TUALATIN
DOWNTOWN REVITALIZATION
COMMUNITY ADVISORY COMMITTEE
MEETING

Wednesday, February 4, 2026
6:00 PM

TUALATIN CITY SERVICES
10699 SW HERMAN ROAD
TUALATIN, OR 97062

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1. CALL TO ORDER

2. INTRODUCTIONS - NEW MEMBERS (10 mins)
- Brian Carney, Chamber of Commerce Alternate
- Charlie Sitton, Downtown Business Owner
- Christina George, Downtown Business Owner
- Kaiden Edwards, Youth Alternate
- Stephen Chao, Downtown Business Owner

3. HOUSEKEEPING (10 mins)
1. Binder Update
2. Approval of Minutes

4. APPROVAL OF EVALUATION CRITERIA (20 mins)
1. Presentation from Quin Brunner, Urban Renewal / Economic Development Policy Analyst
2. Discussion throughout

5. SCORING ACTIVITY (60 mins)
1. Activity facilitated by Quin Brunner, Urban Renewal / Economic Development Policy Analyst

6. DOWNTOWN UPDATES (10 mins)
1. Updates from Quin Brunner, Urban Renewal / Economic Development Policy Analyst

7. WRAP UP, LOOSE ENDS, PREVIEW OF NEXT MEETING (10 mins)
1. Closing remarks from Councilor Christen Sacco
2. Member questions & announcements

8. ADJOURNMENT

Next meeting: March 4, 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 8

DATE: February 4, 2026

Phase 1 - Community Identity Study

07 CAC Evaluation Criteria
08 Summary of Recommendations - Civilis

Downtown Revitalization CAC
Evaluation Criteria
February 4, 2024

#07

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.

The Downtown Tualatin Identity Study, produced by Michele Reeves of Civilis Consultants, includes a series of *identity actions* "meant to spark discussion and provide a framework for the visioning work in Phase 2 of downtown revitalization planning" (page 38). We will begin evaluating these recommendations, summarized below at the CAC meeting on February 4, 2026.

Notes from Quin:

- For easy reference, recommendations are listed in the same order as they appear in full report. Each summary entry includes applicable page number(s) and the original recommendation titles.
- In three instances, I split complex recommendations into two separate recommendations to make them easier to evaluate. See 1.4 and 1.5, 1.7 and 1.8, and 1.9 and 1.10,
- I omitted four entries from the original report, three for redundancy and one that was too broad to evaluate. Each omission is noted where it would have appeared in this summary.

Form

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.

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.

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.

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.

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.

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.

<u>The Lake</u>
Recommendation 1.7 – Add eco park features to the Lake at the Commons.
Reference page 43, eco park / flood mitigation.
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.

Recommendation 1.8 – Convert the Lake at the Commons into a natural water feature.
Reference page 43, eco park / flood mitigation.
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.

Recommendation 1.9 – Construct a pedestrian bridge over the Lake at the Commons.
Reference pages 44-45, bridges.
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. (43-44)

Recommendation 1.10 – Reduce the Lake at the Commons to a water feature.
Reference page 45, 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.

Circulation

Omission. 'Lake' and 'Parking' recommendations excluded due to redundancy. *Reference page 44.*

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.

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.

Parking

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.

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.

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.

Activity

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.

Omission. 'Commercial Model' is less a project recommendation and more a discussion of two different urban design philosophies. I recommend revisiting this item when beginning the urban design process, with guidance from our Planning Division and consultant team. *Reference page 47.*

Recommendation 1.17 – Create a festival street.
Reference page 48, shared use public event space.
Festival streets are designed to be periodically closed to traffic. They provide a venue for large-scale community events while limiting inactive hardscape during regular use. Civilis specifically identifies the western segment of Nyberg St, from the splash pad to Boones Ferry Road, as a viable location for a festival street.

Recommendation 1.18 – Create a food cart pod.
Reference page 49, food cart pod.
Community members have consistently identified a food cart pod as one of their top priorities for downtown. Civilis highlighted the white parking lot as a natural location for food carts, along the pedestrian walkway stemming off Boones Ferry Road.

Recommendation 1.19 – Design spaces and activities to appeal to all ages.
Reference page 49, all ages friendly.
Civilis recommends designing elements for specific age groups while ensuring universal accessibility. Examples of elements with targeted appeal include the splash pad for children, hangout spots for teens, and interactive art/furniture for adults. Creating a baseline of accessibility – through readable wayfinding text, even walking surfaces, and good lighting – are suggested methods to ensure everyone can come together.

Omission. 'Adaptive Reuse' recommendation excluded due to redundancy. *Reference page 50.*

Recommendation 1.20 – Showcase existing uses with "improve what you have" programs.
Reference pages 50-52, showcase what is already active.
Three examples Civilis provides of "improve what you have programs" are a window improvement program, paint improvement program, and exterior seating program. These are generally administered as small dollar matching grants, using TIF dollars to support tenant improvements.

Recommendation 1.21 – Install temporary retail incubators.
Reference page 53, temporary retail space.
Temporary retail spaces are recommended to help activate underutilized space in areas with high foot traffic. They could be City-owned and use a "percentage rent lease" model to support emerging retail businesses. Civilis sees this as a potential tool to conceptually link Riverfront Park to the lake.

<u>Housing</u>
Recommendation 1.22 – Pilot a Swiss style cooperative housing model.
Reference page 53, Swiss style cooperatives.
Partnering with a non-profit housing developer to create Swiss style cooperative housing is recommended as an innovative way to balance ownership and affordability. In this model, residents purchase a share of the building when they move in, which gives them a vote on all matters of building governance. They pay relatively low rent, and their building shares are purchased back at the original price when they move out.

Recommendation 1.23 – Pursue single stair housing development.
Reference pages 53-54, single stair.
Single stair housing allows for apartments to be built above retail space with less of a ground floor footprint and more rentable space. This model has only been recently allowed in Oregon and the City's role in advancing this priority would likely be limited to a code update and possibly providing incentives.

DOWNTOWN REVITALIZATION COMMUNITY ADVISORY COMMITTEE

DRAFT MEETING MINUTES
FOR JANUARY 7, 2026

PRESENT: Chair Frank Bubenik, Vice Chair Christen Sacco, *Council President Valerie Pratt*, Beth Dittman, Cathy Holland, Chris Brune, *Christine Tunstall*, Cosi Slider, Janine Wilson

ABSENT: Armando Serrano, Janet Steiger Carr, Jilian Sourage Felton, Kelsea Ashenbrenner, Skip Stanaway, Susan Noack

STAFF: Aquilla Hurd-Ravich, Quin Brunner, Sid Sin

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

Chair Bubenik called the meeting to order at 6:00pm.

HOUSEKEEPING

1. Binder Distribution – Chair Bubenik confirmed that all members had received project binders as they entered the meeting. Quin Brunner, Urban Renewal / Economic Development Policy Analyst, asked members to update their contact information using a sheet distributed with the binders.
2. Approval of Minutes – Chair Bubenik introduced the minutes from the CAC meeting on October 29, 2025. The minutes were distributed via email on December 31, 2025, one member submitted an amendment.
    - **Motion to approve the minutes as amended:** Beth Dittman
    - **Second:** Cathy Holland
    - **In favor:** Vice Chair Christen Sacco, Beth Dittman, Cathy Holland, Chris Brune, Cosi Slider, Janine Wilson
    - **Opposed**: None
    - **Abstention:** Chair Frank Bubenik
3. Chair Bubenik announced that the group photo would be postponed, as multiple members were absent.

PROCESS RESET, 2026 PREVIEW

Process Reset – Remarks from Chair Bubenik

Chair Bubenik summarized the accomplishments of the CAC from the previous six months: staff collected nearly 200 responses to the downtown revitalization survey, maintained a consistent presence at community events, provided regular updates at CIO meetings, and held a series of conversations with business owners and developers. Michele Reeves of Civilis Consulting completed the Downtown Tualatin Identity Study, which Chair Bubenik noted the CAC would review in more depth at the February meeting. He also highlighted the completion of four of the eight classes being conducted in partnership with the University of Oregon's Sustainable City Year Program.

Chair Bubenik expressed gratitude for members' involvement, sharing that there remained a year-and-a-half of work ahead. He shared that he, Vice Chair Sacco, and Council President Pratt had heard feedback from multiple CAC members they wished to address. Two themes they identified were:

- A desire for clarity on the role of the CAC. Chair Bubenik reflected that the CAC members have been *receiving* a lot of information over the last six months and that the group will be shifting into a new pace of work that is a notch slower and broken into manageable chunks with regular opportunities for CAC members to provide input.
- A need to have better communication within the group. Chair Bubenik affirmed that CAC leadership values constructive discussion and disagreement among members, encouraging the group to speak their mind. To support his facilitation of meetings, he introduced the practice of turning table tents on their side to signal a desire to speak.

Chair Bubenik shared that CAC leadership had held multiple meetings to discuss how to incorporate these pieces of feedback. Before having staff preview the upcoming work plan, he asked CAC members if he had accurately summarized their feedback.

Process Reset - Discussion

One CAC member shared three pieces of feedback.

- First, they expressed a desire for the meeting structure to be more participatory. They flagged that there are real experts in the room whose perspective they want to hear, rather than simply receiving reports. They expressed dissatisfaction that the CAC did not have an opportunity to provide feedback on the Civilis report before receiving it in final form.
- Second, they emphasized the importance of involving developers in the downtown revitalization process. The member shared their understanding that developers were unlikely to participate in CAC meetings but expressed the importance of staff establishing these relationships now rather than waiting for the conclusion of the two-year planning process.
    - Subsequent discussion included staff sharing that they have been conducting extensive outreach over the last year while highlighting the sensitive nature of those conversations. Staff indicated that developer input would be formally incorporated

during phase three, through a developer forum and individualized opportunities for feedback on the urban design plan and design standards.

- Third, the member highlighted the CCIO recommendations presented at the October 29, 2025 meeting and asked to find a forum for ensuring these recommendations were advanced immediately.
    - While highlighting the consistency between these recommendations and a set of actions proposed in the Civilis report, CAC leadership clarified that no short-term actions would come out of this group. Another member expressed agreement with the need for updated signage while emphasizing the importance of ensuring these changes are consistent with the ultimate vision for downtown. Staff agreed to follow up individually with guidance on where to advance this request for immediate action.

The member concluded by asking if any CAC members disagreed with the points they had raised. Members who spoke after expressed general agreement, while offering additional perspective on specific items (outlined above). One member flagged that while they agreed on many of the items raised by the first speaker, they saw a difference in their understanding of the role of the CAC. They identified the role of the group *not* as advancing short-term priorities but *instead* listening to what staff has been doing and advising on key activities and decision points. They shared that they had seen the group get off track in past meetings when members shifted the focus to their priorities, pulling the group away from their core function of listening to and advising on materials developed by staff.

Additional discussion included praise for the work conducted by the University of Oregon and Oregon State University students during the fall term, recognition of the vast technical expertise available in the design and engineering realms, and expression of a concern that this committee was unequipped to advise on some questions better addressed by technical experts. This discussion further clarified the role of CAC members, which involves representing what their fellow community members want to see downtown, reviewing ideas developed by technical experts and assessing the extent to which they are consistent with the community vision.

2026 Preview – Remarks from Staff

Sid Sin, Urban Renewal / Economic Development Manager, shared an infographic summarizing the timeline and deliverables of the full two-year process. He outlined the primary work of each phase and discussed how the work products build on each other:

- Phase one, which has been completed, resulted in the Downtown Tualatin Identity Study produced by Civilis Consultants. This phase involved surveying community members, collecting input at community events, and conducting one-on-one meetings with business owners and developers. The recommendations in the Civilis report were based on these

inputs, generating a written narrative of how downtown is currently perceived and what the community wants it to be in the future.

- Phase two involves asking the University of Oregon's Architecture Design Studio to translate the narrative from phase one into renderings of the built environment. These renderings will enable CAC and community members to identify aspects of the built environment they like and dislike, which will be a foundational input for the development of downtown design standards in phase three.
- Phase three, the Community Design Master Plan, is where the CAC will shape the three final deliverables of this process:
    - An urban design plan offers a blueprint for future development, defining the boundaries of downtown and identifying districts, design features, and connective elements.
    - Design standards protect the investments of developers by ensuring all future projects are built to the same standards. It also offers visual cohesion, connecting downtown through shared design themes.
    - The consolidated recommendations report will summarize and prioritize the recommendations generated through phases one and two.

2026 Preview - Discussion

In response to member questions, Sid shared that urban renewal plans are often produced *after* urban design plans, explaining that this enables the overarching vision of the urban design plan to inform the list of projects required in the urban renewal plan. He explained how, in this instance, the Tualatin Development Commission (TDC) made the strategic decision to open the urban renewal area first to begin generating increment for the district.

Sid and Council President Pratt spoke to the relationship between the TDC and the CAC, outlining how the CAC's work products would be delivered to the TDC as recommendations, which the TDC would ultimately vote to adopt or modify. This discussion highlighted the need to reconcile the CAC work products, CORA plan, and TDC direction at the conclusion of the process to ensure all are consistent.

2026 Preview – Remarks from Staff

Quin Brunner forecasted the CAC's workplan for the next six months, first describing how the group's role changes in each phase. In phase one, he reiterated that the CAC was largely receiving information. In phase three, by contrast, he shared that the CAC would largely be creating new knowledge – weaving together their understanding of what the community wants downtown to be, input from developers, and expert perspectives to guide the consultant team and ensure final work products are consistent with the group's shared vision.

In phase two, where the CAC is at this time, Quin framed the group's role as digesting information – saying "thank you for this idea, here is what we think about it." In practice, he described three different meeting activities to structure this phase:

- Creating a shared set of evaluation criteria. Quin alluded to the first two-thirds of the Civilis report, crediting it with turning the community input received in phase one into a high-level description of what our community wants to see downtown. He described the task of today's meeting as further distilling the community narrative into five distinct priorities for downtown.
- Scoring projects using criteria. Using the evaluation criteria generated at today's meeting, Quin described how the CAC would score the Civilis and Sustainable City Year Program recommendations, beginning at the February meeting. He described this as a preliminary review, an intake process, not final decision-making.
- Conducting deep dives on specific topics. After the CAC scores the bulk of the project recommendations, Quin described how similar projects would be grouped together and presented to the CAC for reconciliation. This process will help ensure all recommended projects fit together and are fully assessed.

Quin described these three activities as a steady and methodical approach to digesting the incoming project recommendations. He added that the group would occasionally need to break from this rhythm to provide input to the four Sustainable City Year classes operating concurrently.

Attendance & Membership Changes – Remarks from Chair Bubenik

Chair Bubenik acknowledged recent attendance issues and reiterated the importance of the CAC. He shared that each member was selected to serve because CAC leadership valued their opinions, their community connections, and their vision for the community. He announced a new attendance policy, sharing that if CAC members exceeded three unexcused absences they would be asked to resign, with counting beginning in February. A member suggested that staff administer an exit survey to those asked to resign, to provide feedback for continuing to improve the functionality of the group.

Chair Bubenik reminded members to contact staff if they will miss a meeting. He also encouraged communication between voting members and alternates, to ensure alternates are present when members are absent. Discussion clarified the voting privileges of alternates: they do not have an official vote when the primary member is present but do have a vote when primary members are absent. Alternates are always encouraged to attend meetings and participate in discussions and activities.

Chair Bubenik previewed a handful of membership changes effective in February:

- Brian Carney, 2026 Chair of the Chamber of Commerce, is joining the CAC as an alternate to Skip Stanaway.

- Aaron Welk resigned and CAC leadership are actively recruiting new downtown business owners to join the CAC.
- Another high schooler will be selected to serve as Cosi Slider's alternate.

CREATING EVALUATION CRITERIA

Quin Brunner introduced the activity, recalling that he had asked members via email to prepare three responses to the prompt:

*At this meeting, our goal is to generate a set of **shared evaluation criteria** that will guide our review of potential projects (like those recommended in the Identity Study). I have an activity planned to help us identify shared priorities. To prepare, please write down three characteristics you would like to see define our future downtown. Grammatically, use the lead-in, "I want downtown Tualatin to be…"*

1. *[ex. oriented around pedestrian connectivity]*
2. *[ex. aesthetically cohesive and visually distinct]*
3. *[ex. welcoming to people of all ages]*

To get you started, I have aggregated the survey responses (from nearly 200 community members, this summer) identifying words they would like to hear describe downtown. This is just a jumping-off point, you may borrow phrases directly from the submittal list or create your own. Also useful, our Downtown Tualatin Identity Study.

Quin described the goal of the exercise as distilling the input received from community members throughout phase one into a set of five shared priorities for downtown. He described how these priorities would serve as both a north star (what are we building toward?) and a scoring tool used to evaluate recommended projects (to what extent does this project advance our shared priorities for downtown?)

To begin coalescing around shared priorities, Quin asked CAC members to pair-up, share the three priorities they each generated independently, and work together to decide on three shared priorities to advance. Four groups formed.

After all pairs indicated they had successfully completed this task, Quin asked each group to combine with another and repeat the exercise, this time producing four shared priorities to advance. Two groups formed.

To conclude the exercise, both groups shared their priorities with the full room. Vice Chair Sacco shared that group one's priorities were:

- Sustainability. Examples they identified included making sure downtown has green spaces, plenty of trees, dark-sky compliant lighting, pervious sidewalks, and that new projects use green building materials.

- Easy to navigate and move around. Vice Chair Sacco shared that the group had originally focused on walkability but shifted their language after discussing the many ways people move through downtown other than walking, and their desire to ensure downtown is navigable for all people.
- A distinct place. Group members want people to know they are in downtown Tualatin. They spoke of downtown Tualatin as being a known place, someplace compelling, and they identified places to gather as a critical aspect.
- A vibrant mixed-use area that is accessible and welcoming to all. Vice Chair Sacco described 18-hour activation of a district populated by small businesses, large businesses, shopping, restaurants, and a wide range of housing options. A key characteristic of downtown is that there is something always going on.

Council President Pratt shared group two's priorities:

- A distinctly interesting place that attracts local community members and tourists of all ages and includes events. Council President Pratt shared that 'distinct' in this context refers to something that would make people pull off the road, something different than other towns.
- A place that is supportive of new and existing businesses and their longevity.
- An environmentally friendly place that is safe for walkers and bikers and supports sustainable practices.
- A place that includes additional multifamily housing units, both market rate and affordable, along with retail services to support the growing population.

Together, they combined items until there were five priorities remaining. Quin committed to word-smithing the five shared priorities, sending a draft for review/comments via email, and having a final version ready for approval at the February meeting.

DOWNTOWN UPDATES

Sid Sin shared three project updates and answered related questions from CAC members:

- The TDC acquired two parcels adjacent to the site designated for the 18970 catalyst project.
- The four winter term Sustainable City Year Program classes began this week. They include a(n):
    - Architecture Design Studio (University of Oregon; winter term only)
    - Floodplain Study (Portland State University; winter and spring term)
    - Stormwater Study of Hedges Creek (Portland State University; winter and spring term)
    - Boones Ferry Road Connectivity Study (Portland State University; winter and spring term)
- The Riverfront Park project is progressing, with demolition of the existing structures recently completed and a process underway to hire an owner's representative.

WRAP UP, LOOSE ENDS, PREVIEW OF NEXT MEETING

Chair Bubenik reiterated that Quin would prepare a draft of the shared evaluation criteria and circulate it for review, with comments due back to him by January 25th. At the next meeting, he shared the group would spend the bulk of their time evaluating recommendations from the Downtown Tualatin Identity Study. Chair Bubenik invited CAC members to meet the architecture students on Friday, January 9th, when they are at the library for their project introduction and site visit. He also shared that architecture design studio midterms will be held on Friday, February 6th.

Chair Bubenik asked for comments on the meeting structure. Members shared positive feedback about the interactive exercise and robust process preview.

ADJOURNMENT

Meeting adjourned at 7:54pm.

Respectfully submitted,
Quin Brunner
Policy Analyst

Downtown Revitalization CAC
DRAFT Evaluation Criteria
February 2, 2026

Third draft (2/2) clean

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.

Downtown Revitalization CAC
DRAFT Evaluation Criteria
February 2, 2026

Second draft (1/28) with comments

The downtown we aim to build is…

General feedback on draft 1:

- Use a more affirmative tone throughout – "downtown will be" instead of "downtown should"

Draft 1:

- *We want downtown Tualatin to be…*

- **A Vibrant Mixed-Use Area.** Accessible and welcoming to all, we imagine a downtown district that is active 18 hours a day. This district offers a range of housing options (both affordable and market rate) and retail/service businesses that support our growing community.

Feedback on draft 1:

- None

Draft 1:

- **A Vibrant Mixed-Use Area.** Accessible and welcoming to all, we imagine a downtown district that is active 18 hours a day. This district should offer a range of housing options (both affordable and market rate) and retail/service businesses that support our growing community.

Derived from:

- A vibrant mixed-use area that is accessible and welcoming to all – 18hr activation, small/large businesses, affordability, shopping, something going on at all times
- A place that includes additional multifamily housing units (both market and affordable), along with retail services to support the growing population

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- **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.

Feedback on draft 1:

- I don't think it is wise to prioritize the space being "unlike anywhere else," rather, I think our group's (and my personal) vision with this criteria was to ensure that people who live and/or visit here would be able to distinguish it within the city/community (as opposed to now where people don't really know where our "downtown" is).

Draft 1:

- **Distinct & Magnetic.** Downtown Tualatin should be unlike anywhere else. Distinct in its design, daily use, and signature events, we want downtown to be a gathering place for residents and a compelling draw for tourists.

Derived from:

- A distinct place – places to gather, a known place, something compelling
- A *distinctly* interesting place that attracts local community members and tourists, including events (compelling)

Downtown Revitalization CAC
DRAFT Evaluation Criteria
February 2, 2026

- **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.

Feedback on draft 1:
- None

Draft 1:
- **Environmentally Sustainable.** Downtown revitalization projects should 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.

Derived from:
- Sustainable – making sure we have green spaces, plenty of trees, dark sky lighting, non-impervious sidewalks
- **An environmentally friendly place that** is safe for walkers and bikers and **supports sustainable practices** (split between environmentally sustainability and navigable)

- **Navigable & Safe.** Downtown will be easy to access, intuitive to navigate, and safe to move around for people using all modes of transportation.

Feedback on draft 1:
- Add rolling to this list.
- I think we limit ourselves by making this list. What about wheelchair users, scooters, roller skaters, etc.? When our group was discussing this we intentionally expanded from walkers but didn't make a list because it feels potential too confining.
- I think this edit went too general and "marketing-speak" rather than thinking about a rubric or evaluation criteria.
- The revised version leaves out the option for "safe" which was a key aspect of our group's conversation. As it is right now, the space doesn't feel safe to someone outside of a car.
- Include words that encompass moving to/from downtown as well. I think it could be important to include projects that promote moving in and out of downtown.

Draft 1:
- **Navigable.** However someone is traveling – walking, biking, driving, busing, paddling – we want it to be easy to navigate and move around downtown.

Derived from:
- Easy to navigate and move around – intentionally expanded beyond walkers
- An environmentally friendly place that is **safe for walkers and bikers** and supports sustainable practices (split between environmentally sustainability and navigable)

Downtown Revitalization CAC
DRAFT Evaluation Criteria
February 2, 2026

- **Supportive of Businesses.** Downtown Tualatin will be supportive of new and existing businesses, and their longevity.

Feedback on draft 1:

- Again, this feels like "marketing-speak" rather than evaluation criteria. By identifying business thriving being central we necessarily say that it is more important than the other aspects listed. And, while it is key, it isn't the only part of the success (as identified but the 4 criteria before it) and as such doesn't represent our group's discussion. It is less "sizzle" but I honestly like what was derived at the meeting which was: "A place that is supportive of new and existing businesses, and their longevity."

Draft 1:

- **Economically Thriving.** The success of our local businesses will define our downtown. Ensuring new and existing businesses have an opportunity to thrive should be central to our revitalization effort.

Derived from:

- A place that is supportive of new and existing businesses, and their longevity

CITY of TUALATIN

Downtown Revitalization

CAC #8

February 4, 2026

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.

CITY of TUALATIN

Scoring Activity

Go to vevox.app

Enter the session ID: 459-256-687

Or scan the QR code

CITY of TUALATIN

PRACTICE: Today is National Liberace Day. How important were each of the following to his public persona?

17



Irrelevant

Central

Showmanship

4.18

Candelabras

3.33

Rhinestone Outfits

4.59

Musicianship

3.41

vevox
Audience Engagement

1.1 To what extent would pursuing **adaptive reuse projects** help to make downtown...

16





Not at all — Significantly

A Vibrant Mixed-Use Area

4.33

Distinct & Magnetic

3.57

Environmentally Sustainable

4.06

Navigable & Safe

3.5

Supportive of Businesses

4.25

vevox
Audience Engagement

1.2 To what extent would **pursuing site intensification projects** help to make downtown...

16



Not at all — Significantly

A Vibrant Mixed-Use Area

4.19

Distinct & Magnetic

3.38

Environmentally Sustainable

3.69

Navigable & Safe

4

Supportive of Businesses

4.25

vevox Audience Engagement

1.3 To what extent would **pursuing a focal point project on the corner of T-S and BFR** help to make downtown...

16



Height in Astoria's Low Rise Downtown

Not at all — Significantly

A Vibrant Mixed-Use Area

3.8

Distinct & Magnetic

4.27

Environmentally Sustainable

3.85

Navigable & Safe

3.56

Supportive of Businesses

3.88

vevox
Audience Engagement

1.4 To what extent would pursuing double-sided border density on the west edge of the WES line help to make downtown...

15



Not at all — Significantly

A Vibrant Mixed-Use Area

3.93

Distinct & Magnetic

3.36

Environmentally Sustainable

3.6

Navigable & Safe

3.36

Supportive of Businesses

3.47

vevox
Audience Engagement

1.5 To what extent would **pursuing double-sided border density on the north edge of BFR, abutting the Riverfront Park**, help to make downtown...

15



Not at all — Significantly

A Vibrant Mixed-Use Area

3.87

Distinct & Magnetic

3.87

Environmentally Sustainable

3.47

Navigable & Safe

3.64

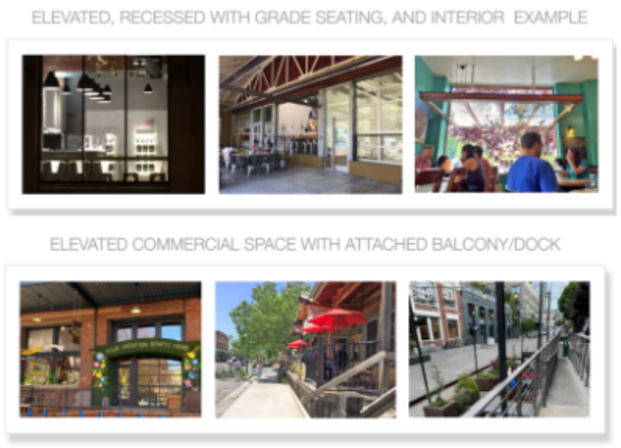
Supportive of Businesses

4.07

vevox Audience Engagement

1.6 To what extent would developing design standards requiring sidewalk-level activation help to make downtown...

16



Not at all — Significantly

A Vibrant Mixed-Use Area

4.38

Distinct & Magnetic

4.25

Environmentally Sustainable

4

Navigable & Safe

3.94

Supportive of Businesses

4.19

vevox
Audience Engagement

1.11 To what extent would connecting the Tualatin River Greenway through downtown help to make downtown...

13



Not at all — Significantly

A Vibrant Mixed-Use Area

4.38

Distinct & Magnetic

4.31

Environmentally Sustainable

3.92

Navigable & Safe

4.38

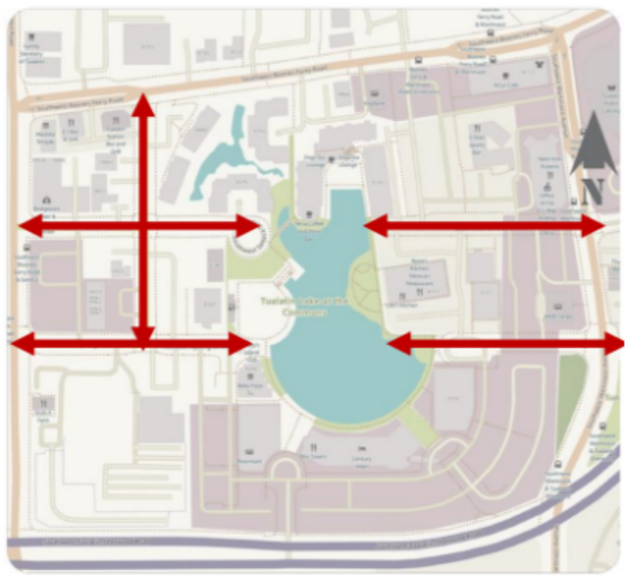
Supportive of Businesses

4.46

vevox Audience Engagement

1.12 To what extent would **adding north-south streets on the east side of the lake** help to make downtown...

15



Not at all

Significantly

A Vibrant Mixed-Use Area

3.87

Distinct & Magnetic

3.13

Environmentally Sustainable

3.33

Navigable & Safe

3.73

Supportive of Businesses

4

vevox
Audience Engagement

1.13 To what extent would **using distinctive signage and sculptures to make parking easy to find** help to make downtown...

16



Abstract Art as Station Brand

Not at all

Significantly

A Vibrant Mixed-Use Area

4.38

Distinct & Magnetic

4.5

Environmentally Sustainable

3.67

Navigable & Safe

4.5

Supportive of Businesses

4.31

vevox
Audience Engagement

1.14 To what extent would **using sidewalk paint to improve wayfinding from parking lots to the lake** help to make downtown...

15



Not at all — Significantly

A Vibrant Mixed-Use Area

4.71

Distinct & Magnetic

4.53

Environmentally Sustainable

4.31

Navigable & Safe

4.8

Supportive of Businesses

4.64

vevox
Audience Engagement

1.15 To what extent would **centralizing parking management to become a park once district help to make downtown...**

13

Not at all — Significantly

A Vibrant Mixed-Use Area



Distinct & Magnetic



Environmentally Sustainable



Navigable & Safe



Supportive of Businesses



vevox
Audience Engagement

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

14

Not at all — Significantly

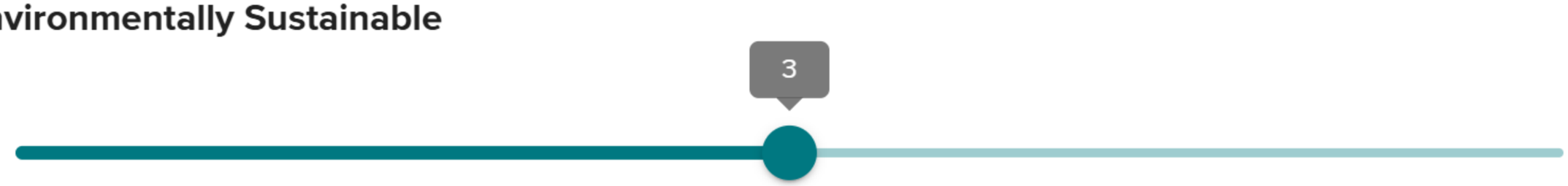
A Vibrant Mixed-Use Area



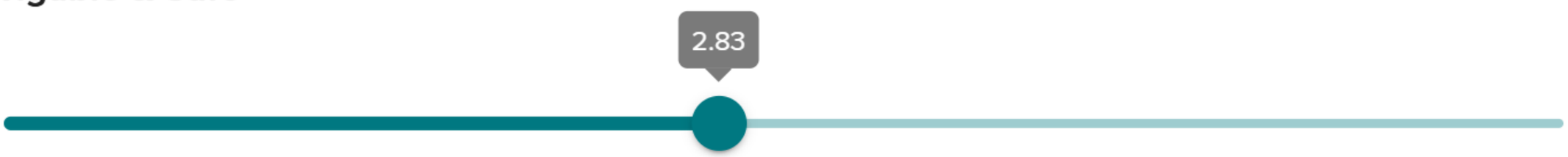
Distinct & Magnetic



Environmentally Sustainable



Navigable & Safe



Supportive of Businesses



vevox
Audience Engagement

CITY of TUALATIN

Downtown Revitalization

CAC #8

February 4, 2026

Downtown Revitalization CAC
Summary of Recommendations – Civilis Identity Study
February 4, 2026

The Downtown Tualatin Identity Study, produced by Michele Reeves of Civilis Consultants, includes a series of *identity actions* "meant to spark discussion and provide a framework for the visioning work in Phase 2 of downtown revitalization planning" (page 38). We will begin evaluating these recommendations, summarized below at the CAC meeting on February 4, 2026.

Notes from Quin:

- For easy reference, recommendations are listed in the same order as they appear in full report. Each summary entry includes applicable page number(s) and the original recommendation titles.
- In three instances, I split complex recommendations into two separate recommendations to make them easier to evaluate. See 1.4 and 1.5, 1.7 and 1.8, and 1.9 and 1.10,
- I omitted four entries from the original report, three for redundancy and one that was too broad to evaluate. Each omission is noted where it would have appeared in this summary.

Form

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.

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.

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.

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.

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.

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.

<u>The Lake</u>
Recommendation 1.7 – Add eco park features to the Lake at the Commons.
Reference page 43, eco park / flood mitigation.
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.

Recommendation 1.8 – Convert the Lake at the Commons into a natural water feature.
Reference page 43, eco park / flood mitigation.
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.

Recommendation 1.9 – Construct a pedestrian bridge over the Lake at the Commons.
Reference pages 44-45, bridges.
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. (43-44)

Recommendation 1.10 – Reduce the Lake at the Commons to a water feature.
Reference page 45, 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.

Circulation

Omission. 'Lake' and 'Parking' recommendations excluded due to redundancy. *Reference page 44.*

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.

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.

Parking

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.

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.

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.

Activity

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.

Omission. 'Commercial Model' is less a project recommendation and more a discussion of two different urban design philosophies. I recommend revisiting this item when beginning the urban design process, with guidance from our Planning Division and consultant team. *Reference page 47.*

Recommendation 1.17 – Create a festival street.
Reference page 48, shared use public event space.
Festival streets are designed to be periodically closed to traffic. They provide a venue for large-scale community events while limiting inactive hardscape during regular use. Civilis specifically identifies the western segment of Nyberg St, from the splash pad to Boones Ferry Road, as a viable location for a festival street.

Recommendation 1.18 – Create a food cart pod.
Reference page 49, food cart pod.
Community members have consistently identified a food cart pod as one of their top priorities for downtown. Civilis highlighted the white parking lot as a natural location for food carts, along the pedestrian walkway stemming off Boones Ferry Road.

Recommendation 1.19 – Design spaces and activities to appeal to all ages.
Reference page 49, all ages friendly.
Civilis recommends designing elements for specific age groups while ensuring universal accessibility. Examples of elements with targeted appeal include the splash pad for children, hangout spots for teens, and interactive art/furniture for adults. Creating a baseline of accessibility – through readable wayfinding text, even walking surfaces, and good lighting – are suggested methods to ensure everyone can come together.

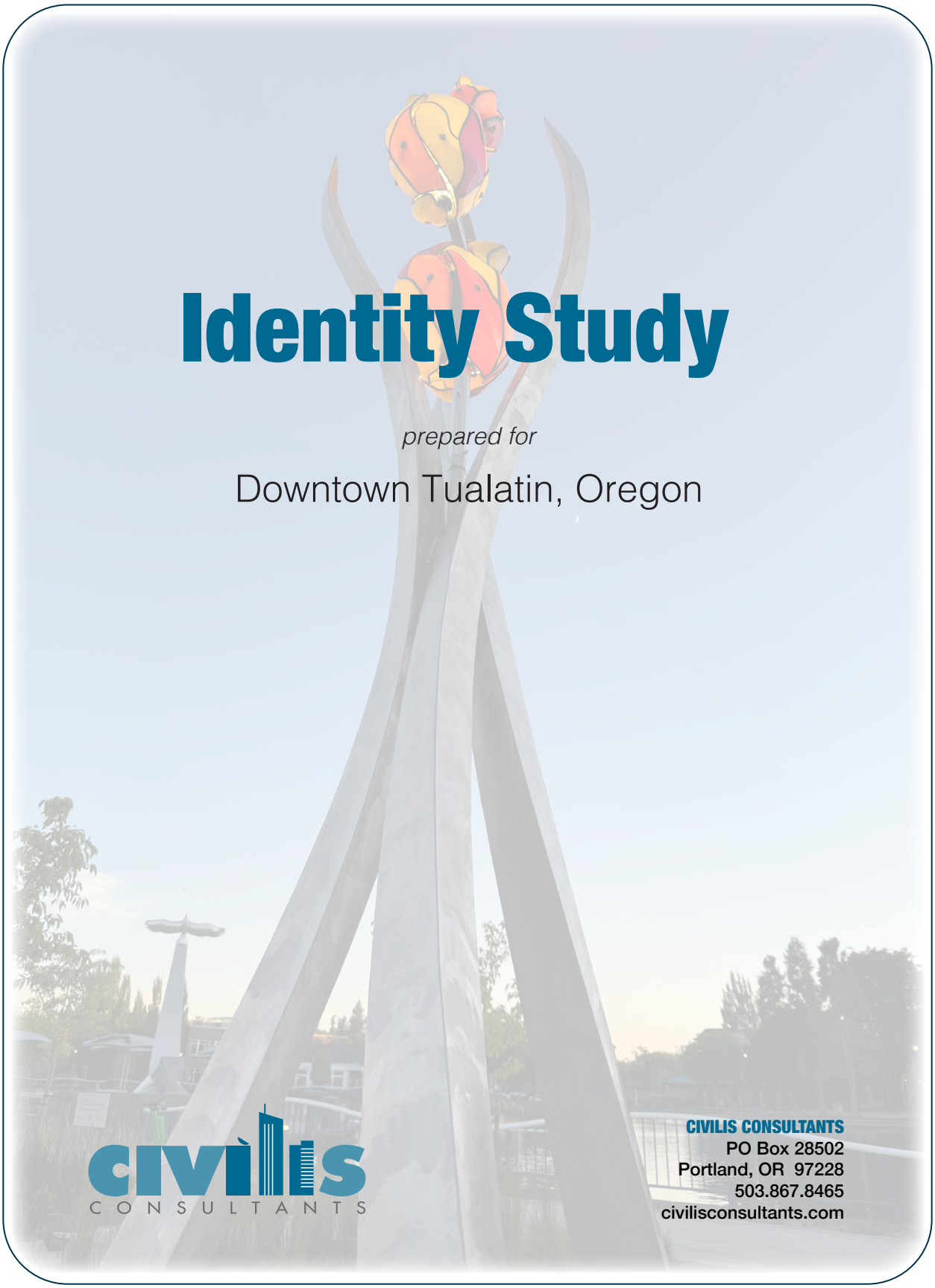
Omission. 'Adaptive Reuse' recommendation excluded due to redundancy. *Reference page 50.*

Recommendation 1.20 – Showcase existing uses with "improve what you have" programs.
Reference pages 50-52, showcase what is already active.
Three examples Civilis provides of "improve what you have programs" are a window improvement program, paint improvement program, and exterior seating program. These are generally administered as small dollar matching grants, using TIF dollars to support tenant improvements.

Recommendation 1.21 – Install temporary retail incubators.
Reference page 53, temporary retail space.
Temporary retail spaces are recommended to help activate underutilized space in areas with high foot traffic. They could be City-owned and use a "percentage rent lease" model to support emerging retail businesses. Civilis sees this as a potential tool to conceptually link Riverfront Park to the lake.

<u>Housing</u>
Recommendation 1.22 – Pilot a Swiss style cooperative housing model.
Reference page 53, Swiss style cooperatives.
Partnering with a non-profit housing developer to create Swiss style cooperative housing is recommended as an innovative way to balance ownership and affordability. In this model, residents purchase a share of the building when they move in, which gives them a vote on all matters of building governance. They pay relatively low rent, and their building shares are purchased back at the original price when they move out.

Recommendation 1.23 – Pursue single stair housing development.
Reference pages 53-54, single stair.
Single stair housing allows for apartments to be built above retail space with less of a ground floor footprint and more rentable space. This model has only been recently allowed in Oregon and the City's role in advancing this priority would likely be limited to a code update and possibly providing incentives.



Identity Study

prepared for

Downtown Tualatin, Oregon

CIVILIS CONSULTANTS

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CIVILIS CONSULTANTS

Acknowledgements

A gigantic thank you to the lovely students, business owners, property owners, and citizens of Tualatin who took surveys, attended workshops, participated in focus groups, and answered questions at event booths! Tualatin is lucky to have such engaged, knowledgeable and passionate representatives.

This work was sponsored and supported by:

- The City of Tualatin
- Downtown Tualatin Community Advisory Committee
- Tualatin Development Commission
- Juanita Pohl Center
- Chamber of Commerce

www.tualatinoregon.gov/economicdevelopment/tualatin-downtown-revitalization

PROJECT OVERVIEW

In early 2025, the City of Tualatin contacted Civilis Consultants about applying the Civic Identity approach to quantifying downtown Tualatin. The City has a new Tax Increment Financing (TIF) district that has been active for a few years and the City is launching a three phase project to 1) quantify Tualatin's identity; 2) visualize scenarios; and, 3) create a planning and code framework for the future. This multi-stage visioning, planning, and code development process will ultimately provide the scaffolding for future investments. (TIF is the funding mechanism that successfully created the Lake of the Commons out of an area with a dog food factory that everyone remembered as odoriferous.)



A Workshop at the Juanita Pohl Center

Civilis Consultants was asked to assist Tualatin with phase 1, garnering a better understanding of what story the downtown is telling today, quantify how it is operating as a mixed-use town center, and determine how the community might want downtown's story to change in the future. The intention of this work is to deduce both the intangible and tangible elements of the downtown story and marry those to the wishes of the community, resulting in a plain English document that can be used to create and test development scenarios and initiate TIF-funded programs and projects to realize the next iteration of downtown Tualatin.

Broadly, the civic identity approach shared in this report involved a) engaging property owners and business owners regarding downtown commerce; b) measuring resident sentiment through surveys, interviews, and community open booth events; and, c) quantifying and analyzing downtown's characteristics and business environment. This work included the steps shown to the right.

OUTREACH AND ANALYSIS

- ✓ 9 small focus groups representing
  - Hospitality
  - Service
  - Office
  - Retail
  - Restaurant
  - Property owners
  - Affordable housing
  - Residents
  - Latino businesses
  - Youth
- ✓ One-on-one interviews
- ✓ Info booths at 5 community events.
- ✓ CAC/Staff/Elected workshops
- ✓ District documentation
  - Daytime
  - Weekend
  - Holiday
  - After Dark
- ✓ Community survey
- ✓ Community identity workshop
- ✓ Walking tour
- ✓ Business technical assistance
- ✓ Property owner technical assistance

The culmination of this project is a two-step deliverable. The first is a presentation, heavy on images, sharing these Identity Findings and Identity Actions. The second is this Identity Study, which acts as a reference narrative for the presentation.

IDENTITY FINDINGS

Places are telling stories 24 hours a day, seven days a week, whether they mean to or not. If a commercial district is not intentionally considering and actively telling its own story, one is emerging anyway, and it's often not a good one. In all aspects of marketing, economic development, real estate development, and public policy, story should inform how cities and towns answer these sorts of questions:

- Why would a business locate to downtown?
- What visitors are attracted to your district?
- How do you become a local hangout?
- Would a lender be willing to risk investment in a project located in your downtown?
- Does your city provide opportunity for a wide cross section of its residents?
- How are you adding more housing to your community?



Parks Are a Huge Part of Tualatin's Identity

To build a sustainable, resilient downtown district, stakeholders should have a shared understanding of its identity—which means they should understand ***all*** of the elements of the story that are communicated through buildings, roads, signs, traffic, businesses, events, priorities, budgets, relationships, and a place's context.

One of the most effective ways to quantify the wide array of identity attributes in a place is to use the CORE Story Framework—the same building blocks that improvisation artists and screenwriters use to create compelling stories. This framework is a helpful way to understand both the tangible and intangible elements of a place, so it can be improved in new and interesting ways.

STORY FRAMEWORK

Characterization

Objective

Relationship

Environment

CORE STORY FRAMEWORK

The CORE Story Framework is made up of four components: Characterization, Objective, Relationship, and Environment. These are the essential ingredients to developing a complete story,

whether you are doing an improv show or branding a commercial district. This section of the Identity Dossier will break down the four elements of the story framework for downtown Tualatin.

Characterization

In fiction, characterization refers to the part of a story that is told through the physical presence of a character, such as voice, attitude, energy, race, haircut, clothing, walk, etc. In animation, there is a saying that if you nail the walk, you nail the character, because a character's walk communicates so much about them. When we first encounter a character in life, or through a story, we go through our address book of stereotypes and pull out the stereotype that most closely matches this new character. If the character matches our stereotype, we are satisfied and then no longer need to engage. But, if there is some aspect of the character that is unexpected, that is where we engage, that's where story happens, the tension between the expected and the reality that is in front of us.

For a city, characterization is everything that your city presents to the world physically, such as streets, buildings, signage, lighting, homes, yards, parks, and natural environment. Physical communications also contribute to this element of story through brochures, websites, billboards, print ads, and TV advertising. All of these things play a role in how a district represents itself. Characterization can tell us whether a city is dense, rural, blue-collar, wealthy, suburban, elite, safe, economically successful, or financially stressed.

Consider the borders of the Lake at the Commons, which is essentially regarded as the downtown area. Do these edges show drivers that they are next to a downtown?

CHARACTERIZATION: DOWNTOWN BORDERS





Because the physical portion of a place's story is always broadcasting itself and cannot really be "turned off"—it's the most important part of story for a place. Given its importance, it's fitting that the CORE framework starts with characterization! This will also be the longest section of the report.

In the workshop and in the survey, we asked people what words they would use to describe downtown Tualatin right now, and this is what they said:

WHAT WORDS DESCRIBE DOWNTOWN TUALATIN TODAY?



The lake, unsurprisingly, is mentioned often since it is the focal point of the downtown. In general, there is a split opinion on the lake. Some love it, and others feel it is under-used, filled with waterfowl guano, and a long walk if someone is looking to dash to the other side on an errand.

Word Cloud Reminder!

The bigger the word, the more frequently it was said, the smaller the word, the less often it was mentioned.

Positive attributes about downtown in the surveys and workshop included having potential, being walkable, nice, quiet and clean. But also, folks thought it was boring, had a lot of parking, was empty and hot. It was also a first to encounter “ducks” and “poop” in a place-based downtown word cloud!

Speaking of poop, it’s time to dive into the lake a bit more [pun intended]. There are many origin stories about the Lake at the Commons, and it seems that the one where it was created to raise property values enough to be able to make the mixed use project on the lake qualify for financing is the correct story.



Why Isn’t Anyone Stepping Into the Lake?

The lake is a really complicated part of the physical story of downtown. It can be very peaceful, but it also is a strange thing to have as the focal point of a downtown, and it is one of the reasons many find the area doesn’t feel like a town center.

There are a few key ways where the story of the lake is incongruous with a downtown experience or a park experience:

- *No Sound.* It is essentially a large water feature, which you might see in the center of a city, but you never hear the sound of water around the lake.
- *Artificial*. There is a river, park and greenway nearby, which are all very natural, but also well curated. By contrast, the lake is surrounded by hardscape, with a sprinkling of businesses. It is treated like a natural lake, but is obviously not a natural lake. This tension creates an environment that is not a successful park, nor is it a successful downtown. Tension is bad for visitation! Additionally, during periods in summer it turns a decidedly not natural shade of blue/green.



Not a Natural Water Color

- *Not Usable*. The design of the Lake of the Commons is subconsciously telling visitors that it should be a place to wade, dip your toe in the water, etc. But, it is not clean enough to be able to safely swim or wade, so the design creates tension because it feels like it should be teeming with people on a nice summer day, and is instead, empty. In the past, it appears activation of the lake with small rental boats was tried, but was unsuccessful.

In describing the downtown in general in the workshop and surveys, many people began by describing downtown through the lens of what it lacked, such as more restaurants, shops, and ice cream! It was typical to observe that the Commons is not an area they would describe as a downtown. Over half the responses unique words and phrases that expressed these sentiments, but they were one-offs, so they didn't arise to the top of the word cloud. Collectively though, single mentions were over half the responses. Examples of one-time mentions in the word cloud lists taken from the surveys and the workshop are shown below:

EXAMPLES OF SINGLE-MENTION EXPRESSIONS

UNINTERESTING	SEA OF PARKING	GOOD BONES
ATTEMPTING	UNFORTUNATELY	NO PEOPLE
GAIN	GIVEN	NORTH
NOT WELL DESIGNED	NO CONGREGATING	NEEDS FACELIFTS
LIMITED ATTRACTIONS	FEW SHOPS	NEEDS NUDGE
NO SPACE	FEW BUSINESSES	REINVENT
NOTHING TO DO	FEW ATTRACTIONS	THEMSELVES
ANYONE	LACKS FOOT TRAFFIC	MORE PLANTS
COME	SOMEWHERE	NICER
LACKS CHARM	EXPLORE	VEGETATION
LACKS PERSONALITY	MOVED	MATURES
GOOD WEATHER	CIRCLE	FRESHER
PARTS	SUBURBAN SHOPPING	MORE CONTEMPORARY
RUN-DOWN		MORE CREATIVE

It was a common observation that downtown does not look or act like a downtown in terms of circulation and/or offerings. People wanted more activity, more buildings, more shops, more restaurants, and more attractions. They also hoped it would become more charming, better looking and offer a more contemporary experience. It was also mentioned that it was more enjoyable in good weather.



Is this in a downtown or on a corridor?

In the surveys and the workshop, participants were eager to share solutions for downtown and were passionate about Tualatin improving downtown.

This energy is reflected when they were asked what words they wanted to describe downtown in the future, which is shown below. These are combined results from the workshop and survey.

WHAT WORDS DO YOU WANT TO HEAR
DESCRIBE DOWNTOWN TUALATIN IN THE FUTURE?



It's pretty clear that everyone wants more activity, people, walkability, community, families, food, places to gather, restaurants, unique offerings, and things that are a destination! In the survey, workshop, and the open booth events, a food cart pod was mentioned as a must-have. In fact, almost 1/3 of people at open booths who were

asked the question, “I wish downtown had...?” answered with: “a food cart pod!” The second most common answer to this question, at 22%, was a farmer’s market. (These were also prominent suggestions in the survey/workshop.) Many people we spoke to missed the old farmer’s market and weren’t aware of the new market happening at the Grange.

It’s interesting that people spoke a lot about how they wanted downtown to feel: vibrant, friendly, accessible, and fun versus spending a whole lot of time and words trying to explain how it should look.

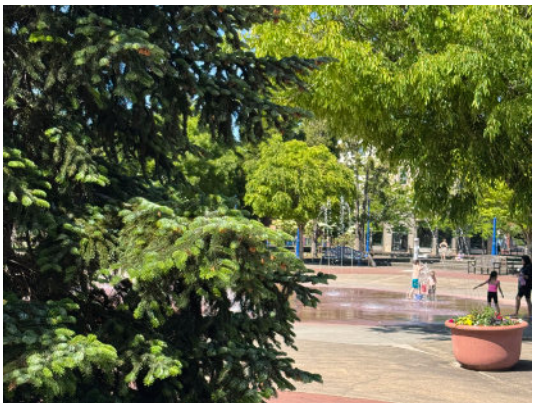
Another observation about downtown’s future destiny is how focused answers were on creating opportunities for community, hanging out, and rubbing shoulders with one another. Ultimately, a downtown is a place for people, a place that should feel welcoming to everyone in your community, and a place that naturally fosters activity by people.

VISUAL EXAMPLES OF WHAT DOES & DOESN’T FEEL LIKE DOWNTOWN

Feels Like a Downtown Activity



Feels Like a Downtown Activity



Doesn’t Feel Like a Downtown Sidewalk



Not a Downtown Type of Building



Bottom line, people want downtown to be a nice place physically, they want it to host a lot of economic and social activity, and they also want to feel connection while there. A downtown is a distillation of everything you are as a community, expressed collaboratively in the built environment! A place to dip your toe into all that Tualatin is.

There are many areas of physical story that have an impact on economic performance in districts, and in this report we will touch on the following: roads/sidewalks, parking/empty lots, the railroad, trails/river, businesses, buildings, signs, and art. Let's look at those in more detail.

Roads /Sidewalks

Roads and sidewalks are the fundamental circulatory system for a district and they have a large influence over commerce in several ways. Let's start with roads. They impact the primary experience of being in the downtown as follows:

- *Speed/Volume.* Faster traffic and high volume roads are detrimental to small businesses, downtowns, and Main Street environments because they do not allow drivers to interact with the commercial offerings or the district. Additionally, they are noisy, unsafe for pedestrians, and discourage outdoor activities and circulation making them uninviting to future downtown real estate development.
- *Connectivity*. The physical story of a downtown, regardless of scale, is expected to be a collection of interconnecting streets, often on a grid. Many people mentioned that they find the downtown confusing for two key reasons: 1) Nyberg and Seneca both dead end on either side of the lake; and, 2) on the east side of the downtown, there is almost no internal street circulation. Instead, visitors drive between private parking lots, which is confusing and unwelcoming. A road highlight for Tualatinites are the little streets on the west side of the Commons that are small town scaled, have light posts and flower baskets, and parallel on-street parking. Pedestrians also expect connectivity, and if they need to hop between two things on foot downtown, they can get annoyed that they have to walk all the way around the lake.
- *Appearance*. The experience of being in a downtown happens long before anyone walks in an individual business. The district itself is a primary experience, which sidewalks and roads either contribute to, or detract from. If the road is unappealing, unsafe, or confusing, then it makes the entire district less appealing, which then colors people's perceptions of the business offerings. Currently, none of the roads that rim the downtown have on-street parking, which is a visual cue that the district is not a downtown.

  SW Boones Ferry Road to the north of the Commons is the best "downtownesque" road and also the best connection to Tualatin Community

Park, as pictured below. SW Tualatin Sherwood Road to the south of the lake is an Interstate 5 exit, it is wide, and it is a very high volume road that conjures up grocery anchored centers, not a downtown. The N/S streets of Martinazzi and SW Boones Ferry give off a “suburban light” feel. The best of these two N/S stretches is the northern portion of Martinazzi near the library.

THE BEST ROAD! SW BOONES FERRY ROAD





As to sidewalks, these are our most humble of spaces. They are not fancy, they are open to everyone, and this is where the magic happens in a mixed use district. They are the places where we can see, and be seen, the places we run into our neighbors, the places we walk to and from work, the places we window shop. Every person, every building, and every business downtown is a citizen of the sidewalk and should act accordingly!

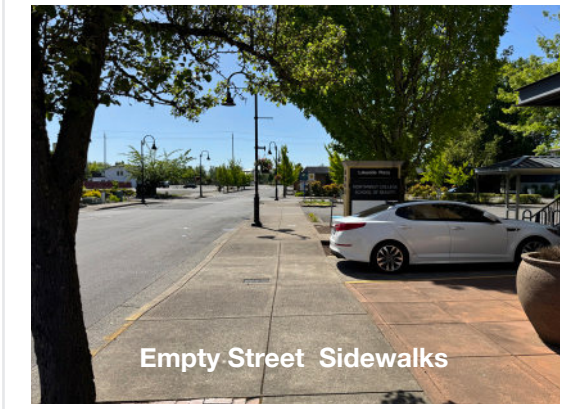
There are simple rules for how to drive commerce, create a sense of place, and develop a perception of safety in a downtown, and they all have to do with the sidewalk.

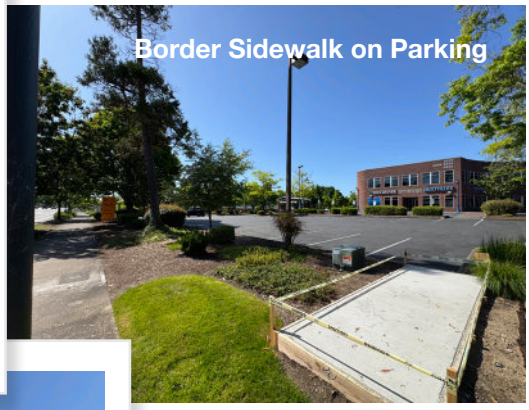

Not Many Buildings Front Directly on Sidewalks

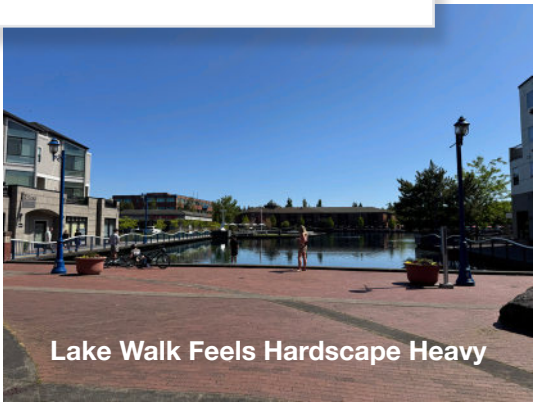
- Collection of buildings built right next to each other, right up to the sidewalk.
- Active uses on the ground floor with great windows open over 18 hours.
- Use of the sidewalk by businesses to SHOW what they sell, which essentially is what sidewalk seating is! But all businesses can do this.
- Good district fixtures, such as flower baskets, lampposts and benches.
- Shade and landscaping.

In other words, the sidewalk itself is not the important thing, it's what is on the sidewalk's edges. Empty sidewalk edges are one of the biggest areas of weakness in Downtown Tualatin, and why it doesn't feel like a downtown to so many people. The vast majority of sidewalks are big areas of hardscape with nothing active nearby. This is true on streets, it is true on sidewalks going through parking lots, and it is true around the lake.

EXAMPLES OF ORPHANED SIDEWALKS


Empty Street Sidewalks


Border Sidewalk on Parking


Lake Walk Feels Hardscape Heavy

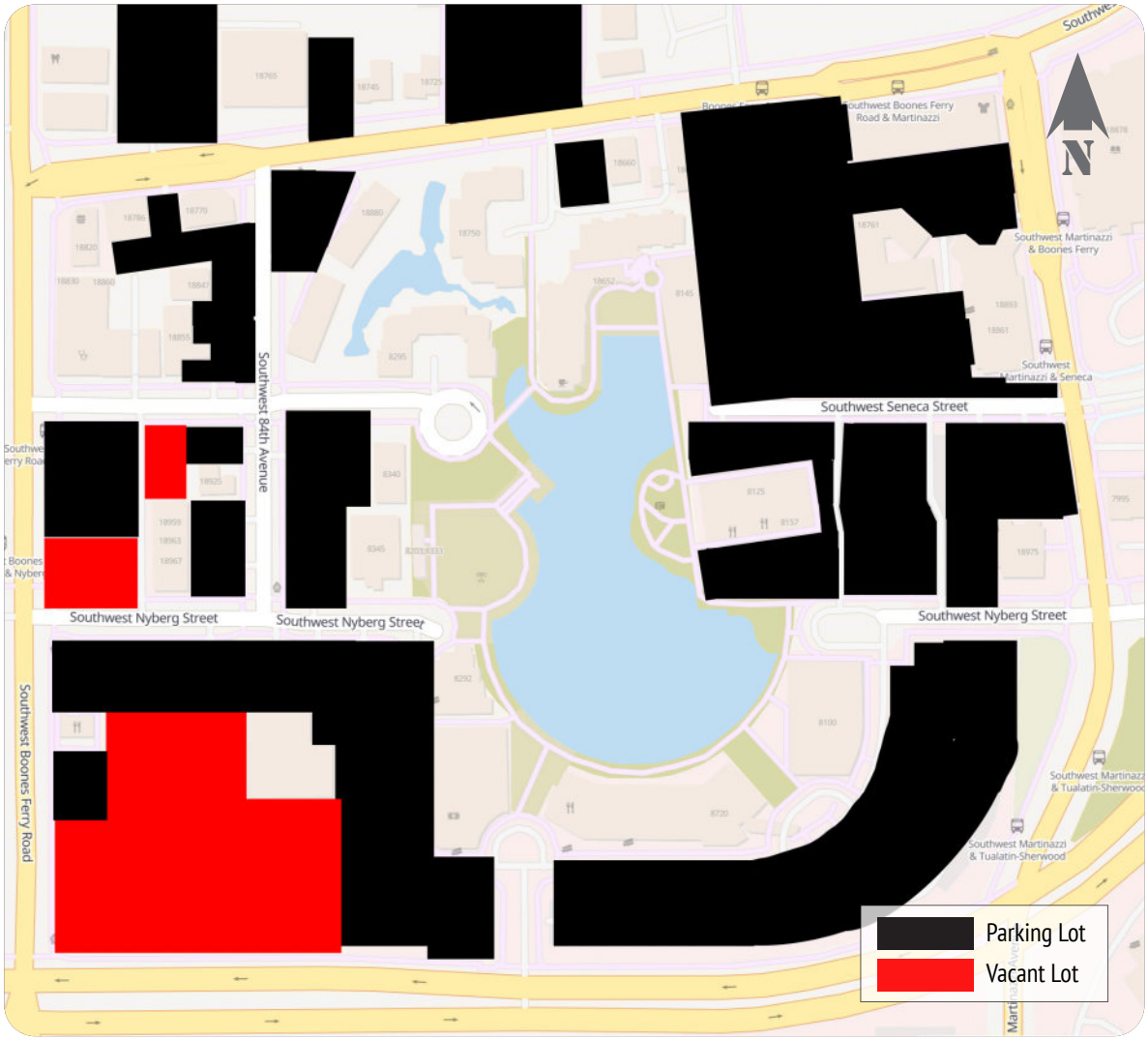
Parking Lots/Empty Lots

All downtowns aspire to be a park-once district, where pedestrians park once and circulate. This is not how customers treat downtown. Most visitors want to park directly in front of the business they are going to. Visitors don't understand where public parking is and will get frustrated, not knowing where to park and how to find businesses in the confusing layout. Customers sometimes drive between different locations in the downtown. Additionally, the parking lots that rim the downtown are completely hiding it. Between parking lots and empty lots, shown on the next page

in black and red respectively, the downtown is over-parked and disconnected. As a reference, Portland's downtown has approximately 11% of downtown land area devoted to parking, and Seattle has approximately 9% of downtown land area devoted to parking, according to the Parking Reform Network.

Below, you can see there is roughly 50% of land area devoted to parking (both public and private), and a few significant empty lots. This graphic does not account for on-street parking or garage parking with housing over the top, so the amount of square footage devoted to parking overall is actually larger than what is shown here.

PARKING AND EMPTY LOTS DOWNTOWN



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Railroads

Rail tracks run N/S along the west border of downtown, adjacent to the Hedges Greene shopping center. This track serves as a commuter rail stop on the The Westside Express Service (WES) provided by Trimet that runs from Wilsonville to Beaverton during commuter hours. Currently, the rail service is not viewed as useful for regional access other than going to/from work because of its restricted hours of operation. The station is on an elevated platform with weather protection and features an interactive art piece of movable heads. Trimet controls a parking lot to the south of the station along the east edge of Hedges Greene. Having more robust rail service here would help contribute to the area being a car-light option for residents. The area around the tracks also hosts the historic and beautiful Sweek house and grounds.

WES STATION, ART INSTALLATION & SWEEK HOUSE





Trails/Rivers

Downtown is incredibly fortunate to claim a water trail (the river) and a gorgeous shared-use bike path that connects to a larger regional trail system. The proximity of the Greenway, Tualatin Community Park to the north, and a meandering river great for paddle boarding and family fun are precious amenities to the community and something found in almost no downtown anywhere. However, most felt there was not a robust connection between these trails and the amenities and services offered by downtown.

Generally, users of the park and Greenway do not interact with even natural adjacencies, such as light food and snack opportunities. In fact, many wondered how many people using the parks and trails really know what is available downtown.

BIKE, PED AND WATER TRAILS RUN THROUGH/BY DOWNTOWN





Businesses

A downtown takes its identity from ground-floor businesses, which are essentially the products in downtown's store. What types of businesses contribute to identity? Generally, those that are local, active, and visually engaging are the key to building economic success.

As a shortcut, we are going to call these businesses "active." Ideally, active uses are businesses that are a) open to the public; b) have dynamic and interesting windows; c) create multi-sensory experiences; d) are something a pedestrian might frequent; e) use the sidewalk as an extension of their business; f) collaborate and cross-pollinate with other businesses; and, g) are ever-evolving. An economically successful downtown or Main Street district is one that always gives customers a new experience!

Active means that I can look at the business from the street, 24 hours a day, 7 days a week and get a sense of what the business sells, who its target market is, and what sort of experience it will offer a consumer on the interior. I should get this impression in a few seconds.

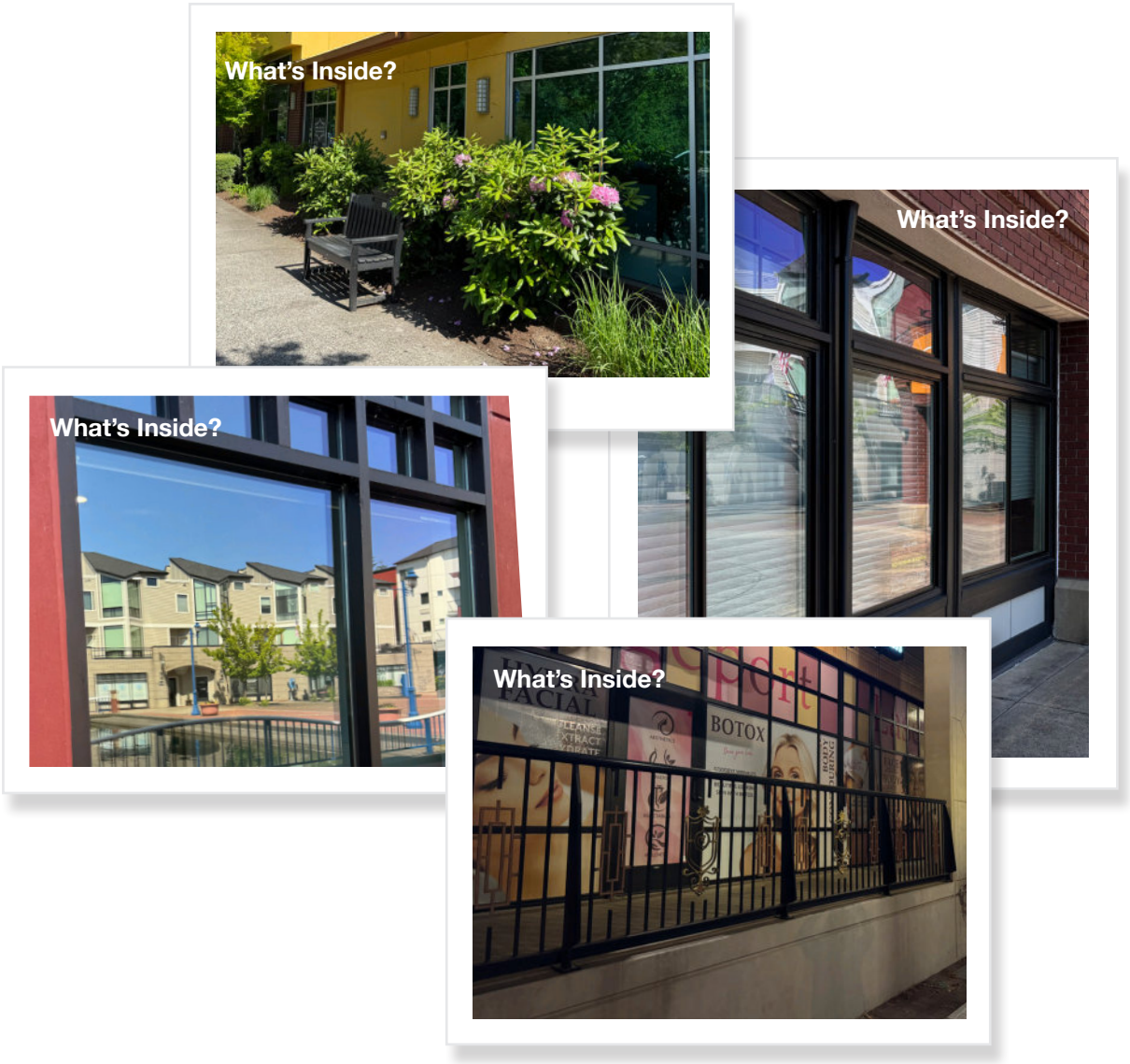
There are four key characteristics that are impacting identity and economics in downtown Tualatin, listed below. These are the four main reasons people described Tualatin as needing more activity.

1. The preponderance of inactive businesses in ground-floor spaces.
2. Blocked or dark windows on the ground floor.
3. A general lack of people visible in large areas of the downtown.
4. A lack of concentrated activity at the sidewalk, except for the restaurant seating along restaurant row on the south portion of the lake.

Visitors want to see in your windows, Tualatin!! For the most part, during the day, it was impossible to see in most of the businesses in Tualatin. If there is no window activation, the space interacts with the district in exactly the same manner as a vacancy because it is essentially acts as a blank.

The hardest thing a local business has to accomplish is to get people to cross their threshold. If there isn't something in storefront windows or on the sidewalks that reflects target customer interests, and if visitors can't see into a business, they will be much less likely to walk through a door.

VISITORS WANT TO SEE IN YOUR WINDOWS, TUALATIN!



In downtown, it is difficult to tell which businesses are open, which are closed, and which are vacant. A lack of window transparency and visual interest means that a)

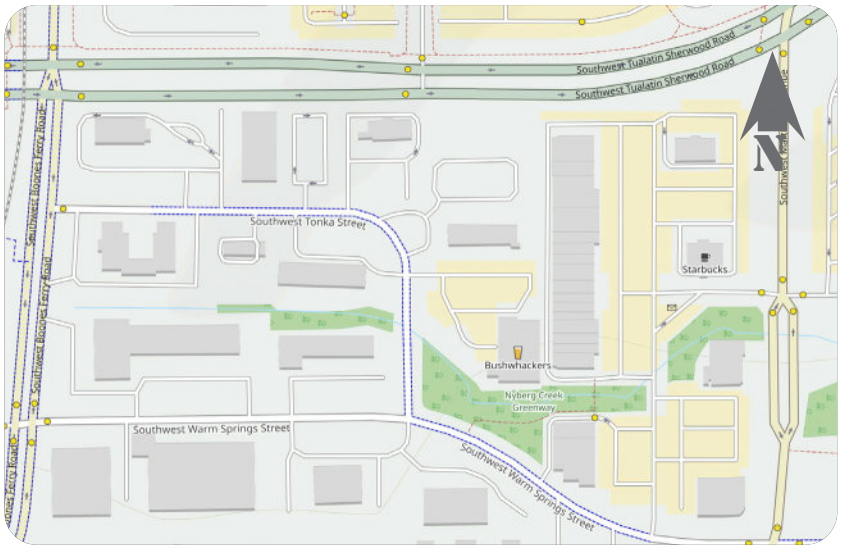
customers are not reminded to enter a business; and, b) visitors are less likely to circulate between businesses. Consumers should be able to tell you are open in one second by taking a look at your ground floor storefront and immediately know what your business is, what experience is on offer, and why they might want to connect with your establishment. Bottom line, if a business is on the ground-floor, it has an obligation, no matter its use, to engage the sidewalk and create dynamic windows.

In interviews, surveys and the workshop it was pretty consistent that in the core downtown there was a lack of retail and shops, so it's not telling a physical story on the ground floor of a mixed-use, active retail/restaurant downtown.

The good news is that downtown is within a very walkable distance to a wide mix of businesses that would allow most people to meet their shopping needs without a car. It is already the most walkable area of the City as a whole because downtown denizens can easily access multiple grocery stores, a post office, office supplies, pet supplies, pet hospital, home goods, medical services, a mix of restaurants and fast food, outdoors stores, craft supplies, etc.

Additionally, the area directly to the south of the core downtown ((SW Tonka Street and Warm Springs Street) has a mix of food businesses that were frequented by a wide demographic in the community, which is the area shown below. In considering places to expand the downtown within the Urban Renewal Area, this slice of small-lot development to the south of downtown and the small triangle of land to the west of this might present interesting opportunities for redevelopment before larger mall sites would consider large changes.

SOUTH OF DOWNTOWN STRIP MALLS WITH RESTAURANTS



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Buildings

In a store, products are what a store sells, and fixtures are the equipment that cradle, display, house, and show off the products. These display devices can be utilitarian, or they can actually help create ambience and mood, showcasing merchandise in a compelling and meaningful fashion, which also drive sales.

In the picture to the right, you can see the importance of fixtures. These pears feel very "farm fresh" because they are sitting on a country-inspired fixture. If these were sitting on a plastic table surrounded by Styrofoam, the produce would not appear to be nearly as fresh.



Fixture Makes Pears "Farm Fresh"

In a store, the interplay between products and fixtures is essential for driving sales and creating brand connection. And if you do it right, the fixtures are a part of the experience of being in the store.

In a downtown, the same is true. Only this time, the fixtures are the buildings and the products are the businesses! In a downtown, one of the primary experiences is first just being there, on the sidewalk absorbing street life, people, sidewalk seating, open windows, storefront interesting architecture, and good building lighting. The buildings act like walls to create the feeling of a room at the street or plaza level.

And when it comes to a building's role in telling a story for a successful downtown or Main Street, it's about both quality and quantity.

- *Quantity*. Is there a sufficient concentration of buildings built right up to the sidewalk, right next to each other, without parking lot interruption?

  Density of offerings are important in both a store or a downtown. Shoppers in a store do not want to see big blank spots with no fixtures or merchandise. Similarly, walkers in a downtown do not want to see blanks in the physical environment, such as inward-facing buildings, ugly buildings, or vacant lots. A store with a lot of blanks makes shoppers leave, and so does a downtown with a lot of blanks.

  A critical mass of interconnected buildings tells a physical story of vibrancy and excitement, a story that can be broadcast by the district 24 hours a day, 7 days a week. It's a story that is enticing to pedestrians, which is important

because it is the cross-pollination between businesses that happens by people on foot that drives economic success in a downtown.

Lack of building density, and lack of buildings adjacent to the sidewalk are key reasons why it doesn't "feel like a downtown" for folks—instead of sidewalks being an avenue to access building storefronts, in most of downtown, they are an avenue fronting on parking lots.

THE VIEW FROM MOST SIDEWALKS IS PARKING NOT BUILDINGS

A Dominant Sidewalk Experience is Parking



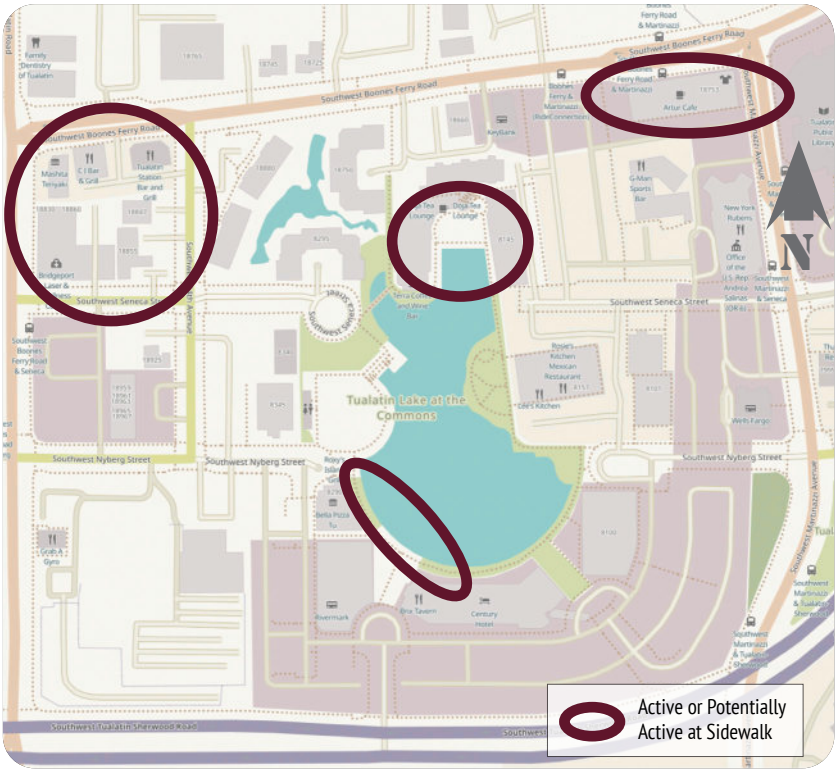
Parking Viewed from a Walkway



- *Quality*. Does each building contribute to or detract from downtown's brand? Commercial districts should be asking themselves: is every individual building contributing to the overall brand of a place, and are those buildings creating a framework for tenant success? Great buildings can make a downtown district, and ugly buildings can break a downtown district. If each building isn't doing its level best to showcase an active business on the ground floor, create a positive district experience, and get customer attention, then the primary experience of being in the downtown is compromised.

  There are a few concentrations of buildings in downtown that either do, or could offer an experience at the sidewalk that might be consistent with a smaller town downtown, which are shown on the map on the next page. On balance though, there are just not enough buildings built next to each other, up to the sidewalk with active uses currently.

AREAS WITH BUILDING CLUSTERS OR ACTIVITY NEAR SIDEWALKS



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Signs

Signs are one of the most misunderstood pieces of the retail puzzle in all commercial real estate settings. And, they are especially a challenge when we have a downtown setting in suburban surroundings because there is an instinct to mirror suburban retail practices in the downtown, which doesn't work. Additionally, both pedestrians and drivers tend to not read anything in the built environment unless they are looking for a specific business, but after decades of retail research, I can tell you that even then, they often don't read signs. They look for colors, or pretty umbrellas, or a landmark nearby.



Not Many Active Sidewalk Places in Downtown

In mixed-use places, the best advertisements are a combination of a great building, a great storefront, both of which must have great lighting, that SHOW me what they sell or why I might want to connect with them, or how I

might find them. So my advice is generally to pretend that words don't exist, figure out how to show people what you do and how to get their attention, and then add a sign to all of that at the very end!

A good example of an attention-getting building happened during district secret shopper assessments. The Dave's Hot Chicken has very successfully leveraged a brightly painted and interesting building, incorporating their brand on the signage but not changing the building. It was one of the few buildings in the entire urban renewal area that caught driver attention while in a moving vehicle.

MONUMENT SIGNS ON GIANT PARKING LOTS = NOT A DOWNTOWN







Signs are also one of the more subconscious reasons that downtown doesn't feel like a downtown: almost all of the signage is suburban and not helpful in navigating people to public lots or orienting them to businesses that face the lake. There is definitely feedback from businesses that customers get frustrated trying to locate them for the first time. (Identity actions will have ideas for tackling this challenge!)

Art

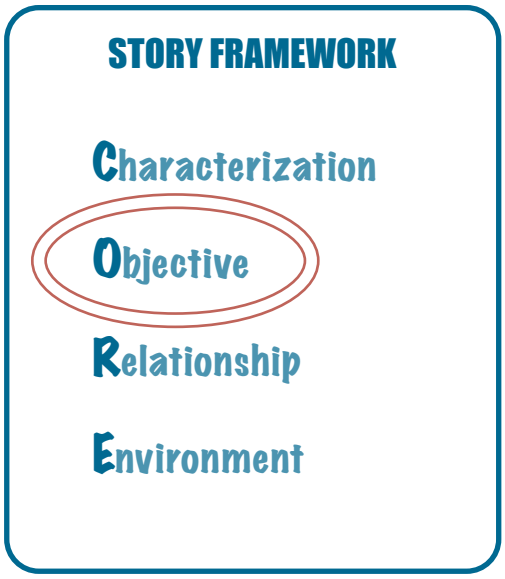
The Tualatin Arts Advisory Committee's presence is definitely being felt in big and small ways in the downtown. It was fun to walk around and see large new installations and surprising Easter eggs, like small stamps in sidewalks. The plaza in front of the library has a lovely piece with a rushing water feature, but it was mentioned by many survey takers as something no one ever uses and is a waste of space. It suffers from the too much hardscape problem, as it has parking and/or road on 3 sides and hard, bland surfaces everywhere in the little courtyard itself.



Library Hardscape Plaza

Objective

The "C" in the CORE Story Framework was the longest section of the framework because the physical story of a commercial district is fundamentally important to its performance. In some ways, the C is also the easiest to understand because it is tangible. The remaining elements of the framework (the "ORE") are equally important, but they are sometimes harder to grasp. They are the hidden parts of story that still have a big impact. But, they are less tangible, and therefore harder to quantify. So let's take a closer look at the "ORE"... beginning with Objective.



The "O" in the CORE Story Framework is Objective, and speaks to what a character's motivation is.

Even though we don't do it consciously, human beings are always making assumptions about what everyone else's objectives are, and what is motivating them. We must have an idea of what someone's objective is if we want to engage with them in a story because we need to know what boundaries define their interactions.

In real life, the absence of having a clear understanding of someone's objective makes us uncomfortable. Human beings feel most at ease with someone whose objective is clear, whether or not we would describe their motivations as good or bad. On the other hand, we do not like interactions where we don't know, or don't understand, the objective of the other parties.

This is true of places, as well. We want to know what motivates a place and what experience we are supposed to have and how we are supposed to feel.

For a downtown or a Main Street, objective refers to understanding the experience that it intends to provide and the role that the district plays in the city as a whole. As consumers, as residents, as visitors we want to grasp what downtown stands for, what it is about, what motivates it. In other words, why should I connect with it?

In order to get a handle on Objective for Tualatin, we started by asking workshop-goers and survey takers some interesting questions, which we will dive into in further detail in the following pages. Our first question was about passion; namely, what are people in Tualatin passionate about?

WHAT ARE PEOPLE IN TUALATIN MOST PASSIONATE ABOUT?



The tree-shaped word cloud highlights Tualatin's passion for parks, nature, sports, water activities, biking, and the outdoors... the many words related to the outdoors and greenspace are delightful. Also, community, family, food, music, and food cart pods were on the list.

There was some tension in the responses as it relates to feedback about being a bedroom community, or a suburban community on Interstate 5. This is expressed in words such as being passionate about traffic or cars. And while there were references to Tualatin being car-centric, the flip side of that coin is that there was real interest in developing a more authentic downtown, mixed-use, walkable experience.

The second question asked as it relates to Objective in the story framework was an inquiry about where they have been, anywhere in the world that offers an experience they would like Tualatin to offer. And, we also asked people to explain what about that experience was special, or important. Results from survey and workshop are below.

WHERE HAVE YOU BEEN THAT PROVIDES AN EXPERIENCE YOU WANT DOWNTOWN TUALATIN TO OFFER, AND WHY?



Clearly everyone wants more shops, more people, more shopping, more walkability, more restaurants, more food cart pods, etc. They really want to see some super charged activity.

Below is a list of most of the places mentioned, as you can see, everyone was thinking big!

PLACES MENTIONED

* Bend, Oregon
* Beaverton, Oregon
* Spokane, Washington
* West Linn, Oregon
* Portland, Oregon
* Lake Oswego, Oregon
* San Antonio, Texas
* Omaha, Nebraska
* Jerome, Arizona
* Tigard, Oregon
* Oregon City, Oregon
* Happy Valley, Oregon
* Sherwood, Oregon
* Newberg, Oregon
* Barcelona, Spain
* Tempe, Arizona
* Sandy, Oregon
* Sellwood-Moreland
* Wilsonville, Oregon
* Hillsboro, Oregon
* Copenhagen, Denmark
* Yokohama, Japan
* Tucson, Arizona
* Tigard, Oregon
* Milwaukie, Oregon
* Corvallis, Oregon
* Eugene, Oregon
* Santa Barbara, CA
* San Diego, California
* San Francisco, CA
* Scottsdale, Arizona
* Kyoto, Japan
* Sonoma, California
* Santa Fe, New Mexico
* Miami, Florida
* Astoria, Oregon
* London, England
* Salem, Oregon
* Vancouver, Washington
* McMinnville, Oregon

PLACES MENTIONED

* Cannon Beach, Oregon
* Ashland, Oregon
* Greenwich Village
* Bellevue, Washington
* St. George, Utah
* Paris, France
* Baños, Ecuador
* Singapore
* Lisbon, Portugal
* Leavenworth, WA
* Carmel, Indiana
* Florence, Italy
* Frankfurt, Germany
* Bern, Switzerland
* Seaside, Oregon
* Bellingham, WA
* Lawrence, Kansas
* Sisters, Oregon
* Hood River, Oregon
* Jackson Hole, Wyoming
* Palm Springs, CA
* Silverton, Oregon
* St. Louis, Missouri
* Sienna, Italy
* Bruges, Belgium
* Hudson, Ohio
* Chicago, Illinois
* Montreal, Canada
* Denver, Colorado
* Wallace, Idaho
* Tokyo, Japan
* Manzanita, Oregon
* Rome, Italy
* Iowa City, Iowa
* Houston, Texas
* Pasadena, California
* Camas, Washington
* Matosinhos, Portugal
* Oran Park, New South Wales (NSW), Australia

PLACES MENTIONED

* Novoshakhtinsk, Russia
* Fuzhou, China
* Mumbai, India
* Nanjing, China
* Budapest, Hungary
* Cairo, Egypt
* Athens, Greece
* Portland, Maine
* Austin, Texas
* South Bay, California
* Campbell, California
* Sunnyvale, California
* The Round
* Orenco Station
* Spokane Riverfront
* Millennium Plaza
* The Garage (West Linn)
* Gene Leahy Mall (Omaha)
* Mill District (Bend)
* Culdesac (Tempe)
* Universal Plaza
* Bridgeport Village
* Hidden Creek West Park
* Old Town Sherwood
* Waikiki Beach (Hawaii)
* Director Park (Portland)
* Progress Ridge
* The Oregon Gardens
* Liberty Station (SD)
* Old Pasadena (CA)
* Hawthorne St
* Alberta Street
* Multnomah Village
* Cannon Beach
* Little Tokyo (LA CA)
* Sellwood-Moreland
* Yachats
* Fairhaven Neighborhood

One of the key characteristics of the mixed-use examples are that they have “naturally occurring activity.” No one has to program or secure these places. The mix of businesses, people living in the district, visitors, and/or shoppers make it a vibrant, ever-evolving place all on its own. Events are gravy in places with 18 hours of commercial activity on the street. Additionally, these are all great places for people.

Indoor/Outdoor Display Plus Great Lighting



Product on the Sidewalk



Paper & Printing Outdoor Typing Station



People Spilling Out Onto Sidewalk



The final question in the framework for objective was the most difficult. If downtown were a person, how does that person feel? And we encourage folks to describe the person to make it easier. We don’t ask this question to be annoying, although a few surveygoers were wondering. We ask this question because the answers are actually the way that the district often makes visitors feel. It gives us insight into the experience being provided and the subconscious reactions customers and diners might be having.

IF DOWNTOWN WERE A PERSON, BASED ON EVERYTHING IT IS PRESENTING TO THE WORLD TODAY, WHAT IS THAT PERSON FEELING?



Most of the largest words speak to the challenges facing downtown Tualatin, but people were very open about they thought downtown needed, and that it was trying!

On the next page are some specific pull quotes from this question that give you a little bit of an overview of the kinds of ways people perceived of downtown in both the survey and the workshop.

The Lake at the Commons feels like someone in their thirties, who dresses nicely, is always tidy, but does not really engage with strangers.

The lake is a dad whose children have grown up. He is sloppy and although he tries to dress nice, his clothing is always stained and a little disheveled. He is kind, but not always the most informed. He does his best.

Areas around the lake are like an old woman who has an inner beauty that cannot really be seen, so she's ignored. Once she's dressed up and smiles/ laughs, others see she's beautiful and fun.

Grandpa

They listen to "wide open spaces" by the Chicks and dream about bigger things!

IF DOWNTOWN TUALATIN WERE A PERSON...

Adam Sandler

Taking some meds to try to feel younger.

A boring dude, late 40s, project engineer, shops at New Seasons, mountain bikes, struggles with identity, about to go through midlife crisis or an amazing redevelopment!"

It seems to be a 50ish white male who wears white shirts, a pocket protector and is a licensed mechanical engineer who collects phonograph records of Peggy Lee.

IF DOWNTOWN TUALATIN WERE A PERSON...

They are a calm and relaxing person who used to get out to all these activities before the pandemic, but afterwords has kinda stepped back and become less social.

A 60 something year old man who still goes to work for the same job he's had for 40 years comes home and sits in his recliner and watches tv every day. But gets really excited and goes all out for the pumpkin regatta every year, when he has the whole family and neighborhood over for a party.

I think there are more than one person... [from] the big popular person who has a bunch of friends [to those who] hope to get more neighbors one day, spruce up their neighborhood with lots of flowers and trees and develop connections and friendships.

Beige

Aunt Marge who is in an assisted living home that you rarely go visit because you forget about her.

Eeyore

Waiting for surgery, but hopeful.

A person that wakes up everyday at the same time, goes to his boring office job, wearing his beige boring clothes, goes home and watches family feud for two hours while eating a bowl of rice and grilled chicken before going to bed and doing the same thing the next day.

Clean, stylish, casual business dress - "a sharp dresser." Works hard and plays hard. Enjoys life and the amenities of the NW - natural resources. Easy to talk to, outgoing, but reserved at times.

This question, "*If Tualatin were a person...*" is one of the most powerful because it's an honest reflection of how the downtown is serving its own citizens. The clear message is that for some, it's pretty good, for others, it's mid, but for the majority, it's a sad, lonely, and slightly lost place. The silver lining though is that almost everyone passionately believes it can be improved and is excited about the prospect!

Additionally, I must give a shout out to workshoppers and survey takers for being so descriptive, The wonderfully evocative and thoughtful answers to the final objective question could have filled pages in this report!

Relationship



The third item in the CORE Story Framework is Relationship. In traditional storytelling, we use relationships to tell readers something about a character. You can tell a lot about a person by the relationships they maintain, and the same can be said for towns.

What are your most popular events? The most beloved businesses? Who in the community connects with downtown? Who doesn't? Who is moving into the community? Who is moving away? How are the public and private sectors working together?

Relationship is usually the most overlooked element of the framework, but it's vitally important because at the end of the day, a downtown or Main Street is all about people.

Creating economically sustainable communities requires active collaboration between the private sector, the public sector, and non-profit agencies.

To make good decisions about new development, adaptive reuse, business finishes and tenanting, property owners must work together.

To generate sales per square foot, businesses must work together, share information, and create brand relationships with a wide cross section of the community.

And to be successful in a small-city environment, downtown has to create strong relationships with the residents of its city. Smaller cities are smaller markets, and no district can afford a lack of relationship with its own residents.

So what is the state of relationship in downtown Tualatin?

The first question we asked as it pertains to relationship was: “Who relates to downtown Tualatin?” As you can see below, many people respond by talking about who relates, and what they are relating to.

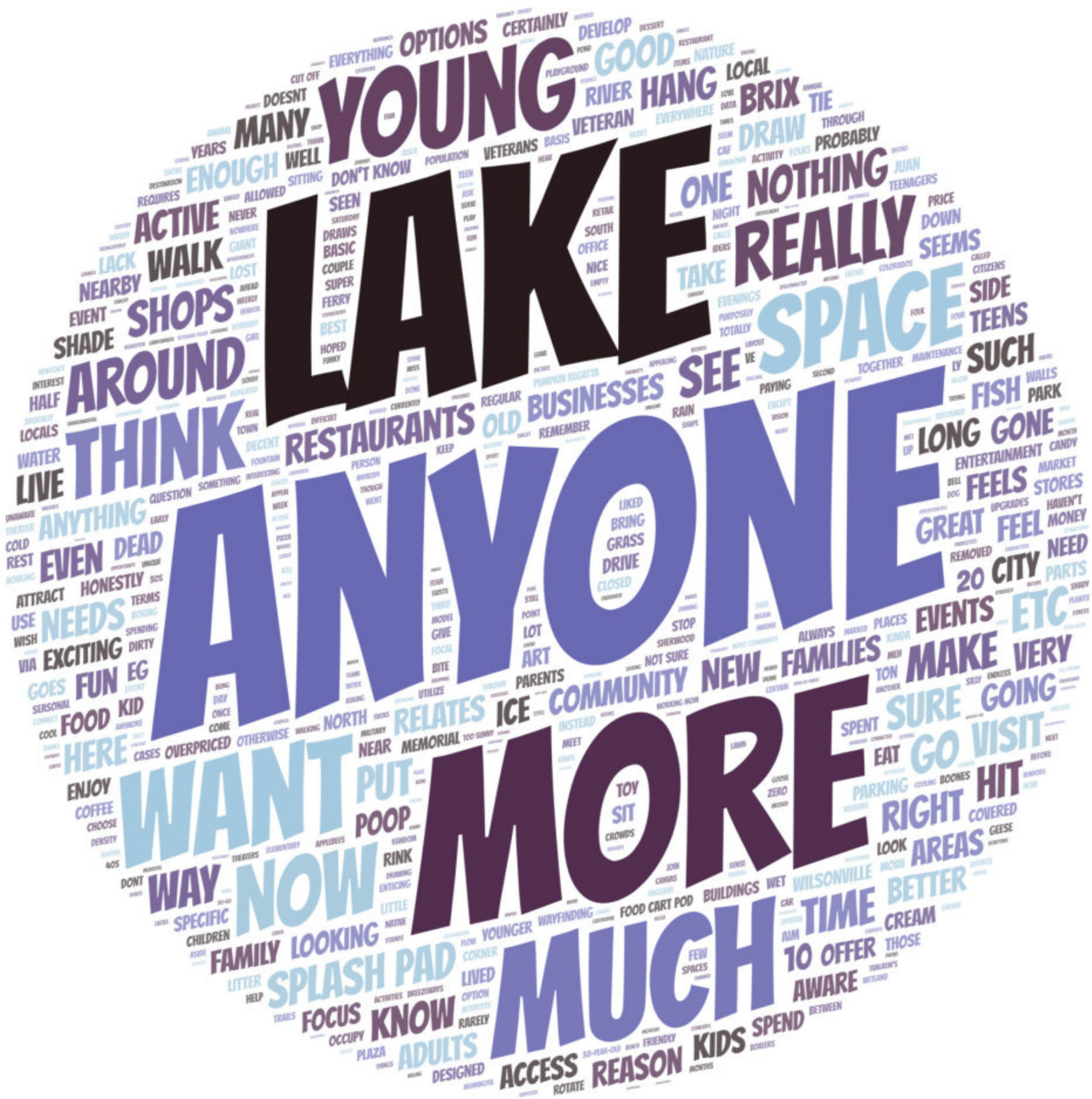
WHO RELATES TO DOWNTOWN TUALATIN?



The biggest themes were family, kids, people walk around and/or love the lake, diners, and folks going to the fountain/splash pad.

The next question we asked is who did not relate to downtown Tualatin.

WHO DOES NOT RELATE TO DOWNTOWN TUALATIN?



A lot of respondents said that anyone might not relate. There is clear frustration with downtown because people want to relate, but feel there is not enough of an experience to relate to. In this question, the lake was mentioned a lot, but in many cases it was all of the ways that people were not relating to the lake. And again, a lot of mentions of how much more the downtown needs in terms of activity, offerings, and excitement.

We also wanted to understand what people related to in terms of business offerings in general. We divided businesses into two categories: beloved and leading. The reason we asked, “What are Tualatin’s most beloved and leading businesses?” is to find out how people might define these two categories because their beloved answers are the vertical markets that should be targeted for downtown.

Also, we asked for responses across the entire City, not just downtown.

WHAT ARE TUALATIN CITY’S MOST BELOVED BUSINESSES?



WHAT ARE TUALATIN CITY'S LEADING BUSINESSES?



The characteristics of what people respond to in terms of beloved businesses are often places that are busy because they are great places for people. The library is beloved, and we should think about how to tie that more closely to downtown. Additionally, the characteristics of most of the businesses cited as beloved are that they are local and food related. These are both areas that are great for targeted tenanting when investing in downtown improvements.

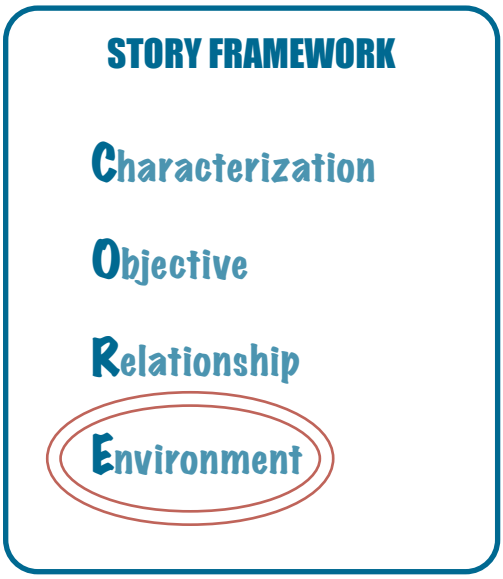
Leading businesses are usually office/manufacturing, or sometimes national chains, and that is the case here where Fred Meyer got bigger and Lam Research was mentioned. Fred Meyer is an interesting community hub, many people mentioned it, even in focus groups and interviews, as a place where you often see and rub shoulders with neighbors.

A few more relationship observations:

- The Latino business leaders we spoke with said their community doesn't generally see the downtown as an amenity for gathering. Rather, they might go to specific food-related business, but other than that, it's not a draw.

- We asked if there were places people avoided in the downtown. The good news is that no one actively avoids anything downtown. The bad news is that people said it was more the case that there is nothing on offer downtown, so they just forget about it and actively choose not to go.

Environment



Last up in the story framework is Environment.

We all know the expression that context is everything. Well, it's true. Context is everything. If you told a first date story that took place at a baseball game, you would make one set of assumptions about the characters. If you changed just the context of that first date story, from a baseball game to say... a church, well, perceptions of these characters would change a lot.

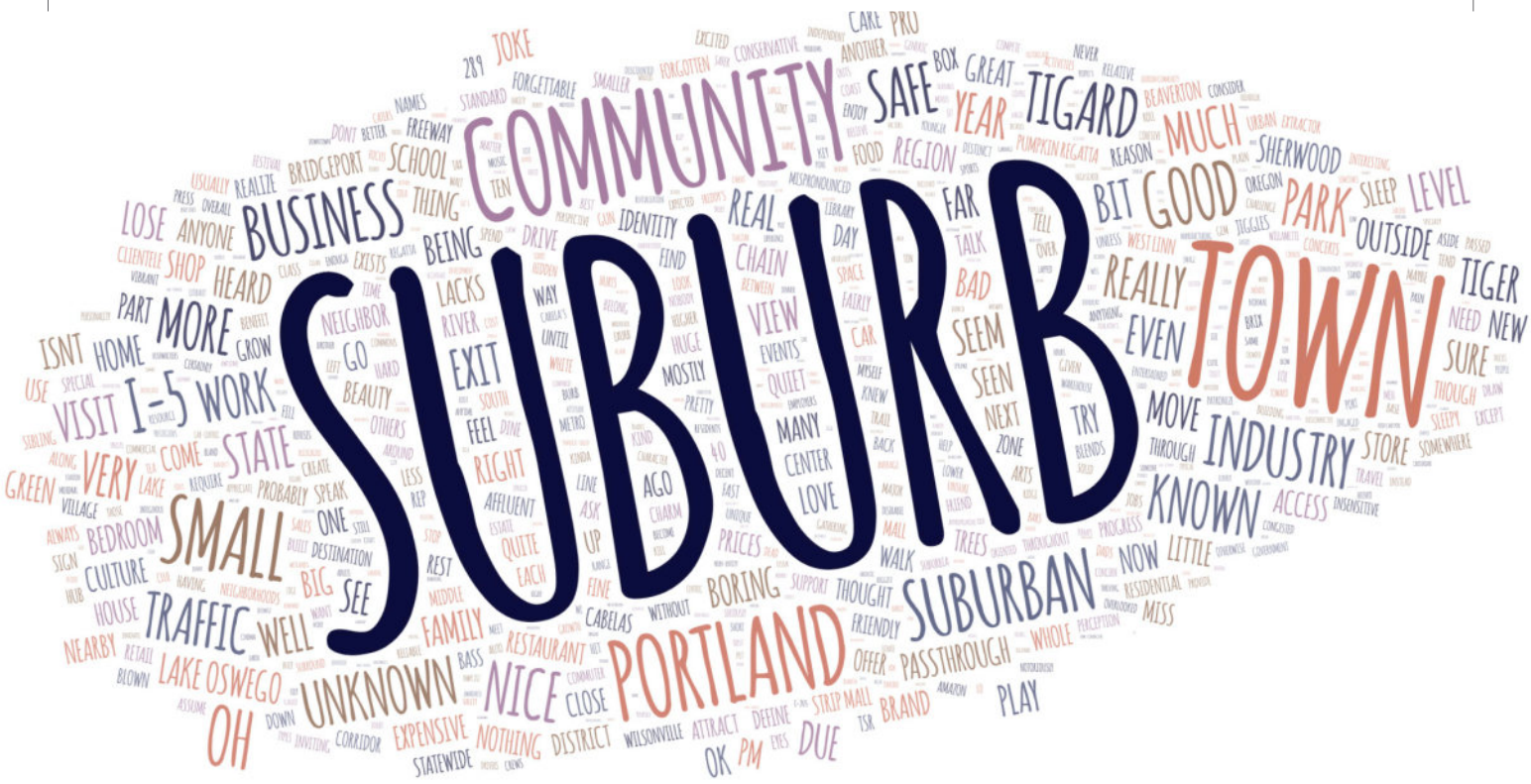
Some elements of environment can be changed for a place, and some can't. You can change whether your downtown is green and park-like, so the context for the downtown experience changes. But, you cannot change where a town or a city is located, and the seasonality and market forces that go with that location. Since you can't change most of a place's "where," understanding it and leveraging it are paramount for planning and economic success.

So, how did Tualatin's residents describe their city's context, and the perception of Tualatin within the region and State of Oregon? See the following word clouds.

HOW WOULD YOU DESCRIBE THE REGION AROUND TUALATIN?



HOW IS TUALATIN PERCEIVED THROUGHOUT REGION/STATE?



Tualatin's immediate context has suburban and suburbs as the primary context for the City. Parks, industry, being green and beautiful, being family friendly, and being a pass through to Tigard or Sherwood were also all mentioned.

In terms of how Tualatin is perceived in the region and the State, being a suburb/suburban loomed large. Having traffic, being safe, being a pass through/exit for I5, and being mistaken as Lake Oswego or Tigard were mentioned. From a State perspective, many feel that Tualatin is pretty unknown and essentially lumped in with Portland.

The downtown and the City is very fortunate to have such an interesting tension between a well-used river, amazing parks, greenway/bike trails, and an Interstate freeway with a rap for being the 'burbs! It's something that could be playfully fun in marketing. But, definitely smart to lean into the parks, environment, and biking for downtown's future.

Also, there were loads of comments about the fact that no one knows how to spell the City's name!

FINDINGS SPOTLIGHT

Tualatin values its parks, river access, family-friendly life in a small close-knit community with easy access to Portland. They also recognize that the balance of retail, employment and office in the community contributes to having a strong job base and solid economy. Really, the one thing missing from the City is a great downtown, and there is demand for it.

The Lake at the Commons area has elements cherished by the community, but overall, it fails to deliver the mixed-use, bustling hub they desire. The biggest areas to work on include:

- *Make It Look Like a Downtown*! Right now the downtown feels a little like a mid-century arterial with smaller buildings that have dedicated parking spaces was magically wrapped around an artificial lake. The city is going to have to figure out how to add more concentrated building form and a robust circulation pattern to help the district look and feel like a downtown.
- *Explore Lake Options.* There are varying degrees of attachment to the Lake, and there is an appetite to have a discussion about what else it could be. Many wondered if the area could retain a water feature but also serve as a flood mitigation area and eco-park, and others wondered if there was some way to retain water elements but have more activity and/or circulation over the lake.
- *Where Do I Go?* Everyone is confused! People don't know where the public lots are, new visitors don't know how to find business on the lake, people don't want to be forced to walk across around the lake when they want to go across, and it's very strange to walk/drive on the east side of downtown because there aren't real roads, only paths through private parking lots. In terms of the trail circulatory system, creating a more fun and interesting path from the Greenway, by or through downtown, and then over to the park would be good for cross pollination.
- *Passionate about Parking*. The dominant visual feature of downtown is parking lots, another reason it doesn't look like a downtown. Implementing a downtown parking toolkit to manage parking demand while building more density will be critical.
- *Show Me the People.* The long list of what people want in downtown is essentially activity. They want multi-age, 18-hours of people downtown having fun.
- *Live and Ped*. Because there are so many walkable amenities immediately in the urban renewal area, this is an ideal place to add more housing in Tualatin because it is truly a location that someone could meet most of their daily needs without ever needing a vehicle.

IDENTITY ACTIONS

The purpose of this report is to give the community, the Community Advisory Committee (CAC), the Tualatin Development Commission, and the City of Tualatin a sense of what the community wants in their downtown, and provide actionable ideas that incorporate community feedback. These ideas are meant to spark discussion and provide a framework for the visioning work in Phase 2 of downtown revitalization planning. These identity actions will be organized as follows:

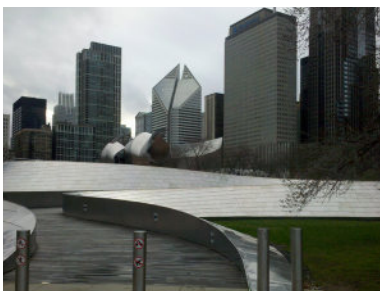
- *Form*
- *The Lake*
- *Circulation*
- *Parking*
- *Activity*
- *Housing*

Form

It was widely observed that downtown Tualatin does not meet expectations for the appearance of a downtown. There is a basic formula for what people expect visually in a downtown, and that is buildings built right up to the sidewalk, right next to each other, with no interruption. This is true in small downtowns, and this is true in medium sized cities, and this is true in large cities. The only real difference between the three kinds of mixed use districts is scale of building footprint and building height.

SMALL, MEDIUM, AND LARGE CITY DENSITY





A reminder that a continuous run of buildings is not just a place to showcase a lot of activity at the sidewalk. Buildings located right up to the sidewalk, right next to each other on opposite sides of a road essentially serve as walls for the street and sidewalk, which makes them feel like a cozy room.

There are many form-based issues to consider to as the community works together to envision a new downtown, including the following:.



Third Street Is a Cozy Room in Downtown McMinnville

1. *Adaptive Reuse*. Adaptive reuse of existing small buildings to make them more active and engaging at or near the sidewalk can have a big impact. Any kind of building can be transformed with paint and the right storefronts. My favorite are ugly boxes! In Portland, this was an auto body shop to small restaurant hub conversion.

AUTO BODY SHOP TO RESTAURANT HUB







2. *Site intensification.* Create incentive programs and design zoning and code to facilitate building owners reusing their existing structures and building new on their adjacent parking lots. Small footprint buildings create fine grained visual interest at the sidewalk, and a mix of building sizes is a typical characteristic of dense cities. You can build fabulous buildings in a small footprint, such as the mixed-use building constructed on just a 2,500 SF lot on Alberta St in Portland. Site intensification can be a great way to incrementally add density because an owner can collect cash flow from their existing building while building new next door.



Plumbbean Bldg, 2,500 SF Footprint

Site intensification can also work on larger sites. The following example below is a larger site in Portland that was once home to a long-vacant mid-century car dealership, which became the Vanport project. It used TIF and New Market Tax Credits to develop for-sale retail and office spaces offered to local small business with low interest rates and down payments. The project redeveloped the existing warehouse building, and built a new mixed use building and housing on the adjacent parking.

VANPORT PROJECT, THREE DIFFERENT USES ON THE SAME LOT:
RETAIL, OFFICE, AND BACK-OF-LOT ROW HOUSES



Site Intensification

Phase 1: Existing Building Renovation

Phase 2: New 3-Story Mixed-Use Office/Retail Building

Phase 3: Row Houses Built Near Existing Residential, Away from Busy Road

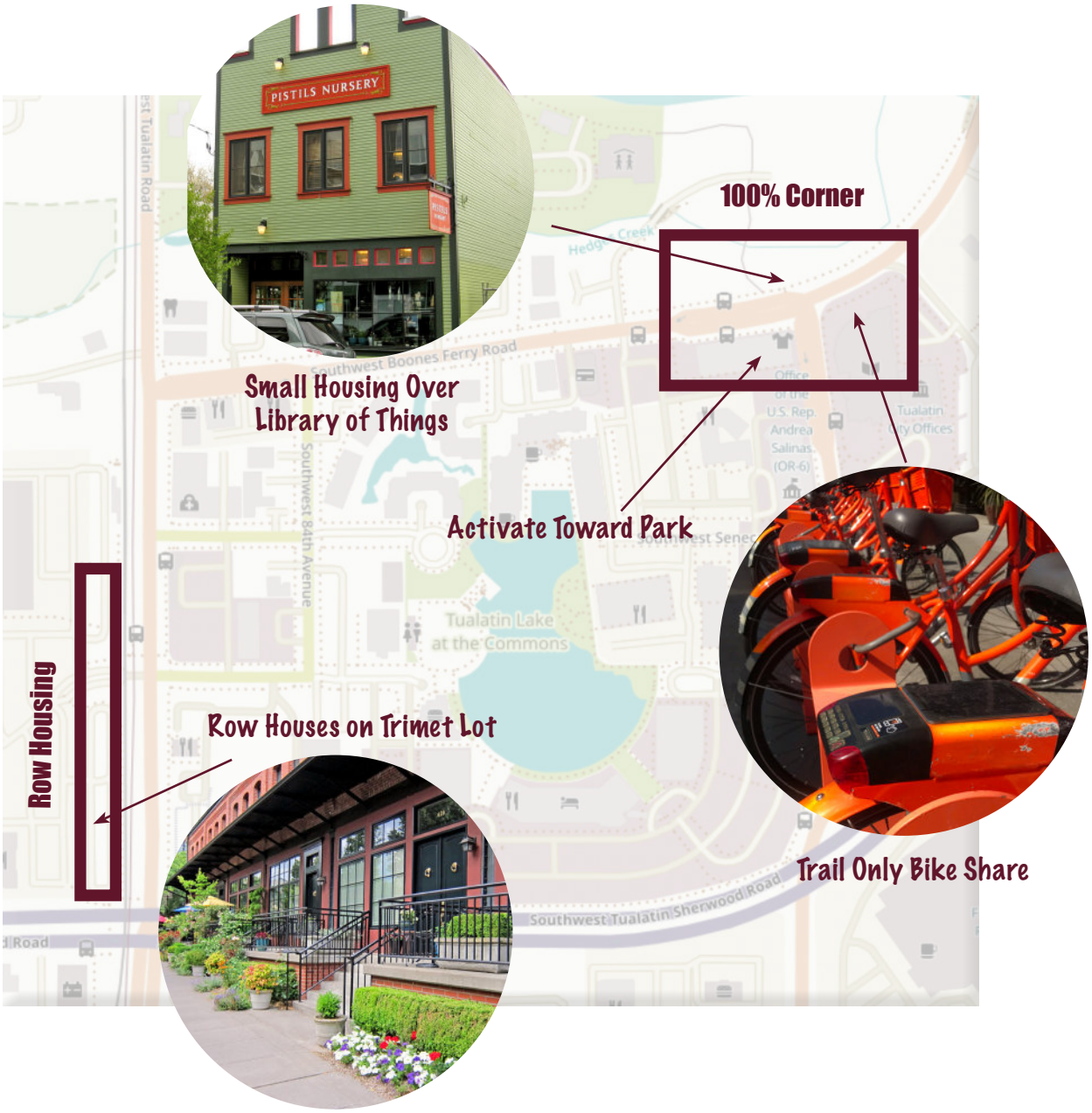
3. *Focal Point Project.* The empty lot at the corner of SW Boones Ferry and SW Tualatin-Sherwood Roads could be a great place for a taller building than might be allowed on the rest of the Commons. The SW Corner is on a busy road with a lot of traffic, and having something tall and dense to remind people a downtown is there could visually anchor the idea of it being a downtown. Astoria, OR (population ~10,000) is a great example. They have a mostly one- and two-story downtown, but it is anchored by a gorgeous 8 story building and it fits right in and lends a bit of drama to the lower rise downtown.



Height in Astoria's Low Rise Downtown

4. *Double-Sided Border Density*. Buildings at the sidewalk on *both* sides of a street, which create a sort of frame for the street and sidewalk, are a common physical hallmark of a downtown. There are two areas that might lend themselves to additional double-sided density on the roads that form the border around the Lake at the Commons. These are shown on the map below, along with examples of activation ideas. (Oakland and Minneapolis have E-cargo Bike Libraries, for inspiration.)

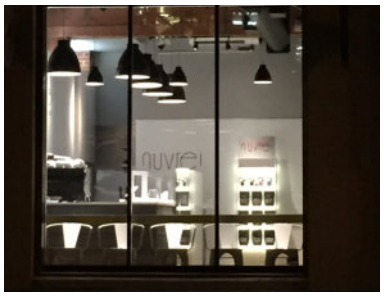
BEST CANDIDATES FOR CROSS-STREET BORDER DENSITY



5. *Floodplain*. Downtown Tualatin is located in a floodplain, which informs how buildings must be built, and may also inform whether the lake could play a role (see the next section). If the first floor is going to need to be elevated, there are ways to engage the sidewalk. Generally, it's easiest to take inspiration from former industrial spaces that had dock high loading or elevated floors.

    - Build straight up to the sidewalk, use roll up doors or large storefronts immediately at the sidewalk to garner attention and draw customers. These are typically stair accessed into each space in the front, and ADA access is in the rear or side entry ramped hallways into the building. See storefront examples below of elevated space.

ELEVATED, RECESSED WITH GRADE SEATING, AND INTERIOR EXAMPLE

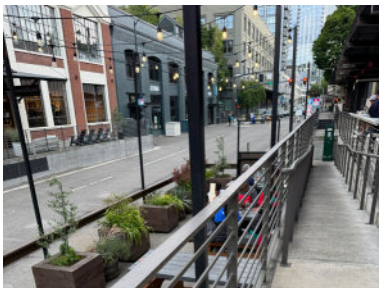




    - Mimic old industrial buildings that are recessed from the sidewalk and have dock high grade first floors, with large dock style balcony areas in front. It's very important to activate the balconies to create the street life everyone wants and to lure people up the ramps/stairs to the store/restaurant. In the example below right, the restaurant has grade outdoor seating, but the entry and the restaurant are above on the former dock.

ELEVATED COMMERCIAL SPACE WITH ATTACHED BALCONY/DOCK



- Create “galleria” style spaces with one entry that are multi-tenanted on the inside but without separate entries. These kinds of spaces are often found in below and above grade space that is difficult to divide with individual street entries. These require very advanced tenanting and are usually put together around a theme, such as beauty, health, retail, food, or maker focused. A food hall is a common and easy to execute example. It is helpful if the building is very interesting on the outside to mitigate the lack of outward-fronting businesses. The picture to the right is in the basement of an historic post office adaptive reuse project in Reno, NV that has a food hall and maker spaces.



Basement Food Hall in Reno Adaptive Reuse

The Lake

Some would say the lake should 100% stay, some believe it should 100% go, and others feel like it should change in some unknown way. It is definitely worth exploring all of these options further in the second phase of studying the downtown. Based on the feedback in the community, a few areas to consider are below.

1. *Eco Park/Flood Mitigation*. Wetland parks are being built around the world in various sizes and forms. Because Tualatin’s downtown is located in a floodplain, it might be interesting to study whether the lake could be turned into a natural water feature that also helps to reduce flood damage. As inspiration, a few people mentioned the Wild Mile project where they are improving Chicago River water quality by placing floating gardens on the river.

2. *Bridges*. The lake creates circulation discontinuity that pedestrians resented if they weren’t in town just for a leisure stroll around the lake. Some suggested adding pedestrian bridges between SW Nyberg and SW Seneca Streets to connect over the lake for peds. (In York England, they had a small sandwich shop on a former bridge tender house located on a bridge, pictured to the right.) There was also a minority amount of feedback



Small Retail Space on Historic Bridge

wishing to explore removing the lake and restoring the east-west roads that current dead end at the Lake.

3. *Water Feature*. Some residents would like to reduce the lake to a water feature with a show, or a grand fountain showcasing the sound and visual of water, and reclaiming some of the lake for other purposes. As a thought exercise, it might be interesting to see what could be designed in reclaimed lake space.

Circulation

A downtown is first and foremost a place where circulation is easy, with many routes possible to get between destinations. This is in contrast to suburban infrastructure, which is usually off a corridor, has a front and back and one way in and out. The areas that came up regarding circulation that could use further thought include:

1. *Lake*. People want more options to cross the lake, which is covered in the previous section.

2. *Parking*. It is very unclear how to find businesses if a visitor has not been to the area, and businesses complain that customers cannot find parking spaces, or figure out how to navigate from parking areas to lake-fronting businesses. Ideas for tackling this are covered in more detail in the next section: “parking.”

3. *Greenway Connection*. The design phase of this project should explore a better Greenway connection between the Nyberg Rivers mall exit and the downtown. Ideally, it would take cyclists into downtown by crossing Martinazzi Ave, and then they could access the park on a trail that heads north and connects up with the existing bridge or new park. When a well-traveled shared-use path connects through a small downtown, it creates a lot of community, supports small businesses, provides a place for cyclists to rest and grab food, and showcases people. It could also pass by a future food cart pod (see Activity section in the following pages).

4. *Eastside Lack of N/S Streets*. The east side of the downtown has interconnected parking lots acting as N/S streets. For the most part, it all just feels like one big interconnected private parking lot. How to encourage adaptive active reuse while facilitating downtown-style circulation could be a useful area of consideration during visualization exercises.



South to North View Through Parking

Parking

In the short-term, figuring out how to make public lots more visible, and interconnecting them to the lake in a way that is recognizable, while not requiring people to read would be very valuable. Beyond that, the City will have to start thinking about how it is going to use the downtown parking toolkit to better manage and share parking downtown.



Logo for the Commons

1. *Current Parking.* The human brain is wired to find short cuts wherever possible, which is why we often give directions by saying things like, "you go down to the corner there, and at the purple building you turn right" rather than describe a coordinate based set of directions with street signs and compass points. One of the biggest challenges with traditional map/text wayfinding is that people want to understand where to go using visual cues as much as possible, and would prefer not to read. Implementing a visual cue + reading backstop public parking and lake business wayfinding system could be very valuable to the district in the short term. Something along the lines of the following:

    - There is an existing logo in the district that is integrated into the very fabric of its infrastructure, shown above right. This logo could be used to create a vibrant vertical structure using bright versions of the blue/green in the color versions of this logo. Then it's easy to direct people to look for the bright squiggly art for public parking. And if it is sufficiently noticeable, the community will file away public lot locations every time they notice some of this art when driving around the district. Each sculpture could vary from place to place, but should clearly be part of a family. To the right is an example of a colorful abstract work of art used to denote and brand a Max station that was designed by the community in the Rockwood neighborhood of Gresham. This work is much larger than what you would be needed in Tualatin, but gives a sense of how much more effective this is than a sign. Additionally, these sculptures could be designed to be moved, so as public parking locations change, they can be implemented elsewhere.



Abstract Art as Station Brand

    - Create a stylized "P" incorporating logo/art colors and use these on a sign near the parking sculptures to denote public parking.

- Use sidewalk paint to create unique walking paths to the lake from various parking areas. These walkways can include sidewalk public games, or dance steps, etc..



Create Paths with Paint

2. *Becoming a Park Once District*. A successful downtown or Main Street cannot compete with suburban infrastructure in terms of parking ratios. (If a town center has a suburban-style parking ratio, it means that downtown needs more buildings.) As a result, a downtown or Main Street that tries to compete with the high parking ratios and minimums of suburban form will typically be less successful than one that embraces the strengths of being a downtown.

   Too much parking in a downtown or Main St means it does not deliver on the fundamental economic building block of downtown commerce: great experiences for walkers.

   To manage parking in a place that is, by design, parking constrained means you have to manage this resource with a downtown parking toolkit that responds to the realities of downtown economics. And, you want to ensure you are making decisions about parking from a position of knowledge, not myth! So regular data tracking is critical, quantifying your on-street and off-street capacity, your public and private capacity, how capacity is being used, and what turnover is.

   Generally, downtowns want to center customers and encourage commerce by prioritizing their on-street parking spaces (where everyone wants to park first) and best public lots for customers. Collectively, districts then work together to have owners and employees park in more out-of-the-way spots that are less valuable for customers.



   There is opportunity in the downtown to extend existing shared parking infrastructure, such as private lots that are publicly managed and/or private lots making space available to public, possibly for a fee. (There are apps that make it easy to set up paid parking.) Additionally, future new construction projects can include a public sector injection of funds to ensure public parking is made available. The City can codify these arrangements in a variety of ways, including development agreements and with a downtown parking pledge, perhaps something like the Gresham Customer First plan, which has its own logo, shown above right.

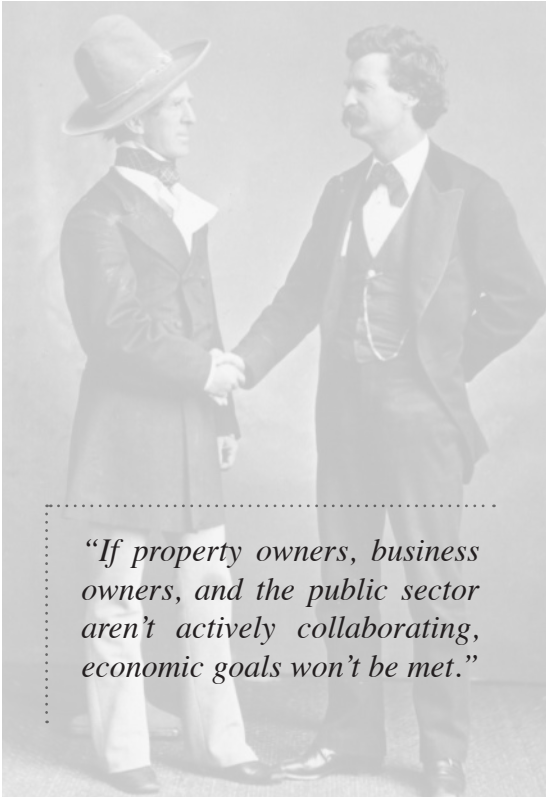
A good rule of thumb for these discussions is to let the 85% rule govern your thinking. The accepted metric in parking is if 85% of your parking is full most of the time, then you are ready to take the next step in your parking plan… timed parking, or seasonal permit parking, or parking meters, or permit parking, or the development of a garage. It depends where you are on the continuum! But you must have the data to make the right decision as you continue to develop the downtown and its needs change over time.

CUSTOMER PREFERENCE

1) Street parking
2) Nearby surface lot
3) Garage structure

Activity

Every property owner, business owner, and public sector employee has to "think like a retailer" when it comes to their work downtown. That's because experience and identity are the keystones that drive value, safety, brand, and sales in a mixed-use district. Encouraging activity is everyone's job, and it's never too early. TIF funds can be deployed right away, for smaller amounts of money, to move the dial before any big projects break ground. Some activity to-dos to consider throughout the life cycle of the downtown are shown below.



"If property owners, business owners, and the public sector aren't actively collaborating, economic goals won't be met."

1. *Downtown Association.* A smaller downtown is a place that operates kind of like a single store, with lots of different departments and products to explore. This store is not owned and controlled by a single owner though, so downtowns thrive when they have an organization tasked with helping property owners, business owners, and the City communicate about the business of being a downtown. They might help manage parking, for example. Or, track types of tenants and work with owners to have a good mix of businesses are on the ground floor. They can hold events that draw customers and improve sales. In Tigard, they resurrected their downtown association by starting with a committee at the Chamber, which was located on their Main Street.

2. *Commercial Model*. There are two ways to organize commercial space in a mixed-use district. Active ground floor commercial can be required, or mostly required on every block. This is more of a business district downtown model. Or, you could look at a "high street" model, which is more common throughout much of the UK. In the high street model, the downtown would have areas where the ground floor and retail/office mixed-use commercial is more concentrated on a few streets, perhaps with taller buildings. Then, the surrounding area would host a mix of very dense, small lot housing that also engages the street and has little, to no off-street surface parking lots. A good example of this is in Portland in the alphabet district, where most commercial is concentrated on NW 21st and NW 23rd Avenues, and the surrounding area has everything from single family homes, to an elementary school, to rowhouses and triple deckers, to bigger apartment buildings, such as the one shown above. Critically though, everything is engaging with the sidewalk.



Great Sidewalk Experience Apartments

3. *Shared Use Public Event Space*. The community wants to see more events again in downtown, and they would like a space suitable for that. The trick is to not introduce more hardscape that is a dead eyesore when it is not being used. During the phase 2 visioning, finding a location for an at grade festival street (one that can be closed for events) and performance space is a big community want. There is an area that might work really well for that, which is SW Nyberg where it terminates at the splash pad. Portions of the public parking, the street, and the splash pad could all be used. And, if some, or all of the lake is repurposed, that too could be incorporated on the west side of that property. Below is a festival street in Kirkland, Washington's downtown that closes every night and is lined with restaurants and retail.

FESTIVAL STREET IN KIRKLAND, WASHINGTON





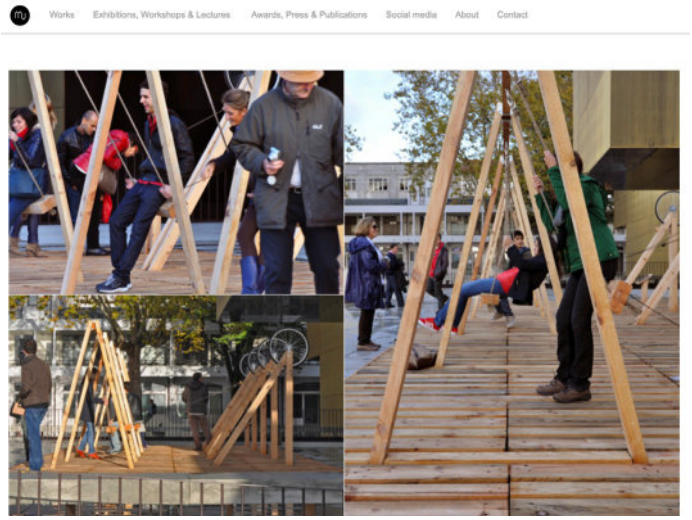


4. *Food Cart Pod*. People mentioned loving Beaverton's and West Linn's food cart pod spaces and would like something like that of their own in downtown Tualatin. There is a place right now that would be very natural for a food cart pod: it is the pedestrian walkway, pictured to the right, leading from the park that passes southward through a public parking lot. You could station food carts on either side of this walkway, fronting on the walkway, and then establish a seating area in a few public spots so it would be visible from the park and the road! That would be showcasing people, food, and activity in a way that is not present on the borders of the downtown currently. Additionally, an effort like this could involve economic development opportunities for the City. Taking a page from the Portland Mercado toolkit, which downtown Tigard took with their new park, buy a few food carts and rent them out as space to foster restaurant entrepreneurship.



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

5. *All Ages Friendly*. It's important to design space and activity to appeal to all ages. It was mentioned that Community Park and the splash pad provide active recreation for younger Tualatinites, but not so much for teenagers. The latter likes places to hang out, window shopping/browsing, places to buy very affordable small food (and hang out), selfie opportunities, and adult interactive art/furniture. Seniors enjoy a lot of these same features, and it's also important to make sure text is readable in wayfinding and marketing literature, that walking surfaces are even and not cambered, and that there is good lighting on all pedestrian right of ways. A good example of a pop up interactive art installation is The SWING by Moradavaga, pictured to the right, it generates power and light through the action of adult-sized swings being used.



Interactive Swing Installation Self Generates Power to Base Lights

6. *Adaptive Reuse*. This was covered under the "Form" Identity Action, but it is worth noting that taking inward facing vacant and/or office uses and adapting the building to accommodate engaging ground floor businesses is a great way to add activity with smaller investments than large new construction. This has been a huge part of the success of Beaverton's restaurant renaissance downtown. The City puts together funds to entice property owners to upgrade space for new active tenancies, particularly restaurant use, and then works to recruit restaurants and matchmake with properties and landlords. It has been a very successful program with two key components: money on the table to help with the brick & mortar investments for space upgrading and restaurant outfitting (hood vent and chase, grease trap, increased water service, more HVAC, etc.) and active relationship building by the City between property owners and business owners.

7. *Showcase What Is Already Active*. There are already active uses in the Commons, but they are largely hidden behind dark and blocked windows and boring, nondescript buildings. Just getting buildings painted and/or active use windows transparent and properly lit is a great way to showcase salons, cafes, retailers, etc. One of my favorite active businesses in downtown Tualatin is the wedding dress store. It is on a highly visible border corner and that it is absolutely gorgeous inside. This is where "improve what you have" programs can really make a difference. Just by using paint, or in this case, by correcting storefront window lighting, we can make these businesses stand out. Again, it requires collaboration and funds on the part of the city. Below are thoughts on how to use TIF to help small property and business owners right away.



Magic Happens with Window Lighting and Clear Glass

≫ *TIF-Funded Improve What You Have Programs*

It is common for the public sector and agencies to try to catalyze improvement by placing public funds into one large mega project. Unfortunately, even if you complete one exciting new project somewhere, if the rest of the existing businesses and buildings are not executing on creating a great experience, that large investment won't have as big an impact.

To make real progress, you have to weave together a tapestry of new visual experiences within the existing fabric of Tualatin. This means incentivizing a

mix of changes. The most proven way to do this is through various types of improvement programs. When creating these programs, consider how to take advantage of volunteer help and affordable/guerilla approaches to improvement that can be completed over time, for smaller amounts of money.

Generally, for smaller communities with limited resources, I like to consider how to develop programs that might appeal to business owners and property owners through modest investments. Examples of three types of programs that could help in Tualatin include:

- *WINDOW IMPROVEMENT PROGRAM*. Provide financial resources to businesses just for the development of better window transparency, displays and visibility. Infrastructure covered by such a program might include: installation of track lighting with moveable heads, light bulbs, display platforms up to where the storefront window sits, storefront window ceiling grids, replacement of reflective window film with transparent window film, and display fixtures. Assistance could also include merchandising and display classes as a launch for this program. These grants can be matching or not, and they can be as small as $500 - $2,000.

- *PAINT IMPROVEMENT PROGRAM*. This would provide dollars toward paint supplies and color consulting to create a bright and cheery counterpoint to the lack of color currently dominating downtown Tualatin! The reason why having some design assistance is important is that choosing three colors to go on a building that will highlight building detail is not easy. Without help, people will give up and you will end up with more beige and gray! This can appeal to both property owners and business owners.

- *EXTERIOR SEATING PROGRAM*. As we have discussed previously, downtown should look for more opportunity to showcase people. The fastest and easiest way to encourage folks to congregate downtown is to have fabulous seating areas for all of the restaurants, the one business whose customers are supposed to do nothing but hang out!

Creating more sidewalk seating beyond the south lakefront and/or parklet/street seats in parking spaces could continue to build bridges between the community and downtown. There was some feedback from businesses that setting up outdoor seating is not easy in terms of City compliance and rules, so definitely an area to work on with food service businesses.

Before and after examples of window, paint, and exterior seating programs are shown on the next page.

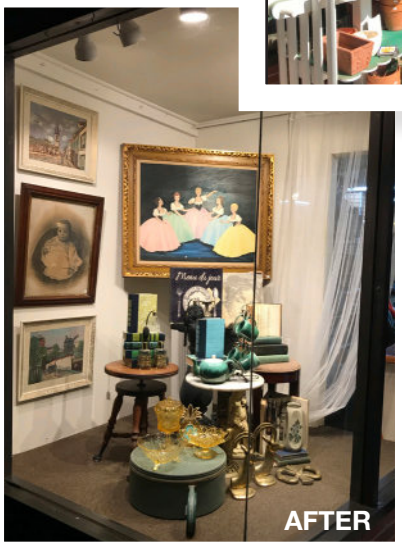
POWER OF PAINT AND SEATING AT THE PORTLAND MERCADO





ANTIQUE STORE WINDOW IMPROVEMENT EXAMPLE







8. *Temporary Retail Space*. The City of Bothell has put up temporary structures for incubator retail on their Main Street in downtown in two different locations, one in 2021 and one in 2024. These spaces are 8 x 10, they come with heat, portable a/c, and electricity. They do not have running water. They use a portable bathroom. The tenants pay 10% of their revenue as rent (this is called a percentage rent lease). This could be a way, especially combined with a food cart pod, to lead people from the park all the way up to the lake and create a lot of vibrancy and place for people to gather in downtown.



Movable Pop Up Retail Space

Housing

Reconfiguring downtown is a great opportunity for Tualatin to pitch themselves as an Oregon pilot project for retrofitting a lot of dense, small-lot, high quality, walkable housing into a compact suburban location. Partnering with non-profits, public sector agencies, and the private sector to test concepts related to alternative ownership models, smaller lot infill, no-parking or park-shared developments (projects could offer resident e-bike share in lieu of a parking space), new single stair code, mass timber construction, etc. More information on Single Stair and Swiss Style cooperatives are below.

1. *Swiss Style Cooperatives.* Non-profit corporations build and run new housing developments that have no profit motive or capital gains. These non-profits sometimes market finance projects, or can be funded or helped by the government with loans and land. The government can even buy shares to units to add to affordable housing inventory to the city. Generally, the way that it works is that new residents in these cooperatives buy shares to get admission to the building. And, they get a single voting share in the entity that controls the building. The co-op uses the purchase of shares to maintain the building, keep rents low, or add amenities, such as child care. (Rents are only calculated on a cost basis, profit margins are not included.) When residents move on, their shares are purchased back at the same price they were originally purchased for. There is no capital gain allowed. In Switzerland.

2. *Single Stair*. In urban locations, our most walkable historic infrastructure is typically our most desirable and expensive real estate. When that housing is in the form of an apartment, it's usually in an old building with a single stair core that offers life on the street, fine grained density, and proximity to amenities without parking lots everywhere.

However, in America, once producing these kinds of units was no longer allowed under fire code and zoning code, we moved to a double-loaded corridor model. There are a lot of advantages to single stair development, and US jurisdictions are starting to change regulations to allow it once again. Single stair units have lighting and windows on two or more sides, they have cross ventilation, they have varied unit sizes, and about 95% efficiency, in other words, more rentable space. They are the secret sauce to being able to develop high quality multi-family units on small lots, with outdoor space. These are buildings that feel authentically downtown. In Fall 2025, Oregon will allow the following, with the hope to increase building height by 2027 to 5 or 6 stories.



Mass Timber Apartment In Portland

- 4 story maximum
- 4,000 SF floor plate maximum
- 4 homes per floor allowed
- 125 foot maximum travel exit distance.
- Manual fire alarms and automatic smoke detection required
- Full sprinkler coverage required.
- No electric sockets in interior stairs allowed.

CONCLUSION

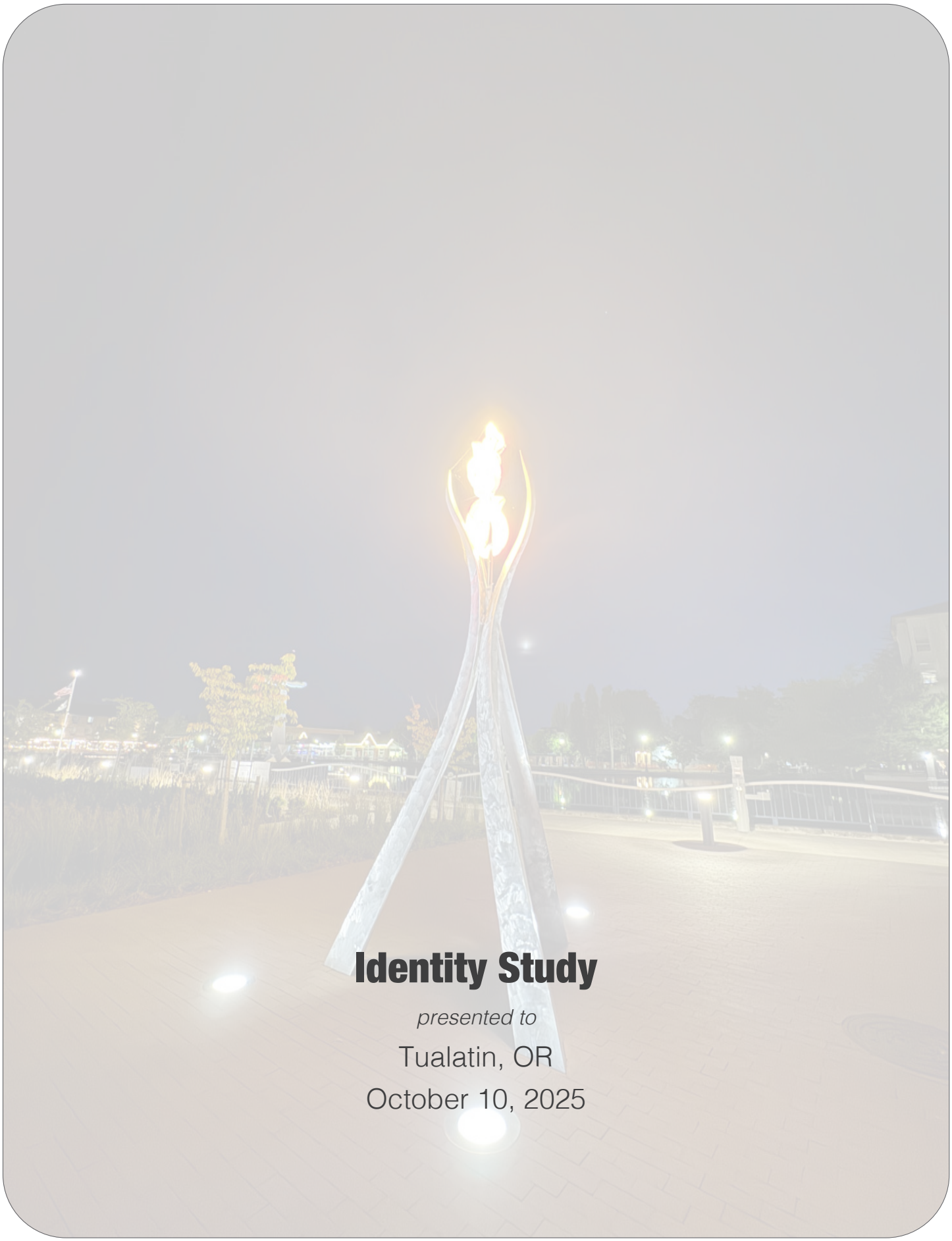
Downtown Tualatin has the opportunity to showcase to the nation how walkability can be retrofitted into a seemingly car-centric suburban environment. One only has to look a bit closer at downtown to see that there are myriad untapped opportunities to densify the Lake at the Commons core and connect that up with the adjacent greenway, parks, regional trail systems, and the desirable services, stores, and amenities available in pedestrian accessible larger box and anchored strip centers nearby.



Covered Outdoor Seating in Downtown

Areas to tackle downtown:

- *Densify the Core.* The area around the Lake at the Commons should have a large collection of mixed-use buildings that are built close to the sidewalk, next to each other and offer with a mix of office, maker, residential, and retail space. (A district with a balance of uses is a resilient district.) The downtown core can absorb a building mix of eras, designs, and heights so long as there is activity, connectively and engagement on the ground floor. Densifying can include new construction, site intensification (adaptively reusing an existing building and building new on adjacent land/parking), and temporary active structures.
- *Develop Physical and Emotional Connections Between Downtown, the Tualatin Community Park and the Greenway.* The downtown is directly across the street from the Community Park, and is adjacent to the terminus of the Greenway. Yet, few from either enter the downtown for food, services, or respite. These three amenities need to develop physical and emotional adjacencies. Having a physical trail that leads into the downtown and crosses to the Community Park over a lovely SW Boones Ferry Road crossing is a must. Developing the new park area on the SE corner of the Community Park so it connects with the library and the active businesses such as the coffee shop across the street are critical. Building a food cart pod downtown visible from the park and adjacent to a future Greenway path through downtown would create emotional ties and foot traffic between all three.
- *Focus on Ground Floor Active Uses*. Provide assistance to property owners to encourage tenanting with active uses on the ground-floor in both new construction and adaptive reuse. Also, help your existing active businesses to be more physically present and visible.
- *Housing*. As more housing comes to the district, consider becoming a case study for adding missing middle housing with innovative demonstration projects, such as single stair or mass timber, would be exciting and helpful regionally.



Identity Study

presented to

Tualatin, OR

October 10, 2025