

FALL 2025  
TUALATIN

OREGON CONSULTING GROUP  
LUNDQUIST COLLEGE OF BUSINESS

# Reimagining Tualatin: Downtown Market Study

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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



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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.

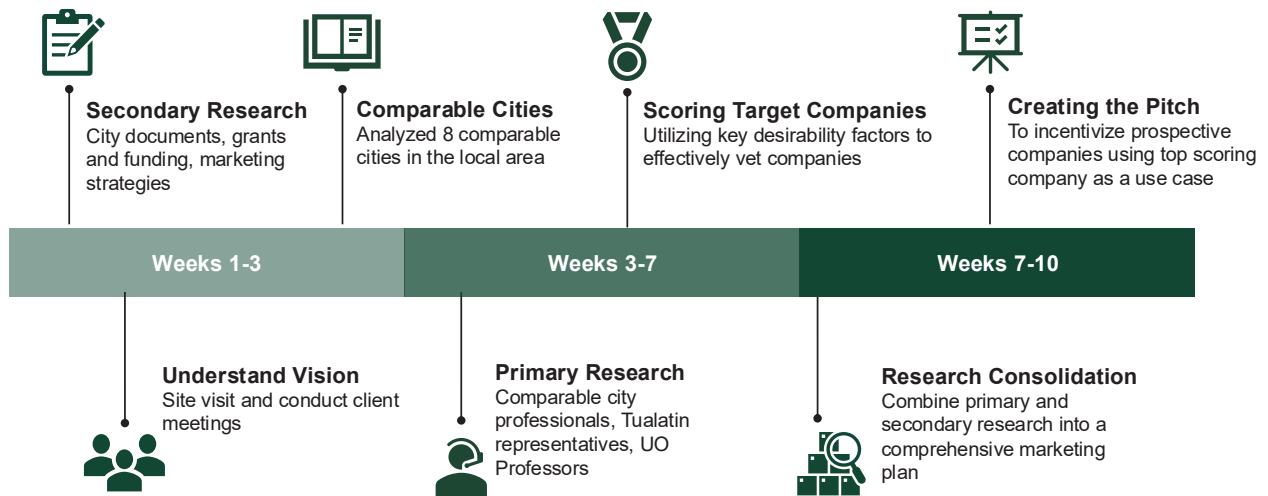
Student engagement through the Sustainable City Year Program sought to fill that gap by helping the city understand downtown Tualatin's current market dynamics and positioning it to capitalize on untapped economic potential. The purpose of the study was to develop an actionable, research-based strategy 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



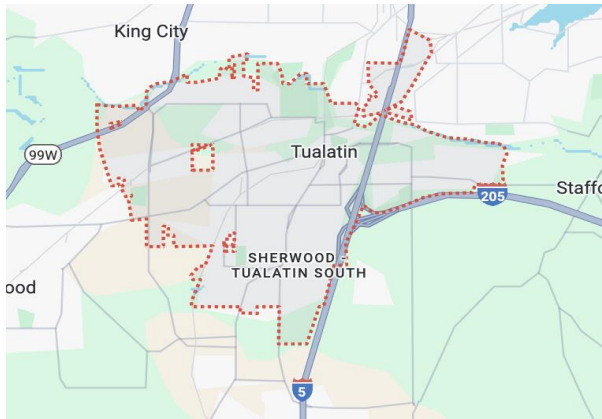
The Oregon Consulting Group is working along side the SCYP Program at the University of Oregon to economically revitalize Tualatin's downtown. The focus of the project is around the downtown commons and how Tualatin can draw on landmarks like Bridgeport Village and the commons.



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> Population	<b>8.40</b> Square Miles	<b>0.29%</b> Employment Growth

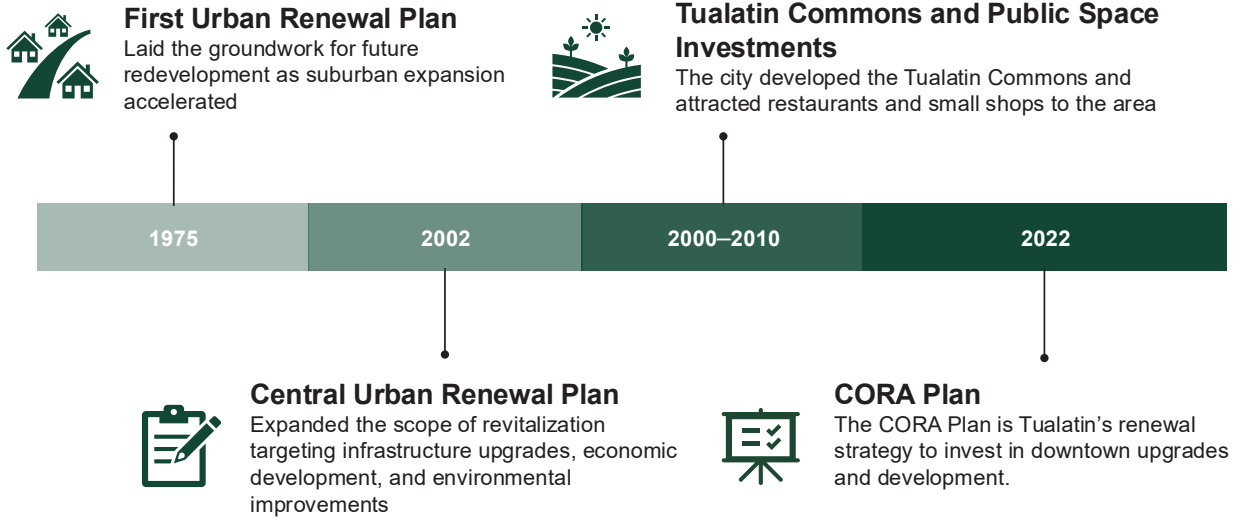
### Location

- ▶ 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



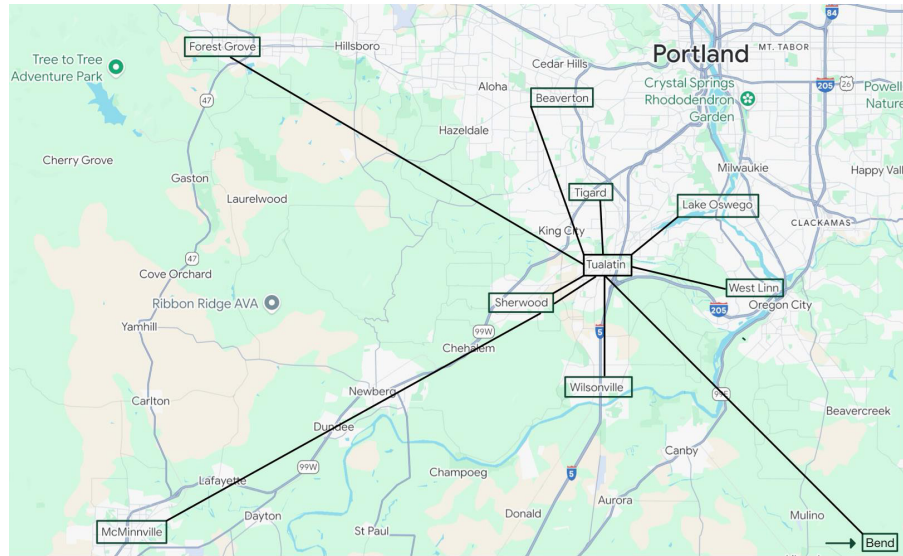
# Situational Analysis

## 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

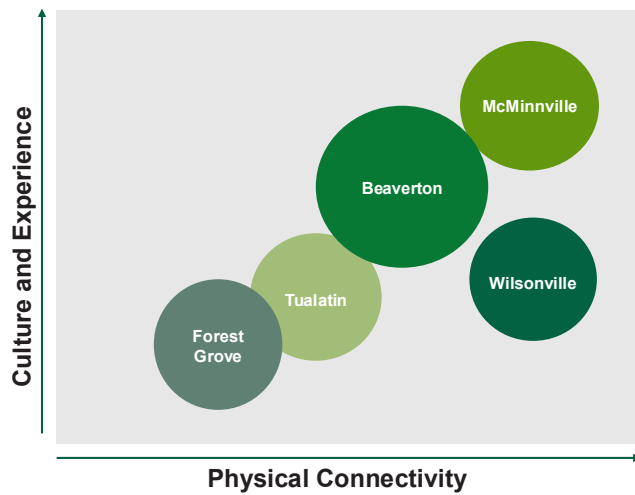
- ▶ Variety of events and activities for all ages
- ▶ Uses AI and surveys to **measure impact** and visitor flow.



### 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**



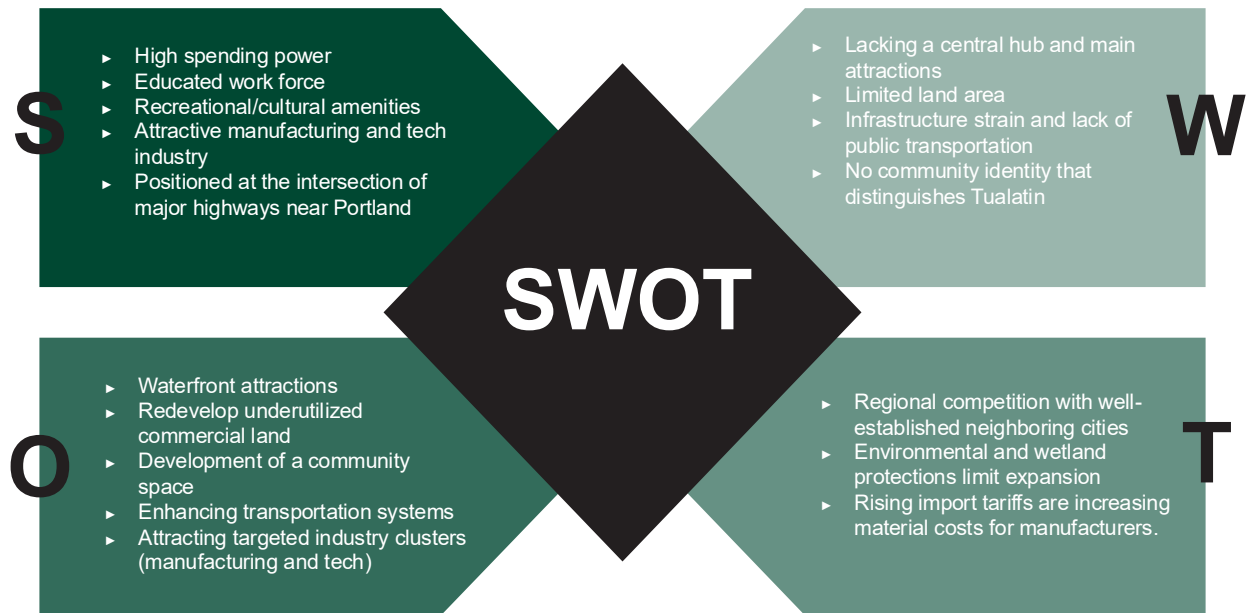
**What is Working**

- ▶ **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

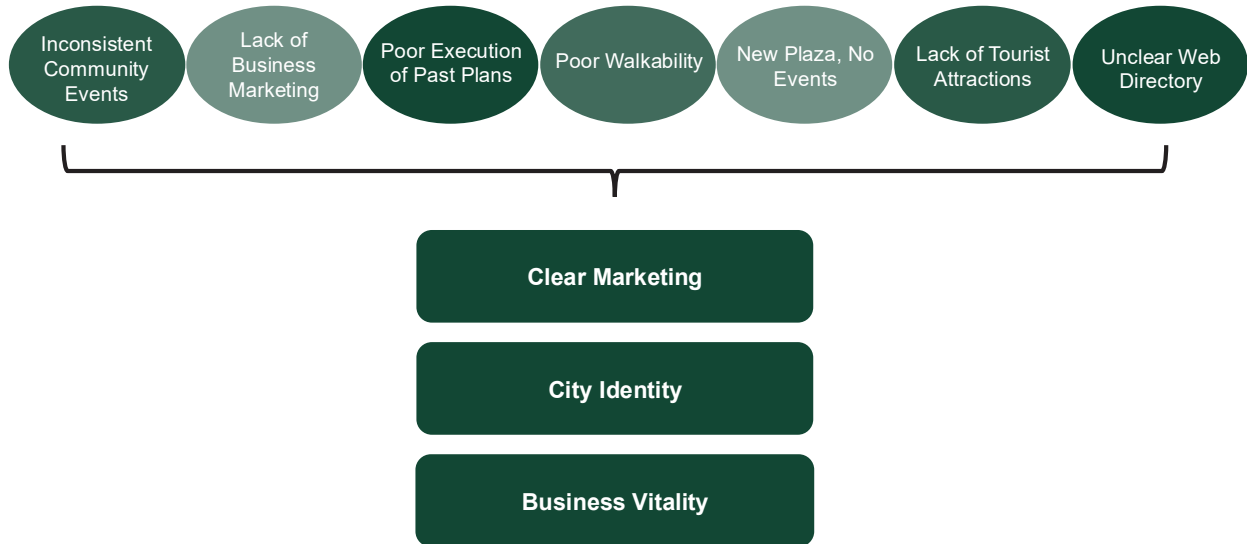


### What The Smith's looks for in a city:

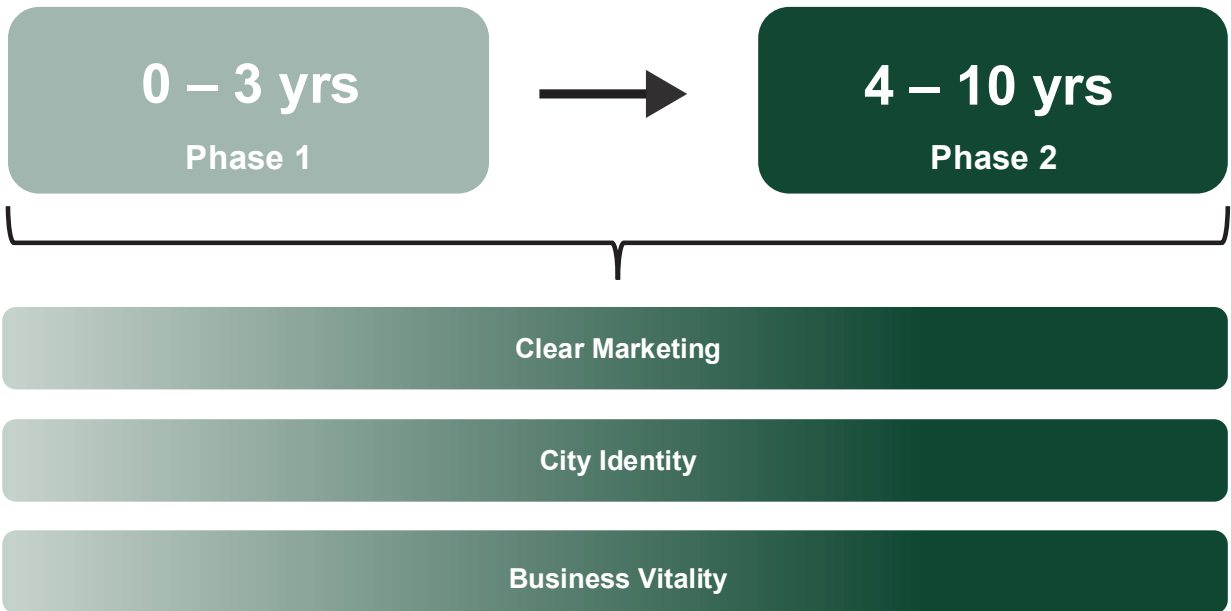
- 1** **Scenic spots** that are easy to photograph and share on social media.
- 2** **Good food options** and a kid-friendly environment within walking distance.
- 3** **An event** so the group can easily fill an afternoon and evening.

# 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

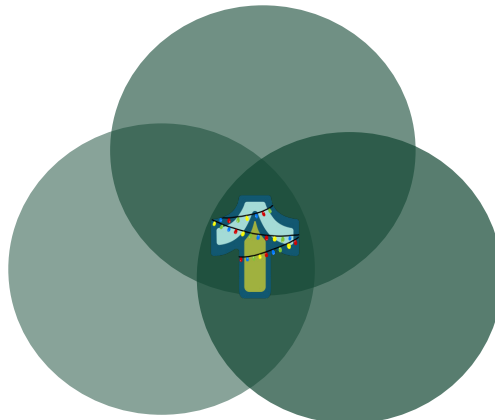
### WINTER FEST STRENGTHENS PARTNERSHIPS

#### Local Businesses & Property Owners

- ▶ Downtown businesses
- ▶ Sponsors & Community Organizations

#### City & Public Partners

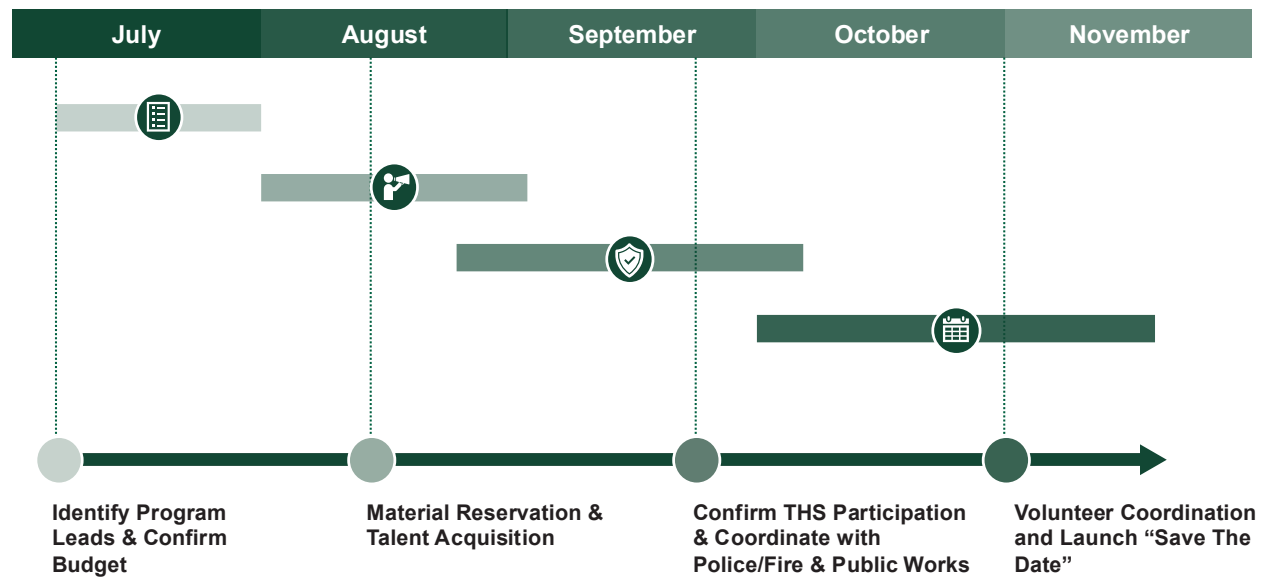
- ▶ Parks & Recreation
- ▶ Public Works
- ▶ Police & Fire
- ▶ Library / Arts & Culture



#### 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

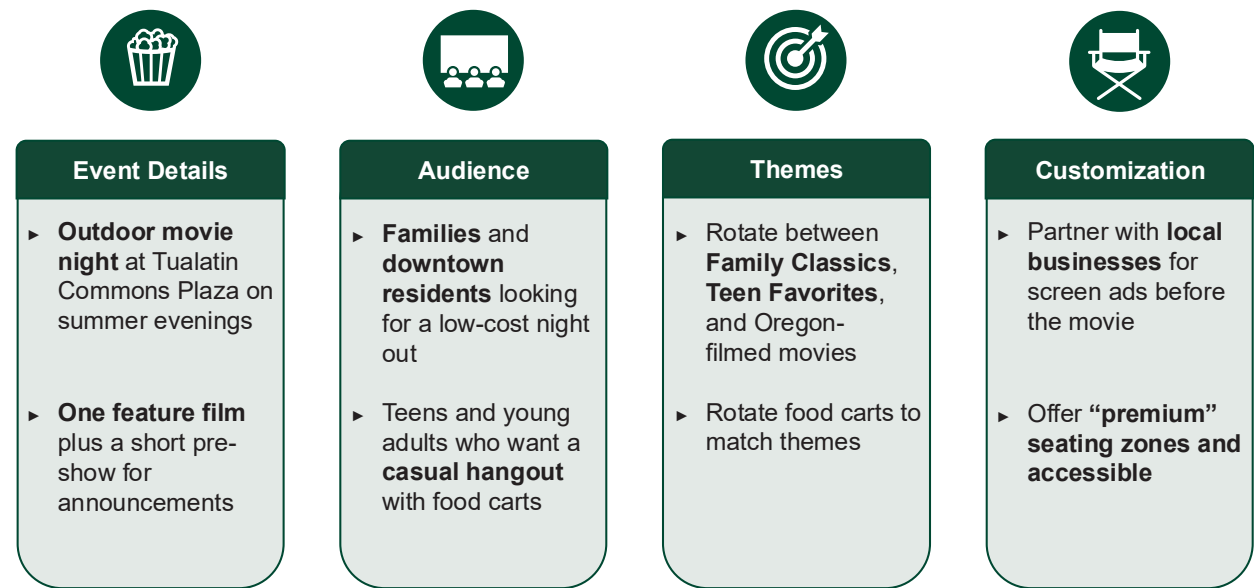


Economic Impact



Placemaking

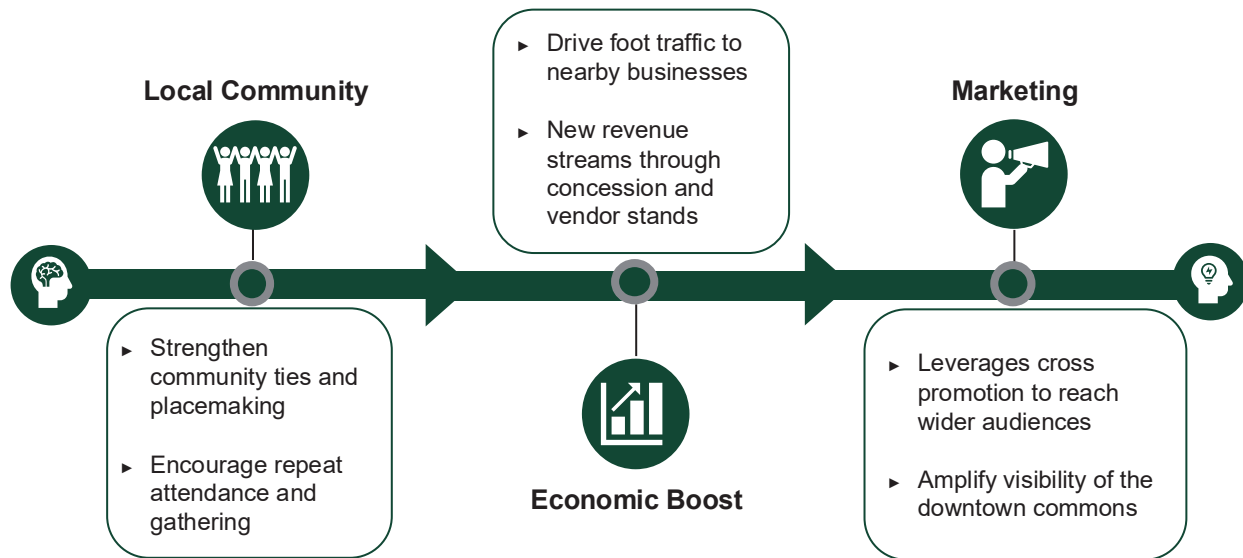
**TUALATIN'S MOVIE NIGHT IS FOR EVERYONE**



**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

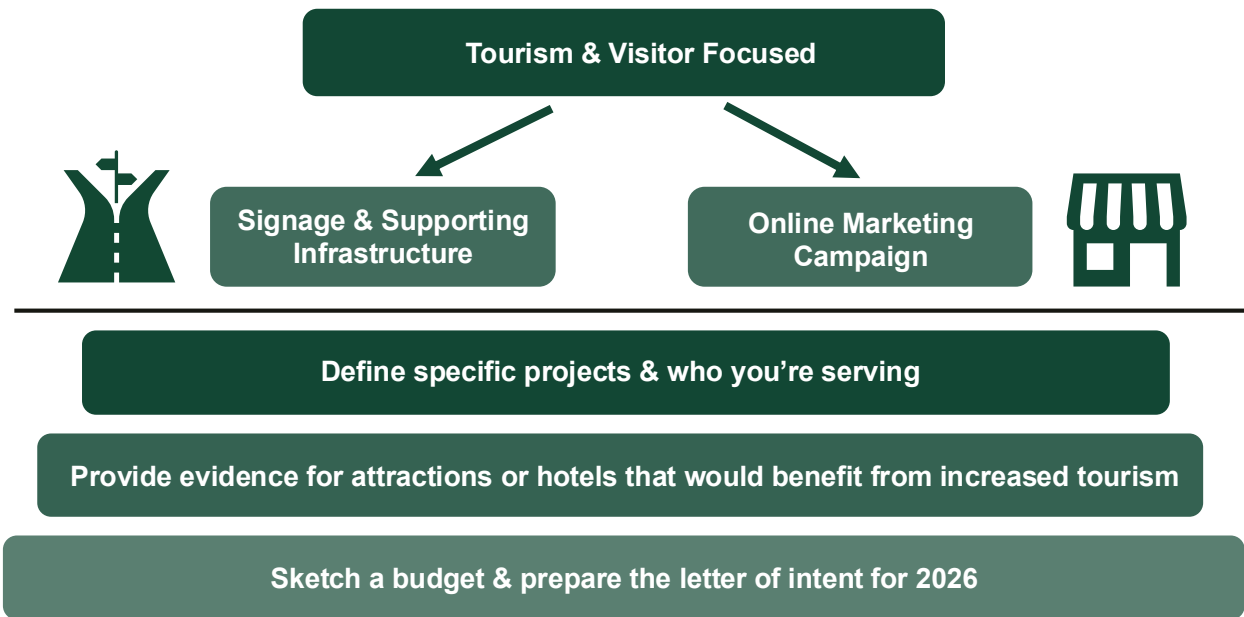
## IMPLEMENTING A BUSINESS ASSOCIATION HAS MANY BENEFITS

<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, and riverfront</b> habitat projects</li> </ul>
	<p><b>Oregon Main Street Program</b></p>	<ul style="list-style-type: none"> <li>▶ <b>Largest downtown grant</b> available in Oregon</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 riverfront &amp; downtown <b>identity project</b></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

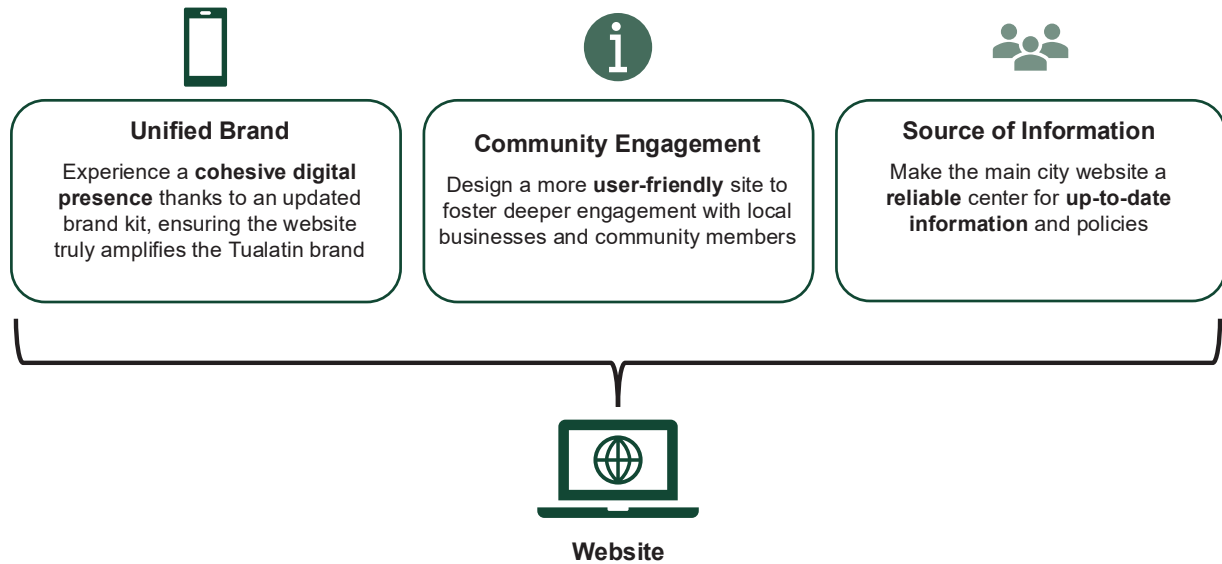
##### **Business Vitality:**

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

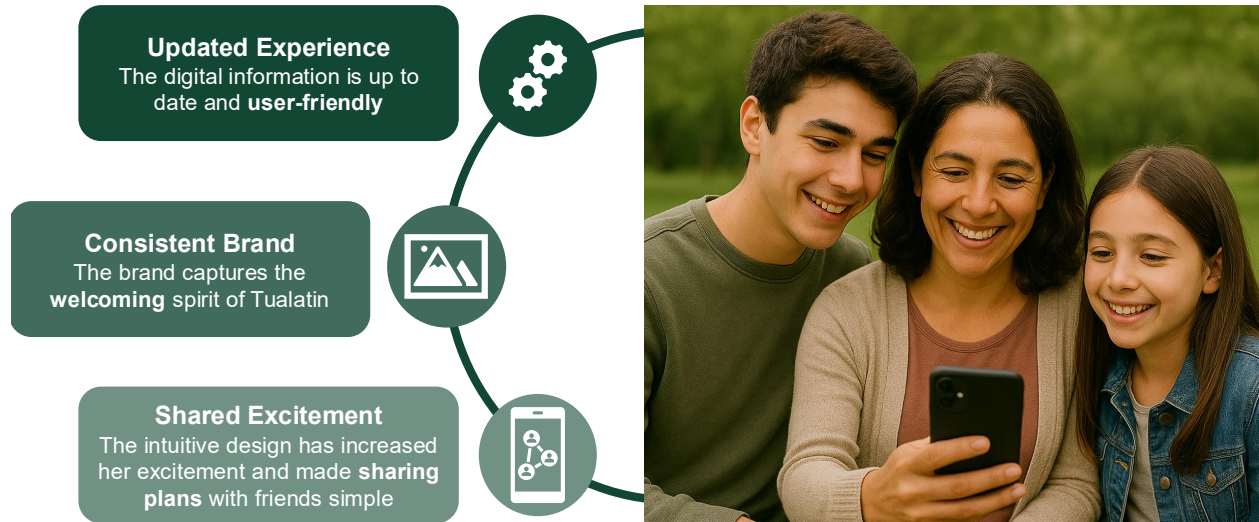


- 1 Targeted Campaigns**  
Segment outreach with specific **calls-to-action** to reach distinct audiences and drive measurable results
- 2 Authentic Storytelling**  
Utilize the brand and site to showcase high-quality, **authentic stories** and media that amplify the Tualatin identity
- 3 Partnership 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**

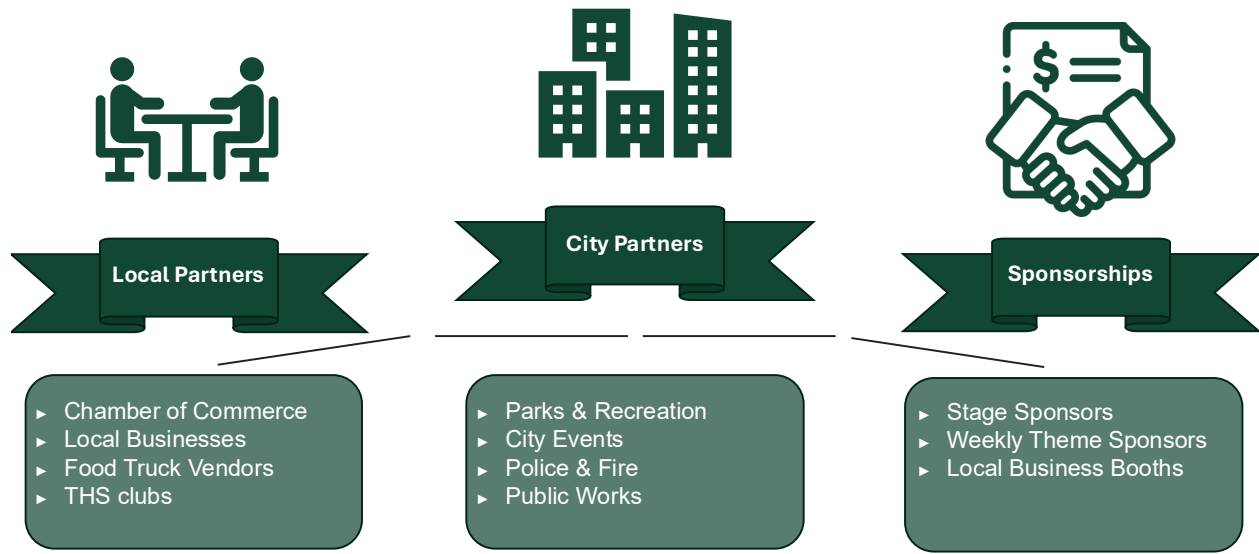
Prospective business owners are attracted to signs of economic vitality and opportunities for visibility. Demonstrating strong turnout and diverse audiences the series becomes a showcase of Tualatin's potential.



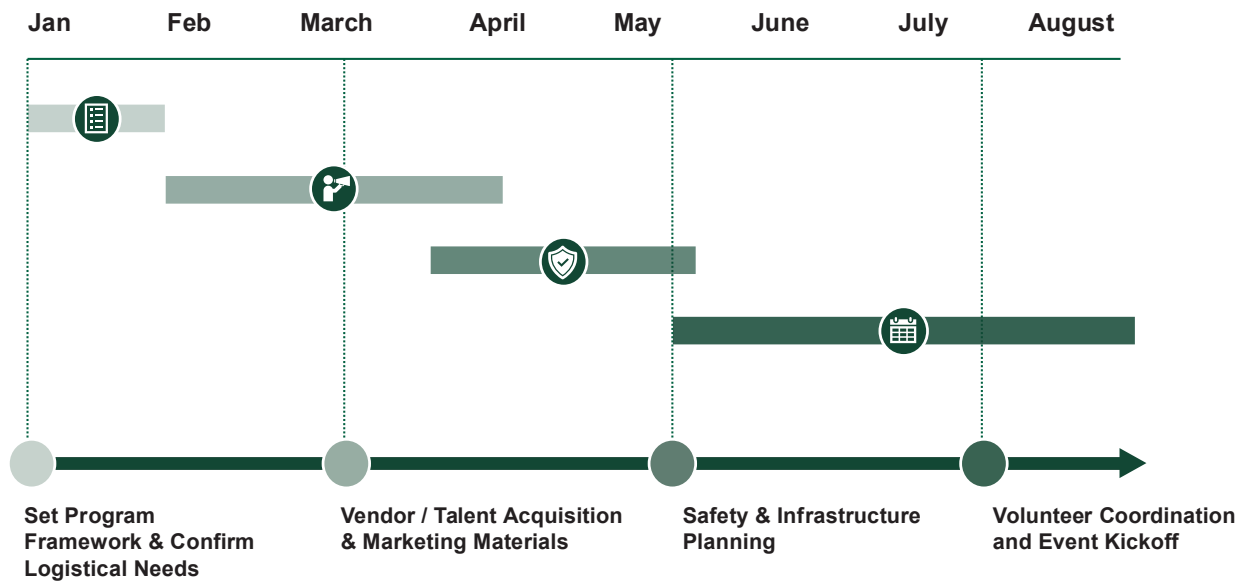
### **Families With Kids**

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**



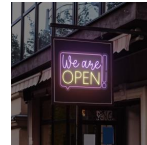
### Product Offerings

- ▶ 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”**

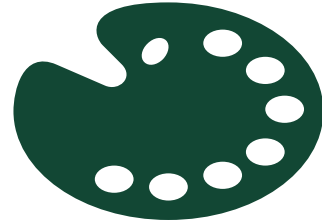
- ▶ Develop 1 pager to include amenities, fee structure, market dates, expected foot traffic



**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

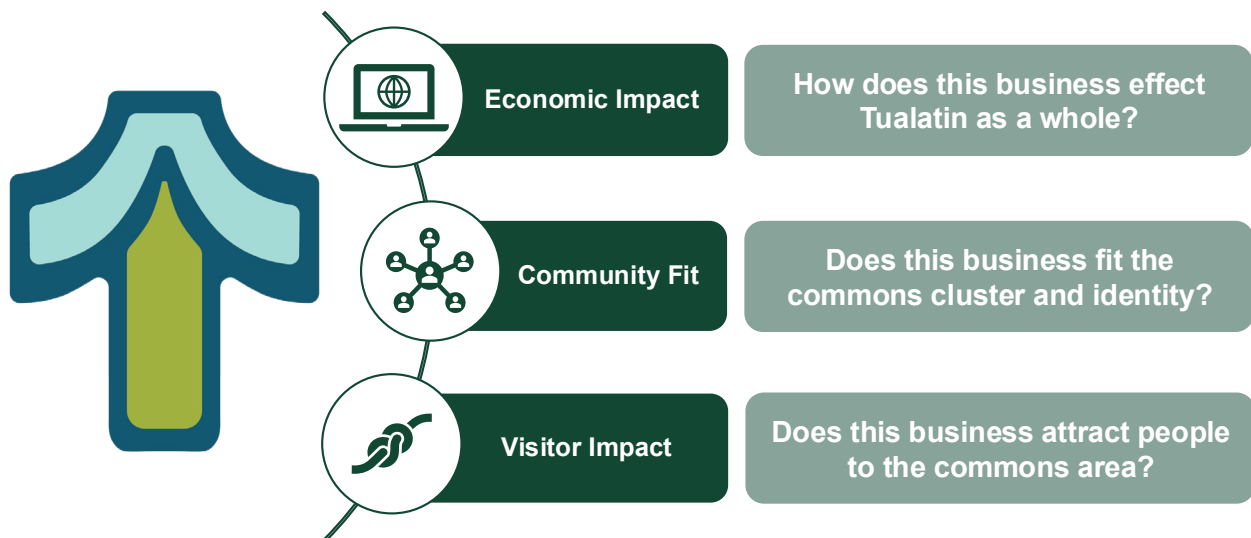
  

Community Fit				
Target Company	Local Identity (25%)	Aesthetic Appeal (15%)	Competability (25%)	Feasibility (35%)
Scale Scores	1-10 Score	1-10 Score	1-10 Score	1-10 Score
PotBelly	4	6	4	8
Ancestry Brewing	9	8	7	6
The Matador	7	7	7	6
The Arrangement	8	10	8	6
Spielmans Bagels & Creamery	8	9	9	7
Board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

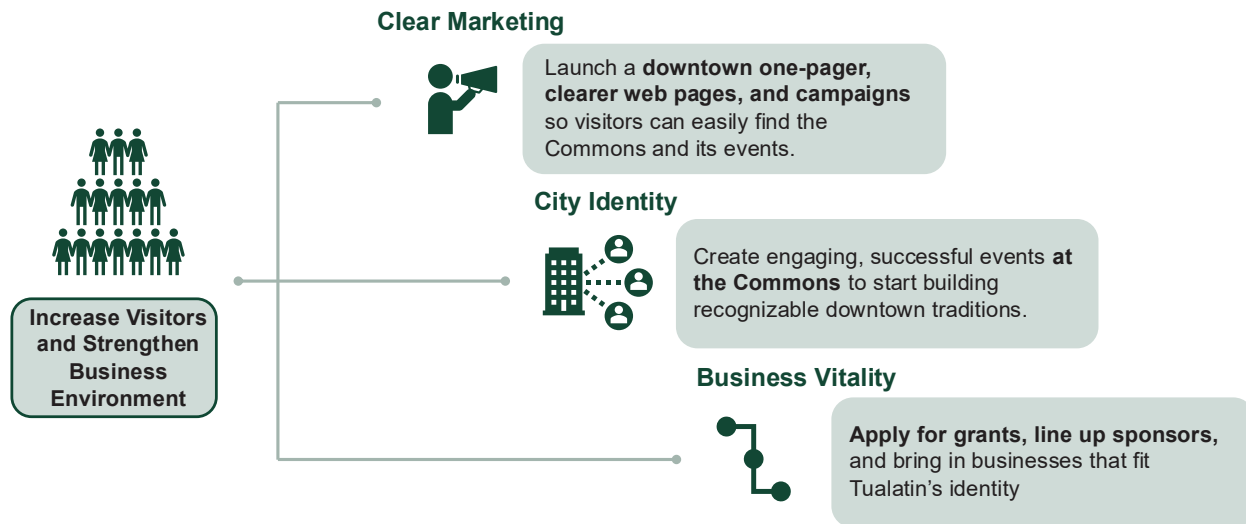


Girls Night



# 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



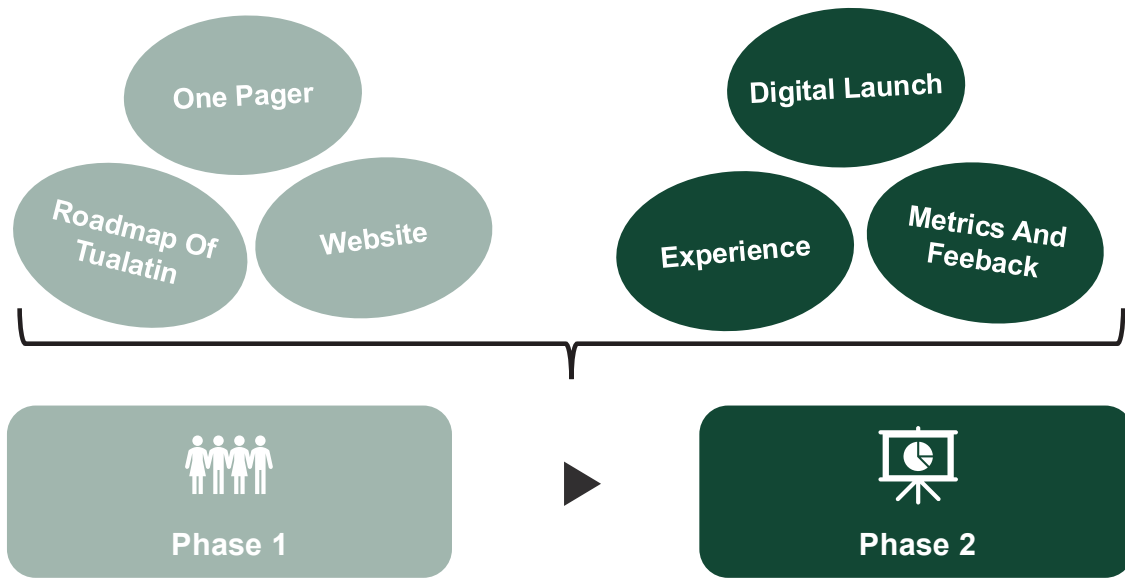
### How The Smith Family Experiences Tualatin

- 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**

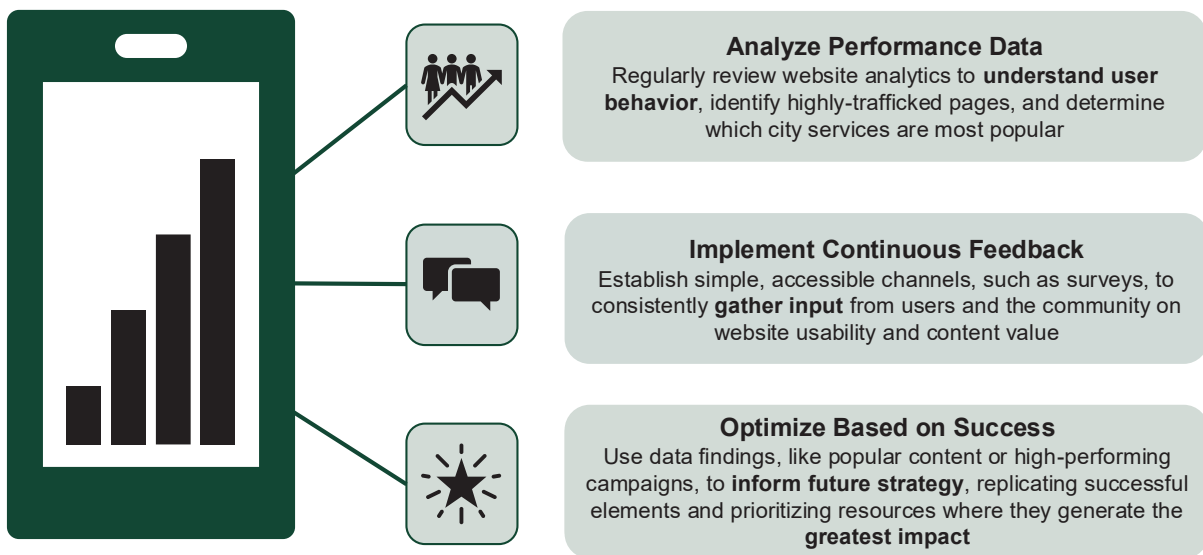
# **Appendix A**

## **Marketing**

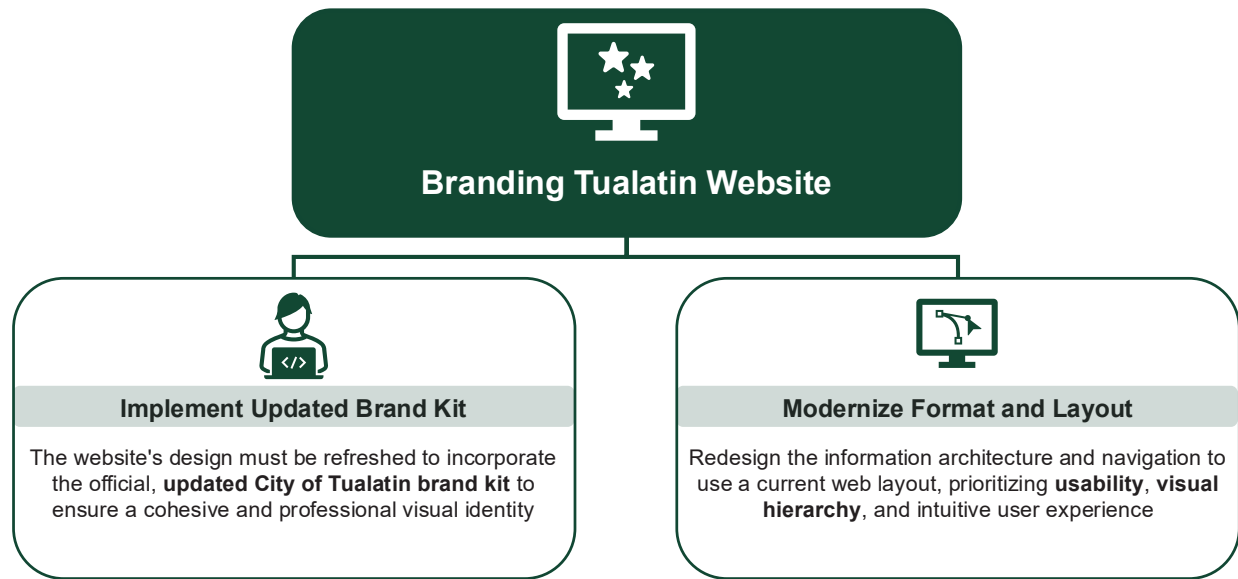
## Optimizing Marketing In Phase 2



## 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



## 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

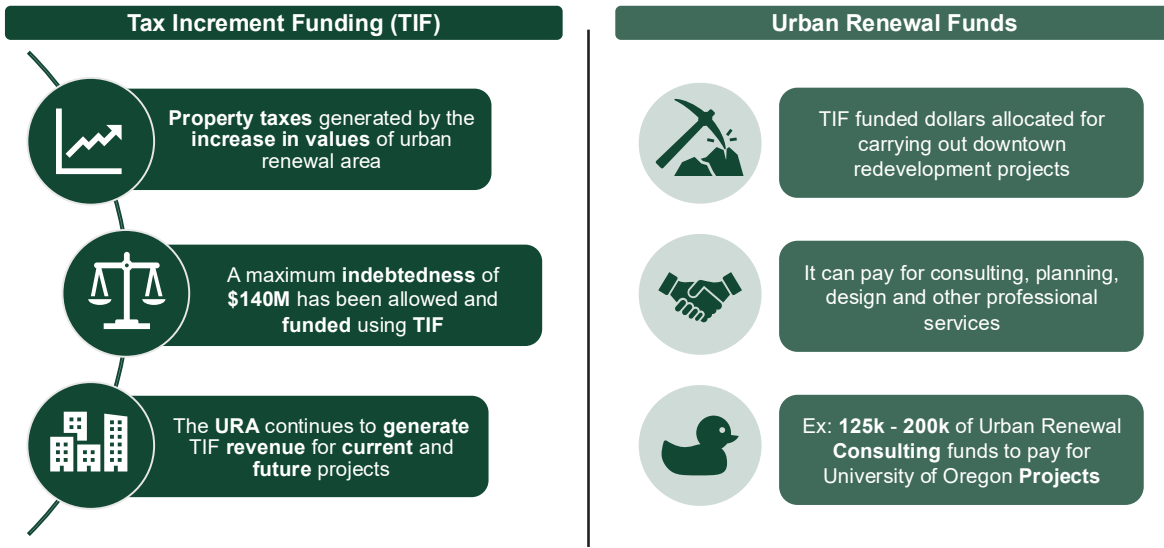
- Visit the City of Tualatin website for upcoming events during your visit



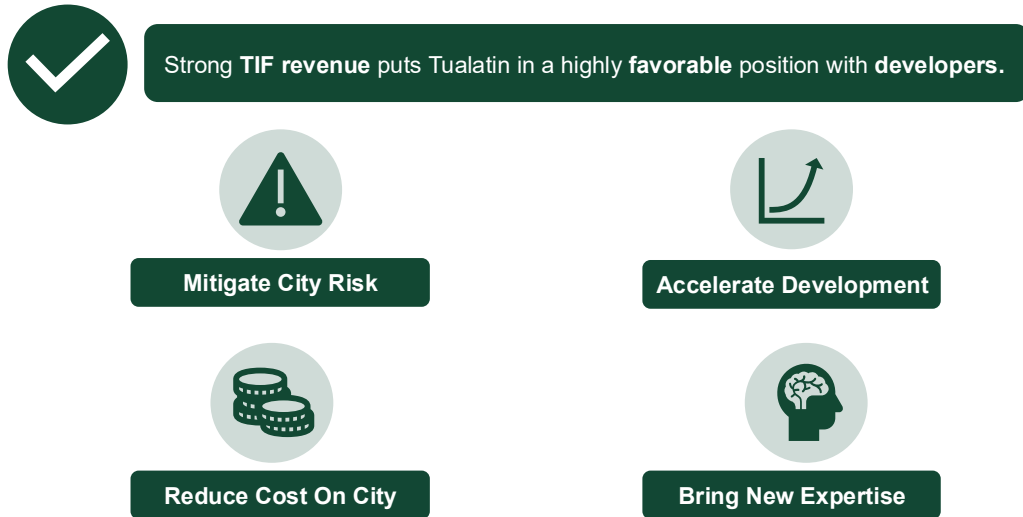
# **Appendix B**

## **Business Vitality**

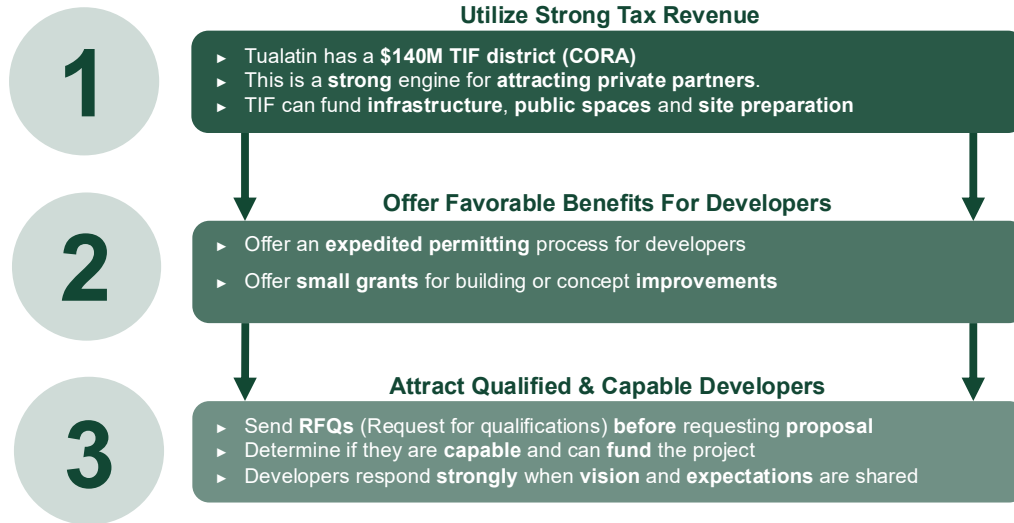
## Tualatin Primarily Uses Two Methods of Funding



## 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**

- 

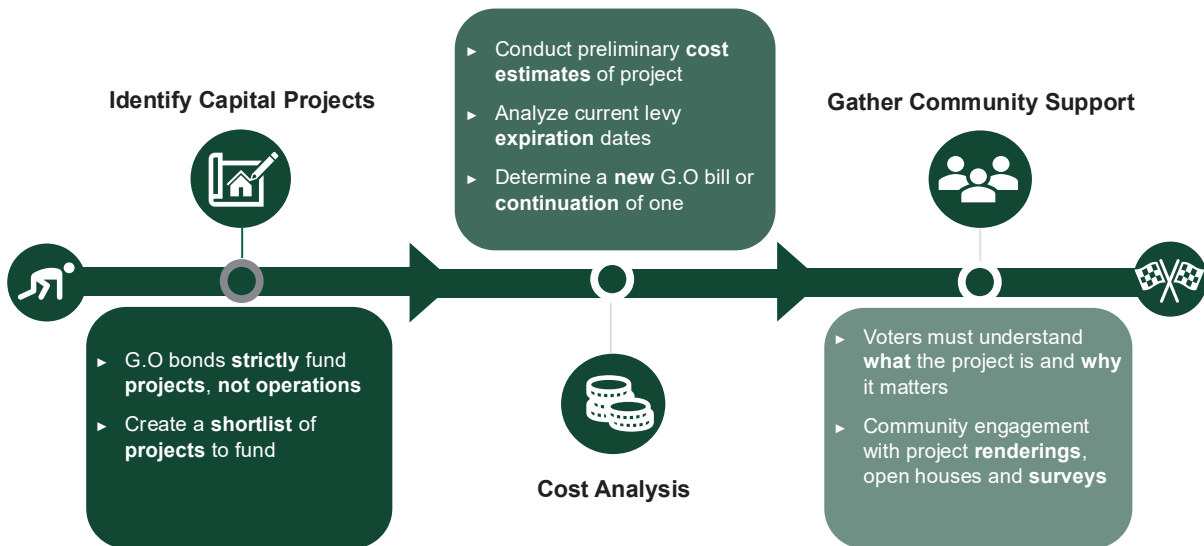
Passed a \$64M General Obligation bond "overwhelming support"
- 

Taxes imposed on residents of the county did not increase
- 

Introduce five new desired features to the former World Fair site

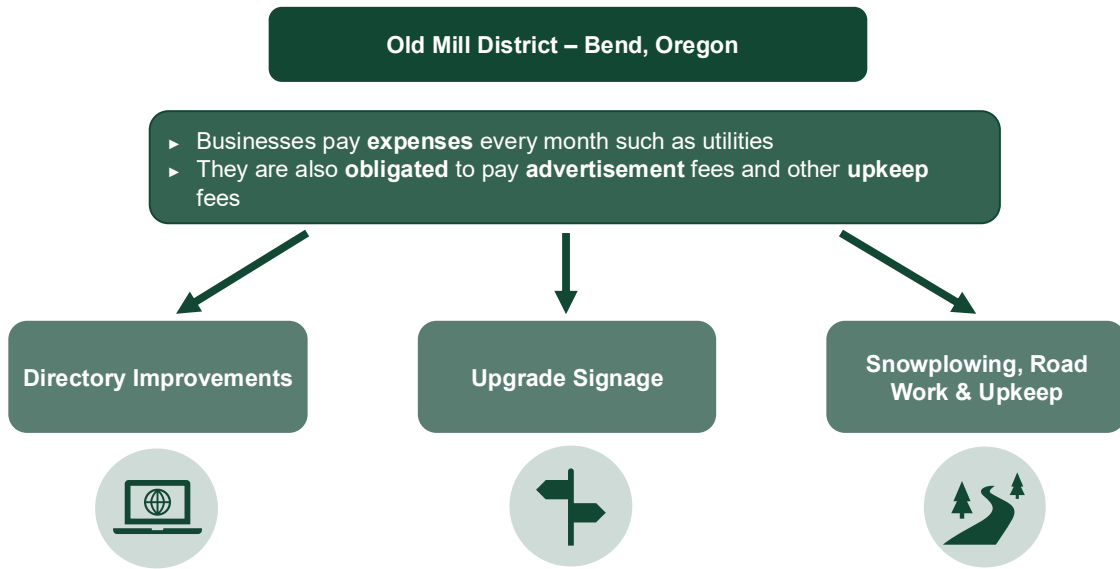


## The Next Steps To Implement G.O Bonds



## Business Associations Can Also Effectively Fund

---



# **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.

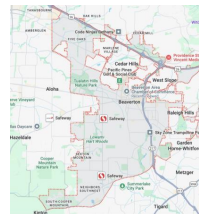
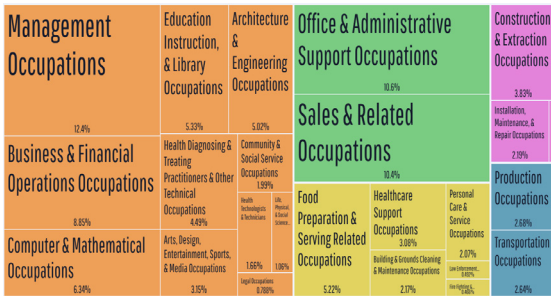


**Regional Employers:** Beaverton's economy also includes a range of light industrial, tech, and corporate offices in the broader city, notably Nike HQ in the Beaverton area which is a strong part of the regional identity

**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**

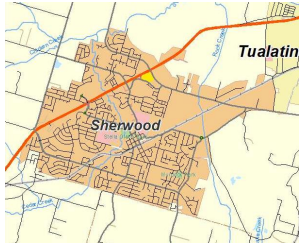

**Tech**


- 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

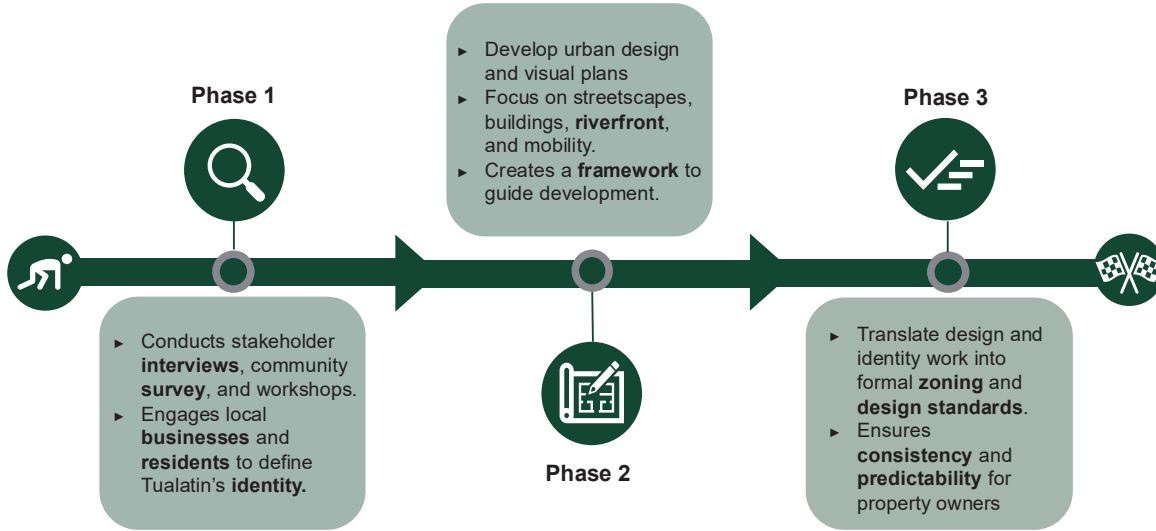


Increase Employment Opportunities

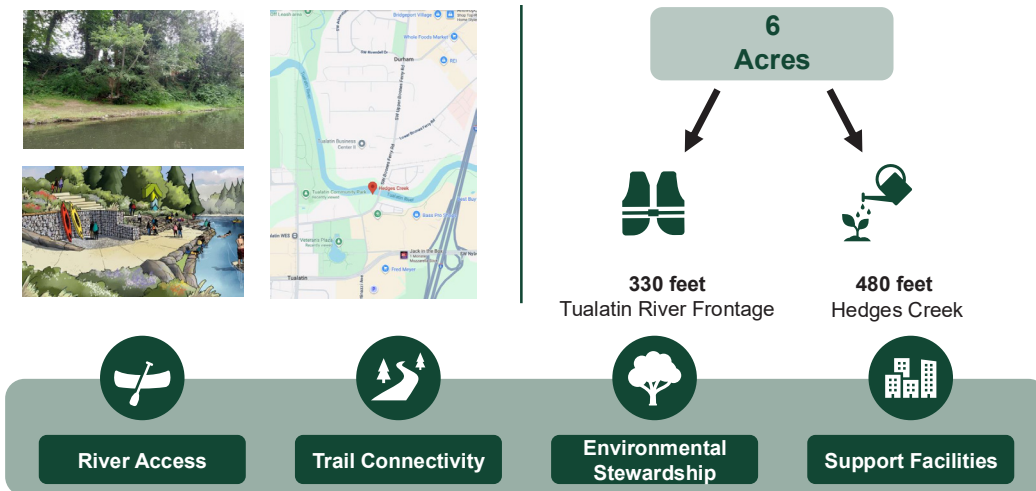
# **Appendix D**

## **Background Research & Interviews**

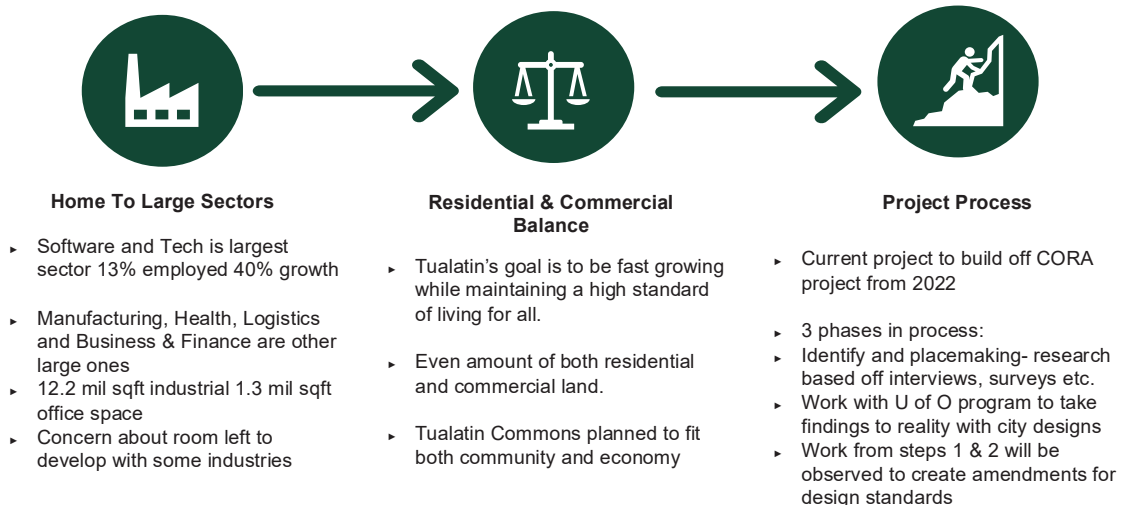
### TUALATIN REVITALIZATION PROJECT



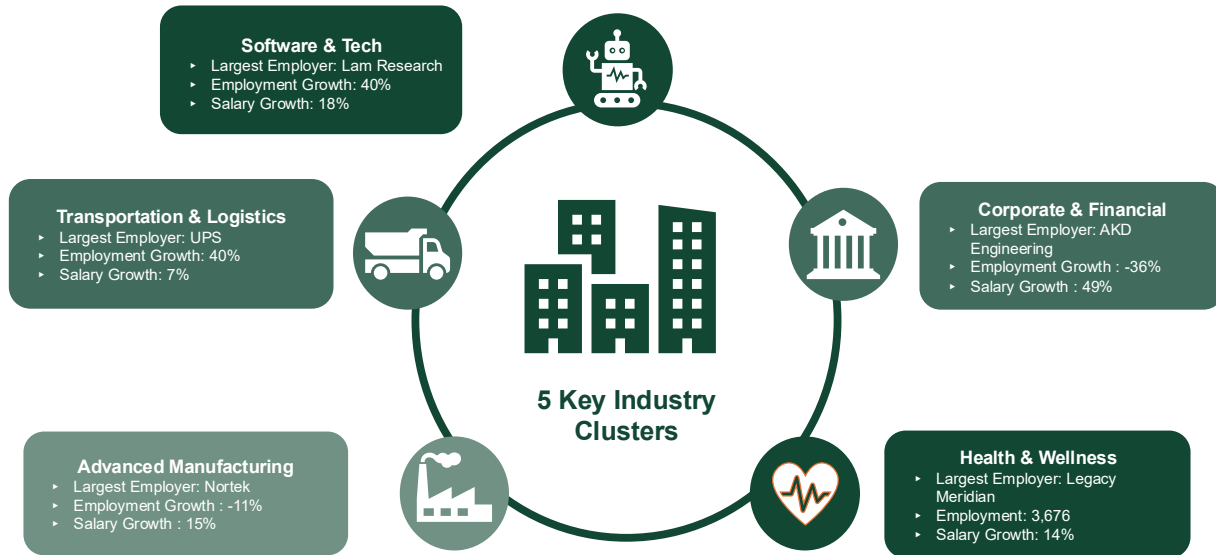
### RIVERFRONT PARK PROJECT



### 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

---



### 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

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### 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

The graphic features a central profile of Erin Engman. To her right, a quote box states: "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." Below this, three circular icons (buildings, a fountain, and a film slate) are connected to text boxes. The first text box, with a building icon, discusses existing core assets like the river, library, and historic properties. The second, with a fountain icon, discusses the need for a civic anchor to boost vibrancy and tourism. The third, with a film slate icon, discusses enhancing commercial and cultural amenities through better dining and art galleries.

**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

The graphic features a central circular profile of Cathy Holland. Four quadrants radiate from this profile, each with an icon and a title. The top-left quadrant (person icon) is 'Demographics', listing Cathy Holland as President and involved in community organizations. The top-right quadrant (house and chart icon) is 'Overview', detailing her 34-year career with the city. The bottom-left quadrant (puzzle pieces icon) is 'Challenges/Pain Points', mentioning parking lot issues and wayfinding. The bottom-right quadrant (megaphone icon) is 'Direct Quotes', including comments on city awareness and business visibility. A blue arrow icon points upwards from the bottom center.

**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.

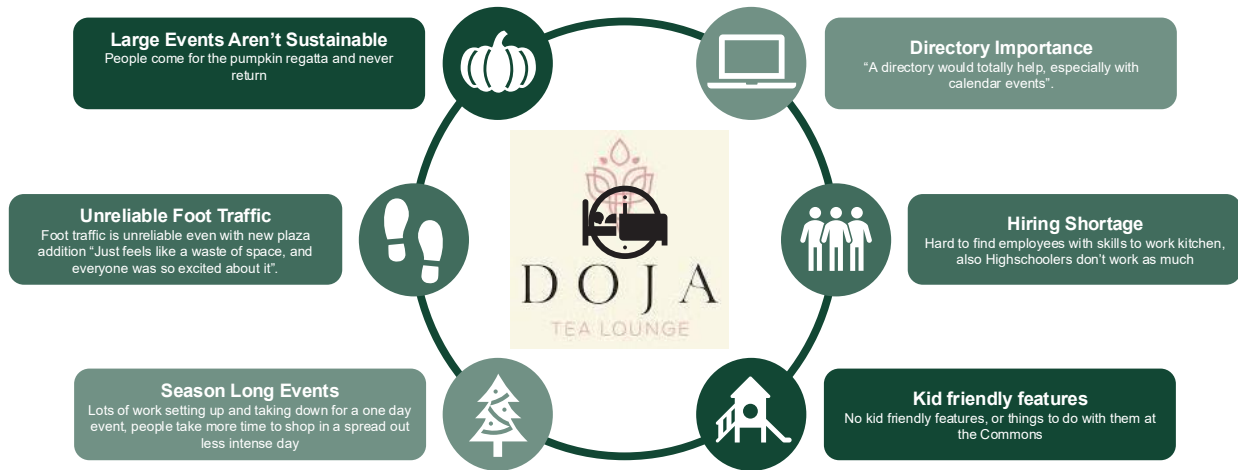
**Challenges/Pain Points**

- ▶ 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

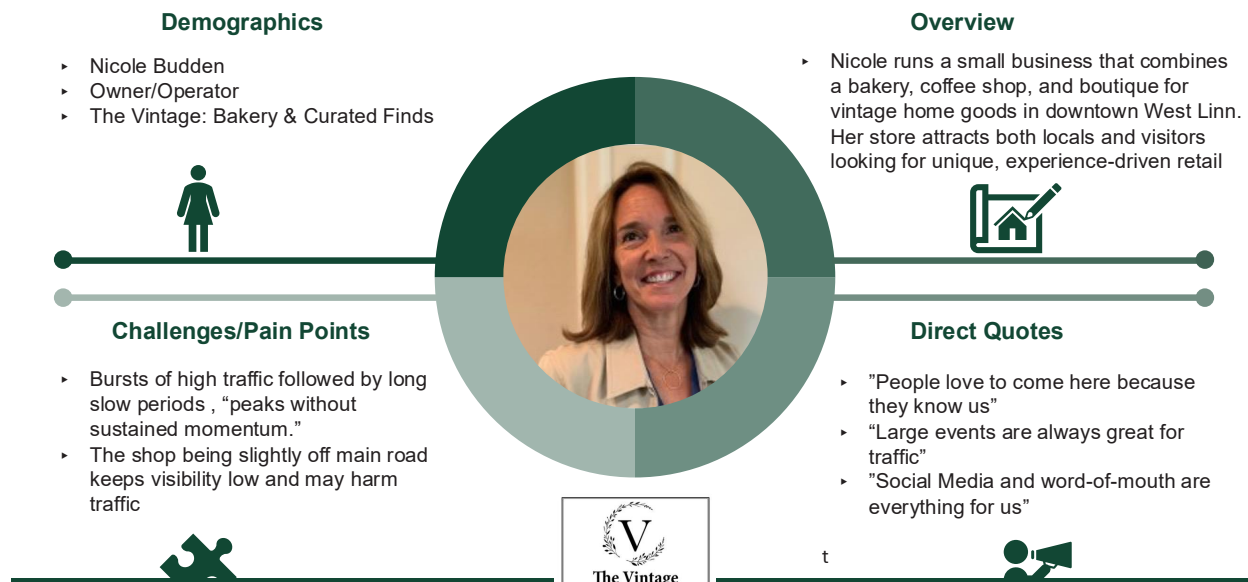
**Direct Quotes**

- ▶ "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? "

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## 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**.

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### 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 "

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## 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**

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### 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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### Challenges/Pain Points

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

### Direct Quotes

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

## Keith Mays - Sherwood



## Beau Eastes – Old Mill District



## Tommy Pace: Chiropractor and Small Business Owner



Dr. Thomas Pace- Chiropractor

**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



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**Name:** Mike Dahlstrom

### Occupation:

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



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



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

## Expert Interview: Sambo Kirkman




**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

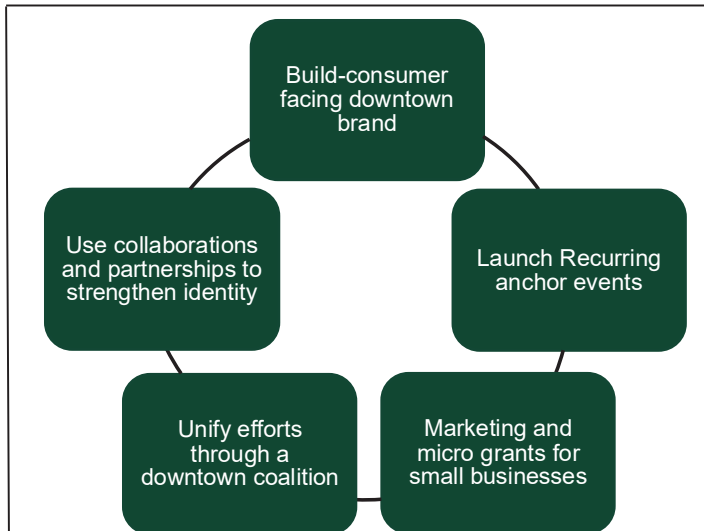
## Professional Faculty- UO School of PPM

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**



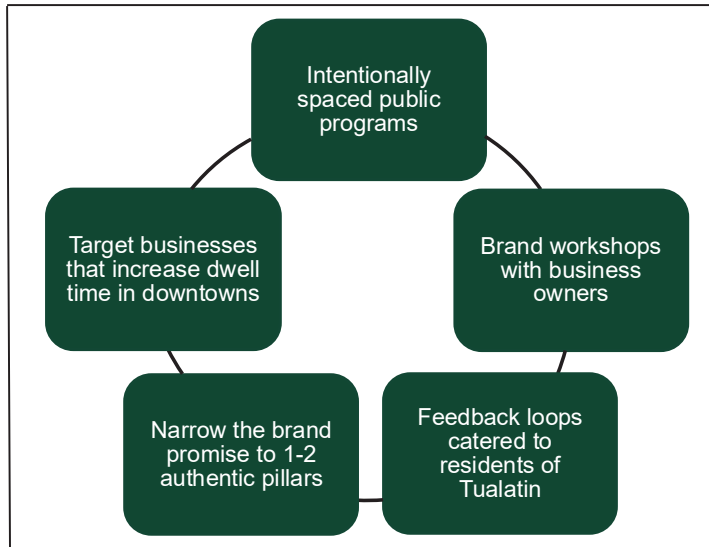
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“  
If the **pathways** are **direct**,  
**storefronts** will have an easier time  
being **filled up**  
”



**Professional Faculty**



## **SCI Directors and Staff**

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