Reimagining Tualatin: Downtown Market Study

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UNIVERSITY OF OREGON

CITY of TUALATIN

SCI
Sustainable Cities Institute

SCYP
Sustainable City Year Program

Acknowledgments

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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

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Project Lead

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Strategy Consultant

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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.

Secondary Research
City documents, grants and funding, marketing strategies

Comparable Cities
Analyzed 8 comparable cities in the local area

Scoring Target Companies
Utilizing key desirability factors to effectively vet companies

Creating the Pitch
To incentivize prospective companies using top scoring company as a use case

Weeks 1-3	Weeks 3-7	Weeks 7-10

Understand Vision
Site visit and conduct client meetings

Primary Research
Comparable city professionals, Tualatin representatives, UO Professors

Research Consolidation
Combine primary and secondary research into a comprehensive marketing plan

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

Background Research

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

28,036
Population

8.40
Square Miles

0.29%
Employment Growth

Location

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

Attractions

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

TUALATIN'S LONG HISTORY OF REINVESTMENT

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

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

| 1975 | 2002 | 2000–2010 | 2022 |

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

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

Situational Analysis

REGIONAL INTERVIEWS REVEAL WHAT ACTUALLY MAKES SMALL DOWNTOWNS WORK

9

Comparable Cities

100+

Professionals Contacted

550+

Minutes of Interviews
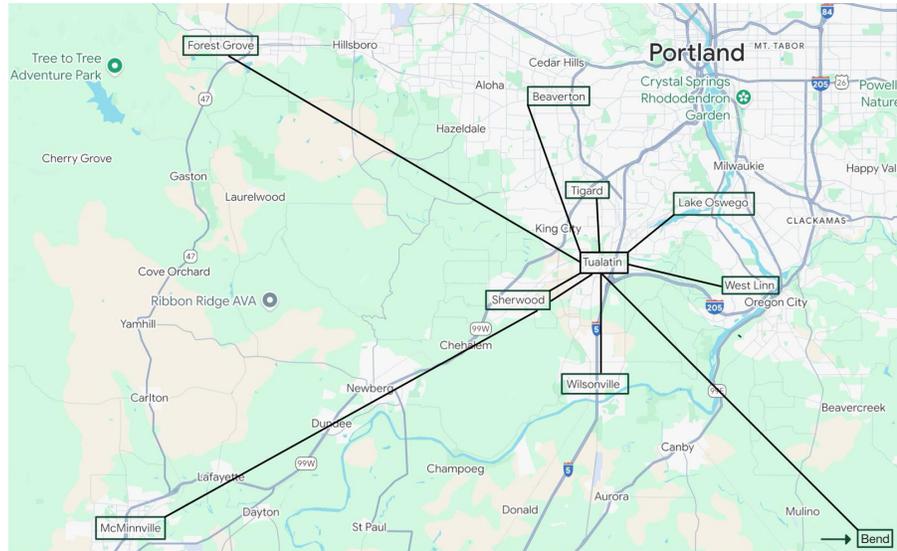
SUCCESSFUL PEER CITIES LEVERAGE STRONG EVENTS, PARTNERSHIPS, AND BRANDING

Partnership

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

Multi-Channel Promotion

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

Community Involvement

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

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TUALATIN TRAILS PEERS ON PHYSICAL CONNECTIVITY, CULTURE, AND EXPERIENCE
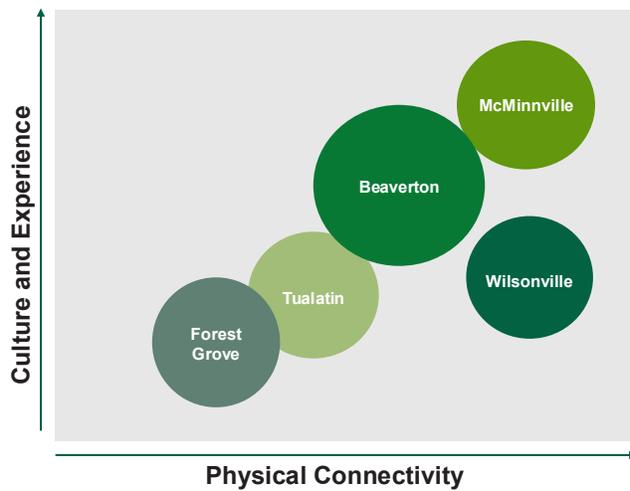
Variable Key

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
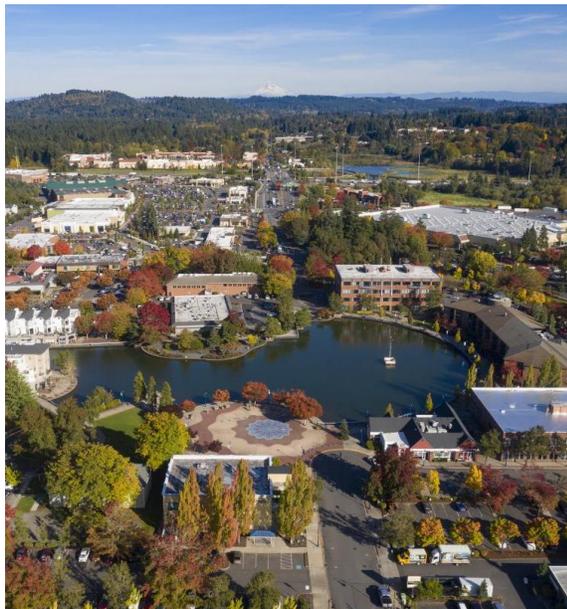
What is Working

- ▸ **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

S
- ► High spending power
- ► Educated work force
- ► Recreational/cultural amenities
- ► Attractive manufacturing and tech industry
- ► Positioned at the intersection of major highways near Portland

W
- ► Lacking a central hub and main attractions
- ► Limited land area
- ► Infrastructure strain and lack of public transportation
- ► No community identity that distinguishes Tualatin

SWOT

O
- ► Waterfront attractions
- ► Redevelop underutilized commercial land
- ► Development of a community space
- ► Enhancing transportation systems
- ► Attracting targeted industry clusters (manufacturing and tech)

T
- ► Regional competition with well-established neighboring cities
- ► Environmental and wetland protections limit expansion
- ► Rising import tariffs are increasing material costs for manufacturers.

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

- Inconsistent Community Events
- Lack of Business Marketing
- Poor Execution of Past Plans
- Poor Walkability
- New Plaza, No Events
- Lack of Tourist Attractions
- Unclear Web Directory

Clear Marketing

City Identity

Business Vitality

PHASING: OUR PLAN LETS TUALATIN START SMALL AND SCALE SMART

0 – 3 yrs
Phase 1

→

4 – 10 yrs
Phase 2

Clear Marketing

City Identity

Business Vitality
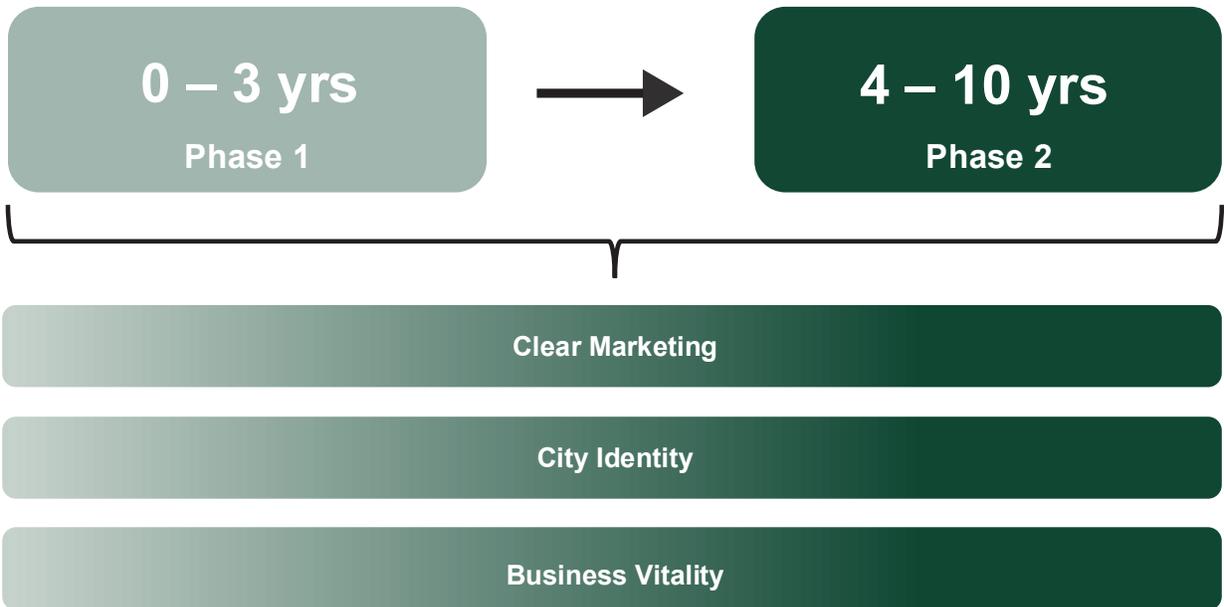
Phase 1

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.
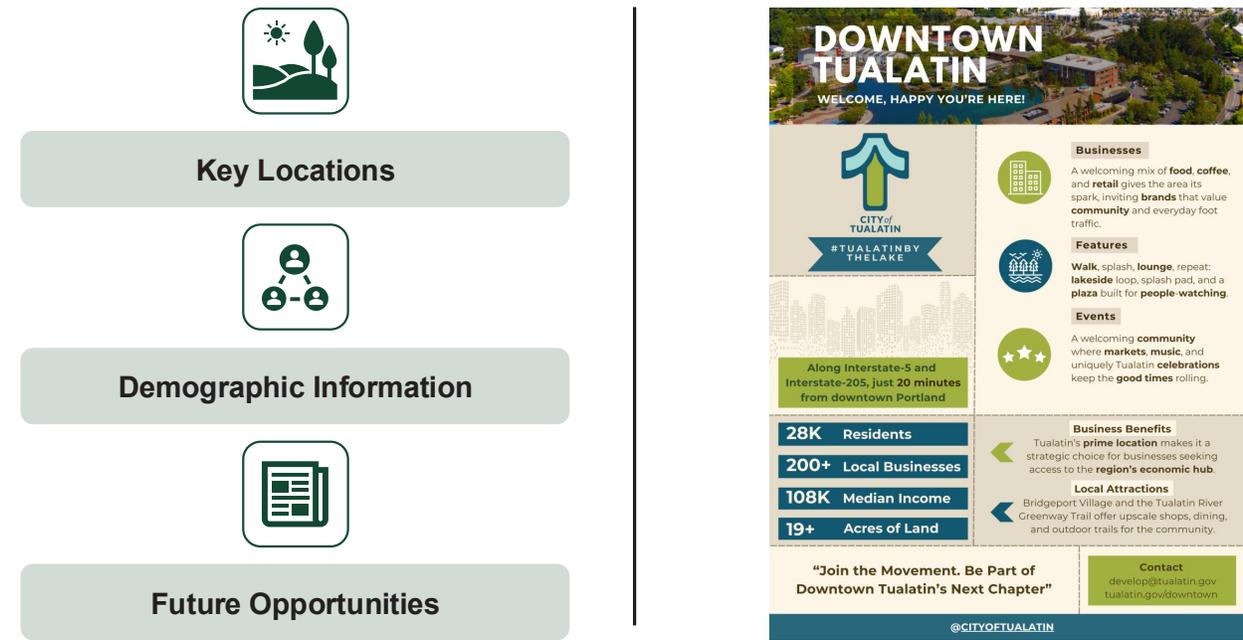
FIG. 1

[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.

"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

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

LOGISTICAL INFORMATION

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

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

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

TUALATIN INVITES YOU
to

A Lively Winter Fest

1ST SATURDAY OF DECEMBER

8325 SW Nyberg St

5PM - 8PM

Join the community for a warm start to the winter season with live music, festive activities and much more!

WHAT HAPPENS AT THE WINTER FEST?

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

Tree Lighting and Raffle

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

Holiday Treats

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

Live Music and Dance

WINTER FEST STRENGHTHENS PARTNERSHIPS

Local Businesses & Property Owners

- ▶ Downtown businesses
- ▶ Sponsors & Community Organizations

City & Public Partners

- ▶ Parks & Recreation
- ▶ Public Works
- ▶ Police & Fire
- ▶ Library / Arts & Culture
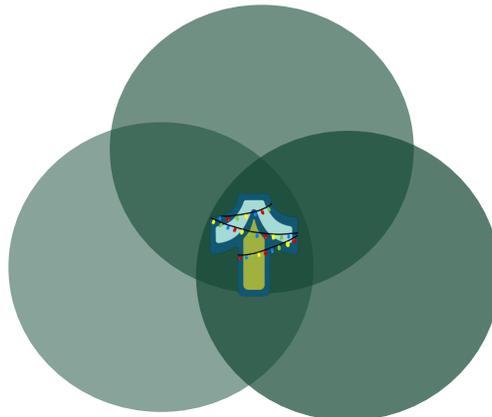
Students, Volunteers, & Artists

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

TIMELINE FOR THE WINTER FEST EVENT

July	August	September	October	November

Identify Program Leads & Confirm Budget

Material Reservation & Talent Acquisition

Confirm THS Participation & Coordinate with Police/Fire & Public Works

Volunteer Coordination and Launch "Save The Date"
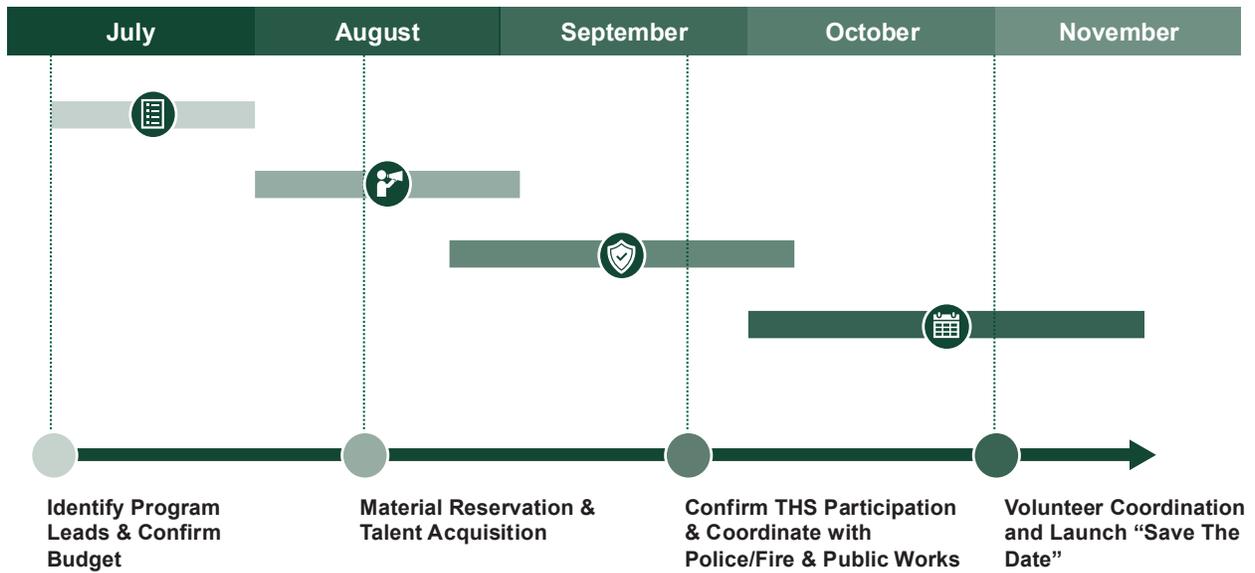
WINTER FEST IS FINANCIALLY FEASIBLE WITH RENTALS AND REVENUE

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

City Identity Events: Tualatin Movie Night

Tualatin Movie Night
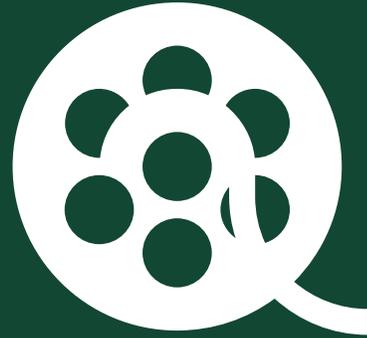
Event Description

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

Timing & Locations

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

THE CITY OF TUALATIN NEEDS A MOVIE NIGHT

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

Community Building

Economic Impact

Placemaking

TUALATIN'S MOVIE NIGHT IS FOR EVERYONE

Event Details

► **Outdoor movie night** at Tualatin Commons Plaza on summer evenings

► **One feature film** plus a short pre-show for announcements

Audience

► **Families** and **downtown residents** looking for a low-cost night out

► Teens and young adults who want a **casual hangout** with food carts

Themes

► Rotate between **Family Classics**, **Teen Favorites**, and Oregon-filmed movies

► Rotate food carts to match themes

Customization

► Partner with **local businesses** for screen ads before the movie

► Offer **"premium" seating zones and accessible**

THE SMITH FAMILY LOVES THE TUALATIN MOVIE NIGHT

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

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

Relaxed nighttime atmosphere encourage roaming
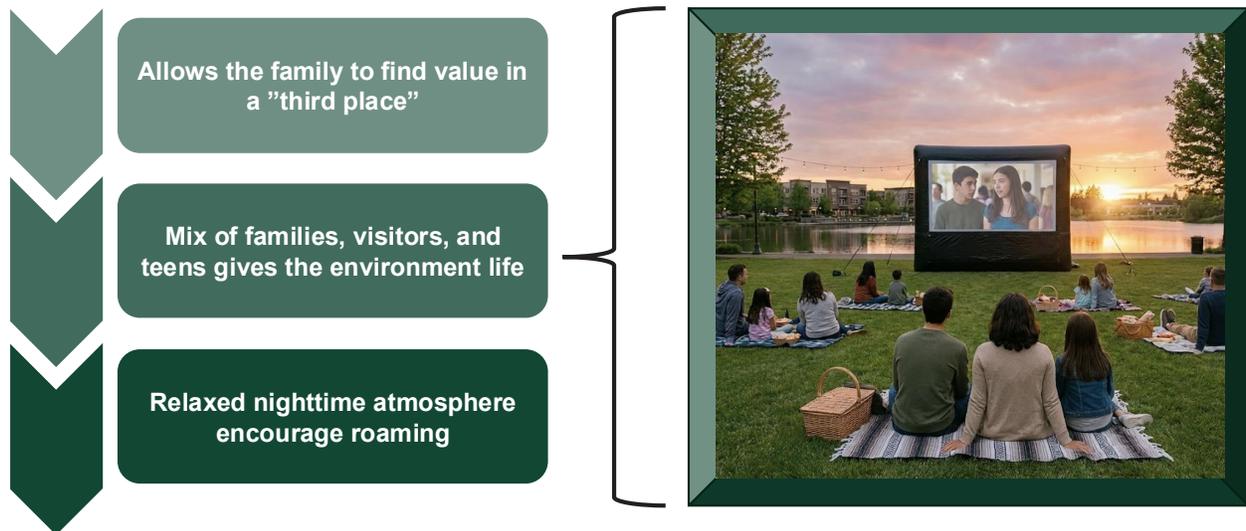
MOVIE NIGHT DEEPENS COMMUNITY TIES AND ACTIVATES NEARBY BUSINESSES

Local Community
- ► Strengthen community ties and placemaking
- ► Encourage repeat attendance and gathering

- ► Drive foot traffic to nearby businesses
- ► New revenue streams through concession and vendor stands

Economic Boost

Marketing
- ► Leverages cross promotion to reach wider audiences
- ► Amplify visibility of the downtown commons
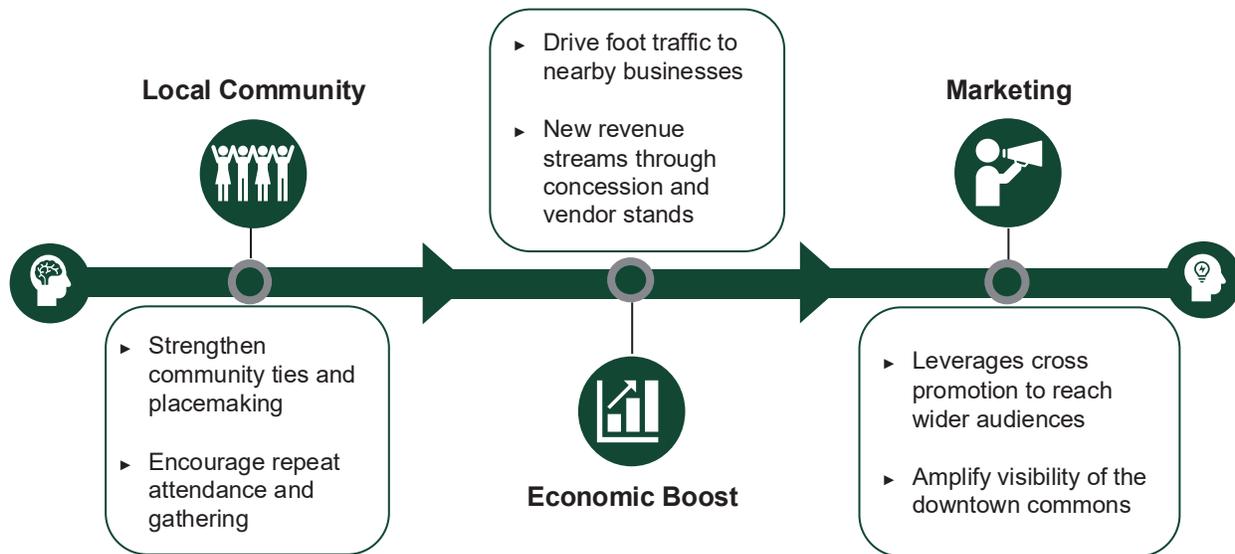
MOVIE NIGHT DELIVERS STRONG IMPACT AT A RELATIVELY LOW EVENT COST

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

Business Vitality: Funding a Strategy for Growth

IMPLEMENTING A BUSINESS ASSOCIATION HAS MANY BENEFITS

Build Business To City Communication

Voice Concerns   Communicate Events

Promote As Business / Tourist Destination

Run Cohesive Ads

Better Access To Grants

Workshops & Application Assistance

Improve Business Retention

Develop Support System

TUALATIN CAN TARGET MANY GRANTS FOR DEVELOPMENT

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

TUALATIN CAN TARGET THE TRAVEL OREGON GRANT

Tourism & Visitor Focused

Signage & Supporting Infrastructure

Online Marketing Campaign

Define specific projects & who you're serving

Provide evidence for attractions or hotels that would benefit from increased tourism

Sketch a budget & prepare the letter of intent for 2026
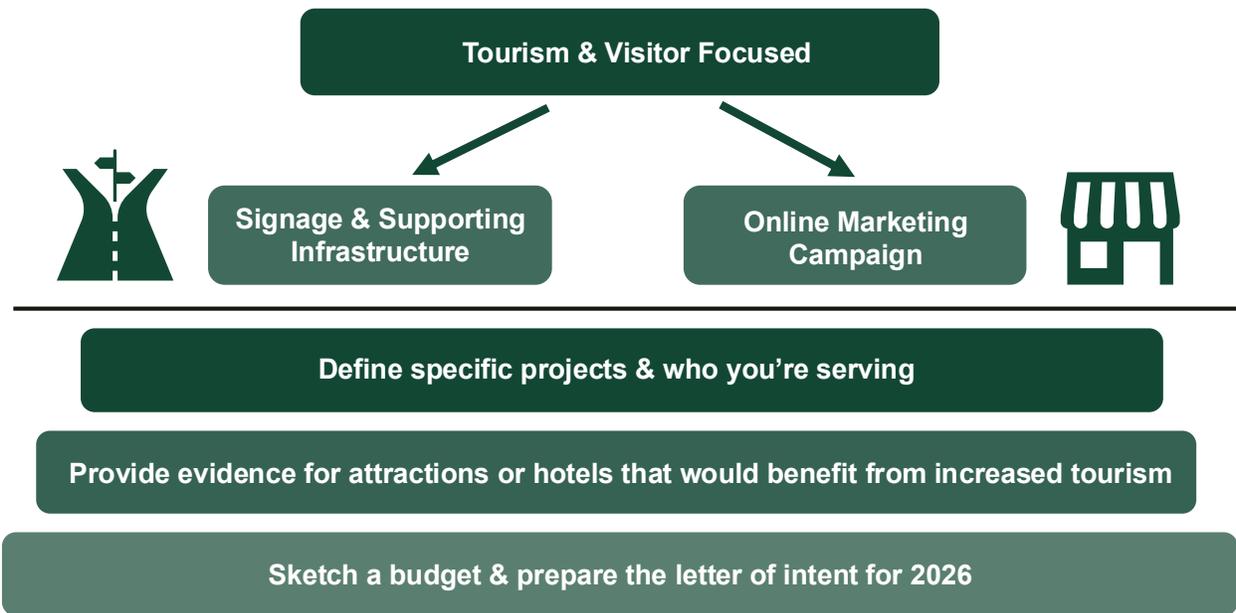
Phase 2

**Strengthening and Activating
Downtown Businesses**

Phase 2 Overview

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

What?

Grow the **active downtown business ecosystem**

How?

Share Findings

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

Attract Businesses

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

Business Vitality:
Average Downtown Business Score ≥ 6.0

Marketing Campaigns

DIGITAL LAUNCH FOR AN ENHANCED USER EXPERIENCE

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

Unified Brand
Experience a **cohesive digital presence** thanks to an updated brand kit, ensuring the website truly amplifies the Tualatin brand

Community Engagement
Design a more **user-friendly** site to foster deeper engagement with local businesses and community members

Source of Information
Make the main city website a **reliable** center for **up-to-date information** and policies

Website

TARGETED CAMPAIGNS INCREASE CONTENT-DRIVEN ENGAGEMENT

cityoftualatin

cityoftualatin ✨ Quick Q&A at the Tea Lounge! ✨
We grabbed a mic and chatted with the wonderful owner to discuss what makes this spot a community gem.

Here's what we learned!

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

Updated Experience
The digital information is up to date and **user-friendly**

Consistent Brand
The brand captures the **welcoming** spirit of Tualatin

Shared Excitement
The intuitive design has increased her excitement and made **sharing plans** with friends simple
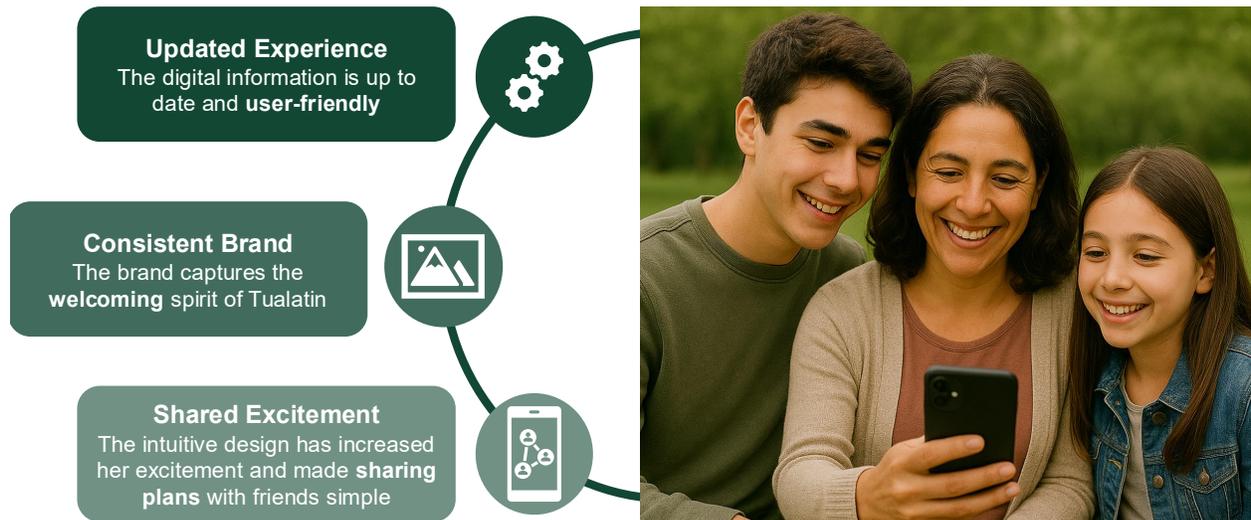
Let's check in and see what the Smith family thinks about the phase 2 marketing updates. When deciding whether to plan a trip to Tualatin, Maya appreciates the accurate information and accessibility of the website. She likes how cohesive the city brand and identity feel. On Instagram, she notices that 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

You are invited to

Summer Lake Nights

26 JUNE 2026

5PM - 9PM

TUALATIN COMMONS

8325 SW NYBERG ST

ENJOY AN EVENING BY THE LAKE FEATURING LIVE MUSIC, LOCAL ARTISANS, FOOD TRUCKS, AND MORE

Live Local Artists: Rotating lineup of Oregon musicians/performers

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

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

Maker Village: Local artisans to showcase and sell their goods

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

WHAT DOES LAKE NIGHTS OFFER ITS AUDIENCES

Young Adults

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

Local Residents

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

Regional Visitors

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

Business Owners

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

Families With Kids

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

PARTNERSHIPS THAT WILL POWER THE LAKE NIGHTS EVENT

Local Partners

City Partners

Sponsorships

Local Partners	City Partners	Sponsorships
▸ Chamber of Commerce ▸ Local Businesses ▸ Food Truck Vendors ▸ THS clubs	▸ Parks & Recreation ▸ City Events ▸ Police & Fire ▸ Public Works	▸ Stage Sponsors ▸ Weekly Theme Sponsors ▸ Local Business Booths
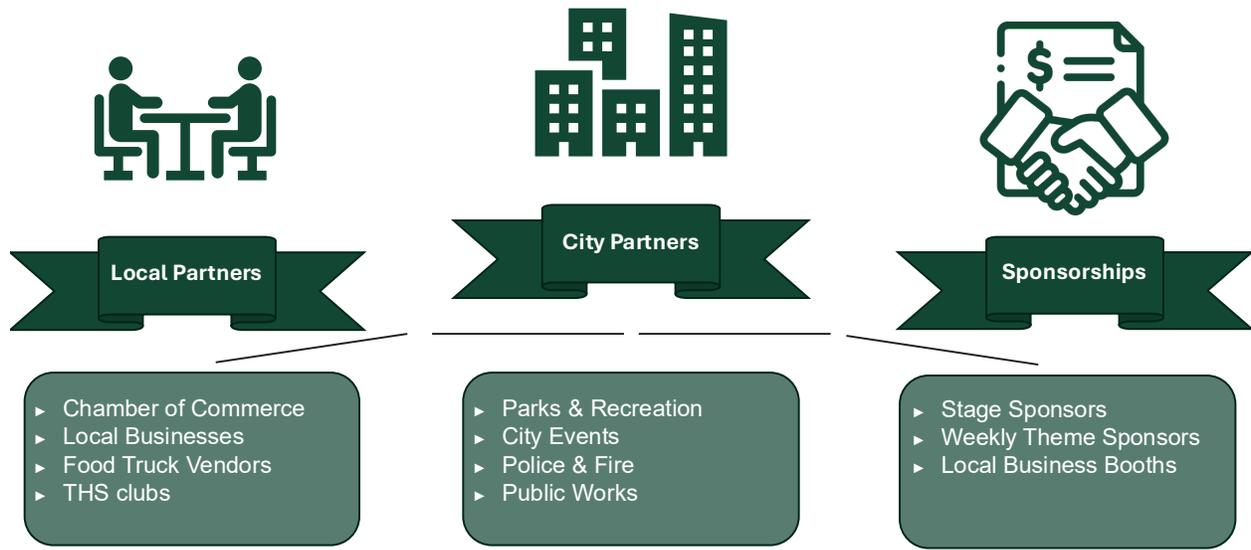
MAKING A TIMELINE FOR THE LAKE NIGHTS EVENT

Jan   Feb   March   April   May   June   July   August

Set Program Framework & Confirm Logistical Needs

Vendor / Talent Acquisition & Marketing Materials

Safety & Infrastructure Planning

Volunteer Coordination and Event Kickoff
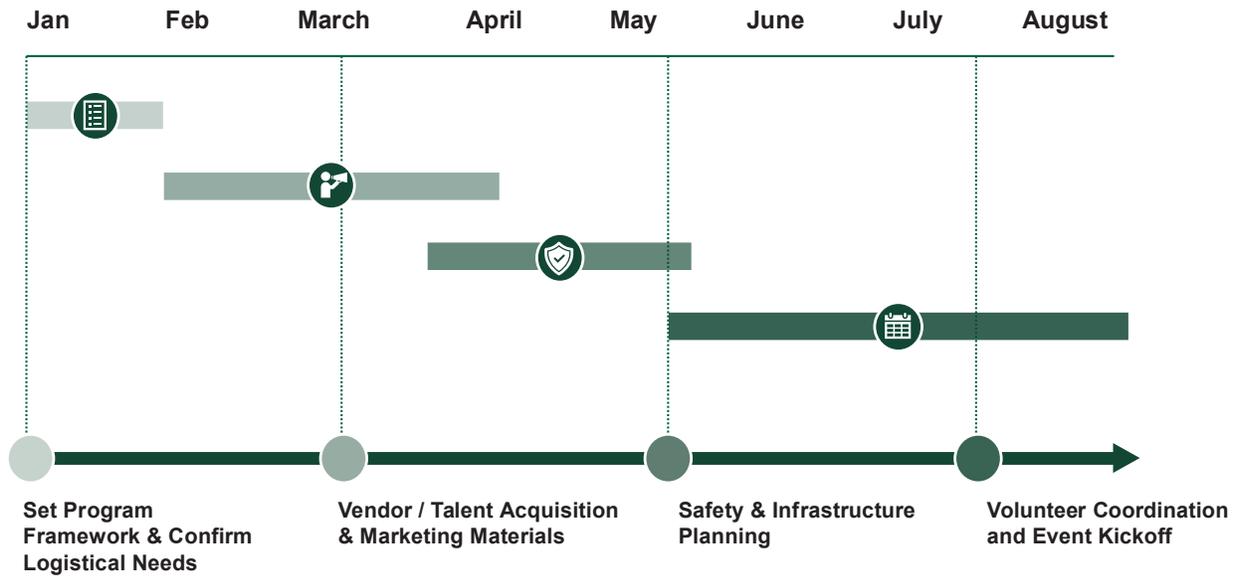
COST ESTIMATES FOR KICKSTARTING THE LAKE NIGHT SERIES

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

City Identity Events: Tualatin Farmers Market

Tualatin Farmers Market

Event Description

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

Timing & Locations

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

WHY THE FARMERS MARKET?

Tualatin Presents

Farmers Market

May - Nov

Thursdays
Start at 4pm

Free Entry

Locally Grown Healthy Produce
(Bring Your Own Bag)

8325 SW Nyberg St

More info : www.TualatinMarket.com   @Tualatinmarket

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

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

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

WHAT THE TUALATIN MARKET WILL LOOK LIKE

Where?

Why?

Desirable Weather

Attract Dinner Crowd

Fits All Demographics

Ideal Daylight Hours

HOW TO PREPARE LOCAL BUSINESSES FOR MARKETING

Build Brand

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

Product Offerings

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

Look Open

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

THE MARKET MUST OPERATE ON A CONSISTENT SCHEDULE

May - November

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

Thursday Evenings

4:00pm **– 8:00**pm

TUALATIN'S MARKET NEEDS TO PRIORITIZE ATTRACTING THE RIGHT VENDORS

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

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

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

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

Attract From Other Markets
- ▶ Send reps to other markets to attract and talk to vendors

TUALATIN WILL PROMOTE THROUGH CITY CHANNELS, FAMILIES, AND THEMES
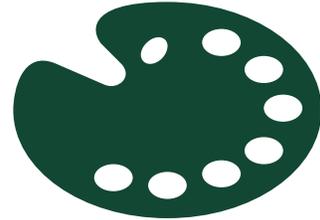
Utilize City Channels

▸ Feature a **noticeable** banner on the city **homepage**

▸ Create a city **events page** that **permanently** resides on **Tualatin's website**

▸ **Post** events and memorable moments on **social media**

▸ Include recurring **section** in city's **newsletter**

Target Families

▸ Build **relationship** with **schools,** using target **audiences** to **spread** the word

▸ Place **flyers** at, **diverse**, high **traffic** locations to ensure **maximum** turnout

▸ Invite **student groups**, bake sale, band performance etc.

▸ Utilize **children** focused **events** such as a craft tent

Weekly Themes

▸ Launch with a **special** large opening night **kickoff**

▸ Each week can be **unique** and highlight different **offerings**

▸ Use **themes** to create easily **shareable moments** that are featured on social media **pages**

▸ Encourage vendors to **customize products** that align with each **theme**

THE SMITH FAMILY LOVES THE TUALATIN FARMERS MARKET

Immediately notices how well defined the market is

Market becomes more than just a grocery run

Each visit feels fresh and intentional

Business Vitality: Scoring Guide

WE WILL EFFECTIVELY SCORE EACH TARGET COMPANY

Economic Impact

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

Community Fit

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

Visitor Impact

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

BUSINESSES CAN BE ASSESSED USING 3 CLEAR CATEGORIES

Economic Impact — How does this business effect Tualatin as a whole?

Community Fit — Does this business fit the commons cluster and identity?

Visitor Impact — Does this business attract people to the commons area?
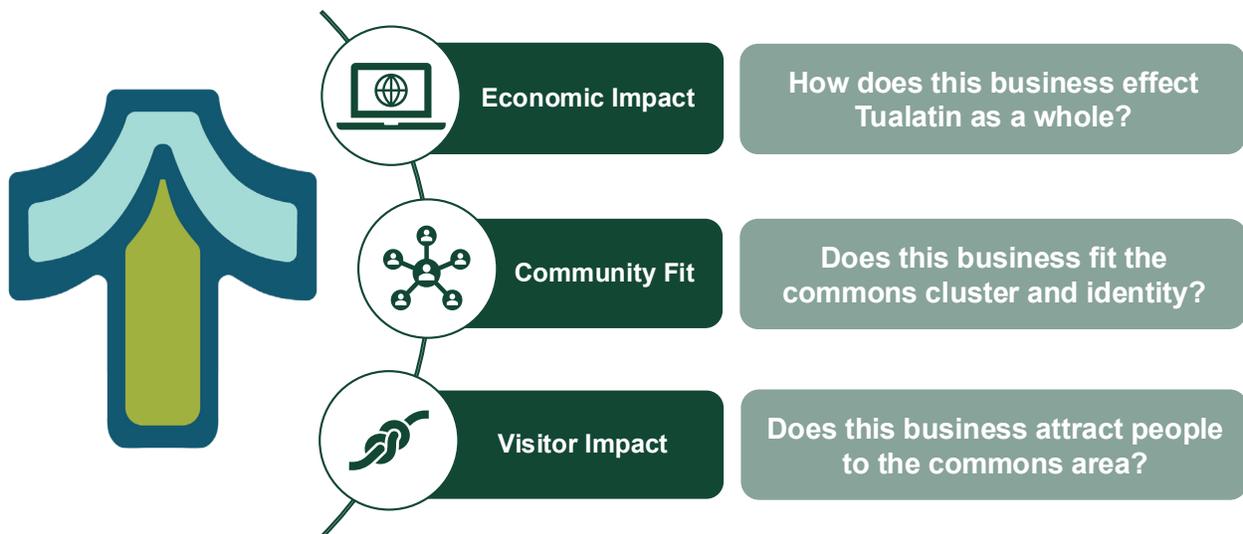
CATEGORY 1: ECONOMIC IMPACT

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

Increase Visitors and Strengthen Business Environment

Clear Marketing

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

City Identity

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

Business Vitality

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

THE SMITH FAMILY'S TRIP TO TUALATIN

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

How The Smith Family Experiences Tualatin

1. They arrives to a clearly **branded, easy-to-navigate** downtown with **clear signage**

2. The **lakefront** is **vibrant** with the illuminated lake and **vendors** filling every **corner**

3. Maya, Kara, and Max spend hours **exploring**, grabbing **dinner**, and **shopping**

4. They leaves Tualatin with **memories** and **experiences** only replicable in the **commons**

Appendix A

Marketing

Optimizing Marketing In Phase 2

One Pager

Roadmap Of Tualatin

Website

Digital Launch

Experience

Metrics And Feeback

Phase 1

Phase 2
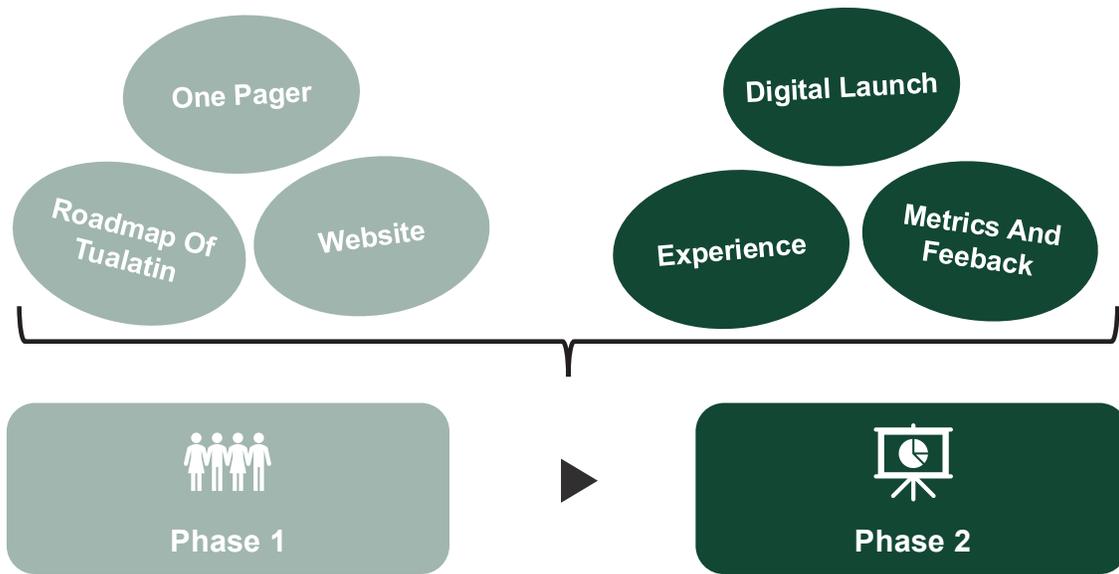
Using Metrics And Feedback For Improved Performance

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

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

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

Advancing Tualatin's Website Redesign

Branding Tualatin Website

Implement Updated Brand Kit

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

Modernize Format and Layout

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

Using AI Tools To Uplift Internal And External City Projects

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 fairly intuitive to use, and numerous guides exist to help any user improve their comfortability with the software.

Oregon Consulting Group
Exceptional Value for Clients, Transformative Experiences for Students

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

DOWNTOWN TUALATIN

WELCOME, HAPPY YOU'RE HERE!

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

CITY*of* TUALATIN

Nature & River Adventure

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

National Wildlife Refuge

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

Explore & Discover

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

Bridgeport

Events

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

Appendix B

Business Vitality

Tualatin Primarily Uses Two Methods of Funding

Tax Increment Funding (TIF)

Property taxes generated by the **increase in values** of urban renewal area

A maximum **indebtedness** of **$140M** has been allowed and **funded** using **TIF**

The **URA** continues to **generate** TIF **revenue** for **current** and **future** projects

Urban Renewal Funds

TIF funded dollars allocated for carrying out downtown redevelopment projects

It can pay for consulting, planning, design and other professional services

Ex: **125k** - **200k** of Urban Renewal **Consulting** funds to pay for University of Oregon **Projects**

Tualatin Can Implement Public Private Partnerships

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

Mitigate City Risk

Accelerate Development

Reduce Cost On City

Bring New Expertise
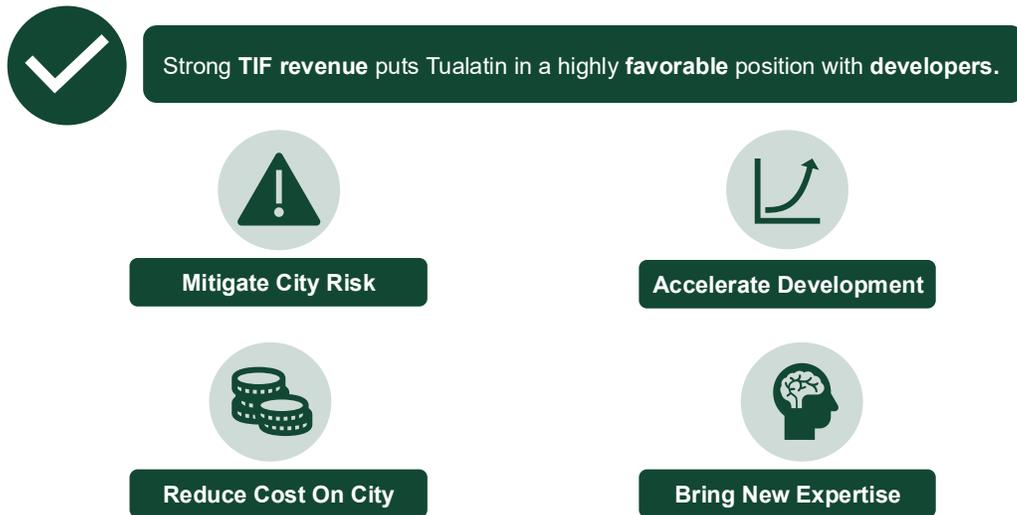
Tualatin Can Grow Public Private Development In 3 Steps

1

Utilize Strong Tax Revenue

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

2

Offer Favorable Benefits For Developers

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

3

Attract Qualified & Capable Developers

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

Comparable City Utilizing Public Private Partnerships

Comparable Project: North Anchor Project- Lake Oswego, OR

Before

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

After

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

Unforeseen Challenges

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

Redevelopment Map

G.O Bonds Have Funded Transformative City Projects

Effective Funding Large Projects

Capitalizes On Community Support

Comparable Project: River Front Park - Spokane, WA

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

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

Introduce **five new** desired **features** to the former **World Fair** site
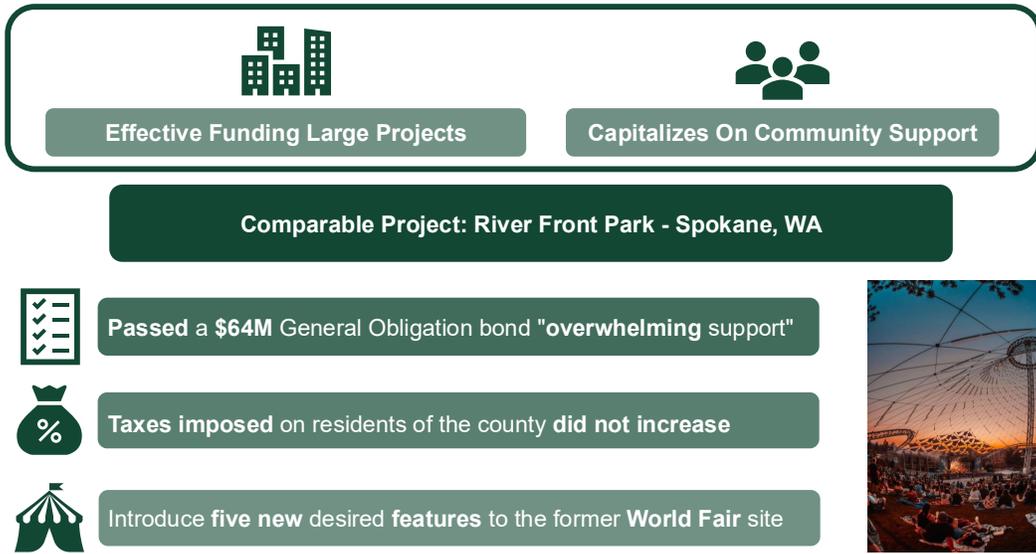
The Next Steps To Implement G.O Bonds

Identify Capital Projects

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

Gather Community Support

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

Cost Analysis

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

53

Business Associations Can Also Effectively Fund

Old Mill District – Bend, Oregon

▸ Businesses pay **expenses** every month such as utilities
▸ They are also **obligated** to pay **advertisement** fees and other **upkeep** fees

Directory Improvements

Upgrade Signage

Snowplowing, Road Work & Upkeep
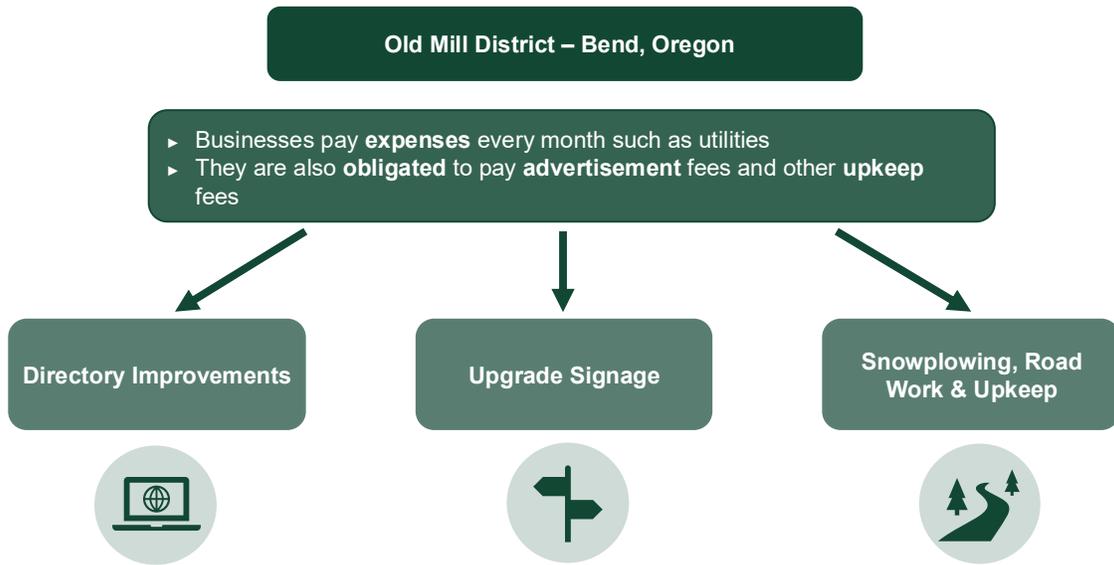
Appendix C

Comparable Cities

Beaverton Overview

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

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

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

Beaverton Businesses/Industries Breakdown

1. **Business/Management**

2. **Sales/Administrative**

3. **Food Services**

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

Community Attractions And Main Destinations In Tigard

57,301
Population

11.81
Square
Miles

-1.03%
Employment
Growth

Attractions
▸ Washington Square Mall
▸ Universal Plaza
▸ Fanno Creek
▸ Arts and Community

Industries

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

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

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

Comparable Cities: Sherwood

Sherwood Features

▸ Main industries include healthcare, education and manufacturing

▸ Family oriented – top 4 school district in Oregon

▸ 4.5 mile city limits – just south of Tualatin

▸ Sherwood Robinhood Festival- brings in thousands of visitors

▸ Preserved history and old town creates identity

▸ 26 miles southwest of Portland

20k population

$55k median income

$620k average home price

McMinnville, Oregon

9 blocks
Downtown Area

35,042 ↑
Population

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

Top Industries by # Employees
- Healthcare & Social Assistance – 16.8 %
- Retail Trade – 16.7 %
- Manufacturing – 12.0 %
Newcomers: Food/Drink

Lake Oswego, Oregon

13.57 mi. sq. City Area

41,141 ↑
Population

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

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

Similar Cities: Forest Grove, Oregon

City Stats

► 27,000 population - average age 34

► Lower crime rate (26.8%)

► Average household income - 81k

► 5.9 sq mile city limits

Project Glow-Up

► Series of infrastructure, streetscape, aesthetic, and safety improvements in the core downtown area

► Crews have begun work in early 2025

Goals

Enhanced Downtown Walkability
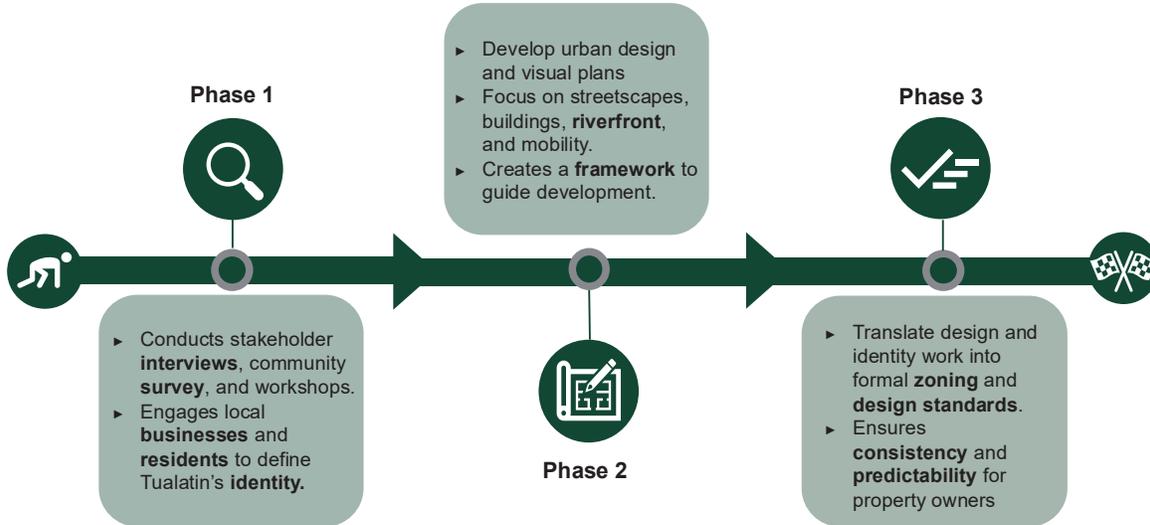
Architecturally More Appealing

Support Local Businesses
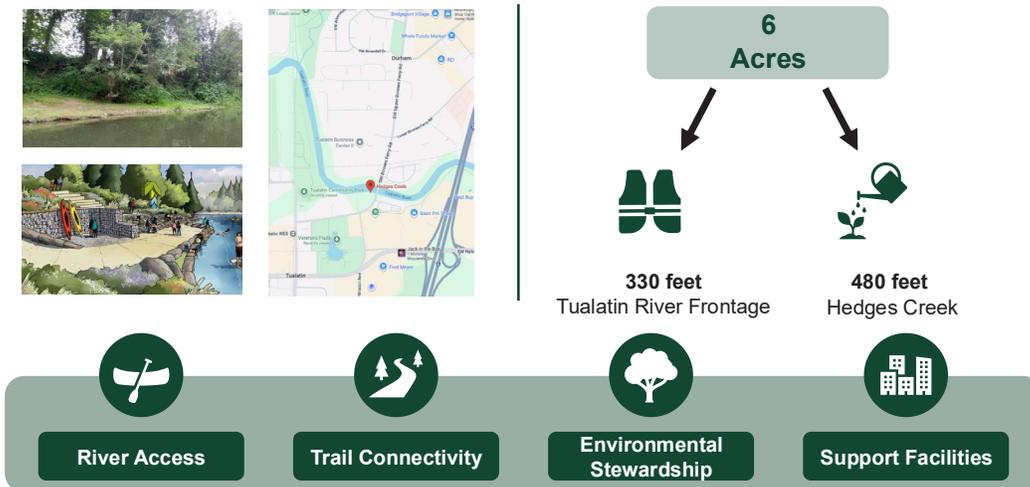
Increase Employment Opportunities

Appendix D

Background Research & Interviews

TUALATIN REVITALIZATION PROJECT

Phase 1

Phase 3

- ▸ Develop urban design and visual plans
- ▸ Focus on streetscapes, buildings, **riverfront**, and mobility.
- ▸ Creates a **framework** to guide development.

- ▸ Conducts stakeholder **interviews**, community **survey**, and workshops.
- ▸ Engages local **businesses** and **residents** to define Tualatin's **identity.**

Phase 2

- ▸ Translate design and identity work into formal **zoning** and **design standards**.
- ▸ Ensures **consistency** and **predictability** for property owners

RIVERFRONT PARK PROJECT

6 Acres

330 feet Tualatin River Frontage

480 feet Hedges Creek

River Access

Trail Connectivity

Environmental Stewardship

Support Facilities

TUALATIN RESEARCH

Home To Large Sectors

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

Residential & Commercial Balance

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

Project Process

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

TUALATIN INDUSTRY CLUSTER KEY INFORMATION

Software & Tech
- Largest Employer: Lam Research
- Employment Growth: 40%
- Salary Growth: 18%

Transportation & Logistics
- Largest Employer: UPS
- Employment Growth: 40%
- Salary Growth: 7%

Advanced Manufacturing
- Largest Employer: Nortek
- Employment Growth : -11%
- Salary Growth : 15%

5 Key Industry Clusters

Corporate & Financial
- Largest Employer: AKD Engineering
- Employment Growth : -36%
- Salary Growth : 49%

Health & Wellness
- Largest Employer: Legacy Meridian
- Employment: 3,676
- Salary Growth: 14%

INTERVIEWS

Expert Interview: Peter Kirch

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

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

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

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

Expert Interview: Meg Ordaz

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

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

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

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

Expert Interview: Emily Liu

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

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

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

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

Expert Interview: Jessica Numanoglu

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

Main Takeaways

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

Barriers

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

Opportunities

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

Expert Interview: Cody Field

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

Main Takeaways

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

Barriers

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

Data Collection Methods

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

Expert Interview: Michael Antonellio

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

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

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

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.

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

Opportunities

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

Expert Interview: Glenn Fee

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

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

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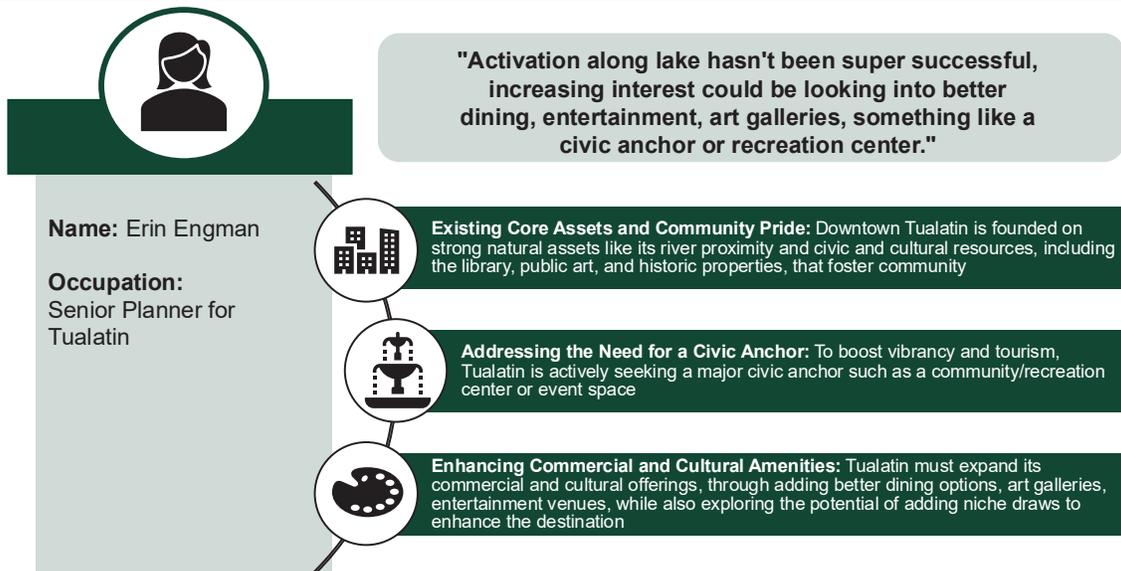
Tualatin's downtown layout could be improved with **pedestrian access**, or adding visual features like a trolley or archway to make the experience more inviting and connected

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

Expert Interview: Erin Engman

> "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."

Name: Erin Engman

Occupation: Senior Planner for Tualatin

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
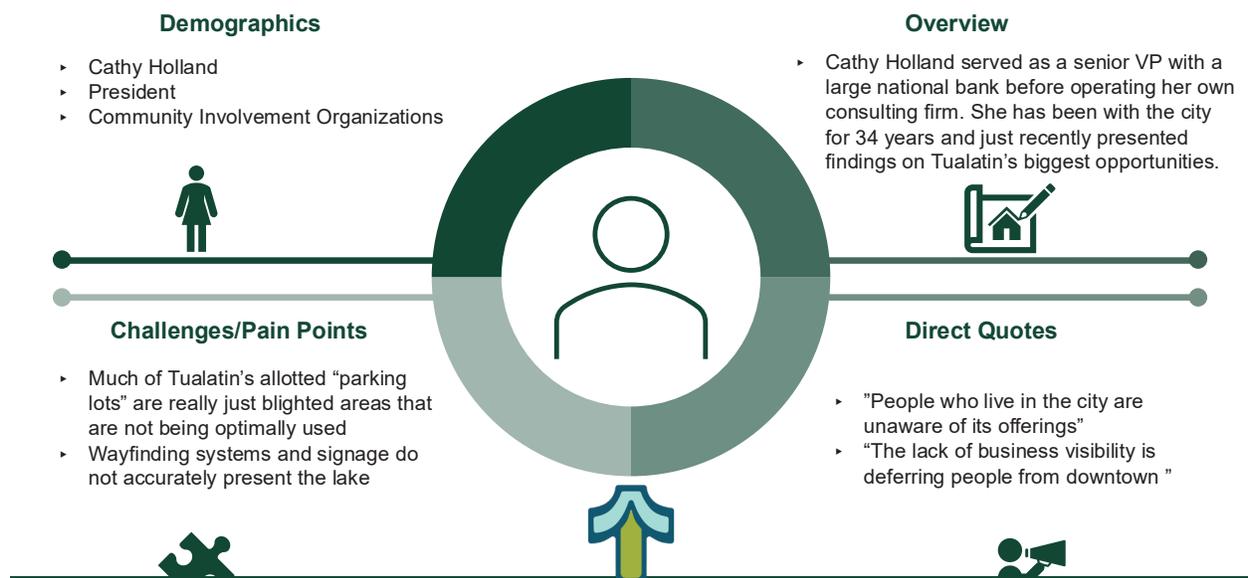
Demographics

‣ 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.
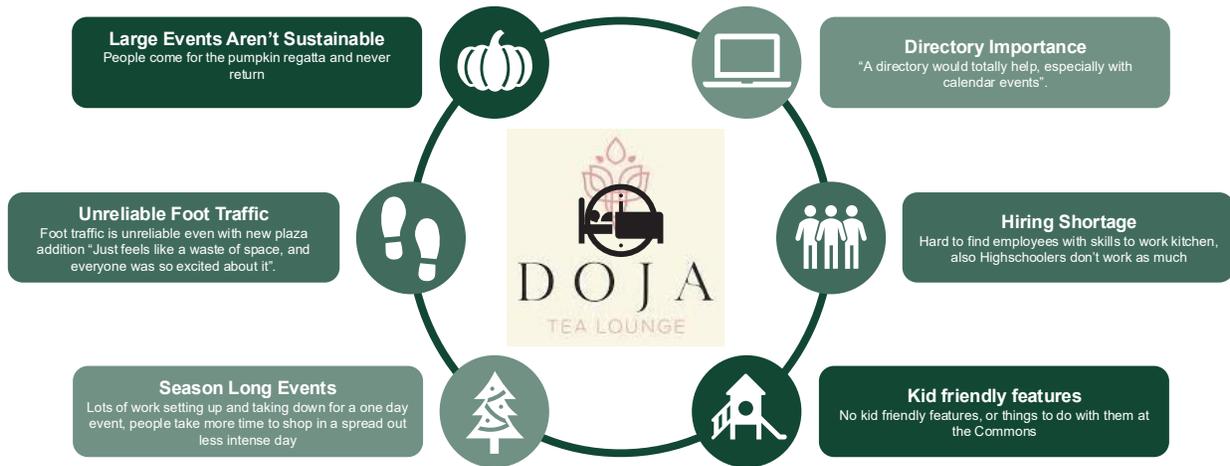
Challenges/Pain Points

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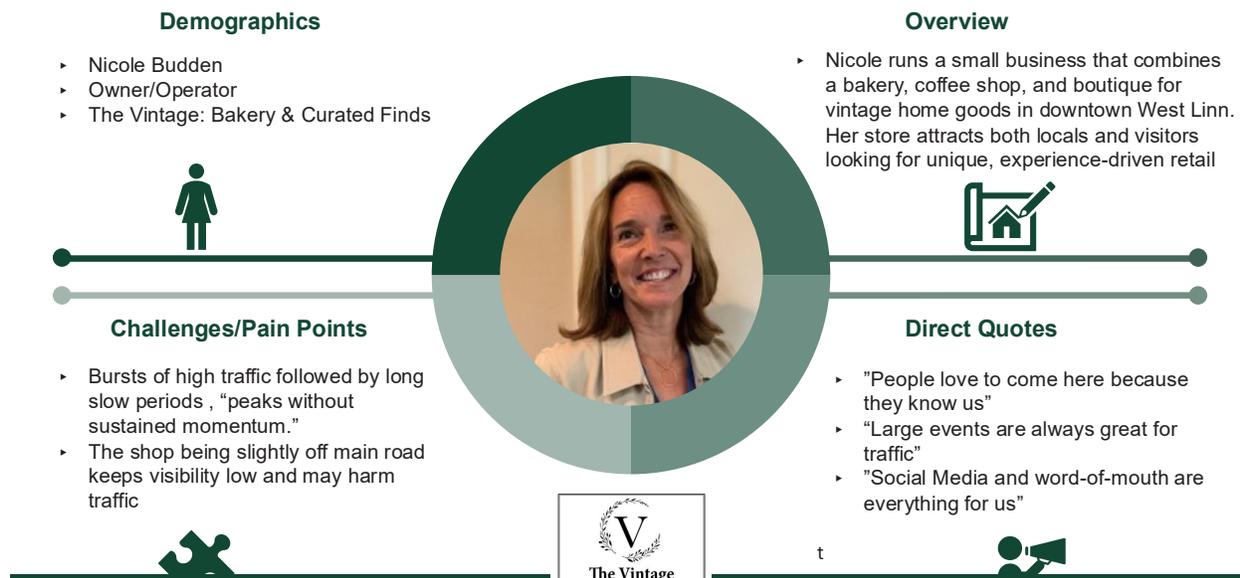‣ Wayfinding systems and signage do not accurately present the lake

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

Large Events Aren't Sustainable
People come for the pumpkin regatta and never return

Directory Importance
"A directory would totally help, especially with calendar events".

Unreliable Foot Traffic
Foot traffic is unreliable even with new plaza addition "Just feels like a waste of space, and everyone was so excited about it".

Hiring Shortage
Hard to find employees with skills to work kitchen, also Highschoolers don't work as much

Season Long Events
Lots of work setting up and taking down for a one day event, people take more time to shop in a spread out less intense day

Kid friendly features
No kid friendly features, or things to do with them at the Commons

Nicole Budden – Informational Interview Overview

Demographics

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

Overview

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

Challenges/Pain Points

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

Direct Quotes

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

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The Vintage

Cara Turano– Informational Interview Overview

Demographics

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

Overview

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

Challenges/Pain Points

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

Direct Quotes

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

OREGON ENTREPRENEURS NETWORK

Steve Koper– Informational Interview Overview

Demographics

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

Overview

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

Challenges/Pain Points

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

Direct Quotes

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

City of **West Linn**

Alisa Pyszka– Informational Interview Overview

Demographics

- Alisa Pyszka
- Executive Director
- Portland State University

Overview

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

Challenges/Pain Points

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

Direct Quotes

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

Megan Braunsten– Informational Interview Overview

Demographics

- Megan Braunsten
- Executive Director
- The City of Beaverton

Overview

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

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- "Why does Tualatin want to do this and who are they doing it for?"

Keith Mays - Sherwood

"Smart Businesses"
Open and use the large crowd as a way to market themselves and make money during the festival.

Cruisin' Sherwood
Attracts around 20k visitors annually for a 200 car automotive show. Very family oiented

"Stupid Businesses"
Close up and don't do anything for large events. Don't use the crowd as a way to benefit themselves

Marketing
One tactic was that sponsors donate gift bags to those that enter a car as well as those that enter for events in the Robinhood festival

Robinhood Festival
A multi day, multi event festival attracting around 15k visitors per year. Beneficial that it is many days.

Family Friendly

Beau Eastes – Old Mill District

Placer Ai
Old Mill also uses data tracking Ai, can see zip codes and when people are visiting

Marketing Expense
All companies in the area also pay a marketing fee on top of rent for web marketing and better signage around the area

Using The Data
See what areas they need to appeal to more, or what seasons they do the best in to have more draw in other seasons.

Newsletter
They currently operate a very successful newsletter with 4.5k active users, update events happening in the area

Hayden Homes
Amphitheatre was built to draw to businesses, soon scaled it from 5 shows a year to 50.

Marketing During Events
During large events, businesses are pushed not to close but have small things available to get there brand out there.

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 came in in unprecedented amounts.

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

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

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

Expert Interview: Mike Dahlstrom

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

Name: Mike Dahlstrom

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

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

Expert Interview: Sambo Kirkman

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

Name: Sambo Kirkman

Occupation: Community Development Director at City of Tigard

Strengthening Downtown Through Strategic Collaboration: Tigard split responsibilities by forming the Downtown Tigard Alliance, allowing focused business support alongside city-wide equity.

Leveraging Financial Tools for Revitalization: Tenant improvement grants and tax increment financing (TIF) districts can be used to reduce barriers and attract new businesses downtown

Building Identity with Community-Driven Wayfinding: A pedestrian-focused signage and branding initiative is engaging residents to shape a cohesive and welcoming downtown experience

Expert Interview: Megan De Salvo

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

Name: Megan De Salvo

Occupation: CEO Tigard Chamber of Commerce

Unified Stakeholder Engagement: Bringing property owners, city leaders, and businesses together early ensures a shared vision and sustained momentum

Strategic Use Of Incentives: TIF districts, facade grants, and enterprise zones supports economic growth and enhances downtown aesthetics

Design For Diverse Appeal: Amenities that cater to a wide range of demographics, including families, retirees, and working professionals, to build a vibrant, inclusive downtown experience

Expert Interview: Zoe Mombert

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

Name: Zoe Mombert

Occupation: Assistant to City Manager Wilsonville

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

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

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

Expert Interview: Matt Lorenzen

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

Name: Matt Lorenzen

Occupation: Economic Development Manager City of Wilsonville

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

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

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

Professor Interview: Nick Light

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

Name: Nick Light

Occupation: Marketing Professor

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

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

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

Professor Interview: Jean Faye

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

Name: Jean Faye

Occupation: Ecology Professor

Relevance: Facilitates Environmental Change and Community Development study abroad

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

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

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

Professor Interview: Anne Brown

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

Name: Anne Brown

Occupation:
Associate Professor, Urbanism Next Director

Design Must Reflect Local Identity: Urban spaces thrive when they are tailored to the unique needs, pace, and character of the community

Inclusive Engagement Is Essential: Effective planning requires conscious outreach to ensure all voices are heard, especially those often left out

Green and Aesthetic Enhancements Matter: Natural elements and thoughtful design choices, like lighting and public art, boost comfort, reduce stress, and invite connection

Professor Interview: Rebecca Lewis

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

Name: Rebecca Lewis

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

Ground-floor Activation: Needs customer-facing businesses retail, restaurants, not just offices, to generate foot traffic

Cultural Identity: Must be developed bottom-up through extensive community involvement and public outreach

Regional Strength: Is built via public-private collaboration and defining the city's unique economic niche

Professor Interview: Kamryn Moore

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.

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

Professor Interview: Ryan Rahinel

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

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

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
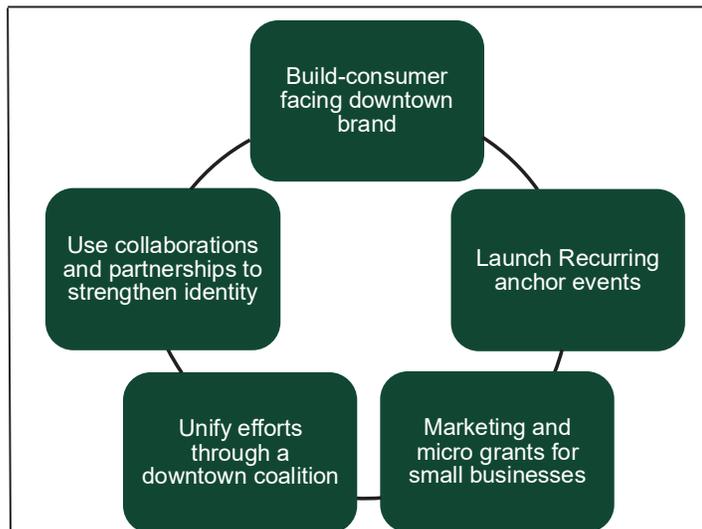► Top-down vs bottom-up approach

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

- Build-consumer facing downtown brand
- Launch Recurring anchor events
- Marketing and micro grants for small businesses
- Unify efforts through a downtown coalition
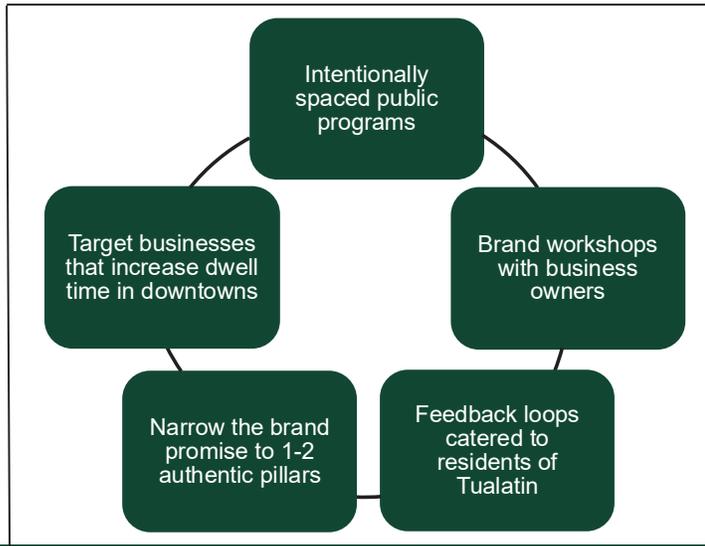- Use collaborations and partnerships to strengthen identity

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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

- Intentionally spaced public programs
- Brand workshops with business owners
- Feedback loops catered to residents of Tualatin
- Narrow the brand promise to 1-2 authentic pillars
- Target businesses that increase dwell time in downtowns

SCI Directors and Staff

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