and public health in Cottage Grove.

Assets/What's Working			Challenges/Missing		
WIC Farmers' Market Nutrition Program	Participation in Fresh Fruit and Vegetable Program at elementary schools (every classroom gets building snack daily)	Nutrition and Cooking Education in some elementary classrooms and adult classes - partnership with OSU Extension	I would like to see a more robust and well-trafficked farmers market, only open to farmers that grow organically	Transportation options and ability to carry groceries	Families or individuals may not have a medical home
Available farmland that is good for food growing		Disconnect / lack of connection between school district food service and local food opportunities, as well as school gardens	Processing: Meat processing, hazelnuts, grainbeans	No system considered everywhere to assess food security (e.g. schools, hospital, clinic, etc)	How do we train the case workers of OCHHS to offer resources to families, face to face contact is limited, have more "warm hand-off's"
Community Sharing Food Bank		Access is centralized to a building (e.g. Community Sharing)	Related to the farmers market utilization, I think it has been challenging for local small farmers to make a living farming in the community.	Designatize referrals to the food bank	No current central guide of resources

Figure 13 - Screenshots of three pre-action planning exercises. Top is a value chain exercise to explore assets and opportunities around a diagram. Middle is an interactive map used to identify community assets. Bottom represents an assets and challenges brainstorming activity around each goal, using a shared google slides to input thoughts.

three to five actions that received the highest number of votes under each of the goals were then advanced to the action detailing session, with some consideration given to grouping and some re-wording. The action detailing work session involved participants working in small groups, who were given authorship over each action. Details for each action were drafted, such as why it's important, who will need to be involved, how long the action will take, and what resources are available and necessary for success. The results of the action detailing are included below in the section called Action Plan. The workshop concluded with a wrap-up session where participants presented their action detailing work and discussed any themes or takeaways they learned during the process. For a final exercise, attendees were asked to put into the chat an "an offer" something that they would like to provide to advance the action plan, or an "ask" what they expect from the process moving forward.

Goal 1: Identify strategies to support and enhance existing commercial kitchen and food incubator spaces.			
Future of the Armory Conversations/Events	Assess, discover, communicate	Support / Grow Existing Kitchens, etc	Other downtown ideas/needs
<p>Goal 1 11 Develop committee to explore Armory kitchen design and programming opportunities, including the City, the Bohemia Food Hub and other stakeholders to clarify gaps and lanes, and prioritize possible Armory programming that would complement the food system. This committee would meet regularly and could determine how BFH and CG Armory can work collaboratively to meet the needs of local food entrepreneurs. <i>Amanda Pergamoni-Huebel, Kimberly Johnson, Rebecca Wallace</i></p>	<p>Goal 1 2 Offer Armory kitchen as space for local caterers. <i>Amanda Pergamoni</i></p> <p>Goal 1 2 Have a place/event (maybe Armory) for the current food businesses to share what they are doing. This would encourage new entrepreneurs to use resources. I think the use of the Armory commercial kitchen can grow organically like the Bohemian Food Hub. <i>Sharon Nege</i></p> <p>Goal 1 3 Apply to the USDA Wholesale Market and Facility Design program to utilize architectural technical assistance in the enhancement of designed spaces for the commercial kitchen and food incubator. <i>Ken Seider - USDA</i></p>	<p>Goal 1 4 Map all resources in community and surrounding communities in an easy to navigate way. Or person in this role. <i>Taylor Larson</i></p> <p>Goal 1 6 Create a guide on why, how and when to access commercial kitchen for someone just getting started. Esp in Spanish. <i>Patricia Parker</i></p> <p>Goal 1 7 Collaborate with CGHS's CTE programs for food entrepreneurship including marketing and graphic design, and production. <i>Beth Pool</i></p> <p>Goal 1 or 2 3 Create a community gathering place that includes a community marketplace in the Armory. <i>Dee Smith</i></p>	<p>Goal 1 8 Enhance support, help Kim's in advancing her work in working with the Latinx community, and her kitchen (BFH). <i>Beth Pool</i></p> <p>Goals 1 &amp; 4 9 Assess need for cold storage among food businesses and restaurants. General sentiment is COLD STORAGE: we need more of it in CG, but assess how much, where, who, how, etc. <i>Ally Huebel / Kimberly Johnson</i></p> <p>Goal 1 4 Find a permanent home for the winter's Farmer Market -- or develop long-term relationship with City to secure the space. <i>Amanda Pergamoni</i></p> <p>Goal 1 4 Connect restaurant entrepreneurs / culinary programs with pop-up dining / trial run spaces. <i>Jeff Mack</i></p> <p>Goals 1 and/or 3 5 Explore use of available Main Street retail spaces for food business use (pop-up restaurants? Pilot or shared restaurant space like Nibbles?). <i>Ally Huebel</i></p> <p>Goal 1 4 Utilize or develop network of community gardens to fill supply gaps for food entrepreneurs using commercial kitchen. <i>Ally Huebel</i></p>

Figure 14 - Sample Google Slide image of Goal 1, actions were categories by topic and then voted on using an on-line form, votes are tabulated in blue here next to actions.

## ACTION PLAN

The steering committee developed the four goals listed below during pre-workshop planning calls with the technical assistance team. The goals were presented during the workshop at multiple points to inform the attendees and to solicit their input. On day one of the workshop, attendees participated in a brainstorming session to generate potential actions to advance each. On the second day of the workshop, the technical assistance team worked with the attendees to distill and elaborate their actions. The goals and supporting actions are listed below. The tables that follow provide additional detail for each action.

- Goal 1 – Identify strategies to support and enhance existing commercial kitchen and food incubator spaces.
  - Action 1.1 – Form a committee to determine the design elements and programming necessary to differentiate the Armory Kitchen a food system asset for the community.
  - Action 1.2 – Support the Bohemia Food Hub in advancing their work within the community, with emphasis on entrepreneurship.
  - Action 1.3 – Develop a cold storage space at the Bohemia Food Hub to serve as a community resource.
  - Action 1.4 – Connect food business and restaurant entrepreneurs with pop-up or retail space opportunities.
  - Action 1.5 – Collaborate with the South Lane School District and Lane Community College educational programs related to food entrepreneurship, including marketing, graphic design,

and production.

- Goal 2 – Improve food security and public health in Cottage Grove.
  - *Action 2.1* – Host an initial meeting to share where different groups are focused in the food system and determine whether a central entity might be needed to coordinate the local food movement.
  - *Action 2.2* – Increase public education and awareness of importance of local food security and public health.
  - *Action 2.3* – Initiate conversations with local partners to improve public health through better integration of fresh local food.
  
- Goal 3 – Increase the involvement of Cottage Grove’s underrepresented/immigrant populations (e.g. youth, Black, Indigenous, and People of Color (BIPOC) representatives) in local food and place-making initiatives.
  - *Action 3.1* – Create a more inclusive Farmer’s Market by lowering barriers to entry for BIPOC farmers and reaching out to those producers about the market.
  - *Action 3.2* – Identify 3-4 concrete steps to support the development of a community garden by Huerto de la Familia at Bohemia Elementary by focusing on fundraising, the possibility of a community center, and addressing land access issues.
  - *Action 3.3* – Get more BIPOC community members involved in the business community and create opportunities for growth, through entrepreneurial trainings, volunteer opportunities, retail and restaurant start-ups, existing business support groups, and marketing efforts.
  
- Goal 4 – Build stronger value /supply chain connections for farmers and food producers with both local and regional markets.
  - *Action 4.1* – Connect with others who are thinking about aggregated delivery and signal the interest of food producers in and around Cottage Grove to be included in a regional distribution network.
  - *Action 4.2* – Gather information via a survey or other method (e.g., phone interview) with area farmers, food producers, and restauranteurs about their production and distribution needs.
  - *Action 4.3 (original)* – Hold a meeting with area farmers, herbalists, and food producers to explore interest in a member-run agricultural cooperative that could provide commercial-scale services and/or resources, e.g., hazelnut processing or meat processing.
  - *Action 4.3 (proposed)*: Hold a meeting with area farmers, herbalists, and food producers to introduce a new local Food and Farm Coalition that would facilitate central coordination and invite input on services and participation
  - *Action 4.4* – Connect area farmers and producers to existing marketing channels and efforts.

**GOAL 1: Identify strategies to support and enhance existing commercial kitchen and food incubator spaces.**

Cottage Grove would be the envy of many communities given it already has a successful shared commercial kitchen incubator space that services a growing number of food entrepreneurs. The Bohemia Food Hub, while a successful venture and important community asset featuring a 3500 ft<sup>2</sup> co-working commercial kitchen, a natural grocery store and a developed Food Truck pod, still cannot accommodate all types of food enterprises (e.g., catering). Planned restoration of the historic Cottage Grove Armory as a community center and commercial kitchen presents an opportunity to continue to grow the city’s food economy in a way that is complimentary to existing resources. Working together, these operations can grow and evolve strategically in concert with one another to offer an ever more comprehensive suite of tools to food entrepreneurs.

**Action 1.1: Form a committee to determine the design elements and programming necessary to differentiate the Armory Kitchen a food system asset for the community.**

<b>What this is and why it is important</b>	<p>This committee would explore design and programming needs for the Armory’s commercial kitchen. The committee should determine how Bohemia Food Hub and the Armory can work collaboratively to meet the needs of local food entrepreneurs. Potential designs could consider things such as kitchen space for local caterers, use by Soup’s On and other non-profits, winter-market home for Farmer’s Market, leasable freezer space and cold storage for downtown businesses, potential use of adjacent basement spaces for pop-up retail or restaurant use, etc. Proposed designs will need to address Americans with Disabilities Act (ADA) accessibility. Immediate need is to get committee to weigh in on the Armory kitchen design, prior to fundraising for the rehabilitation of the kitchen. The kitchen is a smaller project within a larger project of renovating the Armory. Additional renovations can support the community in other ways like a community center.</p>
<b>Measures of success</b>	<ul style="list-style-type: none"> <li>• A kitchen use plan is written, identifying potential short-term and long-term stakeholders and opportunities for future growth</li> <li>• Need for the Armory’s kitchen is shown in its growing utilization year after year</li> <li>• A clear alignment of target audiences is established for the Bohemia Food Hub and Armory, and potential programming is clearly differentiated</li> <li>• Communication channel is established for the community to continue to learn about the project and provide input as needed</li> <li>• Potential designs are developed for the Armory’s kitchen for use in grant applications</li> </ul>
<b>Timeframe</b>	<ul style="list-style-type: none"> <li>• Ongoing restoration of the first floor of the Armory is scheduled to be completed by Spring 2021, plans for the next phases of rehabilitation are scheduled to be complete by summer 2021</li> <li>• Committee to convene in Winter 2021 to help with kitchen design and to make recommendations on next steps to pursue for grant funding</li> </ul>
<b>Lead</b>	<p>Amanda Ferguson, City of Cottage Grove Planning Division</p>
<b>Supporting cast</b>	<ul style="list-style-type: none"> <li>• Faye Stewart Public Works &amp; Development, Director</li> <li>• Richard Meyers, City Manager</li> <li>• Richard Rothweiler, AC&amp;Co. (Architect of Armory Kitchen initial design)</li> </ul>

	<ul style="list-style-type: none"> <li>• Amy Hause, Rural Development Initiatives</li> <li>• Kim Johnson, Bohemia Food Hub</li> <li>• Micah Elconin, Eugene’s Table</li> <li>• Beth Poole, Be Your Best, Sustainable Cottage Grove</li> <li>• Potential future users/tenants</li> <li>• Farmer representative(s)</li> <li>• Wineries for cold storage demand</li> <li>• Karen Burrece, Soups On</li> </ul>
<p><b>Needed resources and possible sources</b></p>	<ul style="list-style-type: none"> <li>• Need: Funding for rehabilitation, including kitchen &amp; ADA access to basement and remainder of building (elevators, electrical upgrade, heating systems, etc.)</li> <li>• Need: Funding for kitchen operation, equipment, staff support, community coordination</li> <li>• Resource: United States Department of Agriculture (USDA) Agricultural Marketing Services (AMS) architectural services could play an advisory role (Ron Batchner, Sasha Pokravskaya)</li> <li>• Resource: USDA Local Food Promotion Program implementation grant (\$100-\$500k grant for the development of the kitchen. Requires 25% match, but can be in-kind) -- Planning application for the Armory and implementation for Bohemia Food Hub</li> <li>• Resource: Existing funds (~\$50k in private donations designated for the kitchen) from the city are already available, some equipment already purchased/in storage</li> </ul>

**Action 1.2: Support the Bohemia Food Hub in advancing their service work within the community, with emphasis on removing barriers to entrepreneurship.**

<p><b>What this is and why it is important</b></p>	<p>The development of a non-profit arm of Bohemia Food Hub will support their efforts to work with youth, the Latinx community, and new and existing food entrepreneurs through the community-supportive programs, e.g., youth entrepreneurship, SBDC courses, etc.</p>
<p><b>Measures of success</b></p>	<ul style="list-style-type: none"> <li>• When the institutional framework is in place for a non-profit organization, with capacity to obtain and manage grants</li> <li>• Partnerships developed and nurtured</li> <li>• When a local program is developed for financial literacy and small business development (offered in English, Spanish &amp; Mam) in Cottage Grove through the BFH non-profit arm (partners include SBDC, RDI, Huerto de la Familia)</li> <li>• When high school students are getting experience through entrepreneurial training and pop-up restaurant experience at BFH</li> <li>• When new businesses are started with support from programs offered through BFH and partners</li> <li>• When existing businesses thrive with support from programs offered through BFH and partners</li> <li>• When a guide on why, how, and when to access a commercial kitchen (and how and when to access business development) for someone just getting started, especially in Spanish, is created</li> </ul>

<b>Timeframe</b>	<ul style="list-style-type: none"> <li>Obtain non-profit status by Spring 2021</li> <li>Begin Small Business Development Classes Jan 2021</li> </ul>
<b>Lead</b>	Kim Johnson, Bohemia Food Hub
<b>Supporting cast</b>	<ul style="list-style-type: none"> <li>Micah Elconin, Eugene’s Table</li> <li>Amy Hause, Rural Development Initiative</li> <li>Austin Ramirez, Lane County</li> <li>Melissa Murphy, Business Oregon</li> <li>Huerto de la Familia</li> <li>Robert Killen, Lane Community College Small Business Development Center (SBDC)</li> <li>Nonprofit Association of Oregon</li> <li>Family Resource Center</li> <li>South Lane School District</li> <li>Amanda Ferguson, City of Cottage Grove</li> <li>Matt Parsons, Cottage Grove Community Development Corporation</li> </ul>
<b>Needed resources and possible sources</b>	<ul style="list-style-type: none"> <li>Need: Complete commercial kitchen</li> <li>Need: Complete micro retail storefronts</li> <li>Need: Nonprofit organizational expertise</li> <li>Need: Nonprofit Law Center, <a href="http://www.centerfornonprofitlaw.com">www.centerfornonprofitlaw.com</a></li> <li>Example: Kate Schwartzler, Indy Commons in Independence</li> <li>Example: Lincoln City Culinary Center</li> <li>Resource: Planning, Public Policy, and Management (PPPM), <a href="https://pppm.uoregon.edu/research">https://pppm.uoregon.edu/research</a>, University of Oregon Non-Profit Management Program</li> <li>Resource: Jim Gilroy - Cottage Grove Community Development Corporation</li> <li>Resource: Implementation grant for build-out of Bohemia Food Hub</li> <li>Resource: USDA Wholesale Market and Facility Design program to utilize architectural technical assistance in the enhancement of designed spaces for the commercial kitchen and food incubator</li> </ul>

**Action 1.3: Develop a cold storage space at the Bohemia Food Hub to serve as a community resource.**

<b>What this is and why it is important</b>	The Bohemia Food Hub has a 15’x20’ cold storage unit that they plan to install and offer for use to the community. There is clearly a need in the community for cold storage, but more details are needed, such as how much space is needed, who needs it, at what price point, and how far are they willing to travel. Cold Storage opens the doors for aggregated ordering to meet suppliers’ minimums for delivery and aggregated pick up of goods from Eugene, CSA pick-ups, meat lockers, etc.
<b>Measures of success</b>	<ul style="list-style-type: none"> <li>Installation of cold storage unit at BFH in 2021.</li> <li>Identification of need within community (from farmers, producers and restauranteurs) for unmet cold storage needs.</li> <li>Dispersed freezer and cold storage space located throughout community to meet accessed needs.</li> </ul>
<b>Timeframe</b>	<ul style="list-style-type: none"> <li>Installation of cold storage unit in 2021.</li> </ul>

	<ul style="list-style-type: none"> <li>Survey of unmet cold storage needs performed by 2022.</li> </ul>
<b>Lead</b>	Kim Johnson, Bohemia Food Hub
<b>Supporting cast</b>	<ul style="list-style-type: none"> <li>Business Oregon</li> <li>South Valley Farmers Market</li> <li>Micah Elconin, Eugene’s Table</li> <li>Maia Hardy, Ecotrust</li> <li>Downtown Cottage Grove</li> <li>Chamber of Commerce (help with outreach and marketing of cold storage space)</li> </ul>
<b>Needed resources and possible sources</b>	<ul style="list-style-type: none"> <li>Need: funds to install the unit at Bohemia Food Hub, installation, and marketing of space.</li> <li>Resource: Business Oregon funding</li> <li>Resource: Implementation grant for build-out of Bohemia Food Hub</li> </ul>

**Action 1.4: Connect food business and restaurant entrepreneurs with pop-up or retail space opportunities.**

<b>What this is and why it is important</b>	The action is phase 2 of Action 1.2. Entrepreneurs need a place to test out and establish their businesses. A downtown space or vacant store front is ideal. Entrepreneurs could start their new businesses at Bohemia Food Hub or in a home-based commercial kitchen or store, and then move into a pop-up restaurant space as they grow their business.
<b>Measures of success</b>	<ul style="list-style-type: none"> <li>Potential properties that would be ideal for pop-ups have been identified and property owners approached.</li> <li>Willing property owner(s) are identified, and partnership developed for pop-up retail or restaurant location(s).</li> <li>Plan for pop-up business established. Building permits obtained, if necessary.</li> <li>Implementation of BFH’s pop-up food truck.</li> <li>Events developed to showcase local products/entrepreneurs.</li> </ul>
<b>Timeframe</b>	<ul style="list-style-type: none"> <li>Successful pop-up business within 1 year. Expand program to additional buildings/locations in 2<sup>nd</sup> year.</li> <li>Pop-up cart at South Valley Farmer’s Market within 2 years.</li> </ul>
<b>Lead</b>	<ul style="list-style-type: none"> <li>Shauna Neigh, Cottage Grove Area Chamber of Commerce</li> <li>Kim Johnson, Bohemia Food Hub</li> </ul>
<b>Supporting cast</b>	<ul style="list-style-type: none"> <li>Oregon RAIN</li> <li>High School programs</li> <li>Lane Community College SBDC</li> <li>Downtown Cottage Grove</li> <li>Cottage Grove Community Development Corporation</li> <li>South Valley Farmers Market</li> </ul>
<b>Needed resources and possible sources</b>	<ul style="list-style-type: none"> <li>Example: pop-up retail district in Veneta, OR</li> <li>Needed: Example plans for modifying/rehabbing historic buildings as pop-ups</li> <li>Possible options: Sue Rosenthal, owner of Quilt Shop (with pre-existing, underutilized kitchen), use of vacant or underdeveloped lots for food trucks or pop-up retail (examples – Len Blackstone’s vacant lot, Big Stuff BBQ’s lot)</li> </ul>



- Resource: Downtown Cottage Grove
- Resource: Cottage Grove Area Chamber of Commerce

**Action 1.5: Collaborate with South Lane School District and Lane Community College educational programs related to food entrepreneurship, including marketing, hospitality, graphic design, and production.**

<b>What this is and why it is important</b>	It is crucial to engage youth to build the entrepreneurship pipeline. It is important to build an economic future that stays local, giving youth an option to stay and thrive in Cottage Grove.
<b>Measures of success</b>	<ul style="list-style-type: none"> <li>• Partnerships developed with schools (Cottage Grove High School, Al Kennedy High School &amp; Child’s Way Charter)</li> <li>• Champion identified at each school with leadership role in entrepreneurship</li> <li>• Programs offered through BFH, Small Business Development Center, Huerto de la Familia, and others available to school students, and coordinated with school offerings to ensure entrepreneurship pipeline</li> <li>• Growing number of students actively engaged in food or retail businesses, on their own or in support of existing/new businesses in town</li> <li>• Students actively working in BFH pop-up food truck</li> </ul>
<b>Timeframe</b>	<ul style="list-style-type: none"> <li>• Fall 2020: Coordination meeting with schools beginning</li> <li>• Spring 2021: Food competition in food truck at CGHS</li> <li>• Fall 2021: Students engaged in entrepreneurship at BFH</li> </ul>
<b>Lead</b>	TBD - need to look for a champion/caretaker at each one of the schools
<b>Supporting cast</b>	<ul style="list-style-type: none"> <li>• Cottage Grove High School Career Technical Education (CTE) programs, or other high schools</li> <li>• Kevin Harrington, New principal at Cottage Grove High School</li> <li>• Kim Johnson, Bohemia Food Hub</li> <li>• Robert Killan &amp; Roger Wong, Lane Community College</li> <li>• Micah Elconin, Eugene’s Table</li> <li>• Lane County Workforce Development</li> <li>• Sector Strategies</li> <li>• Lacy Guest, College Advisor</li> <li>• Shauna Neigh, Cottage Grove Area Chamber of Commerce</li> </ul>
<b>Needed resources and possible sources</b>	<ul style="list-style-type: none"> <li>• RARE or AmeriCorps to help coordinate</li> </ul>

## Goal 2: Improve food security and public health in Cottage Grove.

The State of Oregon classifies Cottage Grove as “economically distressed”. The median household income is \$38,994, which is 27% lower than the Oregon average and 30% lower than the national average. This places 61% of Cottage Grove families below the federal poverty rate and thus at risk for food insecurity. The community is fortunate to have local organizations and county and state resources focused on these issues, but more coordination, awareness, and investment is still required to guarantee improved access to affordable healthy foods for all, which is foundational to individual and collective public health.

### Action 2.1: Host an initial meeting to share where different groups are focused in the food system and determine whether a central entity might be needed to coordinate the local food movement.

<b>What this is and why it is important</b>	Cottage Grove has many organizations with some focus related to food (e.g., food banks, food pantries) but there is not a single organization or group of organizations that has comprehensive planning in place for food (e.g., food policy council). A meeting should be held to determine if consensus can be reached to facilitate the central coordination of the local food movement. This could include the development of a new local Food and Farm Network, which provides access to resources, public education and business development initiatives for various stakeholders through a new local Food and Farm Network online platform or may include the expansion of another organization’s mission.
<b>Measures of success</b>	<ul style="list-style-type: none"> <li>• Coordination meeting held with primary stakeholders to determine scope of discussion and outreach to additional stakeholders</li> <li>• Larger stakeholders meeting held, at which local coordination of food/farm network is flushed out</li> <li>• Community input included in stakeholder meeting, gathered through series of interviews and surveys</li> <li>• Those participating gain clarity about whether a central body, be it a local food action committee or a food policy council, is needed</li> <li>• Food/Farm Network established if desired</li> </ul>
<b>Timeframe</b>	<ul style="list-style-type: none"> <li>• Initial key stakeholder meeting by February 2021, with larger community meeting and stakeholder engagement throughout spring 2021</li> </ul>
<b>Lead</b>	<ul style="list-style-type: none"> <li>• Sarah Mitts, Catalyze Social</li> <li>• Dale Smith</li> </ul>
<b>Supporting cast</b>	<ul style="list-style-type: none"> <li>• Cottage Grove Access Coalition</li> <li>• Sustainable Cottage Grove</li> <li>• Rural Organizing Project</li> <li>• City of Cottage Grove</li> <li>• Cottage Grove Area Chamber of Commerce</li> <li>• Community Sharing</li> <li>• Marjory House - Singing Creek Farm for a connection to farmers</li> <li>• Agrarian Sharing Network</li> <li>• South Valley Farmers Market and network</li> <li>• Northwest Bison Association</li> </ul>

	<ul style="list-style-type: none"> <li>Bohemia Food Hub</li> </ul>
<b>Needed resources and possible sources</b>	<p>Need:</p> <ul style="list-style-type: none"> <li>Facilitator</li> <li>Space</li> </ul> <p>Resources:</p> <ul style="list-style-type: none"> <li>Video and media (Karen Rainsong)</li> <li>Reference material (e.g., Oakland Food &amp; Policy Council)</li> </ul>

**Action 2.2: Increase public education and awareness of importance of local food in food security and public health.**

<b>What this is and why it is important</b>	<p>The availability, access to and health of local food is vital to ensuring food security and building a healthy, resilient community. We need to increase the public’s awareness of what local foods are available, where and how they can be accessed, and their health benefits. This could include the creation of a central on-line hub for news sharing about activities related to the local food and farm movement. It can also include increased local farm/business/producer coverage in local, regional and state tourism publications (South Willamette Valley Food Trail, etc.). Local awareness campaigns, such as Seed swaps, gleaners’ networks, interpretive educational displays (static or roving) and marketing can also be used to increase awareness. The importance of first foods and local peoples should be stressed.</p>
<b>Measures of success</b>	<ul style="list-style-type: none"> <li>When a members/community committee is established to expand outreach</li> <li>More local businesses are published in South Willamette Valley Food Trail publication (among others)</li> <li>There is an active on-line “hub” for local food movement</li> <li>A printed local publication/guide created</li> <li>A “What’s Happening in CG” Community Bulletin Board installed at appropriate location to build community hubs for events and activities</li> <li>Educational displays created that promote healthy eating, sustainability, food seasonality, native first foods, etc., established in the empty storefronts downtown (in English and in Spanish)</li> <li>A USDA Know Your Farmer educational series via posters, tabletop displays at restaurants sourcing local, etc. is implemented</li> <li>Guide created for participation in local community gardens.</li> </ul>
<b>Timeframe</b>	<ul style="list-style-type: none"> <li>South Willamette Valley Food Trail subscriptions increased in 2021</li> <li>Educational series begun in downtown storefront by February 2021</li> <li>On-line hub developed by 2022, with printed guide to follow</li> <li>Seed swap in April 2021</li> </ul>
<b>Lead</b>	<ul style="list-style-type: none"> <li>Sarah Mitts, Catalyze Social</li> </ul>
<b>Supporting cast</b>	<ul style="list-style-type: none"> <li>Travel Lane County</li> <li>Travel Oregon</li> <li>Cottage Grove Area Chamber of Commerce</li> </ul>

	<ul style="list-style-type: none"> <li>• Downtown Cottage Grove</li> <li>• South Valley Farmers Market</li> <li>• Partners in History – Joe Brazie, Katy Vaughn, etc.</li> <li>• Cottage Grove Sentinel, KNND</li> <li>• Karen Rainsong, Singing Creek Educational Center</li> <li>• Michelle Rose, Art Walk Committee</li> <li>• Tao Orion, Organic Agriculture and Permaculture Educator, Board Member at Aprovecho</li> <li>• Peace Health</li> </ul>
<b>Needed resources and possible sources</b>	<ul style="list-style-type: none"> <li>• Need: Grant funding to develop on-line hub and printed food guide</li> <li>• Example: Sisters Seed Swap</li> <li>• Resource: Singing Creek Education Center</li> </ul>

**Action 2.3: Initiate conversations with local partners to improve public health through better integration of fresh local food.**

<b>What this is and why it is important</b>	A conversation needs to be had with Pacific Source and/or the Oregon Health Authority to explore the community’s desire to create a partnership program between local farmers and producers and health services. Example projects could include doctors’ offices offering vouchers for a CSA style box, market dollars, or transportation vouchers to Community Sharing for the food insecure and/or individuals in need of fruit and vegetables, collaboration with Be Your Best, Veggie Rx programs, bike share programs, etc. We should also educate our partners and collaborate with Oregon Department of Health Services about opportunities for county and state food security resources to provide to individuals. Blue Zone programming should be explored.
<b>Measures of success</b>	<ul style="list-style-type: none"> <li>• When Oregon Health Authority and Pacific Source accept a meeting invitation with Food and Farm Network and agree to collaborate on range of projects</li> <li>• When a transportation voucher program is established between South Lane Wheels and Be Your Best partnership</li> <li>• When expanded funding is secured for Veggie Rx (Oregon Health Authority contracts with Pacific Source to provide the program to Cottage Grove)</li> <li>• When public is better aware of and able to access programs providing access to local fresh foods and food security</li> </ul>
<b>Timeframe</b>	<ul style="list-style-type: none"> <li>• Increased marketing of offerings through South Valley Farmers Market, summer 2021</li> <li>• Initial meeting with health and food partners, Spring 2021</li> </ul>
<b>Lead</b>	<ul style="list-style-type: none"> <li>• Abbi Aldrich, South Valley Farmers Market</li> <li>• Samantha Duncan, Be Your Best</li> <li>• Ana Maria Dudley, Peace Health</li> <li>• Pacific Source (Coordinated Care Organization); contracted by the Oregon Health Authority involved with Be Your Best</li> </ul>
<b>Supporting cast</b>	<ul style="list-style-type: none"> <li>• Oregon Health Authority (federal and state money; administrator of the Oregon Health Plan)</li> </ul>

	<ul style="list-style-type: none"> <li>• City of Cottage Grove</li> <li>• Community Sharing (delivery)</li> <li>• United Way (part of community health improvement plan)</li> <li>• Samantha Duncan – Be Your Best (model and learnings from Hood River)</li> <li>• Rural Access Coalition (RAC) reports to Oregon Health Authority concerns of each community</li> <li>• South Valley Farmers Market</li> <li>• Travel Lane County</li> </ul>
<b>Needed resources and possible sources</b>	<ul style="list-style-type: none"> <li>• Need: Buy-in from school district and city</li> <li>• Example: Gorge Grown Veggie Rx Program</li> <li>• Example: Blue Zone Programming</li> <li>• Hood River Template</li> </ul>

**Goal 3: Increase the involvement of Cottage Grove’s underrepresented/immigrant populations (e.g., youth, Black, Indigenous, and People of Color representatives) in local food and place-making initiatives.**

As food is an important economic development opportunity for Cottage Grove, stakeholders want to be sure that everyone has an equal chance in participating in the food system and economy. Cottage Grove’s immigrant population and graduating high school seniors experience particularly high barriers in finding livelihood opportunities of which food plays a part. Contributing factors can be language, economic access, lack of transportation (no license to drive), and limited personal networks able to help one navigate available resources (e.g., knowing when things are happening, where, who can participate and how). The following actions are aimed at creating more resources specifically targeted to underrepresented members of the community and helping make connections to these resources and others.

**Action 3.1: Create a more inclusive Farmer’s Market by lowering barriers to entry for BIPOC farmers and reaching out to those producers about the market.**

<b>What this is and why it is important</b>	It is important to increase the diversity of the vendors and the attendees. There are few barriers for vendors, but that is not well known, so educating potential vendors is key. The greatest known barrier is the vendor/market insurance requirement. Hispanic outreach materials should be developed, since there currently are none. Examples of potential efforts could be a brochure available in Spanish and English, expanded programming at the market to include music, and financial support to cover start-up, adjusted scheduling that works for more of the community, and increased insurance to accept newer vendors.
<b>Measures of success</b>	<ul style="list-style-type: none"> <li>• When market attendance is higher, and more vendors are attracted as well</li> <li>• When there is more diversity amongst vendors</li> <li>• Pop-up market booth for new/BIPOC members</li> <li>• When there is financial support to cover partial costs of insurance/lower barriers to entry for new vendors</li> </ul>
<b>Timeframe</b>	<ul style="list-style-type: none"> <li>• Marjory House to bring to board for discussions over the winter</li> <li>• New marketing materials in Spanish by summer 2021</li> </ul>

<b>Lead</b>	<ul style="list-style-type: none"> <li>Abbi Aldrich (farmer’s market manager)</li> <li>Karen Benson (farmer’s market board)</li> </ul>
<b>Supporting cast</b>	<ul style="list-style-type: none"> <li>Karen Rainsong, Singing Creek Education Center has resource for music at market</li> <li>Rural Organizing Project (members who have close connection with Guatemalan families can help with outreach)</li> <li>Downtown Cottage Grove</li> <li>City of Cottage Grove</li> </ul>
<b>Needed resources and possible sources</b>	<p>Needs:</p> <ul style="list-style-type: none"> <li>Consider bringing to the board the topic of translation</li> <li>Flyers everywhere, ad in the Centennial Newspaper every week!</li> <li>Marketing and website development</li> <li>Funding to cover translation costs for brochure</li> <li>Non-profit organization/status to apply for grants to pay for insurance costs</li> </ul>

**Action 3.2: Support the development of a community garden by Huerto de la Familia at Bohemia Elementary by focusing on fundraising, the possibility of a community center, and addressing land access issues.**

<b>What this is and why it is important</b>	<p>There is a strong need for community gardens, especially for immigrant and Latinx communities who come from agrarian traditions and are looking for land to grow food. The development of a large community garden by Huerto de la Familia, which offers training and support in Spanish, at Bohemia Elementary, which is the center for South Lane School District’s ESL education, could help BIPOC folks to feel safe and supported. The community needs to have conversations to determine interest, organization, and champions, etc. The existing wetland adjacent to Bohemia Elementary is full of camas and this area could provide an opportunity for foraging and wetland restoration.</p>
<b>Measures of success</b>	<ul style="list-style-type: none"> <li>When we have families planting, growing, harvesting their own food</li> <li>When we are having community events and educational offerings adjacent to a new community garden</li> <li>Growing food and community</li> </ul>
<b>Timeframe</b>	<ul style="list-style-type: none"> <li>Get memorandum of understanding (MOU) with the South Lane School District by Spring, 2021</li> <li>Start garden planning and implementation for planting season in 2021, with full garden in ground by spring, 2022</li> <li>Develop community space within garden by 2022</li> </ul>
<b>Lead</b>	<ul style="list-style-type: none"> <li>Gatlin Fasone-Youngblood &amp; Marissa Zarate, Huerto de la Familia</li> <li>Brian McCasline, Assistant Superintendent, South Lane School District</li> </ul>

**Action 3.2: Support the development of a community garden by Huerto de la Familia at Bohemia Elementary by focusing on fundraising, the possibility of a community center, and addressing land access issues.**

<b>Supporting cast</b>	<ul style="list-style-type: none"> <li>• Amanda Ferguson, City of Cottage Grove (help with MOU and liaise with the City and the school)</li> <li>• Ana Maria Dudley - Family Resource Center/PeaceHealth (connection to South Lane School District English as a Second Language programming)</li> <li>• Matt Hall - Al Kennedy High School Sustainability Program/Greenhouse (growing starts for families)</li> <li>• Amanda Gilbert, Coast Fork Willamette Watershed Council (wetland/First Foods camas harvesting/growing)</li> <li>• Heather Bridgens, Bohemia Elementary School</li> <li>• Sean Cummings, South Lane Mental Health</li> <li>• Marjory House</li> </ul>
<b>Needed resources and possible sources</b>	<p>Needs:</p> <ul style="list-style-type: none"> <li>• Grant writing and fund raising.</li> <li>• A plan for the garden, have up to 50 plots</li> <li>• Outreach to families and neighborhood</li> <li>• Wetland restoration plan for the remainder of property</li> </ul> <p>Resource:</p> <ul style="list-style-type: none"> <li>• Bohemia Elementary School has three translators</li> <li>• Local farmers</li> <li>• Local non-profits for grant funding (Rotary, Woodard Foundation, Bohemia Foundation)</li> </ul>

**Action 3.3: Get more BIPOC community members involved in the business community and create opportunities for growth, through entrepreneurial trainings, volunteer opportunities, retail and restaurant start-ups, existing business support groups, and marketing efforts.**

<b>What this is and why it is important</b>	<p>There is a need to incentivize existing and new local BIPOC-owned businesses so that they can thrive in the community. This includes connecting BIPOC-owned businesses and entrepreneurs with organizations such as the Cottage Grove Area Chamber of Commerce and regional tourism marketing organizations that promote businesses. In-person surveys with existing BIPOC businesses and community members may help identify needs. This can include outreach to community organizations and faith-based groups with large BIPOC memberships to engage them on local food issues.</p>
<b>Measures of success</b>	<ul style="list-style-type: none"> <li>• Expanded number of BIPOC members in Chamber of Commerce</li> <li>• Thorough understanding of existing BIPOC business community needs</li> <li>• Itineraries of BIPOC businesses developed for tourism promotion</li> <li>• Local BIPOC businesses integrated into local and regional websites and itineraries</li> <li>• Grant(s) written to support new BIPOC business opportunities</li> </ul>
<b>Timeframe</b>	<ul style="list-style-type: none"> <li>• Grant written for weaving enterprise by fall 2021</li> </ul>

	<ul style="list-style-type: none"> <li>• Survey of BIPOC businesses by fall 2021</li> </ul>
<b>Lead</b>	Ana Maria Dudley, Family Resource Center
<b>Supporting cast</b>	<ul style="list-style-type: none"> <li>• Jeff Malik, Travel Lane County</li> <li>• Samantha Duncan, Be Your Best</li> <li>• Shauna Neigh, Cottage Grove Chamber of Commerce</li> <li>• Huerto de la Familia</li> <li>• Willamette Valley Visitors Association</li> <li>• South Valley Farmers Market</li> <li>• Rural Development Initiatives</li> <li>• Rural Organizing Project</li> <li>• Lane County Economic Development</li> </ul>
<b>Needed resources and possible sources</b>	<ul style="list-style-type: none"> <li>• Need: Entrepreneurial training in Spanish and print/media translation into Spanish &amp; Mam</li> <li>• Resource: Huerto de la Familia</li> </ul>

**Goal 4: Build stronger value /supply chain connections for farmers and food producers with both local and regional markets.**

Cottage Grove is located in Lane County and in the community’s application to Local Foods, Local Places, it was noted that the fastest growing industry in the county is Food and Beverage. Lane County is home to over 167 food and beverage companies, which employ over 4,000 people and contribute over \$179 million dollars in wages to the area. Cottage Grove is a great location for nurseries, small-scale farming, animal husbandry and production of wine grapes, hops, hemp and more. To unlock the untapped potential of this local food industry to catalyze increased economic growth, the community must work to improve connectivity among Cottage Grove food system stakeholders, grow local production, and strengthen relationships with regional partners.

**Action 4.1: Connect with others who are thinking about aggregated delivery and signal the interest of food producers in and around Cottage Grove to be included in a regional distribution network.**

<b>What this is and why it is important</b>	In order to be successful, farmers and food producers need access to markets beyond Cottage Grove. Delivery can be time-consuming and logistically challenging for individual businesses and refrigerated delivery trucks are often cost prohibitive. It is important to organize with other rural hubs to coordinate efforts to get local products to and from the coast and inland and ultimately to our regional urban centers (Portland and Seattle). It is important to coordinate backhaul options to bring ingredients from Eugene, OR and other locales for producers in Cottage Grove. Remind and encourage local producers about the opportunity to connect via the Pacific Northwest Packaged Food & Beverage Google Group, a closed group for peer-to-peer sharing.
<b>Measures of success</b>	<ul style="list-style-type: none"> <li>• When exchanges of lessons learned and resources</li> <li>• When we are able to establish each next step in the process of strengthening the distribution system</li> <li>• When product starts moving</li> <li>• Feasibility study of a regional refrigerated delivery collaborative</li> </ul>



<b>Timeframe</b>	<ul style="list-style-type: none"> <li>• Summer 2021: Secure regional partner hubs</li> <li>• Summer 2021: Reconvene talks with Ecotrust’s The REDD and B-Line about aligning Rural and Urban Food Hubs</li> </ul>
<b>Lead</b>	Kim Johnson - Bohemia Food Hub
<b>Supporting cast</b>	<ul style="list-style-type: none"> <li>• Micah Elconin, Eugene’s Table</li> <li>• Oregon RAIN</li> <li>• Ecotrust (The REDD &amp; B-Line)</li> <li>• Organically Grown Company</li> <li>• Lauren Gwin, Oregon State University (coordinates network of OR Food Hubs)</li> <li>• Kristen Penner, North Coast Food System Collaborative (food hub planning work)</li> <li>• Amy Hause, Rural Development Initiative</li> </ul>
<b>Needed resources and possible sources</b>	<p>Need:</p> <ul style="list-style-type: none"> <li>• Specific list of transport needs from the Cottage Grove community (see Action 4.2)</li> <li>• Refrigerated delivery truck</li> <li>• Survey of similar projects around the country, successes and failures, organizational structure</li> </ul> <p>Resource:</p> <ul style="list-style-type: none"> <li>• NW Packaged Food &amp; Beverage Google Group</li> </ul>

**Action 4.2: Gather information via a survey or other method (e.g., phone interview) with area farmers, food producers, and restauranteurs about their production and distribution needs.**

<b>What this is and why it is important</b>	In order to move forward with specific steps to strengthen and build distribution/market channels for area food stakeholders, it is important to establish the specific needs and current inefficiencies of how farmers, food producers, and other food businesses are bringing product to Cottage Grove and also sending it to other places. This inquiry may touch on what products they are trying to move, where, in what volume, what frequency, and what processing and packaging needs they have to identify gaps and opportunities. We also want to see what production capacity we have of various items around the area to signal services like linking farmers with growing space, plant nurseries, freezer space needs, inputs/fertilizers, mentoring, specializing in certain things, etc. The survey results will serve programming for many stakeholders and be shared with farmers/producers to explore all types of collaborations across the supply chain.
<b>Measures of success</b>	Outreach list and outreach plan developed through shared Google Group. Foundation of outreach list built from those of Farmers Market, BFH, Be Your Best, OSU Extension, etc.
<b>Timeframe</b>	February 2021
<b>Lead</b>	<ul style="list-style-type: none"> <li>• Kim Johnson, Bohemia Food Hub</li> <li>• Sarah Mitts, Catalyze Social</li> <li>• Abbi Aldrich, South Valley Farmers Market</li> </ul>
<b>Supporting cast</b>	<ul style="list-style-type: none"> <li>• Producers</li> <li>• Farmers</li> <li>• Micah Elconin, Eugene’s Table</li> </ul>

	<ul style="list-style-type: none"> <li>• City of Cottage Grove</li> <li>• Kristen Penner, North Coast Food System Collaborative (North Coast producer survey example)</li> <li>• Oregon RAIN</li> <li>• Lane County Community &amp; Economic Development</li> </ul>
<p><b>Needed resources and possible sources</b></p>	<p>Needs:</p> <ul style="list-style-type: none"> <li>• Funding to secure capacity</li> </ul> <p>Resources:</p> <ul style="list-style-type: none"> <li>• Business Oregon</li> <li>• University of Oregon Planning, Public Policy, and Management program</li> <li>• AmeriCorps Resource Assistance for Rural Environments</li> <li>• Oregon Consulting Group</li> <li>• Pacific Northwest Packaged Food &amp; Bev /<a href="#">Google Group</a>)</li> <li>• Here is <a href="#">a list of online directories</a> found by the North Coast Food System Collaborative during its producer research</li> <li>• Oregon State University - Extension (contact list of farmers)</li> <li>• City of Cottage Grove (Survey Monkey)</li> </ul>

**Action 4.3: Create a Cottage Grove Food & Farm Network, which will facilitate central coordination of area farmers, herbalists, and food producers through an on-line hub and website.**

<p><b>What this is and why it is important</b></p>	<p>There is no central food network coordinating opportunities for farmers/producers, or even an online hub for visitors, new residents or the community to access information and plug into the local food movement that is happening in our town. A central hub to market the local food movement for the public and food related businesses to access information and collaborate is needed to address gaps and catalyze opportunities.</p> <p>The proposed Cottage Grove Food &amp; Farm Network will coordinate services, resource sharing and business development activities to grow local food and farm businesses and sourcing within this area, create market linkages and strengthen our growing/production capacity locally to reduce inefficiencies and leverage economies of scale for increased revenues, new jobs and a healthy local food economy.</p> <p>The Food &amp; Farm Network will serve as a marketing and outreach liaison between farmers/producers and the public, to build relationships with stakeholders and develop opportunities for future funding, enhanced exposure, and additional resources. It can also facilitate public education campaigns and culture raising activities around the local food movement in partnership with local groups (guides, seed saving activities, buy local, Farm to Restaurant initiatives, etc.)</p>
<p><b>Measures of success</b></p>	<ul style="list-style-type: none"> <li>• Input collected from Sustainable Cottage Grove, South Valley Farmers Market, Bohemia Food Hub, Eugene’s Table, etc. to create network list.</li> <li>• Business plan developed for Cottage Grove Food &amp; Farm Network, including sustainability plan.</li> </ul>

	<ul style="list-style-type: none"> <li>• Online hub developed.</li> </ul>
<b>Timeframe</b>	<ul style="list-style-type: none"> <li>• Initial core team meeting in February 2021</li> <li>• Draft business plan prepared to discuss at meeting in spring 2021</li> <li>• Online hub and website developed in spring 2021.</li> </ul>
<b>Lead</b>	Sarah Mitts, Catalyze Social
<b>Supporting cast</b>	<ul style="list-style-type: none"> <li>• Matthew Molyneaux, Wild Everlasting Farm</li> <li>• Dale Smith, Coast Fork Brewery/Feed Store</li> <li>• Marjory House, Singing Creek Farm</li> <li>• Kim Johnson, Bohemia Food Hub</li> <li>• Abbi Aldrich, South Valley Farmer’s Market</li> <li>• Micah Elconin, Eugene’s Table</li> </ul>
<b>Needed resources and possible sources</b>	<p>Need:</p> <ul style="list-style-type: none"> <li>• Host for website</li> <li>• Funding to staff coordinator</li> </ul> <p>Resource:</p> <ul style="list-style-type: none"> <li>• North Coast Food System Collaborative</li> <li>• Gorge Grown Food Network</li> </ul> <p>Opportunity:</p> <ul style="list-style-type: none"> <li>• Travel Oregon Destination Ready Program (first grant deadline of 2/3/21)</li> </ul>

**Action 4.4: Connect area farmers and producers to existing marketing channels and efforts.**

<b>What this is and why it is important</b>	<p>To help Cottage Grove area businesses expand their markets and increase sales by driving more traffic to their businesses and encourage them to sell their products via additional platforms. Promote Cottage Grove area farms and value-based products through platforms such as South Willamette Valley Food Trail, Built Oregon, Willamette Valley Grown &amp; Crafted, Travel Oregon, etc. Include them in annual calendars like the Chamber of Commerce.</p> <p>In addition to encouraging the use of existing marketing outlets, this could include the creation of a marketing asset bank (photos, written content, website links etc.) that all partners can access and share, and eventually, the development of a marketing strategy/shared brand like the Tillamook Area that tracks food producers, farmers, markets, etc.</p>
<b>Measures of success</b>	<ul style="list-style-type: none"> <li>• A google group or communication channel is in place to get this information to the farmers and producers</li> <li>• Shared marketing identity developed for South Lane County food system</li> <li>• A Restaurant to Farm initiative developed in collaboration with the Chamber of Commerce</li> </ul>
<b>Timeframe</b>	<ul style="list-style-type: none"> <li>• Submission in the South Willamette Valley Food Trail– Feb/March</li> <li>• Submission in the Locally Grown Willamette Farm and Food Coalition Guide – Feb – new one printed in April</li> </ul>

<b>Lead</b>	<ul style="list-style-type: none"> <li>• Molly Murai, Downtown Cottage Grove</li> <li>• Shauna Neigh, Cottage Grove Area Chamber of Commerce</li> </ul>
<b>Supporting cast</b>	<ul style="list-style-type: none"> <li>• Cottage Grove Tourism Committee</li> <li>• Jeff Malik, Travel Lane County</li> <li>• Katie McFall and Tori Middelstadt, Willamette Valley Visitors Association</li> <li>• Eugene’s Table</li> <li>• Willamette Valley Grown &amp; Crafted</li> </ul>
<b>Needed resources and possible sources</b>	To be determined

## IMPLEMENTATION AND NEXT STEPS

Following the workshop, the steering committee, community collaborators, and technical assistance team held three more calls to finalize the action plan and report, one on November 19, December 16, 2020, and a third call on January 22, 2021. During each call, updates related to the action plan or an outcome of the workshop were shared. In some instances, new information gathered resulted in modifications to actions within the plan. Early progress and connections because of this process include:

- Amanda met with the architect for the Armory to finalize draft plans for the basement and kitchen area of the building. The final current design is in hand from the architect.
- Sarah Mitts and Jeff Malik met with Kristen Penner, North Coast Food System Collaborative, about opportunities for increased coordination among food hubs. Kim and Amy also connected with Kristen.
- Amanda met with Huerto de la Familia as part of finalizing the garden design destined for the Bohemia Elementary School. The design was presented to school administration on 12/18/20. The 1-2 acre garden will serve ~40 families. A memorandum of understanding will be established in early spring followed by a groundbreaking. A meeting with Bohemia Elementary School was held 1/22/21 to determine the final garden design.
- Kim met with high school representatives about the BFH food truck idea and they are excited. They intend to launch a pilot in Fall 2021. The food truck will stay at BFH and with the students, they will start operating on “Last Fridays” in conjunction with Artwalk.
- Kim also met with Child’s Way regarding collaboration opportunities for Spring 2021.
- Kim met with Robert Killan, Lane Community College – Small Business Development Center, to collaborate on offering micro-enterprise training (8-week virtual course, offered at a discount to Cottage Grove participants – free rather than \$500); four registrants so far for January; have “Starting a Food Truck” workshop that can be offered for free through BFH. Amanda was able to get a sponsorship from Cottage Grove Community Development Corporation (\$500 x 7) to assist BFH entrepreneurs to attend the micro-enterprise training.
- The BFH is moving ahead with a plan to form a non-profit with a law firm, Rational Unicorn.
- The BFH is adding equipment and space for a baker/bakery.

- Sarah worked with Dale, Matthew Molyneaux and others to plan a gathering of farmers to identify spring activities starting with the existing March Seed Swap.
- Sarah also met with Shana at the Chamber of Commerce about how to build relationships and communications with the greater farmer/food network. They are looking at early marketing opportunities (e.g., website) to generate awareness of food and farm activity and assets.
- Jeff announced the reopening of the application process for being listed on the South Willamette Valley Food Trail Map. He is also connecting community members to the Lane County Community College Food Program.
- Abbi met with Kim Johnson about BFH and farmers (e.g., needs of farmers given shifting markets). They are exploring a Veggie Rx program with Ana Maria and vendors via a producer survey that Sarah, Kim and Abbi have met to start drafting.
- Molly is working with Karen Rainsong to fill vacant storefronts with art posters. They already have one spot secured in the old club building at 522 E. Main Street. The photo of the first poster is shown in Figure 15.
- Amy shared that “Pasos al exito” offered the first financial literacy training in late 2020. In February, they are offering a “Starting a Business” class that is anticipated to draw a number of people interested in food businesses.
- Renovations and storage are really advancing at BFH. BFH is fielding 2-4 inquiries a week and is ready to start developing micro-enterprise storefronts. BFH can accommodate producers with gained area by building out vertical space, but not caterers, so Kim and Amanda are coordinating with one another about BFH and Armory plans to meet demand.



Figure 15 – A poster that introduces the Camas Plant hangs in a downtown Cottage Grove vacant storefront.

## APPENDICES

- Appendix A – Workshop Exercise Results
- Appendix B – Workshop Participants
- Appendix C – Community Self-Assessment
- Appendix D – Funding Resources
- Appendix E – References
- Appendix F – Armory Kitchen Plans
- Appendix G – Community Data Profile