

## Four Visions for the Jackson County Health Site Redevelopment Plan

**Fall 2013 • Planning, Public Policy and Management**

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## About SCI

The Sustainable Cities Initiative (SCI) is a cross-disciplinary organization at the University of Oregon that promotes education, service, public outreach, and research on the design and development of sustainable cities. We are redefining higher education for the public good and catalyzing community change toward sustainability. Our work addresses sustainability at multiple scales and emerges from the conviction that creating the sustainable city cannot happen within any single discipline. SCI is grounded in cross-disciplinary engagement as the key strategy for improving community sustainability. Our work connects student energy, faculty experience, and community needs to produce innovative, tangible solutions for the creation of a sustainable society.

## About SCYP

The Sustainable City Year Program (SCYP) is a year-long partnership between SCI and one city in Oregon, in which students and faculty in courses from across the university collaborate with the partner city on sustainability and livability projects. SCYP faculty and students work in collaboration with staff from the partner city through a variety of studio projects and service-learning courses to provide students with real-world projects to investigate. Students bring energy, enthusiasm, and innovative approaches to difficult, persistent problems. SCYP's primary value derives from collaborations resulting in on-the-ground impact and expanded conversations for a community ready to transition to a more sustainable and livable future.

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## About City of Medford

Medford, located in Jackson County in Southern Oregon's Rogue Valley, has a population of 75,920 within a metropolitan statistical area of 206,310 people, the 4th largest in the state. The City was founded in 1883 at its present site because of its proximity to Bear Creek and the Oregon and California Railroad, becoming the County seat in 1927.

The downtown is a National Historic District and it is flourishing today due to support from the City's Urban Renewal Agency in cooperation with business and property owners. New construction, building restorations, infrastructure improvements and community events are creating a forward-looking downtown grounded in its diverse past. Streets have been realigned and improved with with new pedestrian and bicycle amenities.

Medford is the economic center for a region of over 460,000 people in Southern Oregon and Northern California. In the past, its economy was fueled by agriculture and lumber products. Although the lumber industry has declined, three lumber mills, Boise Cascade, Timber Products and Sierra Pine, remain. The area also is home to an expanding vineyard and wine industry that includes a large assortment of varietals and over 60 wineries. Lithia Motors, the 9th largest auto retailer in the U.S., has been headquartered in Medford since 1970.

The City is a regional hub for medical services. Two major medical centers employ over 7,000 people in the region. Medford is also a retirement destination, with senior housing, assisted living and other elder care services acting as an important part of the economy.

The Bear Creek Greenway extends from Ashland through central Medford and includes a 26-mile multi-use path, linking several cities and numerous parks. Roxy Ann Peak, one of Medford's most prominent landmarks, is a 3,573-foot dormant volcano located on the east side in Prescott Park, Medford's largest city park at 1,740 acres.



# Course Participants

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# Executive Summary

In the fall term of 2013, graduate students in the Department of Planning, Public Policy and Management (PPPM) at the University of Oregon developed concept plans for the Jackson County Health Site in Medford, Oregon. This document will refer to the Jackson County property as the “Catalyst Site” because redevelopment of the Site was intended to spark redevelopment and revitalization throughout the East Main Neighborhood. The students were asked to create a long-term plan for the Catalyst Site, taking into account the context of the surrounding neighborhood and the City of Medford as a whole. These plans were to address land use, transportation, economic development, and other factors by considering site layout, building uses, and circulation as urban design concepts. Students were divided into four teams. Each team developed a final report detailing their recommendations. This report summarizes those recommendations.

Common elements such as background research and site analysis are presented as a synthesis of the teams’ findings. The historical context of an area plays an important role in the planning process. To anticipate the future, planners must have an understanding of the environmental, cultural, and economic forces that have shaped an area. A summary of key trends is provided to better assess the social and economic climate of Medford and its opportunities for growth.

Each team’s unique recommendations for use and design are presented separately. Teams 1 and 2 were asked to emphasize office development while Teams 3 and 4 were asked to focus on residential uses.

## Vision 1

Team 1 envisioned a vibrant and active neighborhood center that celebrates the historic character of the East Main Street Neighborhood and serves as a model for smart growth practices. The proposal integrates office, commercial, residential, and community space on the Catalyst Site to achieve the vision of a centralized activity center.

## Vision 2

Team 2 envisioned the Catalyst Site as a holistic health center that integrates traditional medical offices with a variety of other preventative health care uses. The redevelopment would enhance community identity, serve as a model of sustainable development, and facilitate multi-modal transportation.

## Vision 3

Team 3 proposed an integration of residential, commercial, and public uses on the Catalyst Site to spark long-term revitalization along the East Main corridor.

The design of the Catalyst Site fulfills Medford's need for infill development and affordable housing, improves circulation and accessibility, encourages public activity, and seeks to support entrepreneurial commercial activity that will positively impact the entire East Main area.

## **Vision 4**

Team 4 examined community context of the Catalyst Site and proposed uses that fit with the existing neighborhood and build towards the revitalization of the East Main area. The redevelopment plan seeks to create a mixed-use, residential destination that ties the neighborhood together and functions as a vibrant activity center serving East Medford.

## **Conclusions**

Six common themes for fostering site and neighborhood redevelopment emerged from across the four visions:

- Establish and promote cohesive neighborhood design;
- Honor historic legacy;
- Focus on healthcare;
- Provide affordable housing options;
- Create a complete street network with pedestrian, bicycle, and public transit amenities; and
- Incorporate green infrastructure into site design.

## Introduction

In the fall term of 2013, graduate students in the Department of Planning, Public Policy and Management (PPPM) at the University of Oregon developed concept plans for the Jackson County Health Site (Catalyst Site) in Medford, Oregon. This project was coordinated by the Sustainable City Year Program, developed in collaboration with city staff and presented on December 4th, 2013.

The 9-acre Catalyst Site, currently occupied by the Jackson County Health Department and other users, was selected as the focus of this project because Jackson County will be relocating to downtown Medford in 2014. The Site is located in East Medford approximately a half-mile east of downtown at the intersection of Crater Lake Avenue and East Main Street. The area is centrally located and highly accessible, but generally auto-oriented. Jackson County's relocation offers the opportunity to explore new potential uses and designs for the Site.

The students were asked to develop a long-term plan for this property, taking into account the context of the neighboring areas and the city as a whole. Their plans were to address land use, transportation, economic development, and other factors by considering site layout, building uses, and circulation as urban design concepts.

Students were divided into four teams. Teams 1 and 2 were asked to emphasize office uses, and Teams 3 and 4 were asked to focus on residential uses. Each team developed a final report detailing their recommendations. This report presents a concise summary of those recommendations. Common elements such as research and site analysis are presented as a synthesis of the teams' findings. The individual recommendations for use and design were unique, and so each team's vision is presented separately. In spite of separate analysis and development, several common themes emerged from the recommendations, which are presented in the conclusion of this report.

# Background and Context

## Historical Context

The historical context of an area plays an important role in the planning process. To anticipate the future, planners must start with an understanding of the environmental, cultural, and economic forces shaping an area. The following sections present a brief history of Jackson County, Medford, and this project's Catalyst Site.

## Medford and Jackson County

### *Indigenous and Early Non-Indigenous Settlers*

The Modoc, Shasta, Rogue River, and Umpqua Native American tribes originally inhabited the area we now call Jackson County (Jackson County Oregon Website, 2013). In 1846, Jesse and Lindsey Applegate and 13 others left LaCreole, Oregon to establish a new route to Southern Oregon, forging the Applegate Trail through present-day Medford. The gold rush of the 1850s-1890s fueled settlement of the area with both mining and agriculture (primarily fruit and ranching) powering the local economy (Oregon County Court, 1914). In 1852, Jackson County was officially incorporated, followed in 1885 by the City of Medford (Webber & Webber, 1996).

### *The Railroad Years and the Orchard Boom*

In 1883, the Oregon and California Railroad completed a segment through the Bear Creek Valley and built a railroad depot in what is now downtown Medford. Following this, a strong commercial core sprang up around the railroad and local business leaders formed the Medford Commercial Club to market Medford



Figure 1: Context Map.



and the Rogue River Valley as a hub of commerce. This effort, combined with the valley's favorable climate, led to the Orchard Boom of the late 1800s and early 1900s. The railroad enabled the orchard industry to flourish and spurred the eventual success of the Harry and David mail order fruit business, now a mainstay of Medford's economy.

### ***The Great Depression, World War II, Timber, and Agriculture***

The Great Depression nearly collapsed Medford's local economy, but New Deal programs and the onset of World War II helped to reverse the downturn. In 1942, the US Army established Camp White (now White City) as a training area, bringing a huge influx of population. Wartime industries consumed large amounts of lumber and initiated a timber boom that remained dominant in the economy until the 1970s. In the 1980s, political and endangered species conflicts turned back the timber industry, but the agricultural (orchard and vineyard) and recreational sectors continued to grow.

### ***Medford as a Regional Hub***

In the wake of WWII, two hospitals were constructed in the city, Rogue Valley Memorial (now Rogue Valley Medical Center) and Providence (Webber & Webber, 1996). This medical boom laid the foundation for the city's future economy and attracted many retirees to the area. The construction of I-5 in 1967 combined with Medford's other amenities firmly established the city as the center for retail, social services, and health services in Southern Oregon and Northern California (Aleccia, 1999).



*Figure 2: View of East Medford from Downtown.*

## The Catalyst Site

Prior to 1900, the East Main Street Neighborhood was used primarily for agriculture, but by 1910 much of the area had been converted to residential uses (Old East Medford Neighborhood Association, 2013). What are now the Geneva-Minnesota Historic and Corning Court Historic Neighborhoods sprang up in the late 1800s and early 1900s. Most of the existing structures in the neighborhood now, however, were built much later (see Figure 3).

Commercial development in the East Main Street Neighborhood took off in the post-WWII boom years. Doctors relocating from downtown to be closer to their patients and the Rogue Valley Memorial Hospital created a cluster of medical facilities along East Main Street. This area, historically referred to as “Doctor’s Row,” still houses numerous physicians, dentists, and other health care professionals (Medford Mail Tribune, 1957).

Jackson County purchased the two large plats currently occupied by the Jackson County Health Department in 1989 (highlighted in Figure 1). After operating from the site for almost 25 years, the County has decided to relocate to a new downtown location and will be vacating the property within approximately one year. The repurposing and redevelopment of this area forms the basis for the plans this document presents.

On the whole, the East Main Street Neighborhood can be seen as a microcosm of industry trends that have shaped Medford. Over time, Medford has changed from an agricultural and timber based economy to one strongly supported by the service sector, just as the Catalyst Site has transitioned from farming to health care and commercial activity.



Figure 3: Age of structures in the East Main Street Neighborhood. Source: Jackson County GIS.



## Modern Context

The following sections give an overview of the project's social and economic setting. By understanding the current profile of the area and trends likely to impact residents, the redevelopment proposal can make informed decisions about which site uses might be most appropriate for the project's context.

## Demographic Trends

### Population Growth

In 2000, the Census estimated Medford's population to be 63,154. By 2012, the population had increased 17% to 76,459. Medford estimates its population size will increase to 115,900 by the year 2029 (City of Medford Planning Department, 2010c).

### Aging Population

Medford's population has been steadily aging since 1980. The 55-to-74 year old segment has been slowly increasing over the past 30 years, while the 34-and-under segment has decreased by 11 percent since 1980.

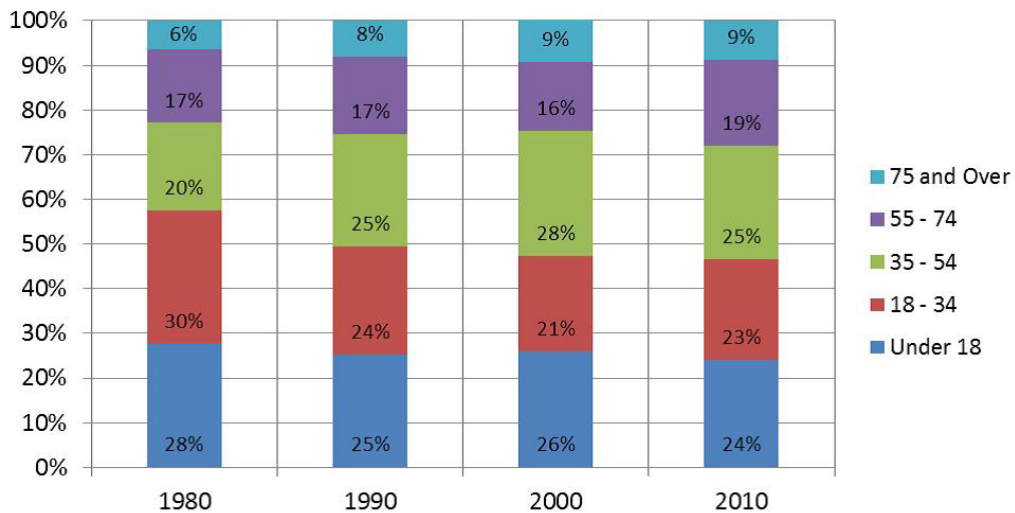


Figure 4: City of Medford population percent by age in 1980, 1990, 2000, 2010. Source: US Census.

### ***Increasing Diversity***

Medford's non-white population has been growing steadily since 1980. Much of this growth comes from the increasing Hispanic/Latino population. In 1980, approximately 3% of Medford's population fell into this category, and grew to 13.8% in 2010.

### ***Lower Incomes***

Between 1980 and 2000, median household income in Medford increased, but since the recession, it has sunk below 1980 levels. Additionally, Medford's median household income is about \$6,000 lower than the Oregon average.

### ***High Cost Burden***

Cost burdened households are defined as households that spend 30% or more of their income on housing costs. From 2000 to 2012, cost burdened households increased in Medford. Renter-occupied households experienced considerably higher levels of cost burdening compared with owner-occupied households (see Figure 5).

<b>Percentage of Medford Households Experiencing Cost Burdening by Tenure</b>			
	2000	2012	Percent Change
Owner-Occupied	25%	29%	16%
Renter-Occupied	48%	56%	17%
Total Occupied	35%	41%	17%

*Figure 5: Percentage of household experiencing cost burdening by tenure. Source: US Census Bureau. 2000 & 2012.*

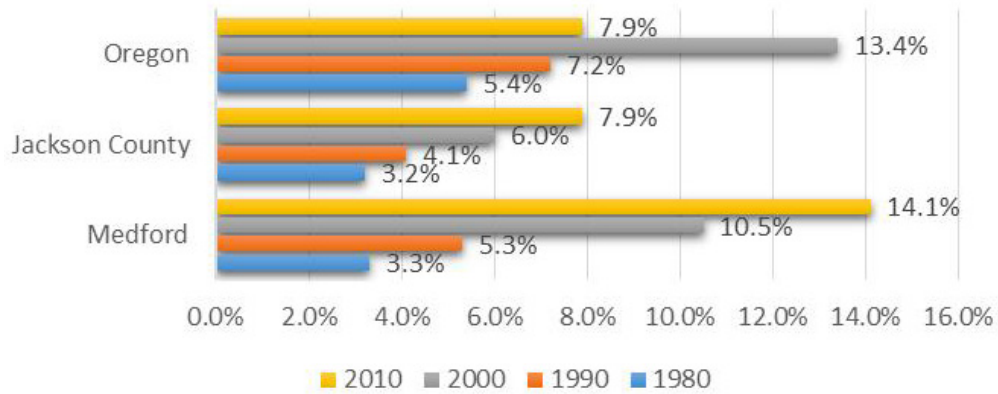


Figure 6: Growth of non-white population over time. Source: U.S. Census Bureau, Decennial Census 1980, 1990, 2000, 2010.

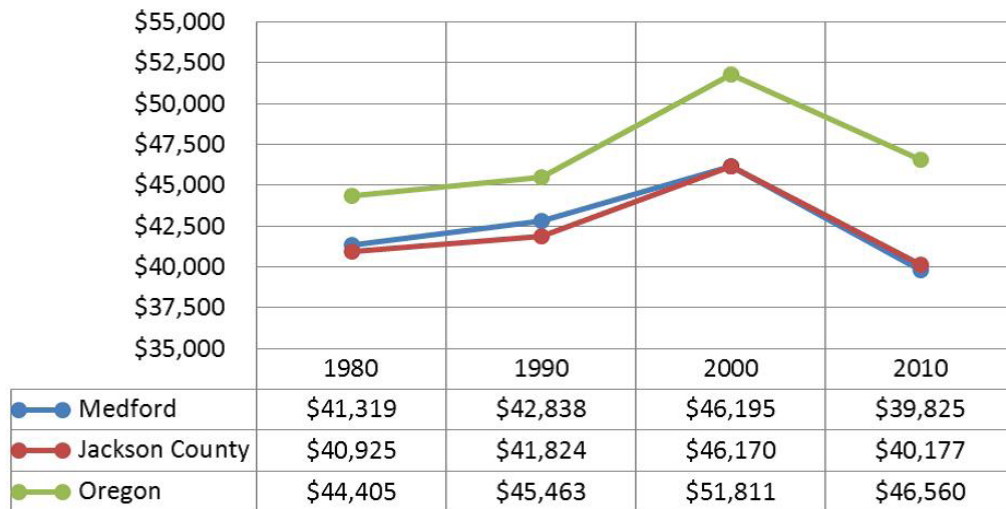


Figure 7: Median household income over time. (Adjusted for inflation to 2010 dollar value) Source: U.S. Census Bureau, Decennial Census 1980, 1990, 2000, 2010.

## Economic Trends

### ***Shift from a Manufacturing to Service Based Economy***

As Figure 8 shows, the service sector now accounts for over 30% of jobs in Jackson County while manufacturing has decreased from 18% to 10% in the past 40 years. In the past decade, employment in health services has increased over 30%, making the health care field Medford's fastest growing employment sector (Figure 9).

In addition to growth in the health care industry, Jackson County has experienced moderate job-growth in the public sector and entertainment, hospitality, and cultural industries. Although the retail trade lost employment overall in the past decade, the retail sector has maintained consistent importance in Jackson County's economy, most likely because Medford serves as the retail hub for the Southern Oregon and Northern California I-5 corridor. Breaking retail jobs down by specific retail activities reveals that areas such as food stores, hobby stores, and general merchandise stores have been growing since 2001.

<b>Jackson County</b>	<b>1970</b>	<b>1980</b>	<b>1990</b>	<b>2000</b>
Farm	7%	5%	4%	3%
Agricultural services, forestry, and fishing	1%	1%	1%	2%
Mining	0%	0%	0%	0%
Construction	4%	5%	5%	6%
Manufacturing	18%	14%	13%	10%
Transportation and public utilities	5%	5%	5%	5%
Wholesale trade	4%	4%	4%	3%
Retail trade	19%	20%	21%	21%
Finance, insurance, and real estate	6%	8%	6%	7%
Services	19%	21%	27%	31%
Government and government enterprises	17%	16%	13%	12%
<b>Total</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>

*Figure 8: Growth and decline of Jackson County's major employment sectors. Source: Bureau of Economic Analysis, Local Area Personal Income and Employment, Total full-time and part-time employment by industry (CA25, CA25N), 1970, 1980, 1990, 2000.*

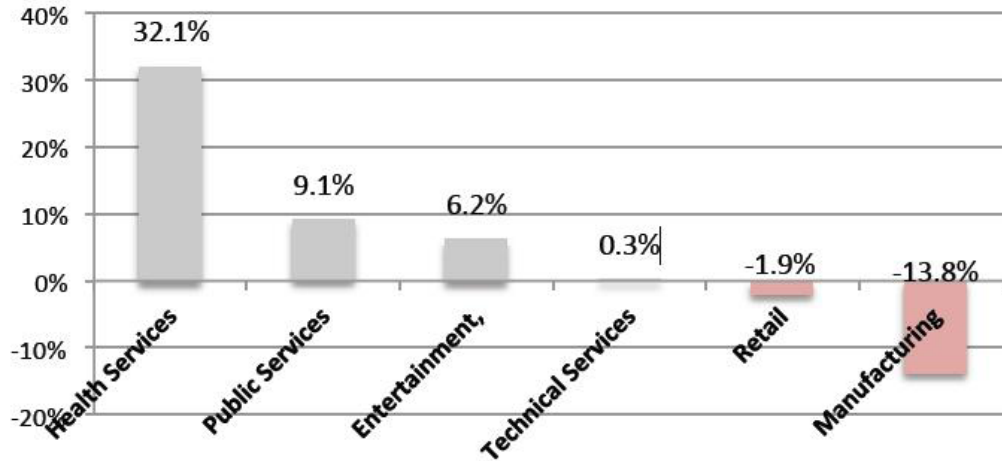


Figure 9: Medford's largest employment sectors ranked by growth (2001-2012). Source: Oregon Employment Department; OLMIS database. 2001 and 2012.

Sector	% Increase or decrease in employment
Miscellaneous store retailers	-43.98%
Motor vehicle and parts dealers	-18.47%
Personal and laundry services	-17.96%
Gasoline stations	-10.45%
Clothing and clothing accessories stores	0.70%
Food and beverage stores	5.73%
General merchandise stores	11.97%
Sporting goods, hobby, book, and music stores	14.06%
Building material and garden equipment and supplies dealers	35.70%

Figure 10: Jackson County retail categories ranked by growth since 2001. Source: Oregon Employment Department; OLMIS database. 2001 and 2012.

## **Implications**

### ***Housing***

Medford's demographic trends have several implications in the area of housing. Population growth will put pressure on existing housing units, which indicates an increased need for new residential space. The redevelopment proposal for the Catalyst Site has the potential to provide for this need. The characteristics of Medford's population should also inform the type of housing proposed for the Catalyst Site. Apartment-style rental properties are popular with aging populations and lower-income and/or cost-burdened populations would benefit from access to more affordable multi-family housing units.

### ***Health Care***

The strength of the healthcare industry combined with the existing health care uses on the Catalyst Site creates a strong precedent for continued use as a medical hub. The steady expansion of Medford's health care industry, driven in large part by the hospital system and retirement communities such as the Rogue Valley Manor, indicate that providing adequate health care facilities will be critical to support the growing industry. Improving the medical office space provided for these uses would complement an already thriving industry.

### ***Entertainment, Hospitality, and Culture***

The strength of the entertainment, hospitality, and cultural industries suggests Medford's economy would support the addition of commercial uses to the Catalyst Site such as cafes or restaurants.

### ***Retail***

Despite the overall recent decline of the retail sector, the growth of food and beverage stores, general merchandise, sporting goods/hobby shops, and building material suggests that Medford has room to capture more local and regional demand for these goods, especially given Medford's status as a regional hub.

### ***Historic Heritage***

The East Main Street Neighborhood's historic heritage, reflected in the late-19th and early-20th century units in the two historic districts and scattered throughout the neighborhood, should inform the design of new structures placed on the Catalyst Site. This will create an appealing design consistency throughout the area and celebrate its heritage.

## **Planning and Policy Context**

### ***Population Growth***

According to the Medford Comprehensive Plan, which details the City's adopted goals regarding land use, Medford grew from 39,700 residents in 1980 to 77,240 residents in 2009. Looking forward, projections show that Medford is expected to grow by an additional 35,591 residents between 2009 and 2029. To accommodate this level of growth, 15,050 new dwelling units will be needed, 11,424 of which will be placed within the existing urban growth boundary (City of Medford Planning Department, 2010a).

To meet the demand of future growth and maintain neighborhood livability, the City of Medford Strategic Plan and the City of Medford Comprehensive Plan encourage dense development around existing activity centers. The Catalyst Site discussed in this document has been identified as a part of one such activity center.

The Medford Comprehensive plan includes the following policies related to the density of future development (from the Housing Element):

Policy 2: The City of Medford shall designate areas for residential development that are or will be conveniently located close to pedestrian, bicycle, and transit or high capacity transportation routes, community facilities and services, and employment to ensure that the benefits of public investment in those facilities are available to as many households as possible.

Policy 3: In planning for needed housing, the City of Medford shall strive to provide a compact urban form that allows efficient use of public facilities and protects adjacent resource lands.

Policy 5: The City of Medford shall provide opportunities for alternative housing types and patterns, such as planned unit developments, mixed-uses, and other techniques that reduce development costs, increase density, and achieve projects that are flexible and responsive to the site and surroundings, including the conservation and enhancement of areas having special scenic, historic, architectural, or cultural value.

### ***Housing Affordability***

The redevelopment of the Catalyst Site provides the opportunity for the City of Medford to address housing affordability needs identified in the Medford Comprehensive Plan. In 2009, about 33% of Medford households were considered low income. This is exacerbated by the fact that between 2000 and 2008 housing affordability in Medford decreased. Policy 8 of the Medford Comprehensive Plan Housing Element makes developing affordable housing a priority for the future.



## Transportation

Expanding transportation access at the Catalyst Site aligns with the goals of the Transportation System Plan (TSP), which aims to increase the share of dwelling units located within a quarter-mile of transit routes. Medford's TSP focuses on "providing a multi-modal transportation system that supports the safe, efficient, and accessible movement of people and goods while achieving the City's vision for its future as an outstanding livable community" (City of Medford Planning Department, 2003).

## Historic Preservation

Located in close proximity to two architecturally significant historic districts, the Catalyst Site provides an opportunity to promote the historic legacy of East Medford. The Medford Comprehensive Plan identifies "the preservation of existing housing stock and neighborhoods through continued support of programs related to housing rehabilitation and neighborhood revitalization" as a key goal for the future.

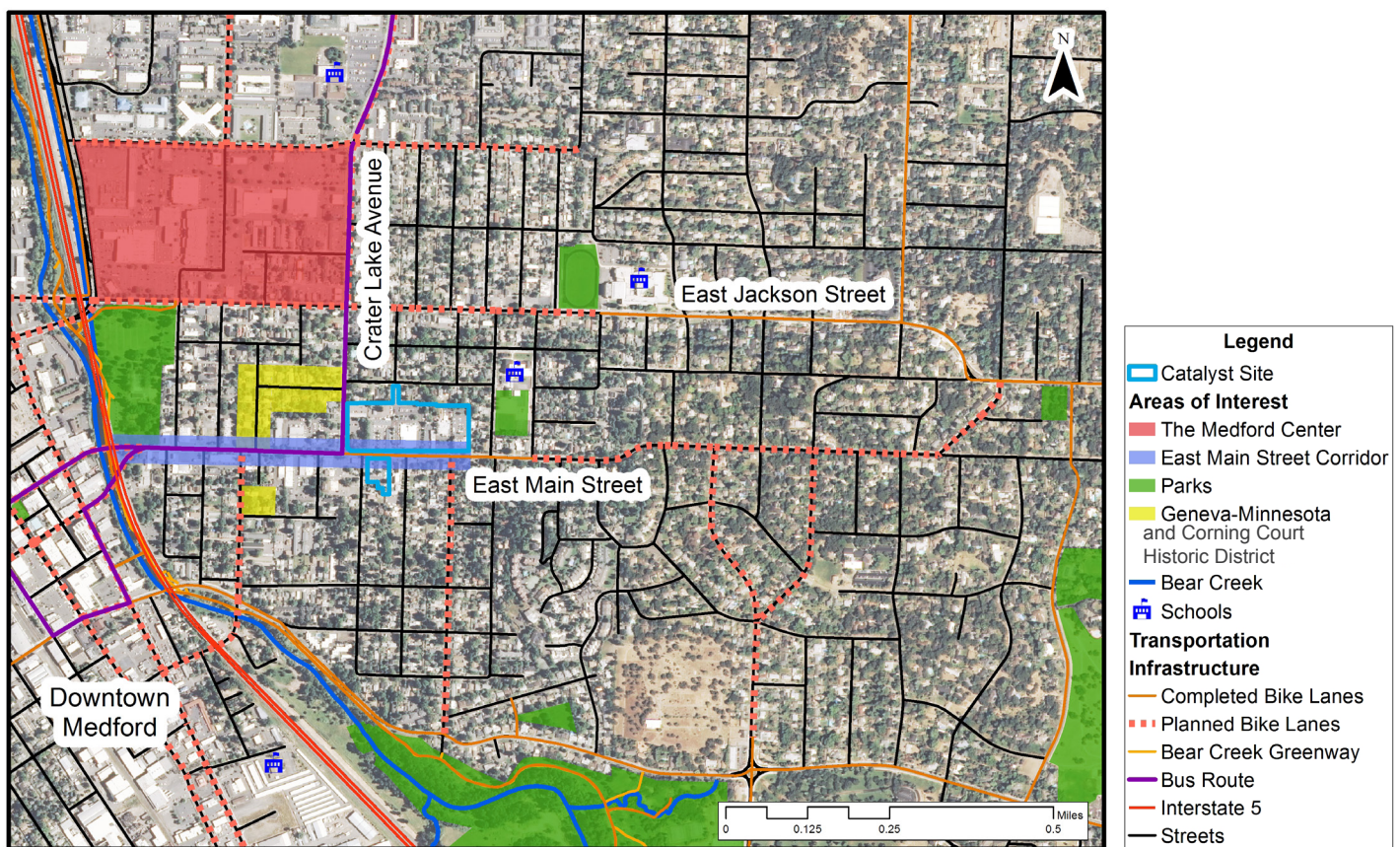


Figure 11: Composite Site Analysis Map



# Site Analysis

## Local Context

### Site Location & Access

The East Main Street Neighborhood is located east of downtown Medford. Two major thoroughfares, East Main Street and Jackson Street, run east-west through the neighborhood connecting it to downtown Medford. Crater Lake Avenue, another major thoroughfare, originates at East Main Street and runs north through the neighborhood. Interstate 5 (I-5) defines the western boundary of the neighborhood.

The Catalyst Site is approximately one-half mile east of downtown Medford and situated just west of Roosevelt Elementary School and Hedrick Middle School, and encompasses nine acres at the intersection of Crater Lake Avenue and East Main Street. It is bound on the west by Crater Lake Avenue, on the north by single-family houses facing Reddy Avenue, on the east by an alley, and on the south by East Main Street. An additional parcel is located on the south side of East Main Street, bounded by Portland Avenue on the west, and St. Peter Lutheran Church on the east.

East Medford's development largely stemmed from the increased activity and growth in downtown. Despite the short distance between the two areas, I-5 and Bear Creek form a barrier between the neighborhood and downtown Medford. The proximity of the Catalyst Site to downtown, however, creates an opportunity to reconnect the two areas, promote a concentration of centralized activity, and provide convenient services for adjacent residential neighborhoods.

### Businesses in the Surrounding Neighborhood

Businesses located on the Catalyst Site and surrounding area include medical/health services as well as a variety of professional services (law offices, real estate services, financial and insurance services). There are a few restaurants nearby including a sandwich shop, a boutique café, and a coffee stand. One quarter mile northwest of the subject site is the Medford Center, a larger scale shopping center that provides a wide array of services. The center has a Safeway, Rite Aid, movie theaters, a gym, and two restaurants.

### Zoning

East Main Street's Commercial, Service and Professional (CS/P) zoning designation fits with actual usage: medical professional offices including dentists, optometrists and massage therapists dominate the lots adjacent to East Main.

The surrounding East Main Street Neighborhood is primarily single-family housing. Most of this housing is zoned either Single Family Residential (SFR-6) which allows for development at a density of 6 units per acre or Single Family Residential (SFR-10) which allows for development at a density of 10 units per acre.

## **Natural Environment**

### **Climate**

Medford's climate is fairly moderate. Starting later in the fall through the beginning of the spring, the weather is cool, damp and cloudy. In later spring and the beginning of fall, the temperature is fairly warm and the climate is generally sunny and dry. Summers can get pretty hot with days routinely over 100 degrees Fahrenheit (City of Medford Planning Department, 2010b).

### **Temperature**

Data from the National Weather Service indicate that July and August are the warmest months in Medford. December and January are the coolest months: "the average daily high temperature in Medford is between 80 and 95 degrees during the summer and between 25 and 45 degrees in the winter" (City of Medford Planning Department, 2010a). Winds come from the south during the winter and the northwest during fall, summer and spring. Winds normally average five miles per hour with the exception of the summer, where thunderstorms can bring in winds exceeding 40 mph (City of Medford Planning Department , 2010a).

### **Precipitation**

Medford gets an average of 20 inches of rain per year. Its location near the Siskiyou and Coast Range Mountains creates a rain shadow effect which limits precipitation. December and November are the wettest months of the year.

### **Topography**

Medford sits in a valley, just east of the Coast Ranges. The East Main Street Neighborhood is relatively flat, except for the uphill slope beginning at Lindley Avenue and East Main Street. Bear Creek, which parallels I-5, is a significant natural feature within the East Main Street Neighborhood.

### **Soil**

The soils within the Medford Urban Growth Boundary (UGB) range from moderately-permeable soil in lower elevations (Class B), to low-permeable soils (Class D) at higher elevations in the foothills. These soil classifications are ideally suited for most kinds of urban development (City of Medford Planning Department, 2010a).

## **Water Quality**

The health of forests surrounding Medford's UGB impacts surface water quality in the city. An increase in agriculture, timber harvesting and urbanization in the forested hills have negatively impacted Medford's water quality but the city addresses urbanization stormwater run off in compliance with the Environmental Protection Agency's (EPA) Clean Water Act (City of Medford Planning Dept, 2010a).

Medford's potable water supply comes from Big Butte Springs, the Rogue River and groundwater stored in underground aquifers. Groundwater quality can be contaminated by landfills, agriculture, urban stormwater, drain fields, mining, and spills and leakage (City of Medford Planning Department, 2010a).

Bear Creek, an important stream near the Catalyst Site, was identified as a "water quality limited stream" and placed on the US EPA's 303(d) list of impaired waters in 1987. Baby Bear Creek in Bear Creek Park is also located near the site and according to the City of Medford Planning Department, Baby Bear Creek experiences irrigation return flow, which negatively impacts water quality.

## **Air Quality**

Motor vehicles contribute significantly to air pollution in the Medford area (City of Medford Planning Department, 2010d). The cars and transit vehicles utilizing the busy thoroughfares of Jackson Street, Crater Lake Avenue, and East Main Street generate smoke, carbon monoxide, and particulates.

## **Wetlands**

In a study completed in 2002, 134 wetlands were mapped within Medford's UGB, totaling 293 acres. According to Medford's local wetland inventory, no wetlands would be affected by the redevelopment of the Catalyst Site.

## **Sensory Experience**

**Sight:** Points within the East Main Street Neighborhood have views of the mountains surrounding the City of Medford. The northern side of the Catalyst Site offers one such view.

**Sight:** The streets in the East Main Street Neighborhood feature buffers, including trees and planters that offer an appealing aesthetic. The historic neighborhood district also provides visual appeal through consistent use of a distinct architectural style.

**Sound:** There are minimal loud or unusual noises in the neighborhood. Automobile traffic, particularly on Crater Lake Avenue, contributes noise but generally is not disruptive.

**Smell:** There are no foul or unusual smells in the East Medford neighborhood.

## **Site Visibility**

The Catalyst Site occupies a key intersection in East Medford. The many users of Crater Lake Avenue and East Main Street pass by the Site regularly. These streets draw from both downtown Medford and greater East Medford, therefore making the Site a visible location for residents outside of the immediate neighborhood.

## **Built Environment**

### **Urban Form**

The Catalyst Site has eleven structures, ten of which are one story high. The buildings are dispersed throughout the site, separated by parking lots that make up roughly half of the nine-acre site (Figure 12). Building architecture and setbacks vary, resulting in a lack of cohesion in form and design. Moreover, some buildings lack clear entrances or signage. Buildings on the Site feature two styles of roofing: flat with parapet, and gable roof with shingles. Other materials used for the buildings on the site include CMU blocks, brick, metal roofing, and wood and vinyl siding.

The subject site contains 11 vehicle access points, providing ease of access for automobiles, but presenting dangers for pedestrians and bicyclists. Pedestrian and bicycle access between the main parcels of the Site (on the north side of East Main Street) and the Site's smaller parcels (on the south side of East Main Street) presents a challenge since the nearest crosswalk is roughly 200 feet away. Little to no streetscaping is present on the sidewalks of Crater Lake Avenue and East Main Street.

The East Main Street Neighborhood maintains a strong grid, but blocks are inconsistent and of varying lengths throughout the area (Figure 13). The irregularity of block length negatively affects the overall fabric of the neighborhood, namely, in terms of connectivity.

### **Existing Land Use**

The East Main Street Neighborhood contains a mixture of residential and commercial uses. Between I-5 and Academy Place, East Main Street includes retail commercial, service commercial and residential uses. East Jackson Street includes many of the same uses. Outside these two major corridors, the interior of the neighborhood largely consists of single-family residential housing.

### **Housing Stock**

Most dwelling units in the East Main Street Neighborhood are single-family homes. Some multi-family housing, including duplexes and low-density apartment complexes, are also present. These buildings form the periphery of the neighborhood along Taylor Street as well as near the corner of East Jackson Street and Academy Place.





Figure 12: Building Setbacks



Figure 13: Block Sizes



Figure 14: Land Use Classifications

Most homes surrounding the Catalyst Site were built between 1900 and 1950. This area is zoned SFR-6 (Single Family Residential 6 units/acre) and classified as “Urban Residential” under the City’s General Land Use Plan.



Figure 15: Examples of neighborhood housing stock

## Transportation & Infrastructure

### Streets and Automobile

Both East Main Street and Crater Lake Avenue are designated major arterials by the City of Medford. East Main Street becomes a Major Collector at the eastern edge of the Site boundary. Along the Site, vehicles make approximately 13,100 average daily trips (ADTs) up and down Crater Lake Avenue and 11,900 ADTs on East Main Street (City of Medford Planning Department 2010d).

Lane patterns on East Main Street change over the length of the Site. East Main Street is four lanes at its intersection with Crater Lake Avenue, changes to two lanes with a center turn lane just east of Crater Lake Avenue, and finally becomes a two-lane road with no center turn lane at Willamette Avenue. The right of way width is consistent through this pattern change, and as a result, lanes are wider east of Willamette Avenue (approximately 13 feet). Crater Lake Avenue has two lanes in each direction, separated by a double yellow centerline. The majority of surrounding neighborhood streets are unmarked minor circulators.

There are no one-way streets in this area, and no on-street parking on East Main Street or Crater Lake Avenue. The surrounding residential streets feature on-street parking on both sides of the street. Most streets in the East Main Street Neighborhood appear to be in good condition.

### Public Transit

Rogue Valley Transportation District’s (RVTD) Route #60 has designated bus stops at Crater Lake and East Main Street (Rogue Valley Transportation District, 2013a). This stop is served by inbound and outbound trips between White City and Front Street Station in downtown Medford. Key stops on the route include Front Street Station (5 minutes from Site), Providence Medical Center (6



minutes from Site), Costco in Crater Lake Plaza which provides other “big-box” store amenities (17 minutes from Site), and Cascade Shopping Center in White City (26 minutes from Site). Buses run every 30 minutes in both directions, with the inbound trips operating between 6:13 AM - 9:43 PM and outbound trips operating between 5:05 AM - 8:35 PM (RVTD, 2013b).

## Bicycle

Despite recent efforts to enhance bike transit in the East Main Street Neighborhood (including a “road diet” along East Main Street to provide space for bike lanes), cyclists still face major challenges. The new bike lanes along East Main Street are relatively narrow (3 feet wide) and unevenly paved. The lanes abruptly terminate at Lindley Street, just east of the Site.

Despite limited bicycle infrastructure within the East Main Street Neighborhood, the area does have convenient access to other bicycle amenities: the Bear Creek Greenway provides 20 miles of Class I bikeway that runs from Ashland to Central Point. The closest access point is 0.9 miles (4 minutes) from the intersection of East Main Street and Crater Lake Avenue.



Figure 16: Bike Lane

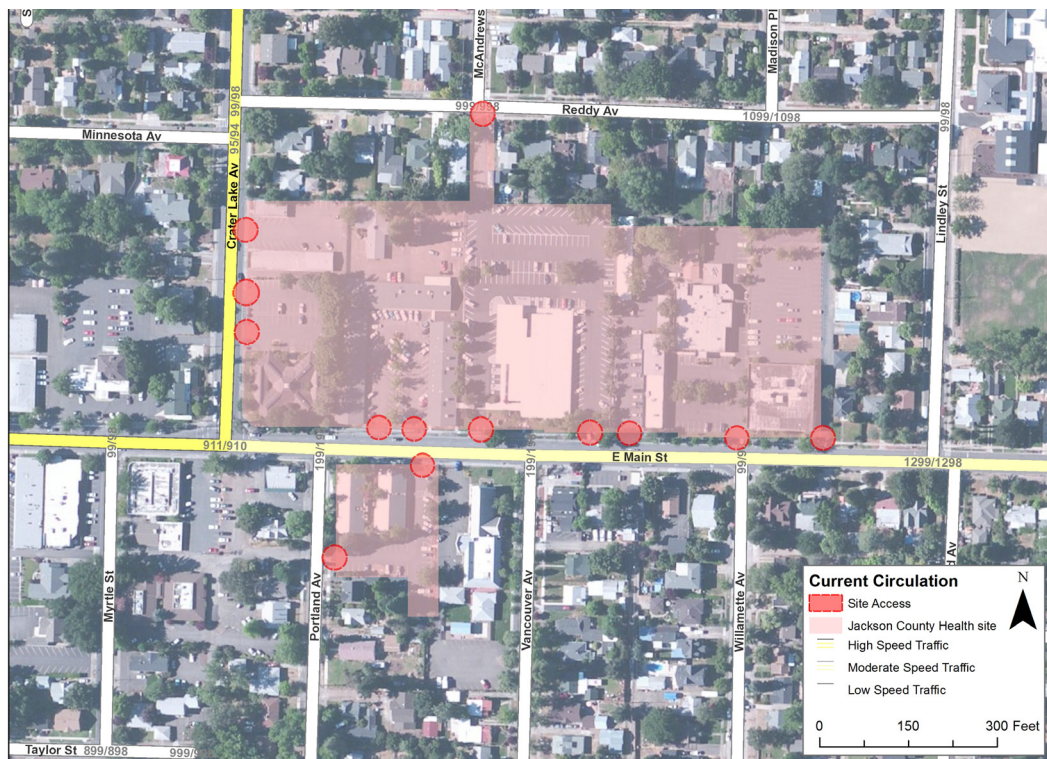


Figure 17: Circulation

## **Pedestrian**

East Main Street offers sidewalks and pedestrian signals at all traffic lights, but sidewalks are narrow and in disrepair at several points. Their condition and proximity to heavy traffic diminishes walkability on East Main Street. The Catalyst Site includes nine distinct and disconnected parking areas; each building has its own parking lot. There are 11 curb cuts for parking lot entrances on Crater Lake Avenue and East Main Street, as well as one entrance connecting the site to Reddy Avenue. The Catalyst Site forms a large block which does not fit the surrounding neighborhood and acts as a barrier to pedestrian accessibility. Most surrounding residential streets have shorter block lengths.

## **Opportunities and Constraints**

### **Opportunities**

There are a variety of opportunities associated with the redevelopment of the Catalyst Site. These are discussed below.

- Catalyst Site is centrally located
- Site is in close proximity to desirable amenities: downtown, Hawthorne Park, Bear Creek Greenway, and shopping
- Site is in close proximity to neighborhood schools
- At nine acres, the Site is large enough to offer design flexibility
- Site is easily accessible from downtown by car, bus, bike, and on foot
- Site is located on an arterial road with high visibility
- Strong residential fabric in neighborhood surrounding the Site
- Potential to build upon historic character of surrounding neighborhood
- Potential catalyst for neighborhood revitalization
- Proposed Hawthorne Park redevelopment will improve on existing neighborhood amenities
- Redevelopment of Catalyst Site may act as a model for neighborhood form standards that will improve neighborhood design consistency

### **Constraints**

The site has several constraints affecting redevelopment. These are discussed below.

- The nine-acre Catalyst Site is broken into several parcels. If the site is developed in a piecemeal fashion it may not achieve the vision outlined in this document.



- Inconsistent urban form fails to provide the neighborhood with a distinctive character and limits connectivity to surrounding areas
- Inconsistent building set backs give the corridor a fragmented appearance
- Bike lanes are narrow and sidewalks uneven in some areas
- East Main Street and Crater Lake Avenue are overly automobile centric
- Large number of curb cuts around site limits walkability

# Vision 1: Office Emphasis

*Lok Yee Au, Bjorn Gripenburg, Elizabeth Miller, Marwan Najjar, and Eli Tome*

## Vision and Overview

Team 1 sought to create a vibrant and active neighborhood center celebrating the historical influence and culture of the East Main Street Neighborhood. The proposal utilized smart growth practices to integrate office, commercial, residential, and community space throughout the Catalyst Site. Team 1 relied on neighborhood demographics, key neighborhood needs, and Medford's Comprehensive Plan to inform their land use decisions. Team 1's proposal aims to:

1. Reinforce neighborhood place-making principles and serve as an example of effective land use
2. Serve office, commercial, cultural, and community needs through mixed-use development practices
3. Ensure the redevelopment of the Catalyst Site is seamlessly integrated into the historic residential fabric of the neighborhood
4. Incorporate green space and serve as a model for sustainable development
5. Encourage the use of alternate modes of transportation

These guiding principles led Team 1 to rethink the entire layout of the Catalyst Site. Their vision repurposes three of the existing buildings, but significantly transforms the Site's building placement and street structure. The team made a conscious decision to limit building height and suggest design elements that seamlessly blend in with existing neighborhood character. The new mixed-use, transit-oriented design proposal features dynamic public spaces and environmental services that together will make the Site a desirable and active neighborhood center.

## Elements

### Office

Vision 1 features a total of eight office structures. Five of these buildings are designated for exclusive office use while the three remaining buildings are mixed use office-commercial and office-residential. This mixed-use strategy is designed to appeal to multiple users and to spur activity outside of the normal workday. The commercial zoning could be occupied by shops and restaurants and the residential zoning will bring new residents into the neighborhood when offices are closed for the evenings. At the same time, the inclusion of office space ensures that the Catalyst Site will contribute economic vitality to the neighborhood and stay active during the workday.



Figure 18: Vision 1's Final Concept Design.



Figure 19: Building uses by floor level.

### ***Key Office Objectives***

1. Provide useful on-site amenities that cater to neighborhood needs

The inclusion of a pharmacy and medical offices in the redevelopment plan is designed to centralize medical facilities making them accessible to residents by alternative transportation modes such as foot or bike.

2. Integrate a mix of uses into buildings

Vision 1 includes ground floor retail as a way to create more interesting, active space. Mixed-use development creates efficiencies for office workers who may be able to do their shopping on-site rather than making an extra trip.

3. Create an activity node on the southwestern portion of the Site

By placing the most heavily used buildings in the western and southwestern areas of the Site, Vision 1 aims to create a centralized activity node at the busiest intersection, away from the quiet residential areas north of the Site.

### **Residential**

Having examined demographic trends in the East Main Street Neighborhood, Team 1 identified housing as a key need. As a result, Vision 1 includes two residential structures: one with ground-floor office and second-story residential, and one with ground-floor commercial and second-story residential. These buildings are located near the center of the Catalyst Site, in close proximity to tenant amenities such as a park and community center. Low-income housing was identified as a key residential need.

### ***Key Residential Objectives***

1. Provide affordable housing options to Medford residents

In response to the below-average incomes present in the East Main Street Neighborhood, Vision 1 includes two buildings dedicated to affordable housing (to the east of McAndrews Street). These buildings are located in close proximity to public space which can serve residents in lieu of private backyards.

2. Complement public areas and promote safety

The placement of residential structures near the public right-of-ways, parks, and plazas will keep “eyes on the street” during non-workday hours, thus decreasing the chance these spaces are abused.

### **Commercial and Community**

As part of Vision 1’s commitment to a mixed-use design, the proposal features three office buildings with ground-floor commercial space, a café, a structure for a year-round farmers market, and a centrally placed community center.

Together, these elements serve a useful economic purpose and offer Site users access to a wide variety of convenient and engaging services.

### ***Key Commercial and Community Objectives***

#### 1. Meet a variety of community needs

The Catalyst Site creates an opportunity to fill a variety of community needs including working, shopping, buying groceries, small-business development support, childcare, and recreation. Vision 1 incorporates elements that address these needs, creating a functional space and increasing the likelihood it is well used.

#### 2. Provide a gathering and community-building space

The proposed community center will provide a flexible multi-use space in the East Main Street Neighborhood. Possible owners of this facility could be non-profits or commercial developers. Vision 1 imagines the first floor as large meeting rooms and the second floor as smaller rooms that could function as classrooms or incubator space for small businesses and non-profits. Additional amenities should cater to the East Main Street Neighborhood's population and provide services for the aging, young children, parents, and Site employees.

### **Transportation and Circulation**

Vision 1 seeks to make the Catalyst Site a model for smart growth in Medford by slowing down automobile traffic, fostering a pedestrian-friendly landscape, strengthening bicycle infrastructure, and improving access to public transit. The following suggestions detail how this can be accomplished.

### ***Key Transportation and Circulation Objectives***

#### 1. Extend the existing street grid through the Catalyst Site

Currently, the Catalyst Site disrupts the neighborhood's grid pattern, which blocks the flow of pedestrian and automobile traffic. To address this, Vision 1 proposes extending McAndrews Street between Reddy Avenue and East Main Street. Additionally, Vision 1 proposes the creation of an east-west pedestrian-oriented walking path through the Site.

#### 2. Pedestrian

Encouraging Site users to walk rather than drive will help generate activity and create a stronger sense of community. The following features are designed to address walkability:

- Improved crosswalks across busy intersections
- Widened sidewalks (see Figure 20 and Figure 21).
- Minimal setback of buildings from sidewalk

### 3. Bicycle

Providing on-street bicycle infrastructure helps slow down on-site traffic and improve bicycle safety. The following features address bicycle infrastructure:

- Enhanced bike lanes on Crater Lake Avenue, East Main Street, and McAndrews Street (see Figure 20, Figure 21, and Figure 22)
- Traffic-calming strategies such as median vegetation and corner bulb-outs

### 4. Public Transit

The establishment of a more prominent bus stop on Crater Lake Avenue helps improve transportation infrastructure serving the Catalyst Site. The installment of a bus bay will decrease traffic interference on Crater Lake Avenue and incorporating a sheltered stop will protect transit riders from inclement weather. Creating this transit hub in close proximity to residential development aligns with the City of Medford's Transportation System Plan, which aims to increase the share of dwelling units located within a quarter-mile of transit routes (City of Medford Planning Department, 2003).

## **Public Space and Green Infrastructure**

Vision 1 includes ample public space filled with "green infrastructure." Green infrastructure broadly encompasses environmentally friendly landscaping elements, which are included in the proposal for the Catalyst Site to both increase its aesthetic appeal and capture stormwater runoff. Anyone living, working, or simply passing through the Site will be able to enjoy well-vegetated communal space, making the Site an attractive destination.

### ***Key Public Space and Green Infrastructure Objectives***

#### 1. Create lively public spaces where Site users can gather and recreate

Vision 1 includes pedestrian plazas and a public park with a playground and tables. These facilities would be maintained by the City and provide recreation opportunities that can serve the needs of Site visitors, residents and the surrounding neighborhood.

#### 2. Utilize green infrastructure to mitigate the Catalyst Site's environmental impact

Issues of stormwater management are addressed through the use of bioswales in the parking lots, a rain garden incorporated into the park, and pervious paving material throughout the Site. The EPA estimates that effective use of these elements can capture 80- 95% of runoff, a major boon for the water system (US EPA, 2013). Additionally, vegetated medians and planters combined with improved tree cover will help to absorb heat in the summer.



Figure 20: Proposed streetscape re-design of Crate Lake Avenue.



Figure 21 Proposed streetscape re-design of East Main Street (facing East).

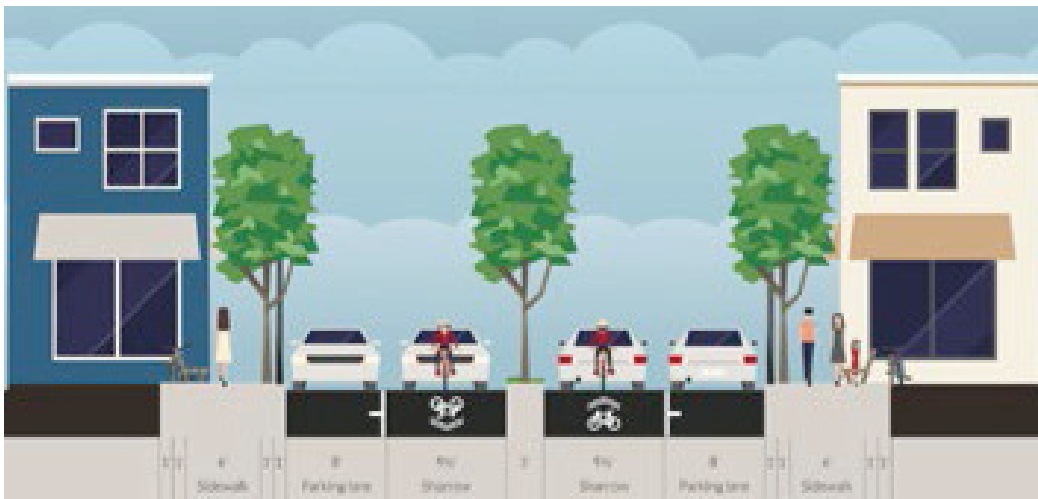


Figure 22: Proposed streetscape design of McAndrews Street.

## Implementation

### Phase 1: Short Term

The ultimate success of this endeavor hinges on the support of community members. As such, the City of Medford and project partners should seek community input on the redevelopment plan early in the process. A well-considered public process will help ensure community support by addressing feedback in the final draft of the concept proposal.

Team 1 suggests the following steps to gather public input:

- Utilize community meetings to draft guiding principles for the redevelopment of the Catalyst Site
- Refine the concept plan based on input from community members
- Create finalized concept plan

### Phase 2: Short – Medium Term

Implementation of the final concept plan will require both the public and private sectors to participate in the redevelopment process. The roles of these actors will be determined during this phase. This phase of development will also address any regulatory changes needed to complete this project.

Zoning change options include:

1. Creation of mixed-use zoning designation or mixed-use overlay
2. Planned Unit Development
3. Creation of form-based code

Strategies for addressing on-site parking include:

1. Reduction of parking requirements
2. Creation of shared/multi-use parking code

### Phase 3: Medium – Long Term

- Streetscape improvements
- Green infrastructure improvements
- Transportation improvements
- Implementation of regulatory changes

### Phase 4: Long Term

- Continued green infrastructure improvements
- Private development of all remaining structures



## Vision 2: Office Emphasis

Aniko Drlik-Muehleck, Drew Pfefferle, Jeramy Card, Ross Peizer, and Somaly Jaramillo Hurtado

### Vision and Overview

Team 2 envisioned the Catalyst Site as a holistic health center that integrates traditional medical offices with a variety of other preventative health care uses. The redevelopment proposal seeks to foster a holistic approach to health through centralized medical care and neighborhood services that benefit both the immediately surrounding community and Medford at large. Team 2 viewed the redeveloped Catalyst Site as a model “holistic health care node” that might be emulated in other Medford neighborhoods with high concentrations of medical activity.

To achieve this vision, Team 2 incorporated design elements that:

- Create access to preventative health care
- Promote healthy lifestyles
- Improve connectivity throughout the neighborhood
- Improve consistency and cohesion with the surrounding neighborhood
- Meet neighborhood needs



Figure 23: Vision 2's Final Concept Design.

Because the Site's current irregular and car-oriented layout does not facilitate these goals, Team 2 decided to rebuild much of the Site, retaining only two of the existing structures. Noting that the County only owns two of the Site's parcels, Team 2 strategically placed the Site's most critical buildings, the medical offices, on County property. If other property owners show resistance to implementing the redevelopment proposal, the core vision of the proposal could still be achieved.

## Elements

### Office

The office component of Vision 2 includes seven new medical office buildings, one new general office building, one repurposed general office building, and two repurposed medical office buildings. These buildings are depicted in purple (medical), dark blue (general office), and light blue (existing buildings) in Figure 23. Medical offices serve as the foundation of the redevelopment proposal. The offices will provide a centralized location for non-hospital services such as pediatric care, dental, optometry, or chiropractic clinics. By improving the layout of the Site's medical buildings and their aesthetic appeal, Vision 2 seeks to reduce the stress often associated with doctors' visits.

<b>Vision 2's Site Details</b>			
<b>Use</b>	<b>Quantity</b>	<b>Sq. Footage</b>	<b>% of Site</b>
Medical Office	9	83,265	20%
Neighborhood Market	1	15,000	4%
Cafe	2	5,120	1%
Community Center	1	12,100	3%
General Office	2	22,900	6%
Public Plaza	1	36,000	9%
Road & Sidewalks	1	68,115	16%
Parking Lots	5	139,300	33%
Bioswales	27	33,200	8%
<b>Total Building</b>		<b>138,385</b>	<b>33%</b>
<b>Total Parking, Road, &amp; Sidewalk</b>		<b>207,415</b>	<b>50%</b>
<b>Total Green/Public Space</b>		<b>69,200</b>	<b>17%</b>
<b>Lot Total</b>		<b>415,000</b>	<b>100%</b>

Figure 24: Vision 2 Site details.

## **Key Office Objectives**

### 1. Congregate medical uses on the Catalyst Site

This proposal aims to consolidate medical uses into one central location as a way to improve access. Positive spin-off from activity on the Site will encourage other businesses to fill vacancies along the East Main corridor and revive the area's currently struggling commercial sector.

### 2. Design buildings to be inviting and accessible

Vision 2 places new buildings close to the street, making the area less auto-oriented and more pedestrian-friendly. The medical offices feature access points adjacent to both the street and parking lots that will allow patients and employees to enter in the manner most convenient to their mode of transportation and mobility-level.

## **Commercial and Community**

As part of Vision 2's emphasis on holistic health and neighborhood services, the proposal complements medical services with retail and community space. The concept incorporates a neighborhood grocery store, two cafes, and a community center that can serve the two nearby schools for after-school care. These buildings are depicted respectively in orange, purple, and light blue in Figure 23. The market and cafes will be constructed as part of the redevelopment, but Vision 2 suggests the existing office building on the southeastern corner of the site be repurposed on the ground floor as a community center to save on construction costs. These uses both cater to the needs of site occupants and residents and offer services associated with preventative health care.

## **Key Commercial and Community Objectives**

### 1. Encourage multi-purpose, active uses of the space

Including uses that serve the neighborhood outside of the normal workday will add vibrancy to the area, making it a more appealing destination for visitors, residents, and site occupants. The community center (envisioned as a Boys and Girls Club, or other children's activity center), the neighborhood market, and the cafes will generate pedestrian traffic throughout the day and into the evening, adding to the area's economic vitality and helping to revitalize the currently underutilized space.

### 2. Encourage uses that will promote a preventative approach to health care

The development of a small neighborhood grocery or health food store is not intended to compete with the nearby Safeway, but rather to enrich the neighborhood's access to fresh, local produce and specialty groceries. Healthy lifestyles depend on high-quality, well-balanced diets, and locating

both a market and cafes on the Site will connect residents and site-occupants with wholesome food options.

Healthy lifestyles also depend on physical activity and mental engagement, needs which the community center can help meet. A community center provides a place where children can play and learn after school and on the weekends.

## **Transportation and Circulation**

Vision 2 proposes changes to the existing street patterns and parking layout that aim to improve accessibility, promote active lifestyles, and build better connectivity throughout the East Main Street Neighborhood. Vision 2 recognizes that modifying the flow of traffic through the Site provides the opportunity to enhance the Site's vitality and economic health, as well as encourage healthy physical behaviors among Site and neighborhood occupants.

### ***Key Transportation and Circulation Objectives***

#### **1. Reconnect the street grid through the Site**

Connecting McAndrews Street through the Site to Vancouver Avenue helps establish a continuous network of walkable, bikeable neighborhood greenways that will improve neighborhood connectivity.

#### **2. Make streets active public spaces**

Vision 2 includes traffic-calming features designed to prevent McAndrews Street from becoming a major vehicle thoroughfare. Additionally, the street may occasionally be closed off for "Play Street Events" which are defined as "temporarily closing off a street to automobile traffic, so that people may use the street for walking, bicycling, dancing, playing and socializing" (The Open Streets Project, 2013). Play Street Events have been enormously successful elsewhere in encouraging the public to take ownership of public spaces and build a strong sense of place.

#### **3. Pedestrian Improvements**

Vision 2 flips the current building/parking configuration so that buildings front the street with parking located in the rear. This layout is safer and more convenient for pedestrians. The proposal also recommends developing textured high-visibility sidewalks for the benefit of pedestrians.

#### **4. Bicycle Improvements**

In addition to increasing bike parking on the Catalyst Site, Vision 2 proposes the creation of two "neighborhood greenways" through the East Main Street neighborhood, depicted in Figure 25. These greenways would include features designed to slow automobile traffic, thereby making the environment safer for bicyclists. Neighborhood greenways encourage more



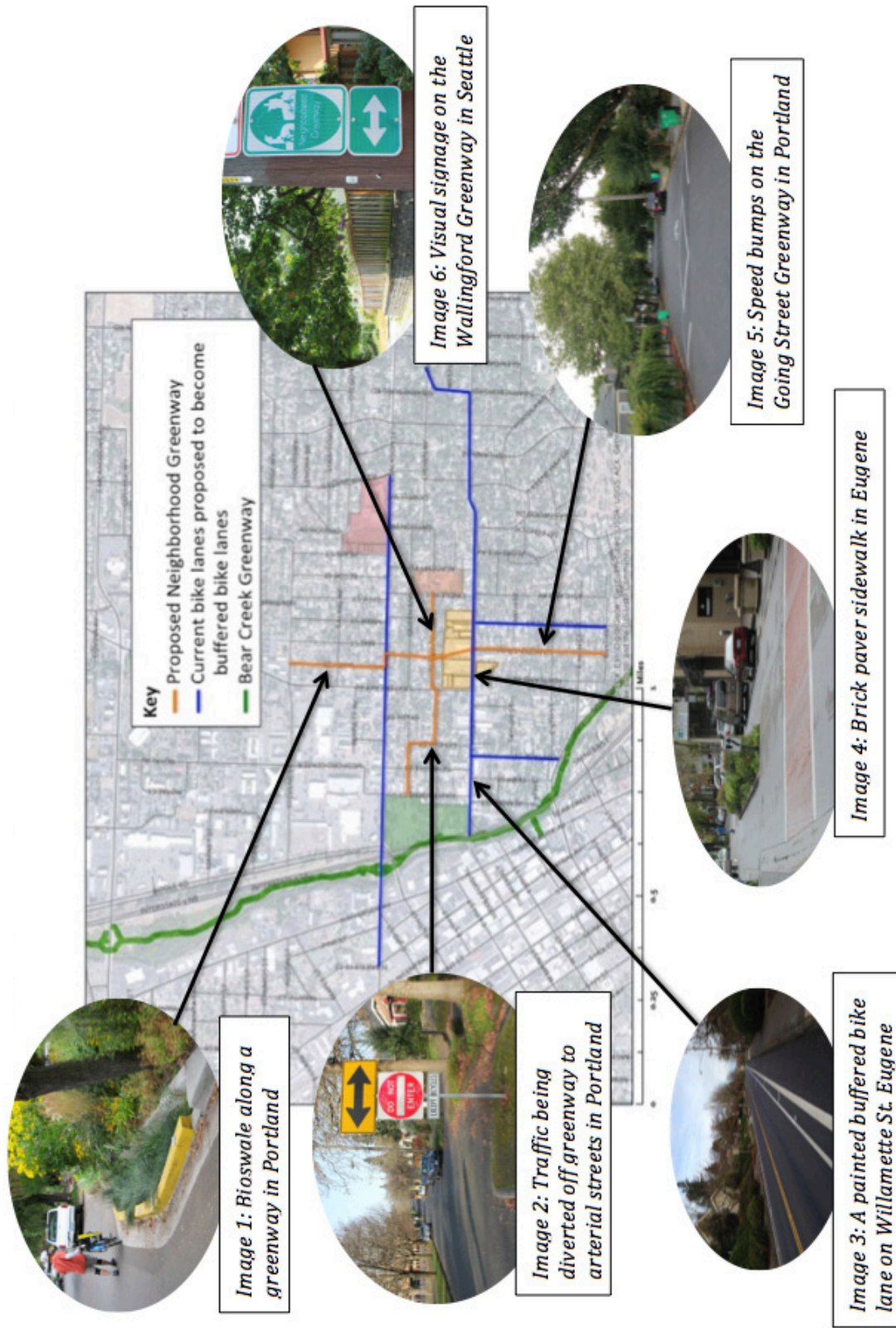


Figure 25: Proposed neighborhood greenways, improved bicycle infrastructure, and other improvements.

people of varied ages and abilities to walk and bicycle, and will promote the active lifestyles consistent with the holistic health care concept (Dill, 2010).

#### 5. Automobile Improvements

Parking on the Site will be located primarily behind buildings. This, combined with additional on-street parking along McAndrews Street, will cover the Site's requirement for approximately 600 parking spots. The proposal maintains East Main Street and Crater Lake Avenue as major arterials in the hopes that traffic will continue to flow normally, minimizing traffic impacts on side streets.

#### 6. Public Transit Improvements

This concept includes a transit plaza (depicted in yellow in Figure 25) to encourage alternative transportation options and reduce parking requirements throughout the Site. The transit plaza would offer covered seating for waiting passengers. After the Site's development, Vision 2 recommends that the Rogue Valley Transportation District (RVTD) re-evaluate the #60 White City bus route to determine if increased ridership warrants an increase in frequency.

### **Landscape and Open Space**

To encourage active use of outdoor space throughout the Site, Vision 2 includes a public plaza and incorporates bioswales and landscaped buffer-strips into parking areas. Attractive open space offers site users a reason to spend time outside and engage with the built environment. Appropriate landscaping will also help temper the Site's environmental impact.

#### ***Key Landscape and Open Space Objectives***

##### 1. Encourage active use of outdoor space to promote healthy lifestyles

The public plaza provides the neighborhood a central location for outdoor activities and public events. The proposed plaza would include a mixture of natural landscaping and built structures such as interactive, climbable art for children and adults, seating areas, and a splash pad. Locating the plaza next to the community center creates opportunities for children to engage in outdoor physical activities.

##### 2. Use landscaping to minimize the Site's impact on the natural environment

Vision 2 places bioswales throughout parking areas for both aesthetic and practical reasons. Bioswales (shallow, vegetated channels) are designed to help absorb stormwater runoff and make the Site more visually appealing.

##### 3. Use landscaping to minimize the Site's impact on the surrounding neighborhood



Fifteen-foot landscaped buffer-strips will be placed along the northern boundary of the Site to block light, muffle sound, and provide a visual barrier between the Site and the residences along Reddy Avenue.

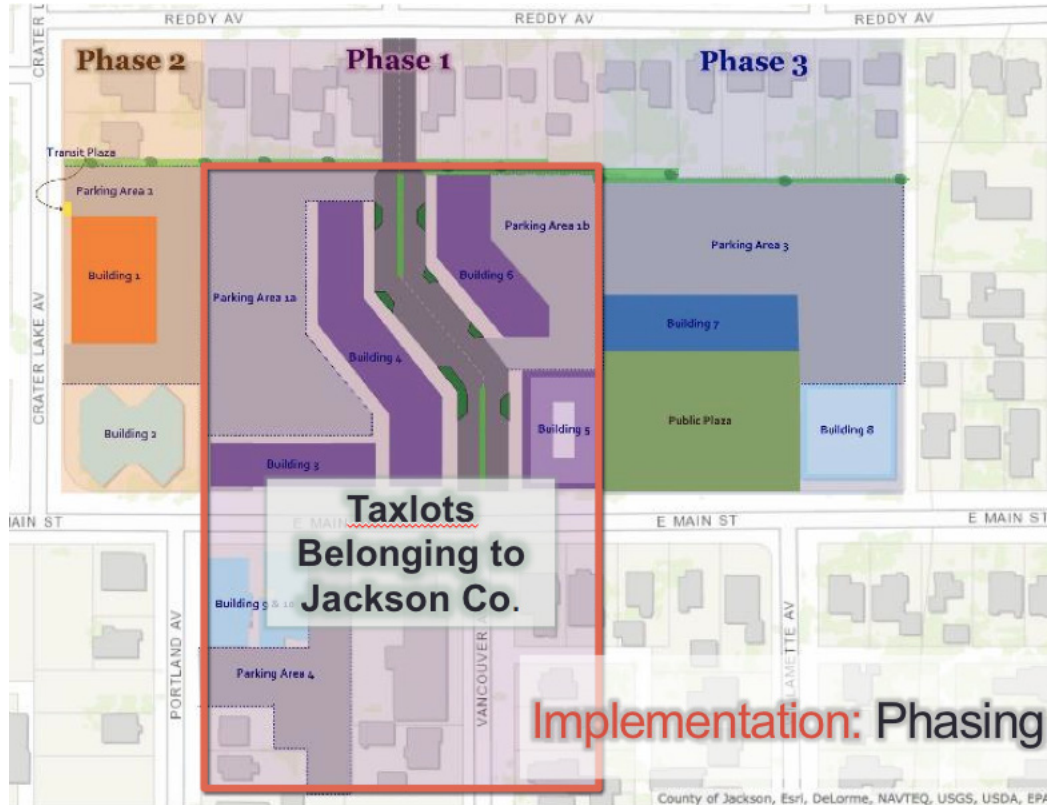


Figure 26: Phasing for Vision 2.

## Implementation

### Phase 0: Years 1 – 3

During the initial phase, the developers and/or City should gather public input and begin taking steps to prepare the land for redevelopment. This process will entail one or more of the following:

- Obtain a zone change for the Site’s four western parcels from Commercial Service/Professional to Commercial Neighborhood, allowing for development of the neighborhood market
- Approach all parcel owners regarding acquisition of their property for redevelopment
- Examine funding options for property acquisition and infrastructure improvements
- Consider amending Medford’s Comprehensive Plan to formally identify the East Main Street neighborhood as an Activity Center, thereby demonstrating the City’s commitment to investment in the area

**Phase 1: Years 4 – 6**

Acquire (at the very least) the Jackson County parcels and begin infrastructure improvements in preparation for site development. This should include the extension of McAndrews Street through the Site.

**Phase 2: Years 7 – 8**

Construct medical offices on the Jackson County parcels. Develop necessary infrastructure to create bicycle boulevards through the East Main Street neighborhood.

**Phase 3: Years 9 – 10**

Construct the neighborhood market and transit plaza on the western edge of the Site. (Order of construction interchangeable with Phase 4 buildings.)

**Phase 4: Years 11 – 12**

Construct the general office building and public plaza on the eastern edge of the Site. (Order of construction interchangeable with Phase 3 buildings.)

## Vision 3: Residential Emphasis

*Dan Pearce, Andrew Dutterer, Laura Stroud, and Evelyn Perdomo*

### Vision and Overview

Team 3 proposed an integration of residential, commercial, and public uses on the Catalyst Site. This vision is designed to work in tandem with the soon-to-be renovated Hawthorne Park to spark long-term revitalization along the East Main Street corridor. The proposed design improves circulation and accessibility, fulfills Medford's need for infill development and affordable housing, encourages public activity, and seeks to support entrepreneurial commercial activity that will positively impact the entire East Main Street area.

Rather than retaining the Catalyst Site's existing buildings, Team 3 determined that achieving their long-term vision for the Site depended on redevelopment from a blank slate. The current irregularity of the buildings and lack of continuity with the rest of the neighborhood created a barrier to a cohesive site design. Because the Catalyst Site occupies a prominent location along East Main Street, a conscientious and consistent redesign is essential. Team 3 presented an entirely reworked vision of the Catalyst Site that aims to better serve the surrounding neighborhood and promote the long-term vitality of the East Main Street corridor.

### Elements

#### Residential

The residential component of Vision 3 entails the construction of 28 townhomes, five mixed-use commercial and residential buildings, and three residential buildings on the Catalyst Site (a density of up to 20 units per acre). These structures are depicted in blue and purple in Figure 28. Vision 3 aims to create a dynamic mixed-use environment, which complements the proposed residential uses with commercial space, open space (Little Park), a public plaza (Pear Plaza), a community garden, and a community grocery store.

Vision 3's mix of residential buildings offers housing options to satisfy the needs of three rapidly growing segments of Medford's population:

1. Retirement-aged citizens
2. Families with children
3. Cost-burdened households (households that spend 30% or more of their incomes on housing)

The residential uses proposed here reflect an opportunity to integrate residents of mixed ages and incomes on the Catalyst Site. By catering to these groups, Vision 3 seeks to address Medford's most pressing future housing needs.

**East Medford Neighborhood Vision**

Convenient to downtown, schools, parks, and shopping. The neighborhood aims to be accessible to all residents, connected to nearby amenities, and contribute to achieving The City of Medford's long-term planning goals.

## Site Vision

Our proposed redevelopment will integrate mixed-income residential and commercial uses into the East Medford neighborhood creating a mixed-use activity center. Our site plan is compatible with the City of Medford's planning goals, utilizes context-sensitive building design, and incorporates multi-modal transportation. We intend for this site to work in tandem with the newly renovated Hawthorne Park, each serving as an anchor point for long term revitalization of commercial and residential redevelopment through the East Main Street corridor. Our site vision strives to benefit the local community and greater Medford.

### Connectivity and Accessibility

- Multi modal access
- Extend existing street grid
- Create an anchor development
- Enhance connection to nearby amenities

### Sustainability

- Infill development for low-income families
- Encourage green building
- On-site stormwater management
- Reduce carbon-emissions

### Open Space

- Park and plaza for public use
- Facilitate community interaction
- Create open space as a public good for residences and nearby businesses

### Residential Use

- Multi-income housing options
- Single- and multi-family housing
- Appeal to young families

### Commercial Use

- Provide space for retail uses that meet neighborhood needs
- Recruit local businesses that complement downtown offerings

Figure 27: Neighborhood Vision, Site Vision, and Objectives.



Figure 28: Vision 3's Final Concept Design.

### Key Residential Objectives

1. Incorporate commercial uses in residential buildings

Ground floor commercial space in residential buildings will catalyze activity in the East Main Street Neighborhood, contributing to the long-term revitalization of the area. Potential uses might include dining establishments, professional services, and retail. Such businesses would both serve the needs of residents and draw visitors from the greater Medford area.

2. Provide low-income housing options on the Catalyst Site

Vision 3 reserves a minimum of 15% of the housing units for low-income families. Affordable housing will assist cost-burdened families, freeing up space in their budgets for other necessities such as health care, food, clothes, and transportation. Mixed-income housing will also ensure socio-economic diversity, preventing the segregation of low-income housing. Medford's own Lilac Meadow Apartments (3009 Cummings Lane) offers a model of successful mixed-income housing that might be emulated on the Catalyst Site (see Figure 29).





Figure 29: Lilac Meadow Apartments in Medford. Source: Housing Authority of Jackson County.

## Commercial

Vision 3's commercial component includes 98,700 square feet of commercial space, displayed in pink, brown, and purple in Figure 28. Although this proposal cannot dictate specific commercial uses, the space has been designed to appeal to the type of businesses that will enhance the residential experience of the surrounding neighborhood. The layout encourages walking and biking along East Main Street, which will help transform the roadway into an active streetscape.

### **Key Commercial Objectives**

1. Provide needed services for the neighborhood with appropriate commercial uses

Residents of the Catalyst Site will provide an important customer base for the Site's commercial enterprises. Businesses should strive to provide essential services and entertainment activities for neighborhood residents.

2. Encourage the development of a community-scale grocery store on site

Vision 3 includes a community-scale grocery, shown in brown on Figure 28. The grocery would serve local residents and provide convenient access to healthy food. The Site's residential uses and close proximity to schools offer an excellent location for a small grocery store. The activity generated by the grocery would help foster a lively environment on the Site, further solidifying the area as an activity center.



3. Tailor commercial uses to meet the needs of new or small business owners

Since adding commercial uses to the Catalyst Site will create a commercial center where none existed before, commercial tenants will be taking a risk on an unproven location. To minimize entrepreneurial risk, Vision 3 encourages commercial uses that serve the needs of the East Main Street neighborhood such as restaurants, gyms, bike shops, and markets.

4. Increase commercial density along East Main Street

Current commercial uses along East Main Street are commonly set back far from the road and possess expansive parking lots (see Figure 30). This layout creates a sense of vacancy along the East Main and isolates businesses from one another. Vision 3 proposes an increase of commercial density and re-orientation of parking areas to create a livelier streetscape. This more economical use of space will stimulate activity along the street, which in turn will aid in the long-term revitalization of the East Main Street corridor.

5. Promote use of open spaces through commercial activities.

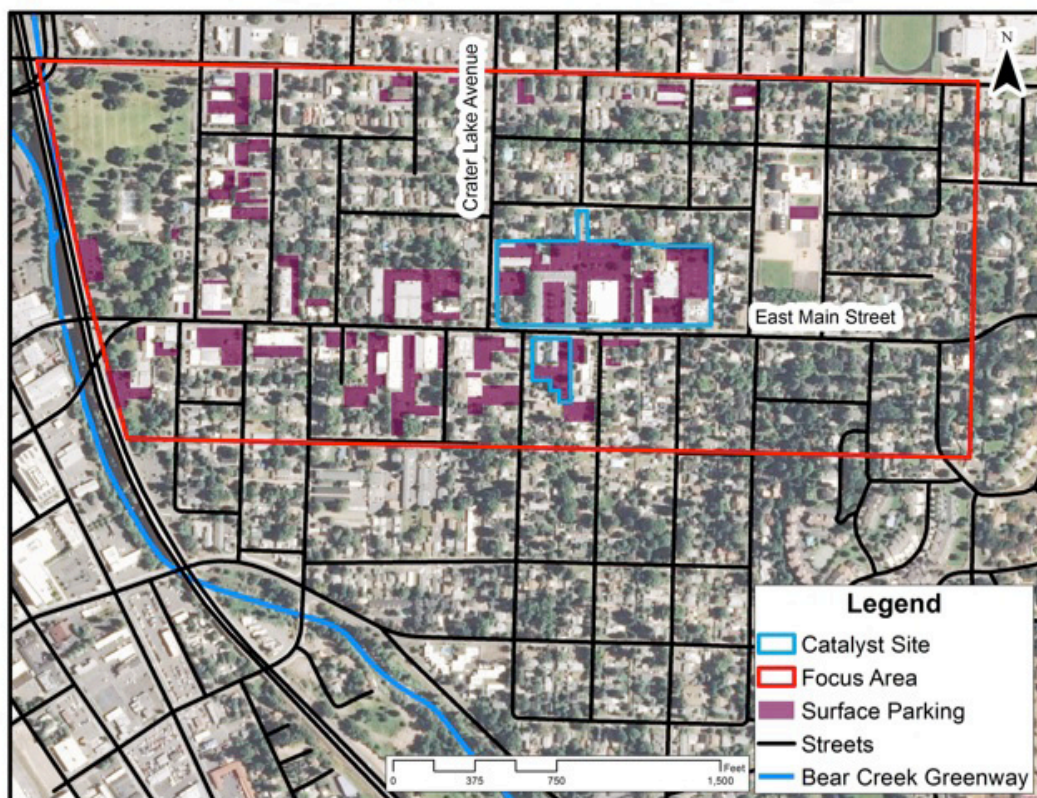


Figure 30: Surface parking along East Main Street. GIS data courtesy of Jackson County.

Open space serves as an amenity for business owners and residents alike. Customers will be able to enjoy Little Park and Pear Plaza (depicted in green and yellow in Figure 28) during their shopping trips, and outdoor seating will help entice customers into cafes or restaurants that locate on the Catalyst Site. This range of commercial activity ensures that open-spaces will remain well-populated and safe throughout the day.

## **Connectivity and Accessibility**

To improve connectivity and accessibility in the East Main Street Neighborhood, Vision 3 strives to provide a diversity of transportation options. This goal is accomplished through building design and improvements to transportation infrastructure. The changes outlined below align with the primary goal of Medford's Transportation System Plan (TSP) "to provide a multi-modal transportation system that supports the safe, efficient, and accessible movement of people and goods while achieving the City's vision for its future as an outstanding livable community" (City of Medford Planning Department, 2003).

### ***Key Connectivity and Accessibility Objectives***

#### 1. Pedestrian

Creating a walkable environment is critical to promoting sustainability and community interaction by increasing foot traffic and accessibility to neighborhood amenities. The following features are designed to improve walkability:

- Bus stops placed closer to buildings
- Inclusion of more on-street parking, street and sidewalk buffers (e.g. planter strips, trees), and curb bulb-outs to calm traffic
- Increased concentration of neighborhood amenities such as retail, grocery, and open space
- Regularly-spaced streetlights for nighttime safety
- Well-maintained sidewalks

#### 2. Bicycle

Implementation of Medford's extensive bicycle path system plan has already begun in the East Main Street Neighborhood (reflecting Goal 4 of the City's TSP) (City of Medford Planning Department, 2003), and Vision 3 seeks to further these efforts in the following ways:

- Create three new north-south bicycle paths on the McAndrews Street extension, Academy Place, and North Berkeley Way (see Figure 31)
- Provide ample bicycle parking on the Catalyst Site, in Hawthorne Park, and at bus stops throughout the neighborhood





Figure 31: Existing, planned, and proposed bike infrastructure. GIS Data courtesy of Jackson County.

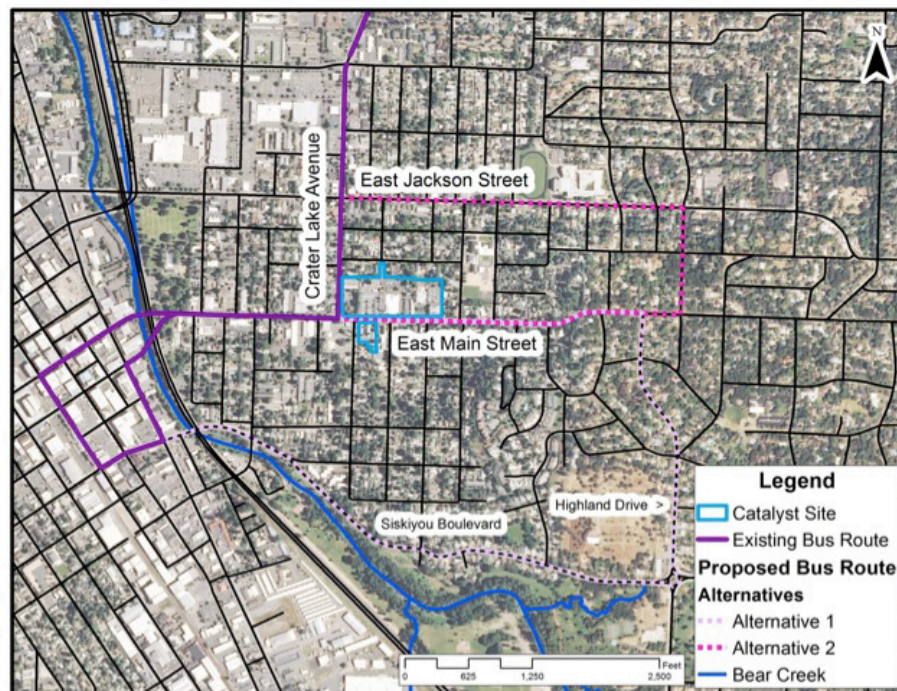


Figure 32: Existing and proposed changes to bus routes serving the Catalyst Site. GIS Data courtesy of Jackson County.

### 3. Automobile

Vision 3 aims to improve vehicle circulation and bicycle and pedestrian safety by reorganizing roads and redirecting traffic. In the short-term, Vision 3 recommends the following:

- Extend McAndrews Street through the Catalyst Site as a standard residential street (Land Development Code 10.430)
- Create Dale Drive (as a standard residential street) extending east-west from Crater Lake Avenue through the Catalyst Site

Long-term changes recommended by the Vision 3 proposal include the following:

- Eliminate the center turn lane on East Main Street in favor of on-street parking on the north side the street
- Reduce the speed limit on East Main Street
- Prepare Jackson Street and Siskiyou Boulevard to absorb additional traffic by eliminating on-street parking, adding travel lanes, and adding traffic signals to regulate congestion

### 4. Public Transit

Goal 3 of Medford's TSP (City of Medford Planning Department, 2003) seeks to increase the use of public transportation throughout the City, and Vision 3 works towards this goal. The concept recommends increasing bus trip frequency and suggests two alternative extensions to the existing bus route. Alternative 1 would cater to high-density residential areas while Alternative 2 would more comprehensively serve lower-density areas (see Figure 32).

## Open Space

Vision 3 incorporates ample open space to promote livability. The open space component includes Pear Plaza, Little Park, and a community garden (displayed in green and yellow in Figure 28). Pear Plaza and Little Park will meet needs of both residents and visiting shoppers by offering an attractive space to sit, eat, and walk.

The American Community Gardening Association says community gardens act as a catalyst for community development by promoting social interactions between residents, beautifying the neighborhood, and preserving green space. The garden will also connect well to potential farmers market activities held in Pear Plaza and serve students of Roosevelt Elementary. The development of open space on the site will work in tandem with the improvements to Hawthorne Park, fostering an activity corridor through the East Main Street Neighborhood.



## **Key Open Space Objectives**

1. Create a pedestrian friendly environment with the following features:
  - Tree-lined streets and attractive landscaping in Pear Plaza and Little Park
  - Way-finding signs
  - High quality street furniture, such as benches and planters
  - Ample bike parking
  - Displays of public art
2. Enhance the streetscape and extend the public realm with well-maintained sidewalks and bulb-outs

Safe, aesthetically appealing sidewalks increase the time pedestrians spend on the street and attract additional visitors to the community. This has the combined effect of reducing automobile traffic and stimulating the local economy. Bulb-outs serve to calm traffic, delineate on-street parking, and add extra public green space.



*Figure 33: Example of an active and attractive streetscape in Bellingham, WA that could be emulated in the Catalyst Site. Photo courtesy of Project for Public Spaces.*

## **Sustainability**

Vision 3 seeks to satisfy both the short-term and long-term interests of Medford's citizens and environment. Several of the elements previously highlighted, such as multi-modal transportation options, the community garden, and open spaces, align with Vision 3's sustainability goal. Additionally, the concept plan incorporates several other elements described below that will reduce the development's environmental impact.

### ***Key Sustainability Objectives***

#### **1. Manage site stormwater using bioswales**

Currently, impervious surfaces cover most of the Catalyst Site, but Vision 3 employs low-maintenance bioswales to capture much of the Site's runoff. Bioswales serve the dual purpose of filtering runoff before it enters the water system and adding aesthetic interest to parking lots or roadways.

#### **2. Construct green buildings to minimize environmental impact and decrease tenants' utility expenditures**

Green building technology makes structures less disruptive to the surrounding environment and decreases energy and maintenance costs in the long-term. Vision 3 recommends the construction of energy-efficient buildings and the addition of green roofs to enhance the Site's sustainability.

## **Implementation**

### **Phase 0: Years 1 – 3**

During the initial planning phase, the City and developers should seek public input regarding the design of the Catalyst Site. To implement the residential and commercial components of Vision 3, a zoning change reclassifying the Catalyst Site must occur. The zone change would designate the Catalyst Site as Multi-family (MFR-20) with a Planned Unit Development (PUD) overlay.

### **Phase 1: Year 3**

Install basic infrastructure including the new McAndrews Street and Dale Drive. Street, sewer, and water systems must be in place before the construction of buildings.

### **Phase 2: Years 3 – 5**

Construct the mixed-use residential/commercial buildings in the southwest quadrant of the Site. Develop Little Park and a parking lot to serve the new buildings.



### Phase 3: Years 5 – 8

Construct the mixed-use residential/commercial buildings in the southeast quadrant of the Site, and build the community grocery store facility. Develop Pear Plaza and a parking lot to serve the new buildings.

### Phase 4: Years 8 – 9

Construct the townhomes along the northern edge of the Catalyst Site. Develop the community garden diagonally across from Pear Plaza.

### Phase 5: Years 9 – 10

Construct the multi-family residential buildings on the Site's southern annex. The timing of Phase 5 is flexible since it does not require extensive infrastructure improvements.



Figure 34: Phasing for Vision 3. GIS data courtesy of Jackson County.

# Vision 4: Residential Emphasis

*Emily Kettell, Nestor Guevara, Stephen Dobrinich, and Taylor Eidt*

## Vision and Overview

Team 4’s proposal emphasized the redevelopment of the Jackson County Health Site as a catalyst for the ongoing revitalization of the East Main Street Neighborhood. The focus of this plan is on creating a mixed-use, residential destination that ties the neighborhood together and functions as an activity center.

Vision 4 draws on the guiding principles set forth by the City of Medford’s strategic planning documents and provides a proposal which fits the context of the community. The goal of this plan is to:

1. Improve transportation connectivity
2. Add green space
3. Create a local activity node
4. Promote the historical significance of the Geneva-Minnesota Historic District
5. Ensure compatible development

Vision 4 addresses these goals by (1) promoting a continuous transportation network; (2) integrating green space throughout the Site; (3) encouraging mixed use development on a neighborhood scale; (4) promoting the value of historic space; and (5) utilizing the Site as a catalyst for neighborhood form standards. Vision 4 also seeks to provide affordable housing options and increase residential density. Together, these elements will create a functional, lively, and desirable destination. The Catalyst Site will also serve as an example of design and form standards that can be replicated by other future developments in the East Main area.

Vision 4 Summary of Concept Elements	
Land Use Category	Amount
Commercial (total sq. ft.)	20,000
Mixed-Use (total sq. ft.)	20,500
Residential (total sq. ft.)	67,500
Civic (total sq. ft.)	13,000
Total Required Parking (spaces)	312

*Figure 35: Summary of concept elements:*

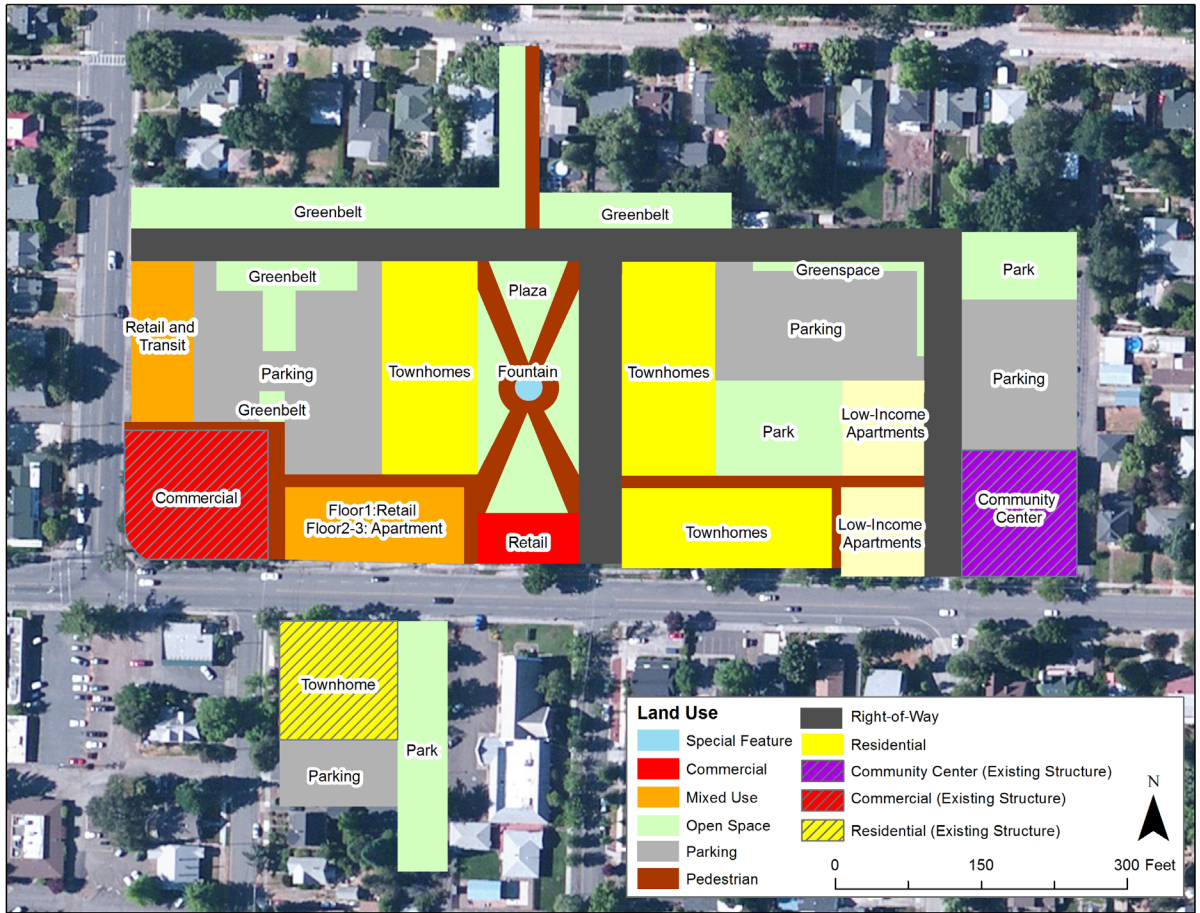


Figure 36: Vision 4's Final Concept Design.



Figure 37: Crescent Village incorporates housing, shops, services, parks, and office space.



## Elements

### Residential

Vision 4 focuses on creating a diversity of housing options and includes single-family townhomes, market rate rental apartments, and low-income rental apartments. Two of the proposed new buildings will include ground floor retail with apartment units above. This mixture of housing types will provide housing opportunities for a variety of residents. The existing buildings on the south side of East Main Street will be renovated as apartment units (Figure 36).

Team 4 examined mixed-use developments that foster a strong pedestrian environment. Crescent Village in Eugene (Figure 37) and the West Main Apartments in Medford (Figure 38) both offer examples to inform Vision 4's proposal.

### **Key Residential Objectives**

1. Encourage mixed use development on a neighborhood scale

Vision 4 creates a mixed-use, pedestrian-friendly environment that includes multiple amenities on the Site. Shopping and community space are made easily accessible to residents.

2. Provide low-income housing options on the Catalyst Site

Vision 4 includes two affordable apartment buildings with a total of 16 units. The West Main Apartments in Medford (See Figure 38) provide a local example of what these apartments might look like.



*Figure 38: West Main Apartments in Medford are a good example of affordable apartment design.*

## Commercial

Vision 4 includes 20,000 square feet of commercial space, depicted in red in Figure 36. Although this proposal does not dictate specific commercial uses, the space is designed to appeal to businesses that enhance the residential experience of the surrounding neighborhood.

### **Key Commercial Objectives**

1. Encourage mixed use development on a neighborhood scale

Vision 4 seeks to serve residents while attracting visitors from the wider Medford region by providing a mixture of building uses.

## Community Center

Vision 4 proposes the renovation of the building in purple (see Figure 36) as a community center. The center would provide public, private, and nonprofit groups shared space to host community activities. Sprout!, in Springfield, Oregon offers one example of what this might look like at the Catalyst Site. Sprout! functions as a year-round farmers market and maintains a commercial kitchen which can be rented for education workshops, cooking demonstrations, or other events. A communal facility with similar amenities in the East Main Street Neighborhood could foster strong community ties and provide support for small businesses.



*Figure 39: Rental kitchen space and demonstration area at Sprout! in Springfield, OR.*

## **Connectivity and Accessibility**

The transportation node at the intersection of East Main Street and Crater Lake Avenue plays a pivotal role in the East Medford transportation network. Vision 4 seeks to engage the street by providing adequate space for all users while improving connectivity and accessibility throughout the Site. To achieve these goals, Vision 4 includes the following streetscape improvements:

1. East Main Street

Re-designation of East Main Street from a major arterial to a major collector would provide more space for bike lanes, on street parking, a vegetated median, and usable sidewalk space.

2. Crater Lake Avenue

Crosswalk improvements designed to promote pedestrian accessibility around the Catalyst Site.

3. Streets within the Catalyst Site

Design streets within the Catalyst Site to encourage a safe mixture of transportation uses by incorporating traffic-calming features and providing ample sidewalk room for pedestrians.

## **Key Connectivity and Accessibility Objectives**

1. Extend the existing road network onto the Catalyst Site

Aligning site entrances with existing streets helps weave the neighborhood together (see Figure 40). To reduce traffic flow through residential neighborhoods, the alley at Reddy Avenue should be closed to automobile traffic and serve as a bike and pedestrian pathway.

2. Utilize traffic calming techniques along East Main Street and Crater Lake Avenue

Adequate automobile access is essential to the efficiency of transportation at the Catalyst Site, but Vision 4 recommends balancing automobile access with other transportation modes. Decreasing the number of curb cuts along the Catalyst Site, utilizing traffic calming techniques, emphasizing shared roads, and implementing a shared parking strategy are all ways this can be achieved.

3. Improve public transportation facilities

The Catalyst Site currently features one bus stop serviced by Rogue Valley Transit District (RVTD) Route 60. The Catalyst Site provides an ideal location for expanded bus service into East Medford, one key goal of Medford's Transportation Systems Plan. Vision 4 recommends the construction of a dual-bay bus stop that could serve as a transfer point and allow for future expansion of service (see Figure 43).



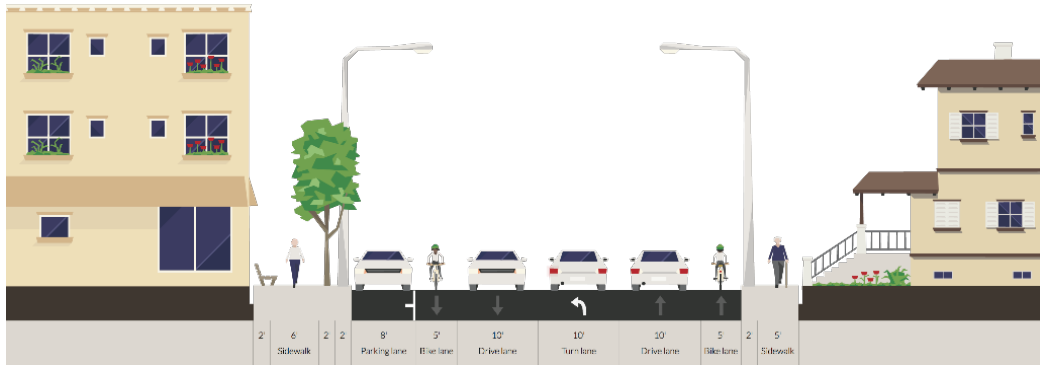


Figure 40: East Main Street (Westbound). Source: Streetmix & Team 4.

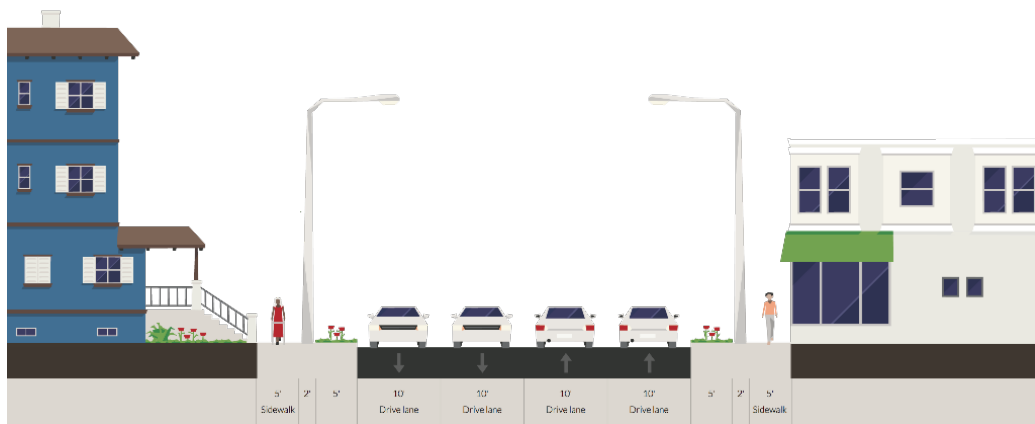


Figure 41: Crater Lake Avenue (Northbound). Source: Streetmix & Team 4.

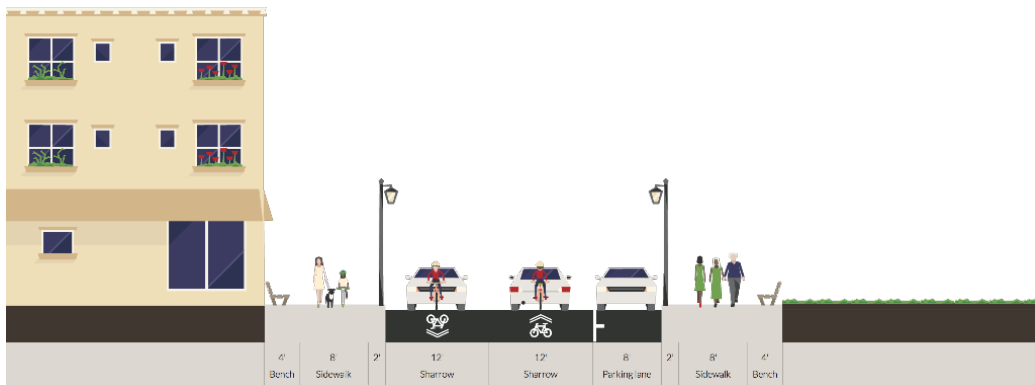


Figure 42: Interior. Source: Streetmix & Team 4.



*Figure 43: RVTD Angled Bus Bay is an example of public transportation facilities in need of improvement. (Source: Google Maps Street View).*



*Figure 44: Bradburn Village, Westminster, Colorado. Example of a central park utilized around the clock by dog walkers, children, runners, and for special events.*



*Figure 45: Sidewalk planters for storm water retention.*

#### 4. Implement a robust system of bicycle and pedestrian pathways

##### Bicycle System

Including bike lanes throughout the Catalyst Site will create an environment that encourages alternate modes of transportation throughout the area. Along East Main Street, Vision 4 recommends expanding the width of bicycle lanes to five feet, and improving their visibility.

Additionally, Vision 4 recommends the introduction of a system of bicycle routes throughout the Catalyst Site and the surrounding neighborhood. This includes dedicated bike and pedestrian pathways as well as a system of on-street bike lanes and sharrows used to indicate the presence of bicycle traffic.

##### Pedestrian Pathways

Vision 4 seeks to improve pedestrian connectivity and promote walking as a viable form of transportation. As such, the proposal includes a system of interconnected pedestrian paths (depicted in brown in Figure 36), general sidewalk enhancements, and upgrades to crosswalks. The use of textured materials such as brick for crosswalks, signalized crossing lights, a pedestrian island at the intersection of Crater Lake Avenue and East Main Street, benches, outdoor seating, and active storefronts will all contribute to creating a more walkable streetscape.

### **Landscaping & Open Space**

Redevelopment of the Catalyst Site provides an opportunity to integrate landscaping and ecological management strategies into the neighborhood. Vision 4 incorporates ample open space to promote a livable environment, and includes a central plaza as a usable focal point for the neighborhood.

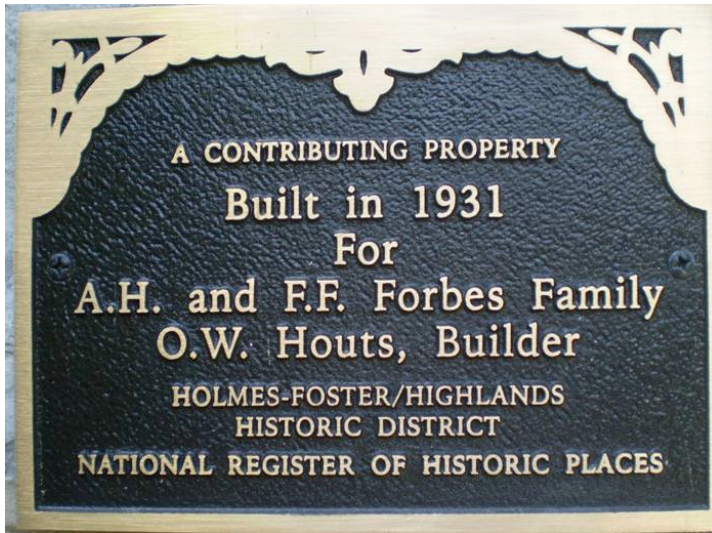
In addition to the central plaza, Vision 4 integrates green space throughout the site to buffer surrounding uses, provide attractive landscaping, and perform environmental services. Flow-through planters (see Figure 45) and bioswales act as stormwater management tools, relieving pressure on Medford's stormwater system by allowing water to percolate into the ground.

#### ***Key Open Space Objectives***

1. Use green space to beautify the neighborhood, enhance its character, and improve connectivity
2. Provide a buffer zone for properties adjacent to the Catalyst Site
3. Create a usable outdoor destination for residents and site visitors
4. Create a network of stormwater management facilities
5. Reduce the amount of impervious surface coverage

## Historical Neighborhood Suggestions

Highlighting the cultural and architectural significance of the neighborhood surrounding the Catalyst Site can help create a stronger neighborhood identity. Vision 4 proposes the implementation of a historic plaque program to more formally share the East Main Street Neighborhood's historic significance. The process of obtaining a plaque involves planning staff aiding homeowners to research the history of their homes. Such a system could create a more defined sense of place and a stronger sense of community.



*Figure 46: Borough of State College in Pennsylvania has implemented a successful historic plaque program.*

## Implementation

Vision 4 recommends that the City of Medford purchase the Catalyst Site from Jackson County and assemble the parcels for resale. The City could then forge a partnership with a private developer willing to follow through with the master plan process.

## Phasing

Vision 4 offers three phasing options for the redevelopment process, each focusing the first phase of development on a different section of the Site.

### ***Option 1: Focus development on the central plaza and townhomes and work outwards***

Option 1 prioritizes the development of the central plaza and adjacent townhomes. Upon completion of the plaza and townhomes, development would move outward to other areas on the Catalyst Site. This option would allow community members to utilize the plaza as a central meeting space early in the redevelopment process.

***Option 2: Focus development at the corner of East Main Street and Crater Lake Avenue and move east***

Option 2 begins with mixed retail and residential uses at the intersection of East Main Street and Crater Lake Avenue. Initial steps would include remodeling the existing building on the corner, constructing a new mixed-use building along Crater Lake Avenue and making improvements to the existing bus stop. From there, construction would move east. This option has the advantage of an improved bus stop early in the redevelopment process.

***Option 3: Focus development along East Main Street***

Option 3 would begin by defining the street frontage along East Main Street, thereby establishing consistency along the neighborhood's primary thoroughfare. The commercial and mixed-use buildings initially constructed here would remain functional throughout the redevelopment process.



## **Conclusion**

The property soon to be vacated by the Jackson County Health Department presents an opportunity to re-envision the space and its function within the surrounding community. Situated in the heart of the East Main Street Neighborhood, the Catalyst Site occupies a key location in East Medford. Yet in spite of the centrality, it feels disjointed, underutilized, and is nondescript. Four different approaches have been examined to foster the redevelopment of the Catalyst Site and the surrounding neighborhood. Different uses of the Site would affect the specific development, but common themes have emerged throughout the approaches.

### **Establish and Promote a Cohesive Neighborhood Design**

The commercial and professional areas along East Main Street currently do not match the aesthetic standards of surrounding residential uses. Most buildings are set far back from the street and feature large frontal parking areas. Site redevelopment creates an opportunity to improve the area's aesthetic and accessibility by bringing buildings closer to the street, hiding unattractive parking lots behind buildings, and promoting building designs that are compatible with the surrounding neighborhood.

### **Honor Historic Legacy**

The East Main Street area hosts two historic neighborhood districts with distinct architectural styles. Designing the Site such that it reflects some of these historic elements will both contribute to a cohesive design throughout the neighborhood and encourage Site users to recognize and appreciate the historic legacy of the area. This in turn will help develop a strong sense of place and increase residents' pride in their neighborhood.

### **Focus on Health Care**

East Main Street and the Catalyst Site itself currently host many medical offices. Medford's economy as a whole is experiencing growth in the health care sector and has an aging population. These factors indicate that the Site can continue to support health care-related uses in the future.

### **Provide Affordable Housing Options**

In recent years, incomes in Medford have decreased and the number of cost-burdened households has increased. To meet the needs of Medford's demographic, the Catalyst Site could provide affordable rental housing options.

## **Create a Complete Street Network with Pedestrian, Bicycle, and Public Transit Amenities**

The auto-oriented Catalyst Site currently does little to invite multi-modal transportation to and from the area. By reconnecting the street grid through the Catalyst Site, improving bicycle and pedestrian infrastructure along the streets, and offering improved facilities for public transit users, the Site's redevelopment has the potential to improve the neighborhood's overall accessibility. This could then increase use of the Site and stimulate more economic activity.

## **Incorporate Green Infrastructure into Site Design**

Currently, the Catalyst Site is covered almost entirely with impervious surfaces. Redeveloping parking lots, sidewalks, and roads to incorporate bioswales and rain gardens will allow for on-site stormwater management and improve the overall aesthetic of the area. Additionally, redevelopment using energy efficient building design will decrease the environmental impact of the Site.

The Catalyst Site has tremendous potential to revitalize the East Main corridor and provide useful amenities to residents of the area. Moving forward with any of the suggestions offered in this report would build towards that potential.

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