



Expanding Economic Opportunity & Building Community Resilience in Oakridge

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**FALL 2025
OAKRIDGE**

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BA 308 LEADERSHIP & COMMUNICATION



Acknowledgments

The authors would like to acknowledge the numerous contributions made by the City of Oakridge staff as well as Oakridge community members. The proposals crafted over the course of this class were made possible solely by the input and contributions of the Oakridge community, who generously volunteered their time and input. We would like to provide special thanks to the following people:

James Cleavenger, Oakridge City Administrator

Jude Anderson, Oakridge Planning Commissioner and RAIN Oakridge Venture Catalyst

Vanessa Tharp, Travel Lane County Board Member

Guen DiGioia, Community & Climate Resiliency Coordinator, Southern Willamette Forest Collaborative

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

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About SCI

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

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

1. Our Sustainable City Year Program

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

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

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

About SCYP

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

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

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

About City of Oakridge

The City of Oakridge, Oregon, is a vibrant community nestled in the foothills of the Western Cascade Mountains, with a population of approximately 3,500 residents within city limits (nearly 5,000 when including nearby Westfir and surrounding areas). Surrounded by the extensive Willamette National Forest, the city provides ample opportunities for activities such as hiking and mountain biking, with nearly 500 miles of trails and five rivers in its vicinity. Oakridge's elevation (1,200-1,700 ft.) results in a favorable climate, characterized by over 300 sunny days annually, while avoiding the fog of the valley and the heavy snowfalls of higher elevations.



Governed by a council-manager system since 1972, Oakridge residents benefit from a robust and supportive municipal administration. The City offers a comprehensive range of services, including street maintenance, water, wastewater, and park utilities, as well as police, fire, and emergency

medical services. Additional municipal services include library access, economic development, planning and zoning, and general administrative support. Funding for city operations is derived from property taxes, franchise fees, and other revenue sources, with special projects financed through grants and loans.

In the past decade, Oakridge has secured nearly \$11 million in grants and loans for community projects and maintains an annual budget of approximately \$10 million.

The citizens of Oakridge cherish their history and cultural heritage, celebrating it through a variety of events and activities throughout the year. The long-standing Tree Planting Festival pays homage to Oakridge's timber town roots, while the Concerts in the Park series offers free performances at the Banner Bank Amphitheater in Greenwaters Park. Additionally, Oakridge features four art galleries, three nearby hot springs, and is conveniently located just 25 miles from Willamette Pass Ski Resort. The Eugene-Springfield metropolitan area, approximately 35 miles away, further enriches the community's cultural

offerings with its vibrant arts scene, including music, theater, and access to the University of Oregon.

The City of Oakridge is committed to fostering a safe, livable, and sustainable environment for its residents while promoting economic development and community engagement. As part of its ongoing planning initiatives, Oakridge is exploring various strategies to enhance its sustainability and growth, ensuring that the community continues to thrive for generations to come. The partnership between the Sustainable City Year Program and the City of Oakridge is supported by local stakeholders, enabling University of Oregon students and faculty to collaborate on projects and provide recommendations to address city-identified challenges and opportunities.

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CLASS SECTION 1:

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Course Description

BA 308 LEADERSHIP & COMMUNICATION

Leadership and Communication teaches personal leadership and communication skills. The course focuses on self-awareness for leading, persuading, and working with others; effective business writing and speaking; and team development.

Executive Summary

The City of Oakridge currently faces challenges leading to economic uncertainty in the region. A decline in the once dominant logging industry in the region, and the highly seasonal nature of existing tourism demands new ideas to improve the community's economic outlook.

Students in BA 308: Leadership & Communication, partnered with the City of Oakridge to assess the community's economic challenges, and craft event proposals to support economic and tourism-based growth in the region. Thirteen student groups worked closely with city leaders and community members to expand upon long run community events and utilize Oakridge's natural resources with the goals of:

- Bolstering tourism.
- Supporting local businesses.
- Advertising the natural beauty and vibrant community that Oakridge offers.

This report seeks to detail how events utilizing Oakridge's extensive opportunities for outdoor recreation and deep history of community traditions can begin to improve economic opportunity in Oakridge, aid local businesses, and expand Oakridge's tourism industry.

Six of the 13 proposals built in partnership with Oakridge have been described throughout the main body of this report, broken down by class section with the events and opportunities of focus as follows:

CLASS SECTION 1	
PROPOSAL	OPPORTUNITY
Colors of the Cascades Run by Team Willow	Organizing a run through Oakridge's natural spaces to leverage nearby Eugene's position as 'TrackTown USA'
Wellness Retreat by Team Oak	Hosting a retreat and workshop in partnership with local businesses and utilizing Oakridge's beautiful natural scenery.
Annual Fall Carnival by Team Aspen	Using Greenwaters Park to hold a community fall beer garden, market, pumpkin patch haunted maze, and carnival.

CLASS SECTION 2	
PROPOSAL	OPPORTUNITY
A Weekend Ski Event Between Oakridge & Willamette Pass by Team Owls	Establishment of a ski event partnership at Willamette Pass Ski Resort
Oakridge-Westfir Christmas Light Maze & Market by Team Ospreys	Expansion of the Westfir Covered Bridge Lighting Ceremony with a Christmas light maze and Holiday Market
Will Red Bull Give Oakridge its Wings? by Team Falcons	Utilizing Oakridge' extensive mountain biking network to host a sporting event with the company Red Bull.

Introduction

ECONOMIC CHALLENGES

The City of Oakridge has continued to struggle with the economic decline of its once dominant timber industry. The 1980s saw the disappearance of major economic hubs in the community through the closure of the Pope and Talbot, and Westfir Hines Sawmills. These two businesses employed some 1,600 people at their peak, roughly a third of the Oakridge community (Coelho 2017). Expanded logging legislation in the 1990s effectively halted logging in the Willamette National Forest, further worsening the local economy. The Oakridge community effectively had their economic foundation pulled out from under them.

Today, the community of Oakridge is still grappling with the effects of this economic decline. The median household income of \$35,000 per year is significantly below neighboring Eugene, with a median household income of \$63,000. Additionally, some 30% of the community falls below the federal poverty line of \$30,000 for a family of four (U.S. Census Bureau). Presently the local economy depends heavily on tourism that is tied to its trails and mountain biking, which are concentrated in the summer months, leaving the winter months economically unstable.

The economic conditions Oakridge faces create the urgent need for the community to diversify its economy, attract new residents, and establish itself as a true destination community. If these goals are unable to be achieved, the community may face prolonged and worsening economic decline and regional underdevelopment.

RECREATIONAL AND COMMUNITY OPPORTUNITIES

Despite the economic challenges currently facing the community of Oakridge, the region boasts economic development opportunities and potential expansion of the local tourism industry. Nestled directly in the middle of the expansive Willamette National Forest, the community of Oakridge features rich natural resources, including miles of backcountry mountain biking trails and a unique location on Salmon Creek and the North and Middle Forks of the Willamette River. Additionally, the community sits minutes from outdoor destinations such as McCredie Hot Springs, Willamette Pass Ski Resort, and the Hills Creek reservoir. These locations provide opportunities for fishing, watersports, and skiing.

In addition to Oakridge's extensive outdoor recreation offerings, the community is also known for its events and traditions. Among these are the annual craft beer Keg and Cask Festival, the Westfir Covered Bridge Lighting Ceremony, and Sasquatch Summer Fest. These events attract visitors from throughout the community and across the country, bringing life and vibrancy to the community and serving as economic staples for the region.

In partnering with the University of Oregon, the City of Oakridge hoped to gain insight and generate fresh ideas for drawing tourism to the region from Lane County and beyond. By building on Oakridge's strengths, city administration hoped to utilize the rich natural resources and vibrant community as a foundation for new events to visit, explore, and potentially settle in the Oakridge region.

BUILDING EVENT PROPOSALS

Over fall term, students crafted 13 proposals to boost local tourism, generate revenue for the City, and advertise the rich community and outdoor recreation that Oakridge offers. Students from a variety of majors and backgrounds worked in teams to build detailed analyses and recommendations for the Oakridge community. Students began by identifying and presenting opportunities available within the region. This included utilizing the rich local environment, constructing new community events, or building on existing community traditions.

Students drafted written event proposals that included assessments of regional opportunities, detailed community event plans, advertising strategies, plans for community involvement, and assessments of costs and revenues, among other sections. Student groups then presented slide overviews of the detailed outlines they had prepared.

The following report provides a summary of selected proposals. This includes assessments of the opportunities available for Oakridge, the events planned by class groups, a breakdown of costs and revenues associated with these events, and an examination of how these events could meet the needs of the Oakridge community.

It is the report authors' hope that these assessments can provide insight and ideas into how Oakridge can strengthen its economic position, bolster its tourism industry, and advertise its rich natural beauty and community heritage. These events will hopefully help reestablish Oakridge's identity as a destination community and provide those within the community with opportunities for economic stability and regional pride.

Limitations

Due to the large number of detailed proposals put together for this course, and the need for brevity within this report, the following sections will highlight six of the 13 reports submitted for consideration to Oakridge.

Several reports share a degree of overlap in their event structure and focus and as such, the following six proposals were selected to provide the widest range of ideas presented to the City of Oakridge. Additionally, the report authors worked to identify proposals they felt offered the greatest degree of depth while ensuring that no two proposals selected were too similar.

These six proposals should not be taken as a comprehensive description of all work completed in BA 308: Leadership and Communication.

Descriptions of the six reports detailed in this report also make mention of the various names used to denote proposal groups in this course. These names will be fully capitalized to clearly highlight the individual teams contributing to each report. For a summary of each non-selected report, see Appendix A and B. For a breakdown of each team's name, that team's proposal, and the members of each team, see Appendix C.

Class Section 1

Opportunities and Proposals

Colors of the Cascades Run by Team Willow



FIG 1.
Logo for the event designed by Team WILLOW.

OPPORTUNITY

Running plays a key role in Oregon's identity, with Eugene's nickname of "TrackTown USA," Nike's close ties with the UO, and a host of running events being held throughout the state, including within Oakridge. In contrast with mountain biking, which can be very costly and may be unaffordable to many Oakridge residents, running requires minimal equipment and almost everyone can participate.

Team WILLOW had the goal of supporting education funding with their event. Nearly half of Oakridge's students under 17 live below the poverty line, and Oakridge's school district had the fifth highest poverty rate in the nation

in 2019 (Campuzano). By supporting education funding with their event, Team WILLOW hoped to create something truly meaningful and economically beneficial for Oakridge's community.

PROPOSAL

Team WILLOW proposed a 5k race for all ages, incorporating blasts of color as participants run through Oakridge and its surrounding natural areas. The route will begin in and go through Greenwaters Park, then it will continue to Salmon Creek Road where there will be a point for runners to turn around and ultimately finish back in Greenwaters Park. Upon completion of each kilometer, runners will have color powder thrown onto them by volunteers. Colors will be thrown in the

order of the rainbow, beginning with red and concluding with purple at the finish line.

In addition, runners will each be given a carabiner at the beginning of the race, and each kilometer checkpoint will feature a different colored bead to be given to those who reach said checkpoint. Runners will be able to keep the carabiner as a souvenir, with the beads commemorating how many kilometers they were able to complete.

After the end of the race, a community event will be held in Greenwaters Park featuring DJs from nearby colleges, banners made by local schools, and face painting for children. To conclude the event, any remaining color powder will be

thrown into the air to mark the finish of the Colors of the Cascades Run.

BENEFITS TO LOCAL SCHOOLS

Because Oakridge may not have a lot of activities geared towards youth, school aged children will be able to participate in the run and other events free of charge. In addition, after the event revenues and costs break even, profits will be donated to the school district to fund programs and much-needed school supplies.

The event will be publicized online and through social media to seek volunteers as well as build awareness among those from outside Oakridge who may wish to donate to the cause.



FIG 2.
Map of the event route through Oakridge.

COSTS AND REVENUES

Projected fixed costs and variable costs are as follows:

FIXED COSTS (YEARLY)	
ITEM	COST
Marketing	\$300
Snacks	\$100
Arches	\$260
Event Insurance	\$400
Porta Potty	\$2,000
Face Paint	\$90
Restricted Cash	\$300
TOTAL	\$3,450

VARIABLE COSTS (YEARLY)			
ITEM	COST	QUANTITY	COST PER PARTICIPANT
40lbs Color Powder	\$195.99	1 lb.	\$4.90
500 water cups	\$22.99	6 cups	\$0.28
Bibs	\$0.20	1	\$0.20
Carabiners	\$33.99	1	\$2.94
VARIABLE COSTS (YEARLY) (CONTINUED)			
ITEM	COST	QUANTITY	COST PER PARTICIPANT
Beads	\$9.99	6	\$0.03
TOTAL COST PER PARTICIPANT	\$8.35		

The entry fee per participant is \$25, which means only 206 participants are needed for the event to break even on costs, with any income beyond the breakeven point being donated to Oakridge's school district.

Team WILLOW also identified a handful of potential grants that could help fund the event. Oregon Cultural Trust Grants support local creativity and culture, and its Community Placemaking grant supports community-led and equity-focused projects. The Colors of the

Cascades Run fits its criteria as an event that supports cultural activities that bring people together to strengthen the community. This grant could potentially supply between \$5,000 and \$15,000. This event is also eligible for Travel Oregon's Competitive Grants Program, which supports projects that enhance and promote tourism.



FIG 3.
Photograph from a Color Run 5K in Los Angeles, California.

Credit: Dignity Health Sports Park.

OBJECTIVES

Team WILLOW has the goal of attracting 250 total attendees of the first year's event, in addition to raising \$3,000 through sponsorships and donations to support Oakridge's schools and community wellness programs. Following the event, participant feedback surveys will be distributed to measure enjoyment and likelihood of returning the following year. Team WILLOW hopes to achieve an overall satisfaction rate of 90% through these surveys.

Upon successful completion of the event, plans will be made to turn the event into an annual tradition, with attendance growing by 10-15% each year, along with increased awareness of the need for education support in Oakridge.

SUMMARY

The Colors of the Cascades Color Run offers an opportunity for Oakridge to build on its strong culture of community while supporting education funding, physical health, and raising awareness of what the town has to offer to those unfamiliar with it. Set in the trails surrounding Oakridge, the run lets participants experience the natural beauty that makes Oakridge unique while engaging with the local community and supporting local schools. Further, by keeping event costs low and applying for various grants, participating in the event is affordable to all.

Wellness Retreat by Team Oak

OPPORTUNITY

Team OAK took a bold approach, envisioning a total transformation of Oakridge and its economy towards the wellness industry. Team OAK saw Oakridge's position as a remote town surrounded by natural beauty in the form of forests, mountains, and hot springs as an opportunity to turn it into a hub for wellness tourism.

Much of Oakridge's current economic activity comes from seasonal events, such as mountain biking and skiing, but transforming Oakridge into a year-round wellness retreat attraction could foster more consistent economic growth. Wellness tourism is a rapidly growing industry. In 2022, wellness trips accounted for 7.8% of all tourism trips and 18.7% of all tourism expenditures worldwide (Global Wellness Institute). Much of this growth can be attributed to Millennial and Gen Z travelers, with high percentages of these groups reporting interest in

wellness-focused destinations in the outdoors (American Express).

Given Oakridge's location surrounded by natural beauty, while still being accessible to population centers like Eugene and Bend, Team OAK saw wellness tourism to be an ideal approach for the city to take.

PROPOSAL

Team OAK proposed the Oakridge Wellness Retreat as the inaugural event for Oakridge's rebranding as a wellness tourism destination. The retreat is a three-day event held in early August, during which guests will participate in a variety of workshops and recreational activities. All activities will be held in partnership with local and other Oregon-based businesses and Oakridge residents. Guests will be able to camp in tents or bring an RV to Oakridge, or they may organize their own sleep accommodations at their own expense.



FIG 3.

Graph visualizing the growth in wellness tourism spending over recent years.

ACTIVITIES

Essential Oils Masterclass

The Essential Oils Masterclass will be led by a local wellness expert from Rooted Remedies, a Eugene-based herbal shop. This class will introduce participants to the uses and benefits of essential oils and how they can be incorporated into daily life.

Nutrition for Wellness Cooking Demo

The cooking demonstration will be led by a local chef or holistic nutritionist in partnership with Sundance Natural Foods. Attendees will be taught simple and healthy recipes and will learn how healthy eating promotes overall wellness.

Mindful Woodworking

This will be a hands-on session led by a local artisan, during which participants

will learn simple whittling techniques while exploring the wellness benefits of working with natural materials. This event also offers a nod towards Oakridge's history as a timber town.

Meditative Stargazing

A local guide will take participants under the night sky to relax, connect with nature, and practice mindfulness and reflection.

Guided Tours

A variety of guided tours can be held in addition to the structured activities that will give the opportunity for local guides to show guests around Oakridge. Tours can include a walk tracing the town's logging history, a hike through the forest and along rivers ending with a soak at one of the hot springs, or a beginner level mountain biking course through some



FIG 4.

Lodgings in Stowe, Vermont, a town that similarly faced economic decline before reinventing itself around wellness tourism.

Credit: New England Inns & Resorts.

of Oakridge’s more basic biking trails. Further, there will be shuttle buses to bring guests to more distant hot springs.

Yoga and Pilates Classes

Two classes will be hosted by Oakridge Yoga and Wellness, a local business, at the Greenwaters Park Amphitheater. They will host a sunrise yoga class, inspired by their already-existing Qi Gong class, focused on “gentle movement to increase energy, improve balance, and calm your mind,” according to their website. In addition, they will host a higher intensity class on another day, inspired by their “Strength and Flow” class, described as “a mix of yoga, Pilates, calisthenics, and cardio designed to get your heart rate up.”

Additional Nighttime Events

The first two nights will include community dinners catered by local businesses, which will feature meals made with fresh, locally sourced ingredients. The third night will include an herbal tea bar hosted by a local business such as Bigfoot Bean Coffee Company, which will allow guests to wind down at the evening bonfire with caffeine-free tea.

PARTNERSHIPS

In addition to partnering with a variety of local businesses, Team OAK hopes to partner with social media influencers whose content focuses on wellness and who are based in the Pacific Northwest. Team OAK has identified three specific influencers: Krista Stadinger, Katie Williams, and ‘Wander with Bri’. These influencers are all outdoors enthusiasts, travelers, and promote lifestyles with a focus on overall wellness. Given the high interest of Millennials and Gen Z travelers towards wellness tourism, social media appears to be the ideal marketing tool for the retreat.

COSTS AND REVENUES

Revenues will be generated through ticket sales. With a price of \$150 per person and projected attendance of 100 guests, revenue is expected to be around \$15,000, leading to net income of around \$7,000 from ticket sales.

In addition, the event is expected to generate notable revenue for Oakridge businesses as well, since visitors will have ample time to explore the town.

COSTS (YEARLY)	
ITEM	COST
Shuttle buses	\$950
Supplies for workshops	\$5,000
Catered food	\$2,000
TOTAL	\$7,950

OBJECTIVES

Team OAK plans to target young travelers from Eugene and Bend, with the goal of ensuring at least 25% of participants are from either city. In addition, Team OAK projects at least 50% of participants to be either Millennials or Gen Z.

By the end of the third year of operation, Team OAK hopes to increase attendance to at least 300 total visitors throughout the year, and plans for the City of Oakridge to implement a 1% option tax on rooms and food sales as an additional source of revenue for the city government.

In the years following the initial wellness retreat event, Team OAK hopes to expand Oakridge's appeal as a wellness retreat destination through the implementation of new infrastructure. Long-term goals include the construction of a network of 10-20 small cabins linked by footpaths to shared bathhouses, campfire pits, and picnic areas.

In addition, new wellness amenities would be built, such as barrel saunas, cold-plunge decks, and seasonal outdoor soaking tubs.

Team OAK's goal is to retain 15% of attendees as repeat visitors to Oakridge. Over time, some repeat visitors may be converted into renters and homeowners, bringing new population growth to Oakridge along with increased economic opportunity.

SUMMARY

Given the high interest in wellness over recent years and Oakridge's scenic location and quiet, small-town feel, Oakridge has a unique opportunity to reinvent itself around the industry.

Team OAK envisioned a long-term transition of the town towards wellness, beginning with the inaugural retreat and following with the implementation of new infrastructure and revenue streams in the ensuing years. The initial retreat is a relatively low-cost and low-risk event, as it does not require much in the way of established wellness amenities, but the long-term potential of gearing itself towards wellness gives Oakridge an economic opportunity while maintaining its character as a quiet and peaceful town in the wilderness.

Annual Fall Carnival by Team Aspen



FIG 5.

Inspiration for what the beer garden could look like.

Credit: Tucker Brewing Company

OPPORTUNITY

Team ASPEN saw Oakridge's community-oriented spirit and small-town charm as an opportunity to create a fall carnival event to bring the community together and draw visitors from surrounding parts of Oregon. Given its location between Eugene and Bend, Oakridge is close enough to be easily visited by residents of those cities while also being far enough out of the way to be perceived as a small town that outsiders want to explore.

Oakridge already hosts a variety of outdoor events, but has a gap in the fall season, which Team ASPEN sought to fill. In addition, Oakridge's main attraction, mountain biking, can require costly

equipment that may be inaccessible to many Oakridge residents. Team ASPEN wanted to create an event that is accessible to everyone regardless of income or age.

PROPOSAL

Team ASPEN envisioned a fall carnival to be held the weekend before Halloween in October 2026. Attractions include a beer garden, vendor marketplace, pumpkin patch and haunted maze, and carnival games.

Beer Garden

During the day, the beer garden will be open to all ages, and it will become 21+ only during the nighttime portions of the

event. Throughout the day and night, the beer garden will feature live music from local musicians and a dance floor. The beer garden will be hosted in partnership with Oakridge's local brewery, the Three-Legged Crane.

Vendor Marketplace

The vendor marketplace will give vendors from both Oakridge and the rest of Oregon an opportunity to sell food, crafts, etc. Permits will be discounted for Oakridge vendors as an incentive to highlight local vendors.

Pumpkin Patch and Haunted Maze

A pumpkin patch will be open during the day, with an area for attendees to paint and/or carve their pumpkins, and a haunted maze open at night which will

be set up on Oakridge's hiking trails. The haunted maze will be staffed by volunteers, largely comprised of students from the University of Oregon.

Carnival Games

The festival will have a variety of Halloween-themed carnival games that will be open to all ages, with a considerable number of them being geared towards children. Carnival games will be free to play.

EVENT SCHEDULE

The event will kick off on Friday, October 23, 2026, at 8 p.m. and will be open until 11 p.m. This section will be geared towards families with older children as well as college students and young adults. The vendor marketplace will mostly consist



FIG 6.

Spirit of Halloweentown' event in St. Helens, Oregon, which is a source of inspiration for what Oakridge may look like during the Fall Carnival.

Credit: Spirit of Halloweentown

of food vendors, and the beer garden and haunted maze will both be open.

On Saturday, the event will open at 11 a.m. and will be geared towards families with younger children. All vendors will be present in the marketplace, the pumpkin patch will be open, carnival games will be available, and the beer garden will feature live music and a dance floor while being open to all ages.

At 8 p.m. on Saturday, the event will shift towards the same dynamic it featured on Friday night and will be open until 11 p.m. On Sunday, the event will be open from 11 a.m. to 6 p.m. and will have the same features it did on Saturday during the day.

PARTNERSHIPS

Team ASPEN plans to work with University of Oregon fraternity and sorority organizations, which require volunteer hours for their members, to staff the event for setup, operations, and cleanup. In addition, they will reach out to a variety

of brands to possibly secure sponsorships in which advertising will be exchanged for products/funding.

Volunteers will provide crucial support throughout the event to maintain smooth operations. Constant light cleaning will be done to ensure the space is kept tidy and direct communications will be maintained with city officials and vendors, and volunteers will assist with the final takedown and cleanup of the event space when it is finished.

To thank volunteers for their help, volunteers will be given free entry to the event for a day of their choice when they are not volunteering, a voucher for free food at a vendor of their choice, and a free pumpkin from the pumpkin patch. Beyond ensuring a smoothly run event, this volunteer model will help to establish stronger connections between Oakridge and the student population at the University of Oregon.



FIG 7.

Hypothetical logo for the Fall Carnival.

Produced by Team ASPEN using generative AI.

COSTS AND REVENUES

Projected costs to set up games and events for the Annual Fall Carnival, as well as revenues generated from hosting this event are as follows (Projected revenues are on a per-person basis unless otherwise specified):

COSTS (YEARLY)	
ITEM	COST
Pumpkins	\$950
Pumpkin carving and painting supplies	\$140
Face painting	\$400
Blow-up obstacle course	\$940
Carnival games and haunted forest	\$260
Setup costs	\$350
TOTAL	\$3,040

REVENUES (YEARLY)	
ITEM	COST
All-day parking	\$10
Nonresident adult entry fee	\$10
College student & nonresident child (<18) entry fee	\$7
Oakridge resident entry fee (all ages)	\$5
Pumpkins	\$1 per pound
Face painting	\$10
Local food vendor flat fee	\$100
Non-local food vendor flat fee	\$200
Local craft vendor flat fee	\$75
Non-local craft vendor flat fee	\$150
TOTAL	\$11,850

OBJECTIVES

Short-Term Goals (Year 1)

- Attract approximately 750 guests.
- Participation from three to four local sponsors.

Long-Term Goals (Years 3-5)

- 950 guests with at least eight total local sponsorships by year 3.
- Attendance of over a thousand guests, with long-term professional relations formed and maintained with both local and larger sponsors by year 5.

SUMMARY

The Oakridge Fall Carnival gives Oakridge an opportunity to bring its community closer and show visitors what the town has to offer. Set in the fall, the carnival fills a gap in Oakridge's event calendar and

allows the town to capitalize on its charm as a small, rural town during Halloween season. By discounting fees for local vendors and admission for residents, the Oakridge Fall Carnival highlights local businesses and ensures access for its residents, while still offering low prices to non-local vendors and attendees as well.

The Oakridge Fall Carnival has something for everyone, from young children who will enjoy the pumpkin patch, carnival games, and haunted forest to adults who can appreciate the beer garden and various food and craft vendors. The carnival will help to strengthen community ties within Oakridge and with outsiders who simply have not yet had the opportunity to experience Oakridge for themselves.

Class Section 2

Opportunities and Proposals

A Weekend Ski Event Between Oakridge & Willamette Pass by Team Owls

OPPORTUNITY

The community of Oakridge currently boasts a wide range of outdoor recreation, primarily based around its extensive network of trails and areas for mountain biking. Unfortunately, despite existing tourism during the summer months, the winter months tend to be significantly slower for the local economy. The

community during these months acts primarily as a pass-through town on route to other destinations. This lack of a winter-based tourism industry poses a significant challenge for local businesses and the regional economy.

In examining opportunities to expand outdoor recreation in the local region,

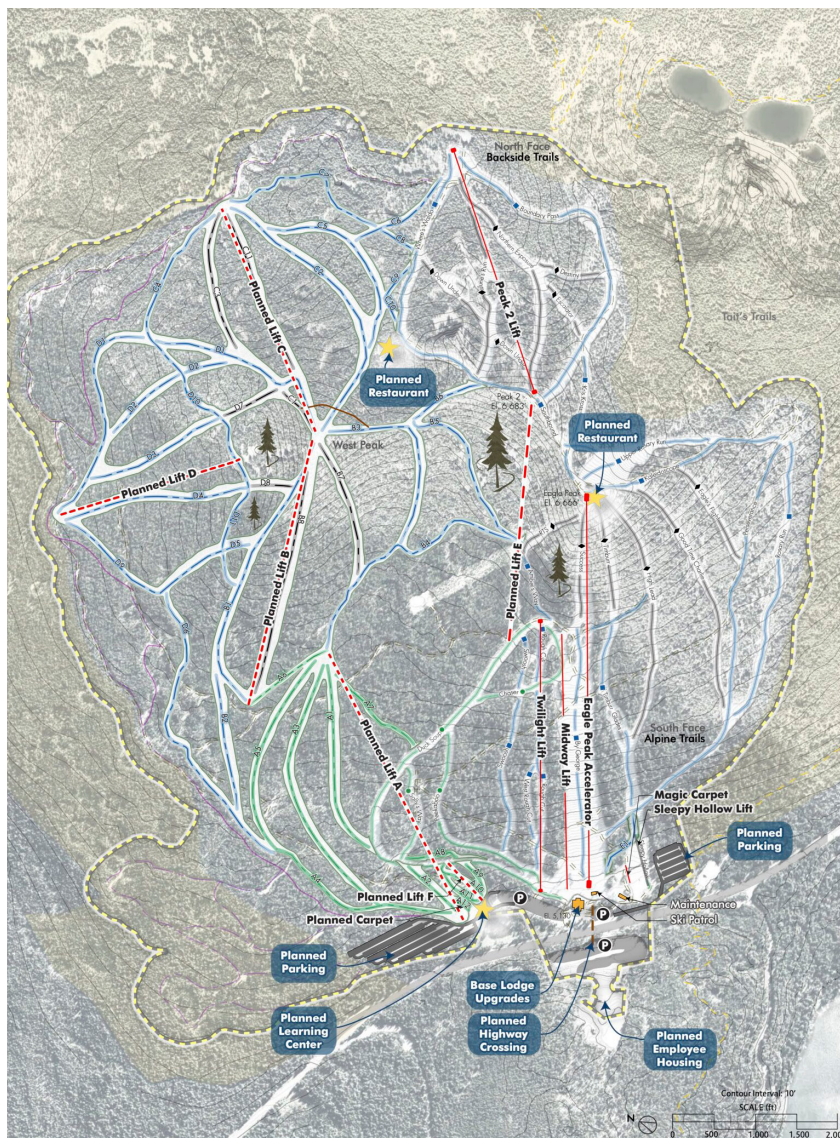


FIG 8.
Willamette Pass
Proposed Master
Development Plan Map
(Willamette Pass Ski
Resort)



Willamette Pass Master Development Plan - Upgrade Plan



the OWLS team decided to craft their proposal around options for winter skiing in the area. The group proposed an event partnership between the town and Willamette Pass Ski Resort to generate revenue for Oakridge, boost foot traffic to local businesses, and establish Oakridge as a hub for outdoor winter recreation.

The Willamette Pass Ski Resort sits 30 miles east of Oakridge. The resort features some 555 acres of slopes for skiing and 12 miles of backcountry trails (Willamette Pass Ski Resort). In addition to the acres of skiable area, the resort features both a lodge and restaurant for event use. The coming years will also see an expansion of the resort, with plans to add six new ski lifts, two restaurants, and a ski learning center. This expansion would allow greater access and infrastructure to hold larger events.

With prices as low as \$20 for lift tickets, the OWLS team believes that affordable and local skiing options in Lane County offered the town of Oakridge an opportunity to expand its winter tourism infrastructure. By working in partnership with the Willamette Pass Ski Resort, Oakridge could begin to establish itself as a destination community for winter recreation.

PROPOSAL

Event

To utilize existing relationships between Oakridge City Administration and the Willamette Pass Ski Resort, the OWLS team detailed a weekend skiing event held at the ski resort. This event, titled 'Mountain Escape,' would offer the opportunity for local businesses to showcase their goods in the ski lodge and would generate revenue directly for the City of Oakridge through ticket sales. The initial event day would be geared towards families and children. This event

would allow children 12 and under to ski for free and would have the main attraction of nighttime tubing on the slopes. By extending the event into the evening, families would be encouraged to stay in local hotels and housing rentals in Oakridge, further boosting revenue for the local economy. Games for children will also be set up in the lodge for entertainment.

The second day of the event would be geared to young adults, with a particular focus on students attending the University of Oregon. The highlight of the day will be a ski stunt competition, featuring prizes for first, second, and third places winners of the event. The competition will be judged by volunteers from the University of Oregon's Alpine Ski Club.

Advertising

Advertisements for Mountain Escape would be done in partnership with the University of Oregon's Office of Communications. By partnering with the Office of Communications, organizers would have access to tabling and digital displays at the Erb Memorial Union on the UO Eugene campus (Erb Memorial Union). Other options for advertising include utilizing university social media tools, the distribution of flyers around campus, and partnering with the University of Oregon student radio to advertise the event beyond campus.

Additionally, OWLS team members listed several student organizations that they participate in as potential avenues for advertising and recruitment of volunteers. These included Greek life organizations such as Kappa Alpha Theta, and Phi Gamma Delta, as well as student clubs and groups like the Taiwanese Student Association, Alpha Kappa Psi, and Beta Alpha Psi.



FIG 9.
Mountain Escape Advertising Mock-up.

Transportation & Lodging

While no bus lines take riders from Eugene to Willamette Pass, there are existing bus routes from Eugene to Oakridge. Discussions with Oakridge City Administration identified roughly 40 hours of available bus service that could be used to transport attendees from Oakridge to Willamette Pass. Attendees could opt to drive to Oakridge or take the bus line from Eugene and then take advantage of this added bus service at no cost.

After examining local hotel and house rental options, OWL group members identified housing for roughly 462 attendees, with an additional 19 RV sites. This includes Airbnb's and hotels in Oakridge, and closer to Willamette Pass in Crescent Lake Junction by Odell Lake.

Revenue Generation & Community Impact

The stated financial goals of 'Mountain Escape' were to generate revenue directly for the City of Oakridge, and to help drive greater tourism revenue for local businesses. To this end, OWLS team members suggested a revenue-sharing agreement between Oakridge and Willamette Pass Ski Resort. A \$5 surcharge would be added to the base lift ticket price for Willamette Pass with this additional

charge covering the cost of transportation and entrance to the ski stunt competition. This \$5 surcharge would go directly to the City of Oakridge to cover the cost of the event, and act as revenue for the city. By adding an additional cost to existing lift ticket pricing, the OWLS team hoped to avoid any revenue loss for Willamette Pass in planning this event.

To boost foot traffic and tourism for local businesses, OWLS team members recommended partnering with businesses to create a coupon booklet to be given out in the advertisement campaign for 'Mountain Escape'. These coupon booklets would encourage event attendees to shop locally during their stay in Oakridge. The costs associated with these coupons would be underwritten by identified sponsors for the event.

Sponsorships

To underwrite the costs associated with providing business coupons to event attendees, as well as covering the cost of the event itself, the team identified two potential sponsors. Both Columbia Sportswear and REI allow the submission of local events online, primarily geared towards events that highlight outdoor recreation.

COSTS AND REVENUES

To assess both the costs and benefits of 'Mountain Escape' for the community of Oakridge, the OWLS team built a detailed breakdown of both financial and non-financial costs that would need to be accounted for in planning and executing the event. Additionally, the team detailed expected revenue generation directly for Oakridge by estimating attendance for the two days of the event.

Non-Financial Costs

Non-financial costs, including bus lines, event setup, and planning would include:

- 40 volunteer hours staffing bus lines during event days.
- 300 volunteer hours for event setup, across 10 volunteers.
- 480 volunteer hours for event staffing, across 20 volunteers.

COSTS (YEARLY)	
ITEM	COST
Cleanup/Setup Staff	\$1,000
Transportation	\$504
Stunt Competition Prizes	\$800
Advertising	\$450
Decor/Setup	\$400
Hot Beverages	\$350
TOTAL	\$3,504

REVENUES (YEARLY)		
ITEM	QUANTITY	COST
Ski Lift Tickets	1,500	\$5.00
TOTAL		\$7,500

OBJECTIVES

To increase tourism to Oakridge, generate revenue directly for the city, and increase foot traffic to local businesses, the OWLS team outlined near- and long-term goals for ‘Mountain Escape’.

Near-Term Goals (Year 1)

- Increase local business revenue by 20% during event days.
- Host 750 or more attendees each day of the event.
- Build a long-term partnership between the City of Oakridge and Willamette Pass.

Long-Term Goals (Years 2-5)

- Increase event-driven attendance to 1,000 by year 2, and 1,500 by year 3.
- See year-over-year revenue increase for local businesses and the City, both during and outside of the event.
- Serve as the beginning step in making Oakridge a major tourism destination in Lane County.

SUMMARY

Current options for outdoor recreation and tourism within Oakridge are primarily geared towards the summer months, leaving the local economy in a weakened position during the winter. By utilizing existing relationships and winter recreation infrastructure at nearby Willamette Pass, the City of Oakridge can begin to stimulate year-round economic activity.

Hosting a weekend ski event, featuring local businesses and events for both families and young adults, could help boost tourism to Oakridge, drive revenue directly to the city, and direct foot traffic to businesses. By introducing students at the University of Oregon, as well as broader residents of Lane County to low cost and local skiing at Willamette Pass, Oakridge can begin to establish itself as the launching point for winter recreation in the local region.

Oakridge-Westfir Christmas Light Maze & Market by Team Ospreys



FIG 10.

AI generated rendering of the finished light maze.

OPPORTUNITY

The City of Oakridge has several rich community traditions and events. One of the most notable of these is the Westfir Bridge Lighting Ceremony. Westfir is a community just eight minutes west of Oakridge, acting as a sister city to the community. The Bridge Lighting Ceremony consists of festive winter lighting decorations on the historic Office Covered Bridge. This bridge, built in 1944 by the Westfir Lumber Company, is the longest covered bridge in the state of Oregon. It crosses both the North and Middle Forks of the Willamette River (City of Westfir). The Bridge Lighting Ceremony currently attracts around 500 attendees every year, making it a staple of the region's holiday festivities.

Despite the popularity of the Bridge Lighting Ceremony within the community, there is little knowledge of the event outside Oakridge. Additionally, the existing event produces very little revenue for the City, limiting its economic impact. In speaking with Oakridge City Administrator James Cleavenger, the OSPREYS team decided to examine ways in which the existing Bridge Lighting Ceremony could be expanded.

To accomplish this, the group proposed the creation of a Christmas Light Maze. Construction of a light maze would help expand existing winter festivities in the City, attract a wider range of attendees from the broader Lane County area, and

increase revenue and foot traffic to the City of Oakridge and local businesses.

PROPOSAL

Event

The Christmas Light Maze proposed by the OSPREYS team would be designed and built in conjunction with the Oakridge High School's Metal Lab and Woodshop classes. By partnering with local students interested in the trades, costs for the overall event can be reduced, and that local students can take pride in the work they are doing for their community.

The maze itself would be made up of roughly 2,000 feet of lighting, giving attendees an extensive and detailed area to explore. The maze would be set up near the existing Bridge Lighting Ceremony, allowing visitors a seamless transition from one event to the next in a cohesive experience. Examples given of similar experiences to base the maze design from include the highly popular Enchant Christmas light shows in Los Angeles and Las Vegas, which attract some 200,000 guests per holiday season (Enchant Christmas).

In addition to the maze itself, the OSPREYS team, in partnership with the Westfir Lodge owner Jara Mouracade, discussed setting up a nearby Christmas market. The team detailed tying this market together with the broader event by partnering with two-four local businesses to sell concessions and provide food catering for the event.

Advertising

To advertise the newly created Christmas Light Maze to the Oakridge Community and beyond, the OSPREYS team planned to work with Oakridge High School to help craft the marketing campaign. The hope is that by working with a cohort of young adults at the high school, the advertisements created can be geared towards attracting a younger audience to the newly expanded holiday events.

The advertising campaign will primarily take place on social media, such as Instagram and TikTok. By modernizing Oakridge's presence on social media, the City can have the advertising infrastructure to advertise the Christmas Light Maze and any future events the city

FIG 11.
AI Generated mockup
event flyers.



decides to host. Additionally, flyers will be printed for display around Eugene to direct visitors to Oakridge.

Revenue Generation & Community Impact

Event revenue generated for the City of Oakridge will primarily consist of two primary avenues. The first of these are direct entrance fees, with costs of \$8 for adults and \$5 for children under the age of 12. The goal of this pricing is to keep costs low for families to attract a wider range of attendees while simultaneously generating a profit for the City.

The second mode of revenue generation will be a set percentage of revenue taken from all sales of concessions at the event. This percentage will range from 15% to 25%, with organizers working with vendors to find an amount that works for their individual situation.

Beyond the revenue generated for the City, the hope is that small businesses

from the community attending the event can have access to a larger customer base during the the Christmas Light Maze. By highlighting some of the favorite food vendors in the community, attendees from Oakridge and Lane County can appreciate and frequent diverse local businesses in Oakridge. By partnering with the Westfir Lodge, the OSPREYS team hopes to craft a long-term relationship that can increase revenue to the Oakridge community by highlighting the rich traditions and history of the region.

Sponsorships

The OSPREYS team identified several potential sponsors for the Christmas Light Maze, primarily based in the Eugene and Springfield areas. These included Century Lighting, whose expertise in all manners of lighting fixtures was identified as a potential boon for the light maze construction. Additionally, Jerry's Home Improvement in Eugene was identified as an ideal sponsor with their focus on construction materials.

COSTS AND REVENUES

COSTS (YEARLY)	
ITEM	COST
Christmas Lights	\$1,500
Maze Construction Supplies	\$500
Food Vendor Supplies	\$500
Marketing/Printing Costs	\$100
TOTAL	\$2,600

REVENUES (YEARLY)		
ITEM	QUANTITY	COST
Adult Entry Fee	150	\$8
Child Entry Fee	150	\$5
Vendor Concession Fee	300	\$3 - \$6.25
TOTAL		\$2,850 - \$3,825

OBJECTIVES

To measurably increase tourism to the existing Bridge Lighting Ceremony, and the newly created Christmas Light Maze, as well as to ensure that the event is benefiting involved local businesses, the OSPREYS team outlined near- and long-term objectives for the event.

Short-Term Goals (Year 1)

- Increase visitor count from surrounding communities
- Secure involvement with two local businesses
- Recruit students to assist with design and construction
- Generate roughly \$2,000 in ticket sales

Long-Term Goals (Years 2-5)

- Grow attendance by 10% annually
- Increase involvement with students and businesses

SUMMARY

The Bridge Lighting Ceremony represents a sampling of the fun, community-driven events that make Oakridge special. The event is very popular in the community, but an expansion of this event could be used as a tool to drive tourism to Oakridge. The OSPREYS team believes that by expanding the theme of holiday lighting to create a Christmas Light Maze and Christmas Market, as well as advertising this event within Oakridge and beyond, the community can build a rich web of holiday traditions that will attract attendees from far and wide. This hint of winter magic can help highlight what makes the community of Oakridge so special, increasing local tourism, and increasing revenue for both the City as well as businesses participating in the event.

Will Red Bull Give Oakridge its Wings? By Team Falcons



FIG 12.

Team presentation summary slide. The display of the Red Bull® logo is for educational and illustrative purposes only. Red Bull®, the Red Bull logo, and associated trademarks are the property of Red Bull GmbH. Their use in this project does not imply sponsorship, affiliation, or endorsement by Red Bull or any of its subsidiaries.

OPPORTUNITY

For years, the City of Oakridge served as a premier mountain biking destination in the state of Oregon. With over 500 miles of biking trails throughout the community, the city has more than earned its reputation as the ‘Mountain Biking Capital of the Northwest.’ Of note is Mountain Bike Oregon (MBO), a three-day mountain biking event taking place in June each year that attracts bikers of all experience levels from around the world.

Despite Mountain Bike Oregon and the extensive trails surrounding Oakridge acting as a major tourism draw, the community faces largely underdeveloped tourism infrastructure and exposure. The seasonal nature of MBO, as well as the niche in which it exists, means that the outdoor recreation that the City currently offers remains largely underutilized.

Additionally, the limitations of existing recreational events to a handful of weekends during the summer results in economic uncertainty for local businesses that depend on tourism dollars.

The FALCONS team opted to explore potential partnerships that could expand the reach of the existing strengths Oakridge currently has in outdoor recreation and mountain biking. By leveraging Oakridge’s status as one of only six communities to receive ‘Gold-Level Ride Center’ status by the International Bicycling Association, the City can begin to attract large-scale outdoor recreation event sponsors (IMBA). In particular, the FALCONS team decided to explore a partnership with the company Red Bull to expand Oakridge’s visibility, greatly expand local tourism from attendees

across the country, and drive revenue for the City and local businesses.

PROPOSAL

Event

To examine what a potential partnership with Red Bull could look like, the FALCONS team detailed a three-day mountain biking event to be held annually, attracting riders from across the country. This event will be titled 'Red Bull Ride the Ridge', and would be held at the end of June, with the goal of avoiding the seasonal effects of wildfire season.

Each day of the event would feature events for amateur riders, as well as professional riders who will have traveled to participate in a Red Bull mountain biking event. Events would include freeride, jump, and downhill competitions and rides, demonstrating the extensive trail network that Oakridge has to offer. Red Bull Ride the Ridge would mirror similar events and host a festival village, where vendors from inside and outside the community could sell food and concessions, live music, and areas for community members to gather to watch the mountain biking events.

As a host, Red Bull has held numerous events globally that could act as potential templates for setup within Oakridge. These include the company's other free-ride mountain biking events, Red Bull Rampage, Red Bull Hardline, and Red Bull King of The Air (Red Bull). Red Bull has extensive experience in utilizing local resources and recreational offerings to craft detailed events.

Advertisement

Red Bull's extensive media presence, including options for broadcasting, livestreaming events, and using social media channels, presents a wide range of opportunities for advertising Red Bull Ride the Ridge and Oakridge.

It is also the goal of the FALCONS team that the brand recognition of Red Bull as a sponsor of outdoor recreation and adventurous activities will attract tourists and potential future residents of Oakridge who are eager to take advantage of the region's extensive natural beauty. This would align with Oakridge's long-term goals to see community growth driven by these events.

Feasibility and Safety

Oakridge is uniquely situated to capitalize on its position as the only Gold-Level Ride Center on the West Coast, as well as the host of Mountain Bike Oregon. As the sport of mountain biking continues to increase in popularity, hosts of outdoor events like Red Bull are increasingly looking for locations to hold new events.

Red Bull is already in the market to host mountain biking events, with the reoccurring Red Bull Rampage, and Red Bull Hardline mountain biking events as examples. Red Bull's extensive experience in hosting similar events means the company has an experienced team of course designers, well versed in how to ensure the safety of riders for any potential event held in Oakridge. Red Bull's role as the immediate host of the event would also alleviate legal and logistical risks posed to the City.

Revenue Generation & Community Impact

A partnership with Red Bull would bring extensive economic benefit to the local economy. Similar Red Bull sponsored events have seen thousands of tourists come to watch the events.

This would bring an immediate increase in foot traffic to local businesses, especially hotels, housing rentals, and restaurants needed to serve the added increase in

tourism. There also stands the potential for businesses to act as vendors at the festival village, directly involving the local community in the event itself.

These economic benefits could extend well beyond the three days event, as increased advertisement of Oakridge as a destination community for adventure seekers and those looking for mountain biking would help

elevate the city's status in the world of outdoor recreation.

COSTS AND REVENUES

While the bulk of costs associated with hosting an event in partnership with Red Bull are traditionally shouldered by Red Bull, there are City of Oakridge costs that the FALCONS team has detailed.



FIG 13.

Summary of costs mockup on a Red Bull can. The display of the Red Bull® logo is for educational and illustrative purposes only. Red Bull®, the Red Bull logo, and associated trademarks are the property of Red Bull GmbH. Their use in this project does not imply sponsorship, affiliation, or endorsement by Red Bull or any of its subsidiaries.

COSTS (YEARLY)	
ITEM	COST
Permits & Legal Fees	\$5,000 - \$15,000
Planning Costs	\$1,000 - \$3,000
TOTAL	\$6,000 - \$18,000

OBJECTIVES

By partnering with Red Bull for this event, the FALCONS team hopes to meet measurable goals for the initial event as well as for tourism and business foot traffic in the off-season.

Goals

- Increase Oakridge's annual tourism by 25% within the first year of the event through national promotion and Red Bull media coverage.
- Boost local business revenue by 15% during the event weekend by attracting spectators, riders, and sponsors.
- Expand Oakridge's visibility, online, as a premier outdoor destination. Increase media mentions and social media engagement (posts and tags) by 50% relative to before the event.
- Foster long-term community partnerships by adding at least 10 partnerships in the first year and increasing vendor sales by 10%.

SUMMARY

Despite current limitations in economic benefit and exposure of existing mountain biking events held by the City of Oakridge, there exists large, untapped potential to expand the reach of the City's extensive mountain biking infrastructure. By partnering with Red Bull to hold a multi-day mountain biking event, Oakridge can greatly expand the advertisement for its extensive outdoor recreation offerings.

Red Bull Ride the Ridge could greatly expand tourism to the region, attracting an audience of seasonal tourists as well as individuals looking to settle down in an area with an abundance of opportunities for outdoor recreation. Additionally, these events could greatly drive revenue growth to local businesses, and lead to economic renewal for the community.

Conclusion

BA 308: Leadership & Communication's partnership with the City of Oakridge brought students together to help revitalize Oakridge. Throughout the fall term, students were challenged with a process of research, revision, and collaboration. Students worked to assess the economic challenges facing the community, the numerous opportunities the region provides, and craft detailed plans that make use of opportunities to make Oakridge all that it can be.

This work resulted in 13 unique proposals for events that Oakridge could potentially undertake to boost local tourism, support Oakridge businesses, and advertise all that Oakridge offers throughout Lane County and beyond.

This report detailed six of these proposed events to present the numerous opportunities for economic and tourism-based development for Oakridge. These proposals built on the community's many strengths, from its natural beauty and rural setting to its rich history and community-oriented spirit.

Some ideas centered on tourism, while others sought to primarily strengthen the community from within. Each proposal varied greatly from one another, but ultimately, they all had the goal of benefiting the community of Oakridge.

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Appendix A

Class Section 1: Additional Proposal Summaries

Community Bike Showcase by Team Maple



FIG 14.

Photograph from the Tacoma Bike Swap, an event similar to the Oakridge Community Bike Showcase.

Credit: Parent Map.

OPPORTUNITY

Mountain biking is a key part of modern Oakridge's identity, with the town being nicknamed the "Mountain Biking Capital of the Pacific Northwest." The town's hundreds of miles of highly rated trails make it an attractive destination for mountain bikers from all over.

Despite the success of mountain biking in Oakridge, it still faces significant economic hardship, and mountain biking may be largely unaffordable to many locals due to the high prices of mountain biking equipment. The Oakridge Community Bike Showcase by Team MAPLE creates an opportunity to further showcase Oakridge's trails and outdoor appeal, provide affordable mountain biking opportunities, build community relations, and support local businesses.

EVENT

The Oakridge Community Bike Showcase is a two-day event held on Memorial Day weekend designed for mountain bikers and those looking to get into mountain biking.

The first day of the event is centered around a mountain bike focused swap meet where sellers and buyers can bargain with one another. Oakridge's local bike shop, Willamette Mountain Mercantile, as well as local food trucks and musicians, will be invited to promote their goods and services alongside the swap meet itself. Additionally, a shuttle service will operate, providing free rides to mountain biking trails for participants.

The second day of the event will be held in partnership with the National Interscholastic Cycling Association

(NICA). A student showcase will be put on where student cyclists in grades 6-12 can participate in mountain biking games and a race. The free shuttle service from the first day will continue through day two as well.

The Oakridge Community Bike Showcase aims to strengthen Oakridge's identity as the mountain biking capital of the Pacific Northwest, while fostering a more connected and sustainable local community.



FIG 15.
Hypothetical logo for
the Community Bike
Showcase

*Produced by Team MAPLE
using generative AI.*

'I Love Oakridge' Holiday Fair by Team Cypress



FIG 16.

AI generated image of how Oakridge may look during the Holiday Fair.

OPPORTUNITY

Oakridge's small-town charm and closely-knit community feel may go underappreciated due to the town's rural location. Further, economic hardship has drawn the population downwards over recent decades. Team CYPRESS sought to promote community pride within Oakridge with their event proposal, and to highlight what the town has to offer.

EVENT

Team CYPRESS envisioned a street fair combining community pride and holiday spirit. The 'I Love Oakridge' Holiday Fair will be hosted during the holiday season in December 2026 in downtown Oakridge. Local businesses will be able to participate by having their doors open, and additional artists and vendors will be able to reserve tent spaces along the street to set up temporary booths. In the center of the event, there will be a stage set up where local musicians will perform for the

duration of the event. In addition, there will be a ticket booth for participants to purchase raffle tickets. At the end of the event, a drawing will be held for a variety of items donated by sponsors or local businesses.

When night falls, the lights throughout downtown will dim and a lighting ceremony will begin. Buildings and trees that were decorated prior will all light up at once, creating a magical experience for everyone.

The 'I Love Oakridge' Holiday Fair will do more than just bring economic activity to Oakridge. The event will bring the community together and create lasting connection within Oakridge and between Oakridge and outside visitors. Lasting community pride and connection will strengthen the town's spirit, making it a more attractive destination for tourists and potential residents alike.

Oakridge TimberFest by Team Spruce



FIG 17.

Photograph of the Underhand Chop competition from an official Stihl TimberSports event.

Stihl TimberSports.

OPPORTUNITY

Oakridge's history is deeply rooted in logging, but the decline of the local timber industry has left the town without many new opportunities. Team SPRUCE sought to revive Oakridge's timber town image through a new and more modern lens, by introducing timber sports. Despite being relatively niche, timber sports have a dedicated base of athletes and fans, many of whom already live in the Pacific Northwest. Oregon State University has its own logging team, and many STIHL TimberSports champions live in Oregon and Washington. Oakridge's forested location and logging history and culture make it a prime spot to become a new timber sports hub.

EVENT

Tickets for non-Oakridge residents will be priced at \$60 for adults and \$30 for children. Oakridge residents will be given

a 50% discount, making the ticket prices \$30 and \$15 respectively.

The Oakridge TimberFest will kick off with an opening welcome ceremony, during which a brief history of Oakridge and its logging identity will be orated to attendees before an overview of the day's events and safety reminders. Then, the timber sports events will begin.

Professional timber sport events are as follows:

- The Springboard competition, where competitors use axes to chop pockets into a 2-meter log to wedge springboard platforms into to ascend the log. The first to make it to the top and split the log wins.
- The Stock Saw competition, in which competitors use a chainsaw to saw two slices of wood within 10 centimeters of each other using a downward and upward cut.

- The Underhand Chop competition, where competitors stand on a block of wood and cut through both sides with an axe equally.

Additionally, a fort building competition will be held for children under 13 in which all competitors are given a set of materials such as precut logs, sticks, and rope and are tasked to create the best fort possible within an hour. A short ceremony will follow where judges award the winner and runners-ups with ribbons.

The Oakridge TimberFest gives Oakridge an opportunity to revive its logging identity through a modern lens while revitalizing itself economically. Timber sports can bring in tourists from all over the Pacific Northwest, leading to enhanced visibility of the town within the broader region.

FIG 18.
Hypothetical logo
for the Oakridge
TimberFest .
*Produced by Team SPRUCE
using generative AI.*



Appendix B

Class Section 2: Additional Proposal Summaries

Après Ski Event by Team Condors

The Solution: Après Ski Event

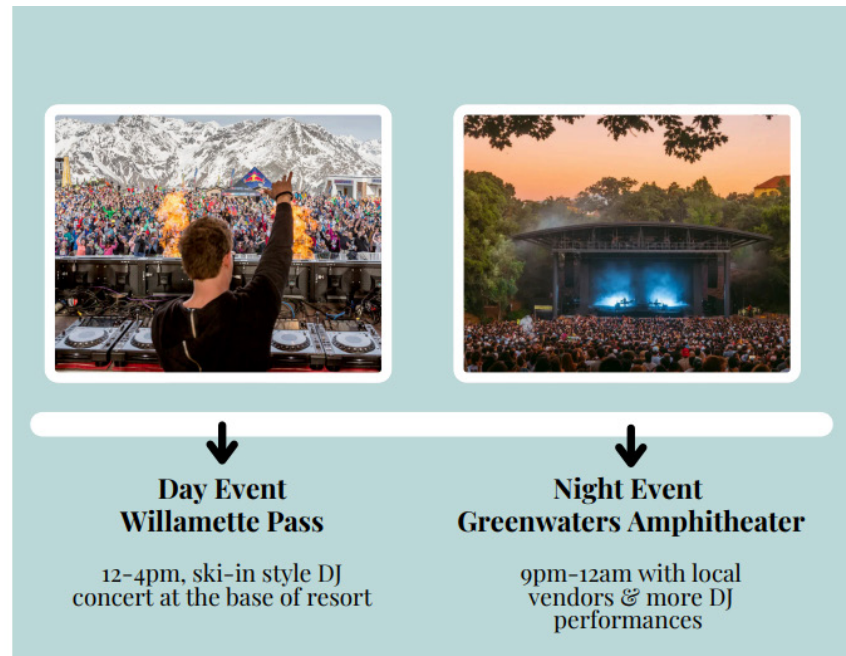


FIG 19.
CONDORS proposal slide, showing event day timeline.

OPPORTUNITY

Oakridge's proximity to Willamette Pass Ski Resort presents an opportunity to capitalize on the winter recreation enthusiasts eager for local winter recreation in Lane County. The difficulty up this point for the community has been capturing the traffic that already passes through Oakridge on the way to Willamette Pass and other winter destinations east of the Cascade Mountains. By hosting a joint event between Willamette Pass and the City of Oakridge, featuring activities at both destinations, the local community can begin to encourage tourism to stay in, shop in, and see the beauty of Oakridge. To accomplish this, the CONDORS team detailed an annual winter Après Ski event.

EVENT

The Après Ski event proposed by the CONDORS team would consist of two event parts, the first half taking place

during the day at Willamette Pass, and the second half taking place at Greenwaters Park in Oakridge. The initial skiing event at Willamette Pass would feature live electronic dance music DJing, allowing attendees to enjoy a party atmosphere while on the slopes. Attendees will also have access to food and drink options available through Willamette Pass' various offerings.

Shuttle services run by hired bus drivers through the First Student school bus system will take attendees from Oakridge to Willamette Pass, and then back to Oakridge for the evening events. These evening events will include more live music at Greenwaters Park amphitheater, with both partnered food trucks and local vendors set up for food sales, to introduce attendees to local businesses in the Oakridge community. Attendees to the broader event will purchase tickets at \$80, covering lift

tickets at Willamette Pass, a free drink ticket, and entrance into all live music shows. The CONDORS team hopes that beyond setting up a fun day event for attendees to enjoy, this event will:

- See 200 attendees in the first event year.
- Collaborate with at least four local businesses from Oakridge, including promotions and on-site booths.
- Generate profit for the City of Oakridge, totaling \$4,000.

In hosting a daylong event with a party atmosphere and the chance for attendees to enjoy winter recreation, the CONDORS team hopes to attract a younger crowd of tourists to Oakridge, boosting tourism in the winter months and supporting local businesses. The team intends this Après Ski party to become an annual event, introducing potential new residents to Oakridge as a redefined winter destination.

‘Bites and Barrels’ by Team Eagles

OPPORTUNITY

The City of Oakridge hosts several existing community festivals, many of which serve as cornerstones of community pride and involvement. One such event is the annual ‘Keg and Cask Festival,’ which boasted some 1,500 attendees and over 20 food vendors from the Oakridge community and beyond in 2024. This festival is a boon to the local economy, and the EAGLES team hoped to capitalize on its success to increase the event’s reach. To do so, the team crafted an expansion of the festival, titled ‘Bites and Barrels,’ in the hopes of increasing tourism to the Oakridge region, improving existing economic benefit from the pre-existing event, and generate revenue for the Oakridge Food Box.

EVENT

‘Bites and Barrels’ would expand on the existing Keg and Cask festival by relocating the event to a larger venue -- the Greenwaters Park amphitheater. The added space would allow for the inclusion of five food trucks, options for which the EAGLES team outlined in their broader proposal. The team looked to design pre-paid wristbands, used for entrance into the event, and to try samples from the variety of partnered vendors in

the hopes of increasing demand for their food offerings. Events previously held during the Keg and Cask Festival, including the beer hall and live music, would continue into this new event. The primary goal would be to continue to support the Oakridge Food Box, a local organization working to fight hunger in the Oakridge region, by increasing the organizations reach from 600 families to 700. Additionally, the event would look to:

- Increase existing event attendance by 20%.
- Increase outside tourism to Oakridge by 10%.
- Generate \$5,000 in revenue overall.
- Add five additional vendors to the festival.

By expanding the existing Keg and Cask Festival into the redesigned ‘Bites and Barrels,’ the EAGLES team looks to expand the reach of Oakridge’s existing community events, expand the popularity and offerings of this tradition, and continue to help fight hunger in Oakridge.

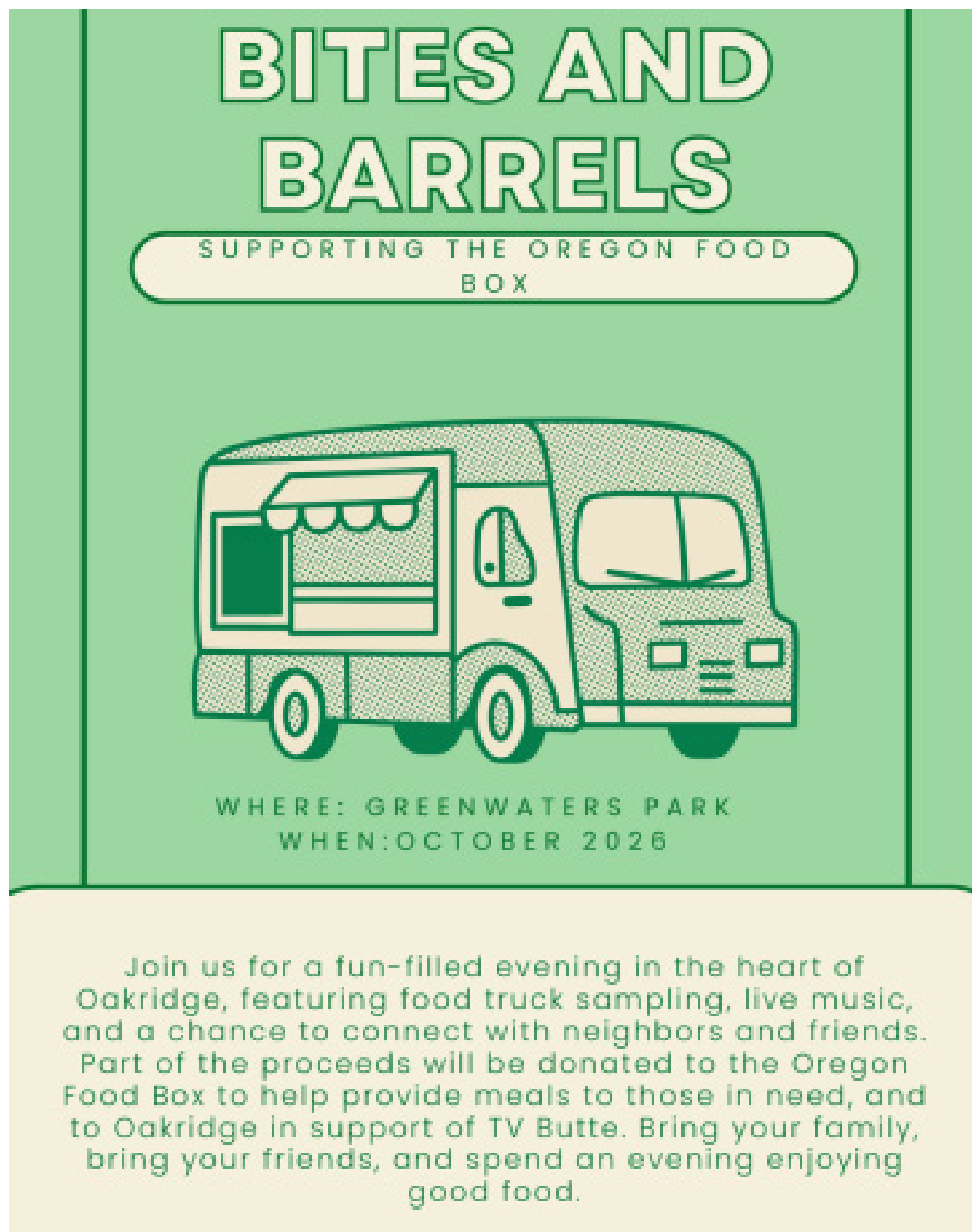


FIG 20.
Bites and Barrels Advertising Mockup.

'Steamy Peaks' by Team Hawks

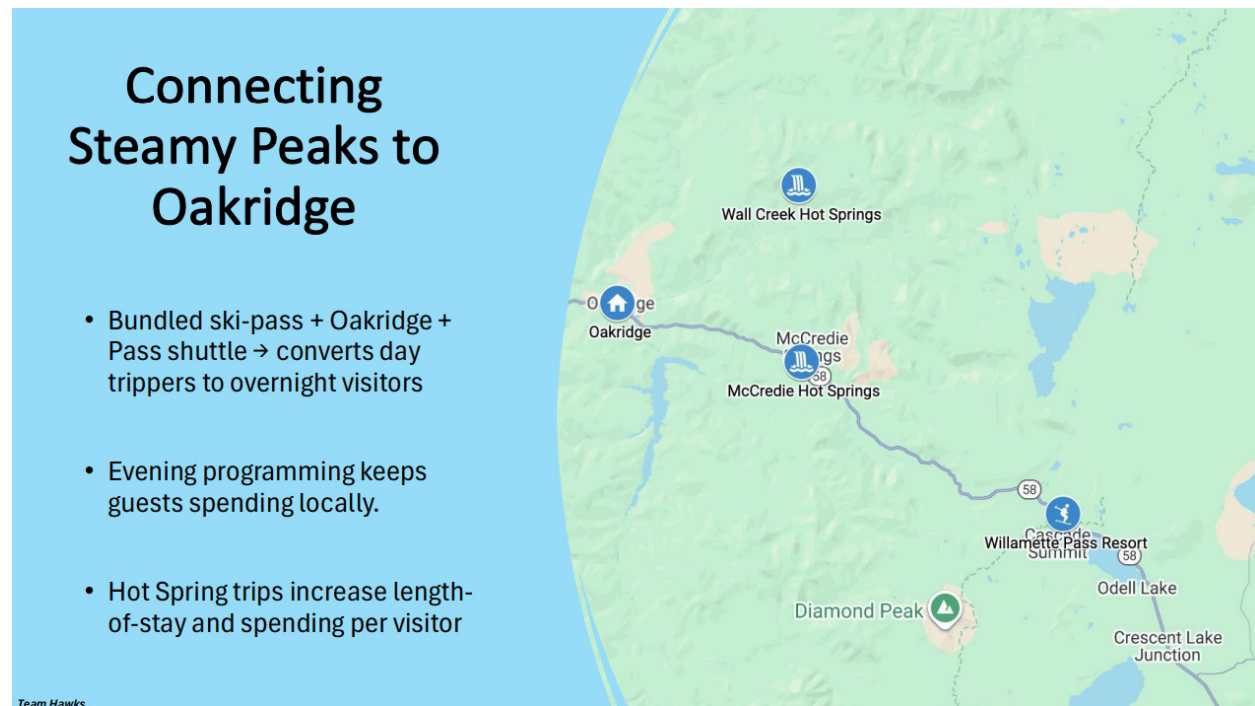


FIG 21.
HAWKS proposal slide, presenting a map of the event destinations.

OPPORTUNITY

The winter months in Oakridge bring opportunities to recreate, explore rich natural wonders, and experience Oakridge's local spirit. The HAWKS team decided to examine how by combining natural resources and local partnerships within the community and in the surrounding region, Oakridge could begin to craft an annual event that would greatly increase tourism to the region. In particular, the team looked at nearby Willamette Pass Ski Resort, McCredie Hot Springs, and Greenwaters Park to build an event that drew on the best Oakridge has to offer in the winter season.

EVENT

The HAWKS team's multifaceted event, titled 'Steamy Peaks', would act as an annual opportunity to showcase both Oakridge's extensive opportunities for winter recreation, as well as the best that

local businesses have to offer. Event days would begin at Willamette Pass Ski Resort, giving attendees the opportunity to enjoy the resort's extensive ski offerings.

Following this, attendees would have the opportunity to take bus shuttles from Willamette Pass to Greenwaters Park, where the park amphitheater would be set up with live music for guests to enjoy. Local restaurants, shops, and food trucks would be given the chance to set up within Greenwaters Park, allowing attendees to see what Oakridge community itself has to offer, beyond just the local outdoors. Finally, to wrap up an extensive day of recreation and exploration, attendees would once again have access to bus shuttling to the nearby McCredie Hot Springs. Using a timed bus schedule and capacity limits, the HAWKS team hopes to craft a smooth, safe, and relaxing opportunity to enjoy the serene

environment in a way that is, “distinctly Oakridge.”

Willamette Pass lift tickets, bus shuttling, and entrance for the live music at Greenwaters Park would be purchased in a bundle, generating revenue for Oakridge directly, and giving the event the chance to continue into the years ahead. Beyond this, the event would serve to:

- Attract 1,000 or more annual event visitors to Oakridge.
- Encourage growth in demand for local businesses, recreation, and lodging by six to ten percent.

- Grow awareness of Oakridge’s natural resources, and its role as a launching point to the Cascade region and Willamette Pass

By expanding Oakridge’s extensive opportunities for tourism into the winter months, the community can use the region’s rich community and natural resources to boost year-round tourism and create a sustainable event for long-term economic improvement.

Annual Paddle Triathlon by Team Kestrels

PADDLE TRIATHLON OVERVIEW

1. Trail Running
2. Mountain Biking
3. Kayaking

Total Course Distance - 16 miles
Total Climb - 2201 ft



FIG 22.

KESTRELS proposal slide, presenting a potential triathlon route.

OPPORTUNITY

While the City of Oakridge is most known for its extensive network of trails for mountain biking, the KESTRELS team saw these trails as just one piece of the puzzle to craft an outdoor recreation

experience. With extensive foot trails in the local region, miles of back country mountain biking, and the Willamette River running right through the heart of Oakridge, the City is uniquely positioned to build an event dedicated to attracting

a new, adventure seeking crowd. The event proposed by the KESTRELS team is a Paddle Triathlon, allowing tourists and athletes to experience the beauty of the community in all its forms, and create a marketable event to attract tourism from outside the community.

EVENT

The Annual Paddle Triathlon outlined by the KESTRELS team would consist of a 10,000-meter kayak paddle, a 20,000-meter mountain bike loop, and a 10,000-meter run. Featuring tracks through the nearby Greenwaters trail system and Middle Fork of the Willamette River, the KESTRELS team worked in partnership with Oakridge Bike Shop and Holt Adventure Company to outline the starting lines, legs, and finish lines of this athletic event. The event itself would look to draw on Oakridge's unique position between the outdoor enthusiasts of Bend and 'Track Town' Eugene' to meet several short-term and long-term economic goals, including:

- Host a minimum of 125 registered athletes.
- Staff 60% of the event with community members from Oakridge.
- Collaborate with three local businesses to boost the local economy.
- Attract a minimum of 75 tourists and spectators to generate revenue for local businesses.
- Market Oakridge's rich opportunities for outdoor recreation on social media.

Oakridge's network of mountains, trails, and rivers provides an opportunity to build an event dedicated to bringing new faces to the community of Oakridge. While Oakridge's history in the mountain biking community has served as a strong tool to drive tourism to the community, there continues to be untapped potential in other areas of the region's natural beauty. By building a Paddle Triathlon, the KESTRELS team hopes to use this event to strengthen Oakridge's economy, boost tourism from athletes beyond the mountain biking space, and reshape the community's identity as a recreation destination.

Appendix C

Team Summaries

CLASS SECTION 1 TEAM SUMMARY		
TEAM	PROPOSAL	TEAM MEMBERS
Aspen	‘Proposal to Develop the Oakridge Fall Carnival as an Annual Community Tradition’	Alessandra Peña, Annelise Lam, Beatrice Gilroy, Blaze Frost, Benicio Lumbreras, Caleb Mackenzie, and Jake Marr
Cypress	‘Proposal to Host an ‘I Love Oakridge’ Holiday Fair for Oakridge Locals and Visitors’	Violet Vogel, Jack Sandstedt, Nikko Sasaki, Kate Hasegawa, Matthew Lannigan, and Samuel Symington
Maple	‘Proposal for Oakridge Community Bike Showcase’	Aiden Levy-Marks, Carlos Reynoso Vergara, Finbar O’Donoghue, Samantha Meredith, Stela Dahbura, and Tan Huynh
Oak	‘Proposal to Establish A Wellness Retreat in Oakridge, Oregon’	Nick Versace, Marin Jones, Ty Heath, Connor Pfeiffer, William Allen, and Zoe Breitigan
Spruce	‘Proposal to bring Timber Sports to Oakridge: Oakridge TimberFest’	Ian Sunbury, Emmett Perkins, Sean Deme, Charlie Olson, Tanner Lutton, and Paul Logan
Willow	‘Proposal to Establish A Color Run for The City of Oakridge’	James Kellogg, Hadley Morris, Haley Ray Newbore, Emilia Puccinelli, Elizabeth Rocheleau, and Dylan Sagahon

CLASS SECTION 2 TEAM SUMMARY		
TEAM	PROPOSAL	TEAM MEMBERS
Condors	‘Proposal to Establish an Après Ski Event for Oakridge, Oregon’	Alyssa Creamer, Antonio Vazquez, Ashton Hutchins, Gabby Hanke, Mia Zelinka, and Violetta Lyashenko
Eagles	‘Bites and Barrels’	Sydney Fauske, Alex Kriz, Aiden Bradley, Cooper Harty, Jonas Noel, and Fischer Thompson
Falcons	‘Will Red Bull Give Oakridge its Wings?’	David Yi, Logan Sullivan, Anthony Jorajuria, Nathan Dorantes, Cooper Clarke, and Jacob Rosario
Hawks	‘Steamy Peaks: Reviving Oakridge’	Joe Lorange, Ben Proulx, Tomas Murillo, Beckett Null, Nolan Emslie, and Jacob Honeycutt
Kestrels	‘Proposal to Establish an Annual Paddle Triathlon’	Zack Wiebe, Toby Suen, Joseph Cafiero, Ryan Mitchell, Jack McGeever, and Joshua Patel
Ospreys	‘Proposal for an Oakridge-Westfir Christmas Light Maze & Market’	Jessica Langford, Sky Gomes, McKenna Murray, Keaton Scott, Rowan Knight, and Kieran Watts
Owls	‘Proposal to Establish a Weekend Ski Event Between Oakridge and Willamette Pass’	Angelina Li, Dylan Jones, Maddi Klink, Noah Rosario, Riley Brown, and Ryan Boggs

SCI Directors and Staff

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