

An aerial photograph of Sherwood, Oregon, showing a mix of residential and commercial buildings. The foreground features a parking lot with a large beige canopy and several cars. A prominent red brick building is visible in the lower center. The background is filled with dense trees, some with autumn foliage, and a few houses on a hillside. The sky is a soft orange and yellow, indicating sunset or sunrise.

Sherwood, Oregon Old Town Strategic Plan

(Draft) January, 2026

**FIRST
FORTY
FEET**

City of Sherwood

City Council

Tim Rosener, Mayor
Kim Young, Council President
Renee Brouse
Taylor Giles
Keith Mays
Doug Scott
Dan Standke

Planning Commission

Jay Walmsley
Joe Tillotson
Daniel Bantz
Justin Kai
Tyler Barns
Jean Simson
Rick Woidyla

Project Advisory Committee

Keith Mays
Renee Brouse
Jean Simson
Jennifer Casler
Tara Khodadadian
Jake Pflug
Farrah Burke
Shane Goodwin
Jared Rallison
Lawson Smith
Amber Gardner

Technical Advisory Committee

Jason Waters, City Engineer
Richard Sattler, Interim Public Works Director
David Bodway, Finance Director
Kristen Switzer, Assistant City Manager
Chanda Hall, Center for the Arts Manager
Brad Crawford, IT Director
Syringa Volk, Portland General Electric (PGE)
Glen Bolen, Oregon Department of Transportation (ODOT)
Carrie Martin, ODOT RAIL
Natasha Muro, Tri-Met

City of Sherwood primary contact:

Sean Conrad, Planning Manager,
Community Development Department
(503) 625-4208, conrads@sherwoodoregon.gov

Eric Rutledge, Community Development Director

Erik Adair, Economic Development Manager
(503) 625-4206, AdairE@sherwoodoregon.gov

Consultant Team

First Forty Feet :

Will Grimm, AIA
Principal, will@firstfortyfeet.com

Jason Graf, ASLA
Principal, jason@firstfortyfeet.com

Ramin Rezvani, AIA
Architect, ramin@firstfortyfeet.com

Tyler Sauter, Urban Designer

Sijin Sun, Urban Planner

In partnership with:

Leland Consultant Group
Harper Houf Peterson Righellis Inc.



**FIRST
FORTY
FEET**

CONTENTS

1

EXECUTIVE SUMMARY

Putting Vision Into Action	7
Strategic Plan Focus Areas	8
Strategic Plan Elements and Actions	9

INTRODUCTION

Preface- why, what, how	12
Plan Objectives	13
Relationship to Other Plans & Policies	14
Plan Process	15
Public Engagement	16

2

VISION

Vision	21
The "Big Ideas"	22
Focused Investment & Redevelopment	24
Managing Development Character	28

3

STRATEGIC PLAN

Existing Conditions Assessment	36
Core Elements & Key Actions	44
Action Plan- Sense of Arrival	46
Action Plan- Business Health & Growth	52
Action Plan- Infrastructure & Development	60

4

PRIORITY ACTIONS & 5-YEAR TIMELINE

Priority Actions	66
A. City led Projects	66
A1. Arts Center Pad Redevelopment	66
A2. Gateway Redevelopment	68
B. Infrastructure & Access Investments	69
B1. Old Town Access Improvement Study	69
B2. Local Improvement District (LID)	70
B3. Vertical Housing Development Zone (VHDZ)	71
C. In-House City-Led Programs & Policy Actions	72
C1. Zoning Code Amendments	72
C2. Business Retention & Incentive Programs	73
C3. Pedestrian Rail Crossing- Washington Street	74
D. Old Town Business Support Initiatives	75
D1. Old Town Branding	75
D2. Wayfinding & Signage Plan	76
D3. Parking Study & Management Plan	77
Priority Actions 5-year Timeline	78

5

PERFORMANCE INDICATORS AND MONITORING FRAMEWORK

Performance Indicators	82
Monitoring Framework	86

APPENDIX

Attachment 1: Existing Conditions
Attachment 2: Market Analysis
Attachment 3: Transportation and Infrastructure Analysis
Attachment 4: Zoning Modifications Summary
Attachment 5: LID and VHDZ Summary
Attachment 6: Arts Center Site Development Considerations
Attachment 7: Development Strategy Memo
Attachment 8: Business Retention Summary
Attachment 9: Wayfinding Plan Recommendations
Attachment 10: Trash Management Program Recommendations
Attachment 11: Business Recruitment and Retention Survey Results



FIGURES

Fig. 1. Priority Development Area-Activate Cannery Square	7	Fig. 35. Lack of Edge to Edge Active Storefronts	39
Fig. 2. Invest in Infrastructure & Promote Development	8	Fig. 36. Building Compatibility	39
Fig. 3. Strategic Plan Elements & Actions	9	Fig. 37. Parking Supply	40
Fig. 4. Strategic Plan Objectives	13	Fig. 38. Parking Considerations	40
Fig. 5. Project Area - Old Town District	13	Fig. 39. Limited Access Impacts Redevelopment Potential	41
Fig. 6. Aerial View - Old Town District	13	Fig. 40. Vacant/Underutilized Lots & Ownerships	41
Fig. 7. Process and Timeline	15	Fig. 41. Market SWOT Analysis	42
Fig. 8. Outreach Flyer	16	Fig. 42. Stormwater- Stella Olsen Regional Facility	43
Fig. 9. What We Heard!	17	Fig. 43. Stormwater- Cannery Square Improvements	43
Fig. 10. Pine & Columbia Focus Areas - BEFORE	21	Fig. 44. Core Elements and Key Actions	45
Fig. 11. Pine & Columbia Focus Areas - AFTER	21	Fig. 45. Wayfinding Fundamentals Credit_Alta Planning	46
Fig. 12. Project Area Sherwood	23	Fig. 46. Signage & Wayfinding Elements Credit_Alta Planning	47
Fig. 13. Focus Areas Potential Development Yield	24	Fig. 47. Wayfinding and Signage	47
Fig. 14. Old Town- Future Development Potential	25	Fig. 48. Improve Access & Streetscapes	49
Fig. 15. SW Columbia Street Extension Alternatives	26	Fig. 49. Walk, Bike and Roll Improvements and "Loops"	51
Fig. 16. Washington Street w/No Rail Crossing - BEFORE	27	Fig. 50. Priority Redevelopment Sites	61
Fig. 17. Washington Street w/Rail Crossing - AFTER	27	Fig. 51. Priority Actions 5-year Timeline	79
Fig. 18. Site A + B- BEFORE	28		
Fig. 19. Site A + B- AFTER	28		
Fig. 20. Site C- BEFORE	29		
Fig. 21. Site C- AFTER	29		
Fig. 22. Sites- BEFORE	31		
Fig. 23. Sites- AFTER	31		
Fig. 24. Site G- BEFORE	32		
Fig. 25. Site G- AFTER	32		
Fig. 26. Site H & H1- AFTER	33		
Fig. 27. Site H & H1- BEFORE	33		
Fig. 28. Old Town Commercial District	36		
Fig. 29. Active Storefront - Symposium Coffee	36		
Fig. 30. Wayfinding & Street Design - Challenges	37		
Fig. 31. Limited Access & Barriers - Challenges	37		
Fig. 32. Auto Oriented VS Walkable Commercial Areas	38		
Fig. 33. Programming and Events	38		
Fig. 34. Uses - Limited Retail & Restaurants	39		

*" The Old Town Strategic Plan identifies opportunities to **leverage public infrastructure investments and coordinated public-private development** to strengthen key areas along Pine Street—from beginning to end—and extend Columbia Street to improve access to Old Town. These efforts aim to **create a new 'front door' and encourage investment** in City-owned vacant and underutilized sites"*

EXECUTIVE SUMMARY

Old Town Sherwood is poised for positive momentum. With its history, walkable charm, and strong community identity, it has all the right ingredients for a vibrant town center. The Strategic Plan builds on this foundation with a bold, practical vision—one that respects Old Town's character while creating new opportunities for business growth, housing, and public life.

Aligned with the Town Center Plan and Vision 2040, the Strategic Plan focuses on three key areas: the **sense of arrival, business growth and health**, and **infrastructure and development**.

Together, these plan elements address the challenges and opportunities for improving access, supporting local businesses, and strengthening Old Town's role as a place where tradition meets progress.

This isn't just a plan—it's a roadmap for action, giving decision-makers the tools and confidence to guide Old Town's future.

Putting Vision into Action

Past investments through the former Urban Renewal Area laid the foundation for Old Town's revitalization, including City Hall and Library,

Cannery Square, Robinhood Plaza, the Indoor Soccer Complex, and key infrastructure and streetscape projects.

The Plan focuses on SW Pine and SW Columbia Streets—two corridors central to access and activity in Old Town. Targeted investments here will catalyze redevelopment and guide actions around branding, partnerships, events, and funding.

The next five years are pivotal, with three strategies and thirteen actions providing a clear path forward—rooted in community values and built for results.



Fig. 1. Priority Development Area-Activate Cannery Square

STRATEGIC PLAN FOCUS AREAS

Old Town's development potential (Figure 2) is supported by public infrastructure investments to enhance SW Pine Street and SW Columbia Street, along with coordinated redevelopment efforts to activate vacant sites with new businesses and residents—helping to foster a vibrant, 18-hour Old Town environment.

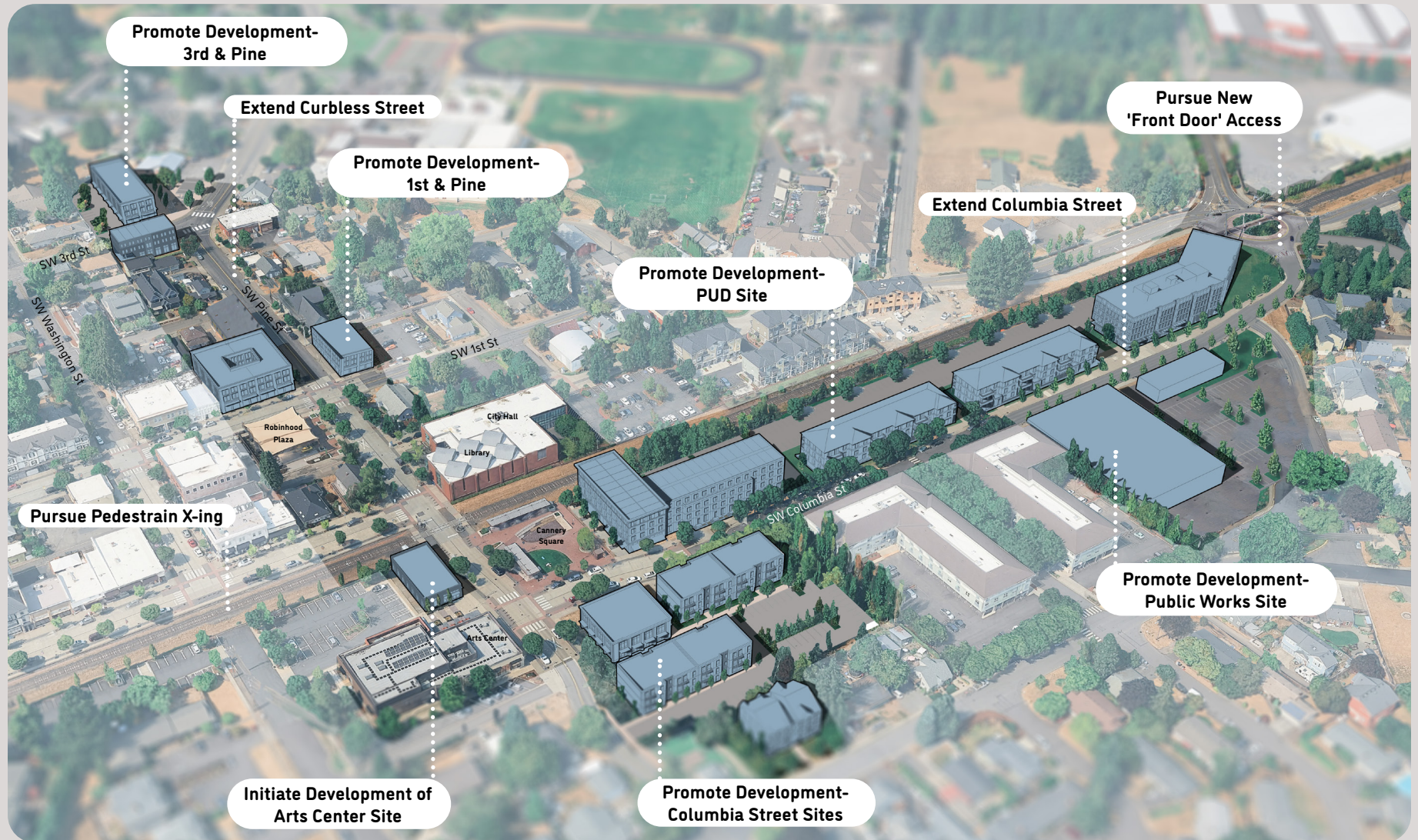


Fig. 2. Invest in Infrastructure & Promote Development

STRATEGIC PLAN ELEMENTS AND ACTIONS

Thirteen key actions are identified to achieve three core strategic plan elements:

- » **Enhance Old Town's sense of arrival** through improved wayfinding and access improvements
- » **Promote business health and growth** by encouraging complementary investments in both new and existing properties, fostering a diversity of uses, ensuring compatible and quality development, and expanding programs and promotions that position Old Town as a local and regional destination.
- » **Invest in infrastructure to catalyze infill development** on City-owned properties, while maintaining key controls on the type, quality and character of development.

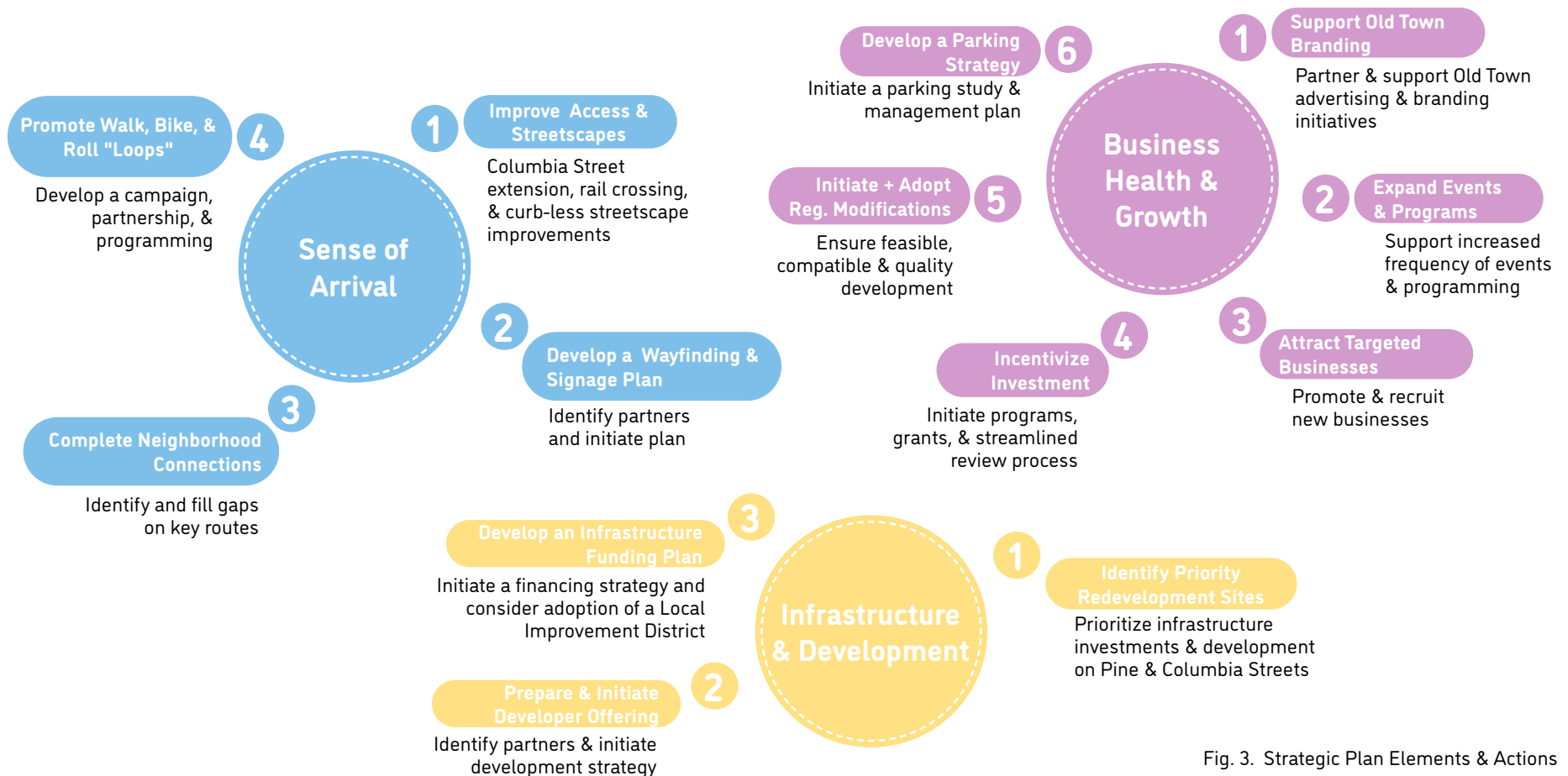


Fig. 3. Strategic Plan Elements & Actions



INTRODUCTION

PREFACE



why

Why Plan for Old Town?

Old Town is more than just Sherwood's historic core—it's a symbol of the community's identity and a reflection of the values residents and businesses hold dear. As the city continues to grow and evolve, Old Town must also adapt in a way that preserves its character while contributing to Sherwood's long-term economic, cultural, and civic vitality.

Planning for old Town provides the clarity and coordination City leadership needs to guide that transition. Without a unified vision and framework for decision-making, there is a risk of piecemeal investments, missed opportunities, and inconsistent outcomes. The plan ensures that future efforts—whether related to infrastructure, development, incentives, or branding—are aligned with Council goals and the community's expectations.



what

What is the Strategic Plan?

A Strategic Plan is an, action-oriented document that outlines a clear vision, goals, and priorities for a specific area—in this case, Old Town Sherwood. It combines community input, market insights, infrastructure needs, and land use planning into a coordinated strategy that guides investment and decision-making. Unlike broader policy plans, a strategic plan emphasizes implementation, identifying key sites, actions, and tools to drive visible, near-term progress

For Old Town, the plan serves as a roadmap to manage growth, support local businesses, guide redevelopment, and improve access to businesses and future redevelopment areas. It builds on past efforts while aligning public and private investment around shared priorities. Ultimately, it helps ensure that Old Town evolves in a way that honors its character and strengthens its role in Sherwood's economic and civic life.



how

How does the Plan Support Old Town Revitalization?

At its core, the Plan focuses on leveraging City-owned properties, infrastructure investments, and regulatory tools to catalyze new development and support existing businesses. It also emphasizes aligning branding, event programming, and business support services to ensure Old Town remains not only a beloved local destination but also a competitive and compelling regional attraction.

In essence, the Strategic Plan advances Old Town's revitalization by combining public investment with development readiness, market insight, and policy guidance—all grounded in a clear five-year implementation framework. It provides City leaders with the tools, strategies, and confidence to shape Old Town's future as a place where Sherwood's history and future come together.

PLAN OBJECTIVES

The City of Sherwood Downtown Strategic Plan is intended to catalyze public and private investment in Old Town—the historic heart of Sherwood. The Plan aims to:

Community Engagement and Visioning

- Engage the community—business, resident, & leaders
- Create a vision for Old Town.

Economic Development and Business Growth

- Promote business retention/growth and housing.
- Define mix of uses validated by a market assessment.
- Attract investment, and developers.
- Support the 4-point Main Street model.

Strategic Site Development

- Advance City Council’s vision for specific sites.
- Develop potential future development scenarios.
- Assess area infrastructure to support development.

Incentives and Tools Guiding Development

- Identify regulation, tools, incentives & budgeting.

Fig. 4. Strategic Plan Objectives



Fig. 5. Project Area - Old Town District



Fig. 6. Aerial View - Old Town District

RELATIONSHIP TO OTHER PLANS

Vision 2040 Comprehensive Plan (2021)

Limited guidance on the role of Old Town in future planning and development.

Town Center Plan (2013)

Old Town is a key area for higher-intensity development, supported by its traditional street grid and proximity to neighborhoods. The district should prioritize locally owned, small-scale businesses. New infill will add housing and density while maintaining historic character through quality design

- » Bicycle and Pedestrian Improvements List
- » Bicycle and Pedestrian Improvements Map
- » Gateways and Unifying Corridors Map
- » Policies for increased density and multimodal streets

Sherwood Transportation System Plan (2014)

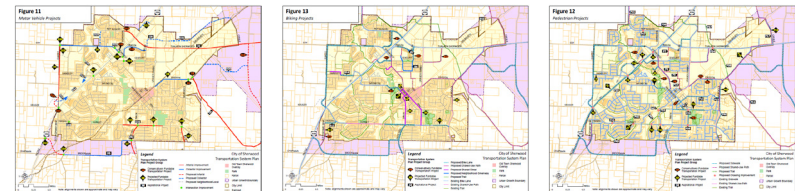
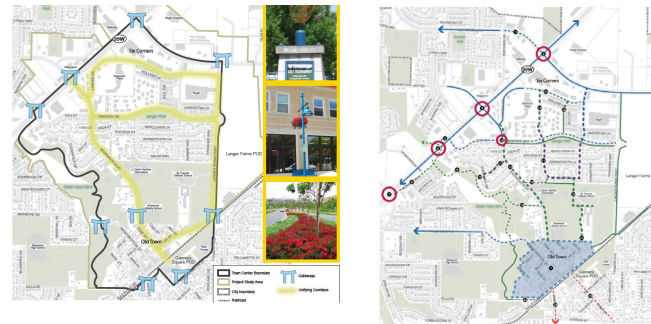
- » Identifies vehicle, pedestrian, and bicycle projects within Old Town
- » Shows locations of major growth areas and residential populations
- » Includes a list of funded vehicle, pedestrian, and bicycle projects
- » Provides maps of aspirational, unfunded projects for all modes

Downtown Streetscape Master Plan (2002)

- » Streetscape design plans and phased implementation of the curbless street
- » Streetscape phasing map
- » Street plans and cross-sections

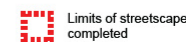
Sherwood Zoning Code, Title 16 Code of Ordinances,

- » Division II: Land Use and Development
- » Division IX: Historic Resources



Construction of the Downtown Streetscape Master Plan will occur incrementally over time. In general, construction will be timed to minimize impacts on festivals and downtown property owners.

Excerpt from Downtown Sherwood Streetscape Master Plan
December 9, 2003



Limits of streetscape
completed

PLAN PROCESS

Project Initiation:

During the initiation phase, the project team engaged City leadership, business and property owners, the advisory committee, and the public to define the scope and review background information. They assessed physical, transportation, economic, and regulatory conditions, identifying key challenges, opportunities, and strategic considerations. As a result, a clear vision and set of shared values were shaped and confirmed through meetings and a community workshop.

Build the Vision:

Working closely with City staff and advisory committees, the project team developed a vision focused on infrastructure investment and future development along Pine and Columbia Streets. This vision is supported by thirteen key actions that advance three strategic priorities: improving access and wayfinding to enhance Old Town's sense of arrival, supporting business growth through targeted investment and expanded programming, and catalyzing infill development on City-owned sites while maintaining high standards for design and character.

Plan for Success:

Shaped by community input, the Old Town Strategic plan reflects shared values and priorities. The Strategic Plan supports Old Town's revitalization by combining public investment with development readiness, market insight, and policy guidance—all with a clear focus on implementation over the next five years.

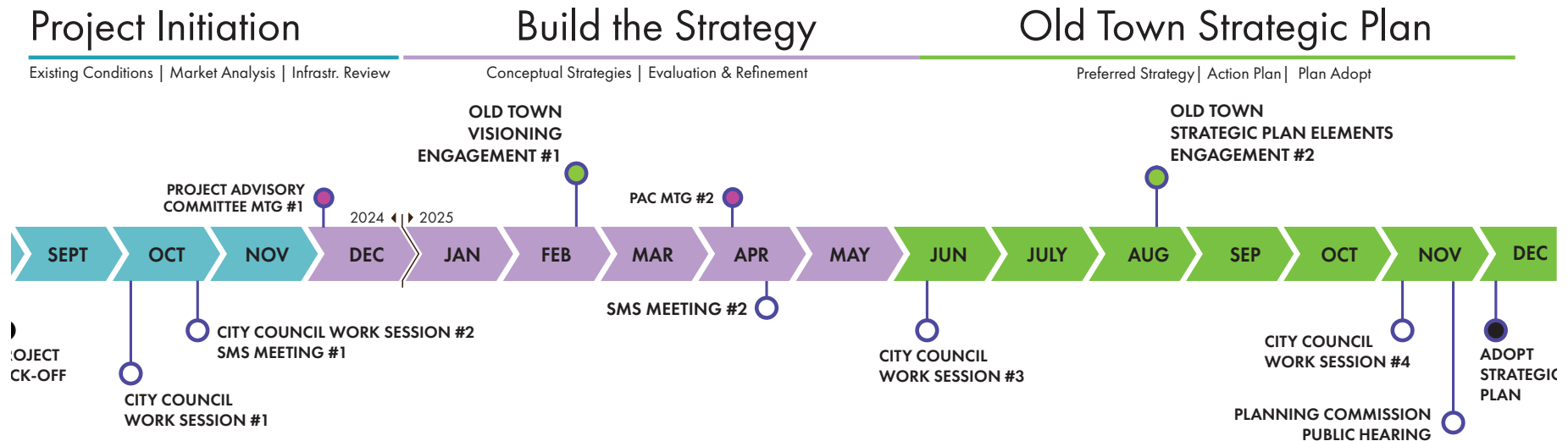


Fig. 7. Process and Timeline

PUBLIC ENGAGEMENT

Public input shaped the Old Town Strategic Plan, helping the City and decision-makers respond to community priorities and needs.

Project Outreach

Outreach efforts included a project website, mailings, and an email listserv targeted to community members, businesses, technical advisors, and the project advisory committee.

Engagement sessions were held at City Hall, various Downtown business locations, and the Arts Center.

Engagement Milestones

Engagement took place across three key milestones: Visioning, Draft Plan Elements, and Strategic Plan Adoption.

Engagement Milestone #1: Visioning

The project launched with clear objectives and a summary of key opportunities and challenges. Input from City Council, stakeholders, and the community helped identify core values, local issues, and future opportunities—shaping the vision and guiding principles for Old Town.

Engagement Milestone #2: Strategic Plan Elements

The results of the visioning sessions identified valued features of Old Town, key routes and

connections, priorities for infrastructure and investment, desired land uses, and programs and events to enhance the Old Town experience.

Engagement Milestone #3: Draft Final Strategic Plan

The vision, infrastructure and redevelopment focus areas, strategic plan elements and actions, and a five-year timeline were presented for public review. Feedback was gathered to assess alignment with community values and support for the proposed actions. Input from this phase informed refinements to the plan prior to final adoption.

Engagement Sessions:

City Council Work Sessions

- » Project Kick-off- October 1, 2024
- » Visioning- October 29, 2024
- » Draft Plan Elements- June 3rd, 2025
- » Draft Final Plan- October 29, 2025

Project Advisory Committee Meetings

- » Visioning- December 02, 2024
- » Draft Plan Elements- April 14, 2025

Sherwood Main Street Meetings

- » Visioning- October 29, 2024
- » Plan Elements- April 25, 2025

Technical Advisory Committee Meetings

- » Plan Elements- June 3rd, 2025
- » Plan Elements- June 5th, 2025

Community Workshop

- » Visioning- February 24th, 2025
- » Draft Plan Elements- August 26, 2025



Fig. 8. Outreach Flyer

WHAT WE Heard

"Visioning" + "Plan Elements"

Infrastructure & Development

2 What attracts you to Old Town?



3 What type of infill or redevelopment is needed for Old Town?

ACTION
Promote opportunities for housing and storefront retail



Sense of Arrival

Business Health & Growth

2 What programs & events are important to strengthen Old Town as a destination?

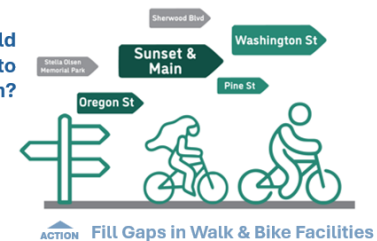


3 What types of businesses are missing in Old Town?

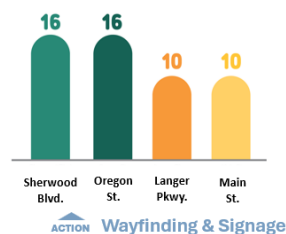
ACTION
Attract Targeted Businesses



2 What route would you walk or bike to Old Town?



1 Pick the top three routes to Old Town



3 Rank the importance of potential Old Town infrastructure projects

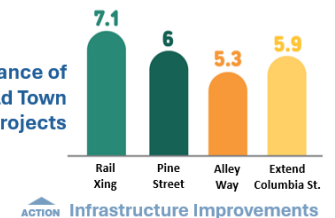
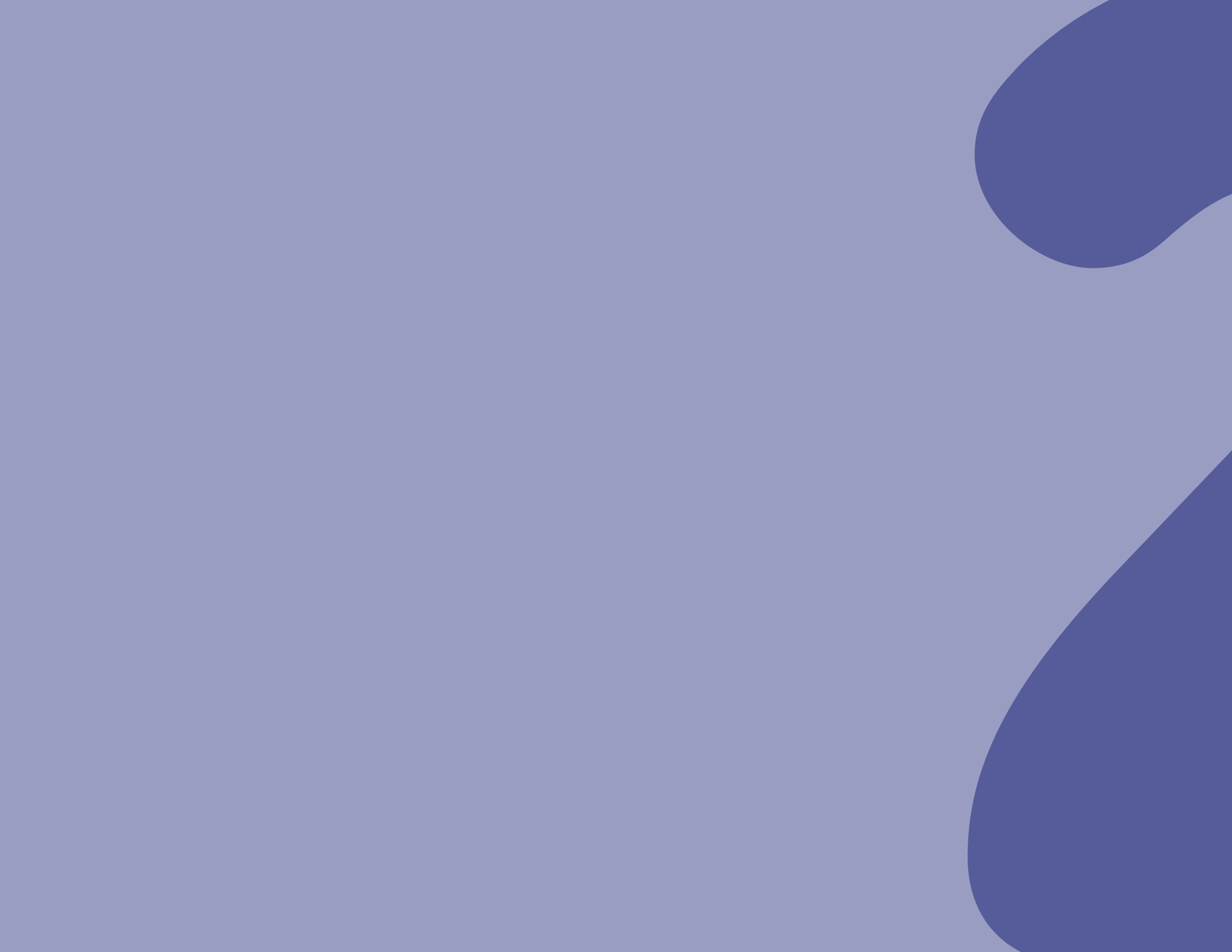


Fig. 9. What We Heard!





VISION

*"Create a **vibrant, safe, and welcoming** Old Town Sherwood that **reflects the community's historic character** while embracing its future. As a hub of local commerce and culture, Old Town will support **thriving businesses, diverse housing, and public spaces** that foster **a strong sense of community**. Its **pedestrian-friendly streets and accessible connections by foot, bike, bus, and car** will ensure it remains the heart of Sherwood's identity and pride."*

VISION

Building on the shared vision outlined in the Town Center Plan and Vision 2040 Comprehensive Plan, the Old Town Strategic Plan focuses on three key elements: bold 'Big Ideas,' targeted infrastructure investment to priority redevelopment areas, and guidance for shaping the character of future development.

The "Big Ideas"

The "Big Ideas" outline bold actions the City and its partners can take to improve access to and within Old Town and support redevelopment along SW Pine Street and SW Columbia Street.

Focused Infrastructure Investments & Redevelopment

The City's commitment to infrastructure—extending the curb-less street and underground utilities along SW Pine Street and completing the SW Columbia Street extension to SW Langer Farms Parkway and SW Oregon Street—will improve access, support existing businesses, and unlock redevelopment of the Public Works site.

Championing a pedestrian crossing of the rail line at Washington Street would improve access from Railroad Street to the Arts Center, public parking, and neighborhoods south of Old Town.

Managing Development Character & Opportunities

Defining the desired character and development potential along SW Pine and SW Columbia Streets gives the City a necessary tool to guide redevelopment of vacant and underutilized sites that reflect community values and priorities for the future of Old Town.



Fig. 10. Pine & Columbia Focus Areas - BEFORE



Fig. 11. Pine & Columbia Focus Areas - AFTER

THE "BIG IDEAS"

Seven strategies are identified to bring the vision to life—revitalizing Old Town through targeted investments along Pine and Columbia Streets, improved connections and reinforcing its role as the social and cultural heart of Sherwood.

The “Big Ideas” support four pillars for strengthening Old Town as the “heart” of the community:

IDENTITY — Reinforce core community values, including historic character, natural connections, gathering spaces, authentic design, and strong support for local residents and businesses

PLACE — Create a vibrant SW Pine Street by activating the corridor from beginning to end with edge-to-edge storefronts and a mix of public and private gathering spaces. Extend Columbia Street to transform the Public Works yard into a vibrant new neighborhood and a welcoming “front door” to Old Town.

CONNECTED — Strengthen the sense of arrival along Pine Street and Columbia Street and improve connections to existing trails and nearby neighborhoods—all within a comfortable five-minute walk or bike ride.

PARTNERSHIPS — Support coordinated investments in development, infrastructure, and human capital through collaboration among the City, public agencies, property owners, businesses, and the community.

Extend the Curbless Street

Complete the adopted Streetscape Plan design from SW 1st Street to SW 3rd Street to strengthen Old Town’s sense of arrival and establish Pine Street as a “signature street.”

Pursue a New “Front Door” Access

Extend SW Columbia Street to SW Oregon Street and SW Langer Farms Parkway to improve access to Old Town and support redevelopment of the Public Works Yard and Field House site.

Initiate Infill & Redevelopment of Vacant City-owned Sites

Prepare a developer offering, solicitation, or direct development agreement for redevelopment of City-owned parcels A, D, E, G and H.

Encourage Redevelopment of Vacant Private Sites

Promote the redevelopment of vacant private sites to local and regional developers and broadcast the City's assets through marketing materials and outreach.

Pursue the Rail Pedestrian X-ing

Engage ODOT Rail and rail owners/operators to negotiate a Washington Street pedestrian crossing that provides direct access to public parking and the Arts Center.

Pursue a Rail Trail Connection

Engage ODOT Rail and rail owners/operators to negotiate a rail-trail connection linking the Oregon Street multi-use path with the Cedar Creek Regional Trail.

Extend the Promenade

Explore enhancements to this important alley and connection by extending the Oregon Street Promenade from the Library to Veterans’ Memorial Park.

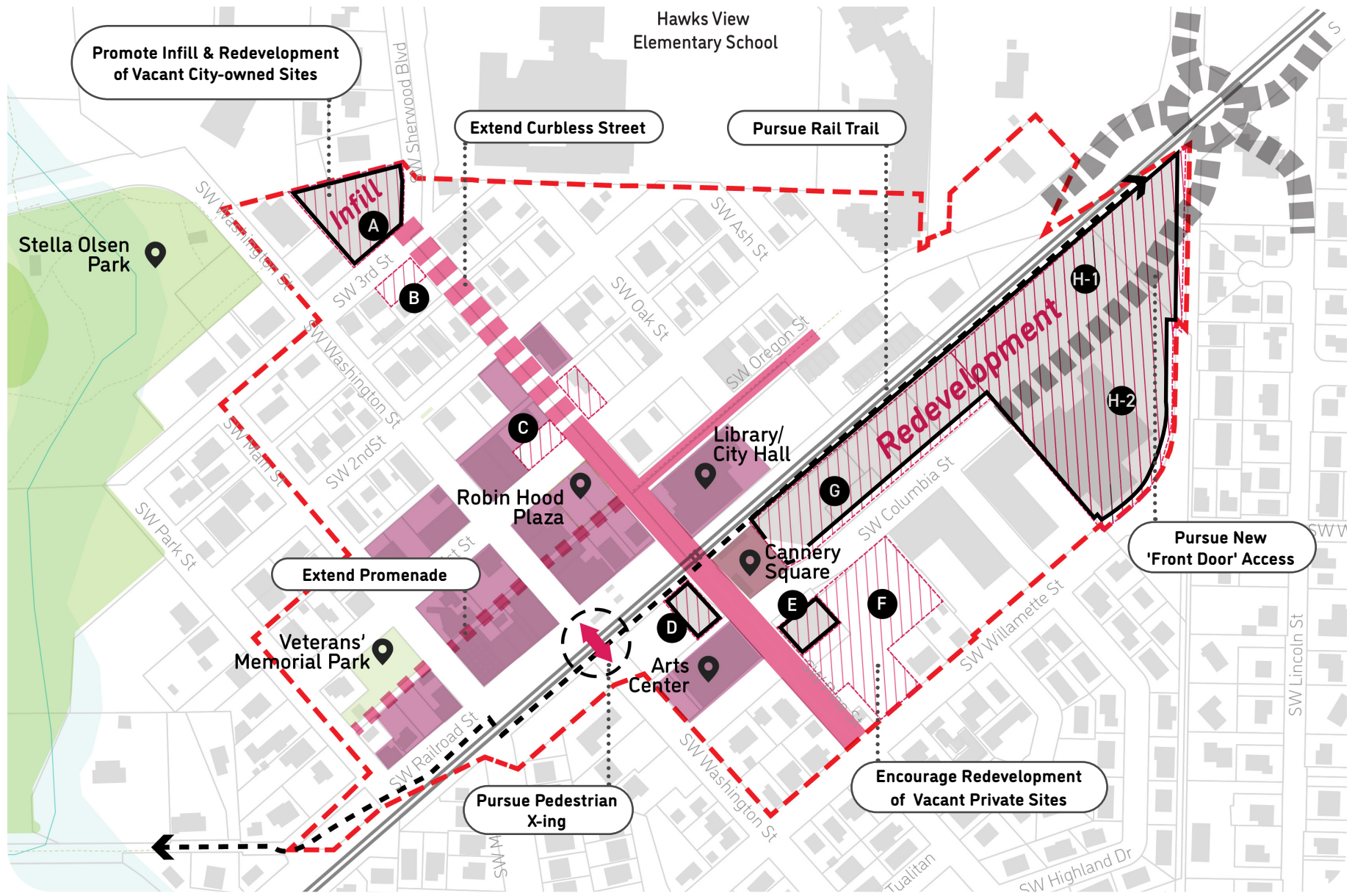


Fig. 12. Project Area Sherwood

FOCUSED INVESTMENT & REDEVELOPMENT

A commitment to public infrastructure investment can spur redevelopment, expand Old Town’s local business offerings, and support a residential population that contributes to an active, 18-hour downtown.

Old Town’s development potential (Figure 15) is supported by public infrastructure investments to enhance SW Pine Street and SW Columbia Street, along with coordinated redevelopment efforts to activate vacant sites with new businesses and residents—helping to foster a vibrant, 18-hour Old Town environment. Key projects include extending the “curbless” Pine Street design to SW 3rd Street and SW Sherwood Boulevard, and creating a new “front door entry” by extending SW Columbia Street to SW Oregon Street, improving access and encouraging investment in the Old Cannery Area.

Pine Street Focus Area

The City’s investment in extending the curbless street design and undergrounding utilities between SW 1st and SW 3rd Streets will support redevelopment of vacant sites and activate these important intersections. This work completes the curbless design, reinforcing SW Pine Street as a “signature street” and Old Town destination.

City efforts to secure a developer for Site A and Site D will further strengthen SW Pine Street and activate both ends of the corridor. Site E presents another opportunity—strategically located on the south side of Cannery Square, it could benefit from a zoning adjustment from high-density residential to retail/commercial. This change would help ensure active ground-floor uses in a highly visible and important location.

Columbia Street Focus Area

Extending SW Columbia Street to SW Langer Farms Parkway and SW Oregon Street will create a new “front door” to Old Town. This extension

will improve access for Old Town businesses and enable redevelopment of a currently landlocked, City-owned parcel. The continuation of this “green street” will also serve as a vital connection between new residential development and the businesses and public amenities along SW Pine Street.

The City’s efforts to attract developers to Site G (Cannery PUD) and Site H (Public Works/Field House) will help strengthen SW Columbia Street as a residential neighborhood and complement the Cannery Row Apartments. The Field House site presents an opportunity to establish a retail node, with larger-format retail and ground-floor commercial integrated into adjacent residential buildings across the street. Active ground-floor retail at this key intersection would complement Cannery Square, while housing in between would provide a walkable connection.

POTENTIAL DEVELOPMENT:	
Site Area	9.17 acre / 378,777 sqft
Sites A-H	9.17 acre / 378,777 sqft
Commercial GSF	84,300 sqft
Sites A-H	70,800 sqft of Retail/Commercial
	13,500 sqft of Office/Flex
Residential Unit No.	265
Sites A-H	265
Parking No.	230

Fig. 13. Focus Areas Potential Development Yield

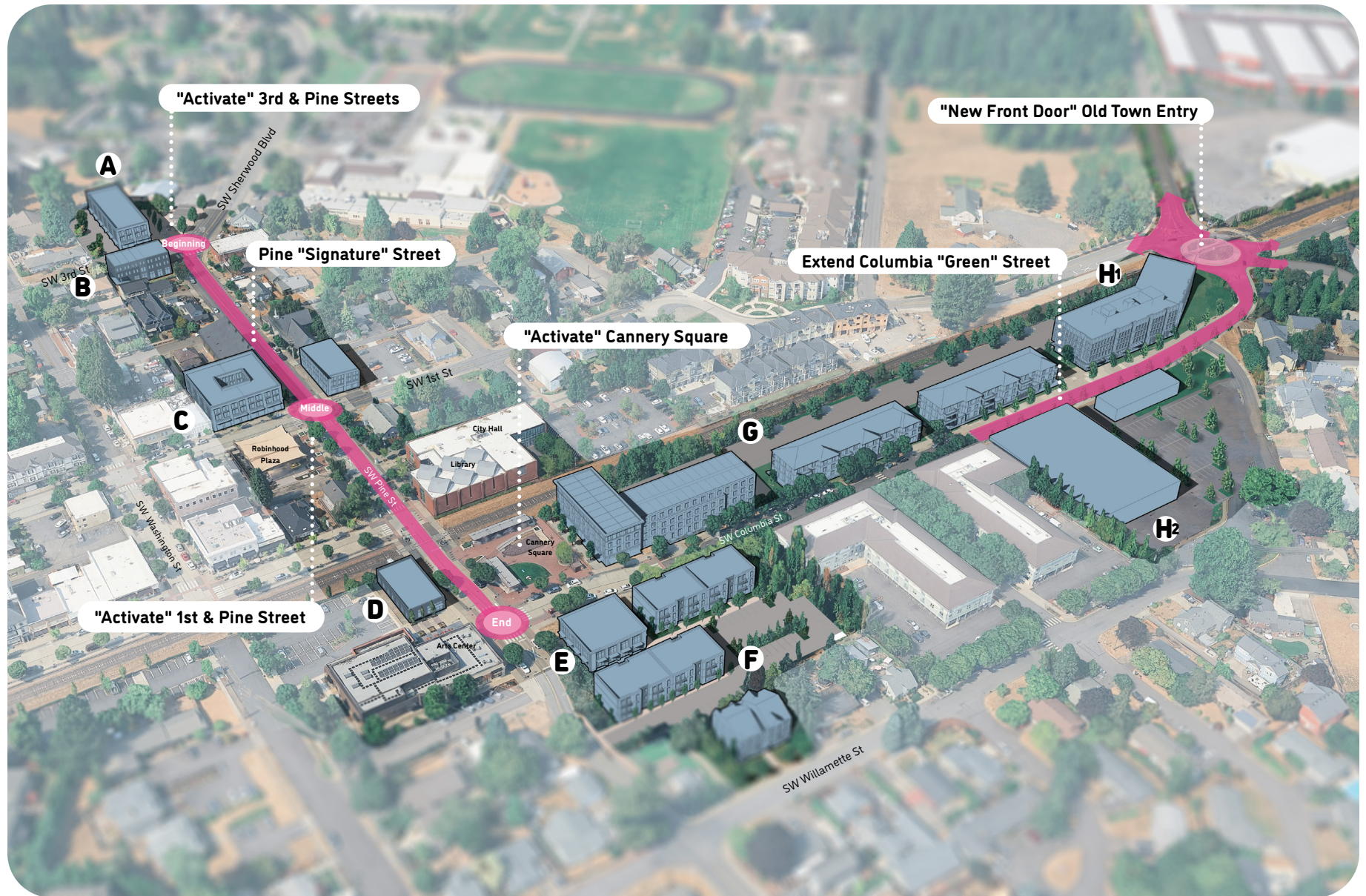


Fig. 14. Old Town- Future Development Potential

FOCUSED INVESTMENT & REDEVELOPMENT, CONT.

Extend the Pine Street 'Curbless' Design

The continuity of the curbless design is important to define the entry into Old Town and the undergrounding of utilities is critically important to ensure development is not restricted by setbacks required of above ground power lines.

SW Columbia Street Extension

To better align commercial traffic into the Old Cannery and Old Town, the Sherwood Downtown Strategic Plan explored a potential connection between SW Columbia Street and the intersection of SW Langer Farms Parkway and SW Oregon Street. HHPR developed three concept-level sketches for incorporating SW Columbia Street into this intersection. All concepts would require early coordination with the Tualatin Valley Fire District, the railroad owner and operator, and ODOT Rail to modify the existing public railroad crossing.

A key Strategic Plan action is for the City to fund an Old Town Access Improvement Study. This study would evaluate the feasibility of extending SW Columbia Street eastward to the intersection and explore realignment options to improve circulation, multimodal access, and overall performance. Coordination with the Oregon Department of Transportation (ODOT) and the ODOT Rail Division will be essential to ensure compliance with rail safety standards. The Tualatin Valley Fire District would also need to assess potential impacts on station access or determine whether facility redesign or relocation is necessary.

By developing and analyzing a range of alternatives, the study would help identify a preferred concept that supports long-term access goals for Old Town and surrounding neighborhoods. It would also position the City to pursue funding and permitting for future design and construction phases.

Figure 16 illustrates three alternatives for extending SW Columbia Street to the SW Langer Farms Parkway/SW Oregon Street intersection.

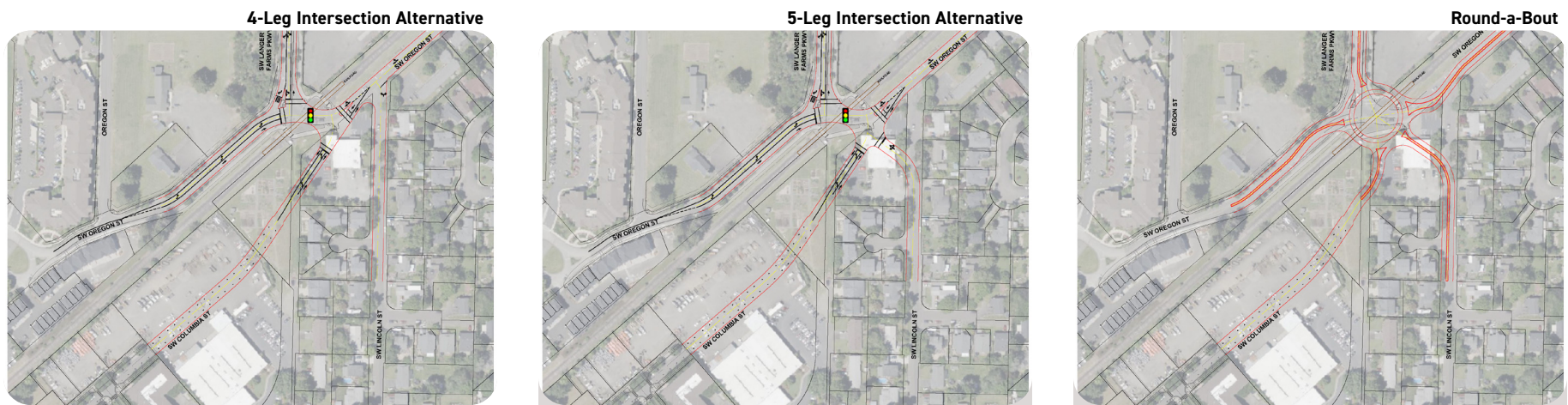


Fig. 15. SW Columbia Street Extension Alternatives

Washington Street Crossing

Today, access across the rail line at SW Washington Street and SW Railroad Street is restricted. In the future, a pedestrian crossing at this location would improve access to the Arts Center, public parking, and neighborhoods south of Old Town. Initial discussions with ODOT Rail indicate that lifting this restriction would require coordination with the rail owner (Union Pacific) and leasing operator, P&W.

A key Strategic Plan action—and one of the plan's "Big Ideas"—is for the City to engage the rail owner, lessee, and ODOT Rail to explore reopening pedestrian access and the potential for an adjacent rail trail. Pedestrian-only crossings at rail lines are common at light rail stations in Washington and Multnomah counties.

National Rail-with-Trail Practices

While not specific to Oregon, the USDOT and Rails-to-Trails Conservancy have documented many successful rail-with-trail projects nationwide. These often involve agreements with smaller railroads and include provisions for design, safety, liability, and operations.

Key Takeaways for Sherwood

- » The Salmonberry Trail offers an Oregon-based precedent for trail development alongside active rail.
- » Cities have successfully worked with P&W and state agencies to formalize shared-use corridors.
- » Early coordination with ODOT Rail, the Surface Transportation Board (STB), and the rail operator is essential to address safety, liability, and permitting.



Fig. 16. Washington Street w/No Rail Crossing - BEFORE



Fig. 17. Washington Street w/Rail Crossing - AFTER

MANAGING DEVELOPMENT CHARACTER

The following concepts are intended to demonstrate the characteristics of future development that are consistent with the Historic Resources design standards, and a tool for the City to use in ensuring quality development.

3rd & Pine (Site A & B)

Site A & B Development Character:

A prominent northern entry to Old Town, at the end of SW Pine Street. Buildings, windows and doors should be oriented to SW Pine Street and SW 3rd Street. Site A should include a public gathering space, complementing the Cannery Square and Robinhood Plaza along Pine Street.

Development should include:

- » Retail/commercial ground-floor with min 75% transparency facing SW Pine Street and SW 3rd Street
- » Maximum 40' height, w/residential or office on upper floors
- » Flat roof building with cornice, vertical oriented 'bays' and windows w/ engaged pilasters
- » Brick or stone building material, may include a plain concrete base up to 3'
- » All windows recessed a minimum of 2 inches from the exterior wall plane to provide depth
- » Canvas or fixed-metal awnings appropriate to building style

POTENTIAL DEVELOPMENT:

Site Area	1.67 acre/33,854 sqft	Unit No. 23
Site A	0.67 acre / 29,029 sqft	Site A 17
Site B	0.1 acre / 4,762 sqft	Site B 6
Zoning	RC - Retail Commercial	Parking No. 21
Commercial GSF	8,500 sqft	
Site A	6,900 sqft of Retail	
Site B	1,600 sqft of Retail	



Fig. 18. Site A + B- BEFORE



Fig. 19. Site A + B- AFTER

1st & Pine (Site C)

Site C Development Character:

A prominent entry to Old Town from the east, and the 100% corner of Old Town at 1st and Pine. Buildings, windows and doors should be oriented to SW Pine Street and SW 1st Street.

Development should include:

- » Retail/commercial ground-floor with min 75% transparency facing SW Pine Street and SW 1st Street
- » Maximum 40' height, w/residential or office on upper floors
- » Flat roof building with cornice, vertical oriented 'bays' and windows w/ engaged pilasters or gabled roof with painted horizontal siding
- » Brick or stone building material, may include a plain concrete base up to 3'
- » All windows recessed a minimum of 2 inches from the exterior wall plane to provide depth
- » Canvas or fixed-metal awnings appropriate to building style

POTENTIAL DEVELOPMENT:

Site Area	
Site C	0.2 acre / 10,000 sqft
Zoning	
	RC - Retail Commercial
Commercial GSF	
	6,500 sqft
Site C	6,500 sqft of Retail
Unit No.	
	8
Site C	8
Parking No.	
	10



Fig. 20. Site C- BEFORE



Fig. 21. Site C- AFTER

MANAGING DEVELOPMENT CHARACTER, CONT.

Columbia & Pine (Sites D, E & F)

The intersection of SW Pine Street and SW Columbia Street serves as a prominent southern gateway to Old Town and is home to Cannery Square— the community's central gathering place and “living room.” Buildings surrounding the square should feature active ground-floor uses that engage and enliven this public space.

This location acts as both an amenity and an anchor for Old Town, complementing the intersection of SW Pine Street and SW 3rd Street, to the north. Together, these gateways define the beginning and end of SW Pine Street as a "signature street" and a memorable place that is uniquely Sherwood.

POTENTIAL DEVELOPMENT:

Site Area	
Site D	0.1 acre / 5,320 sqft
Zoning	Retail Commercial PUD
Commercial GSF	4,200 sqft
Site D	4,200 sqft of Retail
Unit No.	n/a
Site D	n/a
Parking No.	n/a

Site D Development Character:

This city-owned site is a priority redevelopment parcel and part of the "arts and cultural campus" that includes the Arts Center and public library.

Development should include:

- » Retail/commercial ground-floor with min 75% transparency facing SW Pine Street, the Arts Center courtyard and rail line.
- » Single story, minimum 20' height up to maximum 50' height, w/residential or office on upper floors
- » Flat roof building with cornice, vertical oriented 'bays' and windows w/ engaged pilasters
- » Brick or stone building material, may include a plain concrete base up to 3'

Site Area	
Site E	0.2 acre / 9,803 sqft
Zoning	Rezone Rec.-HDR to Retail Comm.
Commercial GSF	20,000 sqft
Site E	6,500 sqft of Retail 13,500 sqft of Office
Unit No.	n/a
Site E	n/a
Parking No.	n/a

- » All windows recessed a minimum of 2 inches from the exterior wall plane
- » Canvas or fixed-metal awnings appropriate to building style

Site E Development Character:

This city-owned site can provide an active edge and support a critical mass of ground-floor retail oriented to Cannery Square. Rezoning this parcel from High Density Residential (HDR) to (RC) Retail Commercial will ensure ground-floor retail /commercial.

Development should include:

- » Retail/commercial ground-floor with min 75% transparency facing Cannery Square
- » Maximum 50' height, w/residential or office on upper floors

Site Area	
Site F	1.7 acre / 50,795 sqft
Zoning	HDR - High Density Residential
Commercial GSF	n/a
Site F	n/a
Unit No.	50
Site F	50
Parking No.	54

- » Flat roof building with cornice, vertical oriented 'bays' and windows w/ engaged pilasters
- » Brick or stone building material, may include a plain concrete base up to 3'
- » All windows recessed a minimum of 2 inches from the exterior wall plane
- » Canvas or fixed-metal awnings appropriate to building style

Site F Development Character:

A complement to the Cannery Row apartments, residential use is envisioned for this site.

Development should include:

- » Maximum 50' height, w/ residential units oriented to the street.
- » Flat roof building with cornice, vertical oriented 'bays' and windows w/ engaged pilasters or gabled roof with painted horizontal siding
- » Brick or stone building material, may include a plain concrete base up to 3'
- » All windows recessed a minimum of 2 inches from the exterior wall plane
- » Canvas or fixed-metal awnings appropriate to building style

See development character for Site G on the following page.



Fig. 22. Sites- BEFORE



Fig. 23. Sites- AFTER

MANAGING DEVELOPMENT CHARACTER, CONT.

Columbia & Cannery PUD (Site G)

This city-owned site will frame the edge of Cannery Square and should include an active retail ground-floor. An update to the PUD will be required to allow for mixed-use retail and housing within future development.

Development should include:

- » Retail/commercial ground-floor with min 75% transparency facing Cannery Square
- » Maximum 50' height, w/residential or office on upper floors
- » Flat roof building with cornice, vertical oriented 'bays' and windows w/ engaged pilasters (Facing Cannery Square); or or gabled roof with painted horizontal siding
- » Brick or stone building material, may include a plain concrete base up to 3' (Facing Cannery Square)
- » All windows recessed a minimum of 2 inches from the exterior wall plane
- » Canvas or fixed-metal awnings appropriate to building style

POTENTIAL DEVELOPMENT:

Site Area	
Block G	1.6 acre / 68,820 sqft
Zoning	RC - Retail Commercial
<hr/>	
Commercial GSF	5,000 sqft
Block G	5,000 sqft of Retail
Unit No.	48
Block G	48
<hr/>	
Parking No.	64



Fig. 24. Site G- BEFORE



Fig. 25. Site G- AFTER

Columbia & Public Works (Block H & H1)

This City-owned site could be served by an extension of SW Columbia Street and create a new entry at SW Langer Farms Parkway, SW Oregon Street, and the rail line. Improved access supports retail at a scale unique to this Old Town location. Rezoning Areas H1 and H2 from HDR to RC will ensure some amount of ground-floor commercial use.

Development should include:

- » Retail/commercial ground-floor with min 75% transparency facing Cannery Square (Site H-H1)
- » Site H-Maximum 50' height, w/gr. flr. retail and upper floors housing
- » Single story, minimum 20' height up to maximum 50' height, w/ residential or office on upper floors (Site H1)
- » Flat roof building with cornice, vertical oriented 'bays' and windows w/ engaged pilasters (Site H-H1)
- » Brick or stone building material, may include a plain concrete base up to 3' (Site H-H1)
- » All windows recessed a minimum of 2 inches from the exterior wall plane
- » Canvas or fixed-metal awnings appropriate to building style

POTENTIAL DEVELOPMENT:

Site Area	4.6 acre / 200,248 sqft	Unit No.	83
SW Columbia Street	1.27 acre/55,500 sqft	Site H	83
Zoning	RC - Retail Commercial	Site H1	n/a
	Rezone HDR to RC	Site H2	n/a
Retail/ Commercial GSF	37,000 sqft	Parking No.	138
Site H	5,000 sqft	Site H	58
Site H1	32,500 sqft of Retail	Site H1	80
Site H2	TBD	Site H2	TBD



Fig. 26. Site H & H1- AFTER



Fig. 27.Site H & H1- BEFORE



STRATEGIC PLAN

EXISTING CONDITIONS ASSESSMENT

A summary of existing conditions provides an overview, assessment, and strategic action considerations for key elements that support Old Town's current and future success

I. Sense of Arrival — Assess the placement and frequency of wayfinding elements, streetscape design, and the street network to better guide visitors into Old Town. Recommend strategies to enhance visibility, identity, and accessibility.

II. Old Town Business Health and Growth — Evaluate events and promotions that support a diverse mix of businesses, and identify programs, marketing efforts, and regulatory changes to encourage growth and compatible new development.

Assess the mix of uses and storefront quality in attracting customers and reinforcing Old Town's identity as a destination. Identify opportunities to improve storefront conditions and address zoning standards for buildings that conflict with the historic character.

Evaluate the availability and limitations of public and private parking, and recommend strategies to increase supply, improve efficiency, and enhance overall management.

III. Infrastructure and Development — Identify vacant and underutilized sites, assess market and access conditions, and evaluate infill potential. Recommend strategies to support private investment and improve access to Old Town businesses

IV. Market Considerations— Analyze business trends, demographics, and real estate market conditions to identify potential for future development.

V. Utilities—Assess the capacity of existing utilities to support future development.



Fig. 28. Old Town Commercial District



Fig. 29. Active Storefront - Symposium Coffee

I. Sense of Arrival

A strong sense of arrival and easy access—by foot, bike, car, or transit—are essential to making Old Town a distinctive, identifiable place. An interconnected street network, supported by clear wayfinding, multimodal street design, and a cohesive built environment, helps connect Old Town to major roads, neighborhoods, schools, parks, and nearby commercial centers.

Existing Conditions & Issues to be Addressed

- » Old Town is off the beaten path with a lack of visibility and access from major transportation routes.
- » Limited wayfinding and lack of consistent signage to direct people to Old Town
- » The Railroad is a barrier between Smockville and Cannery Districts.
- » The lack of a street grid south of the rail line contributes to out-of-direct access to Old Town from the east and south.
- » Incomplete multi-use trail on Oregon Street and sidewalks on one-side only along portions of many streets leading to Old Town
- » Some streets lack consistent lighting along all or portions of key routes to Old Town
- » Some routes have uses that turn their back to the street along all or portions of the street.

Strategic Plan Considerations:

1. Identify potential partners and initiate an Old Town wayfinding and signage plan.
2. Promote a walking and biking network of walk/bike and trail “loops”
3. Identify/fill gaps in walk and bike facilities on key routes.
4. Identify/recommend priority projects from Town Center and TSP Plans

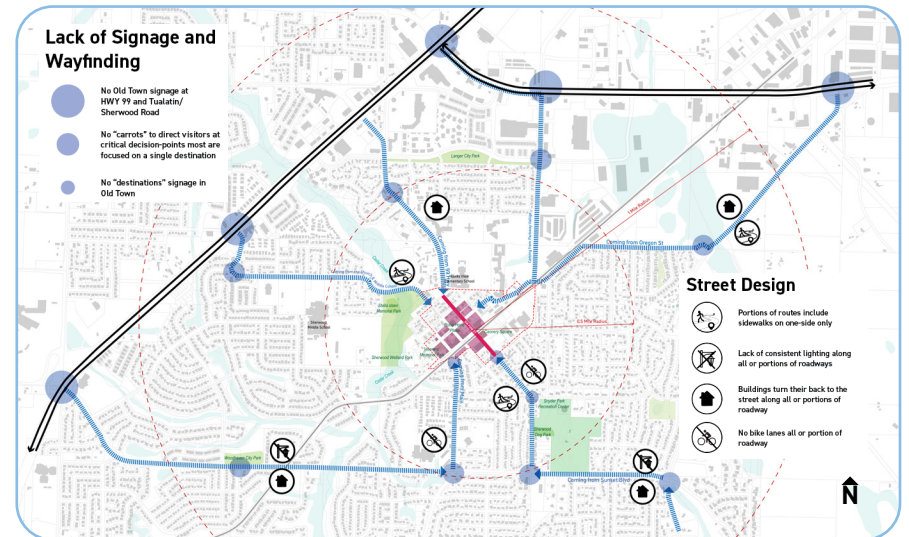


Fig. 30. Wayfinding & Street Design - Challenges

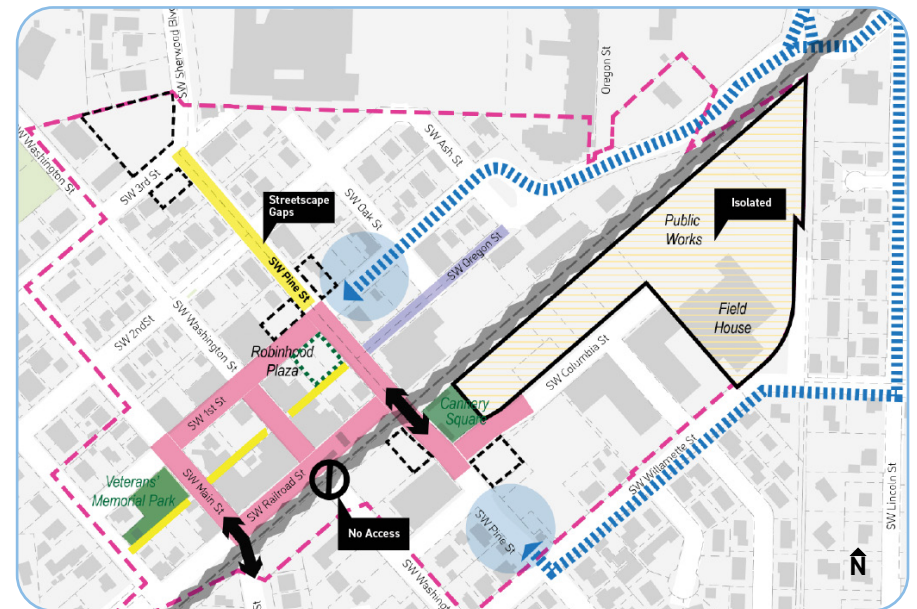


Fig. 31. Limited Access & Barriers - Challenges

EXISTING CONDITIONS ASSESSMENT, CONT.

II. Business Health and Growth

The health and growth of Old Town businesses depend on factors such as competition from other commercial corridors, visibility and access for drive-by traffic, population density, and the mix of retail and commercial offerings. Programming, community events, and public amenities help set Old Town apart from nearby centers. Higher residential density—especially within walking or biking distance—supports a steady local customer base that complements tourism and destination traffic.

A. Retail Competition, Events/Programs and Population

Retail, commercial, food, beverage, and national chain uses are concentrated along the Highway 99 and Tualatin-Sherwood Road corridors, while Old Town primarily supports local retail, dining, and entertainment anchored by civic facilities and public gathering spaces. Although Old Town lacks the visibility and drive-by traffic of the highway corridors, its pedestrian-friendly environment, regular events, and programming help attract visitors and support businesses. Population density around Old Town remains low, but nearby schools and civic institutions generate activity, and future housing growth close to downtown will be critical to strengthening local businesses and creating a more vibrant, 18-hour district.

Existing Conditions & Issues to be Addressed

- » Old Town is not oriented to high traffic volume streets; relies on destination type uses and walkable environment
- » Heavy reliance on civic uses, programming, events and public spaces to attract people to Old Town
- » Old Town businesses are largely supported by limited population within 1 to 2 mile radius.
- » Lack of downtown residents to support an 18-hour environment

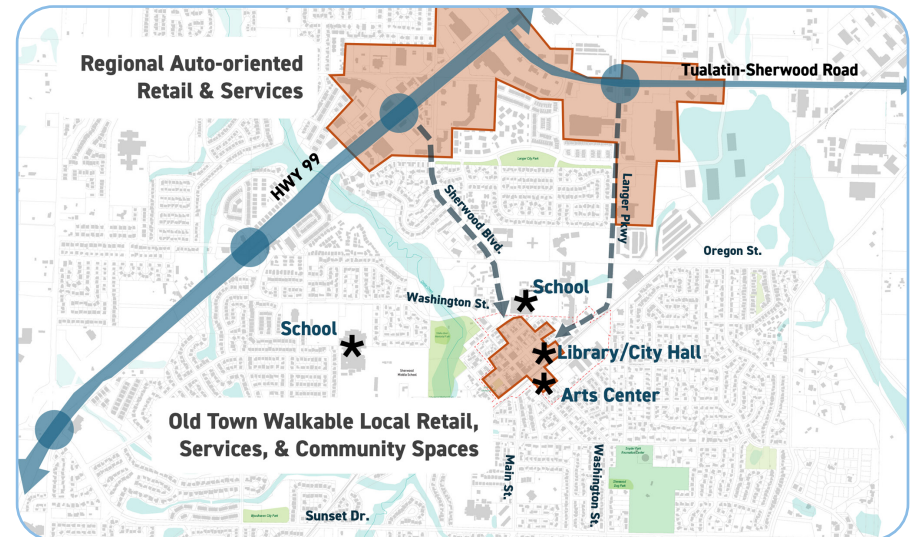


Fig. 32. Auto Oriented VS Walkable Commercial Areas



Fig. 33. Programming and Events

Strategic Plan Considerations:

1. Promote opportunities for increased housing and people living in close proximity to Old Town.
2. Promote the increase and diversity of Old Town programming and events.
3. Support advertising and branding efforts focused on Old Town as a distinct destination

B. Uses and Storefront Presentation

A vibrant mix of shopping, dining, services, and activities is essential to encourage longer visits and greater engagement in Old Town. To support long-term success, buildings should feature edge-to-edge storefronts with transparent windows and doors facing the street, paired with uses that create an active, welcoming street environment and diversity of uses that attract both locals and visitors.

Existing Conditions & Issues to be Addressed:

- » Uses are heavy on services with limited offering and critical mass of retail and restaurants
- » A lack of consistent edge-to-edge active storefronts in portions of Old Town
- » Vacant and underutilized properties at the beginning, middle, & end of Pine Street.
- » Recent development has indicated a need for refinement to zoning regulations to better ensure quality development

Strategic Plan Considerations:

1. Promote and recruit new businesses with an emphasis on retail and added food & beverage
2. Support storefront improvements through incentives, programs and development review process
3. Modify zoning to ensure quality infill development



Fig. 34. Uses - Limited Retail & Restaurants

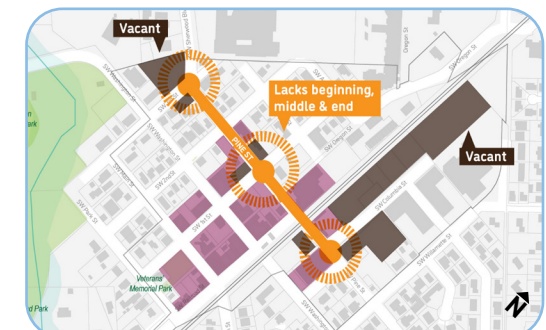


Fig. 35. Lack of Edge to Edge Active Storefronts

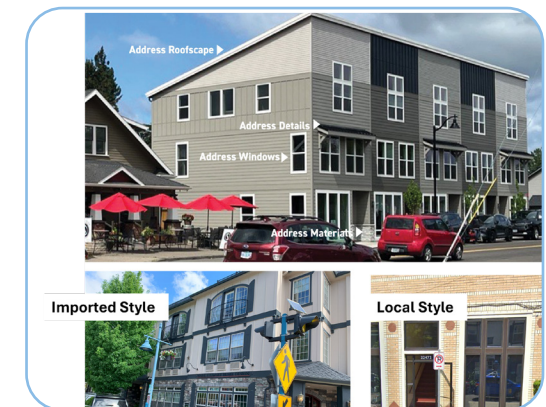


Fig. 36. Building Compatibility
Existing Conditions

EXISTING CONDITIONS ASSESSMENT, CONT.

C. Parking Supply and Regulations

Approximately 87% of Old Town's parking is publicly accessible through on-street spaces and public lots. Regulations prohibit ground-floor parking north of the rail line and limit parking to 65% of standard requirements south of it. While these rules promote walkability and active street life, they may affect the viability of new mixed-use development and contribute to parking spillover into nearby residential streets.

Existing Conditions & Issues to be Addressed

- » Most of the parking is publicly available.
- » Public lots are strategically located and within walking distance of businesses
- » A lack of off-street parking with new development will increase competition for on-street parking.
- » There is a limited parking supply on the north end of the district
- » Time restricted 2-hr parking is only applied to a portion of Old Town

Strategic Plan Considerations:

1. Expand parking into underutilized public rights-of-ways.
2. Identify sites and construct public parking.
3. Consider expanding time restricted parking areas to increase turn-over
4. Fund a parking study and parking management plan

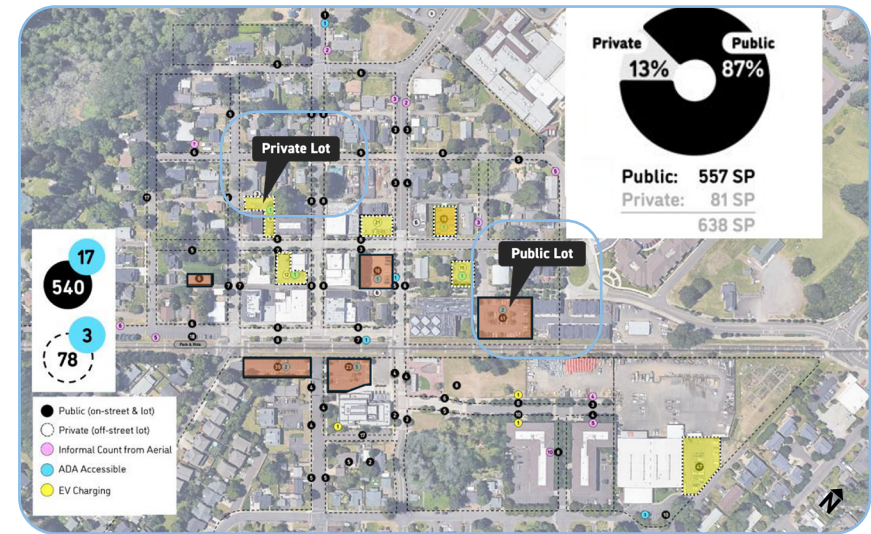


Fig. 37. Parking Supply

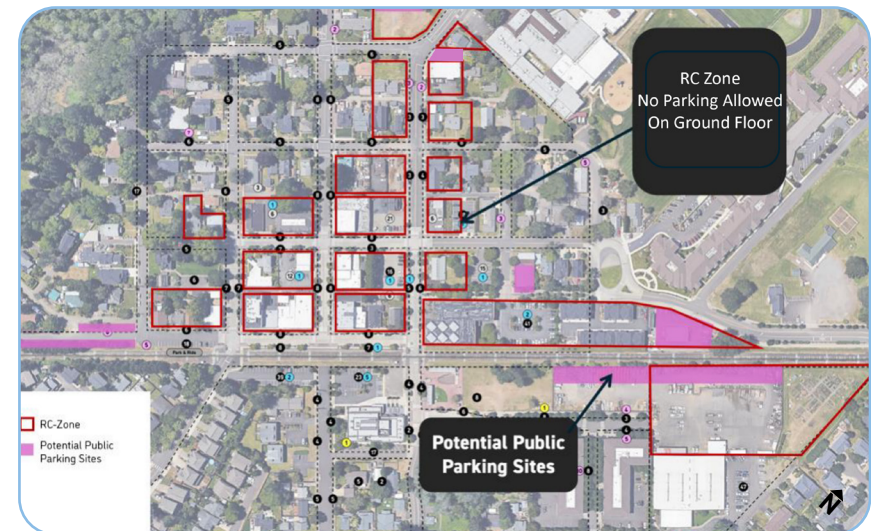


Fig. 38. Parking Considerations

III. Infrastructure and Development

In built areas of the community such as the Old Town, vacant and underutilized sites represent areas of potential change. A number of potential infill sites (currently vacant or are planned to be vacated) along SW Pine Street and SW Columbia Street are under City ownership which offers greater control over land use, the ability to attract targeted investment, and allows the city to proactively plan for infrastructure, transportation, and utility improvements to support new developments.

Existing Conditions & Issues to be Addressed

- » Numerous vacant City owned-sites on Pine Street and Columbia Street.
- » Larger sites for mixed-use development at 3rd and Public Work Site
- » Lack of street infrastructure and connections to the adjacent street network diminish the viability for redevelopment of the City's public works site.
- » Need to complete the curb-less streetscape and underground utilities on Pine Street from 1st Street to 3rd Street

Strategic Plan Considerations:

1. Identify the potential for City support in filling vacant sites at key entries to Old Town (3rd St, 1st Street & Columbia) through incentives, partnerships and/or infrastructure investments
2. Identify how building height and form can be mitigated, to allow for infill development that aligns with community character, addresses City Council concerns, and meets the market demand while promoting sustainable growth.
3. Address the Public Works site access issues and identify specific infrastructure improvements/funding necessary to stimulate infill development
4. Identify City role in supporting undergrounding utilities and extending the curb-less streetscape along SW Pine Street.

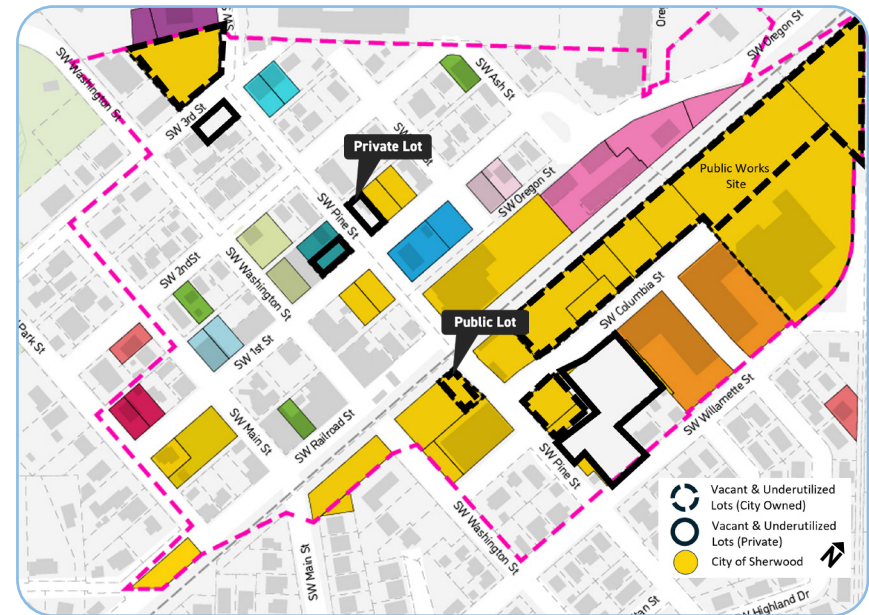


Fig. 39. Vacant/Underutilized Lots & Ownerships

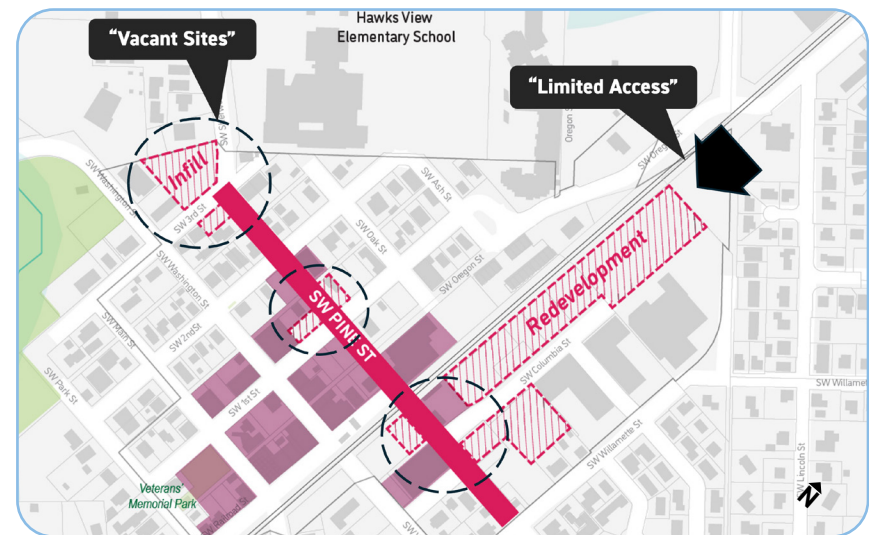


Fig. 40. Limited Access Impacts Redevelopment Potential

EXISTING CONDITIONS ASSESSMENT, CONT.

IV. Market Considerations

To understand the potential for future growth in Old Town Sherwood, Leland Consulting Group (LCG) analyzed the existing physical and market conditions of Old Town and the broader area. An analysis of businesses, demographics, and real estate market conditions in Sherwood with comparisons to the broader region identified the following key takeaways:

Business Takeaways

- » Old Town has 49 businesses; most (57%) are service-based, with fewer retail (16%) and dining (14%) options that drive foot traffic.
- » Civic uses (Arts Center, City Hall, etc.) support demand for walkable businesses.
- » Manufacturing jobs grew 16% (2012–2022), boosted by nearby industrial centers.
- » Old Town should stand apart from 99W retail by offering a pedestrian-friendly, local experience.

Demographic Takeaways

- » Sherwood's growth (12%) and high income (\$110K) support business demand.
- » Low renter share suggests room for new multifamily near walkable amenities.
- » Aging population will increase need for smaller housing units.

Real Estate Takeaways

- » Key city-owned parcels on Columbia Street and at Sherwood Blvd & 3rd.
- » City owns much of the land, aiding redevelopment.
- » Low vacancy (4.5%) and high rents (\$2.44/sf) indicate strong multifamily potential.

Strengths

- Fast-growing, working-age population: up over 12 percent from 2012 to 2022
- High median household income compared to peer cities and region, suggesting disposable income for shopping and leisure
- High home ownership and values signal strong housing market and continued growth
- Six civic institutions in Old Town, representing the heart of the community
- Four parks and outdoor spaces in Old Town, including a community garden
- One school within Old Town, and another directly on the border
- High concentration of business especially in the southwest corner of Old Town
- Retail asking rents are higher than the regional average, telling of strong demand
- Multifamily vacancy rate of 4.5 percent is below the regional and national average

Weaknesses

- Over-representation (57 percent) service businesses like law firms and accountants which fail to draw foot traffic like retail or dining (only 30 percent combined share)
- Comparatively low renter rate may indicate fewer affordable housing choices for lower-income households
- Geographic isolation from easy on/off highway access

Opportunities

- Dining options catering to Arts Center or other Old Town community events
- Shopping experiences that complement existing activities like the Saturday Market
- The vacant city-owned parcel at the north end of Old Town is ripe for infill development
- The contiguous row of vacant city-owned parcels around SW Columbia Street represent a key redevelopment opportunity
- Strong housing demand suggests market could readily absorb small unit development, especially in Old Town with anticipation of walkable amenities
- Nearby car-oriented retail centers around Pacific Highway attract shoppers to Sherwood, and Old Town could draw people with local offerings at close distance
- National retail trends have shifted toward the style of walkable retail nodes and placemaking for which Old Town is primed

Threats

- High home prices and low renter rate could continue to put pressure on renter households and serve as a barrier to demographic diversity
- Retiree segment expected to increase, necessitating additional housing units to suit a downsized lifestyle
- Retail centers around Pacific Highway could draw shoppers away from Old Town, especially if landlords decide to invest in placemaking and walkability
- Broader shift to e-commerce could negatively impact Old Town businesses
- High interest rates and construction costs could hinder development
- Competition from retail centers in Wilsonville, Newberg, Tualatin and other nearby cities

Fig. 41. Market SWOT Analysis

V. Utilities Assessment

To understand the opportunities and constraints with the infrastructure in Old Town Sherwood, Harper Hough Petersen & Righellis (HHPR) reviewed the utilities and infrastructure serving existing and future development in Old Town.

Sanitary Sewer

- » Sanitary sewer in SW Columbia Street extends to the Cannery site's northeast edge at a depth of ~7 feet, sufficient to serve future development on the public works site.
- » The sewer system is sufficient to support growth within the district.

Water

- » The 2016 Water System Master Plan does not identify any upgrades within Old Town. The existing 8-inch main in Columbia Street can be extended east through the public works site as part of future development.
- » The water system is sufficient to support growth within the district.

Stormwater Management

- » The 2016 Stormwater Master Plan identifies no needed improvements within Old Town but does call for upgrades to the 2nd and Park Street regional facility, which serves much of the area's stormwater.
- » Stormwater from development of the public

works site can largely be managed by extending the existing storm main in SW Columbia Street, which already reaches the property line.

- » Depending on site location, new development may need to include on-site stormwater facilities. The existing conveyance system can support district growth.

Franchise Utilities

- » The City requires underground utilities with frontage improvements. Most of Old Town and the Cannery are already undergrounded; remaining segments are completed by individual projects.

Transportation Infrastructure

- » Streetscape Improvements: Completed in Old Town and the Cannery (2006–2013), based on the 2003 Master Plan; additional phases remain unbuilt and may be required with new development.
- » Sherwood Cannery PUD: Roads and utilities; extend SW Columbia Street to the public works site, with future extension expected to follow the same design.
- » Oregon Street Intersection: Railroad crossing complicates access. The City is exploring a Columbia Street connection, requiring coordination with railroad and ODOT Rail.

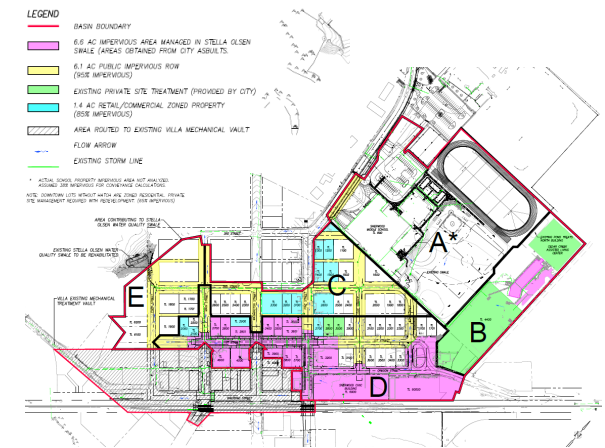


Fig. 42. Stormwater- Stella Olsen Regional Facility

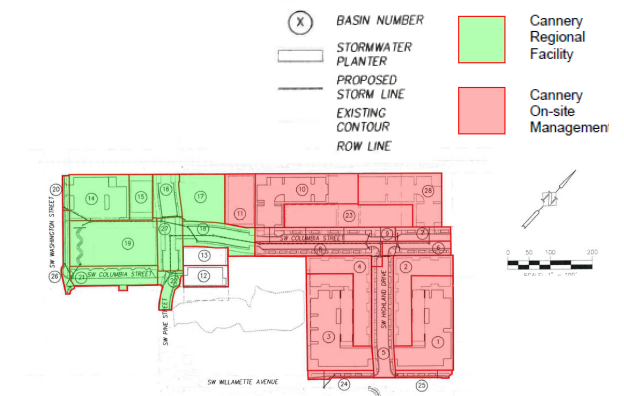


Fig. 43. Stormwater- Cannery Square Improvements

CORE ELEMENTS AND KEY ACTIONS

Three core elements and thirteen key actions guide implementation of the Old Town Strategic Plan, focusing on arrival and connectivity, business vitality, and infrastructure and redevelopment priorities.

A. Sense of Arrival

A strong sense of arrival and easy access—by foot, bike, car, or transit—are essential to making Old Town a distinctive, identifiable place.

An interconnected street network, supported by clear wayfinding, multimodal street design, and a cohesive streetscape design, helps connect Old Town to close-in neighborhoods and nearby destinations sought out by the local community and visitors.

Key Actions include:

1. Develop a Wayfinding & Signage Plan
2. Improve Access and Streetscapes
3. Complete Neighborhood Connections
4. Promote Community Walk, Bike & Roll "Loops"

B. Business Health and Growth

Promote business health and growth by encouraging complementary investments in both new and existing properties, foster a diversity of uses, ensure compatible and quality development, identify city policy updates and expand programs and promotions that position Old Town as a local and regional destination.

Key Actions include:

1. Support Old Town Branding
2. Expand Events & Programs
3. Attract Targeted Businesses
4. Incentivize Investment
5. Initiate and Adopt Regulatory Modifications
6. Prepare a Parking and Management Strategy

C. Infrastructure and Development

Invest in infrastructure to catalyze infill on vacant and underutilized sites, and advance redevelopment of City-owned properties, while maintaining controls on development type, quality, and character..

Key Actions include:

1. Identify Priority Redevelopment Sites
2. Prepare and Initiate Developer Offerings or Negotiate Directly with Developers for Redevelopment of Priority Sites
3. Develop an Infrastructure Funding Plan



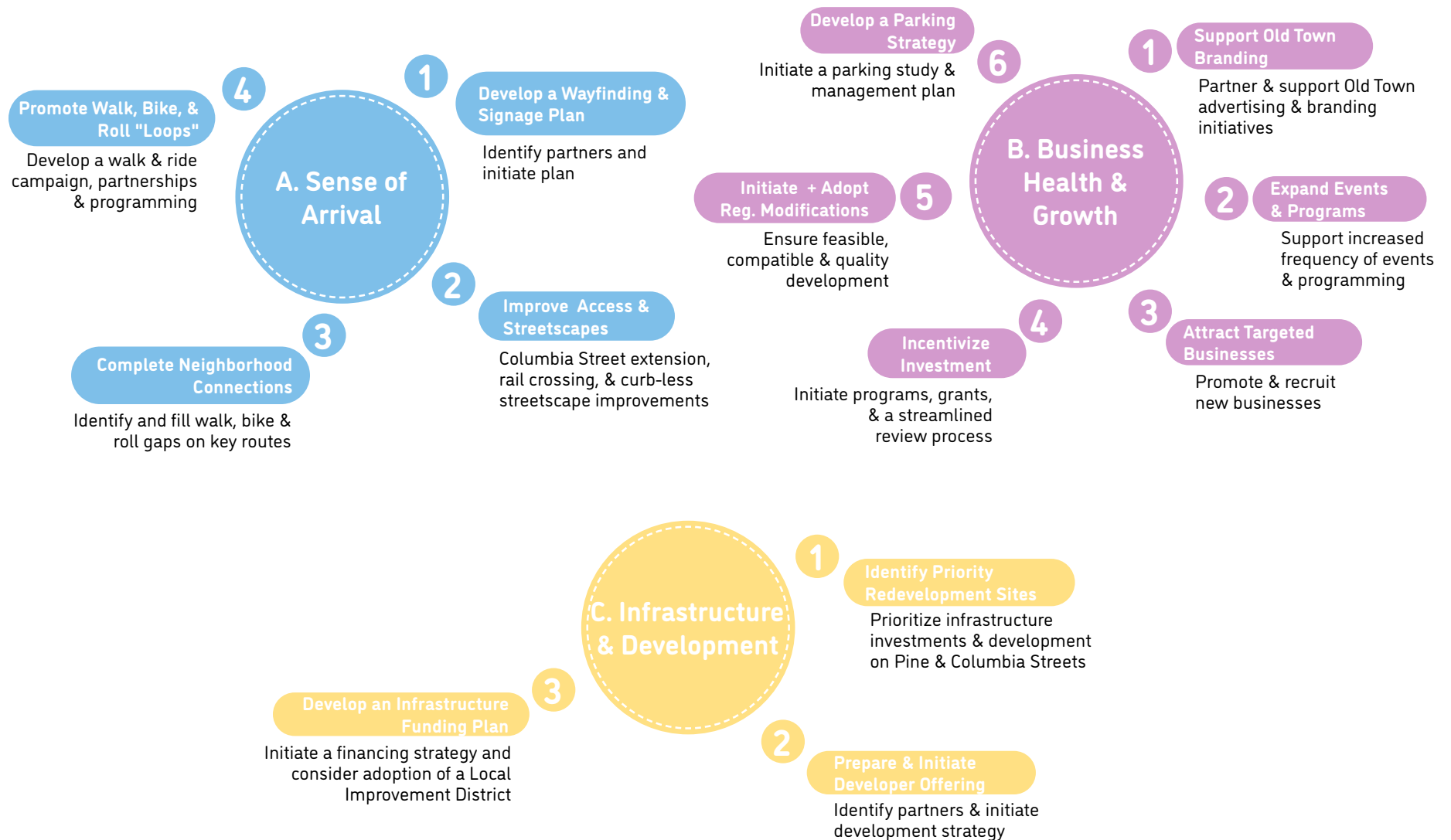


Fig. 44. Core Elements and Key Actions

ACTION PLAN

An interconnected street network, supported by clear wayfinding, multimodal streets and a cohesive streetscape design, helps connect Old Town to close-in neighborhoods and nearby destinations sought out by the local community and visitors

A. Sense of Arrival

Action

A.1

Develop a Wayfinding and Signage Plan

Fund and implement an Old Town Wayfinding and Signage Plan utilizing progressive signage to "string-a- long" the visitor by starting with a primary sign at major intersections, secondary signs at key decision-points reinforcing the direction, and tertiary signs in close proximity to the destination.

Best practices for a wayfinding and signage plan include:

1. Establish a Hierarchy of Signage:

- » Primary signs at major intersections and entry points along high traffic routes, directing to Old Town and key destinations.
- » Secondary signs at key decision points to confirm the visitor is on the right path.
- » Tertiary signs at final destination and important sites.

2. Simplify Information

- » Symbol, icons and minimal text, focusing on the "Old Town" and important destinations.

3. Design for High Visibility and Readability

- » Consider font size, typeface, color contrast and reflective material for visibility.

4. Incorporate Branding Elements

- » Consistent colors, logos, or design elements help create a memorable journey and link the route to the Old Town identity.



Be Predictable



Keep Info Simple



Maintain Motion



Promote Active Travel



Connect Places

Fig. 45. Wayfinding Fundamentals
Credit_Alta Planning

A. Sense of Arrival

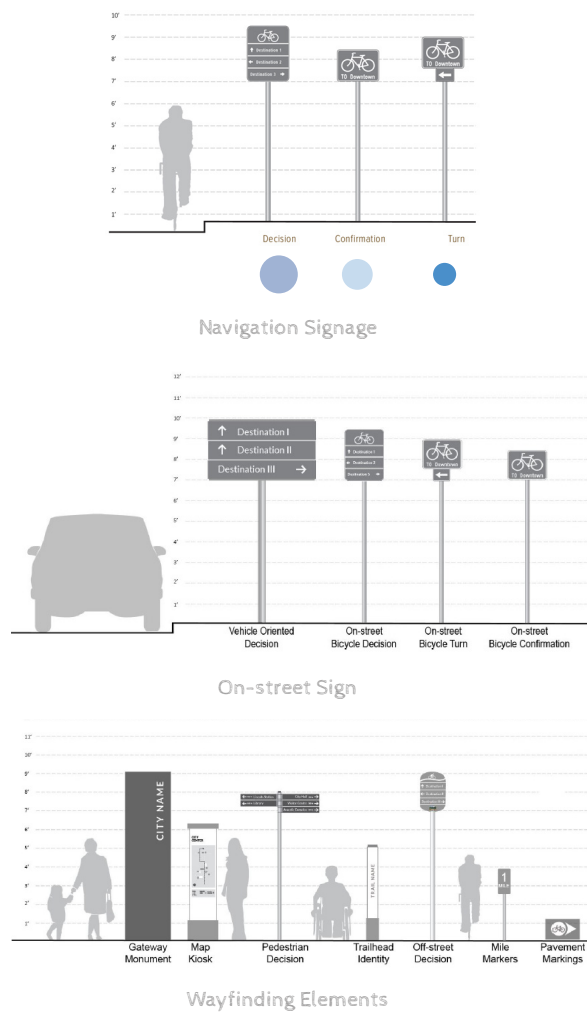


Fig. 46. Signage & Wayfinding Elements
Credit_Alta Planning

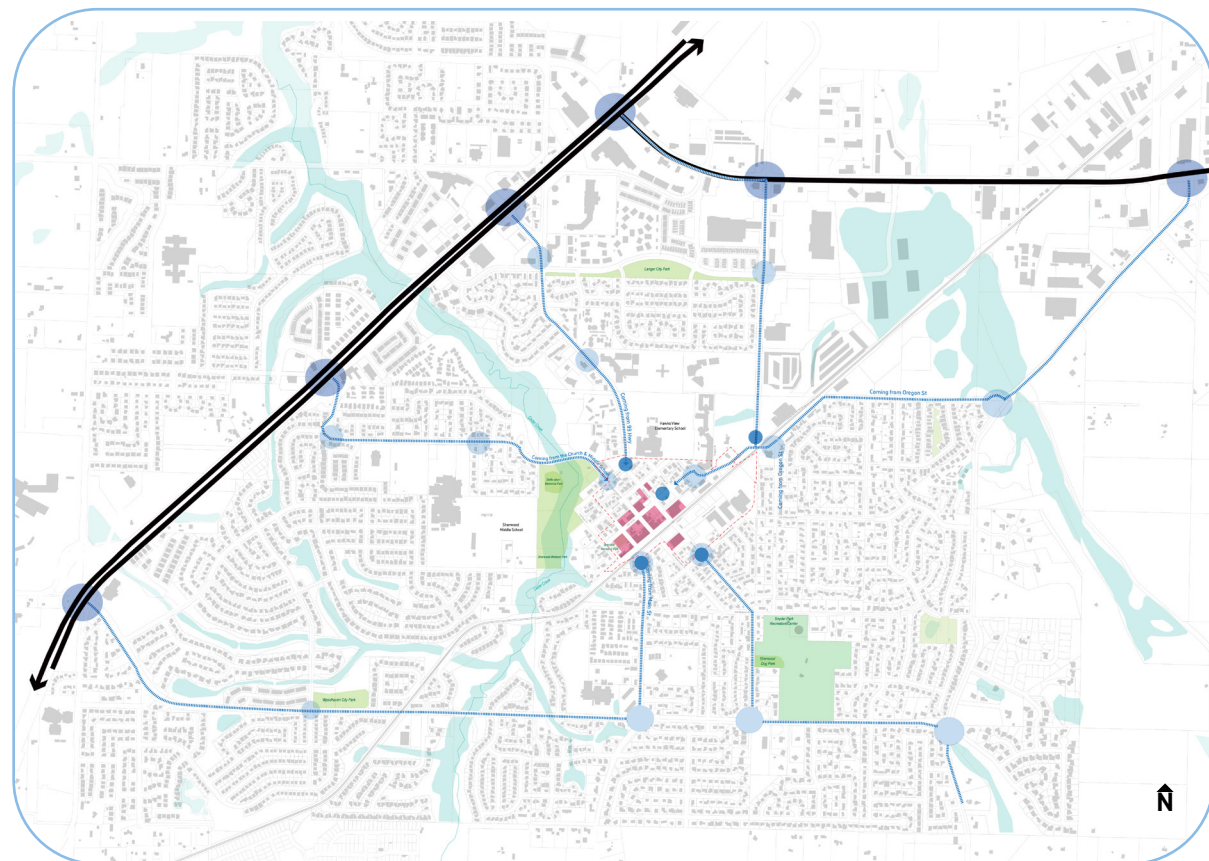


Fig. 47. Wayfinding and Signage

ACTION PLAN

A. Sense of Arrival

Action

A.2

Improve Access and Streetscapes



Today, Pine Street includes key destinations and public amenities, making it a natural focal point for the community and a primary entry to Old Town. Infill development along Pine Street will strengthen the continuity of active storefronts and complementary uses that define the street's identity and function. Extending the curbless design and undergrounding powerlines are essential to establishing Pine Street as a "signature street" and enabling future development to reach its full potential.

Similarly, SW Columbia Street anchors the south end of Old Town with the Arts Center and Cannery Square. Redevelopment of vacant and underutilized sites will require extending SW Columbia Street to the SW Oregon Street intersection, creating a new front door to Old Town and supporting future growth in this area.

Lastly, the rail line limits access between Old Town businesses, the Arts Center, and public parking that serves the district. A pedestrian crossing at Washington Street would provide a critical connection, improving access between these destinations. Improving access to and within Old Town would include:

1. Extending the curbless Pine Street design between SW 1st Street and SW 3rd Street, and underground utilities to eliminate PGE setback requirements power lines and poles that limit redevelopment of vacant and underutilized sites.
2. Extending SW Columbia Street to the SW Oregon Street intersection to create a major entry to Old Town and open access to vacant sites and the future redevelopment of the Public Works Yard. Initiate an Old Town Access Improvement Study in coordination with ODOT Rail, the rail owner, and Tualatin Valley Fire & Rescue to identify the most feasible alternative.
3. Pursuing a pedestrian rail crossing at SW Washington Street, working with ODOT Rail, the rail owner, and State legislative partners to reopen this critical connection.
4. Extending the Oregon Street "promenade" within the alleyway between SW Pine Street and SW Park Street—connecting the Library to the Veteran's Memorial Park.

A. Sense of Arrival

- 1 Extend the Pine Street curbless design - SW 1st Street to SW 3rd Street
- 2 Initiate an Access Improvement Study for extending SW Columbia Street to the SW Oregon Street intersection
- 3 Initiate a discussion with ODOT Rail and pursue a pedestrian only crossing at Washington Street
- 4 Extend the Oregon Street "promenade" - SW Pine Street to SW Park Street

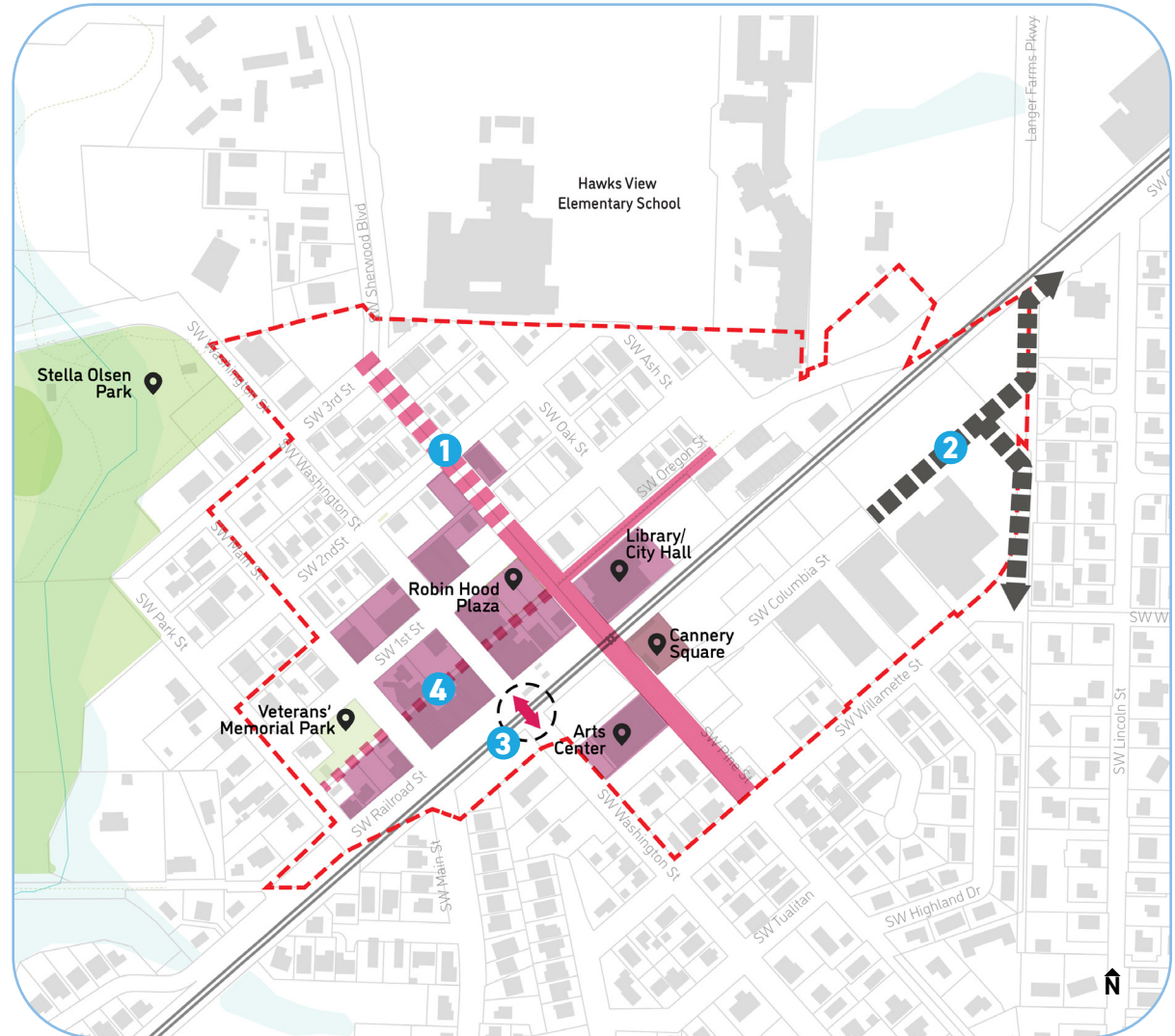


Fig. 48. Improve Access & Streetscapes

ACTION PLAN

A. Sense of Arrival



Shared Use Path



Trail



Shared Roadway

Action

A.3

Complete Neighborhood Connections

Street design elements, such as lighting, and street trees, play a crucial role in defining the character of key routes to the Old Town. When combined with continuous walking and biking facilities, these features encourage alternative modes of travel, particularly on routes with destinations at each end.

- 1. Develop an integrated walking and biking master plan** that combines routes from the Transportation System and Town Center Plans, with a coordinated list of existing, planned, and future sidewalks, pathways, trails, rail trail and bike lane facilities.
- 2. Prioritize and explore funding** for the eight critical gaps, along key Old Town streets and neighborhood connections identified in Fig. 52 Walk, Bike, and Roll Improvements and "Loops"

Action

A.4

Promote Walk, Bike, & Roll "Loops"

Portions of trails and multi-use paths connect key areas of Old Town with surrounding neighborhoods, including Cedar Creek, Woodhaven Park, Langer City Park, Snyder Park, Cannery Square, and Robin Hood Plaza. The City can play a central role in completing this walk, bike and roll network and identifying local partners in the promotion and branding of complete connections and 'loops' between destinations and the Old Town.

1. Establish and Promote Walk & Bike Loops

Organize the completed connections into a series of branded "Old Town Loops" that highlight access to local destinations, parks, schools, and cultural sites. Develop wayfinding signage, maps, and digital tools to encourage everyday use and help residents navigate short walking and biking trips.

2. Build Partnerships for Community Rides and Tours

Collaborate with local bike groups, schools, and neighborhood associations to host seasonal community rides, guided walking tours, and family-friendly loop events. Build awareness, showcase new improvements, and foster a culture of walking and biking as everyday transportation.

- 1 Extend the Pine Street curbless design- SW 1st Street to SW 3rd Street
- 2 Extend SW Columbia Street with shared use roadway to the SW Oregon Street intersection
- 3 Extend the shared-use path on SW Oregon Street to the rail crossing at SW Langer Farms Parkway.
- 4 Pursue a rail trail between SW Oregon Street and SW Main Street
- 5 Extend the Oregon Street promenade along the alleyway from SW Pine Street to SW Park Street.
- 6 Construct a neighborhood greenway on Villa Road.
- 7 Add shared roadway markings on SW Pine Street, SW Washington Street, SW 2nd Street, SW Railroad Street, & SW Main Street.
- 8 Construct sidewalks on SW Willamette Street and SW Division Street.
- 9 Complete the shared-use path between Sherwood Boulevard and the Cedar Creek/ Tonquin Trail.

Walk and Bike Improvements

Existing	Currently Planned/Proposed
	Trail / Multi-use Path Connection
	Bicycle Lane
	Neighborhood Greenway Bicycle Route
	Shared Lane Roadway
	Sidewalks
	Project Number



Fig. 49. Walk, Bike and Roll Improvements and "Loops"

ACTION PLAN

Encourage complementary investments in both new and existing properties, foster a diversity of uses, ensure compatible high quality development, and expand programs and promotions that position Old Town as a local and regional destination.

B. Business Health & Growth



Fresh Faces in Sherwood Wine: 4 New Wineries to Visit

There's no better way to enjoy a beautiful day than by grabbing your friends or your special someone and popping out to Tualatin Valley for wine tasting. Lush vines, sprinkles of wildflowers and expansive views... [MORE](#)

*Anelise Kelly

Action

B.1

Support Old Town Branding

Strengthen Old Town's visibility and market position by developing and implementing a coordinated branding initiative by working in partnership with the Sherwood Main Street, Travel Oregon, Explore Tualatin Valley, and the Sherwood Chamber of Commerce. The branding should emphasize Sherwood's unique role within the Tualatin Valley and Oregon wine country, highlighting its cultural heritage, local businesses, natural amenities, and community vitality.

- 1. Brand Positioning & Identity Development** – Convene regional partners (Travel Oregon, Explore Tualatin Valley, Sherwood Chamber) and local businesses to shape Old Town's brand story and ensure it aligns with regional tourism messaging.
- 2. Brand & Marketing Toolkit** – Fund and coordinate the creation of shared branding materials, then distribute them to businesses and partners for consistent use.
- 3. Joint Marketing Campaigns** – Collaborate with partners to feature Old Town in regional promotions, travel guides, and advertising campaigns.
- 4. Destination Website & Social Media** – Support a central online presence for Old Town, while amplifying partner-led digital marketing.
- 5. Wayfinding & Identity in Public Spaces** – Incorporate branding into City-led infrastructure, streetscape, and signage improvements.
- 6. Ongoing Evaluation & Partnerships** – Establish and participate in a working group with partners to track progress, share updates, and refine efforts over time.

City Role:

- » Serve as convener and coordinator with Sherwood Main Street and regional partners.
- » Provide seed funding for brand development and promotional materials.
- » Support consistency in application across City-led projects, events, and infrastructure improvements.

Action

B.2

Expand Events and Programs

Strengthen Old Town's role as a year-round destination by increasing the frequency, variety, and visibility of events and programming. Build on existing activities by working with the Sherwood Chamber of Commerce, cultural organizations, business associations, and regional partners to attract more visitors and provide reasons for repeat local visits.

- 1. Partnership & Coordination** – Convene Sherwood Main Street, Chamber, arts, wineries, and business partners to expand and align events without overlap.
- 2. Seasonal & Signature Events** – Grow popular events (wine walks, farmers markets, art fairs, holidays) and introduce new seasonal programming tied to culture and wine country.
- 3. Public Space Activation** – Animate streets and plazas with performances, dining, and installations; simplify permits for closures.
- 4. Marketing & Promotion** – Collaborate with Travel Portland, Explore Tualatin Valley, and the Chamber on regional promotion; maintain a shared annual events calendar.
- 5. Support & Incentives** – Provide mini-grants, logistics, or in-kind services; encourage sponsorships and business tie-ins.
- 6. Evaluation** – Track attendance, business participation, and economic impact to refine and grow events.

City Role:

- » Convene and coordinate partners.
- » Streamline permitting and provide limited funding or in-kind support.
- » Collaborate on regional promotion and marketing.
- » Monitor results and adapt support as needed.



ACTION PLAN

Action

B.3

Attract Targeted Business

Strengthen in partnership with Sherwood Main Street the business mix in Old Town by recruiting businesses that complement existing offerings, fill market gaps, and reinforce Old Town's role as a destination.



- 1. Define Business Targets** – Identify priority business types (e.g., restaurants, tasting rooms, boutique retail, specialty services, arts/culture uses) through market analysis and stakeholder input.
- 2. Recruitment Strategy** – Partner with Sherwood Main Street, the Chamber, and property owners to actively market available spaces to targeted businesses and promote reinvestment in key sites and buildings.
- 3. Regional Collaboration** – Partner with Travel Portland, Explore Tualatin Valley, and state agencies to promote Old Town as a location for wine country, cultural, and tourism-related businesses.
- 4. Business Resource Connections** – Connect prospective businesses to financing, technical assistance, and incentive programs.
- 5. Promotional Campaigns** – Develop promotional materials showcasing Old Town's available sites, amenities, and market advantages.

City Role:

- » Define target business types and share data.
- » Work with partners to recruit businesses to vacant and underutilized spaces.
- » Market Old Town in collaboration with regional tourism organizations.
- » Connect entrepreneurs to resources and incentives.

ACTION PLAN

B. Business Health & Growth

Action

B.4

Incentivize Investment

Encourage reinvestment and infill by inventorying and marketing available properties and redevelopment sites; implementing targeted programs and grants (where funding exists); and streamlining development review processes to support high-quality improvements and redevelopment. Based on findings from the Business Retention Survey, the following actions are recommended:

- 1. Activate & Refresh the Old Town Façade Grant Program** – Relaunch Sherwood’s inactive façade grant program with updated guidelines, streamlined applications, and active promotion. Prioritize visible, low-cost improvements such as paint, signage, lighting, and accessibility upgrades.
- 2. Offer Permit Fee Relief** – Provide reductions or phased/deferred payments for permit and SDC fees for targeted uses (e.g., food & beverage, boutique retail) and long-vacant spaces.
- 3. Launch Alley Activation Mini-Grants** – Fund improvements like lighting, paving, murals, and shared trash enclosures to enhance safety, aesthetics, and usability of alleys.
- 4. Simplify Small-Scale Improvements** – Create a “Quick Permit” pathway for minor upgrades (paint, signage, lighting, window replacements) supported by a user-friendly “Starting a Business in Old Town” guide.
- 5. Designate a Business Liaison** – Assign a staff contact to guide businesses through development review, coordinate across City departments, and provide consistent communication.

City Role:

- » Reactivate and manage the façade grant program, seed alley mini-grants, and provide targeted fee relief.
- » Establish quick-permit pathways, publish clear timelines, and assign a business liaison as a single point of contact.
- » Partner with the Sherwood Chamber, property owners, and lenders to promote programs, leverage resources, and expand participation.
- » Publicize grant opportunities and success stories, reinforcing Old Town as a supportive, investment-ready destination.



ACTION PLAN

Action

B.5

Initiate + Adopt Regulatory Modifications

Update City policies and regulations to promote redevelopment while ensuring compatible, high-quality development that complements the Old Town's character.

- 1. Support Mixed-Use Feasibility** – Update parking and ground-floor use standards to balance development viability with active, pedestrian-friendly streetscapes.
- 2. Rezone Key Parcels** – Convert City-owned sites from High Density Residential (HDR) to Retail Commercial (RC) to ensure active storefronts along Pine Street and surrounding the Cannery Square. Amend the Cannery PUD to allow for mixed-use high density residential with ground floor commercial.
- 3. Strengthen Storefront Design** – Standardize 75% transparency requirements, adopt window opening standards (inset depth, vertical proportions, clear glass, and detailed trim), and encourage consistent design elements across Old Town.
- 4. Refine Setback Standards** – Simplify requirements for hardscape setbacks by prioritizing retail displays and bicycle parking and removing from the list amenities that may not be appropriate.
- 5. Ensure Architectural Compatibility** – Require traditional roof forms (pitched or flat with parapets/cornices) and prohibit shed roofs; eliminate faux materials in favor of authentic, durable finishes that reflect Old Town's historic character.

City Role:

- » Lead the code review and policy update process.
- » Collaborate with property owners, businesses, and community groups to shape regulations.
- » Ensure updates balance economic feasibility with Old Town's desired character.



ACTION PLAN

Action

B.6

Develop a Parking Strategy

Ensure that parking supports Old Town's vitality by balancing customer, employee, and resident needs through coordinated management, investment, and wayfinding.

- 1. Conduct Parking Study** – Assess supply, demand, and turnover to guide near- and long-term parking solutions.
- 2. Manage More Effectively** – Explore shared parking, employee parking strategies, and time-limit options to maximize customer access.
- 3. Improve Access & Wayfinding** – Enhance signage and digital tools to make existing parking easier to find and use.
- 4. Plan for Growth** – Identify long-term needs, including event parking solutions and potential structured parking tied to redevelopment.

City Role:

- » Lead or partner in funding a parking study
- » Work with the Chamber, property owners, and businesses to test and refine management strategies
- » Coordinate signage and wayfinding improvements.
- » Ensure parking strategy is integrated with branding, events, and redevelopment efforts.



ACTION PLAN

Action

B.7

Implement a Trash Management Program

Old Town's sidewalks are often cluttered with trash and recycling containers. Relocating them to shared, well-managed enclosures in alleyways or rear-lot areas will improve cleanliness, safety, and the district's appearance.

1. Prepare and Implement a Trash Management Program– A phased program can address current challenges while piloting and expanding shared facilities over time.

Old Town's alleyways provide an opportunity to improve aesthetics and functionality of Old Town by relocating trash/recycling containers from sidewalks to shared, well-managed enclosures in alleyways or designated rear-lot areas.

The program should include:

- » Assessing needs and identifying suitable enclosure locations.
- » Engaging property owners, businesses, and haulers to confirm service and access.
- » Designing attractive, durable enclosures that fit Old Town's character.
- » Establishing funding and cost-sharing agreements.
- » Constructing and launching pilot sites with signage and outreach.
- » Monitoring usage, collecting feedback, and refining operations.
- » Expanding the program to additional sites over time.

City Role:

- » Lead planning, design, and construction of pilot sites.
- » Coordinate with businesses, property owners, and haulers.
- » Provide funding support and develop maintenance agreements.





ACTION PLAN

Invest in infrastructure to catalyze infill on vacant and underutilized sites, and advance redevelopment of City-owned properties, while maintaining controls on development type, quality, and character.

C. Infrastructure & Development

Action

C.1

Identify Priority Redevelopment Sites

Prioritize City-owned vacant and underutilized sites for redevelopment in a way that catalyzes Old Town's economic vitality, and takes advantage of development ready sites and developer interest.

1. Confirm Redevelopment Priorities – Advance Sites A and D as the City's top near-term priorities, while preparing to initiate Site G redevelopment alongside a PUD amendment to allow mixed-use (residential is currently not permitted).

2. Phase Redevelopment – Sequence redevelopment by site readiness:

- » Near-Term (Years 1–3): Site A and Site D (shovel-ready, anchors Arts Center), Site E (rezone from HDR to RC to ensure ground-floor retail) ; Columbia Street extension study
- » Mid-Term (Years 3–5): , Site G (prepare PUD amendment to include residential and clear site for redevelopment)
- » Long-Term (Years 5+): Sites H1–H2 (Public Works/Fieldhouse), contingent on relocation of City operations.

3. Align Infrastructure Investments – Coordinate utility undergrounding, curbside Pine Street completion, and Columbia Street extension to support redevelopment feasibility.

4. Promote Visibility of Sites – Market City-owned sites with development briefs, visuals, and targeted outreach to qualified developers.

5. Establish Evaluation Criteria – Prioritize proposals that deliver active ground-floor uses, strong design quality, mixed-use density, and alignment with community values.

City Role:

- » Establish priorities, prepare developer offerings, and manage RFQ/RFP negotiation processes.
- » Provide infrastructure, zoning adjustments, and design guidance to support development.
- » Partner with regional agencies, and private developers to attract investment and recruit tenants.
- » Use ownership leverage to ensure redevelopment outcomes reflect historic character, community priorities, and long-term vitality.



C. Infrastructure & Development

- A** 3rd & Pine
- D** Columbia & Pine
- E** Columbia & Pine
- G** Columbia & Cannery PUD
- H** Columbia & Public Works

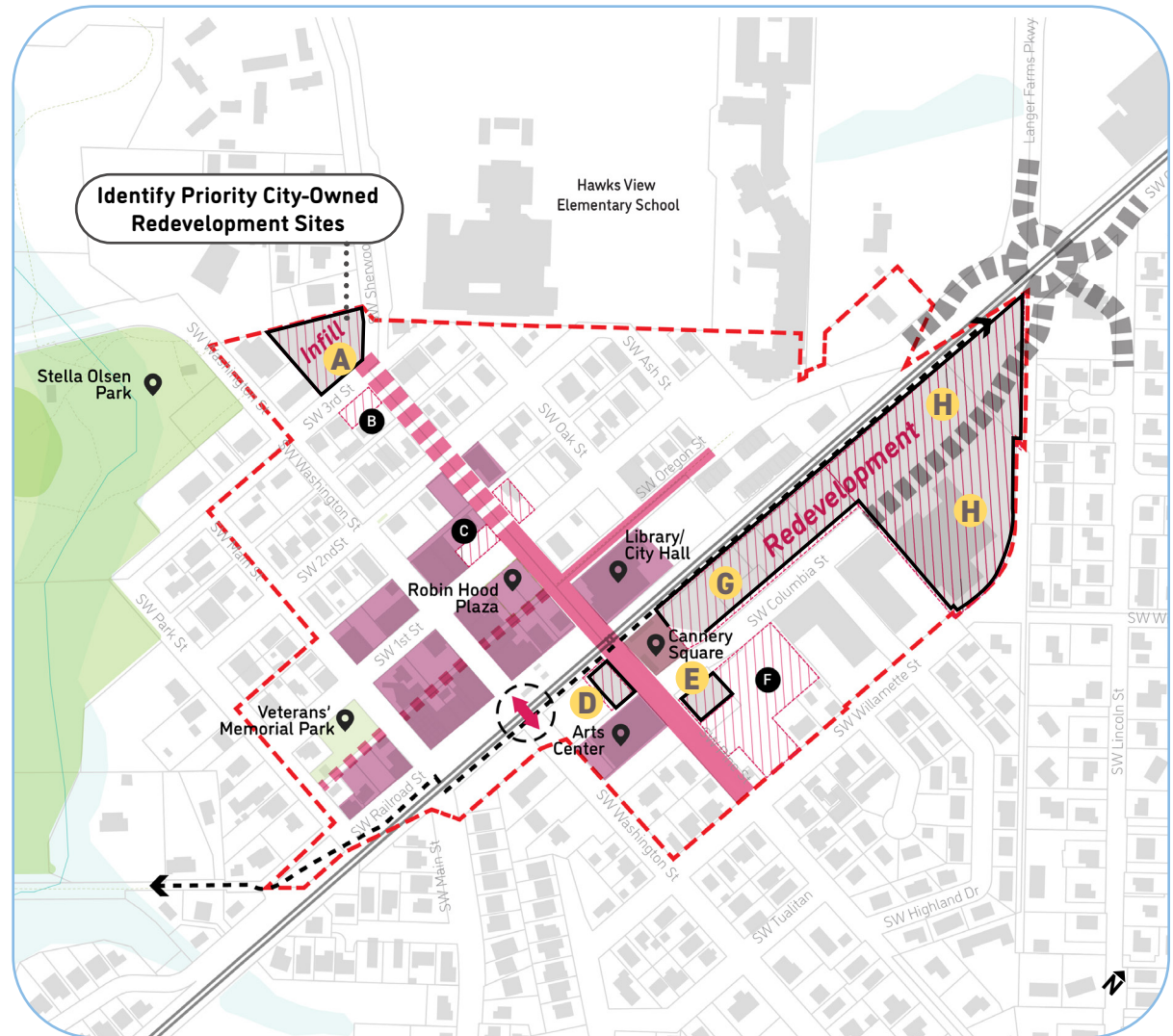


Fig. 50. Priority Redevelopment Sites

ACTION PLAN

Invest in infrastructure to catalyze infill on vacant and underutilized sites, and advance redevelopment of City-owned properties, while maintaining controls on development type, quality, and character.

C. Infrastructure & Development

Action

C.2

Prepare & Initiate Development Feasibility Study and Developer Offering

Advance redevelopment of City-owned sites through feasibility studies and developer offerings or direct negotiations. Ensure quality investment and align City goals with market realities.

- 1. Define Vision & Terms** – Study each site to confirm desired uses, design standards, and community benefits; then set transaction terms (City design-build-own/operate, sale, ground lease, or Development and Disposition Agreement (DDA) with clawbacks).
- 2. Tailor Approach by Site** –
 - » Site A (3rd & Pine) – City-Initiated Offering: Issue an RFQ for a team to deliver a multi-story mixed-use project with active ground-floor frontage, consistent with feasibility findings and City terms.
 - » Site D (Arts Center Lot) – City-Led Development: City retains ownership and management. City prepares a development feasibility study and preferred development program. Use an RFQ process to select a contractor for building construction documentation and construct building.
- 3. Select Developer/Contractor**– For Site A, evaluate RFQ responses for experience, capacity, vision, and deal alignment. For Site D, procure design and construction teams based on qualifications.
- 4. Negotiate Agreement** – For Site A, execute a DDA with clear design/use requirements, milestones, schedule, remedies, and City step-in/reversion rights. For Site D, execute contracts that fix scope, costs, schedule, and design compliance..
- 5. Support & Promote** – Coordinate enabling infrastructure (Columbia Street extension, Pine utilities, shared parking) and market opportunities through regional networks.

City Role:

- » Initiate and manage development feasibility, offerings, developer/contractor selection, and negotiations.
- » Provide zoning clarity, design guidance, and infrastructure commitments.
- » Partner with lenders, and agencies to promote sites and attract investment.
- » Ensure enforceable agreements deliver projects that align with community values.



Action

C.3

Develop an Infrastructure and Funding Plan

Fund essential infrastructure projects—including extending the curbless Pine Street and extending SW Columbia Street to catalyze redevelopment, improve access, and create a new “front door” to Old Town.

Confirm Project Scopes – Define cost estimates and engineering scope for Pine Street curbless extension, Columbia Street extension, and supporting utility/stormwater upgrades.

- 1. Evaluate Funding Tools** – Advance a Local Improvement District (LID) that equitably shares costs among benefitting properties, paired with a tiered assessment structure (direct frontage, adjacent block, district-wide).
- 2. Adopt Vertical Housing Designation (VHDZ)** – Establish Old Town as a VHDZ to incentivize private mixed-use housing by offering property tax exemptions on vertical residential floors, improving project feasibility.
- 3. Leverage Grant and State/Federal Funds** – Pursue supplemental sources such as Oregon Main Street Revitalization grants, ODOT community livability funding, and business improvement grants to reduce reliance on local assessments.
- 4. City Participation** – Include City-owned properties in any LID assessment to demonstrate commitment and fairness, or provide offsetting contributions where appropriate.
- 5. Stakeholder Engagement** – Conduct early outreach with property owners and businesses to explain benefits, tiered assessments, and potential impacts, building transparency and support.
- 6. Council Actions** – Prepare resolutions of intent, conduct hearings, and adopt ordinances required to form the LID and designate the VHDZ.

City Role:

- » Define scopes, form LID/VHDZ, and secure Council approval.
Prepare technical analysis and clear communication on costs and benefits.
- » Work with property owners, Chamber, and state agencies to align funding.
- » Ensure fair cost-sharing and deliver infrastructure that supports redevelopment.





PRIORITY ACTIONS & 5-YEAR TIMELINE

PRIORITY ACTIONS AND TIMELINE

The Priority Actions advance the vision and goals of the Old Town Strategic Plan through focused, implementable initiatives within a 5-year timeline

PRIORITY ACTIONS

The priority actions summarized in this section highlight the key projects, activities, and responsibilities the City can lead directly, advance in partnership with others, or catalyze through policy, investment, and coordination. Together, these actions reflect near- and mid-term opportunities to support redevelopment, strengthen business health, improve access and infrastructure, and reinforce Old Town as a vibrant civic and commercial center.

This section also includes a priority Actions 5-year timeline that illustrates how Priority Actions may be sequenced over time, helping to align decision-making, staffing, funding, and partnerships in a coordinated manner



A. CITY LED PROJECTS

Performance indicators help measure progress toward Plan goals, assess whether actions are achieving intended outcomes, and communicate results to Council, partners, and the community. They are meant to support ongoing evaluation, informed discussion, and continuous improvement over time. Engagement took place across three key milestones: Visioning, Draft Plan Elements, and Strategic Plan Adoption.

B. Infrastructure & Development

A1. ARTS CENTER PAD REDEVELOPMENT (SITE D – CITY AS DEVELOPER)

Advance a City-led redevelopment of the Arts Center Pad (Site D) that complements and supports expansion of the Sherwood Center for the Arts, activates Cannery Square, and reinforces Old Town's civic and cultural core.

Activities

1. Confirm Project Scope & Coordination (Year 1- Months 1-4)

- » Define development goals for Site D (use mix, scale, public benefit).
- » Coordinate with Arts Center leadership on shared parking, access, and program needs.

2. Procure Development Feasibility Study (RFP) (Year 1- Months 4-12)

- » Select a multidisciplinary team (architecture, market analysis, finance)
- » Study to include:
 - Program options and massing concepts
 - Market and financial feasibility
 - Phasing and ownership options
 - Preliminary financing strategy

3. Council Direction & Preferred Path (Year 2- Months 1-3)

- » Review feasibility outcomes.
- » Confirm City intent to proceed as developer.

4. Assemble Funding Package (Year 2- Months 3-12)

- » Identify capital funding sources (grants, bonds, partnerships).
- » Coordinate with Arts Center expansion funding if applicable.

5. Project Delivery Procurement (Late Year 2–Early Year 3)

- » Select delivery method (CM/GC or Design-Build recommended).
- » Procure contractor/design team.

6. Design, Permitting & Construction (Years 3–4)

- » Advance through construction documents.
- » Construct and open project.

City Role

- » Project sponsor and developer
- » Lead procurement, funding, and coordination
- » Long-term owner/operator (or ground lessor if later modified)

Key Partners

- » Sherwood Center for the Arts
- » Design and financial consultants
- » Construction firms
- » Funding agencies

Timeline

- » **Years 1–2:** Feasibility, coordination, funding strategy
- » **Years 2–3:** Procurement, design, permitting
- » **Years 3–5:** Construction and opening



B. Infrastructure & Development

A2. GATEWAY REDEVELOPMENT – SITE A (3RD & PINE / DEVELOPER-LED)

Catalyze redevelopment of a prominent City-owned gateway site through a competitive developer offering that aligns with Old Town character, market demand, and City priorities.

Activities

1. Prepare Developer Offering (Year 1- Months 1-4)

- » Confirm site constraints, allowable uses, and design expectations.
- » Prepare RFQ/RFP package including:
 - Site data and due diligence
 - Desired outcomes and evaluation criteria
 - Development parameters

2. Release RFQ/RFP & Select Developer (Year 1- Months 4-8)

- » Conduct outreach to regional developers.
- » Select based on qualifications, concept, and financial capacity.

3. Negotiate Development Agreement (Year 1- Months 8-12)

- » Finalize land disposition or long-term ground lease.
- » Define performance milestones and public benefits.

4. Developer-Led Entitlements & Financing (Years 2–3)

- » Developer advances land use approvals, design, and financing.

5. Construction & Occupancy (Years 3–4)

City Role

- » Property owner and convener
- » Establish expectations and review milestones
- » Facilitate permitting and coordination

Key Partners

- » Private developer and design team
- » Financial institutions
- » Community stakeholders

Timeline

- » **Year 1:** Developer offering and selection
- » **Years 2–3:** Entitlements and financing
- » **Years 3–5:** Construction



B. INFRASTRUCTURE & ACCESS INVESTMENTS

B. Infrastructure & Development

B1. OLD TOWN ACCESS IMPROVEMENT STUDY (SW COLUMBIA STREET EXTENSION)

Initiate and implement a SW Columbia Street Extension Study to identify a feasible, cost-effective alignment and implementation strategy to extend SW Columbia Street to SW Oregon Street, creating a new front door to Old Town and unlocking redevelopment of the Public Works Yard.

Activities

1. Define Study Scope, and Funding (Year 1- Months 1-3)

- » Alignment alternatives and preferred alignment
- » Tualatin Valley Fire Station impacts and building location scenarios

- » Traffic impact analysis and traffic control/signalization plan
- » Rail crossing considerations
- » Cost estimates, phasing and potential funding strategy

2. Release RFP and Secure Transportation & Engineering Consultant (Year 1- Months 3-5)

- » Include rail coordination expertise.

3. Interagency Coordination (Year 1- Months 4-10; Ongoing)

- » ODOT Rail
- » Rail owner/operator
- » Tualatin Valley Fire & Rescue (TVF&R)

4. Evaluate Alignment Alternatives (Year 1- Months 5-10)

- » Access, safety, cost, and feasibility.
- » Develop comparative analysis and recommended preferred alternative.

5. Council Direction (Year 1- Months 11-12)

- » Select preferred alternative and implementation path.

City Role

- » Lead study sponsor and funder
- » Interagency coordinator

Key Partners

- » Selected study consultant
- » ODOT Rail
- » Rail owner
- » TVF&R
- » Adjacent property owners

Timeline

- » **Year 1:** Study initiation and completion

B2. LOCAL IMPROVEMENT DISTRICT (LID)

Establish sustainable funding tools to finance critical infrastructure (Pine Street, Columbia Street, utilities).

Activities

1. Define project scope and cost estimates. (Year 1- Months 1-3)

- » Confirm infrastructure elements to be included in the LID (Pine Street, Columbia Street, utilities).
- » Prepare preliminary engineering concepts and order-of-magnitude cost estimates.
- » Coordinate scope with planned redevelopment and capital projects.

2. Conduct benefit analysis and LID boundary testing. (Year 1- Months 3-5)

- » Define the proposed LID boundary and assess relative benefit to properties.
- » Test alternative boundary scenarios and assessment methodologies.
- » Refine cost allocation approach to ensure equity and defensibility.

3. Property owner outreach. (Year 1- Months 4-7)

- » Conduct early and ongoing outreach to affected property owners.
- » Share project scope, estimated assessments, and anticipated benefits.
- » Incorporate feedback and address concerns prior to formal Council action.

4. Council Resolution of Intent and hearings. (Year 1- Months 7-9)

- » Prepare Resolution of Intent to form the LID.
- » Conduct required public hearings and notice.
- » Refine scope or boundaries as directed by Council.

5. LID formation and financing. (Year 1- Months 9-12)

- » Adopt final ordinance forming the LID.
- » Finalize assessment roll and financing structure.
- » Establish funding mechanisms and project accounts.

6. Design and construction of Infrastructure Projects. (Years 2-5)

- » • Advance detailed design and engineering for LID-funded projects.
- » • Coordinate construction with redevelopment, utilities, and access improvements.
- » • Complete infrastructure improvements in phases as funding allows.

City Role

- » Lead development of the LID framework and public process
- » Define project scope, cost estimates, and benefit methodology
- » Conduct property owner outreach and coordination
- » Prepare and advance required Council actions
- » Manage design, financing, and construction of LID-funded improvements

Key Partners

- » Affected property owners within the LID boundary
- » Old Town business and property owner representatives
- » Sherwood Chamber of Commerce
- » Engineering and financial consultants
- » Utility providers (as applicable)

Timeline

- » **Year 1:** Define scope, benefit & boundary; hearings & LID formation & financing
- » **Year 2:-5:** Design and construct infrastructure

B3. VERTICAL HOUSING DEVELOPMENT ZONE (VHDZ)

Establish sustainable funding tools to incentivize mixed-use and multi-family housing in Old Town

Activities

1. Confirm eligible area and zoning. (Year 2- Months 1-3)

- » Review Old Town zoning to confirm eligibility for VHDZ designation.
- » Identify parcels suitable for mixed-use and multifamily housing.
- » Confirm consistency with Comprehensive Plan and zoning standards.

2. Coordinate with taxing districts. (Year 2- Months 3-6)

- » Initiate coordination with Washington County taxing districts and overlapping jurisdictions.
- » Share program overview, geographic boundaries, and estimated impacts.
- » Address questions related to tax abatement and long-term fiscal impacts.

3. Adopt designation ordinance. (Year 2- Months 6-9)

- » Prepare designation ordinance and supporting materials.
- » Conduct public notice and hearings as required.
- » Secure City Council adoption of the VHDZ designation.

4. Promote program to developers. (Year 1 & 2- Months 9-24)

- » Develop informational materials outlining eligibility, benefits, and application steps.
- » Conduct targeted outreach to property owners and developers.
- » Coordinate promotion with redevelopment sites, RFPs, and City-led projects.

5. Program Activation and Uptake (Years 2-5)

- » Apply VHDZ incentives to qualifying development proposals.

- » Monitor participation and adjust outreach as needed.
- » Coordinate with infrastructure investments and redevelopment timelines.

City Role

- » Lead policy development and public process
- » Administer LID and VHDZ programs
- » Coordinate financing and construction

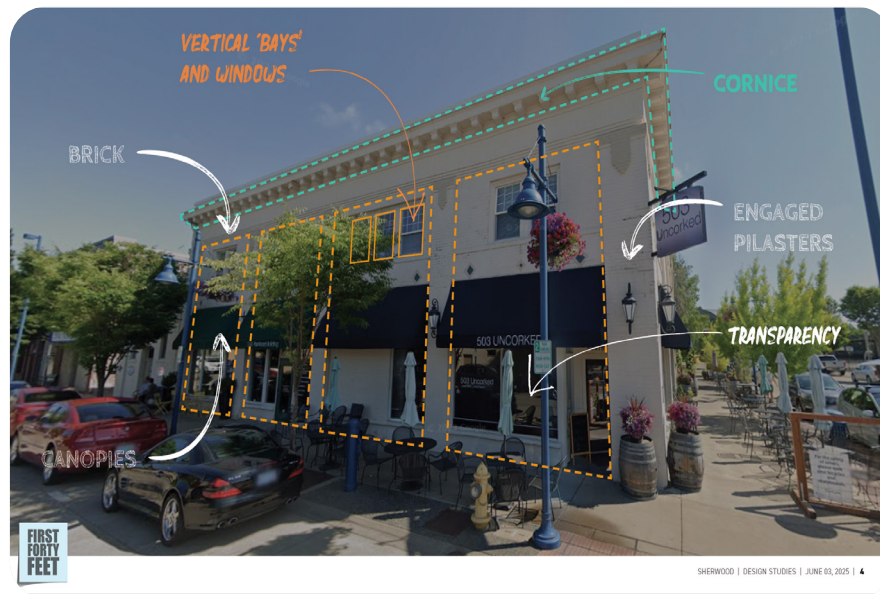
Key Partners

- » Property owners
- » Developers
- » Washington County taxing districts
- » Oregon Housing and Community Services (OHCS)

Timeline

- » **Years 2–3:** Studies, outreach, adoption
- » **Years 3–5:** Promote and activate

C. IN-HOUSE CITY-LED PROGRAMS & POLICY ACTIONS



B. Business Health & Growth

C1. ZONING CODE AMENDMENTS

Update zoning and development standards in Old Town to remove barriers to reinvestment, improve development feasibility, and ensure new projects are compatible with Old Town's desired character, scale, and long-term vision.

Activities

1. Draft Zoning Code Amendments. (Year 1- Months 1-4)

- » Draft code amendments consistent with the Zoning Modifications Summary Memo.

- » Coordinate internal review to ensure feasibility and consistency.
- » Prepare explanatory materials and draft findings.

2. Conduct Planning Commission review. (Year 1- Months 4-7)

- » Conduct Planning Commission work sessions and public hearings.
- » Refine amendments based on Commission feedback and public input.
- » Forward recommendations to City Council.

3. Adopt via City Council. (Year 1- Months 7-10)

- » Conduct City Council hearings and readings as required.
- » Adopt zoning amendments and establish effective dates.
- » Publish adopted changes and update public-facing materials.

City Role

- » Lead preparation of zoning and development code amendments
- » Coordinate interdepartmental review (Planning, Public Works, Building)
- » Conduct public outreach and stakeholder engagement
- » Facilitate Planning Commission and City Council review and adoption

Key Partners

- » Planning Commission
- » City Council
- » Old Town business and property owners
- » Development community and design professionals (as appropriate)

Timeline

- » **Year 1:** Zoning amendment initiation and completion



B. Business Health & Growth

C2. BUSINESS RETENTION & INCENTIVE PROGRAMS

Strengthen the viability of existing Old Town businesses and encourage reinvestment by expanding targeted incentives, streamlining City processes, and improving access to clear, consistent business support and technical assistance.

Activities

1. Clarify permit and SDC relief policies. (Year 1- Months 3-5)

- » Review existing permit and SDC relief policies.
- » Clarify eligibility criteria, timing, and application procedures.
- » Publish clear guidance for businesses and property owners.

2. Launch quick permit pathway. (Year 1- Months 5-10)

- » Identify eligible permit types (e.g., signage, tenant improvements, minor exterior upgrades).
- » Establish internal review procedures and target turnaround times
- » Launch and promote the quick permit pathway.

3. Implement business outreach and recruitment tools. (Year 1 Launch- Years 2-5 Ongoing)

- » Develop outreach materials and an Old Town Business Package.
- » Conduct regular outreach to existing businesses and prospective tenants.
- » Coordinate recruitment efforts with the Chamber, SBDC, and property owners.
- » Update tools and strategies based on market conditions and feedback.

4. Publish "Starting a Business in Old Town" Guide. (Year 2- Months 1-6)

- » Compile permitting, licensing, and incentive information.
- » Develop user-friendly materials, process flowcharts and timelines
- » Publish guide in digital and print formats

5. Reactivate Façade & Tenant Improvement Program. (Year 2- Months 6-12)

- » Review and update program guidelines, eligibility, and funding levels.
- » Secure funding authorization and administrative procedures.
- » Relaunch program and begin accepting applications.
- » Award grants on a rolling basis as funding allows.

City Role

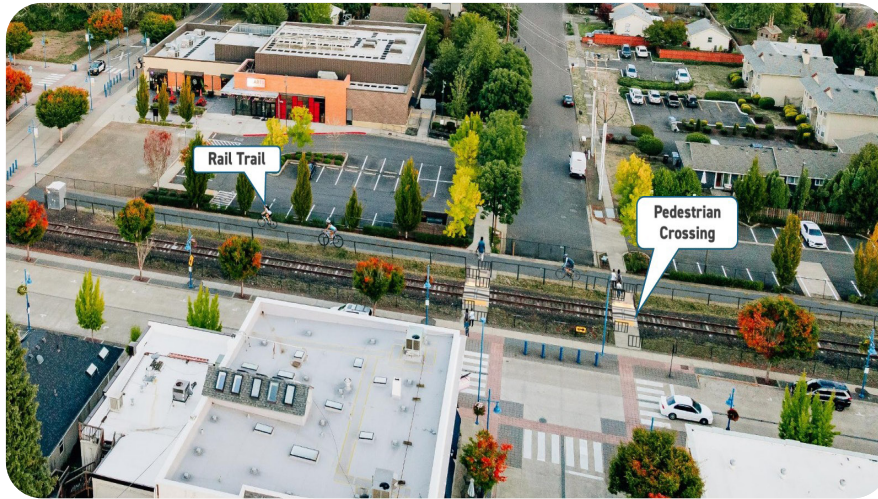
- » Program design and administration
- » Outreach and technical assistance

Key Partners

- » Chamber of Commerce
- » Small Business Development Center (SBDC)
- » Property owners

Timeline

- » Years 1-5 (ongoing)



A. Sense of Arrival

C3. PEDESTRIAN RAIL CROSSING - WASHINGTON STREET

Convene with rail owners, lease, and ODOT Rail to determine the feasibility of a new pedestrian rail crossing at Washington Street and rail adjacent trail to improve safety, connectivity, and walkability between Old Town parking and the Art Center and Old Town businesses.

Activities

1. Initiate discussions with rail owner and ODOT Rail. (Year 2; Months 1-3)

- » Initiate formal coordination with the rail owner, lease holder, and ODOT Rail.
- » Confirm regulatory requirements, approval processes, and initial feasibility considerations.
- » Establish roles, expectations, and communication protocols.

2. Conduct feasibility and safety analysis. (Year 2; Months 3-9)

- » Procure a qualified engineering or rail safety consultant.
- » Evaluate physical feasibility, safety requirements, operational impacts, and regulatory constraints.
- » Identify potential crossing design concepts and order-of-magnitude cost estimates..

3. Identify funding and next steps. (Year 2 to Early Year 3; Months 9-14)

- » Identify potential funding sources (grants, partnerships, capital funding).
- » Determine whether to advance design, pause, or refine alternatives based on feasibility results.
- » Prepare recommendations for City Council on next steps and potential implementation timeline.

City Role

- » Initiate and lead coordination with rail owners and regulatory agencies
- » Procure technical consultants as needed for feasibility and safety analysis
- » Facilitate interagency review and communication
- » Identify potential funding sources and implementation pathways

Timeline

- » **Years 2-3** Convene rail interests; determine feasibility; identify funding & implementation timeline.

D. OLD TOWN BUSINESS SUPPORT INITIATIVES



D1. OLD TOWN BRANDING

Establish and implement a cohesive Old Town branding framework that strengthens Old Town's identity, supports business promotion, and positions Old Town Sherwood as a distinctive local and regional destination in coordination with partner organizations and tourism agencies.

Activities

1. **Partner with Chamber, Sherwood Main Street, Travel Oregon, Explore Tualatin Valley. (Year 1- Months 1-2)**
 - » Establish a branding working group and confirm roles, goals, and decision-making approach.
 - » Align branding effort with upcoming events, tourism calendars, and other City initiatives.
2. **Prepare Scope of Work, Issue RFP and select Branding consultant (Year 1- Months 2-4)**
 - » Draft a scope of work objectives and RFP.
 - » Issue RFP and select consultant.
3. **Prepare Old Town Branding Plan (Year 1- Months 4-9)**
 - » Consultant conducts research, stakeholder engagement, and brand development.
 - » Draft branding components, including visual identity, messaging, and implementation guidance.
 - » Review draft concepts with partners, businesses, and City staff.
 - » Refine and finalize branding plan.

4. Adopt and Launch Branding (Year 1-Months 9-12)

- » Formal adoption by City Council
- » Public launch through coordinated announcements, events, and digital channels.

5. Implement and Integrate Branding (Year 2-Months 1-2, Ongoing)

- » Integrate branding into: Events and promotions, Wayfinding and signage, City websites and printed materials, and Business marketing toolkits
- » Update materials as new projects, events, or investments occur.
- » Periodically evaluate effectiveness and refine as needed.

City Role

- » Convene partners and manage consultant procurement
- » Provide oversight and coordination during plan development
- » Support implementation across City programs and investments

Key Partners

- » Sherwood Chamber of Commerce
- » Sherwood Main Street
- » Travel Oregon
- » Explore Tualatin Valley
- » Old Town businesses and property owners

Timeline

- » **Years 1–2 (launch), ongoing**

D2. WAYFINDING & SIGNAGE PLAN

Improve visibility, strengthen the sense of arrival, and enhance visitor navigation throughout Old Town by developing and implementing a coordinated wayfinding and signage system that is aligned with Old Town branding, supports local businesses, and improves access for all users.

Activities

1. Convene Wayfinding Partners (Year 2- Months 1-2)

- » Identify and convene a working group (City staff, Chamber, Sherwood Main Street, Explore Tualatin Valley, Public Works, ODOT, business/ property owners).
- » Confirm project goals, priority destinations, and coordination with Old Town branding

2. Prepare Scope of Work, Issue RFP, and Select Consultant (Year 2- Months 2-4)

- » Draft scope of work covering gateway signage, vehicular and pedestrian wayfinding, branding integration, and phasing.
- » Review scope internally and with key partners.
- » Issue RFP and select consultant.

3. Prepare Wayfinding & Signage Plan (Year 2- Months 4-9)

- » Consultant conducts inventory, analysis, and stakeholder engagement.
- » Develop signage hierarchy, design concepts, location plans, and cost estimates.
- » Coordinate with ODOT on state-controlled facilities.
- » Review draft concepts and refine based on feedback.

4. Adopt Wayfinding Plan (Year 2- Months 9-12)

- » Finalize plan for City review.
- » Present to City Council for acceptance (if desired).
- » Align implementation priorities with upcoming capital projects and funding.

5. Implement and Phase Improvements. (Year 3-5)

- » Fabricate and install signage in phases based on funding and priorities.
- » Prioritize high-visibility gateways and primary access routes.
- » Coordinate installation with street, utility, and development projects.
- » Monitor effectiveness and adjust over time.

City Role

- » Lead partner coordination and consultant procurement
- » Oversee plan development, adoption, and phased implementation
- » Coordinate permitting, installation, and long-term maintenance

Key Partners

- » Sherwood Chamber of Commerce
- » Sherwood Main Street
- » Explore Tualatin Valley
- » ODOT
- » Old Town businesses and property owners

Timeline

- » **Year 1:** Partner convening, consultant selection, and Wayfinding & Signage Plan development and adoption
- » **Years 2–5:** Phased fabrication and installation of signage, coordinated with available funding and capital projects

D3. PARKING STUDY & MANAGEMENT PLAN

Improve access to Old Town businesses by assessing parking supply and demand, identifying shared and public parking opportunities, and implementing effective parking management strategies.

Activities

1. Convene parking working group (Year 3- Months 1-2)

- » Identify and convene a parking working group (City staff, Chamber, Sherwood Main Street, business and property owners).
- » Confirm study goals, key concerns, and coordination with events, wayfinding, and redevelopment initiatives.

2. Prepare Scope of Work, Issue RFP, and Select Consultant (Year 3- Months 2-3)

- » Draft scope of work covering parking inventory, utilization, turnover, event demand, and management strategies.
- » Review scope internally and issue a Request for Proposals (RFP).
- » Review proposals and select a consultant with downtown parking experience.
- » Execute contract and finalize study schedule.

3. Prepare Parking Management Plan (Year 3- Months 4-7)

- » Develop draft parking management plan with recommended strategies, phasing, and cost estimates.
- » Review draft with stakeholders and refine recommendations.

4. Adopt Parking Management Plan (Year 3- Months 8-9)

5. Implement and Phase Improvements. (Year 3-Months 9-Year 4)

- » Acquire public parking site(s), and begin implementing low-cost, near-term strategies (e.g., signage, shared parking agreements).

City Role

- » Lead consultant procurement and stakeholder coordination
- » Provide data, oversight, and policy direction
- » Implement parking management strategies and signage improvements

Key Partners

- » Sherwood Chamber of Commerce
- » Sherwood Main Street
- » Old Town business and property owners
- » Event organizers and property owners of potential shared parking sites

Timeline

- » **Year 3:** Partner convening, consultant selection, parking inventory and analysis, management plan and adoption
- » **Year 4:** Implementation

PRIORITY ACTIONS 5-YEAR TIMELINE

A1. ARTS CENTER PAD REDEVELOPMENT- Years 1–2: Feasibility, coordination, funding strategy; Years 2–3: Procurement, design, permitting; Years 3–5: Construction and opening

A2. GATEWAY REDEVELOPMENT – SITE A- Year 1: Developer offering and selection; Years 2–3: Entitlements and financing; Years 3–5: Construction

B1. OLD TOWN ACCESS IMPROVEMENT STUDY- Year 1: Study initiation and completion

B2. LOCAL IMPROVEMENT DISTRICT (LID)- Year 1: Define scope, benefit & boundary; hearings & LID formation & financing; Year 2–5: Design and construct infrastructure

B3. VERTICAL HOUSING DEVELOPMENT ZONE (VHDZ)-Years 2–3: Studies, outreach, adoption; Years 3–5: Promote and activate

C1. ZONING CODE AMENDMENTS- Year 1: Zoning amendment initiation and completion

C2. BUSINESS RETENTION & INCENTIVE PROGRAMS – Years 1–5 (ongoing)

C3. PEDESTRIAN RAIL CROSSING - WASHINGTON STREET- Years 2–3 Convene rail interests; determine feasibility; identify funding & implementation timeline.

D1. OLD TOWN BRANDING- Years 1–2 (launch), ongoing

D2. WAYFINDING & SIGNAGE PLAN- Year 1: Partner convening, consultant selection, and Wayfinding & Signage Plan development and adoption; Years 2–5: Phased fabrication and installation of signage, coordinated with available funding and capital projects

D3. PARKING STUDY & MANAGEMENT PLAN- Year 3: Partner convening, consultant selection, parking inventory and analysis, management plan and adoption; Year 4: Implementation



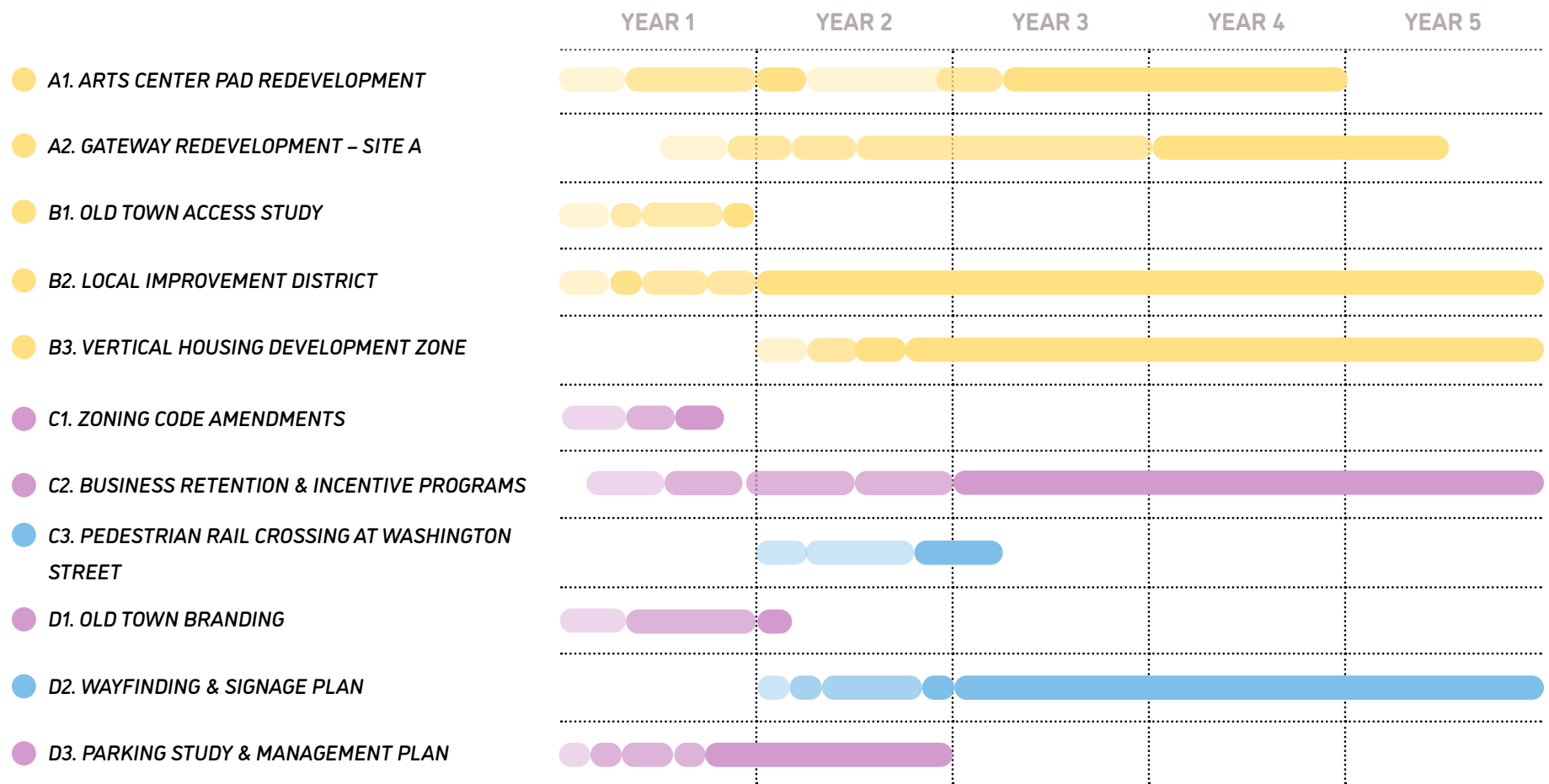


Fig. 51. Priority Actions 5-year Timeline

- *Sense of Arrival*
- *Business Health & Growth*
- *Infrastructure & Development*

The left side of the slide features a vertical band with a light purple background. Overlaid on this band are several overlapping circles in a darker shade of purple. The circles vary in size and are positioned to create a layered, abstract effect.

PERFORMANCE INDICATORS

PERFORMANCE INDICATORS AND MONITORING FRAMEWORK

This section establishes performance indicators and a monitoring framework to support accountability, transparency, and informed decision-making during Strategic Action Plan implementation.

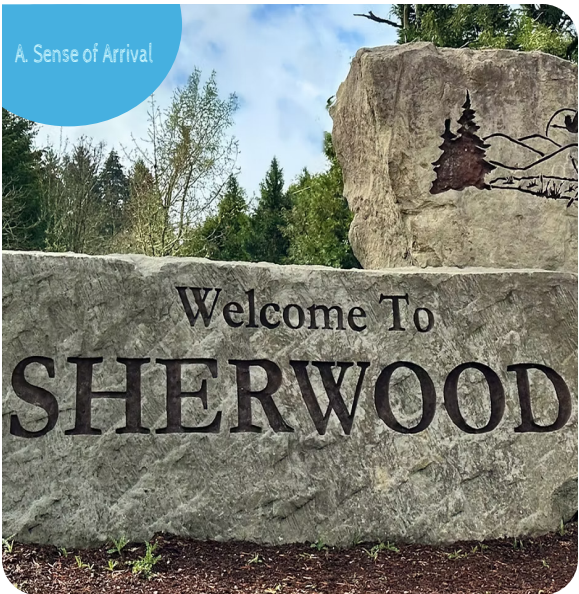
The Old Town Strategic Plan is an action-oriented guide for near- and mid-term investment, decisions, and partnerships. To keep it effective over time, the City should track progress, evaluate outcomes, and adjust priorities as conditions change.

PERFORMANCE INDICATORS

Performance indicators help measure progress toward Plan goals, assess whether actions are achieving intended outcomes, and communicate results to Council, partners, and the community. They are meant to support ongoing evaluation, informed discussion, and continuous improvement over time. Engagement took place across three key milestones: Visioning, Draft Plan Elements, and Strategic Plan Adoption.

Performance Indicator A

Sense of Arrival



Measure progress toward improved access, visibility, and connectivity that establish Old Town as a distinctive and easy-to-navigate destination.

Overall Outcome Indicators

- » Increased pedestrian and bicycle activity in Old Town
- » Improved visitor perception of access and wayfinding
- » Reduced reliance on short vehicle trips within Old Town

Action	Key Performance Indicators	Measure & Track
A.1 Develop a Wayfinding & Signage Plan	<ul style="list-style-type: none">Wayfinding plan adoptedNumber of signs installedVisitor navigation satisfaction	Plan adoption date; sign inventory; intercept or online visitor surveys
A.2 Improve Access & Streetscapes	<ul style="list-style-type: none">Linear feet of curbless streets completedColumbia Street extension milestones (study, design, construction)Washington Street rail crossing and Oregon Street promenade extension	Capital project tracking; Rail coordination for pedestrian crossing; engineering milestones; Public Works reporting

Sense of Arrival, cont.

Action	Key Performance Indicators	Measure & Track
A.3 Complete Neighborhood Connections	<ul style="list-style-type: none"> Miles of new or improved sidewalks, trails, or shared-use paths Number of priority gaps closed Funding secured for connections 	Transportation CIP updates; grant awards; GIS mapping
A.4 Promote Walk, Bike & Roll "Loops"	<ul style="list-style-type: none"> Number of branded loops established Number of community walk/bike events held annually Participation levels 	Event counts; attendance tracking; Parks Community Services reporting

Business Health and Growth

Track business vitality, investment, and Old Town's evolution as a local and regional destination.

Overall Outcome Indicators

- » Increased business retention and reduced turnover
- » Higher levels of private reinvestment
- » Stronger year-round activity and foot traffic



Action	Key Performance Indicators	Measure & Track
B.1 Support Old Town Branding	<ul style="list-style-type: none"> Brand toolkit completed and in use Number of partner campaigns featuring Old Town Website and social media engagement 	Marketing metrics; partner reporting; website analytics
B.2 Expand Events & Programs	<ul style="list-style-type: none"> Number of annual events Event attendance totals Business participation rates 	Event permits; attendance estimates; post-event surveys

Business Health and Growth, cont.

Action	Key Performance Indicators	Measure & Track
B.3 Attract Targeted Businesses	<ul style="list-style-type: none"> • Number of new businesses opened • Reduction in storefront vacancy rate • Diversity of business types 	Business license data; vacancy audits; economic development tracking
B.4 Incentivize Investment	<ul style="list-style-type: none"> • Number of façade / improvement grants awarded • Private dollars leveraged • Average permit review time 	Grant program records; permit system data
B.5 Initiate & Adopt Regulatory Modifications	<ul style="list-style-type: none"> • Code amendments adopted • Number of projects using updated standards • Developer satisfaction 	Planning Commission/Council records; permit review outcomes
B.6 Develop a Parking Strategy	<ul style="list-style-type: none"> • Parking study completed and adopted • Management strategies implemented • Customer satisfaction with parking 	Study adoption; signage inventory; business/visitor surveys

Infrastructure and Development

Measure the City's effectiveness in catalyzing redevelopment through strategic infrastructure investment and proactive land stewardship.

Overall Outcome Indicators

- » Redevelopment of City-owned and underutilized sites
- » Improved feasibility for private development projects
- » Long-term increase in tax base and economic activity



Action	Key Performance Indicators	Measure & Track
C.1 Identify Priority Redevelopment Sites	<ul style="list-style-type: none"> • Number of sites formally prioritized • Redevelopment phasing plan adopted • Marketing materials completed 	Council actions; site briefs; developer outreach logs
C.2 Prepare & Initiate Developer Offerings	<ul style="list-style-type: none"> • Arts Center pad site redevelopment • RFPs/RFQs issued or DDAs initiated • Development agreements executed • Estimated private investment committed 	Procurement records; executed agreements; project pro formas
C.3 Develop an Infrastructure & Funding Plan	<ul style="list-style-type: none"> • LID and/or VHDZ adopted • Total infrastructure funding secured • Design and construction milestones met 	Council ordinances; funding awards; CIP progress reports

MONITORING FRAMEWORK

The following monitoring framework provides a structure for coordinating implementation, tracking progress, and reporting on outcomes tied to the Strategic Plan's actions. It is flexible and scalable, allowing the City to adapt to changing conditions while maintaining accountability

Old Town Strategic Plan Committee

An Old Town Strategic Plan Committee would support implementation by providing a regular forum for City staff, elected and appointed officials, and key stakeholders to review progress, identify issues, and advise on priorities. It would not manage individual projects or replace existing decision-making bodies, but would help maintain momentum, improve coordination, and provide continuity as actions move into implementation.



Leadership

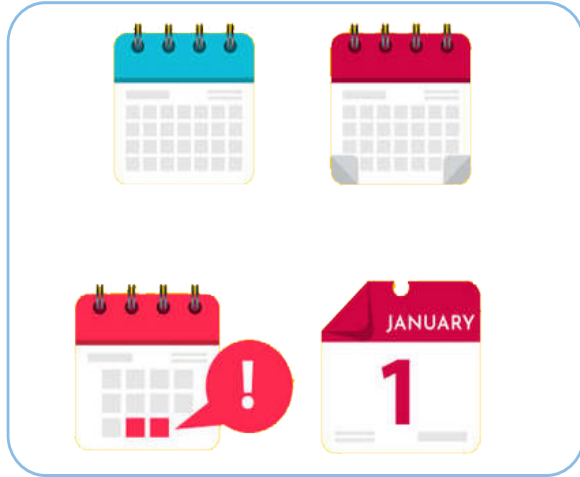
The committee would be convened and facilitated by City staff—such as Economic Development, Planning, or the Assistant City Manager—with support from other departments as appropriate, including Public Works, Parks and Recreation, and City Manager's Office communications support.

Committee Composition

To balance representation and efficiency, the committee would ideally include no more than ten members representing:

- » City Council
- » Planning Commission
- » Old Town business owners
- » Old Town property owners
- » Sherwood Chamber of Commerce
- » Organizations supporting downtown events, arts, or programming
- » Walking, biking, or active transportation advocacy

Membership would aim to reflect a range of perspectives and experiences relevant to Old Town's economic vitality, access, and placemaking goals



Meeting Structure

Frequency and Focus

The committee would meet on a quarterly basis to:

- » Review progress on Strategic Plan actions
- » Discuss performance indicators and implementation milestones
- » Identify challenges, funding considerations, or coordination needs
- » Consider emerging opportunities or recommended adjustments to priorities

Status Review Framework

Progress would be reviewed using a clear status framework—such as on track, needs attention, or at risk—to help quickly identify priorities, challenges, and actions requiring coordination or policy direction.

Annual Monitoring and Reporting

Ongoing Tracking

City staff would maintain baseline data and track progress using the performance indicators for each Strategic Plan action. Tracking may include:

- » Capital projects and infrastructure investments
- » Development activity and redevelopment milestones
- » Business programs, grants, and incentives
- » Events, programming, and visitation

State of Old Town Summary Report

Annually, City staff—supported by the Old Town Strategic Plan Committee—would prepare a concise State of Old Town report to document progress and inform future decisions.

The report would typically include:

- » Progress updates on Actions A, B, and C
- » Key performance indicator highlights and trends
- » Notable public and private investments
- » Business, event, and placemaking successes
- » Identified challenges, risks, or funding gaps
- » Suggested priorities or focus areas for the coming year



City Council Review

The annual State of Old Town summary would inform a City Council work session focused on Strategic Plan implementation. This work session would provide an opportunity for City Council to:

- » Review progress and outcomes
- » Discuss funding, policy, or sequencing considerations
- » Provide direction on major redevelopment, infrastructure investments, or programmatic priorities



APPENDIX

[Attachment 1 Existing Conditions Summary Memo](#)

[Attachment 2 Market Analysis](#)

[Attachment 3 Transportation and Infrastructure Analysis](#)

[Attachment 4 Zoning Modifications Summary Memo](#)

[Attachment 5 LID VHDZ Summary Memo](#)

[Attachment 6 Site D RFP VS City Owner Operator Memo](#)

[Attachment 7 Development Strategy Memo Leland](#)

[Attachment 8 Business Retention Summary Memo](#)

[Attachment 9 Wayfinding Plan Memo](#)

[Attachment 10 Trash Management Program Memo](#)

[Attachment 11 Business Recruitment Retention Survey Results](#)

