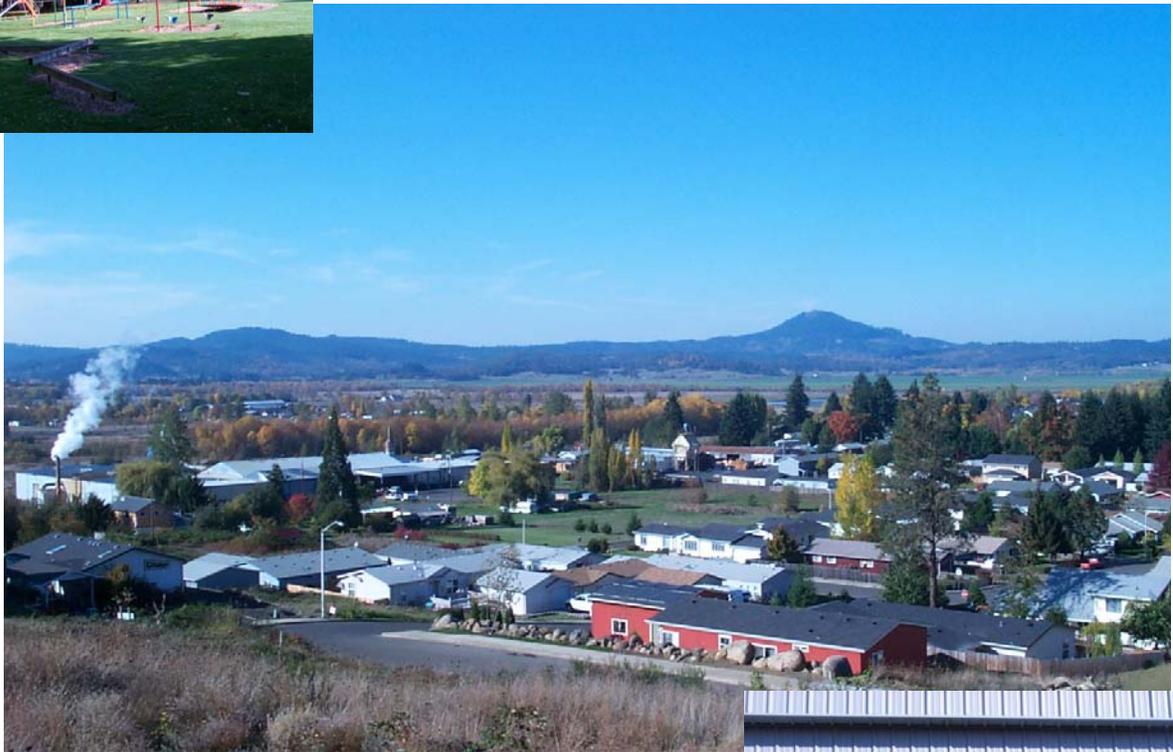


City of Creswell and Creswell Region Economic Development Plan



August 2004

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- A. *The Economy and Industry Outlook for Lane County and Creswell* presentation
- B. Creswell Urban Growth Boundary Land Analysis
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Executive Summary

The *City of Creswell and Creswell Region Economic Development Plan* (Plan) was developed as part of a grant to Lane Council of Governments using Lane County video lottery funds. The Plan provides a foundation and serves as a tool for economic development activities in the City of Creswell and the Creswell region. This Plan also serves as a compendium of community information in one document that can be used to select industries or aid recruitment efforts undertaken by the City, Lane Metro Partnership or State of Oregon.

Community Profile

The City of Creswell and the Creswell region have numerous assets. Per capita income for the Creswell region is higher than the county as a whole. The region has a higher percentage of owners than renters and the 2000 housing vacancy rate was below the county and state. The 2000 unemployment rate for the Creswell region was lower than the state and county. Employment in the Creswell area (zip codes 97426 and 97455) reflects a diverse economy. 2002 covered employment data (employment at firms covered by unemployment insurance) indicates that the manufacturing sector had the highest percentage of employment followed by education services, health care and social assistance.

The City of Creswell has an excellent range of transportation options including access to Interstate 5 and Highway 99, the Creswell Airport and the Central Oregon & Pacific Railroad rail line. Institutions of higher learning ranging from the University of Oregon to Lane Community College are in close proximity, creating opportunities for college degrees and job training. The City of Creswell has long supported its local schools, which include kindergarten through 12th grade. Various parks, open spaces and a championship golf course provide recreational opportunities, and cultural and community events abound throughout the year.

Vision, Goals, Strategies and Assets

The Plan subcommittee envisions that *the City of Creswell, with its economically viable downtown; small, clean industries; cohesiveness; and beautiful setting, will continue to serve the commerce, educational and recreational needs of the community and the rural area surrounding Creswell. The City values and will continue to build upon its close-in rural location for economic, cultural and recreational purposes.*

The Plan subcommittee also developed visions and associated goals and strategies for the five topic areas that it feels are vital to a successful future in Creswell: economic development; downtown; Interstate 5; parks, recreation and youth; and social and health services. With respect to economic development, the Plan subcommittee identified the following vision:

Attract and promote sustainable industries with a long-term interest in the Creswell region. These industries shall be small, clean, and provide family-wage jobs. Industries and businesses shall also include opportunities for local residents to work and shop.

Broad, general economic development-related goals and more specific economic development-related strategies include:

1. Support, enhance and manage existing business enterprises on both sides of the railroad and Interstate 5
2. Develop sites along the Interstate 5 corridor to attract tourism and create jobs
3. Broaden the economic base and promote diverse industries
4. Promote small businesses with 10-50 employees
5. Retain and add clean and light industrial businesses, such as light manufacturing
6. Create office space for professionals and professional businesses
7. Create a business park
8. Encourage and facilitate retail growth that serves and accompanies Creswell's residential growth
9. Provide adequate industrial lands for new or expanding businesses
10. Create unique retail and dining opportunities
11. Recruit a state government headquarters for Creswell
12. Promote airport-related businesses and industries
13. Encourage tourism by marketing Emerald Valley Resort and its championship golf course

Industry Selection and Industry Focus Areas

To select industries that are compatible with Creswell's economic development future, the Plan subcommittee developed six criteria:

1. Long-term and sustainable industries
2. Clean industries
3. Small (10-50 employees) industries
4. Employers that require skilled workers and offer family wage jobs
5. On the State of Oregon's statewide and/or regional targeted industries list
6. Makes the most of Creswell's geographical attributes (proximity to Interstate 5, Highway 99, railroad and airport)

Based on these criteria, health care; assisted living facilities; wood products; corporate office/office space; distribution, logistics center; transportation-related; airport-related; government headquarters/office; sports equipment-related; and recreation-related were identified as general industry focus areas.

Potential Financing

The Plan includes a range of options for financing new and expanding businesses. A Small Business Finance Program, operated by Lane Council of Governments, is designed to facilitate commercial lending activities in Lane County. Specific business finance

programs and other special incentive programs are listed in the body of the document. Once a specific industry and its particular needs are identified, the most appropriate finance and lending program can be pursued.

Results and Next Steps

One of the results of this Plan is that it contains a compendium of community information in one document. This compendium is intended to act as a foundation, and the building and framing that follow should include acting upon and implementing the following steps. These steps will prepare Creswell for future employers and put Creswell in a competitive position when recruiting industries. These steps may be funded by loans, grants or City funds.

- Provide workforce training
- Make sites ready for industry by streamlining city and state permitting processes and having an adequate supply of developable lands
- Marketing
- Regional collaboration
- Create a Business Economic Recruiting Team
- Monitor implementation of this Plan
- Maintain a current map of lands available for development



City of Creswell (looking north)

Introduction

The *City of Creswell and Creswell Region Economic Development Plan* (Plan) was developed by the Creswell Economic Development Plan subcommittee and includes the following committed residents and business owners:

- Jenny Carmichael, City Councilor, City Council Community and Economic Development committee chair and Economic Development Plan subcommittee chair
- Alan Bennett, City Councilor, City Council Community and Economic Development committee member
- David Christopher, Planning Commissioner, Downtown business manager (Cascade Home Center)
- Cathy Morgan, City Councilor, City Council Community and Economic Development committee member
- Tom Nelson, Interstate 5 area business owner (T.J.'s restaurant)
- Dr. Richard Page, Downtown business owner (Creswell Dentist)
- Jacque Robertson, Creswell Elementary School principal
- Walt Sands, Manager, Siuslaw Valley Bank, Creswell
- Bill Spencer, Downtown business owner (I-5 Tire Factory and Union 76 Gas Station)
- Phil Velie, McDougal Brothers project manager and Emerald Valley area representative

The first part of the Plan includes background information on Creswell's demographics, economy, and quality of life factors. This information paints a picture of area with potential for a growing economic presence in the Lane County region. The City of Creswell is striving to expand economic opportunities to help support its residents and provide future employment opportunities for its youth. Its advantageous position near the regional employment, economic, and educational centers located in the Eugene/Springfield metropolitan area, proximity to Interstate 5, local airport and railroad access contribute to Creswell's unique economic situation and appeal.

The second portion of the Plan describes the subcommittee's vision, goals, strategies, and assets within the community. The economic development vision and associated goals and strategies feed into the selection criteria and general industry focus areas. This information will be applied when the City undertakes an Economic Opportunities Analysis, scheduled to begin fall 2004. The Economic Opportunities Analysis will provide technical data to select specific industries and employers that are a match to Creswell, as well as identify what land base may be needed to attract these industries and employers. Financing sources, a timeline, results and next steps are included.

Three appendices are included with the Plan:

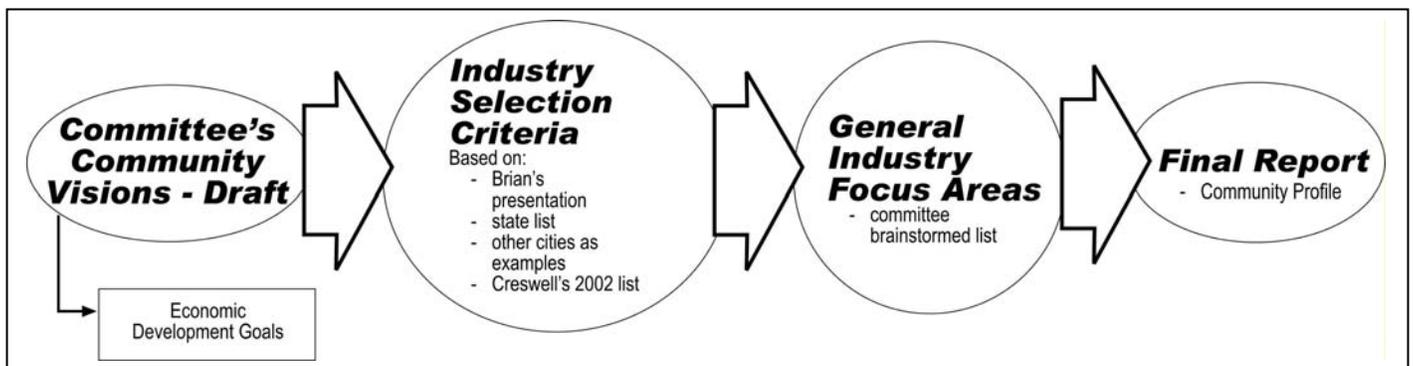
- *The Economy and Industry Outlook for Lane County and Creswell* presentation given to the subcommittee by Brian Rooney, Regional Economist with the Oregon Employment Department on June 24, 2004
- Creswell Urban Growth Boundary Land Analysis, produced October 2001
- Information on two developable areas in Creswell as identified in the May 2000 Lane County Commercial and Industrial Lands Survey

Purpose

The purpose of this Plan is to provide a foundation and serve as a tool for economic development activities in Creswell. The Plan intends to assist the Creswell region in its economic development efforts and improve opportunities for long-term, family-wage jobs in the Creswell region through:

- providing relevant demographic and economic data to describe the community, its economic status and workforce
- providing information on an array of factors employers may consider, including taxes and infrastructure, education and training, and quality of life factors;
- generally describing Creswell's vision for itself and in five broad topic areas (economic development; downtown; interstate 5; parks, recreation and youth; and social and health services)
- describing the city's assets, goals and strategies to achieve its vision in a way that would be useful in attracting and retaining businesses; and
- identifying selection criteria for industries and general types of employers that would be compatible based on these criteria, as well as opportunities for financing potential or expanding businesses

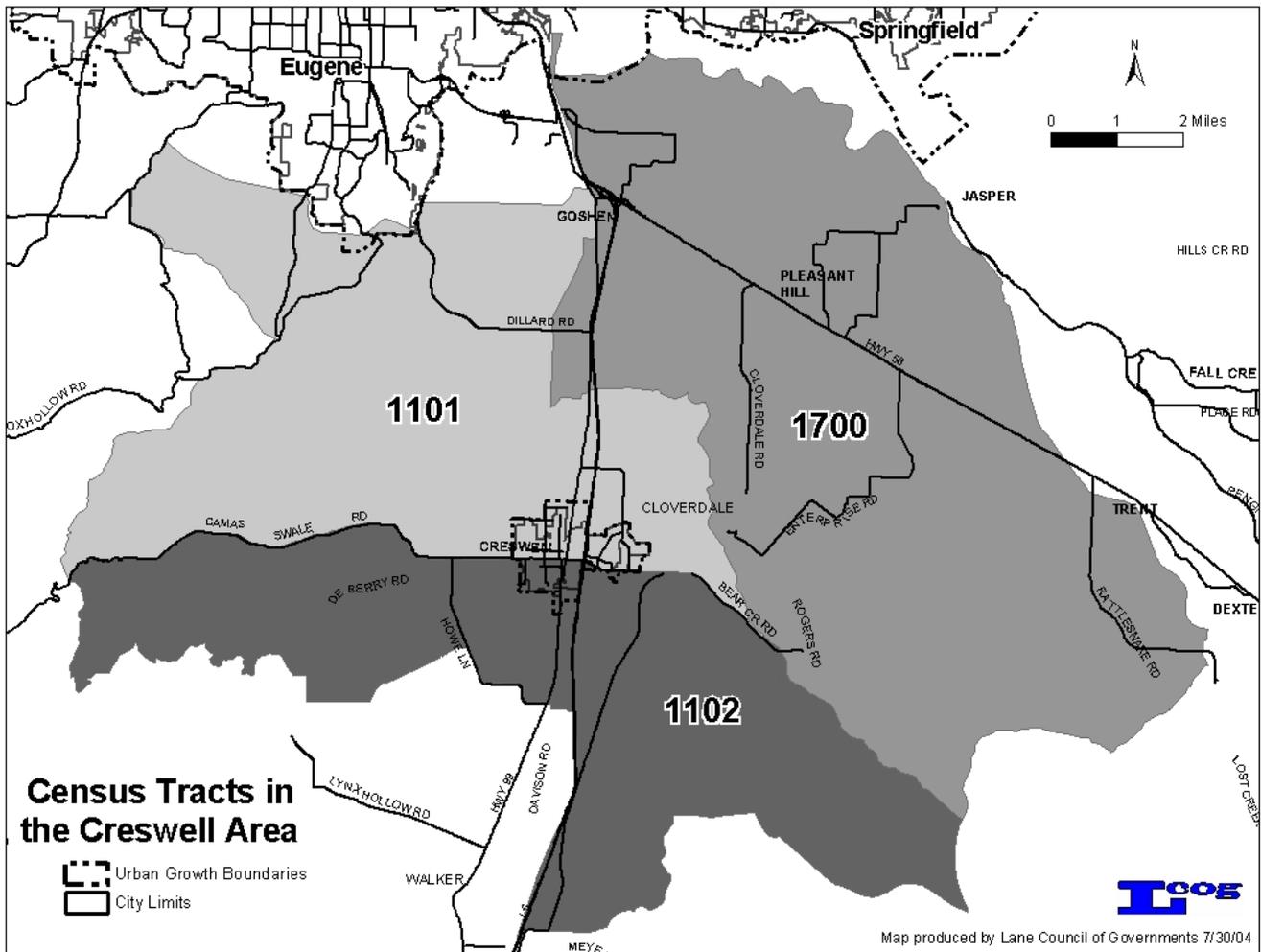
The general process for creating this Plan is described in the following graphic:



Study Area

Data for the area referred to as the Creswell region includes census tracts 1101, 1102 and 1700 (see map that follows). These tracts generally include the Creswell and Pleasant Hill areas and were selected because of the desire to look at the market area for Creswell (i.e., where people are coming from to shop, work, etc.). Census tracts boundaries are also useful because local employment data is available by census tract.

Generally, goals, strategies and vision themes apply directly to the City of Creswell because the subcommittee has firsthand knowledge about opportunities and issues within the City. In addition, Creswell elected officials, appointed officials and city staff have the ability to dictate the course of action to implement the proposed goals and strategies within the City limits.

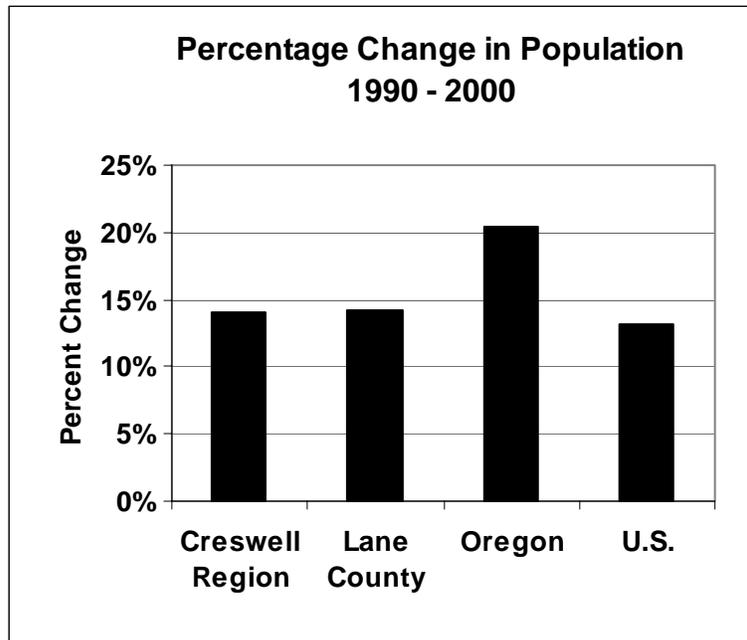


Community Profile

A. Population Trends and Demographics

Population

- The Creswell region had a 2000 population of 13,184. This was a 14.1 percent increase over the region's 1990 population. This rate of growth is similar to the county but lower than the state. The City of Creswell alone increased 47.2 percent during the 1990's and was the fastest growing city in Lane County.



Source: U.S. Bureau of Census

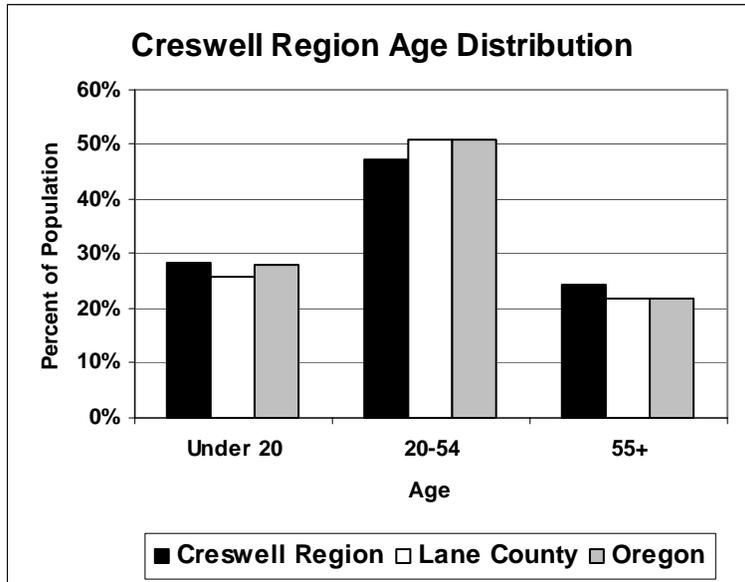
Creswell Region Population				
1990 and 2000				
Census Tract*	1990	2000	1990 - 2000 Numerical Change	1990 - 2000 Percent Change
1101		4,096		
1102	6,209	3,773	1,660	26.7
1700	5,350	5,315	-35	-0.7
Total Region	11,559	13,184	1,625	14.1

* In 2000 census tract 11 was split into 1101 and 1102.

Source: U.S. Bureau of Census

Age

- The Creswell Region's 2000 population had a slightly smaller percentage of persons in the 20 to 54 year age group—47 percent compared to 51 percent for the county and state. Conversely, there was a slightly higher percentage of younger and older persons.



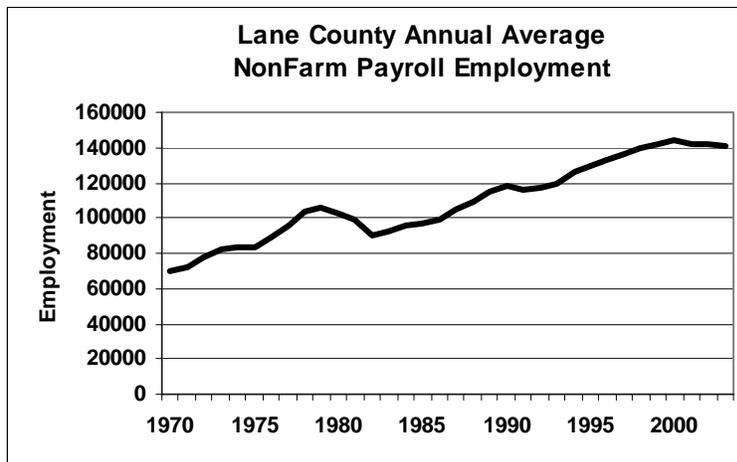
Source: U.S. Bureau of Census

B. Economic Trends

Lane County Employment Trends and Information¹

Note: Industrial sector classifications changed between 2000 and 2001 (from SIC to NAICS). Consequently, specific information from previous time series is not available.

- During the 1990s, industrial diversification accelerated in Lane County. By 1998, the broad industrial mix in Lane County closely mirrored that of the State of Oregon as a whole even though Lane County is of moderate size, representing about 10 percent of the state's economy. This diversification stems from Lane County being home to the University of Oregon and being a regional provider of medical services. Other durable manufacturing including high tech firms and transportation equipment, especially RV manufacturing, contributed to diversifying the industrial mix.



Source: Oregon Employment Department

- The application of technology increased productivity in the traditional commodity products side of the lumber and wood products industry and allowed the creation and expansion of value-added secondary wood products firms stabilizing employment in the wood products sector.
- Lane County employment continued to grow into 2000. In 2001, however, the worldwide downturn in the high-tech industry had an effect on the economy of Oregon and Lane County. Several high-tech firms in Lane County announced layoffs or closings. Between 2000 and 2001, total non-farm payroll employment dropped 1.7 percent. Most of this employment loss was in durable goods manufacturing, specifically, high-tech manufacturing.
- Between 2001 and 2002, total non-farm payroll employment increased 0.4 percent, adding 600 jobs. In 2003, non-farm payroll employment declined 0.7 percent, losing 1,000 jobs. Projections by the Oregon Employment Department forecast that by 2012 Lane County total non-farm employment will reach 159,200, an increase of 18,200 jobs.

- Total non-farm payroll employment in Lane County decreased from 142,000 in 2002 to 141,000 in 2003, a 0.7 percent decrease. Between 2002 and 2003, manufacturing employment decreased by 300 employees, a 1.6 percent decline. Non-manufacturing sector employment also decreased 0.5 percent, losing 600 jobs.
- While non-farm payroll employment both grew and declined this decade, total employment for Lane County has continued to increase. Between 2000 and 2003, total employment increased 3,893 employees, a 2.5 percent increase. During this period, there has been an increase in contract employment that is not included in non-farm payroll employment (contract employment is where someone works for another person or company as an independent under contract as opposed to being an employee).

Manufacturing (2002-2003)

- Between 2002 and 2003, manufacturing sector jobs declined by 1.6 percent.
- Durable goods manufacturing employment declined by 200 jobs during this time period. Most of this decline was in wood products manufacturing. Transportation equipment manufacturing held steady at 3,600 jobs.
- Nondurable goods manufacturing also experienced a decrease in the number of jobs. Annual average data indicates a decrease of 100 jobs in this time period.

Non-Manufacturing (2002-2003)

- Non-manufacturing sector employment decreased 0.5 percent between 2002 and 2003, accounting for approximately 87 percent of all employment in the Lane County.
- Financial activities increased 4 percent adding 3,000 jobs, primarily due to low interest rates and the creation of additional bank branches.
- Health care jobs increased 0.7 percent, adding 100 jobs.
- Professional and business services lost 300 jobs, while the information category lost 200 jobs. Professional and business services included Springfield's Sony disc manufacturing plant, which closed during 2003.
- Wholesale trade, retail trade and government each decreased by 100 jobs. Retail trade was reduced mainly because of the closure of Emporium stores during 2003.
- Natural resources and mining, transportation, warehousing and utilities and leisure and hospitality industries showed no change in annual average employment.

Lane County Employment Projections²

- Lane County job growth is projected to be greatest in the non-manufacturing sector, primarily, services and retail trade. The services sector is projected to experience the greatest employment growth between 2002 and 2012, particularly in the health services employment, which is projected to increase by 3,600 jobs. Retail trade is expected to add 3,400 jobs in this time period.
- Lumber and wood products manufacturing are projected to lose employment in this time period, although this is a long-term industry that is expected to continue to be a significant segment of the manufacturing sector.

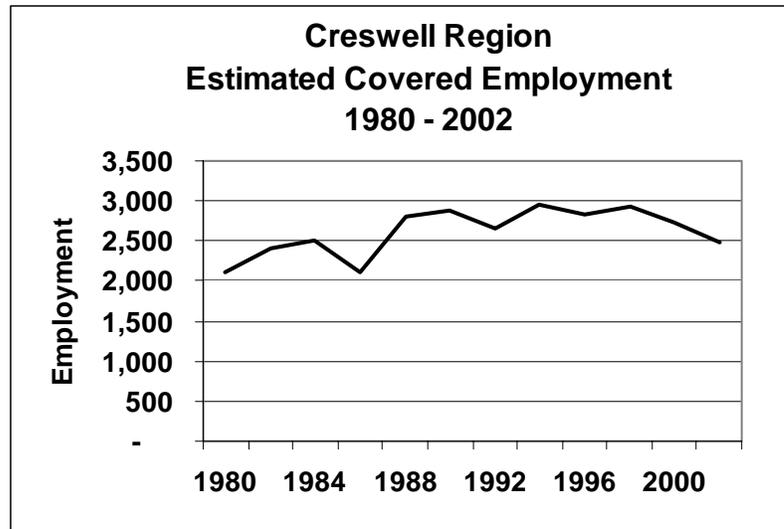
Lane County Employment Projections 2002 -2012				
	2000	2012	Employment Change	Percent Change
Total Nonfarm Payroll Employ	141,700	159,200	17,500	12.4
Manufacturing	21,000	21,700	700	3.3
Durable Goods	15,900	16,300	400	2.5
Lumber&Wood	6,600	6,400	(200)	-3.0
Other Durable	9,300	9,900	600	6.5
Nondurable Goods	5,100	5,400	300	5.9
Food Products	1,300	1,300	-	0.0
Other nondurable	3,800	4,100	300	7.9
NonManufacturing	120,700	137,500	16,800	13.9
Mining	200	200	-	0.0
Construction	6,400	7,000	600	9.4
Transportation, Communication & Utilities	4,000	4,500	500	12.5
Transportation	2,900	3,300	400	13.8
Communication & Utilities	1,100	1,200	100	9.1
Trade	34,900	39,200	4,300	12.3
Wholesale	5,900	6,800	900	15.3
Retail	29,000	32,400	3,400	11.7
General Merchandise	4,300	4,800	500	11.6
Food Stores	4,100	4,600	500	12.2
Eating & Drinking Places	10,300	11,500	1,200	11.7
Other Retail	10,300	11,500	1,200	11.7
Finance, Insurance & Real Estate	7,300	8,400	1,100	15.1
Services	41,300	49,900	8,600	20.8
Business & Professional	11,200	13,500	2,300	20.5
Health	12,700	16,300	3,600	28.3
Other Services	17,400	20,100	2,700	15.5
Government	26,600	28,300	1,700	6.4
Federal	1,900	2,000	100	5.3

Source: Oregon Employment Department

Creswell Region Covered Employment

Note: Covered employment includes employment at all firms that are covered by unemployment insurance.

- Creswell region covered employment has been decreasing as a percentage of total Lane County covered employment from approximately 3 percent in 1982 to 2 percent in 2002. On average, these data represent approximately 85 to 86 percent of total employment.



Source: LCOG Disaggregated Covered Employment Data

- 2002 covered employment data for the Creswell region indicates that the manufacturing sector had the highest percentage of employment at 18.5 percent followed by education services, health care and social assistance with 11.8 percent.
- The Creswell region contained 1.8 percent of all Lane County covered employment; almost 6 percent of all county transportation, warehousing and utilities employment was in the Creswell region. Creswell region agriculture, forestry, fishing, hunting and mining sector employment was almost 5 percent of all county employment. Creswell regional employment in professional, scientific, technical services, administrative, support and waste management services was only 1 percent of all county employment.

2002 Covered Employment by Industrial Sector					
Industrial Sector	Creswell Region			Lane County	
	Covered Employment	Number of Firms	Percent of Total Employment	Covered Employment	Percent of Total Employment
Agriculture, Forestry, Fishing, Hunting and Mining	114	20	4.6%	2,542	1.9%
Construction	219	72	8.8%	6,341	4.6%
Manufacturing	457	26	18.5%	18,586	13.6%
Wholesale Trade	65	18	2.6%	5,126	3.8%
Retail Trade	237	28	9.6%	17,929	13.1%
Transportation, Warehousing and Utilities	235	24	9.5%	4,247	3.1%
Information	238	8	9.6%	9,010	6.6%
Finance, Insurance, real estate and rental and Leasing	79	25	3.2%	6,412	4.7%
Professional, Scientific, Technical Services, Administrative, Support and Waste Management Services	122	34	4.9%	14,078	10.3%
Educational Services, Health Care and Social Assistance	291	28	11.8%	27,094	19.9%
Arts, Entertainment, Recreation, Accommodation and Food Service	203	25	8.2%	13,185	9.7%
Other Services (except Public Administration)	90	29	3.6%	5,563	4.1%
Government	122	9	4.9%	6,327	4.6%
Not Classified	4	2	0.2%	30	0.0%
Total	2,476	348	100.0%	136,470	100.0%

Source: LCOG 2002 Disaggregated Covered Employment Data

Labor Supply and Labor Force Statistics

- A healthy local economy depends in large part on the education and skill level of the local workforce. Overall, the Creswell region's workforce has a higher percentage of adults with a high school education than the nation. The percentage is similar to the state and slightly lower than the county.
- Approximately 20 percent of Creswell region adults had a bachelor's degree or higher. This is a lower percentage than the county, state or nation.

Educational Attainment for Persons 25 and Older		
Area	Percent High School Graduate or Higher	Percent Bachelors Degree or Higher
US	80.4	24.4
Oregon	85.1	25.1
Lane County	87.5	25.5
Creswell Region	84.8	20.2

Source: U.S. Bureau of Census

- The 2000 unemployment rate for the Creswell region was slightly lower than the state and county.
- The number of job applicants between June 1, 2002 and June 30, 2003 was 127 in zip code area 97426 (Creswell) and 271 in zip code 97455 (Pleasant Hill). Job applicants include those people who are using the Oregon Employment Department as a resource for their job search.

Employment Status in 2000 for Persons 16 years and Older				
Area	Civilian Labor Force	Total Employed	Total Unemployed	Unemployment Rate
Oregon	1,740,298	1,627,769	112,529	6.5
Lane County	166,053	155,460	10,593	6.4
Creswell Region	6,566	6,165	401	6.1

Source: U.S. Bureau of Census

- While there were 6,156 Creswell region residents employed in 2000, there were only 2,720 covered employees working in the Creswell region. Thus, a substantial number of resident worker commute outside the region for work.
- Over 30 percent of Creswell region resident workers had management, professional and related occupations in 2000.
- In 2000, the occupational mix of Creswell resident workers was similar to that of the state. However, there were slightly fewer workers in management, professional and related occupations and sales and office occupations. The Creswell region had a slightly higher percentage of resident workers in production, transportation and material moving occupations.

Occupations in the Creswell Region in 2000 for Resident Workers			
Occupations	Creswell Region		Oregon
	Number of Persons	Percent of Employed Persons 16+	Percent of Employed Persons 16+
Management, professional, and related occupations	1,898	30.8%	33.1%
Service occupations	1,061	17.2%	15.3%
Sales and office occupations	1,373	22.3%	26.1%
Farming, fishing, and forestry occupations	146	2.4%	1.7%
Construction, extraction, and maintenance occupations	634	10.3%	9.1%
Production, transportation, and material moving occupations	1,053	17.1%	14.7%
Total	6,165	100.0	100.0

Source: U.S. Bureau of Census

- Slightly over one-fifth of the Creswell resident workers were employed in education, health and social service industries in 2000.
- Reviewing the industries of Creswell resident workers in comparison to the state reveals that a larger percentage of Creswell regional workers are employed in transportation, warehousing and utilities. A smaller percentage of the Creswell region workers were employed in manufacturing industries than the state.

Industry	Number of Persons	Percent of Employed Persons 16+	Percent of Employed Persons 16+
Agriculture, forestry, fishing and hunting, and mining:	275	4.5%	3.2%
Construction	459	7.4%	6.9%
Manufacturing	725	11.8%	14.4%
Wholesale trade	228	3.7%	4.1%
Retail trade	678	11.0%	12.5%
Transportation and warehousing, and utilities:	529	8.6%	4.7%
Information	92	1.5%	2.4%
Finance, insurance, real estate and rental and leasing:	347	5.6%	6.1%
Professional, scientific, management, administrative, and waste management services:	607	9.8%	8.9%
Educational, health and social services:	1,300	21.1%	19.3%
Arts, entertainment, recreation, accommodation and food services:	414	6.7%	8.2%
Other services (except public administration)	274	4.4%	4.9%
Public administration	237	3.8%	4.4%
Total	6,165	100.0%	100.0%

Source: U.S. Bureau of Census

Income

- In 1999, per capita income for the Creswell region was higher than county but slightly lower than the state and nation.

Income in 1999	
Area	Per Capita Income
US	\$21,587
Oregon	\$20,940
Lane County	\$19,681
Creswell Region	\$20,268

Source: U.S. Bureau of Census

C. Housing Trends

Owner Versus Renter

- The Creswell region had a higher percentage, almost 17 percent more than Lane County, of owners than renters.

Percent Owner versus Renter		
Area	Owner	Renter
US	66.2	33.8
Oregon	64.3	35.7
Lane County	62.3	37.7
Creswell Region	79.1	20.9

Source: U.S. Bureau of Census

Housing Vacancy Rates

- The Creswell region’s 2000 housing vacancy rate was below Lane County and Oregon.

2000 Housing Vacancy Rate	
Area	Vacancy Rate
Oregon	8.2%
Lane County	6.1%
Creswell Region	4.8%

Source: U.S. Bureau of Census

Housing Value for Single-Family and Duplex Units

- Lane County Assessment and Taxation market value information for the Creswell region shows that 63 percent of the tax lots with single-family and duplex units are valued at \$150,000 or more.
- May 2004, year-to-date data from RLMS Multiple Listing Service indicates the median sale price for the Creswell/Cottage Grove/Dorena area was \$133,000. This is lower than the county-wide median of \$155,000.

Total Market Value for Residential Taxlots in the Creswell Region Based on Assessment and Taxation Total Market Value*		
Assessment and Taxation Total Market Value	Number of Residential Taxlots	Percent of Total Taxlots
< \$50,000	24	0.8%
50,000-99,999	303	9.5%
100,000-149,999	859	26.9%
150,000-199,999	580	18.2%
200,000-299,999	836	26.2%
300,000-499,999	457	14.3%
500,000-999,999	120	3.8%
\$1,000,000+	12	0.4%
Total	3,191	100.0%
<i>* Values may include more than one residential structure and/or an additional nonresidential improvement on the taxlot In addition, this data excludes manufactured dwellings that are not on foundations and considered personal property.</i>		

Median Contract Rent

- Median contract rent was also lower, over \$100 less, in the City of Creswell than Lane County and Oregon.

2000 Median Contract Rent	
Area	Median Contract Rent
US	\$ 519
Oregon	\$ 549
Lane	\$ 542
City of Creswell	\$ 417

Source: U.S. Bureau of Census

Number of Housing Units by Type

- Almost two-thirds of the housing within the Creswell urban growth boundary is single-family detached, followed by 15 percent manufactured dwellings in parks.
- The percentage of single-family housing units within the Creswell urban growth boundary exceeds Lane County by three percent. The percentage of multi-family housing in Creswell is about 10 percent lower than the county. Manufactured dwellings in a park significantly exceed the county's percentage.

Creswell Urban Growth Boundary Number of Housing Units by Type as of January, 2004			
Housing Type	Creswell UGB		Lane County
	Number of Units	Percent	Percent
Single Family	1,130	62.8%	59.7%
Duplex	79	4.4%	6.9%
Multi-Family	190	10.6%	19.7%
Manufactured Dwelling on Lot	139	7.7%	8.4%
Manufactured Dwelling in Park	260	14.5%	5.3%
TOTAL	1,798	100.0%	100.0%

Source: Lane County Regional Land Information Database

D. Geographic Setting

The City of Creswell is located approximately 10 miles south of the Eugene-Springfield metropolitan area and 10 miles north of Cottage Grove. Located in the southern part of the Willamette Valley where the foothills of the coast and Cascade Ranges begin to merge, Creswell is situated in a relatively flat river valley with a backdrop of forested foothills to the east and west. One of the city's prominent natural features is Creswell Butte, which rises to over 900 feet in elevation. Hills Creek flows through town north toward the Coast Fork of the Willamette River and Camas Swale Creek lies to the north of town. Due partly to the relative flatness of the floodplain, wetlands are associated with Hills Creek.

Creswell was settled in 1872 by Alvin Hughes and James Robinett just south of where the railroad traveled from Eugene. In 1873, the Creswell Post Office opened and the city was named after John Creswell, who was then U.S. Postmaster General. Over the years, Creswell has grown from a farming community into a city with close ties to the metropolitan area. In the early years,



Historic downtown Creswell

Creswell's economy centered around a grist mill in the community. Agriculture included wheat, cattle, and hog farming, with fruit trees adding to the economy by the end of the nineteenth century. By the time of Creswell's incorporation in 1909, there were 5,000 acres of producing orchards, a cannery, a packing plant, a fruit dryer, doctors, dentists, and a variety of businesses clustered around Oregon Avenue.³

The current Creswell urban growth boundary contains 1,221 acres and in 2003, 3,990 people resided inside the city limits. Most of the developed land inside the urban growth boundary is in residential use, occupying over 30 percent of the total land area. Thirty-six percent or 442 acres of land inside the urban growth boundary is undeveloped.⁴ The City of Creswell has initiated the annexation process for the Creswell Airport, which will add approximately 100 acres to the city limits.

E. Transportation⁵

The City's economy has shared a fundamental association with its historic and current transportation system. Over the years, the city's location along the rail line, state Highway 99 (Goshen-Divide Highway) and later, Interstate 5, has influenced the type of jobs and industry found locally.

Transit Service

Lane Transit District (LTD) is the sole fixed-route, public mass transit provider operating within Lane County. LTD's service boundaries were originally established in 1971 when LTD was formed and includes those communities that participate in paying a business payroll tax, the local funding mechanism used to pay for LTD service operations. LTD has the authority to provide bus service throughout Lane County. Communities located outside the LTD service area that desire LTD fixed-route services can work with LTD and their elected officials to request bus service. This partnership involves the LTD Board, the governing body of the community, and the community residents.

LTD began providing service to Creswell and Cottage Grove in 1997. Route 98 is offered six times daily during weekdays, three times on Saturday and two times on Sunday. Service within Creswell occurs at a single stop at C Street and 1st Street (near City Hall). A park-and-ride facility is located near the stop on city-owned property at the corner of South 1st and C Streets. Service continues on to Cottage Grove and includes stops at Lane Community College's main campus. The route is LTD's most successful rural routes, based on various factors.

Highway System

Creswell is located along Interstate 5 (I-5), the major West Coast freeway linking Canada with Mexico through California, Oregon and Washington. State Highway 222 (Springfield-Creswell Highway, also known as Oregon Avenue) approaches the I-5 Interchange from the east, crossing the overpass and continuing west to the intersection with State Highway 226 (Goshen-Divide Highway, also known as Mill Street and Highway 99). The design process for a new I-5 overpass has begun, with construction scheduled to begin in 2006.

Air

The Eugene Airport, also known as Mahlon Sweet Field, is the fifth-largest airport in the Pacific Northwest, providing commercial air service to a six-county region in mid-Oregon. The airport also has an expanded air cargo facility to serve the growing air cargo demands of the region, and one Fixed Base Operator to handle general aviation needs. The terminal offers four scheduled air carriers that provide seventy-six flights daily to and from Portland, Phoenix, Seattle, Los Angeles, San Francisco, and Denver.⁶

The City of Creswell owns and manages a Basic Utility General Aviation airport. The Creswell Airport, often called Creswell Hobby Field after one of the five aviation enthusiasts who built the airfield, Walter "Hobby" Hobbensiefken, is located northeast between Interstate 5 and Dale Kuni Road and is accessed from Melton Road off Cloverdale Road. It is located on a 101-acre site and has a runway, a parallel taxiway, paved apron, 45 T-hanger spaces and 40 paved tie-down spaces. The runway is a visual approach runway equipped with MIRL lighting and a PAPI for landing on runway 15. It is 3,100 feet long and 60 feet wide, with an asphalt surface, and has an elevation of 535 feet. The parallel taxiway is 3,100 feet long and 40 feet wide, also asphalt.

Support services include fixed based operations, flight instruction, maintenance facilities, fuel facilities, unicom radio, and an administration building. Flight instruction, scenic flights, aircraft rentals, aerobatic rides and instruction, and skydiving are available. As of June 2004, 108 aircraft are based at the airport. Creswell Airport is the third busiest CAT4 General Aviation airfield in the State and is a reliever for Eugene's Mahlon Sweet Airport.

The Creswell Airport has seen continued growth in activity and building. Some attractions to this airfield include cheaper fuel prices (compared to Eugene), non-towered operations, pilots' lounge, pilot's supplies and other services offered to pilots (i.e. weather briefing). In 2001, an Oregon Department of Aviation (ODA) survey measured 23,000 operations (1 operation equals 1 landing plus 1 take-off). A new ODA operations study is scheduled to begin in October 2004.

The City is in the process of annexing the Creswell Airport into the city limits.

Rail

Creswell is served by the Siskiyou line that runs a distance of 300 miles from Eugene to Black Butte, California. The line, formerly owned by Southern Pacific Railroad, was taken over by the Central Oregon & Pacific Railroad in 1995. Currently, the company operates two freight and two local trains through Creswell, six days per week. Extra trains operate one or two times a month. One spur line currently exists in the Creswell area to serve Bald Knob Lumber Mill.

F. Taxes and Infrastructure

Taxes, Unemployment Insurance and Workers Compensation⁷

Corporate Income Tax

Most corporations are taxed at a rate of 6.6 percent of Oregon taxable income. For corporations engaged in unitary business and operating in more than one state, Oregon generally follows the Uniform Division of Income Tax Purposes Act in apportioning net income to Oregon. Income derived from foreign (out-of-state) operations is not taxed.

Personal Income Tax

The Oregon State Legislature has adopted the federal definition of taxable income, with a few minor exceptions. The state personal income tax rate varies from 5 to 9 percent depending on the amount of taxable income.

Property Tax

Only local governments assess property taxes in Oregon. Assessments are based on a percentage of market value (referred to as assessed value). Real property is assessed for the current tax year at 81.7 percent of its initial market value for industrial property and 71.87 percent for commercial property. Real property is constitutionally restrained to no more than a 3 percent annual growth in assessed value.

Unemployment Insurance Tax

Oregon's Unemployment Insurance Law provides for an employer payroll tax that funds unemployment insurance claims. Most employers are required to contribute to this fund. The tax rate may vary from 1 to 5.4 percent on the first \$20,000 paid to each employee, depending on the experience of the employer and the fund's condition. New employers are charged the "new employer's" rate of 3 percent for approximately the first three years of operation.

Worker's Compensation Insurance

Nearly all employers doing business in Oregon are subject to the Oregon Worker's Compensation Law. Businesses must obtain worker's compensation insurance from the State Accident Insurance Fund (SAIF), or any commercial insurance company. Premiums vary by job classification and experience rating. An assessment of \$0.28 per day, per employee, paid equally by employee and employer, is also collected.

Oregon businesses are now paying 38.9 percent less for worker's compensation insurance as a result of worker's compensation reform legislation approved in 1990.

For employers, changes center on requiring injuries to be verified with "clinical evidence" from medical doctors; restricting compensation to injuries directly related to the job; limiting treatment by chiropractors; and forbidding compensation for alcohol-related injuries. For workers, changes include a 10 percent increase in major benefits.

Taxes Not Applicable in Oregon

Oregon's tax structure excludes certain taxes common to most states. Oregon has no sales tax; no individual personal property tax; no business inventory tax; no levy on intangible property; no taxed admissions to theater or sporting events; no motor vehicle excise tax; no business and occupations tax; no gift tax, no franchise tax; and no poll or capitalization taxes.

Telecommunications

Voice and data communication services in Creswell are provided by Centurytel. Centurytel offers DSL (Data Subscriber Line), T-1 (high bandwidth for voice and data communications) and other TDM services. DSL and T-1 services are important because they allow for multiple users on phone and data lines. Centurytel also manages the existing telecommunications infrastructure.

Video communication services are provided by Charter Cable. Charter Cable does not offer cable modem services.

Although not lit, Fiber South Consortium has existing fiber running east-west in Cloverdale Road that turns south when it reaches the railroad lines.

Natural Gas, Electricity and Water

Natural gas is distributed in the Creswell area by Northwest Natural Gas Company. Emerald People's Utility District (EPUD) and Pacific Power & Light provide electricity. The City of Creswell provides water.

G. Education and Training

Higher Education

Creswell's proximity to the Eugene-Springfield metropolitan area provides access to institutions of higher learning, including the University of Oregon, Northwest Christian College (NCC), Pacific University, and Lane Community College (LCC).

University of Oregon

The University of Oregon is located on a 280-acre campus in Eugene. Enrollment at this State liberal arts university is approximately 20,000 students and it employs approximately 3,129 full and part-time workers (not including graduate teaching fellows and student workers). The University is a major public research university whose programs rank consistently in the top 25 percent of such public institutions, with many programs ranking in the top 10 percent. It is composed of an outstanding College of Arts and Sciences and six professional schools: Education, Business, Law, Music, Architecture, and Journalism.

***Northwest Christian College (NCC)*⁸**

NCC was founded in 1895 by pastor-educator, Eugene C. Sanderson, and was originally called Eugene Divinity School. Through a series of name changes and a merger, it became known as Northwest Christian College in 1934. The campus serves about 500 students with a student-faculty ratio of 17:1. Faith and learning are integrated at NCC with the belief that optimal learning takes place when the intellectual and the spiritual are connected.

***Pacific University*⁹**

Pacific University, based in Forest Grove, Oregon, has a satellite campus in downtown Eugene. The campus offers undergraduate and graduate programs in teaching, as well as degrees in special education and school counseling.

***Lane Community College (LCC)*¹⁰**

LCC's main campus is in the Eugene-Springfield metropolitan area. The campus provides courses for college degrees, professional/technical programs and community enrichment. During the 2001-02 school year, there was a total headcount of 16,581 in credit classes and 23,518 in noncredit classes. There is also an LCC campus about seven miles south of Creswell in Cottage Grove.

LCC at Cottage Grove provides over 100 credit and enrichment classes per term to residents in Cottage Grove, Creswell, and other rural communities in southern Lane County. The facility has three computer labs, seven classrooms, student

resource room, telecourse room, bookstore, student lounge, quiet study area, conference room, reception area, and offices for faculty and staff.

A broad selection of vocational and lower division college courses are offered. Courses in social science, data processing, management, early childhood education, math, history, language arts, and related areas are taught based on student demand. Telecourses that meet the associate of arts Oregon transfer degree requirements provide students with additional opportunities for completing program requirements. Supervised field experience and academic advising are also available. The Career Information System program is used by students and community residents in determining potential employment goals, interest, and training.

A wide assortment of continuing education enrichment classes, seminars, and workshops are scheduled each term. These offerings include art and crafts, various computer classes, health and first aid, home and garden, human development, music and dance, physical education, and numerous one-day trips and adventures. Some enrichment activities are specifically designed for senior citizens.

Pre-college programs include English as a Second Language, Adult Basic Education and GED (High School Equivalency). These programs provide a helpful and supportive environment for people who want to continue their education. Students may enroll at any time during the term in the pre-college programs.

Training Programs and Resources

LCC also has a cooperative education program that is a partnership between LCC, the business community and LCC students. The cooperative education program integrates on the job work experience with academic studies. More than 800 employers participate in the program.

In addition, LCC provides career and employment services to students and community members including career planning, re-entering the job market and changing career directions.

For the business community, LCC has the Business Development Center, which provides services to new and established businesses. Services include business counseling, workshops and a three-year business program.

Creswell Schools

Creswell School District 40 serves the City of Creswell and a surrounding district of about 69 square miles in area. There are three school facilities, all located within the City of Creswell:

Creslane Elementary School, grades K through 5. Located on a 13-acre site containing 21 classrooms, library, School District kitchen, multi-purpose gymnasium-cafeteria, offices, miscellaneous support space and outdoor field and play facilities. Five hundred and twenty-seven students were enrolled at the end of the 2003-04 school year.



Creslane Elementary School

Creswell Middle School, grades 6 through 8. Located on a 16-acre site containing 14-15 teacher stations, library, shop, music room, gymnasium, offices, miscellaneous support space and outdoor field and play facilities. Two hundred and ninety-one students were enrolled at the end of the 2003-04 school year.

Creswell High School, grades 9 through 12. Located on a 40-acre site containing 21 teaching stations, shop, music room, gymnasium, multi-purpose room, instructional materials center, offices, miscellaneous support space, and field and athletic facilities. Three hundred and twenty-seven students were enrolled at the end of the 2003-04 school year.

Creswell Christian School, grades pre-kindergarten through 9. Sixty-two students, co-ed.

H. Quality of Life

Parks, Golf Courses and Open Space

The City of Creswell has two parks. Thirty three-acre Garden Lake Park on the east side of Interstate 5 is used primarily for fishing but is ideal for canoeing and bird watching. Two-acre Holt Park near the center of Creswell contains playground equipment, basketball courts, tennis courts, restrooms, and picnic tables. Creswell School District building and field facilities at Creslane Elementary, Creswell Middle School and Creswell High School are available for community use when they do not conflict with scheduled educational programs.

Emerald Valley Golf Course is an 18-hole, 7,300-yard championship course. It was originally built in the 1966 and was renovated to include continuous cart paths, a new putting green and enhanced driving range. Players of all skill levels enjoy a challenging and enjoyable course.

The Willamette River Greenway, east of Creswell, provides important recreational opportunities such as trails, boat launching sites, and scenic river corridors. In addition, most of Creswell Butte lies just south of the Creswell urban growth boundary. Creswell Butte is a forested out-cropping that provides important natural relief and environmental enhancement and open space for the city.

Cultural Opportunities

Throughout the year, there are numerous community events in Creswell, including the 4th of July Celebration, Day on the Green, Dewey Decimal Days, Harvest Dinner, All-Class Reunion, grange opry, and the city-wide garage sale. The Creswell Historical Society and Museum is located at the corner of Oregon Avenue and 5th Street. A volunteer library is open 40 hours per week.

In December 2003, after new street trees, sidewalks, street furniture and curb extensions were completed, the City held a downtown winter event. The ceremony included caroling, hot cider, a visit with Santa and lighting of the street trees. The City plans to make this an annual community event.



Wintertime in downtown Creswell

Climate (Lane County)¹¹

The temperatures in the Lane County area are moderate year-round. Area residents enjoy all four seasons without extreme weather conditions.

Average Temperature

Period	Minimum	Maximum
Winter	35.2	46.4
Spring	40.6	60.5
Summer	52.3	81.7
Fall	43.5	64.7



Benches in downtown Creswell

Vision, Goals, Strategies and Assets

The Plan subcommittee identified an overall vision and visions for five topic areas that it feels are vital to a successful future in Creswell: economic development; downtown; Interstate 5; parks, recreation and youth; and social and health services. These vision themes build upon the assets (listed following the vision and goals) and are the basis for identifying goals and strategies. The following list contains a mix of general goals and specific strategies that were developed by the subcommittee during the visioning process.

Overall Community Vision

The Plan subcommittee envisions that:

The City of Creswell, with its economically viable downtown; small, clean industries; cohesiveness; and beautiful setting, will continue to serve the commerce, educational and recreational needs of the community and the rural area surrounding Creswell. The City values and will continue to build upon its close-in rural location for economic, cultural and recreational purposes.

Economic Development

Vision:

Attract and promote sustainable industries with a long-term interest in the Creswell region. These industries shall be small, clean, and provide family-wage jobs. Industries and businesses shall also include opportunities for local residents to work and shop.

Goals and/or Strategies:

1. Support, enhance and manage existing business enterprises on both sides of railroad and Interstate 5
2. Develop sites along the Interstate 5 corridor to attract tourism and create jobs (note: projected growth in service-related jobs is high relative to other jobs)
3. Broaden the economic base and promote diverse industries
4. Promote small businesses with 10-50 employees
5. Retain and add clean and light industrial businesses, such as manufacturing (note: projected growth in manufacturing-related jobs is lower relative to other jobs)
6. Create office space for professionals and professional businesses
7. Create a business park
8. Encourage and facilitate retail growth that serves and accompanies Creswell's residential growth
9. Provide adequate industrial lands for new or expanding businesses
10. Create unique retail and dining opportunities
11. Recruit a state government headquarters for Creswell

12. Promote airport-related businesses and industries
13. Encourage tourism by marketing Emerald Valley Resort and its facilities, including its championship golf course

Downtown

Vision (adapted from the Creswell Downtown Plan):

Enhance our residents' quality of life by providing an economically viable and attractive business community served by safe and efficient transportation options, while maintaining the City's historic, small-town and friendly atmosphere.

Goals and/or Strategies:

1. Maintain and continue to improve downtown buildings and landscaping
2. Encourage downtown property owners to redevelop their properties as appropriate (i.e., the Sartell building)
3. Maintain a pedestrian- and auto-friendly downtown
4. Construct a new city hall
5. Construct a community information center with a library, Internet access and community meeting rooms

Interstate 5

Vision:

Create a beautiful entrance to Creswell while maintaining physical connections and cohesiveness between the east and west sides

Goals and/or Strategies:

1. Incorporate pedestrian connections on the I-5 overpass
2. Construct quality infrastructure
3. Continue the downtown aesthetic east along Oregon Avenue

Parks, Recreation and Youth

Vision:

Make Creswell a community for all generations by providing parks and opportunities for recreation for all ages

Goals and/or Strategies:

1. Maintain, improve and expand youth- and family-friendly parks.
2. Consider building a community pool and skate park.
3. Promote and expand community and family-oriented events that draw visitors and residents alike
4. Pursue aviation activities and events
5. Maintain bike paths and walking trails that are pedestrian- and family-friendly

Social and Health Services

Vision:

Promote superior social and health support services

Goals and/or Strategies:

1. Support activities for the local schools
2. Maintain a diverse population (age, socio-economic, etc.)
3. Expand the services of local health facilities
4. Promote family-friendly healthy outdoor activities
5. Create a multi-agency center for social and health services
6. Create a public service building, which could include public, private and non-profit agencies

The following is a summary of community assets identified by the Plan subcommittee during the first of two group processes. It is not intended to be a comprehensive list but an introduction to the positive characteristics of the City of Creswell.

Assets

Image

- Small town atmosphere and feel
- Community spirit; people like it here
- Attractive downtown
- Close-in rural location and access to rural lifestyle
- City workability
- Creswell's future is open to many possibilities
- Recreational opportunities – golf course and the Creswell Airport

Location

- Access and proximity to Creswell airport, the railroad, Highway 99 and Interstate 5

Economy

- Railroad service available
- Moderate housing costs
- Low taxes
- Affordable land and living
- Available land resources
- Potential employment pool
- Growing population
- Cheaper gas
- Available fiber and telecommunication technology

Industry Selection and Industry Focus Areas

Note: The Plan subcommittee chose to focus on “industry” believing that supporting businesses (commercial, etc.) will accompany these industries.

A. Existing Industries

As presented in the table on page 15 (Covered Employment by Industrial Sector), the Creswell region is not dominated by one industrial sector, which indicates a diversified economy. The Creswell region is similar to Lane County, which has one of the state’s most diverse industry mix and generally mirrors the entire state even though the county is of moderate size. Appendix A includes *The Economy and Industry Outlook for Lane County and Creswell* presented to the subcommittee by Brian Rooney, Regional Economist with the Oregon Employment Department.

B. Industry Selection Criteria

The following criteria (not listed in any specific order) were developed to select industries that are most compatible with the City of Creswell and Creswell region’s future economic development activities. Some industries that do not meet all the criteria may also be compatible, and these criteria should not be used to exclude other viable types of economic development. Industries that meet all of the selection criteria should be given the highest priority in regards to industry outreach and recruitment because they are considered to be the most likely candidates for a good fit within the City of Creswell and Creswell region.



Creswell Family Dental Clinic in downtown Creswell

1. Long-term and sustainable industries
2. Clean industries
3. Small (10-50 employees) industries
4. Employers that require skilled workers and offer family wage jobs
5. On the State of Oregon’s statewide and/or regional targeted industries list (see list that follows)
6. Makes the most of Creswell’s geographical attributes (proximity to Interstate 5, Highway 99, railroad and airport)

The following lists those industries targeted by the State of Oregon¹²:

Statewide Core Campaigns

- Oregon Businesses
- Multinational Corporations
- Site Selectors

Industry-Specific (to be customized at local level)

- Aerospace
 - Aircraft
 - Aircraft engines & parts
 - Aircraft parts & equipment
- Biotech & Medical Apparatus
 - Medicinals & botanicals
 - Pharmaceuticals
 - Diagnostic substances
 - Surgical instruments
 - Surgical appliances
 - Dental equipment
 - Electro-Medical equipment
 - Ophthalmic goods
- Electronics, Semiconductors, Electronic Components
 - Printed circuit boards
 - Semiconductors
 - Electronic components
- Food Processing & Nursery
 - Ornamental nursery products
 - Creamery butter
 - Cheese
 - Dry and condensed dairy
 - Ice cream
 - Fluid milk
 - Canned specialties
 - Canned fruits
 - Dehydrated fruits & vegetables
 - Sauces & dressings
 - Frozen fruits & vegetables
 - Frozen specialties
- Metals, Fabrication
 - Electrometallurgical products
 - Aluminum extruded products
 - Nonferrous die casting
 - Aluminum foundries
 - Metal heat treating
 - Auto stampings
 - Plating & polishing
- Plastics
 - Plastic profile shapes, unsupported
 - Plastic foam products
 - Custom compound resins

- Plastic products, nec¹
- Recreational Equipment
 - Sporting & athletic goods
- Software & Professional Services
 - Custom programming
 - Software
 - Engineering services
 - Architectural services
- Telecommunications/Back Office
- Transportation Equipment
 - Motor vehicle parts
 - Motorcycle & bicycle parts
 - Travel trailers & campers
 - Transport equipment, nec
- Warehousing & Distribution
- Wood Products, primary & secondary, including Paper
 - Logging
 - Wood cabinets
 - Structural wood members
 - Nailed wood boxes
 - Wood pallets
 - Wood containers
 - Mobile homes
 - Prefab buildings
 - Wood preserving
 - Reconstructed wood products
 - Wood products, nec
 - Partitions & fixtures – wood
 - Partitions & fixtures
 - Uncoated bags
 - Sawmills
 - Dimension hardwood
 - Millwork
 - Hardwood veneer
 - Softwood veneer

Valley/Coastal Region Overall Regional Targets (no specific targets provided for Lane County)

- High Tech
- Telecommunications
- Value-Added Wood Processing
- Research Based Technology
- Packaging
- Plastics
- Electronics, Semiconductors, Electronic Component

¹ nec = Not elsewhere classified

C. Selected Industry Focus Areas

The following is a list of general industry focus areas that Creswell could target based on industry selection criteria. This list should be refined based on more detailed information about what the City of Creswell can accommodate based on infrastructure, land availability and the community's vision for itself.

- Health care
- Assisted living facilities
- Wood products
- Corporate office/office space
- Distribution, logistics center
- Transportation-related
- Airport-related
- Government headquarters/office
- Sports equipment-related
- Recreation-related

In addition, there may be opportunities for Creswell to collaboratively target industries with neighboring cities and small towns, such as Cottage Grove, Pleasant Hill and Lorane.



Newly constructed South Willamette Veterinary clinic

A. State and Local Financing Programs and Incentives

The following information illustrates the range of options available for financing new and expanding businesses in the Creswell region. In addition, local banks, such as the Siuslaw Valley Bank in the City of Creswell, often offer a full range of consumer and business services, including home mortgages, small business loans and commercial lending.

Lane Council of Governments (LCOG) operates a Small Business Finance Program that is designed to package, administer, and service commercial lending activities in Lane County. The program provides assistance to Lane County businesses to borrow from one of many loan resources. The primary programs are the U.S. Small Business Administration 504 loan program and LCOG's Rural Business Development Fund. Cascades West, a revolving loan fund, is also operated through LCOG. The following chart describes the financing development programs available for business development.¹³

Business Finance Programs

PROGRAM	AGENCY	TARGET MARKETS	KEY FEATURES	AMOUNT	RATE	FEES	LOAN STRUCTURE
504 Loan	SBA	Real property acquisition	Low fixed rate of interest	\$100,000 to \$1,300,000	Fixed	2.875% on SBA portion, \$2,500 documentation fee	Subordinate to bank debt
7A Loan	SBA	Most new or existing small businesses	Flexibility, secondary market	Up to \$1,000,000	Typically variable, bank sets rate	2.0% - 3.5% on SBA portion, \$1,000 - \$2,500 packaging fee	75% - 85% guaranty
Pre-Qual	SBA	Applicant that does not have a bank yet	Loan is approved by SBA prior to bank involvement	\$50,000 to \$250,000	Typically variable, bank sets rate	Same as SBA 7A	75% - 85% guaranty
MicroLoan	SBA	Microbusiness	Small loan size	Up to \$35,000	Fixed, prime plus		
Rural Business Development	USDA	Rural areas only	Easy to use, good rate	\$50,000 to \$150,000	Prime rate (7.0% Floor)	1.50% on RBDF portion	Subordinate to bank debt
Business and Industry	USDA	Rural areas only	Large projects can qualify	Up to \$25 million	Bank sets rate	2.0% on USDA portion, .50% packaging fee	60% - 80% guaranty
Oregon Business Development Fund (OBDF)	State of Oregon	Manufacturing, distribution, or tourism	Low fixed rate, no prepayment penalty	\$50,000 to \$500,000	Fixed	1.50% on OBDF portion	Subordinate to bank debt
Targeted OBDF	State of Oregon	Distressed areas, manufacturing, distribution, or tourism	Low fixed rate, no prepayment penalty	\$50,000 to \$500,000	Fixed, prime minus 4.0% (4.0% floor)	1.50%	Co-equal 1 st lien position with bank
Credit Enhancement	State of Oregon	Manufacturing, distribution, or rural areas	High guarantee percentage, easy to use	Up to \$500,000	Bank sets rate	1.25% - 3.0% on State portion, \$1,000 packaging fee	90% guaranty
Revolving Loan Fund	Cascades West	Most new or existing small businesses	Subject to availability	\$50,000 to \$150,000	Fixed, prime rate	1.50%	Subordinate to bank debt

Other special incentive and financing programs designed to assist the development of new and existing businesses in Lane County include:¹⁴

Oregon Capital Access Program

Who is Eligible: Small businesses in Oregon

Funding is For: All business costs except: construction or purchase of residential housing; real property not used for borrower's business operations; refinancing principal balance of an existing loan.

Specifics: State matching funds create pooled loan loss reserve fund. Provides additional capital to businesses, encourages banks to make higher risk loans.

Reserve may be tapped in the event of default.

Oregon Community Development Block Grant Program

Who is Eligible: Businesses that will create or retain permanent jobs. A majority of jobs are made available to low and moderate-income workers.

Funding is For: Loan from city or county to business or to pay for construction of public infrastructure to support a business.

Specifics: Businesses projects must create or retain a minimum of one job for every \$12,000 in grant funds. Public infrastructure projects must create or retain a minimum of one job per \$20,000. The maximum grant per project is \$500,000.

Oregon Industrial Development Revenue Bond Program

Who is Eligible: Manufacturing, processing and tourism facilities in Oregon.

Funding is For: To create jobs. Funds may be used for fixed assets, some costs of issuance.

Specifics: Interest paid is exempt from federal personal income tax and in some cases, state personal income tax. Tax-exempt rates are about 75 percent-80 percent of conventional rates. Bonds are not direct obligation of State of Oregon. Borrowing limits range from \$500,000 to \$10 million. A maximum of 25 percent can be used to buy land.

Oregon Entrepreneurial Loan Fund

Who is Eligible: Applicants enrolled in a Business Development Center Business Management Program and with a completed business plan. Must employ dislocated timber workers, severely disabled workers, or be located in a severely affected community.

Funding is For: Small, start-up companies operating fewer than 15 months.

Specifics: Funded by the Oregon Lottery. Applicants must provide a minimum of 20 percent equity and provide collateral. Maximum loan term is five years.

Oregon Business Retention Service

Who is Eligible: Trade sector industries, priority to manufacturers, or processors. Change of closure or layoff must be significant.

Funding is For: Technical assistance by professional consultants.

Specifics: Consultants analyze company and make specific recommendations to improve company's competitive position. Fees are paid by OECDD, but company must repay within two years. Funded by the Oregon Lottery.

Oregon Special Public Works Fund Program (SPWF)

Who is Eligible: Oregon cities and counties.

Funding is For: Infrastructure facilities needed for economic development and permanent job creation or retention.

Specifics: Project must support businesses wishing to locate, expand or remain in Oregon. Every \$20,000 of funds must create or retain one permanent, full-time job. Grants and loans up to \$1 million. Loan rate minimum of six percent, terms to 25 years. Technical assistance grants to \$10,000 available for municipalities under 5,000 population, for preliminary planning. Funded by the Oregon lottery.

Oregon Resource and Technology Development Fund

Who is Eligible: Oregon businesses in areas of biological and biomedical services, high technology and natural resource industries.

Funding is For: Seed capital, applied research and technical information.

Specifics: Equity-based capital available.

Oregon Small Scale Energy Loan Program

Who is Eligible: Oregonians and Oregon organizations; projects that conserve conventional energy or produce renewable energy.

Funding is For: Energy conservation and renewable energy products in Oregon.

Specifics: Loans have 15 to 20 year terms. Loan rates set when bonds are sold; interest rates are usually less than market.

Results and Next Steps

One of the results of this Plan is that it contains a compendium of community information in one document. This compendium is intended to act as a foundation, and the building and framing that follow should include acting upon and implementing the enhancements and steps identified in the following section in the areas of workforce readiness; land, transportation and infrastructure; and marketing and outreach. These steps may be funded by loans, grants or City funds. The enhancements may be applied to attract industries, along with any information regarding the City or region's ability to address the needed enhancement. Upcoming City projects related to economic development follow the enhancements section.

A. Enhancements to Attract Industries

Workforce Readiness

- *Training specific to new industries.* With a university, several small colleges, and two community college campuses within a short commute of the City of Creswell and Creswell region, there are numerous opportunities for training employees and managers.

Land, Transportation, and Infrastructure

- *"Certified shovel-ready" or "project-ready" development sites.* Industry trends indicate that industries are seeking development sites that are serviced and permitted by the city to the greatest extent possible. The most appealing sites are those that need only the building permit to start construction. Creswell is unlikely to be able to finance this type of advance development without loans, grants or increased fees. Any other assessments and permits for development that can be handled by the city, such as for wetlands, will increase the attractiveness of Creswell sites to potential developers. Appendix C includes detailed information on two Creswell sites from the 2000 Lane County Commercial and Industrial Lands Survey. A local website, www.opportunitylane.org, contains industrial and commercial site information for sites in Lane County.
- *Access management.* The Creswell region is encouraged to work with the Oregon Department of Transportation (ODOT), the railroad, and Lane County to streamline the permitting process for sites adjacent to Interstate 5, Highway 99, Highway 58 and the railroad. The City of Creswell has been working very closely with ODOT on a design for the Interstate 5 overpass. The subcommittee believes appropriately connecting the east and west sides of Creswell will support

the cohesiveness of the community and create economic development opportunities on both sides of the freeway.

- *Adequate supply of developable commercial and industrial lands.* According to the 2001 Creswell Urban Growth Boundary Land Analysis (Appendix B), there appears to be adequate industrial and commercial lands; however the report does not disaggregate commercial from industrial lands. By reexamining the mix of available lands, and realistically assessing the lands in regard to location, development constraints, and likelihood of development, the City can provide more detail about available lands for industry and business. A map of vacant lands by Creswell Comprehensive Plan designation follows. This map is a snapshot in time as land develops rapidly and should be used as a general guide only.



Ray's Food Place expanded and moved to the east side of Creswell

Marketing and Outreach

- *Grant funds.* Consider applying for grants that would fund more specific and very detailed marketing and outreach tools. Various departments such as Oregon Economic and Community Development Department or Department of Land Conservation and Development are potential sources for economic development-related project funds.
- *Marketing materials, including a one-page flyer using the state's template.* The state's Economic and Community Development Department has developed a template of marketing materials for Oregon communities. The state can use these marketing materials to present a unified campaign to attract various types of industries. The Creswell Chamber of Commerce and Lane Metro Partnership, whose overall mission is to "market Lane County to support the recruitment of new industry to the area for the purpose of local job creation," can also utilize these materials in their outreach efforts, and may be willing to work with the city to develop these or other marketing materials.
- *A "one step beyond" approach to attracting potential economic development.* To be competitive in recruiting new industries to the area, the City should consider what types of incentives and amenities it would be willing to invest in. Although financial incentives are helpful, they may be unrealistic for Creswell. However, other types of factors can also help attract and retain business, including development application assistance and focusing on quality-of-life improvements.



Historic entrance to Creswell

- *Regional collaboration to attract potential economic development.* By working with other small cities and towns in Lane County, such as Cottage Grove, Pleasant Hill, Lorane, etc. the City of Creswell may be able to take advantages of strategic economies of scale that would help make the city more attractive to potential employers.

Collaboration can range from sharing information to joint promotional efforts to pooling economic development resources. The Lane Metro Partnership may be a resource for county-wide information.

- *Business Economic Recruiting Team.* The City should formalize a committee or group of individuals to be known as the “Business Economic Recruiting Team” (BERT). BERT will be responsible for contacting industries and businesses interested in the City of Creswell and following up on potential leads. Funding, including monies to create and maintain an organizational structure, should be established to support this effort.
- *Economic Plan implementation.* A committee should meet semi-annually to monitor implementation of this Plan. The committee of approximately five members should include a chamber of commerce representative, the mayor, the city administrator, and a representative member from relevant city-sponsored committees.
- *Developable lands map.* A current full-size map of lands available for development should be posted at City Hall. A July 2004 map of vacant lands by Creswell Comprehensive Plan designation is shown on the previous page.

B. Upcoming Projects

Upcoming projects will build upon the foundation for economic development developed in this plan as well as utilize the information compiled for this document.

- *Creswell—Development Strategies for an Economic Future.* Build upon general industry focus areas by completing an Economic Opportunities Analysis. The Analysis will be done as part of this state-funded grant. Grant funds will cover hiring a consultant to complete the analysis and an implementation plan. The analysis will include an assessment of community economic development potential with respect to:
 - Location relative to markets
 - Quality of life
 - Buildable lands
 - Transportation
 - Public services and utilities
 - Labor force
 - Resources (renewable and non-renewable)
 - Business assistance services
- *Interstate 5/Oregon Avenue Access and Circulation Project.* Review the final report of the state-funded master plan for the quadrant located between Interstate 5, Oregon Avenue, Mill Street and the Bald Knob lumber mill, with an eye as to economic development opportunities that might be in the document. The Creswell Planning Commission and City Council may choose to amend the existing Transportation System Plan to include local street connections proposed as part of this master plan. In addition to street connections, the master plan drawing shows potential locations for buildings, parking, and an extension of the

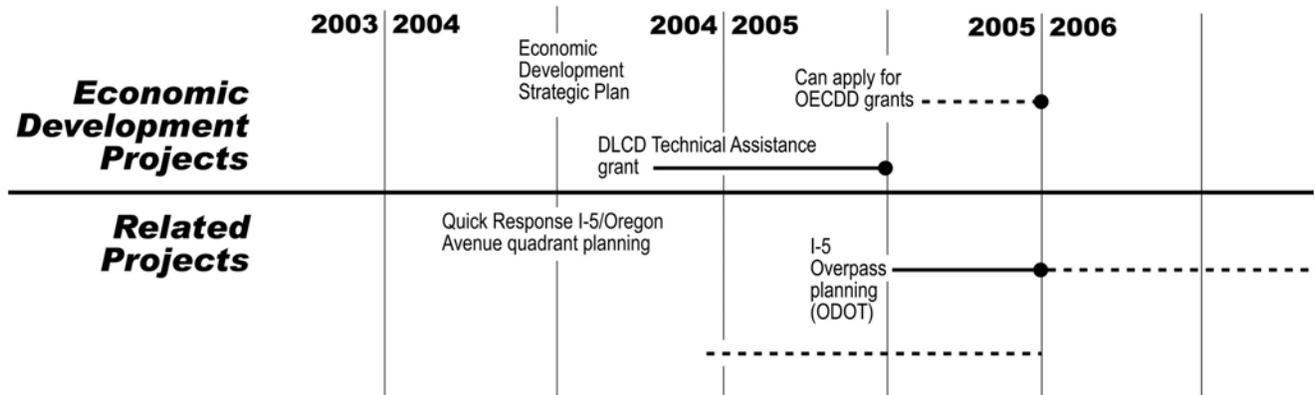
streetscape theme from downtown along Oregon Avenue. Design principles for buildings and the streetscape are also included.



Preferred Alternative from the Interstate 5/Oregon Avenue Access and Circulation Project

A timeline for existing and potential projects is listed below. Potential projects will also enable the City of Creswell and the Creswell region to take a more active step towards implementing the economic development enhancements identified in the previous section. Some of these potential projects require grant applications and collaboration with state agencies.

Timeline



Endnotes

- ¹ Oregon Employment Department
- ² Oregon Employment Department
- ³ Region 2050 Community Profile, November 2000
- ⁴ Creswell Urban Growth Boundary Analysis, October 2001
- ⁵ Excerpted from the Creswell Transportation System Plan
- ⁶ Eugene Airport website, <http://www.ci.eugene.or.us/Airport/index.html>
- ⁷ Lane Metro Partnership website, <http://www.lanemetro.com>
- ⁸ Northwest Christian College website, www.nwcc.edu
- ⁹ Pacific University website, <http://www.pacificu.edu>
- ¹⁰ Lane Community College website, <http://www.lanecc.edu/>
- ¹¹ Lane Metro Partnership website, <http://www.lanemetro.com/fastfacts.php>
- ¹² State of Oregon, Market Segmentation and Targeting Report, March 2001
- ¹³ Lane Council of Governments
- ¹⁴ Lane Council of Governments