

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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Main Street Cottage Grove Disaster Plan

This document provides a disaster resilience plan for Main Street Cottage Grove, developed as a part of the Disaster Resilience Plan for Heritage Resources in Cottage Grove. Emergencies are unplanned events that can significantly impact Main Street Cottage Grove’s ability to steward heritage resources and serve the broader Cottage Grove community. This plan considers how Main Street Cottage Grove can better prepare for, respond to, and recover from various emergencies. This plan is intended to guide leadership by considering:

1. What the organization does
2. Current levels of disaster preparedness
3. What Main Street needs to accomplish key resilience activities
4. Actionable recommendations to increase resilience



Summary

The Disaster Resilience Plan for Main Street 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 goal of the Plan is to increase organizational knowledge and provide a framework for decision-making about Main Street’s heritage resources in the case of a disaster in Cottage Grove. As an Oregon All-Star Heritage Community, Cottage Grove was an ideal place to pilot this project. 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.

The outbreak of the COVID-19 virus occurred midway through development of this Plan. The lived experience of a global pandemic inevitably shaped the outcomes of the resilience goals and strategies detailed in this plan. The crisis provided a unique opportunity to measure the response of heritage organizations and their unique coping strategies identified in the planning process, alongside statewide mandates in response to COVID-19.

Resilience Goals

The project team developed six goals to improve the resilience of Main Street Cottage Grove. A complete framework, including strategies and action items, is provided at the end of this Plan.

- Goal 1:** Increase accessibility to institutional knowledge by creating and documenting organizational policies and protocols.
- Goal 2:** Identify, diversify, and cross-train members of the organizations in essential roles.
- Goal 3:** Diversify and secure the location, physical storage, and maintenance of heritage resources.
- Goal 4:** Expand opportunities for education and diverse partnerships that provide expertise, increased capacity, and increased community investment in heritage assets.
- Goal 5:** Increase current and future funding sources to strengthen the economic resilience of the All-Star Heritage Community.
- Goal 6:** Support the economic resilience and recovery of building owners and businesses in the Main Street District.

Background

Main Street Cottage Grove is a part of a heritage program that exists at the national, state, and local levels. Main Street America was established in the 1980s as a program of the National Trust for Historic Preservation to address the issues facing older and historic downtowns during that time. Each Main Street community is based around the same philosophies presented at the national level.

Oregon Main Street (OMS), housed within Oregon Heritage in the Oregon Department of Parks and Recreation, is the designated statewide Main Street America Coordinating Program. OMS provides technical assistance, training, and networking opportunities to over 90 communities participating in the OMS network.

Main Street Cottage Grove was started on April 18, 2008. It began through a partnership between the City of Cottage Grove and the Cottage Grove Economic Development Committee (known today as the Community Development Corporation). The mission is to “create a unique, historic Main Street experience in a friendly, safe and collaborative environment.” Main Street Cottage Grove organizes downtown events and serves as a liaison between local businesses and the City to support the vibrancy of downtown. Main Street Cottage Grove uses an approach developed by Main Street America that has four pillars:

- **Organization** – involves creating a strong foundation for a sustainable revitalization effort, including cultivating partnerships, community involvement, and resources for the district.
- **Design** – supports enhancing the physical and visual assets that set the commercial district apart.
- **Economic Vitality** – focuses on capital, incentives, and other economic and financial tools to assist new and existing businesses, catalyze property development, and create a supportive environment for entrepreneurs and innovators that drive local economies.
- **Promotion** – positions the downtown or commercial district as the center of the community and hub of economic activity, while creating a positive image that showcases a community’s unique characteristics.¹

Towards the end of developing this plan in summer of 2020, Main Street Cottage Grove began the process of merging with EBID. When this merger is complete, there will be a new mission statement for this organization.

Risk Profile

This section summarizes the current conditions of Main Street Cottage Grove and highlights vulnerabilities that the organization faces from natural and human-caused hazards. Informational interviews, workshops, and board meetings with organization representatives informed the assessment of current conditions and vulnerabilities. The following findings assist in shaping the recommended resilience strategies for Main Street.

- **The resilience of the businesses in the Main Street district in Cottage Grove is directly tied to the resilience of Main Street as an organization.** Without vibrant businesses, it is much more challenging to implement a comprehensive strategy using the four pillars of the organization.

¹ Main Street America. (n.d.). The Approach. Retrieved from <https://www.mainstreet.org/mainstreetamerica/theapproach>

Resiliency for this organization is intertwined with the resiliency of many other organizations, businesses, and residents.

- **As a district with multiple buildings, maintenance and repair of historic assets is more complex than for other heritage organizations in Cottage Grove.** Many of the buildings located in the Main Street district have various needs for repair, often including seismic retrofitting. Funding for large projects, as well as tracking knowledge of which buildings need repairs, remains a challenge for Main Street. The organization does not own the buildings in the district, which complicates management and maintenance for historic properties.
- **The Main Street organization leads a communication network between business owners, the City of Cottage Grove, and heritage organizations.** While Main Street has excellent communication with the City of Cottage Grove and economic development organizations, such as the Chamber of Commerce, the communication network with heritage organizations could be strengthened. Communication with Main Street businesses is a primary role of Main Street Cottage Grove, and they are capable and willing to serve as a communication hub for the rest of the heritage organizations in Cottage Grove. This was a desire mentioned by several board members. Other heritage organizations, especially during the COVID-19 pandemic response, shared uncertainty on sharing information about response and closing procedures.
- **Maintaining an up-to-date record of businesses is difficult.** The City does not require business licenses or maintain a business registry so there is no official database of businesses. The organization might not know about a new business coming into the district until they have already opened their doors, missing initial opportunities for outreach and business support.
- **Main Street Cottage Grove does not have written records of response after past emergency events.** Most stories of the impact of historical and more recent emergency events, such as the winter storm in 2019, are shared through word of mouth. There is no formal written record to help staff and board members understand what was done, lessons learned, necessary improvements, or how to respond during a future emergency event.
- **The key responsibilities of Main Street Cottage Grove during an emergency is unclear.** There is significant overlap between those who are involved with Main Street and with City of Cottage Grove staff. Main Street Cottage Grove has one full-time employee with an office in City Hall. With this arrangement there are few clear lines on which aspects of hazard preparation, mitigation, and response are the responsibility of Main Street. Main Street will follow the City's Emergency Operations Plan. As an organization, Main Street Cottage Grove does not have its own, more specific plan.
- **The primary employee of Main Street Cottage Grove is a temporary AmeriCorps member.** A temporary service member can give an organization new ideas and energy, but there is a steep learning curve without the promise that the knowledge they gain will be retained by the organization after the end of the 11-month service term.
- **Main Street Cottage Grove connections can help provide resources.** As a part of a statewide and national program, grants (such as the Main Street Revitalization grant), technical resources, and information sharing are available to Main Street that are not available to the other heritage organizations in Cottage Grove.

People, Places, and Things

“People, places, and things” is used as a framework to outline what each heritage organization needs to accomplish what they do. “People” are those individuals needed for day-to-day operations and includes the organization’s main audience and any collaborative partnerships. “Places” include the buildings, facilities, and open spaces needed to carry out an organization’s functions. Finally, “things” are the physical assets each organization stewards.

Main Street is a network of businesses and organizations that work together to promote the historic downtown district. Main Street acts as a convener for many different organizations and their mission is distinct from a heritage organization that stewards tangible heritage resources. To create a unique, historic Main Street experience in a friendly, safe, and collaborative way, Main Street uses the Main Street Four Point™ structure of organization, design, economic vitality and promotion. People, places, and things are different for Main Street Cottage Grove because the district spans over several blocks and is comprised out of several businesses and organizations – none of which are owned by the organization itself. There are also residents in the district, which is a unique concern compared to the other heritage organizations in Cottage Grove.

People

Main Street Cottage Grove has a Board of Directors, a coordinator, and four committees. The Board of Directors consists of a board chair, vice chair, secretary, treasurer, and three auxiliary members² with the bylaws stating that there will be no less than five and not more than seven directors. The Board is responsible for overseeing committee actions and organizational activities. Each of the four committees tackle an important aspect of the Main Street mission, further highlighted in the Essential Functions section of this plan. At the time this plan was prepared, Main Street had one full-time staff member, the Main Street Coordinator, placed through the Resource Assistance for Rural Environments (RARE) program. RARE is an AmeriCorps program through the Institute for Policy Research & Engagement (IPRE) at the University of Oregon. This position is responsible for organizing events and acting as a liaison between the City and downtown business owners.

As a part of the state and national Main Street programs and RARE network, Main Street Cottage Grove has established partnerships and network-building opportunities. Resource lending and knowledge sharing with other Main Street programs and RARE participants helps increase the capacity of the organization to promote their own downtown and increase visitor and tourism awareness.

Key stakeholders for Main Street Cottage Grove also include local business and property owners in the downtown district. The organization is responsible for ensuring there are clear communication pathways to each of these types of individuals in the district. They serve a vital role as the residents and business owners contribute to a vibrant downtown.

Places and Things

The purpose of Main Street is to promote the district. As such, its assets span from the buildings and public spaces themselves, the businesses within the buildings, and the special events the organization plans and sponsors to promote downtown. The Main Street district spans for five blocks on both sides of

² Main Street Cottage Grove. (2018, September). Main Street Cottage Grove Bylaws. Retrieved from <https://mainstreetcottagegrove.org/main-street-cottage-grove-bylaws>

Main Street in Cottage Grove from River Road to Highway 99. This area was listed on the National Register of Historic Places in 1992,³ and the City holds a list of the Historic Buildings within this area.

The historic buildings in the district are an asset for the Main Street organization, providing rich insight on the history of Cottage Grove. Many of the buildings were constructed with products from the area, including bricks created at the nearby Row River. Many historic pictures of downtown exist and are displayed prominently in Cottage Grove records, and even in shop windows downtown. These photos show both the cultural significance of the buildings as well as a timeline for their historic presence. Main Street promotes the preservation of these historic assets through funding and grant writing opportunities, such as the Oregon Main Street Revitalization Grant. In 2019, Main Street Cottage Grove was awarded \$200,000 to renovate the Bank Building at 6th and Main and provide better facilities for several businesses and more housing option in downtown.

While the Bank Building is being updated, there are many more that are structurally at risk. There is a great need for seismic updates for many buildings. Fire is also a concern, as there have been historic losses on Main Street due to building fires.

Essential Functions

Every Main Street organization has four different committees that take specific actions to effectively revitalize or strengthen downtown based on the Main Street Approach™.⁴ This offers a community-based framework that allows for positive change in a downtown district in a way that can be tailored to local conditions. For Cottage Grove, they have tailored the committee structure in this manner:

- **The Design Committee** focuses on the beautification of downtown. Projects include clean-up day, planting flower beds, putting up hanging flower baskets and a graffiti removal program. A façade improvement program is in the works.
- **The Promotion Committee** is charged with projects that bring excitement to downtown, such as special events. Special events include Downtown Trick or Treat and Christmas in Cottage Grove.
- **The Economic Restructuring Committee** provides business support and works to recruit businesses. The Main Street Cottage Grove website was an idea that developed through this committee as a result of a market analysis the committee requested.
- **The Organization Committee** maintains the by-laws, the mission, and the visioning of the organization.⁵

Through these four areas of focus, Main Street's essential functions revolve around promoting and preserving the downtown area through various events, fundraising and grants, and working with the businesses. Main Street provides business assistance, such as marketing webinars, to help these businesses thrive, while also acting as a liaison to the city. There is a wide array of business types, including retail, food, mental health, nonprofit organizations, banks, and more.

The events hosted by Main Street are an essential function, helping to promote businesses in downtown and inform history. One event, History Pub, is a monthly event in partnership with the other heritage

³ City of Cottage Grove. (n.d.). Designated Historic District. Retrieved from <https://www.cottagegrove.org/cd/page/designated-historic-district>

⁴ Main Street America. (n.d.). The Approach. Retrieved from <https://www.mainstreet.org/mainstreetamerica/theapproach>

⁵ Main Street Cottage Grove. (n.d.). Our Mission. Retrieved from <https://mainstreetcottagegrove.org/mission>

organizations in Cottage Grove and the Axe & Fiddle Pub House. The events hosted in the Main Street district help promote and enliven the history of the area.

Main Street Cottage Grove also works to enhance and preserve the built environment in Cottage Grove. The Main Street Revitalization project is set to accomplish various improvements in downtown such as enhancing the safety of the public right-of-way for pedestrians, building accessible infrastructure, incorporating the use of green approaches in design and construction, and creating a consistent and memorable image for the district that reflects its history and character. This includes enhancing the street, sidewalks, parking, urban design, bike facilities, wayfinding, signage and utilities in downtown.

Business Operations

The Main Street Coordinator maintains a schedule during business hours of Monday through Friday from 8am-5pm. The Coordinator also assists with events after regular business hours and during weekends.

Main Street Cottage Grove holds regular events, such as the History Pub, once a month. The busy season for Main Street centers around their event season, which occurs annually from September to December. Projects during that time frame include Halloween, Shop Small Saturday, and the Christmas Tree Lighting Ceremony.

As an organization, funding for Main Street Cottage Grove comes from the City of Cottage Grove, with secondary funding from the Economic and Business Improvement District (EBID). Main Street Cottage Grove also runs fundraising events such as the Hearts on Main for Valentine's Day.

As a district, the Main Street businesses each have their own operating hours. These are each set independently from Main Street Cottage Grove and by the business owners themselves. The Main Street organization maintains information about the businesses in the district on their website, including the regular business hours and the recent COVID-19 changes, to help promote visitation to downtown.

Impacts

Main Street Cottage Grove could experience impacts from an emergency event in two different forms - to the organization itself or to the businesses within the district. One of the more significant aspects affecting both the organization and businesses within the district is the potential loss of patronage, both from local residents as well as visitors. If businesses lose patronage (such as during the shelter in place orders during the COVID-19 pandemic), it may diminish revenues to the point where businesses are unable to remain financially solvent. At some point that threatens Main Street Cottage Grove's ability to fulfill their mission of promoting the historic district.

Organizationally, an emergency event could impact the ability to host special events promoting tourism and visitation to downtown. During an emergency, the priorities of Main Street would shift to response and recovery. This minimizes the capacity to host events, with cascading effects on tourism and visitation which help the downtown businesses to thrive. During the COVID-19 pandemic, several months of regular events were cancelled. The need to diverge to emergency response duties rather than regular operations can also impact fundraising efforts, such as the Hanging Basket Program and the Hearts on Main fundraiser.

Emergency events have the potential to damage the historic buildings located within Main Street District. In the past, severe weather caused significant financial losses for businesses due to property damage or loss of product from power outages. Most buildings are privately owned, and property damage can impact ability for that building to be used by business tenants. Absence of landlords during an emergency

event can affect the businesses' ability to stay open, as well as deter preservation activities for historic buildings.

Communication is essential for the Main Street organization and the businesses they serve in an emergency event. Businesses tend to focus on their core mission (including survival of the business) during emergencies, which can slow communication with the Main Street organization. While Main Street Cottage Grove does have an employee to manage communication, it takes more time than usual during an emergency. The challenges require a communication network that is fluid and flexible, with significant diversity and redundancy.

Current Coping Strategies

As the office for Main Street Cottage Grove is in the City Hall, there are many ways in which Main Street's current coping strategies align with the City's. The Main Street Coordinator will be expected to continue, or not continue, work based on whether the City and its' buildings are open. Many of the people involved in Main Street Cottage Grove do so on a volunteer basis and will have other priorities during an emergency event, including city-wide work.

Outreach to the businesses and organizations in the district becomes a priority in order to help them develop their own coping strategies. The Main Street Coordinator can be available to contact business owners and do a walk-through of the downtown to catalogue damage to buildings after an event. This staff member is also responsible to rescheduling or canceling the events due to an emergency event and updating the website with current information.

In Response to COVID-19

- **The financial stability of the businesses in the Main Street district is a primary concern.** During a winter storm in 2019, there was a severe loss of product which caused financial harm for businesses. During the "stay home, stay safe" orders during the spring of 2020, many businesses struggled financially due to the loss of patronage. One month after COVID-19 was declared a pandemic, half of retail and one restaurant in Cottage Grove's Main Street were temporarily closed, and many others had limited hours or provided services by appointment only. Internal discussion has focused on finding grants to assist businesses during this time. During development of this plan, these grants were still in the planning stage.
- **The Main Street organization experienced fewer impacts, in part because of its affiliation with the City.** Main Street Cottage Grove did not close during COVID-19, and the Main Street Coordinator continued to work either in the office or at home. Main Street Cottage Grove lost no volunteers and is not yet concerned about funding.
- **A communication log is an effective tool when communication is delayed.** The Main Street Coordinator did not hear from business owners and managers until about one month into the COVID-19 pandemic, after many started to realize there would be long-term closures and impacts. Engagement and questions often focused on marketing and other business development that could be done to improve the business visitation. Through this process, communication slowed, and the Main Street Coordinator developed a communication log to mark who they talked to, about what, and when to facilitate follow up. Communication was strong with other local economic groups, but less so with the businesses and other heritage organizations.
- **The Oregon Main Street program was an excellent resource to the Cottage Grove Main Street during this time.** The program organized weekly calls at the start of the pandemic to talk about

how different communities and Main Street Programs in Oregon are handling similar issues. In addition, OMS served as a curator of a vast amount of information which was channeled to local programs in daily updates through the OMS listserv. These proved to be excellent resources.

- **All Main Street events were cancelled through at least June, and the organization was planning for a Reopening Celebration.** As events were declared unsafe for the current time, communication with business partners in the Main Street district was the primary focus of attention for the organization. All planned events were canceled through at least June, and future events were pending as of July 2020. However, Main Street is planning a reopening celebration, intended to help generate interest and visitation to the businesses in the downtown district.

Resilience Action Plan

This section identifies specific strategies and actions for 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:

- **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.
- **Broadening Participation:** Including a variety of people from different perspectives and background to information practices and decision-making.
- **Encouraging Learning:** Reflecting on existing knowledge and having a commitment to incorporating new ideas and trying new ways of operation.

Goal 1: Increase accessibility to institutional knowledge by creating and documenting organizational policies and procedures.

Prioritization

Emergency Cycle

Timeline

Resources

Complexity

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

1A2

Record procedures for educational programs.

Mitigation

Short-Term

Staff Time

Low

1A3

Record procedures for annual events, volunteer outreach, and other visitation related activities.

Mitigation

Short-Term

Staff Time

Low

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

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

1B3

Establish an outreach strategy to communicate plans for reopening after periods of closure.

Response

Medium-Term

Staff Time

Medium



1B4	Participate in semi-annual meetings as an All-Star Heritage Community.	Preparation	Long-Term	Staff Time	Low
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
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
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
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
1D2	Inform businesses, organizations, and building owners within the Main Street district of the City of Cottage Grove's toolkit.	Preparation	Medium-Term	Staff Time	Low

Goal 2: Identify, diversify, and cross-train heritage organization stakeholders in essential roles.

Prioritization

Emergency
Cycle

Timeline

Resources

Complexity

Strategy 2A: Cross-train heritage organization 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
2A2	Cross-train 2+ members in grantwriting skills.	Mitigation	Medium-Term	Staff Time, Training Course	Medium
2A3	Cross-train 2+ members in technological skills.	Mitigation	Medium-Term	Staff Time	Medium
2A4	Identify other essential skills that contribute to the mission and business operations of Main Street and pursue cross-training opportunities.	Mitigation	Medium-Term	Staff Time, Training Course	Medium

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 of Cottage Grove and Main Street 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
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
2C2	Attend and participate in the City of Cottage Grove's annual Emergency Preparedness Fair.	Preparation	Short-Term	Staff Time	Low

Goal 3: Diversify and secure the location, physical storage, and maintenance of heritage resources.

		Prioritization			
		Emergency Cycle	Timeline	Resources	Complexity
Strategy 3A: Identify and clarify responsibilities for the maintenance of buildings that heritage resources are housed within.					
3A1	Clarify building and public space maintenance responsibilities between the City of Cottage Grove, other building owners, and the Main Street district area.	Mitigation	Short-Term	Staff Time	Medium
3A2	Establish a routine check-in system with buildings and businesses in the Main Street district during slow seasons and closures.	Mitigation	Short-Term	Staff Time	Low
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
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
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 and other important documentation to an online platform (Google Drive, Dropbox, iCloud, etc.)	Mitigation	Short-Term	Staff Time, Funding	Low
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

3C4	Consider the Cottage Grove 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
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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
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
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

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
3F3	Inspect and perform maintenance annually to fire extinguishers, disaster preparedness kits, and supply of first aid kits.	Preparation	Short-Term	Funding	Low

Strategy 3G: Coordinate with businesses, building owners, and other relevant partners to gather and share location, physical storage, and maintenance of historic buildings of Main Street.

3G1	Inform businesses, organizations, and building owners of workshops and trainings for repair techniques.	Mitigation	Medium-Term	Staff Time	Low
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3G2	Recommend documentation of conditions of the buildings in the district are shared with the City and Fire Department (ie, sprinklered or not).	Preparation	Short-Term	Staff Time	High
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
3G4	Maintain an inventory of Main Street buildings, including condition status, renovation, and emergency evacuation routes, in partnership with the City of Cottage Grove.	Preparation	Short-Term	Staff Time	Medium

Goal 4: Expand opportunities for education and diverse partnerships that provide expertise, increased capacity, and increased community investment in heritage assets.

		Prioritization			
		Emergency Cycle	Timeline	Resources	Complexity
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
4A2	Partner the University of Oregon to provide expertise and resources in historic preservation of buildings.	Mitigation	Long-Term	Staff Time	High
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
Strategy 4B: Maintain and create new partnerships that provide support for organizational capacity-building, marketing, and outreach support.					
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
4B2	Partner with the University of Oregon to provide technical assistance and expertise in grant writing.	Mitigation	Medium-Term	Staff Time	Medium
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

Strategy 4C: Increase community awareness and investment in the disaster resilience of heritage resources (Includes Main Street district, events and fundraisers, buildings, and businesses, etc.)

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
4C2	Increase media presence of heritage resources and work of heritage organizations.	Mitigation	Medium-Term	Staff Time	Medium
4C3	Publicize annual events and regular visitation hours of heritage organizations through Travel Lane County.	Mitigation	Short-Term	Staff Time	Low

Goal 5: Increase and diversify current and future funding sources to strengthen the economic resilience of the All-Star Heritage Community.

		Prioritization			
		Emergency Cycle	Timeline	Resources	Complexity
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
5A2	Set up heritage organizations to receive benefits from micro-donation programs such as Amazon Smile.	Mitigation	Short-Term	Staff Time	Low
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
5A4	Create annual virtual fundraising for disaster preparedness projects using platforms like Facebook or GoFundMe.	Preparation	Medium-Term	Staff Time	Low
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
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

5B3	Attend trainings on economic programs that provide access to state funding and tools, such as tax credits.	Mitigation	Medium-Term	Staff Time	Medium
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
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

Goal 6: Support the economic resilience and recovery of building owners and businesses in the Main Street District.		Prioritization			
		Emergency Cycle	Timeline	Resources	Complexity
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
6A2	Inform and encourage property owners and businesses of FEMA and other emergency response and recovery funds.	Response	Long-Term	Staff Time	Low
6A3	Offer and provide guidance to property owners and businesses on grant applications.	Response	Long-Term	Staff Time	Medium
Strategy 6B: Encourage building owners and businesses to develop contingency plans for organizational operations to support economic resilience.					
6B1	Respond to questions from building owners and businesses regarding recovery.	Response	Short-Term	Staff Time	Medium
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
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