



April 29, 2026

To: City of Sherwood TSP Project Management Team

From: Kittelson & Associates, Inc

RE: Sherwood TSP Revised Vision and Goals

Introduction

This memorandum outlines the draft Transportation Vision, Goals, Objectives, and Performance Framework for the Sherwood Transportation System Plan (TSP) update. The purpose of this memo is to summarize the collaborative process undertaken to date and present the draft policy direction and evaluation structure that will guide the development and prioritization of transportation strategies, projects, and programs.

Process

The development of the draft vision and goals draws from three primary sources of input:

- **Scoping Conversations:** Early coordination between the project team and City leadership established the foundation of the TSP update. These discussions clarified project expectations, confirmed the desired planning outcomes, and identified opportunities to align with existing regional and statewide policy frameworks.
- **City Staff Conversations:** A series of working sessions with planning, engineering, and public works staff provided detailed insights into current system needs, operational challenges, and emerging priorities. Staff also provided guidance on consistency with local development patterns, current capital planning, and long-term community aspirations.
- **Community Advisory Committee (CAC) Conversations:** CAC meetings provided valuable community perspectives regarding safety, accessibility, system connectivity, and multimodal needs. Members emphasized the importance of planning a transportation system that supports Sherwood's livability, economic vitality, and sustainability goals while accommodating growth and evolving travel preferences.

Insights from all three engagement tracks were synthesized to create a cohesive and forward-looking policy framework.



Transportation Vision

Sherwood is building a transportation system that is safe, reliable, and easy for everyone to use. Whether you walk, bike, take transit, use a mobility device, or drive, you'll have travel options that are affordable and connect to places you need to go.

Our transportation system will help reduce pollution, support local businesses, and give people choices beyond driving. It will work with land use to support compact neighborhoods, protect the environment, and make Sherwood a healthy, welcoming place for people of all ages, abilities, and incomes.

Goals and Objectives

The following Goals and Objectives translate Sherwood's transportation vision into clear policy direction that will guide system planning, project development, and investment decisions. These goals reflect input from City staff and leadership and the broader community and are aligned with regional and statewide guidance for performance-based transportation planning. Together, they outline the desired outcomes and provide the foundation for developing performance measures and evaluating future improvements.

Goal 1: Safe

Design and operate the transportation system for the safety and well-being of travelers, minimizing traveler risk by providing low stress facilities that manage conflict through context-based design, modal separation, speed management, and other best practices. Sherwood envisions no deaths or life-changing injuries on the transportation system by 2046.

Goal 2: Sustainable

Optimize system efficiency and economic and environmental benefit by providing direct routes that minimize average trip length, carbon emissions, and travel costs and planning a transportation system that is feasible and cost-effective to build, operate, and maintain.

Goal 3: Dependable

Plan and operate the system to be reliable and resilient, providing viable travel options that work effectively to move people and goods within the community and to regional gateways.

Goal 4: Accommodating

Accommodate the travel needs of residents and businesses by providing efficient, viable and evolving travel options to enhance community livability and economic vitality.

Goal 5: Connected

Seamlessly connect the Sherwood community with a variety of accessible travel options that are designed and operated to promote walking, biking, and transit for people of all means, ages, and abilities.



Additional Policy Considerations

During discussion of Sherwood's transportation vision and goals, a number of policy considerations that require additional conversation arose. These topics are included in Attachment A and will be discussed, as appropriate, during the TSP update process.

Attachment A: Sherwood TSP Policies to Consider

Request	Implementation
<p>We'd like to use this TSP update to clarify long-term roadway authority interests, particularly in areas where future jurisdictional responsibility may shift or evolve. - It would also be helpful to establish or reinforce interagency coordination policies that can provide clarity for future development review, capital planning, and operational decisions.</p>	<p>Policy</p>
<p>There are many opportunities to connect the Sherwood trails that have not been undertaken, and where there is no new adjacent development that would fund or undertake these connecting trails. We need to find a way to address these.</p>	<p>Low Stress Active Transportation Map Ped/Bike Map</p>
<p>A long standing and central interest of the Board is making progress on the Ice Age Tonquin trail with connection to the Refuge, and on the Cedar Creek Trail including the importance of an OR-99 crossing.</p>	<p>Low Stress Active Transportation Map Ped/Bike Map</p>
<p>Safety is prioritized and clearly incorporated, with "speed management" included in Goal language. More generally, the role of technology is not obvious in the goals, though could be inferred through, for example, "best practices."</p>	<p>Policy</p>
<p>Flexibility to take advantage of evolving circumstances and funding is not clearly present. For example, the context of "planning a transportation system that is feasible and cost-effective ..." suggests certainty, rather than adeptness. Similarly, "minimizing" trip length and cost connotes a precise outcome. As one who does formal optimization modeling (really!), I can attest that there are often many outcomes which can be very good and are not far from the absolute minimum. Do not let the perfect be the enemy of the good!</p>	<p>Policy</p>
<p>It does seem important that promotion of flexibility to take advantage of funding and other opportunities and contingencies should be more clearly reflected in the Vision and Goals. One area missing is the idea of aesthetics and beauty. The new pedestrian bridge and Sunset Boulevard were mentioned as key examples in a discussion on this at the TSP meeting. I would add the Villa Rd. connector intersecting with Stella Olsen Park's trail and boardwalk and the nearby</p>	<p>Policy</p>

trail behind Stellar Drive as examples of heavily used transportation systems (check out the density of middle schoolers on these in the mornings and afternoons!) which are also beautiful and destinations in their own right. One question, mostly for later on: will the details like design standards downstream from our Goals even allow for construction (e.g. in Sherwood West) of such delightful systems where proximity to Cedar Creek or being quite narrow is central to their charm, and will they also provide avenues for addition of key connectors (e.g. P42 in Figure 8 in the previous TSP)?

A related digression is that some transportation features are also a focal point (the new Pedestrian Bridge) enhancing other features (e.g. the view from OR-99), while others, more commonly, are a destination in themselves even as they are at the same time important connectors and routes in their own right (e.g. the boardwalk in Stella Olsen Park.)

An additional digression: waypoints along transportation routes may have outstanding viewsheds which should be considered. For example, there are amazing views of Mt. Hood from many places within Sherwood, but I cannot think of a single street pull off which emphasizes this. For example,

the top of Division St. and Langer Drive have this view, but no place to pause or walk to appreciate it. Goals should lead to preference for design which allows stopping a vehicle or walking along routes with outstanding viewsheds.

Related to this more generally is open space such as drivers enjoy on OR-99W or Roy Rogers while passing next to Refuge and farmland. While drivers have such access, city foot and bicycle users have few locations to safely enjoy the open space at the urban-rural edge. An exception for pedestrians is Elwert and Haide roads.

I expect this will all be most important for Sherwood West

The Sherwood Transportation System is very much a vascular tree for our community. It relies on thoughtful branching and optimal junctions. This branched system treats our connections as assets. It nurtures and sustains our citizens, their endeavors, growth and recreation. It is multi-modal and flexible. It carries our young and old, our fragile and robust safely and securely within and outside of our corporate boundaries. It distributes resources and energy throughout the community. It regulates flow and provides consistent and resilient response to urgent and emergent needs. Our citizens' well-being, health and vitality rely on close-by access to this branched network.

Sustainable: Designing a transportation system that is economically viable to construct, operate, and maintain, while also minimizing environmental impacts on local wildlife and reducing CO2 emissions.	Create policy on local wildlife and CO2 emissions.
Dependable: Plan and operate the system to be reliable and resilient , providing viable travel options that work effectively to move people and goods within the community and to regional gateways .	Under Policy - define reliability, resilient (climate resilience, infrastructure redundancy, or something else), and regional gateways
Connected Goal - Need policy for timely completeness	Policy
The City's Transportation System Plan (TSP) goals will help deliver a safe, efficient, and multi-modal transportation network to improve quality of life for the community while ensuring the strength of the City's economy.	Intro to Goals - write up
Consider adding a goal that focuses on addressing the needs of underserved populations and associated barriers in transportation access. Can also explicitly incorporate those considerations into each goal area.	Policy
Goals do not seem to address the role of transit. Is transit seen as something that serves the neighborhoods and communities of Sherwood, or more focused on connections to regional destinations? What types of systems are necessary to support either role of transit?	Policy
Reduce household transportation cost burdens through access to affordable, multimodal options or Expand low-cost and no-cost travel options, especially for people with limited incomes, disabilities, or no access to a car.	Policy for Sustainable Goal
Ensure complete, inclusive, and safe networks that connect all neighborhoods to key destinations by walking, biking, and transit, prioritizing historically underserved communities.	Policy under Connected