TUALATIN
DOWNTOWN REVITALIZATION
COMMUNITY ADVISORY COMMITTEE
MEETING

Wednesday, January 7, 2026
6:00 PM

TUALATIN CITY SERVICES
10699 SW HERMAN ROAD
TUALATIN, OR 97062

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1. CALL TO ORDER

2. HOUSEKEEPING (10 mins)

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

3. PROCESS RESET, 2026 PREVIEW (30 mins)

1. Presentation from Mayor Frank Bubenik, Sid Sin, and Quin Brunner
2. Discussion Throughout

4. CREATING EVALUATION CRITERIA (60 mins)

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

5. DOWNTOWN UPDATES (10 mins)

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

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

1. Closing Remarks from Mayor Frank Bubenik
2. Member Questions & Announcements

7. ADJOURNMENT

Next meeting: February 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 7

DATE: January 7, 2026

General

00 Welcome Letter (2pp)
01 CAC Roster & Upcoming Meeting Dates (1pp)
02 Timeline & Deliverables (1pp)
03 Map of Downtown Tualatin (1pp)
04 CORA Plan (53pp)
05 CORA Plan Project Costs & Year of Expenditure (1pp)

Phase 1 - Community Identity Study

06 Downtown Tualatin Identity Study (59pp)

CITY of TUALATIN

January 7, 2026

Dear Downtown Revitalization CAC Members,

Welcome to 2026 and *thank you* for your sustained commitment to this project!

We have prepared these binders to organize the trove of information we anticipate bringing before you over the next 18 months. Included in your first packet (Meeting 7) are a combination of reference materials, background documents, and the final report from phase one. Below, we have outlined the context and charge of the Community Advisory Committee (CAC).

Project Background
In April 2025, the City launched the Downtown Revitalization project to position downtown Tualatin for revitalization and redevelopment opportunities. We aim to create a distinct sense of place, a downtown identity supporting vibrant mixed-use development, local businesses, multigenerational activity, housing options, economic vitality, the environment, and multimodal transportation.

This effort builds on the 2022 Core Opportunity and Reinvestment Area (CORA) Plan vision, which states:

> *The Core Opportunity and Reinvestment Area Plan is a guiding document in our community's effort to strengthen the social, cultural and economic vitality of central Tualatin by funding projects that improve property values, eliminate existing and future blight, and create an active civic core.*

CAC Charge
To guide this project, the Tualatin City Council created the CAC, which is charged with:

- Championing the process to revitalize Tualatin's downtown area.
- Encouraging community involvement by participating in outreach activities.
- Acting as liaisons between the community and the City by sharing information with organizations and interests they represent.
- Reviewing and guiding work products for this project.

When this project is complete, the CAC will have contributed to the creation of three deliverables:

- An **Urban Design Plan –** A district-level blueprint outlining how the pieces of our future downtown fit together.
- **Downtown Design Standards –** A set of code amendments dictating a consistent look and feel for new downtown development.
- **Consolidated Recommendations –** All recommendations from the reports, studies and design ideas in Phases 1 and 2, ranked by the CAC and combined into a single report that will be forwarded to the Tualatin Development Commission for their consideration.

CAC Charge Continued
To accomplish this work, we have developed a three-phase work plan to structure our 24-month process:

- **Phase 1- Community Identity Study**
  Develop an aspirational identity for downtown Tualatin through extensive community engagement.
- **Phase 2 – Design Charettes & Downtown Studies**
  Use renderings from the architecture design studio to visualize options for the future. Study specific elements critical to spurring redevelopment in more depth.
- **Phase 3 – Community Design Master Plan**
  Create an Urban Design Plan informed by the findings and recommendations from Phases 1 and 2. Update the Downtown Design Standards for consistency.

A graphic outlining the phased project timeline and subsequent deliverables is included in this binder.

This project stands to have a significant impact on downtown Tualatin. Thank you, again, for stepping up to serve our community in this capacity. We look forward to supporting your work.

Sincerely,

Downtown Revitalization CAC Leadership Team

Mayor Frank Bubenik, Chair
Councilor Christen Sacco, Vice Chair
Council President Valerie Pratt

Sid Sin, Urban Renewal Manager
Quin Brunner, Urban Renewal Policy Analyst

January 7, 2026

CAC Roster

- **Chair** Frank Bubenik, *Mayor*
- **Vice Chair** Christen Sacco, *City Councilor*
    - **Alternate** Valerie Pratt, *City Council President*
- Armando Serrano, *Latino Business Networking Series*
    - **Alternate** Yaquelin Castillo
- Beth Dittman, *Tualatin Parks and Recreation Advisory Committee*
- Cathy Holland, *Commercial Community Involvement Organization*
    - **Alternate** Scott Miller
- Chris Brune, *At-Large*
- Cosi Slider, *At-Large, Youth*
- Janet Steiger Carr, *Tualatin Arts Advisory Committee*
- Janine Wilson, *Riverpark Community Involvement Organization*
    - **Alternate** Christine Tunstall
- Jilian Saurage Felton, *Community Partners for Affordable Housing*
    - **Alternate** Rachael Duke
- Kelsea Ashenbrenner, *IDEA Advisory Committee*
- Skip Stanaway, *Chamber of Commerce*
- Susan Noack, *Tualatin Aging Task Force*
- [Pending Appointment], *Downtown Business/Property Owner*

Upcoming Meeting Dates

All meetings are located at the Tualatin City Services building (10699 SW Herman Rd) unless otherwise announced.

CAC #8 - Wed, February 4, 2026, 6-8pm
CAC #9 - Wed, March 4, 2026, 6-8pm
CAC #10 - Wed, April 1, 2026, 6-8pm
CAC #11 - Wed, May 6, 2026, 6-8pm
CAC #12 - Wed, June 3, 2026, 6-8pm
CAC #13 - Wed, July 1, 2026, 6-8pm
CAC #14 - Wed, August 5, 2026, 6-8pm
CAC #15 - Wed, September 2, 2026, 6-8pm
CAC #16 - Wed, October 7, 2026, 6-8pm
CAC #17 - Wed, November 4, 2026, 6-8pm
CAC #18 - Wed, December 2, 2026, 6-8pm

CITY of TUALATIN

February 4, 2026

CAC Roster

- **Chair** Frank Bubenik, *Mayor*
- **Vice Chair** Christen Sacco, *City Councilor*
  - **Alternate** Valerie Pratt, *City Council President*
- Armando Serrano, *Latino Business Networking Series*
  - **Alternate** Yaquelin Castillo
- Beth Dittman, *Tualatin Parks and Recreation Advisory Committee*
- Cathy Holland, *Commercial Community Involvement Organization*
  - **Alternate** Scott Miller
- Charlie Sitton, *Downtown Business Owner*
- Chris Brune, *At Large*
- Christina George, *Downtown Business Owner*
- Cosi Slider, *At-Large, Youth*
  - **Alternate** Kaiden Edwards
- Janet Steiger Carr, *Tualatin Arts Advisory Committee*
- Janine Wilson, *Riverpark Community Involvement Organization*
  - **Alternate** Christine Tunstall
- Jilian Saurage Felton, *Community Partners for Affordable Housing*
- Kelsea Ashenbrenner, *IDEA Advisory Committee*
- Skip Stanaway, *Chamber of Commerce*
  - **Alternate** Brian Carney
- Susan Noack, *Tualatin Aging Task Force*
- Stephen Chao, *Downtown Business Owner*

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CAC #18 - Wed, December 2, 2026, 6-8pm

March 4, 2026

CAC Roster

- **Chair** Frank Bubenik, *Mayor*
- **Vice Chair** Christen Sacco, *City Councilor*
    - **Alternate** Valerie Pratt, *City Council President*
- Armando Serrano, *Latino Business Networking Series*
    - **Alternate** Yaquelin Castillo
- Beth Dittman, *Tualatin Parks and Recreation Advisory Committee*
- Cathy Holland, *Commercial Community Involvement Organization*
    - **Alternate** Scott Miller
- Chris Brune, *At Large*
- Christina George, *Downtown Business Owner*
- Cosi Slider, *At-Large, Youth*
    - **Alternate** Kaiden Edwards
- Janet Steiger Carr, *Tualatin Arts Advisory Committee*
- Janine Wilson, *Riverpark Community Involvement Organization*
    - **Alternate** Christine Tunstall
- Jilian Saurage Felton, *Community Partners for Affordable Housing*
- Kelsea Ashenbrenner, *IDEA Advisory Committee*
- Skip Stanaway, *Chamber of Commerce*
    - **Alternate** Brian Carney
- Susan Noack, *Tualatin Aging Task Force*
- Stephen Chao, *Downtown Business Owner*
    - **Alternate** Vy Chao

Upcoming Meeting Dates

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CAC #18 - Wed, December 2, 2026, 6-8pm

April 1, 2026

CAC Roster

- **Chair** Frank Bubenik, *Mayor*
- **Vice Chair** Christen Sacco, *City Councilor*
    - **Alternate** Valerie Pratt, *City Council President*
- Armando Serrano, *Latino Business Networking Series*
    - **Alternate** Yaquelin Castillo
- Beth Dittman, *Tualatin Parks and Recreation Advisory Committee*
- Cathy Holland, *Commercial Community Involvement Organization*
    - **Alternate** Scott Miller
- Chris Brune, *At Large*
- Christina George, *Downtown Business Owner*
- Cosi Slider, *At-Large, Youth*
    - **Alternate** Kaiden Edwards
- Janet Steiger Carr, *Tualatin Arts Advisory Committee*
- Janine Wilson, *Riverpark Community Involvement Organization*
    - **Alternate** Christine Tunstall
- Jilian Saurage Felton, *Community Partners for Affordable Housing*
- Kelsea Ashenbrenner, *IDEA Advisory Committee*
- Skip Stanaway, *Chamber of Commerce*
    - **Alternate** Brian Carney
- Susan Noack, *Tualatin Aging Task Force*
    - **Alternate** Ben Richardson
- Stephen Chao, *Downtown Business Owner*
    - **Alternate** Vy Chao

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CAC #17 - Wed, November 4, 2026, 6-8pm
CAC #18 - Wed, December 2, 2026, 6-8pm

CITY of TUALATIN

July 1, 2026

CAC Roster

- **Chair** Frank Bubenik, *Mayor*
- **Vice Chair** Christen Sacco, *City Councilor*
  - **Alternate** Valerie Pratt, *City Council President*
- Beth Dittman, *Tualatin Parks and Recreation Advisory Committee*
- Cathy Holland, *Commercial Community Involvement Organization*
  - **Alternate** Beth Hancock
- Chris Brune, *At Large*
- Christina George, *Downtown Business Owner*
- Cosi Slider, *At-Large*, *Youth*
  - **Alternate** Kaiden Edwards
- Janet Steiger Carr, *Tualatin Arts Advisory Committee*
- Janine Wilson, *Riverpark Community Involvement Organization*
  - **Alternate** Christine Tunstall
- Jilian Saurage Felton, *Community Partners for Affordable Housing*
- Kelsea Ashenbrenner, *IDEA Advisory Committee*
  - **Alternate** Samantha Peterson
- Skip Stanaway, *Chamber of Commerce*
  - **Alternate** Brian Carney
- Susan Noack, *Tualatin Aging Task Force*
  - **Alternate** Ben Richardson
- Stephen Chao, *Downtown Business Owner*
  - **Alternate** Vy Chao

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CAC #18 - Wed, December 2, 2026, 6-8pm
CAC #19 - Wed, July 6, 2027, 6-8pm
CAC #20 - Wed, February 3, 2027, 6-8pm
CAC #21 - Wed, Merch 3, 2027, 6-8pm
CAC #22 - Wed, April 7, 2027, 6-8pm
CAC #23 - Wed, May 5, 2027, 6-8pm
CAC #24 - Wed, June 2, 2027, 6-8pm

DOWNTOWN REVITALIZATION PROJECT

TIMELINE & DELIVERABLES - JANUARY 7, 2026

PROJECT GOAL

Position downtown Tualatin for investment and redevelopment.

This effort aims to create a distinct sense of place, a downtown identity supporting vibrant mixed-use development, local businesses, multigenerational activity, housing options, economic vitality, the environment, and multimodal transportation.

TUALATIN DOWNTOWN REVITILIZATION
CITY of TUALATIN

Phase 1
Summer 2025 - Winter 2025

Community Identity Study - *CIVILS Consultants*

Develop an aspirational identity for downtown Tualatin through extensive community engagement.

Phase 1 Deliverables:

- **Community Identity Report**

Phase 2
Fall 2025 - Spring 2026

Design Charettes & Downtown Studies - *University of Oregon Sustainable City Year Program*

Use renderings from the architecture design studio to visualize options for the future. Study specific elements critical to spurring redevelopment in more depth.

Phase 2 Deliverables:

Fall Term	**Site Analysis & Land Use Planning Study**	**Transportation Connectivity Study**	**Downtown Marketing Study**	**Riverfront Park Design Study**
Winter & Spring Terms	**Design Charettes**	**Floodplain Study**	**Stormwater Management Study**	**Boones Ferry Road Study**

Phase 3
Spring 2026 - Summer 2027

Community Design Master Plan

Create an Urban Design Plan informed by the findings and recommendations from Phases 1 and 2. Update the Downtown Design Standards for consistency.

Phase 3 Deliverables:

- **3A - Urban Design Plan**
  A district-level blueprint outlining how the pieces of our future downtown fit together.
- **3B - Downtown Design Standards**
  A set of code amendments dictating a consistent look and feel for new downtown development.
- **3C - Consolidated Recommendations**
  All recommendations from Phases 1 and 2, ranked by the CAC and combined into a single report.

Ongoing

Implementation

Review and construct projects identified in the CORA plan. Actively promote development opportunities and pursue public/private partnerships. Implement recommendations as approved by TDC.

DOWNTOWN REVITALIZATION PROJECT

TIMELINE & DELIVERABLES - JULY 1, 2026

PROJECT GOAL

This effort aims to create a distinct downtown identity that supports vibrant mixed-use developments, multigenerational activities, diverse housing options, economic vitality, multimodal transportation, and the environment, all of which will place downtown in the best possible position for investment and redevelopment.

CITY of TUALATIN

Phase 1
Summer 2025 - Winter 2025

Community Identity Study - *Civilis Consultants*
Develop an aspirational identity for downtown Tualatin through extensive community engagement.

Phase 1 Deliverables:

- ✓ Downtown Tualatin Identity Study

Phase 2
Fall 2025 - Summer 2026

Design Charette & Downtown Studies - *University of Oregon Sustainable City Year Program*
Use renderings from the architecture design studio to visualize options for the future. Study specific elements critical to spurring redevelopment in more depth.

Phase 2 Deliverables:

Fall Term	✓ Urban Design Study	✓ Multimodal Transporation Study	✓ Downtown Market Study	✓ Riverfront Park Design Study
Winter & Spring Terms	✓ Architecture Design Studio	✓ Floodplain Study	✓ Stormwater Management Study	✓ Boones Ferry Road Walkability Study

Phase 3
Fall 2026 - Spring 2028

Community Design Master Plan
Create an urban design plan informed by the findings and recommendations from Phases 1 and 2. Update the downtown design standards for consistency.

Phase 3 Deliverables:

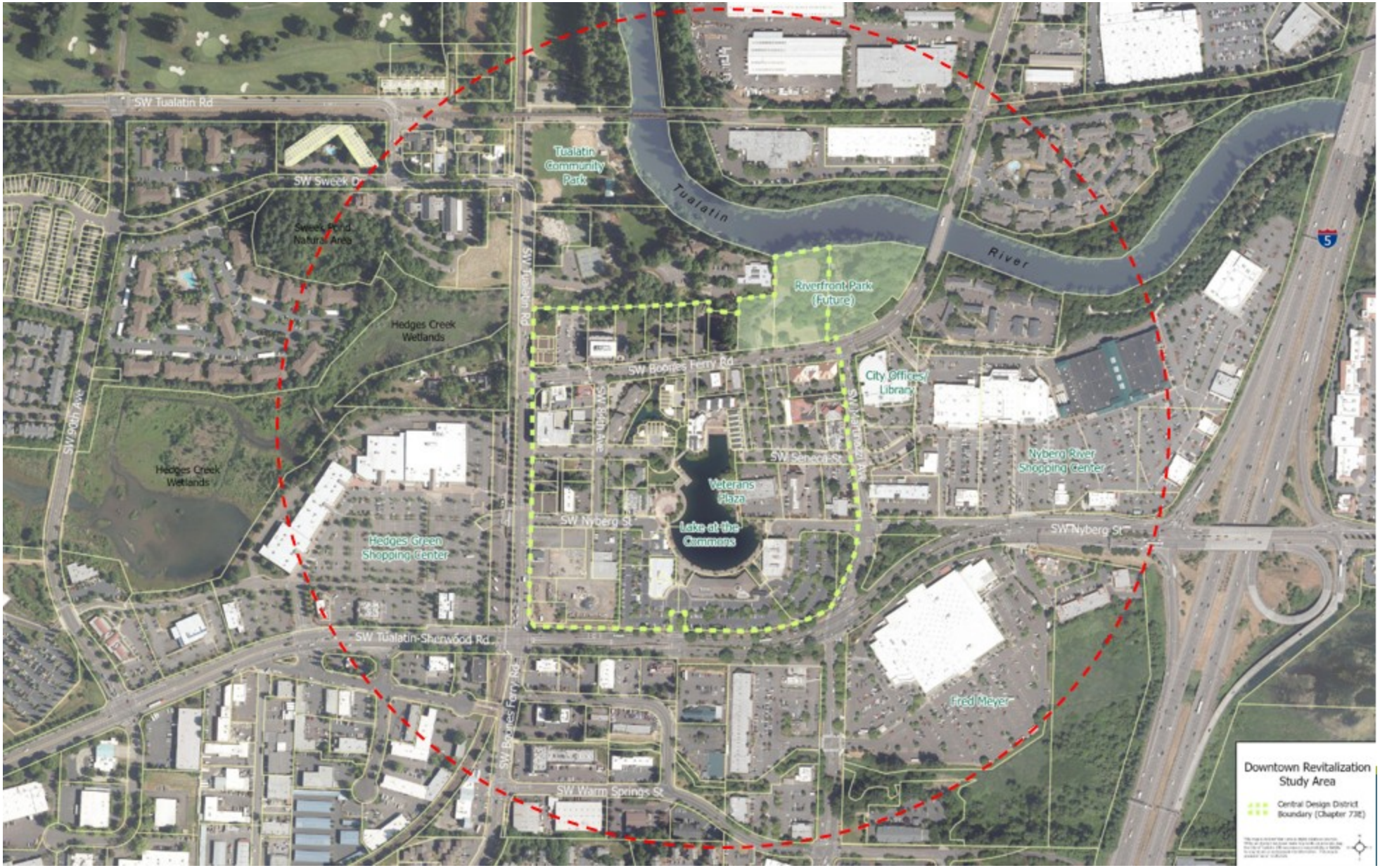
Urban Design Framework
A district-level blueprint outlining how the pieces of our future downtown fit together.

Downtown Design Standards
A set of code amendments dictating a consistent look and feel for new downtown development.

Consolidated Recommendations
All recommendations from Phases 1 and 2, ranked by the CAC and combined into a single report.

Ongoing

Implementation
Review and construct projects identified in the Core Opportunity and Reinvestment Area plan. Actively promote development opportunities and pursue public/private partnerships. Implement recommendations as approved by Tualatin Development Commission.


SW Tualatin Rd
Tualatin Community Park
Tualatin River
Sweek Pond Natural Area
Hedges Creek Wetlands
Riverfront Park (Future)
SW Boones Ferry Rd
City Offices/ Library
Nyberg River Shopping Center
SW Seneca St
Veterans Plaza
Lake at the Commons
SW Nyberg St
Hedges Green Shopping Center
SW Tualatin-Sherwood Rd
Fred Meyer
SW Warm Springs St
Downtown Revitalization Study Area
Central Design District Boundary (Chapter 73E)

#03

TUALATIN RIVER
TUALATIN RIVER GREENWAY
TUALATIN HERITAGE CENTER
SWEAK POND NATURAL AREA
TUALATIN COMMUNITY PARK
RIVERFRONT PARK
HEDGES CREEK WETLAND
WES
SW BOONES FERRY RD
LIBRARY
TUALATIN RIVER GREENWAY
HEDGES GREEN SHOPPING CENTER
SW SENECA ST
SW 8TH AVE
SW NYBERG ST
LAKE AT THE COMMONS
LOWAKONS PARK
SW TUALATIN-SHERWOOD RD
FRED MEYER
I-5

Downtown Study Area
Downtown Core

DOWNTOWN TUALATIN

0 200 400 800 FT



THE CORE OPPORTUNITY & REINVESTMENT AREA PLAN





Core Opportunity Reinvestment Area Plan

Approved by the City of Tualatin

November 28, 2022

Ordinance No. 1471-22

If Amendments are made to the Plan, the Resolution or Ordinance Number and date will be listed here. The amendment will be incorporated into the Plan and noted through a footnote.

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LIST OF PARTICIPANTS

Mayor
Frank Bubenik

City Council
Nancy Grimes, Council President

Maria Reyes

Christen Sacco

Bridget Brooks

Cyndy Hillier

Valerie Pratt

Planning Commission
Bill Beers, Chair

Brittany Valli

Janelle Thompson

Daniel Bachhuber

Ursula Kuhn

Randall Hledik

Zach Wimer

City of Tualatin Staff
Sherilyn Lombos, City Manager

Don Hudson, Assistant City Manager/ Finance Director

Kim McMillan, Community Development Director

Steve Koper, Assistant Community Development Director/Planning Manager

Jonathan Taylor, Economic Development Manager

Work Group
Frank Bubenik, Mayor

Denise Cline, Tualatin Parks Advisory Committee

Cathy Holland, Commercial CIO

Susan Noack, Chamber of Commerce

Christen Sacco, City of Tualatin City Council

Beth Sethi, Resident

Jamison Shields, Martinazzi Woods CIO

Doug Ulmer, East Tualatin CIO

Cassandra Ulven, Tualatin Valley Fire and Rescue

Aaron Welk, Business Owner, CAPB

Consulting Team
Elaine Howard Consulting, LLC
Elaine Howard, Scott Vanden Bos

Tiberius Solutions, LLC
Nick Popenuk, Ali Danko, Rob Wyman

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I. DEFINITIONS

"Agency" means the Tualatin Development Commission (TDC). The TDC is responsible for administration of the urban renewal plan.

"Area" means the properties and rights-of-way located with the Core Opportunity Reinvestment Area Boundary.

"Blight" is defined in ORS 457.010(1)(A-E) and identified in the ordinance adopting the urban renewal plan.

"City" means the City of Tualatin, Oregon.

"City Council" or "Council" means the Tualatin City Council.

"Comprehensive Plan" means the City of Tualatin comprehensive land use plan and its implementing ordinances, policies, and standards.

"County" means Washington County, Oregon or Clackamas County, Oregon. When used, it will not specifically which county.

"Fiscal year ending" means the year commencing on July 1 and closing on June 30 of the next year.

"Frozen base" means the total assessed value including all real, personal, manufactured, and utility values within an urban renewal area at the time of adoption. The county assessor certifies the assessed value after the adoption of an urban renewal plan.

"Increment" means that part of the assessed value of a taxing district attributable to any increase in the assessed value of the property located in an urban renewal area, or portion thereof, over the assessed value specified in the certified statement.

"Maximum indebtedness" means the amount of the principal of indebtedness included in a plan pursuant to ORS 457.190 and does not include indebtedness incurred to refund or refinance existing indebtedness.

"ORS" means the Oregon Revised Statutes. Chapter 457 specifically relates to urban renewal.

"Planning Commission" means the Tualatin Planning Commission.

"Revenue sharing" means under-levying tax increment proceeds to effectively share a portion of the revenue with the other taxing districts who levy permanent rate taxes in the urban renewal area as defined in ORS 457.470.

"Tax increment financing (TIF)" is a method of funding urban renewal projects and programs through incurring debt that is repaid by the division of taxes accomplished through the adoption of an urban renewal plan.

"Tax increment finance revenues" means the funds allocated by the assessor to an urban renewal area due to increases in assessed value over the frozen base within the area.

“UGB” means urban growth boundary.

“Urban renewal area (URA)” means a blighted area included in an urban renewal plan or an area included in an urban renewal plan under ORS 457.160.

“Urban renewal plan” or “Plan” means a plan, as it exists or is changed or modified from time to time, for one or more urban renewal areas, as provided in ORS 457.085, 457.095, 457.105, 457.115, 457.120, 457.125, 457.135 and 457.220.

“Urban renewal project” or “Project” means any work or undertaking carried out under ORS 457 in an urban renewal area.

“Urban renewal report” or “Report” means the official report that accompanies the urban renewal plan pursuant to ORS 457.087.

II. INTRODUCTION

Plan background

Since 2018, the City of Tualatin has worked on several long-range projects to securely position our community for long-term economic prosperity beginning with the Tualatin|2040 project. That project detailed the constraints with the lack of land supply for residential and employment land development. To address these constraints, Council expressed interest in learning about urban renewal. Four education series were held and as a result Council directed staff to conduct two feasibility studies in the areas of the Southwest Industrial/Basalt Creek and the Town Core Areas.

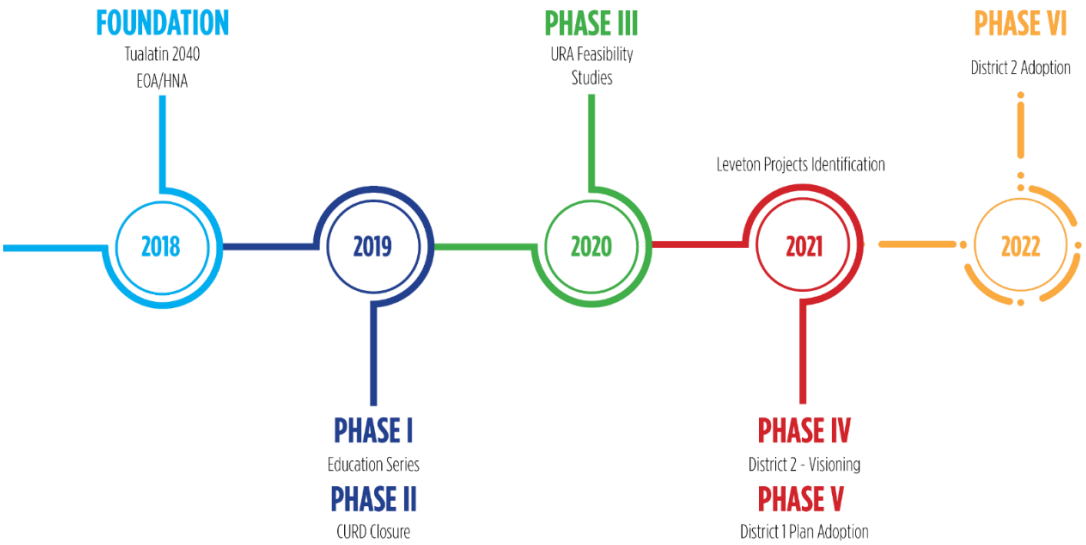


Figure 1. Timeline

On September 28, 2020, the Tualatin City Council was presented the Proposed Study Area 2 Feasibility Study. The study indicated the total potential tax increment finance (TIF) revenue over a 30- year period is estimated to be between $248.2 million and 362.7 million, depending on the future growth in assessed value in the area. Three growth scenarios were analyzed as described later in this report. This would support a total maximum indebtedness (i.e., the total principal amount of projects to be funded) between $210.0 million and $308.3 million. When accounting for inflation and adjusting the maximum indebtedness to be reported in constant 2020 dollars, we forecast the true financial capacity of the URA to be between $118.1 million and $171.4 million.[1]

[1] Impact options presented reflected 2023 dollars.

Beginning on March 29, 2021, staff held three preliminary sessions with Council to discuss the proposed study area's boundaries, existing conditions/challenges, and confirm priorities and goals previously identified in past phases to prepare for the April 26 workshop.

Identified Priorities/Goals:

- Establish or create a common identity
- Enhance connectivity
- Ensure a collaborative approach
- Protect and promote the natural environment
- Foster mixed-use development
- Expand housing options

Working Group Recap

On March 28, 2022 City Council passed Resolution 56087-22 establishing a ten member working group to: *provide feedback on existing conditions of the area, proposed vision, and objectives; provide feedback on the proposed boundary, area projects, and project direction; and identity and recommend any additional projects for the proposed area.* Working Group members were: Chief Cassandra Ulven (Tualatin Valley Fire and Rescue), Susan Noack (Tualatin Chamber of Commerce), Cathy Holland (Commercial CIO), Councilor Christen Sacco, Mayor Frank Bubenik, Dr. Aaron Welk, Doug Ulmer, Beth Sethi, Jamison Shields, Denise Cline (TPark).

The Work Group met on April 21, 2022 (Session 1), May 18, 2022 (Session 2), June 16, 2022 (Session 3), August 9, 2022 (Session 4). Session 1 provided an introduction of the Working Group Members, staff and consultant; the purpose and task of the Working Group, Plan vision discussion, and Plan Priorities and Values. Session 2 focused on urban renewal basics and a strengths, weaknesses, opportunities, and threats exercise for the proposed boundary. Session 3 continued the SWOT exercise from Session 3 and the Working Group discussed Plan Area proposed projects. Session 4 presented the final vision, altered boundary based on prior discussions, and recommended goals, strategies and projects.

The Working Group made the following specific suggestions:

- Rework the Vision Statement. "Make it more concise and direct."
- Focus on the key area of the Town Commons.
- Eliminate current development projects.
- Eliminate Quadrant 2 (Upper Industrial Area) due to lack of project capacity.
- Add in projects that promote, address, and fund projects for community identity.

Additional public outreach meetings included:

- February 9, 2022 – Tualatin Chamber of Commerce
- March 12, 2022 – Tualatin Parks Advisory Committee Presentation
- May 19, 2022 – Planning Commission Work Session
- May 2, 2022 – Portland General Electric Meeting

- June 21, 2022 – Commercial Citizen Involvement Organization Meeting
- July 20, 2022 – Level Development (Private Developer Meeting)
- July 21, 2022 – Macadam Forbes (Private Developer Meeting)

Additional opportunity for public input was provided at the Tualatin Development Commission (TDC) meeting on September 12, 2022, an online open house through the month of September and October 2022, the Tualatin Planning Commission meeting on September 22, 2022 and the Tualatin City Council public hearing on November 12, 2022 and vote on November 28, 2022. The City Council public hearing was noticed to utility customers of the City of Tualatin.

The Core Opportunity Reinvestment Area Plan Area (Area), shown in Figure 1, consists of approximately 457.62 total acres: 357.02 acres of land in tax lots and 100.6 acres of public rights-of-way. It is anticipated that the Core Opportunity Reinvestment Area Plan (Plan) will take thirty years of tax increment collections to implement. The maximum amount of indebtedness that may be issued for the Plan is not to exceed $140,000,000 (One Hundred Forty Million dollars). Detailed financial analysis is in the Report Accompanying the Tualatin Urban Renewal Plan (Report).

Detailed goals and objectives developed for the Plan are intended to guide tax increment finance (TIF) revenue investment in the Area over the life of the Plan. The project category descriptions and list of projects are similarly intended to aid future decision makers when considering how best to expend TIF revenue. The Plan is to be administered by the Tualatin Development Commission (TDC). Substantial amendments to the Plan must be approved by City Council as outlined in Section VII. All amendments to the Plan are to be listed numerically on the inside of the front page of the Plan and then incorporated into the Plan document and noted by footnote with an amendment number and adoption date.

The relationship between the sections of the Plan and the ORS 457.085 requirements is shown in Table 1. The specific reference in the table below is the section of this Plan that primarily addresses the statutory reference. There may be other sections of the Plan that also address the statute.

Table 1 - Statutory References

Statutory Requirement	Plan Section
ORS 457.085(1)	I, XIII
ORS 457.085(2)(a)	V, VI
ORS 457.085(2)(b)	V, VI
ORS 457.085(2)(c)	XIV
ORS 457.085(2)(d)	XIII
ORS 457.085(2)(e)	XIII
ORS 457.085(2)(f)	IX
ORS 457.085(2)(g)	VIII
ORS 457.085(2)(h)	III
ORS 457.085(2)(i)	VII
ORS 457.085(2)(j)	Not applicable

Vision

The vision takes existing work from prior strategic planning efforts and consolidates them into one purpose. This vision will direct potential funding and policy priorities for future efforts in the proposed area.

> *The Core Opportunity and Reinvestment Area Plan is a guiding document in our community's sustainable effort to strengthen the social, cultural, environmental, and economic vitality of central Tualatin by funding projects that improve property values, eliminate existing and future blight, and create an active civic core.*

Urban Renewal Overview

Urban renewal allows for the use of tax increment financing, a funding source that is unique to urban renewal, to fund its projects. Tax increment revenues - the amount of property taxes generated by the increase in total assessed values in the urban renewal area from the time the urban renewal area is first established - are used to repay borrowed funds. The borrowed funds are used to pay for urban renewal projects and cannot exceed the maximum indebtedness amount set by the urban renewal plan.

The purpose of urban renewal is to improve specific areas of a city that are poorly developed or underdeveloped, called blighted areas in Oregon Revised Statutes (ORS) 457.010. These areas can have streets and utilities in poor condition, a complete lack of streets and utilities altogether, or other obstacles to development. In general, urban renewal projects can include construction or improvement of streets, utilities, and other public facilities; assistance for rehabilitation or

redevelopment of property; acquisition and re-sale of property (site assembly) from willing sellers; and improvements to public spaces. This Area meets the definition of blight due to its transportation system infrastructure deficiencies, utility infrastructure deficiencies, and underdeveloped and undeveloped properties. These blighted conditions are specifically cited in the ordinance adopting the Plan and described in detail in the Report.

The Report contains the information required by ORS 457.087, including:

- A description of the physical, social, and economic conditions in the area;
- Expected impact of the Plan, including fiscal impact in light of increased services;
- Reasons for selection of the Plan area;
- The relationship between each project to be undertaken and the existing conditions;
- The estimated total cost of each project and the source of funds to pay such costs;
- The estimated completion date of each project;
- The estimated amount of funds required in the Area and the anticipated year in which the debt will be retired;
- A financial analysis of the Plan;
- A fiscal impact statement that estimates the impact of tax increment financing upon all entities levying taxes upon property in the area; and
- A relocation report.

III. MAXIMUM INDEBTEDNESS

Maximum indebtedness is the amount of indebtedness secured by a pledge of tax increment revenue that can be spent on projects, programs and administration throughout the life of the Plan. The maximum amount of indebtedness that may be issued or incurred under the Plan, based upon good faith estimates of the scope and costs of projects in the Plan and the schedule for their completion is $140,000,000 (One Hundred Forty Million dollars). This amount is the principal of such indebtedness and does not include interest or indebtedness incurred to refund or refinance existing indebtedness or interest earned on bond proceeds. The method of establishing the maximum indebtedness is shown in the Report Accompanying the Plan.

IV. PLAN GOALS

The goals of the Plan represent its basic intents and purposes. Accompanying each goal are objectives, which generally describe how the TDC intends to achieve each goal. The urban renewal projects identified in Sections V and VI of the Plan are the specific means of meeting the objectives. The goals and objectives will be pursued as economically as is feasible and at the discretion of the TDC. The goals and objectives are not listed in any order of importance or priority. A matrix of how the projects align with the goals and objectives is shown in Table 2.

GOAL 1: BLIGHT REMEDIATION

Encourage and facilitate the redevelopment of historically underutilized and vacant parcels and buildings through direct or public-private partnerships.

Implementation Summary: Incentivize public and private development that reduces the acreage of historically underutilized and vacant parcels and buildings.

Strategy 1: Encourage redevelopment of dilapidated parcels within Plan Area.

Action 1.1: Evaluate opportunities to increase development of commercial and residential mixed-use development.
Action 1.2: Provide or fund additional infrastructure needed for increased commercial and residential development.
Action 1.3: Acquire property to ensure overall community and economic development needs are met and maintained.

Strategy 2: Ensure development of vacant parcels within Plan Area flood plain.

Action 2.1: Evaluate opportunities to increase opportunities for development.
Action 2.2: Allocate funding for infrastructure development for site development.
Action 2.3: Complete necessary site preparation and mitigation measures need for site development.

Strategy 3: Reduce vacant commercial and industrial buildings in Plan Area.

Action 3.1: Conduct market analysis and downtown planning for recruitment and development opportunities.
Action 3.2: Prioritize projects that maximize area prosperity and development that reduces existing vacancy rates.
Action 3.3: Ensure city owned parcels meet highest and best-use for Plan goals.

Strategy 4: Leverage tax increment financing with additional funding tools to support economic development.

Action 4.1: Evaluate opportunities to maximize total project funding with local, regional, state and federal partners.

Action 4.2: Provide incentives, rebates, and assistance where gap funding exists for private and public-private development projects.

Strategy 5: Encourage employment growth and density development in existing areas.

Action 5.1: Support redevelopment of underutilized commercial and industrial areas.

GOAL 2: ENHANCED CONNECTIVITY

Provide residents and workers access to a connected and efficient multi-modal system within, and to/from Plan Area.

Implementation Summary: Construct or upgrade systems that promote efficient and effective transportation within and to the Plan Area.

Strategy 1: Development of main street corridors within Plan area.

Action 1.1: Completion of Area Transportation Plan.

Action 1.2: Develop a main street corridor within the Town Commons for enhanced access to existing businesses.

Strategy 2: Increase major arterial capacity within Plan Area

Action 2.1: Widen existing major arterial roads as identified in the Tualatin Transportation System Plan.

Action 2.2: Provide or fund additional infrastructure needed for increased commercial, industrial, and residential development.

Strategy 3: Improve existing intersections

Action 3.1: Ensure existing intersections along Tualatin-Sherwood Road promote safe pedestrian usage and ease of traffic flow to mitigate congestion growth.

Action 3.2: Develop and implement additional access points to zoned light industrial areas along Tualatin Sherwood Road.

Strategy 4: Expand area trail systems

Action 4.1: Connect existing trails for a complete recreational and multimodal system

Action 4.2: Complete unfinished trails

Strategy 5: Regional Coordination

Action 5.1: Coordinate with Washington County's Land-Use and Transportation Department to leverage URA resources and enhance efficiency with connectivity projects

Strategy 6: Plan for regional transportation projects inside and outside plan area

Action 6.1: Determine if expanding the Core Opportunity and Reinvestment Area boundary, or the creation of a new urban renewal district, is the best option for major regional transportation projects.

GOAL 3: MIXED-USE DEVELOPMENT

Encourage and facilitate attainable multi-family housing that's complementary to commercial development with expanded employment opportunities and life-style amenities.

Implementation Summary: Incentivize public and private development that creates an area where individuals live, work, shop, and play near major transportation infrastructure and quality-of-life amenities.

Strategy 1: Ensure an adequate supply of land is available and developable.

Action 1.1: Evaluate opportunities to increase development within Plan Area.

Action 1.2: Acquire land to ensure availability for future development.

Action 1.3: Fund infrastructure to support higher density commercial, industrial and residential development.

Action 1.4: Review and revise land use requirements and planning district designations, where necessary, to focus housing efforts on areas most suitable.

Strategy 2: Support development and preservation of housing.

Action 2.1: Support development of housing affordable to people who have incomes between 30-120% of median family income in Washington County.

Action 2.2: Develop and implement additional access points to zoned light industrial areas along Tualatin Sherwood Road.

Strategy 3: Adjust planning efforts based on economic and market landscapes.

Action 3.1: Fund planning efforts regarding zoning and development.

GOAL 4: ECONOMIC DEVELOPMENT

Cultivate opportunities for entrepreneurial growth within Plan Area.

Description: Provide small businesses with dedicated financing.

Strategy 1: Develop assistance opportunities to businesses in Plan Area.

Action 1.1: Provide capital improvement grants to businesses within Plan Area.

GOAL 5: COMMUNITY IDENTITY

Cultivate a shared community identity that represents the area's long standing culture and traditions while fostering community connections and healthy relationship with the environment and each other.

Strategy 1: Establish more recreational opportunities to the natural environment.

Action 1.1: Funding planning and construction efforts for recreational access to the Tualatin River.

Strategy 2: Develop a community identity.

Action 2.1: Fund efforts to establish community design standards for all development projects.

GOAL 6: INDUSTRIAL DEVELOPMENT

Promote dense industrial development in the southwestern area of the Urban Renewal Area.

Implementation Summary: Incentivize development that promotes denser employment opportunities while ensuring community identity and community health is maintained and enhanced.

GOAL 7: PUBLIC UTILITIES

To provide public utilities in the Plan Area as needed to facilitate growth and aesthetic quality.

Implementation Summary: Provide a fully funded utility infrastructure system that assist with eliminating existing blight and encourages future growth.

GOAL 8: FLOOD MITIGATON

Promote the public health, safety and general welfare while minimizing existing and future impact to public and private development due to flood conditions.

Implementation Summary: Provide resources to reduce flood condition impacts.

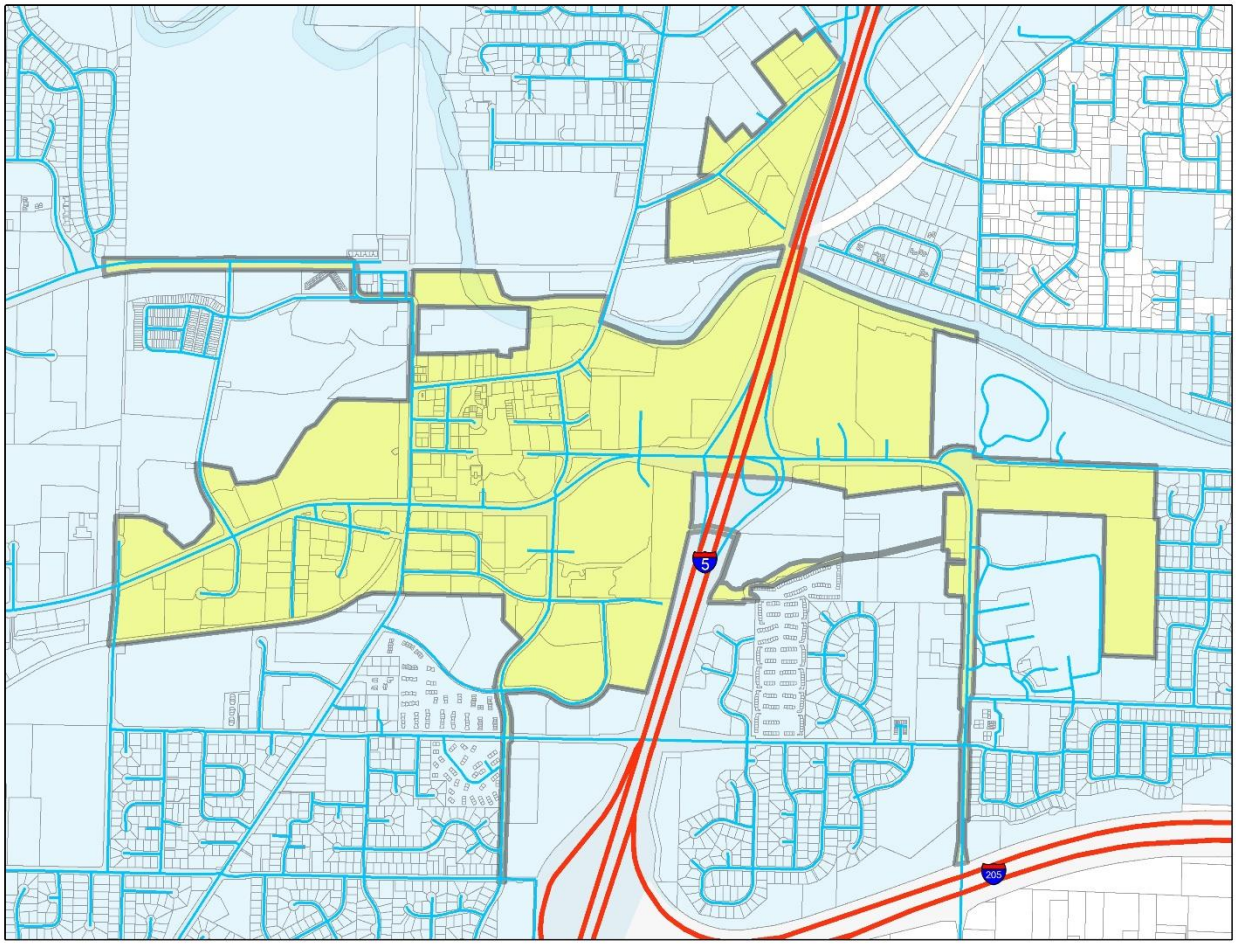
GOAL 9: ENVIRONMENTAL STEWARDSHIP

To protect Tualatin's original asset, its natural environment, the Commission will work to minimize future impacts to adjacent land where future projects may occur.

Table 2 – Relationship of Projects to Core Opportunity Reinvestment Area Plan Goals

Project Category	Goals
Mixed Use Development	1,2,4
Transportation	1,3,5,6
Community Identity	1,2,4,5,6,9
Economic Development	1,4
Developer Assistance and Incentives	1,3,4
Utilities	7
Natural Resource Protection	9
Flood Mitigation	8,9
Acquisition and Disposition	1
Administration	1,2,3,4,5,6,7,8,9

Figure 1 – Core Reinvestment Opportunity Area Boundary



V. URBAN RENEWAL PROJECT CATEGORIES

The projects within the Area fall into the following categories:

A. Blight Remediation

B. Transportation

C. Land Acquisition/Disposition

D. Community Identity

E. Developer Incentives and Rebates

F. Economic Development

G. Administration

VI. URBAN RENEWAL PROJECTS

Urban renewal projects authorized by the Plan are described below. They are not listed in any priority order. The TDC will determine the order of the projects and may add projects in the future through the amendment process defined in Section VII of this Plan. Much of the project descriptions come from the following documents:

A. Blight Remediation

1. 18970 Catalyst Project

In efforts to meet highest and best use for existing parcels, this catalyst project will seek to fund and implement the design and construction of a mixed-use development with attainable housing and commercial retail at 18970 SW Lower Boones Ferry Road through a public-private partnership. This is city-owned land.

2. SW Nyberg and Nyberg Woods

Improve the existing intersection to allow traffic flow from the southern commercial area onto Nyberg Street in a safer, quicker manner.

3. Intersection Improvements (SW 89th Ave + SW Mohave CT and Tualatin Sherwood Road)

As found necessary within the Area, construction or improvements relating to intersections, including, without limitation, the construction, installation or upgrade of traffic control devices, turn lanes, appurtenances and/or realignments.

B. Transportation

1. Area Transportation System Plan

Fund efforts to establish long-range vision for identification of projects, programs, and policies that will achieve the Plan Area's transportation goals and needs.

2. North to South Center Road Development and Tualatin Sherwood Road Realignment

Fund project planning, design considerations and construction of a main street corridor utilizing existing municipal streets to connect Lower Boones Ferry and Tualatin-Sherwood Roads.

3. Nyberg Creek Greenway

Connect existing Nyberg Creek Trail to the Tualatin River Greenway with the construction of a trail along the Nyberg Creek Wetlands. Connection of these two existing trails will improve access to recreation opportunities, provide safe modes of transportation off of major arterial roads from adjacent residential areas to the Town Core.

4. Tualatin River Greenway Trail

Fully complete the Tualatin River Greenway adjacent to the Town Commons.

5. Flood Mitigation and Grading

The Commission's involvement is proposed to be in the form of participating in the local share of any project funded at the local, regional, state, and/or federally funded efforts. The Commission will assume the public-sector leadership role in the redevelopment of historical vacant parcels with the flood plain.

C. Land Acquisition/Disposition

Acquisition/Disposition are allowed in the Plan. Based on sales comparable of notable vacant land, these will be used in accordance with land acquisition to assist with targeted development based on submitted request for proposals.

D. Community Identity

1. Tualatin River Plaza and Access and Habitat Restoration Project

To design and construction a public gathering space and access point along the Tualatin River. In addition, work with regional partners (like Clean Water Services) to mitigate impacts while enhance environmental habitats near project area.

2. Community Design Master Plan

Fund efforts to establish community design standards for all new development projects, or redevelopment efforts that increase valuation by more than 20%. These standards will allow Tualatin to develop and cultivate a shared identity and design within Plan Area.

E. Developer Incentives and Rebates

Facilitate development and redevelopment on sites in the Area, stimulating growth and providing new employment opportunities and additional mixed use and commercial growth in the Area. An example of a type of assistance is to reduce or eliminate development impacts on adjacent properties.

F. Economic Development

1. Capital Improvement Grants

Provide financial and regulatory resources to small industrial and commercial property owners to update, modernize existing facilities through capital improvements.

2. Market Feasibility Study

Conduct a market feasibility in the Town Common's area for added retail and restaurant opportunities to assist with vacant property development.

G. Administration

Authorizes expenditures for the administrative costs associated with managing the URA including budgeting and annual reporting, planning and the implementation of projects in the Area.

1. Zone Code Change Plan

Authorizes expenditures to analyze and recommend zone code changes in the Area.

2. Payroll, Legal, Recordings

Authorizes expenditures for the administrative costs associated with managing the URA including budgeting and annual reporting, planning and the implementation of projects in the Area.

VII. AMENDMENTS TO PLAN

The Plan may be amended as described in this section. Adding other properties to the Developer Incentives Program does not require an amendment to the Plan.

A. Substantial Amendments

Substantial Amendments, in accordance with ORS 457.085(2)(i), shall require the same notice, hearing, and approval procedure required of the original Plan, under ORS 457.095, including public involvement, consultation with taxing districts, presentation to the TDC, the Planning Commission, the County, and adoption by the City Council by non-emergency ordinance after a hearing. If there are unincorporated parcels within the Area at the time a Substantial Amendment is considered, it must also be approved by Washington County through adoption of a resolution by the Board of County Commissioners.

Notice of such hearing shall be provided to individuals or households within the City of Tualatin, as required by ORS 457.120.

Notice of adoption of a Substantial Amendment shall be provided in accordance with ORS 457.095 and 457.115.

Substantial Amendments are amendments that: [2]

1. Add land to the urban renewal area, except for an addition of land that totals not more than a cumulative 1% of the existing area of the urban renewal area; or

2. Increase the maximum amount of indebtedness that can be issued or incurred

under the Plan.

3. Increase in duration or the time to retire Plan debt unless the increase is necessary to avoid a default on previously-issued indebtedness.

B. Minor Amendments

Minor Amendments are amendments that are not Substantial Amendments as defined in this Plan and in ORS 457. Minor Amendments require approval by the TDC by resolution. Minor amendments include approving a reduction of the maximum indebtedness of the Plan.

C. Amendments to the Tualatin Comprehensive Plan and/or Tualatin Municipal Code.

Amendments to the Tualatin Comprehensive Plan and/or Tualatin Municipal Code that affect the Plan and/or the Area shall be incorporated automatically within the Plan without any separate action required by the TDC or City Council. If a Substantial Amendment is prepared, the Section of this Plan on Relationship to Local Objectives should be updated.

VIII. PROPERTY ACQUISITION AND DISPOSITION

The Plan authorizes the acquisition and disposition of property as described in this section. Property includes any and all interests in property, including fee simple ownership, lease, easements, licenses, or other rights to use. If property is acquired it will be identified in the Plan through a Minor Amendment, as described in Section VII. Identification of property to be acquired and its anticipated disposition is required by ORS 457.085(g). If property acquisition includes a public building, how that public building serves and benefits the Area must be identified per ORS 457.085(2)(j).

A. Property acquisition for public improvements

The TDC may acquire any property within the Area for the public improvement projects undertaken pursuant to the Plan by all legal means.

B. Property acquisition from willing sellers

The Plan authorizes TDC acquisition of any interest in property within the Area that the TDC finds is necessary for private redevelopment, but only in those cases where the property owner wishes to convey such interest to the TDC. The Plan does not authorize the TDC to use the power of eminent domain to acquire property from a private party to transfer property to another private party for private redevelopment. Property acquisition from willing sellers may be required to support development of projects within the Area.

C. Land disposition

The TDC will dispose of property acquired for a public improvement project by conveyance to the appropriate public TDC responsible for the construction and/or maintenance of the public improvement. The TDC may retain such property during the construction of the public improvement.

The TDC may dispose of property acquired under Subsection B of this Section VII by conveying any interest in property acquired. Property shall be conveyed at its fair reuse value. Fair reuse value is the value, whether expressed in terms of rental or capital price, at which the urban

renewal TDC, in its discretion, determines such land should be made available in order that it may be developed, redeveloped, cleared, conserved, or rehabilitated for the purposes specified in the Plan. Because fair reuse value reflects limitations on the use of the property to those purposes specified in the Plan, the value may be lower than the property's fair market value.

Where land is sold or leased, the purchaser or lessee must agree to use the land for the purposes designated in the Plan and to begin and complete the building of its improvements within a period of time that the TDC determines is reasonable.

D. Properties to be acquired

This Plan must provide an indication of which real property may be acquired and the anticipated disposition of said real property whether by retention, resale, lease or other legal use, together with an estimated time schedule for such acquisition and disposition. This may be added at a date when the property is identified and may be added through a Minor Amendment.

IX. RELOCATION METHODS

When the TDC acquires occupied property under the Plan, residential or commercial occupants of such property shall be offered relocation assistance, as required under applicable state law. Prior to such acquisition, the TDC shall adopt rules and regulations, as necessary, for the administration of relocation assistance. The TDC will comply with all applicable state law in providing these potential benefits.

There are plans to acquire land for infrastructure which may trigger relocation benefits in the future in the Area. All acquisitions will be reviewed for potential of relocation benefits.

X. TAX INCREMENT FINANCING OF PLAN

Tax increment financing consists of using annual tax increment revenues to make payments on debt, usually in the form of bank loans or revenue bonds. The proceeds of the debt are used to finance the urban renewal projects authorized in the Plan. Debt may be either long-term or short-term.

Tax increment revenues equal most of the annual property taxes imposed on the cumulative increase in assessed value within an urban renewal area over the frozen base value (i.e., total assessed value at the time an urban renewal plan is adopted). The property taxes for general obligation (GO) bonds and local option levies approved after October 6, 2001 are not part of the tax increment revenues.

A. General description of the proposed financing methods

The Plan will be financed using a combination of revenue sources. These include:

- Tax increment revenues;
- Advances, loans, grants, and any other form of financial assistance from federal, state, or local governments, or other public bodies;
- Loans, grants, dedications, or other contributions from private developers and property owners, including, but not limited to, assessment districts; and
- Any other public or private source.

Revenues obtained by the TDC will be used to pay or repay the costs, expenses, advancements, and indebtedness incurred in (1) planning or undertaking project activities, or (2) otherwise exercising any of the powers granted by ORS Chapter 457 in connection with the implementation of this Plan, including costs associated with the preparation of the Plan.

B. Tax increment financing

The Plan may be financed, in whole or in part, by tax increment revenues allocated to the TDC, as provided in ORS Chapter 457. The ad valorem taxes, if any, levied by a taxing district in which all or a portion of the Area is located, shall be divided as provided in Section 1c, Article IX of the Oregon Constitution, and ORS 457.440. Amounts collected pursuant to ORS 457.440 shall be deposited into the unsegregated tax collections account and distributed to the TDC based upon the distribution schedule established under ORS 311.390.

C. Duration

The Agency intends not to collect tax increment revenues for the Area after thirty years of tax increment collections is first received. The Agency shall not initiate any Projects in the Area unless the Agency reasonably projects it will be able to pay for those Projects from the proceeds of indebtedness issued on or before FYE 2053, and from other funds available to the Agency. Except as provided in the next sentence, all indebtedness that is secured by the tax increment revenues of the Area shall mature no later than FYE 2053, and the Agency shall structure all its indebtedness so that it can be paid in full from the tax increment revenues of the Area that the Agency reasonably projects it will receive on or before FYE 2053. The Agency may issue refunding indebtedness that matures after FYE 2053, only if issuing that refunding indebtedness is necessary to avoid a default on previously-issued indebtedness.

D. Duration Extension

In year 20 and 25 of the Plan the Agency shall undertake a financial analysis of the Plan, including updated projections for tax increment finance revenues and evaluating the ability of the revenues to achieve or exceed the Plan's maximum indebtedness by the anticipated expiration date in FYE 2053.

The Agency shall consult and confer with affected taxing districts regarding the results of this financial and project update. The Agency may consider revenue sharing or shortening the time frame of the Plan if revenues are exceeding projections.

The Agency will also consider lengthening the duration of the Plan if the revenues are beneath those projected to reach the maximum indebtedness in a thirty year time frame. Any duration extension will not be considered until after 20 years after the effective date of the Plan and will only be considered if the original maximum indebtedness is not projected to be reached within the thirty year time frame.

XI. VALIDITY

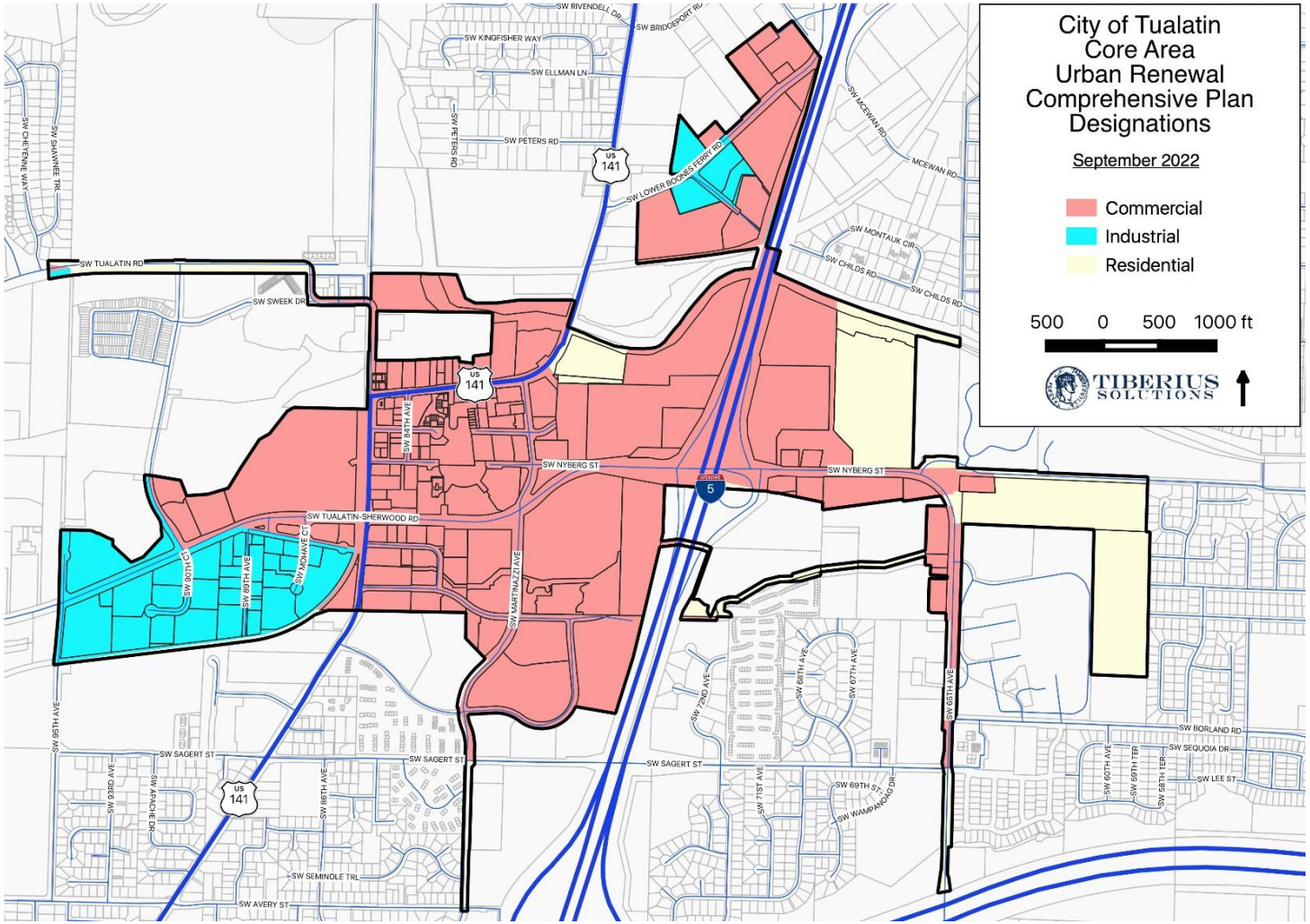
Should a court of competent jurisdiction find any work, clause, sentence, section or part of this Plan to be invalid, the remaining words, clauses, sentences, sections or parts shall be unaffected by such

findings and shall remain in full force and effect for the duration of this Plan.

XII. ANNUAL REPORT

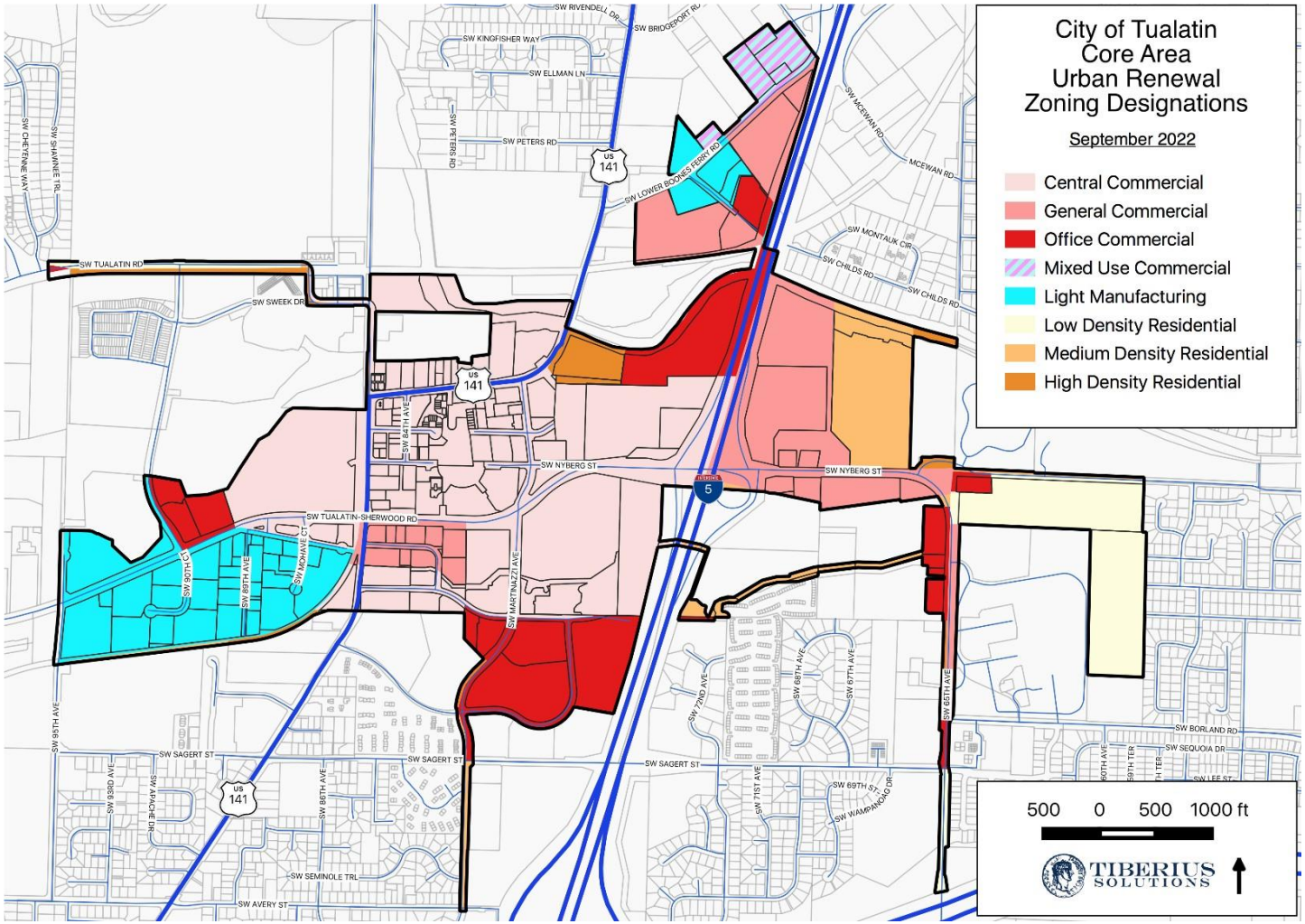
The TDC shall file an Annual Report in compliance with ORS 457.460.

Figure 2 – Comprehensive Plan Designations



Source: Tiberius Solutions

Figure 3 – Zoning Designations



Source: Tiberius Solution

XIII. RELATIONSHIP TO LOCAL OBJECTIVES

ORS 457.085 requires that the Plan conform to local objectives including the comprehensive plan and economic development plan of a locality. This section provides that analysis. Relevant local planning and development objectives are contained within the *Tualatin Comprehensive Plan 2040* (Comprehensive Plan), *Tualatin Transportation System Plan, Tualatin Development Strategy Memorandum, ECONorthwest December 4, 2019, City of Tualatin Economic Strategic Plan 2014 Update and Tualatin Municipal Code* (Municipal Code).

The following section describes the purpose and intent of these plans, the main applicable goals and policies within each plan, and an explanation of how the Plan relates to the applicable goals and policies. The analysis covers the most relevant sections of the documents but may not cover every section of the documents that relate to the Plan.

The numbering of the goals and policies within this section reflects the numbering that occurs in the original document. *Italicized text* is text that has been taken directly from an original document and therefore cannot be changed. Some verbiage may say "complies with", which, in this document is synonymous with "conforms to" as stated in ORS 457.095.

Comprehensive Plan designations for all land in the Area are shown in Figure 2 All proposed land uses conform to Figure 2. Maximum densities and building requirements for all land in the Area are contained in the Tualatin Municipal Code.

A. Tualatin Comprehensive Plan

1. COMMUNITY INVOLVEMENT

Purpose

The purpose of this chapter is to provide a framework for community input into the land use planning process and to meet Oregon Statewide Planning Goal 1 (Citizen Involvement). In Tualatin, Goal 1 is met by the Tualatin Planning Commission, an advisory body to the Tualatin City Council.

GOAL 1.1

Implement community involvement practices in line with Statewide Planning Goal 1.

POLICY 1.1.1 Support community advisory committees to provide recommendations on planning matters.

POLICY 1.1.2 Foster civic pride and community spirit so as to improve the quality and quantity of citizen participation in local government and in community growth, change and improvement.

POLICY 1.1.3 Conduct the planning process with adequate input and feedback from citizens in each affected neighborhood.

Finding: The Plan complies with Comprehensive Plan Goal. 1. The first goal of the Plan itself is to implement community involvement practices, including to convene an urban renewal Work Group and inviting public comment at all TDC meetings. The Plan's goal and the City's Comprehensive Plan Goal 1 are consistent. In considering the Plan, the City/Tualatin Development Commission also encouraged citizen participation through multiple levels of outreach and opportunities for citizen involvement. The

City/Tualatin Development Commission created a Work Group to consider and review the Plan. The Work Group conducted four public meetings in compliance with Oregon Public Meetings laws. The public was allowed to both attend the meetings and provide comment at each of the four meetings. In addition, the City/Tualatin Development Commission provided an online Open House throughout September 2022. The City/Tualatin Development Commission submitted the Plan to the Tualatin Planning Commission for its review and recommendation. The public had an opportunity to provide comments regarding the Plan at the Tualatin Planning Commission meeting. The public was also provided an opportunity to comment on the Plan before both the Tualatin Development Commission and the Tualatin City Council.

2. COMMUNITY DESIGN

Purpose

The purpose of this chapter is to express elements of community design that guide functional and aesthetic development standards including those regarding site development, trees in the context of urban design, and sign regulation.

GOAL 2.1

Promote the City's natural beauty, and achieve pleasant environments for living and working that sustain the comfort, health, tranquility, and contentment of people who live, work, and enjoy time in Tualatin.

POLICY 2.1.1 Encourage structures be planned in ways that relate to the site and surrounding context.

POLICY 2.1.2 Encourage meaningful public engagement with community design projects.

POLICY 2.1.3 Promote design that fosters a sense of place and community identity through the Central Design District.

GOAL 2.2

Promote the preservation and establishment of trees throughout the city, in order to protect and enhance the aesthetic character of Tualatin, protect and improve air and water quality, provide noise and visual screening, and protect habitat for wildlife.

POLICY 2.2.1 Require the establishment and protection of street trees.

POLICY 2.2.2 Promote the protection and establishment of trees during the development process.

GOAL 2.3

Balance the right of free speech, business needs, public way-finding, safety for all modes, and diverse aesthetic interests, through a functional sign regulation program.

POLICY 2.3.1 Protect public health and safety by limiting distracting signs, ensuring that signs do not interfere with multi-modal transportation safety, and ensuring safe construction and installation of signs.

POLICY 2.3.2 Align the range of allowed sign types with the urban design context, such as additional small signs in pedestrian-oriented development areas.

POLICY 2.3.3 Encourage attractive, creative, and unique sign types through the City's review program. Encourage the improvement and maintenance of non-conforming signs.

Finding: The Plan is consistent with Comprehensive Plan Goal 2. The Plan will foster redevelopment consistent with City's code and objectives and allow the City's Community Design goals to be realized for the Plan Area. One of the projects in the Plan is to establish community design standards for all new development projects, or redevelopment efforts that increase valuation by more than 20%. These standards will allow Tualatin to develop and cultivate a shared identity and design within Plan Area.

3. HOUSING AND RESIDENTIAL GROWTH

Purpose

The purpose of this chapter is to provide the community's goals and policies for housing and future residential growth in Tualatin, which are generally implemented by more specific provisions in the Tualatin Development Code. These goals and policies are based on Tualatin's most recent Housing Needs Analysis (Appendix A) and Housing Strategies (Appendix B), which are incorporated by reference into the Comprehensive Plan. Strategic actions are also included that reflect policies identified in the Housing Needs Analysis and Housing Strategies that are not implemented by Tualatin Development Code or may require further evaluation.

GOAL 3.1 HOUSING SUPPLY.

Ensure that a 20-year land supply is designated and has urban services planned to support the housing types and densities identified in the

Housing Needs Analysis.

POLICY 3.1.1 DENSITY. Maintain a citywide residential density of at least eight (8) dwelling units per net acre.

POLICY 3.1.2 ZONING FOR MULTIFAMILY. Provide zoning for multifamily development, which may be located in areas adjacent to transit.

POLICY 3.1.3 COMMERCIAL ACTIVITY. Allow homebased businesses and occupations in all residential zones, subject to regulations to minimize impact to housing supply and uses in commercial and industrial zones. Provide for compatible agricultural uses in areas where significant development barriers are present, or where compatible with permitted residential uses.

POLICY 3.1.4 CLEAR AND OBJECTIVE REVIEW. Provide for clear and objective review standards for all residential development and redevelopment.

POLICY 3.1.5 FUNCTIONAL PLANNING. Consider the development-ready residential land supply as part of ongoing functional planning eff orts to provide necessary urban services in support of residential development.

POLICY 3.1.6 INFRASTRUCTURE PLANNING. Evaluate future infrastructure planning for consistency with the Housing Needs Analysis and Housing Strategies.

GOAL 3.2 HOUSING FOR ALL. Encourage development and preservation of housing that is affordable for all households in Tualatin.

POLICY 3.2.1 HOUSING TYPE DIVERSITY. Support development of townhomes, duplexes, triplexes, quadplexes, cottages, courtyard housing, accessory dwelling units, single story units, senior housing, and extended family and multi-generational housing in all residential zoning districts.

GOAL 3.3 ADDITIONAL HOUSING OPTIONS

Encourage the establishment of funding sources to support development of additional housing options and related public infrastructure.

Finding: The Plan is consistent with Comprehensive Plan Goal 3. The Plan facilitates infrastructure projects that will support the development of parcels in the Plan Area. The Plan outlines multiple transportation projects including trail projects that will be built to facilitate development, including residential and affordable housing. The Plan also anticipated directly working to facilitate housing development within the Area.

4. ECONOMY, COMMERCIAL, & INDUSTRIAL DEVELOPMENT

GOAL 4.1

Encourage commercial development that provides employment opportunities, as well as access to goods and services for residents, employees, and the general community.

POLICY 4.1.2 CRITICAL SERVICES. Provide for the continued development of major medical services and other critical infrastructure within the City of Tualatin.

POLICY 4.1.4 MIXED USE. Encourage mixed use commercial and residential development.

GOAL 4.2

Encourage new industrial development in ways that strengthen the local tax base and support Tualatin's industrial lands as a major local and regional employment center.

POLICY 4.2.1 Preserve and protect, with limited exceptions, the City's existing industrial land.

POLICY 4.2.2 Fully develop planned industrial areas, providing full transportation, sewer, and water services prior to or as development occurs.

GOAL 4.3

Manage industrial impacts to the environment and other uses

POLICY 4.3.2 Protect residential, commercial, and sensitive industrial uses from the adverse environmental impacts of industrial use.

POLICY 4.3.4 Reasonably protect environmentally sensitive areas from adverse impacts of adjacent development.

POLICY 4.3.6 Protect wooded and other natural areas by requiring their preservation in a natural state or by integrating the major trees into the design of the parking lots, buildings, or more formal landscaping areas of an industrial development. If it is necessary to remove a portion or all of the trees, require mitigation.

Finding: The Plan is consistent with Comprehensive Plan Goal 4. The overall impact of the Plan is to encourage development of the Area. The transportation projects in the Plan are intended to directly support the creation of new economic activity in the Area. These projects are necessary to provide the services to allow for the undeveloped parcels to develop in the future. The City will reasonably protect environmentally sensitive areas from adverse impacts of adjacent development.

5. OTHER LAND USES

Guide the development of uses other than residential, industrial, commercial, open space, and mixed-use development, such as utilities and institutional uses.

5.1 Locate public services and utilities in a manner that minimizes negative impacts and enhances public benefits.

POLICY 5.1.1 GOVERNMENT SERVICES. Locate government offices in a central location that serves the public, except operations functions, which may be appropriately located in the industrial districts.

POLICY 5.1.2 PUBLIC SAFETY. Locate facilities such as utilities and other critical infrastructure to minimize the risk of hazards the facility may pose to surrounding uses, or risks that natural or other hazards may pose to the facility and surrounding uses alike.

POLICY 5.1.3 COMPATIBILITY. Encourage attractive design, screening, and use of landscaping to moderate visual impacts of utilities and public facilities with their urban design context.

POLICY 5.1.4 SCHOOL SITING. Locate schools to complement neighborhood park facilities and integrate the location of schools with surrounding residential neighborhoods. Locate schools to support multi-modal access and to avoid impacts from industrial or other uses that could be harmful to student health.

POLICY 5.1.5 CHILD CARE SITING. Allow the location of child care facilities within commercial, residential, and light industrial areas consistent with state law.

POLICY 5.1.6 WIRELESS FACILITIES. Allow the siting of wireless communication facilities consistent with federal and state law, while encouraging design measures to mitigate visual impacts of facilities and encourage safety and sound construction. Encourage siting strategies that reduce redundant facilities.

POLICY 5.1.7 INTERGOVERNMENTAL COOPERATION. Cooperate with local school districts to plan adequate facilities. Actively involve school districts where school capacity or regulations applicable to school facilities may be considered. Cooperate with regional, state, and federal agencies in planning for medical facilities, solid waste.

GOAL 5.2 Allow flexibility to allow residential facilities, medical facilities, and religious institutions in residential, commercial, and mixed use areas while managing impacts between uses.

POLICY 5.2.1 Allow the location of religious institutions as retirement homes and hospitals in commercial and residential planning districts, subject to conditional use approval, and allow congregate care facilities, assisted living facilities and residential care facilities and hospitals as permitted uses in the Medical Center District.

POLICY 5.2.2 Allow residential facilities and residential homes as permitted uses in all residential planning districts.

POLICY 5.2.3 Limit the siting of residential facilities, retirement homes, and medical services in industrial areas.

POLICY 5.2.4 Ensure that service uses with the potential for increased traffic impacts are appropriately served by surrounding transportation infrastructure.

FINDING: The Plan is consistent with Comprehensive Plan Goal 5. The Plan guides utility uses consistent with the City's development code and Master Plan Documents. The transportation projects in the Plan are intended to directly support the creation of new economic activity in the Area. The Plan does not fund any public buildings and does not limit or impact any uses contemplated in the zoning code or Comprehensive Plan**.**

6. HISTORIC PRESERVATION

Purpose

The purpose of this chapter is to guide the conservation of historic resources in the City of Tualatin. The City's Historic Resource Technical Study and Inventory (1993) provides the basis for identifying historic and cultural resources within the City of Tualatin.

GOAL 6.1 PRESERVATION. Promote the historic, educational, architectural, cultural, economic, and general welfare of the public through the identification, preservation, restoration, rehabilitation, protection and use of those buildings, structures, sites and objects of historic interest within the City.

POLICY 6.1.1 Strengthen the economy of the City by encouraging property owners to preserve historic resources for tourists, visitors and residents.

POLICY 6.1.2 Identify and preserve diverse architectural styles reflecting periods of the City's historical and architectural development, encourage complementary design and construction for alterations affecting historic resources and encourage relocation of historic resources over demolition.

POLICY 6.1.3 Identify and resolve conflicts between the preservation of historic resources and alternative land uses.

POLICY 6.1.41 Integrate the management of historic resources into public and private land management and development processes.

POLICY 6.1.5 Upon annexation, potential historic resources located outside of the City, but within the City's planning area shall proceed through the significance review, conflicting use and economic, social, environmental and energy analysis.

POLICY 6.1.6 Identify and list additional properties to the current list of protected historic resources. Review the impacts on landmarks when public improvement projects are proposed.

POLICY 6.1.7 Retain landmarks on parcels which cannot be partitioned or subdivided by preserving and not demolishing or relocating them. Retain landmarks located on parcels which can be partitioned or subdivided by property owners and developers integrating the resource into proposed lot configurations and development proposals.

POLICY 6.1.8 Encourage adaptive use. Allow conflicting uses where necessary to encourage preservation and maintenance of historic resources. Favor relocation over demolition.

GOAL 6.2 EDUCATION Foster community and neighborhood pride and sense of identity based on recognition and use of historic resources.

POLICY 6.2.1 Encourage public awareness, understanding and appreciation of the City's history and culture. Promote the enjoyment and use of historic resources appropriate for the education and recreation of the people of Tualatin.

FINDING: The Plan is consistent with Comprehensive Plan Goal 6. Three properties identified in the City's Comprehensive Plan or Development Code as historic structures are located in the Plan Area (Nyberg House, Winona Grange, Robinson Store). The Plan does not change the requirements of the Tualatin Development Code or protections for historic preservation. TDC 68 (Historic Preservation) remains applicable for historic structures within the City and historic structures within the Plan Area are eligible for historic preservation under federal, state, and City laws.

7. PARKS, OPEN SPACE, ENVIRONMENT

Purpose

The purpose of this chapter is to guide the conservation of natural resources and open space areas, as well as the development of recreational areas and trails. The Parks and Recreation Master Plan is adopted by reference as a supporting technical document to the Tualatin Community Plan. The Parks and Recreation Master Plan contains detailed analysis, discussions, and recommendations on community parks, neighborhood parks, greenways, bicycle and pedestrian routes, and recreation programs. The Tualatin Development Code references figures and maps within the Master Plan.

GOAL 1: Expand accessible and inclusive parks and facilities to support community interests and recreation needs.

GOAL 2: Create a walkable, bikeable, and interconnected city by providing a network of regional and local trails.

GOAL 3: Conserve and restore natural areas to support wildlife, promote ecological functions, and connect residents to nature and the outdoors.

GOAL 7.1

Identify and protect significant natural resources that promote a healthy environment and natural landscape that improves livability, and to provide recreational and educational opportunities.

GOAL 7.2

Balance natural resource protection with growth and development needs.

POLICY 7.2.2 Allow public facilities such as sewer, storm water, water and public streets and passive recreation facilities to be located in significant natural resource areas provided they are constructed to minimize impacts and with appropriate restoration and mitigation of the resource.

Finding: The Plan is consistent with Comprehensive Plan Goal 7. The funding for the Tualatin River Greenway Trail, Nyberg Greenway Trail and the Tualatin River Plaza and Access and Habitat Restoration project align with the Parks, Open Space and Environment chapter of the Comprehensive Plan. The construction of public facilities will conform the standards established in the Comprehensive Plan and Tualatin Development Code. Redevelopment under the Plan will be required to comply with floodplain regulations and TDC Chapter 70 (Floodplain District). All development will be required to comply with all City environmental laws and development standards for greenways and natural areas, including TDC Chapter 72 (Natural Resources Protection Overlay District).

8. TRANSPORTATION

This chapter reflects the City's current Transportation System Plan as it applies to development activities and city actions. The Transportation System Plan guides transportation planning, policy, and investment for Tualatin.

GOAL 8.1 ACCESS AND MOBILITY.

Maintain and enhance the transportation system to reduce travel times, provide travel-time reliability, provide a functional and smooth transportation system, and promote access for all users.

GOAL 8.2 SAFETY.

Improve safety for all users, all modes, all ages, and all abilities within the City of Tualatin.

GOAL 8.5 ECONOMY.

Support local employment, local businesses, and a prosperous community while recognizing Tualatin's role in the regional economy.

POLICY AREA 8.9 ROADWAY POLICIES.

The following establish the City's policies on roadways.

POLICY 8.9.1 Implement design standards that provide clarity to developers while maintaining flexibility for environmental constraints.

POLICY 8.9.2 Ensure that street designs accommodate all anticipated users including transit, freight, bicyclists and pedestrians, and those with limited mobility.

POLICY 8.9.3 Work with Metro and adjacent jurisdictions when extending roads or multi-use paths from Tualatin to a neighboring City.

Finding: The Plan conforms with the Transportation Chapter of the Comprehensive Plan as the projects will provide improvements to the transportation network in the Area. The network will serve both motorized traffic and will also include funding for the Tualatin River Greenway trail and the Tualatin River Greenway trail. These improvements will not only improve access but will catalyze development of sites in the Area providing increased tax base and employment opportunities. The projects in the Plan include: Area Transportation System, Main Street Corridor Project (Modification of SW 84th and Nyberg Street, Intersection Improvements, Road Improvements, Nyberg Creek Greenway and the Tualatin River Greenway Trail,

9. PUBLIC FACILITIES & SERVICES

Purpose

The purpose of this chapter is to facilitate the development of citywide public facilities in relationship to other development needs. This chapter includes water, sanitary sewer, and storm water infrastructure goals and policies.

GOAL 9.1

Water Plan, construct, and maintain a City water system that protects the public health, provides cost-effective water service, meets the demands of users, addresses regulatory requirements and supports all land uses.

POLICY 9.1.1 Require developers to aid in improving the water system by constructing facilities to serve new development and extend lines to adjacent properties.

Policy 9.1.2 Water lines should be looped whenever possible to prevent dead-ends, to maintain high water quality and to increase reliability in the system.

POLICY 9.1.21 Improve the water system to provide adequate service during peak demand periods and to provide adequate fire flows during all demand periods.

GOAL 9.2

Plan, construct, and maintain a City sewer system that protects the public health, protects the water quality of creeks, ponds, wetlands and the Tualatin River, provides cost-effective sewer service, meets the demands of users, addresses regulatory requirements and supports all land uses.

POLICY 9.2.4 Require developers to aid in improving the sewer system by constructing facilities to serve new development as well as adjacent properties

POLICY 9.2.5 Improve the existing sewer system to provide adequate service during peak demand periods.

GOAL 9.3

Provide a plan for routing surface runoff through the City, utilizing the natural drainage way where possible.

Policy 9.3.1 The City of Tualatin will provide an addendum to the City of Tualatin's Storm Water Master Plan to address identified needs for the Basalt Creek Area.

Finding: The Plan is consistent with Goal 9 of the Comprehensive Plan. The Plan projects are in conformance with this Public Facilities and Services chapter of the Comprehensive Plan and City Master Plans. Projects in the Plan will provide critical infrastructure improvements to facilitate future development in the Area and specific projects include transportation and trail projects.

10. **LAND USE DESIGNATIONS AND ZONING.**

The purpose of this chapter is to define a distinct range of land use designations that directly correspond with zones applied to lands within the City of Tualatin and its Urban Planning Area. This chapter explains the intention and distinguishing characteristics of each land use designation.

FINDING: The Plan is consistent with Goal 10 of the Comprehensive Plan. The City has already zoned the area within the Plan. Nothing in the Plan proposes to rezone any areas within the Plan. The transportation and other projects within the Plan will allow the City to accomplish its zoning goals for the Plan Area.

B. Tualatin Economic Development Strategy Memorandum, ECONorthwest, December 4, 2019

Strategy 1: Ensure an Adequate Supply of Land that is Available and Serviceable

Goal

Ensure that sufficient land is designated so that the supply is adequate for commercial and industrial development. Maintain an adequate short-term supply of suitable, shovel-ready commercial and industrial land to respond to economic development opportunities as they arise.

Action 1.2: Identify opportunities to make more efficient use of industrial land.

Action 1.4. Plan for infrastructure development to support commercial and industrial development.

Action 1.6. Plan for long-term development in Tualatin through 2040 and beyond.

Strategy 2: Identify Redevelopment Opportunities

This strategy focuses on actions that are intended to identify redevelopment opportunities in areas where employment growth would be appropriate.

Goal

Redevelop selected areas of Tualatin to create vibrant mixed-use districts that include new employment and housing opportunities.

Action 2.3: Identify opportunities to redevelop and intensify uses in industrial areas.

Strategy 3: Support Business Retention, Growth, and Attraction

Goal

Support business growth in Tualatin to diversify and expand commercial and industrial development in order to provide employment opportunities with levels of pay that allows workers to live in Tualatin, as well as supporting the City's tax base.

Action 3.2: Support growth of existing businesses in Tualatin.

Action 3.3: Support growth of and retain entrepreneurial businesses in Tualatin.

Action 3.4: Identify opportunities to attract or grow businesses with pay at or above Tualatin's average wage.

Action 3.5: Evaluate use of incentives to retain, grow, and attract businesses.

Strategy 4: Ensure there are Connections between Planning for Economic Development and Other Community Planning

Goal

Ensure that Tualatin develops as a walkable and complete community with a range of amenities that are easily accessible to people who live in Tualatin.

Action 4.2. Coordinate planning for economic development planning with housing planning.

Action 4.4. Identify opportunities to support workforce development.

Finding: The Plan conforms with the *Tualatin Economic Opportunities Analysis* as it provides a transportation network to undeveloped properties within the Area, providing development opportunities for new businesses and expansion opportunities for existing businesses. The Plan also improves the transportation network inside the Area providing an enhanced transportation network. The Plan provides resources to provide developer incentives to facilitate development in the Area.

C. City of Tualatin Economic Strategic Plan 2014 Update

Overall Goal

Continue a leadership role as one of the premier economic activity centers in the greater Portland metropolitan region. Focus on growing family wage jobs in targeted business clusters while encouraging high standards and excellence in urban design.

Strategy 1: BUSINESS RETENTION, EXPANSION & RECRUITMENT

Retaining and cultivating the growth of existing businesses, as well as attracting new employers, is central to the health of Tualatin. These strategies are designed to strategically focus the City's efforts and resources.

Strategy 2: BUSINESS CLIMATE/ COMPETITIVE POSITIONING

Creating and maintaining a positive climate for business is an effort which takes continual attention. These strategies are designed to ensure the City is actively refining its procedures and codes to encourage business development and job creation.

Finding: The Plan conforms with the *Tualatin Economic Strategic Plan* as it provides a transportation network to undeveloped industrial properties within the Area providing development opportunities for new businesses and expansion opportunities for existing businesses. The Plan also improves the transportation network inside the Area providing an enhanced transportation network for existing businesses. The Plan provides resources to provide developer incentives to facilitate development in the Area**.**

D. Tualatin Municipal Code: Development Code

The land uses in the Area will conform to the zoning designations in the Tualatin Development Code, including the maximum densities and building requirements, and are incorporated by reference herein. The existing zoning is shown in Figure 3.

The development is expected to conform to the zoning requirements. As the Municipal Code is updated, this document will be automatically updated. If a substantial amendment is completed in the future, this section will be updated to match the current zoning designations.

The zoning categories at the time of the Core Opportunity Reinvestment Area Plan preparation follow. They are in the order that they occur in the Development Code.

Existing Zoning Categories

Low Density Residential (RL)

The purpose of the Low Density Residential (RL) zone is to provide low density residential areas in the City that are appropriate for dwellings on individual lots, as well as other miscellaneous land uses compatible with a low density residential environment.

Medium Low Density Residential (RML)

The purpose of this zone is to provide household living uses with a variety of housing types at moderately low densities. This district is primarily oriented toward middle housing types including attached dwellings, multi-family development, and manufactured dwelling parks.

Medium High Density Residential (RMH)

The purpose of this zone is to provide areas of the City suitable for townhouses, garden apartments and condominiums.

High Density Residential (RH)

The purpose of this zone is to provide areas of the City suitable for townhouses, high density garden apartment and condominium developments.

Office Commercial (CO)

The purpose of this zone is to provide areas for professional offices in locations adjacent to or across the street from residential areas. The zone is intended to provide for office development ranging in size from small buildings with one or two tenants to large complexes housing business headquarters. Development design in this zone is intended to be sensitive to the preservation of significant natural resources and to provide extensive perimeter landscaping, especially adjacent to residential areas and streets.

Central Commercial (CC)

The purpose of this district is to provide areas of the City that are suitable for a full range of retail, professional and service uses of the kind usually found in downtown areas patronized by pedestrians. The district also provides areas suitable for civic, social and cultural functions serving the general community
General Commercial (CG)

The purpose of this district is to provide areas in the City that are suitable for the widest range of commercial uses and retail businesses. This district is particularly suitable for automobile-related businesses and businesses needing direct freeway access.

Mixed Use Commercial (MUC)

The purpose of this district is to provide areas of the City that are suitable for a mix of office, retail commercial, and high-density housing. Retail uses should be located on the ground floor to encourage an interesting and active streetscape. Buildings should be oriented toward the street with clearly marked entrances. The use of alternative modes of transportation such as transit, pedestrian, and bicycle activity are to be promoted within the district.

Light Manufacturing (ML)

The purpose of this zone is to provide areas of the City that are suitable for industrial uses and compatible with adjacent commercial and residential uses. The zone serves to buffer heavy manufacturing uses from commercial and residential areas. Industrial uses that are environmentally adverse or pose a hazard to life and safety are prohibited. The zone is suitable for warehousing, wholesaling, and light manufacturing processes that are not hazardous and do not create undue amounts of noise, dust, odor, vibration, or smoke. The purpose is also to allow a limited amount of commercial uses and services and other support uses, including office uses in limited locations in close proximity to the Commercial Office (CO) district. Commercial uses are not permitted in the Limited Commercial Setback.

Central Tualatin Overlay Zone

The overall goal of the Central Tualatin Overlay Zone is to strengthen the social and economic development of central Tualatin; encourage and facilitate land uses, private and public, that result in activity during all business hours, evenings, nights, and weekends; and to encourage indoor and outdoor uses. The overlay zone regulations are intended to ensure development contributes towards these goals.

XIV. LEGAL DESCRIPTION

Next Page, Exhibit A.

EXHIBIT A

City of Tualatin
Urban Renewal Area Description

A tract of land and road rights-of-way, located in the Southeast One-Quarter of Section 13, and Northeast, Northwest, Southwest, Southeast One-Quarters of Section 23, the Northeast, Northwest, Southwest, Southeast One-Quarters of Section 24, the Northeast and Northwest One-Quarters of Section 25, Township 2 South, Range 1 West, Willamette Meridian, City of Tualatin, Washington County, Oregon, and in the Northwest and Southwest One-Quarters of Section 19, the Northwest One-Quarter of Section 30, Township 2 South, Range 1 East, Willamette Meridian, City of Tualatin, Clackamas County, Oregon, and being more particularly described as follows:

Beginning at the northeast corner of Lot 2 of the plat "Boones Ferry Plaza", recorded as Book 41, Page 48, Washington County Records (Assessor's Map 2S.1.24CC);

1. Thence along the northerly line of said plat and the westerly extension thereof, Westerly 1,189 feet, more or less, to the southeasterly line of Document Number 2016-043138, Washington County Records (Assessor's Map 2S.1.23DD);
2. Thence along said southeasterly line, Westerly 177 feet, more or less, to the southerly right-of-way line of SP&S Burlington Northern Railroad (Assessor's Map 2S.1.23DD);
3. Thence along said southerly right-of-way line, Westerly 2,379 feet, more or less, to the westerly right-of-way line of SW 95th Avenue (Assessor's Map 2S.1.23DC);
4. Thence along said westerly right-of-way line and the westerly right-of-way line of SW 95th Place, Northerly 1,209 feet, more or less, to the westerly extension of the northerly line of Parcel 2 of Partition Plat No. 2003-022, recorded as Document Number 2003-044811, Washington County Records (Assessor's Map 2S.1.23CA);
5. Thence along said westerly extension and the northerly line of said Parcel 2, Easterly 1,249 feet, more or less, to the westerly right-of-way line of SW 90th Avenue (Assessor's Map 2S.1.23D);
6. Thence along said westerly right-of-way line, Northerly 456 feet, more or less, to the northerly line of Tract H of the plat "Emery Zidell Commons", recorded as Document Number 96-043813, Washington County Records (Assessor's Map 2S.1.23D);
7. Thence leaving said westerly right-of-way line, Easterly 72 feet, more or less, to the intersection of the easterly right-of-way line of SW 90th Avenue and the southerly line of Tract B of said plat (Assessor's Map 2S.1.23D);
8. Thence along said southerly line, Northeasterly 1,723 feet, more or less, to the southerly line of Document Number 2010-062056, Washington County Records (Assessor's Map 2S.1.23D);
9. Thence along said southerly line and the easterly extension thereof, Easterly 653 feet, more or less, to the westerly right-of-way line of SW Boones Ferry Road (Assessor's Map 2S.1.24BC);

10. Thence along said westerly right-of-way line and the westerly right-of-way of SW Tualatin Road, Northerly 897 feet, more or less, to the southerly right-of-way line of SW Tualatin Road (Assessor's Map 2S.1.24B);
11. Thence along said southerly right-of-way line, Westerly 586 feet, more or less, to the westerly line of Parcel 1 of Partition Plat No. 2000-016, recorded as Document Number 2000-016985, Washington County Records (Assessor's Map 2S.1.23AA);
12. Thence leaving said southerly right-of-way line, Northerly 80 feet, more or less, to the westerly right-of-way line of SW Tualatin Road (Assessor's Map 2S.1.23AA);
13. Thence along said westerly right-of-way line, Northerly 201 feet, more or less, to the southerly right-of-way line of Southern Pacific Railroad (Assessor's Map 2S.1.23AA);
14. Thence along said southerly right-of-way line, Westerly 2,276 feet, more or less, to a line that is perpendicular to said southerly right-of-way line from the southwesterly corner of Lot 191 of the plat "Apache Bluff No. 12", recorded as Book 31, Page 36, Washington County Records (Assessor's Map 2S.1.23BA);
15. Thence along said perpendicular line, Northerly 165 feet, more or less, to the southwesterly corner of said Lot 191, also being on the northerly right-of-way line of SW Tualatin Road (Assessor's Map 2S.1.23BA);
16. Thence along said northerly right-of-way line, Easterly 2,427 feet, more or less, to the easterly right-of-way line of SW Tualatin Road (Assessor's Map 2S.1.23AA);
17. Thence along said easterly right-of-way line, Southerly 284 feet, more or less, to the northerly right-of-way line of SW Tualatin Road (Assessor's Map 2S.1.23AA);
18. Thence along said northerly right-of-way line, Easterly 437 feet, more or less, to the westerly right-of-way line of SP&S Burlington Northern Railroad (Assessor's Map 2S.1.24B);
19. Thence along said westerly right-of-way line, Northerly 232 feet, more or less, to the southerly right-of-way line of Southern Pacific Railroad (Assessor's Map 2S.1.24B);
20. Thence along said southerly right-of-way line, Easterly 760 feet, more or less, to the westerly line of Document Number 85039674, Washington County Records (Assessor's Map 2S.1.24B);
21. Thence along said westerly line and the southerly line of said Deed, Easterly 1,181 feet, more or less, to the westerly right-of-way line of SW Boones Ferry Road (Assessor's Map 2S.1.24AB);
22. Thence along a line perpendicular to the centerline of said SW Boones Ferry Road, Easterly 49 feet, more or less, to the centerline of said SW Boones Ferry Road (Assessor's Map 2S.1.24AB);
23. Thence along said centerline, Southerly 216 feet, more or less, to the centerline of Tualatin River (Assessor's Map 2S.1.24AB);
24. Thence along said centerline, Easterly 2,197 feet, more or less, to the westerly right-of-way line of Interstate No. 5 (R.H. Baldock Highway) (Assessor's Map 2S.1.24AB);
25. Thence along said westerly right-of-way line, Northerly 235 feet, more or less, to the centerline of Southerly Pacific Railroad (Assessor's Map 2S.1.24AB);
26. Thence along said centerline, Westerly 1,095 feet, more or less, to the southerly extension of the westerly line of Document Number 2019-000322, Washington County Records (Assessor's Map 2S.1.24AB);

27. Thence along said southerly extension and the westerly line of said Deed and the northerly extension thereof, Northerly 599 feet, more or less, to the centerline of SW Lower Boones Ferry Road (Assessor's Map 2S.1.24AB)
28. Thence along said centerline, Northeasterly 483 feet, more or less, to the easterly extension of the southerly line of Document Number 2018-014977, Washington County Records (Assessor's Map 2S.1.13DC);
29. Thence along said easterly extension and the southerly line of said Deed, Westerly 148 feet, more or less, to the westerly line of said Deed (Assessor's Map 2S113DC);
30. Thence along said westerly line, Northerly 526 feet, more or less, to the northeasterly line of said Deed (Assessor's Map 2S.1.13DC);
31. Thence along said northeasterly line, Southeasterly 264 feet, more or less, to the northwesterly line of Document Number 2016-095645, Washington County Records (Assessor's Map 2S.1.13DC);
32. Thence along said northwesterly line, Northeasterly 221 feet, more or less, to the northeasterly line of said Deed (Assessor's Map 2S.1.13DC);
33. Thence along said northeasterly line, Southeasterly 145 feet, more or less, to the northwesterly right-of-way line of SW Lower Boones Ferry Road (Assessor's Map 2S.1.13DC);
34. Thence along said northwesterly right-of-way line, Northeasterly 437 feet, more or less, to the southwesterly line of Lot 61 of the plat "Tualatin Valley Homes", recorded as Book 8, Page 3, Washington County Records (Assessor's Map 2S.1.13DC);
35. Thence along said southwesterly line, Northwesterly 492 feet, more or less, to the northwesterly line of said Lot 61 (Assessor's Map 2S.1.13DC);
36. Thence along said northwesterly line and the northeasterly extension thereof, Northeasterly 498 feet, more or less, to the southerly southwesterly line of Document Number 2017-002203, Washington County Records (Assessor's Map 2S.1.13DB);
37. Thence along said southerly southwesterly line, Southeasterly 101 feet, more or less, to the southeasterly line of said Deed (Assessor's Map 2S.1.13DB);
38. Thence along said southeasterly line, Northeasterly 165 feet, more or less, to the southwesterly right-of-way line of SW Hazel Fern Road (Assessor's Map 2S.1.13DC);
39. Thence along said southwesterly right-of-way and the southeasterly extension thereof, Southeasterly 379 feet, more or less, to the centerline of SW 72nd Avenue (Assessor's Map 2S.1.13DC);
40. Thence leaving said centerline, Easterly 11 feet, more or less, to the easterly corner of Lot 59 of said plat (Assessor's Map 2S.1.13DC);
41. Thence leaving said easterly corner, Southerly 567 feet, more or less, to the intersection of the southeasterly extension of the southwesterly line of Document Number 2005-053759, Washington County Records, and the 1935 right-of-way line as shown in Survey Number 16,120, Washington County Survey Records, being a 75 foot, more or less, offset of the centerline of Interstate No. 5 (R.H. Baldock Highway) (Assessor's Map 2S.1.13DC);
42. Thence along said 1935 right-of-way line, Southerly 1,370 feet, more or less, to the northerly line of a Permanent Easement for Bridge Construction, Maintenance, and Replacement per Document Number 89-60708, Washington County Records (Assessor's Map 2S.1.24AB);

43. Thence along said northerly easement line, Easterly 201 feet, more or less, to the easterly line of said easement (Assessor's Map 2S.1.24AB);
44. Thence along said easterly easement line, Southerly 66 feet, more or less, to the centerline of Tualatin River (Assessor's Map 2S.1.24A);
45. Thence along said centerline, Easterly 1,705 feet, more or less, to the Washington County and Clackamas County boundary line, also being the east line of said Section 24 (Assessor's Map 2S.1.24A);
46. Thence along said east line, Southerly 95 feet, more or less, to the mean highwater line of Tualatin River (Assessor's Map 2S.1.24A);
47. Thence along said mean highwater line, Westerly 404 feet, more or less, to the westerly line of Document Number 2012-05419, Washington County Records (Assessor's Map 2S.1.24A);
48. Thence along said westerly line, Southerly 1,176 feet, more or less, to the northerly right-of-way line of SW Nyberg Street (Assessor's Map 2S.1.24A);
49. Thence along said northerly right-of-way line, Easterly 52 feet, more or less, to the northerly line of an 11.5 foot wide, more or less, right-of-way dedication per Document Number 2021-101500, Washington County Records (Assessor's Map 2S.1.24A);
50. Thence along said northerly right-of-way dedication line, Easterly 387 feet, more or less, to the east line of said Section 24 (Assessor's Map 2.1E.19C);
51. Thence along said east line, Southerly 102 feet, more or less, to the northerly right-of-way line of SW Nyberg Road (Assessor's Map 2.1E.19C);
52. Thence along said northerly right-of-way line, Easterly 1,710 feet, more or less, to the northerly extension of the westerly line of the plat "Fox Hill No. III", Plat No. 2887, Clackamas County Plat Records (Assessor's Map 2.1E.19C);
53. Thence along said northerly extension and the westerly line of said plat and the westerly line of the plat "Fox Hill No. 2", Plat No. 2705, Clackamas County Plat Records, and the westerly line of "Fox Hill No. 1", Plat No. 2657, Clackamas County Plat Records, Southerly 1,818 feet, more or less, to the southerly line of Document Number 2006-003005, Clackamas County Deed Records (Assessor's Map 2.1E.19C);
54. Thence along said southerly line, Westerly 500 feet, more or less, to the westerly line of said Deed (Assessor's Map 2.1E.19C);
55. Thence along said westerly line, Northerly 1,294 feet, more or less, to the southerly line of Document Number 2010-072065, Clackamas County Deed Records (Assessor's Map 2.1E.19C);
56. Thence along said southerly line, Westerly 1,168 feet, more or less, to the easterly right-of way line of SW 65th Avenue (Assessor's Map 2.1E.19C);
57. Thence along said easterly right-of-way line, Southerly 3,315 feet, more or less, to the northerly right-of-way line of Interstate No. 205 (Assessor's Map 2.1E.30BB);
58. Thence along said northerly right-of-way line, Westerly 116 feet, more or less, to the westerly right-of-way line of SW 65th Avenue (Assessor's Map 2S.1.25AA);
59. Thence along said westerly right-of-way line, Northerly 2,552 feet, more or less, to the southerly line of Parcel I of Document Number 2000052082, Washington County Records (Assessor's Map 2S.1.24DA);
60. Thence along said southerly line, Westerly 164 feet, more or less, to the westerly line of said Parcel I (Assessor's Map 2S.1.24DA);

61. Thence along said westerly line, Northerly 287 feet, more or less, to the northerly line of said Parcel I (Assessor's Map 2S.1.24DA);
62. Thence along said northerly line, Easterly 159 feet, more or less, to the westerly right-of-way line of SW 65th Avenue (Assessor's Map 2S.1.24DA);
63. Thence along said westerly right-of-way line, Northerly 30 feet, more or less, to the southerly line of Parcel II of said Deed (Assessor's Map 2S.1.24DA);
64. Thence along said southerly line, Westerly 150 feet, more or less, to the westerly line of said Parcel II (Assessor's Map 2S.1.24DA);
65. Thence along said westerly line and the westerly line of Parcel III of said Deed, Northerly 234 feet, more or less, to the southerly line of a 20 foot wide, more or less, Public Pedestrian and Bicycle Path per Exhibit B of Document Number 86036639, Washington County Records (Assessor's Map 2S.1.24DA);
66. Thence along said southerly easement line, Westerly 620 feet, more or less, to the southerly line of a 20 foot wide, more or less, Vehicular and Pedestrian Easement per Document Number 81022420, Washington County Records (Assessor's Map 2S.1.24DA);
67. Thence along said southerly easement line, Westerly 333 feet, more or less, to the easterly line of the plat "Orchard Hill Condominium Stage 2", recorded as Document Number 99049888, Washington County Records (Assessor's Map 2S.1.24DB);
68. Thence along said easterly line, Southerly 7 feet, more or less, to the southerly line of a Buffer Zone and Bike Easement per Document Number 94090332, Washington County Records (Assessor's Map 2S.1.24DB);
69. Thence along said southerly easement line, Southwesterly 1,065 feet, more or less, to the easterly extension of the northerly line of Book 332, Page 586, Washington County Records (Assessor's Map 2S.1.24DB);
70. Thence along said easterly extension and the northerly line of said Deed, Westerly 129 feet, more or less, to the westerly line of the plat "Orchard Hill Condominium", recorded as Document Number 99016492, Washington County Records (Assessor's Map 2S.1.24DB);
71. Thence leaving said northerly line along a perpendicular line, Southerly 33 feet, more or less, to the southerly line of said Book 332, Page 586 (Assessor's Map 2S.1.24DB);
72. Thence along said southerly line, Westerly 328 feet, more or less, to the easterly right-of-way line of Interstate No. 5 (R.H. Baldock Highway) (Assessor's Map 2S.1.24DB);
73. Thence along said easterly right-of-way line, Northerly 656 feet, more or less, to the southerly line of Nyberg Creek (Assessor's Map 2S.1.24DB);
74. Thence along said southerly line, Westerly 438 feet, more or less, to the westerly right-of-way line of Interstate No. 5 (R.H. Baldock Highway) (Assessor's Map 2S.1.24CA);
75. Thence along said westerly right-of-way line, Southerly 1,536 feet, more or less, to the southerly line of Document Number 2016-027815, Washington County Records (Assessor's Map 2S.1.24CD);
76. Thence along said southerly line, Westerly 360 feet, more or less, to the southerly right-of-way line of SW Mohawk Street (Assessor's Map 2S.1.24CD);
77. Thence along said southerly right-of-way line, Westerly 1,076 feet, more or less, to the easterly right-of-way line of SW Martinazzi Avenue (Assessor's Map 2S.1.24CD);
78. Thence along said easterly right-of-way line, Southerly 1,769 feet, more or less, to the southerly right-of-way line of SW Avery Street (Assessor's Map 2S.1.25BC);

79. Thence along said southerly right-of-way line, Westerly 60 feet, more or less, to the westerly right-of-way line of SW Martinazzi Avenue (Assessor's Map 2S.1.25BC);
80. Thence along said westerly right-of-way line, Northerly 2,341 feet, more or less, to the easterly line of Lot 2 of said plat "Boones Ferry Plaza" (Assessor's Map 2S.1.24CC);
81. Thence along said easterly line, Northwesterly 484 feet, more or less, to the Point of Beginning (Assessor's Map 2S.1.24CC).

Excepting therefrom;

Excepting Parcel 1;
Beginning at the northeast corner of Deed of Dedication per Document Number 84035757, Washington County Records, which bears Northerly 116 feet, more or less, from the northwest corner of the plat "Tualatin Park Plaza Condominium", recorded as Book 7, Page 25, Washington County Records, also being on the easterly right-of-way line of SW Tualatin Road (Assessor's Map 2S.1.24BC);

100. Thence along said easterly right-of-way line, Westerly 4 feet, more or less, to the northwest corner of said Deed (Assessor's Map 2S.1.24BC);
101. Thence continuing along said easterly right-of-way line, Northerly 435 feet, more or less, to the northerly line of Book 877, Page 798, Washington County Records (Assessor's Map 2S.1.24BC);
102. Thence along said northerly line and the easterly extension thereof, Easterly 1,026 feet, more or less, to the northerly extension of the westerly line of Parcel II of Document Number 2022-013858, Washington County Records (Assessor's Map 2S124BC);
103. Thence along said northerly extension and the westerly line of said Deed, Southerly 368 feet, more or less, to the northerly line of Parcel I of said Deed (Assessor's Map 2S.1.24BC);
104. Thence along said northerly line, Westerly 156 feet, more or less, to the westerly line of said Parcel I (Assessor's Map 2S.1.24BC);
105. Thence along said westerly line, Southerly 65 feet, more or less, to the northerly line of Document Number 2021-033701, Washington County Records (Assessor's Map 2S.1.24BC);
106. Thence along said northerly line, Westerly 126 feet, more or less, to the easterly line of Document Number 2020-101961, Washington County Records (Assessor's Map 2S.1.24BC);
107. Thence along said easterly line, Northerly 37 feet, more or less, to the southerly line of said Book 877, Page 798 (Assessor's Map 2S.1.24BC);
108. Thence along said southerly line, Westerly 504 feet, more or less, to the easterly extension of the northerly line of Document Number 2019-083207, Washington County Records (Assessor's Map 2S.1.24BC);
109. Thence along said easterly extension and the northerly line of said Deed, Westerly 237 feet, more or less, to the Point of Beginning (Assessor's Map 2S.1.24BC).

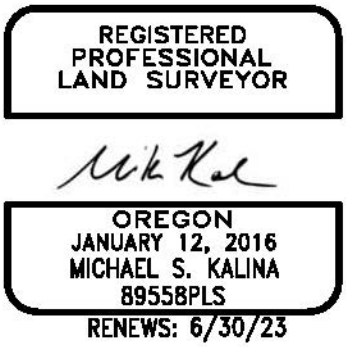
Excepting Parcel 2;
Beginning at the northwest corner of Partition Plat No. 1998-135, Washington County Records, also being on the easterly right-of-way line of Interstate No. 5 (R.H. Baldock Highway) (Assessor's Map 2S124DB);

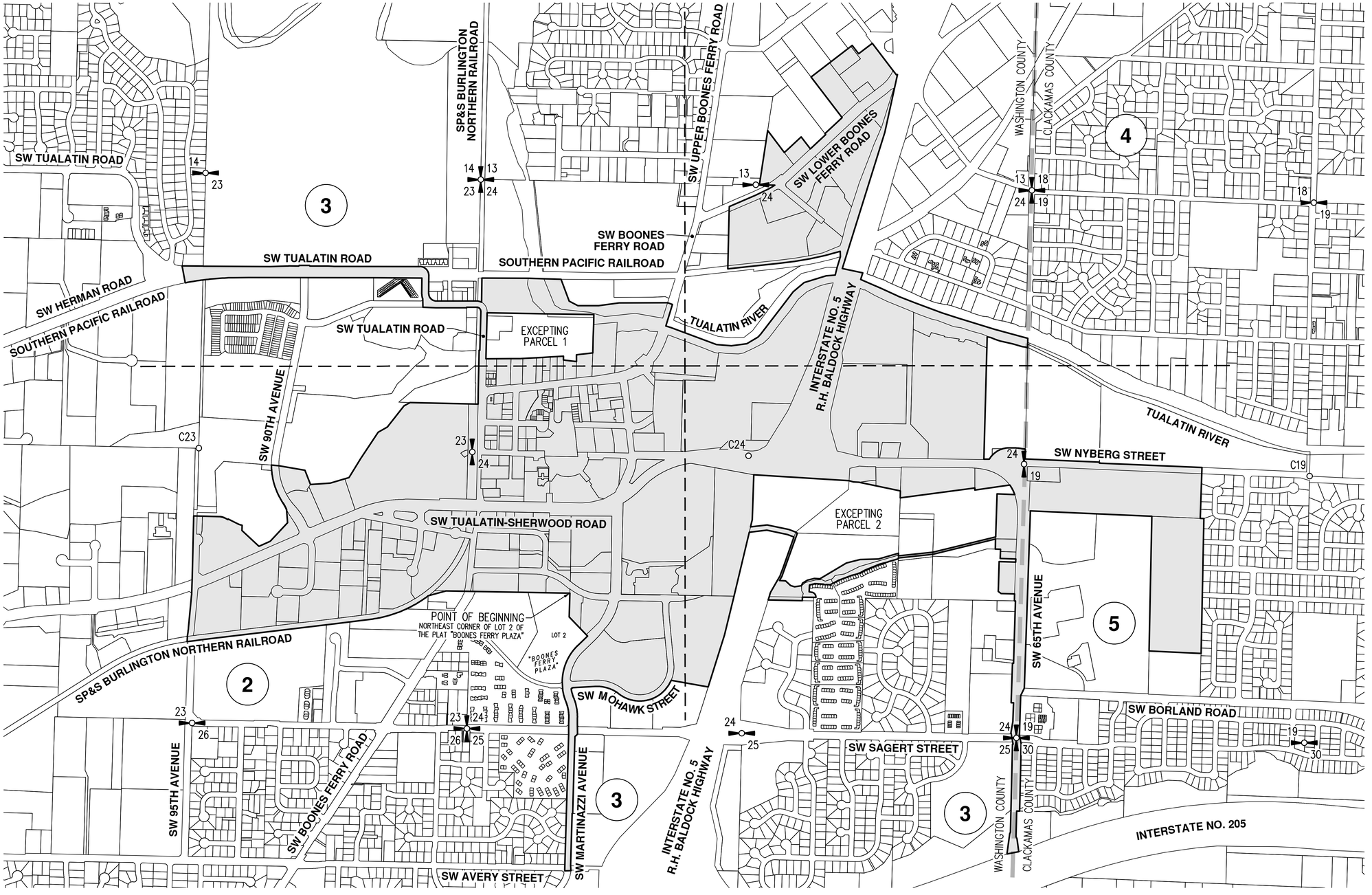
200. Thence along the northerly line of said plat, Easterly 504 feet, more or less, to the easterly line of said plat (Assessor's Map 2S124DB);
201. Thence along said easterly line, Southerly 68 feet, more or less, to the northerly line of Document Number 81022421, Washington County Records (Assessor's Map 2S124DA);
202. Thence along said northerly line, Easterly 1,080 feet, more or less, to the westerly right-of-way line of SW 65th Avenue (Assessor's Map 2S124DA);
203. Thence along said westerly right-of-way line, Southeasterly 104 feet, more or less, to the northerly line of Document Number 2014-039296, Washington County Records (Assessor's Map 2S124DA);
204. Thence along said northerly line, Westerly 170 feet, more or less, to the westerly line of said Deed (Assessor's Map 2S124DA);
205. Thence along said westerly line, Southerly 413 feet, more or less, to the northerly line of a 20 foot wide, more or less, Public Pedestrian and Bicycle Path per Exhibit B of Document Number 86036639, Washington County Records (Assessor's Map 2S124DA);
206. Thence along said northerly easement line, Westerly 621 feet, more or less, to the northerly line of a 20 foot wide, more or less, Vehicular and Pedestrian Easement per Document Number 81022420, Washington County Records (Assessor's Map 2S124DA);
207. Thence along said northerly easement line, Westerly 333 feet, more or less, to the easterly line of the plat "Orchard Hill Condominium Stage 2", recorded as Document Number 99049888, Washington County Records (Assessor's Map 2S124DB);
208. Thence along said easterly line and the northerly extension thereof, Northerly 25 feet, more or less, to the northerly line of a 50 foot wide, more or less, Greenway Easement per Document Number 94090336, Washington County Records (Assessor's Map 2S124DB);
209. Thence along said northerly easement line, Southwesterly 1,012 feet, more or less, to the northerly line of a Buffer Zone and Bike Easement per Document Number 94090332, Washington County Records (Assessor's Map 2S124DB);
210. Thence along said northerly easement line, Westerly 230 feet, more or less, to the easterly line of an 18 foot wide, more or less, Bike Easement per Document Number 94090333, Washington County Records (Assessor's Map 2S124DB);
211. Thence along said easterly easement line, Northerly 485 feet, more or less, to an angle point (Assessor's Map 2S124DB);
212. Thence leaving said easterly easement line, Northwesterly 19 feet, more or less, to an angle point on the easterly right-of-way line of Interstate No. 5 (R.H. Baldock Highway), also being on the northerly line of Nyberg Creek (Assessor's Map 2S124DB);
213. Thence along said northerly line, Westerly 444 feet, more or less, to the westerly right-of-way line of Interstate No. 5 (R.H. Baldock Highway) (Assessor's Map 2S124CA);

214. Thence along said westerly right-of-way line, Northerly 503 feet, more or less, to the intersection of said westerly right-of-way line and the southerly right-of-way line of SW Nyberg Street (Assessor's Map 2S124CA);
215. Thence leaving said intersection, Easterly 916 feet, more or less, to the Point of Beginning (Assessor's Map 2S124DB).

The above described tracts of land contain 476 acres, more or less.

11/16/2022





LEGEND

X – SEE SHEET X

SCALE: 1" = 500 FEET

500 0 100 250 500

TOTAL AREA = 476 ACRES±

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FORESTRY - PLANNING - LANDSCAPE ARCHITECTURE

CITY OF TUALATIN
URBAN RENEWAL AREA
TUALATIN WASHINGTON & CLACKAMAS COUNTY OREGON

MAP OF URBAN RENEWAL AREA COVER SHEET

DESIGNED BY:	
DRAWN BY:	WCB
MANAGED BY:	MSK
CHECKED BY:	MSK
DATE: 11/16/2022	

REGISTERED PROFESSIONAL LAND SURVEYOR

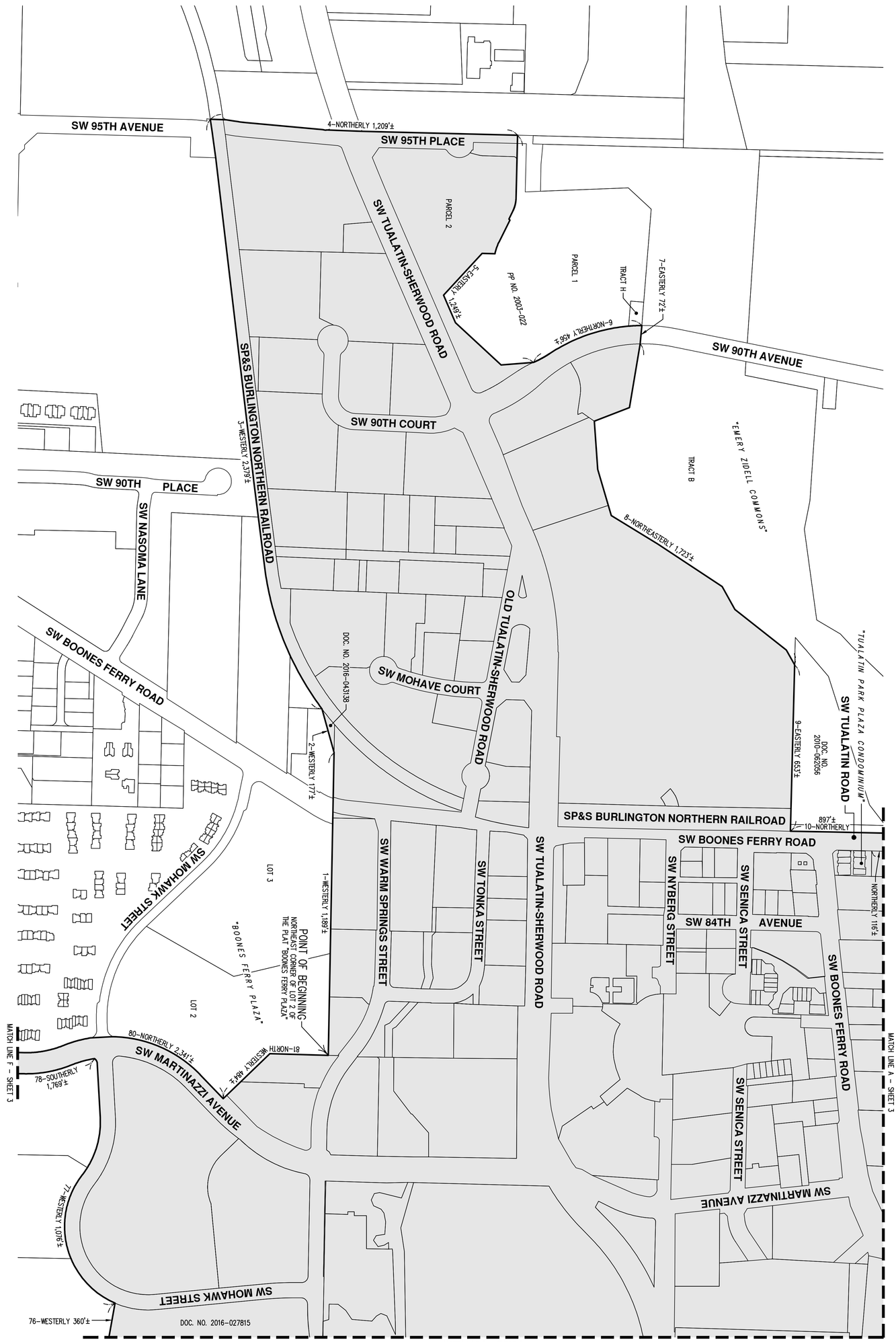
OREGON
JANUARY 12, 2016
MICHAEL S. KALINA
89558PLS
RENEWS: 6/30/23

REVISIONS

JOB NUMBER
5511–12

SHEET
1

AKS DRAWING FILE: 5511-12 URA MAP.DWG | LAYOUT: 1



SCALE: 1"=200 FEET
200 0 40 100 200
TOTAL AREA = 476 ACRES±

MAP OF URBAN RENEWAL AREA

CITY OF TUALATIN
URBAN RENEWAL AREA
TUALATIN **OREGON**
WASHINGTON & CLACKAMAS COUNTY

JOB NUMBER 5511-12
SHEET 2

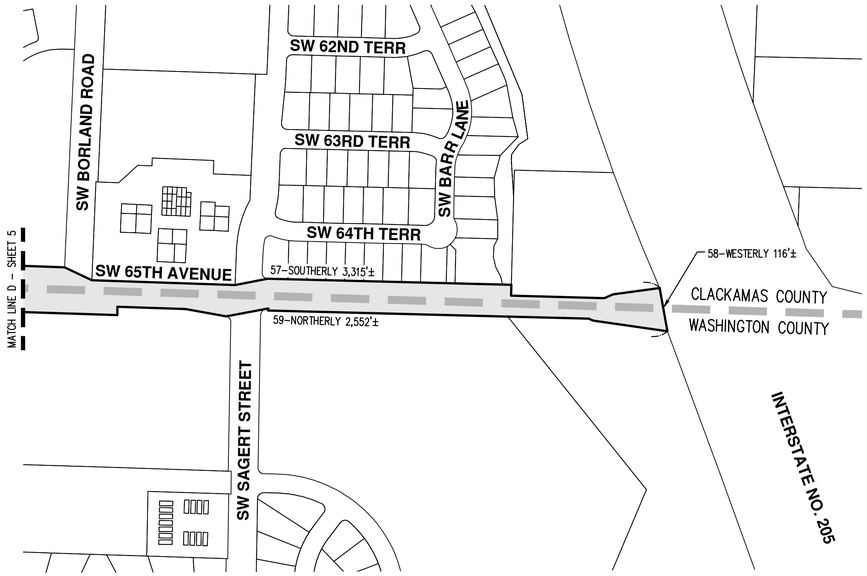
REVISIONS

OREGON JANUARY 12, 2016 MICHAEL S. KALINA 89538PLS RENEWS: 6/30/23
REGISTERED PROFESSIONAL LAND SURVEYOR

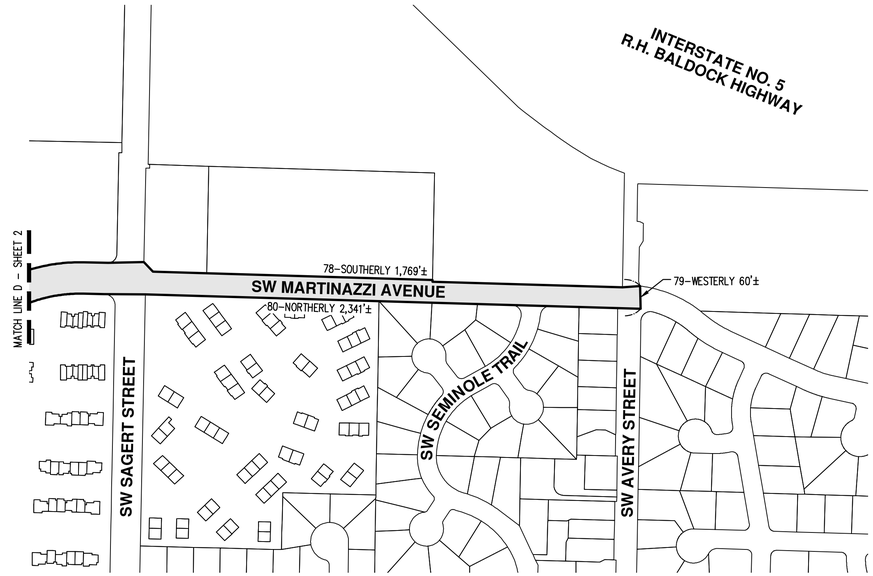
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DRAWN BY: WCB
MANAGED BY: MSK
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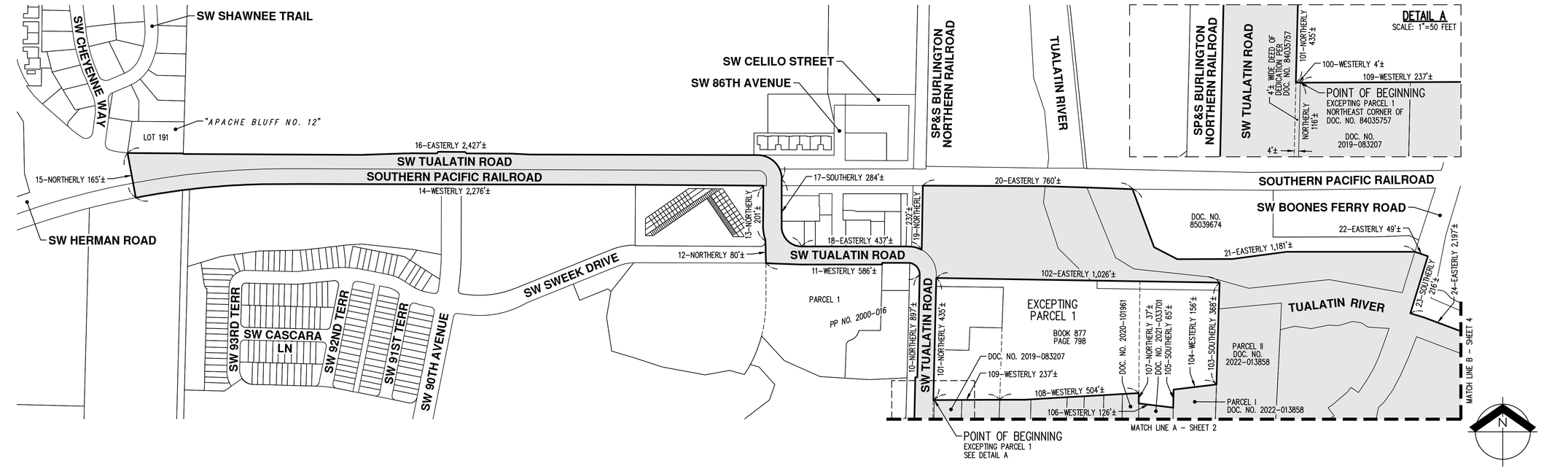
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CITY OF TUALATIN
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MAP OF URBAN RENEWAL AREA

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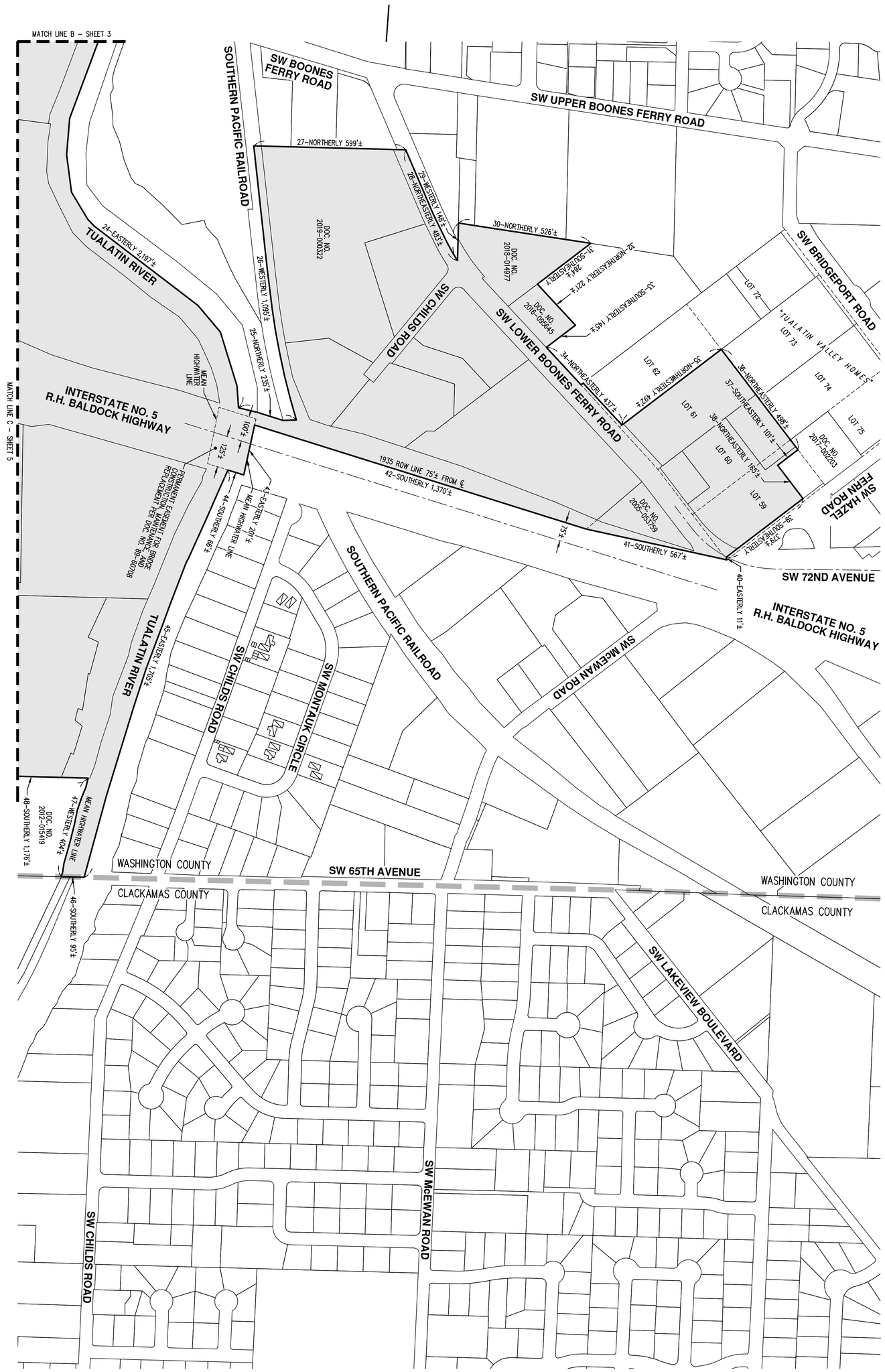
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OREGON
JANUARY 12, 2016
MICHAEL S. KALINA
89558PLS
RENEWS: 6/30/23

REVISIONS

JOB NUMBER
5511–12

SHEET
3

AKS DRAWING FILE: 5511–12 URA MAP.DWG | LAYOUT: 3



MAP OF URBAN RENEWAL AREA

CITY OF TUALATIN
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WASHINGTON & CLACKAMAS COUNTY

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SHEET 4

REVISIONS

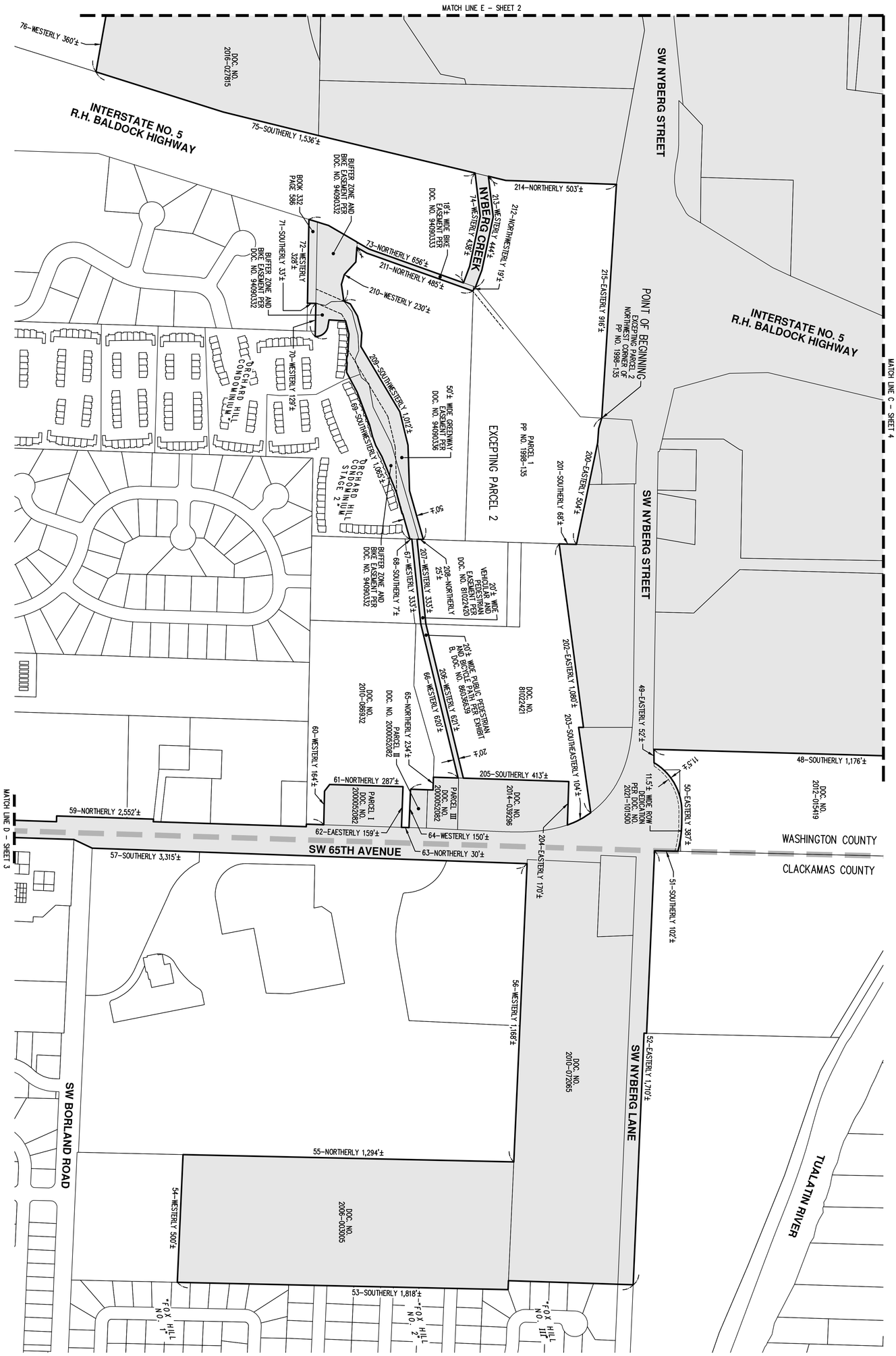
OREGON JANUARY 12, 2016 MICHAEL S. KALINA 89538PLS RENEWS: 6/30/23

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CHECKED BY: MSK
DATE: 11/16/2022

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MAP OF URBAN RENEWAL AREA

CITY OF TUALATIN
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TUALATIN **OREGON**
WASHINGTON & CLACKAMAS COUNTY

DESIGNED BY: WGB
DRAWN BY: WGB
MANAGED BY: MSK
CHECKED BY: MSK
DATE: 11/16/2022

REGISTERED PROFESSIONAL LAND SURVEYOR

OREGON JANUARY 12, 2016 MICHAEL S. KALINA 89538PLS
RENEWS: 6/30/23

REVISIONS

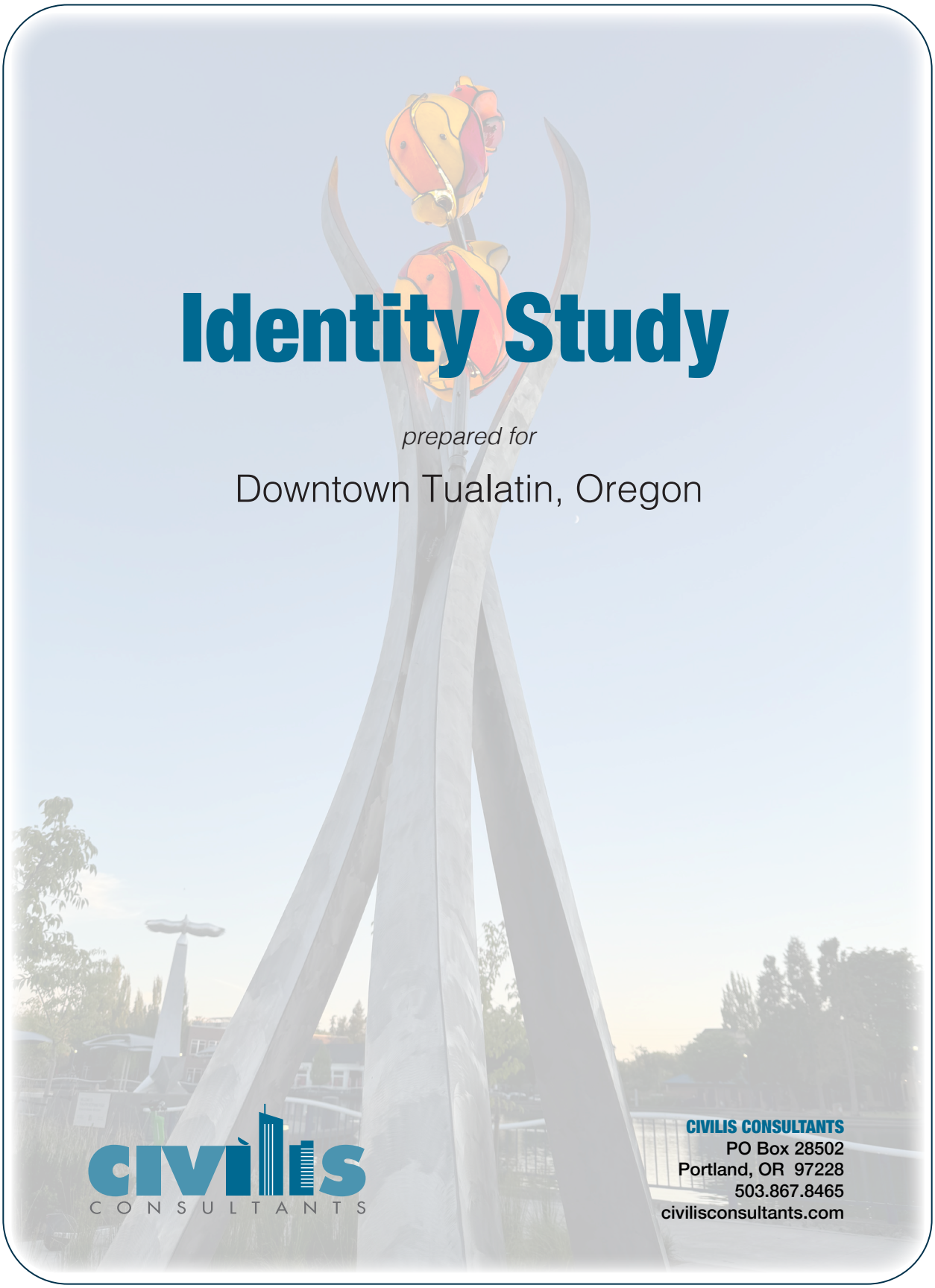
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CORA Plan Project Costs & Anticipated Year of Expenditure (summarized from the financial report accompanying the CORA Plan, Council adopted 11/28/22)

Project Title	Project Cost	Year of Expenditure	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036	2037	2038	2039	2040	2041	2042	2043	2044	2045	2046	2047	2048	2049	2050	2051	2052	2053
1) Blight Remediation - 18970 Catalyst Project	$14.8m	2029						■																								
2) Blight Remediation - SW Nyberg and Nyberg Woods	$3.9m	2034											■																			
3) Blight Remediation - Intersection Improvements (SW 89th Ave + SW Mohave CT and Tualatin Sherwood Road)	$3.9m	2034											■																			
4) Transportation - Area Transportation Plan	$0.1m	2024	■																													
5) Transportation - North to South Center Road Development and TS Road Realignment	$21m	2045																						■								
6) Transportation - Tualatin River Greenway	$2m	2050																											■			
7) Transportation - Nyberg Green Way	$4.7m	2050/2051																											■	■		
8) Transportation - Flood Mitigation and Grading	$6.4m	2033/2039/2047										■						■								■						
9) Land Acquisition - Land	$22.9m	2034/2038/2039/2049/2052/2053											■				■	■										■			■	■
10) Community Identity - Tualatin River Plaza Project	$8m	2039																■														
11) Community Identity - Community Design Master Plan	$0.2m	2033										■																				
12) Developer Incentives - Incentives and Rebate	$31.1m	2030-2053							■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■
13) Economic Development - Grants	$6.4m	2030-2053							■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■
14) Administration - Payroll, Legal, Recordings	$12.8m	on-going	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■
15) Administration - Market Feasibility Study	$0.1m	2025		■																												
16) Administration - Zone Code Change Plan	$0.1m	2025		■																												
17) Financing Fees	$1m	2029						■																								
Total Expenditures	$140m																															



Identity Study

prepared for

Downtown Tualatin, Oregon

CIVILIS CONSULTANTS

CIVILIS CONSULTANTS
PO Box 28502
Portland, OR 97228
503.867.8465
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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.

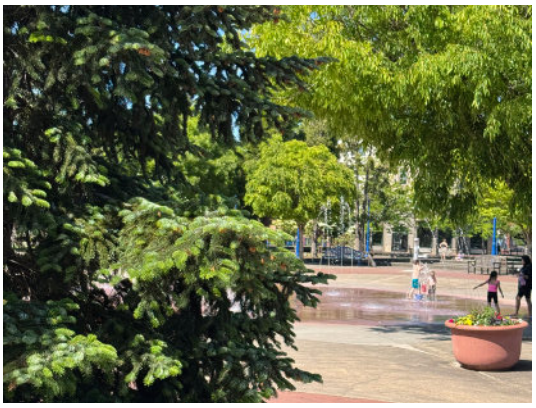
Another observation about downtown’s future destiny is how focused answers were on creating opportunities for community, hanging out, and rubbing shoulders with one another. Ultimately, a downtown is a place for people, a place that should feel welcoming to everyone in your community, and a place that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

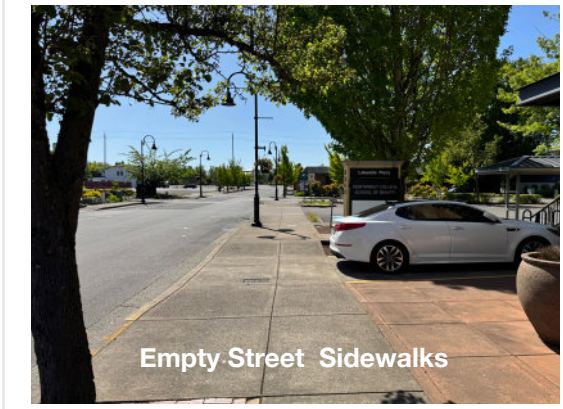
There are simple rules for how to drive commerce, create a sense of place, and develop a perception of safety in a downtown, and they all have to do with the sidewalk.

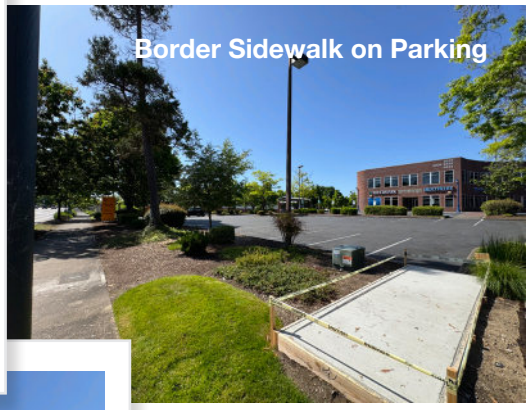

Not Many Buildings Front Directly on Sidewalks

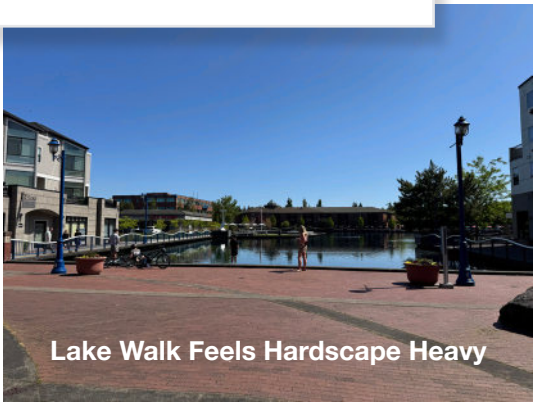
- Collection of buildings built right next to each other, right up to the sidewalk.
- Active uses on the ground floor with great windows open over 18 hours.
- Use of the sidewalk by businesses to SHOW what they sell, which essentially is what sidewalk seating is! But all businesses can do this.
- Good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

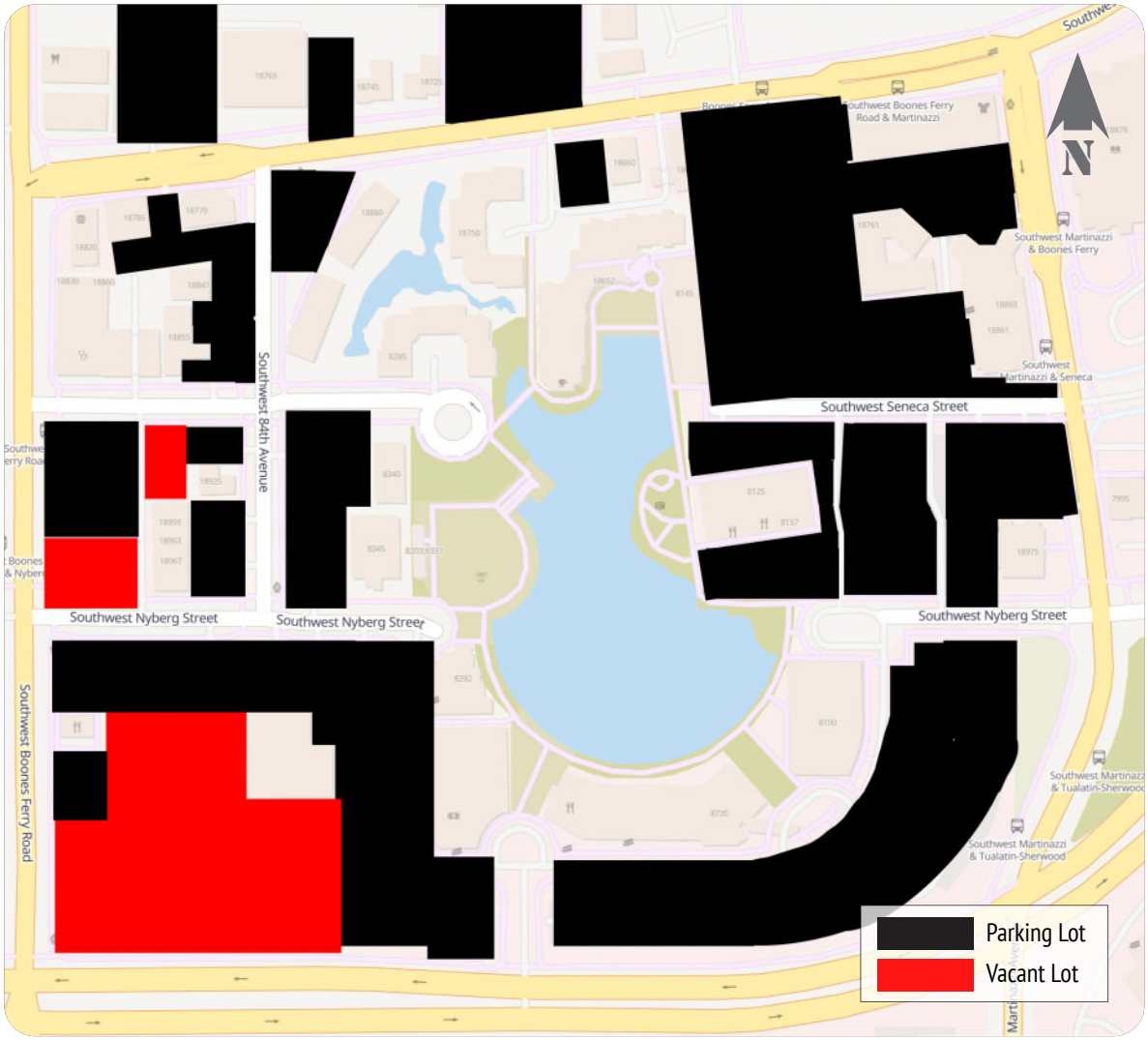
Parking Lots/Empty Lots

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.

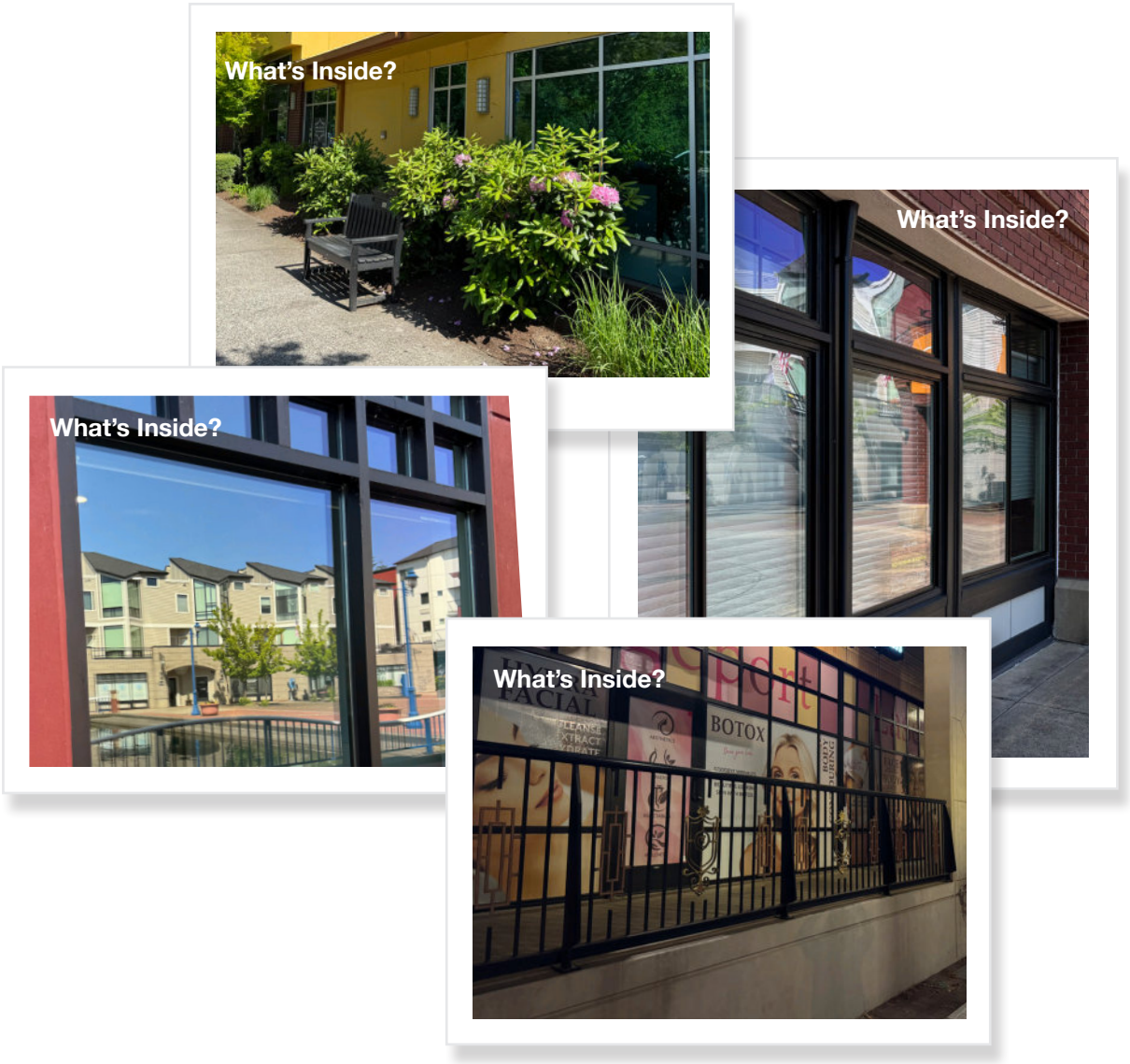
There are four key characteristics that are impacting identity and economics in downtown Tualatin, listed below. These are the four main reasons people described Tualatin as needing more activity.

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)

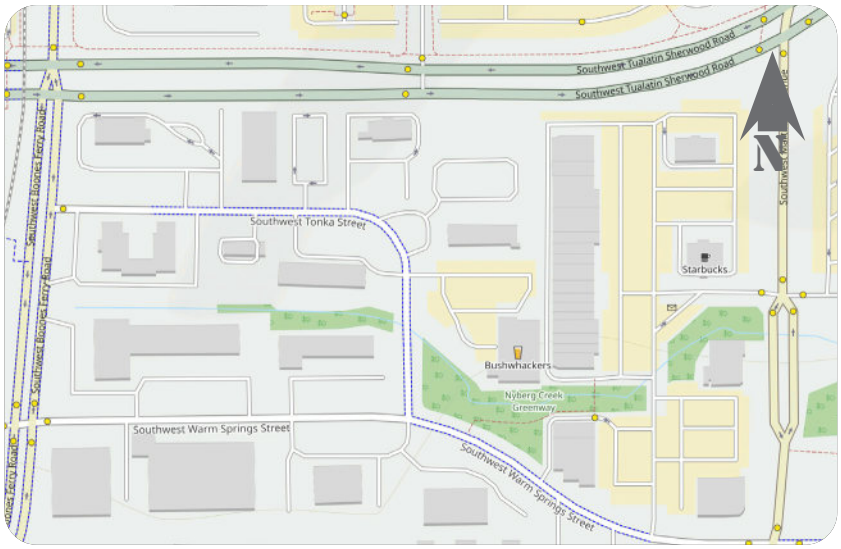
customers are not reminded to enter a business; and, b) visitors are less likely to circulate between businesses. Consumers should be able to tell you are open in one second by taking a look at your ground floor storefront and immediately know what your business is, what experience is on offer, and why 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



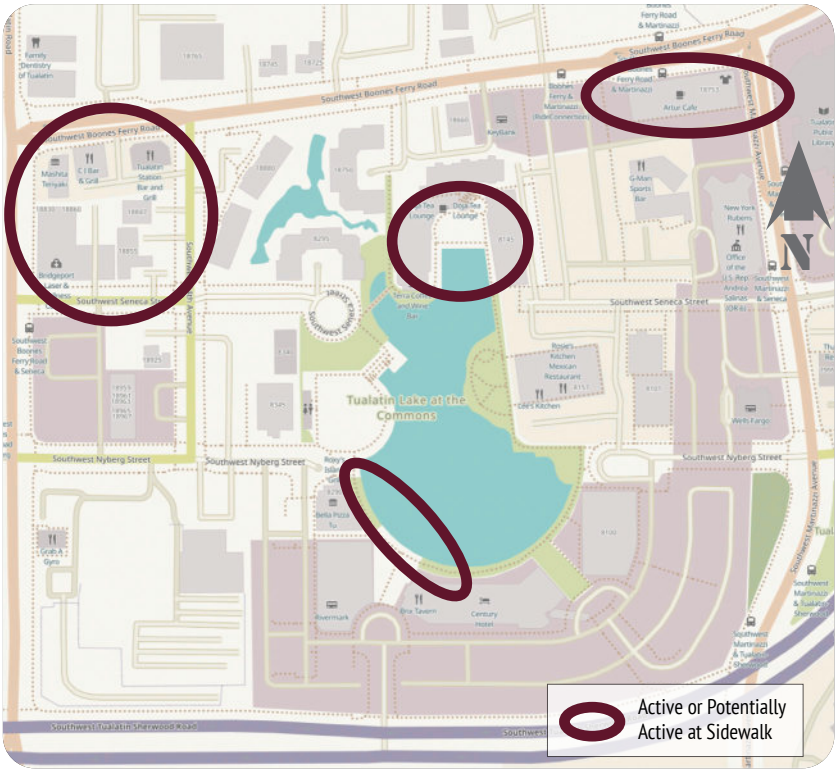
Parking Viewed from a Walkway



- *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

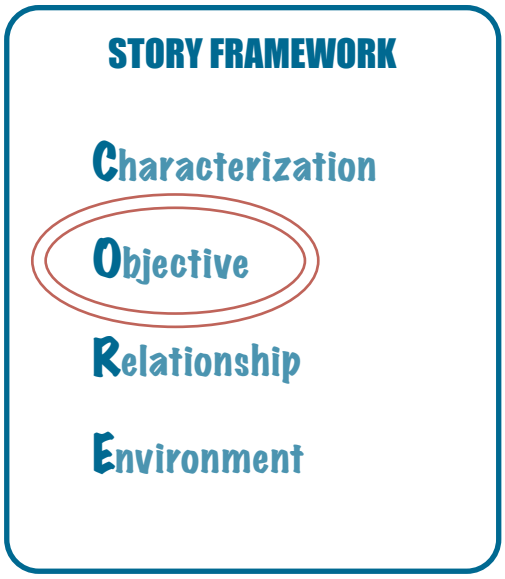
The Tualatin Arts Advisory Committee's presence is definitely being felt in big and small ways in the downtown. It was fun to walk around and see large new installations and surprising Easter eggs, like small stamps in sidewalks. The plaza in front of the library has a lovely piece with a rushing water 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.

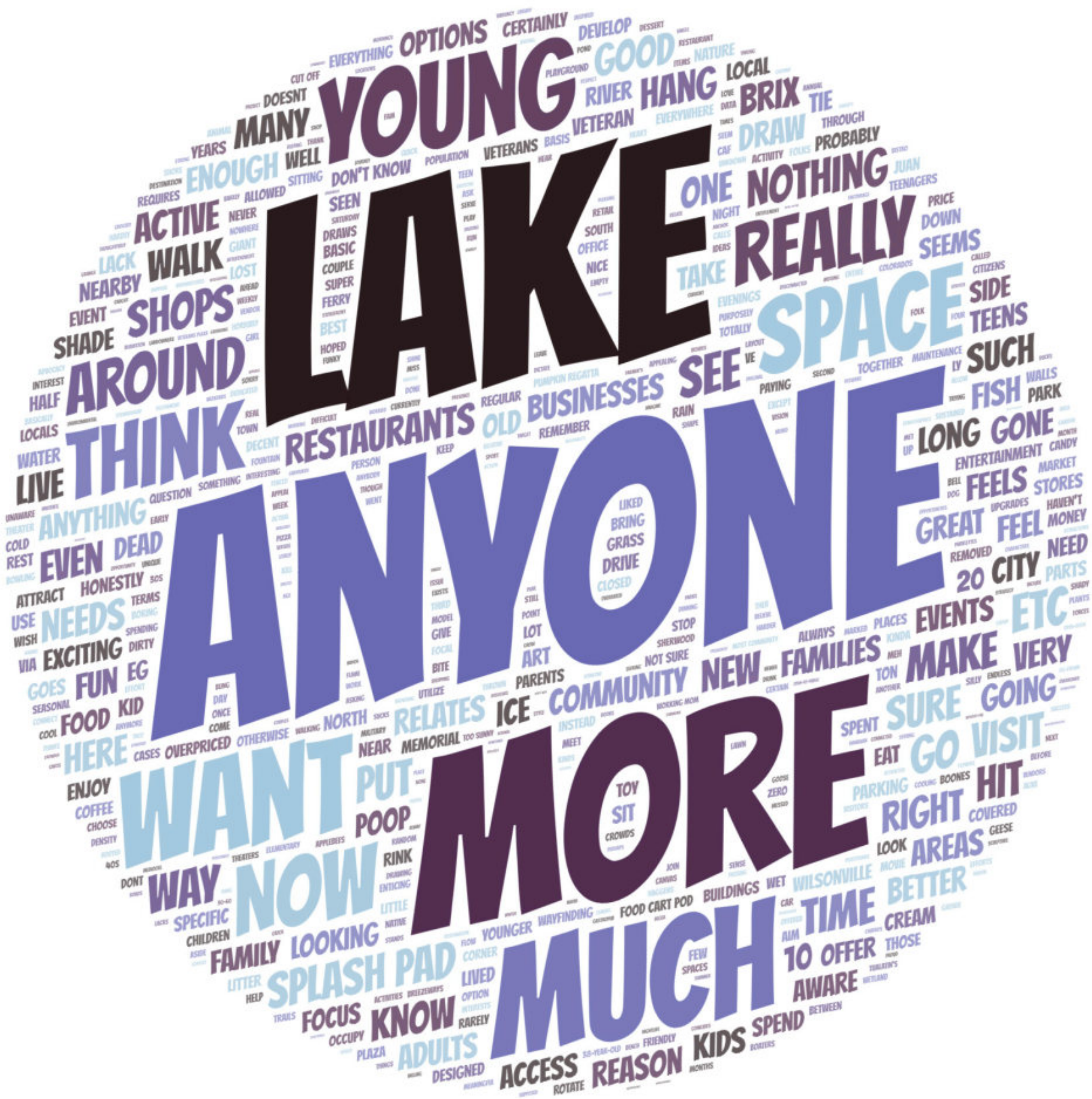
WHO RELATES TO DOWNTOWN TUALATIN?



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.

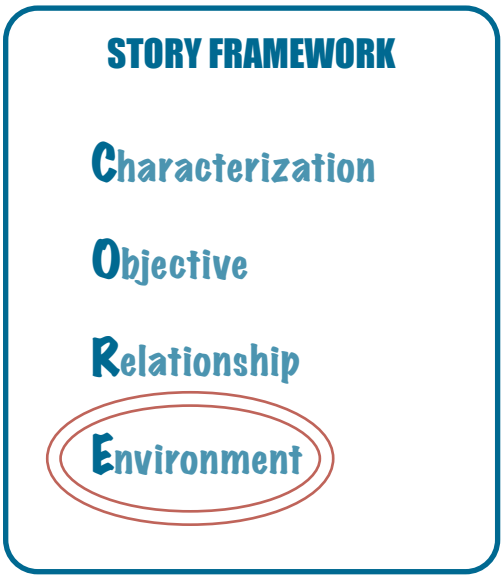
Leading businesses are usually office/manufacturing, or sometimes national chains, and that is the case here where Fred Meyer got bigger and Lam Research was mentioned. Fred Meyer is an interesting community hub, many people mentioned it, even in focus groups and interviews, as a place where you often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

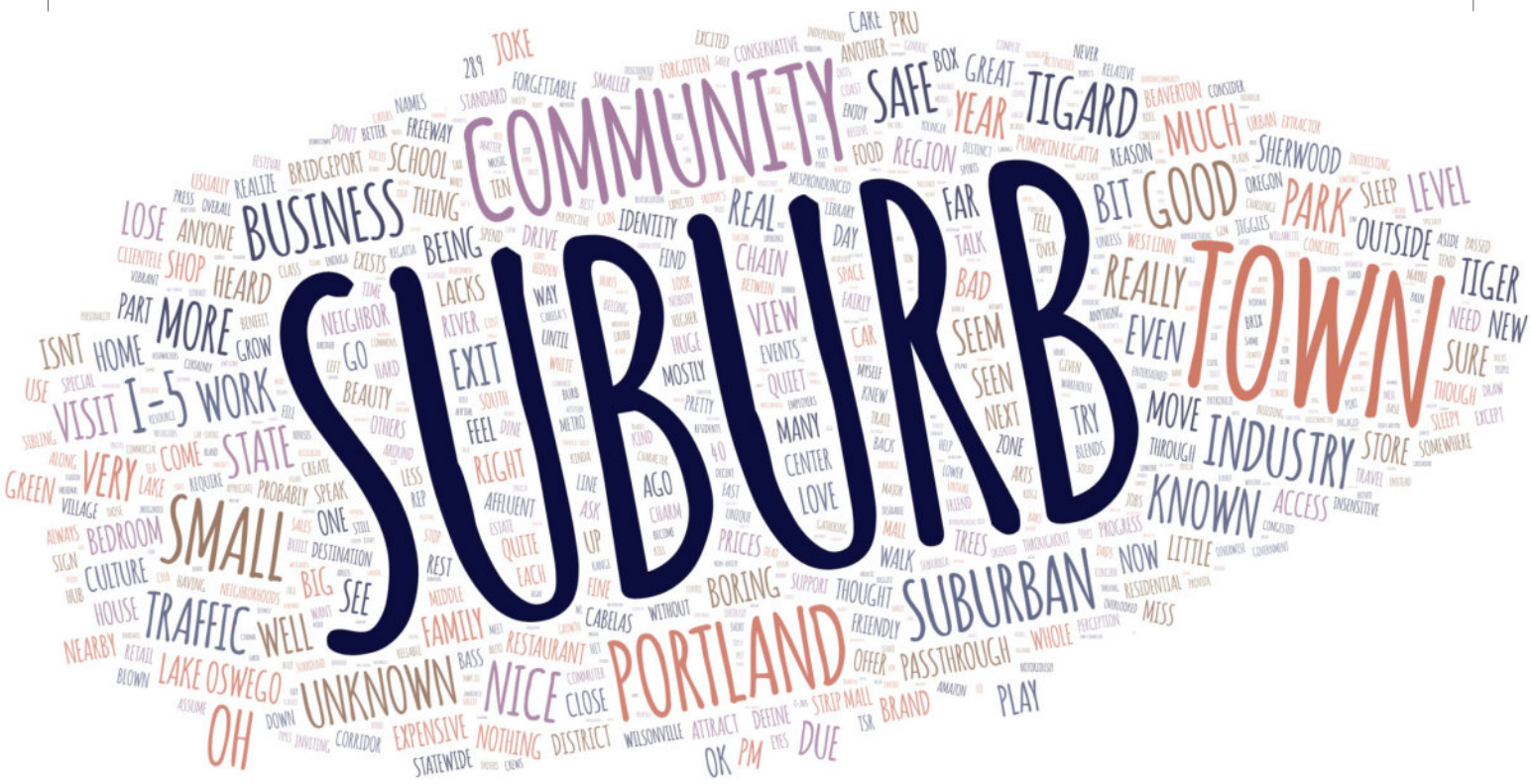
Some elements of environment can be changed for a place, and some can't. You can change whether your downtown is green and park-like, so the context for the downtown experience changes. But, you cannot change where a town or a city is located, and the seasonality and market forces that go with that location. 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:

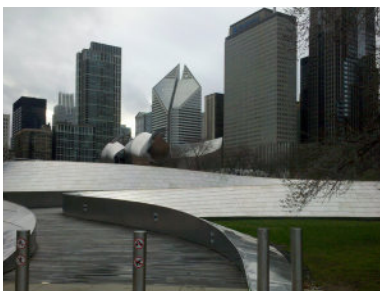
- *Form*
- *The Lake*
- *Circulation*
- *Parking*
- *Activity*
- *Housing*

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

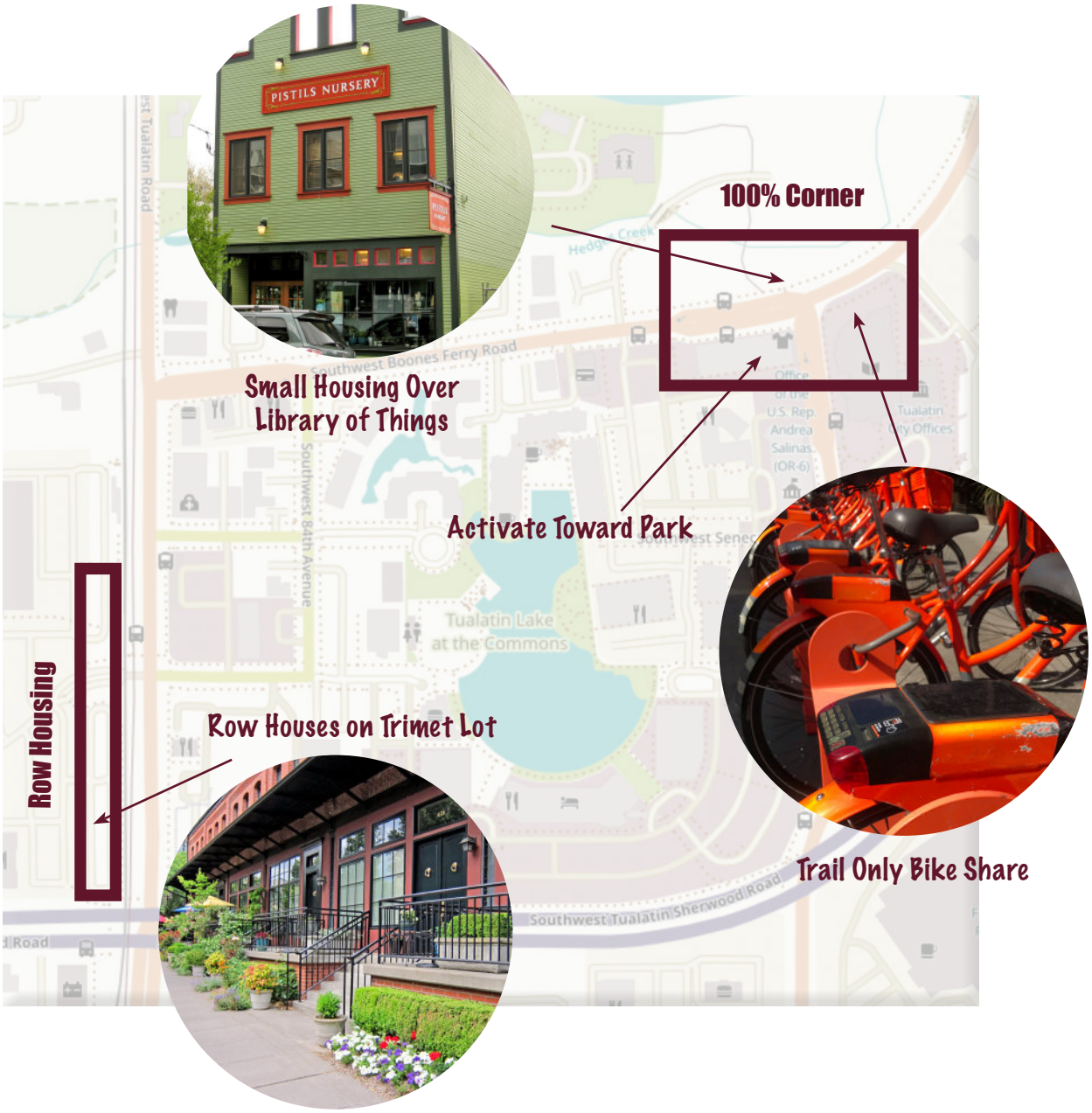
3. *Focal Point Project.* The empty lot at the corner of SW Boones Ferry and SW Tualatin-Sherwood Roads could be a great place for a taller building than might be allowed on the rest of the Commons. The SW Corner is on a busy road with a lot of traffic, and having something tall and dense to remind people 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.)

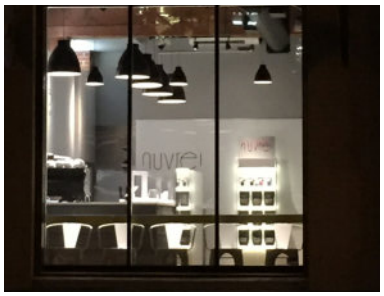
BEST CANDIDATES FOR CROSS-STREET BORDER DENSITY



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

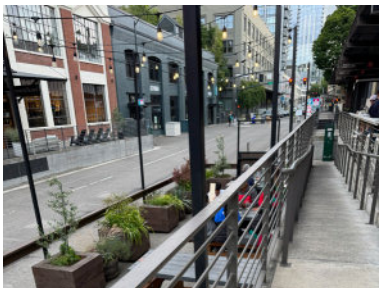




    - Mimic old industrial buildings that are recessed from the sidewalk and have dock high grade first floors, with large dock style balcony areas in front. It's very important to activate the balconies to create the street life everyone wants and to lure people up the ramps/stairs to the store/restaurant.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

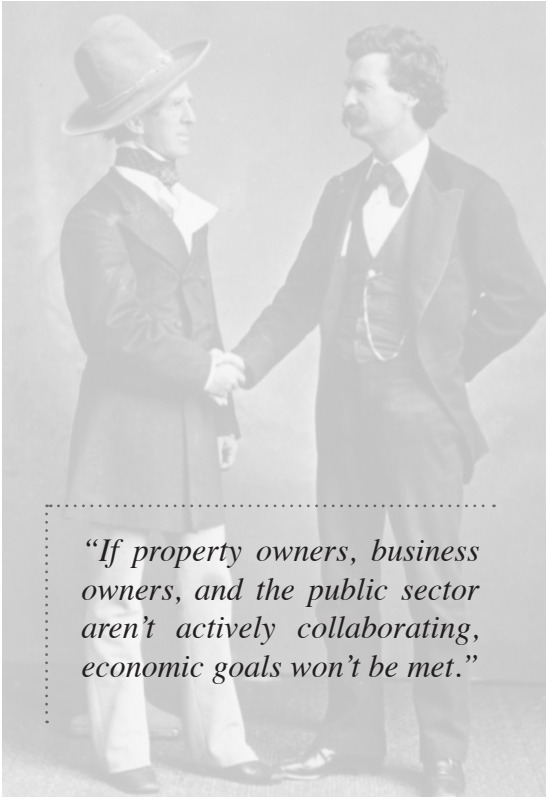
A good rule of thumb for these discussions is to let the 85% rule govern your thinking. The accepted metric in parking is if 85% of your parking is full most of the time, then you are ready to take the next step in your parking plan… timed parking, or seasonal permit parking, or parking meters, or permit 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





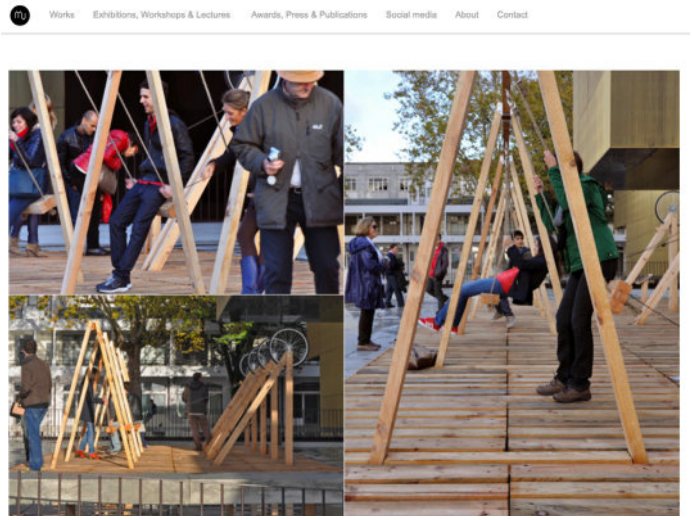


4. *Food Cart Pod*. People mentioned loving Beaverton's and West Linn's food cart pod spaces and would like something like that of their own in downtown Tualatin. There is a place right now that would be very natural for a food cart pod: it is the pedestrian walkway, pictured to the right, leading from 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.

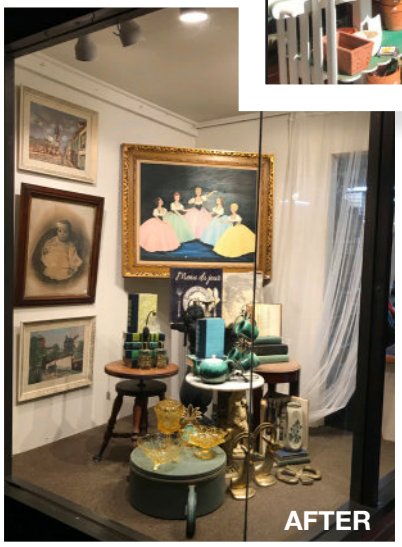
POWER OF PAINT AND SEATING AT THE PORTLAND MERCADO





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

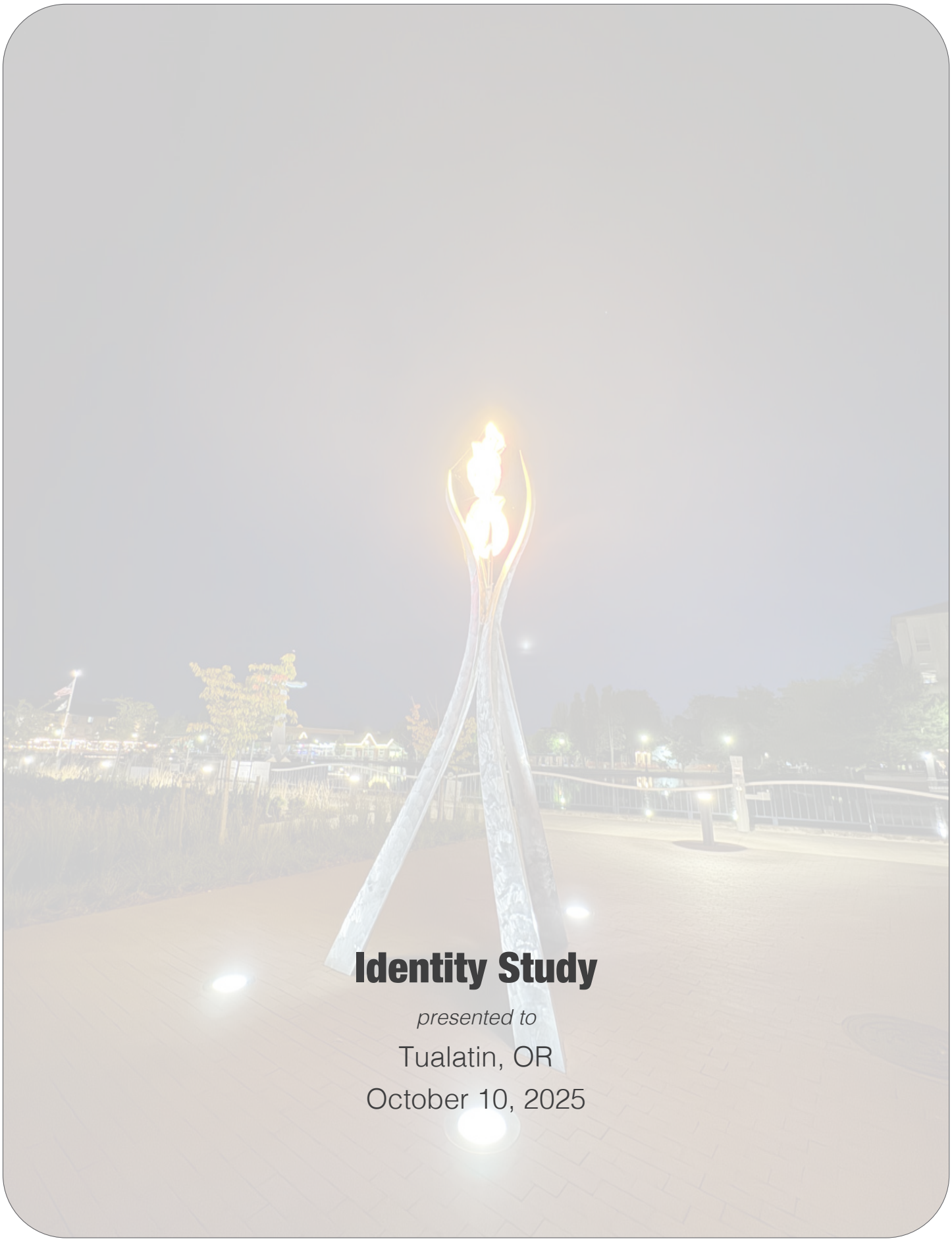
Downtown Tualatin has the opportunity to showcase to the nation how walkability can be retrofitted into a seemingly car-centric suburban environment. One only has to look a bit closer at downtown to see that there are myriad untapped opportunities to densify the Lake at the Commons core and connect that 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

DOWNTOWN REVITALIZATION COMMUNITY ADVISORY COMMITTEE

DRAFT MEETING MINUTES
FOR OCTOBER 29, 2025

PRESENT: Vice Chair Christen Sacco, *Council President Valerie Pratt*, Beth Dittman, Cathy Holland, Chris Brune, Janet Steiger Carr, Janine Wilson, Jilian Sourage Felton, Kelsea Ashenbrenner, Susan Noack

ABSENT: Chair Frank Bubenik (covered by alternate Valerie Pratt), Aaron Welk, Armando Serrano, Cosi Slider, Skip Stanaway

STAFF: Aquilla Hurd-Ravich, Cody Field, Quin Brunner, Rachel Sykes, Sid Sin

GUESTS: Arav Shah, Michele Reeves

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

CALL TO ORDER

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

COMMERCIAL COMMUNITY INVOLVEMENT ORGANIZATION (CCIO) RECOMMENDATIONS

Cathy Holland, representing the Commercial Community Involvement Organization (CCIO), gave a presentation outlining a slate of short-term downtown improvements recommended by CCIO members. Cathy defined four general objectives:

1. Identify the downtown area
2. Increase awareness and use of the Lake and the Commons
3. Help visitors and customers find the Lake, public parking lots, and businesses
4. Increase business visibility and economic viability

Then proceeded to outline four specific requests for action:

1. Improve lake maintenance
2. Improve signage
    - ODOT signs along the freeway and entering downtown
    - Replace inadequate monument signs and add directional signage on SW Martinazzi and SW Boones Ferry
    - Upgrade public parking signs

CCIO RECOMMENDATIONS, CONTINUED

- Add wayfinding signs
- Allow "A"-frame signs

3. Allow food carts in the Lake Grove area (east of I-5, north of the Tualatin River)
4. Define the geographic area of Downtown Tualatin

KEY FINDINGS OF THE DOWNTOWN IDENTITY STUDY

Michele Reeves of Civilis Consulting gave a presentation summarizing the key findings and recommended actions outlined in the Downtown Tualatin Identity Study. She structured her presentation using the CORE story framework: characterization, objective, relationship, and environment.

Characterization – everything Tualatin presents to the world physically that communicates the purpose of downtown; this includes both the built environment and traditional marketing.

In analyzing downtown revitalization survey responses, Michele found the words respondents submitted to describe downtown "were not downtown words." Examples she highlighted included "parking," "empty," "underutilized," "hot," "lack of foot traffic," "no congregating," and "few businesses."

Michele concluded that the physical story projected by downtown Tualatin is not aligned with what people intuitively understand to be a downtown. She identified eight physical elements that should align to tell a coherent downtown story: roads, sidewalks, parking lots, art, buildings, windows, signage, and marketing. Michele then shared a series of examples from downtown Tualatin where physical elements signal uses inconsistent with those of a downtown, creating confusing and uncomfortable experiences for users.

In analyzing responses to the survey question, "What words do you want to hear describe downtown in the future?" Michele identified frequent responses as "walkable," "vibrant," "place," "fun," "live," "active," and "friendly." She highlighted that these are words largely describing how people want to *feel* rather than what they want to see or do. One of the big tasks of the CAC, she identified, will be translating these feeling words into the physical story.

Michele revisited the characteristics of successful downtowns she shared during previous meetings, which are: a critical mass of existing buildings, buildings built right next to each other, buildings built up to the sidewalk, 18 hours of activity, intensity of ground floor activity, great district experience, continuity, and spectacular lighting.

Some specific projects suggested by Michele include making improvements along Boones Ferry Road, facilitating cross-pollination between Community Park users and downtown businesses, and

connecting the greenway trail through downtown. She also suggested increasing building density, exploring elevated/active ground-floor uses to mitigate flood plain challenges, considering allowing distinctive taller buildings on specific larger sites, and promoting opportunities for site intensification.

Objective – a clearly-defined purpose for the downtown district that provides an implicit guide for what the community stands for and how users should interact with the space.

In response to the survey question, "what is Tualatin passionate about?" Michele shared that common responses included, "parks," "sports," "water," "nature," "outdoors," "summer," and "active." Responses to a question asking about the type of experiences people want to see offered in downtown Tualatin centered on activity and people. Michele described ideal downtowns as having naturally occurring activity and places that attract and showcase people, without having to program those into existence.

After reviewing a series of responses describing downtown Tualatin as a person, Michele emphasized that respondents generally expressed ambivalence when describing downtown, which leaves room to introduce a new positive impression without having to overcome stigma or animosity.

Specific actions Michele suggested to improve activity include showcasing existing uses, installing a food cart pod, adding temporary retail spaces, and incentivizing, building, and controlling ground floor retail space.

Relationship – the users of the district, who is/is not relating to downtown, as well as those who have literal or emotional ownership.

When asked, "who relates to downtown?" Michele shared that survey responses centered on families, kids, and the splash pad. When asked, "who does not relate to downtown?" the most frequent response was "anyone."

From a list of downtown's most beloved downtown businesses, generated from the survey, Michele identified three common threads: these businesses are local, food-focused, and community-oriented. She recommended both incentivizing local, food-focused, and community-oriented businesses and creating a festival street.

Environment – the largely unchangeable context in which downtown Tualatin exists.

Michele shared that Tualatin is widely perceived as suburban, often confused with its neighbors Tigard and Lake Oswego. Outside of the region, it is identified as an extension of Portland.

The Lake, Michele flagged, is a key piece of downtown's context. People love it or hate it, there is no sound of water, it is clearly built to enter yet no one does, and it creates circulation confusion. Michele posited that it is way too early to consider changes to the lake, while suggesting the CAC eventually study options for improving its functionality and integration. Some possibilities she recommended include converting the Lake to wetland, changing it to be a water feature, restoring vehicle or pedestrian circulation, and reducing surrounding hardscape.

Concluding Remarks – Michele ended her presentation by framing the Identity Study as a dynamic document, produced to give CAC members ideas to consider, rooted in the current community context. She urged the group to "never stop iterating", acknowledging that throughout the entire life of the urban renewal district, projects will need to be prioritized and reprioritized as conditions evolve. Finally, Michele highlighted the power of tax increment financing to build momentum in the short-term and to advance transformational projects in the long-term, suggesting that CAC members organize their recommendations with these time-bands in mind.

A CAC member flagged that the land across from the library, which Michele had identified as a possible "100% corner" was park land and asked for clarification on her recommendation. Michele suggested exploring potential park uses (like a boat or bike rental facility) that could be positioned along the road to simultaneously support park functions while creating a gateway to downtown.

A CAC member asked how to determine the optimal amount of parking for downtown. Michele described the ways in which a downtown parking toolkit differs from a suburban one, in that the target number of spaces are significantly lower. She outlined how, as demand for parking spaces increases, the City can, in turn, add time limits, meter parking, and public spaces in structured parking.

A CAC member, referencing a map of all the parking and vacant space downtown, asked whether the sites where Michele suggested for taller buildings corresponded with publicly owned parking lots. Michele clarified that they did not. The CAC member offered that building on publicly owned lots, while leasing parking from adjacent malls, seemed like a good way to begin addressing the parking surplus.

PRIORITIZING THE CIVILIS RECOMMENDATIONS

Sid Sin, the City's Urban Renewal/Economic Development Manager, reviewed where the CAC stands in its 24-month process. He outlined three phases of the project, the first of which is focused on defining what this community really wants to be. Sid emphasized the importance of this phase of work, sharing how a clear community vision guides decision-making throughout the implementation process. The second phase, partnering with the Sustainable City Year Program, adds depth to the CAC's deliberations and the third phase translates the community vision into design standards, so the development community can understand what to expect downtown.

Sid framed the initial scoring of the Civilis's recommended actions, completed by the group ahead of the meeting, as their first cut, emphasizing that the group would revisit the recommendation list throughout phases two and three. He shared that he hopes to present to Tualatin Development Commission with a prioritized list of recommendations at the conclusion of this process, outlining the short, medium, and long-term priority projects for the urban renewal agency.

Sid thanked CAC members for completing the ranking exercise in advance, sharing 11 members had submitted responses. CAC members reviewed the rankings and provided rationale to support how they voted. Members expressed some confusion about the ranking process and made no substantial changes to the initial ranking.

Proposed Amendment: [replace highlighted section with] *Members expressed confusion about the recommendations and the ranking process. Several were unsure whether they could discuss the recommendations based on their merit, as the agenda did not permit such discussion. The CAC did not vote on the recommendations or rankings.*

ADJOURNMENT

Vice Chair Sacco provided closing remarks, noting this meeting was functioning as the November CAC meeting. Vice Chair Sacco shared the CAC would not have a regular meeting in December, instead inviting CAC members to attend the December 8th meeting of the Tualatin Development Commission or one of the final presentations given by University of Oregon students in the Sustainable City Year Program.

Meeting adjourned at 8:13pm.

Respectfully submitted,
Quin Brunner
Policy Analyst

DOWNTOWN REVITALIZATION PROJECT

TIMELINE & DELIVERABLES - JANUARY 7, 2026

PROJECT GOAL

Position downtown Tualatin for investment and redevelopment.

This effort aims to create a distinct sense of place, a downtown identity supporting vibrant mixed-use development, local businesses, multigenerational activity, housing options, economic vitality, the environment, and multimodal transportation.

Phase 1
Summer 2025 - Winter 2025

Community Identity Study - *CIVILS Consultants*

Develop an aspirational identity for downtown Tualatin through extensive community engagement.

Phase 1 Deliverables:

- **Community Identity Report**

Phase 2
Fall 2025 - Spring 2026

Design Charettes & Downtown Studies - *University of Oregon Sustainable City Year Program*

Use renderings from the architecture design studio to visualize options for the future. Study specific elements critical to spurring redevelopment in more depth.

Phase 2 Deliverables:

Fall Term	**Site Analysis & Land Use Planning Study**	**Transportation Connectivity Study**	**Downtown Marketing Study**	**Riverfront Park Design Study**
Winter & Spring Terms	**Design Charettes**	**Floodplain Study**	**Stormwater Management Study**	**Boones Ferry Road Study**

Phase 3
Spring 2026 - Summer 2027

Community Design Master Plan

Create an Urban Design Plan informed by the findings and recommendations from Phases 1 and 2. Update the Downtown Design Standards for consistency.

Phase 3 Deliverables:

- **3A - Urban Design Plan**
  A district-level blueprint outlining how the pieces of our future downtown fit together.
- **3B - Downtown Design Standards**
  A set of code amendments dictating a consistent look and feel for new downtown development.
- **3C - Consolidated Recommendations**
  All recommendations from Phases 1 and 2, ranked by the CAC and combined into a single report.

Ongoing

Implementation

Review and construct projects identified in the CORA plan. Actively promote development opportunities and pursue public/private partnerships. Implement recommendations as approved by TDC.

Downtown Revitalization Survey
Closed August 8, 2025

Q3. What words do you most want to hear describe the downtown area around the Lake at the Commons in the future?

- Vibrant, energized, events for all ages
- A place that people can meet, gather, hang out, see other people and spend time.
- lively, fun, exciting, safe, beautiful
- Walkable, vibrant, transit-oriented, lively.
- Community, gathering place, family events, main hub of Tualatin.
- Accessible, open, thriving.
- Family friendly, community gathering place.
- Exciting, manicured, modern, cultured, accessible
- Family friendly. Fun spot to hang out.
- Walkable, family-friendly, inviting
- Walkable, vibrant, lots to do
- Fun, vibrant, energetic, delicious food and libation spots
- Vibrant. A great place to bring out of town guests. A fun place to meet up. Full of novel things to see and do. Clean.
- A better meet up place. Needs better restaurants. A playground for the kids would be nice. The water fountain isn't that much fun and only a seasonal or place to visit.
- Inclusive, centered in community, a gathering place, natural beauty.
- Clean, fun, vibrant. Lots of small shops and eateries
- Entertainment district. Downtown area.
- Community, beauty, gathering, inviting, walkable
- Hang out, hub, activities
- Lively, Enjoyable, Great Restaurants and Shops , Wonderful Place to Live , THE Place to Be!
- Cute place to go, easy access, neat restaurants and shops.
- Community gathering. Family friendly. Lots of options to eat and gather.
- Places to sit, new business, family space, vibrant, welcoming, inviting, music, a place to gather and meet friends.
- Vibrant, charming, fun
- I'd love the trail system to feel more connected to the Lake of the Commons as a great stopping point when the trails connect through to the riverfront park, etc. It'd be nice to feel like people could take cycling trips and stop for lunch, a beer, or an ice cream cone. Things do not need to be fancy to feel vibrant. I love the food carts in West Linn at "The Garage". Fire pits, live music, etc. I also love the street in downtown Beaverton that had the giant Adirondack chairs and shaded area for kids to play. The originality and beauty of the play structure at Hidden Creek West Park in Hillsboro would also be an example of integrating art and play in a way that makes it easy for people to come together. The amount of strip malls in the area make any sense of this just feel absent compared to Sherwood, Newberg, West Linn, Oregon City, etc.
- Fun place to go. Lots to do.
- Welcoming, inviting, beautiful

- Fun & family friendly.
- Family friendly, good food, farmers market
- Fun, accessible, cool, delicious food
- Thriving. Family friendly. A place to visit, meet and have community.
- Designated safe walking and biking connections/ routes between the Commons and the New Seasons Market shopping area (Nyberg Rivers). Expanded play area for kids (think Bridgeport Village). Beautiful landscaping in all seasons. A destination where we can go and find interesting food (cooking classes? wine tasting?), interesting shops, local vendors, beverages, music or quality art events, recreation?. Clear connections to the Tualatin River and Community Park trail system. Maybe a classroom space for rotating adult ceramics or watercolor or painting lessons mixed in with kids art classes or for painting pre-made ceramics? A good bakery? Better visibility for businesses. Street musicians, food carts, picnic area.
- I wish the commons could be a thriving, community space with local businesses, third spaces, walkable, accessible, lucky to work near here, and environmental friendly downtown. I think also easy and safe to get to from anywhere in town.
- Less cement , more grass, more trees, more park
- Fun, busy, booming, lively
- Weekly festivities. More to do than just restaurants. More shade.
- A community gathering place. Food carts and covered sitting areas.
- Lively, active, family-friendly, walkable, cute, cohesive, community-oriented, open, diverse
- Vibrant, small business friendly, diverse, walkable, more of a core.
- Fun, public gathering place, farmers markets, food carts, easy parking and access.
- Fun, interesting, artistic, family friendly.
- Eclectic shops, comfortable seating, a new, exciting splash pad and playground.
- Active, intriguing, appealing to variety of interests, wine bar/craft brewery, art, fun to walk around
- It is a place to go with family to enjoy the outside and businesses that support our City.
- Excellent restaurants that I would have had to go all the way downtown or the east-side to get. Think how Beaverton has attracted so many good options to make me travel over there to get good food. I rarely eat in Tualatin because our options are petty terrible. If you bring good restaurants here then people will travel from other suburbs because they'd rather come here than downtown to get good food. Also, the ban on food trucks is egregious. We need a food truck pod with seating, a bar, and a play area that people can gather in. Bonus points if there's a stage which allows local artists to perform. Maybe some art festivals or a good old fashioned farmers market every now and then would be really nice.
- Active, vibrant, Tualatin's community living room that expresses the values of our community - vibrant, local/regionally based, strong business community partnered with government and the residences for a safe and rewarding place to live, work, and enjoy.
- Lively, family friendly
- Vibrant, easy access, family friendly, multiple places for families and friends to gather.

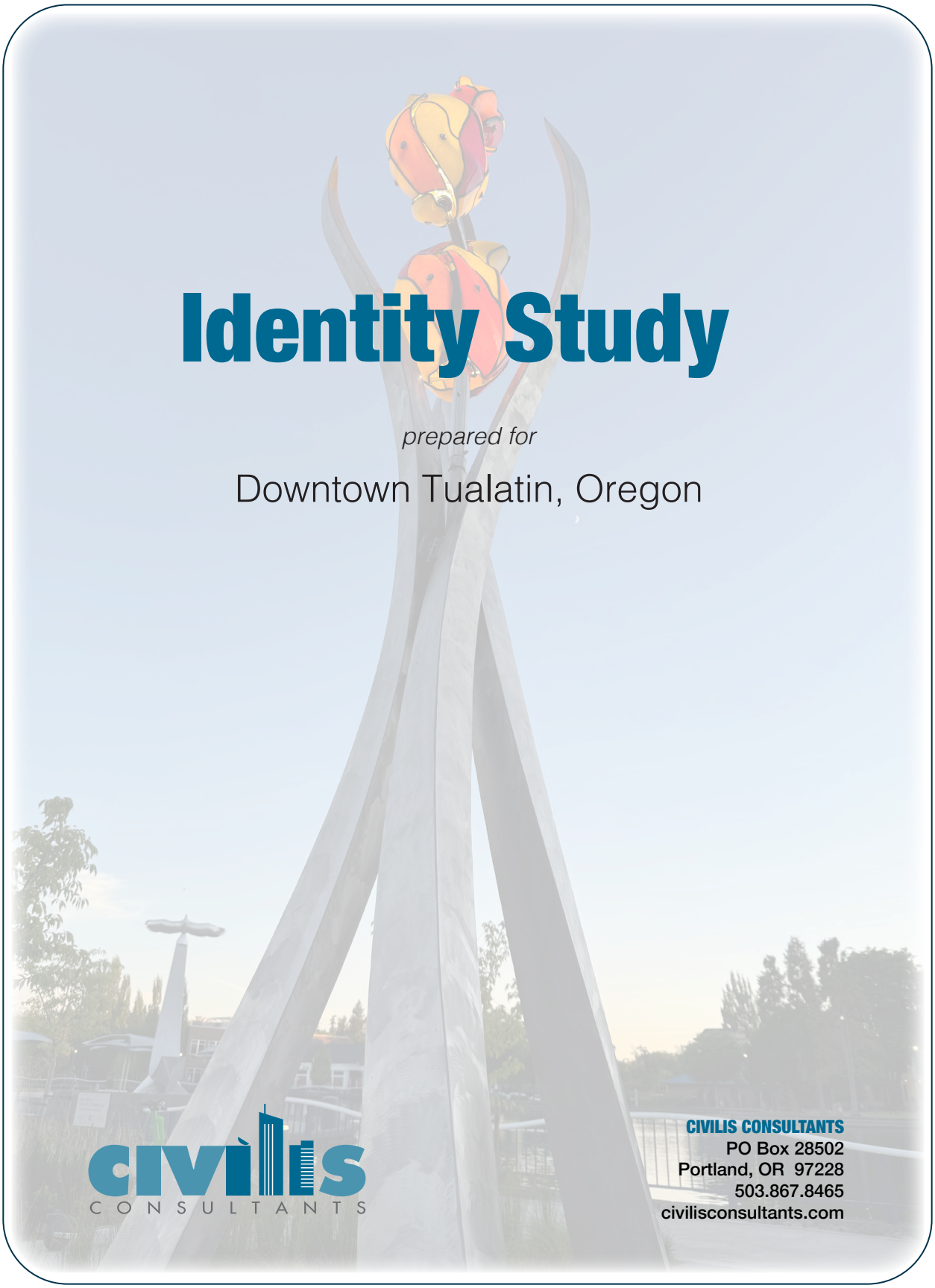
- Bustling Eventful Gathering Places Destination Community - Feel Social Capital
- Farmers Market! Food Carts!! Cute stores!! A place to gather and that people from outside Tualatin also want to visit. No more strip malls!!!!
- Central gathering place
- A community gathering spot! Somewhere locals want to go any day of year. We haven't been to the pumpkin regatta in ages. Too crowded with tourists. Also, opportunities for people to live in the area and walk restaurants, shops, coffee would be excellent.
- Vibrant, greenspace, weekend market, environmentally friendly, sustainable, connected, community focused, art, clean, welcoming, active
- Lots of fun activities, clean, kid friendly
- Visible, vibrant, food carts actually coming as they have been blocked by council for years.
- fun, always something happening. events, fairs, live music events etc...
- Artistic, cultural, inviting, safe. It's giving Stars Hollow from Gilmore Girls.
- A meeting place with local businesses and restaurants and somewhere to hang out. I would love if there was a bike friendly food cart pod here where we could meet friends or a night time farmers market with bands and dinner options.
- "It's Fun"
- Lively, bustling, fun
- Lively, diverse
- More entertainment, more small businesses, as well as more nature, like a walkable garden, as well as info centers to teach others about the towns history, whilst keeping the commons overall photogenic value.
- Beautiful, fun, great restaurants
- Vibrant. Pedestrian friendly. Walkable. Boutiques and small businesses and galleries and gift shops . A couple of good cafes. A range of eateries some of which are open late. Wine bars.
- Connected, active, vibrant, thriving, bustling, destination
- In - Expensive, Unique & Diverse
- Beautiful. Convenient. Clean. Safe.
- Planned events like a Farmer's Market, Food Truck Sunday, or something like that
- Walkable Connected Cultural Thematic Enriching Thriving
- Vibrant, regularly visited, easy parking, pedestrian friendly, more shops of substance, mirrors downtowns of other cities with vibrant downtowns, safe, safe, safe
- Kid friendly, walkable, amenities, community, events,
- I'd like to see the city, put some emphasis on food trucks and more experiential opportunities for small businesses. It certainly feels like something that the regional destination, marketing organization could help with.
- Vibrant well-designed beautiful family friendly
- Active area
- Meeting place, event center, all of the above events The townhouses at the north end look like Europe from across the lake when dining at Brix
- Safe

- Vibrant, alive, bustling.
- Booming, fun, clean
- Attractive, appealing, engaging, thriving.
- Vibrant, interesting, full of places to see, music, nature, and safe.
- Making it into a true downtown with amenities like restaurants, music, cultural attractions and things that appeal to young people.
- Vibrant, fun, walkable, day-time and evening activities, outdoor/nature access, access to other downtown areas (connectivity between library area and the lake!), shopping, and entertainment.
- Thriving, unique, cohesive
- Attractive. Relevant. Friendly. Functional. Walkable.
- LAID BACK, WALKABLE, SAFE
- Social, inviting, welcoming, great place to mingle and eat
- Lively, food, drinks, coffee, ice cream, shops
- Vibrant, family friendly, walkable
- Fun, lively, meeting spot, community
- Energetic, fun, popular, lots to do and see, good food
- Clean, easy access
- Walkable. Great restaurants! Good shopping. Great outdoor vibe. Bring back the farmers market. Make a downtown with parking.
- Gathering place. Central area drawing from the whole city, bringing people together.
- plenty to do, lively, active. I love regularly scheduled events that get you to see people in your community.
- Vibrant, busy, social hub, always something to do/something going on, heart of the city.
- Easy and convenient gathering place for the whole town, easy and safe bike & pedestrian access from all neighborhoods, something new to discover each time in shopping or food or natural areas, more compelling to visit than any other town nearby, 3rd place
- Clean. Tranquil. Reflective. Inviting. Community. Invigorated. Family-friendly.
- Inviting and clean
- I am not a botanist, but the plants are struggling. Cannot tell if some are unhealthy or just high maintenance, but the shedding dead grasses are a mess. More water? Too much work? Not sure.
- Exciting. Welcoming. Vibrant.
- Lively, sought after, a destination, vibey
- More restaurants, more affordable, living and more shopping and not more floor and decor, which was crazy. I don't know why that even went in there. I don't know who's idea that was, but that was not well planned out.
- Green. Environmental design. Artistic.
- Artistic, beautiful, tree-lined, interactive, more variety in businesses
- Clean and safe; place for family and people of all ages.
- Diverse, lively, lush
- Thriving, active, pretty

- Busy with many food/drink options
- Beautiful, inviting, welcoming, park-like setting
- Active with restaurants and entertainment
- Inviting, interesting, fun
- Hopping, so much to do, variety of good restaurants, love the new food cart pod with live music
- A great spot for families to get together
- Wow what a great place to live
- Fun
- Charming & quite welcoming.
- Imagine a sprawling area of Tualatin that mixed retail and housing with easy access to all of Portland via the WES Train. Imagine the downtown blocks of Tualatin thriving with local tourists coming to eat dinner after spending the day kayaking the Tualatin River. Imagine growing the Crawfish Festival back and welcoming attendees to a walkable, rich city full of culture via food, drink, music and nature. We have access to a lot here in Tualatin. Parks. Water access. Nature access. Walkable, flat areas. Space to build. I want to see Tualatin embrace a (for lack of a better term) non-chain identity. Gone should be the days of Cracker Barrel, Red Robin, Starbucks, etc... Let the residents of Tualatin enjoy diverse cuisines from the people that live in and around this area. Stop letting landlords raise rents and kick out tenants who have been here for years! (Referring to the old Thai Cuisine being replaced by [ANOTHER] pet hospital...).
- Big challenge, because rent is so high hard to draw a variety of businesses to make people shop and hang out.
- Clean
- Charming and full of character! It's a lovely spot to visit, especially with out-of-town guests. There's plenty of choices for awesome food and boutiques and has become regular destination for us!!
- Family friendly with things to do.
- Vibrant, energetic, picnic, family, lunch, musical, meetups, hangout, destination, congregate, walkable.
- So nice to have the Splash Pad upgrade and Veterans Plaza to recognize those who have served our country
- Vibrant! If the area around the commons could be more developed, there'd be more reason to go downtown. I'd like to see more retail and restaurants. The area where the old hardware store used to be seems very empty.
- Fun, active, engaging, community
- Fun, local, vibrant, unique, clean, cool, gathering, community.
- Accessible, active, thriving.
- A lovely place to gather and relax, and pedestrian friendly. In England, parking lots have pedestrian paths and landscaping. Rarely is that done in the USA.

- I would love to have a board display on the Missoula Floods that shaped the valley where Tualatin lies. My organization, Tualatin Ice Age Floods Foundation, is willing to make a display on the floods!
- Vibrant, exciting, welcoming, iconic, family friendly, safe, walkable, popular destination.
- Vibrant, lots of local businesses and kid friendly activities
- Excellent food options that you can count on being there. Great use of "Third Space" for people to enjoy.
- Delicious bakery, multi-cultural food scene, variety of shops.
- Lively, darling, quaint, fun, interesting, beautiful, European-esk, well kept, maintained,
- Food destination, local art, walkable, entertainment, nature spot.
- Family friendly, thriving
- Engaging; a gathering place for the community; lively; a place to walk, to meet friends; for children to play,
- More storefronts facing and opening onto the lake.
- Events, more store options, a true center of downtown. More like Sherwood or West Linn's downtowns
- Inviting, easy to access
- vibrant, active
- Vibrant, community building
- It's should be like Bridgeport shopping center. no excuses
- Family friendly. Safe. Quaint. Cool. Calm.
- Fun, inviting, engaging, lively,
- Unique, welcoming, small businesses with great attraction, service and food.
- Fun place with shops, retail, benches, food carts
- Night life restaurants etc...
- Inviting. Unique. Green. Lush. Alive. Charming. Interesting. (I have more but too many superlatives wouldn't be helpful!)
- A lively area with events and local businesses.
- Year round fun, unique shops, dining for all times of day, light nightlife . All of this not at the expense of improving the schools.
- Welcoming, lively, walkable, inclusive
- Community, walkable, farmer's market.
- Transit-oriented - there's not much room (or desire) for more parking in the confined space, so dense development with ready access to transit is a necessity. The WES could, but does not today, offer a viable transit option.
- Clean and pretty
- Leave it alone.
- Attractive & inviting. Really not much to change around the Lake itself--rebuilt fountain and new veterans' memorial are beautiful. Perhaps a bit too much concrete now, needs more lawn and larger trees for a park-like setting.
- Family friendly - safe -
- Vibrant, lively, bustling, safe, night life, farmer's market!

- Walkable, safe, lots of public areas for leisure and play, not commercialized
- Inviting, pleasing, cozy/romantic, a place people want to go and spend time. Active with people, places to sit/eat/talk ... and meet others. It can also be a place to go to relax.
- More life to it. Tualatin has no growth happening.
- Exciting, walkable, fun
- Destination, vibrant, clean, walkable, food carts.
- Clean, family friendly, fun, calm
- Useful to folks who need it
- Welcoming, active, busy. The area needs something(s) to bring people in and keep them coming back.
- The place to go for Restaurants offering a variety of foods at prices from low to high. No national chain establishments. And for venues offering plays, concerts, art exhibits, etc.
- ACCESSIBLE to all physical abilities. Vibrant. Actually has some life and interest. Some sort of community. Tualatin has no heart, no core, no cohesiveness. I go to Sherwood for everything and avoid my home of Tualatin as much a possible. There is nothing here, and traffic sucks. There needs to be family, people friendly places. Not trendy, but things that actually matter, a basic grocery store, Starbucks, food, etc that is in one area. Tualatin is all chunked up and traffic sucks. Why go when Sherwood feels a million times closer and inviting. FYI, I have lived in Tualatin 28 years. Nothing has really changed.
- Lively. Safe. Fun. Trendy.
- Vibrant, green space, floral, peaceful
- Lively, Vibrant, Entertaining, Fun
- Vibrant, exciting, entertainment, active, and alive!
- Vibrant, attractive, a destination, full of good restaurants, has great shops, has an awesome waterfront, I love that our company moved its offices from Kruse Way to downtown Tualatin, I want to live there, I love the convenient WES service (and MAX - we can dream, right?)
- Walkable, family-friendly, garden-esque, natural, varied and vibrant business.
- Vibrant, attractive, mixed use, light rail crossroads, beautiful, tourist draw, innovative, iconic, artsy
- Needs to be easier to access
- Lively, updated, and inviting.
- Attractive, entertaining, quaint, family, eating/dining destination.



Identity Study

prepared for

Downtown Tualatin, Oregon

CIVILIS CONSULTANTS

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- 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.

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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.

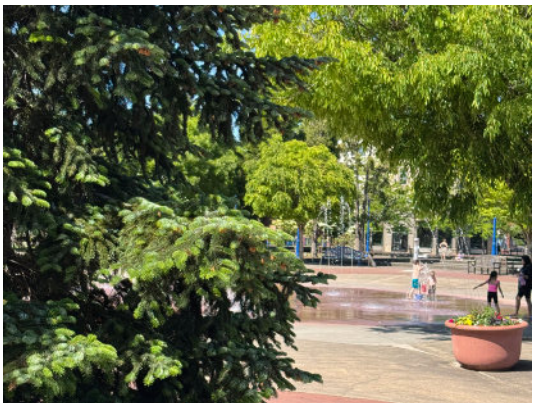
Another observation about downtown’s future destiny is how focused answers were on creating opportunities for community, hanging out, and rubbing shoulders with one another. Ultimately, a downtown is a place for people, a place that should feel welcoming to everyone in your community, and a place that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

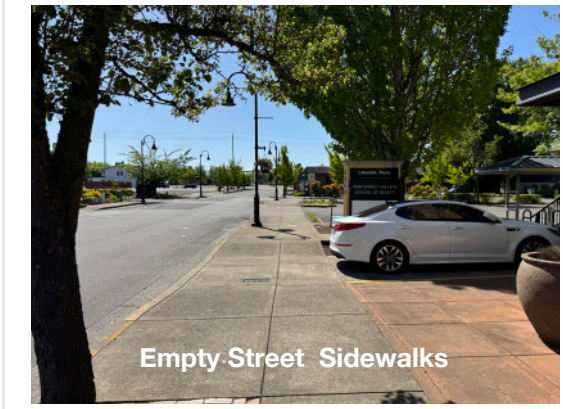
There are simple rules for how to drive commerce, create a sense of place, and develop a perception of safety in a downtown, and they all have to do with the sidewalk.

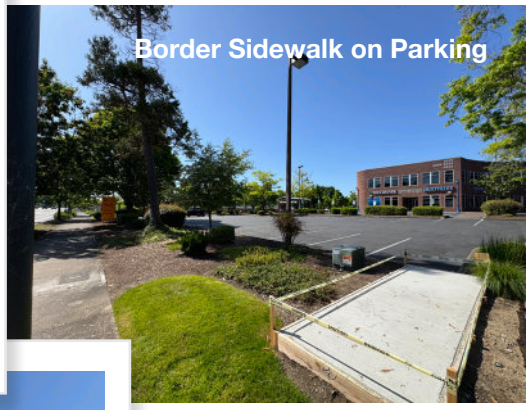

Not Many Buildings Front Directly on Sidewalks

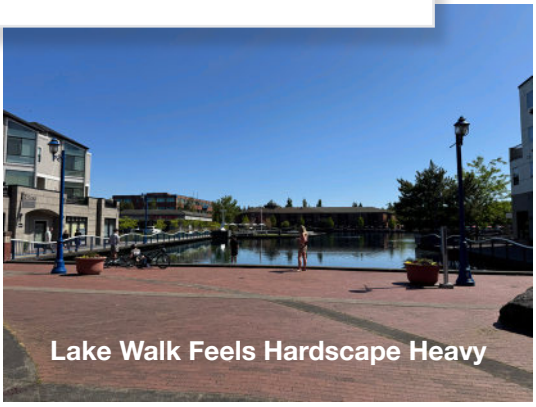
- Collection of buildings built right next to each other, right up to the sidewalk.
- Active uses on the ground floor with great windows open over 18 hours.
- Use of the sidewalk by businesses to SHOW what they sell, which essentially is what sidewalk seating is! But all businesses can do this.
- Good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

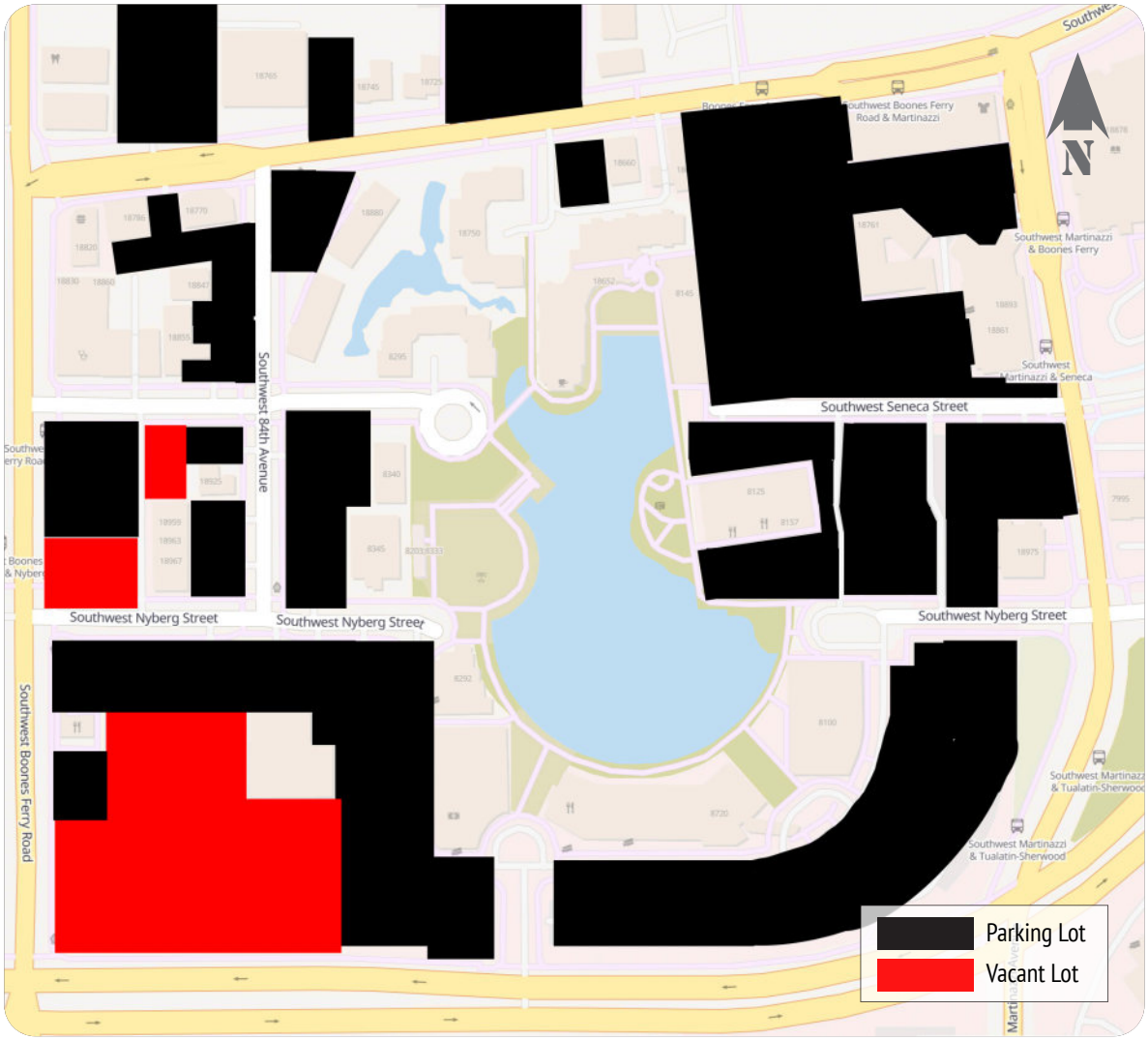
Parking Lots/Empty Lots

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.

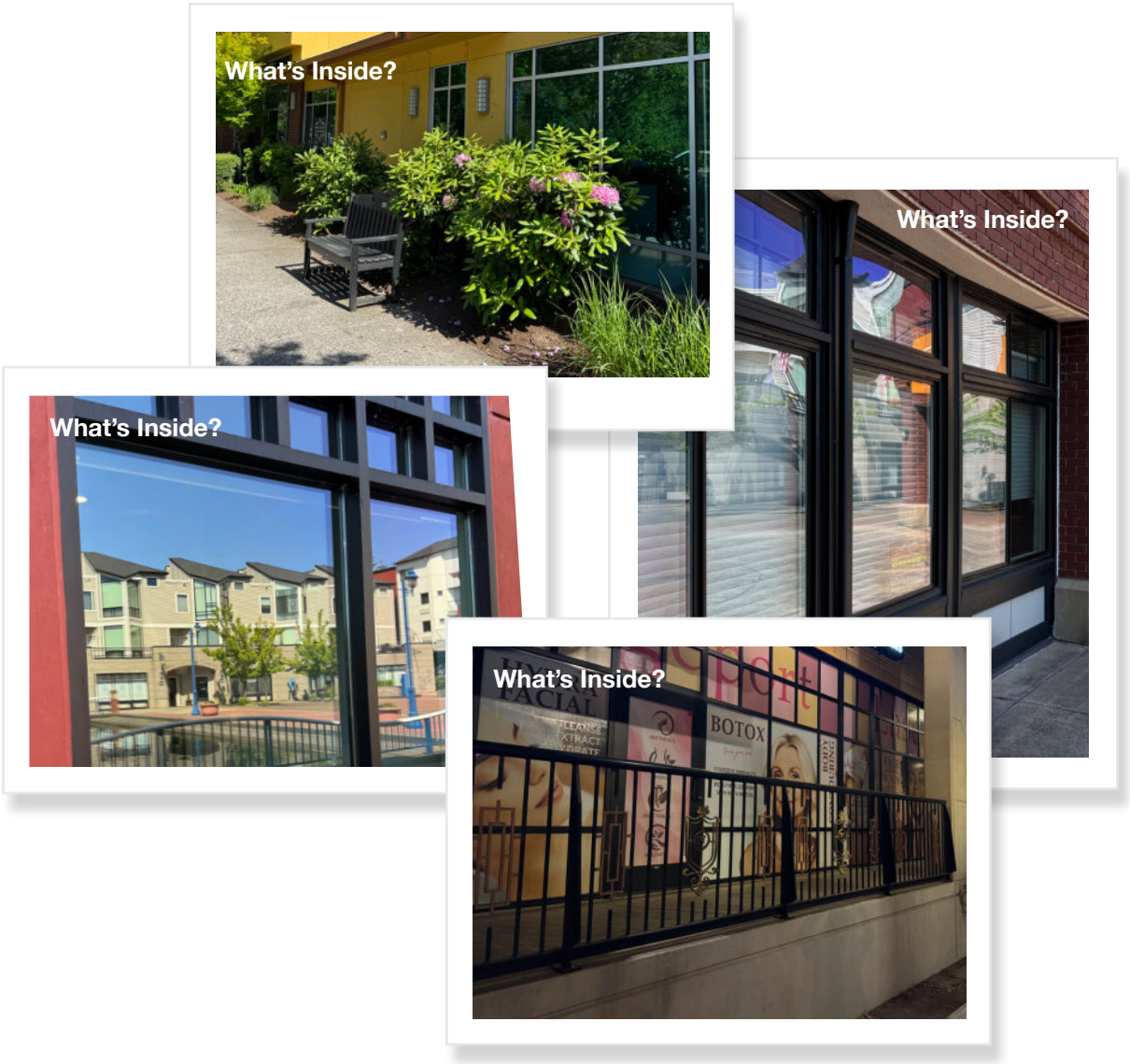
There are four key characteristics that are impacting identity and economics in downtown Tualatin, listed below. These are the four main reasons people described Tualatin as needing more activity.

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)

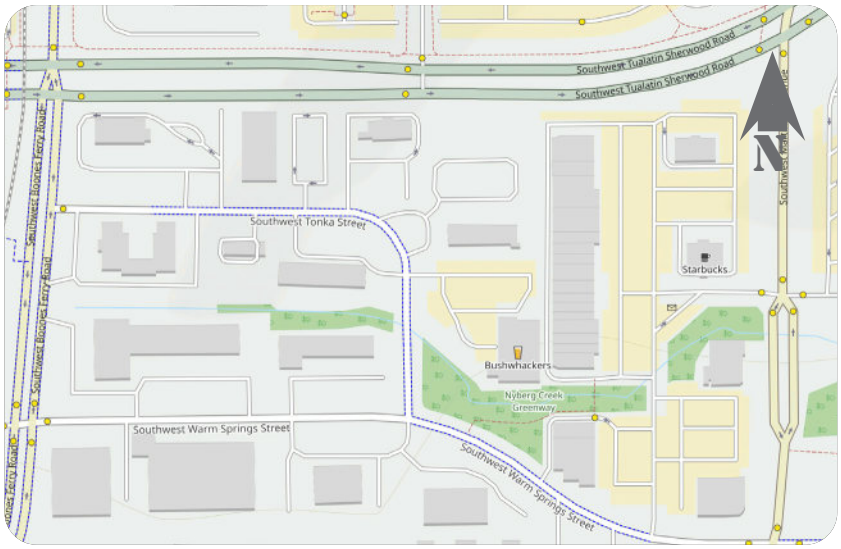
customers are not reminded to enter a business; and, b) visitors are less likely to circulate between businesses. Consumers should be able to tell you are open in one second by taking a look at your ground floor storefront and immediately know what your business is, what experience is on offer, and why 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



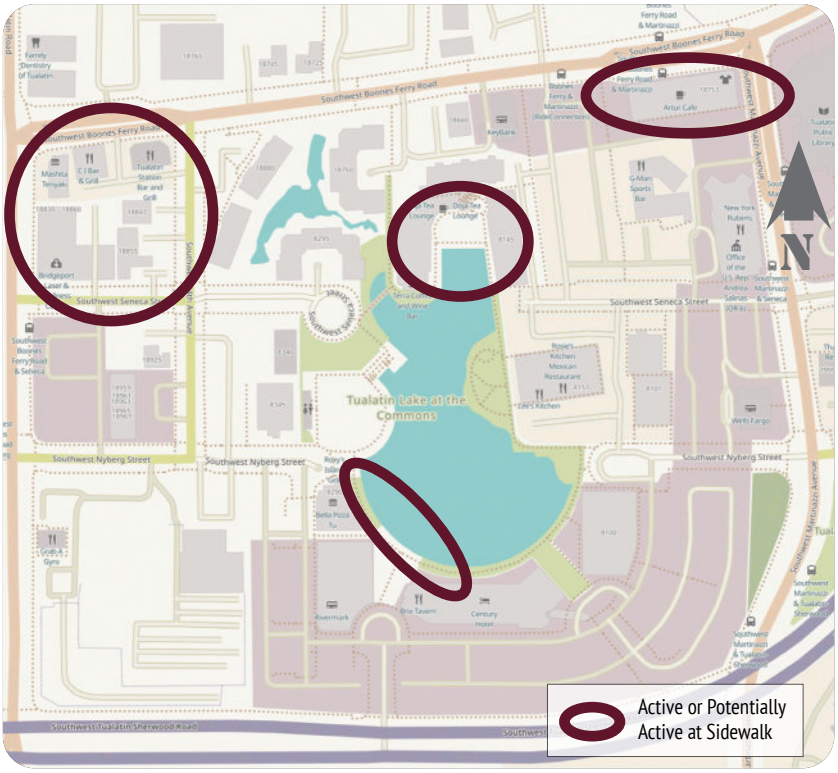
Parking Viewed from a Walkway



- *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

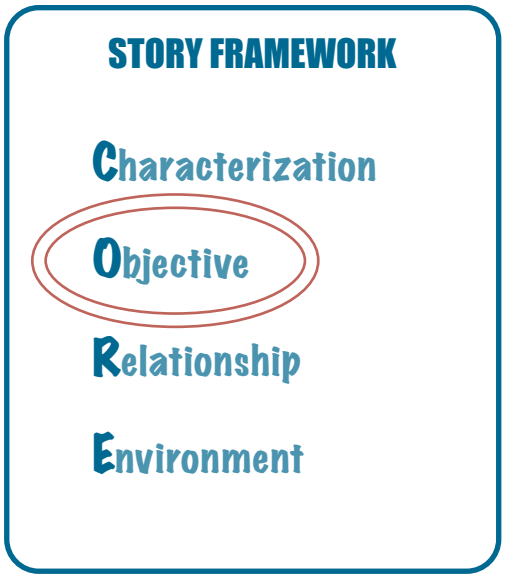
The Tualatin Arts Advisory Committee's presence is definitely being felt in big and small ways in the downtown. It was fun to walk around and see large new installations and surprising Easter eggs, like small stamps in sidewalks. The plaza in front of the library has a lovely piece with a rushing water 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.

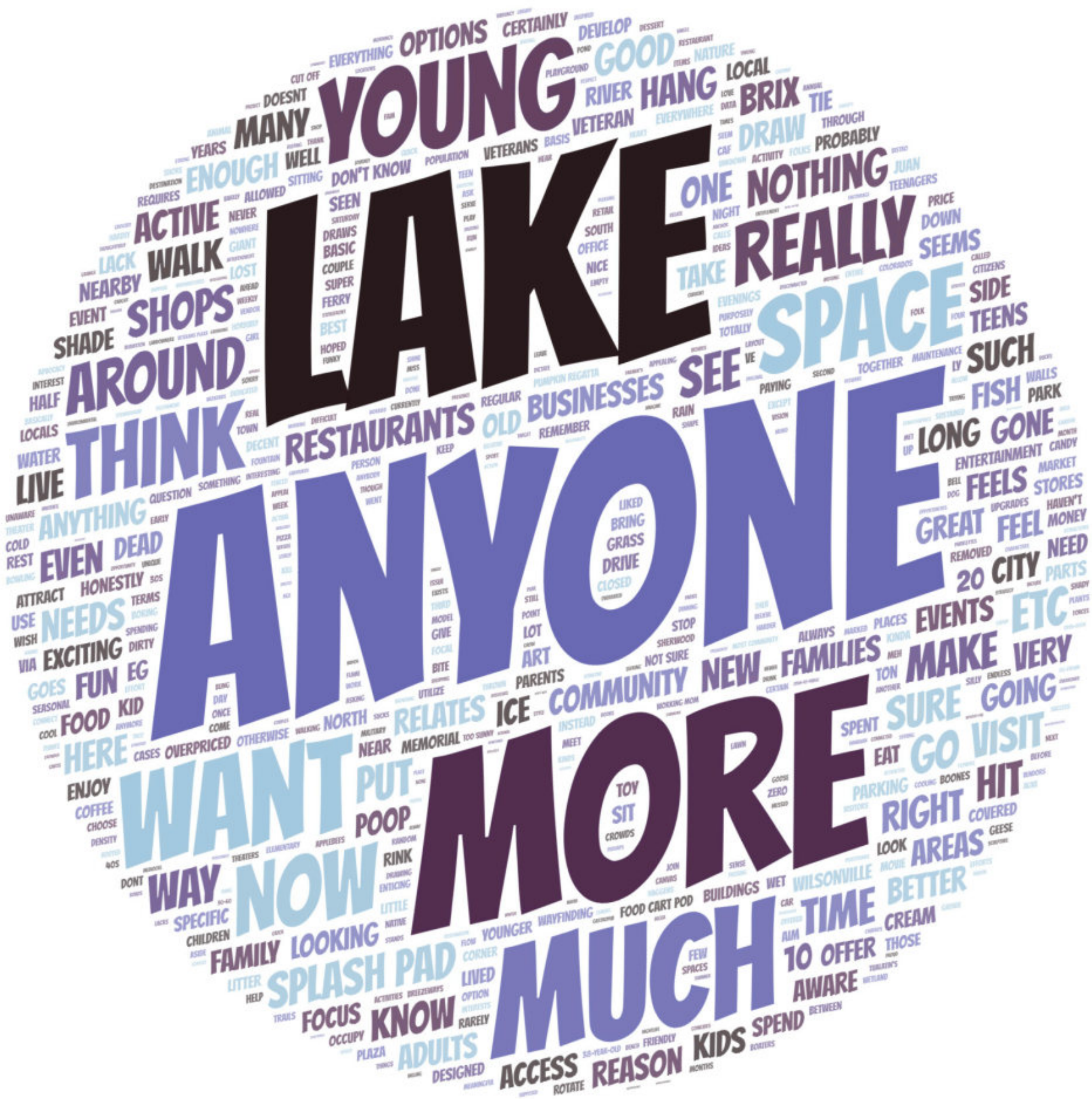
WHO RELATES TO DOWNTOWN TUALATIN?



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.

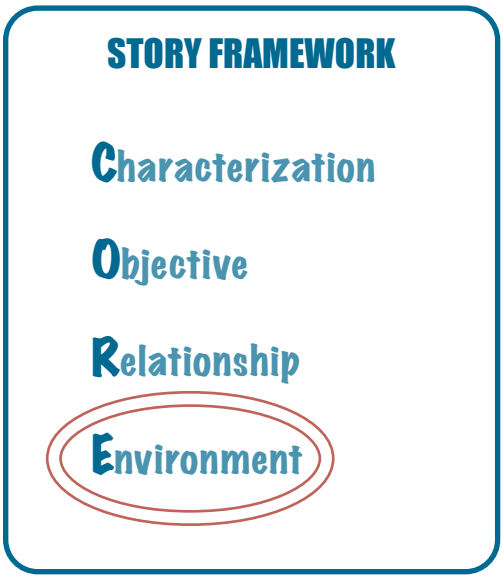
Leading businesses are usually office/manufacturing, or sometimes national chains, and that is the case here where Fred Meyer got bigger and Lam Research was mentioned. Fred Meyer is an interesting community hub, many people mentioned it, even in focus groups and interviews, as a place where you often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

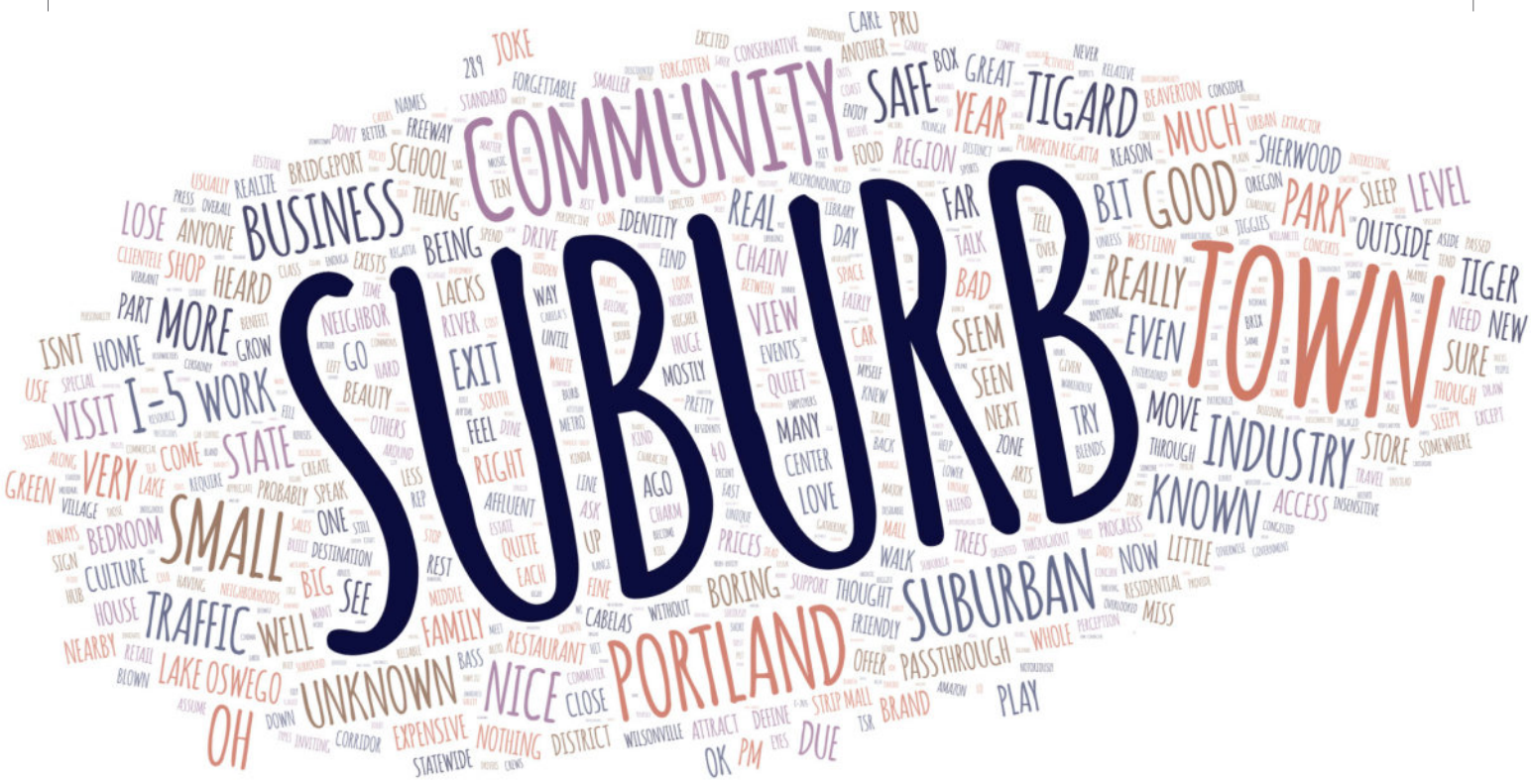
Some elements of environment can be changed for a place, and some can't. You can change whether your downtown is green and park-like, so the context for the downtown experience changes. But, you cannot change where a town or a city is located, and the seasonality and market forces that go with that location. 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:

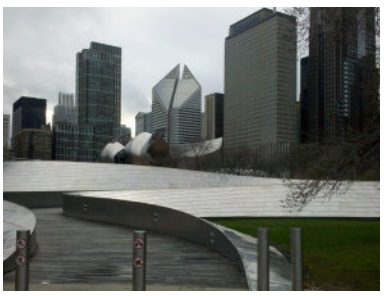
- *Form*
- *The Lake*
- *Circulation*
- *Parking*
- *Activity*
- *Housing*

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

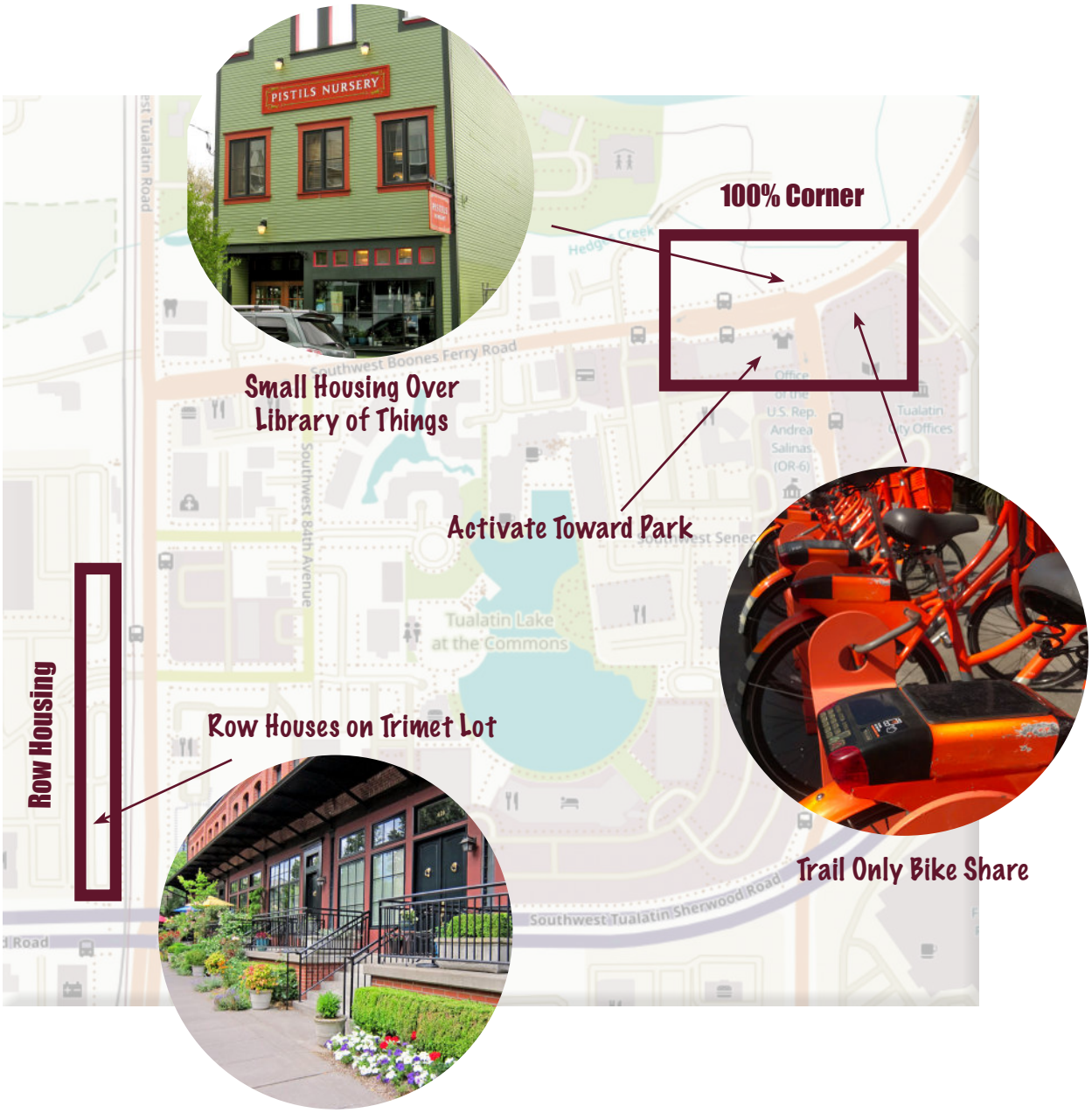
3. *Focal Point Project.* The empty lot at the corner of SW Boones Ferry and SW Tualatin-Sherwood Roads could be a great place for a taller building than might be allowed on the rest of the Commons. The SW Corner is on a busy road with a lot of traffic, and having something tall and dense to remind people 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.)

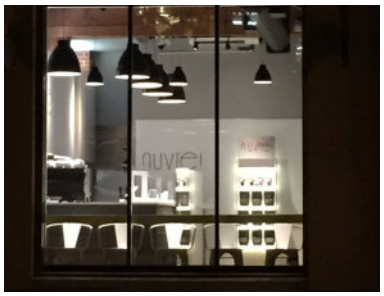
BEST CANDIDATES FOR CROSS-STREET BORDER DENSITY



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

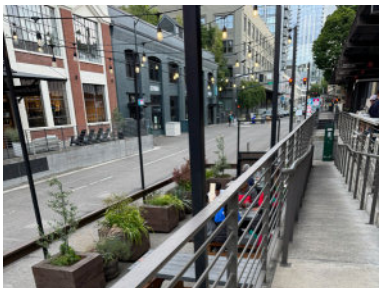




    - Mimic old industrial buildings that are recessed from the sidewalk and have dock high grade first floors, with large dock style balcony areas in front. It's very important to activate the balconies to create the street life everyone wants and to lure people up the ramps/stairs to the store/restaurant.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

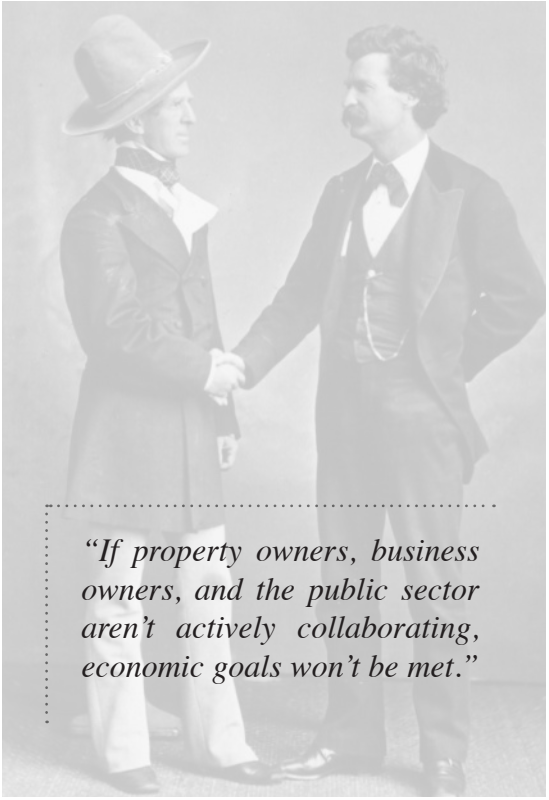
A good rule of thumb for these discussions is to let the 85% rule govern your thinking. The accepted metric in parking is if 85% of your parking is full most of the time, then you are ready to take the next step in your parking plan… timed parking, or seasonal permit parking, or parking meters, or permit 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





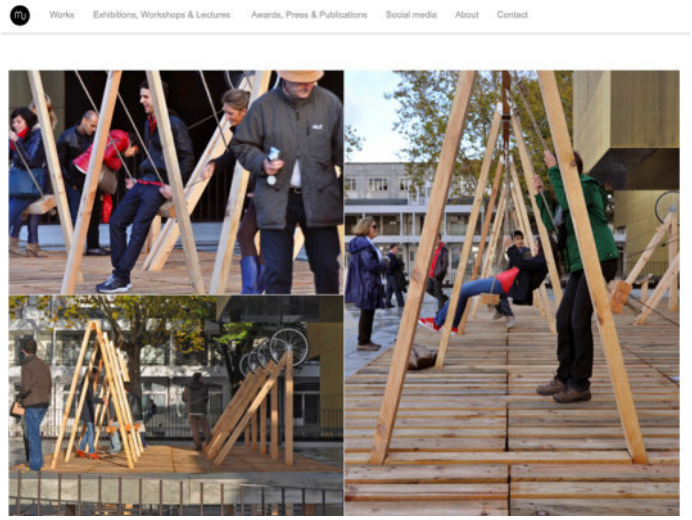


4. *Food Cart Pod*. People mentioned loving Beaverton's and West Linn's food cart pod spaces and would like something like that of their own in downtown Tualatin. There is a place right now that would be very natural for a food cart pod: it is the pedestrian walkway, pictured to the right, leading from 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.

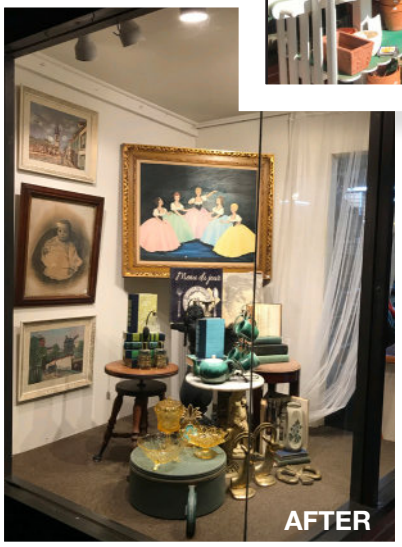
POWER OF PAINT AND SEATING AT THE PORTLAND MERCADO





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

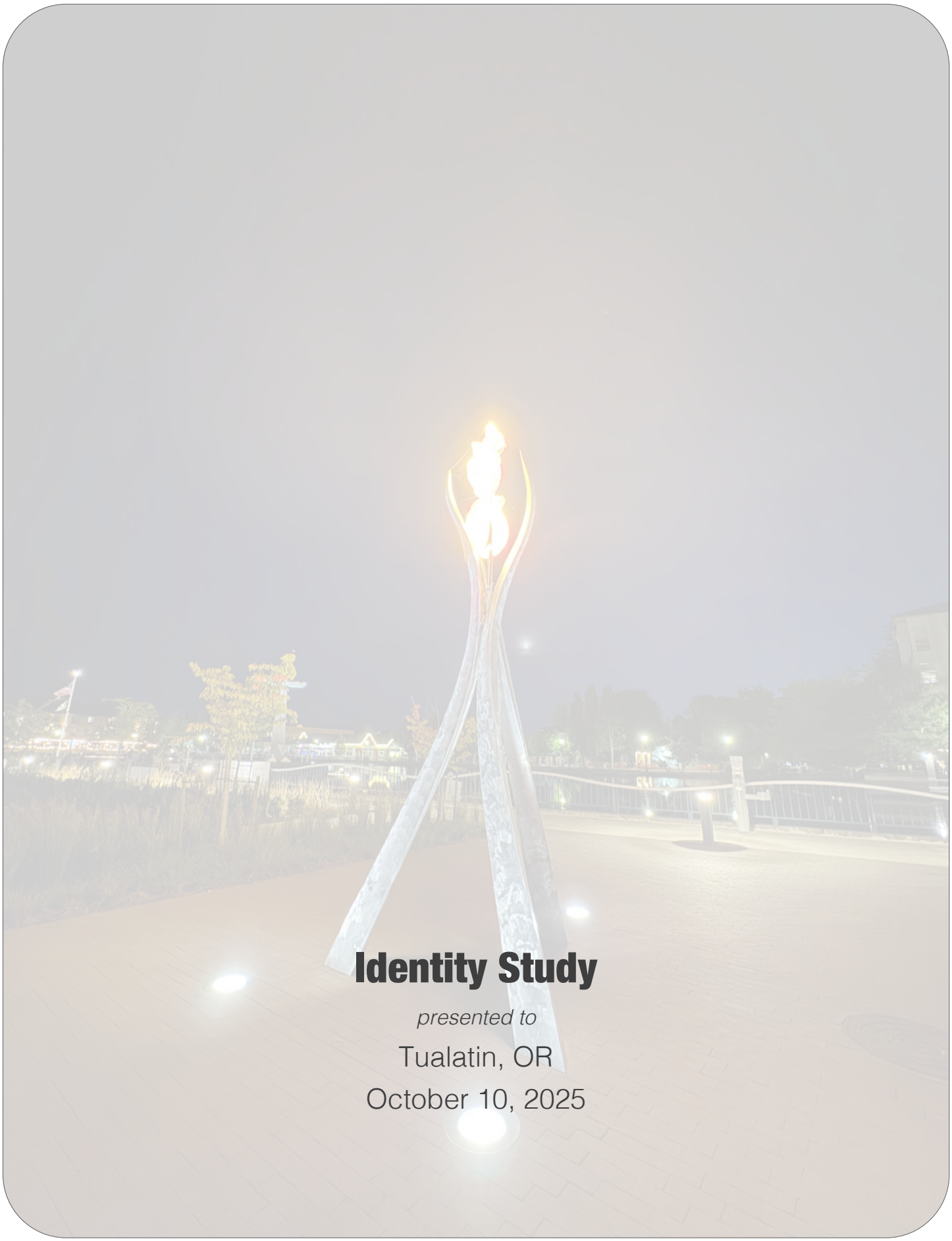
Downtown Tualatin has the opportunity to showcase to the nation how walkability can be retrofitted into a seemingly car-centric suburban environment. One only has to look a bit closer at downtown to see that there are myriad untapped opportunities to densify the Lake at the Commons core and connect that 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

CITY of TUALATIN

City Projects Update

Downtown Revitalization Project CAC Meeting
January 7, 2026

1) MATTHIAS - PROPERTY ACQUISITION

Property:

- Parcel 1: Parking lot/lawn (0.14a)
- Parcel 2: 18925 85th Ave (0.14a)











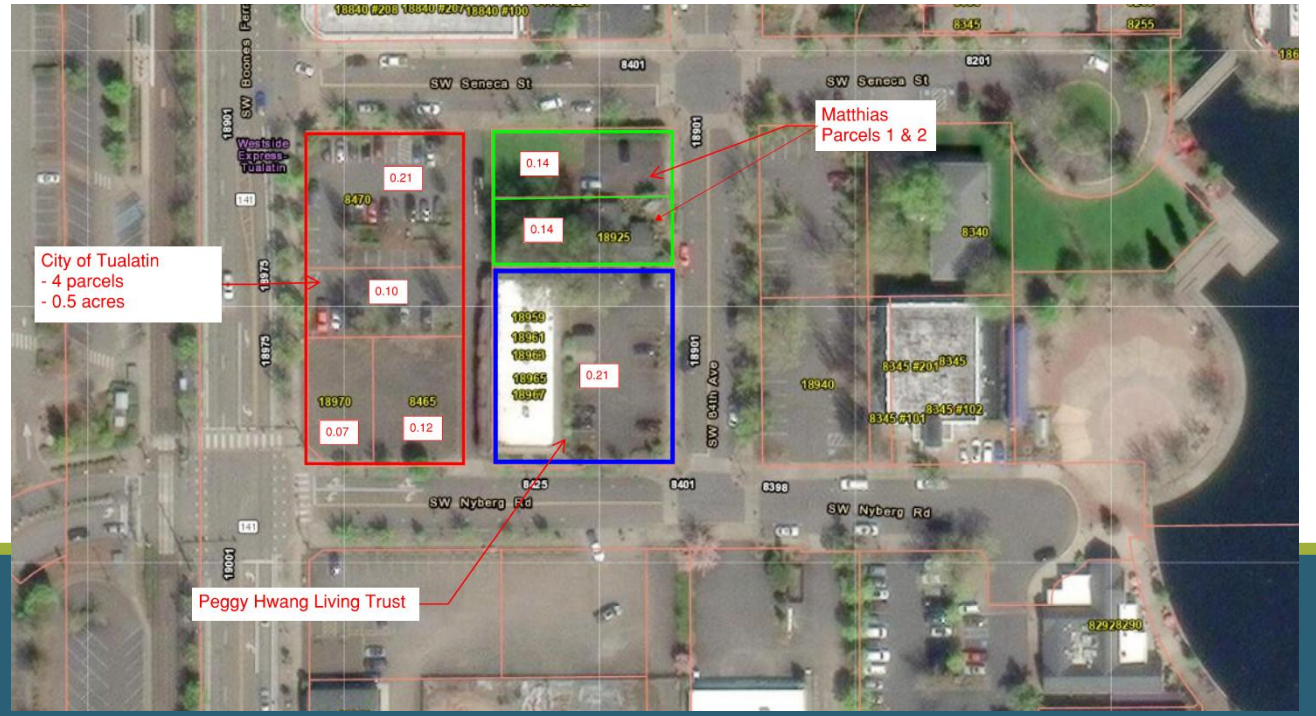
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CORA PLAN

- 18970 Catalyst Project (Image to right)
  - Public / Private Partnership for Mixed-Use Project

- November 2025 Minor Amendment to Plan:
  - Identify property to be acquired
    - Matthias
    - Hwang
  - Estimated Acquisition & Disposition Schedule





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2) SCYP WINTER CLASSES

- Architecture Design Studio (UO)
- Floodplain Study (PSU)
- Hedges Creek Stormwater Study (PSU)
- BFR Connectivity (PSU)



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3) RIVERFRONT PARK

RFP – Owner's Representative (8 submittals)

- 2026 - Outreach
- 2027 - Design
- 2028 - Construction
- 2029 – Construction (summer)



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