



# TUALATIN DOWNTOWN REVITALIZATION COMMUNITY ADVISORY COMMITTEE MEETING

Wednesday, March 4, 2026  
6:00 PM

TUALATIN CITY SERVICES  
10699 SW HERMAN ROAD  
TUALATIN, OR 97062

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## 1. CALL TO ORDER

## 2. HOUSEKEEPING (15 mins)

1. Binder Update
- [2.](#) Approval of Minutes
3. Group Photo

## 3. REVIEW SCORED RECOMMENDATIONS (15 mins)

- [1.](#) Presentation from Quin Brunner, Urban Renewal / Economic Development Policy Analyst
2. Discussion throughout

## 4. SCORING ACTIVITY (60 mins)

- [1.](#) Activity facilitated by Quin Brunner, Urban Renewal / Economic Development Policy Analyst

## 5. DOWNTOWN UPDATES (10 mins)

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

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

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

## 7. ADJOURNMENT

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

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



# DOWNTOWN REVITALIZATION COMMUNITY ADVISORY COMMITTEE

**DRAFT** MEETING MINUTES  
FOR FEBRUARY 4, 2026

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

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

**STAFF:** Aquilla Hurd-Ravich, Quin Brunner

**GUESTS:** Vy Chao

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

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## CALL TO ORDER

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

## INTRODUCTIONS - NEW MEMBERS

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

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

## HOUSEKEEPING

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

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

## APPROVAL OF EVALUATION CRITERIA

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

### CAC Evaluation Criteria

*The downtown we aim to build is...*

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

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

## SCORING ACTIVITY

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

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

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

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

**Recommendation 1.1 – Pursue adaptive reuse projects.**

*Reference page 39, adaptive reuse.*

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

*To what extent would this recommendation help to make downtown...*

| <b>A Vibrant Mixed-Use Area</b> | <b>Distinct &amp; Magnetic</b> | <b>Environmentally Sustainable</b> | <b>Navigable &amp; Safe</b> | <b>Supportive of Business</b> |
|---------------------------------|--------------------------------|------------------------------------|-----------------------------|-------------------------------|
| 4.33                            | 3.57                           | 4.06                               | 3.50                        | 4.25                          |

CAC Discussion

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

**Recommendation 1.2 – Pursue site intensification projects.**

*Reference pages 39-40, site intensification.*

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

*To what extent would this recommendation help to make downtown...*

| <b>A Vibrant Mixed-Use Area</b> | <b>Distinct &amp; Magnetic</b> | <b>Environmentally Sustainable</b> | <b>Navigable &amp; Safe</b> | <b>Supportive of Business</b> |
|---------------------------------|--------------------------------|------------------------------------|-----------------------------|-------------------------------|
| 4.19                            | 3.38                           | 3.69                               | 4.00                        | 4.25                          |

CAC Discussion

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

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

*Reference page 40, focal point project.*

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

*To what extent would this recommendation help to make downtown...*

| <b>A Vibrant Mixed-Use Area</b> | <b>Distinct &amp; Magnetic</b> | <b>Environmentally Sustainable</b> | <b>Navigable &amp; Safe</b> | <b>Supportive of Business</b> |
|---------------------------------|--------------------------------|------------------------------------|-----------------------------|-------------------------------|
| 3.80                            | 4.27                           | 3.85                               | 3.56                        | 3.88                          |

CAC Discussion

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

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

*Reference page 41, double-sided border density*

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

*To what extent would this recommendation help to make downtown...*

| <b>A Vibrant Mixed-Use Area</b> | <b>Distinct &amp; Magnetic</b> | <b>Environmentally Sustainable</b> | <b>Navigable &amp; Safe</b> | <b>Supportive of Business</b> |
|---------------------------------|--------------------------------|------------------------------------|-----------------------------|-------------------------------|
| 3.93                            | 3.36                           | 3.60                               | 3.36                        | 3.47                          |

CAC Discussion

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

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

*Reference page 41, double-sided border density*

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

*To what extent would this recommendation help to make downtown...*

| <b>A Vibrant Mixed-Use Area</b> | <b>Distinct &amp; Magnetic</b> | <b>Environmentally Sustainable</b> | <b>Navigable &amp; Safe</b> | <b>Supportive of Business</b> |
|---------------------------------|--------------------------------|------------------------------------|-----------------------------|-------------------------------|
| 3.87                            | 3.87                           | 3.47                               | 3.64                        | 4.07                          |

CAC Discussion

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

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

*Reference pages 42-43, floodplain.*

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

*To what extent would this recommendation help to make downtown...*

| <b>A Vibrant Mixed-Use Area</b> | <b>Distinct &amp; Magnetic</b> | <b>Environmentally Sustainable</b> | <b>Navigable &amp; Safe</b> | <b>Supportive of Business</b> |
|---------------------------------|--------------------------------|------------------------------------|-----------------------------|-------------------------------|
| 4.38                            | 4.25                           | 4.00                               | 3.94                        | 4.19                          |

CAC Discussion

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

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

*Reference page 44, greenway connection.*

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

*To what extent would this recommendation help to make downtown...*

| <b>A Vibrant Mixed-Use Area</b> | <b>Distinct &amp; Magnetic</b> | <b>Environmentally Sustainable</b> | <b>Navigable &amp; Safe</b> | <b>Supportive of Business</b> |
|---------------------------------|--------------------------------|------------------------------------|-----------------------------|-------------------------------|
| 4.38                            | 4.31                           | 3.92                               | 4.38                        | 4.46                          |

CAC Discussion

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

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

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

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

*To what extent would this recommendation help to make downtown...*

| <b>A Vibrant Mixed-Use Area</b> | <b>Distinct &amp; Magnetic</b> | <b>Environmentally Sustainable</b> | <b>Navigable &amp; Safe</b> | <b>Supportive of Business</b> |
|---------------------------------|--------------------------------|------------------------------------|-----------------------------|-------------------------------|
| 3.87                            | 3.13                           | 3.33                               | 3.73                        | 4.00                          |

CAC Discussion

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

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

*Reference pages 45-46, current parking.*

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

*To what extent would this recommendation help to make downtown...*

| <b>A Vibrant Mixed-Use Area</b> | <b>Distinct &amp; Magnetic</b> | <b>Environmentally Sustainable</b> | <b>Navigable &amp; Safe</b> | <b>Supportive of Business</b> |
|---------------------------------|--------------------------------|------------------------------------|-----------------------------|-------------------------------|
| 4.38                            | 4.50                           | 3.67                               | 4.50                        | 4.31                          |

CAC Discussion

- This is consistent with one of the CCIO recommendations from the October 29, 2025 CAC meeting.
- There is an opportunity to showcase Tualatin’s diversity through these art pieces.

**Recommendation 1.14 – Use sidewalk paint to improve wayfinding from parking lots to the lake.**

*Reference pages 45-46, current parking.*

Survey respondents reported feeling disoriented upon reaching the lake. Using sidewalk paint to connect the lake to specific parking areas, while including sidewalk games along the way, is a specific wayfinding strategy recommended by Civilis.

*To what extent would this recommendation help to make downtown...*

| <b>A Vibrant Mixed-Use Area</b> | <b>Distinct &amp; Magnetic</b> | <b>Environmentally Sustainable</b> | <b>Navigable &amp; Safe</b> | <b>Supportive of Business</b> |
|---------------------------------|--------------------------------|------------------------------------|-----------------------------|-------------------------------|
| 4.71                            | 4.53                           | 4.31                               | 4.80                        | 4.64                          |

CAC Discussion

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

**Recommendation 1.15 – Centralize parking management to become a park once district.**

*Reference pages 46-47, becoming a park once district.*

In service of creating a walkable shopping district, Civilis recommends using data to inform parking management decisions. The first step identified in the report is to maintain an inventory of public/private parking capacity, differentiating between on-street parking, lot parking, and garage parking.

*To what extent would this recommendation help to make downtown...*

| <b>A Vibrant Mixed-Use Area</b> | <b>Distinct &amp; Magnetic</b> | <b>Environmentally Sustainable</b> | <b>Navigable &amp; Safe</b> | <b>Supportive of Business</b> |
|---------------------------------|--------------------------------|------------------------------------|-----------------------------|-------------------------------|
| 4.23                            | 3.75                           | 4.23                               | 4.23                        | 4.38                          |

CAC Discussion

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

**Recommendation 1.16 – Establish a downtown association.**

*Reference page 47, downtown association.*

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

*To what extent would this recommendation help to make downtown...*

| <b>A Vibrant Mixed-Use Area</b> | <b>Distinct &amp; Magnetic</b> | <b>Environmentally Sustainable</b> | <b>Navigable &amp; Safe</b> | <b>Supportive of Business</b> |
|---------------------------------|--------------------------------|------------------------------------|-----------------------------|-------------------------------|
| 4.29                            | 3.64                           | 3.00                               | 2.83                        | 4.86                          |

CAC Discussion

- This type of work would fit naturally under the Chamber umbrella.
- Downtown activation will be unsuccessful if solely championed by the City. This type of organization could be exceptionally helpful in organizing/empowering downtown business owners.

**DOWNTOWN UPDATES**

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

**WRAP UP, LOOSE ENDS, PREVIEW OF NEXT MEETING**

Members described this meeting’s discussion as productive and shared that they found the electronic scoring tool useful. They asked Quin to create a non-electronic option for the next meeting. Quin agreed.

Vice Chair Sacco previewed the March CAC meeting, sharing that the group would finish scoring the Civilis recommendations before moving onto the first set of Sustainable City Year Program recommendations.

**ADJOURNMENT**

Meeting adjourned at 7:48pm.

Respectfully submitted,  
Quin Brunner  
Policy Analyst

| #    | Recommendation  | Reference                                     | CAC Review Date(s) | A Vibrant Mixed-Use Area | Distinct & Magnetic | Env. Sustainable | Navigable & Safe | Supportive of Business | Notes  |
|------|---|---|--------------------|--------------------------|---------------------|------------------|------------------|------------------------|--|
| 1.1  | Pursue adaptive reuse projects.   | Civilis; page 39, adaptive reuse              | 2/4/2026           | 4.33                     | 3.57                | 4.06             | 3.5              | 4.25                   | <ul style="list-style-type: none"> <li>The effectiveness of this strategy is largely execution-based. For this to contribute to downtown revitalization, it needs to be done at a high level and at the right sites.</li> <li>This recommendation would be more complete if it included “when appropriate to enhance or achieve other goals.” Adaptive reuse may be the right strategy in some instances, but that will only be clear in the context of a full district plan. Ensure adaptive reuse is the most effective strategy in each instance.</li> <li>The City is unlikely to be the owner of these projects. To facilitate adaptive reuse, the City may need to update the code to make the process easier/more affordable.</li> <li>Creating specific programs for small businesses, both education and incentives, may help facilitate private realization of adaptive reuse opportunities.</li> </ul>  |
| 1.2  | Pursue site intensification projects.   | Civilis; pages 39-40, site intensification    | 2/4/2026           | 4.19                     | 3.38                | 3.69             | 4                | 4.25                   | <ul style="list-style-type: none"> <li>Adding density downtown is critical and site intensification is one of the best strategies for accomplishing this.</li> <li>Multiple members shared that they support this strategy, so long as we leave enough parking.</li> <li>Finding a better example diagram may help to better illustrate this strategy.</li> </ul>  |
| 1.3  | Pursue a focal point project on the corner of Tualatin-Sherwood Road and Boones Ferry Road.   | Civilis; page 40, focal point project         | 2/4/2026           | 3.8                      | 4.27                | 3.85             | 3.56             | 3.88                   | <ul style="list-style-type: none"> <li>Perhaps just as important as what we build is what goes into it. Multiple members stressed that it would be damaging to create a building with vacant retail space.</li> <li>A focal point project is a good idea, but it is premature to set a location. It will be easier to consider the location question in relation to other elements, in the context of a district design plan.</li> <li>We have to use caution when deliberating about projects on private property. We have limited influence over what gets done on this particular site.</li> <li>While supportive of adding height for a focal point project, tall buildings on every parcel could obstruct the sun at the lake.</li> <li>Density and height are important for enabling multi-family housing developments to pencil. Vertical housing tax credits are a proven model.</li> <li>Prioritizing housing density in downtown, before other projects, would feed commercial development as new residents patronize businesses in the district.</li> <li>A focal point project established an identity/symbol for downtown.</li> <li>Do not ignore the potential uses on the rooftops of tall buildings. Particularly with the views of Hood over the lake to the east.</li> </ul> |
| 1.4  | Pursue double-sided border density on the west edge of the WES line.  | Civilis; page 41, double-sided border density | 2/4/2026           | 3.93                     | 3.36                | 3.6              | 3.36             | 3.47                   | <ul style="list-style-type: none"> <li>Double-sided border density is important throughout downtown. There also need for areas for interaction/gathering mingled throughout.</li> <li>This specific site is not optimal. The railroad tracks prevent whatever is built on the other side from intuitively linking with downtown, without other intervention.</li> </ul>  |
| 1.5  | Pursue double-sided border density on the north edge of Boones Ferry Road, abutting the Riverfront Park.  | Civilis; page 41, double-sided border density | 2/4/2026           | 3.87                     | 3.87                | 3.47             | 3.64             | 4.07                   | <ul style="list-style-type: none"> <li>This site is the opportunity to create something distinct, a gateway to Tualatin.</li> <li>There were some serious questions about buildability on this site.</li> <li>Congestion on Boones Ferry Road is already bad. This may impact access to structures on this site. We should also avoid contributing to congestion without improving traffic flow.</li> <li>There was a mention of needing better pedestrian connections at this corner.</li> <li>There could be an activity or attraction at this corner.</li> </ul>  |
| 1.6  | Assuming the first floor of a new building is elevated to address the floodplain, develop design standards requiring sidewalk-level activation. | Civilis; pages 42-43, floodplain              | 2/4/2026           | 4.38                     | 4.25                | 4                | 3.94             | 4.19                   | <ul style="list-style-type: none"> <li>There are lots of creative ways to address the floodplain without building on stilts. The public library, for example, was designed to be sealed in the event of a high-water event.</li> <li>Active ground floor uses with tuck-under parking are a well-established model. With these, it is important to make garage entrances look nice.</li> </ul>   |
| 1.7  | Add eco park features to the Lake at the Commons.   | Civilis; page 43, eco park / flood mitigation |                    |                          |                     |                  |                  |                        | SKIPPED 2/4/2026   |
| 1.8  | Convert the Lake at the Commons into a natural water feature.   | Civilis; page 43, eco park / flood mitigation |                    |                          |                     |                  |                  |                        | SKIPPED 2/4/2026   |
| 1.9  | Construct a pedestrian bridge over the Lake at the Commons.   | Civilis; pages 44-45, bridges                 |                    |                          |                     |                  |                  |                        | SKIPPED 2/4/2026   |
| 1.10 | Reduce the Lake at the Commons to a water feature.  | Civilis; page 45, water feature               |                    |                          |                     |                  |                  |                        | SKIPPED 2/4/2026   |
| 1.11 | Connect the Tualatin River Greenway Trail through downtown.   | Civilis; page 44, greenway connection         | 2/4/2026           | 4.38                     | 4.31                | 3.92             | 4.38             | 4.46                   | <ul style="list-style-type: none"> <li>This is an incredible and high impact concept.</li> <li>One member shared that it reminded them of the beltline in Atlanta.</li> <li>Safety crossing Boones Ferry Road will be make-or-break for this concept.</li> <li>Events like a fun run could help to activate the newly completed trail.</li> </ul>  |

|      |   |   |          |      |      |      |      |      |  |
|------|---|---|----------|------|------|------|------|------|--|
| 1.12 | Add north-south streets on the east side of the lake.                   | Civilis; page 44, eastside lack of n/s streets      | 2/4/2026 | 3.87 | 3.13 | 3.33 | 3.73 | 4    | <ul style="list-style-type: none"> <li>•It is not currently intuitive to move around downtown. A gridded system helps circulation and offers a sense of scale for pedestrians.</li> <li>•Adding north-south streets would not fix peak hour congestion</li> <li>•This system is too specific; we should be considering traffic/pedestrian movement throughout the district in aggregate.</li> <li>•Creating clear pedestrian corridors, potentially in lieu of streets, was raised as a possible alternative.</li> <li>•It is important to consider a sense of scale when thinking about connectivity and that smaller blocks are more comfortable for pedestrian activity.</li> </ul> |
| 1.13 | Use distinctive signage and sculptures to make parking easy to find.    | Civilis; pages 45-46, current parking               | 2/4/2026 | 4.38 | 4.5  | 3.67 | 4.5  | 4.31 | <ul style="list-style-type: none"> <li>•This is consistent with one of the CCIO recommendations from the October 29, 2025 CAC meeting.</li> <li>•There is an opportunity to showcase Tualatin's diversity through these art pieces.</li> </ul>   |
| 1.14 | Use sidewalk paint to improve wayfinding from parking lots to the lake. | Civilis; pages 45-46, current parking               | 2/4/2026 | 4.71 | 4.53 | 4.31 | 4.8  | 4.64 | <ul style="list-style-type: none"> <li>•This recommendation could be expanded to include painted trails and wayfinding, for things beyond parking and the lake.</li> <li>•The process of coming together to create these, community paint days, can be exceptionally fun.</li> </ul>   |
| 1.15 | Centralize parking management to become a park once district.           | Civilis; pages 46-47, becoming a park once district | 2/4/2026 | 4.23 | 3.75 | 4.23 | 4.23 | 4.38 | <ul style="list-style-type: none"> <li>•Downtown feels very spread out and there is not a unified walking network. For downtown to be a park once district, pedestrian movement throughout the district needs improvement.</li> <li>•Making walking in downtown more enjoyable/interesting would also significantly contribute to this goal.</li> <li>•Foot traffic is important to small businesses.</li> <li>•We should strive to find a balance between too much parking and parking for businesses.</li> <li>•Some concern was raised about big events like the Pumpkin Regatta and where attendees will park.</li> </ul>  |
| 1.16 | Establish a downtown association.                                       | Civilis; page 47, downtown association              | 2/4/2026 | 4.29 | 3.64 | 3    | 2.83 | 4.86 | <ul style="list-style-type: none"> <li>•This type of work would fit naturally under the Chamber umbrella.</li> <li>•Downtown activation will be unsuccessful if solely championed by the City. This type of organization could be exceptionally helpful in organizing/empowering downtown business owners.</li> </ul>  |

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

*Notes from Quin:*

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

---

**Recommendation 2.1 – Create and distribute a Tualatin one-pager.**

*Reference pages 18-19; 48.*

Telling the story of Tualatin through a visually appealing and widely circulated flyer helps to cultivate a shared identity among existing community members, and attract prospective residents, business owners, and entrepreneurs. OCG prepared an example (Appendix A, pp48). The City already maintains a [City Profile](#), which serves a similar purpose but is not widely distributed.

**Recommendation 2.2 – Create a digital roadmap highlighting Tualatin's key attractions.**

*Reference pages 18-19; 49.*

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

**Recommendation 2.3 – Revamp the City's website.**

*Reference page 30.*

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

**Recommendation 2.4 – Conduct targeted marketing campaigns, aimed at attracting visitors.**

*Reference pages 30-31.*

Targeted marketing involves identifying a specific audience and producing tailored messaging with them in mind. OCG prepared an example *persona*, the Smith family, which they invoked throughout the report to show how specific actions would appeal to their imagined audience. This is something we could do by reliably producing content showcasing Tualatin's attractions, particularly local businesses, and partnering with larger, interest-based accounts to share it more widely. [@tualatinvalley](#) does this well.

**Recommendation 2.5 – Host an annual Winter Fest.**

*Reference pages 20-22.*

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

**Recommendation 2.6 – Host biweekly Movie Nights at the Commons.**

*Reference pages 23-25.*

Regular summer movie nights provide a predictable and low-cost opportunity to gather. OCG identifies theme-nights as a strategy to attract different audiences, partnerships with local businesses to encourage patronage, and the addition of food carts / vendors to enhance the experience.

**Recommendation 2.7 – Organize monthly Lake Nights throughout the summer.**

*Reference pages 32-35.*

A monthly festival aimed at bringing residents and visitors together on the Commons. Programming proposed by OCG includes concerts, pop-up food carts, a maker village, and a ‘water glow parade’ which encourages attendees to float lanterns and paper art on the Lake.

**Recommendation 2.8 – Establish a weekly Farmers’ Market.**

*Reference pages 36-39.*

Increasing the frequency of Tualatin’s farmers’ market is essential to generating a regular user base. OCG proposers some potential locations, best practices, and startup strategies to support the creation of a weekly farmers’ market.

**Recommendation 2.9 – Establish a downtown business association.**

*Reference page 26.*

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

FALL 2025

TUALATIN

OREGON CONSULTING GROUP  
LUNDQUIST COLLEGE OF BUSINESS

# Reimagining Tualatin: Downtown Market Study

**Aarav Shah, Caroline Nielson, Dayton Walker, Karen Pace,  
Parker Daniels, Alex Velikan**

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## **Acknowledgments**

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

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## About SCI

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

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

1. Our Sustainable City Year Program (SCYP), a massively scaled university-community partnership program that matches the resources of the University with one Oregon community each year to help advance that community's sustainability goals; and

2. Our Urbanism Next Center, which focuses on how autonomous vehicles, e-commerce, and the sharing economy will impact the form and function of cities.

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

## About SCYP

The Sustainable City Year Program (SCYP) is a yearlong partnership between SCI and a partner in Oregon, in which students and faculty in courses from across the university collaborate with a public entity on sustainability and livability projects. SCYP faculty and students work in collaboration with staff from the partner agency through a variety of studio projects and service-learning courses to provide students with real-world projects to investigate. Students bring energy, enthusiasm, and innovative approaches

to difficult, persistent problems. SCYP's primary value derives from collaborations that result in on-the-ground impact and expanded conversations for a community ready to transition to a more sustainable and livable future.

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

## **About City of Tualatin**

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

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

Tualatin's residents enjoy over 200 acres of public parks and riverfront spaces, top-rated schools through the Tigard-Tualatin School District, and one of

Oregon's premier shopping destinations—Bridgeport Village. The city is also rich in recreational and cultural offerings, including the famed Giant Pumpkin Regatta.

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



## **Course Participants**

### **OREGON CONSULTING GROUP TEAM UNDERGRADUATE STUDENTS**



**Aarav Shah**  
Strategy Consultant



**Caroline Nielson**  
Strategy Consultant



**Dayton Walker**  
Project Lead



**Karen Pace**  
Strategy Consultant



**Parker Daniels**  
Strategy Consultant



**Alex Velikan**  
Senior Manager

## **Course Description**



### **OREGON CONSULTING GROUP (OCG)**

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

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

## **Executive Summary**

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

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

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

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

# Project Background



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



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

# Background Research

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



|                             |                                |                                      |
|-----------------------------|--------------------------------|--------------------------------------|
|                             |                                |                                      |
| <b>28,036</b><br>Population | <b>8.40</b><br>Square<br>Miles | <b>0.29%</b><br>Employment<br>Growth |

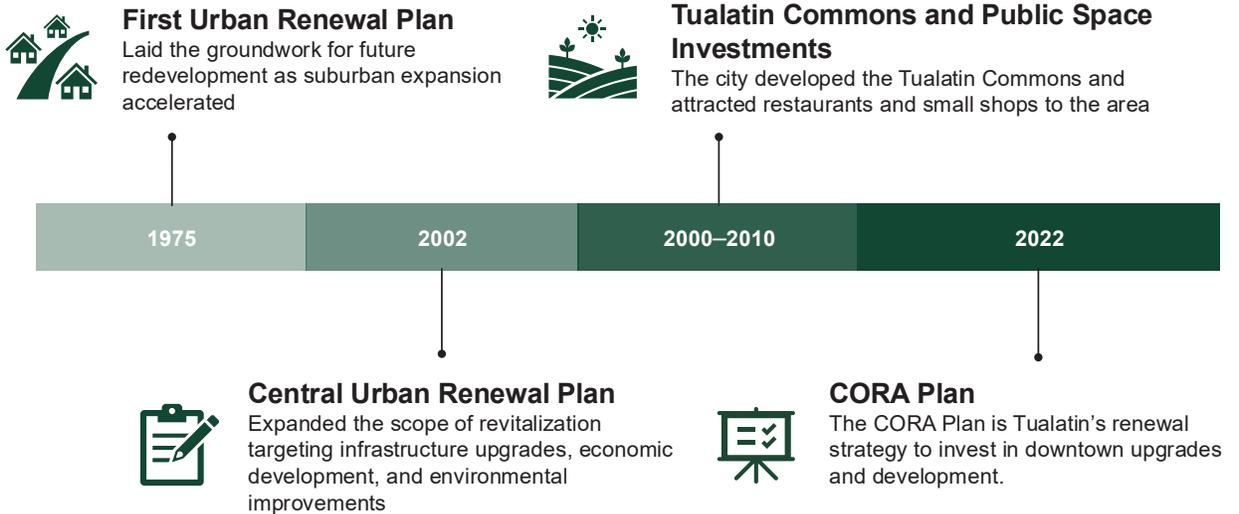
### Location

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

### Attractions

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

## TUALATIN'S LONG HISTORY OF REINVESTMENT



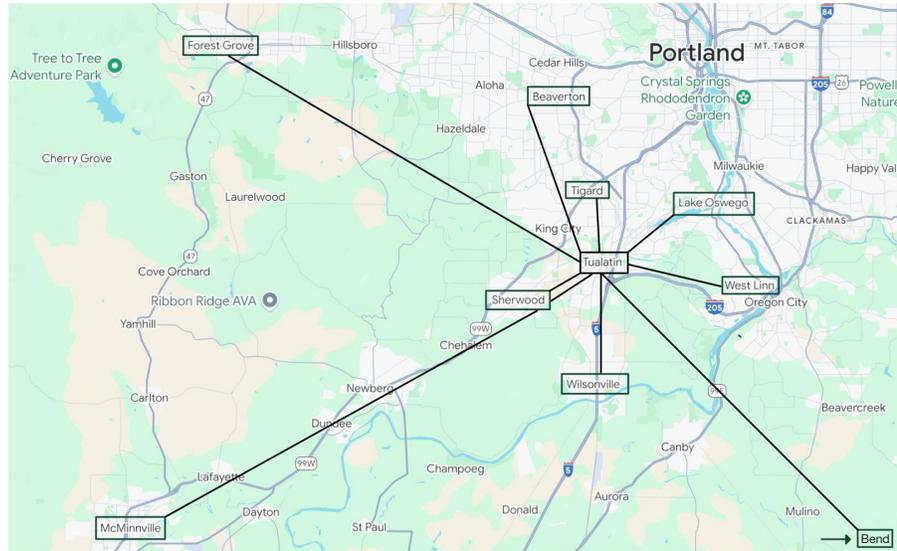
# Situational Analysis

## REGIONAL INTERVIEWS REVEAL WHAT ACTUALLY MAKES SMALL DOWNTOWNS WORK

**9**  
Comparable Cities

**100+**  
Professionals Contacted

**550+**  
Minutes of Interviews



## SUCCESSFUL PEER CITIES LEVERAGE STRONG EVENTS, PARTNERSHIPS, AND BRANDING



### Partnership

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



### Multi-Channel Promotion

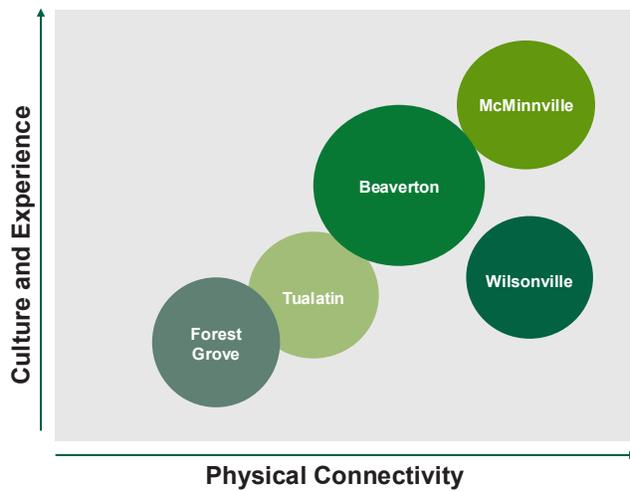
- ▶ Variety of events and activities for all ages
- ▶ Uses AI and surveys to **measure impact** and visitor flow.



### Community Involvement

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

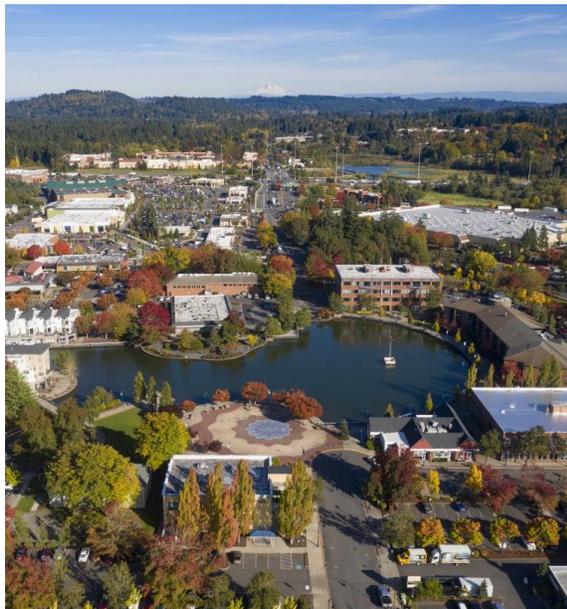
**TUALATIN TRAILS PEERS ON PHYSICAL CONNECTIVITY, CULTURE, AND EXPERIENCE**



**Variable Key**

- Physical Connectivity**
- ▶ Infrastructure
  - ▶ Community Space
  - ▶ Business Cluster
- Culture and Experience**
- ▶ Events
  - ▶ Niche Draws
  - ▶ Cohesive Brand Image

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



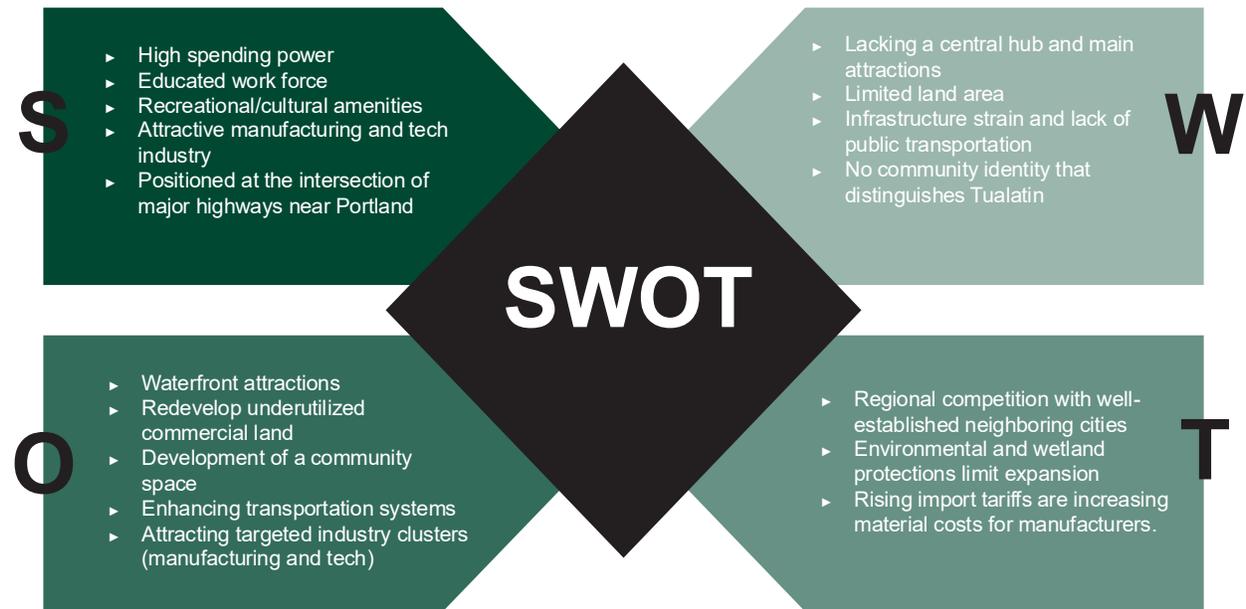
**What is Working**

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

**Challenges**

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

## **SWOT Analysis**



# Target Market

## TUALATIN SHOULD TARGET TOURISM FROM FAMILIES



### Tualatin is great for families who want:

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



### Demographic

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



### Location

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



### Marketing

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

## THE SMITH FAMILY REPRESENTS OUR TARGET DAY-TRIP VISITOR

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

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



### What The Smith's looks for in a city:

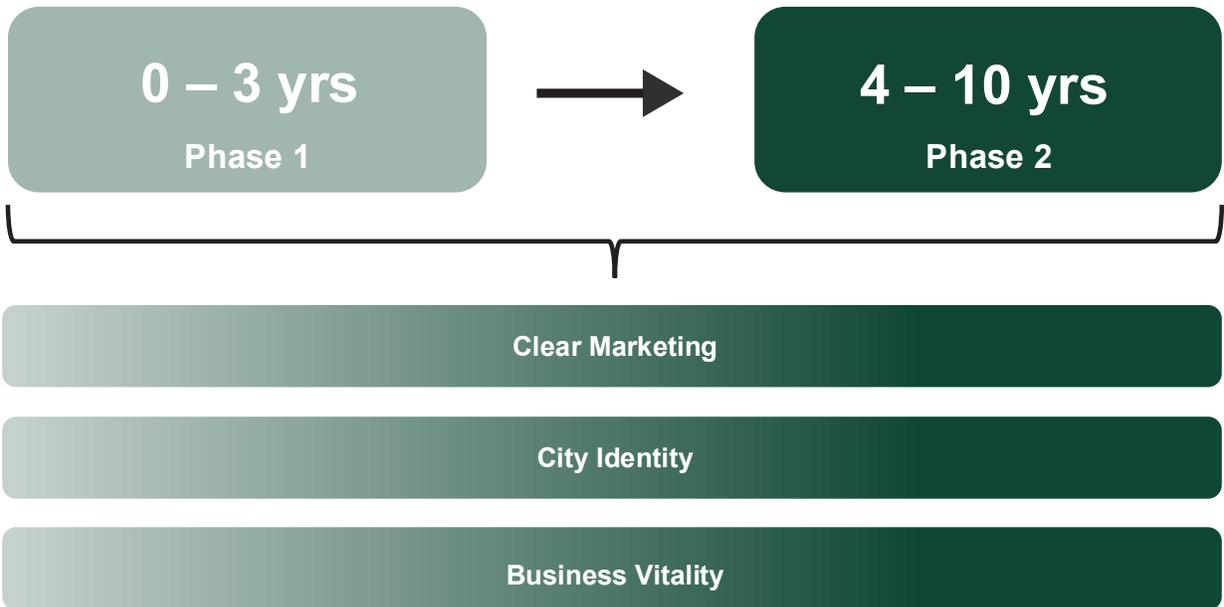
- 1** **Scenic spots** that are easy to photograph and share on social media.
- 2** **Good food options** and a kid-friendly environment within walking distance.
- 3** **An event** so the group can easily fill an afternoon and evening.

# Marketing Plan Overview

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



## PHASING: OUR PLAN LETS TUALATIN START SMALL AND SCALE SMART



# **Phase 1**

**Targeted Events And Marketing  
To Grow Foot Traffic**

## **Phase 1 Overview**

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

### **What?**

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

### **How?**

#### **Create Baseline**

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

#### **Bring In Visitors**

**Marketing:** +50% downtown digital engagement

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

**Business Vitality:** \$50k in grants/sponsorships

# Marketing Materials

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

## DELIVERING QUICK FACTS ABOUT TUALATIN IN A ONE-PAGER

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

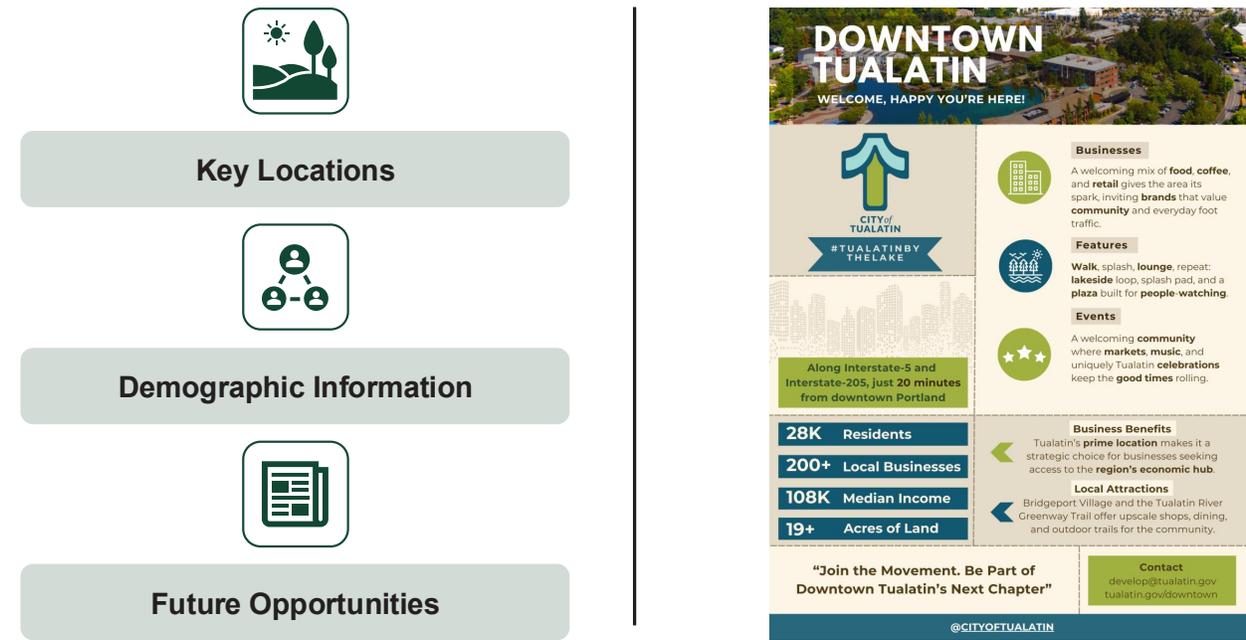


FIG. 1

[One-pager describing Tualatin's attributes.](#)

Image credit: OCG

## LAUNCH A DIGITAL ROADMAP TO DRIVE VISITOR TRAFFIC

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

**SPEND A DAY IN TUALATIN**  
Stay Connected: @cityoftualatin

**Nature & River Adventure**

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

**Lakeside & Leisure**

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

**Explore & Discover**

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

**Events**

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

"Build fun, practical guides, like an itinerary, to help customers easily plan a day around your attractions."  
– **Nick Light, Marketing Professor**

**Visitor Roadmap**

- ▶ Enhances customer experience
- ▶ Drives organic engagement
- ▶ Increases time spent in the city
- ▶ Discover new destinations

**FIG. 2**  
[Flyer with information about activities happening in Tualatin.](#)  
Image credit: OCG

**THE SMITH FAMILY IS EXCITED ABOUT PHASE 1 MARKETING MATERIALS**

**Easy Navigation**  
Maya appreciates a source for **quick facts** and information about the city

**Customizable Day Plan**  
Maya likes that the roadmap has **options** that allow her to customize her day

**Stress-Free Decision Making**  
Maya is excited that these materials **eliminate online search fatigue** and offer clear information

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

## City Identity Events: Winter Fest

# Tualatin Winter Fest



### Event Description

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

### Timing & Locations

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

### LOGISTICAL INFORMATION



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

Kick off the holiday season at the  
Tualatin Commons!

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



### WHAT HAPPENS AT THE WINTER FEST?



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

Tree Lighting and Raffle



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

Holiday Treats



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

Live Music and Dance

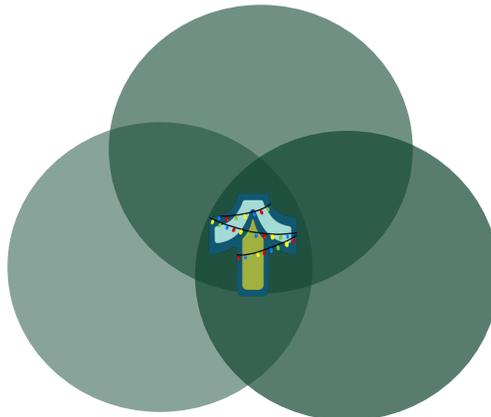
### WINTER FEST STRENGTHENS PARTNERSHIPS

#### Local Businesses & Property Owners

- ▶ Downtown businesses
- ▶ Sponsors & Community Organizations

#### City & Public Partners

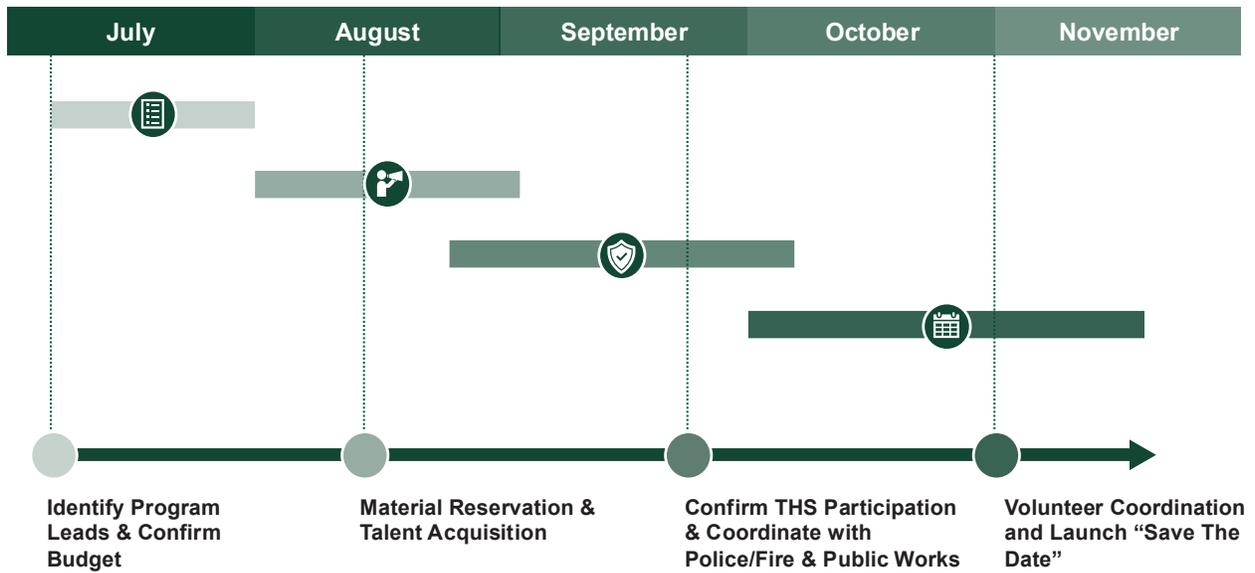
- ▶ Parks & Recreation
- ▶ Public Works
- ▶ Police & Fire
- ▶ Library / Arts & Culture



#### Students, Volunteers, & Artists

- ▶ Tualatin High School
- ▶ Local Band
- ▶ Community Volunteers

**TIMELINE FOR THE WINTER FEST EVENT**

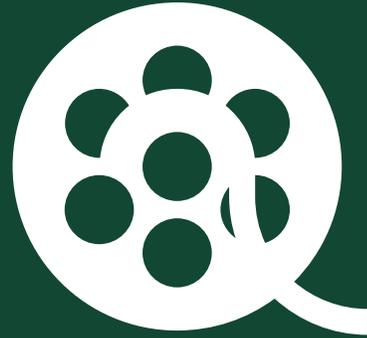


**WINTER FEST IS FINANCIALLY FEASIBLE WITH RENTALS AND REVENUE**

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

# City Identity Events: Tualatin Movie Night

## Tualatin Movie Night



### Event Description

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

### Timing & Locations

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

### THE CITY OF TUALATIN NEEDS A MOVIE NIGHT



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



Community Building

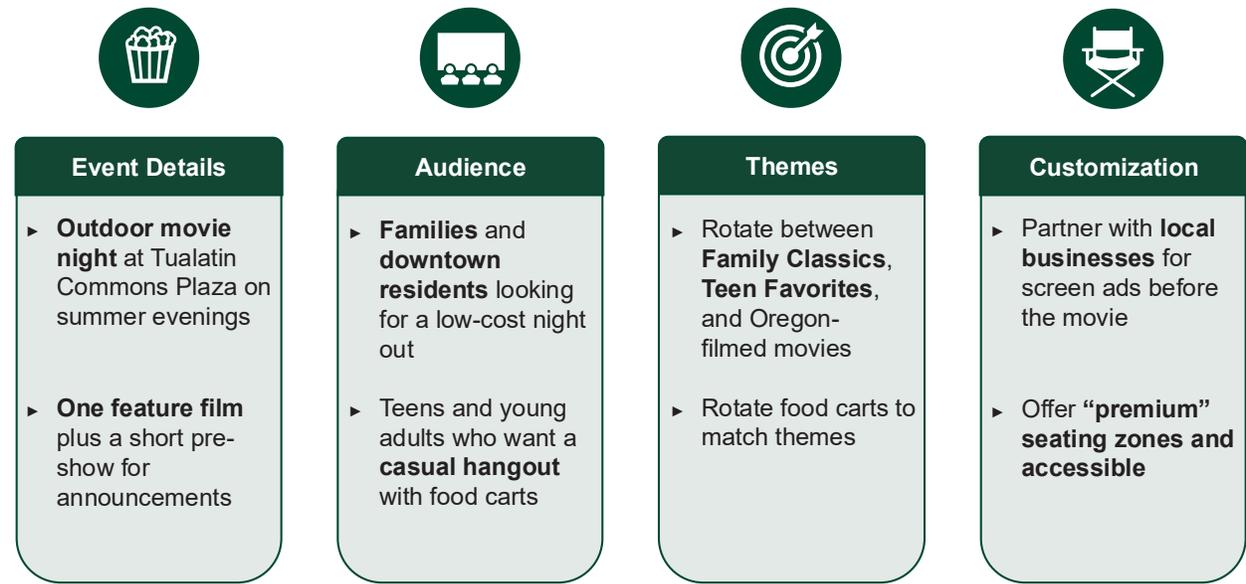


Economic Impact

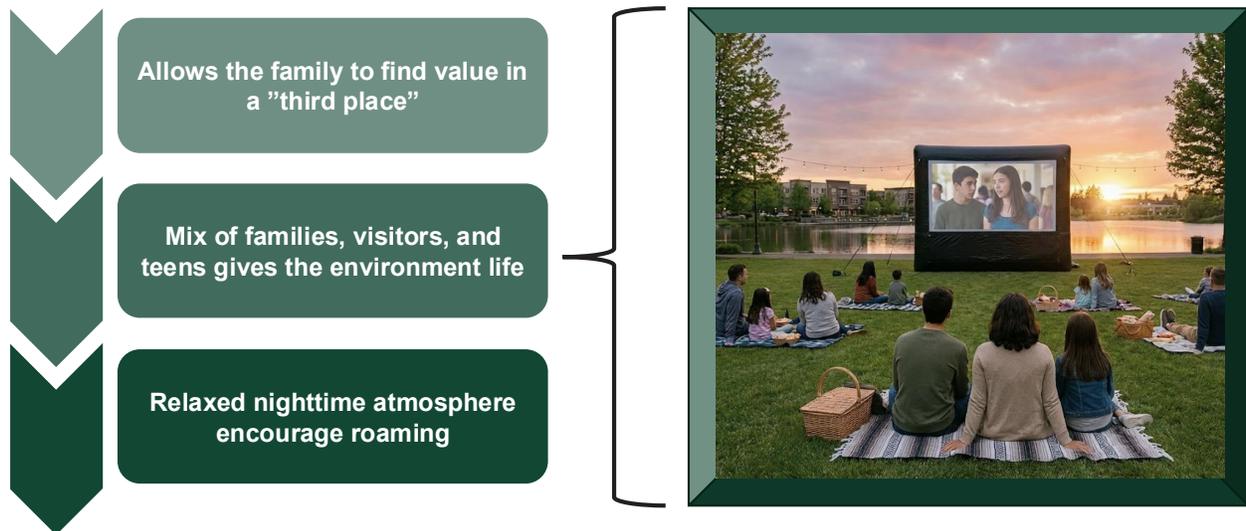


Placemaking

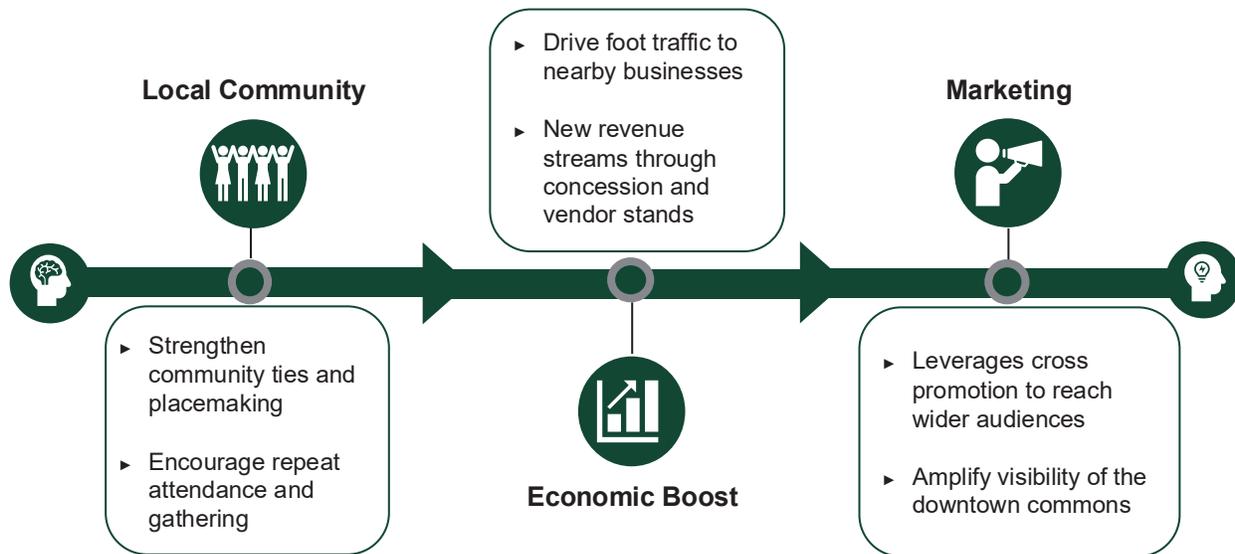
**TUALATIN'S MOVIE NIGHT IS FOR EVERYONE**



**THE SMITH FAMILY LOVES THE TUALATIN MOVIE NIGHT**



**MOVIE NIGHT DEEPENS COMMUNITY TIES AND ACTIVATES NEARBY BUSINESSES**



**MOVIE NIGHT DELIVERS STRONG IMPACT AT A RELATIVELY LOW EVENT COST**

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

# Business Vitality: Funding a Strategy for Growth

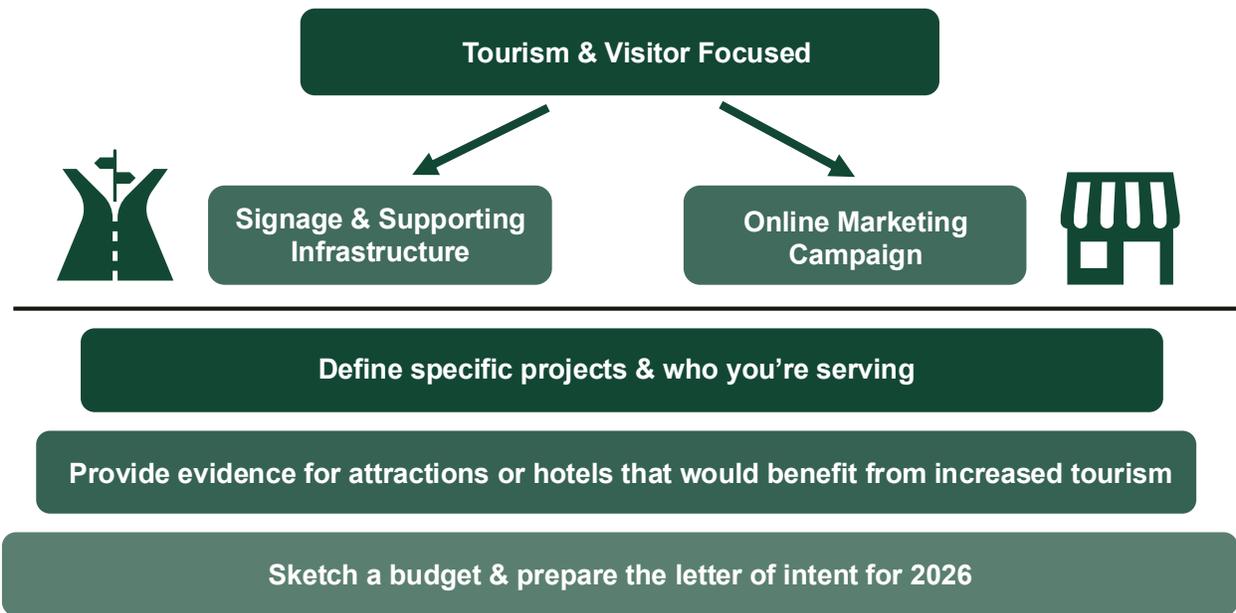
## IMPLEMENTING A BUSINESS ASSOCIATION HAS MANY BENEFITS

|  |  |
|--|--|
| <p><b>Build Business To City Communication</b></p> <div style="display: flex; justify-content: space-around; align-items: center;"> <div style="text-align: center;">  <p>Voice Concerns</p> </div> <div style="text-align: center;">  <p>Communicate Events</p> </div> </div> | <p><b>Promote As Business / Tourist Destination</b></p> <div style="text-align: center;">  <p>Run Cohesive Ads</p> </div> |
| <p><b>Better Access To Grants</b></p> <div style="text-align: center;">  <p>Workshops &amp; Application Assistance</p> </div>   | <p><b>Improve Business Retention</b></p> <div style="text-align: center;">  <p>Develop Support System</p> </div>          |

## TUALATIN CAN TARGET MANY GRANTS FOR DEVELOPMENT

|   |  |  |
|---|--|--|
|  | <p><b>Oregon Parks &amp; Rec</b></p>     | <ul style="list-style-type: none"> <li>▶ Grants for <b>Tualatin River Greenway, Nyberg Trail</b>, and <b>riverfront</b> habitat projects</li> </ul>      |
|  | <p><b>Oregon Main Street Program</b></p> | <ul style="list-style-type: none"> <li>▶ <b>Largest</b> downtown grant available in <b>Oregon</b></li> <li>▶ Grants up to <b>\$400k</b></li> </ul>       |
|  | <p><b>Explore Tualatin Valley</b></p>    | <ul style="list-style-type: none"> <li>▶ Easy to win, highly <b>aligned</b> with <b>riverfront &amp; downtown identity</b> project</li> </ul>            |
|  | <p><b>RAISE Grants (USDOT)</b></p>       | <ul style="list-style-type: none"> <li>▶ Grants (typically <b>5M to 25M</b>) for <b>infrastructure</b> and <b>streetscape</b> work</li> </ul>            |
|  | <p><b>Travel Oregon Grants</b></p>       | <ul style="list-style-type: none"> <li>▶ Grants for <b>tourism-driven</b> downtown events, <b>signage</b>, and <b>experience</b> enhancements</li> </ul> |

**TUALATIN CAN TARGET THE TRAVEL OREGON GRANT**



# **Phase 2**

**Strengthening and Activating  
Downtown Businesses**

## **Phase 2 Overview**

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

### **What?**

Grow the **active downtown business ecosystem**

### **How?**

#### **Share Findings**

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

#### **Attract Businesses**

##### **City Identity:**

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

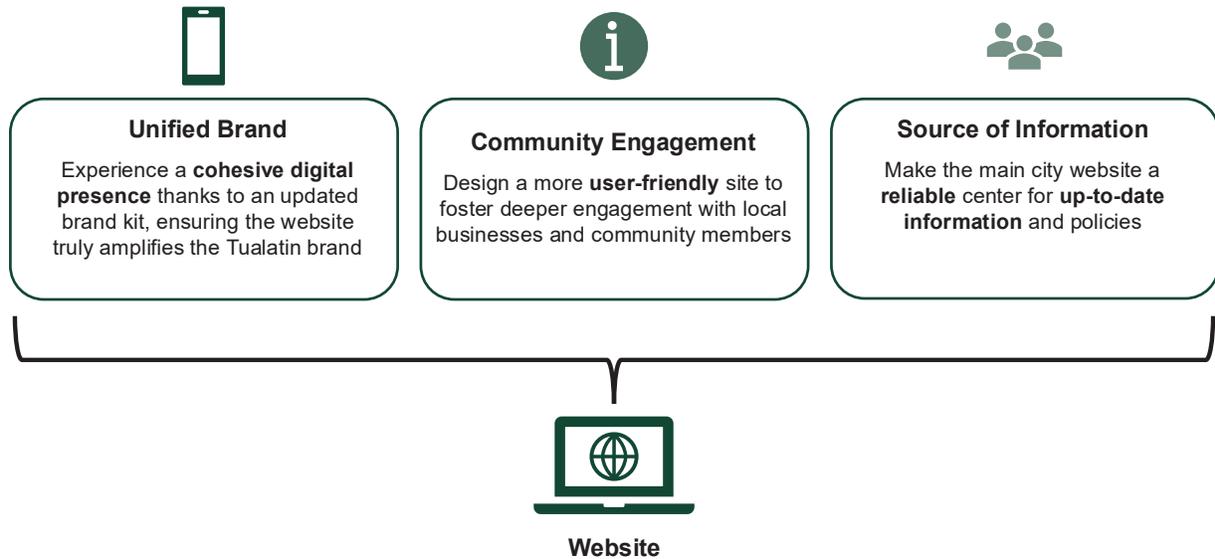
##### **Business Vitality:**

Average Downtown Business Score  $\geq 6.0$

# Marketing Campaigns

## DIGITAL LAUNCH FOR AN ENHANCED USER EXPERIENCE

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



## TARGETED CAMPAIGNS INCREASE CONTENT-DRIVEN ENGAGEMENT

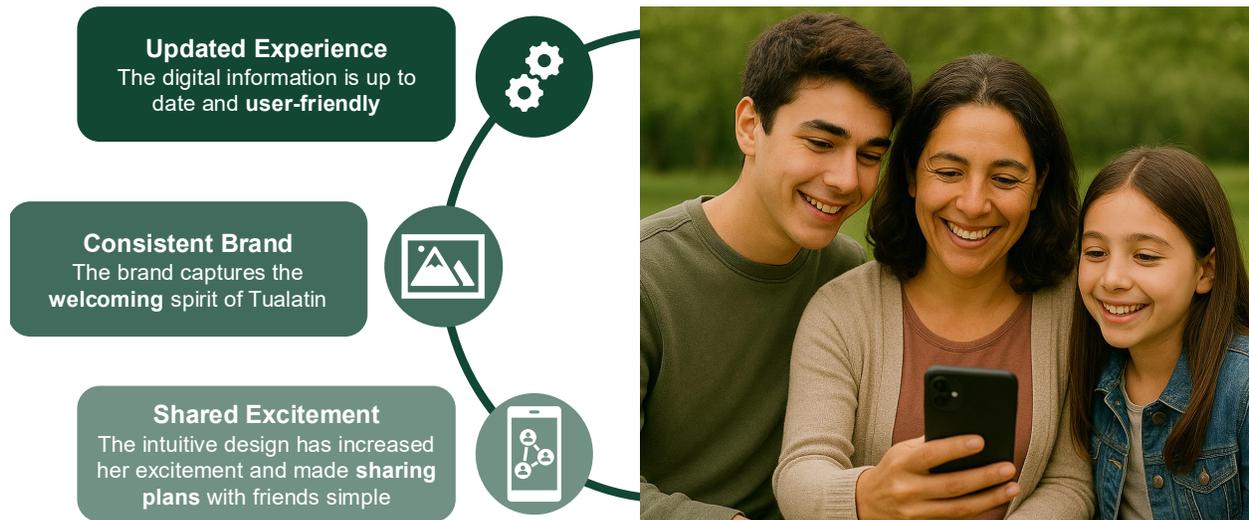


- 1 Targeted Campaigns**  
Segment outreach with specific **calls-to-action** to reach distinct audiences and drive measurable results
- 2 Authentic Storytelling**  
Utilize the brand and site to showcase high-quality, **authentic stories** and media that amplify the Tualatin identity
- 3 Partnership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

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

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

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



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

# City Identity Events: Lake Nights at Tualatin

## Lake Nights at Tualatin



### Event Description

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

### Timing & Locations

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

### TUALATIN LAKE NIGHTS WILL CATER TO ALL AUDIENCES



**Live Local Artists:** Rotating lineup of Oregon musicians/performers



**Pop-Up Food Court:** Rotating local food trucks and microbreweries



**Water Glow Parade:** Lanterns and paper art to place on the water



**Maker Village:** Local artisans to showcase and sell their goods

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

## WHAT DOES LAKE NIGHTS OFFER ITS AUDIENCES



### **Young Adults**

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



### **Local Residents**

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



### **Regional Visitors**

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



### **Business Owners**

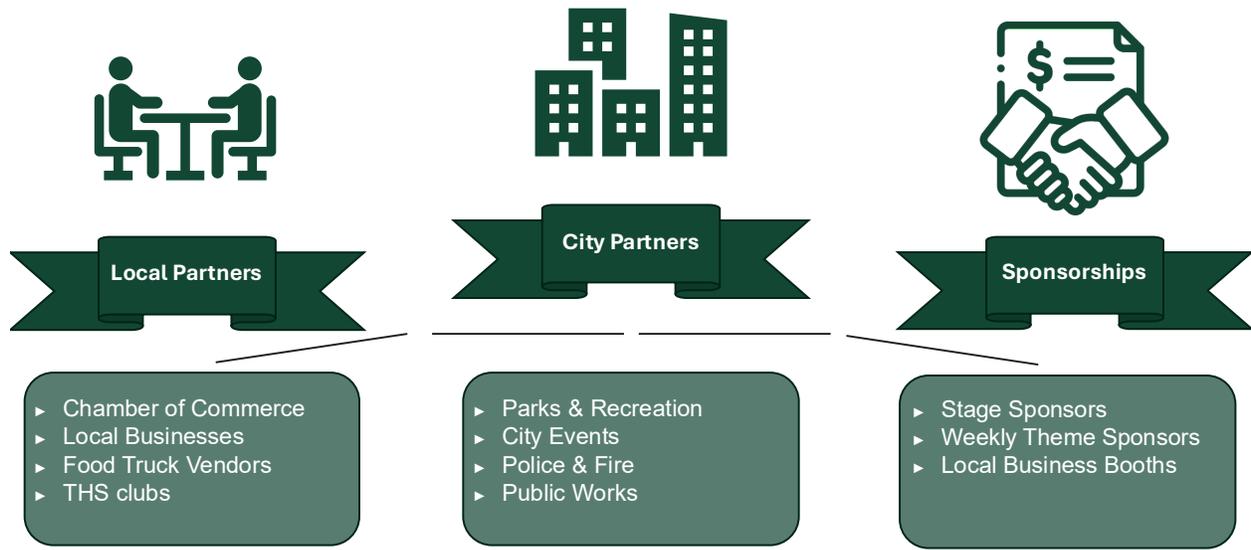
Prospective business owners are attracted to signs of economic vitality and opportunities for visibility. Demonstrating strong turnout and diverse audiences the series becomes a showcase of Tualatin's potential.



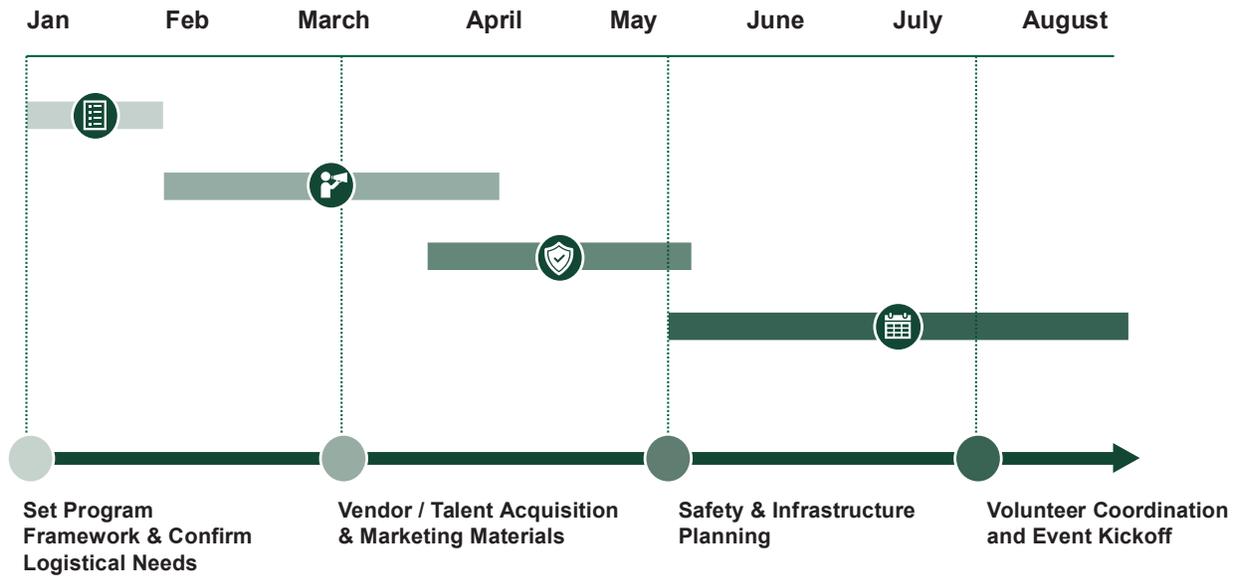
### **Families With Kids**

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

**PARTNERSHIPS THAT WILL POWER THE LAKE NIGHTS EVENT**



**MAKING A TIMELINE FOR THE LAKE NIGHTS EVENT**



**COST ESTIMATES FOR KICKSTARTING THE LAKE NIGHT SERIES**

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

# City Identity Events: Tualatin Farmers Market

## Tualatin Farmers Market



### Event Description

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

### Timing & Locations

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

### WHY THE FARMERS MARKET?



#### Family Friendly

- ▶ Attracts larger, diverse population
- ▶ Showcases community goods



#### Consistency

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



#### Stimulated Economic Activity

- ▶ Increases downtown foot traffic
- ▶ Elevates downtown visibility

## WHAT THE TUALATIN MARKET WILL LOOK LIKE

### Where?



### Why?



Desirable Weather



Attract Dinner Crowd



Fits All Demographics



Ideal Daylight Hours

## HOW TO PREPARE LOCAL BUSINESSES FOR MARKETING



### Build Brand

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



### Product Offerings

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



### Look Open

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



**THE MARKET MUST OPERATE ON A CONSISTENT SCHEDULE**

**May - November**

|   |   |   |   |          |   |   |
|---|---|---|---|----------|---|---|
| S | M | T | W | <b>T</b> | F | S |
| S | M | T | W | <b>T</b> | F | S |
| S | M | T | W | <b>T</b> | F | S |
| S | M | T | W | <b>T</b> | F | S |

Thursday Evenings



4:00<sub>pm</sub> – 8:00<sub>pm</sub>

**TUALATIN'S MARKET NEEDS TO PRIORITIZE ATTRACTING THE RIGHT VENDORS**



**Make It Low-Risk**

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



**Target Right Vendors**

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



**Create Vendor List**

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



**Develop "Vendor Packet"**

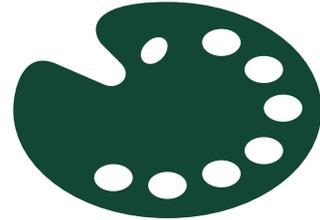
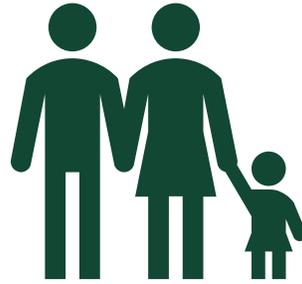
- ▶ Develop 1 pager to include amenities, fee structure, market dates, expected foot traffic



**Attract From Other Markets**

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

### TUALATIN WILL PROMOTE THROUGH CITY CHANNELS, FAMILIES, AND THEMES



#### Utilize City Channels

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

#### Target Families

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

#### Weekly Themes

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

### THE SMITH FAMILY LOVES THE TUALATIN FARMERS MARKET



Immediately notices how well defined the market is

Market becomes more than just a grocery run

Each visit feels fresh and intentional

# Business Vitality: Scoring Guide

WE WILL EFFECTIVELY SCORE EACH TARGET COMPANY

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

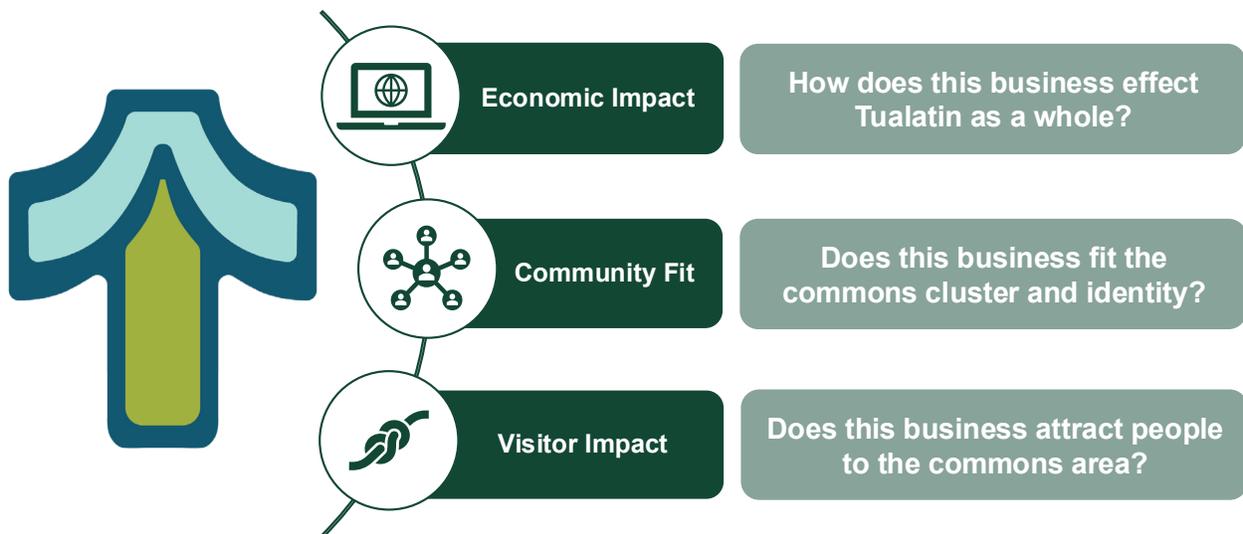
  

| Community Fit               |                      |                        |                     |                   |
|-----------------------------|----------------------|------------------------|---------------------|-------------------|
| Target Company              | Local Identity (25%) | Aesthetic Appeal (15%) | Competability (25%) | Feasibility (35%) |
| Scale Scores                | 1-10 Score           | 1-10 Score             | 1-10 Score          | 1-10 Score        |
| PotBelly                    | 4                    | 6                      | 4                   | 8                 |
| Ancestry Brewing            | 9                    | 8                      | 7                   | 6                 |
| The Matador                 | 7                    | 7                      | 7                   | 6                 |
| The Arrangement             | 8                    | 10                     | 8                   | 6                 |
| Spielmans Bagels & Creamery | 8                    | 9                      | 9                   | 7                 |
| Board & Brush Creamery      | 8                    | 7                      | 8                   | 9                 |
| Ceramic Cafe                | 7                    | 7                      | 8                   | 9                 |
| Ki Coffee                   | 8                    | 8                      | 9                   | 9                 |
| Ashwood Taps & Tr           | 8                    | 7                      | 6                   | 4                 |

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

BUSINESSES CAN BE ASSESSED USING 3 CLEAR CATEGORIES



### CATEGORY 1: ECONOMIC IMPACT



#### Job Creation 20%

- ▶ Amount of new jobs
- ▶ Salaries of new jobs



#### Spillover 40%

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



#### Stability and Growth 40%

- ▶ Is this business **sustainable?**

### CATEGORY 2: COMMUNITY FIT



#### Local Identity 25%

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

#### Aesthetic Appeal 15%

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



#### Feasibility 35%

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

#### Compatibility 25%

- ▶ Does it fit the current business cluster?



### CATEGORY 3: VISITOR IMPACT



#### Audience Appeal 50%

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



#### Flexibility 30%

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



#### Retention 20%

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

**TUALATIN NEEDS A UNIQUE CAFÉ**



**Company Overview**

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

Economic Impact  
8

Visitor Impact  
7.5

Community Fit  
6.9

Aggregate Score  
**7.4**

**ART STUDIOS ARE A DIVERSE ATTRACTION**



**Company Overview**

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

**Why An Art Studio?**



Family Friendly



Entertainment Gap

Economic Impact  
7.4

Visitor Impact  
8.2

Community Fit  
6.4

Aggregate Score  
**7.4**

# THE ARRANGEMENT

## Company Overview

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

## Why A Boutique?



Placemaking



Retail Gap

Economic Impact  
5.6

Visitor Impact  
5.3

Community Fit  
7.6

Aggregate Score  
7

## MAYA'S EXPERIENCE AT BOARD & BRUSH BRINGS HER BACK



Family Night

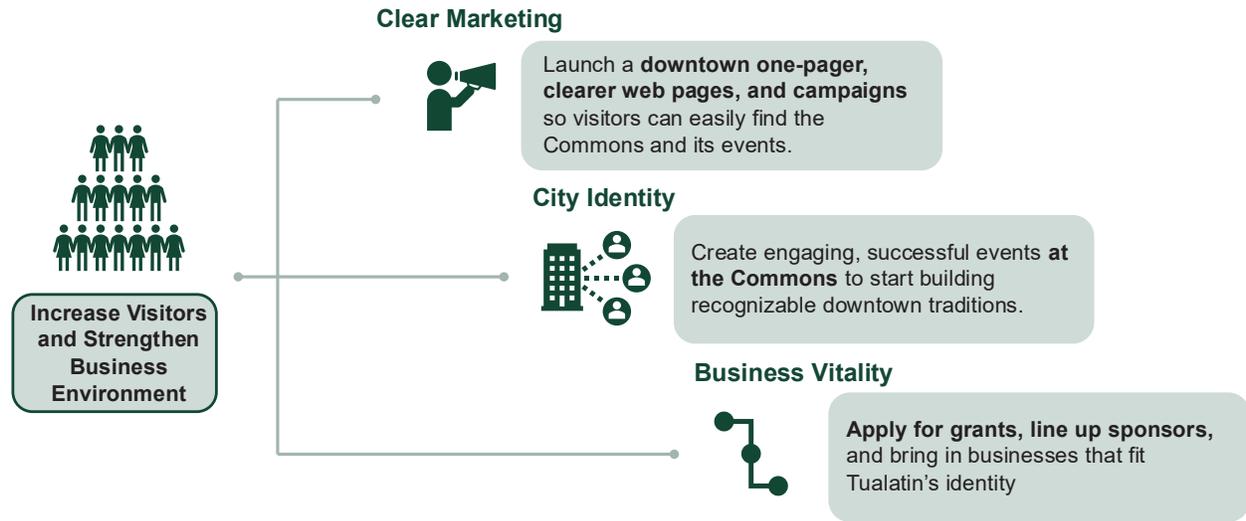


Girls Night



# Expected Outcomes

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



## THE SMITH FAMILY'S TRIP TO TUALATIN

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



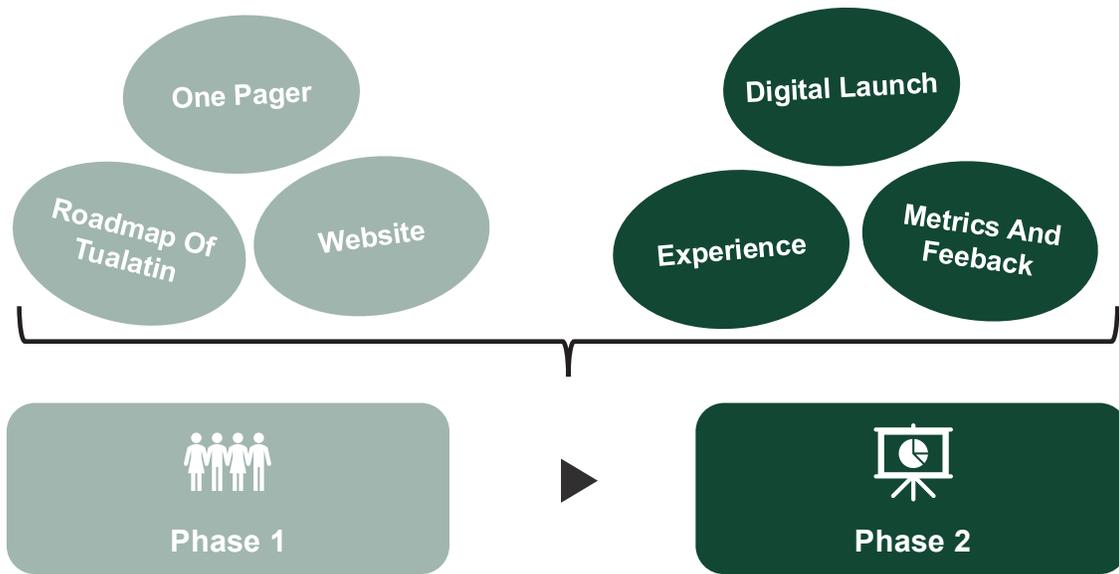
### How The Smith Family Experiences Tualatin

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

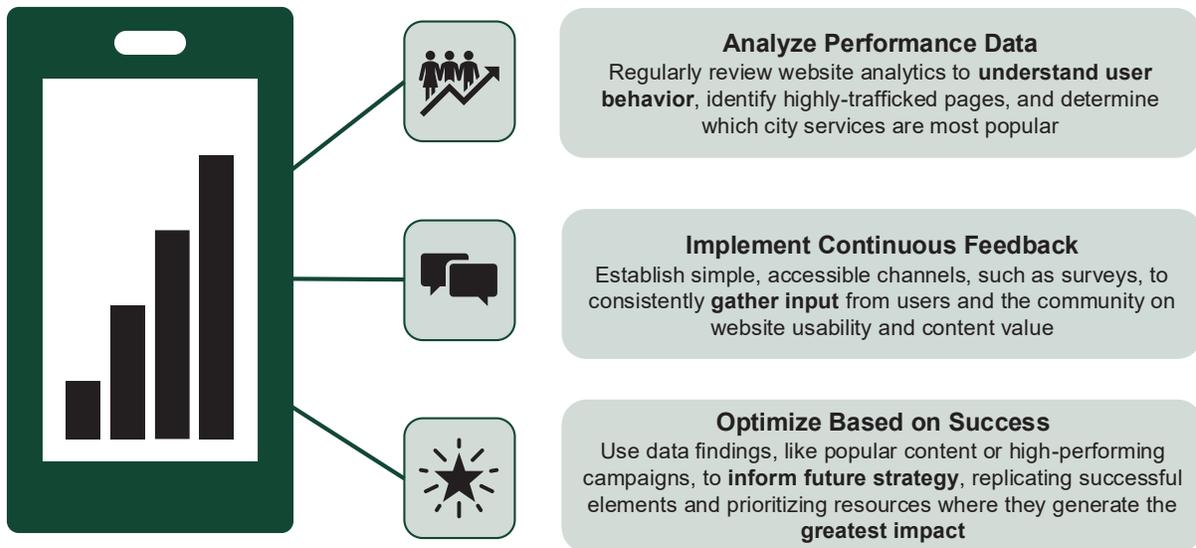
# **Appendix A**

## **Marketing**

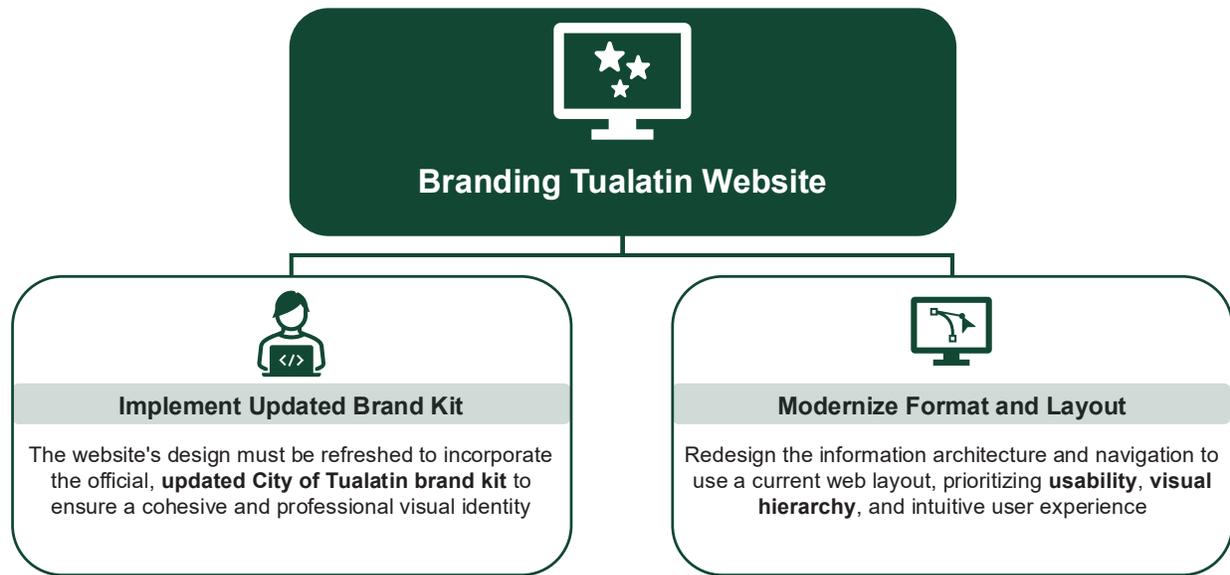
## Optimizing Marketing In Phase 2



## Using Metrics And Feedback For Improved Performance



## Advancing Tualatin’s Website Redesign



## Using AI Tools To Uplift Internal And External City Projects

**How to Utilize AI in Business**

**Gap Two: Marketing**

Successful marketing strategies often require significant time and financial investment, resources that many small businesses simply don't have. Fortunately, artificial intelligence offers a way to streamline marketing efforts, enabling businesses to optimize campaigns, generate high-quality content ideas, and even create the content itself. This makes AI a powerful, low-cost, and low-effort solution for effective marketing. According to Salesforce's Small Business Trends Report, these are among the most common uses of AI by small business owners today.

However, while AI tools can be powerful, they are not without limitations. Many business owners have discovered that AI-generated graphics can be unreliable, and in some cases, produce materials that harm brand credibility. For this reason, it's critical to use only trusted AI tools, and to understand how to use them effectively.

**Solutions: Canva Magic Media and ChatGPT Plus**

**Use Cases + Tutorial**

**Canva Magic Media** allows users to transform text prompts into professional-grade marketing assets across a wide range of formats, making it ideal for small teams needing quick, visually appealing content.

**ChatGPT Plus** can assist in generating content calendars, crafting email sequences, and refining prompts for Canva Magic Media to ensure the final output aligns with your brand vision.

**Cost and Feasibility Considerations:** Both platforms are also highly affordable. Canva Pro is priced at \$12.99 per month per user, and ChatGPT Plus is \$20 per month per user. To further reduce costs, businesses can create shared company-wide accounts, allowing multiple team members to benefit from a single subscription. Both platforms are fully intuitive to use, and numerous guides exist to help any user improve their comfortability with the software.

ocg Oregon Consulting Group 3

**AI Implementation For Optimization**

**Digital Scope**

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

**Underutilized Technology**

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

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



CITY of  
TUALATIN

#TUALATINBY  
THELAKE



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

**28K** Residents

**200+** Local Businesses

**108K** Median Income

**19+** Acres of Land



**Businesses**

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



**Features**

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



**Events**

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

**Business Benefits**

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

**Local Attractions**

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

**“Join the Movement. Be Part of  
Downtown Tualatin’s Next Chapter”**

**Contact**

develop@tualatin.gov  
tualatin.gov/downtown

@CITYOFTUALATIN

# SPEND A DAY IN TUALATIN

Stay Connected: @cityoftualatin



National Wildlife Refuge

## Nature & River Adventure

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

## Lakeside & Leisure

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



Tualatin River Commons



Bridgeport

## Explore & Discover

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

## Events

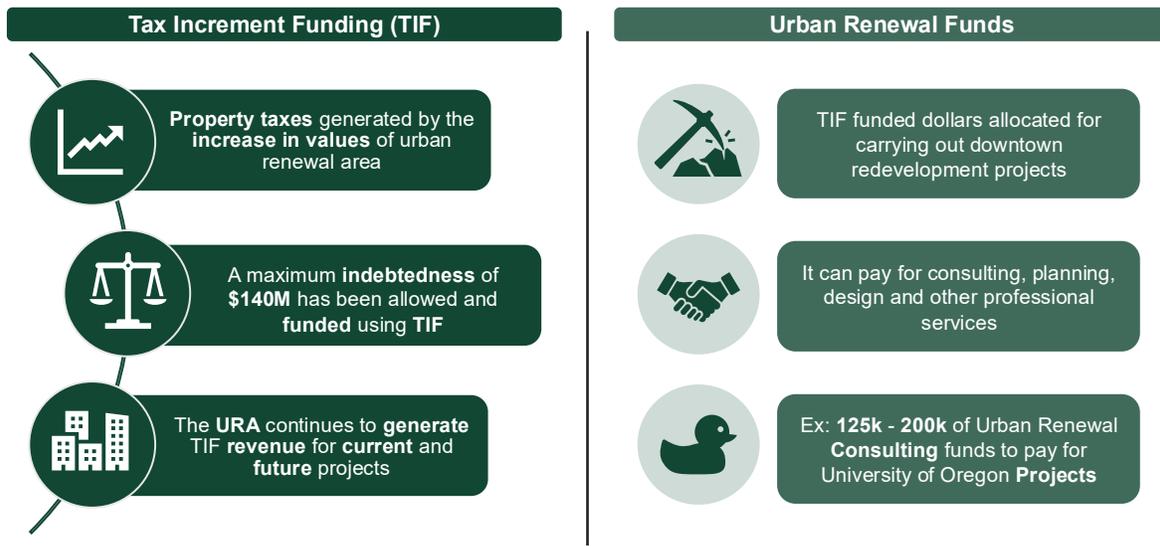
- Visit the City of Tualatin website for upcoming events during your visit



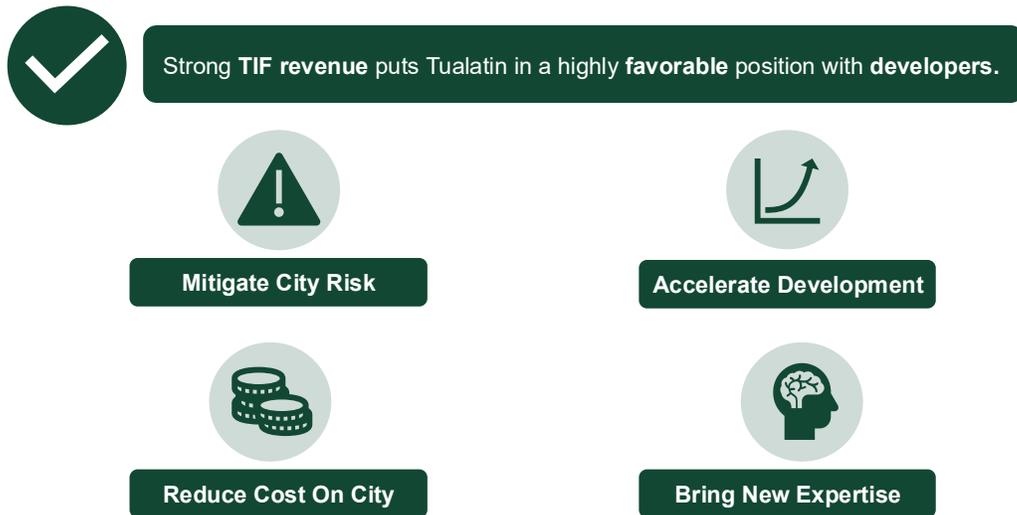
# **Appendix B**

## **Business Vitality**

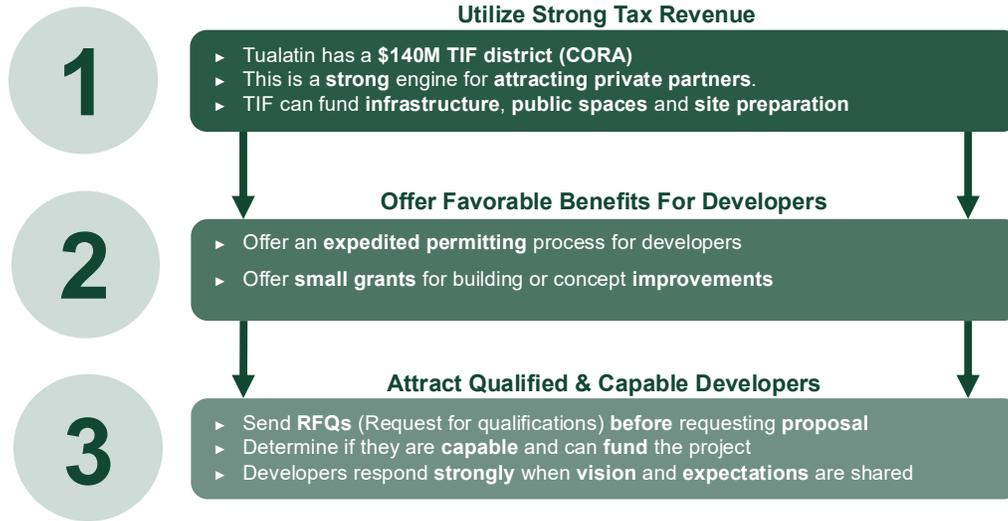
## Tualatin Primarily Uses Two Methods of Funding



## Tualatin Can Implement Public Private Partnerships



## Tualatin Can Grow Public Private Development In 3 Steps



## Comparable City Utilizing Public Private Partnerships

### Comparable Project: North Anchor Project- Lake Oswego, OR

#### Before

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

#### After

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

#### Unforeseen Challenges

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

#### Redevelopment Map



## G.O Bonds Have Funded Transformative City Projects



Effective Funding Large Projects



Capitalizes On Community Support

**Comparable Project: River Front Park - Spokane, WA**

- 

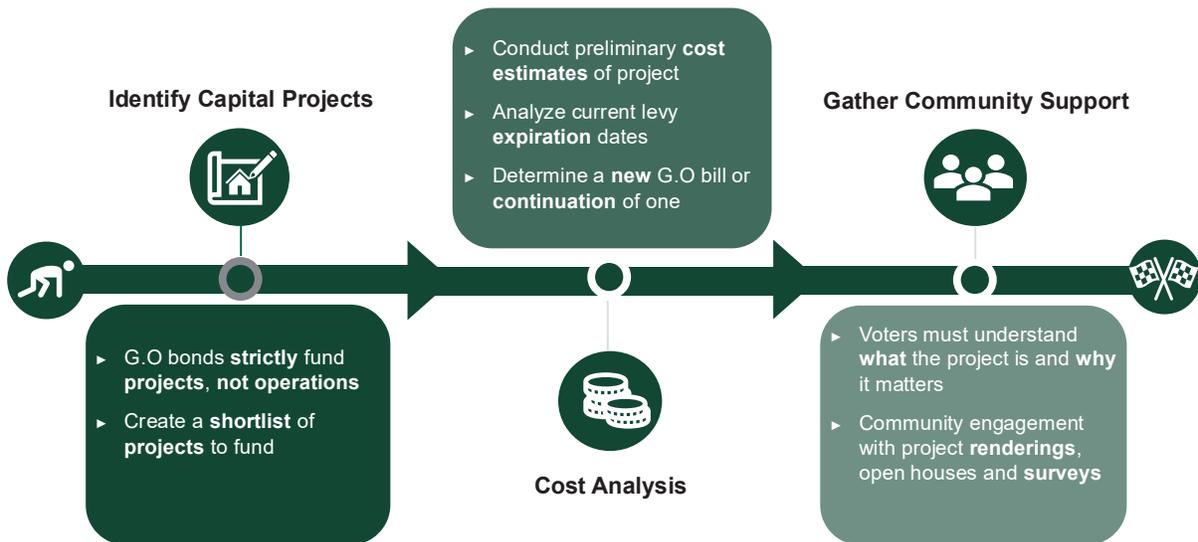
Passed a \$64M General Obligation bond "overwhelming support"
- 

Taxes imposed on residents of the county did not increase
- 

Introduce five new desired features to the former World Fair site

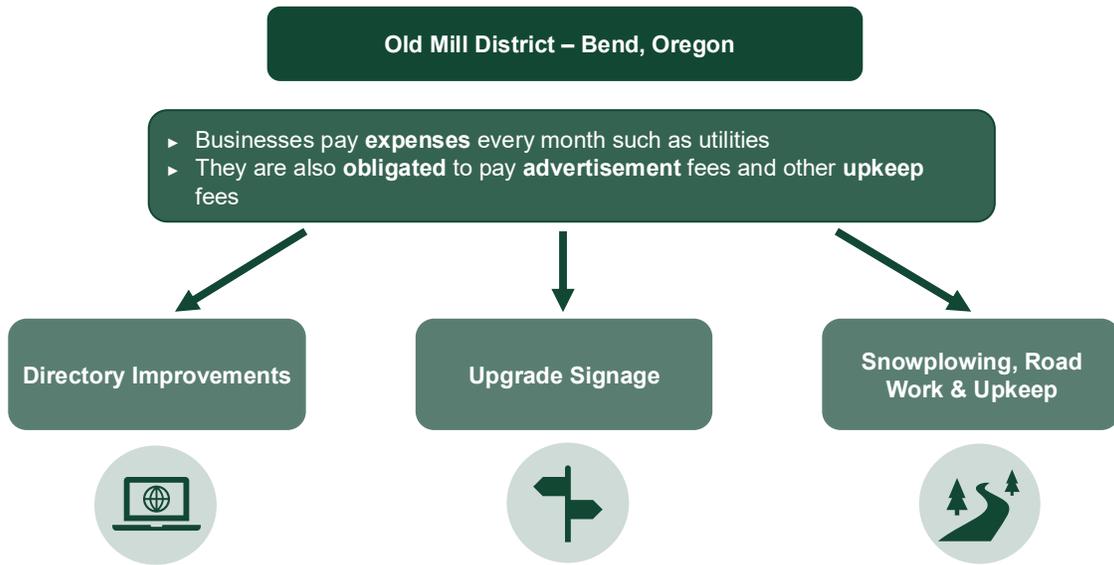


## The Next Steps To Implement G.O Bonds



## Business Associations Can Also Effectively Fund

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# **Appendix C**

## **Comparable Cities**

## Beaverton Overview

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



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

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



## Beaverton Businesses/Industries Breakdown



1. Business/Management

2. Sales/Administrative

3. Food Services

**Trends & Developments**



**Food/Wine/Cafe**



**Boutique retail**



**Real Estate/Lifestyle Projects**

## Community Attractions And Main Destinations In Tigard



**57,301**  
Population



**11.81**  
Square  
Miles



**-1.03%**  
Employment  
Growth




**Attractions**

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

**Industries**

**Retail**

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

**Healthcare**

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

**Tech**

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

## Comparable Cities: Sherwood

**Sherwood Features**

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






**20k population**



**\$55k median income**



**\$620k average home price**

## McMinnville, Oregon



**9**

**blocks**  
Downtown Area

**35,042** ↑

Population

### Attractions:

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

### Top Industries by # Employees

- ▶ Healthcare & Social Assistance – 16.8 %
  - ▶ Retail Trade – 16.7 %
  - ▶ Manufacturing – 12.0 %
- Newcomers: Food/Drink



## Lake Oswego, Oregon



**13.57 mi.**

**sq**-City Area

**41,141** ↑

Population

### Top Industries by # Employees

- ▶ Finance/Insurance Business
- ▶ Educational Services
- ▶ Healthcare/Social Assistance

### Attractions:

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



## Similar Cities: Forest Grove, Oregon

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### City Stats

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

### Project Glow-Up

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

### Goals



Enhanced Downtown Walkability



Architecturally More Appealing



Support Local Businesses

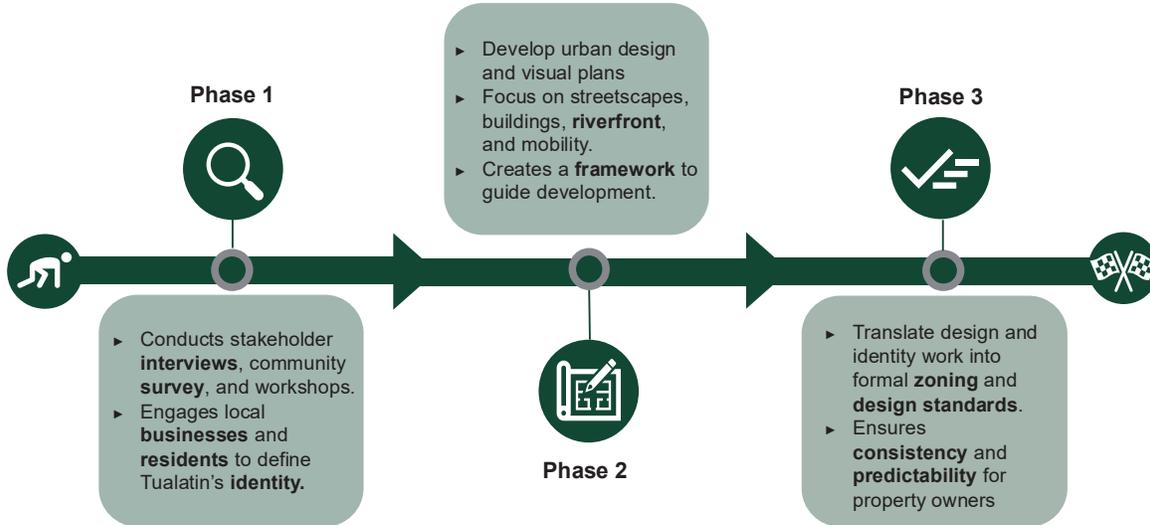


Increase Employment Opportunities

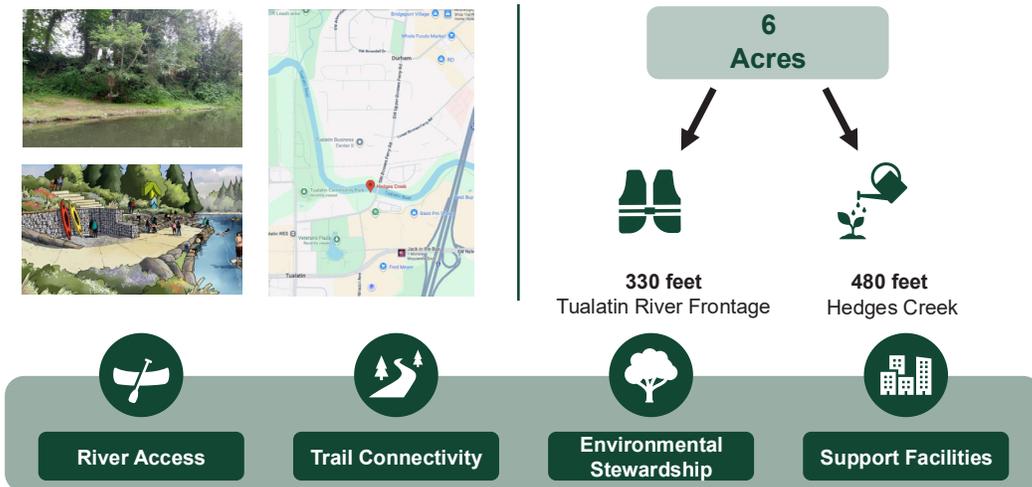
# **Appendix D**

## **Background Research & Interviews**

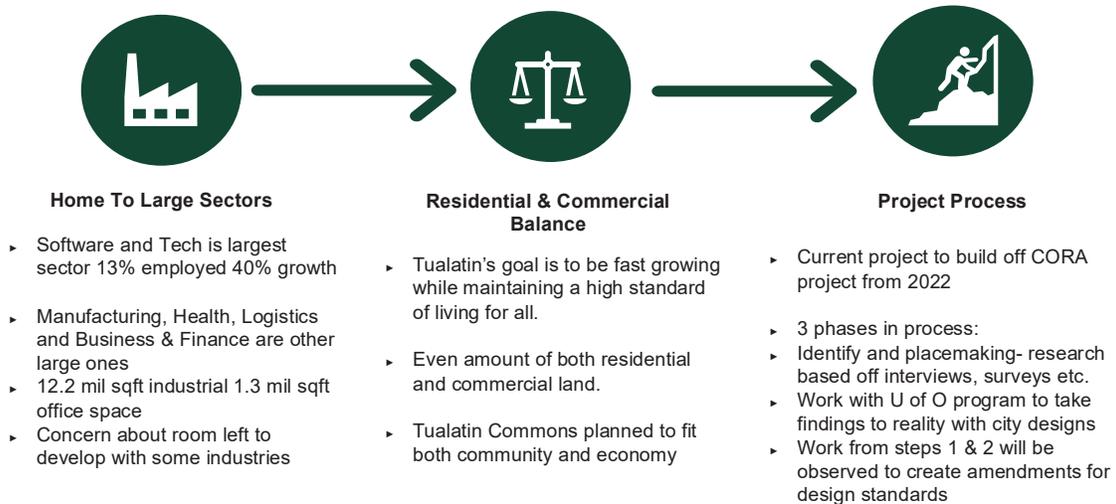
### TUALATIN REVITALIZATION PROJECT



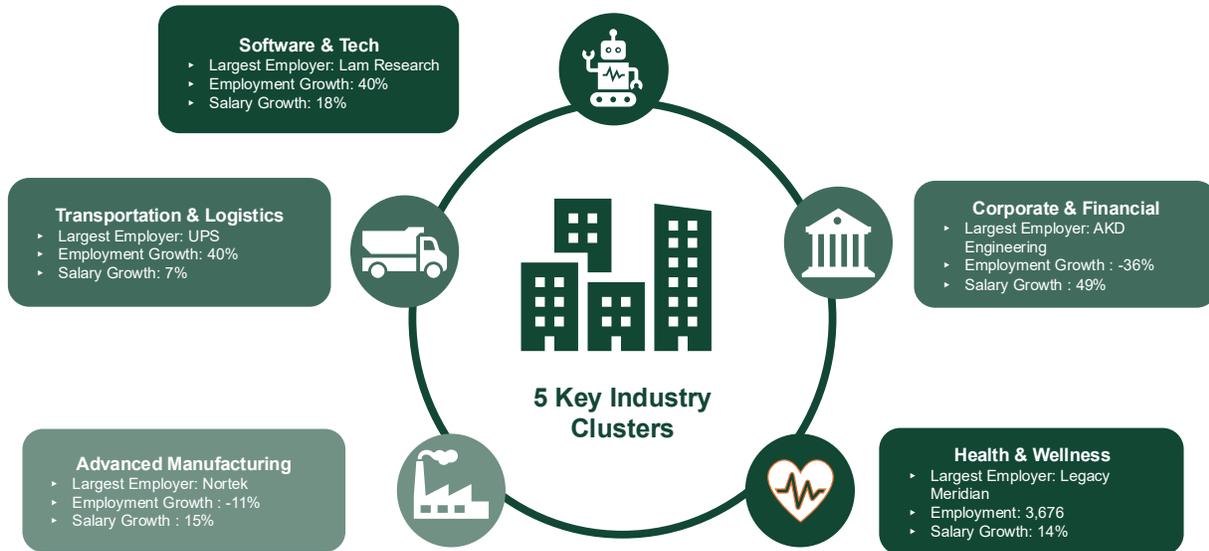
### RIVERFRONT PARK PROJECT



### TUALATIN RESEARCH



## TUALATIN INDUSTRY CLUSTER KEY INFORMATION



## INTERVIEWS

### Expert Interview: Peter Kirch



#### Occupation/Relation:

- ▶ McMinnville Downtown Association (MDA) Member
- ▶ Golden Valley Brewery Owner (McMinnville and Beaverton)

#### Main Takeaways

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

#### Barriers

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

#### Strengths

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

## Expert Interview: Meg Ordaz

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### Occupation/Relation:

- ▶ McMinnville Downtown Association (MDA) President
- ▶ Troon Vineyard Director of Consumer Sales

### Main Takeaways

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

### Events

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

### Design X Marketing

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

## Expert Interview: Emily Liu

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### Occupation/Relation:

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

### Main Takeaways

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

### Barriers

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

### Opportunities

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

## Expert Interview: Jessica Numanoglu



### Occupation/Relation:

- ▶ Community Development Director at the City of Lake Oswego

### Main Takeaways

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

### Barriers

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

### Opportunities

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

## Expert Interview: Cody Field



### Occupation/Relation:

- ▶ 4th year Policy Analyst for the City of Tualatin
- ▶ Knowledgeable about Tualatin's frameworks and implemented policies

### Main Takeaways

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

### Barriers

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

### Data Collection Methods

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

## Expert Interview: Michael Antonello

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### Occupation/Relation:

- ▶ Writer and Editor for Tualatin Life and Tigard Life
- ▶ Resident of Tualatin

### Main Takeaways

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

### Barriers

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

### Opportunities

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

## Expert Interview: Dave Parulo

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### Occupation/Relation:

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

### Main Takeaways

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

### Barriers

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

### Opportunities

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

## Expert Interview: Glenn Fee



### Occupation/Relation:

- ▶ Executive Director of the Tualatin River Keepers
- ▶ Protects and restores the Tualatin River watershed

### Main Takeaways

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

### Barriers

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

### Opportunities

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

## Expert Interview: Mike Dahlstrom



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

**Name:** Mike Dahlstrom

### Occupation:

Ex. Program Director for Public Involvement and Tualatin City Consultant

**Relevance:** Worked for Tualatin and is a longtime nearby resident



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



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



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

## Expert Interview: Erin Engman

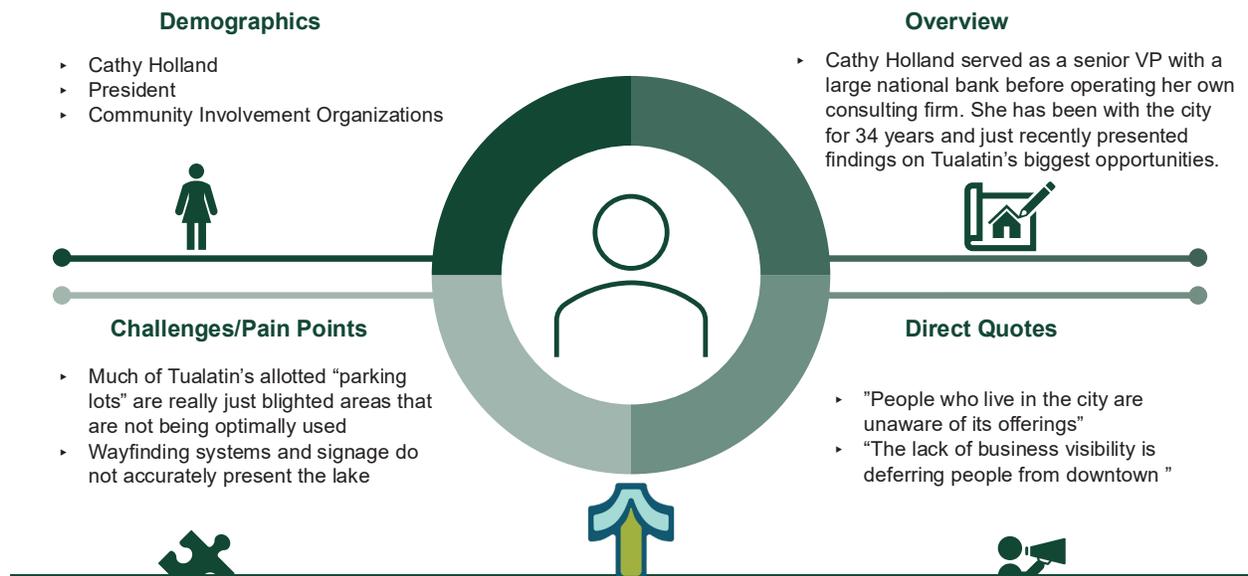


**Name:** Erin Engman  
**Occupation:** Senior Planner for Tualatin

**"Activation along lake hasn't been super successful, increasing interest could be looking into better dining, entertainment, art galleries, something like a civic anchor or recreation center."**

- Existing Core Assets and Community Pride:** Downtown Tualatin is founded on strong natural assets like its river proximity and civic and cultural resources, including the library, public art, and historic properties, that foster community
- Addressing the Need for a Civic Anchor:** To boost vibrancy and tourism, Tualatin is actively seeking a major civic anchor such as a community/recreation center or event space
- Enhancing Commercial and Cultural Amenities:** Tualatin must expand its commercial and cultural offerings, through adding better dining options, art galleries, entertainment venues, while also exploring the potential of adding niche draws to enhance the destination

## Cathy Holland– Informational Interview Overview



**Demographics**

- ▶ Cathy Holland
- ▶ President
- ▶ Community Involvement Organizations

**Overview**

- ▶ Cathy Holland served as a senior VP with a large national bank before operating her own consulting firm. She has been with the city for 34 years and just recently presented findings on Tualatin's biggest opportunities.

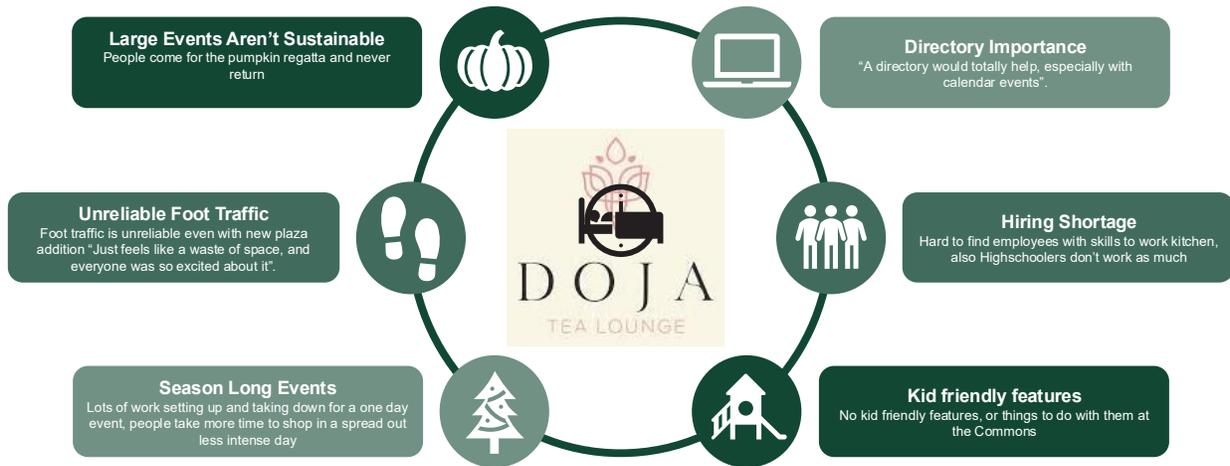
**Challenges/Pain Points**

- ▶ Much of Tualatin's allotted "parking lots" are really just blighted areas that are not being optimally used
- ▶ Wayfinding systems and signage do not accurately present the lake

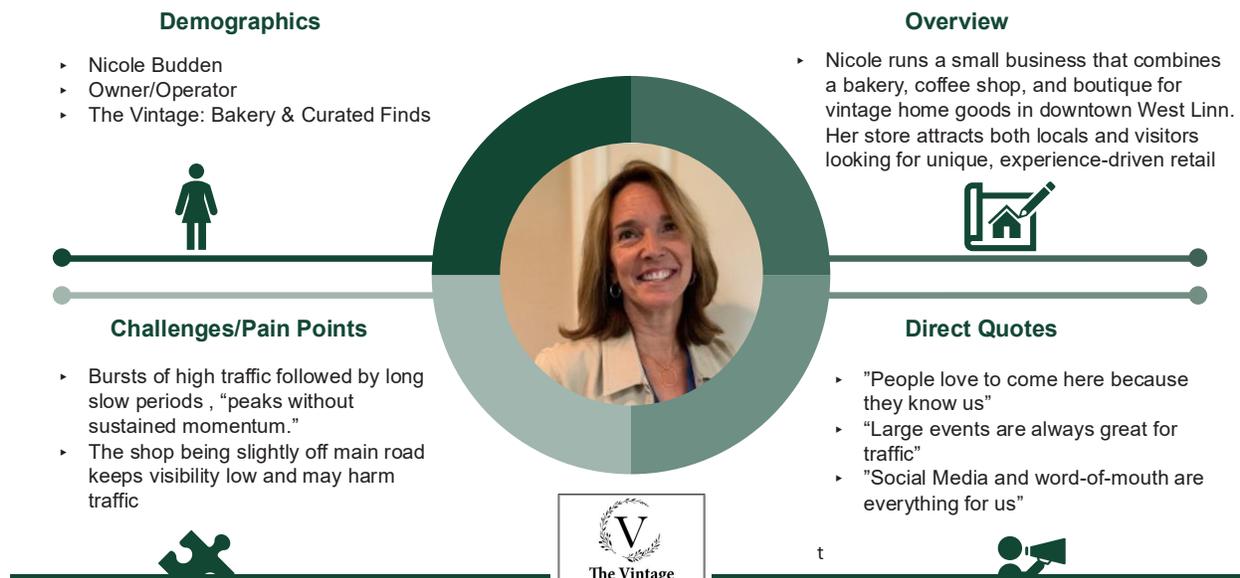
**Direct Quotes**

- ▶ "People who live in the city are unaware of its offerings"
- ▶ "The lack of business visibility is deferring people from downtown "

## Doja Tea- Interview



## Nicole Budden – Informational Interview Overview



## Cara Turano– Informational Interview Overview

### Demographics

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



### Overview

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

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### Challenges/Pain Points

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



### Direct Quotes

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




## Steve Koper– Informational Interview Overview

### Demographics

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



### Overview

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

---

### Challenges/Pain Points

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



### Direct Quotes

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




## Alisa Pyszka– Informational Interview Overview

### Demographics

- ▶ Alisa Pyszka
- ▶ Executive Director
- ▶ Portland State University



### Overview

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

---

### Challenges/Pain Points

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



### Direct Quotes

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

---

## Megan Braunsten– Informational Interview Overview

### Demographics

- ▶ Megan Braunsten
- ▶ Executive Director
- ▶ The City of Beaverton



### Overview

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

---

### Challenges/Pain Points

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



### Direct Quotes

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

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## Keith Mays - Sherwood



## Beau Eastes – Old Mill District



## Tommy Pace: Chiropractor and Small Business Owner



Dr. Thomas Pace- Chiropractor

**Quote(s):**

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

- Dr. Thomas Pace

**Major Takeaway:**

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



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



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



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

## Brian Schimmel: City Council



Brian Schimmel- City Councilor

**Quote(s):**

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

- Brian Schimmel

**Major Takeaway:**

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



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



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



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

## Jon Moog: River Front Spokane



Jon Moog - Director

**Quote(s):**

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

- Jon Moog

**Major Takeaway:**

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



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



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



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

## Expert Interview: Mike Dahlstrom



**“Industrial development brings jobs but doesn’t attract visitors, so marketing must focus on identity and experience, not just employment.”**

**Name:** Mike Dahlstrom

**Occupation:**

Ex. Program Director for Public Involvement and Tualatin City Consultant

**Relevance:** Worked for Tualatin and is a longtime nearby resident



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



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



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

## Expert Interview: Sambo Kirkman



**Name:** Sambo Kirkman  
**Occupation:** Community Development Director at City of Tigard

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

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

## Expert Interview: Megan De Salvo



**Name:** Megan De Salvo  
**Occupation:** CEO Tigard Chamber of Commerce

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

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

## Expert Interview: Zoe Mombert



**Name:** Zoe Mombert  
**Occupation:** Assistant to City Manager Wilsonville

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

**Downtown Redevelopment Challenges:** Private ownership and infrastructure misalignment make revitalization complex; community buy-in and financing are essential

**Community Engagement:** Uses citizen surveys and proactive communication to align development with evolving community values

**Transit Innovation:** SMART transit system offers walkable, bikeable connectivity; potential lessons for Tualatin's last-mile solutions

## Expert Interview: Matt Lorenzen



**Name:** Matt Lorenzen  
**Occupation:** Economic Development Manager City of Wilsonville

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

**Strategic Partnerships:** Collaborates with Wilsonville Chamber of Commerce and Greater Portland Inc. to support small businesses and attract traded-sector employers

**Small Business Support:** Offers CRM tools to track business health, connects with nonprofits like OMEP and SCORE for mentorship and profitability

**Placemaking & Events:** Leverages tourism programs and community events to build awareness and foster local engagement

### Professor Interview: Nick Light



**Name:** Nick Light  
**Occupation:** Marketing Professor

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

- 

**Focus on the Unexpected:** Highlight features that are "surprising about Tualatin" or reasons why a Portland resident would make the trip
- 

**Strategy for Businesses:** Host High-Value, Frequent Events with the key being to get people to visit and try it out Tualatin
- 

**Digital Marketing:** Recommend using Google Search Ads (PPC) targeting relevant searches (e.g., "Family Fun Portland Suburbs," "Splash Pads near Portland") as it's cost-effective way to market the city

### Professor Interview: Jean Faye



**Name:** Jean Faye  
**Occupation:** Ecology Professor

**Relevance:**  
Facilitates Environmental Change and Community Development study abroad

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

- 

**Greenery Drives Economic and Social Vitality:** Urban ecology boosts tourism, recreation, and entertainment, making cities more attractive and economically vibrant
- 

**Community Events Build Ecological Awareness:** Local gatherings like clean-up and outdoor events help residents connect with nature and each other
- 

**Outdoor Spaces Enable Placemaking:** Accessible green areas and gathering spots support placemaking by giving communities a shared space to build identity, host events, and foster a vibrant downtown culture

## Professor Interview: Anne Brown



**Name:** Anne Brown

**Occupation:**  
Associate Professor,  
Urbanism Next Director

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

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

## Professor Interview: Rebecca Lewis



**Name:** Rebecca Lewis

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

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

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

## Professor Interview: Kamryn Moore

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### Occupation/Relation:

- ▶ Professor in the School of Computer and Data Sciences
- ▶ Business and Data Analytics Background

### Main Takeaways

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

### Barriers

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

### Opportunities

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

## Professor Interview: Ryan Rahinel

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### Occupation/Relation:

- ▶ Professor of Marketing and Lundquist PhD Program Director
- ▶ Research focused on product branding and decision-making

### Main Takeaways

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

### Barriers

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

### Opportunities

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

## Professor Interview: Aniko Drlik-Muehleck



UNIVERSITY OF  
OREGON

**School of Planning, Public  
Policy and Management**

### Occupation/Relation:

- ▶ Professor at the UO PPPM Program
- ▶ Focuses on partnerships and community growth in underrepresented areas

### Main Takeaways

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

### Barriers

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

### Opportunities

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

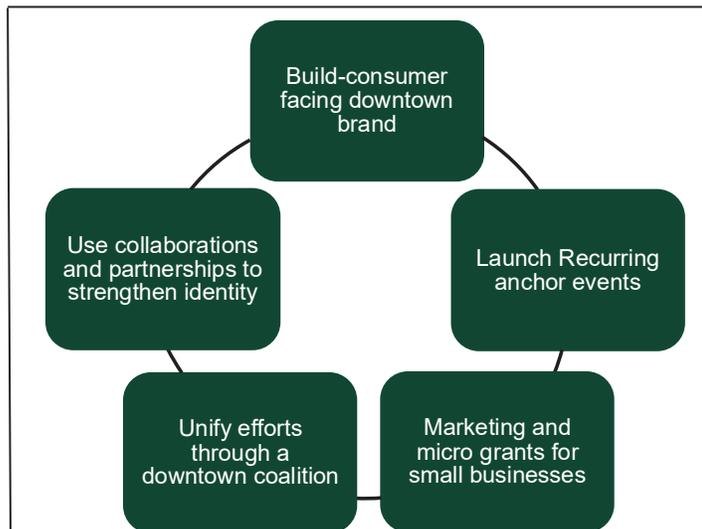
## Professional Faculty- UO School of PPM

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

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



**Professional Faculty**



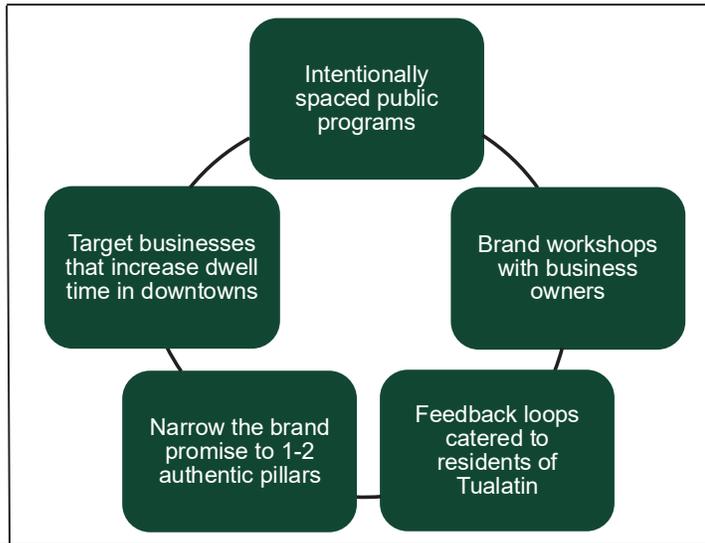
## Professional Faculty- UO School of PPM

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

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



**Professional Faculty**



## **SCI Directors and Staff**

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