TUALATIN
DOWNTOWN REVITALIZATION
COMMUNITY ADVISORY COMMITTEE
MEETING

Wednesday, March 4, 2026
6:00 PM

TUALATIN CITY SERVICES
10699 SW HERMAN ROAD
TUALATIN, OR 97062

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1. CALL TO ORDER

2. HOUSEKEEPING (15 mins)

1. Binder Update
2. Approval of Minutes
3. Group Photo

3. REVIEW SCORED RECOMMENDATIONS (15 mins)

1. Presentation from Quin Brunner, Urban Renewal / Economic Development Policy Analyst
2. Discussion throughout

4. SCORING ACTIVITY (60 mins)

1. Activity facilitated by Quin Brunner, Urban Renewal / Economic Development Policy Analyst

5. DOWNTOWN UPDATES (10 mins)

1. Updates from Sid Sin, Urban Renewal / Economic Development Manager

6. WRAP UP, LOOSE ENDS, PREVIEW OF NEXT MEETING (10 mins)

1. Closing remarks from Mayor Frank Bubenik
2. Member questions & announcements

7. ADJOURNMENT

Next meeting: April 1, 2026 from 6:00pm to 8:00pm at Tualatin City Services

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In compliance with the Americans with Disabilities Act, this meeting location is accessible to persons with disabilities. To request accommodations, please contact the City Manager's Office at 503.691.3011 36 hours in advance of the meeting.

TO: Downtown Tualatin Revitalization CAC Members

FROM: Project Staff: Sid Sin, Quin Brunner

SUBJECT: Summary of Distributed Materials – Meeting 9

DATE: March 4, 2026

Phase 2 – Design Charettes & Downtown Studies

09 Summary of Recommendations - OCG
10 OCG Downtown Market Study

The Downtown Market Study was produced by the Oregon Consulting Group (OCG), a student-run consulting firm housed in the Lundquist College of Business at the University of Oregon, in partnership with the Sustainably City Year Program. Drawing on best practices from nine peer communities, OCG outlined an **activation strategy** for downtown Tualatin. They organized their recommendations into three categories: marketing, events/identity, and business vitality. A video of OCG's final presentation is available at youtu.be/ALpOROX8prI. We will evaluate these recommendations, summarized below, at the CAC meeting on March 4, 2026.

Notes from Quin:

- Rather than a distinct recommendations section, as in the Civilis Identity Study, OCG integrated their findings and recommendations throughout their report. To structure our review, I have reordered OCG's recommendations in this summary while including page number(s) to reference in the original report.
- OCG developed a *target business scoring tool* (pp40-43) to assess alignment between prospective downtown businesses and community values. This may be a useful tenanting resource, but it is not a recommended action, thus it is omitted from this list.

Recommendation 2.1 – Create and distribute a Tualatin one-pager.
Reference pages 18-19; 48.
Telling the story of Tualatin through a visually appealing and widely circulated flyer helps to cultivate a shared identity among existing community members, and attract prospective residents, business owners, and entrepreneurs. OCG prepared an example (Appendix A, pp48). The City already maintains a City Profile, which serves a similar purpose but is not widely distributed.

Recommendation 2.2 – Create a digital roadmap highlighting Tualatin's key attractions.
Reference pages 18-19; 49.
Premade itineraries make it easy for prospective visitors to plan a trip to Tualatin. By highlighting nature-related attractions, community areas, and shopping destinations these materials could prompt regional visitors to turn an errand run into a day trip. They could also be distributed beyond the metro to get people thinking about Tualatin as a destination. OCG prepared an example roadmap (Appendix A, pp49).

Recommendation 2.3 – Revamp the City's website.
Reference page 30.
Providing an easy-to-navigate hub for community information is foundational. The City has nearly completed its website revamp and will be launching a new design in the coming months. This will elevate the new brand, offer a modern and intuitive layout, and provide an opportunity to ensure all information is up-to-date and reliably maintained.

Recommendation 2.4 – Conduct targeted marketing campaigns, aimed at attracting visitors.
Reference pages 30-31.
Targeted marketing involves identifying a specific audience and producing tailored messaging with them in mind. OCG prepared an example *persona*, the Smith family, which they invoked throughout the report to show how specific actions would appeal to their imagined audience. This is something we could do by reliably producing content showcasing Tualatin's attractions, particularly local businesses, and partnering with larger, interest-based accounts to share it more widely. @tualatinvalley does this well.

Recommendation 2.5 – Host an annual Winter Fest.
Reference pages 20-22.
To get people downtown in the dark months, OCG imagines an annual event on the Commons in December. This could include a tree lighting, raffle, food trucks, cocoa/cider tent, and live music performances.

Recommendation 2.6 – Host biweekly Movie Nights at the Commons.
Reference pages 23-25.
Regular summer movie nights provide a predictable and low-cost opportunity to gather. OCG identifies theme-nights as a strategy to attract different audiences, partnerships with local businesses to encourage patronage, and the addition of food carts / vendors to enhance the experience

Recommendation 2.7 – Organize monthly Lake Nights throughout the summer.
Reference pages 32-35.
A monthly festival aimed at bringing residents and visitors together on the Commons. Programming proposed by OCG includes concerts, pop-up food carts, a maker village, and a 'water glow parade' which encourages attendees to float lanterns and paper art on the Lake.

Recommendation 2.8 – Establish a weekly Farmers' Market.
Reference pages 36-39.
Increasing the frequency of Tualatin's farmers' market is essential to generating a regular user base. OCG proposers some potential locations, best practices, and startup strategies to support the creation of a weekly farmers' market.

Recommendation 2.9 – Establish a downtown business association.
Reference page 26.
A familiar recommendation, OCG outlines potential functions of a downtown business association. These could include improving business to city communication (voicing concerns, communicating events), promoting downtown as a business/tourist destination (running cohesive ads), improving access to grants for businesses (promoting opportunities, hosting workshops, and providing application assistance), and improving business retention (through a professional/peer support system).

FALL 2025
TUALATIN

OREGON CONSULTING GROUP
LUNDQUIST COLLEGE OF BUSINESS

Reimagining Tualatin: Downtown Market Study

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UNIVERSITY OF OREGON
CITY of TUALATIN
SCI Sustainable Cities Institute
SCYP Sustainable City Year Program

Acknowledgments

The authors wish to acknowledge and thank City of Tualatin for making this project possible. Tualatin staff, elected officials, and community member support and insight were instrumental to the completion of this report.

Frank Bubenik, Mayor, City of Tualatin

Valerie Pratt, Council President, City of Tualatin

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Quin Brunner, Urban Renewal, Economic Development Policy Analyst, City of Tualatin

This report represents original student work and recommendations prepared by students in the University of Oregon's Sustainable City Year Program for the City of Tualatin. Text and images contained in this report may not be used without permission from the University of Oregon.

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About SCI

The Sustainable Cities Institute (SCI) is an applied think tank focusing on sustainability and cities through applied research, teaching, and community partnerships. We work across disciplines that match the complexity of cities to address sustainability challenges, from regional planning to building design and from enhancing engagement of diverse communities to understanding the impacts on municipal budgets from disruptive technologies and many issues in between.

SCI focuses on sustainability-based research and teaching opportunities through two primary efforts:

1. Our Sustainable City Year Program (SCYP), a massively scaled university-community partnership program that matches the resources of the University with one Oregon community each year to help advance that community's sustainability goals; and
2. Our Urbanism Next Center, which focuses on how autonomous vehicles, e-commerce, and the sharing economy will impact the form and function of cities.

In all cases, we share our expertise and experiences with scholars, policymakers, community leaders, and project partners. We further extend our impact via an annual Expert-in-Residence Program, SCI China visiting scholars program, study abroad course on redesigning cities for people on bicycle, and through our co-leadership of the Educational Partnerships for Innovation in Communities Network (EPIC-N), which is transferring SCYP to universities and communities across the globe. Our work connects student passion, faculty experience, and community needs to produce innovative, tangible solutions for the creation of a sustainable society.

About SCYP

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

Community partnerships are possible in part due to support from U.S. Senators Ron Wyden and Jeff Merkley, as well as former Congressman Peter DeFazio, who secured federal funding for SCYP through Congressionally Directed Spending.

About City of Tualatin

The City of Tualatin is a thriving, welcoming community of nearly 28,000 residents known for its exceptional quality of life, strong community involvement, and attractive location. Tualatin offers a balance of small-town charm and big-city access. Its strategic location 12 miles south of Portland and 30 miles north of Salem, at the crossroads of Interstates 5 and 205, combined with commuter rail access via the Westside Express Service (WES), makes Tualatin a vital hub for both residents and businesses in the Portland metropolitan area.

The city's history dates back to the mid-1800s and is rooted in entrepreneurship and transportation. From its early days as a ferry crossing and rail depot, Tualatin has grown into a forward-thinking city with a strong economic base. Today, its economy is anchored by key industry clusters in advanced manufacturing, software and technology, health and wellness, transportation and logistics, and corporate services.

Tualatin's residents enjoy over 200 acres of public parks and riverfront spaces, top-rated schools through the Tigard-Tualatin School District, and one of Oregon's premier shopping destinations—Bridgeport Village. The city is also rich in recreational and cultural offerings, including the famed Giant Pumpkin Regatta.

Downtown Tualatin, anchored by the Lake at the Commons, serves as a central gathering place for residents and visitors alike. With its blend of residential, retail, and office space surrounding a small manmade lake and public plaza, the Commons exemplifies the city's emphasis on livability and smart design.



Course Participants

OREGON CONSULTING GROUP TEAM UNDERGRADUATE STUDENTS



Aarav Shah
Strategy Consultant



Caroline Nielson
Strategy Consultant



Dayton Walker
Project Lead



Karen Pace
Strategy Consultant



Parker Daniels
Strategy Consultant



Alex Velikan
Senior Manager

Course Description



OREGON CONSULTING GROUP (OCG)

The Oregon Consulting Group is a professionally managed, student-run consulting organization housed in the Lundquist College of Business at the University of Oregon. Founded in 2014, OCG provides student consultants with the opportunity to gain a mastery of their classroom studies through intensive experiential learning.

OCG serves companies and nonprofits on a wide range of consulting projects, operating under the guidance of a faculty advisor and drawing on the expertise of University of Oregon faculty and research resources to provide clients with a professional deliverable from student consulting teams. OCG works with clients to deliver high-quality research, analysis, insights, strategies, and business plans. OCG prides itself on its value proposition of delivering exceptional value for clients and transformative experiences for students.

Executive Summary

In 2022, the City of Tualatin adopted the Core Opportunity Reinvestment Area Plan, a 475-acre urban renewal district aimed at strengthening the social, cultural, and economic vitality of central Tualatin. As part of this plan, the city launched a downtown revitalization project to encourage investment, redevelopment, and tourism through a more cohesive and vibrant district.

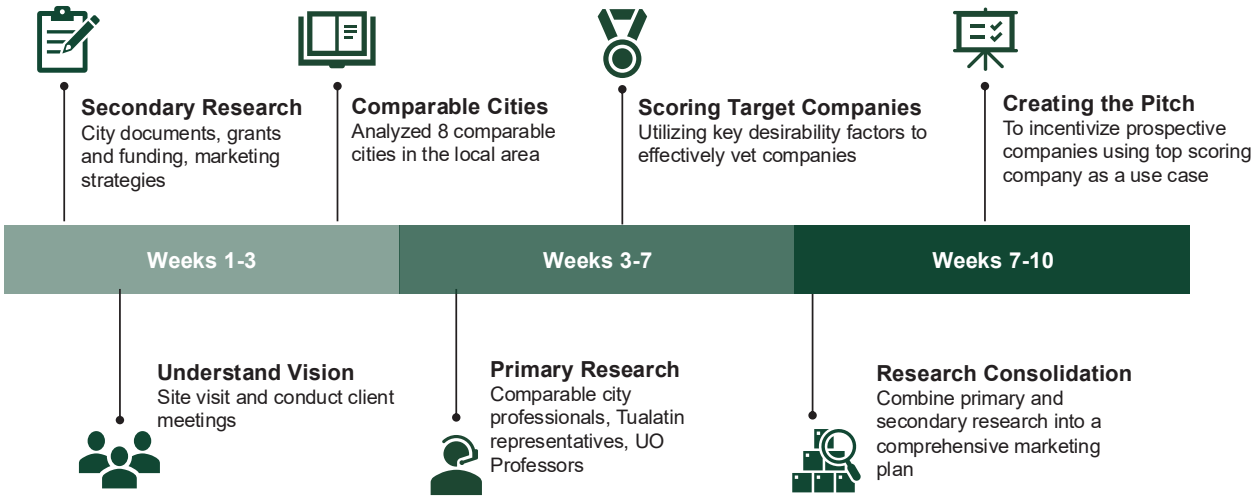
Although prior economic development efforts, including a 2001 Action Plan and a 2014 Strategic Plan, provided direction, a formal market study had not been completed in recent years.

Student engagement through the Sustainable City Year Program sought to fill that gap by helping the city understand downtown Tualatin's current market dynamics and positioning it to capitalize on untapped economic potential. The purpose of the study was to develop an actionable, research-based strategy to increase downtown visitation, strengthen business vitality, and clarify Tualatin's city identity, with a specific focus on the Tualatin Commons as the community's primary gathering and activity space.

The final report outlines student analysis using mixed research methods, including review of city plans and policy documents, site visits, interviews with more than 100 regional professionals, and a comparative analysis of nine peer cities. This research identified consistent patterns among successful downtowns, particularly the integration of clear marketing, recurring and well-programmed events, and strong alignment between downtown businesses and community identity.

Project Background

The Oregon Consulting Group is working along side the SCYP Program at the University of Oregon to economically revitalize Tualatin's downtown. The focus of the project is around the downtown commons and how Tualatin can draw on landmarks like Bridgeport Village and the commons.



There were three main sections of the project. The first focused on secondary research and establishing foundational knowledge about Tualatin. The second dove into primary research, where students conducted interviews to gather insights. The third consolidated all the research and data that students got from the first two sections into one comprehensive marketing plan.

Background Research

TUALATIN'S LOCATION AND ATTRACTIONS POSITION IT TO BECOME A REGIONAL HUB



28,036
Population

8.40
Square Miles

0.29%
Employment Growth

Location

- Tualatin is largely located in **Washington County**
- About **10 miles** southwest of Portland, offering easy access to city amenities
- Situated along the **I-5 Interstate,** which is a corridor for commuters

Attractions

- **Bridgeport Village:** Restaurants, shops, and an entertainment destination
- **Tualatin River Greenway Trail:** Riverside path for walking and biking
- **Tualatin Commons:** Downtown plaza with lake and splash pad

TUALATIN'S LONG HISTORY OF REINVESTMENT

First Urban Renewal Plan
Laid the groundwork for future redevelopment as suburban expansion accelerated

Tualatin Commons and Public Space Investments
The city developed the Tualatin Commons and attracted restaurants and small shops to the area



Central Urban Renewal Plan
Expanded the scope of revitalization targeting infrastructure upgrades, economic development, and environmental improvements

CORA Plan
The CORA Plan is Tualatin's renewal strategy to invest in downtown upgrades and development.

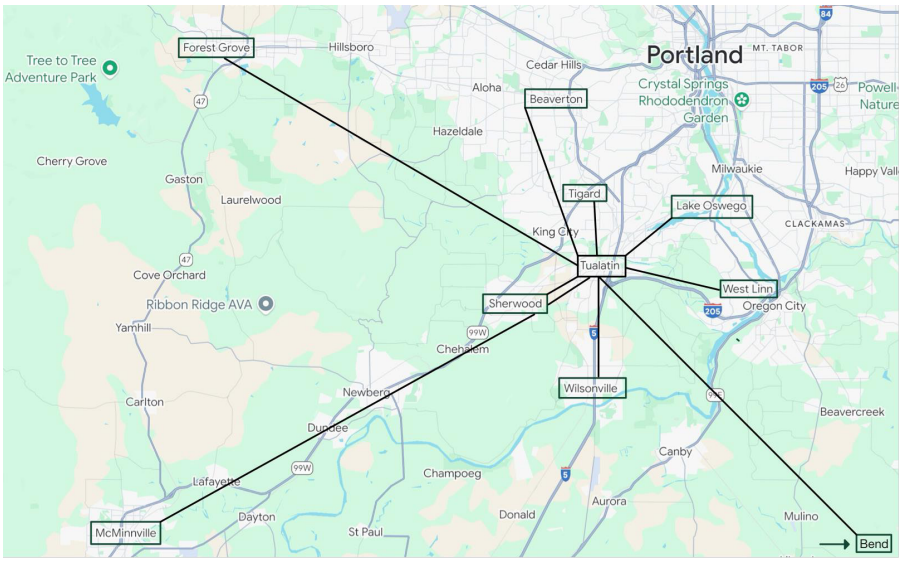
Situational Analysis

REGIONAL INTERVIEWS REVEAL WHAT ACTUALLY MAKES SMALL DOWNTOWNS WORK

9
Comparable Cities

100+
Professionals Contacted

550+
Minutes of Interviews



SUCCESSFUL PEER CITIES LEVERAGE STRONG EVENTS, PARTNERSHIPS, AND BRANDING

Partnership

- **Partnerships** through Visit McMinnville, the Downtown Association, and the Chamber
- Frequent **street-level events**

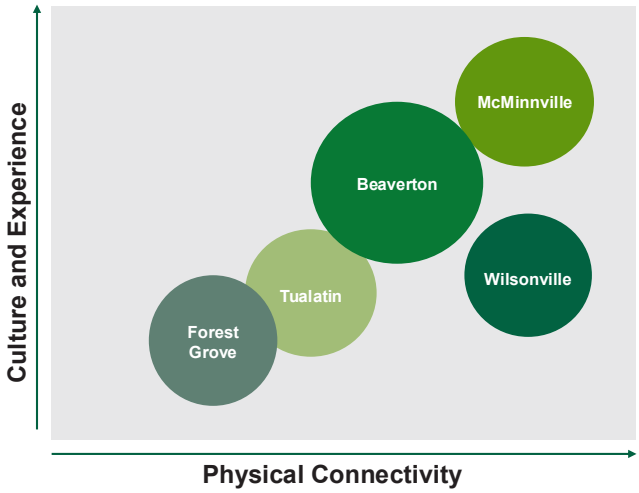
Multi-Channel Promotion

- Variety of events and activities for all ages
- Uses AI and surveys to **measure impact** and visitor flow.

Community Involvement

- Signage builds **pedestrian level branding**
- **Community voting** on design fosters engagement

TUALATIN TRAILS PEERS ON PHYSICAL CONNECTIVITY, CULTURE, AND EXPERIENCE



Variable Key

Physical Connectivity

- Infrastructure
- Community Space
- Business Cluster

Culture and Experience

- Events
- Niche Draws
- Cohesive Brand Image

TUALATIN'S LAKESIDE SETTING IS HELD BACK BY A MISSING DOWNTOWN HUB



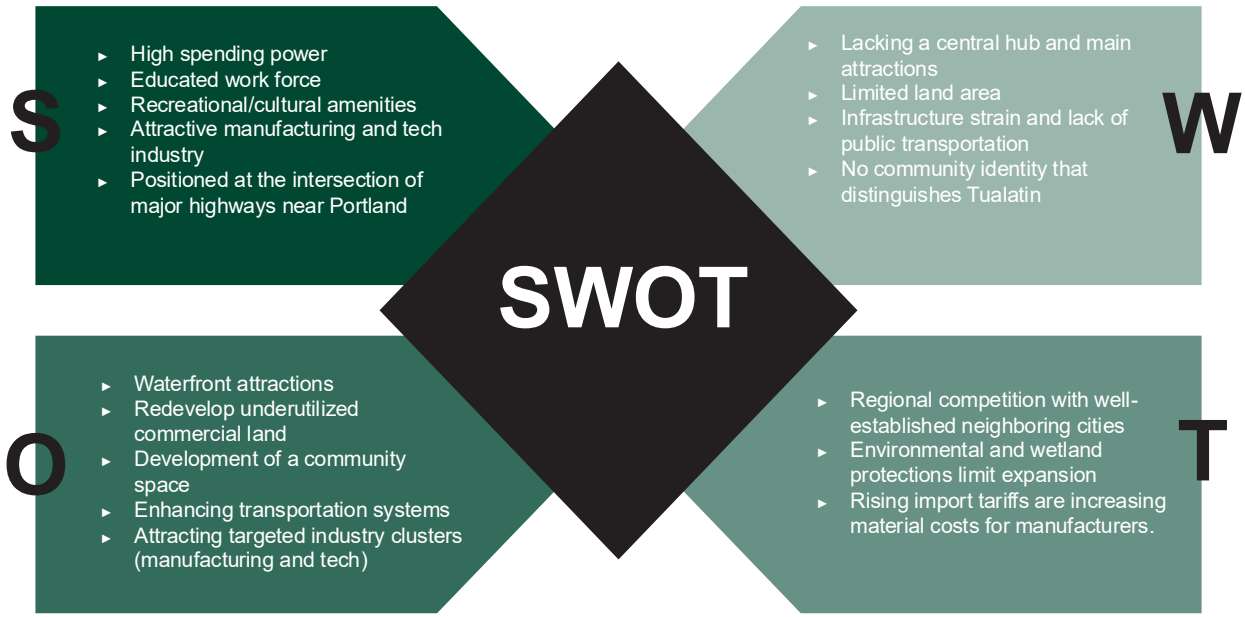
What is Working

- **Regional location:** Easy access from I-5/I-205, so visitors like The Smith's could easily add Tualatin to their options.
- **Unique setting:** The Commons lake and river give **Tualatin** a more scenic backdrop than many competitors.

Challenges

- **No clear "downtown hub":** Activities are spread throughout Tualatin, so there's no single main street for visitors.
- **Strong nearby competitors:** Nearby cities market walkable cores and signature events, so Tualatin doesn't stand out yet.

SWOT Analysis



Target Market

TUALATIN SHOULD TARGET TOURISM FROM FAMILIES



Tualatin is great for families who want:

- Safe, walkable environment where kids can run around
- Multiple activities in one place
- Seasonal traditions: movie nights, holiday lights, markets, and festivals

Demographic

- Parents in **30–40s**
- Household income around **$90,000–$140,000**

Location

- Live within **30–45 minutes** of Tualatin
- **Willing to drive** if location is centralized

Marketing

- **Relatability,** Community
- **Easy, low effort trip** and **value-driven**

THE SMITH FAMILY REPRESENTS OUR TARGET DAY-TRIP VISITOR

- 45-year-old Mom, Maya, living in Oregon City
- Planning a **Saturday day trip** with her kids Kara (11) and Max (16)
- They are willing to drive 45 minutes for a **short family getaway**

- **Weekend nature walks** and easy hikes
- Kids love to bike, **hang out with friends**, and play soccer
- Trying new things like food trucks, ice cream, and casual restaurants



What The Smith's looks for in a city:

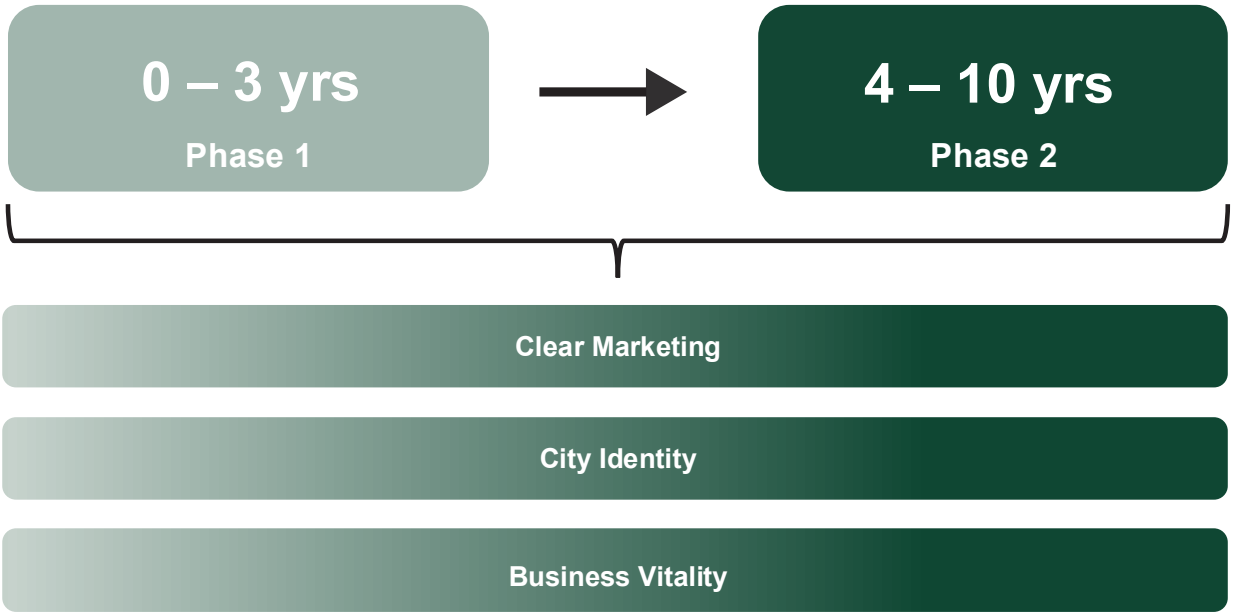
1. **Scenic spots** that are easy to photograph and share on social media.
2. **Good food options** and a kid-friendly environment within walking distance.
3. **An event** so the group can easily fill an afternoon and evening.

Marketing Plan Overview

DOWNTOWN'S CHALLENGES REQUIRE MARKETING, CITY IDENTITY, AND BUSINESS VITALITY



PHASING: OUR PLAN LETS TUALATIN START SMALL AND SCALE SMART



Phase 1

Targeted Events And Marketing To Grow Foot Traffic

Phase 1 Overview

Phase One are implements that take less resources and can be done in the next 1-4 years.

What?

Increase annual **visits by 15%** vs. the Year 1 baseline

How?

Create Baseline

Use Placer.ai to define a baseline of **annual** visits and **event vs. non-event days**

Bring In Visitors

Marketing: +50% downtown digital engagement

Events/Identity: 6 event days, where visits are 25–30% higher than non-event days

Business Vitality: $50k in grants/sponsorships

Marketing Materials

One of the issues that Tualatin has been facing is inconsistent foot traffic and community around the downtown commons. The following marketing recommendations will help address this concern and work to establish a consistent presence at the commons.

DELIVERING QUICK FACTS ABOUT TUALATIN IN A ONE-PAGER

The first way to boost foot traffic is through this informational one-pager. This one-pager gives facts to highlight key locations and demographic information of the city. The purpose of this is to inspire and inform community members and future entrepreneurs about current offerings and opportunities in this area. We selected the one-pager format for its efficiency. Its fast and simple production directly aligns with the 'simple and quick implementation' objective of Phase 1.



FIG. 1

One-pager describing Tualatin's attributes.

Image credit: OCG

LAUNCH A DIGITAL ROADMAP TO DRIVE VISITOR TRAFFIC

Another way to encourage more participation around the commons through marketing is by creating a road map. This roadmap highlights key spots in Tualatin, including nature-related attractions, community areas, and shopping destinations. The idea for this roadmap was inspired by a professor's interview we conducted. This professor noted that this format makes it easy for visitors to plan a day around these attractions, and the roadmap format can influence people to increase their stay and visit key locations such as the commons.



FIG. 2

Flyer with information about activities happening in Tualatin.

Image credit: OCG

THE SMITH FAMILY IS EXCITED ABOUT PHASE 1 MARKETING MATERIALS



Lets see what our target family, the Smith family, thinks of these marketing materials. When Maya is looking at places to visit, she glances at the Tualatin one-pager and learns quick facts about the city. She likes its clear, digestible format. She then turns to the one-pager and sees a customizable day plan, and can visualize her family having a blast at these locations. This validates our format choice: the one-pager's clear, scannable layout and roadmap's customizable itinerary make decision-making effortless, significantly increasing the likelihood of Tualatin becoming the Smith family's next day trip.

City Identity Events: Winter Fest

Tualatin Winter Fest

Event Description

An annual event in the commons featuring festive music, food, and activities in the Winter

Timing & Locations

1st Saturday of December from 5:00pm - 8:00pm at the Tualatin Commons

LOGISTICAL INFORMATION

5:00pm – 8:00 pm
First Saturday of December

Kick off the **holiday** season at the **Tualatin Commons**!

Tree lighting, live **music**, and raffle **prizes** by the lake



WHAT HAPPENS AT THE WINTER FEST?

- 6:30 PM **tree lighting** over the Commons lake
- **$10 Winter Fest Pass** includes a raffle entry for prizes like AirPods, a movie night basket, or a $75 local dinner

Tree Lighting and Raffle

- 4 local **food trucks** plus a City cocoa/cider tent
- Warm drinks, seasonal treats, and seating areas with canopies and heaters

Holiday Treats

- Performances by the **Tualatin High School Choir and Orchestra**
- A **live band** after the lighting to keep the energy up

Live Music and Dance

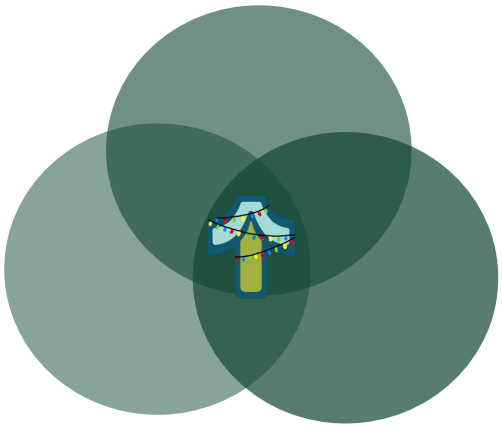
WINTER FEST STRENGHTHENS PARTNERSHIPS

Local Businesses & Property Owners

- Downtown businesses
- Sponsors & Community Organizations

City & Public Partners

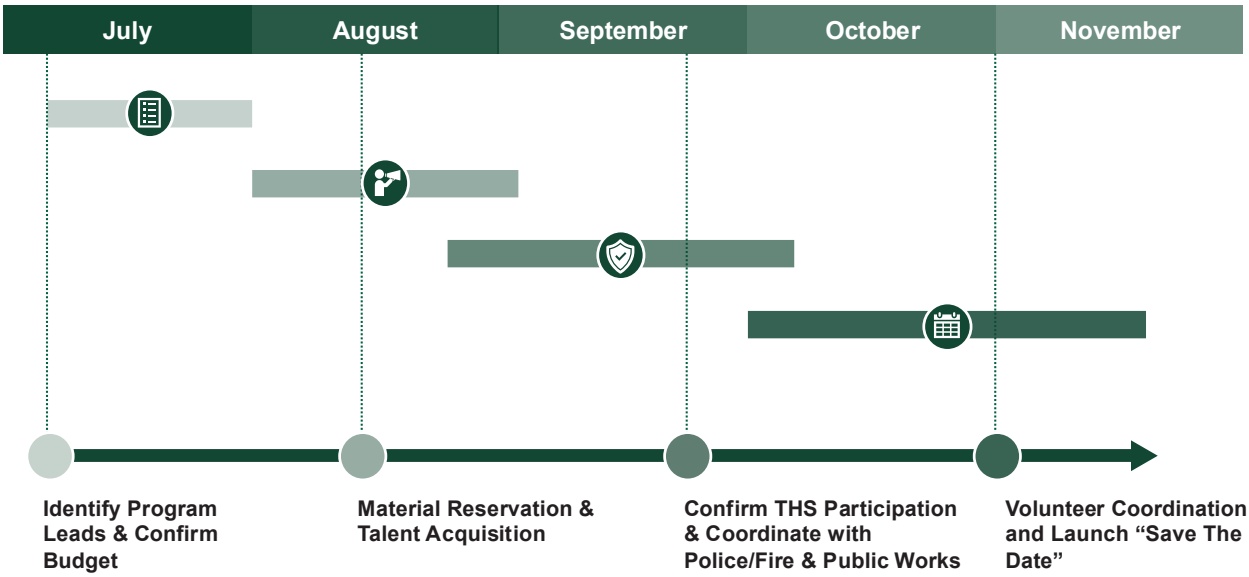
- Parks & Recreation
- Public Works
- Police & Fire
- Library / Arts & Culture



Students, Volunteers, & Artists

- Tualatin High School
- Local Band
- Community Volunteers

TIMELINE FOR THE WINTER FEST EVENT



WINTER FEST IS FINANCIALLY FEASIBLE WITH RENTALS AND REVENUE

Category	Details / Assumptions	Estimated Cost
Infrastructure and Comfort	Stage risers, small stage canopy, 3 10×10 canopies, patio heaters, 2 fire pits, basic lights and decorations	**$3,500**
Programming and Supplies	Live band/DJ, THS support costs, scavenger hunt supplies (optional), raffle materials	**$4,000**
Food	Cocoa/cider & cookies/snacks for 400 people to complement food carts	**$1,500**
Staffing and Marketing	Staff/overtime & security, cleanup, printing posters and yard signs, wayfinding signage	**$3,000**
Ticket Sales Revenue	400 passes × $10	**-$4,000**
Total		**$7,500**

City Identity Events: Tualatin Movie Night

Tualatin Movie Night

Event Description

Biweekly event featuring one premiere film accompanied with food and drinks nearby

Timing & Locations

Varied times in evenings in the green space of the Tualatin Commons

THE CITY OF TUALATIN NEEDS A MOVIE NIGHT



Activate the town center through strengthening community identity, to create a welcoming downtown space

- Community Building
- Economic Impact
- Placemaking

TUALATIN'S MOVIE NIGHT IS FOR EVERYONE

Event Details

- **Outdoor movie night** at Tualatin Commons Plaza on summer evenings
- **One feature film** plus a short pre-show for announcements

Audience

- **Families** and **downtown residents** looking for a low-cost night out
- Teens and young adults who want a **casual hangout** with food carts

Themes

- Rotate between **Family Classics**, **Teen Favorites**, and Oregon-filmed movies
- Rotate food carts to match themes

Customization

- Partner with **local businesses** for screen ads before the movie
- Offer **"premium" seating zones and accessible**

THE SMITH FAMILY LOVES THE TUALATIN MOVIE NIGHT

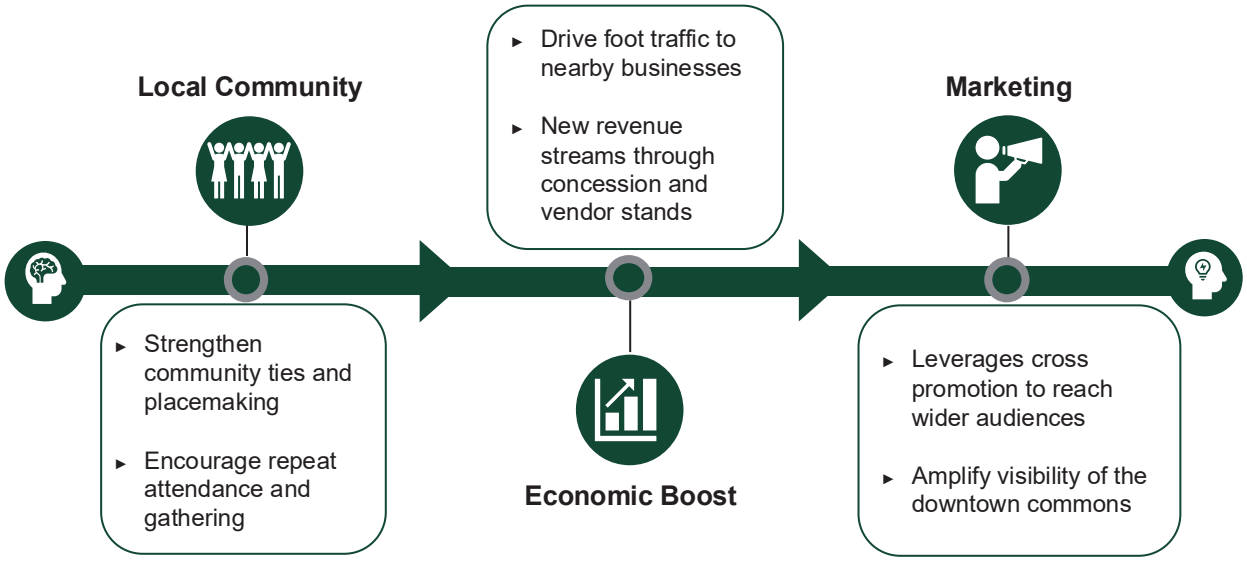
Allows the family to find value in a "third place"

Mix of families, visitors, and teens gives the environment life

Relaxed nighttime atmosphere encourage roaming



MOVIE NIGHT DEEPENS COMMUNITY TIES AND ACTIVATES NEARBY BUSINESSES



MOVIE NIGHT DELIVERS STRONG IMPACT AT A RELATIVELY LOW EVENT COST

Category	Details / Assumptions	Estimated Cost
Space	Rent space, Event-related permits, Storage for materials and transport	**$1000**
Materials to Rental	Rent high-quality outdoor projector, powerful sound system, large screen, cables/electricity, and movie licensing	**$1,500**
Workers	2–3 tech crew to set up equipment and monitor event; around 5–7 hours of work per event	**$293.40**
Extras	Chairs, food vendors	**Variable**
Total		**$2793.4**

Business Vitality: Funding a Strategy for Growth

IMPLEMENTING A BUSINESS ASSOCIATION HAS MANY BENEFITS

Build Business To City Communication

- Voice Concerns
- Communicate Events

Promote As Business / Tourist Destination

- Run Cohesive Ads

Better Access To Grants

- Workshops & Application Assistance

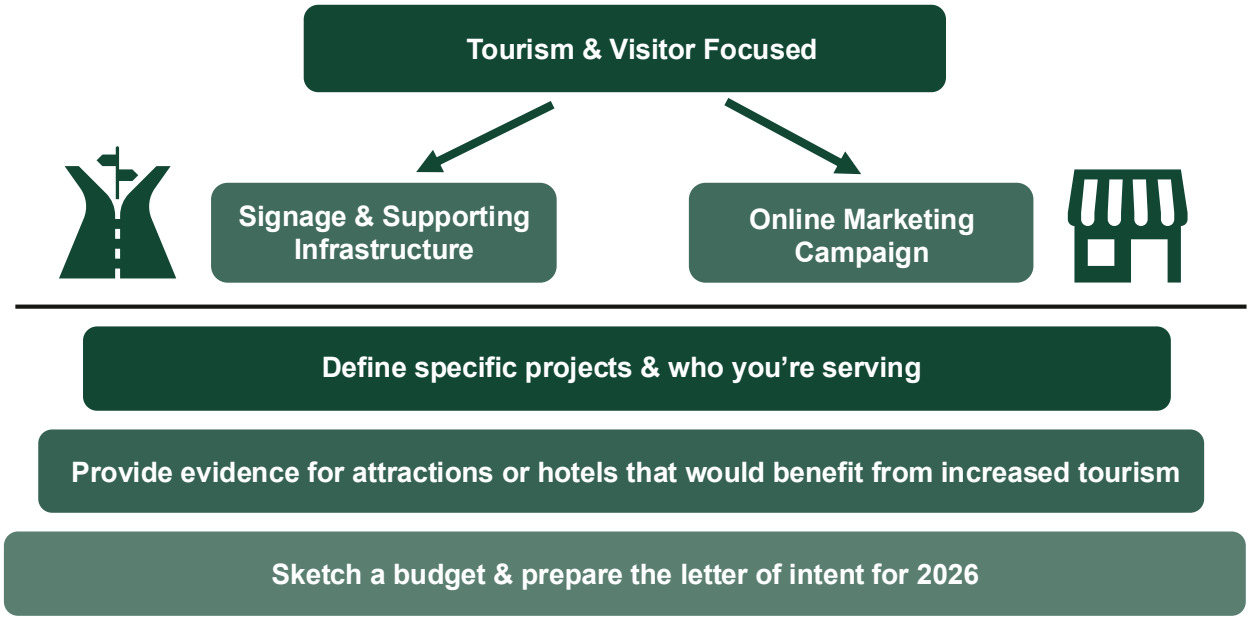
Improve Business Retention

- Develop Support System

TUALATIN CAN TARGET MANY GRANTS FOR DEVELOPMENT

Oregon Parks & Rec	▸ Grants for **Tualatin River Greenway**, **Nyberg Trail**, and **riverfront** habitat projects
Oregon Main Street Program	▸ **Largest** downtown **grant** available in **Oregon** ▸ Grants up to **$400k**
Explore Tualatin Valley	▸ Easy to win, highly **aligned** with riverfront & downtown **identity project**
RAISE Grants (USDOT)	▸ Grants (typically **5M** to **25M**) for **infrastructure** and **streetscape** work
Travel Oregon Grants	▸ Grants for **tourism-driven** downtown events, **signage**, and **experience** enhancements

TUALATIN CAN TARGET THE TRAVEL OREGON GRANT



Phase 2

Strengthening and Activating Downtown Businesses

Phase 2 Overview

Phase Two builds on Phase One and can be implemented 4-10 years

What?

Grow the **active downtown business ecosystem**

How?

Share Findings

- Keep using **Placer.ai** to track visitors and show that downtown events are bringing people in
- Share that data with businesses so they see why it's worth opening or investing downtown

Attract Businesses

City Identity:

At least 3 large events or series each year where 10+ businesses are formally involved

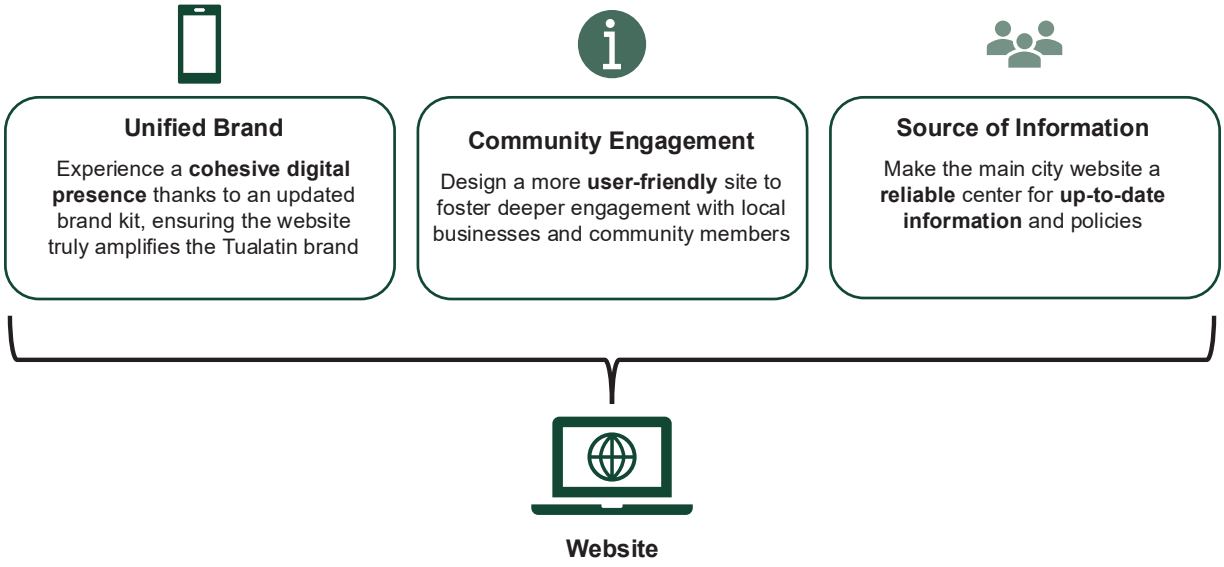
Business Vitality:

Average Downtown Business Score ≥ 6.0

Marketing Campaigns

DIGITAL LAUNCH FOR AN ENHANCED USER EXPERIENCE

The first recommendation for phase two marketing is to update the city's website. This means implementing an updated brand, modernizing the format and the layout, and making sure all of the information is up to date. OCG understands that there are plans in place to make these changes, but students felt it was important to mention, given that this is a main source of information for visitors and community members.



TARGETED CAMPAIGNS INCREASE CONTENT-DRIVEN ENGAGEMENT

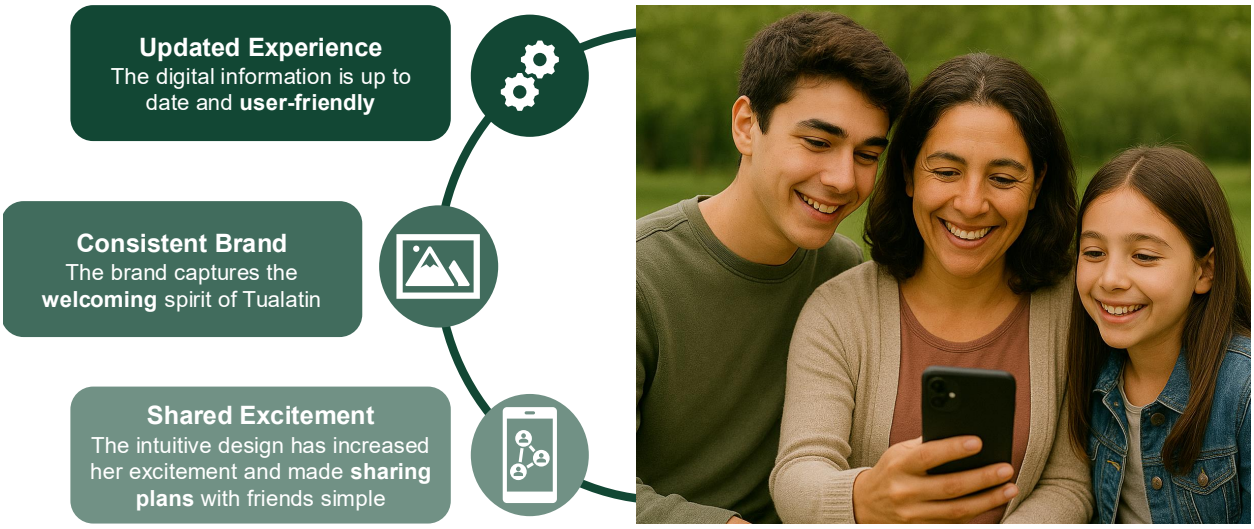


1. **Targeted Campaigns**
   Segment outreach with specific **calls-to-action** to reach distinct audiences and drive measurable results
2. **Authentic Storytelling**
   Utilize the brand and site to showcase high-quality, **authentic stories** and media that amplify the Tualatin identity
3. **Partnership Content Strategy**
   Create dedicated content streams that appeal to and **support** potential partners, aiming to facilitate new business and regional collaborations

In Phase 2, Tualatin can significantly expand its reach by launching targeted marketing campaigns. These campaigns can target younger or older demographics as well as visitors or community members. By posting content that showcases Tualatin's spirit and authentic stories, we amplify the city's brand and drive higher

audience engagement in community members. For example, highlighting small businesses, like the interview mock-up on screen, demonstrates support, which is appealing to both prospective new residents and future business investors.

THE SMITH FAMILY IS THRILLED ABOUT TUALATIN'S UPDATED MARKETING AND BRAND



Let's check in and see what the Smith family thinks about the phase 2 marketing updates. When deciding whether to plan a trip to Tualatin, Maya appreciates the accurate information and accessibility of the website. She likes how cohesive the city brand and identity feel. On Instagram, she notices that a business run by one of her friends is featured, and she reposts it and shares her support. Ultimately, Maya's positive experience highlights the power of an authentic, layered Phase 2 approach: the trustworthy website establishes the brand, and the personal, targeted social content fosters genuine community connection and spontaneous sharing.

City Identity Events: Lake Nights at Tualatin

Lake Nights at Tualatin

Event Description

A monthly evening event by the lake featuring live music, local artisans, food trucks, and community activities

Timing & Locations

4th Friday of May, June, July, and August on the Tualatin Commons

TUALATIN LAKE NIGHTS WILL CATER TO ALL AUDIENCES



- **Live Local Artists:** Rotating lineup of Oregon musicians/performers
- **Pop-Up Food Court:** Rotating local food trucks and microbreweries
- **Water Glow Parade:** Lanterns and paper art to place on the water
- **Maker Village:** Local artisans to showcase and sell their goods

This 4-month festival could build on the lake identity that Tualatin is trying to expand upon, while also bringing the community together beyond working hours.

WHAT DOES LAKE NIGHTS OFFER ITS AUDIENCES



Young Adults
Young adults are drawn to experiences that feel social, vibrant, and unique. This audience values variety with food options, live music, pop-up vendors, and interactive elements that create an energetic atmosphere.



Local Residents
Local residents value experiences that build community identity and offer opportunities to connect with neighbors. This audience is motivated by a sense of belonging and programming that fosters community.



Regional Visitors
Regional visitors look for destination-worthy experiences that offer something different from their own neighborhoods. Positioning the event as a distinctive draw can increase out of town traffic.

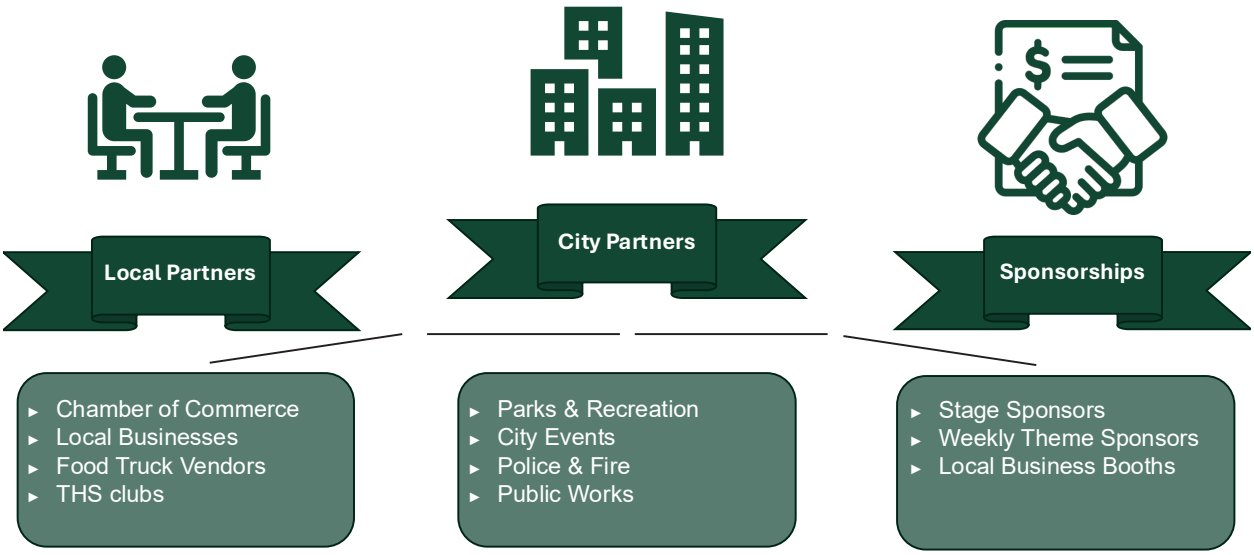


Business Owners
Prospective business owners are attracted to signs of economic vitality and opportunities for visibility. Demonstrating strong turnout and diverse audiences the series becomes a showcase of Tualatin's potential.

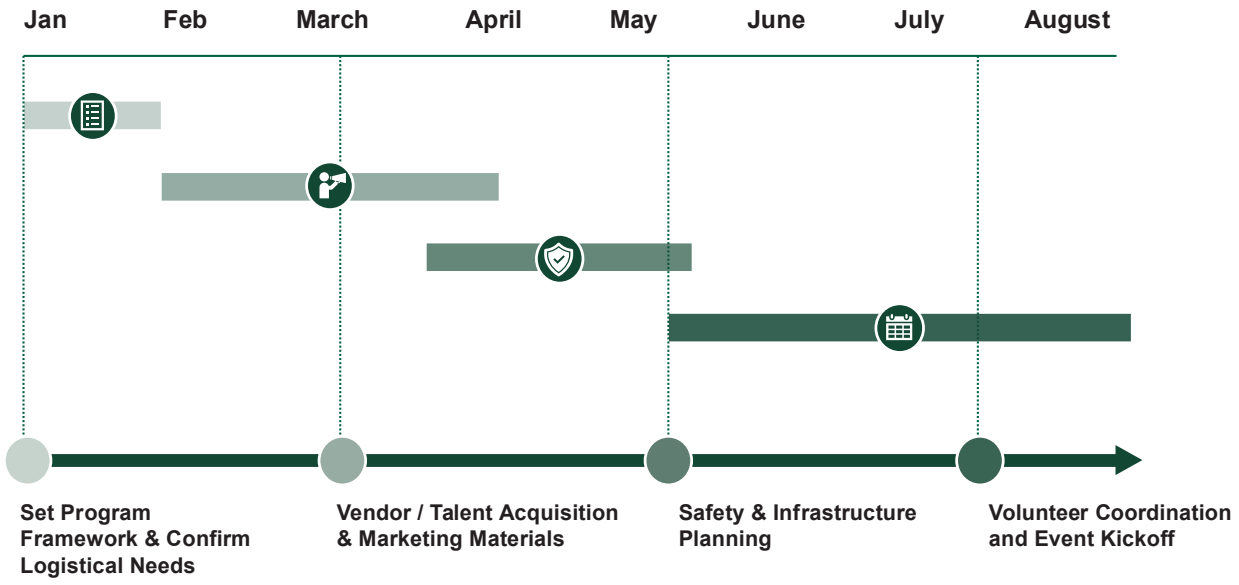


Families With Kids
Families prioritize inclusivity and activitied that keep their children engaged. An event that promotes a welcoming environment and versatilr gathering spaces creates memories that solidify Tualatin as their home.

PARTNERSHIPS THAT WILL POWER THE LAKE NIGHTS EVENT



MAKING A TIMELINE FOR THE LAKE NIGHTS EVENT



COST ESTIMATES FOR KICKSTARTING THE LAKE NIGHT SERIES

Category	Details/Assumptions	Estimated Cost
Music + Food + Artisans	Stage, Audio, Stage Lighting, Food, Artists	$7,600
AV + Technical Setup	Signage, String Lights, Power	$2,110
Staff + Security	Hourly Pay	$750
Marketing	Design + Prints, Ads, Photographers)	$810
Permits/Insurance	Event permit, Insurance, Fire EMS	$540
Miscellaneous	Lanterns, LEDS, Safety, Waste	$945
Total		$12,755

City Identity Events: Tualatin Farmers Market

Tualatin Farmers Market

Event Description

Weekly Thursday Night Market that celebrates local farmers and artisans with their products

Timing & Locations

Thursday Evenings from 4:30-8:00: May – Nov in the Tualatin Commons

WHY THE FARMERS MARKET?



Family Friendly
- Attracts larger, diverse population
- Showcases community goods

Consistency
- Feasible to happen on weekly-basis
- Startup costs are minimal

Stimulated Economic Activity
- Increases downtown foot traffic
- Elevates downtown visibility

WHAT THE TUALATIN MARKET WILL LOOK LIKE

Where?



Why?

- Desirable Weather
- Attract Dinner Crowd
- Fits All Demographics
- Ideal Daylight Hours

HOW TO PREPARE LOCAL BUSINESSES FOR MARKETING

Build Brand

- Utilize **business cards** & **flyers**
- Face to face interaction
- Free **samples**
- Extra signage of **store offerings**





Product Offerings

- Offer specials to draw people **happy hour** or **$1 off** deals
- Create smaller **portions**
- Easy **to go** products to enjoy on the move





Look Open

- Use pop up tables **outside** of store
- Restaurants can use **outdoor seating**
- Extra **signage** "We're open – come in!"





THE MARKET MUST OPERATE ON A CONSISTENT SCHEDULE

May - November

S	M	T	W	**T**	F	S
S	M	T	W	**T**	F	S
S	M	T	W	**T**	F	S
S	M	T	W	**T**	F	S

Thursday Evenings



4:00pm – 8:00pm

TUALATIN'S MARKET NEEDS TO PRIORITIZE ATTRACTING THE RIGHT VENDORS



Make It Low-Risk

- Set low **affordable** booth **fees** ($25 to $30 per day)
- Provide **incentives** for a full season **commitment**



Target Right Vendors

- **Utilize** Oregon Farmers Market Association **directory**
- Showcases **community goods**



Create Vendor List

- Create **framework** to rank potential **vendors**
- **Plan** vendors on **weekly** basis



Develop "Vendor Packet"

- Develop 1 pager to include amenities, fee structure, market dates, expected foot traffic

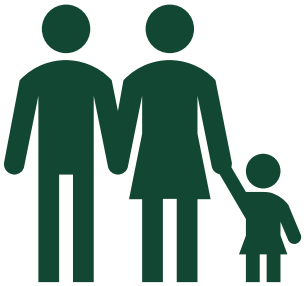


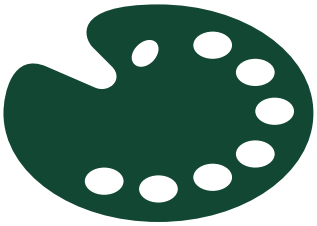
Attract From Other Markets

- Send reps to other markets to attract and talk to vendors

TUALATIN WILL PROMOTE THROUGH CITY CHANNELS, FAMILIES, AND THEMES







Utilize City Channels

- Feature a **noticeable** banner on the city **homepage**
- Create a city **events page** that **permanently** resides on **Tualatin's website**
- **Post** events and memorable moments on **social media**
- Include recurring **section** in city's **newsletter**

Target Families

- Build **relationship** with **schools,** using target **audiences** to **spread** the word
- Place **flyers** at, **diverse**, high **traffic** locations to ensure **maximum** turnout
- Invite **student groups**, bake sale, band performance etc.
- Utilize **children** focused **events** such as a craft tent

Weekly Themes

- Launch with a **special** large opening night **kickoff**
- Each week can be **unique** and highlight different **offerings**
- Use **themes** to create easily **shareable moments** that are featured on social media **pages**
- Encourage vendors to **customize products** that align with each **theme**

THE SMITH FAMILY LOVES THE TUALATIN FARMERS MARKET



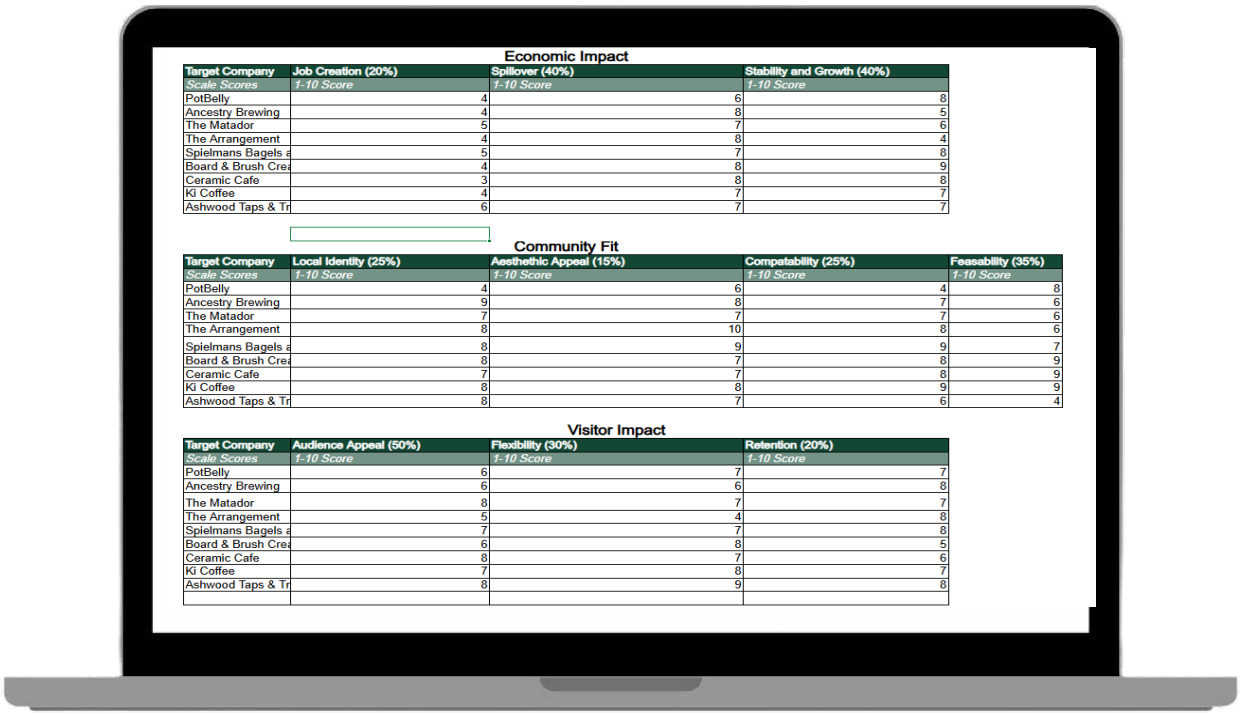
Immediately notices how well defined the market is

Market becomes more than just a grocery run

Each visit feels fresh and intentional

Business Vitality: Scoring Guide

WE WILL EFFECTIVELY SCORE EACH TARGET COMPANY



Economic Impact

Target Company	Job Creation (20%)	Spillover (40%)	Stability and Growth (40%)
Scale Scores	*1-10 Score*	*1-10 Score*	*1-10 Score*
PotBelly	4	6	8
Ancestry Brewing	4	8	5
The Matador	5	7	6
The Arrangement	4	8	4
Spielmans Bagels a	5	7	8
Board & Brush Crea	4	8	9
Ceramic Cafe	3	8	8
Ki Coffee	4	7	7
Ashwood Taps & Tr	6	7	7

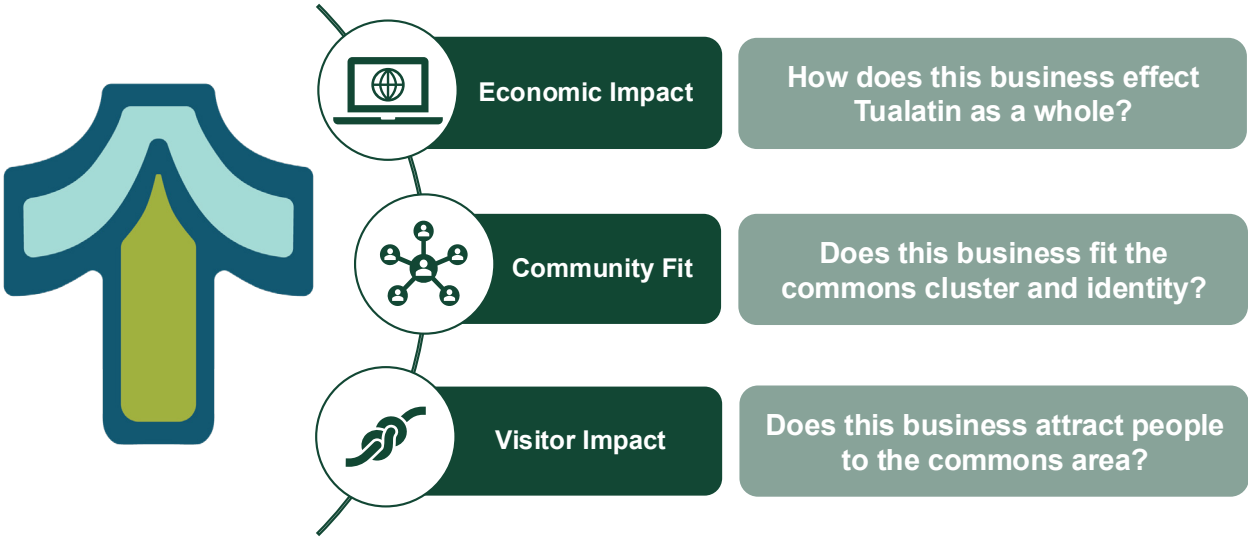
Community Fit

Target Company	Local Identity (25%)	Aesthethic Appeal (15%)	Compatability (25%)	Feasability (35%)
Scale Scores	*1-10 Score*	*1-10 Score*	*1-10 Score*	*1-10 Score*
PotBelly	4	6	4	8
Ancestry Brewing	9	8	7	6
The Matador	7	7	7	6
The Arrangement	8	10	8	6
Spielmans Bagels a	8	9	9	7
Board & Brush Crea	8	7	8	9
Ceramic Cafe	7	7	8	9
Ki Coffee	8	8	9	9
Ashwood Taps & Tr	8	7	6	4

Visitor Impact

Target Company	Audience Appeal (50%)	Flexibility (30%)	Retention (20%)
Scale Scores	*1-10 Score*	*1-10 Score*	*1-10 Score*
PotBelly	6	7	7
Ancestry Brewing	6	6	8
The Matador	8	7	7
The Arrangement	5	4	8
Spielmans Bagels a	7	7	8
Board & Brush Crea	6	8	5
Ceramic Cafe	8	7	6
Ki Coffee	7	8	7
Ashwood Taps & Tr	8	9	8

BUSINESSES CAN BE ASSESSED USING 3 CLEAR CATEGORIES



CATEGORY 1: ECONOMIC IMPACT



Job Creation
20%

- **Amount** of new jobs
- **Salaries** of new jobs



Spillover
40%

- Likelihood of customer **visiting** another **shop after**



Stability and Growth
40%

- Is this business **sustainable?**

CATEGORY 2: COMMUNITY FIT



Local Identity
25%

- Is it **Tualatin** based?
- A large chain would rank lower

Aesthetic Appeal
15%

- Does the shop look **visually appealing**?





Feasibility
35%

- Is the company looking to expand?
- Resources available in the commons?

Compatibility
25%

- Does it fit the current business cluster?



CATEGORY 3: VISITOR IMPACT



Audience Appeal
50%

- Will it **attract visitors to** the **commons**?



Flexibility
30%

- Will business succeed in all four seasons?
- Can it benefit from various city events?



Retention
20%

- Likelihood of **visiting again** after first time

TUALATIN NEEDS A UNIQUE CAFÉ

Spielman Bagels & COFFEE

Company Overview

- Founded in 2011 in Portland, OR
- Specialize in Portland style sourdough bagels
- Expanded to a four total brick and mortar shops

Economic Impact
8

Visitor Impact
7.5

Community Fit
6.9

Aggregate Score
7.4

ART STUDIOS ARE A DIVERSE ATTRACTION

Board & Brush creative studio

Company Overview

- DIY wood art and wood project shop
- Run a variety of classes such as “Sip & Paint”

Why An Art Studio?



Family Friendly



Entertainment Gap

Economic Impact
7.4

Visitor Impact
8.2

Community Fit
6.4

Aggregate Score
7.4

THE ARRANGEMENT

Company Overview

- Gift, fashion and home **boutique**
- **Women** owned boutique in business **since 1980**

Why A Boutique?

Placemaking

Retail Gap

Economic Impact
5.6

Visitor Impact
5.3

Community Fit
7.6

Aggregate Score
7

MAYA'S EXPERIENCE AT BOARD & BRUSH BRINGS HER BACK

Family Night



Girls Night



Expected Outcomes

PHASE 1 BUILDS A FOUNDATION AND PHASE 2 STRENGTHENS THE BUSINESS ECOSYSTEM

Increase Visitors and Strengthen Business Environment

Clear Marketing

Launch a **downtown one-pager, clearer web pages, and campaigns** so visitors can easily find the Commons and its events.

City Identity

Create engaging, successful events **at the Commons** to start building recognizable downtown traditions.

Business Vitality

Apply for grants, line up sponsors, and bring in businesses that fit Tualatin's identity

THE SMITH FAMILY'S TRIP TO TUALATIN

Tualatin has now successfully created its **flagship event** and **gained traction,** so the Smith Family, in search of a lively atmosphere, visits the Tualatin Commons



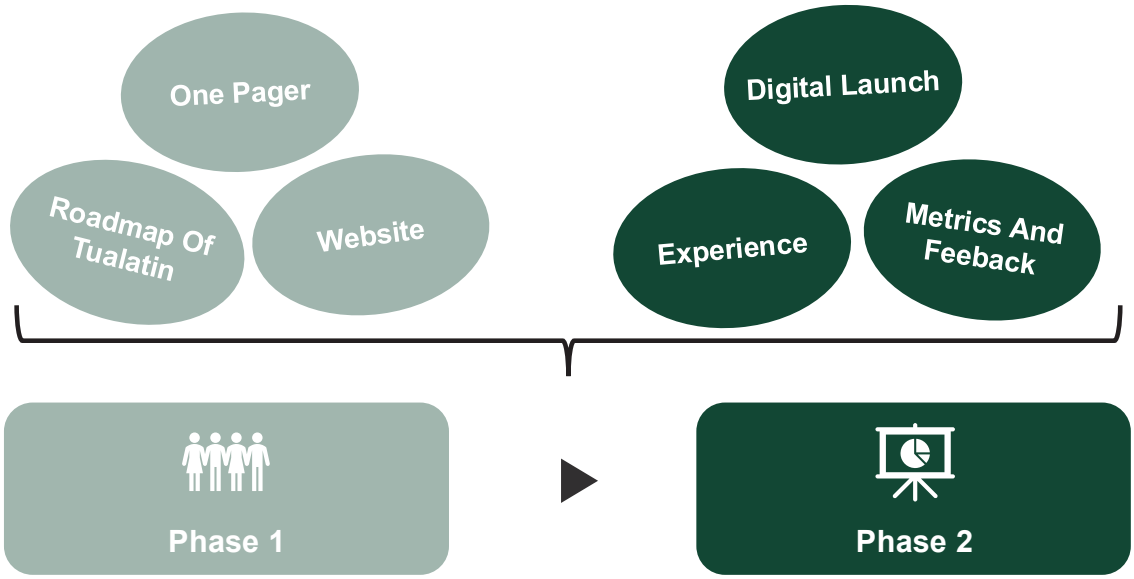
How The Smith Family Experiences Tualatin

1. They arrives to a clearly **branded**, **easy-to-navigate** downtown with **clear signage**
2. The **lakefront** is **vibrant** with the illuminated lake and **vendors** filling every **corner**
3. Maya, Kara, and Max spend hours **exploring**, grabbing **dinner**, and **shopping**
4. They leaves Tualatin with **memories** and **experiences** only replicable in the **commons**

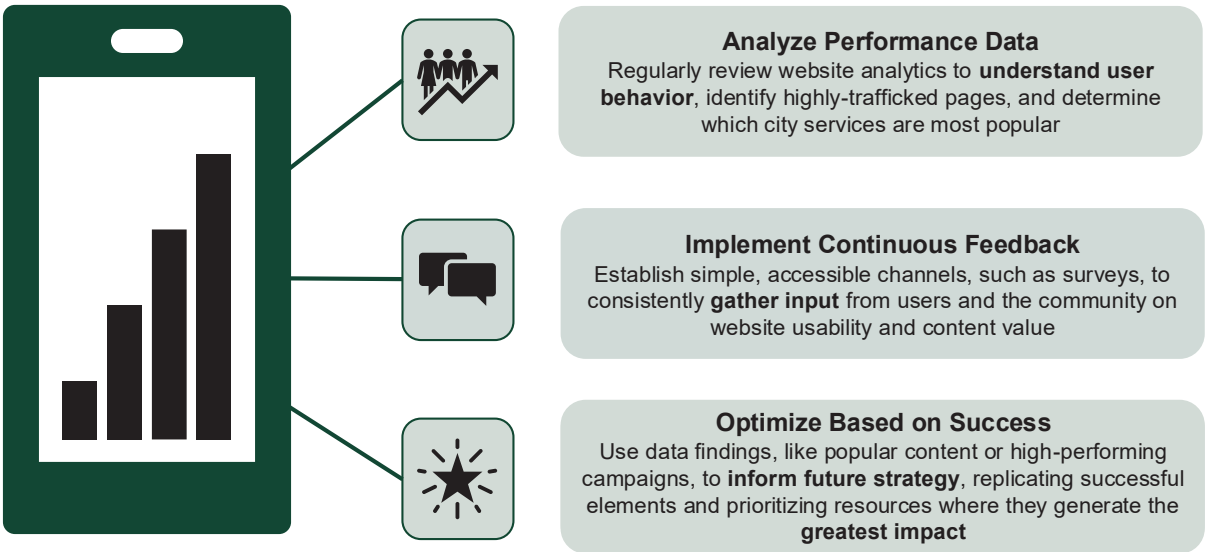
Appendix A

Marketing

Optimizing Marketing In Phase 2



Using Metrics And Feedback For Improved Performance



Analyze Performance Data
Regularly review website analytics to **understand user behavior**, identify highly-trafficked pages, and determine which city services are most popular

Implement Continuous Feedback
Establish simple, accessible channels, such as surveys, to consistently **gather input** from users and the community on website usability and content value

Optimize Based on Success
Use data findings, like popular content or high-performing campaigns, to **inform future strategy**, replicating successful elements and prioritizing resources where they generate the **greatest impact**

Advancing Tualatin's Website Redesign

Branding Tualatin Website

Implement Updated Brand Kit

The website's design must be refreshed to incorporate the official, **updated City of Tualatin brand kit** to ensure a cohesive and professional visual identity

Modernize Format and Layout

Redesign the information architecture and navigation to use a current web layout, prioritizing **usability**, **visual hierarchy**, and intuitive user experience

Using AI Tools To Uplift Internal And External City Projects



AI Implementation For Optimization

Digital Scope

- Utilize modern, **diverse social media** for broad engagement

Underutilized Technology

- Integrate modern AI and **marketing technology tools** that the city can use to create personalized outreach

- Streamlined staff workflows
- Enhanced accessibility tools
- Consistent brand messaging



DOWNTOWN TUALATIN

WELCOME, HAPPY YOU'RE HERE!

CITY of TUALATIN

#TUALATINBY THELAKE

Along Interstate-5 and Interstate-205, just 20 minutes from downtown Portland

Businesses

A welcoming mix of **food**, **coffee**, and **retail** gives the area its spark, inviting **brands** that value **community** and everyday foot traffic.

Features

Walk, splash, **lounge**, repeat: **lakeside** loop, splash pad, and a **plaza** built for **people-watching**.

Events

A welcoming **community** where **markets**, **music**, and uniquely Tualatin **celebrations** keep the **good times** rolling.

28K	Residents
200+	Local Businesses
108K	Median Income
19+	Acres of Land

Business Benefits

Tualatin's **prime location** makes it a strategic choice for businesses seeking access to the **region's economic hub**.

Local Attractions

Bridgeport Village and the Tualatin River Greenway Trail offer upscale shops, dining, and outdoor trails for the community.

"Join the Movement. Be Part of Downtown Tualatin's Next Chapter"

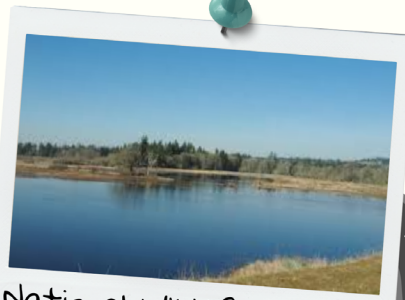
Contact
develop@tualatin.gov
tualatin.gov/downtown

@CITYOFTUALATIN

SPEND A DAY IN TUALATIN

Stay Connected: @cityoftualatin

CITY of TUALATIN



National Wildlife Refuge

Nature & River Adventure

- Birdwatch at the Tualatin River National Wildlife Refuge
- Bike or Stroll the scenic Tualatin River Greenway Trail



Tualatin River Commons

Lakeside & Leisure

- Relax by Tualatin Lake at the Commons
- Stroll along the path, enjoy the splash pad, and relax in veterans plaza



Bridgeport

Explore & Discover

- Head to Bridgeport Village, a local shopping destination
- Learn about local history at the Tualatin Heritage Center

Events

- Visit the City of Tualatin website for upcoming events during your visit

Appendix B

Business Vitality

Tualatin Primarily Uses Two Methods of Funding

Tax Increment Funding (TIF)

- **Property taxes** generated by the **increase in values** of urban renewal area
- A maximum **indebtedness** of **$140M** has been allowed and **funded** using **TIF**
- The **URA** continues to **generate** TIF **revenue** for **current** and **future** projects

Urban Renewal Funds

- TIF funded dollars allocated for carrying out downtown redevelopment projects
- It can pay for consulting, planning, design and other professional services
- Ex: **125k - 200k** of Urban Renewal **Consulting** funds to pay for University of Oregon **Projects**

Tualatin Can Implement Public Private Partnerships

Strong **TIF revenue** puts Tualatin in a highly **favorable** position with **developers.**

- **Mitigate City Risk**
- **Accelerate Development**
- **Reduce Cost On City**
- **Bring New Expertise**

Tualatin Can Grow Public Private Development In 3 Steps

1 — Utilize Strong Tax Revenue

- Tualatin has a **$140M TIF district (CORA)**
- This is a **strong** engine for **attracting private partners**.
- TIF can fund **infrastructure**, **public spaces** and **site preparation**

2 — Offer Favorable Benefits For Developers

- Offer an **expedited permitting** process for developers
- Offer **small grants** for building or concept **improvements**

3 — Attract Qualified & Capable Developers

- Send **RFQs** (Request for qualifications) **before** requesting **proposal**
- Determine if they are **capable** and can **fund** the project
- Developers respond **strongly** when **vision** and **expectations** are shared

Comparable City Utilizing Public Private Partnerships

Comparable Project: North Anchor Project- Lake Oswego, OR

Before

- Consisted mostly of **Parking lots**
- Buildings were **outdated**
- Zone sat at strategic downtown gateway generated little economic activity

After

- New boutique hotel bringing visitors in
- Ground floor retail and dining options
- 60+ new apartments added
- Increased property tax revenue

Unforeseen Challenges

- Funding was a struggle which caused multiple delays
- Permitting and design reviews take extensive time and require greater expertise
- Hotels hit hard by COVID with inconsistent revenue
- 10+ year timeline required repeated re-alignments

Redevelopment Map



G.O Bonds Have Funded Transformative City Projects

Effective Funding Large Projects

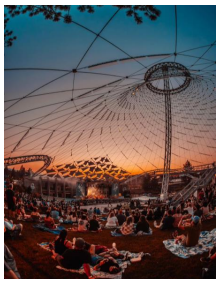
Capitalizes On Community Support

Comparable Project: River Front Park - Spokane, WA

Passed a **$64M** General Obligation bond "**overwhelming** support"

Taxes imposed on residents of the county **did not increase**

Introduce **five new** desired **features** to the former **World Fair** site



The Next Steps To Implement G.O Bonds

Identify Capital Projects

- G.O bonds **strictly** fund **projects**, **not operations**
- Create a **shortlist** of **projects** to fund

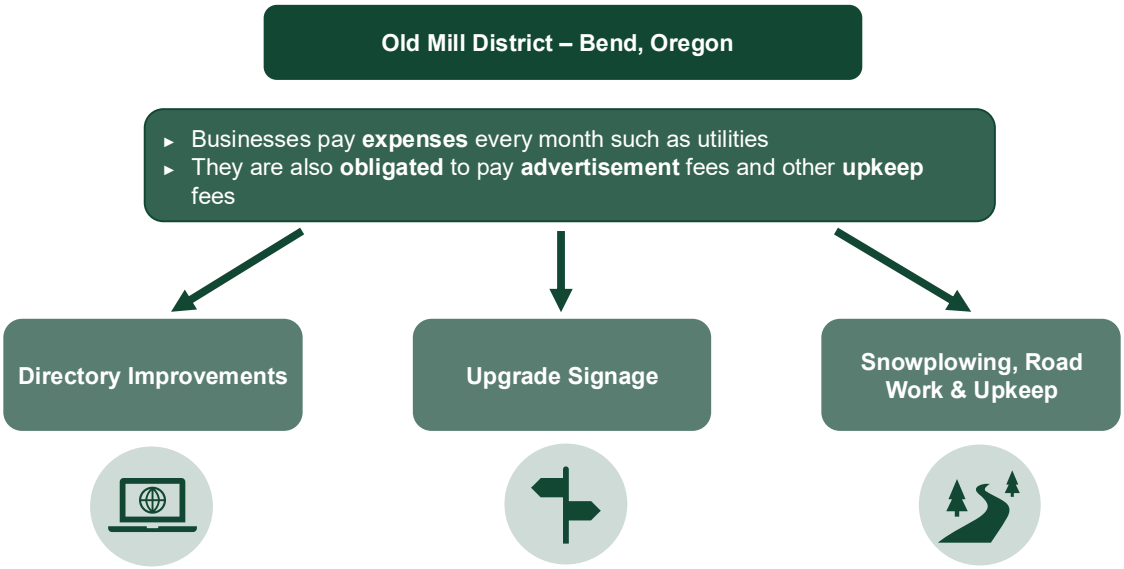
Cost Analysis

- Conduct preliminary **cost estimates** of project
- Analyze current levy **expiration** dates
- Determine a **new** G.O bill or **continuation** of one

Gather Community Support

- Voters must understand **what** the project is and **why** it matters
- Community engagement with project **renderings**, open houses and **surveys**

Business Associations Can Also Effectively Fund



Appendix C

Comparable Cities

Beaverton Overview

Socioeconomic Snapshot: Large, upper-middle-income suburb of Portland with ~98,000 residents, median household income of around $86,000, and a highly educated workforce driven by nearby tech, healthcare, and other professional sectors.



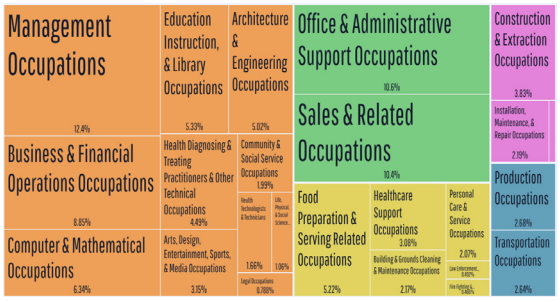


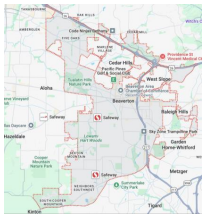
Regional Employers: Beaverton's economy also includes a range of light industrial, tech, and corporate offices in the broader city, notably Nike HQ in the Beaverton area which is a strong part of the regional identity

Downtown Beaverton: As the Beaverton Downtown Association continues its marketing of downtown, it's increasingly recognized as a regional dining destination with streets full of restaurants and cafés



Beaverton Businesses/Industries Breakdown





1. **Business/Management**
2. **Sales/Administrative**
3. **Food Services**

Trends & Developments	Food/Wine/Cafe	Boutique retail	Real Estate/Lifestyle Projects

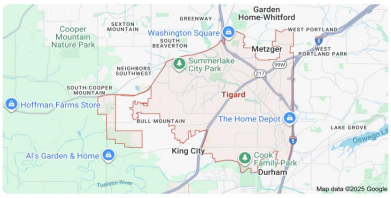
Community Attractions And Main Destinations In Tigard

57,301
Population

11.81
Square Miles

-1.03%
Employment Growth





Attractions

- Washington Square Mall
- Universal Plaza
- Fanno Creek
- Arts and Community

Industries

Retail

- Tigard is a **key retail hub** offering diverse shopping and dining that draws visitors

Healthcare

- Tigard is a growing healthcare sector with clinics, specialists, and nearby hospitals, and plays a key role in **regional wellness**

Tech

- Tigard's tech scene is growing with startups and satellite offices, fueled by **Silicon Forest's** proximity and talent access

Comparable Cities: Sherwood

Sherwood Features

- Main industries include healthcare, education and manufacturing
- Family oriented – top 4 school district in Oregon
- 4.5 mile city limits – just south of Tualatin
- Sherwood Robinhood Festival- brings in thousands of visitors
- Preserved history and old town creates identity
- 26 miles southwest of Portland





20k population

$55k median income

$620k average home price

McMinnville, Oregon







9 blocks
Downtown Area

35,042 ↑
Population

Attractions:
- Wine and Beer Scene
- 18 Downtown Restaurants
- Walkable Streets
- Nearby Museum and Waterpark
- Main Street McMinnville Events

Top Industries by # Employees
- Healthcare & Social Assistance – 16.8 %
- Retail Trade – 16.7 %
- Manufacturing – 12.0 %

Newcomers: Food/Drink

Lake Oswego, Oregon







13.57 mi. sq.
City Area

41,141 ↑
Population

Top Industries by # Employees
- Finance/Insurance Business
- Educational Services
- Healthcare/Social Assistance

Attractions:
- Parks and Water Features
- Food/Drink Atmosphere
- Walkable Streets
- Lake Oswego Farmers Market

Similar Cities: Forest Grove, Oregon





City Stats

- 27,000 population - average age 34
- Lower crime rate (26.8%)
- Average household income - 81k
- 5.9 sq mile city limits

Project Glow-Up

- Series of infrastructure, streetscape, aesthetic, and safety improvements in the core downtown area
- Crews have begun work in early 2025

Goals

Enhanced Downtown Walkability

Architecturally More Appealing

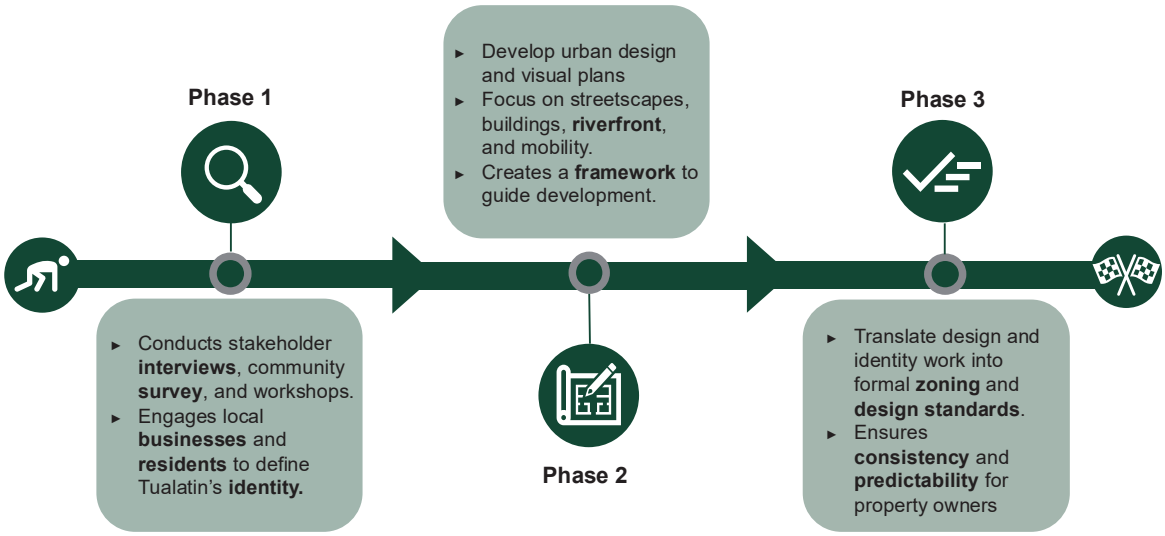
Support Local Businesses

Increase Employment Opportunities

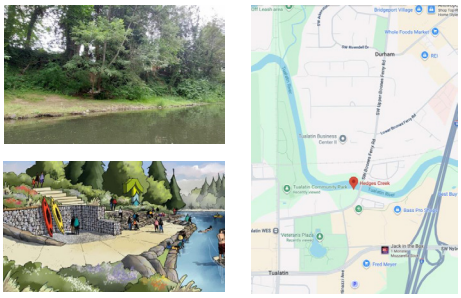
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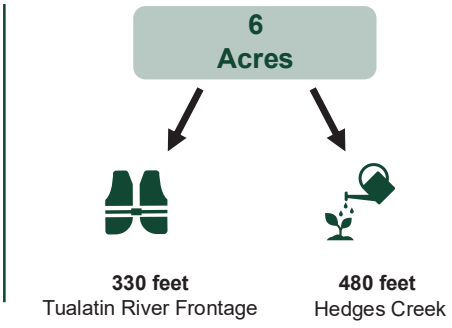
Background Research & Interviews

TUALATIN REVITALIZATION PROJECT



RIVERFRONT PARK PROJECT







TUALATIN RESEARCH



Home To Large Sectors

- Software and Tech is largest sector 13% employed 40% growth
- Manufacturing, Health, Logistics and Business & Finance are other large ones
- 12.2 mil sqft industrial 1.3 mil sqft office space
- Concern about room left to develop with some industries

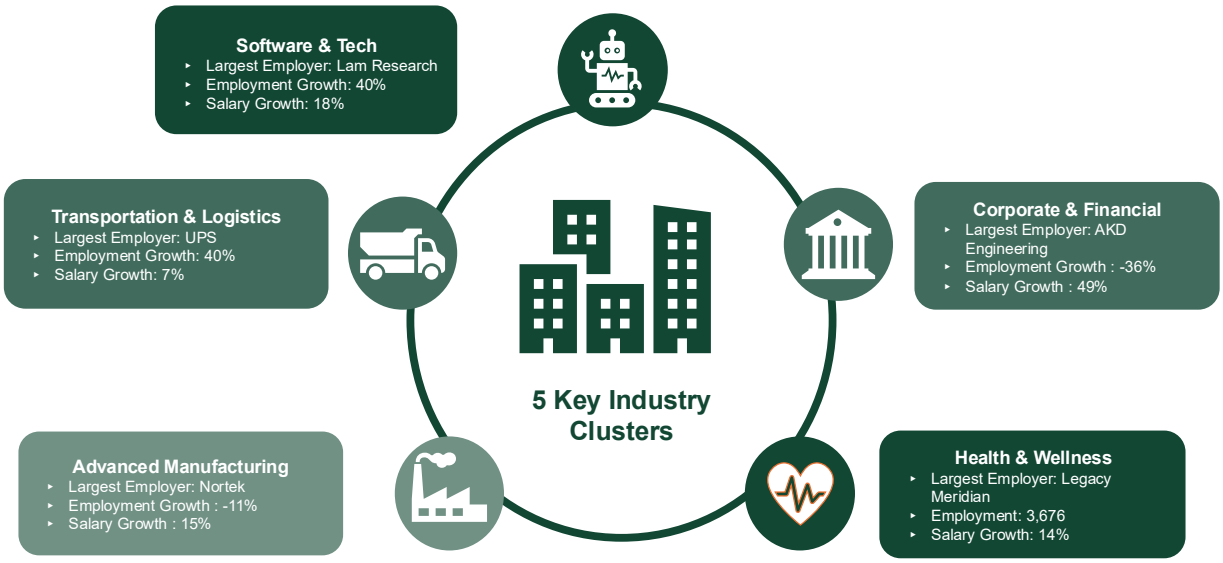
Residential & Commercial Balance

- Tualatin's goal is to be fast growing while maintaining a high standard of living for all.
- Even amount of both residential and commercial land.
- Tualatin Commons planned to fit both community and economy

Project Process

- Current project to build off CORA project from 2022
- 3 phases in process:
- Identify and placemaking- research based off interviews, surveys etc.
- Work with U of O program to take findings to reality with city designs
- Work from steps 1 & 2 will be observed to create amendments for design standards

TUALATIN INDUSTRY CLUSTER KEY INFORMATION



INTERVIEWS

Expert Interview: Peter Kirch

Occupation/Relation:
- McMinnville Downtown Association (MDA) Member
- Golden Valley Brewery Owner (McMinnville and Beaverton)

Main Takeaways
- The McMinnville Downtown Association brought residents and local businesses together to bring the downtown to life
- "Strong community connection requires one united vision"

Barriers
- The permitting process to start a business
- Getting buy-in from long-time residents
  - Golden Valley Brewery struggled with both

Strengths
- Paper-bag lunch event, holiday decorations, live music
- Businesses working together

Expert Interview: Meg Ordaz

Occupation/Relation:
- McMinnville Downtown Association (MDA) President
- Troon Vineyard Director of Consumer Sales

Main Takeaways

- Chamber of Commerce, Visit McMinnville, MDA, and McMinnville Economic Development Partners work together to market themselves

Events

- Community service opportunities
- Closing roads to offer opportunities for businesses to expand their footprint

Design X Marketing

- " Lean into the **quirkiness** of old historic buildings, using the character. It doesn't need a whole makeover."

Expert Interview: Emily Liu

Occupation/Relation:
- Community Events & Luscher Farm Supervisor at City of Lake Oswego
- Planning and managing special events and the Farmers Market

Main Takeaways

- Sponsorship / cross-promotion strengthens community and economic outcomes.
- Events are successful because they are data-driven, well-promoted, and closely tied to local business engagement.

Barriers

- Some downtown businesses view large events as competition, especially due to parking constraints.
  - Social media outreach has been less effective than print and local media in reaching residents.

Opportunities

- Use data tools and surveys to track attendance, justify events, and attract new sponsors.
- Partner with local press, chambers, and sponsors to expand event reach and strengthen business-community relationships.

Expert Interview: Jessica Numanoglu

Occupation/Relation:
- Community Development Director at the City of Lake Oswego

Main Takeaways
- Lake Oswego's downtown success comes from steady investment in beautification.
- Consistent partnerships create a vibrant local economy

Barriers
- Economic development depends on limited staff capacity and temporary funding.
- Beautification and urban renewal take years, requiring patience.

Opportunities
- Partnership model between the city and the chamber to coordinate business support and marketing.
- Focus on clustered restaurants, shops, and art events

Expert Interview: Cody Field

Occupation/Relation:
- 4th year Policy Analyst for the City of Tualatin
- Knowledgeable about Tualatin's frameworks and implemented policies

Main Takeaways
- Tualatin is not set up to see the change it is looking for.
- The space must be suitable for a full range of retail, professional services, and civic, social, and cultural functions.

Barriers
- Staff capacity, must update code and get approval from development commission and council
- Unsure what exactly people want for the downtown

Data Collection Methods
- The city implemented a module to track attendance for large events (like the Pumpkin Regatta)
- No other methods for downtown collect data

Expert Interview: Michael Antonellio

Occupation/Relation:
- Writer and Editor for Tualatin Life and Tigard Life
- Resident of Tualatin

Main Takeaways

- Tualatin is a pleasant community with strong employment
- Most residents appreciate the amenities but go elsewhere for dining, events, and nightlife.

Barriers

- Many community events end due to cost
- Local population is too small to sustain niche businesses.
- The I-5 freeway and Tualatin River divide the city

Opportunities

- Reintroduce signature events or seasonal festivals that can attract both residents and regional visitors.
- More trees, fun lighting, and unique signage

Expert Interview: Dave Parulo

Occupation/Relation:
- CEO and President of Explore Tualatin Valley tourist agency
- Knowledgeable about events/offerings in Tualatin and the surrounding areas

Main Takeaways

- "Lean into unique existing assets like the West Coast Pumpkin Regatta and Tualatin River waterfront, expanding them into broader, year-round attractions."

Barriers

- Success requires focused, consistent investment: a dedicated person or team thinking daily about Main Street development rather than outsourcing it to associations.

Opportunities

- Enhance walkability, signage, and connectivity between key sites (restaurants, river launch, shops) to create a more inviting visitor experience.

Expert Interview: Glenn Fee

Occupation/Relation:
- Executive Director of the Tualatin River Keepers
- Protects and restores the Tualatin River watershed

Main Takeaways

- The city's parks and river programs provide a foundation for connecting nature and downtown development
- Tualatin has strong environmental assets that are underutilized

Barriers

- Limited pedestrian and recreational connections between the river and downtown reduce accessibility and visibility
- River projects rely heavily on grants and city partnerships

Opportunities

- Activate the riverfront through parks, paddle programs, and restoration projects that double as public gathering spaces.
- Build eco-recreation and education into city branding

Expert Interview: Mike Dahlstrom

Name: Mike Dahlstrom

Occupation: Ex. Program Director for Public Involvement and Tualatin City Consultant

Relevance: Worked for Tualatin and is a longtime nearby resident

"Industrial development brings jobs but doesn't attract visitors, so marketing must focus on identity and experience, not just employment."

Expanding **lodging options** is critical for boosting tourism and multi-day events, as it directly impacts a city's ability to host visitors to comfortably and encourage longer stays

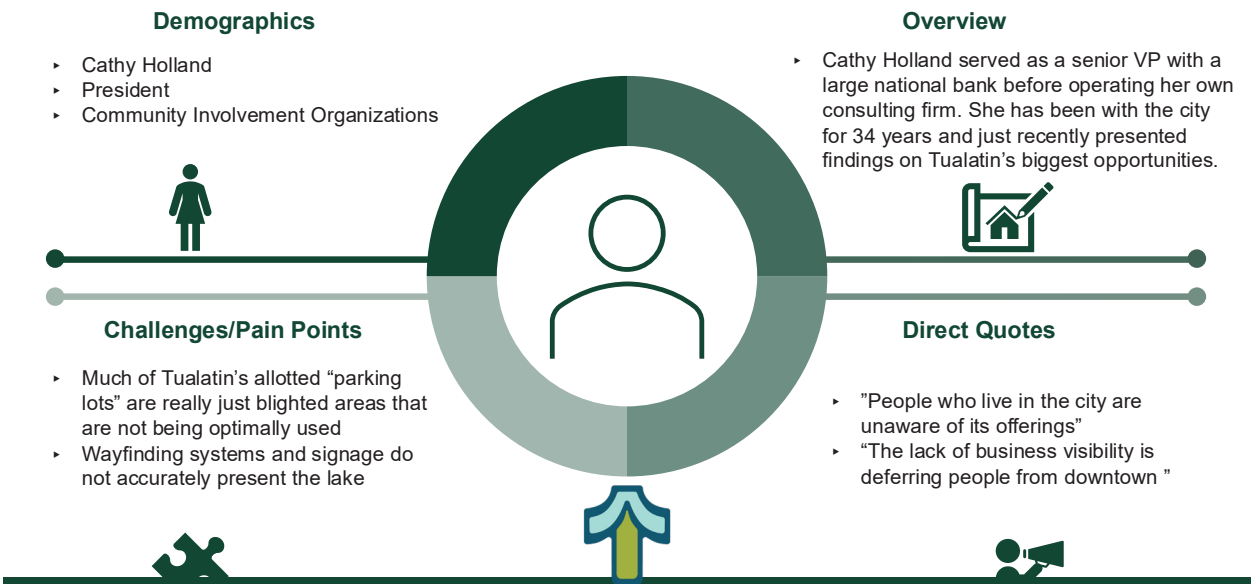
Tualatin's downtown layout could be improved with **pedestrian access**, or adding visual features like a trolley or archway to make the experience more inviting and connected

Cities must create a **clear identity** and balance industrial growth with destinations and branding that attract visitors

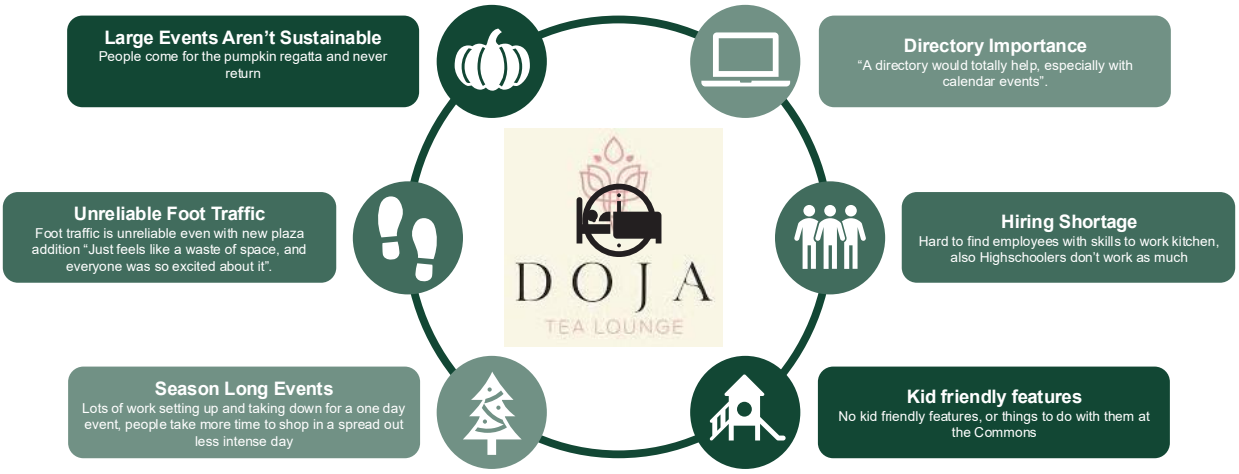
Expert Interview: Erin Engman



Cathy Holland– Informational Interview Overview



Doja Tea- Interview



Nicole Budden – Informational Interview Overview

Demographics

- Nicole Budden
- Owner/Operator
- The Vintage: Bakery & Curated Finds

Overview

- Nicole runs a small business that combines a bakery, coffee shop, and boutique for vintage home goods in downtown West Linn. Her store attracts both locals and visitors looking for unique, experience-driven retail



Challenges/Pain Points

- Bursts of high traffic followed by long slow periods , "peaks without sustained momentum."
- The shop being slightly off main road keeps visibility low and may harm traffic

Direct Quotes

- "People love to come here because they know us"
- "Large events are always great for traffic"
- "Social Media and word-of-mouth are everything for us"

The Vintage

t

Cara Turano– Informational Interview Overview

Demographics

- Cara Turano
- President & Executive Director
- Oregon Entrepreneurs Network

Overview

- Cara Turano has spent over **20** years working in the **technology sector** particularly with **startups**. Currently she works with **OEN** which helps **entrepreneurs acquire capital** to develop their businesses.

Challenges/Pain Points

- **Grants** and **funding** are not hard to find but **qualifying** and **competing** for many of them are the more **difficult** aspect

Direct Quotes

- ”How are downtowns enabling businesses to successfully operate in those areas?”
- “Tualatin holds a unique position as the last stop before wine country, how do we capitalize on that? ”

OREGON ENTREPRENEURS NETWORK

Steve Koper– Informational Interview Overview

Demographics

- Steve Koper
- Community Development Director
- City of West Linn & Tualatin

Overview

- Steve Koper recently moved to **West Linn** assuming the position of **community development director** where he utilizes his expertise to help with **economic** and **residential development**, **transportation**.

Challenges/Pain Points

- Trying to capture the market of people passing through Tualatin is a difficult one to attract
- Traversing the commons is difficult without passages from the E and W sides

Direct Quotes

- ”Provide the code that goes along with the vision for what the future needs and looks like”
- “Successful retail centers rely on high median income along with high population density ”

City of West Linn

Alisa Pyszka– Informational Interview Overview

Demographics

- Alisa Pyszka
- Executive Director
- Portland State University

Overview

- While Alisa Pyszka serves as a **director** of **real estate** at PSU, she also serves as a **president** of an **economic development** firm. Before this, she was an **essential** factor in the **development** of downtown **Beaverton**



Challenges/Pain Points

- Knowing who the property owners are and being able to work with them on revitalization
- Creating a fluid communication network between businesses and the city to see what they need

Direct Quotes

- ”You can’t brand a city; you need to plant the seed of what the city wants to represent.”
- “Why does Tualatin want to do this and who are they doing it for?”

Megan Braunsten– Informational Interview Overview

Demographics

- Megan Braunsten
- Executive Director
- The City of Beaverton

Overview

- While Alisa Pyszka serves as a **director** of **real estate** at PSU, she also serves as a **president** of an **economic development** firm. Before this, she was an **essential** factor in the **development** of downtown **Beaverton**



Challenges/Pain Points

- Knowing who the property owners are and being able to work with them on revitalization

Direct Quotes

- ”You can’t brand a city; you need to plant the seed of what the city wants to represent.”
- “Why does Tualatin want to do this and who are they doing it for?”

Keith Mays - Sherwood



Beau Eastes – Old Mill District



Tommy Pace: Chiropractor and Small Business Owner



Dr. Thomas Pace- Chiropractor

Major Takeaway:

Tommy Pace was born and raised in Forest Grove, and now runs his father's chiropractic practice. The city has changed from an agricultural-based to a city with diverse industries, but it has never lost it's small-town charm.

Quote(s):

"Forest Grove is home to a farmers market which most businesses in the area don't like… they feel like it steals away from they're demand and they are only used for bathrooms."

- Dr. Thomas Pace

Key Point: Banners in choke points in the city build a small town feel and increase awareness

Key Point: Forest Grove is home of Pacific University which attracts new people and visitors

Key Point: Forest Grove is very affordable for small businesses compared to surrounding areas

Brian Schimmel: City Council



Brian Schimmel- City Councilor

Major Takeaway:

Forest Grove is in the middle of revitalizing their downtown as well. They are focused on making it attractive yes, but Brian was more concerned of how they could influence people to buy from businesses there.

Quote(s):

"Folks are coming in but they just aren't buying anything. They are coming in because of the event not the businesses."

- Brian Schimmel

Key Point: Revitalizing downtown is one thing and economic growth is another

Key Point: Forest Grove provides tourism grants up to 5k for events

Key Point: Revitalization focusing on beautifying streets, lights and buildings, as well as adding pedestrian space

Jon Moog: River Front Spokane



Jon Moog - Director

Major Takeaway:

Jonathan Moog has been the director of River Front Park since 2016, he was brought on to close the existing park and execute the proposed plan. It costed 211 million and focused mainly on the Spokane pavilion, ice ribbon, and gondola, since this project visitors have came in in unprecedented amounts.

Quote(s):

"The pavilion just naturally is an attraction to visitors, we wanted to have a feature that just attracted people who see it in our redevelopment."

- Jon Moog

Spokane Pavilion: Transformed from amusement park to multifunctional space – predominantly concert venue

3rd Party Events: Other organizations put on major events such as Hoopfest, pig out in the park, and Bloomsday

Design Standard: No design standard, project was broken down to 5 key buildings, each had a different architecture firm, the park design holds consistent.

Expert Interview: Mike Dahlstrom



"Industrial development brings jobs but doesn't attract visitors, so marketing must focus on identity and experience, not just employment."

Name: Mike Dahlstrom

Occupation: Ex. Program Director for Public Involvement and Tualatin City Consultant

Relevance: Worked for Tualatin and is a longtime nearby resident

Expanding **lodging options** is critical for boosting tourism and multi-day events, as it directly impacts a city's ability to host visitors to comfortably and encourage longer stays

Tualatin's downtown layout could be improved with **pedestrian access**, or adding visual features like a trolley or archway to make the experience more inviting and connected

Cities must create a **clear identity** and balance industrial growth with destinations and branding that attract visitors

Expert Interview: Sambo Kirkman



"The city represents everyone; it is good to have an organization that specifically gives a voice for the business."

Name: Sambo Kirkman

Occupation: Community Development Director at City of Tigard

- **Strengthening Downtown Through Strategic Collaboration:** Tigard split responsibilities by forming the Downtown Tigard Alliance, allowing focused business support alongside city-wide equity.
- **Leveraging Financial Tools for Revitalization:** Tenant improvement grants and tax increment financing (TIF) districts can be used to reduce barriers and attract new businesses downtown
- **Building Identity with Community-Driven Wayfinding:** A pedestrian-focused signage and branding initiative is engaging residents to shape a cohesive and welcoming downtown experience

Expert Interview: Megan De Salvo



"Identify pain points such as signage, window decals, and visibility, and invest where it helps businesses be seen and enjoyed."

Name: Megan De Salvo

Occupation: CEO Tigard Chamber of Commerce

- **Unified Stakeholder Engagement:** Bringing property owners, city leaders, and businesses together early ensures a shared vision and sustained momentum
- **Strategic Use Of Incentives:** TIF districts, facade grants, and enterprise zones supports economic growth and enhances downtown aesthetics
- **Design For Diverse Appeal:** Amenities that cater to a wide range of demographics, including families, retirees, and working professionals, to build a vibrant, inclusive downtown experience

Expert Interview: Zoe Mombert



"The 'why' behind development is so important, and tying it to community value so the residents feel like it is their city"

Name: Zoe Mombert

Occupation: Assistant to City Manager Wilsonville

- **Downtown Redevelopment Challenges:** Private ownership and infrastructure misalignment make revitalization complex; community buy-in and financing are essential
- **Community Engagement:** Uses citizen surveys and proactive communication to align development with evolving community values
- **Transit Innovation:** SMART transit system offers walkable, bikeable connectivity; potential lessons for Tualatin's last-mile solutions

Expert Interview: Matt Lorenzen



"The chamber is the voice for business in Wilsonville, they're on our technical advisory committee and help guide our work."

Name: Matt Lorenzen

Occupation: Economic Development Manager City of Wilsonville

- **Strategic Partnerships:** Collaborates with Wilsonville Chamber of Commerce and Greater Portland Inc. to support small businesses and attract traded-sector employers
- **Small Business Support:** Offers CRM tools to track business health, connects with nonprofits like OMEP and SCORE for mentorship and profitability
- **Placemaking & Events:** Leverages tourism programs and community events to build awareness and foster local engagement

Professor Interview: Nick Light



"If the people are there, the businesses will follow, but it's pretty hard to convince businesses to go to a place where there isn't consistent foot traffic and a consumer base."

Name: Nick Light

Occupation: Marketing Professor

- **Focus on the Unexpected:** Highlight features that are "surprising about Tualatin" or reasons why a Portland resident would make the trip
- **Strategy for Businesses:** Host High-Value, Frequent Events with the key being to get people to visit and try it out Tualatin
- **Digital Marketing:** Recommend using Google Search Ads (PPC) targeting relevant searches (e.g., "Family Fun Portland Suburbs," "Splash Pads near Portland") as it's cost-effective way to market the city

Professor Interview: Jean Faye



"Green spaces attract people, better air... better quality of life which correlates to healthier and a happier community."

Name: Jean Faye

Occupation: Ecology Professor

Relevance: Facilitates Environmental Change and Community Development study abroad

- **Greenery Drives Economic and Social Vitality:** Urban ecology boosts tourism, recreation, and entertainment, making cities more attractive and economically vibrant
- **Community Events Build Ecological Awareness:** Local gatherings like clean-up and outdoor events help residents connect with nature and each other
- **Outdoor Spaces Enable Placemaking:** Accessible green areas and gathering spots support placemaking by giving communities a shared space to build identity, host events, and foster a vibrant downtown culture

Professor Interview: Anne Brown



"If you're going to fix a community space, do you have offerings for everyone? Things that would encourage that mixing of demographics which create community."

Name: Anne Brown

Occupation:
Associate Professor,
Urbanism Next Director

- **Design Must Reflect Local Identity:** Urban spaces thrive when they are tailored to the unique needs, pace, and character of the community
- **Inclusive Engagement Is Essential:** Effective planning requires conscious outreach to ensure all voices are heard, especially those often left out
- **Green and Aesthetic Enhancements Matter:** Natural elements and thoughtful design choices, like lighting and public art, boost comfort, reduce stress, and invite connection

Professor Interview: Rebecca Lewis



"Utilize events that are already occurring and encourage them to move downtown"

Name: Rebecca Lewis

Occupation:
Associate Professor
Director - Institute for Policy Research and Engagement
PPPM

- **Ground-floor Activation:** Needs customer-facing businesses retail, restaurants, not just offices, to generate foot traffic
- **Cultural Identity:** Must be developed bottom-up through extensive community involvement and public outreach
- **Regional Strength:** Is built via public-private collaboration and defining the city's unique economic niche

Professor Interview: Kamryn Moore

UNIVERSITY OF OREGON

Occupation/Relation:
- Professor in the School of Computer and Data Sciences
- Business and Data Analytics Background

Main Takeaways
- Having a foundation of data is crucial for educated decision making.
- Innovate: "We don't learn new things unless we try them."

Barriers
- Creating a community involving businesses and residents will draw visitors.
- Hesitancy of the unknown can feel very limiting

Opportunities
- Bringing city officials and other community branches together before engaging in such a huge project will encourage teamwork, build trust, and support success.

Professor Interview: Ryan Rahinel

Lundquist College of Business

Occupation/Relation:
- Professor of Marketing and Lundquist PhD Program Director
- Research focused on product branding and decision-making

Main Takeaways
- Storytelling and emotional connection bring people together and create brand buy-in.
- Find what makes Tualatin's downtown special and emphasize it.

Barriers
- Sustainable funding is essential for any major changes. Without, this is simply an advertising project

Opportunities
- Reliable community events utilizing natural assets.
- Represent Tualatin as a calming escape for visitors to relax

Professor Interview: Aniko Drlik-Muehleck

UNIVERSITY OF OREGON

School of Planning, Public Policy and Management

Occupation/Relation:
- Professor at the UO PPPM Program
- Focuses on partnerships and community growth in underrepresented areas

Main Takeaways
- Oregon Main Street Program
- Finding ways to introduce collaboration among city sectors
- Consistency in marketing and event advertising

Barriers
- Funding
- The hesitancy from community members to adjust to the new changes

Opportunities
- Continue talking to businesses in the area to build relationships and trust
- Top-down vs bottom-up approach

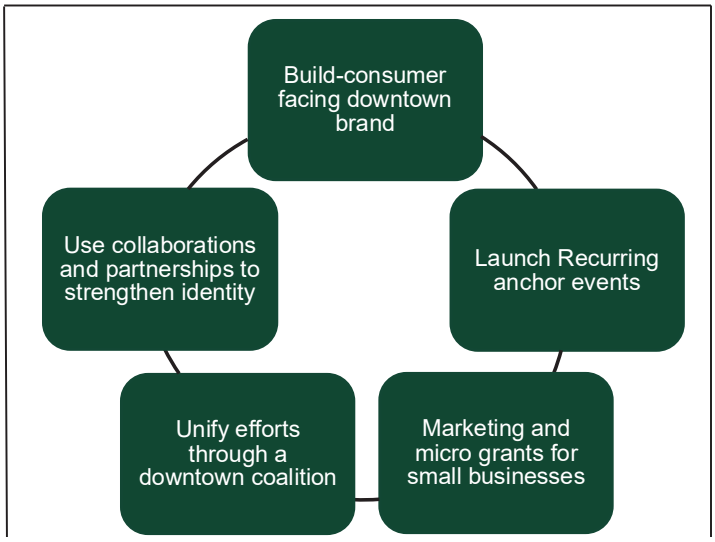
Professional Faculty- UO School of PPM

Interviews were conducted with the mindset of trying to stray away from a strictly economic/business perspective and gain insights on urban planning, community development, and place marketing

> The most successful downtowns make it easy for small businesses to market together



Professional Faculty



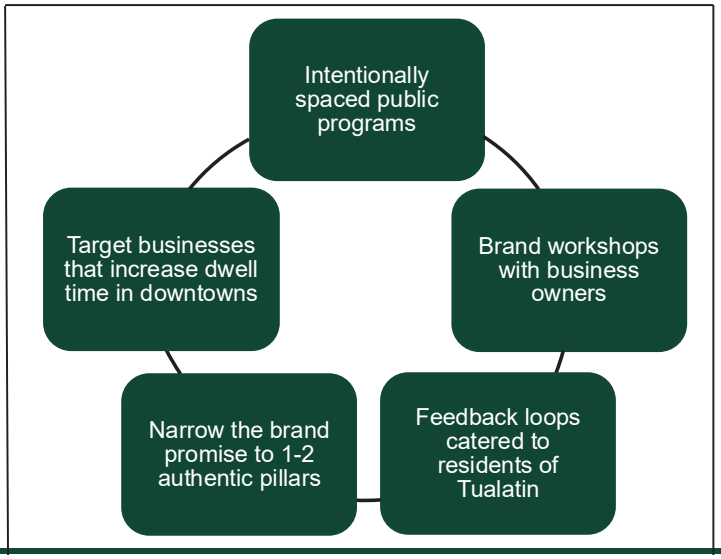
Professional Faculty- UO School of PPM

Interviews were conducted with the mindset of trying to stray away from a strictly economic/business perspective and gain insights on urban planning, community development, and place marketing

> If the **pathways** are **direct**, **storefronts** will have an easier time being **filled** up



Professional Faculty



SCI Directors and Staff

Marc Schlossberg	SCI Co-Director, and Professor of Planning, Public Policy and Management, University of Oregon
Nico Larco	SCI Co-Director, and Professor of Architecture, University of Oregon
Megan Banks	SCYP Director, University of Oregon
Lindsey Hayward	SCYP Assistant Program Manager, University of Oregon
Marsha Gravesen	SCI Fiscal and Office Manager
Grace Craven	Report Coordinator
Danielle Lewis	Graphic Designer
Emma McFarland	Graphic Designer

DOWNTOWN REVITALIZATION COMMUNITY ADVISORY COMMITTEE

DRAFT MEETING MINUTES
FOR FEBRUARY 4, 2026

PRESENT: Vice Chair Christen Sacco, *Council President Valerie Pratt*, Armando Serrano, Beth Dittman, *Brian Carney*, Chris Brune, Christina George, Cosi Slider, Janet Steiger Carr, Janine Wilson, Jilian Saurage Felton, *Kaiden Edwards*, Skip Stanaway, Steve Chao, Susan Noack, *Yaquelin Castillo*

ABSENT: Chair Frank Bubenik, Cathy Holland, Charlie Sitton, Kelsea Ashenbrenner,

STAFF: Aquilla Hurd-Ravich, Quin Brunner

GUESTS: Vy Chao

Italicized members are alternates. Alternates are invited, but not required, to attend every meeting. Alternates are listed when present but not when absent.

CALL TO ORDER

Vice Chair Sacco called the meeting to order at 6:03pm.

INTRODUCTIONS – NEW MEMBERS

Members provided brief introductions. There were five new people at this meeting:

- Brian Carney. Owner of Tualatin Autobody and Chair of the Chamber of Commerce Board, Brian was appointed as Skip Stanaway's alternate.
- Christina George. Owner of Artur Café, Christina was appointed as a voting member representing downtown business owners.
- Kaiden Edwards. A sophomore at Tualatin High School, Kaiden was appointed as Cosi Slider's alternate.
- Steve Chao. Owner of Doja Teas, Steve was appointed as a voting member representing downtown business owners.
- Vy Chao. Owner of Doja Teas, Vy attended as a guest.

HOUSEKEEPING

1. Binder Update – Quin Brunner, Urban Renewal / Economic Development Policy Analyst, distributed binder materials. These included an updated roster, a clean copy of the CAC's evaluation criteria, and a summary of the recommendations outlined in the Civilis report.

2. Approval of Minutes – Vice Chair Sacco introduced the minutes from the CAC meeting on January 7, 2025. The minutes were distributed via email on January 29, 2026. There was no discission.
    - **Motion to approve the minutes as written:** Beth Dittman
    - **Second:** Cosi Slider
    - **In favor:** Vice Chair Christen Sacco, Council President Valerie Pratt, Armando Serrano, Beth Dittman, Chris Brune, Christina George, Cosi Slider, Janet Steiger Carr, Janine Wilson, Jilian Saurage Felton, Skip Stanaway, Susan Noack
    - **Opposed**: None
    - **Abstention:** Steve Chao

APPROVAL OF EVALUATION CRITERIA

Quin Brunner introduced the evaluation criteria developed at January's CAC meeting. He outlined the process through which CAC members coalesced around the five shared priorities, expressing gratitude for the wordsmithing feedback he received over email. Quin briefly previewed how the criteria would be used in the next activity. There was no discussion.

CAC Evaluation Criteria

The downtown we aim to build is…

- **A Vibrant Mixed-Use Area.**
  Accessible and welcoming to all, we imagine a downtown district that is active 18 hours a day. This district will offer a range of housing options (both affordable and market rate) and retail/service businesses that support our growing community.
- **Distinct & Magnetic.**
  Distinct in its design, daily use, and signature events, downtown will be a familiar gathering place for residents and a compelling draw for tourists.
- **Environmentally Sustainable.**
  Downtown will be built to address the emerging challenges stemming from climate change, as outlined in Tualatin's Community Climate Action Plan. This includes stewarding our natural resources, improving access to nature, and integrating sustainable building practices.
- **Navigable & Safe.**
  Downtown will be easy to access, intuitive to navigate, and safe to move around for people using multimodal transportation.
- **Supportive of Businesses.**
  Downtown will be supportive of new and existing businesses, and their longevity.

- **Motion to adopt the evaluation criteria:** Skip Stanaway
- **Second:** Cosi Slider
- **In favor:** Vice Chair Christen Sacco, Council President Valerie Pratt, Armando Serrano, Beth Dittman, Chris Brune, Christina George, Cosi Slider, Janet Steiger Carr, Janine Wilson, Jilian Saurage Felton, Skip Stanaway, Steve Chao, Susan Noack
- **Opposed**: None
- **Abstention:** None

SCORING ACTIVITY

Quin Brunner introduced the scoring activity, framing it as a "recommendation intake" process. He encouraged members to discuss each recommendation, adding that both the scores and the comments would be used to further refine each idea.

Quin emphasized that the recommendations in the Civilis report are not comprehensive, acknowledging the existence of many ideas omitted from the list. Quin shared his hope that the CAC would repeat this uniform intake process when receiving recommendations from other sources, specifically the Sustainable City Year Program and CAC members.

He offered assurance that all ideas would be considered, asking that discussions during this meeting remain narrowly focused on whichever recommendation was on the screen. He encouraged CAC members to write down other ideas to ensure they were not forgotten, also inviting members to send them to him via email.

Recommendations, scores, and comments are summarized on the following pages. See the Downtown Tualatin Identity Study for reference pages. Scores reflect the average of all responses and are on a scale of 1 to 5. CAC members reviewed recommendations 1.1-1.6 and 1.11-1.16 during the meeting. Members agreed to postpone consideration of recommendations 1.7-1.10, all pertaining to the Lake at the Commons, until a future meeting dedicated to the subject. Recommendations 1.17-1.23 are scheduled to be reviewed at the CAC meeting on March 4, 2026.

Recommendation 1.1 – Pursue adaptive reuse projects.

Reference page 39, adaptive reuse.

This recommendation is not site specific. Adaptive reuse is the conversion of an existing building from one function to another – for example, turning a garage into a restaurant – and is often contrasted with a tear-down and build-new approach. The recommendation is to pursue adaptive reuse of existing small buildings, as opportunities arise, to make them more active and engaging at or near the sidewalk.

To what extent would this recommendation help to make downtown…

A Vibrant Mixed-Use Area	Distinct & Magnetic	Environmentally Sustainable	Navigable & Safe	Supportive of Business
4.33	3.57	4.06	3.50	4.25

CAC Discussion

- The effectiveness of this strategy is largely execution-based. For this to contribute to downtown revitalization, it needs to be done at a high level and at the right sites.
- This recommendation would be more complete if it included "when appropriate to enhance or achieve other goals." Adaptive reuse may be the right strategy in some instances, but that will only be clear in the context of a full district plan. Ensure adaptive reuse is the most effective strategy in each instance.
- The City is unlikely to be the owner of these projects. To facilitate adaptive reuse, the City may need to update the code to make the process easier/more affordable.
- Creating specific programs for small businesses, both education and incentives, may help facilitate private realization of adaptive reuse opportunities.

Recommendation 1.2 – Pursue site intensification projects.

Reference pages 39-40, site intensification.

This recommendation is not site specific. The most common form of site intensification is the replacement of parking lots with new buildings. Site intensification is recommended as a strategy to incrementally add density because it leaves existing buildings/businesses untouched, allowing owners to retain cash flow while developing additional real estate next door. This could be pursued either directly by the City, through development on underutilized public land, or through regulatory changes and incentive programs that promote private site intensification.

To what extent would this recommendation help to make downtown…

A Vibrant Mixed-Use Area	Distinct & Magnetic	Environmentally Sustainable	Navigable & Safe	Supportive of Business
4.19	3.38	3.69	4.00	4.25

CAC Discussion

- Adding density downtown is critical and site intensification is one of the best strategies for accomplishing this.
- Multiple members shared that they support this strategy, so long as we leave enough parking.
- Finding a better example diagram may help to better illustrate this strategy.

Recommendation 1.3 – Pursue a focal point project on the corner of Tualatin-Sherwood Road and Boones Ferry Road.

Reference page 40, focal point project.

The empty lot at the corner of Tualatin-Sherwood Road and Boones Ferry Road is identified as an optimal location for a taller building than might be allowed on the rest of the Commons. Having something tall and dense at the intersection of two busy roads could provide a visual anchor for downtown.

To what extent would this recommendation help to make downtown…

A Vibrant Mixed-Use Area	Distinct & Magnetic	Environmentally Sustainable	Navigable & Safe	Supportive of Business
3.80	4.27	3.85	3.56	3.88

CAC Discussion

- Perhaps just as important as what we build is what goes into it. Multiple members stressed that it would be damaging to create a building with vacant retail space.
- A focal point project is a good idea, but it is premature to set a location. It will be easier to consider the location question in relation to other elements, in the context of a district design plan.
- We have to use caution when deliberating about projects on private property. We have limited influence over what gets done on this particular site.
- While supportive of adding height for a focal point project, tall buildings on every parcel could obstruct the sun at the lake.
- Density and height are important for enabling multi-family housing developments to pencil. Vertical housing tax credits are a proven model.
- Prioritizing housing density in downtown, before other projects, would feed commercial development as new residents patronize businesses in the district.
- A focal point project established an identity/symbol for downtown.
- Do not ignore the potential uses on the rooftops of tall buildings. Particularly with the views of Hood over the lake to the east.

Recommendation 1.4 – Pursue double-sided border density on the west edge of the WES line.

Reference page 41, double-sided border density

A common hallmark of downtown streets are buildings on both sides that create a sort of frame for the street and sidewalk. This recommendation is to pursue new structures on the ODOT-owned portion of the Floor & Décor parking lot, directly abutting the WES line, which would add double-sided border density to approximately two blocks of Boones Ferry Road. Row houses are a possible use identified in the report.

To what extent would this recommendation help to make downtown…

A Vibrant Mixed-Use Area	Distinct & Magnetic	Environmentally Sustainable	Navigable & Safe	Supportive of Business
3.93	3.36	3.60	3.36	3.47

CAC Discussion

- Double-sided border density is important throughout downtown. There also need for areas for interaction/gathering mingled throughout.
- This specific site is not optimal. The railroad tracks prevent whatever is built on the other side from intuitively linking with downtown, without other intervention.

Recommendation 1.5 – Pursue double-sided border density on the north edge of Boones Ferry Road, abutting the Riverfront Park.

Reference page 41, double-sided border density

Same theory as above, different location. Civilis recommends adding structures along Boones Ferry Road, at its intersection with Martinazzi Ave. This 100% corner would serve as a visual cue to drivers that they are entering downtown. The land is City-owned, and new buildings would likely have a civic/park-related function.

To what extent would this recommendation help to make downtown…

A Vibrant Mixed-Use Area	Distinct & Magnetic	Environmentally Sustainable	Navigable & Safe	Supportive of Business
3.87	3.87	3.47	3.64	4.07

CAC Discussion

- This site is the opportunity to create something distinct, a gateway to Tualatin.
- There were some serious questions about buildability on this site.
- Congestion on Boones Ferry Road is already bad. This may impact access to structures on this site. We should also avoid contributing to congestion without improving traffic flow.
- There was a mention of needing better pedestrian connections at this corner.
- There could be an activity or attraction at this corner.

Recommendation 1.6 – Assuming the first floor of a new building is elevated to address the floodplain, develop design standards requiring sidewalk-level activation.

Reference pages 42-43, floodplain.

This recommendation is not site specific. New downtown buildings will likely need to have an elevated first floor. Functionally, this recommendation involves adopting design standards to ensure new buildings include elements that engage the sidewalk. Civilis provides a handful of examples, including building straight up to the sidewalk, using large roll up doors and/or large storefront windows, mimicking old industrial buildings that are recessed from the sidewalk with large dock-style balcony areas, and creating multi-tenanted galleria-style spaces with a shared entrance.

To what extent would this recommendation help to make downtown…

A Vibrant Mixed-Use Area	Distinct & Magnetic	Environmentally Sustainable	Navigable & Safe	Supportive of Business
4.38	4.25	4.00	3.94	4.19

CAC Discussion

- There are lots of creative ways to address the floodplain without building on stilts. The public library, for example, was designed to be sealed in the event of a high-water event.
- Active ground floor uses with tuck-under parking are a well-established model. With these, it is important to make garage entrances look nice.

Recommendation 1.11 – Connect the Tualatin River Greenway Trail through downtown.

Reference page 44, greenway connection.

The Tualatin River Greenway Trail extends from Tigard High School to the far eastern edge of Tualatin, with a missing quarter-mile segment between Nyberg Rivers and Community Park. Civilis recommends bringing the trail across Martinazzi and *into downtown* before crossing Boones Ferry Road. This connection strategy would double as a link between the new Riverfront Park and downtown, creating all sorts of opportunities for cross-pollination between user groups.

To what extent would this recommendation help to make downtown…

A Vibrant Mixed-Use Area	Distinct & Magnetic	Environmentally Sustainable	Navigable & Safe	Supportive of Business
4.38	4.31	3.92	4.38	4.46

CAC Discussion

- This is an incredible and high impact concept.
- One member shared that it reminded them of the beltline in Atlanta.
- Safety crossing Boones Ferry Road will be make-or-break for this concept.
- Events like a fun run could help to activate the newly completed trail.

Recommendation 1.12 – Add north-south streets on the east side of the lake.

Reference page 44, eastside lack of n/s streets.

The Civilis report notes how a series of interconnected parking lots on the east side of the lake creates circulation confusion, which could be alleviated with north-south streets. Neither precise street location nor implementation timeline are specified.

To what extent would this recommendation help to make downtown…

A Vibrant Mixed-Use Area	Distinct & Magnetic	Environmentally Sustainable	Navigable & Safe	Supportive of Business
3.87	3.13	3.33	3.73	4.00

CAC Discussion

- It is not currently intuitive to move around downtown. A gridded system helps circulation and offers a sense of scale for pedestrians.
- Adding north-south streets would not fix peak hour congestion
- This system is too specific; we should be considering traffic/pedestrian movement throughout the district in aggregate.
- Creating clear pedestrian corridors, potentially in lieu of streets, was raised as a possible alternative.
- It is important to consider a sense of scale when thinking about connectivity and that smaller blocks are more comfortable for pedestrian activity.

Recommendation 1.13 – Use distinctive signage and sculptures to make parking easy to find.

Reference pages 45-46, current parking.

Creating a visually coherent series of parking indicators, combining signs and permanent public art, would enable drivers to find parking intuitively. These elements, backstopped by a comprehensive text/map wayfinding system, are recommended to improve the navigability of downtown.

To what extent would this recommendation help to make downtown…

A Vibrant Mixed-Use Area	Distinct & Magnetic	Environmentally Sustainable	Navigable & Safe	Supportive of Business
4.38	4.50	3.67	4.50	4.31

CAC Discussion

- This is consistent with one of the CCIO recommendations from the October 29, 2025 CAC meeting.
- There is an opportunity to showcase Tualatin's diversity through these art pieces, specifically to honor native art and artists. In contrast to the City's white-made, native-inspired logo, this process should involve seeking out and employing native artists.

Recommendation 1.14 – Use sidewalk paint to improve wayfinding from parking lots to the lake.
Reference pages 45-46, current parking.
Survey respondents reported feeling disoriented upon reaching the lake. Using sidewalk paint to connect the lake to specific parking areas, while including sidewalk games along the way, is a specific wayfinding strategy recommended by Civilis.

To what extent would this recommendation help to make downtown…

A Vibrant Mixed-Use Area	Distinct & Magnetic	Environmentally Sustainable	Navigable & Safe	Supportive of Business
4.71	4.53	4.31	4.80	4.64

CAC Discussion

- This recommendation could be expanded to include painted trails and wayfinding, for things beyond parking and the lake.
- The process of coming together to create these, community paint days, can be exceptionally fun.

Recommendation 1.15 – Centralize parking management to become a park once district.
Reference pages 46-47, becoming a park once district.
In service of creating a walkable shopping district, Civilis recommends using data to inform parking management decisions. The first step identified in the report is to maintain an inventory of public/private parking capacity, differentiating between on-street parking, lot parking, and garage parking.

To what extent would this recommendation help to make downtown…

A Vibrant Mixed-Use Area	Distinct & Magnetic	Environmentally Sustainable	Navigable & Safe	Supportive of Business
4.23	3.75	4.23	4.23	4.38

CAC Discussion

- Downtown feels very spread out and there is not a unified walking network. For downtown to be a park once district, pedestrian movement throughout the district needs improvement.
- Making walking in downtown more enjoyable/interesting would also significantly contribute to this goal.
- Foot traffic is important to small businesses.
- We should strive to find a balance between too much parking and parking for businesses.
- Some concern was raised about big events like the Pumpkin Regatta and where attendees will park.

Recommendation 1.16 – Establish a downtown association.

Reference page 47, downtown association.

Civilis outlines several potential applications for a downtown association, including coordinating between business owners, property owners, and the City, supporting property owners with tenanting, and promoting downtown through marketing and events. A downtown association could be structured as a branch of the Chamber of Commerce.

To what extent would this recommendation help to make downtown…

A Vibrant Mixed-Use Area	Distinct & Magnetic	Environmentally Sustainable	Navigable & Safe	Supportive of Business
4.29	3.64	3.00	2.83	4.86

CAC Discussion

- This type of work would fit naturally under the Chamber umbrella.
- Downtown activation will be unsuccessful if solely championed by the City. This type of organization could be exceptionally helpful in organizing/empowering downtown business owners.
- Adding an extra entity to help manage and program downtown feels somewhat unachievable, given that existing business owners are already doing the work of their business and don't necessarily have the capacity or skill to participate in a downtown association.

DOWNTOWN UPDATES

Quin Brunner confirmed that the Tualatin Development Commission has closed on the purchase of the Matthias property, as previewed last meeting. He shared that all four of the fall Sustainable City Year classes held site visits in the last month, thanking those who attended the Architecture Design Studio kickoff event. He shared the Architecture Design Studio midterms (scheduled for 2/6) would be held in Eugene and that there was not yet an opportunity for CAC member input. He encouraged members to mark their calendars for Friday, March 13th, the tentative date of the Architecture Design Studio's final presentations.

WRAP UP, LOOSE ENDS, PREVIEW OF NEXT MEETING

Members described this meeting's discussion as productive and shared that they found the electronic scoring tool useful. They asked Quin to create a non-electronic option for the next meeting. Quin agreed. Vice Chair Sacco previewed the March CAC meeting, sharing that the group would finish scoring the Civilis recommendations before moving onto the first set of Sustainable City Year Program recommendations.

ADJOURNMENT

Meeting adjourned at 7:48pm.

Respectfully submitted,
Quin Brunner
Policy Analyst

#	Recommendation	Summary	Reference	CAC Review Date(s)	A Vibrant Mixed-Use Area	Distinct & Magnetic	Env. Sustainable	Navigable & Safe	Supportive of Business	Notes
1.1	Pursue adaptive reuse projects.	This recommendation is not site specific. Adaptive reuse is the conversion of an existing building from one function to another – for example, turning a garage into a restaurant – and is often contrasted with a tear-down and build-new approach. The recommendation is to pursue adaptive reuse of existing small buildings, as opportunities arise, to make them more active and engaging at or near the sidewalk.	Civilis; page 39, adaptive reuse	2/4/2026	4.31	3.60	4.12	3.53	4.24	•The effectiveness of this strategy is largely execution-based. For this to contribute to downtown revitalization, it needs to be done at a high level and at the right sites. •This recommendation would be more complete if it included "when appropriate to enhance or achieve other goals." Adaptive reuse may be the right strategy in some instances, but that will only be clear in the context of a full district plan. Ensure adaptive reuse is the most effective strategy in each instance. •The City is unlikely to be the owner of these projects. To facilitate adaptive reuse, the City may need to update the code to make the process easier/more affordable. •Creating specific programs for small businesses, both education and incentives, may help facilitate private realization of adaptive reuse opportunities. •Consider new zoning allowance to expand beyond Core Business Area to all commercial areas and to include SW Warm Springs and old Precision Counters site.
1.2	Pursue site intensification projects.	This recommendation is not site specific. The most common form of site intensification is the replacement of parking lots with new buildings. Site intensification is recommended as a strategy to incrementally add density because it leaves existing buildings/businesses untouched, allowing owners to retain cash flow while developing additional real estate next door. This could be pursued either directly by the City, through development on underutilized public land, or through regulatory changes and incentive programs that promote private site intensification.	Civilis; pages 39-40, site intensification	2/4/2026	4.12	3.36	3.65	3.94	4.06	•Adding density downtown is critical and site intensification is one of the best strategies for accomplishing this. •Multiple members shared that they support this strategy, so long as we leave enough parking. •Finding a better example diagram may help to better illustrate this strategy. •Consultant's parking lot availability analysis combined blighted, unused property with established parking lots. Any future conversion requires an accurate analysis of parking lot highest uses, average use, special event use, and needs of existing businesses. ADA needs and "aging in place"goals must be considered. Better use of resources is to developed blighted areas.
1.3	Pursue a focal point project on the corner of Tualatin-Sherwood Road and Boones Ferry Road.	The empty lot at the corner of Tualatin-Sherwood Road and Boones Ferry Road is identified as an optimal location for a taller building than might be allowed on the rest of the Commons. Having something tall and dense at the intersection of two busy roads could provide a visual anchor for downtown.	Civilis; page 40, focal point project	2/4/2026	3.81	4.31	3.86	3.59	3.83	•Perhaps just as important as what we build is what goes into it. Multiple members stressed that it would be damaging to create a building with vacant retail space. •A focal point project is a good idea, but it is premature to set a location. It will be easier to consider the location question in relation to other elements, in the context of a district design plan. •We have to use caution when deliberating about projects on private property. We have limited influence over what gets done on this particular site. •While supportive of adding height for a focal point project, tall buildings on every parcel could obstruct the sun at the lake. •Density and height are important for enabling multi-family housing developments to pencil. Vertical housing tax credits are a proven model. •Prioritizing housing density in downtown, before other projects, would feed commercial development as new residents patronize businesses in the district. •A focal point project established an identity/symbol for downtown. •Do not ignore the potential uses on the rooftops of tall buildings. Particularly with the views of Hood over the lake to the east.
1.4	Pursue double-sided border density on the west edge of the WES line.	A common hallmark of downtown streets are buildings on both sides that create a sort of frame for the street and sidewalk. This recommendation is to pursue new structures on the ODOT-owned portion of the Floor & Décor parking lot, directly abutting the WES line, which would add double-sided border density to approximately two blocks of Boones Ferry Road. Row houses are a possible use identified in the report.	Civilis; page 41, double-sided border density	2/4/2026	3.75	3.21	3.44	3.21	3.32	•Double-sided border density is important throughout downtown. There also need for areas for interaction/gathering mingled throughout. •This specific site is not optimal. The railroad tracks prevent whatever is built on the other side from intuitively linking with downtown, without other intervention. •Recommending housing next to railroad tracks makes little sense. The entire shopping center should be considered for redevelopment with housing mixed with retail with a view to the wetlands. Additional infill should also be considered in the large parking lot since the center no longer has a major grocery store as a tenant.
1.5	Pursue double-sided border density on the north edge of Boones Ferry Road, abutting the Riverfront Park.	Same theory as above, different location. Civilis recommends adding structures along Boones Ferry Road, at its intersection with Martinazzi Ave. This 100% corner would serve as a visual cue to drivers that they are entering downtown. The land is City-owned, and new buildings would likely have a civic/park-related function.	Civilis; page 41, double-sided border density	2/4/2026	3.75	3.75	3.38	3.54	4.00	•This site is the opportunity to create something distinct, a gateway to Tualatin. •There were some serious questions about buildability on this site. •Congestion on Boones Ferry Road is already bad. This may impact access to structures on this site. We should also avoid contributing to congestion without improving traffic flow. •There was a mention of needing better pedestrian connections at this corner. •There could be an activity or attraction at this corner. •Recommendation overlooks the current traffic levels on SW Boones Ferry heading east or west. Pedestrian crossing is already a challenges. While is helps create a visual "main street", could it be impractical since the northside will be parkland with the intention of opening up a view of the river. A building would close off the view.
1.6	Assuming the first floor of a new building is elevated to address the floodplain, develop design standards requiring sidewalk-level activation.	This recommendation is not site specific. New downtown buildings will likely need to have an elevated first floor. Functionally, this recommendation involves adopting design standards to ensure new buildings include elements that engage the sidewalk. Civilis provides a handful of examples, including building straight up to the sidewalk, using large roll up doors and/or large storefront windows, mimicking old industrial buildings that are recessed from the sidewalk with large dock-style balcony areas, and creating multi-tenanted galleria-style spaces with a shared entrance.	Civilis; pages 42-43, floodplain	2/4/2026	4.30	4.24	4.00	3.88	4.12	•There are lots of creative ways to address the floodplain without building on stilts. The public library, for example, was designed to be sealed in the event of a high-water event. •Active ground floor uses with tuck-under parking are a well-established model. With these, it is important to make garage entrances look nice. •Why wouldn't we assume the first level will be parking or a temporary use space such as a temporary market or farmers market?
1.7	Add eco park features to the Lake at the Commons.	Adding floating gardens to portions of the lake is recommended to address the 'artificial' and 'uncomfortable' feeling reported by survey respondents. Depending on how it is constructed, this strategy may have the added benefit of improving water quality.	Civilis; page 43, eco park / flood mitigation							SKIPPED 2/4/2026

1.8	Convert the Lake at the Commons into a natural water feature.	While the Lake at the Commons is man-made, this recommendation raises the possibility that it could be developed as a stormwater management asset, with variable water levels and native plantings. The feasibility/impact of such a conversion has not been assessed but, for the sake of evaluating this recommendation, assume it would positively contribute to the stormwater management system.	Civilis; page 43, eco park / flood mitigation							SKIPPED 2/4/2026
1.9	Construct a pedestrian bridge over the Lake at the Commons.	Improving pedestrian movement across the lake (east-west) is the focus of this recommendation. In discussion, CAC members suggested developing a unique design for a pedestrian bridge, so it adds to the character of downtown and doubles as a community symbol. Members also raised the possibility of accommodating the pumpkin regatta with tall arches or removeable bridge segments. Seneca and Nyberg streets are the most likely locations for a pedestrian bridge.	Civilis; pages 44-45, bridges							SKIPPED 2/4/2026
1.10	Reduce the Lake at the Commons to a water feature.	This recommendation is to reduce the footprint of the lake while adding a grand fountain or water feature. The virtues of this proposal include introducing the sound and visual of water and reclaiming some of the lake's footprint for other purposes.	Civilis; page 45, water feature							SKIPPED 2/4/2026
1.11	Connect the Tualatin River Greenway Trail through downtown.	The Tualatin River Greenway Trail extends from Tigard High School to the far eastern edge of Tualatin, with a missing quarter-mile segment between Nyberg Rivers and Community Park. Civilis recommends bringing the trail across Martinazzi and into downtown before crossing Boones Ferry Road. This connection strategy would double as a link between the new Riverfront Park and downtown, creating all sorts of opportunities for cross-pollination between user groups.	Civilis; page 44, greenway connection	2/4/2026	4.42	4.36	4.00	4.42	4.50	•This is an incredible and high impact concept. •One member shared that it reminded them of the beltline in Atlanta. •Safety crossing Boones Ferry Road will be make-or-break for this concept. •Events like a fun run could help to activate the newly completed trail.
1.12	Add north-south streets on the east side of the lake.	The Civilis report notes how a series of interconnected parking lots on the east side of the lake creates circulation confusion, which could be alleviated with north-south streets. Neither precise street location nor implementation timeline are specified.	Civilis; page 44, eastside lack of n/s streets	2/4/2026	3.69	3.00	3.18	3.56	3.81	•It is not currently intuitive to move around downtown. A gridded system helps circulation and offers a sense of scale for pedestrians. •Adding north-south streets would not fix peak hour congestion •This system is too specific; we should be considering traffic/pedestrian movement throughout the district in aggregate. •Creating clear pedestrian corridors, potentially in lieu of streets, was raised as a possible alternative. •It is important to consider a sense of scale when thinking about connectivity and that smaller blocks are more comfortable for pedestrian activity. •This proposal would destroy the current lake atmosphere and be harmful to existing businesses built around the lake. It would benefit property owners on the west side. Since the city is a major property owner on the west side, it is very likely this would be challenged since any conversion of parkland to roadways requires an affirmative vote of Tualatin citizens.
1.13	Use distinctive signage and sculptures to make parking easy to find.	Creating a visually coherent series of parking indicators, combining signs and permanent public art, would enable drivers to find parking intuitively. These elements, backstopped by a comprehensive text/map wayfinding system, are recommended to improve the navigability of downtown.	Civilis; pages 45-46, current parking	2/4/2026	4.42	4.53	3.75	4.53	4.35	•This is consistent with one of the CCIO recommendations from the October 29, 2025 CAC meeting. •There is an opportunity to showcase Tualatin's diversity through these art pieces, specifically to honor native art and artists. In contrast to the City's white-made, native-inspired logo, this process should involve seeking out and employing native artists. •Signage also should include wayfinding for businesses and City features such as the lake, the splash pad, and any new features.
1.14	Use sidewalk paint to improve wayfinding from parking lots to the lake.	Survey respondents reported feeling disoriented upon reaching the lake. Using sidewalk paint to connect the lake to specific parking areas, while including sidewalk games along the way, is a specific wayfinding strategy recommended by Civilis.	Civilis; pages 45-46, current parking	2/4/2026	4.67	4.43	4.23	4.75	4.60	•This recommendation could be expanded to include painted trails and wayfinding, for things beyond parking and the lake. •The process of coming together to create these, community paint days, can be exceptionally fun. •Unclear on how this would work.
1.15	Centralize parking management to become a park once district.	In service of creating a walkable shopping district, Civilis recommends using data to inform parking management decisions. The first step identified in the report is to maintain an inventory of public/private parking capacity, differentiating between on-street parking, lot parking, and garage parking.	Civilis; pages 46-47, becoming a park once district	2/4/2026	4.14	3.70	4.07	4.07	4.14	•Downtown feels very spread out and there is not a unified walking network. For downtown to be a park once district, pedestrian movement throughout the district needs improvement. •Making walking in downtown more enjoyable/interesting would also significantly contribute to this goal. •Foot traffic is important to small businesses. •We should strive to find a balance between too much parking and parking for businesses. •Some concern was raised about big events like the Pumpkin Regatta and where attendees will park. •If this means only one parking lot for the entire core area, this proposal ignores the limits of aging users to walk long distances. It also ignores the reality of how little alternative transportation exists.
1.16	Establish a downtown association.	Civilis outlines several potential applications for a downtown association, including coordinating between business owners, property owners, and the City, supporting property owners with tenanting, and promoting downtown through marketing and events. A downtown association could be structured as a branch of the Chamber of Commerce.	Civilis; page 47, downtown association	2/4/2026	4.27	3.66	3.07	2.91	4.80	•This type of work would fit naturally under the Chamber umbrella. •Downtown activation will be unsuccessful if solely championed by the City. This type of organization could be exceptionally helpful in organizing/empowering downtown business owners. •Adding an extra entity to help manage and program downtown feels somewhat unachievable, given that existing business owners are already doing the work of their business and don't necessarily have the capacity or skill to participate in a downtown association.

CITY of TUALATIN

Downtown Revitalization

CAC #9

March 4, 2026

PRACTICE: Today is National Grammer Day. How strong(ly) do you feel about each of the following grammar controversies?

9

I don't care

I care a lot

Flat Adverbs (strong v strongly)



Oxford Commas (this, that, and...)



Punctuation Inside/Outside Quotation Marks ("test".)



Possessive Apostrophes for Words Ending in "s" (Arkansas v Arkansas's)



vevox
Audience Engagement

1.17 To what extent would **creating a festival street** help to make downtown...

12





Not at all — Significantly

A Vibrant Mixed-Use Area

4.5

Distinct & Magnetic

4.25

Environmentally Sustainable

4

Navigable & Safe

4.5

Supportive of Businesses

4.58

vevox
Audience Engagement

1.18 To what extent would **creating a food cart pod** help to make downtown...

11



Food Carts on Either Side of This Walkway Would Draw from Park

Not at all — Significantly

A Vibrant Mixed-Use Area

3.91

Distinct & Magnetic

3.64

Environmentally Sustainable

3

Navigable & Safe

4

Supportive of Businesses

4.18

vevox
Audience Engagement

1.19 To what extent would **designing spaces and activities to appeal to all ages** help to make downtown...

12

Not at all — Significantly

A Vibrant Mixed-Use Area



Distinct & Magnetic



Environmentally Sustainable



Navigable & Safe



Supportive of Businesses



vevox
Audience Engagement

1.20 To what extent would **showcasing existing uses with "improve what you have" programs** help to make downtown...

11

Not at all — Significantly

A Vibrant Mixed-Use Area



Distinct & Magnetic



Environmentally Sustainable



Navigable & Safe



Supportive of Businesses



vevox
Audience Engagement

1.21 To what extent would **installing temporary retail incubators** help to make downtown...

12



Movable Pop Up Retail Space

Not at all — Significantly

A Vibrant Mixed-Use Area

4.17

Distinct & Magnetic

3.92

Environmentally Sustainable

3.75

Navigable & Safe

3.5

Supportive of Businesses

4.33

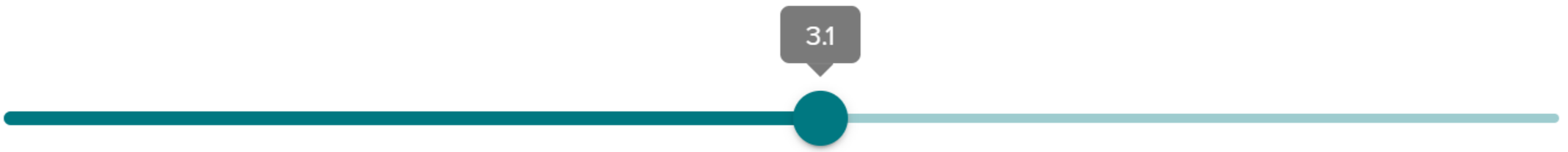
vevox
Audience Engagement

1.22 To what extent would **piloting a Swiss style cooperative housing model** help to make downtown...

12

Not at all — Significantly

A Vibrant Mixed-Use Area



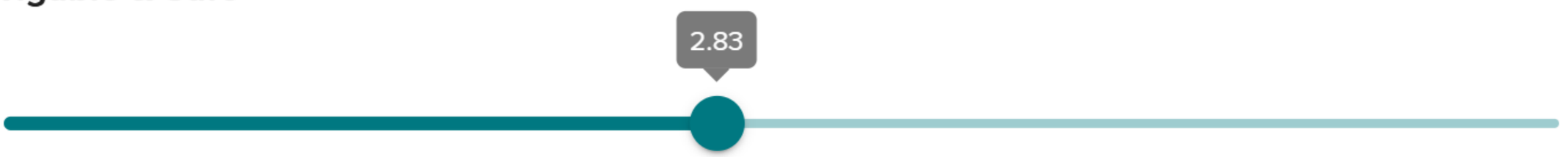
Distinct & Magnetic



Environmentally Sustainable



Navigable & Safe



Supportive of Businesses



vevox
Audience Engagement

1.23 To what extent would **pursuing single stair housing development** help to make downtown...

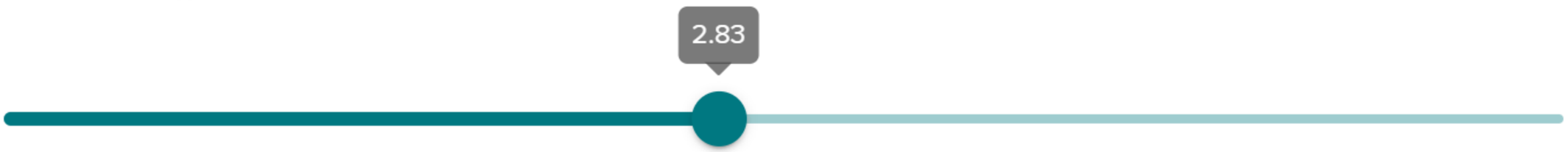
12

Not at all — Significantly

A Vibrant Mixed-Use Area



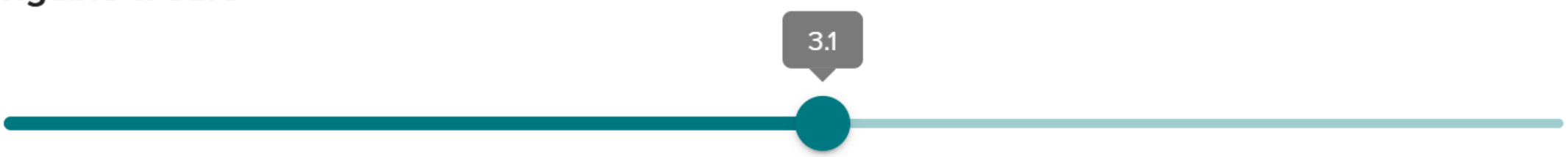
Distinct & Magnetic



Environmentally Sustainable



Navigable & Safe



Supportive of Businesses



vevox
Audience Engagement

Meet The Team



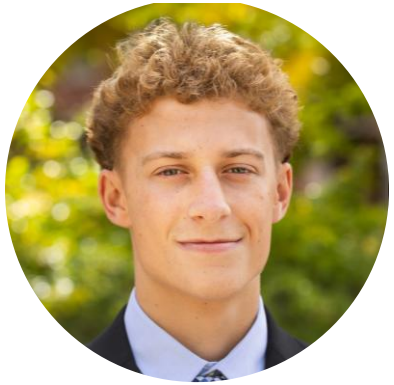
Dayton Walker
Project Lead



Karen Pace
Strategy Consultant



Aarav Shah
Strategy Consultant



Parker Daniels
Strategy Consultant



Caroline Nielsen
Strategy Consultant



Alex Velikan
Senior Manager

Meet The Team



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Strategy Consultant



Caroline Nielsen
Strategy Consultant



Alex Velikan
Senior Manager







Video played from 8:40 to 12:20
https://youtu.be/ALpOROX8prI?si=o2H8WQFIC8ZUvDPa&t=520

2.1 To what extent would creating and distributing a Tualatin one-pager help to make downtown...

11



Not at all — Significantly

A Vibrant Mixed-Use Area

3.18

Distinct & Magnetic

3.6

Environmentally Sustainable

3.11

Navigable & Safe

3.1

Supportive of Businesses

4.36

vevox Audience Engagement

2.2 To what extent would creating a digital roadmap highlighting Tualatin's key attractions help to make downtown...

12



Not at all — Significantly

A Vibrant Mixed-Use Area

4

Distinct & Magnetic

4.08

Environmentally Sustainable

4

Navigable & Safe

4.33

Supportive of Businesses

4.5

vevox Audience Engagement

2.3 To what extent would **revamping the City's website** help to make downtown...

11

Not at all — Significantly

A Vibrant Mixed-Use Area



Distinct & Magnetic



Environmentally Sustainable



Navigable & Safe



Supportive of Businesses



vevox
Audience Engagement

2.4 To what extent would **conducting targeted marketing campaigns, aimed at attracting visitors** help to make downtown...

11

Not at all — Significantly

A Vibrant Mixed-Use Area



Distinct & Magnetic



Environmentally Sustainable



Navigable & Safe



Supportive of Businesses



vevox
Audience Engagement

2.5 To what extent would **hosting an annual Winter Fest** help to make downtown...

12



Not at all

Significantly

A Vibrant Mixed-Use Area

4.36

Distinct & Magnetic

4.42

Environmentally Sustainable

3.92

Navigable & Safe

4.25

Supportive of Businesses

4.75

vevox
Audience Engagement

2.6 To what extent would **hosting biweekly Movie Nights at the Commons** help to make downtown...

12



Not at all — Significantly

A Vibrant Mixed-Use Area

4.64

Distinct & Magnetic

4.58

Environmentally Sustainable

4.17

Navigable & Safe

4.42

Supportive of Businesses

4.58

vevox
Audience Engagement

2.7 To what extent would **organizing monthly Lake Nights throughout the summer** help to make downtown...

12



Not at all — Significantly

A Vibrant Mixed-Use Area

4.5

Distinct & Magnetic

4.58

Environmentally Sustainable

3.83

Navigable & Safe

4.17

Supportive of Businesses

4.58

vevox Audience Engagement

2.8 To what extent would establishing a weekly Farmers' Market help to make downtown...

12



Not at all — Significantly

A Vibrant Mixed-Use Area

4.55

Distinct & Magnetic

4.25

Environmentally Sustainable

4.25

Navigable & Safe

3.92

Supportive of Businesses

4.25

vevox Audience Engagement

2.9 To what extent would **establishing a downtown business association** help to make downtown...

11



Not at all — Significantly

A Vibrant Mixed-Use Area

4.09

Distinct & Magnetic

4

Environmentally Sustainable

3.45

Navigable & Safe

3.82

Supportive of Businesses

4.73

vevox Audience Engagement

CITY of TUALATIN

Downtown Revitalization

CAC #9

March 4, 2026

Downtown Revitalization CAC
Summary of Recommendations – OCG
March 4, 2026

The Downtown Market Study was produced by the Oregon Consulting Group (OCG), a student-run consulting firm housed in the Lundquist College of Business at the University of Oregon, in partnership with the Sustainably City Year Program. Drawing on best practices from nine peer communities, OCG outlined an **activation strategy** for downtown Tualatin. They organized their recommendations into three categories: marketing, events/identity, and business vitality. A video of OCG's final presentation is available at youtu.be/ALpOROX8prI. We will evaluate these recommendations, summarized below, at the CAC meeting on March 4, 2026.

Notes from Quin:

- Rather than a distinct recommendations section, as in the Civilis Identity Study, OCG integrated their findings and recommendations throughout their report. To structure our review, I have reordered OCG's recommendations in this summary while including page number(s) to reference in the original report.
- OCG developed a *target business scoring tool* (pp40-43) to assess alignment between prospective downtown businesses and community values. This may be a useful tenanting resource, but it is not a recommended action, thus it is omitted from this list.

Recommendation 2.1 – Create and distribute a Tualatin one-pager.
Reference pages 18-19; 48.
Telling the story of Tualatin through a visually appealing and widely circulated flyer helps to cultivate a shared identity among existing community members, and attract prospective residents, business owners, and entrepreneurs. OCG prepared an example (Appendix A, pp48). The City already maintains a City Profile, which serves a similar purpose but is not widely distributed.

Recommendation 2.2 – Create a digital roadmap highlighting Tualatin's key attractions.
Reference pages 18-19; 49.
Premade itineraries make it easy for prospective visitors to plan a trip to Tualatin. By highlighting nature-related attractions, community areas, and shopping destinations these materials could prompt regional visitors to turn an errand run into a day trip. They could also be distributed beyond the metro to get people thinking about Tualatin as a destination. OCG prepared an example roadmap (Appendix A, pp49).

Recommendation 2.3 – Revamp the City's website.
Reference page 30.
Providing an easy-to-navigate hub for community information is foundational. The City has nearly completed its website revamp and will be launching a new design in the coming months. This will elevate the new brand, offer a modern and intuitive layout, and provide an opportunity to ensure all information is up-to-date and reliably maintained.

Recommendation 2.4 – Conduct targeted marketing campaigns, aimed at attracting visitors.
Reference pages 30-31.
Targeted marketing involves identifying a specific audience and producing tailored messaging with them in mind. OCG prepared an example *persona*, the Smith family, which they invoked throughout the report to show how specific actions would appeal to their imagined audience. This is something we could do by reliably producing content showcasing Tualatin's attractions, particularly local businesses, and partnering with larger, interest-based accounts to share it more widely. @tualatinvalley does this well.

Recommendation 2.5 – Host an annual Winter Fest.
Reference pages 20-22.
To get people downtown in the dark months, OCG imagines an annual event on the Commons in December. This could include a tree lighting, raffle, food trucks, cocoa/cider tent, and live music performances. This would be a natural tie-in with the light parade.

Recommendation 2.6 – Host biweekly Movie Nights at the Commons.
Reference pages 23-25.
Regular summer movie nights provide a predictable and low-cost opportunity to gather. OCG identifies theme-nights as a strategy to attract different audiences, partnerships with local businesses to encourage patronage, and the addition of food carts / vendors to enhance the experience.

Recommendation 2.7 – Organize monthly Lake Nights throughout the summer.
Reference pages 32-35.
A monthly festival aimed at bringing residents and visitors together on the Commons. Programming proposed by OCG includes concerts, pop-up food carts, a maker village, and a 'water glow parade' which encourages attendees to float lanterns and paper art on the Lake.

Recommendation 2.8 – Establish a weekly Farmers' Market.
Reference pages 36-39.
Increasing the frequency of Tualatin's farmers' market is essential to generating a regular user base. OCG proposers some potential locations, best practices, and startup strategies to support the creation of a weekly farmers' market.

Recommendation 2.9 – Establish a downtown business association.
Reference page 26.
A familiar recommendation, OCG outlines potential functions of a downtown business association. These could include improving business to city communication (voicing concerns, communicating events), promoting downtown as a business/tourist destination (running cohesive ads), improving access to grants for businesses (promoting opportunities, hosting workshops, and providing application assistance), and improving business retention (through a professional/peer support system).

FALL 2025
TUALATIN

OREGON CONSULTING GROUP
LUNDQUIST COLLEGE OF BUSINESS

Reimagining Tualatin: Downtown Market Study

Aarav Shah, Caroline Nielson, Dayton Walker, Karen Pace, Parker Daniels, Alex Velikan
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UNIVERSITY OF OREGON

CITY of TUALATIN

SCI Sustainable Cities Institute

SCYP Sustainable City Year Program

Acknowledgments

The authors wish to acknowledge and thank City of Tualatin for making this project possible. Tualatin staff, elected officials, and community member support and insight were instrumental to the completion of this report.

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Quin Brunner, Urban Renewal, Economic Development Policy Analyst, City of Tualatin

This report represents original student work and recommendations prepared by students in the University of Oregon's Sustainable City Year Program for the City of Tualatin. Text and images contained in this report may not be used without permission from the University of Oregon.

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About SCI

The Sustainable Cities Institute (SCI) is an applied think tank focusing on sustainability and cities through applied research, teaching, and community partnerships. We work across disciplines that match the complexity of cities to address sustainability challenges, from regional planning to building design and from enhancing engagement of diverse communities to understanding the impacts on municipal budgets from disruptive technologies and many issues in between.

SCI focuses on sustainability-based research and teaching opportunities through two primary efforts:

1. Our Sustainable City Year Program (SCYP), a massively scaled university-community partnership program that matches the resources of the University with one Oregon community each year to help advance that community's sustainability goals; and
2. Our Urbanism Next Center, which focuses on how autonomous vehicles, e-commerce, and the sharing economy will impact the form and function of cities.

In all cases, we share our expertise and experiences with scholars, policymakers, community leaders, and project partners. We further extend our impact via an annual Expert-in-Residence Program, SCI China visiting scholars program, study abroad course on redesigning cities for people on bicycle, and through our co-leadership of the Educational Partnerships for Innovation in Communities Network (EPIC-N), which is transferring SCYP to universities and communities across the globe. Our work connects student passion, faculty experience, and community needs to produce innovative, tangible solutions for the creation of a sustainable society.

About SCYP

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

Community partnerships are possible in part due to support from U.S. Senators Ron Wyden and Jeff Merkley, as well as former Congressman Peter DeFazio, who secured federal funding for SCYP through Congressionally Directed Spending.

About City of Tualatin

The City of Tualatin is a thriving, welcoming community of nearly 28,000 residents known for its exceptional quality of life, strong community involvement, and attractive location. Tualatin offers a balance of small-town charm and big-city access. Its strategic location 12 miles south of Portland and 30 miles north of Salem, at the crossroads of Interstates 5 and 205, combined with commuter rail access via the Westside Express Service (WES), makes Tualatin a vital hub for both residents and businesses in the Portland metropolitan area.

The city's history dates back to the mid-1800s and is rooted in entrepreneurship and transportation. From its early days as a ferry crossing and rail depot, Tualatin has grown into a forward-thinking city with a strong economic base. Today, its economy is anchored by key industry clusters in advanced manufacturing, software and technology, health and wellness, transportation and logistics, and corporate services.

Tualatin's residents enjoy over 200 acres of public parks and riverfront spaces, top-rated schools through the Tigard-Tualatin School District, and one of Oregon's premier shopping destinations—Bridgeport Village. The city is also rich in recreational and cultural offerings, including the famed Giant Pumpkin Regatta.

Downtown Tualatin, anchored by the Lake at the Commons, serves as a central gathering place for residents and visitors alike. With its blend of residential, retail, and office space surrounding a small manmade lake and public plaza, the Commons exemplifies the city's emphasis on livability and smart design.



Course Participants

OREGON CONSULTING GROUP TEAM UNDERGRADUATE STUDENTS



Aarav Shah
Strategy Consultant



Caroline Nielson
Strategy Consultant



Dayton Walker
Project Lead



Karen Pace
Strategy Consultant



Parker Daniels
Strategy Consultant



Alex Velikan
Senior Manager

Course Description



OREGON CONSULTING GROUP (OCG)

The Oregon Consulting Group is a professionally managed, student-run consulting organization housed in the Lundquist College of Business at the University of Oregon. Founded in 2014, OCG provides student consultants with the opportunity to gain a mastery of their classroom studies through intensive experiential learning.

OCG serves companies and nonprofits on a wide range of consulting projects, operating under the guidance of a faculty advisor and drawing on the expertise of University of Oregon faculty and research resources to provide clients with a professional deliverable from student consulting teams. OCG works with clients to deliver high-quality research, analysis, insights, strategies, and business plans. OCG prides itself on its value proposition of delivering exceptional value for clients and transformative experiences for students.

Executive Summary

In 2022, the City of Tualatin adopted the Core Opportunity Reinvestment Area Plan, a 475-acre urban renewal district aimed at strengthening the social, cultural, and economic vitality of central Tualatin. As part of this plan, the city launched a downtown revitalization project to encourage investment, redevelopment, and tourism through a more cohesive and vibrant district.

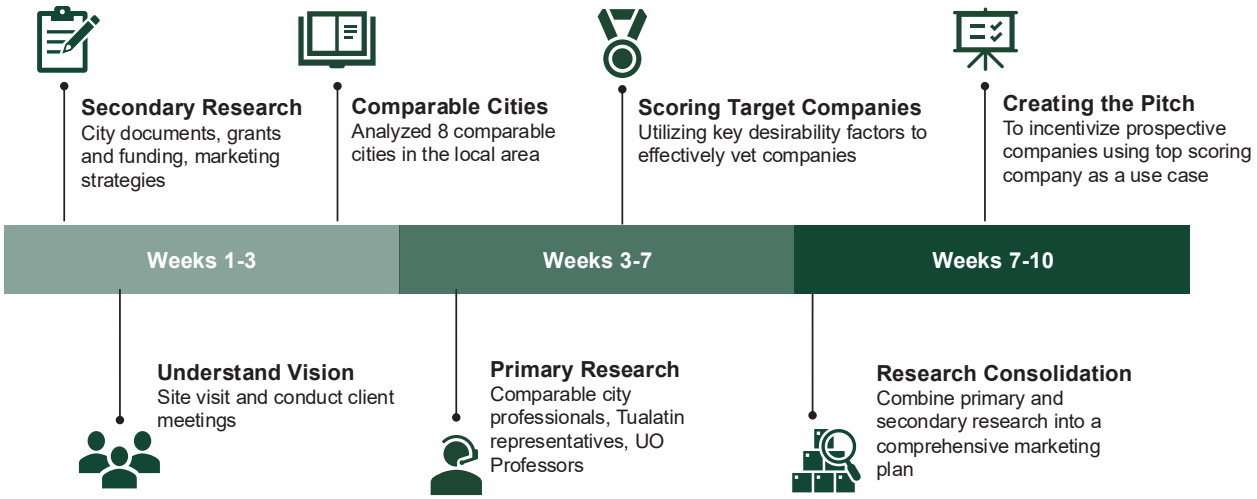
Although prior economic development efforts, including a 2001 Action Plan and a 2014 Strategic Plan, provided direction, a formal market study had not been completed in recent years.

Student engagement through the Sustainable City Year Program sought to fill that gap by helping the city understand downtown Tualatin's current market dynamics and positioning it to capitalize on untapped economic potential. The purpose of the study was to develop an actionable, research-based strategy to increase downtown visitation, strengthen business vitality, and clarify Tualatin's city identity, with a specific focus on the Tualatin Commons as the community's primary gathering and activity space.

The final report outlines student analysis using mixed research methods, including review of city plans and policy documents, site visits, interviews with more than 100 regional professionals, and a comparative analysis of nine peer cities. This research identified consistent patterns among successful downtowns, particularly the integration of clear marketing, recurring and well-programmed events, and strong alignment between downtown businesses and community identity.

Project Background

The Oregon Consulting Group is working along side the SCYP Program at the University of Oregon to economically revitalize Tualatin's downtown. The focus of the project is around the downtown commons and how Tualatin can draw on landmarks like Bridgeport Village and the commons.



There were three main sections of the project. The first focused on secondary research and establishing foundational knowledge about Tualatin. The second dove into primary research, where students conducted interviews to gather insights. The third consolidated all the research and data that students got from the first two sections into one comprehensive marketing plan.

Background Research

TUALATIN'S LOCATION AND ATTRACTIONS POSITION IT TO BECOME A REGIONAL HUB



28,036
Population

8.40
Square Miles

0.29%
Employment Growth

Location

- Tualatin is largely located in **Washington County**
- About **10 miles** southwest of Portland, offering easy access to city amenities
- Situated along the **I-5 Interstate,** which is a corridor for commuters

Attractions

- **Bridgeport Village:** Restaurants, shops, and an entertainment destination
- **Tualatin River Greenway Trail:** Riverside path for walking and biking
- **Tualatin Commons:** Downtown plaza with lake and splash pad

TUALATIN'S LONG HISTORY OF REINVESTMENT

First Urban Renewal Plan
Laid the groundwork for future redevelopment as suburban expansion accelerated

Tualatin Commons and Public Space Investments
The city developed the Tualatin Commons and attracted restaurants and small shops to the area



Central Urban Renewal Plan
Expanded the scope of revitalization targeting infrastructure upgrades, economic development, and environmental improvements

CORA Plan
The CORA Plan is Tualatin's renewal strategy to invest in downtown upgrades and development.

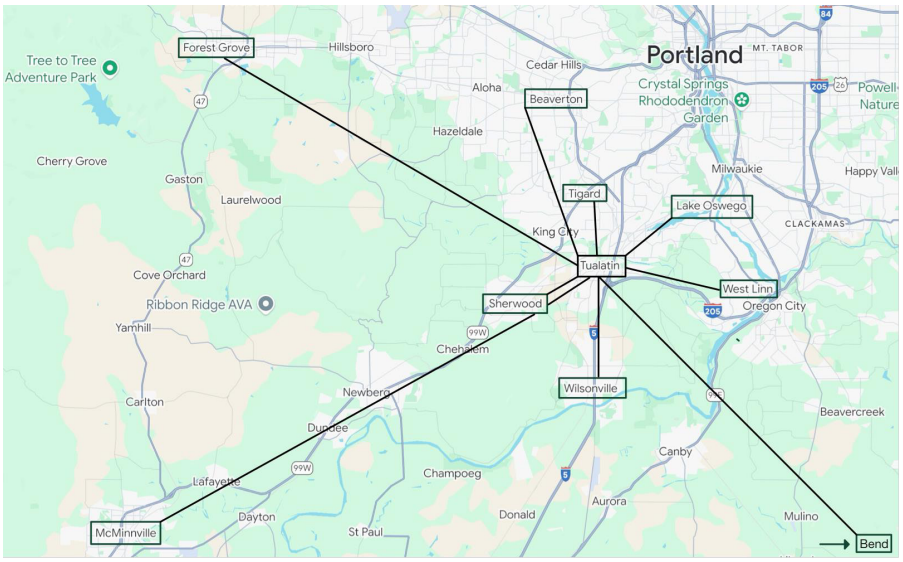
Situational Analysis

REGIONAL INTERVIEWS REVEAL WHAT ACTUALLY MAKES SMALL DOWNTOWNS WORK

9
Comparable Cities

100+
Professionals Contacted

550+
Minutes of Interviews



SUCCESSFUL PEER CITIES LEVERAGE STRONG EVENTS, PARTNERSHIPS, AND BRANDING

Partnership

- **Partnerships** through Visit McMinnville, the Downtown Association, and the Chamber
- Frequent **street-level events**

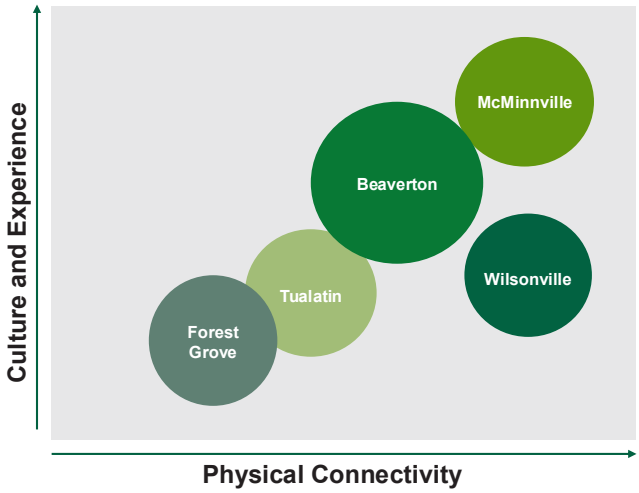
Multi-Channel Promotion

- Variety of events and activities for all ages
- Uses AI and surveys to **measure impact** and visitor flow.

Community Involvement

- Signage builds **pedestrian level branding**
- **Community voting** on design fosters engagement

TUALATIN TRAILS PEERS ON PHYSICAL CONNECTIVITY, CULTURE, AND EXPERIENCE



Variable Key

Physical Connectivity

- Infrastructure
- Community Space
- Business Cluster

Culture and Experience

- Events
- Niche Draws
- Cohesive Brand Image

TUALATIN'S LAKESIDE SETTING IS HELD BACK BY A MISSING DOWNTOWN HUB



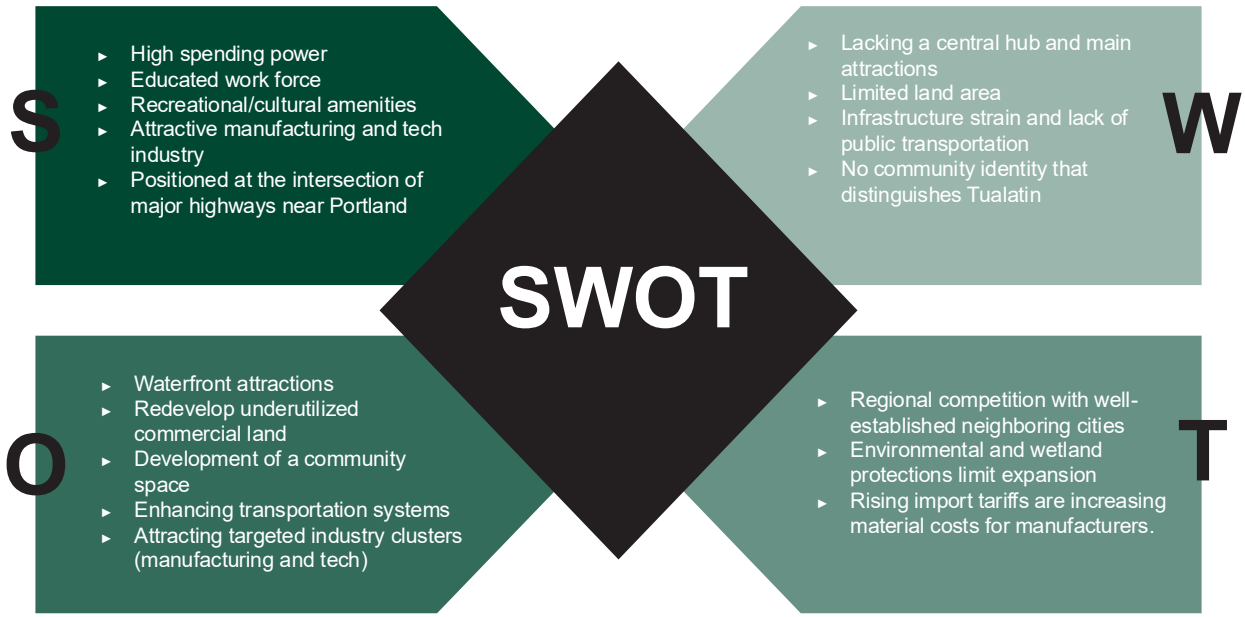
What is Working

- **Regional location:** Easy access from I-5/I-205, so visitors like The Smith's could easily add Tualatin to their options.
- **Unique setting:** The Commons lake and river give **Tualatin** a more scenic backdrop than many competitors.

Challenges

- **No clear "downtown hub":** Activities are spread throughout Tualatin, so there's no single main street for visitors.
- **Strong nearby competitors:** Nearby cities market walkable cores and signature events, so Tualatin doesn't stand out yet.

SWOT Analysis



Target Market

TUALATIN SHOULD TARGET TOURISM FROM FAMILIES



Tualatin is great for families who want:

- Safe, walkable environment where kids can run around
- Multiple activities in one place
- Seasonal traditions: movie nights, holiday lights, markets, and festivals

Demographic

- Parents in **30–40s**
- Household income around **$90,000–$140,000**

Location

- Live within **30–45 minutes** of Tualatin
- **Willing to drive** if location is centralized

Marketing

- **Relatability,** Community
- **Easy, low effort trip** and **value-driven**

THE SMITH FAMILY REPRESENTS OUR TARGET DAY-TRIP VISITOR

- 45-year-old Mom, Maya, living in Oregon City
- Planning a **Saturday day trip** with her kids Kara (11) and Max (16)
- They are willing to drive 45 minutes for a **short family getaway**

- **Weekend nature walks** and easy hikes
- Kids love to bike, **hang out with friends**, and play soccer
- Trying new things like food trucks, ice cream, and casual restaurants



What The Smith's looks for in a city:

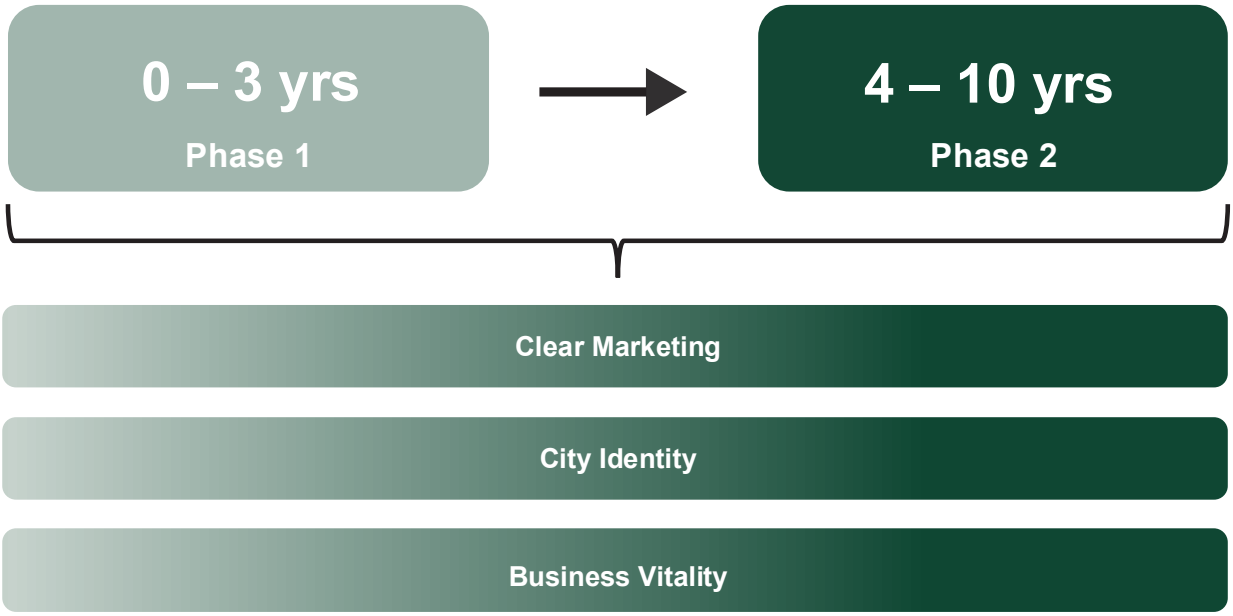
1. **Scenic spots** that are easy to photograph and share on social media.
2. **Good food options** and a kid-friendly environment within walking distance.
3. **An event** so the group can easily fill an afternoon and evening.

Marketing Plan Overview

DOWNTOWN'S CHALLENGES REQUIRE MARKETING, CITY IDENTITY, AND BUSINESS VITALITY



PHASING: OUR PLAN LETS TUALATIN START SMALL AND SCALE SMART



Phase 1

Targeted Events And Marketing To Grow Foot Traffic

Phase 1 Overview

Phase One are implements that take less resources and can be done in the next 1-4 years.

What?

Increase annual **visits by 15%** vs. the Year 1 baseline

How?

Create Baseline

Use Placer.ai to define a baseline of **annual** visits and **event vs. non-event days**

Bring In Visitors

Marketing: +50% downtown digital engagement

Events/Identity: 6 event days, where visits are 25–30% higher than non-event days

Business Vitality: $50k in grants/sponsorships

Marketing Materials

One of the issues that Tualatin has been facing is inconsistent foot traffic and community around the downtown commons. The following marketing recommendations will help address this concern and work to establish a consistent presence at the commons.

DELIVERING QUICK FACTS ABOUT TUALATIN IN A ONE-PAGER

The first way to boost foot traffic is through this informational one-pager. This one-pager gives facts to highlight key locations and demographic information of the city. The purpose of this is to inspire and inform community members and future entrepreneurs about current offerings and opportunities in this area. We selected the one-pager format for its efficiency. Its fast and simple production directly aligns with the 'simple and quick implementation' objective of Phase 1.



FIG. 1

One-pager describing Tualatin's attributes.

Image credit: OCG

LAUNCH A DIGITAL ROADMAP TO DRIVE VISITOR TRAFFIC

Another way to encourage more participation around the commons through marketing is by creating a road map. This roadmap highlights key spots in Tualatin, including nature-related attractions, community areas, and shopping destinations. The idea for this roadmap was inspired by a professor's interview we conducted. This professor noted that this format makes it easy for visitors to plan a day around these attractions, and the roadmap format can influence people to increase their stay and visit key locations such as the commons.



FIG. 2

Flyer with information about activities happening in Tualatin.

Image credit: OCG

THE SMITH FAMILY IS EXCITED ABOUT PHASE 1 MARKETING MATERIALS



Lets see what our target family, the Smith family, thinks of these marketing materials. When Maya is looking at places to visit, she glances at the Tualatin one-pager and learns quick facts about the city. She likes its clear, digestible format. She then turns to the one-pager and sees a customizable day plan, and can visualize her family having a blast at these locations. This validates our format choice: the one-pager's clear, scannable layout and roadmap's customizable itinerary make decision-making effortless, significantly increasing the likelihood of Tualatin becoming the Smith family's next day trip.

City Identity Events: Winter Fest

Tualatin Winter Fest

Event Description

An annual event in the commons featuring festive music, food, and activities in the Winter

Timing & Locations

1st Saturday of December from 5:00pm - 8:00pm at the Tualatin Commons

LOGISTICAL INFORMATION

5:00pm – 8:00 pm
First Saturday of December

Kick off the **holiday** season at the **Tualatin Commons**!

Tree lighting, live **music**, and raffle **prizes** by the lake



WHAT HAPPENS AT THE WINTER FEST?

- 6:30 PM **tree lighting** over the Commons lake
- **$10 Winter Fest Pass** includes a raffle entry for prizes like AirPods, a movie night basket, or a $75 local dinner

Tree Lighting and Raffle

- 4 local **food trucks** plus a City cocoa/cider tent
- Warm drinks, seasonal treats, and seating areas with canopies and heaters

Holiday Treats

- Performances by the **Tualatin High School Choir and Orchestra**
- A **live band** after the lighting to keep the energy up

Live Music and Dance

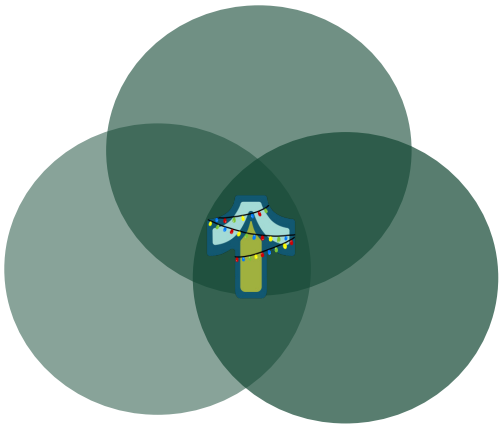
WINTER FEST STRENGHTHENS PARTNERSHIPS

Local Businesses & Property Owners

- Downtown businesses
- Sponsors & Community Organizations

City & Public Partners

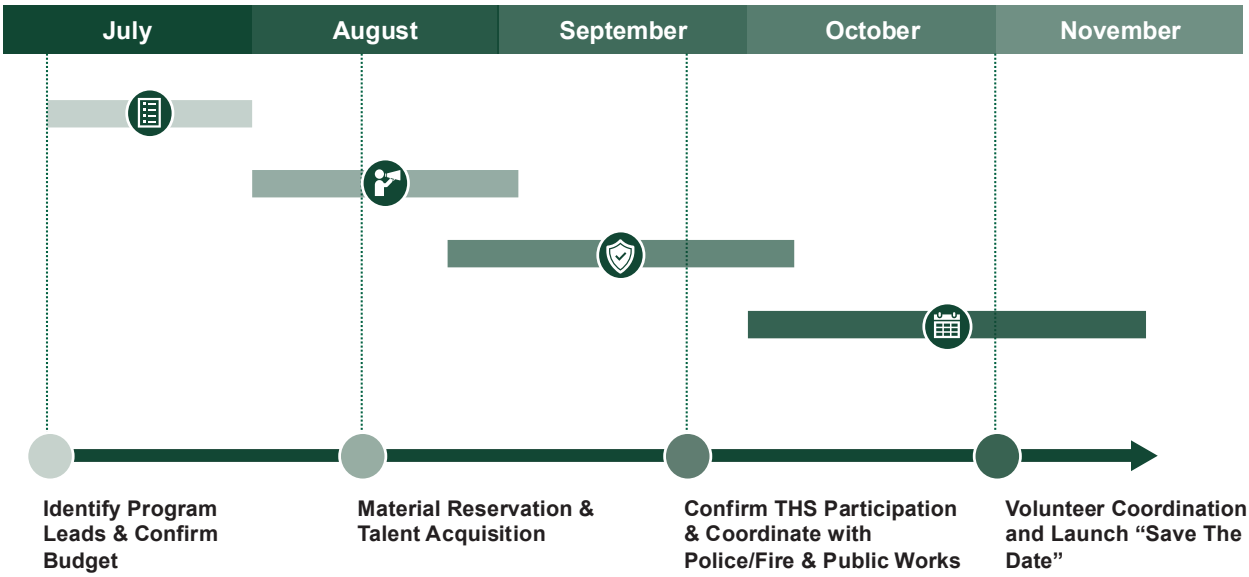
- Parks & Recreation
- Public Works
- Police & Fire
- Library / Arts & Culture



Students, Volunteers, & Artists

- Tualatin High School
- Local Band
- Community Volunteers

TIMELINE FOR THE WINTER FEST EVENT



WINTER FEST IS FINANCIALLY FEASIBLE WITH RENTALS AND REVENUE

Category	Details / Assumptions	Estimated Cost
Infrastructure and Comfort	Stage risers, small stage canopy, 3 10×10 canopies, patio heaters, 2 fire pits, basic lights and decorations	**$3,500**
Programming and Supplies	Live band/DJ, THS support costs, scavenger hunt supplies (optional), raffle materials	**$4,000**
Food	Cocoa/cider & cookies/snacks for 400 people to complement food carts	**$1,500**
Staffing and Marketing	Staff/overtime & security, cleanup, printing posters and yard signs, wayfinding signage	**$3,000**
Ticket Sales Revenue	400 passes × $10	**-$4,000**
Total		**$7,500**

City Identity Events: Tualatin Movie Night

Tualatin Movie Night

Event Description

Biweekly event featuring one premiere film accompanied with food and drinks nearby

Timing & Locations

Varied times in evenings in the green space of the Tualatin Commons

THE CITY OF TUALATIN NEEDS A MOVIE NIGHT



Activate the town center through strengthening community identity, to create a welcoming downtown space

- Community Building
- Economic Impact
- Placemaking

TUALATIN'S MOVIE NIGHT IS FOR EVERYONE

Event Details

- **Outdoor movie night** at Tualatin Commons Plaza on summer evenings
- **One feature film** plus a short pre-show for announcements

Audience

- **Families** and **downtown residents** looking for a low-cost night out
- Teens and young adults who want a **casual hangout** with food carts

Themes

- Rotate between **Family Classics**, **Teen Favorites**, and Oregon-filmed movies
- Rotate food carts to match themes

Customization

- Partner with **local businesses** for screen ads before the movie
- Offer **"premium" seating zones and accessible**

THE SMITH FAMILY LOVES THE TUALATIN MOVIE NIGHT

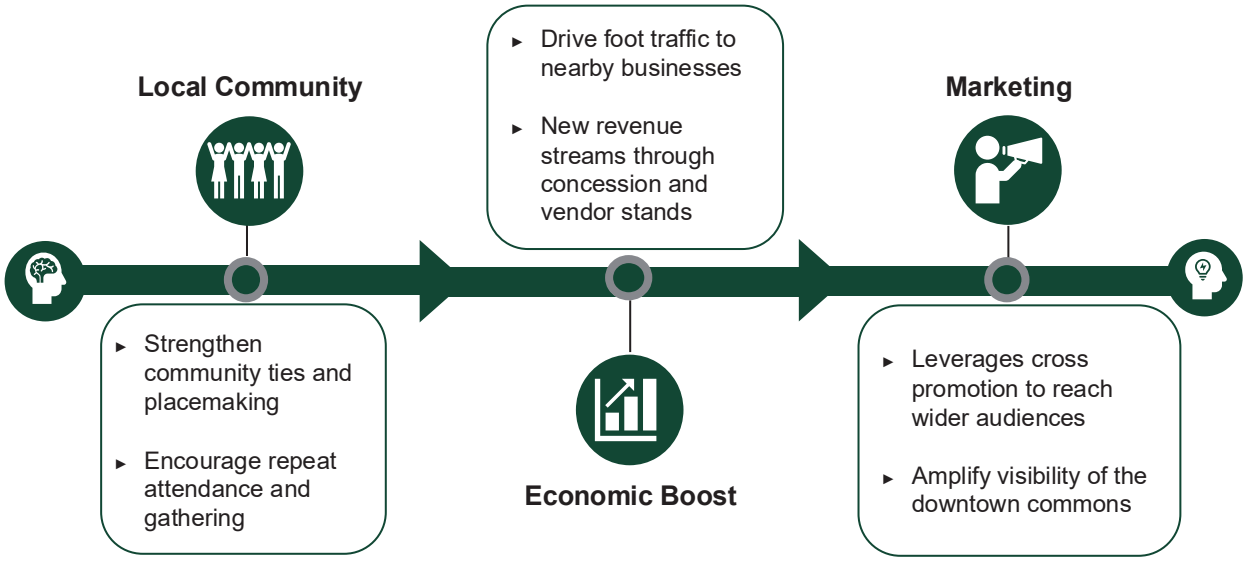
Allows the family to find value in a "third place"

Mix of families, visitors, and teens gives the environment life

Relaxed nighttime atmosphere encourage roaming



MOVIE NIGHT DEEPENS COMMUNITY TIES AND ACTIVATES NEARBY BUSINESSES



MOVIE NIGHT DELIVERS STRONG IMPACT AT A RELATIVELY LOW EVENT COST

Category	Details / Assumptions	Estimated Cost
Space	Rent space, Event-related permits, Storage for materials and transport	**$1000**
Materials to Rental	Rent high-quality outdoor projector, powerful sound system, large screen, cables/electricity, and movie licensing	**$1,500**
Workers	2–3 tech crew to set up equipment and monitor event; around 5–7 hours of work per event	**$293.40**
Extras	Chairs, food vendors	**Variable**
Total		**$2793.4**

Business Vitality: Funding a Strategy for Growth

IMPLEMENTING A BUSINESS ASSOCIATION HAS MANY BENEFITS

Build Business To City Communication

- Voice Concerns
- Communicate Events

Promote As Business / Tourist Destination

- Run Cohesive Ads

Better Access To Grants

- Workshops & Application Assistance

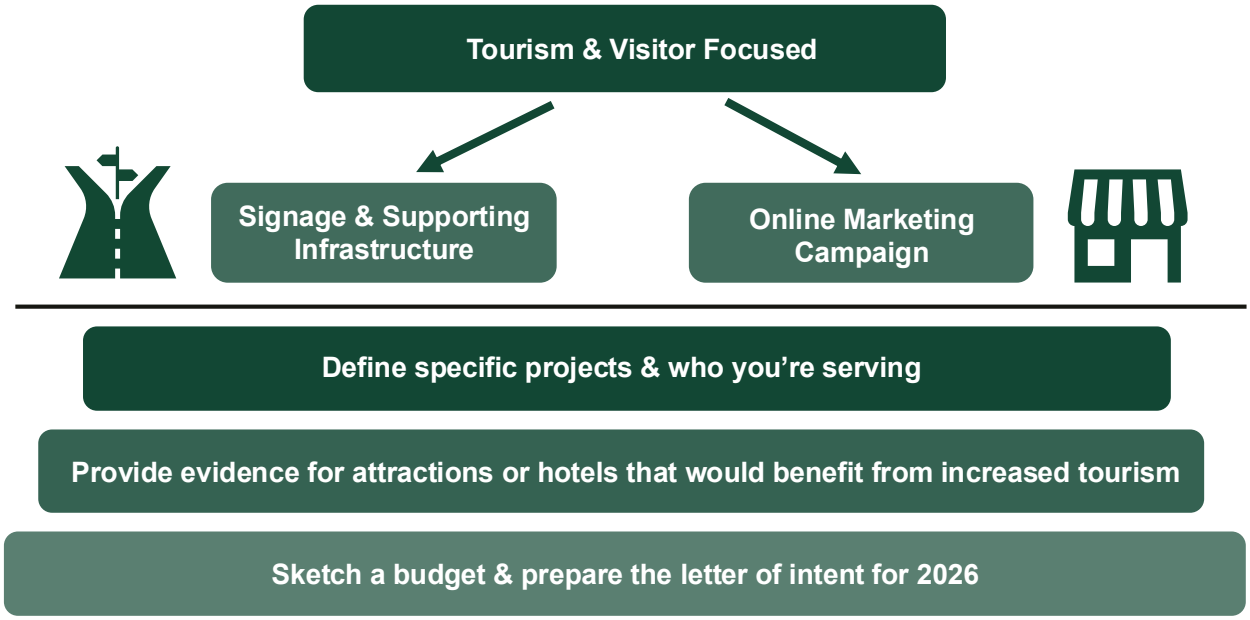
Improve Business Retention

- Develop Support System

TUALATIN CAN TARGET MANY GRANTS FOR DEVELOPMENT

Oregon Parks & Rec	▸ Grants for **Tualatin River Greenway**, **Nyberg Trail**, and **riverfront** habitat projects
Oregon Main Street Program	▸ **Largest** downtown **grant** available in **Oregon** ▸ Grants up to **$400k**
Explore Tualatin Valley	▸ Easy to win, highly **aligned** with riverfront & downtown **identity project**
RAISE Grants (USDOT)	▸ Grants (typically **5M** to **25M**) for **infrastructure** and **streetscape** work
Travel Oregon Grants	▸ Grants for **tourism-driven** downtown events, **signage**, and **experience** enhancements

TUALATIN CAN TARGET THE TRAVEL OREGON GRANT



Phase 2

Strengthening and Activating Downtown Businesses

Phase 2 Overview

Phase Two builds on Phase One and can be implemented 4-10 years

What?

Grow the **active downtown business ecosystem**

How?

Share Findings

- Keep using **Placer.ai** to track visitors and show that downtown events are bringing people in
- Share that data with businesses so they see why it's worth opening or investing downtown

Attract Businesses

City Identity:

At least 3 large events or series each year where 10+ businesses are formally involved

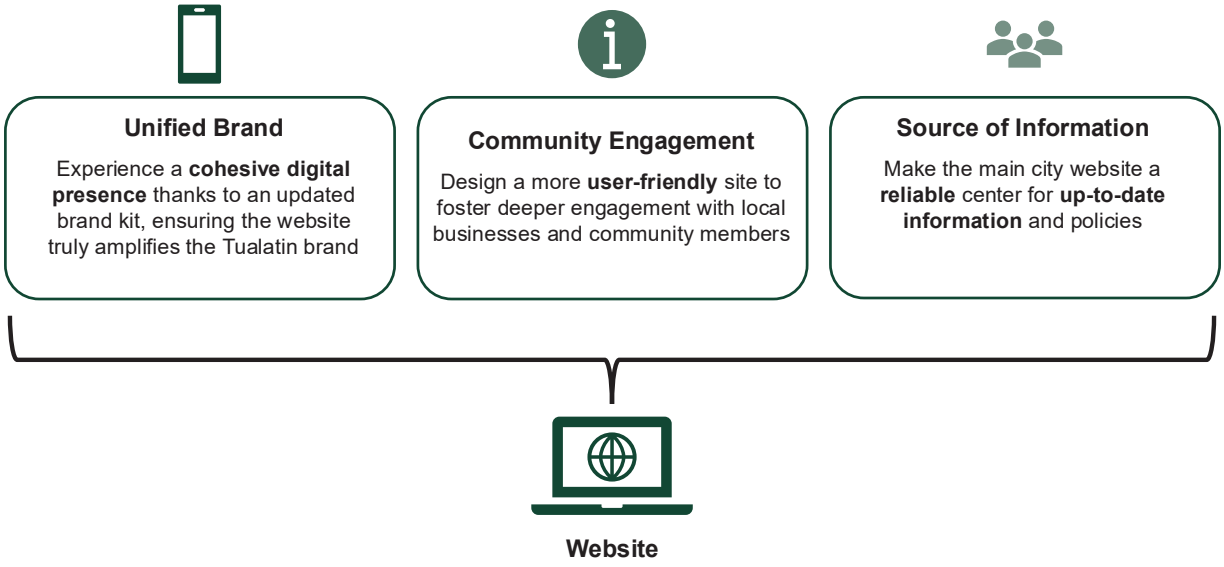
Business Vitality:

Average Downtown Business Score ≥ 6.0

Marketing Campaigns

DIGITAL LAUNCH FOR AN ENHANCED USER EXPERIENCE

The first recommendation for phase two marketing is to update the city's website. This means implementing an updated brand, modernizing the format and the layout, and making sure all of the information is up to date. OCG understands that there are plans in place to make these changes, but students felt it was important to mention, given that this is a main source of information for visitors and community members.



TARGETED CAMPAIGNS INCREASE CONTENT-DRIVEN ENGAGEMENT

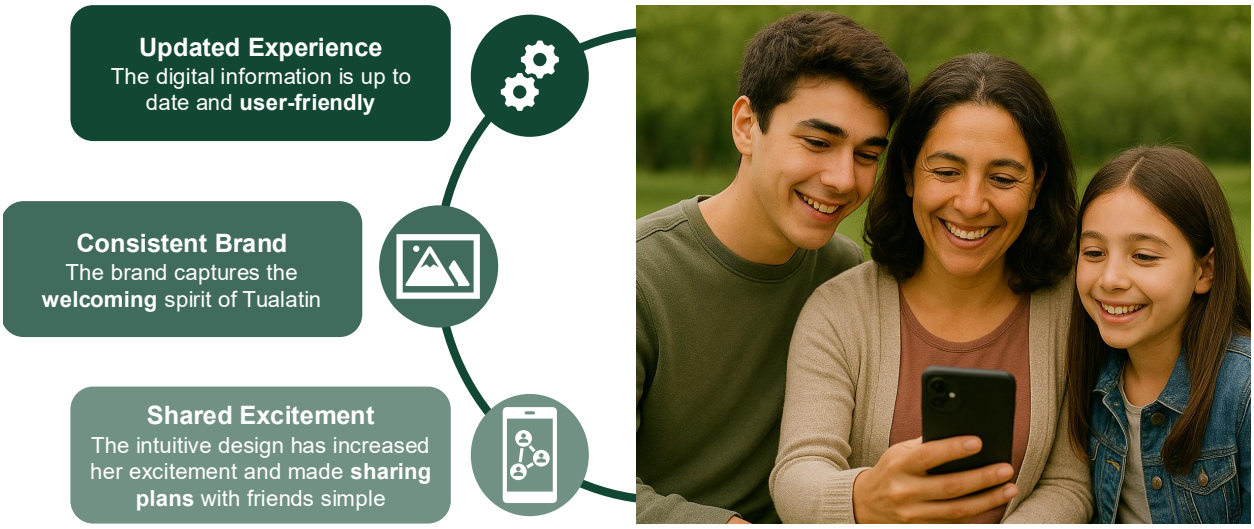


1. **Targeted Campaigns**
   Segment outreach with specific **calls-to-action** to reach distinct audiences and drive measurable results
2. **Authentic Storytelling**
   Utilize the brand and site to showcase high-quality, **authentic stories** and media that amplify the Tualatin identity
3. **Partnership Content Strategy**
   Create dedicated content streams that appeal to and **support** potential partners, aiming to facilitate new business and regional collaborations

In Phase 2, Tualatin can significantly expand its reach by launching targeted marketing campaigns. These campaigns can target younger or older demographics as well as visitors or community members. By posting content that showcases Tualatin's spirit and authentic stories, we amplify the city's brand and drive higher

audience engagement in community members. For example, highlighting small businesses, like the interview mock-up on screen, demonstrates support, which is appealing to both prospective new residents and future business investors.

THE SMITH FAMILY IS THRILLED ABOUT TUALATIN'S UPDATED MARKETING AND BRAND



Let's check in and see what the Smith family thinks about the phase 2 marketing updates. When deciding whether to plan a trip to Tualatin, Maya appreciates the accurate information and accessibility of the website. She likes how cohesive the city brand and identity feel. On Instagram, she notices that a business run by one of her friends is featured, and she reposts it and shares her support. Ultimately, Maya's positive experience highlights the power of an authentic, layered Phase 2 approach: the trustworthy website establishes the brand, and the personal, targeted social content fosters genuine community connection and spontaneous sharing.

City Identity Events: Lake Nights at Tualatin

Lake Nights at Tualatin

Event Description

A monthly evening event by the lake featuring live music, local artisans, food trucks, and community activities

Timing & Locations

4th Friday of May, June, July, and August on the Tualatin Commons

TUALATIN LAKE NIGHTS WILL CATER TO ALL AUDIENCES



- **Live Local Artists:** Rotating lineup of Oregon musicians/performers
- **Pop-Up Food Court:** Rotating local food trucks and microbreweries
- **Water Glow Parade:** Lanterns and paper art to place on the water
- **Maker Village:** Local artisans to showcase and sell their goods

This 4-month festival could build on the lake identity that Tualatin is trying to expand upon, while also bringing the community together beyond working hours.

WHAT DOES LAKE NIGHTS OFFER ITS AUDIENCES



Young Adults
Young adults are drawn to experiences that feel social, vibrant, and unique. This audience values variety with food options, live music, pop-up vendors, and interactive elements that create an energetic atmosphere.



Local Residents
Local residents value experiences that build community identity and offer opportunities to connect with neighbors. This audience is motivated by a sense of belonging and programming that fosters community.



Regional Visitors
Regional visitors look for destination-worthy experiences that offer something different from their own neighborhoods. Positioning the event as a distinctive draw can increase out of town traffic.

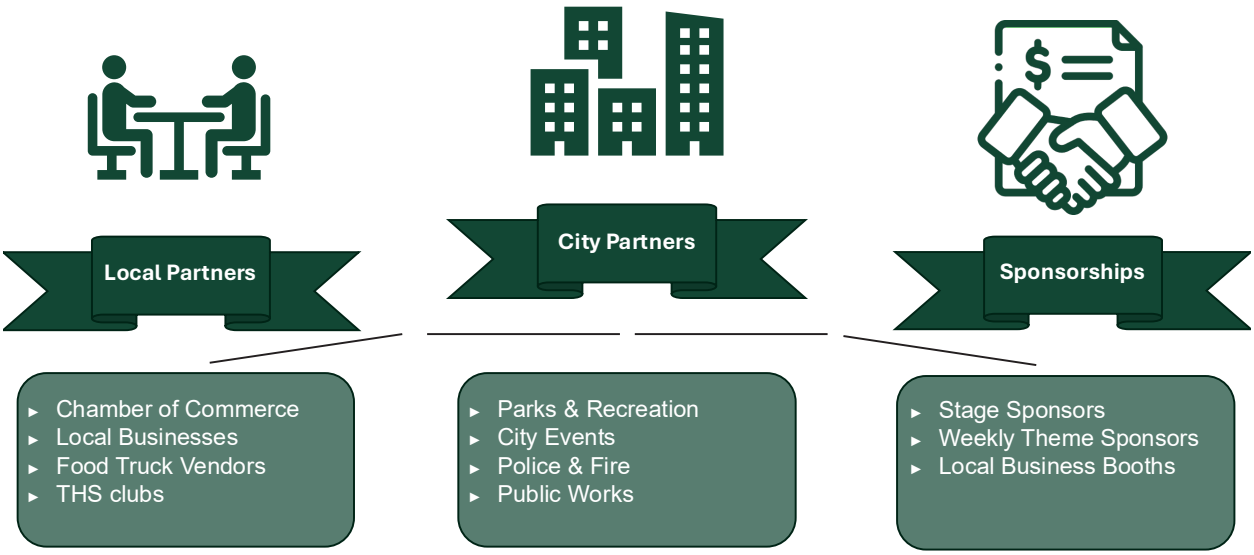


Business Owners
Prospective business owners are attracted to signs of economic vitality and opportunities for visibility. Demonstrating strong turnout and diverse audiences the series becomes a showcase of Tualatin's potential.

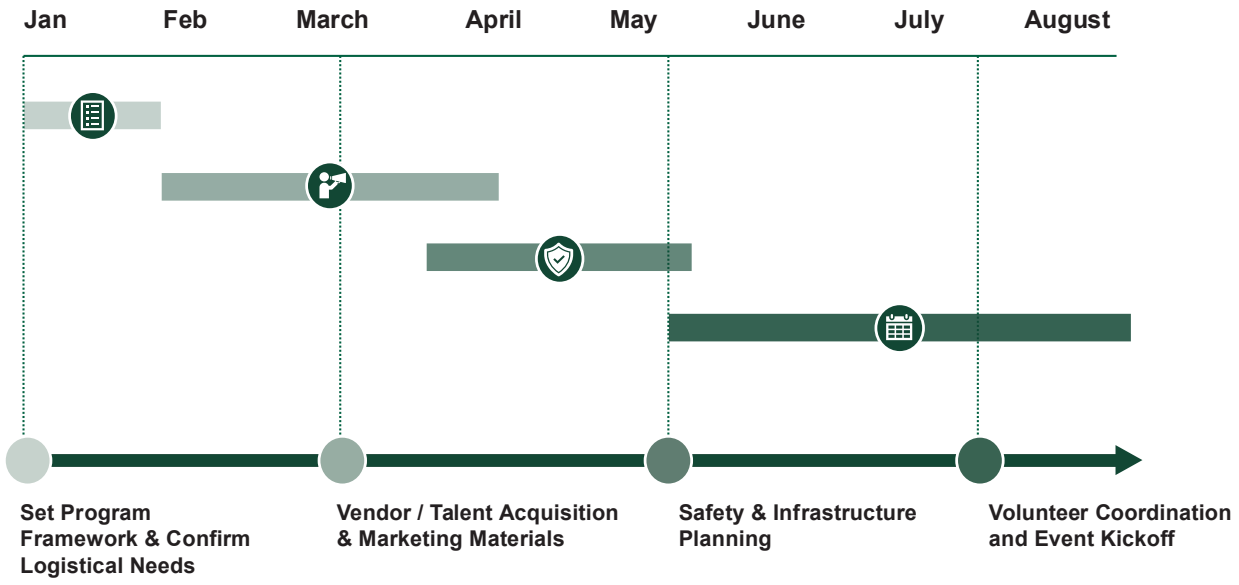


Families With Kids
Families prioritize inclusivity and activitied that keep their children engaged. An event that promotes a welcoming environment and versatilr gathering spaces creates memories that solidify Tualatin as their home.

PARTNERSHIPS THAT WILL POWER THE LAKE NIGHTS EVENT



MAKING A TIMELINE FOR THE LAKE NIGHTS EVENT



COST ESTIMATES FOR KICKSTARTING THE LAKE NIGHT SERIES

Category	Details/Assumptions	Estimated Cost
Music + Food + Artisans	Stage, Audio, Stage Lighting, Food, Artists	$7,600
AV + Technical Setup	Signage, String Lights, Power	$2,110
Staff + Security	Hourly Pay	$750
Marketing	Design + Prints, Ads, Photographers)	$810
Permits/Insurance	Event permit, Insurance, Fire EMS	$540
Miscellaneous	Lanterns, LEDS, Safety, Waste	$945
Total		$12,755

City Identity Events: Tualatin Farmers Market

Tualatin Farmers Market

Event Description

Weekly Thursday Night Market that celebrates local farmers and artisans with their products

Timing & Locations

Thursday Evenings from 4:30-8:00: May – Nov in the Tualatin Commons

WHY THE FARMERS MARKET?



Family Friendly
- Attracts larger, diverse population
- Showcases community goods

Consistency
- Feasible to happen on weekly-basis
- Startup costs are minimal

Stimulated Economic Activity
- Increases downtown foot traffic
- Elevates downtown visibility

WHAT THE TUALATIN MARKET WILL LOOK LIKE

Where?



Why?

- Desirable Weather
- Attract Dinner Crowd
- Fits All Demographics
- Ideal Daylight Hours

HOW TO PREPARE LOCAL BUSINESSES FOR MARKETING

Build Brand

- Utilize **business cards** & **flyers**
- Face to face interaction
- Free **samples**
- Extra signage of **store offerings**





Product Offerings

- Offer specials to draw people **happy hour** or **$1 off** deals
- Create smaller **portions**
- Easy **to go** products to enjoy on the move





Look Open

- Use pop up tables **outside** of store
- Restaurants can use **outdoor seating**
- Extra **signage** "We're open – come in!"





THE MARKET MUST OPERATE ON A CONSISTENT SCHEDULE

May - November

S	M	T	W	**T**	F	S
S	M	T	W	**T**	F	S
S	M	T	W	**T**	F	S
S	M	T	W	**T**	F	S

Thursday Evenings



4:00pm – 8:00pm

TUALATIN'S MARKET NEEDS TO PRIORITIZE ATTRACTING THE RIGHT VENDORS



Make It Low-Risk

- Set low **affordable** booth **fees** ($25 to $30 per day)
- Provide **incentives** for a full season **commitment**



Target Right Vendors

- **Utilize** Oregon Farmers Market Association **directory**
- Showcases **community goods**



Create Vendor List

- Create **framework** to rank potential **vendors**
- **Plan** vendors on **weekly** basis



Develop "Vendor Packet"

- Develop 1 pager to include amenities, fee structure, market dates, expected foot traffic

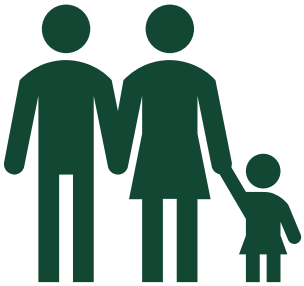


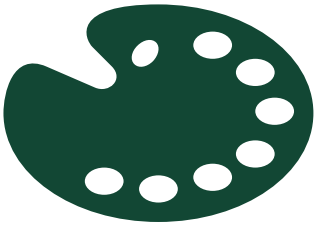
Attract From Other Markets

- Send reps to other markets to attract and talk to vendors

TUALATIN WILL PROMOTE THROUGH CITY CHANNELS, FAMILIES, AND THEMES







Utilize City Channels

- Feature a **noticeable** banner on the city **homepage**
- Create a city **events page** that **permanently** resides on **Tualatin's website**
- **Post** events and memorable moments on **social media**
- Include recurring **section** in city's **newsletter**

Target Families

- Build **relationship** with **schools,** using target **audiences** to **spread** the word
- Place **flyers** at, **diverse**, high **traffic** locations to ensure **maximum** turnout
- Invite **student groups**, bake sale, band performance etc.
- Utilize **children** focused **events** such as a craft tent

Weekly Themes

- Launch with a **special** large opening night **kickoff**
- Each week can be **unique** and highlight different **offerings**
- Use **themes** to create easily **shareable moments** that are featured on social media **pages**
- Encourage vendors to **customize products** that align with each **theme**

THE SMITH FAMILY LOVES THE TUALATIN FARMERS MARKET



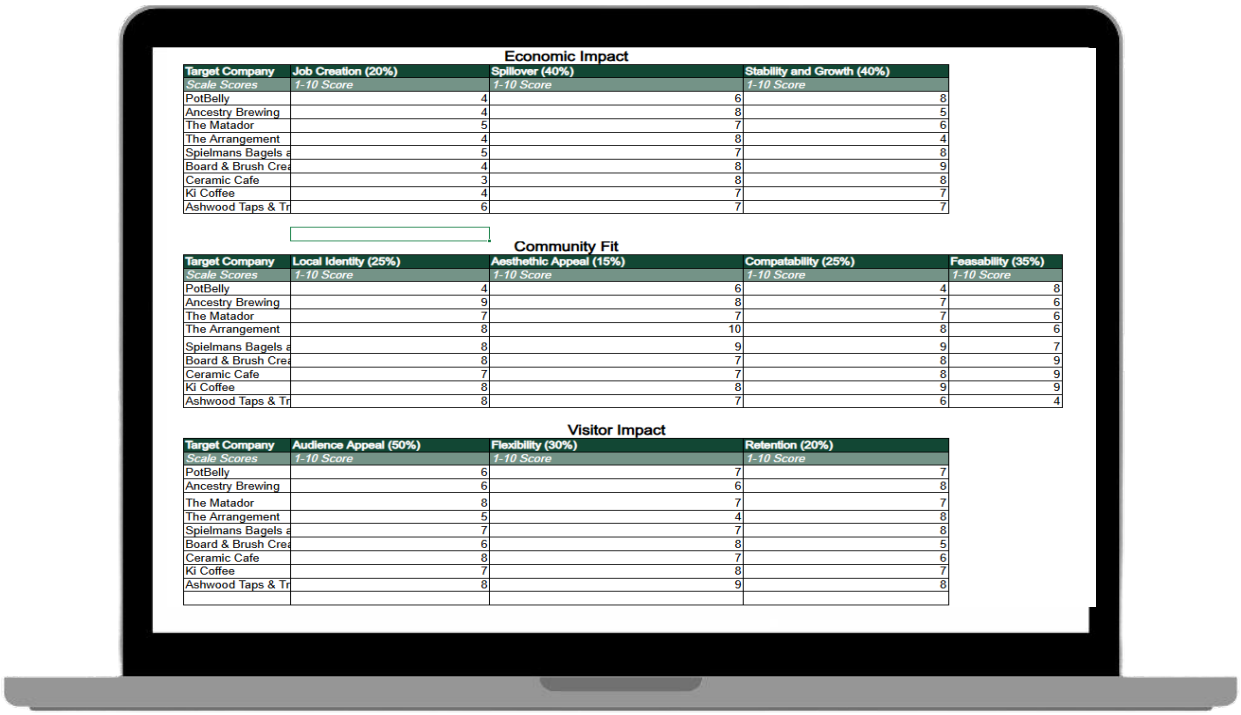
Immediately notices how well defined the market is

Market becomes more than just a grocery run

Each visit feels fresh and intentional

Business Vitality: Scoring Guide

WE WILL EFFECTIVELY SCORE EACH TARGET COMPANY



Economic Impact

Target Company	Job Creation (20%)	Spillover (40%)	Stability and Growth (40%)
Scale Scores	*1-10 Score*	*1-10 Score*	*1-10 Score*
PotBelly	4	6	8
Ancestry Brewing	4	8	5
The Matador	5	7	6
The Arrangement	4	8	4
Spielmans Bagels a	5	7	8
Board & Brush Crea	4	8	9
Ceramic Cafe	3	8	8
Ki Coffee	4	7	7
Ashwood Taps & Tr	6	7	7

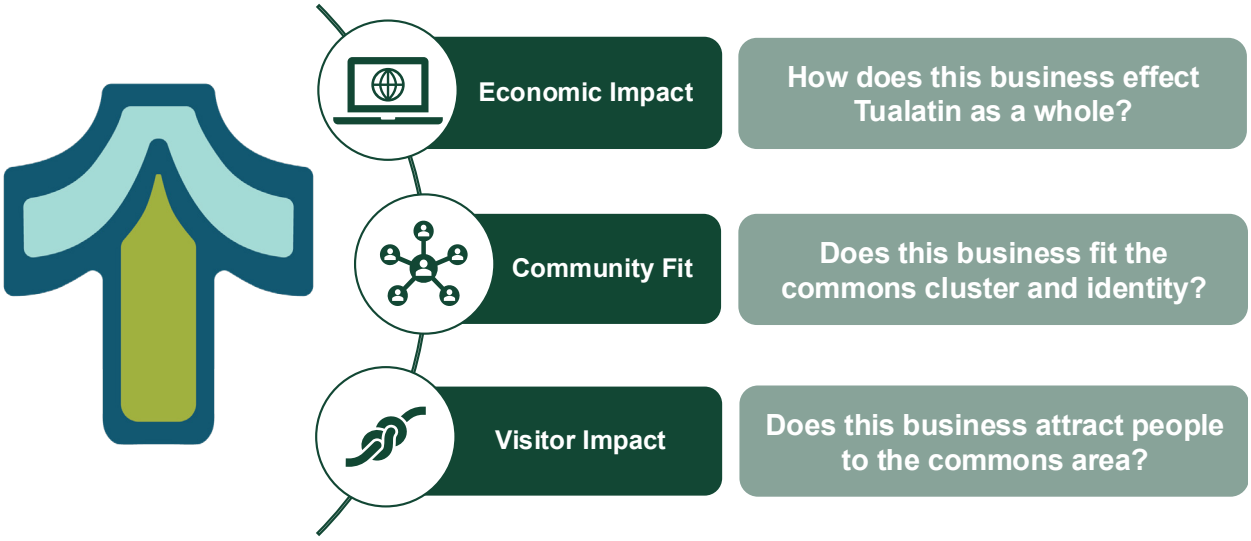
Community Fit

Target Company	Local Identity (25%)	Aesthethic Appeal (15%)	Compatability (25%)	Feasability (35%)
Scale Scores	*1-10 Score*	*1-10 Score*	*1-10 Score*	*1-10 Score*
PotBelly	4	6	4	8
Ancestry Brewing	9	8	7	6
The Matador	7	7	7	6
The Arrangement	8	10	8	6
Spielmans Bagels a	8	9	9	7
Board & Brush Crea	8	7	8	9
Ceramic Cafe	7	7	8	9
Ki Coffee	8	8	9	9
Ashwood Taps & Tr	8	7	6	4

Visitor Impact

Target Company	Audience Appeal (50%)	Flexibility (30%)	Retention (20%)
Scale Scores	*1-10 Score*	*1-10 Score*	*1-10 Score*
PotBelly	6	7	7
Ancestry Brewing	6	6	8
The Matador	8	7	7
The Arrangement	5	4	8
Spielmans Bagels a	7	7	8
Board & Brush Crea	6	8	5
Ceramic Cafe	8	7	6
Ki Coffee	7	8	7
Ashwood Taps & Tr	8	9	8

BUSINESSES CAN BE ASSESSED USING 3 CLEAR CATEGORIES



CATEGORY 1: ECONOMIC IMPACT



Job Creation
20%

- **Amount** of new jobs
- **Salaries** of new jobs



Spillover
40%

- Likelihood of customer **visiting** another **shop after**



Stability and Growth
40%

- Is this business **sustainable?**

CATEGORY 2: COMMUNITY FIT



Local Identity
25%

- Is it **Tualatin** based?
- A large chain would rank lower

Aesthetic Appeal
15%

- Does the shop look **visually appealing**?





Feasibility
35%

- Is the company looking to expand?
- Resources available in the commons?

Compatibility
25%

- Does it fit the current business cluster?



CATEGORY 3: VISITOR IMPACT



Audience Appeal
50%

- Will it **attract visitors to** the **commons**?



Flexibility
30%

- Will business succeed in all four seasons?
- Can it benefit from various city events?



Retention
20%

- Likelihood of **visiting again** after first time

TUALATIN NEEDS A UNIQUE CAFÉ

Spielman Bagels & COFFEE

Company Overview

- Founded in 2011 in Portland, OR
- Specialize in Portland style sourdough bagels
- Expanded to a four total brick and mortar shops

Economic Impact
8

Visitor Impact
7.5

Community Fit
6.9

Aggregate Score
7.4

ART STUDIOS ARE A DIVERSE ATTRACTION

Board & Brush creative studio

Company Overview

- DIY wood art and wood project shop
- Run a variety of classes such as “Sip & Paint”

Why An Art Studio?



Family Friendly



Entertainment Gap

Economic Impact
7.4

Visitor Impact
8.2

Community Fit
6.4

Aggregate Score
7.4

THE ARRANGEMENT

Company Overview

- Gift, fashion and home **boutique**
- **Women** owned boutique in business **since 1980**

Why A Boutique?

Placemaking

Retail Gap

Economic Impact
5.6

Visitor Impact
5.3

Community Fit
7.6

Aggregate Score
7

MAYA'S EXPERIENCE AT BOARD & BRUSH BRINGS HER BACK

Family Night



Girls Night



Expected Outcomes

PHASE 1 BUILDS A FOUNDATION AND PHASE 2 STRENGTHENS THE BUSINESS ECOSYSTEM

Increase Visitors and Strengthen Business Environment

Clear Marketing

Launch a **downtown one-pager, clearer web pages, and campaigns** so visitors can easily find the Commons and its events.

City Identity

Create engaging, successful events **at the Commons** to start building recognizable downtown traditions.

Business Vitality

Apply for grants, line up sponsors, and bring in businesses that fit Tualatin's identity

THE SMITH FAMILY'S TRIP TO TUALATIN

Tualatin has now successfully created its **flagship event** and **gained traction,** so the Smith Family, in search of a lively atmosphere, visits the Tualatin Commons



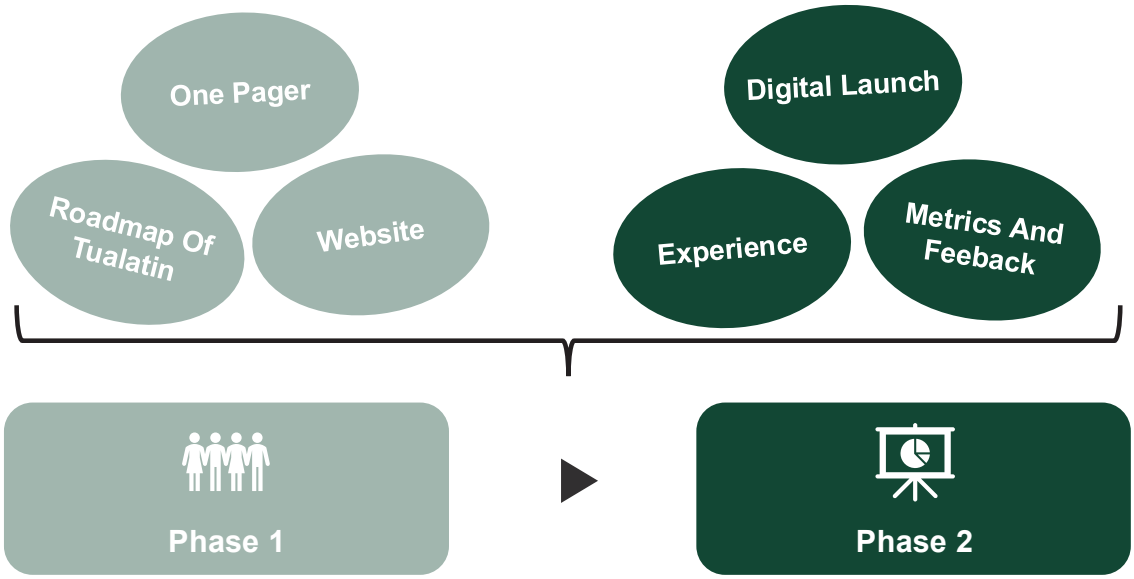
How The Smith Family Experiences Tualatin

1. They arrives to a clearly **branded**, **easy-to-navigate** downtown with **clear signage**
2. The **lakefront** is **vibrant** with the illuminated lake and **vendors** filling every **corner**
3. Maya, Kara, and Max spend hours **exploring**, grabbing **dinner**, and **shopping**
4. They leaves Tualatin with **memories** and **experiences** only replicable in the **commons**

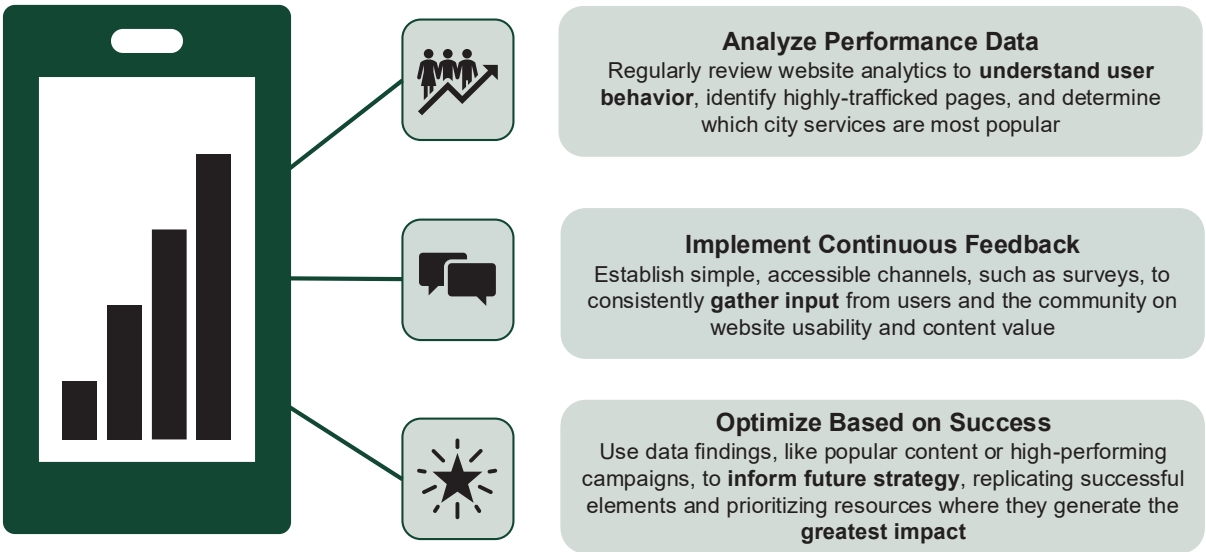
Appendix A

Marketing

Optimizing Marketing In Phase 2



Using Metrics And Feedback For Improved Performance



Analyze Performance Data
Regularly review website analytics to **understand user behavior**, identify highly-trafficked pages, and determine which city services are most popular

Implement Continuous Feedback
Establish simple, accessible channels, such as surveys, to consistently **gather input** from users and the community on website usability and content value

Optimize Based on Success
Use data findings, like popular content or high-performing campaigns, to **inform future strategy**, replicating successful elements and prioritizing resources where they generate the **greatest impact**

Advancing Tualatin's Website Redesign

Branding Tualatin Website

Implement Updated Brand Kit

The website's design must be refreshed to incorporate the official, **updated City of Tualatin brand kit** to ensure a cohesive and professional visual identity

Modernize Format and Layout

Redesign the information architecture and navigation to use a current web layout, prioritizing **usability**, **visual hierarchy**, and intuitive user experience

Using AI Tools To Uplift Internal And External City Projects



AI Implementation For Optimization

Digital Scope

- Utilize modern, **diverse social media** for broad engagement

Underutilized Technology

- Integrate modern AI and **marketing technology tools** that the city can use to create personalized outreach

- Streamlined staff workflows
- Enhanced accessibility tools
- Consistent brand messaging



DOWNTOWN TUALATIN

WELCOME, HAPPY YOU'RE HERE!

CITY of TUALATIN

#TUALATINBY THELAKE

Along Interstate-5 and Interstate-205, just 20 minutes from downtown Portland

Businesses

A welcoming mix of **food**, **coffee**, and **retail** gives the area its spark, inviting **brands** that value **community** and everyday foot traffic.

Features

Walk, splash, **lounge**, repeat: **lakeside** loop, splash pad, and a **plaza** built for **people-watching**.

Events

A welcoming **community** where **markets**, **music**, and uniquely Tualatin **celebrations** keep the **good times** rolling.

28K	Residents
200+	Local Businesses
108K	Median Income
19+	Acres of Land

Business Benefits

Tualatin's **prime location** makes it a strategic choice for businesses seeking access to the **region's economic hub**.

Local Attractions

Bridgeport Village and the Tualatin River Greenway Trail offer upscale shops, dining, and outdoor trails for the community.

"Join the Movement. Be Part of Downtown Tualatin's Next Chapter"

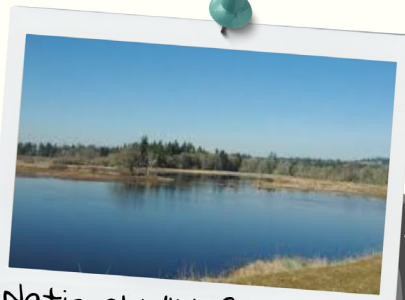
Contact
develop@tualatin.gov
tualatin.gov/downtown

@CITYOFTUALATIN

SPEND A DAY IN TUALATIN

Stay Connected: @cityoftualatin

CITY of TUALATIN



National Wildlife Refuge

Nature & River Adventure

- Birdwatch at the Tualatin River National Wildlife Refuge
- Bike or Stroll the scenic Tualatin River Greenway Trail



Tualatin River Commons

Lakeside & Leisure

- Relax by Tualatin Lake at the Commons
- Stroll along the path, enjoy the splash pad, and relax in veterans plaza



Bridgeport

Explore & Discover

- Head to Bridgeport Village, a local shopping destination
- Learn about local history at the Tualatin Heritage Center

Events

- Visit the City of Tualatin website for upcoming events during your visit

Appendix B

Business Vitality

Tualatin Primarily Uses Two Methods of Funding

Tax Increment Funding (TIF)

- **Property taxes** generated by the **increase in values** of urban renewal area
- A maximum **indebtedness** of **$140M** has been allowed and **funded** using **TIF**
- The **URA** continues to **generate** TIF **revenue** for **current** and **future** projects

Urban Renewal Funds

- TIF funded dollars allocated for carrying out downtown redevelopment projects
- It can pay for consulting, planning, design and other professional services
- Ex: **125k - 200k** of Urban Renewal **Consulting** funds to pay for University of Oregon **Projects**

Tualatin Can Implement Public Private Partnerships

Strong **TIF revenue** puts Tualatin in a highly **favorable** position with **developers.**

- **Mitigate City Risk**
- **Accelerate Development**
- **Reduce Cost On City**
- **Bring New Expertise**

Tualatin Can Grow Public Private Development In 3 Steps

1 — Utilize Strong Tax Revenue

- Tualatin has a **$140M TIF district (CORA)**
- This is a **strong** engine for **attracting private partners**.
- TIF can fund **infrastructure**, **public spaces** and **site preparation**

2 — Offer Favorable Benefits For Developers

- Offer an **expedited permitting** process for developers
- Offer **small grants** for building or concept **improvements**

3 — Attract Qualified & Capable Developers

- Send **RFQs** (Request for qualifications) **before** requesting **proposal**
- Determine if they are **capable** and can **fund** the project
- Developers respond **strongly** when **vision** and **expectations** are shared

Comparable City Utilizing Public Private Partnerships

Comparable Project: North Anchor Project- Lake Oswego, OR

Before

- Consisted mostly of **Parking lots**
- Buildings were **outdated**
- Zone sat at strategic downtown gateway generated little economic activity

After

- New boutique hotel bringing visitors in
- Ground floor retail and dining options
- 60+ new apartments added
- Increased property tax revenue

Unforeseen Challenges

- Funding was a struggle which caused multiple delays
- Permitting and design reviews take extensive time and require greater expertise
- Hotels hit hard by COVID with inconsistent revenue
- 10+ year timeline required repeated re-alignments

Redevelopment Map



G.O Bonds Have Funded Transformative City Projects

Effective Funding Large Projects

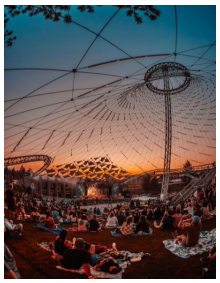
Capitalizes On Community Support

Comparable Project: River Front Park - Spokane, WA

Passed a **$64M** General Obligation bond "**overwhelming** support"

Taxes imposed on residents of the county **did not increase**

Introduce **five new** desired **features** to the former **World Fair** site



The Next Steps To Implement G.O Bonds

Identify Capital Projects

- G.O bonds **strictly** fund **projects**, **not operations**
- Create a **shortlist** of **projects** to fund

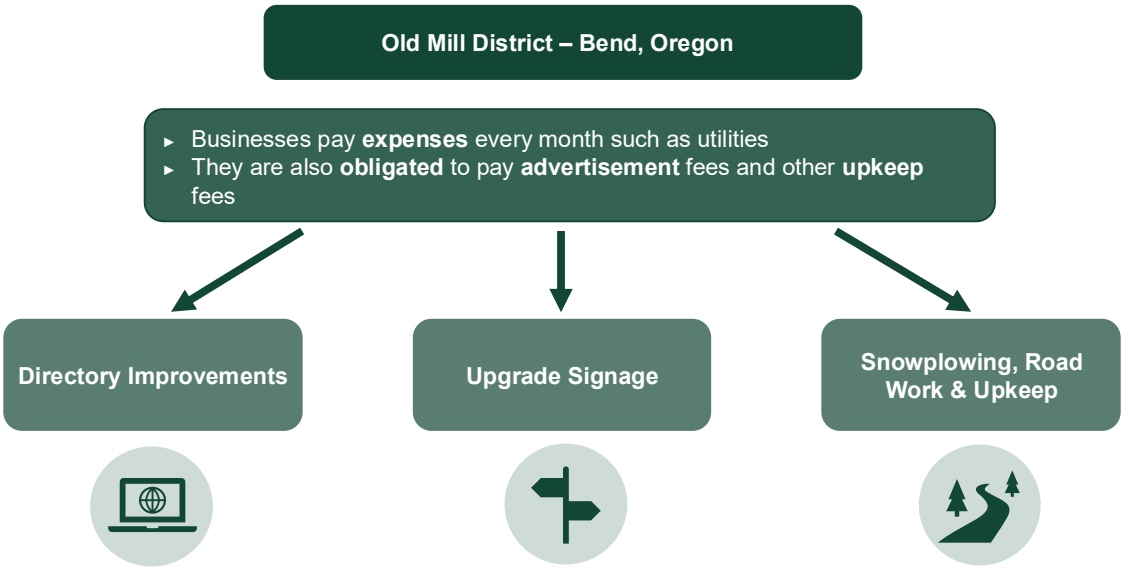
Cost Analysis

- Conduct preliminary **cost estimates** of project
- Analyze current levy **expiration** dates
- Determine a **new** G.O bill or **continuation** of one

Gather Community Support

- Voters must understand **what** the project is and **why** it matters
- Community engagement with project **renderings**, open houses and **surveys**

Business Associations Can Also Effectively Fund



Appendix C

Comparable Cities

Beaverton Overview

Socioeconomic Snapshot: Large, upper-middle-income suburb of Portland with ~98,000 residents, median household income of around $86,000, and a highly educated workforce driven by nearby tech, healthcare, and other professional sectors.



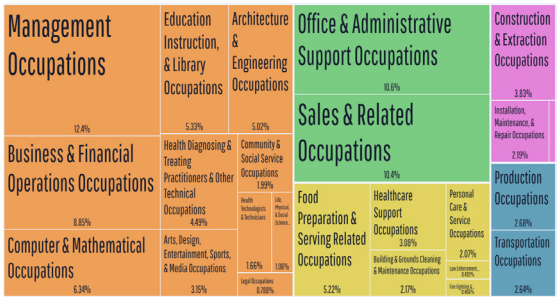


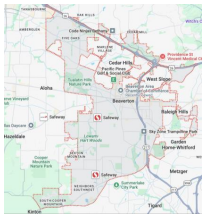
Regional Employers: Beaverton's economy also includes a range of light industrial, tech, and corporate offices in the broader city, notably Nike HQ in the Beaverton area which is a strong part of the regional identity

Downtown Beaverton: As the Beaverton Downtown Association continues its marketing of downtown, it's increasingly recognized as a regional dining destination with streets full of restaurants and cafés



Beaverton Businesses/Industries Breakdown





1. **Business/Management**
2. **Sales/Administrative**
3. **Food Services**

Trends & Developments	Food/Wine/Cafe	Boutique retail	Real Estate/Lifestyle Projects

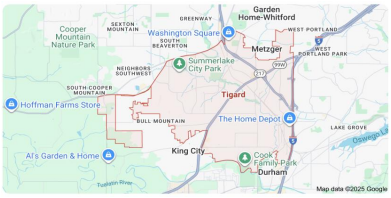
Community Attractions And Main Destinations In Tigard

57,301
Population

11.81
Square Miles

-1.03%
Employment Growth





Attractions

- Washington Square Mall
- Universal Plaza
- Fanno Creek
- Arts and Community

Industries

Retail

- Tigard is a **key retail hub** offering diverse shopping and dining that draws visitors

Healthcare

- Tigard is a growing healthcare sector with clinics, specialists, and nearby hospitals, and plays a key role in **regional wellness**

Tech

- Tigard's tech scene is growing with startups and satellite offices, fueled by **Silicon Forest's** proximity and talent access

Comparable Cities: Sherwood

Sherwood Features

- Main industries include healthcare, education and manufacturing
- Family oriented – top 4 school district in Oregon
- 4.5 mile city limits – just south of Tualatin
- Sherwood Robinhood Festival- brings in thousands of visitors
- Preserved history and old town creates identity
- 26 miles southwest of Portland





20k population

$55k median income

$620k average home price

McMinnville, Oregon







9 blocks
Downtown Area

35,042 ↑
Population

Attractions:
- Wine and Beer Scene
- 18 Downtown Restaurants
- Walkable Streets
- Nearby Museum and Waterpark
- Main Street McMinnville Events

Top Industries by # Employees
- Healthcare & Social Assistance – 16.8 %
- Retail Trade – 16.7 %
- Manufacturing – 12.0 %

Newcomers: Food/Drink

Lake Oswego, Oregon







13.57 mi. sq.
City Area

41,141 ↑
Population

Top Industries by # Employees
- Finance/Insurance Business
- Educational Services
- Healthcare/Social Assistance

Attractions:
- Parks and Water Features
- Food/Drink Atmosphere
- Walkable Streets
- Lake Oswego Farmers Market

Similar Cities: Forest Grove, Oregon





City Stats

- 27,000 population - average age 34
- Lower crime rate (26.8%)
- Average household income - 81k
- 5.9 sq mile city limits

Project Glow-Up

- Series of infrastructure, streetscape, aesthetic, and safety improvements in the core downtown area
- Crews have begun work in early 2025

Goals

Enhanced Downtown Walkability

Architecturally More Appealing

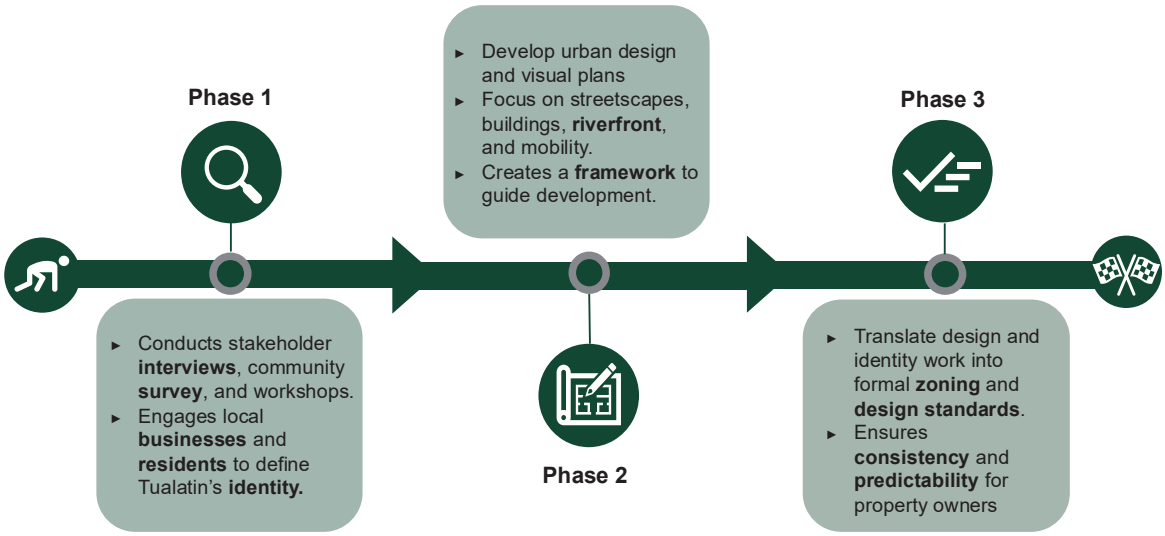
Support Local Businesses

Increase Employment Opportunities

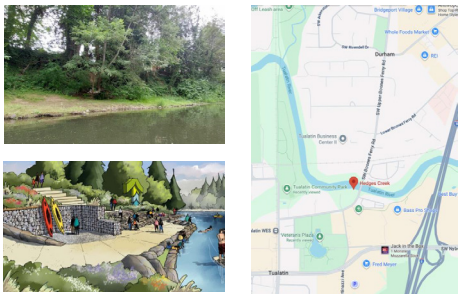
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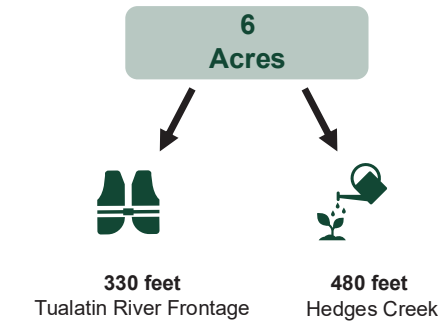
Background Research & Interviews

TUALATIN REVITALIZATION PROJECT



RIVERFRONT PARK PROJECT







TUALATIN RESEARCH



Home To Large Sectors

- Software and Tech is largest sector 13% employed 40% growth
- Manufacturing, Health, Logistics and Business & Finance are other large ones
- 12.2 mil sqft industrial 1.3 mil sqft office space
- Concern about room left to develop with some industries

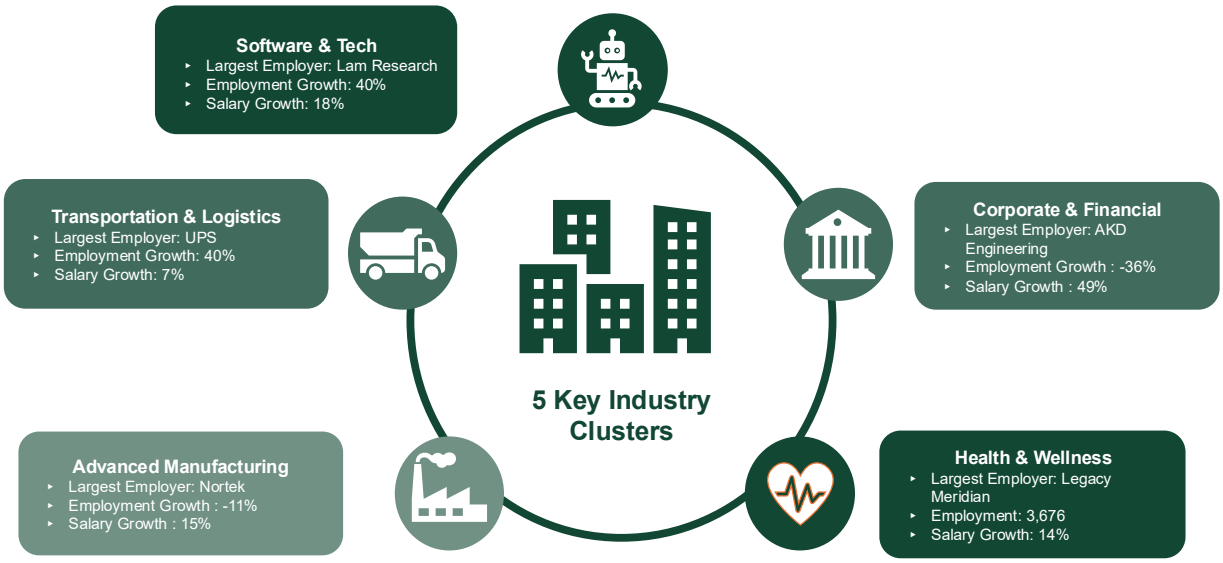
Residential & Commercial Balance

- Tualatin's goal is to be fast growing while maintaining a high standard of living for all.
- Even amount of both residential and commercial land.
- Tualatin Commons planned to fit both community and economy

Project Process

- Current project to build off CORA project from 2022
- 3 phases in process:
- Identify and placemaking- research based off interviews, surveys etc.
- Work with U of O program to take findings to reality with city designs
- Work from steps 1 & 2 will be observed to create amendments for design standards

TUALATIN INDUSTRY CLUSTER KEY INFORMATION



INTERVIEWS

Expert Interview: Peter Kirch

Occupation/Relation:
- McMinnville Downtown Association (MDA) Member
- Golden Valley Brewery Owner (McMinnville and Beaverton)

Main Takeaways
- The McMinnville Downtown Association brought residents and local businesses together to bring the downtown to life
- "Strong community connection requires one united vision"

Barriers
- The permitting process to start a business
- Getting buy-in from long-time residents
  - Golden Valley Brewery struggled with both

Strengths
- Paper-bag lunch event, holiday decorations, live music
- Businesses working together

Expert Interview: Meg Ordaz

Occupation/Relation:
- McMinnville Downtown Association (MDA) President
- Troon Vineyard Director of Consumer Sales

Main Takeaways

- Chamber of Commerce, Visit McMinnville, MDA, and McMinnville Economic Development Partners work together to market themselves

Events

- Community service opportunities
- Closing roads to offer opportunities for businesses to expand their footprint

Design X Marketing

- " Lean into the **quirkiness** of old historic buildings, using the character. It doesn't need a whole makeover."

Expert Interview: Emily Liu

Occupation/Relation:
- Community Events & Luscher Farm Supervisor at City of Lake Oswego
- Planning and managing special events and the Farmers Market

Main Takeaways

- Sponsorship / cross-promotion strengthens community and economic outcomes.
- Events are successful because they are data-driven, well-promoted, and closely tied to local business engagement.

Barriers

- Some downtown businesses view large events as competition, especially due to parking constraints.
  - Social media outreach has been less effective than print and local media in reaching residents.

Opportunities

- Use data tools and surveys to track attendance, justify events, and attract new sponsors.
- Partner with local press, chambers, and sponsors to expand event reach and strengthen business-community relationships.

Expert Interview: Jessica Numanoglu

Occupation/Relation:
- Community Development Director at the City of Lake Oswego

Main Takeaways
- Lake Oswego's downtown success comes from steady investment in beautification.
- Consistent partnerships create a vibrant local economy

Barriers
- Economic development depends on limited staff capacity and temporary funding.
- Beautification and urban renewal take years, requiring patience.

Opportunities
- Partnership model between the city and the chamber to coordinate business support and marketing.
- Focus on clustered restaurants, shops, and art events

Expert Interview: Cody Field

Occupation/Relation:
- 4th year Policy Analyst for the City of Tualatin
- Knowledgeable about Tualatin's frameworks and implemented policies

Main Takeaways
- Tualatin is not set up to see the change it is looking for.
- The space must be suitable for a full range of retail, professional services, and civic, social, and cultural functions.

Barriers
- Staff capacity, must update code and get approval from development commission and council
- Unsure what exactly people want for the downtown

Data Collection Methods
- The city implemented a module to track attendance for large events (like the Pumpkin Regatta)
- No other methods for downtown collect data

Expert Interview: Michael Antonellio

Occupation/Relation:
- Writer and Editor for Tualatin Life and Tigard Life
- Resident of Tualatin

Main Takeaways

- Tualatin is a pleasant community with strong employment
- Most residents appreciate the amenities but go elsewhere for dining, events, and nightlife.

Barriers

- Many community events end due to cost
- Local population is too small to sustain niche businesses.
- The I-5 freeway and Tualatin River divide the city

Opportunities

- Reintroduce signature events or seasonal festivals that can attract both residents and regional visitors.
- More trees, fun lighting, and unique signage

Expert Interview: Dave Parulo

Occupation/Relation:
- CEO and President of Explore Tualatin Valley tourist agency
- Knowledgeable about events/offerings in Tualatin and the surrounding areas

Main Takeaways

- "Lean into unique existing assets like the West Coast Pumpkin Regatta and Tualatin River waterfront, expanding them into broader, year-round attractions."

Barriers

- Success requires focused, consistent investment: a dedicated person or team thinking daily about Main Street development rather than outsourcing it to associations.

Opportunities

- Enhance walkability, signage, and connectivity between key sites (restaurants, river launch, shops) to create a more inviting visitor experience.

Expert Interview: Glenn Fee

Occupation/Relation:
- Executive Director of the Tualatin River Keepers
- Protects and restores the Tualatin River watershed

Main Takeaways

- The city's parks and river programs provide a foundation for connecting nature and downtown development
- Tualatin has strong environmental assets that are underutilized

Barriers

- Limited pedestrian and recreational connections between the river and downtown reduce accessibility and visibility
- River projects rely heavily on grants and city partnerships

Opportunities

- Activate the riverfront through parks, paddle programs, and restoration projects that double as public gathering spaces.
- Build eco-recreation and education into city branding

Expert Interview: Mike Dahlstrom

Name: Mike Dahlstrom

Occupation: Ex. Program Director for Public Involvement and Tualatin City Consultant

Relevance: Worked for Tualatin and is a longtime nearby resident

"Industrial development brings jobs but doesn't attract visitors, so marketing must focus on identity and experience, not just employment."

Expanding **lodging options** is critical for boosting tourism and multi-day events, as it directly impacts a city's ability to host visitors to comfortably and encourage longer stays

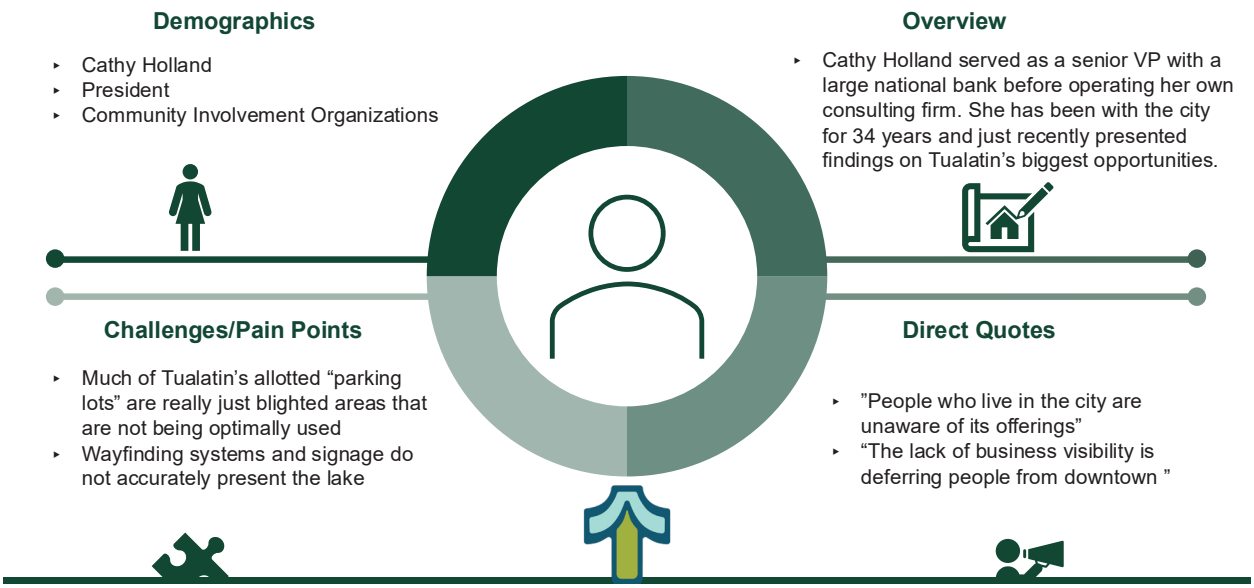
Tualatin's downtown layout could be improved with **pedestrian access**, or adding visual features like a trolley or archway to make the experience more inviting and connected

Cities must create a **clear identity** and balance industrial growth with destinations and branding that attract visitors

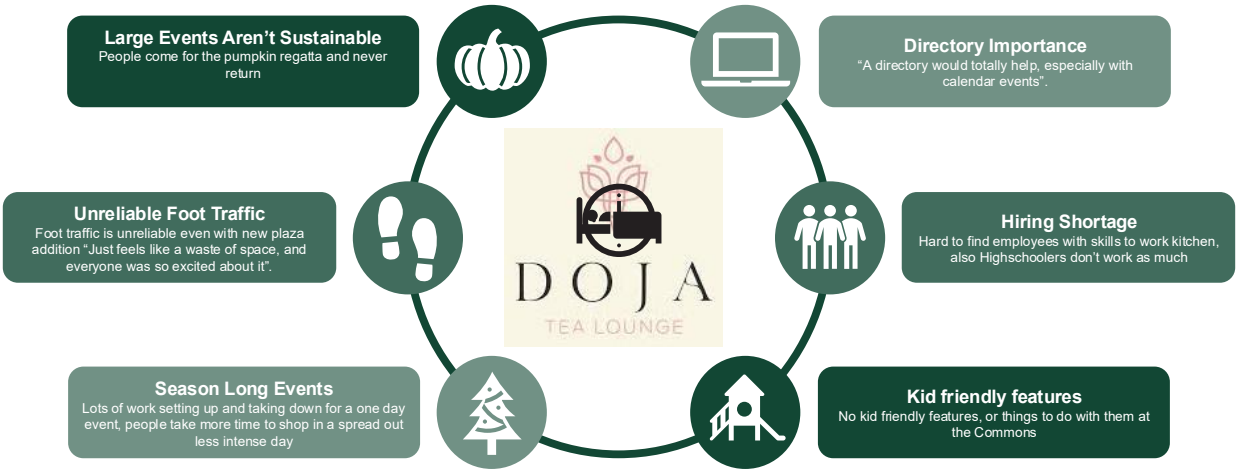
Expert Interview: Erin Engman



Cathy Holland– Informational Interview Overview



Doja Tea- Interview



Nicole Budden – Informational Interview Overview

Demographics

- Nicole Budden
- Owner/Operator
- The Vintage: Bakery & Curated Finds

Overview

- Nicole runs a small business that combines a bakery, coffee shop, and boutique for vintage home goods in downtown West Linn. Her store attracts both locals and visitors looking for unique, experience-driven retail



Challenges/Pain Points

- Bursts of high traffic followed by long slow periods , "peaks without sustained momentum."
- The shop being slightly off main road keeps visibility low and may harm traffic

Direct Quotes

- "People love to come here because they know us"
- "Large events are always great for traffic"
- "Social Media and word-of-mouth are everything for us"

The Vintage

t

Cara Turano– Informational Interview Overview

Demographics

- Cara Turano
- President & Executive Director
- Oregon Entrepreneurs Network

Overview

- Cara Turano has spent over **20** years working in the **technology sector** particularly with **startups**. Currently she works with **OEN** which helps **entrepreneurs acquire capital** to develop their businesses.

Challenges/Pain Points

- **Grants** and **funding** are not hard to find but **qualifying** and **competing** for many of them are the more **difficult** aspect

Direct Quotes

- ”How are downtowns enabling businesses to successfully operate in those areas?”
- “Tualatin holds a unique position as the last stop before wine country, how do we capitalize on that? ”

OREGON ENTREPRENEURS NETWORK

Steve Koper– Informational Interview Overview

Demographics

- Steve Koper
- Community Development Director
- City of West Linn & Tualatin

Overview

- Steve Koper recently moved to **West Linn** assuming the position of **community development director** where he utilizes his expertise to help with **economic** and **residential development**, **transportation**.

Challenges/Pain Points

- Trying to capture the market of people passing through Tualatin is a difficult one to attract
- Traversing the commons is difficult without passages from the E and W sides

Direct Quotes

- ”Provide the code that goes along with the vision for what the future needs and looks like”
- “Successful retail centers rely on high median income along with high population density ”

City of West Linn

Alisa Pyszka– Informational Interview Overview

Demographics

- Alisa Pyszka
- Executive Director
- Portland State University

Overview

- While Alisa Pyszka serves as a **director** of **real estate** at PSU, she also serves as a **president** of an **economic development** firm. Before this, she was an **essential** factor in the **development** of downtown **Beaverton**



Challenges/Pain Points

- Knowing who the property owners are and being able to work with them on revitalization
- Creating a fluid communication network between businesses and the city to see what they need

Direct Quotes

- ”You can’t brand a city; you need to plant the seed of what the city wants to represent.”
- “Why does Tualatin want to do this and who are they doing it for?”

Megan Braunsten– Informational Interview Overview

Demographics

- Megan Braunsten
- Executive Director
- The City of Beaverton

Overview

- While Alisa Pyszka serves as a **director** of **real estate** at PSU, she also serves as a **president** of an **economic development** firm. Before this, she was an **essential** factor in the **development** of downtown **Beaverton**



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- Knowing who the property owners are and being able to work with them on revitalization

Direct Quotes

- ”You can’t brand a city; you need to plant the seed of what the city wants to represent.”
- “Why does Tualatin want to do this and who are they doing it for?”

Keith Mays - Sherwood



Beau Eastes – Old Mill District



Tommy Pace: Chiropractor and Small Business Owner



Dr. Thomas Pace- Chiropractor

Major Takeaway:

Tommy Pace was born and raised in Forest Grove, and now runs his father's chiropractic practice. The city has changed from an agricultural-based to a city with diverse industries, but it has never lost it's small-town charm.

Quote(s):

"Forest Grove is home to a farmers market which most businesses in the area don't like… they feel like it steals away from they're demand and they are only used for bathrooms."

- Dr. Thomas Pace

Key Point: Banners in choke points in the city build a small town feel and increase awareness

Key Point: Forest Grove is home of Pacific University which attracts new people and visitors

Key Point: Forest Grove is very affordable for small businesses compared to surrounding areas

Brian Schimmel: City Council



Brian Schimmel- City Councilor

Major Takeaway:

Forest Grove is in the middle of revitalizing their downtown as well. They are focused on making it attractive yes, but Brian was more concerned of how they could influence people to buy from businesses there.

Quote(s):

"Folks are coming in but they just aren't buying anything. They are coming in because of the event not the businesses."

- Brian Schimmel

Key Point: Revitalizing downtown is one thing and economic growth is another

Key Point: Forest Grove provides tourism grants up to 5k for events

Key Point: Revitalization focusing on beautifying streets, lights and buildings, as well as adding pedestrian space

Jon Moog: River Front Spokane



Jon Moog - Director

Major Takeaway:

Jonathan Moog has been the director of River Front Park since 2016, he was brought on to close the existing park and execute the proposed plan. It costed 211 million and focused mainly on the Spokane pavilion, ice ribbon, and gondola, since this project visitors have came in in unprecedented amounts.

Quote(s):

"The pavilion just naturally is an attraction to visitors, we wanted to have a feature that just attracted people who see it in our redevelopment."

- Jon Moog

Spokane Pavilion: Transformed from amusement park to multifunctional space – predominantly concert venue

3rd Party Events: Other organizations put on major events such as Hoopfest, pig out in the park, and Bloomsday

Design Standard: No design standard, project was broken down to 5 key buildings, each had a different architecture firm, the park design holds consistent.

Expert Interview: Mike Dahlstrom



"Industrial development brings jobs but doesn't attract visitors, so marketing must focus on identity and experience, not just employment."

Name: Mike Dahlstrom

Occupation: Ex. Program Director for Public Involvement and Tualatin City Consultant

Relevance: Worked for Tualatin and is a longtime nearby resident

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Tualatin's downtown layout could be improved with **pedestrian access**, or adding visual features like a trolley or archway to make the experience more inviting and connected

Cities must create a **clear identity** and balance industrial growth with destinations and branding that attract visitors

Expert Interview: Sambo Kirkman



"The city represents everyone; it is good to have an organization that specifically gives a voice for the business."

Name: Sambo Kirkman

Occupation: Community Development Director at City of Tigard

- **Strengthening Downtown Through Strategic Collaboration:** Tigard split responsibilities by forming the Downtown Tigard Alliance, allowing focused business support alongside city-wide equity.
- **Leveraging Financial Tools for Revitalization:** Tenant improvement grants and tax increment financing (TIF) districts can be used to reduce barriers and attract new businesses downtown
- **Building Identity with Community-Driven Wayfinding:** A pedestrian-focused signage and branding initiative is engaging residents to shape a cohesive and welcoming downtown experience

Expert Interview: Megan De Salvo



"Identify pain points such as signage, window decals, and visibility, and invest where it helps businesses be seen and enjoyed."

Name: Megan De Salvo

Occupation: CEO Tigard Chamber of Commerce

- **Unified Stakeholder Engagement:** Bringing property owners, city leaders, and businesses together early ensures a shared vision and sustained momentum
- **Strategic Use Of Incentives:** TIF districts, facade grants, and enterprise zones supports economic growth and enhances downtown aesthetics
- **Design For Diverse Appeal:** Amenities that cater to a wide range of demographics, including families, retirees, and working professionals, to build a vibrant, inclusive downtown experience

Expert Interview: Zoe Mombert



"The 'why' behind development is so important, and tying it to community value so the residents feel like it is their city"

Name: Zoe Mombert

Occupation: Assistant to City Manager Wilsonville

- **Downtown Redevelopment Challenges:** Private ownership and infrastructure misalignment make revitalization complex; community buy-in and financing are essential
- **Community Engagement:** Uses citizen surveys and proactive communication to align development with evolving community values
- **Transit Innovation:** SMART transit system offers walkable, bikeable connectivity; potential lessons for Tualatin's last-mile solutions

Expert Interview: Matt Lorenzen



"The chamber is the voice for business in Wilsonville, they're on our technical advisory committee and help guide our work."

Name: Matt Lorenzen

Occupation: Economic Development Manager City of Wilsonville

- **Strategic Partnerships:** Collaborates with Wilsonville Chamber of Commerce and Greater Portland Inc. to support small businesses and attract traded-sector employers
- **Small Business Support:** Offers CRM tools to track business health, connects with nonprofits like OMEP and SCORE for mentorship and profitability
- **Placemaking & Events:** Leverages tourism programs and community events to build awareness and foster local engagement

Professor Interview: Nick Light



"If the people are there, the businesses will follow, but it's pretty hard to convince businesses to go to a place where there isn't consistent foot traffic and a consumer base."

Name: Nick Light

Occupation: Marketing Professor

- **Focus on the Unexpected:** Highlight features that are "surprising about Tualatin" or reasons why a Portland resident would make the trip
- **Strategy for Businesses:** Host High-Value, Frequent Events with the key being to get people to visit and try it out Tualatin
- **Digital Marketing:** Recommend using Google Search Ads (PPC) targeting relevant searches (e.g., "Family Fun Portland Suburbs," "Splash Pads near Portland") as it's cost-effective way to market the city

Professor Interview: Jean Faye



"Green spaces attract people, better air... better quality of life which correlates to healthier and a happier community."

Name: Jean Faye

Occupation: Ecology Professor

Relevance: Facilitates Environmental Change and Community Development study abroad

- **Greenery Drives Economic and Social Vitality:** Urban ecology boosts tourism, recreation, and entertainment, making cities more attractive and economically vibrant
- **Community Events Build Ecological Awareness:** Local gatherings like clean-up and outdoor events help residents connect with nature and each other
- **Outdoor Spaces Enable Placemaking:** Accessible green areas and gathering spots support placemaking by giving communities a shared space to build identity, host events, and foster a vibrant downtown culture

Professor Interview: Anne Brown



"If you're going to fix a community space, do you have offerings for everyone? Things that would encourage that mixing of demographics which create community."

Name: Anne Brown

Occupation:
Associate Professor,
Urbanism Next Director

- **Design Must Reflect Local Identity:** Urban spaces thrive when they are tailored to the unique needs, pace, and character of the community
- **Inclusive Engagement Is Essential:** Effective planning requires conscious outreach to ensure all voices are heard, especially those often left out
- **Green and Aesthetic Enhancements Matter:** Natural elements and thoughtful design choices, like lighting and public art, boost comfort, reduce stress, and invite connection

Professor Interview: Rebecca Lewis



"Utilize events that are already occurring and encourage them to move downtown"

Name: Rebecca Lewis

Occupation:
Associate Professor
Director - Institute for Policy Research and Engagement
PPPM

- **Ground-floor Activation:** Needs customer-facing businesses retail, restaurants, not just offices, to generate foot traffic
- **Cultural Identity:** Must be developed bottom-up through extensive community involvement and public outreach
- **Regional Strength:** Is built via public-private collaboration and defining the city's unique economic niche

Professor Interview: Kamryn Moore

UNIVERSITY OF OREGON

Occupation/Relation:
- Professor in the School of Computer and Data Sciences
- Business and Data Analytics Background

Main Takeaways
- Having a foundation of data is crucial for educated decision making.
- Innovate: "We don't learn new things unless we try them."

Barriers
- Creating a community involving businesses and residents will draw visitors.
- Hesitancy of the unknown can feel very limiting

Opportunities
- Bringing city officials and other community branches together before engaging in such a huge project will encourage teamwork, build trust, and support success.

Professor Interview: Ryan Rahinel

Lundquist College of Business

Occupation/Relation:
- Professor of Marketing and Lundquist PhD Program Director
- Research focused on product branding and decision-making

Main Takeaways
- Storytelling and emotional connection bring people together and create brand buy-in.
- Find what makes Tualatin's downtown special and emphasize it.

Barriers
- Sustainable funding is essential for any major changes. Without, this is simply an advertising project

Opportunities
- Reliable community events utilizing natural assets.
- Represent Tualatin as a calming escape for visitors to relax

Professor Interview: Aniko Drlik-Muehleck

UNIVERSITY OF OREGON

School of Planning, Public Policy and Management

Occupation/Relation:
- Professor at the UO PPPM Program
- Focuses on partnerships and community growth in underrepresented areas

Main Takeaways
- Oregon Main Street Program
- Finding ways to introduce collaboration among city sectors
- Consistency in marketing and event advertising

Barriers
- Funding
- The hesitancy from community members to adjust to the new changes

Opportunities
- Continue talking to businesses in the area to build relationships and trust
- Top-down vs bottom-up approach

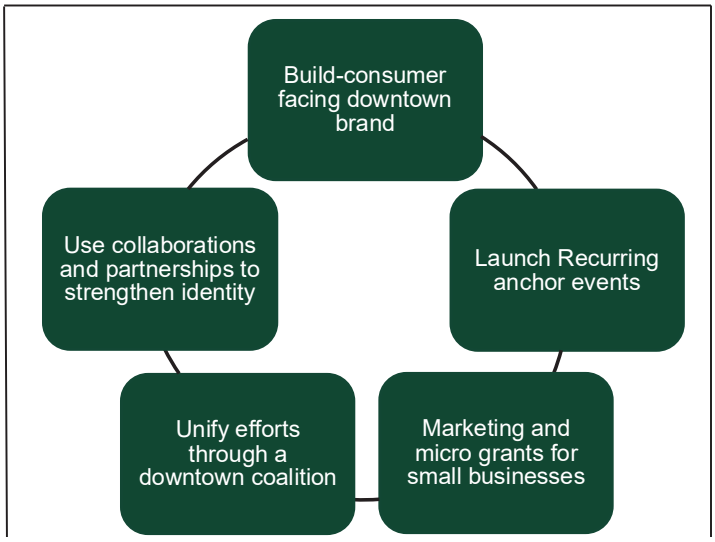
Professional Faculty- UO School of PPM

Interviews were conducted with the mindset of trying to stray away from a strictly economic/business perspective and gain insights on urban planning, community development, and place marketing

> The most successful downtowns make it easy for small businesses to market together



Professional Faculty



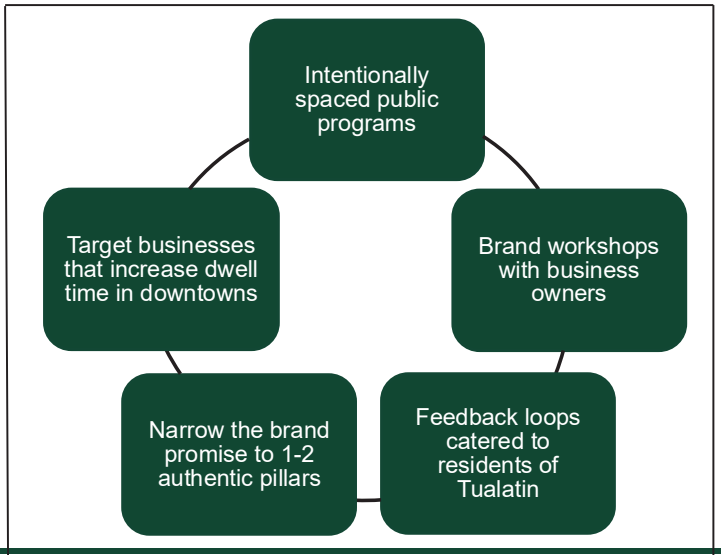
Professional Faculty- UO School of PPM

Interviews were conducted with the mindset of trying to stray away from a strictly economic/business perspective and gain insights on urban planning, community development, and place marketing

> If the **pathways** are **direct**, **storefronts** will have an easier time being **filled** up



Professional Faculty



SCI Directors and Staff

Marc Schlossberg	SCI Co-Director, and Professor of Planning, Public Policy and Management, University of Oregon
Nico Larco	SCI Co-Director, and Professor of Architecture, University of Oregon
Megan Banks	SCYP Director, University of Oregon
Lindsey Hayward	SCYP Assistant Program Manager, University of Oregon
Marsha Gravesen	SCI Fiscal and Office Manager
Grace Craven	Report Coordinator
Danielle Lewis	Graphic Designer
Emma McFarland	Graphic Designer