



Community Action Plan for Cortland, New York

LOCAL FOODS, LOCAL PLACES TECHNICAL ASSISTANCE

September 2018



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

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COMMUNITY STORY

Cortland is a small city in the scenic Finger Lakes region of New York State. The city is home to the State University of New York at Cortland and is a retail and services hub for the vast agricultural region that surrounds it. The city is the seat of Cortland County, which has more than 500 farms producing a wide range of agricultural products. Dairy has historically been the most prominent agricultural product of the county, and Byrne Dairy operates a yogurt plant just outside of the city. Byrne has plans for an agritourism center but has yet to start public tours.

Like most upstate communities, Cortland has experienced population and economic stagnation during the last several decades. The economy has transitioned away from its manufacturing roots and the city has been working to reinvent itself. The city has seen poverty rates climb and income drop.

Yet its history has also left an endowment of assets upon which to build an economic revival. Cortland has a compact and walkable form, relatively affordable housing, and rich soils and abundant water that support strong agriculture and tourism industries. The city also has many organizations focused on creating a more livable Cortland. One of these is the Cortland Food Project, which is led by the Seven Valleys Health Coalition, and focuses its work on food access and economic opportunity for the area's lower-income residents.

The city's economy and built form are influenced by the era of its development and the State University of

New York at Cortland. About 7,000 students attend the university, which is located just west of downtown. It is a key driver of the local economy. The city is fairly compact and walkable, due in part to the fact that most of its development occurred prior to 1960 and the subsequent era of automobile-oriented development patterns that have dominated most cities since that time. The downtown has many historic and attractive buildings housing local businesses. Cortland recognizes that its walkable downtown is a unique asset that it can build upon and successfully competed in 2017 for a \$10 million Downtown Revitalization Initiative grant from New York State. The city has identified several projects to help downtown reach its full potential, including a conversion of Main Street from one-way to a two-way to calm traffic and create a more inviting environment for pedestrians and bicyclists.



Figure 1 - Cortland is located in a region with fertile farmland and many businesses that use the local produce to create value-added products, some of which are sold in shops such as this one in downtown Cortland. Image credit: EPR



Figure 2 - Cortland is looking to convert its Main Street from one-way to two-way in order to calm traffic and encourage economic development. Image credit: EPR

Connecting more residents and tourists with the region’s abundant agricultural products is another opportunity and a priority of the Cortland Food Project. The U.S. Department of Agriculture awarded the group a \$100,000 grant to plan a year-round farmers market in the city’s north side, which due to its low median household income and lack of a supermarket in close proximity meets the definition of a food desert. The year-round farmers market would be an anchor in a proposed redevelopment of the Homer Avenue Plaza. The Plaza is a prominent, but largely vacant, retail development on the city’s northern gateway. Local nonprofits have come together around a plan to transform the aging plaza into a hub for nonprofits, including a YWCA childcare center, Cortland County Historical Society and Seven Valleys Health Coalition, with its plans for the year-round farmers market and community/commercial kitchen. The city in 2018 was awarded \$1 million from the state’s Restore New York Communities Initiative and \$925,000 from an Empire State Development grant to support the project.



Figure 3 - The Local Food Market is a popular shop downtown that specializes in selling locally grown products.

The proposed Homer Avenue Plaza renovation is representative of the spirit of collaboration that is benefiting the community. The Cortland Food Project is also evidence of this spirit. The project has brought together local producers, such as Main Street Farms, Cornell Cooperative Extension, SUNY Cortland, Tompkins Cortland Community College, Cortland County Community Action Program, Cortland County Hunger Coalition, all four existing farmers markets in the county, the Food Bank of Central New York, United Way for Cortland County, the Food and Health Network (FAHN), Sustainable Cortland, FarmNet, and the Soil and Water Conservation District. These groups are working together to develop the region’s agritourism industry, grow local farm-to-school programs, develop a community kitchen that supports small business startups, increase urban farming, and encourage the use of WIC and SNAP benefits at farmers markets.

The spirit of collaboration and emphasis on building the economy on existing assets also made Cortland a good fit with the Local Foods, Local Places technical assistance program. In 2017, the Seven Valleys Health Coalition, on behalf of the city of Cortland, requested assistance through the program to develop an action plan for connecting and building on their existing efforts to improve the local food system and create a more healthy, walkable, and economically vibrant community. The goals of the Local Foods, Local Places program are to create:

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

The Local Foods, Local Places program is supported by the U.S. Environmental Protection Agency (EPA), the U.S. Department of Agriculture (USDA), the Centers for Disease Control and Prevention (CDC), and the Delta

Regional Authority. Cortland was one of 13 communities across the United States selected to participate in the program in 2018.

Seven Valleys Health Coalition, a nonprofit that brings together local organizations to collaborate around creating a healthier community, took the lead in pulling together a Local Foods, Local Places steering committee. The committee worked together in preparation for the technical assistance award and is comprised of a variety of community partners (see Figure 4). They were supported by a technical assistance team comprised of consultants and multiple federal and state agency partners (Figure 5). The steering committee expressed a desire to focus the technical assistance around several key topics:

- Creating a walk- and bike-friendly community.
- Increasing access to local foods.
- Increasing demand for local foods.
- Growing the agritourism industry.
- Building capacity to meet demand for local foods.

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

ENGAGEMENT

The technical assistance engagement process for Local Foods, Local Places has three phases, illustrated in Figure 6 below. The plan phase consists of three preparation conference calls with the steering committee and technical assistance team to clarify goals and arrange workshop logistics. The convene phase includes the effort’s capstone event—a two-day workshop in the community. The act phase includes three follow up conference calls to finalize a community action plan and strategize on how to maintain momentum generated during the workshop. The community workshop was held over a two-day period from July 30-31, 2018, and the activities those days are described below. Workshop

Local Foods, Local Places Steering Committee

- **Susan Williams**, Seven Valleys Health Coalition
- **Gabrielle DiDomenico**, Seven Valleys Health Coalition
- **Ben Wilson**, SUNY Cortland
- **Rich Cunningham**, Thoma Development
- **David Rutherford**, Cornell Cooperative Extension
- **Daniel Dineen**, Cortland County Planning Department

Figure 4 - Steering committee members

Local Foods, Local Places Technical Assistance Team

- **Darlene Byrd**, EPA
- **Lorne LaMonica**, EPA Region 2
- **Tasha Frazier**, EPA Region 2
- **Ron Batcher**, USDA Agricultural Marketing Service
- **James Walfrand**, USDA Rural Development
- **David Guthrie**, CDC
- **Sara James**, Appalachian Regional Commission
- **Howard Garrity**, U.S. Small Business Administration
- **Holly Fowler**, Northbound Ventures (consultant)
- **Mike Callahan**, EPR (consultant)

Figure 5 -- Technical Assistance Team

exercise results are summarized in **Appendix A**, workshop sign-in sheets are provided in **Appendix B**, a workshop photo album is provided in **Appendix C**, a data profile in **Appendix D**, funding resources in **Appendix E**, and general references in **Appendix F**.

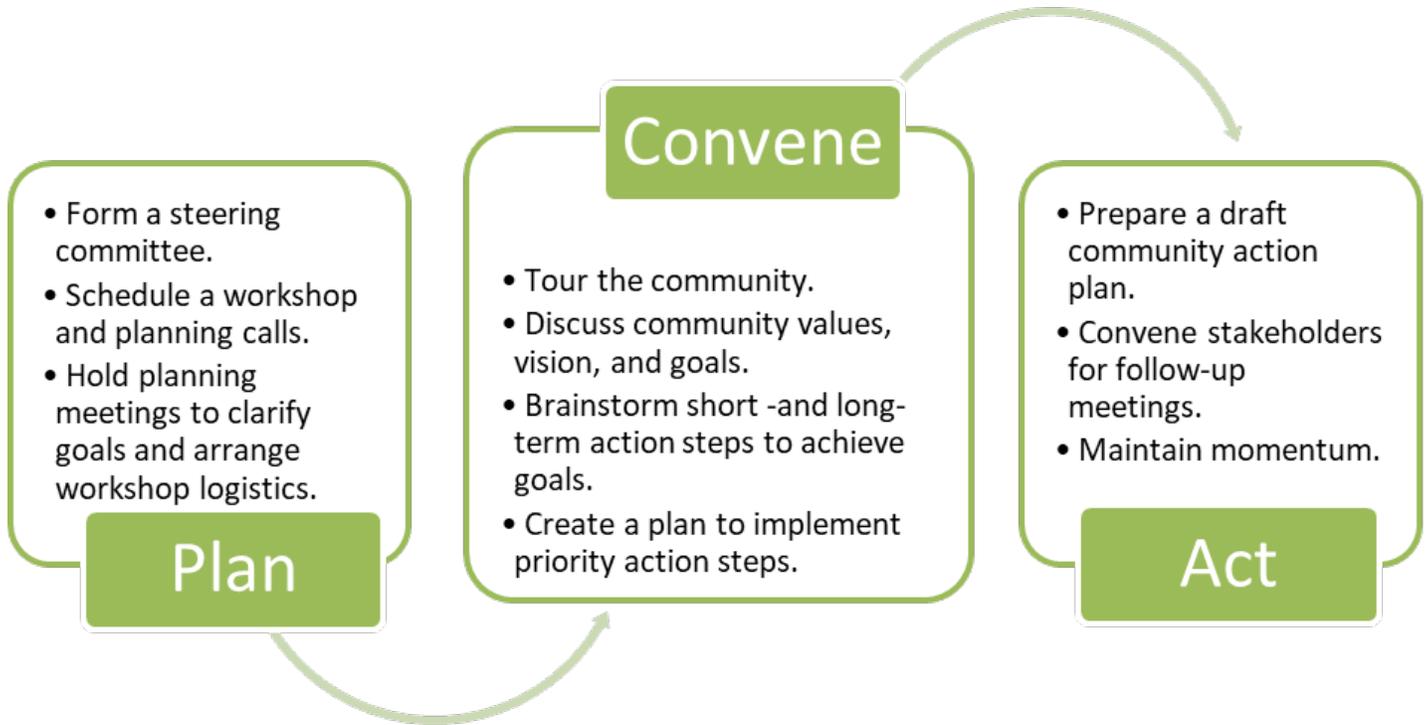


Figure 6 - Local Foods, Local Places Technical Assistance Process Diagram

COMMUNITY TOUR

In advance of the first community session on July 30, the local steering committee led a combined walking and driving tour of key Cortland food system assets for the technical assistance team. To start, the group visited downtown Cortland on foot, beginning with the Local Food Market and Whole Heart Cafe on North Main Street. The building, which used to be a hardware store, now operates as an independent grocery and café featuring numerous local and organic food options from the region and farther afield. The business owners are particularly interested in more parking for the store. One of the hopes of the proposed year-round farmers market would be its potential to boost awareness and demand for regionally grown product that in turn could support existing businesses like the Local Food Market.

The group then walked the length of Main Street, which is dotted on both sides with restaurants ranging from well-established institutions to recent additions. The group passed by the Finger Lakes Tasting Room, an agritourism resource that highlights foodie options from the region as well as the Grace Food Pantry, which is open midday once or twice a month. On the transportation side of things, there is a small pocket park with bike racks, but the bus stop on Main Street is missing a shelter that riders would appreciate in inclement weather. The campus of SUNY Cortland is just two blocks from Main Street, so a large number of students (and consumers) are within walking distance of everything downtown currently and could offer in the ways of

local food. Several of the buildings along Main Street are in the process of renovation, with plans for new downtown spaces that include a recording studio, a bowling alley/restaurant, and a business incubator.

At the end of Main Street, the group walked past a successful redevelopment project for Cortland, Crescent Commons, which transformed the old Crescent Corset Company factory into a multi-use property with 47 market-rate apartments, office space, and gym. The developer, David Yaman, is the partner for the Homer Avenue Plaza, so the success of Crescent Commons is encouraging.

Next the group visited Main Street Farms and spoke at length with Founder and Farm Manager, Allan Gandelman. Main Street Farms operates three greenhouses on one acre in the city proper adjacent to Coffee Mania but manages a total of 50 acres in the county. The company's small warehouse/pack facility on Main Street provides cross-docking, can house 450 pallets, and has a small, but under-equipped kitchen, which a couple of food entrepreneurs use as prep or no-cook space only (e.g. fermentation). Main Street Farms has 20 employees, 6-8 of which are full-time year-round. They are selling beets, carrots, kale, and butternut squash into the Southern Tier 8 schools but have not had any luck introducing the same into the Cortland County public school districts. A great advantage this urban farm operation has is city water, which is key for cold weather months. Based on their experience, Allan sees the opportunity for an expanded food hub in Cortland to service the schools and other institutions and a proper commercial kitchen for new and growing local food businesses. Currently, the closest food hub is in Rochester, New York, and Oneonta, New York, is also planning one.

Almost across the street from Main Street Farms is Coffee Mania, recognized as a model employer in the community with a strong commitment to sustainability, philanthropy, and neighborhood development. Coffee Mania has gradually been building its business since 2006, reaching three retail locations, two commercial locations for storage, roasting and baking, and offering a new tasting room for educational programming. This will be a strong addition to the community's agritourism assets. Between its retail locations, wholesale to grocery stores and private label products, Coffee Mania is still only at 50 percent of its capacity, representing plenty of room for continued growth.

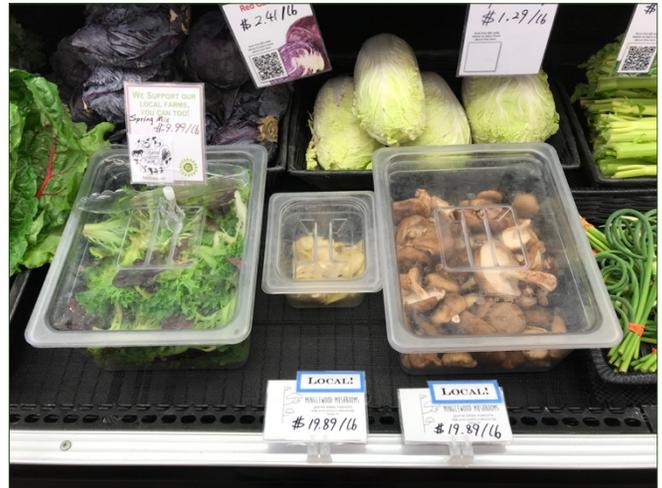


Figure 7 – Produce at the Local Food Market in Cortland is marked with a “local” sign and information about the farm that grows it.



Figure 8 – Allan Gandelman, Owner and Farm Manager of Main Street Farms, explains the company's operations in and around Cortland, from greenhouses to a small commercial kitchen.

From Coffee Mania, the tour continued by van, passing numerous food system assets for Cortland from Reed's Seeds, to Byrne Dairy, to the grocery stores in the commercial center that is Cortlandville, the municipality surrounding Cortland. Finally, the community tour made its way to the Homer Avenue Plaza, site of a planned redevelopment. The property is owned by the YMCA. Potential tenants, including Seven Valleys Health Coalition, are working with developer David Yaman, who has a purchase option on the property.

Appendix C has many more photos and additional details of the community tour.



Figure 9 – Inside the Homer Avenue Plaza, the future host site for the year-round farmers market is mostly a blank slate. The YMCA currently owns the building but hopes to convert it to a multi-purpose space with Seven Valleys Health Coalition and other partners. Image credit: Northbound Ventures

DAY 1: VISION AND VALUES

Thirty-nine residents and community stakeholders attended the first public session of the workshop on the evening of July 30. Susan Williams, Project Manager at Seven Valleys Health Coalition, welcomed participants as the community point of contact for the Local Foods, Local Places process. Susan provided a brief overview of the food- and health-related work Seven Valleys Health Coalition provides to the community and timeline of activities and ideas leading up to the workshop. As a member of the Cortland Food Project Steering Committee, Seven Valleys Health Coalition looks at food access, equity, production, and planning across Cortland County. The group's pursuit of Local Foods, Local Places technical assistance was motivated by the nexus described in the community's story of an abundant agricultural region; a low-income, low food access population center; and a strong desire for economic development connected to health and food that can help keep more of the food grown in the region serving those who most need it in Cortland.

After initial remarks, the technical assistance team introduced the Local Foods, Local Places program with a short presentation that included discussion of the city's demographics, highlighting populations that are most at risk for food and housing insecurity due to a high rate of poverty. In Cortland, 22.4 percent (3,571 out of 15,963 people) live below the poverty line, a number that is higher than the national average of 14 percent. The largest demographic living in poverty is females 18-24 years old, followed by males 18-24 years old and then females 25-34 years old. Also of concern are the 58 percent of economically-disadvantaged school-aged children (2,376) enrolled in Cortland Public Schools. Through the Community Eligibility Provision of The Healthy, Hunger-Free Kids Act, Cortland Public School students are eligible to receive free breakfast and lunch daily. More publicly available data about Cortland can be found in **Appendix D**.

The primary purpose of the community meeting was to hear from residents and other stakeholders about their hopes for the future of Cortland and expectations of a year-round farmers market. The technical assistance team led attendees through an exercise designed to evoke statements that capture the vision and values of the community (see Figure 10). The group generated a lot of energy with this exercise, and overarching themes emerged that are important for the community to keep in mind as it moves forward with

all its goals: that the community is more dynamic than it gives itself credit for, and there is a strong shared passion and appreciation for food.

The technical assistance team also asked workshop participants to write aspirational headlines for 5-10 years into the future. Their responses are in **Appendix A** along with the community's other visioning and value statements about Cortland and local food in Cortland.

The community meeting concluded with a discussion of the proposed workshop goals, resulting in at least one modification to the goals based on the observations of those living outside of downtown. The goal to *enable and promote human-powered options that connect the Cortland community to key food assets*, was broadened to include public transportation options as well.

DAY 2: ACTION PLANNING

Case Studies

The second day of the workshop included 48 participants and began with examples of strategies used by other communities to move forward food system and place-making initiatives. Among those highlighted were different scales and venues of year-round farmers markets and expansive agritourism developments like Wolfe's Neck Center for Agriculture & the Environment in Maine and Shelburne Farms in Vermont. Examples of food processing facilities to service institutions and food entrepreneurs like Mad River Food Hub and the Western Massachusetts Processing Center were included in the presentation and are available to the public. In preparation for the mapping exercises, participants dove into examples and communities' quick win solutions for complete streets. This is relevant as Cortland just passed a Complete Streets policy in 2017, which is part of the Downtown Revitalization Initiative award (\$10M) that will add bike lanes and convert Main Street to two-way traffic.

This I believe...

...about my community:

- The community is resilient.
- There is abundant potential here.
- People and organizations are open to collaboration and passionate about local food and local business.
- Enthusiastic and energetic people represent critical social capital.
- There are great natural resources like water and soil to support agriculture.
- It is beautiful with great architecture.
- It suffers from low self-esteem.

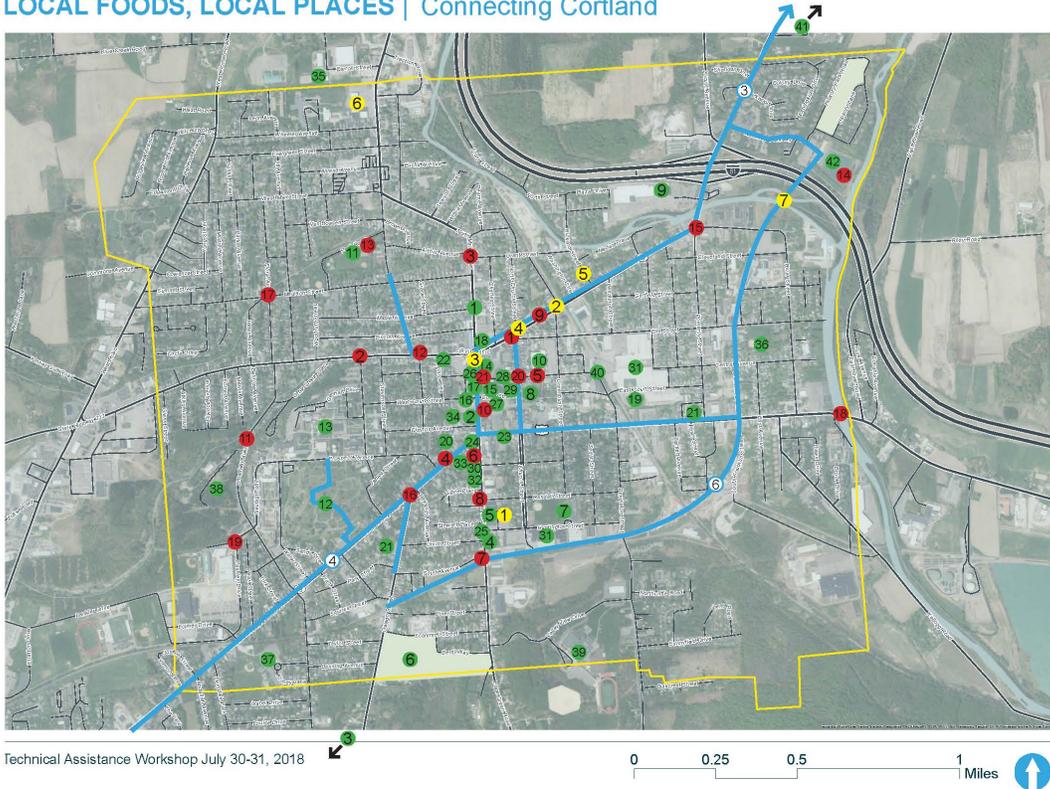
...about food in Cortland:

- We have the potential to grow what the community needs.
- It is grown by amazing local people.
- It connects people in the community.
- It is nutritionally adequate, fresh, and tasty.
- It keeps food dollars local and supports businesses such as the Local Food Market.
- It is crucial to success, security, and health.

Figure 10 – Excerpted results from the group's vision and values exercise. Participants took turns finishing the sentences "This I believe about my community..." and "This I believe about food in Cortland..." Refer to Appendix A for the entire group's responses.

Community Mapping Exercise

LOCAL FOODS, LOCAL PLACES | Connecting Cortland



● **KEY DESTINATIONS FOR HEALTH & WELLNESS**

1. Local Food Market
2. Cortland County Mental Health, and Post Office
3. Main St Farms Hoop Houses and Food Ferments
4. Main St Farms Processing, and Food Ferments
5. Family Counseling, and Crescent Commons
6. Beaudry Park
7. Randall Park, and Randall Elementary School
8. Courthouse Park, and Summer Music
9. P&C Fresh
10. County Office Building, and Main Bus Stop
11. Suggett Park, and Wickwire Pool
12. Cortland Rural Cemetery, and walking trail
13. The State University of New York at Cortland
14. Finger Lakes Tasting
15. Cortland Beer Company
16. Bru, and Marketplace Mall, and summer music series
17. Farmers market
18. Kinney Dairy
19. Cortland Corset (Cinch, Maggie, and Pure & Simply Yoga)
20. YMCA
21. Cortland Produce
22. Wash Tub Laundry
23. Cortland Youth Bureau
24. Ajax's Convenience Store
25. Daily Grind South

26. Grace on Main (Food Pantry)
27. Cortland Loaves & Fishes (Soup Kitchen)
28. Catholic Charities (Food Pantry)
29. Library
30. Salvation Army
31. KIK Custom Products
32. Rincon Hispano
33. 1890 House
34. YWCA
35. Smith Elementary School
36. Dexter Park
37. Barry Elementary School
38. Waterworks
39. Cortland High School
40. Cortland Community Center
41. Trinity Valley Dairy
42. Yaman Park, entry for canoing

● **SPOT WALKING & BIKING CONCERNS**

1. Church St, Elm St, and Clinton Ave intersection
2. Groton Ave: busy, narrow, bad cycling, no crosswalks, and bad sidewalks
3. North Main St, Arthur Ave, and Grant St intersection
4. Tompkins Corridor: bad biking, bad and unsafe crosswalk
5. C.O.B. crosswalk
6. Need bus shelter
7. Kids crossing Main St heading to High School
8. Lighting, and safety on southern part of Main St
9. Lighting, and safety on Clinton Ave

10. Biking on sidewalk on Main St
11. Biking on sidewalk on Broadway Ave
12. Groton Ave, Pleasant St, and Homer Ave intersection
13. No crosswalks to Suggett Park: feels unsafe
14. The walkway under I-81 is narrow: makes getting from Yaman Park to downtown unsafe
15. Clinton Ave, and River St intersection is dangerous
16. Cortland students often cross Route 13 drunk
17. Helen Ave, Madison St, and Flora Ave intersection has a dangerous design; there was a death at this location
18. Route 11 narrows from wide shoulders to no shoulders, and no bike lanes
19. Broadway Ave, and Pashley Dr intersection: improved two legs, but not the other two
20. Church St: 4 lane state route
21. Angled parking on Main St makes it hard to bike, and to back out of parking spots

● **PLACES OF ANTICIPATED DEVELOPMENT**

1. Crescent Commons (bike racks)
2. Clinton Ave gateway
3. Two-way Main St (DRI) streetscape
4. Church St, Elm St, and Clinton Ave: planned roundabout
5. Clinton Ave improvements

6. Indoor Farmers Market
7. Bike, and pedestrian bridge to Yaman Park

○ **DESIRED STRONGER WALKING & BIKING ROUTES**

1. Main St streetscape, and lighting
2. Clinton Ave gateway (complete streets: roundabout, and bike lanes)
3. Wayfinding signage (enacting bike/plan for wayfinding)
4. Tompkins St: Improve for walking and biking by widening the sidewalk into a shared-use path, and making millenium Trail a true trail
5. Key bike route out to County
6. Park-to-park trail, or abandoned Row

○ **KEY STEPS**

1. Funding (fully fund)
2. New York State Department of Transportation participation
3. Traffic Safety Board, and City Police "Click it Ticket" event for biking against traffic, and on sidewalks
4. Citizens hand out "tickets" with bike safety information

Figure 11 – Community mapping results for *Connecting Cortland*. See Appendix A for the city and region food and agritourism map.

Workshop attendees then participated in an asset-mapping exercise designed to generate ideas for the community in advance of action planning. Working in groups around maps, participants plotted and inventoried locations city-wide and across the region related to Cortland’s physical connectivity or food and agritourism assets. Each group shared its map and takeaways from the conversations inspired by the exercise. Each map is included in **Appendix A**, but the *Connecting Cortland* result is in Figure 11.

Attendees utilized colored dots to identify the following: key destinations for health and wellness, spot walking and biking concerns, places of anticipated development, and desired stronger walking and biking routes.

Action Planning

Workshop participants brainstormed ideas individually and then as a group to identify specific actions to support each of the community’s goals. These were prioritized through a dot-voting exercise. For the entirety of the afternoon, groups of workshop attendees self-selected into smaller groups to attend to the important task filling in the details of actions prioritized for each goal. Each group presented its results to everyone to set the stage for the final exercise of the workshop, which begins the eventual transition from planning to doing. The goals and corresponding action plan of the community are in the following section.

Next 100 Days

In the final exercise of the workshop, participants stood in an impromptu circle and shared something they hope to contribute to the Local Foods, Local Places process in the next 100 days. Community members offered their time, capacity, skills, leadership, networks, data, organizations, communication mediums, free meeting spaces, and more. It is important to remember the list of participants as an ongoing resource of people who wish to remain engaged and are willing to help as implementation of the action plan progresses.

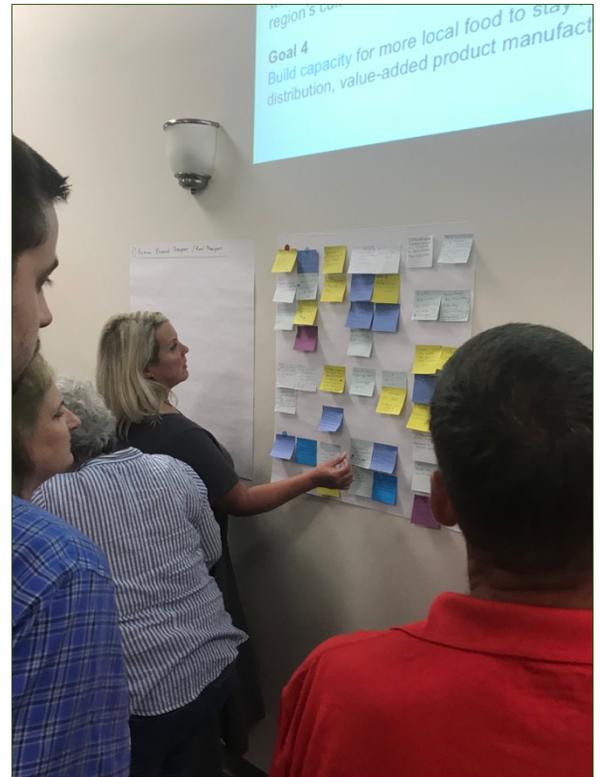


Figure 12 – After prioritizing actions (above), groups worked at individual tables to merge and consolidate the most urgent actions, then worked to detail such things as timeline, roles, and resources. Image credit: EPR

ACTION PLAN

The goals and supporting actions are listed below. The tables that follow provide additional detail for each action.

Goal 1 – Enable and promote human-powered and public transportation options that connect the Cortland community to key food assets.

- Action 1.1: Organize a summit on healthy communities and transportation to inspire people to prioritize community transportation improvements.
- Action 1.2: Install walking and biking wayfinding signs that encourage healthy transportation by informing people of their proximity to destinations.
- Action 1.3: Secure complete funding for design, construction, and maintenance of planned pathways and trails, with Homer to Cortland and city of Cortland Park to Park as high priorities.
- Action 1.4: Ask the New York State Department of Transportation to include the construction of sidewalks and bicycle lanes in its project to improve 281 from Fisher Avenue to the I-81 exit.

Goal 2 – Reduce hunger and increase access to healthy, affordable local food for Cortland’s vulnerable populations.

- Action 2.1: Reactivate the Hunger Coalition and define its relationship to the Cortland Food Project.
- Action 2.2: More broadly provide community education on how to access healthy foods locally and why local foods are healthy for the individual and the community, with a special focus on vulnerable populations.
- Action 2.3: Connect with faith-based organizations to provide programs and incentives to vulnerable populations.
- Action 2.4: Use Cortland County’s Rural Park programs as hubs to distribute food and other needs through a volunteer delivery service.

Goal 3 – Increase market demand for local foods through agritourism and other shared initiatives that will mutually benefit the future year-round farmers market, existing local food shops, and the region’s cultural and community assets.

- Action 3.1: Establish a year-round indoor farmers market and commercial kitchen.
- Action 3.2: Create a plan to pair recreation and tourism, including festivals, with restaurants and farms to support the local economy by increasing customers and revenue.
- Action 3.3: Research and develop locations listed on the Local Food Trail map.
- Action 3.4: Increase outreach to the State University of New York at Cortland students, parents and alumni through orientation packets, core 101 curriculum, alumni weekend, parents weekend, and graduation weekend.

Goal 4 – Build capacity for more local food to stay local.

- Action 4.1: Establish a relationship with Cortland County Public Schools, including Onondaga-Cortland-Madison Boards of Cooperative Educational Services, regarding sourcing local foods for school meals.

- Action 4.2: Study the need and options for animal processing/slaughter facilities to be located closer to Cortland.
- Action 4.3: Seek a partnership for conducting a feasibility study for a food hub/processing facility to be located closer to Cortland.
- Action 4.4: Create a plan to expand the *Experience Cortland* campaign to incorporate special promotion of local foods and agritourism.
- Action 4.5: Host a networking event for local farmers, food producers, technical assistance providers, and institutional food service operators.

GOAL 1: Enable and promote human-powered and public transportation options that connect the Cortland community to key food assets.

Cortland is a compact city with well-connected streets. The potential exists to be a highly walkable city, but there are some critical elements that need to be strengthened. To this end, the city of Cortland adopted a Complete Streets Policy in 2017. Parts of the city lack access to critical goods and services within close proximity. In the northern part of the city residents do not have convenient access to a supermarket providing a range of fruits and vegetables. The development of an indoor market selling local produce at the Homer Avenue Plaza would contribute to addressing this gap. In other parts of the city, pedestrian and bicycle infrastructure is missing or in need of repair. Building or improving sidewalks, crosswalks, and trails, and taking steps to calm traffic, are all important strategies for addressing this gap. And finally, many people living in the areas surrounding Cortland lack alternatives to driving. This issue is becoming even more pronounced as the population in the county ages. Programs that help these people access food and other needs are important. The actions in support of this goal all recognize that it is not enough to provide outlets for affordable, healthy and local foods; people must also be able to physically get to these places.

Action 1.1: Organize a summit on healthy communities and transportation to inspire people to prioritize community transportation improvements.	
What this is and why it is important	A summit would help to build support for more attention and investment in transportation, which is a social determinant of health. It is important to promote mobility by all modes, not just cars. This event could help gain commitment and momentum to invest in key infrastructure rather than reacting to crises.
Measures of success	<ul style="list-style-type: none"> ● An event is planned and held with appropriate stakeholders in attendance. ● The event features an inspiring speaker with a broad focus. ● Local leaders commit more resources to mobility as an outcome of the event.
Timeframe	<ul style="list-style-type: none"> ● Begin planning now to hold the summit by late Spring 2019.
Lead	<ul style="list-style-type: none"> ● Ann Hotchkin, Mobility Manager, Seven Valleys Health Coalition ● Rebecca Smith, Chair, Traffic Safety Board
Supporting cast	<ul style="list-style-type: none"> ● The State University of New York at Cortland ● Cortland County Planning ● New York State Association for Rural Health ● Office for Aging

Action 1.1: Organize a summit on healthy communities and transportation to inspire people to prioritize community transportation improvements.

Costs and/or resources needed	<ul style="list-style-type: none"> • \$2,000 +/- • Honorarium, space rental, time to prepare and plan
Possible funding sources	<ul style="list-style-type: none"> • Federal Transit Administration 5311 grant • Government Traffic Safety Committee • Businesses in the city and county

Action 1.2: Install walking and biking wayfinding signs that encourage healthy transportation by informing people of their proximity to destinations.

What this is and why it is important	<ul style="list-style-type: none"> • Signs can encourage people to walk and bike more. • The city has a sign machine, so signage could provide a high visibility impact at low cost. • Signs show visible progress and help facilitate cultural change.
Measures of success	<ul style="list-style-type: none"> • Signs have been installed and people are noticing them.
Timeframe	<ul style="list-style-type: none"> • Mid-term (by summer 2019)
Lead	<ul style="list-style-type: none"> • Ben Wilson, The State University of New York at Cortland • Rebecca Smith and Susan Williams, Co-chairs, Cortland County Traffic Safety Board Bike/Ped Sub-committee
Supporting cast	<ul style="list-style-type: none"> • The State University of New York at Cortland students (Ben's class) • Cortland Department of Public Works (sign production) • Martha Hubbard, Leadership Cortland (training program with community projects) • Sustainable Cortland • Cortland Regional Medical Center • Family Health Network • Walk [Your City] • Thoma Development Consultants • Mark Fenton, National public health, planning, and transportation consultant and adjunct associate professor at Tufts University's Friedman School of Nutrition Science and Policy (walk audit)
Costs and/or resources needed	<ul style="list-style-type: none"> • \$0 - \$5,000 depending on sponsors
Possible funding sources	<ul style="list-style-type: none"> • City of Cortland (sponsor of other funding applications) • Excellus BlueCross BlueShield • CARE Compass Network • EPA P2 and Source Reduction grants (timeline dependent)

Action 1.3: Secure complete funding for design, construction, and maintenance of planned pathways and trails, with Homer to Cortland and city of Cortland Park to Park as high priorities.

What this is and why it is important	<ul style="list-style-type: none"> • The proposed trail ideas have been around for a long time but languished. • The County Legislature has new members, and it may be a good time to reintroduce the trail ideas.
Measures of success	<ul style="list-style-type: none"> • Funding is secured for design, construction, and maintenance. • Trails are created.
Timeframe	<ul style="list-style-type: none"> • Mid-term (1 year, after new legislators get past near-term challenges)
Lead	<ul style="list-style-type: none"> • City of Cortland • Village of Homer • Town of Cortlandville
Supporting cast	<p>Joint support:</p> <ul style="list-style-type: none"> • The State University of New York at Cortland • Tourism Director • Cortland County Chamber of Commerce
Costs and/or resources needed	<ul style="list-style-type: none"> • Cost for advocacy: low • Cost for infrastructure: high (potentially \$1 million plus) • BOA is producing initial plans for the Linear Park
Possible funding sources	<ul style="list-style-type: none"> • New York Department of State, Office of Planning and Development Local Waterfront Revitalization Program grant • New York State Parks, Recreation and Historic Preservation Recreational Trails Grant Program • New York State DOT Transportation Alternatives Program • New York State Peacemaker Trail/Central New York Regional Planning • Southern Tier 8 / Appalachian Regional Commission funding (future trail development)

Action 1.4: Ask the New York State Department of Transportation to include the construction of sidewalks and bicycle lanes in its project to improve 281 from Fisher Avenue to the I-81 exit.

What this is and why it is important	<ul style="list-style-type: none"> • This route provides safe passage from Cortland to Homer • The project is an opportunity to implement the state’s complete streets policy • Route 281 connects residents to Homer Senior High School
Measures of success	<ul style="list-style-type: none"> • Sidewalks are approved as part of Phase 3 for the 281 project.
Timeframe	<ul style="list-style-type: none"> • ASAP (the project is in design)
Lead	<ul style="list-style-type: none"> • Dan Dineen, Cortland County Planning Department

Action 1.4: Ask the New York State Department of Transportation to include the construction of sidewalks and bicycle lanes in its project to improve 281 from Fisher Avenue to the I-81 exit.

Supporting cast	<ul style="list-style-type: none"> • Transportation Advisory Committee • Cortland County Legislature • Regional Planning Boards • Homer School District / PTO • Rebecca Smith and Susan Williams, Co-chairs, Cortland County Traffic Safety Board Bike/Ped Sub-committee
Costs and/or resources needed	<ul style="list-style-type: none"> • Moderate cost (one part of an extensive state-funded project)
Possible funding sources	<ul style="list-style-type: none"> • New York State Department of Transportation

Goal 2: Reduce hunger and increase access to healthy, affordable local food for Cortland’s vulnerable populations.

Cortland carries a poverty rate higher than state and national averages, and food security is a concern for residents. The U.S. Census Bureau via American FactFinder shows that in 2014, 14.1 percent of City of Cortland residents aged 65 and older fell below the poverty level, vs. 9.4 percent nationally; 20.8 percent of City of Cortland residents and 15.0 percent of county residents received SNAP benefits in 2014, compared with 13.0 percent nationally; and for single female households with children under 5 years old, 81.7 percent of these families fell below the poverty level in the city of Cortland versus 47 percent nationally in 2014. The full-service grocery stores that accept SNAP are located outside of downtown Cortland and require public transportation or a car to access. There are several food pantries and community meal resources, but not everyone is always aware of their hours or able to find and afford reliable transportation. The community would like to scale up services to support food security through consumer education, organizational bridge-building, and resource dissemination.

Action 2.1: Reactivate the Hunger Coalition and define its relationship to the Cortland Food Project.

What this is and why it is important	The Hunger Coalition has proved a valuable resource in the past, and the timing is right to help determine how its work could integrate with the Cortland Food Project. Convening the members of the coalition would support identifying what services are available for those in need and where there are gaps that could be closed by more local foods.
Measures of success	<ul style="list-style-type: none"> • Increase of amount of services used: shown by data provided by Cortland County Community Action Program, Inc. and Hunger Coalition
Timeframe	<ul style="list-style-type: none"> • Short-term: Start with the next Hunger Coalition meeting (Fall 2018)
Lead	<ul style="list-style-type: none"> • Incoming AmeriCorps staff, Seven Valleys Health Coalition

Action 2.1: Reactivate the Hunger Coalition and define its relationship to the Cortland Food Project.

Supporting cast	<ul style="list-style-type: none"> • Lindy Glennon, Director, Cortland County Community Action Program and Hunger Coalition • Cortland County Community Action Program • Cortland Area Communities That Care • Cortland Counts (Community Assessment of Health and Well-Being)
Costs and/or resources needed	<ul style="list-style-type: none"> • Staff time of AmeriCorps member to coordinate and convene parties
Possible funding sources	<ul style="list-style-type: none"> • Ongoing AmeriCorps funding

Action 2.2: More broadly provide community education on how to access healthy foods locally and why local foods are healthy for the individual and the community, with a special focus on vulnerable populations.

What this is and why it is important	There are services that help vulnerable communities afford healthy local foods. People that could benefit from the services are often not aware of them. This action would help to raise awareness and track how successful the plans are.
Measures of success	<ul style="list-style-type: none"> • Track website hits of Seven Valleys Health Coalition, Office for Aging, and Catholic Charities food access pages of their websites, and new Cornell Cooperative Extension of Tompkins County local food website. • Uptake in available services (closing the SNAP gap)
Timeframe	<ul style="list-style-type: none"> • Short-term (Fall 2018 semester)
Lead	<ul style="list-style-type: none"> • State University of New York at Cortland (John Suarez with SUNY Interns)
Supporting cast	<ul style="list-style-type: none"> • Seven Valleys Health Coalition • Hunger Coalition • The State University of New York at Cortland • Cornell Cooperative Extension of Tompkins County (CCE-Tompkins) • Office for Aging • Catholic Charities
Costs and/or resources needed	<ul style="list-style-type: none"> • Low to no cost for research, writing, meetings, printing, and distribution
Possible funding sources	<ul style="list-style-type: none"> • Community Health Foundation • Fidelis Care • Excellus BlueCross BlueShield

Action 2.3: Connect with faith-based organizations to provide programs and incentives to vulnerable populations.

What this is and why it is important	Faith-based organizations are often closely connected with vulnerable populations and are trusted organizations. Many operate food pantries and there is potential to increase access among vulnerable populations to local foods amongst food pantries.
Measures of success	<ul style="list-style-type: none"> • Food pantries are able to incorporate local foods into their inventory. • Food pantries increase programming and incentives to reach more of those in need. • The number of families served by community gardens.
Timeframe	<ul style="list-style-type: none"> • Short-term (September 2018)
Lead	<ul style="list-style-type: none"> • John Suarez, Director, SUNY Cortland Institute for Civic Engagement
Supporting cast	<ul style="list-style-type: none"> • Rachel Ditch, Cortland County Council of Churches • Seven Valleys Health Coalition (have a list of food pantries) • United Way • Salvation Army • Catholic Charities • Lela Niemetz (cooking classes) • Cooperative Extension/Farm to School AmeriCorps
Costs and/or resources needed	<ul style="list-style-type: none"> • Low to moderate • 211 (information source)
Possible funding sources	<ul style="list-style-type: none"> • Organizational budgets • Donations

Action 2.4: Use Cortland County’s Rural Park programs as hubs to distribute food and other needs through a volunteer delivery service.

What this is and why it is important	People in rural areas want to age in place, but many are losing their ability to drive or cannot afford vehicles. This issue contributes to social isolation and poor access to groceries and other necessities.
Measures of success	<ul style="list-style-type: none"> • Established pool of volunteers. • Food and other necessities are being delivered.
Timeframe	<ul style="list-style-type: none"> • Mid-term (6 months – 1 year) • Planning in January • Implement in Summer 2019
Lead	<ul style="list-style-type: none"> • Rebecca Smith, Youth Bureau of Cortland County
Supporting cast	<ul style="list-style-type: none"> • Hunger Coalition • Office for Aging/Meals on Wheels • Faith-based organizations • Area food pantries

Action 2.4: Use Cortland County’s Rural Park programs as hubs to distribute food and other needs through a volunteer delivery service.

Costs and/or resources needed	<ul style="list-style-type: none"> • Insurance • Food safety/handling training • Staff time
Possible funding sources	<ul style="list-style-type: none"> • Planning grants, including FTA 5311 • Health grant for non-medical rides for Medicaid recipients (Seven Valleys Health Coalition) • Care Compass Network grant

Goal 3: Increase market demand for local foods through agritourism and other shared initiatives that will mutually benefit the future year-round farmers market, existing local food shops, and the region’s cultural and community assets.

Cortland and its surrounding area are rich in a variety of cultural and recreational resources that could support enhancement of the region’s agricultural assets. The nearby Finger Lakes region is perhaps best known for boating and wine, but there is more for visitors and locals alike to discover and appreciate throughout Cortland county. A market analysis conducted by Seven Valleys Health Coalition in 2017 showed that nearly 80 percent of the more than 600 people surveyed said they’d like to buy more local foods than they currently do. Well known nature centers, resorts, festivals, farms, and restaurants coupled with the future year-round market and commercial kitchen could offer a larger experience of agritourism. While the year-round market and commercial kitchen are large enough ventures to merit their own goal, the community is committed to viewing the project as a new resource to complement that which already exists. With targeted and coordinated branding, strategic tourism maps, and relationship-building, there is the potential to create greater awareness of Cortland’s diverse destinations and build demand for all the city and region have to offer.

Action 3.1: Establish a year-round indoor farmers market and commercial kitchen.

What this is and why it is important	<p>The year-round farmers market will provide year-round food sales and sources of fresh and healthy foods in a neighborhood that would benefit from more outlets. Consistency of availability of goods will help create a routine for customers that translates to increased market demand.</p> <p>Commercial kitchens can provide an affordable alternative of space and equipment to food business entrepreneurs who otherwise might not be able to finance startup costs or scale their business. Many restaurants and institutions require produce or animal proteins to be lightly processed or are interested in value-added products. A commercial kitchen could support business development in Cortland and enable more food to be sold to nearby establishments.</p>
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Action 3.1: Establish a year-round indoor farmers market and commercial kitchen.

Measures of success	<ul style="list-style-type: none"> • Business plan is written to support fundraising. • Financing is secured. • All tenants and clients are committed. • Farmers market and kitchen are open and operational. • Sales are sufficient for the sustainability of both services.
Timeframe	<ul style="list-style-type: none"> • Long-term (2021)
Lead	<ul style="list-style-type: none"> • Seven Valleys Health Coalition
Supporting cast	<ul style="list-style-type: none"> • YWCA • Cortland Food Project • City of Cortland • Dave Yaman Realty Services • Cornell, Johnson School of Management (students) • U.S. Small Business Administration • Business Development Corporation
Costs and/or resources needed	<ul style="list-style-type: none"> • \$1.2 million
Possible funding sources	<ul style="list-style-type: none"> • USDA Farmers Market Promotion Program Grant (\$5K) • USDA National Institute of Food and Agriculture Grant Program (kitchen build out) • Appalachian Regional Commission Area Development Grants • Capital Campaign • Health Foundation of Western and Central New York • Consolidated Funding Application

Action 3.2: Create a plan to pair recreation and tourism, including festivals, with restaurants and farms to support the local economy by increasing customers and revenue.

What this is and why it is important	<p>The Finger Lakes area attracts many tourists who come for the region’s outstanding outdoor recreation offerings. The region also has many local producers of fruits, vegetables, value added products, wine, cheese, apple cider, and more. Dual promotions can increase need and use. There is an opportunity to pair recreational pursuits with local restaurants and farms to create self-guided itineraries that attract a larger cross-section of visitors. This would be a way to support existing local businesses, which make local food a priority.</p>
Measures of success	<ul style="list-style-type: none"> • Plan is created and implemented. • New and different events are added to the annual calendar. • Event vendors experience increased sales. • Increase of attendees at events. • Increase of visitors to agritourism sites.
Timeframe	<ul style="list-style-type: none"> • Within 6 months

Action 3.2: Create a plan to pair recreation and tourism, including festivals, with restaurants and farms to support the local economy by increasing customers and revenue.

Lead	<ul style="list-style-type: none"> • Convention and Visitors’ Bureau (Experience Cortland)
Supporting cast	<ul style="list-style-type: none"> • Downtown Business Partnership (Adam McGovern and Jane Witty) • Cortland Historical Society • SUNY Cortland • Cortland Food Project Committee
Costs and/or resources needed	<ul style="list-style-type: none"> • Moderate cost for online and print promotions (\$1,500). • Some costs will be event dependent. • Examples from other places: <ul style="list-style-type: none"> ○ Fields of Gold Farm Trail: http://www.fieldsofgold.org ○ Columbia Food Tours: www.columbiafoodtours.com ○ Wisconsin Cycling Adventures for Local Flavor: https://www.travelwisconsin.com/article/biking/three-cycling-adventures-for-local-flavor ○ Vermont Farm to Plate for annual reports of growth and positive impact: http://www.vtfarmtoplate.com ○ Ann Arbor Restaurant Week highlights restaurants that source locally grown foods with a Taste the Local Difference logo. Chefs from restaurants with this logo participate in a pop-up farmers market and order a minimum of \$500 in products from local farmers.
Possible funding sources	<ul style="list-style-type: none"> • I Love New York • Sponsorship • Event ticket sales • Vendor fees

Action 3.3: Research and develop locations listed on the Local Food Trail map.

What this is and why it is important	The Local Food Trail map is a key tool for encouraging the growth of the local agritourism industry. The next steps are to define who and what is involved in developing the map, and in what capacity. This is another way to support existing local businesses, which make local food a priority.
Measures of success	<ul style="list-style-type: none"> • Maps are printed and linked to the co-op extension and the State University of New York at Cortland and Convention and Visitors’ Bureau (Experience Cortland)
Timeframe	<ul style="list-style-type: none"> • Short-term (Underway and is expected to be completed by October 2019)
Lead	<ul style="list-style-type: none"> • Seven Valleys Health Coalition
Supporting cast	<ul style="list-style-type: none"> • Co-op Extension • Convention and Visitors’ Bureau (Experience Cortland) • Ben Wilson’s students

Action 3.3: Research and develop locations listed on the Local Food Trail map.

Costs and/or resources needed	<ul style="list-style-type: none"> • \$9,000 including design work, web design, printing, marketing
Possible funding sources	<ul style="list-style-type: none"> • Initial funding secured (USDA Farmers Market Promotion Program) • Ongoing maintenance update funding: Paid ads, Consolidated Funding Application, Convention and Visitors Bureau

Action 3.4: Increase outreach to the State University of New York at Cortland students, parents and alumni through orientation packets, core 101 curriculum, alumni weekend, parents weekend, and graduation weekend.

What this is and why it is important	<p>About 7,000 students attend the State University of New York at Cortland. The university attracts many visitors including parents and alumni. They represent an opportunity to grow the agritourism economy and increase the volume of sales through targeted marketing. Simple steps like linking the State University of New York at Cortland website to the Convention and Visitors Bureau website and new Cornell Cooperative Extension local foods website could be quick wins.</p>
Measures of success	<ul style="list-style-type: none"> • Local restaurants see an increase in business during key college event weekends and in general from the extended college community. • More visitors to agritourism sites.
Timeframe	<ul style="list-style-type: none"> • Mid-term (soft roll out during transfer orientation January 2019) • Open house Spring 2019
Lead	<ul style="list-style-type: none"> • The State University of New York at Cortland (Ben Wilson and John Suarez, Enrollment) • The State University of New York at Cortland Auxiliary Services Corporation, Jim Webb
Supporting cast	<ul style="list-style-type: none"> • State University of New York at Cortland Communications Office • State University of New York at Cortland Office of Alumni Relations • Convention and Visitors Bureau • Cornell Cooperative Extension Cortland County
Costs and/or resources needed	<ul style="list-style-type: none"> • \$1,000/yr
Possible funding sources	<ul style="list-style-type: none"> • SUNY Cortland Institute for Civic Engagement, Alumni Affairs and/or President’s Office budget

Goal 4: Build capacity for more local food to stay local.

Cortland may be a largely agricultural county, but it lacks infrastructure to support keeping more of the product grown or raised in the county for use by the community. Much of the agricultural product produced is

shipped out of the county or goes to waste, while many local citizens go without fresh, healthy foods. Gleaning organizations have popped up in many cities across the country, but there is not yet a local gleaning organization to rescue edible crops left behind by mechanized harvesting in Cortland county. The nearest food hub is 120 miles or two hours away in Rochester, New York. Infrastructure, in or near Cortland, for light fruit and vegetable processing, animal processing, and manufacture of value-added product, would mean food would not need to be transported as far away for processing in order to meet procurement standards set by large local buyers (e.g. institutions, restaurants). With additional capacity, human and physical assets, Cortland would be able to capture more of the economic value of foods grown or raised locally.

Action 4.1: Establish a relationship with Cortland County Public Schools, including Onondaga-Cortland-Madison Boards of Cooperative Educational Services, regarding sourcing local foods for school meals.

What this is and why it is important	Institutions can provide an important outlet for local foods to reach the local community. More food local in the schools can help raise awareness and make linkages for students between locally grown foods and the importance of agriculture as part of their environment and economy. Learning about food and nutrition can support students' lifelong healthy eating habits and appreciation for fresh foods. Of significance is the fact that Cortland County public schools can access a New York State incentive of an additional \$0.19/per school meal if they reach a procurement threshold of 30 percent locally sourced food.
Measures of success	<ul style="list-style-type: none"> ● Meetings held with Superintendents and Food Services at all districts, including Onondaga-Cortland-Madison Boards of Cooperative Educational Services Nutrition Services Coordinator ● Pilot initiative established with Cortland Public School Food Services to feature locally grown food on the menu regularly or occasionally as product availability and cost allow
Timeframe	<ul style="list-style-type: none"> ● Present – 3 months
Lead	<ul style="list-style-type: none"> ● David Rutherford, Cornell Cooperative Extension ● Adrienne Traub, Syracuse University Food Studies / Main Street Farms
Supporting cast	<ul style="list-style-type: none"> ● Susan Williams, Seven Valley Health Coalition ● New York State Department of Agriculture & Markets (Farm-to-School) ● Food and Health Network ● Superintendent of Schools – Start with Cortland, Homer and Marathon, but also include McGraw and Cincinnatus ● Francis Zaryski, Onondaga-Cortland-Madison Boards of Cooperative Educational Services ● Parents ● Local farmers ● Distributors serving the school (e.g. Sysco Syracuse, Cortland Produce)
Costs and/or resources needed	<ul style="list-style-type: none"> ● Time ● Examples from other districts successfully implementing local foods in menus

Action 4.1: Establish a relationship with Cortland County Public Schools, including Onondaga-Cortland-Madison Boards of Cooperative Educational Services, regarding sourcing local foods for school meals.

Possible funding sources	<ul style="list-style-type: none"> • New York State Farm to School grant • Farm to School Corps through Food and Health Network of South Central NY
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Action 4.2: Study the need and options for animal processing/slaughter facilities to be located closer to Cortland.

What this is and why it is important	Currently there is no 5A processing facility (>1000 animals) other than the one in Madison County. If farmers are to scale production to meet institutional demand, more proximal processing is required. Because of the current limited facilities, scheduling is too far out for farmers, and the travel distance can be a challenge. Finally, processing for exotics (e.g. rabbits) and organic product is harder to find if at all.
Measures of success	<ul style="list-style-type: none"> • Farmer engagement about needs • Identification of potential equipment, including existing capacity in region (e.g. another 5A farm willing to rent capacity)
Timeframe	<ul style="list-style-type: none"> • Present – 12 months
Lead	<ul style="list-style-type: none"> • Heather Birdsall, Cornell Cooperative Extension
Supporting cast	<ul style="list-style-type: none"> • Farmers • Farm Bureau • New York State Department of Agriculture & Markets • Northeast Organic Farming Association of New York • Cornell Small Farms • RCD Norwich (had mobile processing unit at one time)
Costs and/or resources needed	<ul style="list-style-type: none"> • Time to research
Possible funding sources	<ul style="list-style-type: none"> • Phase I – Research: N/A • Phase II – Equipment Purchase & Maintenance Fund

Action 4.3: Seek a partnership for conducting a feasibility study for a food hub/processing facility to be located closer to Cortland.

What this is and why it is important	A feasibility study for a food hub is a large undertaking, and demand for use would not be confined to Cortland. Having such a regional asset is a longstanding goal though a clear lead has not yet been identified.
Measures of success	<ul style="list-style-type: none"> • Feasibility study completed
Timeframe	<ul style="list-style-type: none"> • 6-18 months
Lead	<ul style="list-style-type: none"> • Cortland Food Project Committee

Action 4.3: Seek a partnership for conducting a feasibility study for a food hub/processing facility to be located closer to Cortland.

Supporting cast	<ul style="list-style-type: none"> • Main Street Farms • SUNY Cortland • TC3 • Ithaca Organics • Cortland County Business Development Corporation and the Cortland County Industrial Agency • Cornell Cooperative Extension of Cortland County
Costs and/or resources needed	<ul style="list-style-type: none"> • Time for study • Professional fees for consultant
Possible funding sources	<ul style="list-style-type: none"> • USDA Local Food Promotion Program Grant • USDA Rural Business Development Grant

Action 4.4: Create a plan to expand the *Experience Cortland* campaign to incorporate special promotion of local foods and agritourism.

What this is and why it is important	<p>Local farmers, ranchers, and food producers would appreciate marketing support to identify and differentiate local, state, and regional products to consumers. Several years ago, Sustainable Cortland helped to launch “Local to the Core” as a way of marketing local food, but this branding has faded from use and ultimately may have been confusing with its reference to apples. Contrary to what the name might suggest, the Cortland apple was not invented in Cortland and currently, there are no apple orchards in the city. The current leading marketing umbrella for promoting the region is <i>Experience Cortland</i> managed by the Convention and Visitors’ Bureau. The <i>Experience Cortland</i> campaign already covers agritourism and local restaurants and could be expanded to have a focus on locally grown and produced products as well.</p>
Measures of success	<ul style="list-style-type: none"> • Brand is developed. • Materials are circulated regularly in the community. • Consumer recognition and demand increases.
Timeframe	<ul style="list-style-type: none"> • 6-18 months
Lead	<ul style="list-style-type: none"> • Convention and Visitors’ Bureau (<i>Experience Cortland</i>)
Supporting cast	<ul style="list-style-type: none"> • Bob Haight, Cortland Chamber of Commerce • Cortland County Arts Council • Farmers and food producers • Marketing firm (if needed)
Costs and/or resources needed	<ul style="list-style-type: none"> • Branding and imagery • \$2,500 – 5,000 for creative development and branded materials

Action 4.4: Create a plan to expand the *Experience Cortland* campaign to incorporate special promotion of local foods and agritourism.

Possible funding sources	<ul style="list-style-type: none"> • USDA Farmers Market Promotion Program • New York State Decentralization for the Arts mini-grants • Cortland Downtown Revitalization Initiative mini-grants through \$200,000 arts projects funding • Microenterprise Program, Cortland County
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Action 4.5: Host a networking event for local farmers, food producers, technical assistance providers, and institutional food service operators.

What this is and why it is important	Local farmers are at different stages of success in sourcing to local institutions. Technical assistance is available, but not all farmers know how to access it. An event connecting the producers, technical assistance personnel, and food services departments of local institutions would help educate everyone about necessary requirements and processes for establishing new or expanded vendor-client relationships.
Measures of success	<ul style="list-style-type: none"> • Farmers learn more about available technical assistance and institutional food sourcing requirements. • More farms establish sales to institutions either directly or through local food distributors.
Timeframe	<ul style="list-style-type: none"> • Short-term: Start in September 2018 and host event in January/February 2019
Lead	<ul style="list-style-type: none"> • Food Feasible (Lela Niematz & Matt Volz)
Supporting cast	<ul style="list-style-type: none"> • Cornell Cooperative Extension of Cortland County • The State University of New York at Cortland – Food Services (James Webb) • Cortland Regional Medical Center (Chef Diane)
Costs and/or resources needed	<ul style="list-style-type: none"> • Time and information to complete new vendor paperwork • Any cost to fulfill gaps in requirements of vendor requirements (e.g. insurance, certifications)
Possible funding sources	<ul style="list-style-type: none"> • New York State Department of Health • United States Department of Agriculture • Health and Human Services • New York State Department of Environmental Conservation

Additional Goal 4 actions included some of the following ideas:

- Develop a digital community currency for loyalty and discounts; pay for effort and work used to create public geo database.
- Create a website of local food and where to buy it.
- Get the county government to prioritize buying local.
- Update the Ag and Farmland Protection Plan to reflect the community’s goals.
- Engage more residents in entrepreneurial opportunities.
- Add to the number of farmers in the existing Nut Tree Cooperative.

IMPLEMENTATION AND NEXT STEPS

The steering committee held three calls in the weeks following the workshop to share community updates, review the action plan, and discuss outreach strategies for maintaining momentum and engagement in the process. Early progress and planning included the following:

- The steering committee plans to apply for a New York Farm to School grant to support increased sourcing of local food products for the public schools.
- The city will conduct a walkability audit of downtown in late September.
- Cortland Community Extension and Seven Valleys Health Coalition will both host a full-time AmeriCorps member dedicated to food systems and transportation efforts in the coming year. The Cortland Community Extension AmeriCorps member will work 100% on farm-to-school initiatives and Seven Valley Health Coalition’s member on a combo of food and transportation initiatives including responsibility for advancing the Local Foods, Local Places action plan.
- The city of Cortland, Town of Cortlandville, and Village of Homer, through the Cortland County Traffic Safety Board Bike/Ped Sub-committee, have reached an agreement to welcome the bike share program, Lime, to the communities.
- In support of Action 1.2, Ben Wilson is organizing his ECO 105 class to conduct a walk audit from central exit points around campus. Data collected will inform development of new wayfinding signs on campus to complement the food trail map and better connect the campus and local communities.
- In support of Action 3.5, Ben Wilson is recruiting a student to organize restaurant surveys for the Food Trail Map. Information gathered will be added to graduation welcome packages for spring and summer orientation.
- In support of Action 4.4, Ben Wilson is planning to use his Urban Economics class as a data collection and analysis space for investigating the viability of a food hub in Cortland. A teaching and course development grant could be sought to support this project.
- Seven Valleys Health Coalition will follow up with Ron Batcher, architect with Agricultural Marketing Services of the U.S. Department of Agriculture. Ron attended the Cortland workshop and may be able to provide additional guidance to the project as the development partners consider design specifications of the Homer Avenue Plaza.



Figure 13 – Sample renderings of space allocation and considerations executed by Ron Batcher, Architect with USDA Agricultural Marketing Services during the Cortland Local Foods, Local Places workshop. Image credit: USDA Agricultural Marketing Services

APPENDICES

- Appendix A – Workshop Exercise Results
- Appendix B – Workshop Participants and Planning Group
- Appendix C – Workshop Photo Album
- Appendix D – Community Data Profile
- Appendix E – Funding Resources
- Appendix F – References