CITY OF REDMOND
MID-TOWN PLAN

draft report: 11/03/2015
ACKNOWLEDGEMENTS

City of Redmond
Heather Richards

Citizen Advisory Committee (CAC)
Lorraine Willette Megan Watkins
Brian Spencer David Price
Linda Nolte Mike Edmondson
Greg Cox Brad Smith
David Standerwick Paul Hansen
Dana Bratton David Purkey
Mike Fahlgren Sam Blackwell
Diana Barker Trish Pinkerton
Dick Roberson

Technical Advisory Committee (TAC)
Heather Richards Deborah McMahon
Bill Duerden Gabriel Martin
Mike Caccavano Thom Kemper
Heather Cassaro Keith Witcosky
Jon Stark Peter Gutowsky
David Foote Eric Sande

Consulting Team
Chris Breemer (Apex)
Stephanie Bosze Salisbury (Apex)
Clark Henry (CII Associates)
Christine Smith (Mackenzie)
Kaitlin North (Mackenzie)
Dick Spies (Mackenzie)

The Mid-Town Plan was prepared using funding provided by Deschutes County under a U.S. Environmental Protection Agency Brownfield grant and by the City of Redmond.
# TABLE OF CONTENTS

1. Executive Summary .................................................................................. 5
   1.1 Introduction
   1.2 Project Overview
   1.3 The Planning Process

2. Existing Conditions and Site Context .................................................. 11
   2.1 Existing Conditions Summary
   2.2 Urban Character and Existing Uses
   2.3 Infrastructure
   2.4 Transportation
   2.5 Land Use
   2.6 Amenities

3. Corridor-Wide Opportunities and Constraints .................................... 25
   3.1 Opportunities
   3.2 Constraints

4. Developing the Plan ............................................................................... 31
   4.1 Developing the Plan
   4.2 Advisory Committees
   4.3 Workshops
   4.4 Interviews

5. Mid-Town Plan Elements ...................................................................... 39
   5.1 Corridor-Wide Plan Elements
   5.2 Catalyst Sites
   5.3 Site Specific Plan Elements: Site 1
   5.4 Site Specific Plan Elements: Sites 2 & 3
   5.5 Site Specific Plan Elements: Site 4
   5.6 2025 Mid-Town Master Plan

6. Action Plan and Next Steps .................................................................. 61
   6.1 Action Plan / Next Steps
   6.2 Market Interventions
   6.3 Creating a Sense of Place and Building Amenities
   6.4 Branding and Marketing
   6.5 Organizational Capacity

7. Appendix ................................................................................................. 69
1. EXECUTIVE SUMMARY
The City of Redmond, Oregon prides itself on a high quality of life, a vibrant businesses environment, and as a unique destination for visitors. Located in Deschutes County in central Oregon, Redmond has a rich high desert history, is stitched together with cohesive neighborhoods, strong schools, and represents a traditional American family oriented town. Just a 20 minute drive to Bend, residents and visitors can easily access the amenities of a larger town. With even closer proximity to highly acclaimed natural amenities including, but not limited to, the Cascade Mountains, ski resorts, the Deschutes River, and Smith Rock State Park, Redmond has grown to become one of Oregon’s premier communities east of the Cascade Mountains.

Redmond’s strengths and assets are rooted deeper than just its proximity to amenities and other places. Focused planning, collaboration, and investment over the past several decades have resulted in a growing economy, high quality of life, vibrant downtown, citywide attractions and good schools. Unlike many small towns in the United States, Redmond has weathered changing economic conditions, demographic shifts, and has continued to grow and flourish. To ensure its continual success and strengthen its resilience, Redmond continues to seek partnerships to create and implement plans and investments including funding and managing projects under the Downtown Urban Renewal District (DURD), creating and working toward the implementation of the Medical District Plan, and making infrastructure improvements through its Capital Improvement Plan (CIP).

Implementing plans and guiding investments cannot be done by the City alone. It takes citizens, businesses and organizations who are actively engaged in fostering Redmond’s prosperity to lead independent initiatives and participate by sitting on advisory boards and committees managed by the City. These partners bring their sense of pride and commitment to their community through reflection on its history and input on the future. Recent efforts, strategies, and investments have resulted in a robust historic downtown, a high quality park system, and a growing medical service and employment cluster. Redmond remains committed to working toward a more vibrant and sustainable future.
Another key to Redmond’s resilience and strength of character is its understanding that there is still work to be done to strengthen its core and more fully realize its potential to better reflect its citizens, businesses and institutions. If the DURD, Downtown, and the Medical District are to achieve their revitalization goals, then what links them all together must be a priority. This link is Mid-Town.

Mid-Town is home to a blend of commercial uses, including but not limited to, well-kept and recently constructed commercial buildings hosting medical service providers, one and two story buildings with offices, restaurants and motels, and vacant and underutilized properties in disrepair. Unfortunately, the vacant and underutilized properties outnumber the nicer properties, which results in the perception that Mid-Town is a district to pass through on the way to somewhere else instead of a destination and community asset. Mid-Town lacks a cohesive sense of place and as such its reputation by locals and visitors is not as favorable as it could be.

Further, its functionality as a place to do business and more significantly contribute to the local economy is in question. Located between the Medical District and Downtown, Mid-Town can either serve as a bridge that facilitates a symbiosis between these areas or as a gap making this symbiosis difficult. Currently it represents a gap and does not reflect the high quality of life Redmond is proud to offer, nor does it reflect the cultural and economic importance derived from its strategic location. As such, the need for more concerted planning and revitalization efforts in Mid-Town has long been the subject of discussion in the city and by its citizens.

In 2013 Deschutes County was awarded grant funding from the United States Environmental Protection Agency (EPA) to conduct Environmental Site Assessments (ESA) and remediation planning on eligible properties throughout the county. A portion of the funding was to be used to conduct Brownfield Area Wide Planning (BF AWP) activity in an eligible district in the county. The goal of BF AWP is to serve as a complementary activity that helps catalyze brownfield redevelopment. Using EPA brownfield assessment funding for BF AWP is a relatively new use of the EPA funding and the County’s innovation on that front is commendable.

Deschutes County evaluated several areas where BF AWP would add value and concluded that Mid-Town Redmond was the strongest eligible candidate. The planning area was of appropriate size, the need for such planning was clear, and the City of Redmond was an enthusiastic partner. With funding for conducting a BF AWP in Mid-Town available, the City of Redmond quickly dedicated staff time and additional financial support for a plan tailored to meet Redmond’s needs that could lead to Mid-Town’s revitalization.
1.2 PROJECT OVERVIEW

The Mid-Town Plan is the result of a multi-disciplinary planning effort leveraging meaningful stakeholder engagement into a vision defined by the community’s identity and aspirations for the future. The vision is interpreted in the form of a conceptual plan for the entire district and conceptual designs for key catalyst sites including a community recreation facility. These are accompanied by a tool box for thinking through public right of way and quasi-public space improvements and an action plan for the City to follow for implementation.

The plan evaluates the market potential for the developments and envisions conceptual designs by understanding housing and economic data and by interviewing development professionals. Existing conditions of infrastructure are also evaluated for its ability to accommodate future envisioned development. To a more limited extent the plan also considers the marketing and promotional activities conducted by the City and other stakeholders. Where gaps exist in these evaluations an action plan and recommended implementation steps are presented for the City’s consideration.

1 Quasi-public space generally refers to areas such as parking lots or areas in between buildings that are privately owned but accessible to the general public.
1.3 THE PLANNING PROCESS

The process for creating the plan involved thoughtful collaboration between City of Redmond staff, community leaders, citizens, an advisory committee, a technical committee, strategic stakeholders and the consulting team.

The consulting team developed a baseline understanding of Redmond’s economic, environmental, and cultural character by reviewing reports, plans, and policies. These reports were also reviewed for their potential impact on the planning process, end deliverables, and actions necessary for implementation including:

- Redmond zoning code
- United States Department of Housing and Urban Development Bend-Redmond Comprehensive Housing Market Analysis (2012)
- City Center Housing Study: Housing Development Strategy (2014)
- Redmond Professional Business & Medical District Development Strategy and Master Plan (2012)
- Redmond Professional Business & Medical District Master Plan Market Analysis (2012)
- Downtown Redmond Urban Renewal Plan Twelfth Amendment (2011)
- Downtown Redmond Urban Renewal Development Strategy (2011)
- Redmond Transportation System Plan Update (2008)
- Redmond Strengths Weakness Opportunities Strengths analysis (2010)
- Downtown Business Recruitment Brochure
- City of Redmond 2030 Parks Master Plan Update (2008)
- Draft Redmond Family Recreation Center Feasibility Study (2014)

In addition to reviewing reports, the consulting team met with City staff and the Downtown Urban Renewal Committee to further the baseline understanding of the community’s desired outcomes of the planning process.

Based on this information, the consulting team developed a stakeholder engagement strategy structured to leverage stakeholder expertise in a variety of forums including advisory committees, public workshops, and interviews. During the engagement process, specific priorities for Mid-Town were defined and articulated in the form of conceptual renderings and a community wide vision.

After two workshops the consulting team redefined their conceptual designs and community wide vision based on feedback received during the workshops. This vision was then evaluated for its market potential by conducting interviews within the real estate development community. Further evaluation was conducted by using existing reports such as the Center City Housing Study, Family Community Recreation Center Report, and demographic data available in the 2020 Comprehensive Plan and other reports.

Where constraints or gaps were identified, an action plan was created that identifies specific actions for the City to take in order to overcome them. These actions are defined in near (0-5 years), mid (6-10 years) and long (10+ years) time frames.

Reviewed Reports, Plans and Policies
2. EXISTING CONDITIONS AND SITE CONTEXT
In general Mid-Town’s conditions are a mix of challenges and assets. Challenges include vacant properties, brownfields, and structures in disrepair. Conversely, the district’s assets include recent investment, historical character, vibrant businesses and recent streetscaping. This existing conditions report informs the vision and strategy for Mid-Town Redmond. It helps to identify the district’s assets upon which to build future success and identify liabilities which require intervention on the part of the City, private market interests, and community based organizations in order to realize the vision being created through the Mid-Town Redmond planning process.

**Figure 2: Redmond Mid-Town Planning Area**

**Figure 3: Mid-Town Planning Area Boundary**

---

### 2.1 EXISTING CONDITIONS SUMMARY

The City of Redmond, Oregon is working to revitalize Mid-Town, a district approximately 75 acres in between Downtown Redmond, and the Redmond Medical District. This report is a record of the existing conditions of this district in support of the City of Redmond’s revitalization efforts. It was developed through field observations, discussion with city staff, stakeholder engagement, and review of reports, plans, and policies.
2.2 URBAN CHARACTER AND EXISTING USES

Primary Characteristics

The general character of Mid-Town is a mix of recent private investment and public improvements alongside vacant properties and structures in need of repair. Assets include several businesses in Mid-Town such as restaurants, medical offices, and other businesses such as motels, tattoo parlors, and automotive repair facilities. All of these provide a useful good or service to Redmond residents and visitors that they would otherwise consume elsewhere. While this is a positive attribute, field observations and stakeholder feedback has identified many of the existing businesses as in need of aesthetic improvements and as such do not currently contribute to an aesthetic common to more vibrant communities.¹

There is some recent investment in Mid-Town on NW 5th St. between NW Dogwood and NW Cedar Avenue. This activity suggests that some business interests see Mid-Town as a good investment opportunity.

¹ The City of Redmond convened a Citizen Advisory Committee (CAC) and hosted public workshops (March 17 and May 7, 2015). Committee and workshop members concluded that existing conditions in Mid-Town are not conducive to a vision for a vibrant, walkable, visitor friendly district.
Existing Uses & Economics

The zoning for the district is C-2 which allows for a wide variety of commercial activity as reflected in the current land uses. Commercial uses in the district are varied, including but not limited to restaurants, retail, professional office, automotive related business, motels, single family residential, multi-family residential, and light manufacturing.

Figure 4a: Map of Mid-Town Active Land Uses (North)

Figure 4b: Map of Mid-Town Active Land Uses (South)
Vacant/Underutilized Properties and Catalysts

Vacant and underutilized properties play a major role in defining the district’s character as underperforming and unattractive. They do, however, represent opportunities for future investment, growth, and community building, leading to a vibrant urban neighborhood as envisioned by the City of Redmond and local stakeholders. Approximately xyz #acres or X% of Mid-Town is vacant or underutilized creating an atmosphere that is unfriendly to potential patrons and adds to a perception that Mid-Town has little to offer locals and visitors.

Some of these properties are in important locations such as the district’s northern gateway, and are of size enough to accommodate a substantial development with the potential to catalyze additional investment in the district.

Property Ownership Map

Property ownership in Mid-Town is held by X# of property owners across x# of tax lots (See Figure x) through the district. Fortunately, most of the key catalyst properties or larger properties are held by one owner instead of multiple owners. This works to the district’s advantage as prospective development interests can negotiate with a single owner.

Figure 5: Vacant and Underutilized Properties

Vacant Property on NW 5th St. Acts as a Barrier to Access Retail Opportunities to the North
2.3 INFRASTRUCTURE

Infrastructure in the district is generally in very good condition for supporting businesses, residents, and public facilities, though some improvements are recommended in order to better catalyze Mid-Town’s revitalization. According to the 2010 Infrastructure Review, several improvements are needed to accommodate development in the Downtown Urban Renewal District (DURD). The report focused on the needs and priorities for infrastructure within six subareas, two of which are within the Mid-Town boundaries. It is important to note that even the recommendations outside of Mid-Town can be important to Mid-Town’s revitalization because they impact services within the district.

Water

The City of Redmond provides Mid-Town and the rest of Redmond with water service. While the City and Mid-Town receive high quality service and water, the 2010 Infrastructure Review identifies several improvements and upgrades required in order for this level of service to continue and to accommodate future growth.

- Mid-Town is within a designated Pipe Replacement Area due to older pipes that do not meet current size and material requirements. Replacement of these pipes within the downtown area were rated as being of high importance for replacement in 2015.
- The report also indicated the potential for a reservoir outside of the district would increase the supply to downtown.
- A water main upgrade (2,215 linear feet of 12” line) is needed at Dogwood Avenue from NW 9th St to Canal Blvd. The project has an estimated cost $255,000 but it is not in the Public Facilities Plan. Nor is it funded or with a timeline. It is, however, required to support development in the district based on individual fire flow needs. URA funding can be used.
- The report identifies moderate need for 770 linear feet of new 12” water main along NW Hemlock Avenue from Canal Blvd. to 770 feet west of NW Canal Blvd. for improved fire flow. The estimated cost at the time of the report was $106,000. It is in the Public Facilities Plan though did not have funding identified at the time of the report. The time frame was 2015.
- The report identifies the need for approximately 1300 linear feet of 12” water main connection from 6th St. to Canal Blvd. A specific route has yet to be determined, but the report envisions a route between SW Hemlock Avenue and SW Kingwood Avenue. The cost of this improvement was estimated at $156,000 but was not included in the public facilities plan, had no funding and no timeframe for implementation. It is recognized as being important for development in the Medical District and that it was an eligible expense for URA funding.
- The report identifies 440 linear feet of new 8” water main along NW Fir Avenue from West of NW 7th St. to in between NW 6th St. and NW 5th St. to improve fire flow. It is in the Public Facilities Plan but it is not funded. Funding is considered necessary for redevelopment in the area. According to the report the improvement was to be developed in conjunction with new development.

Figure 6: Water Distribution System
Sanitary Sewer

The sanitary sewer system provides consistent service to Mid-Town though some improvements outside of Mid-Town have been identified by the City as highly important for supporting development and providing better service to existing customers citywide. More specifically, the 24” east side interceptor sanitary sewer line on NE side of Mid-Town between NW Kingwood Avenue and NW Negus Avenue is of high importance to replace.

- 24” East side Interceptor between NW Hemlock Avenue and NW Kingwood Avenue.
- Several other East Side Interceptor improvements rated as High Importance.

Stormwater

Stormwater management in Mid-Town is managed through a series of stormwater management tools including catch basins and dry wells for infiltration into soil. As of the date of this report the City is in the process of forming a stormwater utility to manage all stormwater issues in the City. The utility will also be responsible for complying with an Oregon Department of Environmental Quality (DEQ) stormwater permit. The utility will also be responsible for increasing the stormwater system’s capacity with new projects as needed and for maintaining the existing system as part of the City’s US Clean Water Act compliance.

The current system works well throughout the City though localized flooding takes place in public rights of way during more intense rain events.
Environmental

For purposes of this report environmental infrastructure includes but is not limited to parks, greenways, trails, waterways, or other natural features that are available to the public and emphasize a natural setting. Currently, there is no environmental infrastructure in Mid-Town but there are several such amenities close by. These include Dry Canyon Park five blocks directly to the west and ball fields at John Tuck Elementary School three blocks west. A fitness trail is adjacent to Canal Blvd, two blocks to the east.

Figure 9: Map of Existing Environmental Infrastructure Within .25 Miles of Mid-Town
2.4 TRANSPORTATION

Roads

The road system in Mid-Town is largely configured in a grid pattern. The district is served by two minor arterials in the form of two one-way streets, or couplet. The couplet consists of NW 5th St. running north and NW 6th St. running south. The couplet merges into a two-way minor arterial at NW Jackpine Avenue, Mid-Town’s northern border. The couplet continues south through the southern border of Mid-Town and into Downtown. The remaining north/south oriented streets are NW 4th St. and NW 7th St., both primarily residential streets.

NW Dogwood Avenue serves as a minor collector street running east/west providing access to the North/South minor arterials. NW Dogwood Avenue’s terminus at Canal Blvd. provides access to a trailhead for a recreational trail along NW Canal Blvd. and the irrigation canal. Residential streets running east/west feed into the couplet providing good access to the center of the district and to the north and south to other parts of Redmond.

The roads are in good condition with little visible need for repair in the immediate future. The City performed recent roadway paving and streetscaping in 2013.

Transit

There is no public transit providing service directly in Mid-Town Redmond. Redmond is served by the Cascades East transit system, consisting largely of buses. The system provides bus service between towns and cities east of the Cascades. Redmond is served by route #26 which travels east/west along Highway 126. This service is available as “demand response” and is scheduled on availability. Riders must request the pickup at designated locations one day before their time of departure.
Bicycle

The City of Redmond Urban Renewal District website cites a widely recognized need for improvements to the bicycle infrastructure. Specifically, new striping is referenced as a need to increase safety and convenience.1

The 2008 Transportation System Plan (TSP) includes a Bicycle Action Plan that identifies on-street and off-street investments needed for implementation of the 1999 Bicycle Master Plan. The Bicycle Master Plan map was updated in the 2008 TSP. Within Mid-Town, future bicycle lanes are identified along NW 5th and NW 6th Streets, and Antler Avenue eastward from NW 5th St.

Since the 2008 report, the City has made improvements along NW 5th and NW 6th Streets. Now those streets have marked bicycle lanes running the entire length of the district, extending north through the Medical District, and south through Downtown. While these lanes have greatly enhanced the bicycle access and safety issues in Mid-Town and Downtown, there may still be some striping issues to consider.

These marked lanes are partially shared with on street parking where it is allowed. The bicycle lanes are located between the flow of traffic and parked cars, identified by a single stripe. In at least one location the striping and the bicycle lane symbol overlap one another. Further, with the exception of a block long stretch on NW 6th St., in the northern area of Mid-Town, there is no stripe to clearly define what portion of this shared area is for bicycles and which is for parked cars, making it difficult for cyclists and drivers to safely interface.

There are no bicycle lanes along Antler Avenue. According to the Bicycle Master Plan, bicycle lanes are planned for Antler Avenue, between NW 5th Avenue and areas to the east.

Other bicycle infrastructure such as bicycle racks are in short supply. With the exception of four basic racks on the sidewalk adjacent to a newer development on NW 5th St. between NW Dogwood and NW Cedar Avenues, there are no bicycle racks in the district.

Pedestrian

In general, conditions for pedestrians in the district are mixed. While there are several favorable conditions for a pedestrian friendly environment, there remain gaps in the district where pedestrians would benefit from additional attention.

- Sidewalks: The district has recently improved sidewalks along the NW 5th St. and NW 6th St. couplet through the entire district. Improvements include corner curb cuts and ramps compliant with the American with Disabilities Act (ADA). These improvements were also made along most of the east/west residential streets within the district with some exceptions (NW Cedar Avenue and NW Birch Avenue).

- Signalized Crosswalks: There are no signalized intersections within Mid-Town and as such there are no Walk/Don’t Walk signals offering pedestrians save passage across NW 5th and 6th Streets. This impacts the safety of all pedestrians but especially the elderly, children, or otherwise any pedestrian who moves more slowly than others.

- Striped crosswalks: There is only one intersection (NW Dogwood Avenue & NW 5th and 6th Streets) with striped crosswalks. Even if not signalized, striped crosswalks provide drivers a visual cue that pedestrians may be present. This in turn provides pedestrians with additional confidence in their safety and can increase pedestrian travel.

- Pedestrian experience: While the pedestrian infrastructure including sidewalks and ADA ramps are favorable for pedestrian travel, there are other factors that detract from a pleasant pedestrian experience. This results in less pedestrian use than would otherwise occur. These factors include but may not be limited to:
  - Lack of destinations - There are several vacant properties that do not offer the goods, services, or facilities desired by residents and visitors. This results in automobile travel to destinations outside of Mid-Town.
  - Aesthetics – In addition to vacant properties, some existing structures and businesses are in various states of disrepair and function. This further creates a corridor-wide aesthetic that serves as a disincentive for pedestrian travel. The results include but are not limited to local residents choosing to drive to their local destination rather than walking.

1 City of Redmond Urban Renewal District Website: http://www.redmond.or.us/government/departments/community-development/economic-development/downtown-urban-renewal-district/i-bicycle-circulation-improvements-
2.5 LAND USE

Land use within Mid-Town is comprised of low density commercial and residential uses. Land uses are mostly divided amongst the four north/south routes: NW 5th and 6th Streets, NW 4th Street, and NW 7th Street.

NW 5th and 6th Streets – Commercial use along the district’s main arterials include restaurants, offices, two roadside motels, auto related uses, and assorted retail spaces. Two roadside motels appear to be used as unofficial long term affordable housing. Businesses are located in several different configurations ranging from single use commercial structures to small office and multi-tenant retail buildings and strip centers. Some commercial uses are examples of adaptive reuse occupying former single family residential structures and former gasoline station structures.

Land uses in the northern most areas of the district, where it overlaps with the Medical District, include larger footprint auto related salvage activity and light industrial uses.

NW 4th Street – The district’s eastern north/south corridor contains a mix of single family homes, multi-family housing, and auto related uses. Most residential uses are found on the west side of NW 4th Street in the form of single family residences. In some sections of NW 4th Street, the western side of the street is faced by the back side of commercial spaces fronting NW 5th Street.

NW 7th Street – NW 7th Street hosts a collection of single family residences, a mobile home park, small retail, and office uses. Several of the single family residential structures have been adapted into small commercial space. The east side of NW 7th Street, particularly in the northern half of the district, is faced by the back side of commercial spaces fronting NW 6th Street.

Example of Adaptive Reuse of a Former Gasoline Station into a Natural Foods Store on NW 6th St. and W Antler Avenue

Figure 10: Mid-Town Corridor Zoning Map
Size
The City of Redmond sits at an elevation of approximately 3,080 feet on the high desert plateau in Central Oregon and encompasses approximately 16.5 square miles. Mid-Town Redmond is approximately 75 acres comprising 1% of the city overall.

Existing Zoning
Most property in Mid-Town is zoned C-2 Central Business District Commercial Zone. This designation is intended to “Create and preserve areas suitable for commercial uses and services on a broad basis to serve as the central shopping or principal downtown area for the city.”

1 City of Redmond, Oregon zoning standards; http://www.redmond.or.us/home/showdocument?id=3426

Underutilized Light Industrial Property in Mid-Town

Figure 11: Mid-Town Zoning Map
Adjacent Districts and Land Uses

Districts adjacent to Mid-Town include retail, commercial, residential and light industrial. Mid-Town boundaries overlap with the districts to the north and south, the Medical District and Downtown respectively.

- **Downtown (South)** – Downtown is directly south of Mid-Town. The borders of each district overlap by one block. Downtown is zoned C-2 and is a thriving commercial district with some residential uses, public space, municipal operations and schools. Downtown is the historic center of Redmond and continues to play an increasingly important role in Redmond’s economy. Downtown is entirely within the Downtown Urban Renewal Area.

- **Redmond Professional Business & Medical District (North)** – The Redmond Professional Business & Medical District (Medical District) lies directly north of Mid-Town. The two districts overlap by approximately two blocks. The Medical District is intended to foster clusters of medical related uses, business, service, and residential uses anchored by the St. Charles Medical Center. The Medical District has three separate zoning designations, C-1, C-3, and R-5 and has its own master plan identifying land uses, development types, roads, trails, and parks. As of the date of this report the Medical District is less than half built out.

- **Residential neighborhood (West)** – Directly to the west of Mid-Town is a residential neighborhood (Name?) consisting primarily of single family homes. This neighborhood is zoned mostly low and medium density residential (R-1 and R-3 respectively) with three blocks of higher density residential (R-5) to the northwest of Mid-Town. Directly west of the residential neighborhood is Dry Canyon Park.

- **Residential and Light Industrial (East)** – The neighborhood directly to the east of the district (Name?) is zoned mostly R-5. While the R-5 designation calls for higher density residential development, this neighborhood consists mostly of single family homes. The eastern edge of this neighborhood is Highway 97, the major north/south highway connecting Redmond to other cities in eastern Oregon.

![Figure 12: Multi-District Zoning Map](image-url)
2.6 AMENITIES

Amenities in Mid-Town are limited, though it has strong access to public facilities, parks, and schools in adjacent neighborhoods.

Public Facilities
There is only one public facility in Mid-Town, Fire Station No.1.

Parks
There are no parks in Mid-Town.

Schools
There are no schools in Mid-Town.
3. CORRIDOR-WIDE OPPORTUNITIES AND CONSTRAINTS
3.1 OPPORTUNITIES

Location

Mid-Town’s geographic location within Redmond capitalizes on opportunistic relationships with adjacent districts and community assets, and regionally in its proximity to highly acclaimed recreational amenities. It also benefits from proximity to Bend and the regional airport and direct access to the state highway system. Opportunities for Mid-Town include capturing a larger share of the regional tourism economy and capitalizing on the relative affordability of housing, relative to some surrounding areas.

Located just north of Downtown and south of the Professional Business & Medical District, Mid-Town has the potential to achieve a synergy between each of these districts and serve as a more active conduit between them. Downtown Redmond is a thriving historic commercial district with restaurants, offices, schools, city offices, and public parks. The Professional Business & Medical District is home to a growing cluster of medical service providers centered on the St. Charles Medical Center. Each of these districts is within the Downtown Urban Renewal District (DURD). The most recent update to the DURD plan, made in 2011, prioritizes several projects in both districts as well as in Mid-Town to be funded through Tax Increment Financing (TIF).

Downtown is a destination for tourists and locals alike and functions as the heart of Redmond’s cultural identity. Redmond’s increasing popularity as a tourist destination and increasing demand for Downtown amenities, have made it clear that Mid-Town is the most viable area to accommodate Downtown’s expansion. Both Downtown and Mid-Town are centered on the SW/NW 5th Street and SW/NW 6th Street corridor and, as such, it is logical that Downtown growth continue north to provide a seamless continuity of amenities. Further, Downtown’s growth is constrained to the south by the interchange to Interstate 97, state Highway 126, and a significant change in land use and development patterns from urban scale mixed use to big box retail. Some downtown growth can be accommodated to the east and west but a change in zoning designations and relatively limited supply of available land make growth here less likely or desirable.
According to the final adopted Professional Business & Medical District Plan, the district’s full build out could be home to an additional 350,000 – 850,000 square feet of office, employment, commercial, and institutional space; receive $158 million to $353 million in potential new development value; and create approximately 800 – 2,300 new jobs.1 Mid-Town is in a unique position locally and regionally to provide housing and amenities for these employees, patients, and providers.

Advantages afforded to Mid-Town related to its location are also true for Redmond as a whole. There are multiple recreational amenities and strong institutions located within one mile of the district, making them easily accessible to future residents, employees, and visitors by walking or biking. Public parks within this radius include the following:

- Centennial Park and Ice Rink
- Canal Drive Fitness Trail
- Dry Canyon Park
- Redmond Community Skate Park

1 Final Adopted Professional Business & Medical District Plan; Conclusion; P 45, 2012
On a more regional scale, Redmond and Mid-Town’s access to world class recreational amenities such as Smith Rock State Park, the Deschutes River, and the Cascade Mountains represents significant opportunity. Proximity provides Redmond access to a year round base of recreational tourism that can help support local food, retail, sporting goods, and hospitality businesses. In addition to tapping a greater share of the regional tourism economy, proximity to these amenities creates incentives for future residents to choose Redmond over neighboring communities as a home.

**Housing Demand**

Another important opportunity within Mid-Town and in Redmond as a whole is the potential to capture a greater share of Central Oregon’s population growth. Mid-Town in particular is in a strong position for future housing for people moving to Central Oregon from other parts of the state and country.

Central Oregon and Redmond have been experiencing significant population growth over the past decade and this growth is expected to continue. According to the 2012 Center City Housing Study, the population of Redmond is expected to grow by 22,200 new residents from 2010 to 2030, which is a growth of 84% over a 20 year period.² The same report forecasts that this population increase translates in to an additional 8,450 new households over the same 20 year period. Mid-Town is in a strong position to capture some of this projected growth into the next 15 years due to its provision of amenities, walkable environment, access to regional resources, and strength of local identity. The Center City Housing Study also forecast housing production targets over near (1-4 years), mid (5-10 years), and long (11-20 years) timeframes. Short-term and Mid-term targets combined, the study forecasts 250 new housing units emphasizing 2-3 story multi-family development. The Mid-Town Plan’s conceptual redevelopment vision is consistent with these targets.

**Land supply**

As demonstrated in Section V.3 Development Opportunity Areas, Mid-Town has a large supply of underutilized and vacant properties with zoning consistent with the redevelopment visions presented in this plan. Further, at the time of this report several properties were being actively marketed for sale.

**Zoning and Infrastructure**

The zoning designation throughout most of Mid-Town is C-2 Central Business District Commercial Zone. This designation is intended to “Create and preserve areas suitable for commercial uses and services on a broad basis to serve as the central shopping or principal downtown area for the city.”³ This designation is generally compatible with the Mid-Town Plan conceptual designs and redevelopment vision. This includes commercial, mixed use, and multi-family development with the setbacks and heights of structures within the plan consistent with the requirements of the C-2 designation.

---

2 Center City Housing Study: Housing Development Strategy; 2013; Appendix A: Summary of Phase I Findings Market Trends & Forecast 2013; P. 43
3 City of Redmond, Oregon zoning standards; http://www.redmond.or.us/home/showdocument?id=3426

Mid-Town is well served by existing infrastructure including roads, water, and wastewater. Recent infrastructure improvements throughout Mid-Town include new sidewalks, bicycle lanes, street trees and enhanced lighting. These improvements are compliant with the Americans with Disabilities Act (ADA) and provide future residents, patrons, visitors, and employees with an existing network of pedestrian and bicycle friendly options.

**Committed Public Partner and Supportive Organizations and Citizens**

An often overlooked yet critical element of successful urban revitalization is the active support, or lack thereof, of the local municipality and local organizations and citizens. Redmond, and Mid-Town benefit from a very willing and proven public partner in the City government and its partners including but not limited to the Chamber of Commerce, Downtown Urban Renewal Advisory Committee (DURAC), local businesses community, and citizenry. Support from these partners is an essential element of building confidence in the development community that the integrity of their investments is not isolated to the development itself. Rather, their investments are more viable because strong infrastructure, synergy formed with other quality development, and partners who regularly work to ensure local and tourism based demand for housing, commercial, and offices is reliable.

The most directly relevant demonstration of the City’s commitment is the ongoing efforts to ensure that the goals of the Downtown Urban Renewal District are achieved. With a plan for Downtown, and the Professional Business & Medical District already in place, the City committed financial, political, and human resources to the development of the Mid-Town Plan. Within this plan resources are already committed to a Family Recreation Center (discussed in more detail in Section 4) which the Mid-Town Plan has included as a key catalyst site in the northern boundary of the district, overlapped with the Professional Business & Medical District. Recent public right of way improvements through Mid-Town are another example of the City’s commitment to providing an environment in which investment and development is supported.

**Redmond Airport**

The Redmond Airport serves all of Central Oregon and is the main gateway through which most air passengers pass. This puts the airport in a unique position to support Redmond’s efforts to capture a larger share of regional tourism based economy and promote itself as the best choice for those who want to relocate to Central Oregon.

Airports essentially have a captive audience for marketing and promotional efforts. Redmond can take advantage of this and encourage visitors to visit Redmond, recreate in Redmond, stay in Redmond, and move to Redmond.
Interstate 97 and State Highway 126

Downtown Redmond is at the crossroads of US Interstate 97 and State Highway 126. Recently rerouted from downtown Redmond to its current alignment, Interstate 97 is the main route bringing passengers and freight North and South through central Oregon. The gateway to Redmond is conveniently located directly on the intersection of Interstate 97 and Highway 126 providing drivers direct access to Downtown and Mid-Town.

Recent Investment and Development

Despite a high rate of vacant properties and properties in disrepair in Mid-Town there have been investments in new construction in the 10 years that reflect the community’s aspirations. Further, there are several businesses open in older structures that contribute to a commercial friendly environment in Mid-Town. Some of these are adaptive reuse projects in older structures that now house small retail, professional services, and restaurants.

Few development interests want to be the first investors in a revitalizing district because it represents greater risk. Recent investments and healthy businesses in Mid-Town provide some level of certainty to the development community that their investments are supported by other investments which drives confidence for future development.
3.2 CONSTRAINTS

Economics
Despite Redmond’s robust growth over the past decade, private developers are still hesitant to invest in Mid-Town. According to real estate professionals interviewed for the Mid-Town Plan, rental/lease rates for commercial and residential uses in Mid-Town and throughout the DURD are still lower than rates that encourage private investment. This sentiment was echoed by the DURAC, and CAC through this process. Reasons for this dynamic may include but not be limited to the recent economic crisis and stiff competition by neighboring municipality Bend, which is attracting the majority of regional growth.

Zoning
While Mid-Town’s C-2 zoning designation is generally compatible with the Mid-Town Plan, Conditional Use permits may be required for some reuses. For example, apartments being used as assisted living facilities may require a Conditional Use permit under C-2 designation. The Mid-Town Plan does not specifically identify assisted living facilities as an intended reuse. It does, however, identify housing adjacent to and within the Professional Business & Medical District with a relationship to the medical services provided within that district. Assisted living facilities may fall into that category.

Brownfield Liability
Another constraint to Mid-Town’s revitalization is the potential for properties within the district to be brownfields, or property whose previous uses have created environmental impacts. These impacts can create liability concerns for prospective purchasers, impact property value, and even constrain the extent to which the property can accommodate development.
4. DEVELOPING THE PLAN
4.1 DEVELOPING THE PLAN

The City of Redmond is committed to working toward its goals for the future by using policies and investments supported and driven by the priorities of local stakeholders, grounded in feasibility, and catalyzed by strategic investments and actions.

As such, development of the Mid-Town Plan was conducted through meaningful stakeholder engagement to ensure the Mid-Town Plan and the investments that follow are viable amenities that support and enhance Redmond’s quality of life. The City and consulting team structured stakeholder engagement opportunities through participation in a Citizens Advisory Committee (CAC), two public workshops, and making City staff available to discuss the project at any time. In addition to the CAC, a Technical Advisory Committee (TAC) was created to provide technical assistance to the City and consulting team. These committees provided their guidance and technical expertise while planning for and executing the project from inception to completion.

4.2 ADVISORY COMMITTEES

The CAC was assembled to reflect Mid-Town stakeholders including residents, business owners, property owners and others with stakes directly in Mid-Town. The mission of the 17 member CAC was to provide insight and feedback to the City of Redmond during development of the Mid-Town Plan. This committee functioned as an advisory board, as opposed to a decision making body, providing the City of Redmond and its consulting team with subject matter expertise, local knowledge, and perspective.

The CAC convened four times, including participation in the public workshops. A full CAC description, meeting agendas and summaries are provided in Appendix A.

The TAC was assembled to provide technical and policy review to ensure that the process and deliverables were consistent with City policies and practices. The mission of the 11 member TAC included reviewing the progress of the Mid-Town Plan and offering technical feedback to the City of Redmond. This feedback helped ensure that the plan remained technically feasible from a range of perspectives, including infrastructure, planning, policy, public operations, and public financing. Members included representatives from multiple City departments as well as City partners such as the Chamber of Commerce. The TAC was updated by City staff throughout the process; they met two times in person and reviewed draft deliverables including the draft existing conditions report. The TAC meeting agenda and summary is available in Appendix B.

Citizen Advisory Committee (CAC)

- Lorraine Willette
- Brian Spencer
- Linda Nolte
- Greg Cox
- David Standerwick
- Dana Bratton
- Mike Fahlgren
- Diana Barker
- Dick Roberson
- Megan Watkins
- David Price
- Mike Edmondson
- Brad Smith
- Paul Hansen
- David Purkey
- Sam Blackwell
- Trish Pinkerton

Technical Advisory Committee (TAC)

- Heather Richards
- Bill Du referendum
- Mike Caccavano
- Heather Cassaro
- Jon Stark
- David Foote
- Deborah McMahon
- Gabriel Martin
- Thom Kemper
- Keith Witosky
- Peter Gutowsky
- Eric Sande
Building on contributions from the CAC, two public workshops were conducted to further develop the consulting team’s understanding of Redmond’s history, identity, and hopes for the future and translate them into a conceptual vision for Mid-Town.

On March 11, 2015, approximately 50 participants including residents, property owners, developers, business owners, pubic agency representatives, and development interests met at City Hall to begin shaping the Mid-Town Plan. It was organized as a hands-on public meeting in which participants articulated a compelling story about Redmond’s vitality and future prosperity. The participants lent the City and consulting team their expertise, perspective, priorities, and recommendations about how the future of Mid-Town can best reflect who Redmond is as a community and serve as a place where it can continue to grow. In doing so, they provided the City and consulting team the key ingredients for what is presented in the Mid-Town Plan.

The workshop began with presentations from the City and consulting team about the Mid-Town planning project as a whole, activity conducted to date, and their current understanding of existing conditions. They then discussed the agenda and goals of the workshop, answered follow up questions, and received initial comments. The presentation was followed by hands-on exercises at break out tables, each with a facilitator from the consulting team and a volunteer note taker.

Each facilitated table discussion focused on two key elements:
1) Community history, identity, priorities, and aspirations for Mid-Town
2) Development type, design and land use preferences

The information and priorities shared at the table discussions provided the consulting team and City staff with substantial information regarding the community’s identity and its hopes for the future of Mid-Town. A snapshot of the workshops’ outcomes is provided here but a full workshop summary can be found in Appendix C.

Participants generally concurred with the perspective of the CAC and the consulting team’s understanding that due to its location, Mid-Town has the potential to be a significant asset for Redmond, but that current conditions do not reflect its potential or Redmond’s identity. They were optimistic about the district’s future but concerned that current economic conditions could impact its near term capacity to accommodate the desired development. Additional thoughts and priorities were contributed that include, but are not limited to, the following.

Identity
- Redmond is an old-fashioned family-oriented American small town
- Redmond is a great place to live
- Redmond is self-contained and a complete community with all you need
- Mid-Town is uninviting, especially for pedestrians and cyclists
- Great neighborhoods surround Mid-Town

Land Use and Design
- Mixed income and intergenerational housing is in demand
- Vacant lots are both eyesores and opportunities
- More restaurants are desired
- Revitalization should include variety of architectural styles
- An anchor development is needed
- Increased housing will help commercial viability
- Pocket parks would take advantage of underutilized space and improve conditions

Workshop Participants
Participant Map Sketches
Participant Dot Board
Participant Image Review
The second workshop was held on May 7, 2015 with approximately 30 participants. It built on the discussions and outcomes of the first workshop. It served as a touchstone for the City and the consulting team to confirm the project’s preliminary designs and direction and account for corrections or supplemental information and direction. The information to the right provides outcomes from this workshop but a full workshop summary is provided in Appendix D.

Workshop #2 began with a presentation by the City and consulting team about the goals of the workshop and a review of the consulting team’s interpretation of community identity and aspirations for Mid-Town. Subsequently, the workshop included two hands-on exercises, a prioritization exercise and an assessment of the need for and prospective location of a recreation center.

The first exercise consisted of a “dot exercise” where participants placed different colored stickers on specific ideas to identify how they prioritize them. Different colored dots represented low, middle, high priorities, which identify how important they think it is for the City to lead actions toward the specific item identified in Workshop #1. To do this, the consulting team organized feedback and ideas from participants of Workshop #1 into three main categories, under which specific concepts or actions were listed. These three categories included:

1) Improvements to the Public Realm
2) Improvements to the Built Environment
3) Promotion & Marketing

Specific ideas and the results of the dot exercise are included in Table 1. Prioritization exercise boards can be seen in Appendix D.

<table>
<thead>
<tr>
<th>PRIORITY BOARD CATEGORIES</th>
<th>GREEN (HIGH)</th>
<th>ORANGE (MEDIUM)</th>
<th>YELLOW (LOW)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Family Recreation Center</td>
<td>11</td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td>District Wide Unification: Streetscape Improvements</td>
<td>5</td>
<td>4</td>
<td>1</td>
</tr>
<tr>
<td>Develop Catalyst Sites</td>
<td>5</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>Activate the Vacant Space with Independent Events</td>
<td>5</td>
<td>0</td>
<td>1</td>
</tr>
<tr>
<td>Housing</td>
<td>4</td>
<td>6</td>
<td>4</td>
</tr>
<tr>
<td>Existing Business Aesthetics: Buildings</td>
<td>3</td>
<td>4</td>
<td>0</td>
</tr>
<tr>
<td>Innovative Space</td>
<td>3</td>
<td>1</td>
<td>2</td>
</tr>
<tr>
<td>Pedestrian and Bicycle Connections</td>
<td>2</td>
<td>2</td>
<td>4</td>
</tr>
<tr>
<td>Right of Way Improvements</td>
<td>1</td>
<td>0</td>
<td>2</td>
</tr>
<tr>
<td>Existing Business Aesthetics: Parking Lots</td>
<td>1</td>
<td>0</td>
<td>1</td>
</tr>
<tr>
<td>Restaurants</td>
<td>0</td>
<td>10</td>
<td>0</td>
</tr>
<tr>
<td>Better Signage on Hwy 97</td>
<td>0</td>
<td>4</td>
<td>0</td>
</tr>
<tr>
<td>Vacant Lot Improvements</td>
<td>0</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>Public Open Space Improvements</td>
<td>0</td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td>Promote Redmond Through Real Estate Networks</td>
<td>0</td>
<td>1</td>
<td>4</td>
</tr>
<tr>
<td>Target Regional Recreational Users to Visit Redmond</td>
<td>0</td>
<td>1</td>
<td>0</td>
</tr>
<tr>
<td>Boutique Motels/Hotels</td>
<td>0</td>
<td>0</td>
<td>4</td>
</tr>
<tr>
<td>Existing Parking Strategies</td>
<td>0</td>
<td>0</td>
<td>3</td>
</tr>
<tr>
<td>District Wide Parking Strategies</td>
<td>0</td>
<td>0</td>
<td>2</td>
</tr>
<tr>
<td>Connect to Events Outside Downtown Redmond</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Engage in Branding Initiative</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
</tbody>
</table>

Table 1: Prioritization Exercise Categories and Results

Participant Dot Matrix Board from Workshop #2

Participants in Workshop #2
The second exercise of Workshop #2 focused on a specific redevelopment priority discussed in the first workshop: the need for a family recreation center and how it can serve the purposes of Mid-Town’s revitalization. The need for new family recreation center is identified in the Downtown Urban Renewal District Plan which also sets aside urban renewal funding for its development. Further, the City had recently commissioned a feasibility study for the recreation center.

Participants divided themselves amongst three breakout tables to further discuss community priorities for the family recreation center. Discussion included a proposed location for the family recreation center (depicted below) the consulting team thought could serve as a catalyst site for future development in Mid-Town. It also included programming, uses, and design concepts the community feels the recreation center should incorporate.

Participants were generally in favor of locating the family recreation center on the proposed site though some concern was voiced that it was too far north to draw pedestrians and cyclists up from downtown. They offered additional thoughts and priorities regarding the recreation center’s uses and preferred architectural and design themes.

**Uses**
- Multi-generational
- Sports – basketball, indoor soccer, volleyball
- Events, classes
- Collaborate with hospital and medical service providers
- Climbing wall
- Physical therapy
- Multi-use rooms
- Gym
- Walking track
- Swimming pool

**Design**
- High quality
- High desert design
- Reflect Art deco/Modern style common in corridor
- High visibility, let the outside in
- Ample parking
- Consider multiple buildings to allow staging of development
- Connect to surrounding amenities through bike/pedestrian connections

Workshop #2 concluded with a summary of each table discussion and description of the next steps that the City and consulting team will take.

Figure 14: Recreation Center Catalyst Site
4.4 INTERVIEWS

In addition to the CAC and public workshops, developing the Mid-Town Plan was influenced by input by strategic stakeholders during interviews. The goal of these interviews was threefold:

1) Learn about the private development sector’s impressions of the Mid-Town Plan in terms of feasibility.

2) Better understand how the City of Redmond can use its resources as effectively as possible to partner with the development community and implement the Mid-Town Plan.

3) Engage the developers with the intent of exploring development opportunities in Redmond.

Strategic stakeholders were chosen to be interviewed based on their demonstrated success at infill development similar to what is envisioned in the Mid-Town Plan and, when possible, where this experience includes projects in Redmond, Bend, or Central Oregon. All interviews were conducted individually, in person by Clark Henry of the consulting team and Heather Roberts with the City via conference all. Prior to the interviews respondents were provided a document with a description of Redmond and Mid-Town, the Mid-Town Plan goals and objectives, conceptual renderings, and questions regarding the feasibility of the plan (Appendix E). A brief description of those interviewed and their contributions is provided here. A full summary of each interview is included in Appendix F.

<table>
<thead>
<tr>
<th>Name</th>
<th>Location</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>The Pennbrook Company (Don Bauhofer)</td>
<td>Bend, OR</td>
<td>The Pennbrook company develops, manages, and leases properties in Oregon, Washington, and California. Projects include adaptive renovation, larger landscape development, retail, and commercial development. President Don Bauhofer has a long history of developing projects in Downtown Redmond.</td>
</tr>
<tr>
<td>Compass Commercial (Erich Schultz)</td>
<td>Bend, OR</td>
<td>Compass Commercial provides commercial real estate services including brokerage, management, construction services and business sales. Compass Commercial is Oregon’s third largest independently owned commercial real estate firm and the largest brokerage firm outside of the Portland region. Compass Commercial has been representing clients throughout Oregon, including Redmond, for nearly 20 years.</td>
</tr>
<tr>
<td>Project PDX (Read Langworthy and Anyeley Hallová)</td>
<td>Portland, OR</td>
<td>Project PDX is a values-driven real estate developer that emphasizes environmental, social, and economic performance in its developments. Development includes urban scale mixed use development, multi-family residential, commercial, and institutional projects.</td>
</tr>
<tr>
<td>Urban Development Partners (Eric Cress)</td>
<td>Portland, OR</td>
<td>Urban Development Partners (UDP) is a Portland based developer committed to benefiting the communities in which they work. Their emphasis is providing high quality mixed use infill development integrating sustainable construction practices and adaptive reuse wherever possible.</td>
</tr>
<tr>
<td>Guerilla Development (Kevin Cavanaugh)</td>
<td>Portland, OR</td>
<td>Guerilla Development provides innovative infill development solutions throughout the Portland region. Projects emphasize adaptive reuse of existing structures, restaurants, offices, and residential built to respond to local demand and entrepreneurs.</td>
</tr>
<tr>
<td>Steve Otos (independent consultant)</td>
<td>Portland, OR</td>
<td>Mr. Otos is an independent real estate finance professional with extensive experience assembling financing for projects including senior housing, multi-family housing, hotels, entertainment facilities, and more. He is located in Portland but works throughout the country.</td>
</tr>
</tbody>
</table>

Table 2: Developers and Real Estate Development Professionals Interviewed to Evaluate Feasibility of Draft Mid-Town Plan
As a whole, all of the people interviewed thought the draft vision for Mid-Town identified land uses and development patterns that could transform Mid-Town into a thriving urban district. They were generally optimistic about Redmond’s potential to elevate its profile as a premier Central Oregon community. Their favorable impressions about Redmond and Mid-Town were grounded in a growing Central Oregon population, Redmond’s existing amenities and quality of life, proximity to Bend, and outdoor recreation, and relatively lower housing costs compared to other communities in Oregon.

While their impressions of Redmond, Mid-Town, and the Mid-Town Plan were generally favorable, they were less optimistic about its feasibility to be realized in the near term. Their caution about near term viability stems from the current rent/lease rates for multi-family housing and commercial space and their ability to provide a return on investment (ROI) for development as envisioned in the plan. Further, they were uncertain that there is sufficient demand for higher quality residential and commercial space that would bring higher rental/lease rates and an ROI that justifies investment.

The City, consulting team, and the CAC had previously discussed the potential for the economics in Redmond and Mid-Town to constrain the Mid-Town Plan’s realization in the near term. As such, another function of interviewing the development professionals was to gain a better understanding about what incentives or assistance the City could provide to bridge feasibility gaps and make Mid-Town more attractive for investment.

The list below captures the ideas and feedback provided by the development professionals.

- **Land** – The City could secure titles to properties in Mid-Town and transfer titles to a selected developer for little or no cost.
- **Strategic recruitment** – Identify smaller scale developers, or even aspiring developers, in the region who would benefit most from technical and financial assistance from the City.
- **Financing** – Create loan packages with terms better than the market is providing to help remove barriers to smaller entrepreneurs.
- **Efficient processes** – Provide a clear permitting process that identifies timelines, expectations and fees. This can be maximized by providing a point person with the City who can be a “guide”. This is especially important when working with developers from outside of town who are unfamiliar with Redmond’s processes.
- **Consider design competition rather than Request for Proposals (RFP)** – Smaller scale developers, or design professionals who are aspiring developers seldom respond to RFPs because of the time and cost associated with doing so. Using a design competition where conceptual plans are presented could lure more of these types of developers.
- **Recruit institutional anchor tenants** – The City can work with other institutions in the region, such as Oregon State University, Bend Oregon, and recruit them to be anchor tenants for larger developments. If done before an RFP or competition is issued, having a commitment from a dependable tenant helps development teams secure financing and demonstrate project feasibility.
- **Rent guarantee** – The City can provide a rent guarantee to development teams for a portion of commercial space. This would help provide confidence in the development project and help secure financing.
- **Promotion and Marketing** – The City and its partners such as the Chamber of Commerce should strengthen their marketing and promotion across a broader regional and statewide audience that promotes Redmond’s high quality of life, strong attributes, and investment opportunities.
- **Family Recreation Center** – The City should prioritize moving forward with building a family recreation center in Mid-Town. This amenity is attractive to potential housing and commercial investors but also demonstrates the City’s commitment to growing Mid-Town and making it more attractive for investment.
- **Create a financial pro forma model** – A model pro forma for specific projects could include different types of financial and technical assistance that the City is prepared to provide (loans, infrastructure upgrades, tax credits, etc). Interested developers can use this model pro forma in their responses to RFPs or competitions. Doing so allows the developer to tailor the assistance package to what they can benefit from most and the City then has a uniform way to evaluate different proposals according to what they are willing/able to provide.
5. MID-TOWN PLAN ELEMENTS
5.1 CORRIDOR-WIDE PLAN ELEMENTS

Development Opportunity Areas

After researching existing site conditions and listening to the communities' aspirations for the future of Mid-Town, six development opportunity sites were selected for further study as areas for the City to focus revitalization efforts on. These sites were selected because they were identified as having high potential for redevelopment and serve as catalyst sites sparking district wide redevelopment. These sites were selected because they are characterized by the following attributes:

• Availability: A majority of the sites include vacant or underutilized land.
• Access: All sites have access to one or both sides of the NW 5th and 6th Street couplet.
• Size: Some of the sites could be re-developed individually, others could be combined into an efficient developable block.
• Infrastructure: All sides are well served by water, sewer and stormwater systems.
• Public realm: All sites provide opportunities to enhance the public realm with redevelopment.
• Adjacent uses: A majority of the sites can build on energy from new or well-kept adjacent uses or future planning efforts, including the Medical District.

Figure 15: Map of Development Opportunity Areas

Legend
Development Opportunity Areas
Existing Opportunity Areas to Activate

While redevelopment of potential catalyst sites can spark district wide redevelopment, Mid-Town also has an existing fabric of businesses that provide a strong starting point resource to re-energize and begin to re-shape the public realm. The following toolkit provides enhancement feature ideas, selected specifically for Mid-Town, that can support activation, create a more pedestrian friendly streetscape, and improve the district’s overall aesthetic.

Activation Toolkit Sections:

• Enhancing Streets
• Enhancing Alleys
• Re-connect Buildings & Parking Lots to Street
• Re-connect Motels to Street
• Re-connect Vacant/Underutilized Properties to Street

Each of these ideas is discussed in more detail in the following pages.

Reference: Urban Land Institute, Building Healthy Places Toolkit:
http://uli.org/research/centers-initiatives/building-healthy-places-initiative/building-healthy-places-toolkit/
Activation Toolkit: Streets

Think of streets as public places that not only allow for the movement and parking of cars, but as places for people to enjoy. Using streets as a public resource allows a transformation and opportunities for people to comfortably and safely navigate the streets, meet and gather. The couplet (NW 5th and 6th Streets) and four cross streets (NW Fir, Elm, Dogwood and Cedar Avenues) were selected as the primary Mid-Town streets to activate. Toolkit techniques to activate streets include a mix of public realm improvements including planting new street trees, adding pedestrian scale lighting and street furniture. Utilizing extra space adjacent to a building for café seating or outdoor display space can activate the streetscape. The use of temporary or permanent parklets can transform a street by providing public seating, bicycle parking or in the public realm.

Reference: Green Futures Research + Design Lab, Adaptive Streets: Strategies for Transforming the Urban Right-of-Way

Enhancement Features

1. Street Trees
2. Pedestrian Scale Lighting and Street Furniture
3. Parklet
4. Bicycle Parking
5. Cafe Space
In this example we see two ways the public realm can be used to transform and enhance existing businesses. On the left, the public realm is enhanced along with adjacent private open space to provide enhanced landscaping, street trees, and light fixtures. In addition, new outdoor areas are possible within these reconfigured spaces. In this example, an existing restaurant can add valuable outdoor dining that not only provides more seating but also can provide a welcoming front door statement that is in full view of the adjacent passing traffic.

On the right we see the possible addition of outdoor dining in the public realm that literally occurs within an existing parking space. This combined with storefront modification that opens up façades can immediately activate the street and enhance adjacent businesses at the same time.
Activation Toolkit: Alleys

Many of the existing Mid-Town blocks have underutilized dedicated public alley space adjacent to parking, which provides a great opportunity to be developed into vibrant public spaces away from busy streets. Think of alleys as public places and embrace their potential to be activated people-oriented spaces. Alleys will need to continue to serve existing buildings but can be enhanced, in the beginning, with temporary activities and events. As excitement grows, alleys can be permanently transformed using physical improvements including landscape planting, permanent seating and lighting or enhanced paving.

Reference: Activating Austin’s Downtown Alleys as Public Spaces
http://austintexas.gov/sites/default/files/files/EGRSO/Activating_Austins_Downtown_Alleys_as_Public_Spaces.pdf

Enhancement Features

1. Enhanced Landscape Planting
2. Pedestrian Scale Lighting
3. Enhanced Alley Paving
4. Shared Space for Pedestrians, Parking or Event Space

![Figure 18: Alleys to Activate](image)
This is an example of an existing parking lot that already serves as a private alley providing a mid-block north-south connection. With enhanced paving, landscaping, lighting, and graphics this parking lot can be transformed into a vibrant front door to adjacent businesses. It can also serve as a valuable connector for pedestrians and vehicles that can link to similar parking lots on adjacent blocks. The enhanced features shown here can create a new look to these existing spaces that can help energize existing businesses, and draw new customers to the district.
Activation Toolkit: Re-Connect Buildings & Parking Lots to Street

Many of the existing businesses could re-activate their sidewalk and street presence with simple enhancement techniques to re-connect the front door to the streetscape. Toolkit ideas include parking lot modifications that enhance existing parking lots with nice paving or hide parking spaces with landscape screening. Façade improvements are another technique to enhance existing buildings and can include replacing some parking with outdoor dining areas or café tables. Replacing blank walls facing the street with windows can improve pedestrian comfort when passing along the sidewalk. New building and/or patio lighting can transform a building and provide safety during evening hours.

Enhancement Features

1. Enhanced Parking Lot Paving
2. Enhanced Landscape Screening
3. Façade improvements:
   - Open Dining Area Facing Street
   - Cafe Tables
   - Windows to the Sidewalk
   - Building and Patio Lighting

Figure 19: Opportunities to Re-Connect Buildings and Parking Lots
Activation Toolkit: Re-Connect Buildings & Parking Lots to Street

Here is another example of improvements to both public and private realms that can reconnect this business to its adjacent street. The result can be a more direct view of an inviting outdoor dining space with enhanced landscaping, lighting, and furniture. Combined with key modifications that open up existing building façades, businesses can benefit from increased exposure as well as increased and more effective program area. If done properly, these strategies can be a win-win for both owners and customers taking business to the next level and beyond.
Activation Toolkit: Re-Connect Motels to Street

Two existing motel sites have potential to transform into unique Mid-Town resources to attract and provide lodging for visitors. Activation opportunities include façade improvements that could include new exterior finishes and lighting or possibly a new addition cafe or indoor dining area for guests. Outdoor gathering spaces with seating could be created by screening parking areas and enhancing landscape planting.

Enhancement Features

1. Façade Improvements:
   - New Exterior Finishes
   - New Addition
   - Lighting

2. Gathering Space

3. Plaza Seating

4. Outdoor Seating

5. Screen Parking

6. Enhanced Landscape Planting

Figure 20: Opportunities to Re-Connect Motels to Street
This is another example of how joint enhancement of public and private lands could add new amenities that create value for existing businesses as well as the general public. Here, the public realm is enhanced with a new sidewalk and street trees. The adjacent private property is transformed into a mini-park that can be used by tenants as well as the general public. One significant element of this example is the historic art deco character of the motel sign. The suggestion here is to enhance this historic architectural element with potential additions and careful restoration of the sign. Often the restoration and enhancement of existing historical elements can help reinforce a new branding of the district, giving it a unique character.
Activation Toolkit: Re-Connect Vacant/Underutilized Properties to Street

Vacant and underutilized properties provide opportunities for activation utilizing temporary events including pop-up movie theatres, food cart pods, concerts, plays or other short term events. These properties can also be transformed with public/private partnerships using more permanent enhancement features including parks, plaza areas, gardens or skate parks.

Enhancement Features

1. Enhanced Landscape Planting
2. Plaza Area
3. Pop-Up Movie Theatre
4. Outdoor Seating

Figure 21: Opportunities to Re-Connect Vacant/Underutilized Properties to Street
Activation Toolkit: Re-Connect Buildings to Street

This is a classic example of an unused site with an adjacent building that has a blank wall addressing the street. The strategy shown opens the building to the street and places a new parking lot in the center of the block. The leading edge of the existing vacant lot is converted into a mini-park offering a valuable seating area and enhanced landscaping that can add a significant amenity for adjacent businesses. A unique aspect of this solution is the addition of a pop-up movie theater. The side of the existing building becomes a screen and the adjacent new parking lot is transformed into an instant outdoor theater. The new mini-park could also be used by food cart vendors for unique events or seasonal use.

The result is the addition of valuable parking, a new enhanced landscaped mini-park, and a unique seasonal event space.
5.2 CATALYST SITES

Four Catalyst Sites were selected for Mid-Town from the development opportunity areas. Site 1 is located both within the medial district boundary and the Mid-Town planning area boundary. This site was identified due to its redevelopment potential as a family recreation center. Sites 2 and 3 are prime corner parcels flanking 5th Street with redevelopment potential as live work units. Site 4 is an underutilized mostly vacant block in the heart of Mid-Town with redevelopment potential as a multi-story mixed-use development.

Site 1:
- Prominent location on curve of NW 5th Street
- Large site big enough for family recreation center plus other related developments
- Provides link between Medical District to north and Mid-Town Plan area
- Recreation center can stimulate other developments such as medical/fitness oriented uses or senior housing

Sites 2 & 3:
- Offers potential of gateway development of both sites
- Sites have opportunity for access to mid-block alleys or mid-block parking areas
- Excellent opportunity for live work units and ground floor retail
- Can stimulate development on adjacent sites particularly to the south

Site 4:
- Full block, underutilized site offers wide range of opportunities
- Frontage on both 5th and 6th Streets
- Mid-block alley/parking potential
- Opportunity for multi-story housing with ground floor retail
- Can serve as a catalyst for all properties abutting this central site

Sections 5.3 – 5.5 provide a more detailed evaluation of each catalyst site. This includes general site descriptions, catalytic potential for Mid-Town, redevelopment scenarios and conceptual designs. Redevelopment scenarios and conceptual designs are based on input received throughout the stakeholder engagement process. They were developed to honor Redmond’s identity and history while portraying an image of the community’s vision for a more vibrant, pedestrian friendly streetscape, diversified housing options, and mixed use urban district. Redeveloping these sites as described in the following sections can unify downtown with the Professional Business and Medical District, create a sense of place unique to Mid-Town and support Redmond as an entire community.
5.3 SITE SPECIFIC PLAN ELEMENTS: SITE 1

Site 1 Family Recreation Center: Potential Locations

The 2014 Redmond Family Recreation Center Feasibility Study report originally identified three potential locations for the family recreation center. These prospective locations are depicted below. A family recreation center has been identified as a priority in the DURD. Based on conversations with real estate professionals, the CAC, and feedback during public workshops, City staff, and the experience of the consulting team, the family recreation center has been identified as a potential opportunity to transform and catalyze redevelopment throughout both Mid-Town and the Medical District.

The parcel size for the Mid-Town site (shown below) is comparable to the area identified for the recreation center program in the feasibility study. The proposed location is ideal to benefit and activate both the Mid-Town and Medical Districts and the center has the potential to become a recreation hub for both residents and visitors.

Figure 23: Potential Location of Family Recreation Centers
Family Recreation Center: Proposed Plan

The existing Medical District plan, shown below on the left, proposed office and residential development, with a park planned for the southwest corner of the district. The Medical District master plan can be slightly modified to accommodate a family recreation center, as shown on the right, by placing the new family recreation center adjacent to the park, and re-organizing the residential housing and office to also capitalize on the park and new center.
Family Recreation Center: Features

1. Recreation Center
2. Residential
3. Park

Artist Rendering of Future Recreation Center

Above Images: Family Recreation Center Examples
5.4 SITE SPECIFIC PLAN ELEMENTS: SITES 2 & 3

Sites 2 & 3 Live Work Development Examples

The two corner sites facing 5th street provide opportunities for new live work developments that can flank the street and take advantage of the public realm activation toolkit enhancement features.

Figure 26: Live Work Development Plan
Sites 2 & 3 Live Work Development Examples

Rendering of Art Deco Live Work Development Example

This view shows how a coordinated development of sites on both sides of NW 5th St. helps to unify the neighborhood. There is also the opportunity to utilize the public right of way for outdoor seating and enhanced landscaping. Ground level retail activates the streetscape while upper level apartments provide much needed housing. Developments can be served by mid-block parking or alleys that connect with adjacent alleys north and south.

This is also an example of reinforcing the historic art deco heritage of the district to reinforce the branding of the neighborhood.
5.5 SITE SPECIFIC PLAN ELEMENTS: SITE 4

Site 4 Mixed-Use Development Example

This underutilized mostly vacant lot in the heart of Mid-Town is a prime parcel with potential opportunity for a full block, mixed-use, multi-story development facing the streets with internal parking.
Site 4 Mixed-Use Development Example

This full block site offers excellent ground level retail opportunities on both NW 5th and 6th Streets. New street trees and canopies at retail locations help provide an inviting pedestrian environment. Second story terraces and balconies provide a great outdoor amenity for upper level housing or offices. They also reduce the scale of the development allowing it to relate to lower scale adjacent developments. A mid-block courtyard serves as a parking lot as well as internal access to units, retail, or offices.

The new architecture can be a reflection of the art deco heritage of the district, thus reinforcing the sense of neighborhood.
The future of Mid-Town is bright, and can be accomplished by utilizing multiple Mid-Town Plan strategies including development of opportunity areas, activating existing opportunity areas and developing Catalyst Sites.

Figure 28: 2025 Mid-Town Master Plan
6. ACTION PLAN AND NEXT STEPS
6.1 ACTION PLAN / NEXT STEPS

The following provides a series of suggested actions to be taken by the City with the intention of realizing the Mid-Town Plan. They are steps that can help the City overcome constraints identified in this report but also address other issues that can foster a built, cultural, and political environment attractive for private market investment, public/private partnerships, and lure would be residents and businesses. These actions are based on information and expertise leveraged through the stakeholder engagement process, interviews with real estate professionals, collaboration with City staff, the CAC, and the consulting team's experience. These recommendations are echoed in previous plans such as the Center City Housing Strategy, and Downtown Urban Renewal Plan, and Professional Business & Medical District Plan.

Some actions apply across the entire district while others are site specific regarding Catalyst Sites and public right of way improvements. Under each category specific actions are assigned a timeframe for implementation.

• Near term: 1 – 5 years
• Middle term: 6 – 10 years
• Long term: 11 – 20 years

Actions generally fall into four categories. These categories are not exclusive but rather are interrelated and also interdependent.

6.2 MARKET INTERVENTIONS

This category describes actions the City can take in order to address the financial constraints for development within the district. These actions are intended to influence the economics of specific development projects but also create efficiencies in the planning, permitting, and entitlement process that might otherwise negatively impact a project’s feasibility.

6.2.1 Create menu of incentives (Near Term)

The City is encouraged to develop a menu of incentives that are intended to facilitate the development of properties as described in the Mid-Town Plan. They are intended to bridge the gap between feasible development and the type of development defined in the Mid-Town Plan. The incentives menu may include but not be limited to the following:

• Land – For properties in the city’s control, the City can offer the land to developers at reduced or no cost which helps them bring instant equity to a deal and overcome feasibility gaps.
• Loan – The City can provide financing for development with terms more favorable than those offered through the private market. This can include more favorable interest rates, repayment schedule, and other terms.
• System Development Charge (SDC) waivers – The City should consider waiving or reducing SDCs in cases where development in Mid-Town reflects the community priorities and aspirations defined in the Mid-Town Plan.
• Lease/rent guarantees – Consider providing rent/lease guarantees to developers of properties in Mid-Town if they meet the priorities and aspirations described in the Mid-Town Plan. Such guarantees can provide confidence to developers as well as financial institutions providing financing.
• Technical Assistance -Provide technical assistance to aspiring developers regarding development process, financing, permitting, and deal structures. The assistance can be provided directly by City staff and/or by providing them education resources such as classes, trainings, printed, and web based material.
6.2.2 Clear and Streamlined Permitting Process (Near Term)

A common constraint to development is the uncertainty of permitting processes, their requirements, timelines, and costs. This can be particularly onerous for first time and/or smaller scale developers. Based on communication with real estate development professionals, the CAC and City staff, and the consulting team’s experience, it is likely that a substantial portion of infill development in Mid-Town will be pursued by first time and/or smaller scale developers. As such it is essential that the City provide a clear and streamlined permitting process. This is not an indictment of the City’s current process but rather a recommendation that the City evaluate it and make changes where clarity could be improved. Even without making formal changes to the process the City should consider the following:

- Develop a fact sheet and flow chart defining the requirements of the permitting process with estimated timelines and costs, and fees. This can simply provide general information that a developer can use to predict the types of requirements, fees, and timelines. The fact sheet and flow chart do not have to provide exact numbers.
- The fact sheet should be supported by technical assistance from City staff at the project inception stage to help the developer understand how the permitting requirements impact a development pro forma and schedule. This assistance is different than having staff available to answer questions throughout the process but rather this is more hands on guidance at the earliest stages of a project’s inception. Such assistance can be made available upon request for development in Mid-Town that meets the goals and aspirations of the Mid-Town Plan.

6.2.3 Purchase Catalyst Site 1 and Begin Developing Family Recreation Center (Near and Middle Term)

A keystone of the Mid-Town Plan is the development of a family recreation center on Catalyst Site 1. A family recreation center on this site serves multiple purposes, has been identified as a priority in the DURD and is partially accounted for in the DURD budget. Based on conversations with real estate professionals, the CAC, feedback during Public Workshop #2, City staff, and the experience of the consulting team the Mid-Town Plan asserts that the family recreation center can be transformative and catalyze redevelopment around it and throughout Mid-Town and the Professional Business and Medical District.

A family recreation center as described in the 2014 Redmond Family Recreation Center Feasibility Study and discussed in the Mid-Town Plan makes both functional and aesthetic improvements to Mid-Town’s northern gateway. Aesthetic improvements will take advantage of the site’s location as a gateway, and often a visitor’s first impressions of Redmond. Where the current impression of Mid-Town has been described as “dumpy”, a family recreation center will transform that impression into “livable”, “vibrant”, “healthy”, and “home.” Functionally it will provide amenities sought after by residential developers. Further, it demonstrates the City’s commitment to public improvements in Mid-Town that support private investment and build confidence, critical elements necessary to bring private investment.

It is the consulting team’s understanding that the existing DURD Budget allocation (approximately $9 million) is not enough to construct the facility as described in the Family Community Recreation Center Report (approximately $30 million). Despite the substantial financial gap this plan recommends that the City proceed with the following activities with existing resources.

- Acquire Catalyst Site 1 (near)
- Secure professional services to design the recreation center and create a development program that allows construction over several stages that reflect the City’s access to resources. Staging development allows for immediate improvements and activation which result in placemaking, aesthetic improvements, and begin providing certainty about Mid-Town for the development community. (near)
- Make immediate improvements to the property that provide for passive recreation. This can include lower cost improvements such as paths, seating, signage, community gardens, and picnic facilities. (near)
- Following the recommendations of the Family Community Recreation Center Report, the City should begin pursuing additional sources of revenue to construct the remaining stages of development. (near and mid)
6.2.4 Purchase and Disposition Catalyst Sites 2-4 (Near and Middle Term)

The City should consider purchasing key properties and issuing a Request for Proposals (RFP) that prioritize development that reflects the conceptual designs and uses described in this report. Properties recommended for purchase and disposition include Catalyst Sites 2-4 but additional properties should be considered as they become available. For properties other than Catalyst Sites that come on the market for sale the City should engage the property owners to describe their plans for the Mid-Town, identify what the property owner’s goals for their property are, and identify the common ground. The City can then help them market the property and identify potential developer.

Special Considerations:

- The RFP should include the incentive package in Section 6.2.1 above.
- Per guidance from at least one developer interviewed in the process, consider using a vehicle other than a RFP to identify prospective purchasers, particularly for Catalyst Sites 2 & 3. Another method of identifying and selecting a developer for these properties could be a design competition. The reason for considering a method other than a RFP is that Catalyst Sites 3 & 4 are smaller projects that are likely best suited for a smaller scale or newer developer who typically do not respond to RFPs because of their requirements. These types of projects are often driven by designers, architects, or other creative minds turned developer. If these two sites are to live up to their potential and provide catalytic energy to the district, the “what” it will be (design, use) is critical. With the technical assistance from the City and use of the incentives package described above, the “how” (financing structure, partners, leases, etc.) can be tailored to meet the specific needs of the successful development team.
- Once the sites are acquired immediate improvements can be made to improve the physical appearance of these properties until the time development occurs.

Should acquisition not be feasible the City should explore a partnership with the property owner whose goal is for the property’s redevelopment reflects the conceptual redevelopment vision in the Mid-Town Plan. In its capacity as a partner the City can help market the property, offer the incentive package to prospective purchasers, and as such bring value to the property owner. In exchange, the property owner will bring their commitment for the duration of the partnership to not sell or redevelop the property in such a way that does not meet the goals of the Mid-Town Plan.

6.2.5 Land Use Modifications and flexibility for qualified projects (Middle and Long Term)

Although the zoning in Mid-Town is not considered a significant constraint to development, there may be some limitations of the C-2 designation on different development proposals. More specifically, development in and adjacent to the Professional Business & Medical District may be viewed by developers as appropriate for an assisted living facility. This use would take advantage of proximity to St. Charles Medical Center and medical service providers in the area but may face hurdles in the permitting process and require a conditional use permit. It is recommended that the City create flexibility in the permit review process and/or wave/reduce associated fees to allow this use if it also meets the goals of the Mid-Town Plan.
6.3 CREATING A SENSE OF PLACE AND BUILDING AMENITIES

Through the Mid-Town Plan process a recurrent theme surfaced that Mid-Town lacked a user-friendly atmosphere or cohesive identity. Vacant properties and others in disrepair not only lack desired goods or services, but they also create gaps in existing nearby amenities. The result is a disconnected and underperforming built environment. A participant in Public Workshop #1 who lives in the neighborhood adjacent to Mid-Town shared that while they could walk to restaurants in Mid-Town they choose to drive outside of the district because the pedestrian experience is so unpleasant. This is a significant missed opportunity.

The actions described below are intended to encourage investment and development downtown by creating amenities and a sense of place. They also recognize that development on vacant parcels is likely realized over the long term. As such, recommendations in this section articulate goals and actions that can activate these spaces and create a more distinct identity for Mid-Town in the near term through interim uses and improvements to public and quasi-public space.

Through near term activation and longer term redevelopment, nearby residents and visitors to Mid-Town will access a pedestrian friendly and accommodating environment that encourages them to patronize Mid-Town businesses.

6.3.1 Implement the Design Toolkit (Near and Middle Term)

Section 5 describes the concepts and provides conceptual designs for an Activation Toolkit meant to build on the City’s recent infrastructure investments. Concepts within the toolkit re-engage properties with the street, create a visually pleasing experience, and stimulate bicycle and pedestrian activity in areas that are otherwise empty or auto-dominant.

6.3.2 Transit

To successfully capitalize on Redmond’s proximity to other high quality towns and cities in Central Oregon this report recommends the City work with the Cascades East transit system to increase the level and type of service. Transit opportunities fall into the middle to long term time frame.

6.3.3 Interim Uses

Where redevelopment projects are more likely to take more than three years to begin, the City is encouraged to activate empty space through the installation of interim uses and beautification. Actions including but not limited to those described below will provide near term benefit to the community, activate the streetscape, and provide immediate indication to the development community that change is coming to Mid-Town.

The concept of applying low cost improvements to make small, often temporary changes that activate vacant space in order to achieve long term impacts is now commonly referred to as Tactical Urbanism, and is growing not just in theory but revitalization practice. The City is encouraged to not only embrace these concepts but to lead them and encourage its community based partners, citizens, and institutions to initiate and manage them. A few examples are provided below.

Greening - Passive and Active (Near and Middle Term)

Properties that are currently vacant can be planted with decorative vegetation to provide immediate beautification. This helps make the pedestrian experience more pleasant and will make Mid-Town more inviting. Improvements can also include benches where people can sit and use the space as an interim pocket park. During the public workshops participants voiced concern for the use of grass in passive greening or pocket parks due to the need for watering and maintenance. As such, this plan recommends using wildflowers, shrubs and grasses native to Central Oregon. They will require far less watering, will withstand the elements and better reflect Redmond’s Central Oregon heritage.

More active greening projects can include community gardens, a use for which support was voiced during the public workshops. Already, an informal community garden has been started at Catalyst Site 2 at the corner of NW Fir Avenue and NW St St. This garden was presumably started by the residents or managers of the apartment complex directly to the east. This sort of activity should not only be encouraged but can be enhanced with City resources to ensure its potential to activate the streetscape is realized.

Art (Near and Middle Term)

Vacant and underutilized properties can also be infused with art to improve aesthetics, elevate Mid-Town’s profile, and demonstrate Redmond’s history and character. Art installations can be temporary, or displayed over longer terms. They offer the opportunity to leverage partnerships with local arts based organizations such as Arts Central, the Arts & Culture Alliance, local programs, public schools, Redmond Proficiency Academy, and local artists and businesses.

The topic of murals, even mobile murals, came up during discussions in the public workshops. There was general agreement that murals have the potential to activate and improve dormant spaces but that it is very important to ensure that the content of the murals reflected Redmond’s specific identity. As such, should the City consider using murals to activate Mid-Town, the City should establish a process for selecting mural content that accurately conveys the history, identity, and uniqueness of the region.

Local and Regional Events (Near and Middle Term)

Another inspiring idea that emerged from the public workshops is the untapped potential for Mid-Town to accommodate side events related to larger regional events. A particularly strong opportunity is to take advantage of proximity to the Deschutes County Fair and Expo Center. The center is home to several events throughout the year, the largest of which is the Deschutes County Fair and Rodeo where approximately 80,000 tickets are sold.

During the fair and rodeo a free bus shuttles visitors between Redmond High School and the Fairgrounds. With a slight adjustment to the bus route it could bring visitors to specific locations in Mid-Town hosting the side events.
Pop-Up Events (Near and Middle Term)

Another method of activating dormant spaces that has been gathering momentum nationally is the use of “Pop-ups”, or temporary activation of vacant land, unoccupied commercial spaces, housing, or public rights of way. The Mid-Town Plan Activation Toolkit specifically references pop-up movie theatres as a means to activate empty space, engage the community, and put Redmond’s character on display.

A pop-up event that has grown to an international event over the past ten years is Park(ing) Day. The general idea behind the event is that on street parking spaces are converted into a temporary park or publicly available space for a day. The event is used by downtown associations, community based organizations, and cities to promote themselves, emphasize the importance of public space, and build a sense of community. This is a relatively easy event to facilitate with a manual and marketing resources provided for free on the Park(ing) Day website www.parkingday.org.

According to the Park(ing)Day.org website, there are no Park(ing) Day participants in Central Oregon. This is a good opportunity to organize an event that has regional draw. The City can consider issuing a design competition to architectural, design, landscape design, urban planning, arts organizations, and others to design and install a space on the specified day, usually mid-September. Taking this approach will tap regional creative minds with contacts in real estate and development, leveraging their talents to showcase Redmond. Being the first in Central Oregon to organize a Park(ing) Day event, especially one with regional draw, puts Redmond in a strong position to host this every year and become an annual event and destination in Mid-Town.

6.4 BRANDING AND MARKETING

Another theme identified in the public workshops, discussions with the CAC and DURAC is the need for Redmond to increase its profile regionally, statewide and nationally as a place to live, do business, recreate, and visit. The general feeling was that Redmond’s assets and strengths are not leveraging its potential share of regional population growth, and tourism dollars. Even more specifically, Redmond’s high quality of life, vibrant downtown, strong neighborhoods, schools, and relative affordability should be drawing more homebuyers who are otherwise moving elsewhere. Further, Redmond’s potential to become the preferred destination to recreation based tourists has yet to be tapped. Its superior proximity to Smith Rocks, the Redmond Airport, and comparable proximity to the Deschutes River and mountains should make Redmond more competitive with Bend.

These suggestions below are intended to elevate Redmond and Mid-Town's profile, dispel potential misconceptions of Redmond, and brand it as a premier community in Central Oregon. Audiences for these efforts include existing residents, tourists, and other communities throughout the state.

6.4.1 Create the Brand (Near Term)

It is recommended that the City convene local partners to initiate a branding campaign that captures Redmond’s identity, assets, and future. For the purposes of this report, this group will be referred to as the Branding and Marketing Committee (BMC). Information on identity, assets, and aspirations developed through the Mid-Town Plan process, and that of other initiatives such as the urban renewal plan have established a solid foundation upon which to build.

This should be a collaborative effort initiated by the City but not carried out alone. Most partnerships for this collaboration are already in place and include but may not be limited to:

• Redmond Chamber of Commerce and Convention and Visitor’s Bureau
• Redmond Economic Development Inc.
• Central Oregon Association of Realtors
• Downtown Urban Renewal Advisory Committee
• Redmond Area Parks and Recreation
• Central Oregon Cities Organization
• Tech Alliance of Central Oregon
• St. Charles Medical Center
• Citizen at large
• Others as seen appropriate and strategic by the City and partners
6.4.2 Market the Brand (Near, Middle and Long Term)
The branding committee should conduct further evaluation regarding the most valuable methods of marketing the brand, but through the process of developing the Mid-Town Plan a few key opportunities have been identified:

- Airport
- Smith Rock State Park
- Ski resorts
- Visitors centers
- Partner organization networks and websites (all organizations listed above)

Conference and Trade Shows: Another venue for promoting Redmond as a place to recreate and relocate is trade and other shows in conference centers around the region and state. An exhaustive list of shows has not been created for this report. Two examples hosted at the Deschutes County Fair and Expo Center are the Central Oregon Builders Association Home & Garden Show, and the Central Oregon Sportsmen’s Show. Attending such shows in the Portland Metro region will also provide the City an opportunity to directly engage an audience of people who recreate and may relocate to Central Oregon.

Highway 97: Redmond has a strong gateway in to downtown from Interstate 97, though there is very limited signage leading up to it. Unless downtown Redmond is your destination off of Interstate 97, it is easy to pass. The marketing campaign should identify opportunities for promotional material such as billboards and additional highway signage along Interstate 97 both north and south of Redmond’s gateway.

Recreation groups: The multitude of outdoor recreational opportunities found in the area is reflected in a multitude of interest groups, affinity groups who draw interest and involvement from a national audience. An exhaustive search has not been conducted to identify them all but a few groups associated with rock climbing and Smith Rocks include, but are not limited to, the following:

- www.smithrock.com
- Central Oregon Rocks Inc.
- Mazamas
- Mountain Project
- Oregon Mountaineering Association

Additional outdoor activities with affinity groups to whom marketing should be targeted include rafting, kayaking, snow skiing, snowboarding, mountain biking, fishing, hiking, birding, camping, hunting, and more.

Three Tiers of material: The branding and marketing committee should consider three different audiences for marketing, and develop marketing materials specifically for those groups. They are tourists, people relocating, and potential developers and businesses.

Outpost: Serving the dual purpose of marketing Redmond as a premier central Oregon destination and building relationships with developers for Mid-Town it is recommended that the City of Redmond Community Development Department establish a regular presence in the Portland metro region. Having a regular presence in the meetings allows for regular interaction with a deeper pool of development and investment interest than is available in central Oregon. Having a regular presence near these potential partners also elevates Redmond as a place for investment and allows the City to learn firsthand what kind of incentives and assistance are more likely to leverage investment.

Here, recommendations are made about enhanced or additional organizational capacity related to executing some of the actions identified in this plan. While this does not include a suggestion to increase city staff it does describe potential staff activities and the growth of partnerships with other organizations and the exploration of creating a new organization.
6.5 ORGANIZATIONAL CAPACITY

6.5.1 Economic Improvement District/Business Improvement District (Near and Middle Term)

Oregon legislation allows the establishment of Business Improvement Districts (BID) or Economic Improvement Districts (EID). Both BIDs and EIDs provide funding to accomplish a community’s revitalization plans and goals within a specific area. Activities that are funded through a BID/EID generally include promotion, marketing, clean and safe initiatives, events, business support, landscape and maintenance services, and staff to manage it all. These activities are consistent with the recommendations made in the Mid-Town Plan and as such it is recommended the City begin the process of evaluating the potential for a BID or EID.

Funding for both types of districts is raised through fees. For EID’s the fees are paid by property owners, and for BIDs, the fees are paid by business owners. To be successful, it is recommended that the City conduct its due diligence to educate property and business owners about how a BID/EID would function, the benefits to businesses and property owners, commit City technical and financial resources to support the BID/EID, and determine which type of district is most viable and which can generate the level of revenue needed to effect change.

Because Mid-Town is inextricably linked with Downtown and the Professional Business & Medical District, it is recommended that the BID/EID include all three subareas and work toward their collective success as a whole. Including all three subareas allows for continuity of marketing, promotion, and improvements that help create a cohesive identity.

6.5.2 Immediate Collaboration (Near Term)

Should the City decide to establish a BID/EID, it will take time over the next few years to organize, promote, and implement. Until that time there are immediate steps that can be taken to work on branding, marketing, promotion, and implementing actions recommended in the Mid-Town Plan. If a BID/EID is not pursued these recommendations are especially important.

To broaden its capacity and increase output of existing partnerships, the City should convene the stakeholders described in Section 6.4.1 Create the Brand, and broaden the scope of the effort. In addition to creating a brand and marketing strategy for Redmond and the downtown urban renewal area, this group should take steps to establish an organization or expand the function of an existing organization to focus on branding and marketing efforts on downtown/Mid-Town/Professional Business & Medical District.

This effort should include fundraising efforts to pay for staff dedicated to conducting the activity that would otherwise be funded through the BID/EID. These specific activities and efforts should be defined by the BMC or its equivalent but examples of successful and similar revitalization efforts can be identified through the network of designated Main Street participants both nationally and statewide. The Mid-Town Plan Action Plan is generally reflective of the Main Street Four Point Approach1, a trademarked approach of the National Main Street Center, Inc started as a function of the National Trust for Historic Preservation. The City of Redmond can find technical, and educational resources available through membership in the National Main Street Network. Further, the State of Oregon Historic Preservation Office operates the Oregon Main Street Program which also offers similar resources.

---

1 http://www.preservationnation.org/main-street/about-main-street/the-approach/#.Vg2mHSbdEdk
7. APPENDIX

TABLE OF CONTENTS

Appendix A: Citizen Advisory Committee (CAC) Description, Meeting Agendas, and Summaries
Appendix B: Technical Advisory Committee (TAC) Description, Meeting Agendas, and Summaries
Appendix C: Workshop #1 Summary
Appendix D: Workshop #2 Summary
Appendix E: Strategic Stakeholder Interview Preparation Materials
Appendix F: Strategic Stakeholder Interview Summary