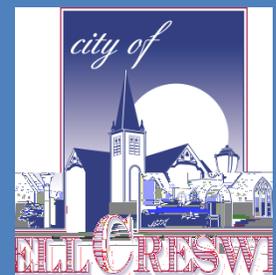


# City of Creswell

## Cobalt Building Feasibility Study 2009



Adopted by the Creswell City Council December 7, 2009



**Report Prepared For  
City of Creswell**

**Prepared By  
Resource Assistance for Rural  
Environments Program**

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## **Table of Contents**

Chapter 1: Project Summary .....	1
Chapter 2: Planning Process .....	3
Chapter 3: Existing Conditions .....	9
Chapter 4: Initial Assessment .....	15
Chapter 5: Conceptual Plan .....	19
Chapter 6: Funding Sources .....	28
Appendix A: Community Survey Results .....	30
Appendix B: Recreation Facility Inventory .....	35
Appendix C: SWOT Analysis .....	36

# Chapter 1

## Project Summary

The City of Creswell has experienced rapid growth in the past few years. According to Portland State Population Research Center, between 2000 and 2008, Creswell's population grew 30% from 3,625 in 2000 to 4,710 in 2008. New housing development has brought many new families to the City



of Creswell. Unfortunately, there are limited places for local residents to gather, socialize and recreate within the City's municipal boundaries. In response to the present need for additional recreational facilities, the City of Creswell engaged in the development of a feasibility analysis to further evaluate the use of the Cobalt Building as a community recreation center. The development of this Feasibility Study is one of the first steps in a process that, if deemed to proceed, will lead to the development of the Cobalt Building as a community recreation center.

### Property History

In 2006, a local developer dedicated the Cobalt Building, located at 364 Cobalt Lane, to the City of Creswell. The Cobalt Building was donated as part of a parks and open space requirement with the intention of providing Creswell residents multiple recreational and educational opportunities. The large 9,000 square foot building was constructed in 1993 on a 1.2 acre lot, and utilized as a torque converter reclamation factory prior to its donation to the City. The Cobalt Building has been well maintained since its donation, and is currently in good condition. The Cobalt Building currently sits empty, awaiting needed retrofits to make the building suitable for its intended use as a community recreation center.

### Purpose of the Study

This Feasibility Study applies the results of stakeholder interviews, surveys and workshops, a demographic analysis, the physical advantages and limitations of the building, a recreational facility inventory, as well as financial issues to reveal the best possible uses for the Cobalt Building. This Study will help guide the redevelopment process utilized to convert the Cobalt Building from an industrial facility to a community recreation center.

## **Methodology**

In 2008, the City of Creswell engaged the Resource Assistance for Rural Environments (RARE) program to request assistance to undertake the development of the Cobalt Building Feasibility Study. To best evaluate the demand for and types of facilities needed in the Cobalt Building, RARE staff conducted the following steps:

- Developed a list of potential programs and needed facilities.
- Analyzed the demographic conditions in the City of Creswell.
- Conducted a series of open house/workshops, surveys, mailing lists, and town hall presentations with service providers and local residents.
- Developed a Strengths Weaknesses Opportunities Threats Analysis (SWOT) focused on potential uses of the building.
- Developed a local recreational and service provider inventory.
- Based on the facilities and needs identified by the community, developed two conceptual floor plans.
- Estimated costs for retrofitting the Cobalt Building.
- Developed two management options for the Cobalt Building.
- Identified potential funding sources for final design and construction of the Cobalt Building.

## **Organization**

Following Chapter 1, Chapter 2 will present the planning process utilized to compile the Cobalt Building Feasibility Study. Chapter 3 will provide information regarding the existing demographic conditions in the City of Creswell. A preliminary assessment of the Cobalt Building's physical conditions will be discussed in Chapter 4. Chapter 5 provides two conceptual floor plans and occupancy scenarios for the Cobalt Building, including a management analysis, and preliminary construction costs estimates. Possible funding sources for the Cobalt Building are identified in Chapter 6. Appendices include the results of the community survey, a recreational facility inventory, and the results of a SWOT Analysis of local service providers.

# Chapter 2

## Planning Process

This Feasibility Study utilizes a “systems” approach to the planning process, as recommended by the National Recreation and Parks Association. The systems approach places heavy emphasis on local values and needs first, and provides a framework for creating a parks and recreation system that physically meets those values and needs.

### Community Involvement

Community and stakeholder involvement are critical elements of the planning process utilized to develop this Feasibility Study. Community and stakeholder involvement provides tangible benefits to the process by: (1) providing insight into residents’ values and preferences; (2) developing and nurturing an environment of goodwill and trust; (3) building consensus support for the study; and (4) establishing a meaningful dialogue between the public and the planners.<sup>1</sup>

The planning process utilized to develop this Feasibility Study relied heavily on the input and suggestions of residents and other stakeholders. The primary parties involved in the development of the Cobalt Building Feasibility Study include: Creswell residents, local recreation and education service providers, Creswell Planning and Public Works Staff, the Cobalt Building Citizen Involvement Committee; and Creswell City Council.

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

- **Stakeholder Interviews:** multiple stakeholder interviews were conducted with community members, the Citizen Involvement Committee, and recreational and educational service providers. Interviewees identified desired uses for the Cobalt Building, a preferred floor plan, and the highest priority activities and amenities for the Cobalt Building.
- **Community Workshop and Open House:** On April 11<sup>th</sup>, 2009, the City of Creswell held a community workshop and open house in the Cobalt Building. During this event, a presentation was given by Raja Shah, which covered: the background of the project, the building’s intended use, results from the community survey, and details on the development of the Cobalt Building Feasibility Study. Following the presentation, the large group divided into 4 smaller groups to discuss more detailed ideas regarding proposed uses of the Cobalt Building.

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<sup>1</sup> Cogan, Elaine. 2003. Public Participation. Published in *The Planners’ Use of Information*. Planners Press, American Planning Association (APA).

- **Community Surveys:** Surveys were distributed to a large cross section of Creswell's residents as a means to determine best uses for the building. The majority of surveys (roughly 1800) were sent with water bill mail-outs. About 500 surveys were given to students of Creslane Elementary School to take home to their parents. Outreach via local schools was conducted to make sure residents who do not receive a water bill, but have a child in school could participate in the survey. Surveys were also given to Creswell Middle School students, to fill out for themselves.
- **Cobalt Building Citizen Involvement Committee:** To effectively capture the ideas of the community the Cobalt Building Citizen Involvement Committee was formed. The Cobalt Building Citizen Involvement Committee included the following community members: Sheila Hale, Carol Campbell, Yaakov Levine, Lee Kounovsky, Brian Spencer and Christopher Douglas. The workshops, surveys, mailing lists, and open house presentations listed above were links between the Cobalt Building Citizen Involvement Committee and local residents interested in utilizing the Cobalt Building. All information and insight gleaned by the Cobalt Building Citizen Involvement Committee was presented to the City of Creswell.

The planning process was further aided by input and direction from the City of Creswell's Planning and Public Works staff. This Feasibility Study combines community input with technical analysis to provide a development and programming framework for the Cobalt Building.

### **Community Workshop Results**

Roughly 70-80 members of the community attended the community workshop and open house at the Cobalt Building on April 11<sup>th</sup>, 2009. During the community workshop and open house, community members divided into 4 smaller groups to discuss more detailed ideas on proposed uses of the Cobalt Building. The four proposed use categories discussed by community members during the community workshop and open house were: Recreation, Youth Activities, Adult/Senior Activities, and Family Assistance. Table 2-1 presents results of these discussions, noting specific activities desired for implementation in the Cobalt Building.

**Table 2-1 Community Workshop Results, Desired Activities and Programs**

Recreation	Youth Activities	Adult/Senior Activities	Family Assistance
Swimming Pool	Campus Life	Community Gardens	Food Pantry/Gardening
Multi-use Rec Center	Local Bands	Large room for events	Early Childhood
Billiards/Foosball/Ping Pong	Homework Assistance	Café/Used book store	Kitchen
Skate Park	TV/Game Room	Quiet Pub	Public Health
Basketball	Teen Center	Indoor holiday/farmers market	Shared resource office
Indoor soccer (small kids)	Computer/Media Room	Potlucks	Mental Health
Volleyball (indoor,outdoor)	Boy/Girl Scouts	Game nite	
Gymnastics	Art Shows	Day trips	
Cardio/Weight Lifting	Live Shows	Community Theatre	
Playground	Book Club	Seniors mentoring youth	
Bowling	Snack Bar	support groups	
BMX park (outdoor)	Vending machines	anti-fraud classes	
Martial Arts	Kitchen		
Dance	Computer lab		
	TV, Xbox		
	Movie nite		
	foosball/air hockey		
	meeting room		
	Permanent Stage		
	Projector, sound system		
	office space		

Source: Cobalt Building Community Workshop, 2009

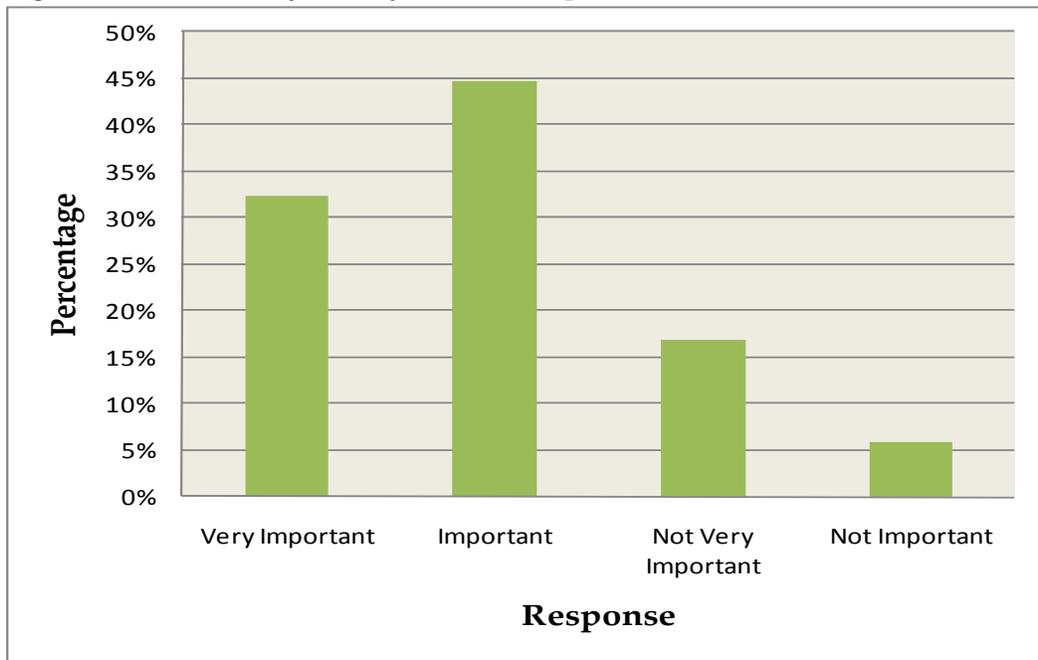
### Community Survey Results

A total of 320 surveys were returned to City Hall; 77 surveys came from Creswell Middle School students, 31 surveys came from Creslane Elementary School students, and 212 were returned by those sent the survey with their water bill mail-out. See Appendix A for a complete listing of the community survey results.

When asked what Creswell’s biggest need for programs and facilities were, respondents overwhelmingly (56%) felt that recreation was Creswell’s biggest need for programs and facilities. According to the City of Creswell Parks and Open Space Master Plan, the City currently has a deficit of parks, which will need to be addresses as the City continues to grow. Converting the Cobalt Building to a community recreation center is one way the City can help meet the need for more recreation oriented program and facilities.

Results from the community survey also indicate that recreation and arts activities are the topmost priority in the City of Creswell. Figure 2-1 illustrates that 77% of survey respondents felt that having more recreational and arts activities in Creswell were either “very important” or “important”.

**Figure 2-1 Community Survey Results, Importance of Recreational and Arts Activities**



Source: Cobalt Building Community Survey, 2009

Table 2-2 presents the aggregate results from question six of the community survey, which asked respondents to choose five activities and programs desired for implementation in the Cobalt Building. Ranking is based on a calculated point system where highest priority choices were awarded five points, and lowest priority choices were awarded one point. Results from the survey indicate that an indoor swimming pool and multi-sport gym are the most desired activities/programs for implementation in the Cobalt Building. When tallies were combined, afterschool programs ranked third and fourth. Dance/karate/aerobics classes were ranked fifth. See Appendix A for a complete listing of the survey results.

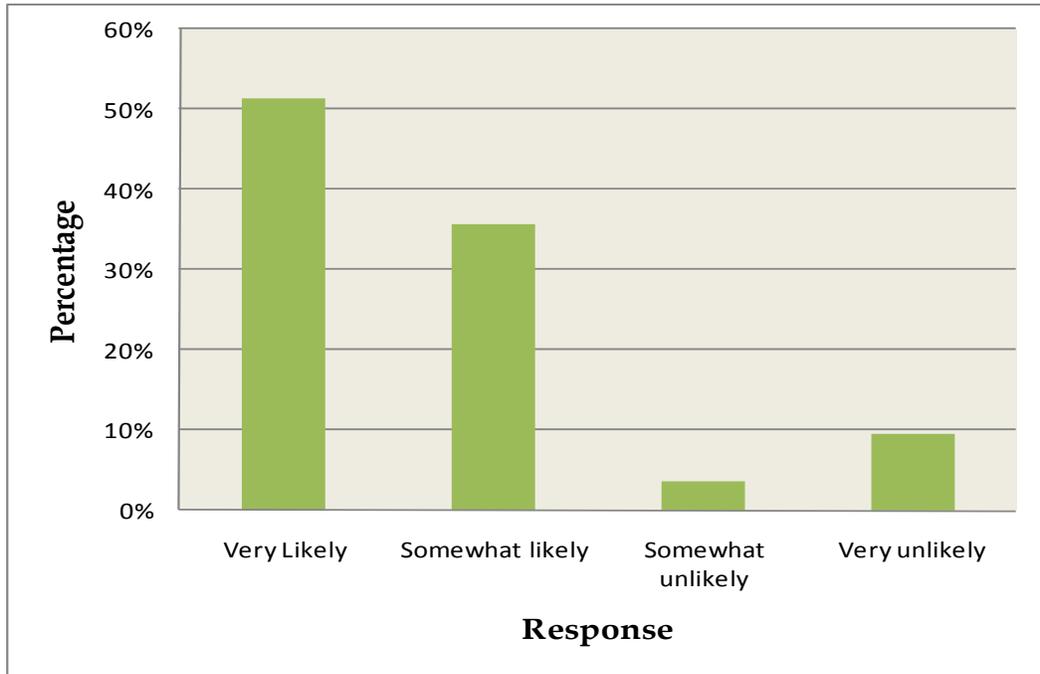
**Table 2-2 Community Survey Results, Desired Activities and Programs**

Activity/Program	Points	Rank
Indoor swimming pool	818	1
Full multi-sport gym	502	2
After school program (child ages 11-15)	201	3
After school program (child ages 5-10)	195	4
Dance or karate or aerobics	390	5
Art lessons or programs	330	6
Music lessons or programs	285	7
Senior Citizens Programming	274	8
Community Theatre (drama, plays)	272	9
Gymnastics	245	10

Source: Cobalt Building Community Survey, 2009

Figure 2-2 illustrates that a majority of respondents (50%) would be 'Very Likely' to pay a membership fee if their top ranked activities were offered. 85% of respondents stated that they would either be 'Very Likely' or 'Somewhat Likely' to pay a membership fee if their top ranked activities were offered.

**Figure 2-2 Community Survey Results, Importance of Recreational and Arts Activities**



Source: Cobalt Building Community Survey, 2009

**Key Findings**

Public involvement included working with the Cobalt Building Citizen Involvement Committee, conducting stakeholder interviews, a community survey, a service provider inventory and a community workshop and open house. Community input can be summarized by the following key points:

- A majority of survey respondents (56%) felt that recreation was Creswell’s biggest need for programs and facilities.
- A majority of survey respondents (77%) felt that recreation and arts activities are a high priority for the Cobalt Building.
- Results from the survey indicate that an indoor swimming pool and multi-sport gym are the most desired activities/programs for implementation in the Cobalt Building.
- The Cobalt Building’s size and layout is well suited for use as a recreation center.
- A multi-sport gym would be the best use of the largest space of the Cobalt Building.

- Multi-sport gym space could also be used for large events when the Creswell Community Center's multi-purpose room is too small for an occasion.
- A youth center that provides afterschool life enriching activities is needed in the City of Creswell.
- Creswell Clubhouse is an excellent match to offer youth programs in the Cobalt Building.
- A youth center could have a relatively smaller dedicated space in the Cobalt Building, but could potentially utilize other portions of the building at various times.
- Head Start, Family Relief Nursery and EC Cares have interest to offer services in the Cobalt Building.
- Creswell does not have a senior center yet has the population to support one.
- A majority of respondents (85%) stated that they are willing to pay a membership fee if their top ranked activities were offered in the Cobalt Building.

# Chapter 3

## Existing Conditions

A critical step in the planning process utilized to develop this Feasibility Study is to evaluate how the community will be served by the Cobalt Building. This Chapter provides an overview of Creswell's demographic composition, existing market of users, and projected demand for recreational facilities potentially offered in the Cobalt Building.

### Demographic Analysis

Trends in population growth, age, ethnicity, the economy, and housing are all critical factors of understanding a community's composition. Creswell's demographic trends are primarily influenced by the City's proximity to the Eugene-Springfield Metropolitan Area. The Eugene-Springfield Metropolitan Area, with a population of 212,625, is one of the State's largest communities and regional employment centers. As a result, a significant portion of Creswell residents commute to the Eugene-Springfield Metropolitan Area for work.

### Population

With a current population of 4,710, Creswell is the seventh largest city in Lane County. Since Creswell's incorporation it has steadily increased in population. Since 1990, Creswell's population has increased at an average annual growth rate of 4.20%. Creswell has experienced a higher annual population growth than Lane County (1.19%) or Oregon as a whole (1.71%). Between 1990 and 2008, Creswell's population increased by 101.20%. In comparison, Lane County's population grew by 22.26%, while the state grew by 33.38%. Table 3-1 presents population trends in Creswell, Lane County, and Oregon between 1990 and 2008.

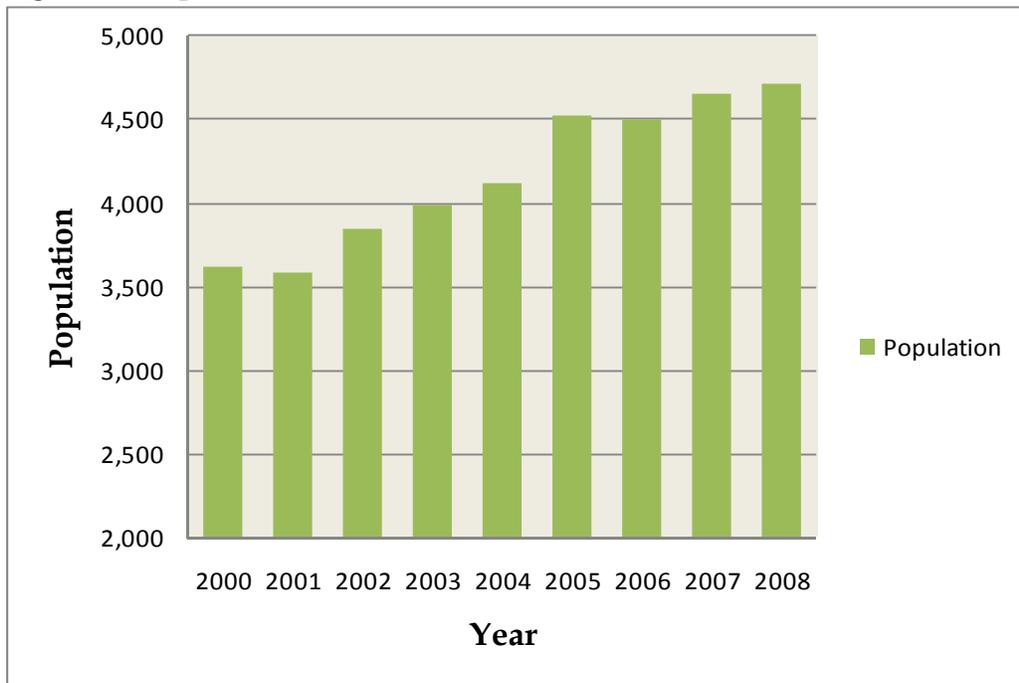
**Table 3-1 Population Trends in Creswell, Lane County, and Oregon, 1990-2008**

Year	Oregon		Lane County		Creswell	
	Population	% Change	Population	% Change	Population	% Change
<b>1990</b>	2,842,321	-	282,912	-	2,341	-
<b>2000</b>	3,436,750	20.91%	323,950	14.51%	3,625	54.85%
<b>2001</b>	3,471,700	1.02%	325,900	0.60%	3,580	-1.24%
<b>2002</b>	3,504,700	0.95%	328,150	0.69%	3,840	7.26%
<b>2003</b>	3,541,500	1.05%	329,400	0.38%	3,990	3.91%
<b>2004</b>	3,582,600	1.16%	333,350	1.20%	4,120	3.26%
<b>2005</b>	3,631,440	1.36%	336,085	0.82%	4,525	9.83%
<b>2006</b>	3,690,505	1.63%	339,740	1.09%	4,500	-0.55%
<b>2007</b>	3,745,455	1.49%	343,140	1.00%	4,650	3.33%
<b>2008</b>	3,791,075	1.22%	345,880	0.80%	4,710	1.29%
% Change 1990 to 2008		33.38%	-	22.26%	-	101.20%
AAGR 1990 to 2008		1.71%	-	1.19%	-	4.20%

Sources: US Census (1990) Summary File (SF1) and Summary File (SF3), Population Research Center, PSU

Creswell’s population grew most rapidly between 2004 and 2005, growing 9.83% in that year. In 2001 and 2006, Creswell actually experienced slight negative growth, the only two instances in the 1990-2008 period in which the City did not have positive growth. Figure 3-1 shows the population trends in Creswell from 2000-2008.

**Figure 3-1 Population Growth, Creswell, 2000-2008**



Source: Population Research Center, PSU

Population forecast show that Creswell is expected to grow faster than any city in Lane County except Coburg over the 2004-2025 period.<sup>2</sup> Lane County coordinated population projections for the City of Creswell, adopted in February 2005, forecast that 7,300 people will live within Creswell’s City Limits in 2025. As the City of Creswell continues to grow it is important that recreational opportunities are increased as a means to maintain an adequate level of service provided by the City.

### **Age**

It is important for the Cobalt Building to meet the recreation needs of residents of all ages. Separating the population into age groups can be used to adjust planning efforts for age-related trends. Population distributions by age are presented in Figure 3-2.

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<sup>2</sup> Region 2050 Compact Growth Scenario population estimate

**Figure 3-2 Creswell Population by Age, 1990-2000**



Source: Population Research Center, PSU

In 2000, the largest percentage of Creswell residents (30.80%) was between the ages of 25 and 44. An additional 17.40% were between the ages of 5-14. Approximately 24.70% of Creswell residents were under the age of 19, indicating a large number of families in the community. Due to a significant portion of Creswell’s population being below the age of 19, it is important that facilities be considered that provide family-oriented activities and recreation opportunities.

Age trends show that, since 1990, the 45 to 59 age group is growing the fastest, reflecting an increase in the “baby boom” generation. In addition, younger age groups are growing rapidly. In the period between 1990 and 2000, the 5 to 14, 15 to 19 age groups grew respectively. It is important to understand the changing demographics in age, as age plays a significant role in developing recreational program offerings for the Cobalt Building.

**District Boundaries**

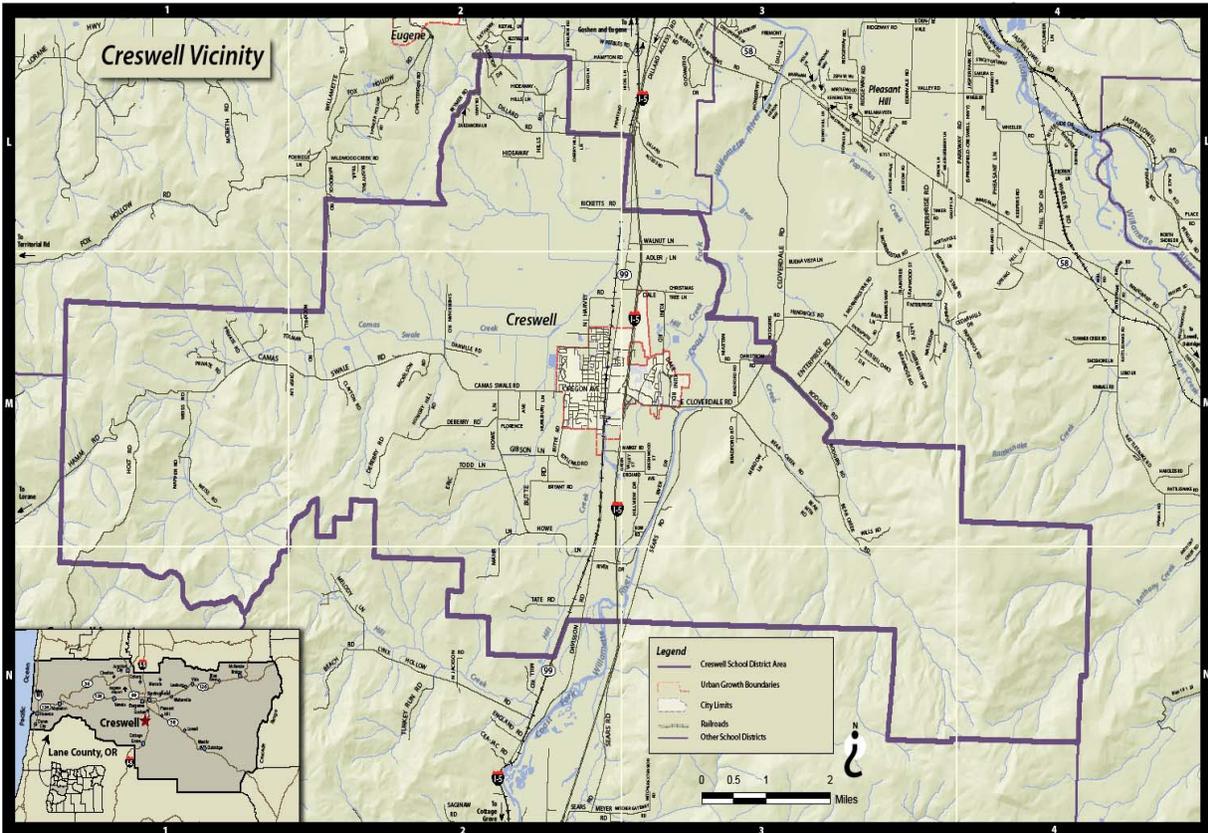
The table and figures above reflect only the population within Creswell’s City Limits. The potential user market is actually larger given that residents which live outside City Limits, but within close proximity to the City of Creswell may also use the Cobalt Building. Considering the Creswell School District boundary as a likely area from which to draw, student enrollment is also important to consider. Table 3-2 illustrates that the student enrollment in the Creswell School District has remained very steady between 1999 through 2009.

**Table 3-2 Creswell School District Enrollment, 1999-2009**

Student Enrollment-Creswell School District	
School Year	Enrollment
1999-2000	1230
2000-2001	1202
2001-2002	1215
2002-2003	1211
2003-2004	1170
2004-2005	1042
2005-2006	1199
2006-2007	1206
2007-2008	1234
2008-2009	1268

Source: Creswell School District

The following map shows Creswell City Limits and the Creswell School District boundary. The area inside Creswell's City Limits (red boundary line) is the primary market area; the area within the Creswell School District boundaries (purple boundary line) and outside of Creswell City Limits is the secondary market area. This is a good secondary market area boundary for market analysis purposes, but does not limit citizens outside of the school district boundaries from becoming non-resident users of the Cobalt Building.



Source: Creswell School District

**Conclusion**

This Chapter describes Creswell’s demographic context, outlining a number of key factors to consider during the Cobalt Building planning and redevelopment process. Understanding Creswell’s current demographic conditions is important, as these conditions indicate who is most likely to utilize the Cobalt Building. Strategically designing and developing facilities to meet the needs of those most likely to utilize the Cobalt Building is an important consideration the City must take to maximize usage of the Cobalt Building.

# Chapter 4

## Initial Assessment

The Cobalt Building is located in close proximity to local schools, residential neighborhoods, and downtown, allowing for easy access from a large cross section of local residents. In front of the building there is a covered bus stop, which is currently used by the Creswell School District. The building and surrounding lot is currently under the City of Creswell’s ownership. The Cobalt Building currently sits empty, awaiting needed retrofits to make the building suitable for its intended use as a recreation center.

### Existing Zoning Classification

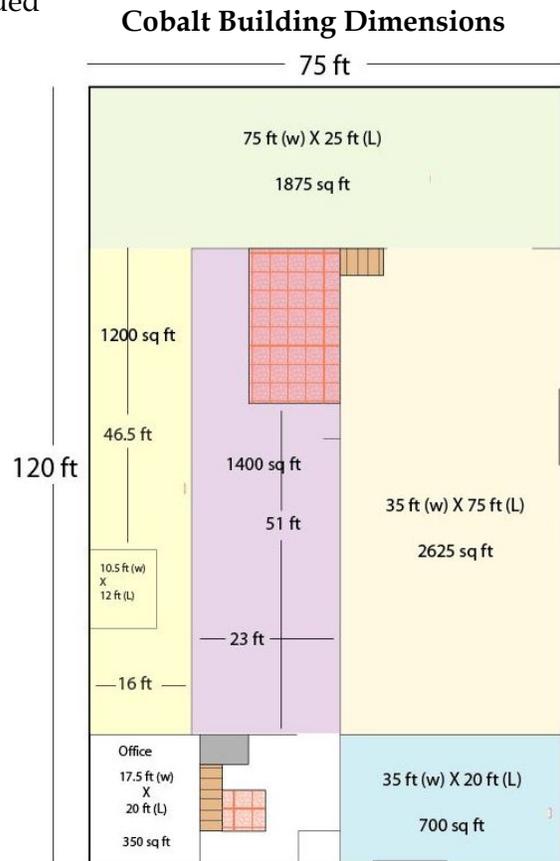
Historically, the Cobalt Building was located on industrially zoned land. In 2006 the Cobalt Building property and surrounding tax lots were rezoned to a Residential designation during development of the Hazelwood Terrace Subdivision. The Cobalt Building property is planned to be rezoned to a Public Facility/Government zoning designation in order to facilitate redevelopment of the building as a recreation center. The permitted use is subject to a land use review.

### Architectural Conditions Evaluation

The Cobalt Building was originally constructed in 1993, and was initially utilized as a torque converter reclamation factory. It is a two story structure with the second floor primarily used for storage. The second floor’s total square footage is 3800 square feet (sq. ft.). However, the ceiling’s height reduces below 8 ft. for most of the second floor, rendering a majority of this space unusable for anything other than storage. Total first floor square footage is 9,000 sq. ft. Total usable space is approximately 8,057 sq. ft. which does not include the bathrooms, existing hallways, reception area, second floor, or electrical panel area.

### Building Exterior

The exterior of the building consists of foam block construction with a stucco coating. It appears to be in excellent condition, with initial observations not revealing any cracking or other visible signs of deterioration. The building is covered by a V-shaped metal roof. A typical metal roof will last anywhere between 40-60 years; replacement is not a concern at this time.



There is one 11' 8" wide X 12' high metal roll up door on the east side of the building, which can be used if large items need to be brought in or out of the building. There is another metal roll up door of the same size at the south side of the building. There are 6 exits to the building, not including the large metal roll up doors.

## ***Building Interior***

### **Floors**

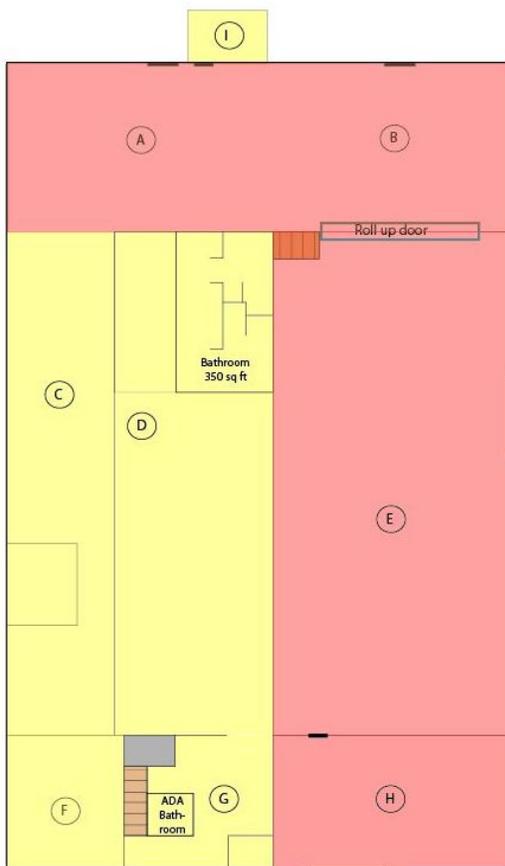
- The only carpet in the building is installed in the office located in the southwest corner of the building. This does not need to be replaced.
- The remainder of the first floor is concrete.
- In the front reception area and ADA bathroom, the concrete is painted in a tile pattern.
- The second floor and both staircases consist of a plywood surface which is sufficient for use as a storage space.

### **Walls**

- All interior walls are rated as 1 hour firewalls.
- The largest room (E) is separated from the north room (B) by a large 23' wide X 9' 10" high metal roll up door allowing both spaces to be opened and closed to each other at any given time.

### **Ceilings**

- In the drawing to the left, the yellow (lighter) areas C,D,F,G,I consists of ceilings that have been dropped and currently contain fluorescent tube lighting.
- In the drawing to the left, the red (darker) areas A,B,E,H have higher ceilings which conform to the V-shape of the steel beamed roof.



## ***Structural***

The Cobalt Building utilizes 7 steel beams along the length of 120 feet. The building is in excellent structural condition. Any of the interior walls can be removed without any concern for structural integrity.

## ***Electrical***

The building is being fed 480V 3 phase to a 600 A main switchboard panel. The main switchboard panel feeds three other subpanels at 400 A, 225 A, and 125 A. It also feeds a 220V/110V transformer, which is located on the second floor. Throughout the building there are 480V electrical outlets on the walls. These can very easily be converted into single phase 110V outlets. In one location there is 480V wiring coming out of the concrete floor. This wiring will need to be terminated as it presents safety concerns.

## ***Lighting***

The high ceiling areas (A,B,E,H) of the building use a Magnetic Lithonia TR 400M A26 120 lighting system. This type of lighting system provides sufficient lighting to the building; however, a newer lighting system would be more energy efficient. Areas with lower ceilings (C,D,F,G,I) contain fluorescent tube lights. Emergency lighting is located near the side and rear exits. As with any renovation, the City will be required by Code to add additional emergency lighting.

## ***Fire Alarm System***

There are zero smoke detectors located in the building. There are currently no emergency exit signs in the building. The building will require addition of fire alarms, strobes, horns and emergency exits to meet the National Fire Alarm Code.

## ***Mechanical Systems***

The building's mechanical systems are in good condition and are suitable for the building's original use. Because the building will no longer be utilized as an industrial facility, certain retrofits will be required before the building can be occupied, i.e. the addition of an HVAC system, upgrades to plumbing, etc. Below is a list of currently existing mechanical systems located within the Cobalt Building.

- Water source - City of Creswell
- Water locations throughout building (not including bathrooms)
  - Southeast room has a sink
  - West room has a sink
  - Near middle bathrooms, there is a water fountain and double utility sink

- Northwest corner room has a water faucet connection
- Water heaters - 1 on the second floor
- Bathrooms
  - ADA bathroom near front entrance (has exhaust fan)
  - 2 toilets and 1 urinal in the middle bathroom area
- Showers - drain for a shower in the middle bathroom area
- HVAC- The southwest office has a wall heater. Capacity is only sufficient to heat that room. Currently no other HVAC systems are located in the building.

### **Building Code Requirements**

It is important to note that whenever a change of use occurs in a building, as in the Cobalt Building, it is required to be brought up to current code standards as per the building's new use. Changing the use of this building from an industrial to a recreational facility will require a code review to ensure the building meets current building code requirements. The use of this facility by the City of Creswell may result in the City allowing certain variances to the building code. Prior to making improvements to this building a full architectural assessment, including a review of local and national code requirements must be conducted.

# Chapter 5

## Conceptual Plan

Chapter 2 described the characteristics of the desired uses of the Cobalt Building, which were revealed through the community involvement process. This Chapter offers a description of how the Cobalt Building can be most efficiently and effectively utilized,



including a description of topmost desired facilities and amenities, programming ideas, a recommended floor plan, preliminary estimates of construction cost, and management options.

### Desired Amenities

During the public involvement process community members identified a list of desired amenities and programs for the Cobalt Building. According to the mail-out survey, recreation and arts are the most desired uses of the Cobalt Building. More specifically, Creswell residents desired to see an indoor swimming pool developed in the Cobalt Building. While all of the most pertinent uses noted by the Creswell residents are listed below, not all are feasible to the City of Creswell at this time. The best use of the Cobalt Building includes programs and amenities that are financially feasible for development, implementation and management in the Cobalt Building.

### Indoor Swimming Pool

According to the results from the community survey, an indoor swimming pool was the highest ranked amenity desired in the Cobalt Building. Development of an indoor swimming pool has the highest start up, operation and maintenance costs. Generally applied National Park and Recreation Association standards suggest a year round indoor pool facility is feasible for municipalities with a population of 20,000 – 25,000 citizens. Currently, the City of Creswell does not have population to support a facility like this, nor the ability to finance the costs needed to develop, operate, and maintain a City owned indoor swimming pool.

### Multi-Sport Gym

According to the mail-out survey, a full multi-sport gym was the second highest ranked amenity desired in the Cobalt Building. Open sports play, kid sports training, and other classes can be scheduled to allow different age groups access to the multi-sport gym at different times of day. A multi-sport gym can also double as a large meeting hall for City sponsored events that exceed the capacity of the Creswell Community Center. The development of an indoor multi-sport gym is a feasible development option for the Cobalt Building.

### **Youth Center**

When mail-out survey tallies were combined, afterschool programs for Creswell's youth were the third and fourth ranked activities desired for implementation in the Cobalt Building. Development of afterschool programming would provide a place for Creswell's youth to congregate after school from 2-6 PM. Afterschool programs allow youth to develop to their full potential through participation in collaborative social, educational and recreational programs. A growing research base on the benefits of afterschool programs has highlighted their value, supporting expansion of these types of services for today's youth. Due to a large portion of Creswell residents falling below the age of 19 (24.70%) projected use of a youth center in the Cobalt Building is high. The development of a youth center is a feasible option for the Cobalt Building.

### **Dance/Karate/Aerobics Classes**

Providing a site where dance, karate, and aerobics classes can take place was the fifth highest ranked activity desired in the Cobalt Building. Section G of the building (shown on pgs. 22 and 23) is an ideal classroom space due to its size (20' x 35') and accessibility. Classes can be offered on a rotating basis to maximize use of the Cobalt Building. Flooring type must be taken into consideration when attempting to offer an array of programs out of one classroom. A low cost basic flooring option would be vinyl roll out flooring on top of ¾" plywood. Rollaway wrestling mats are another good flooring option, as do not necessitate permanent construction. The development of classroom space to offer dance, karate and aerobics classes is a feasible option for the Cobalt Building.

### **Art Center**

Providing a site where art lessons and programs can take place was the sixth highest ranked activity desired in the Cobalt Building according to the mail-out survey. If programmed appropriately, art classes and programs may be offered out of the same location where dance, karate, aerobics classes are offered. Art classes and programs can be developed for all ages, including curriculum focused on teaching still life, landscape, portraiture, cartooning, animation, clay sculpture, metalsmithing, and more. The development of classroom space to offer art related classes is a feasible option for the Cobalt Building.

### **Music Center**

Providing a site where music lessons and programs can take place was the seventh highest ranked activity desired in the Cobalt Building. If programmed appropriately, music lessons and programs can be offered out of the same location where dance, karate, aerobics, art, classes are offered. Music lessons and programs can be developed for all ages, including onsite lessons, recitals, concerts, etc. The development of classroom space to offer music related classes is a feasible option for the Cobalt Building.

### **Senior Services**

Most community centers offer some form of services to senior citizens including classes, social activities, health screenings and meal services. Providing a location where senior citizens can gather was the eight highest ranked activity desired in the Cobalt Building. Currently, the Lane Council of Governments Senior and Disabled Services is the Area Agency on Aging and Disability Services for Lane County, Oregon. This organization may be able to offer technical assistance in developing program options for Creswell's aging population. Section D (shown on pgs. 22 and 23) would be an optimal location to offer senior citizen programming in the Cobalt Building. If programmed appropriately, multiple activities can be offered out the section of the building used to offer senior citizen programs. The development of a space to offer senior oriented services and programs is a feasible option for the Cobalt Building.

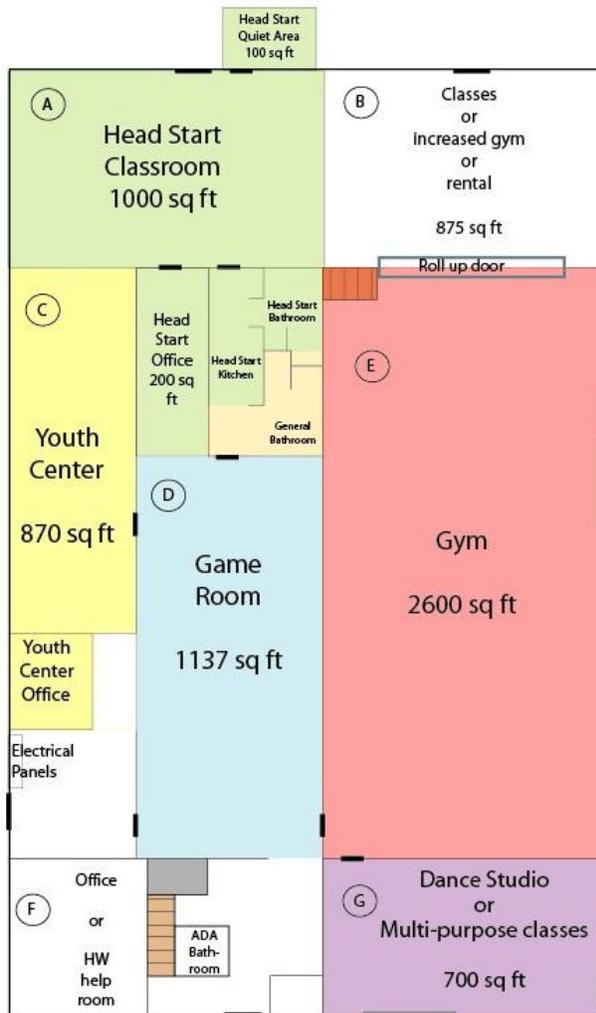
### **Head Start of Lane County**

In both floor plan options #1 and #2 (shown below) you will find that a portion of the building has been allocated for use by Head Start of Lane County. Head Start of Lane County is part of a national program which provides comprehensive developmental services for America's low-income, pre-school children (ages three to five) and social services for their families. Head Start is currently seeking a new location in the City of Creswell. Based on Head Start's occupancy requirements, and the City's need to increase child and day care services, the Cobalt Building offers a perfect site for operation.

### **Conceptual Floor Plan**

Based on the space and amenity and program needs articulated via the community involvement process, two conceptual floor plans have been developed for the Cobalt Building. Option #1, the recommended option, utilizes the building in its original state, requiring minimal retrofits to the interior portion of the Cobalt Building. Option #1 would be the quickest to implement and cost the least to retrofit and operate; it is the most flexible and varied option. The second option, Option #2, would allow for a larger gym space, but would require demolition of most of the walls in the building, requiring a higher retrofit cost and a decrease in flexibility with regards to program offerings available out of the Cobalt Building.

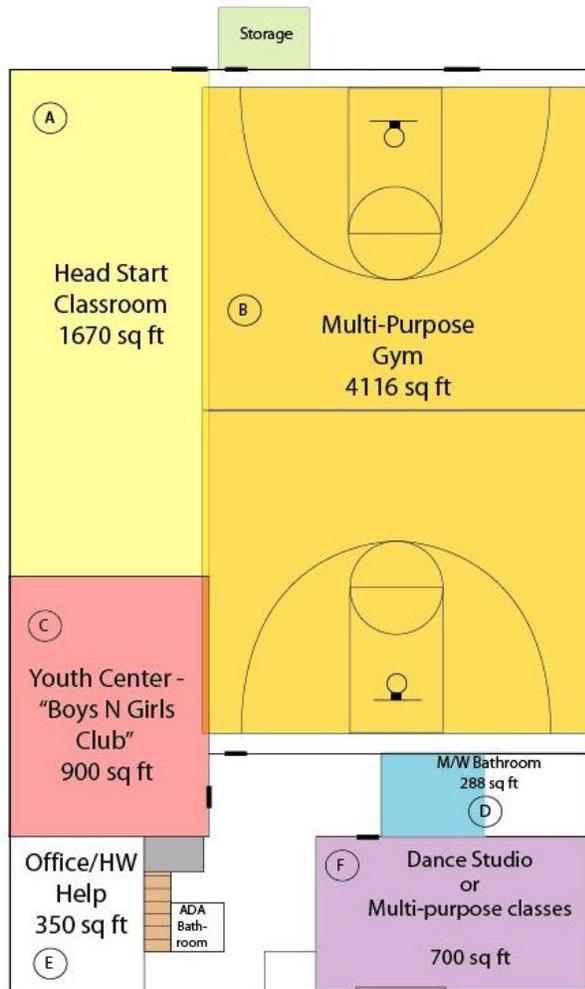
Figure 5-1 Cobalt Building Conceptual Floor Plan - Option #1 (Recommended)



**Use Details - Option #1 (Recommended)**

- Section A - Head Start Classroom
- Section B - Multi-Use Gym Space
- Section C - Youth Center
- Section D - Game Room
- Section E - Multi-Purpose Gym
- Section F - Office or HW help room
- Section G - Dance Studio or Multi-Purpose Classes

**Figure 5-2 Cobalt Building Conceptual Floor Plan - Option #2**



**Use Details - Option #2**

- Section A - Head Start Classroom
- Section B - Multi-Use Gym Space
- Section C - Youth Center
- Section D - Bathrooms
- Section E - Multi-Purpose Gym
- Section F - Office or HW help room
- Section G - Dance Studio or Multi-Purpose Classes

**Cobalt Building Construction Costs Estimates**

Table 5-1 compares the start up expenses for layout option #1 and layout option #2. A low and high cost estimate is given for each layout, considering there are a range of options on infrastructure and equipment. The second total amount "Total w/o upgraded lighting & dance studio" is to show a realistic value to get the building started. The figures noted in Table 5-1 are estimates developed with assistance from local contractors and architects; 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 constructions estimates will be made available.

**Table 5-1 Cobalt Building Construction Cost Estimates**

<b>Cobalt Building Start up Cost Comparison</b>					
<b>Item</b>	<b>Layout opt #1 Low</b>	<b>Layout opt #1 High</b>	<b>Layout opt #2 Low</b>	<b>Layout opt #2 High</b>	<b>Comments</b>
Replace old inefficient lighting	\$12,333	\$12,333	\$12,333	\$12,333	Not required
Terminate unnecessary 3 phase outlets	\$300	\$300	\$300	\$300	Required
Convert 3 phase outlets to 1 phase 110V outlets	\$500	\$500	\$500	\$500	Not required/ As needed
Additional 1 hr firewall through center	\$16,000	\$16,000	\$0	\$0	Required for opt#1
Install new lighting on expanded gym area	\$0	\$0	\$5,350	\$5,350	Required for opt#2
Demolish existing walls	\$0	\$0	\$90,000	\$90,000	Required for opt#2
Construct new wall & move elec/plumb	\$0	\$0			Required for opt#2
Construct new bathrooms in gym	\$0	\$0			Required for opt#2
Heating/ AC system	\$40,000	\$60,000	\$40,000	\$60,000	Recommended
Flooring for gym	\$20,722	\$33,800	\$32,804	\$53,508	Recommended
Flooring for dance studio	\$2,100	\$7,539	\$2,100	\$7,539	Can be added at later date
Flooring for cardio equipment room	\$0	\$1,916	\$0	\$0	Not required
Cardio equipment	\$0	\$9,200	\$0	\$0	Not required
Weights equipment	\$0	\$10,000	\$0	\$0	Not required
Game room	\$1,000	\$2,500	\$0	\$0	Recommended at start up
Sports equipment	\$10,000	\$15,000	\$20,000	\$25,000	Recommended at start up
Teen center equipment	\$1,000	\$2,500	\$1,000	\$2,500	
Office equipment	\$1,000	\$3,000	\$1,000	\$3,000	
Furniture/Fixtures	\$3,000	\$5,000	\$3,000	\$5,000	
Miscellaneous	\$5,000	\$10,000	\$5,000	\$10,000	
Total	\$112,955	\$189,588	\$213,387	\$275,030	
<b>Total w/o upgraded lighting &amp; dance studio</b>	<b>\$98,522</b>	<b>\$148,600</b>	<b>\$198,954</b>	<b>\$255,158</b>	

Source: Raja Shah, RARE program

## **Cobalt Building Management Options**

There are two basic management options (A and B) for the building, which are independent of the occupancy scenario layouts #1 and #2. With each option, there are opportunities for further variation.

### **Management Analysis (option A)**

- The City of Creswell owns the Cobalt Building
- Parks Advisory Board monitors overall success and reports to City Council
- Final decisions are made by Creswell City Council
- The City of Creswell manages the building's operations
- City hired Building Manager
  - Responsible for Cobalt Building's operations and finances
  - Schedules and maintains recreation programming for gym and multi-purpose classroom, including coordinating with instructors
  - Hires, trains, and oversees staff
  - 20 hrs/week position
  - Reports to City Administrator
- Cobalt Building Staff
  - Answer phones and attends to entering members
  - Maintain membership records
  - Keep track of recreational equipment, supervise game room and gym
- Portions of the building are leased out to different organizations for their exclusive use
  - Head Start (section A)
  - Possibly Family Relief Nursery in the future (section B)
  - Creswell Clubhouse (section C)
- The multi-purpose classroom brings in various instructors
- Portions of the building remain under control of the City of Creswell such as game room, gym, multi-purpose classroom, and office/HW help room

- City of Creswell contracts with Creswell Clubhouse for afterschool youth programming
  - Creswell Clubhouse and youth members get exclusive use of game room and gym during M-F 2:30 PM – 6 PM

**Management Analysis (option B)**

- The City of Creswell owns the Cobalt Building
- Parks Advisory Board monitor overall success and major final decisions are made by Creswell City Council
- The City of Creswell contracts out the management of the building, excluding the sections which are leased out to different organizations such as Head Start of Lane County and Family Relief Nursery
- The contracted management group such as Willamalane, YMCA or the Boys and Grils Club is responsible for:
  - Scheduling and maintaining recreation programming for gym and multi-purpose classroom
  - Maintaining membership levels needed in order to support expenses
  - Coordinating their existing instructors or finding and training new instructors to meet needs of class offerings
  - Hires and trains staff necessary for operations
  - Open and close doors to building to remain open from 8 AM – 8 PM
  - Keeps attendants to monitor
  - Report to City Administrator on overall performance of programming
- The building’s non-programming related expenses and revenues are responsibility of City of Creswell

## **Conclusion**

This Chapter describes how the Cobalt Building can be most efficiently and effectively utilized to meet the recreational needs of Creswell residents. Provided is a description of facilities and amenities, programming ideas, a recommended floor plan and preliminary estimates of construction cost suggested to bring the Cobalt Building into an operative state. Only the most desired amenities, programs, and floor plans, as indicated by the results of the mail-out survey, are described above.

Based on the results of the community wide survey, we find the most desired amenities and programs for implementation in the Cobalt Building are: an indoor swimming pool, a multi-sport gym, afterschool programs, dance or karate or aerobics programs, art lessons or programs, music lessons or programs, and senior citizens programs. When thinking about programming options for the Cobalt Building, financial sustainability must be taken into consideration. As a result, you will find that development of an indoor swimming pool is noted as not being feasible in the City of Creswell at this time.

To move forward with development of the Cobalt Building, it is recommended that the City of Creswell utilize Conceptual Floor Plan Option #1. Floor Plan Option #1 has lower construction costs, offers more flexibility and variability with regards to programming options, and provides for a much more effective and efficient use of the Cobalt Building.

Management of the Cobalt Building will play a significant role as the Cobalt Building reaches an operative state. This Chapter presents two management options, which significantly differ from each other. It is important to think about management options when considering long-term financial sustainability of the Cobalt Building.

Lastly, Table 5-1 provides construction costs estimates for retrofitting the Cobalt Building. Because these cost estimates were developed in 2008 they may be considered low. When considering the cost to retrofit the Cobalt building, there are many hidden costs that are not adequately reflected in Table 5-1. As a result, Table 5-1 should be considered a preliminary estimate, with true cost likely exceed the figures noted in this Table.

# Chapter 6

## Funding Sources

It will be important to consider a variety of funding sources, including community bonds, the creation of a parks and recreation district (or joining an existing district), donations, and state, federal, and foundation grants.

### City of Creswell

The City has budgeted roughly \$45,000 for fiscal year 2009-2010 to be used for necessary upgrades and improvements for the Cobalt Building. This amount is not to be used for operating expenses.

### Head Start of Lane County

Head Start of Lane County, a possible leasing tenant of the Cobalt Building, has stated that they have funds of approximately \$100,000 to be put into necessary improvements to the Cobalt Building.

## Grants

### Ford Family Foundation

The Ford Family Foundation Grant Program make grants to public charities that predominately benefit small communities in rural Oregon and Siskiyou County, California. The Foundation organizes its grants into three general categories given below.

- **Rural K-12 Education**

1. Grants are made primarily for projects and programs that focus on improving the quality of teachers in grades K-12.
2. A lesser emphasis is placed on arts and culture grants that have clearly defined educational components and inspire personal achievements and cultural perspectives in K-12 students and their communities.
3. Occasionally grant requests will be considered for capital and equipment projects, principally in Douglas and Coos Counties in Oregon and Siskiyou County, California. Projects must make a contribution to the quality of teaching or learning, have broad community involvement in their development, and be available for significant community usage.

- **Rural Civic & Community Enhancement**

1. Grants are made for capital projects to construct community, youth and/or family resource centers. Community libraries, parks, playgrounds, recreation facilities and fire safety and life-saving equipment will also be considered.
2. Occasionally grant requests will be considered for special community performances, events and festivals.

- **Rural Human Services**

1. Family Enhancement and Positive Youth Development are priority areas for the Foundation. Grants are made for projects and programs that focus on family and youth related programs. Consideration will also be given to requests that focus on the education of volunteers as a means to more effectively serve rural children, youth and families.
2. Grants are made to organizations that assist rural low income individuals and families meet the basic needs of food, shelter, clothing and medical and dental services. Periodically, consideration will be given to requests for addiction treatment programs. Credit, legal, family and counseling for youth and adults in rural communities will also be considered.
3. Occasionally grant requests will be considered for adult and literacy education programs, as will job training and retraining programs.

The Ford Family Foundation *will* consider requests for capital projects or time-limited, non-recurring program or project support rather than on-going operating requests.

### **Meyer Memorial Trust**

**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 Responsive Grants proposals are made by trustees at program meetings every month except January, April and August. Final decisions on proposals for capital projects requesting more than \$200,000 are made in May and November. Applicants should time their Initial Inquiry submission at least six months before they hope to have a final decision from MMT.

**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. Additional information on MMT's economic response can be found in CEO Doug Stamm's recent message on MMT's blog.

The purpose of this initiative is organizational stability. Organizations for which a cash infusion is not critical to stability, but wish to request funds to maintain or expand current programming, should continue to apply for support through MMT's Responsive and Grassroots Grant programs, as usual.

**Grassroots Grants:** enable smaller organizations, often without development departments, to compete for MMT grants. Grassroots Grants fund programs, outreach, equipment, facility expansions or repairs, strategic planning, website development, and more.

# Appendix A

## Community Survey Results

Surveys were distributed in three different ways. The majority (roughly 1800) were sent with the water bill mail-outs. About 500 were given to students of Creslane Elementary to take home to their parents. Outreach via the schools was done to make sure residents who do not receive a water bill, but have a child in elementary school could participate in the survey. Surveys were also given to middle school students, to fill out for themselves. A total of 320 surveys were returned to City Hall. The results shown below reflect all 320 surveys tallied together.

- 320** total surveys were returned
- 77** came from Creswell Middle school students
- 31** came from Creslane elementary school Friday folders
- 212** came from water bill mail-out

1. What are Creswell’s biggest needs for programs and facilities right now?  
(Check **ONLY ONE** box)

	<b>Tally</b>	<b>Percentage</b>
Family Assistance	81	27%
Recreation	169	56%
Arts/Music/Theatre	50	17%
Total	300	100%

2. How important is having more recreational or arts activities in Creswell to your life right now?

	<b>Tally</b>	<b>Percentage</b>
Very Important	98	32%
Important	135	45%
Not Very Important	51	17%
Not Important	18	6%
Total	302	100%

3. What are the most needed family assistance services for Creswell? (Check **ALL** that apply)

Food bank	<b>134</b>
Addiction Counseling	<b>125</b>
Unemployment	<b>115</b>
Senior & Disabled	<b>115</b>

Transportation	<b>107</b>
Safety/ Abuse	<b>100</b>
Health	<b>80</b>
Pregnancy Counseling	<b>70</b>
Food stamps	<b>68</b>
Clothing/Household	<b>41</b>

4. I live in.....(Please choose **ONLY ONE**)

Creswell City Limits	<b>251</b>
Outside City Limits, but inside school district boundary	<b>65</b>

5. What is the age and gender of EACH member of your household?

Age	Male	Female	Total	%
Under 5	48	39	87	9%
5 to 9	63	55	118	12%
10 to 14	80	61	141	14%
15 to 17	25	28	53	5%
18 to 24	23	21	44	4%
25 to 34	67	89	156	15%
35 to 44	87	70	157	15%
45 to 54	41	47	88	9%
55 to 64	44	41	85	8%
Over 65	40	48	88	9%
Total=			<b>1017</b>	100%

6. Please choose 5 of the following that your family would use. Rank TOP FIVE choices on the lines below. Numbers below are calculated on a point system (1st choice gets 5 points, 2nd choice gets 4 points...)

Activity/Program	Points		Rank
Indoor swimming pool	818		1
Full multi-sport gym	502		2
Afterschool program (child ages 5-10)	195	396	3
Afterschool program (child ages 11-15)	201		4

Dance or karate or aerobics	390		5
Art lessons or programs	330		6
Music lessons or programs	285		7
Senior Citizens Programming	274		8
Community Theatre (drama, plays)	272		9
Gymnastics	245		10
Indoor half court basketball	214		11
Indoor skate park	173		12
Indoor BMX bike park	153		13
Child care / Daycare	90		14
Indoor mountain biking park	79		15

Indoor Soccer field	23
Arcade	22
Racquetball courts	17
indoor paintball park	14
movie house/theatre	9
Dog Park	9
yoga	8
horse park with trails + outdoor arena	5
Family gathering w/ kitchen	5
before school programs	5
room on roads to run	5
SSI/SSDI Assistance	5
volleyball	5
money (job) - pay for necessities	5
Indoor roller blading	5
Fitness	4
Ice Rink	4
street repair	4
adult craft programs	4
open gym at school	3
Dirt bike track	3
play center	3
classic car show	2
bingo	2
full court basketball	2
arts & crafts programs	2
office counseling	2
library	2
Space for reservation gathering	1

classes - cooking, hunter's safety	1
additional water facilities	1
senior water aerobics	1
outdoor pool	1

7. If the services you selected above were offered in Creswell, how likely is it that you would pay for a membership to use them?

	<b>Tally</b>	<b>Percentage</b>
Very Likely	160	51%
Somewhat likely	111	36%
Somewhat unlikely	11	4%
Very unlikely	30	10%
Total	312	100%

8. In your opinion what is the best way to fund the operating expenses of a new community activity center?

	<b>Tally</b>	<b>Percentage</b>
Combination of membership fees and property taxes	133	44%
Membership fees only	138	46%
Property taxes only	22	7%
Would rather not have any new activities	8	3%
Total	301	100%

### Middle School student results

Out of the total of 320 surveys, 77 were filled out by Creswell Middle School students. Their activity ranking results are shown below to give an idea of what Creswell would like to see in the Cobalt Building from a teenager's perspective.

Activity/Program	Points		Rank
Indoor swimming pool	222		1
Full multi-sport gym	158		2
Indoor BMX bike park	122		3
Indoor skate park	80		4
Gymnastics	75		5
Indoor half court basketball	73		6
Afterschool program (child ages 5-10)	13	70	7
Afterschool program (child ages 11-15)	57		7
Art lessons or programs	53		8
Dance or karate or aerobics	51		9
Indoor mountain biking park	51		10
Music lessons or programs	42		11
Community Theatre (drama, plays)	26		12
Child care / Daycare	17		13
Senior Citizens Programming	10		14

# Appendix B

## Recreation Facility Inventory

Name	Use	Access	Limitations	Size
Community Center Craft Room	small meetings, has sink, storage area	\$5/4hrs	20 people max	309 Sq Ft
Community Center Conference Room	meetings	\$5/4hrs	20 people max	469 Sq Ft
Community Center Multi-purpose Room	large meetings, events, stage, kitchen	\$32/4hrs + \$15/4hrs for kitchen	Can only serve food/beverage if kitchen is rented	2,060 Sq Ft + 144 Sq Ft(Kitchen)
Creswell Grange	meetings, karate classes, currently used 3 days/week	\$25/hr or \$100/day(downstair) \$150/day(dwn+kitch) \$100/day(upstairs)	no alcohol, no AC	about 3000 sq ft
Ironworks Gym	weights, cardio, aerobics	see membership fee table in market analysis section	Need membership to use	15,000 Sq Ft Total
Ironworks Pool	kid swim lessons, swim aerobics	Member -\$45 (10 lessons) Non-member - \$50 (10 lessons)	non-members cannot use open swim time	
Creslane Elem Gym	YMCA basketball leagues K-5	At this time, a new superintendent of Creswell School District has just started and is open to increasing access to school facilities. The new setup should be placed here.		
Creslane Elem Cafeteria	karate classes, small stage but no sound			
Creslane Elem Fields	YMCA soccer and tee ball leagues			
Creswell Middle Cafetorium	School lunch, performances, speakers			
Creswell Middle Double Gym	Middle school student teams, phys ed. classes			
Creswell High Commons	School lunch, performances, speakers			
Creswell High Gym	High school student teams, phys ed. classes			

## Appendix C

### SWOT Analysis

The Strengths, Weaknesses, Opportunities, Threats Analysis (SWOT) of local service providers is broken into 4 categories:

1. Arts, theatre, music
2. Child care, afterschool programs, education
3. Social services, family assistance services
4. Recreation

#### SWOT Analysis

##### 1. Arts, theatre, music (Strengths)

- 11 community theatres in Eugene
- 1 community theatre in Cottage Grove and 1 community theatre in Pleasant Hill
- Creswell schools have strong and varied music programs
- Creswell High School has variety of drawing and painting classes
- Creswell's Community Center has a stage, sound system, but no lighting
- Creswell High School Commons has a stage, lighting, and sound system

##### 2. Arts, theatre, music (Weaknesses)

- There are no community theatres in Creswell
- No music or art classes offered outside school
- No location for drama or music performances for over 100 people outside of school

##### 3. Arts, theatre, music (Opportunities)

- Music teachers from Eugene and Cottage Grove could teach classes in Cobalt building, especially Lane Community College and University of Oregon

- Part of Cobalt building could have a stage for community theatre performances as well as musical performances
- Painting and other art classes could be given in the multipurpose section of the Cobalt building
- Creswell citizens currently drive to Eugene/Springfield for dance or art classes

#### **4. Arts, theatre, music (Threats)**

- Cuts in school funding usually eliminates arts, theatre, and music programs first
- Competition from more developed programs in Eugene/Springfield
- Lack of funding to support arts, theatre, and music programs

#### **5. Child care, afterschool programs, education (Strengths)**

- Creswell Library offers many reading and education programs for youth
- There are four existing child care programs in Creswell
- Creswell Clubhouse offers an after-school and summer program for educational/recreational enrichment for ages K-5
- There is a 'Summer Reading' program for middle school students
- Creswell Library offers a weekly summer reading/activity program for elementary school children
- 'Creswell Summer Fun' provides daytrips/activities for children, grades 3- 8.
- Several private daycare providers in community.
- Creswell Christian School has a low-cost after-school component.
- We have an active 'Campus Life' group for teen after-school activity.
- Creswell High School has a variety of athletic programs and clubs for local high school students.
- Creswell High School has a paid staff member who identifies and helps high school students who are at-risk of dropping out of school. This person tries to get these students involved in the community and move toward graduation and employment.

- Creswell Library has monthly teen activities and has a designated children and teen materials in its collection.
- Local churches often provide family/teen activities.

**6. Child care, afterschool programs, education (Weaknesses)**

- There are no formal afterschool programs for grades 6 - 12
- Existing programs have limited capacity so only a relatively few children/teens can be served in the community.
- Financial cost of participation keeps many of Creswell's youth from attending afterschool programs.
- Lack of available space for program implementation.

**7. Child care, afterschool programs, education (Opportunities)**

- Family Relief Nursery out of Cottage Grove is looking to eventually start a satellite branch in Creswell.
- Head Start is interested to help with renovations with the Cobalt Building.
- EC Cares, Head Start, and Family Relief Nursery are open to working together and sharing spaces to utilize resources in a better way.
- Programs in the Cobalt Building may help fill the void for youth recreation in the community at a reasonable cost to local families.
- Creswell Clubhouse is very motivated, experienced, and local to expand youth services to ages 7 to 17

**8. Child care, afterschool programs, education (Threats)**

- Lack of financial support for schools threaten after-school programs/activities offered in local schools.
- Loss of space for program implementation.
- Recession has forced many families to tighten their spending. Extras, like recreational costs are eliminated first.

**9. Social services, family assistance services (Strengths)**

- Newly formed alcoholics anonymous group meets weekly in Community Center

- Extensive amount of counseling, support groups, and social services available in Eugene and Cottage Grove.
- Creswell Food Pantry provides free food to families in need on a bi-weekly basis
- Creswell Rural Distribution of Perishable Food provides food to families on a bi-weekly basis
- Community Sharing in Cottage Grove offers utility bill help, rent payment help, weatherization for homes, propane, showers, and bus tokens for Creswell residents in need of those services.
- Womenspace offers in home transitional case management for Creswell residents.

#### **10. Social services, family assistance services (Weaknesses)**

- Limited social services available in Creswell. Requires traveling to Cottage Grove or Eugene/Springfield Metro.
- Lack of funding for social service programs

#### **11. Social services, family assistance services (Opportunities)**

- Community Sharing in Cottage Grove offers a variety of family assistance services which are available to Creswell residents. More outreach could increase level of existing services which are there for the taking.
- South Lane Wheels could transport individuals to Cottage Grove or Eugene for social services
- Multiple social service providers could share space in the Cobalt Building.
- Senior/Disabled Services currently comes once a week to run a senior nutrition program and to help seniors with bills and other services. A shared office could increase and strengthen their presence in Creswell.
- Womenspace could offer weekly drop-in service if they had space available

#### **12. Social services, family assistance services (Threats)**

- Surrounding neighborhood impacts
- Security issues with combining youth center and other support groups
- Budget cuts to state and federal programs

#### **13. Recreation (Strengths)**

- The YMCA offers an extensive amount of youth sports leagues year round in Creswell utilizing the school's facilities.
- Karate lessons are available locally for all ages by two separate groups
- Ironworks Gym offers access to an indoor swimming pool, aerobics classes, weight lifting area, cardio equipment, and a dance class.
- Creswell Middle and High Schools offer a wide range of sports programs for youth to join.
- Creswell Clubhouse offers an after-school and summer program for educational/recreational enrichment for ages K-5.
- There is significant local interest in providing adequate recreational opportunities in the City of Creswell.
- The City of Creswell has recently retrofitted Harry Holt Park and Garden Lake Park with new amenities.
- An abundance of open space exists within Creswell's Urban Growth Boundary.

#### **14. Recreation (Weaknesses)**

- Creswell does not have a senior center.
- Creswell does not have a youth center.
- There are no public indoor recreational facilities in the City of Creswell.
- The Creswell School District is the only entity offering access to sports fields.
- A lack of funding to increase recreational opportunities.
- A lack of available land to increase recreational opportunities.

#### **15. Recreation (Opportunities)**

- A multi-sport gym could fit well in the large room of the Cobalt Building
- Cobalt building can offer a great level of activities to senior citizens
- Parent/child classes would fit well with the Cobalt Building
- Willamalane could offer recreation programming in the Cobalt Building

#### **16. Recreation (Threats)**

- There are few actual recreation facilities in Creswell necessitating transportation costs to be met for activities that can be enjoyed in other communities.
- There are significant recreational opportunities accessible in the Eugene/Springfield Metro Area.