



SOUTH CORVALLIS COMMUNITY FOOD CENTER FEASIBILITY REPORT



Ten Rivers Food Web



CORVALLIS
environmental
center



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FOREWORD

Hunger and food insecurity in South Corvallis has always presented a paradox and a challenge for Corvallis and Benton County. The city and the surrounding county have often perceived our communities as a progressive land of plenty where the issues of poverty do not belong. This discussion becomes even more complex in South Corvallis where there are stark contrasts between haves and have-nots. The reality is that the evidence belies denial though, 70% of the children at Lincoln Elementary School qualify for free and reduced price lunches. This report documents the need well.

South Corvallis is home to an excellent emergency food pantry and child nutrition programs, but those are short term fixes. This report lays the ground work for potential solutions to not just address hunger, but actually begin to build community food security. A community food center would enable community members to seek their own solutions and improve the quality of life for the greater community. I hope that it will provide food for thought and cause for action.

Sharon Thornberry
Community Food Systems Manager
Oregon Food Bank

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Common Abbreviations

BCHD - Benton County Health Department
CEC - Corvallis Environmental Center
CSC - Community Service Consortium
FEAST - Food Education Agriculture Solutions Together
OFB - Oregon Food Bank
OSU - Oregon State University

SCFB - South Corvallis Food Bank
TRFW - Ten Rivers Food Web
TNA - Tunison Neighborhood Association
USDA - United States Department of Agriculture
WNHS - Willamette Neighborhood Housing Services



George Brown, Tunison Neighborhood Association and Greg Wilson, City of Corvallis Public Works.

I. INTRODUCTION & BACKGROUND

Introduction

This project report is about the work done in 2011-2012 to perform a feasibility study for a centrally located food center in South Corvallis. Access to healthful food is a fundamental human concern. Modeled on the Stop in Toronto, Canada, community food centers move from straight food banking to providing a programmatic response to help low-income communities. Food centers offer a space for shared learning and hands-on activities, and are often the space for demonstration projects that can teach individuals food reliance skills to implement at home. These community hubs often have several programs, services or organizations under one roof which provide opportunities for collaboration and cross-pollination of ideas, maximizing outreach to typically challenging communities to reach.

How and where we grow and process, sell, distribute, share and eat food is a central component to the health of our communities, economy, and environment. Community food centers are places where people can access food and learn healthful and sustainable practices to increase their quality of life.

Working on the feasibility study revealed that without an affordable site, a capital campaign, and organizational ownership for the project, the Community Food Center is not feasible at this time. The project continued focusing on a planning process to inform the design for a food center. Additionally the project devoted time to the preliminary development of a virtual network of food resource organizations in order to plan for a future community food center in a location that is best able to meet the needs and raise the standard of living for low-income residents in South Corvallis.

This report documents the work collected from the community for the feasibility study and outlines the plan to continually build upon the virtual network while capital funds and organizational capacity are identified and organized.

Background

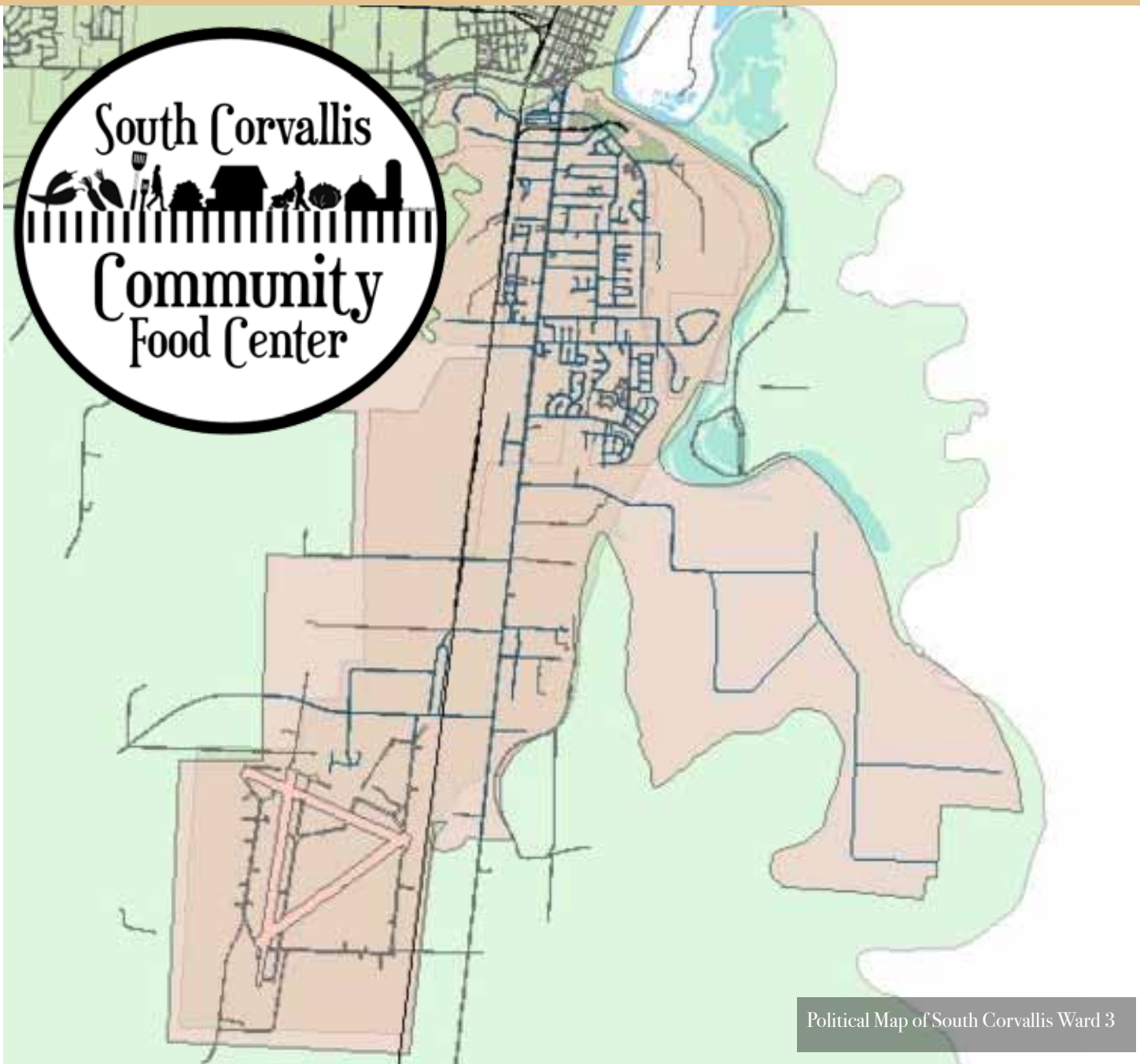
South Corvallis is the most resource poor area of Corvallis. In 2008, a sub-committee of the Corvallis Sustainability Coalitions Food Action Team (FAT) identified that there was no free meal site directly serving low income individuals, and families. Stone Soup is an organized free hot meal program that serves dinner daily at either First Christian Church (Downtown Corvallis) or at St. Mary's Catholic Church in North Corvallis. For months the FAT sub-committee organized to bring a family-style free meal to South Corvallis and although they had a plan, purpose and even funds to get started they could not find a site in the area. South Corvallis lacks community spaces for local residents to gather, socialize, or share and prepare food.

At the same time, the South Corvallis Food Bank (SCFB), a food pantry, was looking for a new larger space to provide emergency food boxes to families in need. They were operating out of a small space with low visibility and high rent. The following year several organizations that have been serving South Corvallis formed a **Food Center Advisory Team** that included stakeholders such as the South Corvallis Food Bank, Benton County Health Department, Ten Rivers Food Web, Oregon Food Bank, Willamette Neighborhood Housing Services, and the Corvallis Environmental Center. The advisory team came together to identify and address the barriers limiting healthful food access and food resources in South Corvallis.



South Corvallis Food Bank shelves

I. INTRODUCTION & BACKGROUND



Purpose of the Project

The project's feasibility study applies the results of stakeholder interviews, focus groups, surveys, and physical, financial and organizational limitations that reveal the best possible design and plan for a food center for South Corvallis.

I. INTRODUCTION & BACKGROUND

Project Goals

- 1) Develop a plan for a Community Food Center that will meet the growing food access challenges of the South Corvallis community.
- (2) Cultivate economic sustainability in the South Corvallis community through food-related business and entrepreneurship development and employment opportunities.
- (3) Integrate the Neighborhood Food Center with existing community programs to promote local procurement of food and sustainability of local jobs.
- (4) Strengthen existing relationships between the South Corvallis Food Bank, their clients, and gleaning groups in order to ensure that the Food Center will adequately serve the needs of the primary emergency food providers in the community.
- (5) Collaborate with groups outside of the food/entrepreneurship sector to facilitate community participation in and sustainability of the Food Center Project.

Methodology

In 2009, several stakeholders engaged in a planning process to bring USDA Community Food Projects Grant Funds to South Corvallis and to hire a project coordinator to conduct a feasibility study. To best evaluate the demand for and types of

resources needed in the food center the project coordinator conducted the following steps:

Held a Community FEAST* and three focus groups, involved South Corvallis residents in the planning process

Collected stakeholder and key informant interviews

Conducted research of existing food centers and funding sources

Held a food business community forum that included food vendors and farmers.

Conducted an inventory and needs analysis of SCFB and CSC gleaning programs.

Conducted 75 surveys at the SCFB

Conducted extensive outreach to engage the South Corvallis community and create awareness about food centers.

Analyzed emerging trends in the South Corvallis community.

Conducted organizational presentations

Developed a list of programs and needed facilities

Identified potential funding sources for future networking and facility design and construction



2011 FEAST held in the Lincoln School Library

*FEAST stands for Food Education Agriculture Solutions Together. FEAST is a community organizing process that allows participants to engage in an informed and facilitated discussion about food, education and agriculture in their community and begin to work toward solutions together to help build a healthier, more equitable and more resilient local food system.

II. EXISTING CONDITIONS & RESOURCES

A critical step in the planning process utilized to develop this Feasibility Report is to evaluate how the community will be served by a community food center. This Chapter provides an overview of the South Corvallis characterization, community need and existing service providers, and resource network.

South Corvallis Characterization

South Corvallis is isolated by the Marys River Bridge and is most characterized by Highway 99 that runs North to South, drastically dividing the area. Highway 99 is industrial in character, marked by power stations, storage units, tire shops and construction supply and equipment rental stores. The East Side is made up of well-connected residential neighborhoods, while the West Side contains isolated neighborhoods (consisting of less than three connecting streets from the highway), broken sidewalks and high density apartment units.

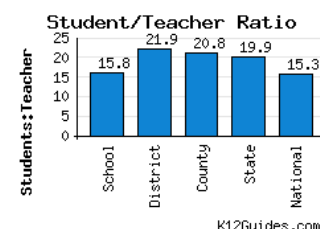
South Corvallis has a population of 5,389 with 38% of those persons living in households with incomes at or below 185% of the poverty level. South Corvallis is the most diverse neighborhood in Corvallis, with the highest concentration of Latinos in the county. This low-income neighborhood (67% having incomes at or below 185% of the poverty level) comprised of a patchwork of industrial sites, is home to the South Corvallis Food Bank (food pantry), and is without access to a traditional grocery store.

The South Corvallis Food Bank serves 235 households monthly. A 2009 study conducted by OSU Extension revealed that 86% of Latina residents have experienced food insecurity during the year. Lincoln Elementary, the neighborhood school, reports 70% of students are enrolled in Free and Reduced Lunch Program. Lincoln Elementary receives Title I funds, federal financial assistance available to local educational agencies for the education of children of low-income families.

Lincoln School Characteristics

2009-2010 school year

Title I eligible: Yes
School-wide Title I: Yes
Charter School: No
Total Students: 387
Total Teachers: 24.5
Student/Teacher Ratio: 15.8
Locale: Small City



Free and Reduced-price Lunch

2009-2010 school year

Free Lunch Students: 236 (60%)
Reduced-price Lunch Students: 40 (10%)

Table 2.1

South Corvallis Emergency Food Providers

Hunger rates continue to increase. The Community Food Security Coalition's 2010 Food Justice Conference informed attendees that industry trends show that emergency food providers are not fixing the hunger issue; however their importance should not be overlooked as they provide consistent hunger relief. The two major providers of emergency food in South Corvallis are the South Corvallis Food Bank (SCFB) and the Marys River Gleaners (MRG). The Advisory Team (page 1) imagined both the food bank and the gleaners sharing a space, providing emergency food at the heart of the food center.

South Corvallis Food Bank

SCFB is a client of the regional food bank system supplied by Linn Benton Food Share and has been providing food boxes to families in need since 2001. When they started they served 25 clients per month and that number has grown ever since. Today they supply over 235 families monthly with a 6-day food box and this number has increased by 8% from the previous year. The overhead costs of rent and utilities are high; however, these costs do not limit the amount of food that the food pantry can purchase to provide for its clients. In July 2011, the Food Bank moved from its smaller location (1200 sq ft) to a larger location nearby. The new space with 3800 sq. ft. now provides ample space for food storage, plus additional space for food demonstrations with a mobile kitchen.



PHILOMATH COMMUNITY SERVICES

Jeff Lamb, board president of Philomath Community Services, stands in the new addition to Philomath Community Services building which will add 1,800 square feet of storage space.
Photo Credit: Ethan Erickson | Gazette-Times

A simple community food center model grown from the emergency food system is used by the neighboring Philomath Community Services. Philomath Community Services was established in 1975 and has grown into an umbrella organization supporting five local nonprofit ventures in Philomath, the Philomath Food Bank, Philomath Gleaners, Kids Kloset, Holiday Cheer Christmas charity and the Community Garden. Except for the garden, the programs are located in one large 6,800 sq. ft. metal building.

Marys River Gleaners

Gleaners are volunteer groups that “rescue” food waste from local groceries, restaurants and farms. This food that would otherwise be thrown away is organized for pick-up by members for members that are able, and delivered to members who are not able to pick-up, known as adoptees. The Mid-Willamette Valley has 14 gleaning groups that operate out of the Community Services Consortium’s Linn Benton Food Share. MRG is located in South Corvallis and serves more than 500 members throughout Corvallis.

The gleaners have almost no overhead costs, as they rent a building for \$1 a year from Oregon State University. Unfortunately the space is very small and it is located in a park with poor visibility and consequently experiences frequent acts of vandalism.

Other Emergency Providers

Southside Youth Outreach offers a free dinner daily apart of their daily after school ACES program.

Lincoln Elementary School offers 3 meals a day. It is estimated that 40% of the students receive all of their daily meals from Lincoln School.

“Our dream is about providing more than a food box to folks; helping them learn skills to increase their food security.”

Judy Hecht, SCFB Executive Director

II. EXISTING CONDITIONS & RESOURCES

The Resource Network: Organizations that provide food resources or advocacy and/or training to South Corvallis

Benton County Health Department (BCHD)

The Health Department's South Corvallis Healthy Eating Active Living (HEAL) Community Initiative is a three year project to foster policy and environmental changes in the resource-poor, low-income neighborhood of South Corvallis.

Benton Furniture Share (BFS)

BFS's *Feeding Our Future* provides dining room table and chairs to low-income families to increase shared family meals. Also included in the package is a flyer that lists 5 ingredient meals for under \$50/week and topics for conversation starters around the dinner table.

Casa Latinos Unidos de Benton County (CLUBC)

Operates a small Latino Community Garden at the Multicultural Literacy Center.

Creciendo en Salud (Growing in Health)

A collaboration between Parks and Recreation Department and the BCHD focusing on reducing youth obesity in south Benton County, especially among Spanish-speaking communities. The department works with its community partners to change the food landscape, ensuring healthier options at small convenience stores and stimulating supermarket development in South Corvallis.

Edible Garden Initiative's SAGE Garden and Tasting Tables

Tasting tables first were introduced in 2008 at Lincoln School. Each month all students at Lincoln get a taste of a locally grown fruit or vegetable.

First United Methodist Church

Is focusing their outreach to help low-income families South Corvallis and currently planning a FEAST organizing event to unite congregations in this effort.

Future Tunison Park Shared Garden

The City of Corvallis's Parks and Recreation Department created a Community Garden Master Plan in 2011. While the plan is still being finalized, Tunison Park is being considered as a possible location for a shared garden.

Healthy Aging Coalition

This Linn and Benton County group aims to bring professionals, educators, advocates, and community members together to create opportunities for public education, professional education and work on specific projects that will benefit the health and wellbeing of community senior citizens.

Lincoln Community Garden (LCG)

Lincoln Elementary School manages an on-site community garden that is used primarily during the Boys and Girls Club afterschool Lion's Den program. There are educational programs and food demonstrations on the weekends.

Lincoln Elementary School

A Title I school with 70% of students on the Free and Reduced School Lunch Program. Lincoln provides 40% of students breakfast, lunch and dinner.

Marys River Cleaners (described on pg 5)

Serves over 500 members and over 150 adoptees.

OSU Extension Nutrition Education

Provides two nutrition educators (English and Spanish) in Lincoln Elementary, teaching all grades nutrition classes with a food experience two times per month. Additionally these staff help support the efforts in the Lincoln Community Garden.

Parks and Recreation (LCG AmeriCorps & Tunison Center)

Provides the LCG AmeriCorps and offers the Tunison Center for community development.

South Corvallis Food Bank (described on pg 4)

Serves 235 South Corvallis families.

Southside Youth Outreach

Serves 250 free dinners weekly throughout the school year to youth.

SHARE (South Corvallis Harvest and Resource Exchange)

A SE Corvallis group focused on networking and action projects such as bulk orders, and cooperative gardens focused on food production and distribution. This group also hosts monthly potlucks and weekly produce exchanges in the summer.

Tunison Neighborhood Association (TNA)

Started in 2011, the TNA partnered with Creciendo en Salud to throw the Tunison Block Party Picnic, an event that brought 175 families together to eat and be active in Tunison Park. This group has helped spread the word throughout the community about events and services for low-income families and individuals.

Willamette Neighborhood and Housing Services (WNHS)

WNHS is the developer and owner of six affordable housing properties in south Corvallis, all of which are on the west side of Highway 99 in the general area of the Tunison neighborhood. One property, Alexander Court, is currently under construction, and when that is complete the six properties will total 72 units of affordable housing.

Women Infant Children (WIC)

WIC provides Federal grants to States for supplemental foods, health care referrals, and nutrition education for low-income pregnant, breastfeeding, and non-breastfeeding postpartum women, and to infants and children up to age five who are found to be at nutritional risk.

III. THE PLANNING PROCESS

Community Involvement

Community key informant and stakeholder involvement were critical elements of the planning process utilized to develop the Feasibility Study. These elements provided tangible benefits to the planning process by: (1) providing insights to South Corvallis resident's values and preferences; (2) developing and nurturing a relationship of trust; (3) creating and building support for the study; and (4) establishing and continuing meaningful communication between service organizations, community members and the project coordinator.

The planning process utilized to develop this feasibility study relied heavily on the input and suggestions of residents and other key informants and stakeholders. The primary parties involved in the development of the South Corvallis Community Food Center Feasibility Study include: South Corvallis residents, South Corvallis Food Bank staff, board members and clients, the Marys River Cleaners and the Tunison Neighborhood Association.

Several methods for gathering community input were utilized in the development of this Feasibility Study. These community involvement methods and events are summarized below:

Community Surveys

Seventy-five surveys were collected at the South Corvallis Food Bank during distribution hours and four surveys were collected door-to-door in the Tunison Neighborhood to determine the interest in potential program areas of the food center. Common themes identified from the survey include a strong interest in garden and food education. See Appendix B for the complete survey and Appendix C for the survey results.

Community Survey Results

A total of 75 surveys were collected from South Corvallis residents, of those 75, 71 were collected at the food bank.

Cost is by far the biggest hurdle to accessing fresh fruits and vegetables at 58%. When asked what assistance they

would need to garden, 44% answered they need a space or land to garden, 60% would use a garden tool resource library if available, and 40 % responded that they would need equipment to be able to preserve their own food.

While 50% were interested in having access to a free meal site and 50% were interested in learning farming skills, not many of the low-income survey participants were interested in starting their own food business (15% answered that they were, but they did not currently have a food-based business idea).

50% of the participants reported having enough food to last them for a week in the event of an emergency, and only 4% reported having enough food to last them more than a month.

The surveys identified interest, but not participation. Lack of participation in focus groups, and previous attempts to engage the low-income community in classes and event (pre-project and during) encourage the project coordinator to consider alternatives to engaging and building trust with the disenfranchised population.

Stakeholder Interviews

Twenty-five stakeholder and key informant interviews were conducted with community members, city officials and planners, food entrepreneurs, education and food resource providers. Interviewees identified opportunities and challenges for a site, funding and/or collaboration. The common theme identified is that there are a lot of programs making an effort to do outreach in South Corvallis. These efforts would be more effective if united and organized.

Community Gatherings (Focus Groups & Forums & Other Events)

A Community FEAST

On January 26th, 2011 a "Community FEAST (Food Education Agriculture Solutions Together)" was held at the Lincoln School Library. FEAST is a community organizing

III. THE PLANNING PROCESS

process that allows participants to engage in an informed and facilitated discussion about food, education and agriculture in their community and begin to work toward solutions together to help build a healthier, more equitable and more resilient local food system. The FEAST was organized and promoted by the Oregon Food Bank, Cresiendo En Salud and the South Corvallis Food Center. Thirty-five residents attended the six-hour workshop that included a panel of local grocers, growers, and community gardeners painted the picture of food issues in South Corvallis. Participants identified 6 major areas that needed to be addressed to strengthen the food security of South Corvallis:

1. Community and Shared Gardens
2. Social Cultural Integration
3. Community Food Center
4. Food Policy
5. Food Access
6. Info Resources and Education

Teams of two to five worked on each area, writing a vision, identifying partners, and listing resources available and resources need. Additionally each group identified a team leader to keep group progress moving forward after the FEAST event. See Appendix A.

Focus Groups

In addition to the FEAST, three focus groups were planned. The first focus group was scheduled on February 28, 2011 at the Tunison Center. The challenge was reaching the low-income community members. Flyers were posted in the Tunison Neighborhood and Willamette Neighborhood Housing Services mailed invitations to their residents in South Corvallis. No one RSVP to the event, and the event was cancelled on the day of the scheduled focus group.

The second focus group was scheduled a month later. More extensive outreach was made to the low-income community. The focus group, scheduled for March 23, 2011, was promoted individually to Food Bank clients after they finished taking a survey. Several flyers were posted in the Tunison and surrounding neighborhoods. Out of the nine people attended, only two were from the target population. Even with free food and childcare participation was low from the target community. The input gathered from the second focus group revealed what the participants would want to see in a

community food center. The nine participants were broken into two groups where they both assigned an artist and a note taker. Each group helped the artist design their food center and took notes during the creative process, and then each group presented their design to whole group. Each group always identified a space with ample storage, delivery access,

Tunison Neighborhood Association

Tuesdays at Tunison Events

The first two focus groups were unsuccessful in reaching the target population of low-income South Corvallis residents. A final meeting, supported by Cresciendo en Salud, brought together a few Tunison neighborhood residents to plan events and projects to enhance the health and liveability of neighborhood. From this meeting, a small group formed with the first project of planning a summer event at Tunison Park.

The first event, the Tunison Block Party Picnic, was held on August 2nd. This event was a huge success bringing a diverse representation of the Tunison and surrounding neighborhoods. It is estimated that 175 families attended the event. More than 15 organizations tabled the event, reaching out to the community with activities promoting healthy, active living. Over 75 email addresses were collected that night and a neighborhood listserve was formed. A short video was made capturing the success of the event and the energy of the small group. Following the event the small group formed a Tunison Neighborhood Association(TNA) and the TNA has organized two additional events a Bike Safety Event and a Cocoa Cookie Exchange.



III. THE PLANNING PROCESS

Food Producers Forum

This project was inspired by the 2005 Corvallis/Benton County Food Assessment that highlighted several issues including the challenges faced by small growers and entrepreneurs. The Assessment revealed a lack of processing facilities for small farmers to develop value-added products.

On April 18th a Food Producers Forum was held in the Tunison Community Center in South Corvallis to investigate current challenges faced by local food producers. Seventeen community members attended representing business producers and leaders. The major challenges to food business start-up and success include access to a large processing facility to incubate food producing businesses, lack of storage, transportation and distribution. Another challenge shared that evening is the difficulty in accessing all the information need for a successful start-up.

Grown from a shared need for supplies, facilities, storage, and transportation the Willamette Small Food Processors Coalition formed in 2011. This group meets monthly.

Food Bank and Gleaners Inventory & Needs Assessment

On February 14th, 2011 a community meeting was held between the Marys River Gleaners, Linn Benton Food Share, and the South Corvallis Food Bank to conduct an inventory and needs assessment. The Philomath Food Bank joined in the brainstorming process lending their experiences of how a gleaning group and a food bank can share resources.

ASSETS

600 Active Marys River Gleaners Members
College volunteers
90 Food Bank volunteers
Food Bank donor list
Food Bank Congregational support
Organizations (We Care, Homeless Coalition)
OSU Extension
SAGE Garden
Freezers and Refrigerators
Shelving
The Willamette Valley where we can grow all year.

SHARED NEEDS

Affordable overhead
Visibility (reduce vandalism)
Storage, walk-ins coolers and freezers
Pallet jack
Repack space
More sinks & shelving
ADA
Parking
Double door/garage door delivery/loading dock
Climate control
Stoves
Classes for food uses and preservation
Garden –distribution, education and classes
Office space & upgraded office equipment
Increase SNAP involvement

OPPORTUNITIES for COLLABORATION & SHARING

Hours
Shared utilities, rent or mortgage
Computers/office
Recipes and outreach materials
Produce and products

DESIRED OUTCOMES

Kitchen – repacking, canning
Indoor bathroom
Heat/air conditioning
Fully funded
Meal site
Meeting space
Onsite garden & garden education
Tool resource library
Security motion detector
Classes
Buying club pick up site
Produce washing station
Easy delivery
Volunteer for snap information and referral
Attract an affordable grocery store

III. THE PLANNING PROCESS

Community Gathering Results

Roughly 120 members of the community attended the community gatherings in South Corvallis.

During the focus groups and the facilitated discussions, a total of forty community members divided into seven small groups to design a community center that met their needs in creating a more food-secure future for South Corvallis. After the groups collaborated on a design, each group shared a report on how their food center and its' amenities are able to alleviate hunger and build community self-reliance. Besides basic amenities such as the food bank and gleaner necessities (storage, walk-in coolers, and bathrooms), community kitchens (85%), dining area/on-site cafe, meeting space/classrooms, and garden/orchard (71%) rank the most important additional amenities.

Survey Results Key Findings

- The majority of survey respondents (73%) would purchase food from farmers' market in South Corvallis.
- The majority of survey respondents (66%) would use a tool resource library
- The majority of survey respondents (58%) felt that cost is their biggest hurdle to accessing fresh fruits and vegetables.
- Half of the survey participants would attend a free meal site in South Corvallis.

Table 3.1



South Corvallis neighbors gather at Tunison Block Party Picnic

III. THE PLANNING PROCESS

Key Findings

Public involvement involved holding several focus groups, forums and events, conducting stakeholder and key informant interviews, a community survey, and a service provider assessment and inventory. Community input can be summarized by the following key points:

There is no affordable, suitable location to pursue as the future home for the food center at this time.

Marys River Gleaners cannot afford to move to a food center if there is a cost (rent) associated with it.

There is no one organization willing to take the food center project on in its entirety and it would best operate as a virtual network of service providers and satellite locations until an organization surfaces.

The South Corvallis Food Bank's new location, Tunison Community Center and the Lincoln Community Garden are well-suited for simple satellite programming to assess community attendance for food center programming.

The emergency food providers and community members indicated the importance of a community kitchen, 85% included a community kitchen in their vision of a food center.

While the Stop's Community Food Center Model is too big of a project for South Corvallis, the nearby Philomath Community Services, serves Philomath (pop. 4,543) and regularly supplies 140 food bank clients (monthly), 100 gleaners (weekly), 100 children's closet clients (monthly), and may be a good model both in size and organization to replicate in South Corvallis.

Without an affordable site, a capital campaign, and organizational ownership for the project, the community food center is not feasible at this time.

"Community food security is a condition in which all community residents obtain a safe, culturally acceptable, nutritionally adequate diet through a sustainable food system that maximizes community"

Mike Hamm and Anne Bellows



IV. SITE FUNDING & EVALUATION

Site Evaluation

The ideal location for the South Corvallis Food Center would be located near the intersection of Highway 99 and Alexander Street offering public transportation access with minimal walking and direct access to low-income families. This is currently the community hub of South Corvallis containing Lincoln School, Lincoln Health Center, and Alexander Court (24 new low-income family housing units). There is a property for sale adjacent to the Alexander Court. If that property was considered the existing structures, a rundown complex of apartments would need to be removed.

Tom Gerding, the owner of T. Gerding Construction in South Corvallis estimated the cost of building moderately sized food center at 7,500 sq. ft. is about \$1.2 million and that doesn't include the cost of the land. Tom Gerding built two church commercial kitchens in Corvallis and estimated that \$250,000 of that cost would cover a commercial kitchen.

Existing Food Centers

Philomath Community Services (Philomath, OR)

Philomath Community Services (PCS) is a 501 C-3 nonprofit umbrella for Philomath Food Bank, Kids Closet (Baby Bank), Philomath Gleaners and Holiday Cheer. PCS is staffed year round by 100% volunteers supporting each of their four programs. Their facility is located near downtown Philomath on the Westend. The land was donated and the facility was built with large and small donation and the sweat equity of many community members. It is estimated that the final building cost was \$90,000. PCS doesn't have any mortgage debt or payroll expenses, leaving their all-volunteer staff to run the organization for less than \$50,000 a year. This model is uniquely important because it demonstrates how several organization with similar services can unite under one organization and one roof to maximize their services to their shared clientele.

Marion Polk Food Share (Salem, OR)

Established in 1987, Marion-Polk Food Share (MPFS) is a non-profit charity providing food for people at risk of hunger in Oregon's mid-Willamette Valley. Between July 1, 2010 to June 30, 2011, MPFS distributed 7.6 million pounds to assist hungry residents of Marion and Polk counties. With that food, their network of over 97 member direct-service charities gave out 88,742 emergency food boxes and prepared and served 671,286 on-site meals. These partner agencies include food pantries, meal sites, shelters, low income day care centers and senior housing sites.

In 2008, MPFS applied and received government funding to build a community kitchen within their regional emergency food distribution center. By 2010 the freshly built facility was just starting to plan how to best use the new resource to end hunger now and end hunger long term.

This model is important to the South Corvallis Community Food Center Project because it demonstrates how an emergency food distributor can play a key role in developing the food center concept.

IV. SITE FUNDING & EVALUATION

KitchenCru (Portland, OR)

KitchenCru is a for-profit shared use community kitchen and culinary incubator. Their mission is to support culinary-based entrepreneurs in developing, operating, and growing successful businesses. Their 4,800 sq. ft. space has 3,200 sq. ft. dedicated kitchen space that can handle up to five concurrent business operations. KitchenCru also provides operational support services such as onsite storage, office space, and internet access.

This model is important because it specifically provides a kitchen for culinary incubation, a key component considered for the South Corvallis Food Center.

Project MANA (Lake Tahoe)

Project MANA (Making Adequate Nutrition Accessible) is the hunger relief organization serving the North and West Shores of Lake Tahoe and Truckee, which includes the three counties in Northern California and one county in Northern Nevada. Since its inception in July of 1991, Project MANA has responded to the emergency food need of the homeless, the elderly, the homebound, families in need, children and single parents. Project MANA does more than provide emergency food, their program list includes nutrition programs for senior and elementary students, Kids Can Cook (a cooking program for latch-key kids), Dar La Luz (a class that teaches nutrition and food budgeting to Latinos), and a community garden. Half of Project MANA's operating costs are in-kind food donations.

This model is important because it demonstrates how an emergency food provider can also offer programming around cooking, nutrition and gardening and it provides programming for Latino residents.

The Stop (Toronto, Canada)

The Stop began as one of the nation's first food banks almost 30 years ago. In 1982, The Stop was officially incorporated as a non-profit organization. The Stop has two locations: at their main office at 1884 Davenport Road they provide frontline services to their community, including a drop-in food bank, perinatal program, community action program, bake ovens and markets, community cooking, community advocacy, sustainable food systems education and urban agriculture. The Stop's Green Barn, located in the Wychwood Barns, is a sustainable food production and education center which houses a state-of-the-art greenhouse, food systems education programs, a sheltered garden, the Global Roots Garden, community bake oven and compost demonstration site.

This model is important because it demonstrates how a food pantry can grow out of straight food banking to a 3 million dollar organization providing help to low-income communities with dignity through programs and advocacy. It also demonstrates how value driven social enterprise programs can help sustain the organization. Also in 2011 , the Stop started a replication campaign to increase the number of food centers across Canada.

FOOD CENTER SERVICES	Community Kitchen	Food Pantry	Gleaners	Nutrition Programs	Garden Programs	Onsite Garden	Satellite Garden	Free Meal Site	Culinary Incubator	Other Services
PHILOMATH COMMUNITY SERVICES		X	X			X				Children's Closet
MARION POLK FOOD SHARE	X	X		X						
KITCHEN CRU	X							X		
PROJECT MANA		X		X	X		X			
THE STOP	X	X		X	X	X	X	X	X	Catering

Table 4.1

IV. SITE FUNDING & EVALUATION

Other Food Centers and Culinary Incubators

The Farmers' Kitchen (Los Angeles, CA)
La Cocina (San Francisco, CA)
Artisan Baking Center Kitchen Innovations (New York, NY)
ACEnets's Food Ventures Center (Athens, OH)
Vermont Food Venture Center (Fairfax, Vermont)
Pacific Gateway Center's Culinary Business Incubator (Honolulu, HI)
Blue Ridge Food Ventures (Candler, NC)
The Starting Block (Hart, Michigan)
University of Idaho Food Technology Center (Caldwell, ID)
Northwest Ohio Cooperative Kitchen (Bowling Green, OH)
Local Agricultural Community Exchange (Barre, VT)
Mission Mountain (Ronan, MT)



IV. SITE FUNDING & EVALUATION

Property Listings

A listing of available locations in South Corvallis is included in Table 4.2. For the purpose of the Feasibility Study only properties for sale were considered and as seen below those properties are all zoned residential.

The only residential zone a food center can operate in if it is less than 3,000 sq. ft. is a Mixed Use Residential Zone and there were no property locations in that zone and plan for a food center that is at least 7,000 sq. ft. The most suitable

zones for a food center are located in the office/commercial zoning district.

At the time of this report leasing a food center was not considered as a sustainable option; however, leasing options are listed below should leasing be considered in the future.

Breakdown of Properties for Sale or Lease in South Corvallis:

Location	Contact Info	Size	Lease	Price	Zoned	RR	Garden	Kitchen
551 SW 4th St	Charlie 541-390-3006	1,000 sq. ft.	2 years	\$1,200	Commercial	Yes	No	No
1750 SW 3rd St Space C	Stan 541-990-4063	1,500 sq. ft.	2 years	\$1,250	Commercial	Yes	No	No
1750 SW 3rd St Space H	Stan 541-990-4063	600 sq. ft.	2 years	\$525	Commercial	Yes	No	Yes*
2070 near Alexander and 3rd	Brenda Hicks 541-740-8899	.5 acres	NA	\$239,900	Residential	Yes	Yes	Yes
SW 3rd St.	Terri 541-231-5681	600 sq. ft.	2 years	\$1,100	Commercial	Yes	No	No
Pioneer Plaza Suite #1	Sterling Property Management 541-757-1290	1,078 sq. ft.	2 years	\$1.10-\$1.25 per sq. ft.	Commercial	Yes	No	Yes*
Pioneer Plaza Suite #2	Sterling Property Management 541-757-1290	1,158 sq. ft.	2 years	\$1.00 per sq. ft.	Commercial	Yes	No	Yes*
Pioneer Plaza Suite #3	Sterling Property Management 541-757-1290	1,620 sq. ft.	2 years	\$1.10-\$1.25 per sq. ft.	Commercial	Yes	No	Yes*
Pioneer Plaza Suite #4	Sterling Property Management 541-757-1290	748 sq. ft.	2 years	\$1.10-\$1.25 per sq. ft.	Commercial	Yes	No	Yes*
Pioneer Plaza Suite #5	Sterling Property Management 541-757-1290	728 sq. ft.	2 years	\$1.10-\$1.25 per sq. ft.	Commercial	Yes	No	Yes*
2500 SW 3rd St	Kelly Candanoza 541-757-1781	.48 Acres	NA	\$170,000	Residential	No	Yes	No
3rd St	Kelly Candanoza 541-757-1781	1.51 Acres	NA	\$495,000	Residential	No	No	No

*indicates sites that have kitchen space with sink and countertops but do not have an oven.

Table 4.2
by Liana Ruiz

IV. SITE & FUNDING EVALUATION

Grant Funding Sources

It will be important to consider a variety of funding sources, including participating organization contributions, community bonds, donations, and state, federal and foundation grants. Listed below are a few of the possible options to pursue when the project has been adopted by an organization and has a complete plan to build a facility.

USDA Community Food Projects Competitive Grants

Community Food Projects should be designed to (1): (A) meet the food needs of low-income people; (B) increase the self-reliance of communities in providing for their own food needs; and (C) promote comprehensive responses to local food, farm, and nutrition issues; and/or (2) meet specific state, local, or neighborhood food and agriculture needs for (A) infrastructure improvement and development; (B) planning for long-term solutions; or (C) the creation of innovative marketing activities that mutually benefit agricultural producers and low-income consumers. Funds up to \$500,000, dollar for dollar matching required.

Oregon Food Bank Network Support Fund

In 2001, OFB's Network Support Fund provided \$2.1 million, in grants and equipment to support the statewide regional food bank network. Small grants of \$5,000 are available for equipment.

Meyer Memorial Trust (MMT)

Responsive Grants: are awarded in the areas of social services, health, affordable housing, community development, conservation and environment, public affairs and social benefit, arts and culture, and education. General purpose grants are given for a wide variety of projects in many fields of activity including program expansions, organizational capacity building and capital building and renovation projects. Final decisions on proposals for capital projects requesting more than \$200,000 are made in May and November.

Operating Funds Grants: were developed as part of MMT's response to the economic challenges many nonprofits are facing this year. MMT's Operating Funds grant program is intended to help small- and mid-sized organizations that have been hit particularly hard by the current economic crisis.

Grassroots Grants: enable smaller organizations, often without development departments, to compete for MMT grants. Grassroots Grants fund programs, outreach, equipment, facility

The Oregon Community Foundation (OCF)

The Oregon Community Foundation's grant programs reflect their desire to be innovative, inclusive and responsive to the needs of the state. Their grants include those that are open to nonprofit application and those that originate at a donor's request. OCF welcomes applications for discretionary grants. Community Grants are awarded statewide with funding to support children and families; education, arts and culture; and increasing Oregon's livability through citizen involvement. \$500,000 grants are available per year through two grant cycles.

Other grant options:

Community Development Block Grant Program - \$50,000

Spirit Community Fund - \$5,000

Other Funding Sources

Participating Organizations

The food center concept is that a number of service providers will come together under one roof to make their resources more widely available to an increased foot traffic. It is assumed that at the very least, with a sound business plan, the SCFB will be a participating organization and that they have reserved funds to dedicate toward the food center's construction. Other potential organizations include Marys River Gleaners and OSU Extension.

Office Space Rental

Offering office rental space to organizations with a shared vision but without a current suitable office location has been considered as a potential income for the food center.

Social Enterprise

A social enterprise is an organization that applies business strategies to achieving philanthropic goals. In the food center concept a on-site farmers' market, a cafe and marketplace, food cart hub and a culinary incubator have all been considered as potential social enterprises to both generate income and create jobs.

V. CONCEPTUAL PLAN

Chapter 3 described the characteristics of the desired uses of a food center, which were revealed through the community planning process. This Chapter offers a description of how a food center can be most efficiently utilized, including a description of topmost desired facilities and amenities, programming ideas, a recommended floor plan, preliminary cost estimates of facility start-up and organizational ownership options.

Desired Amenities

During the public involvement process community members identified a list of desired amenities and programs for the food center. While all the most pertinent uses noted by the South Corvallis low-income residents are listed below, not all are feasible to the Food Center Project at this time. The best use of the food center includes services and programs that are financially feasible for development, implementation, organization and sustainable management.

Emergency Food Providers

It was not asked if a food pantry and gleaning organization should be located in the food center. Space for the pantries, storage, shared walk-in coolers and freezers, bathrooms, and a loading dock are all considered as essential needs of the emergency food providers. See page 9 for the Food Bank and Gleaners Inventory and Needs Assessment for information.



Business ideas can be launched in community kitchens.

Community Kitchen

Besides the necessities needed to operate emergency food organization, a community kitchen and its many potential uses is the most desired amenity. A community kitchen is home to many of the food center ideas such as cooking and nutrition classes for low-income community members, free meal food preparations, culinary incubators, emergency food provider food repacks, social enterprises and special community events. A community kitchen was included in 6 out of the 7 food center floor plans drawn by low-income community residents and also important to mission and vision of both the Marys River Gleaners and the South Corvallis Food Bank.

Nutrition and Food Preservation Education

The food center concept would move all food efforts under one roof providing a critical mass of programming and greater foot traffic, while providing separate locations to receive emergency food and to participate in educational activities.

Currently OSU extension provides most of the nutrition and food preservation programming in different locations throughout Corvallis. Specifically of interest of the food center is the nutrition education at Lincoln School that is regularly serving children grades K-5 and they also offer food demos at the South Corvallis Food Bank. While they receive a captive audience at the grade level, the food demos have not received much participation through the Food Bank. OSU extension also provides at a minimal cost Food Preservation Education in Albany and Corvallis during the harvest season.

Survey participants revealed interest in cooking/nutrition classes, specifically cooking on a budget, food preservation, and healthy family meals. 40% of participants needed tools and equipment in order to preserve food. At the focus groups, community members envisioned a place, like First United Methodists Open Canning Sessions where tools, equipment and expertise are provided for a safe shared food preservation experience.

V. A CONCEPTUAL PLAN

On-Site Farmers Market/Farm Stand

According to the survey, 73% of the participants would shop at a farmers' market in South Corvallis. Ideas discussed and considered include: a small farmers market on-site that includes 1-2 small farmers, and a subsidized farmers' market where the food center would purchase the food from the farmers and sell it at a reduced rate to low-income shoppers. Currently two South Corvallis farms grow food for markets, community supported agriculture (CSA) boxes and farmstands. This amenity will increase the amount of fresh produce available in South Corvallis and may work best as an internal social enterprise business or rented out to an external business or farmer.



Shared Garden

50% of the participants currently garden either in land or in garden pots on a deck. 44% of the survey participants needed space or land in order to garden. 23% of the participants that do not garden, would like to garden. At each focus group, every team independently included a garden space in their drawing of a food center. These drawings included garden beds, compost areas and a shared tool shed.

The community envisioned a space where individuals can learn and share garden experience, and create independent gardening confidence. Garden harvests

would be dispersed to volunteers and garden excess would be used by the emergency food providers. Also considered in this outdoor space was an outdoor kitchen and community space.

Garden Education

25% of the survey participants are interested in garden education. At the focus groups it was discussed that classrooms, either indoor or outside, would be a great place to teach emergency food participants how to grow their own food.

Garden & Food Preservation Tool Resource Library

Members of the SHARE group in South Corvallis have been collectively buying and storing useful tools to share as community. Currently they do not have one suitable location to store these items. This group expressed interest in storing them at the Food Center for shared use. 60% of the survey participants would use a shared garden tool resource library if available. Also 40% of the survey participants indicated that they need access to food preservation equipment to be able to process their own food for storage.

Free Meal Site/Dining Hall

Currently Corvallis has two free meal sites, although none in South Corvallis. The sites operate under one program called Stone Soup and serve a free meal daily to those in need. The Food Center Project was inspired by the idea of creating a third location for a free meal site that directly served South Corvallis and with a family focus in mind. While they never found a suitable location, the feasibility study continued to research the feasibility and interest for such an event at the Food Center. 50% of survey respondents would attend a family focus free meal site in South Corvallis.

Having a dining hall in the food center will provide additional opportunities for programming that brings community and families together around wholesome food. There is also an opportunity that the dining hall space could be shared with an internal or external cafe business, providing wholesome ready-to-eat food at an affordable cost.

V. A CONCEPTUAL PLAN

Agricultural Job Skills Training

Depending on the location and available land the advisory group considered that the land could be used for urban agricultural training. 50% of the survey respondents would be interested in learning agricultural job skills.

Low-Income Culinary Incubator

The advisory committee envisioned a food center that had a job skills, or job creation component. The Food Biz Boot Camp of 2009 revealed that small church kitchens were not meeting the needs of food business start-ups. While 15% of the survey participants would be interested in starting their own food business, they did not have a business idea in mind.

Although there was not much interest from the survey respondents there was growing interest for a culinary incubator from small producers in Corvallis, this interest was discussed at the Food Producers Forum (page 9). At the same time the food center project research the

potential success for such an incubator serving South Corvallis, the Willamette Food Consortium culinary incubator feasibility study revealed that there are not enough food entrepreneurs in the area to sustain a culinary incubator.

Based on the interest from the low-income community further research for a low-income incubator was ended, but if the community kitchen is not used to full capacity renting it out to an entrepreneur in need was considered as an option to raise money and maximize use of the food center facility.

Information & Resource Kiosk

In several of the focus groups and facilitated discussions the need for place to acquire guidance on how to obtain and/or apply for SNAP (food stamp), WIC and Senior benefits. Additional ideas discussed is that healthy recipes and food coupons could be accessible at this kiosk, either in print or by a community accessible computer.



Sharing meals together increases the health and wellbeing of the community.

V. CONCEPTUAL PLAN

CONCEPTUAL PLAN FORMULATED FROM COMMUNITY INPUT
(Drawing not to scale)

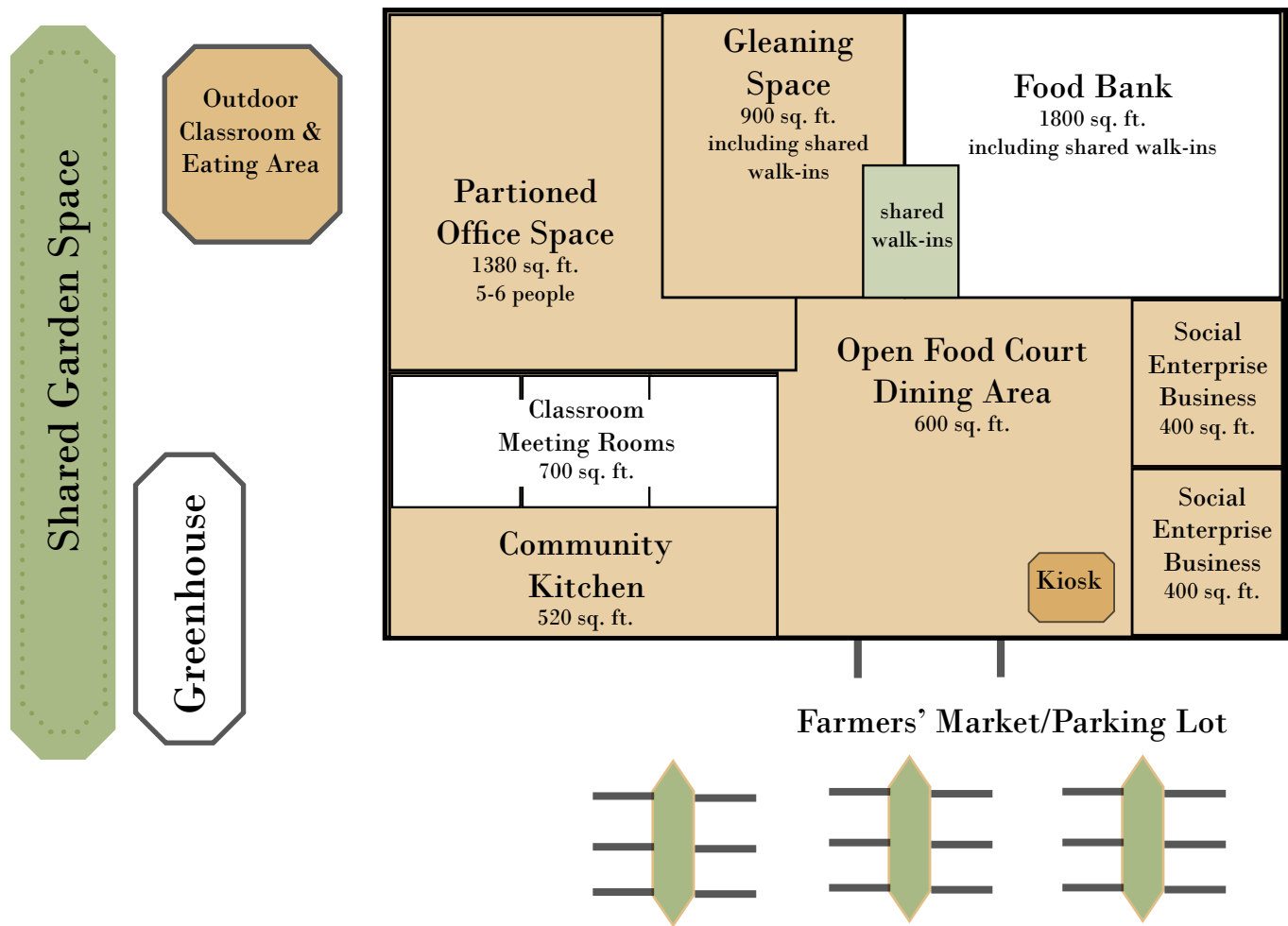


Figure 5.1

Food Center Start-up Assumptions

Table 5.2 on page 20 compares three start-up and year one options for the food center. The low cost “best case” scenario evaluates the cost for a start-up similar to that of Philomath Community Services. Each following scenarios assumes more risk and financial responsibility. The figures in Table 20 are estimates developed with assistance from local contractors, similar food center organizations, and Linn Benton Community College Small Business Development Center’s financial advisors. Listed values will change based on material cost, current wages, and a number of other existing factors. Once a comprehensive architectural assessment is carried out accurate construction estimates will be formulated. Social enterprises are food center business that direct profits to sustain the food center, business plans for these were not completed, yet their potential income was estimated into the start-up assumptions.

V. A CONCEPTUAL PLAN

START-UP ASSUMPTIONS FOR RUNNING A SUCCESSFUL FOOD CENTER THROUGH YEAR I

POSSIBLE SCENARIOS	SCENARIO I LOW COST SCENARIO	SCENARIO II	SCENARIO III HIGH COST SCENARIO
SCENARIO DESCRIPTION	Land and construction labor donated to build a 7,000 sq. ft. facility. Below are the assumptions for this scenario.	Land and suitable improvement (building) purchased with minimal retrofitting needed. Below are the assumptions for this scenario.	Land and improvement purchased with extensive retrofitting or full construction needed. Below are the assumptions for this scenario.
START-UP	\$308,000 needed for materials to build the facility with a commercial kitchen. \$18,000 donated by partner organizations and \$150,000 obtained through grants. \$140,000 commercial loan needed for start-up.	\$608,000 needed for land, improvements, commercial kitchen and construction. \$218,000 obtained from grants and organizations. \$390,000 commercial loan and mortgage needed for start-up.	\$1,158,000 needed for land, improvements, commercial kitchen and construction. \$218,000 obtained from grants and organizations. \$940,000 commercial loan and mortgage needed for start-up.
OPERATIONAL	The food center can operate with fixed operating expenses of \$40,000 yearly.	The food center can operate with fixed operating expenses of \$40,000 yearly.	The food center can operate with fixed operating expenses of \$40,000 yearly.
SALARIES & WAGES	The center can operate with 1 full time manager and 1 part-time (20hrs) administrative staff. \$61,000 for the first year.	The center can operate with 1 full time manager and 1 part-time (10hrs) administrative staff. \$54,000 for the first year.	The center can operate with 1 full time manager and 2 part-time (20hrs) administrative staff. \$80,000 for the first year.
SOCIAL ENTERPRISE INCOME	Assumed that social enterprises can support the center with \$12,000.	Assumed that social enterprises can support the center with \$15,000.	Assumed that social enterprises can support the center with \$40,000.
FUNDRAISING PLAN	\$60,000 will be raised from grants and private donations through Year I for continued support.	\$60,000 will be raised from grants and private donations through Year I for continued support.	\$144,000 will be raised from grants and private donations through Year I for continued support.
RENT ASSUMPTIONS	\$37,000 collected as rent will support the center's operations. (\$3,125 monthly)	\$45,000 collected as rent will support the center's operations. (\$3,750 monthly)	\$72,000 collected as rent will support the center's operations. (\$6,000 monthly)
CONCLUSIONS	This scenario is modeled from the Philomath Community Services where land and services were donated and the major costs were in the materials. While PCS was able to fundraise the difference, this scenario assumes a \$140,000 commercial loan at 7% for 84 months. This is a low-risk scenario for start-up.	This scenarios increased the income needed from rent and social enterprises to cover the added mortgage to the scenario. This scenario assumes a \$240,000 mortgage and a \$200,000 commercial loan at 7% for 84 month.	This scenarios increased the income needed from rent and social enterprises to cover the added mortgage to the scenario. It also increased the staffing needed for fundraising. This scenario assumes a \$240,000 mortgage and a \$700,000 commercial loan at 7% for 84 month. This is a high-risk scenario for start-up.

V. A CONCEPTUAL PLAN

Managment Options

An organization was not identified to manage or own the food center concept. The South Corvallis Food Bank did not want to grow into a food center, or act as a fiscal agent for continued food center research; however, with a Meyer Memorial Trust grant, Ten Rivers Food Web will continue to develop the food center concept and network three counties wide over the next three years.

Conclusion

This chapter describes how the food center can be most efficiently and effectively utilized to meet the needs and interest of the resource poor community members of South Corvallis. Provided is a description of facilities and amenities, programming ideas, and a visual floor plan, and preliminary cost estimates for three different scenarios.

Based on the survey and focus groups we find the most desired amenities and programs for implementation at the food center are: an on-site farmers market, shared garden, garden education, shared garden tool resource library, community kitchen, nutrition and food preservation education, free meal site and agricultural job skills training. A culinary incubator did not rate high amongst low-income members and is otherwise not a feasible program for the food center.

Table 5.2 provides cost estimates for start-up. There remain several holes in the estimate, for example there is no site or associated costs in mind. When considering the cost of purchasing land, or building or retrofitting an existing structure there are many hidden costs that are not adequately reflected in the Table 5.2. As a result Table 5.2 should be considered a preliminary estimate, with true cost likely to exceed the figures noted in the table.

Seeking management for the food center is a significant next step in the project process. Ten Rivers Food Web will take the lead coordinating the programmatic pieces of the concept over the next three years.

VI. RECOMMENDATIONS & CONCLUSIONS

The feasibility study process has identified that it is not feasible to build and operate a food center in South Corvallis at this time for several reasons, such as there is no organization willing to take total responsibility for the project, there is not a suitable location to pursue, and without an organization and potential location a sustainable plan for the food center is incomplete.

Ten Rivers Food Web

To keep the project's momentum, Ten Rivers Food Web will take the first step in the future development process, and will take responsibility for organizing and facilitating a regional Food System Network. This network will build linkages between existing community food systems resources including emergency food providers, nutrition and garden educators, afterschool programs, food-based business advisors, farmers, and producers to share expertise, skills and resources. A website will link all existing and new organizations and their programs to highlight developments that advance the sustainability of Linn, Lincoln and Benton County food systems. A network of partners will be brought together to implement That's My Farmer, food literacy, and economic development programming in satellite locations throughout the region. In Benton County, those satellite locations will be in South Corvallis, using the South Corvallis Food Bank, the Tunison Community Center and Park, and Lincoln Elementary School as resources to continue and expand programming to reach families in need.

The Goals of the Food System Network are to:

- 1) Increase TRFW's capacity to serve the community through joint programming and sharing resources with existing food security organizations and community leaders.
- 2) Increase knowledge about existing food security resources.
- 3) Increase the amount of programming accessible to rural residents.

The Objectives of the network are to:

- 1) Develop and facilitate communication and resource sharing through a Food System Network.
- 2) Link and promote the resources of the Food System Network through a shared website.
- 3) Implement new and existing programming in satellite sites that are accessible to clients in need.
- 4) Link existing community kitchens with existing nutrition educators and link existing processing kitchens with low-income entrepreneurs.

The Outcomes are:

- 1) Nutrition demonstrations will be offered at area food banks beginning in spring 2012.
- 2) Nutrition and gardening classes will be offered at the Tunison Community Center and Lincoln Elementary School Garden, serving a high-density low-income neighborhood.
- 3) Existing organizations will work together through monthly meetings, events, and a shared website.

Youth-Focused Food Center

Lincoln Elementary is a Title I school with 70% of students on the Free and Reduced School Lunch Program, and they provide 40% of students breakfast, lunch and dinner. Additionally OSU Extension teaches its nutrition classes. Also at Lincoln Elementary, the Corvallis Environmental Center's Farm to School program offers monthly tastes of local and season farm produce. The Lincoln Community Garden offers a garden club through the Boys and Girls Club afterschool program, Lions Den.

Programs like these are what is desired in a community food center that would reach all South Corvallis residents. The Lincoln School Principal, Lisa Harlan believes there is value in organizing and networking these efforts to maximize their effectiveness in reaching the students with a great learning experience. Also, there are a lot of programs that want to reach Lincoln School; however, Lincoln School does not have the staff to adequately integrate them into the school and therefore would benefit from not only assistance in

VI. RECOMMENDATIONS & CONCLUSIONS

organizing the existing programs, but also integrating other efforts that would increase the health and wellbeing of Lincoln students. Although there are no funds currently available to staff a position (such as Food Justice Coordinator), there is a need and an opportunity to better organize the food security and education efforts at Lincoln School and this will result in better programming and best use of resources for all students, teachers and associated agencies.

In conclusion, there is no leadership, land or funds to pursue building and operating a food center at this time. However the project will continue on, not as a physical food center, but as a virtual network of project leadership, partners, and stakeholders. Additionally, there is an opportunity to organize the programming at Lincoln and to integrate their network into the Ten Rivers Food Webs Food Systems Network.



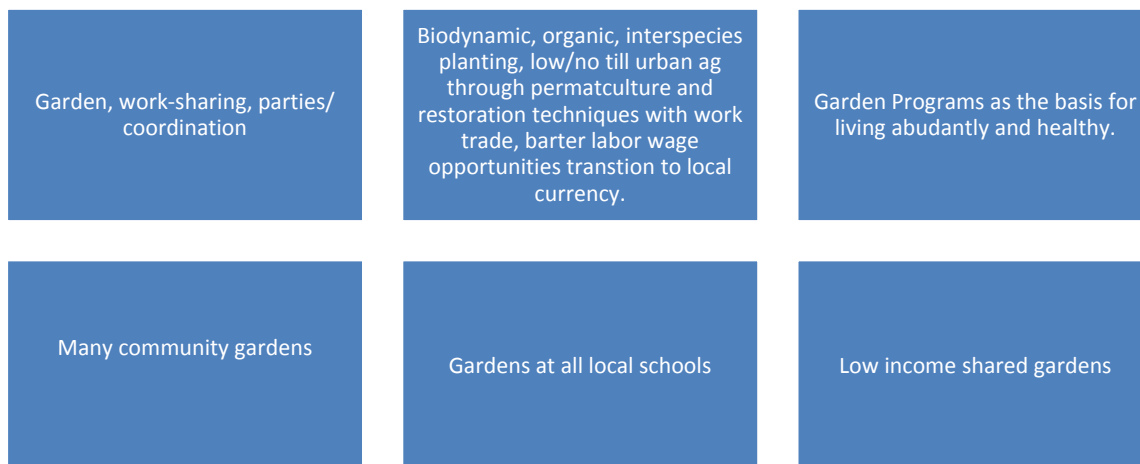
Lincoln Community Garden at Lincoln Elementary School.

APPENDIX A: FEAST GROUP NOTES

During the FEAST participants were given two post-it notes to identify what they would like to see in their community to increase food access and security. Each colored square represents a post-it note. Appendix A includes the breakout notes from the six groups formed at the FEAST. While no group continued to meet, these notes can be useful in identifying community needs and potential resources and partners.

Community & Shared Gardens

No group leader, no reconvening, no recruitment of additional partners



Broad Vision:

Sharing the work of community gardening to open up areas/ organizations to more effective use of time and energy and to expand gardens to other groups.

Partners:

Parks and Recreation

Schools

Lots in Corvallis NEC

Community Center

Senior Centers

SHARE Shared Harvest and Resource Exchange

That's My Farmer

Soup Kitchen St Marys

Love INC

Existing Data Sources that would be useful: EMO, Judy Hecht SCFB and Social Services

APPENDIX A: FEAST GROUP NOTES

Social Cultural Integration

Group Leader: Megan Patton-Lopez

Group Members: Roberta Hafonstein, Inez Ribeira, Xan Augerot, Cheryl Good, Jan Ames

Group reconvene: would like to meet again with more representation from diverse community

South Corvallis residents participate in planning meetings to get their voice into the process

Reach out to larger social justice community to make food security expected

Change nature of a job - create self-organizing, self-managing groups that work in partnership with farmer or landowner.

Train and empower low-income people to participate in local food system

Skill Sharing through diversity

Spirit of Unity

Cultural activities in neighborhoods centered around food.

Connect the have's with the have not's and then make it a circle of giving and receiving (aka community)

More integration/mixing across Anglo-Latino communities

Broad vision: Unity and empowerment through diversity, circle of participation

Partners:

SCFB, TRFW, CEC, MCLC, Casa Latina Unida, Dormant neighborhood association, Southside Community Church, EMO, Celebration Church, Church on Alexander, St Mary's Catholic Church, Lincoln School, Headstart, Lions Den Boys and Girls Club, Southside Youth Outreach, 4-H (Mario Magana), BCHD, Corvallis Parks and Rec, Richard Hervey, County Commissioners, El Sol, Tacos Urapan, Mobile food businesses, cooked and fresh, Al Jabal Bazaar, El Fuente, First Alternative, Rainshine Farm, Marys River Gleaners, Coho

Information needed: Farmstand days in South Corvallis (Beene Farm, Rainshine)

Existing data: South Corvallis specific demographic data, businesses and who owns them, meeting spaces

Further investigation: community info board accessible to all, Deb Curtis, Parks and Rec, advertise having classes opps to make and have cultural events and activities.

APPENDIX A: FEAST GROUP NOTES

Community Food Center

Group Leader: Rebecka Weinstein & the SCCFC Steering Committee

Group Members: John Knight, George Brown, Martha Clemens

Group reconvene: January 24th, 9am Sunnyside Cafe



Broad vision: A community food center is a multi-purpose, centrally located facility that is accessible for everything having to do with food, from growing, processing, storing, distributing, feeding and eating, to promote the long term food security on the community level.

Partners: every South Corvallis Community member * contacted by committee going door to door. Food related non-profits SCFB and MRG. Local government and county, local businesses, local growers, entrepreneurs, churches, extension, schools, social services, WNHS, Latino community.

APPENDIX A: FEAST GROUP NOTES

Food Policy

Group Leader: Holly Fellows

Group Members: Richard Hervey

Group reconvene: In 2 weeks

Bike and Pedestrian
Friendly Third Street

Strategic/Master Plan
for growing and
developing a
coordinated effort

Increase access to food
markets/centers
(transit stops, zone for
more markets/farming
in South Corvallis)

Have Coop accept
house in part

Expanded # of land use
types where agriculture
is legal

Broad vision: Review, amend as needed and promote policies that support growing, selling, processing and distributing Benton County Food

Partners: TRFW, Slow Food Corvallis, League of Women Voters, Corvallis Environmental Center, Community Services Consortium, Corvallis Albany Farmers, Market, Willamette Neighborhood Housing Services, SHARE, Club C, Jobs Addition, Willamette Landing, Southtown Neighborhood Association, Avery Helm, EMO, First Methodists, St. Mary's Hunger and Food Security, Southside Youth Outreach, UUF, 1st Pres, OLU, PTA, Youth Advisory Board, 4-H, FFA, High Schools, Mark Edwards, Ag Economics, OSU Extension, Master Gardeners, Master Preservers, OSU Food Science, ASOSU, Food Bank, Crop Science, Small Farms, Hort. Department, BCHD, Corvallis Community Development, Parks and Rec, Benton County Parks and Natural, Oregon Food Bank, Richard Hervey, Hal Brauner, Linda Modrell, Patty Parcens, Megan Patton-Lopez, Chris Bently, Steve Deghetto, Bob Richardson, OR Tilth, First Alt Coop, Fireworks, Nearly Normals, The entire Local 6 List.

Information Needed: Local 6 List, CAFM, Intaba's Local Foods, TRFW Directory, Soils Map, GIS map, Zoning Maps

Further Investigation: Current policies and ordinances, state land law, list of OSU Prof's who are involved and teaching community food, local food processors in Oregon, interview them, Food Biz Boot Camp Leaders

APPENDIX A: FEAST GROUP NOTES

Food Access

Group Leader: Kate Griffin

Group Members:

Group reconvene:

Food Drop Off Centers
for Gardeners Excess
Produce

Healthy Meal Access For
All

Engage Youth and
Students

Central Site for Outreach
to persons needing
assistance

Increase SNAP
Involvement have SNAP
sign-up personnel at the
food bank during open
hours

Access to organic
produce for low-income
population

Hight Level of
coordination, especially
to engage and provide
food for every
Southtowner

Vision: Increased outreach to engage people in working to increase access to healthy, local food for all.

Partners: SCFB, TRFW, LBFS, OSU Emergency Food Pantry, OFB, SHARE, La Fresa Feliz Buying Club, Coho, South Corvallis Listserv, EMO, First Methodist, St Mary's, Cultural Groups at OSU, the Cultural Center, Lincoln School, Sage Garden, CSC Youth Garden, Cheryl Good, Food Group, Food Action Team OSU, OSU Nutrition Classes, Families in Poverty, LBCC, BCHD, DHS, Richard Hervey, Mike Bielstein, Julie Manning, Grocery Stores, Farmers' Market, Asian Market, Luke Beene's Urban Farm, Rain Shine, Co-op, Fireworks, Campus Radio Station, Public TV

Info needed: accessing low income folks need

Useful data: OFB

Further Investigation: what do clients say they really need? Where to do outreach? How to reach outside of foodie groups.

APPENDIX A: FEAST GROUP NOTES

Info Resource and Education

No group leader, no reconvening, no recruitment of additional partners



Vision: People in South Corvallis have access to info and resources to grow, exchange and secure healthy food.

Partners: Garden club, South Corvallis Food Pantry, corvallisgarden.net, hours exchange, Southtown email list, Corvallis Food Pantry, Lincoln School Garden, Westside Community Garden, Co-op, Beene Farm, Coho, Farmers Market, South Corvallis Neighborhood Association, Mexican Grocery Stores

Info needed: people with time and energy to work on this

APPENDIX B: SURVEY

COMMUNITY FOOD CENTER SURVEY

Your honest answers to the items in this survey are very important to us. This will only take a few minutes to complete.

A. SHOPPING FOR FOOD

1. Which of the following most influences you when shopping for food?

- | | | | |
|----------------------------------|-----------------------------------|-------------------------------------|---------------------------------|
| <input type="checkbox"/> Cost | <input type="checkbox"/> Coupons | <input type="checkbox"/> Sale Items | <input type="checkbox"/> Health |
| <input type="checkbox"/> Quality | <input type="checkbox"/> Quantity | <input type="checkbox"/> Brand Name | |

2. Where do you do **most** of your shopping for food? (Choose all that apply)

- | | | |
|---|--|---|
| <input type="checkbox"/> Safeway (Downtown) | <input type="checkbox"/> Safeway (Philomath Blvd.) | <input type="checkbox"/> Co-op (South) |
| <input type="checkbox"/> WinCo | <input type="checkbox"/> Co-op (North) | |
| <input type="checkbox"/> Trader Joe's | <input type="checkbox"/> Market of Choice | <input type="checkbox"/> Corvallis Farmers Market |
| <input type="checkbox"/> Fred Meyer | <input type="checkbox"/> Grocery Outlet | <input type="checkbox"/> Other: _____ |

3. How often do you shop at a convenience store? (e.g. 7-Eleven, Circle K)

- | | | | |
|--------------------------------|---|--------------------------------------|------------------------------------|
| <input type="checkbox"/> Never | <input type="checkbox"/> Once a month or less | <input type="checkbox"/> Once a week | <input type="checkbox"/> Every day |
|--------------------------------|---|--------------------------------------|------------------------------------|

4. Do you shop at a farmers market? ☐ Yes ☐ No

a. If you do not shop at a Farmers' Market, why not?

- | | | | |
|--|---|---------------------------------------|--|
| <input type="checkbox"/> Cost | <input type="checkbox"/> Location | <input type="checkbox"/> Hours | <input type="checkbox"/> Method of payment |
| <input type="checkbox"/> Quality of food | <input type="checkbox"/> Product availability | <input type="checkbox"/> Other: _____ | |

5. Would you buy fruits and vegetables from a produce stand in South Corvallis if it were available?

- | | |
|------------------------------|-----------------------------|
| <input type="checkbox"/> Yes | <input type="checkbox"/> No |
|------------------------------|-----------------------------|

B. GARDENING & FOOD PRESERVATION

6. Do you garden? ☐ Yes ☐ No a. If no, would you like to? ☐ Yes ☐ No

7. What type of assistance do you need with gardening?

- | | | | |
|---|--|-------------------------------------|--|
| <input type="checkbox"/> Training | <input type="checkbox"/> Garden tools | <input type="checkbox"/> Space/Land | <input type="checkbox"/> Affordable fees |
| <input type="checkbox"/> Plants / Seeds | <input type="checkbox"/> No assistance | <input type="checkbox"/> Water | <input type="checkbox"/> Other: _____ |

8. Would you use a Garden Tool Resource Library if available? ☐ Yes ☐ No

APPENDIX B: SURVEY

9. Are you interested in the community education classes listed below? Mark all that apply.

- | | |
|--|--|
| <input type="checkbox"/> Cooking on a budget | <input type="checkbox"/> Food storage |
| <input type="checkbox"/> Food preservation, canning, freezing and drying | <input type="checkbox"/> Gardening basics |
| <input type="checkbox"/> Meal planning | <input type="checkbox"/> Container gardening |
| <input type="checkbox"/> Healthy family meals | <input type="checkbox"/> Other: _____ |
| <input type="checkbox"/> Parent/Child cooking together | |

10. What type of assistance do you need with food preservation, canning, freezing & drying?

- | | | | |
|--|--|---------------------------------------|--|
| <input type="checkbox"/> Training & skills | <input type="checkbox"/> tools & equipment | <input type="checkbox"/> kitchen | <input type="checkbox"/> Affordable food |
| <input type="checkbox"/> Utilities | <input type="checkbox"/> Storage space | <input type="checkbox"/> Other: _____ | <input type="checkbox"/> No Assistance |

FOOD ACCESS

11. Which problems do you face when you want to buy fruits and vegetables?

- | | | | |
|--|---------------------------------------|---|----------------------------------|
| <input type="checkbox"/> Cost | <input type="checkbox"/> Availability | <input type="checkbox"/> Transportation | <input type="checkbox"/> Quality |
| <input type="checkbox"/> Knowing how to cook | <input type="checkbox"/> Other: _____ | <input type="checkbox"/> No problems | |

12. The following are statements people have made about the food in their household. Please tell me how often this statement has been true for your household in the past 30 days.

a. We were not able to afford more food to eat

- | | | | | |
|---------------------------------|--------------------------------|------------------------------------|--------------------------------|-------------------------------------|
| <input type="checkbox"/> Always | <input type="checkbox"/> Often | <input type="checkbox"/> Sometimes | <input type="checkbox"/> Never | <input type="checkbox"/> Don't Know |
|---------------------------------|--------------------------------|------------------------------------|--------------------------------|-------------------------------------|

b. We were not able to afford more of the kinds of food we wanted to eat.

- | | | | | |
|---------------------------------|--------------------------------|------------------------------------|--------------------------------|-------------------------------------|
| <input type="checkbox"/> Always | <input type="checkbox"/> Often | <input type="checkbox"/> Sometimes | <input type="checkbox"/> Never | <input type="checkbox"/> Don't Know |
|---------------------------------|--------------------------------|------------------------------------|--------------------------------|-------------------------------------|

c. We were not able to afford to eat healthier meals.

- | | | | | |
|---------------------------------|--------------------------------|------------------------------------|--------------------------------|-------------------------------------|
| <input type="checkbox"/> Always | <input type="checkbox"/> Often | <input type="checkbox"/> Sometimes | <input type="checkbox"/> Never | <input type="checkbox"/> Don't Know |
|---------------------------------|--------------------------------|------------------------------------|--------------------------------|-------------------------------------|

COMMUNITY RESOURCES

13. Have you or someone in your home visited the South Corvallis Food Bank during the past year?

APPENDIX B: SURVEY

☐ Yes ☐ No ☐ I don't know

14. Gleaners are volunteer members that rescue food, take a portion for themselves and redistribute the rest for others. Would you be interested in participating in such a program? ☐ Yes ☐ No ☐ I don't know

15. Would you visit a Shared Meal Site in South Corvallis where you and your family could receive a warm, healthy meal at no cost? ☐ Yes ☐ No ☐ I don't know

16. Are you interested in starting your own food business? ☐ Yes ☐ No ☐ I don't know

If yes, what type of business: _____

17. Are you interested in learning more about farming? ☐ Yes ☐ No ☐ I don't know

EMERGENCY PREPAREDNESS

18. 1996 Corvallis flooded and south Corvallis was cut off from the resources and services of Corvallis. In the event of a future emergency, how prepared are you and your family?

I have enough food in my home to feed my family for:

☐ a day ☐ a week ☐ a month ☐ a couple of months ☐ a year ☐ I don't know

ADDITIONAL INFORMATION

19. Are you? ☐ Male ☐ Female

20. Your age? _____

21. How many people live in your home? _____

22. Are there any children in your home ages:

0-2	<input type="checkbox"/> Yes	<input type="checkbox"/> No
3-5	<input type="checkbox"/> Yes	<input type="checkbox"/> No
6-9	<input type="checkbox"/> Yes	<input type="checkbox"/> No
10-13	<input type="checkbox"/> Yes	<input type="checkbox"/> No
14-18	<input type="checkbox"/> Yes	<input type="checkbox"/> No

23. What is your Race?

APPENDIX B: SURVEY

- | | |
|--|--|
| <input type="checkbox"/> White | <input type="checkbox"/> Native Hawaiian or Pacific Islander |
| <input type="checkbox"/> Black or African American | <input type="checkbox"/> American Indian or Alaskan Native |
| <input type="checkbox"/> Asian | <input type="checkbox"/> Other: _____ |

24. Are you Hispanic/Latino? ☐ Yes ☐ No

THANK YOU FOR COMPLETING OUR SURVEY!

Do you have questions?
Please contact Rebecka Weinstein
at 541-231-1907

APPENDIX C: SURVEY RESULTS

COMMUNITY FOOD CENTER SURVEY RESULTS

A. SHOPPING FOR FOOD

1. Which of the following most influences you when shopping for food?

60% Cost 10% Coupons 21% Sale Items 38% Health
35% Quality 8% Quantity 6% Brand Name

2. Where do you do **most** of your shopping for food? (Choose all that apply)

21% Safeway (Downtown) 4% Safeway (Philomath Blvd.) 13% Co-op (South)
63% WinCo 4% Co-op (North) 10% Trader Joe's
4% Market of Choice 13% Corvallis Farmers Market 13% Fred Meyer
15% Grocery Outlet 6% Costco 2% Walmart
2% Albertsons

3. How often do you shop at a convenience store? (e.g. 7-Eleven, Circle K)

54% Never 25% Once a month or less 13% Once a week 2% Every day

4. Do you shop at a farmers market? 46% Yes 48% No

a. If you do not shop at a Farmers' Market, why not?

21% Cos 15% Location 13% Hours 4% Method of payment 0% Quality of food 0% Product availability

5. Would you buy fruits and vegetables from a produce stand in South Corvallis if it were available?

73% Yes 21% No

B. GARDENING & FOOD PRESERVATION

6. Do you garden? **50% Yes** 40% No a. If no, would you like to? **23% Yes** 10% No

7. What type of assistance do you need with gardening?

27% Training 25% Garden tools **44% Space/Land** 2% Affordable fees

23% Plants / Seeds 15% No assistance 10% Water

8. Would you use a Garden Tool Resource Library if available? **60% Yes** 23% No

9. Are you interested in the community education classes listed below? Mark all that apply.

38% Cooking on a budget 21% Food storage
33% Food preservation, canning, freezing and drying 25% Gardening basics
25% Meal planning 17% Container gardening
33% Healthy family meals 15% Not interested in classes
15% Parent/Child cooking together

10. What type of assistance do you need with food preservation, canning, freezing & drying?

33% Training & skills **40% tools & equipment** 8% kitchen 23% Affordable food
15% Utilities 13% Storage space 25% No Assistance

FOOD ACCESS

APPENDIX C: SURVEY RESULTS

11. Which problems do you face when you want to buy fruits and vegetables?

58% Cost 10% Availability 13% Transportation 13% Quality
8% Knowing how to cook 10% No problems

12. The following are statements people have made about the food in their household. Please tell me how often this statement has been true for your household in the past 30 days.

a. We were not able to afford more food to eat : 10% Always 18% Often 26% Sometimes 17% Never

b. We were not able to afford more of the kinds of food we wanted to eat. 12% Always 9% Often 42% Sometimes 12% Never

c. We were not able to afford to eat healthier meals. 8% Always 26% Often 28% Sometimes 22% Never

COMMUNITY RESOURCES

13. Have you or someone in your home visited the South Corvallis Food Bank during the past year?

63% Yes 25% No 2% I don't know

14. Gleaners are volunteer members that rescue food, take a portion for themselves and redistribute the rest for others. Would you be interested in participating in such a program? 56% Yes 10% No 21% I don't know

15. Would you visit a Shared Meal Site in South Corvallis where you and your family could receive a warm, healthy meal at no cost? 50% Yes 25% No 13% I don't know

16. Are you interested in starting your own food business? 15 %Yes 52% No 23% I don't know

If yes, what type of business: __Native Species Farm, all foods, café, Asian Food, Catering, Italian Rest.

17. Are you interested in learning more about farming? 50% Yes 33% No 2% I don't know

EMERGENCY PREPAREDNESS

18. 1996 Corvallis flooded and south Corvallis was cut off from the resources and services of Corvallis. In the event of a future emergency, how prepared are you and your family?

I have enough food in my home to feed my family for:

2% a day 50% a week 25% a month 4% a couple of months 0% a year 6% I don't know

ADDITIONAL INFORMATION

19. Are you? 40% Male 52% Female

20. Your age? Average age: 38

21. How many people live in your home? Average: 3

22. Are there any children in your home ages: 0-2 2% Yes 3-5 4% Yes

6-9 15% Yes 10-13 25% Yes 14-18 21% Yes

23. What is your Race? 79% White 2 % Black/African American 2% Asian 4% American Indian

24. Are you Hispanic/Latino? 15% Yes

APPENDIX D: SITE REPORT

By Liana Ruiz

[POTENTIAL SITES FOR SOUTH CORVALLIS FOOD CENTER]

The following is a compilation of potential sites for a South Corvallis Food Center that are currently available. Commercial properties in the area are limited at this time. A breakdown of each property is provided, followed by a description and photographs of the location. Some properties were unavailable to be viewed on the inside at the time of this report. Each of the sites is within walking distance of the Corvallis Transit System's route #6.

APPENDIX D: SITE REPORT

Potential Sites for South Corvallis Food Center

Property Location: Land on 99

Contact information: 541-754-6320

Size: 1.51 acres

Lease: NA

Price: \$495,000

Zoned: Residential

Restroom: NA

Gardening area: NA

Kitchen: NA



APPENDIX D: SITE REPORT

Potential Sites for South Corvallis Food Center

Property Location: 1750 SW 3rd St Space C in the Millrace Center

Contact information: Asset Realty, Stan 541-990-4063

Size: 1500 sq. ft.

Lease: 2 year lease

Price: \$1,250

Zoned: Commercial

Restroom: Yes

Gardening area: No

Kitchen: Possible kitchen area

Description: Space C is only 1500 sq. ft. but contains two large, open rooms. When you walk in a reception area is located to the right and could easily be converted to a kitchen space. The tenant is only required to pay electricity. The space has a lot to offer in terms of space, location and potential kitchen space.



APPENDIX D: SITE REPORT

Potential Sites for South Corvallis Food Center

Property Location: 1750 SW 3rd St Space H in the Millrace Center

Contact information: Asset Realty, Stan 541-990-4063

Size: 600 sq. ft.

Lease: 2 year

Price: \$525

Zoned: Commercial

Restroom: Yes

Gardening area: No

Kitchen: There is a kitchen but it does not have a stove/oven but one could possibly be installed.

Description: Space H is small but does offer affordability , kitchen space and an excellent location. The landlord is currently allowing the church next door to use the facility as a nursery while he is waiting for a new tenant. If the new tenant is willing to let the church have access to the restroom facilities on Sundays, \$100 dollars will be deducted from the rental fee. There are two small rooms (that could be merged into one larger room), a small kitchen space and a restroom.



This is the front of Space H, located on the back side of the complex.

APPENDIX D: SITE REPORT

Potential Sites for South Corvallis Food Center

Property Location: 2070 near Alexander and 3rd

Contact information: Brenda Hicks 541-740-8899

Size: .5 acres

Lease: No

Price: \$239,900

Zoned: Residential

Restroom: Yes

Gardening area: Yes

Kitchen: Kitchen space in the house and in both duplexes.

Description: .5 acre lot with a duplex, house and shop on site. The property has space for another building. The buildings are currently being rented out. The owner would allow interested parties to assume the remainder of the loan at 7.5% and has 25 years left.



Front of duplex. The duplexes are each 812 sq. ft.

APPENDIX D: SITE REPORT

Potential Sites for South Corvallis Food Center



The shop is 28' x 34'.



APPENDIX D: SITE REPORT

Potential Sites for South Corvallis Food Center



This the kitchen located inside the home.

APPENDIX D: SITE REPORT

Potential Sites for South Corvallis Food Center

Property Location: SW 3rd St.

Contact information: Terri 541-231-5681

Size: 600 sq. ft.

Lease: 2 Years.

Price: \$1,100

Zoned: Commercial

Restroom: Yes

Gardening area: No

Kitchen: No

Description: Small facility with large handicap accessible restroom and storage. Good location and ample parking space.



Front of property.

APPENDIX D: SITE REPORT

Potential Sites for South Corvallis Food Center

Property Location: 2500 SW 3rd St

Contact information: Kelly Candanoza 541-757-1781

Size: .48 Acres

Lease: No

Price: \$170,000

Restroom: No

Gardening area: Yes

Kitchen: No

Description: The property currently contains three homes that need to be removed. The property is currently zoned for residential use.



This is the main view of the property.



This is another angle of the property.