Beaverton
MARKETING PLAN

Telling the rest of the world what makes Beaverton unique

October 2015
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Introduction

In 2011, the City of Beaverton rolled out its new brand identity. Intended to create a relationship between people and Beaverton as a place, the brand included a new logo, tagline, brand promise and brand personality. Since the brand’s creation, the city has been working to focus its messaging to be consistent with the brand promise and tagline “The Best of Oregon.”

Now, the branding effort is moving into the next phase: a plan to communicate the brand and supporting messages in a strategic, tactical, organized manner. The Beaverton Marketing Plan outlines the relationship between Beaverton’s brand, core messages for target audiences, and recommendations for using the city’s limited resources most efficiently and effectively to transmit the core messages to the Beaverton community and beyond.

Why Create a Marketing Plan?

In today’s world of instant communication, anyone can transmit to others an impression of an interaction or a place. That perception can then be uploaded, shared and retweeted thousands of times in just seconds. Cities do not always have the opportunity to influence the message.

Developing a marketing plan is one way for Beaverton to manage its reputation. It is an opportunity to proactively promote “The Best of Oregon” message—and tell stories and show images that express what many Beaverton residents already know: that Beaverton is a friendly and active community with a responsible government; it’s the perfect place to raise a family or a company; a great place to call home.

Marketing Principles for Cities

Marketing cities is different than marketing products that consumers purchase. When marketing products, sellers encourage customers to buy a product or service. When marketing a city, the “seller” (often the city government) is selling a concept — the image of what the city is and can become. Any city’s image can be multifaceted: in Beaverton’s case, the image incorporates the six traits, identified in the city’s Identity and Standards Manual: welcoming, vibrant, responsible, friendly, safe, and active.

Principles for marketing a city that form the foundation for Beaverton’s Marketing Plan include:

1. *People respond to an impression of lifestyle.* People care about the quality of life and sense of place they have in Beaverton. Messages about quality of life elements are best communicated through storytelling that people can relate to their personal experiences and feelings.

2. *Leverage the whole brand, not the pieces.* With six distinct, but related, brand traits, it can be tempting to have six separate messages. All messages should be tied to the city’s vision, goals and priorities. A better approach is to limit the scope of themes and
core messages. To reach individual target audiences, the messaging can vary, but should reinforce the main themes.

3. **Link the city vision and place-making with marketing.** Beaverton residents hold a shared vision for a more urban centers and vibrant downtown core. Through many different programs and projects, this vision is being realized. Those projects (civic neighborhood, urban renewal areas, arts and culture center) can become part of the marketing approach. The messages should focus on the place — and all elements that create that sense of place — not just the services provided by city government.

4. **People are on information overload.** The painful truth is people are bombarded every day with thousands of messages — in fact, 27 million pieces of content are shared each day\(^1\). To reach the intended audiences, Beaverton’s message must be simple and plentiful. The way people get their information is changing constantly. Traditional methods — e.g., the newspaper and television news broadcasts — are still viable tools, but aren’t as effective as they have been in the past: fewer days, fewer pages, and fewer readers. Multiple methods of communicating the same message must be employed to increase the chances of the message being received. The city must be willing to try new approaches, and change course if the desired audience isn’t being reached.

**Planning Process**

The process to create the marketing plan included a series of interviews with stakeholders, including city policymakers and staff, a cross-section of community leaders, and representatives of the city’s most important partner organizations. The strengths and weaknesses of Beaverton’s current image, marketing practices, and relationships with partner organizations were also probed. This information, along with an economic analysis, helped frame the marketing plan, pinpoint target audiences, and discern the themes and core messages for Beaverton to promote.

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\(^1\) AOL and Nielson, 2012
What is Beaverton like Today?

Community Overview

Beaverton is changing. Twenty-five years ago, the city was a considered a bedroom suburb of Portland, known for strip malls, car lots and congestion. The degree of diversity in Beaverton was limited. In 1990, 87% of the population was white; the Asian population was 7%; and the Hispanic population was just 3%.

Today, Beaverton has and continues to evolve. Parts of the city no longer resemble the Beaverton of 25 years ago. Beaverton is becoming younger, more diverse, more entrepreneurial – even a more hip town. Diversity has increased, with just 67% now identifying themselves as white, and 14.5% Asian and Pacific Islander and 16% Hispanic residents. Although car lots and malls remain, they are increasingly upscale, while new infill development is taking on denser forms.

Beaverton’s population has grown steadily, too. With around 94,000 current residents, the population is growing at twice the region’s average.

The employment picture has also changed. There are 45,000 people working at jobs in Beaverton. Longstanding Washington County businesses, such as Intel and Nike, have spurred multiple start-up businesses. In fact, with only 4% of the Metro region population, Beaverton has more than its share of business. It accounts for 7% of the region’s competitive retail, 9% of office, 4% of industrial and a whopping 23% of flex space inventory! And with 7% of the region’s retail expenditures, Beaverton captures more in customer spending from non-residents than from residents.

Beaverton residents take pride in a strong sense of place, and are proud to call Beaverton home because they feel welcome, engaged and heard. The City of Beaverton has worked hard to listen to its residents and act on their priorities. The nationally recognized and award-winning Beaverton Community Vision Program was the most extensive public engagement process ever undertaken by the city. It set the stage for the kind of community Beaverton is striving to become. Implementation actions taken by Beaverton City Council, city staff and partners since the vision’s first adoption in 2010 have moved the city closer to the vision becoming reality. For example, cultural inclusion and purposeful citizen participation in city government and city-sponsored arts and cultural events have been a primary focus of Mayor Denny Doyle’s strategic engagement team, public involvement office, and neighborhood program.

What is Flex Space?

Flex space evolved from light industrial warehouses converted for office use. This style of development can accommodate a limitless array of uses: warehouse/distribution, mechanic shops, printing, contractors, light manufacturing and assembly as well as catering kitchens. Portions can be climate controlled or not, and a tenant can “flex” into a larger or smaller space as needed. This uber-flexibility makes flex space very cost-effective — perfectly suited to incubate and grow small businesses.
As a result of its efforts, the city has been recognized numerous times for its livability and quality public services. Some of the awards earned by the City of Beaverton are listed below.

**Livability Awards**
- City Cultural Diversity Award, National League of Cities
- Safest City in the NW, CQ Press
- Mayors’ Climate Protection Award, US Conference of Mayors
- 100 Best Places to Live in America, Money Magazine
- Best Places to Raise Kids, BusinessWeek Magazine
- 100 Best Walking Cities in America, Prevention magazine
- Top 25 Suburbs for Retirement, Forbes.com
- Tree City USA, Arbor Day Foundation
- Silver Award Bicycle Friendly Community, League of American Bicyclists

**Public Service Awards**
- Distinguished Budget Presentation
- Certificate of Achievement for Excellence in Financial Reporting, Government Finance Officers Association
- Recycler of the Year, Association of Oregon Recyclers
- Green Power Communities, US Environmental Protection Agency
- Public Involvement Project of the Year — Best Planning Project, IAP2
- Award of Excellence for Visioning, 3CMA
- Beaverton Library WE Partnership Award, Beaverton School District

The awards are well deserved. As one of the most welcoming, multi-cultural communities in Oregon, with an acclaimed quality of life, highly ranked public services and a market niche for incubator flex space and retail services, Beaverton has numerous assets to attract residents and businesses to the community.

The city is also served by highly rated and respected service districts: Beaverton School District, Tualatin Hills Park & Recreation District, Tualatin Valley Fire & Rescue, Tualatin Valley Water District and Clean Water Services. These districts are the City of Beaverton’s partners in providing services that sustain the community’s high quality of life.
Strengths, Weaknesses, Opportunities and Threats

A strengths, weaknesses, opportunities, and threats (SWOT) analysis was conducted with a focus on identifying how Beaverton can develop a competitive advantage in the region. The SWOT analysis also pinpointed areas where there are weaknesses that might undermine the city’s positive reputation and progress. The SWOT analysis was conducted for the Beaverton community as a whole, with additional focus on economic development, and arts, culture and events.

Community-Wide SWOT

Beaverton’s strengths include elements that create a high quality of life and a sense of civic pride that celebrates multi-cultural diversity: strong schools; superior parks and recreation opportunities; a welcoming business climate that generates well-paying jobs; a strong local chamber of commerce; a variety of visual and performing arts events and offerings; established local arts and cultural organizations and programs; central location with good regional access; and responsibly run city government. The Beaverton City Library and Beaverton Farmers Market are often identified as key community assets that define Beaverton’s quality of life.

Opportunities to add to these strengths, drawing more people to Beaverton, include focusing on the younger, growing population segment and highlighting the appealing family-friendly elements in the community. Increased availability of lifestyle and housing choices ranging from urban-scale development around transit in the core of Beaverton to larger-lot, single-family homes; the growing extensive network of transit, bike and pedestrian connections; a new arts and culture center in the Creekside District; and new signature events to engage the multicultural population in Beaverton are all opportunities that can bring added vitality to Beaverton. These opportunities can becomes strengths to attract more residents and businesses to Beaverton.

Beaverton’s most significant weakness is arguably the lack of a distinctive community image that engages those who aren’t familiar with the city. There are also: few Beaverton-specific attractions/destinations; lack of an indoor arts and culture center; limited conference and exhibition space; regional competition for arts funding and audiences; a shortage of large developable sites; congestion along major roadways; and aging industrial properties. Some who have had bad experiences doing business in Beaverton in the past were left with an outdated (negative) perception that “navigating through the system” to start a business or engage in a major development project is difficult. Moving forward, Beaverton’s potential threats include the
emergence of “big city” issues (such as gentrification or crime), limited funding to address aging infrastructure, a perception that things are too “bureaucratic,” insufficient destinations to attract regional visitors, limited transportation funding, and unwilling or ineffective partners.

**Economic Development SWOT**

Beaverton’s strengths and opportunities for economic development clearly include those previously-mentioned quality of life attributes — housing choices, great schools, outstanding parks — that consistently attract a high quality talent pool and business executives to the city: people want to live in Beaverton and raise their family here. Beaverton also has strengths for locating businesses in Beaverton.

An abundant supply of office and flex office/industrial space, a transit-oriented downtown core and best-in-class business parks nurture a variety of companies from entrepreneurial start-ups to established firms that all benefit from the city’s business-friendly environment. Beaverton’s central location in the region supports a wide range of transportation options whether your choice is walking, biking, driving or transit. The workforce is among the youngest and most highly-educated in the region in terms of percentage of college graduates. Redevelopment opportunities within the city will continue to make Beaverton an attractive place to start and grow a businesses.

A lack of large industrial space and a shortage of vacant developable land for businesses to expand are weaknesses and threats that may deter some businesses from locating in Beaverton.

**Arts, Culture and Events SWOT**

Beaverton’s arts and cultural programming has significant strengths in the long-standing arts organizations and visual and performing artists that call Beaverton home.

Beaverton has a growing collection of public art that is on display at the Beaverton Library, The Beaverton Building, and Arts and Communications Magnet Academy. The award-winning Arts and Communications Magnet Academy provides an integrated program of specialized performing, visual and communication arts for students throughout the Beaverton School District. The arts leadership in Beaverton, specifically the Beaverton Arts Commission, provides support to local arts through student scholarships and community grants.

Arts, culture and events in Beaverton bring people together throughout the summer and many other times throughout the year through a variety of opportunities, including new events targeted to younger and multi-cultural residents, such as the Diversity Advisory Board’s highly successful Beaverton Night Market. Beaverton has many opportunities to create, attract and build art, music and performance festivals.

*Ten Tiny Dances has become a signature event for Beaverton’s emerging art scene.*
The weaknesses and threats include a lack of facilities and space (indoor and outdoor) to hold events. These shortages are planned to be addressed in the proposed arts and culture center. Additionally, the city could focus on opportunities to bring arts and events marketing together to promote all city-wide activities. Currently, marketing and promotion is disconnected and there is not one stop shop for arts and events in Beaverton.

A complete SWOT analysis for Beaverton as a whole, as well as two individual SWOT assessments for arts and culture and economic development, appear in Appendix B.

**Stakeholder Input**

A cross-section of community leaders and other stakeholders were interviewed to get a better understanding of the target audiences, uncover stories about what makes Beaverton special to residents and businesses, and to assess the city’s current marketing efforts. The 36 participants included Beaverton City Council members and other community leaders, citizen volunteers, city staff and representatives of partner organizations. Highlights from the interviews:

- Beaverton has a high quality of life, yet there are not identifiable, unique elements that are associated specifically with Beaverton, creating a marketing challenge in differentiating Beaverton from other cities.
- Stakeholders hold generally consistent views on target audiences and core messages for city marketing and communications methods to reach them.
- Stakeholders agreed that the City of Beaverton’s communications efforts can be better organized internally — possibly centralized. Messaging should be focused, simple, consistent and concise. In addition, the tools used to relay the core messages can be more effective in reaching the target audiences, such as residents and businesses.
- Observers aspire for Beaverton to have a more effective marketing and communications program that will help achieve important objectives — without necessarily increasing the resources allocated to it.

A more complete summary of the stakeholder interviews is included in Appendix A.

**What Our Customers Say**

The City of Beaverton periodically surveys the community to test “customer satisfaction,” most recently in 2014. A telephone survey with randomly selected participants was supplemented by an online survey. Highlights of the telephone survey results:

- Consumers rating Beaverton as a place to live give it an “8” (out of a possible 10 points).
- 75% of respondents say the city is headed in the right direction.
- The percentage of customers who are somewhat or very satisfied with services is above 80% for core services: police (94%), library (92%), street maintenance (87%), communications and public involvement (84%).
- 95% would recommend their neighborhood to someone looking to move.
The only real negative was traffic congestion, mentioned by 16% of survey participants — only slightly more than the percentage who said “no improvements are needed” (12%).

**Beaverton Vision ⇒ Brand ⇒ Values**

Beaverton began to build its brand with the award-winning Beaverton Community Vision outreach efforts. The vision goals established an image of what the community wanted to become.

The community vision is the foundation of Beaverton’s brand. The **vision goals** are: build a friendly and welcoming community; create a vibrant downtown; improve mobility; responsibly provide high quality public services; and enhance livability.

When the city completed a branding exercise in 2010, a **brand promise** was created to be consistent with the vision. The tagline “The Best of Oregon” represents Beaverton’s brand promise:

- World-class quality of life.
- Where families, businesses and communities flourish.
- Where prosperous economic opportunities abound.
- One of the safest cities in Oregon.
- Home to an excellent educational system².

It is important to remember the brand promise is what the Beaverton community **aspires to be known for** — it is not necessarily the perception that people have today. The City needs to own the brand and focus all its efforts on being “The Best of Oregon.” That being said, the tagline “The Best of Oregon” should be used only when Beaverton can deliver on the promise — when the message reinforces and supports the statement that Beaverton truly is “The Best of Oregon.”

The **brand personality** encompasses the vision goals and attributes that best describe the Beaverton brand. These words — welcoming, vibrant, responsible, active, friendly and safe — are the core values that provide the foundation of the messages and support the overall brand. Repetition and consistent use of these attributes will help reinforce the brand and allow the city to manage its reputation and influence people’s thoughts, feelings and emotions.

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² City of Beaverton Identity Standards and Style Manual.
However, having six attributes to be used in core messaging can create six messages — which does not result in repetition and consistency. Rather, it dilutes the core message. The messaging created as part of this marketing plan focuses on three core values: friendly, active and responsible. These three values were chosen because they reflect all six attributes in the brand personality and overlap with both general marketing as well as arts and economic development marketing.

### Branding Takeaways

The brand analysis revealed several takeaways on Beaverton’s communications that should be addressed in the marketing plan:

- **Simplify and specialize:** The city’s current core messages are trying to say too much and, as a result, are generic and could apply to most any city. Future messages should promote the friendly, active and responsible elements that set Beaverton apart from other communities.

- **Be consistent:** Inconsistencies in look and feel make it difficult for the audience to know the materials are all produced by the City of Beaverton, and therefore promote city services. Adherence to the style guide will help resolve this issue.

- **Focus on the Beaverton community (i.e., go beyond the city limits):** Beaverton’s high quality of life is a result of the services provided by the city and also other service providers, non-profits and the private sector. Using partnerships in marketing and communications will help promote Beaverton beyond the city boundaries.

- **Try new communication tools:** The city has relied on traditional tools to communicate. New and varied (electronic) communication tools should be piloted, along with the traditional tools, to reach the ever-changing population in Beaverton.
Who are Beaverton’s Target Audiences?

Communities can divide their market into three primary audiences: residents/customers, non-residents/visitors, and business owners/investors. After reviewing the strengths and opportunities in Beaverton, the target audiences for the marketing plan were refined to focus on two main groups:

- Residents, within Beaverton city limits and the greater Beaverton market area (i.e., unincorporated Washington County and beyond)
- Business owners/investors (both retaining and growing local businesses and recruiting new ones)

Resident Profile

A Beaverton resident is someone who has come to expect a high quality of life with top-ranked services, including outstanding schools and parks, convenient shopping, and the perception of safety and security. Whether they live within Beaverton city limits or are part of the larger Beaverton area, residents want to experience a vibrant place, with a variety of activities, events and amenities.

They care deeply about the environment: as part of the Beaverton Community Vision, citizens requested a community sustainability plan to coordinate, track, and report progress in efforts to reduce Beaverton’s carbon footprint and preserve the city’s environmental assets. Four sustainability forums in the spring of 2013 attracted more than 300 community members.

Beaverton residents are also ethnically diverse (1 in 4 residents were born outside the United States and 1 in 3 residents identify themselves as a person of color) and are well educated (43% have a college degree or higher).

- 67% of residents identify themselves as white.
- 14.5% of residents identify as Asian and Pacific Islander.
- 16% of residents identify as Hispanic.

The median age of Beaverton residents is 35.2 (younger than the Oregon average). Forty-six percent of the population is between 25 and 54 years old:

- 17.7% of the city’s population is between 25 and 34 years old.
- 15% is between 35 and 44 years old.
• 13.5% is between 45 and 54 years old\textsuperscript{3}.

Other demographic information, taken from the 2008-2012 American Community Survey estimate include:

• 47.6\% of the population is married; 51\% are single.
• 8.4\% of the population are college or graduate school students.
• 64.5\% of the households have no children under 18 years old.
• 50.8\% of the population is female as of July 2013.

The city’s median household income is $56,107\textsuperscript{4}. For residents of the larger Beaverton urban service boundary, median household incomes range from $75,000 to $110,000.

**Business/Investor Profile**

Business owners and investors choose Beaverton because of the ability to attract a skilled workforce, the business-friendly/development-friendly culture at City Hall, and the central location on the Portland region’s westside near clusters of similar businesses. High tech manufacturing, software and information technology, business support/back office operations, active wear, and medical device/health care/biotech are industry clusters with a strong presence in Beaverton.

Beaverton represents 21\% of in-state venture capital, second only to Portland (at 58\%). Beaverton has 10 companies capturing nearly $100 million in investment since 2011 — focused in high tech industries: software, semiconductor, energy and IT services fields\textsuperscript{5}.

The net share of local jobs filled by residents of Beaverton is 22\% — implying that three-fourths of the jobs are filled by those who travel from elsewhere to work in Beaverton. In 2007, 30.4\% of Beaverton businesses were owned by women. Approximately 10\% of the workers in Beaverton are self-employed, of which approximately 55\% are male\textsuperscript{6}.

Because Beaverton does not have vacant land for large industrial development, the business owners and investors tend to be small, entrepreneurial and innovative, developing products and using Beaverton’s ample supply of office space and industrial flex space in many different ways. Businesses come to Beaverton knowing there is support to help them succeed. Within the business owner/investor audience, the city’s emphasis is on retaining and growing businesses currently based in Beaverton, although business recruitment is also critical to continue to provide new opportunities for employment and to catalyze economic growth and diversity. This

\textsuperscript{3} ACS 2009-13 5-year survey estimate (S1091)
\textsuperscript{4} ACS 2009-13 5-year survey estimate (S1091)
\textsuperscript{5} City of Beaverton Draft Economic Opportunities Analysis, May 2015
\textsuperscript{6} ibid
outreach is performed through marketing focused on highlighting our positive differentiators and through cooperation and relationships with our local, regional and state marketing partners like the Beaverton Area Chamber of Commerce (Chamber), Westside Economic Alliance (WEA), Greater Portland, Inc. and Business Oregon.

Within the business and investor profile, there are four subsets of the audience:

- **Corporate Decision Makers/Location Advisors** – Location advisors are the regional and national site consultants and business executives within an organization who are responsible for deciding where the business will locate next.

- **Developers, property owners and builders** – Developers can play an active role in revitalizing an area and are key partners in attracting new businesses and maintaining industry growth. Gramor’s Progress Ridge and Timberland developments are examples of how a developer’s investment can bring vibrancy to a neighborhood.

- **Local Companies and Organizations** – These businesses and organizations can serve as catalysts and partners to connect the private and public sector. By making employees and organization members more aware of the richness of our business clusters, they become word-of-mouth advocates. This group includes organizations such as Nike, the Chamber, Greater Portland, Inc., Business Oregon, OTBC, BESThq, Oregon Entrepreneurs Network and the Technology Association of Oregon as well as others. Culturally-specific chambers and business-support organizations include the Hispanic Metropolitan Chamber, Asian Pacific American Chamber of Commerce, Micro Enterprise Services of Oregon, Oregon Association of Minority Entrepreneurs and Adelante Mujeres.

- **Business Service Providers** – This includes banks, consultants, lawyers and advisors.

The tables on the following pages summarize who the target audiences are and identify outreach tools that are most appropriate for the issues important to them. Messaging should address their primary interests.

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**Visitors — a Target Audience for the Future**

Visitors are not yet considered to be a primary target audience for the City of Beaverton’s marketing efforts because the attractions or destinations that tend to draw significant numbers of visitors do not currently exist in Beaverton. Today, most visitors to Beaverton can be considered “casual” visitors, in town to visit friends or family, on business (either a day trip or extended-stay), or attending a sports tournament that does not allow much time for exploration.

Most visitors stay 2-3 nights. Two-thirds of them schedule trips outside Washington County, mainly to Portland and the Oregon Coast. About one-third of visitors schedule primarily local activities.

For these locally-oriented visitors, their interests are similar to residents — they want to partake of Beaverton’s shopping, dining and services much as a resident might. For the time being, the core messages and marketing strategies focused on residents will also serve the current visitor segment. When an arts and culture center is built, or when a regionally significant signature event is held here, the city will want to expand the marketing plan to target those new regional visitors.
## Tools for Target Audiences

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<tr>
<th>Target Audience</th>
<th>Outreach Tools</th>
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<tbody>
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<td><strong>Beaverton Area Residents</strong></td>
<td>• Your City newsletter.</td>
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<td></td>
<td>• Direct mailings to residents.</td>
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<td>• Website/online media.</td>
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<td></td>
<td>• Social media – Twitter/Facebook/Instagram/YouTube videos.</td>
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<td></td>
<td>• Newspaper stories(news releases).</td>
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<td>• TV and radio.</td>
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<td>• Brochures at gathering places in Beaverton community.</td>
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<td></td>
<td>• Email newsletters/blasts.</td>
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<td></td>
<td>• Paid advertising: daily/weekly newspapers, online ads.</td>
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<tr>
<td><strong>Business Owners/Investors</strong></td>
<td>• Earned media.</td>
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<td>• City’s Business Newsletter.</td>
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<td>• One-on-one meetings/company briefings and personal contacts.</td>
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<td>• WEA/Beaverton Chamber /Greater Portland Inc.</td>
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<td>• Participation at business conferences and events.</td>
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<td>• City sponsored events/education forums.</td>
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<td>• Email newsletters.</td>
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<td>• Website/online media.</td>
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<td>• Social media.</td>
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<td>• Brochures/fact sheets.</td>
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<td>• Paid advertising: business publications.</td>
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<td><strong>Location advisors</strong></td>
<td>• Website/online media.</td>
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<td>• Industry press.</td>
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<td>• Meetings at industry events.</td>
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<td>• Briefing tours.</td>
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<td><strong>Developers</strong></td>
<td>• Engagement in community vision/building community.</td>
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<td>• Briefings/tours.</td>
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<td>• Trade media and press.</td>
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<td>• Website/online media.</td>
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<td>• Word of mouth.</td>
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<td>• Area business reports.</td>
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<td><strong>Local companies/organizations</strong></td>
<td>• Brochures/fact sheets.</td>
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<td>• Briefings.</td>
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<td>• Engagement in community vision/building community.</td>
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<td>• Community educational forums.</td>
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# Resident Profile

## Who They Are

- **Ethnically diverse** –
  - 94 different languages spoken at homes of BSD students.
  - 1 in 3 residents identify themselves as a person of color.
  - 14.5% of the population is Asian or Pacific Islander (higher than 6.2% regionwide).
  - 16.3% of the population is Hispanic or Latino (consistent with Washington County’s 16.1%).
  - Global perspective (understand global markets, diverse and highly educated).

- **Young** –
  - Median age 35.2 (younger than the region’s median age 38, statewide 38+, national 37).
  - High proportion of residents ages 25-34 (17.5% of population compared to 14.3% regionwide).

- **Educated** –
  - 43% have a college degree or higher (compared to 35% regionally).
  - 79.7% of Beaverton seniors graduate in 4 years (2014 – compared to 72% in Oregon).

- **Environmentally conscious** –
  - 300 community members attended four sustainability forums in the spring of 2013.
  - 42 tons of recyclable materials collected from 1,200 cars during Beaverton Recycling Day.
  - Solar Beaverton installed 258 solar installations for Beaverton residents during the first two years of the pilot program.

- **Financially stable** –
  - Median household income in Beaverton $56,107.

## Primary Interests

- High quality of life.
- Variety of activities, events and amenities.
- Vibrant place.
- Accessible location within city and to other places.
- Top-ranked services, including public safety, schools and parks.
- Responsible and responsive city government.
- Civic engagement opportunities.
- Access to resources, supports for basic needs.
## Business/Investor Profile

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<thead>
<tr>
<th>Who They Are</th>
<th>Primary Interests</th>
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<tr>
<td>- Location advisors, developers, local companies and organizations.</td>
<td>- Quality, availability, style and flexibility of space (office and flex industrial) for operations.</td>
</tr>
<tr>
<td>- Retail oriented –</td>
<td>- Ability to attract skilled workforce.</td>
</tr>
<tr>
<td>o 17% of region’s motor vehicle and related sales take place in Beaverton (4 times what the city’s population would support).</td>
<td>- Ability to compete for market share.</td>
</tr>
<tr>
<td>o Businesses capture 7% of region’s retail sales, with only 4% of residential population.</td>
<td>- Reducing risk/enhancing Return on Investment (ROI).</td>
</tr>
<tr>
<td>o Beaverton represents 21% of in-state venture capital, second only to Portland.</td>
<td>Location advisors/site selectors:</td>
</tr>
<tr>
<td>o 10 companies in Beaverton captured nearly $100 million in investments since 2011.</td>
<td>- Skilled workforce &amp; labor costs.</td>
</tr>
<tr>
<td>o OTBC and BESThq in Beaverton are top-rated incubators for new and emerging business and technology.</td>
<td>- Existing buildings, available and properly zoned land with infrastructure in place.</td>
</tr>
<tr>
<td>- Business clusters –</td>
<td>- Transportation costs.</td>
</tr>
<tr>
<td>o High tech manufacturing, software and information technology, business support/back office operations, active wear and medical device/health care/biotech are leading industry clusters for Beaverton.</td>
<td>- Utilities - water, sewer, power, natural gas and telecom.</td>
</tr>
<tr>
<td>o Current industry targets – electrical equipment, scientific/medical instruments, software/information, sporting equipment/apparel.</td>
<td>- Incentives and taxes.</td>
</tr>
<tr>
<td></td>
<td>- Predictable permitting process.</td>
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<tr>
<td></td>
<td>- Quality of life.</td>
</tr>
<tr>
<td></td>
<td>- Welcoming presence.</td>
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</tbody>
</table>

Developers/Real Estate Professionals/Builders: |
- Reducing risk. |
- Quality/style of development. |
- Return on investment. |
- Predictable permitting process. |
- Zoning and land use. |

Local companies/organizations/ EDOs/Trade Groups: |
- Promoting economic development in the state and region. |
- Growing reputation and credibility. |
- Networking.
Generation Y Audience

Included in both the residential and business target audiences are members of the “Generation Y” or “Millennial” demographic: the (approximately) 19-34 year olds who are looking for jobs and places to live in communities they want to call home. This generation, born (roughly) between 1981 and 1996 and came of age around the year 2000 (millennium), will soon surpass the Baby Boom generation as the nation’s largest living generational cohort. They already represent the largest source of new demand for rental housing and first-time home purchases. With more than 78.6 million Gen Y in the United States, they have significant purchasing power and potential for political clout. Gen Y will provide Beaverton’s next set of residents, business owners and community leaders.

Research supports the notion that Beaverton can be a likely magnet for Gen Yers to live in the future:

- 37% of Gen Y think of themselves as city people, 36% as suburbanites and 26% as small-town/rural folks. When asked where they would live in five years, more Gen Yers said suburban setting than urban or small-town.
- They value walkability and mixed-use neighborhoods, regardless of the setting.
- 70% of the Gen Yers expect to be homeowners by 2020. Currently, only 26% own homes.
- Of the top five reasons for considering a future residential community, neighborhood safety and proximity to work were identified as equally important for 73% of Gen Y survey responders. Community character (i.e., ambience and visual appeal), proximity to friends and family, and the cost of housing were also identified as part of the top five residential community features desired by Gen Yers.7

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7 Gen Y and Housing: What They Want and Where They Want It, Urban Land Institute, 2015.
In order for Beaverton to capture the Gen Y demographic as residents, business owners and consumers, one must understand — and speak to — their values. Some of the most defining characteristics of the Gen Y demographic:

- Value fun, freedom, friends and family. They expect to be happy, and will choose to work for less money if they are happy and feel like they are making a contribution.

- Are tech-dependent and tech-savvy, and expect to communicate via technology. 63% say they stay updated on brands through social networks; 51% say social opinions influence their purchase decisions; and 46% “count on social media” when buying online.\(^8\)

- Embrace diversity.

- Express social allegiance to family and friends.

- Have strong interest in entertainment, including shopping and dining.

What is Beaverton’s Message for the Future?

As noted in the review of brand analysis, core messaging flows from the city’s vision and earlier branding exercise. The three core values that encompass the vision and brand and are the foundation of the city’s core message are:

**Friendly • Active • Responsible**

Using these values, an overarching core message was created to promote the city’s image. All messages and materials produced by the city should convey the intent, emotion and values of the core message. The specific words, however, can (and should) be modified for the specific audience and event that is being marketed. The overarching core message is:

*Beaverton is a friendly and active community, with a responsible government, where people value innovation and enjoy a high quality of life.*

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\(^8\) leaderswest Digital Marketing Journal, 2014
Messaging for Target Market Segments

Each market segment has its own primary interests. Therefore, the Friendly • Active • Responsible messages meant for each segment should be nuanced to address values and interests of that segment. Friendly and active messages should focus on the Beaverton community as a whole, including the contributions of the residents and businesses to create a high quality of life. Responsible messages focus on the services provided by the City of Beaverton that contribute to Beaverton’s livability.

The table below is a summary of the primary interests discussed earlier. Tailored Friendly • Active • Responsible messages for each target market follow.

<table>
<thead>
<tr>
<th>Target Audience</th>
<th>Primary Interests</th>
</tr>
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</table>
| **Residents**   | • High quality of life.  
|                 | • Variety of activities, events and amenities.  
|                 | • Vibrant place.  
|                 | • Top ranked services, including public safety, schools and parks.  
|                 | • Accessible location within city and to other places.  
|                 | • Responsible and responsive city government.  |
| **Business/Investors** | • Quality, availability, style and flexibility of space, appropriate zoning and available infrastructure.  
|                        | • Skilled workforce and cost.  
|                        | • Location and accessibility.  
|                        | • Reducing risk/enhancing ROI.  
|                        | • Growing company’s reputation and credibility.  
|                        | • Transportation costs.  |

What Makes Beaverton Friendly, Active & Responsible?

1. Nike – Oregon’s largest Fortune 500 company
2. Nationally ranked high schools – 3 of the top 10 Oregon schools on 2014 US News Best High Schools list are in the Beaverton School District
3. Popular Beaverton Farmers Market
4. One of the busiest library in the state
5. Excellent network of parks within walking distance of every neighborhood
6. Strong community-building events throughout the year
7. 36 consecutive years of receiving the FGOA’s Certificate of Achievement for Excellence in Financial Reporting
8. 95% of Beaverton residents would recommend their neighborhood to people looking to move
9. Training facilities for Portland Winterhawks, Portland Timbers and Portland Thorns
10. Top notch, award winning restaurants — Decarli, DJK Korean BBQ, Nakwon, Kukai Ramen & Izakaya
11. Oregon Technology Business Center – a business startup incubator
12. Transit hub – all modes of public transportation, except streetcar, serve Beaverton
Residents — Community-wide Messages

<table>
<thead>
<tr>
<th>Core Message</th>
<th>Tailored Message</th>
<th>Proof</th>
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</table>
| **Friendly** | • Residents from all over the world choose to call Beaverton home.  
• We agree with the “experts” — Beaverton is a great place to live for all ages (voted by national magazines as “the best place to live”).  
• Great neighborhoods that fit all lifestyles.  
• Welcoming City initiative.  
• Business grow up and stay.  
• Beaverton residents care - we have an active, energized volunteer base. | • 1 in 4 residents were born outside the United States.  
• One of Money Magazine’s 100 Best Places to Live in America, Business Week’s Best Places to Raise Kids and Forbes’ Top 25 Suburbs for Retirement.  
• 95% of Beaverton residents are likely to recommend their neighborhood to someone looking to move.  
• Beaverton joined the Welcoming City initiative in 2015.  
• Nike, Reser’s, Tektronix and Biamp  
• In 2013-14, Beaverton School District volunteers logged over 275,000 hours. Over 400 people volunteer at the Beaverton Library. Eleven neighborhood associations are active in the city, with over 13,000 volunteer hours. |
| **Active** | • People are out, about, and active...playing at parks, attending community events, shopping and eating locally.  
• Fresh, local, fun — one of Oregon’s largest Farmers Market is in Beaverton.  
• Strong arts community and performances have fostered the city’s love of the arts.  
• Libraries that aren’t just for books anymore…..with classes, programs and all kinds of activities. | • Everyone lives within a half-mile of a park.  
• Award winning restaurants, unique stores and lots of community events.  
• At 94,000, Beaverton is among Oregon’s youngest and fastest growing cities. Over the past five years, it has grown twice as fast as the region. Average age is just 36 years.  
• Beaverton Farmers Market averages between 15,000 and 20,000 visitors on any given Saturday. |
Sports enthusiasts unite in the heart of Oregon outdoor and athletic industry.

- Easy access to, from and around Beaverton by foot, bike, transit or car.

People attend a variety of events hosted by the city, THPRD, Beaverton Arts Commission, Chamber and community arts organizations (i.e., Beaverton Symphony, ISING Choir, etc.).

- Beaverton Library offers a cultural pass, computer access, electronic resources and classes and activities for all ages.

- Howard M. Terpenning Recreation Complex serves more than 650,000 athletes and spectators each year.

- Nike; Columbia Sportswear; Winterhawks headquarters; Timbers training center; and curling, cricket and fencing facilities are all located in Beaverton.

- Murray Hill Little League has won the Oregon State Championships multiple times.

- It is the center of the Westside, with three public transit systems and easy access to downtown Portland, PDX, the Oregon Coast, the Columbia River Gorge, Willamette Valley wineries and Mt. Hood.

City government listens to residents and is responsive.

- Safety is a top priority.

- Top notch infrastructure — the city takes care of our roads, our water system, and our future.

- We have an award-winning and innovative school system that offers students individualized learning.

94% of residents are very/somewhat satisfied with police service, library (92%), street maintenance (87%), communications (84%) and public involvement (84%).

- Beaverton is the safest city in the Pacific NW and is one of the nation’s safest cities (ranked 39th nationally for cities
- City government is fiscally responsible.
- City government and leaders are known as local leaders in sustainability — and gaining national attention.
- The city maintains 221 miles of city streets and bridges and 14 miles of pedestrian paths.
- Multi-year award winner for Budget/Financial Reporting, Recycler of the Year, and Public Involvement.
- Reached the President’s Better Buildings Challenge for sustainability 5 years ahead of schedule.

<table>
<thead>
<tr>
<th>Business Owners/Investors — Economic Development Messages</th>
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<tbody>
<tr>
<td><strong>Core Message</strong></td>
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<tr>
<td><strong>Friendly</strong></td>
</tr>
<tr>
<td>• Beaverton is Open for Business!</td>
</tr>
<tr>
<td>• The perfect place to raise your family — and grow your business!</td>
</tr>
<tr>
<td>• Creating the next generation of Oregon businesses.</td>
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<tr>
<td>• Welcoming to startups with flex space and incubation.</td>
</tr>
<tr>
<td>• We have the people you need...Beaverton is home to a young, smart and highly-educated creative workforce.</td>
</tr>
<tr>
<td>• Location...location...location...our central regional location, short distance to Portland and access to local tech companies is a huge boost and easy access for shipping.</td>
</tr>
<tr>
<td>• A strong ethic of community partnerships that works to support the business community.</td>
</tr>
<tr>
<td>• Yours...global and highly educated.</td>
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<tr>
<td>Active</td>
</tr>
<tr>
<td>----------------------------------------------------------------------</td>
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<tr>
<td>• Beaverton has innovative tools for businesses.</td>
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<td></td>
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<tr>
<td>• This is where businesses are born and grow up. We support and invest in business incubation.</td>
</tr>
<tr>
<td>• You can be a part of making the city a great place to work.</td>
</tr>
<tr>
<td>• We want businesses to start here and stay here.</td>
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<tr>
<td>• Stable civic and community leadership that is responsive and available to the business community.</td>
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<td></td>
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<tr>
<td>Responsible</td>
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<tr>
<td>-------------------------------------------------</td>
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<tr>
<td>- Water, roads and other Infrastructure ready when you are.</td>
</tr>
<tr>
<td>- The City of Beaverton is investing in building relationships with minority and women owned emerging small businesses.</td>
</tr>
<tr>
<td>- A city you can rely upon - Healthy city finances and strong bond ratings.</td>
</tr>
<tr>
<td>- A city government with a team in place to help you grow your business.</td>
</tr>
<tr>
<td>- The city creates programs that make sense for our business community to leverage their investment.</td>
</tr>
<tr>
<td>- The city actively partners with the business community to make it easier to do business in Beaverton. We’re not afraid to change and cut the red tape!</td>
</tr>
<tr>
<td>• Partnered with the state and county to keep Nike in Washington County.</td>
</tr>
</tbody>
</table>
### Residents — Arts, Culture and Events

<table>
<thead>
<tr>
<th>Core Message</th>
<th>Tailored Message</th>
<th>Proof</th>
</tr>
</thead>
</table>
| **Friendly** | • Beaverton is an arts community! There are event and activities year-round!  
• Beaverton embraces our ethnic, racial and cultural diversity.  
• Beaverton brings events to you — neighborhoods events with local movies, picnics, concerts, and theater.  
• You can get a taste of home in Beaverton...wherever you are from. A great place for foodies! | • Thousands of people attend city arts and events activities annually.  
• More than 8,000 people attended THPRD’s Party in the Park/Celebrate Beaverton Cultural Festival.  
• Many ethnic restaurants and grocery stores located in Beaverton. |
| **Active**   | • Vibrant public art program that adds culture and beauty to the city.  
• Beaverton is a place where different cultures come together through celebration.  
• Community based and supported arts and culture groups. | • Many professional and community performing arts organizations are located in Beaverton.  
• Innovative Arts & Communications Magnet Academy is in Beaverton!  
• Diversity Advisory Board hosts Beaverton Night Market and supports Celebrate Beaverton Cultural Festival (formerly Beaverton International Celebration).  
• Beaverton City Library and area churches hosts many cultural performances. |
| **Responsible** | • Beaverton Arts Commission leads the way with volunteers championing the arts.  
• The Arts and Culture Center is coming soon.  
• City arts program supports local artists and groups. | • Beaverton Arts Commission provides small grant opportunities to arts organizations and artists.  
• The Arts and Culture Center is part of the development proposed for the Creekside District at Westgate. |
Overarching Marketing Plan Goals

Marketing Goals

With the core messages identified, and an understanding of where Beaverton is today and its vision for tomorrow, the general goals for Beaverton’s Marketing Plan are:

Goal One – Create an image of Beaverton consistent with the vision.

Goal Two – Create a cohesive and coordinated marketing approach.

Goal Three – Be strategic in implementation.

The goals are overarching for community-wide; economic development; and arts, culture and events messaging and marketing. The table below describes the purpose of each goal. Strategies and actions to implement the goals are provided in the following sections.

Measurable objectives for meeting the goals are:

✓ All internal and external communication supports the brand and messaging.
✓ Marketing initiatives and images emphasize a younger, educated and internationally diverse demographic.
✓ Beaverton’s visibility is extended across the Portland Metropolitan region.

<table>
<thead>
<tr>
<th>Marketing Goals</th>
<th>Goal Purpose</th>
</tr>
</thead>
<tbody>
<tr>
<td>Goal One – Create an image of Beaverton consistent with the vision.</td>
<td>Core messages for Beaverton reinforce the vision, brand that Beaverton is “The Best of Oregon,” and the core values of friendly, active and responsible.</td>
</tr>
<tr>
<td>Goal Two – Create a cohesive and coordinated marketing approach.</td>
<td>A cohesive and coordinated approach ensures communication by the city supports the core message, regardless of who delivers the message.</td>
</tr>
<tr>
<td>Goal Three — Be strategic in implementation.</td>
<td>Utilizing tools and techniques strategically provides the greatest reach with limited resources.</td>
</tr>
</tbody>
</table>
Strategies and Actions

Strategies and actions have been developed for marketing Beaverton on a community-wide level as friendly, active and responsible. The plan focuses on overarching marketing tactics and generally marketing Beaverton’s high quality of life. Beaverton’s overall success will continue to develop through strategies and actions that center around:

- Consistent city messaging based on the values of friendly, active and responsible.
- Fostering closer ties with residents, business leaders, partners and the arts community so they become strong ambassadors for Beaverton.
- Collaborative, memorable and interesting experiences through social media, city events and other programs that highlight friendly, active and responsible Beaverton.
- Analytics, public opinion research, business and resident input and other feedback to focus marketing efforts on the most effective communication tools.

In addition, strategies and actions have been developed for economic development and arts, culture and events. These strategies and actions are focused on a more refined target audience (businesses and investors for economic development; current and future art patrons for arts, culture and events). The intent is to market the same message of Beaverton being friendly, active and responsible, yet with a refined purpose.

For economic development, the purpose of the marketing strategies and actions is to market Beaverton as “Open for Business” and build awareness of existing local businesses and future economic development opportunities in Beaverton. Strategies focus on increasing Beaverton’s exposure to the target business audience through the use of both existing and new tools. The strategies promote existing economic development tools and create new tools as needed that provide support for local businesses to grow as well as for new businesses to locate here.

For arts, culture and events, the marketing plan strategies seek to increase awareness about Beaverton’s art scene for current and future art patrons; increase participation and attendance at events; and provide the tools for Beaverton artists and arts organizations to be active partners in the marketing of arts, culture and events in Beaverton.

Economic development and arts, culture and events strategies and actions consider Beaverton’s community-wide target audience and seek to increase the quality-of-life offerings in Beaverton such as restaurants/breweries, retail experiences and events and activities that appeal to the Gen Y audience. These amenities are highly sought after by current and future Beaverton residents as well as businesses. Under the community-wide umbrella, many of the strategies and actions listed on the following pages consist of developing “stories” that highlight Beaverton’s messages of friendly, active and responsible. Once these stories have been developed, they can, and should, be distributed through a number of channels – and not just limited to specific channels identified in the specific strategies or actions. In other words, the strategies and actions can be viewed as building a library of stories that share Beaverton’s message in a strategic way.
Strategies and Actions — Community-wide

Goal One — Create an image of Beaverton consistent with the vision.

Strategy 1 — Instill consistent messaging around the core values of friendly, active and responsible.

Actions:
1. Develop centralized internal resources, policies and procedures to ensure all communication consistently reinforces the core messages.
   a. Educate and train city staff regarding the core messages and empower every staff person, elected official and volunteer to become City of Beaverton marketing ambassadors.
   b. Create a process by which marketing materials are created and reviewed collaboratively with the Communications Division and various departments.
   c. Create an internal review checklist/process for all marketing materials through the Communications Division.
2. Create a resource library to support core value messaging.
   a. Create a message board with core message statements describing friendly, active and responsible, and quick facts/blurbys that can be used to support and share each message.
   b. Create talking points/a “three things to remember” reference sheet with core messages and target audience information for staff to follow when deploying the core messaging of friendly, active and responsible.
   c. Create a database of stories and images that express the friendly, active and responsible values and distinguish Beaverton from other cities and places.
      i. Send internal communications, highlighting friendly, active and responsible stories.
      ii. Create, maintain and update a database of news stories consistent with friendly, active and responsible.
      iii. Create, maintain and update a photo library with contemporary scenes that communicate Beaverton’s friendly, active, responsible themes and that represent the cultural diversity of the residents and businesses.
3. Create department-specific messaging.
   a. Work with city staff to develop unique friendly, active and responsible messaging that links specific city initiatives, programs and projects to the overall core messages platform.
      i. Identify programs/events for which advertising or public relations campaigns are desired.
      ii. Prioritize need in annual marketing/communications calendar.

4. Confirm that Beaverton’s messaging resonates with the public.
   a. Regularly meet with elected officials, key stakeholders, and volunteers to collect feedback on the core messages and current and potential marketing tools.
   b. Regularly meet with the Diversity Advisory Board (DAB), Beaverton Committee for Community Involvement (BCCI), Visioning Advisory Committee, Senior Citizens Advisory Committee, Beaverton Arts Commission, Mayor’s Youth Advisory Board, Library Youth Board, Gen Y representatives, and others to collect feedback on the core messages and current and potential marketing tools.
   c. Work with local high schools social media and marketing students—as well as PCC Future Connect students—to broaden Beaverton’s audience base and get youth’s perspective on trends and messaging.
   d. Conduct public opinion research to test the core messages.
   e. Continue tailoring the messages as appropriate, based on the audience and communications tool, while maintaining the overall message themes.
   f. Incorporate findings into the communications plan.

Strategy 2— Proactively market Beaverton.

Actions:
1. Highlight Beaverton’s diverse, hip, and entrepreneurial features — the businesses, community events, activities and places that represent friendly, active and responsible and that represent the cultural diversity in the community.
   a. Develop social media campaign around the theme of “what keeps you active in Beaverton?” or something similar.
   b. Share success stories for both big firms and small, but vital, players in active wear, technology, software and business support clusters, as well as the rest of Beaverton’s target industry sectors.
   c. Create a video series to play on the city’s website and on YouTube that highlights unique businesses, events, arts activities, places and people in Beaverton.
   d. Explore opportunities to partner with groups like the Chamber, businesses, Beaverton Arts Commission and others to create a program to encourage people to visit places in Beaverton.
e. Showcase Beaverton Farmers Market, THPRD’s major facilities, and Beaverton City Library as examples that demonstrate Beaverton as friendly, active and responsible.

f. Develop a cultural restaurant guide to share with THPRD, Washington County Visitors Association and Chamber to promote local eateries.

g. Develop strategy to encourage residents to shop, stay and play locally, increasing visits to special events, retail and restaurants.
   i. Partner with local businesses to create a shop, stay and play locally brochure.
   ii. Develop a mobile tool to drive traffic to restaurants, retail and the arts.
      1. Beaverton App should be free and non-invasive.
      2. App will be one of our content distribution channels
         a. Must include content people want “right now” and “where they are."
      3. Make it useful, not just a packaged adverorial.
   iii. During city events, have Beaverton-branded staff give tips for restaurants, arts activities and other things to do and see in Beaverton.
      1. Link to city’s wayfinding efforts to promote shop, stay and play in Beaverton.
      2. Tie in to the App for dissemination away from events.

2. Enhance public relations efforts to create awareness for Beaverton.
   a. Identify and seek national awards and magazine accolades.
   b. Staff a “Beaverton booth” at every major city and partner event for the purposes, promoting Beaverton happenings and offerings.

3. Develop strategies for residents and Beaverton-based employees to support restaurants and retail.
   a. Establish online marketing program — special deals and offers — for residents and Beaverton-based employees. (Example: A passport program where people get stamps for visiting restaurants, stores or city events. Everyone who complete the passport is entered into a drawing/wins a prize).
      i. Include mobile app and website if possible.
   b. Partner with organizations to provide an incentive for Beaverton-based workers and employees to attend a city-wide event or festival, such as Beaverton Night Market, Beaverton Third Thursdays and other special events/programs.

4. Develop relationships with local media organizations and reporters.
   a. Pitch exclusive stories to foster trust and transparency.
   b. Share human interest stories about events in Beaverton.
c. Invite media to one-on-one briefings with Department Heads and key staff to provide information on current projects/programs.

d. Personally invite the media to Beaverton special events.

e. Host media appreciation event during events.

5. Identify organizations, groups, and influencers who can be reached through social media to get the word out when events are scheduled or things happen.

**Strategy 3 — Create a regional advertising campaign focused on citywide arts/special events (not just city-sponsored events) and image marketing.**

**Actions:**
1. Hire a boutique advertising firm to develop an ad campaign that highlights Beaverton’s high quality of life for residents and businesses.
   - a. Use a mix of marketing tools, including digital, print, broadcast, direct mail and banner/poster tools, based on the demographics of target key audiences.

2. Hire a media buyer to make advertising purchases.
   - a. Leverage radio buy for additional free radio spots.
   - b. Leverage TV buy to produce television spots - 10 second banner and 30 second format.

3. Use quality design/photography/videography that reflect the current demographics of and target audiences for Beaverton. Use images of Beaverton whenever possible.

4. Partner with organizations, businesses and others to implement the advertising campaign.
   - a. Focus the campaign on the broader community with a theme such as “bringing our community together,” “working together,” or “living together.”

5. Seek partnership with college programs and local high schools that can develop and support marketing efforts.

**Strategy 4 — Use marketing tactics to create connections between destinations and districts in Beaverton, such as the Beaverton City Library, Old Town and Creekside District.**

**Actions:**
1. Utilize existing wayfinding signs for marketing efforts

2. Create a self-guided tour that highlight unique and unusual places in Beaverton.
   - a. Make available through a mobile application, on the website, and as pamphlets available along the tour route.
   - b. Create routes that focus on different elements of Beaverton: a history tour focused on Broadway and Old Town; an arts and culture tour featuring community art; a dining
tour that features ethnically-diverse restaurants; and a shopping tour of Progress Ridge, Cedar Hills, Broadway, Murray Hill, Timberland, etc.

i. Seek committee and volunteer ideas for things to highlight

ii. Allow app users to nominate things they see in Beaverton

3. Partner with local businesses and organizations to develop a banner program for events in downtown Beaverton. Note: This will require the sign code to be amended.

4. Incorporate the Beaverton City Library, Old Town and Creekside District into the city’s marketing materials, website and social media to highlight amenities.
   a. Make a list of the key amenities of the city (as valued by locals).
   b. Seek committee and volunteer ideas. Examples include: City Park, Progress Ridge, THPRD Nature Park, Cooper Mountain, Timberland.
   c. Build an all-inclusive list and ask volunteers to rank them.

5. Continue to partner with the Chamber and Pamplin Media to create and produce a Beaverton-branded Community Guide.
   a. The guide provides a high-level summary of the shops, restaurants and other amenities in town as well as sources to access services or start a business.
   b. Share with local businesses, real estate professionals and organizations that welcome visitors (e.g., Beaverton Farmers Market, Beaverton History Center, other).

Goal Two - Create a cohesive and coordinated marketing approach.

Strategy 5 — Be transparent about communications expectations.

Actions:
1. Include marketing objectives and strategies in city-event planning and documentation.
2. Develop a communications plan that organizes the city’s communications program.
3. Create an annual marketing and communications calendar.
4. Create a marketing task force with partners and key city staff to support city-wide marketing.

Strategy 6 — Ensure communications design consistency.

Actions:
1. Move to centralize graphic design and most marketing material production within Public Involvement and Communications Division.
2. Adhere to the Identity Standards & Style Manual and insist on consistency with communications look and feel.
3. Train staff and contract graphic designers regarding the Identity Standards & Style Manual.

4. Recruit and train additional contracted graphic designers, photographers and videographers.

5. Require that the public information team to review all key publications for consistency with the Identity Standards & Style Manual.

6. Provide quarterly updates to city Department Heads to share branding successes/shortcomings and remind them of core messaging.

Goal Three — Be strategic in implementation.

Strategy 7 — Deploy resources efficiently.

Actions:
1. Set annual marketing priorities consistent with the communications plan and available budget.

2. Centralize and coordinate the management of marketing efforts in terms of art, direction, production and budget within the Mayor’s Office/Communications Division.
   a. Some groups within the city may continue to direct a portion of their own marketing efforts and relationships.

3. Formalize existing partnerships and explore new opportunities with current partners, service organizations and local businesses to leverage the city’s communications efforts.

Strategy 8 — Invest in tools with greatest impact.

Actions:
1. Continue using the existing communications tools preferred by Beaverton residents.
   a. Using analytics, evaluate the impacts of the existing communication tools.
   b. Provide recommendations on which tools should be continued or discontinued.
   c. In the communications plan, create a schedule to provide continual evaluation of the effectiveness of communication tools and a process to adjust the mix of communication tools used. Measures of effectiveness can include: number of participants or comments received; increase in awareness.

What are Beaverton Residents’ Current Preferred Communication Tools?

A 2014 telephone survey of Beaverton residents revealed their preferences for these existing communications methods:

- Website
- Your City newsletter
- Email notices
- Information booths at community events
2. Expand on existing city communication tools to account for the variety of marketing opportunities in the marketing mix categories of: advertising, events and experiences, public relations and publicity, direct marketing, interactive marketing, word-of-mouth marketing and personal selling.

3. Expand the city’s menu of communications tools and methods to include emerging tools to better engage with target audiences, specifically Gen Y, and increase reach (see Strategies 9 and 10 below). Potential tools to consider:
   a. Mobile app to provide city info, maps, events calendar, local restaurants and retail deals.
   b. Email marketing.
   c. E-newsletter with partner agencies.
   d. Greater presence on various social media platforms.

4. Improve the effectiveness of the city’s website from the perspective of the user looking at content, integration of core messaging, and ease of navigation.
   a. Reorganize and update the city’s website to be more topic based and improve navigation.
   b. Incorporate core messages.
   c. Remove outdated and internal documents off the website.
   d. Redesign layout and improve links to related pages.
   e. Add videos to highlight city events and projects.
   f. Update website content regularly.
   g. Use analytics to measure effectiveness of website updates.
      i. Increase in # of page visits.
      ii. Increase in # of google hits.
      iii. Increase in # number of services provided through the website.

5. Use multiple communication tools to promote events, including direct communication (mail and social media), paid advertisements and public relations.

**Strategy 9 - Invest in social media tools for reaching new audiences.**
1. In the communications plan, identify emerging communication tools that should be expanded/integrated into the marketing/communications strategy.
2. Advertise on various social network platforms, such as Twitter cards, sponsored posts, YouTube preroll, Pandora, FB ads, etc., in a coordinated effort.
   a. Identify costs for digital engagement and establish budget.
3. Train staff on good digital engagement practices and effective social media communication content, such as:
a. Make content more accessible — responsive, limited word count, conversational tone, platform, device.
b. Make content easily sharable — share this, short urls, plain language urls, platform matching.
c. Add hashtags, urls, social handles - on printed material, at events.
a. Generate engaging content that is story based with more audio and visual elements (close up, breathtaking, moment capturing images, videos, animation).
d. Use infographics for data visualization in order to soften complex data and make it easily understandable.

4. Use social media to promote dialogue, discussion and transparency and encourage two-way dialogue with residents.
   a. Ask Me Anything style events, such as Q&A with Mayor Doyle, Beaverton City Councilors, or Chief of Police, on platforms such as reddit, Facebook, or Twitter.
   b. Site poll of the week on social media about current Beaverton events and topics.
   c. Facebook question of the week or month.
   d. Open forum.
   e. 311 reporting of neighborhood issues or service requests.

5. Use social media to share information and make government accessible.
   a. Email newsletter/digest of city information, possibly modeled after Your City, sent on a regular schedule. Potential platform is GovDelivery, which is the only digital communications platform exclusively for government.
   b. Livestream select events, such as State of the City, City Updates, Mayor’s Roundtable, Beaverton City Council meetings, project open houses, NAC meetings, on platforms such as Periscope, Hangouts, YouTube live, Facebook live events, Meerkat, ustream, etc.
   c. Create a “Day in the Life” with Mayor Doyle, City Councilors, Department Heads as a guide, as part of the responsible city messaging. For example, a video of Mayor Doyle shadowing public works staff paving roads.

   a. Create a schedule for social media updates.
   b. Use a service more flexible for social media archiving, such as Smarsh, Aquia, or PHP Curl scraper, to allow the city to join more networks.
   c. Use a social media monitoring and management platform, such as Hootsuite or Bufferto, to update multiple profiles from one central location.
   d. Use a monitoring tool to track any mentions of @City of Beaverton, Beaverton, and other keywords.
   e. Create a policy to identify how community generated content will be used.
f. At regular intervals, assess the effectiveness of communication tools and adjust accordingly. Measures of effectiveness can include increase in number of followers/likes/shares, comments, or participants.

7. Coordinate content schedules with partner agencies.
   a. Coordinate so we don’t conflict/compete with partner events or notices.
   b. Support partner digital engagement efforts.
   c. Seek reciprocity from partners — reposting/sharing/liking posts.

8. Plan content so it works seamlessly with a mobile device.
   a. Limit content to sound bites.
   b. Create a game element to encourage people to be interactive — fosters sharing and word of mouth advertising, leads to a sense of accomplishment and creates good healthy competition.

**Strategy 10 — Employ guerilla marketing strategies to promote Beaverton in unconventional, high energy, memorable and imaginative ways.**

**Actions:**

1. Create a campaign around Billie the Beaver mascot, incorporating him in event marketing, social media and photography/videography.
   g. Create humorous viral videos starring Billie the Beaver to tell Beaverton’s story.
   h. Have Billie the Beaver attend/perform at all city-wide events, including library, police and THPRD events, to build excitement.
   i. Create a “Where’s Billie in Beaverton” social media campaign — have Billie the Beaver show up at unexpected places like local high school sporting events.
   j. Provide space and time for photo opportunities with Billie the Beaver.

2. Explore creating a blog on the city’s website, with a unique voice and rich content, which can be integrated with other platforms.
   a. Other blog resources include tumblr or WordPress.

3. Create podcasts with stories, reports, and calendar updates. Ideas include:
   a. Mayor’s Report or update.
   b. Arts and events this week.
   c. Economic Development news and business updates.
   d. Roundtable discussion on a timely community issue.

4. Create a “Top Ten” list, such as “What are your favorite places in Beaverton?”
   a. Encourage people to provide input via social media before the list is created.
b. Share the list on the city’s website and YouTube channel, and share links through Facebook and Twitter and the mobile app.

c. Share the lists with visitor associations, the hospitality industry and the businesses/establishments on the list for reposting.

5. Create short videos (15 or 30 seconds, less than three minutes) on topics from the light (i.e., Billie the Beaver) to the serious (breakdown of property taxes or water bill).

   a. Share video on the city website and YouTube and share links through Facebook and Twitter.

6. Create contests via social media such as a photo contest, trivia contest, or “Where is Billie the Beaver” contest.

   a. Use social media (Twitter, Facebook, Instagram, other) as platforms for the contests.

   b. Partner with local businesses to provide prizes for the contest winners.

   c. Host a special event for all annual content winners.

   d. Winner of photo contest will be framed and displayed at the Beaverton Arts Mix.

**Strategy 11 — Provide adequate resources for emerging communications technology, tools and employee development.**

**Actions:**

1. Through the communications plan process, identify potential emerging technology and future needs for training and tools.

2. Include in the 2016-17 budget request funds for emerging technology, tools and employee development.

3. Include in future budgets resources for ongoing upgrade and maintenance of assets and tools.

4. Invest in analytics to look at the impacts of different communication methods.

   a. Leverage experience and knowledge of regional partners to identify which tools are the most cost-effective and useful.
Strategies and Actions — Economic Development

Goal One — Create an image of Beaverton consistent with the vision.

Strategy ED.1 — Highlight the city’s economic development opportunities, sectors and industries. Consider a separate Beaverton Business web site

Actions:
1. Continue the “Open for Business” mantra.
2. Increase awareness of city’s efforts to provide businesses with excellent customer service.
3. Market the availability and flexibility of flex and office space to meet the multiple stages of a company’s growth without having to leave the city. Use case studies as proof.
4. Explore using IMPACT Beaverton program as the local initiative to partner with Chamber and jointly market Beaverton’s competitive differentiators and current practices that support the retention, expansion and recruitment of target industries and businesses.
5. Partner with Chamber at the local level, Business Oregon at the state level and Greater Portland Inc. at the regional level, to market Beaverton to potential investors and businesses looking to relocate.
6. Explore opportunities to partner with Chamber, Business Oregon and Greater Portland, Inc., OEN, Tech Association of Oregon, and others to create marketing materials that highlight Beaverton’s economic development key sectors and support leading industry clusters in Beaverton.
7. Develop a “Buy Local” supply chain initiative with sector-specific information resources.
8. Create and maintain a prospect list of businesses that could expand in Beaverton or choose to relocate to Beaverton.
   a. Mayor reach out to businesses with a personal contact (via letter or phone call).
   b. Reach out to Top 100 businesses in person.

Strategy ED.2 — Recruit successful businesses leaders and develop them as brand ambassadors.

Actions:
1. Educate industry partners, businesses leaders and city/regional leaders on Beaverton’s vision for the future and messaging through:
   a. On-going relationships with industry and business leaders.
b. List of key contacts for special updates.

c. Group briefings, one-on-one meetings, or tours of special sites and development areas.

d. Develop industry “councils” to share ideas and marketing, especially to help employee recruitment and supply chain development.

2. Recruit industry and business leaders to speak at regional events on the city’s behalf to share their stories of success.
   a. Identify key partner(s) to assist the city with retention and recruitment efforts.

3. Target businesses across industries and develop testimonials to post on the city’s website and through other channels.
   a. Identify key partner(s) to assist the city with retention and recruitment efforts.

4. Attend local, regional and state industry networking events and conferences.
   a. Bring a tagline.
      i. “Open for Business.”
      ii. “It’s Happening in Beaverton.”

5. Pitch stories to targeted reporters.
   a. Create list of economic development target publications and gather key media contacts.

6. Identify economic development activities and partnerships that can be promoted through media events and other channels.

**Strategy ED.3 — Develop strategy for Beaverton-based employees to support Beaverton restaurants and retail.**

**Actions:**

1. Explore opportunities to work with local businesses and partners to create a marketing campaign targeted at employees/workers in Beaverton
   a. Example: A digital campaign (e.g., email, Facebook, Twitter) to entice people who work in Beaverton to eat and shop in Beaverton
      i. Special deals and offers just for this target. (i.e., Show business card with Beaverton address to get a discount during a specified time period)
      ii. Create clever promotions such as Thirsty Thursdays or Food Cart Fridays.

2. Work with business partners to host quarterly mixers for Beaverton-based workers and employees and/or incorporate a reception or other party that takes place as part of a larger event or festival.
   a. Offer MWESB-specific outreach and mixers.

3. Ask businesses what they would support or help put on (such as a job board?).
Goal Two - Create a cohesive and coordinated marketing approach.

**Strategy ED.4 — Create economic development task force to focus on specific initiatives.**

**Actions:**
1. Create an economic development marketing task force.
   a. Meet with City Council and business leaders to gauge interest and seek feedback.
   b. Identify areas of focus and prioritize actions. Potential task force initiatives: seek partners, host events, develop education programs, support existing businesses, and recruit new ones.
   c. Help construct “councils”, sector-specific objectives and messages, supply chain initiatives, etc.

**Strategy ED.5 — Update current assets and tools to better draw and engage with potential customers**

**Actions:**
1. Develop city economic development collateral with strong brand consistency throughout.
2. Update city Economic Development website content with concise messaging and strong business-oriented information to help drive business startup, retention, expansion and recruitment.
3. Create economic development online tools that make the process of starting, growing or relocating a business to Beaverton easier and faster.
4. Display Beaverton workforce data and demographic statistics more prominently on the website.
5. Launch online economic development surveys to capture feedback.

Goal Three — Be strategic in implementation.

**Strategy ED.6 — Invest in social media tools to reach the entrepreneurial, younger business audience.**

**Actions:**
1. Develop content — case studies, stories, opportunities, general info — distribute through various channels.
2. Provide resources and tools for local businesses to improve their social media presence.
   a. Social medial/digital engagement workshops targeted at local businesses.
      i. Partner with organizations such as Chamber, OTBC, BESThq, and Micro Enterprise Services of Oregon (MESO), Hispanic Chamber of Commerce.
      ii. Share workshop video/highlights through YouTube.
b. Series of kickstart/crowd funding workshops targeted at start-up companies, investors and entrepreneurs.
   i. Could be included in digital engagement workshops/videos/whitepaper/infographics.

3. Develop social media tools for reaching key economic development audiences.
   a. YouTube business series.
   b. Quarterly tweetup to local businesses for social events.
      i. Encourages in-person networking.
      ii. Great for promoting OTBC and Beaverton’s startup culture.
   c. Support a campaign to highlight and promote Beaverton as a cool place to start and grow your business using OTBC’s 100K Startup Challenge as a catalyst.
   d. Spotlight businesses through virtual tours and interviews.
      i. Ideas: Beaverton4Business Award winners/program; success stories of local businesses; Nike and associated athletic or support businesses; and OTBC milestones and events.
   e. Beaverton-specific job board hosted on city’s website.
      i. Similar to job boards on Twitter, Craigslist, Mac’s List and others.
      ii. Focus on our industry sectors.
      iii. Create links to other online employment sources and other Beaverton-related content.
      iv. Large driver for traffic.
   f. Compelling LinkedIn profile for Beaverton to impress site selectors (research what they are looking at and for) looking to relocate businesses to Beaverton and to connect with local businesses.
      i. Publishing “how to” and “open for business” stories.
      ii. Use content created in-house to share.
      iii. Showcase Beaverton’s efforts to be Open for Business, and Chamber/OTBC successes and stories.
      iv. Demonstrate best practices for how to do Business in Beaverton.
   g. Quarterly business report (i.e., whitepaper) summarizing Beaverton business data, stories, case studies, opportunities.
      i. Potential partnership with university students.
      ii. Share information through social media, e-newsletter, wire services.
      iii. Develop mail and email list of as many Beaverton businesses as possible.
   h. Nike Appreciation Days.
i. Signature event that highlights the connections and history Beaverton and local businesses have with Nike.

ii. Work with Pamplin to create special publication — seek advertising support from local businesses that work or benefit from Nike and TV/radio sponsors to bring attention to signature Beaverton event.

iii. Connect to Knight Cancer Institute and the medical cluster.

i. Nike-related marketing and events.
   i. TMZ sports celebrity sightings in Beaverton (social media).
   ii. Sneaker/apparel convention in Beaverton.
   iii. Attract event organizers to choose Beaverton over nearby cities.

j. Explore other companies that might welcome an appreciation day (i.e. Columbia, other sectors).

**Strategy ED.7 — Use partnerships to pool economic development expertise and resources in Beaverton.**

**Actions:**
1. Host workshops, roundtables and mixers with developers, businesses, or neighboring jurisdictions (cities/counties).
2. Leverage existing events (Chamber, Nike, OTBC, other) or invite partners to collaborate on new event.

**Strategy ED.8 — Create business-to-business marketing program to support local businesses and recruitment.**

**Actions:**
1. Develop economic development public relations plan with key messages and timeline.
2. Develop press kits (printed and electronic).
3. Develop materials (i.e., news releases, FAQ, fact sheets, targeted media lists, etc.).
4. Develop social media strategy.
5. Provide half-day media training.
6. Monitor social media and provide end of campaign report.
7. Use industry councils to focus messaging for sectors.
**Strategy ED.9 — Develop business support system and recruitment program within Economic Development Division.**

**Actions:**

1. Improve economic development website so Beaverton comes up first in web searches.
   b. Incorporate business-related pitches, retail and innovations, new development, new tenants, etc.
2. Develop kit for businesses considering Beaverton (Include testimonials, fact sheet, FAQ and Choose Beaverton brochure).
   a. Identify key information needs of site selectors and consultants.
3. Develop social media strategy and implementation plan for LinkedIn, others.
4. Continue to coordinate with Chamber to celebrate existing businesses with Beaverton4Business awards as well as new businesses through Mayor-ribbon cuttings.
   a. Support through PR (i.e., news release and social media updates).

**Strategies and Actions — Arts, Culture and Events**

**Goal One — Create an image of Beaverton consistent with the vision.**

**Strategy ACE.1 — Build awareness of and attendance at arts and cultural events as well as general-community events in Beaverton.**

**Actions:**

1. Create community-wide calendar of arts and cultural events in Beaverton to increase awareness and attendance at events (regardless of city hosted or not).
   a. Distribute on the city’s website, as a possible insert in Your City (dependent on cost), as updates on social media (Twitter, Facebook, Instagram), and through the mobile app.
   b. Make it easy for people to suggest events to include in the calendar.
   c. Include commercial events as well as nonprofit programs and events.
2. Consider a separate and enhanced Beaverton Arts web site beyond the Beaverton Arts Commission.
3. Include stories highlighting arts and special events in Your City and partner newsletters.
4. Celebrate and promote all arts-related milestones/events.
   a. Press releases, social media posts and news stories.
5. Collaborate with partners, such as the Chamber, THPRD, Beaverton School District, Washington County Visitors Association, and various arts organizations, on existing and future signature events and event promotion.

7. Work with Beaverton Arts Commission and Beaverton Neighborhood Association Committees to cultivate grassroots interest in the arts.

8. Develop a list of art display and performance venues.

**Strategy ACE.2 — Engage residents as active participants of the arts, culture and events in Beaverton**

**Actions:**

1. Hold arts and culture events throughout Beaverton to create vibrancy throughout community and increase access for residents.
   a. Move city-sponsored events around to locations in all corners of the city.
   b. Continue to support art performances in Central Beaverton in promotion of the Arts and Culture Center.
   c. Encourage arts organizations to perform and display in innovative places.
   d. Work to connect performing groups to student performers.
   e. Create a program of “improv everywhere” style pop up art shows and performances at locations such as MAX stations, Beaverton City Library, The Beaverton Building and other key gathering locations.

2. Develop signature event with key partners, such as the Bite of Beaverton, Arts and Culture Festival at The Round, or Nike Appreciation Days, that will draw participation from all demographics.
   a. Continue the popular Beaverton Night Market and other arts-related festivals.

3. Use city building and other community spaces for art exhibits.
Goal 2 — Create a cohesive and coordinated marketing approach

**Strategy ACE.3 — Build marketing capacity within Beaverton’s arts sector collaboratively.**

**Actions:**
1. Create shared communications tools (including maps, etc.), promoting market-ready products and celebrating achievements, for use by the arts sector to enhance each organization’s marketing capacity.
2. Partner with the Beaverton Arts Commission to provide guerilla marketing courses for local artists and art organizations to enable them to become more successful in promoting their art.
3. Create online library of marketing resources specific for the arts.

**Strategy ACE.4 — Create and support more effective marketing of Beaverton artists and arts organizations.**

**Actions:**
1. Utilize citywide communication platforms to market all arts happenings throughout the city regardless of if they are city-organized activities.
2. Create a public relations campaign to promote all (large and small) Arts and Culture Center milestones with the public and Beaverton artists and art organizations.
   a. Press releases, social media posts and news stories.
3. Create standardized questionnaire for arts organizations to learn more about their target markets.
4. Connect artists through an interactive online arts community (follow current trends for social media).
   a. Arts related news could be shared, which would encourage the artists to use the site and communicate with other artists.

**Strategy ACE.5 — Recruit artists and art organizations and develop them as ambassadors for the Arts and Culture Center.**

**Actions:**
1. Educate artists and art organizations on Beaverton’s vision for the Arts and Culture Center.
2. Provide training and marketing materials to enable arts and art organizations to speak about the Arts and Culture Center, using the same messaging as the city.
3. Speakers Bureau: Recruit arts and culture community leaders to speak on the city’s behalf to build public excitement about the Arts and Culture Center.
Goal Three — Be strategic in implementation.

Strategy ACE.6 — Invest in marketing and communication tools that will increase awareness of arts and culture events in Beaverton to current and future art patrons

Actions:

1. Develop social media tools for reaching key arts audiences.
   a. Arts blog, possibly through Tumblr, to showcase art periodically.
      i. Use the arts web site.
      ii. Facebook, Instagram, or other trending platform.
   b. Beaverton arts photo pool, possibly through Flickr, for people to contribute.
   c. Instagram account primarily for arts, events and cultural imagery.
   d. Art walk web application that would essentially convert the printed art map into an interactive, mobile-friendly digital map. Use the Beaverton App.
      i. Could be used as a game. Example, people gain badges by visiting events or sharing experiences with others.
   e. Featured artists on city’s web page.
   f. Other possible art niche networks — soundcloud, deviant art, vimeo,

2. Develop an events strategy that fosters art opportunities for youth and young adults at city events.

3. Use analytics to measure digital tools and track targeted engagement efforts, focusing on percentages of return value.

Strategy ACE.7 — Coordinate content of arts marketing through the Beaverton Arts Commission

Actions:

1. Provide training to the Beaverton Arts Commission through the city’s digital engagement coordinator.

2. Post videos of the “improv everywhere” style pop up art shows and performances showing public reactions.

3. Live-stream special events such as Beaverton Arts Mix! Quickdraw, Ten Tiny Dances, Beaverton Third Thursday concert series.
Roadmap for Implementation

Priorities, Timeline and Budget

The strategies and actions described in the previous section are summarized here along with a recommended timeline for implementation and budget. The budget estimates provided are estimated ranges only intended to provide a starting point for the budget process. Actual cost estimates will need to be refined once strategies and actions are tentatively approved.

Priorities for immediate action are highlighted below and focus on creating a communications plan, investing in social media tools, and developing partnerships. Priorities highlighted in green are priority next steps when funding is available. Priorities highlighted in blue are priority next steps that can be implemented immediately and have minimal cost implication. Low, medium and high budget estimates are provided for each action item:

- $ = less than $10,000 annually
- $$ = between $10,000 and $50,000
- $$$ = greater than $50,000

Community-wide Strategies and Actions

<table>
<thead>
<tr>
<th>Community-wide Strategies and Actions</th>
<th>Year 1</th>
<th>Year 2-3</th>
<th>Year 4-5</th>
<th>Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Strategy 1 — Instill consistent messaging around the core values of friendly, active and responsible.</strong></td>
<td></td>
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<tr>
<td>Actions:</td>
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<tr>
<td>1. Develop centralized internal resources, policies and procedures to ensure all communication consistently reinforces the core messages.</td>
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<tr>
<td>2. Create a resource library to support core value messaging</td>
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<tr>
<td>3. Create department-specific messaging.</td>
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<td></td>
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<tr>
<td>4. Confirm that Beaverton’s messaging resonates with the public.</td>
<td>x</td>
<td>x</td>
<td>x</td>
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<tr>
<td><strong>Strategy 2 — Proactively market Beaverton.</strong></td>
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<tr>
<td>Actions:</td>
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</tr>
<tr>
<td>1. Highlight Beaverton’s diverse, hip, and entrepreneurial features — the businesses, community events, activities and places that represent friendly, active and responsible.</td>
<td>x</td>
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<tr>
<td>2. Enhance public relations efforts to create awareness for Beaverton.</td>
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</tr>
<tr>
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<tr>
<td>3. Develop strategies for residents and Beaverton-based employees to support restaurants and retail.</td>
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<tr>
<td>4. Develop relationships with local media organizations and reporters.</td>
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<td>x</td>
<td>$</td>
</tr>
</tbody>
</table>

**Strategy 3 — Create a regional advertising campaign focused on image marketing and arts/special events.**

**Actions:**

1. Hire a boutique advertising firm to develop an ad campaign that highlights Beaverton’s high quality of life for residents and businesses.  
   - Year 1: $\quad$x\quad$  
   - Year 2-3: $\quad$x\quad$  
   - Year 4-5: $\quad$  
   - Budget: $\quad$\$\$\$\$

2. Hire a media buyer to make advertising purchases.  
   - Year 1: $\quad$x\quad$  
   - Year 2-3: $\quad$x\quad$  
   - Year 4-5: $\quad$  
   - Budget: $\quad$\$

3. Use quality design/photography/videography that reflect the current demographics of and target audiences for Beaverton. Use images of Beaverton whenever possible.  
   - Year 1: $\quad$x\quad$  
   - Year 2-3: $\quad$  
   - Year 4-5: $\quad$  
   - Budget: $\quad$\$

4. Explore opportunities to partner with organizations, businesses, and others to implement advertising campaign.  
   - Year 1: $\quad$x\quad$  
   - Year 2-3: $\quad$  
   - Year 4-5: $\quad$  
   - Budget: $\quad$\$

5. Seek partnership with college programs and local high schools that can develop and support marketing efforts.  
   - Year 1: $\quad$x\quad$  
   - Year 2-3: $\quad$  
   - Year 4-5: $\quad$  
   - Budget: $\quad$\$

**Strategy 4 — Use marketing tactics to create connections between destinations and districts in Beaverton, such as the Beaverton City Library, Old Town and Creekside District.**

**Actions:**

1. Utilize existing wayfinding signs in downtown for marketing efforts.  
   - Year 1: $\quad$x\quad$  
   - Year 2-3: $\quad$  
   - Year 4-5: $\quad$  
   - Budget: $\quad$\$

2. Create a self-guided tour that highlights unique and unusual places in Beaverton.  
   - Year 1: $\quad$x\quad$  
   - Year 2-3: $\quad$  
   - Year 4-5: $\quad$  
   - Budget: $\quad$\$

3. Partner with local businesses and organizations to develop a banner program for events in downtown Beaverton. Note: the will require a code change to move this action to move forward.  
   - Year 1: $\quad$x\quad$  
   - Year 2-3: $\quad$  
   - Year 4-5: $\quad$  
   - Budget: $\quad$\$

4. Incorporate the Beaverton Library, Old Town and Creekside District into the city’s marketing materials, website and social media to highlight amenities.  
   - Year 1: $\quad$x\quad$  
   - Year 2-3: $\quad$x\quad$  
   - Year 4-5: $\quad$x\quad$  
   - Budget: $\quad$\$

Beaverton Marketing Plan
<table>
<thead>
<tr>
<th>Community-wide Strategies and Actions</th>
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<th>Year 2-3</th>
<th>Year 4-5</th>
<th>Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td>5. Continue partnership with the Chamber and Pamplin Media to create and produce a Beaverton-branded Community Guide.</td>
<td>x</td>
<td>x</td>
<td>x</td>
<td>$</td>
</tr>
</tbody>
</table>

**Strategy 5 — Be transparent about communications expectations.**

**Actions:**

1. Include marketing objectives and strategies in city-event planning and documentation. & x & x & x & $

2. Develop a communications plan that organizes the city’s communications program. & x &  &  & $

3. Create an annual marketing and communications calendar. & x & x & x & $$

4. Create marketing task force with partners and key city staff to support city-wide marketing. & x & x & x & $

**Strategy 6 — Ensure communications design consistency**

**Actions:**

1. Move to centralize graphic design and all marketing material production within Public Involvement and Communications Division. & x &  &  & $

2. Adhere to the *Identity Standards & Style Manual* and insist on consistency with communications look and feel. & x & x & x & $

3. Train staff and contract graphic designers regarding the *Identity Standards & Style Manual*. & x & x & x & $

4. Recruit and train additional contracted graphic designers, photographers, videographers. & x &  &  & $$

5. Require that the public information team review all key publications for consistency with the *Identity Standards & Style Manual*. & x & x & x & $

6. Provide quarterly updates to city’s department heads to share branding successes/shortcomings and remind them of the core messaging. & x & x & x & $

**Strategy 7 — Deploy resources efficiently.**

**Actions:**

1. Set annual marketing priorities consistent with the communications plan and available budget. & x & x & x & $
<table>
<thead>
<tr>
<th>Community-wide Strategies and Actions</th>
<th>Year 1</th>
<th>Year 2-3</th>
<th>Year 4-5</th>
<th>Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td>2. Centralize the management of marketing efforts in terms of art, direction, production and budget within the Mayor’s Office/Communications Division.</td>
<td>x</td>
<td></td>
<td></td>
<td>$</td>
</tr>
<tr>
<td>3. Formalize existing partnerships and explore new opportunities with current partners, businesses and service organizations to leverage the city’s communications efforts.</td>
<td>x</td>
<td>x</td>
<td>x</td>
<td>$$</td>
</tr>
</tbody>
</table>

**Strategy 8 — Invest in tools with greatest impact.**

**Actions:**

1. Use the communications tools preferred by Beaverton residents. | x | $$ |

2. Expand the city’s menu of communications tools and methods to include emerging tools to better engage with target audiences, specifically Gen Y, and increase reach (see Strategies 9 and 10 below). | x | $ |

3. Improve the effectiveness of the city’s website from the perspective of the user looking at content, integration of core messaging, and ease of navigation. | x | $$$ |

4. Use multiple communication tools to promote events, including direct communication (mail and social media), paid advertisements and public relations. | x | x | x | $$ |

**Strategy 9 — Invest in social media tools for reaching new audiences**

**Actions:**

1. In the communications plan, identify emerging communication tools that should be expanded/integrated into the marketing/communications strategy. | x | $ |

2. Advertise on various social network platforms, such as Twitter cards, sponsored posts, YouTube pre-roll, Pandora, FB ads, etc., in a coordinated effort. | x | x | x | $ |

3. Train staff (and board) on good digital engagement practices and effective social media communication content. | x | x | x | $ |

4. Use social media to promote dialogue, discussion and transparency and encourage two-way dialogue with residents. | x | x | x | $ |
<table>
<thead>
<tr>
<th>Community-wide Strategies and Actions</th>
<th>Year 1</th>
<th>Year 2-3</th>
<th>Year 4-5</th>
<th>Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td>5. Use social media to share information and make government accessible.</td>
<td>x</td>
<td>x</td>
<td>x</td>
<td>$</td>
</tr>
<tr>
<td>6. Manage social media networks.</td>
<td>x</td>
<td>x</td>
<td>x</td>
<td>$$</td>
</tr>
<tr>
<td>7. Coordinate content schedules with partner agencies.</td>
<td>x</td>
<td>x</td>
<td>x</td>
<td>$</td>
</tr>
<tr>
<td>8. Plan content so it works seamlessly with a mobile device.</td>
<td>x</td>
<td>x</td>
<td>x</td>
<td>$</td>
</tr>
</tbody>
</table>

**Strategy 10 — Employ guerilla marketing strategies to promote Beaverton in unconventional, high energy, memorable and imaginative ways.**

<table>
<thead>
<tr>
<th>Actions</th>
<th>Year 1</th>
<th>Year 2-3</th>
<th>Year 4-5</th>
<th>Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Create a campaign around Billie the Beaver mascot, incorporating him in event marketing, social media and photography/videography.</td>
<td>x</td>
<td>x</td>
<td>x</td>
<td>$</td>
</tr>
<tr>
<td>2. Create a blog, with a unique voice and rich content, which can be integrated with other platforms.</td>
<td>x</td>
<td>x</td>
<td></td>
<td>$</td>
</tr>
<tr>
<td>3. Create podcasts with stories, reports, and calendar updates.</td>
<td>x</td>
<td></td>
<td></td>
<td>$</td>
</tr>
<tr>
<td>4. Create a “Top Ten” list, such as “What are your favorite places in Beaverton?”</td>
<td>x</td>
<td></td>
<td></td>
<td>$</td>
</tr>
<tr>
<td>5. Create short videos (15 or 30 seconds, less than three minutes) on topics from the light (i.e., Billie the Beaver) to the serious (breakdown of property taxes or water bill).</td>
<td>x</td>
<td></td>
<td></td>
<td>$</td>
</tr>
<tr>
<td>6. Create contests via social media such as a photo contest, trivia contest, or “Where is Billie the Beaver” contest.</td>
<td>x</td>
<td></td>
<td></td>
<td>$</td>
</tr>
</tbody>
</table>
### Strategy 11 — Provide adequate resources for emerging communications technology, tools and employee development.

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<thead>
<tr>
<th>Actions:</th>
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</thead>
<tbody>
<tr>
<td>1. Through the communications plan process, identify potential emerging technology and future needs for training and tools.</td>
<td>x</td>
<td></td>
<td></td>
<td>$</td>
</tr>
<tr>
<td>2. Include in the 2016-17 budget request funds for emerging technology, tools and employee development.</td>
<td>x</td>
<td></td>
<td></td>
<td>$$$</td>
</tr>
<tr>
<td>3. Include in future years’ budgets resources for ongoing upgrade and maintenance of assets and tools.</td>
<td>x</td>
<td>x</td>
<td></td>
<td>$$</td>
</tr>
<tr>
<td>4. Invest in analytics to look at the impacts of different communication methods.</td>
<td>x</td>
<td>x</td>
<td>x</td>
<td>$$</td>
</tr>
</tbody>
</table>

**Legend:**

Priorities highlighted in **green** are priority next steps when funding is available. Priorities highlighted in **blue** are priority next steps that can be implemented immediately and have minimal cost implication.

$ = less than $10,000 annually  $$ = between $10,000 and $50,000  $$$ = greater than $50,000
### Economic Development Strategies and Actions

**Strategy ED.1** — Highlight the city’s economic development opportunities, sectors and industries.

<table>
<thead>
<tr>
<th>Economic Development Strategies and Actions</th>
<th>Year 1</th>
<th>Year 2-3</th>
<th>Year 4-5</th>
<th>Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Actions:</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1. Continue the “Open for Business” mantra.</td>
<td>x</td>
<td>x</td>
<td>x</td>
<td>$</td>
</tr>
<tr>
<td>2. Increase awareness of city’s efforts to provide businesses with excellent customer service.</td>
<td>x</td>
<td>x</td>
<td>x</td>
<td>$</td>
</tr>
<tr>
<td>3. Market the availability and flexibility of flex space to meet the multiple stages of a company’s growth without having to leave the city.</td>
<td>x</td>
<td>x</td>
<td>x</td>
<td>$</td>
</tr>
<tr>
<td>4. Explore using IMPACT Beaverton program as the local initiative to partner with Chamber and jointly market Beaverton’s competitive differentiators and current practices that support the retention, expansion and recruitment of target industry and businesses.</td>
<td>x</td>
<td></td>
<td></td>
<td>$$</td>
</tr>
<tr>
<td>5. Partner with Business Oregon at the state level and Greater Portland Inc. at the regional level, to market Beaverton to potential investors and businesses looking to relocate.</td>
<td>x</td>
<td>x</td>
<td></td>
<td>$$</td>
</tr>
<tr>
<td>6. Explore opportunities to partner with Chamber, Business Oregon and Greater Portland, Inc. to create marketing materials that highlight Beaverton’s economic development key sectors and support leading industry clusters in Beaverton.</td>
<td>x</td>
<td>x</td>
<td></td>
<td>$$</td>
</tr>
<tr>
<td>7. Create and maintain a prospect list of businesses that could expand in Beaverton or Choose Beaverton.</td>
<td>x</td>
<td>x</td>
<td></td>
<td>$</td>
</tr>
</tbody>
</table>

**Strategy ED.2** — Recruit successful businesses leaders and develop them as brand ambassadors.

<table>
<thead>
<tr>
<th>Economic Development Strategies and Actions</th>
<th>Year 1</th>
<th>Year 2-3</th>
<th>Year 4-5</th>
<th>Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Actions:</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1. Educate industry partners, businesses leaders and city/regional leaders on</td>
<td>x</td>
<td>x</td>
<td>x</td>
<td>$</td>
</tr>
</tbody>
</table>
### Economic Development Strategies and Actions

<table>
<thead>
<tr>
<th>Economic Development Strategies and Actions</th>
<th>Year 1</th>
<th>Year 2-3</th>
<th>Year 4-5</th>
<th>Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td>Beaverton’s vision for the future and messaging.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2. Recruit industry and business leaders to speak at regional events on the city’s behalf to share their stories of success.</td>
<td>x</td>
<td>x</td>
<td>x</td>
<td>$</td>
</tr>
<tr>
<td>3. Target businesses across industries and develop testimonials to post on the city’s website.</td>
<td>x</td>
<td>x</td>
<td></td>
<td>$</td>
</tr>
<tr>
<td>4. Attend local, regional and state industry conferences.</td>
<td>x</td>
<td>x</td>
<td></td>
<td>$</td>
</tr>
<tr>
<td>5. Pitch stories to targeted reporters.</td>
<td>x</td>
<td>x</td>
<td>x</td>
<td>$</td>
</tr>
<tr>
<td>6. Identify economic development activities and partnerships that can be promoted through media events.</td>
<td>x</td>
<td>x</td>
<td></td>
<td>$</td>
</tr>
</tbody>
</table>

**Strategy ED.3 — Develop strategy for Beaverton-based employees to support Beaverton restaurants and retail.**

**Actions:**

1. Work with local businesses and partners to create an email marketing campaign targeted at employees/workers in Beaverton. | x | x | $$ |
2. Work with business partners to host quarterly mixers for Beaverton-based workers and employees and/or incorporate a reception or other party that takes place as part of a larger event or festival. | x | | $ |

**Strategy ED.4 — Create economic development task force to focus on specific initiatives.**

**Actions:**

1. Determine feasibility of creating an economic development marketing task force. | x | | $ |

**Strategy ED.5 — Update current assets and tools to better draw and engage with potential customers.**

**Actions:**

1. Develop city economic development collateral with strong brand consistency throughout. | x | | $ |
2. Update city website content with concise messaging and strong business information. | x | x | x | $ |
<table>
<thead>
<tr>
<th>Economic Development Strategies and Actions</th>
<th>Year 1</th>
<th>Year 2-3</th>
<th>Year 4-5</th>
<th>Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td>3. Create economic development online tools that make business process easier and faster.</td>
<td>x</td>
<td></td>
<td></td>
<td>$$</td>
</tr>
<tr>
<td>4. Display Beaverton workforce data and demographic statistics more prominently on the web.</td>
<td>x</td>
<td></td>
<td></td>
<td>$</td>
</tr>
<tr>
<td>5. Launch online economic development surveys to capture feedback.</td>
<td>x</td>
<td></td>
<td></td>
<td>$</td>
</tr>
</tbody>
</table>

**Strategy ED.6 — Invest in social media tools to reach the entrepreneurial, younger business audience.**

**Actions:**

1. Provide resources and tools for local businesses to improve their social media presence. x $$

2. Develop social media tools for reaching key economic development audiences. x $$

**Strategy ED.7 — Use partnerships to pool economic development expertise and resources in Beaverton.**

**Actions:**

1. Host workshops, roundtables and mixers with developers, businesses, or neighboring jurisdictions (cities/counties). x $$

2. Leverage existing events (Chamber, Nike, OTBC, other) or invite partners to collaborate on new event. x x $$

**Strategy ED.8 — Create business-to-business marketing program to support local businesses and recruitment.**

**Actions:**

1. Develop economic development public relations plan with key messages and timeline. x $$

2. Develop press kits (printed and electronic). x $  

3. Develop materials (i.e., news releases, FAQ, fact sheets, targeted media lists). x $  

4. Develop social media strategy. x $  

5. Provide half-day media training. x $
## Economic Development Strategies and Actions

<table>
<thead>
<tr>
<th>Economic Development Strategies and Actions</th>
<th>Year 1</th>
<th>Year 2-3</th>
<th>Year 4-5</th>
<th>Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td>6. Monitor social media and provide end of campaign report.</td>
<td>x</td>
<td>x</td>
<td></td>
<td>$</td>
</tr>
</tbody>
</table>

**Strategy ED.9 — Develop business support system and recruitment program within Economic Development Division.**

### Actions:

1. Improve economic development website so Beaverton comes up first in web searches.                         | x      |          |          | $      |

2. Develop kit for businesses considering Beaverton (Include testimonials, fact sheet, FAQ).                  | x      | x        | x        | $      |

3. Develop social media strategy and implementation plan for LinkedIn, others.                               | x      |          |          | $      |

4. Continue to coordinate with Chamber to celebrate existing businesses with Beaverton4Business awards as well as new businesses through Mayor-ribbon cuttings. | x      | x        | x        | $$     |

**Legend:**

Priorities highlighted in green are priority next steps when funding is available. Priorities highlighted in blue are priority next steps that can be implemented immediately and have minimal cost implication.

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## Arts, Culture and Events Strategies and Actions

<table>
<thead>
<tr>
<th>Arts, Culture and Events Strategies and Actions</th>
<th>Year 1</th>
<th>Year 2-3</th>
<th>Year 4-5</th>
<th>Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Strategy ACE.1 — Build awareness of and attendance at arts, culture and events in Beaverton.</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Actions:</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1. Create community-wide calendar of arts and cultural events in Beaverton to increase awareness and attendance at events (regardless of city-hosted or not).</td>
<td>x</td>
<td>x</td>
<td>x</td>
<td>$</td>
</tr>
<tr>
<td>2. Include stories highlighting arts and special events in Your City and partner newsletters.</td>
<td>x</td>
<td>x</td>
<td>x</td>
<td>$</td>
</tr>
<tr>
<td>3. Celebrate and promote all arts-related milestones/ events.</td>
<td>x</td>
<td>x</td>
<td>x</td>
<td>$</td>
</tr>
<tr>
<td>4. Collaborate with partners, such as the Chamber, THPRD, Beaverton School District, and Washington County Visitors Association, on existing and future signature events and event promotion.</td>
<td>x</td>
<td>x</td>
<td></td>
<td>$$</td>
</tr>
<tr>
<td>5. Leverage arts activities through Downtown Business Association.</td>
<td>x</td>
<td>x</td>
<td></td>
<td>$</td>
</tr>
<tr>
<td>6. Work with Beaverton Arts Commission and Beaverton Neighborhood Association Committees to develop grassroots interest in the arts.</td>
<td>x</td>
<td>x</td>
<td></td>
<td>$</td>
</tr>
<tr>
<td>7. Explore support for Broadway festival event (art, food and wine) working with Downtown Business Association, Main Street Program and Chamber.</td>
<td>x</td>
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<td>$$$</td>
</tr>
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</table>

**Strategy ACE.2 — Engage residents as active participants of the arts, culture and events in Beaverton**

| Actions: | | | | |
|----------|--------|----------|----------|
| 1. Support arts and culture events throughout Beaverton to create vibrancy throughout community and increase access for residents. | x | x | x | $ |
| 2. Develop new signature event with local partners, such as the Bite of Beaverton, Arts and Culture Festival at The Round, or Nike Appreciation Days, that will draw participation from all demographics. | x | x | x | $$ |
| 3. Use city building and other community spaces for art exhibits. | x | x | x | $ |
### Strategy ACE.3 — Build marketing capacity within Beaverton’s arts sector collaboratively.

**Actions:**

1. Create shared communications tools, promoting market-ready products and celebrating achievements, for use by the arts sector to enhance each organization’s marketing capacity.  
   
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<tbody>
<tr>
<td>x</td>
<td>x</td>
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</table>

2. Partner with the Beaverton Arts Commission to provide guerilla marketing courses for local artists and art organizations to enable them to become more successful in promoting their art.  

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<tbody>
<tr>
<td>x</td>
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</table>

3. Create online library of marketing resources specific for the arts.  

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</table>

### Strategy ACE.4 — Create more effective marketing of Beaverton artists and arts organizations.

**Actions:**

1. Utilize citywide communication platforms to market all arts happenings throughout the city regardless of if they are city-organized activities.  

<p>| | | |</p>
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<tbody>
<tr>
<td>x</td>
<td>x</td>
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</table>

2. Create a public relations campaign to promote all (large and small) Arts and Culture Center milestones with the public and Beaverton artists and art organizations.  

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<td>x</td>
<td>x</td>
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</table>

3. Create standardized questionnaire for arts organizations to learn more about their target markets.  

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<tbody>
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<td>x</td>
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</table>

4. Connect the artists through an interactive Arts and Culture Portal on the web.  

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<td>x</td>
<td>$</td>
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</tbody>
</table>

### Strategy ACE.5 — Recruit artists and art organizations and develop them as ambassadors for the Arts and Culture Center.

**Actions:**

1. Educate artists and art organizations on Beaverton’s vision for the Arts and Culture Center.  

<p>| | | |</p>
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<tbody>
<tr>
<td>x</td>
<td>x</td>
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</table>

2. Provide training and marketing materials enable arts and art organizations to speak about the Arts and Culture Center, using the same messaging as the city.  

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<tbody>
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<td>x</td>
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</table>

3. Speakers Bureau: Recruit art and culture community leaders to speak on the city’s behalf to build public support for the Arts and Culture Center.  

<p>| | | |</p>
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<tr>
<td>x</td>
<td>x</td>
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</tbody>
</table>
### Strategy ACE.6 — Invest in marketing and communication tools that will increase awareness of arts and culture events in Beaverton to current and future art patrons

**Actions:**

<p>| | | | |</p>
<table>
<thead>
<tr>
<th></th>
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</tr>
</thead>
<tbody>
<tr>
<td>1. Expand on existing city communication tools to account for the variety of marketing opportunities in the marketing mix categories of: advertising, events and experiences, public relations and publicity, direct marketing, interactive marketing, word-of-mouth marketing, and personal selling.</td>
<td>x</td>
<td>x</td>
<td>$$</td>
</tr>
<tr>
<td>2. Develop social media tools for reaching key arts audiences.</td>
<td>x</td>
<td>x</td>
<td>x</td>
</tr>
<tr>
<td>3. Develop an events strategy that fosters art opportunities for youth and young adults at city events.</td>
<td>x</td>
<td>x</td>
<td>$$</td>
</tr>
<tr>
<td>4. Use analytics to measure digital tools and track targeted engagement efforts, focusing on percentages of return value.</td>
<td>x</td>
<td>x</td>
<td>x</td>
</tr>
</tbody>
</table>

**Legend:**

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### Strategy ACE.7 — Coordinate content of arts marketing through Beaverton Arts Commission

**Actions:**

<p>| | | | |</p>
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<thead>
<tr>
<th></th>
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</tr>
</thead>
<tbody>
<tr>
<td>1. Provide training to the Beaverton Arts Commission through the city’s digital engagement coordinator.</td>
<td>x</td>
<td>x</td>
<td>x</td>
</tr>
<tr>
<td>2. Post videos of the “improv everywhere” style pop up art shows and performances showing public reactions. (BAM quickdraw).</td>
<td>x</td>
<td>x</td>
<td>$$</td>
</tr>
</tbody>
</table>

**Legend:**

Priorities highlighted in **green** are priority next steps when funding is available. Priorities highlighted in **blue** are priority next steps that can be implemented immediately and have minimal cost implication.

$ = less than $10,000 annually  $$ = between $10,000 and $50,000  $$$ = greater than $50,000
Measures of Success

The effectiveness of the Marketing Plan strategies and actions must be measured annually using a variety of indicators. The indicators can measure the breadth of reach of the various tools, including new audiences and individuals being reached, awareness of city messages and participation in various events and programs. Baseline analysis will need to be conducted for measurement tools. The primary measures of success include:

- Perception surveys: Annual survey to measure the perception of Beaverton’s image and advertising campaign recall
- Media placement: Earned media in regional and/or national media
  - Measured in the form of ad equivalency
  - Number of television and radio news stories
  - Number of newspaper column inches
- Business retention/recruitment
  - Increased retention and recruitment
  - Anecdotal comments from location advisors, developers and local companies/organizations
- Website analytics
  - Website hits and length of user visits
  - Number of people engaging with interactive elements of the website
  - Google search results
- E-newsletters/e-marketing subscriptions
  - Subscription numbers
  - E-mail open rates, including if and when the e-mail was opened and click-through rates
- Social media analytics
  - Number of followers
  - Number of sharing/retweets/likes
  - Number of references to @CityofBeaverton or #Beaverton, or related found on social media

Secondary indicators

1. Promotional response (e.g., offer redemptions, business participation)
2. Event attendance
3. Anecdotal retail performance and shopper survey
4. General references and retelling of the core messaging by residents
Appendix A

Beaverton Marketing plan
Summary of Stakeholder Interviews

Introduction

To develop a marketing plan for the City of Beaverton, the city sought feedback from a variety of stakeholders regarding the city brand, messaging, marketing methods and community strengths, weaknesses, opportunities and constraints. The questions focused on three target audiences: businesses/investors, residents and visitors.

A total of 36 stakeholders were interviewed, including elected leaders, citizen volunteers, city staff and representatives of partner organizations. A list of stakeholders interviewed is attached. Highlights of key themes from the interviews appear below.

Highlights

Current Image of Beaverton

Beaverton has a high quality of life, yet there are not identifiable, unique elements that are associated specifically with Beaverton, creating a marketing challenge in differentiating Beaverton from other Pacific Northwest cities.

- There seems to be broad agreement that Beaverton is a great place with a lot to offer. Yet some people — businesses, residents inside and outside of Beaverton and even potential partners — don’t see that. They see Beaverton as “vanilla.”
- The city has a better reputation and functions better than it did five plus years ago. This has helped create more positive associations of the city for the public and businesses.
  However, if people haven’t interacted with the city or had an opportunity to visit Beaverton recently, they still have outdated perceptions.
- There is a perception by some that there is no “cool” factor yet in Beaverton, and that undermines its desirability to outsiders. For example, there is a struggle getting urban developers to take a risk on the city’s urban core because Beaverton is not yet known for being urban. However, many stakeholders lament there are a lot of “cool” things in Beaverton that people just don’t know about. They want to see the “cool” factor boosted and “cool” stories told to update the community’s reputation.
• With 50,000+ jobs, Beaverton has moved away from being a bedroom community. It is becoming a first-tier suburb, a center on its own.
• The impression from stakeholders is that Mayor Denny Doyle is working hard to increase Beaverton’s cache with the business community. “Open for business” is mentioned as an accurate descriptor. Beaverton is seen as a “progressive, solution oriented jurisdiction.”
• Traffic congestion and taxes are still identified as negatives for Beaverton, but aren’t central to Beaverton’s current image.
• Terms most often mentioned to describe Beaverton’s distinct niche: incubator, diverse, and great place to raise a family.

City Communications

The City of Beaverton’s communications can be better organized and more carefully messaged to consistently reach residents, businesses and other target audiences.

• Observers say Beaverton’s communications lack core messaging with a purpose. Marketing decisions tend to be dispersed, with departments creating their own messages.
• Stakeholders want the city’s marketing effort to be better coordinated with more focus on core messaging. Currently, city branding/marketing appear to be disjointed and ad hoc. It seems to be responsive and not proactive. Implementation of the brand appears inconsistent.
• The need for consistency with the branding is understood by most staff, but there is a strong desire among the various city departments to retain flexibility in their implementation of the brand for their own target audiences.
• The current tagline “The Best of Oregon” is generally liked, yet stakeholders feel that it needs more definition. The best of what? There is also some concern about the logo and colors: “They don’t represent Beaverton.” “I see a palm tree.” “The brand feels old school and not vibrant.” The general concern is that it is not projecting an image of the Beaverton of tomorrow.
• Concerns are also raised that marketing is being done for the city by people who don’t “know” marketing.
• Critiques of the current communications include: materials are too wordy; there is not one place where people go to find information on all city events; the website is organized as the city is organized — not in a user friendly manner.
• Existing communications/outreach relies on print — newspapers, direct mailings, etc. There is a need to transition to social media as well to include younger audiences.
• Tualatin Hills Parks and Recreation District, the Chamber, Beaverton School District and Washington County Visitors Association are currently partnered with the city in marketing Beaverton in limited ways. Observers suggest these partnerships can be strengthened, if the city solidifies its “ask.” They see these organizations as likely willing partners.
Goals for the Marketing plan

Observers aspire for Beaverton to have a more effective marketing and communications program that will help achieve important objectives — without necessarily increasing the resources allocated to it.

• A top priority for city staff and some city councilors is to “fix the problems” with current city communications and marketing. This includes providing more definition, consistency, and continuity in the messaging and application of the city’s brand.
• For arts, culture and events, stakeholders hope the marketing plan will lay the groundwork to increase support for the proposed arts and culture center. The Marketing plan can also provide strategies on where/how to market events with the purpose of increasing and broadening attendance, attracting the 20-30 year old segment and increasing diversity.
• City events are seen as avenues to build Beaverton’s pride of place.

Target Audiences/Markets

Stakeholders hold generally consistent views on target audiences and key messages for city marketing and communications.

• As a city served by service districts with broader geographic boundaries, the city faces an inherent conflict of where and what to market, and to whom. Should Beaverton focus on core functions delivered by city government? Or should the focus be on the Beaverton community as a great place overall? There is no consensus on whether marketing should be to the larger Beaverton community or limited to the Beaverton city limits. Yet there is a consistent theme that when people think about Beaverton’s unique brand/identity, they think of it as a community.
• Beaverton is not yet seen as an arts and culture destination. While there are a lot of arts and cultural opportunities in the city, some are hidden because there are not enough large performance venues and exhibit spaces in town. The focus on arts and culture is seen as more of a long term endeavor — after an arts and culture center is built.
• Beaverton’s clear business target is first on retaining and growing existing businesses, then on recruitment. This priority is widely supported by the Economic Development Division and other stakeholders who are involved in the business sector.
• With the exception of the Farmers Market, Beaverton lacks destinations that draw visitors. People don’t seek out Beaverton to visit — they come for work, sports tournaments or to visit friends and family. Shopping and restaurants are mentioned as important things to highlight for this class of casual, occasional visitor.
• The quality of life elements — arts and culture, schools, parks, shopping, restaurants, etc. — are good for residents of Beaverton as well as visitors and businesses. Even without visitor destinations, they give people a positive association with the place.
• The focus on partnerships, quality workforce and a community where people work together is mentioned as a positive message for businesses: “Beaverton is a smart place.”
Stakeholders Interviewed

Elected Officials
Denny Doyle, Mayor
Cate Arnold, Councilor
Lacey Beaty, Councilor
Betty Bode, Councilor
Mark Fagin, Councilor
Marc San Soucie, Councilor

City Events and Arts Staff
ACE Team
Kourntee Buechner, Arts, Seasonal Temporary
Cynthia Rozanc, Sister Cities, Intercultural Council Specialist
Jayne Scott, Program Director
Victor Sin, Community Events Coordinator
Rachel Solonika, Community and Arts Specialist
Debi Thompson, Arts Events Coordinator
Elaine Worden, Beaverton Arts Commission/Arts Specialist

Economic Development Team
Cheryl Twete, Community Development Director
Alma Flores, Economic Development Manager
Steve Thompson, Business Development Liaison
Amy Koski, Economic Development Project Coordinator
Cadence Moylan, Development Division Manager
Tyler Ryerson, Redevelopment/Urban Renewal Manager
Megan Braunsten, Development Division Project Manager

Communications Team
Bill LaMarche, Public Information Manager
Holly Thompson, Strategic Initiatives/Communications Manager
Lani Parr, Program Manager, Neighborhood Program
Abigail Elder, Library Director
Alexis Ball, Cultural Inclusion Coordinator
Randy Ealy, Chief Administrative Officer

Community Stakeholders
Lorraine Clarno, Chamber
Tom Doggett, Beaverton Arts advocate
Jaann Hoisington, Visioning Advisory Committee
Jerry Jones, Lanphere Enterprises/THPRD Board
Carolyn McCormick, WCVA
Jim McCreight, OTBC, Arts and Public Safety
John O’Neill, 45 Central
Ginger Rapport, Beaverton Farmers Market
Pat Reser, Beaverton Arts Commission member
Neil Simon, Beaverton Committee for Community Involvement
Mari Watanabe, Diversity Advisory Committee
Sheila Muckridge, Greater Portland Inc.
Appendix B

Beaverton Marketing Plan SWOT Analysis — Community

**Strengths**

**Jobs**
Well-paying jobs

**Strong businesses**
Nike, Tektronix, Vernier Software, and others

**Public Services**
Citizen safety
Great public schools
High quality park and recreation assets and programs

**Municipality**
Tradition of community leadership
Well-led, well run city government
Well maintained public infrastructure with adequate capacity
Sense of civic pride

**Population**
Well-educated population
Increasingly diverse population

**Housing**
Large stock of single-family housing

**Weaknesses**

**Image**
Lack of distinct community image
Regional image of Beaverton poorly defined and/or outdated

**Municipality**
Identity and jurisdictional boundaries not well defined

**Economic development**
Traditional downtown core not fully developed
Few large employers
Shortage of large, developable sites
Limited room for large business expansion

**Arts, Culture & Events**
Lack of arts and culture performance venues and exhibition spaces
Few visitor attractions/destinations
### Opportunities

**Population**
- Young, growing population
- Family oriented; attractive to young families
- Increasingly international character — people, activities and restaurants

**Economic Development**
- Core area urban renewal projects
- Expand on valued community assets: Beaverton City Library and Beaverton Farmers Market

**Arts, Culture & Events**
- Cultivate arts and culture environment

**Transportation**
- Transit, bike and pedestrian networks

**Planning**
- Denser, more urban development forms around transit

**Partnerships**
- Local and regional partnerships

### Threats

**Transportation**
- Traffic congestion

**Economic Development**
- Insufficient tourism support systems and amenities (hotels and walkable destinations)

**Growth**
- Growth creating “big city” issues
# SWOT Analysis — Economic Development

## Strengths

### Access
Proximity to downtown Portland Transit hub with three routes

### Business & Jobs
- High quality talent pool
- Business-friendly climate / "Open for Business"
- Quality office parks, Class A and flex space
- Public-private partnerships
- Tools for small businesses
- Engaged Chamber

### Education
- Excellent K-12 schools
- Local schools promote STEM curriculum

### Amenities & Livability
- Nationally-recognized parks and recreation facilities and programs
- High public safety, low crime
- High quality of life, strong neighborhoods

### Municipality
- Updated infrastructure
- Stable finances, strong bond rating
- Broadly supported community vision

## Weaknesses

### Lack of Development Sites
- Limited greenfields, landlocked
- Little office space near light rail
- Aging industrial properties

### Economic Development
- No set-aside for land banking
- Perception by regional developers that permitting is difficult
- Over-saturated with retail

### Congestion
Perception of excessive traffic
Opportunities

Economic Development
- Transit-oriented development/development linked to transit
- Urban renewal; stepped up investment in economic development
- Support for economic development tools
- Innovation related economic development (incubator businesses)
- Neighborhood needs accommodated through industrial site improvements

Planning
- Metro focus on suburbs
- Commercial business districts
- Civic Plan can provide investment framework
- Beaverton Creekside Master Plan provides redevelopment framework

Partnerships
- Cooperation among Westside mayors
- Enhanced regional partnerships
- Formation of downtown business association
- Greater Portland, Inc.

Threats

Workforce
- Skilled, but aging labor force.

Economic Development
- Limited funding.
- Regional land assembly partnership.
- Portland focused on same target sectors.
- Key tools don’t materialize.
- Gentrification.

Infrastructure
- Strained funding for transportation infrastructure.
SWOT Analysis — Arts & Culture

**Strengths**

**Art & Artists**

- Strong visual and performing arts events and opportunities in Beaverton.
- Wealth of visual and performing artists who live and work in Beaverton.

**Public Art**

- Beaverton’s growing public art collection includes murals, sculpture, and visual art collections in and adjacent to Beaverton City Library, The Beaverton Building, and Arts and Communication Magnet Academy.

**Education**

- Arts education in public school curriculum, specialized arts & communications middle/high school, Portland Community College Rock Creek Campus.

**International**

- Sister Cities program and a multitude of ethnic groups lend an international flavor to Beaverton arts and culture, helping to create a welcoming community. These ethnic/cultural groups bring new ways of thinking, gathering, celebrating, and solving problems, which enrich Beaverton’s capacity to be a truly fascinating community.

**Leadership**

- Beaverton Arts Commission, Beaverton Arts & Culture Foundation and many well established local arts and culture organizations and programs: Beaverton Civic Theatre, Beaverton Symphony, ISing Choir, Music in Small Spaces, Portland Festival Ballet, Art on Broadway, Village Gallery of Arts, Washington County Open Studios.
- Local political leadership consistently supportive of the arts.

**Events**

- Beaverton has earned an outstanding reputation for hosting events. These events promote a sense of community and help brand Beaverton as a vibrant and livable community.

**Places**

- The Beaverton Library and Farmers Market are loved, used, and welcoming cultural hubs. The library has a satellite branch in a growing neighborhood.
**Weaknesses**

**Weather**
Without an indoor venue, scarcity of sunny weather months for outdoor events.

**Venues**
Too few venues for showcasing visual art.
Inadequate performance spaces of various sizes.

**Economic Data**
Little hard data available on the economic value of art specific to the Beaverton community.

**Cultural Engagement**
Limited strategies in place for how to learn more about and consistently engage communities of color in the cultural life of Beaverton.

**Resources**
Limited staff time and funding to identify and implement public art projects.

**Competition**
Competition for audiences and funding with Portland and other Washington County cities.

**Opportunities**

**New Venues**
Utilize the new outdoor performance venue — South Plaza at the Round — for Last Tuesday and other events.
Develop a new Beaverton Arts and Culture Center.
Showcase visual art in area businesses and institutions.
Possible multicultural center.

**Funding**
Support efforts to increase funding from business sponsorships, foundation grants.
Increase 1% for Art: regional/national standard is now 2%.
Find additional funding stream.
Increase scholarships for outstanding visual and performing arts students.
Increase funding to provide more community arts grants to artists and arts organizations.

**Public Art**
Potential to utilize public art to build/reinforce Beaverton’s cultural identity, attract people to underutilized public spaces, and underscore the population mix in Beaverton.
Partnerships
Expand partnerships with the business community, Chamber, Downtown Business Association, THPRD, Beaverton School District, Beaverton Library, Oregon Cultural Trust, Washington County Cultural Coalition, Washington County Visitors Association, Westside Cultural Alliance, Regional Arts & Culture Council, Oregon Arts Commission, National Endowment for the Arts, Main Street program, economic development team, other organizations.
Expand outreach with ethnic communities.

Marketing
Expand and enhance publicity/marketing using greater social media options.
Foster networking for artists and patrons.

Events
Produce/promote an expanded catalogue of year-round events that highlight and involve the many culturally diverse forms of art that exist in our city.
Partner with other organizations on events to grab attention, increase participation in the arts and build a unique brand for what Beaverton has to offer.
Market events and leverage event successes to boost participation and achieve other goals.
Build on and continuously reinvent successes: Beaverton Farmers Market, Mayor’s Ball, Ten Tiny Dances, Beaverton Arts Mix, Beaverton Last Tuesday (BLT), Flicks by the Fountain, Celebrate Beaverton Cultural Festival.

Cultural Engagement
Ensure there are no barriers to prevent artists/people of color from participating in any call to artists or other activities.

Diversity
Find yet-to-be identified artists and crafts persons within communities of color could even further enrich Beaverton.

Threats
Accessibility
Accessibility issues for disabled participants.

Lack of visual appeal
Some areas of Beaverton do not reflect the diversity/color/beauty/interest and arts and culture self-image of its people.