

Disaster Resilience Plan for Heritage Resources in Cottage Grove



September 2020

Final Plan

*Photos courtesy of the Bohemia Gold Mining Museum,
Cottage Grove Museum and City of Cottage Grove*

Prepared for
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Territorial Acknowledgement

The City of Cottage Grove is located on Kalapuya Ilihi, the traditional indigenous homeland of the Kalapuya people. Following treaties between 1851 and 1855, Kalapuya people were dispossessed of their indigenous homeland by the United States government and forcibly removed to the Coast Reservation in Western Oregon. Today, descendants are citizens of the Confederated Tribes of Grand Ronde Community of Oregon and the Confederated Tribes of the Siletz Indians of Oregon, whose relationship with this land continues to this day. Kalapuya descendants continue to make important contributions in their communities, in Cottage Grove, and across the land we now refer to as Oregon.

We offer gratitude for the land itself, for those who have stewarded it for generations, and for the opportunity to study, learn, work, and be in community on this land. We acknowledge that the City of Cottage Grove's history, like many others, is fundamentally tied to the first colonial developments in the Willamette Valley.

We express our respect to the many more tribes who have ancestral connections to this territory, as well as to all other displaced Indigenous peoples who call Oregon home.

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About the Institute for Policy Research and Engagement

The Institute for Policy Research & Engagement (IPRE) is a research center affiliated with the School of Planning, Public Policy, and Management at the University of Oregon. It is an interdisciplinary organization that assists Oregon communities by providing planning and technical assistance to help solve local issues and improve the quality of life for Oregon residents. The role of IPRE is to link the skills, expertise, and innovation of higher education with the transportation, economic development, and environmental needs of communities and regions in the State of Oregon, thereby providing service to Oregon and learning opportunities to the students involved.



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Executive Summary

The Disaster Resilience Plan for Heritage Resources (DRHR) in Cottage Grove is the first community-wide plan in Oregon to directly address the risks that confront heritage resources. Heritage resources are central to community identity and often provide significant economic benefits. Given the importance of heritage resources, creating a DRHR serves to bring together heritage organizations, the City of Cottage Grove, and local emergency managers to increase community-level decision-making and alignment with goals of existing city planning documents. This plan also serves as a pilot project to model disaster resilience planning for other communities in Oregon.

Cottage Grove stewards a diverse array of heritage resources including historic houses, buildings, downtown districts, artifacts, covered bridges, museum collections, a historic cemetery, sacred places, and records. The heritage organizations of Cottage Grove have been designated an Oregon Heritage All-Star Community by the Oregon Heritage Commission. This demonstrates a high level of engagement in preserving historic assets and facilitating public participation in heritage activities. Representatives from seven organizations participated in the development of this plan, including: Bohemia Gold Mining Museum, City of Cottage Grove, Cottage Grove Genealogical Society, Cottage Grove Historical Society, Cottage Grove Museum, Main Street Cottage Grove, and the Historic Landmarks Commission.

The COVID-19 pandemic occurred during the creation of this plan and helped to focus the recommended actions. The response to Governor Brown's "stay home, stay safe" order served to immediately assess the preparedness of heritage organizations in Cottage Grove and expand the understanding of how emergency events pose risks to heritage resources.

Key Findings

Key findings are organized into three broad categories: collaboration & partnerships, community perceptions, and organizational risk management.

Collaboration & Partnerships

- Cottage Grove's Heritage All-Star Community status presents a unique opportunity to link heritage resources and their connection to community identity to emergency management and natural disaster planning.
- Current planning efforts present an opportunity to align emergency management practices and disaster resilience goals for heritage resources.
- Many heritage organizations share building space with other heritage organizations, community buildings, or businesses.
- Beginning a comprehensive heritage resource inventory is useful, but work remains to be done.
- Overlapping supporter bases can both benefit and strain interorganizational communication.

Community Perceptions

- The resources prioritized for preservation in Cottage Grove reflect the identity and values of those engaged in the heritage resource preservation community.
- Community importance of heritage resources could support risk mitigation efforts.

Organizational Risk Management

- Heritage organizations’ operational budgets are vulnerable to disaster impacts that affect tourism, visitation, and annual community-wide events.
- Planning for the management of smaller scale hazards can support disaster resilience against more significant community-wide hazards.
- Without access to proper digital and physical storage, heritage resources are vulnerable to damage or complete loss in hazard events that impact the buildings assets are stored and exhibited within.
- As the heritage organizations are small nonprofits, they are run mostly by volunteers.
- There is little cross-training of essential skills within each heritage organization.

Proximity to Natural Hazards

- Seven heritage resources or organizations are within the 100-year floodplain.
- Ownership, essential functions, and services associated with these resources is widely varied, implying that coordination amongst them may prove challenging.
- MacFarland Cemetery is located within a medium landslide hazard; however, it is in close proximity to high landslide hazard.
- The Historic Northwest Neighborhood and the Cottage Grove Museum would also be impacted by a landslide event.

Heritage Resource Resilience Action Plan

The project team developed six goals for increasing disaster resilience for the heritage resources of Cottage Grove based on partner engagement, risk assessment, and evaluating current risk management strategies of heritage organizations. Detailed in this plan under each goal are corresponding strategies and action items. These recommendations are accompanied by an implementation strategy that includes formal adoption, semi-annual meetings to maintain the relevance of this plan and further prioritize action items, and a five-year plan review cycle aligned with the city’s Historic Preservation Plan (HPP).

Goal 1: Increase accessibility to institutional knowledge by creating and documenting organizational policies and procedures.
Strategy 1A: Record procedures for mission-driven activities to ensure institutional knowledge is maintained.
Strategy 1B: Develop and update an emergency response communication plan.
Strategy 1C: Create and share disaster response protocol both on-site and on a digital platform.
Strategy 1D: Support the development of continuity plans for Main Street businesses, organizations, and building owners.
Goal 2: Identify, diversify, and cross-train members of heritage organizations in essential roles.

Strategy 2A: Cross-train heritage organization stakeholders in essential roles to ensure redundancy in the event of a disaster.
Strategy 2B: Clarify and diversify decision-making on business responsibilities in the event of a disaster.
Strategy 2C: Cross-train All-Star Heritage members in emergency management practices.
Goal 3: Diversify and secure the location, physical storage, and maintenance of heritage resources.
Strategy 3A: Identify and clarify responsibilities for the maintenance of buildings that heritage resources are housed within.
Strategy 3B: Increase funding for building maintenance and security projects.
Strategy 3C: Diversify the location of heritage assets to reduce disaster impacts.
Strategy 3D: Identify improvements and increase funding for the storage of heritage assets.
Strategy 3E: Create a procedure for the inventory of individual organizations' heritage assets.
Strategy 3F: Create policies and protocols for the maintenance of buildings.
Strategy 3G: Coordinate with heritage organizations, businesses, building owners, and other relevant partners to gather information on the location, physical storage, and maintenance status of heritage resources, including the historic buildings in the Main Street district. This should expand on the Heritage Resource Inventory included in the DRHR.
Goal 4: Expand opportunities for education and diverse partnerships that provide expertise, increased capacity, and increased community investment in heritage assets.
Strategy 4A: Establish new partnerships that can provide expertise in preservation techniques and practices.
Strategy 4B: Maintain and create new partnerships that provide support for organizational capacity-building.
Strategy 4C: Increase community awareness and investment in the disaster resilience of heritage resources.
Goal 5: Increase and diversify current and future funding sources to strengthen the economic resilience of the All-Star Heritage Community.
Strategy 5A: Identify and participate in passive revenue collection.
Strategy 5B: Develop a contingency plan for organizational operations to support economic resilience.
Strategy 5C: Identify and catalog relief funds for nonprofit organizations and/or heritage resources to provide aid during response and recovery phases.
Goal 6: Support the economic resilience and recovery of building owners and businesses of Main Street.
Strategy 6A: Identify and communicate grant funding opportunities for businesses.
Strategy 6B: Encourage building owners and businesses to develop contingency plans for organizational operations to support economic resilience.

Chapter 1: Introduction

The Disaster Resilience Plan for Heritage Resources in Cottage Grove is the first community-wide plan in Oregon that addresses resilience to the risks that confront heritage resources. The intent of the plan is to provide heritage organizations, the City of Cottage Grove, and emergency response personnel with tools to mitigate, prepare for, respond to, and recover from disasters. This plan is the first of its kind in Oregon and is intended to serve as a model for other communities.

Purpose and Background

Like all aspects of human society, heritage resources are not immune to risk from natural and human-caused disasters. For example, forecasts suggest that climate change will increase the frequency and severity of natural hazards which will increase the vulnerability of heritage resources and of the organizations that steward them.¹ Moreover, unexpected events that result from the natural decay of buildings, lack of building renovation, and human-caused incidents such as theft or vandalism also contribute to the vulnerability of heritage resources.

Collective heritage is part of what binds communities together. Heritage contributes to a community's overall sense of cultural identity.² Heritage resources can inspire and strengthen social bonds within communities, through the places that are cared for, events that celebrate the past, and the interactions that community members experience in the practice of preservation. Heritage resources can also make crucial contributions to local economies. The promotion of heritage sites as tourist destinations can have significant impacts not only to the organizations that steward heritage resources, but to local businesses, hotels, and other associated services. The prioritization of heritage resources within disaster and emergency planning has significant implications both culturally and economically.

Few examples of collaborations across disaster planning and cultural and historic preservation planning exist. The lack of connection is evident within the statewide Natural Hazards Mitigation Plan (NHMP) and Historic Preservation Plan (HPP). The Oregon HPP makes mention of emergency and disaster planning within its policies, initiatives, and plan objectives. That said, Oregon's NHMP did not include any preservation representatives on the planning team or describe heritage resources as part of the statewide mitigation strategy.³ The limited cross-referencing and collaboration between plans and planning processes highlights opportunities to leverage shared goals between the two planning documents and the groups involved in developing and implementing those plans.

The limited tools and models for heritage resource disaster resilience planning creates hurdles for energizing collaborative efforts between natural hazard mitigation planning and heritage preservation.⁴ Limited awareness about the vulnerability of heritage resources to natural and human-caused hazards,

¹ UNISDR. (2013). *Heritage and Resilience: Issues and Opportunities for Reducing Disaster Risks*.

² The Getty Conservation Institute. (1999). *Building an Emergency Plan: A Guide for Museums and Other Cultural Institutions*.

³ Appler, D. and Rumbach, A. (2016). Building Community Resilience through Historic Preservation, *Journal of the American Planning Association*, 82:2, 92-103.

⁴ Ibid.

insufficient funding, and the limited capacity of local heritage organizations to address hazards can present additional obstacles.

The Disaster Resilience Plan for Heritage Resources (DRHR) in Cottage Grove is the result of a partnership between the Oregon Parks and Recreation Department (OPRD) Oregon Heritage Program and the City of Cottage Grove. The overarching goal of the DRHR is to increase community level knowledge and provide a framework for decision-making about heritage resources in the case of a disaster in Cottage Grove. More broadly, the project aims to create a model heritage resource disaster resilience framework applicable to heritage organizations throughout the state.



Cottage Grove is designated as a Heritage All-Star Community through the Oregon Heritage Commission. According to Oregon Heritage, the All-Star Community designation is “a way to recognize communities that make the most of their historic resources. By safeguarding important elements of the past, communities advance both ‘quality of life’ and economic objectives while enhancing their unique community character.” As an All-Star Community, representatives from Cottage Grove heritage organizations convene regularly to advance heritage projects, and five organizations served as a steering committee to inform the DRHR. In short, Cottage Grove is an ideal community to pilot a heritage resilience planning project.

OPRD and the City of Cottage Grove partnered with the University of Oregon’s Institute for Policy Research and Engagement (IPRE) to prepare the plan. The project team included IPRE faculty and graduate students from the Community and Regional Planning program at the University of Oregon. Participating heritage organizations included the Cottage Grove Museum, Cottage Grove Genealogical Society, Bohemia Gold Mining Museum, Cottage Grove Historical Society, and Main Street Cottage Grove. IPRE prepared disaster resilience plans for all of the participating heritage organizations. The organizations plans are separate, but complementary to this plan.

The COVID-19 pandemic occurred during the creation of this plan and helped focus the recommendations and actions in the plan. The response to Governor Brown’s “stay home, stay safe” order immediately tested the current preparedness of heritage organizations in Cottage Grove and expanded the understanding how hazards pose risk to heritage resources.

Methodology

The project team developed findings and recommendations in the DRHR through a six-step process.

- **Literature & Plan Review:** The project team conducted a literature review of documents and articles on current standards and efforts to align disaster planning and preservation planning. Findings from this task led to the development of a cultural resilience framework detailed in **Chapter 2**. A review of existing planning documents included the NHMP, Emergency Operations Plan (EOP), and Cottage Grove’s Historic Preservation Plan (HPP). These planning documents shaped the hazard profile for heritage resources that is detailed in **Chapter 4**.
- **Organizational Questionnaires:** The project team distributed questionnaires to collect information and assess risk factors for each participating heritage organization. The questionnaire asked organizational leadership to describe the ‘essential functions’ of their organization, including the most critical mission-driven activities, annual operating budgets, the length of time organizations could operate without performing various activities, and important duties performed by staff,

board members, and volunteers. The project team verified the description of these essential functions through subsequent interviews and board meetings. Findings from organizational questionnaires are discussed within **Chapter 3**.

- **Interviews and Board Meetings:** The project team conducted interviews and focus groups with representatives from heritage organizations to assess the value and priority of the heritage assets, describe past disaster events, and describe how they responded. Following the outbreak of COVID-19, the project team conducted a second interview to assess how each heritage organization responded given their current preparedness. Findings from interviews and board meetings are discussed throughout **Chapter 3**.
- **Community Survey:** The project team developed and administered a community-wide survey of Cottage Grove residents. The survey assessed the level of community awareness of heritage resources, their importance to community identity, and their relative priority during response and recovery from a disaster. The survey, which used a convenience sampling methodology, was available online and distributed through social media, local publications, and outreach events. In total, 173 respondents completed the survey. Key findings from the survey are detailed in **Chapter 3**. Complete survey results are available as **Appendix A**.
- **Disaster Resilience Workshop:** The project team organized a workshop with Oregon Heritage Program staff, the City of Cottage Grove, and representatives from the heritage organizations on March 2, 2020. Participants identified disaster resilience strategies for community-wide and individual organization plans. This workshop included a presentation on disaster resilience principles and incorporated disaster scenario activities. Participants brainstormed disaster strategies to mitigate, respond to, and recover from emergency events in alignment with each resilience principle. Information from this workshop was incorporated into recommended resilience strategies in **Chapter 6**.
- **Community-wide Asset Inventory:** In partnership with heritage organizations and the City of Cottage Grove, the project team created an inventory of heritage resources. These heritage resources include the heritage organizations and the assets they steward, as well as historic infrastructure such as covered bridges, and any off-site storage of assets. The inventory includes maps of heritage resources through physical locations, heritage resource type, historical status, recent building renovation, and available hazard data. Findings are described in **Chapter 5**.

Report Organization

The remainder of this report is organized as follows:

Chapter 2: Framework for Cultural Resilience Planning outlines the project team’s guiding principles for disaster and emergency preparedness planning for heritage resources in Cottage Grove.

Chapter 3: Community Heritage Profile synthesizes the background, essential functions, business operations, and community value of individual heritage organizations into a community-wide profile. This chapter details findings across heritage organizations about current risk management practices, essential mission-driven activities, and community importance of heritage resources.

Chapter 4: Hazard Identification and Profile presents findings from the review of relevant planning documents and historic events and describes current regional vulnerability and risk to hazards.

Chapter 5: Community Heritage Resource Inventory describes and maps heritage resources by location, heritage resource type, historical status, and proximity and vulnerability to hazard.

Chapter 6: Key Findings and Recommendations describes overall findings for the community's heritage resources, considering current risk management practices, community value, and hazard risk. The chapter presents an action framework for increasing the resilience of heritage resources.

Chapter 7: Plan Implementation and Maintenance details roles for implementation, a schedule for maintenance, and a methodology for further prioritization of action items to ensure that this plan stays an active and relevant document.

Appendix A: Community Survey Results includes analysis of the survey distributed to the community of Cottage Grove, including distribution and messaging materials.

Appendix B: Resource Guide provides a list of resources for heritage organizations, aligning with the three components of the cultural resilience framework. The guide includes resources on emergency management, diversity, equity, and inclusion practices, and resiliency.

Appendix C: Heritage Resource Inventory Maps include the three detailed maps discussed in Chapter 5: Community Heritage Resource Inventory. This includes a map of the heritage resource inventory located within Cottage Grove, and the inventory overlain with flood and landslide hazard.

Appendix D: Heritage Resource Inventory Data includes the data collected on the physical location and proximity of major heritage assets in Cottage Grove. This data was used to create the GIS maps found in Appendix C and can be updated and expanded to include additional data and resources in the future.

Organizational Disaster Resilience Plans for Bohemia Gold Mining Museum, Cottage Grove Museum, Cottage Grove Genealogical Society, Cottage Grove Historical Society, and Main Street Cottage Grove exist as separate, but complementary, documents to this plan. Each plan includes a risk profile, essential functions, and current risk management, and concludes with organizational recommendations for increasing disaster resilience.

Chapter 2: A Framework for Cultural Resilience Planning

A key conclusion of the literature review was that disaster and resilience planning for cultural and heritage resources is relatively new, and thus a common planning framework does not yet exist. To connect the goals of disaster planning to heritage preservation planning, the project team began by developing a framework for cultural resilience planning. The framework focuses on the risks and vulnerabilities that are unique to heritage resources and the organizations that steward them. Cultural resilience planning approaches heritage resources through the four phases of the emergency management cycle (mitigation, preparedness, response, and recovery). Central to the approach of cultural resilience planning is the incorporation of resilience principles and Diversity, Equity, and Inclusion (DEI) practices. Establishing a cultural resilience framework can translate to multiple benefits including:

- Aligning the goals of existing planning documents in Cottage Grove such as the Comprehensive Plan, Natural Hazard Mitigation Plan (NHMP), Emergency Operations Plan (EOP), and the Historic Preservation Plan (HPP) with the missions of heritage organizations.
- Aligning the goals of the DRHR with the statewide heritage preservation goals outlined in the 2020-2025 Oregon Heritage Plan.
- Strengthening communication and coordination across heritage organizations, city planning staff, and emergency response leaders that can be leveraged during the response and recovery phase.
- Increasing community awareness to the risks that threaten the contributions of heritage resources to the community such as their cultural, social, educational, and economic value.

A Cultural Resilience Framework

A cultural resilience framework for the planning process combines resilience thinking, DEI practices, and an emergency management cycle to assess risks, evaluate current risk management practices, identify resilience strategies, and integrate the outcomes of planning to increase the disaster resilience of heritage resources. Identifying elements of the cultural resilience framework began with a literature review of disaster and cultural resource planning documents from the national and state levels.

Grounding in Resilience

The project team applied resilience thinking throughout the planning process in Cottage Grove. Resilience, as defined by the Stockholm Resilience Centre, is building the capacity to manage unexpected change.⁵ The cultural resilience framework consists of four guiding principles:

- **Maintain diversity and redundancy:** a variety of components that make systems stronger and multiple components that can do the same thing.
- **Encourage learning:** reflecting on what is known and adjusting to new ways of doing things.
- **Broaden participation:** a variety of people from different backgrounds and perspectives that can strengthen the links between information gathering and decision making.
- **Manage connectivity:** strengthening relationships and information sharing between organizations.

⁵ Stockholm Resilience Center. *Applying Resilience Thinking*.

Embedding Diversity, Equity, and Inclusion

Incorporating DEI practices within disaster resilience planning for heritage resources is supported by a resilience thinking approach and aligns with the goals of the 2020-2025 Oregon Heritage Plan.⁶ Additionally, FEMA's state and local mitigation planning guide for incorporating historical property and cultural resources encourages incorporating DEI practices.

By embedding DEI practices within the development of the DRHR, the project team sought to address the current gaps that exist in both disaster planning and cultural resource planning. Current gaps within either field perpetuate the marginalization of communities who often experience disproportion impacts from disaster events and lack representation of their identities in the heritage resources that are stewarded.⁷ Figure 2.1 summarizes DEI practices embedded in the DRHR of Cottage Grove.

Figure 2.1. DEI Practices within the DRHR

- Acknowledging accurate history of place through a territorial land acknowledgment.
- Specific action plan recommendations for heritage organizations to improve DEI practices, including training on micro-aggressions, engaging diverse volunteers, appropriate stewardship of tribal resources, and more.
- Using examples of diverse groups and heritage preservation practices within partner engagement, including meeting activities and presentations.
- Providing a resource list as an Appendix to the final disaster resilience plan, including grant opportunities, best practice guidance for heritage groups, and local and statewide contacts.

Emergency Management Cycle

The emergency management cycle builds from four phases: Mitigation, Preparedness, Response, and Recovery.

Mitigation

Risk reduction and mitigation strategies focus on prevention and reduction of the causes, impacts, and consequences of unexpected events. These strategies may include:

- **Education and outreach activities** that increase community investment and organization capacity to preserve heritage resources.
- Changes to **policies and procedures** that increase internal communication and risk management practices.
- Projects that **improve the physical buildings and locations** where heritage resources are housed.
- **Increase capacity for asset management** through securing resources for preservation activities, such as trainings or funding, and diversifying the volunteer base.

Figure 2.2. Phases of Emergency Management and the Disaster Cycle



⁶ Oregon Heritage Plan. (2020). Retrieved from https://www.oregon.gov/oprd/OH/Documents/2020_Plan_Draft.pdf

⁷ Davidson, T. M., Price, M., McCauley, J. L., Ruggiero, K. J. (2013) Disaster Impacts Across Cultural Groups: Comparisons of Whites, African Americans, and Latinos. *Am J Community Psychol.* 52 (0): 97-105.

Preparedness

The preparedness phase focuses on developing systems for emergency response. Heritage organizations will play a significant role in response efforts for heritage resources before emergency resources are available. Preparedness can shorten reaction times through increased communication and clear roles, reduce the risk of permanent closure, and avoid loss of irreplaceable heritage resources. The emergency preparedness phase includes activities focused in planning, training, and education for hazards that cannot be mitigated. Strategies to increase preparedness include:

- Developing a **response team** of individuals and key partnerships that will lead decision-making in the event of a disaster.
- **Training and educational activities** that may include review of long-term building closure, location of emergency response supplies, and contingency plans for continuing mission-driven activities and stabilizing funding resources.

Response

The response phase focuses on the immediate impacts of unexpected events. Attention should be first directed to any immediate threats to personal safety, including staff, board members, volunteers, and partners. Response to a disaster requires implementing the systems that were created within the preparedness phase. Strategies during response may include:

- **Mobilization of the response team** to make decisions concerning safety, building closures, and next steps.
- **Securing disaster response funds** for continuing organizational operations during long-term closures, supporting staff positions, or assistance to operational budgets.

Recovery

Recovery can begin once the immediate impacts of disaster events have concluded and heritage organizations can return to regular operations and mission driven activities. Initiating the recovery of heritage resources and heritage organizations may be contingent on guidance and mandates from city or state governments, available funding resources, and organizational capacity. Recovery activities may include the following:

- **Documenting and assessing damage** to heritage resources.
- **Community outreach** to notify the re-opening of access to heritage resources.
- **Accessing emergency funding** support for repairs or loss of revenue during closure.
- **Revisiting disaster resilience plans** to reduce vulnerability to future events.

Steps in the Cultural Resilience Framework

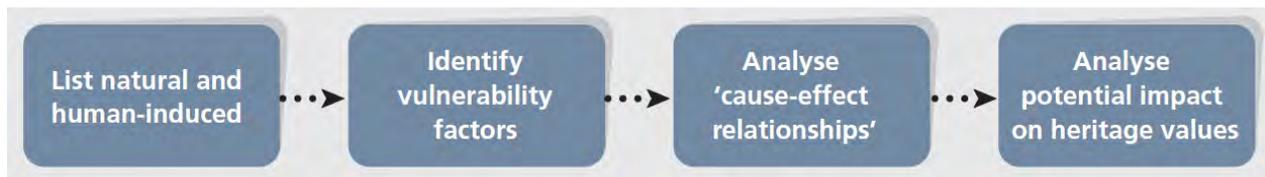
The cultural resilience framework as applied in Cottage Grove includes four phases:

1. Assessing Risk
2. Evaluating Current Risk Management
3. Identifying Resilience Strategies
4. Integration

Assessing Risk

The project team utilized existing risk assessment efforts through the City of Cottage Grove’s NHMP and EOP to begin identifying city-wide natural and human-caused hazards that threaten heritage resources. The approach to risk assessment of natural and human-caused hazards is explained in Figure 2.3. Identifying vulnerabilities to heritage resources began by accessing data from the NHMP on the probability and severity of various natural and human-caused hazard events.

Figure 2.3. Risk Assessment Process



Source: Managing Disaster Risks for World Heritage, UNESCO 2010

The project team identified additional risks that impact heritage resources through interviews with representatives of heritage organizations and past disaster events those organizations experienced. Interviews revealed vulnerabilities to building decay, vandalism, theft, and closure mandates and social distancing practices of COVID-19. A further discussion of risks is outlined in **Chapter 4**.

The risk assessment for the DRHR also included a community wide survey to measure community awareness of the risks that face heritage resources. The survey highlighted past disaster events to heritage resources that were perceived as a loss to the community. Community awareness of risk to heritage resources has implications for mitigation strategies to increase disaster resilience. Further discussion of the community survey results can be found in **Chapter 3**.

Evaluating Current Risk Management

The project team assessed the current risk management practices of heritage resources through information collected through organizational questionnaires, interviews with heritage organization representatives, and focus groups with board members. This engagement sought to identify the risk and vulnerability of heritage resources with a focus on management practices, including: (1) response to past and present emergency events; (2) current policies and procedures that govern communication and decision-making in response to disaster; and, (3) activities that are mission-critical, including those necessary to maintain organizational operations and community accessibility to heritage resources.

Identifying Resilience Strategies

The project team interpreted the key findings from a risk assessment and evaluation of current risk management to identify resilience strategies. Findings were evaluated against the three basic tenets of the cultural resilience framework:

- **Resilience Principles:** How does this finding relate to the ability to anticipate, adapt, respond to, and recover from unexpected change?
- **Emergency Management Cycle:** Which phase in the disaster cycle does this finding fall into? Can the hazard be altogether avoided?
- **DEI Practices:** Whose perspectives inform this finding? Can it include more voices?

The project team then created an action plan grounded in resilience strategies, including: emergency preparedness and disaster management practices; increased communication between staff, board members, volunteers, and partners; improvements to the physical storage of heritage resources; maximizing existing resources such as staff capacity, volunteer base, or partnerships; increasing public awareness and investment in heritage resources; and diversifying and increasing funding sources.

Integration

Many communities face challenges in sharing historic preservation information with emergency managers and responders. At the same time, responsibilities for risk assessment, preservation, and reconstruction fall across many jurisdictions, including national, state, and local government agencies, as well as private organizations. To streamline planning efforts and ensure that the DRHR stays an active and relevant document the project team designed an integrated approach as follows:

- **Coordination and Involvement:** Knowledge from heritage organizations, city planning staff, and emergency response leaders helped to identify the opportunities for partnerships that can be leveraged during response and recovery. The All-Star Heritage Committee in Cottage Grove created a foundation for further collaboration.
- **Community Engagement:** Community input shaped the findings and recommendations for the report through (1) interviews with heritage organization volunteers, and (2) a household survey measuring local awareness, values, and perception of heritage resources' risk to hazards. These efforts were fundamental planning steps that guided public officials and helped to avoid ethnocentrism or a focus on only dominant group history and culture.⁸
- **Regulatory Integration:** The project team designed community-wide resilience strategies to align with and complement existing Cottage Grove plans and regulatory strategies, including Cottage Grove's Comprehensive Plan, HPP, NHMP, EOP and Oregon Heritage's 2020-2025 Plan.

⁸ Federal Emergency Management Agency (FEMA). (2005). *Integrating Historic Property and Cultural Resource Considerations into Hazard Mitigation Planning*.

Chapter 3: Community Heritage Profile

This chapter presents a profile of community heritage assets and participating heritage organizations in Cottage Grove. The profile begins with an overview of heritage resource preservation in Cottage Grove. It then describes essential functions of heritage organizations and how they carry out these functions. Finally, it discusses how Cottage Grove residents value and prioritize heritage resource preservation. The information provides a current context of heritage resource stewardship efforts in Cottage Grove to inform goals and actions that can increase disaster resilience.

Overview of Cottage Grove Heritage Resources

The City of Cottage Grove is known for its diverse collection of historic resources. The city had documented about 1,200 resources as of 2009, with over 50% of their housing stock being over 50 years old.⁹ A large number of these resources are stewarded by the following entities:

- Bohemia Gold Mining Museum
- City of Cottage Grove
- Cottage Grove Aviation Society
- Cottage Grove Genealogical Society
- Cottage Grove Historical Society
- Cottage Grove Museum
- Cottage Grove Prospectors & Gold-diggers
- Historic Landmarks Commission
- Main Street Cottage Grove
- Partners in History
- Singing Creek Educational Center

Figure 3.1: Historic Downtown Cottage Grove



Source: Kenneth Michael Roberts

Representatives from Bohemia Gold Mining Museum, City of Cottage Grove, Cottage Grove Genealogical Society, Cottage Grove Historical Society, Cottage Grove Museum, Main Street Cottage Grove, and the Historical Landmarks Commission participated as members of the steering committee that guided the planning process of this report.

The City’s eclectic array of historical assets—homes, historical districts, artifacts, monuments, databases, and sacred places—weaves the fabric of what is considered to be the cultural identity of Cottage Grove. In recognition of community-wide dedication to the preservation of these resources, the Oregon Heritage Commission designated Cottage Grove a “Heritage All-Star Community” in 2013. This status, renewed in 2018, comes from satisfying 15 of 20 established criteria, which outline a demonstrated capacity to preserve historic assets and promote public participation in cultural heritage activities. The designation provides the city opportunities for recognition in state publications and websites, Oregon State Historic

⁹ City of Cottage Grove. (2019). Historic Preservation Plan. 2-48.

Preservation Office (SHPO) training and resources, and grant funding by the Oregon Heritage Commission.

Cottage Grove’s status presents a unique opportunity to link heritage resources and their connection to community identity to emergency management and natural disaster planning. The community-wide heritage profile is foundational to assessing the functions of Cottage Grove’s heritage organizations and resources and how they are perceived and valued by the local community.

Essential Functions

Each of Cottage Grove’s heritage organizations carry out activities that are critical in achieving their mission and goals. These activities generally fall under the categories of preservation, tourism and visitation, education, outreach, and research. For purposes of this plan, the activities are prioritized based on their importance to the organization’s operating budget, to the preservation of Cottage Grove’s historical character, and to the recruitment of new patrons. All of the participating organizations are 501(c)3 nonprofit organizations and receive a majority of their support from grants and donations. The following sections document the organizations’ essential functions and identify both the tangible and intangible resources Cottage Grove would lose should an organization cease to carry out their mission-driven activities.

Preservation

The preservation of historic resources is a chief function across all of the heritage organizations. Examples in Cottage Grove include the preservation of:

- Historic artifacts
- Genealogical and historical information
- Written and oral histories
- Historic cemetery
- Historic buildings, monuments, and bridges

The heritage organizations house and safeguard a variety of resources within their facilities—from the Genealogical Society’s intangible assets such as stories and historic accounts, to the local business, historic buildings, and cultural events supported by Main Street Cottage Grove. Carrying out this function ensures the celebration and continuation of the rich history of Cottage Grove and the surrounding area. In the event of a disaster, the level of preparation these organizations exhibit is directly tied to which and whose history persists.

Visitation and Tourism

Stewarding historic assets involves hosting and participating in community events that engage members of the public. Examples of such engagement include:

- Drawing in new visitors with exciting exhibitions (i.e. the Buster Keaton movie exhibit at the Cottage Grove Museum)

Figure 3.2: Gold Ore Cart



Source: Bohemia Gold Mining Museum

- Stimulating economic activity by maintaining the vibrancy of small-business community (i.e. Christmas in Cottage Grove hosted by Main Street)
- Hosting events in common spaces to foster community cohesion (i.e. Bohemia Mining Days)

Figure 3.3: Bohemia Mining Days, 2018



Source: Bohemia Mining Days Facebook Page

Consistent visitation is essential in providing visitor donations and sales revenues, which can comprise up to 30% of the heritage organizations' annual operating budgets. For example, the annual Bohemia Mining Day's Festival is a three-day cultural festival that is usually held in July and is responsible for bringing in large groups of visitors to Cottage Grove. The COVID-19 pandemic resulted in the 2020 event's cancellation, robbing the community of one of its most cherished traditions in what would have been its 61st year.¹⁰ Cancellations of large visitation-generating events due to unforeseen disaster events like this can be a huge blow to organizations and their operating budgets.

Research, Education, and Outreach

Cottage Grove's heritage organizations take pride in engaging with their community members and making their resources available to the public. The organizations fulfill their outreach and education functions by:

- Providing resources for visitors to conduct independent research
- Stimulating knowledge and interest in the community and its heritage
- Maintaining research libraries
- Forming collaborative groups (i.e. Partners in History)

Whether it be to fulfill a general curiosity or to conduct more structured research, heritage organizations keep their doors open and welcome eager and inquisitive minds, both young and old, to enrich themselves with the abundant history Cottage Grove has to offer. Additionally, special collaborations exist to leverage shared resources and actualize common values of community education and engagement. Partners in History, a group of nonprofit heritage organizations, is committed to this purpose. The group provides rotating educational displays in the Cottage Grove Public Library and partners with Main Street Cottage Grove to present

Figure 3.4: Main Street History Pub at Axe and Fiddle



¹⁰ Bohemia Mining Days. <https://bohemiainingdays.org/>

at a monthly History Pub, which educates the community on topics related to local and regional history of Cottage Grove.¹¹

These various forms of outreach and the maintenance of critical partnerships provide both consistent public exposure and access to much needed resources such as technology and funding for the heritage organizations. If a disaster event were to sever these social connections, not only would the circulation of resources be impacted, but the passage of this history itself could come to an abrupt halt.

People, Places, and Things

To accomplish their essential functions, each organization relies on specific “people, places, and things.” “People” are those individuals needed for day-to-day operations, as well as the organization’s main audience and any collaborative partnerships. An important element related to people are the decision-making and governance structures within the organization. “Places” include the buildings, facilities, and open spaces needed to carry out an organization’s mission and operational functions. Here, a crucial insight is whether or not these buildings, facilities, or open spaces can withstand the impact of a hazard event. Finally, “things” are the physical assets each organization stewards. How they house, catalog, and maintain their assets and what policies they have in place to protect them will greatly inform their level of preparedness in the event of a natural or man-made hazard.

People

A Board of Directors, most often consisting of a president, vice president, treasurer, secretary, and other auxiliary board members, is responsible for operating each heritage organization. The members of these decision-making groups fulfil numerous duties including:

- Fundraising
- Conducting meetings
- Serving as community liaisons
- Managing public relations
- Organizing volunteers
- Managing accounts and finances
- Maintaining heritage asset displays

Figure 3.5: Heritage All-Star Committee Meeting



Source: Stephanie Tabibian

The organizations hire paid staff or recruit volunteers to help fulfil their essential functions. Some individuals serve as both volunteer and board member, carrying implications for the centralization of responsibility in the event of a disaster. Some of the organizations have memberships, and very few have paid staff. These findings point to limited human capacity and a concentration of skill sets that may render some organizations short-staffed and vulnerable in the event that a few individuals holding these key roles are unavailable.

There is a substantial amount of inter-organizational collaboration that could prove beneficial in the event of a disaster. Main Street Cottage Grove is unique in this respect because its “people” extends out from its Board of Directors to include the business and property owners in the downtown district.

¹¹ Main Street Cottage Grove. <https://mainstreetcottagegrove.org/history-pub-fundraiser>

Preserving history and maximizing resilience in this district requires a substantial amount of coordination among the Main Street board, the small business and property owners, the City organization, and other heritage organizations. One such example is Main Street’s collaboration with Partners in History, whose membership includes the Cottage Grove Public Library, the Cottage Grove Museum, the Cottage Grove Historical Society, the Cottage Grove Genealogical Society, the Bohemia Gold Mining Museum, and the Oregon Aviation Historical Society. The group serves as a knowledge- and resource-sharing network of local history-focused organizations in Cottage Grove. Other organizations achieve more far-reaching, interstate partnerships, such as the Genealogical Society with other state genealogical societies. Overall, there are opportunities for partnerships, locally, statewide, and even nationally, creating pathways to streamline heritage resource exchange, knowledge sharing, and funding generation, all aspects that can mitigate vulnerability to disaster.

Places

Heritage organizations perform their essential functions and house their assets in buildings, some of which are heritage resources themselves. For example, Main Street Cottage Grove consists of a five-block historic district, which was listed on the National Register of Historic Places in 1992.¹² The Cottage Grove Museum maintains three separate city-owned buildings, including the Our Lady of Perpetual Help Catholic Church, an annex building, and the Velej House, which all sit in proximity to one another. The Cottage Grove Genealogical Society is located within the city-owned Cottage Grove Community Center, a multi-use building that is shared with the Cottage Grove Public Library. The Bohemia Gold Mining Museum and the Cottage Grove Historical Society are co-tenants of a rented space in the Red Barn, which also houses a dance studio.

Figure 3.6: Our Lady of Perpetual Help Catholic Church



Source: Cottage Grove Museum

Tenancy status has important implications for disaster preparedness. If an organization is in a rented space, the property owner needs to be easily accessible, whether that be for a simple building maintenance request or an extreme emergency event. This can pose significant challenges if the property owner has access to important information and cannot be reached. Additional implications of shared spaces with organizations or businesses that are not heritage-related, as is the case with Main Street, include differing procedures and protocols that can result in slow or miscommunication in disaster response or reduced support in the future from the absence of shared missions or operational goals.

Many buildings associated with heritage organizations have experienced disaster impacts in the past and have since been updated. The types of upgrades include seismic retrofits, protective window coverings, roof replacements, and updated plumbing systems. Vandalism events also highlight the need for the implementation of security equipment, the accessibility of emergency contact information, and other administrative policies to safeguard their facilities.

Additional heritage resources within Cottage Grove include a historical cemetery, historical structures and open spaces. These places include: MacFarland Cemetery, Historic Main Street, Mt. David, Cottage Grove’s covered bridges, Swinging Bridge, and Cottage Grove Speedway. Various public and private

¹² City of Cottage Grove. Designated Historic District. <https://www.cottagegrove.org/cd/page/designated-historic-district>

organizations and individuals steward these resources. Main Street itself consists of over 70 different privately-owned historic structures of various age, composition, and condition, calling for a system that would consistently keep track of the many components of the district. Regardless of the size or type of resource, this plan encourages the prioritization of good asset management practices such as clear communication amongst heritage partners, routine building updates, digital back-up, and adequate storage.

Things

Cottage Grove heritage organizations steward both physical and non-physical assets of all shapes, sizes, and forms, which have different hazard vulnerabilities and may require different preservation strategies. The majority of the Historical Society’s and the Genealogical Society’s collections include both paper and digital resources such as newspaper clippings, self-published and bound books, CDs, and photographs. Items in the Bohemia Gold Mining Museum and the Cottage Grove Museum include heavy mining equipment, authentic wartime relics, photographs, and records.

Figure 3.7: Marion Mack with Dog from Cottage Grove Museum’s Digital Archive



Source: Cottage Grove Museum

The Bohemia Gold Mining Museum and the Cottage Grove Museum have gone to significant lengths to digitize their assets, using PassPerfect software to catalogue their resources. Staff and volunteers conduct much of the digitizing and backing-up of resources, and lack of technological savvy poses a large threat to streamlining the digitizing of resources across all of the organizations.

Many heritage resources in Cottage Grove are stored and exhibited at the organization’s primary location. Due to heritage organization’s differing levels of digitized resources and management practices, damage to these locations can pose significant risk to complete loss of the heritage resources stored within them. Onsite management of resources can range from storage on exposed shelves to glass cases or fire-proof cabinets. It is crucial that the method of storage and maintenance considers vulnerability of the asset to ensure that the best practices are being carried out to appropriate mitigate risk. Digitized resources, regardless of the location of servers, CDs, or flash drives, are vulnerable to loss without additional online storage.

Community Importance

How the community values heritage resources is instructive in assessing disaster resilience strategies and actions. The assessment of community importance that follows is based on: (1) shared values and priorities established by the heritage organizations through interviews and workshops; and (2) the importance of heritage preservation from the perspective of the local community as informed by a community survey.

The Perspectives of Heritage Organizations

Cottage Grove’s heritage organizations emphasize their role as storytellers in the community. The heritage organizations are passionate about both their physical resources and the countless stories behind them. Through their stewardship, they continue to share these stories and likewise hear the tales of visitors who share the same passion for history. This engagement fosters social bonds built on shared values within the community. These bonds can provide sources of support that may prove indispensable in the wake of a devastating disaster. Moreover, understanding what gives heritage organizations a sense of belonging informs specific actions organizations can implement to support these needs.

A theme among heritage organizations is the limited youth engagement with heritage resource preservation. Increased youth engagement may work to support community intergenerational connectedness through the practice of heritage preservation as well as supporting an increase to the volunteer base of heritage organizations. Including the perspective of younger generations may also support the use of new technology, new perspectives on history and heritage, and investment in the continued practice of resource stewardship.

“Every day people come in and we love talking with people. We share something we love with people...help them understand maybe not how much we love it but why they love it.”

Bohemia Gold Mining Museum
Representative

Heritage resource preservation is subject to current and past politics. For example, some heritage organizations perceive the decreasing relevancy of their work in younger demographics as attributed to environmental politics in part. There has been reported pushback against the heritage organizations because some of the histories they steward, such as mining and logging, and the associated practices of those industries that are seen as environmentally destructive. Some representatives even report fears of erasure in an effort orchestrated by environmental interests to undermine the passage of history. However, this tension highlights an opportunity to build capacity for community outreach that can connect heritage resources to the value they provide as educational tools. Stories of the past often provide crucial lessons in how communities have been shaped and are necessary context for understanding how they can continue to evolve in the future. Increased engagement and understanding of the values that heritage resources provide has important implications for disaster resilience. When heritage resources are lost, the educational value of those assets are subject to erasure as well.

“When historic locations are lost, they become relegated to memory which is not always reliable. Collecting records and any paper trail can be helpful, but usually when something is no longer visible anymore to the community it quickly becomes forgotten and any related value is lost.”

Community Survey Respondent

The Perspectives of Cottage Grove Residents

The research team developed and administered a short survey to gauge the community’s awareness, value, and perceptions of risks to heritage resources. Limitations in survey distribution and the COVID-19 pandemic resulted in sample of respondents that are already engaged with local heritage organizations, and do not reflect the demographic diversity of Cottage Grove. This survey does provide insights into the perspectives and values of existing heritage supporters. This survey does not, however, include the perspectives of the many Cottage Grove residents who may not be involved with local heritage preservation. Cottage Grove has an opportunity to conduct further public involvement that specifically targets traditionally underrepresented group to better understand and reflect the diversity of perspectives regarding the importance of heritage resources. Further discussion of survey methodology and findings can be found in **Appendix A**.

Community Awareness of Heritage Resources

Figure 3.8 shows survey respondents’ awareness of the heritage organizations in Cottage Grove varies by organization. Respondents indicated Main Street Cottage Grove, the Cottage Grove Museum, and the Bohemia Gold Mining Museum as the top three most visited local attractions. This suggests that a physical presence is important in establishing community recognition. Organizational presence may be supported through connections to their historic nature such as being recognized as public gathering places, support for businesses, or connection to annual community-wide events.

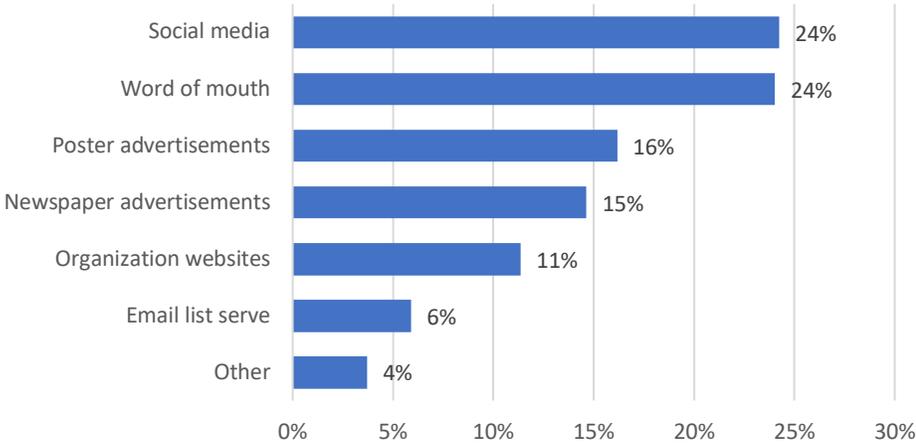
Figure 3.8: Community Awareness of Heritage Organizations in Cottage Grove, 2020

Heritage Organization	I've visited or attended this organization's event	I've heard of this organization	Was not aware	Number of responses
Bohemia Gold Mining Museum	64%	32%	3%	151
Cottage Grove Aviation Society	48%	39%	13%	148
Cottage Grove Genealogical Society	31%	48%	21%	150
Cottage Grove Historical Society	48%	50%	2%	147
Cottage Grove Museum	70%	28%	2%	151
Cottage Grove Prospectors & GoldDiggers	42%	45%	14%	148
Historic Landmarks Commission	12%	52%	36%	149
Main Street Cottage Grove	74%	23%	3%	148
Partners in History	13%	26%	62%	151
Singing Creek Educational Center	11%	39%	50%	149

Source: Cottage Grove Cultural Resources Survey

Figure 3.9 shows that awareness of these heritage organizations is supported by outreach efforts across several different platforms, with social media and word of mouth accounting for 48% of how community members hear about heritage events. These findings suggest participating in community-wide events or increasing outreach through social media can increase awareness of organizations.

Figure 3.9. Community Outreach Strategies for Event Recruitment in Cottage Grove, 2020



Source: Cottage Grove Cultural Resources Survey

Value of Heritage Resources

Figure 3.10 shows that 97% of respondents indicated that historic preservation was ‘very important’ or ‘important’ to maintaining the identify of Cottage Grove. Only one of the 145 respondents indicated that historic resource preservation was unimportant.

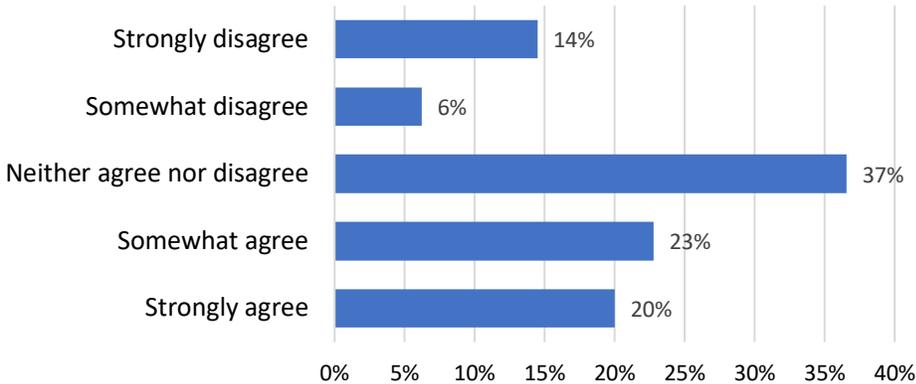
Figure 3.10. Importance of Historic Resource Preservation in Maintaining Identity (n=145), 2020

Value	Percentage	Number of responses
Very important	67%	97
Important	30%	43
Neither important or unimportant	3%	4
Unimportant	1%	1
Very unimportant	0%	0
Total	100%	145

Source: Cottage Grove Cultural Resources Survey

Figure 3.11 shows that 37% of respondents agreed their personal identity was reflected in Cottage Grove’s heritage resources. These results suggest that heritage resources hold importance to survey respondents regardless of reflecting personal history and identity. This highlights opportunities to further expand definitions of what makes up community identity to include the stories and histories of underrepresented groups. Heritage resources represent other intersections of identity such as profession, experience, or family status.

Figure 3.11. Representation of Personal History and Identity in Heritage Resources (n= 145)



Source: Cottage Grove Cultural Resources Survey

Opportunities exist to increase community value of heritage resources by connecting to other parts of personal identity. For example, the Cottage Grove Museum takes great pride in the exhibit, *She Survived the Titanic*, which includes the coat that Cottage Grove resident Marion Wright Woolcott wore on the night she lived through the Titanic sinking. The story of Marion and the coat itself represent a story of resilience, love, immigration, and motherhood, all of which give Cottage Grove residents and visitors an opportunity to create value for heritage resources that is based on multiple identities.

Figure 3.12 shows that respondents place high importance to most values of heritage resources. Fewer respondents indicated that spiritual or religious values were important to them than other values.

Figure 3.12: Respondent Perceptions of the Importance of Heritage Resource Values in Cottage Grove

Value	Very important	Important	Neither important or unimportant	Unimportant	Very unimportant	Number of responses
Educational value: learning from the past	68%	29%	4%	0%	0%	143
Cultural value: shared connection to ideas, materials and habits	53%	41%	6%	0%	0%	143
Social value: Community and relationship building	58%	37%	6%	0%	0%	142
Recreational value: fun and entertainment	47%	48%	5%	1%	0%	143
Aesthetic value: how it looks	40%	51%	8%	1%	0%	144
Economic value: financial contributions to community	36%	50%	11%	2%	0%	143
Spiritual/Religious value: ritual, belief-based traditions	22%	23%	39%	10%	6%	142

Source: Cottage Grove Cultural Resources Survey

Figure 3.13 shows the percentage of respondents that identified heritage resources as having value to them personally. Although 68% of respondents identified educational value as a ‘very important’ in Figure 3.12, only 3% of survey respondents identified the Dr. Snapp House/Singing Creek Educational Center, which provides educational programming, as having personal value to them in Figure 3.13. These discrepancies highlight an opportunity to connect the existing heritage resources as valuable educational resources. This can work to increase the community value of heritage resources such as Dr. Snapp House/Singing Creek Educational Center or the historic collections at the Aviation Museum, among others.

Figure 3.13: Valuation of Heritage Resource, Cottage Grove (n=144)

Heritage Resources	Percentage	Number of responses
Downtown Cottage Grove Historic District	55%	79
Covered Bridges	41%	58
Cottage Grove Armory	40%	57
Swinging Bridge	29%	42
Historic collections at the Cottage Grove Museum	22%	31
Cottage Grove Speedway	16%	23
Western Oregon Exposition (WOE)	15%	22
Mt. David	15%	21
Historic collections at the Bohemia Mining Museum	14%	20
Historic neighborhoods, such as the Northwest Neighborhood	10%	15
Historical Society library collection (displayed at the Red Barn)	10%	15
Local genealogical records	8%	12
Cottage Grove Museum/Our Lady of Perpetual Help Catholic Church	8%	11
Cottage Grove Aviation Museum	6%	9
Dr. Snapp House/Singing Creek Educational Center	3%	4
Historic collections at the Aviation Museum	2%	3
McFarland Cemetery	0%	0

Source: Cottage Grove Cultural Resources Survey

Perceptions of Risk to Heritage Resources

The irreplaceable loss of heritage resources caused by disasters are considered huge losses to the history and identity of Cottage Grove. These losses, as illustrated in the following quotes from survey respondents below, range in what heritage resources represent and the value they contribute.

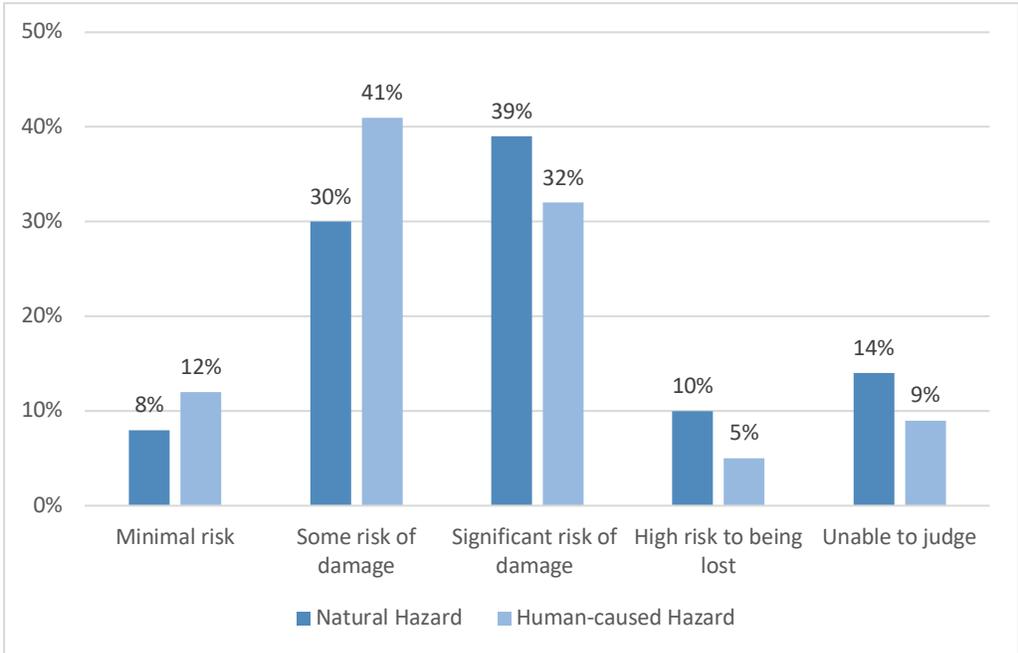
“The loss of any historic asset is a loss to the community. A building can be rebuilt, but its historic significance cannot be replaced. The removal of 100-year-old trees permanently changes not just the ambiance of a neighborhood but the history and future!”

“The loss of native Kalapuya peoples' place in the locale is immeasurable. Sustainable stewardship of the land's resources is possibly like a dream; a culture where elders command respect, and where right relationship to the land, and prayer is fostered in young people, is all immeasurable loss.”

“The Downtown Historic District Fire in 1990 destroyed three buildings in the 600 block of Main Street and took the life of a beloved CG High School retired art teacher. Only one of the buildings (McCoy's Pharmacy) was rebuilt, however the second-floor residential apartments were not. This had an emotional and economic impact on our small town.”

The perception of risk for heritage resources from the community may impact how the community prioritizes and contributes to disaster resilience planning for heritage resources. Shown in Figure 3.14 a majority of survey respondents believe that heritage resources face some level of risk to damage or loss from both natural and human-caused hazards. This perception of risk may be limited to heritage resources that the community is aware of.

Figure 3.14. Community Perception of Risk from Hazards in Cottage Grove (n=145)



Source: Cottage Grove Cultural Resources Survey

Just over half of respondents reported they would be willing to donate their time by volunteering to support heritage organizations in disaster response efforts, whether by donating money or volunteer time. Those that were willing to donate money, 78% would give money directly to an organization of their choice, while 23% would give to a city-wide disaster response fund for all heritage organizations. These results can help guide the allocation of resources in the response phase. Additionally, they reveal opportunities to increase community support across all heritage resources in the response phase through increasing community awareness of the value of heritage resources during mitigation and preparedness phases.

Chapter 4: Hazard Identification & Profile

This chapter summarizes existing hazard planning documents for Cottage Grove and their implications for disaster resilience planning for local heritage resources. It also provides a brief overview of identified hazards. Each hazard is discussed as it poses various levels of risk and vulnerability for heritage resources and the heritage organizations that steward them. This results in comprehensive risk assessment at the organization level as well as the community-wide level.

Review of Existing Cottage Grove Plans

Disaster resilience planning for heritage resources carries implications for public safety, economic conditions, and environmental quality. Cottage Grove has three plans in place relevant to this plan: (1) Natural Hazards Mitigation Plan (NHMP), (2) Emergency Operations Plan (EOP), and (3) Historic Preservation Plan (HPP). This section presents an overview of these documents, explaining their purpose and their relevance for heritage organizations.

- **Natural Hazards Mitigation Plan (NHMP)¹³**
 - Last Updated: 2016
 - Update Cycle: Every 5 years
 - Purpose: Promote sound public policy designed to protect citizens, critical facilities, infrastructure, and property from natural hazards. Assesses the risk of ten different hazards for Cottage Grove, as detailed in Table 4.1.
 - Intended Audience: The NHMP is not designed for the general public or local heritage organizations, but for city administration and emergency responders.
- **Emergency Operations Plan (EOP)¹⁴**
 - Rewritten: 2016
 - Update Cycle: Reviewed for revisions every two years or when changes occur.
 - Purpose: Provides different guidelines for immediate hazard response at the city level, as well as establishing priorities for response. It guides response to emergency or disaster conditions in order to maximize the safety of the public, minimize property damage, and mitigate environmental consequences following an incident.
 - Intended Audience: Emergency services, human services, infrastructure services with different mission areas.
- **Historic Preservation Plan (HPP)¹⁵**
 - Last Updated: 2019
 - Update Cycle: Every 5 years
 - Purpose: Coordinate efforts of community heritage partners to preserve historic resources and the cultural heritage of Cottage Grove. It highlights historic districts and properties in order to preserve those areas. The Historic Preservation Plan is a refinement of the Historic Preservation element of the City’s Comprehensive Plan.
 - Intended Audience: The City of Cottage Grove as well as heritage partners.

¹³ Cottage Grove Community Development Department, Skelly-Cotter, D. C., Ferguson, A., & Natural Hazard Mitigation Advisory Committee. (2017). *City of Cottage Grove Natural Hazards Mitigation Plan*.

¹⁴ City of Cottage Grove. (2016, February). *City of Cottage Grove Emergency Operations Plan*.

¹⁵ City of Cottage Grove. (2019). *Cottage Grove Historic Preservation Plan: Partnering to Preserve Our Heritage*.

The NHMP and EOP are both municipal plans with a primary focus on mitigation, response, and recovery strategies that will save lives, protect essential infrastructure, and maintain city functions. While cultural resources are mentioned, they are secondary to human lives. The HPP details some of the hazard mitigation needs for heritage resources, but it focuses on the Downtown Cottage Grove Historic District and locally listed historic structures.

For heritage organizations it is important to note where these plans are useful and where they will need to be supplemented with their own strategies and plans to mitigate damage caused by various hazards. Heritage assets that are not buildings are not discussed in these plans. Considering many of the concerns of nonprofit organizations that manage heritage assets, developing a specific plan can assist in ensuring the recovery and survival of the organization and their assets after a hazard event.

The DRHR capitalizes on the potential to align these existing planning documents by identifying shared goals. The NHMP explicitly states a goal to “protect natural, historic, and cultural resources,” which opens a clear opportunity for collaboration and alignment, built upon by the existing HPP goals. There is also clear alignment with existing emergency operations planning, as many properties, both public and private, are heritage resources themselves and some heritage resources correspond with the city’s critical infrastructure, such as the Downtown Historic District and the historic Armory Building which serves a critical role in the City’s EOP.

Heritage organizations are not traditional partners in emergency management. The preparation of heritage organizations to mitigate, prepare, respond, and recover from disasters complements the emergency management approach to whole community planning. Increasing the knowledge of heritage organizations in disaster resilience may have significant contributions to the city’s overall resilience.

Hazard Profile

This section profiles hazards by type, outlines the probability and vulnerability of events, describes why the city should be concerned about this hazard, and potential impacts for heritage organizations. When this project began, the focus was on risks related to natural hazards. While human-caused and epidemiologic risks were a consideration, the COVID-19 pandemic underscored the importance of considering all types of hazards and risks.

Hazards That Affect Heritage Organizations

The project team identified the following hazards by reviewing existing plans and through engagement with representatives and board members of heritage organizations.

Human-Caused Hazards

The NHMP highlights terrorism and cyber-attacks as human-caused hazards. Events like vandalism or civil unrest might be more relevant for heritage organizations, including something as simple as a historic building being tagged (spray painted). The probability and vulnerability of these events is random and dependent on the type of event itself, ranging from vandalism to other types of civil disturbance. Heritage organizations can use past experiences to help develop plans to mitigate future damages. Events such as a rock being thrown through a window can be used to help identify procedures and coping strategies that will assist with other, more severe hazards.

Natural Decay

Over time, all things decay, which can cause serious problems for an organization that stewards historic assets or works in a historic building. Decay to the buildings, outdated electrical wiring that leads to fire, or the decay of the heritage assets themselves are all ways in which a lack of upkeep makes heritage organizations more vulnerable. Antique items require routine care and maintenance. Moreover, historic buildings with outdated systems may pose additional safety concerns. Natural decay events could include burst pipes, a roof leak, electrical fires, and building collapse due to a lack of seismic updates. Potential responses for this include key boxes for South Lane County Fire and Rescue (SLCFR) or police to enter building in case of emergency, insurance policies for the renters or property owners, and security systems.

Epidemic

Considering the COVID-19 virus was declared a worldwide pandemic during the course of this project, an epidemic is a real and ongoing threat. For nonprofits that steward heritage resources, social isolation can severely impact tourism and the epidemic itself could lead to infected volunteers and visitors. As was the case with COVID-19, immunocompromised individuals and older populations are more at risk for infection and serious complications, which can affect visitors and volunteers alike and greatly reduce the ability for the community to participate and engage with heritage organizations.

Establishing ways to keep volunteers and visitors safe and maintain the heritage organization's mission during potential long term shut-down times is important during a pandemic. Beyond safety of volunteers, the inability to volunteer because of social isolation or quarantine can lead to being unable to fulfill the mission of the heritage organization. This can lead to a loss of funding and negatively impact outreach for the organization.

Natural Hazards

Figure 4.1 lists natural hazards identified in the Cottage Grove NHMP; each presents risk to heritage organizations. The probability and vulnerability in the table are for the city as a whole. The vulnerability was measured with a risk analysis to calculate the magnitude of harm that may result from such a threat event, with the probability stating how likely it is for the area. This section details how various natural hazards might affect heritage organizations in Cottage Grove.

Flooding

Cottage Grove has a long history of floods. In Lane County, the combination of climate, geology, and hydrology creates chronic flooding conditions. Between 1861 to 1996 there are a recorded 10 flooding events in

Table 4.1. City of Cottage Grove Hazard and Risk Assessment, 2016

Threat Event/Hazard	NHMP Risk Assessment Scores	
	Probability	Vulnerability
Earthquake	Low	High
Terrorism/Cyber Attack	Low	Low
Flood - Riverine	High	High
Flood - Dam Failure	Low	Low
Landslide/Debris Flow	Low	Low
Volcano	Low	Medium
Wildfire (WUI)	Medium	Medium
Severe Weather	High	High
HAZMAT Incident	Low	Medium
Drought	Low	Low

Source: City of Cottage Grove Natural Hazards Mitigation Plan

Cottage Grove.¹⁶ The Federal Emergency Management Agency (FEMA) maps 100-year and 500-year flood plains, highlighting where floods would occur at different severities and their likelihood. There is varying risk associated to an organization if they or their assets are located in these areas. **Chapter 5** includes a map overlay of heritage organizations located within special flood hazard areas.

According to the NHMP, the vulnerability and probability for riverine flooding are both high for Cottage Grove.¹⁷ This flooding type is predictable and there is normally some warning, allowing for time to relocate items, place sandbags, unplug electrical systems, and otherwise prepare. Flooding caused by dam failure is less likely and has a rating of low for both probability and vulnerability. In the case of such an event, there will be less time to take actions to mitigate impact.

Winter/Severe Storm

Winter and severe weather events are a common occurrence for Cottage Grove with high probability and vulnerability according to the NHMP.¹⁸ For heritage organizations, considering the ways in which the lack of visitors and decreased mobility can affect funding and the organization's ability to fulfill their mission is important. Severe storms can also create risk of structural damage.

Wildfire

In the NHMP, both the probability and vulnerability of Cottage Grove to wildfire is at medium risk.¹⁹ In context of heritage resources, the Northwest neighborhood, which contains the Cottage Grove Museum and the McFarland Cemetery, are the most at risk for wildfire. Areas of Cottage Grove that are near the Wildland Urban Interface (WUI) are more likely to be impacted by this hazard.

While the heritage organizations in Cottage Grove might be less at risk for wildfire because of their location, there are things that they could learn from measures taken by those who are at higher risk. This includes ensuring heritage organizations have proper alarms, evacuation procedures, and measures to protect historic assets during a fire and against smoke damage.

Earthquake

The Cascadia Subduction Zone is a 600-mile fault that runs from northern California up to British Columbia about 70-100 miles off of the Pacific coast shoreline.²⁰ Current predictions state that there is a 37% chance that an earthquake of 7.1+ magnitude will occur in the next 50 years, and it will be felt throughout the entire Pacific Northwest. In Cottage Grove in particular, the probability is low for an earthquake, but the impacts of such a high magnitude earthquake will be quite severe.

For heritage organizations, this can be a concern if they are located in or steward an older building. Buildings constructed before 1981 were designed according to outdated earthquake resistance construction standards.²¹ This is true for many of the buildings of heritage organizations in Cottage Grove.

¹⁶ Cottage Grove Community Development Department, Skelly-Cotter, D. C., Ferguson, A., & Natural Hazard Mitigation Advisory Committee. (2017). *City of Cottage Grove Natural Hazards Mitigation Plan*.

¹⁷ Cottage Grove Community Development Department, Skelly-Cotter, D. C., Ferguson, A., & Natural Hazard Mitigation Advisory Committee. (2017). *City of Cottage Grove Natural Hazards Mitigation Plan*.

¹⁸ Ibid.

¹⁹ Ibid.

²⁰ Oregon Office of Emergency Management. (n.d.). Cascadia Subduction Zone. Retrieved from <https://www.oregon.gov/oem/hazardsprep/Pages/Cascadia-Subduction-Zone.aspx>

²¹ Nishimatsu Construction Co., LTD. (n.d.). TECHNOLOGY & SOLUTION SEISMIC RETROFITTING. Retrieved from <https://www.nishimatsu.co.jp/eng/solution/renewal/earthquake.html>

While there is a high cost associated with seismic improvements, this type of event poses the most significant risk to damages and lasting impacts to the operations of the City and each organization.

Other Hazards

Other hazards listed in the NHMP, but are also low probability and low vulnerability include:

- Landslide
- Volcanic Eruption
- Drought
- Terrorism/Cyber Attack

While these hazards pose low vulnerability and low probability, there are some considerations for heritage organizations. Heritage organizations and assets located in the Northwest Neighborhood are subject to landslide risk from steep slopes, exacerbated by recent wildfire conditions or severe weather events. Additionally, Lane County and the region face an extended drought, which can result in water shortages and restrictions.²² Mitigation strategies consider overlapping hazards and planning for more frequent hazards like winter storms may also address vulnerability to less frequent events. Heritage organizations should consider both the vulnerability and probability of hazards in pursuing mitigation, preparedness, and response strategies.

²² National Integrated Drought Information System. (2020, March 20). Drought in Oregon. Retrieved from <https://www.drought.gov/drought/states/oregon>



Source: Bohemia Gold Mining Museum

Human-Caused Hazards: Vandalism

Vandalism occurred at the Red Barn when a rock was thrown into the window of the Bohemia Gold Mining Museum near the gift shop. This event occurred at the beginning of the week and was not noticed by volunteers until they arrived several days later. A neighbor walked by every day to check nothing had been stolen but had no clear way to contact volunteers. This event caused damage to the property and had the potential for further destruction or theft of assets.



Source: Register Guard

Natural Hazards: Riverine Flooding

On April 8, 2019, heavy rainfall sparked a Level 3 evacuation in parts of Lane County near Cottage Grove. Forty people were evacuated, with water levels reaching to knee height in the Row River area.



Source: Cottage Grove Sentinel

Natural Hazards: Severe Weather

In February of 2019 Cottage Grove was hit by a winter storm that shut down highways and caused sweeping power outages. Impacts to the City's Downtown Historic District resulted in all shops closing down, preventing them from conducting business. Restaurants were left with rotting food, as workers were unable to cook because of the storm. Thousands were left without power.



Source: KMTR

Natural Hazards: Wildfire

On May 10, 2019, a home east of Cottage Grove was destroyed due to wildfire.¹ Because of this fire, Lane County issued a Level 1 Get Ready evacuation notice. In the last several years, wildfires have become more common, and several large events have occurred nearby with devastating results.

Chapter 5: Community Heritage Resource Inventory

The community heritage resource inventory catalogues important historical places and heritage assets.²³ The inventory includes key information about each asset, such as information about its ownership, age, use, physical description, and location. Creating and maintaining a community heritage resource inventory can have many benefits, including:

- The continuation of knowledge in city staff, local government, or heritage organizations when personnel or volunteers are no longer a part of those entities.
- Promoting inclusivity through recognition of every group’s historical places.
- Identifying the impact of community-wide hazards on heritage resources.

The community heritage resource inventory provides a tool for effective management of heritage resources in emergency and disaster planning for the City of Cottage Grove. This tool can be used in several ways:



In Cottage Grove, the community heritage resource inventory functions as an evaluation tool for determining the impact of natural hazards on heritage resources. This inventory exists as three ArcGIS maps, located in Appendix C, and shows the location of heritage resources within the City of Cottage Grove. Locations of heritage resources are then overlain with recognized high-risk areas for flood and landslide hazards.

With these two sets of data, local leaders can use the inventory as a tool for risk assessment and inform decision-making, both for mitigation and preparedness activities, as well as during response to an emergency event.

Community Heritage Resource Inventory

Previous versions of community heritage resource inventories in Cottage Grove were limited to a catalog of historically registered properties. This update to the existing inventory of historic properties includes heritage resources that are stewarded by Cottage Grove’s heritage organizations, including locations in

²³ The Saskatchewan Ministry of Tourism, Parks, Culture, and Sport. Developing Your Heritage Inventory: A Guide for Communities. Pg. 1-36

which assets are stored, buildings without historic designation, and historic infrastructure and natural areas.

A map of the community heritage resource inventory focuses on two natural hazards: flood and landslide. Other hazards outlined in Cottage Grove's NHMP are not included in this report because they represent hazards that would affect the entire City of Cottage Grove. Additionally, some hazards were not included in this inventory because they do not occur in specific locations, such as a severe storm. While severe storms are still highly important for heritage organizations to plan for, they cannot be accurately represented on a map. For the purposes of this inventory, risk to hazard is evaluated by the resource's proximity or overlap with the area impacted by the hazard.

A flooding event in Cottage Grove is both highly likely and poses a high risk to heritage resources in the city. Heritage resources, especially historic buildings, often occupy areas impacted by flood because their construction was prior to building code requirements or restrictions. A map of the community heritage resource inventory overlain with flood hazard data identifies how many resources will be impacted by flooding. This map may inform decision-making and prioritization of preparedness and mitigation activities.

Mapping the landslide hazard was chosen to show the proximity of MacFarland Cemetery, the Historic Northwest Neighborhood, and nearby Cottage Grove Museum. The landslide hazard identifies unstable slopes, which pose a risk in many different hazard events - such as fire, earthquake, severe storms, and flooding - all of which can cause a landslide event. Though probability of landslide is considered low for the City of Cottage Grove, should it occur the impact to this heritage resource could result in irreversible damage or complete loss.

Inventory Maps

With assistance from Lane County, three GIS maps, included as Appendix C, show the location of heritage resources and their proximity to flood and landslide hazards. Tax lot number, name of heritage resource, and associated heritage organization are noted.

Heritage Resource Inventory – Map #1

The Heritage Resource Inventory Map depicts the physical location of heritage resources within city limits stewarded by a heritage organization, including the City of Cottage Grove. The inventory expands on the existing inventory of historically registered properties. This map represents 16 separate tax lots, nine heritage organizations, and heritage resources representing infrastructure, buildings, records, collections of artifacts, and historic event.

Heritage Resource Inventory with 100-year Floodplain – Map #2

The Heritage Resource Inventory with 100-year Floodplain Map shows which heritage resources are located in an area with a 1% chance of annually flooding. Immediate impacts of a flood hazard include direct contact with flood waters, interruptions to services or infrastructure, and impacts to public

health.²⁴ Flooding within the City of Cottage Grove is most common between October and April.²⁵ Within Lane County, the existing climate, geology, and hydrology factors combined with ongoing development creates the conditions for chronic seasonal flooding. Key findings from Map #2 include:

- **Seven heritage resources or organizations are within the 100-year floodplain.** These include Chambers Railroad Covered Bridge, Centennial Covered Bridge, Swinging Bridge, Dr. Snapp House/Singing Creek Educational Center, Western Oregon Exposition, Cottage Grove Genealogical Society, and the Oregon Aviation History Center.
- **Ownership, essential functions, and services associated with these resources is widely varied, implying that coordination amongst them may prove challenging.** However, given their shared vulnerability to flooding, coordination amongst these groups can leverage capacity and funding opportunities for disaster mitigation or preparedness actions. The covered bridges and the Cottage Grove Genealogical Society all operate as or within city-owned facilities. This presents an opportunity for the City of Cottage Grove to lead flood-preparedness efforts.

Heritage Resource Inventory with Landslide Hazard Region – Map #3

The Heritage Resource Inventory with Landslide Hazard Region Map shows which heritage resources are located within or in proximity to landslide hazard. Though there has not been a landslide event in recent history within Cottage Grove, there is evidence in the Mt. David area of historical landslide events. Smaller slope movements have occurred on the northern side of Mt. David since the hillside was logged in 2003.²⁶ Landslides can be triggered by intense rainfall, rapid snow melt, freeze and thaw cycles, earthquakes, volcanic eruptions, human-caused changes, or any combination.²⁷ Though landslide hazard is listed as relatively low risk/low probability for the City of Cottage Grove over, the close proximity of the Mt. David area to high and medium landslide hazard has the potential to impact the several heritage resources. Landslide hazards within Cottage Grove are concentrated in the north, south, and east sides of the Mt. David along Holly Ave. and Kalapuya Way.²⁸ Key findings from Map #3 include:

- **MacFarland Cemetery is located within a medium landslide hazard; however, it is in close proximity to high landslide hazard.** This heritage resource is owned and stewarded by the Cottage Grove Historical Society. This map illustrates the risk of MacFarland Cemetery to damage or complete loss from a landslide disaster event. The Cottage Grove Historical Society should consider searching for funding opportunities for mitigation and preparedness actions specifically for historical cemeteries as the risk is well documented.
- **The Historic Northwest Neighborhood and the Cottage Grove Museum would also be impacted by a landslide event.** The NHMP discusses the impact of a landslide hazard in the form of debris-

²⁴ Nelson, S. A. (2015, October 19). Flood Hazards, Prediction, & Human Intervention. Retrieved from https://www.tulane.edu/~sanelson/Natural_Disasters/floodhaz.htm#:~:text=Hazards associated with flooding can,the position of river channels.

²⁵ Cottage Grove Community Development Department, Skelly-Cotter, D. C., Ferguson, A., & Natural Hazard Mitigation Advisory Committee. (2017). *City of Cottage Grove Natural Hazards Mitigation Plan*.

²⁶ Ibid.

²⁷ Oregon Geology Fact Sheet. (2008, November 12). Retrieved August 18, 2020, from <https://www.oregongeology.org/pubs/fs/landslide-factsheet.pdf>

²⁸ Cottage Grove Community Development Department, Skelly-Cotter, D. C., Ferguson, A., & Natural Hazard Mitigation Advisory Committee. (2017). *City of Cottage Grove Natural Hazards Mitigation Plan*.

flow to 31 properties in this area. Map #3 shows that while the overall landslide hazard for the city is concentrated, its impact would disproportionately affect properties of historical designation which are privately-owned and the Cottage Grove Museum, which is owned by the City of Cottage Grove.

Maintaining the Inventory

The community heritage resource inventory should be periodically reviewed and updated. This includes updates to the spreadsheet available in Appendix D. Updates to the inventory could include new heritage resources organizations and resources, updated renovation data, recent contact information for changes in address or ownership, and new or increased hazard vulnerability. Combining the Community Heritage Resource Inventory with the inventory of historically registered properties and heritage resources outside of city limits should be considered in the next review and update. Depicting all heritage resources and historical buildings may support future funding opportunities to strengthen the overall disaster resilience of Cottage Grove as a heritage community.

Moreover, individual organizations should maintain an inventory of the resources specific to their operations. For example, the Main Street organization should maintain a detailed catalogue of the buildings in the district along with relevant information such as tax lot, physical address, occupancy, use, condition, and contact information of building tenants and landlords. For museum organizations, a complete inventory of historic artifacts, archives, photos and educational collections should be recorded and backed up on a secure online platform.

Chapter 6: Key Findings and Action Plan

This chapter summarizes the key findings from the DRHR, organized by key themes that emerged during the planning process. These findings informed an action plan for the Cottage Grove heritage community and participating organizations, including goals, strategies, and action items. Actions are organized to show the relevant emergency management phase, funding resource needs, and any applicable partners.

Key Findings

Key findings are organized into four broad categories: collaboration & partnerships, community perceptions, organizational risk management, and proximity to natural hazards.

Collaboration & Partnerships

- **Cottage Grove’s Heritage All-Star Community status presents a unique opportunity to link heritage resources to emergency management and natural disaster planning.** This status relies on an existing network of heritage partners to increase communication and collaboration. Increased communication among heritage partners can quicken response time to disasters, streamline efforts to reduce the risk of disasters, and coordinate strategies to increase community value of heritage resources.
- **Current planning efforts present an opportunity to align emergency management practices and disaster resilience goals for heritage resources.** This DRHR serves to align goals within Cottage Grove’s Natural Hazards Mitigation Plan, Historic Preservation Plan, and Emergency Operations Plan. Attention to natural hazard planning from heritage organizations can positively influence more complete community planning by emergency management professionals.
- **Many heritage organizations share building space with other heritage organizations, community buildings, or businesses.** Some heritage organizations may benefit from shared space arrangements, especially when partnered with a city-operated entity. However, shared spaces also present challenges around accountability and decision-making authority. These may include unclear closing procedures, unintentional spread of disaster impacts, and confusion around who is responsible for making disaster response decisions. Additionally, there are vulnerabilities linked to maintaining operations within spaces with business and organizations that have differing organizational missions, leading to instability for long-term operations.
- **Beginning a comprehensive heritage resource inventory is useful, but work remains to be done.** A comprehensive inventory with complete data can benefit the city’s resilience, particularly in the response phases. City officials and emergency management staff can use a complete inventory to inform their actions, such as prioritizing response to heritage resources that are the most vulnerable or house high priority assets.
- **Overlapping supporter bases can both benefit and strain interorganizational communication.** The overlap of volunteers informally passes on important information regarding activities of preparation, mitigation, response and recovery. However, this overlap does not resolve communication gaps regarding organizational responsibility. The lack of clear roles caused some uncertainty during the early weeks of COVID-19. Heritage organizations expected to follow the directive of the City in determining closing procedures. Communication about closing procedures

was spread informally through the overlap of volunteers, rather than a shared message given by the City and communicated directly to the leadership of heritage organizations.

Community Perceptions

- **The resources prioritized for preservation in Cottage Grove reflect the identity and values of those engaged in the heritage resource preservation community.** Broadening the identity and values reflected in heritage resources can strengthen community investment and overall sense of community identity. As minority groups, along with their heritage resources, are disproportionately impacted by climate change, it is essential that they are accurately and equally represented in the heritage community.^{29,30} Inclusion of voices and stories which have been previously left out of preservation planning can mitigate risk of irreversible damage and potential erasure of underrepresented communities.
- **Community importance of heritage resources could support risk mitigation efforts.** 79% of survey respondents reported that heritage resources face risk from damage or loss in the event of a natural disaster. However, the perception of risk is limited to heritage organizations that are highly visible or heritage resources that serve multiple purposes as a business district, event center, or tourist attraction. Increasing the awareness of the value of heritage resources can support annual budgets through increased visitation, in-kind contributions as volunteers, or donated funds for a disaster response fund.

Organizational Risk Management

- **Heritage organizations' operational budgets are vulnerable to disaster impacts that affect tourism, visitation, and annual community-wide events.** Funds generated by visitor donations, gift shop sales, or annual events comprise up to 30% of some heritage organizations in Cottage Grove. Disaster events, such as the COVID-19 pandemic, can severely impact expected funds that annual operational budgets rely on. Economic resilience is essential in maintaining the existence of the nonprofits that steward heritage resources.
- **Planning for the management of smaller scale hazards can support disaster resilience against more significant community-wide hazards.** It can be a daunting task for small nonprofit organizations to enact a disaster plan for the severe hazard events that can impact the entire region. However, planning to increase disaster resilience on an organizational level can create internal procedures that increase and strengthen communication across existing partnerships, including with the City of Cottage Grove, that lay the groundwork for larger disaster events.
- **Without access to proper digital and physical storage, heritage resources are vulnerable to damage or complete loss in hazard events.** Most heritage organizations house all their assets at one location, including digitized resources and back-ups existing on CDs, servers, or thumb drives. The current storage practices risk the spread of disaster impacts to entire collections. While some organizations have made progress in improving storage mechanisms, there is a lack of coordination across the organizations in implementing effective strategies.
- **As the heritage organizations are nonprofits, they are run mostly by volunteers.** While this does provide some security that an impact to funds will not result in the loss of employment, there are further challenges with this in terms of capacity. A limited volunteer base decreases the

²⁹ United Nations. "Climate Justice". <https://www.un.org/sustainabledevelopment/blog/2019/05/climate-justice/>

³⁰ Dossa, A., et. al. 2016. "Inequality Explained: 7 Ways Climate Change and Inequality are Connected". <https://www.opencanada.org/features/inequality-explained-7-ways-climate-change-and-inequality-are-connected/>

organization's ability to perform mission-driven activities and does not provide the type of capacity guarantee that paid employees bring. This results in lack of accountability or strained capacity in maintaining mission-driven activities or facility maintenance during short- and long-term closures.

- **There is little cross-training of essential skills within each heritage organization.** Critical knowledge and technical skills in grantwriting, technology and media, and financial literacy are limited and often times concentrated in one or a few individuals. Financial management, for instance, is left to the board treasurer. Board presidents are essential in decision-making, which poses a risk if this person is not available. Though division of labor promotes diversity, redundancy is lacking in terms of multiple individuals being able to perform the same or similar functions. Cross-training in some of these essential skills can increase redundancy. This can help organizations pivot between roles and responsibilities fluidly if a disaster renders an individual, along with their knowledge or skill set, inaccessible.

Proximity to Natural Hazards

- **Seven heritage resources or organizations are within the 100-year floodplain.** These include Chambers Railroad Covered Bridge, Centennial Covered Bridge, Swinging Bridge, Dr. Snapp House/Singing Creek Educational Center, Western Oregon Exposition, Cottage Grove Genealogical Society, and the Oregon Aviation History Center.
- **Ownership, essential functions, and services associated with these resources is widely varied, implying that coordination amongst them may prove challenging.** However, given their shared vulnerability to flooding, coordination amongst these groups can leverage capacity and funding opportunities for disaster mitigation or preparedness actions. The covered bridges and the Cottage Grove Genealogical Society all operate as or within city-owned facilities. This presents an opportunity for the City of Cottage Grove to lead flood-preparedness efforts.
- **MacFarland Cemetery is located within a medium landslide hazard; however, it is in close proximity to high landslide hazard.** This heritage resource is owned and stewarded by the Cottage Grove Historical Society. This map illustrates the risk of MacFarland Cemetery to damage or complete loss from a landslide disaster event. The Cottage Grove Historical Society should consider searching for funding opportunities for mitigation and preparedness actions specifically for historical cemeteries as the risk is well documented.
- **The Historic Northwest Neighborhood and the Cottage Grove Museum would also be impacted by a landslide event.** The NHMP discusses the impact of a landslide hazard in the form of debris-flow to 31 properties in this area. Map #3 shows that while the overall landslide hazard for the city is concentrated, its impact would disproportionately affect properties of historical designation which are privately-owned and the Cottage Grove Museum, which is owned by the City of Cottage Grove.

Heritage Resource Resilience Action Plan

This section identifies specific strategies and actions for the Cottage Grove All-Star Heritage Community to prepare for and respond to an event. This is provided in a framework that translates key findings to main goals, each with strategies and actionable items. These goals are nested within a broader resiliency framework that includes the following four core principles:

- **Maintain Diversity and Redundancy:** A variety of components that make a system stronger. Several components perform the same function and can absorb and adapt to unexpected changes.
- **Manage Connectivity:** Managing the relationships and links between heritage organizations and community partnerships. Strengthening systems of information sharing.
- **Broaden Participation:** Including a variety of people from different perspectives and background to information practices and decision-making.
- **Encourage Learning:** Reflecting on existing knowledge and having a commitment to incorporating new ideas and trying new ways of operation.

The project team developed six goals for increasing disaster resilience for the heritage resources based on partner engagement, risk assessment, and current risk management strategies. Within each goal are specific strategies for organizations to individually and collectively achieve through the lifespan of the DRHR. Each strategy is categorized through a variety of prioritization indicators, including phase of the emergency management cycle, timeline, required resources, and complexity to complete. The City of Cottage Grove will convene the All-Star Heritage Community on a semi-annual basis to further prioritize the strategies included in this action framework and monitor progress towards goals.

Goal One

Goal One is to “increase accessibility to institutional knowledge by creating and documenting organizational policies and procedures.” It is supported by four strategies:

- **Strategy 1A: Record procedures for mission-driven activities to ensure institutional knowledge is maintained.** A key finding of the DRHR is that the participating heritage organizations are vulnerable to a lack of redundancy of key institutional knowledge. Organizational procedures are often not digitally recorded nor shared across a diversity of volunteers and board members. By recording standard procedures for programs, operations, events, volunteer management and more, the organizations can mitigate the loss of institutional knowledge. This strategy can be as straightforward as a checklist of important procedures across various activities.
- **Strategy 1B: Develop and update an emergency response communication plan.** A pre-determined communication plan will facilitate faster and more efficient response during an emergency event. Additionally, as heritage organizations will not be an immediate priority for first responders during a community-wide emergency, efficient internal response is especially important to preserve heritage assets. As a component of the individual Disaster Resilience Plans, each organization received a template for an Emergency Response Plan. Within this template is a communication plan that outlines a chain of command during emergency response, including a phone tree to notify key board members and volunteers, as well as key community partners.

- **Strategy 1C: Create and share disaster response protocol both on-site and on a digital platform.** As with all important organizational procedures, the emergency response plan is only effective if it is available during an emergency event. The completed plan should be distributed broadly within the organization and key individuals trained on how to use the different plan components.
- **Strategy 1D: Encourage and support Main Street district businesses, organizations, and building owners to develop their own continuity of operations.** Similarly, to each participating heritage organizations, businesses located in the Downtown commercial district will be responsible for managing their own emergency response efforts. Main Street Cottage Grove can encourage and support this effort through regular communication and sharing of tools and resources.

Goal Two

Goal Two is to “identify, diversify, and cross-train heritage organization stakeholders in essential roles.” It is supported by three strategies:

- **Strategy 2A: Cross-train heritage organization members in essential roles.** A key finding of the DRHR is that there is very little cross-training in the essential skills necessary to manage business operations. The knowledge of how to perform financial management, grantwriting, and preservation activities is concentrated within one or few individuals. By cross-training two or more people in essential roles, heritage organizations can prevent the loss of essential skill sets that support the preservation and digitalization of heritage resources, support the retention of essential financial and account information, and contribute to funding opportunities. This strategy can be achieved by incorporating elements into new volunteer training, updating long-term volunteers during regular meetings, or encouraging those with essential skills to mentor one or more volunteers.
- **Strategy 2B: Clarify and diversify decision-making on business operations in the event of a disaster.** Business operations may be impacted by disaster events through loss of revenue, decreased visitation, required business closures, or cancellation of annual events. Board members may be limited in making immediate financial decisions if the full Board of Directors is not available, lengthening response time. This strategy can be achieved by sharing information about best practices for business operations and creating thresholds within heritage organizations for spending during a disaster event without full board approval.
- **Strategy 2C: Cross-train All-Star Heritage Community members in emergency management practices.** To ensure a quick response to any disaster or emergency situation, any one present must be equipped with the necessary skills to react. The coordination of disaster response can be supported by training in emergency management practices prior to disaster events. Heritage organizations can meet this strategy by engaging in both local and national resources and training opportunities on a regular basis.

Goal Three

Goal Three is to “diversify and secure the location, physical storage, and maintenance of heritage resources.” It is supported by seven strategies:

- **Strategy 3A: Identify and clarify responsibilities for the maintenance of buildings that heritage resources are housed within.** Heritage organizations in Cottage Grove typically do not own their facility and share space with other organizations, city services, or businesses. Clear responsibilities for building maintenance can ensure that there is accountability between

property owners and tenants. This strategy can also create more clarity during disaster response and recovery stages.

- **Strategy 3B: Increase funding for building maintenance and security projects.** Many heritage organizations operate within historic buildings. Varying levels of renovation can affect the preservation of heritage resources and increase risk from emergency events. This strategy seeks to increase the funding available to update plumbing, electrical, ventilation, fire mitigation, security, or seismic/structural systems as appropriate.
- **Strategy 3C: Diversify the location of heritage assets to reduce disaster impacts.** Most heritage organizations house and exhibit their collections within singular buildings, sometimes sharing building spaces with other heritage organizations and collections. Disaster impacts to these locations could result in complete losses of heritage resources of which no other copies or examples exist. This strategy seeks to diversify both the physical and digital location of heritage resources.
- **Strategy 3D: Identify improvements and increase funding for the storage of heritage assets.** Improved storage of heritage assets can significantly reduce the risk of damage from an emergency event. Many heritage organizations store their assets in items such as archival boxes or fire-proof filing cabinets and have varying digitization processes. By identifying existing needs for storage, heritage organizations can then secure funding to increase their storage capacities and protect against additional disaster risks.
- **Strategy 3E: Create a procedure for the inventory of individual organizations' heritage assets.** The DRHR provides a foundation for creating a community-wide inventory of Cottage Grove's heritage resources, however work remains on both a community and organizational level. Creating an organizational cataloging and inventory procedure can streamline preservation efforts, track loaned items, and back-up the existing inventory to a secure online system.
- **Strategy 3F: Create policies and procedures for the maintenance of buildings.** Establishing policies can ensure accountability during both regular and emergency-related closures and encourage learning from emergency personal staff to adhere to building safety codes.
- **Strategy 3G: Coordinate with heritage organizations, businesses, building owners, and other relevant partners to gather information on the location, physical storage, and maintenance status of heritage resources, including the historic buildings in the Main Street district. This should expand on the Heritage Resource Inventory included in the DRHR.** Expanding the inventory helps the tool to remain relevant and useful to heritage partners and emergency personnel. Additional information could include emerging heritage resources organizations and resources, updated renovation data, recent contact information for changes in address or ownership, and new or increased hazard vulnerability. Additionally, the City of Cottage Grove can expand the inventory to include the existing list of historically registered properties, heritage resources outside of city limits, and buildings within the Main Street district. Depicting all heritage resources and historical buildings may support future funding opportunities to strengthen the overall disaster resilience of Cottage Grove as a heritage community. Increasing coordination amongst partners in the downtown commercial district can support disaster resilience efforts by connecting partners with existing funding or training for renovation projects, increasing pathways for communication, and sharing relevant building details with emergency personnel staff.

Goal Four

Goal Four is to “expand opportunities for education and diverse partnerships that provide expertise, increased capacity, and increased community investment in heritage assets.” It is supported by three strategies:

- **Strategy 4A: Establish new partnerships that can provide expertise in preservation techniques and practices.** Creating new partnerships can expand understanding of preservation for culturally sensitive items and broaden knowledge within heritage organizations. The University of Oregon presents opportunities for heritage organizations to partner with students, programs, and faculty from a multitude of disciplines related to cultural preservation. Reaching out to create potential partnerships with local Tribes may improve accurate representation of resources and provide expertise in stewardship. Additionally, the heritage community of Oregon has existing interpretive centers and museums across the state that may lend invaluable resources to the interpretation of the Black, Latino, and Asian history within Cottage Grove.
- **Strategy 4B: Maintain and create new partnerships that provide support for organizational capacity-building.** Increased organizational capacity of heritage organizations supports disaster mitigation efforts. The actions associated with this strategy support increasing and diversifying participation of volunteers with heritage organizations and leveraging nearby resources, such as the University of Oregon and their graduate program in Nonprofit Management.
- **Strategy 4C: Increase community awareness and investment in the disaster resilience of heritage resources.** A key finding from the DRHR’s community survey is that a majority of survey respondents agree that heritage resources are integral to Cottage Grove’s identity, however the community’s perception of risk is limited to heritage organizations or resources that are currently highly visible. This strategy aims to promote awareness and investment in less recognized heritage resources through public outreach, event planning, increased media presence, and partnerships with local schools and Travel Lane County.

Goal Five

Goal Five is to “increase and diversify current and future funding sources to strengthen the economic resilience of the All-Star Heritage Community.” It is supported by three strategies:

- **Strategy 5A: Identify and participate in passive revenue collection.** By pursuing streams of passive revenue collection, heritage organizations can leverage their capacity as small volunteer-ran organizations to increase the diversity of their funding sources. Having these systems set up during the mitigation and preparation phase can lessen the impact of disaster events, especially when visitation or donations from annual events are large contributors to the annual budget. This type of fundraising typically requires some effort on the front end to set up and perform outreach but allows for donations to be made with minimal effort. Some programs, such as community awards programs, are supported by local businesses and allow for a percentage of a person’s regular purchases to be donated. Other necessary skills for accomplishing this strategy include literacy in social media and online fundraising sites.
- **Strategy 5B: Develop a contingency plan for organizational operations to support economic resilience.** Heritage organizations may be dependent on few sources of revenue to support their operating budgets. Interruptions from emergency events can impact visitation, access to mission-driven services, or annual events and their associated funding streams. This strategy focuses on

developing an economic contingency plan and getting connected to existing financial resources that would support diversifying revenue streams.

- **Strategy 5C: Identify and catalog relief funds for nonprofit organizations or heritage resources to provide aid during response and recovery phases.** Creating a catalog of resources and relief funds during the preparation phase of emergency management can allow for a quick response time during a disaster. Funds that can support heritage organizations during closures may be available locally, within the state, and on the federal level.

Goal Six

Goal Six is to “support the economic resilience and recovery of property owners and businesses in the downtown commercial district.” It is supported by two strategies:

- **Strategy 6A: Identify and communicate grant funding opportunities for businesses.** This strategy focuses on connecting those within the downtown commercial district to existing resources and funding opportunities. By increasing coordination of property owners and businesses with available funds, Main Street Cottage Grove can support the economic response and recovery of the district, which is a large contributor to the local economy.
- **Strategy 6B: Encourage property owners and businesses to develop contingency plans for organizational operations to support economic resilience.** Interruptions to business operations from emergency events can have significant impacts on the ability to make a profit or to pay rent or a mortgage. Developing a contingency plan that provides guidance for finding assistance during the response phase can support those within the district from the risk of permanent business closure, eviction, or defaulting on payments.

Action Item Prioritization

Across six goals, the action plan includes over 60 proposed action items. While each action is important, they do not have the same level of priority based on need and capacity of the All-Star Heritage Community and within each organization. With such wide-reaching goals and strategies, it is essential that each organization takes the time to prioritize their action plans. Community-wide prioritization will take place during semi-annual All-Star Heritage Community meetings convened by the City of Cottage Grove using the indicators included in the action plan. The following indicators can guide action item prioritization:

Emergency Cycle

Each action item is assigned to a stage of the emergency management cycle, including mitigation, preparation, response, and recovery. For more information on the emergency management cycle, see Chapter 2: Cultural Resilience Framework.

Timeline

Action items are separated into three distinct timeframes: short-term (less than six months); medium term (1-2 years); and long-term (2-5 years). Short-term action items are those that the organization can and should complete in the first stage of implementation, prior to the first All-Star Heritage Committee meeting. Medium-term actions likely require additional resources or partnership with other heritage organizations. Finally, long-term action items require grant funding or additional engagement from the City of Cottage Grove or other partner agencies. All action items are intended to be completed during the five-year lifecycle of the DRHR.

Resources

The participating organizations in the DRHR are lean, mostly volunteer run nonprofit organizations. As small organizations, some of the action items may feel out of reach due to funding constraints. This limitation can be addressed through continued collaboration with other heritage organizations and the City of Cottage Grove. Collectively, the group may find more available funding sources, including federal grant programs, local general funds, and private foundations. In addition to funding resources, the action plan considers staff and volunteer time as key resources that may be required to accomplish each action.

Complexity

Complexity of each action item is categorized as low, medium, or high. Complexity is determined by the ease of which an organization could complete the action based on volunteer and staff expertise and capacity. Action items that require outside guidance or resources are considered to be more complex.

Goal 1: Increase accessibility to institutional knowledge by creating and documenting organizational policies and procedures.		Prioritization				Partners					
		Emergency Cycle	Timeline	Resources	Complexity	CG Museum	CG Historical Society	Bohemia Museum	Genealogical	Main Street	City of Cottage Grove
Strategy 1A: Record procedures for mission-driven activities to ensure institutional knowledge is maintained.											
1A1	Record procedures for preservation and research activities.	Mitigation	Short-Term	Staff Time	Low	X	X	X	X	X	
1A2	Record procedures for educational programs.	Mitigation	Short-Term	Staff Time	Low	X	X	X	X	X	
1A3	Record procedures for annual events, volunteer outreach, and other visitation related activities.	Mitigation	Short-Term	Staff Time	Low	X	X	X	X	X	
Strategy 1B: Develop and update an emergency response communication plan.											
1B1	Complete an Emergency Response Plan, including a phone tree, identifying a response team and contacts, and creating a "chain of command" for emergency events.	Response	Short-Term	Staff Time	Medium	X	X	X	X	X	
1B2	Share the Emergency Response Plan with the Board of Directors, key volunteers, and other partners as needed. Post in several accessible locations, as well as keeping an updated digital copy.	Preparation	Short-Term	Staff Time	Low	X	X	X	X	X	

1B3	Establish an outreach strategy to communicate plans for reopening after periods of closure.	Response	Medium-Term	Staff Time	Medium	X	X	X	X	X	
1B4	Participate in semi-annual meetings as an All-Star Heritage Community.	Preparation	Long-Term	Staff Time	Low	X	X	X	X	X	X
Strategy 1C: Create and share disaster response protocol both on-site and on a digital platform.											
1C1	Use the incident report log in the Emergency Response Plan to create a detailed record of incidents and corrective actions taken.	Response	Long-Term	Staff Time	Medium	X	X	X	X	X	
1C2	Create a facilities directory that includes location of emergency response supplies, first aid kits, contact information, and evacuation routes. Post the directory in several easily accessible locations.	Preparation	Short-Term	Staff Time	Low	X	X	X	X	X	
1C3	Train staff, board, and volunteers on utility shut-offs, emergency response protocols, and communications strategies as outlined in the Emergency Response Plan.	Preparation	Medium-Term	Staff Time	Medium	X	X	X	X	X	
Strategy 1D: Support the development of continuity plans for Main Street district businesses, organizations, and building owners.											
1D1	Maintain annually updated log of contact information of business, organizations, and building owners in order to share resources for documenting and developing their own continuity of operations plans.	Preparation	Long-Term	Staff Time	Medium					X	
1D2	Inform businesses, organizations, and building owners within the Main Street district of the City's toolkit.	Preparation	Medium-Term	Staff Time	Low					X	X

Goal 2: Identify, diversify, and cross-train heritage organization stakeholders in essential roles.		Prioritization				Partners					
		Emergency Cycle	Timeline	Resources	Complexity	CG Museum	CG Historical Society	Bohemia Museum	Genealogical	Main Street	City of Cottage Grove
Strategy 2A: Cross-train stakeholders in essential business operations roles to ensure redundancy in the event of a disaster.											
2A1	Cross-train 2+ members in financial and accounting management skills.	Mitigation	Medium-Term	Staff Time, Training Course	Medium	X	X	X	X	X	
2A2	Cross-train 2+ members in grantwriting skills.	Mitigation	Medium-Term	Staff Time, Training Course	Medium	X	X	X	X	X	
2A3	Cross-train 2+ members in technological skills.	Mitigation	Medium-Term	Staff Time	Medium	X	X	X	X	X	
2A4	Identify other essential skills that contribute to the mission and business operations of the heritage organization and pursue cross-training opportunities.	Mitigation	Medium-Term	Staff Time, Training Course	Medium	X	X	X	X	X	

Strategy 2B: Clarify and diversify decision-making on business operations in the event of a disaster.											
2B1	Establish a pathway for communication between the City and heritage organizations to provide guidance for business operation plans during an emergency, either as a representative who acts as a liaison or a central place to source information such as an email list-serve or Facebook page.	Response	Medium-Term	Staff Time	High	X	X	X	X	X	X
2B2	Create spending thresholds for disaster situations that can be made without being approved by the entire board.	Preparation	Short-Term	Staff Time	Low	X	X	X	X		
Strategy 2C: Cross-train All-Star Heritage Community members in emergency management practices.											
2C1	Participate in FEMA's IS-100.C: Introduction to Incident Command Systems online training course every five years.	Preparation	Short-Term	Staff Time	Low	X	X	X	X	X	
2C2	Attend and participate in the City's annual Emergency Preparedness Fair.	Preparation	Short-Term	Staff Time	Low	X	X	X	X	X	X

Goal 3: Diversify and secure the location, physical storage, and maintenance of heritage resources.		Prioritization				Partners					
		Emergency Cycle	Timeline	Resources	Complexity	CG Museum	CG Historical Society	Bohemia Museum	Genealogical	Main Street	City of Cottage Grove
Strategy 3A: Identify and clarify responsibilities for the maintenance of buildings that heritage resources are housed within.											
3A1	Clarify building maintenance responsibilities between the City of Cottage Grove and heritage organizations occupying city-owned buildings.	Mitigation	Short-Term	Staff Time	Medium	X			X		X
3A2	Clarify building and public space maintenance responsibilities between the City, other building owners, and the Main Street district area.	Mitigation	Short-Term	Staff Time	Medium					X	X
3A2	Begin routine check-ins on the status of buildings during weekends, slow seasons, and closures.	Mitigation	Short-Term	Staff Time	Low	X	X	X	X	X	
Strategy 3B: Increase funding for building maintenance and security projects.											
3B1	Secure funds for updates to the buildings' electrical, plumbing, ventilation systems, fire alarm and suppression systems, sprinkler systems, and/or seismic updates.	Mitigation	Long-Term	Funding	High	X	X	X	X	X	X
3B2	Install security systems in buildings that house heritage resources.	Mitigation	Long-Term	Funding	Medium	X	X	X			

3B3	Ensure all businesses, organizations, and building owners in the Main Street district have access to and knowledge about local grant programs.	Mitigation	Medium-Term	Staff Time	Low					X	
Strategy 3C: Diversify the location of heritage assets, important organizational information and documents to reduce disaster impacts.											
3C1	Move the digital back-up of heritage assets to an online platform (Google Drive, Dropbox, iCloud, etc.)	Mitigation	Short-Term	Staff Time, Funding	Low	X	X	X	X	X	
3C2	Duplicate digitized items on CDs, thumb drives, hard drives or servers and move at least one copy to a separate physical location.	Mitigation	Medium-Term	Staff Time	Medium	X	X	X	X	X	
3C3	Move irreplaceable heritage assets to the building's most secure location.	Mitigation	Medium-Term	Staff Time	Medium	X	X	X	X		
3C4	Consider the City Armory, once it is available, as a secure off-site storage location and develop a plan to move priority heritage assets to the space.	Mitigation	Long-Term	Funding	High	X	X	X	X	X	X
Strategy 3D: Identify improvements and increase funding for the storage of heritage assets.											
3D1	Identify updates and/or improvements to the storage of heritage assets.	Mitigation	Short-Term	Staff Time	Low	X	X	X	X		
3D2	Secure funds to purchase archival boxes, fireproof and/or waterproof display cases, fireproof filing cabinets, or other additional storage equipment.	Mitigation	Long-Term	Funding	Medium	X	X		X		
3D3	Secure funds to purchase a high-quality scanner to increase the capacity for digitizing heritage assets.	Mitigation	Medium-Term	Funding	Medium	X	X	X	X		

Strategy 3E: Create a procedure for the inventory of individual organizations' heritage assets (Includes inventory of buildings, building needs, property owner contracts, etc.)											
3E1	Create a procedure for tracking existing inventory, including items loaned to other heritage partners.	Mitigation	Medium-Term	Staff Time	Low	X	X		X	X	
3E2	Copy digitized paper records to an online system.	Mitigation	Medium-Term	Staff Time	Medium	X	X	X	X		
3E3	Include image/description to collections inventories to ensure that damaged assets can still be identified after a hazard.	Mitigation	Long-Term	Staff Time	Medium	X	X	X		X	
3E4	Establish a procedure for a routine inventory of heritage resources, including adding new items, and noting those in poor or vulnerable conditions.	Mitigation	Medium-Term	Staff Time	Low	X	X	X	X	X	
Strategy 3F: Create policies and procedures for the maintenance of buildings.											
3F1	Conduct annual building checks with the fire marshal to adhere to fire safety codes and regulations, including businesses and historic buildings in the Main Street district	Mitigation	Short-Term	Staff Time	Medium	X	X	X	X	X	
3F2	Create and adhere to building closing procedures.	Preparation	Short-Term	Staff Time	Low		X	X	X		
3F3	Inspect and perform maintenance annually to fire extinguishers, disaster preparedness kits, and supply of first aid kits.	Preparation	Short-Term	Funding	Low	X	X	X	X	X	
3F4	Adhere to best practices for hazard mitigation: items off the floor, securing shelves, etc.	Mitigation	Medium-Term	Staff Time	Medium	X	X	X	X		

Strategy 3G: Coordinate with heritage organizations, businesses, building owners, and other relevant partners to gather information on the location, physical storage, and maintenance status of heritage resources, including the historic buildings in the Main Street district. This should expand on the Heritage Resource Inventory included in the DRHR.											
3G1	Inform businesses, organizations, and building owners of workshops and trainings for repair techniques.	Mitigation	Medium-Term	Staff Time	Low					X	
3G2	Recommend documentation of conditions of the buildings in the district are shared with the City and Fire Department (i.e. sprinklered or not).	Preparation	Short-Term	Staff Time	High					X	X
3G3	Encourage all businesses and building owners to share building structural information with the City and Fire Department (footprints, floorplans, etc.).	Preparation	Short-Term	Staff Time	High					X	X
3G4	Maintain an inventory of Main Street buildings, including condition status, renovation, and emergency evacuation routes, in partnership with the City.	Preparation	Short-Term	Staff Time	Medium					X	X
3G5	Expand the current heritage resource inventory to include the inventory of Main Street buildings, add useful data to share with emergency responders, and additional heritage resources not currently reflected.	Preparation	Medium-Term	Staff Time	Medium						X

Goal 4: Expand opportunities for education and diverse partnerships that provide expertise, increased capacity, and increased community investment in heritage assets.		Prioritization				Partners					
		Emergency Cycle	Timeline	Resources	Complexity	CG Museum	CG Historical Society	Bohemia Museum	Genealogical	Main Street	City of Cottage Grove
Strategy 4A: Establish new partnerships that can provide expertise in preservation techniques and practices.											
4A1	Contact local Tribes for accurate representation and stewardship of resources.	Mitigation	Long-Term	Staff Time	High	X	X	X	X	X	X
4A2	Partner with University to provide expertise and resources in historic preservation.	Mitigation	Long-Term	Staff Time	High	X	X	X	X	X	X
4A3	Partner with other cultural heritage organizations such as Oregon Black Pioneers, the Oregon Historical Society, Maxwell Heritage Interpretive Center, or Portland Chinatown Museum to provide expertise and resources in historic interpretation.	Mitigation	Long-Term	Staff Time	High	X	X	X	X	X	X
Strategy 4B: Maintain and create new partnerships that provide support for organizational capacity-building, marketing, and outreach.											
4B1	Identify and attend Diversity, Equity, and Inclusion trainings to support partnership building and heritage preservation of underrepresented groups.	Mitigation	Medium-Term	Funding, Training Course	Medium	X	X	X	X	X	X
4B2	Partner with University to provide technical assistance and expertise in grantwriting.	Mitigation	Medium-Term	Staff Time	Medium		X	X	X	X	X

4B3	Partner with local schools to increase the volunteer base for digitizing of records, allowing for students to build transferrable skills.	Mitigation	Long-Term	Staff Time	High	X	X	X	X	X	X
Strategy 4C: Increase community awareness and investment in the disaster resilience of heritage resources.											
4C1	Partner with local schools to increase the volunteer base for assistance with the maintenance of organizational websites, and social media accounts, allowing for students to build transferrable skills.	Mitigation	Long-Term	Staff Time	High	X	X	X	X	X	
4C2	Increase media presence of heritage resources and work of heritage organizations.	Mitigation	Medium-Term	Staff Time	Medium	X	X	X	X	X	X
4C3	Publicize annual events and regular visitation hours of heritage organizations through Travel Lane County.	Mitigation	Short-Term	Staff Time	Low	X	X	X	X	X	
4C4	Establish new collaborative events, such as seasonal parties or silent auctions.	Mitigation	Long-Term	Staff Time	Medium	X	X	X			

Goal 5: Increase and diversify current and future funding sources to strengthen the economic resilience of the All-Star Heritage Community.		Prioritization				Partners					
		Emergency Cycle	Timeline	Resources	Complexity	CG Museum	CG Historical Society	Bohemia Museum	Genealogical	Main Street	City of Cottage Grove
Strategy 5A: Identify and participate in passive revenue collection.											
5A1	Identify and partner with local businesses that operate a community rewards program for nonprofit organizations.	Mitigation	Medium-Term	Staff Time	Medium	X	X	X	X	X	
5A2	Set up heritage organizations to receive benefits from micro-donation programs such as Amazon Smile.	Mitigation	Short-Term	Staff Time	Low	X	X	X	X	X	
5A3	Strengthen or create membership programs in order to spread donation contributions across the year to provide revenue in slow seasons.	Mitigation	Long-Term	Staff Time	Medium	X	X	X		X	
5A4	Create annual virtual fundraising for disaster preparedness projects using platforms like Facebook or GoFundMe.	Preparation	Medium-Term	Staff Time	Low	X	X	X	X	X	
5A5	Identify opportunities for pooled funding and resources, such as volunteer or interning networks through the Elkton Community Center’s summer tour program.	Mitigation	Long-Term	Staff Time	Medium		X	X	X		

Strategy 5B: Develop a contingency plan for organizational operations to support economic resilience.											
5B1	Create and maintain contingency plans for in-person events.	Preparation	Medium-Term	Staff Time	Low	X	X	X	X	X	
5B2	Identify Main Street as the central point of contact for economic resilience and recovery resources: marketing, support for grant applications, support for online platforms and online messaging.	Response	Medium-Term	Staff Time	High	X	X	X	X	X	X
5B3	Attend trainings on economic programs that provide access to state funding and tools, such as tax credits.	Mitigation	Medium-Term	Staff Time	Medium	X	X	X	X	X	X
Strategy 5C: Identify and catalog relief funds for nonprofit organizations and/or heritage resources to provide aid during response and recovery phases.											
5C1	Identify grants and funding sources that can support the heritage organizations through periods of closure.	Preparation	Long-Term	Staff Time	High	X	X	X	X	X	X
5C2	Identify foundations, charities, and government programs to support heritage resources and preservation in order to diversify revenue stream.	Preparation	Long-Term	Staff Time	High	X	X	X	X	X	X

Goal 6: Support the economic resilience and recovery of building owners and businesses in the Main Street District.		Prioritization				Partners					
		Emergency Cycle	Timeline	Resources	Complexity	CG Museum	CG Historical Society	Bohemia Museum	Genealogical	Main Street	City of Cottage Grove
Strategy 6A: Identify and communicate grant funding opportunities for businesses.											
6A1	Inform and encourage property owners and businesses of city-managed loan/grant programs.	Response	Long-Term	Staff Time	Low					X	X
6A2	Inform and encourage property owners and businesses of FEMA and other emergency response and recovery funds.	Response	Long-Term	Staff Time	Low					X	
6A3	Offer guidance to property owners and businesses on grant applications.	Response	Long-Term	Staff Time	Medium					X	
Strategy 6B: Encourage building owners and businesses to develop continuity of operations plans to support economic resilience.											
6B1	Respond to questions from building owners and businesses regarding recovery.	Response	Short-Term	Staff Time	Medium					X	
6B2	Identify Main Street as the central point of contact for economic resilience and recovery resources: marketing, support for grant applications, support for online platforms and online messaging.	Preparation	Long-Term	Staff Time	High					X	
6B3	Inform and encourage property owners and businesses to attend trainings on economic programs that provide access to state funding and tools, such as tax credits.	Preparation	Medium-Term	Staff Time	Medium					X	

Chapter 7: Plan Implementation and Maintenance

This section details the process of plan implementation and maintenance to ensure the DRHR remains a relevant and active document. Plan implementation includes a process for formal plan adoption, which is detailed in a separate memo. Each partners' role in implementation is clarified below and includes a continued role for Oregon Heritage staff. Maintenance of this plan consists of a schedule for semi-annual meetings and a 5-year plan review cycle.

Implementation

The success of the DRHR depends on how well the action items are implemented. In order to continue the energy built from the planning process, our project team recommends the following strategies: (1) the DRHR will be formally adopted by the City of Cottage Grove; (2) the roles for implementation will be clearly outlined; (3) the City will convene semi-annual meetings to review plan implementation; (4) action items will be prioritized and outcomes recorded; and, (5) when possible, will be implemented through existing plans, programs, and policies.

Convener

The City of Cottage Grove Planner will continue to fulfill the role as a convener for the implementation and maintenance of this plan. The convener's responsibilities are as follows:

1. Coordinate semi-annual meetings of the All-Star Heritage Committee to evaluate the progress of the DRHR and record the outcomes into an appendix of the DRHR that will be incorporated into the DRHR during plan review;
2. Lead the plan review cycle in sync with the Historic Preservation Plan;
3. Identify emergency management-related funding sources and coordinate with the heritage organizations to avoid competition and leverage shared action items;
4. Serve as a communication "conduit" between heritage organizations, the City of Cottage Grove, and partners with a stake in historic preservation and cultural resource planning;
5. Lead the implementation of community-wide action items and action items that require the City of Cottage Grove as a key partner;
6. Continue communication with Oregon Heritage staff on developing the model for creating a DRHR in other Oregon communities.

All-Star Heritage Community Steering Committee

The steering committee consists of representatives from the heritage organizations which participated in the formation of this plan. Their role will be on-going through the implementation phase of the DRHR. The steering committee member responsibilities include:

1. Participate in semi-annual meetings convened by the City of Cottage Grove Planner (or designate a representative from the heritage organization to serve in their place.)
2. Prioritize and recommend disaster resilience projects that meet the action items of this plan.
3. Update the committee on organizational changes, including changes in the mission, merging with other organizations that would impact essential functions or mission-driven activities;
4. Communicate outcomes of steering committee meetings back to key volunteers and board members of their respective organizations;

5. Develop and coordinate sub-committees as needed.

Heritage All-Star organizations that participated in the development of this plan included: Bohemia Gold Mining Museum, City of Cottage Grove, Cottage Grove Genealogical Society, Cottage Grove Historical Society, Cottage Grove Museum, Historic Landmarks Commission, and Main Street Cottage Grove.

Emergency Personnel

Emergency personnel will receive the heritage resource inventory included in the DRHR. The heritage resource inventory will provide the locations of resources and pertinent contact information for emergency response. Emergency personnel are expected to participate in actions that require expertise in emergency preparedness. These responsibilities are listed, but are not limited, to the following:

1. Receive the inventory of the DRHR which includes the physical locations of heritage resources, auxiliary storage locations, and relevant contacts information.
2. Conduct annual building safety checks and make recommendations to heritage organizations for the maintenance and best practices of building safety.
3. Provide resources or expertise to heritage organizations in creating building evacuation routes.

Oregon Heritage

Oregon Heritage will have a continued role in implementation of the DRHR through sharing resources and maintaining communication with heritage organizations. These duties are as follows:

1. Outreach to heritage organization representatives to provide relevant grant, workshop, or educational resource opportunities related to disaster resilience and emergency management for heritage resources.
2. Conduct regular meetings with the City of Cottage Grove to get updates on relevant information for shaping a model planning guide for other heritage communities in Oregon.

Plan Maintenance

Maintenance of the DRHR is an essential component in keeping this document relevant. Proper maintenance will ensure that efforts across all partnerships can leverage shared resources and implement action items. This section outlines semi-annual meetings and a plan review cycle to maintain a regular schedule of updates to the plan.

Semi-Annual Meetings

The All-Star Heritage steering committee will be convened by the City of Cottage Grove on a semi-annual basis to complete the following tasks. During the first meeting the steering committee will:

- Review the existing action items and determine which are to priorities for action/funding
- Review the DRHR with new and existing steering committee members
- Identify issues that were not identified when the DRHR was developed
- Prioritize action items

During the second meeting of the year the Committee will:

- Review the action plan and document which actions were completed, which received effort, and those that did not
- Review risk profiles and update changes in hazard conditions

- Discuss strategies for continued public involvement and engagement
- Document successes and lessons learned throughout the year

Plan Review Cycle

The DRHR will be reviewed and updated on a five-year cycle. The first review will occur when the Historic Preservation Plan is due for review in 2024. During this first review the DRHR will be incorporated into the Historic Preservation Plan, which is part of the Cottage Grove Comprehensive Plan. This plan review will incorporate information gathered from semi-annual meetings, update any changes in hazard conditions, and document completed action items.

Appendix A. Community Survey Results

The project team developed the **Cottage Grove Cultural Resources Survey** to assess the community's awareness, values, and perception of risk pertaining to Cottage Grove heritage resources and heritage organizations. A total of 168 respondents completed the survey between March 2 and April 11, 2020. Due to the COVID-19 pandemic, survey responses slowed during April.

Overview

Prior to the creation of this survey, the city of Cottage Grove conducted a Historic Site Survey that assessed community interest in various local historic sites, landmarks, and heritage events. The results of that survey were applied to prioritizing city budgets and yearly projects identified within the Cottage Grove Historic Preservation Plan. The information collected from this Cultural Resource Survey is intended to build upon previous data from the Historic Site Survey by providing an understanding of community perspective on disaster resilience planning for heritage resources. Results contributed to this plan and can guide future iterations of Cottage Grove's Historic Preservation Plan, Emergency Response Plan, and Natural Hazard Mitigation Plan.

The Cultural Resources Survey sought to answer three key questions:

- What is the Cottage Grove community's current awareness of heritage resources?
- How do residents prioritize heritage assets and organizations?
- What vulnerabilities to natural or human-caused hazards do residents perceive?

Methods

The project team distributed the survey online and as paper copies. The survey link was shared on the City's website, by heritage organizations, on multiple Cottage Grove affiliated Facebook pages, and printed on an insert in the City's April water bill. Paper copies were collected during the March History Pub (Partners in History) event at Axe and Fiddle.

As detailed in the following section on demographics, the survey reached respondents who are generally older, self-identify as White, and more likely to be female than Cottage Grove residents as a whole. Many respondents may already be involved in heritage preservation or have strong connections with the heritage organizations involved in survey distribution. The survey respondents do not adequately reflect current racial and ethnic demographics for the City, as detailed in Figure 1 below. 10% of Cottage Grove's residents identify as Hispanic or Latino, while only one survey respondent 1% reflected this identity. Figure 2 provides the age demographics while Figure 3 provides gender distribution based on 2018 American Community Survey 5-Year Estimates.

Respondent Demographics

Figure 4 shows 69% of respondents were residents who have resided in Cottage Grove for 11+ years.

Figure 4: Years in Cottage Grove (n=139)

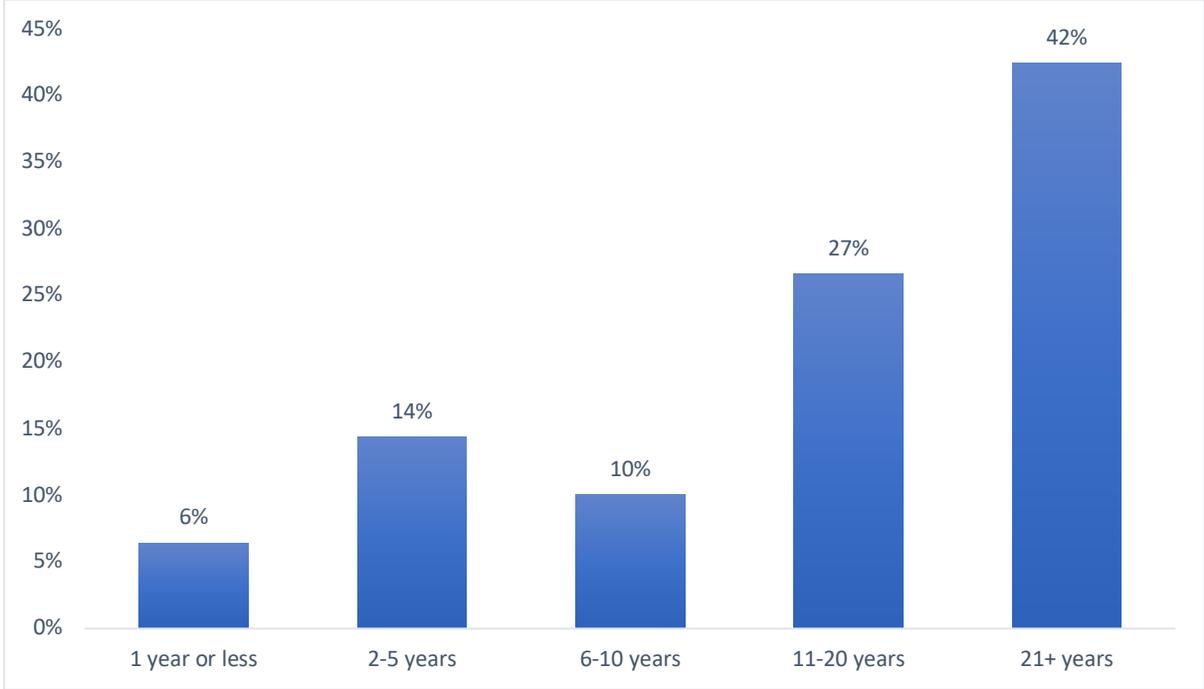


Figure 5 shows the majority of respondents self-identified as White. Thirteen respondents preferred not to indicate their racial/ethnic identity, and four respondents identified as American Indian/Alaskan Native and as Asian. The survey received one response from someone identifying as Hispanic, and zero responses for African American/Black or Native Hawaiian/Pacific Islander. Compared to the 2018 American Community Survey 5-Year Estimates, the survey underrepresented Hispanic/Latino residents.

Figure 1: Comparison of Racial/Ethnic Identity

Survey Respondents (n=138)			2018 American Community Survey 5-year Estimates	
Racial/Ethnic Identity	Percentage	Number of Responses	Percentage	Responses
Native Hawaiian/Pacific Islander	0%	0	0.0%	0
African American/Black	0%	0	1.3%	135
Hispanic or Latino	1%	1	10.8%	1,084
Asian	3%	4	0.2%	21
American Indian/Alaskan Native	3%	4	0.4%	35
Prefer not to answer	9%	13	--	--
White	84%	116	82.9%	8,363
Two or more Races	--	--	4.4%	445
Total	100%	138	100%	10,083

Figure 6 shows the largest group of respondents were between 65-74 years old, representing 24% of respondents. There was an even distribution of survey respondents between ages 35-64 years old. In addition, 5% of respondents were 24 or younger, and 5% were 75 or older.

Figure 6: Age of Survey Respondents (n=140)

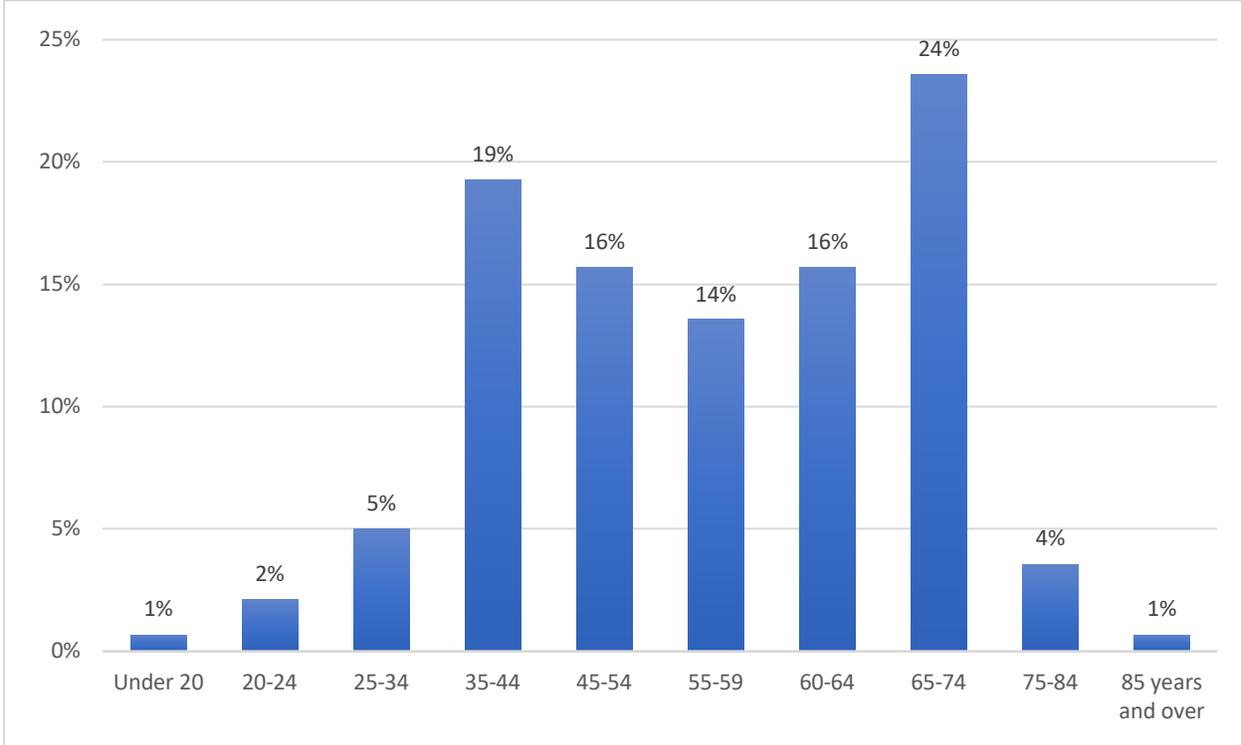
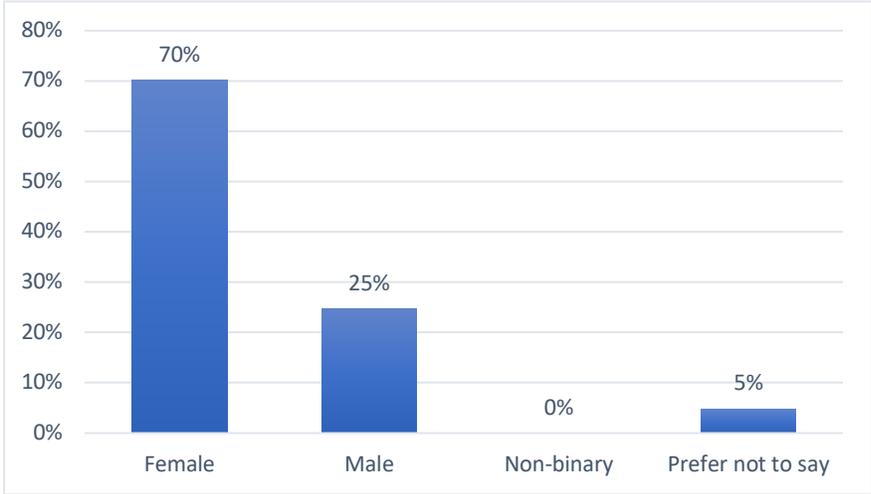


Figure 7 shows the majority of survey respondents (70%) self-identified as female, while 25% identified as male, and 5% preferred not to indicate their gender.

Figure 7: Self-identified Gender of Survey Respondents (n=141)



Awareness

In this section, survey respondents indicated their awareness of the various heritage resources and organizations within Cottage Grove.

Figure 8 shows Main Street Cottage Grove was the most well-visited heritage organization, with 74% of respondents noting they had visited or attended events on Main Street. Following Main Street, the Cottage Grove Museum and Bohemia Gold Mining Museum were the most visited heritage organizations, with 70% and 64% of respondents having visited, respectively.

Figure 8: Please indicate your level of awareness for following Cottage Grove heritage organizations:

Heritage Organization	I've visited or attended this organization's event	I've heard of this organization	Was not aware	Number of responses
Bohemia Gold Mining Museum	64%	32%	3%	151
Cottage Grove Aviation Society	48%	39%	13%	148
Cottage Grove Genealogical Society	31%	48%	21%	150
Cottage Grove Historical Society	48%	50%	2%	147
Cottage Grove Museum	70%	28%	2%	151
Cottage Grove Prospectors & GoldDiggers	42%	45%	14%	148
Historic Landmarks Commission	12%	52%	36%	149
Main Street Cottage Grove	74%	23%	3%	148
Partners in History	13%	26%	62%	151
Singing Creek Educational Center	11%	39%	50%	149

Figure 9 shows the Downtown Cottage Grove and the covered bridges were the most visited heritage resources with 99% and 96% of respondents having visited. In addition, the Swinging Bridge and the Cottage Grove Armory (which is located just off Main Street) have the next highest amount of visitors at 89% and 88%.

Figure 9: Please indicate your level of awareness for the following Cottage Grove heritage resources:

Heritage Resources	I've visited this	I've heard of this	Was not aware	Number of responses
All-American City Square	75%	11%	15%	151
Cottage Grove Air Museum	53%	39%	8%	150
Cottage Grove Armory	88%	11%	1%	150
Cottage Grove Museum / Our Lady of Perpetual Help Catholic Church	53%	29%	18%	150
Cottage Grove Speedway	67%	33%	0%	150
Covered Bridges	96%	4%	0%	150
Downtown Cottage Grove	99%	1%	0%	151
Historic collections at the Bohemia Mining Museum	66%	25%	9%	150
Historic collections at the Aviation Museum	46%	37%	17%	152
Historic collections at the Cottage Grove Museum	60%	31%	9%	149
Historic neighborhoods, such as the Northwest Neighborhood	61%	15%	24%	150
Historical Society library collection (displayed at Red Barn)	26%	30%	45%	149
Local genealogical records	22%	44%	34%	151
McFarland Cemetery	49%	27%	24%	152
Mt. David	67%	24%	9%	150
Swinging Bridge	89%	9%	2%	151
Western Oregon Exposition (WOE)	73%	16%	11%	152

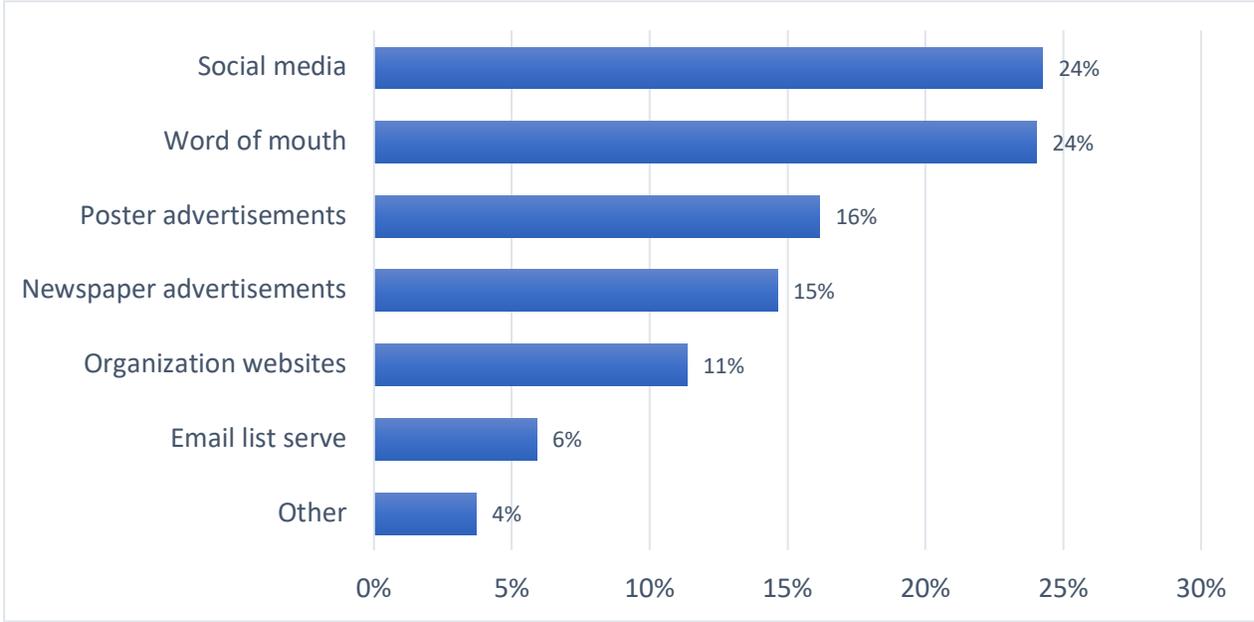
Figure 10 shows respondents noted additional heritage resources and organizations that were not included in this survey. Popular response included the annual Bohemia Mining Days event, local murals, Opal Whitely sites, Friends of the Carousel and the restored Carousel, Cottage Village Coalition, the Sentinel newspaper, the Tibetan Buddhist Center, historic trees and gardens in the area.

Figure 10: Are there other heritage organizations or resources in Cottage Grove you have visited or are aware of that are not listed? (n =32)

- Bank building
- BMD
- Bohemia Mining Days
- Bohemia Mining days
- Bohemia Mining Days
- Bohemia Mining Days Festival on the third weekend of July.
- Bohemia mining days celebration every year on the third weekend of July helps to introduce historical organizations and promotes these places through the annual treasure hunt and games.
- Bohemia Mining Days, Old Mill
- Bohemia Mining District Breakfast on the Mountain during Bohemia Mining Days in July
- Bohemian mines, big river
- Cerro Gordon, Aprovecho, Kalapuya Books, and Axe and Fiddle.
- Cottage Grove riding club (I attend and a member)
- Cottage Grove Sentinel newspaper archives
- Covered bridges, Opal Whitely
- Doctor Snapp House
- Dr. Snapp House, many murals, the Chambers Bridge (covered bridge but specifically a RR bridge), the Applegate Trail Interpretive Center (corner of Main and River Rd), and the Cement Wigwam burner in Trailhead park.
- Friends of the carousel
- Heritage trees (trees associated with the beginning of the town/s,), i.e. N. G St & Chestnut. Old Mill Farm Store.
- International Order of Odd Fellows?
- IOOF building, local and national register-listed historic homes (outside of NW Neighborhood), and the Cottage Grove Speedway.
- Many non-profit institutions (school, hospital, service orgs, etc.) have their own internal histories/heritage; perhaps best thought of as a community reservoir of historical information - Preserve 'em!
- Murals around town, the biking trail map, and the Cottage Grove map Feeling Grovey Online resources on Facebook.
- NW Neighborhood, Buster Keaton Film Night, Rails to Trails, and the Carousel.
- Rural Organizing Project, Sustainable Cottage Grove, Cottage Village Coalition and the Historic bank building being restored.
- Sentinel
- Several pioneer cemeteries, gold mining areas, Opal Whitely sites, Cottage grove Lake site of the town of Hebron, London Springs. Not all of them are organized but important to our history.
- Singing Creek Educational Center/Dr. Snapp House
- The Cottage Grove Carousel is a 1929 traveling Carousel that is being restored in Cottage Grove.
- The many Parks in Cottage Grove are a treasure of this city and valuable asset for many to use.
- The new apartment business space on Main Street by Len Blackstone, the Bohemia Park Symphony event in the summer soooo cool, Busters restaurant, and I love being in the Bloomer Parade.
- Tibetan Buddhist Center, N. River Rd. Village Green Gardens.
- WOE. BMD

Figure 11 shows respondents learned of heritage events most often by word of mouth (24%), and social media (24%). Followed by poster advertisements (16%), and newspaper advertisements (15%). Additional advertisement methods that were shared by respondents included the Around the Grove Newsletter, local radio, and the Chamber of Commerce.

Figure 11: How do you learn about events offered by Cottage Grove heritage organizations? (Select all that apply)



Other (n=15)

- Around the Grove Newsletter
- Around the Grove E-Newsletter
- Around the Grove Newsletter
- Around the Grove News (weekly community newsletter)
- Around the Grove, Monthly Community potluck at ROP
- Town traditions
- A member of nearly all the heritage orgs in C.G.
- Chamber of Commerce
- Chamber Calendar
- Stuff happens and we go to check it out. This is a small town.
- I am a CG native, the oldest son of Marcia Allen, namesake of the Historical Research Library.
- Radio
- KNNR Radio 1400
- KNNR
- Dirt Cheap Copies

Value

In this section, survey respondents indicated their personal values placed on various heritage resources in Cottage Grove.

Figure 12 shows most respondents indicated historic preservation is important for maintaining the identity of Cottage Grove, with 67% indicating it's very important and 30% indicating important.

Figure 12: Please indicate how important or unimportant historic resource preservation is to you in maintaining the identity of Cottage Grove (n=145)

Value	Percentage	Number of Responses
Very important	67%	97
Important	30%	43
Neither important nor unimportant	3%	4
Unimportant	1%	1
Very unimportant	0%	0
Total	100%	145

Figure 13 shows less than half of respondents feel local heritage resources reflect their personal history and identity, with 20% indicating they strongly agree, and 43% indicating they somewhat agree or agree with this statement.

Figure 13: To what extent do you agree or disagree with the following statement: My personal history and identity is represented in Cottage Grove's heritage resources (n=145)

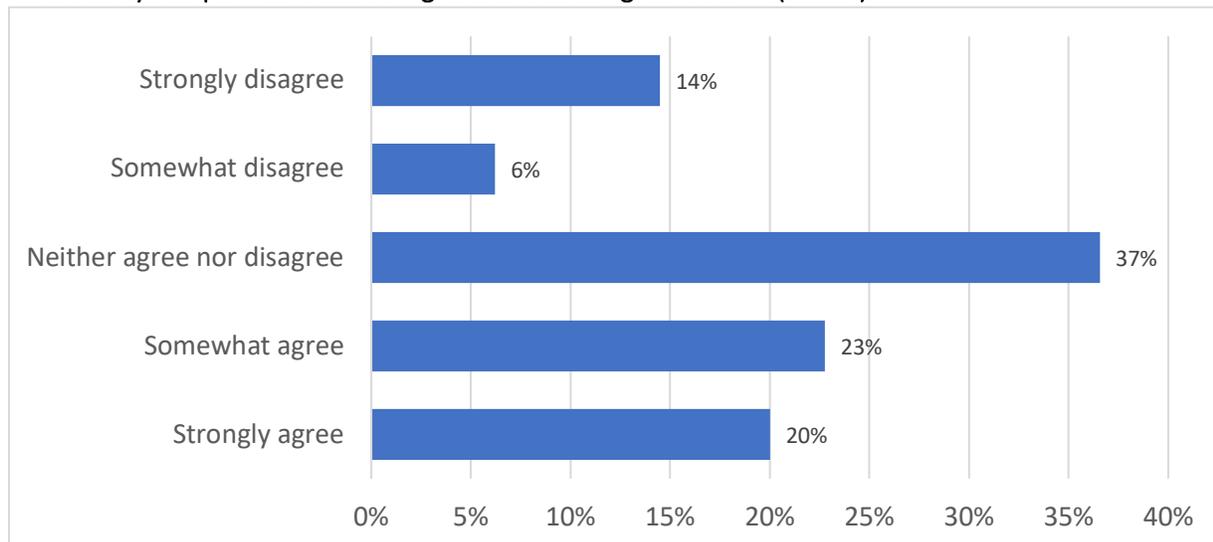


Figure 14 shows respondents indicated educational value (68%), social value (58%), cultural value (53%), and recreational value (47%) deemed 'very important'. Respondents indicated aesthetic value (51%) and economic value (50%) were 'important,' and Spiritual/Religious value (49%) had the most responses indicating it was 'neutral' or 'unimportant'.

Figure 14: When considering the most important heritage resources in Cottage Grove, how important are the following values in your decision?

Value	Very important	Important	Neither important or unimportant	Unimportant	Very unimportant	Number of responses
Educational value: learning from the past	68%	29%	4%	0%	0%	143
Cultural value: shared connection to ideas, materials and habits	53%	41%	6%	0%	0%	143
Social value: Community and relationship building	58%	37%	6%	0%	0%	142
Recreational value: fun and entertainment	47%	48%	5%	1%	0%	143
Aesthetic value: how it looks	40%	51%	8%	1%	0%	144
Economic value: financial contributions to community	36%	50%	11%	2%	0%	143
Spiritual/Religious value: ritual, belief-based traditions	22%	23%	39%	10%	6%	142

Figure 15 shows the top three resources indicated to have the highest personal value to respondents were the Downtown Historic District (18%), Covered Bridges (15%), and the Cottage Grove Armory (13%).

Figure 15: Select the three Cottage Grove heritage resources that offer the most value to you personally. (n=144)

Heritage Resources	Percentage	Number of responses
Downtown Cottage Grove Historic District	18%	79
Covered Bridges	13%	58
Cottage Grove Armory	13%	57
Swinging Bridge	10%	42
Historic collections at the Cottage Grove Museum	7%	31
Cottage Grove Speedway	5%	23
Western Oregon Exposition (WOE)	5%	22
Mt. David	5%	21
Historic collections at the Bohemia Mining Museum	5%	20
Historic neighborhoods, such as the Northwest Neighborhood	3%	15
Historical Society library collection (displayed at the Red Barn)	3%	15
Local genealogical records	3%	12
Cottage Grove Museum/Our Lady of Perpetual Help Catholic Church	3%	11
Cottage Grove Aviation Museum	2%	9
Dr. Snapp House/Singing Creek Educational Center	1%	4
Historic collections at the Aviation Museum	1%	3
McFarland Cemetery	0%	0

Risk and Hazard Perception

In this section, respondents indicated their perception of risk of heritage resources to natural or human-induced hazards.

Figure 16 shows 79% of respondents perceived heritage resources to be at risk to severe weather events at some level, with 10% indicating items are at high risk to being lost, 39% indicating significant risk to damage and some complete losses, and 30% indicating some risk of damage, but not complete loss.

Figure 16: If a severe weather event (winter storms, fire, flooding, etc.) were to take place in Cottage Grove to what degree do you think heritage resources are at risk to loss or damage? (n=145)

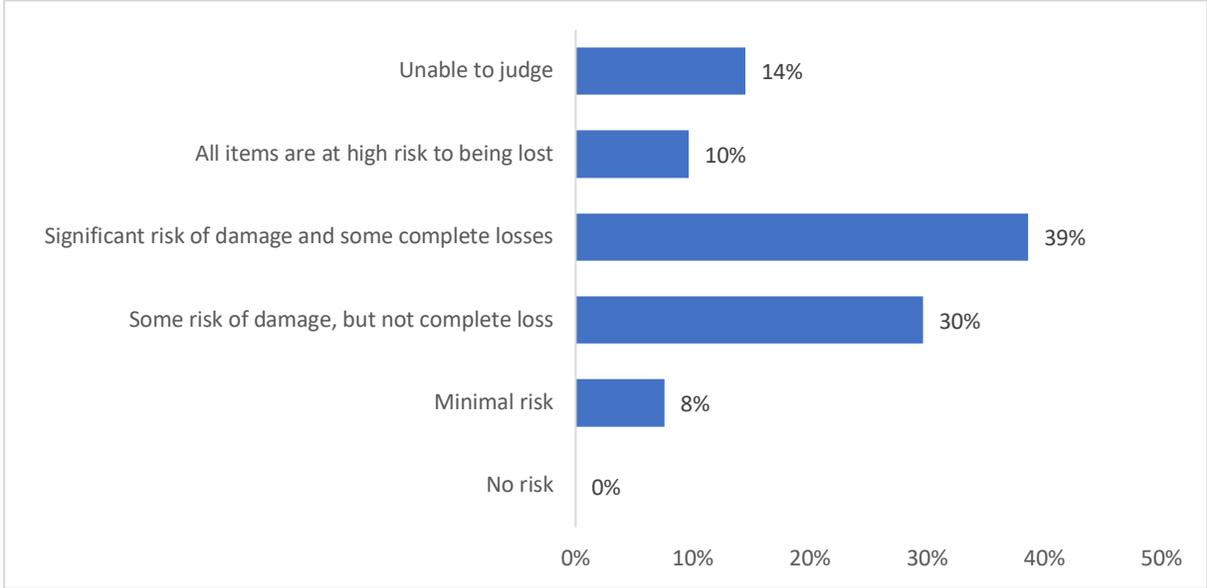


Figure 17 shows 78% of respondents indicated heritage resources are at risk from man-made hazards with 5% of items at high risk to being lost, 32% indicating significant risk of damage and some complete loss, and 41% indicating some risk of damage, but not complete loss.

Figure 17: To what degree do you think heritage resources in Cottage Grove are at risk from man-made hazards (vandalism, natural decay, building issues, etc.)? (n=145)

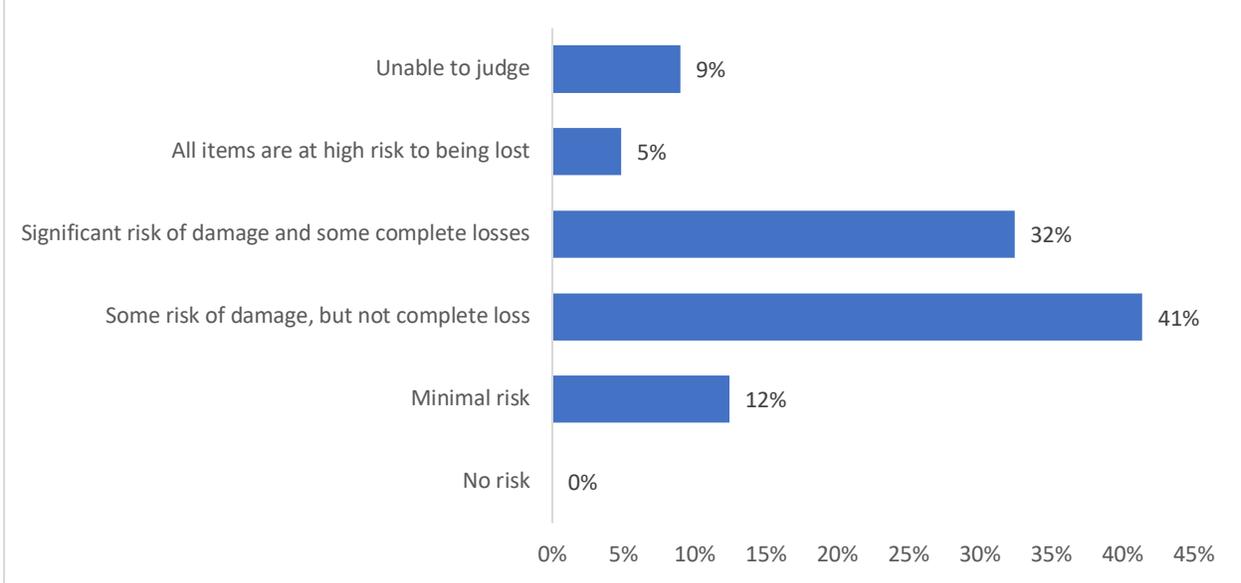


Figure 18 and 19 shows 24% of respondents were aware of previous resources being lost to past natural disasters, and 97% of those respondents noted that the loss impact the community.

Figure 18: Are you aware of any heritage resources that were lost to natural disasters in the past (n=143)

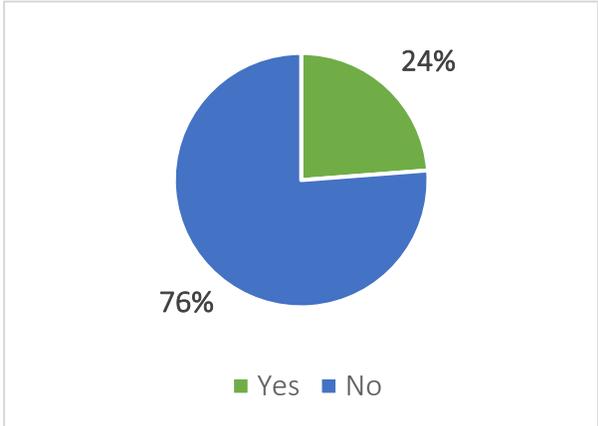


Figure 19: Do you think the loss impacted the community (n=34)

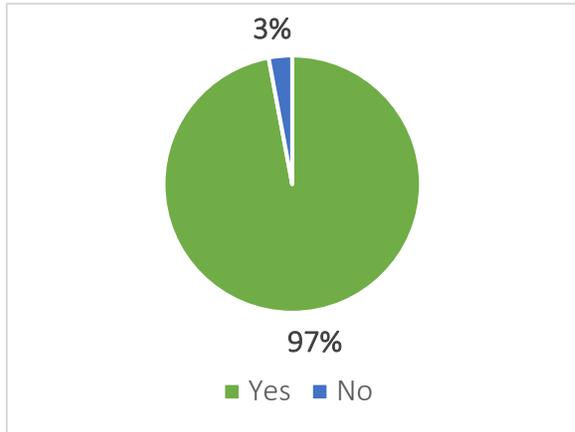


Figure 20 provides a list of heritage resources that have been lost in the past that affected the community. Including the Old Mill Barn, damage to downtown due to fire, loss of the original swinging bridge, structural damage from previous floods, and the removal of Kalapuya people and their historic knowledge and relationship to place.

Figure 20: If yes, please describe how you think the loss affected the community (n=22)

- Old Mill Barn was a landmark for generations...a lot of personal stories.
- Loss of the Dr. Pierce Barn (to man-made hazard -- neglect/demolition). Was a significant loss to character of community (loss of last agricultural structure/iconic tourist image at key entrance point to community), galvanized community to ensure against future historic resource demolition.
- 1964 - 100-year flood - wiped out a number of structures around area rivers and flooded all basements of residences and businesses
- 1962- 100-year high wind: Many roofs and structures damaged
- Fire destroyed life and property
- The loss of native Kalapuya peoples' place in the locale is immeasurable. Sustainable stewardship of the land's resources is possibly like a dream; a culture where elders command respect, and where right relationship to the land, and prayer is fostered in young people, is all immeasurable loss. Maybe we could work at these positive qualities.
- The loss of covered bridge off of Mosby Creek to age and floods.
- The Downtown Historic District Fire in 1990 destroyed three buildings in the 600 block of Main Street and took the life of a beloved CG High School retired art teacher. Only one of the buildings (McCoy's Pharmacy) was rebuilt, however the second-floor residential apartments were not. This had an emotional and economic impact on our small town. The fire left behind a "hole" in the middle of the Historic Downtown District that, thankfully the CG Art Guild painted a sweet mural of "Filmer Park" to camouflage its ugliness and to memorialize Dorothy Filmer who died in the fire. That ugly vacant property has not been re-purposed in 30 years.
- They had to rebuild and some items can't be replaced.
- Pre-dam flood
- Without the old barn with the advert painted on it white, the one before the overpass, town doesn't feel the same.
- When the swinging bridge was out of service, we lost something unique and functional. Many people stopped walking along the river because there was no more crossing point and the joy of the suspension bridge was lost.
- Old buildings lost to fire are not replaceable.
- Restoring the swinging bridge changed it so it wasn't even the swinging bridge any longer. Rebuilding it to current code is not preservation. It cost too much and completely changed.
- The loss of the swinging bridge cut off an important walkway and a special local sight.
- Some people would have come just to see the Dr. Pierce barn and take pictures. Perhaps a hotel stay or meal bought was lost because it is now gone.
- When historic locations are lost they become regulated to memory which is not always reliable. Collecting records and any paper trail can be helpful, but usually when something is no longer visible anymore to the community it quickly becomes forgotten and any related value is lost. When historic locations fall into disrepair the community value is lost and the history that goes with it is devalued. Even if the structure remains, it develops a negative impact which again obscures and loses any historical value. Without the connection to the past people have a diminished connection to the community affecting civic pride, community support, and involvement.
- Fire and flooding the last 100 years destroyed records, buildings, and hard and soft items. Consists of persons and businesses.
- The loss of any historic asset is a loss to the community. A building can be rebuilt, but it's historic significance can not be replaced. The removal of 100-year-old trees permanently changes not just the ambiance of a neighborhood but the history and future!

- The connection between past and present was lost.
- Well the loss its self-impacted the community because we lost but then rebuilt as a community and all came together. This has happened throughout the years, history.
- The loss of the old barn on 99 was a photographer’s landmark, and the ad was historically significant.
- The fire that burned on Main Street took off half a block. Not sure about loss of life there. Flooding.

Figure 21 shows that in the event of a non-life-threatening disaster, 54% of respondents indicated they would volunteer, and 43% indicated that maybe they would volunteer to support heritage organizations in response efforts. When it comes to fundraising for preparedness and response efforts, 60% of respondents indicated maybe they would donate, and 27% indicated they would donate.

Figure 21: In the event of a non-life-threatening disaster, would you volunteer to support heritage organizations in response efforts? For example, to salvage resources by digitizing paper records, maintaining communication lines, moving assets, voluntary clean up, building restoration, etc. (n=140)

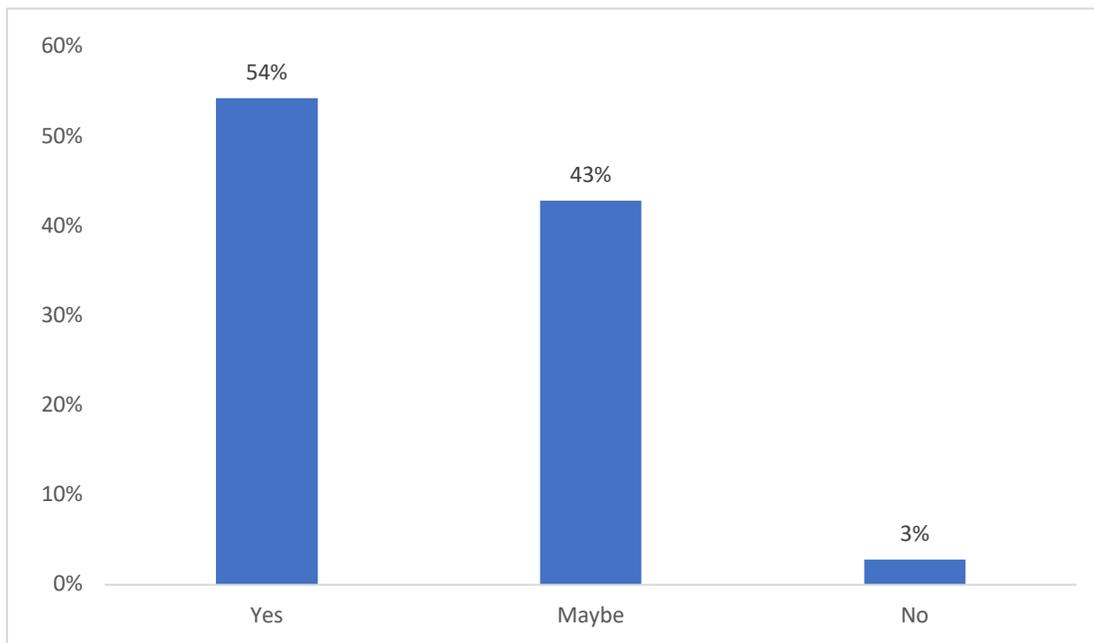


Figure 22 shows when it comes to fundraising post disaster, 54% of respondents indicated maybe they would donate, and 36% indicated they would donate. The majority of respondents indicated they would prefer to give directly to organizations of their choice at 78%, while 23% of respondents would prefer to donate to a disaster response fund to support all heritage groups.

Figure 22: Would you donate money to heritage organizations for disaster preparedness and response efforts? For example, digital archive software, security systems, generators, climate-controlled safes, etc.

If so, would you donate money after a disaster to a heritage organization for disaster preparedness and response efforts? For example, digital archive software, security systems, generators, climate-controlled safes, etc. (n=141)

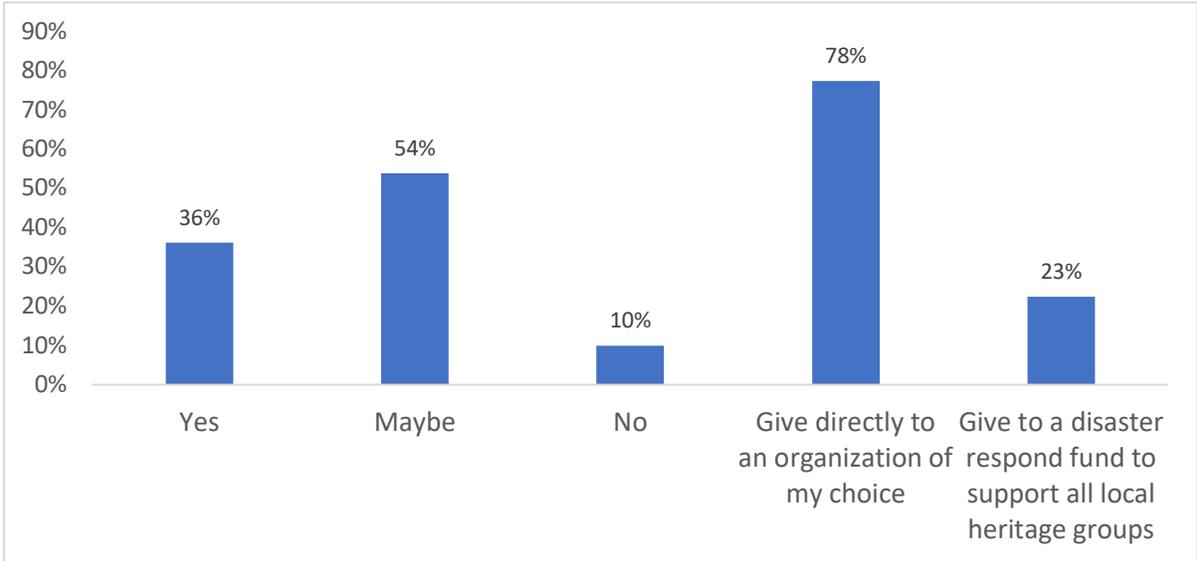


Figure 23: Is there anything else you would like to add? (n=21)

- Keep up the historical downtown improvements. Bring in more restaurants and activities to bring in the crowds to our unique town! I love the historical downtown area and would love to see it preserved and flourish. Thanks for refurbishing the swing bridge too!
- The city needs to upscale the look of the historic district and bring new businesses in. With all of the traffic to king estates, if you up-scaled the look and had several fine dining restaurants you would bring a lot of tourists into town. That would create jobs and add to the tax base. Wake up! You have an amazing asset here and you are not taking advantage of it!
- This is a great project, but I can think of other priorities for our community that require funding and volunteer resources.
- Thank you for doing the survey for us! (Go Ducks!) I do have to share two disappointments with the survey you created. I was disappointed that I could only have three choices of our cultural assets that have the greatest value to me. I had to choose between the WOE Heritage Fair and the Swinging Bridge. (I figured most survey takers would choose the Swinging Bridge to I went with the WOE) I would've also selected our Covered Bridges and the Historical Museum. I'm disappointed that our Bohemia Mining Days festival was not recognized in your survey because it has been an annual celebration of our history since 1959. BMD received state recognition as an Oregon Heritage Tradition and our administrative office is in the historic Cottage Grove Hotel. God forbid, but if there was a fire in that old building, all of the limited history and memorabilia would be lost!

- It's important to preserve our local history and to protect it from natural disaster, vandalism and accidental/unexpected events.
- I would like to see a city partnership with organizations that coordinates a response to a natural or manmade disaster. Once first responders have made a building or area safe, each organization needs a disaster response plan with assigned volunteers for specific critical artifact and document recovery (updated as needed). Each organization should have critical recovery supplies on hand at all times.
- My mother and her twin crossed the swinging bridge every day for school to go to their grandpa's store, which was located at the y where the tall apartments are. Mom would take us to cross the bridge when we came to town and tell us how they believed a troll lived under it. Thank you for saving it!
- I think exorbitant amount of money spent on the Armory is ridiculous. I think the money that was spent on the swinging Bridge is very appropriate because it's something that everyone can use, and it is part of our natural beauty here in Cottage Grove. I think preserving the WOE fair and the Logging Show is very important for future generations because this is how this town was founded and the bohemian mining days too.
- Highest vulnerability goes to areas near the waterways, and vandalism to our community historical sites where crime is rampant, examples include the parks, murals and downtown businesses.
- Donating money depends on my financial resources at that time. For example, in a natural disaster would my home be damaged or demolished?
- This is a good place to live.
- Thank you for taking interest in our little city.
- It's good to keep all these organizations in contact with one another.
- Thank you for providing disaster response. I believe that Cottage Grove's history is found in records, artifacts, and structures and is probably the city's best asset in terms of attracting business and other interest to town.
- While the recorded or known history of the Cottage Grove area is relatively short when compared to the east coast, or eastern hemisphere, what we do have is rich, varied, and valuable to our community identity. Maintaining what we have, and discovering more of our hidden history, is a worthwhile endeavor. I am glad we have people in the community willing to put in the work to safeguard this heritage. Those efforts should be valued enough to safeguard against natural or man-made disasters. I can't imagine the various collections, so diligently and painstakingly cultivated, being destroyed in a catastrophic event.
- God bless the heritage of this great community. We are an old school town that keeps a tight knit hold on our past and most still live by our value.
- I think it's important to create more outreach to schools and events to educate about these resources.
- I plan to visit more historic and heritage sites in the future. I'm a new resident - less than 1 year, so I'm still finding things.
- I'd feel good about attending a small presentation on how a disaster fund was going to be used. In fairness, not all Grovers are making a lot of money. That makes fund raising difficult.
- Thanks for asking!
- I think roads in this town are starting to look historical. They're bad, and at this point we need to address this problem more than buildings.

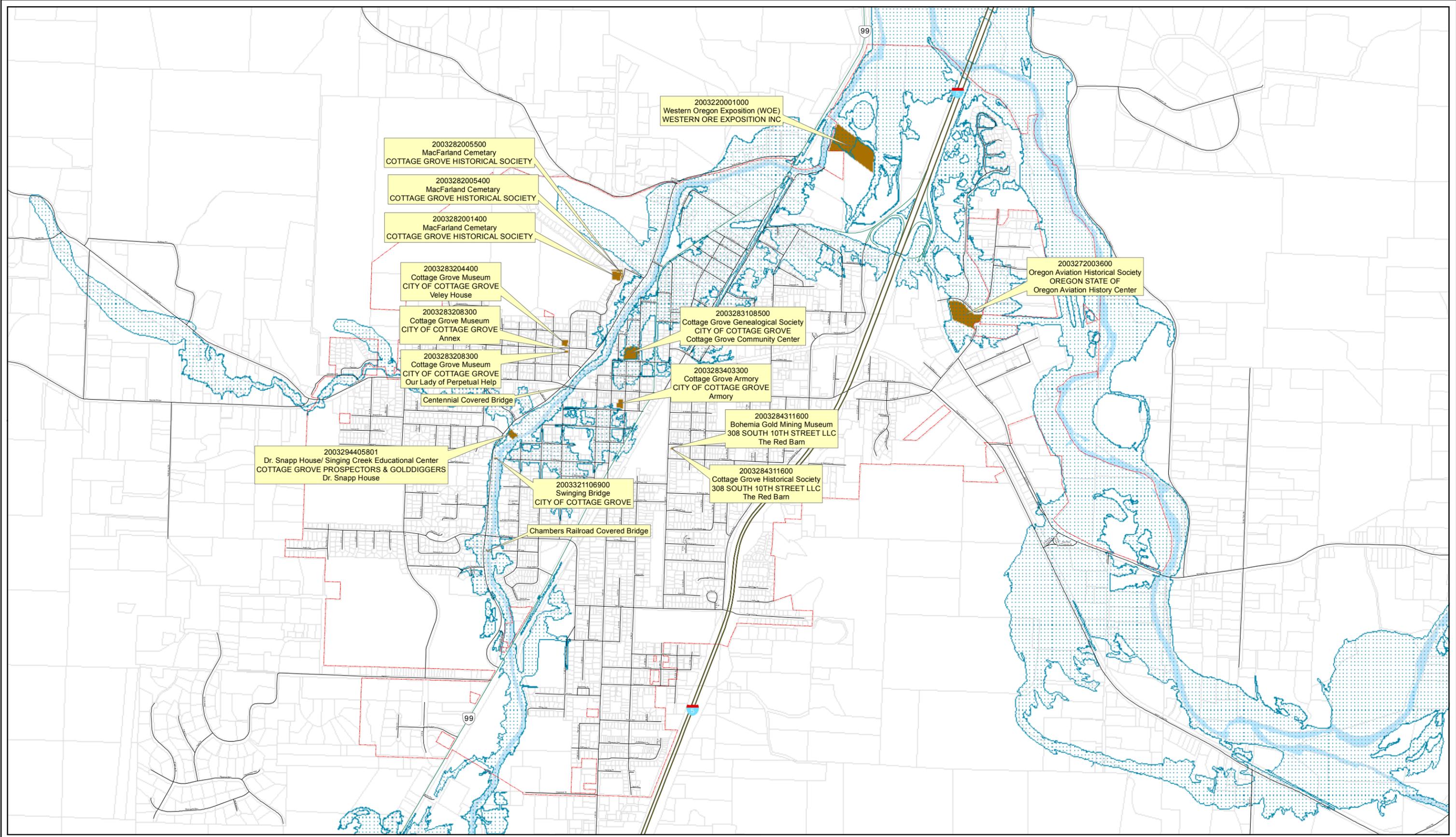
Appendix B - Resource Guide: Disaster Resilience for Heritage Resources

This Guide provides additional resources for heritage organizations engaged in disaster resilience planning. Following the Cultural Resilience Framework, this Guide focuses on resiliency, emergency management and response, and practices for diversity, equity, and inclusion. Also included are useful tools to support your fundraising efforts for this project, and data collection and public engagement strategies.

Emergency Management		
Resource Name	Purpose	Link
Heritage Emergency National Task Force	A partnership of 42 national service organizations and federal agencies created to protect cultural heritage from the damaging effects of natural disasters and other emergencies.	https://www.fema.gov/media-library/assets/documents/113297
Integrating Historic Property and Cultural Resource Considerations into Hazard Mitigation Planning	"How-To" Guide #6 (FEMA 386-6) shows communities, step by step with the needed tools and resources, how to develop and then implement a pre-disaster planning strategy for historic properties and cultural resources.	https://www.fema.gov/media-library/assets/documents/4317#
American Institute for Conservation: Emergencies Resources	Resource collection - learn how to effectively manage emergencies and disasters to protect collections.	http://www.conservation-us.org/resources/emergencies
National Association of Tribal Historic Preservation Officers: Emergency Preparedness Resource List	List of resources and publications regarding emergency management, including funding, response, mitigation, etc.	http://www.nathpo.org/resources/emergency-preparedness/
Building an Emergency Plan: A Guide for Museums and Other Cultural Institutions	A step-by-step guide that a cultural institution can follow to develop its own emergency preparedness and response strategy. Focuses on larger institutions/museums.	http://www.getty.edu/conservation/publications_resources/pdf_publications/emergency_s.html
Emergency Preparedness for Nonprofits	A resource list from Safe-Wise consulting with resources and templates for emergency response planning, specific to nonprofits.	https://safe-wise.com/safe-wise-resource-library/emergency-preparedness-resources/
Nonprofit Emergency Plans: What You Need to Know	An outline of three types of emergency plans nonprofits should have: emergency safety plan, business continuity plan, and a volunteer mobilization plan.	https://volpro.net/nonprofit-emergency-plans/
Emergency Preparedness Resources for Businesses	FEMA's resource list to assist businesses in developing a preparedness program by providing tools to create a plan that addresses the impact of many hazards.	https://www.fema.gov/media-library/resources-documents/collections/357
Pocket Response Plan (PReP) Templates	Resources for creating a concise document with essential information needed in the case of a disaster or emergency.	https://www.statearchivists.org/programs/emergency-preparedness/emergency-preparedness-resources/pocket-response-plantm-prep-tm-english-template/
Resilience		
Resource Name	Purpose	Link
Preservation Leadership Forum: The Case for Planning	Critical resources and "the case" for why heritage organizations should engage in disaster planning.	https://forum.savingplaces.org/learn/issues/sustainability/disaster-relief/disaster-planning
Applying Resilience: 7 Principles	Outlines the 7 principles of resilience used to inform a "resilience planning approach". Each principle is presented along with an example of how it has been applied.	https://applyingresilience.org/en/the-7-principles/
What is Organizational Resilience?	Outlines the attributes and indicators of organizational resilience.	https://www.resorgs.org.nz/about-resorgs/what-is-organisational-resilience/
Funding		
Resource Name	Purpose	Link
Collections Assessment for Preservation Program	Provides small and mid-sized museums with partial funding toward a general conservation assessment. The assessment is a study of all of the institution's collections, buildings, and building systems, as well as its policies and procedures relating to collections care. Participants who complete the program receive an assessment report with prioritized recommendations to improve collections care. CAP is often a first step for small institutions that wish to improve the condition of their collections.	http://www.conservation-us.org/resources/collections-care/cap

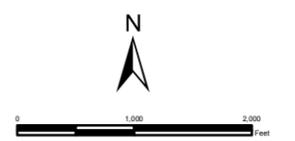
Institute of Museum & Library Services Grant Programs	The mission of IMLS is to advance, support, and empower America's museums, libraries, and related organizations through grantmaking, research, and policy development.	https://www.ims.gov/grants/grant-programs
Diversity, Equity, and Inclusion Practices		
Resource Name	Purpose	Link
INCLUSIVE OUTREACH		
City of Seattle's Inclusive Outreach and Public Engagement Manual	A practical guide for understanding cultural competency and designing inclusive public engagement.	https://www.seattle.gov/Documents/Departments/ParksAndRecreation/Business/RFPs/Attachment5%20_InclusiveOutreachandPublicEngagement.pdf
Community Tool Box	The Community Tool Box is a service of the Center for Community Health and Development at the University of Kansas. This is a free online resource providing toolkits, case studies, and additional resources for working together to build healthy communities. Examples of toolkits include: creating and maintaining coalitions and partnerships, building leadership, and enhancing cultural competency	https://ctb.ku.edu/en
DEI Strategic Planning Toolkit	An online resource from the University of Michigan highlighting resources and tools for incorporating DEI into the strategic planning and implementation process.	https://diversity.umich.edu/strategic-plan/dei-strategic-planning-toolkit/
Ten Ideas to Encourage Immigrant Engagement	This document is a resource developed by the Institute for Local Government in California to provide guidance in engaging their growing immigrant community	http://www.ca-ilg.org/sites/main/files/file-attachments/ten_ideas_to_encourage_immigrant_engagement-jan_2012_0.pdf
Equity and Inclusion Lens Guide	A guidebook developed by the Nonprofit Association of Oregon to how to apply equity and inclusion within the scope of your work	https://nonprofitoregon.org/sites/default/files/uploads/file/NAO-Equity-Lens-Guide-FINAL-ADA_0.pdf
Interaction Map Tool for identifying Native Territories	Native Land Digital is a Canadian Indigenous-led non-profit organization. Their website provides a mapping tool for identifying Native Territories. This tool does not represent official or legal boundaries of any Indigenous nations.	https://native-land.ca
UNDERSTANDING CULTURE AND HISTORY OF OPPRESSION		
White Supremacy Culture	This is a list of characteristics of white supremacy culture which show up in our organizations. The characteristics listed are damaging because they are used as norms and standards without being pro-actively named or chosen by the group.	http://www.csworkshop.org/PARC_site_B/dr-culture.html
Cultural Bridges to Justice	Cultural Bridges to Justice is an organization that designs and facilitates anti-oppression and social justice workshops through the U.S. and the U.K. Their website provides various written resources and tools for understanding oppression.	https://culturalbridgestojustice.org/resources/
City of Eugene's Hate and Bias Prevention Toolkit	This toolkit developed by the City of Eugene provides resources for understanding the history of oppression, how it impacts our communities, and provides resources for how to recognize hate and bias and report it locally	https://www.eugene-or.gov/4061/Hate-Bias-Prevention-and-Response-Toolki
ERASE Racism	ERASE Racism is an organization that leads public policy advocacy campaigns and other related work to promote racial equity. Their website provides teaching tool resources such as infographics, articles, and case studies for understanding the impacts of structural and systemic racism.	http://www.eraseracismny.org/resource-center/teaching-tools
REPRESENTATION IN PRESERVATION PLANNING		
Historic Places and the Diversity Deficit in Heritage Conservation	This article discusses how diversity has been missing from the field of preservation. It concludes with recommendations for how historic places can be used to bridge this diversity gap.	https://home1.nps.gov/CRMJournal/summer2004/article3.html
Preservation and Inclusion	Resources from the National Trust for Historic Preservation for more inclusive preservation practices and interpretation	https://forum.savingplaces.org/learn/issues/inclusion

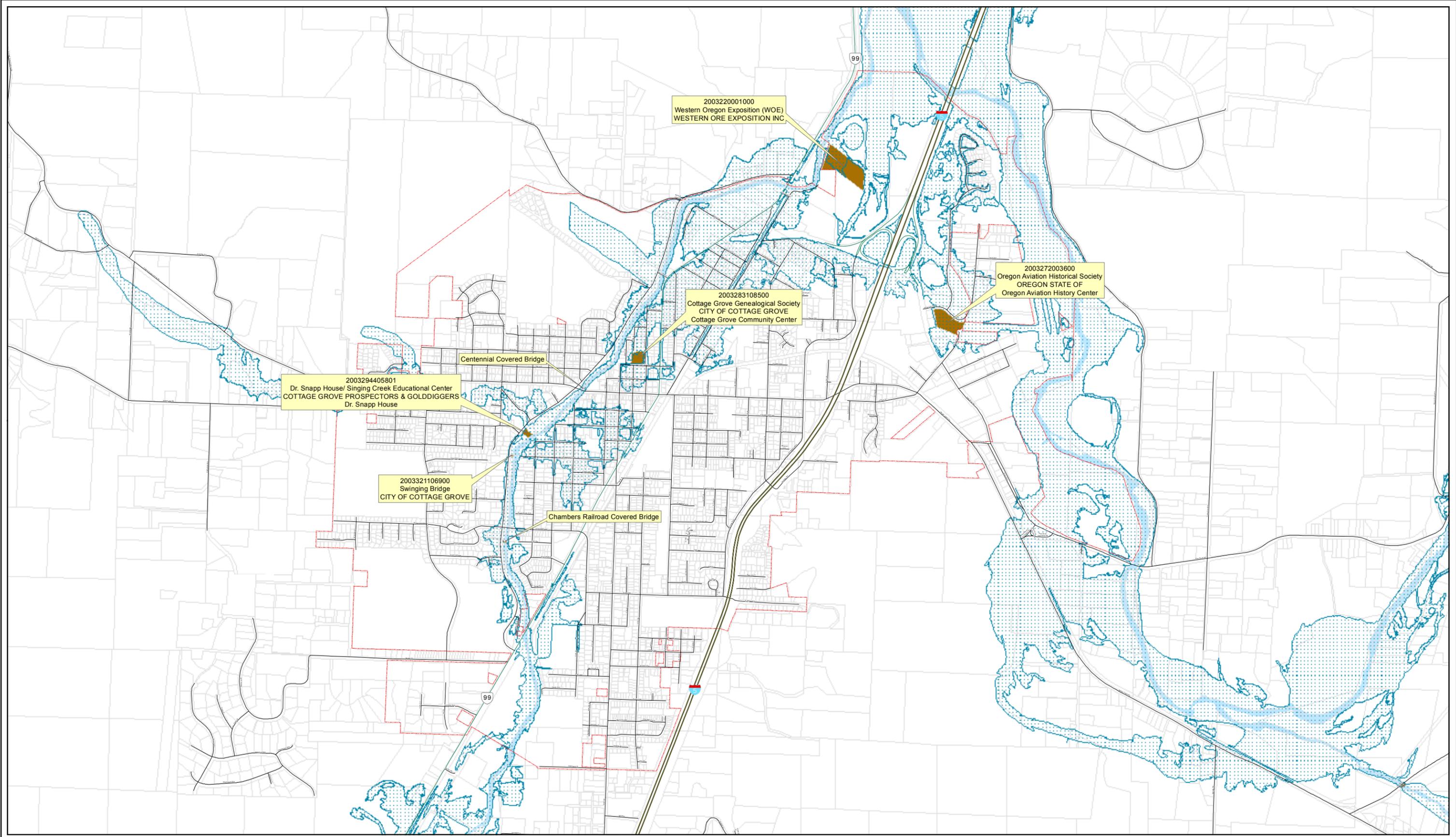
Working together to build a more inclusive preservation program	Web resources on building inclusiveness in preservation programs from the Advisory Council on Historic Preservation	https://www.achp.gov/initiatives/inclusiveness
Building Institutional Awareness of Why Telling Diverse Stories Matter	Blog post about designing awareness of Oregon's diverse perspectives and cultures into educational preservation programming	https://oregonheritage.wordpress.com/2019/09/16/building-institutional-awareness-of-why-telling-diverse-stories-matters/
Addressing Racism in Historic Places and Heritage Organizations	Oregon Heritage produced a short resource that outlines the responsibility of heritage organizations and historic places to dismantle racism and inequity. The document looks at the four goals of the Oregon Heritage Plan and provides specific recommendations and resources to continue this work. Consider ways to incorporate these resources as you engage in your disaster resilience planning efforts.	https://www.oregon.gov/oprd/OH/Documents/AddressingRacismHeritagePlan.pdf
Telling the Pioneer Story by Including Untold Stories	Blog post on about incorporating Black history within the pioneer narrative of Oregon.	https://oregonheritage.wordpress.com/2018/03/23/telling-the-pioneer-story-by-including-untold-stories/
Public Involvement Strategies		
Resource Name	Purpose	Link
Using Online Tools for Public Engagement	Four recommendations for how to use online tools to gather, share, and create digital avenues for discussion with community members.	https://planning-org-uploaded-media.s3.amazonaws.com/document/PASQuickNotes51.pdf
6 Tips for Inclusive Public Meetings	Strategies for planning an engaging and inclusive public meeting	https://www.planning.org/planning/2019/mar/6tipspublicmeetings/
Online alternatives to in-person public meetings during an emergency	Alternatives to in-person meetings and review of three different online tools: GoToWebinar, Webex, and Zoom	https://www.linkedin.com/pulse/online-alternatives-in-person-public-meetings-during-sean-m-/?trackingId=x0y59faxSK6AJyQdHWwVsA%3D%3D
Digital Engagement, Social Media & Public Participation	How to use digital tools for public engagement	https://www.iap2canada.ca/resources/Documents/Newsletter/2017_social_media_white_paper.pdf
The Spectrum of Community Engagement to Ownership	A guide for understanding the spectrum of community engagement and using the spectrum as a tool for assessing and designing community engagement.	https://movementstrategy.org/b/wp-content/uploads/2019/09/Spectrum-2-1-1.pdf
Asset Inventories		
Resource Name	Purpose	Link
Heritage Inventories	List of resources to related to heritage inventories. Includes Resources for policy documents, online resources, organizations and networks, books, and journals	https://www.archesproject.org/heritage-inventories/
Developing Your Heritage Inventory - A Guide for Communities	A community guide for creating and managing a community heritage inventory. Published by the Heritage Resource Branch of the Ministry of Tourism, Parks, Culture and Sport in Saskatchewan in partnership with Canada's Historic Places	https://publications.saskatchewan.ca/#/products/84522
Conserving Your Historic Places- A Guide for Communities	A community guide for how to organize resources and develop policies that will support heritage conservation. Written by the Heritage Resource Branch of Saskatchewan Culture, Youth and Recreation.	https://publications.saskatchewan.ca/#/products/84520
How to Design Your Scenario Planning Process	A Planning Advisory Service Memo on how-to design scenario planning in your community. The suggested strategies in this guide are meant to be tailored to your facilitation style and community needs.	https://planning-org-uploaded-media.s3.amazonaws.com/publication/download_pdf/PASMEMO-2019-07-08.pdf
Public/Profit Toolbox	A resource list linking to how-to guides for data collection, analysis, and implementing social and emotional learning strategies	https://www.publicprofit.net/Toolbox
Integrating Historic Property and Cultural Resource Considerations into Hazard Mitigation Planning	State and local mitigation planning how-to guide developed by FEMA	https://www.fema.gov/pdf/fima/386-6_Book.pdf



The information on this map was derived from digital databases on the Lane County regional geographic information system. Care was taken in the creation of this map, but is provided "as is". Lane County cannot accept any responsibility for errors, omissions or positional accuracy in the digital data or the underlying records. Current plan designation, zoning, etc., for specific parcels should be confirmed with the appropriate agency. There are no warranties, expressed or implied, accompanying this product. However, notification of any errors will be appreciated.

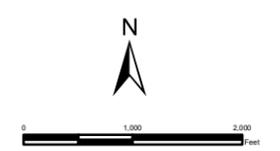
- Heritage Resource Parcels within City Limits
- Taxlots
- City Limits
- 100-yr Floodplain
- Water Feature
- Interstate Highway
- State Road
- County Road
- City Road

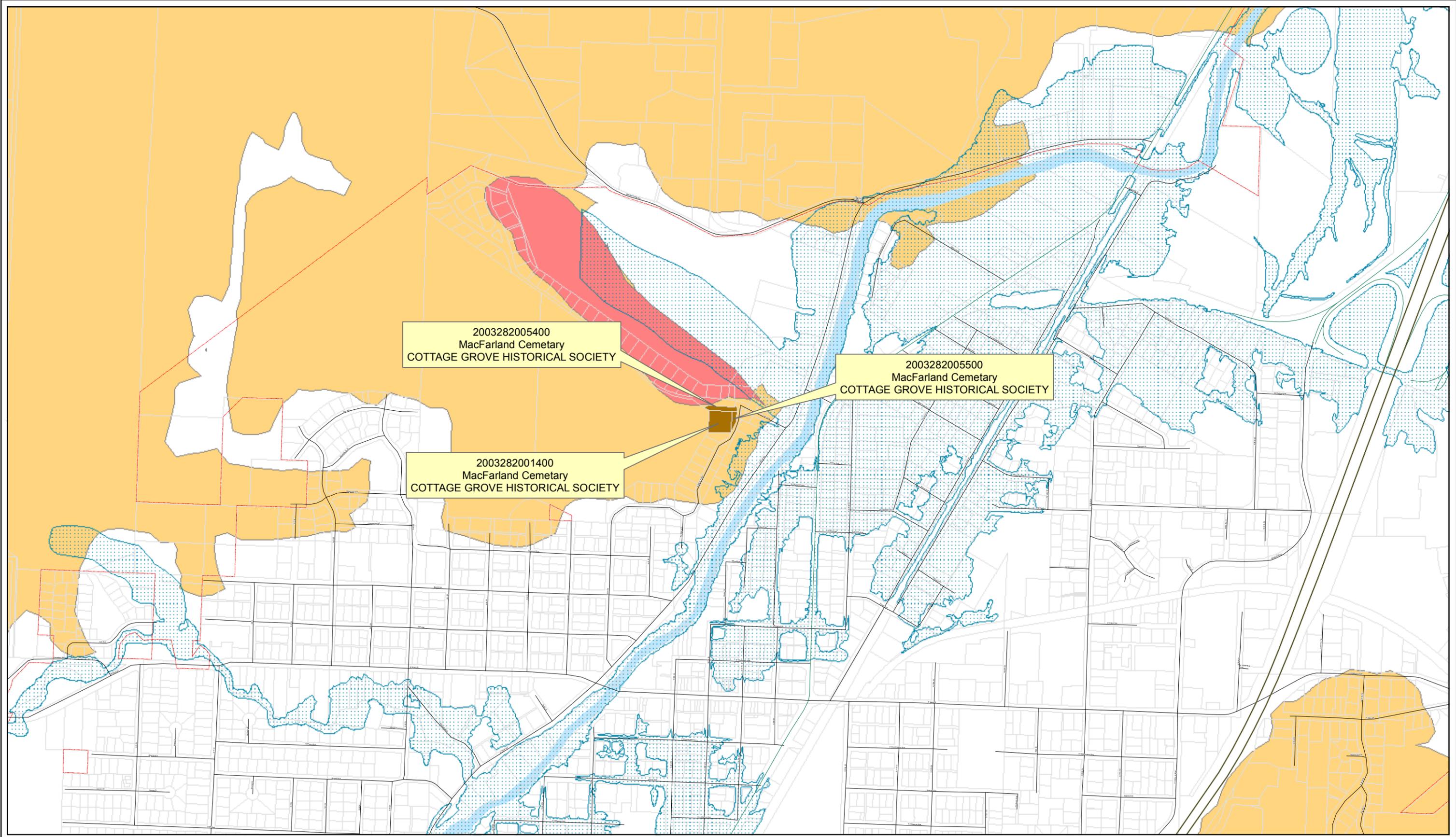




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- Heritage Resource Parcels within 100-Yr Floodplain
- Taxlots
- City Limits
- 100-yr Floodplain
- Water Feature
- Interstate Highway
- State Road
- County Road
- City Road





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Heritage Resource Parcels within Landslide Hazard Region	City Limits	State Road
High Landslide Hazard	100-yr Floodplain	County Road
Medium Landslide Hazard	Water Feature	City Road
Taxlots	Interstate Highway	



Heritage Organization	Building Name	Tax lot # (#)	Heritage Asset Type			
			Historic Building (50+ Years)	Historic Infrastructure/Mo nument	Natural Area	Historic Artifact/Relic (non paper)
Bohemia Gold Mining Museum	The Red Barn	2003284311600	no	no	no	yes
Oregon Aviation Historical Society	Oregon Aviation History Center	2003272003600	no	no	no	yes
Cottage Grove Genealogical Society	Cottage Grove Community Center	2003283108500	no	no	no	no
Cottage Grove Museum	Our Lady of Perpetual Help	2003283208300	yes	no	no	yes
Cottage Grove Museum	Annex	2003283208300	no	no	no	yes
Cottage Grove Museum	Veley House	2003283204400	yes	no	no	yes
Dr. Snapp House/ Singing Creek Educational Center	Dr. Snapp House	2003294405801	yes	yes	no	yes
Cottage Grove Armory	Armory	2003283403300	yes	no	no	yes

Heritage Organization	Historical Records		Building footprint	Date built	Historic status	x/y coordinates
	(paper)	(digital)				
Bohemia Gold Mining Museum	yes	yes	https://www.rlid.org/ImageShare/AssessorSketches/00000057/0000370.jpg	1938	not listed	43.794610, -123.057760
Oregon Aviation Historical Society	yes	yes	http://apps.lanecounty.org/LMDPro/FileViewer.aspx?ID=25230275	1987	n/a	43.80146, -123.038610
Cottage Grove Genealogical Society	yes	yes	https://www.rlid.org/ImageShare/AssessorSketches/00000056/0000752.jpg	1959	n/a	43.80, -123.06
Cottage Grove Museum	yes	no	https://www.rlid.org/ImageShare/AssessorSketches/00000056/0000901.jpg	1897	listed	43.79, -123.07
Cottage Grove Museum	yes	no			n/a	43.79, -123.07
Cottage Grove Museum	yes	yes	https://www.rlid.org/ImageShare/AssessorSketches/00000056/0000865.jpg	1890	listed	44.79, -123.06
Dr. Snapp House/ Singing Creek Educational Center	yes	no	https://www.rlid.org/ImageShare/AssessorSketches/00000057/0000703.jpg	1880	listed	43.80, -123.07
Cottage Grove Armory	yes	no	https://www.rlid.org/ImageShare/AssessorSketches/00000057/0000089.jpg	1930	listed	43.80, -123.06

Heritage Organization	Address	Owner	Owner Contact information
<i>Personal information removed for public version</i>			
Bohemia Gold Mining Museum	308 S 10TH ST	The Faye and Lucille Stewart Foundation	
Oregon Aviation Historical Society	2475 JIM WRIGHT WAY, Cottage Grove, 97424	State of Oregon	
Cottage Grove Genealogical Society	700 E Gibbs Ave, Cottage Grove, OR 97424	City of Cottage Grove	
Cottage Grove Museum	147 N H St, Cottage Grove, OR 97424	City of Cottage Grove	
Cottage Grove Museum	147 N H St, Cottage Grove, OR 97424	City of Cottage Grove	
Cottage Grove Museum	207 N H St, Cottage Grove, OR 97424	City of Cottage Grove	
Dr. Snapp House/ Singing Creek Educational Center	360 S River Rd, Cottage Grove, OR 97424	Cottage Grove Prospectors & Golddiggers	
Cottage Grove Armory	628 Washington Ave, Cottage Grove, OR 97424	The City of Cottage Grove	

Heritage Organization	On-site Point of Contact	Zoning
<i>Personal information removed for public version</i>		
Bohemia Gold Mining Museum		C2P - Community Commercial
Oregon Aviation Historical Society		C2P - Community Commercial CT/L - Commercial Tourist Limited A - Airport District
Cottage Grove Genealogical Society		C2 - Central Business R1 - Single-Family Residential RC - Residential Commercial
Cottage Grove Museum		R1, historic overlay
Cottage Grove Museum		R1, historic overlay
Cottage Grove Museum		R1, historic overlay
Dr. Snapp House/ Singing Creek Educational Center		Historic R1 - Single-Family Residential PR - Parks and Recreation
Cottage Grove Armory		Historic C2 - Central Business

Heritage Organization	Building Name	Tax lot # (#)	Heritage Asset Type			
			Historic Building (50+ Years)	Historic Infrastructure/Mo nument	Natural Area	Historic Artifact/Relic (non paper)
Cottage Grove Historical Society	The Red Barn	2003284311600	no	no	no	no
MacFarland Cemetary		2003282001400	no	yes	no	no
		2003282005500	no	yes	no	no
		2003282005400	no	yes	no	no
Swinging Bridge		2003321106900	no	yes	yes	no
Western Oregon Exposition (WOE)		2003220001000	no	no	yes	yes
Covered Bridges	Centennial Covered Bridge		no	yes	no	no
	Chambers Railroad Covered Bridge		no	yes	no	no
	Mosby Creek Covered Bridge		no	yes	no	no
	Stewart Covered Bridge		no	yes	no	no
	Dorena Covered Bridge		no	yes	no	no
	Currin Covered Bridge		no	yes	no	no

Heritage Organization	Historical Records		Building footprint	Date built	Historic status	x/y coordinates
	(paper)	(digital)				
Cottage Grove Historical Society	yes	yes	https://www.rlid.org/ImageShare/AssessorSketches/00000057/0000370.jpg	1938	not listed	43.79461, -123.057762
MacFarland Cemetary	no	no		n/a	n/a	43.8027992, -123.0610962
	no	no		n/a	n/a	43.8027992, -123.0610962
	no	no		n/a	n/a	43.8027992, -123.0610962
Swinging Bridge	no	no		1965	n/a	43.79, -123.07
Western Oregon Exposition (WOE)	no	no	https://www.rlid.org/ImageShare/AssessorSketches/00000056/0000304.jpg	1905	n/a	43.81, -123.05
Covered Bridges	no	no		1987	n/a	43.795699, -123.065519
	no	no		1925	listed	43.789396, -123.069732
	no	no		1920	listed	43.778146, -123.004905
	no	no		1930	listed	43.766044, -122.994093
	no	no		1949	listed	43.737529, -122.883803
	no	no		1883	listed	43.793319, -122.996419

Heritage Organization	Address	Owner	Owner Contact information
<i>Personal information removed for public version</i>			
Cottage Grove Historical Society	308 S 10th St, Cottage Grove, OR 97424	The Faye and Lucille Stewart Foundation	(541) 681-7228
MacFarland Cemetary	Cottage Grove Historical Society		
	Cottage Grove Historical Society		
	Cottage Grove Historical Society		
Swinging Bridge	540 S. River Road Cottage Grove OR 97424	City of Cottage Grove	
Western Oregon Exposition (WOE)	2000 N Douglas Ave Cottage Grove, OR 97424	Western Oregon Exposition Inc	(541) 942-6150
Covered Bridges	W Main St	City of Cottage Grove	
	960 River Road, Cottage Grove, OR 97424	City of Cottage Grove	
	77935 Layng Rd, Cottage Grove, OR 97424	Lane County	
	34201 Garoutte Rd, Cottage Grove, OR 97424	Lane County	
	37080 Row River Rd, Dorena, OR 97434	Lane County	
	Layng Rd, Cottage Grove, OR 97424	Lane County	

Heritage Organization	On-site Point of Contact	Zoning
<i>Personal information removed for public version</i>		
Cottage Grove Historical Society		C2P - Community Commercial
MacFarland Cemetary		R1 - Single-Family Residential
		R1 - Single-Family Residential
		R1 - Single-Family Residential
Swinging Bridge		PR - Parks and Recreation
		R1 - Single-Family Residential
Western Oregon Exposition (WOE)		PR - Parks and Recreation
Covered Bridges		